



Village of Wellington, Florida

# ANNUAL BUDGET

Fiscal Year 2013 - 2014



*A Great Hometown . . . Let Us Show You!*



## **Vision**

**A Great Hometown:**  
*Great Neighborhoods*  
*Great Schools*  
*Great Parks*

## **Mission**

**To provide high quality  
services that create economic, environmental  
and social sustainability for residents**

## **Five Fundamentals**

**Neighborhood Renaissance  
Economic Development  
Protecting our Investment  
Respecting the Environment  
Responsive Government**

# TABLE OF CONTENTS

## INTRODUCTION

iii	Table of Contents
iv	Elected Officials
iv	Senior Leadership Team & Key Personnel
v	History
vi	Location
vii	Demographics
viii	Recreation Facilities and Amenities
ix	Seven City Comparison
x	Budget document information
xii	Distinguished Budget Presentation Award

## EXECUTIVE OVERVIEW

3	Message from the Manager
5	Comprehensive Annual Budget
6	Budget Initiatives
7	Budget Overview
11	Revenues
12	Property Tax Millage and Assessed Valuation
14	Non-Ad Valorem Assessments
15	Enterprise Revenues
17	Expenditures
24	Fund Balance & Reserves

## BUDGET & STRATEGIC PLANNING

29	Strategic Planning
31	Budget Process
31	Budget Calendar
33	Budget Challenge
34	Strategic Plan: 5 Fundamentals
41	Funding Objectives
43	Metrics
45	Legislative Impacts
46	Economic Outlook and Impact
48	Business Environment
51	Housing Trends
52	Projections

## STAFFING & ORGANIZATION

59	Organizational Chart
60	Personal Services
65	Employee Engagement

## DEPARTMENT PLANS

### CAPITAL IMPROVEMENT

175	5 year Capital Improvement Plan
184	Operating Budget Impact
185	CIP Process
191	Governmental Projects
219	Utility Projects
231	TPP & New Fixed Assets

## APPENDICES

235	Accounting & Financial Policies
235	General Policies
240	Measurement Focus, Basis of Accounting & Financial Statement Presentation
241	Government-Wide and Fund Financial Statements
	Financial Statements
246	Fund Descriptions
248	Property Taxes & Assessments
255	Utility Services
256	FY 2014 Expenditures
256	Solid Waste Collection & Recycling Services
257	Debt Management
265	Financial Summaries
269	Resolution Adopting FY 2013 Budget
271	Utility Rate Schedules

## GLOSSARY

277	Word Glossary
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***Bookmarks are provided in the electronic version of this document to aid in navigation.***

## ELECTED OFFICIALS



Bob Margolis  
**Mayor**



Howard K. Coates, Jr.  
**Vice Mayor**



Matt Willhite  
**Councilman**



Anne Gerwig  
**Councilwoman**



John Greene  
**Councilman**

## SENIOR LEADERSHIP TEAM

**Village Manager**

*Paul Schofield, AICP, ICMA-CM*

**Deputy Village Manager**

*John Bonde*

**Director of Operations**

*Jim Barnes, AICP, ICMA-CM*

**Director of Administrative & Financial Services**

*Tanya Quickel*

**Village Clerk**

*Awilda Rodriguez*

**Village Attorney**

*Laurie Cohen, Esq.*

## KEY PERSONNEL

**Chief Information Officer**

*William Silliman*

**Village Engineer**

*Bill Riebe*

**Audit & Compliance Director**

*James A. Poag*

**Parks & Recreation Director**

*Bruce Delaney*

**Planning & Development Services**

*Tim Stillings*

**Public Works Director**

*Mitch Fleury*

# HISTORY

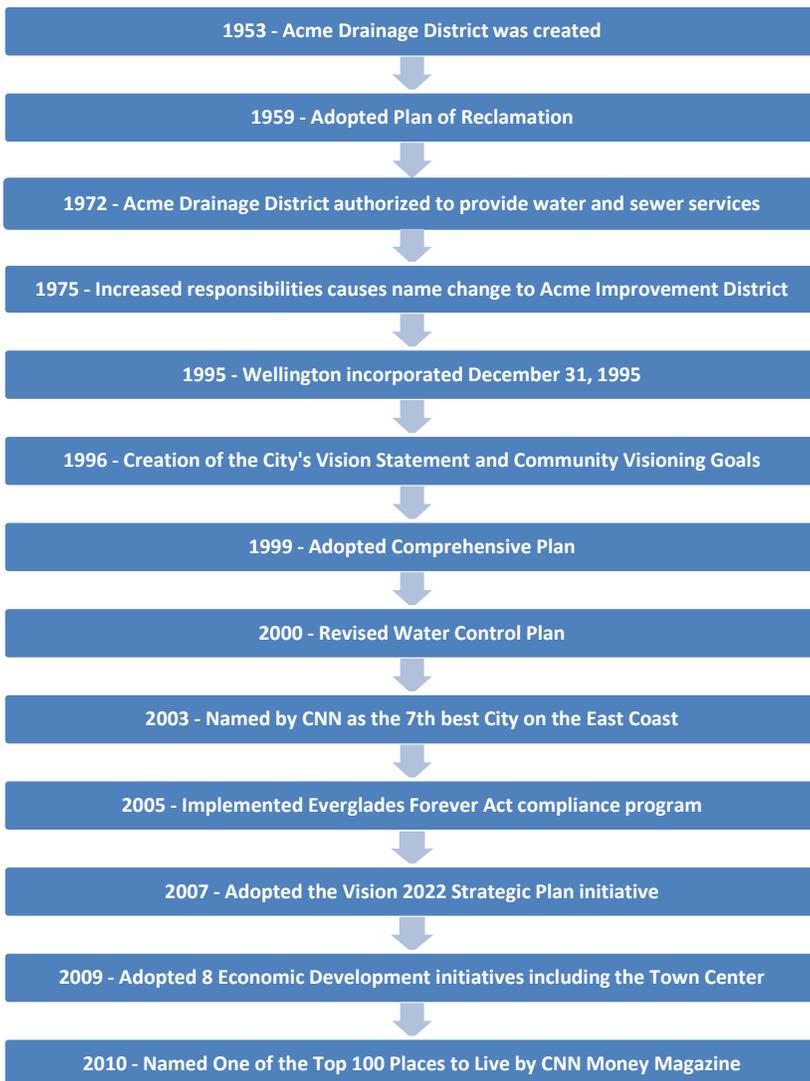
In 1951, C. Oliver Wellington, a successful accountant in New York, made a decision to purchase investment property in South Florida. Following the recommendations of Arthur William "Bink" Glisson, several tracts of land were assembled and purchased. Mr. Wellington then hired Bink Glisson to oversee the property that was soon to become known as the Flying Cow (Charles Oliver Wellington) Ranch.

Because the land was frequently water-logged, in 1953 the State of Florida created the Acme Improvement District (Acme) to provide drainage for flood control and to make the land suitable for agricultural purposes. Parcels of land were either sold or leased to farmers for a period of time. There once were over 2,000 acres of strawberry fields in the area, laying claim to the world's largest patch of strawberries. In addition, it was discovered that citrus groves thrived in the area.



C. Oliver Wellington

## Key Elements of Wellington Evolution



Prior to incorporation Acme served as the local government providing the majority of community services and facilities including water and sewer, storm water drainage, roadways, street lighting and parks and recreation facilities. Palm Beach County provided law enforcement, fire rescue, roadways and planning, zoning and building functions.

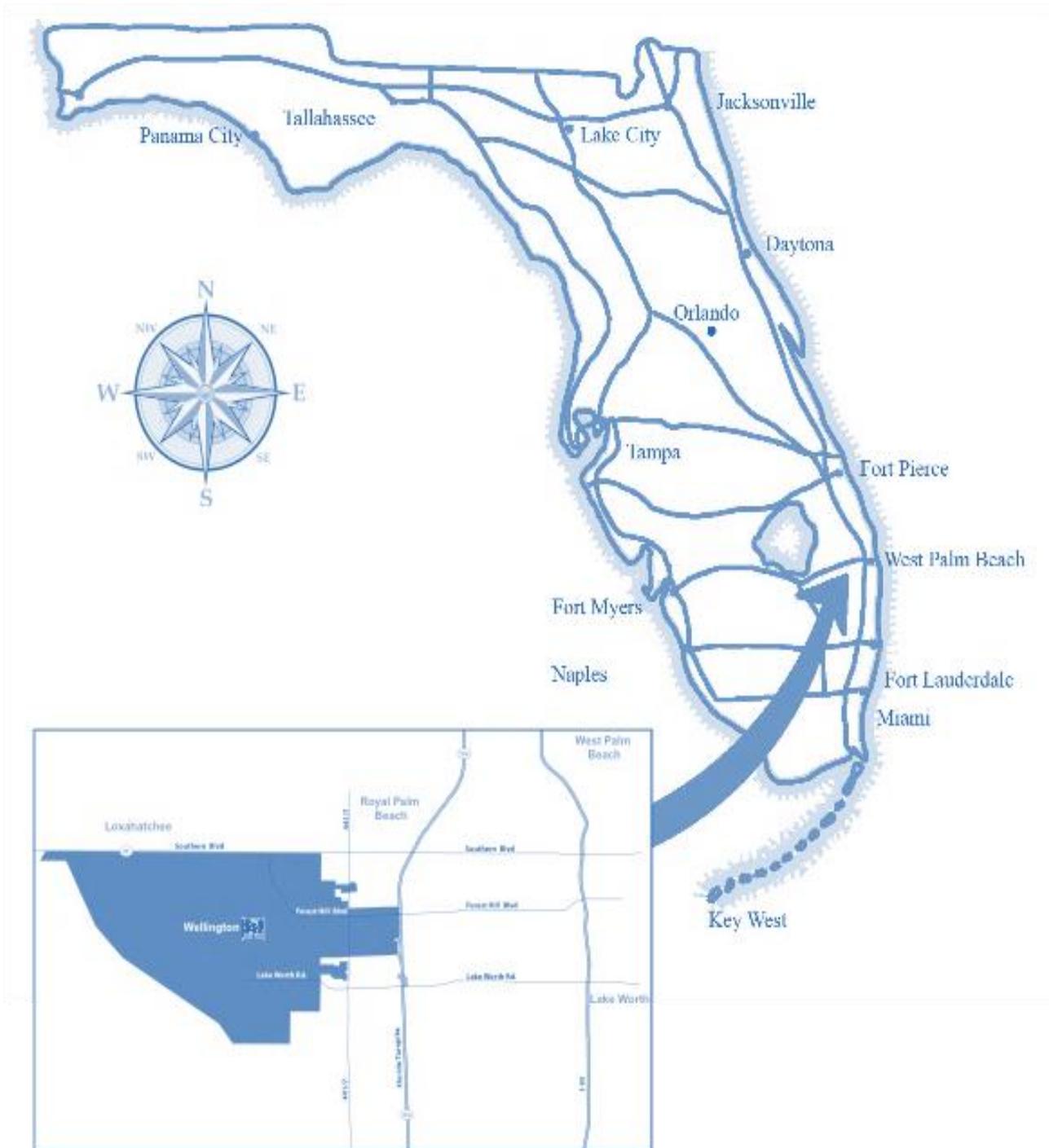
Mr. Wellington was the first Chairman of Acme and served until his death in 1959. Bink Glisson also served as the Acme's first employee and general manager. Carrying on as the District Chairman until he retired in 1984 was C. Oliver Wellington's son, Roger.

The Village of Wellington Charter was established by House Bill 1439 on May 11, 1995. Incorporation became effective on December 31, 1995 and operations commenced on March 28, 1996. The City now provides municipal services previously provided by the County (with the exception of fire rescue and library facilities) while Acme has become a dependent district of

Wellington. Because of the breadth of services it already provided to residents, Acme formed the backbone of the newly incorporated municipality.

# LOCATION

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.



# DEMOGRAPHICS

<b>WELLINGTON AT A GLANCE</b>			
Date of Incorporation	December 31, 1995		
Date Operational as Municipality	March 28, 1996		
Form of Government	Council/Manager		
Area	45.25 Square Miles		
Total Fiscal Year 2014 Budget	\$74.5 Million		
Taxable Property Valuation	\$5.75 Billion		
<b>WELLINGTON DEMOGRAPHICS</b>			
<b>Population</b>		<b>Service Statistics</b>	
2012	57,514	<b>Surface Water</b>	
2014 (projected)	58,689	Acreage of Lakes	553
2019 (projected)	61,683	Miles of canals	88
<b>Resident Statistics</b>		Operating Pump Stations	8
Median Age	38.0	<b>Solid Waste Collection</b>	
Average Household Size	3.07	Curbside Accounts	20,522
Median Income	\$78,268	Containerized Accounts	2,138
Median Home Value, 2007-2011	\$334,000	<b>Streets &amp; Sidewalks</b>	
<b>Racial Composition</b>		Paved Streets Maintained:	
Caucasian & Other Races	86.3%	Lane Miles	375
African American	10.4%	Centerline Miles	145
Asian	3.8%	Unpaved Roads Maintained	
<b>Land Usage</b>		Centerline Miles	27
Residential	24.52 sq mi	Miles of Bike/Pedestrian Paths	214
Commercial	3.87 sq mi	Miles of Sidewalks	183
Industrial	0.18 sq mi	Miles of bridle paths	106
Mixed Use/Open Space/STA	13.50 sq mi	<b>Utilities</b>	
Community Facilities	0.73 sq mi	Active Accounts	
Major Roads	1.28 sq mi	Water	20,053
Major Water	3.18 sq mi	Sewer	18,639
<b>Economic Environment</b>		<b>Public Safety</b>	
<b>Business Licenses</b>		<b>Police Protection</b>	
2009	3,839	Sworn Police Officers	64
2010	4,305	Civilian Employees	5
2011	4,457	Crossing Guards (PT Civilian)	63
2012	4,562	<b>Total</b>	<b>132</b>
2013 (est)	4,553	<b>Fire Rescue</b>	
<b>Bond Ratings</b>		Suppression Units	9
Moody's	Aa3	Early Response Stabilization Units	4
Fitch	AA+	Fire Stations	4
<b>Per Capita Governmental Debt</b>		Employees	71
	\$91		

Sources: BEBR, U.S. Census American Communities Survey, Wellington GIS

# RECREATIONAL FACILITIES AND AMENITIES

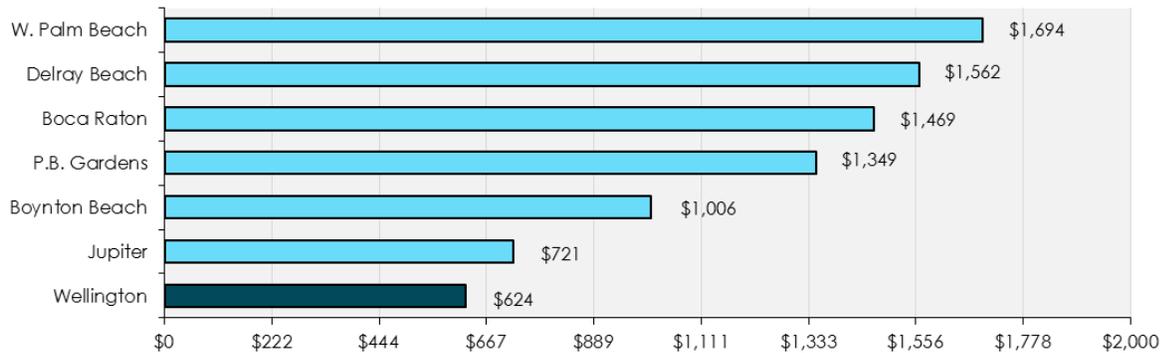
Wellington provides residents with a wide range of high-quality recreational facilities, programs and services. The department provides over one hundred programs offered to residents of all ages. The following chart is an overview of the facilities currently provided by category of park.

<u>Neighborhood Parks</u>		
Park Facility	Location	Park Description
Aero Club Park	Aero Club Drive, Aero Club	Greenspace
Amesbury Park	2100 Amesbury Circle, Greenview Shores 2	1 Pavilion, 1 Play Structure
Azure Avenue Park	949 Azure Avenue, Sugar Pond Manor	2 Pavilions, 1 Basketball Court, 1 Pirate Themed Tot Lot, Swingsets
Berkshire Park (Tot Lot)	12181 Old Country Road, Pinewood East 2	1 Play Structure, 1 Swing Set
Block Island Park	1250 Block Island Road, Lakeside Shores	3 Play Structures, 1 Swing Set
Brampton Cove Park	13446 Northumberland Circle, Greenview Shores 1	1 Pavilion, 1 Play Structure, 2 Swing Sets
Dorchester Place Park	1679 Dorchester Place, Greenview Shores 2	1 Pavilion, 1 Play Structure, 1 Swing Set
Essex Park No. 1	1250 Essex Drive, South Shore 1	1 Play Structure, Pavillion, Swing Set
Farmington Circle Park	1752 Farmington Circle, Greenview Shores 2	1 Pavilion, 1 Basketball Court, 1 Play Structure
Field of Dreams Park	12800 Peconic Court, South Shore	1 Play Structure, 1 Basketball Court
Forest Hill - No. 1 Boat Ramp	12500 Forest Hill Boulevard	1 Pavilion, 1 Boat Ramp
Foresteria Avenue Park	900 Foresteria Avenue, Sugar Pond Manor	1 Pavilion, 1 Basketball Court, 1 Play Structure
Greenbriar Park: Dog Park	2975 Greenbriar Boulevard	2 Acres Fenced Dog Park, 4 Volleyball Courts, 1 Play Structure
Margate Place Park	12771 Bucklan Street, Greenview Shores 2	1 Gazebo, Basketball Court, 1 Play Structure
Mystic Way Park	12201 Mystic Way, South Shore 4	1 Play Structure
Primrose Lane Park	1620 Primrose Lane, Sugar Pond Manor	1 Play Structure, 1 Swing Set
Staimford Circle Park	13599 Staimford Drive, Greenview Shores 2	1 Pavilion, 1 Play Structure
Summerwood Circle Park	1073 Summerwood Circle, Eastwood 3	1 Pavilion, 1 Play Structure
Yarmouth Park	2668 Yarmouth Drive, Greenview Shores 2	Miscellaneous Playground Equipment, Practice Baseball Field
<u>Community Parks</u>		
Park Facility	Location	Park Description
Wellington Green Park	2175 Wellington Green Drive	PUD Practice Fields
Wellington Rotary Peace Park	Intersection of Royal Fern Drive and Birkdale Drive	Rotary Peace Pole Surrounded by Flags and Benches
Tiger Shark Cove	13800 Greenbriar Boulevard, Greenview Shores 2	4 Softball Fields, 1 Concession/Restroom, Leather's Playground, 1 Large Pavilion with Restrooms
Olympia Park	Stribling Way, Olympia	7 Baseball Fields, Batting Cages, Concession Stands, 2 Restrooms, Track Basketball Courts, Tennis Courts
Village Park	11700 Pierson Road	1 Skate Park, 2 Gyms, 4 Multipurpose Classrooms, 1 Game Room, 9 Soccer Fields, 2 Hockey Rinks, 4 Baseball Fields, 1 Playground 3 Multi Purpose Fields, 4 Football Fields, 1 Practice Field, 4 Pavilions and asphalt trail with exercise stations.
Wellington Community Center	12150 Forest Hill	Tennis Center, Aquatics Complex, Scott's Place & Amphitheater Multipurpose Rooms, Catering kitchens, 16 Har-Tru Courts and ProShop, 2 Bocce Courts, Pool, Kiddie Waterplay Area, Water Slides, Picnic Area, Locker Rooms, Gazebo, Assorted Horse and Climbing Related Activities
Wellington Community Park	3401 South Shore Boulevard, Southfields	Boys and Girls Club, 6 Baseball Fields, 2 Basketball Courts, 1 Play Structure, 1 Swing Set, 1 Picnic Shelter
Veterans Memorial	Intersection of South Shore and Forest Hill Blvd.	Memorial Fountain and Benches Surrounded by Flags
Marjory Stoneman Douglas Everglades Habitat (Section 24)	3491 Flying Cow Road	365 acre water storage area within nature trails and learning centers
Patriot Memorial	Entrance of City Hall, 12300 Forest Hill Blvd.	Memorial to the September 11, 2001 attack on the World Trade Center incorporating an Eternal flame, a piece of steel recovered from the World Trade Center, pergolas, benches, Cypress Trees and a flag pole

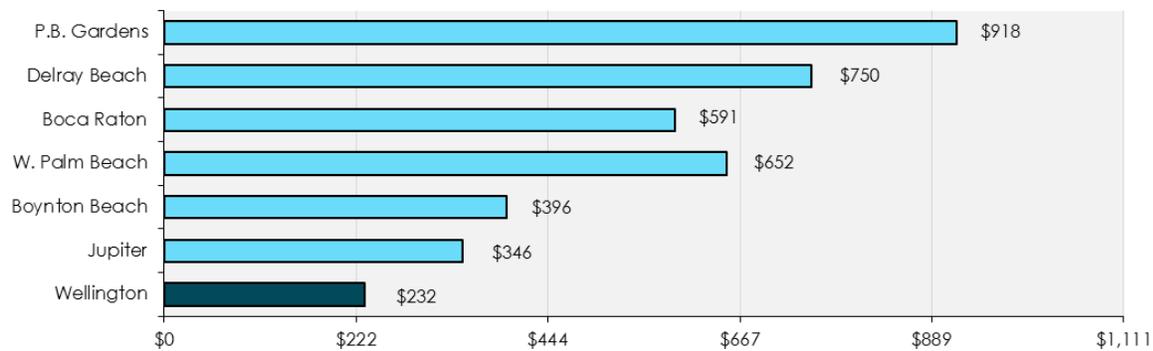
# SEVEN CITY COMPARISONS

The following charts compare tax revenues, governmental expenditures and full time employees to the population for Wellington and six similar cities in Palm Beach County using data from the 2014 fiscal year for Wellington and the 2013 fiscal year for other cities.

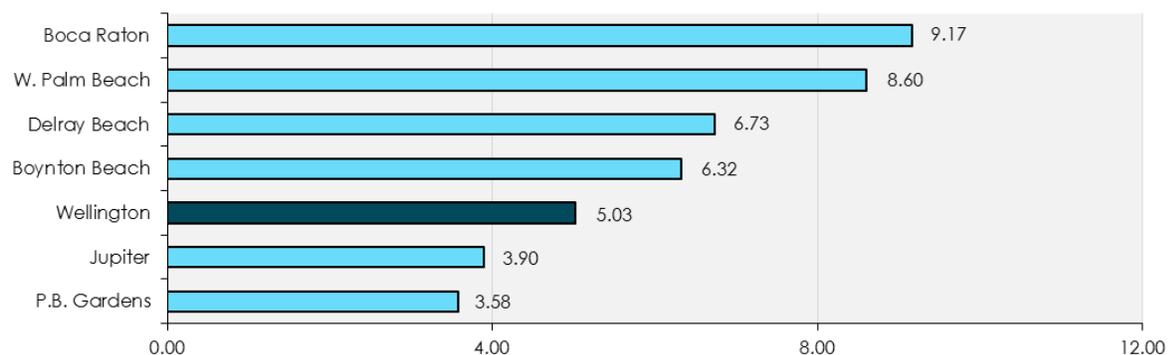
**Total General Fund Expenditures (including transfers) per Capita**



**Ad Valorem Tax Revenues per Capita**



**Employees per 1,000 Population**



# BUDGET DOCUMENT INFORMATION

The budget presentation is intended to be a policy document, a financial plan, an operations guide and a communications device. It has been prepared in a format intended to be easily understood by the general public and provided electronically with bookmarks to ease navigation and access. This section provides the reader with a guide to the document's highlights by section. The capital plan and a Budget in Brief are available as separate documents on the city website [www.wellingtonfl.gov](http://www.wellingtonfl.gov)

**The following describes each of the major sections in this document:**

SECTION	CONTENTS	
<b>INTRODUCTION</b>	<ul style="list-style-type: none"> <li>• Vision &amp; Mission</li> <li>• Table of Contents</li> <li>• Elected Officials &amp; Staff</li> </ul>	<ul style="list-style-type: none"> <li>• History &amp; Map</li> <li>• Demographics</li> <li>• Comparisons to Other Cities</li> </ul>
<b>EXECUTIVE OVERVIEW</b>	<ul style="list-style-type: none"> <li>• Manager's Letter</li> <li>• Presentation of the FY2014 Budget</li> <li>• Discussion of Taxes, Millage Rate &amp; Changes in Operations</li> </ul>	<ul style="list-style-type: none"> <li>• Overview of Revenues &amp; Expenditures</li> <li>• Budget by Fund</li> <li>• Fund Balance</li> </ul>
<b>BUDGET &amp; STRATEGIC PLANNING</b>	<ul style="list-style-type: none"> <li>• Strategic Planning &amp; Initiatives</li> <li>• Budget Process</li> </ul>	<ul style="list-style-type: none"> <li>• Goals</li> <li>• Performance Measurement</li> <li>• Projections</li> </ul>
<b>STAFFING</b>	<ul style="list-style-type: none"> <li>• Organizational Chart</li> <li>• FTE and Position Charts</li> <li>• Employee Classifications</li> </ul>	<ul style="list-style-type: none"> <li>• Personal Services Expenditures</li> <li>• Staffing Initiatives</li> </ul>
<b>DEPARTMENT PLANS</b>	<ul style="list-style-type: none"> <li>• Organizational Chart</li> <li>• Departmental Mission</li> <li>• Function &amp; Overview</li> <li>• Fundamentals</li> <li>• Key Measures &amp; Standards</li> <li>• Previous Year Accomplishments</li> </ul>	<ul style="list-style-type: none"> <li>• Action Plans</li> <li>• Budget Issues</li> <li>• Budget Summary</li> <li>• Personnel by Division</li> <li>• Performance Results</li> </ul>
<b>CAPITAL IMPROVEMENT PLAN</b>	<ul style="list-style-type: none"> <li>• Capital Planning Process</li> <li>• Five-Year Capital Plan</li> <li>• Operating Impact</li> <li>• Budget by Funding Source</li> </ul>	<ul style="list-style-type: none"> <li>• Description &amp; Budget by Project</li> <li>• TPP Replacements &amp; Fixed Assets</li> </ul>
<b>APPENDICES</b>	<ul style="list-style-type: none"> <li>• General Policies for Revenues, Expenditures and Fund Balance</li> <li>• Measurement Focus &amp; Basis of Accounting</li> </ul>	<ul style="list-style-type: none"> <li>• Other Financial Policies</li> <li>• Water &amp; Wastewater Rates</li> <li>• Revenue Description</li> <li>• Debt Information</li> <li>• Insurance Schedule</li> </ul>
<b>GLOSSARY</b>	<ul style="list-style-type: none"> <li>• Definitions of Frequently Used Terms &amp; Acronyms</li> </ul>	

## BUDGET DOCUMENT INFORMATION

We sincerely hope this “how-to” aids in finding and understanding information contained in Wellington’s budget document. 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 next year’s budget document.

This document is located on the Wellington website at [www.wellingtonfl.gov](http://www.wellingtonfl.gov).





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Village of Wellington  
Florida**

For the Fiscal Year Beginning

**October 1, 2012**

*Christopher P. Moynell*

President

*Jeffrey R. Egan*

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 for its annual budget for the fiscal year beginning October 1, 2012. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, an operations guide, a financial plan and 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 an award in 2013.





**Council**

Bob Margolis, Mayor  
Howard K. Coates, Jr., Vice Mayor  
Matt Willhite, Councilman  
Anne Gerwig, Councilwoman  
John Greene, Councilman

**Manager**  
Paul Schofield

September 24, 2013

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

I am pleased to present to you the Annual Budget for Fiscal Year 2013-2014. This document represents Wellington's action plan approved by Council to meet the needs of our residents today while also ensuring a responsive and responsible government to face the challenges of tomorrow.

Wellington recognizes that different approaches to meet community goals and needs must be undertaken if Wellington is to remain a sustainable community. These differing approaches often times require resources and thus require decisions to be made. While not always easy decisions, the decisions are made by our elected officials with input from the community and from Village staff to carry out the vision of Wellington as **a Great Hometown**.

For Fiscal Year 2013-2014, we present a balanced budget of \$74.5 million, no increase from last year. This budget represents the action plan to carry out Wellington's vision. The adopted budget was influenced by a focus on Customer Service delivery and Economic Development due to both legislative and economic considerations. These issues are all discussed further in this document.

Capital planning remains a key area that requires choices to be made. Capital planning includes maintaining infrastructure systems, completing capital improvement projects, and investing in transitional neighborhoods. The decision to ultimately approve capital projects is based on five criteria:

1. Preservation of long-term assets
2. Reduction of operating costs
3. Preservation and protection of public infrastructure and/or utilities
4. Preservation of property values and/or creation of jobs, and
5. Regulatory and/or contractual obligations

More than \$30 million in capital projects are currently underway with \$7.5 million approved in Fiscal Year 2013-2014. These projects will ultimately serve to attract private and public sector investments, and sustain ongoing economic development efforts while also increasing job opportunities. To offset the costs of future projects, Wellington continues to apply for grant funds from local, state and federal resources to offset the costs.

Wellington will receive almost \$1 million in grants for public safety, neighborhood enhancement, and pathway projects in FY 2014.

Wellington has experienced an increase in new home construction and maintains a lower unemployment level than the state of Florida. Home values continued to rise in the last year, which is a significant deviation from recent years in which home values declined. New businesses are opening their doors in Wellington while others are reinvesting in their current operations. While these positive signs are welcome news, economists do not predict a return to the type of economy activity seen during the real estate bubble in which high paying jobs based on construction were a large economic driver. Wellington realizes this and continues to make the difficult choices to diversify its tax base and bring needed employment opportunities to its residents. With an informed and committed Council and engaged public, the difficult choices will continue to be made that will result in a year of continued success for Wellington.

Sincerely,



Paul Schofield  
Village Manager



# EXECUTIVE OVERVIEW

Wellington adopts its annual budget in September after two public hearings are held for input from residents. The adopted budget is a balance of revenues and expenditures, prepared according to Florida Statutes and Generally Accepted Accounting Principles. Budget development results from strategic planning that supports the mission, vision and Council initiatives.

## FISCAL YEAR 2013 -2014 COMPREHENSIVE ANNUAL BUDGET

	General Fund	Special Revenue Funds	Capital Funds	Debt Service Funds	Total Governmental Funds	Enterprise Funds	FY 2014 Total
Estimated Unassigned Fund Balances 9/30/2013	\$9,568,153	\$12,104,364	\$3,067,653	\$75,126	\$24,815,296		\$24,815,296
Reallocation of Planning & Zoning Unassigned	3,629,627	(3,629,627)	-				-
<b>Revenues</b>							
Ad Valorem Taxes	\$13,502,208				\$13,502,208		\$13,502,208
Non Ad Valorem Assessments		\$4,893,640			4,893,640	\$3,610,360	\$8,504,000
Utility Taxes	3,800,000	-			3,800,000		\$3,800,000
Franchise Fees	3,000,000	-			3,000,000	200,000	\$3,200,000
Local Communication Services							
Tax	2,500,000	-			2,500,000		\$2,500,000
Intergovernmental Revenue	4,706,667	1,000,000	1,669,668		7,376,335	100,000	\$7,476,335
Licenses & Permits	920,000	2,600,000			3,520,000		\$3,520,000
Charges for Services	1,583,500	357,500			1,941,000	18,420,000	\$20,361,000
Interest Income	180,000	85,000	88,000		353,000	95,000	\$448,000
Miscellaneous Revenues	708,340	130,000	-		838,340	230,000	\$1,068,340
Impact Fees	-		900,000		900,000		\$900,000
Capacity fees and restricted							
Interest Income						450,000	\$450,000
Proceeds from Borrowings							-
<b>Total Revenues before Transfers</b>	<b>\$30,900,715</b>	<b>\$9,066,140</b>	<b>\$2,657,668</b>	<b>-</b>	<b>\$42,624,523</b>	<b>\$23,105,360</b>	<b>\$65,729,883</b>
Transfers In	4,153,777	-	1,248,000	1,208,720	6,610,497		\$6,610,497
Appropriation of Unassigned Fund Balance	697,585	1,955,904	853,413		3,506,902		\$3,506,902
Appropriation of Rate Stabilization Reserves	600,000				600,000		\$600,000
Use of Capacity Fees							-
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$36,352,077</b>	<b>\$11,022,044</b>	<b>\$4,759,081</b>	<b>\$1,208,720</b>	<b>\$53,341,922</b>	<b>\$23,105,360</b>	<b>\$76,447,282</b>
Appropriation of Carry Forward	-	-	17,273,757	-	17,273,757	17,707,200	\$34,980,957
<b>Total Revenues &amp; Other Financing Sources including Balances Brought Forward</b>	<b>\$36,352,077</b>	<b>\$11,022,044</b>	<b>\$22,032,838</b>	<b>\$1,208,720</b>	<b>\$70,615,679</b>	<b>\$40,812,560</b>	<b>\$111,428,239</b>
<b>Expenditures</b>							
General Government	\$10,374,864				\$10,374,864		\$10,374,864
Public Safety	8,248,906				8,248,906		\$8,248,906
Emergency Operations	43,700				43,700		\$43,700
Economic Environment	1,950,876	-			1,950,876		\$1,950,876
Physical Environment	9,069,304	5,579,412			14,648,716	12,770,642	\$27,419,358
Transportation		1,667,270			1,667,270		\$1,667,270
Culture & Recreation	3,605,008				3,605,008		\$3,605,008
Capital Outlay	872,291	1,068,027	3,328,668		5,268,986	4,883,665	\$10,152,651
Unassigned Capital Funding							-
Debt Service				1,208,720	1,208,720	1,526,000	\$2,734,720
Non-departmental Operating Contingency	1,388,361	127,518			1,515,879	134,738	\$1,650,617
Transfers Out	798,767	2,423,600	1,157,954		4,380,321	2,230,177	\$6,610,498
<b>Sub Total Expenditures</b>	<b>\$36,352,077</b>	<b>\$10,865,827</b>	<b>\$4,486,622</b>	<b>\$1,208,720</b>	<b>\$52,913,246</b>	<b>\$21,545,222</b>	<b>\$74,458,468</b>
Increase to Building Reserves							-
Increase to Reserves		156,217	272,459		428,676	1,560,138	\$1,988,814
<b>Total Expenditures</b>	<b>\$36,352,077</b>	<b>\$11,022,044</b>	<b>\$4,759,081</b>	<b>\$1,208,720</b>	<b>\$53,341,922</b>	<b>\$23,105,360</b>	<b>\$76,447,282</b>
Estimated Carry Forward	-		17,273,757		17,273,757	17,707,200	\$34,980,957
<b>Total Expenditures Including Balances Brought Forward</b>	<b>\$36,352,077</b>	<b>\$11,022,044</b>	<b>\$22,032,838</b>	<b>\$1,208,720</b>	<b>\$70,615,679</b>	<b>\$40,812,560</b>	<b>\$111,428,239</b>
Estimated Unassigned Fund Balances 9/30/2013	\$11,900,195	\$6,675,050	\$2,486,699	\$75,126	\$21,137,070		\$21,137,070

Notes: The above totals exclude any interfund transfers between the General Fund and the Public Safety &, Emergency Operations subfunds.

## BUDGET INITIATIVES

A critical component of the budget process is forecasting short and long term revenues, expenditures and capital needs with consideration for economic and legislative changes. Forecasts indicating modest economic recovery provide encouraging signs for local growth. The following initiatives which support Wellington's five fundamentals impact the FY 2014 budget and the future, tie to department plans and are further described in the Budget and Strategic Planning section of this document:

Initiative	Project/Program	Primary Strategic Fundamental
Landscape and irrigation maintenance enhancements	Infrastructure and Public Facility Maintenance Programs	Protecting our Investment
Comprehensive sidewalk repairs village-wide	Infrastructure Maintenance Program	Protecting our Investment
Road and pathway overlay	Road and Pathways Maintenance Program	Protecting our Investment
Enhanced Community and Special Events park programs	Recreation & Community Programming	Responsive Government
Park Ranger program implementation	Recreation & Community Programming	Responsive Government
Increased law enforcement	Public Safety	Responsive Government
Reading and mathematics grants to local schools	Education	Responsive Government
Yarmouth neighborhood Pilot Project road closure and park amenities	Safe Neighborhoods & Community Development Block Grant	Neighborhood Renaissance
Replacement of aging vehicles and equipment previously deferred	Infrastructure and Public Facility Maintenance Programs	Protecting our Investment
Southshore Blvd drainage and C2 Canal conveyance improvements	Acme 10 year Flood Mitigation Program	Protecting our Investment
Construction of relocated tennis center and WCC	Town Center	Economic Development
Flying Cow pathway	Road and Pathways Program	Protecting our Investment

## FISCAL YEAR 2014 BUDGET OVERVIEW

The guiding principle applied in preparing Wellington's budget is to bring to the community a fiscally responsible budget which funds the core services and facility needs of its residents. The annual budget process incorporates strategic planning including a 5-7 year projection of anticipated revenues and expenditures. The capital budget includes all anticipated projects as well as related operating costs to be initiated within the same five year period. Highlights of the FY 2014 budget:

- Wellington's FY 2014 budget totals \$74.5 million for all funds, no change from the FY 2013 budget.
- The adopted millage rate of 2.47 is the same as last year's rate. There is no change in special assessments and utility rates increased 3% for FY 2014.
- The total FY 2014 budget including transfers for the General Fund, the primary governmental operating fund, is \$36.3 million, up \$3.0 million, or 9% from the prior year.
- Wellington governmental reserves are projected to remain at 30% of the operating budget, with an emergency event reserve of \$2.4 million. Rate stabilization reserves are also expected to drop to \$2.4 million.

Significant changes in the FY 2014 budget are:

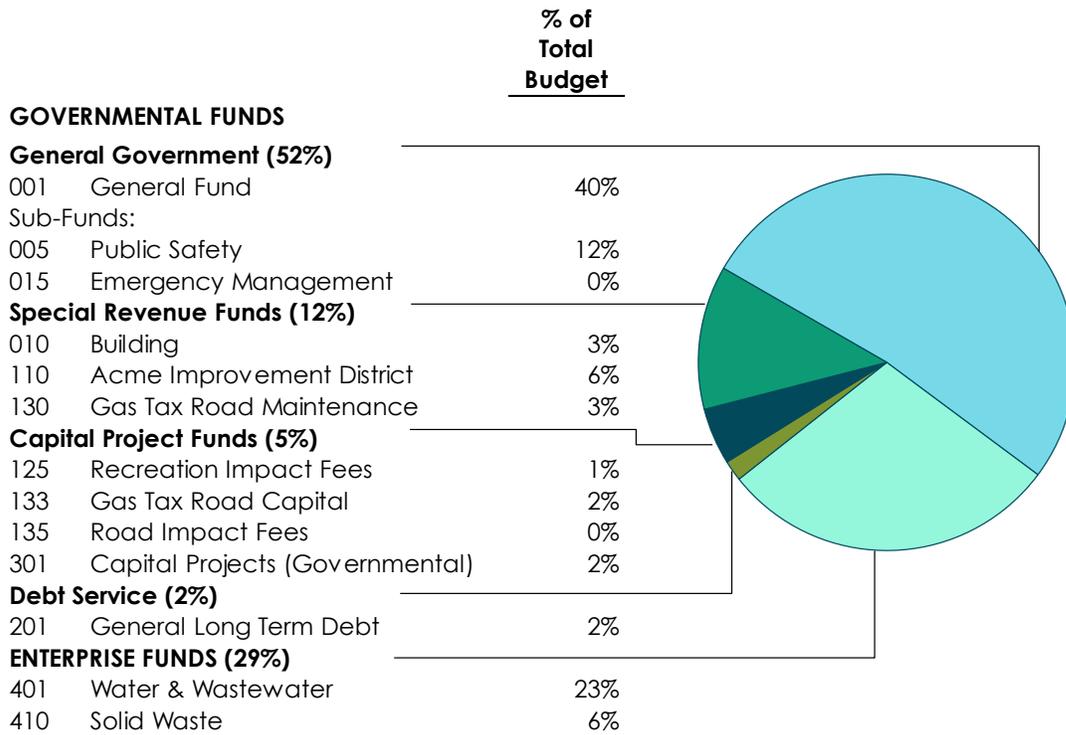
- Funding for higher levels of service in:
  - Public Safety for additional deputies and equipment - \$560,000
  - Community Services for Community Development Block Grant Administration and Neighborhood Projects - \$534,000
  - Parks & Recreation for more community events at the amphitheater and additional recreation programming - \$180,000
  - Public Works for landscape & trail maintenance and surface water management - \$410,000
  - Building permitting & inspections - \$400,000
  - Sidewalk and bridge maintenance - \$200,000
- Decrease in enterprise debt service of \$1.4 million for utility debt payoff
- Lower capital budget by \$1.0 million for maintenance projects
- 292 full-time employees, a workforce increase of 14 positions from last year for levels of service

The fund structure is grouped in governmental and enterprise funds. Within governmental funds, the General Governmental funds include the General Fund and its subfunds. Special Revenue funds are used to account for expenditures linked to specific revenues, such as building permits and ACME assessments.

The chart below shows the fund structure and the percent budget allocation for each fund and category for FY 2014. The largest portion of expenditures is in the General Fund and subfunds (52%) and the Water & Wastewater Fund (23%).

# FISCAL YEAR 2014 BUDGET OVERVIEW

## TOTAL BUDGET BY FUND TYPE

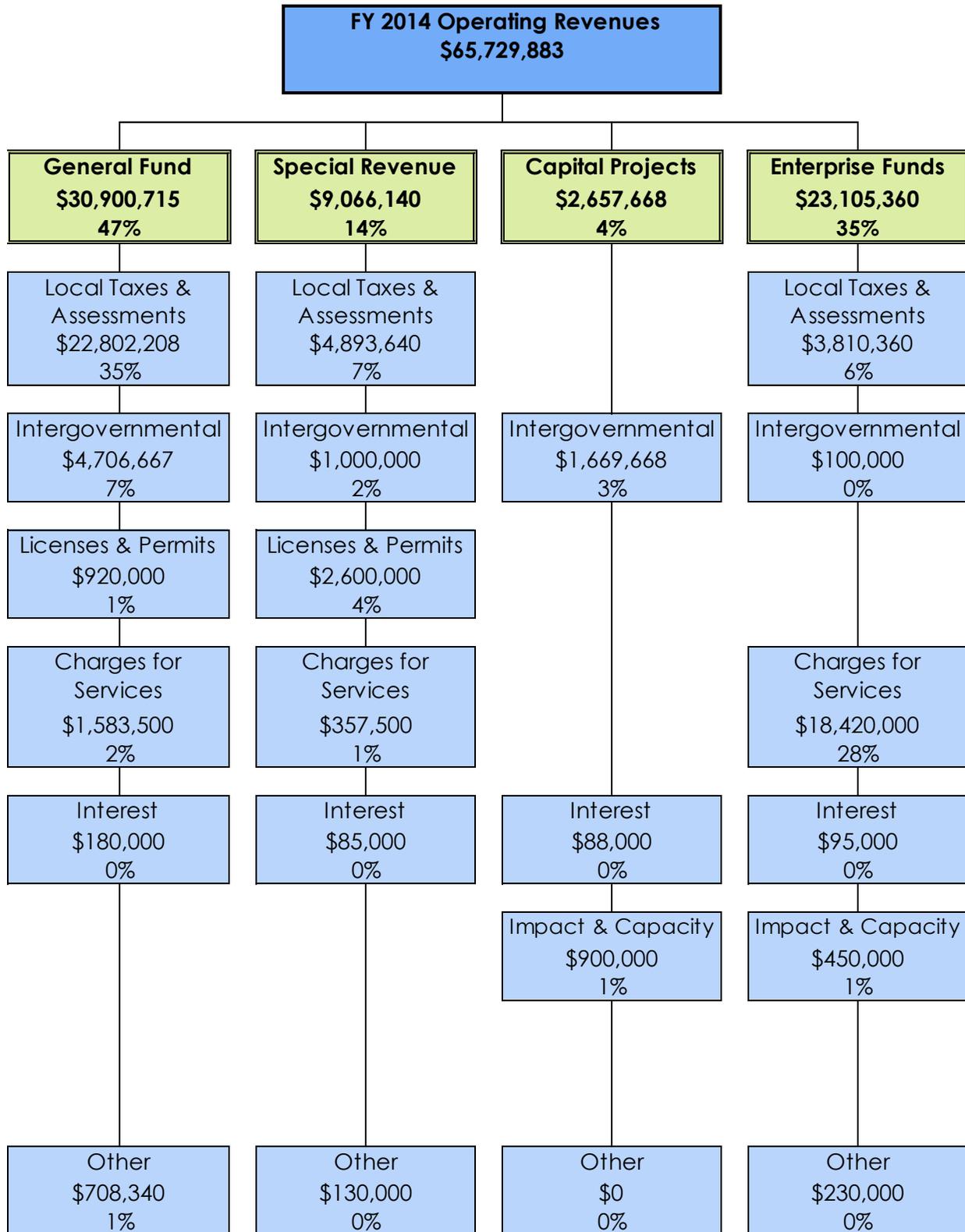


Note: Excludes all interfund transfers and increases/decreases to reserves

The charts on the next two pages illustrate Wellington's FY 2014 total operating revenues and expenditures by fund group.

# FISCAL YEAR 2014 BUDGET OVERVIEW

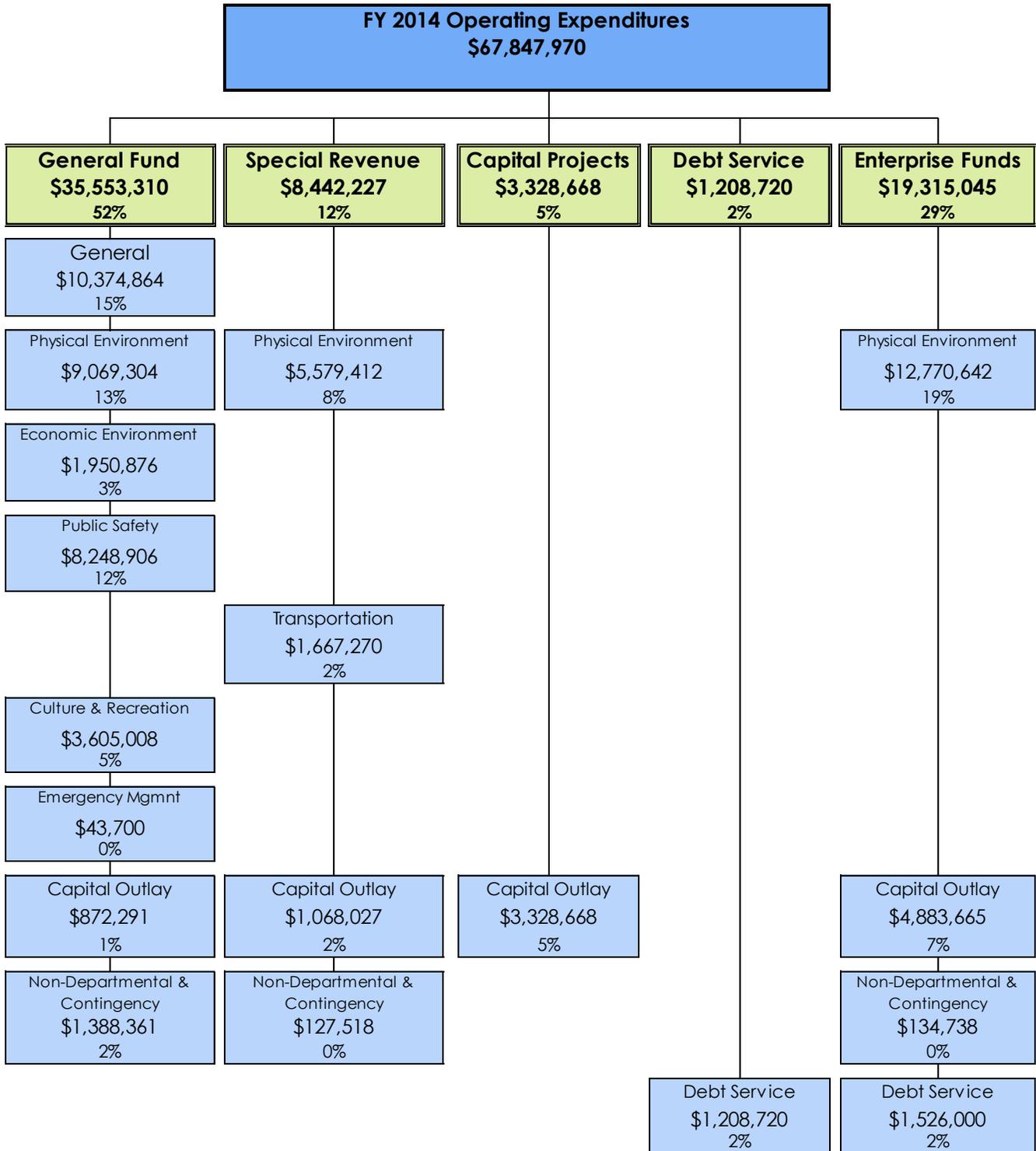
## BREAKDOWN OF TOTAL OPERATING REVENUES - ALL FUNDS



Note: The above excludes all transfers in and increases/decreases to reserves

# FISCAL YEAR 2014 BUDGET OVERVIEW

## BREAKDOWN OF TOTAL OPERATING EXPENDITURES - ALL FUNDS

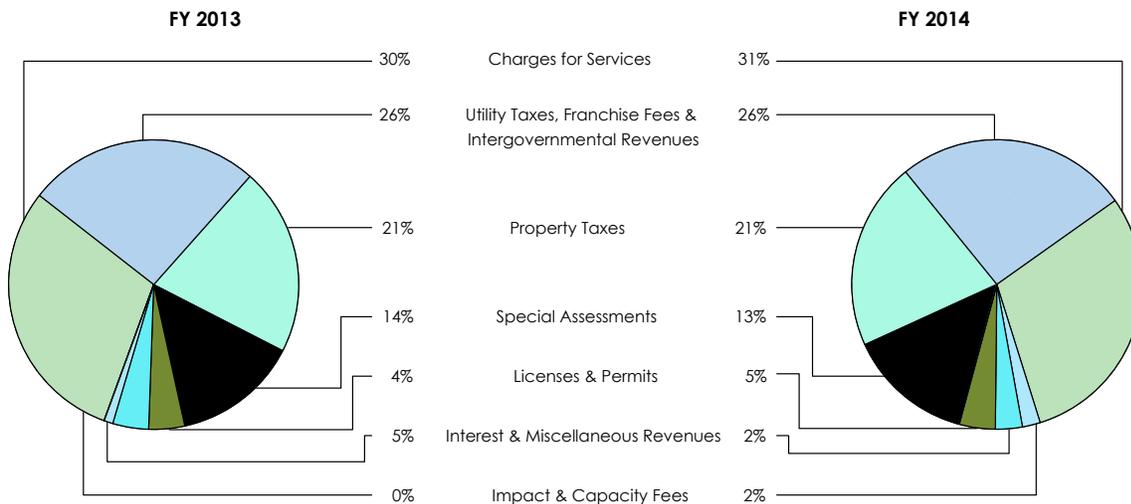


Note: The above excludes all transfers out and increases/decreases to reserves

# REVENUES

The primary policy consideration in the development of the revenue budget is current and future economic conditions. Economic indicators and estimates provided by governmental agencies are utilized to project accurate revenue receipts for the short term future. Highlights of Wellington's revenues are provided here and revenue descriptions are provided in the Appendices section of this document.

## WHERE THE MONEY COMES FROM - ALL FUNDS



## GOVERNMENTAL REVENUES

Property taxes, both ad valorem (millage based on property value) and non-ad valorem (unit-based) assessments, comprise the largest percentage of revenues in the governmental funds. The tax structure is based on optimizing municipal financing mechanisms with the objective of minimizing residents' total tax burden. Wellington continues with one of the lowest ad valorem rates for a full-service municipality in Palm Beach County.

## HOW GOVERNMENTAL REVENUE SOURCES CHANGED

	General Fund	Special Revenue Funds	Capital Funds	Total Governmental Funds
<b>Net 2013 Revenue Budget</b>	<b>\$28,718,991</b>	<b>\$9,278,699</b>	<b>\$1,725,650</b>	<b>\$39,723,340</b>
Impact of Assessed Value	773,052	190	-	<b>773,242</b>
Growth and Economy Driven Revenues	960,120	269,876	1,729,668	<b>2,959,664</b>
Charges for Services	46,300	(110,000)	-	<b>(63,700)</b>
Investment Income	-	(5,625)	(67,000)	<b>(72,625)</b>
Other	402,252	(367,000)	(730,650)	<b>(695,398)</b>
<b>Net Change in Revenue Sources</b>	<b>2,181,724</b>	<b>(212,559)</b>	<b>932,018</b>	<b>2,901,183</b>
<b>Net 2014 Revenue Budget</b>	<b>\$30,900,715</b>	<b>\$9,066,140</b>	<b>\$2,657,668</b>	<b>\$42,624,523</b>

# REVENUES

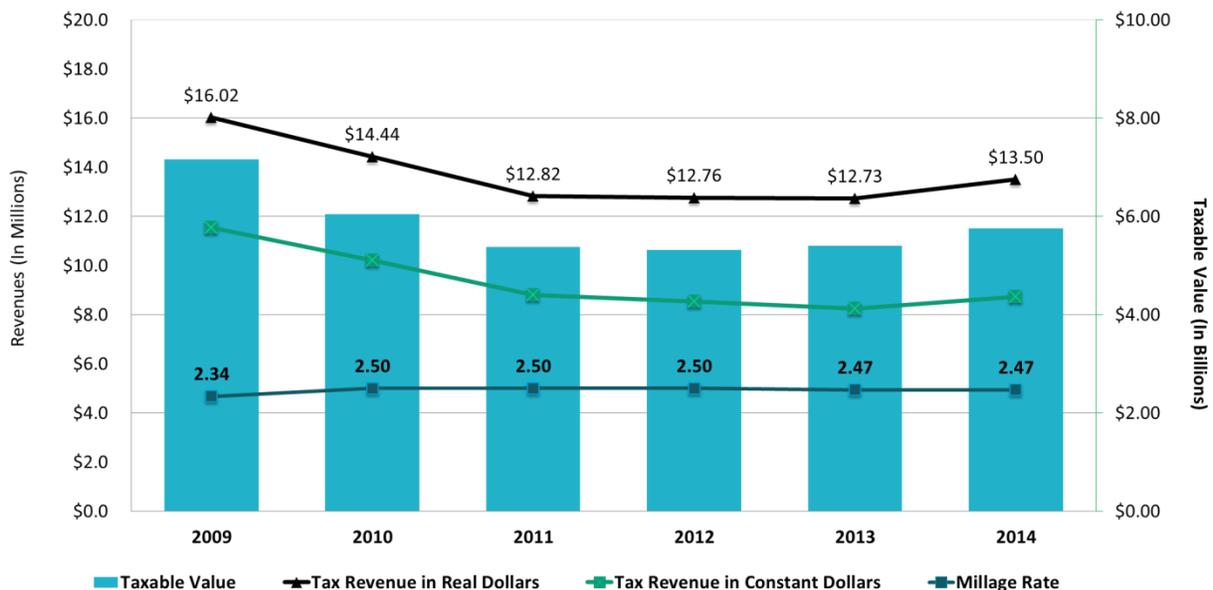
## REVENUE SUMMARY – GOVERNMENTAL FUNDS (EXCL TRANSFERS & RESERVES)

	Actual 2010	Actual 2011	Actual 2012	Adopted 2013	Adopted 2014	Percent of Total Revenue 2014
Ad Valorem Taxes	\$14,459,669	\$12,876,240	\$13,340,895	\$12,729,156	\$13,502,208	31.7%
Non Ad Valorem Assessments	4,193,890	4,787,957	5,242,755	4,893,450	4,893,640	11.5%
Utility Taxes	3,792,079	3,863,992	3,859,536	3,600,000	3,800,000	8.9%
Franchise Fees	3,298,051	3,266,018	3,157,328	3,000,000	3,000,000	7.0%
Communications Taxes	2,979,048	2,792,100	2,775,696	2,600,000	2,500,000	5.9%
Intergovernmental Revenue	18,247,748	9,529,672	6,331,199	6,386,547	7,376,335	17.3%
Licenses and Permits	3,314,643	3,698,233	4,581,238	2,550,124	3,520,000	8.3%
Charges for Services	1,710,416	1,942,911	1,958,675	2,004,700	1,941,000	4.6%
Miscellaneous Revenues	1,607,030	1,410,401	1,138,605	803,088	838,340	2.0%
Impact Fees	479,118	1,057,618	841,752	730,650	900,000	2.2%
Interest	1,335,770	834,816	523,497	425,625	353,000	0.8%
<b>Total</b>	<b>\$55,417,462</b>	<b>\$46,059,958</b>	<b>\$43,751,177</b>	<b>\$43,751,177</b>	<b>\$42,624,523</b>	<b>100.0%</b>

### PROPERTY TAX MILLAGE AND ASSESSED VALUATION

Wellington has balanced the budget with a millage rate of 2.47 mills, no change from the FY 2013 rate and 5% above the roll back rate of 2.35 mills that would provide the same ad valorem tax revenues as in the prior year. Applying the millage rate to the taxable assessed valuation of \$5.75 billion (adjusted for 5% delinquencies), ad valorem revenues are projected to be \$13.50 million or 32% of the total governmental revenues (excluding transfers). The direction that millage rates will take is influenced by the taxable property value as set annually by the Palm Beach County Property Appraiser. With taxable property values up 6.6% from FY 2013 to FY 2014, and a new construction value of \$85.2 million, an additional \$773,000 in ad valorem property tax is expected.

### PROPERTY TAX MILLAGE AND TAXABLE VALUE HISTORY



<b>2013 Sample Tax Bill (FY 2013/2014)</b>			
	<b>2013/2014</b>	<b>2013/2014</b>	
<b>Ad Valorem Taxes</b>	<b>Millage <sup>(3)</sup></b>	<b>Tax Bill at \$200,000 Value</b>	<b>% of Total Tax Bill</b>
<b>Village of Wellington</b>	<b>2.470</b>	<b>\$494</b>	<b>9.88%</b>
Palm Beach County Operating & Debt (including Library)	5.592	1,118	22.37%
Rescue	3.458	692	13.84%
School Board <sup>(1)</sup>	7.586	1,707	34.15%
Health Care District	1.122	224	4.49%
SFWMD	0.411	82	1.64%
Council	0.703	141	2.81%
F.I.N.D.	0.035	7	0.14%
<b>Total Ad Valorem</b>	<b>21.376</b>	<b>\$4,465</b>	<b>89.32%</b>
<b>Non Ad Valorem Taxes</b>			
Solid Waste Authority Disposal		\$174	3.48%
<b>Wellington Solid Waste Collection</b>		<b>160</b>	<b>3.20%</b>
<b>Acme Improvement District <sup>(2)</sup></b>		<b>200</b>	<b>4.00%</b>
<b>Total Non Ad Valorem</b>		<b>534</b>	<b>10.68%</b>
<b>Total Tax Bill</b>		<b>\$4,999</b>	<b>100.00%</b>

<sup>(1)</sup> Additional homestead exemption of \$25,000 not applied to School Board  
<sup>(2)</sup> Properties east of 441 are not assessed by ACME  
<sup>(3)</sup> Proposed FY 2014 millages & assessments shown for all taxing authorities except Wellington

All Wellington and Acme ad valorem and non-ad valorem assessments for drainage and solid waste collection, comprises 17% of a resident taxpayer's total tax bill. Based on a property assessed at \$250,000 with a homestead exemption of \$50,000 (\$200,000 taxable value), Wellington's assessments total \$854, the same as the prior year.

The FY 2014 millage rate of 2.47 is below the 5 mill limit (without requiring a referendum) specified in Wellington's Charter. Florida Statute 125.01 (1)(q) also establishes a cap stating:

***"...If ad valorem taxes are levied to provide essential facilities and municipal services within the unit, the millage levied on any parcel of property for municipal purposes by all municipal service taxing units and the municipality may not exceed 10 mills..."***

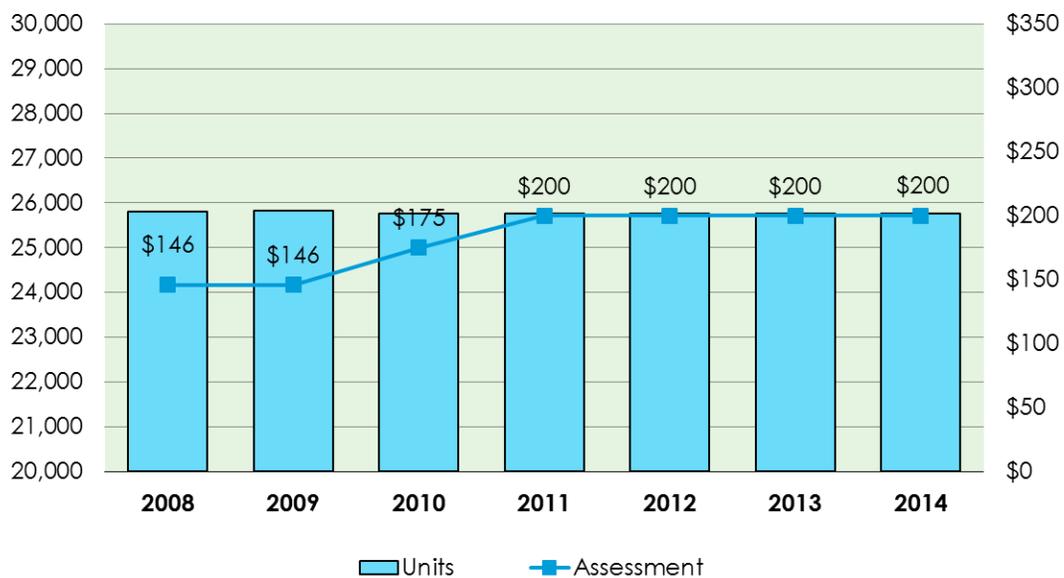
Based on this statute, the 10 mill cap must be reduced by the Palm Beach County Fire MSTU millage rate of 3.4581 to establish a calculated cap of 6.5419, which is still significantly above the adopted rate.

# REVENUES

## NON-AD VALOREM ASSESSMENTS

The Acme Improvement District, a dependent taxing district of Wellington, is authorized to levy non-ad valorem assessments against the land and is not based on a property's value. The Acme assessments are instead based on the benefit of maintenance and improvement to the land, as set forth in the Plan of Reclamation. Under this organizational blueprint, non-ad valorem assessments can be collected to pay for stormwater drainage, roadways, parks and recreation, street lighting, general operating costs associated with administration, insurance and fringe benefits, and other indirect costs. For these services, Wellington will collect a total FY 2014 non-ad valorem assessment of \$200 per acreage unit; unchanged for four years. This provides FY 2014 non-ad valorem revenues of \$4.9 million, or 11% of governmental revenues.

ACME DISTRICT ASSESSMENT AND UNIT COUNT 2008 - 2014



## OTHER GOVERNMENTAL REVENUE SOURCES

Below are the other major Governmental Funds revenue sources, their portion of the governmental revenue budget and the method used to estimate future receipts:

- Franchise Fees (electric): 7%, projected to remain flat based on trending and industry information releases
- Utility Taxes (electric & bottled gas): 9%, slight increase projected due to US Dept of Energy residential electric consumption estimates
- Communication Service Taxes: 6%, trending and legislation indicate a minor decrease in receipts
- State Revenue Sharing (includes sales tax, beverage tax, local option gas tax and general state shared dollars): 12%, state revenue estimates used to project increase
- Licenses and Permits : 8%, trending indicates high local permitting activity

## REVENUES

- Charges for Services: 5%, projected recreation revenues based on actual program offerings and trending of participation
- Impact Fees & Interest: 3%, future interest rates are based on federal agency projections and impact fees are derived from new construction activity

Together, all governmental revenues are expected to increase 7.3% as a result of the local economic and construction activity. Capital reserves of \$853,000, Rate Stabilization Reserves of \$600,000 and operating reserves in General Fund, Building and Road Maintenance of \$2.7 million are allocated across funds.

### ENTERPRISE REVENUES

Enterprise funds are used to account for all activities of Solid Waste Collection & Recycling Services, and the Water and Wastewater Utility System. Enterprise activities cover their own costs and are funded by user fees.

Water and wastewater operating revenues are estimated to increase approximately \$2.1 million or 10% as a result of a scheduled rate increase of 3% based on the consumer price index. Water consumption and wastewater demand are gradually increasing, as are capacity fee receipts resulting from higher construction activity. Solid waste collection and recycling rates remained unchanged from the previous fiscal year.

### HOW ENTERPRISE REVENUE SOURCES CHANGED

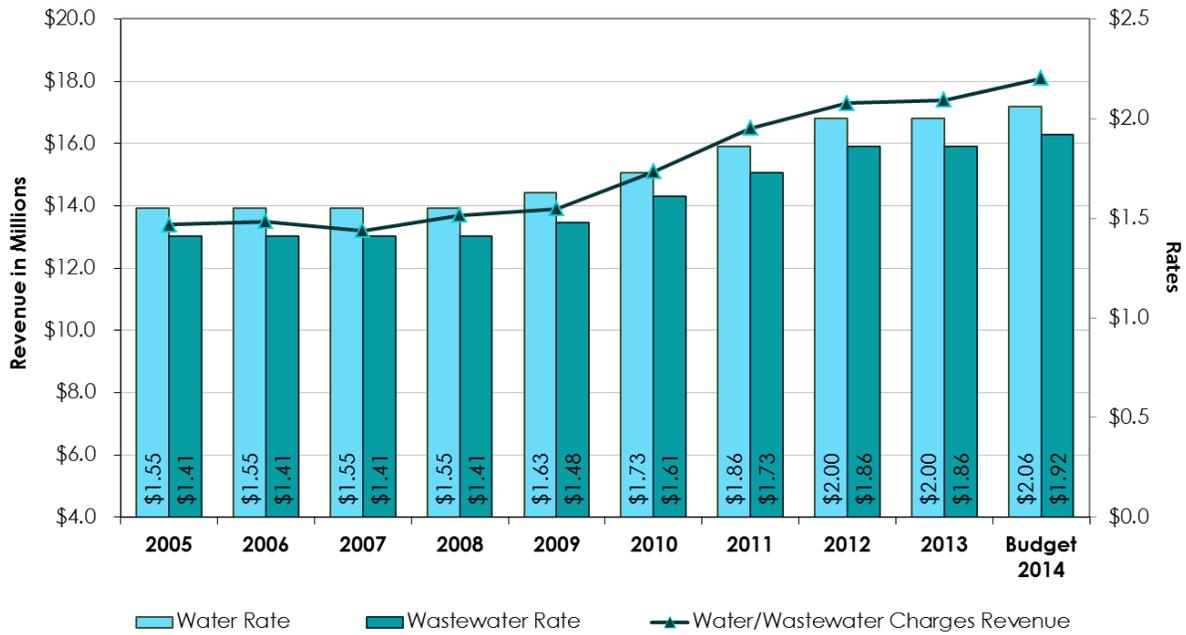
	Water & Wastewater Utility System	Solid Waste Collection & Recycling	Total Enterprise Funds
<b>Net 2013 Revenue Budget</b>	<b>\$17,037,250</b>	<b>\$3,990,819</b>	<b>\$21,028,069</b>
Impact of Water Rate Changes	1,989,000	-	<b>1,989,000</b>
Growth and Economy Driven Revenues	225,000	85,791	<b>310,791</b>
Investment Income	(206,250)	(61,250)	<b>(267,500)</b>
Other	20,000	25,000	<b>45,000</b>
<b>Net Change in Revenue Sources</b>	<b>2,027,750</b>	<b>49,541</b>	<b>2,077,291</b>
<b>Net 2014 Revenue Budget</b>	<b>\$19,065,000</b>	<b>\$4,040,360</b>	<b>\$23,105,360</b>

### REVENUE SUMMARY – ENTERPRISE FUNDS (EXCL TRANSFERS & RESERVES)

	Actual 2010	Actual 2011	Actual 2012	Adopted 2013	Adopted 2014	Percent of Total Revenue 2014
Non Ad Valorem Assessment	\$3,393,712	\$3,391,105	\$3,413,753	\$3,539,569	\$3,610,360	15.6%
Franchise Fees	210,537	212,119	219,534	200,000	200,000	0.9%
Charges for Services	16,198,276	16,666,567	19,148,005	16,416,000	18,420,000	79.7%
Capacity Fees	237,773	330,050	954,275	225,000	450,000	1.9%
Intergovernmental Revenues	1,503,794	186,415	105,973	100,000	100,000	0.4%
Miscellaneous Revenues	(157,774)	145,257	27,632	185,000	230,000	1.0%
Interest	865,172	296,217	218,658	362,500	95,000	0.4%
<b>Total</b>	<b>\$22,251,490</b>	<b>\$21,227,730</b>	<b>\$24,087,829</b>	<b>\$21,028,069</b>	<b>\$23,105,360</b>	<b>100.0%</b>

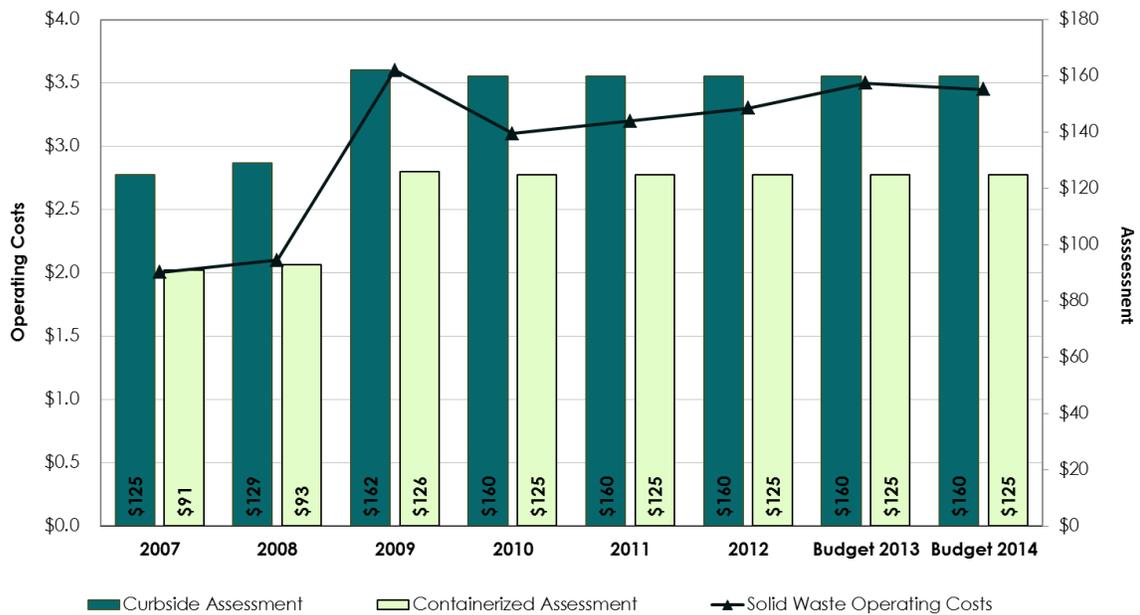
# REVENUES

## WATER/WASTEWATER RATES AND RATE REVENUES 2005- 2014



A utility water and wastewater rate study was completed in 2009 and updated in 2010, recommending increases for future years. Increased operating and maintenance expense and scheduled meter replacements have combined to place additional demands on the utility system budget. The 3% rate increase for FY 2014 is based on the CPI as adopted in the rate study.

