Town of Southwest Ranches
FY2025-2026 Proposed Budget

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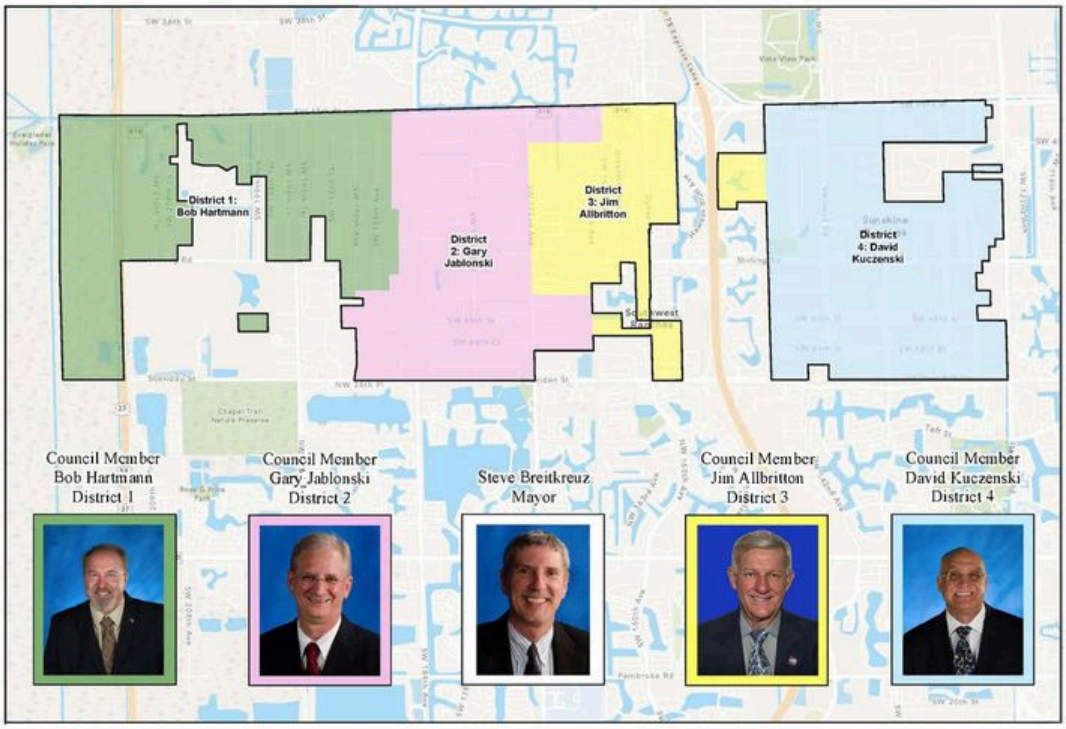
INTRODUCTION

TOWN OF SOUTHWEST RANCHES, FLORIDA
PROPOSED BUDGET

Fiscal Year 2025-2026

Town Council District Map



Steve Breitkreuz, Mayor

Steve Breitkreuz 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, ICMA-CM - Town Administrator

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

Debra Ruesga, CMC - Town Clerk

Keith Poliakoff, JD - Town Attorney

ADMINISTRATIVE & SUPPORT STAFF

Kathryn Sims - Deputy Town Administrator

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

December Lauretano-Haines - Parks, Recreation & Forestry Director

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

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

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

Richard Strum - Deputy Financial Administrator

Dan Stewart, FCRM - Deputy Town Clerk

Lee Bennet - Volunteer Fire Chief

William Updegraff - Assistant Volunteer Fire Chief

Emily Aceti - Community Services Manager

Thomas Holste - General Services Manager

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

Arianna Durbeej, MBA - Senior 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

Hector Rodriguez - Administrative Assistant

Profile of the Town

The Town comprises approximately thirteen (13) square miles, with an estimated population of 7,650 (2025 Census Population Estimates Program) and is located in the southwest portion of Broward County, a major metropolitan area. The Town's 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, businesses 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, and recently celebrated its 25th anniversary. 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

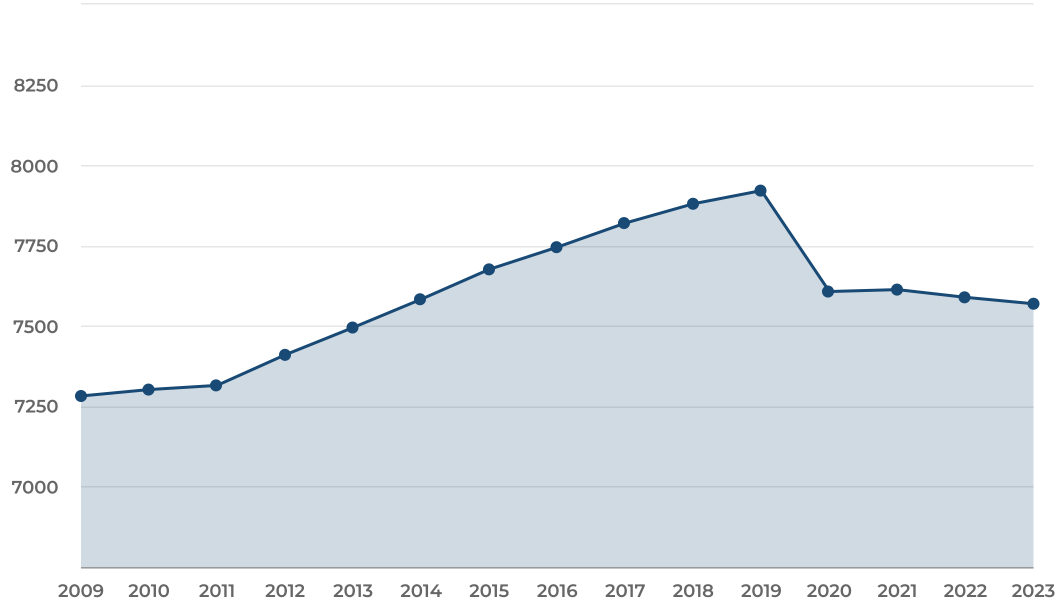
TOTAL POPULATION

7,569

▼ .3%
vs. 2022

GROWTH RANK

310 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*

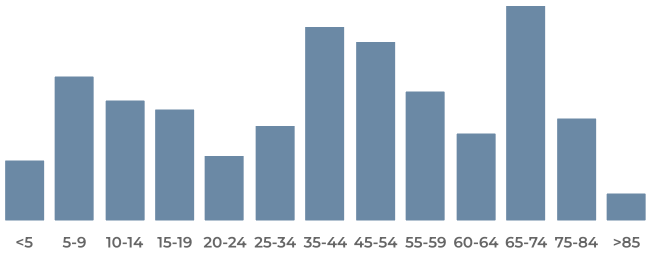
DAYTIME POPULATION

6,387

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.

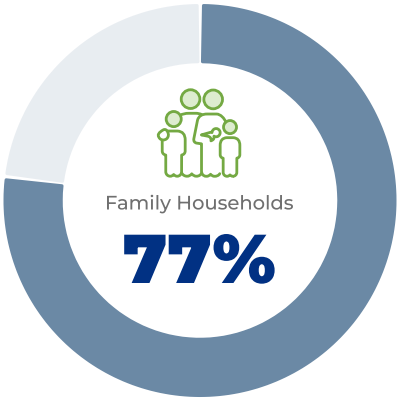
** Data Source: American Community Survey 5-year estimates*

Household Analysis

TOTAL HOUSEHOLDS

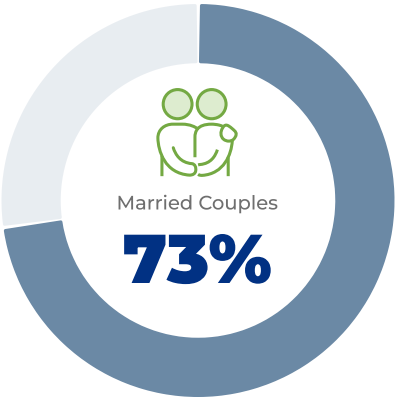
2,105

It is important to 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 tax base.



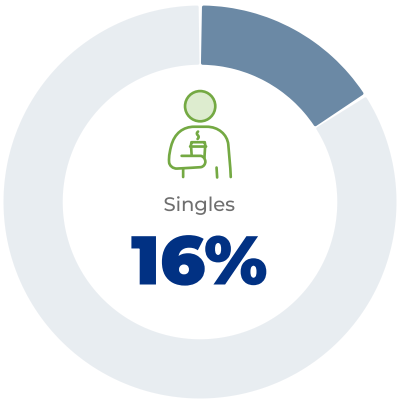
▲ 65%

higher than state average



▲ 56%

higher than state average



▼ 46%

lower than state average

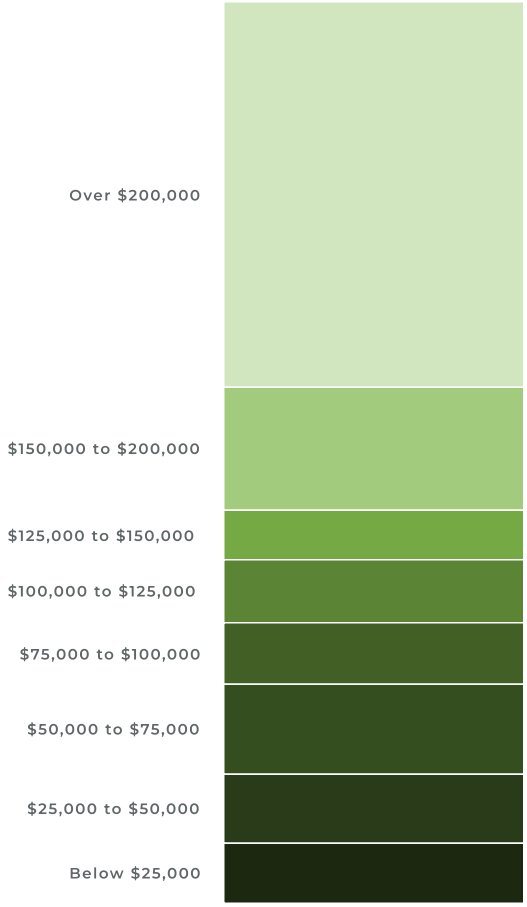
▼ 81%

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.



HOUSEHOLD INCOME

Above $200,000

43%

▲ 324%
higher than state average

Median Income

$157,390

▲ 119%
higher than state average

Below $25,000

7%

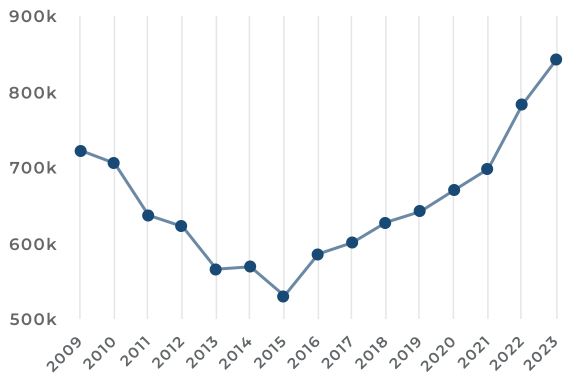
▼ 57%
lower than state average

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

Housing Overview

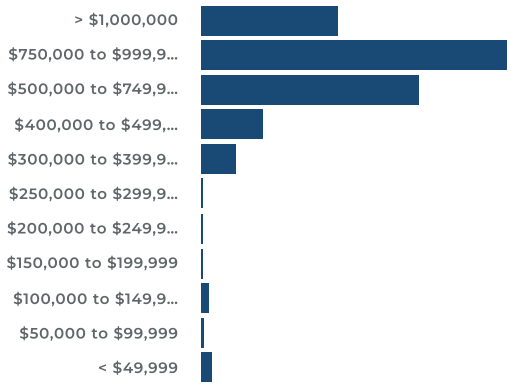
2023 MEDIAN HOME VALUE

$841,900



** Data Source: 2023 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 VALUE DISTRIBUTION

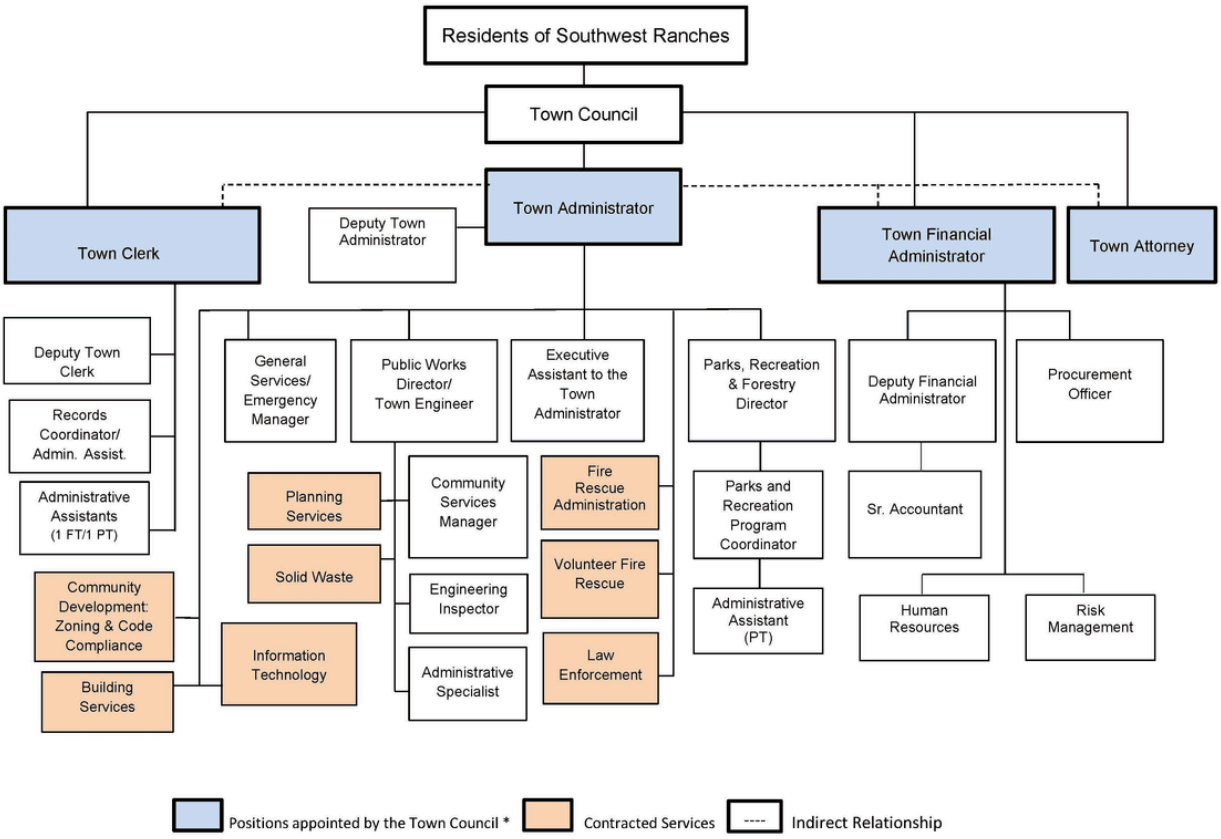


** Data Source: 2023 US Census Bureau (http://www.census.gov/data/developers/data-sets.html), American Community Survey. Home value data includes all types of owner-occupied housing.*

HOME OWNERS VS RENTERS

** Data Source: 2023 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.*

TOWN OF SOUTHWEST RANCHES
ORGANIZATIONAL CHART
FISCAL YEAR 2025-2026



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.

Propietary 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.

Fund Balance Policy

Via resolution No. 2024-071, the Town adopted a fund balance policy to govern non-spendable, restricted, committed, assigned, unassigned fund balances, and emergency funding. The purpose of the fund balance policy is to serve as a framework for consistent operations and appropriate reporting, and to set the standards for the use and replenishment of unassigned fund balance when it is drawn down below the recommended target level. The policy is applicable beginning in FY2024-2025.

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. The Town adopted, via resolution 2025-040, a written investment policy that applies starting with FY2024-2025.

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 by 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 24, 2025

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

The Fiscal Year 2025-2026 (FY2025-2026) budget is for the period that begins October 1, 2025, and ends September 30, 2026. 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 the funding of services, programs and projects that support the quality of life for the Citizens of the Town of Southwest Ranches.

The FY2025-2026 Proposed Budget directs sufficient resources to meet Council policy objectives while not overburdening taxpayers. It does not include American Rescue Plan Act (ARPA) funds as these are projected to be expended in FY2024-2025. However, progress of these projects will be reevaluated in August and rolled into FY2025-2026 if necessary, prior to the final budget adoption. The Town received a total of $3,985,292 in ARPA funds.

Proposed Millage and Assessment Rates Summary:

Background

On July 1st, 2025, the Broward County Property Appraiser (BCPA) certified a total taxable value for real and personal property of $2,787,778,824 for the Town of Southwest Ranches. The aggregate increase in the Town's assessed valuations when compared to last year's is 13.25% or $326,129,352. This increase places the Town with the 4th highest percentage increase among Broward County's 31 municipalities. The increase is generally attributable to over $68,064,376 of new taxable value associated with new construction and building improvements that were 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 FY2025-2026 Proposed Budget is funded at a millage rate of 3.9000 mills for operating improvements and will require, per Florida Statute, a two-thirds vote by Council members (4 out of 5 voting in support). For every $500,000 of taxable value, this rate represents a combined $185 dollar increase from the "current year rollback rate" of 3.5299 mills. **It is noted that pursuant to section 193.155(1) of Florida Statutes related to "Save Our Homes", eligible property owners' change in net taxable value will not exceed 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 an adopted 2021 Fire Protection Assessment Methodology providing for the combining of Commercial/Institutional/Warehouse & Industrial Categories, the contractual increase from the Town of Davie, as well as operational increases when compared to FY2024-2025.

The proposed rates show an increase to the “combined non-residential” category of $0.1989, to the “residential” category in the amount of $65.16, and a reduction to the acreage category of $0.76. It is worth mentioning that all last year’s rates were subsidized to the amount of $252,433, resulting in all rates remaining the same as the previous year. This year’s proposed rates do not include a subsidy.

Property Category	FY25/26 Proposed	FY24/25 Adopted	Proposed vs. Adopted Increase (Decrease)
Combined Non-Residential	$1.1801	$0.9812	$0.1989
Acreage	$85.73	$86.49	($0.76)
Residential	$823.79	$758.63	$65.16

This proposed budget also includes funding of program modifications (PM) related to the Volunteer Fire operations to improve planning for fire wells.

For FY2026, the total dollar impact to the Town’s General Fund for the disabled veteran exemption is $19,771 (twenty-four (24). 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 $94,105 (1,098 acres).

Solid Waste Assessment Rates

The Town Council approved a contract with WM (formerly Waste Management) on July 28, 2022, for a solid waste, recyclables, bulk waste collection and disposal franchise agreement. The FY2025-2026 total proposed solid waste assessment expenses have been estimated at $3,664,281. This amount represents an increase of $432,725 when compared to last year’s budgeted amount of $3,231,556. It’s important to note that last year’s budgeted amount was subsidized to the amount of $263,156 to keep the rates the same as the previous year after the Town Council voted and approved of it ($263,156). Taking into consideration this subsidy and normalizing last year’s true amount ($3,494,712), the net year-over-year increase of 5% reflects the annual CPI rate adjustment that is contemplated as per contract.

For FY2026, the Property Appraiser designated twenty-four (24) 100% service-connected qualified disabled veterans, thus making them eligible to claim a 50% reduction. This year’s budget includes ratification of an annual special 50% tax exemption for 100% service-connected disabled veterans, thus making them eligible to claim a 50% reduction.

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 “invasive exotic area maintenance”, and priority capital improvement projects (CIP) like the “entranceway signage of the Town’s parks”. Over $816,000 in transfers to the debt fund to cover the Town’s debt service payment is also been achieved, as have been transfers to fund other necessary items. Last year, the Town Council adopted a fund balance policy that calls to maintain reserves of at least 25% (unassigned fund balance) within the general fund for hurricane, emergency, and disaster recovery. As other necessary transfers are identified during yearly ongoing operations, it is important to mention that the General Fund unassigned fund balance remains well above 25%. In fact, per FY2023-2024 audited financials, this amount stands at $8,107,277 or 34.9%.

Capital Improvements Planning

The Proposed FY2025-2026 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 ten (10) CIPs are funded. More specifically, as it pertains to the Drainage Improvement Projects ($3,044,420), funding is available, and it includes grant sources ($1,100,000), thus reducing the millage otherwise necessary to cover for these projects.

Proposed Funded FY2025-2026 Capital Improvement Project Requests

Project Name	Department	Project Amount *
Fire Wells Replacement and Installation	Public safety-Fire Admin	$ 70,000
General Fund Total		$ 70,000
Project Name		
Sunshine Ranches Equestrian Park Playground Rehabilitation	Parks & Open Spaces	$ 56,250
Entranceway Signage for all Parks	Parks & Open Spaces	$ 100,000
Front entrance modification - Bulletproof glass/doors	Executive	$ 100,000
LED Monument Signs	Executive	$ 131,440
Town Hall Multi-Purpose Storage Building	Public Works	$ 200,000
Capital Projects Fund Total		$ 587,690
Project Name		
Drainage Improvement Projects: Non-Surtax	Public Works	$ 290,260
Transportation Surface & Drainage Ongoing Rehabilitation (TSDOR): Surtax	Public Works	$ 500,000
Southwest Meadows Sanctuary Water Quality and Drainage Project	Public Works	$ 750,000
Transportation Surface & Drainage Ongoing Rehabilitation (TSDOR): Non-Surt	Public Works	$ 1,504,160
Transportation Fund Total		$ 3,044,420
Totals		$ 3,702,110

- 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 Captiltal Project page.

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An additional three (3) capital improvement projects are not funded in the proposed budget for FY2025-2026 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 $571,000 and a net millage increase of 0.2156 in FY2026.

Proposed Not Funded FY2025-2026 Capital Improvement Project Requests

Project Name	Department	Project Amount
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
Capital Projects Fund Total		$ 571,000

Program Modifications

There are thirteen (13) projects currently included as funded in the FY2025-2026 Proposed Budget and 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 FY2025-2026 Program Modification Requests

Funded *Millage* *Project Name*	Project Amount	Millage Equivalent
ROW and Entitlement Management Maps	$ 120,000	0.0453
Engineering Inspector	$ 90,836	0.0343
Temporary Townhall Annex	$ 83,000	0.0313
Communications Coordinator	$ 79,755	0.0301
Townhall Flooring Replacement	$ 75,000	0.0283
Invasive Exotic Removal Area Maintenance	$ 40,240	0.0152
Annual Surface Material Replenishment at SWR Parks	$ 21,525	0.0081
Crossover Utility Vehicle	$ 20,000	0.0076
Town Server	$ 15,000	0.0057
Camera Upgrade - Rolling Oaks and Equestrian Park	$ 14,000	0.0053
Pressure Washing Equipment	$ 12,000	0.0045
Public Record Request System	$ 6,000	0.0023
Arena Grooming Equipment	$ 5,000	0.0019
Total	**$ 582,356**	**0.2199**
Funded *Fire Assessment* *Project Name*	Project Amount	Millage Equivalent, if applicable
		N/A
		N/A
Total	**$ -**	
Grand Total Funded	**$ 582,356**	

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Organizational Changes

The proposed budget includes the following personnel items:

- Public Works Engineering Inspector – the department is responsible for all capital projects, roadway, and sign maintenance, engineering permit review and inspections, to name a few. This new position (See program modification) will allow the department to prioritize projects, tasks, and responsibilities and not have to pay contractors inflated costs for each project.
- Communications Coordinator – as the need to respond to demands for information continues to increase, a great burden has been placed on existing staff. Additionally, there is a lack of a strategic and proactive communication process. A dedicated Communications Coordinator (See program modification) will allow for a coordinated effort towards proactively messaging and developing communication pieces for all Town initiatives as directed by the Town Administrator.
- We are including in the FY2025-2026 budget an annual merit/performance increase of 5%. An additional "up to" 3% is also accounted for that would apply to exemplary employees.

Summary Comments

The FY2025-2026 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 its 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 12, 2025, two formal public hearings and plan adoption in September (Monday, September 15th and Thursday, September 25th, respectively).

We want to extend our heartfelt appreciation to Deputy Financial Administrator Rich Strum; Senior Accountant, Arianna Durbeej; Procurement Officer, Christina Semeraro; and all Department Directors and their staff for their 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, ICMA-CM

Town Financial Administrator

Emil Lopez

Emil C. Lopez, CPM, MAcc

Town's Budget Calendar

TOWN OF SOUTHWEST RANCHES Adopted Budget Calendar for FY 2025-2026	
Thursday, February 27, 2025	Memo to Town Council proposing Budget Calendar for FY 2025-2026 presented at regular Council meeting
Friday, February 28, 2025	Budget Kick-Off with follow up email correspondence to Town staff including Advisory Board liaisons
Friday, March 7, 2025	Department's accomplishments, goals and objectives are DUE from Department Heads
Wednesday, March 19, 2025	Departmental and Advisory Boards operating, program modifications, and capital outlay requests and justification are DUE
Friday, March 28, 2025	Department revenue estimates from Department Heads are DUE
Tuesday, April 8, 2025	Departmental Meetings (10:00-11:30AM; 1:00-2:30PM; 3:00-4:30PM)
Wednesday, April 9, 2025	Departmental Meetings (10:00-11:30AM; 1:00-2:30PM; 3:00-4:30PM)
Thursday, April 10, 2025	Departmental Meetings (10:00-11:30AM; 1:00-2:30PM; 3:00-4:30PM)
Monday, April 14, 2025	Departmental Meetings (1:00-2:30PM; 3:00-4:30PM)
Thursday, May 1, 2025	Town Financial Administrator meets with Town Administrator and Town Attorney (preliminary condition assessment/recommendations/modifications)
Wednesday, May 14, 2025	FY2025-2026 Volunteer Fire Department Budget presentation to the Fire Advisory Board
May 19th to June 6th, 2025	Town Administrator and Town Financial Administrator to meet individually with Town Council members to obtain policy direction and guidance
Friday, May 30, 2025	Estimated Tax roll information available from Broward County Property Appraiser
Monday, June 2, 2025	Comments and feedback from Town Administrator, Town Attorney, and Departments are DUE
Thursday, June 26, 2025	Presents FY2025-2026 Volunteer Fire Department Budget to SWR Fire Board of Directors for approval
Tuesday, July 1, 2025	Town's certified taxable values received from Broward County Property Appraiser
Monday, July 14, 2025	Final Proposed Budget finished. Printing & distribution commences
Thursday, July 24, 2025	Preliminary Millage Rate and Initial FY2025-2026 Fire Protection and Solid Waste (SW) special assessment adoption at July Regular Council Meeting (all via resolutions)
Tuesday, July 29, 2025	First Budget Hearing for Broward County School Board
Monday, August 4, 2025	Deadline to send the Preliminary Millage Rate and Initial FY 2025-2026 Fire Protection and SW special assessment to the Broward County Property Appraiser Office and the Broward County Treasury Division
Tuesday, August 12, 2025	Budget Workshop on Proposed Budget (7 PM)- Mayor and Town Council (Community Invited)
On or prior to August 23, 2025	Notice for First Public Hearing through TRIM notice sent by Property Appraisers' office
Prior to August 23, 2025	Town advertises its non-ad valorem Special Assessments. Advertisement must run at least 20 days prior to final public hearing **(09/11/2025)** for assessment adoption.
Thursday, September 4, 2025	First Budget Hearing for Broward County Government
Tuesday, September 9, 2025	Second Budget Hearing for Broward County School Board
Thursday, September 11, 2025	First Public Hearing for Tentative Millage and Budget Adoption introduced for FY2025-2026 (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.
Monday, September 15, 2025	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 16, 2025	Second Budget Hearing for Broward County Government
Saturday, September 20, 2025	First Date: advertisement can run for second public hearing
Tuesday, September 23, 2025	Last Date: advertisement can run for second public hearing
Thursday, September 25, 2025	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 28, 2025	Deadline to send the adopted Final Millage and Budget Adoption to the Broward County Property Appraiser Office and the Broward County Treasury Division
Tuesday, October 21, 2025	Deadline to send the adopted Final Millage and Budget Adoption to the Broward County Property Appraiser Office and the Broward County Treasury Division

Council Driven
Departments Driven
Executive Team Driven
Volunteer Fire Driven
Other
Finance Driven

Millage Maximums

Fiscal Year 2026 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 2025 levy increase per $500,000 of taxable value***
Current Year Roll-Back Rate	3	3.5299	$9,348,551	($980,168)	$0
Adjusted Current Year Roll-Back Rate	3	3.6287	$9,610,212	($718,508)	$49
Maximum Majority Vote	3	3.7924	$10,043,754	($284,967)	$131
FY 2025-2026 Proposed Rate	4	3.9000	$10,328,721	$1,148,892	$185 *
Maximum Super Majority Rate	4	4.1716	$11,048,023	$719,303	$321
Unanimous Vote of the Governing Body is required if Millage rate is over 4.4100 and UP TO 10.0000	5	10.0000	$26,483,899	$16,155,178	$3,235

Note: * Property owners without a change in net taxable value will receive a real cash reduction of 13.95% in their Town of Southwest Ranches portion of their tax bill due to the increase in taxable value. It is important to note that FY2025 eligibale "Save our Homes" exemption property owneres change in net taxable value will not excee 3%.

Proposed Funded FY2025-2026 Program Modification Requests

Funded Millage Project Name	Project Amount	Millage Equivalent
ROW and Entitlement Management Maps	$ 120,000	0.0453
Engineering Inspector	$ 90,836	0.0343
Temporary Townhall Annex	$ 83,000	0.0313
Communications Coordinator	$ 79,755	0.0301
Townhall Flooring Replacement	$ 75,000	0.0283
Invasive Exotic Removal Area Maintenance	$ 40,240	0.0152
Annual Surface Material Replenishment at SWR Parks	$ 21,525	0.0081
Crossover Utility Vehicle	$ 20,000	0.0076
Town Server	$ 15,000	0.0057
Camera Upgrade - Rolling Oaks and Equestrian Park	$ 14,000	0.0053
Pressure Washing Equipment	$ 12,000	0.0045
Public Record Request System	$ 6,000	0.0023
Arena Grooming Equipment	$ 5,000	0.0019
Total	**$ 582,356**	**0.2199**
Funded Fire Assessment Project Name	Project Amount	Millage Equivalent, if applicable
		N/A
		N/A
Total	**$ -**	
Grand Total Funded	**$ 582,356**	

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

Proposed Funded FY2025-2026 Capital Improvement Project Requests

Project Name	Department	Project Amount *
Fire Wells Replacement and Installation	Public safety-Fire Admin	$ 70,000
General Fund Total		**$ 70,000**
Project Name		
Sunshine Ranches Equestrian Park Playground Rehabilitation	Parks & Open Spaces	$ 56,250
Entranceway Signage for all Parks	Parks & Open Spaces	$ 100,000
Front entrance modification - Bulletproof glass/doors	Executive	$ 100,000
LED Monument Signs	Executive	$ 131,440
Town Hall Multi-Purpose Storage Building	Public Works	$ 200,000
Capital Projects Fund Total		**$ 587,690**
Project Name		
Drainage Improvement Projects: Non-Surtax	Public Works	$ 290,260
Transportation Surface & Drainage Ongoing Rehabilitation (TSDOR): Surtax	Public Works	$ 500,000
Southwest Meadows Sanctuary Water Quality and Drainage Project	Public Works	$ 750,000
Transportation Surface & Drainage Ongoing Rehabilitation (TSDOR): Non-Surtax	Public Works	$ 1,504,160
Transportation Fund Total		**$ 3,044,420**
Totals		**$ 3,702,110**

* 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 Captiltal Project page.

Proposed Not Funded FY2025-2026 Capital Improvement Project Requests

Project Name	Department	Project Amount
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
Capital Projects Fund Total		**$ 571,000**

Five Year Capital Improvement Plan

Five Year Capital Improvement Plan
All Funds Project Expenditure Summary FY2026 - FY2030

	FY2026		FY2027		FY2028		FY2029		FY2030		Total
	AMT	FUNDING SOURCE	AMT	FUNDING SOURCE	AMT	FUNDING SOURCE	AMT	FUNDING SOURCE	AMT	FUNDING SOURCE	
General Fund Total	FY2026	-	FY2027	-	FY2028	-	FY2029	-	FY2030	-	
Fire Wells Replacement and Installation	70,000	FA	70,000	FA	70,000	FA	70,000	FA	70,000	FA	350,000
Town Hall Multi-Purpose Storage Building	200,000	GF	-	NF	-	NF	-	NF	-	NF	200,000
Capital Projects Fund Total											
Sunshine Ranches Equestrain Park Playground Rehabilitation	56,250	GF Tfr	56,250	GF Tfr	56,250	GF Tfr	-	NF	-	NF	168,750
Parks, Recreation and Open Space (PROS) Entranceway Signage	100,000	GF Tfr	-	NF	-	NF	-	NF	-	NF	100,000
Bulletproof Doors	100,000	GF Tfr	-	NF	-	NF	-	NF	-	NF	100,000
LED Monument Signs	131,440	GF Tfr	-	NF	-	NF	-	NF	-	NF	131,440
Transportation Fund Total											
Drainage Improvement Projects: Non-Surtax	290,260	GF Tfr	290,260	NF	290,260	NF	290,260	NF	290,260	NF	1,451,300
Surface and Drainage Ongoing Rehabilitation (TSDOR): Surtax*	500,000	STx	-	NF	-	NF	-	NF	-	NF	500,000
Southwest Meadows Sanctuary Water Quality and Drainage Project	750,000	G, GF Tfr	-	NF	-	NF	-	NF	-	NF	750,000
Surface and Drainage Ongoing Rehabilitation (TSDOR): Non-Surtax*	1,504,160	GF Tfr	450,000	GF Tfr	450,000	GF Tfr	450,000	GF Tfr	450,000	GF Tfr	3,304,160
*Projects listed within single CIP template											
PROJECT TOTALS	**$3,702,110**		**$866,510**		**$866,510**		**$810,260**		**$810,260**		**$7,055,650**
FY2026 NOT FUNDED CIPS											
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
FY2026 thru FY2030 Not Funded CIPs	**$571,000**		**$901,725**		**$1,125,150**		**$1,282,075**		**$1,322,925**		**$5,202,875**

Funding Source Code	Funding Source Name
FA	Fire Assessment
G	Grant Funding
GF Tfr	General Fund Transfer from Operating Revenues
NF	Not Funded
TFB	Transportation Fund Fund Balance
STx	Surtax

Fire Assessment Worksheet

Town of Southwest Ranches
Proposed FY2025-2026
Fire Assessment Worksheet

Sources:
Fire Administration Department
Volunteer Fire Service Department
Volunteer Fire Fund

Expenditures	Total FY2025-2026 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	$ 4,516,230	$ 1,806,492	$ 2,709,738	
Operating Expenses	807,740	$ 350,000	457,740	
Government & Acreage Exemptions	-	133,358	-	**
Capital Outlay	-	N/A	-	
Fire Protection/Control Contingency	175,000	N/A	175,000	
Sub-Total	**$ 5,498,970**	**$ 2,289,850**	**$ 3,342,478**	
Other Expenses				
Publication & Notification Costs			1,445	
Statutory Discount			133,699	
Collections Cost			31,675	
Fire Assessment Cost Allocation of Townwide Personnel\Contractual Costs			312,556	
Council Approved Subsidy			-	
Total Fire Assessment Expenses			**$ 3,821,853**	

Based on 2025 Consultant Study

Property Category	Assess Unit Type	% Apportioned	Amount	Proposed Rates FY25/26	Adopted Rates FY24/25	Difference: Increase Decrease
Combined Non-Res: Commercial-321,425SF	Per Sq.Ft. Bldg Area	10.19%	389,448	$ 1.1801	$ 0.9812	$ 0.1989
Combined Non-Res: Institutional-565,934 SF	Per Sq.Ft. Bldg Area	18.17%	694,425	$ 1.1801	$ 0.9812	$ 0.1989
Combined Non-Res: Warehse/Indust-123,000 SF	Per Sq.Ft. Bldg Area	3.95%	150,964	$ 1.1801	$ 0.9812	$ 0.1989
Acreage - 1,775 Acres	Per Acre	4.14%	158,226	$ 85.73	$ 89.11	$ (3.38)
Residential - 2,812 Units	Per Unit	63.02%	2,408,533	$ 823.79	$ 758.63	$ 65.16
Government - Exempt - 40,876 SF (General Fund)	Per Sq.Ft. Bldg Area	0.53%	20,257			
Total		**100%**	**$ 3,821,853**			

* 60% / 40% split applies in most cases

** These amounts are funded thru the General Fund (Fire Protection Assessment Methodology Report)

Solid Waste Assessment Worksheet

Town of Southwest Ranches
Proposed FY 2025/2026
Solid Waste Assessment Worksheet

Sources:
Waste Management
Broward County Property Appraiser
Munilytics Consultant Study

Description	Solid Waste & Recycling	Bulk Waste	Total Proposed FY25/26
% Allocation Direct Expenses Only	45.65%	54.35%	
Direct Expenses:			
Solid Waste - Collection	$ 840,703	$ -	$ 840,703
Solid Waste - Disposal	$ 284,458	$ -	$ 284,458
Bulk Waste - Collection		$ 1,114,490	$ 1,114,490
Bulk Waste - Disposal		$ 602,598	$ 602,598
Recyclables - Collection	$ 242,440		$ 242,440
Recyclables - Processing	$ 74,700		$ 74,700
Sub-Total Cost of Service	$ 1,442,301	$ 1,717,089	$ 3,159,390
Other Expenses			
Statutory Discount			$ 121,921
Collections Cost and Other			$ 15,797
Townwide Personnel\Contractual Costs			$ 367,174
Town Council approved subsidy			$ -
Total Solid Waste Assessment Expenses			$ 3,664,281

