



Town of Southwest Ranches FY2024-2025 Proposed Budget





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INTRODUCTION

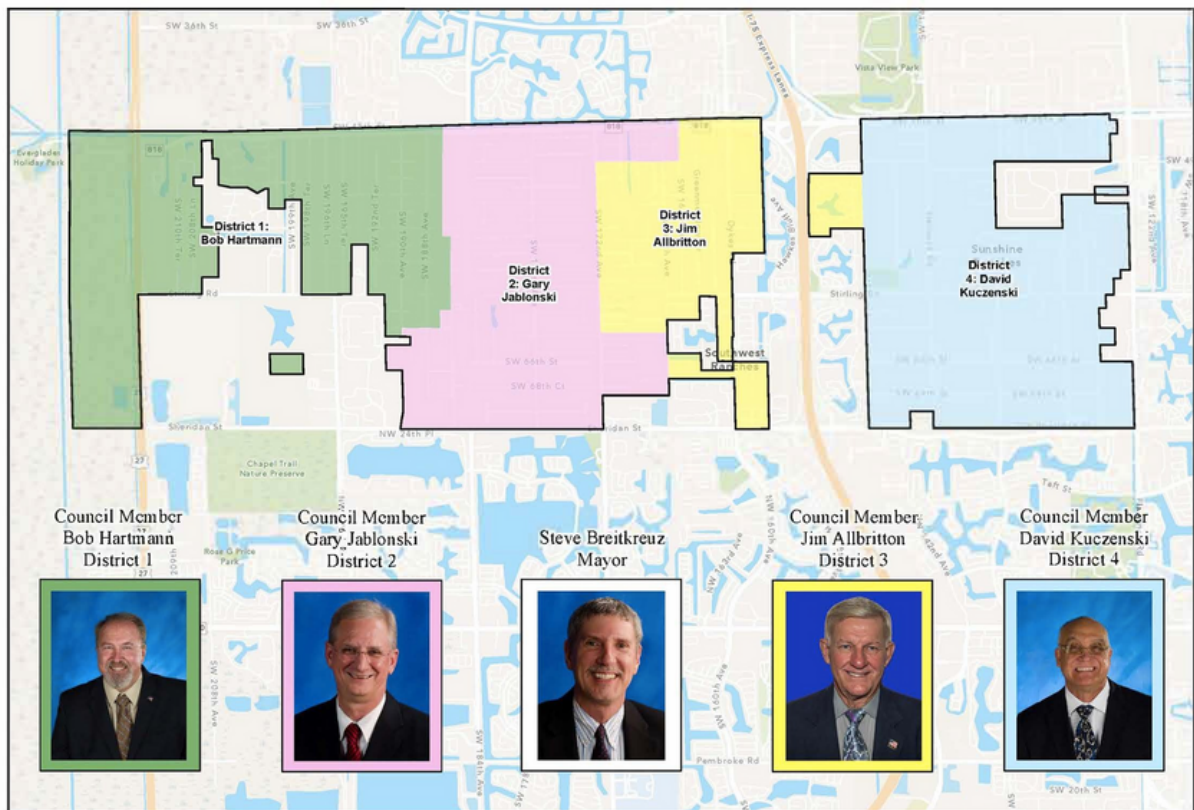


TOWN OF SOUTHWEST RANCHES, FLORIDA PROPOSED BUDGET

Fiscal Year 2024-2025



Town Council District Map



Steve Breitzkreuz, Mayor



Steve Breitzkreuz has lived in South Florida since he was a teenager. In 1995, he and his wife, Denise, and their three daughters moved to their current home in what was then unincorporated Broward County. In 2000, this area became what we know as Southwest Ranches. He participated in that transition and has been active in the community in many ways. That participation included involvement with the HOAs and Civic Associations in the Town as well as numerous Town boards. In 2006, he was elected to the Town Council District 1, where he served for the next 12 years. In 2020, he was elected as Mayor.

Steve has undergraduate degrees in Finance and Computer Systems from the University of Miami as well as an MBA in Finance from Baylor University. During his career, he has worked in a number of different industries, but always focusing on technology and financial systems, with a goal towards process improvement. He has worked to apply those skills here within our Town as well, striving for efficiencies and improvements in all of our government services. The Town of Southwest Ranches is a diverse community, with common goals of independence, protection of personal property rights and a dedication to the rural lifestyle that originally brought so many of our residents to this area. Steve's dedication to serve as Mayor comes from a strong desire to ensure that these principles are perpetuated forward for future generations.

David Kuczenski, Esq., Vice Mayor (District 4)



David moved to our Town in 1997 to attend Law School following completing his Bachelor studies at Florida State. While studying law at Nova Southeastern, David spent extensive time with the Environmental and Land Use Law Center, representing families fighting over-development. Since his admission to the Florida Bar, David has limited his law practice to personal injury and first party insurance litigation, recovering tens of millions of dollars in denied and underpaid insurance claims owed to individuals and small businesses. After paying down most of his student loans, he became active in the Sunshine Ranches Homeowners Association.

In 2017, David was unanimously elected President of the HOA and began rebuilding the Association, beginning by implementing policies for conservative fiscal management and promoting membership. In 2018, David led a community-wide effort fighting against a half-a billion-dollar commercial business located inside Sunshine Ranches less than 1,500 feet from several family homes. In 2020, David was elected to the Council on a platform of Keeping Southwest Ranches Rural. He is the first attorney elected to the Council, and the youngest member on the Council. David fights to Preserve our Rural Lifestyle with an emphasis on reducing speeding, fighting increases in tax rates, keeping the new areas of pro-active code compliance at a minimum, fighting against new commercial development in the Town, fighting against the constant pressures, for increased density for housing, promoting activities to help our residents, promoting agriculture uses, and providing a safe community for our animals including horses, livestock, wildlife and domestic dogs and cats. David is the proud owner of three rescue dogs, Lucy, Clinto, and Django, and one cat, Baxter.

Bob Hartmann, District 1



When Bob Hartmann and his wife Nancy were married in early 1988, they immediately set out to find a piece of property to build a house and raise their family. They have lived in Southwest Ranches for over 30 years, since before the town was formed. He has served as an elected member of the Town Council since 2018 as both a Council Member and Vice Mayor.

When his family moved here in 1994, their oldest daughter was just a week old. They were looking for a place to call home to raise their family—the Hartmann's needed space for their expanding orchid and landscape nursery. They looked for a community with open spaces and a rural character. A place where their family could gain the benefits of caring for animals. A place with minimal interference and disruption from the local government. They looked throughout South Florida from Boca Raton to Kendall, but only one place stood above the rest; this area would soon become Southwest Ranches.

One of their girls is married and a mother of two. The other is a senior at FIU, but both still have a part of Southwest Ranches within them. Both have been active in the community and still attend many town events. This community helped raise them and is part of who they are. Many of you are a part of their story, and for that, Bob and Nancy are eternally grateful.

Bob says, "If any individual or family wants this rural lifestyle, there is only one choice: Southwest Ranches. I have done and will continue to do all I can to preserve this special place for the next generation. That is my pledge, which is my commitment, and that is what I have done for my years on the Council and for 24 years before my election to the Council as an active community member. I will continue to keep us rural, protect our lifestyle and families, and keep our taxes low."

Gary Jablonski, District 2



Council Member Gary Jablonski along with his wife, Kathy, and two young sons, Kyle and Stephen, moved to the neighborhood of Rolling Oaks in unincorporated Broward County in 1991. The Jablonski became active in the Rolling Oaks Civic Association. When the area was faced with annexation into neighboring cities or incorporation during the 90s, Council Member Jablonski and his family fought for incorporation, in order to preserve the unique character of the area, and our rural lifestyle. Since the formation of the Town of Southwest Ranches in June 2000, Gary has served on various committees including; the Districting Committee, Drainage and Infrastructure, and Parks and Recreation. All of which have given him a unique insight into the challenges encountered on a daily basis in the running of our Town. Council Member Jablonski is a graduate of The University of Florida with a degree in Forest Resources and Conservation. His goal is to maintain our rural lifestyle, and to keep Southwest Ranches the safest and most animal friendly town in South Florida.

Jim Allbritton, District 3



Council Member Jim Allbritton, was born and raised in South Florida. After high school, Jim served in the United States Army with the 101st Airborne Division in Vietnam. As a veteran, he has the utmost respect for those who have served and those who currently serve. After service, Jim worked in the construction industry for 42 years, dealing with numerous construction contracts, along with Pension, Health and Welfare and Apprenticeship funds. In 1985, Jim moved to Green Meadows and built the house he and his wife Rose enjoy today. Jim became actively involved in the Town and all the community activities, and he also served on the Town's Comprehensive Plan Advisory Board before being elected to the District 3 Council Seat in November 2020. His goal as Council member is to serve all the residents of Southwest Ranches and to protect the Quality of Life we currently enjoy.

TOWN ADMINISTRATION

TOWN CHARTER OFFICERS

Russell C. Muñiz, MBA, MPA - Town Administrator

Emil C. Lopez, CPM, MAcc - Town Financial Administrator

Debra Ruesga, CMC - Town Clerk

Keith Poliakoff, JD - Town Attorney

ADMINISTRATIVE & SUPPORT STAFF

Rod Ley, PE, LEED AP - Public Works Director & Town Engineer

December Lauretano-Haines - Parks, Recreation & Open Spaces Manager

Emily Aceti - Community Services Manager

Thomas Holste - General Services Manager

Julio Medina - Community Development Director (Outsource/Contract - J.A. Medina, LLC)

Simo Mansor - Building Official (Outsource/Contract - CAP Government, Inc.)

Jeff Katims, AICP, CNU-A - Planning Director (Outsource/Contract - Complete Cities Planning Group, LLC)

Dan Stewart, FCRM - Deputy Town Clerk

Richard Strum - Controller

Lee Bennet - Volunteer Fire Chief

William Updegraff - Assistant Volunteer Fire Chief

Christina Semeraro, NIGP-CPP, CPPO, CPPB, - Procurement Officer

Arianna Durbeej, MBA - Accountant

Joyce Marques - Engineering Inspector

Gilbert Ceballos - Parks and Recreation Program Facilitator

Jennifer McCarty - Records & Administrative Coordinator

Danielle Caban - Executive Assistant to Town Administrator

Susan Kutz - Administrative Specialist

Angelica Arosemena - Administrative Assistant



Profile of the Town

The Town comprises approximately thirteen (13) square miles, with an estimated population of 7,900 and is located in the southwest portion of Broward County, a major metropolitan area. The Town motto since its establishment is “Preserving our Rural Lifestyle” and it is located between the three major urban cities: Town of Davie, City of Pembroke Pines, and City of Weston. The neighboring cities provide a wealth of attractions, business and amenities for use by the residents of the Town. Accordingly, the residents benefit from this close association with these urban neighbors because the Town does not need to provide for these services.

The Town was incorporated on June 6, 2000. The Town operates under the Council-Administrator form of government where the Mayor and four Council members must live in residential districts, are elected at large, and appoint a Town Administrator, Town Attorney, Town Clerk, and Town Financial Administrator. The Town Council establishes policy for the operation of the government, enacts ordinances for the safety, welfare, and orderly interaction of the citizens of the Town, adopts a millage rate and annual budget as well as members of various advisory boards, agencies, and authorities within the Town, and engages an independent auditor.

The financial reporting entity (Town of Southwest Ranches) includes all funds of the primary government (i.e., Town of Southwest Ranches as legally defined), as well as all its component units. Component units are legally separate entities for which the Town of Southwest Ranches is financially accountable or the nature and significance of the relationship between the Town and the entity is such that exclusion would cause the Town’s financial statements to be misleading or incomplete.

The Town has identified one component unit: The Southwest Ranches Volunteer Fire Rescue, Inc. which is reported as a blended component unit of the Town and its governing body is composed of the members of the Town Council. Additional information can be found in Note 1 of the notes to the basic financial statements.



Population Overview



TOTAL POPULATION

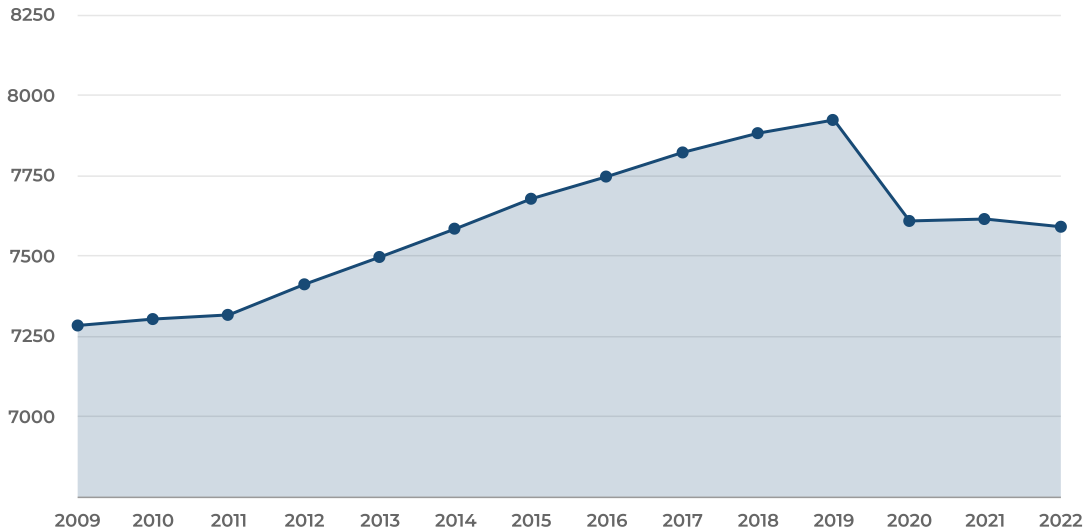
7,589

▼ **.3%**
vs. 2021

GROWTH RANK

312 out of **414**

Municipalities in Florida



* Data Source: U.S. Census Bureau American Community Survey 5-year Data and the 2020, 2010, 2000, and 1990 Decennial Censuses



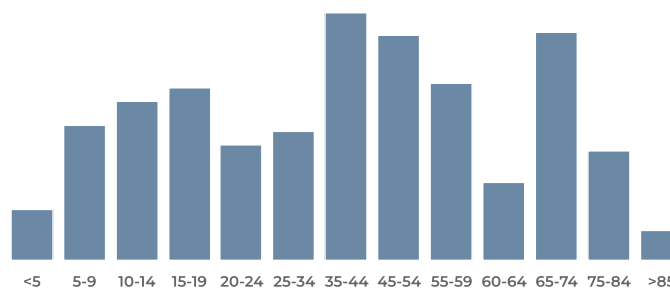
DAYTIME POPULATION

5,875

Daytime population represents the effect of persons coming into or leaving a community for work, entertainment, shopping, etc. during the typical workday. An increased daytime population puts greater demand on host community services which directly impacts operational costs.

* Data Source: American Community Survey 5-year estimates

POPULATION BY AGE GROUP



Aging affects the needs and lifestyle choices of residents. Municipalities must adjust and plan services accordingly.

* Data Source: American Community Survey 5-year estimates

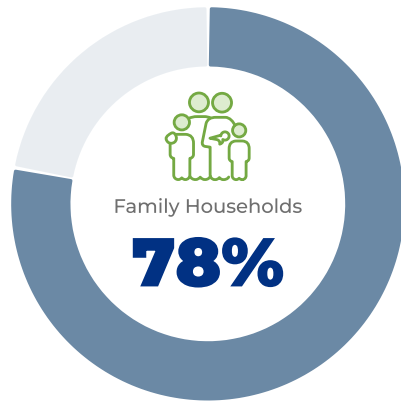


Household Analysis

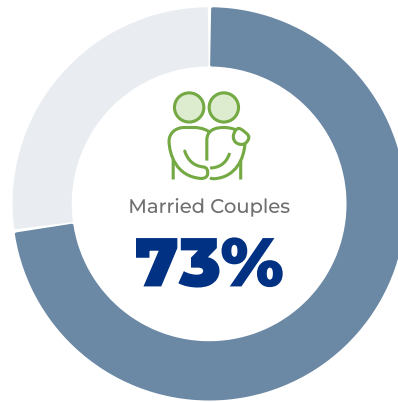
TOTAL HOUSEHOLDS

2,024

Municipalities must consider the dynamics of household types to plan for and provide services effectively. Household type also has a general correlation to income levels which affect the municipal tax base.



▲ **67%**
higher than state average



▲ **56%**
higher than state average



▼ **46%**
lower than state average



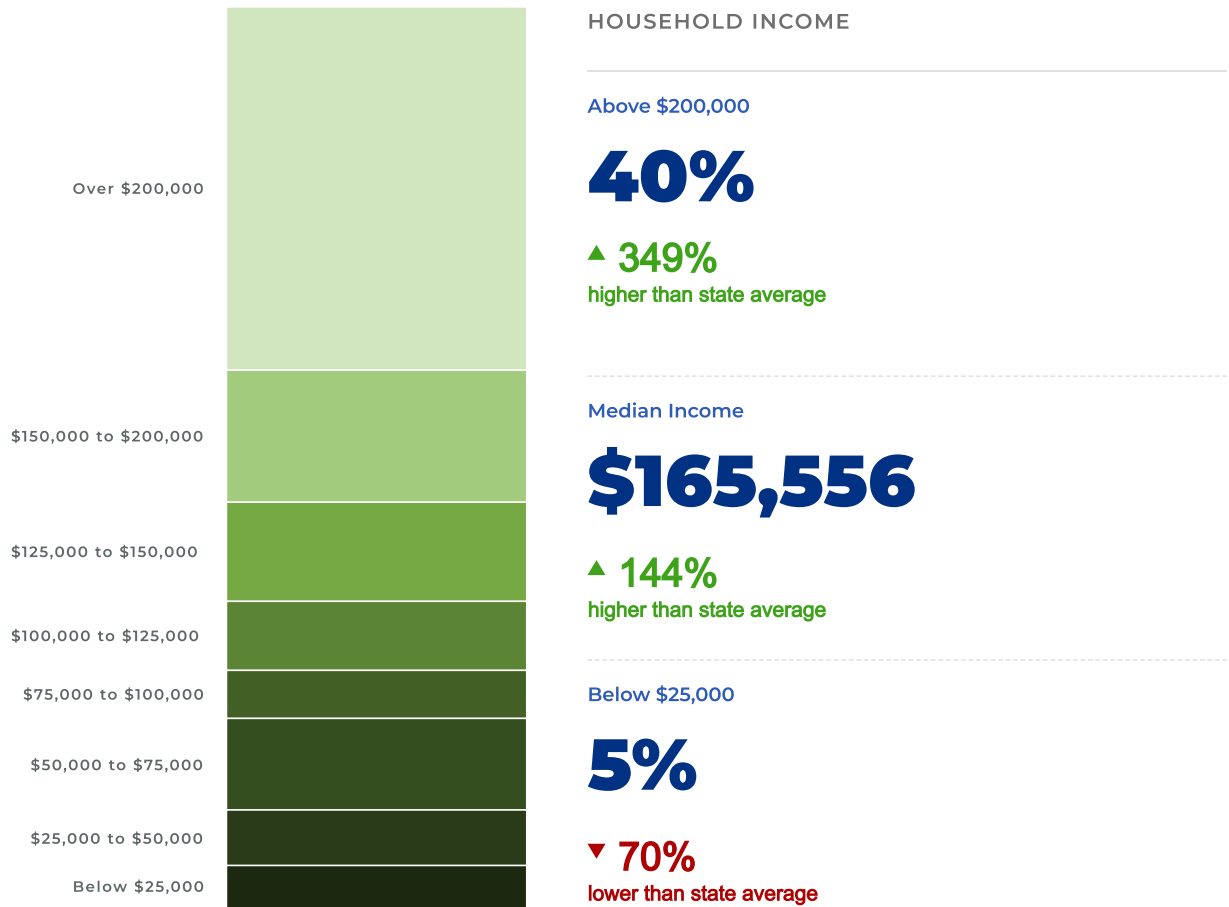
▼ **78%**
lower than state average

** Data Source: American Community Survey 5-year estimates*



Economic Analysis

Household income is a key data point in evaluating a community's wealth and spending power. Pay levels and earnings typically vary by geographic regions and should be looked at in context of the overall cost of living.



* Data Source: American Community Survey 5-year estimates

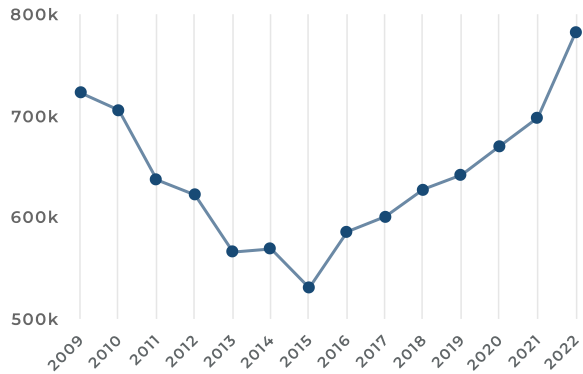


Housing Overview



2022 MEDIAN HOME VALUE

\$782,600



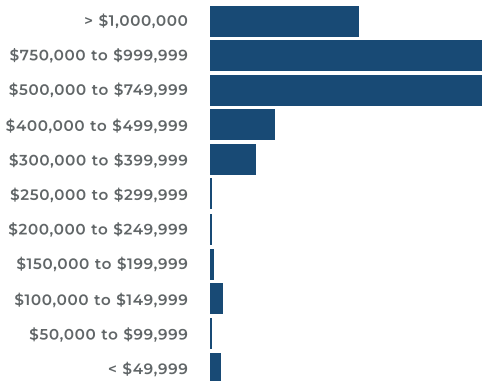
* Data Source: 2022 US Census Bureau (<http://www.census.gov/data/developers/data-sets.html>), American Community Survey. Home value data includes all types of owner-occupied housing.

HOME OWNERS VS RENTERS

Southwest Ranches State Avg.



HOME VALUE DISTRIBUTION

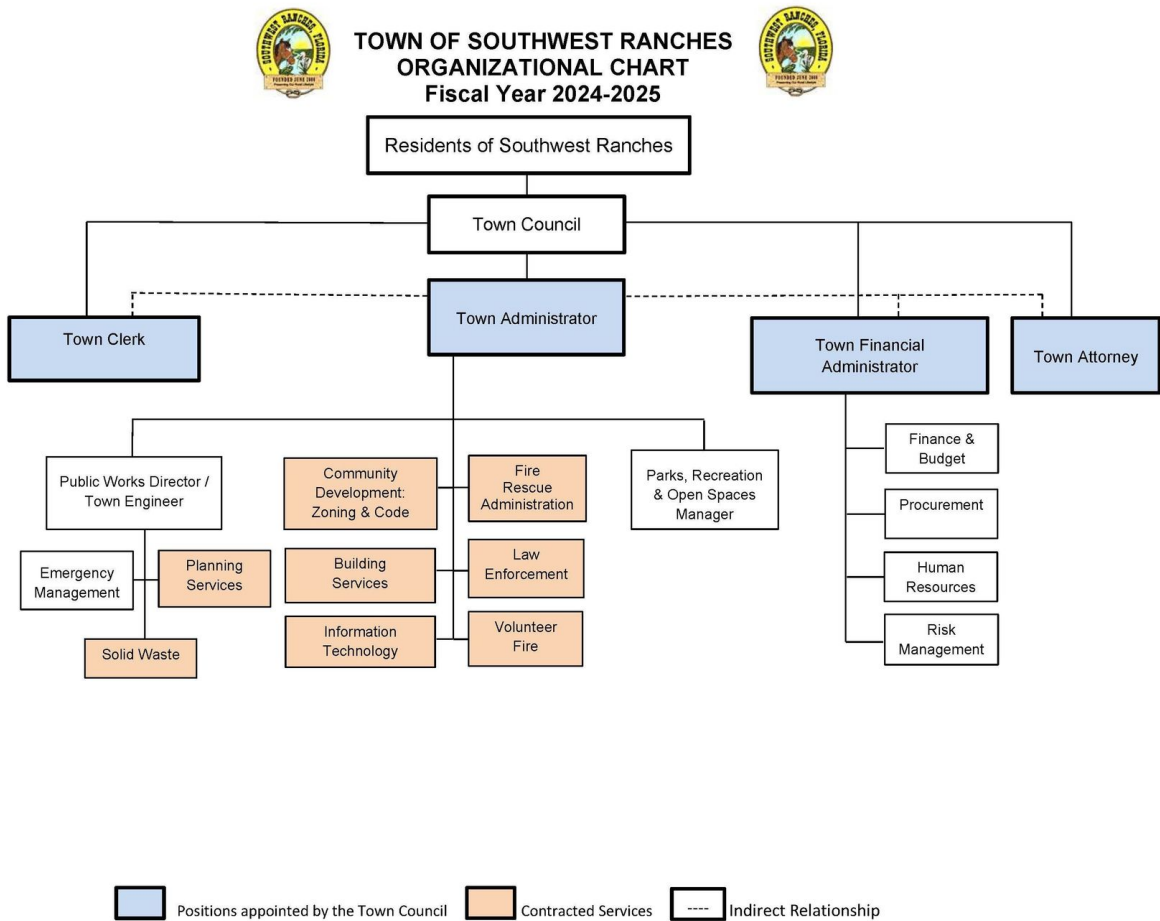


* Data Source: 2022 US Census Bureau (<http://www.census.gov/data/developers/data-sets.html>), American Community Survey. Home value data includes all types of owner-occupied housing.

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Town Organizational Chart



Fund Descriptions

Governmental Fund Types

They are subdivided into four sections: General Fund, Special Revenue Funds, Debt Service Funds, and Capital Project Funds.

General Fund: General revenue funds are used to account for and report all financial resources which are not required to be accounted for in other fund types.

Special Revenue Funds: Special revenue funds are used to account for and report the proceeds of specific revenue sources that are restricted or limited to expenditure for specified purposes other than debt service or major capital projects. The Town has two special revenue funds, the Transportation Fund and the Volunteer Fire Fund.

Debt Service Funds: Debt service funds are used to assign resources to meet current and future debt service requirements on long-term debt

Capital Projects Funds: Capital projects funds are used to account for and report financial resources that are restricted, limited, or assigned to expenditure for the acquisition or construction of major capital facilities.

FUND 001 - General Fund

The General Fund of a government unit serves as the primary reporting vehicle for current government operations. The General Fund, by definition, accounts for all current financial resources not required by law or administrative action to be accounted for in another fund. The major sources of revenue for the General Fund include: Ad valorem taxes, franchise taxes, and intergovernmental revenues. The major departments funded here are: Legislative, Executive, Town Attorney, Finance & Budget, Town Clerk, Building Services, Code Enforcement & Zoning, Planning Services, Public Works: Engineering & Community Services, Public Safety-Police and Fire, and, Parks, Recreation and Open Spaces.

FUND 101 – Transportation Fund

The Transportation Fund is a type of special revenue fund. The revenues received to that fund have specific limitations on their use. This fund is used to account for the portions of gas tax, mobility advancement program surtax and other transportation revenues (including a dedicated portion of the Towns Ad Valorem millage that comprises the Transportation surface and drainage ongoing rehabilitation project (known as TSDOR: Non-Surtax), which is committed to transportation and roadway improvements. The Transportation Fund is also closely associated with a five-year Capital Improvement Plan. The Town Engineer manages the Transportation Fund, with policy guidance from the Drainage and Infrastructure Advisory Board.

FUND 201 – Debt Service Fund

This fund is used for the purpose of accounting for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

FUND 301 – Capital Projects Fund

This fund is used for the purpose of budgeting general capital improvement projects with costs of \$25,000 and over and which create assets which are expected to survive for three years or more. As a governmental fund type, it shares with the general fund a feature of only including those items which must not be budgeted elsewhere. Consequently, capital improvement projects that are associated with specific special revenue, proprietary, or fiduciary funds are not budgeted in the capital projects fund.



The Capital Projects Fund is closely associated with a five-year Capital Improvement Plan. The Capital Improvement Plan, however, includes all major capital improvements across all fund types. It includes the forecast of substantial capital investments and anticipated for the upcoming budget year and for an additional four years.

Proprietary Fund Types

Enterprise funds are used to account for operations: (a) that are financed and operated in a manner similar to private business enterprises--where the intent of the governing body is that the costs of providing goods or services to the public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

Fund 401- Solid Waste Fund

The Solid Waste Collection Fund is a type of enterprise fund. The Town through an Independent Contractor, provides solid waste, bulk waste and recycling collection and disposal services to customers within the Town. Charges for the services are made based upon the type of service (residential, commercial, and recycling) and the cost for disposal of the materials collected. This business-like enterprise also provides for contractual oversight of operations, maintenance, collections, disposal, and planning elements. The fund primarily operates under the management of the Public Works Department with the assistance of the Code Enforcement Department.

Fiduciary Fund Types

Fiduciary Funds are used to account for assets held by a governmental unit in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and/or other trust funds. The Town of Southwest Ranches has no Fiduciary (Trust and/or Agency) Funds.

Financial Policies

The Town adheres to several financial policies that impact daily operations and the current period's financial statements. The Town's budgetary and financial policies provide the basic framework for the overall fiscal management of the Town. The following policies were used in the development of current activities.

Budgetary Policy

Annual appropriated budgets are adopted for the General Fund, the Transportation Fund, the Capital Projects Fund, and the Debt Service Fund on a basis consistent with accounting principles generally accepted in the United States of America. The Volunteer Fire Rescue Department volunteer fund and fire operational budget is adopted by the Board of Directors of the Town of Southwest Ranches, which consists of the Town Council. In accordance with state laws, the Approved Budget is posted on the Town's website within 30 days of adoption.

During July of each year, the Town Administrator and Town Financial Administrator submit to the Town Council a proposed operating budget for the ensuing fiscal year. The operating budget includes proposed expenditures and the means of funding them. Subsequently, a budget workshop and public hearings are conducted to obtain taxpayer comments and prior to October 1, the budget is legally enacted through passage of an ordinance. Upon request of the Town Administrator or Town Financial Administrator, the Town Council, in the form of a resolution, may amend the budget, make changes between funds or from a reserve, and increase or decrease a fund. The Town Administrator or Town Financial Administrator may make changes within a department. Therefore, the legal level of control is at the department level. At the close of each fiscal year, the unencumbered balance of each appropriation reverts to the fund from which it was appropriated and is subject to future appropriations.

Revenue Policy

The Town maintains a diversified revenue system to avoid reliance on property taxes. Charges for services are being provided at full cost recovery for services for individual users. It's the recommendation and directive of the Town Administration to never use "One-time" revenue for ongoing operating costs.

Investment Policy

The Town is authorized to invest in direct obligations of the U.S. Treasury, Securities and Exchange Commission registered money market funds with the highest credit quality rating from a nationally recognized rating agency, and the Local Government Surplus Funds Trust Fund, or any other intergovernmental investment pool authorized by Florida Statutes, including the Florida PRIME administered by the State Board of Administration. The investment policy defined in the statutes attempts to promote, through state assistance, the maximization of net interest earnings on invested surplus funds of local units of governments while limiting the risk to which the funds are exposed. Florida PRIME is governed by Chapter 19-7 of the Florida Administrative Code and Chapters 215 and 218 of the Florida Statutes. These rules provide guidance and establish the policies and general operating procedures for the administration of the Florida PRIME.

Debt Policy

The Town has no General Obligation debt outstanding and believes that debt is a necessary and integral part of conducting its operations on a financially sound and equitable basis to all taxpayers. The Town reviews as well as evaluates its existing obligations and future borrowing needs regularly. As the existing emergency line of credit of the Town (\$10 million) neared its term date (05/23/2023), the Town extended the agreement and maturity of the emergency line of credit for an additional five (5) years to 05/23/2028, as provided in section 16 of the agreement, and increased the capacity of the line from \$10,000,000 to \$20,000,000.



BUDGET OVERVIEW





Transmittal Letter

Town of Southwest Ranches

July 25, 2024

Honorable Mayor and Town Council
Town of Southwest Ranches
13400 Griffin Road
Southwest Ranches, Florida 33330

The Fiscal Year 2024-2025 (FY 2024-2025) budget is for the period that begins October 1, 2024, and ends September 30, 2025. The preparation of the budget is complex in nature as it consists of many different and/or interrelated parts that are needed for the request of resources and the available revenues to match. The objective of the Town's budget is to fulfill demonstrable needs rather than numerous wants and maintain healthy financial reserves. It reflects the community's priorities and values through funding of services, programs and projects that support the quality of life for the Citizens of the Town of Southwest Ranches.

The FY 2024-2025 Proposed Budget directs sufficient resources to meet Council policy objectives while not overburdening taxpayers. Also, it continues to include American Rescue Plan Act (ARPA) funds allocated by Council to various projects that meet ARPA guidelines and restrictions. The Town received a total of \$3,985,292 in ARPA funds.

Proposed Millage and Assessment Rates Summary:

Background

On July 1st, 2024, the Broward County Property Appraiser (BCPA) certified a total taxable value for real and personal property of \$2,477,686,639 for the Town of Southwest Ranches. The aggregate increase in the Town's assessed valuations when compared to last year's is 12.55% or \$276,195,107. This increase places the Town as the 4th highest percentage increase among Broward County's 31 municipalities. The increase is generally attributable to over \$81,804,780 of new taxable value associated with new construction and building improvements that was a result of families wanting to make the Town of Southwest Ranches their home as well as Town Council policy, its rural lifestyle, and services.

Truth-In-Millage (TRIM a/k/a "Millage")

The Town Administration is recommending maintaining the same millage rate of 3.9000 as that of last year. We are confident that the proposed millage will generate sufficient resources to meet Council policy objectives while maintaining the same excellent level of services.

The FY 2024-2025 Proposed Budget is funded at a millage rate of 3.9000 mills for operating improvements and will require, per Florida Statute, a simple-majority vote by Council members (3 out of 5 voting in support). For every \$500,000 of taxable value, this rate represents a combined \$158 dollar increase from the "current year rollback rate" of 3.5836 mills. **It is noted that pursuant to section 193.155(1) of the Florida Statutes related to "Save Our Homes", eligible property owners change in net taxable value will not exceed 1.3%.**



Fire Assessment Rates

This rate addresses fire personnel, fire operations, planning, and capital improvements related to fire services, such as: prevention, awareness, and suppression. The rates for Fire Assessment are the result of the adopted 2021 Fire Protection Assessment Methodology providing for combining of Commercial/Institutional/Warehouse & Industrial

Categories, the contractual increase from the Town of Davie, as well as operational increases when compared to FY 2023-2024.

The proposed rates show an increase to the “combined non-residential” category of \$0.0992, to the acreage category of \$1.42, and to the “residential” category in the amount of \$34.51. It is worth mentioning that last year’s residential rate was subsidized in the amount of \$391,437. This year’s proposed rates do not include a subsidy, however; \$502,832 has been reserved from unassigned fund balance per Town Council directive. This is the final year of the three (year) plan.

Property Category	FY24/25 Proposed	FY23/24 Adopted	Proposed vs. Adopted Increase (Decrease)
Combined Non-Residential	\$1.0804	\$0.9812	\$0.0992
Acreage	\$90.53	\$89.12	\$1.42
Residential	\$793.14	\$758.63	\$34.51

This proposed budget also funds program modifications (PM) related to the Volunteer Fire operations to improve planning for fire vehicles and safety equipment.

For FY 2025, the total dollar impact to the Town’s General Fund for the disabled veteran exemption is \$18,242 (twenty-three (23)). It shall also be noted that the General Fund millage impact of imposed FS 170.01(4) pertaining to a full Fire Assessment exemption for vacant agricultural property is \$97,073 (approximately 1,072 acres).

Solid Waste Assessment Rates

The Town Council approved a contract with WM (formerly Waste Management) on July 28, 2022, for solid waste, recyclables, bulk waste collection and disposal franchise agreement. The FY 2024-2025 total proposed solid waste assessment expenses have been estimated at \$3,494,712. This amount represents an increase of \$263,156 or approximately 8% when compared to last year’s budgeted amount of \$3,231,556. The increase reflects an annual CPI rate adjustment that, as per the contract, came in at 6%.

For FY 2025, the Property Appraiser designated twenty-three (23) 100% service-connected qualified disabled veterans, thus making them eligible to claim a 50% reduction. The total approximate dollar impact to the Town’s Solid Waste Fund from the exemption is \$6,939.

General Fund

The proposed funding method utilizes nominal appropriations from restricted fund balances to continue the existing quality of services expected from the Town of Southwest Ranches and recommends a millage rate of 3.9000. The proposed millage, funds ongoing protective services, a few program modifications (PM) such as the “Mobile Speed Trailer”, and priority capital improvement projects (CIP) like the “Transportation Surface and Ongoing Rehabilitation Project (TSDOR)” non surtax. Over \$819,000 in transfers to the debt fund to cover the Town’s debt service payment is also achieved, as are transfers to fund other necessary items. As these and other necessary transfers are identified during yearly ongoing operations, it is important to mention that the General Fund unassigned fund balance remains well above the 17% - 18% recommended by the Governmental Finance Officers Association (GFOA).



Capital Improvements Planning

The Proposed FY 2024-2025 Budget includes a section which serves as an important planning tool and a highlight of the way in which this budget balances Council priorities with available resources. The section is the “Five-Year Capital Improvement Plan.” This plan may also be referred to as the 5-Year CIP and should not be confused with the Capital Projects Fund. The latter only includes capital projects of a governmental nature funded within a fiscal year.

The aim of the 5-Year CIP is to identify all capital assets and infrastructure projects which are recommended or scheduled to occur within the next 5 fiscal years within the Town. For each project within the plan there is a detailed page providing an explanation of the project and any other pertinent information. This coordinated 5-Year CIP serves as a quick reference for a project timeline and identifies current and future funding requirements to bring those projects to completion.

Capital Improvements

This proposed budget balances Council priorities with available resources in the area of Capital Improvement Projects (CIPs). The following twelve (12) CIPs are funded. More specifically, as it pertains to the Drainage Improvement Projects (\$1,390,441), funding is available and proposed mostly from grant sources, thus reducing the millage otherwise necessary, and only requiring the Town to contribute \$200,000.

Proposed **Funded** FY 2024/2025 Capital Improvement Project Requests

Project Name	Department	Project Amount *
Fire Wells Replacement and Installation	Public safety-Fire Admin	\$ 42,000
Town Hall Multi-Purpose Storage Building	Public Works - ARPA	\$ 50,000
Dykes Road Piping	Public Works - ARPA	\$ 514,780
Public Safety Facility\Emergency Operations Center (EOC)	Public Works - ARPA	\$ 1,671,864
SW Meadows Sanctuary Park PHASE I: Roadway, Parking and Restroom Facilities	Parks & Open Spaces - ARPA (57%)	\$ 2,216,382
General Fund Total		\$ 4,495,026
Project Name		
Entranceway Signage for Country Estates Park	Parks & Open Spaces	\$ 16,500
Sunshine Ranches Equestrian Park Playground Rehabilitation	Parks & Open Spaces	\$ 56,250
Town Wide Invasive Exotics Removal	Parks & Open Spaces	\$ 140,000
Capital Projects Fund Total		\$ 212,750
Project Name		
Flashing Speed Limit Signs	Public Works	\$ 68,400
Southwest Meadows Sanctuary Water Quality and Drainage Project	Public Works	\$ 750,000
Transportation Surface & Drainage Ongoing Rehabilitation (TSDOR): Non-Surtax	Public Works	\$ 752,080
Drainage Improvement Projects: Non-Surtax	Public Works	\$ 1,390,441
Transportation Fund Total		\$ 2,960,921
Totals		\$ 7,668,697

* NOTE: Not all of the project costs for the Drainage improvement and TSDOR Projects detailed within the Transportation Fund are funded exclusively by the Town. A narrative explanation is provided on its respective Capital Project page.

An additional five (5) capital improvement projects are not funded in the proposed budget for FY 2024-2025 and are identified in the following table. Some of the common potential reasons for a project being deferred are: 1) funding may not be available, 2) managing additional projects may be too cumbersome or 3) project timing and/or awards suggest that a delay is appropriate.

Funding of these projects as requested would result in an additional expenditure of \$2,157,268 and a net millage increase of 0.9165 in FY 2025.



Proposed **Not Funded** FY 2024/2025 Capital Improvement Project Requests

Project Name	Department	Project Amount
Town Wide Parks Master Plan	Parks & Open Spaces	\$ 50,000
Frontier Trails Conservation Area	Parks & Open Spaces	\$ 125,000
Country Estates Fishing Hole Park	Parks & Open Spaces	\$ 150,000
Calusa Corners Park	Parks & Open Spaces	\$ 296,000
Southwest Meadows Sanctuary Park - Phase II Development	Parks & Open Spaces	\$ 1,536,268
Capital Projects Fund Total		\$ 2,157,268

Program Modifications

There are fifteen (15) projects currently proposed in the FY 2024-2025 Proposed Budget and whether funded or not, each program modification request is presented in this document with an explanation of the project and its anticipated costs.

The following tables represent all requested program modifications that are recommended to be funded. To assist in evaluating the program modifications, the associated costs have a corresponding net millage equivalent, identified where millage would be impacted.

Proposed **Funded** FY 2024/2025 Program Modification Requests

Funded Millage Project Name	Project Amount	Millage Equivalent
Administrative Project Manager (APM)	\$ 118,191	0.0502
Mobile Speed Trailer with LPR Technology	\$ 105,000	0.0446
Annual Surface Material Replenishment at SWR Parks	\$ 43,050	0.0183
Invasive Exotic Removal Area Maintenance	\$ 40,204	0.0171
Technology Replacements – Laptops	\$ 35,000	0.0149
Car Mounted Radar and Handheld Laser Technology	\$ 33,524	0.0142
Engineering Permitting Software	\$ 31,000	0.0132
Laserfiche Upgrade	\$ 28,000	0.0119
Town of Southwest Ranches 25th Anniversary Celebration	\$ 25,000	0.0106
Country Estates Fishing Hole Park - Mowing & Fire Ant Control	\$ 17,583	0.0075
Rolling Oaks Park Barn Interior Painting	\$ 7,740	0.0033
Southwest Meadows Preserve - Farmer's Market Portable Restrooms	\$ 5,018	0.0021
Rolling Oaks Park - Janitorial Maintenance	\$ 4,907	0.0021
Total	\$ 494,217	0.2100
Funded Fire Assessment Project Name	Project Amount	Millage Equivalent, if applicable
Volunteer Fire (SCBA) Equipment Replacement	\$ 55,025	N/A
Volunteer Fire Apparatus Replacement	\$ 30,500	N/A
Total	\$ 85,525	
Grand Total Funded	\$ 579,742	



Organizational Changes

The proposed budget includes the following personnel items:

- The Town Administrator assumed his new role in December 2023. Since that date, he has been without any assistance in dealing with the complex projects and tasks. The Town Administrator now wishes to identify new personnel as “Administrative Project Manager”. This new position is contemplated in the FY 2024-2025 Proposed Budget.
- We are including in the FY 2024-2025 budget the annual Town's match for general employees of 10% and a merit/performance adjustment of “up to” 4%. The same includes a Town's match as well to charter officials of 15%. These rates are similar to last year's adopted budget.

Summary Comments

The FY 2024-2025 Proposed Budget embraces the Council's fiscal responsibility and stewardship. In doing so, the administration has responsibly managed operations and continues to make the most of limited resources. Therefore, we are recommending maintaining the same millage rate as last year of 3.9000.

Many of the funded items will directly improve the appearance of the Town while others focus on improved customer service. The proposed budget may be modified pursuant to the Town Council's review and discussions over the coming weeks. Specific opportunities for discussion include the budget workshop, scheduled for Tuesday, August 13, 2024, two formal public hearings and plan adoption in September (Thursday, September 12th and Thursday, September 26th, respectively).

We want to extend our heartfelt appreciation to our Controller Rich Strum, our Accountant, Arianna Durbeej, all Department Directors and their staff for the hard work and dedication in developing this proposed budget. We are grateful for the confidence, trust, and support of our Mayor, Vice Mayor, and the Council members.