## SOLID WASTE ASSESSMENTS AND OPERATING COSTS



## REVENUES

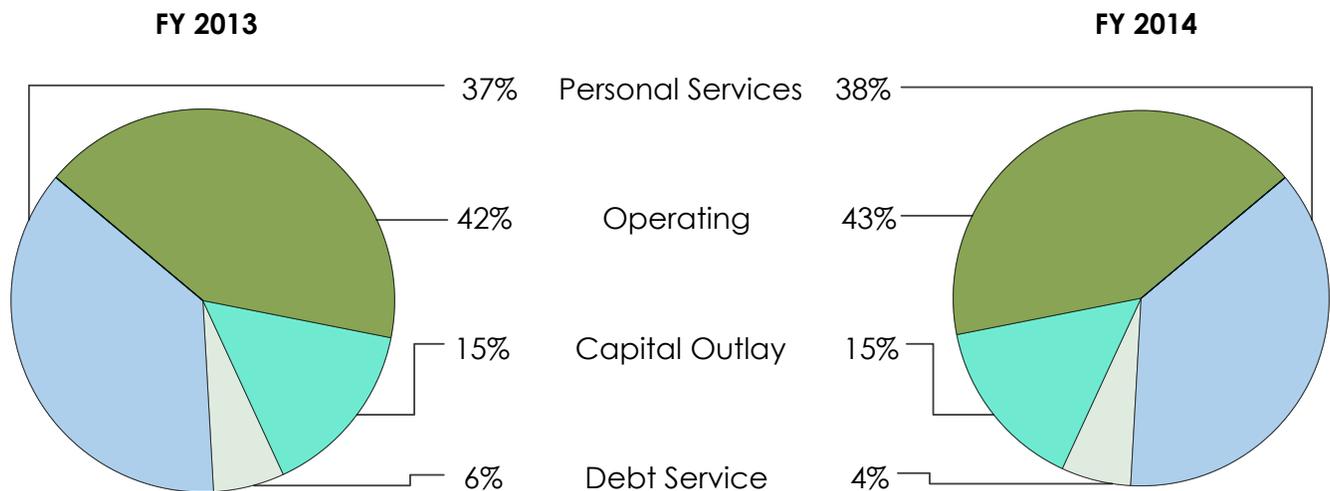
Solid Waste assessments for curbside and containerized pickup are shown for the years 2007 through 2014. Debris removal costs from storms are evident in 2009. The 2014 assessment rate remains the same as the prior year; a result of a low expected increase in the Waste Management annual contract cost. The contract will be rebid in FY 2015 and the result may impact future assessment rates.

## EXPENDITURES

All municipal services and associated expenditures are prioritized within the Wellington's Service Business Hierarchy for two primary levels of service: Core (no-choice and choice basic governmental services), and More (services which enhance residents' quality of life). As revenue estimates are developed, the level of service is established based on available funding. Available revenues first fund the municipal core businesses that are mandated or essential in nature, potentially omitting services for enhancement of quality of life for residents. The FY 2014 budget continues to fund all core and quality of life services with added levels of service in Public Safety, Public Works, Parks & Recreation and Community Services.

Below are shown a comparison of Wellington's total expenditures to last year; budgets by department are shown in the Department Plans section.

### WHERE THE MONEY GOES - ALL FUNDS COMPARED TO PRIOR YEAR



Note: Excludes all interfund transfers and increases/decreases to reserves

### GOVERNMENTAL EXPENDITURES

- Total Governmental funds budget is \$48.5 million, up \$4.9 million or 11%
  - Personal Services expenditures total \$21.2 million
  - Operating, asset and debt service expenditures total \$24.0 million

## EXPENDITURES

- Governmental capital expenditures total \$3.3 million excluding asset purchases, with use of \$853,000 in capital reserve funds
- Not included above is \$4.4 million in governmental transfers, down \$478,000 from FY 2012
- Governmental reserves are projected to remain at 30% of the operating budget

### HOW GOVERNMENTAL EXPENDITURES CHANGED

	General Fund	Building	Acme Improvement District	Gas Tax Maintenance	Capital Funds	Debt Service	Total Governmental Funds
<b>2013 Budget</b>	<b>\$28,820,561</b>	<b>\$3,647,736</b>	<b>\$3,415,320</b>	<b>\$1,655,264</b>	<b>\$4,873,000</b>	<b>\$1,213,782</b>	<b>\$43,625,663</b>
Personal Services	3,423,145	(1,318,027)	137,026	42,266			2,284,410
Operating	2,618,573	(210,935)	84,800	(4,000)			2,488,438
Capital	691,031	152,000	189,277	651,500	(1,544,332)		139,476
Debt Service						(5,062)	(5,062)
<b>Net Change in Expenditures</b>	<b>6,732,749</b>	<b>(1,376,962)</b>	<b>411,103</b>	<b>689,766</b>	<b>(1,544,332)</b>	<b>(5,062)</b>	<b>4,907,262</b>
<b>2014 Expenditures</b>	<b>\$35,553,310</b>	<b>\$2,270,774</b>	<b>\$3,826,423</b>	<b>\$2,345,030</b>	<b>\$3,328,668</b>	<b>\$1,208,720</b>	<b>\$48,532,925</b>

The preceding table shows total Governmental expenditure changes by expenditure type:

- Personal Services: Up \$2.3 million for added positions and increases in medical insurance and retirement benefits
- Operating: Increases \$2.5 million for Public Safety, Landscape & Roadway Maintenance, Neighborhood Revitalization, Park Programs & Events, and Building permit functions
- Capital: Additional vehicle and equipment replacement costs offset by reduced governmental capital project budget
- Debt Service: A slight reduction as principal balances decrease
- Planning and Zoning and Code Compliance moved to the General Fund for FY 2014. Building Permitting and Inspections remain in the Building Fund

### TOTAL EXPENDITURES – GOVERNMENTAL

	Actual 2010	Actual 2011	Actual 2012	Adopted 2013	Adopted 2014	Percent of Total Expenditures 2014
General Government	\$7,618,983	\$7,954,670	\$8,262,499	\$9,226,234	\$10,374,864	21.4%
Economic Environment	1,458,741	1,632,401	1,317,512	614,240	1,950,876	4.0%
Public Safety	7,386,470	7,461,621	7,812,972	7,731,131	8,292,606	17.1%
Physical Environment	12,172,833	12,919,949	12,762,389	13,604,093	14,648,716	30.2%
Transportation	1,399,144	1,511,575	1,529,301	1,655,264	1,667,270	3.4%
Culture and Recreation	2,872,983	3,041,699	3,137,982	3,439,769	3,605,008	7.4%
Capital Outlay	31,637,022	15,386,283	7,620,150	5,129,510	5,268,986	10.9%
Non Departmental & Other	854,111	191,335	433,551	1,011,640	1,515,879	3.1%
Debt Service	2,149,483	2,150,102	5,479,153	1,213,782	1,208,720	2.5%
<b>Total</b>	<b>\$67,549,770</b>	<b>\$52,249,635</b>	<b>\$48,355,509</b>	<b>\$43,625,663</b>	<b>\$48,532,925</b>	<b>100.0%</b>

# EXPENDITURES

## GOVERNMENTAL EXPENDITURE GROUPS

Expenditures for governmental activities are reported using standardized accounting groups for consistency in budgetary and financial reports. The functions and cost centers that fall within these groupings are described next.

### GENERAL GOVERNMENT

Expenditures on services provided by legislative and administrative branches of the local government for the benefit of residents and the governmental entity as a whole. The following departments and divisions are included in the total General Government expenditures:

- ▶ Village Council
- ▶ Legal
- ▶ Village Manager
- ▶ Audit & Compliance
- ▶ Village Clerk
- ▶ Financial Services
- ▶ General Customer Service
- ▶ Risk Management
- ▶ Communications
- ▶ Information Technology
- ▶ Human Resources

General Governmental expenditures are up \$1.1 million from last year school grants, litigation expense, communications/technology, and personnel costs.

### ECONOMIC ENVIRONMENT

Expenditures on services which develop and improve the economic condition of the community and its residents. The following departments and divisions are included in the total Economic Environment expenditures:

- ▶ Community Services
- ▶ Community Development Block Grant
- ▶ Economic & Strategic Planning

Economic Environment expenditures are increasing \$1.3 million for neighborhood revitalization and planning, and economic development programs.

### PUBLIC SAFETY

The Public Safety category of expenditures provides for the security of persons and property and includes:

- ▶ Law Enforcement
- ▶ Emergency Management

Wellington contracts with the Palm Beach County Sheriff's Office (PBSO) for law enforcement services provided to its residents. The Sheriff's Office administers its service with four platoons; currently, The Sheriff's contract for the period October 1, 2013 through September 30, 2014 is \$8.14 million, up \$556,000 from FY 2013 for a 2% contract increase and the addition of 3 deputies. The PBSO agreement funds 131 contracted positions including crossing guards, and one position is PBSO-funded.

## EXPENDITURES

In addition to these direct costs, certain indirect costs (operating costs for alarms, communication systems, and equipment) are included in the contract. The substation, located on Greenbriar Boulevard, and related costs are separate from the contract and funded by Wellington. 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 county-wide ad valorem taxes.

### PHYSICAL ENVIRONMENT

Physical Environment includes services provided for the purpose of achieving a satisfactory living environment through the control and use of environmental elements. It includes expenditures for the following departments and divisions:

- ▶ Public Works Administration
- ▶ Aquatics & Sports Facilities
- ▶ Building Maintenance
- ▶ Fleet & Equipment Maintenance
- ▶ Landscape Maintenance
- ▶ Nuisance Abatement
- ▶ Environmental Services
- ▶ Neighborhood Parks & Trails
- ▶ Preserve Maintenance
- ▶ Surface Water Management
- ▶ Construction & Engineering Services
- ▶ Planning & Development Services (Planning, Zoning, Building & Code Compliance)

Physical Environment expenditures are up \$1.0 million for additional landscape and facility maintenance.

### TRANSPORTATION

These costs are for the provision of services for the safe and adequate flow of vehicles, travelers and pedestrians. The Roads division maintains 145 centerline miles of paved and about 30 centerline miles of unpaved roadways. In addition, Wellington maintains 214 miles of bike and pedestrian paths and over 100 miles of bridle paths. The annual estimate for roadway maintenance presented herein is derived from 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, street sign maintenance and sidewalk repairs.

Transportation maintenance expenses are budgeted \$12,000 higher in FY 2013.

### CULTURE & RECREATION

The expenditures for providing cultural and recreational facilities and activities are budgeted in the Parks & Recreation Department with the following divisions:

- ▶ Parks Administration
- ▶ Aquatics
- ▶ Athletic Programs
- ▶ Community Programs
- ▶ Cultural & Leisure Facilities
- ▶ Park Rangers
- ▶ Senior Advocacy & Programming
- ▶ Tennis

Wellington maintains and operates 27 Village, Community and Neighborhood Parks as well as the Community Center, Aquatics Facility and Amphitheater at Town Center and is responsible for another 13 square miles of recreational or open space reserves.

## EXPENDITURES

Culture & Recreation expenditures are expected to be \$165,000 more than the prior year for added or enhanced community and special events.

### NON-DEPARTMENTAL EXPENDITURES

Not all accounts and funds are included in department budgets. There are several expenditure captions within the budget that are designated as non-departmental because they support all functions or have goals and objectives outside a division-specific purpose. The FY 2014 budget includes \$1.5 million in non-departmental costs for all funds, including utilities for public facilities, office equipment contracts, some employee benefits and Inspector General costs.

### ENTERPRISE EXPENDITURES

The enterprise funds account for the provision of public services on a user charge basis. Wellington reports water and wastewater utilities and solid waste collection and recycling in its enterprise funds. The FY 2014 enterprise budget highlights are:

- Total Enterprise funds budget is \$19.3 million, up \$27,000
  - Personal Services expenditures total \$4.7 million
  - Operating, asset and debt service expenditures total \$10.4 million
  - Enterprise funds capital expenditures excluding assets total \$4.2 million
  - Not included in above is \$2.2 million in transfers, up \$108,000 from FY 2013

The following highlights the 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 expenditures although both of these items are balance sheet items in the Wellington's Comprehensive Annual Financial Report, as required by GAAP.

### HOW ENTERPRISE EXPENDITURES CHANGED

	Water & Wastewater Utility System	Solid Waste Collection & Recycling	Total Enterprise Funds
<b>Net 2013 Expenditure Budget</b>	<b>\$15,813,174</b>	<b>\$3,475,158</b>	<b>\$19,288,332</b>
Personal Services	411,931	3,947	<b>415,878</b>
Operating	289,070	(24,200)	<b>264,870</b>
Capital	719,465		<b>719,465</b>
Debt	(1,373,500)		<b>(1,373,500)</b>
<b>Net Change in Expenditures</b>	<b>46,966</b>	<b>(20,253)</b>	<b>26,713</b>
<b>Total Expenditures 2014</b>	<b>\$15,860,140</b>	<b>\$3,454,905</b>	<b>\$19,315,045</b>

- Personal Services: \$416,000 (10%) more than the prior year for added positions, a budgeted wage increase and related benefit expenses
- Operating: increase \$265,000 for sludge hauling and treatment chemical costs

## EXPENDITURES

- Capital: more equipment replacements are scheduled and Reuse Expansion capital project budgeted
- Debt Service: down \$1.4 million for debt payoff

### TOTAL EXPENDITURES ENTERPRISE FUNDS

	Actual 2010	Actual 2011	Actual 2012	Adopted 2013	Adopted 2014	Percent of Total Expenditures 2014
Water Services	\$3,216,172	\$3,242,643	\$3,169,020	\$3,507,269	\$3,458,797	17.9%
Wastewater Services	1,856,039	2,006,801	2,509,491	2,683,451	2,913,058	15.1%
Laboratory	103,893	101,037	104,024	108,681	114,476	0.6%
Water Distribution	589,517	718,490	860,964	914,237	1,011,840	5.2%
Customer Service	659,871	748,489	525,835	762,856	974,400	5.0%
General and Administrative	753,979	856,059	750,409	772,980	977,904	5.1%
Solid Waste	3,124,988	3,173,820	3,284,156	3,475,158	3,454,905	17.9%
Debt Service	2,752,474	2,739,551	2,876,713	2,899,500	1,526,000	7.9%
Capital Outlay	11,733,812	14,325,052	3,928,565	4,164,200	4,883,665	25.3%
<b>Total</b>	<b>\$24,454,064</b>	<b>\$27,911,942</b>	<b>\$18,009,177</b>	<b>\$19,288,332</b>	<b>\$19,315,045</b>	<b>100.0%</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. An annual rate study update is prepared to determine if revenues derived from user charges and connection fees are adequate to cover the operating and capital costs, including debt service.

The utility system budget is virtually unchanged from the prior year. The debt service savings for bond retirement in FY 2014 offsets the increased investment in personnel and capital expansion projects.

#### SOLID WASTE COLLECTION AND RECYCLING SERVICES

Wellington solid waste collection and recycling services are provided through a contract with Waste Management, Inc. Annual contract increases are limited to a percentage of the local area CPI on July 1 each year. The contract cost for FY 2014 will increase by 1.3% to approximately \$3.1 million annually, requiring no change in the solid waste collection assessment rates.

#### CAPITAL OUTLAY

The adopted FY 2014 budget includes \$10.2 million in budgeted capital outlay for capital projects, vehicle and equipment replacements. Budgeted capital projects include improvement projects, and maintenance and replacement programs.

All projects budgeted through FY 2014 and for the following four years were evaluated by Council and staff with the goal of funding only the highest priority projects. Projects were confirmed, deferred or eliminated to make funds available for future programs or debt service reduction.

# EXPENDITURES

## MULTI-YEAR CAPITAL MAINTENANCE PROGRAMS

The 2014 budget represents a continuation of prior years' philosophy of systematic and strategic actions to achieve both long and short-term goals. Wellington has continued systematic multi-year maintenance programs in the following areas to reduce long-term maintenance costs:

- Five-year replacing and repairing shell rock of roadways
- Eight-year lift station rehabilitation
- Fifteen-year repaving of roadways
- Stormwater structure and storm drain maintenance
- Aggressive canal re-sloping and re-dredging
- Continuing repairing and repaving of pathways and sidewalks
- Neighborhood Parks restoration
- Community appearance (hedges, walls and fence restoration programs)
- Neighborhood revitalization and improvements
- Fire hydrants and pipeline valves maintenance
- Water & wastewater systems rehabilitation

## FY 2014 CAPITAL PROJECTS, PROGRAMS & ASSET BUDGET

<b>Governmental Maintenance &amp; Replacement</b>	<b>Budget</b>	<b>Major Improvement Projects</b>	<b>Budget</b>
Community Dev Block Grant Projects	\$164,668	Equestrian Master Plan & Trails	\$400,000
General Facility Maintenance	203,000	Flying Cow Pathway	880,000
Parks Capital Maintenance	450,000	Southshore Phase III Drainage	400,000
Pedestrian Paths & Roadway Overlay	450,000	<b>Total Major Improvements</b>	<b>\$1,680,000</b>
Safe Neighborhoods	125,000		
Shellrock Program	156,000	<b>Capital Maintenance Programs</b>	
Swale Maintenance Program	100,000	Comprehensive Sidewalk Repair Program	\$150,000
<b>Enterprise Maintenance &amp; Replacement</b>		Bridge Repair & Maintenance Program	50,000
Sewer Collection R & R	300,000	<b>Total Capital Maintenance Programs</b>	<b>\$200,000</b>
Reuse Water Distribution Expansion	1,181,000		
Lift Station Upgrades and Rehab	700,000	<b>New &amp; Replacement Assets</b>	
Water Distribution & Transmission R & R	1,494,000	Governmental Vehicles & Equipment	\$1,740,318
Wastewater Facility R & R	112,000	Enterprise Vehicles & Equipment	702,665
Water Plant Renewal & Replacement	144,000	<b>Total New &amp; Replacement Assets</b>	<b>\$2,442,983</b>
Water Supply R & R	100,000		
Wastewater System R & R Sinking Fund	150,000	<b>Total FY 2014 Capital Outlay</b>	<b>\$10,152,651</b>
<b>Total Maintenance &amp; Replacement</b>	<b>\$5,829,668</b>		

## CAPITAL OPERATING IMPACT

The operating budget assumes the cost of maintaining and operating new facilities that are built under the capital budget. The operating budget impact estimates for capital projects are important for future planning and are included in budget projections used in the annual budget process. These costs are added in the annual operating budget in the year the construction of the asset is complete and the asset is operational. With some assets, though, like park expansions, these costs are phased in as the individual facilities or segments of the

## EXPENDITURES

project come on-line. Facilities added in recent years which require additional resources in the operating budget include:

- Town Center amenities – Scott's Place, amphitheater and parking
- Entrance Signs – Big Blue Trace, Lynton, Wiltshire Village
- Landscape Additions – Forest Hill Boulevard, Southshore Boulevard and Stribling Way
- Boys & Girls Club

Please see the Capital Improvement Plan section for more detail on capital projects and operating budget impacts.

### DEBT SERVICE

The FY 2014 budget includes debt service of \$2.7 million on outstanding governmental and enterprise borrowings, a decrease of \$1.4 million as compared to FY 2013 resulting from the payoff of Utilities bonds.

Please see the Appendices section for more detail on outstanding debt and scheduled debt service and debt payoff.

## FUND BALANCE & RESERVES

Fund balance is the difference between assets and liabilities reported in a governmental fund at the end of the fiscal year. Governments seek to maintain adequate levels to mitigate current and future risks, to ensure stable tax rates and for long-term financial planning. Credit rating agencies carefully monitor levels of reserved 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 citizen's groups can consider high levels excessive.

Over past years, Wellington has been able to generate healthy reserves through growth management, strategic planning, and cost containment. Wellington's goal is to use surplus reserves in ways that positively affect its financial plan while avoiding property tax increases.

Wellington decided to use some of its reserves as follows:

- To fund capital projects on a pay-as-you-go basis
- To maintain operations at high levels in difficult economic times
- To fund a millage rate stabilization account to offset the need for future rate increases
- To supply funds for renewal and replacement of capital projects and equipment
- To reserve up to \$3 million for possible future storm event expenditures
- To fully fund Other Post Employment Benefits (OPEB; reference GASB 45)
- To reduce/pay off debt for future debt service savings

## FUND BALANCE & RESERVES

Notable changes in the FY 2014 fund balance are projected in the following funds:

- PZ & B Operations: Revenues and expenditures for Planning, Zoning and Code Compliance Operations will be accounted for in the General Fund for FY 2014 and the future. The estimated unassigned, unrestricted fund balance for these operations will be reassigned to General Fund and Gas Tax Maintenance.
- Gas Tax Operations: Appropriation of \$1.8 million to fund current operations
- Recreation Funds: \$853,000 use of capital reserves to improve parks and provide sufficient funding of debt service
- Road Impact Fund: Addition to fund balance of \$270,000 for future projects and debt service funding

### GOVERNMENTAL OPERATING & DEBT SERVICE FUNDS

	General Fund	Special Revenue Funds			Debt Service Fund	Total Governmental Funds
		Building	Acme Imp District	Gas Tax Maintenance		
<b>Projected Equity at 9/30/13</b>	\$26,684,866	8,207,841	2,936,881	959,642	75,126	\$38,864,356
<b>Reassignment of Planning &amp; Zoning Fund Balance</b>	\$3,629,627	(4,814,627)		1,185,000		\$0
<b>2013/2014 Budget:</b>						
Revenues	35,054,492	2,760,000	5,296,140	1,010,000	1,208,720	\$45,329,352
Expenditures	(36,352,077)	(2,952,674)	(5,139,923)	(2,773,230)	(1,208,720)	(\$48,426,624)
<b>Estimated Equity at 9/30/2014</b>	<b>\$29,016,908</b>	<b>\$3,200,540</b>	<b>\$3,093,098</b>	<b>\$381,412</b>	<b>\$75,126</b>	<b>\$35,767,084</b>
<b>Less: Reserved Balances</b>						
Nonspendable, Restricted:		(3,200,540)				(\$3,200,540)
Encumbrances/Contractual Commitments	(672,035)					(\$672,035)
Prepays and Other Assets	(321,678)					(\$321,678)
Commitments						
Subsequent Year Operating Expenditures	(643,000)					(\$643,000)
Rate Stabilization, Emergency & Insurance Reserves	(5,280,000)					(\$5,280,000)
Designated for Capital	(10,200,000)					(\$10,200,000)
Assigned for Grants & Expenditures			(1,903,000)			(\$1,903,000)
Debt Service					(75,126)	(\$75,126)
<b>Estimated Available at 9/30/14</b>	<b>\$11,900,195</b>	<b>\$0</b>	<b>\$1,190,098</b>	<b>\$381,412</b>	<b>\$0</b>	<b>\$13,471,705</b>

### FUND BALANCE – GOVERNMENTAL CAPITAL FUNDS

	Capital Project Funds				Total Governmental Capital Funds
	Recreation Impact Fees	Gas Tax Road Capital	Road Impact Fees	Governmental Capital	
<b>Projected Equity at 9/30/13</b>	871,116	451,860	705,693	1,038,984	3,067,653
<b>2013/2014 Budget:</b>					
Revenues	563,000	1,545,000	355,000	1,442,668	3,905,668
Expenditures (Incl Carryforward Balances)	(1,416,413)	(1,542,689)	(84,852)	(1,442,668)	(4,486,622)
<b>Estimated Equity at 9/30/2014</b>	<b>\$17,703</b>	<b>\$454,171</b>	<b>\$975,841</b>	<b>\$1,038,984</b>	<b>\$2,486,699</b>
<b>Less: Reserved Balances</b>					
Investment in Capital, net of related Restricted for Capital Expenditures	(17,703)	(454,171)	(975,841)	(1,038,984)	(2,486,699)
<b>Estimated Available at 9/30/14</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## FUND BALANCE & RESERVES

Wellington defines the Reserved Balances in accordance with GASB 54 as follows:

**Restricted Reserves:** These reserves are not available for spending and are legally restricted by outside parties for a specific purpose. These may be contractual obligations, prepaid expenses, debt reserve requirements or statutory restrictions.

**Committed Reserves:** Amounts that can only be used for specific purposes pursuant to constraints imposed by formal Council action. These may include an authorization to use certain revenues for a specific purpose.

**Assigned Reserves:** Amounts intended to be used for specific purpose. These reserves may be released by either Council action or by results of operations.

The remaining amounts are considered undesignated, and may be used for expenditures as appropriated by Council.

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### GOVERNMENTAL RESERVES

Reserves are maintained for general governmental funds and special revenue funds. The target for unrestricted reserves is established between 25% and 30%. Wellington's goal is to use any excess reserves to fund capital projects, community reinvestment and preclude the need for additional debt or increases in the tax rate.

Wellington has set aside over \$2 million in Rate Stabilization reserves to be allocated where a tax rate increase may otherwise be needed; \$600,000 of this reserve is allocated in the FY 2014 budget. Another designated reserve of \$3 million was created for emergency events expenses, with \$610,000 allocated in late FY 2012 for Tropical Storm Isaac recovery expenses leaving a balance of approximately \$2.4 million.

Any remaining undesignated reserves for FY 2013 that exceed 30% of operating expenditures by the end of the fiscal year are expected to be appropriated for Rate Stabilization replenishment and capital improvements in FY 2014.

As Wellington moves into the future, it will always be challenged to balance the need for 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 allows Wellington to establish a sound fiscal foundation, to provide financial flexibility for future operations, and to maintain operations should some catastrophic event occur which could interrupt the normal flow of revenues.

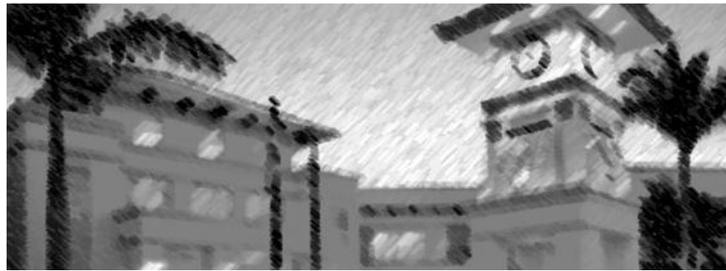
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### ENTERPRISE RESERVES

Enterprise funds may retain a renewal, replacement and improvement account to fund capital improvement needs. Capacity fees are retained to fund facility expansion projects. Balances in the renewal and replacement accounts are retained for current and future maintenance programs; the FY 2014 budget projects an increase in utility capital reserves of \$1.4 million. No use of capacity fees for new projects is scheduled in the new fiscal year.



WELLINGTON 

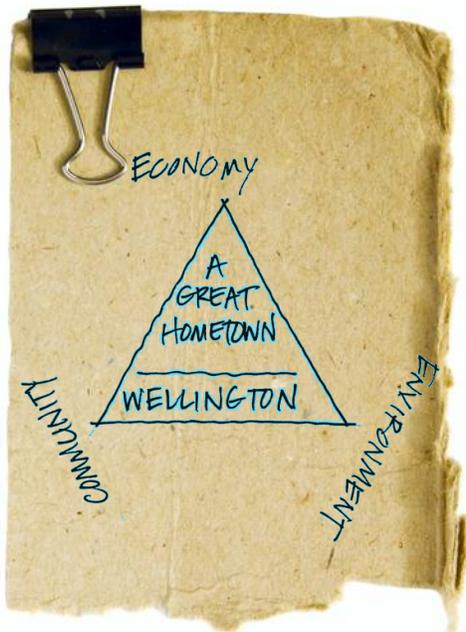


# STRATEGIC PLANNING

Wellington has a strong legacy of strategic planning. Since incorporation in 1996, Village leaders have focused on short and long-term strategies to identify the community priorities and the actions needed to achieve them. Wellington's first Strategic Plan was developed in 1996 and became known as the "Vision 2016" plan. It was created through multiple planning sessions with Village Council and residents. Vision 2016 provided the foundation for Wellington's first comprehensive plan adopted by the Village in 1999. Vision 2016 ensured "a community with a unique hometown family atmosphere with an attractive natural environment and recreational, cultural and educational activities with facilities for all ages."

The Comprehensive Plan adopted in January 1999, in compliance with the Florida Statutes Chapter 163, is designed to guide future growth and development based upon an overall vision for the community. The Comprehensive Plan consists of 11 chapters or "elements":

**Land Use • Transportation • Housing  
Infrastructure • Conservation • Recreation & Open Space  
Intergovernmental Coordination  
Capital Improvements • Public School Facilities  
Education • Equestrian**



Throughout the last 16 years, Wellington updated its Strategic Plan and the fundamentals of the plan have evolved, but the community vision has remained virtually the same. The Strategic Plan is the guide for the annual budget and Wellington's projects, programs, and initiatives. In 2008, the economic strength of the nation and the region changed and new challenges were emerging. Wellington responded proactively to the trends and developed strategies to address the potential impacts. The results were the Economic Development Initiatives and the "8 Concepts for the Future" were established. These concepts evolved into the FY 2012 Strategic Plan within the three principles of sustainability – community, economy, and environment.

# STRATEGIC PLANNING

Each budget cycle provides the opportunity to align the current economic and community needs with the dollars available. The FY 2014 budget was themed “Bringing it All Together,” the objective was to align the time, people and dollars needed to support the Strategic Fundamentals.



## 5 – Fundamentals:

- A. **Neighborhood Renaissance** - creating and encouraging renewal, prosperity and stabilization of property values and keeping residents engaged.
- B. **Economic Development** – promoting business education, and enhancing the standard of living.
- C. **Protecting our Investment** – focusing on maintaining and improving long-term resources, while enhancing safety and addressing emergency needs.
- D. **Responsive Government** – ensuring local government is responsive to the public and pursuing policies that are accountable to the stakeholders.
- E. **Respecting the Environment** - developing processes which aim to provide affordable, clean, energy-saving alternatives for today's residences and businesses; continually looking for ways to reduce the environmental impact of operations to have a minimal environmental impact and by seeking continuous improvement in our environmental management efforts, all with the goal of reducing Wellington's ecological footprint and environmental impact.

## 4 – Questions that test the soundness of any project, plan or initiative;

- A. Does it foster a family environment?
- B. Does it promote safe neighborhoods?
- C. Does it enhance the value of our community?
- D. Is it the right thing to do?

## 3 – Groups We Serve: Residents, Elected Officials and Employees

## 2 – Funding Objectives: Core Business (No Choice and Choice Businesses) and More (Quality of Life and Community Add-Ons)

## 1 – Mission: A Great Hometown! – Providing the services that residents want need and are willing to pay for

# BUDGET PROCESS

The Budget is the annual financial and operational plan resulting from the Strategic Plan. The creation of the Budget involves an analysis of service business priorities, policy review and the creation of business plans for all of Wellington's departments.

Beginning with the Strategic Plan, initiatives are identified that provide the basis for departmental business plans which are rolled into the Budget and into the Capital Improvement Plan (CIP). Action plans are created to achieve the objectives derived from business plans and initiatives. Action plans provide specific steps toward achieving the five fundamentals. Throughout the planning process, performance measurement, economic indicators, and environmental conditions are analyzed and reported so that planning and budget adjustments can be made. Budget Process

The budget process incorporates the development, implementation and evaluation of a plan for the provision of services and capital assets. The budget serves as a management and control tool by measuring actual performance against budget standards, focus attention on future operations and plans and improve communication of goals, objectives and plans. The more specific budget goals and objectives are to:

- Provide a high level of 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 providing the maximum level of service allowable in light of property tax reform limits
- Use technology and organizational realignment to increase and support the fulfillment of the strategic plan for the Wellington, which complements the comprehensive plan
- Evaluate and advise Council on initiatives which support economic development and maintenance needs to benefit the community.

## BUDGET CALENDAR

Milestone	Date
Develop budget process and identify issues	Jan 1 - 8
CIP Development	Feb 11-14
Department Business Plans & budget requests due	Feb 8
Department TPP replacements due	Feb 15
Draft budget and departmental presentations to Senior Staff	Feb 19-22
Working draft budget to Village Manager	March 4
Budget Workshop - TRIM & CDBG	Jul 8
Council Meeting - Preliminary TRIM approval	Jul 9
Budget Workshop	Jul 29
CIP Workshop	Aug 12
Community Forums 3:00 pm and 6:00 pm	Aug 21
Non Ad Valorem Budget Adoption	Aug 27
First public hearing on Proposed Budget	Sept 10
Second public hearing & Final Adoption	Sept 24

## BUDGET PROCESS

Wellington's budget process adheres to a timetable that complies with state Truth in Millage requirements as well as internal requirements for sound planning and fiscal responsibility. The budget process begins with setting a calendar of tasks for the coming months that meets all requirements and is approved by the Village Council. The Wellington budget calendar for the fiscal year 2014 budget preparation is shown above.

Each year, an annual budget is developed that assigns available resources to the annual plans that carry out the priorities and goals of the Council and Manager. These resource decisions address the desired quality of service, staffing levels, technology needs, equipment, capital improvements, and programs considered to be priorities by Council. Wellington's fiscal year starts on October 1 and runs through September 30.



The service priorities and objectives for each fiscal year are evaluated and the long-term financial plan is monitored and updated in order to set direction for the development of the budget that is properly aligned with the broad goals and strategic directives. This includes an assessment of services, capital needs, issues and challenges, opportunities as well as a review of economic trends and financial forecasts.

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 the subsequent priority to the residents of Wellington. These internal analyses are necessary to determine service needs and delivery improvements, cost savings and opportunities, and required staffing levels. Additionally, departments identify possible trade-offs in an attempt to provide the "best fit" of resources between service and workload estimates.

The Office of Financial Management & Budget performs an administrative review of all departmental budget packages for consistency, reasonableness, and compliance with policies. The proposed document is compiled for presentation to the City Manager who hears department presentations, evaluates selected departments/divisions/issues/operations, performs an overall review, and makes funding level recommendations to the Council. The review also includes a broader assessment of whether the departmental proposals address the Council's goals, strategic directives, and program service needs while maintaining a city-wide perspective ensuring fiscal integrity.

Prior to July 1, the Village Manager presents a proposed budget for the fiscal year commencing October 1 to Council for consideration and further input. The budget is adopted in compliance with the Wellington Charter and the Trust in Millage (TRIM) Act, which include strict requirements and timetables for notice of budget hearings and

## BUDGET PROCESS

ensuring resident input before final action. The Florida Department of Revenue sets a schedule for governments to follow in adopting tax roll information through the county property appraiser offices. Accordingly, there are three public hearings scheduled, conducted to obtain residents' comments. 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.

## BUDGET CHALLENGE

In addition to the public hearings, Wellington also hosts an annual **Budget Challenge**. The Budget Challenge includes an online survey as well as one-on-one surveys that gauge public support for a variety proposed projects, programs and initiatives by inviting the community to answer a series of budget-related questions. The Budget Challenge is open to all members of the community including employees and business owners. For FY 2014, weekly survey results were tabulated and provided to Council between budget workshops and the second public hearing, Public safety issues consistently rated as a top priority, though many other issues were discussed through the open comment sections.



## STRATEGIC PLAN: 5 FUNDAMENTALS

Wellington's five fundamentals are the long term financial and operational goals that provide the basis for annual departmental business plans which become the Annual Budget and Capital Improvement Plan. Each fundamental has corresponding strategic initiatives, or focus areas, for projects and programs and key measures, all of which position Wellington to realize its vision.

This section shows the projects and programs in place in FY 2014 and their fit with the five fundamentals. The CIP section also provides linkage of capital projects to the strategic plan by project.

### I. PROTECTING OUR INVESTMENT

Wellington's infrastructure, which consists of its roads, drainage systems, water and sewer systems, and parks and recreation facilities, are a considerable community investment. Hundreds of millions of dollars have been invested in the community to provide for Wellington's quality of life. This investment has made Wellington the best planned community in South Florida. The quality and service delivery associated with the infrastructure has a significant effect on the quality of life of Wellington's residents as well as contribute to the value of the community. To protect our investment, Wellington prioritizes its five-year plans for capital improvements and infrastructure maintenance, develops fiscally sound policies for future capital investment, and invests in upgrades to systems to provide extra resources and future cost savings.

#### UTILITY INFRASTRUCTURE MAINTENANCE & EXPANSION PROGRAM

Approximately \$36 million in improvements is underway or scheduled over the next four years for the repair, replacement, ongoing maintenance and expansion of Wellington's potable water system and Wellington's waste water facilities. Improvements include refurbishment of existing sewage lift stations, replacement of force mains throughout Wellington, connecting raw water wells, and improving water storage and re-pump facilities. These programs are designed to improve and repair the aging water and wastewater systems to meet federal regulatory requirements and public safety levels.

#### DRAINAGE AND FLOOD CONTROL IMPROVEMENT PROGRAM

Wellington owns and maintains its vast storm water drainage system with state of the art infrastructure to ensure the community water levels are carefully controlled. Wellington's infrastructure includes its canals, pump stations, water control structures, pipes, culverts, and swales. A long-term and annual maintenance program to rehabilitate and improve the drainage system is in place. This includes upgrading pump stations and control structures to make them all "wi-fi" and improve control over water levels. Projects will continue to improve conveyance as well as assist with flood prevention. Slip-lining of deteriorated drainage pipe is being scheduled throughout various neighborhoods.



## STRATEGIC PLAN: 5 FUNDAMENTALS

Funding for a program to improve swale performances in targeted areas remains in the FY 2014 budget for \$100,000. Funding for a comprehensive 10-year Flood Mitigation program to target flood-prone roadways and improve conveyance in canals begins in FY 2014 and is projected to cost approximately \$30 million through 2024.

### ROAD AND PATHWAYS MAINTENANCE PROGRAM

Roads and Pathways Maintenance includes such things as roadway resurfacing, sidewalk and shoulder repairs, maintenance of right-of-ways, curbside concrete repair, guardrail repair or replacement, signage and street lighting. Our goal is to enable safe transportation and maintain safe public walkways throughout Wellington. Wellington maintains approximately 145 centerline miles of paved and 27 centerline miles of unpaved roads. A pavement resurfacing program exists to address all roadways in a three-year rotation period. Annual assessments are performed to determine road and pathway conditions and repair/repaving/maintenance is scheduled to comply with the Village's current policy to maintain 80% of roads at "good" or "better" conditions. Portions of the following roadways or pathways are scheduled for completion by the end of FY 2014:

**Roads:**

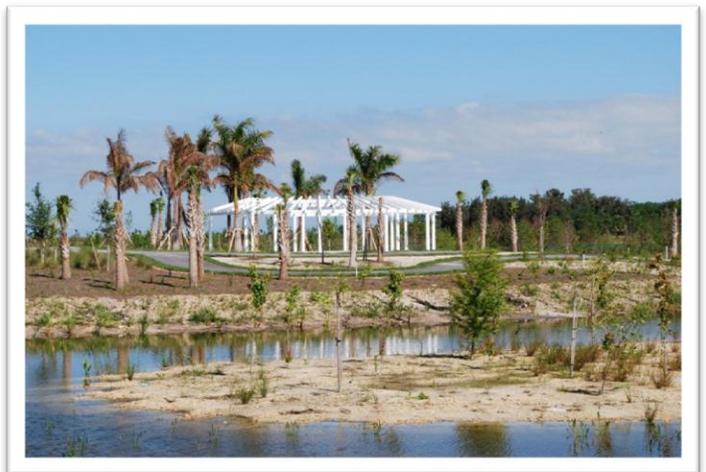
12<sup>th</sup> Fairway  
Little Ranches  
Stratford Street

**Pathways:**

Greenbriar Blvd  
Aero Club Drive  
Big Blue Trace

### PARKS & GREENSPACE

Wellington parks and greenspace are among the best in Palm Beach County. There are 894 acres with multiple and varied facilities and Wellington's level of service (LOS) is twice that recommended. Throughout the Village are trails connecting the parks facilities and equestrian areas. Wellington also has great natural parks and open spaces such as Peaceful Waters Sanctuary and the Marjory Stoneman Douglas Wildlife Preserve. Both provide a display of a variety of animals and plants native to South Florida. Wellington has implemented a long-term and annual maintenance program to benefit all parks and recreational facilities. Annual plans include ball field renovations, practice and multipurpose fields improvements, landscape enhancements, resurfacing basketball courts, passive recreation at the environmental preserve, equipment replacement, and field drainage improvements.



# STRATEGIC PLAN: 5 FUNDAMENTALS

## PUBLIC FACILITIES

Wellington takes pride in maintaining its public buildings, maximizing appearance, and working conditions. Green policies have been implemented in all maintenance programs (materials, chemicals, supplies). Facilities enhancements are continually made to provide our community with the amenities and aesthetic quality that is Wellington's standard. In the next 2 – 3 years, the following improvements are scheduled:

- Relocation & expansion of the Tennis Center
- Construction of a new Wellington Community Center
- Community Park building and field improvements



*Conceptual Rendering – Community Center*

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## II. NEIGHBORHOOD RENAISSANCE

Wellington is comprised of many different and diverse neighborhoods. Specific approaches are used to preserve and enhance each residential areas based upon its respective needs. Neighborhood plans were developed for several Wellington neighborhoods to address their specific needs focusing on improving neighborhood infrastructure, beautification, and public safety.

### SAFE NEIGHBORHOODS

The Safe Neighborhoods mission is to identify social and economic factors that contribute to neighborhood decline and to prepare a set of strategies that will (1) develop a community based movement that restores a safe family neighborhood orientation, (2) engage residents in their neighborhoods; and (3) encourage investments in appearance and the long-term maintenance of neighborhood values. The objectives of this initiative are as follows:

- Build a structure to maintain communication between Wellington, organizations, residents, and neighborhoods and create positive perceptions of neighborhoods
- Unite neighborhoods through community groups, forums, services, education, and outreach programming
- Work with Community Oriented Policing to implement an action plan and use police data to analyze trends in neighborhoods
- Support the development of infrastructure and neighborhood improvements including road closures, road paving, fencing, sidewalks and lighting
- Maintain community partnerships including the Citizens Volunteer Organization; crime watch groups; county non-profit organizations such as Paint Your Heart Out; homeowners associations; religious organizations and local chambers of commerce
- Improve neighborhood beautification through clean-up events organized by non-profit groups, residents, and organizations

## STRATEGIC PLAN: 5 FUNDAMENTALS

### NEIGHBORHOOD INFRASTRUCTURE ASSESSMENTS AND PROJECTS

To effectively measure the amount of needed private and public reinvestment, a Facilities and Infrastructure Condition Assessment (FICA) was conducted within each of the eleven identified transitional neighborhoods. Facilities that were assessed include roadways, sidewalks, lighting while also identifying hazards such as large cracks in sidewalks. This information assists Wellington in identifying areas of greatest need of reinvestment and is incorporated into Public Works schedules. The initial assessments of the target neighborhoods will also serve as a baseline in measuring Wellington's redevelopment and economic development efforts.

In addition to FICA, Wellington has completed other neighborhood infrastructure projects. The Goldenrod Road closure was completed in an effort to improve safety within the Goldenrod neighborhood and a similar project is planned in the Yarmouth neighborhood. Other infrastructure improvements were also made throughout several transitional neighborhoods to improve public safety.

### CODE COMPLIANCE AND NUISANCE ABATEMENT

The attractive appearance and unique character that Wellington is known for can only be maintained by enforcing strict property maintenance standards. These standards include architectural, landscaping and signage that directly impacts aesthetics. An increase in the amount of foreclosures in recent years has led Wellington's leaders to create a focus on maintenance of vacated properties.

The main initiatives put forth by the Council to increase the level of code compliance: maintenance and appearance of commercial and multi-family developments; community appearance including yard waste, vegetation, parking issues, and rental dwelling licensing that ensures maintenance of rental facilities. The Nuisance Abatement team partners with Code Compliance under the Safe Neighborhoods Initiative to enforce restrictions and work with residents to provide maintenance and address potential safety hazards.

### COMMUNITY DEVELOPMENT BLOCK GRANT

Wellington receives Community Development Block Grant (CDBG) funds directly from the U.S. Department of Housing and Urban Development (HUD). The annual appropriation from HUD is over \$225,000 and depends on the level of funding appropriated for the CDBG program nationally. Federal restrictions mandate CDBG funds be used to meet at least one of three primary national objectives:

- Activities benefiting low-to- moderate-income persons
- Activities which aid in the prevention or elimination of slums or blight
- Activities designed to meet community development needs having a particular urgency

One of the most efficient and least administratively burdensome use of the funds has historically been to use the funds to install or repair needed infrastructure such as sidewalks, lighting, and drainage improvements in qualifying residential areas. This will

## STRATEGIC PLAN: 5 FUNDAMENTALS

allow Wellington to utilize the funds that were originally earmarked for those improvements for similar purposes, such as bringing qualifying residential properties up to code. This will assist Wellington in leveraging the impact of the CDBG funds while assisting with overall redevelopment.

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### III. RESPONSIVE GOVERNMENT

In an effort to provide residents with a responsive government that is accountable and provide services that residents need, Wellington has implemented the following initiatives for the coming fiscal year.

#### OPEN WELLINGTON AND DOCUMENT MANAGEMENT SYSTEM

The document management system project has been expanded to include the entire Open Wellington Initiative. The program was implemented with the financial transparency reporting tool and is now in its second phase. This includes upgrade of the document management system, backlog scanning of all public records, integration of the document management system with SharePoint, GIS and SunGard and the availability of Open Wellington online.

#### EXPANDED E-SERVICES

Wellington is striving to be the most user friendly government in the United States. To this end, we are working to make as much information and as many resources as possible available electronically. We have added the Open Wellington system, the Browse Aloud website reading feature, and have made the directory of services information searchable. We are currently adding a new citizen contact center, updated and easy-to-use maps, and are transitioning all of our forms to electronic submittal forms.

#### RECREATION & COMMUNITY PROGRAMMING

Wellington is home to over 30 parks and offers an abundance of recreational opportunities for all residents. The commitment is evident in the high level of service standards set forth in the Comprehensive Plan of 10 acres of open space per 1,000 residents. In October 2009, the Parks & Recreation Department received the prestigious National Recreation and Park Association's CAPRA Accreditation for excellence in park operation and service, and will again apply for the accreditation in FY 2014. Wellington is proud to offer expanded recreational and cultural opportunities for the community each year.

#### BOYS AND GIRLS CLUB

The Boys and Girls Club of Palm Beach County provides a variety of recreation and community programming at the existing Wellington Community Park facility. In an effort to better serve the increased demand a new facility was constructed in 2013 on Village-owned property on Wellington Trace in lieu of developing on the existing property. Moving to a more central location will has the club to better serve its clients and partner with Wellington on programs at our Safe Neighborhoods Office. Wellington committed \$700,000 of its recreation impact fees, Palm Beach County provided

## STRATEGIC PLAN: 5 FUNDAMENTALS

\$600,000, and an additional \$1 million in donations was received for this building. Through the relocation, this agreement eliminates the \$50,000 annual programming contribution from Wellington to the Boys and Girls Club.

### EMERGENCY MANAGEMENT

Wellington's emergency management plan follows the Incident Command System (ICS), which is the fundamental component of the National Incident Management System. Staff completed a Comprehensive Emergency Management Plan to provide for preparation, response, recovery and continuity of service for disaster conditions resulting from a hurricane or other hazards that threaten the lives and property of Wellington residents. The plan provides for and organizes the preparatory and protective measures to be taken to minimize or prevent personal injury and property damage while continuing to provide the highest level of service to residents and employees during the recovery phases. The plan also includes a Continuity of Operations element to ensure services are restored as safely and quickly as possible.

## IV. RESPECTING THE ENVIRONMENT

By continuously investigating technological advances, studying environmental indicators, educating the public and working as a team with all concerned agencies, Wellington is taking responsibility for protecting natural resources while reducing environmental impacts.

### GREEN PROGRAMS

Staff strives to identify opportunities to improve energy efficiency and environmental sustainability through its Go Green Programs. Initiatives include participation in the Cash for Cans project, LEED certification of new buildings and maintaining a 75% green cleaning product purchase ratio.

Additionally, Wellington receives up to \$100,000 annually from the Solid Waste Authority's recycling sales sharing program to encourage recycling within the Village.



### WI-FI EXPANSION

Under the Wi-Fi Expansion project, wi-fi radios have been added to lift stations to enable facilitated communications and telemetry systems are expanded within the surface water management system. Wireless cameras in parks and at heavily used intersections are also being installed to improve public safety.

### EQUINE WASTE AND ENVIRONMENTAL PROGRAM

Wellington has modified the code of ordinances, Article V – Stormwater Quality Management, to improve the Best Management Practice (BMP) designed to further enhance flood attenuation, improve water quality and provide additional storage of surface water. The program's goal is to further reduce nutrient concentrations and

## STRATEGIC PLAN: 5 FUNDAMENTALS

other pollutants that potentially may enter the regional storm water systems. This goal is consistent with, and complimentary to, other State and Federal efforts to improve water quality in South Florida and the Florida Everglades.

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### V. ECONOMIC DEVELOPMENT

#### TOWN CENTER

At the heart of Wellington is the Town Center, a 23-acre site and prominently anchoring Wellington's "Main Street". Town Center is home to a gold LEED-certified Municipal Complex, a Patriot Memorial featuring a steel beam from the World Trade Center, Scott's Place (a barrier-free playground for children and parents of all physical abilities), Aquatics Complex, an Amphitheater which can accommodate up to 1,500 people for concerts and community events, and a Community Center (home to a variety of activities open to the general public and about to be razed and rebuilt).

#### EQUESTRIAN COMMUNITY

The equestrian community is an integral part of the economic demographic and physical infrastructure of Wellington adding to its unique lifestyle and ambience. Over the years Wellington has made a substantial investment in the special infrastructure requirements to encourage and support these interests: unique legislative protection for the industry; the Equestrian Preservation Area; an optional comprehensive plan element; an Equestrian Overlay Zoning District, a riding trail master plan and numerous water quality improvements. The economic impact of the industry is substantial.

#### WELLINGTON LIVING LAB

The Wellington Living Lab is a result of a partnership with the School of Urban and Regional Planning at Florida Atlantic University. On July 12, 2011, the Wellington Council approved a three-year partnership with Florida Atlantic University (FAU). FAU and Wellington are teaming up to focus on long-term planning and economic development strategies.

The main vehicle for the FAU / Wellington partnership is the Wellington "Living Lab". The Wellington Living Lab utilizes the concept of open-innovation and allows input of stakeholders throughout the research and planning process on the FAU Living Lab website ([www.fplln.fau.edu/wellington/](http://www.fplln.fau.edu/wellington/)).

An economic opportunities assessment is underway, with students analyzing Wellington demographics, physical resources, and economic conditions within the larger region.

#### BUSINESS-FRIENDLY INITIATIVES

A core component of Wellington's economic development initiatives is to continue to be a business-friendly community to increase its tax base and employment opportunities. The relationship with the business community starts with Wellington's government services and is reflected in customer relations. This includes all forms of communication including printed materials, internet information, and in-person. The

## STRATEGIC PLAN: 5 FUNDAMENTALS

relationship is being enhanced through additional efforts including business promotions, internet links, and collaborative efforts to recruit and retain businesses.

Wellington's business development strategy recognizes that in order to work in concert with the business community, local government must be viewed as a partner. The strategy also provides a benefit to the business community by providing a clear understanding of local government's role in business development and ensuring that the relationship is mutually advantageous.

## STRATEGIC PLAN: FUNDING OBJECTIVES

The two main funding objectives of Wellington's Strategic Plan are (1) core business and (2) quality of life. Core business is divided into "No Choice" and "Choice." Choice services are further expanded into "Quality of Life" services. A fourth tier of funding is "Community Add-ons" which are premium selected services which exceed quality of life. Projects and programs are assigned to one of four service tiers, based on its relative priority as a municipal service and its fit with the Mission and Vision.

**No Choice Core Services** – Services mandated by or affected by mandate of federal or state government

**Choice Core Services** – Core services not required by law, but are a principal municipal function

**Quality of Life Services** – Choice services which are provided to enhance the customer experience

**Community Add-ons** – Premium selected services exceeding quality of life enhancements

The assignment of the programs and projects into these tiers serves to identify the hierarchy of Wellington's services into essential core services or services which leaders make a choice to provide to improve customer experience. An essential element of the provision includes support services that are provided by many departmental divisions within Wellington. Not shown specifically in the hierarchy, but core to its operation and support of all primary businesses are:

- Legal Services
- Financial Services
- Public Records
- Human Resources
- Facilities & Equipment
- Procurement
- Information Services
- Risk Management
- Property & Real Estate Management
- Community Information & Marketing

# STRATEGIC PLAN: FUNDING OBJECTIVES

Management and staff detail the individual services provided by each division; identified as core and non-core services. This detail by division within the Service Business Hierarchy is the basis of Departmental Business Plans and allows for the prioritized allocation of personnel, equipment and operating resources for the FY 2014 budget process.

## SWOT ANALYSIS

A step in the strategic planning process is to identify the strengths, weaknesses, opportunities and threats for operations improvement. Staff members from all functions prepare SWOT responses during the planning phase of the budget process. SWOT responses are compiled and grouped into like areas to identify the most important issues to stakeholders. Department business plans are then built to leverage strengths and address weaknesses and opportunities.

## CUSTOMERS

A sound business plan identifies the entity's primary customers so that all stakeholders have knowledge of the citizens they serve and can maximize service delivery. The value of each city service to these customers helped determine its relative ranking within the Service Business Hierarchy. Wellington's Business Plan identifies the following customers by relative impact on services provided:

### PRIMARY CUSTOMERS

- Taxpayers and Ratepayers
- Annual Residents
- Seasonal Residents
- Water Customers
- Business Owners and Businesses:
  - Current
  - and Future
- Equestrian Community

### SECONDARY CUSTOMERS

- Homeowners
- Tourists and Guests
- Community & Service Organizations
- Wastewater Customers
- Developers
- Landlords and Renters

### OTHER IMPORTANT CUSTOMERS

- Youth
- Seniors
- Schools
- Sports Associations
- Other Municipalities
- Legislators



# STRATEGIC PLAN: FUNDING OBJECTIVES

## DEPARTMENT BUSINESS PLANS

Department business plans outline the functions, goals and performance expectations of the operating divisions. These plans are aligned with the Strategic Plan as part of the budget preparation, review and monitoring cycle. In the annual budget process, departments build from their core business services to determine what resources were needed to perform their specific services. Selected components of the department plans are shown in the Department Plans section of this document.

## GOALS & OUTCOMES

Wellington's vision and mission are the basis from which broad, multi-year goals and departmental action plans are established and maintained. As the goals and objectives set forth in the Comprehensive Plan were achieved, leaders recognized the need to develop a short- and long-range strategy for achieving the mission and vision.

Departments biannually review their business plans to align with the Village-wide goals. Progress toward achieving Comprehensive Plan goals and strategic goals are reported in the biannual update process. Progress toward the policy and management actions are reported in weekly status and project management reports. This progress is presented to Council and management annually.

## METRICS

The budget planning and development process involves the setting of goals and objectives for the new fiscal year while evaluating the achievement of prior years' goals and objectives. To provide an assessment method, departments and divisions established a series of measures derived from the workload inputs and outputs performed by each area. Workload Indicators are quantified and reported to determine the level of service required of each division and to provide the data to track resources used, productivity and quality of service evaluation.

Each year, Wellington's management and supervisors may realign their workload indicators and performance measures to better reflect overall city-wide key outcomes and individual department objectives. Many of the measures shown in the Organization & Departments section are indicated as new or not measured due to the newness of the measurement plan and the realignment of performance measures to shifting external conditions that lead to changes in key measurements.

Each type of measure is significant within the performance measurement system. Where outcomes are of universal concern to all stakeholders, input and output measures are important workload indicators that are monitored to determine needed resources. Monitoring of efficiency and effectiveness measures; such as cost of operations and timeliness of service delivery allows for agile adjustments to maximize resource use and service quality.

# METRICS

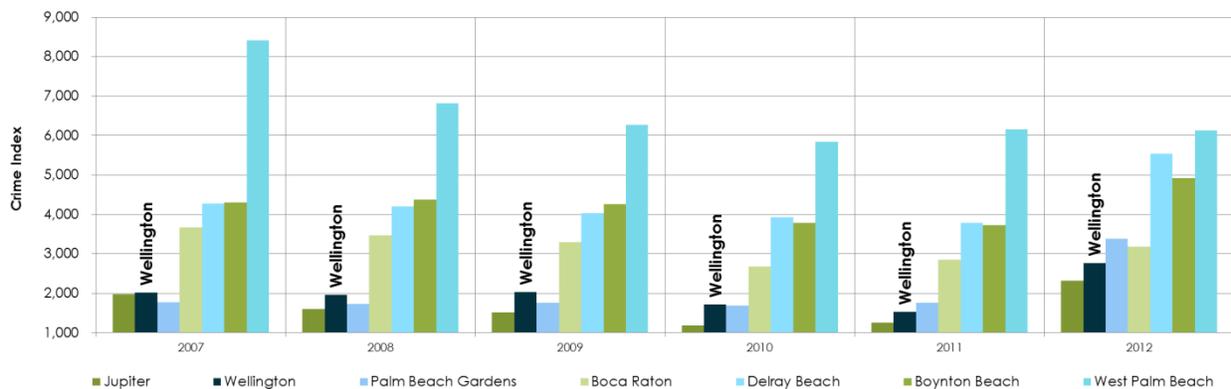
As Wellington progresses with a performance reporting system for internal and external stakeholders, a variety of indicators and measures are incorporated. This ensures the data is useful and relevant to differing users. In addition to the specific measures provided in the department summaries herein, below are two examples of key indicators used to determine our success in achieving our strategic goals.

## RESPONSIVE GOVERNMENT: CUSTOMER SERVICE



The Customer Satisfaction Index is derived from the customer satisfaction measures in several areas. Recreation, Solid Waste and Customer Service collect satisfaction data through online, written and oral customer surveys.

## NEIGHBORHOOD RENAISSANCE: PUBLIC SAFETY TOTAL INDEX CRIME – TOP 7 CITIES



Source: Uniform Crime Reports Program; Florida Department of Law Enforcement

The Total Index Crime indicator shows data provided by the Uniform Crime Reports Program of the Florida Department of Law Enforcement for Wellington and six similar

## METRICS

cities in Palm Beach County. Wellington's total annual index crimes (including violent and property crimes) are comparable to the two lowest cities in the comparison.

Key Performance Measures or indicators for tracking action plan achievement and effectiveness are shown by action plan initiative in the table below. You will find charts for these measures throughout the budget document: Economic Outlook shows indicators used in budget development and departmental measures are shown in the Department Summaries section.

### SELECTED MEASURES FY 2013-14

Initiative	Measures
<b>Protecting our Investment</b>	100% Water Quality Compliance, Pump Stations automated, Expenditures on Park Maintenance, Road Overlay Rate, Telemetry
<b>Neighborhood Renaissance</b>	Grant Awards, Foreclosure Rates, Property Values, Number of Volunteer Organization Members and Projects, Neighborhood Beautification Plan Benchmarks, and Private Investment
<b>Responsive Government</b>	Crime Rates, Number of Customer Complaints, Program Participation Rates, Time it Takes to Restore Services after a Natural Disaster, Building Permit Timing
<b>Respecting the Environment</b>	100% EPA Compliance, Reduction in electric costs, Participation in Go Green Initiatives, Outcomes of Go Green Projects
<b>Economic Development</b>	Unemployment Rates, Sales and Lease rates, Business Licenses Retained & Issued, Status of Capital Improvement Projects

## LEGISLATIVE IMPACTS

The Land Development Regulation (LDR) contains the rules that implement the land use vision included in the Comprehensive Plan. Chapter 163 of the Florida Statutes requires that a local comprehensive plan be evaluated at least every seven years in a process known as the Evaluation and Appraisal Report (EAR). The EAR process requires local governments to evaluate the effectiveness of each element, prepare revised population projections, and reassess land use, transportation, and other facility needs based on updated population projections. In addition to the assessment of each element, the EAR must address major planning issues that have occurred since the Comprehensive plan's initial adoption.

Over the past few years, Florida has enacted legislature impacting how future growth will be managed in Wellington and throughout the state, including changes to the role of the Comprehensive Plan. Key was the transference of responsibility of growth management from the state to local governments. The requirement to submit Comprehensive Plan changes to the state annually was eliminated; while local governments must still review their plans but only once every seven years and primarily to determine if changes in State requirements necessitate any changes to local Comprehensive Plans.

## LEGISLATIVE IMPACTS

Additionally, The Department of Economic Opportunity (DEO) was created in 2011 by the Florida Legislature to develop a Strategic Plan that would encompass “the promotion of business formation, expansion, recruitment, and retention . . . which lead to more and better jobs and higher wages for all geographic regions . . . realistic policies and programs to further the economic diversity of the state, its regions, and their associated industrial clusters.”

Legislation has also provided for needed two-year permit extensions received either from the Department of Environmental Protection or a water management district, such as the South Florida Water Management District or via Senate Bill 360. As it relates to Developments of Regional Impact (DRIs), legislation retained the DRI exemption in Dense Urban Land Areas, eliminated industrial, hotel/motel, and movie theaters from DRI review. It also provides for a four year extension to commencement, phasing, build-out and expiration dates and mitigation requirements upon request. Concurrency is also no longer required by the State for transportation, public schools, and park/recreation, but is left to local governments.

## ECONOMIC OUTLOOK AND IMPACT

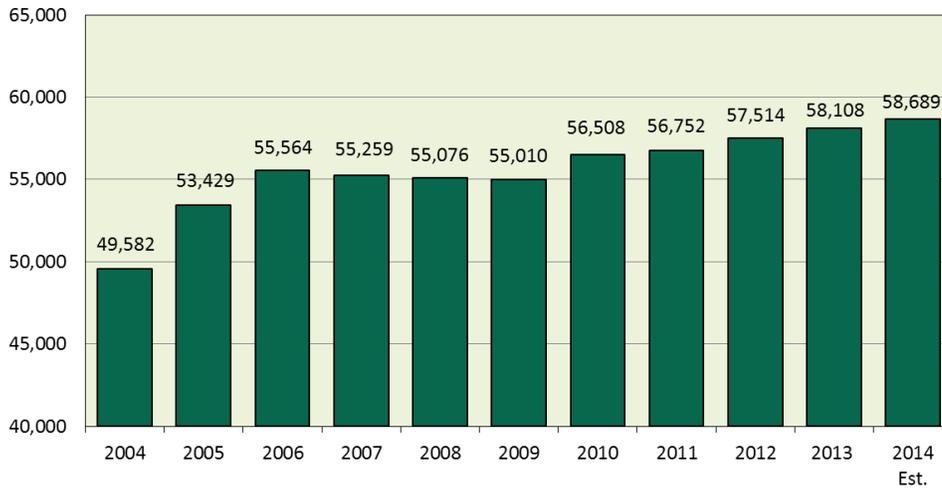
Positive signs that the national and local economies may be on a path towards economic recovery are in evidence. Wellington has experienced annual increases in average residential market values since 2009 and unemployment levels were relatively stable. New businesses have set up operations in Wellington.

Wellington continues to strategically invest in its Neighborhood Renaissance & Economic Development Initiatives to help stimulate the local economy and improve property values. To better gauge the return on its investment and the return on stimulus funds obtained as part of the American Recovery and Reinvestment Act, Wellington continues to carefully monitor the marketplace seeking information from all available resources to make responsible and timely fiscal decisions. This section looks at some of the information utilized in forecasting budget revenues and expenditures for the 2014 fiscal year and for subsequent years.

Population estimates based on the U.S. 2010 Census place Wellington's population at 58,108 in 2013, representing a 1% annual increase and a 17% increase from 2004. The local population is expected to expand at about 1% every year.

# ECONOMIC OUTLOOK AND IMPACT

## WELLINGTON 2004-2014 HISTORICAL AND PROJECTED POPULATION (TOTAL PERMANENT POPULATION)

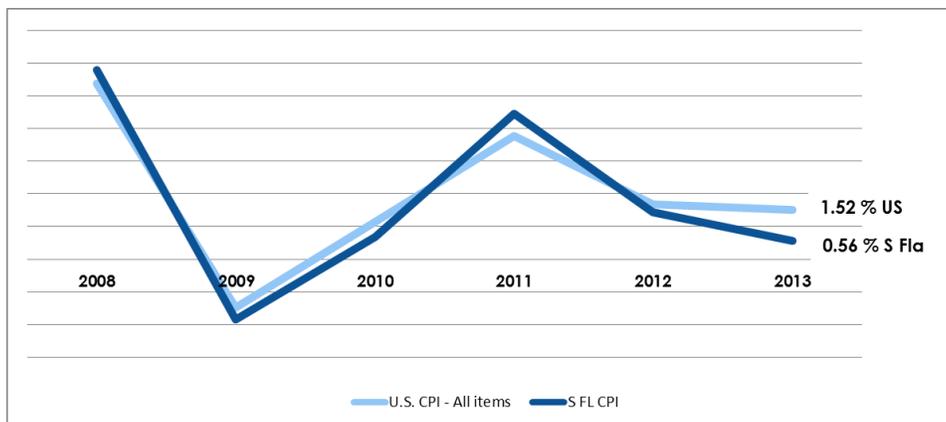


Source: Bureau of Economic & Business Research for historical population

The following charts illustrate other important economic trends that impact revenues and expenditure estimates. Also provided are some of the assumptions generated from the accumulated data impacting budget decisions for FY 2014 and into the future.

The overall CPI for South Florida has decreased since last year and currently is lower than the national average.

## CPI UNITED STATES VS. SOUTH FLORIDA

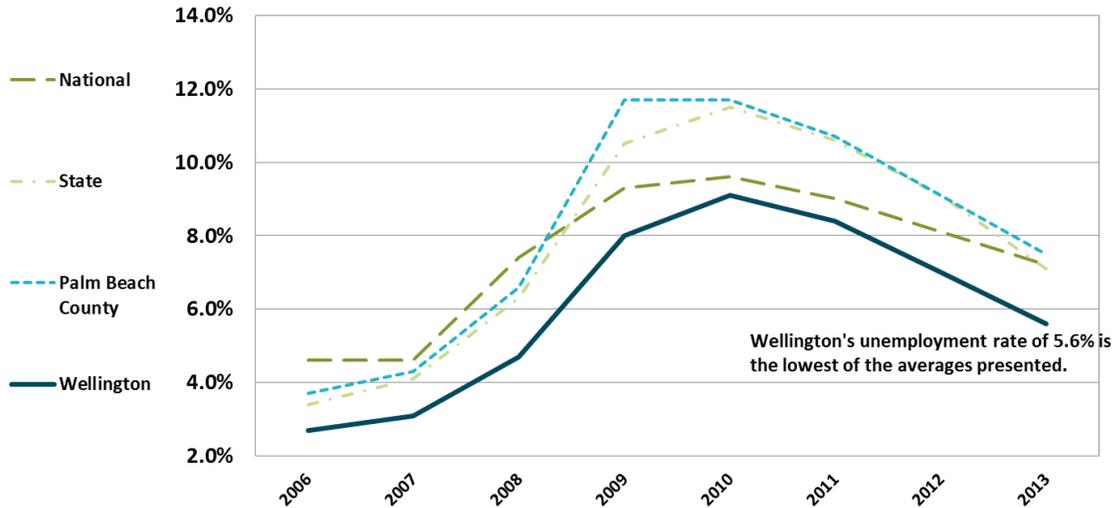


Source: Bureau of Labor Statistics

The Wellington unemployment has steadily decreased since reaching its height in the beginning of 2011 and remains lower than the national, state and county rates.

# ECONOMIC OUTLOOK AND IMPACT

## NATIONAL, STATE, AND LOCAL UNEMPLOYMENT TRENDS

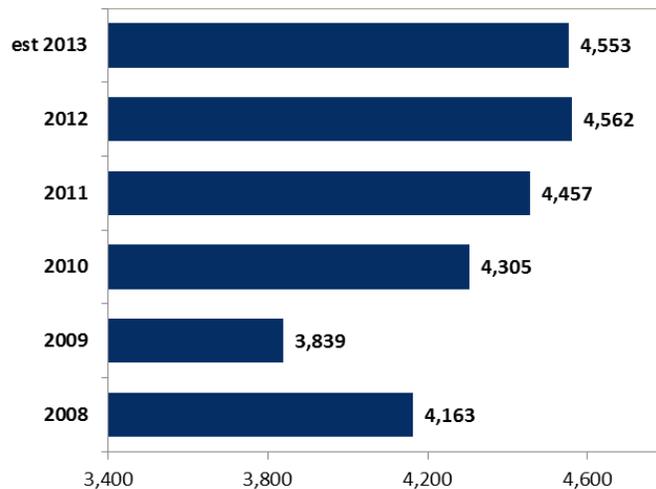


Source: Bureau of Labor Statistics

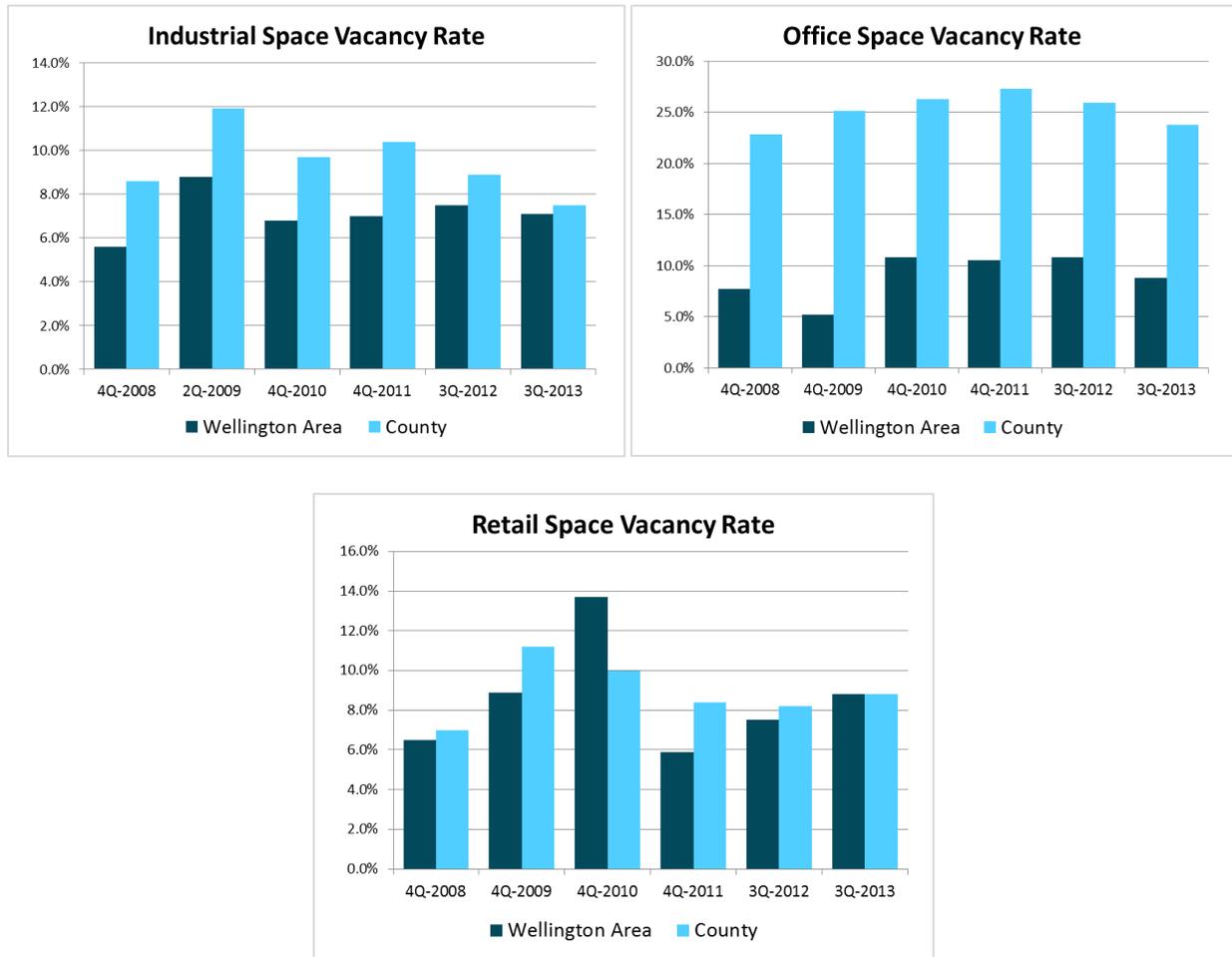
## BUSINESS ENVIRONMENT

Wellington continually seeks to attract and retain businesses, the majority of which are in the retail, professional, medical, and insurance categories. With the goal of creating family-sustaining jobs through business startups, expansions, or by relocating to Wellington is seeing positive results. The following chart shows the number of business tax receipts grew annually until 2008 and 2009 when the economy shrank. The sharp rises in 2010 and 2011 and continued steady totals through 2013 indicate recovery as well as an increased emphasis on collection.