Based On Consultant Study

Track	Assessment Range Sq. Ft Lot Range	Number of Units in Range	Solid Waste Cost Per Unit	Number of Units in Range (Bulk)	Bulk Waste Cost Per Unit	Total Proposed Rates FY25/26	Total Adopted Rates FY24/25	Difference: (Decrease) / Increase)
A	0 - 41,200	412	$ 601.72	402	$ 550.44	$ 1,152.16	$ 1,028.49	$ 123.67
B	41,201 - 46,999	501	$ 601.72	479	$ 554.35	$ 1,156.07	$ 1,045.00	$ 111.07
C	47,000 - 62,999	425	$ 601.72	404	$ 766.80	$ 1,368.52	$ 1,211.58	$ 156.94
D	63,000 - 95,999	498	$ 601.72	457	$ 774.71	$ 1,376.43	$ 1,230.27	$ 146.16
E	96,000 - 106,999	490	$ 601.72	445	$ 895.05	$ 1,496.77	$ 1,332.01	$ 164.76
F	107,000 - >107,000	454	$ 601.72	398	$ 1,111.94	$ 1,713.66	$ 1,526.64	$ 187.02

Cost Allocation Plan for Special Assessment

Town of Southwest Ranches, FL
Proposed Cost Allocation Plan for FY2026 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	%	Allocation
Legislature	$ 69,487	86%	$ 59,759	5%	$ 3,474	9%	$ 6,254	13%	$ 7,769
Attorney	$ 500,000	90%	$ 452,047	4%	$ 20,366	6%	$ 27,587	21%	$ 92,670
Executive	$ 797,369	77%	$ 612,990	9%	$ 71,763	14%	$ 112,616	16%	$ 95,013
Finance	$ 695,087	71%	$ 492,469	11%	$ 76,460	18%	$ 126,158	17%	$ 81,257
Clerk	$ 383,969	92%	$ 352,860	4%	$ 15,522	4%	$ 15,587	18%	$ 63,515
Public Works	$ 558,966	82%	$ 458,307	17%	$ 95,024	1%	$ 5,634	6%	$ 27,498
Code Compliance	$ 402,688	74%	$ 299,404	21%	$ 84,564	5%	$ 18,720	13%	$ 38,923
PROS	$ 265,723	100%	$ 265,723	0%	$ -	0%	$ -	3%	$ 7,972
Totals	$ 3,673,289		$ 2,993,559		$ 367,174		$ 312,556		$ 414,617

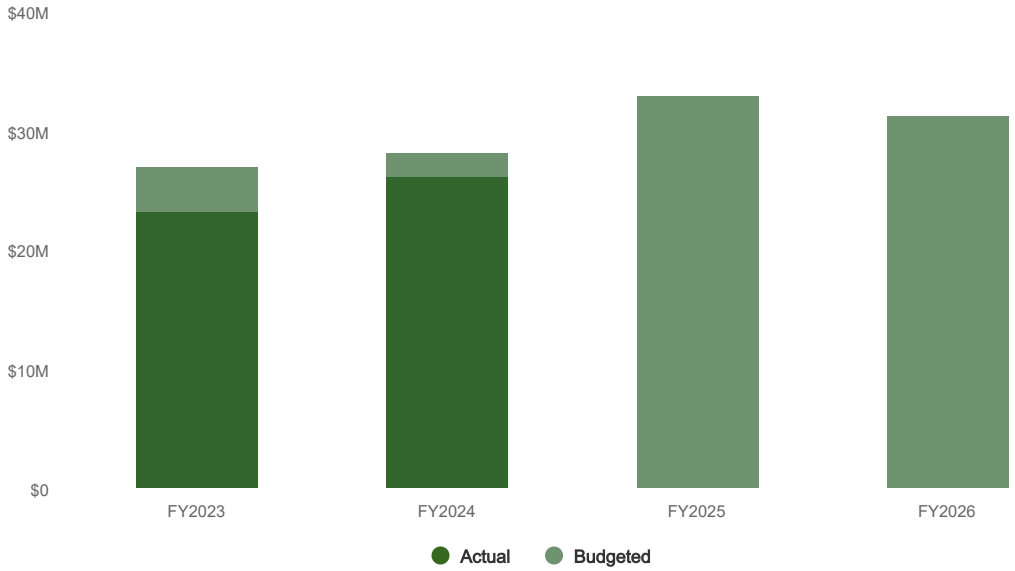
* Note: Does not include the Volunteer Fire Fund as their personnel cost is already 100% allocated to the Fire Assessment

FUNDING SOURCES SUMMARY

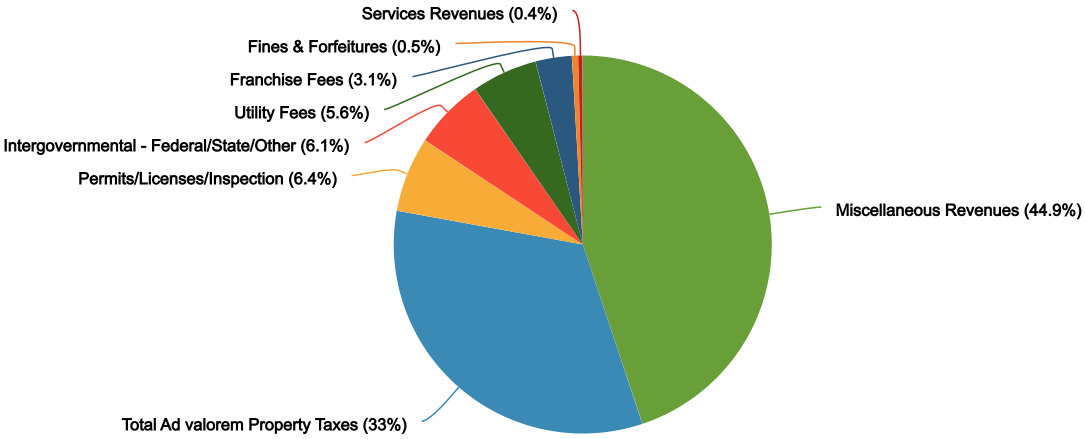
Total Budget Funding Sources Summary

$31,327,305 -$1,573,961
(-4.78% vs. prior year)

All Funding Sources adopted and Historical Budget vs. Actual



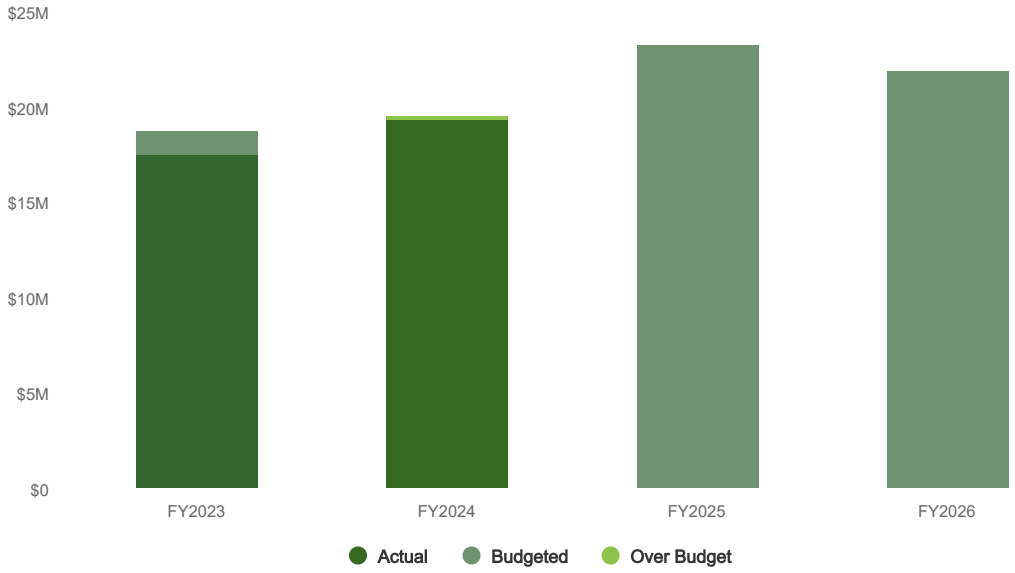
Revenues by Source



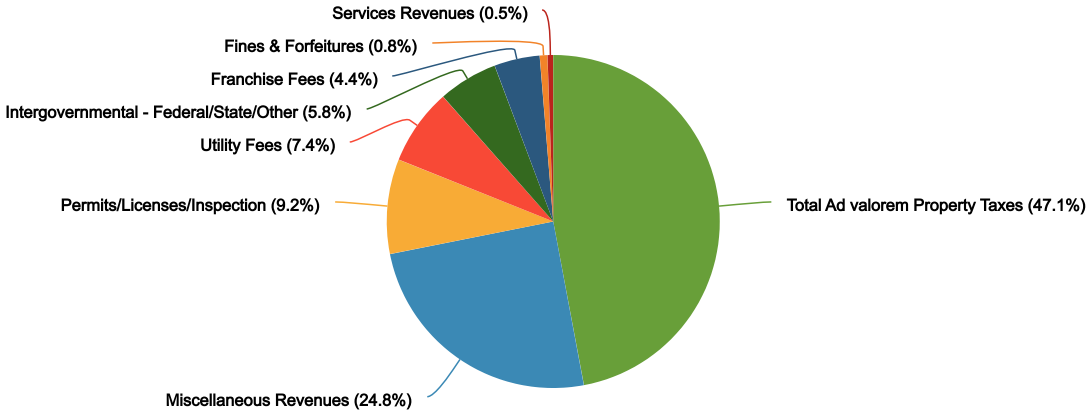
General Fund Summary

$21,951,634 -$1,284,498
(-5.53% vs. prior year)

General Fund Summary Proposed and Historical Budget vs. Actual



Revenues by Source



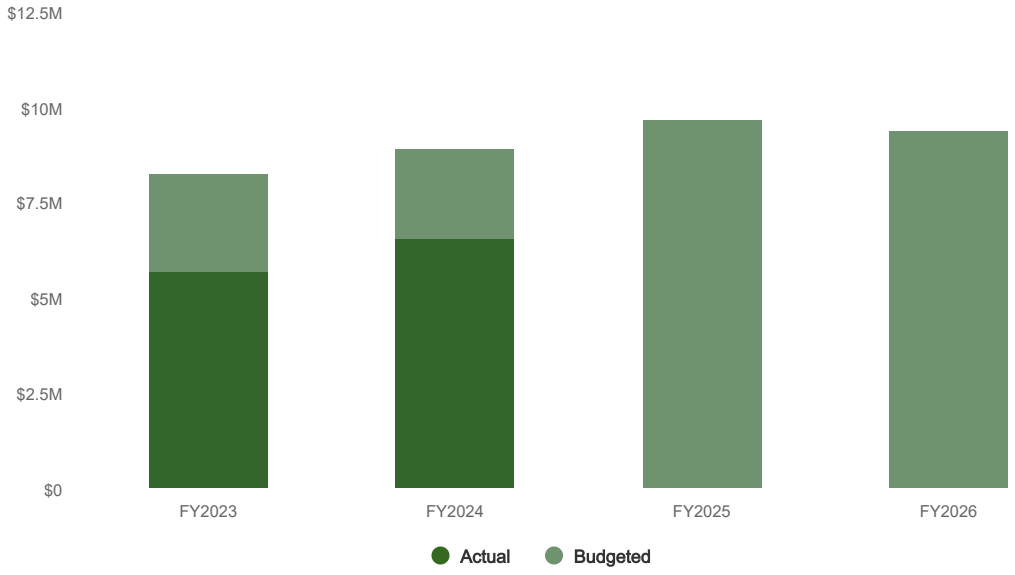
All Other Funds Summary

Transportation Fund, Volunteer Fire Fund, Debt Service Fund, Capital Projects Fund, and Solid Waste Fund

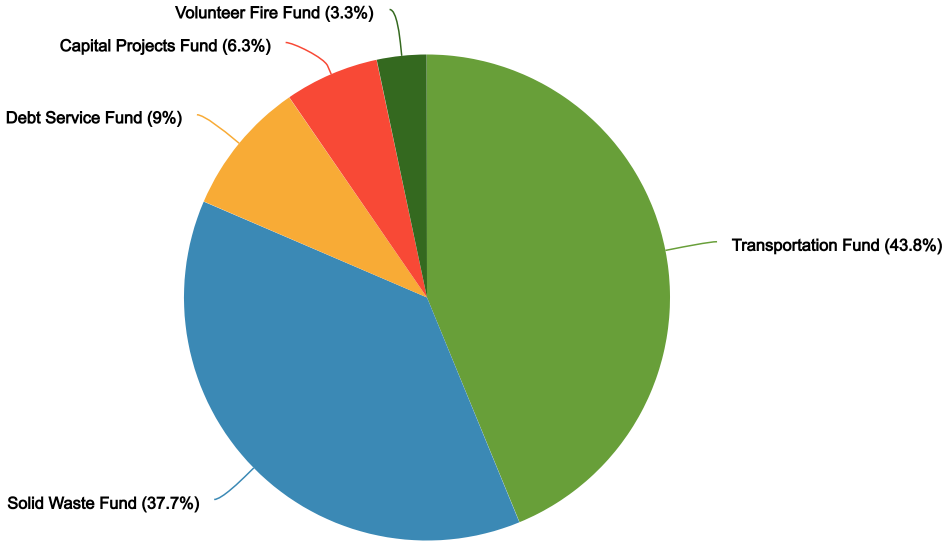
$9,375,671 -$289,463

(-2.99% vs. prior year)

All Other Funds Summary Proposed and Historical Budget vs. Actual



Revenue by Fund



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 primarily responsible 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 agendas as well as public hearing video recording services.

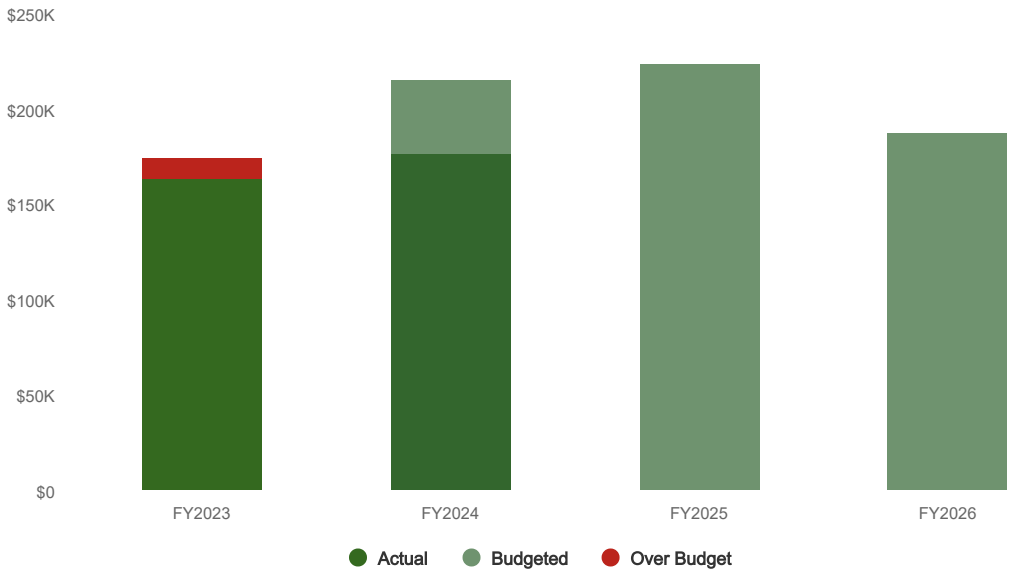
Personnel Complement

	Adopted FY2025			Proposed FY2026		
Position Title	Full Time	Part Time	Temp	Full Time	Part Time	Temp
Mayor		1			1	
Vice Mayor		1			1	
Town Councilors		3			3	
Total		**5**			**5**	

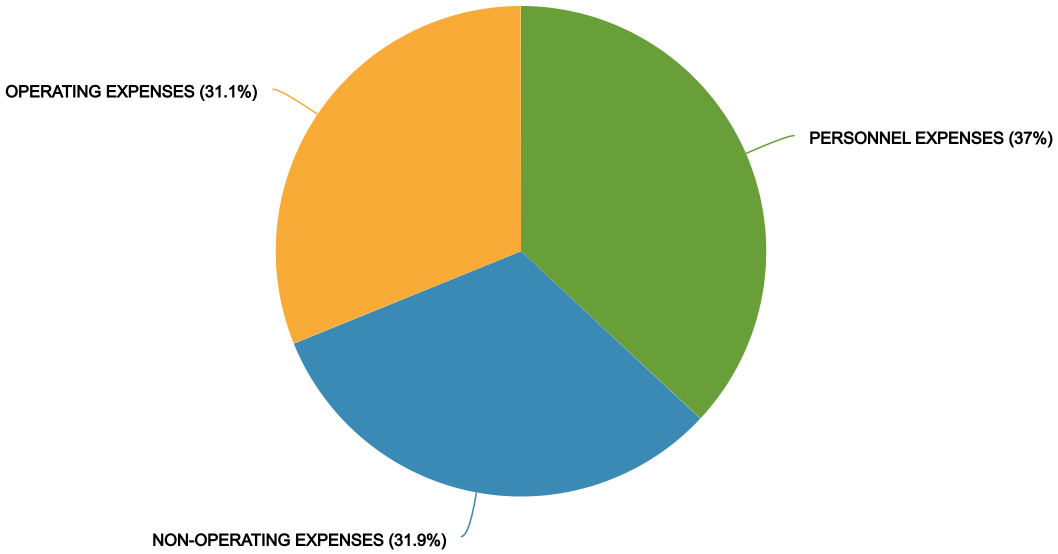
Expenditures Summary

$188,048 -$35,739
(-15.97% vs. prior year)

Legislative Adopted and Historical Budget vs. Actual



Budgeted Expenditures by Expense Type



Name	Account ID	FY2023 Actual	FY2024 Actual	FY2025 Adopted	FY2025 Projected Budget	FY2026 Proposed Budget
Expense Objects						
PERSONNEL EXPENSES						
Regular Salaries & Wages	001-1000-511-12100	$63,000.00	$63,000.00	$63,000.00	$63,000.00	$63,000.00
Payroll Tax Expense	001-1000-511-21100	$4,819.56	$4,820.00	$4,820.00	$4,820.00	$4,820.00
Workers Compensation	001-1000-511-24100	$957.69	$1,090.00	$1,667.00	$1,667.00	$1,667.00
Total PERSONNEL EXPENSES:		$68,777.25	$68,910.00	$69,487.00	$69,487.00	$69,487.00
OPERATING EXPENSES						
Lobbyist	001-1000-511-31090	$48,000.00	$48,000.00	$48,000.00	$78,000.00	$48,000.00
Other Contractual Services	001-1000-511-34100	$2,313.56	$2,500.00	$31,300.00	$12,800.00	$2,500.00
Mileage Reimbursement	001-1000-511-40100	$0.00	$295.00	$1,000.00	$1,000.00	$1,000.00
Other Current Charges	001-1000-511-49100	$61.25	$61.00	$0.00	$61.00	$61.00
Subscriptions & Memberships	001-1000-511-54100	$1,694.32	$1,999.00	$3,000.00	$2,000.00	$2,000.00
Conferences & Seminars	001-1000-511-55200	$8,535.03	$4,025.00	$10,000.00	$5,000.00	$5,000.00
Total OPERATING EXPENSES:		$60,604.16	$56,880.00	$93,300.00	$98,861.00	$58,561.00
NON-OPERATING EXPENSES						

Name	Account ID	FY2023 Actual	FY2024 Actual	FY2025 Adopted	FY2025 Projected Budget	FY2026 Proposed Budget
Aid to Private Organizations	001-1000-511-82100	$45,531.85	$50,965.00	$51,000.00	$55,000.00	$50,000.00
Contingency/Reserve	001-1000-511-99100	$0.00	$0.00	$10,000.00	$0.00	$10,000.00
Total NON-OPERATING EXPENSES:		$45,531.85	$50,965.00	$61,000.00	$55,000.00	$60,000.00
Total Expense Objects:		$174,913.26	$176,755.00	$223,787.00	$223,348.00	$188,048.00

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 procurements, preparing and approving all Ordinances and Resolution language, providing legal representation and advice on all areas of operation, including personnel, police, fire, public works, parks and recreation & forestry, building, planning & zoning, code enforcement, 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 2024/2025 Accomplishments:

- Represent the Town in Municipal Prosecutions
  - SWR v. Pickett: successfully negotiated a plea agreement with the defendant.
- Ongoing litigation defense of the Town on the following cases:
  - Bank of New York Melon v. Padilla
  - Supreme Organics v. SWR
  - West Coast v. Hames
  - Atlas Investments v. SWR – State Case
  - Atlas Investments v. SWR – Federal
  - Garate v, SWR Federal
  - Bruno Happy Dogs v. SWR
  - Investment Management Marla v. SWR (2 Separate Cases)
  - Casa Di Fortuna v. SWR
- Successfully defended the appeal in Kubat.
- Successfully defended appeal in CID.
- Succesfully defended the appeal to Investment Management Marla.
- Successfully defended appeal on Atlas.
- Successfully defended the appeal on Sky 1.
- Succesfully resolved SWR's liens in US Bank v. Monnot, resulting in a settlement of $100,000.
- Collected, with the assistance of Code Enforcement, over $199,195 in code enforcement fines.
- Reviewed Numerous Public Records Requests.
- Drafted numerous procurements and related contracts.

Issues:

- 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-advalorem 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.

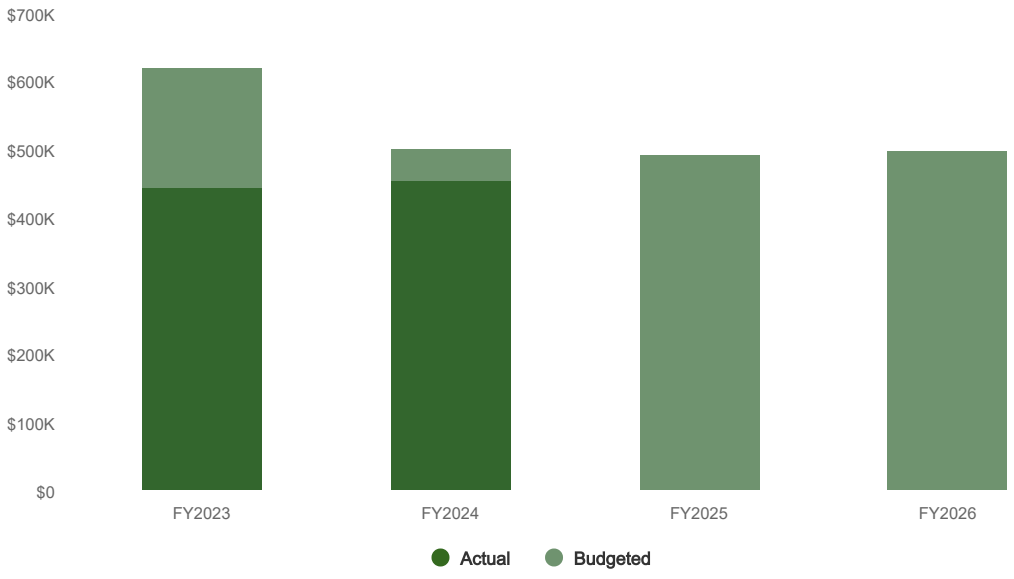
Fiscal Year 2025/2026 Performance Objectives:

- Continue to deliver effective, prompt, sound legal advice to 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 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.

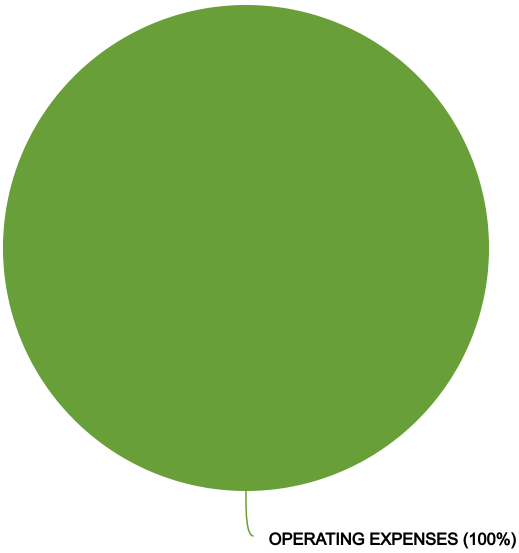
Expenditures Summary

$500,000 **$6,000**
(1.21% vs. prior year)

Town Attorney Proposed and Historical Budget vs. Actual



Budgeted Expenditures by Expense Type



Name	Account ID	FY2023 Actual	FY2024 Actual	FY2025 Adopted	FY2025 Projected Budget	FY2026 Proposed Budget
Expense Objects						
OPERATING EXPENSES						
Professional Services/Studies/Surveys	001-1200-514-31010	$124,800.00	$151,884.00	$150,000.00	$165,000.00	$160,000.00
Lawsuits & Prosecution	001-1200-514-31020	$151,884.43	$204,302.00	$200,000.00	$300,000.00	$200,000.00
Lawsuits-Code Enforcement	001-1200-514-31030	$168,461.32	$100,319.00	$144,000.00	$135,000.00	$140,000.00
Total OPERATING EXPENSES:		$445,145.75	$456,505.00	$494,000.00	$600,000.00	$500,000.00
Total Expense Objects:		$445,145.75	$456,505.00	$494,000.00	$600,000.00	$500,000.00

Executive

Russell Muñiz, MBA, MPA, ICMA-CM
Town Administrator

Services, Functions, and Activities:

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 Town Administrator, as the head of Town Governance, provides centralized oversight and management to all Town Departments' staff, programs, services, and operations. The Executive Department team includes the Deputy Town Administrator (a new position in FY2025), General Services Manager, and Executive Assistant to the Town Administrator. For FY2026, a new position, Communications Coordinator, is being proposed. The main function of this position is to serve as a Public Information Officer, but will also be charged with developing social media and external communications to strategically communicate Town initiatives and programs.

The Executive Department also, under the direction of the Town Administrator, provides leadership and guidance to 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 Council on any other significant issues.

FY 2024/2025 Accomplishments

- Successfully prepared and presented along with the Financial Services Department a balanced Budget for FY2025.
- Oversight of Planning and Zoning, Code Compliance, Davie Fire Rescue, SWR VFD, Davie Police, Public Works, and PROS Departments.
- Completion of Phase 2 of the Town-Wide Radar Sign installation.
- Worked with our Lobbyists to secure funding during the Legislative Session for two critical capital projects: a new fire station, and Dykes Road turn lanes.
- Managed the appropriate use of total ARPA funding, with Council oversight.
- Oversaw the installation of Aden Perry Life Rings around many of the bodies of water in the Town.
- Revised, and created an expedited process for pothole repairs.
- Developed a policy for the reconciliation of extra solid waste carts.
- Successful deployment of Year 2 of Laptop Replacement Program
- Successfully conducted the inaugural Rancher Academy aimed at educating residents about essential Town functions.
- Launched residential Composting Pilot program.
- Facilitated a successful 25th Year Birthday party enjoyed by the Town residents and community partners.
- Received and implemented a State of Florida Cybersecurity grant to help secure Town's network.
- Completed a comprehensive resident survey to be used in conjunction with Strategic Plan Update.

Issues (2025/2026)

- 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/Altman of the Town-owned former CCA 25-acre property.

- Continue to secure location, begin design implementation, and ultimately begin construction of the future Fire/EOC facility.
- 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.
- Perform an assessment of staffing levels to ensure consistent service levels in the future.
- Perform a space assessment on Town Hall to ensure adequate workspace for all employees and contractors.
- Due to pending initiatives advancing in the State Legislature, research possible alternative sources of revenue for essential services.

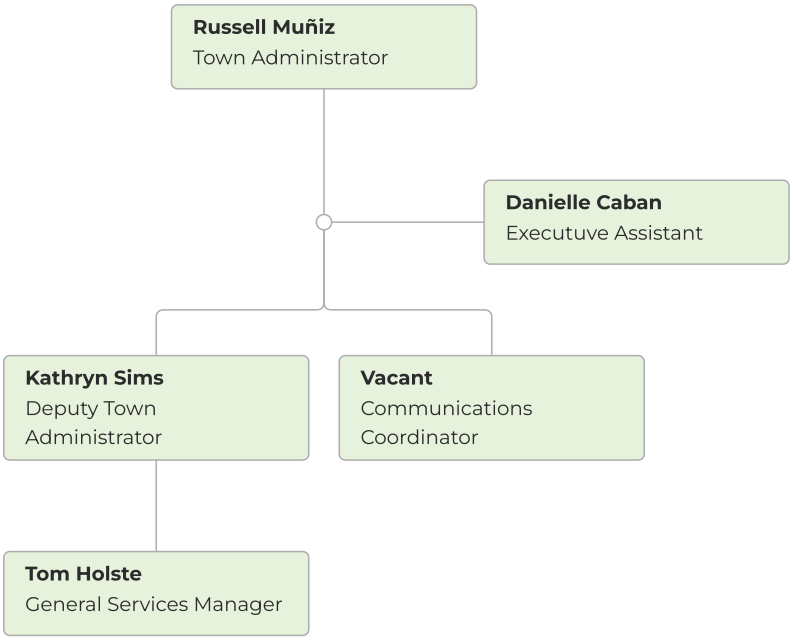
FY 2025/2026 Performance Objectives:

- Update Strategic Plan using resident survey results from FY2025.
- 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.
- Oversee the planning and construction of a multipurpose storage building at Town Hall.
- 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 2025			Proposed FY 2026		
Position Title	Full Time	Part Time	Temp	Full Time	Part Time	Temp
Town Administrator (TA)	1			1		
Deputy Town Administrator	1			1		
General Services Manager (Transfer From PW/Engineering)				1		
Communications Coordinator (New)				1		
Executive Assistant to TA	1			1		
Total	3			5		

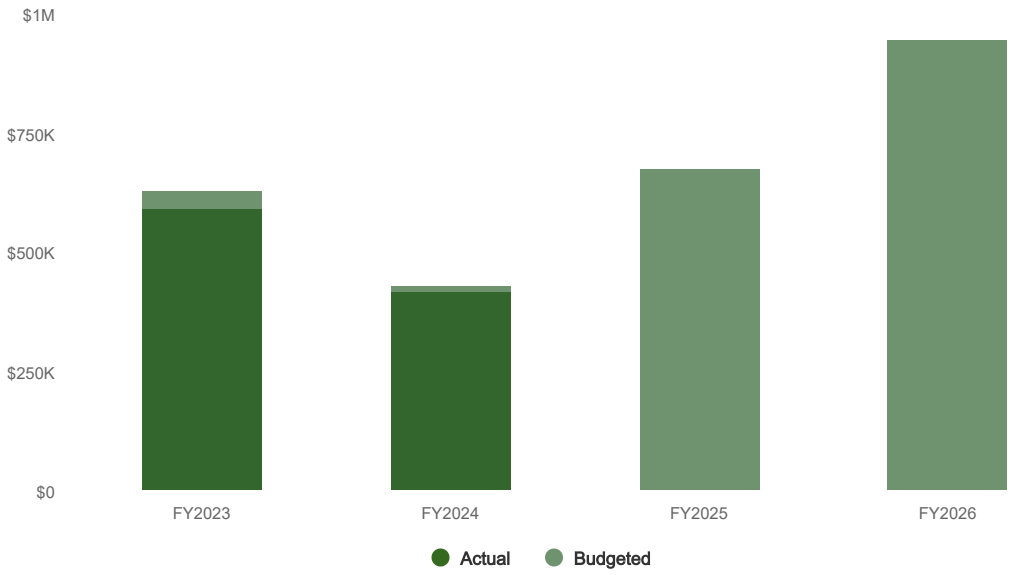
Executive Dept. Organizational Chart



Expenditures Summary

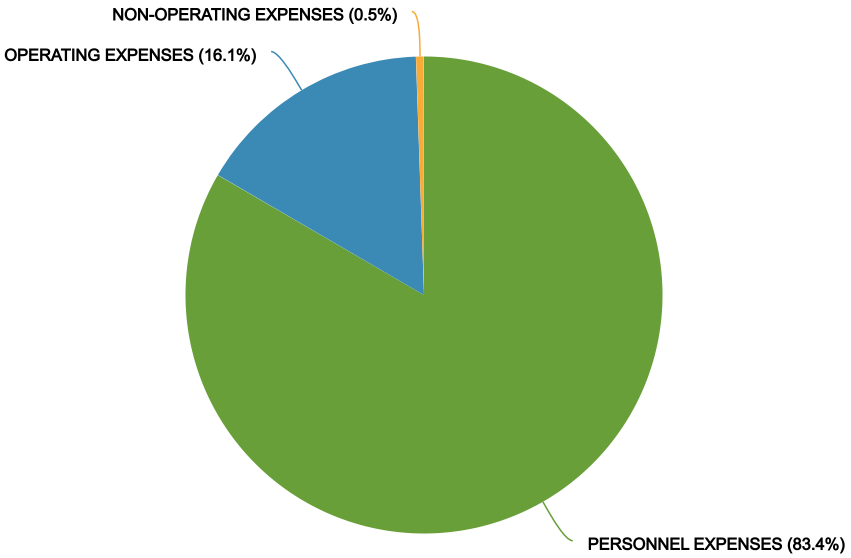
$947,071 $270,110
(39.90% vs. prior year)

Executive Adopted and Historical Budget vs. Actual



Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Name	Account ID	FY2023 Actual	FY2024 Actual	FY2025 Adopted	FY2025 Projected Budget	FY2026 Proposed Budget
Expense Objects						
PERSONNEL EXPENSES						
Regular Salaries & Wages	001-1400-512-12100	$379,370.26	$261,193.00	$405,640.00	$392,053.00	$619,495.00
PT Salaries-No Benefits	001-1400-512-13100	$14,055.00	$0.00	$0.00	$0.00	$0.00
Payroll Tax Expense	001-1400-512-21100	$26,697.13	$17,355.00	$31,031.00	$29,992.00	$43,704.00
Retirement Contribution	001-1400-512-22100	$41,741.37	$34,033.00	$50,314.00	$49,278.00	$72,753.00
Life & Health Insurance	001-1400-512-23100	$45,676.44	$27,093.00	$34,563.00	$33,239.00	$51,589.00
Workers Compensation	001-1400-512-24100	$864.62	$644.00	$1,450.00	$1,402.00	$2,215.00
Total PERSONNEL EXPENSES:		$508,404.82	$340,318.00	$522,998.00	$505,964.00	$789,756.00
OPERATING EXPENSES						
Professional Services/Studies/Surveys	001-1400-512-31010	$12,000.00	$8,901.00	$35,000.00	$35,000.00	$50,500.00
Postage	001-1400-512-42100	$10,271.48	$13,973.00	$16,565.00	$16,565.00	$18,565.00
Promotional Activities/Newsletter	001-1400-512-48100	$25,118.43	$33,981.00	$38,998.00	$40,000.00	$40,000.00
Promotional Activities/Town Events	001-1400-512-48110	$20,480.98	$11,021.00	$43,700.00	$75,000.00	$21,500.00

Name	Account ID	FY2023 Actual	FY2024 Actual	FY2025 Adopted	FY2025 Projected Budget	FY2026 Proposed Budget
Subscriptions & Memberships	001-1400-512-54100	$11,622.44	$4,259.00	$5,700.00	$5,000.00	$5,500.00
Training & Education	001-1400-512-55100	$201.29	$1,300.00	$2,500.00	$2,500.00	$8,750.00
Conferences & Seminars	001-1400-512-55200	$1,927.48	$3,915.00	$6,500.00	$6,000.00	$7,500.00
Total OPERATING EXPENSES:		$81,622.10	$77,350.00	$148,963.00	$180,065.00	$152,315.00
NON-OPERATING EXPENSES						
Contingency/Reserve	001-1400-512-99100	$0.00	$0.00	$5,000.00	$0.00	$5,000.00
Total NON-OPERATING EXPENSES:		$0.00	$0.00	$5,000.00	$0.00	$5,000.00
Total Expense Objects:		$590,026.92	$417,668.00	$676,961.00	$686,029.00	$947,071.00

FUNDED

Town of Southwest Ranches, Florida

FY 2026 Program Modification

Communications Coordinator

Department Name	Division Name	Fund	Priority	Fiscal Impact
Executive	**Executive**	**General**	**1**	**$79,755**

Background

Town Administration has identified the need for a coordinated effort towards consistent messaging and branding on all Town communications. Currently most communication is created by Town Administration and the Town Clerk's Department staff.

Justification & Description

As the need to respond to demands for information continues to increase, a great burden has been placed on existing staff. There is the lack of a strategic and proactive communications process, and that can be perceived as an unorganized approach to communications. A dedicated Communications Coordinator will allow for a coordinated effort towards proactive messaging. This position would be responsible for media inquiry response, social media content management, Town message boards, Constant Contact, and developing communication pieces for all Town initiatives as directed by the Town Administrator. The Communications Coordinator (CC) will allow for unity of messaging and allow for the Town Clerk's Office and Town Administration to focus on further strategic priorities and rising demands.

Funding Source

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

Alternative / Adverse Impact if not funded

If not funded, the possibility of residents not being provided with timely messaging on critical issues facing the Town will be missed, leading to resident dissatisfaction and discord.

Required Resources

Line Item	Title or Description of Request	Cost
001-1400-512-12100	Communications Coordinator	**$60,000**
001-1400-512-2xxxx	Fringe Benefits	**$19,755**

Page **1** of **1**

FUNDED

Town of Southwest Ranches

Capital Improvement Project

Project	**Front Entrances Modification for Remote Locking Doors and Bulletproof Glass**						
Priority	**Medium**			**Project Manager**	**Tom Holste, General Services Manager**		
Department	**Administration**			**Division**	**Executive**		
Project Location	**Town Hall**						
Fiscal Year	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**	**FY 2030**	**Total**	**Prior Years**
Plans and Studies	$ 10,000	$ -	$ -	$ -	$ -	$ 10,000	$ -
Engineering, Architecture & Permitting	$ 10,000	$ -	$ -	$ -	$ -	$ 10,000	$ -
Land Acquisition / Site preparation		$ -	$ -	$ -	$ -	$ -	$ -
Construction	$ 70,000	$ -	$ -	$ -	$ -	$ 70,000	$ -
Equipment / Furnishings	$ 10,000	$ -	$ -	$ -	$ -	$ 10,000	$ -
Other (Wetlands)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
TOTAL COST:	$ 100,000	$ -	$ -	$ -	$ -	$ 100,000	$ -
Revenue Source	**GF**						

Description (Justification and Explanation)

For the Town of Southwest Ranches to keep up with the demand for increased levels of service for its residents, businesses, and visitors there comes the need for increased staffing and workspace. With the contractually obligated construction of a new fire station the potential exists to occupy the current fire station and repurpose it as one-stop permitting center to be occupied by Engineering Department, Building Department, and Zoning/Code Compliance staff.