Town Administrator

Russell Muñiz

Russel Muñiz, MBA, MPA

Town Financial Administrator

Emil Lopez

Emil C. Lopez, CPM, MAcc



Town's Budget Calendar

TOWN OF SOUTHWEST RANCHES Adopted Budget Calendar for FY 2024-2025	
Thursday, February 22, 2024	Memo to Town Council proposing Budget Calendar for FY 2024-2025 presented at regular Council meeting
Friday, February 23, 2024	Budget Kick-Off with Town staff including Advisory Board liaisons email correspondence
Friday, March 8, 2024	Department's accomplishments, goals and objectives are DUE from Department Heads
Wednesday, March 20, 2024	Departmental and Advisory Boards operating, program modifications, and capital outlay requests and justification are DUE
Friday, March 29, 2024	Department revenue estimates from Department Heads are DUE
Tuesday, April 9, 2024	Departmental Meetings (10:00-11:30AM; 1:00-2:30PM; 3:00-4:30PM)
Wednesday, April 10, 2024	Departmental Meetings (10:00-11:30AM; 1:00-2:30PM; 3:00-4:30PM)
Thursday, April 11, 2024	Departmental Meetings (10:00-11:30AM; 1:00-2:30PM; 3:00-4:30PM)
Monday, April 15, 2024	Departmental Meetings (1:00-2:30PM; 3:00-4:30PM)
Friday, May 10, 2024	Town Financial Administrator meets with Town Administrator and Town Attorney (preliminary condition assessment/recommendations/modifications)
Wednesday, May 15, 2024	FY2024-2025 Volunteer Fire Department Budget presentation to the Fire Advisory Board
May 16th to June 7th, 2024	Town Administrator and Town Financial Administrator to meet individually with Town Council members to obtain policy direction and guidance
Friday, May 31, 2024	Estimated Tax roll information available from Broward County Property Appraiser
Monday, June 3, 2024	Comments and feedback from Town Administrator, Town Attorney, and Departments are DUE
Thursday, June 27, 2024	Presents FY2024-2025 Volunteer Fire Department Budget to SWR Fire Board of Directors for approval
Monday, July 1, 2024	Town's certified taxable values received from Broward County Property Appraiser
Monday, July 15, 2024	Final Proposed Budget finished. Printing & distribution commences
Thursday, July 25, 2024	Preliminary Millage Rate and Initial FY2024-2025 Fire Protection and Solid Waste (SW) special assessment adoption at July Regular Council Meeting (all via resolutions)
Tuesday, July 30, 2024	First Budget Hearing for Broward County School Board
Friday, August 2, 2024	Deadline to send the Preliminary Millage Rate and Initial FY 2024-2025 Fire Protection and SW special assessment to the Broward County Property Appraiser Office and the Broward County Treasury Division
Tuesday, August 13, 2024	Budget Workshop on Proposed Budget (7 PM)- Mayor and Town Council (Community Invited)
On or prior to August 24, 2024	Notice for First Public Hearing through TRIM notice sent by Property Appraisers' office
On or prior to August 24, 2023	Town advertises its non-ad valorem Special Assessments. Advertisement must run at least 20 days prior to final public hearing (09/12/2023) for assessment adoption.
Thursday, September 5, 2024	First Budget Hearing for Broward County Government
Tuesday, September 10, 2024	Second Budget Hearing for Broward County School Board
Thursday, September 12, 2024	First Public Hearing for Tentative Millage and Budget Adoption introduced for FY2024-2025 (via resolution and ordinance, respectively). Final Fire Protection and Solid Waste special assessment Adoption (via resolutions) at 6:00PM. Regular Council meeting begins at 7:30PM.
Friday, September 13, 2024	Deadline to send the adopted Final Fire Protection and Solid Waste special assessments to the Broward County Property Appraiser Office and the Broward County Treasury Division
Tuesday, September 17, 2024	Second Budget Hearing for Broward County Government
Saturday, September 21, 2024	First Date: advertisement can run for second public hearing
Tuesday, September 24, 2024	Last Date: advertisement can run for second public hearing
Thursday, September 26, 2024	Second Public Hearing for Final Millage and Budget Adoption (via resolution and ordinance, respectively) @ 6:00 PM. Regular Council meeting begins at 7:00PM
Sunday, September 29, 2024	Deadline to send the adopted Final Millage and Budget Adoption to the Broward County Property Appraiser Office and the Broward County Treasury Division
Friday, October 18, 2024	Deadline to send the adopted Final Millage and Budget Adoption to the Broward County Property Appraiser Office and the Broward County Treasury Division
<div> <div>Council Driven</div> <div>Departments Driven</div> <div>Executive Team Driven</div> <div>Volunteer Fire Driven</div> <div>Other</div> <div>Finance Driven</div> </div>	



Millage Maximums

Fiscal Year 2025 Millage Maximums and Related Information (Based on Certified Assessment Information)					
Millage Name	Votes Required	Maximum Millage	Total Resulting Net Revenues	Net Revenue Change (from prior year adopted rate funding level)	FY 2024 levy increase per \$500,000 of taxable value*
Current Year Roll-Back Rate	3	3.5836	\$8,435,086	(\$744,742)	\$0
FY 2024-2025 Proposed Rate	3	3.9000	\$9,179,829	\$945,235	\$158 *
Adjusted Current Year Roll-Back Rate	3	3.7933	\$8,928,678	(\$251,151)	\$105
Maximum Majority Vote	3	4.0091	\$9,436,629	\$256,800	\$213
Maximum Super Majority Rate	4	4.4100	\$10,380,268	\$1,200,439	\$413
Unanimous Vote of the Governing Body is required if Millage rate is over 4.4100 and UP TO 10.0000	5	10.0000	\$23,538,023	\$14,358,194	\$3,208

Note: * Property owners without a change in net taxable value will receive a real cash reduction of 11.48% in their Town of Southwest Ranches portion of their tax bill due to the increase in taxable value. It is important to note that FY 2025 eligible "Save our Homes" exemption property owners change in net taxable value will not exceed 1.3%.



Government-Wide Debt

Estimated Debt Balance at 09/30/2024



Proposed Funded FY2024/2025 Program Modification (PM) Requests

Proposed **Funded** FY 2024/2025 Program Modification Requests

Funded Millage Project Name	Project Amount	Millage Equivalent
Administrative Project Manager (APM)	\$ 118,191	0.0502
Mobile Speed Trailer with LPR Technology	\$ 105,000	0.0446
Annual Surface Material Replenishment at SWR Parks	\$ 43,050	0.0183
Invasive Exotic Removal Area Maintenance	\$ 40,204	0.0171
Technology Replacements – Laptops	\$ 35,000	0.0149
Car Mounted Radar and Handheld Laser Technology	\$ 33,524	0.0142
Engineering Permitting Software	\$ 31,000	0.0132
Laserfiche Upgrade	\$ 28,000	0.0119
Town of Southwest Ranches 25th Anniversary Celebration	\$ 25,000	0.0106
Country Estates Fishing Hole Park - Mowing & Fire Ant Control	\$ 17,583	0.0075
Rolling Oaks Park Barn Interior Painting	\$ 7,740	0.0033
Southwest Meadows Preserve - Farmer's Market Portable Restrooms	\$ 5,018	0.0021
Rolling Oaks Park - Janitorial Maintenance	\$ 4,907	0.0021
Total	\$ 494,217	0.2100
Funded Fire Assessment Project Name	Project Amount	Millage Equivalent, if applicable
Volunteer Fire (SCBA) Equipment Replacement	\$ 55,025	N/A
Volunteer Fire Apparatus Replacement	\$ 30,500	N/A
Total	\$ 85,525	
Grand Total Funded	\$ 579,742	



Proposed Funded / Not Funded Capital Improvement Project (CIP) Requests

Proposed **Funded** FY 2024/2025 Capital Improvement Project Requests

Project Name	Department	Project Amount *
Fire Wells Replacement and Installation	Public safety-Fire Admin	\$ 42,000
Town Hall Multi-Purpose Storage Building	Public Works - ARPA	\$ 50,000
Dykes Road Piping	Public Works - ARPA	\$ 514,780
Public Safety Facility\Emergency Operations Center (EOC)	Public Works - ARPA	\$ 1,671,864
SW Meadows Sanctuary Park PHASE I: Roadway, Parking and Restroom Facilities	Parks & Open Spaces - ARPA (57%)	\$ 2,216,382
General Fund Total		\$ 4,495,026
Project Name		
Entranceway Signage for Country Estates Park	Parks & Open Spaces	\$ 16,500
Sunshine Ranches Equestrian Park Playground Rehabilitation	Parks & Open Spaces	\$ 56,250
Town Wide Invasive Exotics Removal	Parks & Open Spaces	\$ 140,000
Capital Projects Fund Total		\$ 212,750
Project Name		
Flashing Speed Limit Signs	Public Works	\$ 68,400
Southwest Meadows Sanctuary Water Quality and Drainage Project	Public Works	\$ 750,000
Transportation Surface & Drainage Ongoing Rehabilitation (TSDOR): Non-Surtax	Public Works	\$ 752,080
Drainage Improvement Projects: Non-Surtax	Public Works	\$ 1,390,441
Transportation Fund Total		\$ 2,960,921
Totals		\$ 7,668,697

* NOTE: Not all of the project costs for the Drainage Improvement and TSDOR Projects detailed within the Transportation Fund are funded exclusively by the Town. A narrative explanation is provided on its respective Capital Project page.

Proposed **Not Funded** FY 2024/2025 Capital Improvement Project Requests

Project Name	Department	Project Amount
Town Wide Parks Master Plan	Parks & Open Spaces	\$ 50,000
Frontier Trails Conservation Area	Parks & Open Spaces	\$ 125,000
Country Estates Fishing Hole Park	Parks & Open Spaces	\$ 150,000
Calusa Corners Park	Parks & Open Spaces	\$ 296,000
Southwest Meadows Sanctuary Park - Phase II Development	Parks & Open Spaces	\$ 1,536,268
Capital Projects Fund Total		\$ 2,157,268



Five Year Capital Improvement Plan

Five Year Capital Improvement Plan All Funds Project Expenditure Summary FY 2025 - FY 2029

FUND		FY 2025		FY 2026		FY 2027		FY 2028		FY 2029		Total
		AMT	FUNDING SOURCE	AMT	FUNDING SOURCE	AMT	FUNDING SOURCE	AMT	FUNDING SOURCE	AMT	FUNDING SOURCE	
FUND	General Fund Total	FY 2025	-	FY 2026	-	FY 2027	-	FY 2028	-	FY 2029	-	
	Fire Wells Replacement and Installation	42,000	FA	42,000	FA	42,000	FA	42,000	FA	42,000	FA	210,000
	Town Hall Multi-Purpose Storage Building	50,000	ARPA	-	NF	-	NF	-	NF	-	NF	50,000
	Dykes Road Piping	514,780	ARPA	-	NF	-	NF	-	NF	-	NF	514,780
	Public Safety Facility/Emergency Operations Center (EOC)	1,671,864	ARPA	-	NF	-	NF	-	NF	7,800,000	GF Tr	9,271,864
	SW Meadows Sanctuary Park PHASE I - Roadway, Parking, and Restroom Facilities	2,216,382	ARPA, GF Tr, G	-	NF	-	NF	-	NF	-	NF	2,216,382
FUND	Capital Projects Fund Total											
	Parks, Recreation and Open Space (PROS) Entranceway Signage	16,500	GF Tr	16,500	GF Tr	16,500	GF Tr	16,500	GF Tr	16,500	GF Tr	82,500
	Sunshine Ranches Equestrian Park Playground Rehabilitation	56,250	GF Tr	56,250	GF Tr	56,250	GF Tr	56,250	GF Tr	-	NF	225,000
	Town Wide Invasive Exotics Removal	140,000	GF Tr	-	NF	-	NF	-	NF	-	NF	140,000
FUND	Transportation Fund Total											
	Flashing Speed Limit Signs	68,400	GF Tr	-	NF	-	NF	-	NF	-	NF	68,400
	Southwest Meadows Sanctuary Water Quality and Drainage Project	750,000	G, GF Tr	-	NF	-	NF	-	NF	-	NF	750,000
	Drainage Improvement Projects: Non-Surtax	1,390,441	G, GF Tr, TFB	290,260	GF Tr	443,825	GF Tr	2,644,536	GF Tr	2,504,964	GF Tr	7,274,026
	Surface and Drainage Ongoing Rehabilitation (TSDOR): Non-Surtax	1,520,960	GF Tr	450,000	GF Tr	450,000	GF Tr	450,000	GF Tr	450,000	GF Tr	3,320,960
	PROJECT TOTALS	\$8,437,577		\$855,010		\$1,008,575		\$3,209,286		\$10,613,464		\$24,123,912
FUND	FY 2025 NOT FUNDED CIPS											
	Town Wide Parks Master Plan	50,000	NF	-	NF	-	NF	-	NF	-	NF	50,000
	Frontier Trails Conservation Area	125,000	NF	223,500	NF	689,650	NF	841,500	NF	841,500	NF	2,721,150
	Country Estates Park	150,000	NF	175,000	NF	240,000	NF	229,575	NF	270,425	NF	1,065,000
	Calusa Corners Park	296,000	NF	503,225	NF	195,500	NF	211,000	NF	211,000	NF	1,416,725
	Southwest Meadows Sanctuary Park - Phase II Development	1,536,268	NF	-	NF	-	NF	-	NF	-	NF	1,536,268
	FY2025 thru FY2028 Not Funded CIPs	\$2,157,268		\$901,725		\$1,125,150		\$1,282,075		\$1,322,925		\$6,789,143
Funding Source Code		Funding Source Name										
ARPA		American Recovery Plan Act										
FA		Fire Assessment										
G		Grant Funding										
GF Tr		General Fund Transfer from Operating Revenues										
NF		Not Funded										
TFB		Transportation Fund Fund Balance										



Fire Assessment Worksheet

Town of Southwest Ranches Proposed FY 2024/2025 Fire Assessment Worksheet

Sources:

Fire Administration Department
Volunteer Fire Service Department
Volunteer Fire Fund

Expenditures	Total FY 2024-2025 Proposed	General Fund Portion	Fire Assessment Portion
% Allocation per Consultant Study for FR Contractual Services Only		40.00%	60.00% *
Direct Expenses:			
Fire Rescue Contractual Service	\$ 4,321,752	\$ 1,896,802	\$ 2,424,950
Operating Expenses	802,066	350,000	452,066
Government & Acreage Exemptions	-	137,389	- **
Capital Outlay	97,025	N/A	97,025
Fire Protection/Control Contingency	100,500	N/A	100,500
Sub-Total	\$ 5,321,343	\$ 2,384,191	\$ 3,074,541
Other Expenses			
Publication & Notification Costs			1,445
Statutory Discount			122,982
Collections Cost			29,740
Fire Assessment Cost Allocation of Townwide Personnel/Contractual Costs			250,165
Fire Station Flooring			25,000
Council Approved Subsidy of \$502,832 available			
Total Fire Assessment Expenses			\$ 3,503,873

Based on 2024 Consultant Study

Property Category	Assess Unit Type	% Apportioned	Amount	Adopted Rates FY 24/25	Adopted Rates FY 23/24	Difference: Increase Decrease
Combined Non-Res: Commercial-321,755 SF	Per Sq.Ft. Bldg Area	9.92%	347,585	\$ 1.0804	\$ 0.9812	\$ 0.0992
Combined Non-Res: Institutional-565,911 SF	Per Sq.Ft. Bldg Area	17.45%	611,421	\$ 1.0804	\$ 0.9812	\$ 0.0992
Combined Non-Res: Warehouse/Industrial-123,848 SF	Per Sq.Ft. Bldg Area	3.82%	133,849	\$ 1.0804	\$ 0.9812	\$ 0.0992
Acreage - 1,761 Acres	Per Acre	4.55%	159,252	\$ 90.53	\$ 89.11	\$ 1.42
Residential - 2,811 Units	Per Unit	63.64%	2,229,691	\$ 793.14	\$ 758.63	\$ 34.51
Government - Exempt - 41,376 SF (General Fund)	Per Sq.Ft. Bldg Area	0.63%	22,075			
Total		100%	\$ 3,503,873			

* 60% / 40% split applies in most cases

** These amounts are funded thru the General Fund (FY2024-2025 Fire Protection Assessment Methodology Report July 18, 2024)



Solid Waste Assessment Worksheet

Town of Southwest Ranches Proposed FY 2024/2025 Solid Waste Assessment Worksheet

Sources:

Waste Management
Broward County Property Appraiser
Munilytics Consultant Study

Description	Solid Waste & Recycling	Bulk Waste	Total Adopted FY 24/25
% Allocation Direct Expenses Only	48.02%	51.98%	

Direct Expenses:

Solid Waste - Collection	\$ 772,566	\$ -	\$ 772,566
Solid Waste - Disposal	\$ 401,760	\$ -	\$ 401,760
Bulk Waste - Collection		\$ 1,024,069	\$ 1,024,069
Bulk Waste - Disposal		\$ 560,401	\$ 560,401
Recyclables - Collection	\$ 222,806		\$ 222,806
Recyclables - Processing	\$ 66,423		\$ 66,423
Sub-Total Cost of Service	\$ 1,463,555	\$ 1,584,470	\$ 3,048,025

Other Expenses

Statutory Discount	\$ 124,457
Collections Cost and Other	\$ 15,240
Townwide Personnel/Contractual Costs	\$ 306,990
Total Solid Waste Assessment Expenses	\$ 3,494,712

Based On Consultant Study

Assessment Range	Lot Sq Ft.	Number of Units in Range	Solid Waste Cost Per Unit	Number of Units in Range (Bulk)	Bulk Waste Cost Per Unit	Total Proposed Rates FY 24/25	Total Adopted Rates FY 23/24	Difference: (Decrease)/Increase
Track	Sq. Ft Lot Range							
A	0 - 41,200	410	\$ 603.39	400	\$ 504.27	\$ 1,107.66	\$ 1,028.49	\$ 79.17
B	41,201 - 46,999	502	\$ 603.39	480	\$ 509.55	\$ 1,112.94	\$ 1,045.00	\$ 67.94
A	47,000 - 62,999	424	\$ 603.39	404	\$ 698.98	\$ 1,302.37	\$ 1,211.58	\$ 90.79
B	63,000 - 95,999	496	\$ 603.39	456	\$ 707.74	\$ 1,311.13	\$ 1,230.27	\$ 80.86
A	96,000 - 106,999	491	\$ 603.39	445	\$ 815.89	\$ 1,419.28	\$ 1,332.01	\$ 87.27
B	107,000 - >107,000	456	\$ 603.39	397	\$ 1,016.15	\$ 1,619.54	\$ 1,526.64	\$ 92.90



Cost Allocation Plan for Special Assessment

Town of Southwest Ranches, FL Proposed Cost Allocation Plan for FY 2025 Special Assessments

Townwide Personnel & Contractual Costs *		General Fund Allocation		Solid Waste Assessment Cost Allocation		Fire Assessment Cost Allocation		Building/Permit Allocation (of GF allocation portion only)	
Department	Cost	%	Allocation	%	Allocation	%	Allocation	%	Allocation
Legislature	\$ 69,487	86%	\$ 59,759	5%	\$ 3,474	9%	\$ 6,254	13%	\$ 7,769
Attorney	\$ 494,000	90%	\$ 446,623	4%	\$ 20,122	6%	\$ 27,255	21%	\$ 91,558
Executive	\$ 478,102	77%	\$ 367,549	9%	\$ 43,029	14%	\$ 67,524	16%	\$ 56,970
Finance	\$ 637,289	71%	\$ 451,519	11%	\$ 70,102	18%	\$ 115,668	17%	\$ 74,501
Clerk	\$ 324,296	92%	\$ 298,022	4%	\$ 13,110	4%	\$ 13,165	18%	\$ 53,644
Public Works	\$ 525,916	82%	\$ 431,209	17%	\$ 89,406	1%	\$ 5,301	6%	\$ 25,873
Code Compliance	\$ 322,606	74%	\$ 239,862	21%	\$ 67,747	5%	\$ 14,997	13%	\$ 31,182
PROS	\$ 243,121	100%	\$ 243,121	0%	\$ -	0%	\$ -	3%	\$ 7,294
Totals	\$ 3,094,817		\$ 2,537,663		\$ 306,990		\$ 250,165		\$ 348,789
									13.74%

* Note: Does not include the Volunteer Fire Fund as their personnel cost is already 100% & 0% allocated to the Fire Assessment & Solid Waste Assessment, respectively.



FUNDING SOURCES



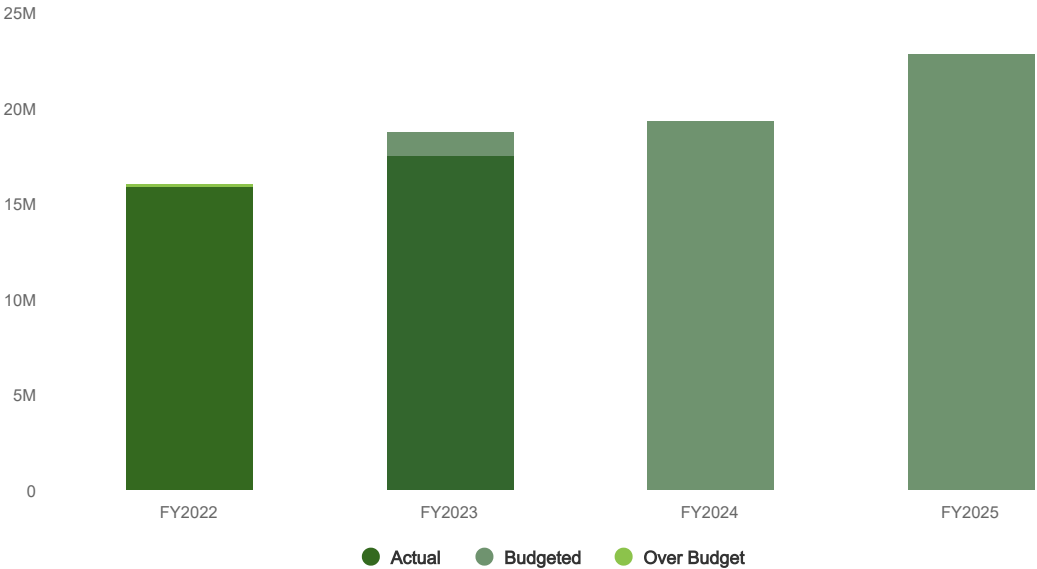
General Fund Revenue Summary

\$22,898,669

\$3,587,876

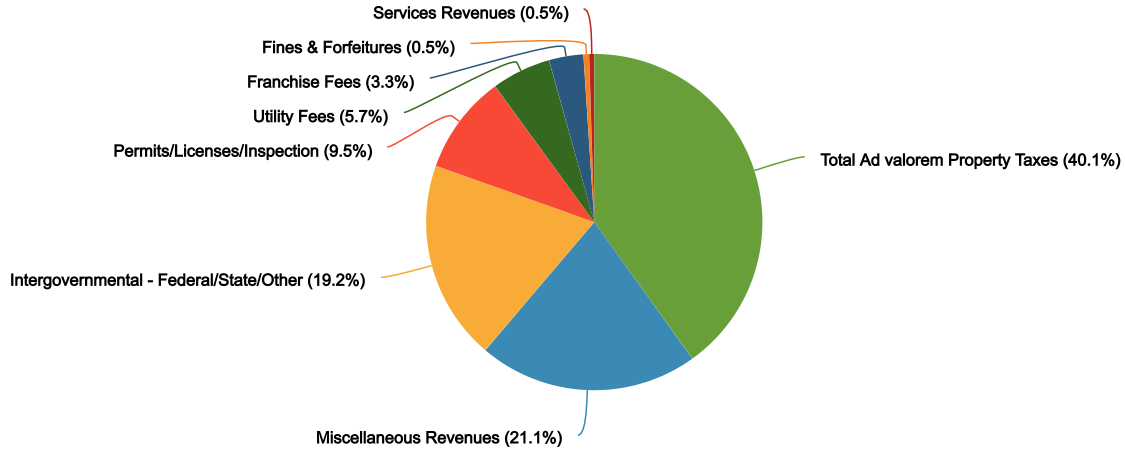
(18.58% vs. prior year)

General Fund Proposed and Historical Budget vs. Actual



Revenues by Source

Projected 2025 Revenues by Source



Name	Account ID	FY2022 Actual	FY2023 Actual	FY2024 Amended	FY2024 Projected Budget	FY2025 Proposed Budget
Revenue Source						
Total Ad valorem Property Taxes						
Ad Valorem Taxes-Current	001-0000-311-31110	\$6,364,223	\$6,953,162	\$8,234,594	\$8,191,459	\$9,179,829
Ad Valorem Taxes-Delinquent	001-0000-311-31115	\$303,092	\$1,432	\$0	\$0	\$0
Ad Valorem Taxes-Personal Prop-Current	001-0000-311-31120	\$257,265	\$251,099	\$0	\$0	\$0
Ad Valorem Taxes-Personal Prop Delinquent	001-0000-311-31125	\$274	\$0	\$0	\$0	\$0
Total Total Ad valorem Property Taxes:		\$6,924,855	\$7,205,694	\$8,234,594	\$8,191,459	\$9,179,829
Utility Fees						
Utility Services Taxes-Electricity	001-0000-314-31410	\$975,330	\$1,153,817	\$905,911	\$1,251,871	\$914,970
Utility Services Taxes-Propane	001-0000-314-31480	\$50,651	\$42,582	\$47,561	\$38,791	\$39,179
Communications Services Taxes	001-0000-315-31500	\$363,582	\$383,172	\$317,827	\$395,685	\$350,100
Total Utility Fees:		\$1,389,563	\$1,579,570	\$1,271,299	\$1,686,347	\$1,304,249
Permits/Licenses/Inspection						
Local Business Tax	001-0000-316-31600	\$8,444	\$8,377	\$3,669	\$3,742	\$3,779
Building Permits-Regulatory Fees	001-0000-322-32200	\$117,827	\$140,478	\$103,936	\$143,503	\$129,152



Name	Account ID	FY2022 Actual	FY2023 Actual	FY2024 Amended	FY2024 Projected Budget	FY2025 Proposed Budget
Building Permits-Contractor	001-0000-322-32207	\$1,304,729	\$1,578,202	\$1,039,364	\$1,435,027	\$1,291,525
Building Permits-SWR 25%	001-0000-322-32225	\$434,910	\$516,306	\$346,455	\$478,342	\$430,508
Building Permit-Admin Fees	001-0000-322-32240	\$52,284	\$84,537	\$41,575	\$57,401	\$51,661
Fire Inspections	001-0000-322-32290	\$16,084	\$12,555	\$13,471	\$11,461	\$13,875
Impact Fee-Residential-Parks/Recreation	001-0000-324-32461	\$9,607	\$11,812	\$10,718	\$3,248	\$3,280
Planning & Zoning Review Fees	001-0000-329-32901	\$51,959	\$45,932	\$204,525	\$151,730	\$153,247
Planning & Zoning Rev Fees-CSI/JM	001-0000-329-32902	\$176,536	\$145,854	\$0	\$0	\$0
Engineering\Fire Review Fees	001-0000-329-32905	\$109,584	\$109,128	\$101,892	\$197,749	\$104,949
Lobbyist Fees/Registrations	001-0000-329-32909	\$50	\$300	\$125	\$300	\$125
Certificate of Use Registrations	001-0000-329-32910	\$1,727	\$810	\$1,289	\$1,792	\$1,791
Total Permits/Licenses/Inspection:		\$2,283,740	\$2,654,291	\$1,867,019	\$2,484,295	\$2,183,892
Franchise Fees						
Franchise Fee-Electricity	001-0000-323-32310	\$752,965	\$871,137	\$692,892	\$787,554	\$699,821
Franchise Fee-Solid Waste	001-0000-323-32370	\$57,770	\$89,604	\$48,700	\$97,500	\$50,161
Franchise Fee-Towing	001-0000-323-32395	\$8,502	\$8,584	\$9,747	\$10,978	\$10,039
Total Franchise Fees:		\$819,237	\$969,326	\$751,339	\$896,032	\$760,021
Miscellaneous Revenues						
Other Miscellaneous Revenue	001-0000-322-36990	\$0	\$128	\$0	\$0	\$0
Special Assessment-FIRE-Current	001-0000-325-32520	\$2,505,807	\$2,767,130	\$2,844,001	\$2,896,832	\$3,236,225
Special Assessment-FIRE-Delinquent	001-0000-325-32521	\$88,266	\$137	\$0	\$0	\$0
Code Enforcement\Lien Recovery-Legal	001-0000-359-35902	\$429,039	\$49,990	\$46,000	\$86,090	\$47,380
Interest-Equity in Pooled Cash	001-0000-361-36110	\$8,657	\$56,502	\$277,453	\$804,327	\$497,891
Interest-TD Bank	001-0000-361-36112	\$13,949	\$171,792	\$0	\$0	\$0
Interest-State Board of Administration	001-0000-361-36119	\$24,874	\$303,815	\$0	\$0	\$0
Interest Revenue - Lease	001-0000-361-36122	\$15,488	\$0	\$0	\$0	\$0
Lease Revenue	001-0000-362-36205	\$61,039	\$0	\$0	\$0	\$0



Name	Account ID	FY2022 Actual	FY2023 Actual	FY2024 Amended	FY2024 Projected Budget	FY2025 Proposed Budget
Rents & Royalties - Cell Tower	001-0000-362-36210	\$12,000	\$75,205	\$77,734	\$77,734	\$80,363
Contrib/Donations from Private Sources	001-0000-366-36610	\$29,584	\$5,607	\$5,770	\$0	\$5,000
Contrib/Donations for Educa/Scholarships	001-0000-366-36620	\$50,000	\$40,800	\$40,000	\$47,139	\$40,000
Other Miscellaneous Revenue	001-0000-369-36990	\$15,050	\$14,544	\$15,501	\$13,974	\$14,114
Transfers from Solid Waste Fund	001-0000-382-38240	\$243,032	\$283,125	\$276,669	\$276,669	\$306,990
Appropriated Fund Balance-Governmental	001-0000-399-39900	\$0	\$0	\$491,685	\$491,685	\$612,070
Total Miscellaneous Revenues:		\$3,496,783	\$3,768,774	\$4,074,813	\$4,694,450	\$4,840,033
Intergovernmental - Federal/State/Other						
Federal Source	001-0000-332-33200	\$5,254	\$0	\$0	\$0	\$0
Federal Source - ARPA Funds	001-0000-332-33220	\$0	\$204,951	\$2,244,966	\$232,329	\$3,494,937
State Grant-Public Safety	001-0000-334-33420	\$46,000	\$0	\$0	\$0	\$0
State Grant - Culture Recreation	001-0000-334-33470	\$0	\$0	\$0	\$0	\$200,000
State Rev Share-Proceed (SIs/8 cent motorTx)	001-0000-335-33512	\$144,206	\$147,672	\$123,993	\$142,135	\$146,399
State Revenue Sharing-Alcoholic Bev. License Tax	001-0000-335-33515	\$2,092	\$2,092	\$2,155	\$2,019	\$2,080
State Revenue Sharing-1/2 cent Sales Tax	001-0000-335-33518	\$641,665	\$643,191	\$514,784	\$538,071	\$554,213
Local Government Unit Grant-General Government	001-0000-337-33710	\$7,500	\$0	\$0	\$0	\$0
Total Intergovernmental - Federal/State/Other:		\$846,717	\$997,907	\$2,885,898	\$914,554	\$4,397,629
Services Revenues						
Election Qualifying Fees	001-0000-341-34191	\$400	\$0	\$1,320	\$600	\$0
Service Charge-Ambulance Fees	001-0000-342-34260	\$159,484	\$177,329	\$96,167	\$202,046	\$99,052
Service Charge - PROS	001-0000-347-34720	\$9,926	\$10,270	\$10,224	\$18,122	\$10,531
Total Services Revenues:		\$169,810	\$187,599	\$107,711	\$220,768	\$109,583
Fines & Forfeitures						
Judgments & Fines-Traffic Court	001-0000-351-35150	\$68,506	\$95,472	\$57,645	\$64,574	\$59,374
Fines - Local Ord. Violations-False Alarms	001-0000-354-35402	\$5,033	\$6,902	\$5,184	\$10,755	\$7,109
Code Enforcement\Lien Recovery	001-0000-359-35901	\$53,680	\$84,296	\$55,291	\$103,842	\$56,950
Total Fines & Forfeitures:		\$127,219	\$186,669	\$118,120	\$179,171	\$123,433



Name	Account ID	FY2022 Actual	FY2023 Actual	FY2024 Amended	FY2024 Projected Budget	FY2025 Proposed Budget
Total Revenue Source:		\$16,057,925	\$17,549,831	\$19,310,793	\$19,267,076	\$22,898,669



DEPARTMENTS



Legislative

Services, Functions, and Activities:

The Town of Southwest Ranches, Florida is a Council-Administrator form of government. The Town of Southwest Ranches Charter provides a detailed explanation of the associated rights, responsibilities and prohibitions governing the Council.

The Legislative Department consists of the Mayor, Vice Mayor and three Town Council members who are all assigned to specific districts. They are identified by name and title on the title page of this document. Collectively, the legislative body is responsible principally for setting the general policy of the Town. The Town Council makes six critically important appointments on behalf of the Town and provides oversight of those appointments. The appointments are: 1) Town Administrator, 2) Town Attorney, 3) Town Financial Administrator, 4) Town Clerk, 5) Town Advisory Board members and 6) the Town's External Auditor.

The authoritative responsibilities of the Town Council are designated in the Town Charter and include: 1) the referenced appointments, 2) establishment of administrative departments through the adopted budget, 3) levying taxes and assessments, 4) authorizing bond issuance, 5) adopting plats, 6) adopting and modifying the official Town map, 7) regulating and restricting development consistent with governing laws, 8) adopting, modifying, and carrying out rehabilitation of blighted areas, 9) addressing neighborhood development, 10) granting public utility franchises, 11) providing for employee benefits, 12) dealing with administrative services solely through the Town Administrator and Town Financial Administrator, 13) appointing interim Council members in the event of a vacancy of office, if less than one year remains in the unexpired term, and 14) providing Town ceremonial functions. The Legislative budget also includes the Town's outside lobbyists who assist the Town at the County, State, and Federal levels, and includes all Council agenda as well as public hearing video recording services.

Personnel Complement

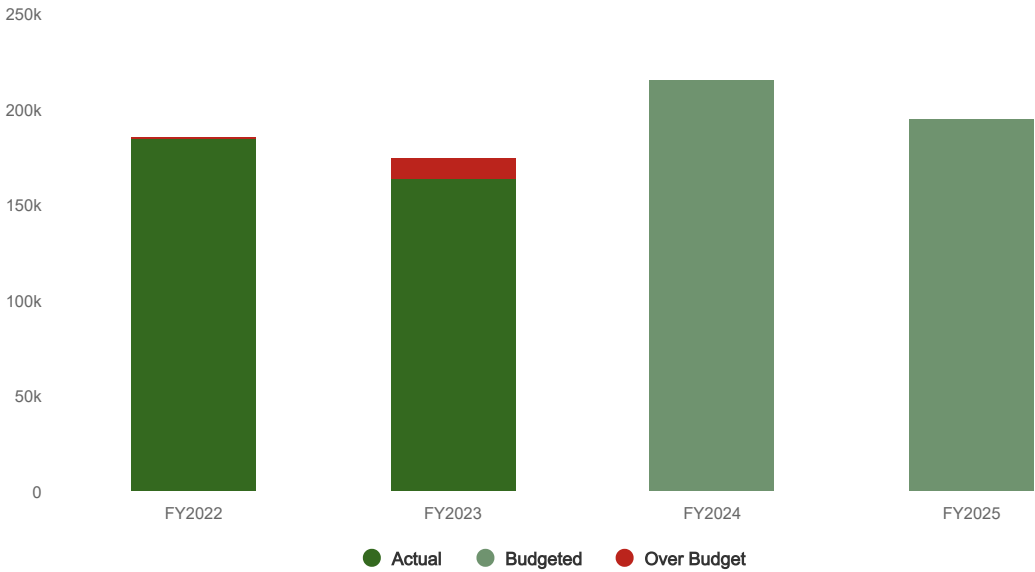
Position Title	Adopted FY 2024			Proposed FY 2025		
	Full Time	Part Time	Temp	Full Time	Part Time	Temp
Mayor		1			1	
Vice Mayor		1			1	
Town Councilors		3			3	
Total		5			5	



Expenditures Summary

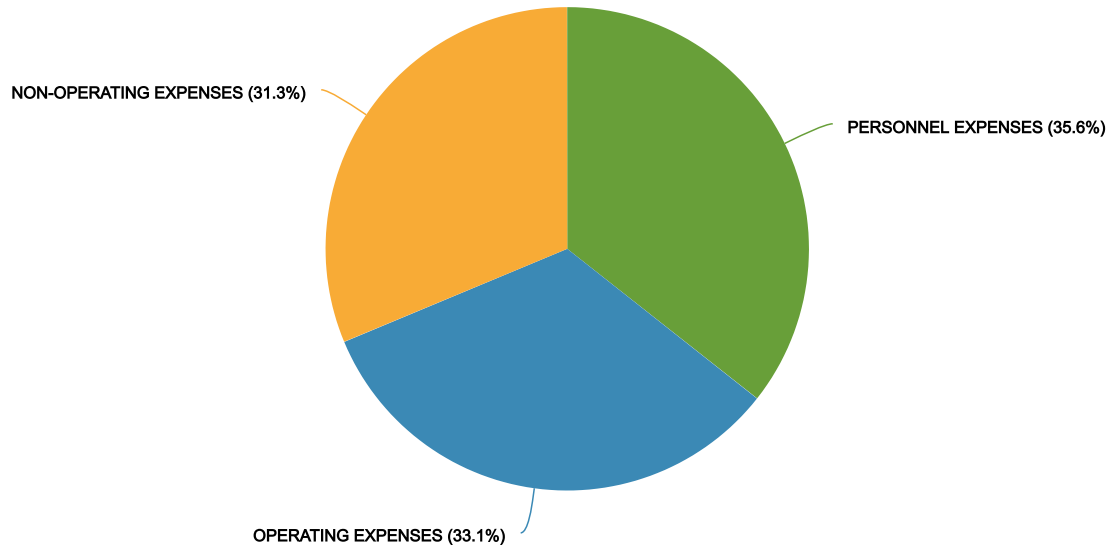
\$194,987 **-\$20,600**
(-9.56% vs. prior year)

Legislative Proposed and Historical Budget vs. Actual



Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Name	Account ID	FY2022 Actual	FY2023 Actual	FY2024 Amended	FY2024 Projected Budget	FY2025 Proposed Budget
Expense Objects						
PERSONNEL EXPENSES						
Regular Salaries & Wages	001-1000-511-12100	\$63,000	\$63,000	\$63,000	\$63,000	\$63,000
Payroll Tax Expense	001-1000-511-21100	\$4,820	\$4,820	\$4,820	\$4,820	\$4,820
Workers Compensation	001-1000-511-24100	\$1,050	\$958	\$1,667	\$1,667	\$1,667
Total PERSONNEL EXPENSES:		\$68,869	\$68,777	\$69,487	\$69,487	\$69,487
OPERATING EXPENSES						
Lobbyist	001-1000-511-31090	\$48,000	\$48,000	\$93,000	\$93,000	\$48,000
Other Contractual Services	001-1000-511-34100	\$3,556	\$2,314	\$4,000	\$2,500	\$2,500
Mileage Reimbursement	001-1000-511-40100	\$0	\$0	\$1,000	\$1,000	\$1,000
Other Current Charges	001-1000-511-49100	\$61	\$61	\$0	\$0	\$0
Subscriptions & Memberships	001-1000-511-54100	\$986	\$1,694	\$1,000	\$3,000	\$3,000
Conferences & Seminars	001-1000-511-55200	\$8,255	\$8,535	\$10,000	\$6,000	\$10,000
Total OPERATING EXPENSES:		\$60,858	\$60,604	\$109,000	\$105,500	\$64,500



Name	Account ID	FY2022 Actual	FY2023 Actual	FY2024 Amended	FY2024 Projected Budget	FY2025 Proposed Budget
CAPITAL OUTLAY						
Machinery & Equipment	001-1000-511-64100	\$2,772	\$0	\$0	\$0	\$0
Total CAPITAL OUTLAY:		\$2,772	\$0	\$0	\$0	\$0
NON-OPERATING EXPENSES						
Aid to Private Organizations	001-1000-511-82100	\$53,065	\$45,532	\$37,100	\$49,000	\$51,000
Contingency/Reserve	001-1000-511-99100	\$0	\$0	\$0	\$0	\$10,000
Total NON-OPERATING EXPENSES:		\$53,065	\$45,532	\$37,100	\$49,000	\$61,000
Total Expense Objects:		\$185,565	\$174,913	\$215,587	\$223,987	\$194,987



Town Attorney



Keith Poliakoff, JD
Town Attorney

Services, Functions, and Activities:

Town Attorney Departmental Services ("Town Attorney") are provided to the Town of Southwest Ranches through a contractual agreement. Additionally, the Town Attorney advises the Southwest Ranches Volunteer Fire Rescue, Inc. (a blended component unit of the Town in accordance with generally accepted governmental standards) on contractual and staffing matters. The Town Attorney and his staff work closely with the Town Administrator and Town Staff to accomplish the goals of the Mayor and Town Council. The Town Attorney is a Charter Officer who reports directly to the Town Council. He and the other attorneys within the firm provide legal counsel and representation on all legal and legislative matters affecting the Town of Southwest Ranches.

The Town Attorney is the primary legal counsel for the Town, Town Council, Code Compliance, and all Advisory Boards. The Town Attorney provides legal advice at regular and special Council meetings, and, as requested, monitors local, state, and federal legislation in conjunction with the Town's lobbyist, which is under this Department. The Town Attorney supports the Town Administrator, Town Financial Administrator and all Town departments by preparing, negotiating, and reviewing contracts and procurement items/questions, preparing and approving all Ordinance and Resolution language, providing legal representation and advice on all areas of operation including personnel, police, fire, public works, parks and open spaces, building, planning & zoning, code compliance, ethics, debt, public records and matters unique to the Town. The Town Attorney also oversees all litigation including those pertaining to liens, foreclosures, municipal prosecutions, and lawsuits filed by or against the Town.

Fiscal Year 2023/2024 Accomplishments:

- Represent the Town in Municipal Prosecutions
 - SWR v. Pickett
- Ongoing litigation defense of the Town in the following cases:
 - Bank of New York Mellon v. Padilla
 - 5901 SW 162 Ave, LLC v. SWR
 - Supreme Organics v. SWR
 - US Bank v. Monnot
 - BZ Asset v. Rodriguez
 - West Coast v. Hames
 - Atlas Investments v. SWR
 - Masson v. SWR
 - Bruno Happy Dogs v. SWR
 - Investment Management Marla v. SWR (2 Separate Cases)
 - Casa Di Fortuna v. SWR
- Successfully defended appeal in Kubat v. SWR.
- Successfully defended appeal on Sky 1 for \$32,100.00.
- Collected, with the assistance of Code Enforcement, over \$138,680 in code enforcement fines.
- Reviewed Numerous Public Records Requests.
- Drafted numerous procurement and related contracts.



Issues (2024/2025):

- Continue to find ways to resolve and to better protect the Town relating to legal issues with surrounding Municipalities pertaining to growth and development.
- Continue to provide counsel and to draft Ordinances and Resolutions requested by the Council to preserve and to protect the Town's rural lifestyle.
- Continue to draft contracts requiring legal expertise, including those relating to the provision of public services.
- Work to resolve in advance or to bring to conclusion all pending litigation in the most cost-effective and timely manner.
- Obtain new non ad-valorem revenue opportunities, supporting diversification.
- Assist Council to analyze and enact other revenue sources.
- Advise on the use and future disposition of all real and personal property classifications.

Fiscal Year 2024/2025 Performance Objectives:

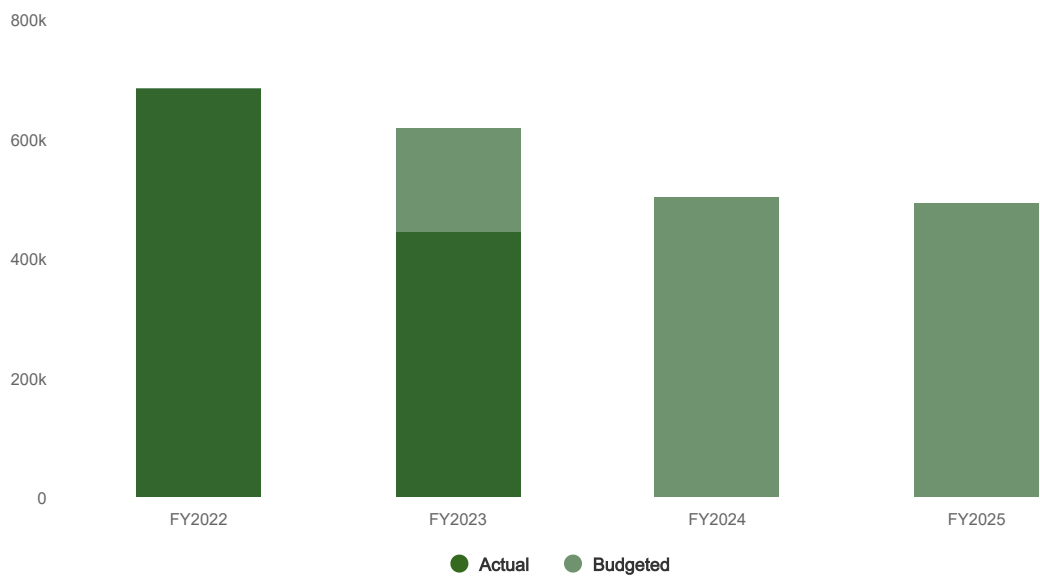
- Continue to deliver effective, prompt, sound legal advice to the Town Council, Boards, Town Administrator, Town Financial Administrator, and all other departments.
- Prevail in lawsuits brought against the Town and by the Town in the most cost-efficient manner.
- Continue to educate the Town Council and all Town staff on issues for compliance with ethics requirements in Broward County.
- Ensure adoption of effective legislation to run a smooth, efficient, lawful government that carries out the goals and policies of the elected officials.
- Monitor local, state, and federal legislation that may affect the Town.
- Work to develop additional revenue sources & contractual savings for the Town.
- Facilitate and comply with specified departmental performance measures of the Town's Strategic Plan.



Expenditures Summary

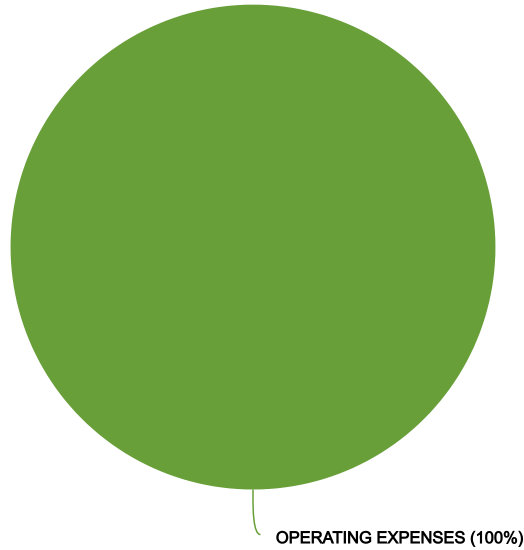
\$494,000 **-\$8,250**
(-1.64% vs. prior year)

Town Attorney Proposed and Historical Budget vs. Actual



Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Name	Account ID	FY2022 Actual	FY2023 Actual	FY2024 Amended	FY2024 Projected Budget	FY2025 Proposed Budget
Expense Objects						
OPERATING EXPENSES						
Professional Services/Studies/Surveys	001-1200-514-31010	\$206,537	\$124,800	\$173,250	\$135,850	\$150,000
Lawsuits & Prosecution	001-1200-514-31020	\$362,238	\$151,884	\$175,000	\$204,668	\$200,000
Lawsuits-Code Enforcement	001-1200-514-31030	\$116,120	\$168,461	\$150,000	\$101,569	\$144,000
Lawsuits-Planning & Zoning	001-1200-514-31040	\$0	\$0	\$4,000	\$0	\$0
Total OPERATING EXPENSES:		\$684,895	\$445,146	\$502,250	\$442,087	\$494,000
Total Expense Objects:		\$684,895	\$445,146	\$502,250	\$442,087	\$494,000



Executive



Russell Muñiz, MBA, MPA
Town Administrator

Services, Functions, and Activities:

The Town Administrator, as the head of Town Governance, provides centralized oversight and management of all Town Departments' staff, programs, services, and operations. The Executive Department team includes the Executive Assistant to the Town Administrator. For Fiscal Year 2025, a new position is proposed to assist with the effective administration of the Town's projects and functions. This new position, Administrative Project Manager, will provide administrative oversight of all Town capital and strategic projects and report directly to the Town Administrator. The Executive Department's responsibility is to provide leadership, direction, administrative oversight, and support, and to establish systems in the most efficient and responsible manner. This initiative empowers the Town's employees to embrace the Town's vision and mission, thereby anticipating and exceeding customer expectations and directives approved by the Town Council, always with the focus on providing excellent customer service.