### WELLINGTON BUSINESS LICENSES BY YEAR



## VACANCY RATES

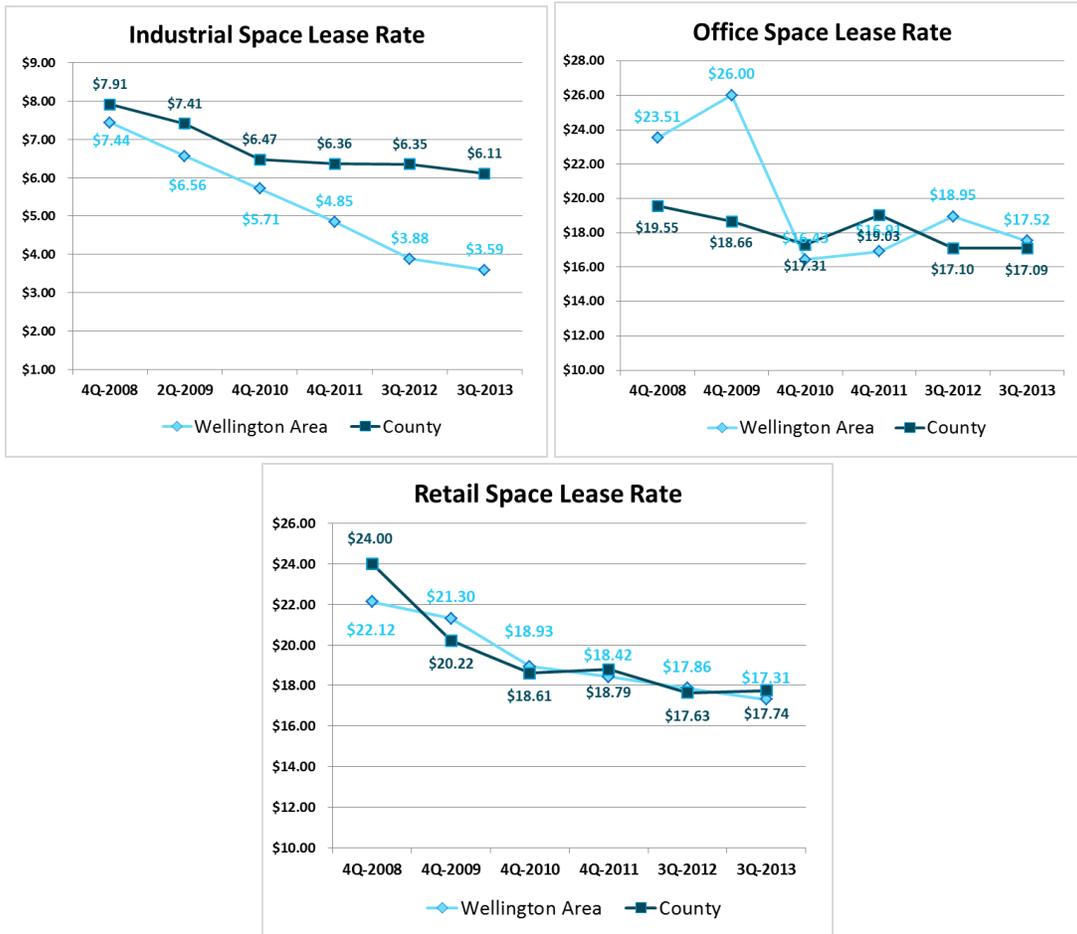


Source: CB Richard Ellis Local Market Reports

The vacancy rate of area business space is an indicator of the local business environment and the area's competitiveness as compared to other municipalities. Wellington's industrial and office vacancy rates are lower than in 2011 and lower than compared to Palm Beach County as a whole; however, vacancy rates were higher in the retail market compared to the same time last year. Industrial and space saw a drop in vacancy rates.

# BUSINESS ENVIRONMENT

## AVERAGE ASKING LEASE RATE (PER SQUARE FOOT)



Source: CB Richard Ellis Local Market Reports

Lease rates within Wellington have continued to decline, remaining competitive with Palm Beach County. Looking ahead, Wellington will continue to monitor economic development efforts utilizing all of the economic indicators to effectively measure progress.

### NEW BUSINESS DEVELOPMENT

As one of the region's strongest employment bases, job opportunities within the healthcare industry continue to grow. The site currently consists of a multitude of uses including the Wellington Regional Medical Center: a 120 bed, full service acute care community hospital. Since its inception in 1986, the hospital has added many new services and programs, including a state of the art obstetrical unit, postpartum unit, Regional Cancer Center, expanded Emergency Department and Pain Care Center. Additional office buildings have been added and more are planned. Wellington continues to work with the private sector and Palm Beach County's Economic

## BUSINESS ENVIRONMENT

Development Office to bring new businesses to Wellington, including the areas of biomedical research and education.

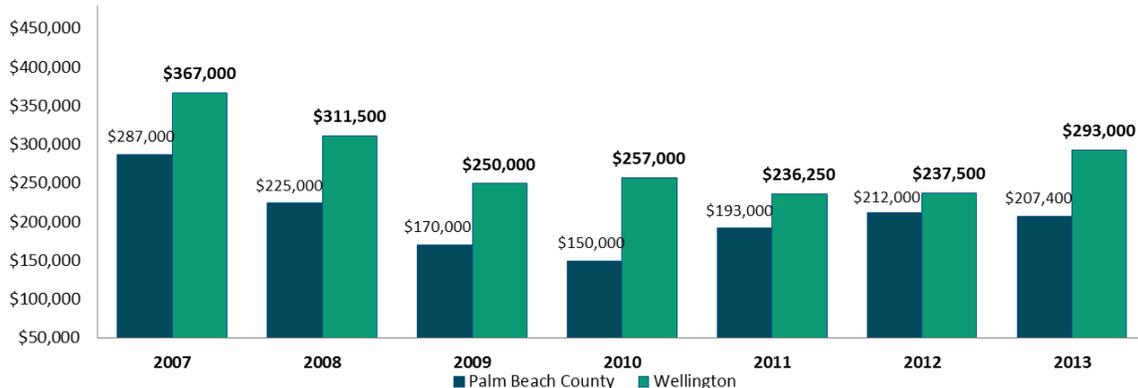
Another important business to the western communities is the equestrian industry. As part of Wellington's economic development efforts, a master plan is being created focusing on the economic impact of the industry along with a plan on how to retain, strengthen and even further expand the equestrian element. 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 County 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 the annual Winter Equestrian Festival, attracting a high level of competitive participants for dressage and show jumping.

## HOUSING TRENDS

The primary land use in Wellington is residential (55%), making housing statistics and forecasts an integral element of municipal revenue estimates and projections. Home values, occupancy rates, sales and foreclosures are evaluated to determine the impact on current levels of service and future needs.

According to the 2010 U.S. Census, there are 22,658 housing units within Wellington. Of the total, 19,659 (86.7%) are occupied year-round, 1,508 are seasonally occupied (6.7%) and 1,518 (6.7%) are considered vacant. Of the 19,659 occupied homes, 15,395 (78.3%) are owner occupied and 4,264 (21.7%) are rentals.

### MEDIAN HOME PRICES



Source: US Census Bureau American Communities Survey

# PROJECTIONS

## THREE YEAR GROWTH PROJECTION

	Actual			Projection		
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Population	56,752	57,514	58,108	58,689	59,276	59,869
Growth Rate	0.43%	1.34%	1.03%	1.00%	1.00%	1.00%
Computed Acres	25,755	25,754	25,756	25,756	25,756	25,756
Taxable value (000's)	5,382,218	5,321,077	5,399,944	5,754,190	6,011,274	6,278,605
Growth in taxable value	-10.96%	-1.14%	1.48%	6.56%	4.47%	4.45%
New Construction (000's) <sup>(1)</sup>	41,449	5,073	61,489	84,458	86,992	89,602
<b>UTILITY GROWTH ASSUMPTIONS</b>						
Number of Accounts <sup>(2)</sup>	19,785	19,929	20,053	20,655	21,274	21,912
Account Growth Rate	0.4%	0.7%	0.6%	3.0%	3.0%	3.0%
Annual Water Sales						
Gallons sold (000's)	1,840,685	1,806,582	1,875,479	1,884,856	1,894,281	1,903,752
Growth Rate <sup>(3)</sup>	0.6%	-1.9%	3.8%	0.5%	0.5%	0.5%
Utility Rates:						
Avg. Monthly Residential Bill	\$57.16	\$57.73	\$57.73	\$59.44	\$61.22	\$63.06
Net Change from Prior Year	7.5%	7.5%	0%	3%	3%	3%
<b>SOLID WASTE GROWTH ASSUMPTIONS</b>						
Customers (at year end)						
Curbside Units	20,114	20,302	20,522	20,727	20,934	21,144
Annual Growth Rate	0.4%	0.9%	1.1%	1.0%	1.0%	1.0%
Rates (Annual Assessment)						
Residential Curbside	\$160	\$160	\$160	\$160	\$165	\$170
Residential Containerized	\$125	\$125	\$125	\$125	\$130	\$135

<sup>(1)</sup> Includes new homes, commercial and reappraisals. New homes are placed on the tax roll one year after receiving their Certificate of Occupancy

<sup>(2)</sup> Reflects accounts served; total units and equivalent residential connections is higher

<sup>(3)</sup> Rate change based on combined water and wastewater revenue analysis

## REVENUES AND EXPENDITURES

The accompanying projections of revenues and expenditures demonstrate how current economic trends, coupled with the village's financial policies, may influence future cash balances and tax levies. As with any 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. 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.

# PROJECTIONS

## PROJECTION ASSUMPTIONS FY 2014 - 2019

	FY 2014 Budget	Five Year Forecast 2015/2019
<b>GOVERNMENTAL REVENUES</b>		
Ad Valorem Taxes	Millage (2.47 mills) on tax base of \$5.75 billion per Tax Appraiser. Assumes 95% collections	Increase in assessed value of 3% annually including new construction
<b>Non Ad Valorem Assessments</b>		
Acme Improvement District	Drainage assessment fee of \$200 from 25,756 units. Assumes 95% collections	Growth in projected non-ad valorem assessments rates for capital improvements
<b>Franchise Fees</b>	Based on YE 2013 revenue - flat collections	1% Annual Growth
<b>Utility Taxes</b>	2% growth	2% Annual Growth
<b>Communication Service Tax</b>	State Estimate	Contraction through 2015; less than 1% thereafter
<b>Intergovernmental</b>	State estimate	1-2% Annual Growth
<b>Federal/State/County/Other Grants:</b>	Arise from corresponding projects	No Projection to be conservative
<b>Fines &amp; Forfeitures</b>	Based on YE 2013 revenue	Population Growth Rate
<b>Permit Fees</b>		
Building Permits	Based on department projection	Building Projections and Trending
Other Permit Fees	Based on YE 2013 revenue	Population Growth Rate
Land Development Fees	Based on YE 2013 revenue	Population Growth Rate
Public Works Inspections	Based on YE 2013 revenue	Population Growth Rate
<b>Licenses</b>		
Burglar Alarms	Based on YE 2012 revenue	Population Growth Rate
Business Tax Receipts	Based on trend and economic forecasts	Population Growth Rate
<b>Charges for Services</b>		
Recreation	Based on detail of revenues by program	Population Growth Rate
Wycliffe	\$156 per computed acre + 25% surcharge	No increase projected to be conservative
<b>Miscellaneous</b>	Based on YE 2013 revenue	No change projected
<b>Impact Fees</b>	Based on Building projections times rate	Building Projections and Trending
<b>Interest</b>	Based on estimated 1% rate of return	Flat over five years
<b>Transfer In from Utility</b>	Based on allocation schedule	Utility Revenue Growth Rate
<b>ENTERPRISE REVENUES</b>		
<b>Water</b>	Projected customer growth plus 3% rate increase from prior year	Anticipated customer growth rates with an anticipated rate adjustment of 3% each year assumed during the forecast period
<b>Wastewater</b>	Projected customer growth plus out of area surcharge	Anticipated customer growth rates with an anticipated rate adjustment of 3% each year assumed during the forecast period
<b>Standby</b>	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)
<b>Penalty</b>	Fees charged on approved rate structure	Anticipated customer growth rates
<b>Meters</b>	Projected customer growth	Incremental customer additions
<b>Capacity Fees</b>	New units added to system plus interest earnings on unspent balances	Incremental customer additions plus interest earnings on unspent balances
<b>EXPENDITURES</b>		
<b>Personnel Expense</b>	Staffing levels requested and benefit increases based on economic data	3-5% wage and benefit increases; 10% medical benefits increase
<b>Operating Expense</b>	Estimated by Department Heads	3-5% growth by type of operating expense
<b>Public Safety (Law Enforcement Only)</b>	Contract Costs	3-5% growth
<b>Capital Outlay &amp; Operating Impacts</b>	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
<b>Debt Service</b>	Per debt service schedule	Per debt service schedule
<b>All Other</b>	Per contracts	3-5% growth

## PROJECTIONS

The next chart shows a five-year forecast of revenue and expenditures for general government 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 not 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
- Future tax reform mandates by the State of Florida

### FIVE-YEAR FORECAST OF REVENUES AND EXPENDITURES - GOVERNMENTAL

	Budget		Five Year Projections			
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
<b>Governmental Revenues</b>						
Taxes – Ad Valorem	\$13,502,208	\$14,105,455	\$14,732,746	\$15,384,979	\$16,063,087	\$16,729,054
Taxes – Non Ad Valorem	4,893,640	7,340,460	7,340,460	7,340,460	7,340,460	7,340,460
Utility Taxes	3,800,000	3,876,000	3,953,520	4,032,590	4,113,242	4,195,507
Franchise Fees	3,000,000	3,030,000	3,060,300	3,090,903	3,121,812	3,153,030
Local Communication Service Tax	2,500,000	2,767,789	2,761,353	2,770,230	2,778,369	2,796,857
Intergovernmental	7,376,335	7,450,098	7,561,850	7,675,278	7,828,783	7,985,359
Licenses and Permits	3,520,000	3,555,200	3,057,472	2,629,426	2,261,306	1,944,723
Charges for Services	1,941,000	1,960,410	1,980,014	1,999,814	2,019,812	2,040,011
Miscellaneous	838,340	838,340	838,340	838,340	838,340	838,340
Interest	353,000	356,530	356,530	356,530	356,530	356,530
Impact Fees	900,000	909,000	781,740	672,296	578,175	497,230
Transfers In - Debt Service	1,208,720	1,207,539	1,210,053	1,211,074	1,215,604	1,208,455
Transfers In - Other	3,478,177	3,825,995	4,208,594	4,629,454	5,092,399	5,601,639
Indirect Cost Allocation	1,923,600	2,000,000	2,000,000	2,250,000	2,250,000	2,500,000
Appropriation of Reserves at Constant Millage	4,106,902	3,599,585	5,028,099	6,895,329	9,173,913	11,179,362
<b>Total Revenues</b>	<b>\$53,341,922</b>	<b>\$56,822,401</b>	<b>\$58,871,070</b>	<b>\$61,776,703</b>	<b>\$65,031,832</b>	<b>\$68,366,557</b>
<b>Governmental Expenditures</b>						
Personal Services	\$21,161,042	\$22,347,506	\$23,606,666	\$24,943,509	\$26,363,410	\$27,872,158
Operating	20,894,177	21,521,002	22,166,632	23,197,381	24,276,059	25,489,862
Capital Outlay	5,268,986	6,928,000	6,584,000	6,591,000	6,760,000	6,738,000
Debt Service	1,208,721	1,207,539	1,210,053	1,211,074	1,215,604	1,208,455
Transfers	4,380,321	4,818,353	5,300,188	5,830,207	6,413,228	7,054,551
Increase to Reserves	428,675	0	0	0	0	0
<b>Total Expenditures</b>	<b>\$53,341,922</b>	<b>\$56,822,401</b>	<b>\$58,867,539</b>	<b>\$61,773,171</b>	<b>\$65,028,301</b>	<b>\$68,363,026</b>

Revenue projections in the financial plan are conservative, which ensures that public services will be provided, even if revenues fall short of projections. In cases where expenditures exceed revenues, rates may be increased, fund balances may be appropriated to the extent they are available, or Wellington may elect to issue debt to avoid the levy of additional taxes. The revenue and expenditure figures for all years have been adjusted to negate the effects of internal transfers and may differ from numbers presented in other sections of the budget.

# PROJECTIONS

## UTILITY SERVICES

The projection of utility services area needs is critical, since rates and charges for such service account for the majority of the total revenues in any given fiscal year. If growth is not realized 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 in the future is based on planning projections prepared by Planning & Development Services that is predicated on estimates of known or anticipated construction within the utility service area. As can be seen in the growth projections chart, it is expected that the utility service area will incur some gradual growth during the next few years as Wellington approaches a build-out situation. The amount of water and wastewater consumption is predicated on historical trends in water use, the assumed growth of the utility system, and normalized weather patterns. The current financial forecast model of the utility indicates that a minor adjustment in utility rates is required each year to fund cost and consumption increases as well as future facility renewal and replacement projects.

### FIVE YEAR PROJECTIONS BASED ON CURRENT YEAR BUDGET UTILITY ENTERPRISE FUND

	Adopted	Five Year Projections				
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
<b>Revenues</b>						
Water	\$10,300,000	\$10,609,000	\$10,927,270	\$11,255,088	\$11,592,741	\$11,940,523
Wastewater	7,725,000	7,956,750	8,195,453	8,441,316	8,694,556	8,955,392
Standby	110,000	113,300	116,699	120,200	123,806	127,520
Penalty	210,000	212,100	212,100	212,100	212,100	212,100
Interest	75,000	75,750	75,750	75,750	75,750	75,750
Other	195,000	195,000	195,000	195,000	195,000	195,000
Capacity Fees & Restricted Income	450,000	472,500	496,125	496,125	496,125	496,125
<b>Total Revenues</b>	<b>\$19,065,000</b>	<b>\$19,634,400</b>	<b>\$20,218,397</b>	<b>\$20,795,579</b>	<b>\$21,390,077</b>	<b>\$22,002,410</b>
<b>Operating Expenditures</b>						
Personal Services	4,577,340	4,851,980	5,143,099	5,451,685	5,778,786	6,125,513
Operating	4,873,135	5,116,792	5,372,631	5,641,263	5,923,326	6,219,492
Capital Outlay	4,883,665	4,915,000	5,223,000	4,474,000	4,975,000	5,115,000
Transfers	1,840,510	1,932,536	2,029,162	2,130,620	2,237,151	2,349,009
<b>Total Operating Expenditures</b>	<b>16,174,650</b>	<b>16,816,308</b>	<b>\$17,767,893</b>	<b>\$17,697,568</b>	<b>\$18,914,264</b>	<b>\$19,809,015</b>
<b>Non-Operating Expenditures</b>						
Debt Service	1,526,000	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$17,700,650</b>	<b>\$16,816,308</b>	<b>\$17,767,893</b>	<b>\$17,697,568</b>	<b>\$18,914,264</b>	<b>\$19,809,015</b>
<b>Funds Available (Funds Required)</b>	<b>\$1,364,350</b>	<b>\$2,818,092</b>	<b>\$2,450,504</b>	<b>\$3,098,011</b>	<b>\$2,475,814</b>	<b>\$2,193,396</b>

## SOLID WASTE COLLECTION

The five year forecast of revenues and expenditures for the solid waste collection and recycling services of the Village is based on amounts reflected in Fiscal Year 2014 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.

## PROJECTIONS

Changes in inflation rates for various services, the cost of collection by Wellington'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, contract terms or other circumstances influence actual financial outcomes.

### FIVE YEAR PROJECTIONS BASED ON CURRENT YEAR BUDGET SOLID WASTE COLLECTION FUND ONLY

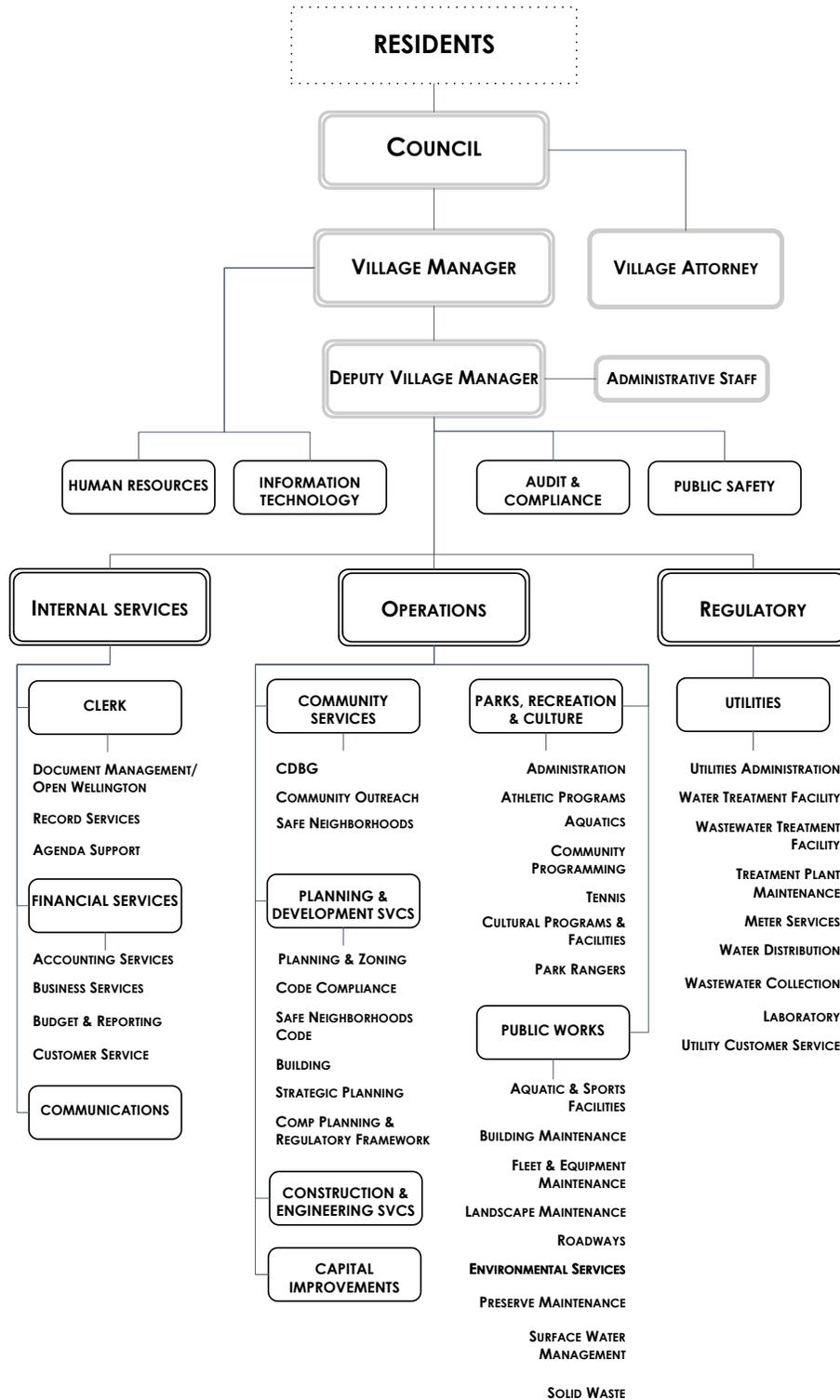
	Adopted	Five Year Projections				
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
<b>Revenues</b>						
Collection Fees	\$3,665,360	\$3,775,321	\$3,888,580	\$4,005,238	\$4,125,395	\$4,249,157
Intergovernmental	100,000	100,000	100,000	100,000	100,000	100,000
Interest	20,000	20,200	20,200	20,200	20,200	20,200
Franchise Fees	200,000	202,000	204,020	206,060	208,121	210,202
Miscellaneous	55,000	55,000	55,000	55,000	55,000	55,000
<b>Total Revenues</b>	<b>\$4,040,360</b>	<b>\$4,152,521</b>	<b>\$4,267,800</b>	<b>\$4,386,498</b>	<b>\$4,508,716</b>	<b>\$4,634,559</b>
<b>Operating Expenditures</b>						
Solid Waste Collection	3,200,000	3,360,000	3,460,800	3,564,624	3,671,563	3,781,710
Personal Services	161,838	171,548	181,841	192,752	204,317	216,576
Other Operating Expenses	93,067	95,859	98,735	101,697	104,748	107,890
Collections/Indirects/Other	389,667	409,150	429,608	451,088	473,643	497,325
<b>Total Expenditures</b>	<b>\$3,844,572</b>	<b>\$4,036,558</b>	<b>\$4,170,984</b>	<b>\$4,310,161</b>	<b>\$4,454,270</b>	<b>\$4,603,500</b>
<b>Funds Available (Funds Required)</b>	<b>\$195,788</b>	<b>\$115,963</b>	<b>\$96,817</b>	<b>\$76,337</b>	<b>\$54,446</b>	<b>\$31,059</b>



WELLINGTON 



WELLINGTON ORGANIZATIONAL CHART



## PERSONAL SERVICES

Similar to most municipalities, Wellington expends a large portion of its budget on personal services costs. Compensation and benefits have been provided to attract and retain high quality employees. In the annual budget development process, all aspects of personal services costs are evaluated.

Management has continually assessed position levels, increasing the workforce annually from 1997 to 2007 to maintain service levels and provide effective response to rapid growth and economic conditions. In light of the anticipated revenue reduction and economic downturn, Wellington began staffing reductions in FY 2007, freezing positions and eliminating non-essential vacancies. With the economic recovery, expanded facilities and a demand for sustained high levels of service, staffing additions began in FY 2013 and continue into FY 2014.

### BUDGETED FULL TIME EQUIVALENT EMPLOYEES

Organizational Unit	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	Adopted FY 2013	Amended FY 2013	Adopted FY 2014	1 Year Change
Community Services			4.00	8.00	5.00	9.00	10.00	6.00	6.00	0.00
Culture & Recreation	52.40	45.40	19.40	15.40	16.00	18.00	17.00	17.00	19.00	2.00
Customer Service & Communications				5.00	9.00	10.00	13.00	12.00	9.00	(3.00)
Executive Offices & Clerk	33.25	32.26	30.26	20.20	21.60	20.00	19.00	20.00	24.00	4.00
Legal Services								2.00	2.00	0.00
Financial Services	17.00	15.00	16.00	15.00	17.00	16.00	17.00	19.00	19.00	0.00
Human Resources	3.00	3.00	3.00	4.00	3.00	2.00	2.00	3.00	4.00	1.00
Information Technology			1.00	9.00	13.00	10.00	9.00	12.00	10.00	(2.00)
Operations, Engineering & CIP	20.50	26.75	21.00	6.00	4.00	4.00	4.00	4.00	5.00	1.00
Planning & Development Services	51.80	39.00	38.00	40.60	36.60	35.00	36.00	43.00	47.00	4.00
Public Works	68.00	65.00	94.00	96.00	96.00	94.00	94.00	94.00	94.00	0.00
Solid Waste	3.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	0.00
Utility System	46.00	47.00	52.00	44.00	43.00	44.00	44.00	44.00	51.00	7.00
<b>Total</b>	<b>294.95</b>	<b>275.41</b>	<b>280.66</b>	<b>265.20</b>	<b>266.20</b>	<b>264.00</b>	<b>267.00</b>	<b>278.00</b>	<b>292.00</b>	<b>14.00</b>

The number of employees is measured in Full-Time Equivalent (FTE's) units and total positions (full and part-time). One FTE unit represents the equivalent of one full-time employee working 2,080 hours annually. A "position" refers to one employee, full or part-time, regardless of hours worked. The FY 2014 budget includes 14 additional FTEs from the amended FY 2013 personal services budget and an increase of 25 from FY 2013 adopted budget. The Village Council approved the addition of 11 positions at mid-year 2013 in Legal Services (2), Building (7) and Financial Services (2). FY 2014 includes four (4) new positions, the 11 positions created in mid-year FY 2013, and converts 10 supplemental or part-time positions to full-time permanent positions.

# PERSONAL SERVICES

## ADOPTED FY 2014 POSITIONS

Funding Type	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	Adopted FY 2013	Amended FY 2013	Adopted FY 2014	1 Year Change
Governmental	252	229	229	218	222	218	221	232	243	11
Utilities	46	47	52	47	43	44	44	44	47	3
Solid Waste	3	2	2	2	2	2	2	2	2	0
<b>Total</b>	<b>301</b>	<b>278</b>	<b>283</b>	<b>267</b>	<b>267</b>	<b>264</b>	<b>267</b>	<b>278</b>	<b>292</b>	<b>14</b>

The chart shows the addition of 11 positions for governmental functions, and 3 in Utilities over the amended FY 2013 budget.

Staffing requirements and workloads are continually evaluated, and usually result in the reclassification or transfer of budgeted positions, or in the creation of new budget divisions to better define cost centers. Position changes and reclassifications occur throughout each fiscal year to concentrate resources where they are most needed to support Wellington initiatives. In the past year, positions were transferred into Human Resources, Building and Utility Services from General Administrative and Customer Service areas. The Internships division was created to centralize the intern program and provide a learning environment amongst all departments.



In addition to permanent positions, Wellington may fund several position categories, defined and budgeted as follows:

### OTHER PERSONAL SERVICES

In response to the need to reduce personal services expenses in recent years, some vacant positions were eliminated to create a part-time classification of pooled positions titled Other Personal Services (OPS). Incumbents in OPS positions work up to 30 hours per week, are permanent and are funded in the budget without being reflected in authorized full-time positions. With regularly scheduled hours, OPS employees receive part-time benefits.

# PERSONAL SERVICES

## SEASONAL

Seasonal positions are generally hired during the summer months and include lifeguards and camp counselors who are needed to fulfill recreational needs. Seasonal employees, like temporary employees, serve a part-time need for a short term, six months or less. These positions are budgeted as pooled hours and incumbents in seasonal positions receive no benefits.

OPS and seasonal positions are budgeted by total hours as follows:

<b>Position</b>	<b>Department/Division</b>	<b>Budgeted Hours</b>
<b><u>OPS</u></b>		
Customer Service Representative	Building	1,560
Customer Service Representative	General Customer Service	1,560
Customer Service Representative	Information Technology	3,120
IT Technician	Information Technology	1,560
Maintenance Worker I & II	Public Works	17,160
Maintenance Worker II	Parks & Recreation	1,560
Office/Document Management Assistant	Planning & Zoning	1,560
Park Rangers	Parks & Recreation	5,000
Recreation Assistant	Parks & Recreation	13,340
<b><u>Seasonal</u></b>		
Camp Counselors & Leaders	Athletics	11,500
Lifeguard	Parks & Recreation	25,253
<b>Total Hours Budgeted</b>		<b>83,173</b>

The total hours projected for these positions equates to almost 40 full-time equivalent employees at an average cost below the average salary and fringe benefit cost per permanent FTE.

## SUPPLEMENTAL

Supplemental positions are generally temporary full-time, added to complete a particular project. Supplemental positions receive benefits and may be requested as permanent through budget requests for the coming fiscal year if they are determined to be essential to long-term operation and to enhance internal and external customer service. Funding for the wages of supplemental positions is usually available through position vacancies experienced throughout the year, though funding may be allocated in the personal services budget for a specific project.

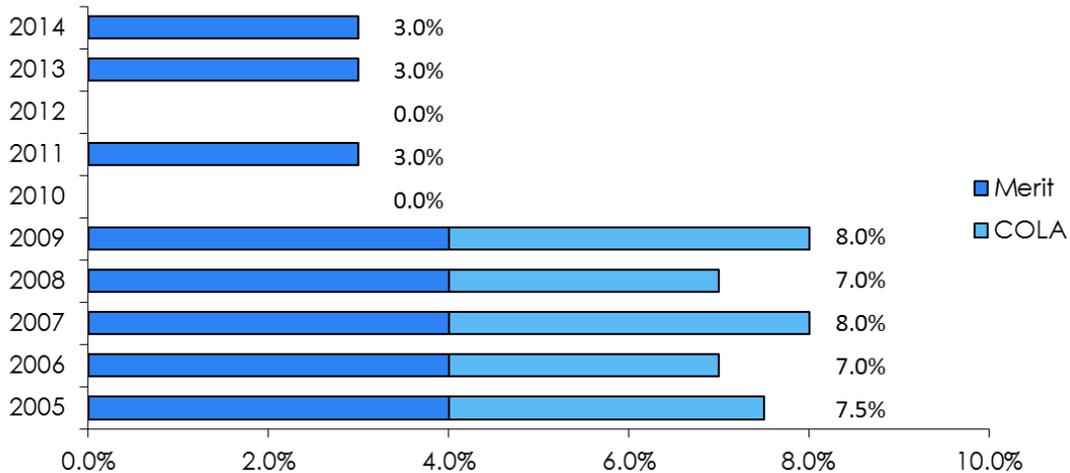
## TEMPORARY

Temporary positions serve a part-time need for a short term, six months or less. These positions are not budgeted, receive no benefits and the hours worked are based on the area of need.

# PERSONAL SERVICES

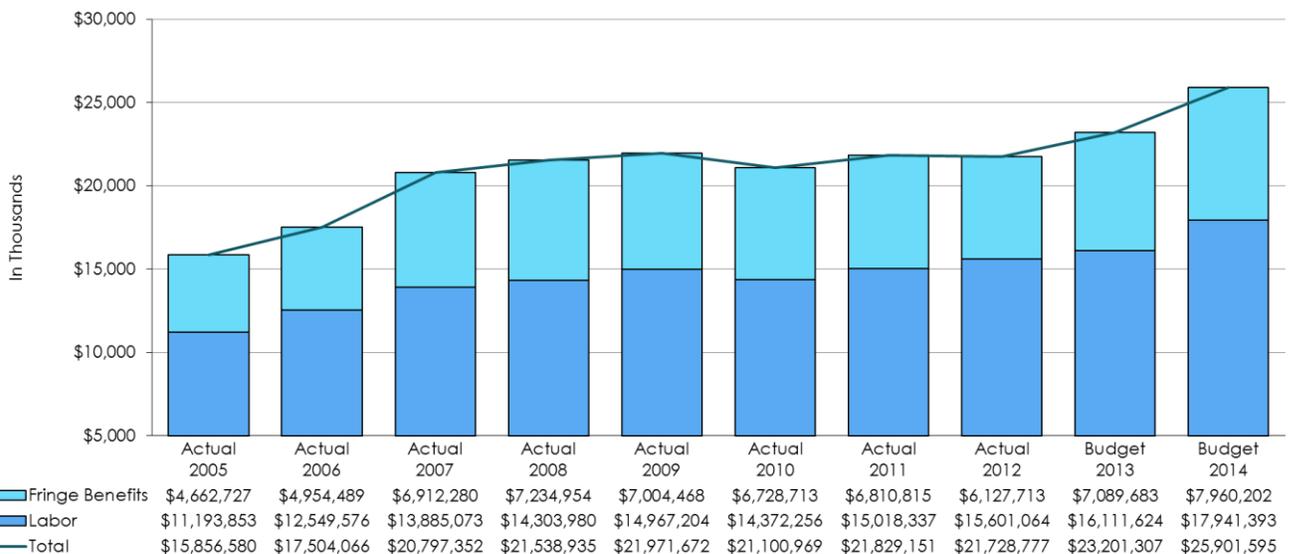
A major initiative of the budget since FY 2010 is the closure of most offices for one day per week. Due to the continued success and savings of the four-day workweek and public survey results supporting the operating hours, the schedule continues in FY 2014.

## ANNUAL MERIT AND COST OF LIVING ADJUSTMENTS



The chart above shows the employee COLA and merit increases from FY 2005 through FY 2014. An across-the-board wage adjustment of 3% for employees is budgeted in FY 2014. Wellington also continues to offer a longevity incentive pay program to its employees, where an employee with 5 or more years of service will earn annual longevity incentive pay of five days. Longevity pay is budgeted at \$183,000 for FY 2014.

## TOTAL LABOR AND FRINGE BENEFIT COSTS

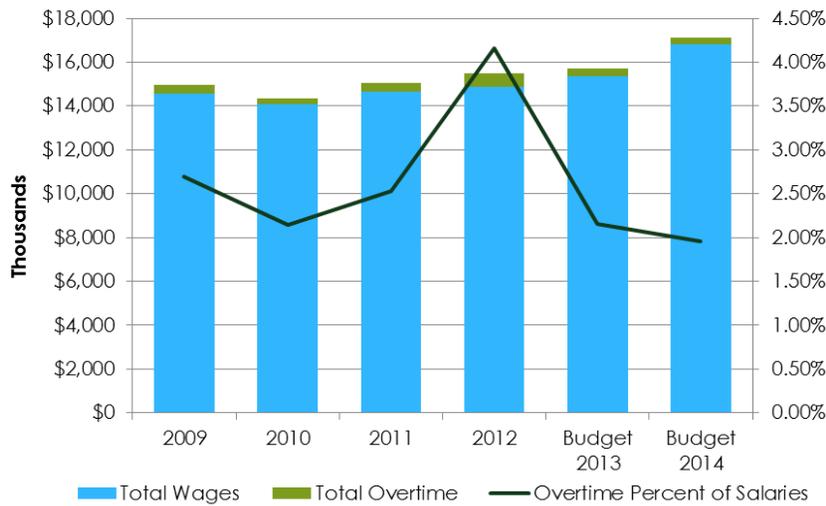


Total anticipated personal services expenditures for FY 2014 are \$25,901,595, and increase of \$2.7 million or 12% over the prior year budget. This represents 38% of the total

# PERSONAL SERVICES

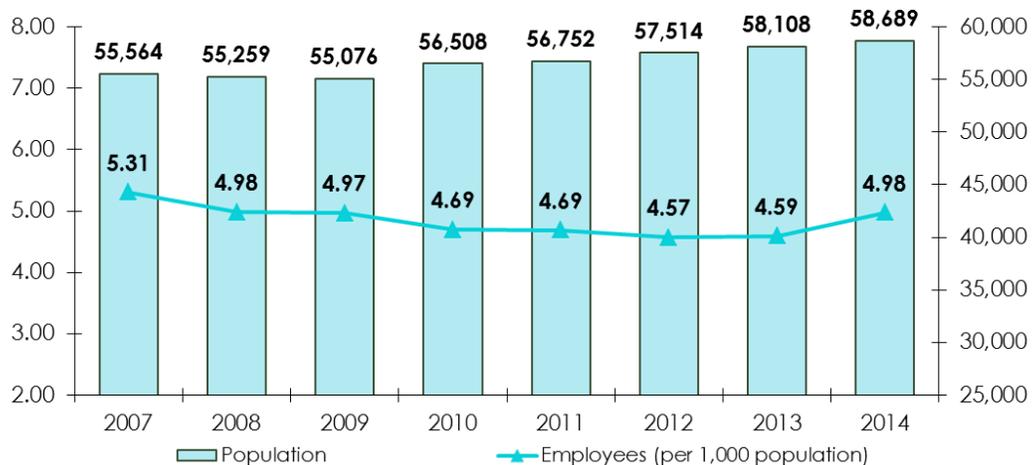
operating budget. Wage and overtime costs excluding fringe benefits are approximately \$17.9 million, which is an increase of 11% over fiscal year 2013 budgeted wages. The increases in the last two years, shown in the above chart, are attributable to added staffing levels, the 3% wage increase and to the rising cost of employee benefits, such as retirement contributions and health insurance.

OVERTIME 2008-2013



Actual overtime as a percent of salaries climbed in FY 2011 and FY 2012, one indicator that staff additions may be considered to reduce overall costs. For FY 2014, the use of OPS positions in key areas of overtime use is intended to reduce overtime expenses.

FULL-TIME EQUIVALENT EMPLOYEES COMPARED TO TOTAL POPULATION



The chart above illustrates the consistent employee-to-population ratio from year to year. The ratio of employees per 1,000 residents has returned to the same level as in 2008, though below that of 2007.

## EMPLOYEE ENGAGEMENT

Employee feedback is obtained to provide input into improvements to organizational operations and initiatives. FY 2014 will include the following:

- Implementation of an electronic Performance Evaluation System
- Implementation of electronic New Hire Onboarding
- Implementation of new Recognition Program
- Continuation of the College Intern Program
- Continuation of the Cooperative Education Intern Program
- Continuation of the Volunteer Program
- Enhanced Orientation and Training Opportunities

### REWARDING PERFORMANCE

The Village of Wellington utilizes a “pay for performance” philosophy to recognize employee performance through annual performance evaluations, and recognizes employee contributions through the “Employee of the Month” program, an annual recognition event, and an online appreciation program. A market study is completed at least biannually to mirror market trends while allowing Wellington to recruit and retain highly qualified employees and support a pay-for-performance organization.

### EMPLOYEE BENEFITS

Full-time employees are provided a comprehensive compensation package including group insurance benefits covering medical, dental, vision, prescription drugs, mental health services, life insurance, disability and worker's compensation. Full-time employees are also offered supplemental insurance elections including Preferred Legal, Personal Cancer Indemnity Plan, Critical Care & Recovery, Personal Accident Indemnity Plan, as well as others. The Village hosts an annual Wellness Fair to educate employees on available benefits and health opportunities within the community. All benefit information is located on the intranet web site for convenient employee access.



## EMPLOYEE ENGAGEMENT

Each Village employee who participates in the group health program is provided with a Health Reimbursement Account (HRA). This money is not taxable and can be used to offset the cost of a variety of health-related expenses incurred under their medical, dental or vision insurance plans. The Village contributes a flat rate to each employee yearly and the funds are retained until reimbursed. At the end of the year unclaimed money in the participants HRA account will automatically roll forward to the next.

The Village participates in the Florida Retirement System (FRS) Plan for all full time and part time employees working in regularly established positions. The plan is an employee noncontributory system that requires the employer to pay retirement contributions necessary for employees to earn service credit toward future retirement benefits.



WELLINGTON 

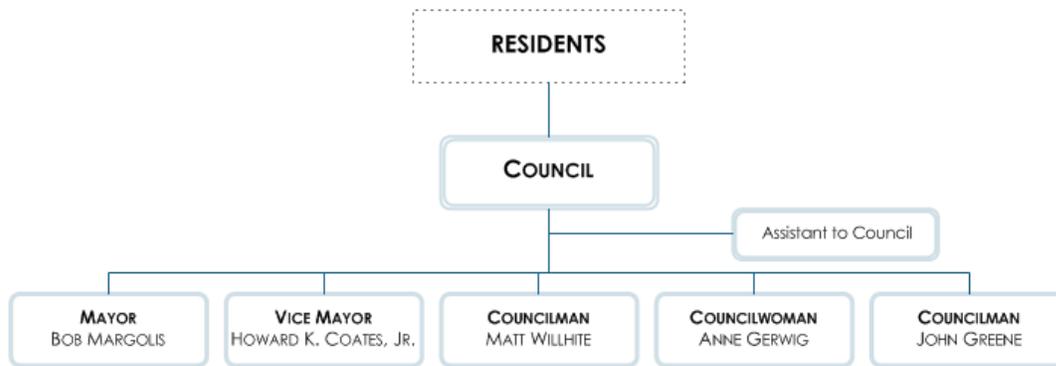


DIVISION-FUND RELATIONSHIPS  
DIVISIONS BUDGETED IN EACH FUND

General Fund	Public Safety Subfunds	Building Fund	ACME Improvement District Fund	Gas Tax Maintenance Fund	Water & Wastewater Fund	Solid Waste Fund
<b>GENERAL GOVERNMENT</b>						
Village Council Legal Services Village Manager Village Clerk Construction & Engineering Services Audit & Compliance Financial Services Risk Management Communications Customer Service Information Technology Internships Human Resources Community Services					Construction & Engineering Services	
<b>PUBLIC SAFETY</b>						
	Law Enforcement Emergency Management					
<b>PUBLIC WORKS</b>						
Administration Aquatics & Sports Facilities Building Maintenance Fleet & Equipment Maintenance Landscape Maintenance Nuisance Abatement			Environmental Services Neighborhood Parks Preserve Maintenance Surface Water Management	Roadways		Solid Waste Collection & Recycling
<b>PARKS &amp; RECREATION</b>						
Administration Athletic Programs Aquatics Community & Senior Programming Cultural & Leisure Facilities Park Rangers Tennis						
<b>PLANNING &amp; DEVELOPMENT SERVICES</b>						
Code Compliance Planning & Zoning Economic & Strategic Planning Comprehensive Planning & Regulatory Framework		Building				
<b>WATER &amp; WASTEWATER UTILITY</b>						
					Administration Water Treatment Facility Wastewater Treatment Facility Treatment Plant Maintenance Meter Services Water Distribution Wastewater Collection Laboratory	

WELLINGTON 





## MISSION

To establish policy and direction

## FUNCTION AND OVERVIEW

Council is comprised of a Mayor and four Council members elected on a non-partisan basis who are responsible for setting policy, adopting ordinances and resolutions, adopting Wellington's tax rate and budget. They establish priorities and goal setting through the budget process in order to meet the needs of Wellington's citizenry and to provide direction over strategic planning to support Wellington's vision of "A Great Hometown".

## FUNDAMENTALS

- Neighborhood Renaissance
- Protecting our Investment
- Respecting the Environment
- Economic Development
- Responsive Government

## BUDGET SUMMARY

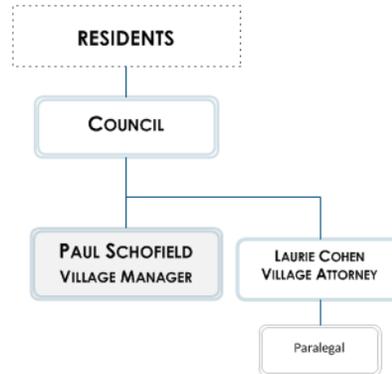
### COUNCIL

	Actual 2011	Actual 2012	Budget 2013	Budget 2014	Change from Prior Year
Personnel	\$ 220,872	\$ 212,949	\$ 222,947	\$ 239,806	\$ 16,859
Operating	53,714	45,390	44,300	44,300	\$ -
<b>SUBTOTAL</b>	<b>\$ 274,586</b>	<b>\$ 258,339</b>	<b>\$ 267,247</b>	<b>\$ 284,106</b>	<b>\$ 16,859</b>
Capital Outlay	-	-	-	-	\$ -
<b>TOTAL</b>	<b>\$ 274,586</b>	<b>\$ 258,339</b>	<b>\$ 267,247</b>	<b>\$ 284,106</b>	<b>\$ 16,859</b>
Positions	6	6	6	6	-

# COUNCIL

## PERSONNEL

<b>COUNCIL</b>	<b>Positions</b>	<b>OPS Hours</b>	<b>Intern</b>
ASSISTANT TO THE COUNCIL	1.00		
ELECTED OFFICIAL	5.00		
<b>Total Council</b>	<b>6.00</b>	<b>0</b>	<b>0.00</b>



## MISSION

To provide legal advice and counsel

## FUNCTION AND OVERVIEW

The Legal Department provides competent legal advice and counsel to officials and administration in a timely manner and represents Wellington's interests and positions in negotiations and litigation while minimizing the cost of such services.

## FUNDAMENTALS

- Protecting our Investment
- Responsive Government

## KEY PERFORMANCE MEASURES & STANDARDS

- Timely preparation of Ordinances and Resolutions

## FY 2012 & FY 2013 ACCOMPLISHMENTS

- Identify judicial and administrative precedents that operate to prevent or delay the implementation of desired projects and services
- Identify potential legal issues to reduce liability
- Provide legal support and guidance to bring current litigation to a conclusion
- Provide legal guidance to enhance prevention of legal disputes

## BUDGET SUMMARY

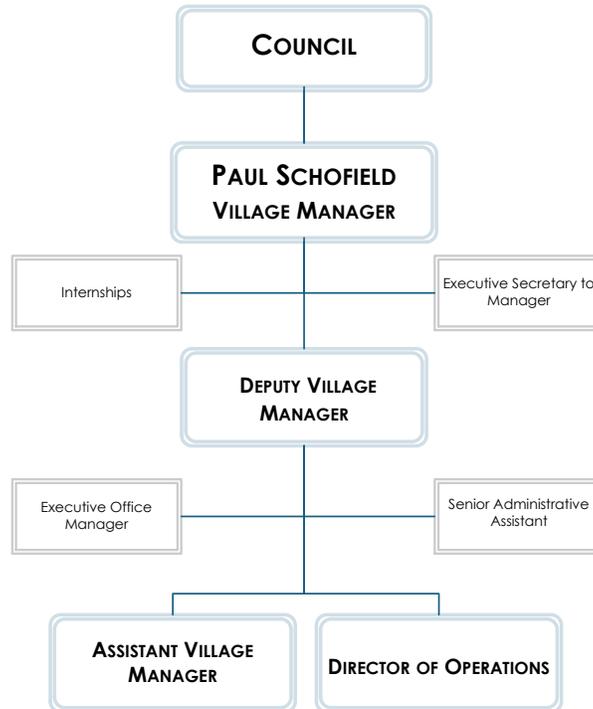
### LEGAL

	Actual 2011	Actual 2012	Budget 2013	Budget 2014	Change from Prior Year
Personnel	\$ -	\$ -	\$ -	\$ 321,366	\$ 321,366
Operating	377,459	679,517	400,000	671,500	\$ 271,500
<b>SUBTOTAL</b>	<b>\$ 377,459</b>	<b>\$ 679,517</b>	<b>\$ 400,000</b>	<b>\$ 992,866</b>	<b>\$ 592,866</b>
Capital Outlay	-	-	-	-	\$ -
<b>TOTAL</b>	<b>\$ 377,459</b>	<b>\$ 679,517</b>	<b>\$ 400,000</b>	<b>\$ 992,866</b>	<b>\$ 592,866</b>
Positions	-	-	-	2	2

# LEGAL

## PERSONNEL

<b>LEGAL SERVICES</b>	<b>Positions</b>	<b>OPS Hours</b>	<b>Intern</b>
PARALEGAL	1.00		
VILLAGE ATTORNEY	1.00		
<b>Total Legal Services</b>	<b>2.00</b>	<b>0</b>	<b>0.00</b>



## MISSION

To provide direction and oversight on the delivery of services that the community wants, needs and is willing to pay for

## FUNCTION AND OVERVIEW

The Manager's Office works closely with Council to achieve objectives related to its five main goals of Neighborhood Renaissance, Protecting our Investment, Respecting the Environment, Economic Development and Responsive Government. The Manager's Office provides leadership, governance and oversight to Village-wide functions, services and projects to address the wants, needs, and wishes of the residents, as reflected in Wellington's vision of "A Great Hometown".

## FUNDAMENTALS

- Neighborhood Renaissance
- Protecting our Investment
- Respecting the Environment
- Economic Development
- Responsive Government

## KEY PERFORMANCE MEASURES & STANDARDS

- Percentage of core services meeting or exceeding levels established by the Village Council
- Percentage of core services meeting or exceeding their timetables
- Deliver the Village's Budget and 5 year Capital Improvement Project Schedule
- Provide Strategic guidance for all Village Departments

## MANAGER'S OFFICE

- Deliver effective communication between Village Council, Committees, Residents, Customers, and Staff
- Percentage of residents that are satisfied or very satisfied with the quality of Village services
- Percentage of residents that rank the quality of life in Wellington as excellent or good.
- Ensure the Village's Customer Service Satisfaction Rating at 94% or higher
- Ensure the Village's Parks and Recreation Satisfaction Rating at 96% or higher
- Provide guidance for Village-wide Strategic Planning
- Maintain a Fitch Ratings bond designation of AA+ and a Moody's designation of Aa3
- Receive the GFOA Distinguished Budget Presentation award
- Maintain International City/County Manager Associations (ICMA) Credentialed Manager Status
- Work with PBSO to reduce crime rate
- Ensure adequate and quality water resources
- Maintain Parks and Recreation Accreditation
- Sustain at least 10 acres of green space per 1,000 Wellington residence
- Multi-modal transportation master plan (Equestrian, golf cart, bicycle, pedestrian)
- Percentage of employees participating in wellness programs

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### FY2012 & FY2013 ACCOMPLISHMENTS

The Manager's Office has made the following significant accomplishments:

- Encouraged prosperity and stabilization of property values through neighborhood stabilization and beautification programs that included scheduled maintenance, landscaping, renovations, additions, and installations
- Ensured financial resources were maintained to safeguard Village finances
- Encouraged programs that foster a family environment, safe neighborhoods, and enhance the value to the community
- Maintained and improved long-term resources while enhancing safety and addressing emergency needs through infrastructure and public facility maintenance programs, and swale maintenance program
- Supported increased transparency and enabled the public open access to financial information and public records
- Improved customer service delivery through training, technology, and process improvement
- Increased Neighborhood Renaissance by actively investing in Wellington neighborhoods
- Finalized a 5-year capital plan that meets Council goals
- Ensured our financial methodology is fiscally responsible, comprehensive and provides for pecuniary sustainability
- Invested in technologies to maintain and improve quality of services

# MANAGER'S OFFICE

## FY2014 ACTION PLANS

To achieve the mission of the Village, the following initiatives will be coordinated in the upcoming fiscal year:

Project / Program	Performance Measure/Metric	Primary Strategic Fundamental
Promote government transparency at all levels of the organization	Reduction in Public Information Requests	Responsive Government
Provide leadership and direction for long-term strategic initiatives as directed by Council	Long-range strategic plan as adopted by council	Protecting our Investment
Ensure our financial approach is fiscally responsible, sound and provides for economic sustainability	Delivery of a timely and effective budget	Protecting our Investment
Promote programs that foster a family environment, safe neighborhoods, and enhance the value to the community	Increase in property values, decrease crime, increase the number of family programs and events	Neighborhood Renaissance
Promote civic engagement at all levels through volunteerism, Resident's Academy, Council meetings, special events	Increase number of volunteers, increase number of hours volunteered, increase online engagement tools	Responsive Government
Enable Town Center Revitalization	WCC reconstruction and Tennis Court relocation	Responsive Government
Promoting the future of The Village government	Responsible succession planning, seamless transition of the Deputy City Manager	Protecting our Investment
Support the revisions of Land Development Regulations		Economic Development

## BUDGET ISSUES

Continuing to fund programs that enhance the community and meeting the requested service levels while maintaining Wellington's financial position

# MANAGER'S OFFICE

## BUDGET SUMMARY

### MANAGER'S OFFICE

	Actual 2011	Actual 2012	Budget 2013	Budget 2014	Change from Prior Year
Personnel	\$ 1,293,276	\$ 1,287,062	\$ 1,204,765	\$ 1,157,457	\$ (47,308)
Operating	145,294	117,064	87,250	190,250	\$ 103,000
<b>SUBTOTAL</b>	<b>\$ 1,438,570</b>	<b>\$ 1,404,126</b>	<b>\$ 1,292,015</b>	<b>\$ 1,347,707</b>	<b>\$ 55,692</b>
Capital Outlay	-	-	-	-	\$ -
<b>TOTAL</b>	<b>\$ 1,438,570</b>	<b>\$ 1,404,126</b>	<b>\$ 1,292,015</b>	<b>\$ 1,347,707</b>	<b>\$ 55,692</b>
Positions	8	8	7	7	-

### INTERNSHIPS

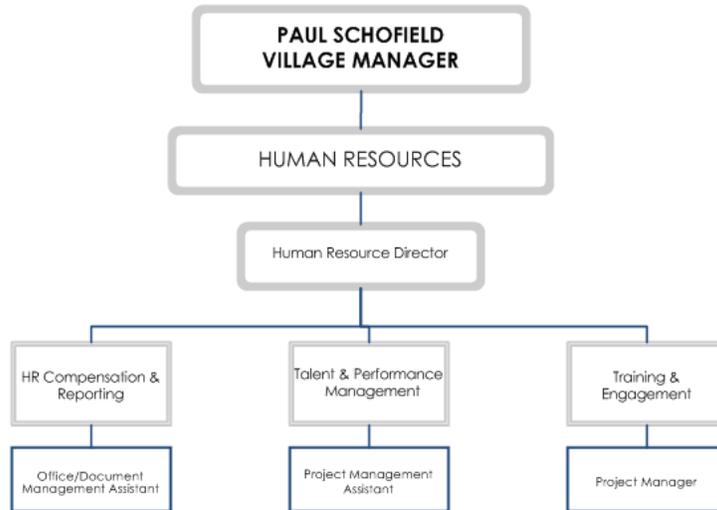
	Actual 2011	Actual 2012	Budget 2013	Budget 2014	Change from Prior Year
Personnel	\$ -	\$ -	\$ 230,394	\$ 175,917	\$ (54,477)
Operating	-	-	\$ 4,450	3,000	\$ (1,450)
<b>SUBTOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 234,844</b>	<b>\$ 178,917</b>	<b>\$ (55,927)</b>
Capital Outlay	-	-	-	-	\$ -
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 178,917</b>	<b>\$ (55,927)</b>
Positions	-	-	2	-	(2)

## PERSONNEL

<b>MANAGER'S OFFICE</b>	<b>Positions</b>	<b>OPS Hours</b>	<b>Intern</b>
VILLAGE MANAGER	1.00		
DEPUTY VILLAGE MANAGER	1.00		
ASSISTANT VILLAGE MANAGER	1.00		
DIRECTOR OF OPERATIONS	1.00		
EXECUTIVE OFFICE MANAGER	1.00		
EXECUTIVE SECRETARY TO MGR	1.00		
SR ADMINISTRATIVE ASSISTANT	1.00		
<b>Total Manager's Office</b>	<b>7.00</b>		

<b>INTERNSHIPS</b>	<b>Positions</b>	<b>OPS Hours</b>	<b>Intern</b>
<b>Internships</b>			
ICMA FELLOW			3.00
<b>Total Internships</b>	<b>0.00</b>		<b>3.00</b>

# HUMAN RESOURCES



## MISSION

Preparing for future needs through our employees

## FUNCTION AND OVERVIEW

Human Resources is committed to maintaining high customer satisfaction through fostering a “Great Hometown” culture with a high performance workforce. Core Human Resource services support Wellington’s mission and continually seek to attract, develop and maintain a high performance workforce through three basic functions: HR Compensation and Reporting, Talent & Performance, and Training & Engagement.

## FUNDAMENTALS

- Protecting our Investment
- Responsive Government

## KEY MEASURES AND STANDARDS

Not only is Wellington a “Great Hometown,” it is a great place to work. Wellington assists employees in working towards its goals and maintaining its position as an innovative leader. Goals for the upcoming year will be measured by:

- Continuation of Leadership Development and completion of Leadership project
- Creation of learning paths for at least 2 departments
- Assignment of learning paths for mandatory training
- 100% participation rate in “Best First Day” for all new hires
- 85% of employee population attending Orientation
- Increased number of Wellness initiatives
- Active use of HR Twitter account
- Electronic onboarding for 85% of all new hires
- 100% of all mandatory training tracked in the Learning Center
- 100% compliance for Ethics training

# HUMAN RESOURCES

## FY2013 ACCOMPLISHMENTS

In 2013, Human Resources successfully implemented projects to further the development of staff and streamline processes:

- Fostered “Great Hometown” culture through revised Orientation and “Day One” experience
- Implemented electronic onboarding
- Improved and streamlined recruitment process
- Implemented two training cycles of Leadership Development
- Promoted Wellness
- Continued Employee Medical Clinic partnership
- Reorganized electronic employee filing system to improve searching capabilities and streamline folder structure
- Improved organizational processes and tracking of mandatory training and electronic filing
- Revised employee manual and completed associated training

## FY2014 GOALS AND PROJECTS

In the upcoming year, Human Resources will continue to focus on the future through Talent and Performance Management and Training and Engagement while moving away from a more administrative approach. In order to achieve its goals, following are associated projects:

GOAL	OBJECTIVE	PROJECT/PROGRAM	MEASURE
Culture & Engagement	Prepare for our future by identifying and developing potential leaders	Leadership Training	Groups 3 & 4 complete first 2 sessions
Culture & Engagement	Create recruitment rules and a sustainable process	Improved Recruitment Process	Documented process in place and communicated to stakeholders
Culture & Engagement	Engaged workforce	Best 1 <sup>st</sup> Day and Orientation	100% attendance by all new hires
Culture & Engagement	Prepare the workforce for the future	Skills development training for Supervisors and managers identified in Succession Planning	80% of all supervisors and managers attend at least 1 training session

# HUMAN RESOURCES

## BUDGET ISSUES

The department continues to face significant challenges in preparing for current and future workforce and service needs as reflected in an increase to training. Similarly, as the Human Resources function becomes more strategic in nature, focus is shifted away from traditional administrative functions as is reflected in an increase to Outside Services in Compensation and Reporting. To further support a more strategic focus and address overall organizational needs, the existing vacant position will also be reclassified to a position that can better support workforce culture and engagement initiatives, and additional headcount was added as reflected in an increase to the personnel budget.

## BUDGET SUMMARY

### HUMAN RESOURCES TOTAL

	Actual 2011	Actual 2012	Budget 2013	Budget 2014	Change from Prior Year
Personnel	\$ 336,354	\$ 230,414	\$ 233,383	\$ 434,813	\$ 201,430
Operating	75,957	74,836	130,100	295,600	\$ 165,500
<b>SUBTOTAL</b>	<b>\$ 412,311</b>	<b>\$ 305,250</b>	<b>\$ 363,483</b>	<b>\$ 730,413</b>	<b>\$ 366,930</b>
Capital Outlay	-	-	-	-	\$ -
<b>TOTAL</b>	<b>\$ 412,311</b>	<b>\$ 305,250</b>	<b>\$ 363,483</b>	<b>\$ 730,413</b>	<b>\$ 366,930</b>
Positions	3	2	2	4	2

## PERSONNEL

HUMAN RESOURCES	Positions	OPS Hours	Intern
<b>Recruiting</b>			
HUMAN RESOURCES DIRECTOR	1.00		
PROJECT MANAGEMENT ASSISTANT	1.00		
<b>Training &amp; Engagement</b>			
PROJECT MANAGER	1.00		
<b>HR Compensation &amp; Reporting</b>			
OFFICE/DOC MANAGEMENT ASSISTANT	1.00		
<b>Total Human Resources</b>	<b>4.00</b>	<b>0</b>	<b>0.00</b>

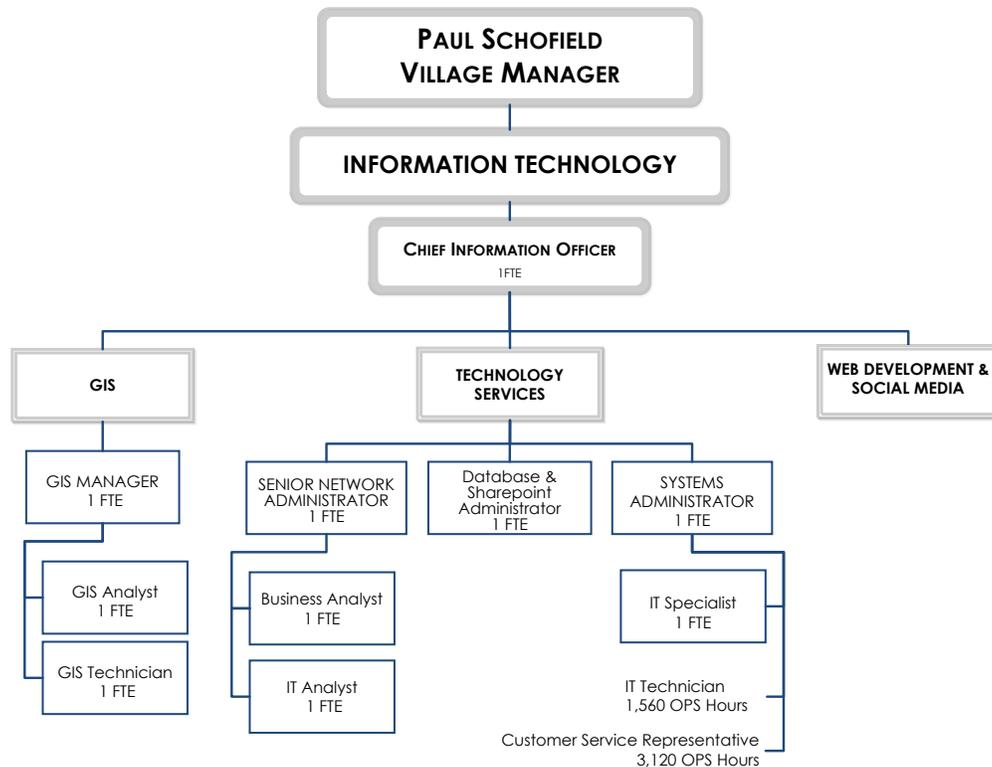
## PERFORMANCE MEASURES

Metric	FY 2012	FY 2013	Strategic Fundamental
Turnover Percent - Voluntary	7%	15%	Responsive Government
Turnover Percent - Involuntary	3%	5%	Responsive Government
Pct. of employees satisfied with benefits	85%	85%	Protecting Our Investment
Average number of years of service	6.43	6.25	Responsive Government

WELLINGTON 



# INFORMATION TECHNOLOGY



## MISSION

Effective Efficient Scalable Sustainable Technology

## FUNCTION AND OVERVIEW

Wellington Information Technology (IT) provides easy-to-use and effective technology solutions to Village employees, residents, businesses, and visitors. The IT department focuses on the following primary areas:

- **Technology** – Technology provides voice and data services to over 350 full time, supplemental, and seasonal staff members at 6 locations. The voice network includes 150 wireless devices and over 225 wired devices. The data network consists of more than 300 desktop and laptop computers, and over 1,000 total networked devices (computers, printers, security systems, wireless nodes, lift stations, pump stations, etc.) which can connect to a pool of software tools totaling over 100 business applications and services.
- **Analysis and Implementation** – Analysis and implementation works to ensure departments are using all available software/hardware to their fullest potential. This is accomplished through extensive training, support, upgrade projects, business process review, periodic meetings, and relationship building.
- **Geographic Information Systems** – GIS serves as a central hub of information by acquiring, verifying, editing, manipulating and storing large amounts of data. The data is presented in physical (printed) maps, electronic “smart” maps, and through reporting tools.

# INFORMATION TECHNOLOGY

- **Transparency** – Wellington's goal is complete governmental transparency. This work ensures we utilize technology resources to provide transparent data, systems, processes, and communication. They work to ensure that strategies align with transparency standards.

## FUNDAMENTALS

- Protecting our Investment
- Respecting the Environment
- Economic Development
- Responsive Government

## KEY MEASURES AND STANDARDS

Information Technology uses a series of performance measures (information which helps ensure work is aligned with strategic goals and the organization), metrics (information which ensures systems are efficient and functioning as intended), and workload indicators (information which ensures staff and resources are being effectively planned and used). Some key items from each area include:

Performance Measures	Goals
Customer Satisfaction Rating	Receive surveys from 30% of customers, Rating of 4 or better in 80%
Duration of Service Interruptions	Less than 1% during business hours, less than 3% overall
Implementation Durations	50% of projects complete in 60 days
Number of Unplanned Projects	Less than 10% of total projects completed
Number of Project Delays	Less than 5% of all projects completed
Number of Online Collaborations	Increase by 25% (current known number is 75)
Number of business gaps identified	In FY2014, find 1 gap in each working unit
Number of web-based apps	60% of all Wellington applications
Physical to Virtual machine ratio	1 to 5 by end of FY2014
Metrics	
First Call Resolution Rates	65%
Remote Resolution Rates	80%
Repeated Incident Rates	Less than 15%
Average Resolution Time	1 Business day average
Number of Service Interruptions	Less than 20
Key System Response Time	Create baseline for future tracking
Bandwidth Utilization	Create baseline for future tracking
System Storage Levels	Reduced by 15%
Datasets available online	40 by end of FY2014
Workload Indicators	
Website Visitors	Monthly Tracking
Service Desk Request	Monthly Tracking
Key System Usage Levels	Monthly Tracking
Training Classes Held	Monthly Tracking
Electronic Transactions	Monthly Tracking
Number of Inbound calls	Monthly Tracking
Number of outbound calls	Monthly Tracking
Number of new installations	Monthly Tracking

## FY2013 ACCOMPLISHMENTS

### Upgrades:

- SharePoint Server 2010
- SQL Server 2010
- Server Virtualization
- Geocortex GIS tools
- Security System
- My Wellington
- GIS Data model change
- FICA ongoing
- Right of Way and PUD mapping
- Network Audit
- Outbound Calling for permitting

### Projects / Rollouts:

- Office 365
- AS400 (Naviline) move to onsite from ASP
- EMC Storage Expansion
- eBill & Autopay Incentive Program
- Internship program (Keiser University)
- ProjectDox Upgrade
- Qflow Lobby Management System
- Public Stuff
- iPads Public Works and Parks
- Customer Satisfaction Online Survey
- Equestrian Mobile App
- End User Training on enterprise applications and hardware
- Get App'd Contest
- APWA Policy
- Implementation of IT Governance Council

## FY2014 ACTION PLANS

Information Technology will continue to focus on quality, service delivery, communication and alignment with the strategic Framework in all of its focus areas. Some upcoming projects include (Note: many of these projects align with multiple fundamentals; however, only the primary fundamental is listed):

Project / Program	Primary Strategic Fundamental
Mobile App Development	Responsive Government
Website Redesign	Responsive Government
Access Wellington	Responsive Government
Virtual Desktop	Protecting Our Investment
GIS Online Mapping	Responsive Government

## INFORMATION TECHNOLOGY

Project / Program	Primary Strategic Fundamental
Security System Upgrades	Protecting Our Investment
Broadband Plan	Economic Development
FICA	Protecting Our Investment
Telecommunications	Responsive Government
Technology Purchasing Model	Responsive Government

### BUDGET ISSUES

FY2014 will be a year of completion for Information Technology. Despite industry costs beginning a slight trend upwards, historical work, technology alignment, and strong negotiations will allow the Information Technology budget to remain relatively flat, after several years of budget decreases (general increases occurring in staffing expenses).

The FY 2014 budget seeks to “finish what we started” by focusing on completing several key items including mobile app development, Access Wellington implementation (transparency and reporting), security system upgrades, broadband network planning and telecommunications streamlining. These items will be accomplished by completing the roll out of key new technologies which require less staff interaction to implement, combined with an expansion of strategic outside services to cover the staffing gaps. There are also plans to complete the refresh of the Wellington website and engagement portals. The FY2014 investment will enable IT to regain its footing, complete projects, and implement tools that will show an estimated \$500,000 savings over the next 5 years.

FY2014 will also be a year of realignment in several key areas for Information Technology. This includes working on new purchasing programs and models for technology, changing broadcast standards and processes, staff realignment, and policy and procedure changes that will encourage and promote further transparency and automation of key process within the department and throughout Wellington

### BUDGET SUMMARY

GIS

	Actual 2011	Actual 2012	Budget 2013	Budget 2014	Change from Prior Year
Personnel	\$ 159,611	\$ 159,274	\$ 191,646	\$ 234,566	\$ 42,920
Operating	78,755	71,113	82,295	102,545	\$ 20,250
<b>SUBTOTAL</b>	<b>\$ 238,366</b>	<b>\$ 230,387</b>	<b>\$ 273,941</b>	<b>\$ 337,111</b>	<b>\$ 63,170</b>
Capital Outlay	47,078	-	-	-	\$ -
<b>TOTAL</b>	<b>\$ 285,444</b>	<b>\$ 230,387</b>	<b>\$ 273,941</b>	<b>\$ 337,111</b>	<b>\$ 63,170</b>
Positions	2	2	2	3	1

# INFORMATION TECHNOLOGY

## TECHNOLOGY SERVICES

	Actual 2011	Actual 2012	Budget 2013	Budget 2014	Change from Prior Year
Personnel	\$ 682,289	\$ 837,494	\$ 755,393	\$ 808,506	\$ 53,113
Operating	756,821	791,462	725,430	871,580	\$ 146,150
<b>SUBTOTAL</b>	<b>\$ 1,439,110</b>	<b>\$ 1,628,956</b>	<b>\$ 1,480,823</b>	<b>\$ 1,680,086</b>	<b>\$ 199,263</b>
Capital Outlay	388,067	172,695	90,000	260,000	\$ 170,000
<b>TOTAL</b>	<b>\$ 1,827,177</b>	<b>\$ 1,801,651</b>	<b>\$ 1,570,823</b>	<b>\$ 1,940,086</b>	<b>\$ 369,263</b>
Positions	7	9	7	7	-

## TOTAL INFORMATION TECHNOLOGY

	Actual 2011	Actual 2012	Budget 2013	Budget 2014	Change from Prior Year
Personnel	\$ 841,900	\$ 996,768	\$ 947,039	\$ 1,043,072	\$ 96,033
Operating	835,576	862,575	807,725	974,125	\$ 166,400
<b>SUBTOTAL</b>	<b>\$ 1,677,476</b>	<b>\$ 1,859,343</b>	<b>\$ 1,754,764</b>	<b>\$ 2,017,197</b>	<b>\$ 262,433</b>
Capital Outlay	435,145	172,695	90,000	260,000	\$ 170,000
<b>TOTAL</b>	<b>\$ 2,112,621</b>	<b>\$ 2,032,038</b>	<b>\$ 1,844,764</b>	<b>\$ 2,277,197</b>	<b>\$ 432,433</b>
Positions	9	11	9	10	1

Note: Total FY 2014 IT budget includes \$300,000 carry forward budget from FY 2013

## PERSONNEL

INFORMATION TECHNOLOGY	Positions	OPS Hours	Intern
<b>Geographic Information Systems (GIS)</b>			
GIS ANALYST	1.00		
GIS MANAGER	1.00		
GIS TECHNICIAN	1.00		
<b>Technology Services</b>			
BUSINESS ANALYST	1.00		
CHIEF INFORMATION OFFICER	1.00		
CUSTOMER SERVICE REPRESENTATIVE		3,120	
SENIOR NETWORK ADMINISTRATOR	1.00		
INTERN - COLLEGE			1.00
IT ANALYST	1.00		
IT SPECIALIST	1.00		
IT TECHNICIAN		1,560	
SYSTEMS ADMINISTRATOR	1.00		
DATABASE & SHAREPOINT ADMINISTRATOR	1.00		
<b>Total Information Technology</b>	<b>10.00</b>	<b>4,680</b>	<b>1.00</b>

## PERFORMANCE MEASURES

Metric	FY 2012	FY 2013	Target	Strategic Fundamental
Duration of Service Interruptions	*	*	Less than 1% during business hours, less than 3% overall	Responsive Government
Implementation Durations	*	*	50% of projects complete in 60 days	Protecting Our Investment
Number of Unplanned Projects	*	*	Less than 10% of total projects completed	Protecting Our Investment
Number of Project Delays	*	*	Less than 5% of all projects completed	Protecting Our Investment
Number of Online Collaborations	*	*	Increase by 25% (current known number is 75)	Responsive Government
Number of business gaps identified	*	*	In FY 2014, find 1 gap in each working unit	Responsive Government
Number of web-based apps	*	*	60% of all Wellington applications	Responsive Government
Physical to Virtual machine ratio	*	*	1 to 5 by end of FY2014	Responsive Government
First Call Resolution Rates	*	*	65%	Responsive Government
Remote Resolution Rates	*	*	80%	Responsive Government
Repeated Incident Rates	*	*	Less than 15%	Responsive Government
Average Resolution Time	*	*	1 Business day average	Responsive Government
Number of Service Interruptions	*	*	Less than 20	Responsive Government
Key System Response Time	*	*	Create baseline for future tracking	Responsive Government

\* *Not Measured*

# AUDIT & COMPLIANCE



## MISSION

Provides oversight to internal and external controls

## FUNCTION AND OVERVIEW

Risk, Assessment, Audit & Compliance serves as an independent appraisal function that examines and evaluates processes and controls; both internally and externally to provide managerial control while measuring and evaluating their effectiveness to ensure that the Village remains a well-managed municipality and good stewards of the Village's assets.