The workspace in Town Hall is at an unachievable premium. Some employees share space intended for half the number (two in a one-person office), and closets and storage rooms have been made into offices, leaving no room for storage of Town property. Further exacerbating the current situation, the FY 2026 budget includes the funding of two additional new employees to keep pace with expected service levels.

As mentioned above, to streamline some of our services, it would be ideal to place certain departments in good proximity to each other, to enhance the "one-stop-shop" platinum permitting approach to our building permit process. Once a temporary building structure be approved by Town Council, the Public Works/Engineering Department, Code Compliance Department, and the Building Department would be housed together, allowing for residents and contractors a more concierge service to the permitting process.

The costs illustrated below represent the costs to acquire the structure, delivery, placement onsite, and the recurring rental for the two-year expected term. Costs associated with any required permits, and tying the structure into the existing water and septic system here at Town Hall are unknown at this time but will need to be furnished prior to occupancy.

Annual Impact on Operating Budget

Personnel		
Operating		
Replacement Cost	**Year:**	N/A
Revenue/Other		
Total	$ -	

Page 1 of 1

FUNDED

Town of Southwest Ranches

Capital Improvement Project

Project	**Two (2) LED Mounument Signs**						
Priority	**Medium**			**Project Manager**	**Tom Holste, General Services Manager**		
Department	**Administration**			**Division**	**Executive**		
Project Location	**Town Hall entranceway and Griffin Rd/Dykes Road corner**						
Fiscal Year	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**	**FY 2030**	**Total**	**Prior Years**
Plans and Studies		$ -	$ -	$ -	$ -	$ -	$ -
Engineering, Architecture & Permitting		$ -	$ -	$ -	$ -	$ -	$ -
Land Acquisition / Site preparation		$ -	$ -	$ -	$ -	$ -	$ -
Construction	$ 42,700	$ -	$ -	$ -	$ -	$ 42,700	$ -
Equipment / Furnishings	$ 88,740	$ -	$ -	$ -	$ -	$ 88,740	$ -
Other (Wetlands)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
TOTAL COST:	$ 131,440	$ -	$ -	$ -	$ -	$ 131,440	$ -
Revenue Source	**GF**						

Description (Justification and Explanation)

The Town wishes to increase our outreach efforts for Town events, services, and meetings beyond current capabilities.

Town Hall fronts Griffin Road but is set back too far from the roadway to effectively reach the thousands of motorists that pass Town Hall every day with important news and alerts. To do so currently requires that any messaging be done using the portable message boards which require them to be placed in the median of Griffin Road. To icrease visibility a second LED sign will be installed along Griffind road and southwest corner of Dykes Road.

The budgeted monument signs will have the ability to use hundreds of different colors, images, and logos so that we can customize messages for the best possible impact and attract the attention of passing motorists, bicyclists, and pedestrians in a safe and efficient way. The signs can be programmed remotely thus the staff being able to change messaging frequently, or add additional messaging as needed. This will allow the Town to communicath important information, to promote the Town events, and to advise of significant Town meetings.

Annual Impact on Operating Budget

Personnel		
Operating		
Replacement Cost	**Year:**	N/A
Revenue/Other		
Total	$ -	

Page 1 of 1

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) procurement, purchasing and contract management. Each of these areas requires its 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 2024/2025 Accomplishments:

- Timely filed an award-eligible Annual Comprehensive Financial Report (ACFR) for FY 2024 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 for the FY2024-2025 Budget.
- The Town received no violations or exceptions by the Florida Department of Revenue regarding its budget millage certification and therefore was in full compliance with all millage levy requirements pursuant to Florida Statutes.
- Successfully balanced the FY2024-2025 Budget and were able to maintain no change to the Town's millage rate.
- Timely filed (04/30/25) the State and Local Fiscal Recovery Funds (SLFRF) requirements as it pertains to ARPA funds.
    - Met ARPA requirements of having all funds contractually obligated by 12/31/2024.
- Pursuant to Section 403.928 F.S., we prepared and timely filed FY2025 Office of Economic & Demographic Research (EDR) reports.
- Coordinated, reviewed and timely filed FY 2023 IRS form 990 for the Southwest Ranches Volunteer Fire Rescue, Inc.
- Prepared and timely filed Annual Financial Report (AFR) with the Florida Department of Financial Services.
- Prepared the Town fire inspection bill of all Town businesses and managed the collection.
- Prepared the Town Solid Waste additional trash carts for FY2024-2025 and managed collections.
- Worked with the Town Administrator in the creation of the "additional solid waste trash cart" policy to establish a process that ensures residents' requests for the first bill and subsequent annual billing are completed timely.
- Worked with the Town Administrator in the creation of the Town's "dress attire policy" for the purpose of bringing a positive image of the Town through employees' dress and behavior. It ensures that employees dress and groom themselves in a neat, clean, and professional manner consistent with the position and work location.
- Continued to successfully manage an operating millage to proactively address potential issues that may impact on 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.
- Designed and activated the Request for Quote/Invitation to Quote process with a streamlined advertisement-ready template, resulting in increased efficiency and supplier competition
- 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.

Fiscal Year 2024/2025 Issues:

- 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 stay ahead of expiration dates.
- As the Town's departments continue to increase their volume of requests as they pertain to procurement items (e.g., purchase orders, budget adjustments, policies, tasks, consulting) and financial (e.g., legal, GASB, Cyber, etc.) has resulted in the Financial Services Department having to expand availability on other financial/budget requirements.
- Preparing to initiate new software (e.g., ERP, online payment, etc.) with limited personnel presents numerous challenges.
- The department continues to manage dated accounting software with limited reporting functionalities and that has run its capabilities cycle.

Fiscal Year 2025/2026 Performance Objectives:

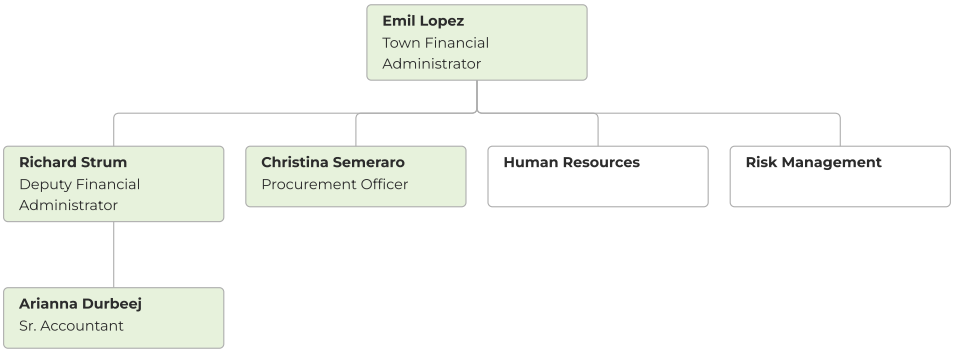
- Continue to assist with the timing & segregation of funding for newly approved Transportation Capital Project infrastructure (TSDOR & Drainage Mobility Advancement Program and State Appropriation Grant).
- Research existing accounting software that possesses functionalities currently required by the 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 them manually.
- The department is in the final phase of selecting a software company. Expect its implementation to be completed in FY2025-2026.
- Finalize research, survey, and selection of company for a new online payment platform.
    - The department is in the final phase of selecting a payment provider (company).
- To improve town procurement by leveraging technology to lower costs, reduce risk, and pursue innovative methods to increase the quality and value of bids.
- Continue to comply with an updated 2021 fire assessment methodology study.
    - Monitor fire assessment contingency to minimize impact on residents from the addition of new fire personnel from the Town of Davie.
- Continue to comply with the financial aspects of the Solid & Bulk Waste and Recycling services contract with WM.
- Continue to monitor ARPA reporting requirements and projects to ensure guidance is met (State and Local Fiscal Recovery Funds - SLFRF).

Personnel Complement:

	Adopted FY2025			Proposed FY2026		
Position Title	Full Time	Part Time	Temp	Full Time	Part Time	Temp
Town Financial Administrator	1			1		
Deputy Financial Administrator	1			1		
Procurement Officer	1			1		
Senior Accountant	1			1		
Records & Administrative Coordinator	.5			.5		
Total	4.5			4.5		

Organizational Chart

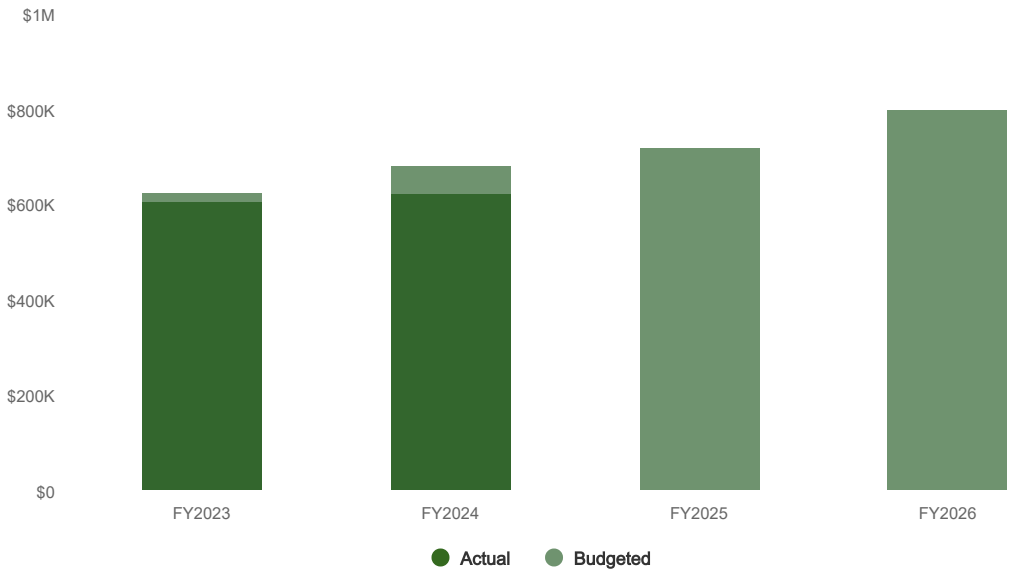
Financial Services Org Chart



Expenditures Summary

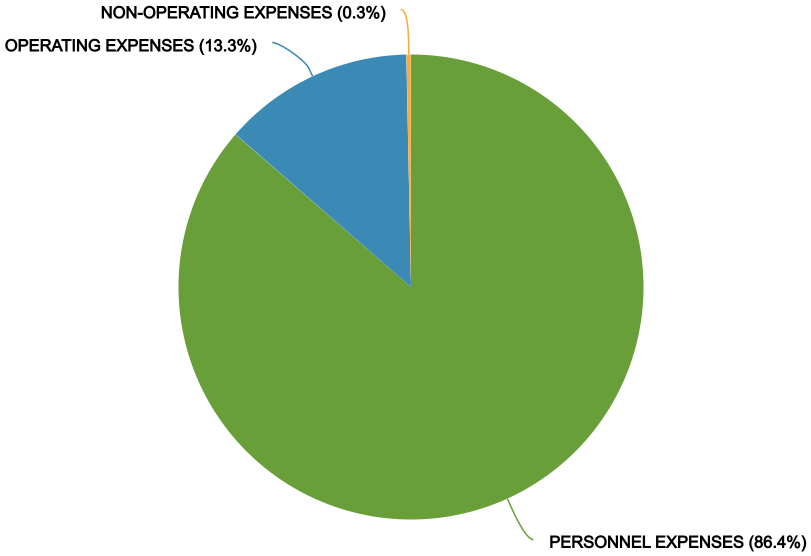
$797,320 **$77,740**
(10.80% vs. prior year)

Financial Services Adopted and Historical Budget vs. Actual



Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Name	Account ID	FY2023 Actual	FY2024 Actual	FY2025 Adopted	FY2025 Projected Budget	FY2026 Proposed Budget
Expense Objects						
PERSONNEL EXPENSES						
Regular Salaries & Wages	001-1600-513-12100	$428,836.01	$423,481.00	$478,581.00	$479,891.00	$528,530.00
Payroll Tax Expense	001-1600-513-21100	$31,741.98	$31,351.00	$36,611.00	$36,712.00	$40,433.00
Retirement Contribution	001-1600-513-22100	$42,449.93	$44,372.00	$55,918.00	$55,915.00	$61,670.00
Life & Health Insurance	001-1600-513-23100	$53,362.98	$48,022.00	$64,468.00	$54,252.00	$56,425.00
Workers Compensation	001-1600-513-24100	$873.24	$1,034.00	$1,711.00	$1,716.00	$1,889.00
Total PERSONNEL EXPENSES:		$557,264.14	$548,260.00	$637,289.00	$628,486.00	$688,947.00
OPERATING EXPENSES						
Accounting & Auditing	001-1600-513-32100	$46,560.00	$43,650.00	$48,873.00	$47,250.00	$72,500.00
Software Maintenance	001-1600-513-46500	$0.00	$27,243.00	$20,618.00	$21,236.00	$21,873.00
Subscriptions & Memberships	001-1600-513-54100	$1,149.00	$820.00	$2,000.00	$1,500.00	$2,000.00
Training & Education	001-1600-513-55100	-$1,416.00	$2,424.00	$3,000.00	$2,000.00	$7,000.00
Conferences & Seminars	001-1600-513-55200	$2,009.46	$96.00	$5,300.00	$2,500.00	$2,500.00

Name	Account ID	FY2023 Actual	FY2024 Actual	FY2025 Adopted	FY2025 Projected Budget	FY2026 Proposed Budget
Total OPERATING EXPENSES:		$48,302.46	$74,233.00	$79,791.00	$74,486.00	$105,873.00
NON-OPERATING EXPENSES						
Contingency/Reserve	001-1600-513-99100	$0.00	$0.00	$2,500.00	$0.00	$2,500.00
Total NON-OPERATING EXPENSES:		$0.00	$0.00	$2,500.00	$0.00	$2,500.00
Total Expense Objects:		$605,566.60	$622,493.00	$719,580.00	$702,972.00	$797,320.00

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's 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 the 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 2024–2025 Accomplishments

- Successful update and implementation of Code Supplement 14 & 15 to the Town’s Code of Ordinances.
- Received, processed, and completed a total of 119 public records requests from October 2024 to March 1, 2025, while acknowledging these requests within 2 business days 97% of the time, exceeding the performance measures outlined in the Town’s Strategic Plan. 287 public records requests were processed for FY 2023-2024.
- Posted 12 meeting notices from October 1, 2024, to March 1, 2025, 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 and Special Town Council Meetings minutes have been posted online.
- Upgraded the sound system in Council Chambers with a new control system for better sound quality.
- Replaced the three Toshiba multi-function printers/scanners in Town Hall with new upgraded multi-function printers/scanners.
- Created the Town's Instagram social media site to provide another avenue to disseminate information to Town residents.
- Developed written public records and records retention policies.
- Implemented records retention policy by department.
- Migrated Electronically Stored Records from an outdated LaserFiche Program to a Cloud-Based LaserFiche Program.

Issues:

- Need to develop a written 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).
- Full utilization by the Town Council of an electronic agenda is needed.
- An updated agenda and minutes software is needed as the existing 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.
- Public records request software is needed to streamline the public records request process.
- Need to upgrade and replace video equipment in the Council Chambers
- A meeting minute software program is needed to improve proficiency and timeliness.
- Streamlined 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.

Fiscal Year 2025-2026 Performance Objectives:

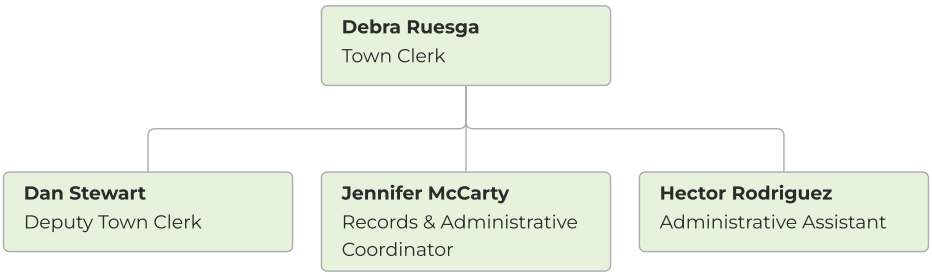
- Respond to 95% of records requests within 2 business days
- Post 100% of executed resolutions, ordinances, and agreements online.
- Post 100% of meeting notices and agendas at least 2 business days prior to the scheduled meeting.
- All content on the Town's website should be ADA-compliant.
- Advertise 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 a 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 Town's needs.

Personnel Complement:

	Adopted FY2025			Proposed FY2026		
Position Title	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

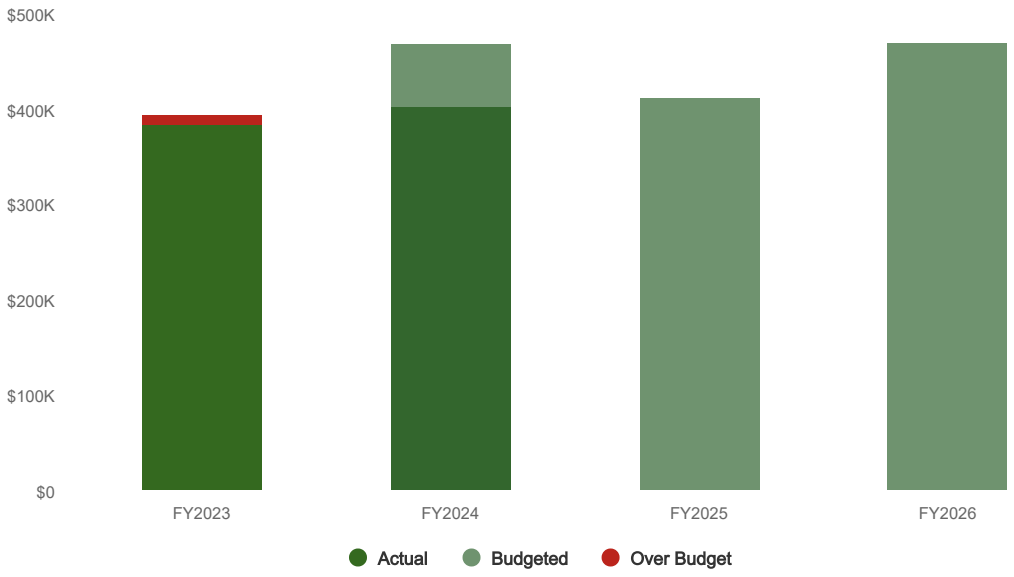
Town Clerk Org Chart



Expenditures Summary

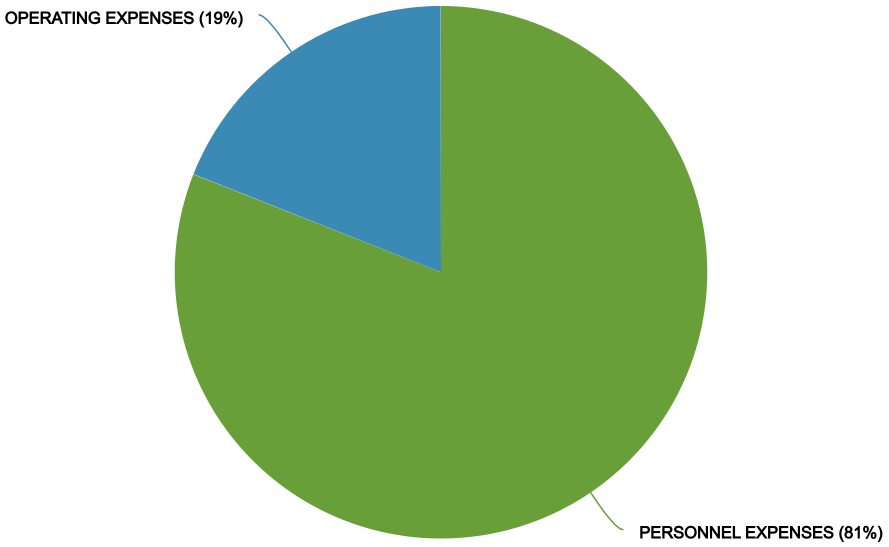
$469,540 $57,295
(13.90% vs. prior year)

Town Clerk Adopted and Historical Budget vs. Actual



Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Name	Account ID	FY2023 Actual	FY2024 Actual	FY2025 Adopted	FY2025 Projected Budget	FY2026 Proposed Budget
Expense Objects						
PERSONNEL EXPENSES						
Regular Salaries & Wages	001-1800-512-12100	$238,743.22	$231,943.00	$225,794.00	$232,052.00	$259,299.00
PT Salaries-No Benefits	001-1800-512-13100	$0.00	$17,326.00	$18,408.00	$16,339.00	$19,117.00
Payroll Tax Expense	001-1800-512-21100	$17,697.67	$18,289.00	$18,681.00	$19,002.00	$21,299.00
Retirement Contribution	001-1800-512-22100	$29,039.08	$29,257.00	$26,453.00	$28,060.00	$31,391.00
Life & Health Insurance	001-1800-512-23100	$23,945.47	$33,961.00	$34,152.00	$43,535.00	$48,307.00
Workers Compensation	001-1800-512-24100	$459.60	$712.00	$807.00	$830.00	$927.00
Total PERSONNEL EXPENSES:		$309,885.04	$331,488.00	$324,295.00	$339,818.00	$380,340.00
OPERATING EXPENSES						
Other Contractual Services	001-1800-512-34100	$37,800.07	$35,470.00	$17,000.00	$16,867.00	$21,200.00
Mileage Reimbursement	001-1800-512-40100	$0.00	$0.00	$100.00	$100.00	$100.00
Software Maintenance	001-1800-512-46500	$9,352.00	$11,115.00	$42,650.00	$41,648.00	$39,500.00
Other Current Charges	001-1800-512-49100	$4,423.50	$0.00	$6,500.00	$1,989.00	$0.00

Name	Account ID	FY2023 Actual	FY2024 Actual	FY2025 Adopted	FY2025 Projected Budget	FY2026 Proposed Budget
Legal Advertisements	001-1800-512-49110	$10,866.71	$13,083.00	$12,000.00	$12,300.00	$14,000.00
Subscriptions & Memberships	001-1800-512-54100	$3,326.39	$1,967.00	$2,300.00	$1,325.00	$2,500.00
Training & Education	001-1800-512-55100	$820.81	$835.00	$2,000.00	$1,120.00	$6,500.00
Conferences & Seminars	001-1800-512-55200	$8,226.41	$2,031.00	$5,400.00	$4,635.00	$5,400.00
Total OPERATING EXPENSES:		$74,815.89	$64,501.00	$87,950.00	$79,984.00	$89,200.00
CAPITAL OUTLAY						
Machinery & Equipment	001-1800-512-64100	$10,446.39	$7,200.00	$0.00	$9,855.00	$0.00
Total CAPITAL OUTLAY:		$10,446.39	$7,200.00	$0.00	$9,855.00	$0.00
Total Expense Objects:		$395,147.32	$403,189.00	$412,245.00	$429,657.00	$469,540.00

FUNDED

Town of Southwest Ranches, Florida

FY 2026 Program Modification

Records Request System

Department Name	Division Name	Fund	Priority	Fiscal Impact
Town Clerk	**Town Clerk**	**General Fund**	**1**	**$6,000**

Background

Since the Town's inception, public record requests (PRR's) have been managed utilizing an excel spreadsheet. The Town Clerk's Department has grown, and with that, the number of requests has grown as well.

Justification & Description

This request is to purchase a records request system that is specifically designed to log, track and complete record requests more efficiently, thus meeting statutory requirements as well as providing documents to residents in a timely manner. The system will also help all Town departments keep track and complete their requests on time.

Funding Source

Proposed funding is via.

Alternative / Adverse Impact if not funded

Required Resources

Line Item	Title or Description of Request	Cost
001-1800-522-46500	Records Request System	**$6,000**

Page **1** of **1**

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's 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 on 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 2024–2025 Accomplishments:

- Goal 1a, Objective 1: CAP staff acknowledge or respond to all public records and other requests within two (2) business days.
- Goal 2a, Objective 2: CAP staff participate in City customer service training sessions as requested. In addition, CAP provides customer service training and coaching sessions to 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 of 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:

- 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 processing and follow-up for enforcement.
- Continue to improve customer service and process efficiencies.

Fiscal Year 2025-2026 Performance Objectives:

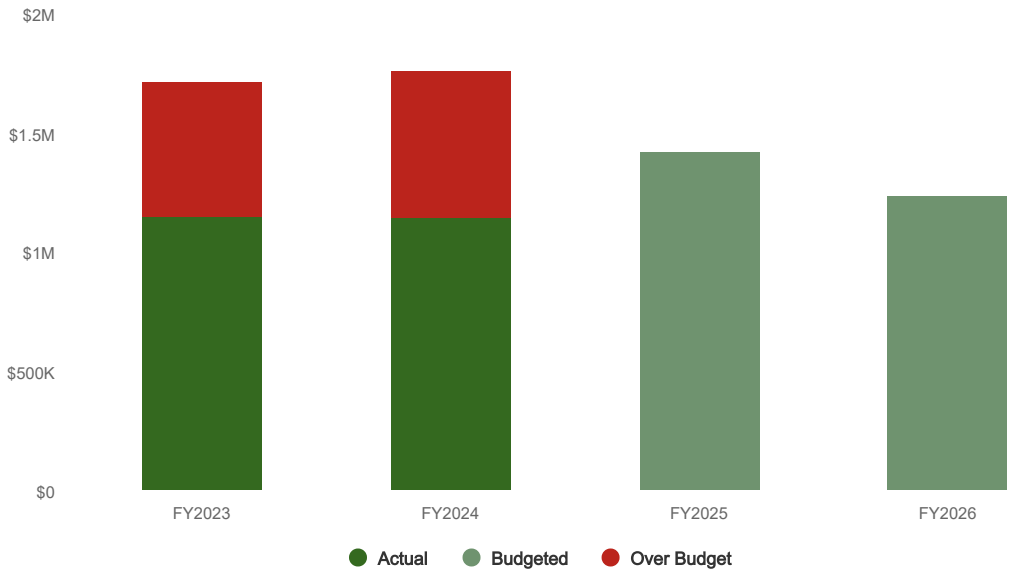
- Continue to ensure that all permit applications are processed efficiently, and that applicants are properly informed and assisted.
- Continue to properly enforce the FBC with high quality customer service.
- Coordinate with the Town to provide online permit fee payments.
- Follow-up on expired permits 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

It is important to note that when the Town's actual expenditures surpass its budgeted amount, this is offset by an increase in revenues based on the services (cost neutral).

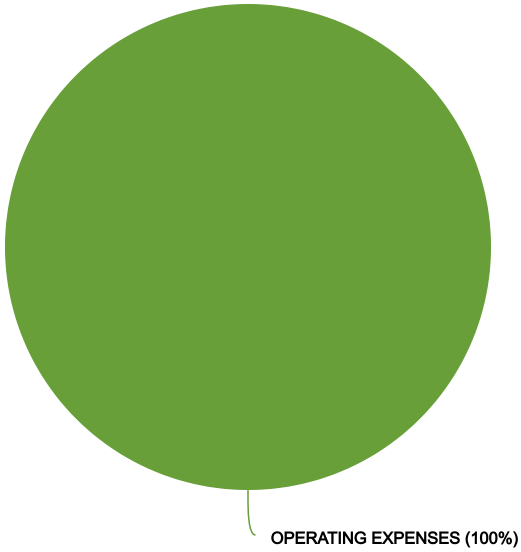
$1,236,482 -$184,195
(-12.97% vs. prior year)

Building Services Adopted and Historical Budget vs. Actual



Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Name	Account ID	FY2023 Actual	FY2024 Actual	FY2025 Adopted	FY2025 Projected Budget	FY2026 Proposed Budget
Expense Objects						
OPERATING EXPENSES						
Other Contractual Services	001-2100-524-34100	$1,718,899.10	$1,760,125.00	$1,420,677.00	$1,298,022.00	$1,236,482.00
Total OPERATING EXPENSES:		$1,718,899.10	$1,760,125.00	$1,420,677.00	$1,298,022.00	$1,236,482.00
Total Expense Objects:		$1,718,899.10	$1,760,125.00	$1,420,677.00	$1,298,022.00	$1,236,482.00

Community Development Department: Code Compliance & Zoning Divisions

Julio Medina
Community Development Director

Services, Functions, and Activities:

As a contracted firm, J.A. Medina LLC oversees Code Compliance services and Zoning Plan processing, collectively referred to as "the departments." The team includes a Community Development Director, an Assistant Code Compliance Director, three Code Compliance Officers, and a Landscape Inspector. Together, they uphold the health, safety, and welfare of Southwest Ranches residents by enforcing the Town Council's Code and Zoning regulations, ensuring the preservation of property values.

While primarily reactive, the departments proactively address common violations, including overgrown vegetation, bulk trash, potholes on private roads, unpermitted fill and lighting violations. Timely resolution of violations is crucial in maintaining a high quality of life for residents.

These departments provide essential support to various Town Hall divisions, including the Building, Clerk's, Legal, Finance, and Public Works departments. They assist the Engineering Department in addressing violations related to fill, easements, and berms; support the Building Department in managing expired permits and illegal construction; and help the Town Clerk's Office process records requests. Additionally, they conduct inspections and provide documentation for Broward County's Property Appraiser's Office to ensure the accuracy of property records.

The departments prioritize educating and engaging residents, offering clear and accurate information about Town Code and Zoning regulations. This is achieved through in-person interactions, the Town's website, and publications in the Town's newsletter. These efforts promote compliance, prevent violations, and maintain the Town's rural character.

FY2024-2025 Accomplishments

- **Improved Compliance Rates:**
  - Increased overall compliance rates through targeted enforcement and community engagement initiatives.
- **Reduced Response Time:**
  - Streamlined processes, reducing the average response time for reported violations.
  - The department expanded to include an additional Officer available to respond to complaints and incentivized all staff to obtain certifications, granting each Officer the ability to respond to complaints.
  - An additional Code vehicle was provided to ensure immediate response to complaints and eliminate delays due to vehicle availability.
- **Enhanced Proactive Enforcement:**
  - Addressed recurring violations proactively, minimizing issues related to overgrown vegetation, bulk trash, and unpermitted structures.
- **Community Outreach and Education:**
  - Conducted outreach programs to improve residents' understanding of local codes and regulations.
  - Published multiple articles in the Town newsletter providing education on the Town's code and zoning regulations.

- **Timely Case Resolution:**
  - Reduced the time taken to resolve code violations, ensuring swift resolutions by emphasizing making initial contact with residents.
  - Improved communication with residents by making letters more concise, descriptive, and including photographs of violations.
- **Interdepartmental Collaboration:**
  - Strengthened cooperation with municipal departments to address complex enforcement matters effectively.
  - Established relationships with several outside agencies that assist in the Code process.
- **Training and Development Initiatives:**
  - Enhanced staff proficiency through professional development and certification programs.
  - Added incentives for continued education and obtaining additional certifications.
- **Effective Record-Keeping:**
  - Improved documentation processes, enhancing transparency and accountability.
  - Assisted in the implementation of the Town's record retention schedule and policy.
- **Collaboration with Public Works:**
  - Coordinated efforts to address property maintenance, bulk trash, and other nuisance issues.
  - Assisted in the identification and marking of potholes throughout Town roads.
- **Assistance to other Departments:**
  - Provided support to the Town Clerk's and Attorney's offices in legal and administrative matters.
- **Broward County Collaboration:**
  - Assisted in property inspections to ensure tax roll updates align with existing conditions.
  - Provided crucial information to BCPA for the purpose of properly classifying properties in the Town.
- **Zoning Plan Processing Efficiency:**
  - Streamlined zoning permit reviews, expediting processing for commercial and residential projects.
  - Achieved a 99% review completion rate within the allotted time.

FY2024-2025 Strategic Performance Measures

- **Compliance Rate:**
  - The completion rate for compliance in the previous period was 90.27%.
- **Response Time:**
  - The average response time for Code Compliance to address reported violations was 24 hours or less.
- **Case Resolution Time:**
  - The average time required to fully resolve a case from the initial report to compliance was approximately 10 days.
- **Violation Recurrence Rate:**
  - The average recurrence rate of code violations on specific properties or areas was approximately 15%.

- **Training and Certification Rates:**
  - The average percentage of staff maintaining the required certifications and undergoing continuous training was approximately 93.33%.
- **Public Awareness and Education Effectiveness:**
  - Streamlined zoning permit reviews, expediting processing for commercial and residential projects.
  - Achieved a 99% review completion rate within the allotted time.
- **Community Engagement and Outreach Events:**
  - The average participation rate in community workshops and meetings was around 30% of invited attendees, demonstrating a moderate level of engagement.
- **Total Inspections Conducted:**
  - The average number of proactive and reactive inspections completed was approximately 1,200 annually.
- **Enforcement to Compliance Ratio:**
  - The enforcement to compliance ratio was approximately 90%, meaning that 9 out of every 10 enforcement actions resulted in successful compliance.
- **Proactive Inspection Rate:**
  - The department proactively inspects five types of violations. Of the approximately 1,200 inspections conducted, 132 were proactive, resulting in a proactive inspection rate of approximately 11% and a reactive inspection rate of approximately 89%.
- **Interdepartmental Collaboration Efficiency:**
  - The Code Compliance Department collaborates extensively with municipal departments such as Public Works, and the Town Clerk's Office to ensure seamless resolution of code-related issues. Approximately 85% of interdepartmental cases were resolved within the expected timeframe, demonstrating a high level of efficiency in cooperative efforts.

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:

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:

- **Changing Regulation:**
  - 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.
- **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.
- **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.

- **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.

- **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.

- **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 Compliance 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 compliance.

Fiscal Year 2025-2026 Performance Objectives:

- **Increase Compliance Rate:**
  - Goal: Improve the percentage of cases achieving compliance within specified timeframes.
  - Strategy: Expand public awareness campaigns and increase proactive inspections.

- **Reduce Response Time:**
  - Goal: Decrease the time required to address reported violations.
  - Strategy: Leverage technology to streamline response mechanisms and enhance coordination.

- **Enhance Proactive Enforcement:**
  - Goal: Minimize recurring violations through increased proactive patrols and community engagement.
  - Strategy: Implement routine compliance inspections to mitigate emerging issues.

- **Improve Case Resolution Efficiency:**
  - Goal: Reduce case resolution time through refined operational processes.
  - Strategy: Introduce a digital case management system to monitor case progress and identify bottlenecks.

- **Strengthen Community Engagement:**
  - Goal: Increase resident participation in Code Compliance discussions and initiatives.
  - Strategy: Organize workshops, provide informational sessions, enhance digital communication, and emphasize transparency.

- **Achieve Training and Certification Excellence:**
  - Goal: Maintain a fully certified staff with updated professional training.

    - Strategy: Establish a structured training program and support continued education efforts.

- **Expand Public Awareness:**
    - Goal: Enhance residents' understanding of zoning and code compliance requirements.
    - Strategy: Develop a multi-platform awareness campaign, including newsletters, social media, rancher academy and town meetings.

- **Increase in Proactive Inspections:**
    - Goal: Improve the percentage of inspections initiated by the department.
    - Strategy: Allocate additional resources for proactive field monitoring.

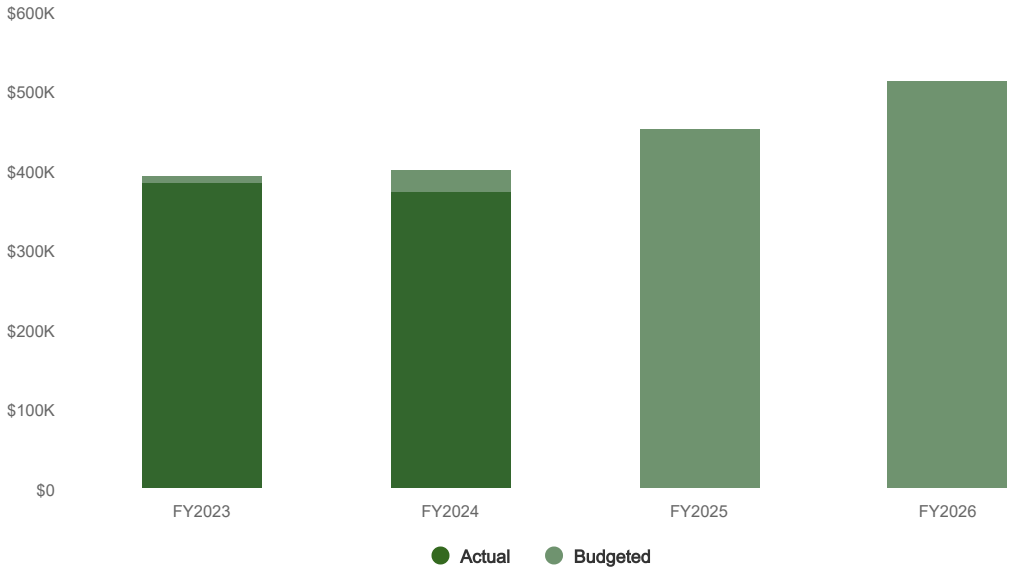
- **Strengthen Collaboration with Other Departments:**
    - Goal: Improve coordination with municipal departments to address interrelated issues.
    - Strategy: Formalize interdepartmental workflows to optimize efficiency, such as establishing procedures when encountering unpermitted work to coordinate with the Building Department.