The Executive Department also, under the direction of the Town Administrator, provides leadership and guidance to the Town Council, staff, and residents in the preparation, recovery, and continuity of operations after an emergency incident such as a hurricane.

Additionally, the Town Administrator enforces Town Laws and Ordinances, makes recommendations to the Town Council, appoints, and removes employees, confers with the Legal Department on legal and legislative issues, submits a fiscally sound and balanced annual budget in conjunction with the Town Financial Administrator, and advises the Council on any other significant issues.

FY 2023/2024 Accomplishments

- Successfully prepared and presented along with the Finance Services Department a balanced Budget for 2024.
- Participated in the Broward County Solid Waste Technical Advisory Committee on the development of the countywide ILA for an Integrated Solid Waste system for Broward County and its municipalities.
- Oversight of Planning and Zoning, Code Compliance, Davie Fire Rescue, SWR VFD, Davie Police, Public Works, and PROS Departments.
- Successful completion of Town-Wide LPR program.
- Completion of Phase 1 of Town-Wide Radar Sign installation.
- Conducted a successful competitive procurement process for the Town's Solid Waste, Recycling and Bulk Waste. Managed transition from Waste Pro to WM.
- Completed the Town-wide fire well painting project of approximately 292 fire wells.
- Worked with our lobbyists to secure funding during the Legislative Session.
- Secured a location for a future Fire Station/ Emergency Operations Center (EOC).
- Manage the use of ARPA funding, subject to Council oversight.

Issues (2024/2025)

- Continue the management of the TSDOR capital improvement project, as well as other surtax funded projects.
- Oversee the closing and implementation of the long-term lease Public Private Partnership with BBX on the Town-owned former CCA 25-acre property.
- Increase training opportunities for staff.



- Pursue grants and other funding options to increase operational effectiveness.
- Ensure compliance with FEMA and FDERM guidelines to maximize Town reimbursement.
- Continue to monitor and advance ARPA funded projects.
- Secure location for future Fire/EOC facility and begin design implementation.

FY 2024/2025 Performance Objectives:

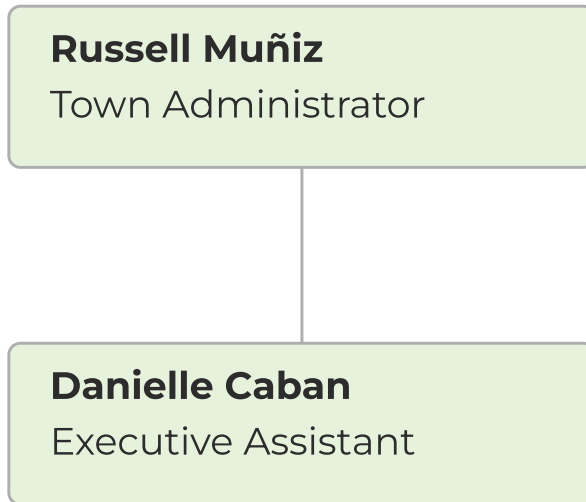
- Update Strategic Plan using resident survey results from FY 2024.
- Maximize the effectiveness of the purchase and development of the Town-owned former CCA 25-acre property.
- Continue long-term development of the TSDOR-roadway repaving plan.
- Update and continue to improve Emergency Management Plans.
- Oversee the planning and construction of a permanent Public Safety Building/EOC.
- Oversee the construction of a restroom facility at Southwest Meadows Preserve Park.
- Continue to identify opportunities for improved service delivery and enhanced customer service.
- Facilitate and comply with specified departmental performance measures of the Town's Strategic Plan.

Personnel Complement:

	Adopted FY 2024			Proposed FY 2025		
Position Title	Full Time	Part Time	Temp	Full Time	Part Time	Temp
Town Administrator (TA)	1			1		
General Services Manager						
Executive Assistant to TA	1			1		
Administrative Assistant						
Administrative Project Manager				1		
Total	2			3		



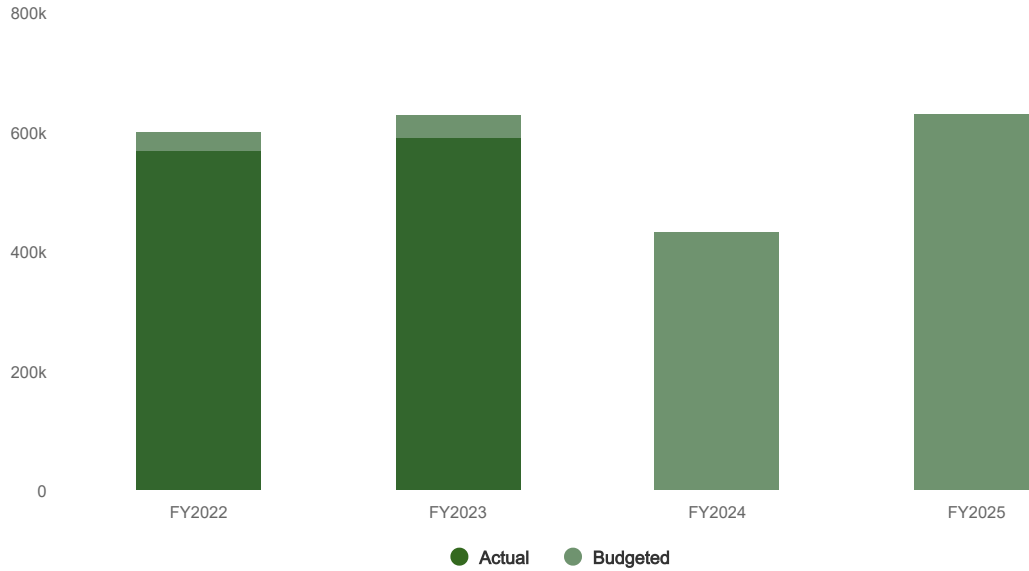
Organizational Chart



Expenditures Summary

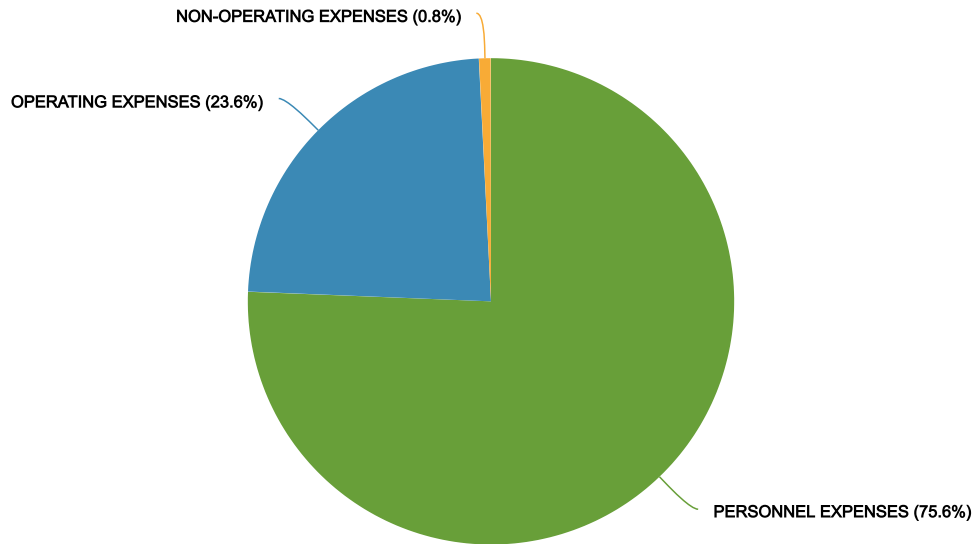
\$632,065 **\$200,087**
(46.32% vs. prior year)

Executive Proposed and Historical Budget vs. Actual



Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Name	Account ID	FY2022 Actual	FY2023 Actual	FY2024 Amended	FY2024 Projected Budget	FY2025 Proposed Budget
Expense Objects						
PERSONNEL EXPENSES						
Regular Salaries & Wages	001-1400-512-12100	\$372,926	\$379,370	\$275,501	\$291,211	\$367,640
PT Salaries-No Benefits	001-1400-512-13100	\$30,106	\$14,055	\$0	\$0	\$0
Payroll Tax Expense	001-1400-512-21100	\$27,603	\$26,697	\$17,859	\$22,278	\$28,124
Retirement Contribution	001-1400-512-22100	\$35,362	\$41,741	\$31,792	\$37,507	\$46,514
Life & Health Insurance	001-1400-512-23100	\$43,037	\$45,676	\$31,741	\$22,702	\$34,510
Workers Compensation	001-1400-512-24100	\$952	\$865	\$985	\$1,041	\$1,314
Total PERSONNEL EXPENSES:		\$509,985	\$508,405	\$357,878	\$374,739	\$478,102
OPERATING EXPENSES						
Professional Services/Studies/Surveys	001-1400-512-31010	\$3,800	\$12,000	\$3,500	\$28,500	\$35,000
Postage	001-1400-512-42100	\$9,536	\$10,271	\$12,500	\$15,056	\$16,565
Promotional Activities/Newsletter	001-1400-512-48100	\$25,604	\$25,118	\$36,500	\$38,998	\$38,998
Promotional Activities/Town Events	001-1400-512-48110	\$13,216	\$20,481	\$9,300	\$10,500	\$43,700



Name	Account ID	FY2022 Actual	FY2023 Actual	FY2024 Amended	FY2024 Projected Budget	FY2025 Proposed Budget
Subscriptions & Memberships	001-1400-512-54100	\$3,046	\$11,622	\$4,000	\$4,150	\$5,700
Training & Education	001-1400-512-55100	\$475	\$201	\$1,000	\$750	\$2,500
Conferences & Seminars	001-1400-512-55200	\$1,727	\$1,927	\$4,800	\$3,500	\$6,500
Total OPERATING EXPENSES:		\$57,403	\$81,622	\$71,600	\$101,454	\$148,963
NON-OPERATING EXPENSES						
Contingency/Reserve	001-1400-512-99100	\$0	\$0	\$2,500	\$0	\$5,000
Total NON-OPERATING EXPENSES:		\$0	\$0	\$2,500	\$0	\$5,000
Total Expense Objects:		\$567,389	\$590,027	\$431,978	\$476,193	\$632,065



FUNDED

<small>Town of Southwest Ranches, Florida</small> FY 2025 Program Modification
Administrative Project Manager (APM)

Department Name	Division Name	Fund	Priority	Fiscal Impact
Executive	Executive	General	1	\$118,191

Background

Town Administration needs to add to the staffing complement to provide high-level support on complex capital and administrative projects.

Justification & Description

The Town Administrator assumed his new role in December of 2023 after service as the Assistant Town Administrator for 9 years. During that time as Assistant Town Administrator he assisted the previous Town Administrator on many capital and administrative projects. The Town Administrator now wishes to identify a new employee to assist with complex projects and tasks. A job description with identifiable Knowledge, Skills, and Abilities (KSAs) is being developed.

Funding Source

Funded via millage (Truth-In-Millage – TRIM).

Alternative / Adverse Impact if not funded

The current Town Administrator has held the position without an identified Assistant Town Administrator for the past 4 months. During this time many complex capital and administrative projects such as the fire station property acquisition, the BBX P3 project, the SW Meadows Restroom Building, Town Hall Maintenance Building, Strategic Planning, opposition to incinerator, and adoption of Zero Waste principles and other complex projects are either underway or in planning phases. It has become a major challenge for the Town Administrator to manage these projects while also being able to lead staff and position the Town strategically for future success. The APM will allow the current Town Administrator to delegate tasks requiring a high level of research, execution, and follow up so that he can be better prepared for future success. If not funded, the possibility of projects not meeting completion targets is greatly increased and the organization's response to resident demands will be deficient.

Required Resources		
Line Item	Title or Description of Request	Cost
001-1400-512-12100	Administrative Project Manager	\$95,000
001-1400-512-2xxxx	Fringe Benefits	\$23,191

Page 1 of 1



FUNDED

<small>Town of Southwest Ranches, Florida</small> FY 2025 Program Modification				
Town of Southwest Ranches 25th Anniversary Celebration				
Department Name	Division Name	Fund	Priority	Fiscal Impact
Executive	N/A	Executive	1	\$25,000
<u>Justification and Description</u>				
<p>The Town was officially incorporated in 2000 and traditionally the Town has celebrated this anniversary in the form of a Birthday Party annually for the first 10 years. Subsequently, these celebrations commence on milestone anniversaries such as the 15th year and now, for FY 2025, the 20th year. This celebration will be planned with the leadership of Town staff and assistance of committee members from each of the HOA's. The event will be open to all Town residents and will include major entertainment and refreshments.</p> <p><u>Alternative/Adverse Impacts if not funded:</u></p> <p>Not funding this event will result in not having a Town anniversary celebration for FY 2025.</p>				
Required Resources				
Line Item	Title or Description of request	Cost		
001-1400-512-48110	Townwide Anniversary Celebration	\$25,000		



Financial Services



Emil C. Lopez, CPM, MAcc
Town Financial Administrator

Services, Functions, and Activities:

The Financial Services Department provides for the effective, lawful, and efficient management of the Town's financial matters. Chief areas of responsibility include: 1) accounting, 2) departmental administration, 3) banking and treasury management, 4) budgeting, 5) debt management, 6) financial reporting, 7) human resources and risk management, 8) internal support, 9) fixed asset management, and 10) purchasing and contract management. Each of these areas requires their own (and often unique) reporting and documentation procedures.

Accounting: among the functions are accounts payable; accounts receivable; payroll; cost control; prevention of errors and fraud; compliance with generally accepted accounting principles; compliance with Federal, State, and Town laws and ordinances; cash management; deposits; and payroll functions.

Administration: entails addressing the functions typical of managing a department: personnel issues, schedule development, policy development, coordination with internal and external agencies, and ensuring appropriate compliance with contract and legal requirements.

Banking Relations & Treasury Management: ensuring all transactions are completed in accordance with the contract terms, transfers are executed, and maintaining a professional working relationship with bank officials. Under Treasury Management, the department's responsibilities include identifying available balances for investment, reviewing placement options to ensure each conforms to Town fiscal policy, managing the transfer and regularly reviewing yields and other investment options to maximize Town's available funds while maintaining the safety of the principal of those funds and the Town's liquidity objectives.

Budgeting: responsibilities include development, revision, publication, managing the adoption process, implementation and monitoring the budget throughout the year, including budget adjustments, purchase order maintenance, and the 5-year Capital Improvement Plan coordination.

Debt Management: involves the identification of debt needs, researching available options for debt placement, issuing and/or refinancing debt, avoiding positive arbitrage, and managing repayment.

Financial Reporting: ensures that financial transactions are properly recorded in accordance with Generally Accepted Accounting Principles (GAAP) and the Governmental Accounting Standards Board (GASB). The division is responsible for providing departments and the public with timely financial information to assure accuracy, accountability, and transparency. Additionally, it prepares the State of Florida Annual Financial Report, the Annual Single Audit Report as applicable, and the Annual Comprehensive Financial Report (ACFR).

Human Resources and Risk Management: ensuring compliance with Federal Internal Revenue Service requirements as well as Fair Labor Standards and other Federal, State, and local requirements. Management and evaluation of employees' performance records and files. Evaluate and recommend all employee benefit proposals annually as submitted by the Town agent of record. Risk Management includes but is not limited to safety and risk management, including claims submission, compliance, risk related policy development and recommendations. It involves identifying, analyzing, and accepting or mitigating uncertainty surrounding the



financial risks to the Town. Risk management essentially occurs when a manager analyzes and attempts to quantify the potential for losses, and then takes the appropriate action (or inaction) to meet the objectives and risk tolerance of the Town.

Internal Support: provides necessary training and communication on finance related items, information for departmental research/reports and Town Council communications. Also included is to assist with the identification of service resources, as well as with the creation of policies and procedures.

Fixed Asset Management: involves identifying and tracking all capital assets owned by the Town, calculating depreciation, and budgeting it where appropriate and complying with external audit requirements established by the Governmental Accounting Standards Board (GASB).

Procurement, Vendors and Contracts Management: Reviews departmental requisitions for purchases, assisting with reviews of letters of interest and similar documents, monitoring, and managing Town-wide vendors and contracts. Assist with grant compliance and other special revenue management and seeking Town-wide efficiencies in the purchasing functions by processing all procurements greater than \$25,000 by formal solicitation and assisting departments as needed with quotes required for purchases under the threshold.

Fiscal Year 2023/2024 Accomplishments:

- Timely filed an award eligible Annual Comprehensive Financial Report (ACFR) for FY 2023 without external audit management comments or weaknesses in internal controls.
- Timely submitted to the Florida Department of Revenue, the eTRIM compliance package pursuant to Florida Statutes. The Town received no violations or exceptions regarding its budget millage certification and therefore was in full compliance with all millage levy requirements pursuant to Florida Statutes.
- Timely filed (04/30/24) the State and Local Fiscal Recovery Funds (SLFRF) requirements as it pertains to ARPA funds.
- Renegotiated with TD Bank an extension of the existing emergency line of credit (ELOC) in the amount of \$20,000,000 under favorable terms to the Town. The previous ELOC was \$10,000,000.
- Coordinated, reviewed and timely filed FY 2023 IRS form 990 for the Southwest Ranches Volunteer Fire Rescue, Inc
- Coordinated, reviewed and timely filed FY 2023 IRS form 990 for the Southwest Ranches Historical Society.
- Successfully completed implementation of the Budget Cycle Management Software suite (ClearGov).
- Prepared and timely filed Annual Financial Report (AFR) with the Florida Department of Financial Services.
- Prepared and timely filed the EDR report with the Office of Economic and Demographic Research (EDR).
- Prepared the Town fire inspection bill of all Town businesses and managed the collection.
- The changes made to the Town's bank structure as well as the approach to managing the Town's cash flow, it's expected to net the Town an estimated \$1.1 million. This in no way has impacted the Town's liquidity nor the safety of its assets.
- Continued to successfully manage an operating millage to proactively address potential issues that may impact the current and next year's budget as it pertains to the millage rate.
- Continued to successfully manage competitive bidding for all Town procurements, resulting in an increased number of bids received.
- Worked with Town Administrator and conducted the Town's first annual Benefit and Wellness Fair, which allowed for the residents and staff to converse on an array of topics with the vendors who participated in the event.



- Adoption of the Town's fund balance policy. It's in the best interest of the Town to establish this policy. Determining and maintaining appropriate fund balance levels requires regular analysis and monitoring. In light of economic trends, risk tolerance, or emergencies that may impact the Town, levels of unassigned fund balance may need to be adjusted as a budget grows and new debt service obligations are issued. A policy clearly states when fund balance reserves will be used, how they should be used, how the reserves will be replenished (and how quickly), and what happens when fund balance or reserves drop below the designated levels. Having these conditions clearly defined will help minimize misinterpretations associated with the use of fund balance.
- Adoption of the Town's investment policy. An investment policy describes the parameters for investing government funds and identifies the investment objectives, preferences or tolerance for risk, constraints on the investment portfolio, and how the investment program will be managed and monitored. The document itself serves as a communication tool for the staff, elected officials, the public, rating agencies, bondholders, and any other stakeholders on investment guidelines and priorities. An investment policy enhances the quality of decision-making and demonstrates a commitment to the fiduciary care of public funds, making it the most important element in a public funds investment program.

Issues (2024/2025):

- Difficulty exists in maintaining required functions as a result of, at least in part, continually increasing Government Accounting Standards Board (GASB) reporting requirements and modifications to other reporting processes, coupled with a limited availability of financial/personnel resources.
- Management of over 330 vendors, their respective W9s, insurance certificates, bonds, contract renewals, new legal regulation requirements are processed to some extent, manually resulting in challenges to staying ahead of expiration dates.
- As the Town's departments continue to increase its volume of requests as it pertains to procurement items (e.g., purchase orders, budget adjustments, policies, tasks, consulting) has resulted in the Financial Services Department having to expand availability on other financial/budget requirements.
- Preparation for concurrently initiating the new budget software considering the department being short-staffed for half the year.
- The department continues to manage dated accounting software with limited reporting functionalities and that has run its capabilities cycle.
- Managing the Town's multiple projects using antiquated tools (mostly manually) makes it time-consuming and difficult to track upon request.

Fiscal Year 2024/2025 Performance Objectives:

- The department is contemplating changing the format and structure of the quarterly "expense to budget analysis" that is provided to the Town Council and other interested parties on the Town's financial condition. Objective moved from previous years due to being short staff for half a year.
- Continue to assist with the timing & segregation of funding for newly approved transportation capital project infrastructure (TSDOR & Drainage Mobility Advancement Program and State Appropriation Grant).
- Research existing accounting software that possesses functionalities currently required by the Town (e.g., project module, reporting, etc.). The existing software lacks functionalities, including financial reporting features, project tracking and purchase order tools that result in the department(s) having to process and/or maintain manually.
- To improve town procurement by leveraging technology to lower costs, reduce risk, and pursuing innovative methods to increase the quality and value of bids.
- Continue to comply with an updated 2021 fire assessment methodology study.
- Continue to comply with financial aspects of the Solid & Bulk Waste and Recycling services contract with WM.

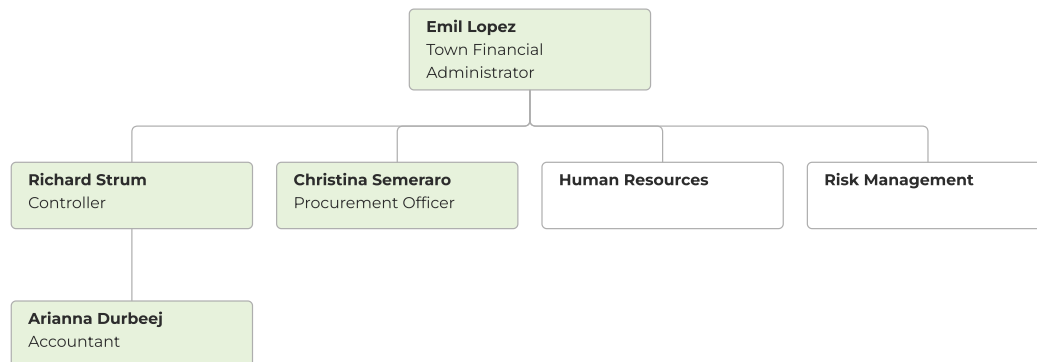


- Continue to facilitate and comply with specified departmental performance measures of the Town's Strategic Plan as required and needed.
- Continue to monitor ARPA reporting requirements and keep abreast of new guidance as it's been released (State and Local Fiscal Recovery Funds - SLFRF).

Personnel Complement:

Position Title	Adopted FY 2024			Proposed FY 2025		
	Full Time	Part Time	Temp	Full Time	Part Time	Temp
Town Financial Administrator	1			1		
Controller	1			1		
Procurement Officer	1			1		
Accountant	1			1		
Records & Administrative Coordinator	.5			.5		
Total	4.5			4.5		

Organizational Chart



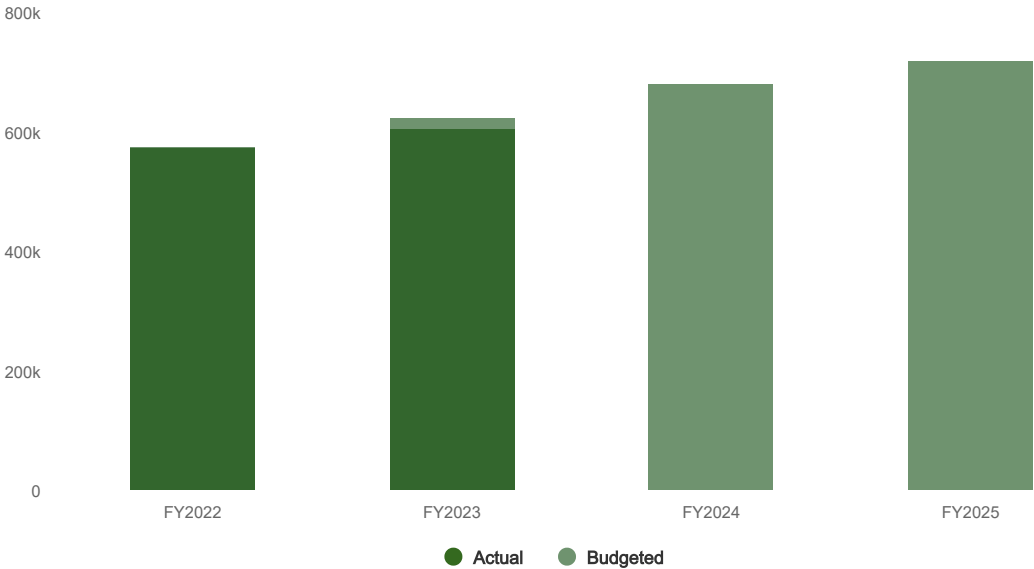
Expenditures Summary

\$719,580

\$36,619

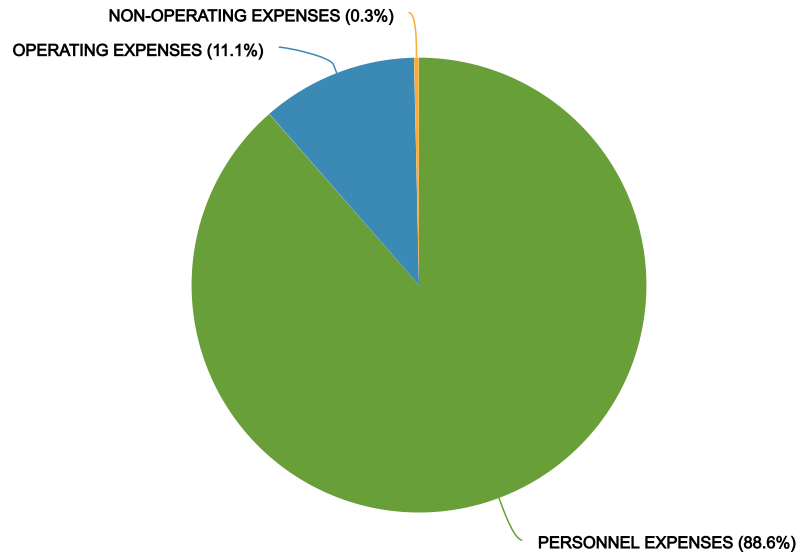
(5.36% vs. prior year)

Financial Services Proposed and Historical Budget vs. Actual



Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Name	Account ID	FY2022 Actual	FY2023 Actual	FY2024 Amended	FY2024 Projected Budget	FY2025 Proposed Budget
Expense Objects						
PERSONNEL EXPENSES						
Regular Salaries & Wages	001-1600-513-12100	\$420,998	\$428,836	\$442,368	\$424,681	\$478,581
Payroll Tax Expense	001-1600-513-21100	\$30,934	\$31,742	\$33,841	\$32,488	\$36,611
Retirement Contribution	001-1600-513-22100	\$31,513	\$42,450	\$47,144	\$50,447	\$55,918
Life & Health Insurance	001-1600-513-23100	\$43,725	\$53,363	\$63,445	\$59,580	\$64,468
Workers Compensation	001-1600-513-24100	\$831	\$873	\$1,581	\$1,518	\$1,711
Total PERSONNEL EXPENSES:		\$528,001	\$557,264	\$588,379	\$568,714	\$637,289
OPERATING EXPENSES						
Accounting & Auditing	001-1600-513-32100	\$38,960	\$46,560	\$61,782	\$43,650	\$48,873
Software Maintenance	001-1600-513-46500	\$0	\$0	\$22,500	\$27,243	\$20,618
Subscriptions & Memberships	001-1600-513-54100	\$2,003	\$1,149	\$2,000	\$1,500	\$2,000
Training & Education	001-1600-513-55100	\$1,152	-\$1,416	\$3,000	\$1,000	\$3,000
Conferences & Seminars	001-1600-513-55200	\$3,122	\$2,009	\$5,300	\$2,000	\$5,300



Name	Account ID	FY2022 Actual	FY2023 Actual	FY2024 Amended	FY2024 Projected Budget	FY2025 Proposed Budget
Total OPERATING EXPENSES:		\$45,237	\$48,302	\$94,582	\$75,393	\$79,791
NON-OPERATING EXPENSES						
Contingency/Reserve	001-1600-513-99100	\$0	\$0	\$0	\$0	\$2,500
Total NON-OPERATING EXPENSES:		\$0	\$0	\$0	\$0	\$2,500
Total Expense Objects:		\$573,237	\$605,567	\$682,961	\$644,107	\$719,580



Town Clerk Department



Debra Ruesga, CMC
Town Clerk

Services, Functions, and Activities:

The Town Clerk department provides administrative services for the Town Council, the Local Planning Agency, and the municipal corporation. The department staff comprises the Town Clerk, the Deputy Town Clerk, a Records and Administrative Coordinator currently shared with the Financial Services Department, and one full-time and one part-time Administrative Assistant (Front Desk). The Town Clerk is a charter official and reports to the Town Administrator and the Town Council. The Town Clerk is responsible for giving notice of public meetings and maintaining an accurate record of all proceedings. In addition, the Town Clerk serves as the Financial Disclosure Coordinator with the Florida Commission on Ethics; Qualifying Officer for Municipal Elections; Records Management Liaison with the Florida Department of State; and maintains custody of Town records including agreements, contracts, ordinances, resolutions, and proclamations.

The Town Clerk Department provides a variety of information services to the public, the Town Council, and to Town staff. Services provided to the public include coordination of information requests, supervision of elections, and all communication pieces for the website, Constant Contact and social media. Services provided to the Town Council include minute taking, agenda preparation, advertising, qualifying for election and campaign report filing coordination and other duties related to coordination of Town Council meetings, recording and retention of documents.

The Town Clerk serves as the Staff Liaison for the School and Education Advisory Board (SEAB) and the Deputy Town Clerk serves as the Staff Liaison for the Zero Waste Advisory Board (ZWAB).

The Deputy Town Clerk can perform all responsibilities of the Town Clerk in their absence.

The Records and Administrative Coordinator performs specialized administrative professional work in the management and preservation of the Town records. Work primarily involves receipt, storage, retention, retrieval, and disposition of permanent, temporary, and vital records.

The Front Desk was incorporated into the Town Clerk Department in Fiscal Year 2024 and consists of two Administrative Assistants. The Front Desk serves as the first line of contact for all Town departments. The duties consist of interacting with visitors and staff, handling and disseminating mail, assisting with Emergency Management functions, payment processing, as well as other administrative and operations tasks as directed by the Town Clerk.

Fiscal Year 2023/2024 Accomplishments

- Successful update and implementation of Code Supplement 13 & 14 to the Town's Code of Ordinances.
- Received, processed, and completed a total of 103 public records requests from October 2023 to March 1, 2024, while acknowledging these requests within 2 business days 97% of the time, exceeding the performance measures outlined in the Town's Strategic Plan. 247 public records requests were processed for FY 2022-2023.
- Posted 15 meeting notices from October 1, 2023, to March 1, 2024, at least 2 days prior to the meeting date 100% of the time in conformance with the performance measures outlined in the Town's Strategic Plan.
- All approved Regular Town Council Meetings, Special Town Council Meetings and Advisory Board minutes have been posted online.



- Upgraded the sound system in Council Chambers with new radio frequency shielded microphones and PA System.
- Replaced the two large format printers currently located in the Slash Pine Conference Room with a large format multi-function printer/scanner.

Issues (2024/2025):

- Development of a written public records and email retention policy. (Deputy Town Clerk and Records Coordinator responsibility).
- Need to develop a written disaster plan policy on how records will be preserved during a severe weather event (Deputy Town Clerk and Records Coordinator responsibility).
- Streamline the digitization of closed planning contractor permit files by receiving them electronically once a Certificate of Occupancy or Completion is issued, or the permit has been finalized and closed. Ideally, these records should be immediately uploaded to LaserFiche (Records Management Software) for proper archival value.
- Full utilization by the Town Council of an electronic agenda is needed.
- An updated agenda and minutes software is needed as the existing system will no longer be supported by Granicus. It will also streamline and automate the agenda process as well as reduce the turnaround time in creating and approving minutes.
- Migration of Electronically Stored Records from the outdated LaserFiche Program to Cloud Based LaserFiche Program.
- Need to develop and implement a more streamlined public records request tracking system.

Fiscal Year 2024/2025 Performance Objectives:

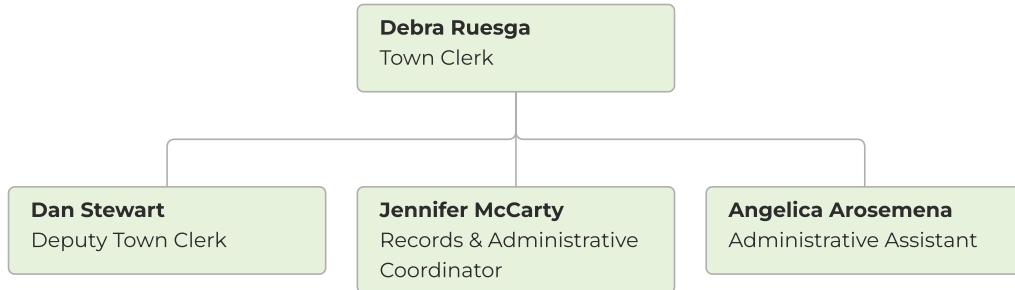
- Respond to 95% of records requests within 2 business days
- Post 100% of executed resolutions, ordinances, and agreements online.
- Post 100% of meeting notices and agendas at least 2 business days prior to the scheduled meeting.
- All content on the Town website should be ADA compliant.
- Advertise and post all notices of public proceedings as required by law; in addition, provide appropriate updates to the Town website for use by the public.
- Represent the Town in various business association groups, including the Broward County Municipal Clerks Association, Florida Association of City Clerks, International Institute of Municipal Clerks and Florida Records Management Association.
- Continue to administer the codification of the Town Charter and Code through contract with Municipal Code Corporation.
- Provide timely information to other organizations, agencies, Town residents, and the public.
- Continue to provide assistance to all departments concerning the Town needs.

Personnel Complement:

Position Title	Adopted FY 2024			Proposed FY 2025		
	Full Time	Part Time	Temp	Full Time	Part Time	Temp
Town Clerk	1			1		
Deputy Town Clerk	1			1		
Records & Administrator Coordinator	.5			.5		
Administrative Assistant	1	1		1	1	
Total	3.5	1		3.5	1	



Organizational Chart



Expenditures Summary

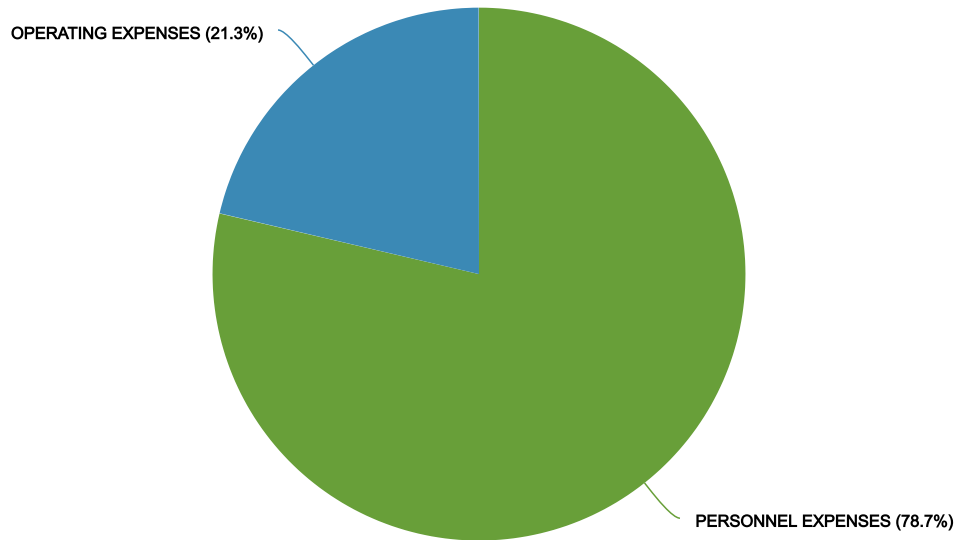
\$412,245 **-\$55,860**
(-11.93% vs. prior year)

Town Clerk Proposed and Historical Budget vs. Actual



Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Name	Account ID	FY2022 Actual	FY2023 Actual	FY2024 Amended	FY2024 Projected Budget	FY2025 Proposed Budget
Expense Objects						
PERSONNEL EXPENSES						
Regular Salaries & Wages	001-1800-512-12100	\$207,634	\$238,743	\$288,417	\$243,363	\$225,794
PT Salaries-No Benefits	001-1800-512-13100	\$0	\$0	\$16,224	\$7,829	\$18,408
Payroll Tax Expense	001-1800-512-21100	\$15,309	\$17,698	\$22,065	\$19,216	\$18,681
Retirement Contribution	001-1800-512-22100	\$21,602	\$29,039	\$31,554	\$28,728	\$26,453
Life & Health Insurance	001-1800-512-23100	\$18,153	\$23,945	\$19,736	\$27,213	\$34,152
Workers Compensation	001-1800-512-24100	\$460	\$460	\$1,089	\$870	\$807
Total PERSONNEL EXPENSES:		\$263,159	\$309,885	\$379,085	\$327,219	\$324,295
OPERATING EXPENSES						
Other Contractual Services	001-1800-512-34100	\$28,128	\$37,800	\$44,500	\$39,442	\$17,000
Mileage Reimbursement	001-1800-512-40100	\$0	\$0	\$100	\$100	\$100
Software Maintenance	001-1800-512-46500	\$6,760	\$9,352	\$9,550	\$11,069	\$42,650
Other Current Charges	001-1800-512-49100	\$0	\$4,424	\$0	\$332	\$6,500



Name	Account ID	FY2022 Actual	FY2023 Actual	FY2024 Amended	FY2024 Projected Budget	FY2025 Proposed Budget
Legal Advertisements	001-1800-512-49110	\$17,755	\$10,867	\$15,500	\$15,500	\$12,000
Subscriptions & Memberships	001-1800-512-54100	\$3,009	\$3,326	\$3,000	\$2,542	\$2,300
Training & Education	001-1800-512-55100	\$1,537	\$821	\$3,500	\$1,500	\$2,000
Conferences & Seminars	001-1800-512-55200	\$3,786	\$8,226	\$5,000	\$4,000	\$5,400
Total OPERATING EXPENSES:		\$60,975	\$74,816	\$81,150	\$74,485	\$87,950
CAPITAL OUTLAY						
Machinery & Equipment	001-1800-512-64100	\$12,630	\$10,446	\$7,870	\$7,200	\$0
Total CAPITAL OUTLAY:		\$12,630	\$10,446	\$7,870	\$7,200	\$0
Total Expense Objects:		\$336,763	\$395,147	\$468,105	\$408,904	\$412,245



FUNDED

Town of Southwest Ranches, Florida FY 2025 Program Modification
Laserfiche Upgrade

Department Name	Division Name	Fund	Priority	Fiscal Impact
Town Clerk	Town Clerk	General Fund	1	\$28,000

Background

Laserfiche has been used as the Town's Electronic Content Management System (ECM) since 2004. The repository currently houses approximately 1,245,945 images with only two concurrent user licenses.

Justification & Description

This request is for the upgrade of the Town's Electronic Content Management System/ Laserfiche. As of January 1, 2023 Laserfiche advised our current version, 9.2 will no longer be supported with updated versions.

Funding Source

Proposed funding is via millage (Truth-In-Millage TRIM).

Alternative / Adverse Impact if not funded

If not funded, Laserfiche will reach its "End of Life" stage without any replacement or support for the Town's official records.

Required Resources		
Line Item	Title or Description of Request	Cost
001-1800-512-46500	Laserfiche Upgrade	\$28,000



Building Services Department

Simo Mansor
Building Official

Mission, Services and Activities:

The mission of the Building Department is to protect the health, safety, and welfare of the Town residents and businesses through the enforcement of building codes and standards. The Building Services Departmental functions are outsourced to CAP Government, Inc. (CAP.) CAP enforces the Florida Building Code (FBC) and other related regulations as well as administers the building permit and inspection process. All CAP's building code professionals are all properly licensed and certified. In addition, CAP personnel include FEMA certified for flood plain regulation and NIMS certified for emergency services.

CAP ensures that all Building Code personnel:

- Possess all required licenses and certifications for each FBC trade and responsibility.
- Maintain continuing education requirements and annual certifications for all licensed Building Code professionals.
- Receive training and consultation of FBC requirements, permit processes, software programs and any related Town procedures.
- Provide high-quality, responsive and accurate customer service.

CAP Building Code Responsibilities:

- Perform all building permit administrative functions and processes.
- Complete all required plan reviews, permitting and inspections for structural, electrical, plumbing, and mechanical trade in the timeframe required by the FBC.
- Schedule and track plan reviews and inspections for Zoning, Engineering and Fire departments.
- Perform plan reviews of construction projects to ensure that the project meets the requirements of the FBC prior to the issuance of the permit.
- Perform inspections of the project to verify work is done according to the FBC and the approved plans.
- Process, issue and retain all required documentation related to permitting, inspections and occupancy.
- Ensure proper documentation of approvals from all applicable agencies.
- Issue permits, certificates of occupancy (C/O's), certificates of completion (CC's), temporary certificates of occupancy (TCO's) and other related documents and approvals in compliance with the FBC.
- Consult with residents, contractors, design professionals and City staff to facilitate proper and timely implementation of applicable regulations and processes.
- Ensure that contractors performing permitted construction are properly qualified and licensed. Also ensure that "owner builder" applicants are properly assisted during the permit/inspection process.
- Perform building code related services for unsafe structures and code enforcement as necessary.

Fiscal Year 2023/2024 Accomplishments:

- Goal 1a, Objective 1: CAP staff acknowledges or responds to all public records and other requests within two (2) business days.
- Goal 2a, Objective 2: CAP staff participate in Town customer service training sessions as requested. In addition, CAP provides customer service training and coaching sessions for CAP staff.
- Goal 2b, Objective 1: CAP FBC professionals are certified and licensed and successfully complete all required continuing education programs.
- Goal 2b, Objective 2: The building permit process is streamlined with web-based access, electronic documents and e-processing.



- Goal 3c, Objective 4: CAP FBC professionals include staff that are NIMS certified and participate in the Town's Emergency Operations as requested.
- Assisted the Town Clerk with providing building permit files and plans for the Town's records management system.
- Maintained a one-week plan review turnaround time for completed applications for new single-family homes and single discipline permits with a 48-hour turnaround.
- Assigned an Assistant Building Official to improve service and oversight.
- Expanded SWR staff's access and use of CAP's building services plan review and permitting software programs.

Issues (2024/2025):

- Permit fee payments are limited to in-person transactions or manual credit card payments, thereby reducing web-based efficiencies.
- Expired permits and abandoned applications need additional processes and follow-up for enforcement.
- Continue to improve process efficiencies.

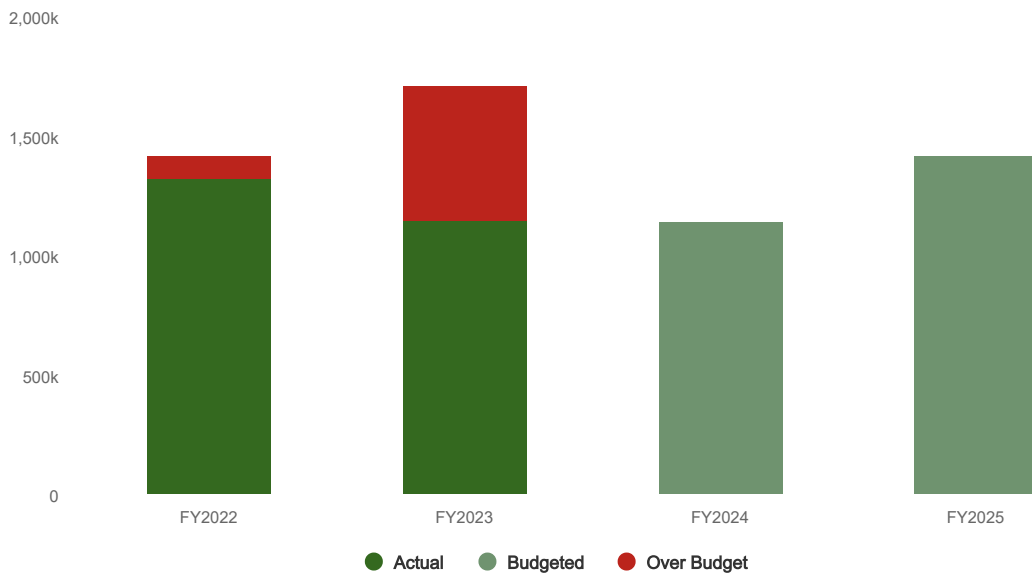
Fiscal Year 2024/2025 Performance Objectives:

- Continue to ensure that all permit applications are processed efficiently, and that applicants are properly informed and assisted.
- Continue to properly enforce the FBC with high quality customer service.
- Coordinate with the Town to provide on-line permit fee payments.
- Follow-up on expired permits and abandoned applications for code compliance.
 - Continue to improve internal departmental operations and controls with SOP's, staff training and management in coordination with Town staff.
 - Archive and transfer closed permit files to an electronic records management system maintained by the Town and accessible by the public.
 - Continue to implement the Town's Strategic Plan.