## FUNDAMENTALS

- Protecting our Investment
- Responsive Government

## KEY MEASURES & STANDARDS

- Review internal controls and other operating controls for effectiveness and efficiency
- Determine management compliance with applicable laws, regulations, policies, plans and procedures
- Safeguard Village assets from loss
- Ensure the integrity and validity of data produced by the Village

## FY 2013 ACCOMPLISHMENTS

- Established departmental policies and procedures
- Developed an Internal Audit Plan for FY 2014

## FY 2014 ACTION PLANS

To achieve the mission of the Village, the following initiatives will be coordinated in the upcoming fiscal year:

Project / Program	Performance Measure/Metric	Primary Strategic Fundamental
Maintain internal audit program to maintain internal controls, compliance and promotes efficiencies	Internal & External audits with zero control weaknesses	Protecting our Investment
Identify areas of improvement to enhance effectiveness and efficiency by streamlining key processes	Provide accurate and timely financial information	Responsive Government

# AUDIT & COMPLIANCE

## BUDGET SUMMARY

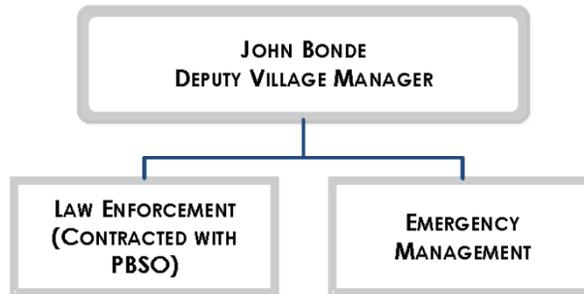
### AUDIT & COMPLIANCE

	Actual 2011	Actual 2012	Budget 2013	Budget 2014	Change from Prior Year
Personnel	\$ -	\$ -	\$ -	\$ 120,225	\$ 120,225
Operating	-	-	-	\$ 3,000	\$ 3,000
<b>SUBTOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 123,225</b>	<b>\$ 123,225</b>
Capital Outlay	-	-	-	-	\$ -
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 123,225</b>	<b>\$ 123,225</b>
Positions	-	-	-	1	1

## PERSONNEL

<b>AUDIT &amp; COMPLIANCE</b>	<b>Positions</b>	<b>OPS Hours</b>	<b>Intern</b>
AUDIT & COMPLIANCE DIRECTOR	1.00		
<b>Total Risk Assessment, Compliance &amp; Audit</b>	<b>1.00</b>	<b>0</b>	<b>0.00</b>

# PUBLIC SAFETY - LAW ENFORCEMENT & EMERGENCY MANAGEMENT



## MISSION

To enhance neighborhoods through safety

## FUNCTION AND OVERVIEW

Wellington provides law enforcement services through an annual contract with the Palm Beach Sheriff's Office (PBSO). The current contract funds 59 deputies, 68 part-time crossing guards and 5 civilian employees. They handle over 35,000 calls for service and nearly 1,400 vehicular accidents.

The second component of Public Safety is Emergency Management. Wellington maintains an Emergency Management fund to ensure continuity of service for incidents and emergencies through proper planning, training and communications with local, regional and national agencies.

## FUNDAMENTALS

- Neighborhood Renaissance
- Protecting our Investment
- Responsive Government

## KEY MEASURES AND STANDARDS

- Maintain property crimes at less than 1,000 cases
- Clearance rate
- Citizen Satisfaction Rating (1 – 5 with 5 being the highest possible)
- Crash rate of 2.2 or less per 100 residents

## FY2013 ACCOMPLISHMENTS

- Crime prevention through juvenile arrests and monitoring
- Property Crime declined for 3<sup>rd</sup> consecutive year
- Domestic Violence Cases declined by 23%

# PUBLIC SAFETY - LAW ENFORCEMENT & EMERGENCY MANAGEMENT

## FY2014 ACTION PLANS

- Maintain an average response time on high priority calls of less than seven (7) minutes per call
- Focus on further reducing property crimes
- Decrease the crash rate
- Robbery reduction

## BUDGET SUMMARY

### LAW ENFORCEMENT

	Actual 2011	Actual 2012	Budget 2013	Budget 2014	Change from Prior Year
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	7,702,548	7,675,453	7,702,431	8,248,906	\$ 546,475
<b>SUBTOTAL</b>	<b>\$ 7,702,548</b>	<b>\$ 7,675,453</b>	<b>\$ 7,702,431</b>	<b>\$ 8,248,906</b>	<b>\$ 546,475</b>
Capital Outlay	9,331	-	11,730	10,200	\$ (1,530)
<b>TOTAL</b>	<b>\$ 7,711,879</b>	<b>\$ 7,675,453</b>	<b>\$ 7,714,161</b>	<b>\$ 8,259,106</b>	<b>\$ 544,945</b>
Positions	-	-	-	-	-

### EMERGENCY MANAGEMENT

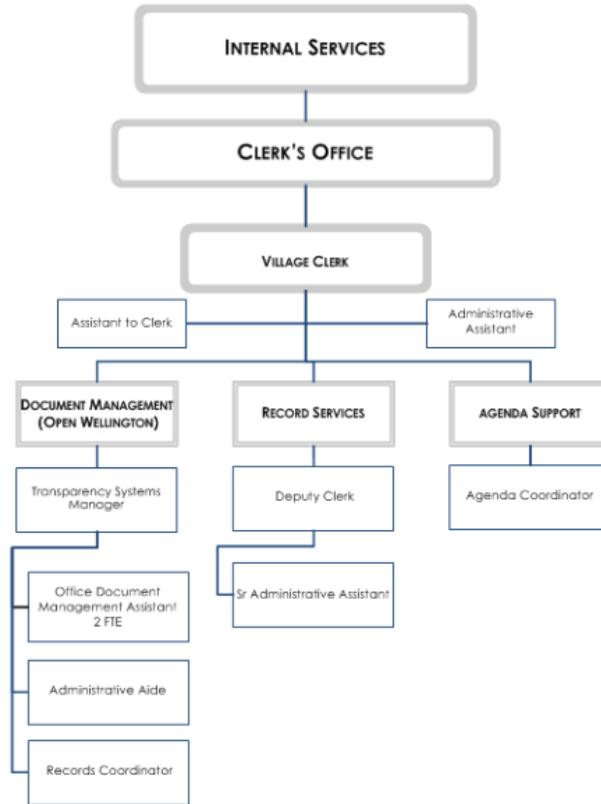
	Actual 2011	Actual 2012	Budget 2013	Budget 2014	Change from Prior Year
Personnel	\$ -	\$ 153,111	\$ -	\$ -	\$ -
Operating	16,986	92,988	28,700	43,700	\$ 15,000
<b>SUBTOTAL</b>	<b>\$ 16,986</b>	<b>\$ 246,099</b>	<b>\$ 28,700</b>	<b>\$ 43,700</b>	<b>\$ 15,000</b>
Capital Outlay	-	-	-	-	\$ -
<b>TOTAL</b>	<b>\$ 16,986</b>	<b>\$ 246,099</b>	<b>\$ 28,700</b>	<b>\$ 43,700</b>	<b>\$ 15,000</b>
Positions	-	-	-	-	-

\* Hurricane Sandy and Tropical Storm Isaac 2012

## PERFORMANCE MEASURES

Metric	FY 2011	FY 2012	FY 2013	Target	Strategic Fundamental
Property Crimes	771	745	704 Projected	<1,000	Protecting our Investment
Response time in minutes - high priority calls	4.9	4.7	N/A	<7	Responsive Government
Clearance rate	32.00%	29.10%	N/A	28.20%	Responsive Government
Citizen Satisfaction Rating (1 lowest – 5 highest)	4.88	4.80	N/A	4.9	Responsive Government
Crash rate of 2.2 or less per 100 residents	2.2	2.3	2.3	2.2	Responsive Government
High Priority Call Response Time in Minutes		4.7	4.8	4.7	Responsive Government
Calls for Service	34,478	34,874	34,662 Projected	34,706	Responsive Government

# VILLAGE CLERK



## MISSION

To meet the service needs of the community

## FUNCTION AND OVERVIEW

The Clerk's Office provides for elections, is the custodian of Wellington's official records and provides customer access to records in a timely and efficient manner consistent with Council policies and procedures and State laws.

## FUNDAMENTALS

- Responsive Government

## KEY MEASURES AND STANDARDS

The following measures indicate the effectiveness of the initiatives and goals for the department:

Performance Measures	Goals
Timely completion of Minutes	95% of minutes completed within one month of meeting
Timely processing of records requests	98% of records request completed within five business days
On time publishing of agendas	95% of agendas delivered on deadline

## FY2012 & FY2013 ACCOMPLISHMENTS

The Clerk's Office has made the following significant accomplishments:

- Continued integration of electronic document management system with Open Wellington
- Enhanced accessibility to local government via an electronic Citizen Action Center where customers can send requests and questions to staff or look up commonly asked questions.
- Coordinated Municipal Election and Manual Recount Process
- Inventoried and disposed of over 4000 boxes of Village records
- Eliminated off-site storage contract with a savings of \$24,000
- Processed and completed over 2,400 public information requests including requests pertaining to litigation
- Coordinated the selection process for the new slate of board and committee members for the 2012-2014 year
- Commenced working on instituting a more efficient agenda processing system

## FY2014 ACTION PLANS

In an effort to increase public access to documents the following projects will be implemented in the upcoming fiscal year:

Project / Program	Performance Measure/Metric	Primary Strategic Fundamental
Expand integration of document management system with Open Wellington	90% of financial records have related documents attached	Responsive Government
Expand document management database to support Open Wellington	33% of all records accessible within 2-4 clicks	Responsive Government
Eliminate on-site storage of paper files	100% record inventory of boxes on-site 100% disposal of applicable records	Responsive Government
Implement additional document management workflow processes	One additional workflow process in each work group by the end of the year	Responsive Government

## BUDGET ISSUES

Many of the objectives of the Clerk's Office could be impacted by sources outside of its control such as:

- The initial phase of the Open Wellington transparency project was implemented several years ago to provide residents with online access to financial documents and public records such as ordinances, resolutions and minutes. In order to complete document management integration with Open Wellington and

# VILLAGE CLERK

continue to expand and develop the document management database, supplemental document management staff will be required until project completion.

## BUDGET SUMMARY

### CLERK TOTAL

	Actual 2011	Actual 2012	Budget 2013	Budget 2014	Change from Prior Year
Personnel	\$601,092	\$ 718,815	\$ 720,748	\$ 880,857	\$ 160,109
Operating	519,396	436,945	117,400	140,700	23,300
<b>SUBTOTAL</b>	<b>\$1,120,488</b>	<b>\$ 1,155,760</b>	<b>\$ 838,148</b>	<b>\$ 1,021,557</b>	<b>\$ 183,409</b>
Capital Outlay	-	-	-	-	-
<b>TOTAL</b>	<b>\$1,120,488</b>	<b>\$ 1,155,760</b>	<b>\$ 838,148</b>	<b>\$ 1,021,557</b>	<b>\$ 183,409</b>
Positions	7	7	6	10	4

## PERSONNEL

CLERK'S OFFICE	Positions	OPS Hours	Intern
<b>Clerk &amp; Records Services</b>			
ADMINISTRATIVE ASSISTANT	1.00		
ASST TO VILLAGE CLERK	1.00		
CLERK	1.00		
DEPUTY CLERK	1.00		
SR ADMINISTRATIVE ASSISTANT	1.00		
<b>Document Management</b>			
OFFICE/DOCUMENT MANAGEMENT ASSISTANT	2.00		
RECORDS COORDINATOR	1.00		
RECORDS SYSTEMS MANAGER	1.00		
<b>Agenda Support</b>			
SR ADMINISTRATIVE ASSISTANT	1.00		
<b>Total Clerk's Office</b>	<b>10.00</b>	<b>0</b>	<b>0.00</b>

## PERFORMANCE MEASURES

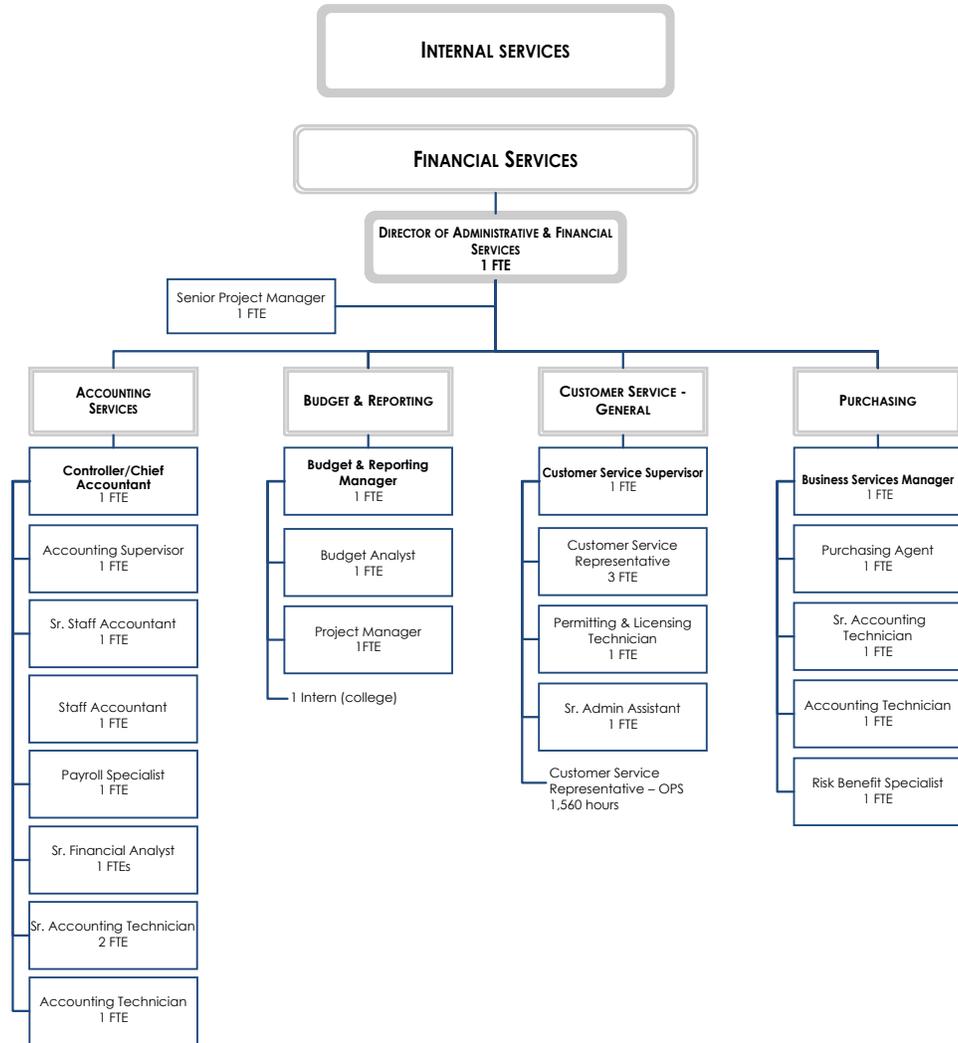
Metric	FY 2011	FY 2012	FY 2013	Target	Strategic Fundamental
Agendas delivered on deadline	*	90%	80%	95%	Responsive Government
Percent of minutes completed within one month of meeting	*	*	*	95%	Responsive Government
Number of Records Requests	1,220	1,933	2,400	*	Responsive Government
Percent of record requests filled within five business days	83%	98%	90%	98%	Responsive Government

\*Not measured or not available

WELLINGTON 



# FINANCIAL SERVICES



## MISSION

To safeguard Wellington's finances and assets

## FUNCTION AND OVERVIEW

The function of Wellington's Financial Services is to manage and prepare a balanced budget, provide accurate, timely and relevant financial information to the public and decision makers, safeguard assets through appropriate controls, accounting and procurement practices and effective risk management. Financial Services partners with all departments to improve operating efficiencies. Wellington's Financial Services Department is comprised of the following divisions:

- **Accounting Services** - manages accounting, treasury services and ensures regulatory compliance
- **Budget & Reporting:** prepares, monitors and administers the annual budget
- **Purchasing** - manages the procurement of goods and services

## FINANCIAL SERVICES

- **Risk Management** – provides professional risk management services
- **Customer Service** – provides service and assistance to customers of the Village

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### FUNDAMENTALS

- Protecting Our Investment
- Responsive Government

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### KEY MEASURES AND STANDARDS

- Complete annual audit resulting in a clean audit opinion with no material weaknesses, or misstatements
- Maintain financial stability – maintain reserve rate >25%
- Provide accurate and timely financial reporting – provide internal department budget vs. actual reports by 10<sup>th</sup> day of month end close.
- Budgetary bid/alternative purchase savings achieved \$450,000 increase by 10%
- P-Card usage >=53% transactions via P-card for continued efficiency also increasing rebates from the P-Card program
- Vendor and department escalations <1
- Maintain workers comp loss ratio <10%

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### FY2013 ACCOMPLISHMENTS

#### **Accounting Services, Budget & Reporting**

- Awards for excellence in reporting of the Comprehensive Annual Budget, Budget in Brief, Comprehensive Annual Financial Report and Popular Annual Financial Report
- Retired the final Utility Debt early
- Completed review of internal controls and compliance.

#### **Purchasing**

- Implemented an automated P-Card approval process
- Increase annual P-Card rebates
- Increase annual total cash savings generated through procurement activity

#### **Risk Management**

- Maintain or reduce annual healthcare and property and casualty insurance premium costs
- As of December 31, 2012, Workers compensation loss ratios decreased from FY 2011 to FY 2012

#### **Customer Service**

- Provided excellent customer service

## FY2014 ACTION PLANS

### **Accounting Services**

- Identify areas of improvement to enhance effectiveness and efficiency by streamlining key processes. This will include an internal audit program to maintain internal controls and promotes efficiencies
- Maintain Wellington's long-term financial viability by revising/updating all forecasts of funding sources and expenditures, developing useful measures and goals, and creating successful budget strategies
- Continue the tradition in excellence in financial reporting
- Support community reinvestment by assisting with public-private partnerships and grants

### **Purchasing**

- Continue to improve vendor relations and improve contracting efficiency by conducting training seminars for vendors and completion of Phase 2 of web page redesign
- Continue to increase use of purchasing cards to improve efficiency and increase rebate amount
- Reduce solicitation (ITB's, RFP's RFQ's) completion times.
- Increase total cash savings generated through Procurement activity.
- Increase contract administration capabilities

### **Risk Management**

- Improve/streamline claims tracking and reporting system
- Complete a comprehensive valuation of all Village assets
- Improve insurance contract compliance and controls

### **Budget & Reporting**

- Improve/streamline/automate process flows to gain efficiencies

### **Customer Service**

- Create a welcome booklet of How To's for Utilities and frontline services
- Develop standardized training
- Prepare FAQ's for website and Facebook

# FINANCIAL SERVICES

## FY 14 GOALS & PROJECTS

Project / Program	Performance Measure/Metric	Primary Strategic Fundamental
Develop periodic general analysis and reconciliation reporting schedule	Percentage of general analyses and reconciliations completed on time and published	Protecting our Investment
Develop departmental review plan for departmental policies and procedures; develop schedule for maintenance	Percentage reviewed and corrected if needed	Protecting our Investment
Identify processes for department level scanning	Percentage of processes converted to internal scanning	Responsive Government
Prepare FAQ's and social media for all segments of OFMB for use on website	Percentage completed	Responsive Government
Complete a Department – wide assessment of software usage and evaluation	Percentage of software evaluations completed and implemented	Protecting our Investment
Complete valuation and assessment of all Village Assets –Master Appraisal	Valuation Updated and incorporated into insurance, inventory, and reports	Protecting our Investment
Develop an Annual Bid/Solicitation Schedule and Review Cycle	Percentage completed on time	Responsive Government
Complete cross-training for bench strength and continuity for payroll, utilities billing, BTR's and bank reconciliations.	Completion of training and additional staff fully able to fulfill program requirements	Responsive Government
Establish and implement Annual Contract Compliance review and monitoring schedule	Percentage reviewed and/or monitored on time	Responsive Government
Complete review of all departmental contracts	Percentage reviewed and monitored	Responsive Government

# FINANCIAL SERVICES

## BUDGET ISSUES

Increase in personnel expenses are due to a functional reorganization of divisions within Financial Services. Realignment of functional roles and responsibilities continue to ensure internal controls, integrity of financial statements and mitigate risk. Expanded responsibilities include contract administration, compliance and a comprehensive risk and safety function.

- Personnel
  - Reclassification of positions to better reflect new roles
  - Transfer 1 position from Business Services to Finance/Accounting
  - Reclassification of SUP Billing Coordinator to FTE
- Business Services Personnel
  - Risk Management
    - Transfer Internal Audit position from Purchasing to Audit & Compliance
  - Purchasing
    - 2 FTE's transfer to other functional areas (Internal Audit and Sr. Accounting Tech) – replace with 1 FTE Purchasing Agent and 1 FTE Contract Administration

Additional increases are due to the following:

- Increase in outside services to outsource payroll processing and allow staff to focus on payroll and records compliance
- Centralize the purchase of all first aid supplies as part of Risk Management

## BUDGET SUMMARY

### ACCOUNTING SERVICES

	Actual 2011	Actual 2012	Budget 2013	Budget 2014	Change from Prior Year
Personnel	\$ 1,415,412	\$ 1,295,308	\$ 1,203,727	\$ 930,598	\$ (273,129)
Operating	261,703	268,487	276,700	289,450	\$ 12,750
<b>SUBTOTAL</b>	<b>\$ 1,677,115</b>	<b>\$ 1,563,795</b>	<b>\$ 1,480,427</b>	<b>\$ 1,220,048</b>	<b>\$ (260,379)</b>
Capital Outlay	-	-	-	-	\$ -
<b>TOTAL</b>	<b>\$ 1,677,115</b>	<b>\$ 1,563,795</b>	<b>\$ 1,480,427</b>	<b>\$ 1,220,048</b>	<b>\$ (260,379)</b>
Positions	13	13	10	11	1

# FINANCIAL SERVICES

## BUDGET & REPORTING

	Actual 2011	Actual 2012	Budget 2013	Budget 2014	Change from Prior Year
Personnel	\$ -	\$ -	\$ -	\$ 322,533	\$ 322,533
Operating	-	-	-	5,500	\$ 5,500
<b>SUBTOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 328,033</b>	<b>\$ 328,033</b>
Capital Outlay	-	-	-	-	\$ -
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 328,033</b>	<b>\$ 328,033</b>
Positions	-	-	-	3	3

## PURCHASING

	Actual 2011	Actual 2012	Budget 2013	Budget 2014	Change from Prior Year
Personnel	\$ 253,818	\$ 187,329	\$ 339,452	\$ 332,526	\$ (6,926)
Operating	141,897	96,025	\$ 120,900	\$ 124,900	\$ 4,000
<b>SUBTOTAL</b>	<b>\$ 395,715</b>	<b>\$ 283,354</b>	<b>\$ 460,352</b>	<b>\$ 457,426</b>	<b>\$ (2,926)</b>
Capital Outlay	8,934	-	-	-	\$ -
<b>TOTAL</b>	<b>\$ 404,649</b>	<b>\$ 283,354</b>	<b>\$ 460,352</b>	<b>\$ 457,426</b>	<b>\$ (2,926)</b>
Positions	4	2	4	4	-

## RISK MANAGEMENT

	Actual 2011	Actual 2012	Budget 2013	Budget 2014	Change from Prior Year
Personnel	\$ 69,407	\$ 65,452	\$ 67,085	\$ 67,450	\$ 365
Operating	722,581	868,317	\$ 929,900	\$ 960,350	\$ 30,450
<b>SUBTOTAL</b>	<b>\$ 791,988</b>	<b>\$ 933,769</b>	<b>\$ 996,985</b>	<b>\$ 1,027,800</b>	<b>\$ 30,815</b>
Capital Outlay	-	-	-	-	\$ -
<b>TOTAL</b>	<b>\$ 791,988</b>	<b>\$ 933,769</b>	<b>\$ 996,985</b>	<b>\$ 1,027,800</b>	<b>\$ 30,815</b>
Positions	1	1	1	1	-

## CUSTOMER SERVICE

	Actual 2011	Actual 2012	Budget 2013	Budget 2014	Change from Prior Year
Personnel	\$ 361,352	\$ 170,326	\$ 360,780	\$ 287,518	\$ (73,262)
Operating	508,285	5,547	\$ 20,700	\$ 61,014	\$ 40,314
<b>SUBTOTAL</b>	<b>\$ 869,637</b>	<b>\$ 175,873</b>	<b>\$ 381,480</b>	<b>\$ 348,532</b>	<b>\$ (32,948)</b>
Capital Outlay	-	-	-	-	\$ -
<b>TOTAL</b>	<b>\$ 869,637</b>	<b>\$ 175,873</b>	<b>\$ 381,480</b>	<b>\$ 348,532</b>	<b>\$ (32,948)</b>
Positions	9	9	13	6	(7)

# FINANCIAL SERVICES

## PERSONNEL

<b>FINANCIAL SERVICES</b>	<b>Positions</b>	<b>OPS Hours</b>	<b>Intern</b>
<b>Accounting Services</b>			
ACCOUNTING SUPERVISOR	1.00		
ACCOUNTING TECHNICIAN	1.00		
CONTROLLER/CHIEF ACCOUNTANT	1.00		
DIRECTOR OF ADMINISTRATIVE & FINANCIAL SERVICES	1.00		
PAYROLL SPECIALIST	1.00		
SENIOR ACCOUNTING TECHNICIAN	2.00		
SENIOR FINANCIAL ANALYST	1.00		
SENIOR PROJECT MANAGER	1.00		
SENIOR STAFF ACCOUNTANT	1.00		
STAFF ACCOUNTANT	1.00		
<b>Budget &amp; Reporting</b>			
BUDGET & REPORTING MANAGER	1.00		
BUDGET ANALYST	1.00		
INTERN - COLLEGE			1.00
PROJECT MANAGER	1.00		
<b>Purchasing</b>			
ACCOUNTING TECHNICIAN	1.00		
BUSINESS SERVICES MANAGER	1.00		
PURCHASING AGENT	1.00		
SENIOR ACCOUNTING TECHNICIAN	1.00		
<b>Risk Management</b>			
RISK BENEFIT SPECIALIST	1.00		
<b>Total Financial Services</b>	<b>19.00</b>	<b>0</b>	<b>1.00</b>

<b>CUSTOMER SERVICE</b>	<b>Positions</b>	<b>OPS Hours</b>	<b>Intern</b>
CUSTOMER SERVICE SUPERVISOR	1.00		
CUSTOMER SERVICE REPRESENTATIVE	3.00	1,560	
PERMITTING & LICENSING TECH	1.00		
SR ADMINISTRATIVE ASSISTANT	1.00		
<b>Total Customer Service</b>	<b>6.00</b>	<b>1,560</b>	<b>0.00</b>

# FINANCIAL SERVICES

## PERFORMANCE MEASURES & WORKLOAD INDICATORS

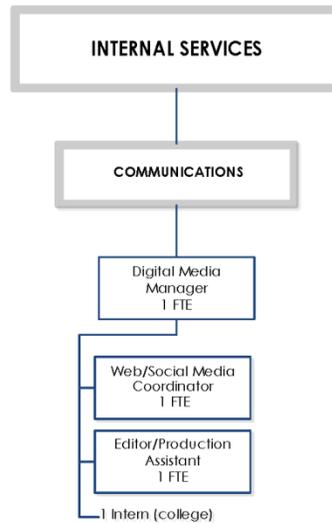
### FINANCIAL SERVICES

Metric	FY 2012	FY 2013	Strategic Fundamental
Bond Rating	AA+	AA+	Responsive Government
GFOA Budget Award Received	Yes	Yes	Responsive Government
GFOA CAFR Award Received	Yes	N/A	Responsive Government
Workers compensation loss ratio	35%	11%	Responsive Government
Invitations to Bid	22	35	Responsive Government
Purchase Orders Processed	959	1,011	Responsive Government
Bid Protests (Annual)	5	1	Responsive Government
Sustained Bid Protests	3	0	Responsive Government

### CUSTOMER SERVICE

Metric	FY 2012	FY 2013	Strategic Fundamental
Lobby service satisfaction ratings	95%	96%	Responsive Government
Average call duration in seconds	105	45	Responsive Government
Average lobby wait time in minutes	9.1	7.57	Responsive Government
Average Percent of payments made electronically	77%	78%	Responsive Government
Average workweek transactions	3,560	3,833	Responsive Government

*Customer Service Notes: Not all FY 2013 weeks were measured*



## MISSION

Convey current and relevant information

## FUNCTION AND OVERVIEW

The Communications department focuses on the following:

- **Information and News** – Wellington's goal is complete governmental transparency. Utilizing technology to provide transparent data and communication ensures that strategies align with transparency standards.
- **Broadcasting** – Wellington maintains a 24 hour local government channel (Channel 18). Work focuses on creation and production of live broadcasts, news segments, PSA's, information sharing, and other special programs. Channel 18 is one of Wellington's key forms of communication and work centers around keeping information fresh, accurate and informative. Channel 18 can also be viewed online or from any mobile device.

## FUNDAMENTALS

- Protecting our Investment
- Respecting the Environment
- Responsive Government

# COMMUNICATIONS

## KEY MEASURES AND STANDARDS

Some key items from each area include:

Performance Measures	Goals
Customer Satisfaction Rating	Receive surveys from 30% of customers, Rating of 4 or better in 80%
Number of Online Collaborations	Increase by 25% (current known number is 75)
Metrics/Workload Indicators	
Website Visitors	Monthly Tracking
Webcasting Viewers	Monthly Tracking

## FY2012 & FY2013 ACCOMPLISHMENTS

### Communications:

- Developed and created five monthly “In the Know” video series. In the Know is a video series to educate residents and employees on the various Wellington initiatives.
- Coordinated broadcasting and video recording services of public meetings and programming on Channel 18.
- Develop and create marketing video shorts for conferences and general use.
- Completion of the 2013 Equestrian Brochure and mailing to Wellington utility customers.
- Provide central source of communication to residents including website, press releases, Social Media Facebook and Twitter, Channel 18 and public service announcements and facilitate public’s access information.
- Ghost writer for the monthly Mayor’s Column publication.
- Provide support services for all Wellington departments including marketing, graphic design, PowerPoint visuals, and creative promotional material such as flyers, posters, and banners.
- Coordinate, develop, create and distribute the Water Quality Report and Flood Brochure to all utility customers.

### Broadcasting:

- Upgraded Webcasting capabilities
- Live Broadcast all Council Meetings
- Live Broadcast all Code Enforcement Hearings
- Upgraded sound and video equipment
- Upgraded control equipment

# COMMUNICATIONS

## FY2013 ACTION PLANS

Communications will continue to focus on quality, service delivery, communication and alignment with the strategic Framework in its focus areas. Some upcoming projects include (Note: many of these projects align with multiple fundamentals; however, only the primary fundamental is listed):

Project / Program	Primary Strategic Fundamental
Broadcasting System Upgrades	Protecting Our Investment

## BUDGET SUMMARY

### COMMUNICATIONS

	Actual 2011	Actual 2012	Budget 2013	Budget 2014	Change from Prior Year
Personnel	\$ 443,923	\$ 159,051	\$ 245,957	\$ 256,937	\$ 10,980
Operating	42,321	16,633	41,400	40,100	\$ (1,300)
<b>SUBTOTAL</b>	<b>\$ 486,244</b>	<b>\$ 175,684</b>	<b>\$ 287,357</b>	<b>\$ 297,037</b>	<b>\$ 9,680</b>
Capital Outlay	5,766	7,488	8,000	20,000	\$ 12,000
<b>TOTAL</b>	<b>\$ 492,010</b>	<b>\$ 183,172</b>	<b>\$ 295,357</b>	<b>\$ 317,037</b>	<b>\$ 21,680</b>
Positions	5	3	3	3	-

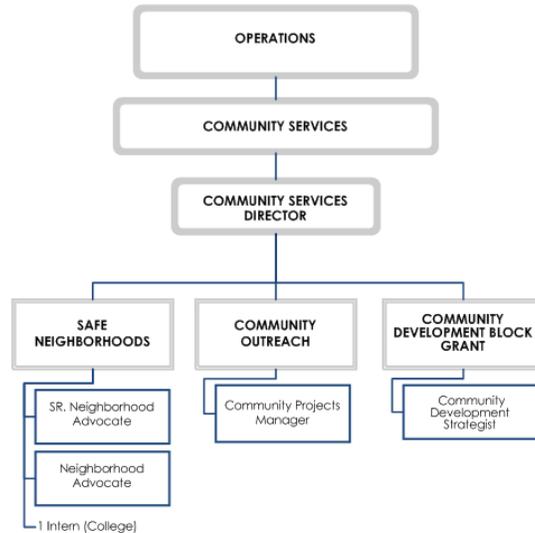
*Includes Broadcasting division exp history for 2011 and 2012*

## PERSONNEL

COMMUNICATIONS	Positions	OPS Hours	Intern
DIGITAL MEDIA MANAGER	1.00		
EDITOR/PRODUCTION ASSISTANT	1.00		
INTERN - COLLEGE			1.00
WEB/SOCIAL MEDIA COORDINATOR	1.00		
<b>Total Communications</b>	<b>3.00</b>		<b>1.00</b>

WELLINGTON 





## MISSION

Improve neighborhoods and increase safety

## FUNCTION AND OVERVIEW

The Community Services Department is comprised of Three functions: (1) Safe Neighborhoods, (2) Community Outreach, and (4) Community Block Development Grant administration. All functions work together to create safe and livable neighborhoods throughout Wellington focusing on the following main focus areas:

- **Reinvestment** – in public and private infrastructure in Wellington's transitional neighborhoods, including sidewalks, streets, and other community assets (residential housing and neighborhood commercial centers). The Defensive Measures Grant program and Model Block program provides residents grant funds to do the following: install lighting and for CPTED projects (Crime Prevention Through Environmental Design, incentives to create neighborhood watch groups, and assist with exterior façade improvements.
- **Public Safety** – Code Compliance Officers and Community Oriented Police Officers reduce crime and ensure properties are maintained in accordance with to code to protect the health and safety of Wellington residents.
- **Leveraging** – The leveraging of Wellington's public investment is accomplished through four main focus areas:
  - Volunteer projects and programs – Examples of these types of programs include neighborhood clean-ups, Interfaith service day projects, community event staffing, and opportunities to volunteer within Village offices.
  - The Community Development Block Grant Program (CDBG) – Beginning in 2012, Wellington received an annual allocation of CDBG funds to assist the Village in meeting community needs, including, but not limited to,

## COMMUNITY SERVICES

capital infrastructure investment and economic development programs that will retain and/or create education opportunities.

- o Youth Services – Youth programming helps insure that adolescents will be healthy and productive members of society. Wellington has developed youth engagement opportunities working with local schools and community groups. Opportunities include programs such as Civics 101, learn job skills through High School Summer Service, Youth Council and community service days.

Youth outreach programming also includes fitness and learning programming such as flag football and tutoring. In addition, in 2014, Community Services will establish partnerships with at-risk youth non-profits that will address youth crime, violence, loitering and mentor programs.

- o Senior Services – The goal of Senior Services is to administer a comprehensive range of programs and services that provide for Wellington seniors 60 and older. Senior Services will work with various agencies and groups, including the Senior Advisory committee, to address issues facing Wellington seniors.

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### FUNDAMENTALS

- Neighborhood Renaissance
- Protecting our Investment
- Responsive Government

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### KEY MEASURES AND STANDARDS

The following measures indicate the effectiveness of the initiatives and goals for the department:

- Crime rates within the transitional neighborhoods
- Owner-occupancy rates
- Trend in neighborhood home values
- Perception of Safety

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### FY2012 & FY2013 ACCOMPLISHMENTS

Community Services has made the following significant accomplishments:

#### SAFE NEIGHBORHOODS

- Increased homeownership and stabilized home values in Wellington through the sale of five (5) homes utilizing the Neighborhood Stabilization Program (NSP) grant funds.
- Increased Defensive Measures grants given by 40%
- Completion of Neighborhood Enhancement Cluster Mailbox project in which cluster mailboxes were installed in five transitional neighborhoods

## COMMUNITY SERVICES

- Completion of 2 community Defensive Measures projects installing fences & hostile vegetation using crime prevention through environmental design techniques for the Yarmouth and Montauk neighborhoods.
- Home Owner Association Symposiums held quarterly for all Wellington association board members.
- 2 Wellington homes painted through Paint Your Heart Out
- Added 3 Watch group for a total of 6 Neighborhood watch groups in Wellington
- Neighborhood enhancement project Goldenrod Neighborhood park completed.
- Held quarterly neighborhood meetings for all transitional and pre-transitional neighborhoods.
- Implement the Responsible Landlord training program.
- Implementation of the Trash Can Plan where advocates and code work together to label trash cans and help reduce non-compliant trash placement, including bulk trash.
- Enhancements made to the Senior transportation program by installing an electronic swipe card system and allocated Community Block Development Grant funds to increase amount of vouchers available to Seniors.

### COMMUNITY PROJECTS (Community Service, Volunteer, and Education Outreach)

- Created and developed annual internship program for college students to offer service opportunities and invest in the community.
- Partner with the Boys and Girls Club to create youth summer work program.
- Complete eighteen month VIVA Florida project which highlighted Wellington's history and provided a \$250 scholarship for a high school student through the essay contest.
- Partnered with local educational institution to provide a \$15k full scholarship for a Practical Nursing Program.
- Increase attendance in youth centered programs such as High School Summer Service program and Civics 101 program.
- Partner with the Palm Beach County School District to have the Area 3 representative communicate and provide an update at the quarterly Education Committee meetings.
- Redevelop and enhance marketing and promotional materials, application and handbook for Volunteer Wellington.
- Partnered with the Wellington Art Society to implement the City Hall "Rotating Gallery" installment.

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### FY2014 ACTION PLANS

#### SAFE NEIGHBORHOODS

In an effort to reduce crime and affect change in the transitional neighborhoods the following projects will be implemented in the upcoming fiscal year:

## COMMUNITY SERVICES

Project / Program	Performance Measure/Metric	Primary Strategic Fundamental
Defensive Measures Program	Maintain participation of 35 properties receiving funds annually	Protecting our Investment
Neighbors of Wellington Grant Program	Hold 2 community block parties	Protecting our Investment
Great Hometown Grant	Hold 4 façade improvement projects	Protecting our Investment

- Reinvestment into public and private infrastructure in Yarmouth Neighborhood including street closures.
- Acquisition of land and completion of Yarmouth Neighborhood Park. Continue the Responsible Wellington Landlord training program.
- Maintain code enforcement number and actively pursue repeat code violators.
- Increase PBSO presence and patrols within the transitional neighborhoods.
- Provide Homeownership services and provide resources to distressed HOAs through the HOA symposium.
- Resident engagement through quarterly neighbourhood meetings and through the Helping Residents with Needs Hotline.

### COMMUNITY OUTREACH

- Conduct a village-wide external perception survey.
- Increase volunteer participation and develop new ways to utilize volunteers for educational and community outreach events
- Collaborate with one new non-profit community agency to implement an at-risk youth services program.
- Youth Services including Youth Council, High School Summer Service program
- Administer Volunteer Wellington! Program
- Liaison with local faith based community leaders through Wellington's Interfaith program
- Liaison for the education committee
- Leverage volunteer hours to facilitate neighbourhood and community clean-up projects through Great American Clean-up and Community Improvement Days.
- Increase ridership of the Senior Transportation and Rides (STAR) program by 10%.
- Utilize strategic partnerships that will focus on long term planning for senior housing and affordable housing.
- Develop partnerships with 2 new agencies that will build a coordinated system of information for awareness, education, information, assistance, benefits counselling, and seniors in need.
- Utilize grant funding to develop programming for topics such as Health & Wellness, Safety & Legal, and Benefits & Assistance.

# COMMUNITY SERVICES

## COMMUNITY BLOCK DEVELOPMENT GRANT

- Fund infrastructure improvements including public facilities, sidewalk improvements.
- Fund formal neighbourhood revitalization plans.
- Fund outreach and educational programs.
- Partially fund senior transportation program.
- Prepare CDBG Annual plan and CAPER report.

## BUDGET ISSUES

Many of the objectives of the Department could be impacted by sources outside of its control such as:

- Level of CDBG appropriation. The CDBG program funding is subject to annual appropriations by the U.S. Congress.
- Carry forward approximately \$300,000 for the Defensive Measures Grant; The Neighbors of Wellington Grant program; Model Block program, a proposed grant program designed to fund residential and commercial façade improvements and other neighborhood improvements; and Infrastructure related projects such as increased lighting in needed neighborhoods, and Yarmouth Park.

## BUDGET SUMMARIES

### COMMUNITY SERVICES

	Actual 2011	Actual 2012	Budget 2013	Budget 2014	Change from Prior Year
Personnel	\$ 376,206	\$ 375,980	\$ 427,240	\$ 517,533	\$ 90,293
Operating	56,768	81,769	187,000	630,817	\$ 443,817
<b>SUBTOTAL</b>	<b>\$ 432,974</b>	<b>\$ 457,749</b>	<b>\$ 614,240</b>	<b>\$ 1,148,350</b>	<b>\$ 534,110</b>
Capital Outlay	9,703	-	-	-	\$ -
<b>TOTAL</b>	<b>\$ 442,677</b>	<b>\$ 457,749</b>	<b>\$ 614,240</b>	<b>\$ 1,148,350</b>	<b>\$ 534,110</b>
Positions	4	5	7	6	(1)

# COMMUNITY SERVICES

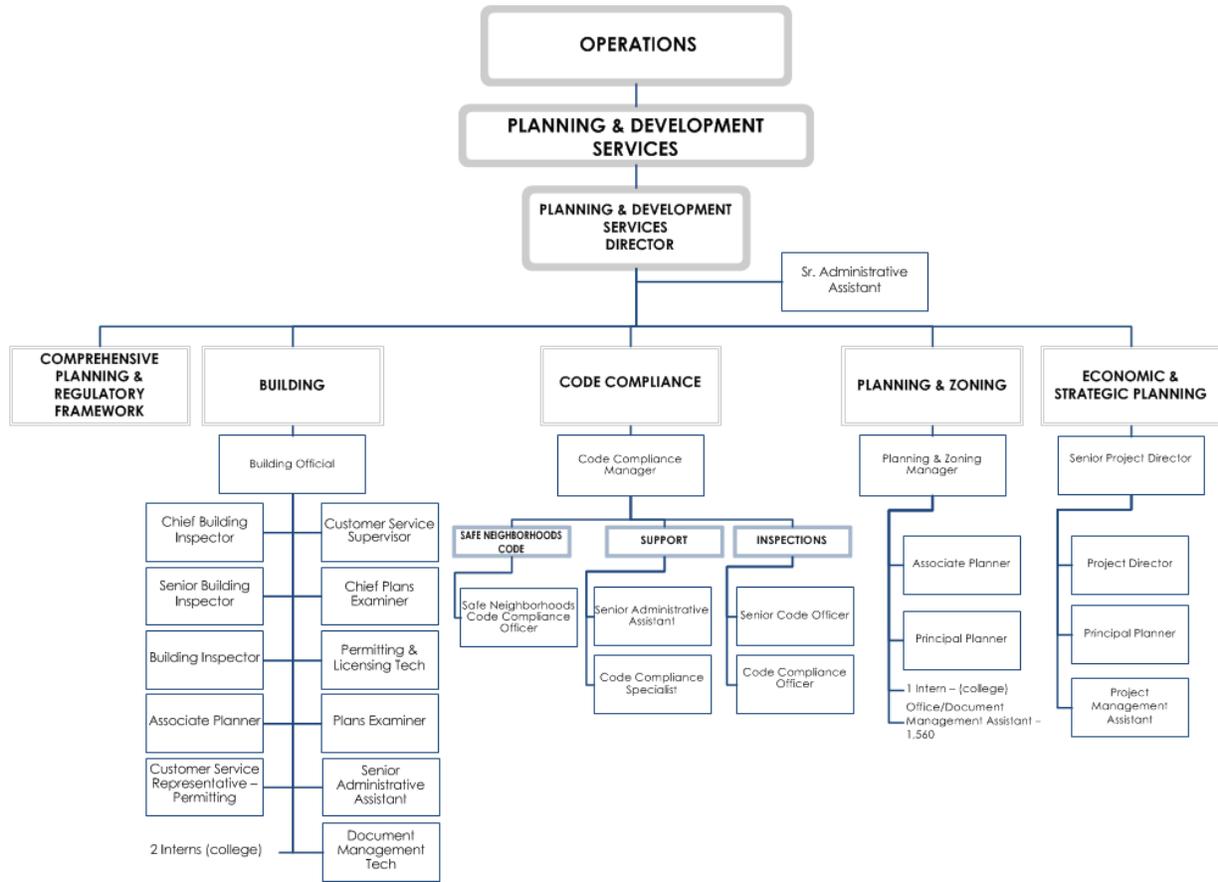
## PERSONNEL

	Positions	OPS Hours	Intern
<b>COMMUNITY SERVICES</b>			
<b>Safe Neighborhoods</b>			
COMMUNITY SERVICES DIRECTOR	1.00		
INTERN - COLLEGE			1.00
NEIGHBORHOOD ADVOCATE	1.00		
SR NEIGHBORHOOD ADVOCATE	2.00		
<b>Community Development Block Grant (CDBG)</b>			
COMMUNITY DEVELOPMENT STRATEGIST	1.00		
<b>Community Outreach</b>			
COMMUNITY PROJECTS MANAGER	1.00		
<b>Total Community Services</b>	<b>6.00</b>	<b>0</b>	<b>1.00</b>

## PERFORMANCE MEASURES

Metric	FY 2012	FY 2013	Strategic Fundamental
Crime rates within transitional neighborhoods - Cases per Unit	0.110	0.062	Neighborhood Renaissance
Neighborhood Crimes by Year	488	397	Neighborhood Renaissance
Rental Percent (Owner-occupancy rates)	83%	86%	Neighborhood Renaissance
Average Market Value of Neighborhood Homes	\$70,297	\$78,887	Neighborhood Renaissance

# PLANNING AND DEVELOPMENT SERVICES



## MISSION

To preserve Wellington's unique characteristics

## FUNCTION AND OVERVIEW

Planning and Development Services is the integration of all planning, zoning, economic development, code, and building activities within one department. The objective of this department is to establish better coordination and collaboration for all development services, code, and economic development activities as well as reduce costs through shared resources and more effective service provision. The main focus of the department continues to be the protection of the health, safety and welfare of the Village residents through administration of the Land Development Code, Building Code and ensure compliance with Village property standards to preserve and enhance the unique characteristics of Wellington which make it a Great Hometown.

Planning and Development Services encompasses Strategic Planning, Development Services (also known as Planning & Zoning), Code Compliance, and Building. For budgetary purposes and due to statutory requirements regarding permitting revenues, Building is presented as a separate budget package. The following are descriptions of Planning and Development Services functions:

## PLANNING AND DEVELOPMENT SERVICES

- **Development Services:** Administers the provisions of the Village's Land Development Codes, which include the Comprehensive Plan, the Zoning Code, Parking Standards, Landscaping Standards, Concurrency Standards, Environmental Standards, etc. Such work involves preparation and representation of staff reports for Comprehensive Plan Amendment applications, Rezoning applications, Conditional Use applications, Special Permit applications, Variance applications, Site Plan Approval applications and building permit applications, among others. Zoning also provides support and website updates for numerous Village advisory boards such as the Planning, Zoning and Adjustment Board, Equestrian Preserve Committee, Architectural Review Board, as well as for the Village Council. The Division provides assistance to the general public on a walk-in basis. In 2012, the Division processed 19 Zoning related public hearing applications, 21 ARB applications, 17 DRC-only applications, 49 Special Use Permits, 16 Community Event permits, 28 general applications, 25 Zoning Confirmation letters and 206 Tree Removal Permits.
- **Code Compliance:** The primary function of this division is to protect and promote the Village's property values and quality of life through enforcement of a wide variety of local codes, including all of those noted above. Enforcement is accomplished through a number of programs, as well as through response to citizen complaints. In 2012 the Division made 24,931 inspections resulting in the generation of 7,680 cases. Approximately 5,590 courtesy notices were issued and 1,581 notices of violation. In addition, 1,295 parking tickets were issued. Ultimately, 777 cases were presented to the Special Master. Code Officers also responded to 1,633 complaints.

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### FUNDAMENTALS

- Respecting the Environment
- Economic Development
- Protecting our Investment
- Responsive Government

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### KEY MEASURES AND STANDARDS

#### **Development Services (aka Planning & Zoning)**

- Process special permit applications for administrative approval within 10 days
- Process special permit applications for Council approval within 30 days
- ISO community rating (Residential/Commercial) 2/3

#### **Code Compliance**

- Number of code cases per officer
- Case compliance rate
- Inspections conducted within 5 days
- Officers maintain an average of 150 active cases

# PLANNING AND DEVELOPMENT SERVICES

## FY2012 & FY2013 ACCOMPLISHMENTS

### **Development Services (aka Planning & Zoning)**

- Coordination with Building and Code Compliance to resolve ongoing field issues
- Electronic review and distribution of P&Z related applications
- P&Z Applications updated and electronically available for outside user groups
- Streamline special use permit review especially for stabling tents
- Bicycle, pedestrian and alternative pathways master plan
- Assist in median improvements and other landscape related projects as requested

### **Code Compliance**

- Code Officers obtained Florida Association Code Enforcement (FACE) level I Fundamentals of Code Enforcement
- Code Officers obtained FACE level III Legal Aspects of Code Enforcement
- Code Officers obtained FACE level VI Officer Safety
- Code staff participation in the stabilization and enhancement of older communities through a partnership with the Safe Neighborhoods Office
- Restructured code compliance officer zones

## FY2013 GOALS AND PROJECTS

Since several divisions are dependent on regulatory influences from the state and business volume is highly dependent on regional and national economic factors there is no comprehensive list of expectations for the upcoming fiscal cycle. The following, however, reflect goals for the coming year as part of its focus preserving Wellington's "Great Hometown":

### **Development Services (aka Planning & Zoning)**

- Continue to streamline the application review process for both development approvals and building permits, to reduce processing time and complication.
- Continue the updating and streamlining of the various land development codes.
- Improve & expand interaction and assistance provided to other departments

### **Code Compliance**

- Maintain work volume & response time to complaints
- Additional training and certifications for inspection staff
- Continue to conduct Neighborhood Improvement Inspections to protect and enhance property maintenance standards

# PLANNING AND DEVELOPMENT SERVICES

## BUDGET ISSUES

### Development Services (aka Planning & Zoning)

- Equestrian projects and weekly meetings require P&Z considerable staff time during peak months
- Additional permit for RVs within EOZD being adopted
- Complete backlog of scanning of older applications/petitions, plans, and other documents; requires shared use of part-time scanning technician with Code
- Tree removal and pruning issues with Code Compliance
- Increased demand on P&Z for on-call customer service
- Unknown level of service demand for equestrian related regulations and permits
- Land Development Regulations updates

### Code Compliance

- Palm Beach County enacted additional escrow requirements for parking tickets, \$10.00 per appeal
- Additional training and certifications for code staff, FACE Level III and IV.
- Additional equipment for new staff
- Additional Code Officers hired in 2012 will increase case load and may cause increased expenses associated with case generation

## BUDGET SUMMARY

### PLANNING & ZONING

	Actual 2011	Actual 2012	Budget 2013	Budget 2014	Change from Prior Year
Personnel	\$ 430,600	\$ 493,807	\$ 682,079	\$ 661,885	\$ (20,194)
Operating	34,273	52,095	199,930	135,625	\$ (64,305)
<b>SUBTOTAL</b>	<b>\$ 464,872</b>	<b>\$ 545,902</b>	<b>\$ 882,009</b>	<b>\$ 797,510</b>	<b>\$ (84,499)</b>
Capital Outlay	44,234	-	-	-	\$ -
<b>TOTAL</b>	<b>\$ 509,106</b>	<b>\$ 545,902</b>	<b>\$ 882,009</b>	<b>\$ 797,510</b>	<b>\$ (84,499)</b>
Positions	4	4	7	6	(1)

### ECONOMIC & COMMUNITY PROJECTS

	Actual 2011	Actual 2012	Budget 2013	Budget 2014	Change from Prior Year
Personnel	\$ 1,004,453	\$ 575,671	\$ 224,131	\$ 523,576	\$ 299,445
Operating	118,053	213,820	23,779	158,950	\$ 135,171
<b>SUBTOTAL</b>	<b>\$ 1,122,506</b>	<b>\$ 789,491</b>	<b>\$ 247,910</b>	<b>\$ 682,526</b>	<b>\$ 434,616</b>
Capital Outlay	-	-	-	-	\$ -
<b>TOTAL</b>	<b>\$ 1,122,506</b>	<b>\$ 789,491</b>	<b>\$ 247,910</b>	<b>\$ 682,526</b>	<b>\$ 434,616</b>
Positions	8	6	2	5	3

Note: Includes Strategic Planning (2060) department expenses in 2011 & 2012, Growth Management Admin in 2011 and Litigation Group 2013

# PLANNING AND DEVELOPMENT SERVICES

## COMPREHENSIVE PLANNING & REGULATORY FRAMEWORK

	Actual 2011	Actual 2012	Budget 2013	Budget 2014	Change from Prior Year
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	-	-	-	120,000	\$ 120,000
<b>SUBTOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 120,000</b>	<b>\$ 120,000</b>
Capital Outlay	-	-	-	-	\$ -
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 120,000</b>	<b>\$ 120,000</b>
Positions	-	-	-	-	-

## TOTAL CODE COMPLIANCE (Includes SN Code)

	Actual 2011	Actual 2012	Budget 2013	Budget 2014	Change from Prior Year
Personnel	\$ 583,516	\$ 740,165	\$ 970,479	\$ 1,031,966	\$ 61,487
Operating	58,657	47,351	96,255	109,325	\$ 13,070
<b>SUBTOTAL</b>	<b>\$ 642,173</b>	<b>\$ 787,516</b>	<b>\$ 1,066,734</b>	<b>\$ 1,141,291</b>	<b>\$ 74,557</b>
Capital Outlay	3,234	-	-	-	\$ -
<b>TOTAL</b>	<b>\$ 645,407</b>	<b>\$ 787,516</b>	<b>\$ 1,066,734</b>	<b>\$ 1,141,291</b>	<b>\$ 74,557</b>
Positions	12	15	14	15	1

79

## TOTAL PLANNING AND DEVELOPMENT SERVICES

	Actual 2011	Actual 2012	Budget 2013	Budget 2014	Change from Prior Year
Personnel	\$ 2,018,569	\$ 1,809,643	\$ 1,876,689	\$ 2,217,427	\$ 340,738
Operating	210,983	313,266	319,964	523,900	\$ 203,936
<b>SUBTOTAL</b>	<b>\$ 2,229,551</b>	<b>\$ 2,122,909</b>	<b>\$ 2,196,653</b>	<b>\$ 2,741,327</b>	<b>\$ 544,674</b>
Capital Outlay	47,468	-	-	-	\$ -
<b>TOTAL</b>	<b>\$ 2,277,019</b>	<b>\$ 2,122,909</b>	<b>\$ 1,948,743</b>	<b>\$ 2,741,327</b>	<b>\$ 544,674</b>
Positions	24	25	23	26	3

# PLANNING AND DEVELOPMENT SERVICES

## PERSONNEL

	Positions	OPS Hours	Intern
<b>PLANNING &amp; DEVELOPMENT SERVICES</b>			
<b>Planning &amp; Zoning</b>			
ASSOCIATE PLANNER	2.00		
INTERN - COLLEGE			1.00
OFFICE/DOCUMENT MANAGEMENT ASSISTANT		1,560	
PLANNING & DEVELOPMENT SERVICES DIRECTOR	1.00		
PLANNING AND ZONING MANAGER	1.00		
PRINCIPAL PLANNER	1.00		
SR ADMINISTRATIVE ASSISTANT	1.00		
<b>Economic &amp; Strategic Planning</b>			
PRINCIPAL PLANNER	1.00		
PROJECT DIRECTOR	1.00		
PROJECT MANAGEMENT ASSISTANT	2.00		
SENIOR PROJECT DIRECTOR	1.00		
<b>Code Compliance</b>			
CODE COMPLIANCE MGR	1.00		
CODE COMPLIANCE OFFICER	7.00		
CODE COMPLIANCE SPECIALIST	3.00		
SR ADMINISTRATIVE ASSISTANT	1.00		
SR CODE COMPLIANCE OFFICER	1.00		
<b>Safe Neighborhoods Code Compliance</b>			
CODE COMPLIANCE OFFICER	2.00		
<b>Total Planning &amp; Development Services</b>	<b>26.00</b>	<b>1,560</b>	<b>1.00</b>

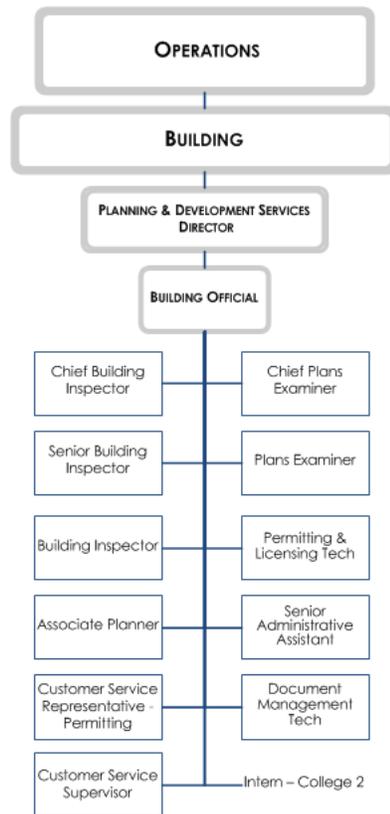
# PLANNING AND DEVELOPMENT SERVICES

## PERFORMANCE MEASURES

<b>Metric</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>Strategic Fundamental</b>
Number of businesses participating in Shop Wellington	25	1,838	Economic Development
Industrial space vacancy rate	7.5%	7.1%	Economic Development
Industrial space lease rate	\$3.88	\$3.59	Economic Development
Retail space vacancy rate	7.5%	8.8%	Economic Development
Retail space lease rate	\$17.86	\$17.31	Economic Development
Office space vacancy rate	10.8%	8.8%	Economic Development
Office space lease rate	\$18.95	\$17.52	Economic Development
Number of annual code cases per officer	497	531	Protecting Our Investment
Code compliance rate	92%	91%	Protecting Our Investment

WELLINGTON 





## MISSION

To safeguard community health and welfare

## FUNCTION AND OVERVIEW

The Building Department's primary functions include permitting (plan review & permit issuance), inspection (building inspections, contractor licensing administration), and occupancy certification for new construction in compliance with the adopted State Building Code and various local codes (including property maintenance standards) in order to ultimately protect the health, safety and welfare of Village residents.

## FUNDAMENTALS

- Respecting the Environment
- Economic Development
- Protecting our Investment
- Responsive Government

## KEY MEASURES AND STANDARDS

In order to effectively maintain the standards set forth by charter, ordinance and State statutes, staff must be highly trained and keep pace with the current regulatory guidelines. To that end, we base the success of the Department on the following measures:

- Insurance Services Office Building rating (ISO evaluation)

- Number of Inspections per Inspector (no more than 18 per day)

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### FY2012 & FY2013 ACCOMPLISHMENTS

- Completed implementation of Electronic Plan Review process
- Maintained existing score rating with ISO (Insurance Services Office)
- Completed all requested inspections on the day of the request
- Issued over 6,000 Building Permits
- Completed over 11,000 reviews
- Completed over 33,000 Inspections

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### FY2014 ACTION PLANS

- Maintain ISO (Insurance Services Office) rating
- Reduce number of inspections per inspector
- Expand Electronic Permitting
- Maintain the same level of service with increased workload

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### BUDGET ISSUES

Due to increased workloads over the last fiscal cycle with a growing trend of new housing starts, the Building Department requests increases for staffing, outside services, software upgrades, and training to support the current demand.

Two additional Inspector positions (currently supplemental) are requested to reduce the number of inspections per inspector and to meet statutory and ISO requirements. One additional project manager position and one document management position is requested in order to achieve 100% electronic permitting and digitized record keeping. The full time Document Management Technician originally replaced a temporary Document Management Technician position and is needed to keep up with scanning of permits, plans, and numerous other documents. Proposed positions will be funded by increased permit revenues.

\$18,000 is budgeted for training and includes training in Electronic Plans Review for both staff and residents in order to streamline the process and improve customer service. This line item also covers training registrations and continuing education credits required for maintaining licenses and certifications, as well as training needed for staff to remain in compliance with local and state laws.

The increased workload over the last few years has not allowed licensed staff to fully utilize travel dollars and take advantage of available training opportunities. The 2014 budget of \$15,000 includes hotel, mileage and meals associated with training, based on anticipated travel needs related to required training including additional staff.

The Building Department also requests an increase in outside services for specialized permitting activity to keep up with the demand, and an increase for software upgrades for reporting and for electronic plan review in order to expedite requests.

# BUILDING

## BUDGET SUMMARY

### BUILDING

	Actual 2011	Actual 2012	Budget 2013	Budget 2014	Change from Prior Year
Personnel	\$ 1,494,721	\$ 1,304,653	\$ 1,502,743	\$ 1,816,496	\$ 313,753
Operating	235,998	169,147	\$ 171,250	\$ 256,500	\$ 85,250
<b>SUBTOTAL</b>	<b>\$ 1,730,719</b>	<b>\$ 1,473,800</b>	<b>\$ 1,673,993</b>	<b>\$ 2,072,996</b>	<b>\$ 399,003</b>
Capital Outlay	63,812	18,333	-	152,000	\$ 152,000
<b>TOTAL</b>	<b>\$ 1,794,531</b>	<b>\$ 1,492,133</b>	<b>\$ 1,673,993</b>	<b>\$ 2,224,996</b>	<b>\$ 551,003</b>
Positions	12	11	13	21	8

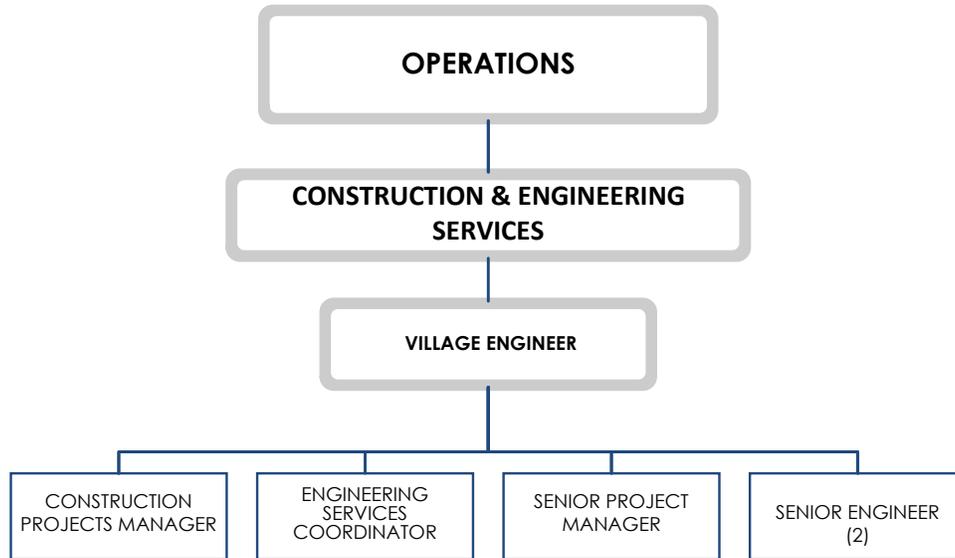
## PERSONNEL

BUILDING	Positions	OPS Hours	Intern
ASSOCIATE PLANNER	1.00		
BUILDING INSPECTOR	2.00		
BUILDING OFFICIAL	1.00		
CHIEF BUILDING INSPECTOR	1.00		
CHIEF PLANS EXAMINER	1.00		
CUSTOMER SERVICE REPRESENTATIVE	3.00	1,560	
CUSTOMER SERVICE SUPERVISOR	1.00		
DOCUMENT MANAGEMENT TECHNICIAN	1.00		
INTERN - COLLEGE			2.00
PERMITTING & LICENSING TECH	2.00		
PLANS EXAMINER	2.00		
SENIOR BUILDING INSPECTOR	5.00		
SR ADMINISTRATIVE ASSISTANT	1.00		
<b>Total Building</b>	<b>21.00</b>	<b>1,560</b>	<b>2.00</b>

WELLINGTON 



# CONSTRUCTION & ENGINEERING SERVICES



## MISSION

To protect Wellington's infrastructure

## FUNCTION AND OVERVIEW

Construction and Engineering Department is responsible for 1) Land Development review, permitting and inspection; engineering design and permitting for in house projects as well as engineering design and permitting oversight for large projects (Water and Wastewater Treatment Plants, Roads); 2) Technical engineering, permit acquisition, and compliance support for other departments for crucial elements such as stormwater maintenance and water use; 3) Construction administration and inspection services for various capital projects; 4) Oversight of the Utility Department; and 5) Special studies (Master Plans, Traffic MOTs, Golf Cart Usage, etc.)

## FUNDAMENTALS

- Protecting our Investment
- Respecting the Environment
- Economic Development
- Responsive Government

## KEY MEASURES AND STANDARDS

The following measures indicate the effectiveness of the initiatives and goals for the department:

- Projects within budget
- Capital improvement costs per capita

# CONSTRUCTION & ENGINEERING SERVICES

## FY2012 & FY2013 ACCOMPLISHMENTS

Construction & Engineering has accomplished the following significant projects (partial listing):

- Boys and Girls Club
- Forest Hill Blvd and Stribling Way Turn Lane
- Stribling Way Landscaping
- Village Park Gym Renovations
- 50th Street West & East
- Dog Park Pavilions – Phase 2
- Tiger Shark Cove Shade Structures
- Goldenrod Park

## FY2014 ACTION PLANS

The following projects are planned for the upcoming fiscal year:

- Wellington Community Center – Start 2014
- Complete Final Design of 120th Ave South Road Improvements
- Complete Dog Park Pavilion Phase II Project
- Complete Engineering Standards Update
- Complete Land Development Regulation Update
- Complete Hydraulic Model for Wastewater & Reuse System
- Equestrian Master Plan Technical Engineering Support
- Equine Waste & Environmental Program Technical Engineering Support
- Medical Arts District Plan Technical Engineering Support
- Capital Projects as approved by Council
- Utility Capital Improvement Projects

## BUDGET SUMMARY

### CONSTRUCTION AND ENGINEERING SERVICES

	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Budget 2013</b>	<b>Budget 2014</b>	<b>Change from Prior Year</b>
Personnel	\$ 48,816	\$ 174,009	\$ 248,342	\$ 172,173	\$ (76,169)
Operating	3,493	46,220	45,280	86,280	41,000
<b>SUBTOTAL</b>	<b>\$ 52,309</b>	<b>\$ 220,229</b>	<b>\$ 293,622</b>	<b>\$ 258,453</b>	<b>\$ (35,169)</b>
Capital Outlay	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 52,309</b>	<b>\$ 220,229</b>	<b>\$ 293,622</b>	<b>\$ 258,453</b>	<b>\$ (35,169)</b>
Positions	5	6	4	6	2

# CONSTRUCTION & ENGINEERING SERVICES

## PERSONNEL

<b>CONSTRUCTION &amp; ENGINEERING SERVICES</b>	<b>Positions</b>	<b>OPS Hours</b>	<b>Intern</b>
CONSTRUCTION PROJECTS MANAGER	1.00		
ENGINEERING SERVICES COORDINATOR	1.00		
SENIOR ENGINEER	2.00		
SENIOR PROJECT MANAGER	1.00		
VILLAGE ENGINEER	1.00		
<b>Total Construction &amp; Engineering Services</b>	<b>6.00</b>	<b>0</b>	<b>0.00</b>

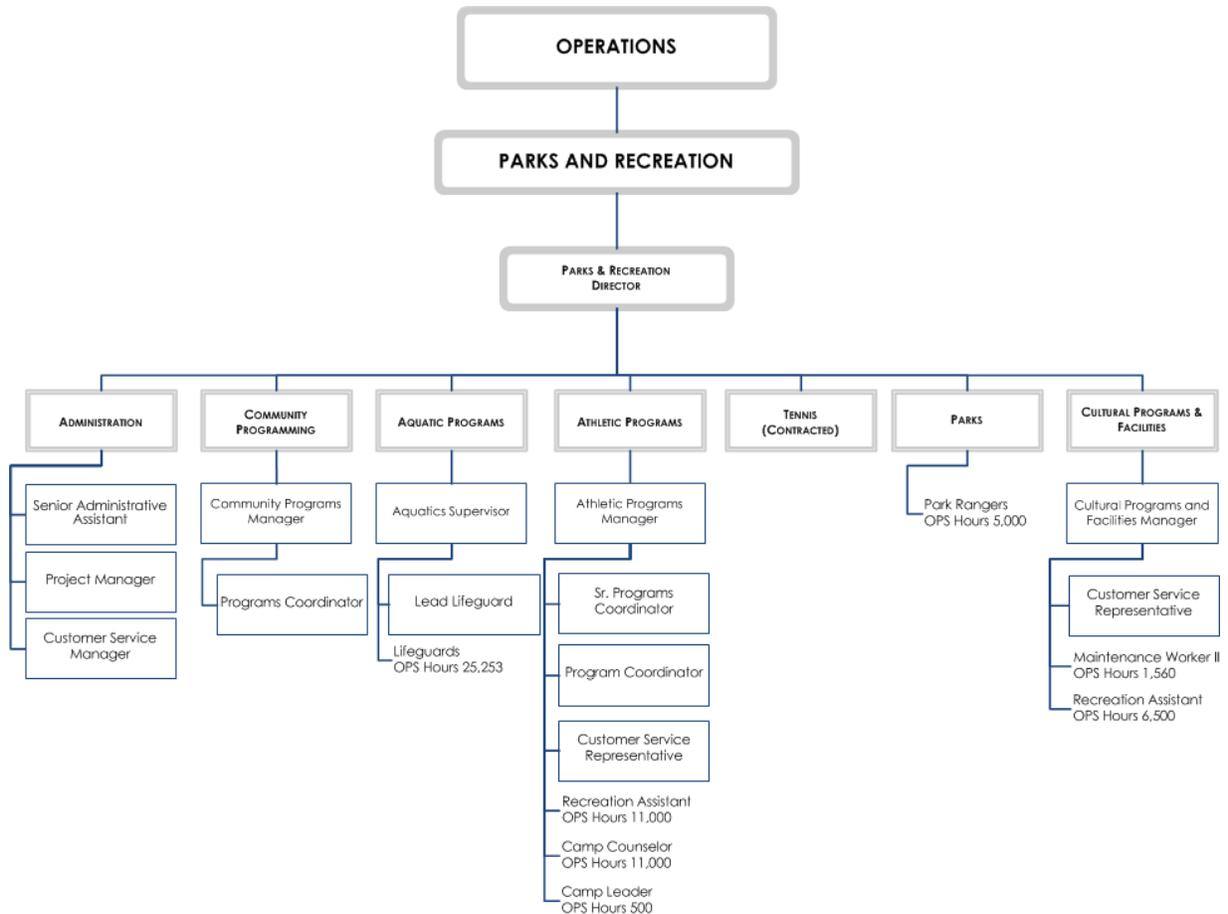
## PERFORMANCE MEASURES

<b>Metric</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>Strategic Fundamental</b>
Projects within budget	86%	100%	Responsive Government
Capital improvements costs per capita	\$164	\$232	Protecting Our Investment

WELLINGTON 



# PARKS, RECREATION & CULTURE



## MISSION

Partner with the community to provide exceptional parks, leisure and recreation programs that build strong, healthy lifestyles while contributing to the economic and environmental sustainability of the Village.