The Code Compliance Department has demonstrated exceptional performance in ensuring compliance, resolving cases efficiently, and maintaining strong interdepartmental collaboration. With a compliance rate exceeding 90%, rapid response times, and proactive enforcement strategies, the department has made significant strides in preserving the integrity and safety of the community. However, continuous improvement remains a priority. By increasing proactive inspections, enhancing public awareness initiatives, and further strengthening interdepartmental workflows, the department can build on its success and drive even greater compliance outcomes in the future.

Expenditures Summary

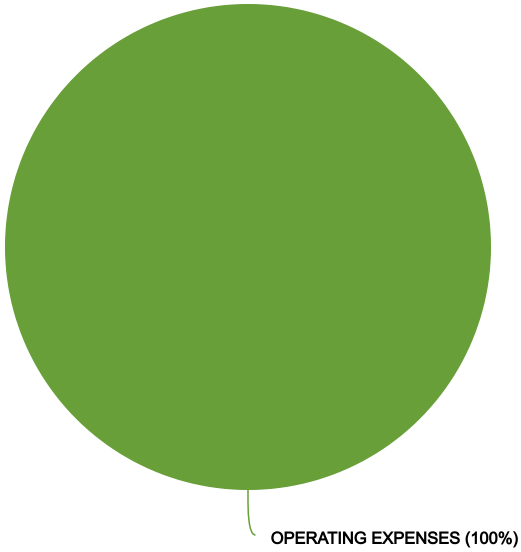
$512,688 $60,082
(13.27% vs. prior year)

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



Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Name	Account ID	FY2023 Actual	FY2024 Actual	FY2025 Adopted	FY2025 Projected Budget	FY2026 Proposed Budget
Expense Objects						
OPERATING EXPENSES						
Other Contractual Services-P & Z Permits	001-2300-515-34300	$143,330.00	$119,200.00	$130,000.00	$125,000.00	$110,000.00
Professional Services/Studies/Surveys	001-2300-524-31010	$12,250.00	$19,065.00	$15,000.00	$19,500.00	$19,500.00
Other Contractual Services	001-2300-524-34100	$229,986.00	$234,420.00	$307,606.00	$319,628.00	$383,188.00
Total OPERATING EXPENSES:		$385,566.00	$372,685.00	$452,606.00	$464,128.00	$512,688.00
Total Expense Objects:		$385,566.00	$372,685.00	$452,606.00	$464,128.00	$512,688.00

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 2024–2025 Accomplishments (Strategic Plan initiatives)

- Reviewed 11 public hearing items (10/1/24 – 3/6/25, including items initiated in FY2023-2024).
- Issued 18 zoning letters (10/1/24 – 3/6/25).
- Coordinated with the Code Compliance Director.
- Maintained a database of group homes and sober homes.
- Worked with the Comprehensive Plan Advisory Board to update the data, inventory, analysis and policies of the Comprehensive Plan.
- Prepared one major code amendment.
- Continued representing the Town in 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 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 regarding other potential policy issues.

Issues:

- 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 FY2024-2025.

- 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 policy environment.
- 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 EAR-based amendments to the Comprehensive Plan. Changes to F.S. 163.3191 require a comprehensive update that was not required in the past two EAR cycles, and which exceeds the scope of the Town's intended plan review and update (ongoing).
- The Town must update its 10-year Water Supply Facilities Plan FY2025-2026.

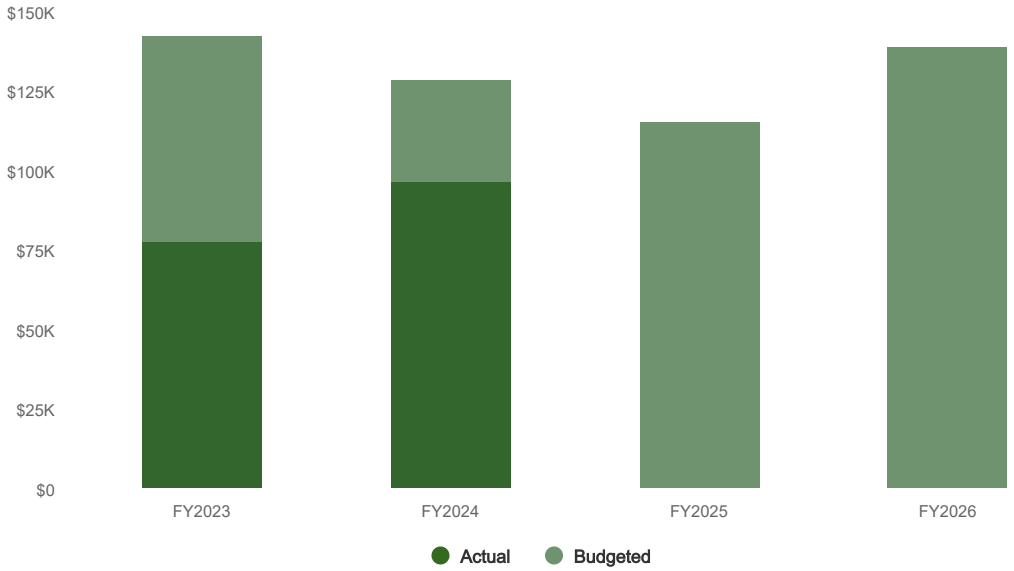
Fiscal Year 2025-2026 Performance Objectives

- 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 Report-based amendments to the Comprehensive Plan.

Expenditures Summary

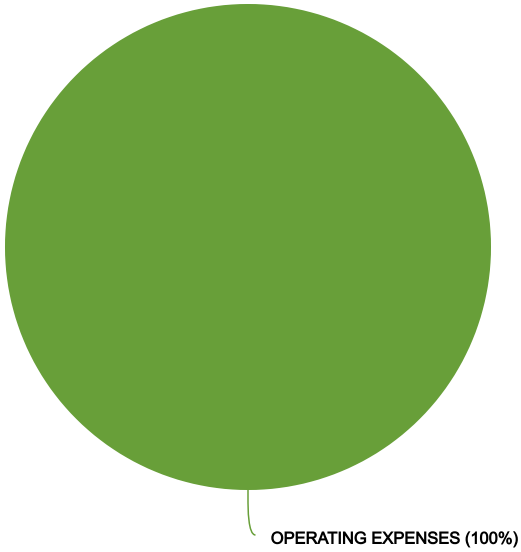
$139,250 $23,850
(20.67% vs. prior year)

Planning Services Adopted and Historical Budget vs. Actual



Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Name	Account ID	FY2023 Actual	FY2024 Actual	FY2025 Adopted	FY2025 Projected Budget	FY2026 Proposed Budget
Expense Objects						
OPERATING EXPENSES						
Other Contractual Services-Public Hearings	001-2500-515-34310	$39,747.50	$59,881.00	$45,000.00	$50,000.00	$50,500.00
Other Contractual Services-Town Planning	001-2500-515-34320	$21,589.06	$16,276.00	$26,400.00	$25,000.00	$45,000.00
Other Contractual Services-Land Use Planning	001-2500-515-34330	$16,394.95	$20,598.00	$44,000.00	$44,000.00	$43,750.00
Total OPERATING EXPENSES:		$77,731.51	$96,755.00	$115,400.00	$119,000.00	$139,250.00
Total Expense Objects:		$77,731.51	$96,755.00	$115,400.00	$119,000.00	$139,250.00

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 monitor professional consultants to perform engineering, surveying, planning, building inspections and other capital project services. Staff assist 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 provide 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 primarily on a cost recovery basis. Staff assist the regulated community with interpretations of the Unified Land Development Code (ULDC) of the Town's Code of Ordinances. Staff provide 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 manage approved grants and the implementation of programs funded by multiple sources to ensure compliance with regulatory agency requirements. CS staff oversee and perform 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 provide 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.

Public Works staff manage the contract for solid waste, recycling, and bulk trash services. Staff also coordinate four household hazardous waste and shredding events annually.

FY 2024–2025 Accomplishments

- In accordance with Priority A "Sound Governance", Goal 2a (5) "Revise website for better customer utilization" and Priority B "Enhanced Resource Management" Goal 2b(2) "Increase utilization of IT resources," the Town purchased software and developed an online portal for engineering permits, which offers a comprehensive online permit application, processing and payment, as well as customer tracking.
- In accordance with Priority Area D "Improved Infrastructure" Goal 1d(1) "Continue to seek funding for developing the land the Town has acquired," the Town applied for and was awarded a $200,000 Florida Recreation Development Assistance Program (FRDAP) grant for development within the Southwest Meadows Sanctuary Park.
- In accordance with Priority Area C "Reliable Public Safety" Goal 3C (4) the Town applied for and was awarded the following grants:
  - Florida Department of Law Enforcement grant for the purchase of a hand-held laser unit
  - Florida Assistance to Firefighters grant for the purchase of a thermal imaging camera
- In accordance with Priority Area D "Improved Infrastructure," staff managed approximately $6 million in grant funding from various agencies.
- 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 construction of the Green Meadows Drainage Improvements (south)
  - Completed construction of the Dykes Road Piping Project
  - Completed permitting of the Southwest Meadows Sanctuary drainage connection and wetlands.
  - Completed construction of the SW 205th Avenue and SW 49th Court Drainage Project
  - Completed design, permitting, and bidding for the Luray Road and Holatee Trail drainage project.
  - Completed construction of the SW 202 Avenue and SW 49th Court Drainage Rehabilitation 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 bidding of SW 162nd Avenue, SW 163rd Avenue, SW 164th Terrace and side streets.
  - Developed a Ten-Year Plan for Roadway Improvements
- 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 recertification of CRS Program by FEMA and ISO
  - Completed five-year audit 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 the annual stormwater facility maintenance program.
  - Began developing a Town-wide vulnerability assessment.

    - Developed a Ten-Year Plan for Drainage Projects.

- In accordance with Priority E “Cultivate a Vibrant Community”, the Town:
    - Developed scope for Request for Proposals (RFP) for printing companies for the new additional all-color (16) page Town newsletter and other print materials.
    - Enhanced the monthly newsletter that goes to all the residents in Southwest Ranches, by increasing concepts, designs, articles and new ideas for residents to read and enjoy in a timely fashion.

- In accordance with Priority E “Cultivate a Vibrant Community”, the Town:
    - Planned the 25th Birthday Party celebration.
    - Showcased all photo entries for the Photo Contest.
    - Completed mural wall in Founder’s Park

- In accordance with Priority Area A “Sound Governance: Goal 1a (4) “Continue to collaborate with Citizen Advisory Boards and Neighborhood Groups,” staff organized and coordinated the following Rural Public Arts and Design Board events:
    - December Holiday Lights Contest
    - Halloween Decorating Contest

- In accordance with Priority E “Cultivate a Vibrant Community”, the Town:
    - Held four Household Hazardous Waste Collection Drop Off events with vendors (Police, Shred-a-thon, and Waste Management).
    - Designed and updated the yearly WM Bulk Collection Route Schedule and magnet to help residents be clear on garbage, recycle and bulk dates.
    - Increased information in the Town newsletter relating to common issues with bulk and waste collection for the residents to be aware of.

Issues:

- Inadequate staffing to perform inspections or utility permits, Town projects and development within Southwest Ranches.
- Inadequate staffing to perform necessary clerical work.
- Lack of physical space for staffing needs.
- 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.

Fiscal Year 2025-2026 Performance Objectives:

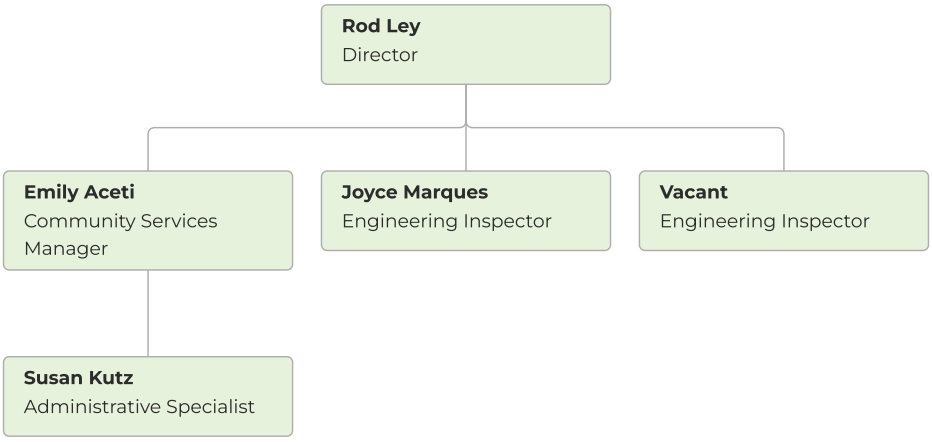
- Maintain CRS rating and requirements.
- Continue development of GIS database and infrastructure within imposed budgetary constraints.
- Prepare the NPDES Annual Report.
- Complete construction of funded road and drainage capital improvement projects.
- Continue to monitor and secure grant funding for 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 FY2025			Proposed FY2026		
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			0		
Engineering Inspector	1			2		
Administrative Specialist	1			1		
Total	4.5			4.5		

Organizational Chart

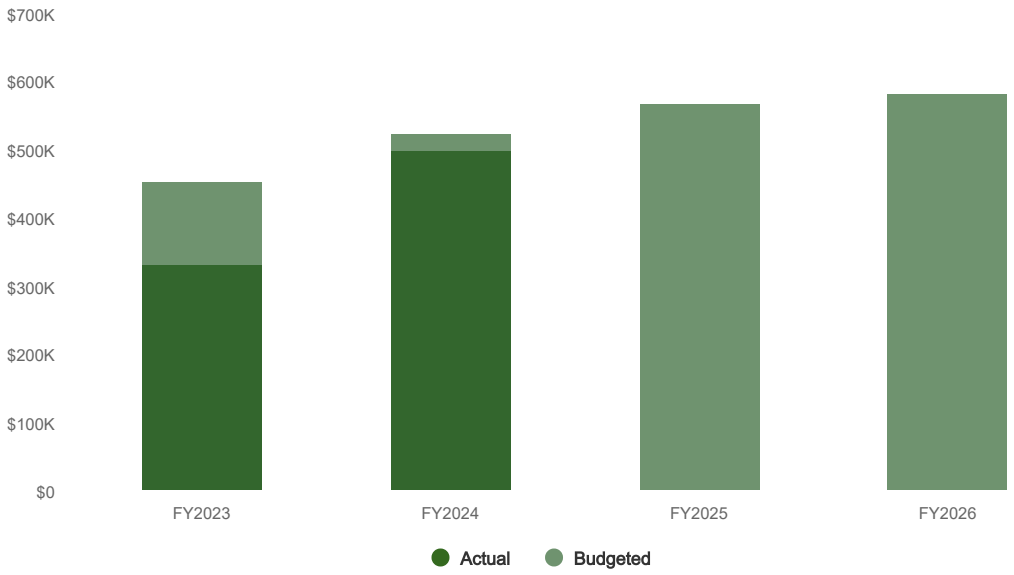
Public Works Dept. Org Chart



Expenditures Summary

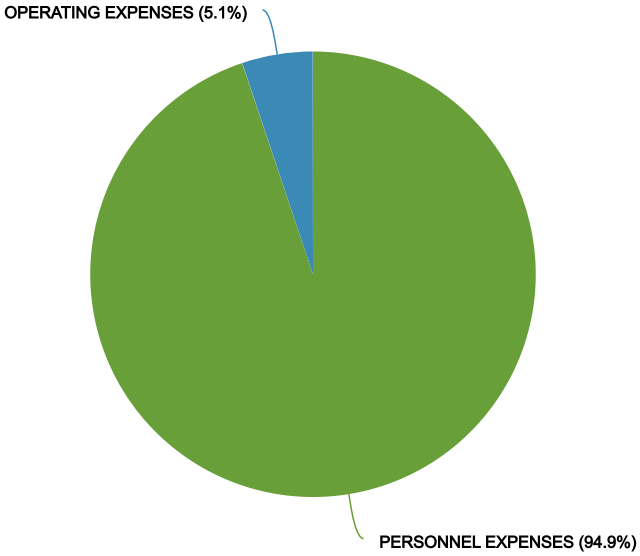
$583,531 $16,364
(2.89% vs. prior year)

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



Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Name	Account ID	FY2023 Actual	FY2024 Actual	FY2025 Adopted	FY2025 Projected Budget	FY2026 Proposed Budget
Expense Objects						
PERSONNEL EXPENSES						
Regular Salaries & Wages	001-2600-515-12100	$277,174.31	$409,634.00	$433,067.00	$431,595.00	$433,123.00
Payroll Tax Expense	001-2600-515-21100	$20,697.71	$30,163.00	$33,130.00	$33,017.00	$33,134.00
Retirement Contribution	001-2600-515-22100	$25,882.30	$40,694.00	$41,942.00	$41,794.00	$42,337.00
Life & Health Insurance	001-2600-515-23100	$1,512.71	$2,807.00	$2,117.00	$8,769.00	$29,274.00
Workers Compensation	001-2600-515-24100	$7,225.70	$9,600.00	$15,661.00	$15,608.00	$15,663.00
Total PERSONNEL EXPENSES:		$332,492.73	$492,898.00	$525,917.00	$530,783.00	$553,531.00
OPERATING EXPENSES						
Mileage Reimbursement	001-2600-539-40100	$59.54	$20.00	$300.00	$300.00	$300.00
Software Maintenance	001-2600-539-46500	$0.00	$0.00	$31,000.00	$31,000.00	$13,500.00
Other Current Charges	001-2600-539-49100	$417.60	$200.00	$1,000.00	$1,000.00	$1,000.00
Subscriptions & Memberships	001-2600-539-54100	$0.00	$0.00	$1,250.00	$1,250.00	$1,250.00
Training & Education	001-2600-539-55100	$505.75	$52.00	$1,200.00	$1,200.00	$7,450.00

Name	Account ID	FY2023 Actual	FY2024 Actual	FY2025 Adopted	FY2025 Projected Budget	FY2026 Proposed Budget
Conferences & Seminars	001-2600-539-55200	$0.00	$6,077.00	$6,500.00	$6,500.00	$6,500.00
Total OPERATING EXPENSES:		$982.89	$6,349.00	$41,250.00	$41,250.00	$30,000.00
Total Expense Objects:		$333,475.62	$499,247.00	$567,167.00	$572,033.00	$583,531.00

FUNDED

Town of Southwest Ranches, Florida

FY 2026 Program Modification

Right-of-Way and Entitlement Management Map

Department Name	Division Name	Fund	Priority	Fiscal Impact
Public Works	**Engineering**	**Transportation Fund**		**$120,000**

Background

House Bill 1777, Chapter 2000-476, Laws of Florida, and the subsequent Resolution 2002-3, provided the transfer of roads within the Town limits to the Town of Southwest Ranches from Broward County.

The Town has since relied on Broward County Property Appraiser's website (www.bcpa.net) and Broward County Highway Construction and Engineering Division Section Maps to identify these rights-of-way and easements.

Justification & Description

Town staff recommend creating a GIS layer that will identify all right-of-way, easements, and maintenance maps (pursuant to Florida Statutes Chapter 95.361) within Town limits.

Right-of-way and entitlement management involves identifying existing right-of-way and easements and gaps in right-of-way and easements. This will ensure compliance with regulations for public roads, identify permit requirements, improve scheduling of capital improvements, and identify right-of-way that is no longer needed.

Funding Source

Proposed funding is via millage rate (TRIM)

Alternative / Adverse Impact if not funded

Required Resources

Line Item	Title or Description of Request	Cost
101-5100-541- 31010	Right-of-Way and Entitlement Map	**$120,000**

Page **1** of **1**

FUNDED

Town of Southwest Ranches, Florida

FY 2026 Program Modification

Public Works Engineering Inspector

Department Name	Division Name	Fund	Priority	Fiscal Impact
Public Works	**Engineering**	**General Fund**	**1**	**$90,836**

Background

The Public Works Department only has four employees, but is responsible for all capital projects, roadway and sign maintenance, engineering permit review and inspections, managing the solid waste, recycling, and bulk trash contract, managing the Town's CRS and NPDES programs, traffic calming, resilience, drainage, utilities, grants, three advisory boards, and the Town's monthly newsletter.

Justification & Description

Under the supervision of the Public Works Director, employee will be responsible for conducting inspections on Town engineering and construction projects for compliance with existing codes, plans, specifications, and standard construction practices during and after construction. Employees in this classification protect the Town's interests related to infrastructure projects; provide information, clarification, and assistance to contractors, consultants, developers and the public regarding Town construction projects and activities. Inspects roads, highways, sewers, and storm water construction projects in the Town's right-of-way, to assure conformance with plans and specifications. Inspect public facilities and/or improvements in the Town to ascertain extent and method of repairs or maintenance required. Inspects telephone, electric utility, cable television, and other franchise utility installations.

Funding Source

Proposed funding is via millage rate (TRIM)

Alternative / Adverse Impact if not funded

If not funded, the Department's resources will continue to be overextended. The Town will have to pay contractors inflated costs for each project.

FUNDED

Town of Southwest Ranches, Florida

FY 2026 Program Modification

Public Works Engineering Inspector

Required Resources		
Line Item	Title or Description of Request	Cost
001-2600-515-12100	Engineer Inspector	**$70,000**
001-2600-515-2xxxx	Fringe Benefits	**$20,836**

FUNDED

Town of Southwest Ranches

Capital Improvement Project

Project	**Town Hall Multi-Purpose Storage Building**						
Priority	**Public Works**			**Project Manager**	**Rod Ley, Public Works Director, P.E.**		
Department	**Public Works : Engineering**			**Division**	**Engineering**		
Project Location	**Town Hall**						
Fiscal Year	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**	**FY 2030**	**Total**	**Prior Years**
Plans and Studies	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Engineering, Architecture & Permitting	$ 10,000	$ -	$ -	$ -	$ -	$ 10,000	$ -
Land Acquisition / Site preparation	$ 10,000	$ -	$ -	$ -	$ -	$ 10,000	$ -
Construction	$ 175,000	$ -	$ -	$ -	$ -	$ 175,000	$ -
Equipment / Furnishings	$ 5,000	$ -	$ -	$ -	$ -	$ 5,000	$ -
Other (Wetlands)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
TOTAL COST:	$ 200,000	$ -	$ -	$ -	$ -	$ 200,000	$ -
Revenue Source	**GF**	**NF**	**NF**	**NF**	**NF**		**NF**
	GF=General Fund **NF**=Not Funded						

Description (Justification and Explanation)

This request is to remove the current storage modular shed behind Town Hall and replace it with a pre-fab building. The current shed is subpar and will continue to degrade over time. The proposed building will be built to hurricane standards as required by the current edition of the Florida Building Code. The building will use the same footprint of the current structure which is approximatley 60' by 40' . The building will have a 12 foot wide garage door and one secure door as the two main ingress and egress points. The building will also be equipped with air conditioning, and a utility sink using the current well and septic system on site. The height of the building will not exceed that of the current Town Hall building but will be tall enough to accomodate the storage of message board trailers.

The primary use of the building will be to house equipment and supplies used by Public Works, PROS, and Administration necessary for their efficient operation.

Annual Impact on Operating Budget

Personnel		
Operating		
Replacement Cost	**Year:**	
Revenue/Other		
Total	$ -	

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FUNDED

Town of Southwest Ranches

Capital Improvement Project

Project	Drainage Improvement Projects: Non-Surtax		
Priority	Transportation	Project Manager	Rod Ley, Public Works Director, P.E.
Department:	Public Works: Engineering	Division	Engineering
Project Location	Various locations in Town limits.		

Fiscal Year	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	Total	Prior Years
Plans and Studies	$ -	$ -	$ -	$ -	$ -	$ -	$ 9,200
Engineering/ Architecture	$ 34,830	$ 34,830	$ 34,830	$ 34,830	$ 34,830	$ 174,150	$ 281,407
Construction	$ 255,430	$ 255,430	$ 255,430	$ 255,430	$255,430	$ 1,277,150	$ 5,552,141
Other	$ -	$ -	$ -	$ -	$ -	$ -	$ 181,190
TOTAL COST	$ 290,260	$ 290,260	$ 290,260	$ 290,260	$290,260	$ 1,451,300	$ 3,717,684
Revenue Source	GF Tfr	GF Tfr	GF Tfr	GF Tfr			

G: Grant Funding GF Tfr : General Fund Transfer from Operating Revenues TFB Transportation Fund Fund Balance

Description (Justification and Explanation)

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 (DIAB) has approved a list of street drainage projects. A drainage project is scheduled for implementation only when rights-of-way or easements are resolved.

The Town is budgeting for completion of the design, surveying and construction of SW 57th Court and SW 185th Way Drainage. The FY 2026 – 2030 priorities are as follows:

Projects	Estimated Cost
FY 2026: SW 57th Court and SW 185th Way Drainage	$290,260
Sub-total FY 2026	**$290,260**
FY 2027: SW 69th Street and SW 185th Way Drainage	$443,825
FY 2028: Dykes Road	$2,644,536
FY 2029: SW 164th Avenue Drainage from Griffin Road to SW 53rd Avenue	$2,504,964
FY 2030: Mather Blvd Drainage Improvements	$1,400,000
Sub-total FY's 2027-2030	**$6,549,500**
Grand Total FY's 2026-2030	**$6,839,760**

Annual Impact on Operating Budget

Personnel	$	Estimated annual maintenance cost to comply with NPDES requirements.
Operating	$5,000	
Replacement Costs	Year: 2041 $	
Revenue/Other	$	
Total	$5,000	

Page 1 of 1

FUNDED

Town of Southwest Ranches

Capital Improvement Project

Project	**Southwest Meadows Sanctuary Water Quality and Drainage Project**		
Priority	**Public Works**	**Project Manager**	**Rod Ley, Public Works Director, P**
Department	**Public Works : Engineering**	**Division**	**Engineering**
Project Location	**Dykes Road (SW 160th Avenue)**		

Fiscal Year	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2028**	**FY 2029**	**Total**	**Prior Years**
Plans and Studies	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Engineering, Architecture & Permitting	$ -	$ -	$ -	$ -	$ -	$ -	$ 30,000
Land Acquisition/Site preparation	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	$ 750,000	$ -	$ -	$ -	$ -	$ -	$ -
Equipment/Furnishings	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other (Specify)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
TOTAL COST:	$ 750,000	$ -	$ -	$ -	$ -	$ -	$ 30,000
Revenue Source	**G=$600,000 GF Trf=$150,000**	**NF**	**NF**	**NF**	**NF**	**NF**	**NF**

G : EPA Grant GF Trf : General Fund Transfer from Operating Revenues NF : Not Funded

Description (Justification and Explanation)

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 Project is multi-faceted, with one objective set to reduce stormwater staging on both Griffin Road and Dykes Road, and the other to significantly improve water quality by reducing the amount of nutrients that get introduced into our primary and secondary canals.

This project includes installing catch basins and piping along Dykes Road to remove stormwater from Griffin Road. Water will be directed west into the 22-acre Southwest Meadows Sanctuary Park through a pipe and into a swale. The water will be treated through a newly created three-acre wetland area. The wetland will serve to reduce nutrient loading and provide flood control while acting as a wildlife habitat. Congress identified this project in the Consolidated Appropriations Act of 2023 (P.L. 117-328) (FY 2023 Appropriations Act).

Annual Impact on Operating Budget

Personnel	$ -	
Operating	$ 5,000	Estimated annual maintenance cost to comply with NPDES requirements.
Replacement Cost		
Revenue/Other		
Total	$ 5,000	

Page 1 of 1

FUNDED

Town of Southwest Ranches

Capital Improvement Project

Project	**Transportation Surface and Drainage Ongoing Rehabilitation (TSDOR) including Surtax**						
Priority	**Transportation**			**Project Manager**	**Rod Ley, Public Works Director, P.E.**		
Department	**Public Works : Engineering**			**Division**	**Engineering**		
Project Location	**Various locations within the Town's municipal boundaries.**						
Fiscal Year	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**	**FY 2030**	**Total**	**Prior Years**
Planning / Permitting	$ -					$ -	$ -
Engineering Design and Surveying	$ -					$ -	$ 729,584
Land Mitigation (Legal)	$ -					$ -	$ 9,358
Construction including Contingency & Inflation	$ 2,004,160	$ 450,000	$ 450,000	$ 450,000	$ 450,000	$ 3,804,160	$ 2,298,725
Construction Reserve: Replenishment	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Project Cost	$ 2,004,160	$ 450,000	$ 450,000	$ 450,000	$ 450,000	$ 3,804,160	$ 3,037,667
Revenue Source	**GF Tfr=$1,504,160 Surtax=$500,000**	**GF Tfr**	**GF Tfr**	**GF Tfr**	**GF Tfr**		**GF Tfr**

GF Tfr : General fund Transfer from Operating Revenues **TFB Transportation Fund Fund Balance**

Description (Justification and Explanation)

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 include new pavement surfacing, truing and leveling, full depth reclamation and/or rehabilitation, and drainage swale improvements. Maintenance costs will be addressed within annual operating budgets and are not included in this CIP budget projection.

The FY2025 ($752,080) and FY2026 ($752,080) project ($1,504,160) includes construction of the shovel-ready project of SW 162nd Avenue, SW 163rd Avenue, SW 49th Street from SW 163rd Avenue to the dead end, SW 53rd Street from SW 163rd Avenue to SW 162nd Avenue, and SW 164th Terrace. It also includes surveying and design of SW 195th Terrace and its side streets; SW 193rd Lane; SW 51st Manor, SW 192nd Ave (south); SW 54th Place; SW 57th Court.

In FY2026, to continue and get these projects to completion, the expected Surtax funding of $500,000 is included.

FY2026 NEW ROAD SEGMENTS	**COST****
Construction of SW 162nd Avenue, SW 163rd Avenue, SW 49th Street from SW 163rd Avenue to the dead end, SW 53rd Street from SW 163rd Avenue to SW 162nd Avenue, and SW 164th Terrace	$1,343,000
Surveying and Design of SW 195th Terrace and its side streets; SW 193rd Lane; SW 51st Manor, SW 192nd Ave (south); SW 54th Place; SW 57th Court	$140,000
FUTURE	
FY2027: Construction of SW 166th Avenue, SW 51st Manor, SW 52nd Place, SW 54th Place, SW 59th Court	$1,160,000
FY2027: Design and Surveying of Hancock Road, Pedigree Lane, Lake Lane, and E. Palomino	$140,000
FY2028: Construction of Holatee Trail, Hunter Lane, Luray Road, SW 134th Avenue	$1,894,000
FY2028: Design and Surveying of Hancock Road, Pedigree Lane, Lake Lane, and E. Palomino	$140,000
FY2029: Construction of Stirling Road from Dykes Rd to SW 166 Ave, SW 61 St, SW 62 St, SW 63 Mnr, SW 64 St, SW 69 St	$1,770,000
FY2029: Design and Surveying of Mather Blvd, Pinion Way, Clydesdale Road, Lago Mar Road	$140,000
Construction Reserve: Replenishment	$0
Planning / Permitting	
FY 2026 Segments TOTAL:	$1,483,000
FY 2026 Land Mitigation (Legal) TOTAL:	$21,160
FY 2026 Grand TOTAL:	$1,504,160

** Segment costs assume full public right of way is available

Annual Impact on Operating Budget

Personnel	$ -
Operating	$ -
Replacement Cost	
Revenue/Other	$ -
Total	$ -

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Public Safety - Law Enforcement (Town of Davie)

Steve Kinsey
Town of Davie Chief of Police

Services, Functions, and Activities:

The Public Safety - Police Department operates under a contractual agreement with the Town of Davie, Florida, and is committed to delivering comprehensive law enforcement services with the highest standards of professionalism, ethics, and integrity. The department is responsible for maintaining public order, safeguarding life and property, and ensuring the delivery of responsive and effective policing within the community. Core functions include responding to public safety calls, addressing crime trends and quality-of-life concerns such as traffic and parking, and implementing proactive crime prevention strategies through community programs and events.

The department also conducts both criminal and internal investigations, maintains compliance with professional accreditation standards, and manages key administrative functions, including public records requests, court subpoena services, and the handling of property and evidence. Additional responsibilities encompass the maintenance and calibration of police fleet and equipment, the administration of asset forfeiture funds, and the management of grant programs. When necessary, the department also coordinates emergency and disaster response services. Collectively, these efforts reflect a strong and ongoing commitment to public safety, enhanced community engagement, and the development of a highly trained and well-resourced police force dedicated to serve all residents and the Southwest Ranches community.

Fiscal Year 2024–2025 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 Monster Mash Bash, 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 FY2024-2025. 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 1,565 citations throughout the Town.
- Issued 1,039 speeding citations throughout the Town.
- Responded to 190 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 FY2024-2025, 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 active social media accounts. The key focus for all social media sites included providing public information related to community outreach programs and events, as well as crime activity/trends. The Department's Media Relations Unit posted over 700 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:

- 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 2025-2026 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 to Town schools and businesses on safety topics.
- Continue to engage in social media posting of informational bulletins, articles, and crime concerns throughout FY2025-2026.
- 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

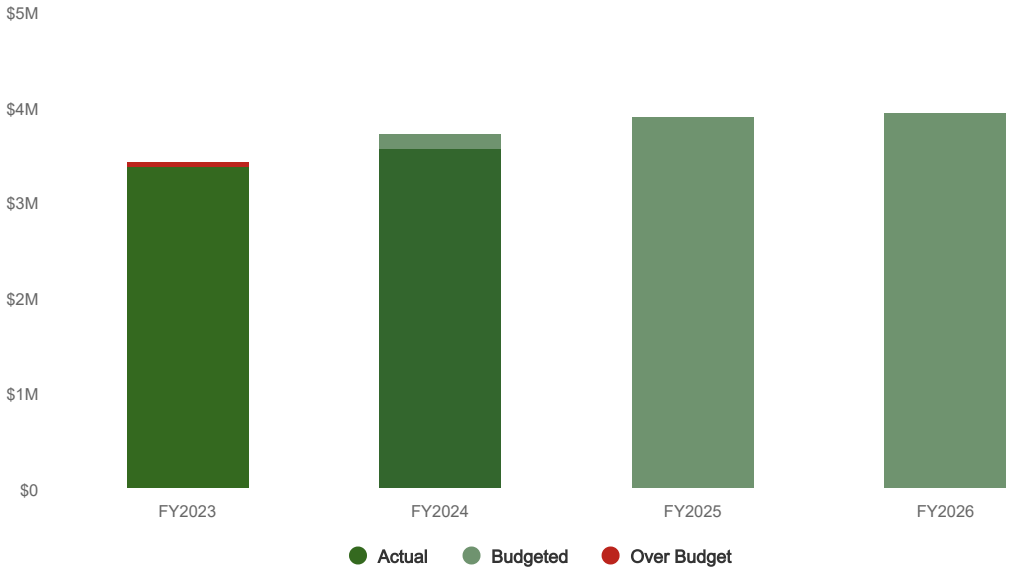
Goal 2e – Enhance community outreach:

- Increase communication to promote the Town's programs and services.
- Provide enhanced safety training to 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, X (formerly Twitter), and Instagram.
- Continue to participate in planned Town events and community outreach initiatives during FY2025-2026. 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

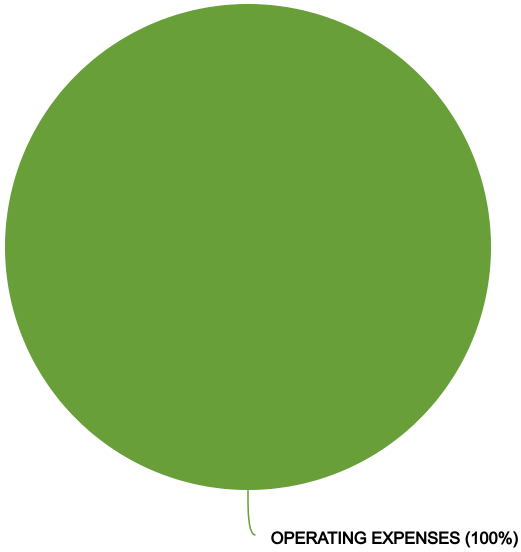
$3,947,412 $54,671
(1.40% vs. prior year)

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



Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Name	Account ID	FY2023 Actual	FY2024 Actual	FY2025 Adopted	FY2025 Projected Budget	FY2026 Proposed Budget
Expense Objects						
OPERATING EXPENSES						
Other Contractual Services	001-3000-521-34100	$3,293,897.82	$3,436,945.00	$3,760,979.00	$3,733,384.00	$3,941,898.00
Electricity	001-3000-521-43100	$3,572.98	$4,305.00	$6,500.00	$5,202.00	$5,514.00
Total OPERATING EXPENSES:		$3,297,470.80	$3,441,250.00	$3,767,479.00	$3,738,586.00	$3,947,412.00
CAPITAL OUTLAY						
Machinery & Equipment	001-3000-521-64100	$129,642.61	$123,842.00	$125,262.00	$120,591.00	$0.00
Total CAPITAL OUTLAY:		$129,642.61	$123,842.00	$125,262.00	$120,591.00	$0.00
Total Expense Objects:		$3,427,113.41	$3,565,092.00	$3,892,741.00	$3,859,177.00	$3,947,412.00

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 the Town of Southwest Ranches Administration.

Davie Fire Rescue provides the following services:

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 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 the 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.

Fire & Life Safety Services Fire Investigations and Inspections

- Provide a Fire Marshal as the Chief Fire Code Official.
- Provide annual fire safety inspections to all occupancies as required by the current edition of the Florida Fire Prevention Code.
- Provide non-residential, commercial, and multifamily 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.

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 to Southwest Ranches residents.