Expenditures Summary

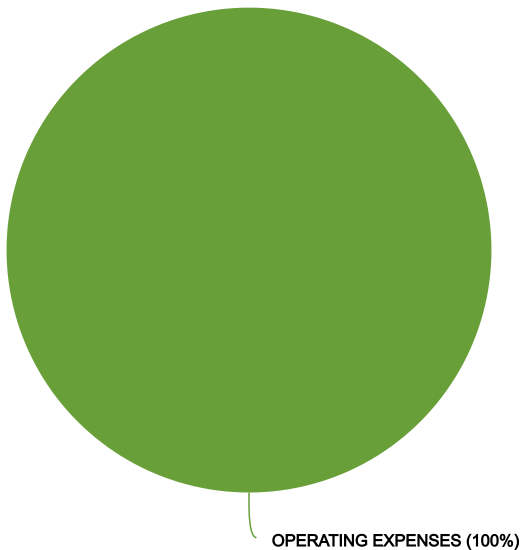
\$1,420,677 **\$277,377**
(24.26% vs. prior year)

Building Services Proposed and Historical Budget vs. Actual



Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Name	Account ID	FY2022 Actual	FY2023 Actual	FY2024 Amended	FY2024 Projected Budget	FY2025 Proposed Budget
Expense Objects						
OPERATING EXPENSES						
Other Contractual Services	001-2100-524-34100	\$1,422,589	\$1,718,899	\$1,143,300	\$1,578,530	\$1,420,677
Total OPERATING EXPENSES:		\$1,422,589	\$1,718,899	\$1,143,300	\$1,578,530	\$1,420,677
Total Expense Objects:		\$1,422,589	\$1,718,899	\$1,143,300	\$1,578,530	\$1,420,677



Community Development Department: Code Compliance & Zoning Divisions



Julio Medina
Community Development Director

Services, Functions, and Activities:

As a contracted firm, J.A. Medina LLC manages Code Compliance services and Zoning Plans processing, and will be referred to as “the departments” going forward. The departments consist of a Community Development Director, an Assistant Code Compliance Director, a Code Compliance Officer, a Landscape Inspector, and an Administrative Coordinator, all of whom play a vital role in ensuring the health, safety, and welfare of the residents of Southwest Ranches by enforcing the Code and Zoning regulations set forth by the Town Council. This, in turn, helps to maintain property values in the area. The department primarily operates in a reactive capacity, except for proactively addressing violations such as overgrown vegetation, bulk trash, and unpermitted fill and lighting. It is crucial to address and resolve violations in a timely manner to ensure a high quality of life for our residents.

These departments provide support and assistance to various divisions in innumerable ways within Town Hall, including the Engineering, Building, Town Clerk, Town Attorney, and Public Works Departments. The engineering branch receives assistance from the departments executing and aiding with violations pertaining to fill, easements, and berms. The building department is assisted in the matters of expired permits and illegal work without permits. Also, with necessities for zoning reviews, approvals, and on-site inspections. The departments also diligently work to assist the Town’s Clerk office to guarantee all records requests relating to Code are executed in a timely manner. The departments have been crucial in assisting with requests from the town attorney’s office as well. The town’s public works receives detailed images and descriptions regarding properties with ongoing bulk or general trash issues. Not to mention the numerous miscellaneous tasks and predicaments that have abruptly transpired and have been impeccably maneuvered by the departments. Even Broward County’s Property Appraisers office relies on assistance from the departments in providing inspections of properties that have done work without permits and do not match BCPA’s database.

The department understands the importance of easing the concerns of the residents by providing clear and accurate information when offering assistance and disseminating information. The department strives to educate and empower residents to have a good understanding of the Town’s code and zoning regulations that may affect them. When meeting with residents, the departments make the utmost effort to assure residents walk away with peace of mind that their concerns were heard and addressed. Besides the thorough in-person education of residents, the departments dispense vast amounts of information via the town website, and articles published in the Town’s newsletters. All these efforts aim to achieve the department’s goal of promoting compliance, swift correction of violations, and prevention of violations altogether. By doing so, the department’s aim is to preserve the quintessential rural lifestyle that the Town of Southwest Ranches promotes.

FY 2023/2024 Accomplishments

1. Improved Compliance Rates:
 - Achieved a significant increase in the overall compliance rates for code violations through targeted enforcement and community engagement efforts.
2. Reduced Response Time:
 - Successfully streamlined processes, leading to a notable reduction in the average response time to address reported violations, enhancing overall efficiency.



3. Enhanced Proactive Compliance:
 - Implemented proactive measures to address common violations such as overgrown vegetation, bulk trash, and unpermitted structures, resulting in a reduction of recurring issues.
4. Community Outreach and Education:
 - Conducted successful community outreach programs and educational initiatives to raise awareness about local codes and regulations, fostering a better understanding among residents.
5. Timely Case Resolution:
 - Achieved a significant reduction in the time taken to resolve code violation cases, ensuring a swift and efficient resolution process.
6. Interdepartmental Collaboration:
 - Strengthened collaboration with other municipal departments, such as Engineering and Building Departments to address complex issues comprehensively and provide seamless support.
7. Training and Development Initiatives:
 - Implemented training and professional development programs for staff, resulting in a well-equipped and certified team capable of handling a diverse range of code enforcement challenges.
8. Effective Record-Keeping:
 - Improved record-keeping processes to ensure accurate and timely documentation of code compliance activities, supporting transparency and accountability.
9. Public Works Collaboration:
 - Successfully collaborated with the Public Works department to address and rectify issues related to bulk trash, property maintenance, and other public nuisance concerns.
10. Assistance to Other Departments:
 - Provided valuable support to the Town Clerk's office, Town Attorney's office, and other departments, contributing to the seamless execution of records requests, legal matters, and inspections.
11. Broward County Collaboration:
 - Played a crucial role in assisting Broward County's Property Appraisers office by providing inspections for properties that needed updating on their tax roll.
12. Zoning Plan Processing Efficiency:
 - Streamlined the zoning plan review process, leading to more efficient and timely processing of zoning permits for commercial locations, new residences, and overall development projects.
13. Preservation of Rural Lifestyle:
 - Successfully upheld the unique rural lifestyle of the community by promoting compliance, addressing violations promptly, and preventing new violations through effective enforcement and education initiatives.

Strategic Performance Measures

1. **Compliance Rate:**
 - Measure the percentage of properties or cases that achieve code compliance within a specified timeframe.
2. **Response Time:**
 - Track the average time taken to respond to and address reported violations or complaints.
3. **Case Resolution Time:**
 - Monitor the time it takes to fully resolve a code violation case from the initial report to achieving compliance.
4. **Violation Recurrence Rate:**
 - Evaluate the frequency at which code violations reoccur for specific properties or areas.



5. **Training and Certification Rates:**

- Ensure that staff members are adequately trained and certified in relevant areas and track the percentage of employees with up-to-date certifications.

6. **Public Awareness and Education:**

- Assess the effectiveness of public outreach programs and educational initiatives aimed at increasing awareness of local codes and regulations.

7. **Community Outreach Events:**

- Measure the participation and impact of community events to promote awareness and engagement.

8. **Number of Inspections Conducted:**

- Track the total number of inspections carried out by the Code Enforcement Department within a specific period.

9. **Enforcement-to-Compliance Ratio:**

- Calculate the ratio of enforcement actions taken to cases successfully achieving compliance, helping to evaluate the effectiveness of enforcement strategies.

10. **Proactive Inspections:**

- Monitor the percentage of inspections initiated by the Code Compliance Division rather than in response to complaints, demonstrating a proactive approach to maintaining community standards.

11. **Collaboration with Other Departments:**

- Evaluate the level of collaboration with other municipal departments to address interrelated issues, such as zoning, planning, and public safety.

Regularly reviewing and adjusting these performance measures will help ensure that the Code Compliance Division remains responsive to community needs and continuously improves its effectiveness.

Issues (2024/2025):

The Code Compliance Division may encounter various challenges and issues in its operations. Identifying and addressing these issues proactively is essential for maintaining the effectiveness and reputation of the department. Here are some common issues that the Code Enforcement Department may face:

1. **Limited Resources:**

- Challenge: Insufficient staffing, budget constraints, and limited technological resources may hinder the department's ability to address violations promptly and comprehensively.
- Solution: Advocate for increased resources, explore technology upgrades, and prioritize tasks based on available resources.

2. **Changing Regulations:**

- Challenge: Frequent changes in local, state, or federal regulations can pose challenges in staying updated and enforcing compliance effectively.
- Solution: Establish a system for regular training and updates, collaborate with legal advisors, and actively participate in regulatory discussions.

3. **Community Resistance:**

- Challenge: Resistance or opposition from residents to changes in law may impede enforcement efforts, making it challenging to achieve compliance.
- Solution: Foster community engagement, educate residents about the importance of compliance, and address concerns through open communication and transparency.



4. High Case Volume:

- Challenge: A high volume of reported violations may overwhelm the department, leading to delays in response and resolution times.
- Solution: Prioritize cases based on severity and risk, implement efficient workflows, and consider additional staff or resources during peak periods.

5. Lack of Public Awareness:

- Challenge: Low awareness among residents about code regulations and enforcement procedures can contribute to negative responses from residents.
- Solution: Implement public awareness campaigns, community workshops, and utilize various communication channels to educate residents about codes and regulations.

6. Legal Challenges:

- Challenge: Legal challenges or disputes regarding enforcement actions may arise, requiring careful navigation within legal frameworks.
- Solution: Work closely with legal advisors, ensure compliance with due process, and document enforcement actions thoroughly to mitigate legal risks.

7. Evolving Community Dynamics:

- Challenge: Changes in community demographics, development patterns, changes in Council or economic conditions may require the department to adapt its strategies.
- Solution: Regularly assess community dynamics, and adjust enforcement strategies to align with evolving needs.

8. Weather and Environmental Factors:

- Challenge: Adverse weather conditions, natural disasters, or environmental factors may impact the department's ability to conduct inspections or address certain violations.
- Solution: Develop contingency plans for weather-related disruptions, prioritize safety, and communicate effectively with residents during such events.

By addressing these challenges proactively and implementing strategic solutions, the Code Enforcement Department can enhance its effectiveness, maintain community trust, and contribute to the overall well-being of the municipality. Regular reviews and adjustments to operational strategies are essential to overcoming evolving challenges in the dynamic field of code enforcement.

Fiscal Year 2024/2025 Performance Objectives:

Setting goals for a Code Enforcement Department involves establishing clear, measurable, and achievable objectives that align with the organization's mission and contribute to the overall well-being of the community.

Here are some suggested goals for a Code Enforcement Department:

1. Increase Compliance Rate:

- Goal: Achieve an increase in the compliance rate over the next fiscal year, measured quarterly.
- Strategy: Implement targeted outreach programs, educational campaigns, and proactive inspections to enhance community awareness and adherence to codes.

2. Reduce Response Time:

- Goal: Decrease the average response time to reported violations.
- Strategy: Streamline internal processes, leverage technology for quicker reporting, and enhance coordination among departmental staff.

3. Enhance Proactive Enforcement:

- Goal: Increase the number of proactive meetings with residents and contractors to increase compliance rate.
- Strategy: Implement regular proactive patrols.



4. Improve Case Resolution Time:

- Goal: Reduce the average case resolution time by implementing more efficient workflows and prioritization strategies.
- Strategy: Conduct a thorough review of existing processes, identify bottlenecks, and implement technology solutions to streamline case management.

5. Enhance Community Engagement:

- Goal: Increase resident satisfaction with Code Enforcement services within the next year.
- Strategy: Implement community workshops, enhance communication channels, and utilize social media for regular updates and engagement.

6. Achieve Training and Certification Excellence:

- Goal: Ensure 100% of Code Enforcement staff maintains up-to-date certifications and receives ongoing training.
- Strategy: Develop a comprehensive training calendar, provide continuous educational opportunities, and support staff in obtaining and renewing certifications.

7. Enhance Public Awareness:

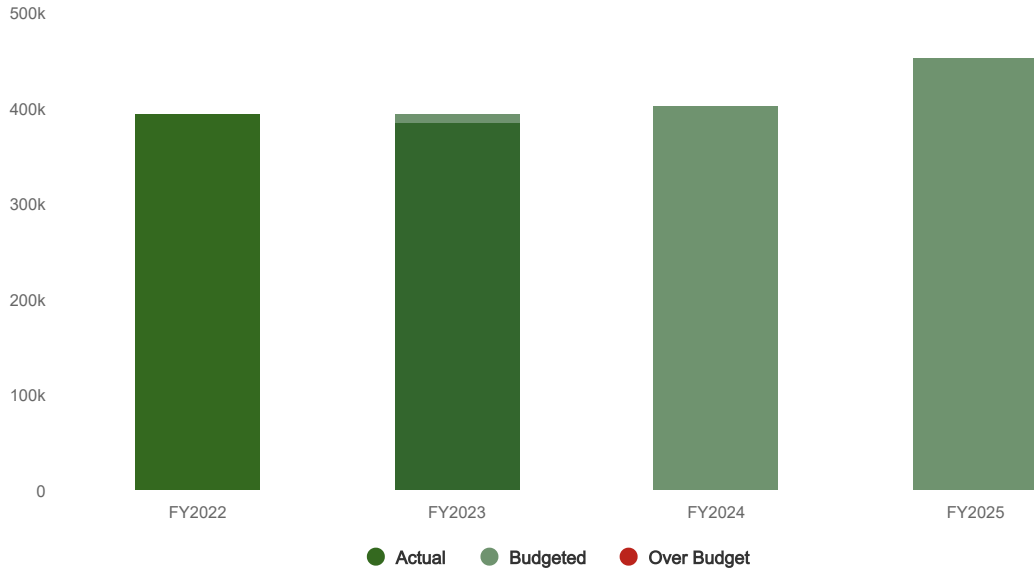
- Goal: Increase public awareness of code regulations and enforcement efforts within the next year.
- Strategy: Launch community events for outreach and education.

These objectives are meant to be adapted based on the specific needs, priorities, and strategic objectives of the Code Enforcement Department and the broader community it serves. Regularly monitoring progress and adjusting strategies as needed will ensure continuous improvement and alignment with organizational goals.

Expenditures Summary

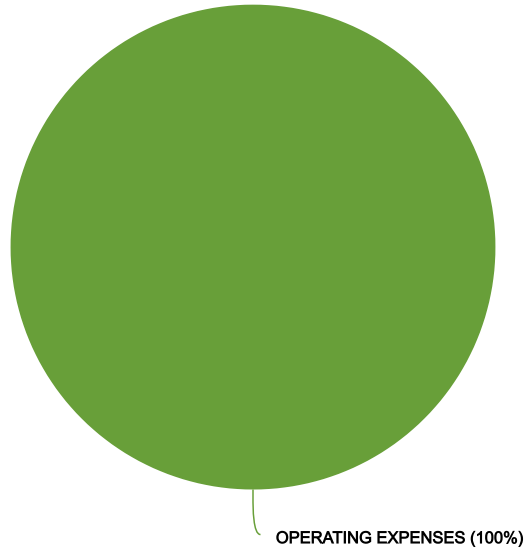
\$452,606 **\$50,686**
(12.61% vs. prior year)

Community Dev. - Code Compliance & Zoning Proposed and Historical Budget vs. Actual



Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Name	Account ID	FY2022 Actual	FY2023 Actual	FY2024 Amended	FY2024 Projected Budget	FY2025 Proposed Budget
Expense Objects						
OPERATING EXPENSES						
Other Contractual Services-P & Z Permits	001-2300-515-34300	\$175,719	\$143,330	\$152,000	\$125,000	\$130,000
Professional Services/Studies/Surveys	001-2300-524-31010	\$10,106	\$12,250	\$12,500	\$13,500	\$15,000
Other Contractual Services	001-2300-524-34100	\$208,316	\$229,986	\$237,420	\$236,620	\$307,606
Total OPERATING EXPENSES:		\$394,141	\$385,566	\$401,920	\$375,120	\$452,606
Total Expense Objects:		\$394,141	\$385,566	\$401,920	\$375,120	\$452,606



Planning Services



Jeff Katims, AICP, CNU-A
Planning Director

Services, Functions, and Activities:

The Planning Services Department protects the Town's rural character through planning, review of developmental proposals, maintaining and periodically updating the Town's Comprehensive Plan and Unified Land Development Code. Planning functions are outsourced to Complete Cities Planning Group. The Planning Department's services include assisting residents in determining how their property may be used or developed; answering development inquiries, which often involves explaining the Town's unique rural lifestyle preservation to developers and real estate interests; explaining platting requirements; processing public hearing items that include land use plan amendments, re-zonings, plats, waivers of plat, site plans, and variances.

The Planning Services Department also provides technical liaison services to the Comprehensive Plan Advisory Board (CPAB) and provides professional input and testimony to the Town Council concerning planning and development matters. The department administers and maintains the Unified Land Development Code and Comprehensive Plan, the latter of which addresses Future Land Use, Housing, Transportation, Recreation and Open Space, Conservation, Utilities, Public School/Institutional Facilities, Intergovernmental Coordination, and Capital Improvements. The Complete Cities Planning Group regularly coordinates the Town's efforts with the Town Attorney's office and serves as the Town's representative on the Broward County School Board Staff Working Group.

Fiscal Year 2023/2024 Accomplishments (Strategic Plan initiatives)

- Reviewed 14 public hearing items (10/1/23 – 2/11/24, including items initiated in FY 2022/2023).
- Issued six zoning letters (10/1/23 – 2/11/24).
- Coordinated with Code Compliance.
- Maintained a database of group homes and sober homes.
- Worked with the Comprehensive Plan Advisory Board to update the policies of the Comprehensive Plan.
- Prepared four code amendments.
- Continued representing the Town on the staff working Group as mandated by the Interlocal agreement with the Broward County School Board and Broward County Commission.
- Monitored state legislation and county initiatives that impact the Town, coordinated with the Administration and Town Attorney, and advocated for the Town.
- Produced quarterly and annual development reports for the School Board as required by Interlocal agreement.
- Coordinated with the Town Administrator and Town Attorney with regard to other potential policy issues.

Issues (2024/2025):

- The Comprehensive Plan has been amended several times since the last update of the Unified Land Development Code, such that the Code is not fully consistent with the Plan as required by Ch. 163, Florida Statutes.



- The Future Land Use Element of the Comprehensive Plan will need to be re-certified by the Broward County Planning Council during FY 2023/2024.
- Multiple Council members commented during a workshop that the land development regulations need to be comprehensively revisited to reflect the maturation of the Town's environmental policy.
- The Town's sign regulations need to be revised to reflect new case law.
- The state legislature continually enacts new zoning preemptions that require Comprehensive Plan or Unified Land Development Regulations amendments.
- The Town must complete its Evaluation and Appraisal of the Comprehensive Plan. Changes to F.S. 163.3191 require a comprehensive update that was not required the past two EAR cycles, and which exceeds the scope of the Town's intended plan review and update (ongoing).

Fiscal Year 2024/2025 Performance Objectives

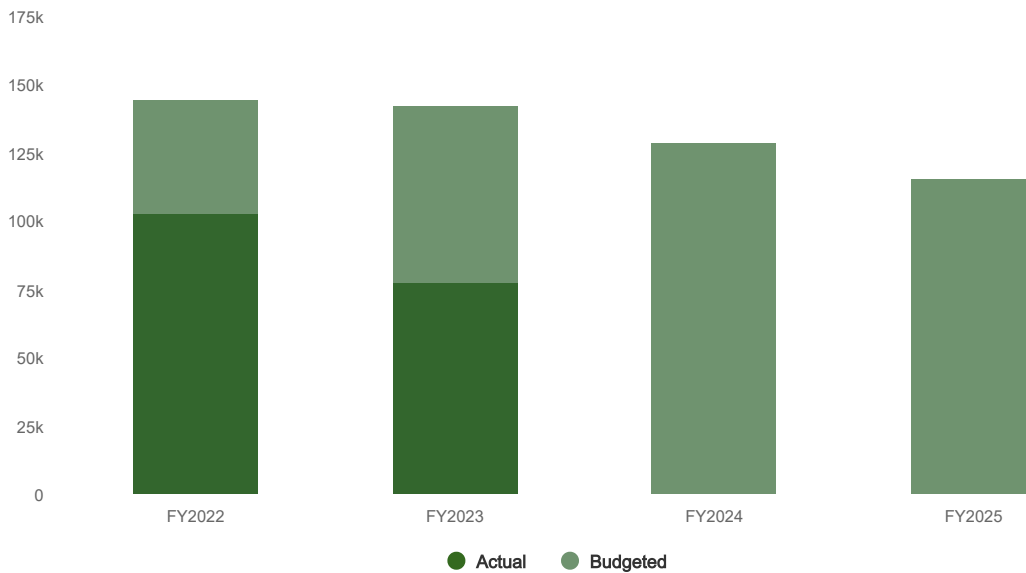
- To continue to facilitate policy discussions about various lifestyle issues as they pertain to land development regulations, and to continue to update the Comprehensive Plan and Unified Land Development Regulations to reflect such prevailing policy direction.
- To communicate the Town's values to developers, potential residents, and other governmental agencies.
- To update the adopted goals, objectives and policies of the Comprehensive Plan,
- To maintain, periodically evaluate, and update sound land use policies that enhance, preserve, conserve, and improve the livability of the Town.
- To promote awareness of the vital role long-term planning has in shaping the future growth and character of the community.
- To continue facilitating and complying with specified departmental performance measures of the Town's Strategic Plan.
- To complete the Evaluation and Appraisal of the Comprehensive Plan, the state-mandated update, and optional and ongoing Town-initiated update.



Expenditures Summary

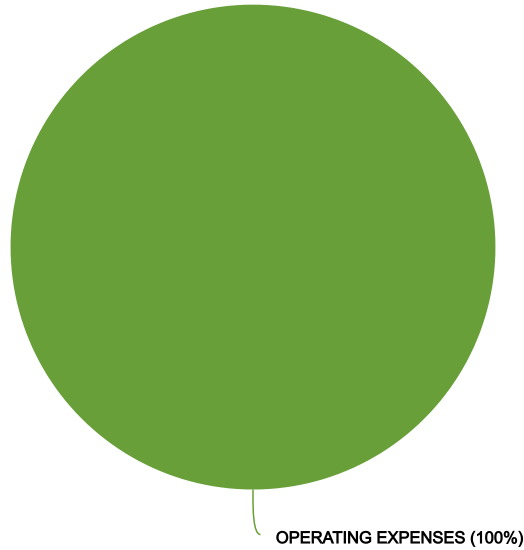
\$115,400 **-\$13,500**
(-10.47% vs. prior year)

Planning Services Proposed and Historical Budget vs. Actual



Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Name	Account ID	FY2022 Actual	FY2023 Actual	FY2024 Amended	FY2024 Projected Budget	FY2025 Proposed Budget
Expense Objects						
OPERATING EXPENSES						
Other Contractual Services-Public Hearings	001-2500-515-34310	\$50,063	\$39,748	\$60,000	\$60,000	\$45,000
Other Contractual Services-Town Planning	001-2500-515-34320	\$20,588	\$21,589	\$26,400	\$15,000	\$26,400
Other Contractual Services-Land Use Planning	001-2500-515-34330	\$32,038	\$16,395	\$42,000	\$39,000	\$44,000
Other Current Charges	001-2500-515-49100	\$0	\$0	\$500	\$0	\$0
Total OPERATING EXPENSES:		\$102,689	\$77,732	\$128,900	\$114,000	\$115,400
Total Expense Objects:		\$102,689	\$77,732	\$128,900	\$114,000	\$115,400



Public Works - Engineering & Community Services



Rod Ley, PE, LEED AP
Public Works Director

Services, Functions, and Activities:

The Public Works Department prioritizes the capital infrastructure improvement needs and maintenance of public works facilities including buildings, streets, drainage, traffic signs and guardrails. The department also manages special projects and programs, including the E-911 Street Addressing, telecommunications program, and solid waste operations. Staff monitors professional consultants to perform engineering, surveying, planning, building inspections and other capital project services. Staff assists with managing capital improvement projects, including the preparation of construction specifications, contract management, and inspections.

The Town Engineer serves as primary liaison to the Infrastructure and Drainage Advisory Board (DIAB), the Community Rating System (CRS) Coordinator, the National Pollutant Discharge Elimination System (NPDES) Coordinator, and the designated contract manager for community capital improvement projects. Public Works Department staff provides citizens with assistance on issues related to the CRS and National Flood Insurance Program (NFIP). It also administers the implementation of the Town's NPDES program.

The Public Works Department oversees all operations and maintenance functions for the Town's public works facilities, including streets, drainage and the Transportation Surface Drainage and Ongoing Rehabilitation (TSDOR) Program. The Public Works Department oversees post-disaster (e.g., tropical storm event, etc.) damage assessments and debris management operations. The Town Engineer personnel component is allocated herein (50%) and within the Transportation Fund (50%).

Engineering Services (ES) is a division of the Public Works Department. ES conducts engineering plan reviews and inspections of development including filling, excavating, and re-grading of land on primarily a cost recovery basis. Staff assists the regulated community with interpretations of the Unified Land Development Code (ULDC) of the Town's Code of Ordinances. Staff provides technical assistance to other departments, including the Code Enforcement & Zoning Department, by providing code interpretation and inspections of code violation activities.

Community Services (CS) is also a division of the Public Works Department and identifies all grant sources and develops grant applications for Town departments, including Public Works, Fire Rescue & Volunteer Fire Services, Police, and Parks, Recreation and Open Space Departments. Staff manages approved grants and the implementation of programs funded by multiple sources to ensure compliance with regulatory agency requirements. CS staff oversees and performs contract compliance for the Planning Services and Community Development: Zoning Division as well as provide liaison functions to the Comprehensive Plan Advisory Board (CPAB.) Staff also provides input to the Town Advisory Boards and Town Council concerning the development of policies and procedures concerning reviews and the development of the Town's Comprehensive Plan addressing various elements, including Future Land Use, Housing, Transportation, Recreation and Open Space, Conservation, Utilities, Public School/Institutional Facilities, Intergovernmental Coordination, and Capital Improvements.



FY 2023/2024 Accomplishments

- Received and processed engineering development construction permit applications.
- Awarded the following grants:
 - \$600,000 Federal EPA Grant Southwest Meadows Sanctuary Canal and Wetlands
 - \$16,645 Florida Assistance to Firefighters for bunker gear
 - \$200,000 for Town Vulnerability Assessment
- In accordance with Priority Area D “Improved Infrastructure” Goal 2(d), Objectives 2 and 3 of the Town’s Strategic Plan to “improve water resource management”, the department completed the following drainage improvements:
 - Completed permitting and bidding of the Country Estates Drainage and Water Quality Improvement Project
 - Completed construction of the SW 63rd Street and SW 185th Way Drainage Improvements
 - Completed permitting and bidding for the Green Meadows Drainage Improvements (south)
 - Completed construction of the SW 54th Place Drainage Improvements from Dykes Road to the Ivanhoe Canal
 - Completed permitting and bidding for the Dykes Road Piping Project
 - Completed permitting of the Southwest Meadows Sanctuary drainage connection and wetlands.
 - Completed surveying, design, permitting and construction of the SW 205th Avenue and SW 49th Court Drainage Project
- In accordance with Priority Area D “Improved Infrastructure” Goal 3(d) of the Town’s Strategic Plan to improve road conditions management, the department completed the following:
 - Purchased and installed twelve new electronic speed limit signs
 - Completed surveying and design of the Stirling Road from SW 166th Avenue to Dykes Road, and SW 166th Avenue side streets: SW 61st Street, SW 62nd Street, SW 63rd Manor, SW 64th Street, and SW 69th Street TSDOR segments so we can submit the construction as a shovel-ready Surtax Rehab and Maintenance project once the County accepts applications.
 - Completed surveying and design of Holatee Trail (Stirling Road to East Palomino), Hunter Lane, SW 134th Avenue, and Luray Road TSDOR segments so we can submit the construction as a shovel-ready Surtax Rehab and Maintenance project once the County accepts applications.
- In accordance with Priority Area D “Improved Infrastructure”, Goal 2(d,) Objective 4 of the Town’s Strategic Plan to improve water resource management, the department completed the following:
 - Completed re-certification of CRS Program by FEMA and ISO
 - Completed five-year cycle visit for CRS
 - Submitted the NPDES Annual Report on a timely basis.
 - Continued to develop the Town’s Geographic Information System (GIS) program and provided multiple public-facing maps that are now on the Town’s website.
 - Managed annual stormwater facility maintenance program.

Issues (2024/2025):

- Inadequate staffing to perform necessary clerical work.
- Availability of funds for mapping and documentation preparation for an improved CRS rating.
- Availability of funds to expand the GIS database.
- Availability of funds for ongoing street maintenance and repairs.



- Availability of funds for the Drainage and Infrastructure Advisory Board project list.
- Availability of funds for critical capital projects, including an adopted emergency operations center.
- Monitoring changes to Federal, State and Local grant requirements.
- Lack of storage space to house all active permit files.
- Availability of funds to procure a comprehensive permitting software solution.
- Inadequate monitors for electronic plan review.

Fiscal Year 2024/2025 Performance Objectives:

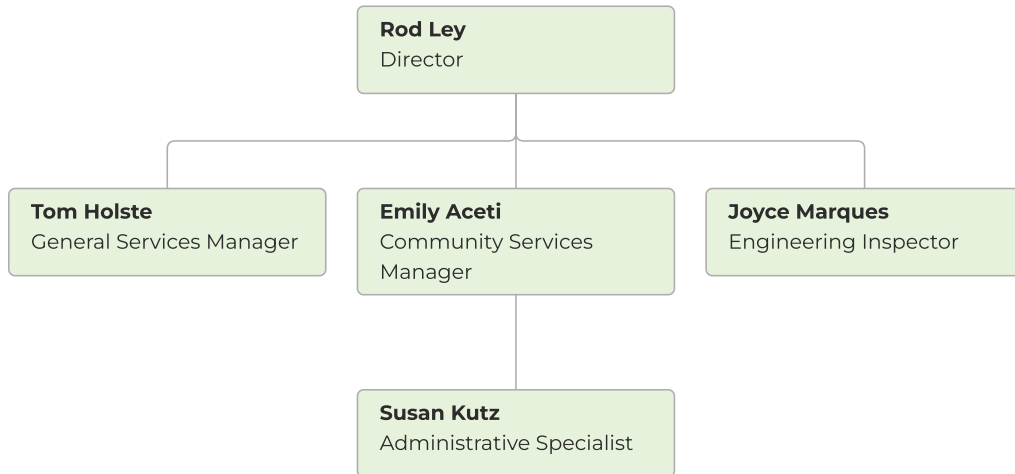
- Maintain CRS rating and requirements.
- Continuing development of GIS database and infrastructure within imposed budgetary constraints.
- Prepare the NPDES Annual Report.
- Develop a Five-Year Plan for Drainage Projects.
- Complete construction of funded road and drainage capital improvement projects.
- Continue to monitor and secure grant funding for capital improvement projects as well as a planned permanent public safety – emergency management complex.
- Facilitate and comply with specified departmental performance measures of the Town's Strategic Plan.

Personnel Complement:

	Adopted FY 2024			Proposed FY 2025		
Position Title	Full Time	Part Time	Temp	Full Time	Part Time	Temp
Town Engineer	.5			.5		
Community Services Manager	1			1		
General Service Manager	1			1		
Assistant Engineer	1			-		
Administrative Specialist	1			1		
Engineering Inspector	-			1		
Total	4.5			4.5		



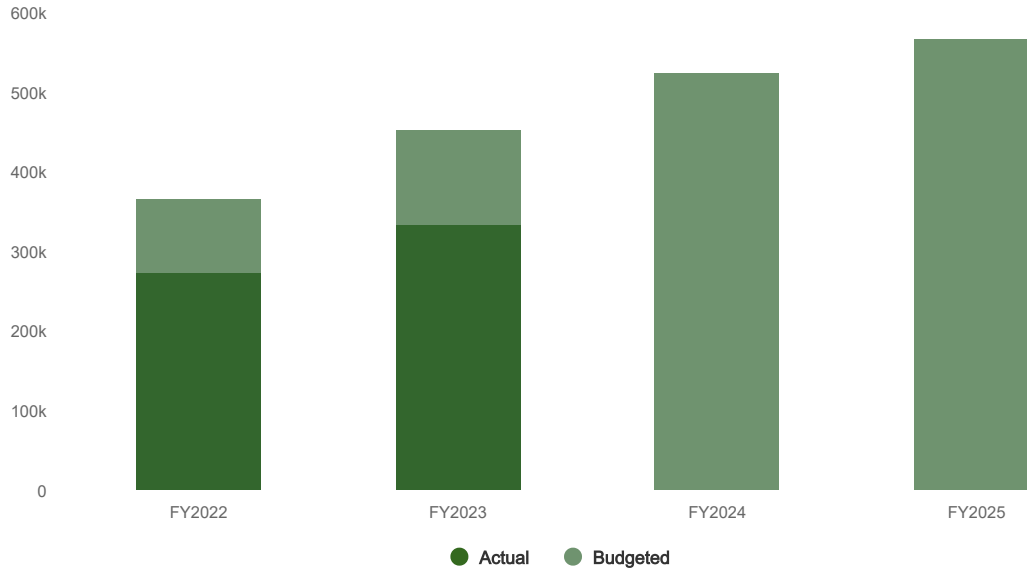
Organizational Chart



Expenditures Summary

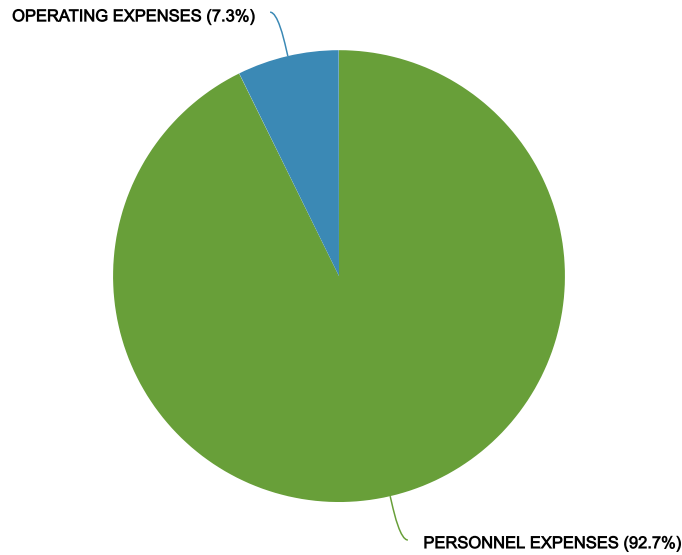
\$567,167 **\$43,081**
(8.22% vs. prior year)

Public Works - Engineering & Community Services Proposed and Historical Budget vs. Actual



Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Name	Account ID	FY2022 Actual	FY2023 Actual	FY2024 Amended	FY2024 Projected Budget	FY2025 Proposed Budget
Expense Objects						
PERSONNEL EXPENSES						
Regular Salaries & Wages	001-2600-515-12100	\$215,566	\$277,174	\$405,921	\$411,096	\$433,067
Payroll Tax Expense	001-2600-515-21100	\$15,997	\$20,698	\$30,354	\$31,449	\$33,130
Retirement Contribution	001-2600-515-22100	\$15,035	\$25,882	\$40,514	\$39,745	\$41,942
Life & Health Insurance	001-2600-515-23100	\$19,565	\$1,513	\$26,168	\$4,843	\$2,117
Workers Compensation	001-2600-515-24100	\$6,340	\$7,226	\$14,679	\$14,866	\$15,661
Total PERSONNEL EXPENSES:		\$272,503	\$332,493	\$517,636	\$501,999	\$525,917
OPERATING EXPENSES						
Mileage Reimbursement	001-2600-539-40100	\$1,342	\$60	\$500	\$300	\$300
Software Maintenance	001-2600-539-46500	\$0	\$0	\$0	\$0	\$31,000
Other Current Charges	001-2600-539-49100	\$0	\$418	\$1,000	\$1,000	\$1,000
Subscriptions & Memberships	001-2600-539-54100	\$491	\$0	\$1,000	\$750	\$1,250
Training & Education	001-2600-539-55100	\$0	\$506	\$1,200	\$750	\$1,200



Name	Account ID	FY2022 Actual	FY2023 Actual	FY2024 Amended	FY2024 Projected Budget	FY2025 Proposed Budget
Conferences & Seminars	001-2600-539- 55200	\$0	\$0	\$2,750	\$6,500	\$6,500
Total OPERATING EXPENSES:		\$1,833	\$983	\$6,450	\$9,300	\$41,250
Total Expense Objects:		\$274,336	\$333,476	\$524,086	\$511,299	\$567,167



FUNDED

Town of Southwest Ranches, Florida FY 2025 Program Modification
Engineering Permitting Software

Department Name	Division Name	Fund	Priority	Fiscal Impact
Public Works	Engineering	Public Works		\$31,000
Background				
<p>The Town of Southwest Ranches has three permitting departments: Zoning, Engineering and Building. The Building Department (CAP Government) uses Citizen-Serve software for building permits, which offers a comprehensive online permit application, processing and payment, as well as customer request tracking for building permits.</p>				

Justification & Description
<p>The in-house Engineering Department currently uses Microsoft Excel to process and track permits, which is insufficient for online application, payments, processing, and customer service.</p> <p>The Town received a quote from Citizen-Serve. The first year set up costs include importing all existing data, creating the portal, and training for \$31,000. It will then be an annual cost of \$13,500.</p>

Funding Source
Truth-in-Millage (TRIM).

Alternative / Adverse Impact if not funded
If not funded, Engineering permits will continue to be processed and tracked archaically and inefficiently.

Required Resources		
Line Item	Title or Description of Request	Cost
001-2600-539-46500	Software Maintenance	\$31,000



Public Safety - Law Enforcement (Town of Davie)



Steve Kinsey

Town of Davie Chief of Police

Services, Functions, and Activities:

The Public Safety - Police Department is managed primarily under a contractual agreement with the Town of Davie, Florida. The Police Department provides for law enforcement operations, is required to maintain peace and order within the community, protection of life and property, and maintain the highest level of police service in a professional, courteous, ethical, and judicious manner. The Department is responsible for: 1) receiving and responding to public safety calls; 2) addressing crime concerns, traffic, parking and quality of life issues; 3) preventing crimes through proactive policing and crime prevention programs and events; 4) conducting criminal investigations; 5) conducting internal investigations; 6) maintaining professional accreditation standards and 7) managing public record requests and court subpoena services, property and evidence functions, fleet and equipment upkeep, calibration and services, asset forfeiture funds, and grants. Additional responsibilities include emergency and disaster management services, when necessary. The services provided reflect our commitment to enhancing public safety, improving community relations, and maintaining a well-equipped and professionally trained police force. Our continuous efforts are aimed at ensuring a safe and secure environment for all residents and stakeholders.

Fiscal Year 2023/2024 Accomplishments:

Strategic Plan Priority Areas:

- **Priority Area C: Reliable Public Safety**
 - Goal 1c – Protect our community
 - Posted over 1,000 articles/informational bulletins on all social media outlets.
 - Hosted four (3) “Drug Take Back” events during the reporting year.
 - Attended the Halloween Fest Event, Unity in Diversity 5K Walk/Run Event, and the Egg-Streme Fun Egg Hunt Event.
 - Attended homeowner association (HOA) meetings at Rolling Oaks, Country Estates, and Sunshine Ranches.
 - Attended the Southwest Ranches annual SoFlo Chili Fest and Car Show community event.
- **Priority Area D: Improved Infrastructure**
 - Goal 3d – Improve Road Conditions
 - The Davie Police Department directed resources to speed and traffic concerns during FY 2023/2024. Prioritizing these resources resulted in an increase in operational patrols and citations issued during the reporting year. The strategy for the operational patrols included an increase in visibility and enforcement which assisted in the reduction of speeding incidents, providing safer roadways for the community. The statistical data is indicated below.
 - Issued a total of 1,404 citations throughout the Town.
 - Issued 1,219 speeding citations throughout the Town.
 - Responded to 249 traffic crashes within the Town.
- **Priority Area E: Cultivate a Vibrant Community**
 - Goal 2e – Enhance community outreach
 - The Police Department continues to promote education and communication through a variety of outlets. During FY 2023/2024, the Media Relations Unit disseminated vital information through all social media outlets. The Unit identified opportunities to engage the community through social media programs such as the #SeasonofSafety – *Arrive Alive, Don’t Drink and Drive*; as well as, periodic Crime Alerts and Safety Tips.
 - Operated very active social media accounts. The key focus for all social media sites includes providing public information related to community outreach programs and events as well as crime activity/trends.



The Department's Media Relations Unit posted over 1,000 articles, safety alerts, informational bulletins, and crime concerns on Facebook, Twitter, and Instagram.

- Participated in three (3) Drug-take-back Events during the reporting year.
- The Davie Police Department hosted two (2) Civilian Police Academy sessions.

Issues (2024/2025):

- Continue speed-related traffic enforcement for roadways: 166th Avenue, 172nd Avenue, Hancock Road, Stirling Road, Mustang Trail, and 185th Way.
- Identify strategies and operational plans to address concerns related to auto conveyance, mail theft, and residential burglary incidents.
- Continue to identify outreach programs and opportunities to engage the Southwest Ranches community.

Fiscal Year 2024/2025 Performance Goals and Objectives:

- Provide the Town of Southwest Ranches with proactive and responsive enforcement activity that meets the Town's rural lifestyle.
- Address and respond promptly to complaints concerning traffic issues and concerns. Promote roadway safety through the deployment of signboards and newsletters. Work in partnership with local and state agencies to address roadway hazards and concerns.
- Solicit and identify concerns from residents through association meetings, civic forums, Town Council meetings, and other special events held within the Town.
- Provide reassurance to the community through timely response and deployment of resources that all received concerns and issues are a priority to the Department.
- Evaluate personnel deployment to ensure that the Police Department's assets are being utilized in an efficient and effective manner and to make recommendations as needed.

Strategic Plan Priority Areas:

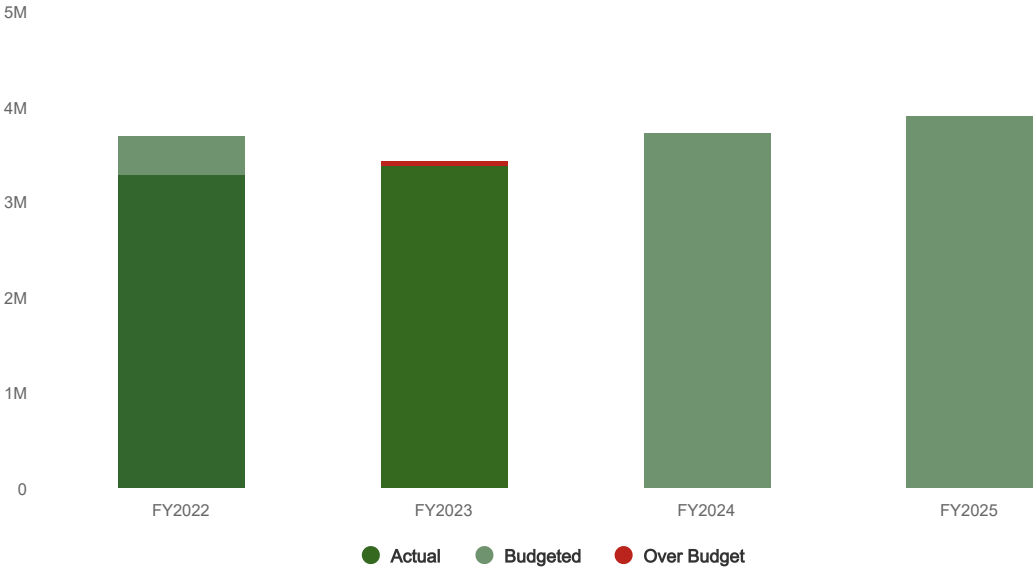
- Priority Area C: Reliable Public Safety
 - Goal 1c – Protect our community
 - Provide valuable safety information via online and distributed publications to promote a safer community.
 - Provide enhanced training and educational workshops for Town schools and businesses on safety topics.
 - Continue to engage in social media posting of informational bulletins, articles, and crime concerns throughout FY 2024/2025.
 - Continue to partner with local businesses and not-for-profit entities to assist in community outreach programs.
- Priority Area D: Improved Infrastructure
 - Goal 3d – Improve Road Conditions
 - Continue to enforce traffic laws (to include maximum load restrictions) on roadways within Southwest Ranches. Specifically, to address speeding concerns along the roadways.
 - Attend community meetings regarding traffic control design and maintenance.
 - Utilize community meetings, Town events, social media outlets, and traffic signboards to communicate traffic concerns (i.e., warning for future traffic enforcement, and upcoming road maintenance.)
- Priority Area E: Cultivate a Vibrant Community:
 - Goal 2e – Enhance community outreach
 - Increase communication to promote the Town's programs and services.
 - Provide enhanced safety training for Town businesses and educational institutions.
 - Encourage and promote safety guidance for the prevention of victimization to the community using educational bulletins posted on our social media outlets and through in-person association group meetings (i.e. HOA meetings).
 - Continue to disseminate information via Facebook, Twitter, and Instagram.
 - Continue to participate in planned Town events and community outreach initiatives during FY 2024/2025. Continue to hold Civilian Police Academy classes and promote participation.
 - Host community-driven outreach events like "Coffee with a Cop," "Grilling with the Chief," and more to continue to enrich the relationship between residents and the police department.



Expenditures Summary

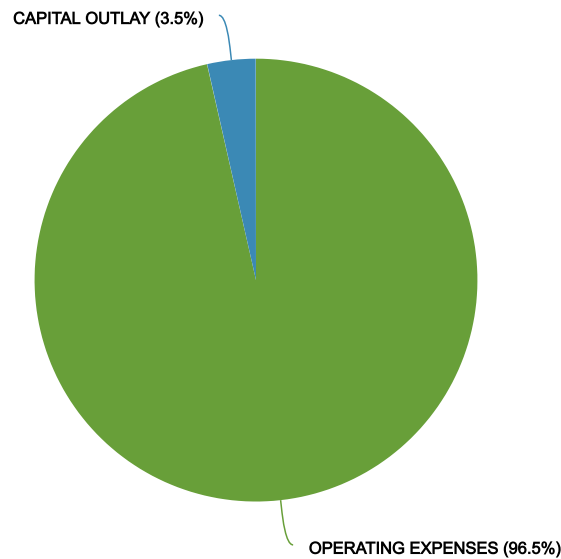
\$3,906,003 **\$180,368**
(4.84% vs. prior year)

Public Safety - Law Enforcement Proposed and Historical Budget vs. Actual



Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Name	Account ID	FY2022 Actual	FY2023 Actual	FY2024 Amended	FY2024 Projected Budget	FY2025 Proposed Budget
Expense Objects						
OPERATING EXPENSES						
Other Contractual Services	001-3000-521-34100	\$3,150,391	\$3,293,898	\$3,578,711	\$3,577,045	\$3,760,979
Electricity	001-3000-521-43100	\$288	\$3,573	\$7,800	\$4,000	\$6,500
Total OPERATING EXPENSES:		\$3,150,679	\$3,297,471	\$3,586,511	\$3,581,045	\$3,767,479
CAPITAL OUTLAY						
Machinery & Equipment	001-3000-521-64100	\$139,701	\$129,643	\$139,124	\$123,342	\$138,524
Total CAPITAL OUTLAY:		\$139,701	\$129,643	\$139,124	\$123,342	\$138,524
Total Expense Objects:		\$3,290,380	\$3,427,113	\$3,725,635	\$3,704,387	\$3,906,003



FUNDED

Town of Southwest Ranches, Florida

FY 2025 Program Modification

Car Mounted Radar and Handheld Laser Technology

Department Name	Division Name	Fund	Priority	Fiscal Impact
Public Safety-Police	Public Works	General Fund		\$33,524

Background

Car mounted radar units and handheld lasers allow Law Enforcement to deploy in many different areas to aid in traffic control and traffic enforcement. A problem that has been a major concern for residents.