## FUNCTION AND OVERVIEW

Wellington Parks and Recreation Department offers a wide variety of programs for all ages. The department is comprised of Administration and the following divisions:

- Community Programs** - provide a wide variety of options for infants through seniors. Examples of programs offered include: Tumble Tots, Yoga, Senior Aerobics, Theater and various camps. The total participation for all classes for 2011-2012 was 36,623. Special events include 4 "Red, White and Blue" events which are: Memorial Day, July 4<sup>th</sup>, 9/11 Recognition, and Veterans Day. Additional events include Fall Festival, Community Fitness Run, The Egg Hunt, Father /Daughter dance and Murder Mystery Theaters. Attendance varies from 250 for smaller events to 8,000 for 4<sup>th</sup> of July.
- Aquatic Programs** – the Aquatics Complex consists of an Olympic size swimming pool with a dive well, spray ground, baby pool, two slides, offices and

locker/restroom facilities. The facility is open year round and serves multiple users such as Wellington High School and Palm Beach Central swim teams, Wellington Wahoos swim team, Dive team, Summer Camps, Master swim program, resident/non-resident daily admissions and a variety of pass plans. Additionally, PBC Fire Rescue, PBC SWAT, Boy Scouts and Girl Scouts train at the complex. Programmed activities include: swim lessons, life guard classes, water aerobics and water safety classes. The lessons are taught by Certified Water Safety Instructors. The complex serves an estimated 40,000 customers during the year.

- **Athletic Programs** – youth and adult classes and leagues are offered from age 4 thru seniors. Village sponsored programs include girls softball, boys basketball, girls basketball, volleyball, soccer, Little League baseball, lacrosse, adult men softball, adult coed softball, senior stickball, wrestling, tae kwon do, cheerleading, sport academies and summer camp. Recognized Sport Providers provide additional opportunities for both travel and competitive leagues. Provider programs are: Wellington Wave travel soccer, Western Communities Football League, Wellington Wolves travel basketball, Wellington WolfPack lacrosse, AllStar Club volleyball, Wellington Roller hockey, Colts travel baseball, Wellington Wrestling Club, and the Wellington Wild girls travel softball. Approximately 12,000 people participated in the programs in 2012.
- **Wellington Tennis Center** – an independent contractor operates programs and maintains the facility to provide youth and adult leagues, lessons and individual play.
- **Cultural Programs & Facilities** - the Amphitheater hosts a variety of Village Sponsored events, as well as events generated by facility rental. The use and programming is an ongoing process as varied performances have taken place over the past year. Village sponsored events include Friday Night Movies, Concert Series, local school plays and performances, the Wellington Idol competition, Earth Day, and Winter Wonderland. The Wellington Green Market is held each Saturday from October through April. Newly added this year was the extremely popular Food Truck Invasion. An estimated 67,000 people have attended the programs.
- **Senior Resource and Programming** - offers a multitude of classes and programs designed for our senior residents. Programs are generally held at the Community Center and offer recurring activities along with single events. Most programs are free of charge and/or sponsored. Types of programs include weekly card club, lunch and learn seminars, handyman seminars, AARP driver safety classes, Palms West and Wellington Regional nutritional/exercise seminars, one stroke painting and Wii bowling. Staff also coordinates with the Wellington Seniors Club.

## PARKS, RECREATION & CULTURE

- **Wellington Community Center** – the facility has two levels with multiple meeting rooms and a large Banquet room with limited kitchen access. The center is used by many different groups and individuals including party rentals, wedding rentals, business meeting rentals, church rentals, Village sponsored events, and outside organizations. Events and programs held at the center include elections, Cops and Kids, FRPA conference, Florida League of Cities, Chamber Forums, Veterans Open House, Garden Club Meetings and Art Society meetings. Community programs and Senior Services use various rooms. Total use of the Community Center in 2012 was 47,000.

**Venues and Facilities** - Consist of Olympia Park, Village Park, Tiger Shark Cove, Wellington Community Park, Scott's Place, the Dog Park, Wellington Green Park, the Amphitheater, Wellington Community Center, Wellington Aquatic Complex, Wellington Tennis Center and Peaceful Waters.

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### FUNDAMENTALS

- Respecting the Environment
- Economic Development
- Protecting our Investment
- Responsive Government

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### KEY MEASURES AND STANDARDS

The following measures indicate the effectiveness of the initiatives and goals for the department:

- Total event attendance
- 96% or greater customer satisfaction
- Percent of program expense offset by revenues

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### PREVIOUS YEARS ACCOMPLISHMENTS

Parks and Recreation has made the following significant accomplishments:

- Started Food Truck Invasion
- 2<sup>nd</sup> Season of Green Market
- Co-Sponsor of Field Hockey Tournament
- Hosted 2 Lacrosse Tournaments (Palm Beach Blast and the Wellington Lacrosse Classic)
- Successfully managed programming in conjunction with renovation of the Village Park Gymnasium Complex
- Started Department Social Media site – Twitter @WellRecreation
- Tribute Music & Food Truck Festival
- Recognized with 1 Gold, 2 Silver, and 2 Bronze FFEA SUNsational Awards for Event Partnerships & Marketing
- Complete redesign of the Parks & Recreation Program Guide

## PARKS, RECREATION & CULTURE

- 1<sup>st</sup> Place in Lifeguard Competition
- Hosted Regional FRPA Conference
- Little League All-Stars won 3 County Championships in the 8s, 9s, and 10s in June 2012
- Little League International Combined 9-10 team advanced to Sectionals in Port St. Lucie after winning the District 7 Invitational in July 2012
- Completed an update to our WebTrac Online Registration system to be more informative and user-friendly
- Annual Wellington Wild Mother's Day Softball Tournament
- Hosted the collaborative St. Baldrick's fundraising event with Wellington High School and Palm Beach Central

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### FY2014 ACTION PLANS

In an effort to strengthen the current infrastructure and plan for future needs the following projects will be implemented in the upcoming fiscal year:

- Construction of a new community center
- Attract a major annual event
- Continue to provide and maintain the 153 varied program offerings from the department to our community
- We will look to add programs that meet the wants and needs of our residents and customers, while fulfilling the mission and vision of the Village

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### BUDGET ISSUES

It is important to note that in order to adequately staff and provide activities and programming, Parks and Recreation utilizes Other Personal Services staff on an ongoing basis in order to control costs.

Increases in operating expenses are due to the addition of new events, and an increase in the advertising budget to more effectively market programming. However, approximately 70% of that increase is offset by registrations and sponsorships.

Many of the objectives of the Department could be impacted by sources outside of its control such as:

- Continued difficulty obtaining sponsorships in a weak economy
- Eventual closing of WCC which will result in a significant loss of rental revenue
- WCC construction effect on Aquatic Center attendance
- Additional operating expenses for Community and Special Events at parks and Amphitheater (some are revenue-neutral) due to anticipated increase in the quality and quantity of proposed events.

# PARKS, RECREATION & CULTURE

## BUDGET SUMMARY

### PARKS AND RECREATION ADMINISTRATION

	Actual 2011	Actual 2012	Budget 2013	Budget 2014	Change from Prior Year
Personnel	\$ 284,654	\$ 380,006	\$ 381,166	\$ 393,229	\$ 12,063
Operating	96,555	62,827	83,500	89,700	\$ 6,200
<b>SUBTOTAL</b>	<b>\$ 381,209</b>	<b>\$ 442,833</b>	<b>\$ 464,666</b>	<b>\$ 482,929</b>	<b>\$ 18,263</b>
Capital Outlay	1,617	2,089	-	-	\$ -
<b>TOTAL</b>	<b>\$ 382,826</b>	<b>\$ 444,922</b>	<b>\$ 464,666</b>	<b>\$ 482,929</b>	<b>\$ 18,263</b>
Positions	3	4	4	4	-

### COMMUNITY PROGRAMS

	Actual 2011	Actual 2012	Budget 2013	Budget 2014	Change from Prior Year
Personnel	\$ 169,203	\$ 168,557	\$ 171,534	\$ 172,026	\$ 492
Operating	227,384	223,121	206,564	228,735	\$ 22,171
<b>SUBTOTAL</b>	<b>\$ 396,587</b>	<b>\$ 391,678</b>	<b>\$ 378,098</b>	<b>\$ 400,761</b>	<b>\$ 22,663</b>
Capital Outlay	-	-	-	14,000	\$ 14,000
<b>TOTAL</b>	<b>\$ 396,587</b>	<b>\$ 391,678</b>	<b>\$ 378,098</b>	<b>\$ 414,761</b>	<b>\$ 36,663</b>
Positions	2	2	2	2	-

### AQUATICS

	Actual 2011	Actual 2012	Budget 2013	Budget 2014	Change from Prior Year
Personnel	\$ 479,595	\$ 485,895	\$ 590,592	\$ 584,998	\$ (5,594)
Operating	95,453	108,465	84,090	113,432	\$ 29,342
<b>SUBTOTAL</b>	<b>\$ 575,048</b>	<b>\$ 594,360</b>	<b>\$ 674,682</b>	<b>\$ 698,430</b>	<b>\$ 23,748</b>
Capital Outlay	8,934	-	-	-	\$ -
<b>TOTAL</b>	<b>\$ 583,982</b>	<b>\$ 594,360</b>	<b>\$ 674,682</b>	<b>\$ 698,430</b>	<b>\$ 23,748</b>
Positions	3	3	3	3	-

### ATHLETIC PROGRAMS

	Actual 2011	Actual 2012	Budget 2013	Budget 2014	Change from Prior Year
Personnel	\$ 571,035	\$ 626,425	\$ 732,248	\$ 764,976	\$ 32,728
Operating	583,749	554,304	617,624	596,207	\$ (21,417)
<b>SUBTOTAL</b>	<b>\$ 1,154,784</b>	<b>\$ 1,180,729</b>	<b>\$ 1,349,872</b>	<b>\$ 1,361,183</b>	<b>\$ 11,311</b>
Capital Outlay	-	-	-	-	\$ -
<b>TOTAL</b>	<b>\$ 1,154,784</b>	<b>\$ 1,180,729</b>	<b>\$ 1,349,872</b>	<b>\$ 1,361,183</b>	<b>\$ 11,311</b>
Positions	6	6	6	7	1

# PARKS, RECREATION & CULTURE

## TENNIS

	Actual 2011	Actual 2012	Budget 2013	Budget 2014	Change from Prior Year
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	98,428	110,000	91,900	91,900	\$ -
<b>SUBTOTAL</b>	<b>\$ 98,428</b>	<b>\$ 110,000</b>	<b>\$ 91,900</b>	<b>\$ 91,900</b>	<b>\$ -</b>
Capital Outlay	-	-	-	-	\$ -
<b>TOTAL</b>	<b>\$ 98,428</b>	<b>\$ 110,000</b>	<b>\$ 91,900</b>	<b>\$ 91,900</b>	<b>\$ -</b>
Positions	-	-	-	-	-

## PARK RANGERS

	Actual 2011	Actual 2012	Budget 2013	Budget 2014	Change from Prior Year
Personnel	\$ -	\$ -	\$ -	\$ 76,098	\$ 76,098
Operating	-	-	-	9,700	\$ 9,700
<b>SUBTOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 85,798</b>	<b>\$ 85,798</b>
Capital Outlay	-	-	-	-	\$ -
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 85,798</b>	<b>\$ 85,798</b>
Positions	-	-	-	-	-

## CULTURAL PROGRAMS & FACILITIES

	Actual 2011	Actual 2012	Budget 2013	Budget 2014	Change from Prior Year
Personnel	\$ 276,443	\$ 250,296	\$ 290,401	\$ 289,107	\$ (1,294)
Operating	53,977	39,696	104,000	129,900	\$ 25,900
<b>SUBTOTAL</b>	<b>\$ 330,420</b>	<b>\$ 289,992</b>	<b>\$ 394,401</b>	<b>\$ 419,007</b>	<b>\$ 24,606</b>
Capital Outlay	3,234	-	-	-	\$ -
<b>TOTAL</b>	<b>\$ 333,654</b>	<b>\$ 289,992</b>	<b>\$ 394,401</b>	<b>\$ 419,007</b>	<b>\$ 24,606</b>
Positions	2	2	2	3	1

## SENIOR RESOURCE AND PROGRAMMING

	Actual 2011	Actual 2012	Budget 2013	Budget 2014	Change from Prior Year
Personnel	\$ 60,449	\$ 48,700	\$ -	\$ -	\$ -
Operating	88,698	82,703	86,150	65,000	\$ (21,150)
<b>SUBTOTAL</b>	<b>\$ 149,147</b>	<b>\$ 131,403</b>	<b>\$ 86,150</b>	<b>\$ 65,000</b>	<b>\$ (21,150)</b>
Capital Outlay	-	-	-	-	\$ -
<b>TOTAL</b>	<b>\$ 149,147</b>	<b>\$ 131,403</b>	<b>\$ 86,150</b>	<b>\$ 65,000</b>	<b>\$ (21,150)</b>
Positions	1	1	-	-	-

# PARKS, RECREATION & CULTURE

## TOTAL PARKS AND RECREATION

	Actual 2011	Actual 2012	Budget 2013	Budget 2014	Change from Prior Year
Personnel	\$ 1,841,379	\$ 1,959,879	\$ 2,165,941	\$ 2,280,434	\$ 114,493
Operating	1,244,244	1,181,116	1,273,828	1,324,574	\$ 50,746
<b>SUBTOTAL</b>	<b>\$ 3,085,623</b>	<b>\$ 3,140,995</b>	<b>\$ 3,439,769</b>	<b>\$ 3,605,008</b>	<b>\$ 165,239</b>
Capital Outlay	13,785	2,089	-	14,000	\$ 14,000
<b>TOTAL</b>	<b>\$ 3,099,408</b>	<b>\$ 3,143,084</b>	<b>\$ 3,439,769</b>	<b>\$ 3,619,008</b>	<b>\$ 179,239</b>
Positions	17	18	17	19	2

## PERSONNEL

PARKS, RECREATION & CULTURE	Positions	OPS Hours	Intern
<b>Aquatics</b>			
AQUATICS MANAGER	1.00		
LEAD LIFEGUARD	2.00		
LIFEGUARD - INTERMITTENT		25,253	
<b>Athletics</b>			
ATHLETIC PROGRAMS MANAGER	1.00		
CAMP COUNSELOR		11,000	
CAMP LEADER		500	
CUSTOMER SERVICE REPRESENTATIVE	2.00		
PROGRAM COORDINATOR	1.00		
RECREATION SPECIALIST	1.00		
RECREATION ASSISTANT		8,920	
SR PROGRAM COORDINATOR	2.00		
<b>Community Programming</b>			
COMMUNITY PROGRAMS MANAGER	1.00		
PROGRAMS COORDINATOR	1.00		
<b>Cultural Programs &amp; Facilities</b>			
CULTURAL PROGRAMS & FACILITIES MANAGER	1.00		
CUSTOMER SERVICE REPRESENTATIVE	1.00		
RECREATION SPECIALIST	1.00		
MAINTENANCE WORKER II		1,560	
RECREATION ASSISTANT		4,420	
<b>Park Rangers</b>			
PARK RANGERS		5,000	
<b>Parks &amp; Recreation Administration</b>			
CUSTOMER SERVICE MANAGER	1.00		
PARKS & RECREATION DIRECTOR	1.00		
PROJECT MANAGER	1.00		
SR ADMINISTRATIVE ASSISTANT	1.00		
<b>Total Parks &amp; Recreation</b>	<b>19.00</b>	<b>56,653</b>	<b>0.00</b>

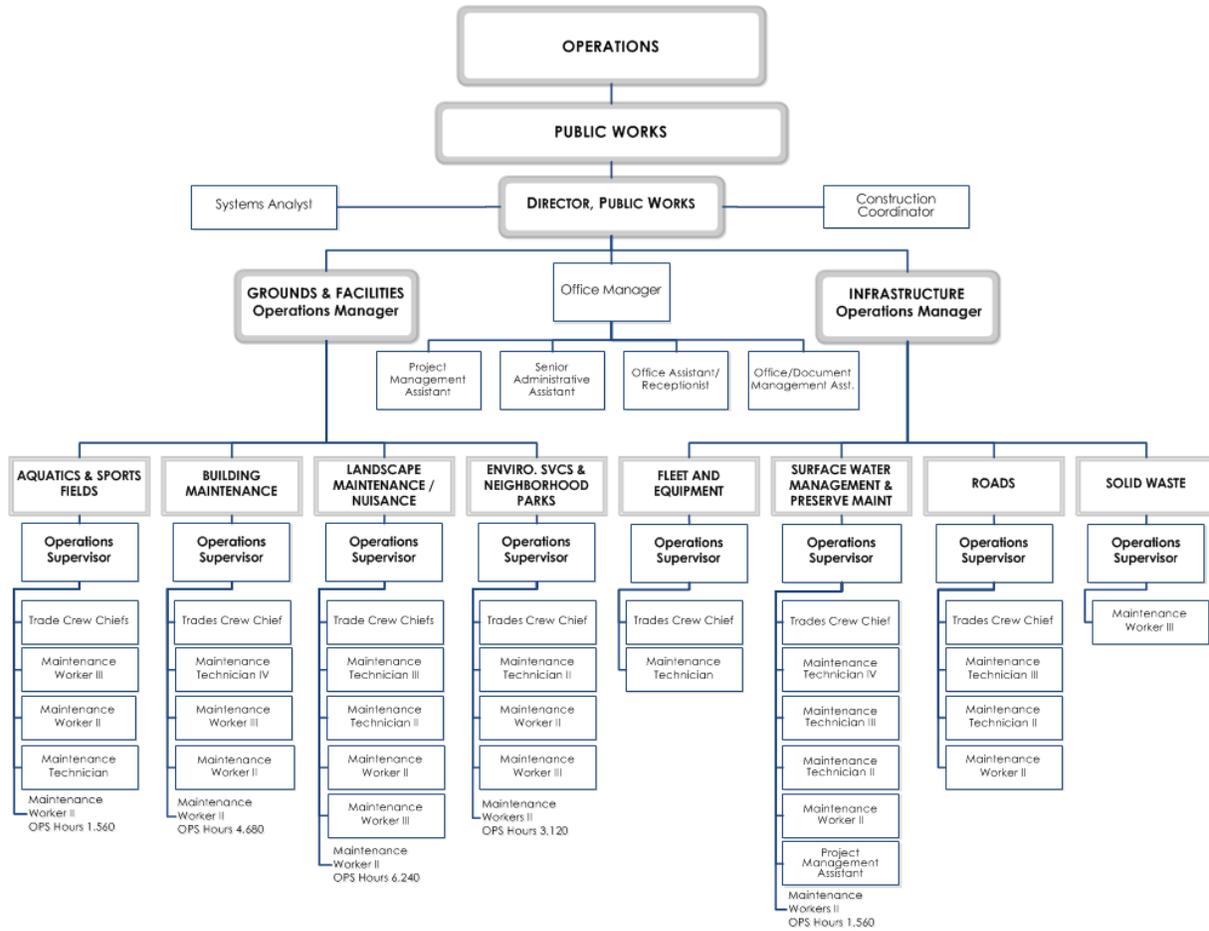
# PARKS, RECREATION & CULTURE

## PERFORMANCE MEASURES

Metric	FY 2012	FY 2013	Strategic Fundamental
Projects within budget	86%	100%	Responsive Government
Capital improvements costs per capita	\$164	\$232	Protecting Our Investment
Total event attendance	215,577	281,004	Responsive Government
Parks Customer Satisfaction	95%	97%	Responsive Government
Percent of program expense offset by revenues	42%	51%	Responsive Government



# PUBLIC WORKS ADMINISTRATION



## MISSION

To maintain facilities and infrastructure

## FUNCTION AND OVERVIEW

Public Works operates and maintains Wellington's infrastructure, fleet, solid waste contract, roadways, landscaping, drainage system, governmental and recreational facilities, fields and equipment effectively while assisting in the planning and designing of Wellington's capital maintenance programs. Public Works Administration oversees the following divisions: Aquatics and Sports Facilities, Building Maintenance, Landscape Maintenance, Nuisance Abatement, Environmental Services, Neighborhood Parks, Fleet & Equipment Maintenance, Surface Water Management, Preserve Maintenance, Solid Waste and Roads.

## FUNDAMENTALS

- Protecting Our Investment
- Respecting the Environment
- Responsive Government

## FY2012 & FY2013 ACCOMPLISHMENTS

Public Works Administration has made the following significant accomplishments:

- No Comments on NPDES Annual Report
- Reviewed and updated Standard Operating Procedures, inspection forms, maps, etc. to comply with new EPA/FDEP rule changes to NPDES Annual Report requirements
- Implemented a preventative maintenance program utilizing Sungard/Naviline Word Request/Facility Maintenance element
- Reduced staffing costs and ensured staffing needs are met for off-hours work by converting vacant full-time positions to part-time positions across various Public Works divisions
- Maximized use of volunteers on a regular basis
- Oversee the APWA Self-Assessment Process and apply for accreditation
- Completed the Public Works Sign Shop renovations
- Completed the revision of the landscape maintenance contract bid documents for rebid for Road ROWs, medians, equestrian trails, canals and facilities maintenance

## FY 2014 ACTION PLANS

In an effort to strengthen the current infrastructure and plan for future needs the following projects will be implemented in the upcoming fiscal year:

- Continue to expand Public Works use of the GIS for tracking road and drainage projects and to assist with scheduling work
- No Comments on NPDES Annual Report
- APWA Assessment Team visit to evaluate accreditation progress
- Upgrade security throughout Public Works Complex (interior and exterior)
- Continue to develop and refine the inspection processes for each division utilizing paperless inspection forms (iPads)
- Revise and update Public Works Policy and Procedure Manual

# PUBLIC WORKS ADMINISTRATION

## BUDGET SUMMARY

### PUBLIC WORKS ADMINISTRATION

	Actual 2011	Actual 2012	Budget 2013	Budget 2014	Change from Prior Year
Personnel	\$ 631,047	\$ 572,104	\$ 656,968	\$ 696,212	\$ 39,244
Operating	12,477	9,349	23,700	20,950	\$ (2,750)
<b>SUBTOTAL</b>	<b>\$ 643,524</b>	<b>\$ 581,453</b>	<b>\$ 680,668</b>	<b>\$ 717,162</b>	<b>\$ 36,494</b>
Capital Outlay	-	-	-	-	\$ -
<b>TOTAL</b>	<b>\$ 643,524</b>	<b>\$ 581,453</b>	<b>\$ 680,668</b>	<b>\$ 717,162</b>	<b>\$ 36,494</b>
Positions	9	7	9	9	-

### PUBLIC WORKS - GOVERNMENTAL FUNDS

	Actual 2011	Actual 2012	Budget 2013	Budget 2014	Change from Prior Year
Personnel	\$ 6,312,333	\$ 6,256,249	\$ 6,611,800	\$ 6,713,665	\$ 101,865
Operating	4,137,508	4,274,926	5,024,821	5,332,071	\$ 307,250
<b>SUBTOTAL</b>	<b>\$ 10,449,841</b>	<b>\$ 10,531,175</b>	<b>\$ 11,636,621</b>	<b>\$ 12,045,736</b>	<b>\$ 409,115</b>
Capital Outlay	561,738	451,234	146,750	1,484,118	\$ 1,337,368
<b>TOTAL</b>	<b>\$ 11,011,579</b>	<b>\$ 10,982,409</b>	<b>\$ 11,783,371</b>	<b>\$ 13,529,854</b>	<b>\$ 1,746,483</b>
Positions	96	93	94	94	-

### TOTAL PUBLIC WORKS - ALL FUNDS

	Actual 2011	Actual 2012	Budget 2013	Budget 2014	Change from Prior Year
Personnel	\$ 6,471,296	\$ 6,406,833	\$ 6,771,066	\$ 6,872,259	\$ 101,193
Operating	7,152,365	7,408,498	8,340,713	8,623,763	\$ 283,050
<b>SUBTOTAL</b>	<b>\$ 13,623,661</b>	<b>\$ 13,815,331</b>	<b>\$ 15,111,779</b>	<b>\$ 15,496,022</b>	<b>\$ 384,243</b>
Capital Outlay	561,738	451,234	146,750	1,484,118	\$ 1,337,368
<b>TOTAL</b>	<b>\$ 14,185,399</b>	<b>\$ 14,266,565</b>	<b>\$ 15,258,529</b>	<b>\$ 16,980,140</b>	<b>\$ 1,721,611</b>
Positions	98	95	96	96	-

# PUBLIC WORKS ADMINISTRATION

## PERSONNEL

<b>PUBLIC WORKS - GENERAL FUND</b>	<b>Positions</b>	<b>OPS Hours</b>	<b>Intern</b>
CONSTRUCTION COORDINATOR	1.00		
OFFICE ASSISTANT/ RECEPTIONIST	1.00		
OFFICE MANAGER	1.00		
OFFICE/DOCUMENT MGMT ASSISTANT	1.00		
OPERATIONS MANAGER	2.00		
ADMINISTRATIVE ASSISTANT	1.00		
PUBLIC WORKS DIRECTOR	1.00		
SR ADMINISTRATIVE ASSISTANT	1.00		
<b>Aquatics &amp; Sports Fields</b>			
MAINTENANCE TECHNICIAN	1.00		
MAINTENANCE WORKER II	11.00	1,560	
MAINTENANCE WORKER III	2.00		
OPERATIONS SUPERVISOR	1.00		
TRADES CREW CHIEF	2.00		
<b>Building Maintenance</b>			
MAINTENANCE WORKER II	5.00	4,680	
MAINTENANCE WORKER III	4.00		
TRADES CREW CHIEF	1.00		
MAINTENANCE TECHNICIAN IV	2.00		
OPERATIONS SUPERVISOR	1.00		
<b>Fleet Maintenance</b>			
MAINTENANCE TECHNICIAN	2.00		
OPERATIONS SUPERVISOR	1.00		
TRADES CREW CHIEF	1.00		
<b>Landscape Maintenance</b>			
MAINTENANCE TECHNICIAN II	2.00		
MAINTENANCE TECHNICIAN III	2.00		
MAINTENANCE WORKER II	6.00	3,120	
MAINTENANCE WORKER III	1.00		
OPERATIONS SUPERVISOR	1.00		
TRADES CREW CHIEF	2.00		
<b>Nuisance Abatement</b>			
MAINTENANCE WORKER II	2.00	3,120	
<b>Total Public Works - General Fund</b>	<b>59.00</b>	<b>12,480</b>	<b>0.00</b>

# PUBLIC WORKS ADMINISTRATION

<b>PUBLIC WORKS - ACME IMPROVEMENT DISTRICT</b>	<b>Positions</b>	<b>OPS Hours</b>	<b>Intern</b>
<b>Environmental Services</b>			
MAINTENANCE WORKER II	2.00		
MAINTENANCE WORKER III	1.00		
OPERATIONS SUPERVISOR	1.00		
<b>Neighborhood Parks</b>			
MAINTENANCE TECHNICIAN II	3.00		
MAINTENANCE WORKER II	2.00	3,120	
TRADES CREW CHIEF	1.00		
<b>Preserve Maintenance</b>			
MAINTENANCE TECHNICIAN III	1.00		
MAINTENANCE WORKER I		1,560	
<b>Surface Water Management</b>			
PROJECT MANAGEMENT ASST	1.00		
MAINTENANCE TECHNICIAN II	2.00		
MAINTENANCE TECHNICIAN III	2.00		
MAINTENANCE TECHNICIAN IV	1.00		
MAINTENANCE WORKER II	3.00		
OPERATIONS SUPERVISOR	1.00		
TRADES CREW CHIEF	1.00		
<b>Total Public Works - ACME Improvement</b>	<b>22.00</b>	<b>4,680</b>	<b>0.00</b>

<b>PUBLIC WORKS - SOLID WASTE</b>	<b>Positions</b>	<b>OPS Hours</b>	<b>Intern</b>
MAINTENANCE WORKER III	1.00		
OPERATIONS SUPERVISOR	1.00		
<b>Total Public Works - Solid Waste</b>	<b>2.00</b>	<b>0</b>	<b>0.00</b>

<b>PUBLIC WORKS - ROADS</b>	<b>Positions</b>	<b>OPS Hours</b>	<b>Intern</b>
MAINTENANCE TECHNICIAN II	2.00		
MAINTENANCE TECHNICIAN III	2.00		
MAINTENANCE WORKER II	7.00		
OPERATIONS SUPERVISOR	1.00		
TRADES CREW CHIEF	1.00		
<b>Total Public Works - Roads</b>	<b>13.00</b>		

<b>TOTAL PUBLIC WORKS</b>	<b>96.00</b>	<b>17,160</b>	<b>0.00</b>
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# AQUATICS AND SPORTS FACILITIES

## MISSION

To support and maintain recreational facilities

## FUNCTION AND OVERVIEW

Aquatics and Sports Facilities is a division of Public Works which provides operational support and preventive maintenance for recreation facilities ensuring safety, efficiency of operations and the extension of equipment and facility life cycles. The Division's expenditures are funded by the General Fund.

## FUNDAMENTALS

- Neighborhood Renaissance
- Protecting our Investment

## KEY MEASURES AND STANDARDS

Percent of fields ready for play on time

## FY2012 & FY2013 ACCOMPLISHMENTS

The following significant accomplishments have been achieved:

- Renovated Village Park Multi-Purpose Fields 1-5
- Renovated Wellington Community Park Fields 1-6
- Renovated Tiger Shark Cove Park (equipment, safety surface, turf, irrigation, landscape and walkways)
- Replace Chillers at Aquatic Center
- Replaced shade structures over bleachers – Tiger Shark Cove Park
- Aquatics Center: Install shade structure for pool filters and chillers
- Install new batting cages at Community Park
- Install new drains at VP baseball/softball entrance and lake behind baseball fields
- Renovate lip area around the outfield portions of softball fields at Tiger Shark Cove Park for safety and drainage issues

## FY 2014 ACTION PLANS

In an effort to strengthen the current infrastructure and plan for future needs the following projects will be implemented in the upcoming fiscal year:

- Install shade structures for AC Chillers at Village Park Gym
- Implement program and begin the conversion of irrigation systems to Toro Sentinel Automated System/Technology at Village Park
- Tiger Shark Cove Park
  - Replace batting cages, nets, and turf
- Renovation of sports netting at Village Park and Olympia Park baseball fields
- Overlay Village Park walk/bike path and root prune trees along path

## AQUATICS AND SPORTS FACILITIES

Project / Program	Performance Measure/Metric	Primary Strategic Fundamental
Shade Installation for AC Chillers @ VP	% of structures installed	Protecting Our Investment
Upgrade to Toro Sentinel Automated System/Technology @ VP (33% annually)	% upgraded	Respecting The Environment
Renovate sports netting at VP & OP baseball fields (25% annually)	% renovated	Protecting Our Investment

### BUDGET ISSUES

Many of the objectives of the Division could be impacted by sources outside of its control such as:

- Planning for weather related events
- Rising electric and fuel costs
- Scheduling and Special Events (Seven days/nights)
- Aging Equipment

### BUDGET SUMMARY

#### PUBLIC WORKS AQUATICS AND SPORTS FACILITIES

	Actual 2011	Actual 2012	Budget 2013	Budget 2014	Change from Prior Year
Personnel	\$ 1,058,484	\$ 1,075,563	\$ 1,091,456	\$ 1,075,669	\$ (15,787)
Operating	1,179,425	1,245,531	1,408,106	1,430,906	\$ 22,800
<b>SUBTOTAL</b>	<b>\$ 2,237,909</b>	<b>\$ 2,321,094</b>	<b>\$ 2,499,562</b>	<b>\$ 2,506,575</b>	<b>\$ 7,013</b>
Capital Outlay	103,082	173,821	-	280,507	\$ 280,507
<b>TOTAL</b>	<b>\$ 2,340,991</b>	<b>\$ 2,494,915</b>	<b>\$ 2,499,562</b>	<b>\$ 2,787,082</b>	<b>\$ 287,520</b>
Positions	17	17	17	17	-

### PERFORMANCE MEASURES & WORKLOAD INDICATORS

Metric	FY 2012	FY 2013	Target	Strategic Fundamental
Percent of fields ready for play on time	100%	97%	100%	Responsive Government
Percent automated Sentinel upgrades installed	N/A	N/A	33%	Protecting Our Investment
Percent sports netting renovated	N/A	N/A	25%	Respecting the Environment

# BUILDING MAINTENANCE

## MISSION

To support and maintain public facilities

## FUNCTION AND OVERVIEW

Building Maintenance is a division of Public Works which maintains Wellington buildings, maximizing operational efficiency while minimizing environmental impact.

## FUNDAMENTALS

- Protecting our Investment
- Respecting the Environment

## KEY MEASURES AND STANDARDS

The following measures indicate the effectiveness of the initiatives and goals for the Division:

- Percent of annual work orders addressed within 24 hours
- Percent of preventive maintenance completed, per schedule

## FY2012 & FY2013 ACCOMPLISHMENTS

Building Maintenance has made the following significant accomplishments:

- Began roof repairs/replacement based on roof assessments
- PBSO Renovations
- Wiltshire Village entry wall replacements
- Public Works sign shop renovations
- Relocation of Greenbriar (Dog) Park pavilions to Forest Hill Blvd. (bus shelters)
- Installed electric to the front parking lot of City Hall for Green Market
- Transferred/Relocated LED sign from Amphitheater to Village Park Entrance (North)
- Upgraded AT&T Cell Phone Service at City Hall (major cable reconstruction)
- Renovations of office space at City Hall
- Upgrades to the lobby at City Hall including multiple electrical components
- Additional electrical installation at Amphitheater
- Installation of magnetic door openings at City Hall
- Complete Amesbury entry wall (2) replacements, including landscape and irrigation upgrades
- Village Park Gym renovations/repairs: structures, roof, windows, and doors
- Complete new Village Park Gym flooring replacement
- Replace/Install (relamp) LED Lights at Village Park Gym 1 & 2

## FY 2014 ACTION PLANS

In an effort to strengthen the current infrastructure and plan for future needs the following projects will be implemented in the upcoming fiscal year:

- Complete roof assessment on remaining structures

## BUILDING MAINTENANCE

- Procure and schedule roof replacements on Wellington Facilities per consultant's assessment on remaining structures
- Replace/Install LED lights at parking lot locations (all) at Village Park
- Electrical upgrades at entry walls (Chatsworth Village, Eastwood, Amphitheater & Tiger Shark Cove playground)

Project / Program	Performance Measure/Metric	Primary Strategic Fundamental
LED Light Installation @ VP	% of LED Lights Installed	Responsive Government
Roof Replacements (4)	% of roofs replaced	Protecting Our Investment
Electrical Upgrades –Entry Walls (4)	% of electrical upgrades completed	Protecting Our Investment

### BUDGET ISSUES

Many of the objectives of the division could be impacted by sources outside of Wellington's control such as:

- Unbudgeted requests
- Aging facilities
- Expiration of Warranties
- Aging Equipment
- Scheduling Conflicts (special events, limited personnel)

### BUDGET SUMMARY

#### PUBLIC WORKS BUILDING MAINTENANCE

	Actual 2011	Actual 2012	Budget 2013	Budget 2014	Change from Prior Year
Personnel	\$ 906,826	\$ 982,513	\$ 950,839	\$ 948,297	\$ (2,542)
Operating	260,606	289,035	270,200	307,000	\$ 36,800
<b>SUBTOTAL</b>	<b>\$ 1,167,432</b>	<b>\$ 1,271,548</b>	<b>\$ 1,221,039</b>	<b>\$ 1,255,297</b>	<b>\$ 34,258</b>
Capital Outlay	34,300	4,270	-	6,000	\$ 6,000
<b>TOTAL</b>	<b>\$ 1,201,732</b>	<b>\$ 1,275,818</b>	<b>\$ 1,221,039</b>	<b>\$ 1,261,297</b>	<b>\$ 40,258</b>
Positions	14	14	13	13	-

### PERFORMANCE MEASURES & WORKLOAD INDICATORS

Metric	FY 2012	FY 2013	Strategic Fundamental
Percent of annual work orders addressed within 24 hours	95%	93%	Protecting Our Investment
Facility Work Orders Completed	1,359	1,454	Protecting Our Investment

# ENVIRONMENTAL SERVICES

## MISSION

To provide a healthy environment

## FUNCTION AND OVERVIEW

Environmental Services is a division of Public Works which provides customer-focused, health and safety-conscious, fiscally responsible mosquito and pest control services and also maintains all public equestrian trails, fencing and trail heads.

## FUNDAMENTALS

- Respecting the Environment
- Economic Development

## KEY MEASURES AND STANDARDS

The following measures indicate the effectiveness of the initiatives and goals for the Division:

- Number of mosquito control complaints/requests
- Number of mosquito complaints responded to within 24 hours

## FY2012 & FY2013 ACCOMPLISHMENTS

Environmental Services has made the following significant accomplishments:

- Reduction in mosquito complaints
- Stabilized/rehabilitated approximately three miles of equestrian trail
- Replaced approximately 3,000 linear feet of equestrian fence with three-rail fence
- Converted to environmentally sound ("Green") mosquito control products
- Modified the equestrian trail mowing contract and rebid
- Redesigned and upgraded equestrian fencing across C-23 Canal (equestrian crossing) on Pierson Road
- Regarded and resodded bridle path along Pierson Road from SSB to Equestrian Club Road to improve drainage and prevent ponding issues

## FY 2014 ACTION PLANS

In an effort to strengthen the current infrastructure and plan for future needs the following projects will be implemented in the upcoming fiscal year:

- Reduce the number of mosquito complaints
- Stabilize 2 miles of equestrian trails annually while continuing to experiment with alternative footing materials
- Replace/Improve Equestrian Fencing (50<sup>th</sup> Street and Pierson Road)
- Widen C-2 Canal Bridle Path (Red Trail) (Approx. 1 mile)

## ENVIRONMENTAL SERVICES

Project / Program	Performance Measure/Metric	Primary Strategic Fundamental
Reduction in Mosquito Complaints	# of mosquito complaints	Respecting the Environment
Stabilize 2 Miles of Equestrian Trails	% of trails (2 mile) stabilized	Protecting Our Investment
Replace/Improve Eq. Fencing	% of fencing replaced and upgraded to three-rail	Protecting Our Investment
Widen C-2 Canal Bridle Path	% of path widened	Protecting Our Investment

### BUDGET ISSUES

Many of the objectives of the Division could be impacted by sources outside of its control such as:

- Unbudgeted requests
- Excessive weather events
- Equipment issues (limited equipment assigned to division and required other divisions' equipment creating scheduling conflicts)
- 

### BUDGET SUMMARY

#### PUBLIC WORKS ENVIRONMENTAL SERVICES - ACME

	Actual 2011	Actual 2012	Budget 2013	Budget 2014	Change from Prior Year
Personnel	\$ 564,411	\$ 549,361	\$ 564,663	\$ 287,417	\$ (277,246)
Operating	92,042	78,549	77,450	77,450	\$ -
<b>SUBTOTAL</b>	<b>\$ 656,453</b>	<b>\$ 627,910</b>	<b>\$ 642,113</b>	<b>\$ 364,867</b>	<b>\$ (277,246)</b>
Capital Outlay	25,626	4,900	47,250	107,000	\$ 59,750
<b>TOTAL</b>	<b>\$ 682,079</b>	<b>\$ 632,810</b>	<b>\$ 689,363</b>	<b>\$ 471,867</b>	<b>\$ (217,496)</b>
Positions	9	8	8	4	(4)

### PERFORMANCE MEASURES & WORKLOAD INDICATORS

Metric	FY 2012	FY 2013	Strategic Fundamental
Number of annual mosquito control complaints	109	67	Respecting the Environment
Percent of mosquito control complaints responded to within 24 hours	93%	96%	Responsive Government

# FLEET MAINTENANCE

## MISSION

To provide safe and dependable transportation

## FUNCTION AND OVERVIEW

Fleet Maintenance is a division of Public Works which provides safe, dependable and quality transportation for Wellington operations through preventative and corrective maintenance of all fleet and equipment.

## FUNDAMENTALS

- Protecting our Investment
- Respecting the Environment
- Responsive Government

## KEY MEASURES AND STANDARDS

The following measures indicate the effectiveness of the initiatives and goals for the Division:

- Percentage of vehicles receiving preventive maintenance per schedule
- Percentage of corrective maintenance completed within 24 hours

## FY2014 ACTION PLANS

In an effort to strengthen the current infrastructure and plan for future needs the following projects will be implemented in the upcoming fiscal year:

- Continue to research alternative fuels and Eco-friendly equipment and vehicles (propane auto gas)
- Continued emphasis on retaining vehicles and equipment (TPP) Budget Issues

## BUDGET ISSUES

Many of the objectives of the Division could be impacted by sources outside of its control such as:

- Fluctuating fuel and oil costs (tires, lubricants, delivery costs, etc.)

## BUDGET SUMMARY

### PUBLIC WORKS FLEET MAINTENANCE

	Actual 2011	Actual 2012	Budget 2013	Budget 2014	Change from Prior Year
Personnel	\$ 334,093	\$ 316,928	\$ 323,523	\$ 321,377	\$ (2,146)
Operating	150,363	152,081	189,600	116,600	\$ (73,000)
<b>SUBTOTAL</b>	<b>\$ 484,456</b>	<b>\$ 469,009</b>	<b>\$ 513,123</b>	<b>\$ 437,977</b>	<b>\$ (75,146)</b>
Capital Outlay	37,510	-	39,000	278,056	\$ 239,056
<b>TOTAL</b>	<b>\$ 521,966</b>	<b>\$ 469,009</b>	<b>\$ 552,123</b>	<b>\$ 716,033</b>	<b>\$ 163,910</b>
Positions	4	4	4	4	-

# FLEET MAINTENANCE

## PERFORMANCE MEASURES & WORKLOAD INDICATORS

<b>Metric</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>Strategic Fundamental</b>
Percentage of vehicles receiving their preventive maintenance per schedule	100%	100%	Protecting Our Investment
Percentage of corrective maintenance completed within 24 hours	98%	98%	Protecting Our Investment



# LANDSCAPE MAINTENANCE

## MISSION

To provide a pleasing aesthetic

## FUNCTION AND OVERVIEW

Landscape Maintenance is a division of Public Works that maintains irrigation, trees and landscapes of medians, right of ways, public facilities, and entrance features. Supervises nuisance abatement and assists with design and installation of landscape projects.

## FUNDAMENTALS

- Neighborhood Renaissance
- Protecting Our Investment
- Respecting the Environment

## KEY MEASURES AND STANDARDS

The following measures indicate the effectiveness of the initiatives and goals for the Division:

- Linear footage of irrigation upgraded/replaced annually
- Number of trees trimmed
- Miles of turf mowed
- Percent of maintenance completed, per schedule

## FY2012 & FY2013 ACCOMPLISHMENTS

Landscape Maintenance has made the following significant accomplishments:

- Flower Replacement Program
- Upgrade Forest Hill Boulevard Irrigation System
- Big Blue Trace & South Shore Blvd. entry wall landscape and irrigation upgrades
- Entry wall/landscaping (Lynton Circle, Wiltshire Village, Birkdale and Forest Hill Blvd.) upgrades
- Greenview Shores Blvd. landscaping and irrigation upgrades
- Wellington Trace (section) landscape and irrigation upgrades
- South Shore Blvd. (Phase I) landscape and irrigation upgrades
- Stribling Way landscape and irrigation upgrades

## FY 2014 ACTION PLANS

In an effort to strengthen the current infrastructure and plan for future needs the following projects will be implemented in the upcoming fiscal year:

- Landscape enhancements: Village Park front entrance and perimeter fence area
- Fairlane Farms Road & Pierson Road intersection landscape upgrades
- Birkdale Drive landscape upgrades
- Continue with upgrading the irrigation systems to Toro Sentinel systems (2-3 annually)(Standardize throughout the city)

# LANDSCAPE MAINTENANCE

Project / Program	Performance Measure/Metric	Primary Strategic Fundamental
Irrigation Upgrades to Toro Sentinel Systems (2)	% of irrigation systems upgraded	Protecting Our Investments

## BUDGET ISSUES

Many of the objectives of the department could be impacted by sources outside of its control such as:

- Continuous landscape additions (tree/plant and irrigation maintenance)
- Aging irrigation systems (clocks, heads, piping, etc.)
- Aging fleet and equipment
- Special (unbudgeted) requests

## BUDGET SUMMARY

### PUBLIC WORKS LANDSCAPE MAINTENANCE

	Actual 2011	Actual 2012	Budget 2013	Budget 2014	Change from Prior Year
Personnel	\$ 840,321	\$ 826,609	\$ 959,556	\$ 941,059	\$ (18,497)
Operating	495,801	464,562	602,600	845,200	\$ 242,600
<b>SUBTOTAL</b>	<b>\$ 1,336,122</b>	<b>\$ 1,291,171</b>	<b>\$ 1,562,156</b>	<b>\$ 1,786,259</b>	<b>\$ 224,103</b>
Capital Outlay	-	24,851	32,500	3,528	\$ (28,972)
<b>TOTAL</b>	<b>\$ 1,336,122</b>	<b>\$ 1,316,022</b>	<b>\$ 1,594,656</b>	<b>\$ 1,789,787</b>	<b>\$ 195,131</b>
Positions	13	14	14	14	-

## PERFORMANCE MEASURES & WORKLOAD INDICATORS

Metric	FY 2012	FY 2013	Strategic Fundamental
Number of trees trimmed	3,826	5,300	Protecting Our Investment
Miles of turf mowed	2,400	2,400	Protecting Our Investment
Percent of annual work orders addressed within 24 hours	100%	100%	Protecting Our Investment
Irrigation Repairs	256	204	Protecting Our Investment

# NEIGHBORHOOD PARKS

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## MISSION

To support active parks

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## FUNCTION AND OVERVIEW

Neighborhood Parks is a division of Public Works that provides maintenance of neighborhood parks, littoral plantings, and special event preparation.

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## FUNDAMENTALS

- Neighborhood Renaissance
- Protecting Our Investment
- Respecting the Environment

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## KEY MEASURES AND STANDARDS

The following measures indicate the effectiveness of the initiatives and goals for the Division:

- Linear feet of fencing installed
- Number of annual playground inspections conducted

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## FY2012 & FY2013 ACCOMPLISHMENTS

Neighborhood Parks has made the following significant accomplishments:

- Renovations at Tiger Shark Cove Park
- Numerous special events set ups/breakdowns
- Safety surfacing at Margate, Amesbury and Essex Parks play areas
- Patriot Memorial project
- Major park renovations: Foresteria, Summerwood and Dorchester
- Began irrigation system upgrades to Toro Sentinel Systems
- Installed new wash down area for pets and French drain system at Greenbriar (Dog) Park
- Sidewalks installed at neighborhood parks for residents and easier accessibility for ADA

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## FY 2014 ACTION PLANS

In an effort to strengthen the current infrastructure and plan for future needs the following projects will be implemented in the upcoming fiscal year:

- Assist Landscape Division with tree trimming in neighborhood parks
- Continue with major park renovations at 2-3 neighborhood parks annually
- Continue with irrigation system upgrades on Neighborhood Parks (standardize with Toro Sentinel) with emphasis on water and electrical usage reductions
- Continue to utilize/train part time employees for use on special events to lower overtime expenditure while continuing to deliver a high quality of service

## NEIGHBORHOOD PARKS

Project / Program	Performance Measure/Metric	Primary Strategic Fundamental
Major Park Renovations	% of parks renovated per scheduled	Protecting Our Investment
Irrigation Upgrades to Sentinel Systems ( 2 parks)	% of system upgrade completed	Respecting the Environment

### BUDGET ISSUES

Many of the objectives of the Division could be impacted by sources outside of its control such as:

- Aging playground equipment
- Aging fleet and equipment
- Unbudgeted (special) requests
- Special event planning (overtime costs)

### BUDGET SUMMARY

#### PUBLIC WORKS NEIGHBORHOOD PARKS - ACME

	Actual 2011	Actual 2012	Budget 2013	Budget 2014	Change from Prior Year
Personnel	\$ 171,456	\$ 138,875	\$ 141,021	\$ 444,783	\$ 303,762
Operating	151,278	152,911	182,750	272,100	\$ 89,350
<b>SUBTOTAL</b>	<b>\$ 322,734</b>	<b>\$ 291,786</b>	<b>\$ 323,771</b>	<b>\$ 716,883</b>	<b>\$ 393,112</b>
Capital Outlay	-	2,153	-	-	\$ -
<b>TOTAL</b>	<b>\$ 322,734</b>	<b>\$ 293,939</b>	<b>\$ 323,771</b>	<b>\$ 716,883</b>	<b>\$ 393,112</b>
Positions	4	2	2	6	4

### PERFORMANCE MEASURES & WORKLOAD INDICATORS

Metric	FY 2012	FY 2013	Strategic Fundamental
Linear feet of fencing installed	3,060	748	Protecting Our Investment
Number of annual playground inspections	4,224	4,368	Responsive Government
Equestrian trail signs replaced	8	9	Protecting Our Investment

# NUISANCE ABATEMENT

## MISSION

To maintain property values in neighborhoods

## FUNCTION AND OVERVIEW

Nuisance Abatement is a division of Public Works that provides property securing services for abandoned houses, including lawn and pool maintenance, to maintain a safe environment and to comply with city ordinances; to maintain hedges, trees, and shrubs along major thoroughfares.

## FUNDAMENTALS

- Protecting Our Investment
- Responsive Government

## KEY MEASURES AND STANDARDS

The following measures indicate the effectiveness of the initiatives and goals for the Division:

- Percent of abatements completed on schedule

## FY2012 & FY2013 ACCOMPLISHMENTS

Neighborhood Parks has made the following significant accomplishments:

- Assist with special events
- Abatements on schedule
- Forest Hill Boulevard and South Shore Boulevard Phase III Streetscape Plan
- Thoroughfare maintenance

## FY 2013 ACTION PLANS

In an effort to strengthen the current infrastructure and plan for future needs the following projects will be implemented in the upcoming fiscal year:

- Assist with Special Events to reduce overtime expenditures

## BUDGET ISSUES

Many of the objectives of the Division could be impacted by sources outside of its control such as:

- Weather
- Aging equipment - need assistance from other divisions (large equipment, bucket truck, loader, etc.)

## BUDGET SUMMARY

### PUBLIC WORKS NUISANCE ABATEMENT

	Actual 2011	Actual 2012	Budget 2013	Budget 2014	Change from Prior Year
Personnel	\$ 137,193	\$ 144,089	\$ 145,239	\$ 149,280	\$ 4,041
Operating	9,980	10,609	19,500	19,500	-
<b>SUBTOTAL</b>	<b>\$ 147,173</b>	<b>\$ 154,698</b>	<b>\$ 164,739</b>	<b>\$ 168,780</b>	<b>\$ 4,041</b>
Capital Outlay	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 147,173</b>	<b>\$ 154,698</b>	<b>\$ 164,739</b>	<b>\$ 168,780</b>	<b>\$ 4,041</b>
Positions	3	2	2	2	-

# ROADS

## MISSION

To provide safe mobility

## FUNCTION AND OVERVIEW

Roads is a division of Public Works that provides for safe traffic and pedestrian mobility including road construction and maintenance; pothole, swale, sidewalk, and shoulder repair; litter control; road signage and pavement markings; and traffic control for special events throughout the year.

## FUNDAMENTALS

- Protecting our Investment
- Respecting the Environment
- Responsive Government

## KEY MEASURES AND STANDARDS

The following measures indicate the effectiveness of the initiatives and goals for the Division:

- Percentage of roadways maintained in average to above average assessment rating
- Number of miles of resurfaced asphalt roads

## FY2012 & FY2013 ACCOMPLISHMENTS

Roads have made the following significant accomplishments:

- Updated sign shop in order to meet 5% annual replacement schedule in the Retroreflectivity Plan
- Cleaned 100% Thoroughfare sidewalks and curbing
- Completed 32 lane miles of roadway resurfacing (2012)
- Complete 10-15 lane miles of roadway resurfacing (2013)
- Implement and continue with asphalt pathway sealcoating program
- Continue to stabilize several miles of roadway shoulders

# ROADS

## FY 2014 GOALS & PROJECTS

In an effort to strengthen the current infrastructure and plan for future needs the following projects will be implemented in the upcoming fiscal year:

Project / Program	Performance Measure/Metric	Primary Strategic Fundamental
Sidewalk Repair/Replacement Program (all public sidewalks)	Footage repaired	Protecting Our Investment
Replace 5% of street signs	# of signs replaced	Responsive Government
Mill and resurface 10-15 lane miles of roadway resurfacing	# of lane miles resurfaced	Protecting Our Investment
Continue pressure cleaning program	Linear footage of curb and sidewalk cleaned	Protecting Our Investment
Continue roadway shoulder stabilization program along all thoroughfare roads	Linear footage of shoulder stabilized	Protecting Our Investment

## BUDGET ISSUES

Many of the objectives of the Division could be impacted by sources outside of its control such as:

- Decrease in Gas Tax Revenues
- Rising fuel costs that affect asphalt, concrete, pavement marking, signage, etc.
- Special (unbudgeted) requests

## BUDGET SUMMARY

### PUBLIC WORKS ROADS

	Actual 2011	Actual 2012	Budget 2013	Budget 2014	Change from Prior Year
Personnel	\$ 811,046	\$ 765,585	\$ 822,614	\$ 838,620	\$ 16,006
Operating	700,528	763,716	832,650	828,650	\$ (4,000)
<b>SUBTOTAL</b>	<b>\$ 1,511,574</b>	<b>\$ 1,529,301</b>	<b>\$ 1,655,264</b>	<b>\$ 1,667,270</b>	<b>\$ 12,006</b>
Capital Outlay	23,346	241,093	-	651,500	\$ 651,500
<b>TOTAL</b>	<b>\$ 1,534,920</b>	<b>\$ 1,770,394</b>	<b>\$ 1,655,264</b>	<b>\$ 2,318,770</b>	<b>\$ 663,506</b>
Positions	13	13	13	13	-

## PERFORMANCE MEASURES & WORKLOAD INDICATORS

Metric	FY 2012	FY 2013	Strategic Fundamental
Number of miles of resurfaced asphalt roads	13	16	Protecting Our Investment
Road signs repaired or replaced	1,121	1,427	Protecting Our Investment

# SOLID WASTE

## MISSION

To ensure accuracy of contracted services

## FUNCTION AND OVERVIEW

Solid Waste is a division of Public Works that provides Wellington with residential and commercial trash, recycling, and vegetation pick up through contracted services. Solid Waste also coordinates EOC Communications and hurricane debris clean-up. It is supported by an assessment for services versus through ad valorem taxes.

## FUNDAMENTALS

- Protecting our Investment
- Respecting the Environment
- Responsive Government

## KEY MEASURES AND STANDARDS

The following measures indicate the effectiveness of the initiatives and goals for the Division:

- Customer Satisfaction Rating
- Number of annual customer complaints regarding solid waste issues

## FY2012 & FY2013 ACCOMPLISHMENTS

Solid Waste has made the following significant accomplishments:

- Installed solar powered trash compactor at Village Park
- Maintain customer satisfaction rate at 99% and total customer complaints for accounts at 1% or less (Lowest resident complaint tally since inception of present contract)
- Implemented recycling program at Equestrian Trails Elementary School
- Reach out all Wellington area public schools for implementation of recycling program

## FY 2014 GOALS & PROJECTS

In an effort to strengthen the current infrastructure and plan for future needs the following projects will be implemented in the upcoming fiscal year:

Project / Program	Performance Measure/Metric	Primary Strategic Fundamental
School Recycling Program	% of Schools Participating in Recycling Program	Respecting the Environment
Maintain 99% Customer Satisfaction Rate	% of resident concerns	Responsive Government

# SOLID WASTE

## BUDGET ISSUES

Many of the objectives of the Division could be impacted by sources outside of its control such as:

- Estimates on CPI related to Solid Waste Collection
- New Construction (garbage cans at time of Certificate of Occupancy)
- Number of residents requesting new garbage cans

## BUDGET SUMMARY

### PUBLIC WORKS SOLID WASTE - ENTERPRISE

	Actual 2011	Actual 2012	Budget 2013	Budget 2014	Change from Prior Year
Personnel	\$ 158,963	\$ 150,584	\$ 159,266	\$ 158,594	\$ (672)
Operating	3,014,857	3,133,572	3,315,892	3,291,692	\$ (24,200)
<b>SUBTOTAL</b>	<b>\$ 3,173,820</b>	<b>\$ 3,284,156</b>	<b>\$ 3,475,158</b>	<b>\$ 3,450,286</b>	<b>\$ (24,872)</b>
Capital Outlay	-	-	-	-	\$ -
<b>TOTAL</b>	<b>\$ 3,173,820</b>	<b>\$ 3,284,156</b>	<b>\$ 3,475,158</b>	<b>\$ 3,450,286</b>	<b>\$ (24,872)</b>
Positions	2	2	2	2	-

## PERFORMANCE MEASURES & WORKLOAD INDICATORS

Metric	FY 2012	FY 2013	Strategic Fundamental
Customer Satisfaction Rating	99%	99%	Responsive Government
Number of annual customer complaints regarding solid waste issues	477	643	Responsive Government

# SURFACE WATER & PRESERVE MAINTENANCE

## MISSION

To support the drainage infrastructure

## FUNCTION AND OVERVIEW

These Public Works' divisions maintain Wellington's drainage infrastructure, which includes pump stations, canals, water bodies, swales, and Wellington's stormwater conveyance system. Specifically, Preserve Maintenance is responsible for overseeing and maintaining the Wellington Environmental Preserve at Marjory Stoneman Douglas Everglades Habitat, the Birkdale Preserve, and Big Blue Preserve.

## FUNDAMENTALS

- Protecting Our Investment
- Respecting the Environment
- Economic Development

## KEY MEASURES AND STANDARDS

The following measures indicate the effectiveness of the initiatives and goals for the Divisions:

- Linear feet of canals cleaned/re-dredged
- Linear feet of drainage pipe cleaned
- Average annual number of acres of aquatic weed control
- Number of inlets (catch basins) cleaned

## FY2012 & FY2013 ACCOMPLISHMENTS

Surface Water Management has made the following significant accomplishments:

- Rebuild three (3) stormwater pumps (PS#3)
- Rebuild three (3) stormwater pumps (PS#4) (2013)
- Refurbished one (1) electric pump motor (PS#6)
- Cleaned and resloped nine (9) miles of canals
- Cleaned and inspected approximately 8,000 lf of existing storm drain lines
- Cleaned and inspected approximately 3,000 lf of existing storm drain lines (2013)
- Install a VFD at Pump Station #6 (2013)
- Install security cameras at all eight (8) pump stations (2013)
- Continue with Swale Retrofit Program (3 miles)

# SURFACE WATER & PRESERVE MAINTENANCE

## FY2014 ACTION PLAN

In an effort to strengthen the current infrastructure and plan for future needs the following projects will be implemented in the upcoming fiscal year:

Project / Program	Performance Measure/Metric	Primary Strategic Fundamental
Install VFD at PS#4		Protecting Our Investment
Clearing Invasive Species (2 miles)	% of linear feet cleared per schedule	Protecting Our Investment
Retrofit Swales (3 miles)	% of linear feet reconstructed per schedule	Protecting Our Investment
Clean & Inspect (3,000 lf) of existing storm drain lines and inlets	% of linear feet cleaned & inspected	Protecting Our Investment

## BUDGET ISSUES

Many of the objectives of the Divisions could be impacted by sources outside of their control such as:

- Surface Water Management legislation
- NPDES Requirements
- Weather events

## BUDGET SUMMARY

### SURFACE WATER MANAGEMENT - ACME

	Actual 2011	Actual 2012	Budget 2013	Budget 2014	Change from Prior Year
Personnel	\$ 857,456	\$ 796,294	\$ 869,686	\$ 922,649	\$ 52,963
Operating	1,085,008	1,015,503	1,135,800	1,153,750	\$ 17,950
<b>SUBTOTAL</b>	<b>\$ 1,942,464</b>	<b>\$ 1,811,797</b>	<b>\$ 2,005,486</b>	<b>\$ 2,076,399</b>	<b>\$ 70,913</b>
Capital Outlay	337,874	146	28,000	157,527	\$ 129,527
<b>TOTAL</b>	<b>\$ 2,280,338</b>	<b>\$ 1,811,943</b>	<b>\$ 2,033,486</b>	<b>\$ 2,233,926</b>	<b>\$ 200,440</b>
Positions	10	11	11	11	-

### PRESERVE MAINTENANCE - ACME

	Actual 2011	Actual 2012	Budget 2013	Budget 2014	Change from Prior Year
Personnel	\$ -	\$ 88,328	\$ 86,235	\$ 88,302	\$ 2,067
Operating	-	93,080	282,465	259,965	\$ (22,500)
<b>SUBTOTAL</b>	<b>\$ -</b>	<b>\$ 181,408</b>	<b>\$ 368,700</b>	<b>\$ 348,267</b>	<b>\$ (20,433)</b>
Capital Outlay	-	-	-	-	\$ -
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 181,408</b>	<b>\$ 368,700</b>	<b>\$ 348,267</b>	<b>\$ (20,433)</b>
Positions	-	1	1	1	-

# SURFACE WATER & PRESERVE MAINTENANCE

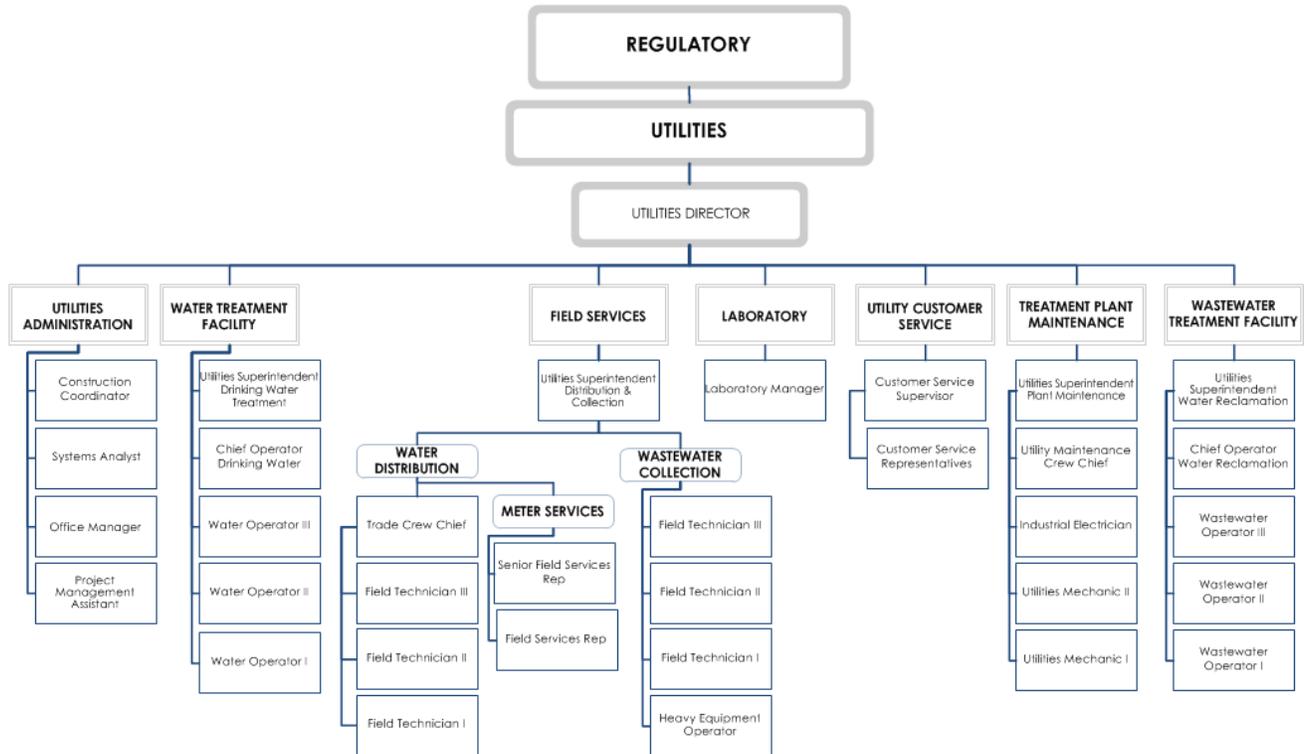
## PERFORMANCE MEASURES & WORKLOAD INDICATORS

Metric	FY 2012	FY 2013	Strategic Fundamental
Number of miles of resurfaced asphalt roads	13	16	Protecting Our Investment
Road signs repaired or replaced	1,121	1,427	Protecting Our Investment
Linear feet of canals cleaned/re-dredged	7,884	4,600	Protecting Our Investment
Average annual number of acres of aquatic weed control	384	435	Protecting Our Investment
Number of inlets (catch basins) cleaned	75	153	Protecting Our Investment
Storm drain lines and inlets inspected & cleaned - linear feet	5,990	23,454	Protecting Our Investment



WELLINGTON 





## MISSION

Provide reliable water and wastewater services

## FUNCTION AND OVERVIEW

The Utilities Department is responsible for providing potable water treatment and distribution, and wastewater collection, conveyance and treatment. The Department has the following divisions: Administration, Water Treatment, Water Distribution, Customer/Meter Service, Wastewater Treatment and the Laboratory

## FUNDAMENTALS

- Protecting our Investment
- Respecting the Environment
- Economic Development
- Responsive Government

## KEY MEASURES AND STANDARDS

The following measures indicate the effectiveness of the initiatives and goals for the department:

- Number of water quality complaints
- Water loss percent
- Water usage per capita
- Water production (MGD)

## FY2012 & FY2013 ACCOMPLISHMENTS

The Utility Department has made the following significant accomplishments:

## UTILITIES

- Treated and delivered 2.1 billion gallons of safe, high quality drinking water with minimal service disruptions.
- Safely collected, treated and disposed 1.4 billion gallons of wastewater with no service disruptions
- Completion of permanent polyphosphate feed system
- Completion of Goldenrod water/sewer relocation
- Rehabilitation of nine lift stations
- Block Island Water main Replacement

### FY2014 ACTION PLANS

In an effort to provide exceptional service to the public, the following projects will be implemented in the upcoming fiscal year:

- Design and construct water treatment plant renovations
- Design and Construct wastewater treatment plant renovations
- Complete development of reclaimed water system water plan
- Design and construct distribution piping replacement (Forest Hill Blvd. corridor)
- Rehabilitate water production wells
- Rehabilitate lift stations
- Complete replacement of 6,000 LF, 24" raw water transmission main

### BUDGET ISSUES

Many of the objectives of the department could be impacted by the following factors:

- Hurricanes or other natural or unnatural events
- Chemical and energy pricing
- Unanticipated needs

### BUDGET SUMMARY

#### UTILITIES ADMINISTRATION

	Actual 2011	Actual 2012	Budget 2013	Budget 2014	Change from Prior Year
Personnel	\$ 780,385	\$ 674,471	\$ 626,770	\$ 746,856	\$ 120,086
Operating	59,819	80,168	96,210	96,310	100
<b>SUBTOTAL</b>	<b>\$ 840,204</b>	<b>\$ 754,639</b>	<b>\$ 722,980</b>	<b>\$ 843,166</b>	<b>\$ 120,186</b>
Capital Outlay	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 840,204</b>	<b>\$ 754,639</b>	<b>\$ 722,980</b>	<b>\$ 843,166</b>	<b>\$ 120,186</b>
Positions	4	4	4	4	-

#### WATER TREATMENT FACILITY

	Actual 2011	Actual 2012	Budget 2013	Budget 2014	Change from Prior Year
Personnel	\$ 793,351	\$ 779,456	\$ 778,136	\$ 709,988	\$ (68,148)
Operating	1,699,531	1,644,710	1,875,615	1,908,125	32,510
<b>SUBTOTAL</b>	<b>\$ 2,492,882</b>	<b>\$ 2,424,166</b>	<b>\$ 2,653,751</b>	<b>\$ 2,618,113</b>	<b>\$ (35,638)</b>
Capital Outlay	-	-	220,903	16,000	204,903
<b>TOTAL</b>	<b>\$ 2,492,882</b>	<b>\$ 2,424,166</b>	<b>\$ 2,874,654</b>	<b>\$ 2,634,113</b>	<b>\$ (240,541)</b>
Positions	9	9	9	9	-

# UTILITIES

## METER SERVICES

	Actual 2011	Actual 2012	Budget 2013	Budget 2014	Change from Prior Year
Personnel	\$ 185,116	\$ 156,563	\$ 145,787	\$ 148,237	\$ 2,450
Operating	51,077	103,616	171,000	168,900	\$ (2,100)
<b>SUBTOTAL</b>	<b>\$ 236,193</b>	<b>\$ 260,179</b>	<b>\$ 316,787</b>	<b>\$ 317,137</b>	<b>\$ 350</b>
Capital Outlay	-	-	-	27,230	\$ 27,230
<b>TOTAL</b>	<b>\$ 236,193</b>	<b>\$ 260,179</b>	<b>\$ 316,787</b>	<b>\$ 344,367</b>	<b>\$ 27,580</b>
Positions	3	2	2	2	-

## WATER DISTRIBUTION

	Actual 2011	Actual 2012	Budget 2013	Budget 2014	Change from Prior Year
Personnel	\$ 540,155	\$ 630,378	\$ 658,137	\$ 735,840	\$ 77,703
Operating	178,335	230,586	256,100	276,000	\$ 19,900
<b>SUBTOTAL</b>	<b>\$ 718,490</b>	<b>\$ 860,964</b>	<b>\$ 914,237</b>	<b>\$ 1,011,840</b>	<b>\$ 97,603</b>
Capital Outlay	-	-	21,914	55,908	\$ 33,994
<b>TOTAL</b>	<b>\$ 718,490</b>	<b>\$ 860,964</b>	<b>\$ 936,151</b>	<b>\$ 1,067,748</b>	<b>\$ 131,597</b>
Positions	8	9	9	9	-

## WASTEWATER COLLECTION

	Actual 2011	Actual 2012	Budget 2013	Budget 2014	Change from Prior Year
Personnel	\$ 369,913	\$ 412,561	\$ 427,080	\$ 494,083	\$ 67,003
Operating	359,527	409,961	433,600	461,900	\$ 28,300
<b>SUBTOTAL</b>	<b>\$ 729,440</b>	<b>\$ 822,522</b>	<b>\$ 860,680</b>	<b>\$ 955,983</b>	<b>\$ 95,303</b>
Capital Outlay	-	-	120,094	139,041	\$ 18,947
<b>TOTAL</b>	<b>\$ 729,440</b>	<b>\$ 822,522</b>	<b>\$ 980,774</b>	<b>\$ 1,095,024</b>	<b>\$ 114,250</b>
Positions	6	6	6	7	1

## WASTEWATER TREATMENT FACILITY

	Actual 2011	Actual 2012	Budget 2013	Budget 2014	Change from Prior Year
Personnel	\$ 512,054	\$ 576,294	\$ 564,231	\$ 582,975	\$ 18,744
Operating	765,307	1,110,670	1,258,540	1,374,100	\$ 115,560
<b>SUBTOTAL</b>	<b>\$ 1,277,361</b>	<b>\$ 1,686,964</b>	<b>\$ 1,822,771</b>	<b>\$ 1,957,075</b>	<b>\$ 134,304</b>
Capital Outlay	-	-	78,045	410,486	\$ 332,441
<b>TOTAL</b>	<b>\$ 1,277,361</b>	<b>\$ 1,686,964</b>	<b>\$ 1,900,816</b>	<b>\$ 2,367,561</b>	<b>\$ 466,745</b>
Positions	6	7	7	7	-

# UTILITIES

## TREATMENT PLANT MAINTENANCE

	Actual 2011	Actual 2012	Budget 2013	Budget 2014	Change from Prior Year
Personnel	\$ 476,872	\$ 455,234	\$ 494,331	\$ 475,847	\$ (18,484)
Operating	36,696	31,054	42,400	47,700	\$ 5,300
<b>SUBTOTAL</b>	<b>\$ 513,568</b>	<b>\$ 486,288</b>	<b>\$ 536,731</b>	<b>\$ 523,547</b>	<b>\$ (13,184)</b>
Capital Outlay	-	-	21,522	54,000	\$ 32,478
<b>TOTAL</b>	<b>\$ 513,568</b>	<b>\$ 486,288</b>	<b>\$ 558,253</b>	<b>\$ 577,547</b>	<b>\$ 19,294</b>
Positions	6	6	6	6	-

## LABORATORY

	Actual 2011	Actual 2012	Budget 2013	Budget 2014	Change from Prior Year
Personnel	\$ 87,082	\$ 85,891	\$ 90,781	\$ 91,876	\$ 1,095
Operating	13,955	18,134	17,900	22,600	\$ 4,700
<b>SUBTOTAL</b>	<b>\$ 101,037</b>	<b>\$ 104,025</b>	<b>\$ 108,681</b>	<b>\$ 114,476</b>	<b>\$ 5,795</b>
Capital Outlay	-	-	21,722	-	\$ (21,722)
<b>TOTAL</b>	<b>\$ 101,037</b>	<b>\$ 104,025</b>	<b>\$ 130,403</b>	<b>\$ 114,476</b>	<b>\$ (15,927)</b>
Positions	1	1	1	1	-

## UTILITY CUSTOMER SERVICE

	Actual 2011	Actual 2012	Budget 2013	Budget 2014	Change from Prior Year
Personnel	\$ 240,486	\$ 229,188	\$ 330,156	\$ 456,900	\$ 126,744
Operating	508,003	187,000	\$ 432,700	\$ 543,500	\$ 110,800
<b>SUBTOTAL</b>	<b>\$ 748,489</b>	<b>\$ 416,188</b>	<b>\$ 762,856</b>	<b>\$ 1,000,400</b>	<b>\$ 237,544</b>
Capital Outlay	-	-	-	-	\$ -
<b>TOTAL</b>	<b>\$ 748,489</b>	<b>\$ 416,188</b>	<b>\$ 762,856</b>	<b>\$ 1,000,400</b>	<b>\$ 237,544</b>
Positions	-	-	-	5	5

## TOTAL WATER AND WASTEWATER

	Actual 2011	Actual 2012	Budget 2013	Budget 2014	Change from Prior Year
Personnel	\$ 3,985,414	\$ 4,000,036	\$ 4,115,409	\$ 4,442,602	\$ 327,193
Operating	3,672,250	3,815,899	4,584,065	4,899,135	\$ 315,070
<b>SUBTOTAL</b>	<b>\$ 7,657,664</b>	<b>\$ 7,815,935</b>	<b>\$ 8,699,474</b>	<b>\$ 9,341,737</b>	<b>\$ 642,263</b>
Capital Outlay	-	-	484,200	702,665	\$ 218,465
<b>TOTAL</b>	<b>\$ 7,657,664</b>	<b>\$ 7,815,935</b>	<b>\$ 9,183,674</b>	<b>\$ 10,044,402</b>	<b>\$ 860,728</b>
Positions	43	44	44	50	6

# UTILITIES

## PERSONNEL

UTILITY SYSTEM	Positions	OPS Hours	Intern
<b>Utilities Administration</b>			
CONSTRUCTION COORDINATOR	1.00		
OFFICE MANAGER	1.00		
PROJECT MANAGEMENT ASSISTANT	1.00		
SYSTEMS ANALYST	1.00		
<b>Utility Customer Service</b>			
CUSTOMER SERVICE SUPERVISOR	1.00		
CUSTOMER SERVICE REPRESENTATIVE	4.00		
<b>Laboratory</b>			
LABORATORY TECHNICIAN	1.00		
<b>Meter Services</b>			
FIELD SERVICES REPRESENTATIVE	1.00		
SENIOR FIELD SERVICES REPRESENTATIVE	1.00		
<b>Treatment Plant Maintenance</b>			
INDUSTRIAL ELECTRICIAN	1.00		
LEAD UTILITIES SYSTEMS MECHANIC	1.00		
UTILITIES SUPERVISOR - PLANT MAINTENANCE	1.00		
UTILITIES SYSTEMS MECHANIC	3.00		
<b>Wastewater Collection</b>			
FIELD TECHNICIAN I	3.00		
FIELD TECHNICIAN II	2.00		
FIELD TECHNICIAN III	2.00		
<b>Wastewater Treatment Facility</b>			
UTILITIES SUPERVISOR - WATER RECLAMATION	1.00		
WASTEWATER OPERATOR I	2.00		
WASTEWATER OPERATOR II	1.00		
WASTEWATER OPERATOR III	3.00		
<b>Water Distribution</b>			
FIELD TECHNICIAN I	4.00		
FIELD TECHNICIAN II	2.00		
FIELD TECHNICIAN III	1.00		
TRADES CREW CHIEF	1.00		
UTILITIES SUPERVISOR - DISTRIBUTION & COLLECTION	1.00		
<b>Water Treatment Facility</b>			
UTILITIES SUPERVISOR - DRINKING WATER TREATMENT	1.00		
WATER OPERATOR APPRENTICE	1.00		
WATER OPERATOR I	2.00		
WATER OPERATOR II	3.00		
WATER OPERATOR III	2.00		
<b>Total Utility System</b>	<b>50.00</b>	<b>0</b>	<b>0.00</b>

WELLINGTON 



## NON-DEPARTMENTAL

The non-departmental budgets are used to account for expenses shared across multiple cost centers, departments or divisions in each fund. Wellington designates utilities, office equipment leases, telecommunications, facility leases and the Inspector General cost as non-departmental expenditures. Personnel budgets include fund-wide wage increases and some supplemental benefits.

