



# *Village of Wellington*

*Fiscal Year 2005-2006 Comprehensive Annual Budget*





Village of Wellington  
Community Services



VILLAGE OF WELLINGTON  
WATER TREATMENT FACILITY  
1100 WELLINGTON TRACE

# WELLINGTON COMMUNITY CENTER

12165 FORES HILL BLVD.

Wellington Municipal Complex  
Acme Improvement District  
Administration - Customer Service  
8:00 - 5:00  
Monday - Friday

Meeting Hall  
(In rear - use side door)

WELLINGTON  
VILLAGE PARK

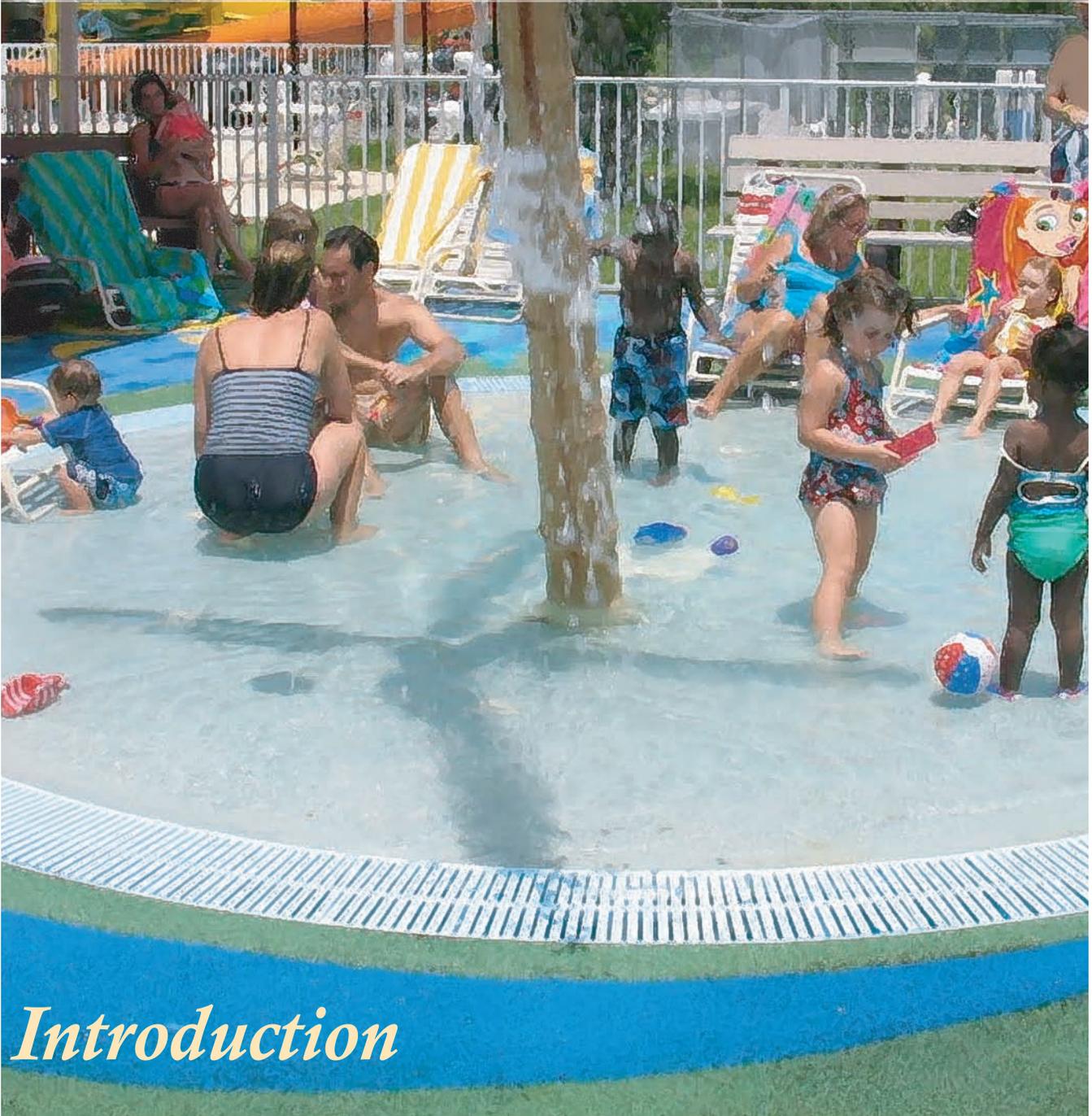
Parks & Recreation Administration  
11700 PIERSON ROAD

Village Of Wellington  
14001 Pierson Rd  
PUBLIC WORKS  
ENGINEERING  
UTILITIES ADMINISTRATION  
Mon - Fri 7:00 AM - 4:00 PM

VILLAGE OF WELLINGTON  
WASTEWATER TREATMENT & WATER RECLAMATION FACILITY  
11860 PIERSON RD

# Core Value: *Family*

For the past decade, the Village of Wellington has been frequently recognized in national publications as one of the nation's premier communities in which to raise a family



*Introduction*

*The Vision of the Village of Wellington balances a unique hometown, family atmosphere with an attractive natural environment and recreational, cultural, and educational activities with facilities for all ages. Our goal is to preserve the characteristics of the Village's individual neighborhoods and lifestyles through controlled growth and ongoing citizen participation. Wellington is and should remain a unique Village composed of individual communities dedicated to the values of:*



*Family*

*Educational Excellence*

*Recreational & Cultural Opportunities*

*Public Safety*

*Environmental Respect*

*Sound Government*

*Civic Pride*

*Community Appearance*

*Equestrian Interests*

## Elected Officials



*Thomas M. Wenham*  
**Mayor**



*Lizbeth Benacquisto*  
**Vice Mayor**



*Laurie S. Cohen*  
**Councilwoman**



*Robert S. Margolis*  
**Councilman**



*Dr. Carmine A. Priore*  
**Councilman**

## Senior Leadership Team



*Charles H. Lynn, AICP*  
**Village Manager**

*Francine L. Ramaglia, CPA*  
**Director of Administrative & Financial Services**

*Paul Schofield, AICP*  
**Director of Community Services**

*Gary R. Clough, PE*  
**Director of Environmental & Engineering Services**

**Celebrate**  **Wenington**  
*10<sup>th</sup> Anniversary*

*Celebrating a Decade of Excellence*

- ❖ Florida League of Cities “Florida City of Excellence Award” - Recognition
- ❖ Digital City Award (2004/2005 – 2005/2006)
- ❖ City Innovations Showcase Program
  - 2001/2002 won seven categories
  - 2002/2003 – 2004/2005 received recognition
- ❖ GFOA Award for Distinguished Budget Presentation (1995/1996 – 2004/2005)
  - Outstanding Communication Device (2002/2003)
  - Special Capital Recognition (2004/2005)
- ❖ Certificate of Achievement in Financial Reporting (1995/1996 – 2004/2005)
- ❖ Achievement of Excellence in Procurement Award (2001/2002)
- ❖ Best Distribution System and Best Collection System Awards in the Utility Division (1999/2000 – 2004/2005)
- ❖ Best Operated Water Treatment Plant under 15 Million Gallon MGD Award (1997/1998 – 2004/2005)
- ❖ IFEA Pinnacle Award for Recreation Outreach Program (2000/2001 – 2004/2005)
- ❖ Regional Best Plant Operations Award for the Wastewater Facility (1997/1998 – 2004/2005)
- ❖ Tree City USA Award (1997/1998 – 2004/2005)

*\*The awards noted above do not represent all awards obtained, but are a small sampling of the most prestigious awards received*

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*We would like to express our appreciation to all Department Directors and Managers, Finance staff and various staff members of other departments for their exceptional contributions.*



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Village of Wellington  
Florida**

**Special Capital Recognition**

For the Fiscal Year Beginning

**October 1, 2004**

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to the Village of Wellington, Florida for its annual budget for the fiscal year beginning October 1, 2004.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communication device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for the 2005 award.



# VILLAGE OF WELLINGTON

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**Village Council**

Thomas M. Wenham, Mayor  
Lizbeth Benacquisto, Vice Mayor  
Laurie S. Cohen, Councilwoman  
Robert S. Margolis, Councilman  
Dr. Carmine A. Priore, Councilman

**Village Manager**

Charles H. Lynn, AICP

**To the Village Council and the Residents of the Village of Wellington:**

It is my privilege as your Village Manager to present this year's Budget. Our budget is the product of a great deal of reflection, coordination and discussion between our Council, Senior Management and extremely qualified staff. It is the major annual planning effort as it funds the many exceptional services that we provide to our residents.

The Village of Wellington is committed to the efficient delivery of quality products and services to its residents in harmony with the Vision Statement. This commitment is the foundation behind policy decisions and priorities that ensure constructive and well-formulated strategic plans for the growth of our Village. This budget continues to focus on the public's interests, expressed through goals established by the Council.

Through this budget we have attempted to articulate the path towards attaining goals and objectives within the public policy framework set forth by the Village Council. Our objectives in preparing this budget were:

- ✓ Meeting our service levels
- ✓ Keeping pace with growth
- ✓ Minimize tax and user fee increases

I am proud of the efforts of staff in formulating a budget which displays the financial health of our community and provides a meaningful and useful tool to establish and to monitor progress of our future course: specifically, the priority and level of services and facilities to be provided to our residents given the anticipated available net revenues. We still enjoy one of the County's lowest tax rates, while over the years we have significantly increased services ranging from new parks, better roads, greater police protection, enhanced community appearance, and improved garbage collection.

We hope that this information is useful in helping you better understand the financial plan of the Village of Wellington. As we strive to better serve our residents, we look forward to working with Council and the public to continue to build a fiscally strong financial base and to continue to make Wellington one of the finest communities in which to live, work and play.

Sincerely,

A handwritten signature in black ink, appearing to read "Charles H. Lynn".

Charles H. Lynn, AICP  
Village Manager

## How To Use The Budget Document

Given its size and the variety of information it contains, the budget document can be an overwhelming undertaking to review. The purpose of this section is to provide the reader with a guide to the document's contents: where and how to find the information and how to understand or use the information. The budget document has been prepared in a summary format intended to be easily understood by the general public. The following describes each of its major sections.

### INTRODUCTION

Contains our Vision Statement and our nine Village Values; a map of our locations; our Elected Officials; a brief history of Wellington; the Village at a Glance which lists general facts and figures for the Village of Wellington; an introductory letter to our Village Council and Residents and a How-To-Use guide for this document.

### EXECUTIVE SUMMARY

Describes where we have been and where we are going in the upcoming year. It provides a broad perspective of services provided, discusses taxes, millage rates, changes in operations, significant differences in revenues, expenditures, future concerns and the focus and direction of the budget year.

### VISION & PLANNING

Presents our Vision Statement and illustrates the relationship of our Vision to our planning and goal setting process. Outlines our Village-wide goals and objectives to be accomplished for fiscal year 2005/2006, including formulation of goals based on previous year results and direction given by the Village Council and Village Manager during the budget process throughout the year. These goals and objectives become answerable as next year's achievements. Our planning process categorizes the accomplishments and goals into our nine Village Values.

### ORGANIZATION & DEPARTMENTS

Provides an overview of Village organization and overall staffing, cost of living and merit increases, and the Class and Compensation study. Each department is summarized including an organization chart and percent of budget by division. The division summaries follow and include:

#### **Organization Chart**

- ✓ Reflects each major function and chain of command

#### **Mission Statement**

- ✓ States the basic department/division purpose

#### **Broad Goals**

- ✓ Ties on-going goals to the division mission and village-wide goals

#### **Fiscal year 2005/2006 objectives**

- ✓ Identifies current year objectives to meet division goals

#### **Budget Detail**

- ✓ Compares actual and budgeted expenditures for fiscal year 2003/2004 through 2005/2006 including budgeted positions for the same periods

### ORGANIZATION & DEPARTMENTS (CONTINUED)

#### **Performance Measures and Workload Indicators**

- ✓ Shows statistics for division service indicators and performance measures derived from division goals and objectives

#### **Accomplishments**

- ✓ Highlights accomplishments for the fiscal year 2004/2005 for each division

### BUDGET OVERVIEW

- ✓ Presents an overview of the fiscal year 2005/2006 Budget for all funds. Describes where the money comes from (source of funds or revenues) and where the money goes (use of funds or expenditures) and recaps changes in fund balances. This section contains not only narrative but also many comparative tables, charts, and graphs to make the information more readily understandable.

### CAPITAL IMPROVEMENT PLAN

Summarizes the five year Capital Improvement Plan, details the current year projects over \$300,000, explains how the Village manages debt financing and outlines the risk management function.

### ANALYSIS & FORECAST

Includes an analysis of financial indicators designed to evaluate the fiscal stability of the Village and to illustrate the way the Village has endeavored to fulfill its responsibility to the residents to account for public funds, to manage municipal finances wisely and to plan adequate funding of services desired by the public. Describes how current economic trends coupled with the Village's financial policies may influence future cash balances, tax levies and rate structure. A five year projection of revenues and expenditures is provided.

### APPENDICES

Contains Budget Resolution, Accounting and Financial Policies, Description of Funds and Budget Summaries by Fund.

### GLOSSARY & INDEX

Contains a Glossary of Frequently Used Terms, an Index of Charts and Tables and a List of Acronyms used throughout the budget book.

*We sincerely hope this "how-to" has aided in finding and understanding information contained in the Village's budget. If any point is unclear or if additional information is desired, please call the Budget Office at (561) 791-4000. Should the same requests repeatedly occur, we will endeavor to incorporate clarification in future budget documents.*

*This document is also located on the Village of Wellington Website, [www.ci.wellington.fl.us](http://www.ci.wellington.fl.us). A copy of the document can also be obtained on a CD (compact disc) by calling the Budget Office.*

## History

The Charter for the Village of Wellington (the Village) was established by House Bill 1439 on May 11, 1995. Incorporation became effective on December 31, 1995 and municipal operations commenced on March 28, 1996.



*Raising the first flag over Wellington 1995*

Prior to incorporation, the Acme Improvement District (the District), an independent special taxing district created in 1953, served as the local government providing the majority of community services and facilities for the area including water and sewer, storm water drainage, roadways, street lighting and parks and recreation facilities. Additionally, Palm Beach County provided law enforcement, fire rescue, major roadways and planning, zoning and building functions. As a result of incorporation, the Village now provides these municipal services previously provided by the County (with the exception of fire rescue and library facilities) and the District has become a dependent



*Incorporation Day 1995*

district of the Village. Because of the breadth of the services it already provided to residents, the District formed the backbone of the Village.

*The following is an overview of the development of the District, provided for an understanding of its significance as the former local government of the area*

- 1953** Acme Drainage District created pursuant to Chapter 298 of the Florida Statutes by petition to the Circuit Court and resultant order. The District's initial purpose was to drain and reclaim land within its boundaries to make the land usable for people and agriculture
  - 1959** Adopted Plan of Reclamation for improvements within the District incorporating canals, pumping stations, roads and related facilities
  - 1972** District authorized to provide water and sewer services to property within the District as part of implementation of County wide water and sewer plan
- Also in 1972, first home sold in Palm Beach County's first expansive Planned Unit of Development, The Wellington P.U.D. master plan was designed to make Wellington a model community

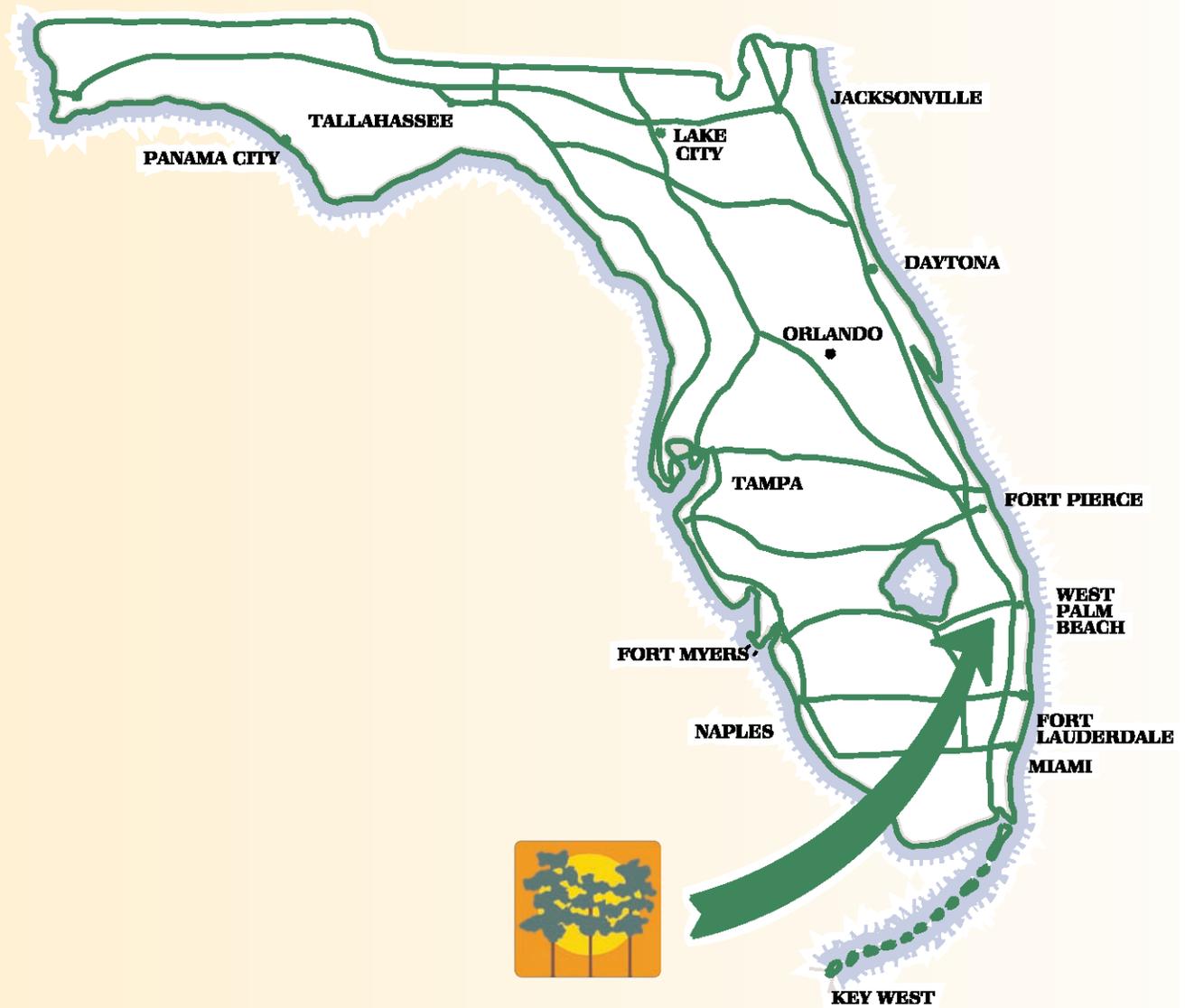


*Acme Board Room*

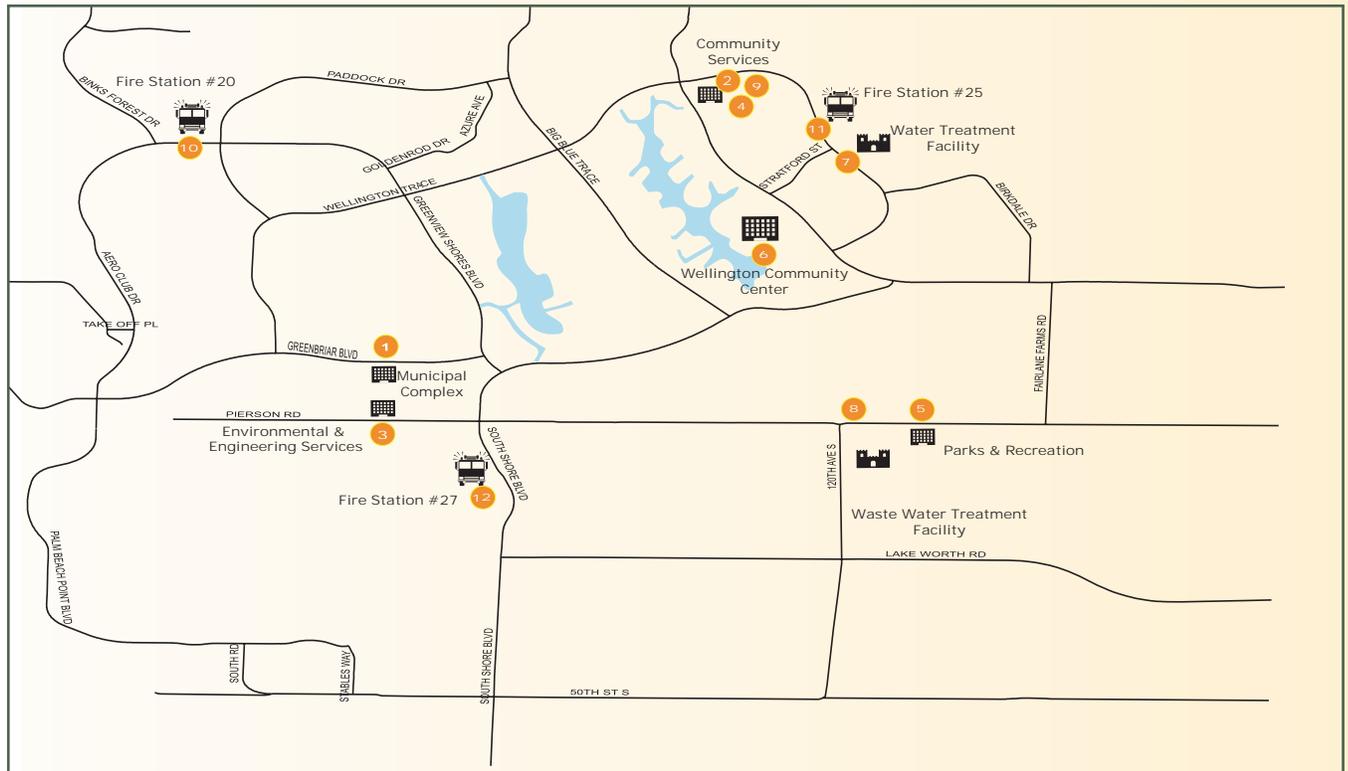
- 1975** District's name changed to Acme Improvement District to reflect increased responsibilities to provide community services and facilities including water and sewer, roads, street lighting and parks
- 1990** Amendment to District's enabling legislation, expanding responsibilities to encompass recreational and homeowners association services, and most significantly, provided for the popular election of the Board of Supervisors. Prior to that time, the Board of Supervisors was elected by acreage vote
- 1992** First time District was governed by five popularly elected Board members acting as the policy making body of the District
- 1994** Amendment to District's enabling legislation to include the 476 acres of property located at the south west corner of Forest Hill Boulevard and US 441 and to modify the notification requirements associated with the Plan of Reclamation
- 1995** Revised Plan of Reclamation approved by Circuit Court addressing future needs for water control, parks and recreation, and roadway improvements
- 2000** Revised Water Control Plan for the now dependent district in response to Section 298.225, Florida Statutes supplementing the 1994 plan and responding to specific guidelines as required by the statutes

## Locality

*The Village of Wellington, Florida, is located in South Florida and Western Palm Beach County. It is located twelve miles west of the Atlantic Ocean, southeast of Lake Okeechobee. Palm Beach County is bordered on the south by Broward County, on the west by Hendry County and to the north by Martin County.*



## Location of Offices



### 1. Municipal Complex

(Includes Administration, Village Clerk, Employment Services, Legal & Financial Services)  
 14000 Greenbriar Boulevard  
 Wellington, Florida 33414  
 (561) 791-4000

### 2. Customer Service (Utilities)

12794 West Forest Hill Boulevard, Suite 11A  
 Wellington, Florida 33414  
 (561) 791-4010

### 3. Environmental & Engineering Services

(Includes Public Works, Engineering, Laboratory & Solid Waste)  
 14001 Pierson Road  
 Wellington, Florida 33414  
 (561) 791-4003

### 4. Community Services

(Includes Planning & Zoning, Building, Code Compliance and Comprehensive Planning)  
 12794 West Forest Hill Boulevard, Suites 10 & 23  
 Wellington, Florida 33414  
 (561) 753-2430

### 5. Leisure Services

11700 Pierson Road  
 Wellington, Florida 33414  
 (561) 791-4005

### 6. Wellington Community Center

(Includes Wellington Community Center, Aquatics & Tennis Center)  
 12165 West Forest Hill Boulevard  
 Wellington, Florida 33414  
 (561) 753-2484

### 7. Water Treatment Facility

1100 Wellington Trace  
 Wellington, Florida 33414  
 (561) 791-4030

### 8. Waste Water Treatment Facility

11860 Pierson Road  
 Wellington, Florida 33414  
 (561) 791-4039

### 9. Palm Beach County Sheriff's Office

Wellington Substation  
 12794 West Forest Hill Boulevard, Suite 14A  
 Wellington, Florida 33414  
 (561) 688-3400 - Non-Emergencies

### 10. Palm Beach County Fire Rescue Station 20

1000 Greenview Shores

### 11. Palm Beach County Fire Rescue Station 25

1060 Wellington Trace

### 12. Palm Beach County Fire Rescue Station 27

3411 South Shore Boulevard

## The Village At A Glance

Date of Incorporation	December 31, 1995
Date Operational as Municipality	March 28, 1996
Form of Government	Council/Manager
Area	53.465 Square Miles
Total Adopted Fiscal Year 2005/2006 Budget (Includes Enterprise Funds)	\$90.8 million
Assessed Taxable Property Valuation	\$5.625 billion

### Village Demographics

Population (through September 2005)	55,427
Median Age	37
Average Household Size	2.95
Average Taxable Value	\$280,000
Racial Composition	
Caucasian and other races	82%
Hispanic or Latino	11%
African American	5%
Asian	2%

### Public Safety

#### Police Protection <sup>(1)</sup>

Sworn police officers	51
Civilian employees <sup>(2)</sup>	38
<b>Total</b>	<b>89</b>

(1) Police Services provided to Village under contractual agreement with Palm Beach County

(2) Civilian employee count includes school crossing guards

#### Fire Protection

Suppression units	6
Early response stabilization units	3
Fire stations	3
Employees	36
Fire Services provided by Palm Beach County Fire MSTU	

### Streets & Sidewalks

Miles of paved streets	137.4
Miles of shellrock streets	41.4
Miles of bike paths	33
Miles of sidewalks	143
Miles of equestrian trails	57
Number of streetlights	2,187

### Surface Water

Acreage of Lakes	550
Miles of canals	96
Acreage of Basin A	8,990
Acreage of Basin B	7,640

### Educational Excellence

Elementary	Enrollment
Wellington	991
Elbridge Gale*	283
Equestrian Trails	1,211
Binks Forest	1,195
Panther Run	995
New Horizons	839
Middle Schools	
Wellington Landings	1,168
Polo Park	1,671
High Schools	
Wellington	2,611
Palm Beach Central	2,495
<b>Total**</b>	<b>13,459</b>

\*Elbridge Gale Elementary School is a new school that opened on the campus of Wellington Landings in August 2005

\*\*Source: Palm Beach County School Board (11 day count)

### FCAT Results

	Reading VOW/County	Math VOW/County	Writing VOW/County
Elementary			
Grade 3	<b>330/319</b>	<b>340/319</b>	-
Grade 4	<b>336/315</b>	<b>334/315</b>	<b>3.9/3.8</b>
Grade 5	<b>326/331</b>	<b>346/331</b>	-
Middle			
Grade 6	<b>327/310</b>	<b>338/310</b>	-
Grade 7	<b>321/307</b>	<b>330/307</b>	-
Grade 8	<b>319/317</b>	<b>343/317</b>	<b>4.0/3.8</b>
High			
Grade 9	<b>309/303</b>	<b>314/303</b>	-
Grade 10	<b>315/330</b>	<b>340/330</b>	<b>4.1/3.9</b>

Numbers in bold indicate higher results

***Elections***

Registered Voters	25,130
Votes cast in last municipal election (March 2004)	4,971

***Solid Waste Collection***

Residential accounts	18,570
Commercial accounts	238

***Utility System***

Active accounts (as of September 30 2005):	
Water	18,343
Sewer	16,154
Capacity per day (million gallons)	
Water (MGD)	11.00
Sewer (MGD)	4.75
Miles of Water & Sewer mains	434
Fire Hydrants:	
Within Village	1,503
Outside Village	173



***Land Usage***

Residential	87%
Commercial	2%
Recreational/Open Space	7%
Other	4%*

\* includes institutional, conservation and industrial

**Did you know?**

The Village pledges over \$245,000 annually for student enrichment programs

***Recreational Facilities***

**Neighborhood Parks**

55.33 acres with seven basketball courts, one boat ramp, seventeen play structures, one 12,000 sq. ft. skate park, nine picnic shelters, one youth practice softball/baseball field, one lighted roller hockey rink and one restroom/concession building.

**Community Parks** (Community Park, Greenbriar Park, Tiger Shark Cove Park, Olympia Park)

87 acres including thirteen lighted and one unlighted softball/baseball fields, four restroom/concession buildings, three playgrounds (including the Leathers Playground at Tiger Shark Cove Park), two pavilions/picnic areas, four sand volleyball courts, two shuffleboard courts, fourteen batting cages, two basketball courts, and the Greenbriar Dog Park.

**Village Park**

114 acres, located at Village Park, including two recreation centers totaling over 75,000 square feet of gymnasiums and activity space, two lighted in line hockey rinks (1 under roof), nineteen multi-purpose Bermuda grass athletic fields, one lighted adult baseball field, three lighted adult softball fields, six concession stands, four picnic pavilions, three playground structures, and two miles of lighted and paved recreational trails.

**Wellington Community Center**

18 acres including sixteen lighted Har-tru Tennis Courts, Tennis Pro shop and locker rooms, 50-meter swimming pool with two 1-meter dive boards, one 3-meter dive board and locker rooms, a 3,000 sq. ft. interactive Aquatics Spray Ground, two aquatic slides, a 28,000 sq. ft. Community Center with banquet facilities and meeting rooms, two bocce courts, one picnic pavilion and the Lake Wellington boat ramp.

**Parks & Facilities under Development**

K-Park - 67.66 acres to consist of 6 multi-purpose fields, batting cages, 4 racquetball courts, restrooms/concession buildings, tot playgrounds, a multi-purpose trail and approximately 12 acres of lake property.

Other Recreational Land - 220 acres

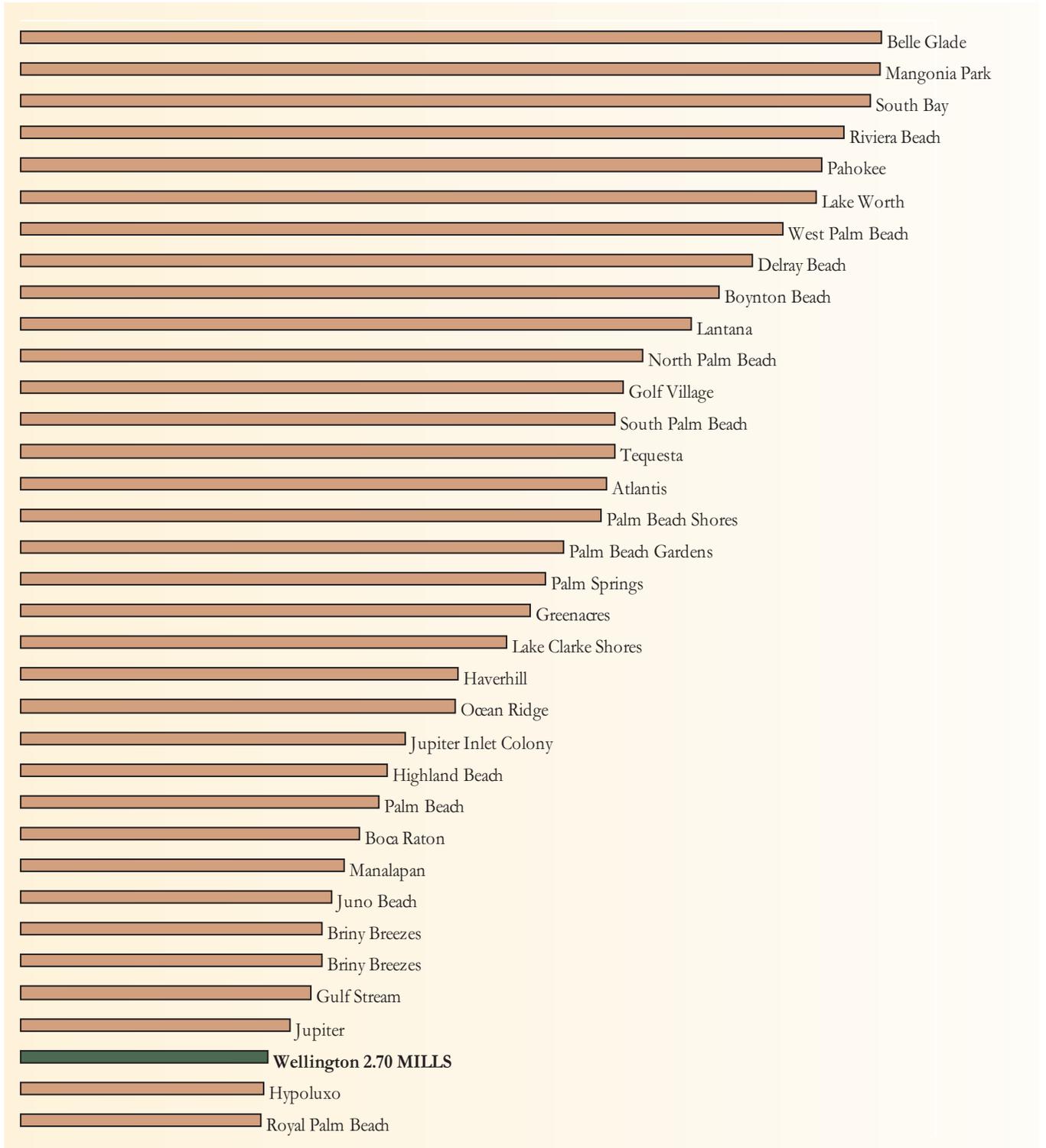
For additional Village information call 561-791-4000 or visit our website [www.ci.wellington.fl.us](http://www.ci.wellington.fl.us)

**SUMMARY OF 2005/2006 AD VALOREM TAXES  
FOR ALL MUNICIPALITIES WITHIN PALM BEACH COUNTY**

	<u>Total Taxable Value</u>	<u>Population (April 1, 2004)</u>	<u>Taxable Value Per Capita</u>	<u>Total Millage</u>	<u>Tax Bill Per Capita</u>
Lake Park	517,797,894	9,105	56,870	9.8000	557.32
Belle Glade	263,080,620	14,906	17,649	9.4100	166.08
Mangonia Park	155,726,305	2,388	65,212	9.4000	612.99
South Bay	48,683,531	3,898	12,489	9.2889	116.01
Riviera Beach	2,942,852,383	33,029	89,099	9.0000	801.89
Pahokee	81,084,277	6,240	12,994	8.7500	113.70
Lake Worth	1,529,682,967	35,133	43,540	8.7015	378.86
West Palm Beach	9,317,947,345	90,721	102,710	8.3253	855.09
Delray Beach	6,457,016,982	63,439	101,783	8.0000	814.26
Boynton Beach	4,238,047,566	63,000	67,271	7.6300	513.27
Lantana	745,671,131	13,500	55,235	7.3318	404.97
North Palm Beach	1,665,500,189	12,065	138,044	6.8000	938.70
Golf Village	111,910,427	200	559,552	6.5818	3,682.86
South Palm Beach	334,353,115	1,531	218,389	6.5000	1,419.53
Tequesta	825,769,496	5,648	146,206	6.4980	950.04
Atlantis	432,375,152	2,000	216,188	6.4083	1,385.39
Palm Beach Shores	499,672,745	1,268	394,064	6.3500	2,502.30
Palm Beach Gardens	7,177,713,505	42,384	169,350	5.9280	1,003.90
Palm Springs	564,140,516	13,673	41,259	5.7406	236.85
Greenacres	1,550,623,061	30,533	50,785	5.5735	283.05
Lake Clarke Shores	215,498,703	3,600	59,861	5.3164	318.24
Haverhill	71,631,343	1,516	47,250	4.7854	226.11
Ocean Ridge	677,409,632	1,682	402,741	4.7500	1,913.02
Jupiter Inlet Colony	212,842,492	386	551,405	4.2000	2,315.90
Highland Beach	1,875,235,592	3,500	535,782	4.0000	2,143.13
Palm Beach	10,402,721,285	9,894	1,051,417	3.9080	4,108.94
Boca Raton	16,648,334,724	83,960	198,289	3.7062	734.90
Manalapan	749,357,272	339	2,210,493	3.5322	7,807.90
Juno Beach	994,637,547	3,591	276,981	3.4000	941.73
Briny Breezes	34,551,988	1,620	21,328	3.2992	70.37
Gulf Stream	588,349,161	789	745,690	3.1726	2,365.78
Jupiter	6,957,295,497	46,072	151,009	2.9451	444.74
<b>WELLINGTON</b>	<b>5,646,831,352</b>	<b>49,582</b>	<b>113,889</b>	<b>2.7000</b>	<b>307.50</b>
Hypoluxo	344,526,256	2,472	139,371	2.6500	369.33
Royal Palm Beach	2,103,244,674	30,000	70,108	2.6182	183.56
Cloud Lake	6,014,988	170	35,382	-	0.00
Glenridge	15,424,663	276	55,886	-	0.00

*Note: Population figures are provided by the University of Florida Bureau of Economic and Business Research as of April 1, 2004. Taxable value is provided by the Palm Beach County Property Appraiser's Office as of July, 2005 and millage rates are effective October 2005. (Total Millage includes debt service)*

**2005/2006 MUNICIPAL AD VALOREM MILLAGE RATES IN PALM BEACH COUNTY**



*Within Palm Beach, there are 15 municipalities with populations greater than 10,000. Of these, the towns with populations comparable to Wellington are Palm Beach Gardens, Jupiter, Riviera Beach and Lake Worth. Looking at these communities, Wellington had the lowest per capita ad valorem tax at \$307.50 as a result of having the lowest millage rate. Including Wellington's drainage assessment of \$120 per computed acre, the total tax burden per capita of \$364.11 continues to be among the lowest in the county as well as comparable municipalities shown in the preceding chart.*

## 'Top Seven' City Comparison

The following provides a comparison of the fiscal year 2005/2006 Wellington governmental budget to the 2004/2005 adopted budgets for the largest other 6 municipalities within Palm Beach County. The budgets include all activities of the general governmental funds and exclude enterprise funds (water, wastewater & solid waste activities). Expenditures usually exceed revenues because transfers, appropriations of fund balance and proceeds from borrowings have been excluded.

### KEY INDICATORS

	2005/2006	2004/2005					
	Wellington	West Palm Beach	Boca Raton	Boynton Beach	Delray Beach	Jupiter	Palm Beach Gardens
Total Population (est.)	55,427	97,708	79,838	65,208	63,439	46,072	42,384
<b>Property Tax Revenues:</b>							
Total	\$14,431,000	\$58,820,028	\$48,858,500	\$26,284,508	\$41,249,500	\$13,070,000	\$35,119,880
Per Capita	\$260	\$602	\$612	\$403	\$650	\$284	\$829
<b>All Other Revenues:</b>							
Total	\$30,911,076	\$73,991,522	\$111,653,200	\$30,638,461	\$39,544,590	\$13,316,874	\$26,431,013
Per Capita	\$558	\$757	\$1,398	\$470	\$623	\$289	\$624
<b>Expenditures:</b>							
Total	\$49,780,327	\$133,359,593	\$221,382,500	\$116,667,450	\$80,733,310	\$32,109,819	\$63,843,172
Per Capita	\$898	\$1,365	\$2,773	\$1,789	\$1,273	\$697	\$1,506
<b>Employees:</b>							
Total (FTE's)	277	1,588	1,257	910	786	468	473
Per 1,000 Capita	5.00	16.25	15.74	13.96	12.39	10.16	11.16
Total General Fund	\$32M	\$143M	\$115M	\$56M	\$77M	\$32M	\$64M
<b>Total Budget</b>	<b>\$91M</b>	<b>\$270M</b>	<b>\$351M</b>	<b>\$171M</b>	<b>\$147M</b>	<b>\$83M</b>	<b>\$81M</b>

### BUDGET SUMMARIES

	2005/2006	2004/2005					
	Wellington	West Palm Beach	Boca Raton	Boynton Beach	Delray Beach	Jupiter	Palm Beach Gardens
<b>Revenues</b>							
Property Taxes (Ad Valorem)	\$14,431,000	\$58,820,028	\$48,858,500	\$26,284,508	\$40,904,640	\$13,070,000	\$35,119,880
Other Taxes & Franchise Fees	10,451,600	28,045,980	8,295,000	7,875,505	13,578,250	6,500,000	3,975,550
Licenses and Permits	5,276,700	2,968,200	25,757,900	5,015,734	3,350,200	562,000	4,019,000
Intergovt. Revenue	6,571,825	14,773,124	30,768,300	7,777,295	8,335,940	1,488,000	4,540,965
Charges for Services	2,056,971	24,333,841	27,502,300	9,174,212	6,068,080	3,936,674	6,521,738
Fines & Forfeitures	275,000	1,306,000	1,432,800	235,500	1,085,800	430,500	444,500
Impact Fees	4,223,980						4,583,986
Interest	690,000	2,025,000	2,382,000	393,927			565,800
Misc Revenue	1,411,000	539,377	15,514,900	166,288	7,471,180	399,700	1,779,474
<b>Total Revenues</b>	<b>\$45,388,076</b>	<b>\$132,811,550</b>	<b>\$160,511,700</b>	<b>\$56,922,969</b>	<b>\$80,794,090</b>	<b>\$26,386,874</b>	<b>\$61,550,893</b>
<b>Expenditures</b>							
General Government	\$9,444,254	\$21,672,013	\$40,125,200	\$15,016,135	\$7,936,320	\$8,455,656	\$6,376,250
Public Safety	5,067,705	61,918,322	56,008,400	31,292,123	41,991,480	14,357,209	28,657,580
Physical Environment	9,976,498	10,231,575	4,798,000	1,091,207	454,280	3,722,168	5,986,913
Transportation	1,804,908	1,210,898	14,656,400	2,938,583	1,696,590		305,040
Culture/Recreation	7,546,582	13,198,398	32,577,700	5,697,794	11,869,150	3,273,960	7,791,554
Human Services		6,446,175	3,063,100		213,590	706,483	912,228
Debt Service	2,199,600	11,510,884	13,072,500	5,058,588	4,525,770		4,346,976
Economic Environment		2,838,895			6,753,510	1,594,343	3,861,743
Capital Outlay	13,612,460	4,332,433	56,827,100	55,317,916			5,604,888
Miscellaneous	128,320		254,100	255,104	5,292,620		
<b>Total Expenditures</b>	<b>\$49,780,327</b>	<b>\$133,359,593</b>	<b>\$221,382,500</b>	<b>\$116,667,450</b>	<b>\$80,733,310</b>	<b>\$32,109,819</b>	<b>\$63,843,172</b>

Note: The excess or deficiency of revenues over/under expenditures is balanced in each municipality's budget by appropriation of fund balance or by transfers from other funds. All proceeds from borrowing have also been excluded.

# Core Value: *Educational Excellence*

Financial and community support of both new and established schools has put Wellington at the forefront of education



*Executive Summary*

The fiscal year 2005/2006 budget is the tenth annual budget to be adopted by the Village. Concurrent with incorporation on March 28, 1996, the former local government — Acme Improvement District (the District) — became a dependent district of the Village. The District historically performed and budgeted for the majority of community services and facilities generally provided by municipalities. Upon incorporation, the Village became responsible for services previously provided to the area by Palm Beach County.

The following is a summary of the Village of Wellington's Fiscal Year 2005/2006 Comprehensive Annual Budget:

### FISCAL YEAR 2005/2006 COMPREHENSIVE ANNUAL BUDGET

	Governmental Funds	Enterprise Funds	Total
<b>Revenues</b>			
Property Taxes			
Ad valorem	\$14,431,000		\$14,431,000
Non Ad Valorem Assessments	2,807,100	4,597,320	\$7,404,420
Other Taxes & Franchise Fees	7,644,500		\$7,644,500
Intergovernmental Revenue	6,571,825		\$6,571,825
Licenses & Permits	5,276,700		\$5,276,700
Charges for Services	2,056,971	13,647,200	\$15,704,171
Interest Income	690,000	800,000	\$1,490,000
Miscellaneous Revenues	1,640,000	714,600	\$2,354,600
Impact Fees	4,223,980		\$4,223,980
Capacity Fees and Restricted Interest Income		2,105,700	\$2,105,700
Transfers In	26,007,806		\$26,007,806
<b>Total Revenues &amp; Other Financing Sources Prior to Reserves</b>	<b>\$71,349,882</b>	<b>\$21,864,820</b>	<b>\$93,214,702</b>
Less: Revenues to Fund Reserves		(\$2,368,297)	(\$2,368,297)
<b><i>Total Revenues &amp; Other Financing Sources</i></b>	<b><i>\$71,349,882</i></b>	<b><i>\$19,496,523</i></b>	<b><i>\$90,846,405</i></b>
<b>Expenditures</b>			
General Government	9,444,254		\$9,444,254
Public Safety	5,067,705		\$5,067,705
Physical Environment	9,976,498	9,251,284	\$19,227,782
Transportation	1,804,908		\$1,804,908
Culture & Recreation	7,546,582		\$7,546,582
Capital Outlay	13,612,460	11,225,960	\$24,838,420
Debt Service	2,199,600	3,006,000	\$5,205,600
Non-departmental	128,320		\$128,320
Transfers Out	23,632,239	2,375,567	\$26,007,806
<b>Total Expenditures</b>	<b>\$73,412,566</b>	<b>\$25,858,811</b>	<b>\$99,271,377</b>
Increase/(Decrease) to Reserves	(697,064)	1,897,712	\$1,200,648
Increase/(Decrease) to Impact Fees/Capacity Fee Accounts	(1,365,620)	(8,260,000)	(\$9,625,620)
<b><i>Total Expenditures &amp; Reserves</i></b>	<b><i>\$71,349,882</i></b>	<b><i>\$19,496,523</i></b>	<b><i>\$90,846,405</i></b>

Notes: The above totals reflect Public Safety within the General Fund and exclude any interfund transfers between the General Fund and Public Safety Fund.

Adding the Hurricane Recovery Fee for last fiscal year's expenditures, the total budget becomes \$93,213,702. The legally required advertisement did not include the Hurricane Recovery Fee. The Budget amount of \$90,846,405 (excluding the hurricane fee) was advertised at the direction of the Department of Revenue (DOR).

The following table compares the Village's comprehensive budget over the last three years:

### THREE YEAR BUDGET COMPARISON

	Adopted <u>FY 2003/2004</u>	Adopted <u>FY 2004/2005</u>	Adopted <u>FY 2005/2006</u>
<b>Budget Summary</b>			
General Governmental	\$57,506,648	\$64,509,724	\$68,179,562
Surface Water Management	9,500,271	3,382,324	3,170,320
Solid Waste	2,587,094	2,393,698	4,804,520
Utilities	15,990,892	15,968,524	14,692,003
<b>Total Budget</b>	<b>\$85,584,905</b>	<b>\$86,254,270</b>	<b>\$90,846,405</b>

Interfund transfers and net changes to reserves are included in the above totals and reflect movement of revenues from the fund where received to the fund where the expenditure is to be recorded. These transfers of money from one fund to another do not represent money coming into the Village budget as revenue or leaving the Village budget as an expense. These transfers have generally been excluded in the other tables, graphs and comparisons throughout the document.

The table below reflects the comprehensive budget adjusted for such transfers and provides the basis for the net figures used throughout the budget document. It adjusts total revenues to net expenditures by eliminating interfund transfers.

### GOVERNMENTAL AND ENTERPRISE FUNDS BUDGET FISCAL YEAR 2005/2006 (ADJUSTED FOR TRANSFERS)

	Adopted <u>FY 2004/2005</u>	Adopted <u>FY 2005/2006</u>	<u>Change</u>
<b>Governmental</b>			
<b>Total Revenue</b>	\$67,892,048	\$71,349,882	\$3,457,834
Less:			
Interfund Transfers	(26,224,623)	(23,632,239)	\$2,592,384
<b>Net Revenue Budget</b>	<b>\$41,667,425</b>	<b>\$47,717,643</b>	<b>\$6,050,218</b>
Budgeted Increase/(Decrease) to Reserves	(258,748)	(697,064)	(\$438,316)
Increase/(Decrease) to Impact			
Fee/Capacity Fee Accounts	236,400	(1,365,620)	(\$1,602,020)
Budget Expenditures	41,689,773	49,780,327	\$8,090,554
<b>Net Expenditure Budget</b>	<b>\$41,667,425</b>	<b>\$47,717,643</b>	<b>\$6,050,218</b>
<b>Enterprise</b>			
<b>Total Revenue</b>	\$18,362,222	\$19,496,523	\$1,134,301
Plus:			
Budgeted Increase/(Decrease) to Reserves		2,368,297	\$2,368,297
Total Revenue	18,362,222	21,864,820	\$3,502,598
Less:			
Interfund Transfers	(2,235,957)	(2,375,567)	(\$139,610)
<b>Net Revenue Budget</b>	<b>\$16,126,265</b>	<b>\$19,489,253</b>	<b>\$3,362,988</b>
Budgeted Increase/(Decrease) to Reserves	1,164,682	1,897,712	\$733,030
Increase/(Decrease) to Impact			
Fee/Capacity Fee Accounts	(182,170)	(8,260,000)	(\$8,077,830)
Budget Expenditures	15,143,753	25,851,541	\$10,707,788
<b>Net Expenditure Budget</b>	<b>\$16,126,265</b>	<b>\$19,489,253</b>	<b>\$3,362,988</b>

## FISCAL YEAR 2005/2006 BUDGET POSITION

Our budget is a comprehensive fiscal and operational planning process. In essence, it is a strategic plan within the public policy framework set forth by the Village Council. This strategic planning process requires an extensive series of goal setting (both micro and macro goals) in all of the departments and for the Village overall. Further, the budget provides the framework for the Village to measure our success throughout the year and contains a number of performance benchmarks.

At the staff level, the main goal is to implement this vision and the policies as articulated by the Village Council to maintain a superior level of management and financial integrity for Village residents. All additional goals are born from this thought and are directly linked to this main objective. This serves as the foundation for our budget.

The guiding principle applied in preparing the Village's budget was to bring to the community a fiscally responsible budget which reflects a high level of quality services and facilities for residents within the public policy framework, set forth by the Village Council. The current year budget establishes a strong foundation for both long and short term financial planning. To this end, the operating budget includes a five year projection of anticipated revenues and expenditures and the capital budget includes all anticipated projects as well as related operating costs to be initiated within the same five year period.

### *The more specific budget goals and objectives were to:*

- ✓ Provide a high level of quality services and facilities for residents by establishing an appropriate taxation and financing structure while maintaining an appropriate level of reserves
- ✓ Focus on internal consolidation and customer service with a goal of improving the level of service provided to the community
- ✓ Use technology and organizational realignment to increase and support the development of an overall strategic plan for the Village, which compliments the comprehensive plan
- ✓ Evaluate and advise the Council on the anticipated benefit to the community of projects, which support the projected residential growth rate

## GOVERNMENTAL FUNDS

We have been able to fund all department requests, to maintain and/or enhance the level of service to residents and to continue to maintain a solid level of reserves. The following tables highlight the major areas that changed from last year in revenues as well as expenditures (Governmental funds only - excluding reserve funding):

### HOW REVENUE SOURCES CHANGED

Impact of Growth on Assessed Valuation	\$3,215,272
Increase in Population and Economy Driven Revenues	1,260,006
Planning, Zoning & Building Fees	19,000
Impact Fees Available for Current Use	156,330
Charges for Services	89,022
Other	(1,281,796)
<i>Total Increase in Revenues</i>	<i>\$3,457,834</i>

### HOW EXPENDITURES CHANGED

Personal Services	\$1,817,693
Operating Expenses	1,849,331
Capital Outlay	4,443,930
Other	
Debt Service	(20,400)
<i>Total Change in Expenditures</i>	<i>\$8,090,554</i>

As shown above, the fiscal year 2005/2006 general government budget is balanced with an increase in the residents' total tax burden of approximately \$3.2 million, or 18.6% over the prior year. The increase in the assessed valuation helped to hold the millage at the same rate of 2.70 as in previous years.

**GOVERNMENTAL REVENUES**

The Village's tax structure is based on the findings of a financial study of optimal municipal financing mechanisms for the Village prepared by David M. Griffith & Associates. As a result, fiscal year 1996/1997 was the first time residents paid an ad valorem tax to the Village. The Village continued development of its long-term revenue strategy in establishing the fiscal year 2005/2006 taxing structure. However, the Village retains the position of having one of the lowest ad valorem tax rates for a full-service municipality in the County according to the records of the Palm Beach County Tax Collector.

**PROPERTY TAX MILLAGE AND ASSESSED VALUATION**

	Approved FY 2004/2005	Approved FY 2005/2006	% Change
Operating Millage	2.70 mills	2.70 mills	No Change
Assessed Valuation	\$4,372,589,000	\$5,625,865,000	29%
Revenues Generated	\$11,216,000	\$14,431,000	29%

Since the ad valorem tax receives a disproportionately large share of public attention as a revenue source, it must be noted that these revenues fund only a fraction of our municipal operations. Applying the approved millage of 2.70 mills to the Village's total taxable assessed valuation of approximately \$5.6 billion, and adjusting for 5% delinquencies as allowed by law, total ad valorem revenues are projected to be \$14,431,000 or 31.8% of the total governmental revenues (excluding transfers). The adopted ad valorem tax rate of 2.70 mills is an increase of 15.6% over the rolled-back rate of 2.3348 which is the millage rate that would provide the same ad valorem tax revenue as generated in the prior year, exclusive of new construction, additions to structures, deletions and property added due to geographic boundary changes.

The levying of a property tax rate is one of the most important and most sensitive policy decisions the Council must make on an annual basis. The direction that millage rates will take is also very much influenced by the taxable value of properties within the Village which is set annually by the Palm Beach County Property Appraiser. The Village's total assessed valuation increased by approximately \$1.25 billion over the prior year final gross taxable value, or by 28.7%. The increase includes new construction and additions totaling approximately \$593 million.

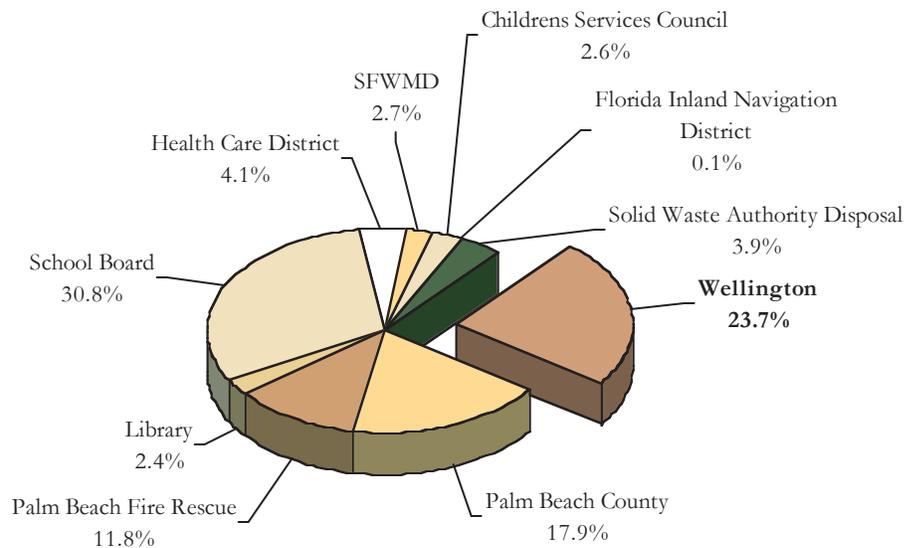
The Village of Wellington Council adopted an ordinance enacting an additional homestead exemption for persons 65 and older. Any person who meets the requirements shall be eligible for an additional \$25,000 homestead exemption from the taxable property value of their primary residence. This exemption translates into a savings of approximately \$68 for each eligible senior. The taxpayer claiming the exemption will be required to annually submit a sworn statement of household income and other documentation demonstrating eligibility. Although the exemption was enacted by the Village Council, the application process is done through the Palm Beach County Property Appraiser's Office. Applications are to be filed each year with the County before March 1.

The adopted millage rate is far below the 5 mill limit (without requiring a referendum) specified in the Village Charter as well as the 10 mill cap established by the Florida Statutes. The Village's adopted millage rate of 2.70 mills, together with non-ad valorem assessments for drainage and solid waste collection (see enterprise funds) as described below, constitutes only 23.7 % of a Village taxpayer's total tax bill. As shown in the following example based on a property assessed at \$125,000 with a Homestead Exemption of \$25,000 (hence, a taxable value of \$100,000 used for simplicity), Wellington's total taxes and assessments are \$625.

**IMPACT ON SAMPLE TAXPAYER TAXABLE VALUE OF \$100,000 (AFTER HOMESTEAD EXEMPTION)**

Ad Valorem Taxes	<u>Millage</u>	<u>\$100,000 Value</u>	<u>% of Total Tax Bill</u>
<b>Village of Wellington</b>	<b>2.70</b>	<b>\$270.00</b>	<b>10.25%</b>
Palm Beach County	4.45	445.00	16.89%
Palm Beach Fire Rescue	3.099	309.90	11.76%
Library	0.57	56.50	2.14%
Palm Beach County Debt	0.27	27.00	1.02%
Library Debt	0.06	6.00	0.23%
School Board	8.106	810.60	30.76%
Health Care District	1.08	108.00	4.10%
SFWMD	0.70	70.00	2.66%
Childrens Services Council	0.69	69.00	2.62%
Florida Inland Navigation District	0.04	4.00	0.15%
	<b>21.76</b>	<b>\$2,176.00</b>	<b>82.58%</b>
<b>Non Ad Valorem Taxes</b>			
Solid Waste Authority Disposal		\$104.00	3.95%
<b>Wellington Solid Waste Collection</b>		<b>120.00</b>	<b>4.55%</b>
<b>Wellington Solid Waste Disaster Recovery</b>		<b>115.00</b>	<b>4.36%</b>
<b>Acme Improvement District</b>		<b>120.00</b>	<b>4.56%</b>
		<b>\$459.00</b>	<b>17.42%</b>
<i>Total Tax Bill</i>		<b>\$2,635.00</b>	<b>100.00%</b>

**COMPONENTS OF TAX BILL**



Non-ad valorem assessments are a primary source of revenue in the Special Revenue Funds. These non-ad valorem assessments are collected through an agreement with the Palm Beach County Tax Collector in the same fashion as ad valorem taxes. The Acme Improvement District, a dependent taxing district of the Village, is authorized to levy non-ad valorem assessments against the land.

These Acme assessments are based on the benefit to the land of capital facilities as set forth in the Plan of Reclamation. Under this Plan of Reclamation, non-ad valorem assessments can be collected to pay for stormwater drainage, roadways, parks and recreation, street lighting and general operating costs associated with administration, insurance and fringe benefits and other indirect costs. However, of these services, the Village will only collect non-ad valorem assessments for drainage services in fiscal year 2005/2006.

Other major Governmental Funds revenue sources include: Franchise Fees; Utility Taxes; Communication Service Taxes; State Revenue Sharing (sales tax, beverage tax, local option gas tax and general state shared dollars); Licenses and Permits; Charges for Services; Fines and Forfeitures. The Village anticipates total revenues from these sources to be approximately \$23.9 million or 52.7% of total Governmental Funds revenue. Together, these revenues increased by approximately \$2.4 million or 11% over the prior year's level. A portion of this increase arises from permit fees to be generated mainly from planned residential developments.

Impact fee revenues are projected to remain consistent with prior year receipts. These revenues are based on anticipated fees to be collected from the construction of new homes mainly in the Minto West (Olympia) and Minto North (Buena Vida) developments.

**GOVERNMENTAL EXPENDITURES**

The significant new expenditure items included in this year's Governmental Funds budget are primarily enhancements to the level of services provided to residents. While not intended to be an all-inclusive list of the additional projects and services that have been funded, the items noted here represent the more costly items beginning in the current year, some of

which are expected to recur annually and demonstrate the Village's commitment to its core values.

The General Governmental Budget includes funding for the following level of service enhancements: \$496,700 for increases to programs for seniors, special needs and families including Life Enrichment and Team Sports programs; \$127,000 increase in educational funding; \$532,000 increase for Village Park improvements; \$615,000 in traffic signal and intersection improvements; \$203,500 in funding for the Village's hybrid vehicle replacement program; \$325,000 in surface water improvements and management; \$268,200 in technological investment; as well as increases for community enhancements including beautification; continued funding of the Village's Equestrian Master Plan and increased security for Village parks and school zones. With the recalibration of scheduled borrowing and the decision to return to pay-as-you-go for the majority of capital spending, debt service estimates decreased.

*"Non-ad valorem assessments are a primary source of revenue in the Special Revenue Funds"*

**GOVERNMENTAL RESERVES**

*The Village of Wellington maintains reserves for:*

- ✓ General Governmental Funds
- ✓ Planning, Zoning & Building
- ✓ Surface Water Management

The target for reserves is set between 23% and 27%. Currently, reserves exceed this range by approximately \$1.97 million of unrestricted fund balance. For more detailed reserve information, see the Overview section of this document.

*"The target for reserves is set between 23% and 27%"*

As we move forward, the Village will always be challenged to balance the need for more and higher levels of services and facilities with the community's willingness to pay for them. Because current budget decisions contribute to subsequent years' financial strength and stability, this level of reserves not only demonstrates fiscal well-being but allows the Village to establish a sound fiscal foundation, to provide financial flexibility for the Village's future operations and to maintain the organization should some catastrophic event occur which would interrupt the normal flow of revenues.

## ENTERPRISE FUNDS

In addition to its general government operations, the Village also operates a water and wastewater utility system and solid waste collection and recycling services which are budgeted and accounted for as self-contained enterprise funds.

*The following tables highlight the major areas driving the increased expenditures included in this year's Enterprise Funds budget as well as the change in revenues:*

### HOW REVENUE SOURCES CHANGED

Charges for Services	\$3,419,058
Interest	(42,867)
Other	(323,492)
Capacity Fee Charges	449,899
<b>Total Increase in Revenues</b>	<b>\$3,502,598</b>

### HOW EXPENDITURES CHANGED

Personal Services	\$50,443
Operating Expenses	288,267
Capital Outlay	8,169,763
Other:	
Debt Service	23,258
Contingency and Interdepartmental	2,176,057
<b>Total Change in Expenditures</b>	<b>\$10,707,788</b>

## WATER AND WASTEWATER UTILITY SYSTEM

No taxes or assessments are used to support utility operations; all expenditures are funded by the sale of utility services to customers. This Enterprise Fund pays the Governmental Funds \$2.4 million or approximately 10.8% of its total revenues as reimbursement for administrative support services and other goods and services supplied to the utility. This year, the Water and Wastewater Rate Study was updated to determine if revenues derived from user charges and connection fees were adequate to cover the operating and capital costs, including debt service. The results of the current year update indicated the financial position of the utility has continued to improve this year and, accordingly, we were once again able to hold user charges to the same level as in fiscal year 1994/1995 while many of our peers were unable to do so.

The increase in Capital Outlay primarily results from large projects for both the water and wastewater treatment plans. Many of those projects will be completed in fiscal year 2005/2006. In the current year the following major projects are budgeted and are expected to continue: \$3.1 million for construction of the 5.4 MGD Reverse

Osmosis Plant, and \$500,000 for construction of Injection Wells.

The increase in capacity fee revenues is a result of an increase in the construction of new homes in the utility service area. The Village projects an approximate 1.2% annual growth.

The Village is actively involved in water conservation programs, which may delay the construction of the water treatment facility expansion. The Water Conservation Committee supports a program using non-potable water to irrigate entranceways, medians and other similar areas. Grants up to \$15,000 from the Village are available to homeowner associations, civic associations, property owner associations and neighborhood groups to convert existing potable water irrigation systems to non-potable ones. Additionally, an extension of the Non-Potable Water Irrigation System Rebate Program is available, and offers up to 50% of the cost to homeowners who install a well system or a pump connected to a canal or lake for irrigation purposes.

Further, the Village has recognized the need and importance of reusing treated wastewater effluent. A Reclaimed Water Facility recently came on-line and will defer expenditures for future injection wells, extend the dates by which the water plant requires expansion and, potentially, reduce the ultimate water treatment plant size.

## SOLID WASTE COLLECTION AND RECYCLING SERVICES

The fiscal year 2005/2006 budget represents the eighth year of operations since the Village assumed the management of the solid waste collection and recycling services. Previously, these services were provided by the Solid Waste Authority of Palm Beach County. These activities are fully funded by a user charge collected annually through non-ad valorem assessments on residents' tax bills. The budget contains an assessment of \$120 collected by the Village for solid waste collection and recycling services. Total revenues and expenditures from this activity are approximately \$2.4 million and are accounted for in a separate enterprise fund.

In addition to the annual solid waste assessment, the Village is assessing a solid waste debris recovery surcharge in the 2005/2006 budget year in the amount of \$115 per residential curbside and \$70 per residential containerized units to recover costs and replenish reserves utilized in the 2004 hurricane season. It is estimated that the amount of debris the Village disposed of in the 2004 post-hurricane cleanup effort was equivalent to more than 25 months of normal Village debris waste. The total amount expended in debris removal and other clean up exceeded \$6 million. Although this expenditure will be partially reimbursed by FEMA revenues, estimated in the amount of \$3.8 million, the balance of \$2.2 million was funded by Village debris management reserves.

**CAPITAL PROJECTS AND DEBT MANAGEMENT**

The Village operates an aggressive CIP Plan in order to maintain our high levels of service as the Village continues to grow. The Village is committed to its values and its vision statement. Building the necessary Capital Improvement Projects enable Wellington residents to live its vision. Over the past five years the Village has budgeted nearly \$75 million in projects of all types, with an additional \$25 million budgeted in fiscal year 2005/2006.

After analyzing options, the Village Council decided on the most conservative approach for funding capital projects and will move forward with a pay-as-you-go approach for the next few years. The Village currently has ample reserves to fund a number of projects. For a complete explanation of Wellington's Capital Program, please refer to that section of this book.

*Planning, design and/or construction of the following non-recurring major capital projects began in prior fiscal years and are planned to be completed in the following fiscal year:*

**Governmental**

- ✓ Pump Station # 4
- ✓ Basin B Modifications (Everglades Restoration Project)
- ✓ Pierson Road Extension
- ✓ Equestrian Preserve and Master Plan
- ✓ Lighted Track in Olympia Park

**Enterprise**

- ✓ Rustic Ranches Water Main
- ✓ Storage Reservoir
- ✓ Wastewater Treatment Facility Wetland Park
- ✓ Effluent Disposal Reuse

*The following new non-recurring upcoming major capital projects are scheduled to be completed in the coming year:*

**Governmental**

- ✓ Dog Park Improvements
- ✓ Wellington Community Center Facilities Renovation
- ✓ Reconstruction of South Shore Boulevard to a two lane, divided roadway
- ✓ Village Park Enhancements
- ✓ Pump Stations # 1 and 2
- ✓ Landscaping Projects

**Enterprise**

- ✓ Village Bio-Solids Peltization Project
- ✓ Belt Filter Press
- ✓ Wells 29 & 30 Piping & Equipment
- ✓ System Replacements and Upgrades

*The capital plan includes the following major multi-year projects:*

**Governmental**

- ✓ K Park and Playground
- ✓ Equestrian Circulation Master Plan
- ✓ Neighborhood Park Renovation Program to revamp most of our parks over the next several years

**Enterprise**

- ✓ 5.4 MGD Reverse Osmosis Plant and Injection Well
- ✓ Reverse Osmosis Plant Membrane Replacement

The fiscal year 2005/2006 budget also includes annual debt service of approximately \$2.1 million on \$23.6 million in outstanding governmental borrowings originating in 1999, 2001 and 2002 and a partial refunding in 2005 funded through general governmental funds. The Village also has outstanding enterprise fund debt of \$20.3 million with a fiscal year 2006 debt service requirement of approximately \$2.8 million. Please refer to the Debt Administration portion of the Capital Improvement section for further detail.

The Government Finance Officers Association (GFOA) recommends that issuers refund their existing bonded debt only when the savings fall within a range of 3-5% of the amount of the bonds being refunded. In August 2003, the Water and Sewer Refunding Bonds were refinanced. Because of the favorable tax-exempt interest rates available in the market at the time, the Village was able to refinance the Series 1993 Bonds and realize a total net present value savings of approximately \$1.4 million over the life of the bonds which represents an average annual savings in debt service payments of over \$498,000 per year. This refunding allowed the Village to achieve an approximate savings of 6.45% and refund all of the Water and Sewer Revenue Refunding Bonds, Series 1993, which were outstanding in the aggregate principal amount of \$21,890,000. In addition to these savings, the Village was able to finance land purchases and capital costs for the reuse treatment project.

In May 2005, a portion of the Public Service Tax Revenue Bonds was refinanced to reduce future debt service payments by \$736,485. Additionally, the Village was able to reprioritize and maximize funding for various projects including the Wellington Community Center, South Shore Boulevard reconstruction, Pierson Road reconstruction, Village Park Gym and equestrian improvements, to name a few. All applicable debt covenants such as ratios of net income to debt service, fund reserves and insurance coverage, are either met or exceeded by the Village. Because of the practice to fund most capital outlay through current budgets rather than through long-term financing, as well as sound fiscal and debt management, the Village maintains an annual ratio of debt service expenditures to total expenditures of just 3%.

## PROGRESS TOWARDS MISSION

It is no secret that Wellington is a great place to live, raise a family and operate a business. For that we can thank our founders, C. Oliver Wellington and Bink Glisson. They had the foresight to establish high standards from the beginning and to stick to them. To preserve their vision, Wellington incorporated in 1996 and continues to preserve our vision today.

The coming year will be just as busy as last year. In the fiscal year 2005/2006 budget there are ambitious departmental goals and objectives, including projects, covering all areas of operations. The overall Village goals and objectives are outlined in the Vision & Planning section of this book categorized by the Village's values. The individual departmental goals and objectives are included in the Department Summaries section. The following sections describe some of the more significant highlights of our progress towards the mission.

### EDUCATIONAL EXCELLENCE

Recognizing the profound importance of schools to the social and economic well being of our community, the Village of Wellington has taken positive steps towards providing a rewarding and challenging educational experience for its youth. The Village of Wellington is committed to doing its part to help ensure continued educational excellence into the 21st Century.

The Village Council has formed a proactive partnership with the Palm Beach County School Board and the Palm Beach County Board of County Commissioners by entering into a Public School Interlocal Concurrency Agreement. The agreement provides a process for planning and funding new school facilities as the community grows and establishes level of service standards for all of our public schools.

In addition, the Village entered into an interlocal agreement with the Palm Beach County School District for the joint development and use of land. Provisions in the agreement include:

- 1) Olympia Communities, Inc. conveyed approximately 10 acres to the School District for construction of an elementary school
- 2) The Village constructed ball fields (the School District reimbursed a portion of the cost) that are jointly used by the Village and the School Board
- 3) The Village will convey additional land to the School District for a middle school
- 4) The Village obtained South Florida Water Management and Army Corps of Engineers permits and demucked and filled the Birkdale property. The Village conveyed the Birkdale property to the School District for a predetermined amount per acre. The transaction was completed and the property closing was held in December 2004
- 5) The School Board conveyed the Greenbriar site to the Village for a predetermined amount per acre. The property closing was completed in December 2004.

Through this interlocal agreement, the Village of Wellington accelerated the construction of an elementary school and a middle school by providing the site at Birkdale and planned for a joint development of enhanced school site recreational facilities.

The School District of Palm Beach County expects an increase in student enrollment of more than 21,500 students or 2.5% in each of the next five years. In addition to building new schools and an increase of approximately 12.5% in total capacity over the next five years, emphasis is placed on existing schools to handle a portion of this increase. The School District has outlined goals for new schools and improving existing schools within the Village as well as schools nearby that may provide enrollment relief to schools within the Village that are near capacity.

Osceola Creek Middle School with an enrollment of 1,300 opened in August 2004 just in time for the 2004/2005 school year and provided relief to Western Pines and Wellington Landings Middle Schools.

***The following is a list of planned improvements that will impact students that live within the Village:***

- ✓ In an effort to provide relief to area schools, Elbridge Gale Elementary opened as a temporary campus at the Wellington Landings Middle School location. The new school is currently under construction at the Birkdale site. It is scheduled to open in August 2006 with a proposed capacity of 964.
- ✓ Funds have been approved to build a new middle school (02-JJ) with an enrollment capacity of over 1,000 students within the Olympia development at Forest Hill Boulevard and SR 7 in order to provide enrollment relief to Polo Park and Woodlands Middle Schools.

- ✓ A new elementary school (05-B) is being planned for the western communities area. This school is proposed in order to relieve Wellington Elementary, New Horizons and Panther Run Elementary schools. It is scheduled to open in August 2008 with a proposed capacity of 964. A site has not been selected/acquired at the time our budget book was prepared.

*In an effort to remain committed to excellence in education, the Village of Wellington created and continues to support the following student related programs:*

- ✓ Student Enrichment - In response to diminishing funding for local schools, the Village Council and the Village's Education Committee developed a program known as the "Wellington Education Initiative" to supplement public schools in Wellington for materials, supplies, equipment or curriculum needs of students. Using the eleven-day student enrollment count, each school is allocated \$5 per student from a special fund established in the budget, totaling \$80,000 in fiscal year 2005/2006. This student enrichment program is an annual program to invest in quality public education for our children. Funds are used to purchase non-consumable curriculum based materials. When this program was first developed, it was one of seven that was recognized for outstanding innovation by the Florida League of Cities in their City Innovations Showcase publication.
- ✓ Challenge Grant for Reading Resources - \$150,000 is included in the fiscal year 2005/2006 budget to provide \$25,000 to each of the six Wellington elementary schools. The funds are to be used to assist in purchasing books for reading resource rooms and to hire reading coaches for three years. Reports from the elementary schools show positive results after completion of the first two years of the program.
- ✓ School Readiness - \$15,600 is included in the fiscal year 2005/2006 budget in response to a request from the Palm Beach County School Readiness Coalition. The Village of Wellington joined parents, Childrens Services Council, United Way and the State of Florida by contributing local matching funds for School Readiness Services. This program helps fund child care costs for children of "working poor" families who reside in the immediate area.

#### **STUDENT ART PROGRAM**

The Wellington Art Society partnered with the Village to offer a Student Art Program which rotates student artwork displays at the Wellington Community Center. The program provides recognition to elementary, middle and high school art students.

#### **FLORIDA INTERNATIONAL UNIVERSITY**

##### **PROVOST LECTURE SERIES**

The Village of Wellington, Florida International University, and Quantum Group, Inc., joined together to present the FIU Provost Lecture Series. Through a series of lectures, these three organizations engage participating residents in discussions on growth, health care, technology, biosciences and education, all issues that impact the quality of life in our community. With the great success of the program, the FIU Provost Lecture Series is expected to continue each year. This year's topics will include International Business/Globalization, Elderly Issues and Economic Development.

##### **RECREATIONAL AND CULTURAL OPPORTUNITIES**

Wellington is home to over 30 parks and offers an abundance of recreational opportunities for all residents. The commitment is evident by the Village's high recreation level of service standards set forth in the Comprehensive Plan of 10 acres of open space per 1,000 residents.

##### **LAND ACQUISITION**

In September 2003, the Village purchased 67.66 acres of property at \$125,000 per acre for a total of \$8.5 million from the Kahlert Family. This property is located on State Route 7 near Pierson Road. It was planned to develop the land as a park to help meet the high recreation level of service standards set forth in the Comprehensive Plan and irrigation will be provided by the Wastewater Effluent Reuse System. This land has been the subject of much attention over past years as developers have been interested in purchasing the land from the Village at escalated costs. At this point, the Village is still planning to develop the park on this site and may sell the State Road 7 frontage parcels for commercial development. The K-Park project will consist of 6 multi-purpose fields, 2 baseball fields, batting cages, 4 racquetball courts, tot playgrounds, restrooms/concession buildings, a multi-purpose trail and approximately twelve acres of lake property.

##### **BOYS AND GIRLS CLUB**

Through an agreement for recreational services with the Boys & Girls Club, the Village of Wellington contributes \$50,000 annually for recreation, arts and crafts, physical education, and an after-school program for children eight to ten years old. The Boys & Girls Club makes its facilities available for other Village programs on an "as available" basis. The agreement also includes monthly monitoring and reporting of revenue and expenses, program schedules and attendance, participation by age group and Village residents.

##### **COMMUNITY OLYMPIC DEVELOPMENT PROGRAM**

The Village of Wellington and the Palm Beach County Sports Institute have joined forces to bring Olympic ideals

to area youth through the Community Olympic Development Program (CODP), an official United States Olympic Committee program. The CODP allows the Village to introduce young athletes to unique Olympic sports through community based initiatives. The CODP sports programs focus on motivation and maximizing our youth's potential. The CODP provides individual attention for all talent levels; beginner, intermediate, advanced and elite. The athletes have the opportunity to enhance their talents through instruction and local competitions.

#### **FLORIDA ROWING CENTER**

The Village of Wellington has entered into an agreement with the Florida Rowing Center for use of Wellington properties to operate a seasonal rowing school each year. This school provides instruction to participants for the United States Olympic Rowing competition and provides residents who own homes on Lake Wellington the opportunity to observe a part of the rigorous training activities.

#### **SENIOR PROGRAMS**

The Village of Wellington utilizes an agreement for services with the Wellington Seniors Club to provide certain senior services within the Village. The Village's Senior Services Coordinator provides support services and works with the Club to identify additional senior organizations and individuals in the Village and to provide assistance in locating service agencies as needed. In exchange for providing both meeting space in the Wellington Community Center and a specified level of funding assistance, the Wellington Seniors Club provides monthly meetings, newsletters, bus trips, social/recreational programming and special events for seniors within the Village. Currently, plans for a seniors task force are being developed. Wellington officials recognize that interest, needs and desires change with age and that services provided by and within the community should be expanded to accommodate them. The Senior Citizen Task Force will explore issues relating to aging residents' needs and the community's ability to address those issues.

#### **CULTURAL CENTER**

A non-profit corporation has been established to provide a leadership role in building a quality performing and visual arts center in Wellington. The location is adjacent to a lake on the grounds of the Wellington Green Mall. It is envisioned that landscaping will be lush with walkways meandering through a sculpture garden. The facility will also include a pavilion-amphitheater, conservatory, versatile small theatre and a performing arts theatre. Exhibit space and meeting space, on-site catering facilities, lakeside terraces and elegant lobbies will be included. A well-attended groundbreaking ceremony was recently held to celebrate the beginning of the project.

#### **GREENWAYS / HORSE TRAILS**

Since its inception in 1995, the Village of Wellington has developed an incredible 57 mile long Equestrian Trails System that provides residents with opportunities for recreation, exercise and transportation throughout the community. Staff is currently analyzing an overall master plan in order to upgrade and expand the Trails System. Based on the evaluation of the existing system and an understanding of residents needs, the vision for the equestrian trails system is to develop an extensive system of well constructed, well maintained trails that provide both an abundance of amenities and opportunities for both residents and visitors to enjoy a high quality riding experience. Additionally, the trails would be designed for a variety of different or multiple uses concurrently, such as running, biking, inline skating, pedestrian and equestrian activities.

#### **PUBLIC SAFETY**

##### **LAW ENFORCEMENT**

In support of the Village's Vision which is essentially "Quality of Life", a strong emphasis is placed on public safety. The Village has a long history of commitment to every aspect of public safety, demonstrated by a strong partnership with Palm Beach County Sheriff's Office and Palm Beach County Fire Rescue. Over the years, these entities have worked together to identify what matters most to residents, and have regularly conducted citizen surveys and focus group meetings. Independent cost-benefit analysis of services provided have been performed. Further, the Village and both agencies use annual plans and monthly strategic reviews to track on-going action plans and report significant results. This continuous monitoring and assessment have proven to be a successful blend for the Village and its residents.

*Community oriented events and programming have been critical in maintaining our residents' satisfaction:*

- ✓ Public Safety Fair (May 2005)
- ✓ National Night Out Against Crime (August 2004)

*Wellington further seeks to enhance our community through four very successful programs:*

- ✓ Problem-Oriented Policing Program - focuses on neighborhoods with property crimes and continually works with residents
- ✓ PBSO Burglary Action Plan - more arrests for property crimes as well as less vandalism
- ✓ Domestic Violence Action Plan - provides support and education for victims
- ✓ Implementation of a Traffic Safety Program - focuses targeted enforcement at specific locations to minimize traffic accidents and injuries

The Village of Wellington currently contracts for law enforcement services provided to its residents from Palm Beach County Sheriff's Office (PBSO). The Sheriff's Office administers its service with four platoons. Currently, the Village has two twelve hour shifts with staggered starts which allows for additional officers at peak times. The Sheriff's contract commenced April 1, 2002 and covers the period through September 30, 2006. The 2005/2006 agreement, approximately \$4.96 million, continues the current level of service and includes one additional sworn officer for a total of 89 positions; 38 of which are civilian employees (includes crossing guards). The law enforcement group is head quartered at the District 8 Substation at the Wellington Commons Mall.

The Village seeks to preserve the community and keep up to date with the residents needs through continuous involvement by the community. Towards that end, community input was sought by conducting six focus groups around the community and surveying 400 citizens on the satisfaction of the public safety services currently being provided by the Palm Beach County Sheriff's Office and Palm Beach County Fire Rescue. The overall findings reveal high levels of satisfaction with both the Sheriff's Office and Fire Rescue. The residents also clarified their desire to maintain a contractual relationship with the Palm Beach County Sheriff's Office as opposed to establishing a Village Police Department with 61% of those surveyed preferring to stay with PBSO.

This alliance is unique due to the strategic planning component that addresses those areas of law enforcement most critical to keeping the Village crime rate low and responsiveness high. Each month, a strategic review is prepared that addresses the on-going action plans and includes a report on public safety incidents within the Village.

*Through the use of Strategic Plans and specific action strategies, the Sheriff's staff has developed ten (10) targeted plans that address our unique public safety crime concerns. The Action Plan elements include:*

- ✓ Reduced commercial vehicles cutting through the Village
- ✓ Increased communication between residents and deputies
- ✓ Improved safety in school zones
- ✓ Reduced vandalism and juvenile crimes
- ✓ Increased visibility
- ✓ Crime Prevention Education Program
- ✓ Database of business owners and residents in the event of emergencies
- ✓ Active pursuit of all outstanding arrest warrants
- ✓ Target "higher crime" areas with additional enforcement

### **DOMESTIC ABUSE RESPONSE TEAM (DART)**

The plans were successful as the number of property crime cases declined 11% compared to 2004: vandalism cases decreased 11%, domestic violence cases declined 17% and PBSO issued 10,989 traffic tickets.

### **FIRE RESCUE SERVICES**

Palm Beach County Fire Rescue continues to provide a high level of service, both in responsiveness and satisfaction within the community. The results of a 2003 survey indicate 96% of the respondents rated satisfaction overall as a 4 or 5 on a 1-5 scale. Palm Beach County Fire Rescue delivers direct services to Wellington through three stations located within the municipal limits and provides tertiary services from many of the other stations that border the Village in the form of back up response, closest response and special operations. Village staff and the Palm Beach County Capital Improvement Division have developed a workable site plan for a fourth fire station at Olympia, east of US 441, which will begin construction in early 2006. The fire station plan includes a community room and provision for shared parking with the elementary school.

### **EMERGENCY AM RADIO SYSTEM**

This year the Village started its own Emergency AM Radio System to communicate emergency information to residents. Residents can now tune to a low-frequency AM radio station which will be utilized during emergency situations. This system provides a fourteen (14) minute loop of information, and will be utilized for broadcasting weather, closings, water main breaks, emergency preparedness, recovery messages and other information residents may need to know, should an emergency occur. The broadcast content is limited by the FCC (Federal Communications Commission). The station identification number is WQQ516, 1680AM. Currently, during non-emergency situations, the station is broadcasting the national weather forecast and station identification.

### **ENVIRONMENTAL RESPECT**

#### **HURRICANE WILMA**

Recently, hurricane Wilma blew through Wellington and much of South Florida. Many of Wellington's numerous trees (Wellington is an official Tree City) and much of the luscious landscape was ripped out of the ground. Most of the roads looked like war zones the morning after the storm, with power lines dangling, traffic lights on the ground, and whole trees and debris literally blocking many of the main arteries. We consider ourselves lucky as damage to buildings and other structures was relatively light in comparison to damage elsewhere in South Florida. Wellington's Emergency Plan was once again put to the test. It passed with high marks. Wellington's staff performed brilliantly after the Emergency Plan kicked in before Wilma hit and stayed in operation from the Emergency Operations Center for the next week. Once

the storm passed, staff went to work to clear roads and clean up the Village. FEMA is expected to reimburse the Village for a portion of these costs. FEMA continues to not reimburse municipalities for vegetative debris removal from roads within gated communities. This has become a hardship as, without reimbursement, the financial impact of the clean-up will substantially impact Village reserves.

#### **WATER QUALITY ISSUES /**

##### **SURFACE WATER ACTION TEAM (SWAT)**

SWAT/Basin B drainage has been one of the biggest issues and challenges the Village has faced. The Everglades Forever Act requires that all discharge into the Everglades Protection Area be in compliance with water quality standards established by the State by the December 31, 2006 deadline. Wellington residents must pay the cost of phosphorus removal from Basin B, an area roughly south of Pierson Road. In order to assist Wellington in developing an action plan to meet the established standards, the Village Manager was authorized by Council to hire a team of professionals to evaluate and offer solutions for the issue. SWAT worked with South Florida Water Management District (SFWMD) and the U.S. Army Corps of Engineers (USACOE) on the evaluation of the Basin B Water Quality Clean Up Options and its associated costs. The Village Manager and Council have traveled to Washington D.C. on various occasions to meet with lobbyists and governmental officials regarding this issue.

Measures to clean up phosphorus levels within Basin B include drafting of the Phase II Best Management Practices (BMP) Ordinance along with identification and evaluation of methods to fix “hot spots” within Basin B. BMP’s are practices that minimize environmental impacts, maintain economic viability and allow users to get the principal methods for treating storm water to achieve water quality standards, while holding down costs to taxpayers. The Phase I BMP Ordinance (2000-18) has been in effect for approximately 5 years.

##### ***Progress to date includes:***

- ✓ Canals continue to have sediment removed, aquatic weeds harvested and sumps maintained
- ✓ Compliance Officer hired to be instrumental in identifying problem areas
- ✓ 15 fertilizer applicators registered with the Village
- ✓ Livestock waste aspect has been successful: 129 noncompliance notices served with 122 of these corrected; continuing to work with the others to achieve compliance
- ✓ There are 43 designated surface water samples collected bi-weekly throughout Basin A and Basin B. Each sample is analyzed for total phosphorus.

Although “hot spots” still exist, the implemented Best Management Practices continue to effectively reduce phosphorus from Wellington’s Basin B to the Everglades Protection Area

- ✓ New programs to add to our BMP Program (Phase II) include additional tree plantings in cooperation with the Arthur R. Marshall Foundation. Staff planted 4,800 trees on the C2 and C4 canals in 2003
- ✓ Evaluating some of the Village’s building practices for BMP impacts
- ✓ The Village entered into an agreement with Aqua Technologies Inc. to perform a pilot test at Pump Station #2 for the purpose of researching alternate solutions that may be available to the Village and results will be available soon

##### ***Future direction of the water quality initiatives includes the following:***

- ✓ Wellington is refining its agreements with the South Florida Water Management District to ensure that structured parts of the project get built on time and on budget; the unique recreational aspects fit into the Wellington Community and enhances citizen opportunities to understand the Everglades. To do this, Wellington and the South Florida Water Management District continue to work together to complete the project and review operational progress to determine the optimal and practical operator of the redesigned system.
- ✓ Wellington is unique in its dedication to environmental issues and committed to staying on the leading edge by continuing to pursue all available avenues and technologies and by partnering with SFWMD, Army Corps of Engineers and other Federal, State and local agencies.
- ✓ The Village continues to seek public/private partnerships on projects that address multiple goals...environmental, educational and recreational.