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

Davie Fire Rescue Fiscal Year 2024–2025 Accomplishments:
Awards and Recognition

- **Insurance Services Office (ISO) Class 1 Rating:** Every five years, Davie Fire Rescue **renewed** 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.
- **The American Heart Association’s Mission: Lifeline® EMS Gold Award with a Target: Heart Attack Honor Roll** was awarded for the fifth year in a row 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.** This elite group of four highly skilled firefighter paramedics represent our department in advanced life support competitions across the State of Florida and beyond. These events challenge participants with complex, high-pressure scenarios involving multiple patients requiring rapid, critical care. Throughout 2024, the team consistently performed at an exceptional level, securing 4th place in the Florida Cup Series and 4th place in the World Rescue International Invitational. Their dedication, training, and clinical excellence continue to highlight the capabilities and professionalism of Davie Fire Rescue on both state and international stages.
- **Battalion Chief Aneel Mehra** has been selected as the recipient of the inaugural “**2024 EMS Quality Improvement Award for Florida.”** This new award category, introduced by the Florida Department of Health, Bureau of Emergency Medical Oversight, recognizes individuals or organizations for their exceptional contributions to enhancing patient care and improving clinical outcomes through EMS quality improvement initiatives.
- Received **Exemplary Status** from the State of Florida Department of Health during COPCN renewal inspection.
- **NFPA 1851 Compliant – 6 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 FY2024 data (as of 5/31/2025)

- Completed 146 Annual Inspections of Commercial Occupancies
- Completed 89 Plan Reviews
- Completed 4 Site Plan Reviews
- Completed 310 Annual Inspections of SWR Fire Wells (dry hydrants)
- Completed 53 Building Permit Inspections
- Conducted 14 Inspector Investigation

Fire Operations and Emergency Medical Services for 2024

- Davie Fire Rescue responded to 896 incidents in Southwest Ranches.

Southwest Ranches Volunteer Fire Rescue Training Completed by 2024

- Southwest Ranches Fire Volunteers attended 7827 hours of training, comprising: Fire – 6479 hours; EMS – 1,348 hours.

Fiscal Year 2025–2026 Issues and Performance Goals and Objectives:

Davie Fire Rescue recognizes the ongoing need to support and safeguard the physical and mental well-being of its personnel, enhance operational readiness, and improve service delivery through technology and targeted community health interventions.

The Davie Fire Rescue Administration is advancing a comprehensive Health, Safety, and Wellness Program focused on education, training, and proactive support for personnel and their families. This includes the integration of behavioral health, fitness, rehabilitation, and nutrition components into department-wide programming. The Town has contracted a 24/7 behavioral health services provider to offer crisis management, counseling, and consultation services to all Town employees. The program is spearheaded by licensed therapists and clinical psychologists, reinforcing our commitment to strengthening both the mind and body of the workforce.

Continued investment in facility upgrades is underway to ensure fire stations meet current health, safety, and operational standards. These upgrades support physical wellness, cleanliness, and readiness while enhancing work and rest environments for our personnel.

To improve fireground efficiency and safety, the department is enhancing on-scene rehabilitation and decontamination processes. The support unit is being outfitted with additional resources and will be dispatched as part of the initial response to provide timely rehab services, reduce downtime, and expedite return-to-service for frontline units.

Davie Fire Rescue continues to invest in and improve its remote data warehouse system. This evolving platform strengthens operational insight and information sharing through enhanced analytics, contributing to better decision-making and resource allocation across EMS and fire operations.

The Community Provider Program continues to expand in scope and impact. This position identifies and addresses high-frequency EMS and fire service utilizers through targeted, mobile, and preventative care models. The program also provides vital links to human services, including response coordination during pandemics, testing and vaccination operations, and patient follow-up.
Efforts to modernize the fleet continue, with the arrival pending of a new rescue unit in the first quarter of 2026 dedicated to the Town of Southwest Ranches and replacing aging apparatus to ensure service reliability and operational effectiveness to the department.

Emergency Management Communication Project

Effective communication is essential for maintaining situational awareness and managing resources during any incident or emergency. Redundant communication systems are a key mitigation strategy that ensures continuity of operations and support real-time awareness of evolving situations.

The Town of Davie Community Emergency Response Team (CERT) was established to supplement Town resources with trained volunteers in areas such as search and rescue, first aid, and emergency communications. CERT members receive communications training focused on message receipt and

transmission to provide an additional layer of redundancy in the event of a catastrophic communications failure, such as the loss of telephone service, internet access, or other digital communication channels.

To support this capability, the Town has invested in HAM/Amateur radio equipment and facilitated licensing and training for CERT members as HAM radio operators.

Further strengthening this communications resilience, the Town of Davie has implemented a private UHF radio system, operational since January 2025. This system provides reliable coverage across the Town and the neighboring community of Southwest Ranches. CERT members will conduct radio operations at designated sites using this UHF system and have access to pre-positioned HAM/Amateur radio equipment to support emergency communications.

The combined use of UHF and HAM radio systems enhances the Town's ability to maintain communication capabilities both before and after a disaster.

In addition, the Town has acquired seven Starlink Satellite Internet systems to further support communications continuity. These systems provide internet connectivity in the event of terrestrial network failures, improving the Town's ability to maintain critical services during post-disaster recovery. Strategic Town facilities have been, or are being, retrofitted with the necessary infrastructure to distribute connectivity throughout each site.

Occupational Safety and Health Program

Working with the Davie Town Risk Manager, we established a Crash Prevention and Review Program, a component of the Occupational Safety and Health Program, for the management of crash prevention. This requires providing instruction in safe work practices; training and testing all fire department driver/operators; and periodically surveying operations, procedures, equipment, and facilities to ensure safe practices.

Firefighter Mental Health – The Town has contracted with Valor Professional Services to provide 24/7 behavioral health support for all Town employees. This partnership aims to consolidate and enhance access to services by having a single provider oversee the full spectrum of behavioral health needs, including clinical care, chaplaincy, and peer support. For our fire personnel, we continue to offer comprehensive support across faith-based, medical, and psychological domains. This includes chaplaincy services, peer-to-peer support, and access to a vetted network of first responder-friendly clinicians and treatment.

In collaboration with Risk Management, we are strengthening our Employee Assistance Program (EAP) to better support members and their families facing substance-use challenges, stress, or personal difficulties that may affect performance. We are committed to proactive mental wellness strategies, such as incorporating a therapy dog into our daily environment to help alleviate stress. The Fire Chiefs Association of Broward County’s Health and Safety Committee has also developed countywide policies to guide behavioral health and chaplaincy support efforts. Our ongoing partnership with Nova Southeastern University (NSU) continues to add value through the Clinician Response Team, which supports personnel following high-stress incidents, and the Firefighter Intervention Team (F.I.T.) program, which provides education on cardiac health, sleep, mindfulness, fitness, and nutrition. Together, these initiatives reflect our commitment to a resilient, supported, and healthy workforce.

Insurance Services Office (ISO) Public Protection Classification

Davie Fire Rescue was originally awarded a Class 1 Public Protection Classification (PPC) by the Insurance Services Office (ISO) in 2018. This prestigious designation represents the highest possible rating and reflects the department’s exemplary fire protection services. ISO is an independent organization that evaluates

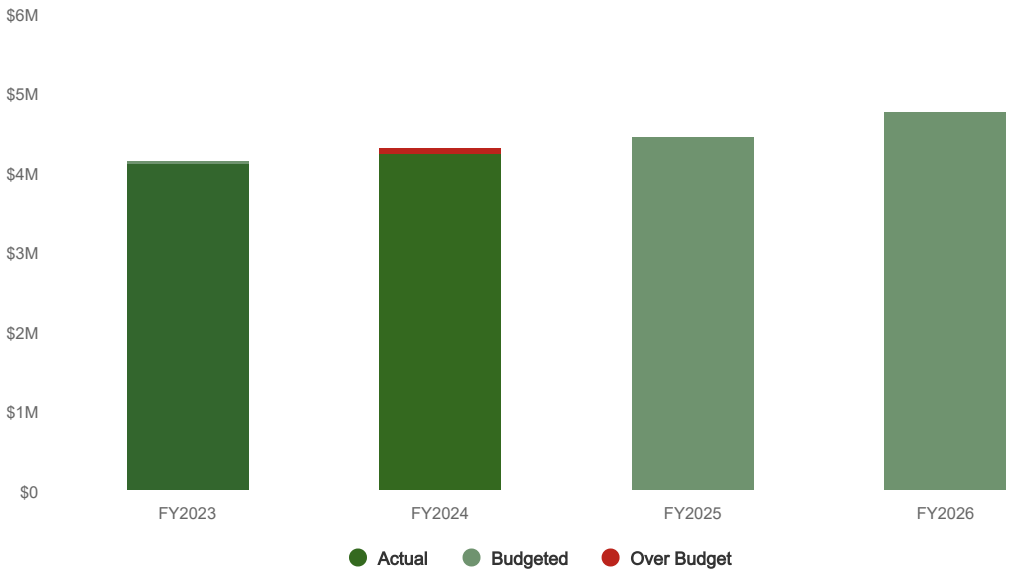
municipal fire suppression capabilities across the United States. Its assessments are used by insurance companies to help establish fire insurance premiums for residential and commercial properties.

In 2023, following a comprehensive review of our fire protection system, Davie Fire Rescue was successfully reassigned a Class 1 rating for another five years. This reaffirmation highlights our department's continued commitment to maintaining exceptional service standards in fire suppression, emergency communications, water supply, and community risk reduction.
Out of more than 50,000 fire departments evaluated nationwide, fewer than 1% have earned a Class 1 designation—an elite group in which Davie Fire Rescue proudly remains.

Expenditures Summary

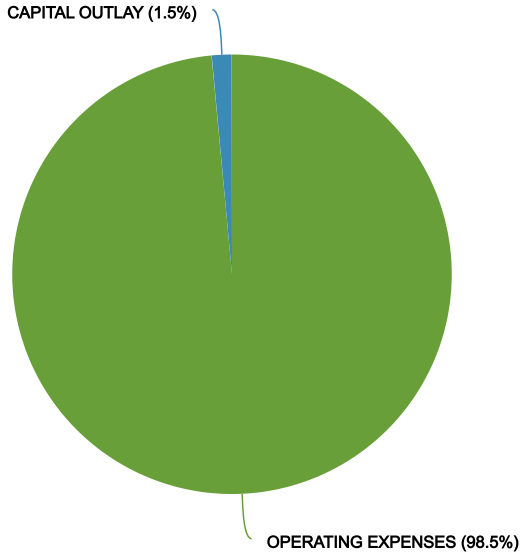
$4,774,526 $324,808
(7.30% vs. prior year)

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



Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Name	Account ID	FY2023 Actual	FY2024 Actual	FY2025 Adopted	FY2025 Projected Budget	FY2026 Proposed Budget
Expense Objects						
OPERATING EXPENSES						
Professional Services/Studies/Surveys	001-3100-522-31010	$10,581.82	$10,182.00	$15,966.00	$12,496.00	$13,296.00
Other Contractual Services	001-3100-522-34100	$4,063,534.96	$4,309,400.00	$4,391,752.00	$4,391,752.00	$4,691,230.00
Total OPERATING EXPENSES:		$4,074,116.78	$4,319,582.00	$4,407,718.00	$4,404,248.00	$4,704,526.00
CAPITAL OUTLAY						
Infrastructure-Fire Wells	001-3100-522-63120	$18,943.50	$0.00	$42,000.00	$40,100.00	$70,000.00
Machinery & Equipment	001-3100-522-64100	$24,999.99	$0.00	$0.00	$0.00	$0.00
Total CAPITAL OUTLAY:		$43,943.49	$0.00	$42,000.00	$40,100.00	$70,000.00
Total Expense Objects:		$4,118,060.27	$4,319,582.00	$4,449,718.00	$4,444,348.00	$4,774,526.00

FUNDED

Town of Southwest Ranches

Capital Improvement Project

Project	**Fire Wells Replacement and Installation**						
Priority	**Public Safety**		**Project Manager**	**Thomas Holste, General Services Manager**			
Department	**Public Safety - Fire**		**Division**	**Fire Administration**			
Project Location	**Townwide**						
Fiscal Year	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**	**FY 2030**	**Total**	**Prior Years**
Plans and Studies	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	$ 70,000	$ 70,000	$ 70,000	$ 70,000	$ 70,000	$ 70,000	$ 273,126
Other	$ -	$ -	$ -	$ -	$ -	$ -	$ -
TOTAL COST	$ 70,000	$ 70,000	$ 70,000	$ 70,000	$ 70,000	$ 70,000	$ 273,126
Revenue Source	**FA**	**FA**	**FA**	**FA**	**FA**	**FA**	
	FA : Fire Assessment **GF** : General Fund						

Description (Justification and Explanation)

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 is permitted and adopted as a component of the Fire Special Assessment at a cost of approximately $21,000 each (for up to 3 wells annually) with an additional $7,000 for unforseen annual repairs.

There are a limited number of fire hydrants serviced by the City of Sunrise Utilities, but the majority of the Town is dependent on #309 fire wells pursuant to a 2025 Town of Davie Fire Marshall report. The location of such and functionality has an impact on the well-being of the residency and an impact on the insurance rating of the municipality. The Town's wells are currently nearing their life expectancy and a gradual replacement should be instituted. As a municipality, the health, safety and welfare of the citizenry is paramount.

Historically, fire wells may be damaged, test dry or sand infiltrated in which case they must be replaced. "Whether or not your local government has adopted the Uniform Fire Code or recognizes the NFPA standards, they have an impact on your community's fire insurance rating. When your jurisdiction is inspected by the Insurance Services Office, the inspector will use current regulations and standards as a basis for your rating. Ignoring the standards when new development takes place will have a cumulative adverse impact on your community's fire insurance premiums and in some situations can contribute to some liability on the part of the local government agency." Inadequate funding may lead to impaired health safety and welfare of the community, in addition to increases in insurance for residents. Adopted funding is via an annual component of the imposed Fire Assessment.

Annual Impact on Operating Budget

Personnel	
Operating	
Replacement Costs	
Revenue/Other	
Total	

Page 1 of 1

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 and police departments.
8. Provide fire prevention and public information services.

Fiscal Year 2024-2025 Accomplishments:

- Implemented effective safety protocols to ensure that both firefighters and the public are protected for fire emergency rescue.
- Proactively ordered and maintained an inventory of personal protective equipment.
- Building Maintenance: New cabinets, electrical updates, and floor repair. Awning replaced with the addition of a new fire apparatus.
- 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, attending with fire engine birthday parties, school classes, church events, Town events and paid carnival events.
- Received a grant for a new thermal imaging camera.
- 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 to this annual project.

Issues:

- 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 previously 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 as well. A new attack truck was purchased.

Fiscal Year 2025-2026 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 to the Town.
- Continue to research grant opportunities and assist in the application of the same 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.
- Follow and adjust the strategic apparatus replacement program. The current plans are to utilize the current Engine 82 as first out, and the new attack truck will be utilized when E82 is out of service.
- 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. Will be put into service on 03/01/2025.
- Facilitate and comply with specified departmental performance measures of the Town's Strategic Plan.

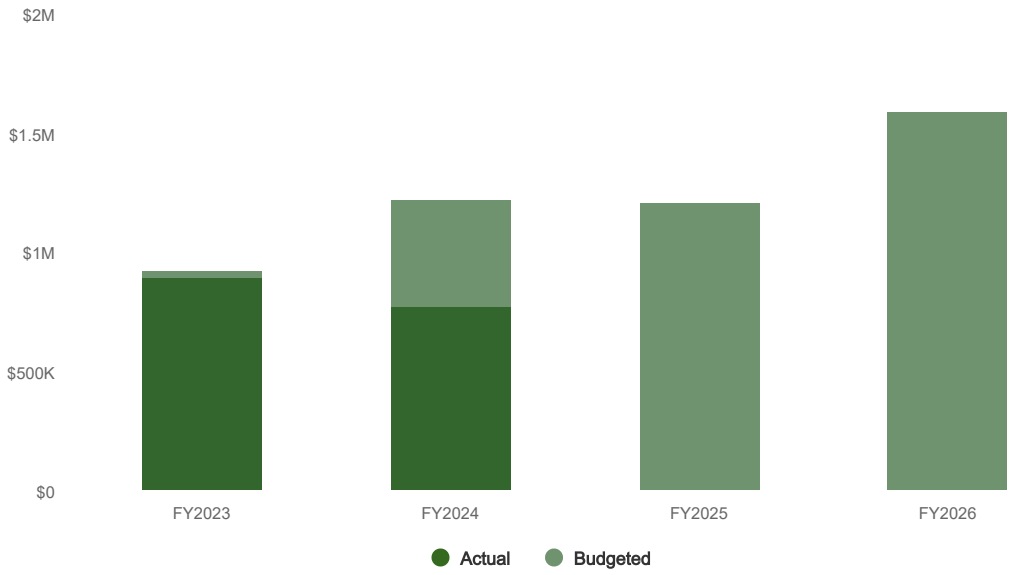
Organizational Chart

Volunteer Fire

Expenditures Summary

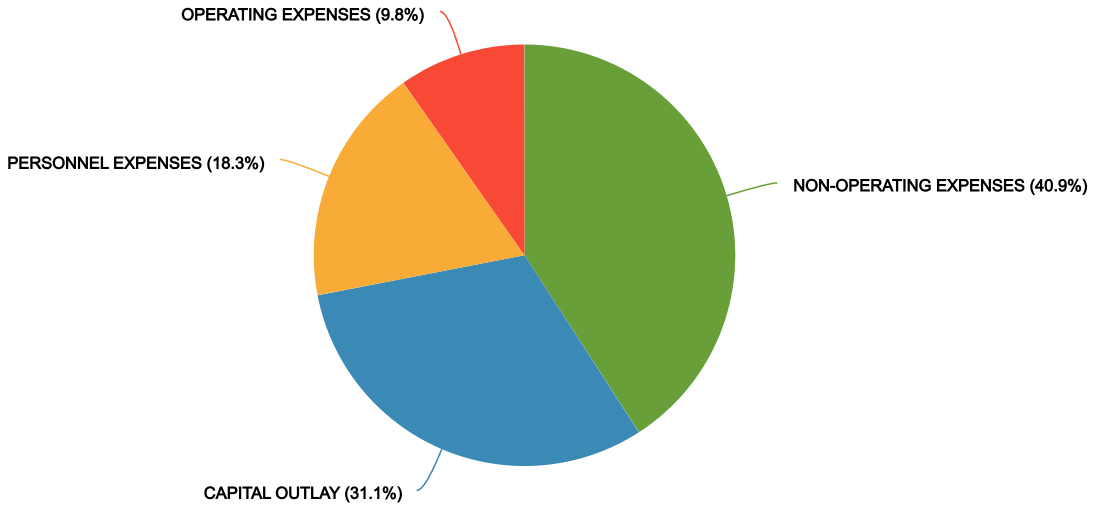
$1,592,346 $381,821
(31.54% vs. prior year)

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



Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Name	Account ID	FY2023 Actual	FY2024 Actual	FY2025 Adopted	FY2025 Projected Budget	FY2026 Proposed Budget
Expense Objects						
PERSONNEL EXPENSES						
PT Salaries-No Benefits	102-3200-522-13100	$225,773.17	$226,514.00	$225,825.00	$225,825.00	$229,225.00
Payroll Tax Expense	102-3200-522-21100	$17,272.29	$17,329.00	$17,276.00	$17,276.00	$17,536.00
Workers Compensation	102-3200-522-24100	$21,030.00	$38,158.00	$40,483.00	$38,663.00	$44,462.00
Total PERSONNEL EXPENSES:		$264,075.46	$282,001.00	$283,584.00	$281,764.00	$291,223.00
OPERATING EXPENSES						
Professional Services/Studies/Surveys	001-3200-522-31010	$12,625.16	$9,468.00	$14,000.00	$11,600.00	$11,700.00
Communication Services	001-3200-522-41100	$18,681.89	$18,634.00	$16,000.00	$18,700.00	$18,650.00
Electricity	001-3200-522-43100	$14,394.02	$14,944.00	$15,000.00	$14,500.00	$15,950.00
Water & Sewer	001-3200-522-43110	$10,089.11	$11,656.00	$11,000.00	$14,500.00	$13,500.00
Building Maintenance	001-3200-522-46020	$49,709.81	$6,362.00	$33,000.00	$33,000.00	$8,300.00
Equipment Maintenance	001-3200-522-46030	$14,875.85	$35,498.00	$13,500.00	$9,200.00	$10,275.00
Miscellaneous Maintenance	001-3200-522-46110	$1,534.02	$4,844.00	$2,500.00	$2,600.00	$3,000.00

Name	Account ID	FY2023 Actual	FY2024 Actual	FY2025 Adopted	FY2025 Projected Budget	FY2026 Proposed Budget
Repair & Maintenance-VEHICLE	001-3200-522-46120	$13,475.92	$29,778.00	$30,000.00	$30,000.00	$32,250.00
Uniforms	001-3200-522-52140	$1,902.70	$1,030.00	$2,000.00	$2,000.00	$2,000.00
Gasoline	001-3200-522-52160	$9,262.20	$8,109.00	$10,000.00	$9,500.00	$10,500.00
Miscellaneous Operating Supplies	001-3200-522-52900	$15,397.00	$8,136.00	$9,200.00	$7,500.00	$8,500.00
Training & Education	001-3200-522-55100	$90.00	$210.00	$1,000.00	$1,000.00	$1,000.00
Property & Liability Insurance	102-3200-522-45100	$16,693.38	$17,391.00	$20,316.00	$16,986.00	$19,534.00
Promotional Activities/Town Events	102-3200-522-48110	$0.00	$0.00	$10,000.00	$0.00	$0.00
Other Current Charges	102-3200-522-49100	$61.25	$61.00	$0.00	$61.00	$100.00
Miscellaneous Operating Supplies	102-3200-522-52900	-$400.00	$0.00	$0.00	$0.00	$0.00
Total OPERATING EXPENSES:		$178,392.31	$166,121.00	$187,516.00	$171,147.00	$155,259.00
CAPITAL OUTLAY						
Machinery & Equipment	001-3200-522-64100	$136,913.44	$17,708.00	$55,025.00	$289,088.00	$495,007.00
Total CAPITAL OUTLAY:		$136,913.44	$17,708.00	$55,025.00	$289,088.00	$495,007.00
NON-OPERATING EXPENSES						
Contingency/Reserve	001-3200-522-99100	$0.00	$0.00	$380,500.00	$380,500.00	$350,000.00
Transfer to Volunteer Fire Fund	001-3200-581-91102	$281,426.38	$306,219.00	$303,900.00	$303,900.00	$300,857.00
Transfer to Debt Service Fund	001-3200-581-91201	$29,485.00	$0.00	$0.00	$0.00	$0.00
Total NON-OPERATING EXPENSES:		$310,911.38	$306,219.00	$684,400.00	$684,400.00	$650,857.00
Total Expense Objects:		$890,292.59	$772,049.00	$1,210,525.00	$1,426,399.00	$1,592,346.00

Parks, Recreation & Forestry

December Lauretano-Haines
Director

Services, Functions, and Activities:

The Department of Parks, Recreation, and Forestry (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 2024–2025 Accomplishments:

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 program modification to alter maintenance at the park to facilitate active youth sports programming via management of contract services. (*Strategic plan Priority E).
- Budgeted for and completed annual playground surface material replenishment on schedule and within budget. The amenities have significantly improved from past years. (*Strategic plan Priority D).
- **Calusa Corners Park:**
- Budgeted for and completed annual playground surface material replenishment on schedule and within budget. The amenities are greatly improved. (*Strategic plan Priority D).
- **Rolling Oaks Park:** Completed a public art project in partnership with the Southwest Ranches Parks Foundation, to salvage a lightning-stricken oak tree into a public art feature and provided souvenirs from the remains of the tree as a giveaway for residents (*Strategic plan Priority D, *Strategic plan Priority E).
- Budgeted for and completed procurement for services to maintain the interior of the facility with painting. Completed the project.
- **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** Budgeted for and completed upgrades to playground amenities, managing a four-year program to refurbish the existing amenities at a significantly lower price than would be required for

replacement. (*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 2024 Annual Tree City USA and 2024 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 County Extension Education Division to promote the Town's programs and services, with excellent feedback and testing scores. (*Strategic plan Priority E)
- Provided instruction on Nonpoint Source Pollution to candidates for the Broward County Habitat Stewardship program in partnership with NatureScape Broward to promote the Town's programs and services, with excellent feedback. (*Strategic plan Priority E)
- Managed the expansion of the Southwest Ranches Farmer's Market to include Sundays, managed a composting pilot program at the event and managed the vendor contract. (*Strategic plan Priority E)
- Continued the Town's first active youth sports programming for soccer and flag football via procurement and management of contract services. (*Strategic plan Priority E)
- Expanded programming to include the Town in the annual Mayors' Chess Challenge; created a monthly Open Play Chess Event. (*Strategic plan Priority E).
- Participated in the Ranchers Academy, a pilot program designed to create awareness for residents and potential residents about the Town. Created the presentation representing the Parks, Recreation and Open Space Department. (*Strategic plan Priority E).
- Coordinated and facilitated events with Southwest Ranches Parks Foundation, ROCA, SEAB and Clerks Department for Sikh Youth Association and staff for Chili Festival, Carnival/Country Fair, Bingo at the Barn, Barn Dances, Unity in Diversity 5K Walk/Run, Fun Horse Show, Food Truck, 25th Birthday and Holiday events. (*Strategic plan Priority E)
- Prepared for further expansion of department staffing to include an Agricultural Liaison for improved land and water resources management and a sense of community.

Issues:

- 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 the public's demand for Zero Waste programs.
- Managing the public's expectations regarding the Agricultural Liaison and the ability of staff to effect actual preservation of rural lifestyle.
- 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 2025-2026 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:

a. Southwest Meadows Sanctuary
b. Frontier Trails Park
c. Calusa Corners Park
d. Country Estates Park

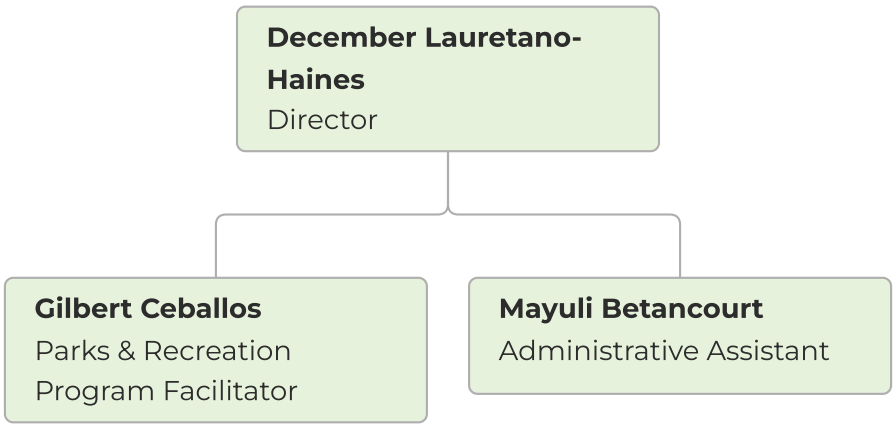
- Facilitate and comply with specified departmental performance measures of the Town's Strategic Plan.

Personnel Complement:

	Adopted FY2025			Proposed FY2026		
Position Title	Full Time	Part Time	Temp	Full Time	Part Time	Temp
PROS Director	1			1		
PROS Program Facilitator	1			1		
Administrative Assistant		1			1	
Agricultural Liaison					1	
Total	2	1		2	2	

Organizational Chart

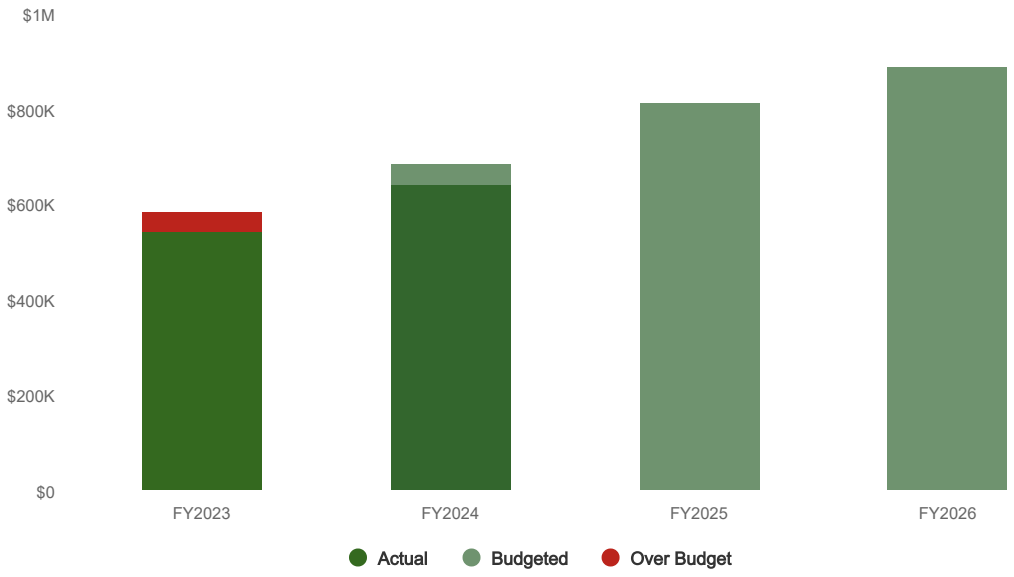
Parks, Recreation & Forestry Org Chart



Expenditures Summary

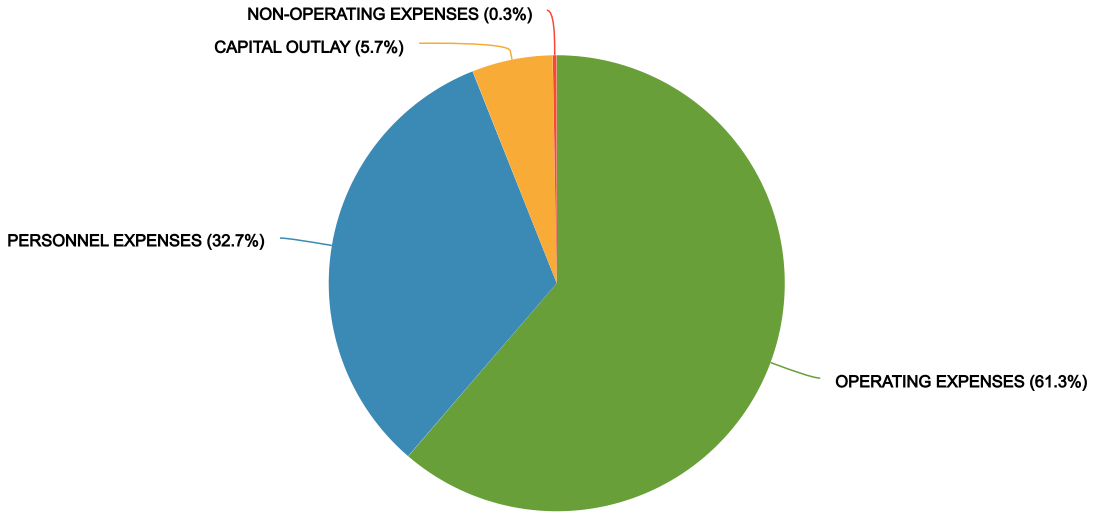
$891,279 **$77,340**
(9.50% vs. prior year)

Parks, Recreation & Forestry Proposed and Historical Budget vs. Actual



Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Name	Account ID	FY2023 Actual	FY2024 Actual	FY2025 Adopted	FY2025 Projected Budget	FY2026 Proposed Budget
Expense Objects						
PERSONNEL EXPENSES						
Regular Salaries & Wages	001-3600-572-12100	$94,978.20	$124,722.00	$164,997.00	$168,296.00	$182,096.00
PT Salaries-No Benefits	001-3600-572-13100	$13,965.00	$18,960.00	$44,416.00	$23,828.00	$45,890.00
Payroll Tax Expense	001-3600-572-21100	$7,508.74	$10,087.00	$16,020.00	$14,698.00	$17,441.00
Retirement Contribution	001-3600-572-22100	$9,491.82	$11,900.00	$16,500.00	$16,500.00	$17,820.00
Life & Health Insurance	001-3600-572-23100	$18,474.06	$23,950.00	$23,210.00	$23,095.00	$21,592.00
Workers Compensation	001-3600-572-24100	$1,967.66	$3,517.00	$5,967.00	$6,086.00	$6,585.00
Total PERSONNEL EXPENSES:		$146,385.48	$193,136.00	$271,110.00	$252,503.00	$291,424.00
OPERATING EXPENSES						
Mileage Reimbursement	001-3600-572-40100	$0.00	$0.00	$250.00	$0.00	$0.00
Communication Services	001-3600-572-41100	$3,566.40	$3,572.00	$3,738.00	$3,738.00	$3,738.00
Electricity	001-3600-572-43100	$10,443.68	$7,190.00	$10,760.00	$9,500.00	$10,070.00
Water & Sewer	001-3600-572-43110	$25,280.61	$25,322.00	$24,679.00	$26,763.00	$31,679.00

Name	Account ID	FY2023 Actual	FY2024 Actual	FY2025 Adopted	FY2025 Projected Budget	FY2026 Proposed Budget
Maintenance Service/Repair Contracts	001-3600-572-46010	$22,640.64	$6,200.00	$22,500.00	$8,299.00	$22,500.00
Building Maintenance	001-3600-572-46020	$7,251.06	$7,844.00	$21,647.00	$16,740.00	$20,925.00
Equipment Maintenance	001-3600-572-46030	$41,538.45	$13,446.00	$16,900.00	$12,000.00	$16,900.00
Grounds Maintenance	001-3600-572-46040	$260,188.74	$270,207.00	$333,873.00	$284,417.00	$314,385.00
Tree Maintenance/Preservation	001-3600-572-46050	$34,661.08	$35,835.00	$54,000.00	$54,000.00	$54,500.00
Lake Maintenance	001-3600-572-46060	$22,022.31	$22,669.00	$23,031.00	$23,031.00	$28,789.00
Miscellaneous Maintenance	001-3600-572-46110	$135.00	$3,171.00	$1,800.00	$1,800.00	$2,250.00
Promotional Activities/Town Events	001-3600-572-48110	$5,794.23	$34,336.00	$18,951.00	$22,534.00	$28,669.00
Miscellaneous Operating Supplies	001-3600-572-52900	$2,445.95	$3,321.00	$3,000.00	$3,000.00	$3,750.00
Subscriptions & Memberships	001-3600-572-54100	$800.85	$815.00	$1,200.00	$1,200.00	$1,500.00
Training & Education	001-3600-572-55100	$1,293.19	$1,194.00	$1,800.00	$1,800.00	$4,500.00
Conferences & Seminars	001-3600-572-55200	$0.00	$2,025.00	$2,200.00	$2,200.00	$2,200.00
Total OPERATING EXPENSES:		$438,062.19	$437,147.00	$540,329.00	$471,022.00	$546,355.00
CAPITAL OUTLAY						
Machinery & Equipment	001-3600-572-64100	$0.00	$9,791.00	$0.00	$0.00	$51,000.00
Total CAPITAL OUTLAY:		$0.00	$9,791.00	$0.00	$0.00	$51,000.00
NON-OPERATING EXPENSES						
Contingency/Reserve	001-3600-572-99100	$0.00	$0.00	$2,500.00	$0.00	$2,500.00
Total NON-OPERATING EXPENSES:		$0.00	$0.00	$2,500.00	$0.00	$2,500.00
Total Expense Objects:		$584,447.67	$640,074.00	$813,939.00	$723,525.00	$891,279.00

FUNDED

Town of Southwest Ranches, Florida

FY 2026 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**	**5**	**$40,240**

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 2026 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 continue 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	**$40,240**

Page **2** of **2**

FUNDED

Town of Southwest Ranches, Florida

FY 2026 Program Modification

Townwide Parks Level of Service Update
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	4	$21,525

Background

In Fiscal Years 2023 – 2024 and 2024 – 2025, safety surfacing material was replenished in playgrounds at Sunshine Ranches Equestrian Park, Country Estates Fishing Hole Park, and Calusa Corners Park to correct previously inadequate levels. In the two previous years, this correction was funded at a rate of $43,050.

All playground safety surfacing is now at a level that requires routine annual maintenance, rather than correction of inadequacy. Annual maintenance of loose-fill playground surface material is now requested at a maintenance rate, rather than a correction rate.

The material being used is known as Engineered Wood Fiber (EWF). This product is widely used due to its durability and relatively low cost.

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 maintain the correct level of surface material.

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.

FUNDED

Town of Southwest Ranches, Florida

FY 2026 Program Modification

Townwide Parks Level of Service Update
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	**$9,500**
001-3600-572-46040	Miscellaneous Maintenance – Country Estates Fishing Hole Park playground surface material	**$9,500**
001-3600-572-46040	Miscellaneous Maintenance – Calusa Corners Park playground surface material	**$2,525**

Page **2** of **2**

FUNDED

Town of Southwest Ranches, Florida

FY 2026 Program Modification

Parks Recreation and Open Space Department
Level of Service Increase
Crossover Utility Vehicle

Department Name	Division Name	Fund	Priority	Fiscal Impact
PROS	Parks, Recreation and Open Space	General	1	$20,000

Background

The Parks Department currently relies on trucks within the Town's fleet or on personal vehicles to accomplish work at public properties. Many of the Town's larger properties would be better served with a smaller utility vehicle that could access trails and fields, while handling demanding conditions such as rain, mud, and towing debris.

Justification & Description

This request is for a level of service increase for the purpose of purchasing a Utility Vehicle to serve all Town parks and public properties.

The equipment being sourced is a Polaris Ranger, John Deere Gator, or similar model, with 4-wheel drive, 2,500 to 4,000 towing capacity, a roof, headlights, and a winch.

Cost estimates were established based on Sourcewell or other cooperative purchasing agreements for similar products, proposals received for similar products, and other market research.

Funding Source

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

Alternative / Adverse Impact if not funded

If not funded, staff resources will not be able to expand our level of service in caring for public properties.

Required Resources

Line Item	Title or Description of Request	Cost
001-3600-572-64100	Grounds Maintenance	**$20,000**

Page **1** of **1**

FUNDED

Town of Southwest Ranches, Florida

FY 2026 Program Modification

Camera installs and upgrade

Department Name	Division Name	Fund	Priority	Fiscal Impact
PROS	PROS	General Fund		$14,000

Background

Rolling Oaks Barn cameras are due for an upgrade so they can increase clarity and functionality. The Town's Equestrian Park is currently not under surveillance thus this program modification submittal.