### BUDGET SUMMARY

#### NON DEPARTMENTAL - GOVERNMENTAL

	Actual 2011	Actual 2012	Budget 2013	Budget 2014	Change from Prior Year
Personnel	\$ 1,114	\$ 204,173	\$ 340,000	\$ 872,239	\$ 532,239
Operating	190,221	284,675	671,640	643,640	\$ (28,000)
<b>SUBTOTAL</b>	<b>\$ 191,335</b>	<b>\$ 488,848</b>	<b>\$ 1,011,640</b>	<b>\$ 1,515,879</b>	<b>\$ 504,239</b>
Capital Outlay	-	-	-	-	\$ -
<b>TOTAL</b>	<b>\$ 191,335</b>	<b>\$ 488,848</b>	<b>\$ 1,011,640</b>	<b>\$ 1,515,879</b>	<b>\$ 504,239</b>
Positions					-

#### NON DEPARTMENTAL - ENTERPRISE

	Actual 2011	Actual 2012	Budget 2013	Budget 2014	Change from Prior Year
Personnel	\$ 15,855	\$ (4,230)	\$ 50,000	\$ 139,357	\$ 89,357
Operating	-	-	-	-	\$ -
<b>SUBTOTAL</b>	<b>\$ 15,855</b>	<b>\$ (4,230)</b>	<b>\$ 50,000</b>	<b>\$ 139,357</b>	<b>\$ 89,357</b>
Capital Outlay	-	-	-	-	\$ -
<b>TOTAL</b>	<b>\$ 15,855</b>	<b>\$ (4,230)</b>	<b>\$ 50,000</b>	<b>\$ 139,357</b>	<b>\$ 89,357</b>
Positions					-

WELLINGTON 





# Capital Improvement Plan

WELLINGTON 



# CAPITAL IMPROVEMENT PLAN

As a municipal government with needed and desired services, Wellington provides and maintains capital facilities and equipment, such as roadways and parks. The Capital Improvement Plan (CIP) is a schedule for the expenditure of funds to acquire and construct needed improvements and to maintain capital assets over the next five-year period to continue Wellington's long-term commitment to roads, drainage systems, parks and other public infrastructure.

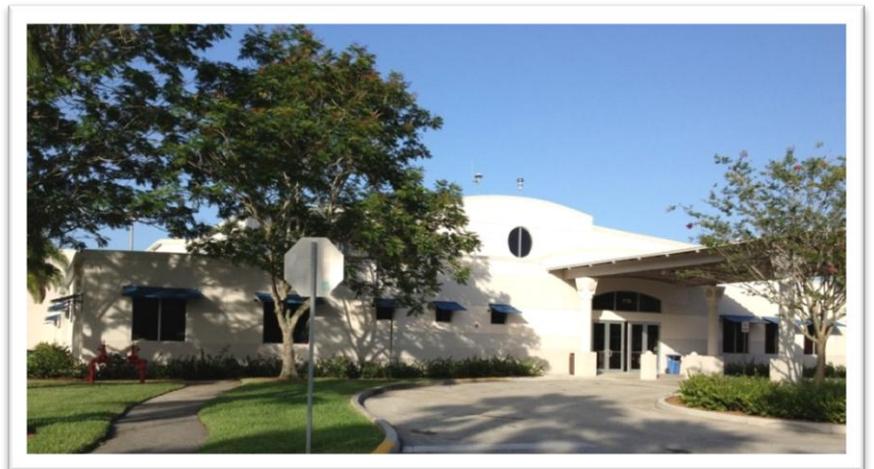
The capital improvement program has great significance in that it touches the life of each resident and visitor through the provision of health, safety, transportation, recreation and other services and infrastructure upon which residents and the public depend. Capital assets impose incremental costs of use and ownership in the future, and their limited useful lives may require significant expenditures of public tax receipts.

The adopted CIP is budgeted for a total investment of almost \$93 million in capital facilities and equipment during the FY 2014 - 2018 period and represents a comprehensive and direct result of the physical development policies of the Village.

Wellington's CIP serves to:

- Economically build and maintain a capital infrastructure
- Complete projects on schedule and within budget
- Provide for an annual update to the CIP schedule
- Allow for additions of projects and adjustments due to changing priorities
- Link projects with the vision, mission and goals, and the priorities of Council and citizens
- Coordinate department resources and equipment
- Communicate the justification, description and costs of projects to stakeholders
- An important implementation device for growth management
- Identify funding sources, capital and ongoing expenditures for all projects
- Allow sufficient time to identify project financing and implementation measures

Only projects that meet the definition of a capital improvement are included. 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. Fixed assets and tangible personal property (TPP) replacements with a cost over \$1,000 each are included in the annual capital budget. Planning of the CIP is intended to minimize annual capital changes through the multi-year nature of the process. Each year, the capital plan is not reconstructed; it is reviewed and updated to reflect changes in the physical, economic or political environment.



# FY 2014 FIVE-YEAR CAPITAL PLAN

The Wellington CIP grew from a budget of \$11.8 million in 2000 to \$34.4 million in 2007 as the Village invested in major road, park and utility expansion projects. As tax reform and economic contraction occurred, combined with slowed population growth, capital plans were adjusted to reflect these changes. For FY 2014, the capital project budget is \$7.5 million, a decrease of \$1.4 million from the prior year.

Capital improvements are budgeted by funding source due to restrictions on the use of some sources. Please see the Funding Sources section of this document for more information. Projects are further identified by the type and described in the Project Types section.

## PROJECTS COMPLETED IN FY 2013

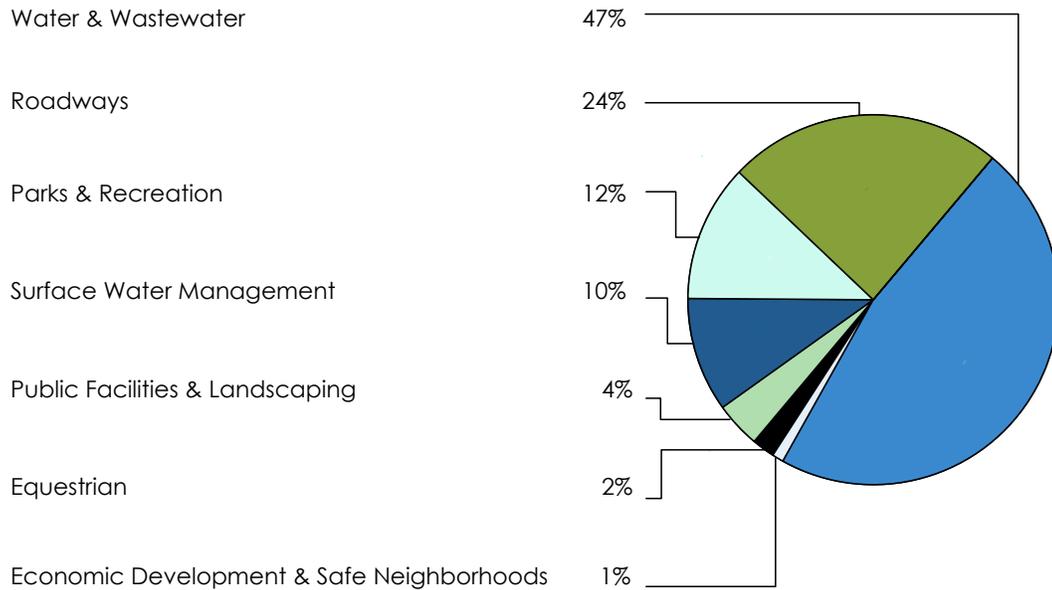
**Boys & Girls Club Construction**  
**Stribling/Forest Hill Blvd. Turn Lanes & Signal**  
**Village Park Gym**  
**50<sup>th</sup> Street Paving**  
**Greenbriar Bridle Trails & Multiuse Path**  
**Olympia Park Field Renovations**

## PROJECT TYPES

Projects are evaluated and presented by funding source and type. Each type may have a maintenance/renewal & replacement or construction/improvement subtype. Governmental and Enterprise project types are described below:

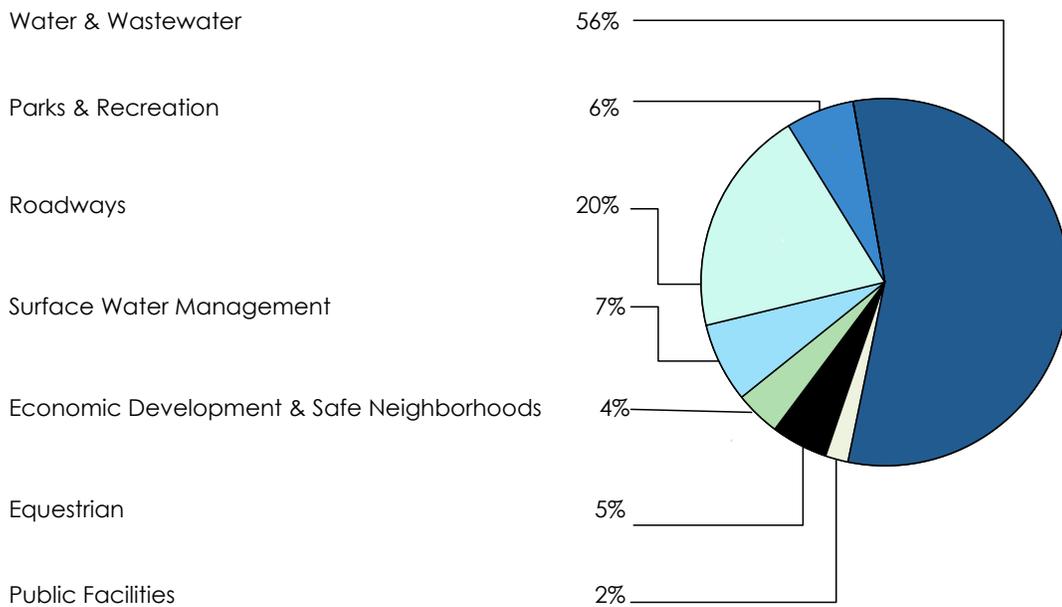
- **Governmental:**
  - **Economic Development** – capital projects that support Wellington's Economic Development Initiative
  - **Equestrian** – improvements or maintenance projects which support Wellington's Equestrian lifestyle
  - **Landscaping** – plantings, lighting and other improvements to roadways and paths
  - **Parks & Recreation** – maintenance or improvements to City recreation facilities
  - **Public Facilities** – maintenance or improvements to municipal buildings and infrastructure
  - **Roadways** – maintenance or improvements to public roadways, including repaving and shellrock overlay
  - **Safe Neighborhoods** – projects which support the City's Safe Neighborhoods Initiative, including roadway closures and additional neighborhood lighting
  - **Surface Water Management** – maintenance or improvements to the Acme Improvement District drainage and flood control system
- **Enterprise:**
  - **Water or Wastewater System Capacity** – expansion or improvements to the municipal water and wastewater systems
  - **Water or Wastewater System Renewal & Replacement** – maintenance and upkeep of the municipal water and wastewater systems

PAST FIVE YEARS: CAPITAL PROJECTS BUDGET BY TYPE 2009-2013



The majority of past budgeted projects are Water & Wastewater (47%) and Roadways (24%) types. These projects include water and wastewater system transmission lines, water & wastewater treatment plant expansions, and roadway expansion and repaving. This chart excludes new or replacement fixed asset totals.

NEXT FIVE YEARS: CAPITAL PROJECTS BY TYPE 2014-2018



Over the next five years, the majority of anticipated capital is for Water and Wastewater (56%) and Roadway (20%) projects. Renewal & Replacement projects account for most of the Water & Wastewater projects budgeted. Roadway projects include asphalt overlay, pathway expansion and roadway drainage improvements.

As revenue sources that fund capital expansion projects are reduced, the Village has shifted its focus to funding comprehensive capital maintenance programs. More than 60% of the dollars budgeted for capital in the next five years is identified for maintenance or renovation, including the following programs (renewal and replacement programs are list as R & R):

- General Facility Maintenance
- Infrastructure Maintenance Program
- Neighborhood Parks & Trails Program
- Parks Capital Maintenance
- Pedestrian Paths & Roadway Overlay
- Shellrock Program
- SWM System Rehabilitation & Maintenance
- Swale Maintenance Program
- General Utility Facilities R & R
- Lift Station Upgrades and Rehabilitation
- Reuse Storage & Repump
- Reuse Water Distribution Expansion
- Sewer Collection System R & R
- Wastewater Treatment Facility R & R
- Water & Wastewater System R&R Sinking Funds
- Water Distribution & Transmission R & R
- Water Supply R & R
- Water Treatment Facility R & R

More detailed information on all capital projects is provided in the Project Section herein.

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## FUNDING SOURCES

Every capital project must have an appropriate and sufficient source of funding identified prior to inclusion in the recommended CIP. Since many funding sources are to be used for specific purposes (i.e., impact fees), a complete and accurate project description is relied upon to assist in identifying the appropriate funding source.

Grant sources provided by federal, state or local agencies are considered for all qualifying projects and recorded in the grant tracking system maintained by OFMB. Use of grant funds is restricted to the original purpose specified in the grant documents.

### GENERAL GOVERNMENTAL REVENUES

The following primary funding sources for general governmental projects may be transferred into capital funds from operating funds:

**Ad Valorem Property Taxes:** Taxes levied on property based on the certified millage rate of the municipality and the value of the property. These taxes are levied to provide general benefit of the residents and property with no requirement to provide a specific benefit.

**Public Service Taxes:** Utility taxes are imposed on all electric, telecommunications and metered or bottled gas utility customers based on their consumption of these services within the city corporate limits. Florida Statute authorizes municipalities to levy this tax based on a percentage of gross receipts from the sale of electricity, telecommunications service and metered or bottled gas.

**Communications Services Tax:** This is a two-tiered tax composed of a state and local option tax on communications services.

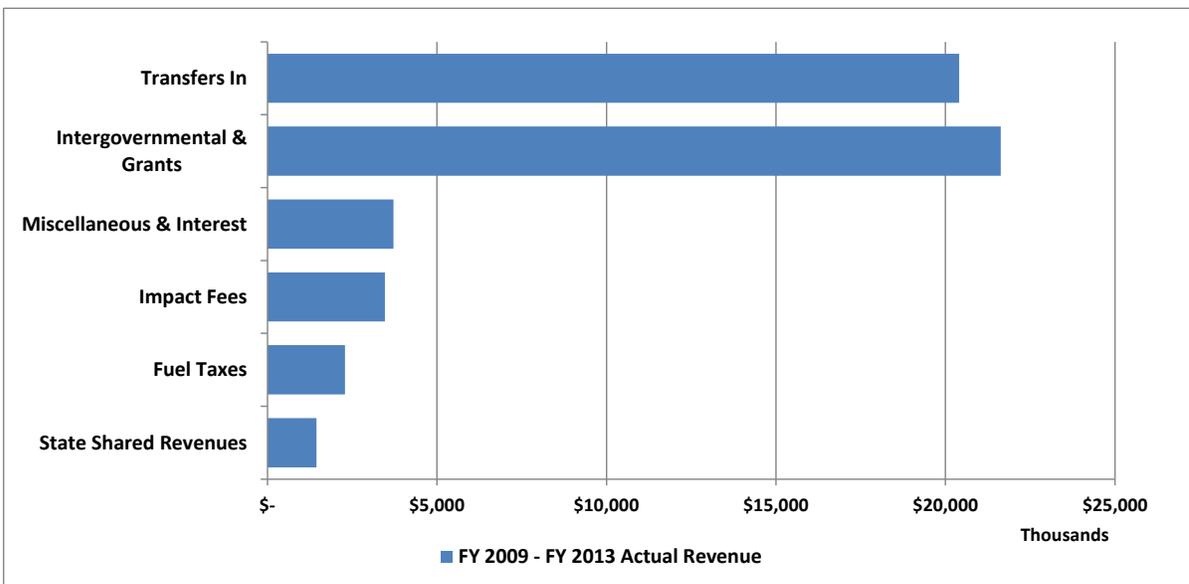
**Franchise Fees:** Franchise fees are charged on electric and cable utility service providers for the privilege of operating within the city corporate limits. The charge is levied based on a percentage of the provider's gross receipts pursuant to Florida Statutes.

**State Shared Revenue:** These revenues are distributed at the state level and include Half-Cent Sales Tax, Cigarette Tax, Beverage Tax and general State Revenue Sharing.

**Gas Tax:** The Local Option Gas Tax is authorized by Florida Statutes and levied by Palm Beach County to be distributed between all municipalities and the county. These monies can only be used for transportation expenses as defined by the State of Florida. Wellington's pro rata share is 70% based on lane miles located within the city for which the city is responsible for maintenance and 30% upon the population.

**Acme Assessments:** The Acme Improvement District assesses non ad valorem special assessments for surface water management, Acme roadways and neighborhood parks and trails. 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.

### GOVERNMENTAL CAPITAL REVENUE SOURCES FY 2009 – 2013



The chart above shows the revenues that funded governmental capital projects from fiscal year 2009 through 2013. The majority of funding for projects in the last five years has come from intergovernmental agreements and grants, and as growth-related funding sources such as impact fees decline, there is also an increased need to transfer in from operating funds (General Fund, Acme Fund) to pay for needed projects.

### CAPITAL REVENUE SOURCES

Specific projects may be fully or partially funded by grants, contributions and intergovernmental agreements, such as the recently completed Boys and Girls Club which was mainly funded from private donations, Palm Beach County and the Village of Wellington. In addition to these dedicated funding sources, the following sources may be used for specific projects or project types:

**Impact Fees:** Impact fees assign growth-related capital costs to those new residents responsible for such costs. Wellington has recognized this capital funding strategy as an appropriate method for funding the increased capital requirements resulting from growth and has been adopted for recreation, transportation, and water and wastewater services.

**Future Borrowing:** While Wellington has made it a practice to fund most capital outlay from current operating budgets rather than through long-term financing, debt financing may prove to be the most cost-effective means of future funding for infrastructure improvements. It is Village policy to confine long-term borrowing to capital improvements too large to be financed from current revenues and to be paid back within a period not exceeding the useful life of the capital project.

### ENTERPRISE REVENUE SOURCES

**Water & Sewer Capital Accounts:** Essentially an operating reserve, the capital accounts are funded for renewal, replacement and betterment of utility system assets.

**Water & Sewer Capacity Accounts:** Funded from capacity fees, the capacity accounts provide funding for projects associated with utility system expansion.

The FY 2014 through FY 2018 capital project budget is allocated by year and funding source as shown in the chart below with the majority of funding from Acme assessments and water & wastewater charges.

Funding Source	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total 5-Year Budget
General Revenues	\$778,000	\$1,202,000	\$1,225,000	\$1,199,000	\$1,223,000	\$5,627,000
Grants	914,668	200,000	200,000	200,000	200,000	\$1,714,668
Gas Tax Capital	736,000	1,044,000	1,062,000	1,065,000	1,115,000	\$5,022,000
Recreation Impact Fees	400,000	400,000	0	0	0	\$800,000
Road Impact Fees	0	0	0	0	0	\$0
ACME Assessments	500,000	4,082,000	4,097,000	4,127,000	4,222,000	\$17,028,000
Water & Wastewater Revenues	4,181,000	3,915,000	3,773,000	3,024,000	3,225,000	\$18,118,000
<b>TOTALS</b>	<b>\$7,509,668</b>	<b>\$10,843,000</b>	<b>\$10,357,000</b>	<b>\$9,615,000</b>	<b>\$9,985,000</b>	<b>\$48,309,668</b>

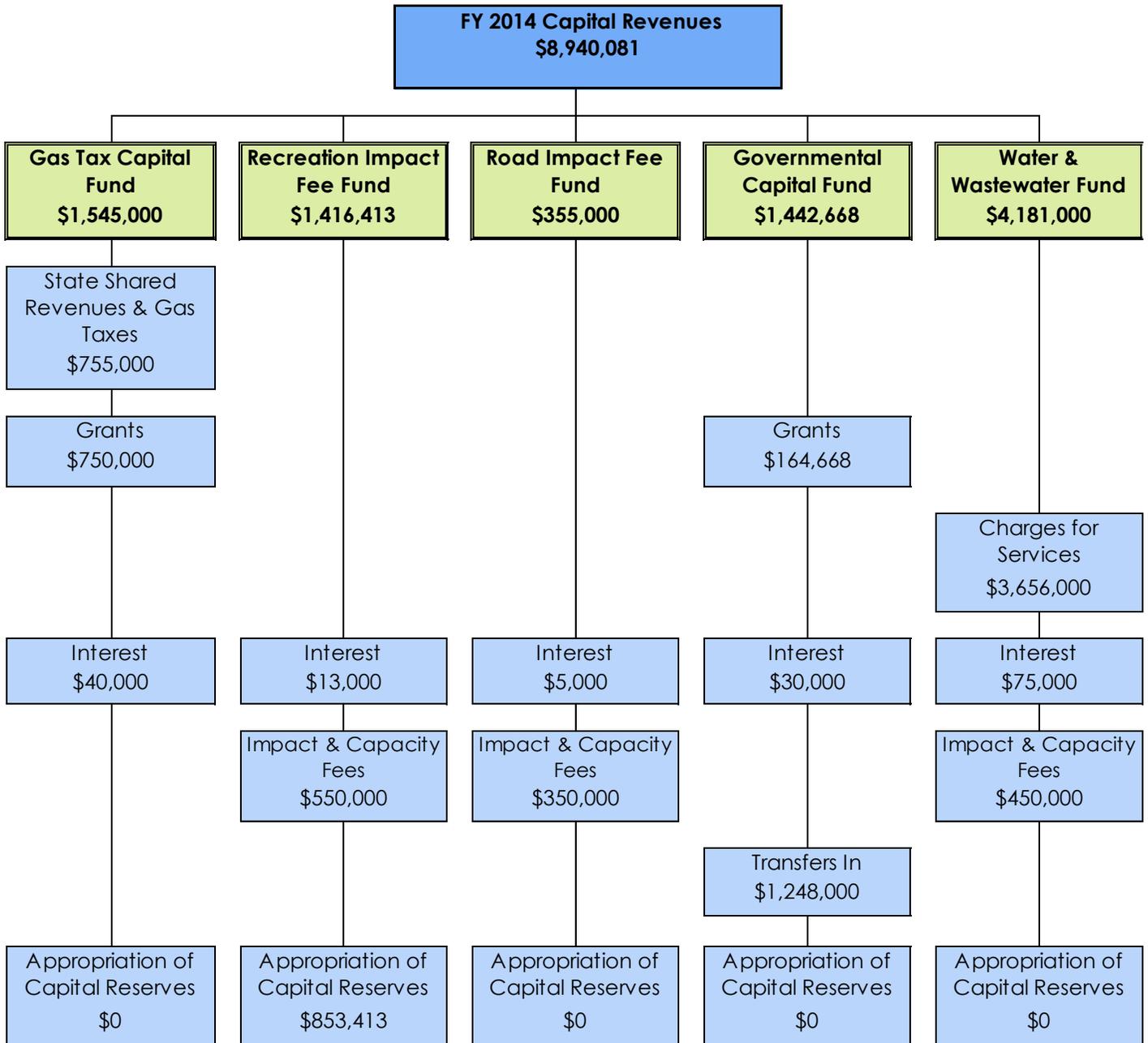
*Note: the total above does not include fixed asset replacements costs over the next 5 years*

The charts on the next two pages provide an illustration of capital revenue sources and the budgeted projects by fund.

WELLINGTON 

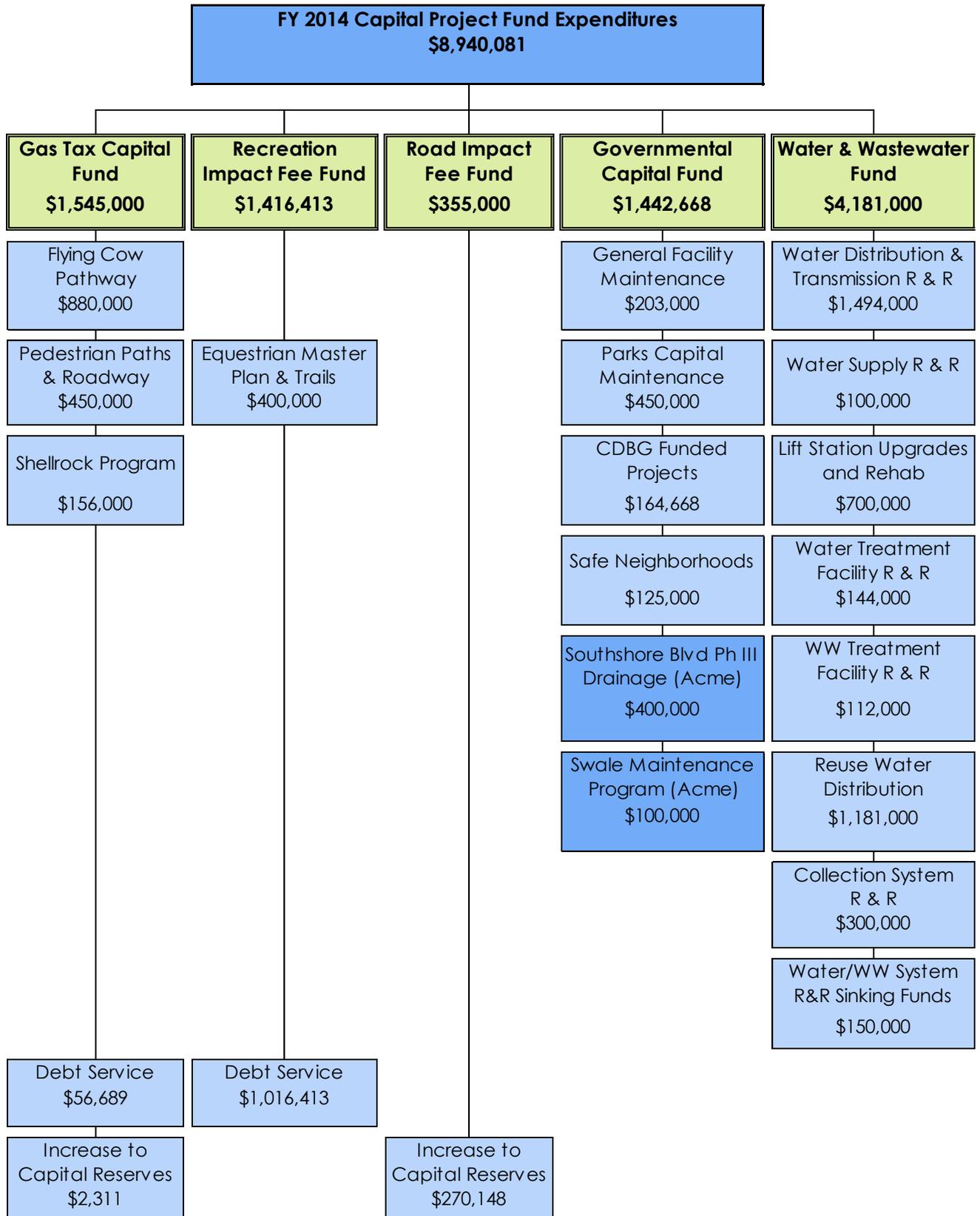


### Breakdown of Total Revenues - Capital Funds



Note: Charts exclude capital budget balances carried forward from prior years

### Capital Expense by Project



## OPERATING BUDGET IMPACT

There are many features that distinguish the operating budget from the capital budget. The operating budget includes expenses that are generally of a recurring nature and are appropriated for one year only. It provides for the provision of all services, but does not result in major physical assets. From year to year, changes in the operating budget are expected to be fairly stable and represent incremental changes in the cost of doing business, in the growth of the community and in the types and levels of services provided. Capital expenditures or the capital budget on the other hand include one-time costs for projects and may fluctuate widely from year to year.

The operating budget assumes the cost of maintaining and operating new facilities that are built under the capital budget. The operating budget impact estimates for capital projects are important for future planning and are included in budget projections used in the annual budget process. These costs or savings adjust the annual operating budget in the year the construction of the asset is complete and the asset is operational.

Some capital improvements will actually decrease maintenance costs, such as replacement of vehicles and water lines or reconstruction of roads. Long-term operational and maintenance costs resulting from the CIP are estimated concurrently with identification of the capital improvement projects where adequate information is available and a reasonably accurate determination is possible. The capital planning process includes detailed calculations of the recurring labor, services and materials costs associated with the project once completed. Also considered are the revenue opportunities and/or cost reductions provided by the project. These operating impact amounts affected the overall project scoring and prioritization in the future CIP.



The result of these efforts to assess the annual operating impact, coupled with economic conditions, is a capital plan consisting of projects with little or no future increase to the operating budget. Many projects described in the following pages show no dollar operating impact for this reason. Additionally, most projects in the Wellington five-year plan are maintenance projects, which are not estimated to have an impact on the operating budget and are intended to mitigate future maintenance costs.

Projects scheduled for completion in 2013 and 2014 that are anticipated to impact the operating budgets in future years include:

1. **Entrance Signs** – Maintenance materials and utilities for irrigation system and lighting
2. **Safe Neighborhoods & Community Development Block Grant Projects** – Maintenance materials and labor for cluster mailboxes and added neighborhood park amenities

## CIP PROCESS

Wellington has been proactive in adopting policies and implementing new procedures to sustain the many elements of local government operations. The CIP is a significant aspect of municipal budgeting and planning involving more stakeholders than any other element.

The Wellington CIP process allows for facilitated communication amongst all involved from development to implementation and reporting. The CIP team consists of representatives of all involved departments and performs project review, gains information and prioritizes projects through the use of five questions (see Project Scoring & Prioritization).

Management and senior staff can then review, amend and approve projects for the recommended capital plan. This recommended capital plan is reviewed with Council through workshops and ultimately adopted by Council as part of the budget process. Approval of capital project funding remains in place throughout the life of the project. It spans the fiscal year end through the carry forward of open purchase orders and remaining budget balance of the projects to the subsequent fiscal year. Estimated carry forwards are considered in conjunction with other funding sources and are submitted with the proposed budget and CIP. Reallocation of carry forward funds may also be presented and adopted. Any change to an approved capital project budget during the fiscal year requires submission of a Capital Project Amendment for Council approval.

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### CIP BUDGETING

Each year, the CIP is updated from the department budget requests which include 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.

Project budgets adopted by Council are approved by project description and the approved budget may only be altered by Council approval. The project retains its approved budget until it is complete through the use of carry forwards at fiscal year-end. A capital projects fund is used to account for governmental projects funded from general revenues, parks and recreation revenues and Acme assessments. The total of capital expenditures budgeted for these funds is transferred out of the originating funds to the capital projects fund. The governmental capital projects funds are:

**Gas Tax Capital Fund** – accounts for capital projects related to roadway maintenance and landscape; to segregate road capital revenue and expenditures from maintenance & operations reflected in the Gas Tax Operations Fund and expansion projects in the Road Impact fund.

**Recreation and Road Impact Funds** – the fund accounts for expenditures of recreation and transportation impact fees for specific capital projects related to growth.

**Governmental Capital Fund** – accounts for the financial activity applicable to governmental capital expenditures funded from governmental operating revenues. These expenditures are funded by the General Fund and Acme Improvement District Fund through operating transfers.

Water and Wastewater projects and Solid Waste are budgeted in the Enterprise funds.

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## PROJECT SCORING & PRIORITIZATION

The scoring system to prioritize capital projects has been simplified compared to years past. Each project is reviewed in relation to five distinct categories as identified below:

- Preservation of long-term assets
- Reduction of operating costs
- Protection of public infrastructure and/or utilities
- Preservation of property values and creation of jobs
- Regulatory and contractual obligations

If a capital project meets or addresses at least three of these categories then the project is deemed eligible for funding prioritization in the new year budget. If a project is scored a “1” or “2” then the recommendation was made not to initiate the project during the following fiscal year, though the project may ultimately be approved and funded. The first year of the five year CIP is formally adopted by the Council as the capital budget for the new budget year with the following four years reflecting projected, but unfunded, requirements. The Council also uses the CIP to analyze the Village’s fiscal capability to finance and construct future capital improvements.

All projects are further assessed for the fit with the Village of Wellington strategic framework based on the five basic fundamentals presented in this document under Budget & Strategic Planning. The charts on the following two pages show the results of project scoring and prioritization for the FY 2014 capital budget.

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## CIP PROJECT FORMS

The 2014 CIP is presented on project description and funding forms and serves as a central reference for project information. The completed forms provide a means to compile the recommended annual CIP update to the five year plan and serve as a tool for ongoing project information and reporting. The forms are completed for new and existing projects, including changes to scope, timing and funding for projects currently scheduled in the CIP.

Project forms for the projects in the FY 2014 through FY 2018 CIP are provided in this document.



Wellington Capital Improvements Plan Project Ranking Analysis Fiscal Year 2013-2014	1. Preservation of Long Term Assets	2. Reduction of Operating Costs	3. Protection of Public Infrastructure and/or Utilities	4. Preservation of Property Values and Creation of Jobs	5. Regulatory and Contractual Obligations	Score
	Governmental Capital Improvement Projects					
ACME 10 Year Flood Mitigation Program	●	●	●	●		4
Beautiful Wellington	●		●	●		3
Community Development Block Grant	●	●		●		3
Equestrian Master Plan & Trail Improvements	●		●	●		3
Equine Waste & Environmental Program	●		●		●	3
Flying Cow Pathway	●		●	●		3
General Facility Maintenance	●	●	●	●		4
Infrastructure Maintenance Program	●	●	●	●		4
SR 7/US 441 Corridor	●		●	●		3
Neighborhood Parks & Trails Program	●		●	●		3
Parks Capital Maintenance	●	●		●		3
Parks Master Plan	●			●	●	3
Pedestrian Paths & Roadway Overlay	●	●	●	●		4
SWM System Rehabilitation & Maintenance	●	●	●		●	4
Safe Neighborhoods	●	●	●	●		4
Shellrock Program	●	●		●		3
South Shore Phase III Improvements	●	●	●	●		4
Streetscape Program	●		●	●		3
Swale Maintenance Program	●	●	●		●	4
Tennis Center Relocation	●		●			2
WCC Improvements	●	●		●		3
Wellington Environmental Preserve	●		●	●	●	4
Utility Capital Projects						
Field Services Facility Phase II	●	●	●	●	●	5
General Facility Renewal & Replacement	●	●	●	●	●	5
Lift Station Upgrades & Rehabilitation	●	●	●	●	●	5
Reuse Water Distribution Expansion	●	●	●	●		4
Sewer Collection System R & R	●	●	●	●	●	5
Storage Repump Renewal & Replacement	●	●	●	●	●	5
Wastewater System Sinking Fund	●	●	●	●	●	5
Wastewater Treatment Facility R & R	●	●	●	●	●	5
Water Distribution & Transmission R & R	●	●	●	●	●	5
Water Supply R & R	●	●	●	●	●	5
Water System R & R Sinking Fund	●	●	●	●	●	5
Water Treatment Facility R & R	●	●	●	●	●	5

<b>Strategic Plan Fundamentals Fiscal Year 2013- 2014</b>		<i>FISCAL YEAR FUNDED</i>	<i>Protecting Our Investment</i>	<i>Neighborhood Renaissance</i>	<i>Responsive Government</i>	<i>Respecting the Environment</i>	<i>Economic Development</i>	Total
		<b>Governmental Capital Improvement Projects</b>						
ACME 10 Year Flood Mitigation Plan	2014	●		●	●			3
Beautiful Wellington Capital Grants	2006	●	●	●		●		4
Community Development Block Grant	2012	●	●	●		●		4
Equestrian Master Plan & Trail Improvements	2009	●		●		●		3
Equine Waste & Environmental Program	2009	●		●	●			3
Flying Cow Pathway	2014	●	●	●	●			4
General Facility Maintenance	2014	●		●				2
Infrastructure Maintenance Program	2010	●		●				4
Neighborhood Parks & Trails Program	2009	●	●	●				3
Parks Capital Maintenance	2014	●	●	●				3
Parks Master Plan	2013	●	●	●				3
Pedestrian Paths & Roadway Overlay	2014	●		●				2
Safe Neighborhoods	2014	●	●	●				3
Shellrock Program	2014	●		●				2
South Shore Phase III Improvements	2009	●		●		●		3
SR 7/ US 441 Corridor	2011	●		●		●		3
Streetscape Program	2010	●	●	●		●		4
SWM System Rehabilitation & Maintenance	2012	●		●	●			3
Swale Maintenance Program	2014	●		●	●			3
Tennis Center Relocation & Construction	2014	●		●		●		3
WCC Improvements	2013	●		●				2
Wellington Environmental Preserve	2013	●		●	●			3
<b>Utility Capital Projects</b>								
Field Services Facility	2011	●		●				2
General Facility Renewal & Replacement	2011	●		●				2
Lift Station Upgrades & Rehabilitation	2014	●		●	●			3
Collection System R & R	2014	●		●	●			3
Reuse Water Distribution Expansion	2008	●		●	●			3
Storage Repump Renewal & Replacement	2009	●		●	●			3
Wastewater Treatment Facility R & R	2014	●		●	●			3
Water Distribution & Transmission R & R	2014	●		●	●			3
Water Supply R & R	2014	●		●	●			3
Water & Wastewater System R & R Sinking Funds	2014	●		●	●			3
Water Treatment Facility R & R	2014	●		●	●			3

# FY 2014 CAPITAL PLAN BY PROJECT

GOVERNMENTAL PROJECTS		ENTERPRISE PROJECTS	
	191		219
ACME 10 year Flood Mitigation Program	192	Field Services Facility	220
Beautiful Wellington Capital Grants	194	General Utility Facilities R & R	221
CDBG Funded Projects	195	Lift Station Upgrades and Rehab	222
Equestrian Master Plan & Trails	196	Reuse Water Distribution Expansion	223
Equine Waste & Environmental Program	197	Sewer Collection System R&R	224
Flying Cow Pathway	198	Water Distribution & Transmission R & R	225
General Facility Maintenance (Facility Capital Maintenance)	199	Water Storage/Re-Pump R&R	226
Infrastructure Maintenance Program	200	Water Supply Renewal & Replacement	227
Neighborhood Parks & Trails Program	201	Water Treatment Plant R & R	228
Parks Capital Maintenance	202	Water & Wastewater System R&R Sinking Funds	229
Parks Master Plan	203	Wastewater Treatment Facility R & R	230
Pedestrian Paths & Roadway Overlay	204		
Safe Neighborhoods	205		
Shellrock Program	206		
Southshore Phase III Expansion & Improvements	207		
SR 7/US 441 Corridor	209		
Streetscape	210		
SWM System Rehabilitation & Maintenance	211		
Swale Maintenance Program	212		
Tennis Center Relocation & Construction	214		
WCC Improvements	216		
Wellington Environmental Preserve	218		

WELLINGTON 



**GOVERNMENTAL  
PROJECTS**

**ACME 10 Year Flood Mitigation Program****Project #: 201403**

Account #: 301-2010-538.65-68

Project Status: DESIGN

Project Location: Throughout ACME District

Project Start : FY 2014

Type: Surface Water Management

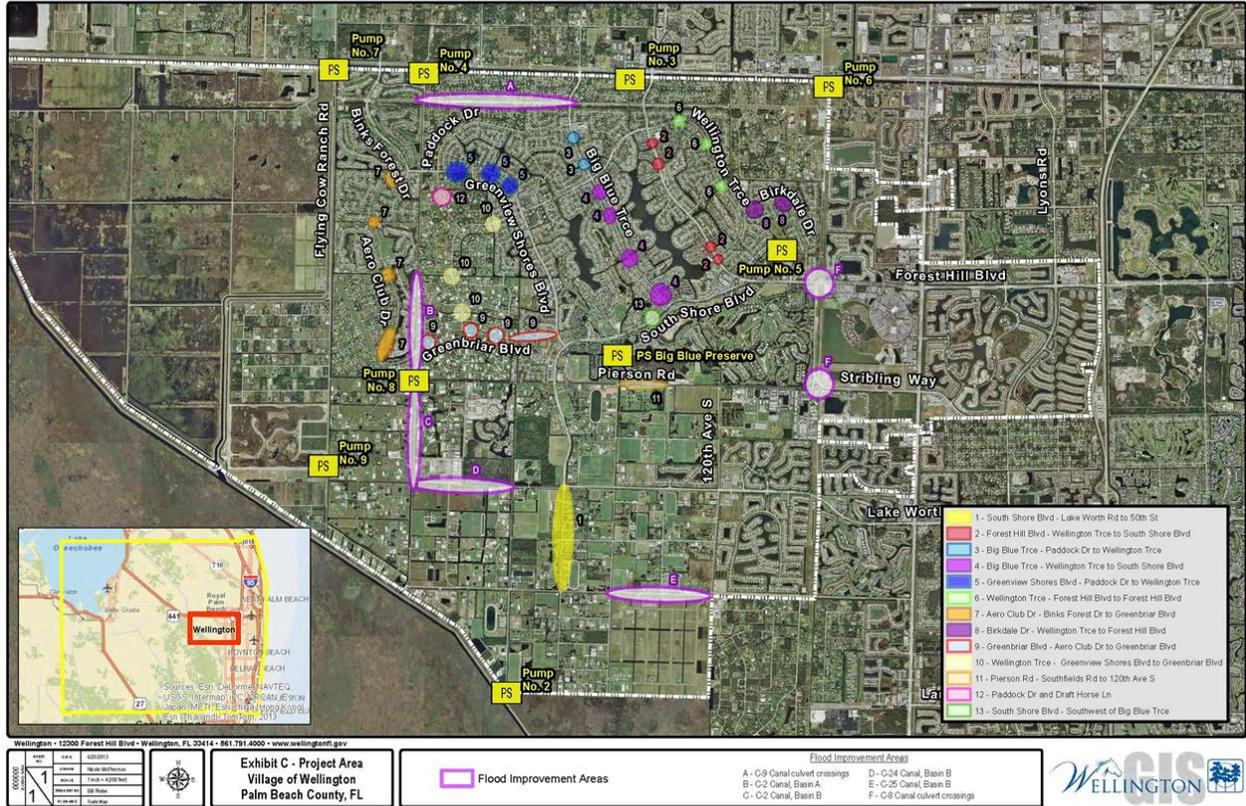
Project Rank (5-highest; 1-lowest) : 4

**Fundamentals Achieved:** Protecting Our Investment; Responsive Government; Respecting the Environment**PROJECT DESCRIPTION**

Tropical Storm Isaac in 2012 dropped close to 16 inches of rain in a very short period of time. Widespread flooding occurred over large portions of Wellington. Isaac's rainfall was nearly equal to the total of the last three hurricanes combined. All the roads were dry within 36 hours with most drying within the first 24-hour window. The Village saw rain totals 60% greater than the storm water system was expected to manage, yet the waters were drained within half the time the system was designed to take. Tropical Storm Isaac gave Wellington the opportunity to identify key potential improvements in the Storm Water Management System:

Priority	Project	Benefit
1	C2 Canal Conveyance - Basin A	Improved Conveyance
2	C2 Canal Conveyance - Basin B	Improved Conveyance & System Recovery
3	South Shore Phase III Road Improvements*	Improved Safety & Access
4	C-24 Canal Conveyance	Improved Conveyance
5	Forest Hill Boulevard Road Improvements	Improved Safety, Access & Conveyance
6	Wellington Trace Road Improvements - East	Improved Safety, Access & Conveyance
7	C-9 Canal Conveyance	Improved Conveyance
8	C-8 Canal Conveyance	Improved Conveyance
9	Big Blue Trace Road Improvements - South	Improved Safety & Access
10	Big Blue Trace Road Improvements - North	Improved Safety & Access
11	Greenview Shores Blvd. Road Improvements	Improved Safety, Access & Conveyance
12	Aeroclub Drive Road Improvements	Improved Safety & Access
13	Greenbriar Boulevard Road Improvements	Improved Safety, Access & Conveyance
14	Pierson Road Road Improvements	Improved Safety & Access
15	Birkdale Drive Road Improvements	Improved Safety & Access
16	Wellington Trace Road Improvements - West	Improved Safety & Access
17	C-25 Canal Storage	Improved Storage
18	Systemwide Storage & Conveyance	Improved Storage and Conveyance

LOCATIONS



PROJECT FUNDING

ACME Assessments

TOTAL

Expenditures to Date	\$0	\$0
FY 2013 Budget Balance	\$0	\$0
FY 2014	\$0	See Southshore Blvd Project
FY 2015	\$2,447,000	\$2,447,000
FY 2016	\$2,447,000	\$2,447,000
FY 2017	\$2,447,000	\$2,447,000
FY 2018	\$2,447,000	\$2,447,000
Future	\$19,100,000	\$19,100,000
<b>TOTAL PROJECT EXPENSE</b>	<b>\$28,888,000</b>	<b>\$28,888,000</b>

OPERATING IMPACT

Annual Increase/(Decrease) to Operating Budget

Personnel		\$0
Utilities		\$0
Other		\$0
Cost Reductions	Reduced roadway repairs resulting from drainage issues	(\$40,000)
Revenue Impact		\$0
<b>TOTAL ANNUAL OPERATING IMPACT</b>		<b>(\$40,000)</b>

**Beautiful Wellington**

**Project #: 205003/201306**

Account #: 133-2051-539.65-02

Project Status: ONGOING

Project Location: Various

Project Start: FY 2006

Type: Landscape Maintenance

Project Rank (5-highest; 1-lowest): 3

**Fundamentals Achieved:** Protecting Our Investment; Neighborhood Renaissance; Responsive Government

**PROJECT DESCRIPTION**

Wellington grant program to provide funding to residents and neighborhoods applying for beautification to building entrances, perimeter walls and entry landscaping. Capital program includes Tiers I - III of the grants.



<b>PROJECT FUNDING</b>	<b>Gas Tax Capital</b>	<b>TOTAL</b>
Expenditures to Date	\$519,000	\$519,000
FY 2013 Budget Balance	\$40,000	\$40,000
FY 2014	\$0	\$0
FY 2015	\$0	\$0
FY 2016	\$0	\$0
FY 2017	\$0	\$0
FY 2018	\$0	\$0
Future	\$0	\$0
<b>TOTAL PROJECT EXPENSE</b>	<b>\$559,000</b>	<b>\$559,000</b>

<b>OPERATING IMPACT</b>	<b>Annual Increase/(Decrease) to Operating Budget</b>
Personnel	\$0
Utilities	\$0
Other	\$0
Cost Reductions	\$0
Revenue Impact	\$0
<b>TOTAL ANNUAL OPERATING IMPACT</b>	<b>No Operating Impact</b>

**Community Development Block Grant**

**Project #: 201203**

Account #: 301-0145-554.65-58

Project Status: ONGOING

Project Location: Various

Project Start : FY 2013

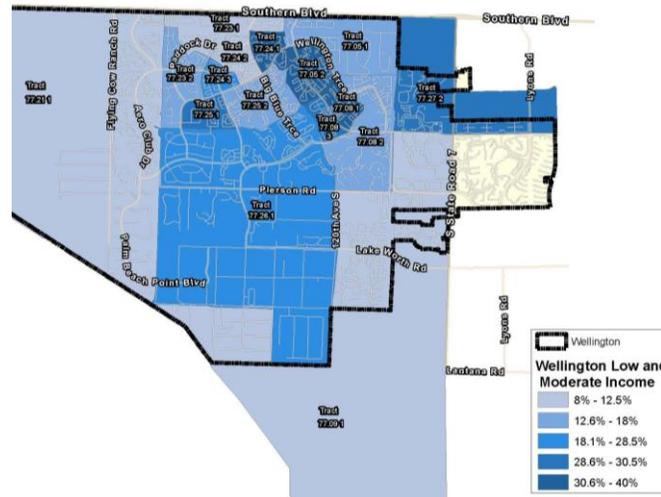
Project Type: Economic Development

Project Rank (5-highest; 1-lowest) : 3

**Fundamentals Achieved:** Protecting Our Investment; Neighborhood Renaissance; Responsive Government; Economic Development

**PROJECT DESCRIPTION**

Wellington receives grant funds distributed through the US Department of Housing & Urban Development to carry out community development activities for the purpose of supplying decent housing, a suitable living environment and/or economic opportunities to residents. The FY 2014 action plan includes \$165,000 in public facility improvements that qualify as capital projects, including ADA sidewalk compliance, upgrades to parks and other eligible neighborhood improvements.



<b>PROJECT FUNDING</b>	<b>Federal Grants</b>	<b>TOTAL</b>
Expenditures to Date	\$155,700	\$155,700
FY 2013 Budget Balance	\$109,000	\$109,000
FY 2014	\$164,668	\$164,668
FY 2015	\$200,000	\$200,000
FY 2016	\$200,000	\$200,000
FY 2017	\$200,000	\$200,000
FY 2018	\$200,000	\$200,000
Future	\$1,000,000	\$1,000,000
<b>TOTAL PROJECT EXPENSE</b>	<b>\$2,229,368</b>	<b>\$2,229,368</b>

<b>OPERATING IMPACT</b>	<b>Annual Increase/(Decrease) to Operating Budget</b>	
Personnel	1.00 FTE for administrator	\$65,000
Utilities		\$0
Other	Travel & Training expenses	\$2,500
Cost Reductions		\$0
Revenue Impact		\$0
<b>TOTAL ANNUAL OPERATING IMPACT</b>		<b>\$67,500</b>

**Equestrian Master Plan & Trails**

**Project #: 201112/202025**

Account #: 125-2024-572.65-02

Project Status: PLANNING

Project Location: Various

Project Start : FY 1999

Type: Parks and Recreation

Project Rank (5-highest; 1-lowest) : 3

**Fundamentals Achieved:** Protecting Our Investment; Responsive Government; Economic Development

**PROJECT DESCRIPTION**

The improvement and expansion of the existing bridle trail system. Project elements include land/easement acquisition, trail heads installation, trail markings, landscaping, trail footings, trail crossings and fencing. A trail improvement plan is proposed to identify where these improvements should be made and will include economic and environmental issues related to the equestrian industry. Additional elements to be added to the trail system will beautify the trails as well as increase safety for users. Currently under consideration are: bridle trails and paths at Pierson Road; C-23 , C-24 , and C-2 canals; and equestrian road crossings at Greenbriar and Southshore Boulevards.



**PROJECT FUNDING**

**Park Impact Fees**

**TOTAL**

Expenditures to Date	\$1,152,000	\$1,152,000
FY 2013 Budget Balance	\$560,000	\$560,000
FY 2014	\$400,000	\$400,000
FY 2015	\$400,000	\$400,000
FY 2016	\$0	\$0
FY 2017	\$0	\$0
FY 2018	\$0	\$0
Future	\$0	\$0
<b>TOTAL PROJECT EXPENSE</b>	<b>\$2,512,000</b>	<b>\$2,512,000</b>

**OPERATING IMPACT**

**Annual Increase/(Decrease) to Operating Budget**

Personnel	.5 FTE trail maintenance	\$30,000
Utilities		\$0
Other	Equipment & Materials for trail and park maintenance	\$7,000
Cost Reductions		\$0
Revenue Impact		\$0
<b>TOTAL ANNUAL OPERATING IMPACT</b>		<b>\$37,000</b>

**Equine Waste and Environmental Program**

**Project #: 201204**

Account #: 301-2015-538.65-17

Project Status: PLANNING

Project Location: Various

Project Start : FY 2011

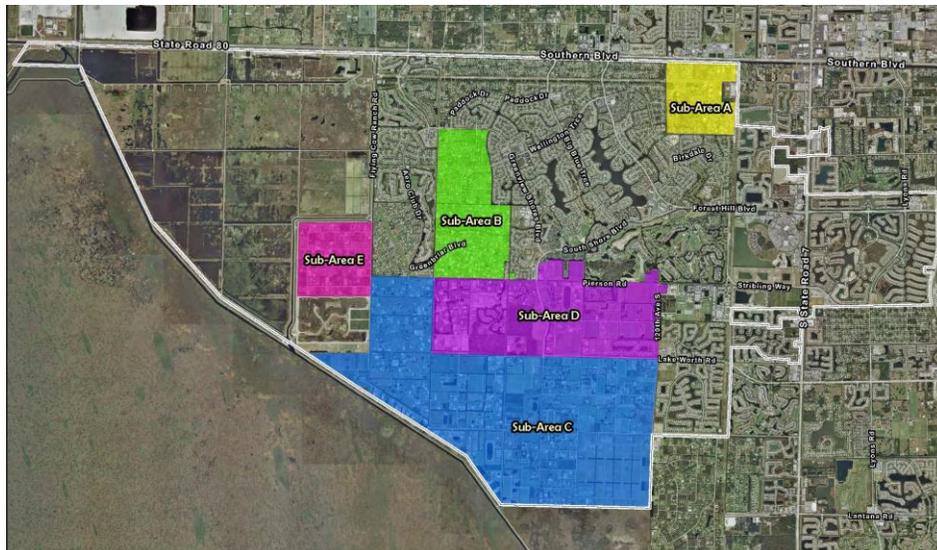
Type: Surface Water Management

Project Rank (5-highest; 1-lowest) : 3

**Fundamentals Achieved:** Protecting Our Investment; Responsive Government; Respecting the Environment

**PROJECT DESCRIPTION**

Research and evaluation of alternative methods and programs for equine waste treatment, disposal and nutrient management. The extent of any proposed project is dependent on ongoing research and the level of the regulatory environment.



PROJECT FUNDING	ACME Assessments	TOTAL
Expenditures to Date	\$144,000	\$144,000
FY 2013 Budget Balance	\$636,000	\$636,000
FY 2014	\$0	\$0
FY 2015	\$150,000	\$150,000
FY 2016	\$150,000	\$150,000
FY 2017	\$175,000	\$175,000
FY 2018	\$175,000	\$175,000
Future	\$925,000	\$925,000
<b>TOTAL PROJECT EXPENSE</b>	<b>\$2,355,000</b>	<b>\$2,355,000</b>

OPERATING IMPACT	Annual Increase/(Decrease) to Operating Budget	
Personnel		\$0
Utilities		\$0
Other		\$0
Cost Reductions		\$0
Revenue Impact		\$0
<b>TOTAL ANNUAL OPERATING IMPACT</b>		<b>No Operating Impact</b>

**Flying Cow Pathway****Project #: 201402**

Account #: 133-2021-541.65-66

Project Status: Planning

Project Location: Flying Cow Road

Project Start: FY 2014

Type: Roadway and Streetscaping

Project Rank (5-highest; 1-lowest): 2

**Fundamentals Achieved:** Protecting Our Investment; Neighborhood Renaissance; Responsive Government; Respecting the Environment**PROJECT DESCRIPTION**

Construction of a new 8' wide multi-use path along Flying Cow Road from Wellington Environmental Preserve to just south of state road 80. This new multi-use path will connect to the new pathway along the C-23 canal providing connectivity to the overall Wellington pathway system. The project is funded by Florida Department of Transportation grant in the amount of \$750,000.



<b>PROJECT FUNDING</b>	<b>Gas Tax Capital</b>	<b>Federal Grants</b>	<b>TOTAL</b>
Expenditures to Date	\$0	\$0	\$0
FY 2013 Budget Balance	\$0	\$0	\$0
FY 2014	\$130,000	\$750,000	\$880,000
FY 2015	\$0	\$0	\$0
FY 2016	\$0	\$0	\$0
FY 2017	\$0	\$0	\$0
FY 2018	\$0	\$0	\$0
Future	\$0	\$0	\$0
<b>TOTAL PROJECT EXPENSE</b>	<b>\$130,000</b>	<b>\$750,000</b>	<b>\$880,000</b>

<b>OPERATING IMPACT</b>	<b>Annual Increase/(Decrease) to Operating Budget</b>	
Personnel		\$0
Utilities		\$0
Other	Sidewalk and pathway maintenance & repairs	\$5,000
Cost Reductions		\$0
Revenue Impact		\$0
<b>TOTAL ANNUAL OPERATING IMPACT</b>		<b>\$5,000</b>

**General Facility Maintenance****Project #: 201022**

Account #: 301-3001-539.65-24

Project Status: ONGOING

Project Location: Various

Project Start : FY 2011

Type: Public Facility Maintenance

Project Rank (5-highest; 1-lowest) : 4

**Fundamentals Achieved:** Protecting Our Investment; Responsive Government**PROJECT DESCRIPTION**

Ongoing required maintenance to ensure municipal buildings and facilities are maintained in proper condition and in good working order. The facility maintenance program will minimize costs in the long run as potential problems with buildings or facilities are addressed. Unspent funds are rolled over annually as a renewal and replacement fund. A roof assessment has been prepared and roof replacements continue through FY 2014. The formula for annual R&R is based on a percentage of the total value of governmental facilities.

**PROJECT FUNDING****General Revenues****TOTAL**

Expenditures to Date	\$375,000	\$375,000
FY 2013 Budget Balance	\$398,500	\$398,500
FY 2014	\$203,000	\$203,000
FY 2015	\$207,000	\$207,000
FY 2016	\$210,000	\$210,000
FY 2017	\$214,000	\$214,000
FY 2018	\$218,000	\$218,000
Future	\$1,154,000	\$1,154,000
<b>TOTAL PROJECT EXPENSE</b>	<b>\$2,979,500</b>	<b>\$2,979,500</b>

**OPERATING IMPACT**

Annual Increase/(Decrease) to Operating Budget

Personnel		\$0
Utilities		\$0
Other	Maintenance Program	\$0
Cost Reductions		\$0
Revenue Impact		\$0
<b>TOTAL ANNUAL OPERATING IMPACT</b>		<b>No Operating Impact</b>

**Infrastructure Maintenance Program**

**Project #: 201044**

Account #: 301-0170-539.65-53

Project Status: PLANNING

Project Location: Throughout Wellington

Project Start : FY 2010

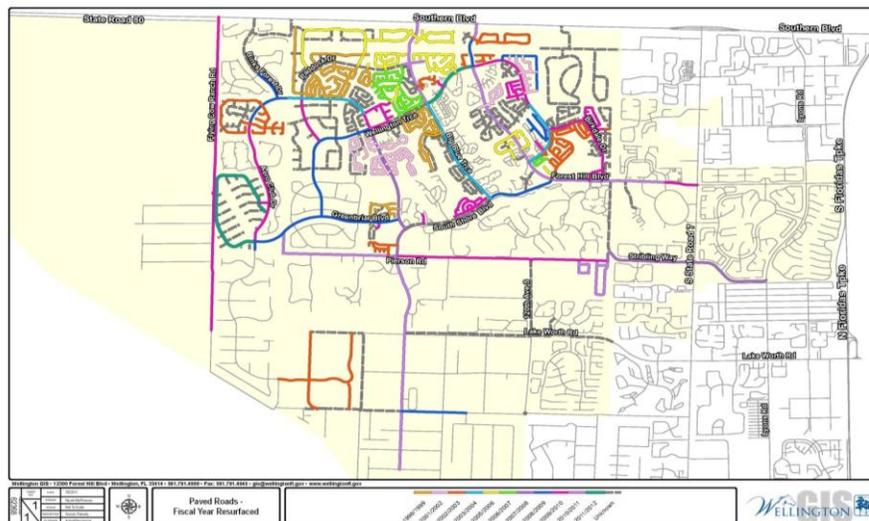
Type: Public Facility Maintenance

Project Rank (5-highest; 1-lowest) : 4

**Fundamentals Achieved:** Protecting Our Investment; Responsive Government

**PROJECT DESCRIPTION**

Wellington's infrastructure (including roadways, signage, buildings, lift stations, fire hydrants, lighting, trailheads, etc.) need to be cataloged and included into the city's GIS. This project will assist with Wellington's capital maintenance program since it will provide accurate locations of all of the city's infrastructure as well as provide a comprehensive condition rating for each item.



**PROJECT FUNDING**

**General Revenues**

**TOTAL**

Expenditures to Date	\$0	\$0
FY 2013 Budget Balance	\$350,000	\$350,000
FY 2014	\$0	\$0
FY 2015	\$0	\$0
FY 2016	\$0	\$0
FY 2017	\$0	\$0
FY 2018	\$0	\$0
Future	\$0	\$0
<b>TOTAL PROJECT EXPENSE</b>	<b>\$350,000</b>	<b>\$350,000</b>

**OPERATING IMPACT**

Annual Increase/(Decrease) to Operating Budget

Personnel	\$0
Utilities	\$0
Other	\$0
Cost Reductions	\$0
Revenue Impact	\$0
<b>TOTAL ANNUAL OPERATING IMPACT</b>	<b>No Operating Impact</b>

**Neighborhood Parks & Trails Program**

**Project #: 503005**

Account #: 301-5031-572.65-05

Project Status: ONGOING

Project Location: Various

Project Start : FY 1999

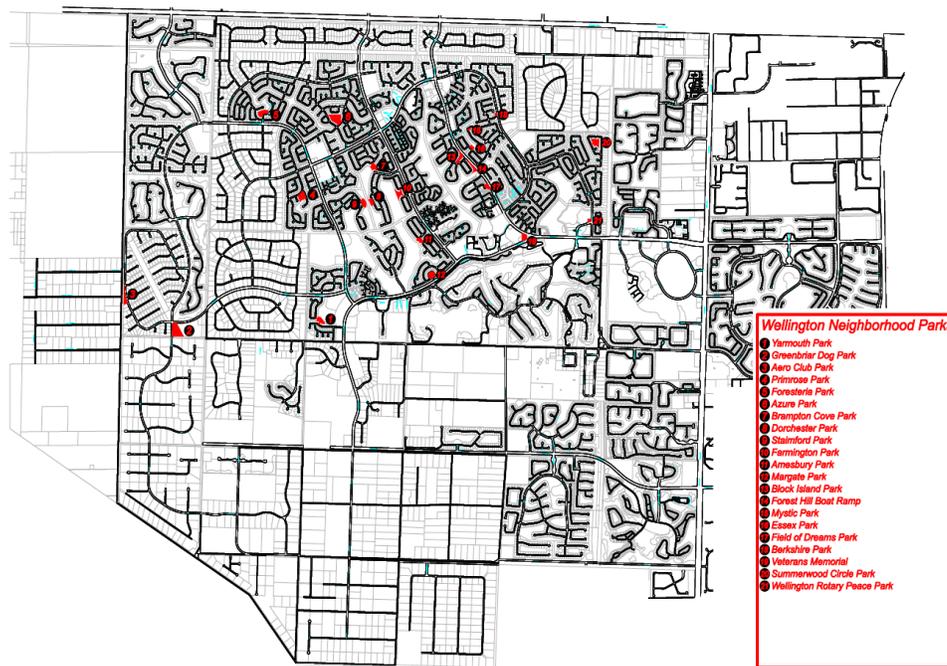
Type: Parks and Recreation

Project Rank (5-highest; 1-lowest) : 3

**Fundamentals Achieved:** Protecting Our Investment, Neighborhood Renaissance; Responsive Government

**PROJECT DESCRIPTION**

Scheduled park and trail improvements and upgrades to ensure the safety and usefulness of the Wellington's neighborhood parks and equestrian trails system.