Justification & Description

This request is for the purchase of fourteen car mounted radar units and three handheld laser units. These units will allow Police Officers to deploy in many situations to conduct traffic enforcement on our streets both local and highway. These units are ideal with the use of multiple antennae for scanning traffic in front and behind the unit.

Funding Source

Alternative / Adverse Impact if not funded

Not funding this program modification would place our law enforcement partners at a disadvantage and cause an increase in unchecked speeders. Radar and Laser units are a valuable tool in helping to identify speeders and educating them as needed. Without these units law enforcement will have a harder time locating speeders and vehicles associated with criminal activities, leading to a decrease in overall public safety.

Required Resources

Line Item	Title or Description of Request	Cost
001-3000-521-64100	Car mounted radar units (14)	\$26,524
001-3000-521-64100	Laser units (3)	\$7,000

Page 1 of 1



FUNDED

<small>Town of Southwest Ranches, Florida</small> FY 2025 Program Modification
Mobile Speed Trailer with LPR Technology

Department Name	Division Name	Fund	Priority	Fiscal Impact
Public Safety-Police	Public Works	General Fund		\$105,000
Background				
<p>License Plate Recognition (LPR) speed trailers allow the Town and Law Enforcement to deploy trailers for roadside vehicle intelligence when and where it is needed.</p>				

Justification & Description
<p>This request is for the purchase of three automated license plate recognition (ALPR) trailers. These trailers combine the power of automated license plate recognition with speed capture technology for safer roadways. These trailers are ideal for short and long-term interdiction and investigatory missions alike.</p>

Funding Source

Alternative / Adverse Impact if not funded
<p>Not funding this program modification would place our law enforcement partners at a disadvantage and cause an increase in unsolved crimes. LPR's are a valuable tool in helping track and identify vehicles involved in criminal activities. Without this access law enforcement will have a harder time locating suspects and vehicles associated with criminal incidents, leading to a decrease in overall public safety.</p>

Required Resources		
Line Item	Title or Description of Request	Cost
001-3000-521-64100	automated license plate recognition (ALPR) trailers (3 units)	\$105,000



Public Safety - Fire Admin (Town of Davie)



Jorge Gonzalez
Town of Davie Fire Chief

Davie Fire Rescue Services, Functions, and Activities

The Town of Southwest Ranches has a contract with the Town of Davie, Florida (Davie) to provide primary fire protection and rescue services to the entire Town of Southwest Ranches. The Davie Fire Rescue Department also works in conjunction with the Southwest Ranches Volunteer Fire Rescue, Inc. (a financial blended component unit of the Town of Southwest Ranches) as requested by Town of Southwest Ranches Administration.

Davie Fire Rescue provides the following services:

A. Fire Protection Services and Rescue – Emergency Medical Services (EMS)

- Provide 2 ALS Type I Pumpers (Stations 91 and 112).
- Provide 2 ALS Rescue Transport Units (Stations 91 and 112).
- Provide 2 Company Officers, 2 Driver Engineers, and 4 Firefighter Paramedics 24 hours a day, seven days a week (Stations 91 and 112). Additionally, Davie Fire Rescue has 1 ALS Type I Pumper and 1 ALS Rescue Transport Unit at station 68 to improve response. These units include 1 Company Officer, 1 Driver Engineer, and 3 Firefighter Paramedics.
- Provide emergency and non-emergency response and command to all fire and EMS incidents within Southwest Ranches.
- Provide response and command of all emergency disaster services incidents in Southwest Ranches.
- Provide Special Operations response to include Dive Rescue and assist with Large Animal Rescue.
- Invite to participate Southwest Ranches Volunteer Firefighters with both EMS and fire training that is also provided to Davie Fire Rescue personnel.
- Provide Davie's Medical Director as the Medical Director for Southwest Ranches firefighters for Basic Life Support oversight.
- Provide cooperative and good faith effort regarding an active role of Southwest Ranches Volunteer Firefighters in providing EMS and Fire Protection to Southwest Ranches residents.
- Provide support with dispatching services to Southwest Ranches Volunteer Firefighters through Broward Office of Regional Communications and Technology (ORCAT).
- Provide monthly reports addressing the status and activities of EMS, fire protection, and fire & life safety services in Southwest Ranches.
- Provide back-up units, as necessary.
- Provide a liaison between Davie and Southwest Ranches.

B. Fire & Life Safety Services Fire Investigations and Inspections

- Provide a Fire Marshal as the Chief Fire Code Official.
- Provide annual fire safety inspections of all occupancies as required by the current edition of the Florida Fire Prevention Code.
- Provide non-residential, commercial, and multi-family residents and group home fire plan review and fire construction review.
- Conduct inspection and testing of fire wells (dry hydrants) once a year per the National Fire Protection Association (NFPA) #1142 Standard on water Supply for Suburban and Rural

Firefighting.

c. Public relations services

- Conduct Community Emergency Response Team (CERT) FEMA 20-hour training for Southwest Ranches residents.
- Provide station and unit demonstrations to Southwest Ranches residents.
- Provide fire prevention and smoke trailer activities to Southwest Ranches residents.
- Provide blood pressure checks at fire station 112.
- Provide a "Safe Haven" program for newborns.
- Provide CPR/AED and Stop the Bleed training for Southwest Ranches residents.

d. Public Information Officer (PIO) services for fire related or high-profile incidents

Davie Fire Rescue Fiscal Year 2023/2024 Accomplishments:

Awards and Recognition

- **Insurance Services Office (ISO) Class 1 Rating;** Every five years, Davie Fire Rescue renews its Class 1 Insurance Services Office (ISO) Public Protection Classification, demonstrating the department's ongoing commitment to maintaining the highest professional standards for the community.
- **American Heart Association's Mission: Lifeline® EMS Gold Plus Award** was awarded to Davie Fire Rescue and Southwest Ranches Fire Rescue (Joint Application) for implementing quality improvement measures for the treatment of patients who experience severe heart attacks.
- **The Davie Fire Rescue Advanced Life Support (ALS) Team** consists of 4 highly trained and dedicated firefighter paramedics that compete in competitions throughout the State of Florida. The team responds to very challenging scenarios involving multiple patients needing rapid advanced care. Davie Fire Rescue was consistently among the top scoring teams.
- **Assistant Chief Daniel Moran** received the **"Guts and Grit" Award** from the Fort Lauderdale Chamber of Commerce. This award is presented to a first responder that has made a significant impact in South Florida for dedication, responsibility, professional behavior, special skill, or insight in the EMS environment. He was nominated by several medical directors from Broward County.
- Recorded the **Highest Number of Cardiac Arrest Survivors** in department history.
- **NFPA 1851 Compliant – 5 years in a row.** NFPA 1851 sets requirements for how fire departments select, track, inspect, clean, repair, store, and retire PPE to ensure continued performance of PPE over its specified service life.

Fire & Life Safety Division FY 2023 data (as of 6/24/2024)

- Completed 159 annual Inspections of Commercial Occupancies
- Completed 51 Plan Reviews
- Completed 2 Site Plan Reviews
- Completed 309 Annual Inspections of SWR Fire Wells (dry hydrants)
- Completed 38 Building Permit Inspections
- Conducted 8 Inspector Investigation

Fire Operations and Emergency Medical Services for 2023

- Davie Fire Rescue responded to 871 incidents in Southwest Ranches.

Southwest Ranches Volunteer Fire Rescue Training Completed for 2023

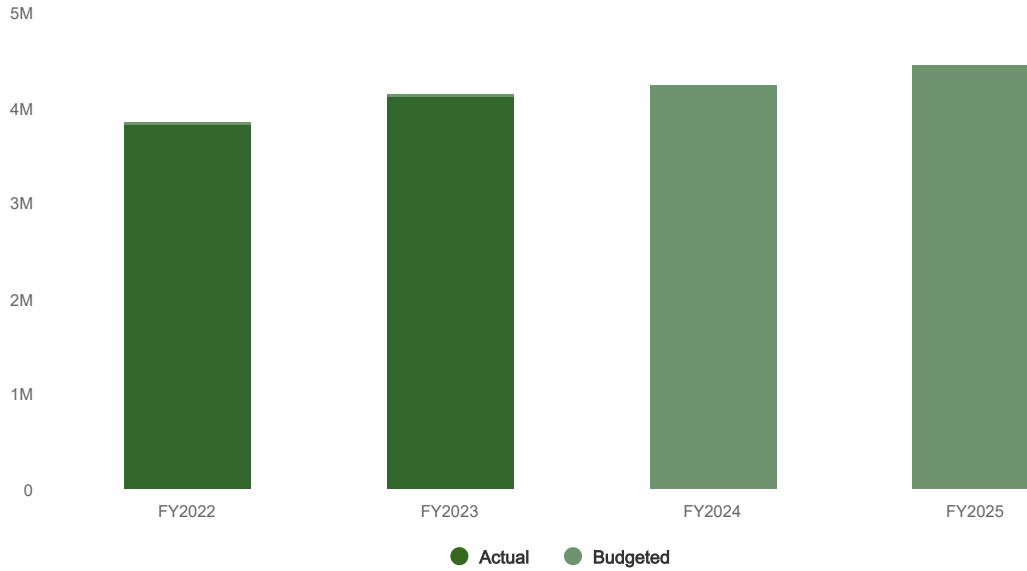
- Southwest Ranches Fire Volunteers attended 4,571 hours of training comprising: Fire – 3,493 hours
- EMS – 1,078 hours



Expenditures Summary

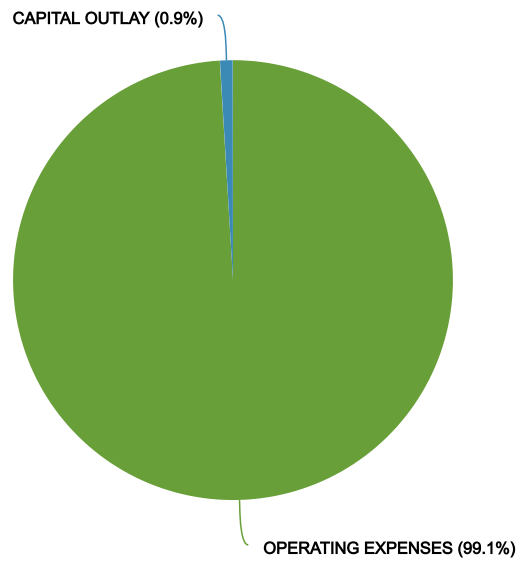
\$4,449,718 **\$209,389**
(4.94% vs. prior year)

Public Safety - Fire Admin Proposed and Historical Budget vs. Actual



Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Name	Account ID	FY2022 Actual	FY2023 Actual	FY2024 Amended	FY2024 Projected Budget	FY2025 Proposed Budget
Expense Objects						
OPERATING EXPENSES						
Professional Services/Studies/Surveys	001-3100-522-31010	\$10,582	\$10,582	\$14,682	\$14,682	\$15,966
Other Contractual Services	001-3100-522-34100	\$3,789,440	\$4,063,535	\$4,205,647	\$4,205,647	\$4,391,752
Total OPERATING EXPENSES:		\$3,800,022	\$4,074,117	\$4,220,329	\$4,220,329	\$4,407,718
CAPITAL OUTLAY						
Infrastructure-Fire Wells	001-3100-522-63120	\$14,661	\$18,944	\$20,000	\$20,000	\$42,000
Machinery & Equipment	001-3100-522-64100	\$2,945	\$25,000	\$0	\$0	\$0
Total CAPITAL OUTLAY:		\$17,606	\$43,943	\$20,000	\$20,000	\$42,000
Total Expense Objects:		\$3,817,628	\$4,118,060	\$4,240,329	\$4,240,329	\$4,449,718



Public Safety - Volunteer Fire Rescue Services



Lee Bennett
Volunteer Fire Chief

Services, Functions, and Activities:

The Volunteer Fire Rescue Services Department comprises the primary operational and capital elements of the SWR Volunteer Fire Rescue, Inc. (a financial blended component unit of the Town of Southwest Ranches) under a contractual agreement.

The SWR Volunteer Fire Chiefs provide leadership and are responsible for:

1. Operations, including oversight of approximately 30 Volunteer Firefighters working cohesively with Davie Fire Rescue, and other neighboring departments.
2. Respond to emergency and non-emergency incidents.
3. Train all Volunteer Firefighters, Driver-Engineers, Officers, and probationary members. Ensure all shifts and special events are sufficiently staffed by appropriate Firefighters, coordinating with the Town on special projects.
4. Overseeing and monitoring finances including submitting check requests to the Finance & Budget Department for payment to vendor providers as budgeted.
5. Preparing purchase orders to purchase and maintain all fire apparatus and equipment.
6. Keep familiar with Large Animal Technical Rescue.
7. Act as a liaison with neighboring fire & police departments.
8. Provide fire prevention and public information services.

Fiscal Year 2023/2024 Accomplishments:

Implemented effective safety protocols to ensure that both Firefighters and the public are protected from spreading communicable diseases.

- Proactively ordered and maintained an inventory of personal protective equipment.
- Building Maintenance: More soil trenches and floor repair. The awning was replaced for additional fire apparatus. Repairs continue.
- Continue training at the Broward Fire Academy in 2024 and 2025. Both the Training Division personnel and Firefighters provide their time on a volunteer basis when attending training.
- Implemented several community service special details – off duty – no pay to firefighters, attend with fire engine birthday parties, school classes – church events, Town events and paid carnival events.
- Implement 6 NEW PPE Bunker Gear sets in 2024 will be put in service.
- Participated in conducting annual fire well testing in conjunction with Davie Fire Rescue throughout the entire Town. Personnel have voluntarily contributed a total of 140 hours on this annual project.

Issues (2024/2025):

- The Department continued to identify performance issues with Fire Engine 82, which is the primary response vehicle used by the Volunteer Department. The Town's Fire Advisory Board has formally recommended the purchase of a new or semi-new fire apparatus. Due to the cost of a fire truck, the FAB has formerly recommended the purchase of a new/semi-used attack truck, which comes at a lower cost.



- The Department has determined that Attack Truck 82 no longer meets the operational needs of the Department and should be replaced. The Department has presented a strategic apparatus replacement program to the Fire Advisory Board regarding the replacement of this apparatus. The program is to replace it with an automatic transmission apparatus. Specifications will be forwarded to the Fire Board and council.

Fiscal Year 2024/2025 Performance Objectives:

- Continue to formalize our apparatus maintenance procedures to maximize preventive maintenance and minimize costs.
- Continue to adjust our formal training program to maximize its effectiveness while maintaining safety. Under current protocols, the Department believes that we can meet our previous goal of holding training sessions at the Broward Fire Academy several times per year.
- Continue to provide community event support for the Town.
- Continue to research grant opportunities and assist in the application of these opportunities so that funding can be obtained for equipment and/or training at a minimal cost to the Town.
- Increase the roster to recruit and retain experienced personnel to serve the Town.
- Research for a replacement apparatus, based on the Fire Advisory Board's recommendation and Town Council approval, to meet the operational needs of the Department and maximize the effectiveness of its emergency response. The actual delivery of a new apparatus will be approximately 1 to 2 years once ordered. If a new attack truck can be found sooner, we would need to secure the deal immediately.
- Replace the current Attack Truck 82 with an apparatus that is more suited to the Town's unique operational needs and an automatic transmission so that the unit can be utilized by all fire personnel.
- Facilitate and comply with specified departmental performance measures of the Town's Strategic Plan.



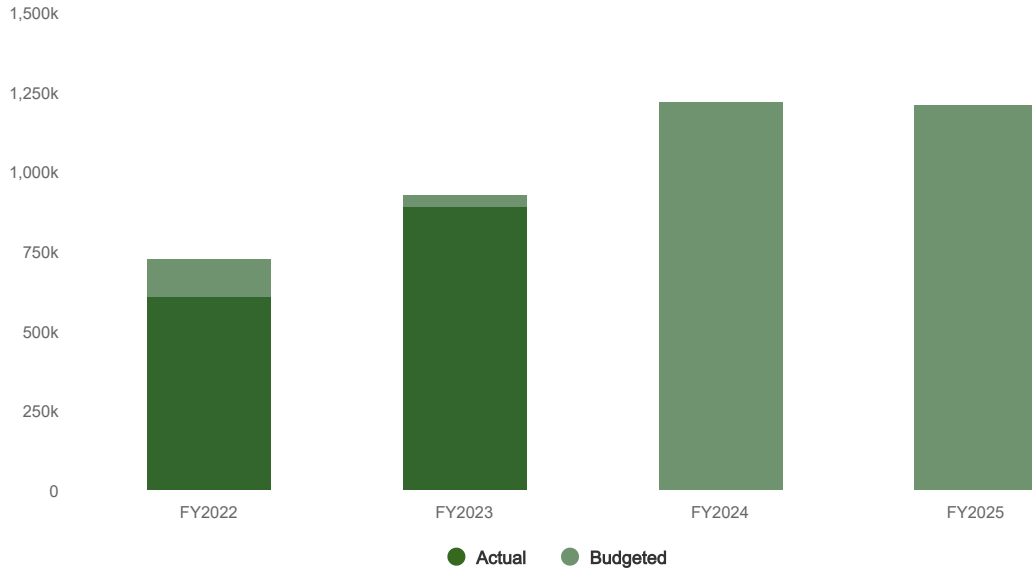
Organizational Chart



Expenditures Summary

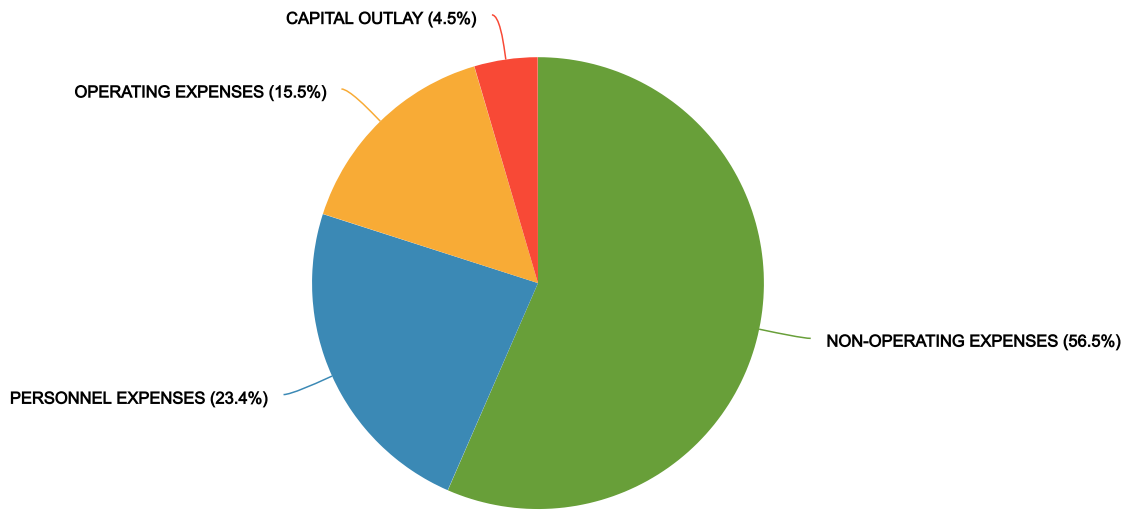
\$1,210,525 **-\$11,814**
(-0.97% vs. prior year)

Public Safety - Volunteer Fire Services Proposed and Historical Budget vs. Actual



Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Name	Account ID	FY2022 Actual	FY2023 Actual	FY2024 Amended	FY2024 Projected Budget	FY2025 Proposed Budget
Expense Objects						
PERSONNEL EXPENSES						
PT Salaries-No Benefits	102-3200-522-13100	\$176,073	\$225,773	\$225,825	\$225,825	\$225,825
Payroll Tax Expense	102-3200-522-21100	\$13,470	\$17,272	\$17,275	\$17,275	\$17,276
Workers Compensation	102-3200-522-24100	\$18,779	\$21,030	\$24,185	\$38,158	\$40,483
Total PERSONNEL EXPENSES:		\$208,322	\$264,075	\$267,285	\$281,258	\$283,584
OPERATING EXPENSES						
Professional Services/Studies/Surveys	001-3200-522-31010	\$13,138	\$12,625	\$15,000	\$14,000	\$14,000
Communication Services	001-3200-522-41100	\$15,673	\$18,682	\$18,700	\$16,700	\$16,000
Electricity	001-3200-522-43100	\$12,897	\$14,394	\$13,500	\$15,000	\$15,000
Water & Sewer	001-3200-522-43110	\$9,052	\$10,089	\$11,400	\$11,000	\$11,000
Building Maintenance	001-3200-522-46020	\$5,608	\$49,710	\$10,000	\$8,000	\$33,000
Equipment Maintenance	001-3200-522-46030	\$8,899	\$14,876	\$13,350	\$37,000	\$13,500
Miscellaneous Maintenance	001-3200-522-46110	\$492	\$1,534	\$1,500	\$4,000	\$2,500



Name	Account ID	FY2022 Actual	FY2023 Actual	FY2024 Amended	FY2024 Projected Budget	FY2025 Proposed Budget
Repair & Maintenance- VEHICLE	001-3200-522- 46120	\$15,660	\$13,476	\$20,000	\$35,000	\$30,000
Uniforms	001-3200-522- 52140	\$702	\$1,903	\$2,000	\$2,000	\$2,000
Gasoline	001-3200-522- 52160	\$10,462	\$9,262	\$11,000	\$9,000	\$10,000
Miscellaneous Operating Supplies	001-3200-522- 52900	\$11,508	\$15,397	\$9,400	\$8,100	\$9,200
Training & Education	001-3200-522- 55100	\$0	\$90	\$4,000	\$1,000	\$1,000
Miscellaneous Operating Supplies	001-3200-525- 52900	\$5,134	\$0	\$0	\$0	\$0
Property & Liability Insurance	102-3200-522- 45100	\$15,077	\$16,693	\$19,197	\$17,666	\$20,316
Promotional Activities/Town Events	102-3200-522- 48110	\$639	\$0	\$10,000	\$0	\$10,000
Other Current Charges	102-3200-522- 49100	\$61	\$61	\$0	\$0	\$0
Miscellaneous Operating Supplies	102-3200-522- 52900	\$0	-\$400	\$0	\$0	\$0
Total OPERATING EXPENSES:		\$125,003	\$178,392	\$159,047	\$178,466	\$187,516
CAPITAL OUTLAY						
Machinery & Equipment	001-3200-522- 64100	\$50,277	\$136,913	\$104,025	\$105,723	\$55,025
Total CAPITAL OUTLAY:		\$50,277	\$136,913	\$104,025	\$105,723	\$55,025
NON-OPERATING EXPENSES						
Contingency/Reserve	001-3200-522- 99100	\$0	\$0	\$405,500	\$405,500	\$380,500
Transfer to Volunteer Fire Fund	001-3200-581- 91102	\$196,295	\$281,426	\$286,482	\$286,482	\$303,900
Transfer to Debt Service Fund	001-3200-581- 91201	\$29,485	\$29,485	\$0	\$0	\$0
Total NON-OPERATING EXPENSES:		\$225,780	\$310,911	\$691,982	\$691,982	\$684,400
Total Expense Objects:		\$609,382	\$890,293	\$1,222,339	\$1,257,429	\$1,210,525



FUNDED

Town of Southwest Ranches, Florida

FY 2025 Program Modification

Volunteer Fire Self-Contained Breathing Apparatus (SCBA) Equipment Replacement

Department Name	Division Name	Fund	Priority	Fiscal Impact
Volunteer Fire Department	Public Safety	General		\$55,025

Background

NFPA 1981 is the Standard for Open Circuit Self-Contained Breathing Apparatus for Fire and Emergency Services. The standards were last revised in 2013. The standards consider SCBA the most important and widely used tool in the fire service today. Its use has greatly expanded the capacities of firefighters when performing fire attack and searches or hazmat and technical rescue operations while successfully reducing the number of firefighter fatalities and injuries related to inadequate respiratory protection.

Justification & Description

This program modification requests the replacement of the obsolete SCBA inventory.

A full SCBA package includes:

- 1 Air Pack
- 1 Cylinder
- 1 Face Mask

The Department researched manufacturers and determined that SCOTT (brand) is being used by other municipalities' Fire Departments and is also a verified replacement. SCOTT X3 air packs are standard equipment with all of the neighboring Fire Departments as well thus maintaining full compatibility with those Departments. The Fire Advisory Board has recommended on other occasions that firefighters be equipped with SCOTT X3 air packs for this same reason. As such, the Volunteer Fire Department recommends that SCOTT be purchased at one time so that it may be placed into service together. It is important to note that spreading this purchase over multiple years is not an option as firefighters must train with the same air packs as the ones being used in real life. Proceeding otherwise would increase the risk of a firefighter becoming confused and create a life-threatening situation.

Page 1 of 2



FUNDED

Town of Southwest Ranches, Florida

FY 2025 Program Modification

Volunteer Fire Self-Contained Breathing Apparatus (SCBA) Equipment Replacement

Recommended purchase:

- 5 SCOTT X3 air pack packages – includes a total of 5 SCOTT SCBA cylinders. These 5 cylinders can be converted for use with the SCOTT air packs with the purchase of valve assembly units. Therefore, no additional SCBA cylinders will be required to be purchased.
 - This represents 1 air pack package for each seat on active apparatus. There are a total of 10 seats.
 - This represents 5 additional air pack packages for use in training and/or as spare sets.
- 5 SCOTT Vision C5 Face pieces – Masks are individually fitted. Following NFPA Standards, extra masks are needed to be purchased so that each firefighter is issued with their own fitted mask

Item	Quantity	Unit Price	Total Cost
Scott X3 Airpack package	5	\$10,605.00	\$53,025.00
Scott Vision C5 Facepieces	5	\$ 400.00	\$ 2,000.00
Totals:		\$11,005.00	\$55,025.00

Funding Source

This will be funded via an annual component of the Fire Assessment

Alternative / Adverse Impact if not funded

It is important to note that spreading this purchase over multiple years is not an option as firefighters must train with the same air packs as the ones being used in real life. Proceeding otherwise would increase the risk of a firefighter becoming confused and create a life-threatening situation.

Required Resources

Line Item	Title or Description of Request	Cost
001-3200-522-64100	Machinery & Equipment	\$55,025



FUNDED

Town of Southwest Ranches, Florida

FY 2025 Program Modification

Volunteer Fire Apparatus Replacement Program

Department Name	Division Name	Fund	Priority	Fiscal Impact
Volunteer Fire Department	Public Safety-VFD	General		\$30,500

Background

Both the National Fire Protection Association (NFPA) recommendations and empirical evidence show that a Mini Attack Truck has an expected lifespan of 10-15 years of front-line service. In order to fund the VFD's strategic plan to replace apparatus at the most efficient and economic level, funding should be set aside on a yearly basis. Setting aside funding will also minimize interest charges and impact to the annual Fire Assessment when apparatus purchases are financed.

Justification & Description

Apparatus will be purchased as needed to replace the current mini attack truck and the older apparatus will be moved to reserve status or sold to further offset costs depending on their condition.

Fiscal Year	Primary Mini Attack Truck (New)	Ancillary Equipment (New)	Total	Status
2018-2019	\$ 25,000	\$ 0	\$ 25,000	Actual
2019-2020	\$ 29,000	\$10,000	\$ 39,000	Not Funded
2020-2021	\$ 29,000	\$10,000	\$ 39,000	Actual
2021-2022	\$ 48,000	\$ 7,500	\$ 55,500	Actual
2022-2023	\$ 48,000	\$ 7,500	\$ 55,500	Actual
2023-2024	\$ 48,000	\$ 7,500	\$ 55,500	Actual
2024-2025	\$ 26,000	\$ 4,500	\$ 30,500	Proposed
2025-2026	\$ 26,000	\$ 4,500	\$ 30,500	TBD *
2026-2027	\$ 26,000	\$ 4,500	\$ 30,500	TBD *
TOTAL	\$305,000	\$56,000	\$361,000	

* To Be Determined

Funding Source

Adopted funding is via an annual component of the imposed Fire Assessment.



FUNDED

Town of Southwest Ranches, Florida

FY 2025 Program Modification

Volunteer Fire Apparatus Replacement Program

Alternative / Adverse Impact if not funded

In order to fund the VFD's strategic plan to replace mini attack truck at the most efficient and economic level, funding should be set aside on a yearly basis. Setting aside funding will also minimize interest charges and impact to the annual Fire Assessment when apparatus purchases are financed.

Required Resources

Line Item	Title or Description of Request	Cost
001-3200-522-99100	Contingency – VFD Fire App Replacement	\$30,500



Parks Rec & Open Spaces (PROS)



December Lauretano-Haines
PROS Manager

Services, Functions, and Activities:

The Department of Parks, Recreation, and Open Spaces (PROS) is responsible for administration, supervision and coordination of services related to parks, events, recreation, community service, public works, facility management and operations, rentals, rights of way, forestry, and ground maintenance.

Key activities include contract management; planning, development/improvement, and maintenance of public property; management and maintenance of urban forest canopy; special event and regular program planning; grants administration and fulfillment of park-related commitments; community service administration; risk management for parks and rights of way. Customer Service also falls within the scope of this function.

The PROS department shares responsibility with the Public Works: Engineering & Community Services divisions, Executive and Non-Departmental Departments for services affecting public property. Due to the Town's permit fee schedule, this department is also called upon to occasionally administer non-cost recoverable tree removal permits and inspections.

The Department administers funding from General Operating, Transportation and Capital improvement fund accounts while also providing services to the Council, staff, residents, and the public.

Fiscal Year 2023/2024 Accomplishments (*Strategic Plan Initiatives):

Generally, all PROS accomplishments are in the categories of Strategic Plan Priority D: Improved Infrastructure through improved land and water resource management and E, Promoting a sense of place and cultivating a vibrant community through recreational and educational events and programs.

- **Country Estates Park:** Completed improvement of shade structure and safety surfacing replacement for playground utilizing funding allocated by Council funds from lien recovery without affecting the operating budget, to improve the appearance of property along SW 190 Avenue. (*Strategic plan Priority D).
- **Calusa Corners Park:** Completed further planting improvements, assisting in satisfaction of grant commitments utilizing National Urban and Community Forestry grant and other funds derived from lien recovery without affecting the operating budget. (*Strategic plan Priority D).
- **Rolling Oaks Park:** Completed upgrades to building exterior lighting and to fencing, providing a significant improvement at this location. (*Strategic plan Priority D).
- **Southwest Meadows Preserve and Sanctuary:** Coordinated as part of a development team to plan ARPA funded improvements to support grant commitments (*Strategic plan Priority E).
- **Frontier Trails Park:** Coordinated as part of a team to review and provide guidance on adherence to grant commitments for Public Private Partnership at this property (*Strategic plan Priority E).
- **Equestrian Park** Completed upgrades to equestrian and parking facilities and managed modification of the water system to curtail unauthorized water system use at this location (*Strategic plan Priority D).
- Fulfilled requirements to complete the renewal of Community Wildlife Habitat and Mayor's Monarch Pledge Certifications. These projects require ongoing coordination with volunteers, residents, and other agencies, providing community outreach, promoting the Town's Environmental Programs and services, and fulfilling aspects of the Town's Comprehensive Plan. (*Strategic plan Priority D).
- Partnered with outside agencies and other industry professionals on tree giveaways, wildlife species counting and reporting, mentorship for habitat creation, maintenance, and documentation, promoting the Town's programs, services, and active involvement with initiatives such as Broward County Water



Matters Day, National Wildlife Federations' Certified Wildlife Habitat program and Mayors Monarch Pledge, North American Butterfly Association Broward Chapter's quarterly butterfly counts, established an ongoing relationship with the Broward Beekeepers Association in furtherance of public outreach regarding the importance of supporting pollinators. (*Strategic plan Priority D and E).

- Secured the Town's 2023 Annual Tree City USA and 2023 Tree City USA Growth awards providing environmental stewardship in the Town, supporting goals in the Town's Strategic Plan to improve land and water resources management (*Strategic plan Priority D). This item requires advance planning and budgeting.
- Provided instruction on Green Industries Best Management Practices to industry professionals in partnership with the State of Florida, University of Florida, and the County Extension Education Division to promote the Town's programs and services, with excellent feedback and testing scores. (*Strategic plan Priority E).
- Managed the year round modification of the Southwest Ranches Farmer's Market, completed improvements at the site to support the event and managed the vendor contract. (*Strategic plan Priority E).
- Created the Town's first active youth sports programming for soccer and flag football via procurement and management of contract services. (*Strategic plan Priority E).
- Coordinated and facilitated events with Southwest Ranches Parks Foundation, ROCA, SEAB and Clerks Department for Sikh Youth Association for Chili Festival, Carnival/Country Fair, Bingo at the Barn, Barn Dances, Unity in Diversity 5K Walk/Run, Food Truck, and Holiday events with record participation and no issues. (*Strategic plan Priority E).
- Expanded department staffing to provide for improved land and water resources management and enhanced events programming to boost the sense of community.

Issues (2024/2025):

- Securing sufficient revenue to continue development and maintenance of park properties in accordance with acquisition grant requirements.
- Maximize the department's efficiency and ability to serve multiple purposes.
- Managing increased demand and utilization of park facilities.
- Furthering the Town's recreational and educational programs.
- Providing improved management and maintenance of public lands.

Fiscal Year 2024/2025 Performance Objectives:

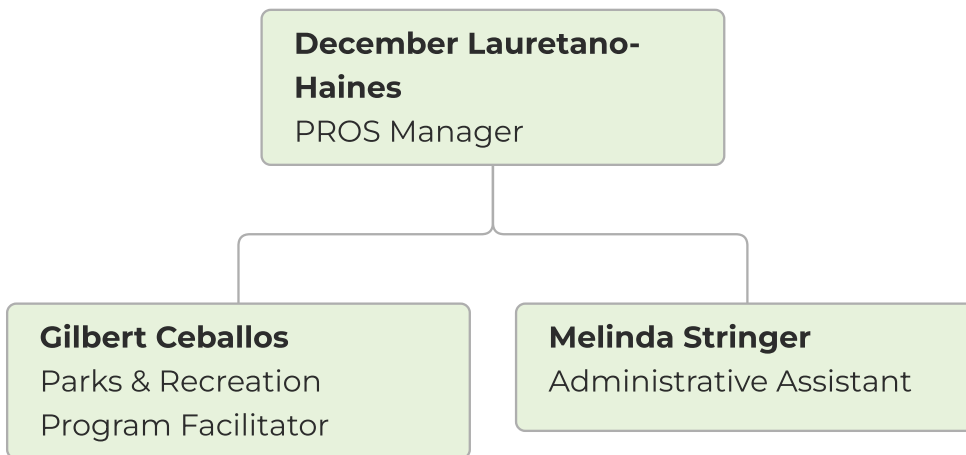
- Continue implementation of funded segments of the capital program.
- Complete funded improvements at Southwest Meadows Sanctuary
- Identify and obtain funding for existing unfunded capital improvements at Southwest Meadows Sanctuary, Frontier Trails Park, Calusa Corners Park, and Country Estates Park.
- Facilitate and comply with specified departmental performance measures of the Town's Strategic Plan.

Personnel Complement:

	Adopted FY 2024			Proposed FY 2025		
Position Title	Full Time	Part Time	Temp	Full Time	Part Time	Temp
Parks, Recreation and Open Space Manager	1			1		
Parks & Recreation Program Facilitator				1		
Administrative Assistant		1			1	
Total	1	1		2	1	



Organizational Chart

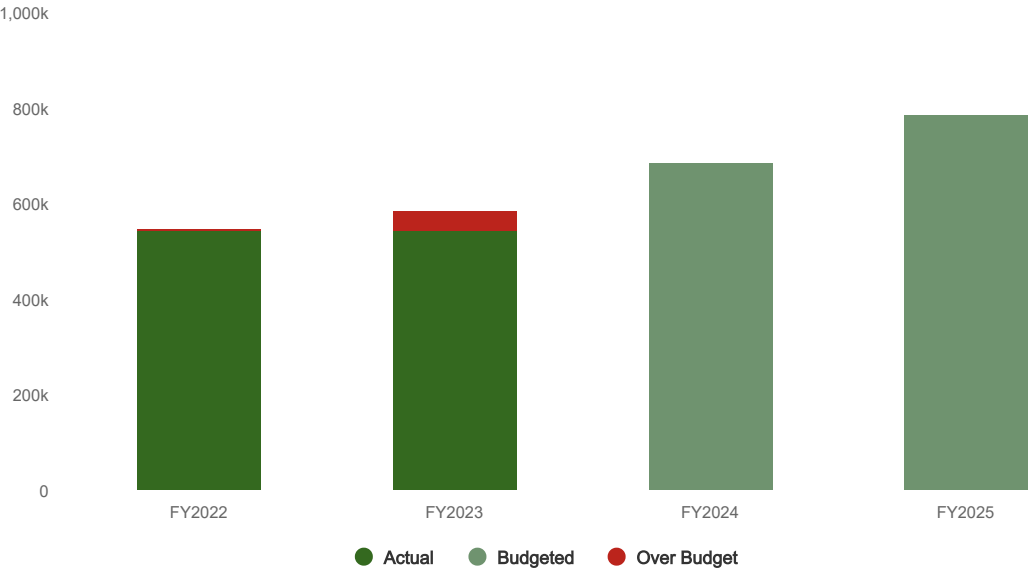


Expenditures Summary

\$785,950

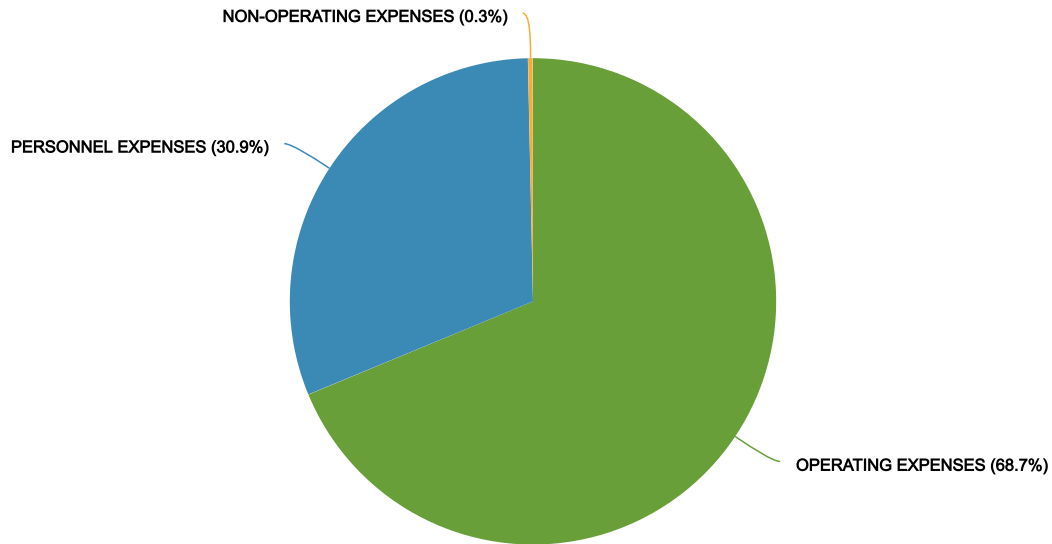
\$99,481
(14.49% vs. prior year)

Parks Rec & Open Spaces (PROS) Proposed and Historical Budget vs. Actual



Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Name	Account ID	FY2022 Actual	FY2023 Actual	FY2024 Amended	FY2024 Projected Budget	FY2025 Proposed Budget
Expense Objects						
PERSONNEL EXPENSES						
Regular Salaries & Wages	001-3600-572-12100	\$85,581	\$94,978	\$148,715	\$125,157	\$164,997
PT Salaries-No Benefits	001-3600-572-13100	\$13,291	\$13,965	\$16,378	\$15,748	\$18,416
Payroll Tax Expense	001-3600-572-21100	\$6,924	\$7,509	\$12,630	\$10,779	\$14,031
Retirement Contribution	001-3600-572-22100	\$5,991	\$9,492	\$14,871	\$12,516	\$16,500
Life & Health Insurance	001-3600-572-23100	\$13,896	\$18,474	\$32,332	\$24,283	\$23,210
Workers Compensation	001-3600-572-24100	\$1,941	\$1,968	\$5,378	\$4,526	\$5,967
Total PERSONNEL EXPENSES:		\$127,625	\$146,385	\$230,304	\$193,009	\$243,121
OPERATING EXPENSES						
Mileage Reimbursement	001-3600-572-40100	\$0	\$0	\$250	\$250	\$250
Communication Services	001-3600-572-41100	\$3,526	\$3,566	\$3,738	\$3,838	\$3,738
Electricity	001-3600-572-43100	\$13,370	\$10,444	\$13,230	\$10,166	\$10,760
Water & Sewer	001-3600-572-43110	\$22,303	\$25,281	\$23,375	\$24,500	\$24,679



Name	Account ID	FY2022 Actual	FY2023 Actual	FY2024 Amended	FY2024 Projected Budget	FY2025 Proposed Budget
Maintenance Service/Repair Contracts	001-3600-572-46010	\$0	\$22,641	\$22,500	\$11,250	\$22,500
Building Maintenance	001-3600-572-46020	\$3,819	\$7,251	\$6,100	\$7,597	\$21,647
Equipment Maintenance	001-3600-572-46030	\$23,101	\$41,538	\$12,000	\$16,500	\$16,900
Grounds Maintenance	001-3600-572-46040	\$213,598	\$260,189	\$281,879	\$276,000	\$333,873
Tree Maintenance/Preservation	001-3600-572-46050	\$34,799	\$34,661	\$36,000	\$36,000	\$54,000
Lake Maintenance	001-3600-572-46060	\$53,170	\$22,022	\$22,442	\$22,442	\$23,031
Miscellaneous Maintenance	001-3600-572-46110	\$1,373	\$135	\$1,800	\$1,800	\$1,800
Promotional Activities/Town Events	001-3600-572-48110	\$8,808	\$5,794	\$25,601	\$26,500	\$18,951
Miscellaneous Operating Supplies	001-3600-572-52900	\$2,556	\$2,446	\$3,000	\$3,000	\$3,000
Subscriptions & Memberships	001-3600-572-54100	\$612	\$801	\$850	\$1,200	\$1,200
Training & Education	001-3600-572-55100	\$1,388	\$1,293	\$1,800	\$1,500	\$1,800
Conferences & Seminars	001-3600-572-55200	\$450	\$0	\$1,600	\$2,000	\$2,200
Total OPERATING EXPENSES:		\$382,872	\$438,062	\$456,165	\$444,543	\$540,329
CAPITAL OUTLAY						
Machinery & Equipment	001-3600-572-64100	\$35,394	\$0	\$0	\$0	\$0
Total CAPITAL OUTLAY:		\$35,394	\$0	\$0	\$0	\$0
NON-OPERATING EXPENSES						
Contingency/Reserve	001-3600-572-99100	\$0	\$0	\$0	\$0	\$2,500
Total NON-OPERATING EXPENSES:		\$0	\$0	\$0	\$0	\$2,500
Total Expense Objects:		\$545,891	\$584,448	\$686,469	\$637,552	\$785,950



FUNDED

<small>Town of Southwest Ranches, Florida</small> FY 2025 Program Modification
Parks Recreation and Open Space Department Townwide Parks Update 1 Rolling Oaks Park Barn Interior Painting

Department Name	Division Name		Fund	Priority	Fiscal Impact
PROS	Parks, Recreation and Open Space		General	4	\$7,740

Background

This request is for interior painting and ancillary patch and repair work needed at the Rolling Oaks Park - Barn building.

Justification & Description

Interior of the Barn facilities was painted in 2021, 2017, and 2014. Accomplishing the work will ensure the amenities remain attractive and useful at this high-use facility.

Cost estimates were established based on recent rates paid for similar work, proposals received for portions of this work, and other market research.

Funding Source

This will be funded via millage (Truth-In-Millage TRIM). This work is completed every 3 to 4 years.

Alternative / Adverse Impact if not funded

If not funded, building needs will be addressed as funding allows

Required Resources		
Line Item	Title or Description of Request	Cost
001-3600-572-46020	Building Maintenance – Parks	\$7,740



FUNDED

Town of Southwest Ranches, Florida FY 2025 Program Modification
Parks Recreation and Open Space Department Town Wide Level of Service Increase – Invasive Exotic Removal Area Maintenance

Department Name	Division Name		Fund	Priority	Fiscal Impact
PROS	Parks, Recreation and Open Space		General	6	\$40,204
Background					
This request is for a level of service increase for annual maintenance at specific Town properties following removal of invasive exotics at those locations.					
If approved for cleanup, invasive exotic plant species will be removed from approximately 15 acres across four different sites that have become or are becoming infested on shared fence lines or other areas of the sites that have not benefitted from development or maintenance.					
Current maintenance levels exclude these areas. The following increased maintenance costs are anticipated if initial cleanup is completed:					
Site	Description	Acres +/-	Frequency	Annual maintenance costs +/-	
Rolling Oaks Park	wetlands at western portion of the northern "dogleg;" never developed	2.15	24	\$5,385.00	
Country Estates Park	Undeveloped acres	10	24	\$31,000	
SW 185 Way Pocket Park	shared fence lines without funding for adequate maintenance	.73	16	\$2,259	
Broadwing	entire site	1.8	6	\$1,560	
	Total Acres	15			
TOTAL Approximate additional annual maintenance costs				\$40,204.00	

Page 1 of 2



FUNDED

Town of Southwest Ranches, Florida

FY 2025 Program Modification

Parks Recreation and Open Space Department Town Wide Level of Service Increase – Invasive Exotic Removal Area Maintenance

Justification & Description

Invasive exotics overwhelm and displace native vegetation with devastating results. Managing control of invasive exotic growth is achieved most efficiently with comprehensive initial cleanup, followed by ongoing maintenance.

This program will fulfill objectives and policies of the Town's Comprehensive Plan and Charter, illustrate the Town's commitment to promoting and preserving environmental and public areas, and provide significant enhancement benefits and species diversity on the sites.

Cost estimates were established on rates provided by contractors for cleanup and on current rates for ongoing contract maintenance.

Funding Source

This will be funded via millage (Truth-In-Millage TRIM). This item will be continued annually.

Alternative / Adverse Impact if not funded

Should this item not be funded, invasive exotics will continue to proliferate, creating seed source for further infestation.