##### ***In the coming year, the Village of Wellington will seek to:***

- ✓ Fund projects to reconfigure Wellington’s stormwater system to move the water north to the C-51 canal and, ultimately, to the South Florida Water Management District’s STA 1-E
- ✓ Fund further phosphorus reduction measures such as green technology, canal cleanup and further BMP’s
- ✓ Fund continual water quality monitoring and enforcement of local Best Management Practices

The Village of Wellington has done more than any municipal government to reduce the phosphorus content in its storm water runoff to the level mandated by the Everglades Forever Act. Through innovative practices and unparalleled cooperation with SFWMD, USACOE, and

other local and state agencies, the Village is making great strides towards reducing phosphorus levels to 10 ppb before December 31, 2006. By continuously investigating technological advances, studying environmental indicators, educating the public and working as a team with all concerned agencies, the Village is doing its share for tomorrow's Everglades.

#### **WATER REUSE PROGRAM**

The Village has recognized the need and importance of reusing treated wastewater effluent. Water Reuse is a system whereby water that would otherwise go out to sea, is collected for reuse. The water that is reclaimed originates from the Waste Water Treatment Plant and is processed using FDEP requirements is used in Village Park irrigation systems. A proper program can defer expenditures for future injection wells, extend the dates by which the water plant requires expansion and, potentially, reduce the ultimate water treatment plant size. Reclaimed water, which aids the water conservation effort, has become an integral part of the Villages' park irrigation system. In January 2005, the Village of Wellington took its first step toward using reclaimed water and began irrigating Village Park by using our new Reclaimed Water Facility. A grant in the amount of \$300,000 was obtained from the South Florida Water Management District to help offset the cost.

In September 2003, the Village purchased 67.66 acres of land to build more recreational facilities. That parkland's irrigation will also be provided by the Wastewater Effluent Reuse System.

#### **SECTION 24 PILOT PROJECT**

Section 24 Recreational Wetland Acquisition, Planning and Development Study is a project established to examine land that is presently owned by the South Florida Water Management District for potential purchase and development by the Village of Wellington as a wetlands park for the purpose of preserving the wetlands and for potential environmental and/or recreational uses. The potential future uses of the property include recreational uses consisting of elevated nature boardwalks, canoeing and fishing, wetlands mitigation bank, storm water retention and recharge area. The Village Council has the option to proceed, defer or abandon the project at the end of each phase.

#### **LAKE EROSION AND MAINTENANCE**

This project is quickly becoming one of the main issues to be discussed throughout Wellington. Lake Wellington was excavated in the early 1970's and is part of the Village's surface water management system. Over time,

areas of erosion have developed along the banks of the approximately 115-acre lake. The recent hurricanes accelerated the erosion along some of the lake bank.

**Did You Know?  
The Village's Bond  
Rating is AAA  
insured by Fitch &  
Moody's**

Due to this, the United States Department of Agriculture Natural Resources Conservation Service has entered into an agreement with the Village for reimbursements to repair the damage associated with the hurricanes in the amount of \$641,530. The Department is in the process of analyzing additional areas for reimbursement.

However, these reimbursements are for short-term repairs and the Village realizes that additional long-term action must be taken to repair the erosion long-term. Several erosion control alternatives and their costs have been explored.

Because the lake is so significant to the Village's surface water management system, a preliminary independent engineering study was performed in 2004. The preliminary results indicate estimated costs to provide long term solutions are between \$5 million and \$12 million. A more in-depth technical analysis is currently underway. In addition there are other lakes and canals within the Village that may be impacted by the solutions and decisions made for Lake Wellington.

There are 550 acres of lakes in Wellington, all vitally important to our community for a number of reasons. Lake and canal maintenance has always been a priority and we currently have an abundance of measures in place. The Village continually monitors lake conditions, controls and harvests aquatic weeds, removes sediment from and dredges canals and tests water quality on a regular basis.

#### **SOUND GOVERNMENT**

Our main goal, is to implement the vision and the policies as articulated by the Village Council to maintain a superior level of management and financial integrity for Village residents. All additional goals are born from this thought and are directly linked to this main objective. It follows, therefore, that this is the foundation for our budget.

Each year since incorporation, our budgeting process has relied upon a strategic planning process which requires an extensive series of goal setting (both micro and macro goals) in all of the departments and for the Village overall. This strategic plan is critical to our continued progress. Further, the budget provides the framework for us to measure our success throughout the year and contains a number of performance measurement benchmarks. One of our major goals is the continued refinement of the

strategic planning process as well as the performance measurement system.

Through the University of Wellington program specific training was conducted for employees. The goal was for each employee to better understand the planning process and how linked and aligned performance measures affect each department and the Village overall.

The newly identified performance measures are incorporated into the budget and data is collected and reported each year. As the Village collects data and trends, opportunities for improvement are easily identified and solutions/resolutions are included in future budgets.

The goals and objectives are developed by each department as part of preparing each year's budget. In the coming year, there are more than 300 departmental goals and objectives! We also formulate each year, the Village wide goals (or the macro goals) which stem from Council direction – both general and specific, both stated and implicit. As you might imagine, many of these are multi-year endeavors and are continuous by their nature.

#### VISION

In February 2005, a Visioning Workshop was held by Village Council members with a goal of “predicting a bright future for Wellington and developing a way for it to happen.” The Council participated in long-term visioning exercises which led to discussions of what they envisioned Wellington would be like in year 2025. The original goals addressed a 19 year plan (1997-2016) and 74% of the established goals had been completed in year eight. The current visioning session was not about changing the Vision, but “Living the Vision” today and preserving it for the future: Planned Growth Beyond our Borders, Preservation and Enhancement of Neighborhoods and Public Safety for the Future were main topics of discussion.

#### CITY OF EXCELLENCE

The Florida League of Cities announced that the Village of Wellington was one of five finalists for the 2005 Florida City of Excellence Award – one of nine awards to be presented during the Florida Cities of Excellence Awards program.

The Florida City of Excellence Award recognizes overall excellence in a city government. Nominated cities were judged on a number of categories including: governance & administration, city leadership, intergovernmental cooperation, citizen outreach & involvement, technology, innovative programs and services and fiscal management.

The program is designed to focus public attention on all the good things cities do to improve the quality of life in Florida and honor outstanding city leaders and cities for their excellent, innovative and highly praised programs.

#### WELLINGTON INFORMATION NETWORK (WIN)

One of our main focuses has been to improve customer service throughout our organization. Our goal is to deliver the highest possible level of service effectively and efficiently in all areas to our customers, the residents and the businesses of the Village of Wellington. One of the major changes in the organization, as a result of the enhanced customer service program, was the development of the Wellington Information Network (WIN). WIN's vision is to streamline all communication between the Village and residents in order to deliver the highest possible level of service to all customers.

The three main strategies in order to realize the Wellington Information Network Vision are: Customer Service; Village Information; and Technology. The task force has completed work in several areas in order to make the vision a reality by:

- ✓ WIN training classes were held for all Village employees. This class described the vision and how the proper technology and training would make the vision a reality.
- ✓ United Village-wide customer service functions. This allowed us to develop the “One-Stop” concept through the use of cross-training.
- ✓ Developed a Directory of Services. This allows Village employees to obtain Village information about any of the Village's services and contacts.
- ✓ Developed a system to gather and effectively disseminate information regarding programs, events, and issues of public interest (including press releases, Channel 18, AM Radio Station, Community News, HR employee newsletter, Village website, etc.).
- ✓ Developed a “Welcome Packet” containing information regarding Village and community services for distribution to new residents.
- ✓ Upgraded the phone system linking all phone systems throughout the Village – enabling direct calls and ‘live person’ answering of all calls. Along with the new system, a redesigned internal phone list was developed, which assists employees in correctly transferring calls.
- ✓ Implemented new customer friendly software packages that enhance customers experience with the Village by providing automated information or allowing them to pay for certain services online and telephonically.

In fiscal year 2005/2006 the Village's Administrative division will begin to re-focus its efforts for a Village-wide culture change. This change will encompass everything from customer service to how the departments set benchmarks and performance measurements. In 2005/2006 the Village of Wellington continues its investment in providing better tools for Village employees and residents.

**Training will be provided in the following ways:**

- ✓ All new employees will receive the information in new hire orientation
- ✓ All current employees will receive the information after the “kick off” of the program in January 2006
- ✓ A customer service only curriculum will be offered through the University of Wellington

The University of Wellington has been reformatted for 2006 to address more job-relevant opportunities. The new curriculum has three important components: Required Training, Required Training for Supervisors, and the new “A la Carte” menu. Both the Required Training courses and the Required Training for Supervisors courses will be offered similarly as in the past, but with a few additions. “A la Carte” offerings include a variety of courses to enhance productivity, encourage overall wellness, and improve teamwork. Additionally, for the first time, Employee Manual and Benefits training will be offered in Spanish. Training classes will be offered through a variety of sources including staff members, teachers, and outside consultants in order to provide the most value for participants.

**WEB BASED JOB APPLICANT TRACKING SYSTEM**

To better connect with people interested in careers with the Village, a customized web-based Job Applicant Tracking System was launched that manages all information from start to finish. It links the Village’s website with the applicant database allowing candidates to access and update information directly to the website. Candidates can complete an online application, take assessment tests, upload their resumes, keep their profiles updated, and search and browse employment opportunities.

**BIO PARK PASS SYSTEM**

Village Park Gym is proud to introduce the Bio Park Pass System by using technology to better serve residents. This innovative new system improves the efficiency and security of participant check in. Program participants register for “passes” using their handprint and access code, and the system allows or denies entry based on their pass status. The bracelets, which show the participants photo and states which activity each is registered for is printed out and can be clearly seen by Gym Monitors, provides increased security and protection to participants. It takes a registered user an average of 8 seconds to have their hand scanned for check in and have their bracelet printed. This system will soon be expanded to include the Aquatic Center and summer camp access.



**MY CITY: I’M PART OF IT, I’M PROUD OF IT**

In recognition of Florida City Government Week, the Village of Wellington educated residents and employees on city spirit by participating in the following ways:

- ✓ Village Council adopted a proclamation in recognition of My City Government Week
- ✓ Provided a booth at the Wellington Chamber of Commerce Business Expo, which was held to promote area retailers and service organizations. The Village of Wellington’s booth distributed promotional materials such as the Village Recruitment Brochure, the Directory of Services, welcome packages, logo magnets, toys, etc.

The Village will celebrate its Ten Year Anniversary in February 2006. Plans for festivities are underway, and the celebration will enhance city spirit throughout the year long celebrations.

**ANNEXATIONS/GROWTH**

Our residents have always insisted on smart growth. Wellington residents also demand more – from abundant green space to stronger codes. Wellington is about quality of life and our Village Council considers it their duty to protect this above all else. This pursuit of excellence is why other communities seek the Wellington address.

Since Wellington incorporated in 1996, nine separate neighborhoods have chosen to join our community. Every annexation into Wellington has been voluntary. Owners approach Wellington for a variety of reasons. Some seek the higher property values Wellington residents enjoy; others desire higher levels of service and lower density levels that cannot be matched by the County. These communities realize that Wellington’s strict growth management policies preserve the hometown flavor of the community while protecting unique lifestyles. Wellington offers something for everyone, from rural living in communities like Rustic Ranches and Palm Beach Little Ranches, to upscale communities like Versailles, Black Diamond and Olympia. The Village strives to protect against overdevelopment.

Including these annexations, the Village now encompasses over 53 square miles and stretches as far as the Florida Turnpike. Due to the anticipated impact of the growth along the State Road 7/US 441 Corridor, the Village of Wellington, in conjunction with the Cities of Greenacres and Royal Palm Beach, have completed a State Route 7/US 441 Corridor Study to develop a vision for future development. The intent of the study was to promote economically reliable development that will enhance the quality of life for residents while avoiding the pitfalls of growth.

Annexations of property along the boundaries of the Village, and the Corridor Study, provide protection for Wellington residents through managed growth and by ensuring that properties adjacent to the Village are developed in compliance with the high quality standards of Wellington.

On November 2, 2004, Palm Beach County voters, at the behest of the Palm Beach County Commission, narrowly passed a charter amendment greatly restricting annexations in Palm Beach County. Wellington, along with the Palm Beach County League of Cities and numerous Palm Beach municipalities, strenuously objected and continues to voice their opinion to the charter amendment because it illegally limits Wellington's home-rule powers.

Annexation is a critical concern for Wellington, not because we want to grow, but because it is a growth management tool. Wellington suffers as a community because Palm Beach County has not made any constructive effort to control sprawl. It has been argued that Wellington itself is an example of development in previously pristine areas. The Wellington community came into existence in 1972 when Palm Beach County approved a 15,000 unit development, 10 miles west of any available urban services. At the time, when Palm Beach County approved the Wellington PUD, there were only 300,000 residents in the County and the Wellington PUD population projection was 50,000 people. This single approval pushed development far west of existing and planned services resulting in a 17% increase in population from a single subdivision.

Today, we are faced with another set of planning decisions by Palm Beach County which will impact our residents for decades to come. This plan would involve development to the west of Wellington, including potential development in the Everglades Agricultural Area. Palm Beach County has already approved:

- ✓ 2,000 homes and 50,000 square feet of commercial development within 1 mile of the L-8 canal which is the recognized boundary of the Everglades Agricultural Area (EAA) which skips over rural areas to the east and creates new sprawl in previously undeveloped areas
- ✓ A FPL power plant on over 200 acres immediately adjacent to the L-8 Canal, and
- ✓ A 4,000 acre industrial mining operation that straddles the L-8 canal and encroaches into the EAA

The County has approved all of this development outside of its own Urban Services Area Boundary, and has no visible plans for providing schools, jobs and retail services to the 6,000 residents who will inhabit these "new" homes. The development relies on services and

infrastructure of the adjacent Wellington. The proposed retail center is approximately the size of a new drug store or a convenience store with gas pumps. The people who will live "on the edge of the Everglades" will be using the services paid for and maintained by Wellington residents, not services provided by Palm Beach County.

Wellington is indeed a special place to live, and together as a community will continue to protect our vision and values through managed growth and careful planning. When developers come to Wellington, they know they must provide all necessary infrastructure with low density before approval is granted. The Village Council is adamant in its stance against overdevelopment because they know that unchecked growth on our borders leads to a strain on our parks and recreation programs and facilities, overcrowded schools, clogged roadways and stress to our fragile environment.

The Village participates through the "Urban County Program," in both the Community Development Block Grant (CDBG) and the Home Investment Partnership Program (HOME) programs operated by Palm Beach County. Both programs are funded through the U.S. Department of Housing and Urban Development (HUD), and allow eligible residents to participate in programs available to families or individuals with low to moderate income levels. The Village has participated in this program for a number of years.

#### **ADVISORY COMMITTEES**

Because Wellington standards are high and taxes are low, the Village seeks input from its advisory committees in addition to its elected officials and staff. These committees keep the Village Council up to date on what residents want before an agenda item is voted upon. Although advisement is not needed on every item on the agenda, the Council often requests committee advice when faced with an issue that features several viable options. Residents discuss and debate, then present their recommendations to Council. Listed below are the Village's current advisory committees and their responsibilities.

##### ***Architectural Review Board***

"Shall adopt various schedules of approved materials, designs and charts of approved colors; hear and decide appeals; approve alternatives to the criteria; review and approve plans for multi-family and non-residential development."

##### ***Code Compliance Board***

"Shall adopt rules for the conduct of its hearings; subpoena alleged violators, witness and evidence to its hearings; take testimony under oath and issue orders commanding whatever steps are necessary to bring a violation into compliance."

##### ***Construction Board of Adjustment & Appeals***

"Shall have the power to hear appeals of decisions and

interpretations of the building official and consider variances of the technical codes.”

#### ***Education Committee***

“Shall monitor and develop actions which may impact Wellington schools; gather input on issues that may affect the children in Wellington schools, plan a strategy to eliminate portables, study and project new school requirements, establish relationships with the Palm Beach County School Board to effectively lobby for Wellington’s children, develop recommendations for forwarding to elected officials, coordinate with the Parks & Recreation Department to address cooperative use of parks and recreation facilities, coordinate with local businesses to offer technical and vocational training.”

#### ***Equestrian Preserve Committee***

“Shall provide advice upon the request of Council or the Planning, Zoning & Adjustment Board on a) protecting and preserving land in the preserve as equestrian, b) safety of riders, c) flooding and drainage in the preserve, d) having representation within the Village on policy and planning, e) permitting, zoning and code compliance within the preserve, f) designating the equestrian preserve as permanent and inviolate, g) land development regulations as they apply to the preserve area, h) recommend equestrian projects for inclusion in the Capital Improvement Plan, i) the design and/or configuration of equestrian capital projects.”

#### ***Parks and Recreation Advisory Board***

“Shall make recommendations concerning the development of parks, parkways, playgrounds and other recreational facilities within the Village; and recommend rules, regulations and fees.”

#### ***Park Renaming Committee***

“Shall be charged with the responsibility of proposing at least three names to the Village Council for the naming or renaming of a particular park or prominent park feature or facility within a park. Each proposed name shall be accompanied by a written report outlining the basis upon which the proposed name is being recommended. The Village Council shall make the final name selection, including an option of not approving any of the proposed names.”

#### ***Planning, Zoning & Adjustment Board***

“Shall make recommendations regarding proposed amendments to the comprehensive plan, to land development regulations and on applications for rezoning and development permits; perform the functions of a local planning agency; approve or deny variances to the Land Development Regulations; approve or reverse decisions made by the Community Development Director or the Village Engineer; and conduct hearings on impact fees.”

#### ***Public Safety Committee***

“Shall provide information regarding community safety, assist in the Village’s Disaster Preparedness Plan, promote safety education and assist in establishing Neighborhood Watch groups.”

#### ***Senior Task Force***

This task force is being established by Council for January, 2006. Responsibility criteria is being determined at this time.

#### ***Tree Board***

“Shall develop an annual work plan in accordance with Tree City USA guidelines, submit estimated annual expenses and review planting with the Public Works Director.”

#### ***Art in Public Places***

The Village Council approved the creation of a Public Art Advisory Board which became active in fiscal year 2004/2005. The mission of the public arts program is to promote the spiritual, intellectual and aesthetic enrichment of the community through public arts, to select a diversity of public art for the Village, to select artists and to disperse art in Wellington so that it is visible and accessible to the greatest number of people. This will also allow for the creation of a public arts trust fund, a separate account set up by the Village to receive money for the public art program. The program attracts a broad variety of styles, especially those with emphasis on children, families, seniors, equestrians and other community interests.

#### **COMMUNITY APPEARANCE**

Beautification efforts and compliance are among the top list of Village priorities. Wellington is a showcase for towering native cypress and pine trees, tropical foliage, and over 20,000 acres of neighborhoods, parks and recreational amenities, golf courses, bike paths and horse trails, all kept beautifully manicured.

#### **BEAUTIFICATION GRANT PROGRAMS**

In a continuing effort to enhance the aesthetics of the community and to assist neighborhood funding of beautification projects, the Village has designed a three



tier Beautiful Wellington Grant Program. These matching grant programs are available to Wellington residents and entities domiciled within the Village of Wellington for the purpose of neighborhood enhancement projects. Grants must be awarded prior to construction. There are three

grant amounts available, depending on the size of the proposed enhancement:

- Tier I - \$10,000 maximum matching amount
- Tier II - \$40,000 maximum matching amount
- Tier III - \$75,000 maximum matching amount

The grant process is competitive with funds awarded to those projects ranked highest. Additionally, funds are included to continue to enhance the overall appearance of the Village entrances and focal points.

### **WALLS, FENCING & HEDGING**

In April 2002, the Village adopted the major thoroughfare fencing ordinance, which standardizes the type and color of walls and fencing permitted on major thoroughfares. In September 2003, the Council approved a mechanism for a pilot program where Margate Place residents would be assessed for new thoroughfare walls for their neighborhood, which would screen traffic and noise from South Shore Boulevard. Additionally the neighborhood was awarded a Beautiful Wellington matching grant in order to fund the cost of the uniform wall. Property owners were given a choice of voluntarily reimbursing the Village for project costs prior to construction or participating in a formal assessment program. This program was so successful, that following the recent hurricanes, the Village Council adopted a conceptual program to replace all existing wooden fences along major thoroughfares as a Village-wide, one time assessment program. During 2005, all the wooden fences along Big Blue Boulevard were replaced using the neighborhood assessment Beautiful Wellington Matching Grant program.



### **AUTOMATED SOLID WASTE COLLECTION**

To help keep Wellington beautiful, in fiscal year 2004/2005 the Village changed from manual garbage collection to a fully automated system. Universal containers were distributed to residents with an informational packet. Communication was the key to successful implementation. Prior to the start date, several informational tools were used: door hangers, brochures, magnets, sandwich boards and public demonstrations were just a few methods utilized. Wellington has already seen benefits which include efficient collection, less manpower required, decrease in employee injury and turnover, a reduction of noise, and for the community, a uniform and neat appearance. During 2005 the Village conducted a pilot program before fully automating the vegetation collection system. The results will be evaluated and recommendations for a full program will be presented to the Village Council.

In late August 2004, Solid Waste customers were sent survey cards asking them to respond to several survey questions to determine the satisfaction rate of Wellington's automated collection system. 16,216 survey cards were mailed and 2,697 survey cards were returned which is a 17% rate of return. The overwhelming comment on the survey card was, "Container is left out." The requirement is that all garbage, recycling, vegetation, and trash must be at the curb by 7:00 a.m. on the day of collection but no sooner than 6:00 p.m. the day before collection and the container(s) must be taken in by 11:00 p.m. the day of collection. The second most popular comment was, "Excellent, Good Job, Thank you!"



### **CODE COMPLIANCE AND IMPROVED AESTHETICS**

The attractive appearance and unique character that Wellington is known for can only be maintained by enforcing strict property maintenance standards or code. These include: architectural, landscaping and signage that directly impacts aesthetics.

The main initiatives put forward by the Village Council to increase the level of code compliance and its commitment to excellence included: maintenance and appearance of commercial developments and multi family developments; community appearance including yard waste, vegetation and parking issues. This year additional aesthetic issues arose due to Hurricane Wilma that affected the Wellington area. There was widespread damage to most landscaped areas, fencing,

and some home roofing and structural damage. It was certainly a goal to return Wellington to its regular pristine condition; however, due to the overwhelming damage and the effect the emergency situation had on residents, the Code Compliance team worked with residents outlining action plans and providing assistance where possible. The immediate priority was focused on identifying and correcting potential safety hazards and being more relaxed regarding aesthetics.

***In an effort to increase the level of code compliance in Wellington, additional Code Officers were authorized by Village Council. The main issues and initiatives that were addressed include:***

- ✓ Maintenance and appearance compliance in commercial developments
- ✓ Maintenance and appearance compliance in multi-family developments
- ✓ Community appearance including yard waste, parking and vegetation
- ✓ Special Master has begun hearing complex compliance cases
- ✓ Code compliance inspectors on duty eight hours on Saturday and Sunday
- ✓ Code compliance efforts are being coordinated with the Public Works Department and the Sheriff's Department
- ✓ Parking regulations:
  - ✧ Working toward resolving joint enforcement issues with PBSO
  - ✧ Developing alternatives to parking in swales on the street
  - ✧ Developed parking regulations that will include enforcement by parking tickets

As a result of the 2004 storms, a significant amount of debris removal costs were incurred by the Village's Solid Waste Division. Although the Village anticipates costs for storm events as part of the planning process, no one could predict the magnitude of the costs that were incurred during the 2004 hurricane season. Because of these storm events, the Village incurred over \$6 million in emergency debris removal costs which had to be performed immediately to meet the needs of our residents. To put this into perspective, debris removal costs were approximately 2.5 times the annual residential revenue received by the Village for daily solid waste collection services. To fund the cost of this emergency, the Village needed to use a significant portion of its fund reserves. The Federal Emergency Management Agency has agreed to reimburse the Village approximately \$3.87 million or 63% of the cost incurred by the Village. Unfortunately, this left an unreimbursed balance in the Solid Waste Fund of approximately \$2.2 million that needed to be recovered. Based on these conditions, and recognizing that the frequency of major storms is increasing, the Village needs to immediately replenish its "lost" reserves.

Following the lead of the Solid Waste Authority of Palm Beach County the Village adopted a hurricane recovery assessment of \$115 per residential curbside customer and \$70 per residential containerized unit. The Village Council considered four different options for the recovery of funds and agreed that this surcharge was the most advantageous. This surcharge will allow the Village to (i) recover the \$2.2 million in unreimbursed expenses; (ii) fund a disaster reserve to allow the Village to react quickly if extraordinary events occur in the future; (iii) limit the financial risk of having only limited funds if another storm event occurs; and (iv) maintain the overall financial integrity of the Solid Waste Division. This surcharge was independently reviewed by the Village's Rate Consultant and was considered prudent to both the Village and its residents.

As we strive to best serve our residents, many other issues and initiatives may present themselves. We look forward to working with the Council and the public, to continue to build a fiscally strong financial base and to continue to make Wellington one of the finest communities in which to live, work and play.

## *Economic Outlook*

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The growth and development of the Village is dependent upon the economic environment of South Florida and particularly that of Palm Beach County. Consideration of the impact of these economic indicators is critical as the Village endeavors to develop its resources and facilities to meet the demand of its residents as well as to comply with regulatory requirements.

With the exceptional quality of life and numerous business advantages, the Village of Wellington continues to attract new investment due to its inviting, family oriented environment.

The leading industries for employment opportunity in the western communities of Palm Beach County (encompassing Wellington and its environs) include the following sectors:

- ✓ Medical/Pharmaceutical/Health Care
- ✓ Aerospace & Engineering
- ✓ Business/Financial/Headquarters Service
- ✓ Agribusiness
- ✓ Communications/Information Technology
- ✓ Tourism/Recreation/Entertainment

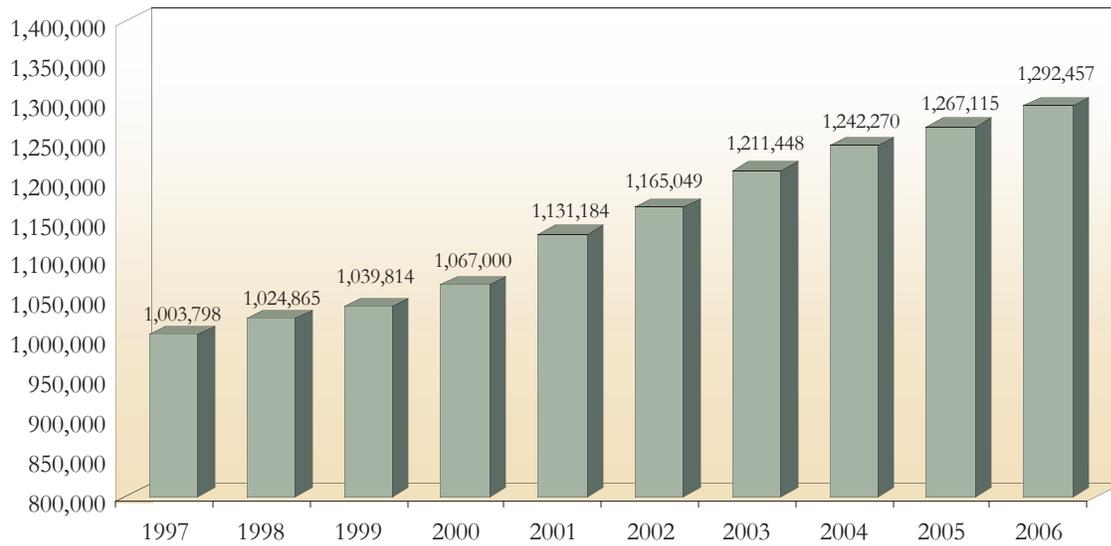
Wellington Green, a 466 acre development that includes the mall at Wellington Green, a 1.3 million square foot shopping center with five anchor stores and other retail stores, opened in October 2001. This development also includes various retail out-parcels and restaurants, as well as an apartment complex and an hotel.

One of the strongest employment assets of the region is its health care system. While Wellington Regional Hospital is physically located just beyond the boundaries of the community, it does provide beneficial employment opportunities. Wellington Regional is a 143 bed, acute care community hospital. Since its inception in 1986, Wellington Regional has added many new services and programs including a state of the art obstetrical unit, a level two neo natal intensive care unit, postpartum unit, Cardiac Catheterization program, wound care and hyperbaric program, bariatric weight loss program, Regional Cancer Center, expanded Emergency Department and Express Care Program, Outpatient Diagnostic Center, Outpatient Physical Therapy Program, large community outreach program and total joint replacement program. There are also two Medical Arts Pavilions that include an endoscopy unit, ambulatory surgery center, outpatient services and a Women's Imaging Center.

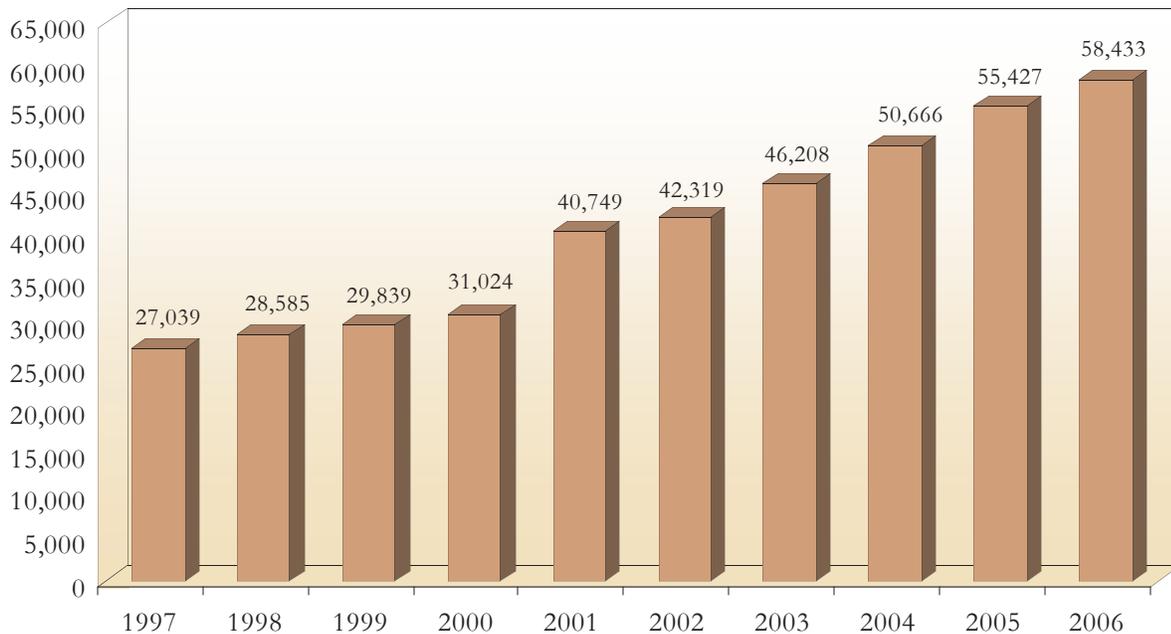
Another important industry to the western communities is the equestrian industry. Approximately two-thirds of Palm Beach County's equestrian industry is located in the region: including horse farms, tack stores, stables and feed stores. Palm Beach Polo and Country Club, a 2,200 acre residential community with golf, tennis and social amenities located in Wellington is recognized as the international headquarters for the sport of polo. With 13 polo fields and two practice facilities, Palm Beach Polo and Country Club hosts the World Cup and the U.S. Polo Association's Gold Cup annually. Additionally, it provides a venue for Stadium Jumping, which hosts, annually, the Cosequin Winter Equestrian Festival, attracting a high level of competitive participants for dressage and show jumping. Beginning in November 2002, the Palm Beach Polo Equestrian Club hosted the Annual National Horse Show, previously held at Madison Square Garden in New York and is the regional training site of the U.S. Olympic Equestrian Team.

Between 1994 and 2005 total employment in Palm Beach County was relatively stable while population increased at an average rate of approximately 2.2% annually. Population growth for Palm Beach County and the Village, based on information obtained from Palm Beach County, the U.S. Census Bureau, the Bureau of Economic and Business Research at the University of Florida and the Treasure Coast regional Planning Council (TCRPC), are illustrated within this section.

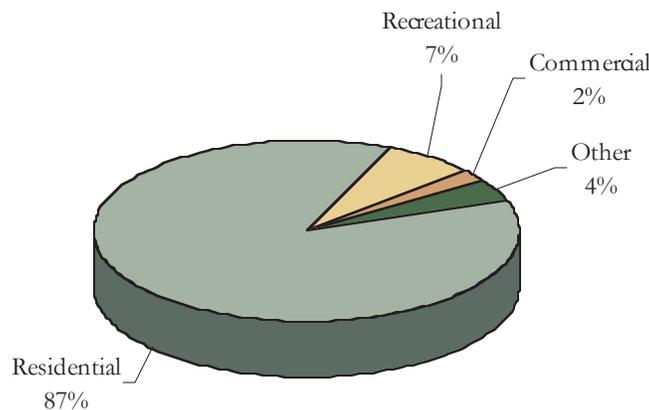
**PALM BEACH COUNTY  
1997-2006 HISTORICAL AND PROJECTED POPULATION  
(TOTAL PERMANENT POPULATION)**



**VILLAGE OF WELLINGTON  
1997-2006 HISTORICAL AND PROJECTED POPULATION  
(TOTAL PERMANENT POPULATION)**



The population growth of the area within the Village has consistently exceeded that of the County. Between 1997 and 2005, the population of the area within the Village increased by 100% or at an annual rate of more than 11%. The Village's estimated 2006 permanent population of 58,433 (excluding seasonal residents) makes it the 5th largest municipality in Palm Beach County. The chart on the next page further illustrates the Village's land composition, of which 87% is residential.

**LAND USAGE AS A PERCENTAGE**

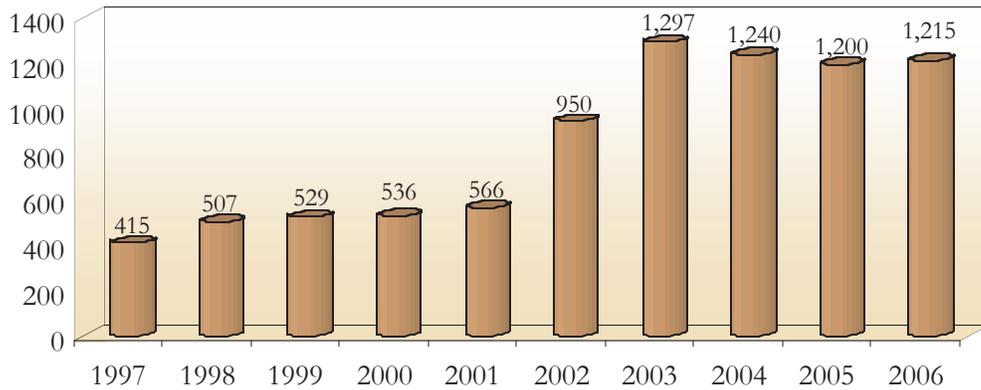
Every ten years the Census Bureau conducts a complete accounting of every resident in the United States. This was most recently completed in 2000. Most households received a short form, which included questions pertaining to population and housing. One in six households received a long form questionnaire, which included the same questions as the short form plus additional questions covering education, ancestry, employment, disability and house heating fuel. Census 2000 results were used to determine:

- ✓ Revenue Sharing from State and Federal Governments
- ✓ New School Construction
- ✓ Health Care Services for the Elderly
- ✓ Federal, State and Local Legislative Districts
- ✓ Forecasts of Housing and Transportation Needs
- ✓ Disaster Relief
- ✓ New Roads

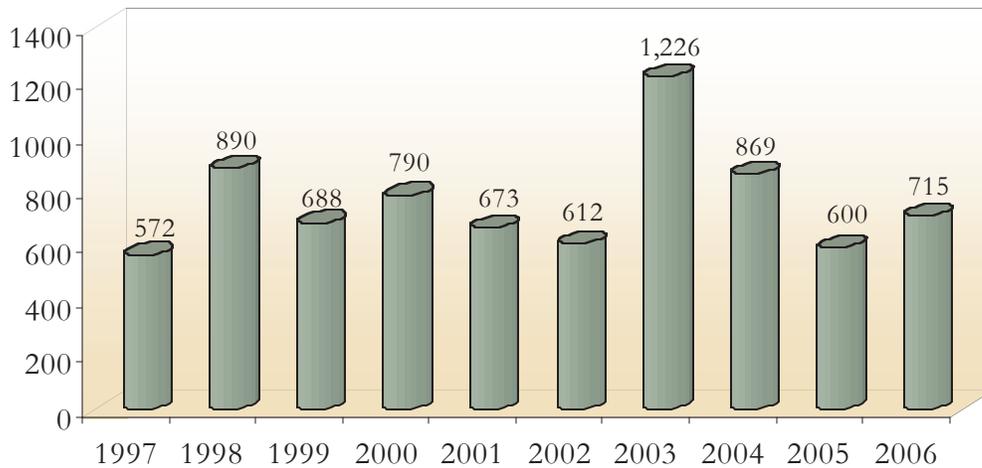
The Census results showed that Wellington's population has increased at a greater pace than previously estimated by Florida Atlantic population analysts. This made Wellington eligible to receive a larger share of revenue to be used by the Village for the purpose of planning hospitals, roads, schools and social service programs. Census numbers are also used to ensure that Wellington is well represented in Congress and the State Legislature.

In the early 1990's, a reduction in housing construction activity in the area within the Village occurred. From 1988 to 1996, new construction activity (measured by the number of new water meter installations) declined from a high of 982 units to a low of 340 units. However, the trend reversed and stabilized itself in the second half of the decade and has continued over recent years with a high of 1226 units in 2003. The local housing market saw a tremendous boom beginning in 2002, as shown in both meter and building permit activity. With major new developments coming on line, construction activity is expected to remain steady.

**1997-2006 HISTORICAL AND PROJECTED  
SINGLE FAMILY BUILDING PERMITS**

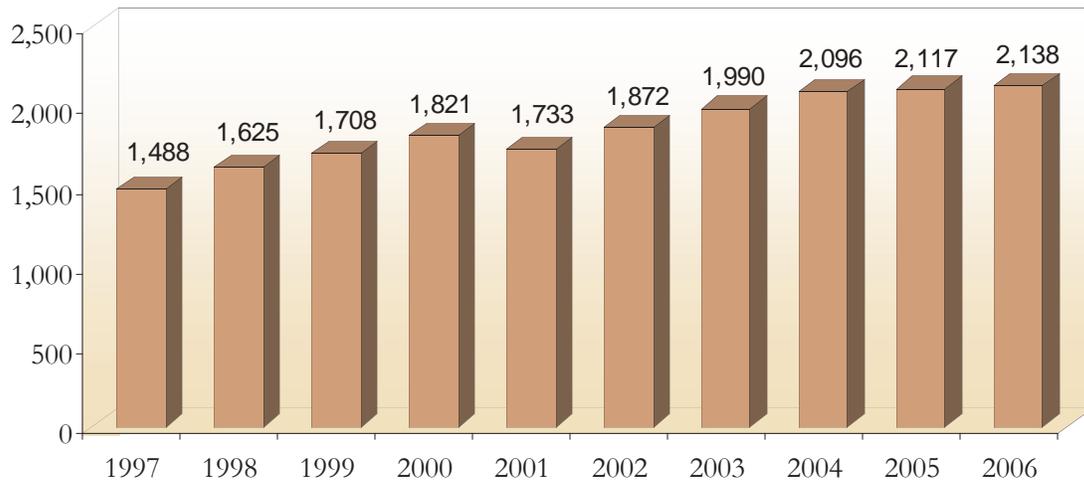


**1997-2006 HISTORICAL AND PROJECTED  
TOTAL NEW METER INSTALLATIONS**



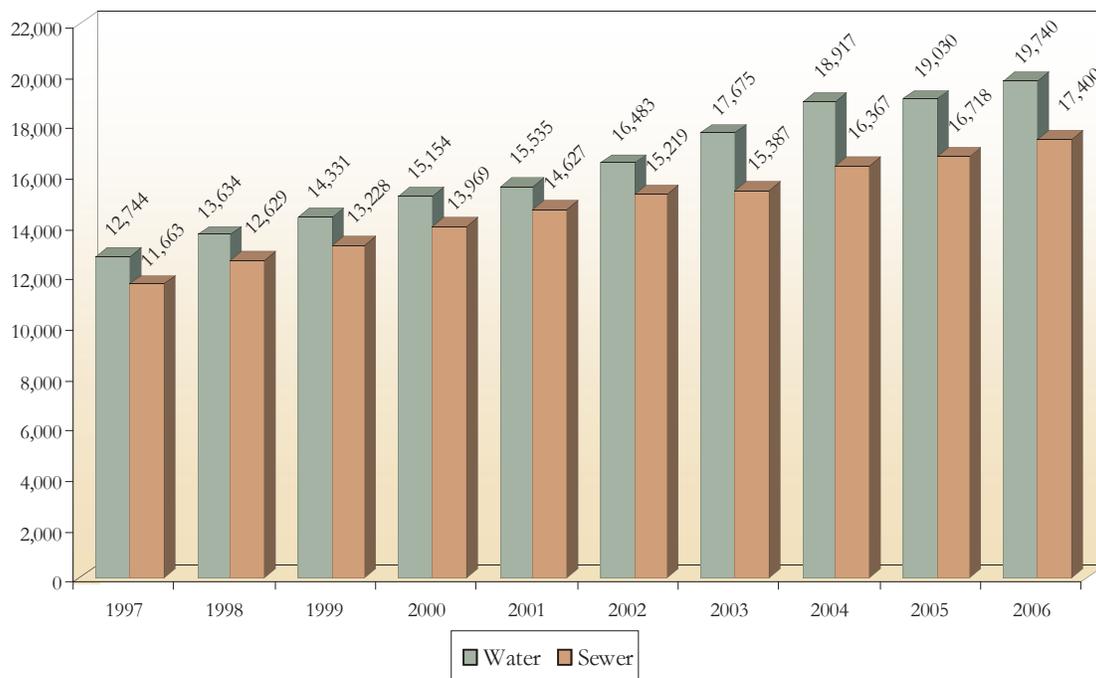
Total new meter installations for the year ended September 30, 2005 was 600. Conservative estimates anticipate future growth of the water and wastewater customers at approximately 715 new units in the coming year. Some of the past and future meter installations include areas outside of the Village which utilize its water and wastewater services.

**1997-2006 HISTORICAL AND PROJECTED WATER PRODUCTION  
(IN THOUSANDS OF GALLONS)**



The strength of the local economy can also be seen in the growth of the Village’s water production at 43% over 10 years, or at an average annual rate of 4.3%, while the number of active water accounts grew at an annual rate of approximately 5.5% over the same period. At present, the Village has 19,030 water service customers and 16,718 sewer service customers. At buildout, it is projected that the water system will service over 24,000 customers and the wastewater system will service over 20,000 customers.

**1997-2006 HISTORICAL AND PROJECTED  
ACTIVE WATER AND SEWER ACCOUNTS**



# **Core Value: *Recreational & Cultural Opportunities***

With its abundance of public and private recreation facilities, Wellington has soared to the top of Palm Beach County's list for providing leisure opportunities for its residents



*Vision and Planning*

## Vision

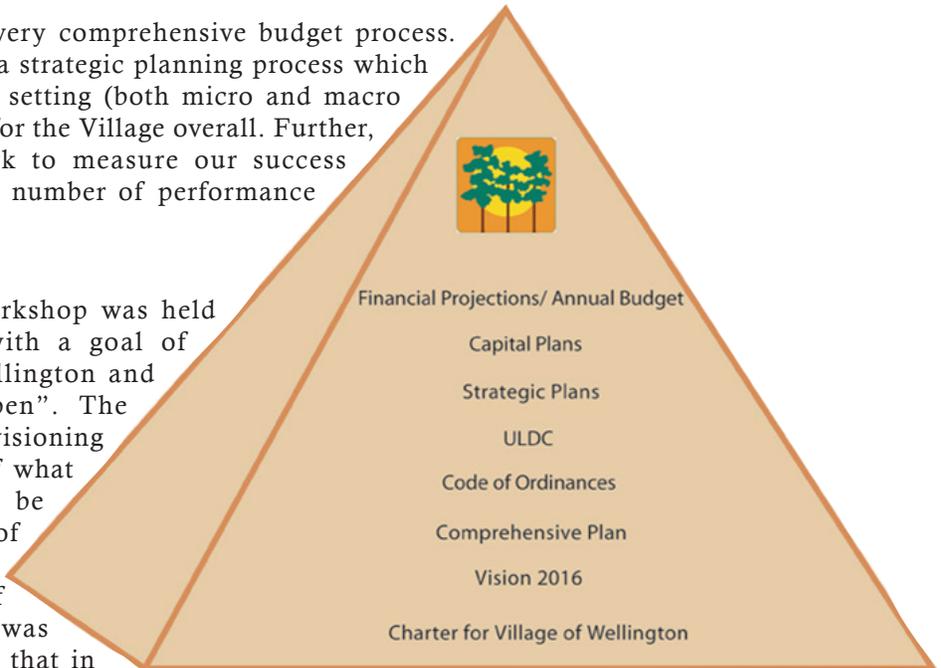
Since our incorporation in December 1996, the Village of Wellington has concurrently built a community with an established high level of service and articulated a strategic plan within the public policy framework set forth by the Village Council.

In essence, the VISION of Wellington is Quality of Life, including a very strong emphasis on recreation, education and public safety. In addition to the Comprehensive Plan and an aggressive capital plan, we have steadfastly formulated a strategic planning process to support Council initiatives, the capital plan and all our municipal operations.

This is accomplished through our very comprehensive budget process. The budget process has relied upon a strategic planning process which requires an extensive series of goal setting (both micro and macro goals) in all of the departments and for the Village overall. Further, the budget provides the framework to measure our success throughout the year and contains a number of performance measurement benchmarks.

### LOOKING TO THE FUTURE

In February 2005, a Visioning Workshop was held with Village Council members, with a goal of “predicting a bright future for Wellington and developing a way for it to happen”. The Council participated in long-term visioning exercises which led to discussions of what they envisioned Wellington would be like in the year 2025. The beginning of the workshop revisited the Village’s Vision, centered around “Quality of Life” and from where the Vision was derived. The Council was reminded that in 1997, 124 participants served as a cornerstone group creating Wellington’s first community goals and vision statement. The original goals addressed a 19 year plan (1997-2016) and in year eight of the plan, 74% of the established goals had been completed. The current visioning session was not about changing the Vision, but “Living the Vision” today and preserving it for the future. “Planned Growth Beyond our Borders”, “Preservation and Enhancement of Neighborhoods” and “Public Safety for the Future” were the main topics of discussion. Additional workshops are planned.



## Planning

### COMPREHENSIVE PLAN

The Village has adopted a Comprehensive Plan that meets the requirements of the Florida Statutes (Growth Management Act) as well as Rule 9J-5, Florida Administrative Code. The plan provides a vision for the community and assures that the intent of the Charter becomes reality: “to preserve and protect the distinctive characteristics of the individual communities within the boundaries of the Village.”

*The Comprehensive Plan comprises the following elements:*

#### LAND USE

The Land Use Element establishes the type of use and level of intensity, i.e., the number of homes that may be constructed and the location and intensity of commercial, industrial and other non-residential uses, for all land within the Village.

Over 74% of the land in the Village has a Planned Development designation associated with it. The current Village Future Land Use map categories place residential lands within the Village into one of nine categories: Residential A, permits up to .20 dwelling units per acre (6%); Residential B, permits up to one dwelling unit per acre (18%); Residential C, permits up to three dwelling units per acre (10%); Residential D, with a maximum up to two dwelling units per acre (9%); Residential E, permits up to five dwelling units per acre (4%); Residential F, permits up to eight dwelling units per acre (2%); Residential G, permits up to twelve dwelling units per acre (1%); Residential H, permits up to eighteen dwelling units per acre (.2%); and Residential I, which permits up to twenty-two dwelling units (.1%). Commercial lands within the Village are placed into one of five Future Land Use designations categories: Office Commercial, which are properties intended to serve the office needs of the community (.2%); Neighborhood Commercial, which properties are generally less than five acres and intended to service the needs of a specific neighborhood (.1%); Community Commercial, which are properties generally between ten and thirty acres and intended to service the needs of the community and Industrial (.5%); Regional Commercial, which are properties larger than sixty acres in size and are intended to service a regional market (1%); and Commercial Recreation, which are properties recreational in nature and are compatible with residential and rural development patterns (5%). There are two additional land use categories within the Village: Institutional (2%) and Conservation/Parks/Water (30%).

#### *Village objectives are to:*

- ✓ Retain a low-density residential character
- ✓ Enhance community economic opportunities
- ✓ Maintain an aesthetically appealing and safe built environment
- ✓ Respect environmental constraints
- ✓ Provide services at levels based on population such as drainage, sanitary sewer, potable water, roadways, and recreation

#### INTERGOVERNMENTAL COORDINATION AND TRANSPORTATION

Intergovernmental coordination relates to the improvement of planning, coordination, and implementation of programs and services provided by the Village, neighboring jurisdictions, Palm Beach County, regional, state and federal agencies and independent districts. The Village does not provide all of the services and facilities necessary to serve its residents. Consequently, it is crucial that effective coordination mechanisms be in place to ensure that essential services and facilities are effectively administered across jurisdictional lines.

Intergovernmental coordination also addresses the issue of municipal boundary changes and annexations. The Village can most effectively provide cost-effective service delivery and at the same time control the character and destiny of developments on surrounding land areas through the delineation of future annexation boundaries.

Transportation planning is concerned with the provision of a safe, convenient, and efficient motorized and non-motorized transportation system. Because the obligation for future construction, including widening of major thoroughfares in and around Wellington lies with Palm Beach County and/or state DOT, effective agreements, planning and programming in conjunction with these agencies is necessary to ensure that transportation network improvements are made as necessary, according to established levels of service.

Intergovernmental coordination is essential because the Village does not solely control growth and its impact. Coordination among numerous entities is imperative for the Village to efficiently meet the needs of its residents and businesses.

***The Village Comprehensive Plan addresses the following intergovernmental issues:***

- ✓ Boundaries of the Village's future annexation areas
- ✓ Intergovernmental communications with other units of government such as Palm Beach County, South Florida Water Management District, the School Board, state and federal agencies, the Metropolitan Planning Organization, the Municipal League, and the Treasure Coast Regional Planning Council
- ✓ Maintenance of major thoroughfares as local collector roadways through acceptance of lower levels of service or widening these roads under established levels of service by Palm Beach County
- ✓ Alternative modes of transportation to the single-occupant vehicle such as car pooling, increased mass transit usage or commuter trains
- ✓ Continued maintenance of the rural conditions of roadways in the south end of the Village or additional rights-of-way and identification of corridors reserved for future roadway construction
- ✓ Different levels of service for roadways in the south end of the Village versus the remainder of the community

**HOUSING AND EDUCATION**

The Village has a wide variety of housing types ranging from single-family estates on large lots to moderately priced town homes, condominiums and rental units. Homes are generally well maintained and a high value is placed on aesthetics. Little, if any, substandard housing exists within the Village.

The School District of Palm Beach County predicts an increase of student enrollment of 2.5% in each of the next five years. To address the needs of existing and proposed students, the School District has completed or recommended the opening or expansion of several new schools.

- ✓ A new high school in the Acreage area was opened in 2005 and provided relief to Wellington High School, now at 104% of capacity
- ✓ Elbridge Gale Elementary school is scheduled to open in August 2006 on the Birkdale site to provide relief to all the elementary schools in the Village based upon boundary adjustments
- ✓ A new Wellington Area Middle School is proposed for 2007 with a capacity of over 1,000 students and will provide enrollment relief to Polo Park and Woodlands Middle Schools
- ✓ A new elementary school (05-B) is scheduled to open in August 2008 with a proposed capacity of 964 and will relieve Wellington, New Horizons, and Panther Run Elementary schools

**CONSERVATION, RECREATION AND OPEN SPACE**

The Village maintains approximately 495 acres of developed active park sites and 67.66 acres of passive open space reserves.

Wellington is home to a large number of parks and offers an abundance of recreational opportunities for all residents. The commitment is evidenced by the Village's high recreation level of service standards set forth in the Comprehensive Plan of 10 acres of open space per 1,000 residents. By comparison, Boca Raton, Royal Palm Beach and unincorporated Palm Beach County have fewer park acres per thousand population.

Aside from recreational considerations, the Village also seeks to identify and preserve its natural resources for the use and enjoyment of existing and future populations. The natural resources include canals, lakes, wetlands, native plant and animal communities. Identifying and protecting these resources will be integrally related to park planning where open space acquisitions and passive park development are concerned.

Long-range planning is essential to adequately ensure that the Village's investment in land and facilities will keep pace with our anticipated population growth. Planning efforts revolve around an established Level of Service based upon the type of park, i.e., regional, neighborhood or mini-level parks and the cost to the taxpayer.

***The issues include:***

- ✓ Establishment of the Village as a recreation leader in terms of its park and recreational facilities and programs, and levels of service
- ✓ Implementation of local park and recreational impact fees
- ✓ Pursuit of recreational program development and acquisition of additional lands for park development
- ✓ Extension of recreational services to segments of the community whose needs are not currently being met
- ✓ Increased use of community school athletic facilities through interlocal agreements with the School Board
- ✓ Adoption of conservation programs such as an Open Space Program that would identify wildlife habitats, wetlands, or native vegetative communities for public acquisition and/or preservation

**EQUESTRIAN**

The Village Comprehensive Plan includes an element that specifically addresses the preservation of the equestrian community in the southern half of the Village and in the Palm Beach Little Ranches area. The area plays an important role in the community from both an economic and aesthetic perspective. Thalheimer Research Associates found in their report entitled, "Economic Impact of the Equine Industry on the Village of Wellington" that the direct and indirect economic activity of the equestrian industry in the community totaled at least \$214,000,000. The area also serves as an important buffer to the Loxahatchee National Wildlife Refuge and provides residents and visitors with a valuable and scenic open space resource. It also plays a critical role in defining the character of the community and distinguishing it from other bedroom communities.

***The issues addressed are to:***

- ✓ Actively promote the expansion and preservation of the equestrian community
- ✓ Pursue development of greenbelts and equestrian trails
- ✓ Continue to maintain unpaved roads in the area

**CAPITAL IMPROVEMENTS AND INFRASTRUCTURE**

This element of the Comprehensive Plan establishes levels of service for various public services and determines the community's public facility needs and deficiencies. The Village also prepares a cost estimate to implement the needed improvements to maintain established levels of service and required capital improvements. The cost estimate must demonstrate that there are sufficient revenues available to fund the required or proposed improvements. Impact fees are based on the levels of service established in the Comprehensive Plan.

The plan also requires an implementation schedule; setting out a description of capital facility projects to be undertaken over the first five years after the plan is adopted.

The provision of infrastructure can serve as a growth management tool. Clear delineation and definition of the Village's Urban Service Boundary (the area in which the Village intends to provide an urban level of service) impacts the type and intensity of development that can occur. For example, if the Village does not extend water and sewer service lines to the southern portion of the community, densities will be limited by State law to a maximum of one unit per acre, two lane roads support much less density than four lane roads, etc.

***The issues addressed include:***

- ✓ The establishment of priorities for capital facilities
- ✓ Impact fees for parks, drainage, law enforcement and local roads
- ✓ School concurrency
- ✓ Sources of revenue to fund capital improvements
- ✓ Location of urban service boundaries

*Pursuant to Chapter 163 of the Florida Statutes and Rule 9J-5, the Village of Wellington adopted its Comprehensive Plan on January 19, 1999. The Village updates the Capital Improvements and Infrastructure Element of its Comprehensive Plan on an annual basis to reflect new budgets and improvement plans. The Comprehensive Plan is a legally binding document that identifies future planning for the Village of Wellington and all decisions should be found consistent with the Plan.*

## SURFACE WATER ACTION TEAM

The Everglades Forever Act passed by the Florida Legislature requires that all discharge into the Everglades Protection Area meet water quality standards established by the State. Wellington is divided into two drainage basins separated primarily by Pierson Road. Basin A flows north to the C-51 Canal and Basin B is pumped westerly to the Art Marshall Loxahatchee National Wildlife Refuge. Because Basin B is pumped into a portion of the Everglades Protection Area, it is subject to very strict water quality standards. Water discharged to the Loxahatchee Refuge must have less than 50 parts per billion (ppb) of phosphorus as an interim standard with probably lower concentrations mandated by the Environmental Regulatory Commission.



### HOW DOES THIS IMPACT WELLINGTON?

The area north of Pierson Road is known as Basin A and drains into the C-51 canal which drains, eventually, into the ocean. The Army Corps of Engineers and the South Florida Water Management District will pay the cost of cleaning up Basin A since it is part of the greater C-51 basin.

Basin B, the area roughly south of Pierson Road, withdrew from the C-51 Basin in the 1970's. Stormwater from Basin B drains into the Loxahatchee Wildlife Preserve. Since Basin B is no longer a part of C-51 basin, residents of Wellington must pay the cost of the phosphorus removal.

### WHY IS PHOSPHORUS A PROBLEM?

Phosphorus has been identified as the primary contributor to the change of plant life in the Everglades. Natural sawgrass and Everglades vegetation is being replaced with non-Everglades vegetation. That is why the Federal and State Governments have mandated the reduction of phosphorus in surface water discharged into the Everglades. Phosphorus enters the environment through many different sources.

### WHAT IS WELLINGTON DOING TO COMPLY WITH THE EVERGLADES CLEANUP?

In order to assist Wellington in developing an action plan to meet these standards, the Village Council authorized the Village Manager to hire a team of professions dubbed "SWAT" (Surface Water Action Team). SWAT is working with South Florida Water Management District (SFWMD) and the U.S. Army Corps of Engineers (USACOE) on the evaluation of the Basin B Water Quality Clean Up Options and associated costs. We are



assisting with accelerating the Corps' Comprehensive Everglades Restoration Project (CERP), Other Project Element (OPE) to meet the 2006 deadline for compliance with the Everglades Forever Act. The Village entered into a Memorandum of Understanding with the SFWMD wherein the parties acknowledge the need for improved water resource management facilities for the combined basins that meet the objectives of environmental restoration, flood protection, water quality enhancement and recreation.

The Village will contribute \$3,000,000 to the SWAT/Basin B solution.

SFWMD agreed that Section 24, which it owns, will be included in Wellington's Comprehensive Plan with its recreation and open space benefits.

An Aquatics Pilot Program designed to demonstrate the effectiveness of different technologies in the treatment of urban and agricultural stormwater runoff was constructed. The objective of this pilot program, which is managed by Wellington's Environmental and Engineering staff, is to reduce the total phosphorus in Wellington's Basin B waters. The location of the project is the east end of Deeridge Farms at Pierson Road and 120th Avenue. The goal of this two-year project was to generate scientific data addressing the capacity of different types of wetland treatment systems, operated individually or in series, to reduce stormwater phosphorus concentrations. This innovative project was made possible in part by a \$400,000 matching grant from the Florida Department of Environmental Protection. SWAT is continuing to evaluate results from the ongoing PSTA Pilot Project in addition to evaluating the DBO Proposal that has been submitted to the Village for an independent method for Basin B clean up by the Village.

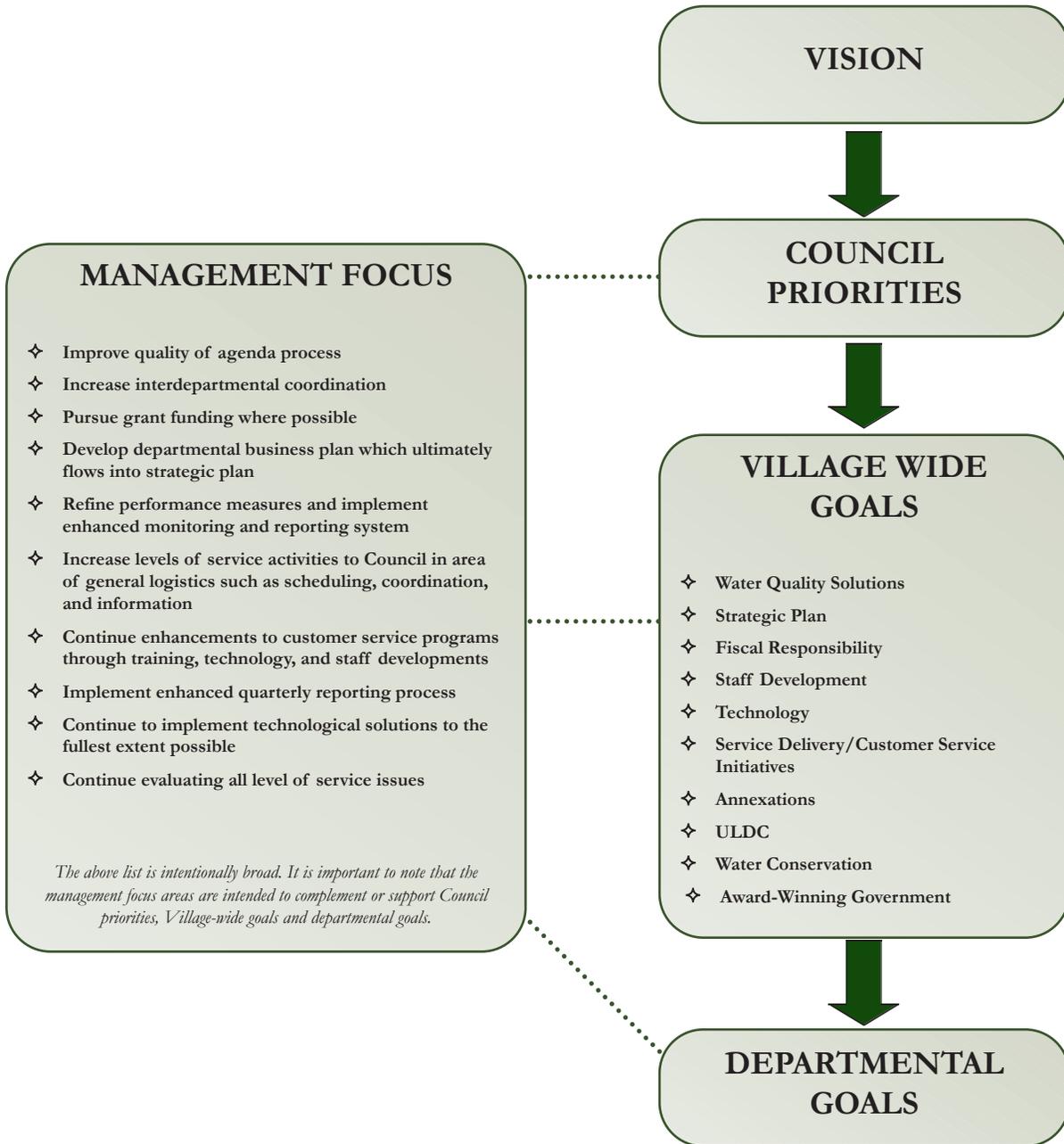
Other secondary measures to clean up phosphorus levels within Basin B include drafting of the Phase II Best Management Practices (BMP) Ordinance along with identification and evaluation of methods to fix "hot spots" within Basin B. The Phase I BMP Ordinance (2000-18) has been in effect for approximately four years.

We are periodically updating the community on the progress of SWAT as it develops. The Village of Wellington continues to work to meet its obligations under the Everglades Forever Act. We are committed to being a good steward of the environment and will do our part in the Everglades Forever cleanup. However, the Village wants to ensure that this

cleanup is achieved efficiently and without harming its unique quality of life.

### GOALS AND OBJECTIVES

The main goal of the Village of Wellington is to implement policies as articulated by the Village Council to maintain a superior level of management and financial integrity for Village residents. All additional goals are an offspring of this thought and are directly linked to this main objective. Our budgeting process has relied upon a strategic planning process which requires an extensive series of goal setting (both micro and macro goals) in all of the departments and for the Village overall as illustrated below.



This year's Village-wide goals noted above are macro goals of which many are multi-year endeavors and are thereby continuous in nature. Additionally, the chart above is intentionally broad and is not intended to be all-inclusive. Generally, our management focus areas are in support of or are a compliment to Council priorities, Village-wide goals and departmental goals.

The budget provides the framework for us to measure our success throughout the year and contains a number of performance measurement benchmarks (see goals and accomplishments section). One of our major goals is the continued refinement of the strategic planning process as well as the performance measurement system. When we incorporated, we recognized we were embarking on a multi-year endeavor to accomplish a great many challenges. Many of our performance measures were set in place in the early stages of incorporation and we have gained experience with these measures. In a continued effort to implement GFOA recommended practices on performance measures, we have engaged an outside consultant to facilitate and train departments in the establishment of linking and aligning performance measures to the strategic plan of the Village. This step has been taken in an effort to steer the Village in the direction of measuring the "right" items to assist us in moving toward the management focus of our vision and values. As the Village collects this data and trends emerge, opportunities for improvement will be easier to identify by analyzing implications for decision making and accountability. Performance matters and we are dedicated in identifying areas where our performance can be improved.

Each year the Village Manager, assisted by staff, formulates the Village-wide goals (or the macro goals) which stem from Council direction. Goals, objectives and performance measures are established on a village-wide, departmental and divisional basis. These standards of our operational planning process are outlined in the departmental summary section of this book. Listed below are the Fiscal Year 2006 Village-wide Goals and Objectives:

## Fiscal Year 2005/2006 Village-wide Goals

### Family

*To provide needed services of the highest quality, with a focus on recreation, education and public safety, that maintains Wellington as one of the premier communities in which to raise a family*

- ◇ Provide ongoing transportation to residents through interlocal agreement with ADA Paratransit Services
- ◇ Develop and support Senior Task Force to explore issues relating to aging residents' needs and the community's ability to address those issues
- ◇ Increase funding of Seniors Club activities and operating supplies

### Educational Excellence

*Continue to take positive steps toward providing a rewarding and challenging educational experience for its young people and design plans and programs to help assure continued educational excellence*

- ◇ Enhance Wellington's Commitment to Education through cooperative agreements with the Palm Beach County School Board
- ◇ Provide continued funding for the Wellington Education Initiative which supplements public schools \$5 per student for learning materials; the Challenge Grant for Reading Resources to each elementary school and the School Readiness program which provides matching funds for child care costs to area families
- ◇ Continue to research, develop and fund additional education programs

### Recreational & Cultural Opportunities

*Adequately ensure that the Village's investment in land and facilities will keep pace with anticipated growth, which is linked to established Level of Services adopted by the Village Council*

- ◇ Bid design and construction of new K park to meet resident's needs as set forth in the Comprehensive Plan
- ◇ Assist and support the non-profit organization that has been established to provide a quality cultural arts center at the Wellington Green Mall
- ◇ Increase preventive maintenance, inspections and workload to increase positive public perception of facilities and grounds
- ◇ Offer new life enrichment programming to improve quality of life for various populations with diverse or special needs
- ◇ Enhance and provide additional senior programs
- ◇ Continue to provide \$50,000 funding grant to the Boys and Girls Club and ensure that funds are spent on Wellington residents and programs
- ◇ Improve quality and quantity of special events
- ◇ Upgrade and expand the 57-mile Equestrian Trails System

### **Public Safety**

***Enhance and develop additional programs that will make the action plan (targeted plans that address our unique public safety crime concerns) in the Strategic Plan become a reality. Initiatives of the ongoing plan include:***

- ✧ Further utilization of Burglary Action Plan
- ✧ Reduce commercial vehicles cutting through the Village of Wellington
- ✧ Promote communication between residents and deputies
- ✧ Increase police visibility
- ✧ Monitor and improve safety in school zones
- ✧ Reduce vandalism and juvenile crimes
- ✧ Utilize an enhanced Crime Prevention Education Program Data Base of business owners
- ✧ Continue active pursuit of all outstanding arrest warrants
- ✧ Target higher crime areas with additional enforcement
- ✧ Activate Domestic Abuse Response Team (DART)

***Complete construction of 4<sup>th</sup> fire station at Olympia which will include a community room and shared parking with the elementary school***

### **Environmental Respect**

***Continue to participate in water conservation efforts by increasing public participation and awareness***

- ✧ Continue to address water conservation issues and further enhance information programs to educate customers on the need for and advantages of conservation
- ✧ Continue to develop and implement efficient water use programs and develop alternatives for residents consideration
- ✧ Encourage efficient water use through rates, fees, and incentives

***Implement programs to efficiently preserve the land and resources located within the Village to insure environmentally safe water retention and drinking water and maintain Village infrastructure***

- ✧ Continually enhance the Emergency Plan to allow for enhanced preparedness for future emergency needs and environmental damage. These needs and areas for improvement were identified during recent hurricanes
- ✧ Initiate water reuse program to allow for reusing treated wastewater effluent at several park sites; including K-Park which is currently under design
- ✧ Execute feasibility study and make decision regarding Section 24 Recreational Wetland Acquisition; which is a project established to examine land that is presently owned by SFWMD for potential purchase and development as a wetlands park
- ✧ Complete study of an overall lake maintenance program that will address measures to protect the overall biology of Lake Wellington, lake erosion, aquatic weed control measures and public education

***Resolve and implement solutions to surface water drainage issues as required by the Everglades Forever Act. The resolution will address funding of the solution costs***

- ✧ Provide funding for projects to reconfigure Wellington's stormwater system to move the water north to the C-51 canal and, ultimately, to the South Florida Water Management District's STA 1-E
- ✧ Continue to implement a long-term plan that brings the Village into the Comprehensive Everglades Restoration Plan (CERP)
- ✧ Work with the U.S. Army Corps of Engineers (CORPS) and the South Florida Water Management District (SFWMD) to re-route Basin "B" water to a reservoir where it can be used for water supply purpose
- ✧ Implement and enforce a short term plan consisting of Best Management Practices (BMPs)

### **Sound Government**

***Continue to focus on internal consolidation, training, and development of personnel to enhance the levels of customer service provided to the community and internal user departments. Foster an environment of internal and external customer trust in services provided***

- ✧ Enhance all policies, procedures and practices to continually rebalance workloads as indicated
- ✧ Continue to promote and enhance the training offered by Wellington University to improve internal and external customer service, quality improvement and responsible government practices
- ✧ Continue to improve management, employee relations and morale, and improve communication at all levels to strive for increased interdepartmental coordination
- ✧ Continue to enhance a revised Employee Orientation Program to promote and enhance quality customer service, understanding of general Human Resources policies and procedures, and identification with Village priorities
- ✧ Continue to upgrade the infrastructure that management and staff depend on to perform their functions

### **Sound Government *Continued***

✧ Create a foundation that encourages staff to take the lead in developing and implementing innovative ideas geared toward cost savings and improved operations

✧ Establish solution-oriented, critical and analytical decision making by leadership team as a whole and as individuals

#### ***Continuously improve the efficiency and effectiveness of service delivery by incorporating the operational efficiency and strengths of the private sector with the civic minded ideals of government***

✧ Revise and/or establish uniform policies and procedures for all significant activities and functions of the Village – financial, administrative and operational

✧ Continue the Neighborhood/Village partnership that utilizes the skills of both the private and public sectors of the community

✧ Continue the outstanding results of the yearly Customer Satisfaction Surveys conducted in various departments

#### ***Develop a long-range strategic plan which complements the Comprehensive Plan and Land Development***

✧ Identify the strategic priorities which will enable the Village to move forward in accomplishing its vision and mission as set forth by the Comprehensive Plan

✧ Address how the Village will implement these strategic priorities, the methods employees will use in meeting strategic objectives and the “yardsticks” to be used in measuring results

✧ Align the Village’s personnel, capital and fiscal resources to address the most critical issues facing the community

✧ Build the public’s confidence and trust that their local government is working with them on the issues they believe will improve the quality of their lives

✧ Establish role of residents in determining public policy and the nature and extent of committees/task forces created by the Village Council

✧ Develop departmental business plans which will ultimately flow into strategic plan

✧ Develop enhanced performance measures

#### ***Increase levels of service activities to Council in areas of scheduling, coordination and information***

✧ Continue to maintain a high quality agenda process

✧ Increase interdepartmental coordination

✧ Increase communication between Staff and Council members regarding incoming mail and invitations

#### ***Implement policies as articulated by the Village Council to maintain a superior level of management and financial integrity for Village residents***

✧ Provide a high level of quality services and facilities for residents by establishing an appropriate taxation and financing structure while maintaining an appropriate level of reserves

✧ Research and obtain any possible grant funding for applicable programs

✧ Continue to evaluate the taxing structure including the blend of ad valorem taxes and non-ad valorem assessments as well as the methodology used to determine assessment amounts

✧ Review and analyze information on the mix of available revenue sources and consider the impact of each element on future year’s revenue generating capacities

✧ Consider a neighborhood-based public input strategy with respect to potential projects to be funded by special assessments

✧ Fee studies to be conducted periodically on user services

✧ Re-examine the current methodology utilized to determine stormwater assessment rates, e.g., consider the advantages of using impervious surface area as a measure of benefits derived

✧ Develop creative approaches to fundraising for culture & recreation facilities and programs, including the formation of a 501C-3 Community Foundation

#### ***Strive for recognition as an innovative, award winning local government***

✧ Obtain GFOA Award for Distinguished Budget Presentation and Certificate of Achievement in Financial Reporting

✧ Obtain Best Operated Water Treatment Plant Under 15 Million Gallon MGD award

✧ Obtain regional Best Plant Operations Award for the Wastewater facility

✧ Obtain Best Distribution System and Best Collection System awards in the Utility Division

✧ Obtain Tree City USA award

### **Sound Government *Continued***

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- ✧ Obtain the IFEA Pinnacle Award for Recreation outreach program
- ✧ Obtain the Achievement of Excellence in Procurement Award
- ✧ Receive recognition in the City Innovations Showcase Program
- ✧ Obtain the Florida League of Cities "Florida City of Excellence Award"

#### ***Support the overall strategic plan by re-aligning the use of technology to increase effectiveness, productivity, efficiency, and ability to facilitate communication, both internally and externally***

- ✧ Utilize and enhance Village-wide software and hardware that maximizes efficiency as contracted with HTE, Inc., which is also to provide full-service management of software, hardware and personnel to meet all Village requirements
- ✧ Continue to expand the Village website and informational channel 18 on Cable TV
- ✧ Enhance implementation of a GIS System to provide more readily available maps, graphics and related data internally and externally as needed

### **Civic Pride**

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#### ***Develop an Annexation Plan in harmony with the Comprehensive Plan***

- ✧ Identify potential additional properties desiring to seek annexation into the Village
- ✧ Evaluate operational and fiscal impacts of expanded Village boundaries
- ✧ Implement US441 Corridor Study in harmony with City of Greenacres and Royal Palm Beach
- ✧ Identify resources necessary to meet the service needs of the annexed areas

#### ***Focus public attention on all the good things the Village does to improve the quality of life for residents by offering educational opportunities and additional red, white and blue events***

- ✧ Enhance participation in "My City: I'm Part of It, I'm Proud of It" week, which educates residents and employees on city
- ✧ Identify areas of excellence to participate in the Florida League of Cities award program. The program is designed to focus attention on the good things cities do to improve the quality of life in their city and honor leaders and cities for innovative programs, services and fiscal management

### **Community Appearance**

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#### ***Continue developing and adopt Unified Land Development Regulations***

- ✧ Develop a streamlined, cohesive and user friendly approach to Wellington's land development regulatory framework while complying with the Comprehensive Plan and Chapter 163.330 of the Florida Statutes
- ✧ Ensure that the maintenance of the aesthetics of the community is achieved and shall be sensitive to the distinct characteristics of the individual communities that comprise the Village of Wellington

#### ***Design and maximize beautification and compliance plans and programs in order to assist residents in maintaining a "show case" atmosphere***

- ✧ Maximize the Wellington Beautification Grant Programs (Tier I - \$10,000 maximum matching amount; Tier II - \$40,000 maximum matching amount; Tier III - \$75,000 maximum matching amount) to enhance the aesthetics of the community and to assist neighborhood funding of beautification projects
- ✧ Continue to replace existing wooden fences along major thoroughfares as part of a Village-wide assessment program. In FY 2004/2005, all fences on Big Blue Trace were scheduled to be replaced
- ✧ Complete pilot program for automating vegetation collection system in selected neighborhoods. Results will be evaluated and recommendations will be presented to the Village Council
- ✧ Through code enforcement, return Wellington to its pristine condition after the recent hurricanes. Work with residents who are over-whelmed with damage, while steadfastly improving damaged areas

Below are some of the highlights of the Village's activities, planning and budget processes of the 2004/2005 fiscal year. More highlights are provided in the Division Summaries section of this book.

## Fiscal Year 2004/2005 Selected Village Accomplishments

### Family

- ◇ Provided transportation to residents through interlocal agreement with ADA Paratransit Services
- ◇ Provided additional and enhanced senior programs by participating in contractual services with the Wellington Seniors' Club

### Educational Excellence

- ◇ Wellington Education Initiative - provided \$5 per student for learning materials
- ◇ Challenge Grant for Reading - provided \$125,000 to elementary schools for reading resources
- ◇ School Readiness Program - provided matching funds for child care costs to area families

### Recreational & Cultural Opportunities

- ◇ Completed K-Park master planning & design phase in preparation for bid in 2005-2006
- ◇ Provided \$50,000 for Boys and Girls Club to supplement outreach programs
- ◇ Continued to offer a variety of community programs to reach all segments of the population and increased participation in programs
- ◇ Continued proactive maintenance plan to ensuring high quality maintenance standards at the sports centers
- ◇ Monitored program facilities to ensure they are clean and well maintained
- ◇ Continued relationship with ARC of Palm Beach County to provide services to people with special needs
- ◇ Continued to achieve one hundred percent (100%) NYSCA certification for all youth athletic coaches
- ◇ Continued use of the Background Screening program for all youth sports coaches
- ◇ Continued to monitor customer satisfaction through written surveys resulting in a minimum overall satisfaction rating of 95%
- ◇ Continued to support and participate in the Annual Community Fitness Run
- ◇ Monitored program instructors/coaches to ensure they provide a positive experience for the participant

### Public Safety

- ◇ Continued to implement, with the Sheriff's Department, enforcement of illegal parking by issuing almost 11,000 parking tickets
- ◇ Conducted six focus groups with residents to further public input into the Village's Public Safety issues
- ◇ Reduced property crimes by 11% and domestic violence cases by 17%
- ◇ Implemented Traffic Safety Program which focuses targeted enforcement at specific locations to minimize traffic accidents and injuries
- ◇ Promoted communication between residents and deputies through Public Safety Fair and National Night Out Against Crime
- ◇ Provided additional radar guns to deputies to increase safety in school zones
- ◇ Implemented Problem-Oriented Policing Program focusing on neighborhoods with property crimes and continued work with
- ◇ Prepared monthly strategic reviews that address the on-going action plans and include a report of public safety incidents within the Village

### Environmental Respect

- ◇ Requested financial support from state legislature for a pilot program to replace some Village vehicles with 12 hybrid vehicles in
- ◇ Continued to address water conservation issues and enhanced information programs through publications to educate customers on the need for and advantages of conservation
- ◇ Developed strategies and utilized automated solid waste collection
- ◇ Implemented enhanced Emergency Plan to provide timely clearing of debris, minimal or no interruption of utility services and increased communication with residents
- ◇ Increased work with professionals to ensure compliance with the 2006 deadline for compliance with the Everglades Forever Act
- ◇ Drafted Phase II Best Management Practices to identify measures to reduce phosphorus levels in Basin B
- ◇ Researched and obtained grant funding to correct lake Wellington erosion and restore banks
- ◇ Accelerated canal maintenance including sediment removal and aquatic weed harvesting
- ◇ Entered into agreement with professionals to perform pilot testing of pump stations
- ◇ Continued cooperative efforts with the South Florida Water Management District jointly complete the Everglades cleanup projects and review operational progress to determine the optimal and practical operator of the redesigned system
- ◇ Implemented first step toward using reclaimed water and began irrigating Village Park by using our new Reclaimed Water Facility - a grant in the amount of \$300,000 was obtained from the South Florida Water Management District to help offset the cost

### Sound Government

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- ◇ Enhanced all policies, procedures and practices to rebalance workloads
- ◇ Council participated in long-term visioning exercises leading to discussions of what they envisioned Wellington would be like in year
- ◇ Continued utilization and improvement of University of Wellington to provide employee training, awareness and skills in the areas of policies and procedures, risk management, supervisory roles and responsibilities, employee selection, coaching and counseling, documentation and discipline
- ◇ Facilitated all other departments' use and understanding of financial information as it impacts operational decision-making
- ◇ Obtained GFOA Certificate of Achievement in Financial Reporting
- ◇ Obtained GFOA Award for Distinguished Budget Presentation
- ◇ Implemented a system which allows Intern assistance (not only through a specific school year) for special occasions or tasks on an "as-needed" basis
- ◇ Ensured accurate calculation and collection of user and utility fees
- ◇ Continued accurate tracking and maintenance of all impact fee credit accounts
- ◇ Enhanced job performance, capabilities, and knowledge of staff through the promotion and monitoring of state mandated and optional continuing education
- ◇ Increased use of web-based processes for employment applications, permit applications and fee collections
- ◇ Adopted at least one neighborhood plan
- ◇ Increased resident informational publications and press releases to provide better internal and external communications
- ◇ Provided quality service to the citizens of Wellington while assuring compliance with the Comprehensive Plan, Land Development Regulations, Building Codes, Architectural Design Standards and Village Ordinances
- ◇ Developed enhanced performance measuring system for full implementation in 2005/2006
- ◇ Reduced number of Workers' Compensation cases
- ◇ Continue to expand document imaging system
- ◇ Utilized eBetterPlace software allowing residents to log into our website and send us a request via email and monitored staff response
- ◇ Continued to evaluate taxing structure including the blend of ad valorem taxes and non-ad valorem assessments as well as methodology used
- ◇ Updated utility and solid waste fee studies
- ◇ Introduced the Bio Park Pass System to residents to improve the efficiency and security of park program participant check in
- ◇ Adopted a proclamation in recognition of My City Government Week
- ◇ Approved the creation of and activated the Public Art Advisory Board
- ◇ Requested legislative assistance for the reimbursement of debris removal from roadways within gated communities
- ◇ Improved Emergency Preparedness Plan and requested funding for hurricane preparedness expenditures
- ◇ Received Tree City Award for eighth consecutive year
- ◇ Awarded First Place for Outstanding Distribution System for a city classified Division I from the Florida Section of the American Water Works Association
- ◇ Awarded First Place for Wastewater Plant Operation and Maintenance for Type I in the Southeast region from the Department of Environmental Protection
- ◇ Received Regional Best Plant Operations Award for wastewater facility
- ◇ Named one of 6 finalists for Florida City of Excellence Award
- ◇ Awarded the Obie Community Spirit Award by the Orange Bowl Commission in recognition of the Village's contribution to boosting spirit among its residents
- ◇ Named the 6th best Digital City in the United States for 2004 by the Center for Digital Government
- ◇ Received recognition in the City Innovations Showcase Program
- ◇ Received the Florida League of Cities "Florida City of Excellence" award

### Civic Pride

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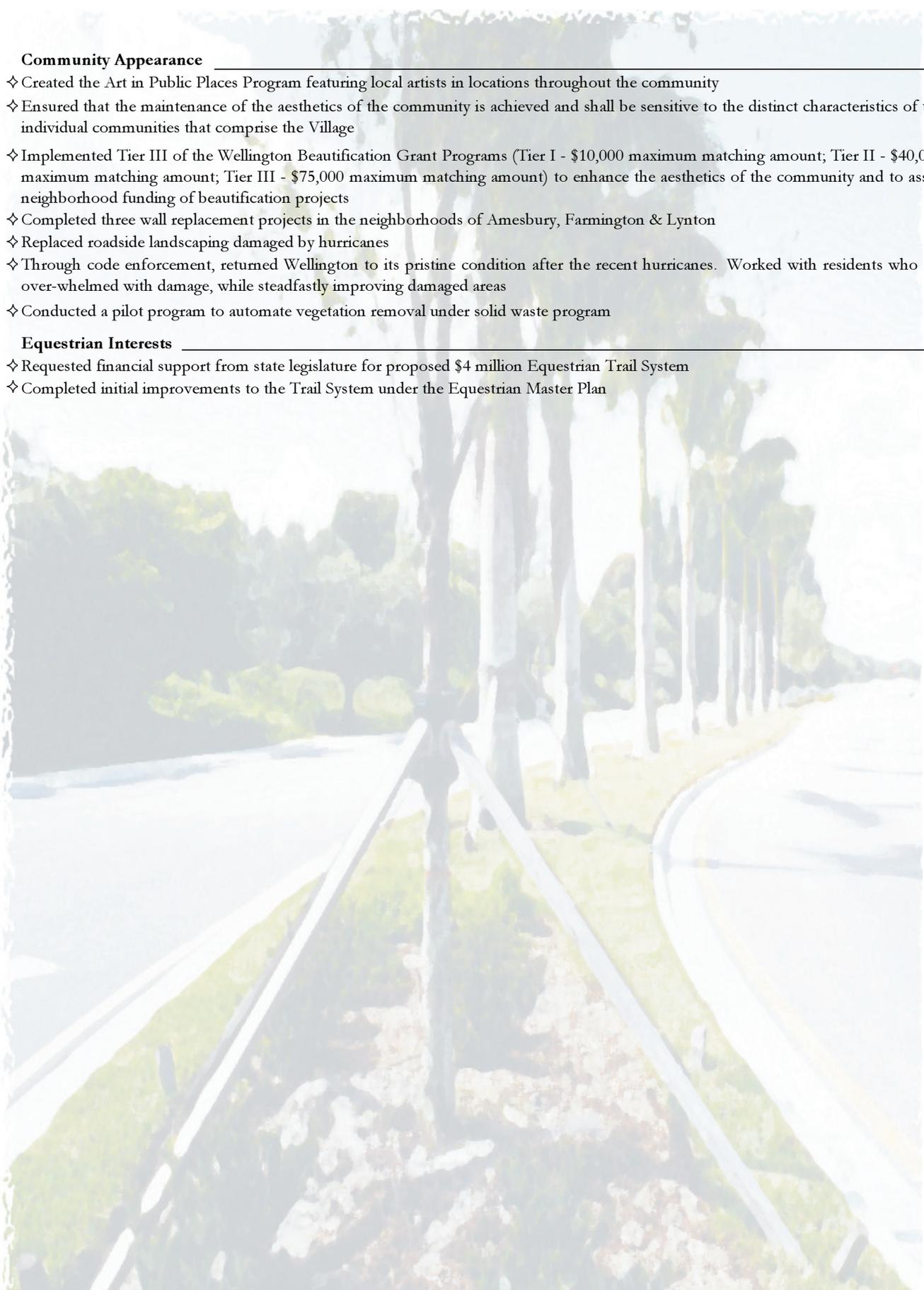
- ◇ Implemented Special Master system of hearing code enforcement cases
- ◇ Evaluated operational and fiscal impacts of expanded Village boundaries
- ◇ Implemented US441 Corridor Study in harmony with City of Greenacres and Royal Palm Beach
- ◇ Coordinated the Village response to disaster-affected communities with the assistance of Village building inspectors
- ◇ Enhanced participation in "My City: I'm Part of It, I'm Proud of It" week, which educates residents and employees on city spirit
- ◇ Continue to identify areas of excellence to participate in the Florida League of Cities award program. The program is designed to focus attention on the good things cities do to improve the quality of life in their city and honor leaders and cities for innovative programs and services and fiscal management

**Community Appearance**

- ◇ Created the Art in Public Places Program featuring local artists in locations throughout the community
- ◇ Ensured that the maintenance of the aesthetics of the community is achieved and shall be sensitive to the distinct characteristics of the individual communities that comprise the Village
- ◇ Implemented Tier III of the Wellington Beautification Grant Programs (Tier I - \$10,000 maximum matching amount; Tier II - \$40,000 maximum matching amount; Tier III - \$75,000 maximum matching amount) to enhance the aesthetics of the community and to assist neighborhood funding of beautification projects
- ◇ Completed three wall replacement projects in the neighborhoods of Amesbury, Farmington & Lynton
- ◇ Replaced roadside landscaping damaged by hurricanes
- ◇ Through code enforcement, returned Wellington to its pristine condition after the recent hurricanes. Worked with residents who are over-whelmed with damage, while steadfastly improving damaged areas
- ◇ Conducted a pilot program to automate vegetation removal under solid waste program

**Equestrian Interests**

- ◇ Requested financial support from state legislature for proposed \$4 million Equestrian Trail System
- ◇ Completed initial improvements to the Trail System under the Equestrian Master Plan

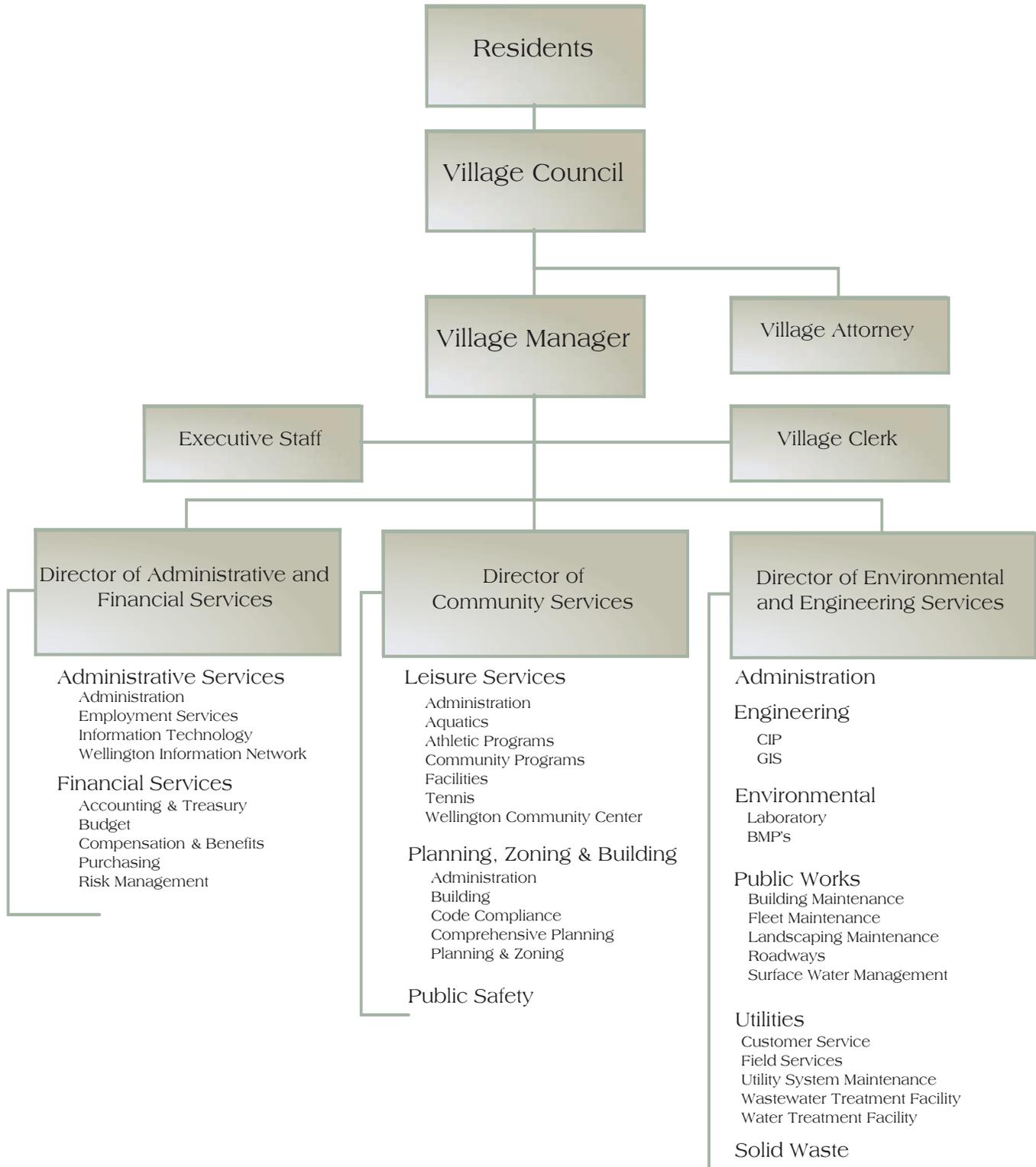


# Core Value: *Public Safety*

From its increased Sheriff patrols to its volunteer Citizens On Patrol, Wellington goes the extra mile to provide its residents with a safe, secure environment in which to raise their families



*Organization & Department  
Summaries*



## Personal Services

The Village's 2005/2006 budget includes a net total of 7 additional positions over those included in the Village budget for the period ended September 30, 2005. The position changes are measured in Full-Time Equivalent (FTE's) units and total positions (full and part-time) in the following charts. One FTE unit represents the equivalent of one full-time employee, although the unit may be filled by more than one part-time position, while a "position" refers to one employee, full or part-time. The following charts first illustrate the budgeted FTE's over seven years followed by tables showing changes in total positions:

### BUDGETED FULL TIME POSITIONS (FTE'S)

	1999/2000	2000/2001	2001/2002	2002/2003	2003/2004	Amended 2004/2005	Budgeted 2005/2006	7 Year Change
General Administration	32.05	34.43	39.25	38.75	35.25	44.25	45.25	13.20
Planning, Zoning & Building	26.00	41.00	41.34	36.00	41.00	47.75	48.75	22.75
Engineering	4.00	6.00	8.75	11.75	8.75	19.50	21.50	17.50
Parks & Recreation	37.70	45.10	45.55	50.26	53.91	59.20	60.40	22.70
Public Works	47.00	52.00	55.00	56.50	60.50	49.00	53.00	6.00
Utility System	42.75	43.00	47.00	49.00	49.00	45.00	45.00	2.25
Solid Waste		1.00	2.00	2.00	2.00	3.00	3.00	3.00
<b>Total</b>	<b>189.50</b>	<b>222.53</b>	<b>238.89</b>	<b>244.26</b>	<b>250.41</b>	<b>267.70</b>	<b>276.90</b>	<b>87.40</b>

### PROPOSED 2005/2006 POSITIONS

Existing Positions	Current Positions	New Positions	Total Fiscal Year 2005/2006 Budget
FY 2005 Government	229	7	236
FY 2005 Utilities	44	0	44
FY 2005 Solid Waste	3	0	3
<b>Total</b>	<b>276</b>	<b>7</b>	<b>283</b>

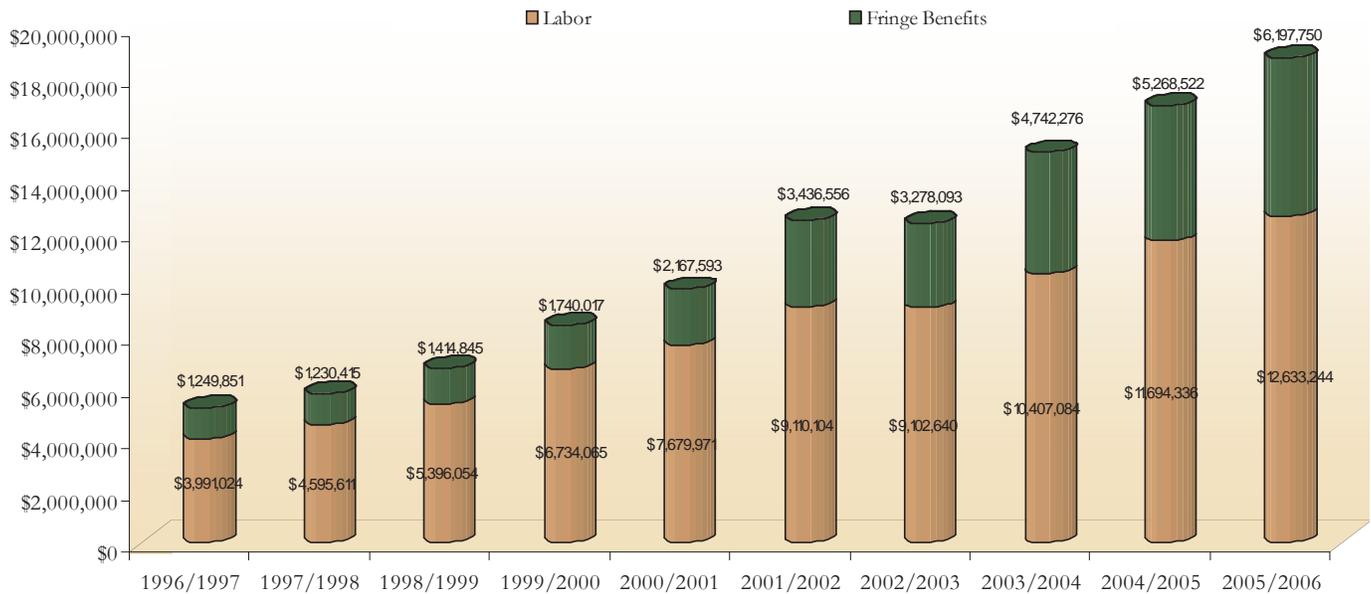
### NEW POSITIONS

Department	Positions	New Position	Estimated Annual Salary	Estimated Fringe Benefits	Estimated Total Cost
Administrative & Financial Services	1	Contract Coordinator	28,211	12,695	40,906
Environmental & Engineering Services	1	Draft Technician	34,965	15,734	50,699
	1	Engineer	51,650	23,243	74,893
	3	Maintenance Worker II	69,618	31,328	100,946
Community Services	1	Maintenance Equipment Operator II	28,194	12,687	40,881
	1	EAR Project Manager	60,000	27,000	87,000
	1	Special Events Coordinator	46,900	21,105	68,005
	1	Athletics Programs Coordinator	37,811	17,015	54,826
	2	Maintenance Worker II	46,412	16,245	62,657
	1	Park Trades Crew Chief	37,811	17,015	54,826
<b>Subtotal of New Positions</b>	<b>13</b>		<b>\$441,572</b>	<b>\$194,067</b>	<b>\$635,639</b>
Eliminated Positions	(6)	Facility Program Monitors	(102,000)	(18,049)	(120,049)
Start up costs for new positions					56,000
<b>Total Impact of New and Eliminated Positions</b>	<b>7</b>		<b>\$339,572</b>	<b>\$176,018</b>	<b>\$571,590</b>

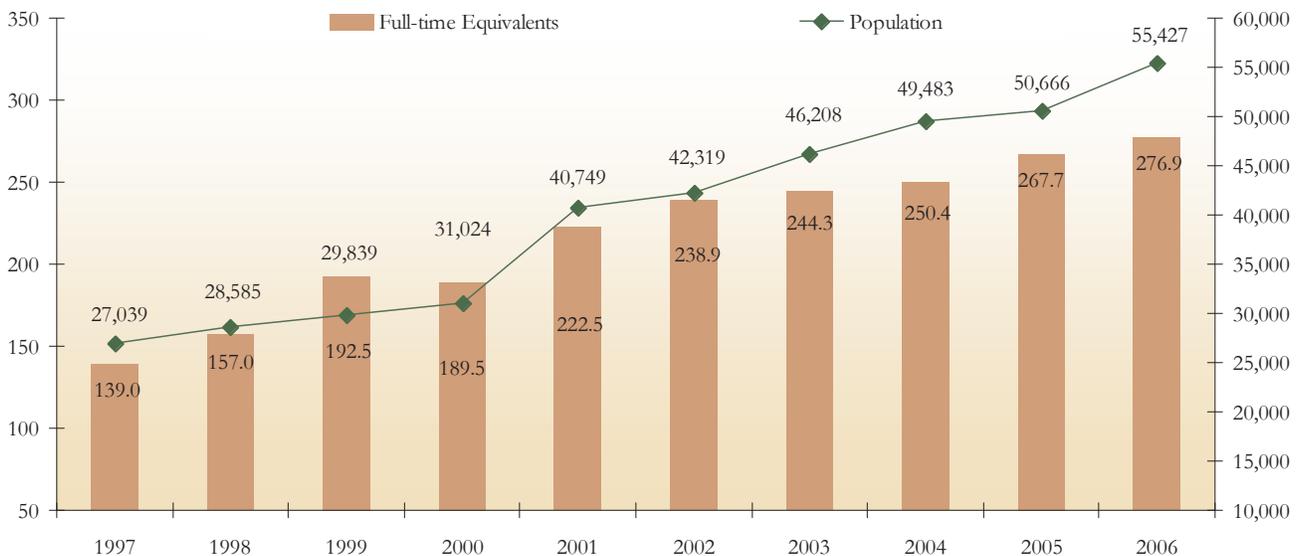
The total anticipated annual labor costs, including salaries and fringe benefits for the additional positions above, is \$18,830,994 which is an increase of 11% over the total budgeted labor costs of approximately \$16,962,858 for the period ending September 30, 2005. The net new positions account for approximately \$515,590, or 27% of the increase, whereas the remaining increase is attributable to merit and COLA, fringe benefits, upgrades and promotions. The charts below show the growth of personal services costs.