<b>PROJECT FUNDING</b>	<b>General Revenues</b>	<b>ACME Assessments</b>	<b>TOTAL</b>
Expenditures to Date	\$1,007,000	\$0	\$1,007,000
FY 2013 Budget Balance	\$290,000	\$0	\$290,000
FY 2014	\$0	\$0	\$0
FY 2015	\$0	\$900,000	\$900,000
FY 2016	\$0	\$900,000	\$900,000
FY 2017	\$0	\$900,000	\$900,000
FY 2018	\$0	\$900,000	\$900,000
Future	\$0	\$4,500,000	\$4,500,000
<b>TOTAL PROJECT EXPENSE</b>	<b>\$1,297,000</b>	<b>\$8,100,000</b>	<b>\$9,397,000</b>

<b>OPERATING IMPACT</b>	<b>Annual Increase/(Decrease) to Operating Budget</b>
Personnel	\$0
Utilities	\$0
Other	\$0
Cost Reductions	\$0
Revenue Impact	\$0
<b>TOTAL ANNUAL OPERATING IMPACT</b>	<b>No Operating Impact</b>

**Parks Capital Maintenance****Project #: 200608**

Account #: 301-5031-572.65-10

Project Status: ONGOING

Project Location: Various

Project Start : FY 2006

Project Type: Parks and Recreation Project Rank (5-highest; 1-lowest) : 3

**Fundamentals Achieved:** Protecting Our Investment; Neighborhood Renaissance; Responsive Government**PROJECT DESCRIPTION**

This project is established to provide a capital budget to maintain the standard of quality to the recreational programs and facilities. Scheduled park maintenance projects ensure the safety and usefulness of the Wellington park system and address compliance with the American with Disabilities Act (ADA). Projects scheduled for FY 2014 include:

- Field renovations and improvements addressing drainage, subsurface material and turf at Village Park fields 13 - 16
- Water slide superstructure abrasive blasting and painting
- Foul ball safety netting at Olympia and Village Parks
- HVAC improvements at VP Gym
- VP outdoor fitness equipment replacement
- Olympia Park sports court lighting
- Fencing replacement and improvements at various parks
- Amphitheater sound system repair/replacement

**PROJECT FUNDING****General Revenues****TOTAL**

Expenditures to Date	\$2,893,200	\$2,893,200
FY 2013 Budget Balance	\$625,000	\$625,000
FY 2014	\$450,000	\$450,000
FY 2015	\$870,000	\$870,000
FY 2016	\$890,000	\$890,000
FY 2017	\$910,000	\$910,000
FY 2018	\$930,000	\$930,000
Future	\$4,885,000	\$4,885,000
<b>TOTAL PROJECT EXPENSE</b>	<b>\$12,453,200</b>	<b>\$12,453,200</b>

**OPERATING IMPACT**

Annual Increase/(Decrease) to Operating Budget

Personnel	\$0
Utilities	\$0
Other	\$0
Cost Reductions	\$0
Revenue Impact	\$0
<b>TOTAL ANNUAL OPERATING IMPACT</b>	<b>No Operating Impact</b>

## Parks Master Plan

Project #: 201305

Account #: 301-2010-572.65-64

Project Status: PLANNING

Project Location: Various

Project Start: FY 2013

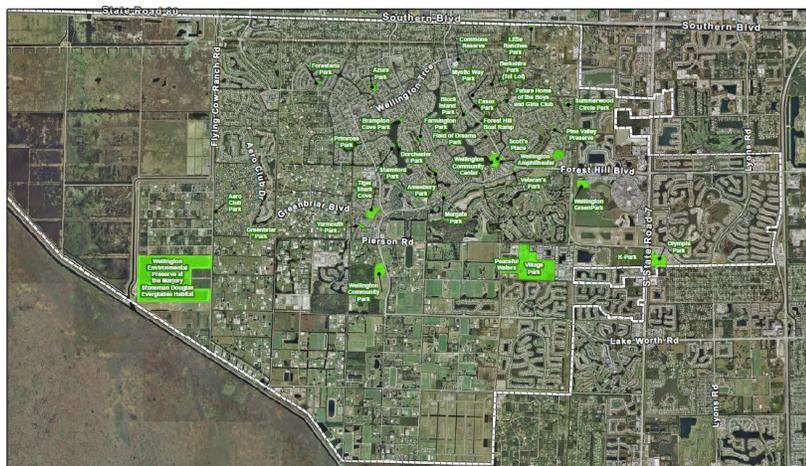
Project Type: Parks and Recreat Project Rank (5-highest; 1-lowest): 3

**Fundamentals Achieved:** Protecting Our Investment; Neighborhood Renaissance; Responsive Government

### PROJECT DESCRIPTION

Complete a master plan for addition, enhancement and/or maintenance of parks and open space to maintain level of service requirements

### LOCATION



PROJECT FUNDING	ACME Assessments	TOTAL
Expenditures to Date	\$0	\$0
FY 2013 Budget Balance	\$300,000	\$300,000
FY 2014	\$0	\$0
FY 2015	\$0	\$0
FY 2016	\$0	\$0
FY 2017	\$0	\$0
FY 2018	\$0	\$0
Future	\$0	\$0
<b>TOTAL PROJECT EXPENSE</b>	<b>\$300,000</b>	<b>\$300,000</b>

OPERATING IMPACT	Annual Increase/(Decrease) to Operating Budget
Personnel	\$0
Utilities	\$0
Other	\$0
Cost Reductions	\$0
Revenue Impact	\$0
<b>TOTAL ANNUAL OPERATING IMPACT</b>	<b>No Operating Impact</b>

<b>Pedestrian Paths and Roadway Overlay</b>		<b>Project #:</b>	<b>202019</b>
Account #: 133-2021-541.65-08		Project Status:	ONGOING
Project Location: Various		Project Start :	FY 1999
Type: Roadway and Streetscaping	Project Rank (5-highest; 1-lowest) :		4

**Fundamentals Achieved:** Protecting Our Investment; Responsive Government

**PROJECT DESCRIPTION**

Overlay of existing roads and paths, including striping. The Wellington roadway overlay program is based on an annual inspection and condition assessment. It is the Village's policy to maintain at least 80% of its roadway system at a good or better condition. Resurfacing is scheduled when the condition of a roadway approaches an unacceptable level. Any paving project that requires subterranean work will include the addition of conduit for broadband. Scheduled for FY 2014: Pathways on Big Blue, Greenbriar and Aeroclub Dr, milling and resurfacing on 12th Fairway, Lynton Circle, Folkestone, Yarmouth and Stratford.



<b>PROJECT FUNDING</b>	<b>Gas Tax Capital</b>	<b>TOTAL</b>
Expenditures to Date	\$9,810,000	\$9,810,000
FY 2013 Budget Balance	\$300,000	\$300,000
FY 2014	\$450,000	\$450,000
FY 2015	\$685,000	\$685,000
FY 2016	\$700,000	\$700,000
FY 2017	\$700,000	\$700,000
FY 2018	\$715,000	\$715,000
Future	\$3,655,000	\$3,655,000
<b>TOTAL PROJECT EXPENSE</b>	<b>\$17,015,000</b>	<b>\$17,015,000</b>

<b>OPERATING IMPACT</b>	<b>Annual Increase/(Decrease) to Operating Budget</b>	
Personnel		\$0
Utilities		\$0
Other	Maintenance Program	\$0
Cost Reductions		\$0
Revenue Impact		\$0
<b>TOTAL ANNUAL OPERATING IMPACT</b>		<b>No Operating Impact</b>

**Safe Neighborhoods**

**Project #: 201023**

Account #: 301-0191-539.65-25

Project Status: PLANNING

Project Location: Various

Project Start : FY 2009

Project Type: Construction

Project Rank (5-highest; 1-lowest) : 4

**Fundamentals Achieved:** Protecting Our Investment; Neighborhood Renaissance; Responsive Government

**PROJECT DESCRIPTION**

Capital funding will include defensive measures (lighting, landscape, sidewalks, etc). Project is required to insure that transitional neighborhoods do not continue to deteriorate and fall into a state of disrepair. Projects for FY 2014 and the future include Yarmouth road closure and park amenities, potential Veronica Court park amenities, cluster mailboxes and future curb, gutter and landscape enhancements. In addition to these capital projects, continued policing and code enforcement will be utilized to improve the quality of life in neighborhoods.



<b>PROJECT FUNDING</b>	<b>General Revenues</b>	<b>TOTAL</b>
Expenditures to Date	\$193,040	\$193,040
FY 2013 Budget Balance	\$82,000	\$82,000
FY 2014	\$125,000	\$125,000
FY 2015	\$125,000	\$125,000
FY 2016	\$125,000	\$125,000
FY 2017	\$75,000	\$75,000
FY 2018	\$75,000	\$75,000
Future	\$0	\$0
<b>TOTAL PROJECT EXPENSE</b>	<b>\$800,040</b>	<b>\$800,040</b>

<b>OPERATING IMPACT</b>	<b>Annual Increase/(Decrease) to Operating Budget</b>	
Personnel		\$0
Utilities		\$0
Other	Additional landscape maintenance, maintenance of park and road closure	\$5,000
Cost Reductions		\$0
Revenue Impact		\$0
<b>TOTAL ANNUAL OPERATING IMPACT</b>		<b>\$5,000</b>

<b>Shellrock Program</b>		<b>Project #:</b>	<b>202003</b>
Account #: 133-2021-541.65-07		Project Status:	ONGOING
Project Location: Various		Project Start :	FY 1999
Type: Roadway Maintenance	Project Rank (5-highest; 1-lowest) :		3

**Fundamentals Achieved:** Protecting Our Investment; Responsive Government

### PROJECT DESCRIPTION

Wellington maintains approximately 30 miles of unpaved roads. Road maintenance that includes the installation of shellrock is needed as roads deteriorate. Vehicular, construction and equestrian traffic as well as rain events contribute to the deterioration of these roadways. The installation of material to maintain road crown and smooth surface is an essential element to avoid any unsafe condition for motorists and vehicles.



<b>PROJECT FUNDING</b>	<b>Gas Tax Capital</b>	<b>TOTAL</b>
Expenditures to Date	\$1,920,500	\$1,920,500
FY 2013 Budget Balance	\$112,000	\$112,000
FY 2014	\$156,000	\$156,000
FY 2015	\$159,000	\$159,000
FY 2016	\$162,000	\$162,000
FY 2017	\$165,000	\$165,000
FY 2018	\$200,000	\$200,000
Future	\$1,057,000	\$1,057,000
<b>TOTAL PROJECT EXPENSE</b>	<b>\$3,931,500</b>	<b>\$3,931,500</b>

<b>OPERATING IMPACT</b>	<b>Annual Increase/(Decrease) to Operating Budget</b>	
Personnel		\$0
Utilities		\$0
Other	Maintenance Program	\$0
Cost Reductions		\$0
Revenue Impact		\$0
<b>TOTAL ANNUAL OPERATING IMPACT</b>		<b>No Operating Impact</b>

## South Shore Phase III Improvements

Project #: 201115

Account #: Various

Project Status: DESIGN

Project Location: Lake Worth Rd to Indian Mound Rd

Project Start : FY 2011

Type: Roadway and Streetscaping

Project Rank (5-highest; 1-lowest) : 4

**Fundamentals Achieved:** Protecting Our Investment; Responsive Government; Economic Development

### PROJECT DESCRIPTION

The section of South Shore Boulevard between Indian Mound Road and 50th Street South is in extremely poor condition and needs to be reconstructed. The existing road is shoving into the private ditch along the west side of the road and the low elevation of the roadway leads to flooding during severe rainfall events. As part of this project, a new bridge trail along the west side of the road and a new asphalt 8 ft. wide multiuse path along the east side of the road will be constructed. These improvements will provide safe pathways for vehicles, equestrians, pedestrians, golf carts and bicyclists.

### LOCATION





<b>PROJECT FUNDING</b>	<b>Gas Tax Capital</b>	<b>Road Impact Fees</b>	<b>ACME Assessments</b>	<b>TOTAL</b>
Expenditures to Date	\$2,000	\$48,000	\$0	\$50,000
FY 2013 Budget Balance	\$947,000	\$1,012,000	\$0	\$1,959,000
FY 2014	\$0	\$0	\$400,000	\$400,000
FY 2015	\$0	\$0	\$0	\$0
FY 2016	\$0	\$0	\$0	\$0
FY 2017	\$0	\$0	\$0	\$0
FY 2018	\$0	\$0	\$0	\$0
Future	\$0	\$0	\$0	\$0
<b>TOTAL PROJECT EXPENSE</b>	<b>\$949,000</b>	<b>\$1,060,000</b>	<b>\$400,000</b>	<b>\$2,409,000</b>

<b>OPERATING IMPACT</b>	<b>Annual Increase/(Decrease) to Operating Budget</b>	
Personnel		\$0
Utilities		\$0
Other	Ongoing maintenance (adjacent sod etc.)	\$2,000
Cost Reductions		\$0
Revenue Impact		\$0
<b>TOTAL ANNUAL OPERATING IMPACT</b>		<b>\$2,000</b>

**SR 7/US 441 Corridor**

**Project #: 205004**

Account #: 133-2051-539.65-06

Project Status: ONGOING

Project Location: US 441 in Village incl. Medical Arts

Project Start : FY 1999

Type: Roadway and Streetscaping

Project Rank (5-highest; 1-lowest) : 3

**Fundamentals Achieved:** Protecting Our Investment; Responsive Government; Economic Development

**PROJECT DESCRIPTION**

Install corridor beautification elements that promote pedestrian use and enhance one the main "gateways" to Wellington along the SR 7/US 441 corridor from northern to southern Village borders. Native landscape species will be used to minimize maintenance within the FDOT swale along west side of corridor.

**LOCATION**



<b>PROJECT FUNDING</b>	<b>Gas Tax Capital</b>	<b>TOTAL</b>
Expenditures to Date	\$540,000	\$540,000
FY 2013 Budget Balance	\$444,000	\$444,000
FY 2014	\$0	\$0
FY 2015	\$0	\$0
FY 2016	\$0	\$0
FY 2017	\$0	\$0
FY 2018	\$0	\$0
Future	\$0	\$0
<b>TOTAL PROJECT EXPENSE</b>	<b>\$984,000</b>	<b>\$984,000</b>

<b>OPERATING IMPACT</b>	<b>Annual Increase/(Decrease) to Operating Budget</b>	
Personnel		\$5,000
Utilities		\$0
Other	Landscape feature maintenance	\$20,000
Cost Reductions		\$0
Revenue Impact		\$0
<b>TOTAL ANNUAL OPERATING IMPACT</b>		<b>\$25,000</b>

<b>Streetscape</b>		<b>Project #:</b>	<b>201026</b>
Account #: 133-2021-541.65-23		Project Status:	PLANNING
Project Location: Various		Project Start :	FY 2009
Type: Roadway Maintenance	Project Rank (5-highest; 1-lowest) :		3
<b>Fundamentals Achieved:</b> Protecting Our Investment; Neighborhood Renaissance; Responsive Government; Economic Development			

**PROJECT DESCRIPTION**

Village-wide streetscape program to include landscaping, hardscaping, pedestrian features and other needed improvements. An RFQ will be issued in order to select a consultant that will complete a comprehensive survey and engineering plan for selected corridors through Wellington. A pilot program can be implemented consisting of improvements in sections of Forest Hill Boulevard. This does not include easements or land acquisitions at this time. This project uses existing and proposed elements to reinforce Forest Hill Boulevard as the main street for Wellington and also addresses the necessary treatments for the other major roadways in the Village.



<b>PROJECT FUNDING</b>	<b>Gas Tax Capital</b>	<b>TOTAL</b>
Expenditures to Date	\$17,425	\$17,425
FY 2013 Budget Balance	\$310,000	\$310,000
FY 2014	\$0	\$0
FY 2015	\$200,000	\$200,000
FY 2016	\$200,000	\$200,000
FY 2017	\$200,000	\$200,000
FY 2018	\$200,000	\$200,000
Future	\$1,000,000	\$1,000,000
<b>TOTAL PROJECT EXPENSE</b>	<b>\$2,127,425</b>	<b>\$2,127,425</b>

<b>OPERATING IMPACT</b>	<b>Annual Increase/(Decrease) to Operating Budget</b>	
Personnel		\$0
Utilities		\$0
Other	Maintenance and replacement of signage and hardscape elements	\$5,000
Cost Reductions		\$0
Revenue Impact		\$0
<b>TOTAL ANNUAL OPERATING IMPACT</b>		<b>\$5,000</b>

<b>Surface Water Management System Rehabilitation &amp; Maintenance</b>		<b>Project #:</b>	<b>201011</b>
Account #: 301-2010-538.65-09		Project Status:	ONGOING
Project Location: Various		Project Start :	FY 1999
Type: Surface Water Management	Project Rank (5-highest; 1-lowest) :		4
<b>Fundamentals Achieved:</b> Protecting Our Investment; Responsive Government; Respecting the Environment			

**PROJECT DESCRIPTION**

Annual surface water management infrastructure maintenance and replacement project(s) to address aging infrastructure to maintain proper flood control, adherence to NPDES requirements and improve water quality. Funds will be utilized through the fiscal year for the following projects, but not limited to:

- Pump Stations: major upgrades; major repairs and maintenance; Wi-Fi/Telemetry upgrades; additional remote telemetry sites; additional (spare) pump motors; major trash rake upgrades and repairs; additional fore-bay protection
- Canals: cleaning/desilting, widening, slope reconstruction and bank stabilization (sod and seed/mulch); bank/easement clearing (accessibility and wind mitigation); right of way surveys
- Infrastructure (drainage pipe and structures): cleaning & inspections; repairing, as needed (i.e.: slip liners, cast in place liners and joint repairs); added drainage pipe and inlets; additional or replacement canal gates



<b>PROJECT FUNDING</b>	<b>ACME Assessments</b>	<b>TOTAL</b>
Expenditures to Date	\$2,847,000	\$2,847,000
FY 2013 Budget Balance	\$1,550,000	\$1,550,000
FY 2014	\$0	\$0
FY 2015	\$485,000	\$485,000
FY 2016	\$490,000	\$490,000
FY 2017	\$495,000	\$495,000
FY 2018	\$500,000	\$500,000
Future	\$2,620,000	\$2,620,000
<b>TOTAL PROJECT EXPENSE</b>	<b>\$8,987,000</b>	<b>\$8,987,000</b>

<b>OPERATING IMPACT</b>	<b>Annual Increase/(Decrease) to Operating Budget</b>
Personnel	\$0
Utilities	\$0
Other	\$0
Cost Reductions	\$0
Revenue Impact	\$0
<b>TOTAL ANNUAL OPERATING IMPACT</b>	<b>No Operating Impact</b>

**Swale Maintenance Program**

**Project #: 201104**

Account #: 301-2010-538.65-55

Project Status: ONGOING

Project Location: Various

Project Start : FY 2009

Type: Surface Water Management

Project Rank (5-highest; 1-lowest) : 4

**Fundamentals Achieved:** Protecting Our Investment; Responsive Government; Respecting the Environment

**PROJECT DESCRIPTION**

Construct and/or repair swales on major thoroughfares to reduce deterioration of roads. Ensures preservation of existing roadways and improves stormwater conveyance and water quality throughout Wellington. Improves vehicular safety by alleviating road edge ponding (hydro-planing). Scheduled projects for FY 2014:

- Lake Worth Road (120th Ave. to eastern Village limits)
- Paddock Drive (Big Blue Trace to Oleaster Drive)
- Aero Club Drive (misc. areas, total 1,000 ft.)
- Wellington Trace (Greenbriar Blvd. to Paddock Dr.)



<b>PROJECT FUNDING</b>	<b>ACME Assessments</b>	<b>TOTAL</b>
Expenditures to Date	\$806,000	\$806,000
FY 2013 Budget Balance	\$4,000	\$4,000
FY 2014	\$100,000	\$100,000
FY 2015	\$100,000	\$100,000
FY 2016	\$110,000	\$110,000
FY 2017	\$110,000	\$110,000
FY 2018	\$200,000	\$200,000
Future	\$1,075,000	\$1,075,000
<b>TOTAL PROJECT EXPENSE</b>	<b>\$2,505,000</b>	<b>\$2,505,000</b>

<b>OPERATING IMPACT</b>	<b>Annual Increase/(Decrease) to Operating Budget</b>	
Personnel		\$0
Utilities		\$0
Other	Maintenance Program	\$0
Cost Reductions		\$0
Revenue Impact		\$0
<b>TOTAL ANNUAL OPERATING IMPACT</b>		<b>No Operating Impact</b>

WELLINGTON 



## Tennis Center Relocation & Construction

Project #: 201309

Account #: 125-5032-572.65-70

Project Status: PLANNING

Project Location:

Project Start: FY 2014

Type: Parks & Recreation

Project Rank (5-highest; 1-lowest): 2

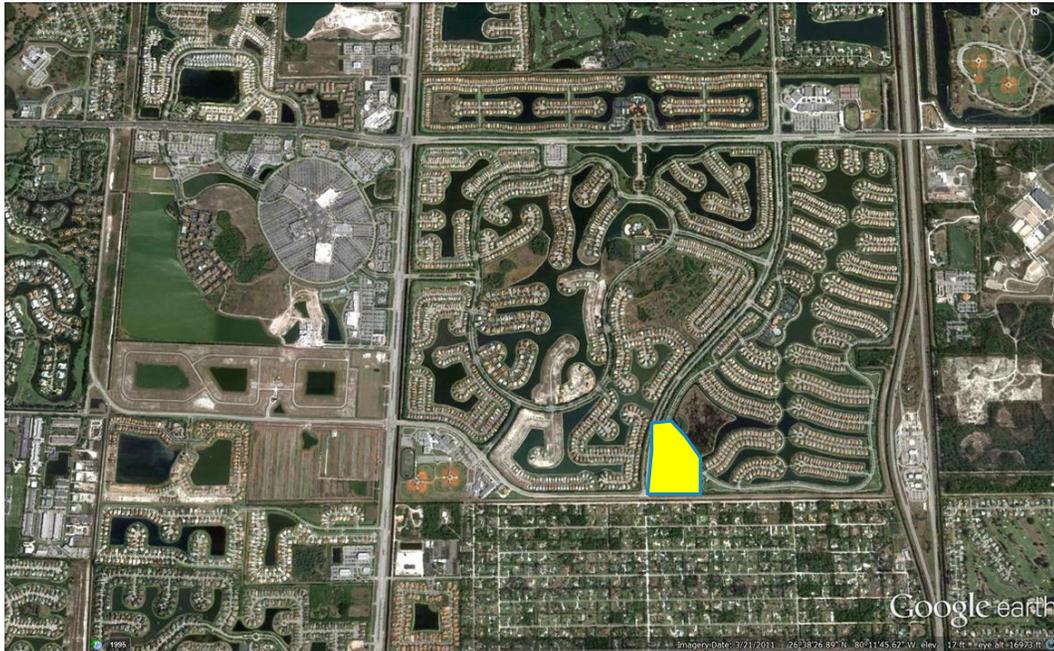
**Fundamentals Achieved:** Protecting Our Investment; Responsive Government; Economic Development

### PROJECT DESCRIPTION

Design and construction of new tennis facility at Village Walk Civic Site including the construction of at least 21 courts, pro shop and maintenance building.

### LOCATION





<b>PROJECT FUNDING</b>	<b>General Revenues</b>	<b>TOTAL</b>
Expenditures to Date	\$18,000	\$18,000
FY 2013 Budget Balance	\$5,000,000	\$5,000,000
FY 2014	\$0	\$0
FY 2015	\$0	\$0
FY 2016	\$0	\$0
FY 2017	\$0	\$0
FY 2018	\$0	\$0
<b>TOTAL PROJECT EXPENSE</b>	<b>\$5,018,000</b>	<b>\$5,018,000</b>

<b>OPERATING IMPACT</b>	<b>Annual Increase/(Decrease) to Operating Budget</b>	
Personnel		\$0
Utilities		\$0
Other	Supplies and landscape maintenance for added facilities	\$20,000
Cost Reductions		\$0
Revenue Impact	Increase in membership and usage	(\$15,000)
<b>TOTAL ANNUAL OPERATING IMPACT</b>		<b>\$5,000</b>

**Wellington Community Center Improvements** Project #: **201036**

Account #: 125-5032-572.65-49 Project Status: DESIGN

Project Location: 12165 Forest Hill Boulevard Project Start : FY 2009

Type: Facility Maintenance Project Rank (5-highest; 1-lowest) : 3

**Fundamentals Achieved:** Protecting Our Investment; Responsive Government; Economic Development

**PROJECT DESCRIPTION**

Wellington is striving to achieve the most innovative and efficient building and site design solutions for the construction of the new Community Center located at Wellington's Town Center Complex. This site houses the existing Community Center and Tennis Courts along with an Amphitheater, playground (Scott's Place), Aquatic Center and Village Hall. The project will completely demolish the existing building, tennis courts and exterior features such as the boardwalk and gazebo areas and will be redesigned to maximize the view and use of the Lake Wellington waterfront. Facility amenities will be designed to include new pavilions, courtyards boardwalks, gazebos and upgraded general site improvements such as parking, drives, drop off areas and sidewalks.

**LOCATION**





Conceptual Rendering

PROJECT FUNDING	Park Impact Fees	General Funding	TOTAL
Expenditures to Date	\$43,000		\$43,000
FY 2013 Budget Balance	\$57,000	\$5,200,000 *	\$5,257,000
FY 2014	\$0		\$0
FY 2015	\$0		\$0
FY 2016	\$0		\$0
FY 2017	\$0		\$0
FY 2018	\$0		\$0
Future	\$0		\$0
<b>TOTAL PROJECT EXPENSE</b>	<b>\$100,000</b>	<b>\$5,200,000</b>	<b>\$5,300,000</b>

\* Allocated in capital reserves and prior park impact fees

OPERATING IMPACT	Annual Increase/(Decrease) to Operating Budget	
Personnel	Maintenance worker reduced by 25%	(\$11,042)
Utilities	Reduced maintenance, water & electric	(\$11,000)
Other		\$0
Cost Reductions		\$0
Revenue Impact		\$0
<b>TOTAL ANNUAL OPERATING IMPACT</b>		<b>(\$22,042)</b>

**Wellington Environmental Preserve**

**Project #: 200402**

Account #: 301-2015-538.65-11

Project Status: PLANNING

Project Location: Various

Project Start : FY 2013

Type: Construction

Project Rank (5-highest; 1-lowest) : 4

**Fundamentals Achieved:** Protecting Our Investment; Responsive Government; Respecting the Environment

**PROJECT DESCRIPTION**

Additional allocation of surface water from the SFWMD no longer is available. The Wellington Environmental Preserve (WEP) could be used to store up to 310 MG of surface water for use during the dry season. Additional restroom facilities are also needed in the middle of the park.



PROJECT FUNDING	ACME Assessments	TOTAL
Expenditures to Date	\$70,000	\$70,000
FY 2013 Budget Balance	\$900,000	\$900,000
FY 2014	\$0	\$0
FY 2015	\$0	\$0
FY 2016	\$0	\$0
FY 2017	\$0	\$0
FY 2018	\$0	\$0
Future	\$0	\$0
<b>TOTAL PROJECT EXPENSE</b>	<b>\$970,000</b>	<b>\$970,000</b>

OPERATING IMPACT	Annual Increase/(Decrease) to Operating Budget
Personnel	\$0
Utilities	\$0
Other	\$0
Cost Reductions	\$0
Revenue Impact	\$0
<b>TOTAL ANNUAL OPERATING IMPACT</b>	<b>No Operating Impact</b>

# **ENTERPRISE PROJECTS**

**Field Services Facility Phase II**

**Project #: 201038**

Account #: 401-7014-536.65-01

Project Status: ONGOING

Project Location: 1100 Wellington Trace

Project Start : FY 2009

Type: Water & Wastewater Capit

Project Rank (5-highest; 1-lowest) : 5

**Fundamentals Achieved:** Protecting Our Investment; Responsive Government

**PROJECT DESCRIPTION**

Wellington recently completed a new Field Services operations and maintenance facility at the Water Treatment Plant site. This phase of the project provides for additional storage and landscaping along the northern perimeter of the water treatment plant site.



<b>PROJECT FUNDING</b>	<b>Water System Capital</b>	<b>TOTAL</b>
Expenditures to Date	\$1,552,000	\$1,552,000
FY 2013 Budget Balance	\$431,000	\$431,000
FY 2014	\$0	\$0
FY 2015	\$0	\$0
FY 2016	\$0	\$0
FY 2017	\$0	\$0
FY 2018	\$220,000	\$220,000
Future	\$1,160,000	\$1,160,000
<b>TOTAL PROJECT EXPENSE</b>	<b>\$3,363,000</b>	<b>\$3,363,000</b>

<b>OPERATING IMPACT</b>	<b>Annual Increase/(Decrease) to Operating Budget</b>	
Personnel		\$0
Utilities	Electricity savings for energy efficient building	(\$1,000)
Other		\$0
Cost Reductions		\$0
Revenue Impact		\$0
<b>TOTAL ANNUAL OPERATING IMPACT</b>		<b>(\$1,000)</b>

<b>General Facility Renewal &amp; Replacement</b>		<b>Project #:</b>	<b>201109</b>
Account #: 401-7016-536.65-01		Project Status:	ONGOING
Project Location: Throughout Wellington		Project Start :	FY 2010
Type: Water & Wastewater Capit	Project Rank (5-highest; 1-lowest) :		5

**Fundamentals Achieved:** Protecting Our Investment; Responsive Government

**PROJECT DESCRIPTION**

General capital maintenance to Utilities facilities to provide safe, hurricane-hardened and durable facilities to maximize lifecycle and service delivery. Ongoing facility maintenance will decrease costs in the long run as potential problems with buildings or facilities are identified earlier in the process.



<b>PROJECT FUNDING</b>	<b>Water &amp; Wastewater System Capital</b>	<b>TOTAL</b>
Expenditures to Date	\$5,000	\$5,000
FY 2013 Budget Balance	\$0	\$0
FY 2014	\$0	\$0
FY 2015	\$210,000	\$210,000
FY 2016	\$210,000	\$210,000
FY 2017	\$210,000	\$210,000
FY 2018	\$245,000	\$245,000
Future	\$1,300,000	\$1,300,000
<b>TOTAL PROJECT EXPENSE</b>	<b>\$2,180,000</b>	<b>\$2,180,000</b>

<b>OPERATING IMPACT</b>	<b>Annual Increase/(Decrease) to Operating Budget</b>
Personnel	\$0
Utilities	\$0
Other	\$0
Cost Reductions	\$0
Revenue Impact	\$0
<b>TOTAL ANNUAL OPERATING IMPACT</b>	<b>No Operating Impact</b>

**Lift Station Upgrades and Rehabilitation****Project #:** 702512

Account #: 401-7025-536.65-01

Project Status: ONGOING

Project Location: Throughout Wellington

Project Start: FY 2009

Type: Wastewater System R &amp; R

Project Rank (5-highest; 1-lowest): 5

**Fundamentals Achieved:** Protecting Our Investment; Responsive Government; Respecting the Environment**PROJECT DESCRIPTION**

Several lift stations are nearing the end of useful life and need to be repaired and/or replaced in order to continue providing reliable wastewater service. Project will include the repair or replacement of existing sewage lift stations and forcemain piping throughout Wellington. Renovate approximately 9 stations each year, starting with stations in worst condition/highest risk.

**PROJECT FUNDING****Wastewater System Capital****TOTAL**

Expenditures to Date	\$1,150,000	\$1,150,000
FY 2013 Budget Balance	\$270,000	\$270,000
FY 2014	\$700,000	\$700,000
FY 2015	\$995,000	\$995,000
FY 2016	\$1,045,000	\$1,045,000
FY 2017	\$1,100,000	\$1,100,000
FY 2018	\$1,150,000	\$1,150,000
Future	\$4,990,000	\$4,990,000
<b>TOTAL PROJECT EXPENSE</b>	<b>\$11,400,000</b>	<b>\$11,400,000</b>

**OPERATING IMPACT**

## Annual Increase/(Decrease) to Operating Budget

Personnel	\$0
Utilities	\$0
Other	\$0
Cost Reductions	\$0
Revenue Impact	\$0
<b>TOTAL ANNUAL OPERATING IMPACT</b>	<b>No Operating Impact</b>

**Reuse Water Distribution Expansion****Project #: 702513**

Account #: 401-7025-536.65-01

Project Status: PLANNING

Project Location: Throughout Wellington

Project Start : FY 2001

Type: Wastewater System

Project Rank(5-highest; 1-lowest): 4

**Fundamentals Achieved:** Protecting Our Investment; Responsive Government; Respecting the Environment**PROJECT DESCRIPTION**

These improvements will provide for the expansion of reclaimed water use throughout Wellington. Currently, this project is on hold pending the outcome of EPA/FDEP Surface Water Quality Criteria (TMDL's/NNR) for Phosphorous and Nitrogen



<b>PROJECT FUNDING</b>	<b>Wastewater System Capital</b>	<b>TOTAL</b>
Expenditures to Date	\$1,703,138	\$1,703,138
FY 2013 Budget Balance	\$7,200	\$7,200
FY 2014	\$1,181,000	\$1,181,000
FY 2015	\$0	\$0
FY 2016	\$0	\$0
FY 2017	\$0	\$0
FY 2018	\$0	\$0
Future	\$0	\$0
<b>TOTAL PROJECT EXPENSE</b>	<b>\$2,891,338</b>	<b>\$2,891,338</b>

<b>OPERATING IMPACT</b>	<b>Annual Increase/(Decrease) to Operating Budget</b>	
Personnel		\$0
Utilities		\$0
Other	Annual maintenance	\$4,500
Cost Reductions		\$0
Revenue Impact		\$0
<b>TOTAL ANNUAL OPERATING IMPACT</b>		<b>\$4,500</b>

## Sewer Collection System Renewal & Replacement

Project #: 201108

Account #: 401-7025-536.65-01

Project Status: ONGOING

Project Location: Throughout Wellington

Project Start : FY 2010

Type: Wastewater System R & R

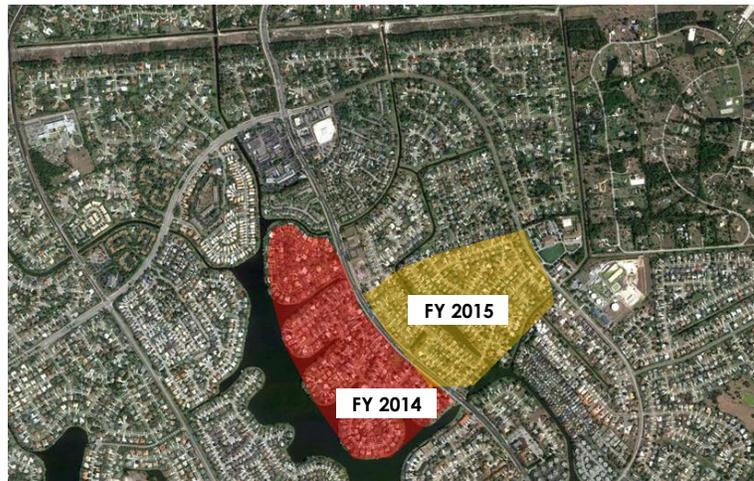
Project Rank (5-highest; 1-lowest): 5

**Fundamentals Achieved:** Protecting Our Investment; Responsive Government; Respecting the Environment

### PROJECT DESCRIPTION

Repair, replace and renew existing manholes and gravity pipes. Conduct Infill and Infiltration (I & I) study and sewer service cleanouts.

### LOCATION



Sewer cleanout installation - Block Island Area

PROJECT FUNDING	Wastewater System Capital	TOTAL
Expenditures to Date	\$470,000	\$470,000
FY 2013 Budget Balance	\$600,000	\$600,000
FY 2014	\$300,000	\$300,000
FY 2015	\$350,000	\$350,000
FY 2016	\$360,000	\$360,000
FY 2017	\$0	\$0
FY 2018	\$0	\$0
Future	\$0	\$0
<b>TOTAL PROJECT EXPENSE</b>	<b>\$2,080,000</b>	<b>\$2,080,000</b>

OPERATING IMPACT	Annual Increase/(Decrease) to Operating Budget
Personnel	\$0
Utilities	\$0
Other	\$0
Cost Reductions	\$0
Revenue Impact	\$0
<b>TOTAL ANNUAL OPERATING IMPACT</b>	<b>No Operating Impact</b>

**Water Distribution & Transmission R & R****Project #: 201034**

Account #: 401-7014-536.65-01

Project Status: ONGOING

Project Location: Throughout Wellington

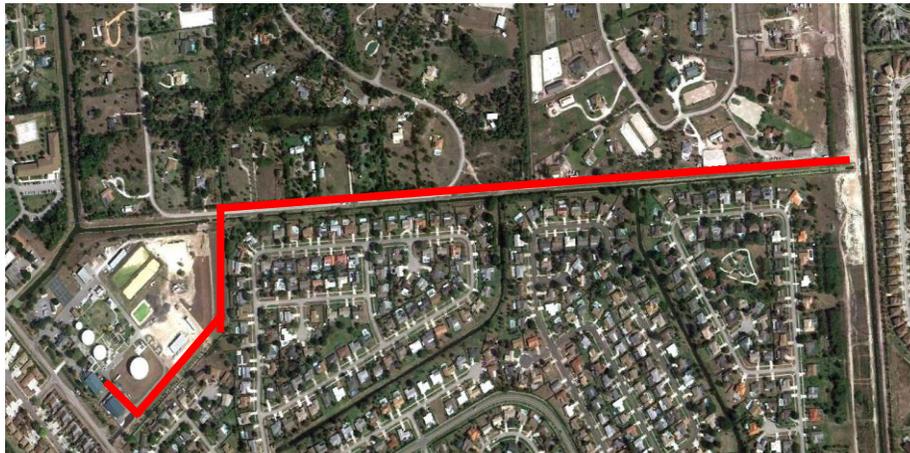
Project Start : FY 2009

Type: Water System R &amp; R

Project Rank(5-highest; 1-lowest): 5

**Fundamentals Achieved:** Protecting Our Investment; Responsive Government; Respecting the Environment**PROJECT DESCRIPTION**

Renew and replace distribution piping, services lines, meters, meter boxes, fire hydrants and valves for reliable water distribution facilities. The project also includes updating the existing hydraulic computer model to be better compatible with current GIS systems and will allow for detection of problems and various design and scenario analysis. FY 2014 & 2015 projects include: 1) replacement of fiberglass raw water pipe serving reverse osmosis wells and 2) replacement of distribution pipe in neighborhoods along Forest Hill Boulevard.

**LOCATION**

<b>PROJECT FUNDING</b>	<b>Water System Capital</b>	<b>TOTAL</b>
Expenditures to Date	\$0	\$0
FY 2013 Budget Balance	\$528,000	\$528,000
FY 2014	\$1,494,000	\$1,494,000
FY 2015	\$750,000	\$750,000
FY 2016	\$613,000	\$613,000
FY 2017	\$643,000	\$643,000
FY 2018	\$675,000	\$675,000
Future	\$2,235,000	\$2,235,000
<b>TOTAL PROJECT EXPENSE</b>	<b>\$6,938,000</b>	<b>\$6,938,000</b>

<b>OPERATING IMPACT</b>	<b>Annual Increase/(Decrease) to Operating Budget</b>
Personnel	\$0
Utilities	\$0
Other	\$0
Cost Reductions	\$0
Revenue Impact	\$0
<b>TOTAL ANNUAL OPERATING IMPACT</b>	<b>No Operating Impact</b>

<b>Water Storage/Repump Renewal &amp; Replacement</b>	<b>Project #:</b>	<b>201031</b>
Account #: 401-7010-536.65-01	Project Status: ONGOING	
Project Location: Throughout Wellington	Project Start : FY 2009	
Type: Water System R & R	Project Rank (5-highest; 1-lowest):	5
<b>Fundamentals Achieved:</b> Protecting Our Investment; Responsive Government; Respecting the Environment		

**PROJECT DESCRIPTION**

Repair, replace and renew existing storage & repump facilities throughout Wellington, including electrical, mechanical and structural repairs. Provides reliable potable water service and fire protection service.

**LOCATION**



<b>PROJECT FUNDING</b>	<b>Water System Capital</b>	<b>TOTAL</b>
Expenditures to Date	\$146,000	\$146,000
FY 2013 Budget Balance	\$292,000	\$292,000
FY 2014	\$0	\$0
FY 2015	\$0	\$0
FY 2016	\$0	\$0
FY 2017	\$80,000	\$80,000
FY 2018	\$80,000	\$80,000
Future	\$475,000	\$475,000
<b>TOTAL PROJECT EXPENSE</b>	<b>\$1,073,000</b>	<b>\$1,073,000</b>

<b>OPERATING IMPACT</b>	<b>Annual Increase/(Decrease) to Operating Budget</b>
Personnel	\$0
Utilities	\$0
Other	\$0
Cost Reductions	\$0
Revenue Impact	\$0
<b>TOTAL ANNUAL OPERATING IMPACT</b>	<b>No Operating Impact</b>

**Water Supply Renewal & Replacement****Project #: 201110**

Account #: 401-7010-536.65-01

Project Status: ONGOING

Project Location: Throughout Wellington

Project Start: FY 2012

Type: Water System R &amp; R

Project Rank(5-highest; 1-lowest): 5

**Fundamentals Achieved:** Protecting Our Investment; Responsive Government; Respecting the Environment**PROJECT DESCRIPTION**

The existing raw water wells need to be inspected, evaluated and rehabilitated, as required. Specific needs include: 1) security system upgrades, 2) telemetry upgrades, 3) wellhead piping replacement, 4) column piping replacement, 5) local indicator installation, 6) well redevelopment, and 7) landscaping and fencing improvements.



<b>PROJECT FUNDING</b>	<b>Water System Capital</b>	<b>TOTAL</b>
Expenditures to Date	\$70,500	\$70,500
FY 2013 Budget Balance	\$1,832,000	\$1,832,000
FY 2014	\$100,000	\$100,000
FY 2015	\$600,000	\$600,000
FY 2016	\$600,000	\$600,000
FY 2017	\$0	\$0
FY 2018	\$0	\$0
Future	\$0	\$0
<b>TOTAL PROJECT EXPENSE</b>	<b>\$3,202,500</b>	<b>\$3,202,500</b>

<b>OPERATING IMPACT</b>	<b>Annual Increase/(Decrease) to Operating Budget</b>
Personnel	\$0
Utilities	\$0
Other	\$0
Cost Reductions	\$0
Revenue Impact	\$0
<b>TOTAL ANNUAL OPERATING IMPACT</b>	<b>No Operating Impact</b>

**Water Treatment Plant Renewal & Replacement** **Project #: 701014**

Account #: 401-7010-536.65-01 Project Status: ONGOING

Project Location: 1100 Wellington Trace Project Start : FY 2009

Type: Water System R & R Project Rank (5-highest; 1-lowest): 5

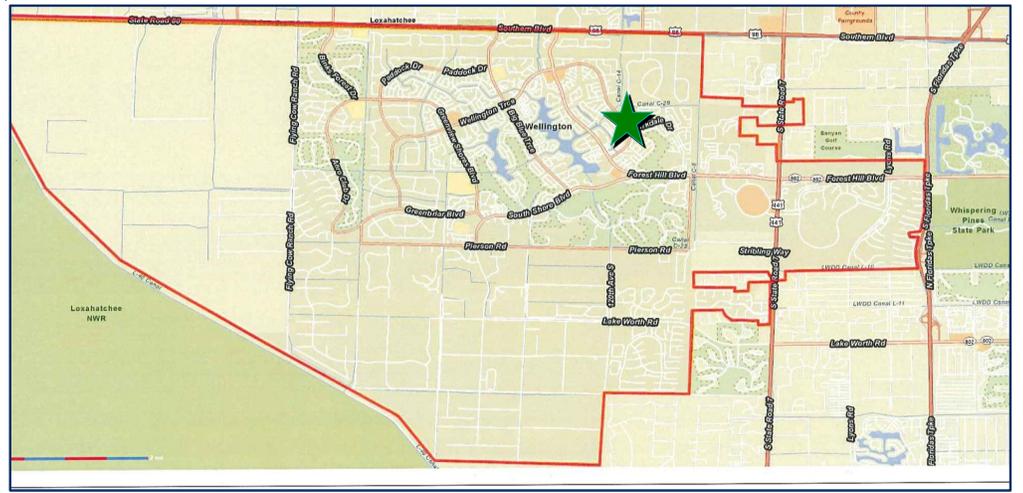
**Fundamentals Achieved:** Protecting Our Investment; Responsive Government; Respecting the Environment

**PROJECT DESCRIPTION**

To provide reliable, safe, good-tasting drinking water and fire protection, additional renovations are required at the water treatment plant to comply with regulatory requirements and maintain expected levels of service and reliability. For FY 2014 & 2015, the project includes:

- Construction of enclosure for gravity filters; Stage II D/DBP Rule; FAC 62-550
- Construction of concrete basins and collection piping for lime sludge lagoons; FAC 62-550
- Renovation/replacement of:
  - Chlorine feed system & piping; Stage II D/DBP Rule
  - High service pump building & electrical switch; reliability
  - Existing RO building no. 1; reliability; useful life extension
  - RO membranes trains 3, 4 & 5; reliability; reduce water loss & expand capacity 10%
- Modification of clearwell/storage tank piping; operational efficiency
- Synchronization of emergency generators; reliability; operational efficiency
- Relocation of laboratory back to Water Treatment Plant from Public Works

**LOCATION**



PROJECT FUNDING	Water System Capital	TOTAL
Expenditures to Date	\$2,052,000	\$2,052,000
FY 2013 Budget Balance	\$7,523,000	\$7,523,000
FY 2014	\$144,000	\$144,000
FY 2015	\$410,000	\$410,000
FY 2016	\$410,000	\$410,000
FY 2017	\$451,000	\$451,000
FY 2018	\$500,000	\$500,000
Future	\$1,690,000	\$1,690,000
<b>TOTAL PROJECT EXPENSE</b>	<b>\$13,180,000</b>	<b>\$13,180,000</b>

OPERATING IMPACT	Annual Increase/(Decrease) to Operating Budget	
Personnel		\$0
Utilities	Savings from energy efficiency	(\$5,000)
Other		\$0
Cost Reductions		\$0
Revenue Impact		\$0
<b>TOTAL ANNUAL OPERATING IMPACT</b>		<b>(\$5,000)</b>

**Water & Wastewater System Renewal & Replacement Sinking Funds**

**Project #: 201107/201113**

Account #: 401-7010-536.65-01, 401-7020-536.65-01	Project Status:	ONGOING
Project Location: Throughout Wellington	Project Start :	FY 2011
Type: Water/WW System R & R	Project Rank (5-highest; 1-lowest):	5

**Fundamentals Achieved:** Protecting Our Investment; Responsive Government; Respecting the Environment

**PROJECT DESCRIPTION**

The sinking funds provide a means to reserve capital funds annually for unanticipated emergencies, events or system failures.



<b>PROJECT FUNDING</b>	<b>Water System Capital</b>	<b>TOTAL</b>
Expenditures to Date	\$0	\$0
FY 2013 Budget Balance	\$400,000	\$400,000
FY 2014	\$150,000	\$150,000
FY 2015	\$300,000	\$300,000
FY 2016	\$300,000	\$300,000
FY 2017	\$300,000	\$300,000
FY 2018	\$175,000	\$175,000
Future	\$525,000	\$525,000
<b>TOTAL PROJECT EXPENSE</b>	<b>\$2,150,000</b>	<b>\$2,150,000</b>

<b>OPERATING IMPACT</b>	<b>Annual Increase/(Decrease) to Operating Budget</b>
Personnel	\$0
Utilities	\$0
Other	\$0
Cost Reductions	\$0
Revenue Impact	\$0
<b>TOTAL ANNUAL OPERATING IMPACT</b>	<b>No Operating Impact</b>

**Wastewater Treatment Facility Renewal & Replacement Project #: 702026**

Account #: 401-7020-536.65-01 Project Status: ONGOING

Project Location: 11860 Pierson Road Project Start : FY 2009

Type: Wastewater System R & R Project Rank (5-highest; 1-lowest): 5

**Fundamentals Achieved:**

Protecting Our Investment; Responsive Government; Respecting the Environment

**PROJECT DESCRIPTION**

Replace, repair and/or modify existing wastewater treatment facilities to continue providing safe and reliable wastewater service and disposal. Existing facilities/processes in need of renovation include grit removal, headworks structure, clarifier no. 3, filter press building, lime feed building, biosolids loading building, control building and maintenance shop.



<b>PROJECT FUNDING</b>	<b>Wastewater System Capital</b>	<b>TOTAL</b>
Expenditures to Date	\$815,000	\$815,000
FY 2013 Budget Balance	\$4,718,000	\$4,718,000
FY 2014	\$112,000	\$112,000
FY 2015	\$300,000	\$300,000
FY 2016	\$235,000	\$235,000
FY 2017	\$240,000	\$240,000
FY 2018	\$175,000	\$175,000
Future	\$925,000	\$925,000
<b>TOTAL PROJECT EXPENSE</b>	<b>\$7,520,000</b>	<b>\$7,520,000</b>

<b>OPERATING IMPACT</b>	<b>Annual Increase/(Decrease) to Operating Budget</b>
Personnel	\$0
Utilities	\$0
Other	\$0
Cost Reductions	\$0
Revenue Impact	\$0
<b>TOTAL ANNUAL OPERATING IMPACT</b>	<b>No Operating Impact</b>

## TANGIBLE PERSONAL PROPERTY (TPP) AND NEW FIXED ASSETS

Fixed assets are specific items of property that are tangible in nature, have an expected life longer than one year and have a value of \$1,000 or more. The five year CIP includes planning for fixed asset replacements, and new purchases of vehicles, equipment and furnishings. Depending on the asset type, most assets are expected to have a useful life of 5 to 20 years. As a result, planned maintenance and periodic replacement is essential.

Vehicles, equipment and furnishings are first reviewed for replacement once the asset is 5 years old and then annually until replaced. Vehicles and motorized equipment are evaluated by the Fleet Maintenance supervisor and computer replacements are recommended by Information Technology. New fixed asset requests include a description, cost, quotes and justification for additional assets.

### TPP AND NEW FIXED ASSETS 2010 - 2014

	Actual FY10	Actual FY11	Actual FY12	Actual FY13	Budget FY14	Total Five Years
General Fund	\$287,088	\$639,292	\$385,214	\$205,216	\$862,091	<b>\$2,378,902</b>
Public Safety	5,466	9,331	-	11,781	10,200	<b>\$36,778</b>
Safe Neighborhoods*	13,362	-	-	-	-	<b>\$13,362</b>
Building	-	111,281	18,333	-	152,000	<b>\$281,614</b>
Acme Improvement	80,415	363,500	7,198	108,715	264,527	<b>\$824,355</b>
Parks & Recreation*	2,092	-	-	-	-	<b>\$2,092</b>
Road Maintenance	39,373	23,346	241,093	-	451,500	<b>\$755,312</b>
<b>Total Governmental</b>	<b>\$427,796</b>	<b>\$1,146,750</b>	<b>\$651,838</b>	<b>\$325,712</b>	<b>\$1,740,318</b>	<b>\$4,292,415</b>
Solid Waste	-	17,378	-	-	-	<b>\$17,378</b>
Water & Wastewater	374,309	369,181	277,988	240,449	702,665	<b>\$1,964,592</b>
<b>Total Enterprise</b>	<b>\$374,309</b>	<b>\$386,559</b>	<b>\$277,988</b>	<b>\$240,449</b>	<b>\$702,665</b>	<b>\$1,981,970</b>
<b>TOTALS</b>	<b>\$802,105</b>	<b>\$1,533,309</b>	<b>\$929,826</b>	<b>\$566,161</b>	<b>\$2,442,983</b>	<b>\$6,274,385</b>

Comprehensive reports are prepared from department requests and returned to the department heads for final review and approval. The totals of TPP replacements and new fixed assets budgeted are updated in the annual CIP schedule and future years reflect cost estimates for items deferred.

The projected cost of future fixed assets is an important consideration in municipal planning. As with major capital projects, the total amount expended annually on vehicles and equipment is significant. Thorough maintenance practices have enabled staff to postpone the replacement of Village vehicles and equipment beyond their expected useful lives, saving current year expenditures. However, deferment of these expenses compounds future years' replacement expenses. The cost of the assets rises each year, and since budget projections are based on scheduled purchases to the extent known, the accumulation of various deferments over the years may cause one or two future years to be heavily impacted more than previously planned.

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## ACCOUNTING AND FINANCIAL POLICIES

This section contains a summary of the various accounting and financial policies that are used to develop the annual budget and prepare the annual Comprehensive Annual Financial Report.

## GENERAL POLICIES

***Below are general guidelines that are used to assist with the annual budget process:***

- In accordance with Florida Statutes 166.241(2) Wellington must adopt a balanced budget whereas planned revenues equal the total appropriations for expenditures.
- Financial results comparing actual versus budgeted revenues and expenditures will be analyzed and communicated to Council, Senior Management, and other key stakeholders on a monthly basis. This information will also be published on the city website.
- National, State and Local economic conditions will be monitored on an ongoing basis to ensure that the city is aware of the effects economic conditions have on the budgeting process.
- Wellington shall establish and maintain a standard of accounting practices.
- Except for long-term capital projects, encumbrances will lapse at the end of each fiscal year. Carry forward requests will be analyzed by the Finance Department.
- Current year revenue and expenditure projections will be updated and reviewed on a monthly basis to ensure accuracy and compliance. Projections will be realistic and conservative. Corrective action (line item transfers and budget amendments) will be initiated if significant budget variances are anticipated or noted.
- Investments will be analyzed monthly to ensure full compliance with the investment policy. Corrective action will be initiated immediately if the policy is violated.
- Investments will be managed in a prudent and diligent manner with an emphasis on safety of principal, liquidity and financial return, in that order.
- Wellington will seek to maintain and, if possible, improve current bond rating in order to minimize borrowing costs and preserve access to credit.
- Cash flow forecasts are updated on an as-needed basis to ensure liquidity and reduce risks.
- Wellington will seek to comply with the suggested criteria of the GFOA in producing a budget document that meets the Distinguished Budget Presentation program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device.
- Wellington will seek to comply with the suggested criteria of the GFOA in producing a Comprehensive Annual Financial Report that meets the Certificate of Achievement for Excellence in Financial Reporting program criteria as a high quality comprehensive annual report in the spirit of transparency and full disclosure.

## GENERAL POLICIES

- In accordance with Section 218.32, Florida Statutes, Wellington will file its Annual Financial Report with the Florida Department of Financial Services within 45 days of receiving the auditor's report on the financial statements.
- Budgetary control is maintained at the department level, with the Finance Department providing support to departments in the administration of their budgets. Line item transfers within a department, except for personal services, can be initiated at the department level. Transfers between departments that cross funds or increase revenues or expenditures must be approved by Council.
- Various internal auditing procedures have been developed for different aspects of Wellington's daily operations. These procedures will be performed to ensure continued compliance with applicable laws and compliance with the city's policies and procedures. As necessary, corrective action will be communicated to the applicable personnel in charge of daily operations. Follow-up audits will be scheduled to ensure that corrective actions have been initiated rectifying the issue.
- Wellington utilizes a double entry system that includes the general ledger, books of original entry and suitable subsidiary records. The general ledger information is stored in an automated general ledger system. The books of original entry are posted and the general ledger and subsidiary ledgers are kept current and balanced to the control accounts quarterly, as necessary.
- Wellington uses the Uniform Accounting System Chart of Accounts developed by the State of Florida Department of Banking and Finance as an integral part of its accounting system.

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### REVENUES

- Wellington will seek a balanced tax base through support of economic development and through annexation of a sound mix of residential and commercial development.
- Wellington, recognizing the potential cash flow problems associated with property tax collection, will maintain a balanced mix of revenue sources.
- Wellington will place increased emphasis on user fees to finance municipal services costs and will maintain its various fees, and charges in a central reference manual. All revenue schedules, including taxes, rates, licenses, user fees and other charges, will be reviewed annually to insure that these revenue sources are kept up to date.
- Wellington 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 for the purpose of storm water 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 storm water management system and debt service in support of such functions.

## GENERAL POLICIES

- 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.
- Wellington 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.
- Water and sewer rate structures will be maintained to adequately ensure that enterprise funds remain firmly and separately self-supporting, including the costs of operation, capital plant maintenance, debt service, depreciation and moderate system extensions. Comprehensive rate studies will be conducted every 5 years and updates performed to these studies annually unless changes in the operating environment dictate a full-scope study. Capital revenues will not be used to pay for operating expenses and will be used solely for system improvements and expansion.
- Wellington 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 fee is 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; long range revenue projections and will be reviewed and updated on an as-needed basis, but at least annually.
- The Florida Legislative Committee of Intergovernmental Relations and the Florida Department of Revenue prepare revenue forecasts which are the basis for Wellington's state revenue sharing and half-cent sales tax budgets.
- All revenue received that is restricted by enabling legislation will be accounted for separately, based on which fund the monies belong too.

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### EXPENDITURES

- All assets will be maintained at a level that protects capital investment and minimizes future maintenance and replacement costs.
- All current operating expenditures will be paid 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.
- The budget will provide sufficient funding for adequate maintenance and orderly replacement of capital infrastructure and equipment.

## GENERAL POLICIES

- 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, current and future operating and capital cost implications 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 on an as-needed basis, but annually at the very least.

### CONTINGENCY AND FUND BALANCE

- Wellington 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
- Wellington 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 25 to 30% of Governmental Funds annual operating expenditures excluding transfers.
- The following is a description of the fund balance classifications used by Wellington. GASB 54 established a hierarchy of fund balance classifications based on the extent to which governments are bound by constraints placed on resources.
  - ✓ **Non-spendable** – amounts that are not in a spendable form or are required to be maintained intact
    - Inventory, prepaids, interfund loans
  - ✓ **Restricted** – amounts constrained to specific purposes by their providers
    - Debt covenants, grant proceeds, impact fees, gasoline tax, tax levies, building department,
  - ✓ **Committed** – amounts constrained to specific purposes by the government itself.
    - Disaster recovery, rate stabilization, insurance, encumbrances, program fees to be used for program expenses,
  - ✓ **Assigned** – amounts a government intends to issue for a specific purpose
    - Road and capital maintenance, subsequent year's expenditures

## GENERAL POLICIES

- ✓ **Unassigned** – amounts that are available for any purpose

In the fund financial statements, governmental funds report amounts that are not available for appropriation or are legally restricted by outside parties for use for a specific purpose as non-spendable, restricted or committed. Fund balance amounts that are reported as assigned or unassigned fund balances represent tentative plans for financial resource use in a future period.

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### IMPLEMENTING, MONITORING & AMENDMENTS– BUDGET 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 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 prepared monthly to assist Directors and Managers in monitoring their department's revenues and expenditures and determine their over/under expenditures. In addition, these reports (available on Wellington's internal network and internet) can be generated daily or at any time by authorized employees. Monthly, a financial team meets to review economic and financial trends as part of the financial reporting process. At this time, actual year-to-date totals are compared to the budget, revenue and expenditure patterns are examined and compared to provide forecasts and recommend corrective action as needed.

Wellington also maintains an encumbrance accounting system as one technique of accomplishing budgetary control. Encumbered amounts lapse at year end; however, encumbrances for one-time purchases roll forward to the new fiscal year. Recurring purchases are generally re-appropriated as part of the following year's budget. All expenditures, other than personal services, are controlled by a procurement system which encumbers purchase orders against the 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. The Council must approve by resolution changes or amendments to the total budget of the village or a department. Changes within a department or changes to a division, which do not affect total governmental expenditures, may be approved at the administrative level. All budget amendments, once approved, are processed by the Budget Office and tracked by the Wellington's computerized financial system.

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

Wellington 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, proprietary fund and fiduciary fund financial statements are reported using the economic resources measurement focus and the accrual basis of accounting. 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.

The General Fund, Special Revenue Funds, and Capital Project Funds 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, Wellington considers revenues to be available if they are collected 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 fees, licenses, and interest associated with the current fiscal period are all considered to be susceptible to accrual and have been recognized as revenues of the current fiscal period. All other revenue items reported in governmental funds are considered to be measurable and available only when cash is received by Wellington.

The Water/Wastewater Fund and Solid Waste Fund are reported using the economic resources measurement focus and the full accrual basis of accounting. Under the full accrual basis, revenues are recorded when earned and expenses are reported when a liability is incurred, regardless of the timing of the related cash flow.

# GOVERNMENT-WIDE AND FUND FINANCIAL STATEMENTS

The Comprehensive Annual Report (CAFR) presents the status of Wellington's finances on a basis consistent with Generally Accepted Accounting Principles (GAAP).

The government-wide financial statements (i.e., the statement of net assets and the statement of activities) report information on all of Wellington's activities and its component unit. 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 are offset by program revenues. Direct expenses are those that are clearly identified with a specific function or segment. Indirect expenses for centralized services and administrative overhead are allocated among the programs, 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, proprietary, and fiduciary funds, although the latter are excluded from the government-wide financial statements. Major individual governmental funds and major individual enterprise funds are reported as separate columns in the fund financial statements. All remaining non-major governmental funds are aggregated and reported as non-major funds.

## DEPOSITS 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 fund maintaining its proportionate equity in the pooled accounts. The use of a pooled cash and investment account enables Wellington 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. Investments are stated at fair value.

Wellington considers cash on hand, 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 not longer than three months.



## GOVERNMENT-WIDE AND FUND FINANCIAL STATEMENTS

All cash deposits are held in qualified public depositories pursuant to State of Florida Statutes, Chapter 280, "Florida Security for Public Deposits Act", and are collateralized with eligible securities having a market value equal to a percentage of the average daily or monthly balance of all public deposits. Wellington's investment practices are governed by Chapter 218.415 of the Florida Statutes and the requirements of outstanding bond issues.

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### RECEIVABLES

Receivables include amounts due from other governments and others for services provided by Wellington. Receivables are recorded and revenues are recognized as earned or as specific program expenditures/expenses are incurred. Allowances for uncollectible receivables are based on historical trends and the periodic aging of receivables.

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### INVENTORIES AND PREPAID ITEMS

Inventories are valued at the lower of cost (first-in, first-out) or market. Wellington uses the consumption method wherein all inventories are maintained by perpetual records, expensed when used and adjusted by an annual physical count. Certain payments to vendors reflect costs applicable to future accounting periods and are recorded as prepaid items in both the government-wide and fund financial statements.

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### 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.

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### CAPITAL ASSETS AND DEPRECIATION

Capital assets include property, plant, equipment, and infrastructure assets (e.g., roads, sidewalks, and similar items) and are reported in the applicable governmental or business-type activities column in the government-wide financial statements. Capital assets are defined as assets with an initial individual cost of \$1,000 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 city 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 cost cannot be determined from the available records, estimated historical cost has 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 donation. 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. Net interest cost is capitalized on enterprise fund projects during the

# GOVERNMENT-WIDE AND FUND FINANCIAL STATEMENTS

construction period in accordance with Statements of Financial Accounting Standards Nos. 34 and 62.

Additions, improvements, and other capital outlay that significantly extend the useful life of an asset are capitalized. Other repairs and maintenance costs are expensed as incurred.

Throughout the year and/or during the annual fixed asset inventory it may be determined that an asset has a decline in service utility or value. These impaired assets are adjusted to reflect the loss of value and any cost to restore the asset to full functioning capacity. Based on the reason of impairment, GASB 42 sets forth prescribed methods in which to test the validity and measure of the impairment.

Depreciation is provided over the estimated useful life using the straight-line method of depreciation and 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; instead Wellington uses the modified approach in accounting for its streets. This approach allows governments to report as expenses in lieu of depreciation, infrastructure expenditures that maintain the asset but do not add to or improve the asset. Additions and improvements to the street network are capitalized. Wellington uses an asset management system to rate street condition and to quantify maintenance efforts.

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## COMPENSATED ABSENCES

Village employees are granted compensated absence pay for annual leave 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 Wellington will compensate the employees in some manner, e.g., in cash or in paid time-off, now or upon termination or retirement. Benefits for employees include major illness leave, which 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

## GOVERNMENT-WIDE AND FUND FINANCIAL STATEMENTS

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 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 fund 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. Those funds are the General; Safe Neighborhoods; Planning, Zoning and Building; Recreation Programs; Gas Tax Maintenance, and Surface Water Management.

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### LONG-TERM OBLIGATIONS

In the government-wide financial statements, and proprietary 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 statements, 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 proceeds received, are reported as debt service expenditures.

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### 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 enabling 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.

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### 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

# GOVERNMENT-WIDE AND FUND FINANCIAL STATEMENTS

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 of 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. Wellington Charter permits it to levy property taxes at a rate of up to 5 mills.



Taxes may be paid less a 4% discount in November or at declining discounts each month through the month of February. All unpaid taxes become delinquent on April 1<sup>st</sup> following the year in which they are assessed. Delinquent taxes on real property bear interest at 18% per year. On or prior to June 1<sup>st</sup> following the tax year, certificates are offered for sale for all delinquent taxes on real property.

## USE OF ESTIMATES

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements. Estimates also affect the reported amounts of revenues and expenditures/expenses during the reporting period. Actual results could differ from estimates.

## FUND DESCRIPTIONS

To better understand the budget, a basic understanding of this financial structure is required. A fund is an independent fiscal and accounting entity with a self-balancing set of accounts. The following funds are used in the Fiscal Year 2014 Budget:

### GENERAL FUND

The General Fund is used to account for all financial resources and related expenditures applicable to all city operations including both activities resulting from incorporation (i.e., acquisition of additional roads, additional staffing and administrative expenditures, and recreational activities), as well as any activities assumed by Wellington 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 Wellington's boundaries, plus other municipal revenue sources.

The following Sub-Funds are components of the General Fund (self-balancing set of accounts used to control moneys that have been earmarked but not restricted for specific activities or objectives but are solely funded through General Fund revenues).

**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.

**Emergency Operations** – used to segregate all financial activity applicable to emergency preparation and response. Currently, this fund tracks expenditures for emergency materials and equipment.

### SPECIAL REVENUE FUNDS

**ACME Improvement District** – used to account for all financial resources and expenditures applicable to the operations of the Acme Improvement District, a dependent district of Wellington, related to water management and neighborhood park 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.

**Building Fund** – used to account for all financial resources and expenditures applicable to the operations of Wellington's Building division. 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 Building operating reserves.

**Gas Tax Operations Fund** – 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 Gas Tax Operations Fund reflects operations and maintenance expense only. This enables Wellington to demonstrate not only the separate accounting of gas tax revenue, but also to account for expenditures funded by certain types of fees.

## FUND DESCRIPTIONS

### CAPITAL PROJECT FUNDS

**Gas Tax Capital Fund** – used to segregate road capital revenue and expenditures from maintenance & operations reflected in the Gas Tax Operations Fund.

**Recreation (Park) and Transportation (Road) Impact Funds** – used to insure that impact fees be accounted for separately, therefore capital project funds were established to capture the activity for all impact fees. This enables Wellington to demonstrate not only the separate accounting of impact fee revenue, but also to account for expenditures of impact fees for specific capital projects.

**Capital Fund** – used to segregate all financial activity applicable to governmental capital expenditures from governmental operating expense. These expenditures are funded by the General Fund, Recreation Fund and Surface Water Management through operating transfers.

### DEBT SERVICE FUND

**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

Enterprise Funds are used to account for operations which provide public services on a user charge basis and for activities where measurement of net income is deemed appropriate for capital maintenance, public policy, management control, accountability or other purposes. The basis for Proprietary Fund accounting are similar to those found in the private sector and for Wellington consist of water and wastewater utility services, solid waste collection and recycling. The budgets for the Enterprise funds are not appropriated.

### FIDUCIARY FUND – EMPLOYEE RETIREMENT HEALTHCARE TRUST FUND

This fund accounts for the trust fund established to receive and invest Wellington healthcare contributions in a defined benefit other postemployment benefit plan and to disburse these monies to cover retirees' health insurance in accordance with the trust document. Since these assets are held for the benefit of third parties and cannot be used to finance activities or obligations of Wellington, they are not included in the government-wide financial statements. Additionally, this fund is not subject to appropriation and is not included in this budget document.

### BUDGETARY ACCOUNTING

Budgets are adopted on a basis consistent with generally accepted accounting principles. Wellington 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.

## PROPERTY TAXES AND ASSESSMENTS

Wellington, like many Florida communities, has a limited number of revenue options. Taxpayers rightfully expect fiscal prudence from their professional staff while simultaneously demanding excellence in service. The public's demand for fiscal conservatism often conflicts with demands for increased services. The dilemma is how to provide the quality of services that the public demands within the imposed fiscal constraints. However, Wellington is in a unique situation in that its flexibility to establish a revenue strategy is greater than is normally found in Florida municipalities. This is due to the unique circumstances of incorporating from an improvement district, which historically funded drainage, parks and recreation, roadside maintenance services and general operations. In accordance with the Plan of Reclamation, the services provided by this dependent district are funded by a non-ad valorem assessment program. The challenge faced by Wellington is determining the best "interplay" between the application of ad valorem taxes and non-ad valorem assessments against the land.

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 its revenue options become unstable. Further, a diversified revenue base provides a municipal council with a variety of options to draw from to avoid unpopular property tax increases 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.



Ad valorem taxes and non-ad valorem special assessments are distinguishable because there are no requirements that ad valorem property taxes must provide a specific benefit to property. As established by case law, there are two requirements for the imposition of non-ad valorem assessment:

- 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.

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 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.

## PROPERTY TAXES AND ASSESSMENTS

In general, using assessments for those who utilize or depend on a service is a step towards implementing a fairer tax structure. Also, changes in the assessment rates over time can be 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 Wellington 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 and legally defensible revenue strategy is intact, Wellington continues to examine all possible components of its revenue generating program. This includes, 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 Wellington 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. Through this process, Wellington 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.

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### AD VALOREM TAXES

Ad valorem taxes total \$13,502,208 or 44% of total General Fund revenues. Ad valorem taxes were first levied on October 1, 1996 and enabled Wellington 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 Wellington at the date of incorporation from a combination of ad valorem taxes, occupational license taxes and utility taxes. Wellington's enabling legislation waived these requirements through the State's fiscal year beginning July 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.

In October 2003, 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 meets certain requirements.

In June 2007 the Florida Legislature approved House Bill 1B and Senate 2B which places limitations on the amount of taxes that may be levied by local governments for fiscal year 2008. In accordance with the bill, Wellington adopted a millage rate 9% lower than the prior year.

In fiscal years 2009 and later, local governments are limited to tax increases equal to the income growth for the State of Florida unless a higher rate is adopted by a supermajority of the governing body. The growth in income rate used for FY 2014 calculations is 1.017%. Also, voters approved Amendment One to the state constitution in January 2008; allowing for an

## PROPERTY TAXES AND ASSESSMENTS

additional exemption of \$25,000 on homesteaded properties. The additional exemption reduces the taxable value of the property prior to applying the ad valorem millage rate for most local governments, though it is not applicable to school taxing authorities. These factors, combined with reductions in the taxable value due to economic influences, resulted in a roll-back rate of 2.35 mills for FY 2014. Wellington adopted a rate less than 5% above roll-back, for an increase of approximately \$773,000 in ad valorem tax revenues from FY 2013.

### NON AD VALOREM ASSESSMENTS

Non-ad valorem assessments 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 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, 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 2014, non-ad valorem assessments will be collected by Wellington for drainage, roadways and neighborhood parks and are anticipated to be \$4.9 million, accounting for 54% of Special Revenue Funds revenue. The complete revenue structure and options available to Wellington through its dependent taxing district are described below.

The Plan of Reclamation, approved in June 1995, and revised to conform with statutory requirements in 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

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.

Included in the 1994 Acme Master Water Control Plan was the "85-10-5" benefit ratio and assessment methodology for calculating costs of maintenance and improvements to roadways, parks and recreation facilities, landscaping, and administrative and operational facilities. It was determined that the methodology did not provide the flexibility needed to isolate the benefits provided to different geographic areas and different property uses. As a result the 2010 Water Control Plan redefines benefit ratios and assessment methodologies for roadways, trails, and parks and recreation facilities by using proximity and potential benefit as a determinant.

# PROPERTY TAXES AND ASSESSMENTS

## OVERVIEW OF UNITS OF DEVELOPMENT

Area	Original Unit of Development	Assessment Benefit Unit	Description of Area	Acreage per Lot	Relative Benefit Ratio	Total Units	Total Acres
<b>A (Urban)</b>							
	I	A-I	Wellington (excludes Paddock Park II & Saddle Trail Park)	1.49 or less	60%	13,231	5,408
	V	A-V	The Landings			2,145	1,158
	VII	A-VII	Wellington's Edge			530	82
<b>Total Unit A</b>						<b>15,906</b>	<b>6,648</b>
<b>B (Rural)</b>							
	II	B-II	Palm Beach Point	5 or greater	30%	5,738	4,505
	Overall District (OAD)	B-OAD	Little Ranches & all land south of Pierson Road (includes Orange Point, Commerce Park & other rural areas except sections 20 & 21)			1,549	1,562
<b>Total Unit B</b>						<b>7,287</b>	<b>6,067</b>
<b>C (Semi-Urban)</b>							
	I	C-I	Paddock Park and Saddle Trail Park	1.5 to 5	8%	1,219	1,164
	Overall District (OAD)	C-OAD	Grand Prix Farms and Wellington Country Place (Sections 20 & 21)			894	906
<b>Total Unit C</b>						<b>2,113</b>	<b>2,070</b>
<b>Wellington Green Mall</b>						<b>450</b>	<b>448</b>
<b>Total All Units</b>						<b>25,756</b>	<b>15,233</b>

Non-ad valorem assessments 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".

The following chart shows the per unit calculation:

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

### 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, by creating 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 Wellington 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))

## PROPERTY TAXES AND ASSESSMENTS

effective October 1, 2001. 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), was also adopted and effective October 1, 2002. The Council also elected to increase its total rate by an amount of .12% for a total tax rate of 5.22%.

Revenues for 2014 were calculated using the rate of 5.22%. Local Communication Services Tax state forecasts for Wellington total \$2,500,000 or 5.9% of total Governmental Funds revenues (8% of General Fund revenues).

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### UTILITY TAXES

Utility taxes total \$3,800,000 or 9% of total Governmental Funds revenues (12% of General Fund revenues). Utility taxes are imposed on all electricity and metered or bottled gas, and are based on consumption of these utility services within the city 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. Wellington imposes a utility tax rate of 10%, which is the same as those charged by the County, on electric and gas sales. No utility tax is imposed on water service at this time.

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### FRANCHISE FEES

Franchise fees total \$3,000,000 or 7.0% of total Governmental Funds revenues (10% 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 municipalities to collect such fees and limits the terms of such agreements to 30 years.

As the electric service provider to Wellington, 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 is driven by actual usage.

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### 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 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. Wellington is eligible for the ordinary distribution only. 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

## PROPERTY TAXES AND ASSESSMENTS

levied on manufacturers, distributors, vendors and sales agents of alcoholic beverages in Florida in accordance with Florida Statutes Section 561.342. 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 \$4,908,000 or 12% of total Governmental Funds 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 Wellington's estimated 2011 population of 56,752, the Florida Department of Revenue (FDOR) estimated FY 2014 annual state shared revenues (after budget adjustments) as follows:

Half-Cent Sales Tax	\$3,800,000
State Revenue Sharing	1,095,000
Beverage Tax	<u>13,000</u>
Total	\$4,908,000

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### GAS TAXES

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 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 \$0.11 per gallon of fuel, with \$0.06 authorized in 1986 and the additional \$.05 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 furnished by the State and based on the anticipated sales of motor fuel and special fuel sold within Palm Beach County. Wellington's pro rata share is based 70% on lane miles located within the city for which it maintains, and 30% upon population. Gas Tax revenues have increased steadily over the last

## PROPERTY TAXES AND ASSESSMENTS

few years and it is anticipated that they will continue to grow. The total gas tax revenues expected for fiscal year 2014 is \$1,455,000 or 3% of total Governmental Funds revenues (12% of Special Revenue Funds and Capital Project Funds revenues).