Required Resources

Line Item	Title or Description of Request	Cost
001-3600-572-46040	Grounds Maintenance – Parks	\$40,204



FUNDED

Town of Southwest Ranches, Florida

FY 2025 Program Modification

Parks Recreation and Open Space Department Rolling Oaks Park Level of Service Increase – Janitorial Maintenance

Department Name	Division Name		Fund	Priority	Fiscal Impact
PROS	Parks, Recreation and Open Space		General	5	\$4,907

Background

This request is for a level of service increase at Rolling Oaks Park.

The Community Room at the site is poised to become an even more vital indoor event location serving the Town's new Youth Sports Program beginning in Summer of Fiscal Year 2023-2024. The initial term of the agreement for this programming plans for the programs to be ongoing from June through December 2024 with potential extensions annually if received well by the community.

Current level of service provides daily restroom maintenance but only once-weekly visits for floor maintenance. Due to the substantial increase in weekly use of the site for the early childhood sports as well as other programs, the need for increased maintenance is anticipated.

Justification & Description

This request will increase the level of service to floor maintenance at a level of 3 times per week, in addition to additional restroom touch ups on those days, as needed.

Cost estimates were established on contractor rates with an anticipated five percent increase when the contract is renewed in May of 2025.

Funding Source

This will be funded via millage (Truth-In-Millage TRIM). This item will be continued annually.

Alternative / Adverse Impact if not funded

Should this item not be funded, early childhood development activities inside the building will make the facility less clean and sanitary for other uses, such as private reservations, community and Town events.

Page 1 of 2



FUNDED

Town of Southwest Ranches, Florida

FY 2025 Program Modification

**Parks Recreation and Open Space Department
Rolling Oaks Park
Level of Service Increase – Janitorial Maintenance**

Required Resources

Line Item	Title or Description of Request	Cost
001-3600-572-46020	Grounds Maintenance – Parks	\$4,907

Page 2 of 2



FUNDED

Town of Southwest Ranches, Florida

FY 2025 Program Modification

Parks Recreation and Open Space Department Country Estates Fishing Hole Park Level of Service Increase - Mowing and Fire Ant control

Department Name	Division Name		Fund	Priority	Fiscal Impact
PROS	Parks, Recreation and Open Space		General	1	\$17,583

Background

This request is for a level of service increase at the Country Estates Fishing Hole Park.

The 2.5 acre playfield on the site will become a vital outdoor event location serving the Town's new Youth Sports Program beginning in Fall of Fiscal Year 2024-2025. This programming is planned to be ongoing from October 2024 through June and potentially also hosting summer sessions, annually.

Current maintenance level of service provides 2 service visits per month for a total of 24. No fire ant control is provided. Due to the substantial weekly foot traffic over the playfield site for the sports, increased mowing and control of stinging fire ants is needed.

Justification & Description

This request will increase the level of service to incorporate mowing of the play field at a frequency of once per week 52 times per year. Ant control is planned for an initial treatment followed by monthly treatments for a total of 12 per year.

Managing control of fire ants is not a matter of eradication, but with the initial knock-down dose of liquid insecticide, followed by routine monthly granular ant bait treatments, some control can be achieved.

Cost estimates were established on contractor rates with an anticipated five percent increase when the contract is renewed in May of 2025.

Funding Source

This will be funded via millage (Truth-In-Millage TRIM). This item will be continued annually.

Alternative / Adverse Impact if not funded

Page 1 of 2



FUNDED

Town of Southwest Ranches, Florida

FY 2025 Program Modification

**Parks Recreation and Open Space Department
Country Estates Fishing Hole Park
Level of Service Increase - Mowing and Fire Ant control**

Should this item not be funded, the presence of unkempt turf would make the field less playable and fire ants would present safety issues for the proposed youth sports program.

Required Resources

Line Item	Title or Description of Request	Cost
001-3600-572-46040	Grounds Maintenance – Parks	\$17,583



FUNDED

Town of Southwest Ranches, Florida

FY 2025 Program Modification

Southwest Meadows Preserve 5 months of service for portable restroom facilities at Farmer's Market

Department Name	Division Name	Fund	Priority	Fiscal Impact
PROS	Parks, Recreation and Open Space	General	3	\$5,018

Background

The weekly farmer's market event located at Southwest Meadows Preserve was initiated in Spring 2022 for a trial run of 7 Saturdays in March and April. Thereafter, the event was planned to be ongoing from late September through April, annually, but the Town opted to host the event year-round.

Year Round market is currently ongoing.

Justification & Description

This request is for a level of service increase at the Southwest Meadows Preserve, the location of the weekly farmer's market event.

As yet undeveloped, the site offers no restroom facilities. As a condition of the Town's agreement with the Market Organizer, the Town provides portolets and hand wash stations. This request is for a continued level of service to provide the portolets, until the restroom facilities projected 2025 completion date (2nd quarter).

Rates provided by contractors is 950 per 28-day cycle. This cost includes an anticipated increase of up to five percent.

Funding Source

This will be funded via millage (Truth-In-Millage TRIM). This item will be continued annually until restroom facilities are completed on site. Reducing full year estimated cost of \$12,018 to \$5,018, since restroom facilities projected completion date (2nd quarter 2025).

Alternative / Adverse Impact if not funded

If not funded, there will be no restrooms to support the for Farmer's Market.



FUNDED

Town of Southwest Ranches, Florida

FY 2025 Program Modification

**Southwest Meadows Preserve
5 months of service for portable restroom facilities
at Farmer's Market**

Required Resources

Line Item	Title or Description of Request	Cost
001-3600-572-48110	Events – Portolets and handwash stations with weekly service to support Farmer's Market October through September	\$5,018

Page 2 of 2



FUNDED

Town of Southwest Ranches, Florida

FY 2025 Program Modification

Townwide Parks Level of Service Update 2 Calusa Corners, Sunshine Ranches, and Country Estates Park Playground–Annual Surface Material Replenishment

Department Name	Division Name	Fund	Priority	Fiscal Impact
PROS	Parks, Recreation and Open Space	General	2	\$43,050

Background

The Sunshine Ranches Equestrian Park playground was opened to the public in 2006. The Country Estates Fishing Hole Park playground was opened to the public in 2013. The Calusa Corners Park playground was opened to the public in 2018. Each playground was furnished with loose-fill playground surface material, otherwise known as Engineered Wood Fiber (EWf). This product is widely used due to its durability and relatively low cost.

In Fiscal Year 2023 - 2024, loose-fill surface material was replenished at each location to correct previous inadequate levels and funded at the same rate (\$43,050) of this Proposed FY 2024-2025.

In Fiscal Year 2017/2018, Staff researched costs for conversion to other types of playground surface material, which represented significant costs without significant maintenance costs savings over time.

Justification & Description

This request for continued improved levels of service at Sunshine Ranches Equestrian, Country Estates Fishing Hole, and at Calusa Corners parks is for the annual replenishment of loose-fill playground surface material, Engineered Wood Fiber (EWf).

Surface material is protective and deteriorates over time, becomes displaced and frequently needs trash and debris to be removed. Inadequate maintenance of surface material could result in injuries. Replenishment of surface material should be performed, at minimum, on an annual basis or more frequently as needed.

Cost estimates were established on area calculations and contractors' rates. This improved level of service would allow the Town to replenish surface material once per year.

Funding Source

This will be funded via millage (Truth-In-Millage TRIM). This item will be continued annually.

Alternative / Adverse Impact if not funded

If not funded, surface material levels will revert to below safe operating margins.

Page 1 of 2



FUNDED

Town of Southwest Ranches, Florida

FY 2025 Program Modification

Townwide Parks Level of Service Update 2 Calusa Corners, Sunshine Ranches, and Country Estates Park Playground–Annual Surface Material Replenishment

Required Resources		
Line Item	Title or Description of Request	Cost
001-3600-572-46040	Miscellaneous Maintenance – Sunshine Ranches Equestrian Park playground surface material	\$21,000
001-3600-572-46040	Miscellaneous Maintenance – Country Estates Fishing Hole Park playground surface material	\$17,850
001-3600-572-46040	Miscellaneous Maintenance – Calusa Corners Park playground surface material	\$4,200

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Non-Departmental

Services, Functions, and Activities:

The Non-Departmental allocation center is an allocation center for general fund expenditures (primarily operating, capital or other) which are not otherwise classified or identifiable. It includes any inter/intra fund transfers as expenditures from the general fund. This includes transfers to the Capital Projects, Debt Service and Transportation funds. General contingencies and additions/provisions to General Fund balance dollars are allocated here as well.

This allocation center may include other centralized costs which are not easily distributed across departments. Examples include information technology, various Town property maintenance accounts, property and liability insurance, utilities, preventive maintenance supplies, postage, and office supplies.

There are no personnel associated with this allocation center.



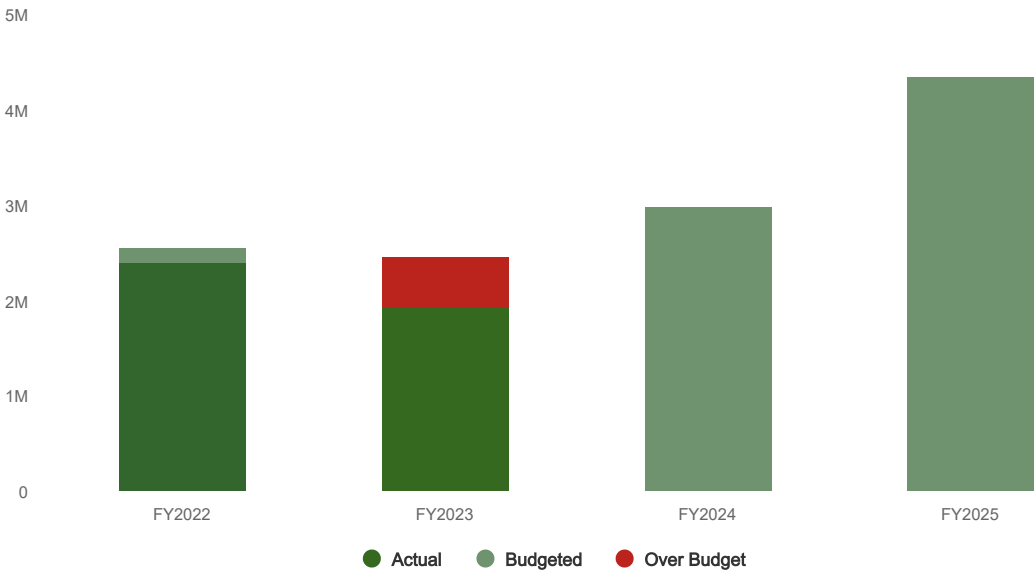
Expenditures Summary

\$4,356,709

\$1,368,259

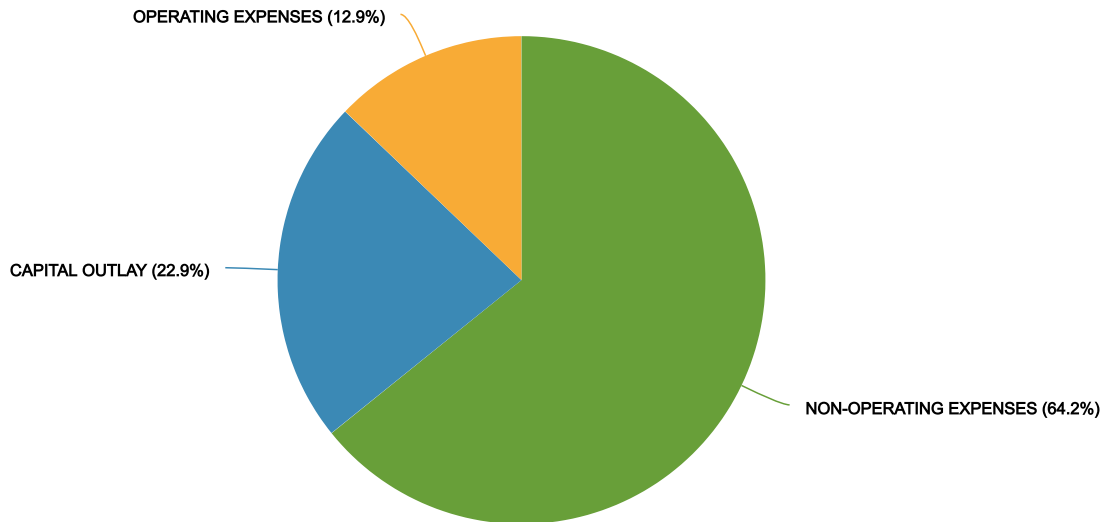
(45.78% vs. prior year)

Non-Departmental Proposed and Historical Budget vs. Actual



Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Name	Account ID	FY2022 Actual	FY2023 Actual	FY2024 Amended	FY2024 Projected Budget	FY2025 Proposed Budget
Expense Objects						
PERSONNEL EXPENSES						
Unemployment Compensation	001-3900-519-25100	\$143	\$0	\$0	\$0	\$0
Total PERSONNEL EXPENSES:		\$143	\$0	\$0	\$0	\$0
OPERATING EXPENSES						
Lawsuit Settlement	001-3900-519-31050	\$0	\$725,000	\$0	\$0	\$0
Other Contractual Services	001-3900-519-34100	\$24,438	\$20,948	\$17,400	\$17,400	\$37,400
Communication Services	001-3900-519-41100	\$23,045	\$18,037	\$14,500	\$17,600	\$9,600
Postage	001-3900-519-42100	\$10,837	\$8,286	\$11,000	\$9,000	\$10,500
Electricity	001-3900-519-43100	\$21,582	\$21,515	\$21,500	\$22,500	\$23,000
Water & Sewer	001-3900-519-43110	\$13,406	\$11,059	\$13,150	\$11,000	\$11,500
Building Rental/Lease	001-3900-519-44020	\$4,440	\$4,987	\$5,252	\$5,760	\$6,163
Equipment Leasing	001-3900-519-44030	\$12,674	\$13,744	\$10,800	\$14,500	\$15,000
Property & Liability Insurance	001-3900-519-45100	\$142,494	\$164,305	\$232,310	\$228,420	\$251,262



Name	Account ID	FY2022 Actual	FY2023 Actual	FY2024 Amended	FY2024 Projected Budget	FY2025 Proposed Budget
Maintenance Service/Repair Contracts	001-3900-519-46010	\$22,835	\$20,926	\$22,700	\$19,000	\$20,500
Building Maintenance	001-3900-519-46020	\$16,041	\$12,759	\$11,200	\$8,000	\$10,000
Equipment Maintenance	001-3900-519-46030	\$33,145	\$33,216	\$34,500	\$31,500	\$34,500
Miscellaneous Maintenance	001-3900-519-46110	\$5,080	\$7,178	\$11,200	\$16,800	\$40,000
Repair & Maintenance-VEHICLE	001-3900-519-46120	\$1,038	\$1,133	\$4,000	\$1,500	\$2,000
Software Maintenance	001-3900-519-46500	\$36,607	\$49,893	\$84,100	\$69,500	\$60,000
Other Current Charges	001-3900-519-49100	\$914	\$975	\$1,000	\$1,000	\$1,000
Office Supplies	001-3900-519-51100	\$29,553	\$18,802	\$22,500	\$18,500	\$23,000
Gasoline	001-3900-519-52160	\$2,385	\$4,747	\$5,000	\$2,500	\$4,500
Communication Services	001-3900-525-41100	\$2,940	\$0	\$0	\$0	\$0
Building Maintenance	001-3900-525-46020	\$1,036	\$0	\$0	\$0	\$0
Office Supplies	001-3900-525-51100	\$301	\$0	\$0	\$0	\$0
Total OPERATING EXPENSES:		\$404,792	\$1,137,511	\$522,112	\$494,480	\$559,925
CAPITAL OUTLAY						
Infrastructure-Southwest Meadows	001-3900-519-63140	\$0	\$0	\$0	\$0	\$958,089
Machinery & Equipment	001-3900-519-64100	\$11,436	\$46,219	\$138,555	\$136,679	\$41,000
Total CAPITAL OUTLAY:		\$11,436	\$46,219	\$138,555	\$136,679	\$999,089
NON-OPERATING EXPENSES						
Contingency/Reserve	001-3900-519-99100	\$0	\$0	\$210,500	\$0	\$0
Transfer to Transportation Fund	001-3900-581-91101	\$1,021,019	\$826,950	\$1,290,162	\$1,290,162	\$1,515,699
Transfer to Debt Service Fund	001-3900-581-91201	\$975,256	\$388,480	\$825,989	\$825,989	\$819,246
Transfer to Capital Projects Fund	001-3900-581-91301	\$0	\$69,500	\$1,131	\$1,131	\$212,750
Contingency/Reserve	001-3900-593-99100	\$0	\$0	\$0	\$0	\$250,000
Total NON-OPERATING EXPENSES:		\$1,996,275	\$1,284,930	\$2,327,782	\$2,117,282	\$2,797,695
Total Expense Objects:		\$2,412,646	\$2,468,660	\$2,988,450	\$2,748,441	\$4,356,709



FUNDED

Town of Southwest Ranches, Florida

FY 2025 Program Modification

Technology Replacements - Laptops

Department Name	Division Name	Fund	Priority	Fiscal Impact
Non-Departmental	Town Clerk	General	1	\$35,000

Background

This request is for the replacement of several office laptops to replace equipment that is nearing the end of their useful life. Laptops were purchased in FY 2020 and FY 2021. New laptops will be purchased along with their necessary accessories (docking stations, carrying cases, etc.). Those computers that are still serviceable and supported will be kept as backups, while obsolete models will be surplus.

Justification & Description

Purchase of these computers will also maintain compliance with the Town's agreement with the City of Tamarac. The Town will purchase 30 laptops over two fiscal years. This request is to purchase 15 laptops in FY 2025 completing the purchase of the 30 laptops.

The Town has most recently purchased Lenovo ThinkPad X1 Yoga G8 laptops, and they have served the Town well.

Item	Quantity	Cost	Total
Laptops	15		\$30,000
Accessories (docking station, cases)	15		\$5,000
TOTAL			\$35,000

Funding Source

This will be funded via millage (Truth-In-Millage TRIM). This item will be continued annually.



FUNDED

Town of Southwest Ranches, Florida

FY 2025 Program Modification

Technology Replacements - Laptops

Alternative / Adverse Impact if not funded

If not funded, computer replacements would occur as they break down and would create a haphazard framework of computer resources with different operating system versions, and different levels of manufacturer support. This would create a challenging support environment for our Information Technology Services provider (City of Tamarac) and would be in violation of our agreement with them. Breakdowns would also affect the productivity of staff as increased hardware failures could lead to prolonged work stoppages.

FY 2023 - 2024	\$30,000
FY 2024 - 2025	\$35,000
Total	\$65,000

Required Resources

Line Item	Title or Description of Request	Cost
001-3900-519-64100	Laptop Replacements	\$35,000



American Rescue Plan Act (ARPA)

Services, Functions, and Activities:

The American Rescue Plan Act (ARPA) was established in 2021 to provide relief funds to state, local, and tribal governments which have been negatively impacted by the Coronavirus pandemic. There are rules provisions to how Governments can use these funds to build back a bigger and stronger economy. From the funds allocated to the Town of Southwest Ranches from ARPA, the Town Council has directed town staff to begin projects that are within the guidelines of APRA to commence in FY 2022 and continue with projects scheduled in both FY 2023 and FY 2024. Thus, beginning in FY2023, a new department (ARPA) has been formed which outlines these projects commencing.

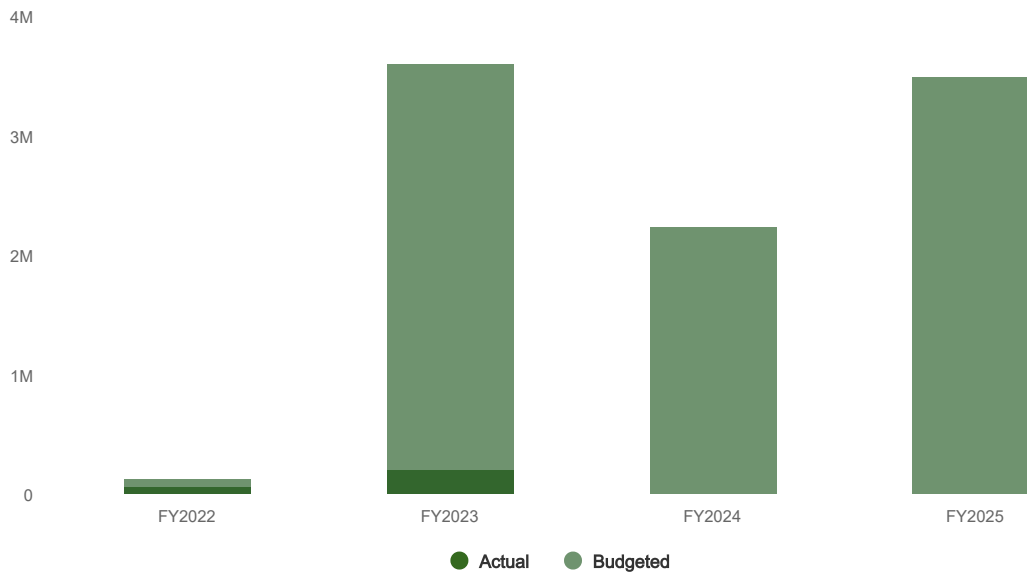
There are no personnel associated with this allocation center.



Expenditures Summary

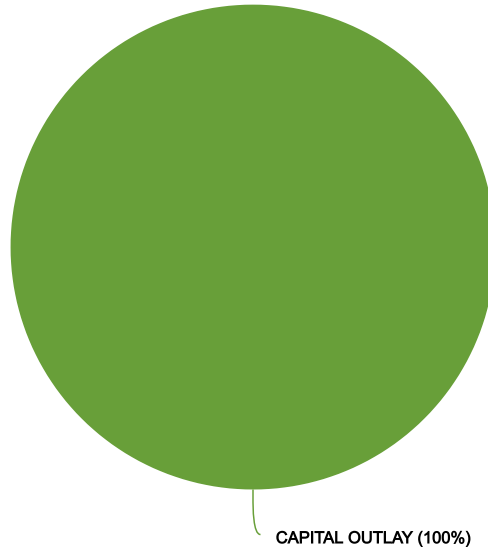
\$3,494,937 **\$1,249,971**
(55.68% vs. prior year)

American Recovery Plan (ARPA) Proposed and Historical Budget vs. Actual



Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Name	Account ID	FY2022 Actual	FY2023 Actual	FY2024 Amended	FY2024 Projected Budget	FY2025 Proposed Budget
Expense Objects						
OPERATING EXPENSES						
Professional Services/Studies/Surveys	001-3920-519-31010	\$583	\$0	\$0	\$0	\$0
Communication Services	001-3920-519-41100	\$61,946	\$0	\$0	\$0	\$0
Total OPERATING EXPENSES:		\$62,529	\$0	\$0	\$0	\$0
CAPITAL OUTLAY						
Machinery & Equipment	001-3920-512-64100	\$0	\$3,000	\$0	\$0	\$0
Buildings-Town Hall/Public Safety	001-3920-519-62140	\$0	\$0	\$50,000	\$0	\$50,000
Infrastructure-General	001-3920-519-63100	\$4,462	\$49,500	\$0	\$0	\$0
Land	001-3920-522-61100	\$0	\$16,143	\$432,058	\$42,493	\$1,671,864
Infrastructure-Drainage	001-3920-541-63260	\$0	\$42,185	\$542,366	\$27,586	\$514,780
Infrastructure-Southwest Meadows	001-3920-572-63140	\$0	\$94,124	\$1,220,543	\$162,250	\$1,258,293
Total CAPITAL OUTLAY:		\$4,462	\$204,951	\$2,244,966	\$232,329	\$3,494,937
Total Expense Objects:		\$66,991	\$204,951	\$2,244,966	\$232,329	\$3,494,937



CAPITAL IMPROVEMENTS



Capital Improvements: One-year Plan

Total Capital Requested
\$7,668,697

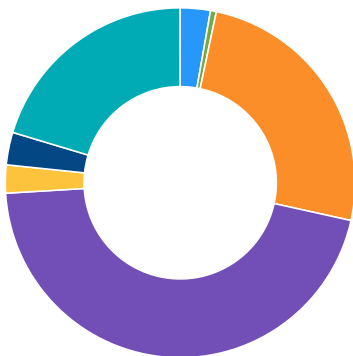
12 Capital Improvement Projects

Total Funding Requested by Department



<div></div> Parks Rec & Open Spaces (PROS) (32%)	\$2,429,132.00
<div></div> Public Safety-Fire Admin (1%)	\$42,000.00
<div></div> Public Works - Engineering / CS (68%)	\$5,197,565.00
TOTAL	\$7,668,697.00

Total Funding Requested by Source



<div></div> Capital Project Fund (3%)	\$212,750.00
<div></div> Fire Assessment (1%)	\$42,000.00
<div></div> General Fund (25%)	\$1,928,569.00
<div></div> General Fund - ARPA (46%)	\$3,494,937.00
<div></div> General Fund - Grant (3%)	\$200,000.00
<div></div> Transportation Fund (3%)	\$230,000.00
<div></div> Transportation Fund - Grant (20%)	\$1,560,441.00
TOTAL	\$7,668,697.00



Public Works - Engineering / CS Requests

Itemized Requests for 2025

Drainage Improvement Projects: Non-Surtax

\$1,390,441

The Town desires to provide and maintain a reasonable planning level of roadway drainage service by identifying, prioritizing and implementing an annual street drainage improvement plan. The Town's Drainage & Infrastructure Advisory Board...

Dykes Road Piping

\$514,780

This project consists of constructing a piped drainage collection system and drainage inlets along Dykes Road to improve the conveyance performance of the existing swales. This project will ensure that Dykes Road is less prone to flooding. Due to...

Flashing Speed Limit Signs

\$68,400

The Town desires to install flashing speed signs to deter speeding in our rural residential community. The signs not only make the driver aware of their speed, they also compile information on peak speeding hours and the number of speeders...

Public Safety Facility - Emergency Operations Center (EOC)

\$1,671,864

The Town of Southwest Ranches has plans to construct a Public Safety Facility to house both the Town's contracted police and fire services and to operate as an Emergency Operations Center (EOC). The Town desires to purchase land and obtain design...

Southwest Meadows Sanctuary Water Quality and Drainage Project

\$750,000

During storm events, Dykes Road (SW 160th Avenue) becomes flooded and is frequently impassable, and the Town has been forced to close roads and reroute traffic. The purpose of this Southwest Meadows Sanctuary Drainage and Water Quality...

Town Hall Multi-Purpose Storage Building

\$50,000

This request is to remove the current storage modular shed behind Town Hall and replace it with a metal building. The current shed is subpar and will continue to degrade over time. The proposed metal building will be built to hurricane...

Transportation Surface and Drainage Ongoing Rehabilitation (TSDOR): Non-Surtax

\$752,080

The Town implemented a Transportation Surface and Drainage Ongoing Rehabilitation (TSDOR) program with the goal of preserving and extending the life of the Town's paved streets. Depending on existing road conditions, construction costs...

Total: \$5,197,565



Parks Rec & Open Spaces (PROS) Requests

Itemized Requests for 2025

Equestrian Park Playground Rehabilitation

\$56,250

This request is for a 4-year, phased replacement of worn components at Sunshine Ranches Equestrian park playground. The life expectancy of commercial playground equipment is predictably 15–20 years, after which a new installation or major update...

Parks' Entrance Signage

\$16,500

In 2004, Southwest Ranches defined the Town's Rural Identification Program with design standards for the purpose of creating a strong sense of place and community by establishing a visual identity through decorative and wayfinding signage at Town...

SW Meadows Sanctuary Park - PHASE I - Roadway, Parking and Restroom Facilities

\$2,216,382

Southwest Meadows Sanctuary Park remains at 1st priority for Fiscal Year 2025. The acquisition was supported by matching grant sources from the Florida Communities Trust and Broward County Land Preservation Open Space grants. Development of...

Town Wide Invasive Exotics Removal

\$140,000

This request is for the improvement of Town properties that have become or are becoming invaded by invasive exotic plant species. Approximately 15 acres across four different sites are included for removal of invasive exotics that have proliferated...

Total: \$2,429,132

Public Safety-Fire Admin Requests

Itemized Requests for 2025

Fire Wells Replacement and Installation

\$42,000

The Town Council has determined that it is in the best interest of the health, safety and welfare of its residents to provide services for the replacement and installation, including drilling, of fire protection water wells. Annual funding...

Total: \$42,000

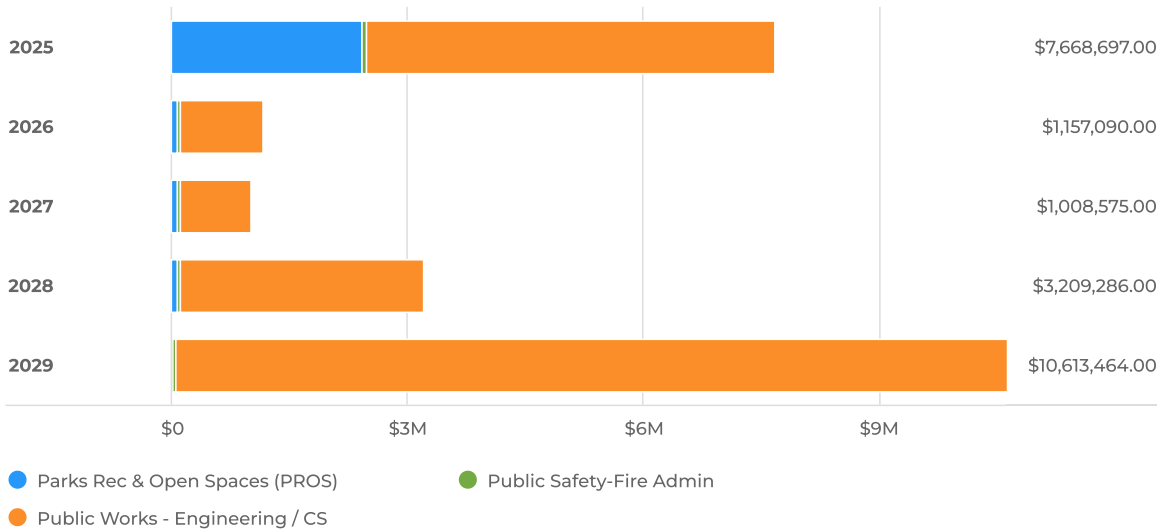


Capital Improvements: Multi-year Plan

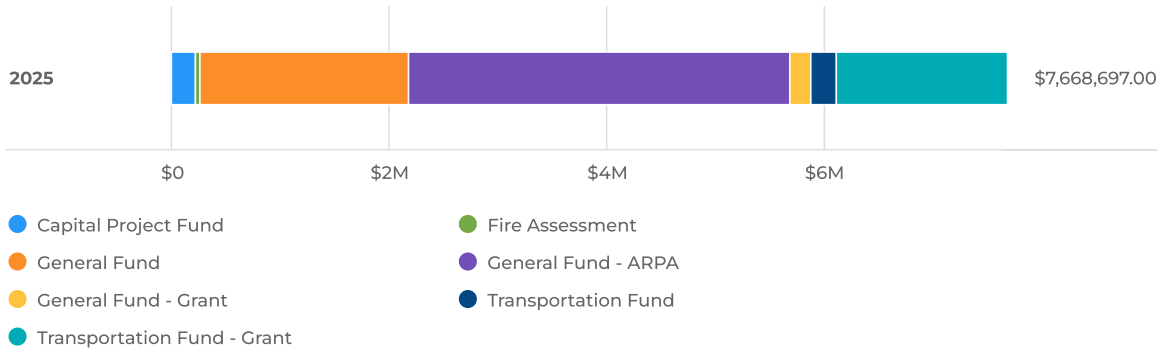
Total Capital Requested
\$23,657,112

12 Capital Improvement Projects

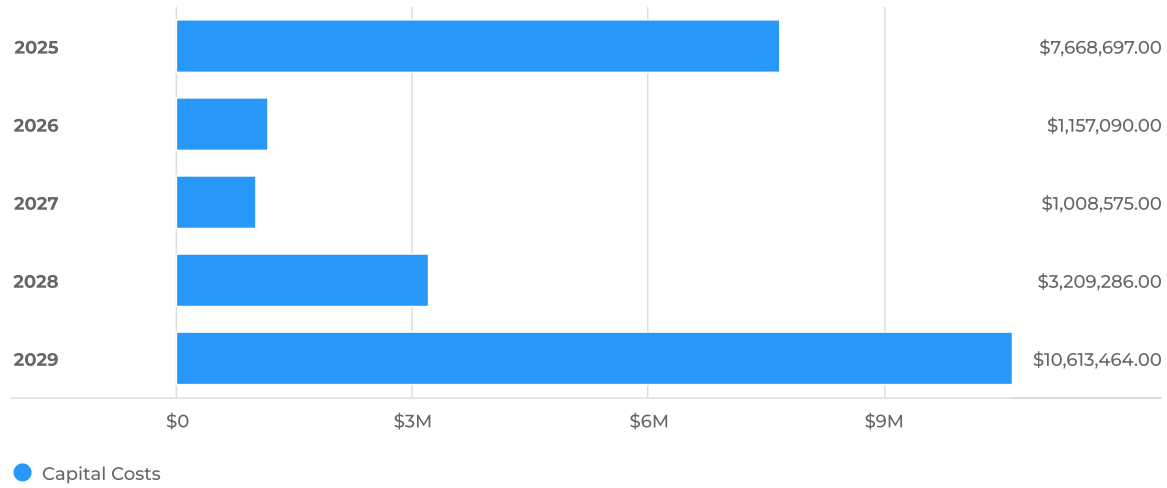
Total Funding Requested by Department



Total Funding Requested by Source



Capital Costs Breakdown



Cost Savings & Revenues

There's no data for building chart

Public Works - Engineering / CS Requests

Itemized Requests for 2025-2030

Drainage Improvement Projects: Non-Surtax

\$7,274,026

The Town desires to provide and maintain a reasonable planning level of roadway drainage service by identifying, prioritizing and implementing an annual street drainage improvement plan. The Town's Drainage & Infrastructure Advisory Board...

Dykes Road Piping

\$514,780

This project consists of constructing a piped drainage collection system and drainage inlets along Dykes Road to improve the conveyance performance of the existing swales. This project will ensure that Dykes Road is less prone to flooding. Due to...

Flashing Speed Limit Signs

\$68,400

The Town desires to install flashing speed signs to deter speeding in our rural residential community. The signs not only make the driver aware of their speed, they also compile information on peak speeding hours and the number of speeders...

Public Safety Facility - Emergency Operations Center (EOC)

\$9,271,864

The Town of Southwest Ranches has plans to construct a Public Safety Facility to house both the Town's contracted police and fire services and to operate as an Emergency Operations Center (EOC). The Town desires to purchase land and obtain design...

Southwest Meadows Sanctuary Water Quality and Drainage Project

\$750,000

During storm events, Dykes Road (SW 160th Avenue) becomes flooded and is frequently impassable, and the Town has been forced to close roads and reroute traffic. The purpose of this Southwest Meadows Sanctuary Drainage and Water Quality...

Town Hall Multi-Purpose Storage Building

\$50,000

This request is to remove the current storage modular shed behind Town Hall and replace it with a metal building. The current shed is subpar and will continue to degrade over time. The proposed metal building will be built to hurricane...

Transportation Surface and Drainage Ongoing Rehabilitation (TSDOR): Non-Surtax

\$2,854,160

The Town implemented a Transportation Surface and Drainage Ongoing Rehabilitation (TSDOR) program with the goal of preserving and extending the life of the Town's paved streets. Depending on existing road conditions, construction costs...

Total: \$20,783,230



Parks Rec & Open Spaces (PROS) Requests

Itemized Requests for 2025-2030

Equestrian Park Playground Rehabilitation

\$225,000

This request is for a 4-year, phased replacement of worn components at Sunshine Ranches Equestrian park playground. The life expectancy of commercial playground equipment is predictably 15–20 years, after which a new installation or major update...

Parks' Entrance Signage

\$82,500

In 2004, Southwest Ranches defined the Town's Rural Identification Program with design standards for the purpose of creating a strong sense of place and community by establishing a visual identity through decorative and wayfinding signage at Town...

SW Meadows Sanctuary Park - PHASE I - Roadway, Parking and Restroom Facilities

\$2,216,382

Southwest Meadows Sanctuary Park remains at 1st priority for Fiscal Year 2025. The acquisition was supported by matching grant sources from the Florida Communities Trust and Broward County Land Preservation Open Space grants. Development of...

Town Wide Invasive Exotics Removal

\$140,000

This request is for the improvement of Town properties that have become or are becoming invaded by invasive exotic plant species. Approximately 15 acres across four different sites are included for removal of invasive exotics that have proliferated...

Total: \$2,663,882

Public Safety-Fire Admin Requests

Itemized Requests for 2025-2030

Fire Wells Replacement and Installation

\$210,000

The Town Council has determined that it is in the best interest of the health, safety and welfare of its residents to provide services for the replacement and installation, including drilling, of fire protection water wells. Annual funding...

Total: \$210,000



FUND SUMMARIES





General Fund

The General Fund of a government unit serves as the primary reporting vehicle for current government operations. The General Fund, by definition, accounts for all current financial resources not required by law or administrative action to be accounted for in another fund. The major sources of revenue for the General Fund include: Ad valorem taxes, franchise taxes, and intergovernmental revenues. The major departments funded here are: Legislative, Executive, Town Attorney, Finance & Budget, Town Clerk, Building Services, Code Enforcement & Zoning, Planning Services, Public Works: Engineering & Community Services, Public Safety-Police and Fire, and, Parks, Recreation and Open Spaces.

General Fund Summary Fiscal Year 2025

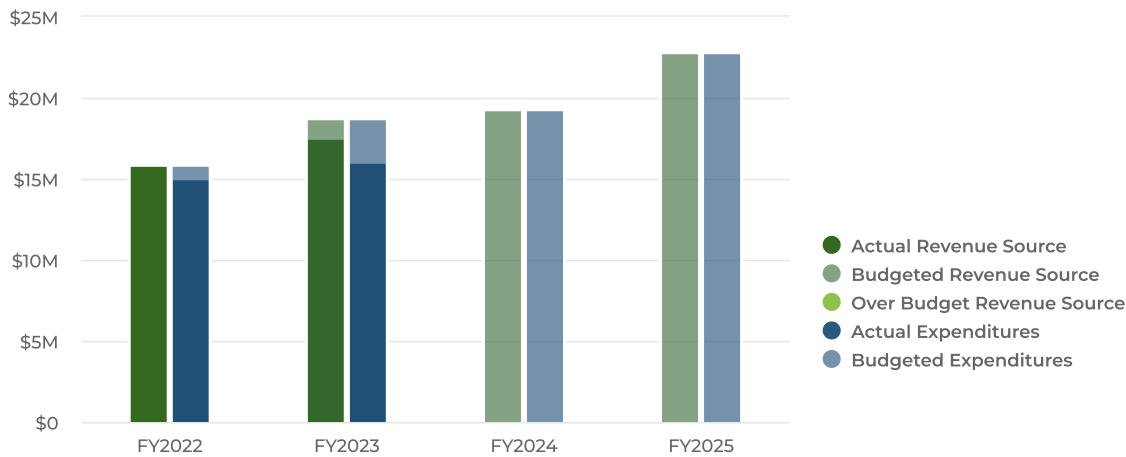
FY 2024 Estimated	
Estimated Total Revenues	19,267,077
Estimated Expenditures & Encumbrances	(17,295,767)
Estimated FY 2024 Year End Difference	<u>1,971,309</u>
FY 2025 Projected Unassigned Fund Balance	
Audited Unassigned Fund Balance 9/30/2023	6,654,876
Estimated FY 2024 Year End Difference	1,971,309
Appropriated Fund Balance FY 2024	(491,685)
Appropriated Assigned Balance FY 2024	<u>0</u>
Projected Unassigned Fund Balance 9/30/2024	8,134,500
Appropriated Fund Balance FY 2025	(612,070)
Appropriated Restricted Fund Balance FY 2025	51,661
Appropriated Assigned Balance FY 2025	<u>0</u>
Projected Unassigned Fund Balance 9/30/2025	<u>7,574,091</u>
FY 2025 Budget Summary	
Proposed Revenues	
Property Tax	9,179,829
Utility and Franchise Taxes	2,064,270
Permits/Licenses/Inspections	2,183,893
Intergovernmental Revenues	4,397,629
Services Revenues	109,583
Fines & Forfeitures	170,813
Miscellaneous Revenues	4,180,580
Appropriated Fund Balance	<u>612,070</u>
Total Revenue	<u>22,898,667</u>
Proposed Expenditures	
Personnel Costs	2,278,211
Operating Items	12,337,786
Capital Outlay	3,771,486
Non-Operating Expenses	<u>4,511,184</u>
Total Expenditures	<u>22,898,667</u>

Note: There is an additional \$2,076,164 in Non-spendable, Restricted, Committed, and Assigned Fund Balance in the General Fund as of 9/30/2023 (Audited).



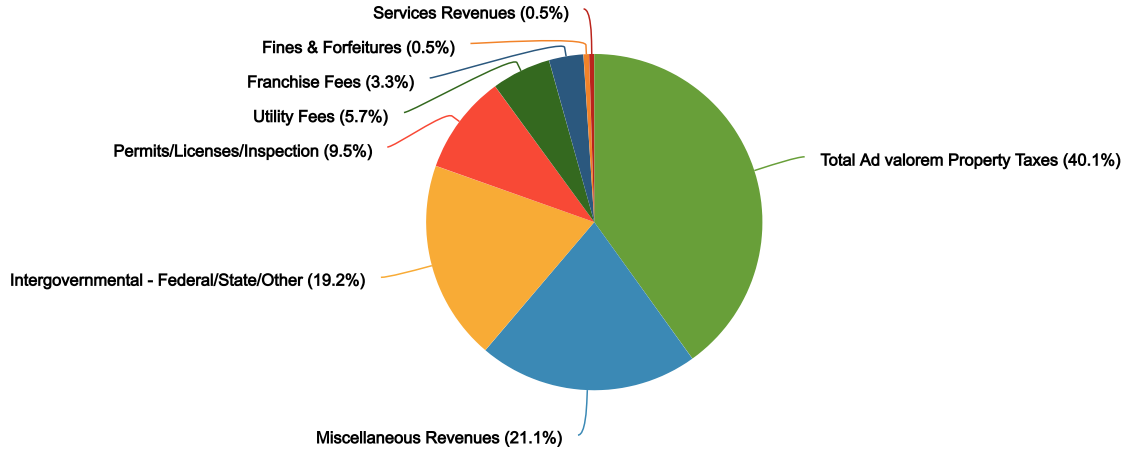
Summary

The Town of Southwest Ranches is projecting \$22.9M of revenue in FY2025, which represents a 18.6% increase over the prior year. Budgeted expenditures are projected to increase by 18.6% or \$3.59M to \$22.9M in FY2025.