The services required of the Village have expanded due to both external and internal factors over several years. Staffing costs have increased an average of 15.6% per year since 1996/1997 with an average annual increase in population of 9% and significant additional responsibilities assumed and/or expanded as a result of incorporation in 1995/1996. However, the number of employees per thousand population has remained relatively consistent with municipalities of similar size.

**TOTAL LABOR AND FRINGE BENEFIT COSTS**



**FULL - TIME EQUIVALENT EMPLOYEES COMPARED TO TOTAL POPULATION**

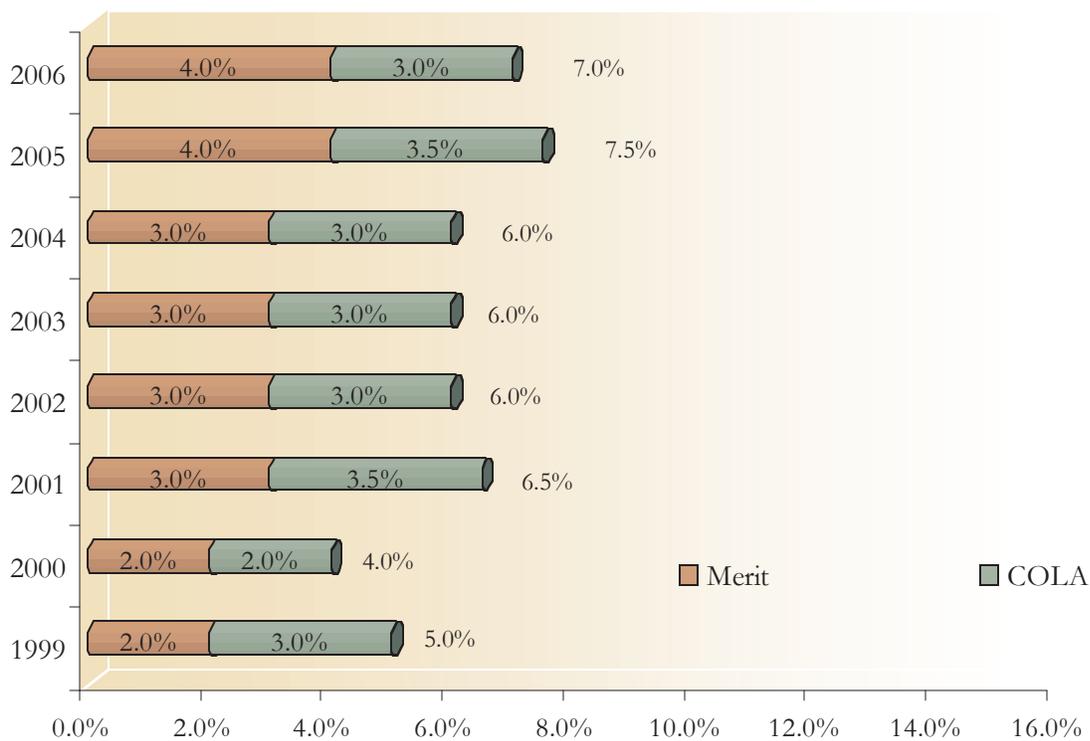


One of the greatest challenges facing the Village is the continued growth and the increased demands it places on the organization as a whole. Workloads continue to increase throughout the organization, often at different times. To better balance these workloads in the coming year, we adopted a plan in the past fiscal year to realign our organization structure. The most significant change was in the restructuring of the Utility division and to what division or supervisor the employees ultimately report. Several positions were transferred into the governmental division and a percentage of their charges are allocated back to the Utility division through internal transfer.

In addition to these new positions, the current budget includes a cost of living adjustment of 3%, merit increases of up to 4% based on individual performance and longevity, incentive pay of one day per year an individual has been employed up to a maximum of one week. Total anticipated labor costs, including fringe benefits, are approximately \$18.8 million, which is an increase of approximately 11% over fiscal year 2004/2005 budgeted personal services.

*The history of budgeted increases for Village salaries is as follows:*

**ANNUAL MERIT AND COST OF LIVING ADJUSTMENTS**



The Village provides each employee with a Health Reimbursement Account (HRA). This money is not taxable to the employee and can be used to offset the cost of a wide variety of health-related expenses incurred under their medical, dental or vision insurance plans. The Village contributes an amount based on the tier of health insurance the employee has elected. The funds remain with the Village until actually reimbursed. Any unclaimed money in the participant's HRA account at the end of each fiscal year will automatically roll forward to the next fiscal year. Upon termination of employment, with three or more years of service, any unused funds will roll into the Retirement Health Savings Account. The Village maintained low health care increases this year: 3% for health insurance, 9% for dental insurance and no increase for vision insurance.

The Village offers a voluntary contribution to a Retirement Health Saving Account (RHS). Any money contributed to the RHS can be used to offset the cost of a wide variety of health-related expenses after retiring from the Village. Additionally, the Village will contribute the dollar value of all accrued major illness leave to the RHS for employees who leave the Village with over 10 years service. This provides a post retirement health benefit for our long term employees.

Three employee focus groups were formed to evaluate benefits, the employee manual and employee evaluations. These groups met for approximately six months and numerous recommendations were made. Employee benefit and employee evaluation updates were presented to Council during budget workshops and these changes were incorporated in the new budget year. Revisions to the Employee Manual are currently under review by Senior Staff and labor attorneys.

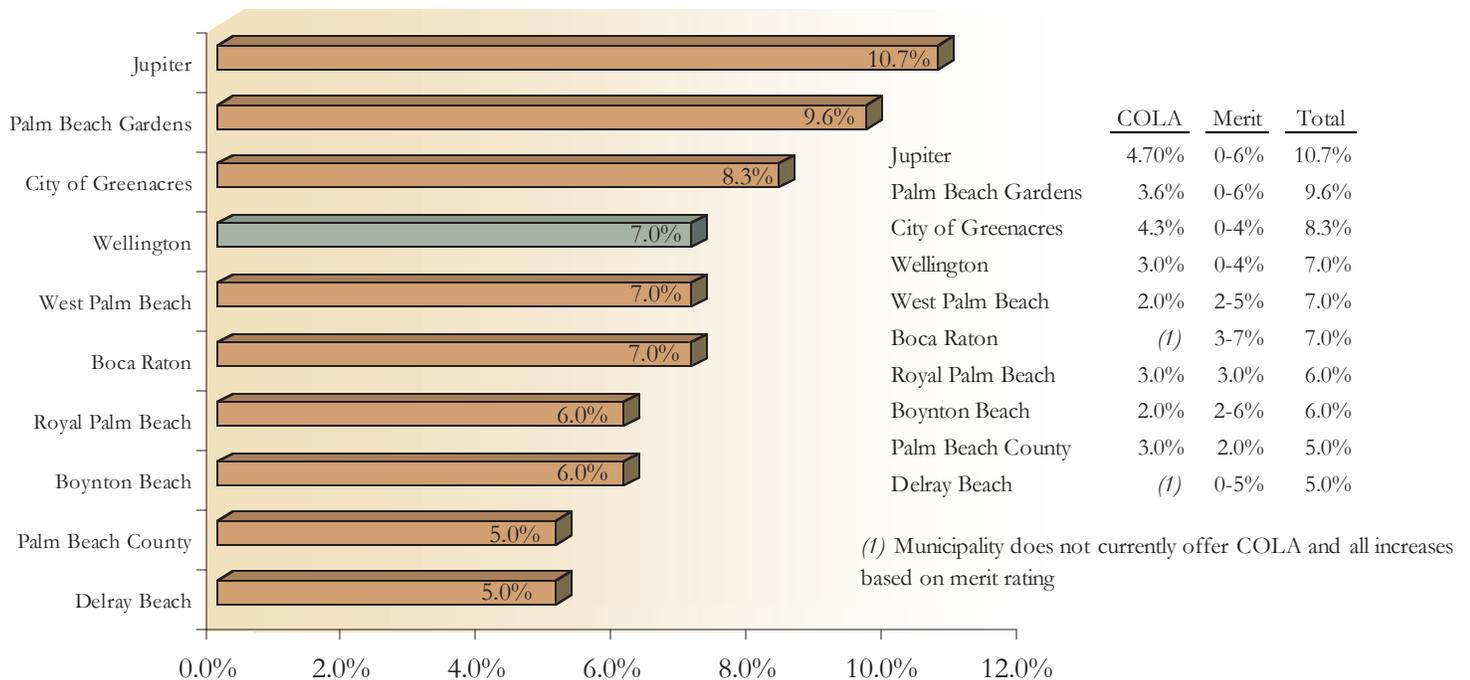
**The following recommendations will be implemented this year:**

- ✓ Allow use of two additional major illness days and an increase to 4 hours per month accrual.
- ✓ Annual tuition reimbursement of \$1,000 for undergraduate studies and \$1,500 for graduate studies
- ✓ Provide a mobile shoe vehicle on-site to provide work shoes
- ✓ PTO was increased based on years of service

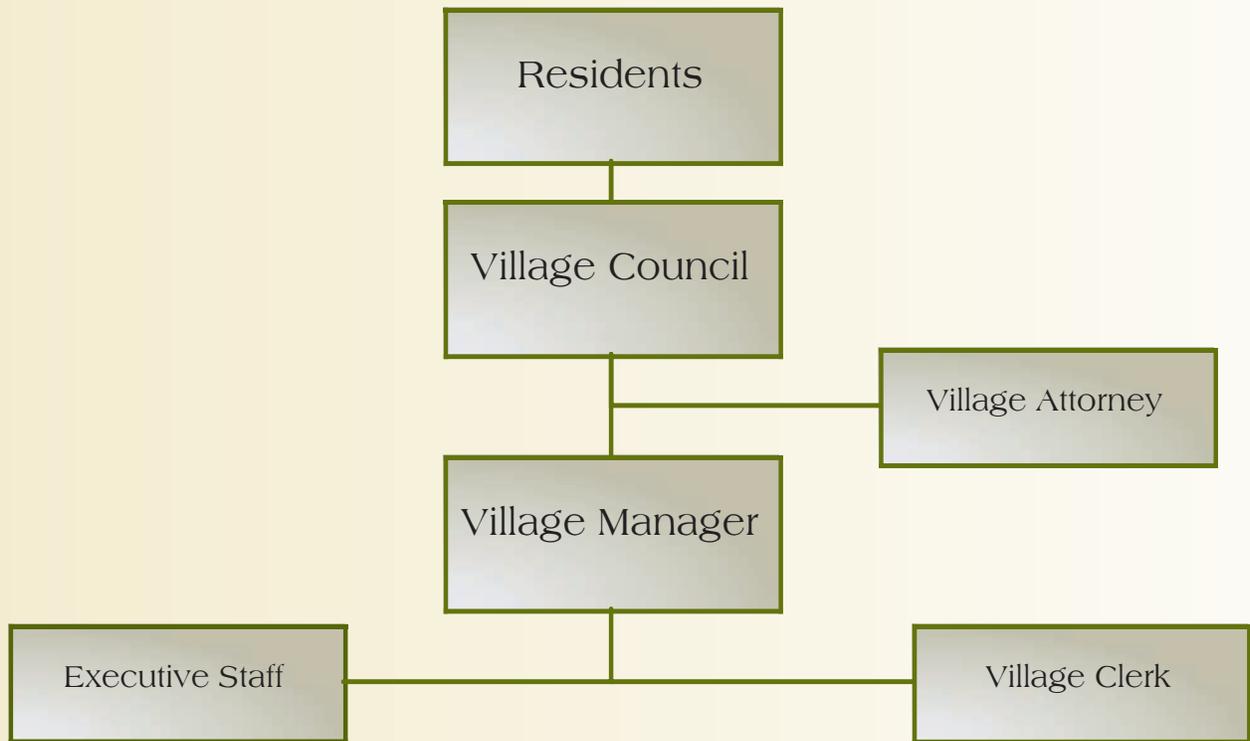
**CLASS AND COMPENSATION**

Last year the Village implemented an updated Class and Compensation Study. The goal of updating the study was to continue both internal and external market competitiveness, equity and consistency for all employees. Additionally, the updated study has allowed the Village to recruit and retain highly qualified employees. The Village has moved from 20 pay grades to 40 pay grades to allow for growth in the organization. Positions were classified into the proper pay grade in accordance with the essential functions of the job. The ranges of the pay structure were set to meet the Village's need to attract applicants and retain employees.

**OTHER MUNICIPALITIES PROPOSED MERIT AND COST OF LIVING ADJUSTMENTS**



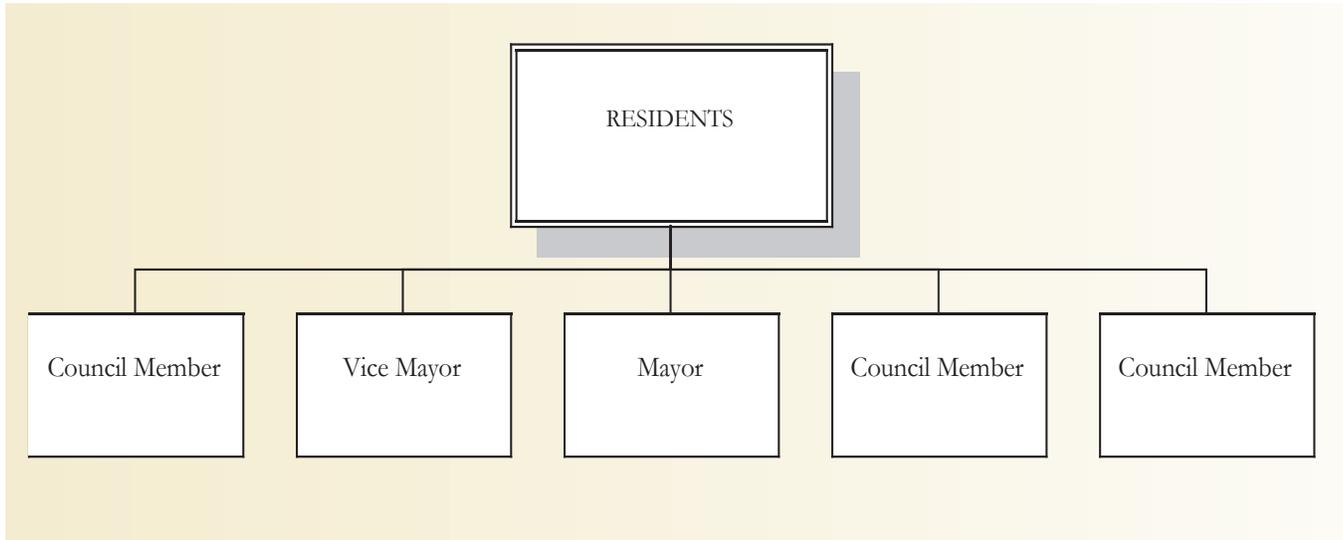
# *Executive Offices*



## Village Council

### MISSION STATEMENT

To enhance the quality of life for the residents of the Village of Wellington within its range of municipal powers.



### BROAD GOALS

- ✓ To encourage public input and solicit residents' opinions as a means of developing policy
- ✓ Continue to develop, enhance & update the strategic five-year plan for the Village in conjunction with staff
- ✓ Establish policies to facilitate all aspects of growth management programs
- ✓ Continue Wellington's commitment to education through work with the Palm Beach County School Board to identify future school land parcels and shared recreational facilities
- ✓ Continue to set sound policy for Village government and development of long-range plans

### 2005-2006 OBJECTIVES

- ✓ Continue funding for Challenge Grant and education donations to existing schools and provide additional funds for new schools
- ✓ Participate in funding for ADA Paratransit service to residents
- ✓ Continue to research, develop and fund additional education programs

### Expenditure Summary

	Actual FY 2003/2004	Actual FY 2004/2005	Approved FY 2005/2006
Personal Services	\$59,243	\$85,925	\$82,488
Operating Expenditures	474,283	519,893	628,200
Capital Outlay			
<b><i>Total Expenditures</i></b>	<b><i>\$533,526</i></b>	<b><i>\$605,818</i></b>	<b><i>\$710,688</i></b>
Total Positions	5	5	5

**2004-2005 HIGHLIGHTS**

- ✓ Adopted a budget which provides enhanced services to the residents while maintaining one of the lowest millage rates in Palm Beach County
- ✓ Made decisions and implemented programs to qualify Wellington for the City of Excellence Award program as sponsored by the Florida League of Cities; the Village of Wellington placed in the top five for the second consecutive year
- ✓ In conjunction with the Junior Achievement Groundhog Shadow Day, Council facilitated a mock Council meeting whereby five participants from Junior Achievement were asked to become Council Members for a day and thereby initiating the concept of a Teen Council
- ✓ Adopted 31 ordinances and 136 resolutions to protect the health, safety and public welfare of residents
- ✓ Funded Challenge Grant, Wellington Education Initiative and School Readiness programs
- ✓ Provided transportation services for residents through interlocal agreement with ADA Paratransit Services

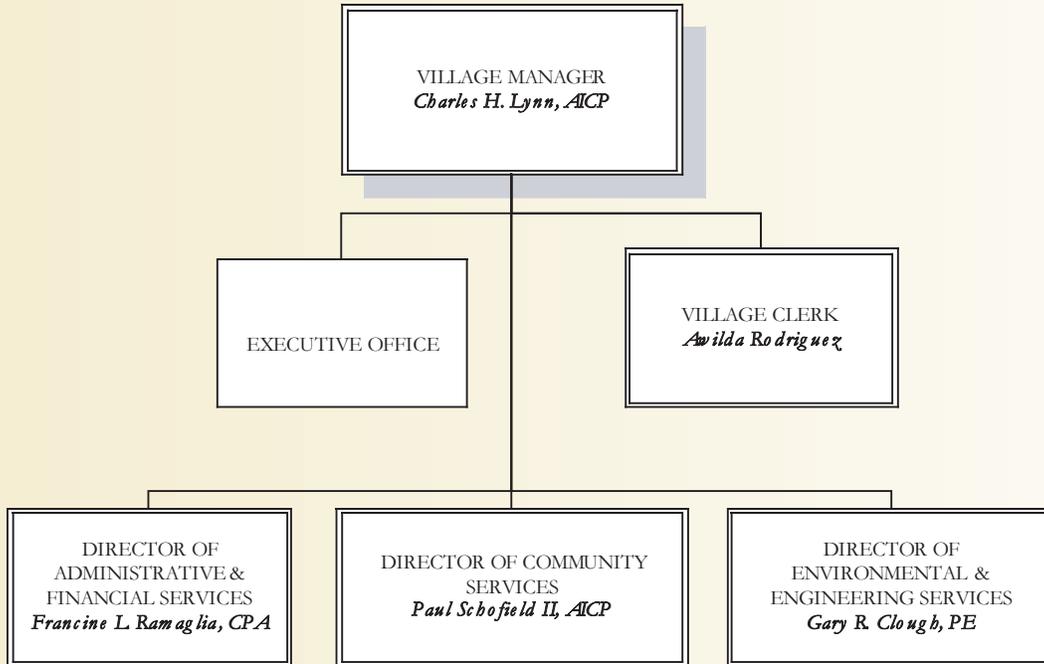


*Village Manager, Village Council and a representative of South Florida Water Management District at groundbreaking of Basin B*

## Village Manager

### MISSION STATEMENT

Create and maintain an innovative and cost effective local government that meets or exceeds the needs of Village residents.



### BROAD GOALS

- ✓ Implement the vision and policies set by the Village Council to maintain a superior level of management and financial integrity for Village residents
- ✓ Implement all Council goals and lead future direction. Continue increased levels of service activities for Council in areas of scheduling, coordination and information
- ✓ Ensure quality services provided to Village residents
- ✓ Continue to develop public relations programs that respond to residents' needs and concerns
- ✓ Continue to develop non-ad valorem tax revenue sources to meet demand generated by growth through the use of impact fees, user fees and franchise fees
- ✓ Research and apply for all grant funding for applicable programs
- ✓ Develop solution oriented, critical and analytical decision making leadership team as a whole and as individuals
- ✓ Increase interdepartmental coordination
- ✓ Continue development of departmental business plans to flow into the strategic plan
- ✓ Continue to review and refine performance measures and project reporting

### 2005-2006 OBJECTIVES

- ✓ Direct and process Council agenda items in a timely and coordinated manner
- ✓ Coordinate increased representation in state and local matters of importance to the Village through outside services
- ✓ Implement the Residents Academy
- ✓ Refine EZ Agenda Process since system in place

<b>Expenditure Summary</b>			
	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>
	<b>FY 2003/2004</b>	<b>FY 2004/2005</b>	<b>FY 2005/2006</b>
Personal Services	\$527,991	\$586,686	\$515,081
Operating Expenditures	151,779	187,747	390,505
Capital Outlay	2,419		
<b>Total Expenditures</b>	<b>\$682,189</b>	<b>\$774,433</b>	<b>\$905,586</b>
Total Positions	5	5	6

<b>Selected Performance Measures</b>			
	<b>Actual</b>	<b>Actual</b>	<b>Projected</b>
	<b>FY 2003/2004</b>	<b>FY 2004/2005</b>	<b>FY 2005/2006</b>
Percent of agendas delivered on schedule	92%	90%	90%

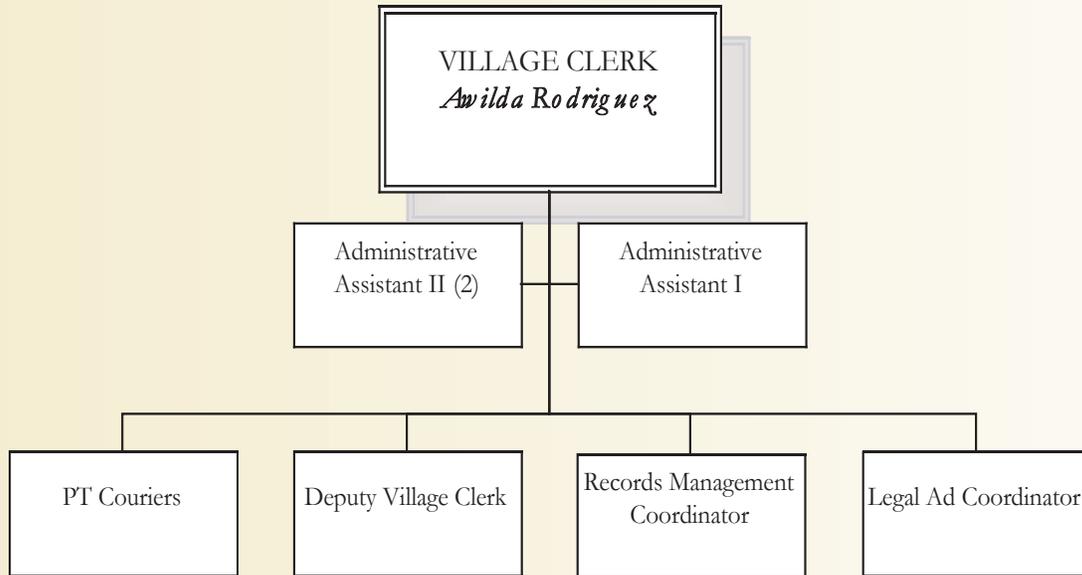
<b>Selected Workload Indicators</b>			
	<b>Actual</b>	<b>Actual</b>	<b>Projected</b>
	<b>FY 2003/2004</b>	<b>FY 2004/2005</b>	<b>FY 2005/2006</b>
Council Transmittals	2,531	330	500
Council Mail Distributed	n/a	2,794	3,000
Special Projects	31	36	35

- 2004-2005 HIGHLIGHTS**
- ✓ Researched and reported on ALERT AM emergency advisory radio system. Presented information to the Public Safety Committee which was then presented and approved for purchase by Village Council
  - ✓ Assisted in researching and reviewing paperless agenda programs. Upon selection of program assisted in the training and overview of program and users
  - ✓ Prepared City of Excellence application/submission and worked with WIN on the presentation of the final application VOW placed in the top five for the second consecutive year
  - ✓ Designed a program to communicate on a regular basis with the Home Owner Associations operating in the Village of Wellington. Information will be available via website for convenient updating of information and communications
  - ✓ Researched and designed a Resident's Academy Program. This will be a 6-week program that provides residents with an inside look at Wellington departments and what responsibilities they have. This is often the first step of a resident's civic involvement and it is envisioned that the Village Council will use the alumni of this program in selecting advisory board members
  - ✓ Administered the Village-wide College and High School Intern program, where students are hired at the Village to complete tasks that provide a learning partnership which benefits both the Intern and the Village. The Village benefits first by participating in a community service oriented program and second by having selected work tasks completed. Interns benefit by building their work skills in a real-world atmosphere
  - ✓ Administered the Village-wide Temporary Employee program (office and/or labor temps) utilizing temporary employees when a department requires assistance to complete certain tasks or to cover an open position until a permanent employee is recruited and hired

## Village Clerk

### MISSION STATEMENT

To meet the service needs of our customers in a timely and efficient manner consistent with the Village's standards, Council policies and procedures, and State laws.



### BROAD GOALS

- ✓ Continue to codify all Village ordinances and maintain current codifications of all ordinances
- ✓ Maintain copy of technical regulations as well as adopting ordinances
- ✓ Maintain indexed book of all Village minutes, resolutions, and ordinances adopted by Village Council
- ✓ Supervise municipal election, as required
- ✓ Expand and enhance the Village's record management function to meet the needs of Village departments
- ✓ Provide additional telephone system enhancements and training to provide improved communication
- ✓ Continue to review and refine performance measures and project reporting
- ✓ Notice all public meetings in accordance with statutory requirements

### 2005-2006 OBJECTIVES

- ✓ Coordinate and monitor Citizen Advisory Committee activities including maintaining applicant database, notice of meetings and administrative services
- ✓ Continue to expand the document imaging system

### Expenditure Summary

	Actual FY 2003/2004	Actual FY 2004/2005	Approved FY 2005/2006
Personal Services	\$375,610	\$464,003	\$507,774
Operating Expenditures	361,988	369,852	592,640
Capital Outlay	32,648		82,220
<i>Total Expenditures</i>	<b>\$770,246</b>	<b>\$833,855</b>	<b>\$1,182,634</b>
Total Positions	8.25	8.25	8.25

**Selected Workload Indicators**

	Actual FY 2003/2004	Actual FY 2004/2005	Projected FY 2005/2006
Special projects	25	127	36
Customer/Staff requests (Phone/Walk in)	6,982	5,576	6,000
Recorded documents	201	81	100
Advertising ads	170	135	145
Pages imaged	115,457	102,610	125,000
Citizen Advisory			
Committee meetings, agendas & minutes	163	111	120
Council minutes completed (approved)	23	23	24

**2004-2005 HIGHLIGHTS**

- ✓ Facilitated adoption of 136 resolutions and 31 ordinances
- ✓ Completed 33 Ebetterplace requests, increasing response over fiscal year 2003/2004
- ✓ Coordinated completion of Channel 18 redesign and update



## Broadcasting

### MISSION STATEMENT

It is the goal of the Village of Wellington government cable television channel to provide effective communication by utilizing cable television, web-based technology and interactive community involvement combined with the use of graphics, sound and video; therefore enhancing the relationship between municipal government operations and activities and the residents of the Village of Wellington.



### BROAD GOALS

- ✓ Continue to provide expanded government programming
- ✓ Maintain master control room design and equipment utilizing up to date technology to inform and educate residents in regard to Village services, events and activities
- ✓ Automate and streamline processes to ensure timely and accurate data and programming

### 2005-2006 OBJECTIVES

- ✓ Update equipment and software to maximize efficiency and quality of transmissions
- ✓ Continue to modernize programming to meet Village needs

### Expenditure Summary

	Actual FY 2003/2004	Actual FY 2004/2005	Approved FY 2005/2006
Personal Services	\$74,670	\$86,379	\$85,888
Operating Expenditures	45,303	47,322	98,924
Capital Outlay	287,459	111,486	54,150
<i>Total Expenditures</i>	<i>\$407,432</i>	<i>\$245,187</i>	<i>\$238,962</i>
Total Positions	1	1	1

### Selected Performance Measures

	Actual FY 2003/2004	Actual FY 2004/2005	Projected FY 2005/2006
Programs produced	6	11	22
Special programs produced	7	3	7

**Selected Workload Indicators**

	<u>Actual FY 2003/2004</u>	<u>Actual FY 2004/2005</u>	<u>Projected FY 2005/2006</u>
Number of meetings broadcasted	34	88	100
SCALA page designed and posted	2,498	2,857	3,000
Program events scheduled	1,447	1,913	2,100
DVDs/Videotapes duplicated	118	148	150

**2004-2005 HIGHLIGHTS**

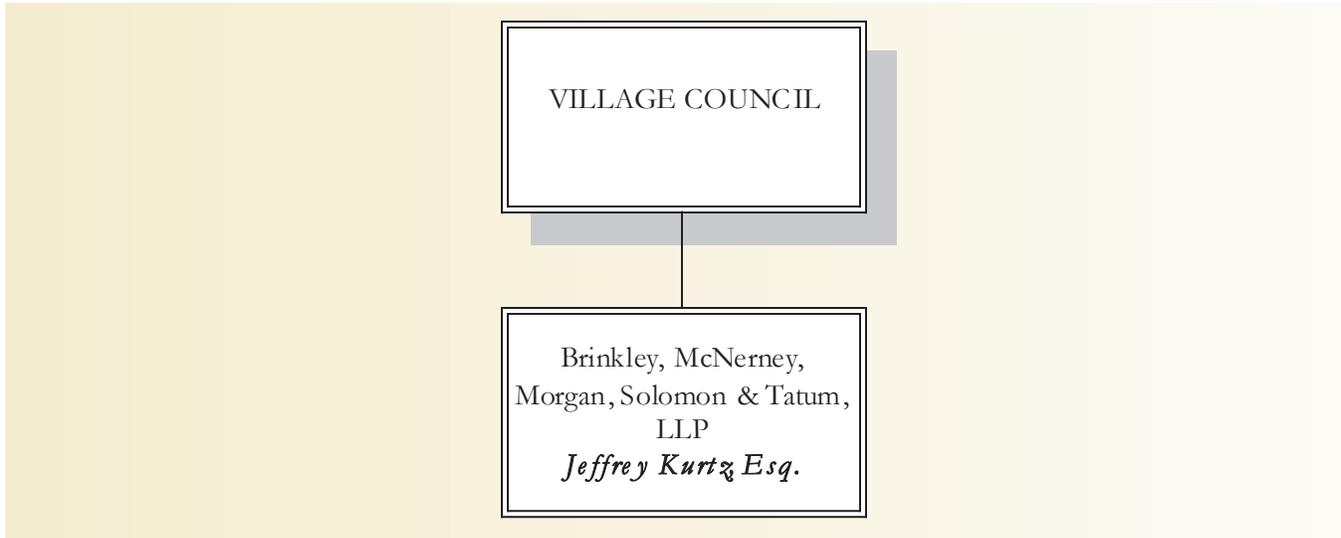
- ✓ Implemented redesign of master control room, Community Center control room and Meeting Hall control room components
- ✓ Implemented links to master control center to enable live broadcasting from the Community Center and Meeting Hall facilities
- ✓ Implemented redesign of the Wellington community television Channel 18, including new look, automation, increased program production



## Village Attorney

### MISSION STATEMENT

The mission of the Legal Department is to provide competent legal advice and counsel to Village officials and administration in a timely manner, and to represent the Village's interest and positions in negotiations and litigation while minimizing the cost of such services to the Village.



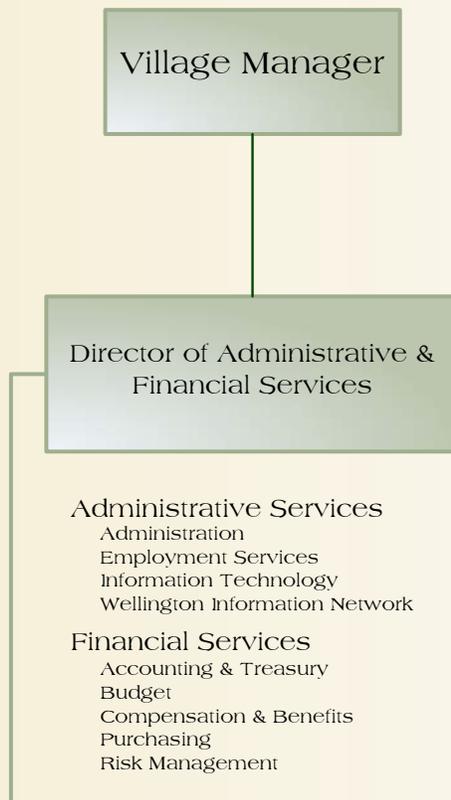
### BROAD GOALS

- ✓ Protect the Village by identifying potential legal problems
- ✓ Assist the Village in exercising its legal powers in a lawful manner
- ✓ Provide and coordinate all legal services for the Village Council and Village Administration
- ✓ Ensure that development approvals are consistent with the Village's Comprehensive Plan and that conditions of approval are adequate to protect the Village's interest, with due consideration to private property rights
- ✓ Provide the highest quality defense at the most reasonable cost in all litigation matters
- ✓ Provide in-house legal training for employees and Boards/Committees
- ✓ Ensure that all resolutions and ordinances adopted by the Village are legally defensible
- ✓ Continue to review and refine performance measures and project reporting

### Expenditure Summary

	Actual FY 2003/2004	Actual FY 2004/2005	Approved FY 2005/2006
Personal Services			
Operating Expenditures	\$660,125	\$1,029,507	\$800,000
Capital Outlay			
<i>Total Expenditures</i>	<i>\$660,125</i>	<i>\$1,029,507</i>	<i>\$800,000</i>

# *Administrative & Financial Services*



## Administrative Services

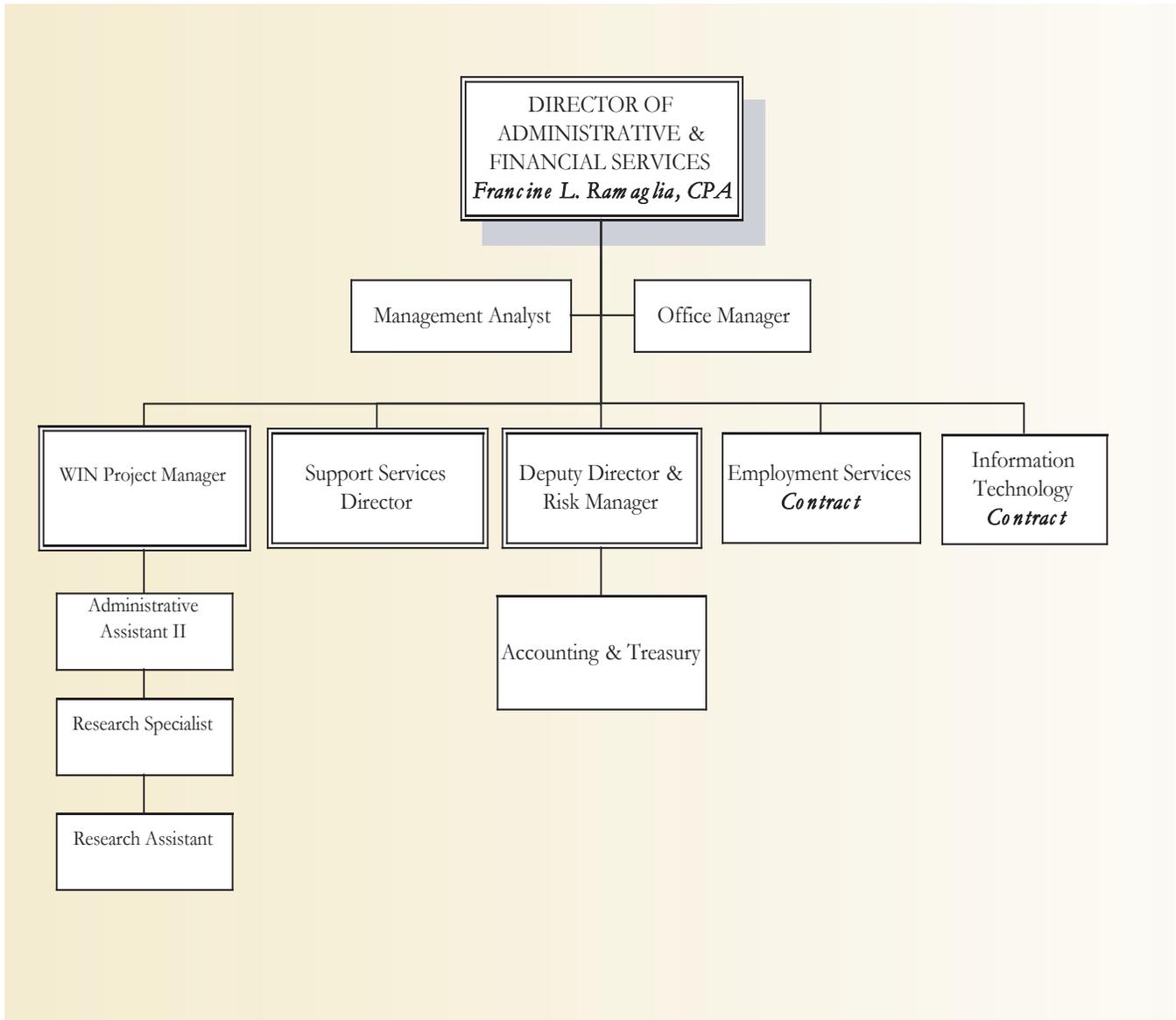
### MISSION STATEMENTS

#### ADMINISTRATION

To provide resources to streamline and complete projects throughout the division and deliver the highest level of customer service to our internal and external customers

#### WELLINGTON INFORMATION NETWORK (WIN)

To streamline and produce communications between the Village and residents in order to deliver the highest possible level of services to our internal and external customers



**BROAD GOALS**

- ✓ Provide project management and oversight on a variety of special projects
- ✓ Coordinate and administer program of temporary services
- ✓ Provide the gate keeper function, managing the people and communication flow that passes through the offices on a daily basis
- ✓ Provide the support to collect data, produce presentations and perform surveys
- ✓ Assist in maintaining internal procedures and functions
- ✓ Coordinate Executive Office to complete projects and act as liaison between Village functions, staff and Village Council
- ✓ Manage the accounting and financial process to ensure accuracy, timeliness and adherence to established practices and guidelines
- ✓ Coordinate call center, plan front line, produce annual reports and oversee press releases through the interaction with Village departments, outside organizations and the general public
- ✓ Approach residents of the Village as "customer service experts"
- ✓ Continue to enhance customer confidence and satisfaction by continuously monitoring service provided and making appropriate changes to meet customer needs and expectations
- ✓ Manage main reception area to optimize customer service
- ✓ Village-wide information to be disseminated to employees and residents
- ✓ Develop standard format for informational brochures and assist departments in the development of these brochures
- ✓ Maintain a library of publications and brochures and set up systems for updates

**2005-2006 OBJECTIVES**

- ✓ Provide increased support for Power Point presentations
- ✓ Enhance support for production of Village publications and newsletters
- ✓ Analyze the management functions of the administrative offices to improve efficiency and communication
- ✓ Enhance the system which allows for intern assistance not only through a specific school year, but a pool of Interns for special occasions or tasks on an as needed basis
- ✓ Direct and plan University of Wellington Village-wide comprehensive training program
- ✓ Coordinate and improve upon Village-wide Customer Service Initiative, Village press releases, content of Village publications and brochures
- ✓ Enhance support for production of Village publications and newsletters
- ✓ Refine procedures to increase productivity
- ✓ Reorganize fileservers to sort and organize our work and photo libraries in a more easily navigated format
- ✓ Develop a comprehensive calendar listing press releases, publications and advertisements according to deadlines
- ✓ Cross train and develop staff to be able to function in all areas of WIN
- ✓ Create a WIN communications package that includes samples and an on-line request form
- ✓ Create a Hurricane Communications guide to increase our effectiveness in meeting our residents' needs
- ✓ Reclassify the WIN employees with more descriptive and accurate job descriptions
- ✓ Store all graphic media on a searchable database and abandon the storing of graphics in hierarchal folders
- ✓ Continue to review and refine performance measures and project reporting

	<u>Actual</u> <u>FY 2003/2004</u>	<u>Actual</u> <u>FY 2004/2005</u>	<u>Approved</u> <u>FY 2005/2006</u>
<i>Administration</i>			
Personal Services	\$238,602	\$252,915	\$385,530
Operating Expenditures	27,100	12,499	25,050
Capital Outlay	6,500	5,970	17,370
<b>Total Expenditures</b>	<b>\$272,202</b>	<b>\$271,384</b>	<b>\$427,950</b>
Total Positions	3	3	4
<i>Wellington Information Network</i>			
Personal Services	\$129,987	\$161,768	\$268,153
Operating Expenditures	134,950	179,367	266,350
Capital Outlay		6,386	
<b>Total Expenditures</b>	<b>\$264,937</b>	<b>\$347,521</b>	<b>\$534,503</b>
Total Positions	2	6	4

<b>Selected Performance Measures</b>			
	<u>Actual</u> <u>FY 2003/2004</u>	<u>Actual</u> <u>FY 2004/2005</u>	<u>Projected</u> <u>FY 2005/2006</u>
<i>Wellington Information Network</i>			
% of Press Releases completed by their respective deadlines	*	*	100%
% of Publications completed by their deadlines	*	*	100%
% of Ads produced and released by their deadlines	*	*	100%
<i>*Not Measured</i>			

<b>Selected Workload Indicators</b>			
	<u>Actual</u> <u>FY 2003/2004</u>	<u>Actual</u> <u>FY 2004/2005</u>	<u>Projected</u> <u>FY 2005/2006</u>
<i>Administration</i>			
Special Projects	31	36	38
<i>Wellington Information Network</i>			
Number of Press Releases	180	185	190
Number of Publications	41	52	65

**2004-2005 HIGHLIGHTS**

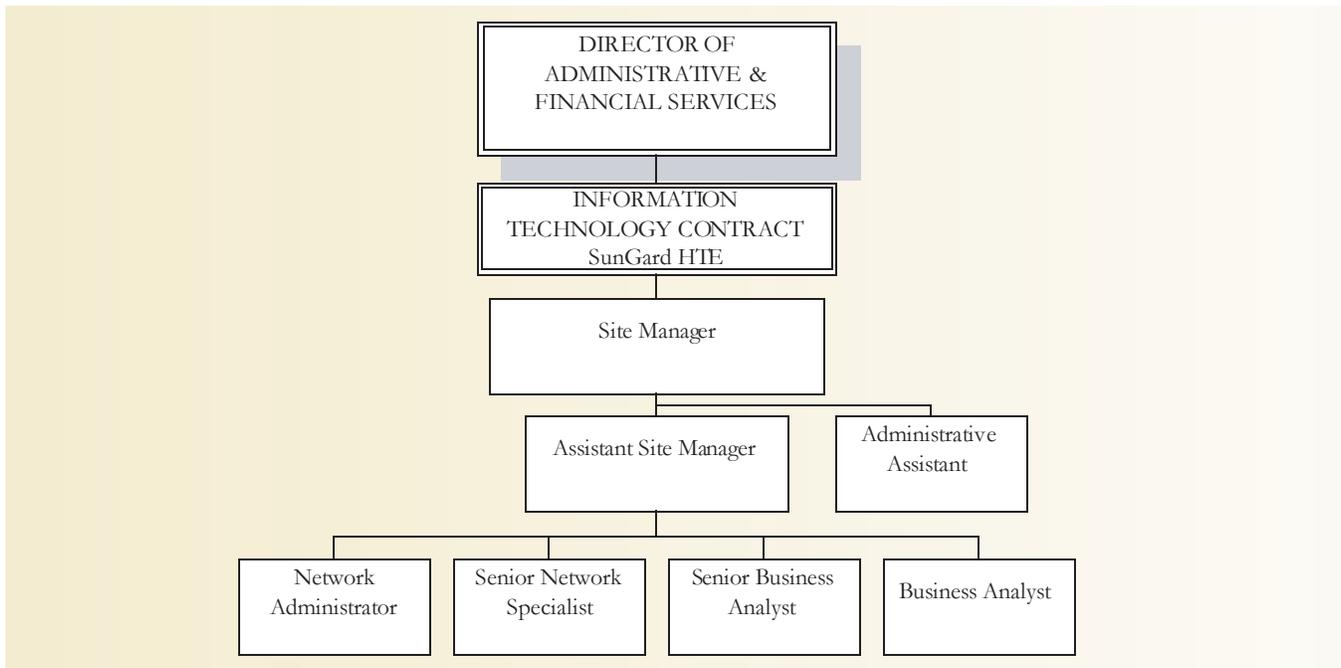
- ✓ Managed the comprehensive updates of internal process manuals including Purchasing and Procurement, Process Training and Employee Manuals
- ✓ Directed the reorganization of Administrative functions to better utilize and allocate staffing resources in WIN, Purchasing, Budget and Financial Services Divisions
- ✓ Updated and administered effective emergency preparedness plan including coordination of staffing and support functions throughout declared emergencies
- ✓ Coordinated and responded to Ebetterplace requests and comments facilitating resident communications
- ✓ Directed staff and operations to achieve award-winning government status including awards in financial and budget reporting
- ✓ Introduced new publications for the Art in Public Places Program, Memorial Day and Veterans Memorial
- ✓ Redesigned and updated Solid Waste Services publication
- ✓ Created new surveys for Cable Service and Automated Vegetation Collection
- ✓ Produced 7 budget presentations
- ✓ Issued a total of 52 publications and 185 press releases
- ✓ Introduced a series of full-color programs for official dedications, ground-breakings, ceremonies and celebrations
- ✓ Orchestrated Municipal Outreach presentation and Municipal Resource disk providing useful document templates for municipal sharing



## Information Technology

### MISSION STATEMENT

To investigate better ways to meet the information technology needs of the Village's employees while planning for the future growth of the Village.



### BROAD GOALS

- ✓ Monitor service contract with HTE to ensure Village receives full benefit of contractual services
- ✓ Assist departments in implementing necessary Information Technology hardware and software systems upgrades
- ✓ Continue to develop Internet based applications to better enable customer interaction with all Village departments
- ✓ Continue to train employees on better uses the technology provided to them
- ✓ Network with other MIS organizations to increase the departments' education and improve the understanding of better technology functions

### 2005-2006 OBJECTIVES

- ✓ Implement one or more public kiosks
- ✓ Continue expansion of the Village of Wellington website to enhance customer service and providing interactive functions
- ✓ Complete the annual comprehensive needs assessment survey to assist in meeting the Village's needs
- ✓ Implement scrolling monitors at Village parks
- ✓ Continue to review and refine performance measures and project reporting
- ✓ Hold "Brown Bag" lunch seminars for staff training
- ✓ Institute web-based Help Desk
- ✓ Institute web-based password system
- ✓ Implement GPS enabled vehicle monitoring system
- ✓ Implement INET fiber network

**Expenditure Summary**

	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>
	<b>FY 2003/2004</b>	<b>FY 2004/2005</b>	<b>FY 2005/2006</b>
Personal Services			
Operating Expenditures	1,171,200	1,143,242	1,375,600
Capital Outlay	264,680	315,974	533,290
<b>Total Expenditures</b>	<b>\$1,435,880</b>	<b>\$1,459,216</b>	<b>\$1,908,890</b>
Total Positions			

**Selected Performance Measures**

	<b>Actual</b>	<b>Actual</b>	<b>Projected</b>
	<b>FY 2003/2004</b>	<b>FY 2004/2005</b>	<b>FY 2005/2006</b>
% of special projects completed on time	94%	95%	95%
% of time HTE System is operational	100%	100%	100%
% of time Internet E-mail is operational	100%	98%	99%
% of Help Desk calls resolved within level of service goal	95%	94%	95%

**Selected Workload Indicators**

	<b>Actual</b>	<b>Actual</b>	<b>Projected</b>
	<b>FY 2003/2004</b>	<b>FY 2004/2005</b>	<b>FY 2005/2006</b>
Network Users Supported	196	225	245
Website Hits	97,250	127,300	180,000

**2004-2005 HIGHLIGHTS**

- ✓ Finalized the following customer service initiatives: user guides; IT protocols and procedures; and new IT employee orientation
- ✓ Completed the annual comprehensive needs assessment survey to assist in meeting the Village's needs
- ✓ Finished 7th in the National Digital Cities Survey
- ✓ Installed additional e-government solutions for customer interaction
- ✓ Upgraded several aging pieces of hardware
- ✓ Negotiated Adelphia INET contract
- ✓ Implemented GIS based Damage Assessment program used during recent hurricane recovery

**Did You Know?**

The Information Technology Department  
won the Digital Cities Award for the  
second year

## Employment Services

### MISSION STATEMENT

To provide professional support to all departments regarding recruitment, retention and employment services; to ensure that the Village is in compliance with all governmental mandates and laws governing the employment process; and to provide an environment of ongoing and open communication within all employee segments.



### BROAD GOALS

- ✓ Regularly review and update employment-related policies and procedures and recommend changes as appropriate
- ✓ Communicate changes to policies, procedures, and the Employee Manual to all levels of staff
- ✓ Advertise all positions accurately and promptly to minimize staffing shortages
- ✓ Develop and administer University of Wellington (Training) curriculum
- ✓ Partner with Benefits Specialist and Payroll Specialist on issues related to employees
- ✓ Manage the Performance Management Program
- ✓ Monitor reporting including certification, education, MVR's, and CDL's and other related documents

### 2005-2006 OBJECTIVES

- ✓ Assign more value to University of Wellington courses by increasing the "job relevance"
- ✓ Increase advertised/hire ratio
- ✓ Convert paper files to virtual files
- ✓ Assign weightings to Performance Evaluations
- ✓ Prepare Employment Services related Standard Operating Procedures
- ✓ Institute Village wide Wellness Program
- ✓ Improve, evaluate and monitor the success of new employee orientation programs
- ✓ Perform enhanced screening for applicant placement

### Expenditure Summary

	Actual FY 2003/2004	Actual FY 2004/2005	Approved FY 2005/2006
Personal Services	\$26,745	\$40,372	
Operating Expenditures	349,000	359,391	426,500
Capital Outlay			
<b>Total Expenditures</b>	<b>\$375,745</b>	<b>\$399,763</b>	<b>\$426,500</b>

Total Positions\*

\* *Employment Services is a contract*

**Selected Workload Indicators**

	<u>Actual FY 2003/2004</u>	<u>Actual FY 2004/2005</u>	<u>Projected FY 2005/2006</u>
# of Positions Advertised	86	112	100
# of Positions Filled	54	55	56
Resumes and/or Applications Received	*	3,134	3,285

\* Not Measured

**2004-2005 HIGHLIGHTS**

- ✓ Audited and reengineered Employment Application and Resume processing through implementation of technology efficiencies, and best practices
- ✓ Implemented Orientation Training for all New Hires
- ✓ Created and implemented "Employee Processing Cycle" training
- ✓ Developed Employment Services Brochure for use in recruiting
- ✓ Created 7 SOP's as follows: Employee In Processing; Outside Employment; Background Screening for Camp Counselors, Lifeguards, and Facility Program Monitors; Background Screening for Youth Sports; New Hire Orientation; Recruiting; Interns for Employment Services
- ✓ Created and implemented Temporary, Seasonal, and Intermittent Employees Policy
- ✓ Created an interview guide for hiring managers
- ✓ Redesigned the Employment page on the Village website to provide information on existing job postings, Village benefits, and Village employment information for candidates
- ✓ Managed "Introductory Performance Review" process by setting up notifications and following up with supervisors and managers
- ✓ Utilized focus groups to rewrite the Employee Manual and the Performance Management System and successfully communicated all changes to Village personnel



## Financial Services

### MISSION STATEMENTS

#### ACCOUNTING & TREASURY

Maintain relevant and accurate financial reporting and internal control systems to meet all Village financial needs in accordance with Generally Accepted Governmental Accounting Principles as well as Local State and Federal guidelines and requirements.

#### BUDGET

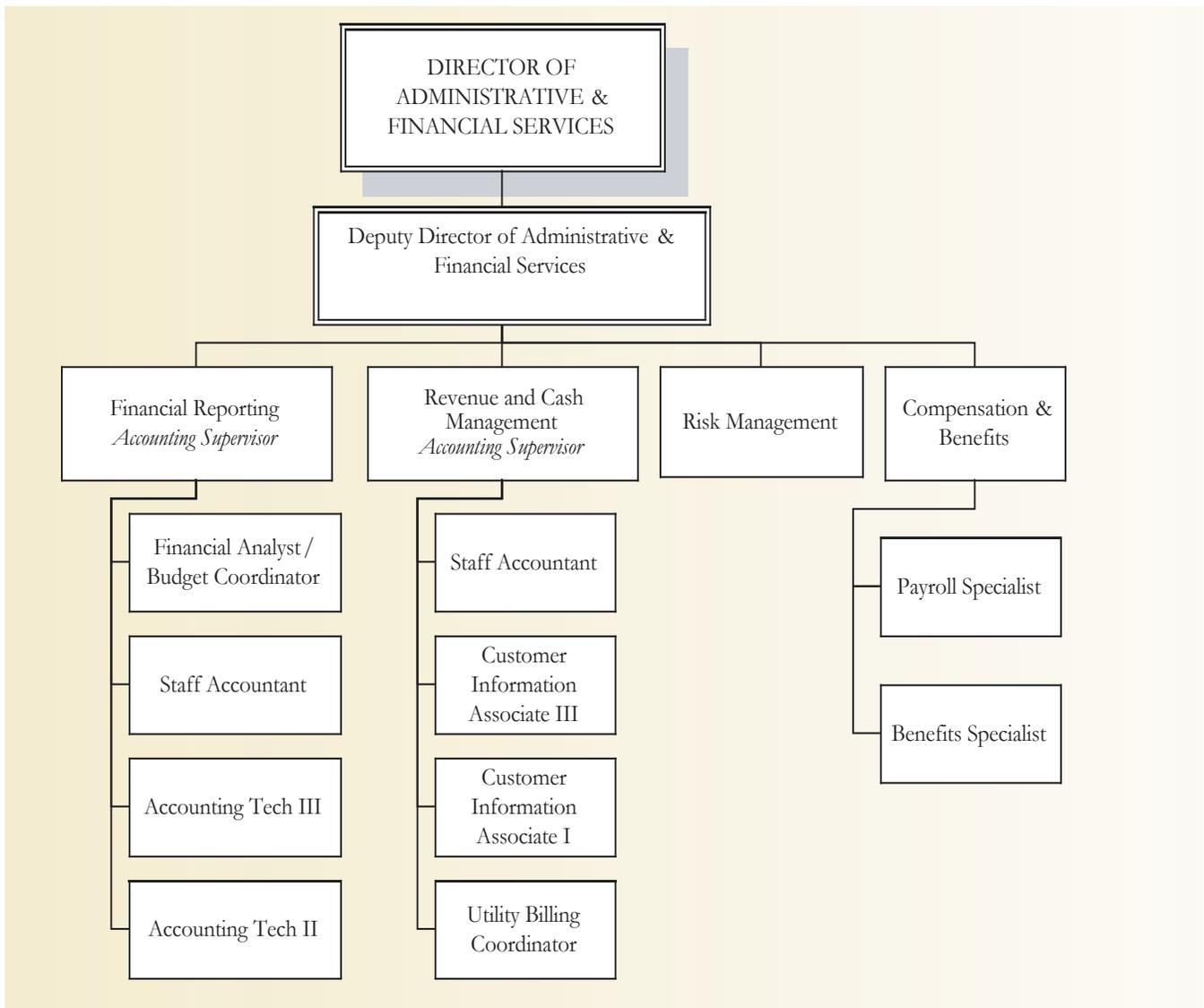
To coordinate and prepare the annual operating and capital improvement budgets which reflects the vision and goals of the Village and complies with Federal, State and local requirements.

#### COMPENSATION & BENEFITS

To provide the Village Council, its employees and the residents, with professional Risk Management services including claims administration, vendor contact and risk reduction services.

#### RISK MANAGEMENT

To safeguard the assets of the village through the appropriate controls.



**BROAD GOALS**

- ✓ Produce relevant, accurate and timely financial reports on a monthly basis and other financial information as otherwise necessary or requested
- ✓ Periodically evaluate internal controls to provide reasonable assurance regarding the safeguarding of assets against loss from unauthorized use or disposition and the reliability of financial records for preparing financial statements and maintaining accountability for assets
- ✓ Facilitate all other departments' use and understanding of financial information as it impacts operational decision-making
- ✓ Facilitate the needs of the external auditors to complete the annual audit by January 31st each year
- ✓ Network with other governmental accounting organizations, such as GFOA, to increase educational opportunities and improve the understanding for better accounting functions
- ✓ Manage the accounting and financial process to ensure accuracy, timeliness and adherence to established practices and guidelines
- ✓ Coordinate call center, plan front line, produce annual reports and oversee press releases through the interaction with Village departments, outside organizations and the general public
- ✓ Administer employee safety policy and vehicle policy
- ✓ Reduce number of Worker's Compensation cases

**2005-2006 OBJECTIVES**

- ✓ Continue to obtain GFOA Certificate of Achievement in Financial Reporting
- ✓ Completely automate the financial statement preparation and reporting process
- ✓ Enhance ongoing account analysis process to facilitate understanding of the Village's accounting policies
- ✓ Continue to obtain clean opinion on audited financial statements without management comments
- ✓ Continue to identify methods of streamlining accounting procedures including billing and cash receipts without weakening the internal control system
- ✓ Continue to review and refine performance measures and project reporting
- ✓ Work with user and budget departments to revise and refine forecasting models for recreational program and user fees and utility charges for services
- ✓ Explore employee timekeeping options in effort to refine and streamline process and reporting
- ✓ Prepare and present quarterly reports to Safety Committee

**Expenditure Summary**

	Actual FY 2003/2004	Actual FY 2004/2005	Approved FY 2005/2006
<b>Accounting &amp; Treasury</b>			
Personal Services	\$214,572	\$260,251	\$731,520
Operating Expenditures	221,600	192,380	301,350
Capital Outlay	5,000	2,221	
<i><b>Total Expenditures</b></i>	<i><b>\$441,172</b></i>	<i><b>\$454,852</b></i>	<i><b>\$1,032,870</b></i>
Total Positions	3	6	9
<b>Budget Division</b>			
Personal Services	\$193,620	\$120,864	\$68,312
Operating Expenditures	19,275	31,330	27,600
Capital Outlay	909		
<i><b>Total Expenditures</b></i>	<i><b>\$213,804</b></i>	<i><b>\$152,194</b></i>	<i><b>\$95,912</b></i>
Total Positions	3	3	1
<b>Compensation &amp; Benefits</b>			
Personal Services	\$469,519	\$292,487	\$391,140
Operating Expenditures	55,510	76,708	89,620
Capital Outlay			
<i><b>Total Expenditures</b></i>	<i><b>\$525,029</b></i>	<i><b>\$369,195</b></i>	<i><b>\$480,760</b></i>
Total Positions	2	2	2
<b>Risk Management</b>			
Personal Services			
Operating Expenditures	\$579,600	\$517,820	\$886,800
Capital Outlay			
<i><b>Total Expenditures</b></i>	<i><b>\$579,600</b></i>	<i><b>\$517,820</b></i>	<i><b>\$886,800</b></i>

<b>Selected Performance Measures</b>			
	<b>Actual</b>	<b>Actual</b>	<b>Projected</b>
	<b>FY 2003/2004</b>	<b>FY 2004/2005</b>	<b>FY 2005/2006</b>
<i>Accounting &amp; Treasury</i>			
\$ invested (in millions)	\$98	\$102	\$135
Audit adjustments	0	0	0
Investment yield (Average)	3.6%	0.89%	2.00%
% available funds invested	100%	100%	100%
<i>Budget</i>			
Achieve the GFOA Award for Distinguished Budget Presentation	Yes	Yes, with Special Recognition	
<i>Risk Management</i>			
Workers Compensation experience rating	0.63	0.69	

	<b>Actual</b>	<b>Actual</b>	<b>Projected</b>
	<b>FY 2003/2004</b>	<b>FY 2004/2005</b>	<b>FY 2005/2006</b>
<i>Accounting &amp; Treasury</i>			
Monthly Financial Reports complete	12	12	12
General ledger transactions processed	579	325	500
Total Deposits	2,156	3,632	4,000
Accounts Payable Checks Issued	7,305	7,784	7,000
Purchasing Card Transactions	7,448	6,598	6,600
<i>Budget</i>			
Budget transfers and amendments	56	138	75
<i>Compensation &amp; Benefits</i>			
Payroll checks issued	1,765	1,954	2,000
Payroll ACH transactions	5,924	5,926	5,900
<i>Risk Management</i>			
# of new Workers Compensation Cases	19	8	

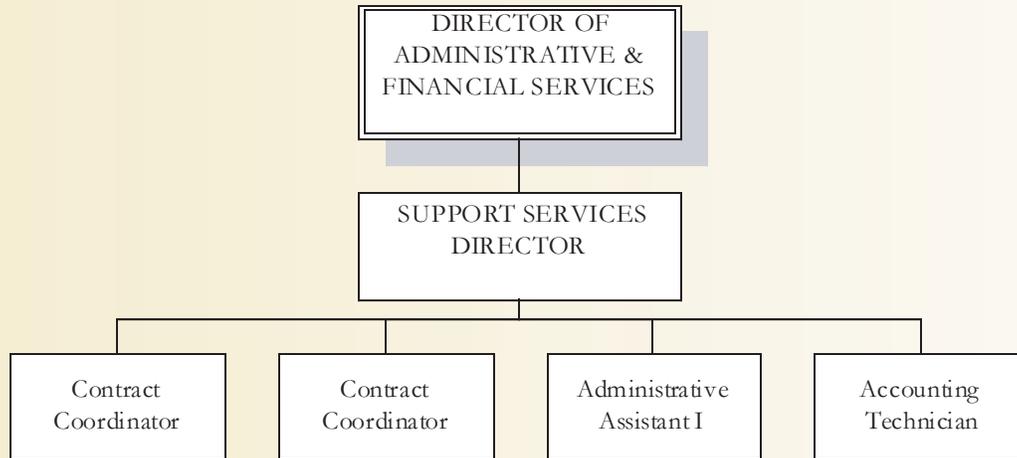
#### 2004-2005 HIGHLIGHTS

- ✓ Created new model and automated CAFR process to internalize reporting function
- ✓ Refinanced a portion of the Public Service Tax Revenue Bond to reduce future debt service payments by over \$700,000
- ✓ Earned the GFOA Certificate of Achievement for Excellence in Financial Reporting
- ✓ Enhanced cash flow management through online banking
- ✓ Maintained AAA (insured) and AA- (underlying) bond rating from Fitch and Aa3 (underlying) bond rating from Moodys
- ✓ Achieved peer review "A" rating
- ✓ Received the GFOA Award for Distinguished Budget Presentation for 10th year
- ✓ Achieved GFOA Special Capital Recognition
- ✓ Awarded GFOA Outstanding Communications Device for 2004 budget document
- ✓ Published in ICMA Best Practices in Budgeting
- ✓ Implemented a Financial Services & Budgeting reorganization of staff and support resources
- ✓ Reduced the increase to health premiums to 3% and reduced increase in dental premiums to 9%
- ✓ Maintained employee safety shoe program
- ✓ Administered an increase to tuition reimbursement plan
- ✓ Updated and administered Village's employee safety manual

## Purchasing

### MISSION STATEMENT

To coordinate the procurement of materials, supplies, equipment and services in accordance with the Village Purchasing and Procurement policy.



### BROAD GOALS

- ✓ Effect the timely procurement of supplies and services of specified quality in the quantities requested at the most cost-effective price from the most responsible resources
- ✓ Assist departments to ensure that the Purchasing Manual of procedures and policies approved by Council are implemented and complied with
- ✓ Maintain and improve professional network to stay abreast of technical and legal developments
- ✓ Research new procurement methods to improve efficiency and effectiveness; Expand and improve networking opportunities with other governmental entities
- ✓ Enhance interdepartmental customer service by training departments in computer software and purchasing procedures, which will improve efficiency
- ✓ Streamline and enhance the inventory process to assure accuracy

### 2005-2006 OBJECTIVES

- ✓ Track all cross-departmental purchases that total more than the required bid amount. Secure bids on these items/services that meet all departmental goals
- ✓ Assist requesting departments with the development of specifications to assure that the appropriate information is contained in the bid/proposal
- ✓ Continued implementation of bar coding technology, training, software and equipment for fixed assets and inventory
- ✓ Continue active memberships with Professional Purchasing Associations for training opportunities and to obtain certifications
- ✓ Continue to review and refine performance measures and project reporting

	Actual FY 2003/2004	Actual FY 2004/2005	Approved FY 2005/2006
Personal Services	\$196,244	\$137,471	\$331,729
Operating Expenditures	162,900	150,771	167,500
Capital Outlay	1,800	1,285	0
<b>Total Expenditures</b>	<b>\$360,944</b>	<b>\$289,527</b>	<b>\$499,229</b>
Total Positions	3	2	5

### Selected Performance Measures

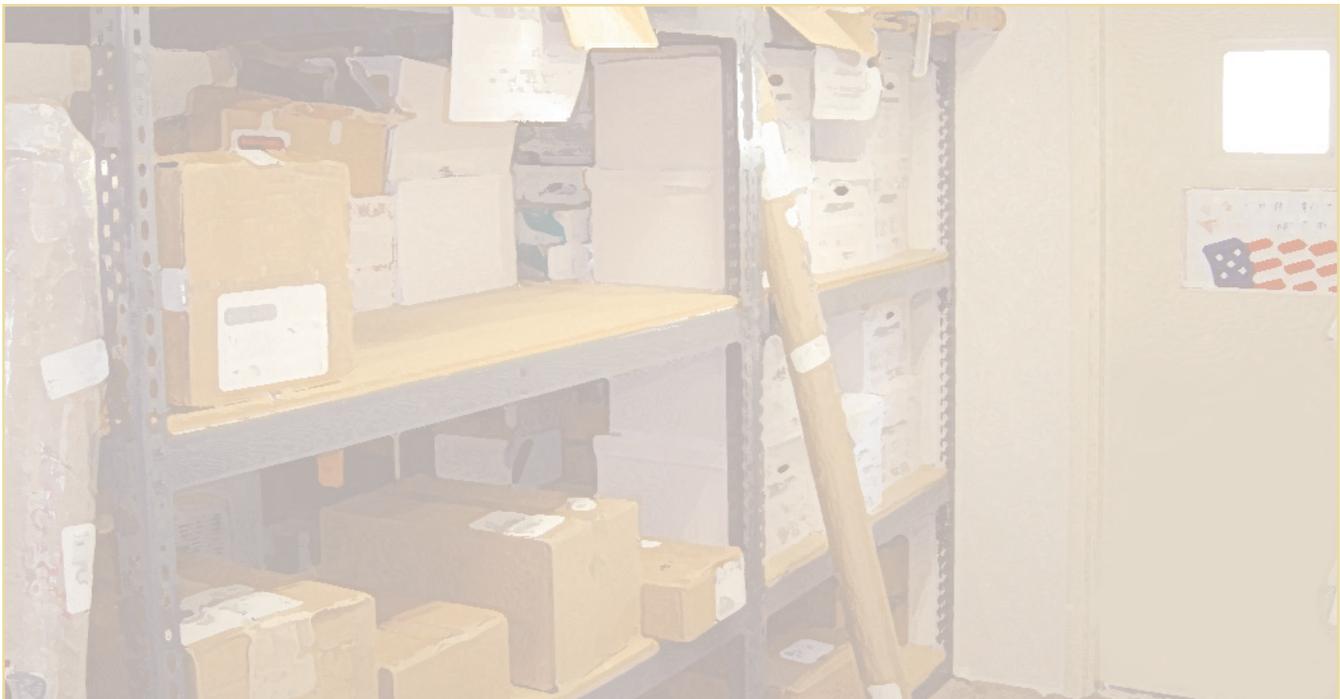
	Actual FY 2003/2004	Actual FY 2004/2005	Projected FY 2005/2006
% of purchase orders issued within 72 hours of receipt	99%	99%	99%
# of special projects completed or in process	40	64	60

### Selected Workload Indicators

	Actual FY 2003/2004	Actual FY 2004/2005	Projected FY 2005/2006
Bids awarded	32	22	25
Purchase orders processed	1,155	973	950

### 2004-2005 HIGHLIGHTS

- ✓ The comprehensive updates to the Purchasing and Procurement Manual were finalized, and the completed manual was distributed to departments with a memorandum that provided a summary of the processing requirements
- ✓ A Comprehensive Procurement Process Training Program was implemented to provide training on policies, procedures, procurement credit card, accounts payable processing, and insurance requirements
- ✓ Purchasing was reorganized in fiscal year 2004/2005 to add the positions of Accounting Technician II, and Administrative Assistant I. These positions are responsible for fixed assets, tracking accounting of CIP projects, laserfiche of records, and records retention processing



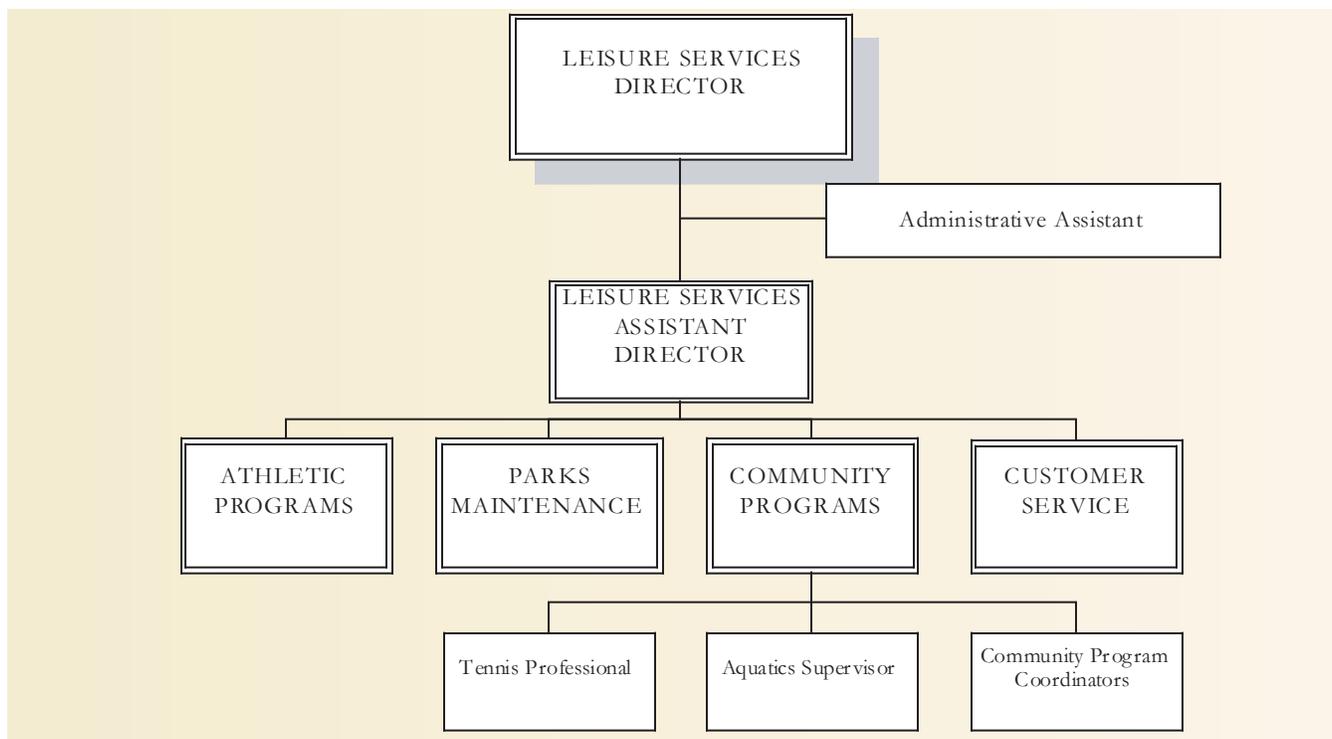
# Community Services



## Leisure Services

### MISSION STATEMENT

To maintain and improve the parks system to provide a safe and enjoyable environment and to facilitate excellent programs, sports activities, special events and cultural activities for all residents, thereby enhancing participant's lives and improving the quality of life within the Village.



### BROAD GOALS

- ✓ Ensure participants are satisfied with the fee charged for the program relative to the value they received for the program
- ✓ Monitor program instructor/coaches to ensure they provide a positive experience for the participant
- ✓ Ensure participants are satisfied with the organization of lessons and programs
- ✓ Monitor program facilities to ensure they are clean and well maintained
- ✓ Offer new life enrichment programming to improve quality of life for various populations with diverse or special needs
- ✓ Increase preventative maintenance, inspections and workload to increase positive public perception of facilities and grounds
- ✓ Increase marketing and promotion of the Leisure Services Department throughout Wellington and neighboring communities
- ✓ Increase staff knowledge of national standards and new benchmarks in the field by increased involvement in the professional organization (Florida Recreation and Parks Association)
- ✓ Improve quality and quantity of special events

### 2005-2006 OBJECTIVES

- ✓ Research the need and feasibility for resident seniors services
- ✓ Develop a Teen Council
- ✓ Offer new programs for various special needs groups
- ✓ Increase the number of platinum and event sponsors
- ✓ Increase the number of press releases
- ✓ Increase consistency and creativity of all publicity design
- ✓ Begin use of formalized work order system
- ✓ Begin development of computerized work order system
- ✓ Develop series of forms for all requests to increase efficiency

## Expenditure Summary

	Actual FY 2003/2004	Actual FY 2004/2005	Approved FY 2005/2006
<i>Parks &amp; Rec Administration</i>			
Personal Services	\$118,851	\$155,368	\$279,669
Operating Expenditures	75,749	168,408	182,367
Capital Outlay	5,402	1,111	25,000
<b>Total Expenditures</b>	<b>\$200,002</b>	<b>\$324,887</b>	<b>\$487,036</b>
Total Positions	2	2	3
<i>Community Programs</i>			
Personal Services	\$118,851	\$155,368	\$256,722
Operating Expenditures	75,749	168,408	337,587
Capital Outlay	5,402	1,111	3,860
<b>Total Expenditures</b>	<b>\$200,002</b>	<b>\$324,887</b>	<b>\$598,169</b>
Total Positions	2	4	5
<i>Athletic Programs</i>			
Personal Services	\$606,656	\$750,984	\$941,351
Operating Expenditures	365,640	541,896	656,206
Capital Outlay	2,090	17,107	155,000
<b>Total Expenditures</b>	<b>\$974,386</b>	<b>\$1,309,987</b>	<b>\$1,752,557</b>
Total Positions	13	8	8
<i>Tennis</i>			
Personal Services	\$112,718	\$144,573	\$139,994
Operating Expenditures	312,970	190,560	101,550
Capital Outlay	12,817	59,530	
<b>Total Expenditures</b>	<b>\$438,505</b>	<b>\$394,663</b>	<b>\$241,544</b>
Total Positions	6	3	1
<i>Aquatics</i>			
Personal Services	\$342,755	\$503,614	\$444,224
Operating Expenditures	194,832	251,830	288,203
Capital Outlay	12,817	999	9,680
<b>Total Expenditures</b>	<b>\$550,404</b>	<b>\$756,443</b>	<b>\$742,107</b>
Total Positions	22	7	7
<i>Wellington Community Center</i>			
Personal Services	\$78,567	\$87,142	\$122,634
Operating Expenditures	107,756	125,486	145,195
Capital Outlay			23,150
<b>Total Expenditures</b>	<b>\$186,323</b>	<b>\$212,628</b>	<b>\$290,979</b>
Total Positions	6	6	5
<i>Parks Facilities</i>			
Personal Services	\$770,105	\$1,355,853	\$1,731,191
Operating Expenditures	858,269	1,161,316	1,919,689

**Selected Performance Measures**

	<b>Actual</b> <b>FY 2003/2004</b>	<b>Actual</b> <b>FY 2004/2005</b>	<b>Projected</b> <b>FY 2005/2006</b>
Total program sessions offered	1,377	1,347	1,445
Sponsorships received	15	9	20
Special Events held	49	26	14
Special Event attendance	4,338	3,900	5,000
Survey respondent satisfaction	98%	98%	98%

**Selected Workload Indicators**

	<b>Actual</b> <b>FY 2003/2004</b>	<b>Actual</b> <b>FY 2004/2005</b>	<b>Projected</b> <b>FY 2005/2006</b>
Total acres mowed and maintained annually	5,384	6,155	6,000
Volunteers coordinated	2,540	3,932	3,000
Press releases issued	*	80	70
Park safety checks performed annually	*	300	1,404
Participants registered:			
Athletics	7,755	15,839	8500
Special Events-Registered Participants	4,806	7,859	4500
Special Events-Walk-in Participants	28,000	15,098	6665
Community Programs	6,850	4,495	6250
Open Gym	6,865	8,590	7000
Skate Park	677	593	600
Seniors Club	6,994	8,095	8095
Tennis	38,264	39,079	30000
Pool	6,589	2,544	2000

*\*Not Measured*

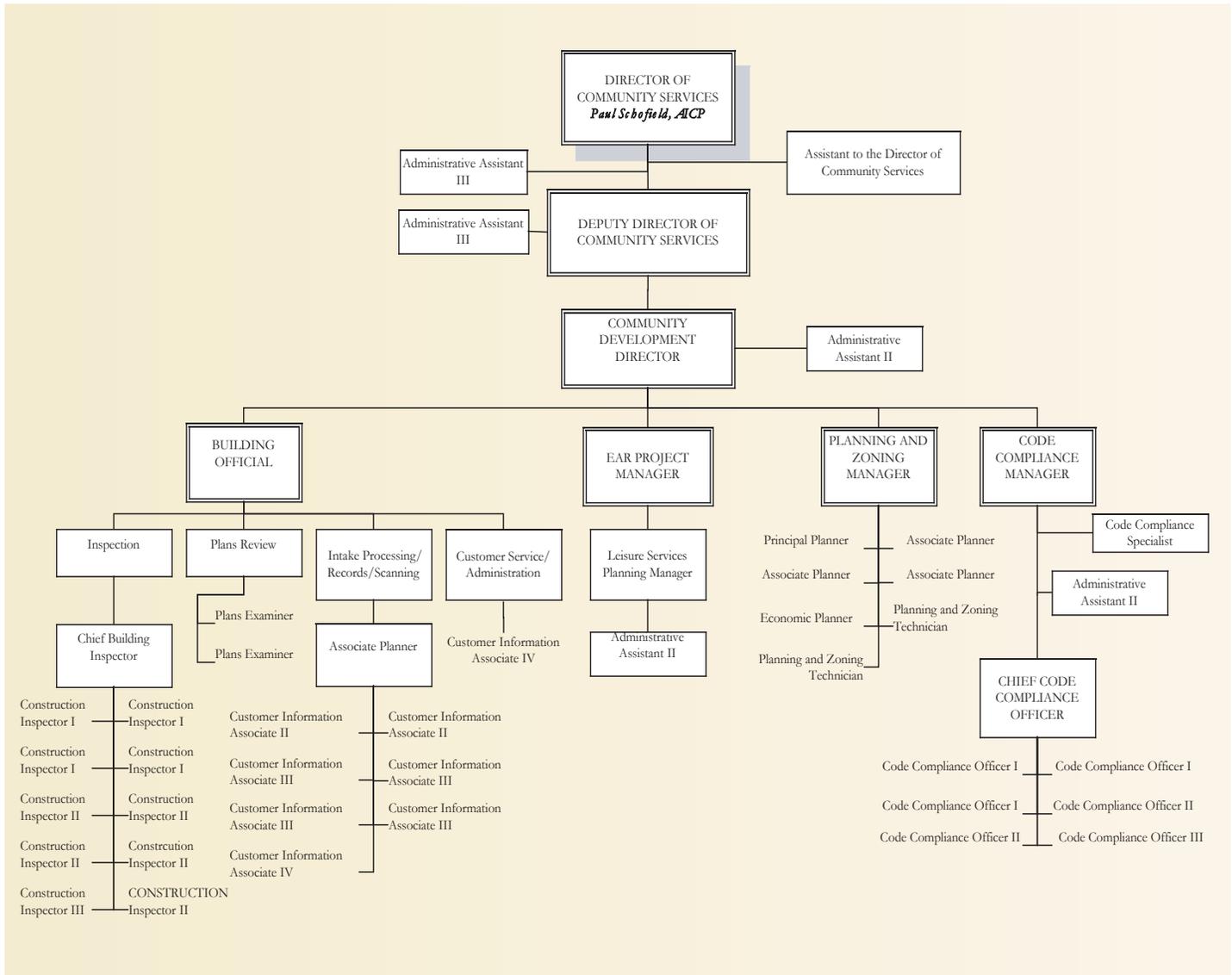
**2004-2005 HIGHLIGHTS**

- ✓ Maintained 98% program satisfaction rating from surveyed respondents
- ✓ Issued 80 press releases to increase promotion and public awareness of Leisure Services programs
- ✓ Maintained 37 playing fields throughout the year
- ✓ Wellington Aquatics Complex was named a National Aquatic Award Winner from Aquatics International Magazine
- ✓ Partnered with the Drowning Prevention Coalition of Palm Beach County to offer vouchers for swimming lessons to underprivileged youth
- ✓ Introduced 5 new aquatics programs and camps to the community
- ✓ Introduced a paper-based work order system within the Department
- ✓ Began accepting reservations for the Wellington Community Center one year in advance
- ✓ Instituted a Bio-Pass system to monitor gym access to increase security measures and control
- ✓ Established a highly successful Boys Lacrosse program that continues to grow with each season
- ✓ Expanded summer camp program by 30% and increased field trip activities through several age groups

# Planning Zoning & Building

## MISSION STATEMENT

To promote the "Vision Statement" of Wellington's Comprehensive Plan through providing accurate, fair, efficient, expeditious and professional planning, zoning, enforcement, building and code enforcement to the citizens of Wellington. Our mission is to ensure quality development while protecting the health, safety and welfare of all residents through enforcement of Village codes and ordinances, Florida Building Code, and architectural and property maintenance standards.