Justification & Description

Rolling Oaks Barn – Camera System Upgrade:
The existing camera system at Rolling Oaks Barn has become outdated and is limited in terms of its coverage and video quality. This project will replace the current system with high-definition, weather-resistant cameras that offer expanded field of view, night vision, motion detection, and remote access capabilities. Cameras will be strategically placed to monitor entrances, parking areas, and common gathering spaces.

The Equestrian Park – New Camera Installation:
Currently lacking any camera coverage, The Equestrian Park will be outfitted with a comprehensive camera system to monitor entry/exit points, equestrian watering areas, parking lots, and other high-traffic zones. The system will be integrated with the Town's existing surveillance infrastructure and allow remote access and real-time monitoring by authorized personnel.

Funding Source

Proposed funding is via the General Fund (Truth in Millage - TRIM).

Alternative / Adverse Impact if not funded

Failing to upgrade security at Rolling Oaks Barn and The Equestrian Park could lead to increased safety risks, including vandalism, theft, and slower emergency response. Public assets may be more vulnerable to damage or misuse, potentially resulting in higher maintenance costs and insurance issues. Without proper monitoring, accountability and trust within the community may decline. Most importantly, the Town's efforts to preserve its unique rural character could be undermined, as unsafe or poorly maintained facilities discourage community use and events.

FUNDED

Town of Southwest Ranches, Florida

FY 2026 Program Modification

Camera installs and upgrade

Required Resources		
Line Item	Title or Description of Request	Cost
001-3600-572-64100	Camera upgrade and Installation	**$14,000**

FUNDED

Town of Southwest Ranches, Florida

FY 2026 Program Modification

Parks Recreation and Open Space Department
Level of Service Increase
Pressure Washing equipment

Department Name	Division Name	Fund	Priority	Fiscal Impact
PROS	Parks, Recreation and Open Space	General	2	$12,000

Background

The Parks Department currently relies on contractors for all pressure cleaning needs at public properties. Many of these properties require more attention than contracts afford. Purchasing equipment that can be used and maintained by department personnel will reduce the number of procurements needed for this service at Town properties.

Justification & Description

This request is for a level of service increase for the purpose of purchasing trailer-mounted, commercial-grade pressure washing equipment to serve all Town parks and public properties.

The equipment being sourced is 4,000 psi hot water, commercial grade, trailer-mounted for ease of relocation to areas of need. Storage for the unit would be under cover at Town Hall, Rolling Oaks, or Southwest Meadows Sanctuary.

Cost estimates were established based on Sourcewell or other cooperative purchasing agreements for similar products, proposals received for similar products, and other market research.

Funding Source

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

Alternative / Adverse Impact if not funded

If not funded, staff resources will not be able to expand our level of service in caring for public properties.

Required Resources

Line Item	Title or Description of Request	Cost
001-3600-572-64100	Building Maintenance	**$12,000**

Page **1** of **1**

FUNDED

Town of Southwest Ranches, Florida

FY 2026 Program Modification

Parks Recreation and Open Space Department
Level of Service Increase
Arena Grooming Equipment

Department Name	Division Name	Fund	Priority	Fiscal Impact
PROS	Parks, Recreation and Open Space	General	3	$5,000

Background

The Parks Department currently has no reliable means of grooming the arenas and trails at the Equestrian Park. Prior to the Fun Horse Show and other events, the department relies on residents to accomplish this important task and is at the mercy of scheduling and weather. The Town's equestrian property would be better served with grooming equipment that is towable and storable on site, to handle the site's needs.

Justification & Description

This request is for a level of service increase at the Sunshine Ranches Equestrian Park to purchase a professional-grade arena groomer.

The equipment being sourced is a 6' arena groomer from Parma or ABI attachments.

Cost estimates were established based on Sourcewell or other cooperative purchasing agreements for similar products, proposals received for similar products, and other market research.

Funding Source

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

Alternative / Adverse Impact if not funded

If not funded, staff resources will not be able to expand our level of service in caring for public properties.

Required Resources

Line Item	Title or Description of Request	Cost
001-3600-572-64100	Grounds Maintenance	**$5,000**

Page **1** of **1**

FUNDED

Town of Southwest Ranches

Capital Improvement Project

Project	**Sunshine Ranches Equestrian Park Playground Rehabilitation**		
Priority	**PROS #1**	**Project Manager**	**December Lauretano-Haines**
Department	**Parks, Recreation and Open Spaces**	**Division**	**N/A**
Project Location	**Sunshine Ranches Equestrian Park**		

Fiscal Year	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**	**FY 2030**	**Total**	**Prior Years**
Plans and Studies	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	$ 15,732	$ 15,732	$ 15,732	$ -	$ -	$ 47,196	$ 15,732
Equipment/Funishings	$ 40,518	$ 40,518	$ 40,518	$ -	$ -	$ 121,554	$ 40,518
TOTAL COST	$ 56,250	$ 56,250	$ 56,250	$ -	$ -	$ 168,750	$ 56,250
Revenue Source	**GF**						

Description (Justification and Explanation)

This request is for Year 2 continuation of 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 should be completed. The Sunshine Ranches Equestrian Park playground was completed in 2006. 7 components were replaced or updated in Fiscal Year 21-22.

Planning updates via a multi-year approach will allow approximately 25% of the components to be upgraded annually for each of the next 3 years, ensuring the amenity will remain safe while retaining the unique, attractive qualities for which it was originally chosen. Should the town pursue full replacement of the playground equipment, costs of $225,000 to $300,000 would be required.

Components of two age-specific play structures, the "Barn" (5-12 year-olds) and the "Tractor" (2-5 year-olds) are planned for updates in FY 2025 - 2026. Oxidized and worn slide modules, some climbing structures and custom facade panels are included for replacement. Upgrading these components will ensure the amenity remains safe and attractive in accordance with the Town's Strategic Plan.

Components priced for replacement on Barn and Tractor Structures in FY 2025-2026:
1. Slidewinder 2 (x2) on Barn and Tractor
2. Double swirl poly slide on Barn
3. Double poly slide on Tractor
4. Activity and/or custom facade panels x6
5. Cozy climber component on Tractor
6. Ancillary hardware and connectors for these components.

In the next two phases, through FY 2028, ladders/climbers, 7 activity and/or custom facade panels and other ancillary components on the Barn and Tractor Structures as well as access wedges, posts, guardrails, roofs and shade structures will be replaced.

Cost estimates were established on manufacturer's rates for equipment and freight. Installation will be performed by local contractor.

Annual Impact on Operating Budget

Personnel		
Operating		
Replacement Costs	**Year: 2046**	
Revenue/Other		
Total	$ -	

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FUNDED

Town of Southwest Ranches

Capital Improvement Project

Project	**Parks, Recreation and Open Space (PROS) Entranceway Signage**		
Priority	**PROS #5**	**Project Manager**	**Susan Kutz; Rod Ley; December Lauretano Haines,**
Department	**PROS**	**Division**	**PROS**
Project Location	**Various**		

Fiscal Year	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**	**FY 2030**	**Total**	**Prior Years**
Plans and Studies	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Engineering, Architecture & Permitting	$ 10,000				$ -	$ 10,000	$ -
Land Acquisition/Site preparation	$ -				$ -	$ -	$ -
Construction	$ 90,000				$ -	$ 90,000	$ -
Equipment/Furnishings	$ -				$ -	$ -	$ -
Other (Specify)	$ -				$ -	$ -	$ -
TOTAL COST:	$ 100,000	$ -	$ -	$ -	$ -	$ 100,000	$ -
Revenue Source							

Description (Justification and Explanation)

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 entry points, parks, and neighborhood entrances. The Rural Public Arts and Design Advisory Board has worked to incorporate the design standards into Rights of Way and park entrances throughout the past several fiscal years. The Board's goal is to continue creating permanent entrance signs for Town parks in conformance with the Rural Program Identification Manual.

In Fiscal Year 2025, Country Estates Park was prioritized. For future years, the locations and designs for park entranceway signs to be installed, determined by joint effort of the Rural Public Arts and Design (RPAD) and the Recreation, Forestry and Natural Resources (RFNRB) Advisory Boards, are planned as follows (order of priority could change):

FY 2026: Calusa Corners Park
FY 2026: Rolling Oaks Park
FY 2026: Frontier Trails Park
FY 2026: Southwest Meadows Sanctuary Park
FY 2026: Spare Entranceway Sign

Estimated costs for the procurement, permitting, construction, and installation of the signs are composed of sign costs in the amount of $18,500 each, with $1,000 per sign for landscaping and solar lighting; and a maximum of $1,500 per sign location for surveying and permitting.

Annual Impact on Operating Budget

Personnel	$ -	No anticipated material impact to annual operating budget
Operating	$ -	
Replacement Cost	$ -	
Revenue/Other	$ -	
Total	$ -	

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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.

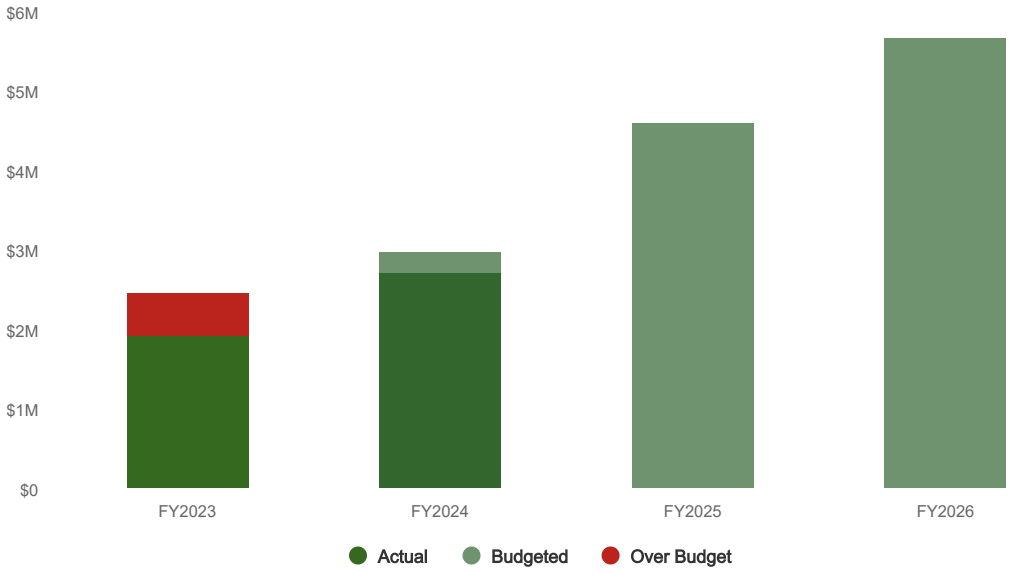
This allocation center may include other centralized costs which are not easily distributed across departments. Examples include information technology, various Town property maintenance accounts, property and liability insurance, utilities, preventive maintenance supplies, postage, and office supplies.

There are no personnel associated with this allocation center.

Expenditures Summary

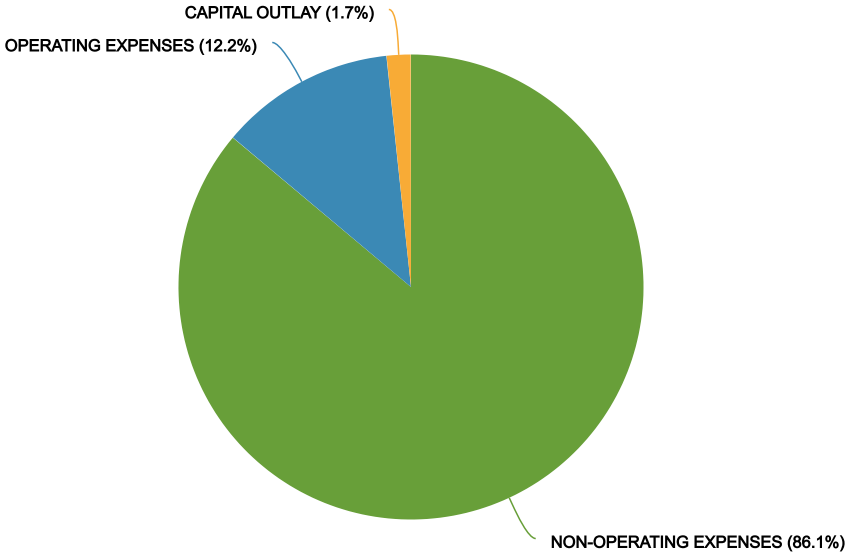
$5,682,998 $1,077,249
(23.39% vs. prior year)

Non-Departmental Adopted and Historical Budget vs. Actual



Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Name	Account ID	FY2023 Actual	FY2024 Actual	FY2025 Adopted	FY2025 Projected Budget	FY2026 Proposed Budget
Expense Objects						
OPERATING EXPENSES						
Lawsuit Settlement	001-3900-519-31050	$725,000.00	$0.00	$0.00	$0.00	$0.00
Other Contractual Services	001-3900-519-34100	$20,948.12	$16,913.00	$37,400.00	$38,800.00	$43,672.00
Communication Services	001-3900-519-41100	$18,036.77	$18,002.00	$9,600.00	$19,200.00	$13,000.00
Postage	001-3900-519-42100	$8,286.36	$8,783.00	$10,500.00	$9,000.00	$10,000.00
Electricity	001-3900-519-43100	$21,514.91	$23,769.00	$23,000.00	$23,000.00	$24,380.00
Water & Sewer	001-3900-519-43110	$11,059.28	$11,066.00	$11,500.00	$11,500.00	$11,500.00
Building Rental/Lease	001-3900-519-44020	$4,987.18	$5,840.00	$6,163.00	$6,700.00	$88,900.00
Equipment Leasing	001-3900-519-44030	$13,743.85	$13,340.00	$15,000.00	$12,000.00	$12,400.00
Property & Liability Insurance	001-3900-519-45100	$164,304.66	$230,734.00	$251,261.00	$237,312.00	$264,343.00
Maintenance Service/Repair Contracts	001-3900-519-46010	$20,926.00	$17,119.00	$20,500.00	$26,450.00	$28,018.00
Building Maintenance	001-3900-519-46020	$12,759.32	$32,943.00	$10,000.00	$12,000.00	$15,000.00
Equipment Maintenance	001-3900-519-46030	$33,215.90	$24,144.00	$34,500.00	$26,000.00	$30,600.00

Name	Account ID	FY2023 Actual	FY2024 Actual	FY2025 Adopted	FY2025 Projected Budget	FY2026 Proposed Budget
Miscellaneous Maintenance	001-3900-519-46110	$7,178.00	$15,247.00	$40,000.00	$37,500.00	$40,000.00
Repair & Maintenance-VEHICLE	001-3900-519-46120	$1,133.32	$1,578.00	$2,000.00	$4,300.00	$2,000.00
Software Maintenance	001-3900-519-46500	$49,893.28	$59,778.00	$60,000.00	$65,000.00	$83,100.00
Other Current Charges	001-3900-519-49100	$975.00	$499.00	$1,000.00	$1,000.00	$1,000.00
Office Supplies	001-3900-519-51100	$18,802.30	$19,106.00	$23,000.00	$18,500.00	$21,000.00
Gasoline	001-3900-519-52160	$4,746.53	$3,191.00	$4,500.00	$4,500.00	$4,500.00
Total OPERATING EXPENSES:		$1,137,510.78	$502,052.00	$559,924.00	$552,762.00	$693,413.00
CAPITAL OUTLAY						
Machinery & Equipment	001-3900-519-64100	$46,219.37	$140,095.00	$41,000.00	$41,000.00	$95,500.00
Total CAPITAL OUTLAY:		$46,219.37	$140,095.00	$41,000.00	$41,000.00	$95,500.00
NON-OPERATING EXPENSES						
Contingency/Reserve	001-3900-519-99100	$0.00	$0.00	$148,168.00	$0.00	$267,500.00
Transfer to Transportation Fund	001-3900-581-91101	$826,950.00	$1,245,162.00	$2,560,854.00	$1,458,774.00	$3,222,283.00
Transfer to Debt Service Fund	001-3900-581-91201	$388,480.00	$825,989.00	$819,897.00	$819,897.00	$816,612.00
Transfer to Capital Projects Fund	001-3900-581-91301	$69,500.00	$0.00	$212,750.00	$212,750.00	$587,690.00
Transfer to Solid Waste Fund	001-3900-581-91401		$0.00	$263,156.00	$226,289.00	$0.00
Total NON-OPERATING EXPENSES:		$1,284,930.00	$2,071,151.00	$4,004,825.00	$2,717,710.00	$4,894,085.00
Total Expense Objects:		$2,468,660.15	$2,713,298.00	$4,605,749.00	$3,311,472.00	$5,682,998.00

FUNDED

Town of Southwest Ranches, Florida

FY 2026 Program Modification

Temporary Town Hall Office Annex

Department Name	Division Name	Fund	Priority	Fiscal Impact
Non-Departmental	**Executive**	**General**		**$83,000**

Background

For the Town of Southwest Ranches to keep up with the demand for increased levels of service for its residents, businesses, and visitors there comes the need for increased staffing and workspace. With the contractually obligated construction of a new fire station the potential exists to occupy the current fire station and repurpose it as one-stop permitting center to be occupied by Engineering Department, Building Department, and Zoning/Code Compliance staff.

Justification & Description

The workspace in Town Hall is at an unachievable premium. Some employees share space intended for half the number (two in a one-person office), and closets and storage rooms have been made into offices, leaving no room for storage of Town property. Further exacerbating the current situation, the FY 2026 budget includes the funding of two additional new employees to keep pace with expected service levels.

As mentioned above, to streamline some of our services, it would be ideal to place certain departments in good proximity to each other, to enhance the "one-stop-shop" platinum permitting approach to our building permit process. Once a temporary building structure be approved by Town Council, the Public Works/Engineering Department, Code Compliance Department, and the Building Department would be housed together, allowing for residents and contractors a more concierge service to the permitting process.

The costs illustrated below represent the costs to acquire the structure, delivery, placement onsite, and the recurring rental for the two-year expected term (of which 63K are expenses for FY2027). Costs associated with any required permits, and tying the structure into the existing water and septic system here at Town Hall are unknown at this time but will need to be furnished prior to occupancy.

Funding Source

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

Page **1** of **2**

FUNDED

Town of Southwest Ranches, Florida

FY 2026 Program Modification

Temporary Town Hall Office Annex

Alternative / Adverse Impact if not funded

The workspace in Town Hall is at an unachievable premium. Some employees share space intended for half the number (two in a one-person office), and closets and storage rooms have been made into offices, leaving no room for storage of Town property. Further exacerbating the current situation, the FY 2026 budget includes the funding of two additional new employees to keep pace with expected service levels.

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Required Resources

Line Item	Title or Description of Request	Cost
001-3900-519-44020	Building Rental / Leasing	**$83,000**

Page **2** of **2**

FUNDED

Town of Southwest Ranches, Florida

FY 2026 Program Modification

Flooring Replacement

Department Name	Division Name	Fund	Priority	Fiscal Impact
Non-Departmental	Gen. Services	General Fund		$75,000

Background

The Town Hall floor has been with the building since its inception and shows signs of wear and tear. The area of the floor to be covered is approximately 11,200 sq. ft.

Justification & Description

The flooring in the Town Hall has become visibly worn and damaged due to years of high foot traffic from residents and visitors. The current floor is showing significant signs of wear and tear, with noticeable stains and holes that detract from the building's overall appearance and professionalism. These imperfections not only create a less welcoming environment for visitors but also pose potential safety hazards, such as tripping risks from uneven surfaces or exposed holes. Replacing the flooring will improve the aesthetics, enhance safety, and contribute to a more positive and professional atmosphere for residents who visit the Town Hall for important civic matters. Additionally, a new floor will demonstrate the community's commitment to maintaining public spaces and providing a comfortable, functional environment for all.

Funding Source

Proposed funding is via millage (TRIM).

Alternative / Adverse Impact if not funded

A negative consequence of not funding the replacement of the flooring of the Town Hall could be the continued deterioration of the building's appearance and functionality. As the stains and holes worsen over time, the space may appear neglected or poorly maintained, which could impact the public's perception of the Town Hall and its commitment to serving the community. The existing wear and tear could also pose safety risks, such as tripping hazards from uneven surfaces or exposed holes, potentially leading to accidents or injuries. Additionally, continued neglect of the flooring may result in more costly repairs in the future, as further damage could accumulate. A worn-out floor may also hinder the effectiveness of Town Hall in hosting public meetings or events, as it may become less inviting or comfortable for residents. Ultimately, failing to address the issue could diminish the overall functionality and professionalism of the building, which is an important civic space for residents.

FUNDED

Town of Southwest Ranches, Florida

FY 2026 Program Modification

Flooring Replacement

Required Resources		
Line Item	Title or Description of Request	Cost
001-3900-519-64100	Flooring Replacement	**$75,000**

Page **2** of **2**

FUNDED

Town of Southwest Ranches, Florida

FY 2026 Program Modification

Technology Replacement - Server

Department Name	Division Name	Fund	Priority	Fiscal Impact
Non-Departmental	**Public Works**	**General**	**1**	**$15,000**

Background

This request is for the replacement of the Town's Server which has reached the end of its supported life.

Justification & Description

Purchase of this Server will also maintain compliance with the Town's agreement with the City of Tamarac.

Funding Source

Proposed funding is via the General Fund.

Alternative / Adverse Impact if not funded

The current server infrastructure supporting Town Hall operations is approaching the end of its usable life. This server is critical for maintaining daily operations, including access to municipal records, financial systems, email communications, licensing and permitting, and other essential services. Without timely replacement, we risk significant service disruptions, security vulnerabilities, and data loss.

Required Resources

Line Item	Title or Description of Request	Cost
001-3900-519-64100	Server Replacement	**$15,000**

Page **1** of **1**

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.

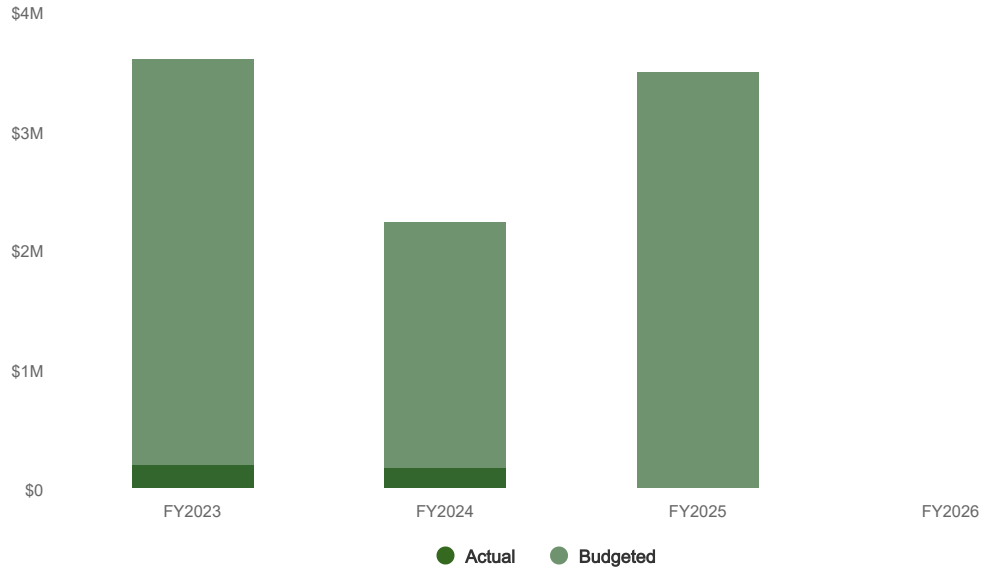
There are no personnel associated with this allocation center.

Expenditures Summary

The FY2025-2026 Proposed Budget does not include American Rescue Plan Act (ARPA) funds as these are projected to be expended in FY2024-2025. However, progress on these projects will be reevaluated in August and rolled into FY2025-2026 if necessary, prior to the final budget adoption.

$0 **-$3,494,937**
(-100.00% vs. prior year)

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



Expenditures by Expense Type

Budgeted Expenditures by Expense Type

Name	Account ID	FY2023 Actual	FY2024 Actual	FY2025 Adopted	FY2025 Projected Budget	FY2026 Proposed Budget
Expense Objects						
OPERATING EXPENSES						
Professional Services/Studies/Surveys	001-3920-519-31010	$0.00	$494.00	$0.00	$0.00	$0.00
Total OPERATING EXPENSES:		$0.00	$494.00	$0.00	$0.00	$0.00
CAPITAL OUTLAY						
Machinery & Equipment	001-3920-512-64100	$3,000.00	$0.00	$0.00	$0.00	$0.00
Buildings-Town Hall/Public Safety	001-3920-519-62140	$0.00	$0.00	$50,000.00	$0.00	$0.00
Infrastructure-General	001-3920-519-63100	$49,500.00	$0.00	$0.00	$0.00	$0.00
Land	001-3920-522-61100	$16,142.50	$44,050.00	$1,671,864.00	$0.00	$0.00
Infrastructure-Drainage	001-3920-541-63260	$42,184.50	$17,167.00	$514,780.00	$1,725,204.00	$0.00
Infrastructure-Southwest Meadows	001-3920-572-63140	$94,124.00	$116,164.00	$1,258,293.00	$2,062,676.00	$0.00
Total CAPITAL OUTLAY:		$204,951.00	$177,381.00	$3,494,937.00	$3,787,880.00	$0.00
Total Expense Objects:		$204,951.00	$177,875.00	$3,494,937.00	$3,787,880.00	$0.00

CAPITAL IMPROVEMENTS

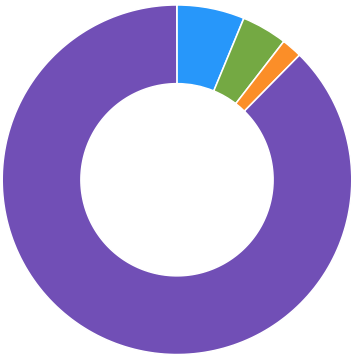
Capital Improvements: One-year Plan

Total Capital Requested

$3,702,110

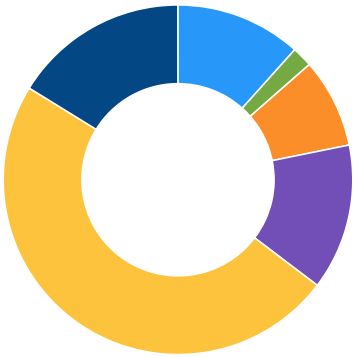
9 Capital Improvement Projects

Total Funding Requested by Department



Executive (6%)	$231,440.00
Parks Rec & Open Spaces (PROS) (4%)	$156,250.00
Public Safety-Fire Admin (2%)	$70,000.00
Public Works - Engineering / CS (88%)	$3,244,420.00
TOTAL	**$3,702,110.00**

Total Funding Requested by Source



Capital Project Fund (12%)	$431,440.00
Fire Assessment (2%)	$70,000.00
General Fund (8%)	$306,250.00
General Fund - Grant (14%)	$500,000.00
Transportation Fund (48%)	$1,794,420.00
Transportation Fund - Grant (16%)	$600,000.00
TOTAL	**$3,702,110.00**

Public Works - Engineering / CS Requests

Itemized Requests for 2026

Drainage Improvement Projects: Non-Surtax **$290,260**

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...

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 **$200,000**

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

Transportation Surface & Drainage Ongoing Rehab. (TSDOR) incl. Surtax **$2,004,160**

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: $3,244,420

Parks Rec & Open Spaces (PROS) Requests

Itemized Requests for 2026

Equestrian Park Playground Rehabilitation **$56,250**

This request is for Year 2 continuation of 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...

Parks' Entrance Signage **$100,000**

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...

Total: $156,250

Public Safety-Fire Admin Requests

Itemized Requests for 2026

Fire Wells Replacement and Installation **$70,000**

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: $70,000

Executive Requests

Itemized Requests for 2026

LED Monument Signs	**$131,440**
The Town wishes to increase our outreach efforts for Town events, services, and meetings beyond current capabilities. Town Hall fronts Griffin Road but is set back too far from the roadway to effectively reach the thousands of...	
Town Hall Entrances Modification	**$100,000**
For the Town of Southwest Ranches to keep up with the demand for increased levels of service for its residents, businesses, and visitors, there comes the need for increased staffing and workspace. With the contractually obligated construction of a...	

Total: $231,440

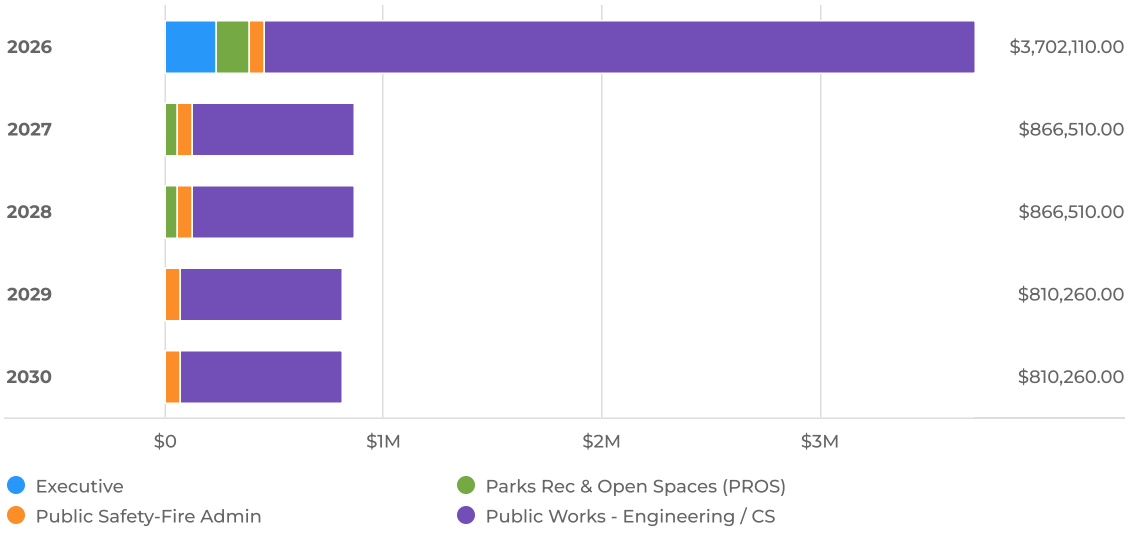
Capital Improvements: Multi-year Plan

Total Capital Requested

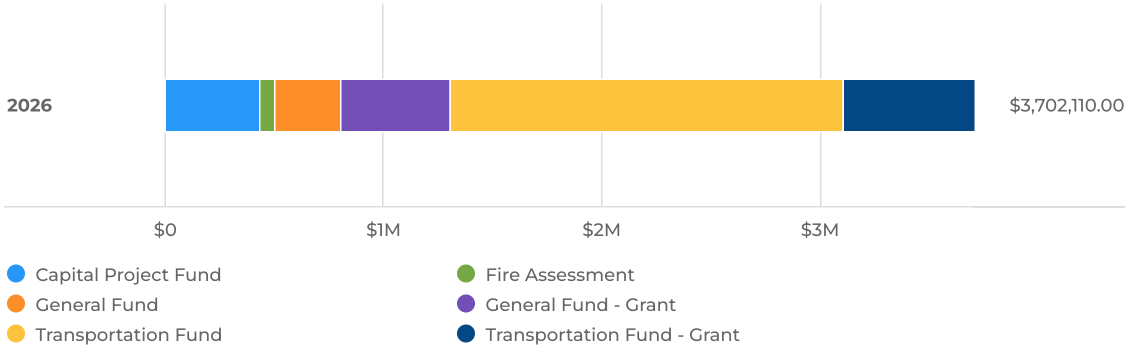
$7,055,650

9 Capital Improvement Projects

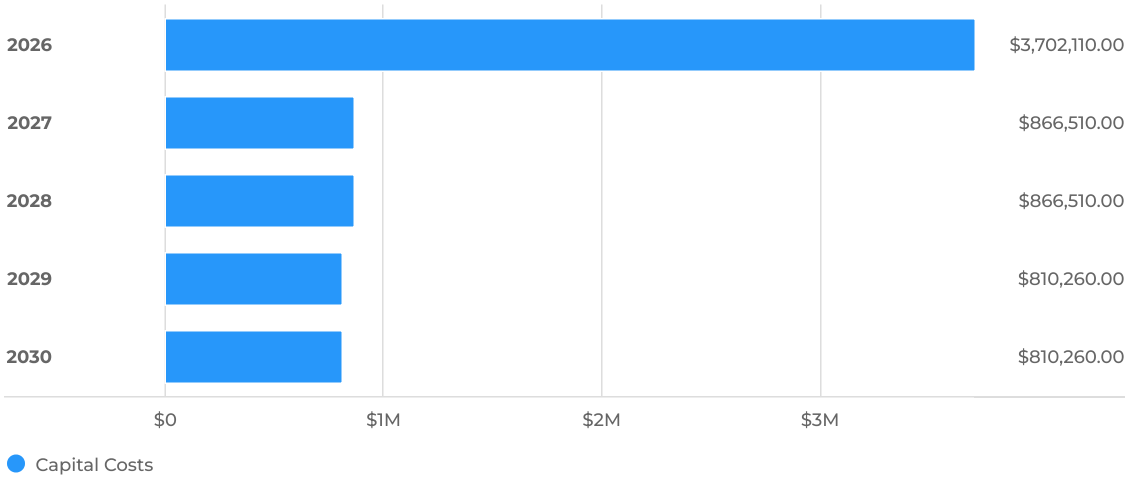
Total Funding Requested by Department



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 2026-2031

Drainage Improvement Projects: Non-Surtax **$1,451,300**

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Southwest Meadows Sanctuary Water Quality and Drainage Project **$750,000**

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Transportation Surface & Drainage Ongoing Rehab. (TSDOR) incl. Surtax **$3,804,160**

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: $6,205,460

Parks Rec & Open Spaces (PROS) Requests

Itemized Requests for 2026-2031

Equestrian Park Playground Rehabilitation **$168,750**

This request is for Year 2 continuation of 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...

Parks' Entrance Signage **$100,000**

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...

Total: $268,750

Public Safety-Fire Admin Requests

Itemized Requests for 2026-2031

Fire Wells Replacement and Installation **$350,000**

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Total: $350,000

Executive Requests

Itemized Requests for 2026-2031

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Total: $231,440

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 2026

FY 2025 Estimated	
Estimated Total Revenues	23,961,185
Estimated Expenditures & Encumbrances	(22,349,178)
Estimated FY 2025 Year End Difference	1,612,007

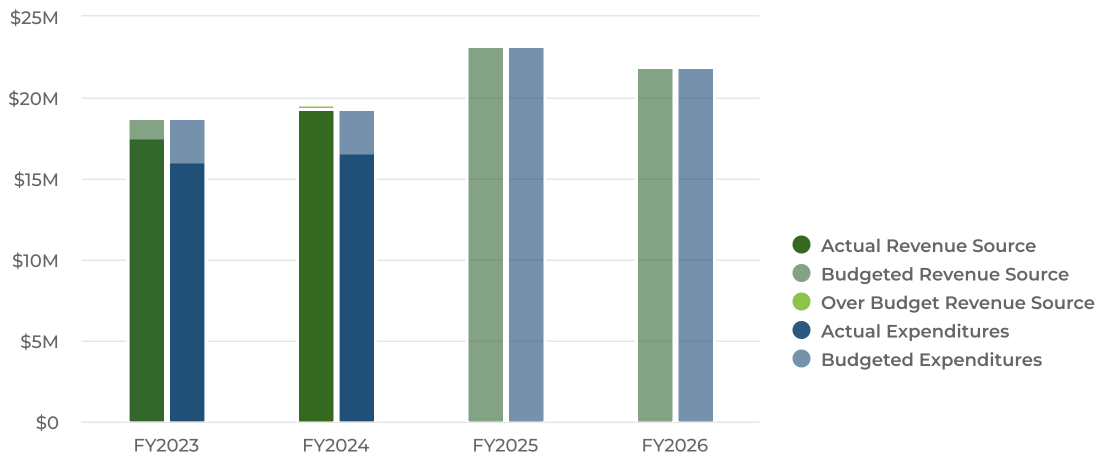
FY 2026 Projected Unassigned Fund Balance	
Audited Unassigned Fund Balance 9/30/2024	8,107,277
Estimated FY 2025 Year End Difference	1,612,007
Appropriated Fund Balance FY 2025	(1,267,362)
Appropriated Assigned Balance FY 2025	0
Projected Unassigned Fund Balance 9/30/2025	8,451,922
Appropriated Fund Balance FY 2026	(826,447)
Appropriated Restricted Fund Balance FY 2026	42,725
Appropriated Assigned Balance FY 2026	22,500
Projected Unassigned Fund Balance 9/30/2026	7,690,701

FY 2026 Budget Summary	
Proposed Revenues	
Property Tax	10,328,721
Utility and Franchise Taxes	2,601,682
Permits/Licenses/Inspections	2,018,802
Intergovernmental Revenues	1,267,954
Services Revenues	120,541
Fines & Forfeitures	217,018
Miscellaneous Revenues	4,570,469
Appropriated Fund Balance	826,447
Total Revenue	**21,951,634**
Proposed Expenditures	
Personnel Costs	2,773,485
Operating Items	12,851,700
Capital Outlay	711,507
Non-Operating Expenses	5,614,942
Total Expenditures	**21,951,634**

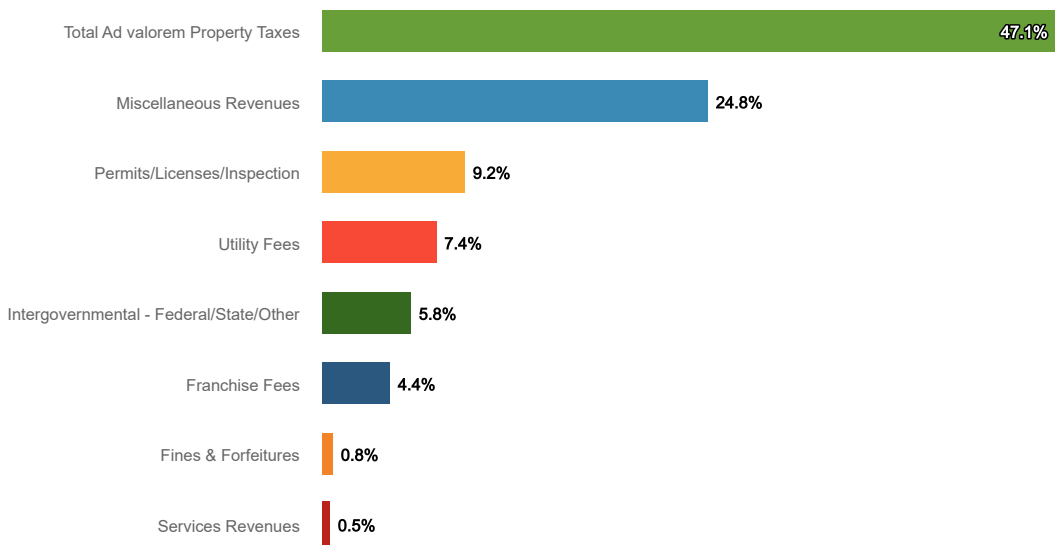
Note: There is an additional $4,280,308 in Non-spendable, Restricted, Committed, and Assigned Fund Balance in the General Fund as of 9/30/2024 (Audited).