Revenues by Source

Projected 2025 Revenues by Source



Name	Account ID	FY2022 Actual	FY2023 Actual	FY2024 Amended	FY2024 Projected Budget	FY2025 Proposed Budget
Revenue Source						
Total Ad valorem Property Taxes						
Ad Valorem Taxes-Current	001-0000-311-31110	\$6,364,223	\$6,953,162	\$8,234,594	\$8,191,459	\$9,179,829
Ad Valorem Taxes-Delinquent	001-0000-311-31115	\$303,092	\$1,432	\$0	\$0	\$0
Ad Valorem Taxes-Personal Prop-Current	001-0000-311-31120	\$257,265	\$251,099	\$0	\$0	\$0
Ad Valorem Taxes-Personal Prop Delinquent	001-0000-311-31125	\$274	\$0	\$0	\$0	\$0
Total Total Ad valorem Property Taxes:		\$6,924,855	\$7,205,694	\$8,234,594	\$8,191,459	\$9,179,829
Utility Fees						
Utility Services Taxes-Electricity	001-0000-314-31410	\$975,330	\$1,153,817	\$905,911	\$1,251,871	\$914,970
Utility Services Taxes-Propane	001-0000-314-31480	\$50,651	\$42,582	\$47,561	\$38,791	\$39,179
Communications Services Taxes	001-0000-315-31500	\$363,582	\$383,172	\$317,827	\$395,685	\$350,100
Total Utility Fees:		\$1,389,563	\$1,579,570	\$1,271,299	\$1,686,347	\$1,304,249
Permits/Licenses/Inspection						
Local Business Tax	001-0000-316-31600	\$8,444	\$8,377	\$3,669	\$3,742	\$3,779
Building Permits-Regulatory Fees	001-0000-322-32200	\$117,827	\$140,478	\$103,936	\$143,503	\$129,152



Name	Account ID	FY2022 Actual	FY2023 Actual	FY2024 Amended	FY2024 Projected Budget	FY2025 Proposed Budget
Building Permits-Contractor	001-0000-322-32207	\$1,304,729	\$1,578,202	\$1,039,364	\$1,435,027	\$1,291,525
Building Permits-SWR 25%	001-0000-322-32225	\$434,910	\$516,306	\$346,455	\$478,342	\$430,508
Building Permit-Admin Fees	001-0000-322-32240	\$52,284	\$84,537	\$41,575	\$57,401	\$51,661
Fire Inspections	001-0000-322-32290	\$16,084	\$12,555	\$13,471	\$11,461	\$13,875
Impact Fee-Residential-Parks/Recreation	001-0000-324-32461	\$9,607	\$11,812	\$10,718	\$3,248	\$3,280
Planning & Zoning Review Fees	001-0000-329-32901	\$51,959	\$45,932	\$204,525	\$151,730	\$153,247
Planning & Zoning Rev Fees-CSI/JM	001-0000-329-32902	\$176,536	\$145,854	\$0	\$0	\$0
Engineering\Fire Review Fees	001-0000-329-32905	\$109,584	\$109,128	\$101,892	\$197,749	\$104,949
Lobbyist Fees/Registrations	001-0000-329-32909	\$50	\$300	\$125	\$300	\$125
Certificate of Use Registrations	001-0000-329-32910	\$1,727	\$810	\$1,289	\$1,792	\$1,791
Total Permits/Licenses/Inspection:		\$2,283,740	\$2,654,291	\$1,867,019	\$2,484,295	\$2,183,892
Franchise Fees						
Franchise Fee-Electricity	001-0000-323-32310	\$752,965	\$871,137	\$692,892	\$787,554	\$699,821
Franchise Fee-Solid Waste	001-0000-323-32370	\$57,770	\$89,604	\$48,700	\$97,500	\$50,161
Franchise Fee-Towing	001-0000-323-32395	\$8,502	\$8,584	\$9,747	\$10,978	\$10,039
Total Franchise Fees:		\$819,237	\$969,326	\$751,339	\$896,032	\$760,021
Miscellaneous Revenues						
Other Miscellaneous Revenue	001-0000-322-36990	\$0	\$128	\$0	\$0	\$0
Special Assessment-FIRE-Current	001-0000-325-32520	\$2,505,807	\$2,767,130	\$2,844,001	\$2,896,832	\$3,236,225
Special Assessment-FIRE-Delinquent	001-0000-325-32521	\$88,266	\$137	\$0	\$0	\$0
Code Enforcement\Lien Recovery-Legal	001-0000-359-35902	\$429,039	\$49,990	\$46,000	\$86,090	\$47,380
Interest-Equity in Pooled Cash	001-0000-361-36110	\$8,657	\$56,502	\$277,453	\$804,327	\$497,891
Interest-TD Bank	001-0000-361-36112	\$13,949	\$171,792	\$0	\$0	\$0
Interest-State Board of Administration	001-0000-361-36119	\$24,874	\$303,815	\$0	\$0	\$0
Interest Revenue - Lease	001-0000-361-36122	\$15,488	\$0	\$0	\$0	\$0
Lease Revenue	001-0000-362-36205	\$61,039	\$0	\$0	\$0	\$0



Name	Account ID	FY2022 Actual	FY2023 Actual	FY2024 Amended	FY2024 Projected Budget	FY2025 Proposed Budget
Rents & Royalties - Cell Tower	001-0000-362-36210	\$12,000	\$75,205	\$77,734	\$77,734	\$80,363
Contrib/Donations from Private Sources	001-0000-366-36610	\$29,584	\$5,607	\$5,770	\$0	\$5,000
Contrib/Donations for Educa/Scholarships	001-0000-366-36620	\$50,000	\$40,800	\$40,000	\$47,139	\$40,000
Other Miscellaneous Revenue	001-0000-369-36990	\$15,050	\$14,544	\$15,501	\$13,974	\$14,114
Transfers from Solid Waste Fund	001-0000-382-38240	\$243,032	\$283,125	\$276,669	\$276,669	\$306,990
Appropriated Fund Balance-Governmental	001-0000-399-39900	\$0	\$0	\$491,685	\$491,685	\$612,070
Total Miscellaneous Revenues:		\$3,496,783	\$3,768,774	\$4,074,813	\$4,694,450	\$4,840,033
Intergovernmental - Federal/State/Other						
Federal Source	001-0000-332-33200	\$5,254	\$0	\$0	\$0	\$0
Federal Source - ARPA Funds	001-0000-332-33220	\$0	\$204,951	\$2,244,966	\$232,329	\$3,494,937
State Grant-Public Safety	001-0000-334-33420	\$46,000	\$0	\$0	\$0	\$0
State Grant - Culture Recreation	001-0000-334-33470	\$0	\$0	\$0	\$0	\$200,000
State Rev Share-Proceed (SIs/8 cent motorTx)	001-0000-335-33512	\$144,206	\$147,672	\$123,993	\$142,135	\$146,399
State Revenue Sharing-Alcoholic Bev. License Tax	001-0000-335-33515	\$2,092	\$2,092	\$2,155	\$2,019	\$2,080
State Revenue Sharing-1/2 cent Sales Tax	001-0000-335-33518	\$641,665	\$643,191	\$514,784	\$538,071	\$554,213
Local Government Unit Grant-General Government	001-0000-337-33710	\$7,500	\$0	\$0	\$0	\$0
Total Intergovernmental - Federal/State/Other:		\$846,717	\$997,907	\$2,885,898	\$914,554	\$4,397,629
Services Revenues						
Election Qualifying Fees	001-0000-341-34191	\$400	\$0	\$1,320	\$600	\$0
Service Charge-Ambulance Fees	001-0000-342-34260	\$159,484	\$177,329	\$96,167	\$202,046	\$99,052
Service Charge - PROS	001-0000-347-34720	\$9,926	\$10,270	\$10,224	\$18,122	\$10,531
Total Services Revenues:		\$169,810	\$187,599	\$107,711	\$220,768	\$109,583
Fines & Forfeitures						
Judgments & Fines-Traffic Court	001-0000-351-35150	\$68,506	\$95,472	\$57,645	\$64,574	\$59,374
Fines - Local Ord. Violations-False Alarms	001-0000-354-35402	\$5,033	\$6,902	\$5,184	\$10,755	\$7,109
Code Enforcement\Lien Recovery	001-0000-359-35901	\$53,680	\$84,296	\$55,291	\$103,842	\$56,950
Total Fines & Forfeitures:		\$127,219	\$186,669	\$118,120	\$179,171	\$123,433

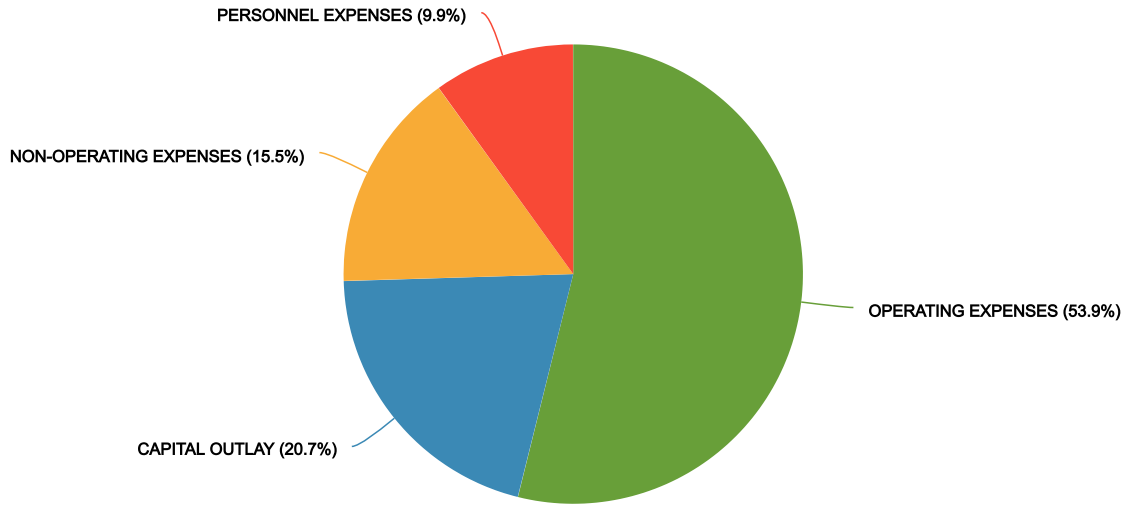


Name	Account ID	FY2022 Actual	FY2023 Actual	FY2024 Amended	FY2024 Projected Budget	FY2025 Proposed Budget
Total Revenue Source:		\$16,057,925	\$17,549,831	\$19,310,793	\$19,267,076	\$22,898,669



Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Name	Account ID	FY2022 Actual	FY2023 Actual	FY2024 Amended	FY2024 Projected Budget	FY2025 Proposed Budget
Expense Objects						
PERSONNEL EXPENSES						
Regular Salaries & Wages	001-1000-511-12100	\$63,000	\$63,000	\$63,000	\$63,000	\$63,000
Payroll Tax Expense	001-1000-511-21100	\$4,820	\$4,820	\$4,820	\$4,820	\$4,820
Workers Compensation	001-1000-511-24100	\$1,050	\$958	\$1,667	\$1,667	\$1,667
Regular Salaries & Wages	001-1400-512-12100	\$372,926	\$379,370	\$275,501	\$291,211	\$367,640
PT Salaries-No Benefits	001-1400-512-13100	\$30,106	\$14,055	\$0	\$0	\$0
Payroll Tax Expense	001-1400-512-21100	\$27,603	\$26,697	\$17,859	\$22,278	\$28,124
Retirement Contribution	001-1400-512-22100	\$35,362	\$41,741	\$31,792	\$37,507	\$46,514
Life & Health Insurance	001-1400-512-23100	\$43,037	\$45,676	\$31,741	\$22,702	\$34,510
Workers Compensation	001-1400-512-24100	\$952	\$865	\$985	\$1,041	\$1,314
Regular Salaries & Wages	001-1600-513-12100	\$420,998	\$428,836	\$442,368	\$424,681	\$478,581
Payroll Tax Expense	001-1600-513-21100	\$30,934	\$31,742	\$33,841	\$32,488	\$36,611
Retirement Contribution	001-1600-513-22100	\$31,513	\$42,450	\$47,144	\$50,447	\$55,918



Name	Account ID	FY2022 Actual	FY2023 Actual	FY2024 Amended	FY2024 Projected Budget	FY2025 Proposed Budget
Life & Health Insurance	001-1600-513-23100	\$43,725	\$53,363	\$63,445	\$59,580	\$64,468
Workers Compensation	001-1600-513-24100	\$831	\$873	\$1,581	\$1,518	\$1,711
Regular Salaries & Wages	001-1800-512-12100	\$207,634	\$238,743	\$288,417	\$243,363	\$225,794
PT Salaries-No Benefits	001-1800-512-13100	\$0	\$0	\$16,224	\$7,829	\$18,408
Payroll Tax Expense	001-1800-512-21100	\$15,309	\$17,698	\$22,065	\$19,216	\$18,681
Retirement Contribution	001-1800-512-22100	\$21,602	\$29,039	\$31,554	\$28,728	\$26,453
Life & Health Insurance	001-1800-512-23100	\$18,153	\$23,945	\$19,736	\$27,213	\$34,152
Workers Compensation	001-1800-512-24100	\$460	\$460	\$1,089	\$870	\$807
Regular Salaries & Wages	001-2600-515-12100	\$215,566	\$277,174	\$405,921	\$411,096	\$433,067
Payroll Tax Expense	001-2600-515-21100	\$15,997	\$20,698	\$30,354	\$31,449	\$33,130
Retirement Contribution	001-2600-515-22100	\$15,035	\$25,882	\$40,514	\$39,745	\$41,942
Life & Health Insurance	001-2600-515-23100	\$19,565	\$1,513	\$26,168	\$4,843	\$2,117
Workers Compensation	001-2600-515-24100	\$6,340	\$7,226	\$14,679	\$14,866	\$15,661
Regular Salaries & Wages	001-3600-572-12100	\$85,581	\$94,978	\$148,715	\$125,157	\$164,997
PT Salaries-No Benefits	001-3600-572-13100	\$13,291	\$13,965	\$16,378	\$15,748	\$18,416
Payroll Tax Expense	001-3600-572-21100	\$6,924	\$7,509	\$12,630	\$10,779	\$14,031
Retirement Contribution	001-3600-572-22100	\$5,991	\$9,492	\$14,871	\$12,516	\$16,500
Life & Health Insurance	001-3600-572-23100	\$13,896	\$18,474	\$32,332	\$24,283	\$23,210
Workers Compensation	001-3600-572-24100	\$1,941	\$1,968	\$5,378	\$4,526	\$5,967
Unemployment Compensation	001-3900-519-25100	\$143	\$0	\$0	\$0	\$0
Total PERSONNEL EXPENSES:		\$1,770,284	\$1,923,209	\$2,142,769	\$2,035,167	\$2,278,211
OPERATING EXPENSES						
Lobbyist	001-1000-511-31090	\$48,000	\$48,000	\$93,000	\$93,000	\$48,000
Other Contractual Services	001-1000-511-34100	\$3,556	\$2,314	\$4,000	\$2,500	\$2,500
Mileage Reimbursement	001-1000-511-40100	\$0	\$0	\$1,000	\$1,000	\$1,000
Other Current Charges	001-1000-511-49100	\$61	\$61	\$0	\$0	\$0



Name	Account ID	FY2022 Actual	FY2023 Actual	FY2024 Amended	FY2024 Projected Budget	FY2025 Proposed Budget
Subscriptions & Memberships	001-1000-511-54100	\$986	\$1,694	\$1,000	\$3,000	\$3,000
Conferences & Seminars	001-1000-511-55200	\$8,255	\$8,535	\$10,000	\$6,000	\$10,000
Professional Services/Studies/Surveys	001-1200-514-31010	\$206,537	\$124,800	\$173,250	\$135,850	\$150,000
Lawsuits & Prosecution	001-1200-514-31020	\$362,238	\$151,884	\$175,000	\$204,668	\$200,000
Lawsuits-Code Enforcement	001-1200-514-31030	\$116,120	\$168,461	\$150,000	\$101,569	\$144,000
Lawsuits-Planning & Zoning	001-1200-514-31040	\$0	\$0	\$4,000	\$0	\$0
Professional Services/Studies/Surveys	001-1400-512-31010	\$3,800	\$12,000	\$3,500	\$28,500	\$35,000
Postage	001-1400-512-42100	\$9,536	\$10,271	\$12,500	\$15,056	\$16,565
Promotional Activities/Newsletter	001-1400-512-48100	\$25,604	\$25,118	\$36,500	\$38,998	\$38,998
Promotional Activities/Town Events	001-1400-512-48110	\$13,216	\$20,481	\$9,300	\$10,500	\$43,700
Subscriptions & Memberships	001-1400-512-54100	\$3,046	\$11,622	\$4,000	\$4,150	\$5,700
Training & Education	001-1400-512-55100	\$475	\$201	\$1,000	\$750	\$2,500
Conferences & Seminars	001-1400-512-55200	\$1,727	\$1,927	\$4,800	\$3,500	\$6,500
Accounting & Auditing	001-1600-513-32100	\$38,960	\$46,560	\$61,782	\$43,650	\$48,873
Software Maintenance	001-1600-513-46500	\$0	\$0	\$22,500	\$27,243	\$20,618
Subscriptions & Memberships	001-1600-513-54100	\$2,003	\$1,149	\$2,000	\$1,500	\$2,000
Training & Education	001-1600-513-55100	\$1,152	-\$1,416	\$3,000	\$1,000	\$3,000
Conferences & Seminars	001-1600-513-55200	\$3,122	\$2,009	\$5,300	\$2,000	\$5,300
Other Contractual Services	001-1800-512-34100	\$28,128	\$37,800	\$44,500	\$39,442	\$17,000
Mileage Reimbursement	001-1800-512-40100	\$0	\$0	\$100	\$100	\$100
Software Maintenance	001-1800-512-46500	\$6,760	\$9,352	\$9,550	\$11,069	\$42,650
Other Current Charges	001-1800-512-49100	\$0	\$4,424	\$0	\$332	\$6,500
Legal Advertisements	001-1800-512-49110	\$17,755	\$10,867	\$15,500	\$15,500	\$12,000
Subscriptions & Memberships	001-1800-512-54100	\$3,009	\$3,326	\$3,000	\$2,542	\$2,300
Training & Education	001-1800-512-55100	\$1,537	\$821	\$3,500	\$1,500	\$2,000
Conferences & Seminars	001-1800-512-55200	\$3,786	\$8,226	\$5,000	\$4,000	\$5,400



Name	Account ID	FY2022 Actual	FY2023 Actual	FY2024 Amended	FY2024 Projected Budget	FY2025 Proposed Budget
Other Contractual Services	001-2100-524-34100	\$1,422,589	\$1,718,899	\$1,143,300	\$1,578,530	\$1,420,677
Other Contractual Services-P & Z Permits	001-2300-515-34300	\$175,719	\$143,330	\$152,000	\$125,000	\$130,000
Professional Services/Studies/Surveys	001-2300-524-31010	\$10,106	\$12,250	\$12,500	\$13,500	\$15,000
Other Contractual Services	001-2300-524-34100	\$208,316	\$229,986	\$237,420	\$236,620	\$307,606
Other Contractual Services-Public Hearings	001-2500-515-34310	\$50,063	\$39,748	\$60,000	\$60,000	\$45,000
Other Contractual Services-Town Planning	001-2500-515-34320	\$20,588	\$21,589	\$26,400	\$15,000	\$26,400
Other Contractual Services-Land Use Planning	001-2500-515-34330	\$32,038	\$16,395	\$42,000	\$39,000	\$44,000
Other Current Charges	001-2500-515-49100	\$0	\$0	\$500	\$0	\$0
Mileage Reimbursement	001-2600-539-40100	\$1,342	\$60	\$500	\$300	\$300
Software Maintenance	001-2600-539-46500	\$0	\$0	\$0	\$0	\$31,000
Other Current Charges	001-2600-539-49100	\$0	\$418	\$1,000	\$1,000	\$1,000
Subscriptions & Memberships	001-2600-539-54100	\$491	\$0	\$1,000	\$750	\$1,250
Training & Education	001-2600-539-55100	\$0	\$506	\$1,200	\$750	\$1,200
Conferences & Seminars	001-2600-539-55200	\$0	\$0	\$2,750	\$6,500	\$6,500
Other Contractual Services	001-3000-521-34100	\$3,150,391	\$3,293,898	\$3,578,711	\$3,577,045	\$3,760,979
Electricity	001-3000-521-43100	\$288	\$3,573	\$7,800	\$4,000	\$6,500
Professional Services/Studies/Surveys	001-3100-522-31010	\$10,582	\$10,582	\$14,682	\$14,682	\$15,966
Other Contractual Services	001-3100-522-34100	\$3,789,440	\$4,063,535	\$4,205,647	\$4,205,647	\$4,391,752
Professional Services/Studies/Surveys	001-3200-522-31010	\$13,138	\$12,625	\$15,000	\$14,000	\$14,000
Communication Services	001-3200-522-41100	\$15,673	\$18,682	\$18,700	\$16,700	\$16,000
Electricity	001-3200-522-43100	\$12,897	\$14,394	\$13,500	\$15,000	\$15,000
Water & Sewer	001-3200-522-43110	\$9,052	\$10,089	\$11,400	\$11,000	\$11,000
Building Maintenance	001-3200-522-46020	\$5,608	\$49,710	\$10,000	\$8,000	\$33,000
Equipment Maintenance	001-3200-522-46030	\$8,899	\$14,876	\$13,350	\$37,000	\$13,500
Miscellaneous Maintenance	001-3200-522-46110	\$492	\$1,534	\$1,500	\$4,000	\$2,500
Repair & Maintenance-VEHICLE	001-3200-522-46120	\$15,660	\$13,476	\$20,000	\$35,000	\$30,000



Name	Account ID	FY2022 Actual	FY2023 Actual	FY2024 Amended	FY2024 Projected Budget	FY2025 Proposed Budget
Uniforms	001-3200-522-52140	\$702	\$1,903	\$2,000	\$2,000	\$2,000
Gasoline	001-3200-522-52160	\$10,462	\$9,262	\$11,000	\$9,000	\$10,000
Miscellaneous Operating Supplies	001-3200-522-52900	\$11,508	\$15,397	\$9,400	\$8,100	\$9,200
Training & Education	001-3200-522-55100	\$0	\$90	\$4,000	\$1,000	\$1,000
Miscellaneous Operating Supplies	001-3200-525-52900	\$5,134	\$0	\$0	\$0	\$0
Mileage Reimbursement	001-3600-572-40100	\$0	\$0	\$250	\$250	\$250
Communication Services	001-3600-572-41100	\$3,526	\$3,566	\$3,738	\$3,838	\$3,738
Electricity	001-3600-572-43100	\$13,370	\$10,444	\$13,230	\$10,166	\$10,760
Water & Sewer	001-3600-572-43110	\$22,303	\$25,281	\$23,375	\$24,500	\$24,679
Maintenance Service/Repair Contracts	001-3600-572-46010	\$0	\$22,641	\$22,500	\$11,250	\$22,500
Building Maintenance	001-3600-572-46020	\$3,819	\$7,251	\$6,100	\$7,597	\$21,647
Equipment Maintenance	001-3600-572-46030	\$23,101	\$41,538	\$12,000	\$16,500	\$16,900
Grounds Maintenance	001-3600-572-46040	\$213,598	\$260,189	\$281,879	\$276,000	\$333,873
Tree Maintenance/Preservation	001-3600-572-46050	\$34,799	\$34,661	\$36,000	\$36,000	\$54,000
Lake Maintenance	001-3600-572-46060	\$53,170	\$22,022	\$22,442	\$22,442	\$23,031
Miscellaneous Maintenance	001-3600-572-46110	\$1,373	\$135	\$1,800	\$1,800	\$1,800
Promotional Activities/Town Events	001-3600-572-48110	\$8,808	\$5,794	\$25,601	\$26,500	\$18,951
Miscellaneous Operating Supplies	001-3600-572-52900	\$2,556	\$2,446	\$3,000	\$3,000	\$3,000
Subscriptions & Memberships	001-3600-572-54100	\$612	\$801	\$850	\$1,200	\$1,200
Training & Education	001-3600-572-55100	\$1,388	\$1,293	\$1,800	\$1,500	\$1,800
Conferences & Seminars	001-3600-572-55200	\$450	\$0	\$1,600	\$2,000	\$2,200
Lawsuit Settlement	001-3900-519-31050	\$0	\$725,000	\$0	\$0	\$0
Other Contractual Services	001-3900-519-34100	\$24,438	\$20,948	\$17,400	\$17,400	\$37,400
Communication Services	001-3900-519-41100	\$23,045	\$18,037	\$14,500	\$17,600	\$9,600
Postage	001-3900-519-42100	\$10,837	\$8,286	\$11,000	\$9,000	\$10,500
Electricity	001-3900-519-43100	\$21,582	\$21,515	\$21,500	\$22,500	\$23,000



Name	Account ID	FY2022 Actual	FY2023 Actual	FY2024 Amended	FY2024 Projected Budget	FY2025 Proposed Budget
Water & Sewer	001-3900-519-43110	\$13,406	\$11,059	\$13,150	\$11,000	\$11,500
Building Rental/Lease	001-3900-519-44020	\$4,440	\$4,987	\$5,252	\$5,760	\$6,163
Equipment Leasing	001-3900-519-44030	\$12,674	\$13,744	\$10,800	\$14,500	\$15,000
Property & Liability Insurance	001-3900-519-45100	\$142,494	\$164,305	\$232,310	\$228,420	\$251,262
Maintenance Service/Repair Contracts	001-3900-519-46010	\$22,835	\$20,926	\$22,700	\$19,000	\$20,500
Building Maintenance	001-3900-519-46020	\$16,041	\$12,759	\$11,200	\$8,000	\$10,000
Equipment Maintenance	001-3900-519-46030	\$33,145	\$33,216	\$34,500	\$31,500	\$34,500
Miscellaneous Maintenance	001-3900-519-46110	\$5,080	\$7,178	\$11,200	\$16,800	\$40,000
Repair & Maintenance-VEHICLE	001-3900-519-46120	\$1,038	\$1,133	\$4,000	\$1,500	\$2,000
Software Maintenance	001-3900-519-46500	\$36,607	\$49,893	\$84,100	\$69,500	\$60,000
Other Current Charges	001-3900-519-49100	\$914	\$975	\$1,000	\$1,000	\$1,000
Office Supplies	001-3900-519-51100	\$29,553	\$18,802	\$22,500	\$18,500	\$23,000
Gasoline	001-3900-519-52160	\$2,385	\$4,747	\$5,000	\$2,500	\$4,500
Communication Services	001-3900-525-41100	\$2,940	\$0	\$0	\$0	\$0
Building Maintenance	001-3900-525-46020	\$1,036	\$0	\$0	\$0	\$0
Office Supplies	001-3900-525-51100	\$301	\$0	\$0	\$0	\$0
Professional Services/Studies/Surveys	001-3920-519-31010	\$583	\$0	\$0	\$0	\$0
Communication Services	001-3920-519-41100	\$61,946	\$0	\$0	\$0	\$0
Total OPERATING EXPENSES:		\$10,740,740	\$12,002,868	\$11,454,119	\$11,777,066	\$12,337,788
CAPITAL OUTLAY						
Machinery & Equipment	001-1000-511-64100	\$2,772	\$0	\$0	\$0	\$0
Machinery & Equipment	001-1800-512-64100	\$12,630	\$10,446	\$7,870	\$7,200	\$0
Machinery & Equipment	001-3000-521-64100	\$139,701	\$129,643	\$139,124	\$123,342	\$138,524
Infrastructure-Fire Wells	001-3100-522-63120	\$14,661	\$18,944	\$20,000	\$20,000	\$42,000
Machinery & Equipment	001-3100-522-64100	\$2,945	\$25,000	\$0	\$0	\$0
Machinery & Equipment	001-3200-522-64100	\$50,277	\$136,913	\$104,025	\$105,723	\$55,025



Name	Account ID	FY2022 Actual	FY2023 Actual	FY2024 Amended	FY2024 Projected Budget	FY2025 Proposed Budget
Machinery & Equipment	001-3600-572-64100	\$35,394	\$0	\$0	\$0	\$0
Infrastructure-Southwest Meadows	001-3900-519-63140	\$0	\$0	\$0	\$0	\$958,089
Machinery & Equipment	001-3900-519-64100	\$11,436	\$46,219	\$138,555	\$136,679	\$41,000
Machinery & Equipment	001-3920-512-64100	\$0	\$3,000	\$0	\$0	\$0
Buildings-Town Hall/Public Safety	001-3920-519-62140	\$0	\$0	\$50,000	\$0	\$50,000
Infrastructure-General	001-3920-519-63100	\$4,462	\$49,500	\$0	\$0	\$0
Land	001-3920-522-61100	\$0	\$16,143	\$432,058	\$42,493	\$1,671,864
Infrastructure-Drainage	001-3920-541-63260	\$0	\$42,185	\$542,366	\$27,586	\$514,780
Infrastructure-Southwest Meadows	001-3920-572-63140	\$0	\$94,124	\$1,220,543	\$162,250	\$1,258,293
Total CAPITAL OUTLAY:		\$274,280	\$572,116	\$2,654,541	\$625,273	\$4,729,575
NON-OPERATING EXPENSES						
Aid to Private Organizations	001-1000-511-82100	\$53,065	\$45,532	\$37,100	\$49,000	\$51,000
Contingency/Reserve	001-1000-511-99100	\$0	\$0	\$0	\$0	\$10,000
Contingency/Reserve	001-1400-512-99100	\$0	\$0	\$2,500	\$0	\$5,000
Contingency/Reserve	001-1600-513-99100	\$0	\$0	\$0	\$0	\$2,500
Contingency/Reserve	001-3200-522-99100	\$0	\$0	\$405,500	\$405,500	\$380,500
Transfer to Volunteer Fire Fund	001-3200-581-91102	\$196,295	\$281,426	\$286,482	\$286,482	\$303,900
Transfer to Debt Service Fund	001-3200-581-91201	\$29,485	\$29,485	\$0	\$0	\$0
Contingency/Reserve	001-3600-572-99100	\$0	\$0	\$0	\$0	\$2,500
Contingency/Reserve	001-3900-519-99100	\$0	\$0	\$210,500	\$0	\$0
Transfer to Transportation Fund	001-3900-581-91101	\$1,021,019	\$826,950	\$1,290,162	\$1,290,162	\$1,515,699
Transfer to Debt Service Fund	001-3900-581-91201	\$975,256	\$388,480	\$825,989	\$825,989	\$819,246
Transfer to Capital Projects Fund	001-3900-581-91301	\$0	\$69,500	\$1,131	\$1,131	\$212,750
Contingency/Reserve	001-3900-593-99100	\$0	\$0	\$0	\$0	\$250,000
Total NON-OPERATING EXPENSES:		\$2,275,120	\$1,641,373	\$3,059,364	\$2,858,264	\$3,553,095
Total Expense Objects:		\$15,060,424	\$16,139,567	\$19,310,793	\$17,295,770	\$22,898,669





Capital Projects Fund

The Capital Projects Fund is a type of General Governmental Fund. As such, it provides for projects which are not assignable to specific enterprises or restricted revenue functions. To be a qualified project for this fund, the anticipated value of the asset created generally must have an estimated value of at least \$25,000. An asset for these purposes is an item which is not generally consumed for operating purposes and which has an expected life of not less than three years.

Funding for capital project items generally comes from surplus revenues from other governmental funds (particularly the general governmental operating fund – also known as the “General Fund”.) Additional revenue may derive from debt service proceeds, grants, contributions & donations, interest earnings or other permissible fund transfers.

Expenditures for this fund are not generally restricted, just assigned. Provided that the project adopted meets the above qualifications, and appropriations are approved by the Town Council, the adopted project qualifies for funding from this fund.

The Capital Projects Fund is closely related to, but not synonymous with, the 5-Year Capital Improvement Plan. The 5-Year Capital Improvement Plan anticipates all the likely improvements to occur within the Town over the next five years. This planning document assists in identifying future resource needs and outlining project schedules and prioritization in planning the timing of projects. Wherever possible, the projects included in the 5-Year Capital Improvement Plan have identified funding sources for each year of appropriation.

Capital Projects Fund Summary Fiscal Year 2025

FY 2024 Estimated

Estimated Capital Projects Revenues	46,131
Estimated Expenditures & Encumbrances	<u>(57,381)</u>
Estimated FY 2024 Year End Difference	<u>(11,250)</u>

FY 2025 Projected Assigned/Committed/Restricted Fund Balance

Audited Assigned/Committed/Restricted Fd Bal 9/30/2023	169,251
Estimated FY 2024 Year End Difference	<u>(11,250)</u>
Appropriated Fund Balance FY 2024	<u>(45,000)</u>
Projected Assigned/Committed/Restricted Fd Bal 9/30/2024	<u>113,001</u>
Appropriated Fund Balance FY 2024	<u>-</u>
Projected Assigned/Committed/Restricted Fd Bal 9/30/2025	<u>113,001</u>

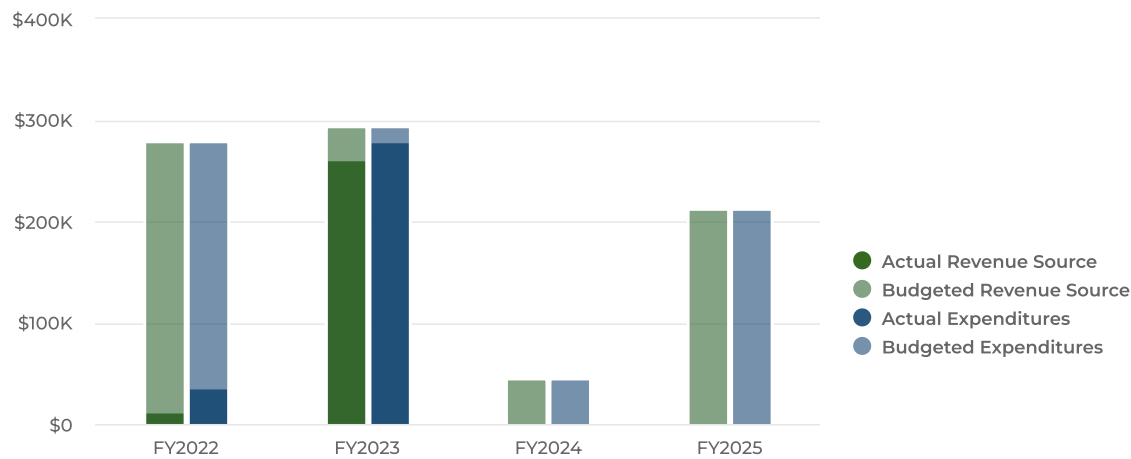
FY 2025 Budget Summary

Proposed Revenues	
Grant Reimbursements	-
Transfer from General Fund	212,750
Appropriated Fund Balance	<u>-</u>
Total Revenues	<u>212,750</u>
 Proposed Expenditures	
Capital Outlay	<u>212,750</u>
Total Expenditures	<u>212,750</u>



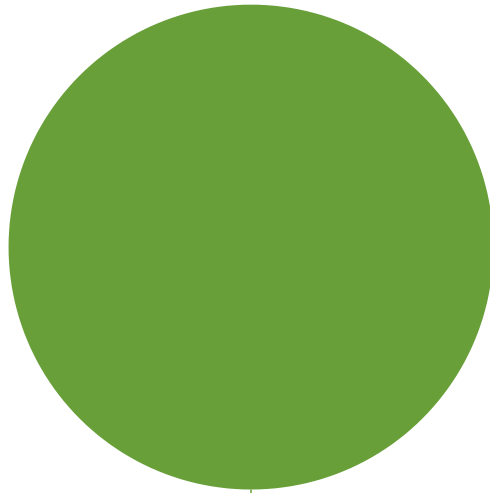
Summary

The Town of Southwest Ranches is projecting \$212.75K of revenue in FY2025, which represents a 361.2% increase over the prior year. Budgeted expenditures are projected to increase by 361.2% or \$166.62K to \$212.75K in FY2025.



Revenues by Source

Projected 2025 Revenues by Source



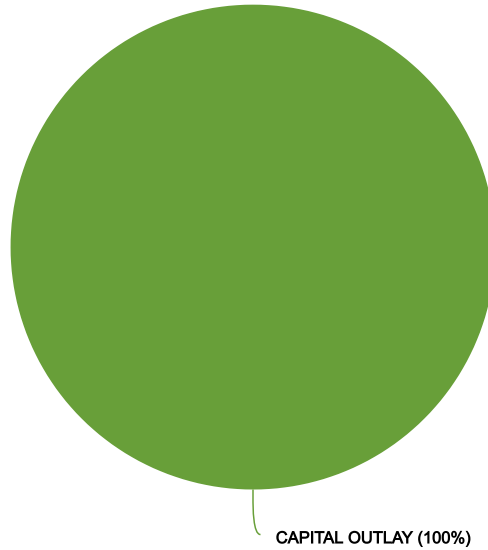
Miscellaneous Revenues (100%)

Name	Account ID	FY2022 Actual	FY2023 Actual	FY2024 Amended	FY2024 Projected Budget	FY2025 Proposed Budget
Revenue Source						
Miscellaneous Revenues						
Interest-Equity in Pooled Cash	301-0000-361-36110	\$389	\$4,012	\$0	\$0	\$0
Transfer from General Fund	301-0000-381-38101	\$0	\$69,500	\$1,131	\$1,131	\$212,750
Appropriated Fund Balance-Governmental	301-0000-399-39900	\$0	\$0	\$45,000	\$45,000	\$0
Total Miscellaneous Revenues:		\$389	\$73,512	\$46,131	\$46,131	\$212,750
Intergovernmental - Federal/State/Other						
Federal Grant-Culture/Recreation	301-0000-331-33170	\$13,000	\$188,978	\$0	\$0	\$0
Total Intergovernmental - Federal/State/Other:		\$13,000	\$188,978	\$0	\$0	\$0
Total Revenue Source:		\$13,389	\$262,490	\$46,131	\$46,131	\$212,750



Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Name	Account ID	FY2022 Actual	FY2023 Actual	FY2024 Amended	FY2024 Projected Budget	FY2025 Proposed Budget
Expense Objects						
CAPITAL OUTLAY						
Buildings - Fire Control Modulares	301-5300-522-62150	\$1,500	\$0	\$0	\$0	\$0
Buildings-Town Hall/Public Safety	301-5300-539-62140	\$0	\$223,348	\$1,131	\$1,131	\$0
Infrastructure-Calusa Corners	301-5300-539-63160	\$0	\$13,880	\$0	\$0	\$0
Infrastructure - General	301-5300-572-63100	\$0	\$0	\$0	\$0	\$140,000
Infrastructure-Southwest Meadows	301-5300-572-63140	\$8,786	\$0	\$45,000	\$45,000	\$0
Infrastructure-Calusa Corners	301-5300-572-63160	\$27,216	\$0	\$0	\$0	\$0
Infrastructure-Sunshine Ranches Equestrian Park	301-5300-572-63170	\$0	\$0	\$0	\$11,250	\$56,250
Infrastructure-Country Estates/Fishing Hole Park	301-5300-572-63200	\$0	\$42,975	\$0	\$0	\$16,500
Total CAPITAL OUTLAY:		\$37,502	\$280,203	\$46,131	\$57,381	\$212,750
Total Expense Objects:		\$37,502	\$280,203	\$46,131	\$57,381	\$212,750





Debt Service Fund

Services, Functions, and Activities:

This fund is used for the purpose of budgeting debt on projects of a general governmental nature, which include Capital Projects and Transportation Fund improvements. Additionally, this fund is used to budget a line of credit debt incurred due to Town declared emergencies or disasters, including acting as a pass-through entity to the Solid Waste enterprise fund for allocable budgeted interest and/or principal received directly from the General Fund, when applicable. More particularly, this fund has been created to support accounting for debt service payments resulting from full faith and credit borrowing pursuant to an annual pledge to budget and appropriate funding for payment and retirement of forthcoming principal and interest. The Town has no general obligation debt, which would require approval via a Townwide voter referendum. Existing Debt consists of Loans, Notes Payable and an available Emergency Line of Credit.

Debt Service Fund Summary Fiscal Year 2025

FY 2024 Estimated

Estimated Debt Service Revenue	861,035
Estimated Expenditures & Encumbrances	(843,416)
Estimated FY 2024 Year End Difference	<u>17,619</u>

FY 2025 Projected Assigned Fund Balance

Audited Assigned Fund Balance 9/30/2023	74,372
Estimated FY 2024 Year End Difference	17,619
Appropriated Assigned Fund Balance for FY 2024	-
Projected Assigned Fund Balance 9/30/2025	<u>91,991</u>
Appropriated Assigned Fund Balance for FY 2025	-
Projected Assigned Fund Balance 9/30/2025	<u>91,991</u>

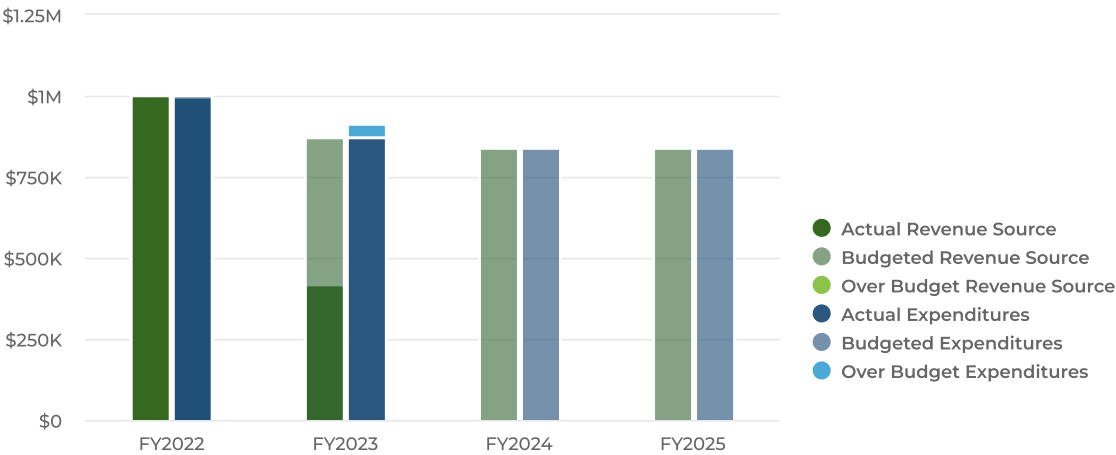
FY 2025 Budget Summary

Proposed Revenues	
Transfer from General Fund	819,897
Interest Earnings	21,768
Appropriated Assigned Fund Balance	-
Total Revenues	<u>841,665</u>
Proposed Expenditures	
Debt Service	841,665
Non-Operating Expenses	-
Total Expenditures	<u>841,665</u>



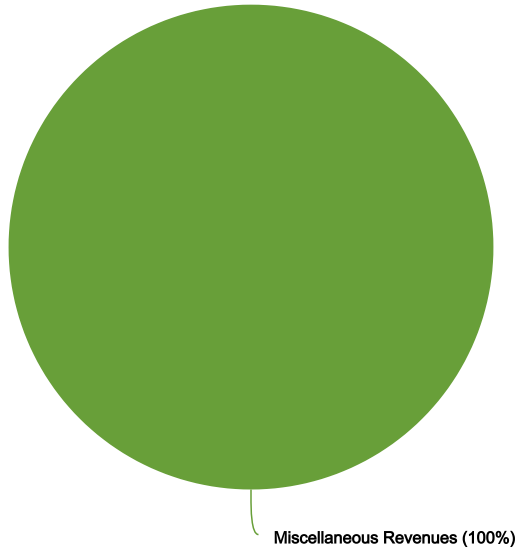
Summary

The Town of Southwest Ranches is projecting \$841.67K of revenue in FY2025, which represents a 0.2% decrease over the prior year. Budgeted expenditures are projected to decrease by 0.2% or \$1.75K to \$841.67K in FY2025.



Revenues by Source

Projected 2025 Revenues by Source

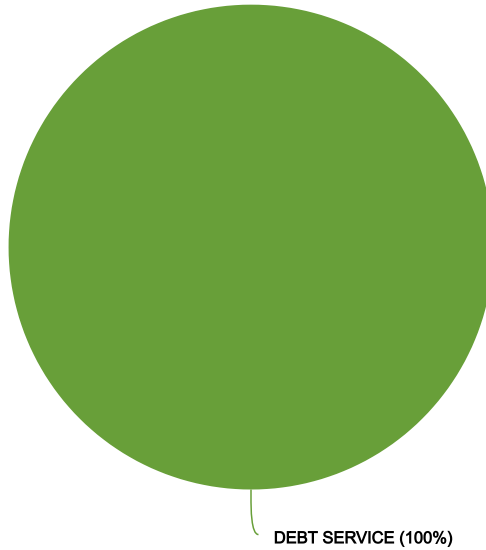


Name	Account ID	FY2022 Actual	FY2023 Actual	FY2024 Amended	FY2024 Projected Budget	FY2025 Proposed Budget
Revenue Source						
Miscellaneous Revenues						
Interest-Equity in Pooled Cash	201-0000-361-36110	\$595	\$1,614	\$17,427	\$35,046	\$21,768
Transfer from General Fund	201-0000-381-38101	\$1,004,741	\$417,965	\$825,989	\$825,989	\$819,897
Total Miscellaneous Revenues:		\$1,005,336	\$419,579	\$843,416	\$861,035	\$841,665
Total Revenue Source:		\$1,005,336	\$419,579	\$843,416	\$861,035	\$841,665



Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Name	Account ID	FY2022 Actual	FY2023 Actual	FY2024 Amended	FY2024 Projected Budget	FY2025 Proposed Budget
DEBT SERVICE						
Principal	201-5200-517-71100	\$819,645	\$706,739	\$691,959	\$691,959	\$705,687
Interest	201-5200-517-72100	\$177,924	\$161,374	\$145,457	\$145,457	\$129,978
Other Debt Service Costs	201-5200-517-73100	\$4,000	\$49,500	\$6,000	\$6,000	\$6,000
Total DEBT SERVICE:		\$1,001,569	\$917,613	\$843,416	\$843,416	\$841,665





Special Revenue Fund Transportation Fund

The Public Works Department oversees the planning, development, and implementation of the Town's Transportation Fund, including related public works operations and maintenance responsibilities.

The services, functions and activities include:

- Maintaining all streets and traffic control devices, including pavement markings and signage, guardrails, traffic-calming systems.
- Maintaining the tertiary stormwater drainage infrastructure system including roadside swales, interconnecting ditches, drainage pipes, stormwater structures and headwalls.
- Accomplishing construction of all annually funded capital improvements related to roadway drainage and resurfacing projects.
- Overseeing the development, implementation, and maintenance of roadway contracts, including all related records, construction specifications and ensuring contract performance remains in compliance with all jurisdictional federal, state, and local agency regulations and the Town's ordinances, rules, and administrative regulations.
- Assuring optimum contractual activity in the maintenance of all transportation facilities and infrastructure.
- Administering and coordinating compliance with the municipal separate storm sewer system (MS4) within the National Pollutant Discharge Elimination System (NPDES) program. Prepares and submits all required documentation for the NPDES annual report.
- Overseeing community participation in the Community Rating System (CRS) Program.
- Overseeing community participation in the National Flood Insurance Program (NFIP).
- Providing a professional liaison to the Drainage and Infrastructure Advisory Board.
- The fund requires an annual subsidy to fulfill a portion of its annual expenditures, via a general fund transfer, which impacts the millage rate.

The PROS Department administers portions of the Town's Transportation Fund related to management of all right-of-way and Griffin Road landscape maintenance and improvements.

FY 2023/2024 Accomplishment

In accordance with Priority Area D "Improved Infrastructure" Goal 2d, Objectives 2 and 3 of the Town's Strategic Plan to improve water resource management, the department completed the following drainage improvements:

- Completed permitting and bidding for the Country Estates Drainage and Water Quality Improvement Project.
- Completed construction of the SW 63rd Street and SW 185th Way Drainage Improvements
- Completed permitting and bidding for the Green Meadows Drainage Improvements (south)
- Completed construction of the SW 54th Place Drainage Improvements from Dykes Road to the Ivanhoe Canal
- Completed permitting and bidding for the Dykes Road Piping Project
- Completed permitting of the Southwest Meadows Sanctuary drainage connection and wetlands.

Awarded the following grants to supplement the Transportation Fund:

- \$600,000 Federal EPA Grant Southwest Meadows Sanctuary Canal and Wetlands
- \$16,645 Florida Assistance to Firefighters for bunker gear
- \$200,000 for Town Vulnerability Assessment



In accordance with Priority Area D “Improved Infrastructure” Goal 3d of the Town’s Strategic Plan to improve road conditions management, the department completed the following:

- Purchased and installed twelve new electronic speed limit signs
- Completed surveying and design of the Stirling Road from SW 166th Avenue to Dykes Road, and SW 166th Avenue side streets: SW 61st Street, SW 62nd Street, SW 63rd Manor, SW 64th Street, and SW 69th Street TSDOR segments so we can submit the construction as a shovel-ready Surtax Rehab and Maintenance project once the County accepts applications.
- Completed surveying and design of Holatee Trail (Stirling Road to East Palomino), Hunter Lane, SW 134th Avenue, and Luray Road TSDOR segments so we can submit the construction as a shovel-ready Surtax Rehab and Maintenance project once the County accepts applications.
- In accordance with Priority Area D “Improved Infrastructure” Goal 2d, Objective 4 of the Town’s Strategic Plan to improve water resource management, the department completed the following:
 - Completed Community Rating System (CRS) Program recertification.
 - Prepared and submitted to the Florida Department of Environmental Protection (FDEP) the Town’s NPDES Annual Report.
 - Developed several public interfacing GIS maps available now, on the Town’s website.
 - Developed annual stormwater facility maintenance program.