**BROAD GOALS**

- ✓ To provide quality service to the citizens of Wellington while assuring compliance with the Comprehensive Plan, land development regulations, building codes, architectural design standards and Village ordinances
- ✓ To maintain quality customer service while continuing to monitor and refine the PZ&B Division functions in order to improve the efficiency of the development review, construction approval, construction inspection, code enforcement and interrelated processes
- ✓ To enhance the public awareness for all PZ&B responsibilities through education programs for property maintenance and aesthetic codes
- ✓ Incorporate lifestyle issues into the planning process for adoption of neighborhood plans and commercial licensing program
- ✓ Maintain in readily accessible form complete and accurate records, plans, specifications, applications and monies received, reviews performed and inspection activities
- ✓ Accurately calculate and collect fees and track all impact fee accounts

**2005-2006 OBJECTIVES**

- ✓ Continue to publish up-to-date version of the Uniform Land Development Code (ULDC)
- ✓ Continue to review and refine performance measuring system
- ✓ Continue to maximize customer satisfaction by returning calls within 24 hours and answering zoning opinion letters within 5 days
- ✓ Provide training to affected departments on land development regulations so they can provide appropriate and adequate comments
- ✓ Enhance the proactive occupational license program
- ✓ Continue to identify properties or programs that qualify for HOPE, CDBG or SHIP grants and submit grant applications to the Palm Beach County Housing and Community Development Department

**Expenditure Summary**

	<b>Actual</b> <b>FY 2003/2004</b>	<b>Actual</b> <b>FY 2004/2005</b>	<b>Approved</b> <b>FY 2005/2006</b>
<i>PZ&amp;B Administration</i>			
Personal Services	\$328,960	\$637,934	\$619,523
Operating Expenditures	215,070	348,753	291,990
Capital Outlay	18,816	9,311	134,660
<b>Total Expenditures</b>	<b>\$562,846</b>	<b>\$995,998</b>	<b>\$1,046,173</b>
Total Positions	3	6	6
<i>Planning &amp; Zoning</i>			
Personal Services	\$324,979	\$380,541	\$568,568
Operating Expenditures	164,862	106,354	144,525
Capital Outlay	6,799	28,029	0
<b>Total Expenditures</b>	<b>\$496,640</b>	<b>\$514,924</b>	<b>\$713,093</b>
Total Positions	6	8	8
<i>Code Compliance</i>			
Personal Services	\$410,960	\$511,272	\$622,404
Operating Expenditures	39,433	57,879	125,170
Capital Outlay	1,045	39,869	6,230
<b>Total Expenditures</b>	<b>\$451,438</b>	<b>\$609,020</b>	<b>\$753,804</b>
Total Positions	8	9	10
<i>Building Division</i>			
Personal Services	\$1,343,506	\$1,600,187	\$1,712,457
Operating Expenditures	416,467	260,686	381,490
Capital Outlay	112,016	48,854	52,880
<b>Total Expenditures</b>	<b>\$1,871,989</b>	<b>\$1,909,727</b>	<b>\$2,146,827</b>
Total Positions	23	24	25

Selected Performance Measures			
	Actual	Actual	Projected
	FY 2003/2004	FY 2004/2005	FY 2005/2006
<i>Planning, Zoning &amp; Building</i>			
Administrative appeals	0	0	0
Administrative variances	1	10	10
Comp Plan Amendments	13	9	15
Development Order Amendments	4	11	5
Master Plan Amendments	0	1	1
% of Telephone Calls Returned within 24 Hours	*	*	98%
Zoning Letters Answered in 5 Working Days	*	*	90%
<i>Code Compliance</i>			
Respond to complaints within 3 Working Days	*	*	100%
Scheduled CEB cases dismissed prior to hearing	404	266	300
	<i>*Not Measured</i>		

Selected Workload Indicators			
	Actual	Actual	Projected
	FY 2003/2004	FY 2004/2005	FY 2005/2006
<i>Planning, Zoning &amp; Building</i>			
Occupational License*	280	400	400
Environmental Permits	19	30	30
Building Permits Reviewed	3,007	4,088	4,000
<i>Code Compliance</i>			
Cases Investigated (cases opened)	6,154	7,683	7,000
Code Enforcement Board Cases heard	139	198	400
Scheduled CEB Cases Dismissed Prior to Hearing	404	266	600
Total Investigations by Code Compliance (new & re-inspections)	19,705	20,116	25,000
<i>Building</i>			
Single family	1,426	832	800
Multiple family	10	29	5
Commercial/Industrial	66	95	55
Total building inspections	65,187	67,054	65,000
	<i>* Home-based Business</i>		

#### 2004-2005 HIGHLIGHTS

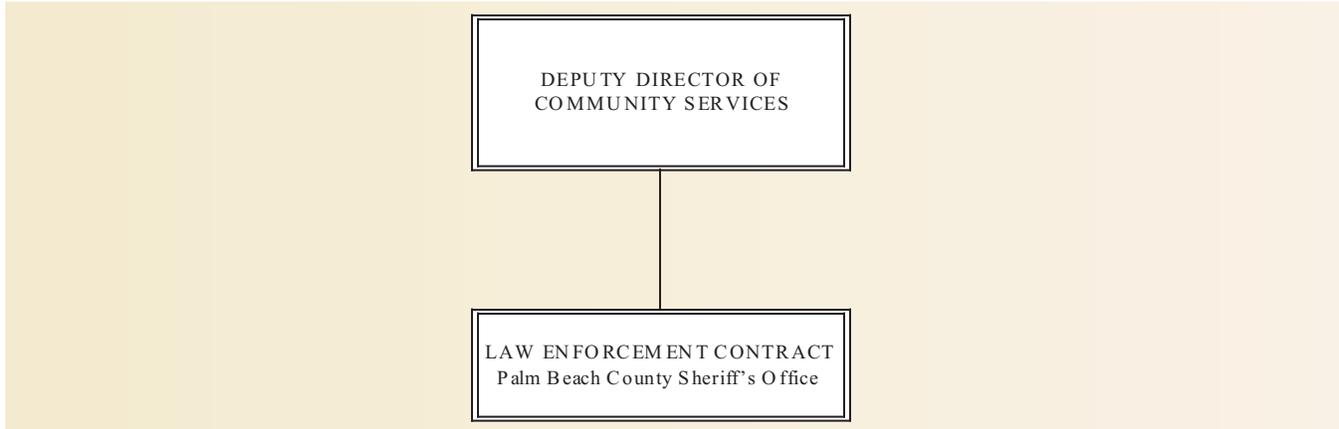
- ✓ Began process for cooperative SR7 corridor study to address existing and proposed land uses, overall traffic impacts of development and proposed annexation
- ✓ Reviewed and updated compliance report and inspection for Big Blue Preserve
- ✓ Received and reviewed over 60 special permits

## Public Safety

### LAW ENFORCEMENT

#### MISSION STATEMENT

The Palm Beach County Sheriff's Office is committed to protecting the public, reducing the incidence and fear of crime and enhancing the quality of life in our community, always Putting Citizens First. We are dedicated to doing the right thing, the right way through: Integrity - Professionalism - Respect - Fairness



#### BROAD GOALS

- ✓ To provide proactive community policing
- ✓ To perform traffic interdiction and selective enforcement
- ✓ To conduct public safety problem-solving
- ✓ To perform crime prevention and suppression within the Village

#### 2005-2006 OBJECTIVES

- ✓ Continue to reduce property crimes by 5% through ongoing action plans that target property crimes
- ✓ Conduct Pedestrians on Patrol (POP) site ongoing maintenance at 3 sites

<b>Expenditure Summary</b>			
<i>Public Safety: Law Enforcement</i>	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>
	<b>FY 2003/2004</b>	<b>FY 2004/2005</b>	<b>FY 2005/2006</b>
Personal Services			
Operating Expenditures	\$4,673,597	\$4,634,172	\$5,067,705
Capital Outlay			17,980
<i>Total Expenditures</i>	<b>\$4,673,597</b>	<b>\$4,634,172</b>	<b>\$5,085,685</b>

<b>PROPOSED FY 2005/2006 STAFFING</b>	
43	Deputies
6	Sergeants
1	Lieutenant
1	Captain-Commander
<b>51</b>	<b>Total Law Enforcement Officers</b>
4	Civilian Staff
<b>34</b>	Crossing Guards
<b>38</b>	<b>Non-sworn Personnel</b>

Selected Workload Indicators		
	Actual	Actual
<i>Public Safety: Law Enforcement</i>	<u>FY 2003/2004</u>	<u>FY 2004/2005</u>
Burglaries	681	604
Vandalisms	456	362
Domestic Crimes	1,342	1,114
Traffic Stops	8,265	9,780

**2004-2005 HIGHLIGHTS**

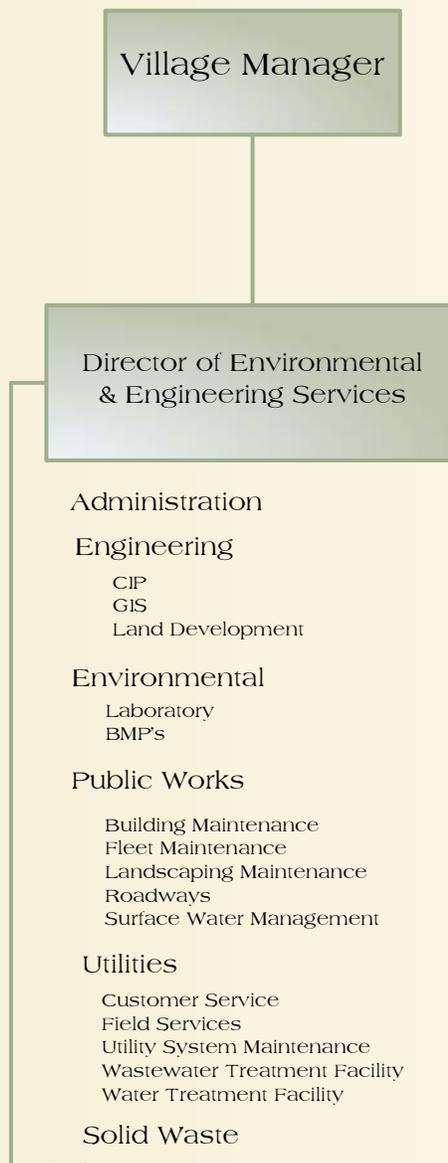
- ✓ Burglary cases declined 11% from FY 03/04
- ✓ Vandalism cases declined 21% from FY 03/04
- ✓ Domestic crime declined 17% from FY 03/04
- ✓ Domestic crime rate declined to 2.2%
- ✓ Increased traffic stops 18% from FY 03/04
- ✓ Special events conducted with POP throughout the year

Selected Performance Measures		
	Actual	Actual
<i>Public Safety: Law Enforcement</i>	<u>FY 2003/2004</u>	<u>FY 2004/2005</u>
Calls for Service	40,458	40,228
Calls for Service per Deputy	1,124	1,006





# *Environmental & Engineering Services*

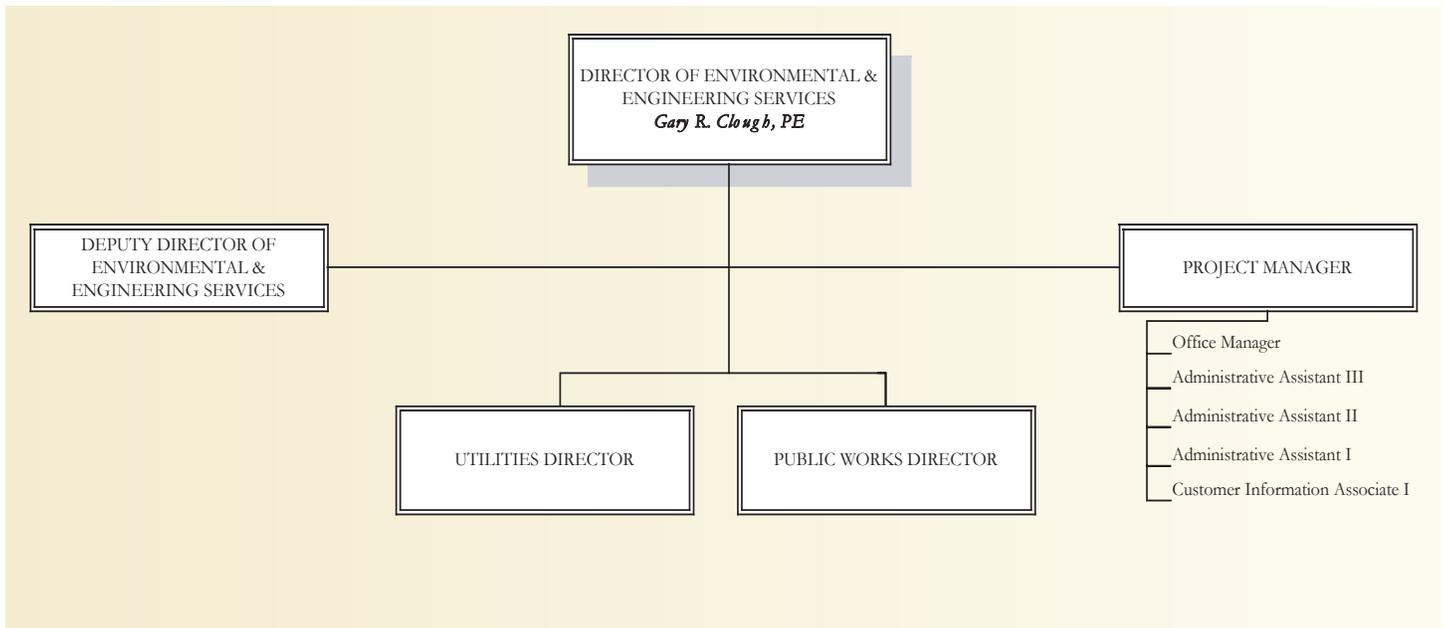


## Environmental & Engineering Services

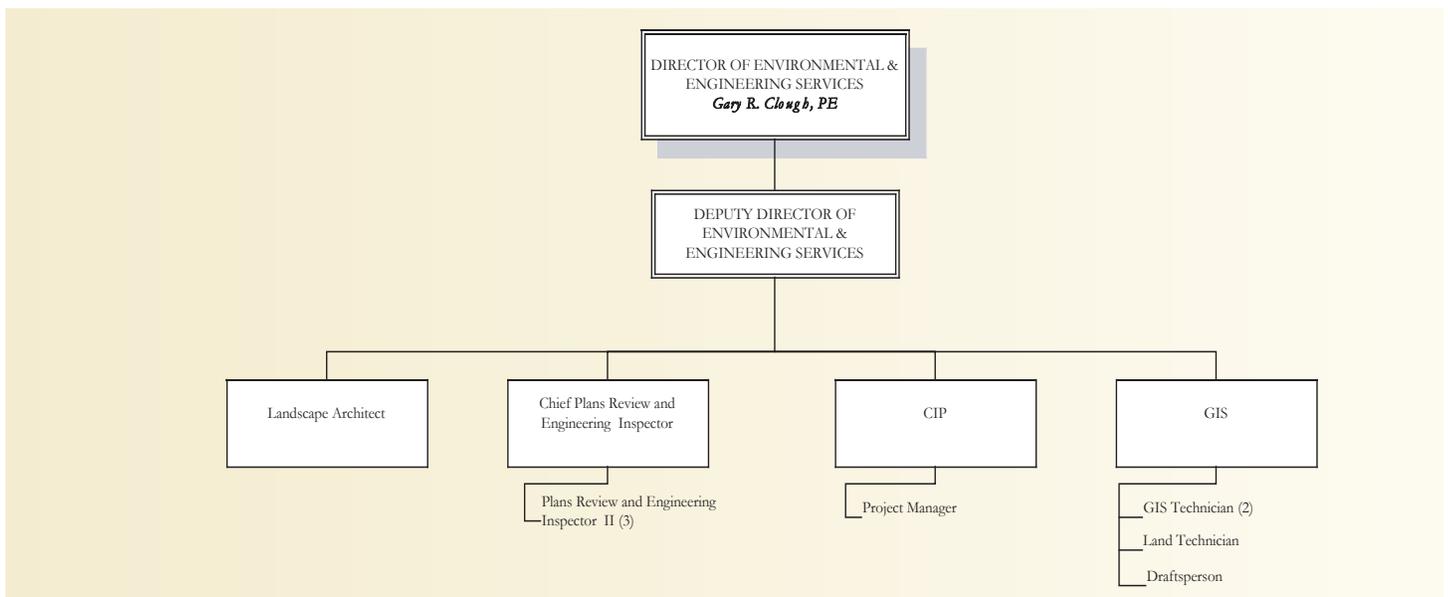
### MISSION STATEMENT

Provide the Council, employees, committees and residents with customer-focused, professional engineering services which include engineering inspection of capital projects and developer provided infrastructure, capital project design and graphic support, and serve as liaison with other governmental engineering agencies (County, FDOT, SFWMD)

### ADMINISTRATION



### ENGINEERING



**BROAD GOALS**

- ✓ Provide engineering services, design review and construction contract administration on Village capital projects
- ✓ Administer and monitor community/neighborhood grant and enhancement programs including Beautiful Wellington and Water Conservation Programs
- ✓ Coordinate and oversee Village Emergency Preparedness and Response Plan and provide information on recovery efforts to Village residents
- ✓ Prepare and administer agreements with developers for on-site improvements
- ✓ Process dedications and abandonment of rights-of-way and easements
- ✓ Provide review and annual update of Village CIP Plan
- ✓ Perform traffic counts and review speed-hump, four-way stop and road closure requests
- ✓ Liaise with other governmental engineering agencies
- ✓ Provide plat review and approvals
- ✓ Participate in DRC review of proposed projects
- ✓ Oversee engineering services as provided by outside companies
- ✓ Resolve inquiries and complaints from residents and developers
- ✓ Continue to review and refine performance measures and reporting

**2005-2006 OBJECTIVES**

- ✓ Continue to provide excellent service to residents and employees and fully respond to inquiries
- ✓ Continue to seek applicable grant funding for Village projects, including bank erosion
- ✓ Coordinate applications, reporting and receipt of Federal and State emergency management expense reimbursement
- ✓ Seek grant funding for Emergency Operating Center eating and sleeping quarters for Emergency Response Team
- ✓ Continue to provide coordination and implementation of projects under the CIP Plan by monitoring design, bidding, construction and completion processes
- ✓ Continue to update and produce comprehensive maps and provide for internal and external use
- ✓ Initiate hybrid vehicle pilot program to replace Village vehicles with electric hybrids

**Expenditure Summary**

	Actual FY 2003/2004	Actual FY 2004/2005	Approved FY 2005/2006
<i>Environmental &amp; Engineering Administration</i>			
Personal Services	\$637,492	\$743,096	\$948,519
Operating Expenditures	139,541	358,793	163,400
Capital Outlay	214,127	1,478,198	14,000
<b>Total Expenditures</b>	<b>\$991,160</b>	<b>\$2,580,087</b>	<b>\$1,125,919</b>
Total Positions	9	10	11
<i>Engineering Services</i>			
Personal Services	\$403,452	\$470,080	\$861,734
Operating Expenditures	176,700	14,930	74,600
Capital Outlay	25,000	4,400	
<b>Total Expenditures</b>	<b>\$605,152</b>	<b>\$489,410</b>	<b>\$936,334</b>
Total Positions	4	8	12

**Selected Performance Measures**

<i>Administration &amp; Engineering Services</i>	Actual	Actual	Projected
	<u>FY 2003/2004</u>	<u>FY 2004/2005</u>	<u>FY 2005/2006</u>
% of projects reviewed within DRC timeframe	100%	100%	100%
Average Inspection Completion Time (minutes)	34	33	45
% of computer maps printed within 24 hours	72%	90%	100%
% Reviews completed within 10 days	96%	94%	98%

**Selected Workload Indicators**

<i>Administration &amp; Engineering Services</i>	Actual	Actual	Projected
	<u>FY 2003/2004</u>	<u>FY 2004/2005</u>	<u>FY 2005/2006</u>
DRC Projects Reviewed	125	105	10
Contracts Administered Monthly	78	36	35
Plans and Projects Reviewed	1,595	1,556	150
Permits Issued	1,693	105	150
Telephone Calls Received	18,050	27,768	2,000
Inquiries/Complaints Resolved	117	6	20
Inspections Performed	7,024	6814	500
Village Maps Updated	10	202	20

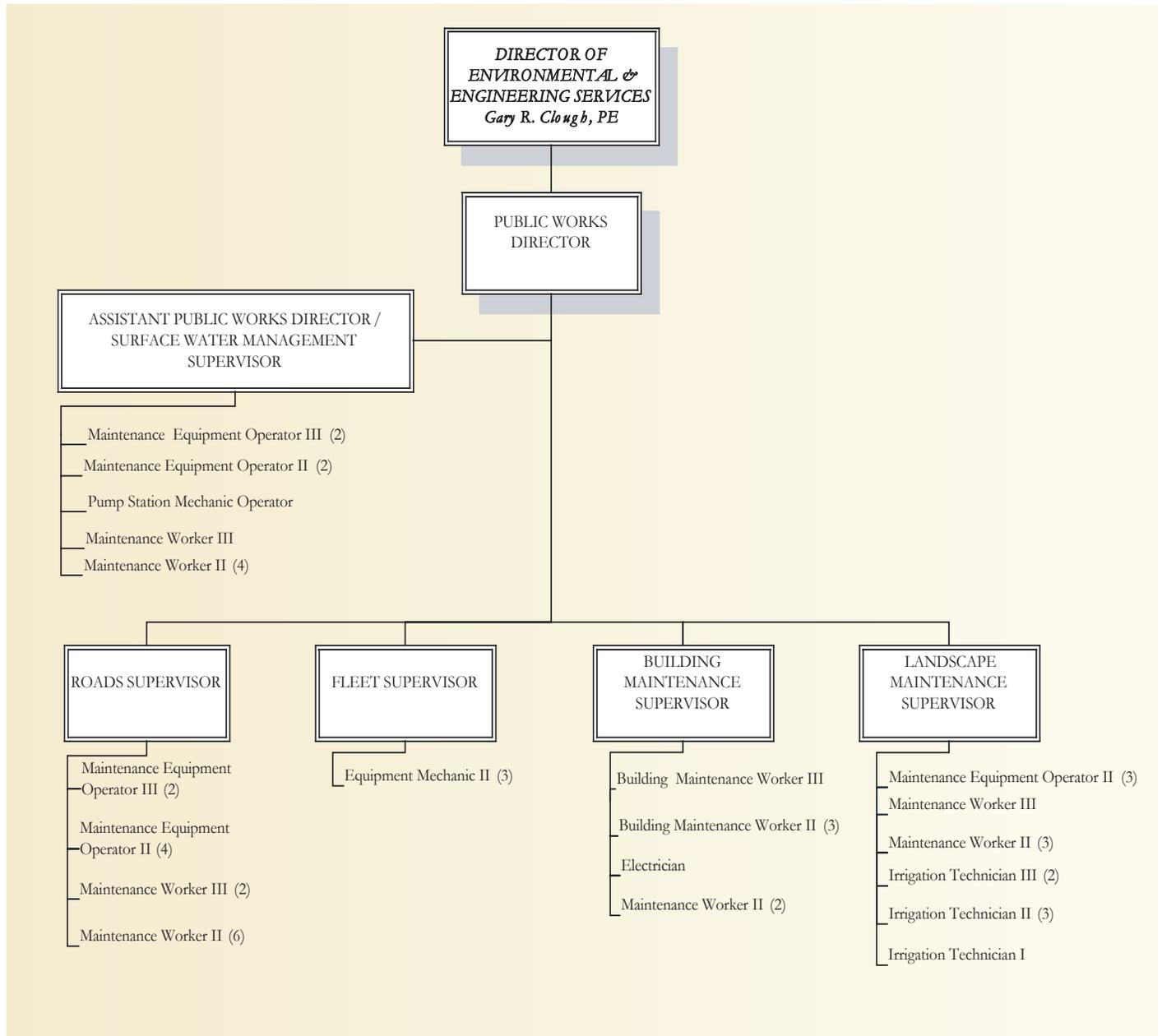
**2004-2005 HIGHLIGHTS**

- ✓ Replaced five roadside walls under the Beautiful Wellington Tier III Grant Program in Amesbury, Farmington, Georgian Court, Lake Point and Lynton neighborhoods
- ✓ Began lake erosion study and implemented enhanced lake management program
- ✓ Received grant funding from NRCS to repair Lake Wellington erosion
- ✓ Coordinated procurement of flood prevention equipment, water pressure reduction preventors and equipment to aid in the clean-up after hurricanes
- ✓ Oversaw the addition of the Emergency Operations Center Annex Building
- ✓ Directed contract award process to obtain FCC license and constructed a low-frequency AM radio station for informational broadcasts during emergency events
- ✓ Updated Water and Wastewater Treatment Studies
- ✓ Completed the following scheduled Capital Projects:
  - ✓ Binks Forest Median Landscaping
  - ✓ Veterans Memorial Phase II Renovations
  - ✓ Aquatics Center Slides
  - ✓ Minto Baseball Complex fields and buildings
  - ✓ Water Treatment Plant Restroom Renovation
  - ✓ Coordinated progress throughout the year on over 70 ongoing Capital Projects
- ✓ Applied for and reported on over 25 grants and interlocal agreements

## Public Works

### MISSION STATEMENT

To operate and maintain the Village's surface water management system, roadways and landscaping; monitor surface water quality to insure environmentally safe water retention and recharge facilities; effectively assist in the planning and designing of Village capital improvements; maintain Village facilities; and maintain the Village's fleet and equipment.



**BROAD GOALS**

- ✓ Investigate and install applicable BMP devices for stormwater quality improvement
- ✓ Perform canal maintenance, redredging and aquatic weed control program
- ✓ Re-grade swales and replace culverts as needed to maintain and improve drainage
- ✓ Maintain walkways, bike paths and roadways to insure safety of school children and all residents
- ✓ Maintain and replace road signage
- ✓ Service and maintain vehicle and equipment fleet while minimizing downtime and ensuring the fleet operates safely and efficiently
- ✓ Maintain fuel pumps and tanks at Public Works fueling facility
- ✓ Maintain public buildings throughout the Village of Wellington

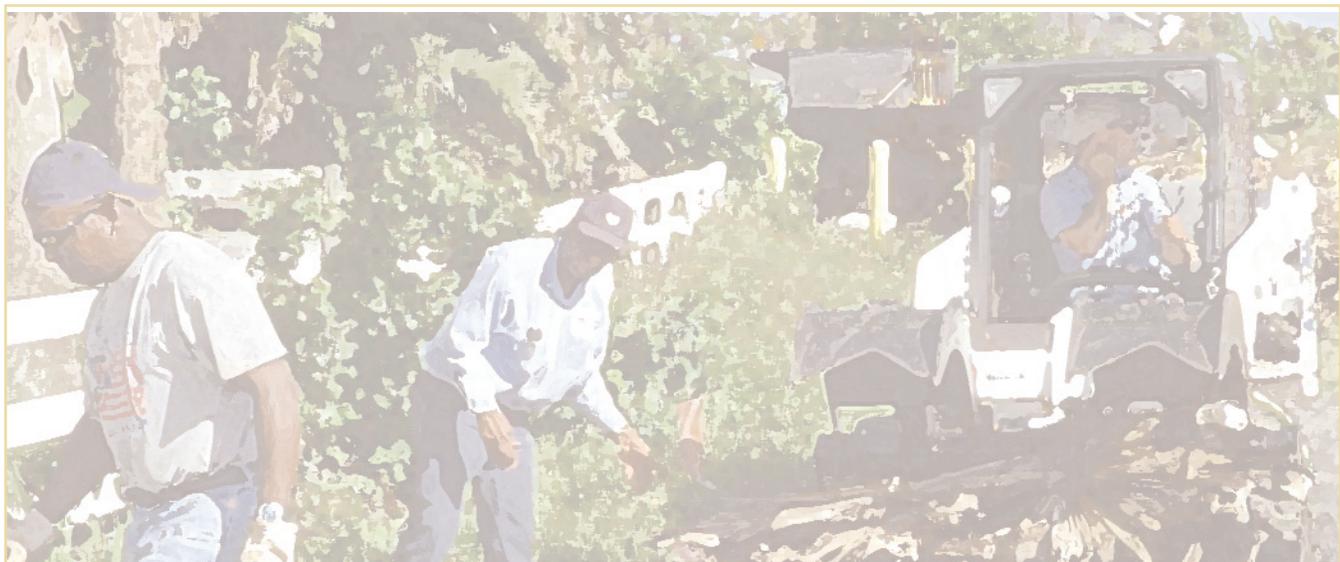
**2005-2006 OBJECTIVES**

- ✓ Continue public education campaigns to prevent clogging of drainage systems and inform residents of fertilizer use and flood control
- ✓ Continue aggressive canal maintenance and easement program
- ✓ Complete Lake Wellington bank erosion repairs under Florida Department of Agriculture's NRCS grant agreement
- ✓ Perform roadway resurfacing on 19 miles of shell rock and paved roads
- ✓ Resurface 3 miles of bike paths
- ✓ Replace storm-damaged signage on all roadways
- ✓ Continue to have all mechanics receive ASE certifications

**Expenditure Summaries**

	<b>Actual</b> <b>FY 2003/2004</b>	<b>Actual</b> <b>FY 2004/2005</b>	<b>Approved</b> <b>FY 2005/2006</b>
<i>Roads</i>			
Personal Services	\$762,012	\$740,815	\$880,976
Operating Expenditures	748,585	862,566	923,932
Capital Outlay	1,935,236	1,404,145	1,409,000
<b>Total Expenditures</b>	<b>\$3,445,833</b>	<b>\$3,007,526</b>	<b>\$3,213,908</b>
Total Positions	15	15	15
<i>Fleet Maintenance</i>			
Personal Services	\$221,751	\$272,310	\$278,708
Operating Expenditures	132,839	146,089	125,300
Capital Outlay	84,872	31,680	269,300
<b>Total Expenditures</b>	<b>\$439,462</b>	<b>\$450,079</b>	<b>\$673,308</b>
Total Positions	4	4	4
<i>Building Maintenance</i>			
Personal Services	\$558,677	\$417,809	\$509,928
Operating Expenditures	267,737	198,353	232,100
Capital Outlay	27,040	74,457	10,000
<b>Total Expenditures</b>	<b>\$853,454</b>	<b>\$690,619</b>	<b>\$752,028</b>
Total Positions	13	13	8
<i>Landscape Maintenance</i>			
Personal Services	\$607,560	\$609,530	\$769,369
Operating Expenditures	431,915	558,581	398,000
Capital Outlay	79,135	575,056	1,474,340
<b>Total Expenditures</b>	<b>\$1,118,610</b>	<b>\$1,743,167</b>	<b>\$2,641,709</b>
Total Positions	14	14	15
<i>Surface Water Management</i>			
Personal Services	\$598,168	\$567,184	\$655,858
Operating Expenditures	453,625	623,722	492,855
Capital Outlay	2,167,258	1,062,892	304,020
<b>Total Expenditures</b>	<b>\$3,219,051</b>	<b>\$2,253,798</b>	<b>\$1,452,733</b>
Total Positions	12	11	11
<i>SWAT</i>			
Personal Services			
Operating Expenditures			
Capital Outlay	\$669,927	\$355,670	\$75,000
<b>Total Expenditures</b>	<b>\$669,927</b>	<b>\$355,670</b>	<b>\$75,000</b>

<b>Selected Performance Measures</b>			
<i>Public Works</i>	<b>Actual</b>	<b>Actual</b>	<b>Projected</b>
<i>Surface Water Management</i>	<b>FY 2003/2004</b>	<b>FY 2004/2005</b>	<b>FY 2005/2006</b>
SFWMD permit levels % within compliance	94%	100%	100%
Pump Station Operating Hours:			
Pump Station Number 1	717.9	1,056.9	800
Pump Station Number 2	780.4	1,041.4	800
Pump Station Number 3	21.45	335.1	75
Pump Station Number 4	331.1	288.5	350
Pump Station Number 6			
<i>Roads</i>			
% of Emergency work requests completed within 24 hours	100%	100%	100%
% of Non-Emergency work requests responded to within 48 hours	100%	100%	100%
<i>Fleet Maintenance</i>			
% of Preventative Maintenance completed per preventative schedule	99%	100%	100%
% of Corrective Maintenance completed within 24 hours	98%	97%	100%
<i>Building Maintenance</i>			
% of Preventative Maintenance done on Schedule	98%	99%	100%
% of breakdowns on components of buildings	2%	0%	0%
<i>Landscape Maintenance</i>			
Right of Way (Turf):			
% of Maintenance Completed per Schedule	96%	100%	100%
Trees:			
% of Maintenance Completed per Schedule	94%	78%	100%
Irrigation Systems:			
% of Maintenance Completed per Schedule	79%	78%	100%



<i>Public Works</i>	Selected Workload Indicators		
	Actual FY 2003/2004	Actual FY 2004/2005	Projected FY 2005/2006
<i>Surface Water Management</i>			
Monthly Average Rainfall (Inches)	60.51	53.68	55.00
Culverts Installed (Each)	5	422	4
Aquatic Weed Control (Acres)	2,833	2,837	2000
Canal Right-of-Way Maintained (Miles)	530	495	50
<i>Roads</i>			
Unimproved Roads Graded/Dragged (Miles)	3,464	2,632	300
Roads Resurfaced with Shellrock (Miles)	41.3	17.0	25
Signs Repaired or Replaced	871	1,463	800
Streets Cleaned/Sweeper (Miles)	891	1,205	900
<i>Fleet Maintenance</i>			
Corrective Maintenance Performed on Vehicles & Heavy Equipment (each)	573	697	600
Preventative Maintenance Performed on Vehicles & Heavy Equipment (each)	368	432	420
Small engine repairs monthly (each)	63	56	48
<i>Building Maintenance</i>			
Work Orders Performed	3,395	872	400
Encroachments on Easements Permits	233	215	200
Inspections Performed	1,111	839	1,080
<i>Landscape Maintenance</i>			
Customer Inquires/Complaints	41	66	70
Right of Way (Turf):			
Fertilizer/Treated (Sq. Feet)	1,645,000	1,812,000	1,800,000
Replaced (Sq. Feet)	5,500	46,100	36,000
Mowed (Miles)	1,440	1,440	1,500
Trees:			
Fertilizer	50	3,100	3,000
Trimmed	1,889	1,590	1,500
Replaced	6	627	20
Irrigation Systems:			
Preventative Maintenance (Hours)	9,860	1,840	1,800
Repairs (Qty)	17	5	5

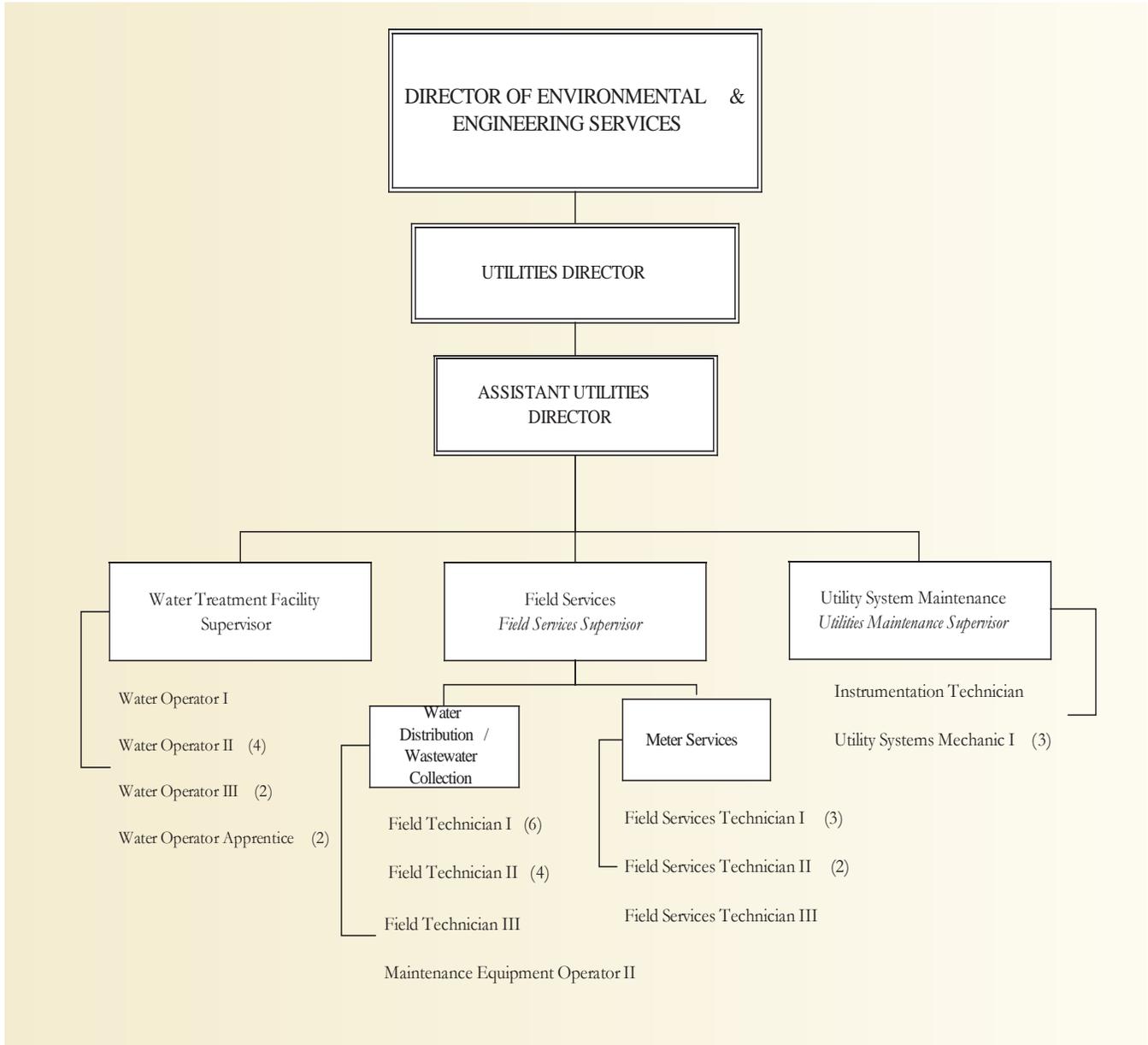
#### 2004-2005 HIGHLIGHTS

- ✓ Hired a BMP Compliance Officer for enforcement of agricultural and urban Best Management Practices
- ✓ Identified phosphorus sources and implemented controls and disposal procedures
- ✓ Installed auto-samplers and telemetry systems which identified potential "hot spots"
- ✓ Explored green technologies such as PSTA (Periphyton assisted Stormwater Treatment Areas), worms, soil additives, filters and mushrooms to reduce phosphorus runoff
- ✓ Established state-of-the-art pilot program to demonstrate how well natural treatment wetlands work to achieve phosphorus reduction
- ✓ Maintained VOW vehicle and equipment fleet in safe operating condition along with providing excellent customer service

## Utilities - Water Services

### MISSION STATEMENT

Provide a safe and reliable water supply that is adequate for all customer needs including fire protection. Meet all Federal Drinking Water Standards, while maintaining water capacities to facilitate continued development.



**BROAD GOALS**

- ✓ Provide a safe and reliable drinking water supply that is adequate for all customer needs including fire protection
- ✓ Meet all Federal Drinking Water Standards, while maintaining water capacities to facilitate continued development
- ✓ Perform corrective and preventative maintenance on the water and wastewater facilities, lift stations and well sites
- ✓ Continue to monitor water and wastewater plant reserve capacity and where possible develop additional sources of revenue to offset rate increases

**2005-2006 OBJECTIVES**

- ✓ Construct a 5.4 MGD Reverse Osmosis Plant
- ✓ Complete construction of WTF injection and monitor wells and run full performance testing
- ✓ Implement new fire hydrant flushing program
- ✓ Refine and implement new reporting requirements
- ✓ Perform periodic water disinfection treatments in order to maintain the quality and purity of our water while causing as little disruption to residents as possible
- ✓ Monitor all utility CIP projects
- ✓ Monitor and enforce the backflow and grease trap ordinances

**Expenditure Summaries**

	<u>Actual</u> <u>FY 2003/2004</u>	<u>Actual</u> <u>FY 2004/2005</u>	<u>Approved</u> <u>FY 2005/2006</u>
<b>Water Treatment Facility</b>			
Personal Services	\$707,127	\$686,961	\$718,292
Operating Expenditures	1,451,452	1,618,386	1,960,635
Capital Outlay		3,061,120	7,188,530
<b>Total Expenditures</b>	<b>\$2,158,579</b>	<b>\$5,366,467</b>	<b>\$9,867,457</b>
Total Positions	10	10	10
<b>Field Services Administration</b>			
Personal Services		\$118,148	\$80,368
Operating Expenditures			
Capital Outlay			
<b>Total Expenditures</b>		<b>\$118,148</b>	<b>\$80,368</b>
Total Positions		2	1
<b>Water Meter Services</b>			
Personal Services	\$209,526	\$237,706	\$265,098
Operating Expenditures	305,892	161,646	323,700
Capital Outlay		23,115	
<b>Total Expenditures</b>	<b>\$515,418</b>	<b>\$422,467</b>	<b>\$588,798</b>
Total Positions	5	5	5
<b>Water Distribution</b>			
Personal Services	\$308,667	\$343,373	\$351,984
Operating Expenditures	154,483	96,367	139,191
Capital Outlay		78,521	4,480
<b>Total Expenditures</b>	<b>\$463,150</b>	<b>\$518,261</b>	<b>\$495,655</b>
Total Positions	5	5	5
<b>Utility System Maintenance</b>			
Personal Services	\$296,991	\$312,904	\$340,895
Operating Expenditures	30,242	34,985	41,565
Capital Outlay		2,902	130,560
<b>Total Expenditures</b>	<b>\$327,233</b>	<b>\$350,791</b>	<b>\$513,020</b>
Total Positions	5	5	5
<b>Wastewater Collection Services</b>			
Personal Services	\$309,359	\$280,806	\$317,912
Operating Expenditures	328,689	480,228	398,798
Capital Outlay		276,821	527,500
<b>Total Expenditures</b>	<b>\$638,048</b>	<b>\$1,037,855</b>	<b>\$1,244,210</b>
Total Positions	5	5	5

<b>Selected Performance Measures</b>			
<i>Water Services</i>	<b>Actual</b>	<b>Actual</b>	<b>Projected</b>
	<b><u>FY 2003/2004</u></b>	<b><u>FY 2004/2005</u></b>	<b><u>FY 2005/2006</u></b>
Water Treatment Plant Loss %	8.2%	8.3%	8.0%
Fire Hydrant flush (quality control)	309	126	200

<b>Selected Workload Indicators</b>			
<i>Water Services</i>	<b>Actual</b>	<b>Actual</b>	<b>Projected</b>
	<b><u>FY 2003/2004</u></b>	<b><u>FY 2004/2005</u></b>	<b><u>FY 2005/2006</u></b>
New meter installation	876	398	300
Meter change out	47	40	40
Emergency generator (run hr.)	647	559	300

**2004-2005 HIGHLIGHTS**

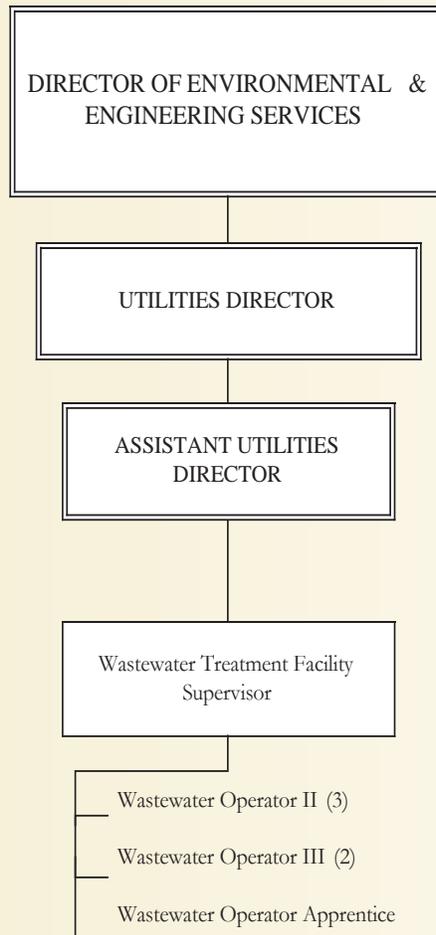
- ✓ Maintained drinking water quality which tested with no contaminants for the calendar year 2004, exceeding all Federal and State drinking water standards
- ✓ Maintained high quality services with no increase in water rates
- ✓ Issued the 2004 Water Quality Report publication to inform residents of the water quality issues within the Village
- ✓ Repainted and flushed fire hydrants throughout the Village
- ✓ Achieved the ability to maintain service and operate efficiently during emergency operations through the purchase and installation of new generators at all lift stations
- ✓ Completed Phase I Water Treatment Plant renovations



## *Wastewater Services*

### MISSION STATEMENT

Provide a cost-effective and environmentally sound wastewater collection, treatment and disposal system in full compliance with appropriate regulatory agencies to meet present and future needs of the community.



### BROAD GOALS

- ✓ Provide a cost-effective and environmentally sound wastewater collection, treatment and disposal system in full compliance with appropriate regulatory agencies to meet present and future needs of the community
- ✓ Perform corrective and preventative maintenance on wastewater facilities and lift stations
- ✓ Provide training in safety and updated procedures to existing staff and continue regular on-site training programs

### 2005-2006 OBJECTIVES

- ✓ Preserve and maintain the health, safety and welfare of residents through permit compliance
- ✓ Implement the reuse disposal system
- ✓ Continue to look for cost-effective methods of operation
- ✓ Continue to refine emergency response procedures to ensure continual safe service throughout emergency periods
- ✓ Review and refine performance measures and project reporting

## Expenditure Summary

	Actual FY 2003/2004	Actual FY 2004/2005	Approved FY 2005/2006
<b>Wastewater Treatment Facility</b>			
Personal Services	\$408,603	\$146,368	\$505,520
Operating Expenditures	740,834	799,991	900,005
Capital Outlay		252,292	3,323,200
<i>Total Expenditures</i>	<b>\$1,149,437</b>	<b>\$1,198,651</b>	<b>\$4,728,725</b>
Total Positions	7	7	7

## Selected Performance Measures

	Actual FY 2003/2004	Actual FY 2004/2005	Projected FY 2005/2006
<i>Wastewater Services</i>			
% Permitted Capacity	67%	71%	70%
Effluent overflows total number annually	0	0	0

## Selected Workload Indicators

	Actual FY 2003/2004	Actual FY 2004/2005	Projected FY 2005/2006
<i>Wastewater Services</i>			
M.G. Raw Sewage Treated Annually	1,190	1,216	1,200
Avg. Daily Flow / Month (MGD)	3.00	3.35	3.25

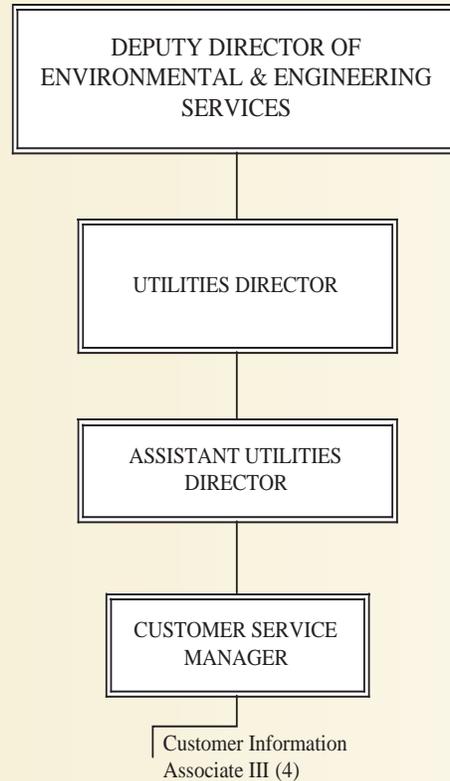
**2004-2005 HIGHLIGHTS**

- ✓ Received recognition from United States EPA for demonstrating outstanding and innovative waste treatment and pollution abatement practices
- ✓ Applied for the Earle B. Phelps Award for facility excellence from the FWEA
- ✓ Prepared the Effluent Analysis Report for the DEP
- ✓ Built up hurricane and emergency response inventories
- ✓ Constructed new supply storage area for inventories in preparation for hurricane season
- ✓ Created a centralized sampling system for plant process monitoring
- ✓ Prepared and repainted diesel tanks
- ✓ Implemented the reclaimed water reuse system at Village Park to become an integral part of the Village's irrigation system

## Utility Customer Service

### MISSION STATEMENT

To strive for excellence and to exceed customer expectations by maintaining a high standard of professionalism, and being aggressive in developing and using methods and ideas that will enhance all areas of customer service.



### BROAD GOALS

- ✓ Provide the best customer service by following these goals
- ✓ Keep customers first and foremost in actions especially when establishing new policies and procedures
- ✓ Learn what new technology is available and compatible with new software
- ✓ Continue to monitor customer confidence and satisfaction and make appropriate changes to enhance them by meeting customer needs and expectations
- ✓ Remain objective and flexible when making quality decisions
- ✓ Utilize "lockbox" policy for more efficient payment processing
- ✓ Continue to monitor the utility's performance with other utilities as well as identify other programs that may be available
- ✓ Continue to monitor the utility's performance with other utilities as well as identify other programs that may be available

### 2005-2006 OBJECTIVES

- ✓ Continue to oversee and respond to Ebetterplace requests promptly and effectively
- ✓ Continually promote and update Click-2-Gov program to enable customers to view and access account details online and make online payments
- ✓ Monitor and update the Customer Service website
- ✓ Promote AFT payment method through customer information
- ✓ Refine and implement Initiating Service Policy

<i>Utility Customer Service</i>	<b>Expenditure Summary</b>		
	<b>Actual</b>	<b>Actual</b>	<b>Approved</b>
	<b><u>FY 2003/2004</u></b>	<b><u>FY 2004/2005</u></b>	<b><u>FY 2005/2006</u></b>
Personal Services	\$429,759	\$259,516	\$294,183
Operating Expenditures	350,981	294,785	403,590
Capital Outlay		5,763	50,590
Interest Expense	26,250	24,739	40,000
<b><i>Total Expenditures</i></b>	<b><i>\$780,740</i></b>	<b><i>\$560,064</i></b>	<b><i>\$748,363</i></b>
Total Positions	7	3	5

<i>Utility Customer Service</i>	<b>Selected Performance Measures</b>		
	<b>Actual</b>	<b>Actual</b>	<b>Projected</b>
	<b><u>FY 2003/2004</u></b>	<b><u>FY 2004/2005</u></b>	<b><u>FY 2005/2006</u></b>
% of Customer Complaints Satisfactorily Resolved	88.4%	83.0%	93.0%
% of Total Accounts Paid by AFT	4.3%	4.9%	5.0%

<i>Utility Customer Service</i>	<b>Selected Workload Indicators</b>		
	<b>Actual</b>	<b>Actual</b>	<b>Projected</b>
	<b><u>FY 2003/2004</u></b>	<b><u>FY 2004/2005</u></b>	<b><u>FY 2005/2006</u></b>
Utility Bills Produced	220,330	234,503	240,000
Phone Calls	37,721	49,343	45,000
Total Work Orders	12,861	12,176	12,000

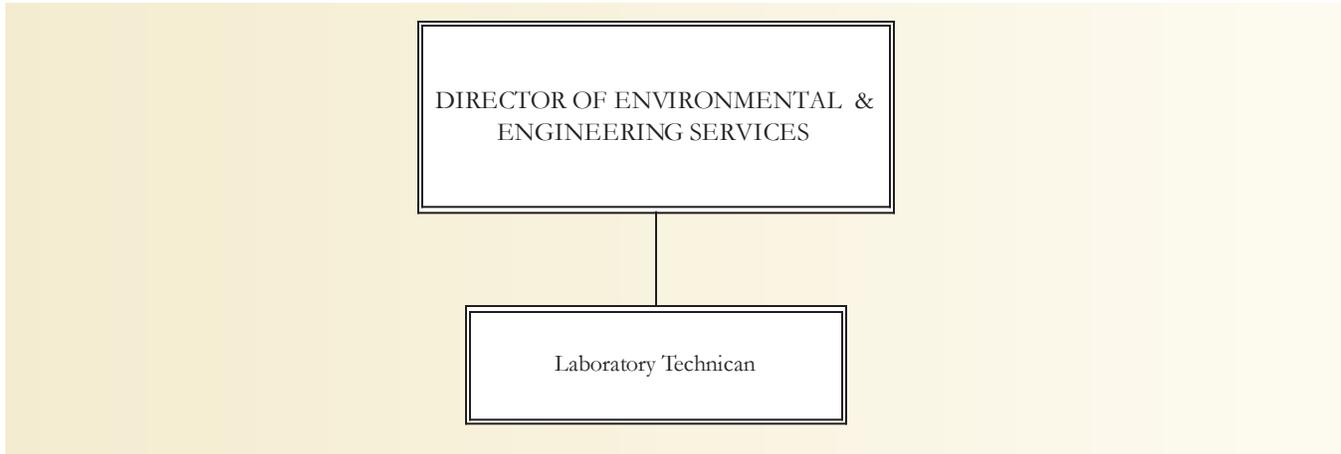
#### **2004-2005 HIGHLIGHTS**

- ✓ Administered the 8th Non-Potable Irrigation Grant Program to facilitate the conversion of irrigation systems to well water
- ✓ Achieved an increase in the number of accounts paid through AFT
- ✓ Implemented extended customer service phone hours
- ✓ Explored the possibility of implementing an automated charge card system through the current phone system

## Laboratory

### MISSION STATEMENT

To provide support services for Utility and Public Works Departments by collecting water samples and performing laboratory analysis to qualitatively measure the water to insure the health and welfare of all users of these services.



### BROAD GOALS

- ✓ Complete NELAP (National Environmental Laboratory Accreditation Program) certification for potable and environmental water analysis
- ✓ Maintain appropriate sampling and field-testing techniques for compliance with the Department of Environmental Protection's Standard Operating Procedures (DEP SOPs)
- ✓ Provide appropriate sampling and testing services in connection with the needs of the Village of Wellington's SWAT Team

### 2005-2006 OBJECTIVES

- ✓ Complete Quality Manual as required for NELAP compliance
- ✓ Continue to provide field and analytical services in conjunction with the Water Quality standards
- ✓ Continue to review and refine performance measures

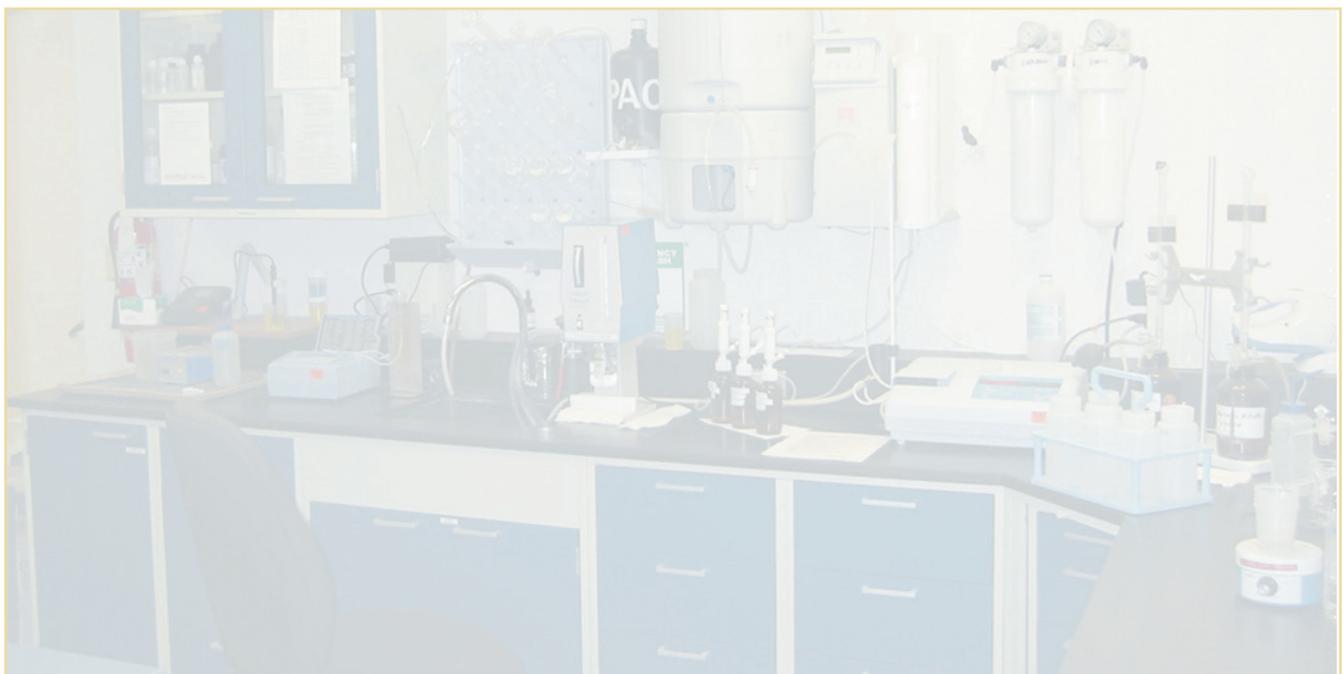
### Expenditure Summary

<i>Laboratory</i>	<u>Actual</u> FY 2003/2004	<u>Actual</u> FY 2004/2005	<u>Approved</u> FY 2005/2006
Personal Services	\$60,131	\$66,501	\$71,042
Operating Expenditures	13,860	10,944	23,950
Capital Outlay			
<i>Total Expenditures</i>	<b>\$73,991</b>	<b>\$77,445</b>	<b>\$94,992</b>
Total Positions	1	1	1

<i>Laboratory</i>	<b>Selected Workload Indicators</b>		
	<b>Actual</b>	<b>Actual</b>	<b>Projected</b>
	<b><u>FY 2003/2004</u></b>	<b><u>FY 2004/2005</u></b>	<b><u>FY 2005/2006</u></b>
<i>Water Services</i>			
Distribution System Bacteriologicals - Collected/ Analyzed	759/759	768/768	750/750
Raw Water Bacteriologicals - Collected/ Analyzed	327/327	367/367	300/300
Boil Water Bacteriologicals - Collected/ Analyzed	58/58	129/128	75/75
Heterotrophic Bacteriologicals - Collected/ Analyzed	72/72	72/72	72/72
<i>Wastewater Services</i>			
Effluent Bacteriologicals - Collected/ Analyzed	25/25	32/32	25/25
Monitor Wells - Collected/ Analyzed	39/37	52/52	35/35
<i>Public Works</i>			
SFWM Water Quality Monitoring Agreement - Analyzed In-House	450	432	400
SWAT Surface Water Testing - Collected	1,257	1,233	1,250

**2004-2005 HIGHLIGHTS**

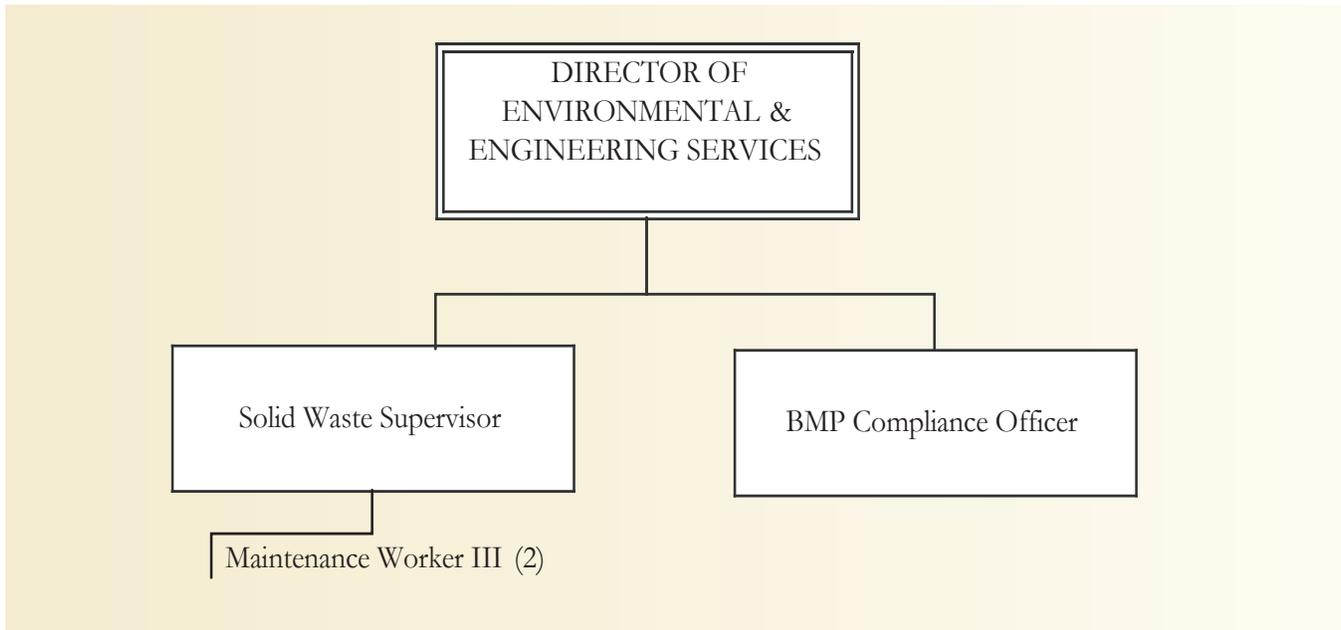
- ✓ Issued 2004 Water Quality Report in conjunction with Water Services to provide public information on the water quality within the Village
- ✓ Performed continuous sampling for collection of copper and lead analysis
- ✓ Achieved 100% success in lead and copper sampling in March 2005 which found no homes exceeded action limits for either parameter



## Solid Waste Collection and Recycling

### MISSION STATEMENT

To ensure residents and businesses are receiving a high level of service with solid waste and recycling collection at the lowest reasonable price through aggressive contract management and compliance monitoring. To provide increased public information when change occurs regarding collection responsibilities and problem resolution.



### BROAD GOALS

- ✓ Maintain customer service standard well within contract specifications by evaluating the solid waste and recycling contractor on a daily basis and with monthly performance evaluations
- ✓ Prepare informational articles on the Village Solid Waste Management Program for publication by the local media and the Village
- ✓ Revise and maintain operational procedures manual as experience dictates

### 2005-2006 OBJECTIVES

- ✓ Continue to implement Automated Vegetation Collection Program in applicable neighborhoods
- ✓ Provide annual permits to roll-off contractors and monitor their service on a continual basis

### Expenditure Summary

	Actual FY 2003/2004	Actual FY 2004/2005	Approved FY 2005/2006
<i>Solid Waste Collection &amp; Recycling</i>			
Personal Services	\$128,196	\$123,149	\$174,256
Operating Expenditures	3,750,901	5,717,805	1,940,300
Capital Outlay		117,683	1,100
<b><i>Total Expenditures</i></b>	<b>\$3,879,097</b>	<b>\$5,958,637</b>	<b>\$2,115,656</b>
Total Positions	2	2	3

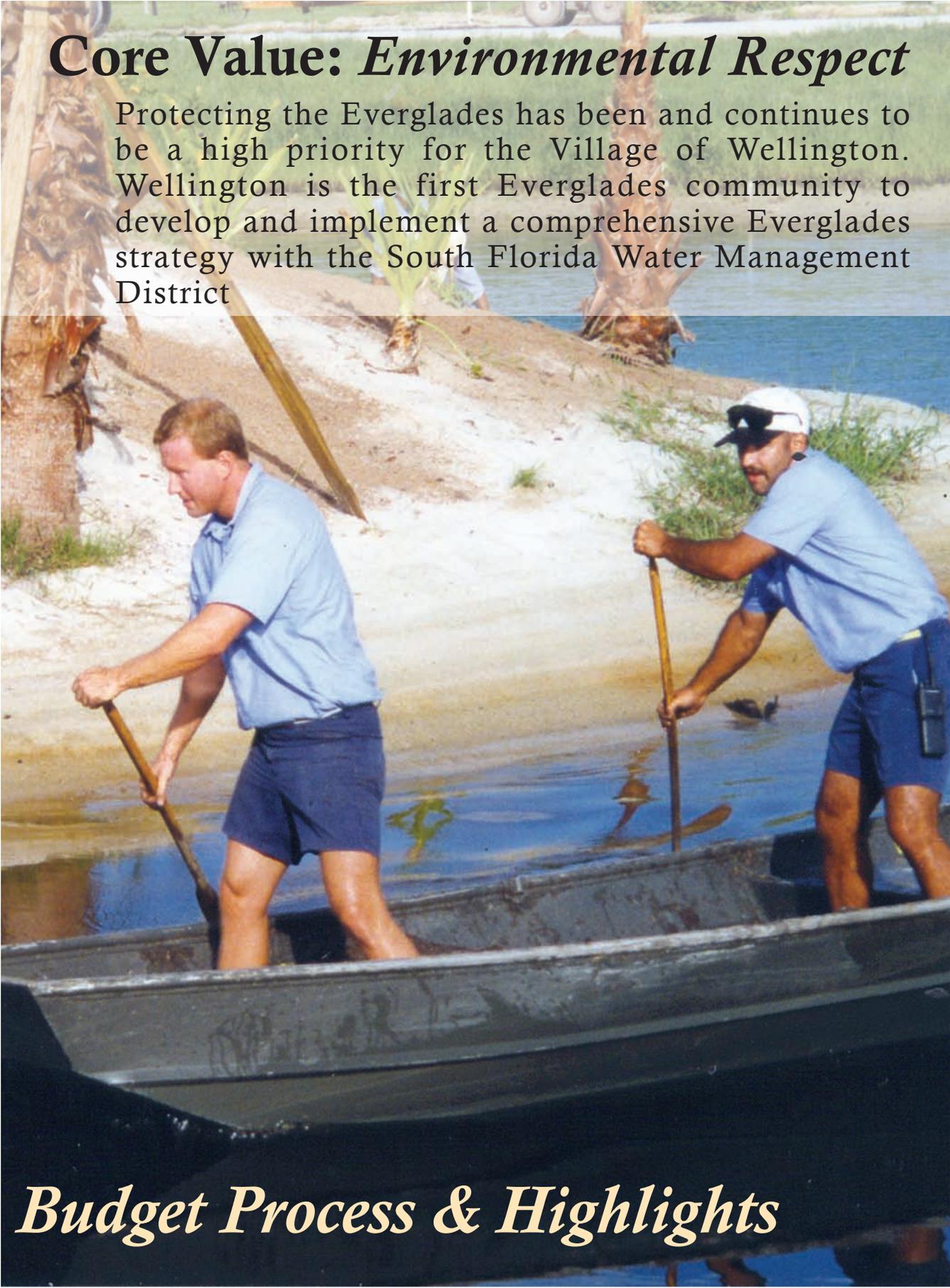
<i>Solid Waste Collection &amp; Recycling</i>	Selected Workload Indicators		
	Actual	Actual	Projected
	<u>FY 2003/2004</u>	<u>FY 2004/2005</u>	<u>FY 2005/2006</u>
Units Served (average per month)	19,055	20,500	21,000
Customer Calls (average per month)	603	400	300
Service Complaints (average per month)	185	170	150
Route Audits (average per month)	1	1	1
Facility Audits (average per month)	1	1	1

**2004-2005 HIGHLIGHTS**

- ✓ Worked with Solid Waste Authority on the preparation of the Village Recycling Plan
- ✓ Increased compliance notices to residents and landscape firms of placement requirements by working closely with the Code Compliance Division of the Village
- ✓ Implemented Automated Vegetation Collection Program in pilot neighborhoods and surveyed residents and contractors for feedback on the program; all results positive and proved to substantially reduce collection workload
- ✓ Improved customer communications by eliminating outsourcing of all customer service calls and bringing in-house
- ✓ Utilized new waste management tags to inform residents of reasons why items were not collected





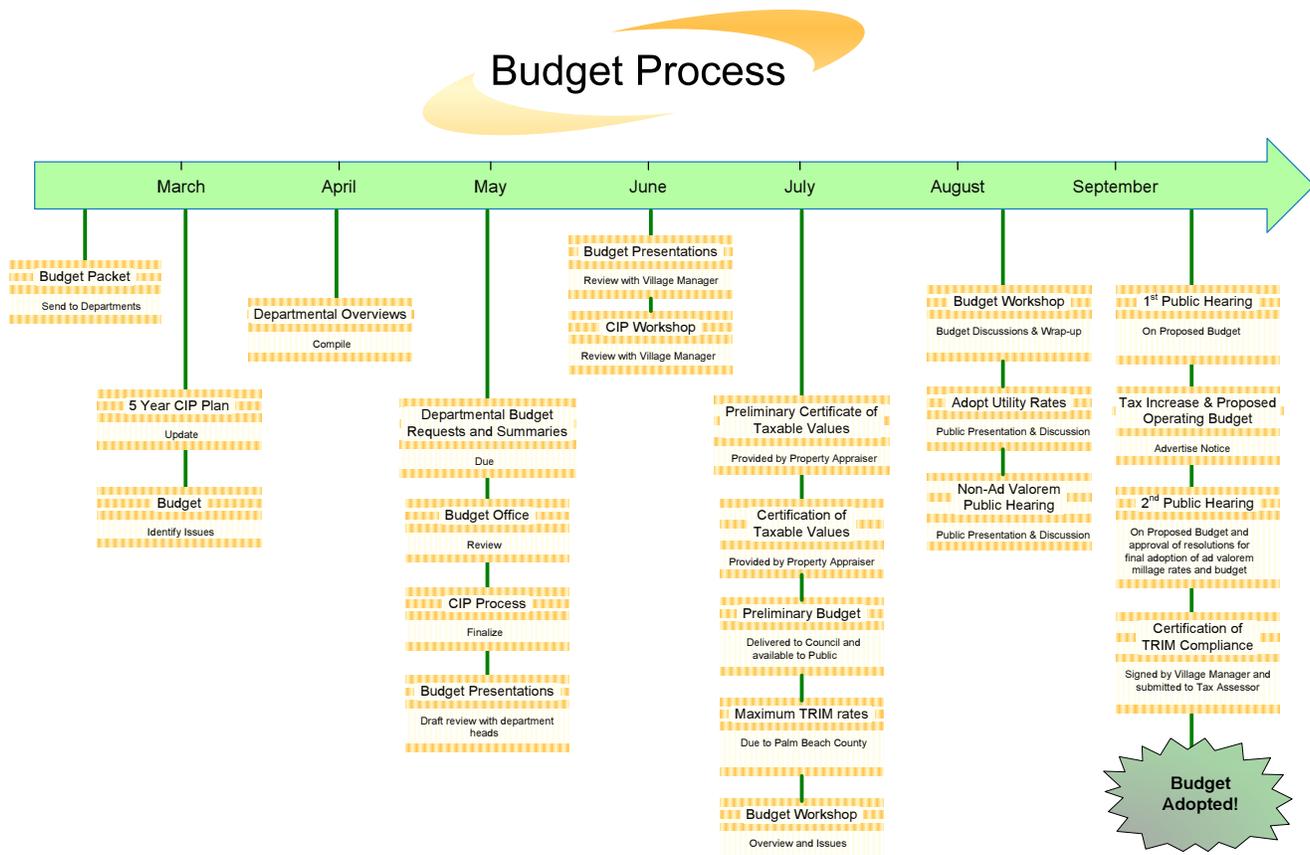


## **Core Value: *Environmental Respect***

Protecting the Everglades has been and continues to be a high priority for the Village of Wellington. Wellington is the first Everglades community to develop and implement a comprehensive Everglades strategy with the South Florida Water Management District

***Budget Process & Highlights***

# Budget Process



The budget is a tool with which the Village can allocate its financial, human and capital resources in an effective and efficient manner to meet residents’ needs. The process incorporates the development, implementation and evaluation of a plan for the provision of services and capital assets. Through the budget process, the Village makes decisions on the allocation of human and financial resources to achieve long and short-term goals and objectives as set forth by the Village Council. These resource decisions address desired quality of service; staffing levels; technology needs; equipment and capital improvements; and programs considered to be priorities by the Village Council. The Village of Wellington’s fiscal year starts on October 1 and runs through September 30. To make these decisions, the Village uses the budget model described below.

### POLICY & STRATEGY PHASE

The Council’s goals and directives set the tone for the development of the budget. At an annual retreat or workshop, the Council identifies priorities, issues and projects, that will provide the direction and framework of the budget. These key policy issues are presented at the “budget kickoff” meeting as are budgeting guidelines for the operating and capital budgets, timelines and an overview of fiscal constraints and resources available for allocation. Within this general framework, departments

identify and formulate the more specific budgetary issues. The highlights of the budget process are described further on.

### ASSESSMENT PHASE

As part of the budget process, departments evaluate performance towards meeting current and past goals and objectives and assess current conditions, programs and needs. Various financial analyses, as well as productivity and staffing analyses, are performed. Programs and services are also reviewed thoroughly to assess their value and priority to the residents of the Village. These internal analyses are necessary to determine service needs and delivery improvements, cost savings opportunities and required staffing levels. Additionally, departments identify possible trade-offs in an attempt to provide the “best fit” for resources between service and workload estimates.

### DEVELOPMENT PHASE

Departments initially prepare budget packages reflecting two separate allocation targets: Existing Level of Service and Enhanced Level of Service.

The Existing Level of Service target represents the continuation of on-going, recurring activities and only includes activities that presently exist, that are required by statute or mandate and that are fixed in nature or require

no discretion in determining when and how the Village carries out its responsibilities.

The Enhanced Level of Service target represents the budget associated with recommended increases to expand existing services or programs or to implement new services or programs. Each division assigns a priority to all enhanced service level requests, determines all related costs associated with a specific priority and justifies the need for additional funding by describing the impact to the Village.

Council challenges staff to develop a financial plan and budget that moves toward the achievement of Village-wide goals, within the constraints of available resources. To meet this challenge, staff identifies the inherent "level of service" issues or areas of service which are traditionally hard to identify because they are imbedded in the various line items in the departmental budgets. Staff addresses two categories of information which fit the scope of the challenge:

- ✓ Revisit policies or procedures that Council had adopted in the past
- ✓ Revisit the level of service issues that the community has become accustomed to

The identified items are grouped according to the Village's core values and prioritized. These become part of the budget package presented to the Council.

The Village Manager reviews the departmental requests and formulates the Manager-recommended budget. Through the budget workshops, the Council reviews the budget alternatives and considers the Manager's recommendations to arrive at the selected level of service and the corresponding final approved budget.

Each department's budget package also includes anticipated capital improvement projects. The capital improvement budget development begins with updating the five-year Capital Improvement Program (CIP) which is summarized in a separate section of this document. Each department identifies, prioritizes and submits its capital improvement needs for the next five years. Projects in progress or otherwise previously approved are updated based on current information. Departments submit justification for each new project proposal which includes the estimated source of funding and operating budget impact, net of cost savings and potential new revenues.

The Village Manager, the Village Engineer and senior staff review each project and concur with the department's recommendation or suggest revisions. Each project is then incorporated into the five year plan and projects proposed for the first year, are included in the annual budget development process.

#### **REVIEW PHASE**

The Budget Department performs an administrative

review of all departmental budget packages for consistency, reasonableness, formatting and compliance with budget policies. As described above, the proposed Village budget document is compiled for presentation to the Village Manager who hears department presentations, performs an overall review of the budget, evaluates selected departments/divisions, issues/operations and makes recommendations on funding levels to the Village Council.

#### **ADOPTION PHASE**

On or about July 1, the Village Manager submits to the Village Council a proposed Village budget, which includes all proposed expenditures and the means of financing them, for the fiscal year commencing October 1. The budget is adopted in compliance with requirements found in the Village's Charter after a series of statutorily required public hearings are held. These hearings provide a method by which residents have an opportunity to be heard before final action takes place. Under the Truth in Millage (TRIM) Act, the Florida Department of Revenue sets a schedule for local governments to follow in adopting tax roll information in accordance with the county property appraiser's office. These regulations provide strict requirements and a timetable guide for establishing millage rates, calculating and noticing tax increases and holding public hearings. Accordingly, there are three public hearings conducted to obtain resident's comments. Revisions are made, as appropriate, and the final budget is adopted by a resolution of the Council. Once the process is complete, a copy of the final adopted budget is furnished to the Office of the Clerk of the Board of County Commissioners and to the State of Florida to certify compliance with all statutory requirements.

The Enterprise Funds Budget is often approved separately from the Governmental Funds Budget, but in no case later than September 30 each year in accordance with existing interlocal agreements as well as with utility revenue bond issue requirements.

#### **BASIS OF ACCOUNTING, MEASUREMENT FOCUS AND FINANCIAL STATEMENT PRESENTATION**

The Village prepares a comprehensive annual budget for each fiscal year, beginning October 1 and ending September 30, on a basis substantially consistent with Generally Accepted Accounting Principles (GAAP). The two significant exceptions to GAAP are the treatment of capital outlay and debt service including principal payment in the Enterprise Funds (reflected as an expenditure) and capacity fees in the Enterprise Funds (reflected as revenues). Conversely, both of these items are balance sheet items in the Comprehensive Annual Financial Report.

The government-wide financial statements are reported using the economic resources measurement focus and the accrual basis of accounting, as are the proprietary fund

financial statements. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Property taxes are recognized as revenues in the year for which they are levied. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met.

Governmental fund financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the Village recognizes revenues within 60 days of the end of the current fiscal period. Expenditures generally are recorded when a liability is incurred, as under accrual accounting. However, debt service expenditures as well as expenditures related to compensated absences and claims and judgments, are recorded only when payment is due.

Property taxes, franchise taxes, licenses and interest associated with the current fiscal period are all considered to be susceptible to accrual and so have been recognized as revenues of the current fiscal period. All other revenue items are considered to be measurable and available only when cash is received by the Village.

The Village's budget is organized into departments and divisions within the following hierarchical categories: Governmental Funds (General Fund, Special Revenue Funds, and Debt Service Funds) and Enterprise Funds (Solid Waste Collection and Recycling Services Fund and Water and Wastewater Utility System Fund). To better understand the budget, a basic understanding of this financial structure is required. The table below demonstrates the Village's departments and divisions. Additionally, a basic knowledge of the terms presented in the accompanying glossary may also be useful.

#### **IMPLEMENTING, MONITORING AND AMENDMENT PHASE – BUDGETARY CONTROL**

Upon the final adoption of the budget, staff implements the new fiscal year budget and begins the process of continuous monitoring and ensuring budgetary control throughout the fiscal year. The objective of budgetary controls

#### **Administrative & Financial Services**

Village Council  
 Village Manager  
 Legal  
 Village Clerk  
   Broadcasting  
 Administrative Services  
   Administration  
   Employment Services  
   Information Technology  
   Wellington Information Network  
 Financial Services  
   Accounting & Treasury  
   Budget  
   Compensation & Benefits  
   Purchasing  
   Risk Management

#### **Community Services**

Leisure Services  
   Administration  
   Aquatics  
   Athletic Programs  
   Community Programs  
   Facilities  
   Tennis  
   Wellington Community Center  
 Planning, Zoning & Building  
   Administration  
   Building  
   Code Compliance  
   Comprehensive Planning  
   Planning & Zoning  
 Public Safety

#### **Environmental & Engineering Services**

Engineering  
   Administration  
   CIP  
   GIS  
   Land Development  
 Laboratory  
 Public Works  
   Building Maintenance  
   Fleet & Equipment Maintenance  
   Landscaping Maintenance  
   Roadways  
   Surface Water Management  
 Solid Waste Collection & Recycling Services  
 Utility System  
   Customer Service  
   Field Services  
     Wastewater Collection  
     Water Distribution  
     Water Meter Services  
   Utility System Maintenance  
   Wastewater Treatment Facility  
   Water Treatment Facility

is to ensure compliance with legal provisions embodied in the annual appropriated budget approved by the Village's governing body. The level of budgetary control (that is, the level at which expenditures cannot legally exceed the appropriated amount) is established at the department level. Reports are generated monthly which provide detail for each department, with actual revenues and expenditures being compared with appropriated revenues and estimated expenditures. Department Directors and Managers monitor these revenues and expenditures at various levels to achieve effective control over their departmental budgets. Department Directors and Managers are accountable for over/under expenditures. In addition, these reports can be generated daily or at any time by authorized employees as they are available on the Village's intranet or website. Also, quarterly, the budget office prepares an analysis comparing actual year to date totals to budgeted amounts. At this time revenue and expenditure patterns are examined and compared to the budget plans to provide forecasts and provide the ability for corrective action as needed.

The Village also maintains an encumbrance accounting system as one technique of accomplishing budgetary control. Encumbered amounts lapse at year end; however, encumbrances generally are reappropriated as part of the following year's budget. All expenditures for other than personal services are controlled by a procurement system which encumbers purchase orders against budget, prior to issuance to vendors. Purchase orders are not issued until appropriations are made available.

During ongoing monitoring, staff may note that corrective action is needed to help accomplish planned or needed programs and activities and request budget amendments. Changes or amendments to the total budget of the Village or a department must be approved by Council. Changes within a department which do not affect total governmental expenditures may be

approved at the administration level. Accordingly, the legal level of control is at the departmental level.

All budget amendments, once approved, are processed by the Budget Office and tracked by the Village's computerized financial system.

**BUDGETARY ACCOUNTING**

State of Florida Statutes require that all municipal governments establish budgetary systems and approve annual operating budgets. The Council annually adopts an operating budget and appropriates funds for the general, special revenue and debt service funds. The procedures for establishing the budgetary data are as follows:

Prior to September 1, the Village Manager submits a proposed operating budget to the Council for the next fiscal year commencing the following October 1. The operating budget includes proposed expenditures and the means of financing them.

Public hearings are conducted to obtain taxpayer comments.

The Village advises the County Property Appraiser of the proposed millage rate, special assessment levies and the date, time and place of the public hearing for budget acceptance.

The budget and related millage rate and special assessment levies are legally enacted by resolution. Budgets are adopted on a basis consistent with generally accepted accounting principles. The Village also adopts a non-appropriated operating budget for the enterprise fund substantially on a basis consistent with generally accepted accounting principles. All appropriations lapse at year end; however, encumbrances and amounts specifically designated to be carried forward to the subsequent year are re-appropriated in the following year.

**Did You Know?  
The Village offers  
daily budget  
reports which are  
available online**

**"Public hearings  
are conducted to  
obtain taxpayer  
comments"**

## Budget Highlights

The budget is a plan (both financially and policy driven) for the accomplishment of goals and objectives identified as being necessary to the purpose of our local government. As a financial plan, the budget includes estimates of resources required, tax and non-tax revenues available to support implementation and the number of positions estimated to fulfill the levels of service set forth by policy decisions. In other words, the “budget” is the legal authorization to expend Village funds during the fiscal year.