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### 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 Florida Statutes. Due to potential time lags associated with disputes over violations, court time, or other administrative processes at the County, receipt of these funds often lag. The Villages's share of such revenues in fiscal year 2014 is estimated to be approximately \$540,000 based on actual revenues received in the prior year.

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### LICENSES AND PERMITS

Municipalities generally collect business tax receipts 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. Wellington enacted an occupational license ordinance in June 1997 pursuant to Chapter 205, Florida Statutes. In addition to revenues for business tax receipts that could be issued by Wellington, a portion of the business tax receipts fees collected by the county are remitted to the municipality in which the business is located. The total business tax receipts revenue expected for fiscal year 2014 is \$700,000 or 2% of total Governmental Funds revenues.

Fees for building permits are collected in order to offset the cost of administering the department functions. Additionally, Wellington collects burglar alarm permit fees and Residential Dwelling License fees. Total permit fees (including related fines) budgeted for fiscal year 2014 is \$2,820,000 or 7% of total Governmental Funds revenues.

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### 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 \$1,583,500. Included are fees for reimbursement of planning and zoning administrative costs recovery Wellington has implemented a fee structure that would enable Wellington to recover some of the administrative costs associated with permitting.

Budgeted revenues in 2014 include approximately \$357,500 in charges for drainage services provided to neighboring communities pursuant to an interlocal agreement that became effective October 1, 1996. The Mall at Wellington Green reimburses the village for extra law enforcement detail, budgeted at \$60,000 for FY 2014. The total Charges for Services expected for fiscal year 2014 are \$1,941,000 or 5% of total Governmental Funds revenues.

## PROPERTY TAXES AND ASSESSMENTS

### MISCELLANEOUS

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

### INTEREST

Interest has historically been conservatively budgeted to counteract the impact of market fluctuations. Interest reflects the current portfolio yield of about 1% on investments. If current economic trends continue past the terms of current investments, yields on reinvestments could be minimally lower.

### IMPACT FEES

Wellington's Council voted to begin collecting Impact Fees for new dwellings effective March 1, 1999 (Ordinance 98-31). The Comprehensive Plan requires impact fees to 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 FY 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 2014 budget year, \$350,000 for Road impact fees and \$550,000 for Recreation impact fees 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.

## UTILITY SERVICES

Wellington 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 are generated from the sale of water to customers and a monthly service charge for the collection of wastewater. These revenues total \$18,025,000 or approximately 78% of total enterprise revenues and are largely determined by customer growth, weather and water restrictions.

## FY 2014 EXPENDITURES

### AVERAGE MONTHLY WATER AND WASTEWATER UTILITY RATES

	Base Service	Consumption (per 1,000 gallons)		Average Customer	Total Monthly Billing
		Usage	Rate		
Water	\$18.22	1-6,000	\$2.06	\$12.36	\$30.58
		6,001-15,000	3.07		
		15,001-25,000	4.12		
		Over 25,000	6.76		
Wastewater	17.38	1-8,000	1.92	11.52	28.90
		8,001-15,000	1.92		
<b>Total</b>	<b>\$35.60</b>			<b>\$23.88</b>	<b>\$59.48</b>

The above represents average monthly billing for the majority of residential customers (assuming average usage of 6,000 gallons for water and for wastewater), which comprises almost 95% of the customer base. Water and Wastewater utility rates are adopted to increase 3% for FY 2014.

## SOLID WASTE COLLECTION AND RECYCLING SERVICES

Effective October 1, 1998, Wellington began operations of solid waste collection and recycling services via two contracts. 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 the 2014 fiscal year total \$3,610,360 or approximately 16% of total enterprise revenues. The following chart compares the annual assessment rates.

### SOLID WASTE ASSESSMENTS PER UNIT

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	One Year Change
Residential Curbside Service	\$160.00	\$160.00	\$160.00	\$160.00	\$160.00	\$0.00
Residential Containerized Service	\$125.00	\$125.00	\$125.00	\$125.00	\$125.00	\$0.00

### INTERFUND ALLOCATION

Indirect costs are allocated among departments based on a methodology updated annually. There are three main layers of allocation:

- Specific employee salary and benefit costs are allocated to the divisions they serve. Salaries and benefits for these positions are budgeted in their reporting department and then allocated to the using departments and divisions.
- Specific departments' costs are allocated within the department to each division. All costs in divisions such as Risk Management and Human Resources are allocated out.
- Administrative cost centers are allocated to each appropriate division. These costs are allocated on a pro-rata basis within each division as well as other departments that

## FY 2014 EXPENDITURES

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 interfund 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.

Indirect cost allocations in FY 2014 total \$3.76 million from all funds and are shown as revenue to the General Fund, where the expenses are incurred.

### DEBT MANAGEMENT

Below is a summary of the procedures performed related to debt service:

- 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 ever possible, special assessment, revenue or other self-supporting bonds will be used instead of general obligation bonds.
- Wellington will utilize the form of borrowing that is most cost effective, including not just interest expense but all costs, including upfront 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.
- All debt service payments will be paid on time, in accordance with the applicable debt service terms.

### DEBT ADMINISTRATION

Wellington's outstanding debt as of September 30, 2013 consists of the following:

<b>General Governmental Debt</b>	
Public Service Tax Revenue Refunding Bonds, Series 2005	<b>\$7,261,444</b>
<b>Business Fund Debt</b>	
2003 Water & Sewer Revenue Bonds (AAA Rating)	<b>\$1,500,000</b>
<b>Total Debt</b>	<b>\$8,761,444</b>

## FY 2014 EXPENDITURES

Wellington 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 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. In May 2005, a portion of the Public Service Tax Revenue Bonds, Series 1999, was refinanced to reduce future debt service payments by over \$700,000.

During fiscal year 2005, projects were reevaluated and shifted to maximize funding availability with project time lines. New projects and revised cost estimates enabled staff to re-prioritize projects.

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, Wellington 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 Wellington 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

Outstanding general governmental debt has been re-allocated for the funding of the following projects:

### PUBLIC SERVICE TAX REVENUE REFUNDING BONDS, SERIES 2005

- Wellington Community Center
- Tiger Shark Cove
- Village Park – Phase II
- Lake Worth Road
- Maintenance/Storage Building
- Little Ranches Access Road
- 120th Street Paving

## FY 2014 EXPENDITURES

- 12th Fairway Rd Reconstruction
- Refinance Village Park
- Wellington Trace Bike Path
- Equestrian Improvements
- Village Park G

In 2011, Wellington defeased the Florida Municipal Loan Council Revenue Bonds, Series 2001A and 2002C to save the Village over \$2.2 million in interest payments over the next 10 years. Debt service payments for FY 2014 have been reduced by \$1.2 million from the prior year.

### ANALYSIS OF DEBT SERVICE REQUIREMENTS AS OF SEPTEMBER 30, 2013

The following provides a summary of debt service requirements for Wellington's bonds:

	<b>Public Service Tax Revenue Refunding Bonds Series 2005</b>	<b>Water and Sewer Revenue Bonds</b>
Issue Date	2005	2003
Retirement	2019	2013
Original Debt	\$9,995,000	\$22,355,000
Outstanding Principal	\$7,261,444	\$1,500,000
Interest Rate	3.73%	2.00 - 5.00%
Annual Debt Service Requirements:		
2014	1,208,720	1,500,000
2015	1,207,539	
2016	1,210,053	
2017	1,211,074	
2018	1,215,604	
Thereafter	1,208,455	
<b>Total</b>	<b>\$7,261,445</b>	<b>\$1,500,000</b>
<i>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.</i>		

# FY 2014 EXPENDITURES

## TOTAL GENERAL GOVERNMENTAL DEBT SERVICE

	2014	2015	2016	2017	Thereafter	Total Debt Service
<b>General Fund</b>						
Principal	40,740	42,210	43,890	45,570	96,390	\$268,800
Interest	10,026	8,507	6,932	5,295	5,420	\$36,180
<b>Recreation Impact Fund</b>						
Principal	815,673	845,104	878,740	912,376	1,929,865	\$5,381,758
Interest	200,740	170,315	138,793	106,016	108,525	\$724,389
<b>Road Impact Fund</b>						
Principal	45,493	47,135	49,011	50,887	107,636	\$300,162
Interest	11,196	9,499	7,741	5,913	6,053	\$40,402
<b>Gas Tax Capital Fund</b>						
Principal	68,094	70,551	73,359	76,167	161,109	\$449,280
Interest	16,758	14,218	11,587	8,850	9,060	\$60,473
<b>Totals</b>	<b>\$1,208,720</b>	<b>\$1,207,539</b>	<b>\$1,210,053</b>	<b>\$1,211,074</b>	<b>\$2,424,058</b>	<b>\$7,261,444</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 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..." Wellington has no general obligation debt outstanding.

## TOTAL ENTERPRISE DEBT SERVICE

	2014	2015	2016	2017	Thereafter	Total Debt Service
<b>Utility System Fund</b>						
Principal	1,500,000	-	-	-	-	\$1,500,000
Interest	-	-	-	-	-	-
<b>Totals</b>	<b>\$1,500,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,500,000</b>

A significant debt service savings will be realized in FY 2014 and thereafter with the payoff of the 2003 Utility Bond Series.

# FY 2014 EXPENDITURES

## ANNUAL DEBT SERVICE EXPENDITURES TO TOTAL EXPENDITURES

Year	Annual Debt Service Expenditures	Governmental Funds Expenditures	Debt Service as % of Expenditures
2005	2,220,000	67,892,048	3%
2006	2,199,600	71,349,882	3%
2007	2,157,404	85,437,937	3%
2008	2,150,103	87,868,187	2%
2009	2,153,567	73,824,712	3%
2010	2,149,484	59,196,737	4%
2011	2,150,103	53,016,628	4%
2012	1,958,659	50,714,613	4%
2013	1,213,782	53,045,695	2%
2014	1,208,720	52,913,246	2%

*Note: Includes limited obligation bonded debt and notes payable*

## NET GOVERNMENTAL DEBT PER CAPITA

Year	Population	Bonded Debt	Less Amount Available in Debt Service Fund	Net Debt	Net Debt Per Capita
2005	53,429	23,855,000	83,069	23,771,931	445
2006	55,564	22,740,000	75,045	22,664,955	408
2007	55,259	21,570,000	75,065	21,494,935	389
2008	55,076	20,245,000	75,223	20,169,777	366
2009	55,010	19,085,000	75,226	19,009,774	346
2010	56,508	17,760,000	75,126	17,684,874	313
2011	56,752	16,375,000	75,224	16,299,776	287
2012	57,514	7,340,000	75,357	7,264,643	126
2013	58,108	6,400,000	75,357	6,324,643	109
2014	58,689	5,430,000	75,357	5,354,643	91

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 issuance of the outstanding utility revenue bonds, includes a rate and debt service covenant which requires Wellington to provide, in each fiscal year, net revenue adequate to pay at least 110% of the annual debt service requirement for existing bonds and any additional bonds issued thereafter. Based on projections contained in the FY 2014 budget, Wellington is in compliance with the covenant as illustrated in the following:

# FY 2014 EXPENDITURES

## REVENUE BOND COVENANT COMPLIANCE (UTILITY SYSTEM ENTERPRISE FUND)

	<b>Projected FY 2013</b>	<b>Budget FY 2014</b>
Total Utility Revenues <sup>(1)</sup>	\$17,865,944	\$18,520,000
Operating Expenses <sup>(2)</sup>	14,337,820	9,450,475
<b>Net Revenues Available for Debt Service</b>	<b>\$3,528,124</b>	<b>\$9,069,525</b>
Required Debt Service	\$2,695,000	\$1,500,000
Debt Service Coverage:		
Achieved	1.31	6.05
Required	1.10	1.10
<i>(1) Amounts shown are operating revenues only</i>		
<i>(2) Amounts shown exclude depreciation, amortization, and debt service</i>		

# FY 2014 EXPENDITURES

## RISK MANAGEMENT

Wellington purchases insurance on real and personal property, including hurricane and flood coverage, 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, Wellington obtains indemnification and holds harmless agreements, and requires contractors to name Wellington as an additional insured under the indemnity's insurance coverage.

### SCHEDULE OF INSURANCE

Type	Limits	Actual FY 2010	Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014
<b>General/Professional Liability</b>						
General/Professional Liability	\$2,000,000 each occurrence	\$254,103	\$191,778	\$110,183	\$104,632	\$105,000
Errors & Omissions	\$2,000,000 each occurrence					
Employment Practices Liability	\$2,000,000 each occurrence					
Public Officials Liability	\$2,000,000 each occurrence					
<b>Business Automobile</b>						
Comprehensive Automobile	\$1,000,000 combined single limit	56,303	58,419	43,430	42,457	45,700
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	273,693	188,632	207,927	181,600	211,800
	\$1,000,000 Aggregate by Disease					
<b>Property Insurance</b>						
Real property and contents	Limit \$74,167,000	513,327	531,473	374,525	370,921	388,100
Includes earthquake, flood and business interruption; and electronic data processing	\$25,000 deductible					
Mobile Equipment	1,980,428					
Commercial Inland	\$1,000 deductible					
Marine Coverage						
Honesty Blanket Bond	\$500,000 with a \$1,000 deductible					
Environmental Insurance	\$1,000,000 each incident					
Petroleum Liability & Restoration	\$1,000,000 aggregate					
Pollution and Remedial						
Legal Liability						
Skateboard Park	\$1,000 deductible per claim					
	\$1,000,000 each occurrence					
	\$2,000,000 aggregate					
<b>Total Insurance Costs</b>		<b>\$1,097,426</b>	<b>\$970,302</b>	<b>\$736,065</b>	<b>\$699,610</b>	<b>\$750,600</b>

WELLINGTON 



***FINANCIAL  
SUMMARIES***

# WELLINGTON ADOPTED BUDGET

	GENERAL FUND			SPECIAL REVENUE FUNDS		
	General Fund	Public Safety	Emergency Management	PZ&B Operations	Acme Improvement	Gas Tax Operations
<b>REVENUES</b>						
<b>Taxes:</b>						
Ad Valorem Taxes	\$13,502,208					
Non Ad Valorem Assessments					\$4,893,640	
Utility Taxes	3,800,000					
Franchise Fees	3,000,000					
Local Comm Services Tax	4,696,667					
Intergovernmental	2,500,000	10,000				1,000,000
Licenses & Permits	920,000			2,600,000		
Fines & Forfeitures	540,000					
Charges for Services	15,000				357,500	
Recreation Programs	1,508,500	60,000				
Miscellaneous	168,340			110,000	20,000	
Impact fees						
Interest	180,000			50,000	25,000	10,000
<b>Subtotal</b>	<b>\$30,830,715</b>	<b>\$70,000</b>	<b>-</b>	<b>\$2,760,000</b>	<b>\$5,296,140</b>	<b>\$1,010,000</b>
Appropriation of Reserves	1,297,585			192,674		1,763,230
Total Transfers & Indirect Cost Allocations	4,153,777	8,189,106	43,700			
<b>TOTAL REVENUES</b>	<b>\$36,282,077</b>	<b>\$8,259,106</b>	<b>\$43,700</b>	<b>\$2,952,674</b>	<b>\$5,296,140</b>	<b>\$2,773,230</b>
<b>EXPENDITURES</b>						
Council	\$284,106					
Legal	992,866					
Manager's Office	1,347,707					
Audit & Compliance	123,225					
Clerk	1,021,557					
Information & Technology	2,196,114					
Financial Services & Budget	2,354,039					
Risk Management	1,027,800					
Human Resources	730,413					
Communications	297,037					
<b>Total General Government</b>	<b>\$10,374,864</b>					
Economic & Strategic Planning	682,526					
Comprehensive Planning/Reg Framework	120,000					
Community Services	926,391					
CDBG	221,959					
<b>Total Economic Environment</b>	<b>\$1,950,876</b>					
Law Enforcement		8,248,906				
Emergency Operations			43,700			
<b>Total Public Safety</b>		<b>\$8,248,906</b>	<b>\$43,700</b>			
Total Public Works	6,872,050				3,506,416	
Construction & Engineering Svcs	258,453					
Code Compliance	1,141,291					
Planning & Development Services	797,510					
Building				2,072,996		
<b>Total Physical Environment</b>	<b>\$9,069,304</b>			<b>\$2,072,996</b>	<b>\$3,506,416</b>	
<b>Total Transportation</b>						<b>\$1,667,270</b>
<b>Total Culture &amp; Recreation</b>	<b>\$3,605,008</b>					
<b>Total Capital Outlay</b>	<b>\$862,091</b>	<b>\$10,200</b>	<b>-</b>	<b>\$152,000</b>	<b>\$264,527</b>	<b>\$651,500</b>
<b>Debt Service</b>						
<b>Non-Departmental</b>	<b>\$1,388,361</b>			<b>\$45,778</b>	<b>\$55,480</b>	<b>\$26,260</b>
<b>Total Governmental Exp before transfers</b>						
<b>Transfers Out:</b>						
Indirect Cost Allocations					813,500	428,200
Indirect Cost Allocation - Building				681,900		
To Fund Road Operations						
To Fund P&Z Operations						
Transfers Out to Capital Fund	748,000				500,000	
To Fund Emergency Operations	43,700					
To Fund General Debt Service	50,767					
To Fund Public Safety	8,189,106					
To Fund Gas Tax Road Capital						
<b>Total Transfers Out</b>	<b>\$9,031,573</b>	<b>-</b>	<b>-</b>	<b>\$681,900</b>	<b>\$1,313,500</b>	<b>\$428,200</b>
Increase to Reserves	-	-	-	-	156,217	-
<b>TOTAL EXPENDITURES</b>	<b>\$36,282,077</b>	<b>\$8,259,106</b>	<b>\$43,700</b>	<b>\$2,952,674</b>	<b>\$5,296,140</b>	<b>\$2,773,230</b>

# FY 2014 GENERAL GOVERNMENT FUNDS

CAPITAL FUNDS				Debt Service	Adopted FY 2014	Adopted FY 2013	REVENUES
Recreation Impact Fees	Gas Tax Capital	Road Impact Fees	Capital Improvement				
	1,505,000		164,668				
550,000		350,000					
13,000	40,000	5,000	30,000				
<b>\$563,000</b>	<b>\$1,545,000</b>	<b>\$355,000</b>	<b>\$194,668</b>	\$0	<b>\$ 42,624,523</b>	<b>\$ 39,723,340</b>	
853,413			1,248,000	1,208,720	4,106,902	1,975,655	
					<b>14,843,303</b>	<b>19,235,251</b>	
<b>\$1,416,413</b>	<b>\$1,545,000</b>	<b>\$355,000</b>	<b>\$1,442,668</b>	<b>\$1,208,720</b>	<b>\$ 61,574,728</b>	<b>\$ 60,934,246</b>	<b>TOTAL REVENUES</b>
							<b>EXPENDITURES</b>
					\$ 284,106	\$ 267,247	Council
					992,866	400,000	Legal
					1,347,707	1,292,015	Manager's Office
					123,225	-	Audit & Compliance
					1,021,557	838,148	Clerk
					2,196,114	2,042,121	Information & Technology
					2,354,039	2,484,703	Financial Services & Budget
					1,027,800	996,985	Risk Management
					730,413	363,483	Human Resources
					297,037	-	Communications
					<b>\$ 10,374,864</b>	<b>\$ 8,684,702</b>	<b>General Government</b>
					682,526	247,910	Economic & Strategic Planning
					120,000	-	Comprehensive Planning/Reg Framework
					926,391	614,240	Community Services
					221,959	-	CDBG
					<b>\$ 1,950,876</b>	<b>\$ 862,150</b>	<b>Total Economic Environment</b>
					8,248,906	7,702,431	Law Enforcement
					43,700	28,700	Emergency Operations
					<b>\$ 8,292,606</b>	<b>\$ 7,731,131</b>	<b>Total Public Safety</b>
					10,378,466	9,981,357	Total Public Works
					258,453	293,622	Construction & Engineering Svcs
					1,141,291	1,066,734	Code Compliance
					797,510	882,009	Planning & Development Services
					2,072,996	1,673,993	Building
					<b>\$ 14,648,716</b>	<b>\$ 13,897,715</b>	<b>Total Physical Environment</b>
					<b>\$ 1,667,270</b>	<b>\$ 1,655,264</b>	<b>Total Transportation</b>
					<b>\$ 3,605,008</b>	<b>\$ 3,439,769</b>	<b>Total Culture &amp; Recreation</b>
					<b>\$ 5,268,986</b>	<b>\$ 5,129,510</b>	<b>Total Capital Outlay</b>
					<b>\$ 1,208,720</b>	<b>\$ 1,213,782</b>	<b>Debt Service</b>
					<b>\$ 1,515,879</b>	<b>\$ 1,011,640</b>	<b>Non-Departmental</b>
					<b>\$ 48,791,378</b>	<b>\$ 43,625,663</b>	<b>Total Governmental Exp before transfers</b>
					-	-	<b>Transfers Out:</b>
					1,241,700	1,975,600	Indirect Cost Allocations
					681,900	681,900	Indirect Cost Allocation - Building
					-	400,000	To Fund Road Operations
					-	1,570,000	To Fund P&Z/Code Operations
					1,248,000	2,978,750	Transfers Out to Capital Fund
					43,700	28,700	To Fund Emergency Operations
1,016,413	56,689	84,852			1,208,721	1,213,782	To Fund General Debt Service
					8,189,106	7,664,044	To Fund Public Safety
					-	600,000	To Fund Gas Tax Road Capital
<b>\$1,016,413</b>	<b>\$56,689</b>	<b>\$84,852</b>	-	-	<b>\$ 12,613,127</b>	<b>\$ 17,112,776</b>	<b>Total Transfers Out</b>
	2,311	270,148			428,676	195,807	Increase/Decrease to Reserves
<b>\$1,416,413</b>	<b>\$1,545,000</b>	<b>\$355,000</b>	<b>\$1,442,668</b>	<b>\$1,208,720</b>	<b>\$ 61,574,728</b>	<b>\$ 60,934,246</b>	<b>TOTAL EXPENDITURES</b>

# GOVERNMENTAL CHANGES IN

	<i>General Fund</i>				<i>Special Revenue Funds</i>				<i>Capital Funds</i>	
	<b>Actual 2010/2011</b>	<b>Actual 2011/2012</b>	<b>Adopted 2012/2013</b>	<b>Adopted 2013/2014</b>	<b>Actual 2010/2011</b>	<b>Actual 2011/2012</b>	<b>Adopted 2012/2013</b>	<b>Adopted 2013/2014</b>	<b>Actual 2010/2011</b>	<b>Actual 2011/2012</b>
<b>Fund Balances, Beginning of Year</b>	<b>\$24,480,053</b>	<b>\$30,379,544</b>	<b>\$27,911,999</b>	<b>\$28,090,676</b>	<b>\$12,529,555</b>	<b>\$10,971,416</b>	<b>\$13,831,350</b>	<b>\$12,604,229</b>	<b>\$36,616,006</b>	<b>\$28,670,906</b>
<b>Fund Balance Reassignments</b>	<b>\$3,395,250</b>			<b>\$3,629,627</b>	<b>(\$3,395,250)</b>			<b>(\$3,629,627)</b>		
<b>Revenues</b>										
Property Taxes										
Ad Valorem Taxes	\$12,876,240	\$13,340,895	\$12,729,156	\$13,502,208						
Non Ad Valorem Assessments					\$4,787,957	\$5,242,755	\$4,893,450	\$4,893,640		
Utility Taxes	3,863,992	3,859,536	3,600,000	3,800,000						
Franchise Fees	3,266,018	3,157,328	3,000,000	3,000,000						
Local Communication Services Tax	2,792,100	2,775,696	2,600,000	2,500,000						
Intergovernmental Revenue	4,304,872	4,526,466	4,546,547	4,706,667	1,135,643	1,001,304	1,000,000	1,000,000	\$4,089,157	\$803,429
Licenses and Permits	322,604	211,624	220,000	920,000	3,375,629	4,476,962	2,330,124	2,600,000		
Fines & Forfeitures	102,907	163,892	155,000	540,000	623,322	382,458	382,000			
Charges For Services	1,576,122	1,602,942	1,537,200	1,583,500	366,789	354,543	467,500	357,500		
Interest Income	454,293	289,532	180,000	180,000	140,992	135,528	90,625	85,000	239,409	98,437
Miscellaneous Revenues	247,314	172,607	151,088	168,340	228,751	304,638	115,000	130,000	149,690	11,850
Impact Fees									1,057,618	841,752
Transfers In & Other	11,370,945	11,144,052	12,472,719	12,386,583	2,200,961	2,050,000	1,970,000		2,827,183	7,388,750
Sale of Capital Assets	30,635	67,945				94,111				
<b>Total Revenues</b>	<b>\$41,208,042</b>	<b>\$41,312,515</b>	<b>\$41,191,710</b>	<b>\$43,287,298</b>	<b>\$12,860,044</b>	<b>\$14,042,299</b>	<b>\$11,248,699</b>	<b>\$9,066,140</b>	<b>\$8,363,057</b>	<b>\$9,144,218</b>
<b>Change from Prior Year</b>	<b>14%</b>	<b>0%</b>	<b>0%</b>	<b>5%</b>	<b>-7%</b>	<b>9%</b>	<b>-20%</b>	<b>-19%</b>	<b>-65%</b>	<b>9%</b>
<b>Expenditures</b>										
General Government	\$9,508,793	\$10,013,562	\$9,226,234	\$10,374,864						
Public Safety	7,461,621	7,566,872	7,702,431	8,248,906						
Physical Environment	6,146,790	6,787,650	6,641,287	9,069,304	\$5,933,124	\$5,974,738	\$6,962,806	\$5,579,412		
Economic Environment	823,049		614,240	1,950,876						
Transportation					1,511,575	1,529,301	1,655,264	1,667,270		
Culture & Recreation	2,936,476	3,136,595	3,439,769	3,605,008						
Emergency Operations	16,986	246,099	28,700	43,700						
Capital Outlay	648,624	385,214	181,260	872,291	498,127	266,624	75,250	1,068,027	\$14,239,532	\$6,968,313
Debt Service										7,660,369
Non-departmental	269,613	243,625	986,640	1,388,361			25,000	127,518		
Transfers Out	10,891,849	15,400,442	12,192,472	9,031,573	3,080,107	3,411,703	3,757,500	2,423,600	2,068,625	2,108,200
Payment to Bond Escrow Agent										
Operating Contingency										
<b>Total Expenditures</b>	<b>\$38,703,801</b>	<b>\$43,780,060</b>	<b>\$41,013,033</b>	<b>\$44,584,883</b>	<b>\$11,022,933</b>	<b>\$11,182,366</b>	<b>\$12,475,820</b>	<b>\$10,865,827</b>	<b>\$16,308,157</b>	<b>\$16,736,882</b>
<b>Change from Prior Year</b>	<b>8%</b>	<b>13%</b>	<b>-6%</b>	<b>9%</b>	<b>-23%</b>	<b>1%</b>	<b>12%</b>	<b>-13%</b>	<b>-51%</b>	<b>3%</b>
<b>Revenues Over (Under) Expenditures</b>	<b>2,504,241</b>	<b>(2,467,545)</b>	<b>178,677</b>	<b>(1,297,585)</b>	<b>1,837,111</b>	<b>2,859,934</b>	<b>(1,227,121)</b>	<b>(1,799,687)</b>	<b>(7,945,100)</b>	<b>(7,592,664)</b>
<b>Fund Balances, End of Year</b>	<b>\$30,379,544</b>	<b>\$27,911,999</b>	<b>\$28,090,676</b>	<b>\$30,422,718</b>	<b>\$10,971,416</b>	<b>\$13,831,350</b>	<b>\$12,604,229</b>	<b>\$7,174,915</b>	<b>\$28,670,906</b>	<b>\$21,078,242</b>
<b>Change from Prior Year</b>	<b>24%</b>	<b>-8%</b>	<b>1%</b>	<b>8%</b>	<b>-12%</b>	<b>26%</b>	<b>-9%</b>	<b>-43%</b>	<b>-22%</b>	<b>-26%</b>

# FUND BALANCES FY 2011 – FY 2014

<i>Capital Funds</i>		<i>Debt Service Funds</i>				<i>TOTAL GOVERNMENTAL</i>				
Adopted 2012/2013	Adopted 2013/2014	Actual 2010/2011	Actual 2011/2012	Adopted 2012/2013	Adopted 2013/2014	Actual 2010/2011	Actual 2011/2012	Adopted 2012/2013	Adopted 2013/2014	
\$21,078,242	\$20,346,838	\$75,126	\$75,224	\$75,357	\$75,357	\$73,700,740	\$70,097,090	\$62,896,948	\$61,117,100	Fund Balances, Beginning of Year
						-	-	-	-	Fund Balance Reassignments
										<i>Revenues</i>
						\$12,876,240	\$13,340,895	\$12,729,156	\$13,502,208	Property Taxes
						4,787,957	5,242,755	4,893,450	4,893,640	Ad Valorem Taxes
						3,863,992	3,859,536	3,600,000	3,800,000	Non Ad Valorem Assessments
						3,266,018	3,157,328	3,000,000	3,000,000	Utility Taxes
						2,792,100	2,775,696	2,600,000	2,500,000	Franchise Fees
\$840,000	\$1,669,668					9,529,672	6,331,199	6,386,547	7,376,335	Local Communication Services Tax
						3,698,233	4,688,586	2,550,124	3,520,000	Intergovernmental Revenue
						726,229	546,350	537,000	540,000	Licenses and Permits
						1,942,911	1,957,485	2,004,700	1,941,000	Fines & Forfeitures
155,000	88,000					834,694	523,497	425,625	353,000	Charges For Services
						625,755	489,095	266,088	298,340	Interest Income
730,650	900,000					1,057,618	841,752	730,650	900,000	Miscellaneous Revenues
3,578,750	1,248,000	\$2,150,200	1,958,700	1,213,782	1,208,720	18,549,289	22,541,502	19,235,251	14,843,303	Impact Fees
						30,635	162,056	-	-	Transfers In & Other
\$5,304,400	\$3,905,668	\$2,150,200	\$1,958,700	\$1,213,782	\$1,208,720	\$64,581,343	\$66,457,732	\$58,958,591	\$57,467,826	Sale of Capital Assets
-42%	-26%	0%	-9%	-38%	0%	-15%	3%	-11%	-3%	<i>Total Revenues</i>
										<i>Change from Prior Year</i>
										<i>Expenditures</i>
						\$9,508,793	\$10,013,562	\$9,226,234	\$10,374,864	General Government
						7,461,621	7,566,872	7,702,431	8,248,906	Public Safety
						12,079,914	12,762,388	13,604,093	14,648,716	Physical Environment
						823,049	-	614,240	1,950,876	Economic Environment
						1,511,575	1,529,301	1,655,264	1,667,270	Transportation
						2,936,476	3,136,595	3,439,769	3,605,008	Culture & Recreation
						16,986	246,099	28,700	43,700	Emergency Operations
\$4,873,000	\$3,328,668					15,386,283	7,620,151	5,129,510	5,268,986	Capital Outlay
		\$2,150,102	\$1,958,567	\$1,213,782	\$1,208,720	2,150,102	9,618,936	1,213,782	1,208,720	Debt Service
						269,613	243,625	1,011,640	1,515,879	Non-departmental
1,162,804	1,157,954					16,040,581	20,920,345	17,112,776	12,613,127	Transfers Out
						-	-	-	-	Payment to Bond Escrow Agent
						-	-	-	-	Operating Contingency
\$6,035,804	\$4,486,622	\$2,150,102	\$1,958,567	\$1,213,782	\$1,208,720	\$68,184,993	\$73,657,874	\$60,738,439	\$61,146,052	<i>Total Expenditures</i>
-64%	-26%	0%	-9%	-38%	0%	-20%	8%	-18%	1%	<i>Change from Prior Year</i>
(731,404)	(580,954)	98	133	-	-	(3,603,650)	(7,200,142)	(1,779,848)	(3,678,226)	Revenues Over (Under) Expenditures
\$20,346,838	\$19,765,884	\$75,224	\$75,357	\$75,357	\$75,357	\$70,097,090	\$62,896,948	\$61,117,100	\$57,438,874	Fund Balances, End of Year
-3%	-3%	0%	0%	0%	0%	-5%	-10%	-3%	-6%	<i>Change from Prior Year</i>

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**RESOLUTION NO. 2013-65**

**A RESOLUTION OF WELLINGTON, FLORIDA'S COUNCIL ADOPTING  
A BUDGET FOR THE VILLAGE OF WELLINGTON FOR THE FISCAL  
YEAR COMMENCING OCTOBER 1, 2013, AND ENDING SEPTEMBER  
30, 2014; AND PROVIDING FOR AN EFFECTIVE DATE.**

**WHEREAS**, the Village Manager of Wellington has, pursuant to the Wellington Charter and the Laws of the State of Florida, prepared a tentative Budget for Wellington for the Fiscal Year for the amount of \$47.8 million commencing October 1, 2013, and ending September 30, 2014; and

**WHEREAS**, the first Public Hearing upon the proposed Budget was held on September 10, 2013, pursuant to duly advertised notice, wherein said proposed Budget was tentatively adopted; and

**WHEREAS**, a second Public Hearing was held on September 24, 2013, pursuant to duly advertised notice; and

**WHEREAS**, the Council of Wellington has reviewed the tentative Budget and finds that it will meet the needs and requirements of Wellington and its residents for the forthcoming Fiscal Year; and

**NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF WELLINGTON, FLORIDA, THAT:**

**SECTION 1.** The proposed Budget for the amount of \$47.8 million, inclusive of the operating and capital budgets, attached to the Resolution as Exhibit "A", is hereby approved and adopted by the Wellington Council as the Budget for Wellington for the Fiscal Year commencing October 1, 2013, and ending September 30, 2014.

**SECTION 2.** A certified copy of this Resolution adopting the budget will be forwarded to the Department of Revenue within thirty (30) days after adoption.

**PASSED AND ADOPTED** this 24th day of September, 2013.

**ATTEST:**

BY: Awilda Rodriguez  
Awilda Rodriguez, Wellington Clerk

**WELLINGTON**

BY: Bob Margolis  
Bob Margolis, Mayor

**APPROVED AS TO FORM AND  
LEGAL SUFFICIENCY**

BY: Laurie S. Cohen  
Laurie S. Cohen, Attorney for Wellington

RESOLUTION ADOPTING MILLAGE RATE

RESOLUTION NO. R2013-64

A RESOLUTION OF WELLINGTON, FLORIDA'S COUNCIL  
ADOPTING THE TAX LEVY AND MILLAGE RATE FOR  
WELLINGTON FOR THE FISCAL YEAR COMMENCING  
OCTOBER 1, 2013, AND ENDING SEPTEMBER 30, 2014; AND  
PROVIDING AN EFFECTIVE DATE.

WHEREAS, the Village Manager of Wellington has, pursuant to the Charter and the Laws of the State of Florida, prepared a proposed millage rate necessary to fund the budget for Wellington for Fiscal Year commencing October 1, 2013, and ending September 30, 2014; and

WHEREAS, the first Public Hearing upon the proposed tax levy of 2.47 millage per \$1000.00 value was held on September 10, 2013, commencing at 7:00 p.m. pursuant to duly advertised Public Notice, wherein said proposed millage was set at 2.47 mills; and

WHEREAS, a second Public Hearing was held on September 24, 2013, pursuant to duly advertised notice; and

WHEREAS, the Council of Wellington has reviewed the tentative proposed millage rate and finds that it will meet the needs and requirements of Wellington and its residents for the forthcoming Fiscal Year.

NOW, THEREFORE, BE IT RESOLVED BY THE VILLAGE COUNCIL OF THE VILLAGE OF WELLINGTON FLORIDA that:

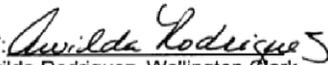
**SECTION 1.** The proposed tax levy of 2.47 per \$1,000.00 value is hereby approved and adopted by the Wellington Council for the Fiscal Year commencing October 1, 2013, and ending September 30, 2014. The millage is less than the rolled back rate, which is 2.3528 mills, by 4.98%.

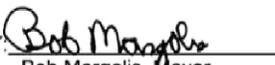
**SECTION 2.** A certified copy of this Resolution will be forwarded to the Property Appraiser and Tax Collector within three (3) days after adoption and to the Department of Revenue within thirty (30) days after adoption.

PASSED AND ADOPTED this 24<sup>th</sup> day of September, 2013.

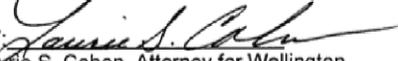
ATTEST:

WELLINGTON

BY:   
Awilda Rodriguez, Wellington Clerk

BY:   
Bob Margolis, Mayor

APPROVED AS TO FORM AND  
LEGAL SUFFICIENCY

BY:   
Laurie S. Cohen, Attorney for Wellington

WELLINGTON WATER & WASTEWATER RATES & CHARGES INSIDE CITY LIMITS

	<u>WATER</u>	<u>WASTEWATER</u>
<b>SINGLE METER RESIDENTIAL</b>		
Monthly Base Facility Rate	18.22	17.38
Usage Charge (cost per thousand gallons)		
0 - 6,000 Gallons	2.06	1.92
6,001 - 15,000 Gallons	3.07	1.92
15,001 - 25,000 Gallons	4.12	
Over 25,000 Gallons	6.76	
<b>MASTER METER RESIDENTIAL (Per unit)</b>		
Monthly Base Facility Rate	15.37	14.44
Usage Charge (cost per thousand gallons)		
0 - 6,000 Gallons	2.06	1.92
6,001 - 12,000 Gallons	3.07	1.92
12,001 - 20,000 Gallons	4.12	
Over 20,000 Gallons	6.76	
* For residential service, wastewater charges are capped at the consumption range referenced above.		
<b>COMMERCIAL AND IRRIGATION</b>		
Monthly Base Facility Rate - based on meter size		
5/8" Meter	18.22	17.38
1" Meter	39.69	39.92
1 1/2" Meter	75.31	77.44
2" Meter	118.23	122.39
3" Meter	232.64	242.55
4" Meter	361.21	377.63
6" Meter	718.71	752.94
8" Meter	1,284.40	1,340.49
<b>COMMERCIAL USAGE</b>		
0 - 8,000 Gallons	2.06	1.92
8,001 - 15,000 Gallons	3.07	1.92
Over 15,000 Gallons	4.12	1.92
<b>IRRIGATION USAGE</b>		
0 - 15,000 Gallons	3.07	N/A
Over 15,000 Gallons	4.12	N/A
<b>VACANT LOT STANDBY CHARGE</b>	11.07	11.78

## WELLINGTON WATER & WASTEWATER RATES & CHARGES OUTSIDE CITY LIMITS

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	<b>WATER</b>	<b>WASTEWATER</b>
<b>SINGLE METER RESIDENTIAL</b>		
Monthly Base Facility Rate	22.77	21.72
Usage Charge (cost per thousand gallons)		
0 - 6,000 Gallons	2.58	2.40
6,001 - 15,000 Gallons	3.83	2.40
15,001 - 25,000 Gallons	5.14	
Over 25,000 Gallons	8.45	
 <b>MASTER METER RESIDENTIAL (Per unit)</b>		
Monthly Base Facility Rate	19.21	18.05
Usage Charge (cost per thousand gallons)		
0 - 6,000 Gallons	2.58	2.40
6,001 - 12,000 Gallons	3.83	2.40
12,001 - 20,000 Gallons	5.14	
Over 20,000 Gallons	8.45	
 <i>* For residential service, wastewater charges are capped at the consumption range referenced above.</i>		
 <b>COMMERCIAL AND IRRIGATION</b>		
Monthly Base Facility Rate - based on meter size		
5/8" Meter	22.77	21.71
1" Meter	49.59	49.89
1 1/2" Meter	94.14	96.81
2" Meter	147.79	153.00
3" Meter	290.79	303.19
4" Meter	451.50	472.04
6" Meter	898.39	941.17
8" Meter	1,605.49	1,675.62
 <b>COMMERCIAL USAGE</b>		
0 - 8,000 Gallons	2.58	2.40
8,001 - 15,000 Gallons	3.83	2.40
Over 15,000 Gallons	5.14	2.40
 <b>IRRIGATION USAGE</b>		
0 - 15,000 Gallons	3.83	N/A
Over 15,000 Gallons	5.14	N/A
 <b>VACANT LOT STANDBY CHARGE</b>		
	13.83	14.73

WELLINGTON 





WELLINGTON 



**Accounting Groups**

Groups used to establish accounting control and accountability for the 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).

**ACME**

The independent special taxing district created in 1953 to serve as the local government for Wellington prior to incorporation in 1996.

**Action Plan**

A description of what needs to be done, when and by whom, to achieve the results called for by one or more objectives. The plan contains task assignments, schedules, resource allocations and evaluation criteria.

**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.

**ADA**

*See American Disabilities Act*

**Adopted Budget**

A financial plan that consists of policy and funding priorities, as well as a presentation of the economic outlook for a given fiscal year.

**AICP**

*See American Institute of Certified Planners*

**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).

**Amenity**

A feature that increases attractiveness or value, especially of a piece of real estate or a geographic location

**American Disabilities Act**

The American Disabilities Act provides protection against discrimination to a qualified individual with a disability. This applies to job application procedures, hiring, advancement and discharge of employees, worker’s compensation, job training, and other terms, conditions, and privileges of employment.

**American Institute of Certified Planners**

A professional certification for certified planners. The American Institute of Certified Planners has responsibilities for accreditation (through the Planning Accreditation Board), certification, and continuing education.

**American Youth Soccer Organization**

This organization is credited as being the leader in establishing ground breaking youth soccer programs in the United States.

**Appropriation**

Authorization granted by the Council to make expenditures and to incur obligations for specific purposes as set forth in the budget.

**ARB**

*See Architectural Review Board*

**Architectural Review Board**

An internal board for Wellington comprised of residents that adopts various schedules of approved materials, designs and charts of approved colors; hears and decides on appeals; approves alternatives to the criteria; reviews and approves plans for

multi-family and non-residential development.

### **Assessment**

A tax imposed on a parcel of real 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.

### **Attrition**

A method of achieving a reduction in personnel by not refilling the positions vacated through resignation, reassignment, transfer, retirement or means other than layoffs.

### **AYSO**

See *American Youth Soccer Organization*

## **- B -**

### **Balanced Budget**

Florida Statutes 166.241(2) defines a balanced budget as follows: "The governing body of each municipality shall adopt a budget each fiscal year. The budget must be adopted by ordinance or resolution unless otherwise specified in the respective municipality's charter. The amount available from taxation and other sources, including amounts carried over from prior fiscal years, must equal the total appropriations for expenditures and reserves. The budget must regulate expenditures of the municipality, and it is unlawful for any officer of a municipal government to expend or contract for expenditures in any fiscal year except in pursuance of budgeted appropriations." Which means, a budget in which planned funds or revenues available are equal to planned fund expenditures.

### **Base Budget**

Cost of continuing the existing levels of service in the current budget year.

### **BEBR**

See *Bureau of Economic and Business Research Benchmark*

Comparing local performance statistics with selected benchmarks is a valuable step in evaluating municipal operations. Benchmarking entails the analysis of performance gaps between the organization and best-in-class performers, the identification of process differences that account for the gap, and the adaptation of key processes for implementation in the organization in an effort to close the gap. Wellington uses benchmarking to help provide information internally and externally about the efficient delivery of quality services.

### **Best Management Practices**

Applications designed to reduce phosphorus losses in drainage waters to an environmentally acceptable level.

### **BMPs**

See *Best Management Practices*

### **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**

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 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.

**Bureau of Economic and Business Research**

Conducts studies and releases statistical data on Florida's population and economy.

**- C -**

**CADD**

*See Computer Aided Drafting and Design*

**CAFR**

*See Comprehensive Annual Financial Report*

**Capital Improvement Plan**

The plan which identifies and controls improvements in facilities and land acquisition pursuant to functions over a five year period.

**Capital Outlay**

Fixed assets which have a value of \$1,000 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.

**CAPRA**

*See Commission for Accreditation of Parks and Recreation Agencies*

**CBAA**

*See Construction Board of Adjustment and Appeals*

**CEB**

*See Code Enforcement Board*

**CERP**

*See Comprehensive Everglades Restoration Plan Certified Public Accountant*

**CPA**

The statutory title of qualified accountants in the United States who have passed the Uniform Certified Public Accountant Examination and have met additional state education and experience requirements for certification as a CPA.

**CIP**

*See Capital Improvement Plan*

**Citizens on Patrol**

A volunteer unit of the Palm Beach County Sheriff's Office that monitor activities in neighborhoods as a means of deterring crime.

**Citizens Volunteer Organization**

An organization of resident volunteers that address non-emergency projects that create a positive impact in the community.

**CLF**

*See Congregate Living Facility*

**COBRA**

*See Consolidated Omnibus Budget Reconciliation Act*

**Code Enforcement Board**

An internal board for Wellington comprised of residents that 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.

**COLA**

*See Cost of Living Adjustment*

**Commodity**

An expendable item used by operating activities. Examples include office supplies, repair and replacement parts for equipment, toilet supplies, gasoline and oil.

**Commission for Accreditation of Parks and Recreation Agencies**

Administers a rigorous program based on self-assessment and peer review using national standards of best practice to better promote the quality of agency services and delivery systems.

**Comprehensive Annual Financial Report**

A financial report that goes beyond the minimum requirements of generally accepted accounting principles thereby evidencing the spirit of transparency and full disclosure.

**Comprehensive Everglades Restoration Plan**

The framework and guide to restore, protect and preserve the water resources of the greater Everglades ecosystem.

**Comprehensive Plan**

A generalized, coordinated land use map and policy statement of the governing body of a local government that interrelates all functional and natural systems and activities relating to the use of lands, including but not limited to sewer and water systems, transportation systems, educational facilities, recreational facilities, and natural resources and air and water quality management programs

**Computer Aided Drafting and Design**

The use of a wide range of computer-based tools that assist engineers, architects and

other design professionals in their design activities.

**Consolidated Omnibus Budget Reconciliation Act**

Provides certain former employees, retirees, spouses, former spouses, and dependent children the right to temporary continuation of health coverage at group rates.

**Construction Board of Adjustment and Appeals**

An internal board for Wellington comprised of residents that has the power to hear appeals of decisions and interpretations of the building official and consider variances of the technical codes.

**Consumer Price Index**

A statistical description of price levels provided by the United States Department of Labor. The index is used as a measure of the increase in the cost of living.

**Contingency**

A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

**Contractual Services**

A cost related to a legal agreement. Examples include insurance premiums, utility costs, printing services and temporary employees that are hired through a private firm.

**COP**

*See Citizens on Patrol*

**CORPS**

*See United States Army Corps of Engineers*

**Cost-of-living Adjustment**

An increase in salaries to offset the adverse effect of inflation on compensation.

**Council - Manager Government**

A system of local government that combines political leadership of elected

officials in the form of a governing body, with day to day management by a Manager

**CPA**

See *Certified Public Accountant*

**CPI**

See *Consumer Price Index*

**CVO**

See *Citizens Volunteer Initiative*

**- D -**

**DBO**

See *Design Build Operate*

**Debt Service**

Principal and interest requirements on outstanding debt 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-advances sources on an annual basis sufficient to make the annual debt service payments.

**DEP**

See *Department of Environmental Protection*

**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.

**Department of Environmental Protection**

A federal agency charged with proposing and enforcing environmental law.

**Department of Transportation**

The agency charged with the establishment, maintenance, and regulation of public transportation.

**Depreciation**

Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence.

**Design Build Operate**

An owner develops a conceptual plan for a project, then solicits bids from joint ventures of architects and builders for the design and construction and operation of the project.

**Designated Fund Balance**

On-hand available cash balances which are realized in one or more prior fiscal years and subsequently designated for use as a funding source in a future budget year.

**Development Review Committee**

The purpose of the Development Review Committee is to review site plans for specific types of development to ensure compliance with all appropriate land development regulations and consistency with the Comprehensive Plan.

**Disbursement**

The expenditure of monies from an account.

**Distinguished Budget Presentation Awards Program**

A voluntary awards program administered by the Government Finance Officers Association to encourage governments to prepare effective budget documents.

**Division**

A section of a department or government that is responsible for dealing with a particular area of policy or administration, or a particular task or function.

**DOT**

See *Department of Transportation*

**DRC**

See Development Review Committee

## - E -

### **EAR**

See *Evaluation and Appraisal Report*

### **Economic Development**

The process of attracting new businesses by use of incentives or innovative financing methods.

### **Economic Development Initiative**

The Economic Development Initiative consists of multiple concepts for a long range plan to infuse Wellington's core business centers and housing stock with a new vitality and purpose.

### **EDI**

See *Economic Development Initiative*

### **Education Committee**

An internal board for Wellington comprised of residents that monitors and develops actions which may impact Wellington schools.

### **EEO**

See *Equal Employment Opportunity*

### **Effectiveness**

Producing a decided, decisive or desired effect.

### **Efficiency**

Effective operation as measured by a comparison of production with cost as in energy, time and money, or the ratio of the useful energy delivered by a dynamic system to the energy supplied to it.

### **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.

### **Enterprise Fund**

In governmental accounting, a fund that provides goods or services to the public for

a fee that makes the entity self-supporting. An example is a government-owned water utility.

### **Environmental Protection Agency**

The Federal agency charged with protecting human health and with safeguarding the natural environment: air, water, and land.

### **EPA**

See *Environmental Protection Agency*

### **EPC**

See *Equestrian Preserve Committee*

### **Equal Employment Opportunity**

Federal agency in charge of administrative and judicial enforcement of the federal civil rights laws, and providing compliance education and technical support to end employment discrimination in the United States.

### **Equestrian Preserve Committee**

An internal board for Wellington comprised of residents that provides advice upon the request of Council or the Planning, Zoning and Adjustment Board on all aspects of protecting and preserving land in the preserve as equestrian.

### **Equivalent Residential Connections**

A calculation used to determine demand of potable water supply based on the water usage of a typical, single family, residential property.

### **ERC**

See *Equivalent Residential Connections*

### **Evaluation and Appraisal Report**

Pursuant to Florida Statute each local government shall adopt an evaluation and appraisal report once every 7 years assessing the progress in implementing the local government's comprehensive plan.

### **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.

## **- F -**

### **Fabulous Landscapes of Wellington Earning Recognition**

The Tree Board Special Project Subcommittee selects nominations received from residents for outstanding landscapes in the community and places an award in the residents' garden.

### **FCC**

*See Federal Communications Commission*

### **FDEP**

*See Federal Department of Environmental Protection*

### **FDOH**

*See Florida Department of Health*

### **FDOR**

*See Florida Department of Revenue*

### **FDOT**

*See Florida Department of Transportation*

### **Federal Communications Commission**

The Federal Communications Commission (FCC) regulates interstate and international communications by radio, television, wire, satellite and cable.

### **Federal Emergency Management Association**

Agency of the US government tasked with Disaster Mitigation, Preparedness, Response & Recovery planning.

### **FEMA**

*See Federal Emergency Management Association*

### **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.

### **Financing**

Furnishing the necessary funds to operate or conduct a program or business. Funds can be raised internally, borrowed or received from a grant.

### **Fiscal Year**

A 12-month period of time for which the annual budget is developed and implemented. The fiscal year for Wellington is October 1 through September 30.

### **Fixed Assets**

Assets of long-term character which are intended to continue to be held or used, such as land, buildings, machinery, furniture and other equipment.

### **FLOC**

*See Florida League of Cities*

### **FLOWER**

*See Fabulous Landscapes of Wellington Earning Recognition*

### **Florida Department of Environmental Protection**

The lead agency in state government for environmental management and stewardship.

### **Florida Department of Health**

The mission of the Florida Department of Health is to promote and protect the health and safety of all Floridians.

### **Florida Department of Revenue**

The lead agency in state government for the collection of general tax administration; administers 36 taxes and fees.

### **Florida Department of Transportation**

A decentralized agency charged with the establishment, maintenance, and regulation of public transportation in the state of Florida.

### **Florida League of Cities**

Comprised of city officials who wished to unite the municipal governments in Florida

for the purpose of shaping legislation, sharing the advantages of cooperative action, and exchanging ideas and experiences.

#### **Florida Municipal Insurance Trust**

A one of a kind trust designed to provide cost effective insurance coverage for Florida's not for profit agencies.

#### **Florida Municipal Loan Council**

The authorizing body of the Florida Municipal Loan Program, sponsored and administered by the Florida League of Cities, to provide funds to state municipalities for capital improvements, renovations, additions and debt refinancing.

#### **Florida Power and Light**

Investor-owned utility company providing electric power throughout Florida.

#### **Florida Recreation Development Assistance Program**

A competitive grant program that provides financial assistance to local governments for development or acquisition of land for public outdoor recreational purposes.

#### **Florida Recreation and Park Association**

The Florida Recreation and Park Association is a non-profit organization dedicated to the promotion, preservation, and advocacy of the Parks, Recreation, and Leisure Services profession.

#### **Florida Sterling Council**

A public/private not-for-profit corporation supported by the Executive Office of the Governor that promotes performance excellence.

#### **FMIT**

*See Florida Municipal Insurance Trust*

#### **FMLC**

*See Florida Municipal Loan Council*

#### **Forecast**

A planning tool that helps management in its attempts to cope with the uncertainty of the future, relying mainly on data from the past and present and analysis of trends.

#### **FPL**

*See Florida Power and Light*

#### **Franchise Fee**

A fee is a fee that a person or business pays to a municipality in order to operate a franchise branch of a larger company within that municipality. An example would be cable franchise fees.

#### **FRDAP**

*See Florida Recreation Development Assistance Program*

#### **FRPA**

*See Florida Recreation and Park Association*

#### **FTE**

*See Full Time Equivalent*

#### **Full Time Equivalent**

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.

## **- G -**

#### **GAAP**

*See Generally Accepted Accounting Principles*

#### **GASB**

*See Governmental Accounting Standards Board*

#### **General Governmental Fund**

Fund used to account for all financial resources and related expenditures applicable to all general operations including both activities resulting from incorporation (i.e., acquisition of additional roads, and additional staffing and administrative expenditures), as well as any general activities which were previously performed by the dependent taxing district (Acme Improvement District).

### **General Obligation 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**

Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules and procedures that define accepted accounting principles.

### **Geographic Information System**

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.

### **GFOA**

See *Government Finance Officers Association*

### **GIS**

See *Geographic Information System*

### **GO**

See *General Obligation Bond*

### **Goal**

A statement of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless.

### **Government Finance Officers Association**

The professional association of state/provincial and local finance officers in the United States and Canada.

### **Governmental Accounting Standards Board**

The board is used to establish and improve standards of state and local governmental accounting and financial reporting that will result in useful information for users of financial reports and guide and educate the public, including issuers, auditors, and users of those financial reports.

## **-H-**

### **Health Reimbursement Account**

An arrangement where the employer reimburses an employee for health expenses not covered by the group health insurance plan -- deductible or coinsurance amounts, for example

### **Hierarchy**

An ordered set of items, objects, values, or categories in which the items are represented as being "above," "below," or "at the same level as" one another.

### **HOA**

See *Home Owners Association*

### **HOME**

See *Home Investment Partnership Program*

### **Home Investment Partnership Program**

A program that provides formula grants to States and localities that communities use—often in partnership with local nonprofit groups—to fund a wide range of activities that build, buy, and/or rehabilitate affordable housing for rent or home ownership or provide direct rental assistance to low-income people.

### **Home Owners Association**

The governance function of a common interest development. This governance, created by the real estate developer, is given the authority to enforce the

covenants, conditions, and restrictions of managing the common amenities of the development.

### **Homestead Property**

A house and adjoining land designated by the owner as his fixed residence and exempt under the homestead laws from seizure and forced sale for debts.

### **HRA**

See *Health Reimbursement Account*

### **HTE**

SunGard HTE is a company that offers enterprise-wide software and service solutions that excel in helping municipalities, government agencies, and utilities connect their departments, staff, citizens, and businesses with critical information and services. In this regard, HTE is contracted to provide comprehensive Information Technology management and support in addition to its best-in-class software.

### **HUD**

See *Department of Housing and Urban Development*

## **-I-**

### **ICMA**

See *International City Management Association*

### **Impact Fee**

A fee implemented by a local government on a new or proposed development to help pay for the construction or needed expansion of offsite capital improvements. These fees are usually implemented to help reduce the economic burden on local jurisdictions that are trying to deal with population growth within the area.

### **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.

### **International City Management Association**

The professional and educational organization for chief appointed managers, administrators and assistants in cities, towns, counties and regional entities.

## **-J, K, L-**

### **LDR**

See *Land Development Regulation*

### **Land Development Regulation**

Land regulations adopted by the Council to regulate the use of land, including the following: the development review process including comprehensive plan amendments, rezonings, and site and plan reviews; establishment of zoning districts including planned development districts; specific land uses permitted and prohibited within zoning districts; building limits including height, size and setbacks; architectural review standards for nonresidential buildings; subdivision and platting of land; landscaping and buffering; environmental preservation and tree protection; provision of adequate public services including drainage, traffic circulation standards, water and sewer, and parks and recreation; sign regulations; impact fees; and vehicle parking and loading standards.

### **Level of Service**

Services or products which comprise actual or expected output of a given program.

### **Line-item Budget**

A budget prepared along departmental expenditure lines items that focuses on what is to be bought.

### **LOS**

See *Level of Service*

## **-M-**

**Maintenance of Traffic Certification**

Certification enables certificate holder to interpret maintenance of traffic plans and ensure that they are being adhered to at project sites.

**Mechanical Integrity Test**

Mechanical integrity test required by law for deep well injection process.

**MGD**

See *Million Gallons Per Day*

**Mill**

The property tax rate which is based on the valuation of property. A tax rate of one mill produces one dollar of taxes on each \$1,000 of taxable property valuation.

**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.

**Million Gallons Per Day**

Million gallons per day production at Water Treatment and/or Wastewater Treatment Plant.

**Mission**

The mission statement is a brief summary of why a program exists and what it is trying to achieve. It tells what the department does, who they do it for and why. The statement is specific enough to describe the program's purpose but general enough to last into the future.

**MIT**

See *Mechanical Integrity Test*

**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).

**MSTU**

See *Municipal Services Taxing Unit*

**Multiple Transmitting Unit**

A device used to remotely read water meters.

**Multi Use Planned Development**

A zoning district that encourages the development of a compatible mixture of land uses which may include residential, retail/commercial, professional and business offices, personal services, recreation and entertainment, and other related uses. The compatibility and interaction between mixed uses is addressed through adoption of Master Plan and a detailed site plan which provided for such items as design character, integration of uses, and internal compatibility of land uses.

**Municipal Services Taxing Unit**

A funding mechanism for community members to create, through approval of the Board of County Commissioners, a special taxing district to make improvements to their neighborhood and/or community area.

**Municipality**

A primarily urban political unit having corporate status and usually powers of self-government.

**MUPD**

See *Multi Use Planned Development*

**MXU**

See *Multiple Transmitting Unit*

**- N, O -****National Incident Management System**

The National Incident Management System (NIMS) represents a core set of doctrine, concepts, principles, terminology, and organizational processes that enables effective, efficient, and collaborative incident management across all emergency management and incident response organizations and disciplines

**NIMS**

See *National Incident Management System*

**Nuisance Abatement**

The use of building codes, fire codes, zoning, etc. in order to improve the quality of life and resolve life safety issues within the community.

**Objective**

Something to be accomplished in specific, well-defined, and measurable terms and which is achievable within a specific time frame.

**OPEB**

See *Other Post Employment Benefits*

**Operating Budget**

A budget that applies to all outlays other than capital improvements. This refers more to the day-to-day operations of the city.

**Operating Expenditures**

The cost for personnel, materials and equipment required for a department to function on a daily basis.

**Operating Revenue**

Funds that the government receives as income to pay for ongoing operation. It includes such items as taxes, fees from specific services, interest earnings and grant revenues.

**Organizational Vision**

An aspirational description of what an organization would like to achieve or accomplish in the mid-term or long-term future. It is intended to serve as a clear guide for choosing current and future courses of action.

**Other Post Employment Benefits**

Refers to "other post-employment benefits," meaning other than pension benefits. OPEB consist primarily of health care benefits, and may include other benefits such as life insurance, long term care and similar benefits.

**Outside Services**

All costs of fees and services purchased by Wellington including all contracting, license fees, maintenance and repair services,

training and travel, and financial and legal services.

**-P,Q-**

**Palm Beach County Sheriff's Office**

The local law enforcement entity for Palm Beach County. Wellington became Palm Beach County Sheriff's Office first "contracted policing district". The Wellington District has since served as the model for other PBSO - Municipal partnerships.

**Park Renaming Committee**

An internal board for Wellington comprised of residents charged with the responsibility of proposing at least three names to the Council for the naming or renaming of a particular park or prominent park feature or facility within a park.

**Parks and Recreation Advisory Board**

An internal board for Wellington comprised of residents that makes recommendations concerning the development of parks, parkways, playgrounds and other recreational facilities within Wellington.

**Parts Per Billion**

Denote low concentrations of chemical elements. Also known as mixing ratios, they are often used to denote the relative abundance of trace elements in the Earth's crust, trace elements in forensics or other analyses, dissolved minerals in water, or pollutants in the environment.

**PBSO**

See *Palm Beach County Sheriff's Office*

**PE**

See *Professional Engineer*

**Performance Measure**

Data collected to determine how effective or efficient a program is in achieving its objectives.

**Personal Services**

All costs relating to compensating employees, including salaries, 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.)

### **Planned Unit Development**

An area of land that is to be developed under unified control; that may consist of two or more compatible uses; that may be granted flexibility from more traditional zoning requirements including permitted uses, density and intensity, and dimensional requirements such as building height or setbacks; and is controlled by an approved master plan and development order. The flexibility to deviate from the more traditional zoning requirements generally is granted in return for one or more benefits to the public, including preservation of environmental resources, dedication of land for public purpose, or design features which promote compact, sustainable development.

### **Planning, Zoning and Adjustment Board**

An internal board for Wellington comprised of residents that provides recommendations regarding proposed amendments to the comprehensive plan, to land development regulations and on applications for rezoning and development permits.

### **Planning, Zoning and Building**

Department consisting of Planning & Zoning, Code Compliance and Building divisions, performing comprehensive planning, code enforcement, building inspection and permitting functions.

### **POA**

*See Property Owners Association*

### **POP**

*See Problem Oriented Policing*

### **PPB**

*See Parts Per Billion*

### **PRAB**

*See Parks and Recreation Advisory Board*

### **Principal**

The base amount of a debt, which is the basis for interest computations.

### **Prior Year Encumbrance**

An obligation from a previous fiscal year in the form of purchase orders or contracts which are chargeable to an appropriation and for which a part of the appropriation is reserved. They cease to be encumbrances when the obligations are paid or otherwise terminated.

### **Problem Oriented Policing**

An approach to policing in which discrete pieces of police business (each consisting of a cluster of similar incidents, whether crime or acts of disorder, that the police are expected to handle) are subject to microscopic examination (drawing on the especially honed skills of crime analysts and the accumulated experience of operating field personnel) in hopes that what is freshly learned about each problem will lead to discovering a new and more effective strategy for dealing with it.

### **Professional Engineer**

A professional designation for persons who have fulfilled the education and experience requirements and passed the rigorous exams that, under state licensure laws, permit them to offer engineering services directly to the public.

### **Program**

Municipal programs represent the businesses the city is involved in or those groups of activities which the city performs over time. These are the basic services which are statutory or functionally necessary for the city to perform its mission.

### **Property Owners Association**

The purpose of a property owners association (which is similar to a home owners association) is to maintain, enhance and protect the common areas and

interests of an association (also called a subdivision or neighborhood).

**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.

**PUD**

*See Planned Unit Development*

**PS**

*See Pump Station*

**Public Safety Committee**

An internal board for Wellington comprised of residents that provides information regarding community safety; assist in the Disaster Preparedness Plan; promote safety education and assist in establishing Neighborhood Watch groups.

**Pump Station**

Facilities including pumps and equipment for pumping fluids from one place to another. They are used for a variety of infrastructure systems that many people take for granted, such as the supply of water to canals, the drainage of low-lying land, and the removal of sewage to processing sites.

**PZAB**

*See Planning, Zoning and Adjustment Board*

**PZB**

*See Planning, Zoning and Building*

**- R -**

**REO – Real Estate Owned**

is a class of property owned by a lender, typically a bank, after an unsuccessful sale at a foreclosure auction.

**Redevelopment**

An often publicly financed rebuilding of an urban residential or commercial section in decline.

**Renaissance**

A rebirth or revival.

**Renewal, Replacement and Improvement Account**

A designation of operating reserves for future capital needs.

**Reserved Fund Balance**

On-hand cash balances which are reserved for outstanding encumbrances/obligations which the city will expend and liquidate in a future budget year.

**Resolution**

Formally adopted Council document that provides the legal authority to levy taxes and expend funds.

**Retirement Health Savings Account**

A voluntary contribution offered to employees. Monies contributed to the account can be used to offset the cost of a wide variety of health-related expenses after retiring. Additionally, the city will contribute the dollar value of all accrued major illness leave to the account for employees who leave employment with over 10 years of service.

**Revenue**

Money received from all sources (with the exception of fund balances) which will be used to fund expenditures in a fiscal year.

**Revenue**

Taxes, user fees and other sources of income received into the city treasury for public use.

**Revenue Bond**

This type of bond is backed only by the revenues from a specific enterprise or project.

**Reverse Osmosis**

A separation process that uses pressure to force a solvent through a membrane that retains the solute on one side and allows the pure solvent to pass to the other side.

**RHS**

See *Retirement Health Savings Account*

**Right of Way**

Land Wellington owns and maintains.

**RO**

See *Reverse Osmosis*

**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.

**ROW**

See *Right of Way*

**RR&I**

See *Renewal, Replacement and Improvement Account*

**-S-**

**SCADA**

A system that collects data from various sensors from remote locations and then sends this data to a central computer which then manages and controls the data.

**SCALA**

The character generator software that enables Wellington to graphically display Job Opportunities, Meeting Announcements, and News and Community Events on Channel 18, Wellington's government access cable television station.

**Service**

A specific deliverable provided to the public. It has a specific budget, as well as performance measures to determine the benefits received.

**SFWM**

See *South Florida Water Management District*

**Solid Waste Authority**

The agency responsible for providing an integrated solid waste management and recycling system for Palm Beach County, Florida.

**SOP**

See *Standard Operating Procedure*

**South Florida Water Management District**

The agency responsible for regional flood control, water supply and water quality protection as well as ecosystem restoration.

**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.

**Standard Operating Procedure**

A set of instructions having the force of a directive, covering those features of operations that lend themselves to a definite or standardized procedure without loss of effectiveness.

**STA-1E**

Stormwater Treatment Area 1E (STA 1-E) owned and operated by the South Florida Water Management District, is a vast, constructed wetlands that use vegetation to naturally cleanse excess nutrients from water before it enters the Everglades.

**Strategic Planning**

The process by which an organization determines its long term goals and then identifies the best approaches for achieving them.

**Strengths, Weaknesses, Opportunities and Threats Analysis**

A strategic planning method used to evaluate the Strengths, Weaknesses, Opportunities, and Threats involved in a project or in a business venture. It involves

specifying a specific objective and identifying the internal and external factors that are favorable and unfavorable to achieve that objective.

### **Surface Water Action Team**

The team created as part of the initiative to comply with the Everglades Forever Act. A combination of well recognized experts including a former US District Attorney and several engineering firms, as well as staff.

### **Surface Water Improvement and Management**

The SWIM act, Chapter 87-97 FS, requires preparation of management plans for various water bodies throughout the state. Legislation requires that funding requests for projects and programs be consistent with management plans.

### **Surface Water Management**

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.

### **SWA**

*See Solid Waste Authority*

### **SWAT**

*See Surface Water Action Team*

### **SWIM**

*See Surface Water Improvement and Management*

### **SWM**

*See Surface Water Management*

### **SWOT**

*See Strengths, Weaknesses, Opportunities and Threats Analysis*

## **-T-**

### **Taxes**

Compulsory assessments levied by a government for the purpose of financing services performed for the common benefit of the citizens.

### **TLC<sup>2</sup>**

The National Recreation and Park Association launched Operation TLC<sup>2</sup> Making Communities Safe, a national initiative to advance the leadership role of parks and recreation in their effort to make their communities safer by implementing national guidelines for properly qualifying and credentialing volunteers. Wellington is a charter organization and was the first municipal parks and recreation agency in the state to sign on to this national program.

### **Tree Board**

An internal board for Wellington comprised of residents that develop an annual work plan in accordance with Tree City USA guidelines; submit estimated annual expenses and review planting with the Public Works Director.

### **TRIM**

*See Truth in Millage*

### **Truth in Millage**

A law is designed to inform taxpayers which governmental entity is responsible for the taxes levied and the amount of tax liability owed to each taxing entity. The Notice of Proposed Property Taxes is known as the TRIM notice.

## **-U-**

### **UASI**

*See Urban Area Security Initiative Grant Program*

### **Undesignated/Unreserved Fund Balance**

On-hand cash which is not reserved or designated as a budget funding source.

### **Unencumbered Balance**

The amount of an appropriation that is neither expended nor encumbered. It is

essentially the amount of money still available for future purposes.

#### **United States Army Corps of Engineers**

The agency responsible for investigating, developing and maintaining the nation's water and related environmental resources.

#### **United States Department of Agriculture**

A federal agency used to develop and execute policy on farming, agriculture and food. It aims to meet the needs of farmers and ranchers, promote agricultural trade and production, work to assure food safety, protect natural resources, foster rural communities and end hunger, in America and abroad.

#### **Urban Area Security Initiative (UASI) Grant Program**

The program provides financial assistance to address the unique multi-discipline planning, operations, equipment, training, and exercise needs of high-threat, high density Urban Areas, and to assist them in building and sustaining capabilities to prevent, protect against, respond to, and recover from threats or acts of terrorism.

#### **USACE**

See *United States Army Corps of Engineers*

#### **USDA**

See *United States Department of Agriculture*

#### **User Fees**

Revenue derived from payments made by the general public for the purpose of utilizing goods and services, such as entry fees, class registrations, tenant rental and concessions.

#### **Utility Tax**

A utility tax is a tax on public service businesses, including businesses that engage in transportation, communications, and the supply of energy, natural gas, and water. The tax may exist in lieu of a business and occupation tax. Such taxes are governed by state laws, which vary by state

#### **Water Environment Federation**

Trade association focused upon preserving and enhancing the global water environment.

#### **Wastewater Treatment Facility**

The process of removing contaminants from wastewater, both runoff and domestic. It includes physical, chemical and biological processes to remove physical, chemical and biological contaminants. Its objective is to produce a waste stream (or treated effluent) and a solid waste or sludge also suitable for discharge or reuse back into the environment

#### **Water Treatment Facility**

A facility that utilizes processes for removing contaminants from a raw water source.

#### **WCC**

See *Wellington Community Center*

#### **WEF**

See *Water Environment Federation*

#### **Wellington 2060**

A vision to enrich the community and create an identity as **A Great Hometown!** To accomplish this feat, Wellington has developed the Wellington 2060 Plan to guide redevelopment and growth efforts over the next 50 years. The stimulus behind this effort will be to emphasize economic development as the next logical step in the city's evolution from a well-planned residential community to a sustainable community with a strong economic base.

#### **Wellington Community Center**

A recreational facility located within the Wellington that encompasses over 18 acres and a 17,000 square foot multi-use facility. This location also houses the Aquatics and Tennis Centers.

#### **Workload Indicators**

Statistical and historical measures of the service level provided or workload completed by each Division within the city.

- V, W -

**WTF**

*See Water Treatment Facility*

**WWTF**

*See Wastewater Treatment Facility*

**-X, Y, Z-****ZTA**

*See Zoning Text Amendment*

**Zoning Text Amendment**

A proposed amendment to the text of the Land Development Regulations. The proposed amendment may affect a single portion of an article, section or subsection of the LDRs or may broadly propose to change all or a major portion of an entire article. All proposed ZTAs must be approved by the Council before a ZTA is considered as an official amendment to the LDRs.