Issues (2024/2025):

- Improvement of right-of-way maintenance levels of service (LOL) and increased areas of maintenance at sustainable costs.
- Insufficient drainage system data to satisfy the NPDES permit requirement and for tertiary drainage master planning.
- Improvement in infrastructure maintenance level of services without outside funding sources.
- Availability of funding for ongoing street maintenance and repairs.
- Availability of funds for the Drainage & Infrastructure Advisory Board project list.
- Lack of storage space to house all active engineering permit files.
- Availability of funds to address aging and damaged guardrail.
- Availability of funds for mapping and documentation preparation for improved CRS rating.
- Capped TSDOR funding is extending program duration significantly.
- Changes in Broward County Surtax project eligibility requirements
- Economic and schedule impacts due to workforce and material shortages.
- Availability of funds to procure a comprehensive permitting software solution to assist with NPDES and CRS recertification.
- Availability of funding for construction of TSDOR roadway segments, striping, & markings.

Fiscal Year 2024/2025 Performance Objectives:

- Evaluate the stormwater design requirements and review fill permit process
- Utilize monthly newsletter as an educational tool for drainage issues
- Further develop and expand GIS database.
- Complete construction of all funded capital improvement projects within or under budget.
- Continue to provide liaison assistance to the Drainage and Infrastructure Advisory Board.
- Develop a Five-Year Plan for Drainage and Mobility Advancement Program.
- Facilitate/comply with specified departmental performance measures of the Town’s Strategic Plan.
- Develop an annual comprehensive emergency management tabletop program.

Personnel Complement:

Position Title	Adopted FY 2024			Proposed FY 2025		
	Full Time	Part Time	Temp	Full Time	Part Time	Temp
Public Works Director	.5			.5		
Total	.5			.5		



Transportation Fund Summary Fiscal Year 2025

FY 2024 Estimated

Estimated Transportation Revenue	2,526,474
Estimated Expenditures & Encumbrances	<u>(2,408,330)</u>
Estimated FY 2024 Year End Difference	<u>118,143</u>

FY 2025 Projected Restricted/Committed Fund Balance

Audited Restricted/Committed Fund Balance 9/30/2023	2,030,873
Estimated FY 2024 Year End Difference	118,143
Appropriated Restricted/Committed Fund Balance FY 2024	<u>0</u>
Projected Restricted/Committed Fund Balance 9/30/2024	2,149,016
Appropriated Restricted/Committed Fund Balance FY 2025	<u>(230,000)</u>
Projected Restricted/Committed Fund Balance 9/30/2025	<u>1,919,016</u>

FY 2025 Budget Summary

Proposed Revenues

Intergovernmental Revenues	1,921,299
Interest Earnings	118,278
Transfer From General Fund	2,473,788
Appropriated Restricted/Committed Fund Balance	<u>230,000</u>
Total Revenues	<u>4,743,365</u>

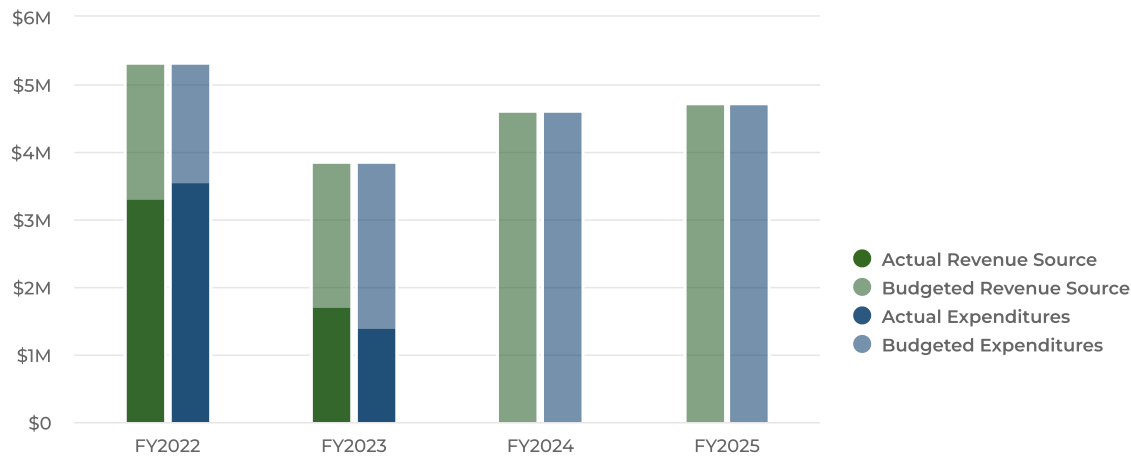
Proposed Expenditures

Personnel Costs	115,579
Operating Items	708,776
Capital Outlay	<u>3,919,010</u>
Total Expenditures	<u>4,743,365</u>



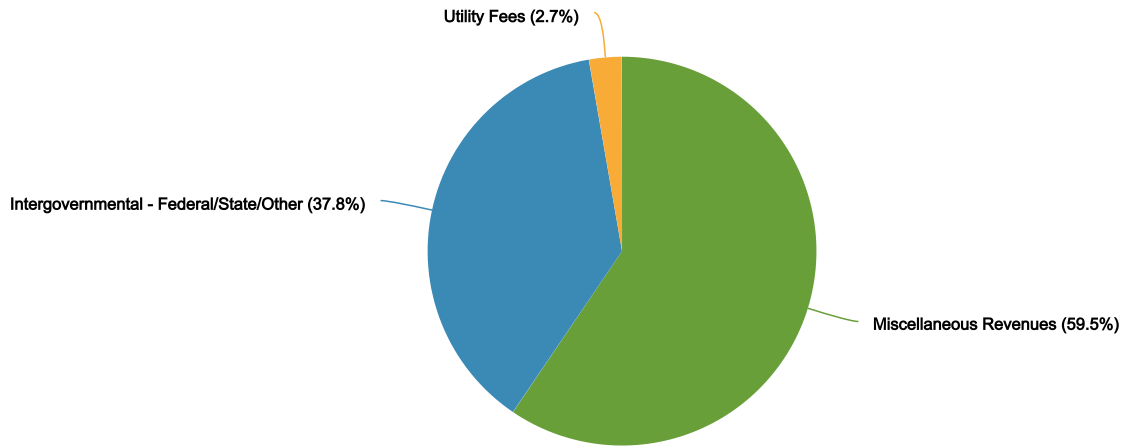
Summary

The Town of Southwest Ranches is projecting \$4.74M of revenue in FY2025, which represents a 2.5% increase over the prior year. Budgeted expenditures are projected to increase by 2.5% or \$115.68K to \$4.74M in FY2025.



Revenues by Source

Projected 2025 Revenues by Source



Name	Account ID	FY2022 Actual	FY2023 Actual	FY2024 Amended	FY2024 Projected Budget	FY2025 Proposed Budget
Revenue Source						
Utility Fees						
First Local Option Fuel Tax(6 cent)	101-0000-312-31241	\$79,297	\$78,439	\$79,319	\$73,581	\$75,788
Second Local Option Fuel Tax(3 cent)	101-0000-312-31242	\$55,582	\$55,125	\$55,749	\$51,813	\$53,367
Total Utility Fees:		\$134,879	\$133,564	\$135,068	\$125,394	\$129,155
Miscellaneous Revenues						
Interest-Equity in Pooled Cash	101-0000-361-36110	\$3,261	\$42,791	\$77,016	\$190,422	\$118,279
Other Miscellaneous Revenue	101-0000-369-36990	\$52,573	\$0	\$0	\$0	\$0
Transfer from General Fund	101-0000-381-38101	\$1,021,019	\$826,950	\$1,290,162	\$1,290,162	\$2,473,788
Appropriated Fund Balance-Governmental	101-0000-399-39900	\$0	\$0	\$176,574	\$0	\$230,000
Total Miscellaneous Revenues:		\$1,076,854	\$869,741	\$1,543,752	\$1,480,584	\$2,822,067
Intergovernmental - Federal/State/Other						
State Grant - Other Transportation	101-0000-334-33449	\$387,704	\$703,600	\$2,910,880	\$889,717	\$1,760,441
State Rev Share-Proceed (SIs/8 cent motorTx)	101-0000-335-33512	\$37,323	\$35,081	\$37,989	\$30,779	\$31,702
Local Govt-Brwd Cty Surtax-Drainage	101-0000-338-33846	\$52,868	\$0	\$0	\$0	\$0

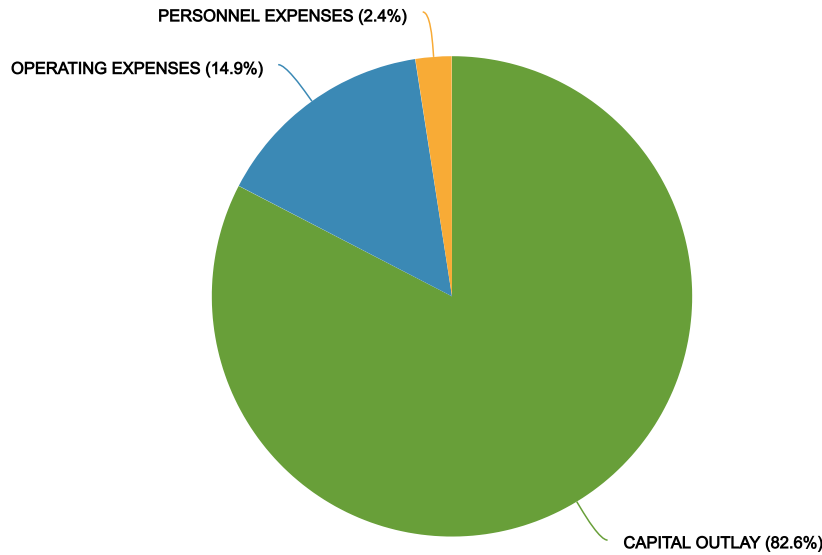


Name	Account ID	FY2022 Actual	FY2023 Actual	FY2024 Amended	FY2024 Projected Budget	FY2025 Proposed Budget
Local Govt-Brwd Cty Surtax-TSDOR	101-0000-338-33848	\$1,654,302	\$0	\$0	\$0	\$0
Total Intergovernmental - Federal/State/Other:		\$2,132,197	\$738,681	\$2,948,869	\$920,496	\$1,792,143
Total Revenue Source:		\$3,343,929	\$1,741,986	\$4,627,689	\$2,526,474	\$4,743,365



Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Name	Account ID	FY2022 Actual	FY2023 Actual	FY2024 Amended	FY2024 Projected Budget	FY2025 Proposed Budget
Expense Objects						
PERSONNEL EXPENSES						
Regular Salaries & Wages	101-5100-541-12100	\$76,646	\$87,876	\$91,344	\$91,874	\$95,471
Payroll Tax Expense	101-5100-541-21100	\$5,762	\$6,421	\$6,987	\$7,028	\$7,304
Retirement Contribution	101-5100-541-22100	\$5,315	\$8,647	\$9,056	\$8,797	\$9,352
Workers Compensation	101-5100-541-24100	\$1,720	\$1,727	\$3,303	\$3,322	\$3,452
Total PERSONNEL EXPENSES:		\$89,444	\$104,671	\$110,690	\$111,021	\$115,579
OPERATING EXPENSES						
Professional Services/Studies/Surveys	101-5100-541-31010	\$106,430	\$347,442	\$38,000	\$38,000	\$258,000
Mileage Reimbursement	101-5100-541-40100	\$929	\$500	\$750	\$300	\$300
Maintenance Service/Repair Contracts	101-5100-541-46010	\$82,881	\$83,251	\$81,348	\$81,348	\$83,382
Stormwater Maintenance	101-5100-541-46015	\$0	\$9,000	\$10,000	\$10,000	\$15,000
Other Current Charges	101-5100-541-49100	\$25	\$2,382	\$5,000	\$3,000	\$4,500
Road Materials-General &/or Emergencies	101-5100-541-53100	\$152,927	\$149,810	\$175,000	\$175,000	\$150,000



Name	Account ID	FY2022 Actual	FY2023 Actual	FY2024 Amended	FY2024 Projected Budget	FY2025 Proposed Budget
Road Materials-Griffin Road Maintenance	101-5100-541-53110	\$153,047	\$159,076	\$162,947	\$162,947	\$167,594
Traffic Signs	101-5100-541-53200	\$28,709	\$13,263	\$40,500	\$40,500	\$30,000
Total OPERATING EXPENSES:		\$524,948	\$764,724	\$513,545	\$511,095	\$708,776
CAPITAL OUTLAY						
Infrastructure-General	101-5100-541-63100	\$0	\$0	\$66,000	\$52,260	\$68,400
Infrastructure-Southwest Meadows	101-5100-541-63140	\$0	\$0	\$750,000	\$25,000	\$1,708,089
Infrastructure-Drainage	101-5100-541-63260	\$610,610	\$467,072	\$2,667,484	\$1,477,603	\$1,390,441
Infrastructure-Drainage-Surtax	101-5100-541-63265	\$77,509	\$0	\$0	\$0	\$0
Infrastructure-Roadway Paving	101-5100-541-63280	\$46,258	\$88,460	\$486,450	\$231,350	\$752,080
Infrastructure-Roadway Paving-Surtax	101-5100-541-63285	\$1,683,800	\$4,538	\$33,520	\$0	\$0
Infrastructure-Entranceway Enhancement	101-5100-541-63300	\$1,980	\$0	\$0	\$0	\$0
Infrastructure-Guard Rails	101-5100-541-63320	\$505,774	\$0	\$0	\$0	\$0
Infrastructure-Striping/Markers	101-5100-541-63360	\$12,750	\$0	\$0	\$0	\$0
Machinery & Equipment	101-5100-541-64100	\$15,000	\$0	\$0	\$0	\$0
Total CAPITAL OUTLAY:		\$2,953,680	\$560,069	\$4,003,454	\$1,786,213	\$3,919,010
Total Expense Objects:		\$3,568,072	\$1,429,464	\$4,627,689	\$2,408,329	\$4,743,365





Special Revenue Fund Volunteer Fire Fund

The Voluntary Fire Services Fund is considered a blended component unit of the Town. In accordance with generally accepted governmental standards and accounting principles this fund is presented within the Town as a special revenue fund. It is an IRS 501(c)(4) non-profit corporation whose Board of Directors consists of the entire membership of the Town Council who preside and transact business independently.

Presently, this fund comprises a team of approximately 35 independent, professional volunteer firefighters who primarily provide additional fire protection support to the entire Town and to lessen the burdens of government by protecting life and property against fire, disaster, natural catastrophe or other calamity in the Town of Southwest Ranches, Florida, and when, if requested, offer mutual aid and assistance to any surrounding municipality or other governmental entity.

Volunteer Fire Fund Summary **Fiscal Year 2025**

FY 2024 Estimated	
Estimated Volunteer Fire Fund Revenues	296,482
Estimated Expenditures & Encumbrances	<u>(298,924)</u>
Estimated FY 2024 Excess of Revenue over Expenditures	<u><u>(2,442)</u></u>

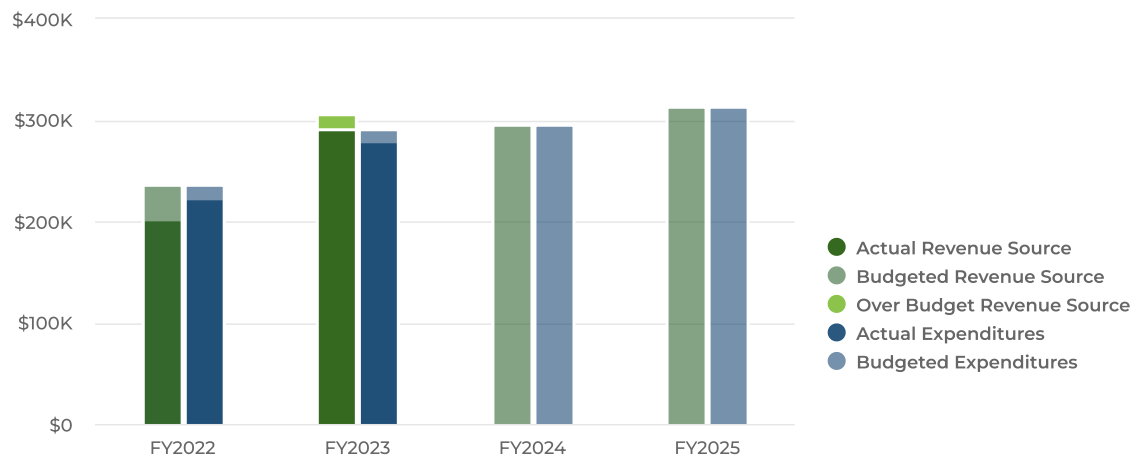
FY 2025 Projected Restricted Fund Balance	
Audited Restricted Fund Balance 9/30/2023	41,262
Estimated FY 2024 Excess of Revenue over Expenditures	(2,442)
Appropriated Restricted Fund Balance in FY 2024	-
Projected Restricted Fund Balance 9/30/2024	<u>38,820</u>
Appropriated Restricted Fund Balance in FY 2025	-
Projected Restricted Fund Balance 9/30/2025	<u><u>38,820</u></u>

FY 2025 Budget Summary	
Proposed Revenues	
Contributions/Private Sources	10,000
Transfer from General Fund	303,900
Appropriated Restricted Fund Balance	-
Total Revenues	<u><u>313,900</u></u>
Proposed Expenditures	
Personnel Costs	283,584
Operating Items	30,316
Total Expenditures	<u><u>313,900</u></u>



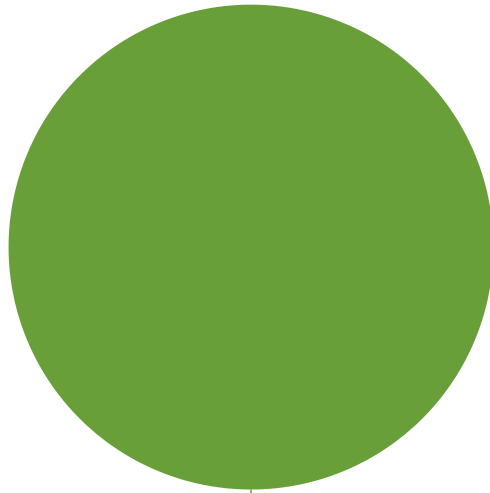
Summary

The Town of Southwest Ranches is projecting \$313.9K of revenue in FY2025, which represents a 5.9% increase over the prior year. Budgeted expenditures are projected to increase by 5.9% or \$17.42K to \$313.9K in FY2025.



Revenues by Source

Projected 2025 Revenues by Source



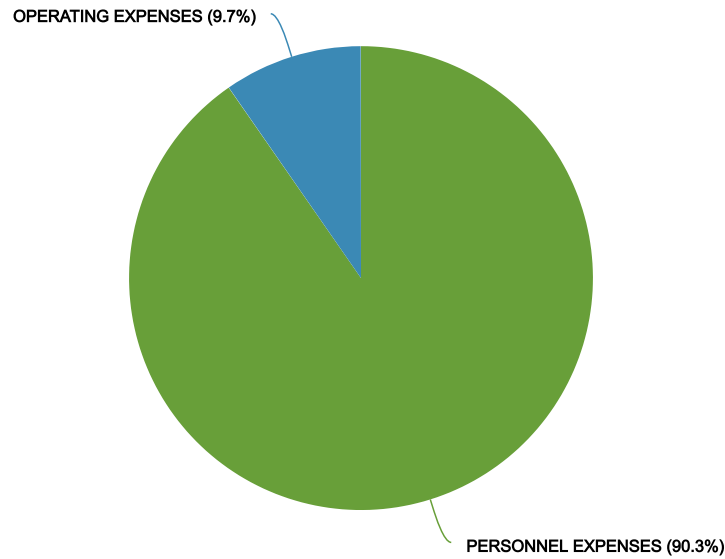
Miscellaneous Revenues (100%)

Name	Account ID	FY2022 Actual	FY2023 Actual	FY2024 Amended	FY2024 Projected Budget	FY2025 Proposed Budget
Revenue Source						
Miscellaneous Revenues						
Interest-Volunteer Fire Fund	102-0000-361-36117	\$73	\$198	\$0	\$0	\$0
Contrib/Donations from Private Sources	102-0000-366-36610	\$6,360	\$5,691	\$10,000	\$10,000	\$10,000
Other Miscellaneous Revenue	102-0000-369-36990	\$0	\$19,890	\$0	\$0	\$0
Transfer from General Fund	102-0000-381-38101	\$196,295	\$281,426	\$286,482	\$286,482	\$303,900
Total Miscellaneous Revenues:		\$202,728	\$307,205	\$296,482	\$296,482	\$313,900
Total Revenue Source:		\$202,728	\$307,205	\$296,482	\$296,482	\$313,900



Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Name	Account ID	FY2022 Actual	FY2023 Actual	FY2024 Amended	FY2024 Projected Budget	FY2025 Proposed Budget
Expense Objects						
PERSONNEL EXPENSES						
PT Salaries-No Benefits	102-3200-522-13100	\$176,073	\$225,773	\$225,825	\$225,825	\$225,825
Payroll Tax Expense	102-3200-522-21100	\$13,470	\$17,272	\$17,275	\$17,275	\$17,276
Workers Compensation	102-3200-522-24100	\$18,779	\$21,030	\$24,185	\$38,158	\$40,483
Total PERSONNEL EXPENSES:		\$208,322	\$264,075	\$267,285	\$281,258	\$283,584
OPERATING EXPENSES						
Property & Liability Insurance	102-3200-522-45100	\$15,077	\$16,693	\$19,197	\$17,666	\$20,316
Promotional Activities/Town Events	102-3200-522-48110	\$639	\$0	\$10,000	\$0	\$10,000
Other Current Charges	102-3200-522-49100	\$61	\$61	\$0	\$0	\$0
Miscellaneous Operating Supplies	102-3200-522-52900	\$0	-\$400	\$0	\$0	\$0
Total OPERATING EXPENSES:		\$15,777	\$16,355	\$29,197	\$17,666	\$30,316
Total Expense Objects:		\$224,099	\$280,430	\$296,482	\$298,924	\$313,900





Enterprise Fund Solid Waste Fund

The Solid Waste Fund is operated under exclusive contractual agreements with the Town under the primary oversight of the Public Works Department. A goal of the Town and contractor is to provide for the regular and courteous removal and disposal of solid waste, recycling and bulk trash materials consistent with balancing quality services at an affordable cost.

The Town's contract with WM (Formerly Waste Management) began on October 1st, 2022. Management employs their own solid, recycling, and bulk waste collection crews who provide services consistent with its published collections schedule. Additional contractor solid waste and recycling collection responsibilities include the environmentally responsible delivery and disposal of waste materials. The approved contract also imposes sanctions, fines and penalty provisions if service delivery falls below Town expectations.

General Town administrative support services provide several services for this fund, such as: customer service, general management, public works, code compliance, finance & budget (for residential collection and accounts payable) and legal. The Solid Waste Fund offsets some of these costs with a service payment/transfer to the General Fund to reimburse (i.e., cost recovery) a portion of its overall personnel costs ("cost allocation").

The Town Council approved a contract with WM (formerly Waste Management) on July 28, 2022, for solid waste, recyclables, bulk waste collection and disposal franchise agreement. The FY 2024-2025 total proposed solid waste assessment expenses have been estimated at \$3,494,712. This amount represents an increase of \$263,156 or approximately 8% when compared to last year's budgeted amount of \$3,231,556. The increase reflects an annual CPI rate adjustment that, as per the contract, came in at 6%.

Further, it is important to note that residential rates are not impacted by emergency disaster recovery efforts. A Series 2023, \$20 million emergency line of credit debt service is available to draw upon in the event of a future disaster, if necessary.

Solid Waste Fund Summary Fiscal Year 2025

FY 2024 Estimated

Estimated Solid Waste Fund Service Revenue	3,164,209
Estimated Expenditures & Encumbrances	<u>(3,148,363)</u>
Estimated FY 2024 Excess of Revenue over Expenditures	<u>15,846</u>

FY 2025 Projected Unrestricted Net Position

Audited Unrestricted Net Position 9/30/2023	862,627
Estimated FY 2024 Excess of Revenue over Expenditures	15,846
Appropriated Unrestricted Net Position in FY 2024	<u>-</u>
Projected Unrestricted Net Position 9/30/2024	<u>878,473</u>
Appropriated Unrestricted Net Position in FY 2025	<u>-</u>
Projected Unrestricted Net Position 9/30/2025	<u>878,473</u>

FY 2025 Budget Summary

Proposed Revenues

Service Revenues	3,385,951
Interest Earnings	80,437
Appropriated Unrestricted Net Assets	<u>-</u>
Total Revenues	<u>3,466,388</u>

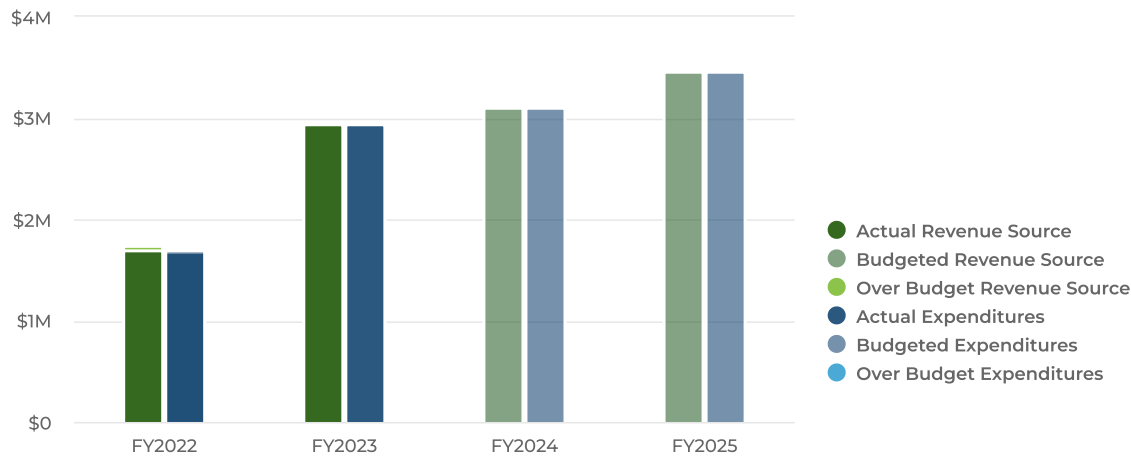
Proposed Expenditures

Operating Items	3,074,398
Non-Operating Costs	391,990
Total Expenditures	<u>3,466,388</u>



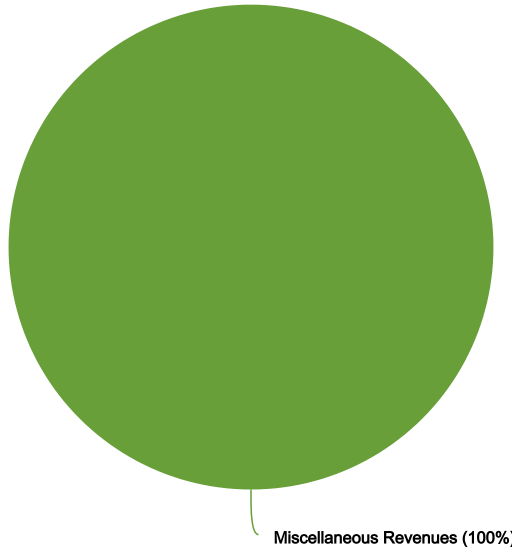
Summary

The Town of Southwest Ranches is projecting \$3.47M of revenue in FY2025, which represents a 11.3% increase over the prior year. Budgeted expenditures are projected to increase by 11.3% or \$353.07K to \$3.47M in FY2025.



Revenues by Source

Projected 2025 Revenues by Source

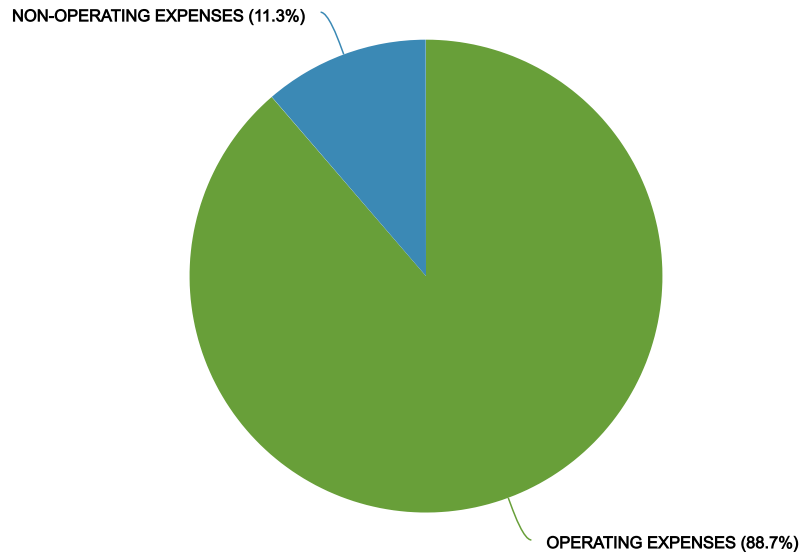


Name	Account ID	FY2022 Actual	FY2023 Actual	FY2024 Amended	FY2024 Projected Budget	FY2025 Proposed Budget
Revenue Source						
Miscellaneous Revenues						
Special Assessment-SWaste-Current	401-0000-325-32524	\$795,443	\$1,389,397	\$1,437,776	\$1,430,159	\$1,560,801
Special Assessment-SWaste-Delinquent	401-0000-325-32525	\$23,238	\$0	\$0	\$0	\$0
Special Assessment-Bulk Waste-Current	401-0000-325-32526	\$905,509	\$1,444,255	\$1,616,772	\$1,590,262	\$1,825,150
Special Assessment-Bulk Waste-Delinquent	401-0000-325-32527	\$27,099	\$0	\$0	\$0	\$0
Other Miscellaneous Revenue	401-0000-369-36990	\$0	\$83,196	\$0	\$14,422	\$0
Interest-Proprietary-Equity in Pooled Cash	401-0000-389-38910	\$2,614	\$39,560	\$58,767	\$129,366	\$80,437
Total Miscellaneous Revenues:		\$1,753,902	\$2,956,408	\$3,113,315	\$3,164,209	\$3,466,388
Total Revenue Source:		\$1,753,902	\$2,956,408	\$3,113,315	\$3,164,209	\$3,466,388



Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Name	Account ID	FY2022 Actual	FY2023 Actual	FY2024 Amended	FY2024 Projected Budget	FY2025 Proposed Budget
Expense Objects						
OPERATING EXPENSES						
Professional Services/Studies/Surveys	401-4100-534-31010	\$2,545	\$0	\$3,500	\$0	\$0
Recycling Collection Exp	401-4100-534-34200	\$108,988	\$288,795	\$306,122	\$315,392	\$289,229
Solid Waste Collection Exp	401-4100-534-34202	\$414,984	\$689,381	\$730,744	\$727,368	\$772,566
Solid Waste Disposal Exp	401-4100-534-34203	\$149,482	\$267,593	\$283,648	\$296,997	\$401,760
Bulk Waste Collection Exp	401-4100-534-34205	\$381,818	\$1,055,916	\$1,119,271	\$1,113,926	\$1,024,069
Bulk Waste Disposal Exp	401-4100-534-34206	\$386,295	\$346,939	\$367,756	\$392,799	\$560,401
Other Current Charges	401-4100-534-49100	\$0	\$24,155	\$25,605	\$25,211	\$26,373
Total OPERATING EXPENSES:		\$1,444,112	\$2,672,779	\$2,836,646	\$2,871,693	\$3,074,398
NON-OPERATING EXPENSES						
Transfer to General Fund	401-4100-581-91001	\$243,032	\$283,125	\$276,669	\$276,669	\$306,990
Contingency/Reserve	401-4100-590-99100	\$0	\$0	\$0	\$0	\$85,000
Total NON-OPERATING EXPENSES:		\$243,032	\$283,125	\$276,669	\$276,669	\$391,990
Total Expense Objects:		\$1,687,144	\$2,955,904	\$3,113,315	\$3,148,362	\$3,466,388



APPENDIX



Glossary

Abatement: A reduction or elimination of a real or personal property tax, motor vehicle excise, a fee, charge, or special assessment imposed by a governmental unit. Granted only on application of the person seeking the abatement and only by the committing governmental unit.

Accounting System: The total structure of records and procedures that identify record, classify, and report information on the financial position and operations of a governmental unit or any of its funds, account groups, and organizational components.

Accrued Interest: The amount of interest that has accumulated on the debt since the date of the last interest payment, and on the sale of a bond, the amount accrued up to but not including the date of delivery (settlement date). (See Interest)

Amortization: The gradual repayment of an obligation over time and in accordance with a predetermined payment schedule.

Appropriation: A legal authorization from the community's legislative body to expend money and incur obligations for specific public purposes. An appropriation is usually limited in amount and as to the time period within which it may be expended.

Arbitrage: As applied to municipal debt, the investment of tax-exempt bonds or note proceeds in higher yielding, taxable securities. Section 103 of the Internal Revenue Service (IRS) Code restricts this practice and requires (beyond certain limits) that earnings be rebated (paid) to the IRS.

Assessed Valuation: A value assigned to real estate or other property by a government as the basis for levying taxes.

Audit: An examination of a community's financial systems, procedures, and data by a certified public accountant (independent auditor), and a report on the fairness of financial statements and on local compliance with statutes and regulations. The audit serves as a valuable management tool in evaluating the fiscal performance of a community.

Audit Report: Prepared by an independent auditor, an audit report includes: (a) a statement of the scope of the audit; (b) explanatory comments as to application of auditing procedures; (c) findings and opinions. It is almost always accompanied by a management letter which contains supplementary comments and recommendations.

Available Funds: Balances in the various fund types that represent non-recurring revenue sources. As a matter of sound practice, they are frequently appropriated to meet unforeseen expenses, for capital expenditures or other one-time costs.

Balance Sheet: A statement that discloses the assets, liabilities, reserves and equities of a fund or governmental unit at a specified date.

Betterments (Special Assessments): Whenever a specific area of a community receives benefit from a public improvement (e.g., water, sewer, sidewalk, etc.), special property taxes may be assessed to reimburse the governmental entity for all or part of the costs it incurred. Each parcel receiving benefit from the improvement is assessed for its proportionate share of the cost of such improvements. The proportionate share may be paid in full or the property owner may request that the assessors apportion the betterment over 20 years. Over the life of the betterment, one year's apportionment along with one year's committed interest computed from October 1 to October 1 is added to the tax bill until the betterment has been paid.



Bond: A means to raise money through the issuance of debt. A bond issuer/borrower promises in writing to repay a specified sum of money, alternately referred to as face value, par value or bond principal, to the buyer of the bond on a specified future date (maturity date), together with periodic interest at a specified rate. The term of a bond is always greater than one year. (See Note)

Bond and Interest Record: (Bond Register) – The permanent and complete record maintained by a treasurer for each bond issue. It shows the amount of interest and principal coming due each date and all other pertinent information concerning the bond issue.

Bonds Authorized and Unissued: Balance of a bond authorization not yet sold. Upon completion or abandonment of a project, any remaining balance of authorized and unissued bonds may not be used for other purposes, but must be rescinded by the community's legislative body to be removed from community's books.

Bond Issue: Generally, the sale of a certain number of bonds at one time by a governmental unit.

Bond Rating (Municipal): A credit rating assigned to a municipality to help investors assess the future ability, legal obligation, and willingness of the municipality (bond issuer) to make timely debt service payments. Stated otherwise, a rating helps prospective investors determine the level of risk associated with a given fixed-income investment. Rating agencies, such as Moody's and Standard and Poors, use rating systems, which designate a letter or a combination of letters and numerals where AAA is the highest rating and C1 is a very low rating.

Budget: A plan for allocating resources to support particular services, purposes and functions over a specified period of time. (See Performance Budget, Program Budget)

Capital Assets: All real and tangible property used in the operation of government, which is not easily converted into cash, and has an initial useful life extending beyond a single financial reporting period. Capital assets include land and land improvements; infrastructure such as roads, bridges, water and sewer lines; easements; buildings and building improvements; vehicles, machinery and equipment. Communities typically define capital assets in terms of a minimum useful life and a minimum initial cost. (See Fixed Assets)

Capital Budget: An appropriation or spending plan that uses borrowing or direct outlay for capital or fixed asset improvements. Among other information, a capital budget should identify the method of financing each recommended expenditure, i.e., tax levy or rates, and identify those items that were not recommended. (See Capital Assets, Fixed Assets)

Cash: Currency, coin, checks, postal and express money orders and bankers' drafts on hand or on deposit with an official or agent designated as custodian of cash and bank deposits.

Cash Management: The process of monitoring the ebb and flow of money in an out of municipal accounts to ensure cash availability to pay bills and to facilitate decisions on the need for short-term borrowing and investment of idle cash.

Certificate of Deposit (CD): A bank deposit evidenced by a negotiable or non-negotiable instrument, which provides on its face that the amount of such deposit plus a specified interest payable to a bearer or to any specified person on a certain specified date, at the expiration of a certain specified time, or upon notice in writing.

Classification of Real Property: Assessors are required to classify all real property according to use into one of four classes: residential, open space, commercial, and industrial. Having classified its real properties, local officials are permitted to determine locally, within limitations established by statute and the Commissioner of



Revenue, what percentage of the tax burden is to be borne by each class of real property and by personal property owners.

Collective Bargaining: The process of negotiating workers' wages, hours, benefits, working conditions, etc., between an employer and some or all of its employees, who are represented by a recognized labor union. regarding wages, hours and working conditions.

Consumer Price Index: The statistical measure of changes, if any, in the overall price level of consumer goods and services. The index is often called the "cost-of-living index."

Cost-Benefit Analysis: A decision-making tool that allows a comparison of options based on the level of benefit derived and the cost to achieve the benefit from different alternatives.

Debt Burden: The amount of debt carried by an issuer usually expressed as a measure of value (i.e., debt as a percentage of assessed value, debt per capita, etc.). Sometimes debt burden refers to debt service costs as a percentage of the total annual budget.

Debt Service: The repayment cost, usually stated in annual terms and based on an amortization schedule, of the principal and interest on any particular bond issue.

Encumbrance: A reservation of funds to cover obligations arising from purchase orders, contracts, or salary commitments that are chargeable to, but not yet paid from, a specific appropriation account.

Enterprise Funds: An enterprise fund is a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. It allows a community to demonstrate to the public the portion of total costs of a service that is recovered through user charges and the portion that is subsidized by the tax levy, if any. With an enterprise fund, all costs of service delivery--direct, indirect, and capital costs—are identified. This allows the community to recover total service costs through user fees if it chooses. Enterprise accounting also enables communities to reserve the "surplus" or net assets unrestricted generated by the operation of the enterprise rather than closing it out to the general fund at year-end. Services that may be treated as enterprises include, but are not limited to, water, sewer, hospital, and airport services.

Equalized Valuations (EQVs): The determination of the full and fair cash value of all property in the community that is subject to local taxation.

Estimated Receipts: A term that typically refers to anticipated local revenues often based on the previous year's receipts and represent funding sources necessary to support a community's annual budget. (See Local Receipts)

Exemptions: A discharge, established by statute, from the obligation to pay all or a portion of a property tax. The exemption is available to particular categories of property or persons upon the timely submission and approval of an application to the assessors. Properties exempt from taxation include hospitals, schools, houses of worship, and cultural institutions. Persons who may qualify for exemptions include disabled veterans, blind individuals, surviving spouses, and seniors.

Expenditure: An outlay of money made by municipalities to provide the programs and services within their approved budget.

Fiduciary Funds: Repository of money held by a municipality in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and other funds. These include pension (and other employee benefit) trust funds, investment trust funds, private- purpose trust funds, and agency funds.



Fixed Assets: Long-lived, assets such as buildings, equipment and land obtained or controlled as a result of past transactions or circumstances.

Fixed Costs: Costs that are legally or contractually mandated such as retirement, FICA/Social Security, insurance, debt service costs or interest on loans.

Float: The difference between the bank balance for a local government's account and its book balance at the end of the day. The primary factor creating float is clearing time on checks and deposits. Delays in receiving deposit and withdrawal information also influence float.

Full Faith and Credit: A pledge of the general taxing powers for the payment of governmental obligations. Bonds carrying such pledges are usually referred to as general obligation or full faith and credit bonds.

Fund: An accounting entity with a self-balancing set of accounts that are segregated for the purpose of carrying on identified activities or attaining certain objectives in accordance with specific regulations, restrictions, or limitations.

Fund Accounting: Organizing financial records into multiple, segregated locations for money. A fund is a distinct entity within the municipal government in which financial resources and activity (assets, liabilities, fund balances, revenues, and expenditures) are accounted for independently in accordance with specific regulations, restrictions or limitations. Examples of funds include the general fund and enterprise funds. Communities whose accounting records are organized according to the Uniform Municipal Accounting System (UMAS) use multiple funds.

GASB 34: A major pronouncement of the Governmental Accounting Standards Board that establishes new criteria on the form and content of governmental financial statements. GASB 34 requires a report on overall financial health, not just on individual funds. It requires more complete information on the cost of delivering value estimates on public infrastructure assets, such as bridges, road, sewers, etc. It also requires the presentation of a narrative statement the government's financial performance, trends and prospects for the future.

GASB 45: This is another Governmental Accounting Standards Board major pronouncement that each public entity account for and report other postemployment benefits in its accounting statements. Through actuarial analysis, municipalities must identify the true costs of the OPEB earned by employees over their estimated years of actual service.

General Fund: The fund used to account for most financial resources and activities governed by the normal appropriation process.

General Obligation Bonds: Bonds issued by a municipality for purposes allowed by statute that are backed by the full faith and credit of its taxing authority.

Governing Body: A board, committee, commission, or other executive or policymaking body of a municipality or school district.

Indirect Cost: Costs of a service not reflected in the operating budget of the entity providing the service. An example of an indirect cost of providing water service would be the value of time spent by non-water department employees processing water bills. A determination of these costs is necessary to analyze the total cost of service delivery. The matter of indirect costs arises most often in the context of enterprise funds.



Interest: Compensation paid or to be paid for the use of money, including amounts payable at periodic intervals or discounted at the time a loan is made. In the case of municipal bonds, interest payments accrue on a day-to-day basis, but are paid every six months.

Interest Rate: The interest payable, expressed as a percentage of the principal available for use during a specified period of time. It is always expressed in annual terms.

Investments: Securities and real estate held for the production of income in the form of interest, dividends, rentals or lease payments. The term does not include fixed assets used in governmental operations.

Line Item Budget: A budget that separates spending into categories, or greater detail, such as supplies, equipment, maintenance, or salaries, as opposed to a program budget.

Local Aid: Revenue allocated by the state or counties to municipalities and school districts.

Maturity Date: The date that the principal of a bond becomes due and payable in full.

Municipal(s): (As used in the bond trade) "Municipal" refers to any state or subordinate governmental unit. "Municipals" (i.e., municipal bonds) include not only the bonds of all political subdivisions, such as cities, towns, school districts, special districts, counties but also bonds of the state and agencies of the state.

Note: A short-term loan, typically with a maturity date of a year or less.

Objects of Expenditures: A classification of expenditures that is used for coding any department disbursement, such as "personal services," "expenses," or "capital outlay."

Official Statement: A document prepared for potential investors that contains information about a prospective bond or note issue and the issuer. The official statement is typically published with the notice of sale. It is sometimes called an offering circular or prospectus.

Operating Budget: A plan of proposed expenditures for personnel, supplies, and other expenses for the coming fiscal year.

Overlapping Debt: A community's proportionate share of the debt incurred by an overlapping government entity, such as a regional school district, regional transit authority, etc.

Performance Budget: A budget that stresses output both in terms of economy and efficiency.

Principal: The face amount of a bond, exclusive of accrued interest.

Program: A combination of activities to accomplish an end.

Program Budget: A budget that relates expenditures to the programs they fund. The emphasis of a program budget is on output.

Purchased Services: The cost of services that are provided by a vendor.

Refunding of Debt: Transaction where one bond issue is redeemed and replaced by a new bond issue under conditions generally more favorable to the issuer.

Reserve Fund: An amount set aside annually within the budget of a town to provide a funding source for extraordinary or unforeseen expenditures.



Revaluation: The assessors of each community are responsible for developing a reasonable and realistic program to achieve the fair cash valuation of property in accordance with constitutional and statutory requirements. The nature and extent of that program will depend on the assessors' analysis and consideration of many factors, including, but not limited to, the status of the existing valuation system, the results of an in-depth sales ratio study, and the accuracy of existing property record information.

Revenue Anticipation Note (RAN): A short-term loan issued to be paid off by revenues, such as tax collections and state aid. RANs are full faith and credit obligations.

Revenue Bond: A bond payable from and secured solely by specific revenues and thereby not a full faith and credit obligation.

Revolving Fund: Allows a community to raise revenues from a specific service and use those revenues without appropriation to support the service.

Sale of Real Estate Fund: A fund established to account for the proceeds of the sale of municipal real estate other than proceeds acquired through tax title foreclosure.

Stabilization Fund: A fund designed to accumulate amounts for capital and other future spending purposes, although it may be appropriated for any lawful purpose.

Surplus Revenue: The amount by which cash, accounts receivable, and other assets exceed liabilities and reserves.

Tax Rate: The amount of property tax stated in terms of a unit of the municipal tax base; for example, \$14.80 per \$1,000 of assessed valuation of taxable real and personal property.

Tax Title Foreclosure: The procedure initiated by a municipality to obtain legal title to real property already in tax title and on which property taxes are overdue.

Trust Fund: In general, a fund for money donated or transferred to a municipality with specific instructions on its use. As custodian of trust funds, the treasurer invests and expends such funds as stipulated by trust agreements, as directed by the commissioners of trust funds or by the community's legislative body. Both principal and interest may be used if the trust is established as an expendable trust. For nonexpendable trust funds, only interest (not principal) may be expended as directed.

Uncollected Funds: Recently deposited checks included in an account's balance but drawn on other banks and not yet credited by the Federal Reserve Bank or local clearinghouse to the bank cashing the checks. (These funds may not be loaned or used as part of the bank's reserves and they are not available for disbursement.)

Undesignated Fund Balance: Monies in the various government funds as of the end of the fiscal year that are neither encumbered nor reserved, and are therefore available for expenditure once certified as part of free cash.

Unreserved Fund Balance (Surplus Revenue Account): The amount by which cash, accounts receivable, and other assets exceed liabilities and restricted reserves. It is akin to a "stockholders' equity" account on a corporate balance sheet. It is not, however, available for appropriation in full because a portion of the assets listed as "accounts receivable" may be taxes receivable and uncollected. (See Free Cash)

Valuation (100 Percent): The legal requirement that a community's assessed value on property must reflect its market, or full and fair cash value.