### BUDGET SUMMARY

*The total Village-wide fiscal year 2005/2006 operating budget is shown below:*

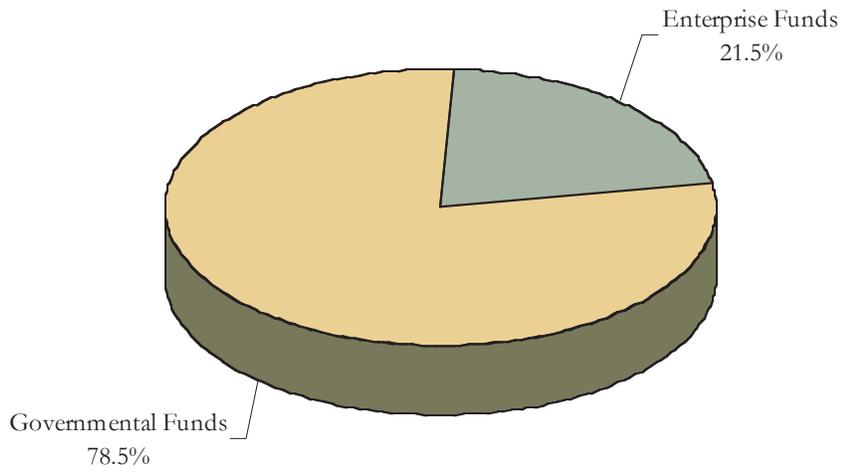
#### COMPREHENSIVE ANNUAL BUDGET FISCAL YEAR 2005/2006

	General Fund	Special Revenue Funds	Debt Service Funds	Total Governmental Funds	Total Enterprise Funds	Total
<b>Revenues</b>						
Property Taxes:						
Ad Valorem Taxes	\$14,431,000			\$14,431,000		\$14,431,000
Non Ad Valorem Assessments		2,807,100		2,807,100	4,597,320	\$7,404,420
Utility Taxes	2,939,500			2,939,500		\$2,939,500
Franchise Fees	2,475,000			2,475,000		\$2,475,000
Local Communication Service Tax	2,230,000			2,230,000		\$2,230,000
Intergovernmental Revenue	4,528,225	2,043,600		6,571,825		\$6,571,825
Licenses & Permits	257,000	5,019,700		5,276,700		\$5,276,700
Charges for Services		2,056,971		2,056,971	13,647,200	\$15,704,171
Interest Income	500,000	190,000		690,000	800,000	\$1,490,000
Miscellaneous Revenues	360,000	1,280,000		1,640,000	714,600	\$2,354,600
Impact Fees		4,223,980		4,223,980		\$4,223,980
Capacity Fees and Restricted Interest Income					2,105,700	\$2,105,700
Proceeds from Borrowings						
Transfers In	7,482,567	16,325,639	2,199,600	26,007,806		\$26,007,806
<b>Total Revenues &amp; Other Financing Sources Prior to Reserves</b>	<b>\$35,203,292</b>	<b>\$33,946,990</b>	<b>\$2,199,600</b>	<b>\$71,349,882</b>	<b>\$21,864,820</b>	<b>\$93,214,702</b>
Less: Revenues to Fund Reserves					(2,368,297)	(\$2,368,297)
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$35,203,292</b>	<b>\$33,946,990</b>	<b>\$2,199,600</b>	<b>\$71,349,882</b>	<b>\$19,496,523</b>	<b>\$90,846,405</b>
<b>Expenditures</b>						
General Government	9,444,254			9,444,254		\$9,444,254
Public Safety	5,067,705			5,067,705		\$5,067,705
Physical Environment	4,361,658	5,614,840		9,976,498	9,251,284	\$19,227,782
Transportation	315,000	1,489,908		1,804,908		\$1,804,908
Culture & Recreation		7,546,582		7,546,582		\$7,546,582
Capital Outlay	1,142,650	12,469,810		13,612,460	11,225,960	\$24,838,420
Debt Service			2,199,600	2,199,600	3,006,000	\$5,205,600
Non-departmental	128,320			128,320		\$128,320
Transfers Out	14,972,339	8,659,900		23,632,239	2,375,567	\$26,007,806
<b>Total Expenditures</b>	<b>\$35,431,926</b>	<b>\$35,781,040</b>	<b>\$2,199,600</b>	<b>\$73,412,566</b>	<b>\$25,858,811</b>	<b>\$99,271,377</b>
Increase/(Decrease) to Reserves	(228,634)	(468,430)		(697,064)	1,897,712	\$1,200,648
Increase/(Decrease) to Impact Fees/Capacity Fee Accounts		(1,365,620)		(1,365,620)	(8,260,000)	(\$9,625,620)
<b>Total Expenditures &amp; Reserves</b>	<b>\$35,203,292</b>	<b>\$33,946,990</b>	<b>\$2,199,600</b>	<b>\$71,349,882</b>	<b>\$19,496,523</b>	<b>\$90,846,405</b>

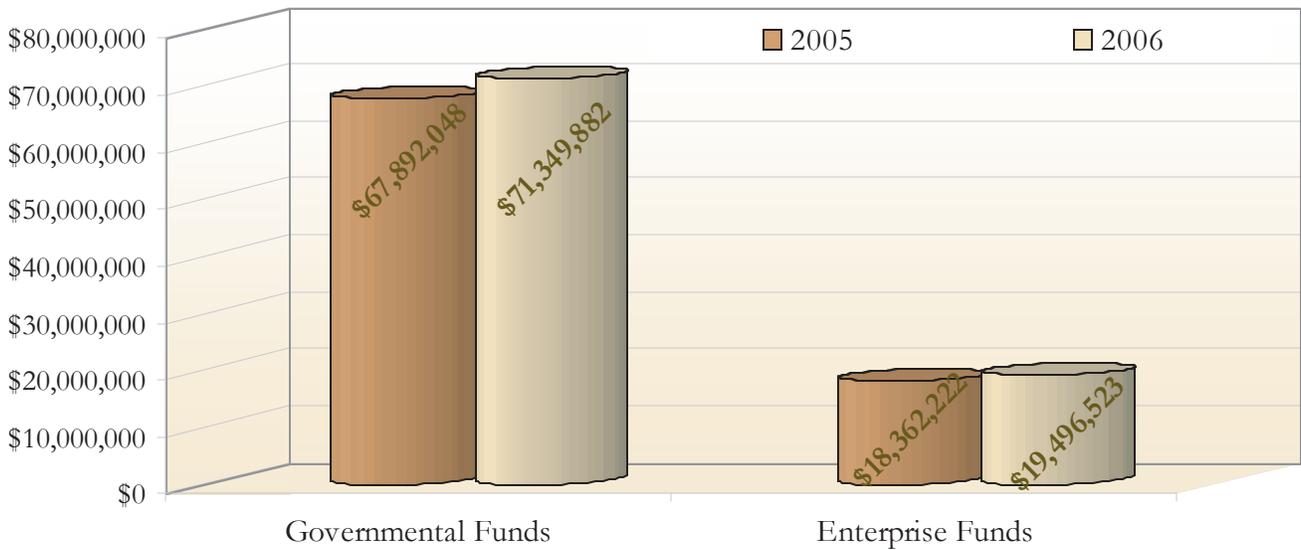
*Notes: The above totals reflect Public Safety within the General Fund and exclude any Interfund transfers between the General Fund and Public Safety Fund.*

*Adding the Hurricane Recovery Fee for last fiscal year's expenditures, the total budget becomes \$93,213,702. The legally required advertisement did not include the Hurricane Recovery Fee. The Budget amount of \$90,846,405 (excluding the hurricane fee) was advertised at the direction of the Department of Revenue (DOR).*

**TOTAL BUDGET BY FUND TYPE - FISCAL YEAR 2005/2006**

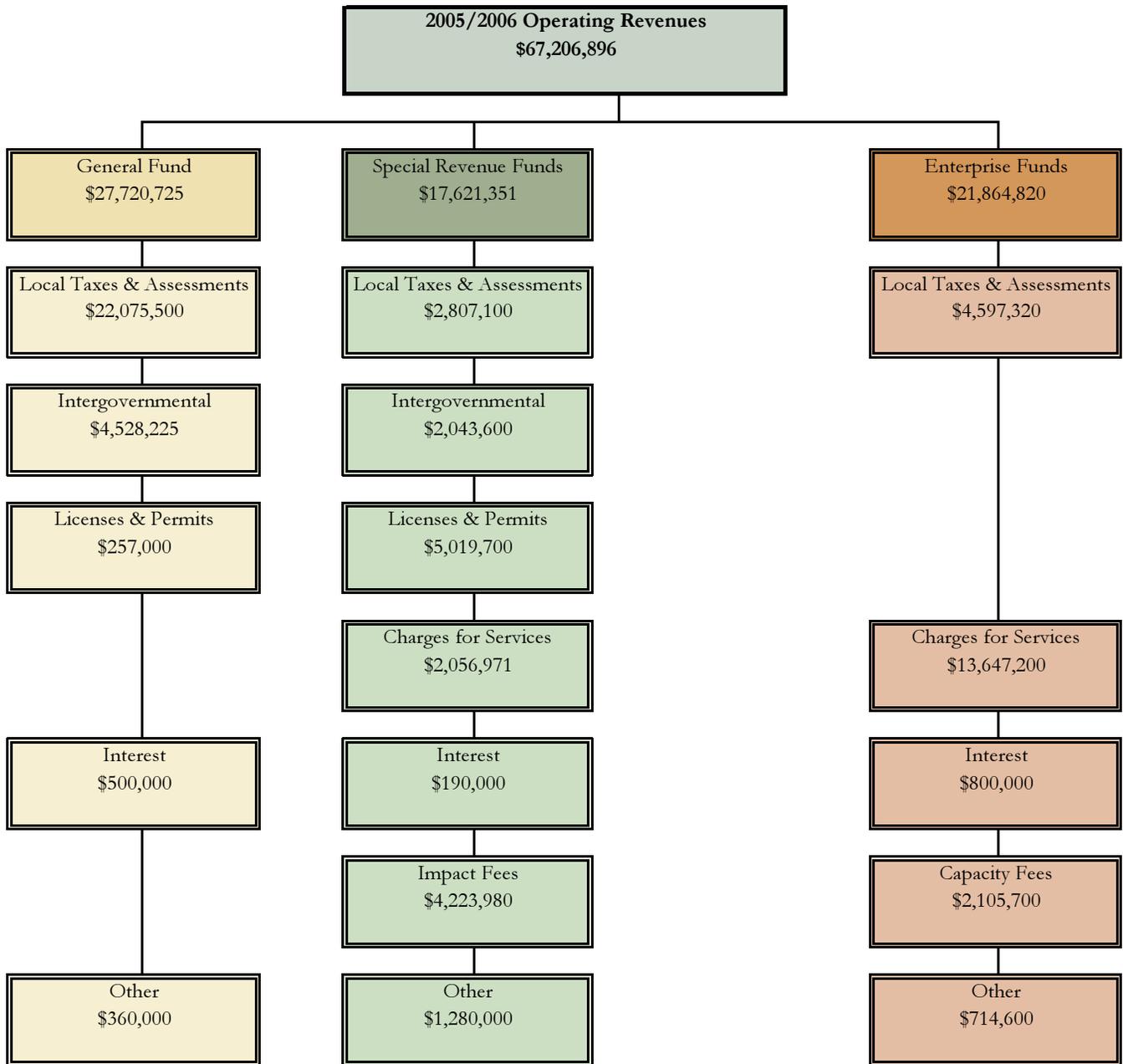


**ADOPTED BUDGET FISCAL YEAR 2005/2006 VS. ADOPTED BUDGET FISCAL YEAR 2004/2005  
(INCLUDING TRANSFERS IN AND TRANSFERS OUT)**



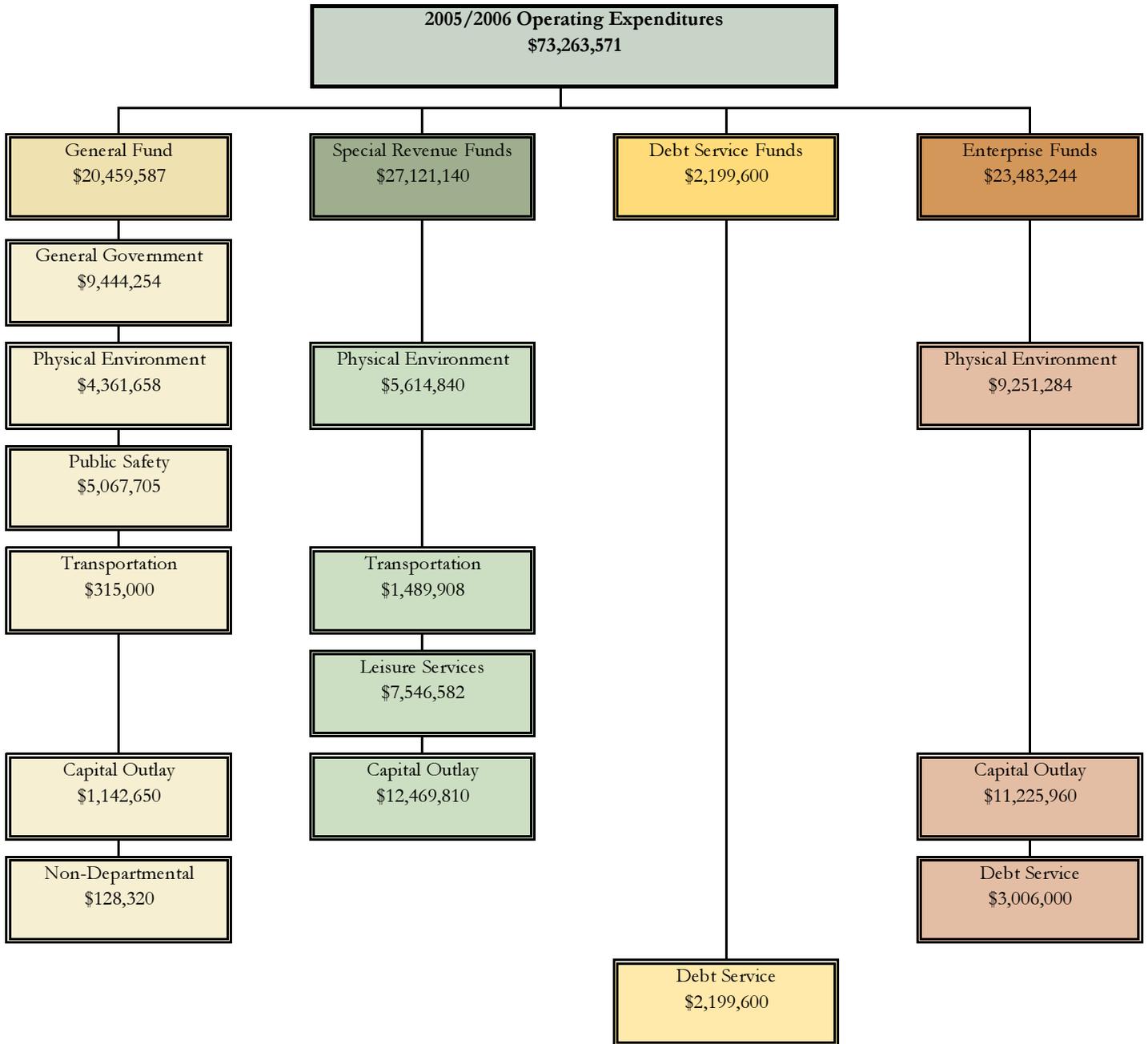
*Detailed budgets for the Governmental and Enterprise Funds are provided in the Appendices section.*

**BREAKDOWN OF TOTAL OPERATING REVENUES - ALL FUNDS**



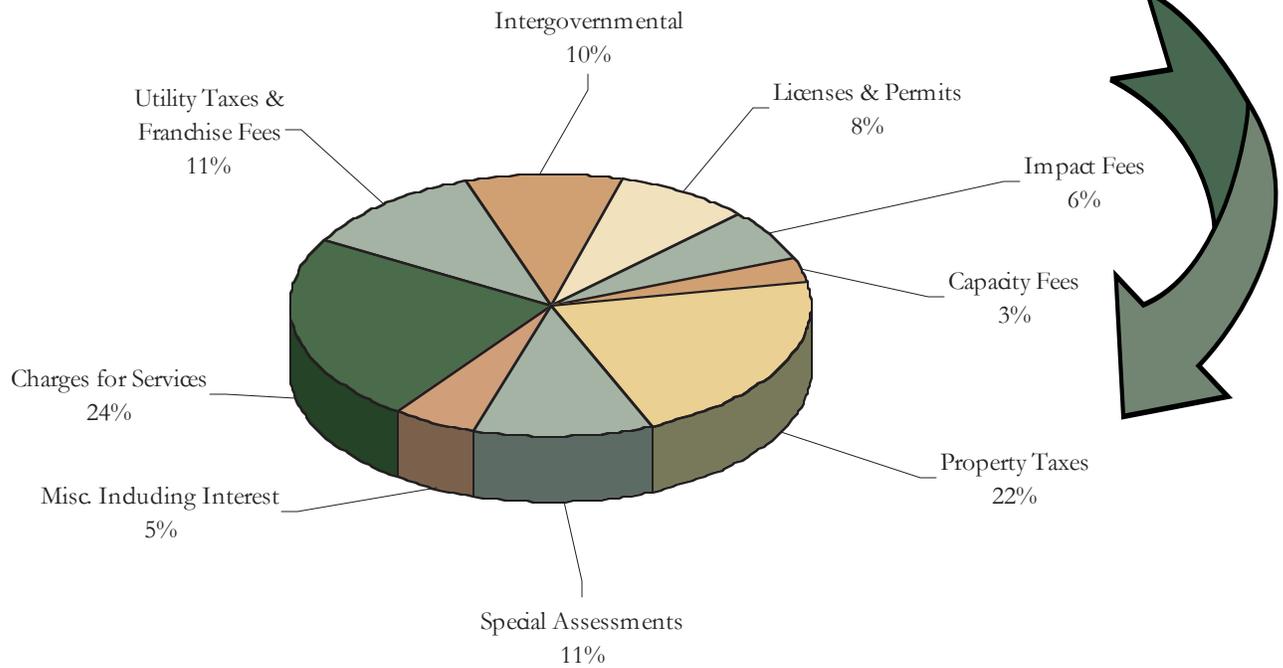
*Note: The above excludes all transfers in*

**BREAKDOWN OF TOTAL OPERATING EXPENDITURES - ALL FUNDS**

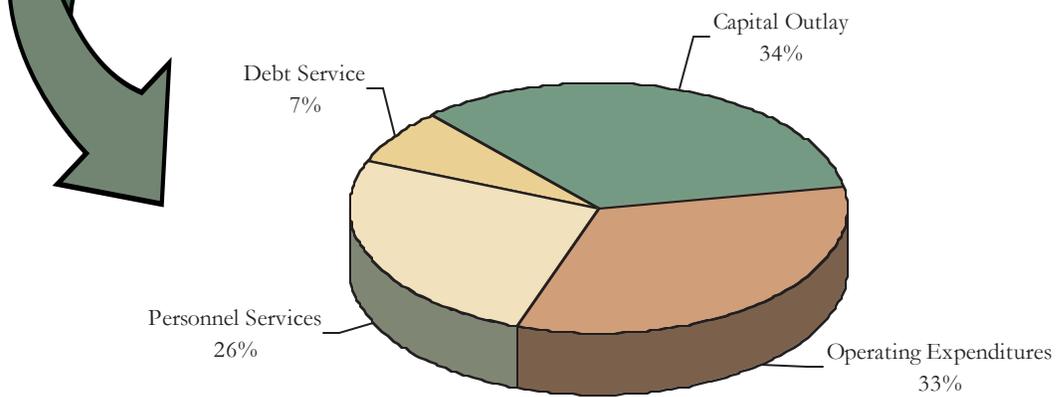


Note: The above excludes all transfers out

**WHERE THE MONEY COMES FROM - ALL FUNDS  
(EXCLUDING TRANSFERS IN AND RESERVE FUNDING)**



**WHERE THE MONEY GOES - ALL FUNDS  
(EXCLUDING TRANSFERS OUT AND RESERVE FUNDING)**



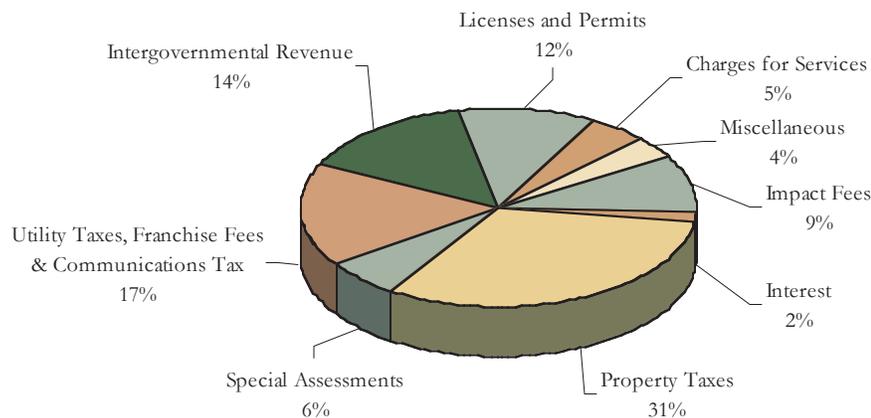
## REVENUE SOURCES – GOVERNMENTAL

The following is a summary of the Village’s Governmental revenue sources:

### REVENUE SOURCES GOVERNMENTAL FISCAL YEAR 2005/2006

	Governmental		
	Actual 2003/2004	Actual 2004/2005	Adopted 2005/2006
Ad Valorem Taxes	\$9,276,804	\$11,305,840	\$14,431,000
Non Ad Valorem Assessment	2,824,179	2,964,390	2,807,100
Utility Taxes	2,773,318	2,838,515	2,939,500
Franchise Fees	2,379,764	2,704,194	2,475,000
Communications Taxes	2,090,208	2,080,684	2,230,000
Intergovernmental Revenue	5,788,338	5,861,284	6,571,825
Licenses and Permits	5,694,521	6,648,397	5,276,700
Charges for Services	2,366,915	2,275,499	2,056,971
Miscellaneous Revenues	1,013,191	1,269,390	1,640,000
Impact Fees	4,527,485	5,190,651	4,223,980
Interest	714,835	1,321,744	690,000
<b>Total</b>	<b>\$39,449,558</b>	<b>\$44,460,588</b>	<b>\$45,342,076</b>

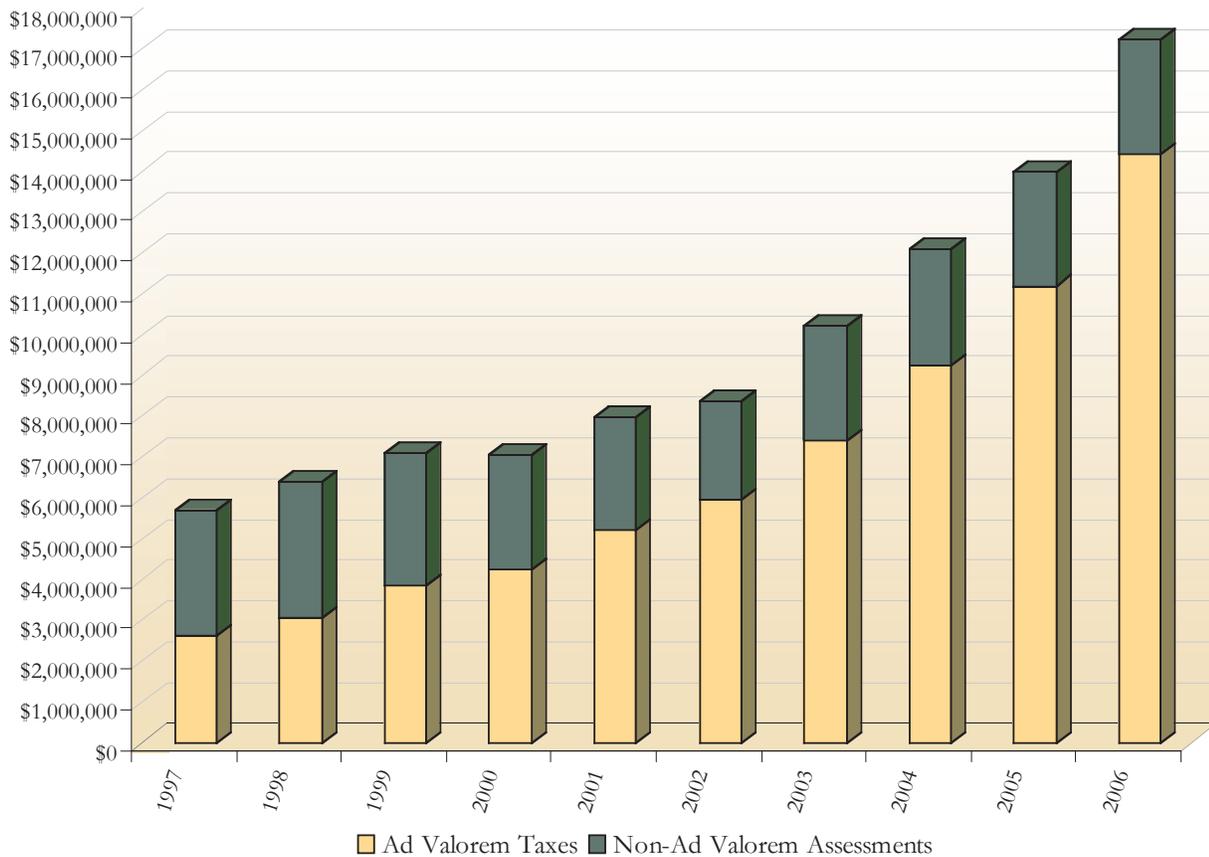
### TOTAL GOVERNMENTAL FUNDS (EXCLUDING INTERFUND TRANSFERS WITHIN THE GOVERNMENTAL FUNDS)



Prior to October 1, 1996, the Village was unable to levy ad valorem taxes. However, its dependent taxing district - Acme Improvement District - levied non-ad valorem taxes to cover the costs of all governmental operations except for public safety and planning, zoning and building. The assessments in 1997 through 2005 include drainage assessments and through 2000, unit debt service assessments. All unit debt service was paid off in 2000.

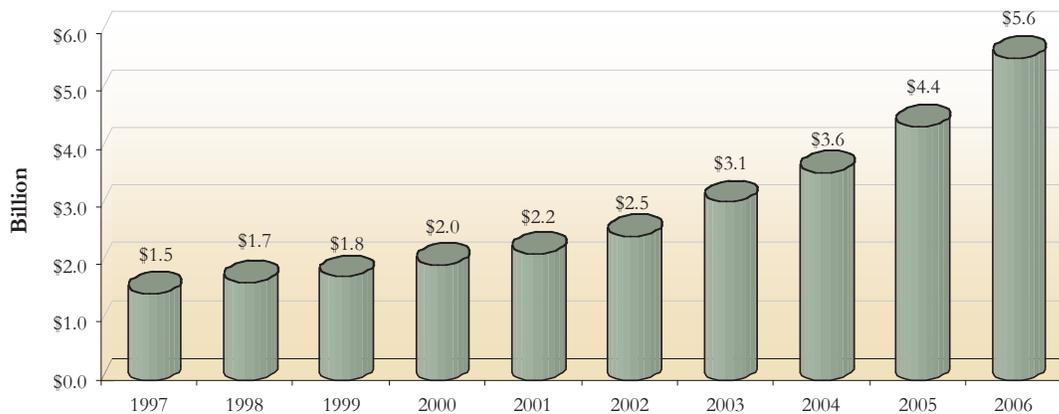
As illustrated above, Governmental Funds are funded 31% by property taxes and 6% by special assessments. The following provides a history of the total tax burden borne by the residents for the last 10 budget cycles.

**AD VALOREM TAXES (GENERAL FUND) AND NON-AD VALOREM ASSESSMENTS  
(SPECIAL REVENUE FUNDS)  
(EXCLUDING THE WELLINGTON SOLID WASTE COLLECTION AND RECYCLING ASSESSMENT)**

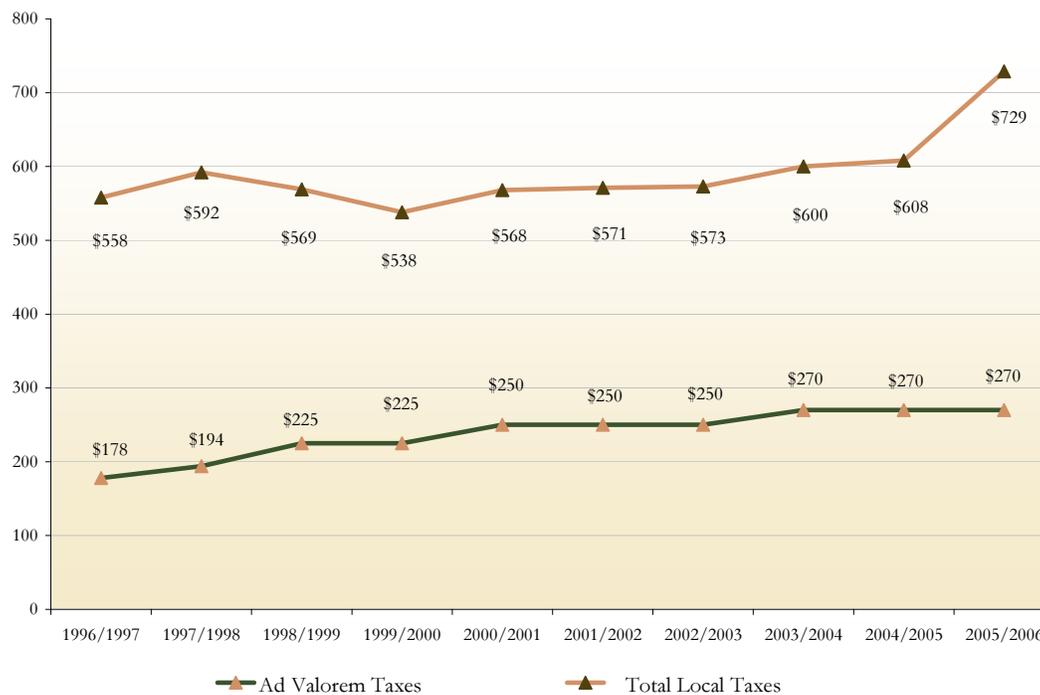


While total tax revenues increased for fiscal year 2005, it is important to note that the sample resident's taxes have remained relatively consistent over the years. This means that for each \$100,000 in taxable value (net of a \$25,000 homestead exemption), a taxpayer on a single acre of property or less pays \$729 today in total local taxes including a 2004 hurricane cost recovery fee of \$115 per residential curbside and \$70 per residential containerized unit. Excluding this non-recurring amount, this represents an increase of only \$41, or 7% of the amount paid in 1997. This minimal increase over a 10 year period is no small feat given the growth in population and services provided. The following rate scenario is calculated using a taxable value of \$100,000 and one drainage unit for simplicity purposes only. The average taxable value for a home in Wellington is \$230,000. Nearly 45% of homes range between taxable values of \$100,000 and \$200,000. The subsequent table demonstrates the growth in Village-wide taxable value by year.

**TAXABLE VALUE BY YEAR  
(IN BILLIONS)**



VILLAGE OF WELLINGTON  
TOTAL LOCAL TAXES



TOP TAXPAYERS

	<u>Taxable Valuation <sup>(1)</sup></u>	<u>Percentage of Assessed Valuation</u>
TJ Palm Beach Assoc Ltd Partnership	\$135,001,850	2.40%
Minto Communities, Inc.	80,472,317	1.43%
Kpers Realty Holding #42 Inc.	49,188,920	0.87%
Polo Lakes Apartments LLC	41,876,322	0.74%
Wellington Preserve Corporation	40,326,912	0.72%
Centre at Wellington Green Ltd	26,501,855	0.47%
Wellington Development LC	22,135,000	0.39%
Palm Beach Polo Holdings, Inc.	21,896,005	0.39%
IMT LB South Florida	20,016,515	0.36%
Palm Beach Polo Inc	18,227,513	0.32%
TCRDAD Wellington Ltd Partnership	18,887,457	0.34%
	<b>\$474,530,666</b>	<b>8.43%</b>
<i>Total Assessed Valuation</i>	<b><i>\$5,625,864,606</i></b>	

(1) Tax Roll provided by Palm Beach County Property Appraiser's Office, values as of November 1, 2005

**AD VALOREM TAXES**

Ad valorem taxes total \$14,431,000 or 31% of total General Fund revenues (excluding any proceeds from borrowings). Ad valorem taxes were first levied on October 1, 1996 and enabled the Village to meet the eligibility requirements in §218.23(1) Florida Statutes regarding state revenue sharing participation, which require a minimum revenue amount of an equivalent of 3 mills based on the appraised value of all properties within the Village at the date of incorporation from a combination of ad valorem taxes, occupational license taxes and utility taxes. The Village’s enabling legislation waived these requirements through the State’s fiscal year beginning June 1, 1996 and ending June 30, 1997. Also relative to ad valorem tax revenue is the “Save Our Homes Limitation” passed by the Florida electorate in 1992. The Amendment, which was effective January 1994, sets forth the following:

- ✓ All property that is eligible for the homestead exemption shall be assessed at just value
- ✓ All property that is eligible for the homestead exemption shall have an assessed valuation which shall not increase more than 3% per year or by the Consumer Price Index, whichever is less
- ✓ After any change in ownership, property may be assessed at just value on January 1 of the following year
- ✓ Changes, improvements, additions or reductions to the homestead property shall be assessed as provided by general law
- ✓ In the event of termination of the homestead status, the property shall be assessed as provided by general law
- ✓ In October 2003, the Village of Wellington passed Ordinance 2003-26 which allows for an additional homestead exemption of \$25,000 for any person who on January 1 has attained the age of sixty-five, (65) and if all the following requirements are met:
  - ✓ The person has legal or beneficial title in equity to real estate
  - ✓ The person maintains thereon and in good faith makes the same his or her permanent residence or the permanent residence of another or others legally or naturally dependent upon such person
  - ✓ The person’s household income does not exceed the amount calculated in accordance with Section 196.075(3), Florida Statutes (2003) and shall have

been adjusted annually since January 2001, and continue to be adjusted annually, on January 1, by the percentage change in the average cost-of-living index in the period January 1 through December 31 of the immediate prior year compared with the same period for the year prior to that

- ✓ The taxpayer claiming the exemption submits annually to the Palm Beach County Property Appraiser, not later than March 1, a sworn statement of household income on a form prescribed by the Florida Department of Revenue
- ✓ In accordance with the rules of the Florida Department of Revenue, a statement is filed which is supported by copies of any federal income tax returns for the prior year, any wage and earning statements (W-2 forms), and any other documents which the Florida Department of Revenue deems necessary, for each member of the household. Such documentation must be submitted by June 1 and the statement shall attest to the accuracy of such copies
- ✓ The Property appraiser approves the exemption being provided with all required documentation

**NON AD VALOREM ASSESSMENTS**

A primary source of revenue for the Special Revenue Funds is non-ad valorem assessments that are collected through a contract with the Palm Beach County Tax Collector in the same manner as ad valorem taxes. As discussed previously, the Acme Improvement District, a dependent taxing district of the Village, is authorized to levy non-ad valorem assessments against the land. These assessments are based on the benefit to the land of capital facilities (as determined in the Plan of Reclamation for each Unit of Development) and associated operating expenses. Under this Plan of Reclamation, non-ad valorem assessments can be collected to pay for drainage, roadways within the District, parks and recreation, street lighting and general operating costs associated with administration, insurance, fringe benefits and other indirect costs. Debt service and operating expenses, which exclusively benefit any specific Unit of Development, can be assessed against that Unit only. In fiscal year 2005/2006, non-ad valorem assessments will only be collected by the Village for drainage and are anticipated to be \$2,807,100, accounting for 16% of Special Revenue Funds revenue. However, it is important to understand the complete revenue structure and options available to the Village through its dependent taxing district, which are described below.

*“Since October, 2003, the Village offers an additional Homestead exemption for qualifying seniors”*

The Plan of Reclamation, approved in June, 1995 and revised to conform with statutory requirements in September, 2000, divides the District into three distinct areas (A, urban; B, rural; and C, semi-urban) which overlay the previously established Units of Development for the purpose of creating “Benefit Units” which more accurately reflect the benefits received and hence the annual operating and maintenance assessments. The annual assessment rate for each unit is based on an estimate of relative service benefits (benefit ratio) indicated by:

- ✓ Dwelling unit density and lot size
- ✓ Population density
- ✓ Proximity to facilities
- ✓ Number of taxable parcels

The benefit ratio only applies to operating and maintenance assessments for the following facilities and/or services: roads, parks and recreation, street lighting and general operating costs associated with administration, insurance, fringe benefits and other indirect costs. Drainage and related facilities and/or services are equally assessed to all units. Within each of the areas, the original Units of Development remain intact.

**OVERVIEW OF UNITS OF DEVELOPMENT**

<u>Area</u>	<u>Original Unit of Development</u>	<u>Assessment Benefit Unit</u>	<u>Description of Area</u>	<u>Acreage per Lot</u>	<u>Relative Benefit Ratio</u>
A (Urban)	I	A-I	Wellington (excludes Paddock Park II & Saddle Trail Park)	1.49 or less	60%
	V	A-V	The Landings		
	VII	A-VII	Wellington's Edge		
B (Rural)	II	B-II	Palm Beach Point	5 or greater	30%
	Overall District (OAD)	B-OAD	Little Ranches & all land south of Pierson Road (includes Orange Point, Commerce Park & all other rural areas except Sections 20 & 21)		
C (Semi-Urban)	I	C-I	Paddock Park II & Saddle Trail Park	1.5 to 5	8%
	Overall District (OAD)	C-OAD	Grand Prix Farms & Wellington County Place (Sections 20 & 21)		
Wellington Green Mall			Wellington Green Mall		2%

Assessments in each Unit are made on a “per unit” basis, which is based on acreage. In 1963, the District’s Special Act was amended to provide for assessing taxes on land of less than one acre as a full acre or “1 unit”. Therefore, a parcel of land up to 1.49 acres pays one unit of assessment. A parcel of land equal to or greater than 1.5 acres but less than 2.49 acres equals “2 units”.

**To further explain:**

<u>Parcel Size</u>	<u># Units</u>
Up to 1.49 Acres	1
1.50 - 2.49	2
2.50 - 3.49	3
3.50 - 4.49	4

*The total number of assessable units compared to total actual acreage (excluding exempt parcels) in each assessment unit of the District for 2005/2006 is as follows:*

#### ACREAGE WITHIN UNITS OF DEVELOPMENT

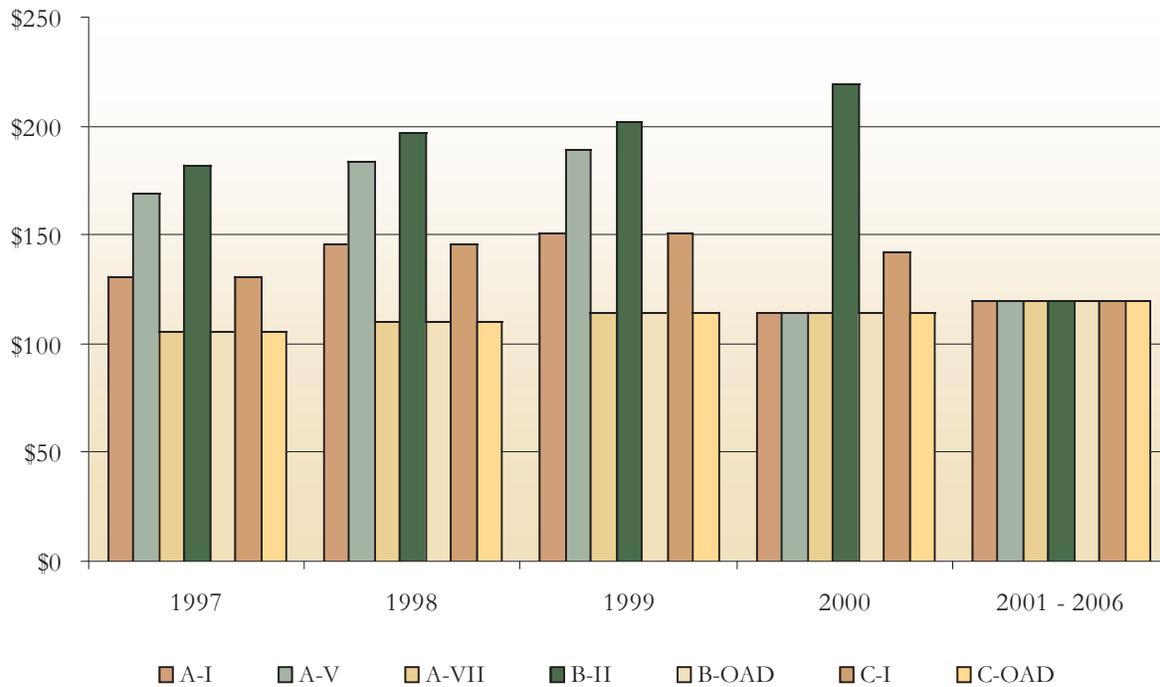
		<u>Total Units</u>	<u>Total Acres</u>
<b>Unit A:</b>			
Unit of Development No. I	(A-I)	12,092	5,721
Unit of Development No. V	(A-V)	2,138	1,545
Unit of Development No. VI	(A-VII)	534	187
<b>Total Unit A</b>		<b>14,764</b>	<b>7,453</b>
<b>Unit B:</b>			
Unit of Development No. II	(B-II)	1,547	1,591
Overall District	(B-OAD)	5,748	5,347
<b>Total Unit B</b>		<b>7,295</b>	<b>6,937</b>
<b>Unit C:</b>			
Unit of Development No. I	(C-I)	896	1,089
Overall District	(C-OAD)	1,190	1,283
<b>Total Unit C</b>		<b>2,086</b>	<b>2,372</b>
<b>Wellington Green Mall</b>		<b>451</b>	<b>463</b>
<i>Total All Units</i>		<i>24,596</i>	<i>17,225</i>

Minimizing assessments has always been and will continue to be a critical element of the Village's budget policy. The following illustrates current and historical assessment rates in each unit:

#### APPROVED ASSESSMENTS 1997 THROUGH 2006

	<u>1996/1997</u>	<u>1997/1998</u>	<u>1998/1999</u>	<u>1999/2000</u>	<u>2001-2006</u>	<u>Change</u>	
						<u>2005/2006</u>	<u>1997-2006</u>
A-I	\$131	\$146	\$151	\$115	\$120	\$0	(\$11)
A-V	169	184	189	115	120	0	(49)
A-VII	106	110	115	115	120	0	14
B-II	182	197	202	220	120	0	(62)
B-OAD	106	110	115	115	120	0	14
C-I	131	146	151	142	120	0	(11)
C-OAD	106	110	115	115	120	0	14

ASSESSMENT RATE COMPARISON 1997 THROUGH 2006



The Village, like many Florida communities, ultimately has a limited number of revenue options. Taxpayers rightfully expect fiscal prudence from their policy makers and professional staff while simultaneously demanding excellence in service. The public’s demand for fiscal conservatism often conflicts with demands for increased services. This is most apparent in growing communities with increased personal incomes and expectations for better levels of service. Thus, the dilemma is how to provide the quantity and quality of services that the public demands within the imposed fiscal constraints.

However, the Village is in a unique situation in that its flexibility to establish a revenue strategy is greater than is normally found in Florida municipalities due to the unique circumstances of incorporating from an improvement district, which historically funded drainage, parks and recreation, roadside maintenance services and general operations, via a non-ad valorem assessment program in accordance with a Plan of Reclamation. The challenge faced by the Village is determining the best “interplay” between the application of ad valorem taxes and non-ad valorem assessments against the land.

In establishing the mix of ad valorem and non-ad valorem revenues, two issues are of primary importance: the diversification of the Village’s revenue base; and the equity of certain revenue sources. The degree to which any locality can diversify its revenue base and decrease its

dependence on a single revenue stream, lessens a local government’s exposure should one of their revenue options become unstable. Further, a diversified revenue base provides a city council with a variety of options to draw from to avoid unpopular property tax increases, keep the millage rate well below the 10 mill statutory cap and to more closely tie the service being provided to those who benefit from service availability. The effective utilization of ad valorem taxes represents a broad based method of meeting a community’s overall service provision goals.

The effective utilization of non-ad valorem assessments represents a method of meeting a local government’s more specific service provision goals.

Ad valorem taxes and non-ad valorem special assessments are distinguishable because no requirement exists that ad valorem property taxes provide a specific benefit to property; rather, these taxes are levied for the general benefit of residents and property. As established by case law, however, there are two requirements for the imposition of non-ad valorem assessments:

- ✓ The property assessed must receive a special benefit from the service provided; and,
- ✓ The assessment must be fairly and reasonably apportioned between the properties that receive the special benefit.

**Did You Know?**  
 The Village enjoys one of the lowest millage rates in Palm Beach County

Like ad valorem property taxes, a non-ad valorem assessment is an effective means of generating resources for use by governmental entities. Unlike ad valorem property taxes, the methodology utilized in an assessment program's creation encompasses ideals such as accountability and adaptability in connection with the funding of a specific service area. These factors are often missing in any discussion regarding property tax increases or implementations, which can be utilized to fund a wide variety of services with no direct link between the service being provided and those who are paying for the service.

In general, using assessments for those who use or depend on a service is a step towards implementing a more fair and equitable tax structure. Also, changes in the assessment rates over time can be exactly (rather than approximately) equal to changes in a particular service area's budget. There are, however, those service areas for which the special benefit requirement cannot be established which are more appropriately funded via ad valorem taxes. In fact, a mix of these two revenues as well as any other sources available to the Village represents a better funding mechanism than a reliance on any one source.

Because the decision to adopt a certain level of ad valorem taxation is only part of ensuring that an equitable, supportable and legally defensible revenue strategy is intact, the Village continues to examine all possible components of its revenue generating program. This includes, but is not limited to, reviewing and analyzing information on the revenue sources of other communities, non-ad valorem and special assessments, home rule provisions and neighborhood strategies.

One direction that the Village is considering as it moves forward in establishing a public policy with regard to the funding of services and the setting of service levels, is to utilize a neighborhood-based assessment program. In essence, the Village is in the final stages of developing a prototype assessment program to accommodate special purpose and/or single-focused neighborhood issues and needs. Through this process, the Village hopes to place itself in a proactive, rather than a reactive, stance to be able to differentiate between community-wide versus neighborhood issues and create a mechanism to respond to public demands for services.

**LOCAL COMMUNICATIONS SERVICE TAX**

During the 2000 Regular Session, the Florida Legislature created the Communications Services Tax Simplification

Law (CS/CS/CS/CB 1338), bringing with it the most comprehensive fiscal reform since the mid-eighties. The effective date for the new law was October 1, 2001. The legislation attempted to create a new simplified tax structure for communications services, which combines seven different state and local taxes or fees and replace it with a two-tiered tax composed of a state tax and a local option tax on communications services. Accordingly, the Local Communications Service Tax combined the revenues previously budgeted separately – telephone utility tax and cable franchise fees.

On June 26, 2001 the Village adopted the initial communications service tax rate of 5.5%, as computed in Section 12, 2001-140, General Laws of Florida (amending Section 202.10(1)(a) effective October 1, 2001. The Village of Wellington further formally adopted the maximum rate of 5.1% as provided in Section 9, 2001, General Laws of Florida (amending Section 202.19(2), as computed in Section 12, 2001-140 General Laws of Florida (amending Section 202.20(1)(b), effective October 1, 2002. It also elected to increase its total rate by an amount of .12% equaling a total tax rate of 5.22%.

Revenues for the 2005/2006 fiscal year were calculated using the rate of 5.22%. Local Communication Services Tax state forecasts for Wellington total \$2,230,000 or 4.9% of total Governmental Funds revenues (8.0% of General Fund revenues).

**UTILITY TAXES**

Utility taxes total \$2,939,500 or 6.4% of total Governmental Funds revenues (10.6% of General Fund revenues). Utility taxes are imposed on all electric and metered or bottled gas and are based on consumption of these utility services within the Village corporate limits. Chapter 166.231, Florida Statutes, authorizes municipalities to levy this tax based on a percentage of gross receipts from the sale of electricity, metered or bottled gas and water service. The Village imposes a utility tax rate of 10%, which is the same as that charged by the County, on electric and gas sales. No utility tax is imposed on water service at this time.

**FRANCHISE FEES**

Franchise fees total \$2,475,000 or 5.4% of total Governmental Funds revenues (8.9% of General Fund revenues). Franchise fees are charged upon electric providers for the privilege of operating within the Village corporate limits. The charge is levied based on a percentage of the provider's gross receipts pursuant to Chapter 180.14, Florida Statutes, which enables

*“Utility taxes for electric and gas total 6.4% of total Governmental Funds revenue”*

*“No utility tax is imposed on water service at this time”*

municipalities to collect such fees and limits the terms of such agreements to 30 years.

As the electric service provider to the Wellington area, FPL compiles information regarding franchise fees expected to be collected by the Village for the privilege of operating in the Wellington area. It is also difficult to predict the amount of franchise fee revenue because it too is driven by actual usage in the billing area.

**STATE SHARED REVENUE**

State shared revenue is available to municipalities under Chapter 218 of the Florida Statutes. These revenues are distributed at the State level and include Half-Cent Sales Tax, Beverage Tax and general State Revenue Sharing. The Half-Cent State Sales Tax is based on a pro rata share of the Six-Cent Sales Tax. State Revenue Sharing with municipalities is derived from a portion of Gas Tax collections.

The Local Government Half Cent Sales Tax Program distributes sales tax revenues from the State General Fund to counties and municipalities that meet eligibility requirements. The Program consists of three distributions: the ordinary distribution, the emergency distribution and the supplemental distribution. The Village is only eligible for the ordinary distribution. The ordinary distribution is based upon a formula which takes into consideration the sales tax collections and population. The Beverage Tax represents taxes in the form of license renewals levied on manufacturers, distributors, vendors and sales agents of alcoholic beverages in Florida in accordance with Florida Statutes Section 561.342. The Village of Wellington’s share is 38%, with 24% distributed to the county and 38% retained by the State of Florida.

State Revenue sharing is distributed to eligible municipalities and counties. The Municipal Revenue Sharing Trust Fund is funded by 32.4% of net cigarette tax collections, One-Cent Municipal Gas Tax, and 25% of the State Alternative Fuel User Decal Fee. The State’s apportionment of such revenues to eligible municipalities is composed of three equally weighted portions: population, sales tax collected in the municipality and local ability to raise revenue.

Together, the above shared revenues total \$4,528,225 or 10% of total Governmental Funds revenues (16.3% of General Fund revenues). The Florida Advisory Council on Intergovernmental Relations, with the assistance of the Florida Department of Revenue, publishes the “Local Government Financial Information Handbook” each year during the month of July. The handbook provides an estimate of State Shared Revenue for each municipality

during the upcoming twelve months. Based on the Village’s estimated population of 55,427 (actual population was 49,582 as of April 1, 2004), the Florida Department of Revenue (FDOR) estimated annual state shared revenues as follows:

Half-Cent Sales Tax	\$3,588,000
State Revenue Sharing	930,300
Beverage Tax	9,925
<b>Total</b>	<b>\$4,528,225</b>

**GAS TAX**

The Local Option Gas Tax is authorized by the Florida Statutes, Section 336.025. Municipalities generally must qualify for participation in the program under Chapter 218, Florida Statutes. However, the Charter specifically states in §9H, that the Village of Wellington became entitled to receive Local Option Gas Tax revenues beginning October 1, 1996, with the funds distributed pursuant to Ordinance 86-23 of Palm Beach County.

The Local Option Gas Tax is levied by Palm Beach County and distributed between all municipalities and the county. The county levies two separate local gas taxes pursuant to F.S. 336.025: the total countywide tax is \$0.12 per gallon of fuel, with \$0.06 authorized in 1986 and the additional \$0.06 implemented in 1994. The County shares the proceeds of both of these taxes with its local municipalities through interlocal agreements. The County receives two thirds of the proceeds from the first tax, and 79% of the proceeds from the second tax with the rest being distributed to municipalities. These monies can only be used for transportation expenses as defined by the State of Florida. Budget estimates are based on the anticipated sales of motor

fuel and special fuel sold within Palm Beach County and are furnished by the State. The Village’s pro rata share is based 70% on lane miles located within the Village for which the Village is responsible for maintenance, and 30% upon population. Gas tax revenues have increased steadily over the last few years and it is anticipated that they will continue to grow. The total gas tax revenues expected for fiscal year 2005/2006 is \$1,933,600 or 4.3% of total Governmental Funds revenues (11% of Special Revenue Funds revenues).

**FINES AND FORFEITURES**

Fines, forfeitures and civil penalties collected by Palm Beach County for violations of municipal ordinances, violations of Chapter 316, Florida Statutes, committed within a municipality, or infractions under the provisions of Chapter 318 committed within a municipality shall be fully paid monthly to the municipality as provided by the

*“Gas Tax revenues are expected to be 4.3% of total Governmental Funds revenue this year”*

Florida Statutes. Due to potential time lags associated with disputes over violations, court time, or other administrative processes at the County level, receipt of these funds often lag quite a while. The Village's share of such revenues is estimated to be approximately \$200,000 for next year based on actual revenues received for fiscal year 2004/2005.

#### LICENSES AND PERMITS

Occupational licenses are generally collected by municipalities from businesses, professionals or occupations providing goods and/or services within their limits. These licenses are billed annually in August for licenses taking effect the following October 1 each year. The Village enacted an occupational license ordinance in June 1997 pursuant to Chapter 205, Florida Statutes. In addition to revenues for occupational licenses that could be issued by the Village, a portion of the occupational license fees collected by the County are remitted to the municipality in which the business is located. The total occupational license revenue expected for FY 2005/2006 is \$513,780 or 1.1% of total Governmental Funds revenues (2.9 % of Special Revenue Funds revenues).

Fees for building permits as well as other fees arising from planning, zoning and building functions are collected in order to offset the cost of administering the planning, zoning and building department functions. A fee study was completed by Public Resources Management Group Inc. of all PZ&B fees charged. The Village Council approved the study results and enhanced fee schedule. It was implemented on October 1, 2001. Additionally, the Village collects burglar alarm permit fees. Total permit fees (including related fines) budgeted for fiscal year 2005/2006 is \$4,465,000 or 9.8% of total Governmental Funds revenues (16. 1% of Special Revenue Funds revenues).

#### CHARGES FOR SERVICES

Charges for services primarily result from recreation fees for sports programs, community programs, special events, tennis and pool usage fees and facility fee rentals. The charges for these services are projected to be \$1,834,671. A fee study of all recreation fees charged was completed by Public Resources Management Group, Inc. The Village Council approved the study results and enhanced fee schedule, which was implemented on October 1, 2001. Public Resource Management Group, Inc is currently in the process of updating the rate study for Parks and Recreation fees. Additionally, budgeted revenues in 2005/2006 include approximately \$222,300 in charges

for drainage services provided to neighboring communities pursuant to an interlocal agreement that became effective October 1, 1996.

The total Charges for Services expected for fiscal year 2005/2006 are \$2,056,971 or 4.5% of total Governmental Funds revenues (7.4% of Special Revenue Funds revenues).

#### MISCELLANEOUS

Revenues consist primarily of fuel sales to other local governments, proceeds from auction of used equipment, copies, purchasing card rebates and other miscellaneous revenues.

#### INTEREST

Interest has historically been conservatively budgeted to counteract the impact of fluctuations in the market. Interest for 2005/2006 reflects the current portfolio yield of 2 – 3% on investments. If current economic trends continue past the terms of current investments, yields on reinvestments could be significantly lower.

#### IMPACT FEES

The Village Council voted to begin collecting Impact Fees for new dwellings effective March 1, 1999 (Ordinance 98-31). The Comprehensive Plan requires they will cover the cost of providing the land and facilities necessary to meet the road, recreation and open space needs of new construction and to be reviewed and updated every five years. During 2002/2003 the impact fee structure was updated by Public Resource Management Group, Inc. and adjusted based on anticipated future road and park projects.

On January 28, 2003, Ordinance No. 2002-33 set the roadway impact fee for new construction at \$497.66 for single family homes, \$344.93 for apartments and \$304.41 for condominiums effective April 1, 2002 (60 days from adoption). On June 22, 2004, Ordinance 2004-27 was adopted by Council which set the parks and recreation impact fee for new construction at \$3,925. For the 2005/2006 budget year, \$828,855 for road impact fees and \$3,395,125 for parks and recreation impact fees for a total of \$4,223,980 are expected to be collected. These revenues take into consideration the credits by various developments that have dedicated or anticipate dedicating park sites in lieu of paying parks and recreation impact fees and prepayment of impact fees.

*"Permitting fees are expected to contribute 9.8% of total Governmental Funds revenue this year"*

**OTHER GOVERNMENTAL REVENUE SOURCES**

	<b>Actual</b>					<b>Amended</b>	<b>Adopted</b>	<b>Change</b>
	<b>1999/2000</b>	<b>2000/2001</b>	<b>2001/2002</b>	<b>2002/2003</b>	<b>2003/2004</b>	<b>2004/2005</b>	<b>2005/2006</b>	
Charges For Services	\$1,309,031	\$1,816,361	\$1,806,552	\$1,946,734	\$1,902,397	\$1,967,949	\$ 2,056,971	\$89,022
Miscellaneous	220,374	139,389	542,519	151,211	362,132	375,567	1,640,000	\$1,264,433
Interest	989,416	1,657,279	1,317,682	624,388	542,528	690,000	690,000	\$0
Impact Fees	1,803,786	1,487,456	1,243,927	2,439,987	4,527,485	4,067,650	4,223,980	\$156,330
<b>Total</b>	<b>\$4,322,607</b>	<b>\$5,100,485</b>	<b>\$4,910,680</b>	<b>\$5,162,320</b>	<b>\$7,334,541</b>	<b>\$7,101,166</b>	<b>\$8,610,951</b>	<b>\$1,509,785</b>

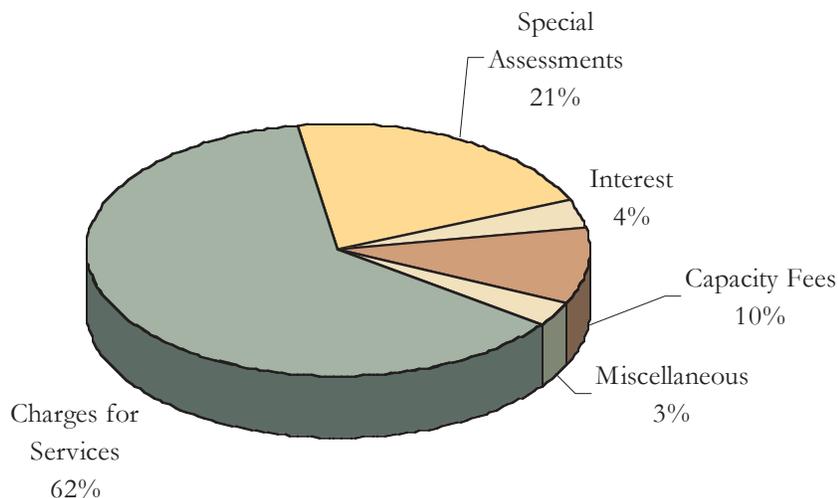
**REVENUE SOURCES – ENTERPRISE FUNDS**

Enterprise Funds are used to account for all activities of the Solid Waste Collection and Recycling Services as well as the Water and Wastewater Utility System. An enterprise fund is a “stand-alone” set of accounts and is funded by user fees.

**TOTAL REVENUES ENTERPRISE FUNDS**

	<b>Actual 2003/2004</b>	<b>Actual 2004/2005</b>	<b>Adopted 2005/2006</b>
Non Ad Valorem Assessment	\$1,736,183	\$2,024,609	\$4,597,320
Charges for Services	12,890,229	12,917,238	13,647,200
Capacity Fees	3,640,256	1,864,941	2,105,700
Intergovernmental Revenues	1,113,196	167,816	
Miscellaneous Revenues	918,333	624,160	714,600
Interest	959,551	1,728,331	800,000
<b>Sub-total</b>	<b>\$21,257,748</b>	<b>\$19,327,095</b>	<b>\$21,864,820</b>
Less: Revenues to Fund Reserves			(2,368,297)
<b>Total</b>	<b>\$21,257,748</b>	<b>\$19,327,095</b>	<b>\$19,496,523</b>

**TOTAL ENTERPRISE FUNDS  
(EXCLUDING TRANSFERS IN)**

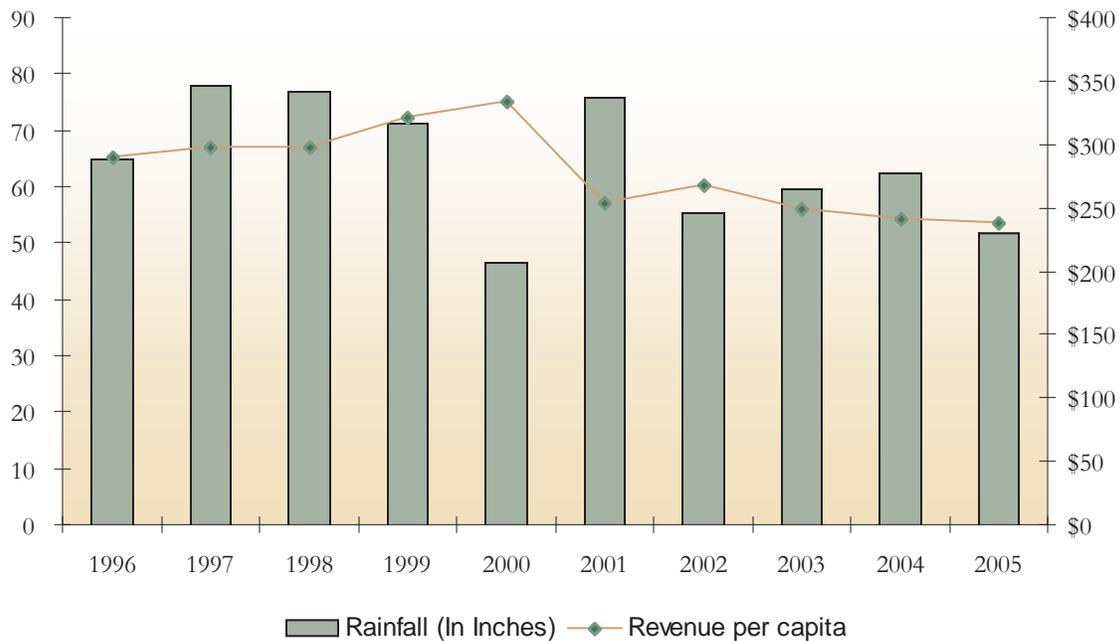


**UTILITY SERVICES**

The Village maintains and operates a Water and Wastewater Utility System, which is funded by utility rate revenue for water and wastewater usage and various user charges for related services. Debt service and operating expenses for the Water and Wastewater Utility System are paid strictly from utility rate revenue and user charges. Neither general governmental revenues nor non-ad valorem assessments are used to pay for the Water & Wastewater Utility System and vice versa. Standby revenues represent charges to developers for “readiness to serve”.

Water and wastewater revenues, which arise from the sale of water to customers and a monthly service charge for the collection of wastewater, total \$13,647,200 or approximately 62% of total utility revenues. These revenues are largely determined by customer growth and can be affected by weather (e.g., less rain leads to increased lawn watering by residents). The following chart illustrates water and wastewater revenues per capita as compared to rainfall between 1996 and 2005:

**WATER AND WASTEWATER REVENUES VS. RAINFALL  
1996 - 2005**



**SOLID WASTE COLLECTION AND RECYCLING SERVICES**

Effective October 1, 1998, the Village began operations of solid waste collection and recycling services via two contracts – one with a hauling company for operations and one with the Solid Waste Authority of Palm Beach County for the customer service function and were accounted for in a Special Revenue Fund. As of October 1, 1999, all solid waste activities became accounted for in an Enterprise Fund. Revenues for solid waste collection and recycling services are primarily collected through non ad valorem special assessments. Budgeted net non ad valorem assessments for fiscal year 2005/2006 total \$2,807,100.

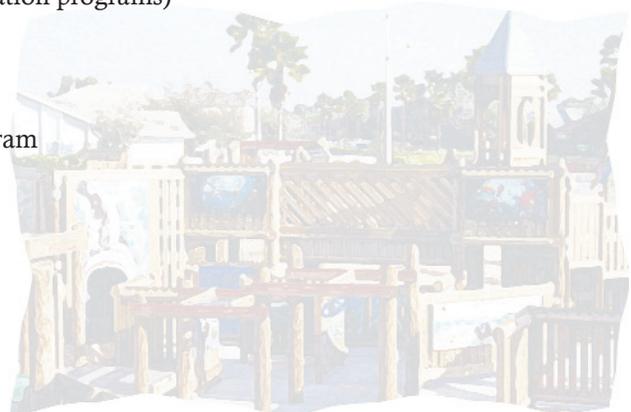
**EXPENDITURES - GOVERNMENTAL FUNDS****TOTAL EXPENDITURES - GOVERNMENTAL**

	<b>Actual</b> <b>2003/2004</b>	<b>Actual</b> <b>2004/2005</b>	<b>Adopted</b> <b>2005/2006</b>
General Government	\$6,803,319	\$7,148,467	\$9,444,254
Public Safety	4,634,172	5,027,580	5,067,705
Physical Environment	7,706,353	7,750,237	9,976,498
Transportation	1,510,597	1,428,354	1,804,908
Culture and Recreation	4,426,755	5,222,515	7,546,582
Capital Outlay	11,750,084	7,407,703	13,612,460
Debt Service	2,207,401	1,977,694	2,199,600
<i>Total</i>	<b><i>\$39,038,681</i></b>	<b><i>\$35,962,550</i></b>	<b><i>\$49,652,007</i></b>

**MULTI-YEAR MAINTENANCE PROGRAMS**

The 2005/2006 Budget represents a continuation of prior years' philosophy of systematic and strategic actions to achieve both long and short-term goals. This approach (one in which annual capital expenditures are regularized and maintenance of infrastructure is not deferred) will assist in maintaining the high quality of life enjoyed by the residents of the Village. This philosophy is best represented by multi-year repair and maintenance programs. In the last few years, the Village has initiated systematic multi-year maintenance programs in the following areas to reduce long-term maintenance costs:

- ✓ 5-year replacing and repairing shellrock of roadways
- ✓ 8-year lift station rehabilitation
- ✓ 15-year repaving of roadways
- ✓ Annual stormwater structure scheduled maintenance
- ✓ Aggressive canal resloping and redredging
- ✓ Main service electrical disconnect ("Kill Switch") installations at lift stations
- ✓ Neighborhood Parks restoration
- ✓ Valve rotation and grease trap maintenance programs at the Wastewater Treatment Plant
- ✓ Community appearance (hedges, walls and fence restoration programs)
- ✓ Maintenance schedule for storm drains
- ✓ Street sweeping
- ✓ Street maintenance software for new maintenance program
- ✓ Fire hydrants and pipeline valves maintenance
- ✓ Lift station preventive maintenance



**NON-DEPARTMENTAL EXPENDITURES**

Not all accounts and funds are included in department budgets. There are several expenditure captions within the budget which are designated as non-departmental because they do not support any personal costs or have goals and objectives outside their specific purpose. These are rentals and leases, utilities and contingency.

**INTERFUND ALLOCATION**

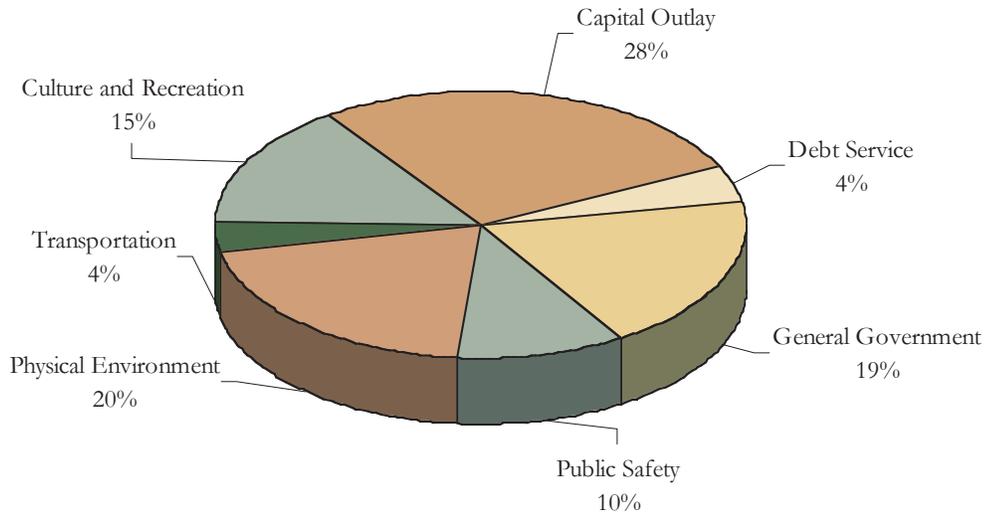
Indirect costs are allocated among the Village departments based on a methodology updated in August 2004. There are three main layers of allocation:

- ✓ Specific employee salary and benefit costs are allocated to the departments they serve. Salaries and benefits for these positions are budgeted in their reporting department, then allocated to the using department.
- ✓ Specific departments' costs are allocated to the departments they serve. All costs in departments such as Risk Management and Employment Services are allocated out.
- ✓ Administrative cost centers are allocated within the department to each division. Administrative costs are allocated on a pro-rata basis within each division as well as other departments that share resources. These are based on each division's share of the total costs for that department.

The finalized cost allocation is charged to the separate funds via inter-fund transfers. The result of the allocation helps determine if cost centers are recovering all of the costs associated with the activities performed and in some cases if current fee structures are adequate.

**EXPENDITURES BY FUNCTION**

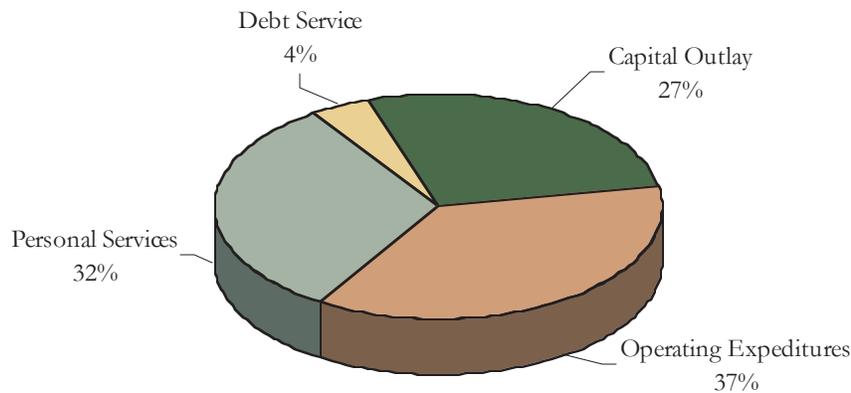
**TOTAL GOVERNMENTAL FUNDS  
(EXCLUDING INTERFUND TRANSFERS AND RESERVE FUNDING)**



*Expenditures can also be segregated into four basic categories: Personal Services, Operating Expenditures, Capital Outlay and Debt Service*

## EXPENDITURES BY CATEGORY

### TOTAL GOVERNMENTAL FUNDS (EXCLUDING INTERFUND TRANSFERS AND RESERVE FUNDING)



### GENERAL GOVERNMENT

Total general government expenditures include the Village Council, Village Manager, Village Clerk, Broadcasting, Administrative Services (Administration, MIS, & Wellington Information Network), Financial Services (Accounting & Treasury, Budget, Compensation & Benefits, Purchasing, and Risk Management), Employment Services, and Legal Department.

The current year budget includes the allowance for increases in costs and for new expenditures and improvements as follows: upgrade to the timekeeping software; purchase of a new server for the Storage Area Network to allow for greater reliability and flexibility; implementation of utility phone payment system; property and health insurance increases, increases to contracted services including employment services, training and administration; purchase of enhanced video equipment and increases to staff.

### PUBLIC SAFETY

Public safety includes only the law enforcement function since fire rescue services are provided by the County through a separate MSTU. The Village contracts with the Palm Beach County Sheriff's Office for law enforcement services provided to its residents. The Sheriff's Office administers its service with four platoons; currently, the Village has two twelve hour shifts with staggered starts which allows for additional officers at peak times. The law enforcement group is headquartered at a substation located at the Wellington Commons Mall. The Sheriff's contract commenced April 1, 2002 and covers the period through September 30, 2006. The 2005/2006 agreement of approximately \$5 million continues the current level of service. The fiscal year 2006 PBSO staffing includes the following 111 positions:



- Sworn Positions (51):
- Civilian Employees (4):
- Part-time School Crossing Guards (56)

In addition to these direct costs, certain indirect costs (operating costs for alarms and communication systems, Citizens on Patrol, and equipment) are included in the contract. The substation and related costs are separate from the contract and paid directly by the Village. The costs for detective investigations and the majority of all other administrative services are not included in the contract as these services continue to be funded by countywide ad valorem taxes.

### PHYSICAL ENVIRONMENT

Physical environment includes all Public Works (except roadways); Planning, Zoning and Building and Environmental and Engineering Service functions.

The current year budget includes the replacement of eight vehicles with hybrid vehicles, the addition of new areas to the mowing contract and the purchase of a vehicle tracking system. Planning, zoning and building functions were historically provided to Wellington residents on a contractual basis with Palm Beach County at the same level of service as provided prior to incorporation. The contract with the County generally provided for activity based costs to the Village in addition to the fees collected. Additionally, the Village has established its own staff to handle responsibilities for the planning, zoning, building and engineering services. These include:

- ✓ Development of a comprehensive plan and corresponding land development regulations in conjunction with a planning consultant
- ✓ Building permit processing, inspection coordination and certificate of occupancy control
- ✓ Plat processing and coordination
- ✓ Rezoning and special exception processing
- ✓ Occupational license development and administration
- ✓ Code Enforcement Board administration

Effective March 1999, the contract with the County was terminated and all planning, zoning and building functions were brought in-house. The Village leases space in the center of town at the Wellington Commons Mall to house these departments.

### TRANSPORTATION

The Village is responsible for approximately 178.8 miles of roadways - 137.4 miles of paved roadways and 41.4 miles of shellrock. In addition, the Village maintains 33 miles of bike paths, approximately 143 miles of sidewalks and pedestrian paths as well as bridle paths. The total annual estimate for roadways presented herein includes a maintenance schedule of fifteen years for repaving as suggested by the County, a five year shellrock maintenance program, repairing and replacing of swales, normal recurring roadway maintenance, street lighting, traffic engineering, street sign maintenance, tree trimming, sidewalk repairs, brush removal and participation in an Urban Forestry Program.

### CULTURE AND RECREATION

The current year budget includes the following new expenditures which are primarily enhancements to the level of service provided to the residents, renovations and improvements to facilities: increase in funding of almost \$500,000 to facilitate an increase in participation in

various programs including "Life Enrichment" which targets seniors, special needs, families and teens, Team Sports and Sports Academy programs; over \$640,000 in improvements to Village and Olympia Parks including equipment, fencing, playground areas, lighting, new fields and replacement sod; additional educational funding of \$127,000. Other costs included in the budget are the replacement and refurbishing of fixed assets including safety equipment.

The Village maintains and operates the following recreation facilities and is responsible for over 500 acres of Parkland.

### Neighborhood Parks

55.33 acres with seven basketball courts, one boat ramp, seventeen play structures, a 12,000 sq. ft. skate park, nine picnic shelters, one youth practice softball/baseball field, one lighted roller hockey rink and one restroom/concession building.

### Community Parks

(Community Park, Greenbriar Park, Tiger Shark Cove Park, Olympia Park) 87 acres including thirteen lighted and one unlighted softball/baseball fields, four restroom/concession buildings, three playgrounds (including the Leathers playground at Tiger Shark Cove park), two pavilions/picnic areas, four sand volleyball courts, two shuffleboard courts, fourteen batting cages, two basketball courts, and the Greenbriar Dog Park.

### Village Park

114 acres, located at Village Park, including two recreation centers totaling over 75,000 square feet of gymnasiums and activity space, two lighted in line hockey rinks (one under roof), nineteen multi-purpose Bermuda grass athletic fields, one lighted adult baseball field, three lighted adult softball fields, six concession stands, four picnic pavilions, three playground structures, and two miles of lighted and paved recreational trails.

### Wellington Community Center

18 acres including sixteen lighted Har-tru Tennis Courts, Tennis Pro shop and locker rooms, 50-meter swimming pool with two 1-meter dive board, one 3-meter dive board and locker rooms, a 3,000 sq. ft. interactive Aquatics Spray Ground, two aquatic slides, a 28,000 sq. ft. Community Center with banquet facilities and meeting rooms, two bocce courts, one picnic pavilion and the Lake Wellington boat ramp.

### EXPENDITURES - ENTERPRISE FUNDS

The following highlights the more significant increases in Enterprise Funds expenditures. Additionally, personal services, capital outlay and debt service are further discussed in separate sections of this document. As noted under the Basis of Accounting Section, capital outlay and debt service are reflected as a budgeted expenditure although both of these items are balance sheet items in the Village's Comprehensive Annual Financial Report, as required by GAAP.

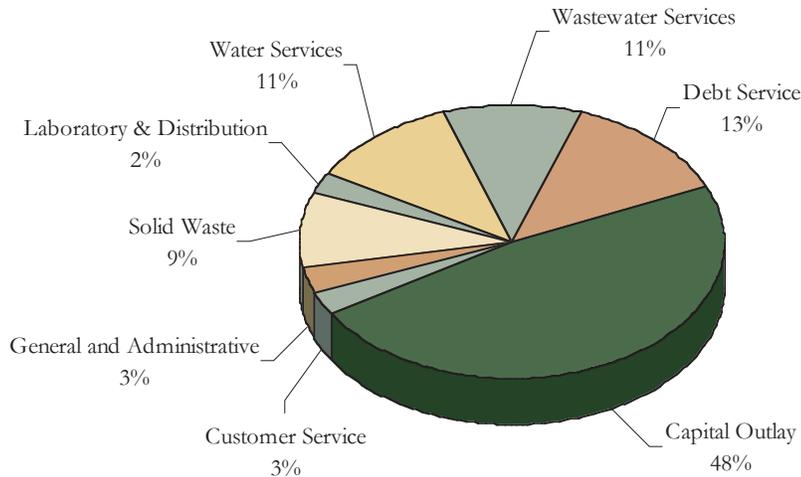
#### TOTAL EXPENDITURES ENTERPRISE FUNDS

	<u>Actual</u> <u>2003/2004</u>	<u>Actual</u> <u>2004/2005</u>	<u>Adopted</u> <u>2005/2006</u>
Water Services	\$3,000,502	\$2,702,114	\$2,678,927
Wastewater Services	1,787,485	1,824,356	2,504,695
Laboratory	73,990	69,069	94,992
Water Distribution	463,150	365,714	491,175
Customer Service	806,990	497,543	697,773
General and Administrative	623,489	125,272	669,166
Solid Waste	3,879,097	5,592,227	2,114,556
Debt Service	875,450	424,877	3,006,000
Capital Outlay			11,225,960
<b>Total</b>	<b>\$11,510,153</b>	<b>\$11,601,172</b>	<b>\$23,483,244</b>

Note: The above table excludes reserve funding.

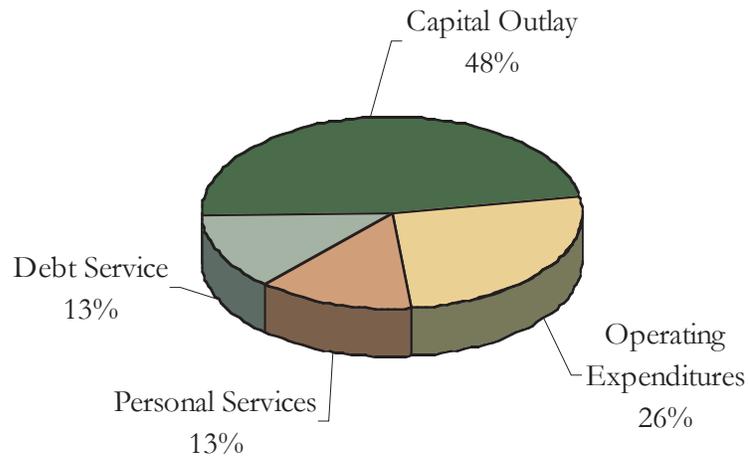
### EXPENDITURES BY FUNCTION

TOTAL EXPENDITURES BY DEPARTMENT - ENTERPRISE FUNDS  
(EXCLUDING TRANSFERS OUT)

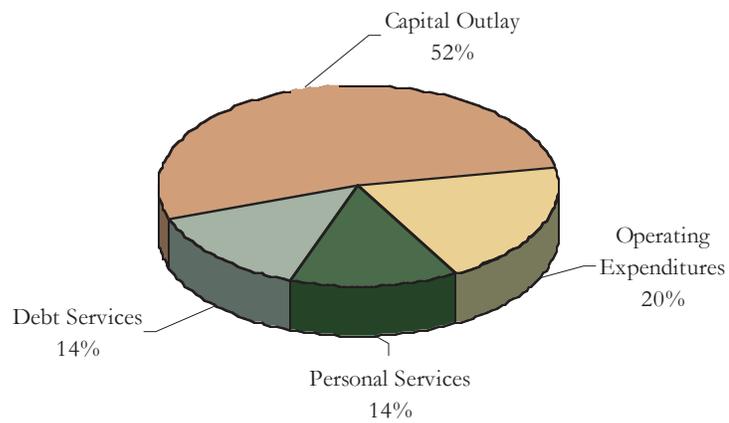


### EXPENDITURES BY CATEGORY

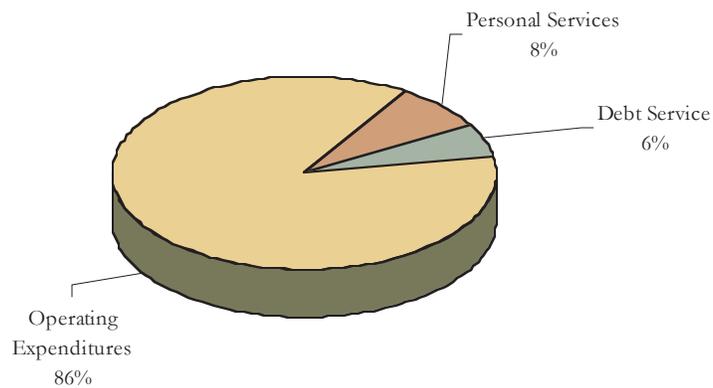
#### TOTAL ENTERPRISE FUND



#### WATER AND WASTEWATER FUND ONLY



#### SOLID WASTE COLLECTION AND RECYCLING FUND ONLY



**WATER AND WASTEWATER UTILITY**

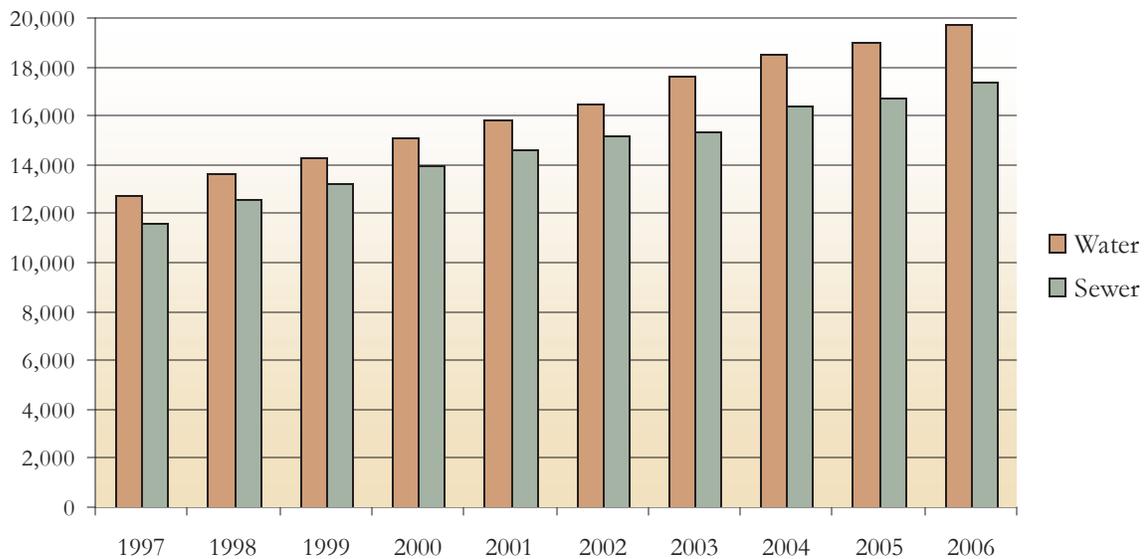
The direct operating expenses (excluding debt service and capital outlay) of the Water and Wastewater Utility Enterprise Fund have been budgeted at an increase of approximately \$1,550,000 or 27.8% more than last fiscal year. This increase is calculated by first considering that roughly \$200,000 is a result of increases for current employees (COLA/Merit) and increased costs for new and existing fringe benefits. The main increase is seen in Wastewater Services.

**AVERAGE MONTHLY WATER & WASTEWATER UTILITY RATES**

	Base Service	Consumption (per 1000 gallon)		Average Customer	Total Monthly Billing
		Usage	Rate		
Water	\$13.75	1-8,000	\$1.55	\$12.40	\$26.15
		8,001-15,000	2.31		
		15,001-25,000	3.10		
		25,000+	5.10		
Wastewater	12.75	1-15,000	1.41	11.28	\$24.03
		15,000+			
<b>Total</b>	<b>\$26.50</b>			<b>\$23.68</b>	<b>\$50.18</b>

The above represents average monthly billing for the majority of residential customers (assuming average usage of 8,000 gallons), which comprises almost 95% of the customer base. Water and Wastewater utility rates have not increased since fiscal year 1994/1995 and are not programmed to increase in the current year.

**HISTORICAL AND PROJECTED ACTIVE WATER AND SEWER ACCOUNTS**



**SOLID WASTE COLLECTION AND RECYCLING SERVICES**

The decision to assume direct administration of Solid Waste was based on an evaluation performed in November, 1997, which indicated the likelihood of substantial cost savings. Results of the bids for the contracts in May 1998 yielded initial savings for each customer of approximately 12%. Recent rate studies demonstrate that the Village continues to provide substantial savings in residential curbside collection services. Effective October 1, 2003, the Village of Wellington changed from a manual garbage/trash collection system to a fully automated system.

**SOLID WASTE ASSESSMENT RATES PER UNIT**

	<u>2004/2005</u>	<u>2005/2006</u>	<u>Increase</u>
Residential Curbside Service	\$114.00	\$120.00	\$6.00
Residential Containerized Service	\$82.00	\$86.40	\$4.40

In addition to the annual solid waste assessment, the Village is assessing a solid waste debris recovery surcharge in the 2006 budget year in the amount of \$115 per residential curbside unit and \$70 per residential containerized unit to recover costs and replenish reserves utilized in the 2004 hurricane season. It is estimated that the amount of debris the Village disposed of in the 2004 post-hurricane cleanup effort was equivalent to more than 25 months of normal Village debris waste. Total amount expended in debris removal and other clean up exceeded \$6 million. Although this expenditure will be partially reimbursed by FEMA revenues estimated in the amount of \$3.8 million, the balance of \$2.2 million was funded by Village debris management reserves.

**FUND BALANCE**

Fund balance, the excess of the assets of a fund over its liabilities, reserves and carryovers, typically is the most discussed single item in a local government's financial statements. Governments seek to maintain adequate levels of fund balance to mitigate current and future risks and to ensure stable tax rates. Fund balance is also a crucial consideration in long-term financial planning. Credit rating agencies carefully monitor levels of fund balance and unreserved fund balances in a government's general fund to evaluate a government's creditworthiness. Rating agencies favor higher levels of fund balance, although taxpayers and citizens groups can consider high levels excessive.

**CHANGES IN FUND BALANCE  
(EXCLUDING CONTRIBUTED CAPITAL FOR ENTERPRISE FUNDS)**

	<u>General Fund</u>	<u>Special Revenue Funds</u>	<u>Debt Service Funds</u>	<u>Total Governmental Funds</u>	<u>Total Enterprise Funds</u>	<u>Total</u>
Total Equity at 9/30/2004	\$17,938,609	\$28,509,289	\$45,692	\$46,493,590	\$22,308,368	\$68,801,958
Less: Reserved Balances at 9/30/2005						
Encumbrances/Contractual Commitments	(3,123,000)	(23,552,000)		(26,675,000)	(3,557,000)	(30,232,000)
Interfund Reserve Transfers	(6,680,000)	4,180,000		(2,500,000)	2,500,000	
Debt Service			(273,354)	(273,354)		(273,354)
Projected Budget Variances through 9/30/2005	1,000,000	5,584,678	227,662	6,812,340	1,205,321	8,017,661
<b>Available at 9/30/2005</b>	<b>\$9,135,609</b>	<b>\$14,721,967</b>	<b>\$0</b>	<b>\$23,857,576</b>	<b>\$22,456,689</b>	<b>\$46,314,265</b>
2005/2006 Budget Additions:						
Revenues	35,203,292	33,946,990	2,199,600	71,349,882	19,496,523	\$90,846,405
Expenditures	(35,431,826)	(35,781,040)	(2,199,600)	(73,412,466)	(22,852,811)	(\$96,265,277)
Contributions (capacity fees)					(2,105,700)	(\$2,105,700)
Total Depreciation					(3,800,000)	(\$3,800,000)
<i>Estimated Available Equity at 9/30/2006</i>	<i>\$8,907,075</i>	<i>\$12,887,917</i>	<i>\$0</i>	<i>\$21,794,992</i>	<i>\$13,194,701</i>	<i>\$34,989,693</i>

***Over past years, the Village has been able to generate healthy reserves due to:***

- ✓ Property values increasing beyond projections
- ✓ Actual departmental spending less than appropriated (cost savings, vacancies, delayed projects, etc.)
- ✓ Negotiated savings on contracts and annual services
- ✓ Reduced borrowing (hence, reduced debt service)
- ✓ Sales tax savings program
- ✓ Changes or elimination of planned capital projects
- ✓ Timing of projects (delays decrease current operating costs)
- ✓ Conservative estimates in forecasting models
- ✓ Non-recurring transactions (land sales)
- ✓ Lower than anticipated capital project costs (including land acquisition costs)

During the budget process, the Village decided to use some of its reserves to fund capital projects on a pay-as-you-go basis. Additionally, \$2.8 million was loaned to Surface Water Management and \$2.5 million to Solid Waste for hurricane expenditures. The reserves are also being used to fund a millage rate stabilization account to offset the need for future millage rate increases as well as to establish a health insurance reserve to defray those rising costs. Also, reserves are being used to supply funds for renewal and replacement of capital projects and equipment.