Summary

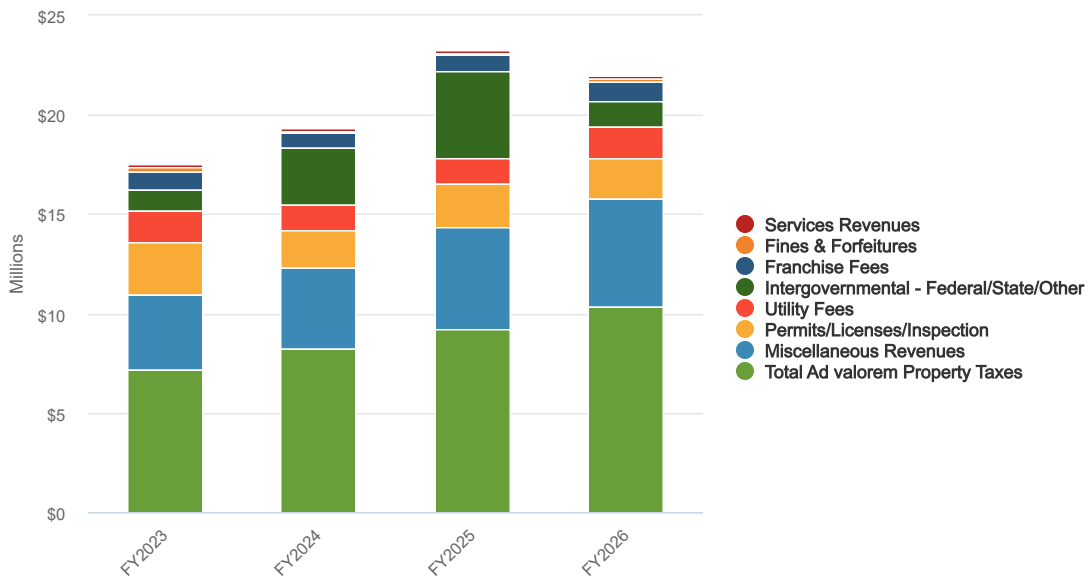
The Town of Southwest Ranches is projecting $21.95M of revenue in FY2026, which represents a 5.5% decrease over the prior year. Budgeted expenditures are projected to decrease by 5.5% or $1.28M to $21.95M in FY2026.



Revenues by Source



Budgeted and Historical 2026 Revenues by Source



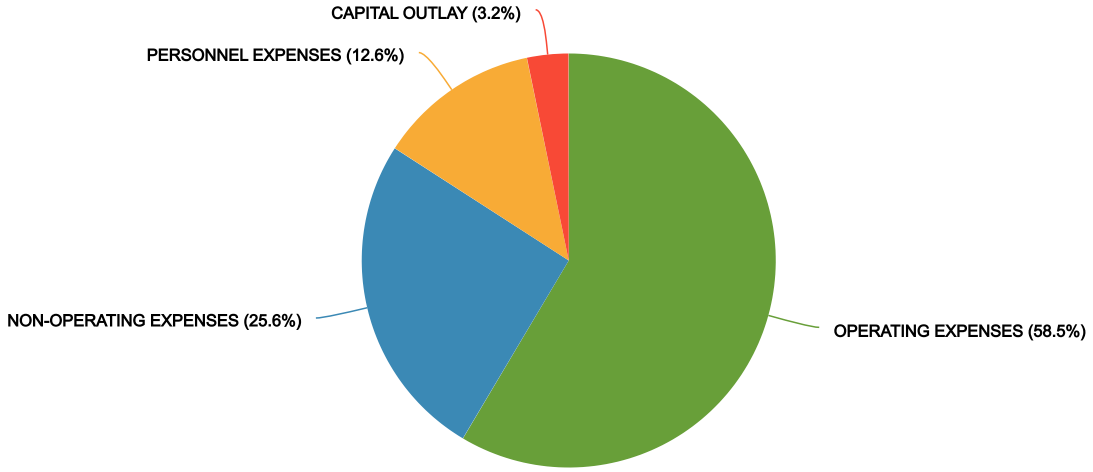
Name	Account ID	FY2023 Actual	FY2024 Actual	FY2025 Adopted	FY2025 Projected Budget	FY2026 Proposed Budget
Revenue Source						
Total Ad valorem Property Taxes						
Ad Valorem Taxes-Current	001-0000-311-31110	$6,953,162	$8,336,002	$9,179,829	$9,179,829	$10,328,721

Name	Account ID	FY2023 Actual	FY2024 Actual	FY2025 Adopted	FY2025 Projected Budget	FY2026 Proposed Budget
Ad Valorem Taxes-Delinquent	001-0000-311-31115	$1,432	$0	$0	$0	$0
Ad Valorem Taxes-Personal Prop-Current	001-0000-311-31120	$251,099	$0	$0	$0	$0
Total Total Ad valorem Property Taxes:		$7,205,694	$8,336,002	$9,179,829	$9,179,829	$10,328,721
Utility Fees						
Utility Services Taxes-Electricity	001-0000-314-31410	$1,153,817	$1,228,853	$914,970	$1,158,705	$1,180,458
Utility Services Taxes-Propane	001-0000-314-31480	$42,582	$49,945	$39,179	$60,120	$50,882
Communications Services Taxes	001-0000-315-31500	$383,172	$392,855	$350,100	$422,917	$399,648
Total Utility Fees:		$1,579,570	$1,671,653	$1,304,249	$1,641,742	$1,630,988
Permits/Licenses/Inspection						
Local Business Tax	001-0000-316-31600	$8,377	$6,237	$3,779	$6,994	$7,203
Building Permits-Regulatory Fees	001-0000-322-32200	$140,478	$134,248	$129,152	$82,755	$83,583
Building Permits-Contractor	001-0000-322-32207	$1,578,202	$1,624,245	$1,291,525	$1,141,484	$1,152,899
Building Permits-SWR 25%	001-0000-322-32225	$516,306	$541,415	$430,508	$380,495	$528,861
Building Permit-Admin Fees	001-0000-322-32240	$84,537	$95,293	$51,661	$42,302	$42,725
Fire Inspections	001-0000-322-32290	$12,555	$11,308	$13,875	$16,360	$14,291
Impact Fee-Residential-Parks/Recreation	001-0000-324-32461	$11,812	$4,030	$3,280	$0	$7,890
Planning & Zoning Review Fees	001-0000-329-32901	$45,932	$182,018	$153,247	$86,253	$87,116
Planning & Zoning Rev Fees-CSI/JM	001-0000-329-32902	$145,854	$0	$0	$7,812	$0
Engineering\Fire Review Fees	001-0000-329-32905	$109,128	$216,786	$104,949	$80,437	$92,502
Lobbyist Fees/Registrations	001-0000-329-32909	$300	$350	$125	$150	$300
Certificate of Use Registrations	001-0000-329-32910	$810	$3,044	$1,791	$1,301	$1,431
Total Permits/Licenses/Inspection:		$2,654,291	$2,818,974	$2,183,892	$1,846,343	$2,018,801
Franchise Fees						
Franchise Fee-Electricity	001-0000-323-32310	$871,137	$855,509	$699,822	$855,749	$860,799
Franchise Fee-Solid Waste	001-0000-323-32370	$89,604	$104,157	$50,161	$112,658	$102,140
Franchise Fee-Towing	001-0000-323-32395	$8,584	$8,765	$10,039	$5,916	$7,755
Total Franchise Fees:		$969,326	$968,431	$760,022	$974,323	$970,694

Name	Account ID	FY2023 Actual	FY2024 Actual	FY2025 Adopted	FY2025 Projected Budget	FY2026 Proposed Budget
Miscellaneous Revenues						
Other Miscellaneous Revenue	001-0000-322-36990	$128	$0	$0	$0	$0
Special Assessment-FIRE-Current	001-0000-325-32520	$2,767,130	$2,983,267	$2,983,792	$2,983,792	$3,517,645
Special Assessment-FIRE-Delinquent	001-0000-325-32521	$137	$0	$0	$0	$0
Code Enforcement\Lien Recovery-Legal	001-0000-359-35902	$49,990	$68,590	$47,380	$87,403	$52,118
Interest-Equity in Pooled Cash	001-0000-361-36110	$56,502	$995,234	$497,888	$727,593	$530,109
Interest-TD Bank	001-0000-361-36112	$171,792	$0	$0	$0	$0
Interest-State Board of Administration	001-0000-361-36119	$303,815	$0	$0	$0	$0
Rents & Royalties - Cell Tower	001-0000-362-36210	$75,205	$73,373	$80,363	$86,363	$89,098
Disposition of Fixed Assets	001-0000-364-36400	$0	$14,601	$0	$0	$0
Contrib/Donations from Private Sources	001-0000-366-36610	$5,607	$0	$5,000	$42,105	$5,000
Contrib/Donations for Educa/Scholarships	001-0000-366-36620	$40,800	$46,000	$40,000	$50,000	$49,000
Other Miscellaneous Revenue	001-0000-369-36990	$14,544	$11,646	$14,114	$11,012	$12,443
Transfers from Solid Waste Fund	001-0000-382-38240	$283,125	$276,669	$306,990	$306,990	$367,174
Appropriated Fund Balance-Governmental	001-0000-399-39900	$0	$0	$1,201,968	$1,267,362	$826,447
Total Miscellaneous Revenues:		$3,768,774	$4,469,380	$5,177,495	$5,562,620	$5,449,034
Intergovernmental - Federal/State/Other						
County Source	001-0000-332-33201	$0	$0	$0	$0	$500,000
Federal Source - ARPA Funds	001-0000-332-33220	$204,951	$177,381	$3,494,937	$3,494,937	$0
State Grant-Public Safety	001-0000-334-33420	$0	$14,372	$0	$0	$0
State Grant - Culture Recreation	001-0000-334-33470	$0	$0	$200,000	$0	$0
State Rev Share-Proceed (Sls/8 cent motorTx)	001-0000-335-33512	$147,672	$144,972	$146,399	$158,312	$150,319
State Revenue Sharing-Alcoholic Bev. License Tax	001-0000-335-33515	$2,092	$2,816	$2,080	$2,080	$2,142
State Revenue Sharing-1/2 cent Sales Tax	001-0000-335-33518	$643,191	$616,276	$554,213	$587,010	$615,493
Total Intergovernmental - Federal/State/Other:		$997,907	$955,817	$4,397,629	$4,242,339	$1,267,954
Services Revenues						

Name	Account ID	FY2023 Actual	FY2024 Actual	FY2025 Adopted	FY2025 Projected Budget	FY2026 Proposed Budget
Election Qualifying Fees	001-0000-341-34191	$0	$600	$0	$0	$0
Service Charge-Ambulance Fees	001-0000-342-34260	$177,329	$197,300	$99,052	$266,668	$108,957
Service Charge - PROS	001-0000-347-34720	$10,270	$21,496	$10,531	$30,658	$11,584
Total Services Revenues:		$187,599	$219,396	$109,583	$297,326	$120,541
Fines & Forfeitures						
Judgments & Fines-Traffic Court	001-0000-351-35150	$95,472	$61,851	$59,374	$45,525	$46,891
Fines - Local Ord. Violations-False Alarms	001-0000-354-35402	$6,902	$10,405	$7,109	$4,805	$5,286
Code Enforcement\Lien Recovery	001-0000-359-35901	$84,296	$87,543	$56,950	$166,333	$112,724
Total Fines & Forfeitures:		$186,669	$159,799	$123,433	$216,663	$164,901
Total Revenue Source:		$17,549,831	$19,599,452	$23,236,132	$23,961,185	$21,951,634

Budgeted Expenditures by Expense Type



Name	Account ID	FY2023 Actual	FY2024 Actual	FY2025 Adopted	FY2025 Projected Budget	FY2026 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	$958	$1,090	$1,667	$1,667	$1,667
Regular Salaries & Wages	001-1400-512-12100	$379,370	$261,193	$405,640	$392,053	$619,495
PT Salaries-No Benefits	001-1400-512-13100	$14,055	$0	$0	$0	$0
Payroll Tax Expense	001-1400-512-21100	$26,697	$17,355	$31,031	$29,992	$43,704
Retirement Contribution	001-1400-512-22100	$41,741	$34,033	$50,314	$49,278	$72,753
Life & Health Insurance	001-1400-512-23100	$45,676	$27,093	$34,563	$33,239	$51,589
Workers Compensation	001-1400-512-24100	$865	$644	$1,450	$1,402	$2,215
Regular Salaries & Wages	001-1600-513-12100	$428,836	$423,481	$478,581	$479,891	$528,530
Payroll Tax Expense	001-1600-513-21100	$31,742	$31,351	$36,611	$36,712	$40,433
Retirement Contribution	001-1600-513-22100	$42,450	$44,372	$55,918	$55,915	$61,670

Name	Account ID	FY2023 Actual	FY2024 Actual	FY2025 Adopted	FY2025 Projected Budget	FY2026 Proposed Budget
Life & Health Insurance	001-1600-513-23100	$53,363	$48,022	$64,468	$54,252	$56,425
Workers Compensation	001-1600-513-24100	$873	$1,034	$1,711	$1,716	$1,889
Regular Salaries & Wages	001-1800-512-12100	$238,743	$231,943	$225,794	$232,052	$259,299
PT Salaries-No Benefits	001-1800-512-13100	$0	$17,326	$18,408	$16,339	$19,117
Payroll Tax Expense	001-1800-512-21100	$17,698	$18,289	$18,681	$19,002	$21,299
Retirement Contribution	001-1800-512-22100	$29,039	$29,257	$26,453	$28,060	$31,391
Life & Health Insurance	001-1800-512-23100	$23,945	$33,961	$34,152	$43,535	$48,307
Workers Compensation	001-1800-512-24100	$460	$712	$807	$830	$927
Regular Salaries & Wages	001-2600-515-12100	$277,174	$409,634	$433,067	$431,595	$433,123
Payroll Tax Expense	001-2600-515-21100	$20,698	$30,163	$33,130	$33,017	$33,134
Retirement Contribution	001-2600-515-22100	$25,882	$40,694	$41,942	$41,794	$42,337
Life & Health Insurance	001-2600-515-23100	$1,513	$2,807	$2,117	$8,769	$29,274
Workers Compensation	001-2600-515-24100	$7,226	$9,600	$15,661	$15,608	$15,663
Regular Salaries & Wages	001-3600-572-12100	$94,978	$124,722	$164,997	$168,296	$182,096
PT Salaries-No Benefits	001-3600-572-13100	$13,965	$18,960	$44,416	$23,828	$45,890
Payroll Tax Expense	001-3600-572-21100	$7,509	$10,087	$16,020	$14,698	$17,441
Retirement Contribution	001-3600-572-22100	$9,492	$11,900	$16,500	$16,500	$17,820
Life & Health Insurance	001-3600-572-23100	$18,474	$23,950	$23,210	$23,095	$21,592
Workers Compensation	001-3600-572-24100	$1,968	$3,517	$5,967	$6,086	$6,585
Total PERSONNEL EXPENSES:		$1,923,209	$1,975,010	$2,351,096	$2,327,041	$2,773,485
OPERATING EXPENSES						
Lobbyist	001-1000-511-31090	$48,000	$48,000	$48,000	$78,000	$48,000
Other Contractual Services	001-1000-511-34100	$2,314	$2,500	$31,300	$12,800	$2,500
Mileage Reimbursement	001-1000-511-40100	$0	$295	$1,000	$1,000	$1,000
Other Current Charges	001-1000-511-49100	$61	$61	$0	$61	$61
Subscriptions & Memberships	001-1000-511-54100	$1,694	$1,999	$3,000	$2,000	$2,000

Name	Account ID	FY2023 Actual	FY2024 Actual	FY2025 Adopted	FY2025 Projected Budget	FY2026 Proposed Budget
Conferences & Seminars	001-1000-511-55200	$8,535	$4,025	$10,000	$5,000	$5,000
Professional Services/Studies/Surveys	001-1200-514-31010	$124,800	$151,884	$150,000	$165,000	$160,000
Lawsuits & Prosecution	001-1200-514-31020	$151,884	$204,302	$200,000	$300,000	$200,000
Lawsuits-Code Enforcement	001-1200-514-31030	$168,461	$100,319	$144,000	$135,000	$140,000
Professional Services/Studies/Surveys	001-1400-512-31010	$12,000	$8,901	$35,000	$35,000	$50,500
Postage	001-1400-512-42100	$10,271	$13,973	$16,565	$16,565	$18,565
Promotional Activities/Newsletter	001-1400-512-48100	$25,118	$33,981	$38,998	$40,000	$40,000
Promotional Activities/Town Events	001-1400-512-48110	$20,481	$11,021	$43,700	$75,000	$21,500
Subscriptions & Memberships	001-1400-512-54100	$11,622	$4,259	$5,700	$5,000	$5,500
Training & Education	001-1400-512-55100	$201	$1,300	$2,500	$2,500	$8,750
Conferences & Seminars	001-1400-512-55200	$1,927	$3,915	$6,500	$6,000	$7,500
Accounting & Auditing	001-1600-513-32100	$46,560	$43,650	$48,873	$47,250	$72,500
Software Maintenance	001-1600-513-46500	$0	$27,243	$20,618	$21,236	$21,873
Subscriptions & Memberships	001-1600-513-54100	$1,149	$820	$2,000	$1,500	$2,000
Training & Education	001-1600-513-55100	-$1,416	$2,424	$3,000	$2,000	$7,000
Conferences & Seminars	001-1600-513-55200	$2,009	$96	$5,300	$2,500	$2,500
Other Contractual Services	001-1800-512-34100	$37,800	$35,470	$17,000	$16,867	$21,200
Mileage Reimbursement	001-1800-512-40100	$0	$0	$100	$100	$100
Software Maintenance	001-1800-512-46500	$9,352	$11,115	$42,650	$41,648	$39,500
Other Current Charges	001-1800-512-49100	$4,424	$0	$6,500	$1,989	$0
Legal Advertisements	001-1800-512-49110	$10,867	$13,083	$12,000	$12,300	$14,000
Subscriptions & Memberships	001-1800-512-54100	$3,326	$1,967	$2,300	$1,325	$2,500
Training & Education	001-1800-512-55100	$821	$835	$2,000	$1,120	$6,500
Conferences & Seminars	001-1800-512-55200	$8,226	$2,031	$5,400	$4,635	$5,400
Other Contractual Services	001-2100-524-34100	$1,718,899	$1,760,125	$1,420,677	$1,298,022	$1,236,482
Other Contractual Services-P & Z Permits	001-2300-515-34300	$143,330	$119,200	$130,000	$125,000	$110,000

Name	Account ID	FY2023 Actual	FY2024 Actual	FY2025 Adopted	FY2025 Projected Budget	FY2026 Proposed Budget
Professional Services/Studies/Surveys	001-2300-524-31010	$12,250	$19,065	$15,000	$19,500	$19,500
Other Contractual Services	001-2300-524-34100	$229,986	$234,420	$307,606	$319,628	$383,188
Other Contractual Services-Public Hearings	001-2500-515-34310	$39,748	$59,881	$45,000	$50,000	$50,500
Other Contractual Services-Town Planning	001-2500-515-34320	$21,589	$16,276	$26,400	$25,000	$45,000
Other Contractual Services-Land Use Planning	001-2500-515-34330	$16,395	$20,598	$44,000	$44,000	$43,750
Mileage Reimbursement	001-2600-539-40100	$60	$20	$300	$300	$300
Software Maintenance	001-2600-539-46500	$0	$0	$31,000	$31,000	$13,500
Other Current Charges	001-2600-539-49100	$418	$200	$1,000	$1,000	$1,000
Subscriptions & Memberships	001-2600-539-54100	$0	$0	$1,250	$1,250	$1,250
Training & Education	001-2600-539-55100	$506	$52	$1,200	$1,200	$7,450
Conferences & Seminars	001-2600-539-55200	$0	$6,077	$6,500	$6,500	$6,500
Other Contractual Services	001-3000-521-34100	$3,293,898	$3,436,945	$3,760,979	$3,733,384	$3,941,898
Electricity	001-3000-521-43100	$3,573	$4,305	$6,500	$5,202	$5,514
Professional Services/Studies/Surveys	001-3100-522-31010	$10,582	$10,182	$15,966	$12,496	$13,296
Other Contractual Services	001-3100-522-34100	$4,063,535	$4,309,400	$4,391,752	$4,391,752	$4,691,230
Professional Services/Studies/Surveys	001-3200-522-31010	$12,625	$9,468	$14,000	$11,600	$11,700
Communication Services	001-3200-522-41100	$18,682	$18,634	$16,000	$18,700	$18,650
Electricity	001-3200-522-43100	$14,394	$14,944	$15,000	$14,500	$15,950
Water & Sewer	001-3200-522-43110	$10,089	$11,656	$11,000	$14,500	$13,500
Building Maintenance	001-3200-522-46020	$49,710	$6,362	$33,000	$33,000	$8,300
Equipment Maintenance	001-3200-522-46030	$14,876	$35,498	$13,500	$9,200	$10,275
Miscellaneous Maintenance	001-3200-522-46110	$1,534	$4,844	$2,500	$2,600	$3,000
Repair & Maintenance-VEHICLE	001-3200-522-46120	$13,476	$29,778	$30,000	$30,000	$32,250
Uniforms	001-3200-522-52140	$1,903	$1,030	$2,000	$2,000	$2,000
Gasoline	001-3200-522-52160	$9,262	$8,109	$10,000	$9,500	$10,500
Miscellaneous Operating Supplies	001-3200-522-52900	$15,397	$8,136	$9,200	$7,500	$8,500

Name	Account ID	FY2023 Actual	FY2024 Actual	FY2025 Adopted	FY2025 Projected Budget	FY2026 Proposed Budget
Training & Education	001-3200-522-55100	$90	$210	$1,000	$1,000	$1,000
Mileage Reimbursement	001-3600-572-40100	$0	$0	$250	$0	$0
Communication Services	001-3600-572-41100	$3,566	$3,572	$3,738	$3,738	$3,738
Electricity	001-3600-572-43100	$10,444	$7,190	$10,760	$9,500	$10,070
Water & Sewer	001-3600-572-43110	$25,281	$25,322	$24,679	$26,763	$31,679
Maintenance Service/Repair Contracts	001-3600-572-46010	$22,641	$6,200	$22,500	$8,299	$22,500
Building Maintenance	001-3600-572-46020	$7,251	$7,844	$21,647	$16,740	$20,925
Equipment Maintenance	001-3600-572-46030	$41,538	$13,446	$16,900	$12,000	$16,900
Grounds Maintenance	001-3600-572-46040	$260,189	$270,207	$333,873	$284,417	$314,385
Tree Maintenance/Preservation	001-3600-572-46050	$34,661	$35,835	$54,000	$54,000	$54,500
Lake Maintenance	001-3600-572-46060	$22,022	$22,669	$23,031	$23,031	$28,789
Miscellaneous Maintenance	001-3600-572-46110	$135	$3,171	$1,800	$1,800	$2,250
Promotional Activities/Town Events	001-3600-572-48110	$5,794	$34,336	$18,951	$22,534	$28,669
Miscellaneous Operating Supplies	001-3600-572-52900	$2,446	$3,321	$3,000	$3,000	$3,750
Subscriptions & Memberships	001-3600-572-54100	$801	$815	$1,200	$1,200	$1,500
Training & Education	001-3600-572-55100	$1,293	$1,194	$1,800	$1,800	$4,500
Conferences & Seminars	001-3600-572-55200	$0	$2,025	$2,200	$2,200	$2,200
Lawsuit Settlement	001-3900-519-31050	$725,000	$0	$0	$0	$0
Other Contractual Services	001-3900-519-34100	$20,948	$16,913	$37,400	$38,800	$43,672
Communication Services	001-3900-519-41100	$18,037	$18,002	$9,600	$19,200	$13,000
Postage	001-3900-519-42100	$8,286	$8,783	$10,500	$9,000	$10,000
Electricity	001-3900-519-43100	$21,515	$23,769	$23,000	$23,000	$24,380
Water & Sewer	001-3900-519-43110	$11,059	$11,066	$11,500	$11,500	$11,500
Building Rental/Lease	001-3900-519-44020	$4,987	$5,840	$6,163	$6,700	$88,900
Equipment Leasing	001-3900-519-44030	$13,744	$13,340	$15,000	$12,000	$12,400
Property & Liability Insurance	001-3900-519-45100	$164,305	$230,734	$251,261	$237,312	$264,343

Name	Account ID	FY2023 Actual	FY2024 Actual	FY2025 Adopted	FY2025 Projected Budget	FY2026 Proposed Budget
Maintenance Service/Repair Contracts	001-3900-519-46010	$20,926	$17,119	$20,500	$26,450	$28,018
Building Maintenance	001-3900-519-46020	$12,759	$32,943	$10,000	$12,000	$15,000
Equipment Maintenance	001-3900-519-46030	$33,216	$24,144	$34,500	$26,000	$30,600
Miscellaneous Maintenance	001-3900-519-46110	$7,178	$15,247	$40,000	$37,500	$40,000
Repair & Maintenance-VEHICLE	001-3900-519-46120	$1,133	$1,578	$2,000	$4,300	$2,000
Software Maintenance	001-3900-519-46500	$49,893	$59,778	$60,000	$65,000	$83,100
Other Current Charges	001-3900-519-49100	$975	$499	$1,000	$1,000	$1,000
Office Supplies	001-3900-519-51100	$18,802	$19,106	$23,000	$18,500	$21,000
Gasoline	001-3900-519-52160	$4,747	$3,191	$4,500	$4,500	$4,500
Professional Services/Studies/Surveys	001-3920-519-31010	$0	$494	$0	$0	$0
Total OPERATING EXPENSES:		$12,002,868	$11,814,577	$12,366,587	$12,276,514	$12,851,700
CAPITAL OUTLAY						
Machinery & Equipment	001-1800-512-64100	$10,446	$7,200	$0	$9,855	$0
Machinery & Equipment	001-3000-521-64100	$129,643	$123,842	$125,262	$120,591	$0
Infrastructure-Fire Wells	001-3100-522-63120	$18,944	$0	$42,000	$40,100	$70,000
Machinery & Equipment	001-3100-522-64100	$25,000	$0	$0	$0	$0
Machinery & Equipment	001-3200-522-64100	$136,913	$17,708	$55,025	$289,088	$495,007
Machinery & Equipment	001-3600-572-64100	$0	$9,791	$0	$0	$51,000
Machinery & Equipment	001-3900-519-64100	$46,219	$140,095	$41,000	$41,000	$95,500
Machinery & Equipment	001-3920-512-64100	$3,000	$0	$0	$0	$0
Buildings-Town Hall/Public Safety	001-3920-519-62140	$0	$0	$50,000	$0	$0
Infrastructure-General	001-3920-519-63100	$49,500	$0	$0	$0	$0
Land	001-3920-522-61100	$16,143	$44,050	$1,671,864	$0	$0
Infrastructure-Drainage	001-3920-541-63260	$42,185	$17,167	$514,780	$1,725,204	$0
Infrastructure-Southwest Meadows	001-3920-572-63140	$94,124	$116,164	$1,258,293	$2,062,676	$0
Total CAPITAL OUTLAY:		$572,116	$476,017	$3,758,224	$4,288,514	$711,507

Name	Account ID	FY2023 Actual	FY2024 Actual	FY2025 Adopted	FY2025 Projected Budget	FY2026 Proposed Budget
NON-OPERATING EXPENSES						
Aid to Private Organizations	001-1000-511-82100	$45,532	$50,965	$51,000	$55,000	$50,000
Contingency/Reserve	001-1000-511-99100	$0	$0	$10,000	$0	$10,000
Contingency/Reserve	001-1400-512-99100	$0	$0	$5,000	$0	$5,000
Contingency/Reserve	001-1600-513-99100	$0	$0	$2,500	$0	$2,500
Contingency/Reserve	001-3200-522-99100	$0	$0	$380,500	$380,500	$350,000
Transfer to Volunteer Fire Fund	001-3200-581-91102	$281,426	$306,219	$303,900	$303,900	$300,857
Transfer to Debt Service Fund	001-3200-581-91201	$29,485	$0	$0	$0	$0
Contingency/Reserve	001-3600-572-99100	$0	$0	$2,500	$0	$2,500
Contingency/Reserve	001-3900-519-99100	$0	$0	$148,168	$0	$267,500
Transfer to Transportation Fund	001-3900-581-91101	$826,950	$1,245,162	$2,560,854	$1,458,774	$3,222,283
Transfer to Debt Service Fund	001-3900-581-91201	$388,480	$825,989	$819,897	$819,897	$816,612
Transfer to Capital Projects Fund	001-3900-581-91301	$69,500	$0	$212,750	$212,750	$587,690
Transfer to Solid Waste Fund	001-3900-581-91401	$0	$0	$263,156	$226,289	$0
Total NON-OPERATING EXPENSES:		$1,641,373	$2,428,335	$4,760,225	$3,457,110	$5,614,942
Total Expense Objects:		$16,139,567	$16,693,939	$23,236,132	$22,349,179	$21,951,634

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 2026

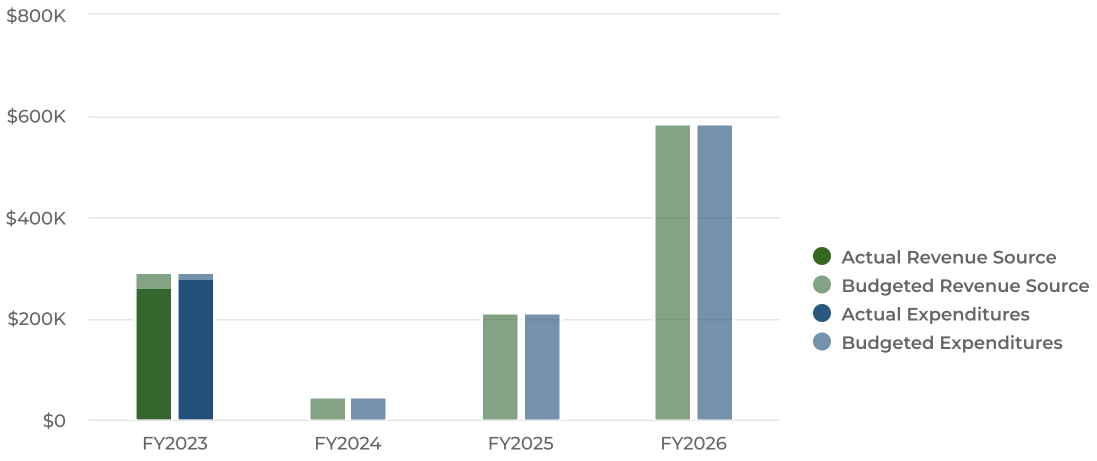
FY 2025 Estimated	
Estimated Capital Projects Revenues	214,488
Estimated Expenditures & Encumbrances	(218,244)
Estimated FY 2025 Year End Difference	(3,756)

FY 2026 Projected Assigned/Committed/Restricted Fund Balance	
Audited Assigned/Committed/Restricted Fd Bal 9/30/2024	166,820
Estimated FY 2025 Year End Difference	(3,756)
Appropriated Fund Balance FY 2025	-
Projected Assigned/Committed/Restricted Fd Bal 9/30/2025	163,064
Appropriated Fund Balance FY 2025	-
Projected Assigned/Committed/Restricted Fd Bal 9/30/2026	163,064

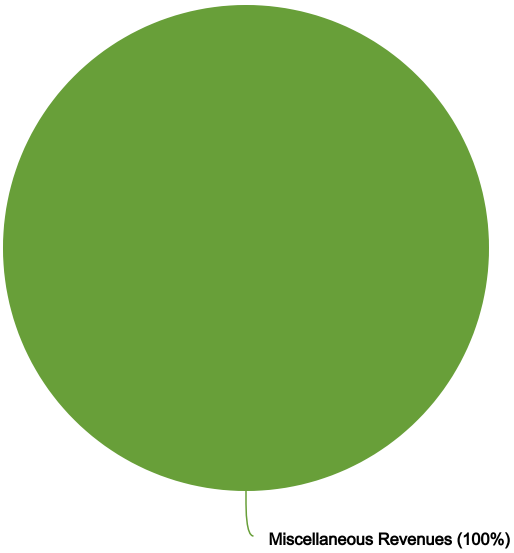
FY 2026 Budget Summary	
Proposed Revenues	
Grant Reimbursements	-
Transfer from General Fund	587,690
Appropriated Fund Balance	-
Total Revenues	**587,690**
Proposed Expenditures	
Capital Outlay	587,690
Total Expenditures	**587,690**

Summary

The Town of Southwest Ranches is projecting $587.69K of revenue in FY2026, which represents a 176.2% increase over the prior year. Budgeted expenditures are projected to increase by 176.2% or $374.94K to $587.69K in FY2026.

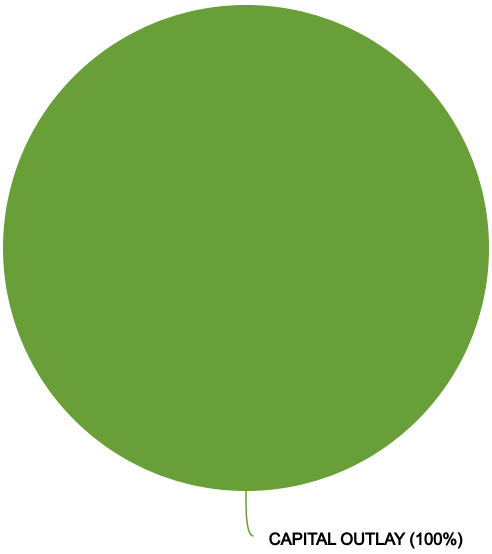


Revenues by Source



Name	Account ID	FY2023 Actual	FY2024 Actual	FY2025 Adopted	FY2025 Projected Budget	FY2026 Proposed Budget
Revenue Source						
Miscellaneous Revenues						
Interest-Equity in Pooled Cash	301-0000-361-36110	$4,012	$1,500	$0	$1,738	$0
Transfer from General Fund	301-0000-381-38101	$69,500	$0	$212,750	$212,750	$587,690
Total Miscellaneous Revenues:		$73,512	$1,500	$212,750	$214,488	$587,690
Intergovernmental - Federal/State/Other						
Federal Grant-Culture/Recreation	301-0000-331-33170	$188,978	$0	$0	$0	$0
Total Intergovernmental - Federal/State/Other:		$188,978	$0	$0	$0	$0
Total Revenue Source:		$262,490	$1,500	$212,750	$214,488	$587,690

Budgeted Expenditures by Expense Type



Name	Account ID	FY2023 Actual	FY2024 Actual	FY2025 Adopted	FY2025 Projected Budget	FY2026 Proposed Budget
Expense Objects						
CAPITAL OUTLAY						
Buildings-Town Hall/Public Safety	301-5300-539-62140	$223,348	$1,131	$0	$0	$300,000
Infrastructure-Calusa Corners	301-5300-539-63160	$13,880	$0	$0	$0	$0
Infrastructure - General	301-5300-572-63100	$0	$0	$140,000	$145,650	$151,440
Infrastructure-Southwest Meadows	301-5300-572-63140	$0	$2,800	$0	$0	$20,000
Infrastructure-Calusa Corners	301-5300-572-63160	$0	$0	$0	$0	$20,000
Infrastructure-Sunshine Ranches Equestrian Park	301-5300-572-63170	$0	$0	$56,250	$56,094	$56,250
Infrastructure-Trailside/Founders Park	301-5300-572-63180	$0	$0	$0	$0	$20,000
Infrastructure-Country Estates/Fishing Hole Park	301-5300-572-63200	$42,975	$0	$16,500	$16,500	$0
Infrastructure-Frontier Trails Park	301-5300-572-63220	$0	$0	$0	$0	$20,000
Total CAPITAL OUTLAY:		$280,203	$3,931	$212,750	$218,244	$587,690
Total Expense Objects:		$280,203	$3,931	$212,750	$218,244	$587,690

Proposed Funded FY2025-2026 Capital Improvement Project Requests

Project Name	Department	Project Amount *
Fire Wells Replacement and Installation	Public safety-Fire Admin	$ 70,000
General Fund Total		**$ 70,000**
Project Name		
Sunshine Ranches Equestrian Park Playground Rehabilitation	Parks & Open Spaces	$ 56,250
Entranceway Signage for all Parks	Parks & Open Spaces	$ 100,000
Front entrance modification - Bulletproof glass/doors	Executive	$ 100,000
LED Monument Signs	Executive	$ 131,440
Town Hall Multi-Purpose Storage Building	Public Works	$ 200,000
Capital Projects Fund Total		**$ 587,690**
Project Name		
Drainage Improvement Projects: Non-Surtax	Public Works	$ 290,260
Transportation Surface & Drainage Ongoing Rehabilitation (TSDOR): Surtax	Public Works	$ 500,000
Southwest Meadows Sanctuary Water Quality and Drainage Project	Public Works	$ 750,000
Transportation Surface & Drainage Ongoing Rehabilitation (TSDOR): Non-Surtax	Public Works	$ 1,504,160
Transportation Fund Total		**$ 3,044,420**
Totals		**$ 3,702,110**

* 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 Captiltal Project page.