In years past, the Council established a target for reserves between 23% and 27% of budgeted expenditures and has generally set tax rates, in the last few years, to maintain these reserves at around 25%. This means that the Village has, historically, targeted to have roughly \$8 million in undesignated funds that are not programmed for specific expenditures. The reserves are generally considered a necessary function of sound fiscal management for a variety of reasons. The Village must continue to have a buffer to enable us to continue the same service levels while adjusting staff/operations as a result of any shifts in the economy or annual unforeseeable events such as:

- ✓ A time lag in the first fiscal quarter in the collection of property taxes (including assessments) in each year
- ✓ Unforeseen activities and regulatory mandates during the course of the year
- ✓ Natural disasters, such as hurricanes; these can not only affect spending, but tend to impact the local and even national economy, thereby affecting revenues
- ✓ Elastic revenues: roughly 50% of the Village's revenues are elastic, that is, based on economic factors and growth estimates that can easily deviate from projections
- ✓ Increases in expenditures: there exists a potential for increases to anticipated expenditures based on bid results, litigation, contract renewals, additional services, etc.
- ✓ There could be a significant gap in the timing of the receipts of borrowed funds, intergovernmental revenues, and other sources of funds



# **Core Value: *Sound Government***

The Village's main goal is to maintain a superior level of management and financial integrity for residents. All goals are born from this thought and directly linked to this main objective. This is the foundation for Wellington's budget.



***Capital Improvement Plan***

Municipal government provides needed and desired services to the public. In order to provide these services, the Village must furnish and maintain capital facilities and equipment, such as roadways and parks. The five-year Capital Improvement Plan (CIP) is a proposed schedule for the expenditure of funds to acquire or construct these needed improvements over the next five-year period. To the extent known, projects in years six through ten are also included. This plan represents a comprehensive and direct statement of the physical development policies of the Village. The program has great significance in that it touches the life of each resident and visitor through the provision of health, safety, transportation, recreation and other services upon which we all depend.

**The CIP serves to:**

- ✓ Provide a means for coordinating and consolidating various departmental requests, thereby preventing duplication of projects and equipment
- ✓ Establish a system of examining and prioritizing the needs of the Village ensuring that the most essential improvements are provided first
- ✓ Provide an important implementation device for growth management
- ✓ Allow sufficient time for identification of project financing and implementation measures, as well as proper technical design
- ✓ Coordinate physical and financial planning, allowing maximum benefit from available public funds
- ✓ Help provide an equitable distribution of public improvements throughout the Village

Only projects that meet the definition of a capital improvement are included in the CIP. Capital improvements are defined as physical assets, constructed or purchased, generally having a minimum cost of \$25,000 and an expected useful life in excess of one year. Recommended projects must include a statement of how they meet the relevant community needs, as well as the availability of resources to finance them.

**Examples of typical capital improvements include:**

- ✓ Road construction and improvements
- ✓ The acquisition of land for community facilities
- ✓ New and expanded facilities and/or infrastructure
- ✓ Large scale rehabilitation or replacement of existing facilities and infrastructure
- ✓ The cost of engineering or architectural studies and services relative to improvements
- ✓ Purchase of equipment items that have a relatively long period of usefulness

**Ongoing Programs...**  
 Beautiful Wellington Walls, Fencing & Hedging Projects  
 Neighborhood Parks Program  
 Canal Re-dredging/Bank Stabilization  
 Turn Lanes/Intersection Improvements  
 Pedestrian Paths/Roadway Overlays  
 BMP Program  
 Equestrian Master Plan  
 Culvert Replacements  
 Shellrock Programs  
 Water System Expansion  
 Wastewater Sludge Dehydrator

Each year, the CIP is updated from project requests, submitted on forms, by the various departments which include project description/justification, cost estimates, statements of impact on the annual operating budget, the implementation schedule and information concerning the financial resources available. Existing project cost estimates are used where available, and adjustments are made to these costs based on discussions with the appropriate consultants and project managers. Major future projects are indexed to inflation as deemed necessary. All project costs and time schedules are updated as projects approach their scheduled date or as other conditions dictate.

**Did You Know?**  
 The ICMA selected Wellington's 2004/2005 Budget Document CIP Section for its IQ Report: "The Budget as a Communication Tool"



The following summarizes expenditures for CIP Projects and fixed asset acquisitions included in the 2005/2006 Budget:

**CAPITAL PROJECT BY FUND  
FISCAL YEAR 2005/2006**

<b>Governmental Funds</b>	
Leisure Services	\$8,618,000
Equestrian	175,000
Roadways	1,199,000
Landscaping	1,430,000
Surface Water Management	250,000
SWAT	75,000
<b>Subtotal</b>	<b>\$11,747,000</b>
Minor Capital Projects/Vehicles & Equipment	
Village Clerk	82,220
Broadcasting	54,150
Administrative Services	17,370
MIS	533,290
Law Enforcement	17,980
Leisure Services	640,020
Public Works	412,660
Engineering	44,000 <sup>(1)</sup>
Planning, Zoning & Building	193,770
<b>Subtotal</b>	<b>\$1,995,460 <sup>(2)</sup></b>
<b>Total Governmental Funds</b>	<b>\$13,742,460</b>
<b>Enterprise Funds</b>	
Water Services	6,996,200
Wastewater Services	3,759,000
<b>Subtotal</b>	<b>\$10,755,200</b>
Minor Capital Projects/Vehicles & Equipment	
Water Services	327,370
Wastewater Services	91,700
Customer Service	50,590
Solid Waste	124,485 <sup>(3)</sup>
<b>Subtotal</b>	<b>\$594,145</b>
<b>Total Enterprise Funds</b>	<b>\$11,349,345</b>
<b>Grand Total All Funds</b>	<b>\$25,091,805</b>

(1) Includes \$30,000 GIS which is not charged as Capital expense

(2) Includes \$100,000 minor Capital Projects which are not charged as Capital expenses

(3) Includes \$123,385 minor Capital Projects which are not charged as Capital expenses

# Governmental Funds CIP 2006 through 2015

	Adopted Budget		Proposed Future Budgets			TOTAL	Thereafter 5 years	Total	Annual Incremental Estimated Operating Budget Impact
	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010				
<b>LEISURE SERVICES</b>									
Future Park Site (at K-Park location)	\$7,200,000					\$7,200,000		\$7,200,000	\$330,000
Design/Construction of Fields	180,000					180,000		\$180,000	
Playground		200,000				200,000		\$200,000	
Racquetball Courts (4 Courts)									
Village Park Phase IV:									
Sand Volleyball	80,000					80,000		\$80,000	1,241
Roller Hockey Rink				456,000		456,000	1,152,000	\$1,608,000	13,007
Village Park:									
Exterior Renovation at Original Gym	100,000					100,000		\$100,000	
Class Space / Addition to Gym		1,440,000				1,440,000		\$1,440,000	49,079
Additional Parking					180,000	180,000		\$180,000	
Wellington Community Center:									
Office/Restrooms Building	350,000					350,000		\$350,000	13,893
Wading/Teaching Pools		450,000				450,000		\$450,000	4,873
Main Pool Renovation				1,900,000		1,900,000		\$1,900,000	
Greenbriar Park (Dog Park & Paving)	30,000					30,000		\$30,000	3,017
Wellington Community Park									
Renovation/Design (3 Softball fields)			2,460,000			2,460,000		\$2,460,000	188,483
Neighborhood Park Program	378,000	384,000	324,000	384,000	312,000	1,782,000	756,000	\$2,538,000	4,400
Birkdale(Gazebo, Boardwalk, Parking, etc.)									
Parks Capital Maintenance	300,000	360,000	432,000	518,400	622,080	2,232,480	5,555,124	\$7,787,604	8,354
Land Acquisition - Future Development (LOS)	\$8,618,000	\$2,834,000	\$3,216,000	\$3,258,400	\$1,114,080	\$19,040,480	\$9,263,124	\$28,303,604	

# Governmental Funds CIP 2006 through 2015

	Adopted Budget				Proposed Future Budgets			TOTAL	Thereafter		Annual Incremental Estimated Operating Budget Impact
	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	5 years	Total				
<b>EQUESTRIAN</b>											
Equestrian Master Plan	\$175,000	\$400,000	\$400,000	\$400,000	\$400,000	\$1,775,000	\$1,600,000	\$3,375,000	\$7,000		
Future Roundabouts	\$175,000	\$400,000	\$400,000	\$560,000	\$400,000	160,000	\$1,600,000	\$3,535,000			
<b>PUBLIC FACILITIES</b>											
Municipal Complex - Construction		12,000,000				12,000,000		\$12,000,000	139,810		
Municipal Complex - Technology & Communication Equipment	\$0	\$13,500,000	\$0	\$0	\$0	1,500,000	\$0	\$13,500,000			
<b>ROADWAYS</b>											
Lake Worth Rd Expansion: Phase II				896,000		896,000		\$896,000			
Flying Cow Road	30,000					30,000		\$30,000			
50th St Paving (S 34 to Southshore Blvd)				1,200,000		1,200,000		\$1,200,000	5,000		
Shellrock Program	100,000	170,000	178,000	187,000	196,000	831,000	1,137,000	\$1,968,000			
Pedestrian Paths & Roadway Overlay	354,000	370,000	388,000	408,000	428,000	1,948,000	2,490,000	\$4,438,000			
Various Turn Lanes, Traffic Engineering	100,000	100,000	100,000	100,000	100,000	500,000	500,000	\$1,000,000	7,500		
Intersection Improvements	115,000	50,000	50,000	50,000	50,000	315,000	250,000	\$565,000	4,000		
Traffic Signal Replacements	500,000	500,000	\$716,000	\$2,841,000	\$774,000	1,000,000	\$4,377,000	\$11,097,000			
	<b>\$1,199,000</b>	<b>\$1,190,000</b>	<b>\$716,000</b>	<b>\$2,841,000</b>	<b>\$774,000</b>	<b>\$6,720,000</b>	<b>\$4,377,000</b>	<b>\$11,097,000</b>			

# Governmental Funds CIP 2006 through 2015

	Adopted Budget		Proposed Future Budgets			TOTAL	Thereafter 5 years	Total	Annual Incremental Estimated Operating Budget Impact
	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010				
<b>LANDSCAPING</b>									
Lake Worth Road Landscape				\$250,000		\$250,000		\$250,000	\$13,923
Big Blue Phase I - Landscape				140,000		140,000		140,000	8,122
Big Blue Phase II - Landscape				250,000		250,000		250,000	14,503
Beautiful Wellington (Tier I & Tier II)	100,000	100,000	100,000	100,000	100,000	500,000	500,000	\$1,000,000	22,000
Wall/Fencing/Hedging Program (Tier III)	100,000	100,000	100,000	100,000	100,000	500,000	500,000	\$1,000,000	8,644
FPL Corridor Landscaping									
Forest Hill Blvd - North	140,000					140,000		140,000	8,122
Big Blue Trace	140,000					140,000		140,000	8,122
Forest Hill Blvd at C-8 Canal		150,000				150,000		150,000	8,275
Binks Forest Drive		150,000				150,000		150,000	8,275
Lake Worth at C-8 Canal			160,000			160,000		160,000	8,400
Pierson Road at C-8 Canal			160,000			160,000		160,000	8,400
Horseshoe Trace				170,000		170,000		170,000	8,500
Squire Drive	350,000					350,000		350,000	32,000
Slate Road 7 Landscaping	600,000					600,000		600,000	4,500
Forest Hill Blvd Landscaping (WTT to WTT)	\$1,430,000	\$500,000	\$520,000	\$1,180,000	\$200,000	\$3,830,000	\$1,000,000	\$4,830,000	

# Governmental Funds CIP 2006 through 2015

	Adopted Budget					Proposed Future Budgets				TOTAL	Thereafter 5 years	Total	Annual Incremental Estimated Operating Budget Impact
	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2007/2008	2008/2009	2009/2010	TOTAL				
<b>SURFACE WATER MANAGEMENT</b>													
Culvert Replacements	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000	\$500,000	\$1,000,000	\$1,000,000	
Canal Redredging Program/Bank Stabilization	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	750,000	750,000	\$1,500,000	\$1,500,000	
	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$1,250,000</b>	<b>\$1,250,000</b>	<b>\$2,500,000</b>	<b>\$2,500,000</b>	
<b>SURFACE WATER ACTION TEAM (SWAT)</b>													
Hot Spot Improvements	75,000	75,000							150,000	150,000	\$150,000	\$150,000	
Section 24 Educational Building	\$75,000	\$1,575,000	\$0	\$0	\$0	\$0	\$0	\$0	1,500,000	1,500,000	\$1,500,000	\$1,500,000	\$26,480
	<b>\$11,747,000</b>	<b>\$20,249,000</b>	<b>\$5,102,000</b>	<b>\$8,089,400</b>	<b>\$2,738,080</b>	<b>\$47,925,480</b>	<b>\$17,490,124</b>	<b>\$65,415,604</b>					
<b>SUB-TOTAL GOVERNMENTAL CAPITAL PROJECT \$</b>													
<b>MISCELLANEOUS</b>													
Equipment & Vehicles - TPP Replacements	949,760	1,399,295	1,423,385	1,447,305	1,471,909	6,691,654	7,743,490	\$14,435,144					
Equipment & Vehicles - New Items	909,700	1,253,123	1,315,779	986,080	1,035,384	5,500,066	6,007,208	\$11,507,274					
Art in Public Places (1% of Building Costs)	6,000	100,000				106,000		\$106,000					
GIS System Development*	30,000	30,000	30,000	30,000	30,000	150,000	150,000	\$300,000					
Minor Capital Projects*	100,000	100,000	100,000	100,000	100,000	500,000	500,000	\$1,000,000					
	<b>\$1,995,460</b>	<b>\$2,882,418</b>	<b>\$2,869,164</b>	<b>\$2,563,385</b>	<b>\$2,637,293</b>	<b>\$12,947,720</b>	<b>\$14,400,698</b>	<b>\$27,348,418</b>					
<b>GOVERNMENTAL CIP TOTAL \$</b>													
	<b>\$13,742,460</b>	<b>\$23,131,418</b>	<b>\$7,971,164</b>	<b>\$10,652,785</b>	<b>\$3,375,373</b>	<b>\$60,873,200</b>	<b>\$31,890,822</b>	<b>\$92,764,022</b>					

\*Total of \$130,000 not charged as capital expenses

# Enterprise Funds CIP 2006 through 2015

	Proposed Future Budgets					TOTAL	Thereafter 5 Years	Total	Annual Incremental Estimated Operating Budget Impact
	2006/2007	2007/2008	2008/2009	2009/2010	TOTAL				
<b>WATER SYSTEM</b>									
5.4 MGD RO Plant including Injection Well (Phase I)	\$3,100,000				\$3,100,000			\$3,100,000	5,420
5.4 MGD RO Plant (Phase II & Lime Softening Plant)			3,825,000	3,825,000	7,650,000			\$7,650,000	12,150
Wells 25, 26 & 27 Piping and Equipment						2,175,000		\$2,175,000	
Wells 29 & 30 Piping and Equipment	2,800,000				2,800,000			\$2,800,000	4,512
System Transmission Lines									
Phase II - C17 to Pierson Road	864,700				864,700			\$864,700	
Phase III - Pierson Road to Stug I	4,400,000				4,400,000			\$4,400,000	
RO Plant Membrane Replacement	50,000	75,000	75,000	75,000	350,000	525,000		\$875,000	
System Replace/Upgrade Allowance	181,500	214,500	231,000	247,500	1,072,500	1,657,500		\$2,730,000	
	<b>\$6,996,200</b>	<b>\$289,500</b>	<b>\$4,131,000</b>	<b>\$4,147,500</b>	<b>\$20,237,200</b>	<b>\$4,357,500</b>		<b>\$24,594,700 #</b>	
<b>WASTE WATER SYSTEM</b>									
Injection Well (1W-1) Allocations	500,000				1,500,000			\$1,500,000	
Village Bio-Solids Peltization Project (Sludge Dehydrator)	2,151,000				2,151,000			\$2,151,000	6,072
Belt Filter Press at WWTP	900,000				900,000			\$900,000	8,758
1.75 MGD WWTP Expansion	300,000	2,850,000	2,850,000		6,000,000			\$6,000,000	12,739
Injection Well MIT	105,000				145,000	120,000		\$265,000	
PMP Lift Station Upgrades and Rehab	26,500	28,000	30,000	31,000	142,500	182,000		\$324,500	
System Replace/Upgrade	181,500	187,000	198,000	203,500	957,000	1,096,000		\$2,053,000	
	<b>\$3,759,000</b>	<b>\$3,065,000</b>	<b>\$3,078,000</b>	<b>\$274,500</b>	<b>\$11,795,500</b>	<b>\$1,398,000</b>		<b>\$13,193,500</b>	
<b>SUB-TOTAL ENTERPRISE CAPITAL PROJECTS</b>									
	<b>\$10,755,200</b>	<b>\$3,354,500</b>	<b>\$7,209,000</b>	<b>\$4,422,000</b>	<b>\$32,032,700</b>	<b>\$5,755,500</b>		<b>\$37,788,200</b>	
Minor Capital (includes TPP Replacements)	134,060	333,320	237,900	351,505	1,386,290	2,151,270		\$3,537,560	
Minor Capital (includes new FA and minor projects)	336,700	632,500	698,500	731,500	3,064,700	4,119,500		\$7,184,200	
Solid Waste Minor Capital*	123,385	56,558	57,743	25,433	318,202	124,340		\$442,542	
	<b>\$594,145</b>	<b>\$1,022,378</b>	<b>\$995,483</b>	<b>\$1,108,438</b>	<b>\$4,769,192</b>	<b>\$6,395,110</b>		<b>\$11,164,302</b>	
<b>ENTERPRISE CIP TOTALS</b>									
	<b>\$11,349,345</b>	<b>\$4,312,983</b>	<b>\$8,294,748</b>	<b>\$5,530,438</b>	<b>\$36,801,892</b>	<b>\$12,150,610</b>		<b>\$48,952,502</b>	

\*Total of \$123,385 not charged as capital expenses

**ANTICIPATED FUNDING HIERACHY OF THE  
FIVE YEAR CAPITAL PLAN**

<b>Governmental</b>			
<b>General Fund Revenues</b>		<b>Drainage Assessments</b>	
Greenbriar Park (Paving)	30,000	Canal Redredging Program / Bank Stabilization	750,000
Art in Public Places	106,000	Culvert Replacements	500,000
GIS Expansion	150,000	SWAT	1,650,000
Equestrian Trail Improvements	1,775,000		<b>\$2,900,000</b>
Equipment & Vehicles – New Items	5,500,066		
Equipment & Vehicles –TPP Replacements	6,691,654	<b>Future Borrowing</b>	
Parks Capital Maintenance	2,232,480	Municipal Complex	12,000,000
Minor Capital Projects	500,000	Complex - Technology & Comm Equipment	1,500,000
	<b>\$16,985,200</b>		<b>\$13,500,000</b>
<b>Park Impact Fees</b>		<b>Assessment Program</b>	
Village Park Phase IV:		Neighborhood Park Program	1,782,000
Roller Hockey Rink	456,000		<b>\$1,782,000</b>
Sand Volleyball	80,000		
Village Park:		<b>Gas Tax</b>	
Class Space/Addition to Gym	1,440,000	Lake Worth Road Expansion	896,000
Additional Parking	180,000	Lake Worth Road Landscaping	250,000
Future Park Site (K Park)		Big Blue Landscaping - Phase I	140,000
Design/Construction of Multipurpose Fields	7,200,000	Big Blue Landscaping - Phase II	250,000
Playground	180,000	Flying Cow Road	30,000
Racquetball Courts	200,000	Future roundabouts	160,000
Wellington Community Center		50th Street Paving	1,200,000
Office/Restrooms Building	350,000	Pedestrian Paths & Roadway Overlay	1,948,000
Main Pool Renovation	1,900,000	Shellrock Program	831,000
Wading/Teaching Pools	450,000	Various Turn Lanes, Traffic Engineering, Etc.	500,000
Wellington Community Park		Beautiful Wellington/ Neighborhood Enhancement	1,000,000
Renovation/Design Softball Fields	2,460,000	Intersection Improvements	315,000
Exterior Renovations of Original Gym	100,000	FPL Corridor Landscaping	1,240,000
	<b>\$14,996,000</b>	Traffic Signal Replacements	1,000,000
		State Road 7 Landscaping	350,000
		Forest Hill Landscaping (XT to WT)	600,000
			<b>\$10,710,000</b>
		<b>Grand Total</b>	<b>\$60,873,200</b>
<b>Enterprise</b>			
<b>Water Capital Account</b>		<b>Sewer Capital Account</b>	
RO Plant Membrane Replacement	350,000	PMP Lift Station Upgrades and Rehab	142,500
System Replace/Upgrade	1,072,500	System Replace/Upgrade	957,000
	<b>\$1,422,500</b>	Injection Well MIT	145,000
			<b>\$1,244,500</b>
<b>Water Capacity Account</b>		<b>Sewer Capacity Account</b>	
5.4 MGD R.O. Plant including Injection Well (Phase I)	3,100,000	Injection Well (1W-1) Allocations	1,500,000
5.4 MGD RO Plant (Phase II)	7,650,000	Village Bio-Solids Peltization Project (Sludge Dehydrat	2,151,000
Wells 29 & 30 Piping and Equipment	2,800,000	Belt Filter Press at WWTP	900,000
System Transmission Lines	5,264,700	1.75 MGD WWTP Expansion	6,000,000
	<b>\$18,814,700</b>		<b>\$10,551,000</b>
<b>Operating Revenues</b>		<b>Grand Total</b>	
Water and Wastewater Minor Capital	4,450,990		<b>\$36,801,892</b>
Solid Waste Minor Capital	318,202		
	<b>\$4,769,192</b>		



## *CIP Projects Scheduled for 2005/2006*



# K-Park

## State Road Seven & Pierson Road



<b>Project #</b>	200517 (K-Park)/200605 (Playground)/200610 (Racquetball Courts)
<b>Construction Year</b>	2005/2006
	December 2005 out to bid for Planning/Design/Construction of Park and Playground
<b>Project Status</b>	Planning/Design Phase of project
<b>Contractor</b>	TBD

**Project Description** This park project will consist of 6 multi-purpose fields, 2 baseball fields, batting cages, 4 racquetball courts, restrooms/concession buildings, tot playgrounds, a multi-purpose trail, and approximately 12 acres of lake property. This site was purchased in August 2003, and consists of 67.66 acres in total.

<b><u>Project Costs</u></b>	<b>\$7,980,000</b>
	400,000 - Dirtwork (FY 2004/2005)
	7,200,000 - Design/Construction (FY 2005/2006)
	180,000 - Playground (FY 2005/2006)
	200,000 - Racquetball Courts (FY2006/2007)

**Impact on Operating Budget** This project is in the initial design phase and there is no annual operating impact in FY 2005/2006. However, upon completion of the project in FY 2006/2007 the anticipated annual operating impact is estimated to be \$330,000 and will consist of: Labor \$114,400; Contracted Maintenance Services \$42,350; Utilities \$68,750; Supplies \$37,895; and Amortized Equipment \$66,605.

# Wellington Community Center Pool - Office & Restroom Building

12165 Forest Hill Boulevard



**Project #** 200518  
**Construction Year** 2005/2006  
**Project Status** Will be bid as a Design/Build project in 2005/2006  
 Projected bid date is January 2006

**Contractor** TBD

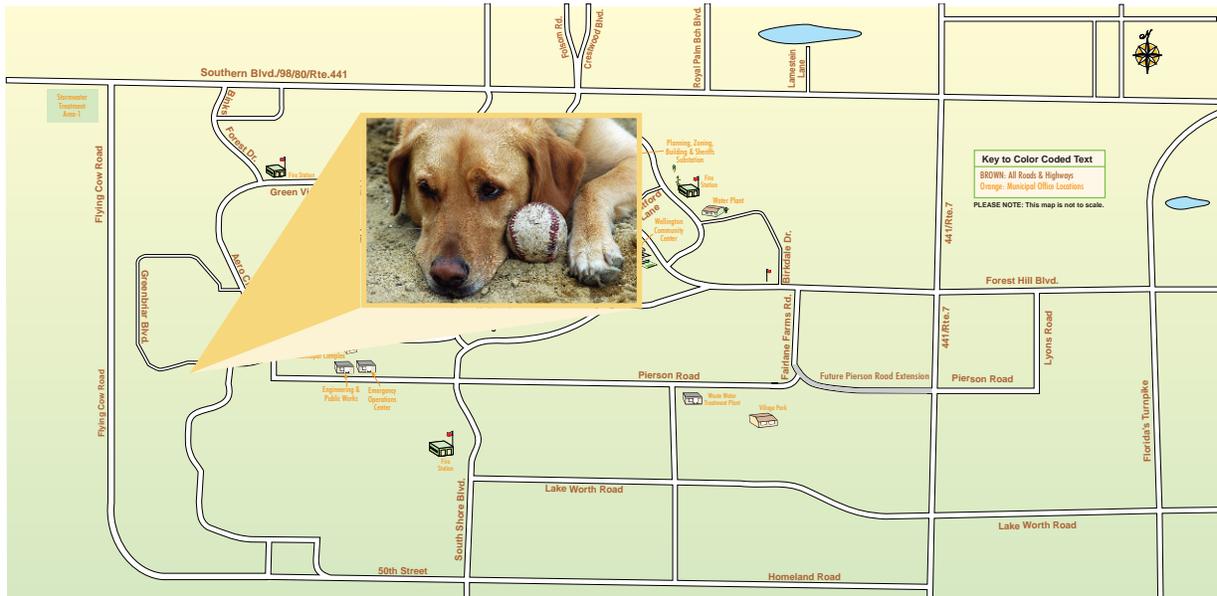
**Project Description** This project will include the demolition of the current aquatic complex building facility and the construction of a new building to include offices, restrooms, and concession stand. The current building complex is approximately 32 years old. Due to the addition of the Spray Park, and Aquatic Slides, the popularity of the Aquatic Complex has increased significantly dictating expansion of the administrative offices, restroom facilities and the concession stand.

**Project Costs** **\$1,450,000**  
 1,100,000 (Fiscal Year 2004/2005)  
 350,000 (Fiscal Year 2005/2006)

**Impact on Operating Budget** Anticipated annual operating impact is \$13,893 and consists of: Labor \$7,293; Utilities \$2,640; and Supplies \$3,960. Concession will be contracted out.

# Neighborhood Parks Program

## Greenbriar Dog Park, 2975 Greenbriar Boulevard



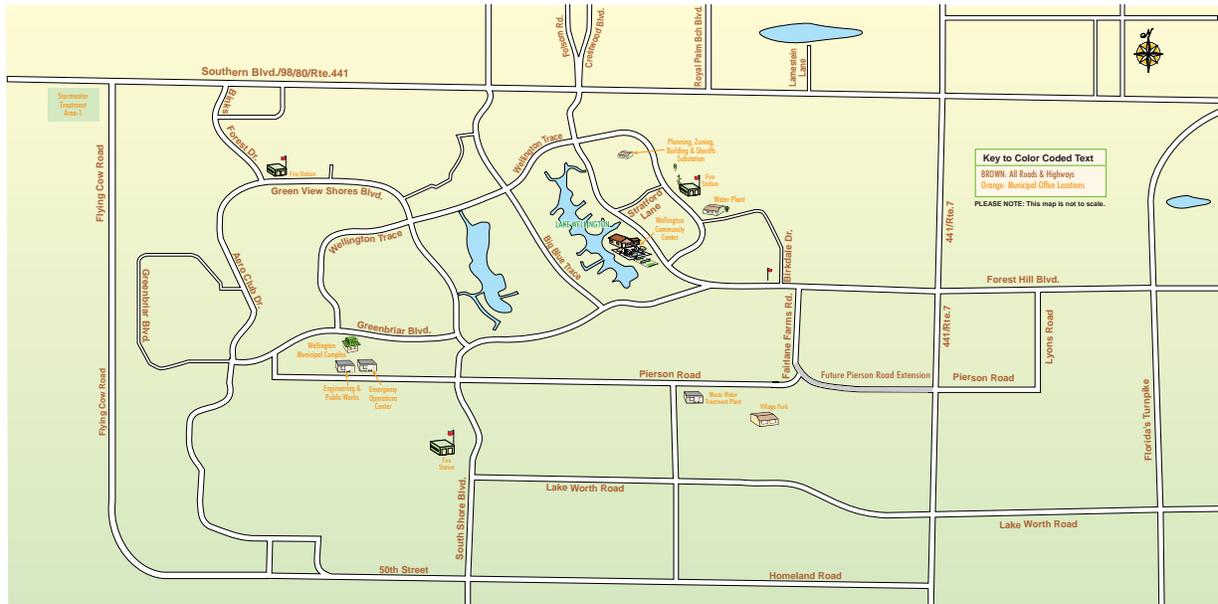
<b>Project #</b>	503005
<b>Construction Year</b>	2005/2006
<b>Project Status</b>	Final design stage. Tree planting, survey and soil work complete. Parking lot is out to bid. Volleyball is being relocated to Village Park, then relocation/construction of dog facilities will commence. Project will be bid out in Fiscal Year 2005/2006.
<b>Contractor</b>	TBD
<b><u>Project Description</u></b>	In fiscal year 2001/2002, Village Council approved a pilot program to totally remodel the Brampton Cove Neighborhood Park which was successfully completed. Subsequently, an eight (8) year Master Plan was developed for the Neighborhood Parks Program for remodeling parks in the initial amount of approximately \$2.5 million beginning in FY2004/2005. In FY2005/2006 there is \$378,000 allocated for Greenbriar Park. This park includes a Dog Park which consists of a fenced in open area where dogs are permitted to run off leash and are free to exercise and interact. The improvements will include: installation/replacement of signs; replace site benches and trash receptacles; provide concrete pads for benches, receptacles, bike racks and picnic tables; provide picnic shelters, picnic tables, bike racks, new and accessible playground equipment; remove unnecessary fencing; provide sidewalks for accessibility; remove bocce courts and new landscaping.
<b><u>Project Costs</u></b>	<p><b>\$598,000</b></p> <p>\$378,000 - Neighborhood Park Program (FY2005/2006)</p> <p>\$120,000 - Land Clearing (FY2004/2005)</p> <p>\$100,000 - Paving (FY2004/2005)</p>
<b><u>Impact on Operating Budget</u></b>	Anticipated annual operating impact - approximately \$4,400 incremental increase during the next ten years for additional maintenance costs.

# Neighborhood Parks Program

	<u>2004/2005</u>	<u>2005/2006</u>	<u>2006/2007</u>	<u>2007/2008</u>	<u>2008/2009</u>	<u>2009/2010</u>	<u>2010/2011</u>	<u>2011/2012</u>	<u>2012/2013</u>
<b>Priority I:</b>									
Field of Dreams	\$129,622								
Primrose	220,378								
Greenbriar		378,000							
Block Island			174,000						
Summerwood			210,000						
<b>Priority II:</b>									
Stamford	30,000			144,000					
Berkshire				112,800					
F.H. Boat Ramp				67,200					
Azure					228,000				
Farrington					156,000				
Amesbury						180,267			
<b>Priority III:</b>									
Dorchester	35,000								
Yarmouth							137,177		
Foresteria							162,823		
Mystic Way								53,632	
Essex	30,000							152,178	
Margate								154,190	
Commons									96,000
<b>Budget</b>	<b>\$445,000</b>	<b>\$378,000</b>	<b>\$384,000</b>	<b>\$324,000</b>	<b>\$384,000</b>	<b>\$312,000</b>	<b>\$300,000</b>	<b>\$360,000</b>	<b>\$96,000</b>
								<i>Total</i>	<b>\$2,983,000</b>

# Parks Capital Maintenance

## Throughout the Village



<b>Project #</b>	200608
<b>Construction Year</b>	Ongoing
<b>Project Status</b>	Ongoing
<b>Contractor</b>	TBD

**Project Description**

The Village has 562 acres being utilized for recreational activities. The Wellington Community Center (18 acres) houses the 16 lighted tennis courts and the aquatic center which consist of the pool, aquatic spray center and water slides. The Community Parks, consisting of Village Park, Community Park, Olympia Park and Tiger Cove Park (201 acres) include 2 gymnasiums, 2 lighted roller hockey rinks (1 under roof), 4 lighted soccer/football fields, 34 lighted softball/baseball fields, 9 restroom/ concession buildings, 5 playgrounds, 7 pavilion/picnic areas, 2 miles of recreational trails, and the Greenbriar Dog Park. The Neighborhood Parks (55.33 acres) includes 7 basketball courts, 1 boat ramp, 17 play structures, a 12,000 sq.ft. skate park, 9 picnic shelters, a lighted roller hockey rink and a restroom/concession building. This budget allocation of \$300,000 is established to provide capital expenditures to maintain the standards of quality to the recreational programs.

**Project Costs**

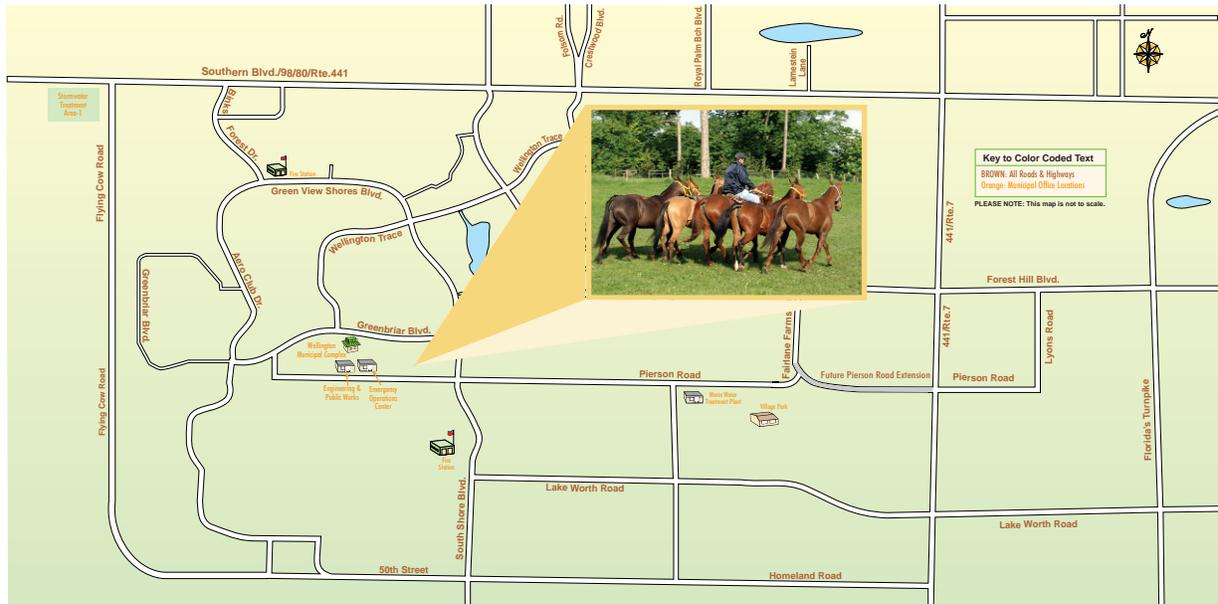
**\$300,000** in FY2005/2006 (Ten year project budget through FY2013/2014 is \$7,787,604)

**Impact on Operating Budget**

This project is an ongoing maintenance program with no additional increase in cost to the annual operating budget.

# Equestrian Master Plan

## Throughout the Village



<b>Project #</b>	202025
<b>Construction Year</b>	Ongoing
<b>Project Status</b>	Ongoing
<b>Contractor</b>	TBD

**Project Description**

Since its inception in 1995, the Village of Wellington has developed a 57 mile long Equestrian Trail System that provides residents with opportunities for recreation, exercise and transportation throughout the community. A Master Plan was developed in February 2004 to improve the Trail System to better meet the needs of our Equestrian residents. Key elements of this vision include: upgraded trail footings; Signage/Graphics/Marker Systems that establish an identity for the Trail System; continuous canopy of large shade trees for shade; rail fences to define trail corridors; well-marked roadway crossings across major roads; rest areas; increase in levels of trails maintenance and law enforcement; and increase user participation and volunteerism in trail maintenance and improvements.

**Project Costs**

**\$175,000** in FY 2005/2006 (Ten year project budget through FY 2013/2014 is \$3,775,000).

**Impact on Operating Budget**

The anticipated annual operating impact is estimated to be a \$7,000 incremental increase for each year during the next ten years for general maintenance.

# Pedestrian Paths & Roadway Overlay

Throughout the Village



<b>Project #</b>	202019
<b>Construction Year</b>	Ongoing
<b>Project Status</b>	Ongoing
<b>Contractor</b>	Unknown

**Project Description**

The Village has an annual roadway overlay program which is based on an annual inspection and condition assessment. The condition is measured using the Asphalt Pavement Rating Form, developed by the Asphalt Institute, based on a weighted average of thirteen defects found in pavement surfaces. The Form uses a measurement scale that is based on a condition index rating from zero for failed pavement to 100 for pavement in perfect condition. The condition index is used to classify roads in seven categories: excellent (100-85), very good (84-70), good (69-55), fair (54-40), poor (39-25), very poor (24-10), and failed (9-0). It is the Village's policy to maintain at least 80% of its road system at a good or better condition. Currently, 94% of the road system is rated as good or better.

**Project Costs**

**\$354,000** in FY2005/2006 (Ten year project budget through FY2013/2014 is \$4,438,000)

**Impact on Operating Budget**

This project is an ongoing maintenance program with no additional increase in cost to the annual operating budget.

# Traffic Signal Replacements

## Wellington Trace and Greeview Shores Boulevard



**Project #:** 200611  
**Project Year:** 2005/2006  
**Project Status:** Will be bid out during 2005/2006.  
**Contractor:** TBD

**Project Description**

The Village will be moving to more mast arm traffic signals at some of the major intersections. The mast arm traffic signals offer a more attractive appearance than the current span wire design, improves intersection appearance and are more durable in hurricanes.

**Project Costs**

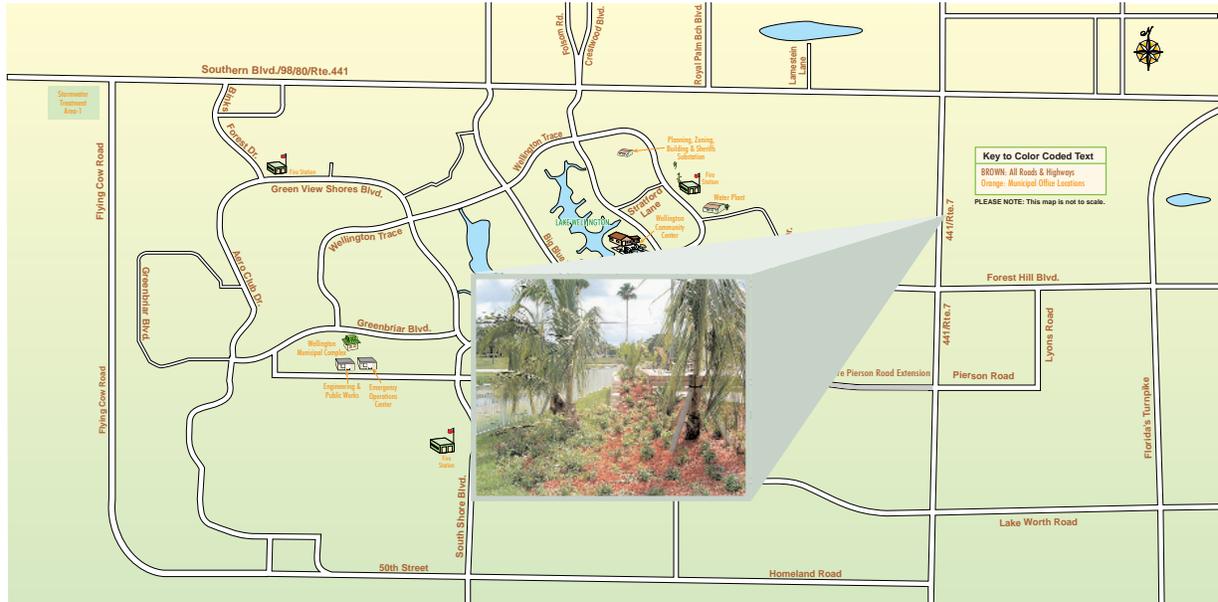
**\$500,000**

**Impact on Operating Budget**

This project will have no impact on the Operating Budget.

# State Road 7 Landscaping

## South of Southern Boulevard to Lake Worth Road



<b>Project #</b>	205004
<b>Construction Year</b>	2005/2006
<b>Project Status</b>	Project will be bid during the 2005/2006 fiscal year
<b>Contractor</b>	TBD

**Project Description** This project will landscape State Road 7 medians just south of Southern Boulevard (near Black Diamond Development) to Lake Worth Road. Current landscaping is limited, lacks irrigation, and does not meet the standards of the Village. A Keep Palm Beach Beautiful Grant estimated at \$189,000 will assist in funding this project.

**Project Costs** **\$350,000**

**Impact on Operating Budget** The anticipated annual operating impact is estimated at \$32,000 for outside services.

# Forest Hill Boulevard Landscaping

Wellington Trace to Wellington Trace



<b>Project #</b>	200614
<b>Construction Year</b>	2005/2006
<b>Project Status</b>	Project will be bid in 2005/2006
<b>Contractor</b>	TBD

**Project Description**

This project will improve the landscaping on Forest Hill Boulevard from Wellington Trace (near the Wellington Community Center) to Wellington Trace (adjacent to the Wellington Mall). Wellington Trace curves around and crosses Forest Hill Boulevard at two different points. The landscaping improvements are along a 1.5 mile section of Forest Hill Boulevard. Improvements are for trees and plants along the roadway. A Keep Palm Beach Beautiful Grant in the amount of \$62,500 will assist in the funding of the project.

<b><u>Project Costs</u></b>	<b>\$600,000</b>
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<b><u>Impact on Operating Budget</u></b>	Anticipated annual operating impact is \$4,500 for outside services.
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## 5.4 MGD Reverse Osmosis Plant including Injection Well Phase I Water Treatment Plant, 1100 Wellington Trace



<b>Project #</b>	701016
<b>Construction Year</b>	2005/2006
<b>Project Status</b>	The initial phase of the Injection Well is in progress. Drilling rig delivered the week of March 28, 2005. Drilling is complete.
<b>Contractor</b>	Youngquist Brothers
<b><u>Project Description</u></b>	The water system is being expanded to meet the needs of projected growth. This includes the expansion of a 5.4 MDG Reverse Osmosis Plant (Phase I-including injection well to the existing facility), and the addition of a storage reservoir at US 441, wells and system transmission lines. The injection well was drilled to over 3,000 feet and will be used for disposal of the Reverse Osmosis concentrate to free up capacity in the existing wastewater well. Phase II of the RO Plant Expansion including Lime Softening Plant upgrade and well outfitting and pipeline is programmed to start in 2006/2007. Construction is expected to be completed in the 8 year time frame.
<b><u>Project Costs</u></b>	<b>\$3,100,000</b>
<b><u>Impact on Operating Budget</u></b>	Anticipated annual operating impact is \$37,814 and consist of: Labor \$28,742; Maintenance \$ 5,112 and Supplies \$3,960.

## Wells 29 & 30 Piping & Equipment

*Between Palm Beach Central High School and the Florida Turnpike*



<b>Project #</b>	200510
<b>Construction Year</b>	2005/2006
<b>Project Status</b>	Projected to be bid during 2005/2006
<b>Contractor</b>	TBD

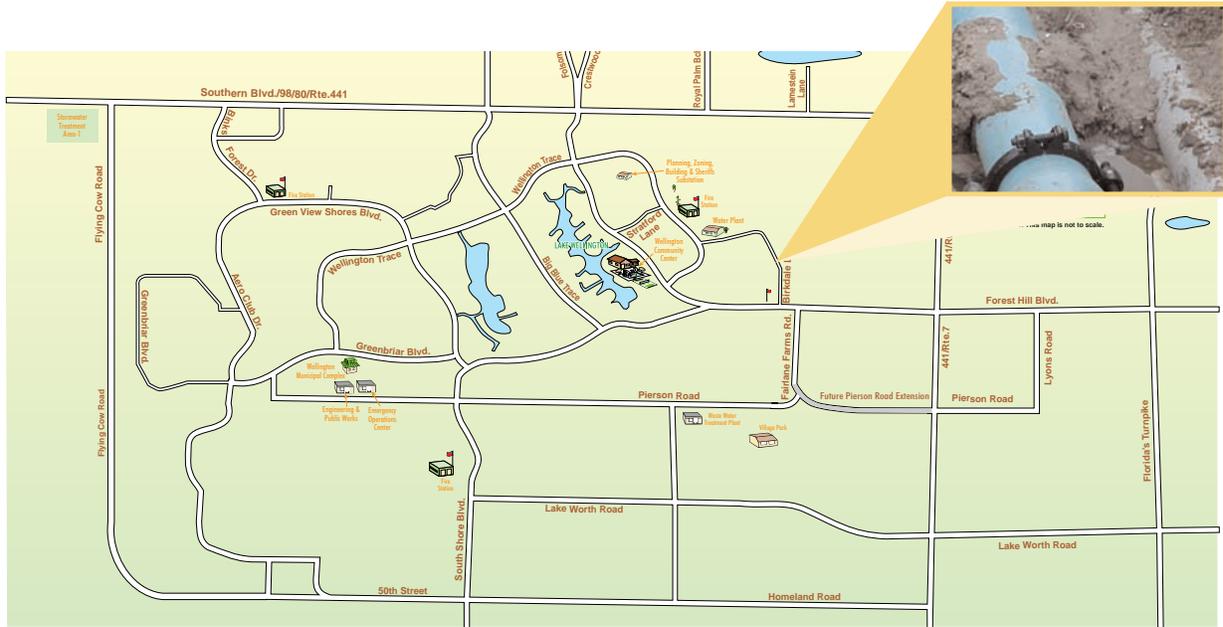
**Project Description** On July 30, 2002 a bid was awarded for the drilling of Wells 25-27 in Section 24 of Versailles and of Wells 29 and 30 located between Palm Beach Central High School and the Florida Turnpike. These wells will provide raw water to the Water Treatment Plant to meet future water demands, and improve the quality of the water. This project consists of setting up well pumps and the installation of the system transmission lines to flow the water to the Water Treatment Plant.

**Project Costs** **\$2,800,000**

**Impact on Operating Budget** It is anticipated there will be no incremental annual operating impact at the current time.

## System Transmission Lines Phase II

### C-17 Canal to Pierson Road



<b>Project #</b>	701406
<b>Construction Year</b>	2005/2006 Phase II
<b>Project Status</b>	Project to be bid out in 2005/2006
<b>Contractor</b>	TBD

**Project Description**

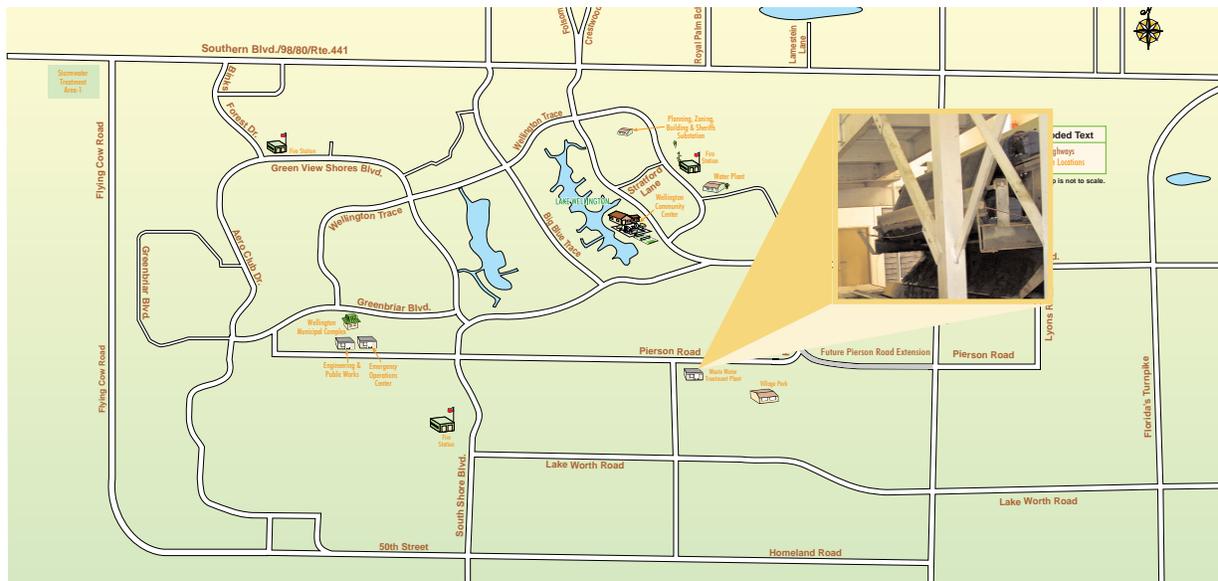
The initial Phase I (FY2004/2005) was awarded by Council to Ric-Man International. This award allows construction of water transmission main extension lines from the Water Treatment Facility down Birkdale Drive to the C-20 canal near the Library. The 24” water main transmission lines will move potable water to the south of the Village for fire flow requirements and for future growth. Phase II (FY2005/2006) will include continuing the water main transmission lines along Fairlane Farms Road south to Pierson Road, and Phase III will run the transmission main extensions west along Pierson Road.

<b><u>Project Costs</u></b>	<b>\$864,700</b>
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<b><u>Impact on Operating Budget</u></b>	It is anticipated there will be no incremental annual operating impact.
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## Village Bio-Solids Peltization Project (Sludge Dehydrator)

Wastewater Treatment Plant 11860 Pierson Road



<b>Project #</b>	702020
<b>Construction Year</b>	2005/2006
<b>Project Status</b>	Will be bid out in 2005/2006
<b>Contractor:</b>	TBD

### Project Description

In the current process, sludge is required to be held on-site for twenty-two (22) hours and produces odors. There is also the problem that the Department of Environmental Protection (DEP) restricts the time and place of sludge disposal. Our current sludge is restricted to Class B and with the Everglades Restoration Project many of our disposal sites have been closed down. This new process will dry the sludge which will reduce volume by two-thirds, and it will be graded Class AA which can be disposed of and used in the making of fertilizer. The dry process sludge will have low odor and no restrictions on disposal.

### Project Costs

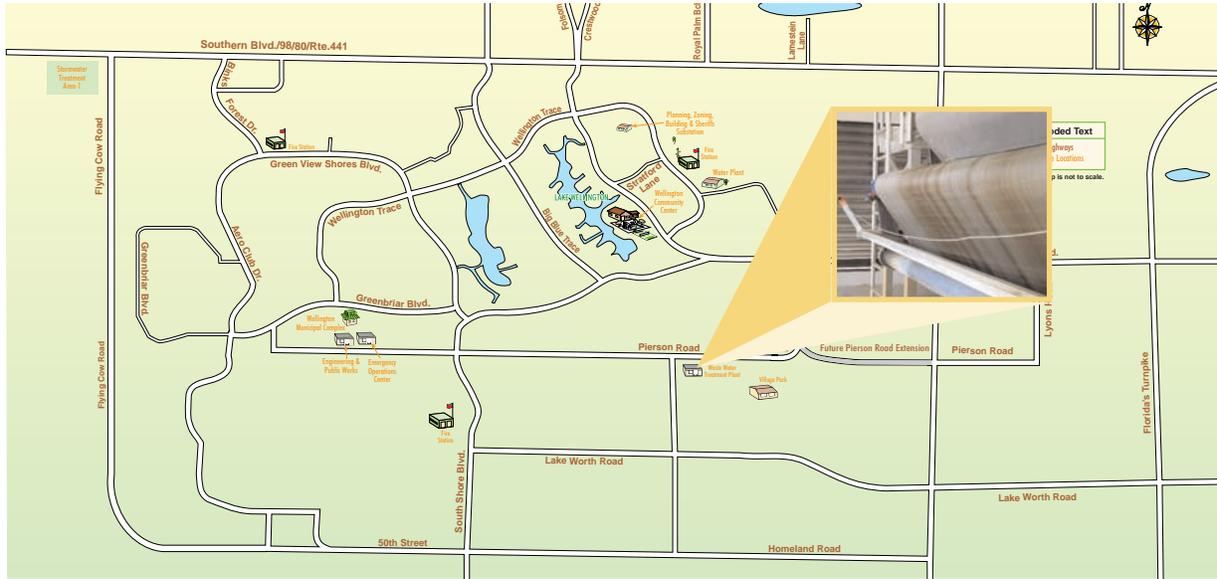
\$2,151,000

### Impact on Operating Budget

The anticipated impact on operating is \$23,000. This may be offset by a similar cost reduction in hauling cost and the costs of lime.

# Belt Filter Press

Wastewater Treatment Plant, 11860 Pierson Road

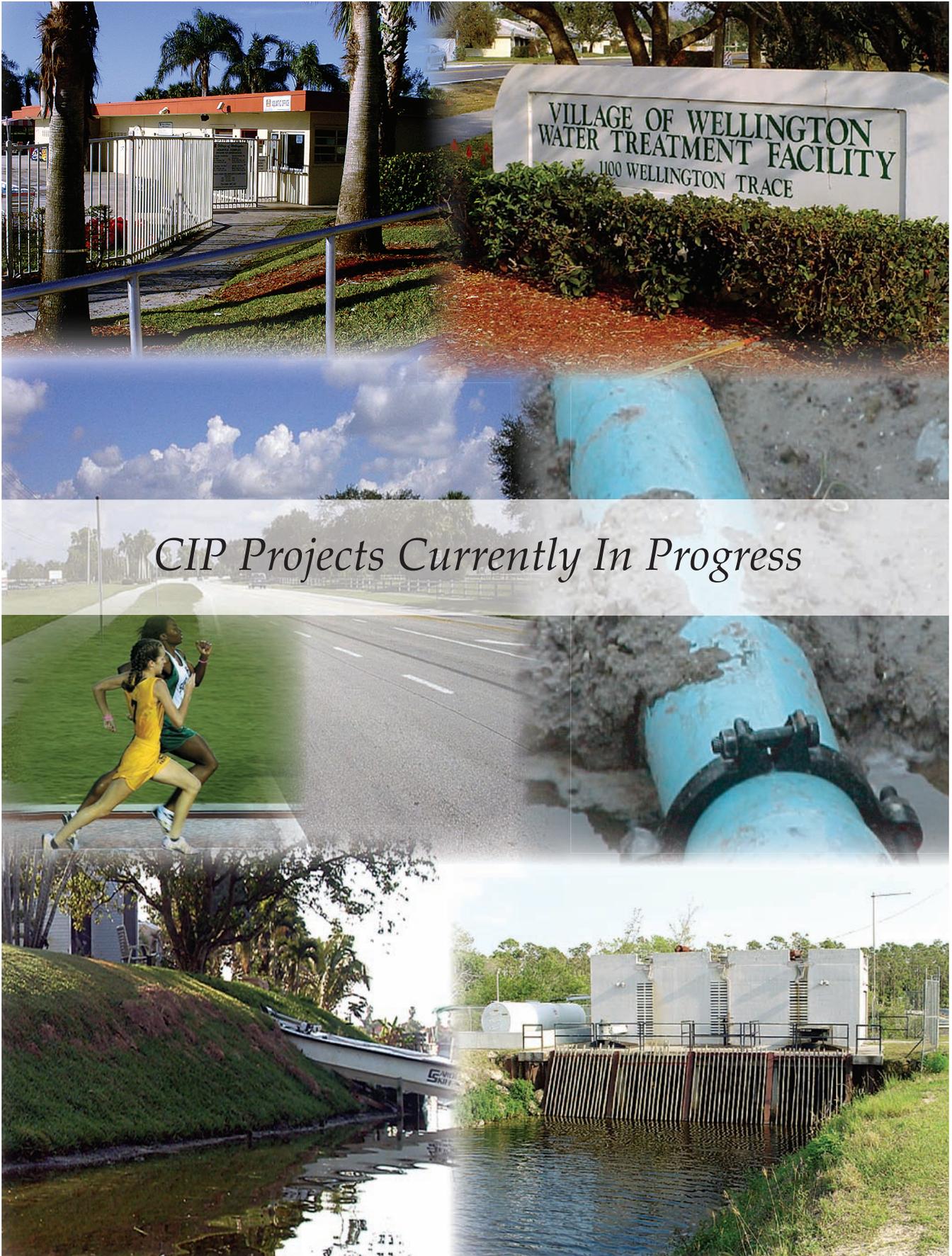


<b>Project #</b>	200616
<b>Construction Year</b>	N/A
<b>Project Status</b>	Equipment will be bid out in FY2005/2006
<b>Contractor</b>	TBD

**Project Description** The Village has been operating the existing K-85 Belt Press for the purpose of sludge dewatering since 1994. The equipment operates seven (7) days a week, and up to 10-12 hours per day. Due to the increase in sludge and the potential for future problems, a second Belt Press will be purchased.

**Project Costs** **\$900,000**

**Impact on Operating Budget** The new belt press will reduce the associated maintenance costs. Because the Village is considering refurbishing the K-85 Belt Press. The anticipated annual impact is estimated at \$8,000 for maintenance and repairs.



# Governmental Funds - Cumulative Budgets for Projects in Progress as of September 30, 2005

<b>Surface Water Management</b>				
Pump Station #4	\$1,800,951		Equestrian Master Plan	418,765
Pump Station #2	1,669,462		Equestrian Preserve Ovalabout (Lake Worth Road)	227,467
Pump Station #1	451,816			<b>\$646,232</b>
Canal Redredging/Bank Stabilization	363,396			
Culvert Replacements	286,261			
Pump Station #3	244,487		<b>Public Facilities</b>	
Remote Electric Water Elevation Readers	131,500		Birkdale Site Work (Wetlands & Earthwork)	233,502
Pump Station #5	78,000		Public Buildings/Building Renovations	170,425
Dovedale Court Extension over C-23 Canal	70,000		Renovate Existing Communication Tower	162,744
	<b>\$5,095,873</b>		Entrance Signs	135,787
			Wayfare Signs	100,962
			Gym Generator	75,892
<b>SWAT</b>			Sidewalk Canopies Administration	75,000
Basin B	2,843,102		WCC Wind Storm Shutters	51,562
Pump Station #8	1,704,500		WCC Signs	50,000
Aquatic Pilot Program (Urban/Agri Stormwater Runoff)	305,056		WCC Meeting Hall	38,000
Hot Spot Improvements	150,000			<b>\$1,093,874</b>
Best Management Practices	128,245			
Horse Waste Management	121,257		<b>Leisure Services</b>	
Section 24 Wetland Park	58,225		WCC Pool Office/Restroom Building	1,100,000
Big Blue Forest	42,305		Olympia Running Track Lighted	650,000
Peacock Pond	41,225		Greenbriar Park (Dog)	433,130
Kahlert Property	20,000		K-Park Dirtwork	400,000
Section 34	9,010		Village Park Phase IV - Restrooms/Meeting Rooms	281,227
	<b>\$5,422,925</b>		New Horizons Parking	250,000
			Village Park Trail Lighting	240,000
<b>Roadways</b>			Primrose Park	219,996
Pierson Road Extension & By-Pass	3,460,290		Field of Dreams	129,400
South Shore Blvd: Lake Worth to Sheffield Road	3,062,613		Greenbriar Park (CL/GR/IRR)	120,000
Greenview Shores Land and Fencing	562,000		Wellington Community Center	83,800
Various Turn Lanes, Traffic Engineering	544,197		Village Park Pavillion	60,000
Pedestrian Paths & Roadway Overlay	535,835		Neighborhood Park Program	35,795
Walls, Fencing & Hedging	331,200		Art in Public Places	14,000
Shellrock Program	313,089			<b>\$4,017,348</b>
Intersection Improvements	231,048			
Birkdale Drive Pathway	156,000		<b>Miscellaneous</b>	
Flying Cow Road	154,829		IT Capital Acquisition	46,289
State Road 7 Landscaping	100,500			<b>\$46,289</b>
Beautiful Wellington	81,361			
Dovedale Court Extension (Road)	69,999			
Pierson Road Land Acquisition	65,083			
			<b>Governmental Funds Grand Total</b>	<b>\$25,990,585</b>

*Enterprise Funds - Cumulative Budgets for Projects in Progress as of September 30, 2005*

<b>Water System</b>		
5.4 MGD R.O. Plant including Injection Well (Phase 1)		\$13,077,346
Storage Reservoir@US441		2,820,520
System Transmission Lines		1,775,300
Rustic Ranches Water Main		1,131,096
Customer Services/Field Services Building		732,000
RO Plant Membrane Replacement		540,000
5.4 Plant - Lime Softening		500,000
System Replace/Upgrade Allowance		420,000
Chlorine Conversion		401,660
Wells 29-30 Pipe and Equipment		72,971
		<b>\$21,470,893</b>
<b>Wastewater System</b>		
Village Bio-Solids Peltization Project (Sludge Dehydrator)		1,499,000
Reuse Transmission Lines		1,000,000
WWTF Wetland Park		1,000,000
Effluent Disposal Reuse (Phase I - WWTP, VP, Lanier Park)		973,414
System Replace/Upgrade		441,000
Effluent Disposal Reuse (Phase II - Palm Beach Polo Golf Course)		325,000
Reuse Land Acquisition		292,500
Headwork Scrubber Replacement		91,747
PMP Lift Station Upgrades and Rehab		86,025
Community Park Sewer Services/Boys & Girls Club Lift Station		43,791
		<b>\$5,752,477</b>
		<b>\$27,223,370</b>
	<b>Enterprise Funds Grand Total</b>	

**SURFACE WATER MANAGEMENT**

The surface water management system must be designed, maintained and operated in compliance with the periodically changing requirements imposed by state and federal agencies. The approximate \$2.9 million cost of improvements (including SWAT projects) over the next five years is expected to amount to approximately 4% of all capital improvements for fiscal year 2005/2006 through fiscal year 2009/2010.

*The following describes significant ongoing projects budgeted in previous years.*

**PUMP STATIONS**

Pump Stations 1 and 2 discharge storm water from Basin B directly into Water Conservation Area Number 1. These pump stations require replacement pursuant to the eventual Everglades restoration plan to be devised by the South Florida Water Management District. The funding of the pump stations will likely be incorporated into the financing mechanism(s) used for Basin B. Changes in



Pump Stations 1 and 2 will necessitate improvements to Stations 3 and 4 in order to reroute flows from Basin B north through Basin A. Pump Station 3 was completed in August 2004. Pump Station 4 was awarded in April 2005 and is nearly

completed. As the result of the adoption of the Everglades Forever Act, the Village and South Florida Water Management District have been jointly pursuing solutions and funding alternatives relating to the discharge of untreated storm water runoff from Acme Basin B into the Loxahatchee National Wildlife Refuge. Memorandum of Understanding (MOU) No. CN051212 resulted from that joint pursuit. Among Village responsibilities under the MOU is the design and construction of Pump Station 8 which, when completed, will complete an additional capital improvement project necessary to route storm water runoff north from Acme Basin B through Acme Basin A and into the C-51 Canal.

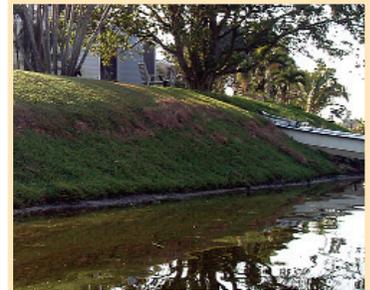
**EVERGLADES RESTORATION (BASIN B SOLUTION)**

Compliance with the South Florida Water Management District Surface Water Management Permit will require improvements to the Village’s surface water management system, particularly with respect to discharge into Water Conservation Area Number 1 from Basin B, the drainage area south of

Pierson Road. Water Conservation Area Number 1 is part of the Everglades, a natural drainage system that is protected by the Everglades Forever Act. The Village has finalized an agreement with the South Florida Water Management District for the conceptual design and construction to treat Basin B storm water prior to discharge. An estimate of \$2.4 million for the resolution of this issue, and the resulting capital costs, will be carried forward to the 2005/2006 budget year. Total anticipated cost for this project is \$20 million.

**SHORELINE EROSION**

Lake Wellington was excavated for fill in the mid 1970’s. It now also serves as a storm water retention component of the drainage system. In some areas its slopes exceed the 4:1 (horizontal:vertical) standard now applicable to new construction. The lake banks have some erosion problems.



The total cost of the highest ranking erosion project is estimated at \$2.35 million. The Village of Wellington has received \$1.2 million in grant funding from the United States Department of Agriculture (USDA), with the potential to receive an additional \$500,000 - \$1 million. About \$550,000 - \$600,000 remain in the initial capital costs that may be paid for by the community through special assessment.

**MAINTENANCE**

In addition to the above capital projects, the Village conducts significant on-going annual maintenance projects and programs to maintain its surface water management system. The two major programs are canal re-dredging and culvert replacement. The maintenance cost of these programs totals \$1.25 million over the next five years, averaging \$250,000 per year.

**ROADWAYS**

The Village owns and maintains 137.40 miles of paved roadways, 41.4 miles of shellrock roadways, 33 miles of bike paths, 143 miles of sidewalks and 57 miles of bridle paths located within its boundaries. Palm Beach County owns and maintains Forest Hill Boulevard. On-going maintenance related improvements associated with these roadways include pavement overlays in accordance with a fifteen-year plan, shellrocking in accordance with a five-year plan and swale improvements. Major road projects

*Did you Know?  
The Village has done more than any other Municipal Government to reduce the phosphorus content in its stormwater runoff to the level mandated*

are currently in progress. Some roads will be widened to accommodate future growth and some require major maintenance work. The approximate \$6.7 million cost of improvements will amount to approximately 8% of all capital improvements for 2005/2006 through fiscal year 2009/2010.

*The following describes the significant ongoing roadway projects budgeted in previous years.*

**PIERSON ROAD EXTENSION & BY PASS**

Pierson Road will be altered and extended to State Road 7 (US 441). This expansion will be partially funded by the developers of the Wellington Green Mall, Oakmont Estates and the Lanier Property. Anticipated completion is June 2006.

**SOUTH SHORE BOULEVARD (LAKE WORTH RD TO SHEFFIELD ROAD)**

The total length of the project is 1.5 miles. South Shore Boulevard is to be expanded to four lanes from Greenview Shores Boulevard to Pierson Road, and reconstruction to a two-lane, divided roadway from Pierson Road to Lake Worth Road. New irrigation and landscaping is to be installed along the length of the reconstructed roadway, as well as signing and signalization. Completion of the reconstructed roadway should simultaneously improve safe traffic flow and enhance the equestrian aesthetics of the area. The construction project was awarded by Council in October 2005, and the project should be completed within 300 days from Notice to Proceed.



**GREENVIEW SHORES BOULEVARD LANDSCAPING**

This project will provide for landscaping of the Greenview Shores Boulevard median from South Shore Boulevard to Wellington Trace at an estimated cost of \$562,000. Palm Beach County is reconstructing Greenview Shores Boulevard which is scheduled to be bid out in the winter of 2006. Upon completion of the reconstruction project, the Village will landscape the medians.

**MAINTENANCE**

As previously noted, the Village conducts significant ongoing annual maintenance projects and programs in addition to the above capital projects to maintain the service levels of its roadways. Some of the major programs include roadway resurfacing (both paved and unpaved roads), landscape improvements to major thoroughfares, and other traffic engineering/roadways/intersection improvements. The cost of these programs will average a \$718,800 per year over the next five years.

**Did you Know?  
Veterans Memorial  
was completed in  
time for dedication  
on Memorial Day  
2005**

**LEISURE SERVICES**

Over the past few years, the infrastructure for the Village's parks and recreation system has been a priority. The beginning phases of the Wellington Village Park Community Sports Complex, Tiger Shark Cove Park, Olympia Park Baseball Complex and the Wellington Community Center projects, were completed and are currently being utilized by the public. The \$19 million cost of adding other park facilities to the system and upgrading existing parks will amount to about 23.8 % of all capital improvements for fiscal year 2005/2006 through fiscal year 2009/2010.

**WELLINGTON COMMUNITY CENTER POOL OFFICE AND RESTROOM BUILDING**

This project will include the demolition of the current aquatic complex building facility and concession building, and the construction of a new building to include offices, restrooms, and a concession stand. The Aquatics Center has become increasingly popular with the addition of the Spray Park and the Aquatic Slides. The budget will have \$1.1 million carried over from fiscal year 2004/2005, and an additional \$350,000 in fiscal year 2005/2006 for the construction of this facility. The additional funding added in fiscal year 2005/2006 was due to the decision to add a concession stand.



**OLYMPIA RUNNING TRACK**

The Design/Building of the Olympia Running Track was originally opened on June 28, 2005 with five (5) bid submittals. In reviewing the bid submittals it was determined that the contractors were inconsistent in determining the full needs of the Village. Therefore, a management decision was made to re-bid this project. The re-bid resulted in one bid which is beyond the Village budget. The bid is currently being reviewed.



**WATER AND WASTEWATER SERVICES (UTILITIES)**

The water system will be expanded to meet the needs of projected growth. This will include the expansion of the existing facility to a 5.4 MDG RO Plant (Phase I-including injection well) and the addition of a storage reservoir, wells and system transmission lines.

Approximately \$20.2 million will be expended during fiscal year 2005/2006 through fiscal year 2009/2010. This will amount to 55 % of the Enterprise Fund capital improvements during this period.

The wastewater system will be expanded to meet the needs of projected growth. This will include the purchase of reuse land, an effluent disposal reuse system, and a plant expansion. Approximately \$11.8 million will be expended during fiscal year 2005/2006 through fiscal year 2009/2010. This will amount to 32 % of the Enterprise Fund capital improvements during this period.

#### **INJECTION WELL**

On September 28, 2004 the Village Council awarded a bid for the Water Treatment Plant Injection Well (Phase I). This is for the construction of one Class I tubing and packer injection well with an associated deep dual zone monitoring well. The purpose of this well system is the disposal and monitoring of non-hazardous, low pressure, reverse osmosis plant reject water. This reject water is a potable, water treatment by-product. The injection well system (ROIW-1) will accept the total reject flow from the pressures that must be applied and reduce the electrical costs at the Water Treatment Facility. In addition, this injection well will free up capacity on the existing well at the Wastewater Treatment Plant for future expansion.

#### **STORAGE RESERVOIRS**

Additional finished water storage is necessary to satisfy minimum storage requirements and meet the hydraulic needs of the system. The final reservoir will be required in the US 441 corridor north of Wellington's Edge and south of SR 80. This reservoir will be required to satisfy hydraulic demands. The reservoir is approximately 2 MG.

#### **RUSTIC RANCHES WATER MAINS**

The construction of water mains to supply water to Little Ranches, located just south of Southern Boulevard at the intersection of Royal Palm Beach Boulevard, and complete a loop was constructed and will improve water flows in the northwest quadrant of the Village. This was a joint project with SFWMD.

#### **UTILITY CUSTOMER SERVICE BUILDING**

The proposed Village Customer Service Building, a 2,340 sq. ft. concrete block and stucco structure with standing seam metal roof, will be located at the Water Treatment Facility on Wellington Trace. The building will consist of offices, conference room, lobby, storage, night depository, customer service counter area and drive through facility. It will be sited in front of the present Water Treatment Facility to provide easy access from Wellington Trace. Once completed, Village



Customer Service personnel will be relocated to their new facilities from their offices at Wellington Mall. This new facility will allow the Village to provide enhanced service to its utility customers. Council awarded the bid to West Construction, Inc. in October 2005 for \$731,987.50. The project is estimated to be complete within 210 days from Notice to Proceed.

#### **CHLORINE CONVERSION**

The chlorine conversion at the Water Treatment Facility will replace the use of chlorine gas with generators that produce sodium hypochlorite (pool chlorine) for disinfecting.

#### **EFFLUENT DISPOSAL REUSE**

The Village has recognized the need and importance of reusing treated wastewater effluent. A proper program can defer expenditures for future injection wells, extend the dates by which the water plant requires expansion, and potentially reduce the ultimate plant size. Reuse transmission lines have been utilized to provide reclaimed water to Village Park and plans are to extend them to the new K-Park Site.

#### **VILLAGE BIO-SOLIDS PELTIZATION PROJECT (SLUDGE DEHYDRATOR)**

In our current process, sludge is required to be held on site for 22 hours which can produce odor. The Department of Environmental Protection (DEP) restricts the sludge disposal process. This new process will produce sludge with lower odor and with no disposal restrictions and allow more options for disposal.

#### **WASTEWATER TREATMENT FACILITY - WETLAND PARK**

This project will examine a portion of the Wastewater Treatment Facility (WWTF) currently used on percolation pads for potential development as a wetlands park for the purpose of creating and preserving the wetlands for potential environmental and/or recreational uses. The WWTF currently disposes of secondary effluent, primarily through a deep injection well system, with only intermittent use of the 20-acre percolation pond system for short durations. The plans include conversion of these ponds into a wetland park. On May 10, 2005 the Village awarded the Request for Proposal (RFP), "Wastewater Treatment Facility Recreational Wetland Final Design & Permitting" to CH2M Hill for the design layout of the wetland park. Funding of \$1 million for this project has been carried forward to fiscal year 2005/2006.

## Debt Administration

*The Village's outstanding debt as of September 30, 2005 consists of the following:*

<b>General Governmental Debt</b>	
Public Service Tax Revenue Bonds, Series 1999	\$3,045,000
Public Service Tax Revenue Refunding Bonds, Series 2005	9,905,000
Florida Municipal Loan Council (FMLC) Bond Pool (Series 2001A)	5,040,000
Florida Municipal Loan Council (FMLC) Bond Pool (Series 2002C)	5,865,000
<b>Total General Governmental Debt</b>	<b>\$23,855,000</b>
<b>Business Fund Debt</b>	
2003 Water & Sewer Revenue Bonds (AAA Rating)	\$20,255,000
<b>Total Debt</b>	<b>\$44,110,000</b>

The Village had made it a practice to fund most capital outlay over the years — with the exception of the initial infrastructure (roads, drainage, and utilities plants) — through current operating budgets rather than through long-term financing. However, during the 1998/1999 fiscal year, Council approved the issuance of Communication Service Tax Revenue Bonds to provide funds for construction of infrastructure and recreational projects under the 1999– 2004 Capital Improvement Plan. Additionally, the bond issuance was used to repay a \$4.6 million promissory note for the construction of Village Park, Phase I.

The Village first joined the Florida Municipal Loan Council (FMLC) Bond Pool for financing of capital projects scheduled in fiscal year 2001/2002 and fiscal year 2003/2004. The proceeds were deposited in an account for the Village of Wellington with the FMLC's trustee, administered by the Florida League of Cities.

In August 2003, the Water and Sewer Refunding Bonds were refinanced. Because of the favorable tax-exempt interest rates available in the market at the time, the Village was able to refinance the Series 1993 Bonds and realize a total net present value savings of approximately \$1.4 million over the life of the bonds which represents an average annual savings in debt service payments of over \$498,000. The Government Finance Officers Association recommends that issuers refund their existing bonded debt only when the savings fall within a range of 3-5% of the amount of the bonds being refunded. This refunding allowed the Village to achieve an approximate savings of 6.45%. Also included in the bond issue:

- ✓ Refund all of the Water and Sewer Revenue Refunding Bonds, Series 1993, which were outstanding in the aggregate principal amount of \$21,890,000
- ✓ Finance land purchase and capital costs for reuse treatment project

- ✓ Pay costs and expenses relating to the issuance of the 2003 bond, including payment of the premiums for a Bond Issuance Policy and a Reserve Account Insurance Policy

In May 2005, a portion of the Public Service Tax Revenue Bonds, Series 1999, was refinanced to reduce future debt service payments by \$736,485.

During fiscal year 2004/2005, projects were reevaluated and shifted to maximize funding availability with project timelines. New projects and revised cost estimates enabled staff to reprioritize projects. Outstanding general governmental debt has been re-allocated for the funding of the following projects:

### **Public Improvement Revenue Bonds, Series 1999**

- ✓ Wellington Community Center
- ✓ Tiger Shark Cove
- ✓ Village Park – Phase II
- ✓ Lake Worth Road
- ✓ Maintenance / Storage Building
- ✓ Little Ranches Access Road
- ✓ 120th Street Paving
- ✓ 12th Fairway Road Reconstruction
- ✓ Refinance Village Park
- ✓ Wellington Trace Bike Path
- ✓ Equestrian Improvements

**Did You Know?**  
**The Village's 2005 bond refinancing will save over \$700,000 in future financing costs**

**Florida Municipal Loan Council Revenue Bonds, Series 2001A**

- ✓ South Road Reconstruction
- ✓ Mechanics Shop
- ✓ Minto Baseball – Phase I
- ✓ Village Park Gym

**Florida Municipal Loan Council Revenue Bonds, Series 2002C**

- ✓ Pierson Road Reconstruction
- ✓ Pierson Road / Mall by-pass
- ✓ Pierson Road ROW
- ✓ South Shore Blvd./South Shore to Ousley Farms
- ✓ Equestrian Improvements

The following provides a summary of debt service requirements for the Village's bonds:

**ANALYSIS OF DEBT SERVICE REQUIREMENTS  
AS OF SEPTEMBER 30, 2005**

	Public Service Tax Revenue Bonds Series 1999	Public Service Tax Revenue Refunding Bonds Series 2005	FMLC Bond Pool (Series 2001 A)	FMLC Bond Pool (Series 2002 C)	Total Government Bonds	W & S Revenue Bonds
Issue Date	1999	2005	2001	2002		2003
Retirement	2010	2019	2021	2022		2013
Original Debt	\$15,670,000	\$9,995,000	\$5,605,000	\$6,290,000	\$37,560,000	\$22,355,000
Outstanding Principal	\$3,045,000	\$9,905,000	\$5,040,000	\$5,865,000	\$23,855,000	\$20,255,000
Interest Rate	4.10 - 5.25%	3.73%	3.25 - 5.25%	3.00 - 5.25%		2.00 - 5.00%
Annual Debt Service Requirements:						
2006	778,448	429,456	441,363	499,688	2,148,955	2,773,624
2007	780,447	432,218	442,363	502,375	2,157,403	2,775,374
2008	780,298	429,794	442,913	498,938	2,151,943	2,767,936
2009	778,797	432,370	442,450	499,950	2,153,567	2,767,424
2010	319,487	889,758	440,950	499,289	2,149,484	2,752,474
Thereafter	-	10,897,755	5,269,200	6,433,031	22,599,986	9,760,503
<b>Total</b>	<b>\$3,437,477</b>	<b>\$13,511,351</b>	<b>\$7,479,238</b>	<b>\$8,933,271</b>	<b>\$33,361,337</b>	<b>\$23,597,334</b>

Note: Any difference between the annual debt service requirements shown above and the total amounts budgeted for debt service arises from funding of compensating balance requirements.

**TOTAL GENERAL GOVERNMENTAL DEBT SERVICE**

	Principal	Interest	Total Debt Service
2006	\$1,115,000	\$1,033,955	\$2,148,955
2007	1,170,000	987,403	2,157,403
2008	1,215,000	936,943	2,151,943
2009	1,270,000	883,567	2,153,567
2010	1,325,000	824,484	2,149,484
Thereafter	17,760,000	4,839,986	22,599,986
<b>Total</b>	<b>\$23,855,000</b>	<b>\$9,506,337</b>	<b>\$33,361,337</b>

In Florida, there is no legal debt limit. All general obligation debt pledging payment from ad valorem taxes must be approved by referendum, unless it is to refund outstanding debt. Article VII, Section 12 of the Florida State Constitution

#### TOTAL ENTERPRISE DEBT SERVICE

	<u>Principal</u>	<u>Interest</u>	<u>Total Debt Service</u>
2006	\$2,140,000	\$633,624	\$2,773,624
2007	2,185,000	590,374	2,775,374
2008	2,225,000	542,936	2,767,936
2009	2,280,000	487,424	2,767,424
2010	2,335,000	417,474	2,752,474
Thereafter	9,090,000	670,503	9,760,503
<i>Total</i>	<b><i>\$20,255,000</i></b>	<b><i>\$3,342,334</i></b>	<b><i>\$23,597,334</i></b>

states “Counties, school districts, municipalities, special districts and local governmental bodies with taxing powers may issue bonds, certificates of indebtedness or any form of tax anticipation certificates, payable from ad valorem taxes and maturing more than twelve months after issuance only to finance or refinance capital projects authorized by law and only when approved by vote of the electors...” The Village has no general obligation debt outstanding.

#### NET GOVERNMENTAL DEBT PER CAPITA

<u>Year</u>	<u>Population <sup>(1)</sup></u>	<u>Bonded Debt</u>	<u>Notes Payable</u>	<u>Less Amount Available in Debt Service Fund</u>	<u>Net Debt</u>	<u>Net Debt Per Capita</u>
1997	27,039		\$4,561,482	\$576,664	\$3,984,818	\$147
1998	28,585		6,338,401	639,765	5,698,636	199
1999	29,839	15,670,000	1,306,110	702,610	16,273,500	545
2000	31,024	15,225,000		691,588	14,533,412	468
2001	40,749	14,700,000		354,892	14,345,108	352
2002	42,319	19,760,000		665,538	19,094,462	451
2003	46,208	25,290,000		236,107	25,053,893	542
2004	50,666	24,305,000		45,692	24,259,308	479
2005	55,427	23,855,000		273,354	23,581,646	425
2006	58,433	22,740,000		83,069	22,656,931	388

(1) University of Florida, Bureau of Economic Research

## ANNUAL DEBT SERVICE EXPENDITURES TO TOTAL EXPENDITURES

<u>Year</u>	<u>Annual Debt Service Expenditures</u>	<u>Governmental Funds Expenditures</u>	<u>Debt Service as % of Expenditures</u>
1997	\$782,472	\$22,471,359	3%
1998	1,435,100	21,674,518	7%
1999	1,673,000	23,296,138	7%
2000	1,487,000	27,250,367	5%
2001	1,530,000	47,842,176	3%
2002	1,909,350	51,504,502	4%
2003	2,993,350	62,773,896	5%
2004	3,075,000	67,006,919	5%
2005	2,220,000	67,892,048	3%
2006	2,199,600	76,435,567	3%

Note: Includes limited obligation bonded debt and notes payable.

All applicable debt covenants such as ratios of net income to debt service, sinking funds and insurance coverage have been met or exceeded. The Bond Resolution, which authorized the issuance of the outstanding utility revenue bonds, include a rate and debt service covenant which require the Village to provide in each fiscal year net revenue, adequate to pay at least 110% of the annual debt service requirement for the existing bonds and any pari passu additional bonds issued thereafter. Based on the projections contained in the fiscal year 2005/2006 budget, the Village is in compliance with the covenant as illustrated below:

**REVENUE BOND COVENANT COMPLIANCE  
(UTILITY SYSTEM ENTERPRISE FUND)**

Total Utility Revenues <sup>(1)</sup>	\$14,954,600
Operating Expenses <sup>(2)</sup>	7,136,728
<b>Net Revenues Available for Debt Service</b>	<b>\$7,817,872</b>
Required Debt Service <sup>(3)</sup>	\$2,773,624
Debt Service Coverage:	
Achieved	2.82
Required	1.10

(1) Amounts shown do not include revenues or funds received

(2) Amounts shown do not include revenues or funds received

(3) Includes contingency as well as departmental costs

The ability of the system to meet its expenditure needs without a rate adjustment since November 1995, is an indication of the continuing financial strength and operating ability of the Village and its utility.

## *Risk Management*

The Village purchases insurance on real and personal property, including hurricane and flood coverage, with common policy restrictions, covering direct physical loss of or damage to buildings, fixtures, equipment, boilers, machinery, and supplies as shown in the table below. All policies have been structured such that the policy year is concurrent with the fiscal year. In contracts, the Village obtains indemnification and holds harmless agreements, and requires contractors to name the Village as an additional insured under the indemnitor's insurance coverage.

### SCHEDULE OF INSURANCE AS OF OCTOBER 1, 2005

<u>Type</u>	<u>Limits</u>	<u>Actual 2003/2004</u>	<u>Actual 2004/2005</u>	<u>Budget 2005/2006</u>
<b>General/Professional Liability</b>				
General/Professional Liability	\$1,000,000 each occurrence	\$187,788	\$202,249	\$210,000
Errors & Omissions	\$1,000,000 each occurrence			
Employment Practices Liability	\$1,000,000 each occurrence			
Public Officials Liability	\$1,000,000 each occurrence			
<b>Business Automobile</b>				
Comprehensive Automobile	\$1,000,000 combined single limit	57,720	62,345	68,000
Personal Injury Protection	\$10,000 per occurrence			
Uninsured Motorist	\$20,000 with a \$500 deductible			
Comprehensive Collision	\$500 deductible			
<b>Workers Compensation</b>				
	\$1,000,000 Each Accident/Disease	277,629	323,154	449,000
	\$1,000,000 Aggregate by Disease			
<b>Property Insurance</b>				
Real property and contents	\$11,452,438	175,355	161,077	160,000
Includes earthquake, flood and business interruption; also electronic data processing	\$25,000 deductible			
Mobile Equipment	\$1,599,850			
Commercial Inland	\$250 deductible			
Marine Coverage				
Honesty Blanket Bond	\$500,000 with a \$1,000 deductible			
Environmental Insurance	\$1,000,000 each incident	2,665	4,006	5,000
Petroleum Liability & Restoration	\$1,000,000 aggregate			
Pollution and Remedial				
Legal Liability				
Skateboard Park	\$10,000 deductible per claim \$1,000,000 bodily injury and property damage	7,500	7,500	10,000
<b>Total Insurance Costs</b>		<b>\$708,657</b>	<b>\$760,331</b>	<b>\$902,000</b>



# Core Value: *Civic Pride*

With its solid core of active retirees, involved parents and talented students, Wellington's volunteers and advisory boards provide support and advice to decision-makers, making it a Village that everyone is proud to have helped shape

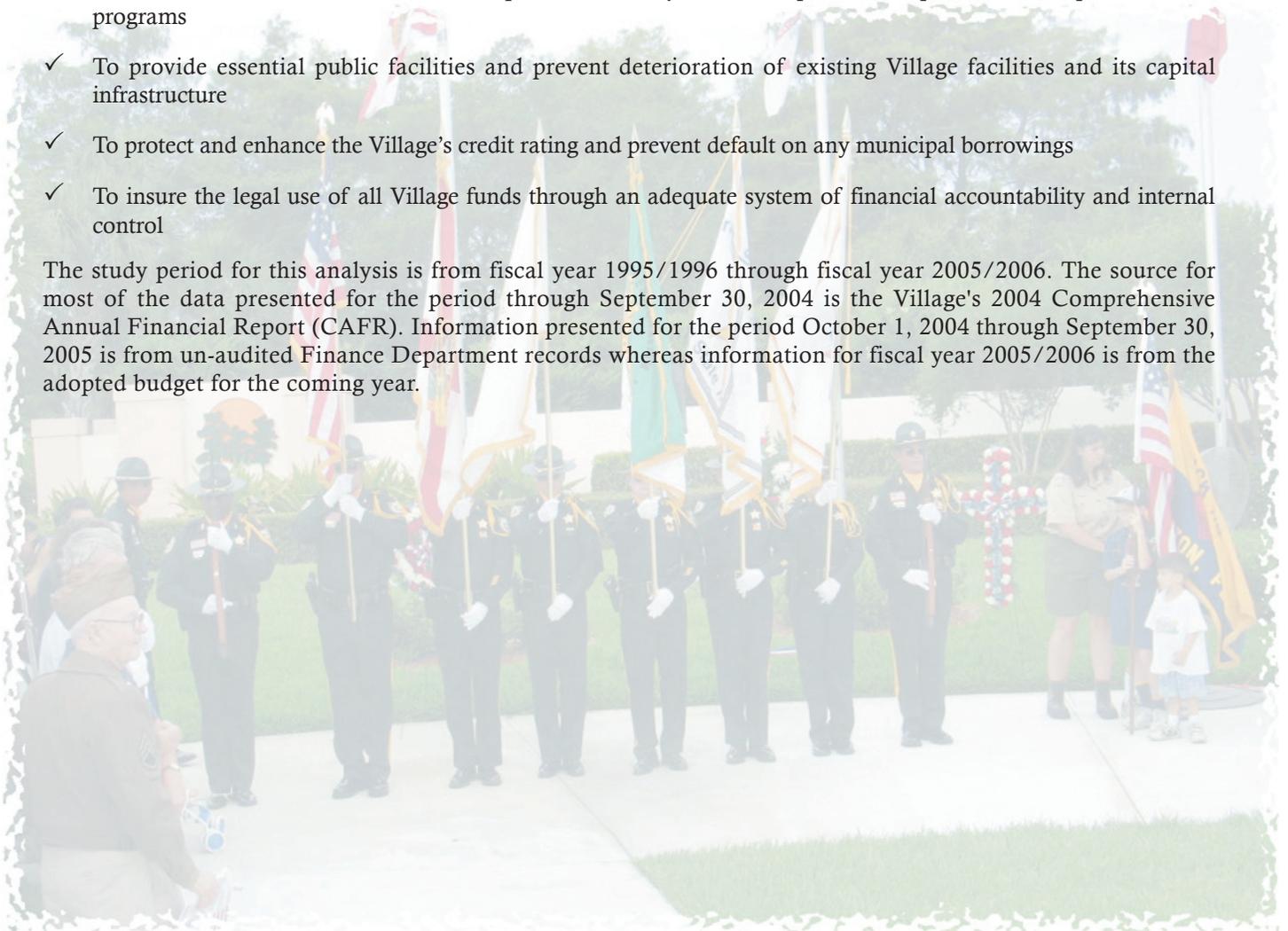


*Analysis of Financial Indicators*

The Village has an important responsibility to its residents to carefully account for public funds, to manage municipal finances wisely and to plan the adequate funding of services desired by the public, including the provision and maintenance of public facilities. At this stage of development of the Village's Comprehensive Plan coupled with the anticipation of continued growth, the Village needs to insure that it is capable of adequately funding and providing those local government services needed by the community. This analysis of financial indicators is designed to evaluate the fiscal stability of the Village based on the following objectives for fiscal performance:

- ✓ To protect the Council's policy-making ability by ensuring that important policy decisions are not controlled by financial problems or emergencies
- ✓ To enhance the Council's policy-making ability by providing accurate information on service costs
- ✓ To assist in the sound management of the Village government by providing accurate and timely information concerning financial condition
- ✓ To provide sound principles to guide the important decisions of the Council and of management which have significant fiscal impact
- ✓ To set forth operational principles which minimize the cost of local government, to the extent consistent with services desired by the public, and which minimize financial risk
- ✓ To employ revenue policies which prevent undue or unbalanced reliance on specific revenues, especially property taxes, which distribute the cost of municipal services fairly and which provide adequate funds to operate desired programs
- ✓ To provide essential public facilities and prevent deterioration of existing Village facilities and its capital infrastructure
- ✓ To protect and enhance the Village's credit rating and prevent default on any municipal borrowings
- ✓ To insure the legal use of all Village funds through an adequate system of financial accountability and internal control

The study period for this analysis is from fiscal year 1995/1996 through fiscal year 2005/2006. The source for most of the data presented for the period through September 30, 2004 is the Village's 2004 Comprehensive Annual Financial Report (CAFR). Information presented for the period October 1, 2004 through September 30, 2005 is from un-audited Finance Department records whereas information for fiscal year 2005/2006 is from the adopted budget for the coming year.



The following table of selected indicators summarizes this analysis of the Village's present financial condition:

Financial Indicator	Indicator Characteristics	Village Characteristics
<b>Governmental Revenues</b>		
Revenues per Capita	Decline means reductions in available revenues if population increasing while revenues declining	Revenues per capita experienced a significant increase as a result of incorporation in 1996. Revenues per capita have remained high but are leveling out as expected
Intergovernmental Revenue	Over dependence can be a problem if sources are reduced or disappear	There has been no indication of increasing dependence on these revenue types over the study period
Elastic Tax Revenues	Over dependence on elastic tax revenues (revenues that are sensitive to economic change) leads to over reliance on monies that respond to economic fluctuations	Elastic revenues have decreased to roughly 14% of revenues and are expected to remain relatively stable in the short-term horizon. Therefore, over dependence on elastic tax revenues is not a problem
Property Tax Revenues	A major dollar decline in this primary revenue source will lead to severe operating restraints	Property tax revenue has consistently grown annually over the study period while collection rates have remained high
Revenue Surpluses or Shortfalls	Continuous major discrepancies would indicate a declining economy, inefficient collection systems, and/or inaccurate estimating techniques. Surpluses generally increase available reserves or fund balances	Actual revenues have exceeded budget each year since incorporation.
<b>Governmental Expenditures</b>		
Expenditures per Capita	An increase in expenditures with a decrease in population indicates possible problems controlling costs	Per capita expenditures have remained relatively stable since 2001.
Capital Outlay	This ratio is a rough indicator of whether equipment is adequately replaced. The ratio is likely to remain constant	Capital outlay has remained relatively consistent throughout the study period, spiking in those years marked by major project initiatives.
Fixed Costs (Debt Service)	Increasing level of fixed costs indicates less freedom for local officials to adjust expenditures in response to economic change	Fixed costs have been stable relative to an increasing level of operating expenditures
<b>Enterprise Activities</b>		
Operating Results	Enterprise operating results are important because enterprise fund programs are expected to function as if they were commercially operated private entities (e.g., recover costs through user charges)	The Utility Enterprise Fund and the Solid Waste Collection and Recycling Fund displayed continuously positive operating results. The spike in fiscal year 2004 Solid Waste expenses was for debris removal following a record hurricane season
Liquidity	Liquidity measures the ability to quickly convert cash and short-term investments to meet current liabilities in the event of unanticipated revenue shortfalls	The overall analysis of utility enterprise liquidity indicates a consistent history of absolutely no problems, the lowest ratio being 694% back in fiscal year 1996

### REVENUES PER CAPITA IN CONSTANT DOLLARS ALL GOVERNMENTAL FUNDS



#### Background

This chart examines total governmental revenues, excluding transfers in between other government funds, on a per capita basis. The figures presented are in constant dollars (adjusted for inflation). Revenue per capita is derived from dividing total revenues by the population. The revenue figure utilized excludes Enterprise Funds (i.e., the Water and Sewer System and Solid Waste Collection and Recycling Service Fund) which is examined separately.

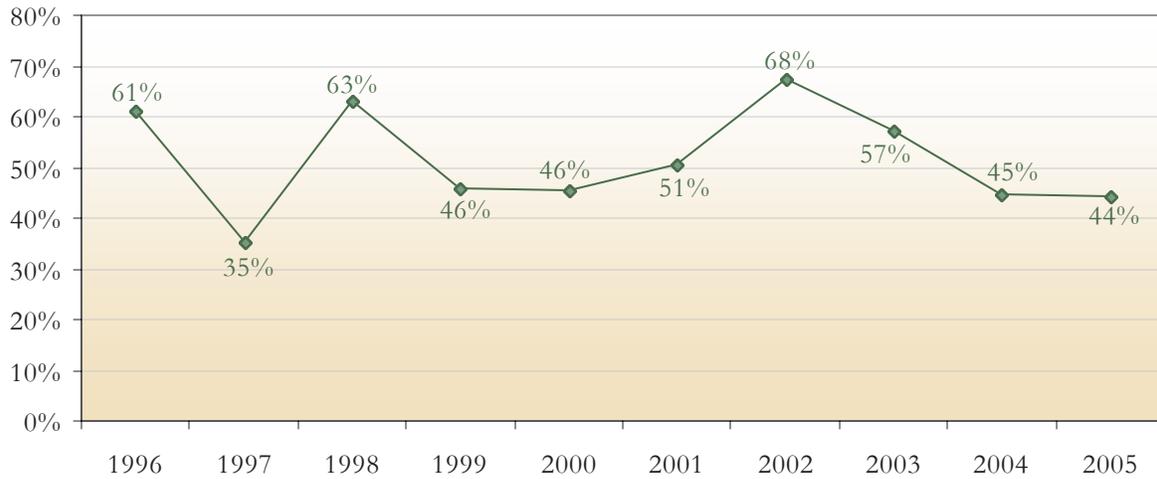
#### Interpretation

Per capita revenues show changes in revenues relative to changes in population size and rate of inflation. Revenues and the need for services are assumed to increase proportionately to the increase in population. Therefore, the level of per capita revenues should remain at least constant in real terms. Declining per capita revenues may indicate difficulty in maintaining existing service levels without new revenue sources or ways to save money. This reasoning assumes that the cost of services is directly related to population size.

#### Conclusions

Revenues per capita jumped significantly upon incorporation as monies previously received by the County began to flow into the Village. The fiscal year 2001 through fiscal year 2005 decrease reflects the impact of a significant population influx. Forecast models indicate that increases in taxable assessed value of new and existing property should produce revenue per capita sufficient to fund anticipated levels of service.

**UNRESERVED FUND BALANCE  
AS A PERCENT OF TOTAL EXPENDITURE**



**Background**

The chart examines the amount of unreserved fund balance as a percent of total expenditures in Governmental Funds.

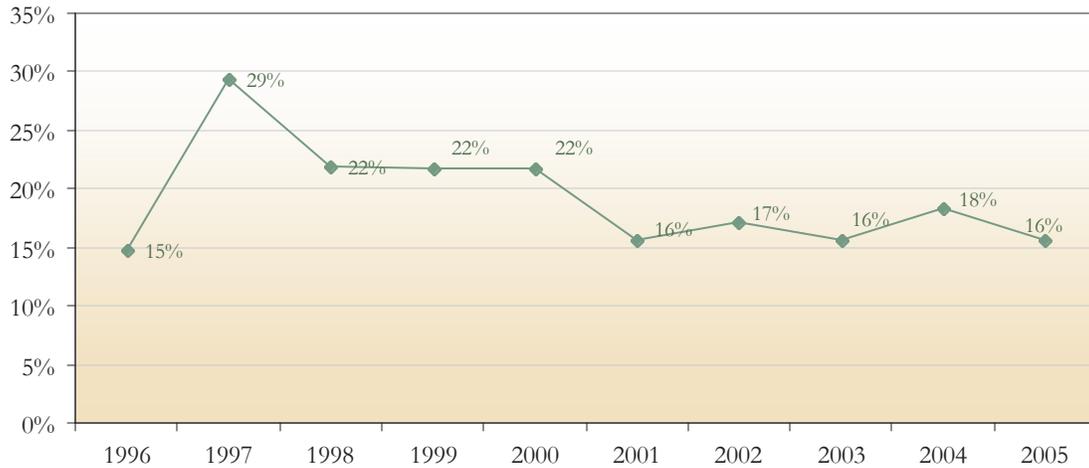
**Interpretation**

Percentages decreasing over time may indicate unstructured budgets that could lead to future budgetary problems for the Village even if the current fund balance is positive. Declining results may indicate a government's difficulty in maintaining a stable tax base or adequate level of services. Deficits may indicate a financial emergency.

**Conclusions**

The Village's unreserved fund balance as a percent of total expenditures in Governmental Funds appears to be extremely healthy. The lowest percentage of 35%, in 1997, is still higher than a local government's benchmark of maintaining 25% of total expenditures as unreserved fund balance.

**INTERGOVERNMENTAL REVENUES  
AS A PERCENT OF TOTAL REVENUES**



**Background**

This chart examines the level of intergovernmental revenues (revenues received from another governmental entity, including grants for specific projects) as a percent of total revenues of Governmental Funds.

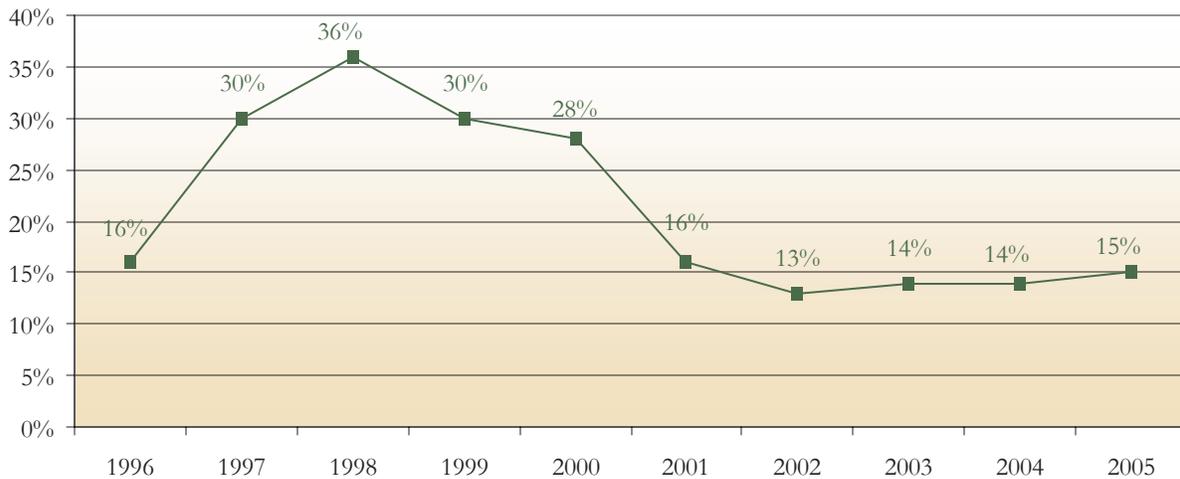
**Interpretation**

Overdependence on intergovernmental revenues can be harmful, particularly if the recipient's allocation is reduced or withdrawn. Nevertheless, the use of intergovernmental revenues should be maximized consistent with service priorities financial condition. The primary concerns are to understand and monitor the local government's vulnerability to reductions, and to determine whether the local government is controlling its use of the external revenues or whether these revenues are controlling local policies.

**Conclusions**

Intergovernmental revenues grew dramatically. As a result of incorporation in 1995, State funds (now nearly \$7 million annually from sales tax, gas tax and other state shared monies) are distributed to the Village. These revenues are susceptible to economic trends. The Village has recognized that state revenues could be especially vulnerable to the recent downturn in the economy as shown by the decrease experienced since fiscal year 2001.

**ELASTIC TAX AS A PERCENT OF TOTAL REVENUES**



**Background**

Certain revenues are sensitive to changing economic conditions, especially inflation, and are considered to be elastic revenues. Various opinions exist regarding what revenues should be considered elastic. The following Governmental Funds revenue sources have been included because they increase in good economic periods and decline in poor times even though rates stay the same:

- ✧ Gas Tax
- ✧ State Revenue Sharing
- ✧ Sales Tax

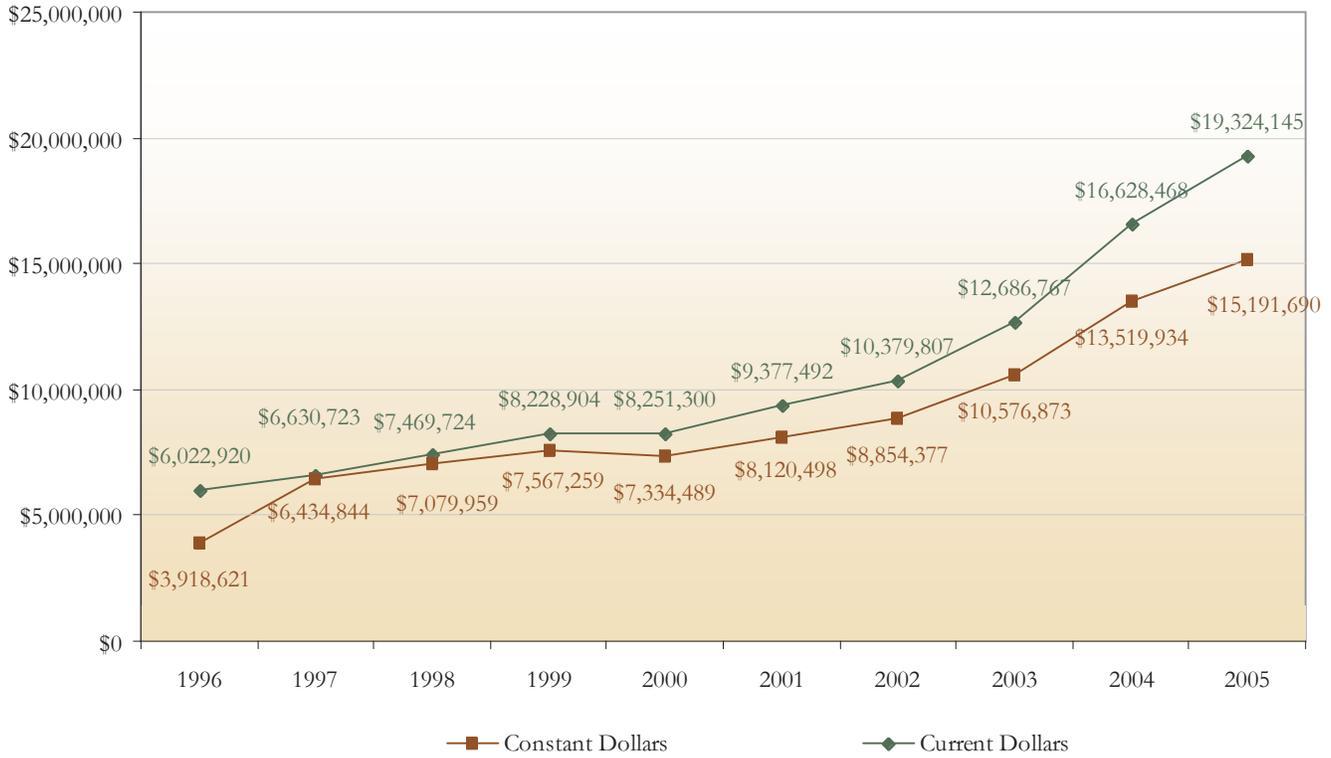
**Interpretation**

As the economic base expands or inflation goes up, elastic revenues rise in roughly proportional or greater amounts, and vice versa. A balance between elastic and fixed revenues mitigates the effects of economic growth or decline. During inflation, it is desirable to have a high percentage of elastic revenues as inflation pushes up revenue yield, keeping pace with the higher prices to be paid. A high percentage of fixed revenues is an advantage in a recession as the tax base is insulated to some degree from reduced yields.

**Conclusions**

Upon incorporation, the percentage of elastic revenues grew to roughly 30% of revenues and then stabilized at approximately 14% due to economic factors. It is important to note that these revenues are budgeted quite conservatively each year and have experienced significant positive budget variances upon completion of each year.

**PROPERTY TAX REVENUES (ACTUAL)**



**Background**

Property taxes are the largest and most politically sensitive source of revenues. This chart reflects property tax revenues in constant and current dollars.

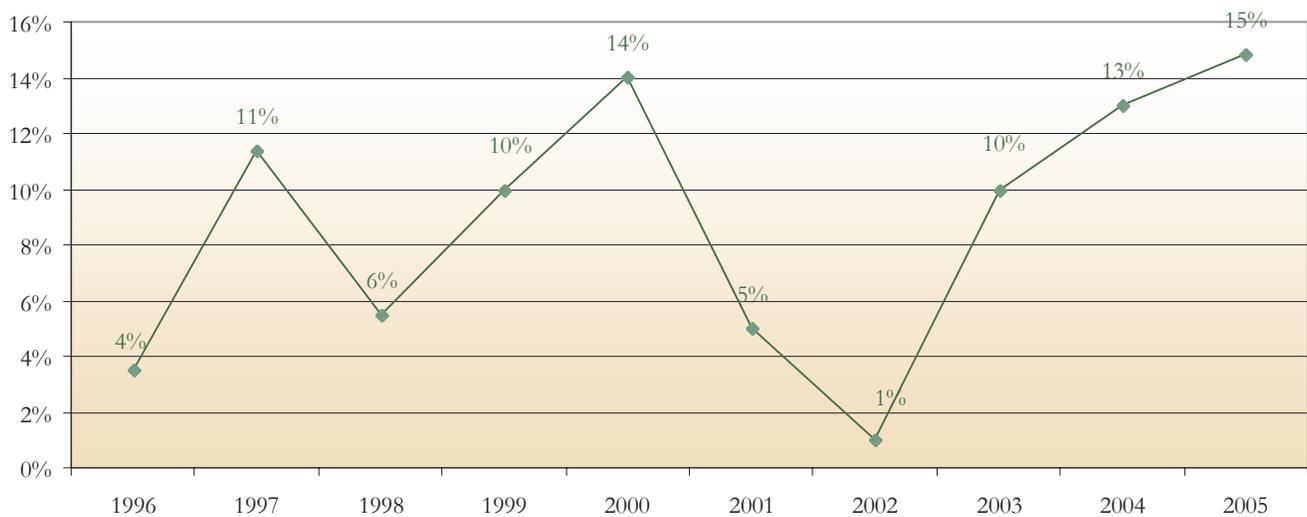
**Interpretation**

The change in the magnitude of growth in taxable assessed value and changes in millage and assessment rates are the most significant factors affecting these revenues. In many other areas, decline in property values has resulted from the aging of buildings, decline in the local economy, the decline in the number of households, default on property taxes or inefficient appraisal practices. Additionally, all communities have a percentage of property owners who are unable to pay property taxes. If this percentage increases over time, it may indicate an overall decline in the area’s economic health. The increasing gap between constant and current dollars represent the increase in the CPI (Consumer Price Index) over the years shown.

**Conclusions**

Property tax revenues have consistently grown in both current and constant dollars over the study period as a result of new construction, increasing assessed values, and changes in the tax structure. This growth has occurred without significant increases in the tax rate which has remained the same for a number of years. There has not been and is not expected to be a problem with the collection of property taxes at a 95% or higher level.

### REVENUE SURPLUSES OR SHORTFALLS



#### Background

This indicator examines the differences between budgeted revenue estimates and revenues actually received during the fiscal year in Governmental Funds.

#### Interpretation

Continuous major discrepancies would indicate a declining economy, inefficient collection systems, and/or inaccurate estimating techniques. Continuing shortfalls may also indicate that high revenue estimates are being made to accommodate political pressures. "Surpluses" generally increase available reserves or fund balance.

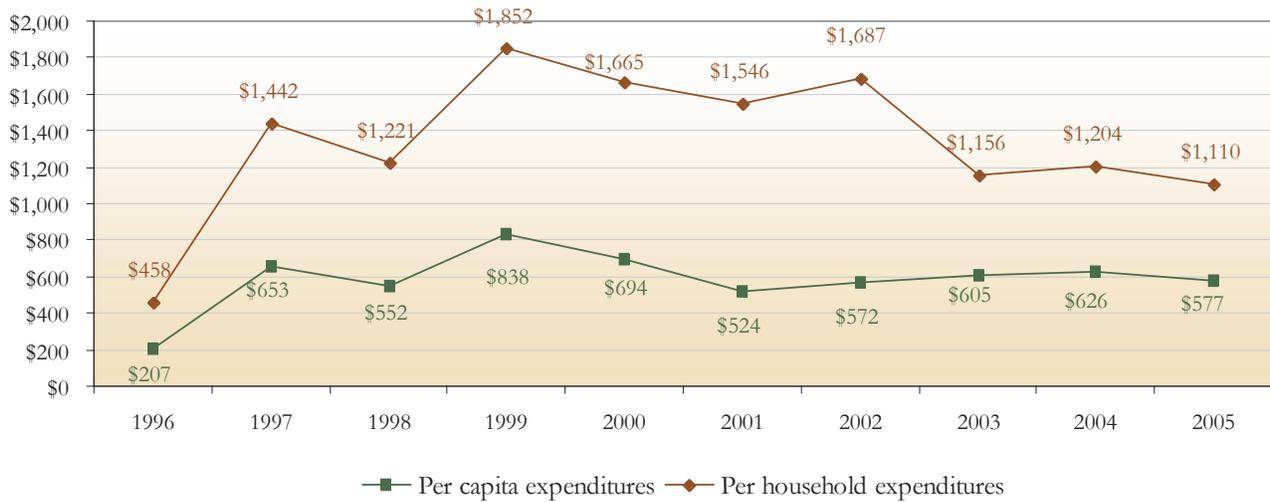
#### Conclusions

Revenue shortfalls due to inaccurate estimates have not been a problem over the period examined. Actual revenues exceeded budget each year between fiscal year 1996 and fiscal year 2005. The fiscal year 1997 surplus arose largely from very conservative budget estimates for new municipal revenue streams resulting from incorporation for which there was no previous collection experience. The fiscal year 1999 and fiscal year 2000 surpluses were from additional building permit and inspection activities due to the regional mall being developed in the Village. The fiscal year 2003 surplus arose from conservative budget estimates after September 11th. Increased building permit revenues for new developments and conservative estimates continued the trend through fiscal year 2005.

#### Did You Know?

Since Wellington incorporated in 1996, nine separate neighborhoods have chosen to join our community

**TOTAL EXPENDITURES PER CAPITA IN CONSTANT DOLLARS**



**Background**

This indicator provides expenditures in Constant Dollars on a per capita and on a per household basis.

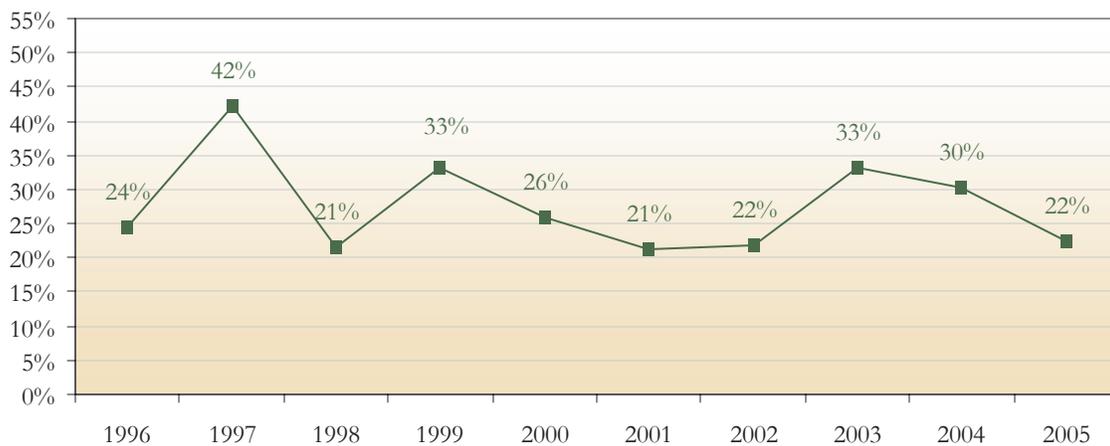
**Interpretation**

Changes in per capita expenditures reflect changes in expenditures relative to changes in population. Increasing per capita expenditures can indicate that the cost of providing services is outstripping the community's ability to pay, especially if spending is increasing faster than the residents collective personal income. From a different perspective, if the increase in spending is greater than can be accounted for by inflation or the addition of new services, it may indicate declining productivity. That is, the government is spending more real dollars to support the same level of services. In comparing expenditures to revenues, per capita expenditures may appear to exceed per capita revenues before other financing sources are considered.

**Conclusions**

From fiscal year 1996 to fiscal year 1999, per capita expenditures increased in all areas, largely due to incorporation. Debt Service increased considerably in fiscal year 1999 due to repayment of existing debt when public service tax revenue bonds were issued. Both Capital Outlay and Debt Service expenditures were expected to grow in future years as a result of implementation of the Comprehensive Plan and anticipated water management projects. Per capita expenditures have remained relatively stable since 2001 due to the continuing population growth in the Village.

**CAPITAL OUTLAY AS A PERCENT OF OPERATING EXPENDITURES**



**Background**

The chart reflects total capital outlay expenditures as a percentage of total operating expenditures in Governmental Funds. Capital outlay items include equipment that will last longer than one year and that has an initial cost above a significant minimum amount.

**Interpretation**

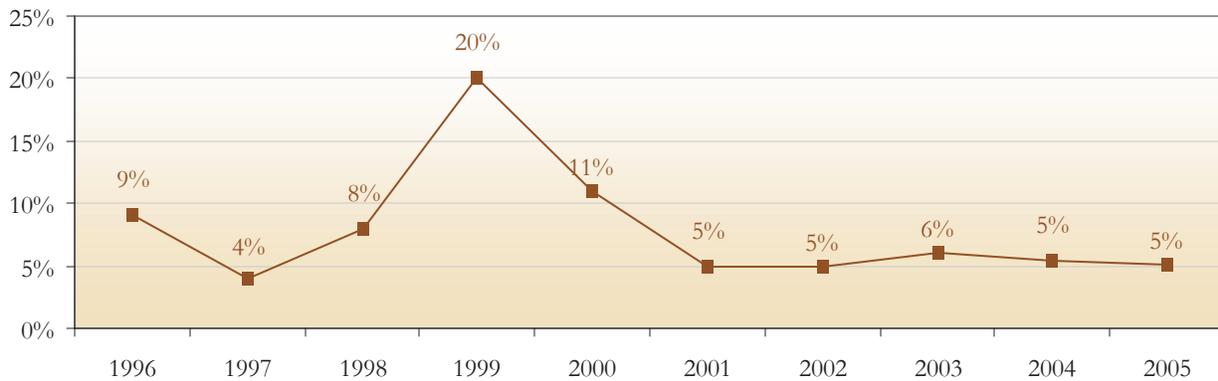
This ratio is a rough indicator of whether equipment is adequately replaced. The ratio is likely to remain constant. If it declines in the short run (one to three years), capital needs may be temporarily satisfied. A decline over three or more years can indicate capital needs are being deferred, which can lead to future problems.

**Conclusions**

Capital outlay has remained relatively consistent throughout the study period with the exception of fiscal year 1997 when Wellington Village Park was constructed at a cost of approximately \$7 million. In fiscal year 1999, the Wellington Community Center was purchased and renovated for approximately \$7.5 million. In fiscal year 2003 the Village recognized expenses of approximately \$2.5 million for the construction of the Olympia Park Baseball Complex and in fiscal year 2004 for approximately \$4.6 million for Phase III of the Village Park project and Phase II of the Olympia Park Baseball Complex construction.



**FIXED COSTS (DEBT SERVICE)  
AS A PERCENT OF OPERATING EXPENDITURES**



### Background

This chart details fixed costs or legally committed expenditures (generally only debt service in the Village's case) as a percentage of operating expenditures in the Governmental Funds. This debt service is currently funded primarily through non-ad valorem assessments with the exception of the debt on Wellington Village Park which is funded through other non-ad valorem revenue sources.

### Interpretation

Operating expenditures of any government will have certain fixed expenditures over which officials have little short-term control. Fixed costs become especially important during periods of financial retrenchment or economic decline, since mandatory expenditures such as debt service are usually unaffected by a reduction in service levels. Increasing debt service percentages reduce flexibility by adding to such obligations.

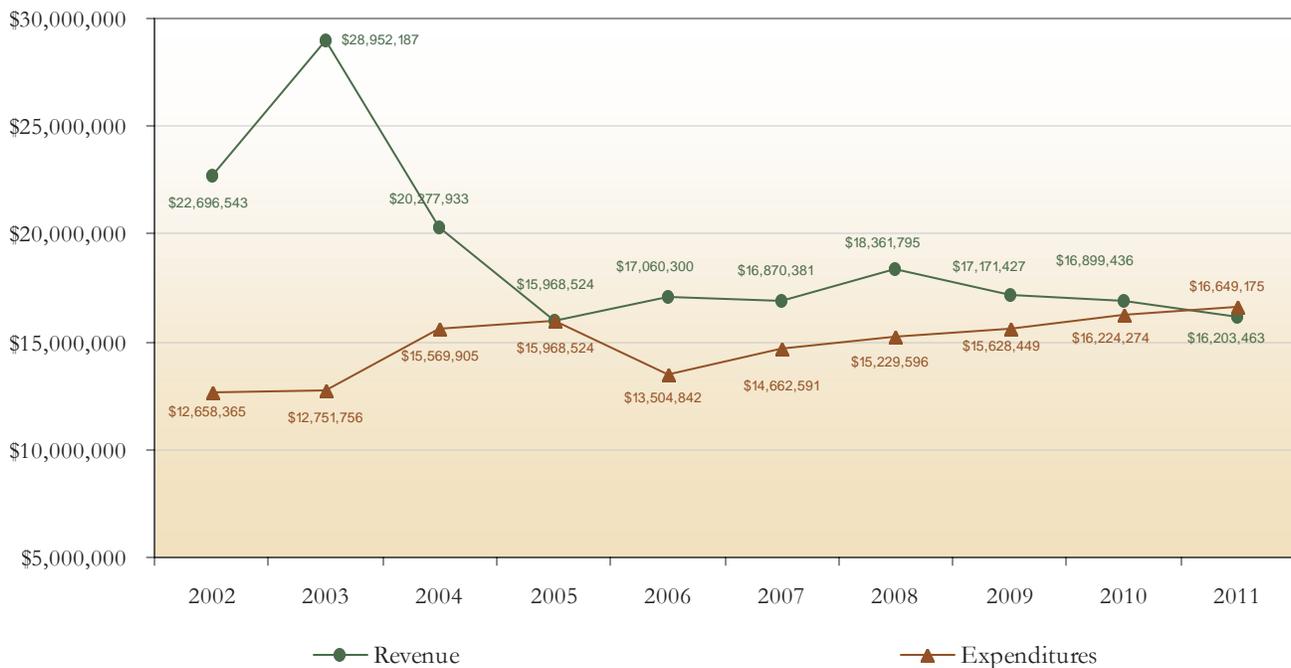
### Conclusions

Fixed costs have been stable relative to an increasing level of operating expenditures. In fiscal year 1996, the percentage increased due to refunding certain bond issues. As illustrated, there was an increase in fiscal year 1998 from new financing for Wellington Village Park. The increase in fiscal year 1999 resulted from repayment of outstanding principal on existing debt when public service tax revenue bonds were issued. The recent decreases resulted from repayment of obligations and refundings.

**ENTERPRISE ACTIVITIES**

The Enterprise Funds are shown separately because they are essentially quasi-private corporations that collect fees as a source of revenue and, therefore, more closely resemble private corporations. They function as if they were commercially operated private entities. Therefore, the costs (expenses, including depreciation) of providing goods and services are to be recovered through user charges. When times become difficult, local governments can increase taxes to support the General Fund. However, for enterprise operations, managers must raise user fees or rates, and revenues could actually drop if consumers choose to reduce their use of the service. The Village’s Enterprise Funds are used to account for the operations of the Water and Wastewater Utility System and the Solid Waste Collection and Recycling Services.

**PAST AND PROJECTED UTILITY REVENUE AND EXPENSES**



**Background**

The above chart depicts actual and projected utility revenues and expenses excluding non-operating revenues or expenditures (i.e. interest and expenses, grants, losses on sale of property, capital outlay, etc.).

**Interpretation**

Utility operating results are important because enterprise fund programs are expected to function as if they were commercially operated private entities (e.g. recover costs through user charges).

**Conclusions**

The Utility Enterprise Fund appears to be operating effectively with operating revenues exceeding operating expenses during the period analyzed.

### UTILITY OPERATING RESULTS IN CONSTANT DOLLARS



#### Background

Utility enterprise operating results were determined by subtracting operating revenues from operating expenses and are expressed in constant dollars. The resulting number does not include non-operating revenues or expenditures (i.e. interest and expenses, grants, losses on sale of property, capital outlay, etc.).

#### Interpretation

Enterprise operating results are important because enterprise fund programs are expected to function as if they were commercially operated private entities (e.g., recover costs through user charges). In addition, enterprise operations usually need to issue revenue bonds to finance larger capital improvement projects. Interest rates and covenants associated with issuance of bonds can be significantly affected by the operating position of the enterprise.

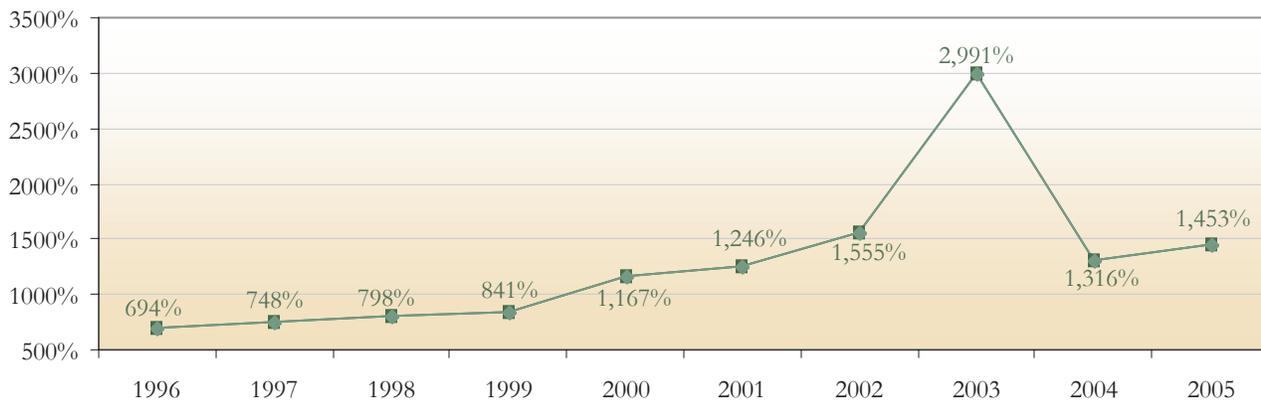
#### Conclusions

The Enterprise Fund displayed a strong performance record with all results positive over the period. Even without continuing rate increases, overall operating surpluses have continued to be very favorable.

#### Did You Know?

The Village enforces a water restriction year around. Residents may water their lawns between the hours of 5:00 p.m. and 9:00 a.m. seven days a week

**UTILITY LIQUIDITY**



**Background**

The liquidity chart was developed by examining cash and short-term investments as a percent of current liabilities. This indicator is important because cash and short-term investments would be the sources for immediate cash should problems develop with the funds.

**Interpretation**

Liquidity measures the ability to quickly convert cash and short-term investments to meet current liabilities in the event of unanticipated revenue shortfalls. A ratio of less than one to one (or less than 100 percent) indicates a problem.

**Conclusions**

The overall analysis of utility liquidity indicates a consistent problem-free history with the lowest ratio being over 694% in fiscal year 1996. The large spike in 2003 is due to the bond refunding resulting in no principal payments due within one year, causing current liabilities to be significantly lower than the other years.

**PAST AND PROJECTED SOLID WASTE RATE INCREASES  
(RESIDENTIAL CURBSIDE SERVICE)**



**PAST AND PROJECTED SOLID WASTE REVENUE AND EXPENSES**



**Background**

Solid Waste enterprise operating results were determined by subtracting operating revenues from operating expenses. The resulting number does not include non-operating revenues or expenditures (i.e. interest and expenses, grants, losses on sale of property, capital outlay, etc.).

**Interpretation**

Solid Waste operating results are important because enterprise fund programs are expected to function as if they were commercially operated private entities (e.g., recover costs through user charges).

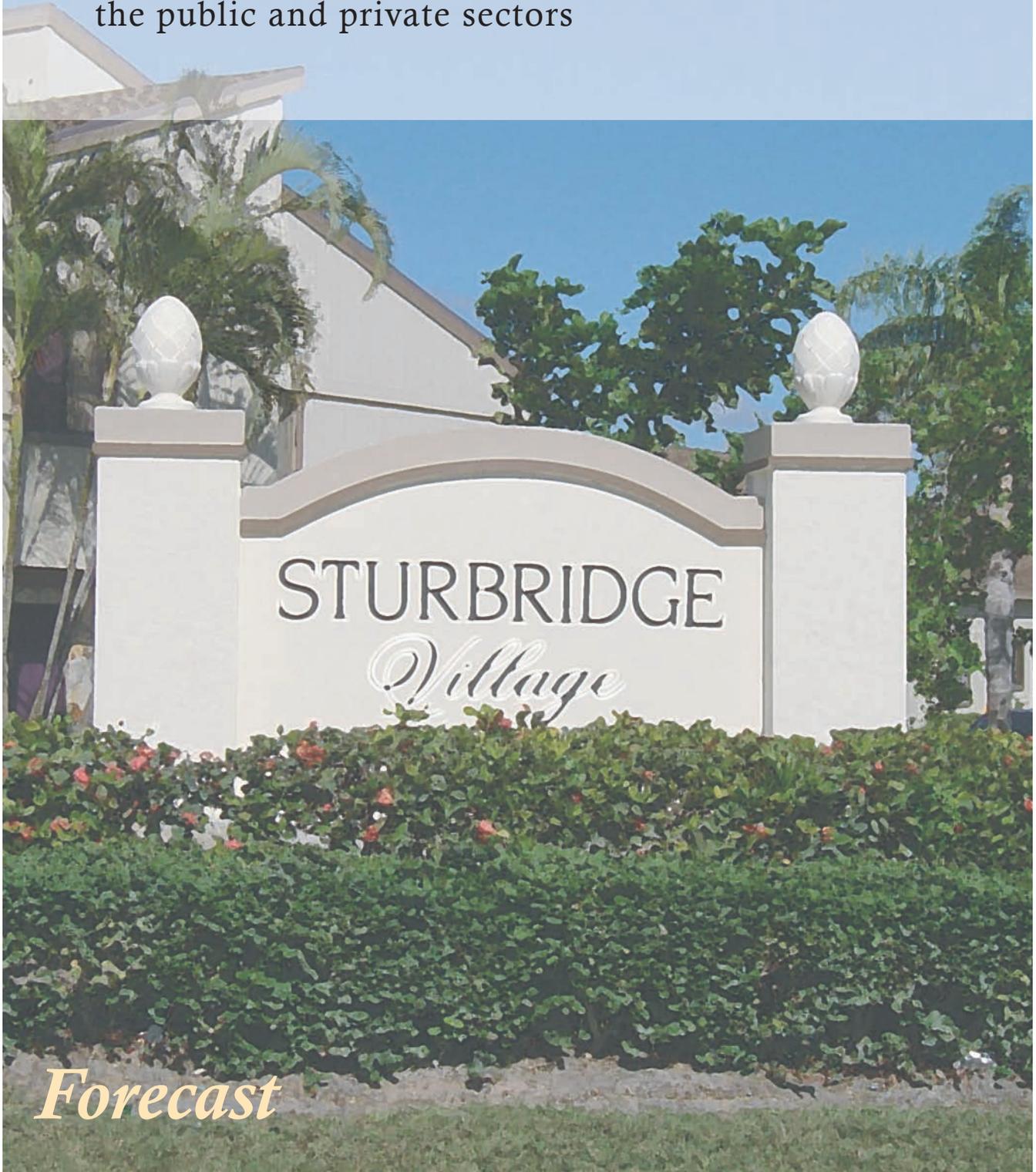
**Conclusions**

The Solid Waste Enterprise Fund was established on 10/1/1998. Prior to fiscal year 1998, the collection function was administered through an inter-local agreement with the Solid Waste Authority. Growth projections account for the steady increase of revenues and expenditures. The increase in revenues in fiscal year 2003 was due to a loan from the General Fund for the purchase of containers due to automation of service. The increase in revenues in fiscal year 2006 is due to an assessment for 2004 hurricane recovery expenses. The projected revenue shortfall to expenditures in 2008 may indicate the need for a future rate increase to maintain profitability.



# Core Value: *Community Appearance*

The ongoing challenges of keeping a community visually appealing are met head on by pro-active leaders in both the public and private sectors



*Forecast*

The accompanying projections of revenues and expenditures are provided to show how current economic trends, coupled with the Village’s financial policies, may influence future cash balances and tax levies. As with any financial projection, known quantities, such as actual revenues and expenditures, interact with a set of key assumptions to determine a possible scenario. The number of unknowns in this analysis tends to reduce its validity in the longer term. However, forecasting is a useful tool in financial plan development and supports proactive decision making. Additionally, while this financial projection is intended to advise decision makers on the current and potential financial conditions of the Village, it does not represent a legal obligation.

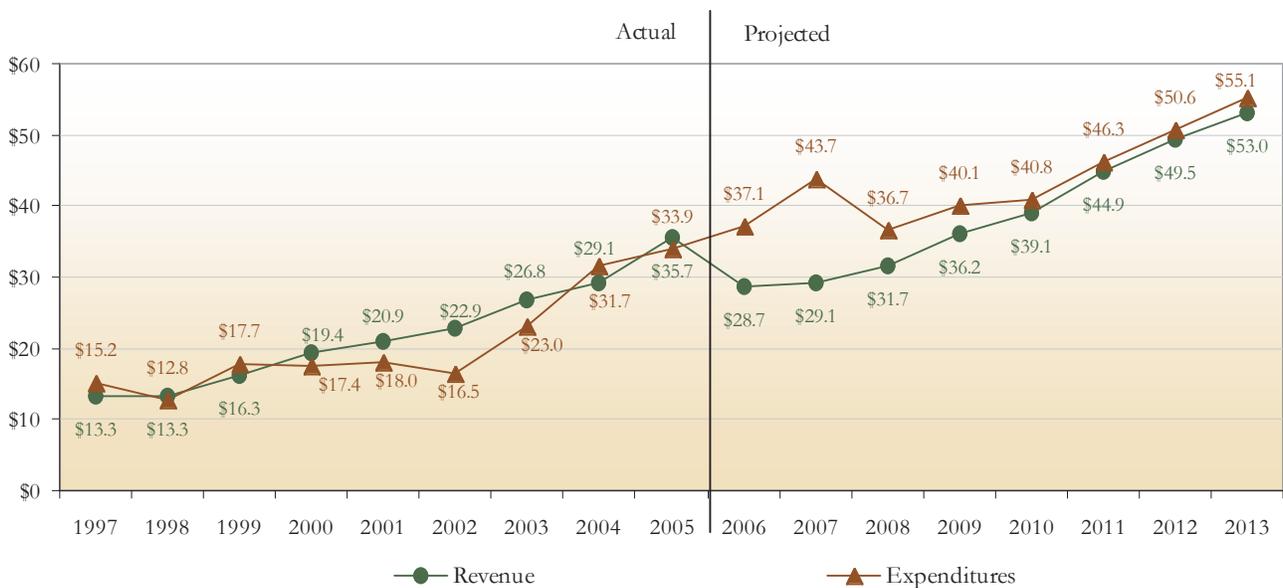
Revenue projections in the financial plan are conservative. A conservative approach in budgeting ensures that public services will be provided, even if revenues fall short of projections. In these cases where expenditures exceed revenues, rates may be increased, fund balances may be appropriated to the extent they are available, or the Village may elect to issue debt to avoid the levy of additional taxes in the short-term. A discussion of the financing for the Capital Improvement Plan was provided in the previous section. The revenue and expenditure figures for all years have been adjusted to negate the effects of internal transfers and, therefore, differ from numbers presented in other sections of the budget.

**GENERAL GOVERNMENT**

This section includes a five-year forecast of revenue and expenditures for the general government operations of the Village followed by a discussion of the enterprise funds operations based on currently known events for which estimates are available. Therefore, the projections are largely based on growth assumptions. It is important to note the following significant items, which have not been included:

- ✓ New services, programs or departments other than those included in the current year budget
- ✓ New revenue sources except for those included in the current year budget
- ✓ Unresolved issues in the current year budget
- ✓ Annexations or changes in boundaries or service areas

**HISTORICAL GOVERNMENTAL REVENUES VS. EXPENDITURES (1)**



(1) Excludes PZ&B and Surface Water Management

Note: Operating Expenditures - Expenditures contain Operating Costs and Capital Outlay but exclude Interfund Transfers and projects related to borrowings; Revenues at 2.7 mills - Revenues exclude proceeds from borrowing of \$31.3 million in 1999 thru 2003 and Interfund Transfers;

**GROWTH ASSUMPTIONS**

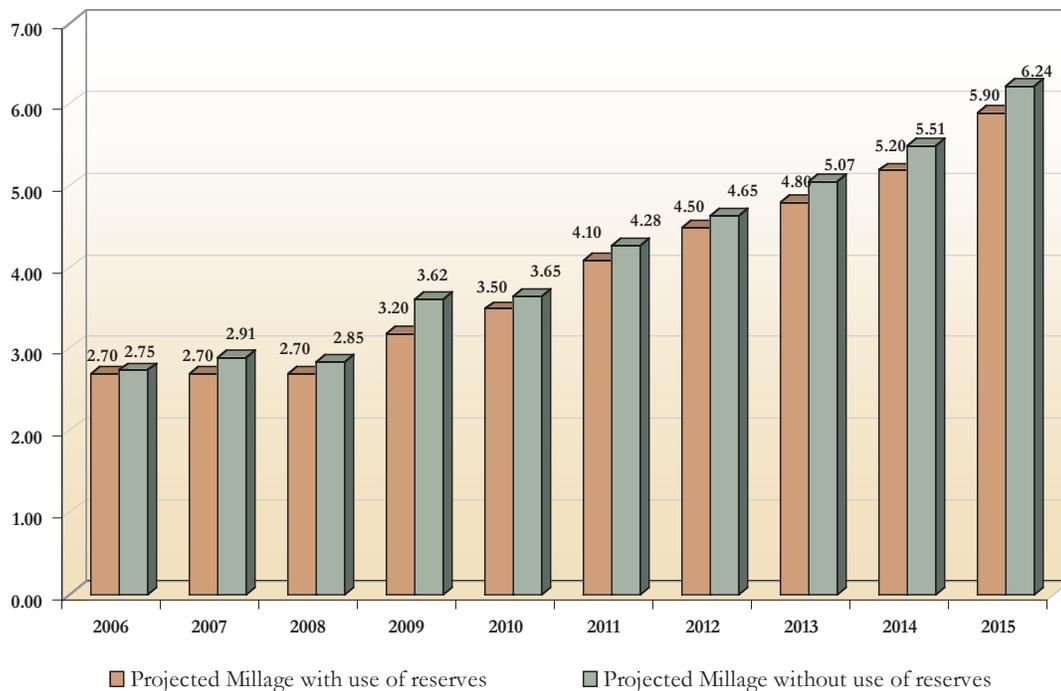
The population last year in the Wellington area is estimated to have grown by 1,603 additional dwellings. Using a constant density of 2.97 persons per unit, the increases in the permanent population resulting from this increase in the number of units is approximately 4,761 persons, which equates to a growth rate of just under 10%. In fiscal year 2005/2006 an additional 859 family homes are anticipated. We have shown the expected growth anticipated from the Wellington Green Mall which is considered to be the biggest area impacting growth rates.

	Actual			Five Year Projection			
	2002/2003	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009
Population	46,208	50,666	55,427	57,978	60,503	61,961	63,072
Growth Rate	9.19%	9.65%	9.40%	4.60%	4.35%	2.41%	1.79%
Computed Acres	24,553	24,588	24,588	24,588	24,588	24,588	24,588
Taxable value in (000's)	3,099,672	3,579,455	4,372,589	5,625,865	6,218,439	6,825,717	7,308,105
Growth in taxable value	23.21%	15.48%	22.16%	28.66%	10.53%	9.77%	7.07%
New Construction (000's)	275,680	174,138	381,345	598,738	367,540	358,540	209,360

(1) Includes new homes, commercial and reappraisals

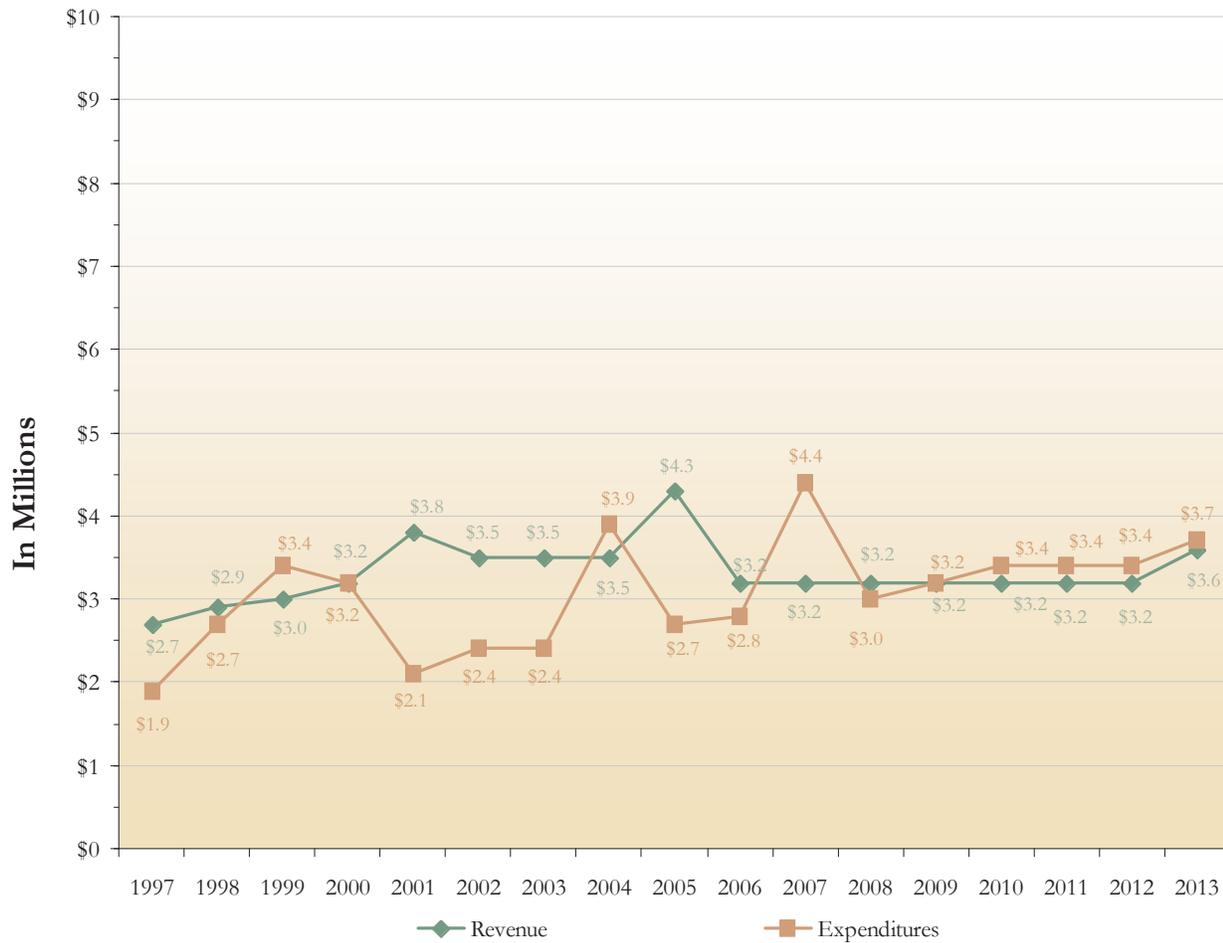
Note: New homes are placed on the tax roll one year after receiving a Certificate of Occupancy

**PROJECTED MILLAGE**



	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
2005 Projection:										
Using reserves	2.70	2.70	2.70	2.70	3.50	3.70	3.90	4.00	4.10	4.20
Without using reserves	3.26	3.38	2.57	3.07	3.14	3.27	3.73	3.90	4.08	4.19
2006 Projection:										
Using reserves	2.70	2.70	2.70	3.20	3.50	4.10	4.50	4.80	5.20	5.90
Without using reserves	2.75	2.91	2.85	3.62	3.65	4.28	4.65	5.07	5.51	6.24

**HISTORICAL SURFACE WATER MANAGEMENT  
REVENUES VS. EXPENDITURES (1)**



(1) Expenditure excludes Interfund Transfers

**SURFACE WATER MANAGEMENT**

Surface Water is currently funded through special assessments. Though these non-ad valorem dollars represent the vast majority of the revenues, additional contributions are made through service charges and licenses/permits.

The assessment rate of \$110 per unit was utilized for fiscal year 2005/2006 and \$120 for subsequent years beginning in 2008. The number of assessment units is not expected to change. Interest earned is constant and other revenues (except grants) are expected to grow at 3% each year.

**FORECAST METHODOLOGY**

There are a variety of methods used to project revenues in any given budget year. Generally, revenues are determined in the following manner:

***The following revenue estimates are based on formulas with consideration given to economic and historical data:***

- ✓ Ad Valorem Taxes - millage rate per \$1,000 of taxable property value
- ✓ Non-Ad Valorem Assessments - assessment rate per computed acre (i.e., up to 1.49 acres equals 1 computed acre)
- ✓ Utility Tax:
  - ✧ Electric and Gas - 10% of usage
- ✓ Franchise Fees:
  - ✧ Electric - 5% of usage

***The following revenues are determined by State forecasts (which are formula-driven) with consideration given to historical data:***

- ✓ Half Cent Sales Tax
- ✓ State Revenue Sharing
- ✓ Local Option Gas Tax
- ✓ Beverage Tax
- ✓ Communication Service Taxes
- ✓ Telephone
- ✓ Cable TV

***The following revenues are determined historically with concessions given to economic conditions and/or expected growth:***

- ✓ Building Permits
- ✓ Impact Fees
- ✓ County Shared Occupational Licenses
- ✓ Fines and Forfeitures
- ✓ Interest on Investments which are based on current returns

***The following revenue sources are determined by contracts or other legal documents:***

- ✓ Intergovernmental Grants
- ✓ Leases
- ✓ Developer Contributions

***All other revenues are estimated based on historical data.***

Expenditure estimates in the base year represent amounts determined by department heads for the programs and services currently planned to be provided to residents. The amounts are determined based on historical experience, with concessions given to both growth and economic conditions.

*The following outlines the more specific assumptions used in calculating the current year's estimates as well as the projections in the five year forecast for each major revenue and expenditure category:*

### VILLAGE GENERAL GOVERNMENTAL FORECAST ASSUMPTIONS

	FY 2005/2006 Budget	Five Year Forecast 2007/2011
<b>Revenues</b>		
Ad Valorem Taxes	Millage (2.7 mills) on tax base of \$5.625 billion per Tax Appraiser. Assumes 95% collections	Growth in Tax Base from new Construction and assessed value; 2.7 mills
Non Ad Valorem Assessments:		
Surface Water Management	Increase in drainage assessment to 24,624 units. Assumes 95% collections	Growth in projected non-ad valorem assessments rates
Unit Debt	Paid off in previous year	Drainage debt assessment will be collected to fund designated capital projects
Franchise Fees		
Electric	Based on YE 2005 revenue + 3% FPL increase	Population Growth Rate
Utility Taxes		
Electric	Based on YE 2005 revenue + 3% FPL increase	Population Growth Rate
Gas	Based on YE 2005 revenue + 3% growth	Population Growth Rate
Communication Service Tax		
Cable TV	State Estimate	Population Growth Rate
Telephone	State Estimate	Population Growth Rate
Intergovernmental		
Half Cent Sales Tax	State estimate	Population Growth Rate
Gas Tax	State estimate	Population Growth Rate
State Rev Sharing Proceeds	State estimate	Population Growth Rate
Alcoholic Beverage License	State estimate	Population Growth Rate
Federal/State/County/Other Grants:		
Public Works – Grants	Arise from corresponding projects	No Projection to be conservative
Parks & Rec. – Grants	Arise from corresponding projects	No Projection to be conservative
Fines & Forfeitures		
	Based on YE 2005 revenue + 3% growth	Population Growth Rate
Permit Fees		
Building Permits	Based on projections provided by PZ&B	Building Projections
PZB Fees	Based on YE 2005 revenue	Population Growth Rate
Land Development Fees	Based on YE 2005 revenue	Population Growth Rate
Public Works Inspections	Based on YE 2005 revenue	Population Growth Rate
Licenses		
Burglar Alarms	Based on YE 2005 revenue + 3% growth	Population Growth Rate
Occupational Licenses	Based on projection provided by PZ&B	Population Growth Rate
Charges for Services		
Recreation	Based on detail of revenues by program	Population Growth Rate
Wycliffe	\$120 per computed acre + 25% surcharge	No increase projected to be conservative
Miscellaneous		
Fuel Sales	Based on YE 2005 revenue	No increase projected to be conservative
Equipment Sales	Based on YE 2005 revenue	No increase projected to be conservative
Other	Based on YE 2005 revenue	No increase projected to be conservative
Impact Fees	Based on PZB Growth projections times rate	Population Growth Rate
Interest	Based on FY 2005 budget	No increase projected to be conservative
Transfer In from Utility	Based on allocation schedule	Population Growth Rate
<b>Expenditures</b>		
General Government	Estimated by Department Heads	Population Growth Rate
Public Safety (Law Enforcement Only)	Contract Costs	Population Growth Rate
Physical Environment		
Transportation	Estimated by Department Heads	Population Growth Rate
Culture and Leisure	Estimated by Department Heads	Population Growth Rate
Capital Outlay	Assumes only finishing projects currently in progress and those on the five-year CIP	Assumes only finishing projects currently in progress and those on the five-year CIP
Debt Service	Per debt service schedule	Per debt service schedule
Non-departmental Contingency	3% of total expenditures, excluding transfers	3% of total expenditures, excluding transfers
All Other	Per contracts	3% growth

**FIVE YEAR PROJECTIONS BASED ON CURRENT YEAR BUDGET  
GOVERNMENTAL FUNDS ONLY**

	<b>Budget</b>	<b>Five Year Projections</b>				
	<b>2005/2006</b>	<b>2006/2007</b>	<b>2007/2008</b>	<b>2008/2009</b>	<b>2009/2010</b>	<b>2010/2011</b>
<b>Governmental Revenues</b>						
Taxes – Ad Valorem	\$14,431,000	\$16,118,000	\$17,692,000	\$22,451,000	\$25,710,000	\$31,173,000
Taxes – Non Ad Valorem	2,807,100	2,807,000	2,807,000	2,807,000	2,807,000	2,807,000
Franchise Fees	2,475,000	2,549,000	2,626,000	2,705,000	2,786,000	2,869,000
Local Communication Service Tax	2,230,000	2,297,000	2,366,000	2,437,000	2,510,000	2,585,000
Utility Taxes	2,939,500	3,028,000	3,119,000	3,212,000	3,309,000	3,408,000
Intergovernmental	6,571,825	6,661,000	6,860,000	7,066,000	7,273,000	7,491,000
Licenses and Permits	5,276,700	5,370,000	3,161,000	2,957,000	2,972,000	3,061,000
Charges for Services	2,056,971	2,439,000	2,505,000	2,574,000	2,644,000	2,717,000
Miscellaneous	1,640,000	745,000	767,000	790,000	814,000	838,000
Interest	690,000	690,000	690,000	690,000	690,000	765,000
Impact Fees	4,223,980	4,252,000	2,535,000	1,654,000	721,000	531,000
Transfers In - Debt Service	2,199,600	2,705,000	3,742,000	3,741,000	3,740,000	3,538,000
Transfers In - Other	19,501,206	21,114,000	20,819,000	29,117,000	24,988,000	29,477,000
Indirect Cost Allocation	4,307,000	4,436,000	4,569,000	4,706,000	4,847,000	4,993,000
Proceeds from Borrowing		12,000,000				
<b>Total Revenues</b>	<b>\$71,349,882</b>	<b>\$87,211,000</b>	<b>\$74,258,000</b>	<b>\$86,907,000</b>	<b>\$85,811,000</b>	<b>\$96,253,000</b>
<b>Governmental Expenditures</b>						
Personal Services	\$15,711,444	\$17,633,000	\$19,931,000	\$22,618,000	\$24,353,000	\$27,578,000
Operating	18,256,823	19,709,000	20,802,000	21,891,000	23,093,000	24,359,000
Capital Outlay	13,612,460	21,563,000	8,351,000	9,579,000	6,279,000	8,172,000
Debt Service	2,199,600	2,705,000	3,742,000	3,741,000	3,740,000	3,538,000
Transfers	23,632,239	25,163,000	26,039,000	35,473,000	31,483,000	35,916,000
Change in Reserves	(2,062,684)	438,000	(4,607,000)	(6,395,000)	(3,137,000)	(3,310,000)
<b>Total Expenditures</b>	<b>\$71,349,882</b>	<b>\$87,211,000</b>	<b>\$74,258,000</b>	<b>\$86,907,000</b>	<b>\$85,811,000</b>	<b>\$96,253,000</b>

*Note: The net expenditures reflected above are primarily driven by anticipated capital outlay resulting from the CIP in the previous section. These projects are expected to be funded through a combination of long-term borrowings and impact fees.*

### UTILITY ENTERPRISE FUND

This section contains the five year forecast of revenues and expenditures for the water and wastewater utility operations of the Village based on amounts reflected in the fiscal year 2005/2006 budget and currently known future events for which estimates are available. The projections are largely based on growth and development assumptions, which were considered representative and reasonable for the purpose of projections in this budget.

	<b>Actual</b>	<b>Estimated</b>	<b>Approved</b>	<b>Five Year Projections</b>				
	<b>2003/2004</b>	<b>2004/2005</b>	<b>2005/2006</b>	<b>2006/2007</b>	<b>2007/2008</b>	<b>2008/2009</b>	<b>2009/2010</b>	<b>2010/2011</b>
Customers (average annual):								
# of Accounts(1)	18,917	19,030	19,740	20,723	21,217	21,583	21,749	21,835
Growth Rate	2.14%	0.60%	3.73%	4.98%	2.38%	1.73%	0.77%	0.40%
Annual Water Sales								
Gallons sold in (000's)	1,823,698	2,000,412	2,023,342	2,100,408	2,147,387	2,182,189	2,198,000	2,206,792
Growth Rate I (2)	1.82%	9.69%	1.15%	3.81%	2.24%	1.62%	0.72%	0.40%
Utility Rates:								
Average Monthly Residential User Charge (8,000 Gallons)	\$50.18	\$50.18	\$50.18	\$50.18	\$50.18	\$50.18	\$50.18	\$50.18
Net Change	0%	0%	0%	0%	0%	0%	0%	0%

### GROWTH ASSUMPTIONS

*Notes: (1) Reflects accounts served (Number of residential units and equivalent residential connections is higher)  
(2) Growth Rate change based on combined water and wastewater revenue analysis*

The projection of service area needs is critical, since rates and charges for such service account for the majority of the total revenues in any given fiscal year. To the extent growth does not materialize due to a decrease in development or reduced water sales due to such factors as increased customer awareness of the need for water conservation, the ability to meet the financial requirements of the utility may be dampened. The number of customers receiving service during the fiscal year 2005/2006 was based on planning projections prepared by the Planning, Zoning & Building Department that were predicated on estimates of known or anticipated construction within the utility service area. As can be seen above, it is expected that the utility service area will incur significant growth during the next several years and then begin to slow as the Village (existing service area) begins to approach a build-out situation. The customer growth trends



shown above were incorporated in a rate sufficiency analysis conducted during the fiscal year 2002/2003 as part of the bond refunding that took place to provide interest rate savings and new money for identified capital needs, which also included sensitivity analyses, if projected development is reduced. Based on the results of that study, if the near term growth is reduced, it is anticipated that the Village will not have to adjust rates for service at this time and should have the necessary cash flow and reserves to meet the expenditure needs of the utility. The amount of water and wastewater consumption was predicated on historical trends in water use, recognition of the recent addition of the Wellington Regional Mall, the assumed growth of the utility system, and more normalized weather patterns.

As indicated in the table above, the current financial forecast model of the utility indicates that a minor adjustment in utility rates may be required near the end of the forecast period. The financial forecast is dependent on several assumptions regarding the expenditure needs of the utility system and the identified rate adjustment is a result of the assumed reduction in growth as the utility matures. The adjustment may be necessary to allow the utility to meet bond compliance requirements and maintain sufficient operating reserves. The Village will continue to closely monitor the financial needs of the utility in an attempt to minimize or postpone any rate adjustment to the benefits of its ratepayers.

***Options may include, but not be limited to:***

- ✓ Use of the rate stabilization account to offset the rate increase
- ✓ Review options to expand the system, including bulk water and wastewater service sales
- ✓ Re-evaluate the capital project spending requirements to match the needs of the utility to available financial resources

The forecast assumes no significant increases in staffing levels (above the full time equivalent employees recognized in the fiscal year 2005/2006 budget) or significant changes in current service programs. Maintaining local costs and rates within this ceiling will require management to continue to pursue increased operating efficiencies and capital funding opportunities and ways of reallocating resources to meet increased service demands. Additionally, the forecast was based on the current regulatory environment and does not include any additional costs for future requirements that may be mandated by the State or Federal Government.

**Did You Know?**

**The Village of Wellington has not had an increase in utility rates since 1994**

### IMPACT OF CAPITAL IMPROVEMENT PLAN

A major expenditure of the water and wastewater system deals with funding of capital improvement needs. Capital improvement expenditures can be for the expansion of the system as well as for renewals, replacements and upgrades to existing plant assets, including the purchase of additional equipment. Decisions made regarding future capital expenditure levels and options may require a change in future rates. Of particular importance is the level of expenditures anticipated for the expansion of the water and wastewater facilities to meet the projected growth requirements of the utility. The general policy of the Village is not to carry unused and available capacity but have sufficient capacity to meet future development needs, which requires a continuous monitoring of system attributes. Based on the current financial position of the utility and assuming no change in capital expenditures, the Village should have sufficient capital funds (i.e., capacity fees, etc.) necessary to fully fund the expansion and perform betterments and upgrades to the facilities as identified by staff and its consulting engineers for the five year financial forecast reflected in the budget. It is anticipated that the Village will not have sufficient capacity fees to fully fund the expansion-related projects when such projects are anticipated to be constructed. The Village may need to use additional funds (cash reserves) to fund the capital program but should be able to reimburse such reserves in the future as the growth occurs after project completion. The Village continuously evaluates the capital improvements program, the capacity utilization requirements associated with growth of the utility service area, and the availability of funds to meet the expenditure needs of the utility in order to balance the utility rates charged to customers with service user demands created by continued growth of the system. Additionally, the Village has funded renewal and replacement along with rate stabilization accounts to accumulate funds for future system capital requirements. By financing replacement capital on a pay-as-you-go basis, the Village should maintain its overall financial position and should limit the extent of any required rate increases in the future.



### CAPITAL ACCOUNT FUNDING

The funding of the Capital Account is considered to be in addition to the Renewal, Replacement and Improvement Account (RR&I Account) and is a designation of operating reserves for future capital needs. The funding of the Capital Account has continuously been recognized by the Village as a revenue requirement or expenditure need associated with the ongoing financial planning activities performed by the Village. Additionally, the annual funding of this account was continued in the rate sufficiency analysis recently conducted. The Capital Account provides the Village with enhanced flexibility relative to funding of capital expenditures while maintaining the required reserve balances for bond covenants compliance and thus reducing the potential to increase rates relative to meet such bond covenant requirements. Based on fiscal year 2005/2006 budgeted revenues and expenses, it is anticipated that surplus funds will be generated by the utility as shown below:

	<u>FY 2005/2006</u>
Total Utility Funding Sources (1)	\$14,954,600
Total Utility Expenditures (2)	14,450,016
Estimated Net Deposit/(Withdrawal) Available for Capital Account	<b>\$504,584</b>

(1) Amounts shown do not include revenues or funds received which are dedicated exclusively to capital expansion projects

(2) Amounts shown do not include depreciation and amortization expenses which are non-cash in nature and capital expenditures funded from other sources (e.g., capacity fees, reimbursements, etc.) or from prior period accumulated reserves

The Capital Account is essentially an operating reserve and can be utilized for any purpose. However, the Village is attempting to restrict these funds internally for the renewal, replacement and betterment of utility system assets as the primary goal. For fiscal year 2005/2006, it is anticipated that the ending balance in the Capital Account that is available to fund future capital projects will be approximately \$500,000. Additionally, the estimated Capital Account balance above does not include funds currently on account in the RR&I Account maintained in accordance with the funding provisions of the Bond Resolution.

**RATE STABILIZATION ACCOUNT FUNDING**

The Village has funded a Rate Stabilization Account in order to provide a financing vehicle whereby current expenses can be paid for from the stabilization account (essentially a reserve) while attempting to smooth and stabilize rates. Thus, the fund allows the Village the flexibility to meet fluctuations in expenses which may occur from time-to-time, yet meet its financial objectives in the form of adequate coverage ratios, without being forced to raise user charges.

The Village established and began funding a Rate Stabilization Account during fiscal year 1997. The Village has periodically deposited funds to the Rate Stabilization Account since fiscal year 1997 from available funds and after the funding of utility expenditures, including the set aside moneys in the Capital Account presented earlier. Since the internal establishment of the Rate Stabilization Account, no expenditures or uses of the fund have been incurred by the utility. For fiscal year 2005/2006, it is anticipated that the ending balance in the Rate Stabilization Account will be \$558,500.

Each item discussed above could potentially affect annual costs and rate requirements over the forecast period. Changes in inflation rates for various services can also affect annual cost levels. Each projection made in this forecast is based on the best information currently available, but actual costs and revenues in future years may be higher or lower than forecasted amounts, as changes in prevailing economic conditions or other circumstances influence actual utility financial outcomes.

	<b>FY 2005/2006 Budget</b>	<b>Five Year Forecast 2007/2011</b>
<b>Revenues</b>		
Water	Projected customer growth plus out of area surcharge	Anticipated customer growth rates with no anticipated rate adjustment assumed during the forecast period
Wastewater	Projected customer growth plus out of area surcharge	Anticipated customer growth rates with a single anticipated rate adjustment assumed at the beginning of fiscal year 2007
Standby	Budgeted conservatively at 85% of collections based on recent historical trends	Reduction in revenues assuming as build out approaches, new plats will be less than the number of new meter installations (overall reduction in standby accounts)
Penalty	Fees charged on approved rate structure	Anticipated customer growth rates
Meters	Projected customer growth	Incremental customer additions
Interest	Earnings on operating cash balances at anticipated earning rates ranging from 1.0% to 2.0%	Earnings on operating cash balances at anticipated earning rates ranging from 1.0% to 2.0%
Other	Constant based on estimated fiscal year 2005 results	No change from fiscal year 2004/2005
Capacity Fees	New units added to system plus interest earnings on unspent balances	Incremental customer additions plus interest earnings on unspent balances
Transfers In	Installment Revenues for Land Sale to General Fund; reimbursement of Expenses (Laboratory)	Installment Revenues for Land Sale until fiscal year 2005; reimbursement of Expenses (Laboratory)
Bond Proceeds	None in budget year 2005/2006. (Received new money as part of bond refunding in 2002/2003)	None projected for forecast period
<b>Expenditures</b>		
Water Treatment Plant	Estimated by Department Head	Inflation and projected system growth
Water Transmission & Distribution	Estimated by Department Head	Inflation and projected system growth
Wastewater Treatment Plant	Estimated by Department Head	Inflation and projected system growth
Wastewater Collections	Estimated by Department Head	Inflation and projected system growth
Equipment Instrumentation	Estimated by Department Head	Inflation and projected system growth
Customer Service	Estimated by Department Head	Inflation and projected system growth
Utilities Administration	Estimated by Department Head	Inflation and projected system growth
Laboratory	Estimated by Department Head	Inflation and projected system growth
Capital Outlay	Assumes only finishing projects currently in progress and those on the five year CIP	Reflects projects in five-year CIP
Transfers Out (Administration)	Based on allocation study	Based on allocation study and adjusted for inflation
Debt Service	Per actual debt repayment schedule	Per actual debt repayment schedule, no additional bond issues recognized

**VILLAGE UTILITIES FORECAST ASSUMPTIONS**  
**FIVE YEAR PROJECTIONS BASED ON CURRENT YEAR BUDGET**  
**UTILITY ENTERPRISE FUND ONLY**

	Budget	Five Year Projections				
	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011
<b>Revenues</b>						
Water	\$8,020,000	\$8,020,382	\$8,327,571	\$8,504,132	\$8,634,771	\$8,694,578
Wastewater	5,360,000	5,364,322	5,592,165	5,718,258	5,811,241	5,853,033
Standby	188,000	188,751	220,388	179,582	130,168	106,665
Penalty	178,000	178,024	191,380	200,381	208,412	214,660
Meters	160,000	160,000	245,750	123,500	91,500	41,500
Interest	800,000	604,015	619,867	620,519	573,562	501,956
Other	248,600	248,756	258,392	265,402	271,837	277,197
Capacity Fees & Restricted Income	2,105,700	2,106,130	2,906,281	1,559,652	1,177,944	513,874
<b>Total Revenues</b>	<b>\$17,060,300</b>	<b>\$16,870,381</b>	<b>\$18,361,795</b>	<b>\$17,171,427</b>	<b>\$16,899,436</b>	<b>\$16,203,463</b>
<b>Operating Expenditures</b>						
Water Treatment Plant	\$2,678,927	\$2,678,127	\$2,799,133	\$2,908,954	\$3,016,612	\$3,117,665
Water Distribution & Meter Services	1,160,341	914,644	953,053	1,031,663	1,074,859	1,120,034
Wastewater Treatment Plant	1,405,525	1,394,292	1,471,711	1,539,871	1,605,977	1,666,447
Wastewater Collections	716,710	798,666	838,235	877,309	918,009	958,749
Maintenance & Equipment Instrumentation	382,460	383,703	402,184	421,654	442,162	463,675
Customer Service	697,773	719,416	752,337	779,863	806,589	831,429
Laboratory	94,992	95,229	99,357	103,688	108,232	112,989
Capital Outlay (2)	1,307,114	1,849,730	1,735,939	1,598,478	1,761,852	1,830,069
Transfers Out (1)	2,055,000	2,856,958	3,201,223	3,378,044	3,498,173	3,543,894
Contingency	0	174,602	182,900	191,575	199,311	206,775
<b>Total Operating Expenditures</b>	<b>\$10,498,842</b>	<b>11,865,367</b>	<b>12,436,072</b>	<b>\$12,831,100</b>	<b>\$13,431,775</b>	<b>\$13,851,726</b>
<b>Non-Operating Expenditures</b>						
Debt Service	\$3,006,000	\$2,797,224	\$2,793,524	\$2,797,349	\$2,792,499	\$2,797,449
<b>Total Expenditures</b>	<b>\$13,504,842</b>	<b>\$14,662,591</b>	<b>\$15,229,596</b>	<b>\$15,628,449</b>	<b>\$16,224,274</b>	<b>\$16,649,175</b>
<b>Funds Available (Funds Required)</b>	<b>\$3,555,458</b>	<b>\$2,207,790</b>	<b>\$3,132,199</b>	<b>\$1,542,978</b>	<b>\$675,162</b>	<b>(\$445,711)</b>

(1) General & Administrative reimbursement to governmental funds

(2) Capital Outlay expenditures do not include projects funded by capacity fees accumulated in prior years. This amounts to \$9,917,746 in the current year for a total capital outlay budget of \$11,224,860

## SOLID WASTE ENTERPRISE FUND

This section contains the five year forecast of revenues and expenditures for the solid waste collection and recycling services of the Village based on amounts reflected in fiscal year 2005/2006 budget and assumptions regarding events, which may occur in the future. The projections are largely based on growth requirements and anticipated changes in contracted collection services due to known changes in such contract.

## RESIDENTIAL SERVICE GROWTH ASSUMPTIONS

The fiscal year 2005/2006 budget represents the seventh year of operations since the Village assumed the management of the solid waste collection and recycling services from the Solid Waste Authority of Palm Beach County on October 1, 1998. The fiscal year 2004/2005 represents the second fiscal year of the amended and extended solid waste collection services agreement between the Village and the contractor for services.

	Actual	Estimated	Approved	Five Year Projections				
	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011
Customers (at year end):								
Residential Units*	19,055	20,525	21,672	22,796	23,624	24,056	24,325	24,467
Annual Growth Rate	2.14%	7.71%	5.59%	5.19%	3.63%	1.83%	1.12%	0.58%
Rates (Annual \$ Assessment)								
Residential Curbside	106.00	114.00	120.00	121.20	124.80	127.20	131.40	136.20
Residential Containerized	78.00	82.00	86.40	88.20	93.00	94.80	98.40	102.60

\* Includes both residential curbside and residential containerized services

**SOLID WASTE GROWTH ASSUMPTIONS**

	Actual			Five Year Projection				
	2002/2003	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010
Population	46,208	50,666	55,427	57,978	60,503	61,961	63,072	63,556
Growth Rate	9.19%	9.65%	9.40%	4.60%	4.35%	2.41%	1.79%	0.77%
Computed Acres	24,553	24,588	24,588	24,588	24,588	24,588	24,588	24,588
Taxable value in (000's)	3,099,672	3,579,455	4,372,589	5,625,865	6,218,439	6,825,717	7,308,105	7,651,918
Growth in taxable value	23.21%	15.48%	22.16%	28.66%	10.53%	9.77%	7.07%	4.70%
New Construction (000's)	275,680	174,138	381,345	598,738	367,540	358,540	209,360	161,110

Changes in inflation rates for various services, the cost of collection by the Village's approved franchise hauler, and the growth of the service area can affect annual cost levels and ultimately the rates charged for service. Each projection made in the forecast was based on the best information currently available, but actual costs and revenues in future years may be higher or lower than forecasted amounts, as changes in prevailing economic conditions or other circumstances influence actual financial outcomes.

**VILLAGE SOLID WASTE FORECAST ASSUMPTIONS**

Revenue	FY 2005/2006 Budget	Five Year Forecast 2007/2011
Collection	Assessed units per Adopted Tax Roll as of January 1, 2005, non-assessed customer growth based on Solid Waste Authority and Village PZ&B Department information and growth	Anticipated customer growth rates with changes in the assessed annual rate adjustment ranging from approximately \$3.00 to \$8.00 annually
Interest	Earnings on estimated operating cash balances and anticipated earning rate of 1.50%	Earnings on estimated operating cash balances and anticipated earnings at current rates
Franchise	Represents 5% of fees paid by contract hauler per Exclusive Collection Agreement and projected customer growth	Represents 5% of fees paid by contract hauler per Exclusive Collection Agreement and projected customer growth
Miscellaneous	Projected Roll Off Occupational License Fees and anticipated construction and demolition roll off service fee revenue – estimated based new customer forecast, assumed construction activity along State Road 7 corridor, continued renovation activity by existing residential and commercial accounts and the service fees as provided by Contract Administrator	Projected Roll Off Occupational License Fees and anticipated construction and demolition roll off service fee revenue – estimated based on new customer forecast, assumed construction activity along State Road 7 corridor, continued renovation activity by existing residential and commercial accounts and service fees as provided by Contract Administrator
Transfer Solid Waste	None projected	None projected
Customer	Fees paid to contract hauler per bid for anticipated rates for residential service; recognizes increase in collection rates above fiscal year 2005/2006 levels based on amended contract for services as negotiated by Village. Rates applied to residential units and commercial accounts served	Fees paid to contract hauler reflect increase in rates based on five year schedule reflected in amended contract for services as negotiated by Village; expenses also increase due to service area growth. Amounts also include allowance for Debris Management expense approximating \$10,000 annually for storm events
Billing	\$0.25 per unit per month paid to Solid Waste Authority for all residential units served	Per unit rate held constant at current rate paid to Solid Waste Authority for all residential units served
Professional Services	Reflects 1) payments to Tax Collector of 1% and discount for early payment of 4% applied to assessed revenues and 2) allowance for bad debt (uncollectibles) expense at 3% of assessed revenues	Reflects 1) payments to Tax Collector of 1% and discount for early payment of 4% applied to assessed revenues and 2) allowance for bad debt (uncollectibles) expense at 3% of assessed revenues
Other Expenses	Recognizes Village Solid Waste Management supervisor and maintenance worker to monitor collection contract and service. Professional services for fees paid for Contract Administration, Rate Consulting and legal expenses for program and based on anticipated program costs	Recognizes Village Solid Waste Management supervisor and maintenance worker to monitor collection contract and service and are projected based on anticipated cost in salaries (cost of living and merit). Professional services for fees paid for contract administration, rate consulting and legal expenses for program and are projected based on inflationary allowances
Administration	Miscellaneous expenses to account for other direct expenses	Miscellaneous expenses to account for direct expense. Increased by inflationary allowances
Contingency	Based on cost allocation study	Based on cost allocation study, increased for inflation
	0.5% of total collection operating expenses	0.5% of total collection operating expenses

**FIVE YEAR PROJECTIONS BASED ON CURRENT YEAR BUDGET  
SOLID WASTE COLLECTION FUND ONLY**

	Budget	Five Year Projections				
	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011
<b>Revenues</b>						
Collection Fees	\$4,597,320	\$3,662,329	\$2,594,231	\$2,700,590	\$2,824,842	\$2,948,003
Collection Expense (contra revenue)		(238,170)	(177,218)	(188,369)	(198,619)	(208,832)
Interest						
Franchise Fees	128,000	136,872	144,276	149,822	154,858	159,376
Miscellaneous	79,200	142,374	83,205	62,282	30,064	22,474
Less: Revenues to Fund Reserves	(2,368,297)					
<b>Total Revenues</b>	<b>2,436,223</b>	<b>3,703,406</b>	<b>2,644,495</b>	<b>2,724,324</b>	<b>2,811,144</b>	<b>2,921,021</b>
<b>Operating Expenditures</b>						
Solid Waste Collection	\$1,761,300	\$1,903,809	\$2,016,787	\$2,104,944	\$2,182,859	\$2,250,023
Personal Services	174,256	192,759	207,197	223,143	240,791	260,362
Other Outside Services	148,900	81,535	85,607	89,886	94,379	99,098
Printing & Advertising	18,000	20,500	21,011	21,534	22,068	22,623
Vehicle & Equipment Maintenance	4,000	4,100	4,203	4,308	4,415	4,526
Gasoline	4,000	4,100	4,203	4,308	4,415	4,526
Books, Papers & Magazines	200	202	204	206	208	210
Training & Seminars	1,000	1,010	1,020	1,030	1,041	1,051
Memberships	700	700	700	700	700	700
Miscellaneous Expenses	2,200	78,265	3,331	3,399	3,469	3,540
Capital Expenditures	1,100	72,369	42,845	33,451	15,036	30,778
Contingency		54,954	56,171	58,196	60,131	61,997
Loan Repayment for Cart/Bin Purchases	125,567	125,567	125,567	125,567	125,567	125,567
Annual Bin Purchases		27,327	30,473	33,660	36,696	39,815
Collections/Indirects/Other	195,000	280,225	286,606	293,146	299,849	306,721
Increase/(Decrease) to Reserves		855,984	(241,429)	(273,152)	(280,480)	(290,514)
<b>Total Expenditures</b>	<b>\$2,436,223</b>	<b>\$3,703,406</b>	<b>\$2,644,495</b>	<b>\$2,724,324</b>	<b>\$2,811,144</b>	<b>\$2,921,021</b>

(1) Includes Commercial Collection fee revenues, which are collected directly by the Contractor

### **MALL IMPACT**

An impact analysis of the Wellington Green Mall provides a projection of revenues and expenditures of the Village. Projections of revenues and expenditures were completed to show how current economic trends, coupled with the Village's financial policies, may influence future cash balances and tax levies. The projections are included in forecasts throughout this document. As in any financial projection, known quantities, such as actual revenues and expenditures, interact with a set of key assumptions to determine a possible scenario. The number of unknowns in this analysis tends to reduce its validity in the longer term. However, we will revisit this forecast as conditions change and more information becomes available.

The revenue and expenditure impacts of the Mall Project could result in either a net "positive" or "negative" impact upon the finances of the Village. The revenues and expenditures that are projected are considered to represent only the direct impact of this development project and do not include indirect "multiplier" effects that such a project might have on the Village and the surrounding community (such as education, fire rescue, and other similar services provided by other agencies). Capital improvements/public infrastructure constructed by the Mall Project to meet its own needs was not included. Further, the analysis considered the impacts to PZ&B to be a "neutral" fiscal issue and have been considered separately.

It appears that the Mall Project will prove to have a net positive impact upon the Village's finances. The total annual revenues (as shown below), to be realized by the Village as a result of the project at build-out or 2008, are estimated to be \$1,962,000. It is important to note that over half of the revenues to be generated as a result of this project are related to the applicable Governmental Funds. Of these revenues, ad valorem taxes, utility taxes, and franchise fees make up roughly 2/3 of the total. Any changes to the assumed tax rates and fees related to these revenue sources, would substantially alter the results of the analysis.

## AD VALOREM TAX AND NON-AD VALOREM ASSESSMENT REVENUES FROM THE MALL

	2003/2004 Revenues			2004/2005 Revenues			2005/2006 Revenues		
	Taxable Value	Ad Valorem	Non Ad Valorem	Taxable Value	Ad Valorem	Non Ad Valorem	Taxable Value	Ad Valorem	Non Ad Valorem
<b>Mall</b>									
JC Penney	\$8,500,000	\$21,803	\$1,440	\$8,500,000	\$21,803	\$1,440	\$8,500,000	\$21,803	\$1,440
Burdines	11,400,000	29,241	2,040	11,400,000	29,241	2,040	11,400,000	29,241	2,040
Lord & Taylor	7,900,000	20,264	1,080	7,900,000	20,264	1,080	6,000,000	15,390	1,080
Dillard's	11,600,000	29,754	2,040	11,600,000	29,754	2,040	11,600,000	29,754	2,040
Nordstroms				6,800,000	17,442	1,080	6,800,000	17,442	1,080
Core Stores <sup>(1)</sup>	132,000,000	338,580	5,040	129,000,000	330,885	3,960	129,000,000	330,885	3,960
<b>Total Mall (97 acres)</b>	<b>\$171,400,000</b>	<b>\$439,641</b>	<b>\$11,640</b>	<b>\$175,200,000</b>	<b>\$449,388</b>	<b>\$11,640</b>	<b>\$173,300,000</b>	<b>\$444,515</b>	<b>\$11,640</b>
<b>Outparcels</b>									
Residential	\$35,300,270	\$90,545	\$3,120	\$43,803,457	\$112,356	\$3,120	\$43,803,457	\$112,356	\$3,120
Commercial & All Other	49,055,010	125,826	39,360	83,701,544	214,694	39,360	83,701,544	214,694	39,360
<b>Total Outparcels (354 acres)</b>	<b>\$84,355,280</b>	<b>\$216,371</b>	<b>\$42,480</b>	<b>\$127,505,001</b>	<b>\$327,050</b>	<b>\$42,480</b>	<b>\$127,505,001</b>	<b>\$327,050</b>	<b>\$42,480</b>
<b>Grand Total</b>	<b>\$255,755,280</b>	<b>\$656,012</b>	<b>\$54,120</b>	<b>\$302,705,001</b>	<b>\$776,438</b>	<b>\$54,120</b>	<b>\$300,805,001</b>	<b>\$771,565</b>	<b>\$54,120</b>

(1) Prior to 2005, Nordstrom's pad was included in core stores

Taxable value as of January 1, 2005 for 2005/2006 revenues: Acme assessments: Includes land ad valorem assessments of \$73,782 and first year of non-ad valorem assessment paid directly to the Village of Wellington when mall site "hooked in" to the drainage system

### GOVERNMENTAL FUNDS

The Governmental Funds revenue sources of the Village were projected utilizing a number of different methodologies and assumptions. The following is a brief summary of each of these revenue sources and an explanation of the projection methodology. The fiscal year 2008 is used throughout this analysis as the year of buildout, due to the fact this is the year all development will be reflected in the Palm Beach County tax rolls.

### AD VALOREM TAXES

In order to estimate the ad valorem taxes to be generated by the Mall Project, information was needed regarding project development phasing, the anticipated taxable valuation of each type of development included in the project and an assumed millage rate. To estimate the taxable valuations of the development, the estimated valuations were used on a per square foot and per acre basis. These valuation assumptions were provided to us by the developer, Taubman Companies. The anticipated project phasing was then applied to the taxable valuation assumptions to estimate the cumulative taxable valuations related to the project over the study period. These valuations were applied to the 2005/2006 tax millage rate of 2.7 and the projected millage rate for the next two years to estimate the annual ad valorem taxes related to this project. The revenues were then reduced by 5% to reflect the state budgeting requirement that allowances be made for potential delinquencies. These estimated annual ad valorem tax revenues do not reflect any inflationary adjustments to the millage rate or increase in taxable valuations. The estimated ad valorem revenues to be generated in the Village by the project at build-out are approximately \$857,000.

### UTILITY TAXES

Currently, as authorized by Chapter 166.231 of the Florida Statutes, the Village imposes a utility tax on a percentage of the gross receipts from the sale of electricity and gas. The utility tax rates imposed are 10% for electricity and 10% for gas. It is assumed the Mall Project will produce revenues for the Village from the electric utility taxes. The projected electric utility tax revenues are approximately \$282,000 annually at build-out of the Mall Project. Projections are based on the square footage added per phase, the estimated gross receipts on electric bills for the Mall Project and the residual development associated with the Mall Project.

### FRANCHISE FEES

Pursuant to Chapter 180.14 of the Florida Statutes, the Village charges franchise fees upon electric, which are based on a percentage of gross receipts. The current rate is 5%. The forecast of revenues generated by electric franchise fees is approximately \$141,000 by the build-out of the Mall Project. Similar to the estimates of electric utility taxes, the basis for projections involves the square footage added per phase and the electric bills generated by the Mall Project and all residual development.

**COMMUNICATIONS SERVICE TAX**

During the 2000 session, the Florida Legislature created the Communications Services Tax Simplification Law (Chapter 2000-260, Laws of Florida). Chapter Law 2000-260 creates a new simplified tax structure for communications services, which combines seven different state and local taxes of fees and replaces them with a two-tiered tax composed of a state tax and a local option tax on communications services.

On June 26, 2001 the Village adopted the initial communications service tax rate of 5.5%, as computed in Section 12, 2001-140, General Laws of Florida (amending Section 202.10(1)(a)) effective October 1, 2001. The Village of Wellington further formally adopted the maximum rate of 5.1% as provided in Section 9, 2001, General Laws of Florida (amending Section 202.19(2)), and as computed in Section 12, 2001-140 General Laws of Florida (amending Section 202.20(1)(b)), to become effective on October 1, 2002. It also elected to increase its total rate by an amount of 0.12% equaling a total tax rate of 5.22%. The Communications Service Tax combined the revenues previously received separately – telephone utility tax and cable franchise fees.

The forecast of revenues generated by the Communications Service Tax is approximately \$124,000 by the build-out of the Mall Project.

**OCCUPATIONAL LICENSE FEES**

Currently, pursuant to Chapter 205, Florida Statutes, the “Local Occupational License Tax Act”, Chapter 166, Florida Statutes, the “Municipal Home Rule Powers Act”, Article VII, Section 9(a) and Article VIII, Section 2(b), of the Florida Constitution and the Village Charter, the Village imposes an annual occupational license tax upon “any person maintaining a permanent business location or branch office within the Village for the privilege of engaging in or managing any business, profession, or occupation within the Village’s jurisdiction”. The Village adopted the existing occupational license fees on September 22, 1998 with Ordinance No. 98-19.

It is projected that, utilizing the existing rates with no increases for the projection period, the Mall Project will generate approximately \$318,000 from this fee annually at build-out. Occupational licenses imposed by the Village for retail trade establishments are

based on inventory at cost. Occupational license fee revenue related to offices for the Village is based on a flat fee of \$100 per office. For the purpose of this analysis, we have assumed an average office of 2,600 square feet and five vacancies per year at build-out. The occupational license fees collected from the hotel are based on an amount per room, and retirement home projected collection amounts are based on flat fees.

“Forecasted electric franchise fees are expected to be approximately \$141,000 by build-out”

**HALF CENT SALES TAX**

The Half-Cent Sales Tax is one of the state shared revenues that are distributed to municipalities at the state level and are available under Chapter 218 of the Florida Statutes.

The new Half-Cent Sales Tax revenues to be collected by the Village from the Mall Project is approximately \$19,000 annually at build-out of the Mall Project. In order to calculate the total tax collections for the Village, the first

step involved projecting total taxable sales from the Mall Project and the residual retail development associated with the Mall Project. This was done by computing the average sales per square foot for each department store and retail store. Next, based on information provided by the Florida Department of Revenue, the Village’s portion of the 6% sales tax rate was computed annually.

**LOCAL OPTION GAS TAX**

Local Option Gas Tax is imposed by Palm Beach County pursuant to Ordinance No. 86-23 and is authorized by Florida Statutes, Section 336.025. The Village receives a portion of the total tax of \$0.12 per gallon of fuel sold in the County.

In order to forecast Village revenues from this source, one must first calculate the number of gallons of gas to be sold that will be attributable to the Mall Project and then compute the tax imposed by the County that would be distributed to the Village. Per this calculation, the projected annual Local Option Gas Tax collections to be realized by the Village are approximately \$4,600 by build-out of the Mall Project.

“Forecasted communication service tax are expected to be approximately \$124,000 by build-out”

**STATE REVENUE SHARING**

Forecasted state revenue sharing (which includes beverage tax and general state revenue sharing) is approximately \$40,000 per year after completion of the Mall Project. These projections are

based on the projected budgeted amounts supplied by the Florida Department of Revenue for the Village, which have been converted to a per capita amount.

### OTHER GOVERNMENTAL REVENUE SOURCES

Other Governmental Funds revenue sources projected include alarm permit fees, charges for services which primarily result from recreation programs fees, fines and forfeitures, interest on investments, and miscellaneous. The projected governmental fund revenues are approximately \$120,000 at build-out. The projections are based on the square footage added per phase for the multi-family units.

### GOVERNMENTAL FUNDS EXPENDITURES

Governmental Funds expenditures were projected utilizing budgeted expenditures as the basis and allocating these to the current tax base by calculating the current costs per \$1,000 of taxable valuation. The current Governmental Funds costs per \$1,000 of taxable valuation are approximately \$8.85. In order to apply this technique to project expenditures related to the Mall Project, these standard costs must be broken down by residential development and non-residential development as well as by each expenditure category. Assumptions were made regarding the percentage of expenditures related to residential development. This remaining percentage was assumed to be related to non-residential development. The categories for General Government and Non-Departmental were assumed to be 75% related to residential development, while Culture and Recreation was assumed to be 100% related to residential development. The remaining categories of Public Safety, Physical Environment, Transportation and Capital Outlay were assumed to be 50% related to residential and 50% related to non-residential development. This exercise results in an estimate of standard costs for residential development of \$5.62 per \$1,000 of taxable valuation and a non-residential standard cost of approximately \$3.23. These standard costs are then applied to the projected taxable valuations to calculate the projected costs to the Village related to the Mall Project. These costs indicate an annual expenditure at build-out of approximately \$1,350,000.

This approach should provide a reasonable estimate of Governmental Funds operational expenditures as a result of the Mall Project in order to maintain current service standards. In fact, they may prove to be conservatively high due to the fact that “per capita-type” costs tend to decrease as a community grows and operational economies-of-scale are realized.

### PROJECTED REVENUE SUMMARY

	<u>2005/2006</u>	<u>2006/2007</u>	<u>2007/2008</u>	<u>2008/2009</u>	<u>2009/2010</u>
Ad Valorem	\$772	\$819	\$857	\$857	\$857
Non Ad Valorem	54	54	54	54	54
Other Revenue (taxes/ fees)	856	958	1,051	1,051	1,051
<b>Total</b>	<b>\$1,682</b>	<b>\$1,831</b>	<b>\$1,962</b>	<b>\$1,962</b>	<b>\$1,962</b>
<i>(In thousands)</i>					

### SURFACE WATER MANAGEMENT FUND

The Village of Wellington currently utilizes special assessments to fund its surface water management responsibilities. These annual special assessment amounts are established each year in order to generate sufficient revenues to carry out the work program.

In order to estimate the impact of the Mall Project upon the Surface Water Management Fund, the projected budget was utilized to estimate the revenues and expenditures of the fund on a “per assessment unit” basis. This information was used to estimate both revenues per surface water unit and expenditures per surface water unit. These “per unit” revenues and expenditures were then applied to the number of assessment units to be included in the Mall Project (451) to estimate the impact of the project on the fund.

A net annual revenue of \$11,800 is projected in this fund as a result of the Mall Project. It is important to note that inflationary adjustments were not factored in this analysis.

### WATER AND SEWER ENTERPRISE FUND

The Mall Project will also have a significant effect upon the Village’s water and wastewater Enterprise Fund. The projections of combined water and wastewater utility service revenues and expenses related to the Mall Project indicate that the Village can expect a net positive effect of approximately \$188,000 at build-out.

**WATER AND SEWER ENTERPRISE FUND REVENUES**

The projected water and wastewater revenues to the Village are approximately \$1,188,000 at Mall Project build-out. These revenue projections have been developed by applying the estimated number of ERUs that the Mall Project development will add to the utility system to the average revenue per ERU for each fiscal year. The average revenue per ERU was based on the projected number of water and wastewater units as developed in the Water and Wastewater Financial Forecast completed by Public Resources Management Group, Inc. for the Village, as well as the projected water and wastewater budget. Capacity fee revenues for residential development around the mall are projected to be \$708,000 for water and \$626,000 for sewer.

**WATER AND SEWER ENTERPRISE FUND EXPENSES**

The Village's forecasted expenses related to the Mall Project total approximately \$1,000,000 annually upon build-out of the Mall Project. The expenses have been developed in a similar manner as the revenue estimates explained above. The estimated number of ERUs related to the Mall Project has been multiplied by the average cost per ERU.

**SOLID WASTE COLLECTION AND RECYCLING FUND**

The projections of solid waste collection and recycling revenues and expenses related to the Mall Project indicate that the Village can expect a net positive effect of approximately \$8,000 at build-out.

**SOLID WASTE COLLECTION AND RECYCLING FUND REVENUES**

The projected revenues to the Village are approximately \$120,000 at Mall Project build-out. Revenue projections are based on the proposed Solid Waste budget and information provided by Public Resources Management Group, Inc.

**SOLID WASTE COLLECTION AND RECYCLING FUND EXPENSES**

The Village's forecasted expenses related to the Mall Project total approximately \$112,000 annually upon build-out of the Mall Project. Expenditure projections are based on the proposed Solid Waste budget and information provided by Public Resources Management Group, Inc.





# Core Value: *Equestrian Interests*

Improving and protecting the Village's equestrian lifestyle, and planning its future, have long been priorities for the Village



*Appendices*

## BUDGET RESOLUTION

## RESOLUTION NO. R2004-130

1  
2  
3 **A RESOLUTION OF THE VILLAGE COUNCIL OF THE VILLAGE OF**  
4 **WELLINGTON, FLORIDA ADOPTING A BUDGET FOR THE**  
5 **VILLAGE OF WELLINGTON FOR THE FISCAL YEAR**  
6 **COMMENCING OCTOBER 1, 2004, AND ENDING SEPTEMBER 30,**  
7 **2005; AND PROVIDING AN EFFECTIVE DATE.**  
8

9 **WHEREAS**, the Village Manager of the Village of Wellington has, pursuant to the  
10 Village Charter and the Laws of the State of Florida, prepared a tentative Budget for the  
11 Village for Fiscal Year commencing October 1, 2004, and ending September 30, 2005; and  
12

13 **WHEREAS**, the first Public Hearing upon the proposed Budget was held on  
14 September 14, 2004, pursuant to duly advertised notice, wherein said proposed Budget was  
15 tentatively adopted; and  
16

17 **WHEREAS**, a second Public Hearing was held on September 28, 2004, pursuant to  
18 duly advertised notice; and  
19

20 **WHEREAS**, the Village Council for the Village of Wellington has reviewed the  
21 tentative Budget and finds that it will meet the needs and requirements of the Village and its  
22 residents for the forthcoming Fiscal Year.  
23

24 **NOW, THEREFORE, BE IT RESOLVED BY THE VILLAGE COUNCIL OF THE**  
25 **VILLAGE OF WELLINGTON, FLORIDA that:**  
26

27 **SECTION 1.** The proposed Budget, attached to the Resolution as Exhibit "A", is  
28 hereby approved and adopted by the Village Council as the Budget for the Village for the  
29 Fiscal Year commencing October 1, 2004, and ending September 30, 2005.  
30

31 **SECTION 2.** A certified copy of this Resolution will be forwarded to the Department  
32 of Revenue within thirty (30) days after adoption.  
33

34 **PASSED AND ADOPTED** this 28<sup>th</sup> day of September, 2004.  
35

36 **ATTEST:**

**VILLAGE OF WELLINGTON**

37  
38  
39 BY: Awilda Rodriguez  
40 Awilda Rodriguez, Village Clerk  
41

BY: Thomas M. Wenham  
Thomas M. Wenham, Mayor

42 **APPROVED AS TO FORM AND**  
43 **LEGAL SUFFICIENCY**

44  
45 BY: Jeffrey S. Kurtz  
46 Jeffrey S. Kurtz, Village Attorney  
47  
48

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BUDGET RESOLUTION

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RESOLUTION NO. R2005-129

A RESOLUTION OF THE VILLAGE COUNCIL OF THE VILLAGE OF WELLINGTON, FLORIDA ADOPTING A BUDGET FOR THE VILLAGE OF WELLINGTON FOR THE FISCAL YEAR COMMENCING OCTOBER 1, 2005, AND ENDING SEPTEMBER 30, 2006; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, the Village Manager of the Village of Wellington has, pursuant to the Village Charter and the Laws of the State of Florida, prepared a tentative Budget for the Village for the Fiscal Year for the amount of \$68.2 million commencing October 1, 2005, and ending September 30, 2006; and

WHEREAS, the first Public Hearing upon the proposed Budget was held on September 13, 2005, pursuant to duly advertised notice, wherein said proposed Budget was tentatively adopted; and

WHEREAS, a second Public Hearing was held on September 27, 2005, pursuant to duly advertised notice; and

WHEREAS, the Village Council for the Village of Wellington has reviewed the tentative Budget and finds that it will meet the needs and requirements of the Village and its residents for the forthcoming Fiscal Year.

NOW, THEREFORE, BE IT RESOLVED BY THE VILLAGE COUNCIL OF THE VILLAGE OF WELLINGTON FLORIDA that:

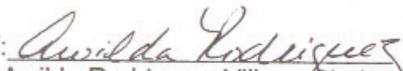
SECTION 1. The proposed Budget for the amount of \$68.2 million, attached to the Resolution as Exhibit "A", is hereby approved and adopted by the Village Council as the Budget for the Village for the Fiscal Year commencing October 1, 2005, and ending September 30, 2006.

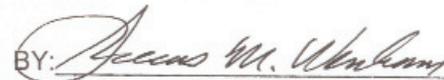
SECTION 2. A certified copy of this Resolution will be forwarded to the Department of Revenue within thirty (30) days after adoption.

PASSED AND ADOPTED this 27<sup>th</sup> day of September, 2005.

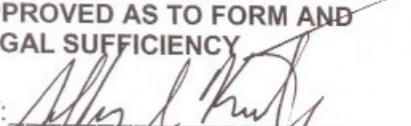
ATTEST:

VILLAGE OF WELLINGTON

BY:   
Awilda Rodriguez, Village Clerk

BY:   
Thomas M. Wenham, Mayor

APPROVED AS TO FORM AND LEGAL SUFFICIENCY

BY:   
Jeffrey S. Kurtz, Village Attorney

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## *Accounting And Financial Policies*

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### **ACCOUNTING POLICIES**

#### **THE REPORTING ENTITY**

The Village of Wellington (the "Village") was incorporated December 31, 1995, pursuant to Chapter 95-496, Laws of Florida, and commenced operations on March 28, 1996. The Village operates under the Council-Manager form of government and provides a wide range of community services including general government; planning & zoning, building; public safety (police protection); public works (construction and maintenance of roads, right of ways, and other infrastructures; street lighting; and storm water drainage); culture and recreation (parks maintenance, recreational activities, cultural events, and related facilities); water and sewer utilities; and solid waste collection and recycling. The Village Council (the "Council") is responsible for legislative and fiscal control of the Village.

As required by generally accepted accounting principles, the basic financial statements present the financial position and results of operations of the government and its component units. Component units are legally separate entities for which the primary government is considered to be financially accountable and for which the nature and significance of their relationship with the primary government are such that exclusion would cause the Village's combined financial statements to be misleading or incomplete. The primary government is considered financially accountable if it appoints a voting majority of an organization's governing body and imposes its will on that organization. The primary government may also be financially accountable if an organization is fiscally dependent on the primary government, regardless of the authority of the organization's governing board. Blended component units, although legally separate entities, are, in substance, part of the primary government's operations and are included as part of the primary government.

Based on the application of the criteria set forth by the Governmental Accounting Standards Board (GASB), management has included Acme Improvement District (the "District") in the Village's reporting entity. Prior to incorporation, the District was an independent special taxing district created in 1953, which served the local government providing the majority of community services and facilities of the area including water and sewer, stormwater drainage, transportation, street lighting, and parks and recreation. As a result of incorporation, the Village now provides those municipal services and the District has become a dependent district of the Village. Because of the breadth of the services it already provided to the residents, the District formed the backbone of the Village. The District is governed by a five member board of supervisors that is the same as the governing body of the Village. Although, the District is legally separate from the Village, it is reported as if it were part of the primary government as a blended component unit because its operations are, in substance, part of the Village's operations; its governing board is the Village Council; and it is fiscally dependent upon the Village. The District is presented as a special revenue fund type.

#### **GOVERNMENT-WIDE AND FUND FINANCIAL STATEMENTS**

The government-wide financial statements (i.e., the statement of net assets and the statement of changes in net assets) report information on all the non-fiduciary activities of the Village and its component units. For the most part, the effect of interfund activity has been removed from these statements. Governmental activities, which normally are supported by taxes and intergovernmental revenues, are reported separately from business-type activities, which rely to a significant extent on fees and charges for support.

The statement of activities demonstrates the degree to which the direct expenses of a given function or segments are offset by program revenues. Direct expenses are those that are clearly identifiable with a specific function or segment. Indirect expenses for centralized services and administrative overhead are allocated among the program, functions, and segments using a full cost allocation approach and are presented separately to enhance comparability of direct expenses between governments that allocate direct expenses and those that do not. Program revenues include 1) charges to customers or applicants who purchase, use, or directly benefit from goods, services, or privileges provided by a given function or segment and 2) grants and contributions that are restricted to meeting the operational or capital requirements of a particular function or segment. Taxes and other items not properly included among program revenues are reported instead as general revenues.

Separate financial statements are provided for governmental funds and proprietary funds. Major individual governmental funds and major individual enterprise funds are reported as separate columns in the fund financial statements.

**MEASUREMENT FOCUS, BASIS OF ACCOUNTING AND FINANCIAL STATEMENT PRESENTATION**

The government-wide financial statements are reported using the economic resources measurement focus and the accrual basis of accounting, as are the proprietary fund financial statements. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Property taxes are recognized as revenues in the year for which they are levied. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met.

Governmental fund financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the Village considers revenues within 60 days of the end of the current fiscal period. Expenditures generally are recorded when a liability is incurred, as under accrual accounting. However, debt service expenditures as well as expenditures related to compensated absences and claims and judgments, are recorded only when payment is due.

Property taxes, franchise taxes, licenses, and interest associated with the current fiscal period are all considered to be susceptible to accrual and so have been recognized as revenues of the current fiscal period. All other revenue items are considered to be measurable and available only when cash is received by the Village.

**THE VILLAGE REPORTS THE FOLLOWING MAJOR GOVERNMENTAL FUNDS:**

- ✓ General Fund – The general fund is the primary operating fund and is used to account for all financial resources applicable to the general operations of the Village except those required to be accounted for in another fund.
- ✓ Planning, Zoning & Building – This special revenue fund accounts for revenues and expenditures applicable to the planning, zoning and building division of the Village. The purpose of the fund is to segregate various permitting and inspection services pertaining to planning, zoning and building and to ensure that the fee structure for such activities is accurate. Any shortfalls (revenues less than expenditures) are funded by the general fund through operating transfers.
- ✓ Recreation Programs – This special revenue fund accounts for financial resources and expenditures applicable to specific recreation programs. The purpose of the fund is to implement a wide variety of recreational programs for all ages, as well as various special events, and to provide net operating results. Any shortfalls (program revenues less than program expenditures) are funded by the general fund through operating transfers.
- ✓ Recreation Impact Fees – This special revenue fund accounts for impact fee revenues and expenditures for recreation construction purposes.
- ✓ Surface Water Management – This special revenue fund accounts for all financial resources and expenditures applicable to the operations of the Acme Improvement District, a dependent district of the Village, related solely to water management facilities in accordance with the Plan of Reclamation and existing operations, construction of capital facilities and maintenance of the same. The funding basis is non ad valorem special assessments against all taxable units within the District.

**THE VILLAGE REPORTS THE FOLLOWING MAJOR PROPRIETARY FUNDS:**

- ✓ Utility System Enterprise Fund – This fund accounts for the activities related to the sewage treatment plant, sewage pumping stations and collection systems and the water distribution system.
- ✓ Solid Waste Enterprise Fund – This fund accounts for the activities related to solid waste removal and recycling.

Private sector standards of accounting and financial reporting issues prior to December 1, 1989, are followed in both the government-wide and proprietary fund financial statements to the extent that those standards do not conflict with or contradict guidance of GASB. Governments also have the option of following subsequent private sector guidance for their business-type activities and enterprise funds, subject to the same limitations. The Village has elected not to follow subsequent private sector guidance.

As a general rule, the effect of interfund activity has been eliminated from the government-wide financial statements. Exceptions to this general rule are charges between the government's water and sewer function and various other functions of the Village. Elimination of these charges would distort the direct costs and program revenues reported for the various functions concerned.

Amounts reported as program revenues include 1) charges to customers or applicants for goods, services, or privileges provided, 2) operating grants and contributions, and 3) capital grants and contributions, including special assessments. Internally dedicated resources are reported as general revenues rather than program revenues. Likewise, general revenues include all taxes.

Proprietary funds distinguish operating revenues and expenses from non-operating items. Operating revenues and expenses generally result from providing services and producing and delivering goods in connection with a proprietary fund's principal ongoing operations. The principal operating revenues of the Village's utility system enterprise fund are charges to customers for sales and services. The principal operating revenues of the Village's solid waste collection and recycling enterprise fund are special assessments. Operating expenses for the enterprise funds include the cost of sales and services, administrative expenses and depreciation on capital assets. All revenues and expenses not meeting this definition are reported as non-operating revenues and expenses.

When both restricted and unrestricted resources are available for use, it is Village policy to use restricted resources first, then unrestricted resources as they are needed.

#### **CASH AND INVESTMENTS**

Cash and investments of each fund, except certain investments in the debt service and enterprise funds, are accounted for in pooled cash and investment accounts with each maintaining its proportional equity in the pooled accounts. The use of a pooled cash and investment account enables the Village to invest idle cash for short periods of time, thereby maximizing earnings potential. Income earned from this pooling of investments is allocated to the respective funds based upon average monthly proportionate balances.

#### **CASH AND CASH EQUIVALENTS**

The Village considers cash on hand, cash with fiscal agents, demand deposits, and all other short-term investments that are highly liquid to be cash equivalents. Highly liquid short-term investments are those readily convertible to a known amount of cash, that at the day of purchase, have a maturity date no longer than three months.

#### **INVESTMENTS**

The Village accounts for its investments in accordance with the provisions of Governmental Accounting Standards Board Statement No. 31, Accounting and Financial Reporting for Certain Investments and for External Investment Pools ("GASB No. 31"). In accordance with this statement, all investments are accounted for at fair value. Market values are provided by the custodian of each portfolio, utilizing an independent pricing service. The Florida Municipal Investment Trust is a "2A-7" like pool and, thus these investments are valued using the pooled share price.

#### **INVENTORIES**

Inventories are valued at the lower of cost (first-in, first-out) or market. The Village uses the consumption method wherein all inventories are maintained by perpetual records, expensed when used and adjusted by an annual physical count.

#### **RESTRICTED ASSETS**

Certain debt proceeds, as well as certain resources set aside for their repayment, are classified as restricted assets because their use is limited by applicable bond covenants.

#### **BOND DISCOUNTS/ISSUANCE COSTS/DEFERRED LOSSES ON ADVANCE REFUNDINGS**

In the fund financial statements, bond discounts and issuance costs for governmental funds are recognized in the current period. For proprietary funds, bond discounts, issuance costs and deferred losses on advance refundings are deferred and amortized over the term of the bonds using the effective interest method. Bond discounts and deferred losses on advance refundings are presented as a reduction of the face amount of the bonds payable, whereas issuance costs are recorded as deferred charges in accordance with Governmental Accounting Standards Board Statement No. 23, Accounting and Financial Reporting for Refundings of Debt Reported by Proprietary Funds.

In the government-wide financial statements, bond discounts, issuance costs and deferred losses on advance refundings are accounted for in the same manner as in the proprietary funds.

#### **CAPITAL ASSETS AND DEPRECIATION**

Capital assets, which include property, plant, equipment and infrastructure assets (e.g. roads, sidewalks and similar items), are reported in the applicable governmental or business-type activities column in the government-wide financial statements. Capital assets are defined by the Village as assets with an initial individual cost of \$750 or more and an estimated useful life in excess of one year.

The accounting and reporting treatment applied to the capital assets associated with a fund are determined by its measurement focus. General capital assets are assets of the Village as a whole. When purchased, such assets are recorded as expenditures in the governmental funds and capitalized as assets in the government-wide statement of net assets. General capital assets are carried at historical cost. Where costs can not be determined from the available records, estimated historical costs have been used to record the estimated value of the assets. Assets acquired by gift or bequest are recorded at their fair value at the date of acquisition. The road network was valued based on current construction costs discounted by consumer price indices for highway construction.

Capital assets of the enterprise funds are capitalized in the fund in which they are utilized. The valuation basis for enterprise fund capital assets are the same as those used for general capital assets. Additionally, net interest cost is capitalized on enterprise projects during the construction period in accordance with Statements of Financial Accounting Standards No. 34 and 62.

Additions, improvements and other capital outlay that significantly extend the useful life of an asset are capitalized. Other costs incurred for repairs and maintenance are expensed as incurred.

Depreciation has been provided over the estimated useful lives using the straight-line method of depreciation. The estimated lives for each major class of depreciable fixed assets are as follows:

Distribution lines	40 years
Buildings and utility plants	30 years
Telemetry and wells	20 years
Major equipment	15 years
Land improvements	10 years
Meters	10 years
Furniture, fixtures, equipment and vehicles	5 years
Computers	3 years

The street network is not depreciated. The Village has elected to use the modified approach in accounting for its streets. The modified approach allows governments to report as expenses in lieu of depreciation, infrastructure expenditures which maintain the asset but do not add or improve the asset. Additions and improvements to the street network are capitalized. The Village uses an asset management system to rate street conditions and quantifies the results of maintenance efforts.

#### **COMPENSATED ABSENCES**

The Village's employees are granted compensated absence pay for annual leave in varying amounts based on length of service. Annual leave is accrued as a liability when benefits are earned by the employees, that is, the employees have rendered services that give rise to the liability and it is probable that the Village will compensate the employees in some manner, e.g., in cash or in paid time-off, now or upon termination or retirement. During fiscal year 2004, benefits for employees were amended to include major illness leave. This benefit accrues at 4 hours per month per employee. Employees may utilize this benefit for an illness lasting more than one day. Upon separation of service, and with 10 years of continuous service, any balance of these hours are valued at the current hourly pay rate, and are paid into the Retirement Health Savings Plan sponsored by the ICMA. In this plan, monies are used by individuals to pay for qualified medical expenses, including premiums. For individuals that leave prior to 10 years of service, this time is forfeited. Compensated absences are accrued when incurred in the government-wide and proprietary financial statements. A liability for these amounts is reported in the governmental funds only if they have matured. For the governmental funds, compensated absences are liquidated by the fund in which employees are compensated (i.e. the General; Planning, Zoning & Building, Parks & Recreation and Surface Water Management funds).

#### **LONG-TERM OBLIGATIONS**

In the government-wide financial statements, and proprietary fund types in the fund financial statements, long-term debt and other long-term obligations are reported as liabilities in the applicable governmental activities, business-type activities or proprietary fund type statement of net assets. Bond premiums and discounts, as well as issuance costs, are deferred and amortized over the life of the bonds using the effective interest method. Bonds payable are reported net of the applicable bond premium or discount. Bond issuance costs are reported as deferred charges and amortized over the term of the related debt.

In the fund financial statement, governmental fund types recognize bond premiums and discounts, as well as bond issuance costs, during the current period. The face amount of debt issued is reported as other financing sources.

Premiums received on debt issuances are reported as other financing sources, while discounts on debt issuances are reported as other financing uses. Issuance costs, whether or not withheld from the actual debt process received, are reported as debt services expenditures.

### **NET ASSETS**

Equity in the government-wide statement of net assets is displayed in three categories: 1) invested in capital assets net of related debt, 2) restricted, 3) unrestricted. Net assets invested in capital assets net of related debt consist of capital assets reduced by accumulated depreciation and by any outstanding debt incurred to acquire, construct or improve those assets. Net assets are reported as restricted when there are legal limitations imposed on their use by Village legislation or external restrictions by other governments, creditors or grantors. Unrestricted net assets consist of all net assets that do not meet the definition of either of the other two components.

### **FUND EQUITY**

In the fund financial statements, governmental funds report reservations of fund balance for amounts that are not available for appropriation or are legally restricted by outside parties for use for a specific purpose. Unreserved fund balance amounts that are reported as designations of fund balances represent tentative plans for financial resource utilization in a future period. The following is a description of the reserves and designations used by the Village.

- ✓ Reserved for encumbrances – represents outstanding purchase orders and open contracts at year end which will be re-appropriated in the new year
- ✓ Reserved for advances – represents funds set aside to indicate the long-term nature of certain interfund loans
- ✓ Reserved for capital improvements – represents spendable resources restricted for construction projects
- ✓ Reserved for prepaid expenditures – established to account for certain payments made in advance. This reserve indicates that funds are not “available spendable resources”
- ✓ Reserved for inventory – indicates that a portion of fund balance is segregated since these items do not represent “available spendable resources”
- ✓ Reserved for building department expenditures – represents spendable resources restricted solely for building department expenditures
- ✓ Reserved for debt service – represents spendable resources restricted to the payment of future debt service of general long-term debt
- ✓ Designated for recreation capital projects – represents funds set aside for future improvements of Village owned roads
- ✓ Designated for road improvements – represents funds set aside for future improvements of Village owned roads
- ✓ Designated for road maintenance – represents funds set aside for future maintenance of Village owned roads
- ✓ Designated for subsequent years expenditures – represents funds set aside for future expenditures

### **INTERFUND TRANSACTIONS**

Activity between funds that is representative of lending/borrowing arrangements outstanding at the end of the fiscal year are referred to as either “due to/from other funds” (i.e., the current portion of interfund loans) or “advances to/from other funds” (i.e., the noncurrent portion of interfund loans). All other outstanding balances between funds are reported as “due to/from other funds”. Any residual balances outstanding between the governmental activities and business-type activities are reported in the government-wide financial statements as internal balances.

Advances between funds, as reported in the fund financial statements, are offset by a fund balance reserve account in the applicable governmental funds to indicate that they are not available for appropriation and are not expendable available financial resources.

### **PROPERTY TAXES**

Under Florida law, the assessment of all properties and the collection of all county, municipal, school board and special district property taxes are consolidated in the offices of the County Property Appraiser and County Tax Collector, respectively. All property is reassessed according to its fair market value on January 1 each year and each

assessment roll is submitted to the State Department of Revenue for review to determine if the assessment roll meets all of the appropriate requirements of State law. The Village Charter permits it to levy property taxes at a rate of up to 5 mills.

The millage rate assessed by the Village for the 2005/2006 year is 2.7 (\$2.70 for each \$1,000 of assessed valuation). This levy was based on an assessed valuation at January 1, 2005, of approximately \$5.625 billion.

Taxes may be paid at a 4% discount in November or at declining discounts each month through the month of February. All unpaid taxes become delinquent on April 1 following the year in which they are assessed. Delinquent taxes on real property bear interest at 18% per year until the tax is satisfied either by seizure and sale of the property or by the five-year statute of limitations. At September 30, 2005 unpaid delinquent taxes are not material and have not been recorded by the Village.

### **SERVICE DELIVERY UNITS**

The District's enabling legislation provides that the owners of a majority of the acreage within a particular portion of the District may petition the Board to designate that portion of the District as a unit wherein a water management system will be constructed and maintained. After formation of the unit and approval by the Circuit Court of and for Palm Beach County, bonds can be issued for the purpose of constructing the water management plan. Bonds issued for the purpose will then be secured by assessments on the lands located within that unit, and will not be secured by assessments owing on any other District lands.

### **CONCENTRATION OF CREDIT RISK**

The Village performs ongoing credit evaluations of its customers and does not require collateral. The Village maintains an allowance for uncollectible accounts at a level which management believes is sufficient to cover potential credit losses.

### **BUDGETARY ACCOUNTING**

State of Florida Statutes requires that all municipal governments establish budgetary systems and approve annual operating budgets. The Council annually adopts an operating budget and appropriates funds for general, special revenue and debt service funds. The procedures for establishing budgetary data are as follows:

Prior to September 1, the Village Manager submits a proposed operating budget to the Council for the next fiscal year commencing the following October 1. The operating budget includes proposed expenditures and the means of financing them.

Public hearings are conducted to obtain taxpayer comments.

The Village advises the County Property Appraiser of the proposed millage rate, special assessment levies and the date, time and place of the public hearing for budget acceptance.

The budget and related Millage rate and special assessment levies are legally enacted by resolution.

Changes or amendments to the total budget of the Village or a department must be approved by the Council. Changes within a department which do not affect total governmental expenditures may be approved at the administration level. Accordingly, the legal level of control is at the departmental level.

Budgets are adopted on a basis consistent with generally accepted accounting principles. The Village also adopts a non-appropriated operating budget for the enterprise fund, substantially on a basis consistent with generally accepted accounting principles. All appropriations lapse at year end; however, encumbrances and amounts specifically designated to be carried forward to the subsequent year are re-appropriated in the following year.

## **FINANCIAL POLICIES**

### **REVENUES**

The Village will seek a balanced tax base through support of economic development and through annexation of a sound mix of residential and commercial development.

The Village, recognizing the potential cash flow problems associated with property tax collection, will maintain a balanced mix of revenue sources.

The Village will place increased emphasis on user fees to finance the costs of municipal services. The Village will maintain its various fees, and charges in a central reference manual. The Village will annually review all revenue schedules, including taxes, rates, licenses, user fees and other charges, to insure that these revenue sources are kept up to date.

The Village will avoid dependence on temporary revenues to fund mainstream municipal services. One-time revenues will generally be used only for one-time expenditures.

All revenues received by the Village for the purpose of stormwater management system operations and improvement shall be allocated to the Surface Water Management Fund. Such revenues shall only be used to fund operations, maintenance, rehabilitation and improvements of the stormwater management system and debt service in support of such functions.

All potential grants shall be carefully examined for matching requirements (both dollar and level-of-effort matches). The funds necessary to match intergovernmental grants shall not exceed 5% of the net operating revenues.

The Village will aggressively seek League of Cities policy positions and state legislation for municipally earmarked revenues and/or revenue and authorizations which are inflation-responsive and for improved property valuation methods.

The Village will maintain water and sewer rate structures which are adequate to insure that the enterprise funds remain firmly and separately self-supporting, including the costs of operation, capital plant maintenance, debt service, depreciation and moderate system extensions. The Village will conduct a comprehensive rate study every 5 years and perform updates to these studies annually in the intervening years unless changes in the operating environment dictate a full-scope study may be necessary. Capital revenues (i.e., impact fees) will not be used to pay for operating expenses. They will be used solely for system improvements and system expansion.

The Village will generate significant investment income by achieving and maintaining a level of cash and investment equal to at least 25% of its total assets, excluding the Agency Fund and the Account Groups.

An administrative transfer fee shall be paid by the Enterprise Funds to the Governmental Funds for services provided. The administrative transfer fee is a reimbursement for the cost of personnel, equipment, materials, construction, facilities or service usage provided by Governmental Funds' departments. Consequently, the amount of each year's transfer fee will be based on the estimated Governmental Funds expenditures that represent direct and indirect services provided to the enterprise funds, less those that are directly billed to those funds.

Revenue forecasts for the next five years shall be conservative and will be reviewed and updated annually.

#### **EXPENDITURES**

All current operating expenditures will be paid for with current operating revenues. Budgetary procedures that fund current expenditures at the expense of future needs, such as postponing expenditures, accruing future revenues or rolling over short-term debt, will be avoided.

All assets will be maintained at a level that protects capital investment and minimizes future maintenance and replacement costs.

The budget will provide sufficient funding for adequate maintenance and orderly replacement of capital infrastructure and equipment.

All equipment needs and replacements for the next five years will be projected and the projection will be reviewed and updated each year.

Future operating costs and maintenance will be determined to the extent estimable prior to construction of all new capital facilities.

Before any actions are taken or agreements are entered into that create fixed costs, the current and future years cost implications (both operating and capital) will be fully determined.

Where practical, performance measures and productivity indicators will be integrated into the budget.

Expenditure forecasts for the next five years shall be all-inclusive and will be reviewed and updated annually.

#### **CAPITAL IMPROVEMENT PLAN (CIP)**

The Village will develop a five-year Capital Improvements Plan and update it annually.

As part of the annual operating budget, the Village will adopt an annual capital improvement budget based on the multi-year CIP.

The Village will make all capital improvements in accordance with the adopted Capital Improvement Plan.

The Village will coordinate development of the CIP with development of the operating budget. Future operating costs associated with capital improvements will be projected and reported in the CIP and operating budget.

In accordance with state growth management legislation, the Village will annually update the Capital Improvements Element of the Comprehensive Plan.

The CIP will contain multi-year projections of revenues and expenditures.

The annual budget will implement the first year of the CIP.

#### **CONTINGENCY AND RESERVES**

The Village will establish a contingency in each year's budget to:

- ✓ Provide for temporary funding of unforeseen needs of an emergency or nonrecurring nature
- ✓ Permit orderly budgetary adjustments when revenues are lost through the action of other governmental bodies
- ✓ Provide a local match for public or private grants, or
- ✓ Meet unexpected small increases in service delivery costs

The Village will maintain a year-to-year "carryover balance" in an amount necessary to maintain adequate cash flow and to reduce the demand for short-term borrowing. The carryover balance shall be separate from the contingency and shall be determined subsequent to the start of the fiscal year.

Reserves will be maintained at a level of at least 23 to 27% of Governmental Funds annual operating expenditures excluding transfers.

#### **DEBT**

Total debt service, with the exception of special assessment debt, will not exceed 10% of net operating revenues.

Before any long-term debt is issued, the impact of debt service on total annual fixed costs will be analyzed.

Overall net debt will not exceed 5% of assessed valuation and overall net debt per capita will not exceed \$1,000 or 10% of per capita income, whichever is lower.

Proceeds from long-term debt will not be used for current, on-going operations.

Long-term borrowing will be confined to capital improvements too large to be financed from current revenues.

Bonds and other long-term borrowings will be paid back within a period not to exceed the expected useful life of the capital project.

Where possible, special assessment, revenue or other self-supporting bonds will be used instead of general obligation bonds.

The Village will utilize the form of borrowing that is most cost effective, including not just interest expense but all costs, including up front costs, administrative and legal expenses, and reserve requirements.

Good communication with investment bankers, bond counsel, and bond rating agencies will be maintained and a policy of full disclosure on every financial report and bond prospectus will be followed.

#### **SERVICE DELIVERY UNITS/UNITS OF DEVELOPMENT**

The Acme Improvement District's enabling legislation provides that the owners of a majority of the acreage within a particular portion of the District may petition the Board to designate that portion of the District as a unit wherein a water management system will be constructed and maintained. After formation of the unit and approval by the Circuit Court of and for Palm Beach County, bonds can be issued for the purpose of constructing the water management plan (Plan of Reclamation). Bonds issued for that purpose will then be secured by assessments on the lands located within that unit, and will not be secured by assessments owing on any other District lands.

The enabling legislation of the District also gives the Board the power to amend a previously approved water management plan. This was accomplished in April 1994, and the Circuit Court of Palm Beach County, Florida

approved the amendments in July 1995. It was determined that all of the lands in the District would benefit equally from the implementation of the water management facilities contained in the plan. Benefits from roadways, recreational facilities, sportsfields, landscape improvements and administration and operational facilities were determined based on dwelling unit density and lot size, population density and proximity to the proposed facility. Consequently, three benefit units were created and benefits were assessed 85% to Benefit Unit A, 10% to Benefit Unit B and 5% to Benefit Unit C. These benefit units became operational on October 1, 1995, and replaced Units of Development No. 1, 2 and 5, which were reported on in the special revenue funds in the prior year. All unit debt assessments were discontinued in FY 1998/99 except for Unit CI (Palm Beach Point) and BII (Saddle Trail Park) which were discontinued in 2000/2001.

## *Description of Funds*

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### **GOVERNMENTAL FUND TYPES**

#### **GENERAL FUND**

General Fund - used to account for all financial resources and related expenditures applicable to all general operations of the Village including both activities resulting from incorporation (i.e., acquisition of additional roads, additional staffing and administrative expenditures), as well as any general activities assumed by the Village which were previously performed by the dependent taxing district (Acme Improvement District). Funding basis is ad valorem taxes to be assessed against all taxable properties within the Village boundaries, plus other municipal revenue sources.

#### **SPECIAL REVENUE FUNDS**

Recreational Fund - used to account for all financial resources and expenditures applicable to specific recreational uses. The purpose of the fund is to implement a wide variety of recreational programs for all ages including pre-school, youth, teens, adults and seniors, as well as various special events and provide net operating results. Any shortfall (program revenues less than program expenditures) is funded by the Village General Fund through operating transfers.

Surface Water Management - used to account for all financial resources and expenditures applicable to the operations of the Acme Improvement District, a dependent district of the Village, related solely to water management facilities in accordance with the Plan of Reclamation and existing operations, construction of capital facilities and maintenance of same. Funding basis is non-ad valorem assessment against all taxable units within the District.

Recreation and Transportation Impact Funds - used to insure that impact fees be accounted for separately, therefore special revenue funds were established to capture the activity for all impact fees. This enables the Village to demonstrate not only the separate accounting of impact fee revenue, but also to account for expenditures of impact fees for specific projects.

Planning, Zoning & Building Fund - used to account for all financial resources and expenditures applicable to the operations of the Planning, Zoning & Building division of the Village. The purpose of this fund is to segregate various permitting and inspection services pertaining to PZ&B and to insure that the fee structure for such activities is accurate. Any shortfall (revenues less than expenditures) is funded by the Village General Fund through operating transfers.

Public Safety - used to segregate all financial activity applicable to the operations of Public Safety. Currently, this fund tracks expenditures for police services as contracted from Palm Beach County Sheriff's Office. These expenditures are funded by the Village General Fund through an operating transfer.

Gas Tax Funds - used to segregate gas tax revenues which are split into two special revenue funds. The funds have been established to capture activity for gas tax revenues and related expenditures. The first fund is the Gas Tax Operations Fund and the second is the Gas Tax Capital Fund. This enables the Village to demonstrate not only the separate accounting of gas tax revenue, but also to account for expenditures funded by certain types of fees.

Unit A Fund - used to account for all financial resources applicable to the operations of the Acme Improvement District related solely to specific roadway, recreational facilities, sportsfields, landscape improvements, and administration and operational facilities within Unit A as defined by the Plan of Reclamation and in accordance with its benefit ratio of 85% for existing operations, construction of capital facilities and maintenance of same. Funding basis is non-ad valorem assessment against all taxable units within Unit A.

Unit B Fund - used to account for all financial resources applicable to the operations of the Acme Improvement District related solely to specific roadway, recreational facilities, sportsfields, landscape improvement and administration and operational facilities within Unit B as defined by the Plan of Reclamation and in accordance with its benefit ratio of 10% for existing operations, construction of capital facilities, and maintenance of same. Funding basis is non-ad valorem assessment against all taxable units within Unit B.

Unit C Fund - used to account for all financial resources applicable to the operations of the Acme Improvement District related solely to specific roadway, recreational facilities, sportsfields, landscape improvement and administration and operational facilities within Unit C as defined by the Plan of Reclamation and in accordance with its benefit ratio of 5% for existing operations, construction of capital facilities and maintenance of same. Funding basis is non-ad valorem assessment against all taxable units within Unit C.

#### **DEBT SERVICE FUNDS**

General Debt Service Fund - used to account for the accumulation of resources for, and the payment of, general long-term debt principal, interest and related costs for debt collateralized by a pledge to covenant to budget and appropriate from legally available non-ad valorem sources on an annual basis sufficient to make the annual debt service payments.

#### **PROPRIETARY FUND TYPE**

Enterprise Funds - used to account for operations which provide services on a user charge basis to the public and for activities where the period measurement of net income is deemed appropriate for capital maintenance, public policy, management control, accountability or other purposes. Proprietary fund activities and basis of accounting are similar to those often found in the private sector. The Village's proprietary activities are water and wastewater utility services and solid waste collection and recycling services.

#### **FIDUCIARY FUND TYPE**

Agency Fund - used to account for employees compensation deferred for tax purposes. Agency funds are custodial in nature and do not involve measurement of results of operations. Hence, no budget is adopted for the Agency Fund.

#### **ACCOUNT GROUPS**

Account groups are not funds since they do not reflect available financial resources and related liabilities. Instead, they are used to establish accounting control and accountability for the Village's general fixed assets and general long-term debt. The following is a description of the account groups of the Village.

General Fixed Assets Account Group - used to maintain control and cost information for all fixed assets other than those accounted for in the proprietary fund.

General Long-Term Debt Account Group - used to record outstanding long-term debt other than debt recorded in the proprietary fund.

ADOPTED BUDGET FISCAL YEAR 2005/2006 - GENERAL GOVERNMENT FUNDS

VILLAGE OF WELLINGTON

ADOPTED BUDGET FY 2005-2006: GENERAL GOVERNMENT FUNDS

Taxes:	Fund	SPECIAL REVENUE FUNDS										Adopted FY 04/05	
		General	Public Safety	PZ&B Operations	Surface Water Management	Recreation Programs	Recreation Impact Fees	Gas Tax Operations	Gas Tax Capital	Roads Impact Fees	Debt Service		
Ad Valorem Taxes	114,431,000												114,431,000
Non-Ad Valorem Assessments:													
Surface Water Management					2,307,100								2,307,100
Utility Taxes	2,939,500												2,939,500
Franchise Fees	2,475,000												2,475,000
Local Communication Services Tax	2,230,000												2,230,000
In governmental	4,520,225												4,520,225
License & Permits	257,000				40,920								297,920
Fines & Forfeitures	200,000				75,000								275,000
Charges for Services	0												0
Miscellaneous	160,000				100,000								260,000
Impact fees	500,000				100,000								600,000
Interest	27,720,725				3,170,220								30,890,945
<b>Subtotal</b>	7,482,567	5,085,685	1,400,000	5,085,685	1,400,000	8,924,731	3,200,000	1,400,908	1,400,000	0	2,199,600	131,093,491	
<b>Total Transfers In</b>													
<b>TOTAL REVENUES</b>	<b>\$15,201,292</b>	<b>\$5,085,685</b>	<b>\$6,553,280</b>	<b>\$1,170,420</b>	<b>\$10,799,402</b>	<b>\$7,620,125</b>	<b>\$2,454,908</b>	<b>\$2,316,600</b>	<b>\$833,855</b>	<b>\$2,199,600</b>	<b>\$28,279,035</b>		
<b>EXPENDITURES</b>													
<b>General Government</b>													
Village Council	710,688												710,688
Village Manager	905,586												905,586
Village Clerk	1,100,414												1,100,414
Broadcasting	184,812												184,812
Administrative Services													
Administration	410,580												410,580
MIS	1,375,600												1,375,600
Wellington Information Network	534,503												534,503
Financial Services:													
Accounting & Treasury	1,032,870												1,032,870
Budgeting	98,912												98,912
Compensation & Benefits	480,760												480,760
Purchasing	499,229												499,229
Risk Management	886,800												886,800
Legal	800,000												800,000
Employment Services	426,500												426,500
<b>Total General Government</b>	<b>9,444,234</b>												<b>9,444,234</b>
<b>Public Safety</b>													
Law Enforcement		5,067,703											5,067,703
<b>Physical Environment</b>													
Public Works													
Administration	0												0
Recreation & Maintenance	408,008												408,008
Building Maintenance	742,028												742,028
Landscaping Maintenance	1,167,369												1,167,369
Surface Water Management													
Total Public Works	2,317,405				1,148,713								3,466,118
Environmental & Engineering Svcs Administration	1,111,919				1,148,713								2,260,632
Engineering Services	936,534												936,534
Planning, Zoning and Building													
Neighborhood Services													
<b>Total Physical Environment</b>	<b>4,361,638</b>												<b>4,361,638</b>
<b>Transportation</b>													
Roadways	313,000												313,000
<b>Culture &amp; Recreation</b>													
Capital Outlay	1,124,670				379,020								1,503,690
Debt Service													
Non-Departmental	128,320												128,320
Total Transfers Out	20,058,024				1,940,800								22,008,824
<b>Increases/Decrease to Reserves</b>	<b>(228,634)</b>												<b>(228,634)</b>
<b>TOTAL EXPENDITURES</b>	<b>\$15,203,292</b>	<b>\$5,085,685</b>	<b>\$6,553,280</b>	<b>\$1,170,420</b>	<b>\$10,799,402</b>	<b>\$7,620,125</b>	<b>\$2,454,908</b>	<b>\$2,316,600</b>	<b>\$833,855</b>	<b>\$2,199,600</b>	<b>\$28,279,035</b>		
<b>Budget Balance</b>													

## ADOPTED TOTAL ENTERPRISE FUNDS BUDGET 2005/2006

	WATER & WASTEWATER UTILITY SYSTEM	SOLID WASTE COLLECTION AND RECYCLING	TOTAL
<b>OPERATING REVENUES</b>			
Charges for Services (1)	\$13,568,000	\$4,676,520	\$18,244,520
Intergovernmental Revenue			
Interest	800,000		\$800,000
Other	586,600	128,000	\$714,600
Capacity Fee Charges	2,105,700		\$2,105,700
Transfers In (General & Admin. Reimbursement)			
<b>Total Revenues</b>	<b>\$17,060,300</b>	<b>\$4,804,520</b>	<b>\$21,864,820</b>
Revenues to Fund Reserves		(2,368,297)	(\$2,368,297)
<b>Net Total Revenues</b>	<b>\$17,060,300</b>	<b>\$2,436,223</b>	<b>\$19,496,523</b>
<b>OPERATING EXPENDITURES</b>			
Water Treatment Plant	2,678,927		\$2,678,927
Wastewater Treatment Plant	1,405,525		\$1,405,525
Field Services	1,160,341		\$1,160,341
Utility System Maintenance	382,460		\$382,460
Solid Waste Collection Services	716,710	2,114,556	\$2,831,266
Laboratory	94,992		\$94,992
Customer Service	697,773		\$697,773
Utilities Administration			
Capital Outlay	9,119,160	1,100	\$9,120,260
Contingency			
Transfers Out (Indirect Cost Allocation)	4,307,288	195,000	\$4,502,288
<b>Total Operating Expenditures</b>	<b>\$20,563,176</b>	<b>\$2,310,656</b>	<b>\$22,873,832</b>
<b>NON-OPERATING EXPENDITURES</b>			
Debt Service	3,006,000	125,567	\$3,131,567
<b>Total Non-Operating Expenditures</b>	<b>\$3,006,000</b>	<b>\$125,567</b>	<b>\$3,131,567</b>
Increase to Capacity Fee Account	(\$8,260,000)		(\$8,260,000)
<b>Subtotal Expenditures</b>	<b>\$15,309,176</b>	<b>\$2,436,223</b>	<b>\$17,745,399</b>
<b>Revenues over/(under) Expenditures</b>	<b>\$1,751,124</b>		<b>\$1,751,124</b>
<b>TOTAL EXPENDITURES</b>	<b>\$17,060,300</b>	<b>\$2,436,223</b>	<b>\$19,496,523</b>
<b>CAPACITY CHARGES</b>			
Water Capacity	1,012,000		\$1,012,000
Sewer Capacity	1,093,700		\$1,093,700
Restricted Interest Income			
<b>Total Anticipated Charges</b>	<b>\$2,105,700</b>		<b>\$2,105,700</b>
System Expansion Projects	\$10,365,700		\$10,365,700
Decrease to Capacity Fee Account	(\$8,260,000)		(\$8,260,000)
<b>Depreciation &amp; Amortization</b>	<b>\$3,800,000</b>		<b>\$3,800,000</b>

(1) Solid Waste Collection fees are billed via a non-ad valorem special assessment.

ADOPTED UTILITY SYSTEM BUDGET FISCAL YEAR 2005/2006

	Actuals			2004-2005 Adopted Budget		2005-2006 Adopted Budget		
	2000-2001	2001-2002	2002-2003	2003-2004	Budget	Change	Budget	Change
<b>OPERATING REVENUES</b>								
Water	\$6,089,956	\$4,855,264	\$7,065,994	\$7,537,005	\$7,604,606	3 %	\$8,020,000	5 %
Wastewater	4,280,374	4,473,192	4,907,311	5,147,060	5,106,855	6 %	5,360,000	5 %
Standby	639,502	193,082	250,580	206,164	131,843	(45) %	188,000	43 %
Penalty	153,420	11,772	174,164	166,058	105,494	(2) %	178,000	69 %
Meters	292,627	195,235	491,525	258,855	180,600	(31) %	160,000	(11) %
Interest	2,510,748	2,113,206	973,862	542,005	827,670	74 %	800,000	(3) %
Lion Country Safari		164,940	15,404	14,312	25,000	0 %	15,000	(40) %
Other	1,524,866	150,000	315,298	277,454	149,110	(1) %	233,600	57 %
Intergovernmental	155,000	142,500	100,000	63,196	181,545	0 %	0	0 %
Transfers In (General & Admin. Reimburse)		1,425,000	100,000	100,000	181,545	40 %	0	(100) %
Distribution Lines		9,306,844	2,074,577	2,074,577				
<b>Total Revenues</b>	<b>\$15,646,493</b>	<b>\$14,299,191</b>	<b>\$23,600,982</b>	<b>\$16,386,686</b>	<b>\$14,312,723</b>	<b>\$5 %</b>	<b>\$14,954,600</b>	<b>\$4 %</b>
<b>OPERATING EXPENDITURES</b>								
Water Treatment Facility	1,322,932	1,803,671	1,980,452	2,158,579	2,585,809	13 %	2,678,927	4 %
Water Distribution	111,916	279,585	328,924	463,150	483,176	3 %	491,175	2 %
Water Meter Services	89,874	395,223		515,418	591,580	(13) %	669,166	13 %
Utility System Maintenance	239,014	249,955	311,340	327,233	154,208	7 %	382,460	148 %
Wastewater Treatment Facility	995,561	1,409,568	1,135,440	1,149,437	360,610	1 %	1,405,525	290 %
Wastewater Collections	504,755	641,481	600,920	638,048	1,386,790	(1) %	716,710	(48) %
Utility Customer Service	480,109	592,620	618,213	806,990	713,105	(25) %	697,773	(2) %
Utilities Administration	329,950	419,480	406,914	623,489	588,731	(100) %	94,992	17 %
Laboratory	37,775	50,336	67,478	73,990	81,368	8 %	91,119,160	743 %
Capital Outlay	564,168	967,428		4,490,530	1,082,293	(19) %	9,119,160	(100) %
Contingency					192,240	12 %		
Transfers Out (Indirect Cost Allocation)	1,503,083	1,936,399	1,646,120	1,346,262	2,050,963	52 %	4,307,288	110 %
<b>Total Operating Expenditures</b>	<b>6,179,137</b>	<b>8,745,746</b>	<b>7,095,801</b>	<b>12,593,126</b>	<b>10,270,873</b>	<b>1 %</b>	<b>20,563,176</b>	<b>100 %</b>
<b>NON-OPERATING EXPENDITURES</b>								
Debt Service								
Pincipal & Interest on Bonds	1,270,881	1,193,356	2,181,424	875,450	2,857,175	4 %	3,006,000	5 %
<b>Total Debt Service</b>	<b>\$1,270,881</b>	<b>\$1,193,356</b>	<b>\$2,181,424</b>	<b>\$875,450</b>	<b>\$2,857,175</b>	<b>\$4 %</b>	<b>\$3,006,000</b>	<b>\$5 %</b>
Renewal & Replacement	(4,591,878)	(969,012)	\$0	\$0	1,184,675	70 %	2,105,700	78 %
Capital Account Funding					\$1,184,675		\$2,105,700	
<b>Total Renewal &amp; Replacement</b>	<b>(\$4,591,878)</b>	<b>(\$969,012)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,184,675</b>	<b>\$0 %</b>	<b>\$2,105,700</b>	<b>\$78 %</b>
Depreciation & Amortization								
Depreciation	3,313,046	3,460,835	3,596,208	3,834,809	3,630,000	0 %	3,800,000	5 %
Amortization	43,124	40,326	\$3,596,208	\$3,834,809	313,200	0 %	\$3,800,000	(100) %
<b>Total Depreciation &amp; Amortization</b>	<b>\$3,356,170</b>	<b>\$3,501,161</b>	<b>\$3,596,208</b>	<b>\$3,834,809</b>	<b>\$3,943,200</b>	<b>\$0 %</b>	<b>\$3,800,000</b>	<b>(\$4) %</b>
<b>Total Expenditures</b>	<b>\$6,214,310</b>	<b>\$12,471,251</b>	<b>\$12,873,433</b>	<b>\$17,303,385</b>	<b>\$18,255,923</b>	<b>\$4 %</b>	<b>\$29,474,876</b>	<b>\$61 %</b>
<b>Revenues over/(under) Expenditures</b>	<b>\$9,432,183</b>	<b>\$1,827,940</b>	<b>\$10,727,549</b>	<b>(\$916,699)</b>	<b>(\$3,943,200)</b>	<b>\$0 %</b>	<b>(\$14,520,276)</b>	<b>\$268 %</b>
<b>CAPACITY CHARGES</b>								
Water Capacity	1,837,080	1,421,863	2,588,394	1,731,067	804,489	(31) %	1,012,000	26 %
Sewer Capacity	2,018,403	1,554,292	2,913,232	1,909,189	851,312	(30) %	1,093,700	28 %
Restricted Interest Income	1,401,870	Note 1	Note 1	Note 1	Note 1		Note 1	
Total Anticipated Revenues	5,257,353	2,976,155	5,501,626	3,640,256	1,655,801	(31) %	2,105,700	27 %
System Expansion Projects	\$1,257,222	\$2,007,143			\$1,837,971	(\$83) %	\$10,365,700	\$464 %
Increase/Decrease to Capacity Fee Acct	\$4,000,131	\$969,012	\$5,501,626	\$3,640,256	(\$182,170)	(\$98) %	(\$8,260,000)	\$4,434 %

Note 1: Under GASB 34 capacity charge interest is no longer restricted.

## SOLID WASTE COLLECTION AND RECYCLING BUDGET FISCAL YEAR 2005/2006

	2001/2002 Actual	2002/2003 Actual	2003/2004 Actual	2004/2005 Adopted Budget	2005/2006 Adopted Budget
<b>System Revenues</b>					
Solid Waste Collection Assessments	\$1,472,978	\$1,595,293	\$1,818,806	\$2,250,168	\$4,597,320
Solid Waste Collection & Discount Expense	(66,227)	(72,314)	(82,623)	(136,167)	\$0
Roll Off Fees (Permit & Service)	170,038	166,729	152,137	77,587	\$79,200
Intergovernmental Revenues (Grants)			1,050,000		
Interest Income	49,485	27,626	27,815	15,197	
Franchise Fee Receipts	76,844	86,482	106,533	86,920	\$128,000
Other Revenues	88,903	193,094	201,743		
Transfers In			875,000		
New Cart/Bin Charges (New Development)				99,993	
<b>Total Revenues</b>	<b>\$1,792,021</b>	<b>\$1,996,910</b>	<b>\$4,149,411</b>	<b>\$2,393,698</b>	<b>\$4,804,520</b>
Revenues to Fund Reserves					(\$2,368,297)
<b>Total Net Revenues</b>	<b>\$1,792,021</b>	<b>\$1,996,910</b>	<b>\$4,149,411</b>	<b>\$2,393,698</b>	<b>\$2,436,223</b>
<b>Expenditures</b>					
Personal Services	145,905	109,240	128,196	127,499	\$174,256
Outside Services:	1,206,882	1,321,409	3,725,323		
Residential Collection - BFI (Gross Cost)				1,596,158	\$1,746,300
Customer and Billing Services - SWA				61,250	
Debris Management-Extraordinary Rate Charge				15,000	\$15,000
Administrative Costs:	45,945	116,648			
Contract Administration				95,200	\$95,200
Consulting Services				53,700	\$53,700
Other Operating Expenses	2,713	22,219	25,578	18,390	\$30,100
Internal Loan for Repayment for Cart/Bin Purchases				125,567	\$125,567
Indirect Cost Allocation	137,100	165,027	152,099	184,994	\$195,000
Capital Outlay				135,933	\$1,100
Depreciation Expense	3,964	3,964	127,124		
Increase/(Decrease) to Reserves	249,512	258,403	(8,909)	(19,993)	
<b>Total Expenditures</b>	<b>\$1,792,021</b>	<b>\$1,996,910</b>	<b>\$4,149,411</b>	<b>\$2,393,698</b>	<b>\$2,436,223</b>

## STATEMENT OF ACTIVITIES - YEAR ENDED SEPTEMBER 30, 2004

Function/Program Activities	Program Revenues				Net (Expense) Revenue and Changes in Net Assets			
	Expenses	Indirect Expense Allocation	Charges for Services	Operating Grants and Contributions	Capital Grants and Contributions	Governmental Activities	Business-type Activities	Total
<b>Governmental activities:</b>								
General government	\$7,260,676	(\$3,989,517)	\$238,627			(\$3,032,532)		(\$3,032,532)
Public safety	4,634,172	117,587	275,880			(4,475,879)		(\$4,475,879)
Planning and development	3,396,474	1,290,674	5,505,353			818,205		\$818,205
Engineering and public works	3,765,102	(1,278,942)				(2,486,160)		(\$2,486,160)
Surface water management	1,264,735	549,553	3,098,084			1,283,796		\$1,283,796
Transportation	2,936,346	426,349	760,992	1,198,275	962,437	(440,991)		(\$440,991)
Culture and recreation	6,553,695	1,385,935	6,039,520	8,000		(1,892,110)		(\$1,892,110)
Interest on long-term debt	1,184,013					(1,184,013)		(\$1,184,013)
Issuance costs	11,179					(11,179)		(\$11,179)
<b>Total governmental activities</b>	<b>\$31,006,392</b>	<b>(\$1,498,361)</b>	<b>\$15,918,456</b>	<b>\$1,206,275</b>	<b>\$962,437</b>	<b>(\$11,420,863)</b>	<b>\$0</b>	<b>(\$11,420,863)</b>
<b>Business-type activities:</b>								
Utility system	11,465,865	1,346,262	13,348,053	63,196	5,973,688		6,572,810	\$6,572,810
Solid waste	4,006,221	152,099	2,196,596	1,050,000			(911,724)	(\$911,724)
<b>Total business-type activities</b>	<b>\$15,472,086</b>	<b>\$1,498,361</b>	<b>\$15,544,649</b>	<b>\$1,113,196</b>	<b>\$5,973,688</b>	<b>\$0</b>	<b>\$5,661,086</b>	<b>\$5,661,086</b>
<b>Total Government</b>	<b>\$46,478,478</b>	<b>\$0</b>	<b>\$31,463,105</b>	<b>\$2,319,471</b>	<b>\$6,936,125</b>	<b>(\$11,420,863)</b>	<b>\$5,661,086</b>	<b>(\$5,759,777)</b>
General revenues:								
Taxes:								
Property taxes						\$9,276,804		\$9,276,804
Utility taxes						4,863,526		\$4,863,526
Sales tax						3,235,206		\$3,235,206
Franchise taxes						2,379,764		\$2,379,764
Grants and contributions not restricted to specific programs						504,157		\$504,157
Investment earnings						562,948	569,820	\$1,132,768
Gain on sale of capital asset						416,983		\$416,983
Miscellaneous						797,038		\$797,038
Transfers						(975,000)	975,000	\$0
<b>Total general revenues and transfers</b>						<b>\$21,061,426</b>	<b>\$1,544,820</b>	<b>\$22,606,246</b>
Change in net assets						9,640,563	7,205,906	\$16,846,469
Net assets, beginning of year						118,554,571	114,254,099	\$232,808,670
<b>Net assets, end of year</b>						<b>\$128,195,134</b>	<b>\$121,460,005</b>	<b>\$249,655,139</b>

GOVERNMENTAL OPERATING BUDGET COMPARISON BY FUND - FISCAL YEAR 2003/2004 - 2005/2006

	General Fund			Special Revenue Funds			Debt Service Funds			TOTAL GOVERNMENTAL		
	Actual 2003/2004	Estimated 2004/2005	Adopted 2005/2006	Actual 2003/2004	Estimated 2004/2005	Adopted 2005/2006	Actual 2003/2004	Estimated 2004/2005	Adopted 2005/2006	Actual 2003/2004	Estimated 2004/2005	Adopted 2005/2006
<b>Revenues</b>												
Property Taxes	\$9,276,804	\$11,305,840	\$14,451,000							\$9,276,804	\$11,305,840	\$14,451,000
Ad Valorem Taxes												
Non-Ad Valorem Assessments												
Surface Water Management				2,824,179	2,827,653	2,807,100				2,824,179	2,827,653	2,807,100
Solid Waste												
Utility Taxes	2,775,318	3,172,644	2,939,500							2,775,318	3,172,644	2,939,500
Franchise Fees	2,379,764	2,744,350	2,475,000							2,379,764	2,744,350	2,475,000
Local Communication Services Tax	2,090,208	2,230,000	2,230,000							2,090,208	2,230,000	2,230,000
Intergovernmental Revenue	3,802,791	4,563,017	4,528,225	2,120,206	2,123,297	2,045,600				5,922,997	6,686,314	6,571,825
Licenses and Permits	95,434	460,235	257,000	5,595,353	6,151,210	5,019,700				5,800,787	6,611,445	5,276,700
Charges For Services	143,193	143,193	200,000	2,142,640	2,312,450	2,131,971				2,285,833	2,455,643	2,331,971
Interest Income	338,048	2,545	500,000	224,900	650,718	190,000				562,948	653,263	690,000
Miscellaneous Revenues	401,092	773,587	160,000	656,304	1,138,748	1,265,000				1,057,996	1,912,335	1,365,000
Impact Fees				3,631,777	5,190,652	4,223,980				3,631,777	5,190,652	4,223,980
Transfers In	11,268,772	13,715,560	7,482,567	9,262,764	7,552,019	16,325,639	2,007,875	2,205,356	2,199,600	22,539,411	23,472,935	26,007,806
Bonds Issued												
Sale of Capital Assets												
<b>Total Revenues</b>	<b>\$32,570,024</b>	<b>\$49,301,355</b>	<b>\$35,203,292</b>	<b>\$26,308,123</b>	<b>\$27,946,747</b>	<b>\$33,946,990</b>	<b>\$2,007,875</b>	<b>\$2,205,356</b>	<b>\$2,199,600</b>	<b>\$60,946,022</b>	<b>\$79,653,458</b>	<b>\$71,349,882</b>
<b>Expenditures</b>												
General Government	6,765,480	7,959,416	9,444,254							6,765,480	7,959,416	9,444,254
Public Safety	4,634,172	5,031,954	5,067,705							4,634,172	5,031,954	5,067,705
Physical Environment	3,420,942	3,810,049	4,361,658	4,296,030	5,115,756	5,614,840				7,716,972	8,925,805	9,976,498
Transportation	365,700	303,628	315,000	1,144,642	1,302,411	1,489,908				1,510,342	1,606,039	1,804,908
Culture & Recreation				4,426,045	6,008,902	7,546,582				4,426,045	6,008,902	7,546,582
Capital Outlay	1,123,939	2,579,833	1,142,650	10,632,332	6,519,395	12,469,810				11,756,471	9,099,228	13,612,460
Debt Service							2,207,401	2,169,181	2,199,600	2,207,401	2,232,984	2,199,600
Non-departmental												
Transfers Out:												
Payment to Bond Escrow Agent	16,355,864	17,208,199	14,972,339	5,660,186	6,210,324	8,659,900				22,016,050	25,418,523	23,632,239
<b>Total Expenditures</b>	<b>\$32,666,097</b>	<b>\$46,888,079</b>	<b>\$35,431,926</b>	<b>\$26,129,433</b>	<b>\$25,156,788</b>	<b>\$35,781,000</b>	<b>\$2,207,401</b>	<b>\$2,169,181</b>	<b>\$2,199,600</b>	<b>\$61,032,931</b>	<b>\$74,214,088</b>	<b>\$73,472,566</b>
<b>Revenues Over (Under) Expenditures</b>	<b>(96,073)</b>	<b>\$2,613,276</b>	<b>(\$228,634)</b>	<b>\$208,690</b>	<b>\$2,789,959</b>	<b>(\$1,834,010)</b>	<b>(\$109,526)</b>	<b>\$36,175</b>	<b>\$9</b>	<b>(\$86,909)</b>	<b>\$5,439,410</b>	<b>(\$2,122,684)</b>
<b>Fund Balances, Beginning of Year</b>	<b>\$18,034,682</b>	<b>\$17,938,609</b>	<b>\$20,551,885</b>	<b>\$20,323,251</b>	<b>\$20,531,941</b>	<b>\$23,321,900</b>	<b>\$245,218</b>	<b>\$45,092</b>	<b>\$81,867</b>	<b>\$38,603,151</b>	<b>\$38,516,242</b>	<b>\$43,955,652</b>
<b>Fund Balances, End of Year</b>	<b>\$17,938,609</b>	<b>\$20,357,885</b>	<b>\$20,323,251</b>	<b>\$20,331,941</b>	<b>\$23,321,900</b>	<b>\$21,487,830</b>	<b>\$45,092</b>	<b>\$81,867</b>	<b>\$81,867</b>	<b>\$38,516,242</b>	<b>\$43,955,652</b>	<b>\$41,892,968</b>

## ENTERPRISE BUDGET COMPARISON BY FUND - FISCAL YEAR 2003/2004 THROUGH 2005/2006

	Utility System			Solid Waste			TOTAL ENTERPRISE		
	Actual	Estimated	Adopted	Actual	Estimated	Adopted	Actual	Estimated	Adopted
	2003/2004	2004/2005	2005/2006	2003/2004	2004/2005	2005/2006	2003/2004	2004/2005	2005/2006
<b>Operating Revenues</b>									
Charges For Services	\$12,890,229	\$13,228,397	\$13,568,000	\$0	\$0	\$0	\$12,890,229	\$13,228,397	\$13,568,000
Special Assessments				1,736,183	2,024,609	4,597,320	1,736,183	2,024,609	4,597,320
Franchise Fees				106,533	153,660	128,000	106,533	153,660	128,000
Intergovernmental				1,050,000	1,047,806	79,200	1,050,000	1,047,806	1,465,800
Other	457,824	409,712	1,386,600	353,880	289,034	811,704	698,746	698,746	1,465,800
<b>Total Operating Revenues</b>	<b>\$13,348,053</b>	<b>\$13,638,109</b>	<b>\$14,954,600</b>	<b>\$3,246,596</b>	<b>\$3,515,109</b>	<b>\$4,804,520</b>	<b>\$16,594,649</b>	<b>\$17,153,218</b>	<b>\$19,759,120</b>
Revenues to Fund Reserves									
<b>Total Net Revenues</b>	<b>\$13,348,053</b>	<b>\$13,638,109</b>	<b>\$14,954,600</b>	<b>\$3,246,596</b>	<b>\$3,515,109</b>	<b>\$2,436,223</b>	<b>\$16,594,649</b>	<b>\$17,153,218</b>	<b>\$17,390,823</b>
<b>Operating Expenditures</b>									
Water Services	3,000,502	6,155,345	3,730,553				3,000,502	6,155,345	3,730,553
Wastewater Services	1,787,485	2,527,241	2,122,235				1,787,485	2,527,241	2,122,235
Laboratory	73,990	80,453	94,992				73,990	80,453	94,992
Water Distribution	463,150	1,307,198	491,175				463,150	1,307,198	491,175
Customer Service	806,990	591,048	697,773				806,990	591,048	697,773
General and Administrative	623,489	133,020					623,489	133,020	
Solid Waste				3,879,097	5,842,829	2,114,556	3,879,097	5,842,829	2,114,556
Depreciation	3,834,809	3,600,000	3,800,000	127,124	128,409	-	3,961,933	3,728,409	3,800,000
<b>Total Operating Expenditures</b>	<b>\$10,590,415</b>	<b>\$14,394,305</b>	<b>\$10,936,728</b>	<b>\$4,006,221</b>	<b>\$5,971,238</b>	<b>\$2,114,556</b>	<b>\$14,596,636</b>	<b>\$20,365,543</b>	<b>\$13,051,284</b>
<b>Income (Loss) from Operations</b>	<b>\$2,757,638</b>	<b>(\$756,196)</b>	<b>\$4,017,872</b>	<b>(\$759,625)</b>	<b>(\$2,456,129)</b>	<b>\$321,667</b>	<b>\$1,998,013</b>	<b>(\$3,212,325)</b>	<b>\$4,339,539</b>
<b>Nonoperating Revenues (Expenses)</b>									
Investment Income	542,005	1,838,289	800,000	27,815	(13,875)		569,820	1,824,414	800,000
Interest Expense	(696,925)	(655,023)	(866,000)				(696,925)	(655,023)	(866,000)
Amortization of Bond Issuance Costs	(178,525)	(178,426)					(178,525)	(178,426)	-
<b>Total Nonoperating Revenues</b>	<b>(\$333,445)</b>	<b>\$1,004,840</b>	<b>(\$66,000)</b>	<b>\$27,815</b>	<b>(\$13,875)</b>		<b>(\$305,630)</b>	<b>\$990,965</b>	<b>(\$66,000)</b>
<b>Income (Loss) Before Contributions and Transfers</b>	<b>\$2,424,193</b>	<b>\$248,644</b>	<b>\$3,951,872</b>	<b>(\$731,810)</b>	<b>(\$2,470,004)</b>	<b>\$321,667</b>	<b>\$1,692,383</b>	<b>(\$2,221,360)</b>	<b>\$4,273,539</b>
<b>Capital Contributions</b>									
Capacity Charges	3,640,256	1,864,941	2,105,700				3,640,256	1,864,941	2,105,700
Distribution Lines	2,074,577	405,099					2,074,577	405,099	
Meters	258,855	122,315	160,000				258,855	122,315	160,000
System Expansion Projects									
Transfers In	100,000	181,545	10,365,700	875,000	2,000,000		975,000	2,181,545	10,365,700
Transfers Out	(1,346,262)	(2,050,963)	(4,307,288)	(152,099)	(184,994)	(195,000)	(1,498,361)	(2,235,957)	(4,502,288)
<b>Change in Net Assets</b>	<b>\$7,151,619</b>	<b>\$771,581</b>	<b>\$12,275,984</b>	<b>(\$8,909)</b>	<b>(\$654,998)</b>	<b>\$126,667</b>	<b>\$7,142,710</b>	<b>\$116,583</b>	<b>\$12,402,651</b>
<b>Net Assets, Beginning of Year</b>	<b>\$113,203,707</b>	<b>\$120,355,326</b>	<b>\$121,126,907</b>	<b>\$1,050,392</b>	<b>\$1,041,483</b>	<b>\$386,485</b>	<b>\$114,254,099</b>	<b>\$121,396,809</b>	<b>\$121,513,392</b>
<b>Net Assets, End of Year</b>	<b>\$120,355,326</b>	<b>\$121,126,907</b>	<b>\$133,402,891</b>	<b>\$1,041,483</b>	<b>\$386,485</b>	<b>\$513,152</b>	<b>\$121,396,809</b>	<b>\$121,513,392</b>	<b>\$133,916,043</b>



## *Glossary*

**Account Groups**

Groups used to establish accounting control and accountability for the Village's general fixed assets and general long-term debt.

**Accrual Basis of Accounting**

The method of accounting under which revenues are recorded when they are earned (regardless of when cash is received) and expenditures are recorded when goods and services are received (regardless if disbursements are actually made at that time).

**Adopted Budget**

The budget as it is approved by the Village Council prior to the beginning of each fiscal year.

**Ad Valorem Tax**

A tax based "according to value" of property and used as the source of monies to pay general obligation debt and to support the general fund.

**Amended Budget**

The amended budget is the working budget. It is the adopted budget that incorporates all operating transfers and approved budget amendments (changes in the budget total that are approved subsequent to initial adoption).

**Appropriation**

Authorization granted by the Village Council to make expenditures and to incur obligations for specific purposes as set forth in the budget.

**Assessment**

A tax imposed on the value of real and personal property as certified by the property appraiser in each county.

**Assessment Ratio**

The ratio at which the tax rate is applied to the tax base.

**Bond**

A long-term promise to repay a specified amount of money (the face amount of the bond) on a particular date (the maturity date). Bonds are primarily used to finance capital projects.

**Bond Refinancing/Refunding**

The payoff and re-issuance of bonds, to obtain better interest rates and/or bond conditions.

**Budget**

A plan of financial activity for a specified period of time (fiscal year or biennium) indicating all planned revenues and expenses for the budget period.

**Budget Amendment**

An action which increases or decreases total appropriation amounts in any of the Village's individual funds.

**Budget Calendar**

The schedule of key dates which a government follows in the preparation and adoption of the budget.

**Budget Transfer**

An action which changes budget amounts from one budget unit (combination of department, division and object code) to another, but does not change total appropriations by fund.

**Budgetary Basis**

This refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: GAAP, cash, or modified accrual.

**Budgetary Control**

The control or management of a government in accordance with the approved budget for the purpose of keeping expenditures within the limitations of available appropriations and resources.

**Capital Improvement Plan (CIP)**

The plan which identifies and controls improvements in Village facilities and land acquisition pursuant to Village functions over a five year period.

**Capital Outlay**

Fixed assets which have a value of \$750 or more and have a useful economic lifetime of more than one year; or, assets of any value if the nature of the item is such that it must be controlled for custody purposes as a fixed asset.

**Capital Project**

Major construction, acquisition, or renovation activities which add value to a government's physical assets or significantly increase their useful life. Also called capital improvements.

**Contingency**

A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

**Cost-of-living Adjustment (COLA)**

An increase in salaries to offset the adverse effect of inflation on compensation.

**Debt Service**

The cost of paying principal and interest on borrowed money according to a predetermined payment schedule.

**Debt Service Fund**

Fund used to account for the accumulation of resources for, and the payment of, general long-term debt principal, interest and related costs for debt collateralized by a pledge to covenant to budget and appropriate from legally available non-ad valorem sources

on an annual basis sufficient to make the annual debt service payments.

**Deficit**

The excess of the liabilities of a fund over its assets. The excess of expenditures over revenues during an accounting period.

**Department**

The basic organizational unit of government which is functionally unique in its delivery of services.

**Depreciation**

Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence.

**Designated Fund Balance**

On-hand available cash balances which are realized in one or more prior fiscal years and subsequently designed for use as a funding source in a future budget year.

**Encumbrance**

The commitment of appropriated funds to purchase goods or services and to set aside these funds for future expenditures when goods or services have been received.

**Expenditure**

The payment of cash on the transfer of property or services for the purpose of acquiring an asset, service or settling a loss.

**Expense**

Charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest or other charges.

**Fiduciary Fund**

This fund is custodial in nature and does not involve measurement of results of operations. Hence, no budget is adopted for this fund.

**Fiscal Year**

A 12-month period of time for which the annual budget is developed and implemented. The fiscal year for the Village is October 1 through September 30.

**FTE (Full Time Equivalent)**

FTE is a measurement of manpower both planned and utilized. One FTE is equivalent to 2,080 work hours per year (One full time employee working 40 hours per week for 52 weeks is 2,080 work hours).

**Function**

A group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible (e.g., public safety).

**Fund**

A fiscal entity with revenues and expenses which are segregated for the purpose of carrying out a specific purpose or activity.

**Fund Balance**

The excess of the assets of a fund over its liabilities, reserves, and carryover.

**General Governmental Fund**

Fund used to account for all financial resources and related expenditures applicable to all general operations of the Village including both activities resulting from incorporation (i.e., acquisition of additional roads, and additional staffing and administrative expenditures), as well as any general activities assumed by the Village which were previously performed by the dependent taxing district (Acme Improvement District).

**General Obligation (GO) Bonds**

When a government pledges its full faith and credit to the repayment of the bonds it issues, those bonds are referred to as general obligation bonds. Sometimes the term is also used to refer to bonds which are to be repaid from taxes and other general revenues.

**Generally Accepted Accounting Principles (GAAP)**

Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

**Geographic Information System (GIS)**

A GIS is a specialized data management system designed for the entry, analyses, and display of data commonly found on maps. GIS integrates maps with a database and allows analyses to be performed using location relationships of map features to the database.

**Goal**

A statement of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless.

**Governmental Accounting Standards Board (GASB)**

The authoritative accounting and financial reporting standard-setting body for governmental entities.

**Infrastructure**

The physical assets of a government (e.g., streets, water, sewer, public buildings and parks).

**Interfund Transfers**

The movement of moneys between funds of the same governmental entity.

**Line-item Budget**

A budget prepared along departmental lines that focuses on what is to be bought.

**MGD**

Million gallons per day production at Water Treatment and/or Wastewater Treatment Plant.

**Millage Rate**

Rate used in calculating taxes based upon the value of the property, expressed in mills per dollar of property value; a mill is equal to 0.1 percent.

**MIT**

Mechanical integrity test required by law for deep well injection process.

**Modified accrual basis**

The basis of accounting under which expenditures (other than accrued interest on general long-term debt) are recorded at the time liabilities are incurred and revenues are recorded when received in cash or when they are measurable and available (i.e., to be collected in the very near term).

**Objective**

Something to be accomplished in specific, well-defined, and measurable terms and that is achievable within a specific time frame.

**Operating Expenditures**

The cost for personnel, materials and equipment required for a department to function.

**Outside Services**

All costs of fees and services purchased by the Village including all contracting, license fees, maintenance and repair services, training and travel, and financial and legal services.

**Performance Measure**

Data collected to determine how effective or efficient a program is in achieving its objectives.

**Personal Services**

Includes Salaries and Wages (compensation for services for permanent employees) and Fringe Benefits (all costs associated with employee benefits including retirement, FICA, Medicare, Insurance, Workers' Compensation, Unemployment Compensation, managerial physicals, and uniform allowance.)

**Program**

Village programs represent the businesses the Village is involved in or those groups of activities which the Village performs over time. These are the basic services which are statutory or functionally necessary for the Village to perform its mission.

**Proprietary Fund**

Fund used to account for operations which provide services on a user charge basis to the public and for activities where the period measurement of net income is deemed appropriate for capital maintenance, public policy, management control, accountability or other purposes

**Reserved Fund Balance**

On-hand cash balances which are reserved for outstanding encumbrances/obligations which the Village will expend and liquidate in a future budget year.

**Resolution**

Formally adopted Village Council document that provides the legal authority to levy taxes and expend funds.

**Revenue**

Money received from all sources (with the exception of fund balances) which will be used to fund expenditures in a fiscal year.

**Revenue Bond**

This type of bond is backed only by the revenues from a specific enterprise or project.

**Right of Way (ROW)**

Land the Village owns and maintains.

**Roll-Back Rate**

The millage necessary to raise the same amount of Ad Valorem Tax revenue as the previous year excluding taxes from new construction.

**Special Assessment**

A compulsory levy imposed on certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

**Special Revenue Fund**

This fund accounts for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

**Surface Water Improvement and Management (SWIM)**

The SWIM act, Chapter 87-97 FS, requires preparation of management plans for various water bodies through out the state. The legislation requires funding requests for projects and programs be consistent with management plans.

**Surface Water Management (SWM)**

Regulatory program which evaluates all development projects that may impact water resources.

**Surplus**

The excess of assets of a fund over its liabilities. The excess of revenues over expenditures during an accounting period.

**Undesignated/Unreserved Fund Balance**

On-hand cash which is not recognized or designated as a budget funding source.

**Workload Indicators**

Statistical and historical measures of the service level provided or workload completed by each Department within the Village.



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## *Acronyms*

ACLF	Assisted Convalescent Living Facility
ACME	Acme Improvement District
ARB	Architectural Review Board
BMP	Best Management Practices
CADD	Computer Aided Drafting & Design
CAFR	Comprehensive Annual Financial Report
CDBG	Community Development Block Grant
CERP	Comprehensive Everglades Restoration Plan
CIP	Capital Improvement Program
COLA	Cost of Living Adjustment
CODP	Community Olympic Development Program
COP	Citizens on Patrol
CORPS	United States Army Corps of Engineers
DBO	Design Build Operate
DOT	Department of Transportation
DRC	Development Review Coordinator
ERC	Equivalent Residential Connections
FCC	Federal Communications Commission
FDEP	Florida Department of Environmental Protection
FDOT	Florida Department of Transportation
FLC	Florida League of Cities
FEMA	Federal Emergency Management Association
FMLC	Florida Municipal Loan Council
FRDAP	Florida Recreation Development Assistance Program
FTE	Full-Time Equivalent
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GFOA	Government Finance Officers Association
GIS	Geographic Information System
HOME	Home Investment Partnership Program
HUD	Department of Housing and Urban Development
ICMA	International City Management Association
LOS	Level of Service
MGD	Million Gallons Per Day
MIT	Mechanical Integrity Test
MSTU	Municipal Services Taxing Unit
PBSO	Palm Beach Sheriff's Office
PZAB	Planning, Zoning & Adjustment Board
POA	Property Owners Association
POP	Problem Oriented Policing
PPB	Parts Per Billion
PS	Pump Station
PSTA	Periphyton-based Stormwater Treatment Area
PZB	Planning, Zoning & Building
RO	Reverse Osmosis
ROW	Right of Way
SARA	Scanning, Analysis, Response and Assessment
SFWMD	South Florida Water Management District
SWA	Solid Waste Authority of Palm Beach County
SWAT	Surface Water Action Team
SWIM	Surface Water Improvement and Management
SWM	Surface Water Management
TRIM	Truth in Millage
ULDC	Unified Land Development Code
USACOE	United States Army Corps of Engineers
WCC	Wellington Community Center
WTF	Water Treatment Facility
WWTF	Wastewater Treatment Facility