Proposed Not Funded FY2025-2026 Capital Improvement Project Requests

Project Name	Department	Project Amount
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
Capital Projects Fund Total		**$ 571,000**

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 2026

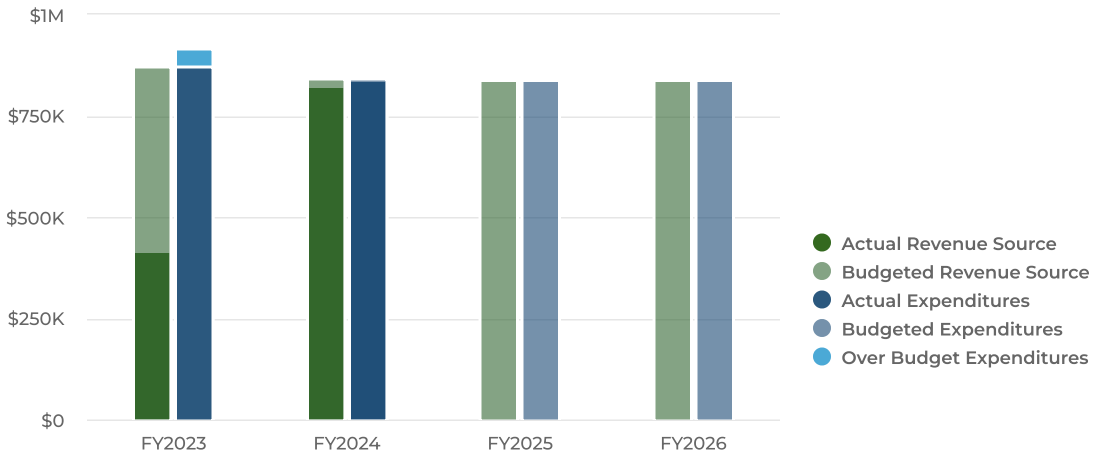
FY 2025 Estimated	
Estimated Debt Service Revenue	851,675
Estimated Expenditures & Encumbrances	(841,665)
Estimated FY 2025 Year End Difference	10,010

FY 2026 Projected Assigned Fund Balance	
Audited Assigned Fund Balance 9/30/2024	59,372
Estimated FY 2025 Year End Difference	10,010
Appropriated Assigned Fund Balance for FY 2025	-
Projected Assigned Fund Balance 9/30/2026	69,382
Appropriated Assigned Fund Balance for FY 2026	-
Projected Assigned Fund Balance 9/30/2026	69,382

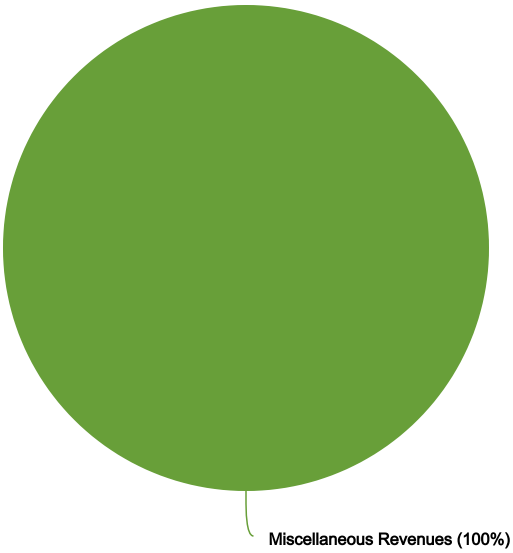
FY 2026 Budget Summary	
Proposed Revenues	
Transfer from General Fund	816,612
Interest Earnings	22,675
Appropriated Assigned Fund Balance	-
Total Revenues	**839,287**
Proposed Expenditures	
Debt Service	839,287
Non-Operating Expenses	-
Total Expenditures	**839,287**

Summary

The Town of Southwest Ranches is projecting $839.29K of revenue in FY2026, which represents a 0.3% decrease over the prior year. Budgeted expenditures are projected to decrease by 0.3% or $2.38K to $839.29K in FY2026.

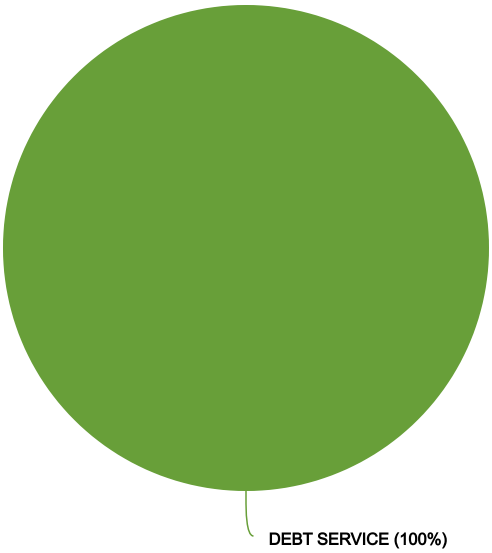


Revenues by Source



Name	Account ID	FY2023 Actual	FY2024 Actual	FY2025 Adopted	FY2025 Projected Budget	FY2026 Proposed Budget
Revenue Source						
Miscellaneous Revenues						
Interest-Equity in Pooled Cash	201-0000-361-36110	$1,614	$427	$21,768	$31,778	$22,675
Transfer from General Fund	201-0000-381-38101	$417,965	$825,989	$819,897	$819,897	$816,612
Total Miscellaneous Revenues:		$419,579	$826,416	$841,665	$851,675	$839,287
Total Revenue Source:		$419,579	$826,416	$841,665	$851,675	$839,287

Budgeted Expenditures by Expense Type



Name	Account ID	FY2023 Actual	FY2024 Actual	FY2025 Adopted	FY2025 Projected Budget	FY2026 Proposed Budget
DEBT SERVICE						
Principal	201-5200-517-71100	$706,739	$691,959	$705,687	$705,687	$719,089
Interest	201-5200-517-72100	$161,374	$145,458	$129,978	$129,978	$114,198
Other Debt Service Costs	201-5200-517-73100	$49,500	$4,000	$6,000	$6,000	$6,000
Total DEBT SERVICE:		$917,613	$841,417	$841,665	$841,665	$839,287

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, and 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 2024/2025 Accomplishments

- 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 of the Country Estates Drainage and Water Quality Improvement Project.
  - Completed construction of the SW 63rd Street and SW 185th Way Drainage Improvements
  - Completed construction of the Green Meadows Drainage Improvements (south)
  - Completed construction of the Dykes Road Piping Project
  - Completed permitting of the Southwest Meadows Sanctuary drainage connection and wetlands.
  - Completed design, permitting, and bidding for the Luray Road and Holatee Trail drainage project.
  - Completed construction of the SW 202 Avenue and SW 49th Court Drainage Rehabilitation project.
- In accordance with Priority Area D "Improved Infrastructure," staff managed approximately $6 million in grant funding from various agencies.
- 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 bidding on SW 162nd Avenue, SW 163rd Avenue, SW 164th Terrace and side streets.
  - Developed a Ten-Year Plan for Roadway Improvements

- 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 five-year audit and recertification.
  - Prepared and submitted to the Florida Department of Environmental Protection (FDEP) the Town’s NPDES Annual Report.
  - Developed several public interfacing GIS maps that are now available on the Town’s website.
  - Implemented the annual stormwater facility maintenance program.
  - Began developing a Town-wide vulnerability assessment.
  - Developed a Ten-Year Plan for Drainage Projects.

Issues:

- Inadequate staffing to perform inspections or utility permits, Town projects and development within Southwest Ranches.
- Improvement of right-of-way maintenance levels of service 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 of infrastructure maintenance level of service at a sustainable cost 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.
- Availability of funding for roadway striping and markings.

Fiscal Year 2025/2026 Performance Objectives:

- Evaluate the stormwater design requirements
- Utilize the 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 - (f/k/a Transportation Surtax) Projects.
- Facilitate and comply with the specified departmental performance measures of the Town’s Strategic Plan.
- Development of Right-Of-Way (ROW) Master Plan.

Personnel Complement

	Adopted FY 2025			Proposed FY 2026		
Position Title	Full Time	Part Time	Temp	Full Time	Part Time	Temp
Public Works Director	.5			.5		
Total	.5			.5		

Transportation Fund Summary
Fiscal Year 2026

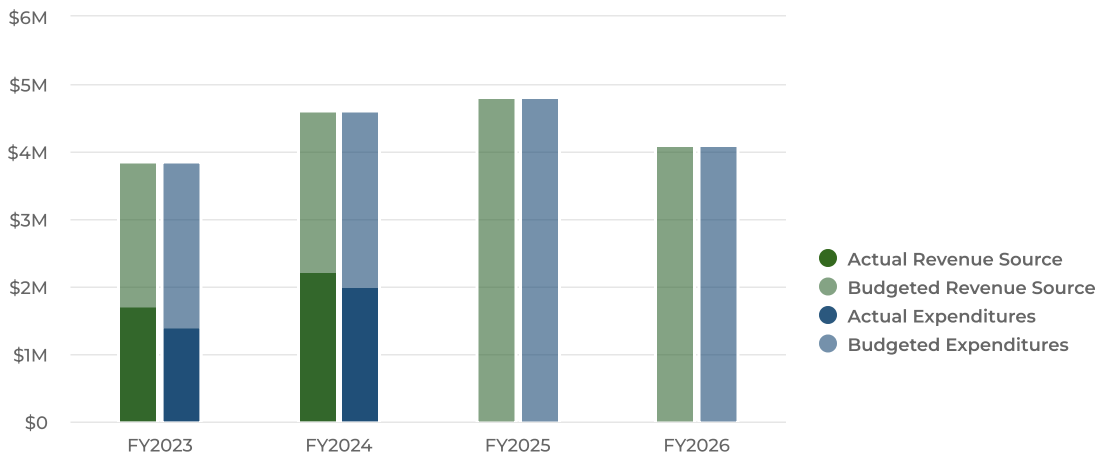
FY 2025 Estimated	
Estimated Transportation Revenue	2,145,801
Estimated Expenditures & Encumbrances	(3,328,254)
Estimated FY 2025 Year End Difference	(1,182,453)

FY 2026 Projected Restricted/Committed Fund Balance	
Audited Restricted/Committed Fund Balance 9/30/2024	2,300,643
Estimated FY 2025 Year End Difference	(1,182,453)
Appropriated Restricted/Committed Fund Balance FY 2025	(230,000)
Projected Restricted/Committed Fund Balance 9/30/2025	888,190
Appropriated Restricted/Committed Fund Balance FY 2026	0
Projected Restricted/Committed Fund Balance 9/30/2026	888,190

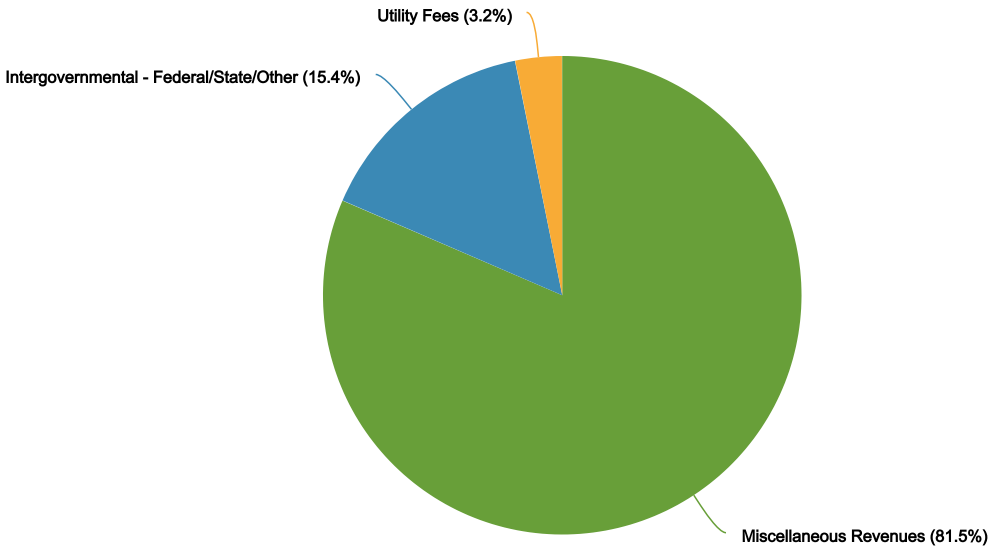
FY 2026 Budget Summary	
Proposed Revenues	
Intergovernmental Revenues	760,584
Interest Earnings	123,206
Transfer From General Fund	3,222,283
Appropriated Restricted/Committed Fund Balance	-
Total Revenues	**4,106,073**
Proposed Expenditures	
Personnel Costs	127,926
Operating Items	933,727
Capital Outlay	3,044,420
Total Expenditures	**4,106,073**

Summary

The Town of Southwest Ranches is projecting $4.11M of revenue in FY2026, which represents a 15.0% decrease over the prior year. Budgeted expenditures are projected to decrease by 15.0% or $724.36K to $4.11M in FY2026.

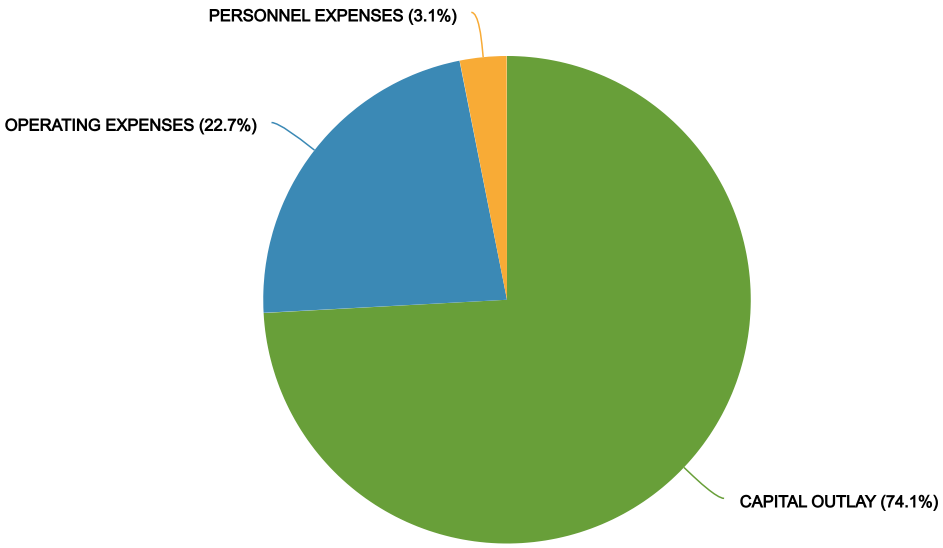


Revenues by Source



Name	Account ID	FY2023 Actual	FY2024 Actual	FY2025 Adopted	FY2025 Projected Budget	FY2026 Proposed Budget
Revenue Source						
Utility Fees						
First Local Option Fuel Tax(6 cent)	101-0000-312-31241	$78,439	$75,268	$75,788	$74,425	$76,658
Second Local Option Fuel Tax(3 cent)	101-0000-312-31242	$55,125	$52,802	$53,367	$51,694	$53,245
Total Utility Fees:		$133,564	$128,070	$129,155	$126,119	$129,903
Miscellaneous Revenues						
Interest-Equity in Pooled Cash	101-0000-361-36110	$42,791	$81,608	$118,279	$172,667	$123,206
Transfer from General Fund	101-0000-381-38101	$826,950	$1,245,162	$2,560,854	$1,458,774	$3,222,283
Appropriated Fund Balance-Governmental	101-0000-399-39900	$0	$0	$230,000	$230,000	$0
Total Miscellaneous Revenues:		$869,741	$1,326,770	$2,909,133	$1,861,441	$3,345,489
Intergovernmental - Federal/State/Other						
State Grant - Other Transportation	101-0000-334-33449	$703,600	$760,254	$1,760,441	$128,454	$600,000
State Rev Share-Proceed (Sls/8 cent motorTx)	101-0000-335-33512	$35,081	$31,521	$31,702	$29,787	$30,681
Total Intergovernmental - Federal/State/Other:		$738,681	$791,775	$1,792,143	$158,241	$630,681
Total Revenue Source:		$1,741,986	$2,246,615	$4,830,431	$2,145,801	$4,106,073

Budgeted Expenditures by Expense Type



Name	Account ID	FY2023 Actual	FY2024 Actual	FY2025 Adopted	FY2025 Projected Budget	FY2026 Proposed Budget
Expense Objects						
PERSONNEL EXPENSES						
Regular Salaries & Wages	101-5100-541-12100	$87,876	$92,228	$95,471	$96,529	$105,653
Payroll Tax Expense	101-5100-541-21100	$6,421	$6,634	$7,304	$7,384	$8,082
Retirement Contribution	101-5100-541-22100	$8,647	$9,062	$9,352	$9,458	$10,370
Workers Compensation	101-5100-541-24100	$1,727	$2,161	$3,452	$3,491	$3,821
Total PERSONNEL EXPENSES:		$104,671	$110,085	$115,579	$116,862	$127,926
OPERATING EXPENSES						
Professional Services/Studies/Surveys	101-5100-541-31010	$347,442	$33,393	$258,000	$173,875	$272,125
Mileage Reimbursement	101-5100-541-40100	$500	$0	$300	$0	$300
Maintenance Service/Repair Contracts	101-5100-541-46010	$83,251	$82,881	$83,382	$86,507	$88,886
Stormwater Maintenance	101-5100-541-46015	$9,000	$8,740	$15,000	$15,000	$15,000
Other Current Charges	101-5100-541-49100	$2,382	$2,697	$4,500	$7,003	$4,500
Road Materials-General &/or Emergencies	101-5100-541-53100	$149,810	$123,756	$150,000	$225,000	$350,000

Name	Account ID	FY2023 Actual	FY2024 Actual	FY2025 Adopted	FY2025 Projected Budget	FY2026 Proposed Budget
Road Materials-Griffin Road Maintenance	101-5100-541-53110	$159,076	$159,706	$167,594	$168,011	$169,416
Traffic Signs	101-5100-541-53200	$13,263	$39,033	$30,000	$32,000	$33,500
Total OPERATING EXPENSES:		$764,724	$450,206	$708,776	$707,396	$933,727
CAPITAL OUTLAY						
Infrastructure-General	101-5100-541-63100	$0	$62,100	$68,400	$68,400	$0
Infrastructure-Southwest Meadows	101-5100-541-63140	$0	$19,060	$1,708,089	$958,089	$750,000
Infrastructure-Drainage	101-5100-541-63260	$467,072	$1,211,540	$1,477,507	$1,477,507	$290,260
Infrastructure-Roadway Paving	101-5100-541-63280	$88,460	$166,347	$752,080	$0	$1,504,160
Infrastructure-Roadway Paving-Surtax	101-5100-541-63285	$4,538	$0	$0	$0	$500,000
Infrastructure-Entranceway Enhancement	101-5100-541-63300	$0	$1,510	$0	$0	$0
Total CAPITAL OUTLAY:		$560,069	$1,460,557	$4,006,076	$2,503,996	$3,044,420
Total Expense Objects:		$1,429,464	$2,020,848	$4,830,431	$3,328,254	$4,106,073

FUNDED

Town of Southwest Ranches, Florida

FY 2026 Program Modification

Right-of-Way and Entitlement Management Map

Department Name	Division Name	Fund	Priority	Fiscal Impact
Public Works	**Engineering**	**Transportation Fund**		**$120,000**

Background

House Bill 1777, Chapter 2000-476, Laws of Florida, and the subsequent Resolution 2002-3, provided the transfer of roads within the Town limits to the Town of Southwest Ranches from Broward County.

The Town has since relied on Broward County Property Appraiser's website (www.bcpa.net) and Broward County Highway Construction and Engineering Division Section Maps to identify these rights-of-way and easements.

Justification & Description

Town staff recommend creating a GIS layer that will identify all right-of-way, easements, and maintenance maps (pursuant to Florida Statutes Chapter 95.361) within Town limits.

Right-of-way and entitlement management involves identifying existing right-of-way and easements and gaps in right-of-way and easements. This will ensure compliance with regulations for public roads, identify permit requirements, improve scheduling of capital improvements, and identify right-of-way that is no longer needed.

Funding Source

Proposed funding is via millage rate (TRIM)

Alternative / Adverse Impact if not funded

Required Resources

Line Item	Title or Description of Request	Cost
101-5100-541- 31010	Right-of-Way and Entitlement Map	**$120,000**

Page **1** of **1**

Proposed Funded FY2025-2026 Capital Improvement Project Requests

Project Name	Department	Project Amount *
Fire Wells Replacement and Installation	Public safety-Fire Admin	$ 70,000
General Fund Total		**$ 70,000**
Project Name		
Sunshine Ranches Equestrian Park Playground Rehabilitation	Parks & Open Spaces	$ 56,250
Entranceway Signage for all Parks	Parks & Open Spaces	$ 100,000
Front entrance modification - Bulletproof glass/doors	Executive	$ 100,000
LED Monument Signs	Executive	$ 131,440
Town Hall Multi-Purpose Storage Building	Public Works	$ 200,000
Capital Projects Fund Total		**$ 587,690**
Project Name		
Drainage Improvement Projects: Non-Surtax	Public Works	$ 290,260
Transportation Surface & Drainage Ongoing Rehabilitation (TSDOR): Surtax	Public Works	$ 500,000
Southwest Meadows Sanctuary Water Quality and Drainage Project	Public Works	$ 750,000
Transportation Surface & Drainage Ongoing Rehabilitation (TSDOR): Non-Surtax	Public Works	$ 1,504,160
Transportation Fund Total		**$ 3,044,420**
Totals		**$ 3,702,110**

* 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 Captiltal Project page.

Proposed Not Funded FY2025-2026 Capital Improvement Project Requests

Project Name	Department	Project Amount
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
Capital Projects Fund Total		**$ 571,000**

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 2026

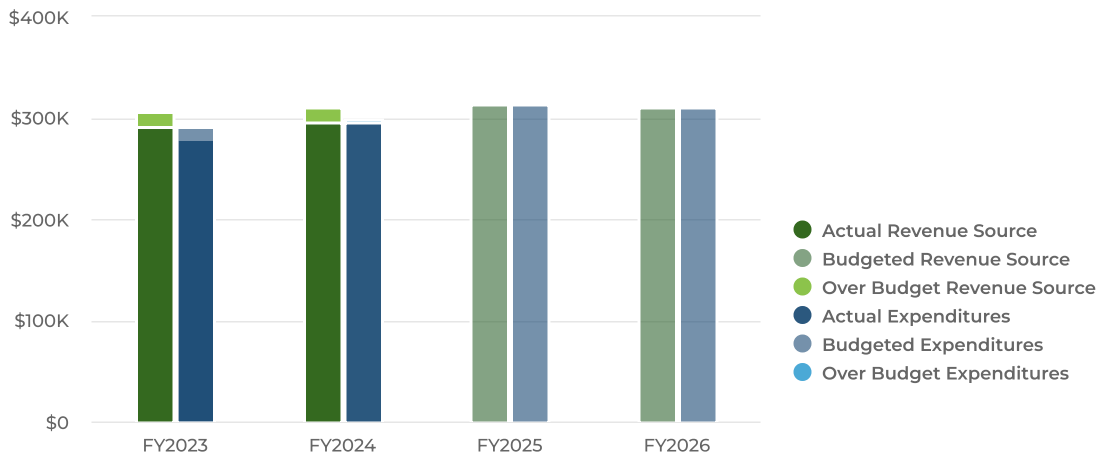
FY 2025 Estimated	
Estimated Volunteer Fire Fund Revenues	313,900
Estimated Expenditures & Encumbrances	(298,811)
Estimated FY 2025 Excess of Revenue over Expenditures	15,089

FY 2026 Projected Restricted Fund Balance	
Audited Restricted Fund Balance 9/30/2024	54,762
Estimated FY 2025 Excess of Revenue over Expenditures	15,089
Appropriated Restricted Fund Balance in FY 2025	-
Projected Restricted Fund Balance 9/30/2025	69,851
Appropriated Restricted Fund Balance in FY 2026	-
Projected Restricted Fund Balance 9/30/2026	69,851

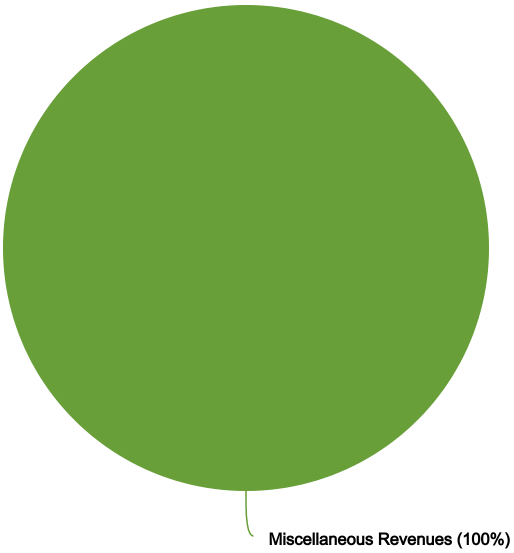
FY 2026 Budget Summary	
Proposed Revenues	
Contributions/Private Sources	10,000
Transfer from General Fund	300,857
Appropriated Restricted Fund Balance	-
Total Revenues	**310,857**
Proposed Expenditures	
Personnel Costs	291,223
Operating Items	19,634
Total Expenditures	**310,857**

Summary

The Town of Southwest Ranches is projecting $310.86K of revenue in FY2026, which represents a 1.0% decrease over the prior year. Budgeted expenditures are projected to decrease by 1.0% or $3.04K to $310.86K in FY2026.

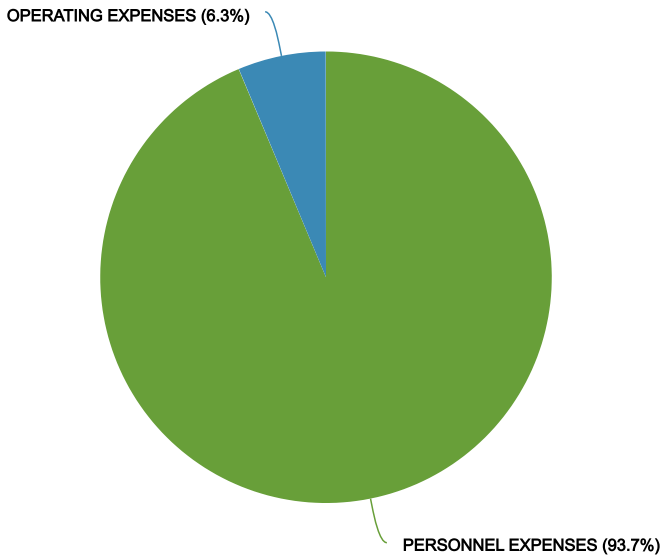


Revenues by Source



Name	Account ID	FY2023 Actual	FY2024 Actual	FY2025 Adopted	FY2025 Projected Budget	FY2026 Proposed Budget
Revenue Source						
Miscellaneous Revenues						
Interest-Volunteer Fire Fund	102-0000-361-36117	$198	$245	$0	$0	$0
Contrib/Donations from Private Sources	102-0000-366-36610	$5,691	$3,261	$10,000	$10,000	$10,000
Other Miscellaneous Revenue	102-0000-369-36990	$19,890	$1,170	$0	$0	$0
Transfer from General Fund	102-0000-381-38101	$281,426	$306,219	$303,900	$303,900	$300,857
Total Miscellaneous Revenues:		$307,205	$310,895	$313,900	$313,900	$310,857
Total Revenue Source:		$307,205	$310,895	$313,900	$313,900	$310,857

Budgeted Expenditures by Expense Type



Name	Account ID	FY2023 Actual	FY2024 Actual	FY2025 Adopted	FY2025 Projected Budget	FY2026 Proposed Budget
Expense Objects						
PERSONNEL EXPENSES						
PT Salaries-No Benefits	102-3200-522-13100	$225,773	$226,514	$225,825	$225,825	$229,225
Payroll Tax Expense	102-3200-522-21100	$17,272	$17,329	$17,276	$17,276	$17,536
Workers Compensation	102-3200-522-24100	$21,030	$38,158	$40,483	$38,663	$44,462
Total PERSONNEL EXPENSES:		$264,075	$282,001	$283,584	$281,764	$291,223
OPERATING EXPENSES						
Property & Liability Insurance	102-3200-522-45100	$16,693	$17,391	$20,316	$16,986	$19,534
Promotional Activities/Town Events	102-3200-522-48110	$0	$0	$10,000	$0	$0
Other Current Charges	102-3200-522-49100	$61	$61	$0	$61	$100
Miscellaneous Operating Supplies	102-3200-522-52900	-$400	$0	$0	$0	$0
Total OPERATING EXPENSES:		$16,355	$17,452	$30,316	$17,047	$19,634
Total Expense Objects:		$280,430	$299,453	$313,900	$298,811	$310,857

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 a solid waste, recyclables, bulk waste collection and disposal franchise agreement. The FY2025-2026 total proposed solid waste assessment expenses have been estimated at $3,664,281. This amount represents an increase of $432,725 when compared to last year's budgeted amount of $3,231,556. It's important to note that last year's budgeted amount was subsidized to the amount of $263,156 to keep the rates the same as the previous year after the Town Council voted and approved of it ($263,156). Taking into consideration this subsidy and normalizing last year's true amount ($3,494,712), the net year-over-year increase of 5% reflects the annual CPI rate adjustment that is contemplated as per contract.

For FY2026, the Property Appraiser designated twenty-four (24) 100% service-connected qualified disabled veterans, thus making them eligible to claim a 50% reduction. This year's budget includes ratification of an annual special 50% tax exemption for 100% service-connected disabled veterans, thus making them eligible to claim a 50% reduction.

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 2026

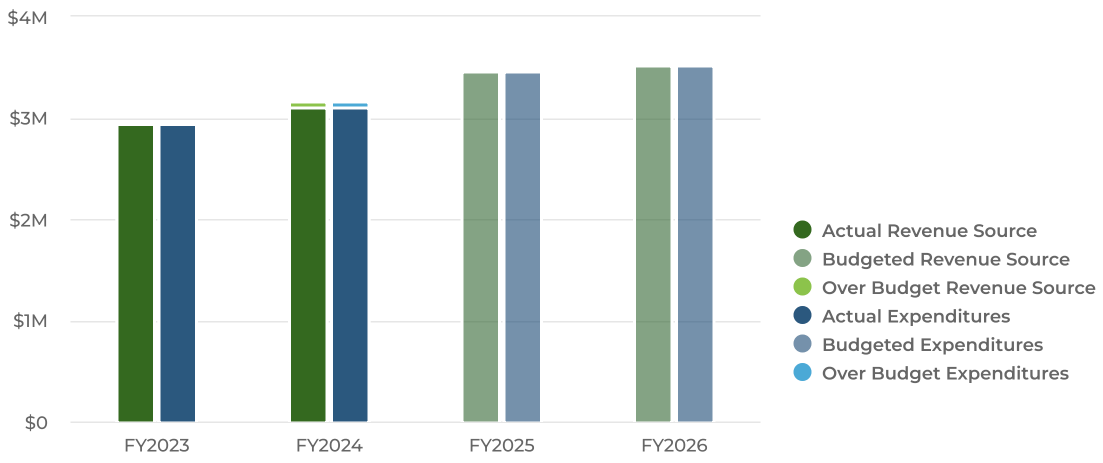
FY 2025 Estimated	
Estimated Solid Waste Fund Service Revenue	3,466,388
Estimated Expenditures & Encumbrances	(3,372,735)
Estimated FY 2025 Excess of Revenue over Expenditures	93,653

FY 2026 Projected Unrestricted Net Position	
Audited Unrestricted Net Position 9/30/2024	857,473
Estimated FY 2025 Excess of Revenue over Expenditures	93,653
Appropriated Unrestricted Net Position in FY 2025	-
Projected Unrestricted Net Position 9/30/2025	951,126
Appropriated Unrestricted Net Position in FY 2026	-
Projected Unrestricted Net Position 9/30/2026	951,126

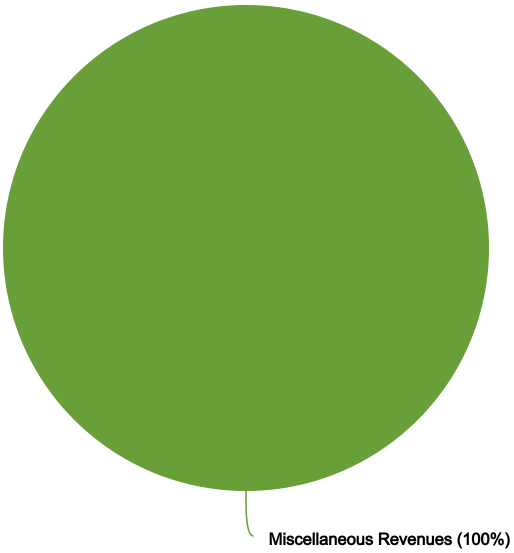
FY 2026 Budget Summary	
Proposed Revenues	
Service Revenues	3,448,061
Interest Earnings	83,702
Appropriated Unrestricted Net Assets	-
Total Revenues	**3,531,763**
Proposed Expenditures	
Operating Items	3,164,589
Non-Operating Costs	367,174
Total Expenditures	**3,531,763**

Summary

The Town of Southwest Ranches is projecting $3.53M of revenue in FY2026, which represents a 1.9% increase over the prior year. Budgeted expenditures are projected to increase by 1.9% or $65.38K to $3.53M in FY2026.

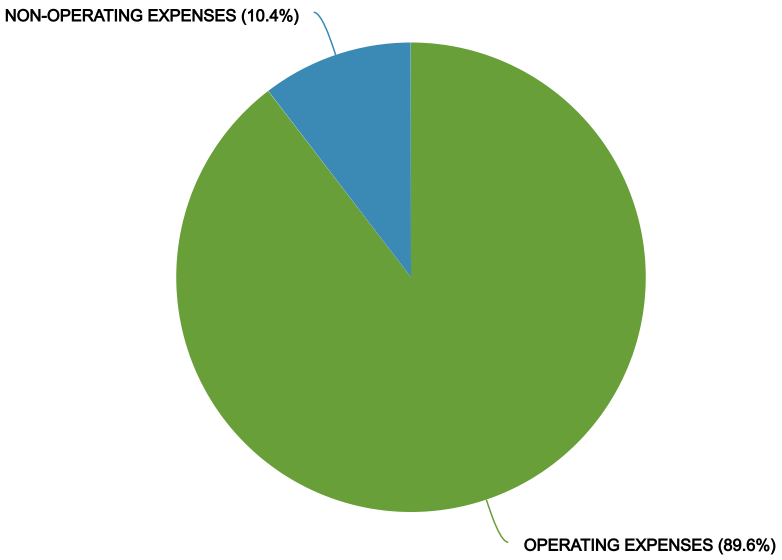


Revenues by Source



Name	Account ID	FY2023 Actual	FY2024 Actual	FY2025 Adopted	FY2025 Projected Budget	FY2026 Proposed Budget
Revenue Source						
Miscellaneous Revenues						
Special Assessment-SWaste-Current	401-0000-325-32524	$1,389,397	$1,440,961	$1,434,443	$1,434,443	$1,586,637
Special Assessment-SWaste-Delinquent	401-0000-325-32525	$0	$865	$0	$0	$0
Special Assessment-Bulk Waste-Current	401-0000-325-32526	$1,444,255	$1,606,585	$1,688,352	$1,688,352	$1,861,425
Special Assessment-Bulk Waste-Delinquent	401-0000-325-32527	$0	$783	$0	$0	$0
Other Miscellaneous Revenue	401-0000-369-36990	$83,196	$13,221	$0	$0	$0
Transfer from General Fund	401-0000-381-38101	$0	$0	$263,156	$226,289	$0
Interest-Proprietary-Equity in Pooled Cash	401-0000-389-38910	$39,560	$101,400	$80,437	$117,304	$83,702
Total Miscellaneous Revenues:		$2,956,408	$3,163,815	$3,466,388	$3,466,388	$3,531,764
Total Revenue Source:		$2,956,408	$3,163,815	$3,466,388	$3,466,388	$3,531,764

Budgeted Expenditures by Expense Type



Name	Account ID	FY2023 Actual	FY2024 Actual	FY2025 Adopted	FY2025 Projected Budget	FY2026 Proposed Budget
Expense Objects						
OPERATING EXPENSES						
Professional Services/Studies/Surveys	401-4100-534-31010	$0	$375	$0	$0	$0
Recycling Collection Exp	401-4100-534-34200	$288,795	$311,535	$289,229	$288,152	$317,140
Solid Waste Collection Exp	401-4100-534-34202	$689,381	$731,274	$772,566	$769,691	$840,703
Solid Waste Disposal Exp	401-4100-534-34203	$267,593	$300,904	$401,760	$400,265	$284,458
Bulk Waste Collection Exp	401-4100-534-34205	$1,055,916	$1,122,064	$1,024,069	$1,020,258	$1,114,490
Bulk Waste Disposal Exp	401-4100-534-34206	$346,939	$400,937	$560,401	$558,315	$602,598
Other Current Charges	401-4100-534-49100	$24,155	$25,211	$26,373	$29,064	$5,200
Total OPERATING EXPENSES:		$2,672,779	$2,892,300	$3,074,398	$3,065,745	$3,164,589
NON-OPERATING EXPENSES						
Transfer to General Fund	401-4100-581-91001	$283,125	$276,669	$306,990	$306,990	$367,174
Contingency/Reserve	401-4100-590-99100	$0	$0	$85,000	$0	$0
Total NON-OPERATING EXPENSES:		$283,125	$276,669	$391,990	$306,990	$367,174

Name	Account ID	FY2023 Actual	FY2024 Actual	FY2025 Adopted	FY2025 Projected Budget	FY2026 Proposed Budget
Total Expense Objects:		$2,955,904	$3,168,969	$3,466,388	$3,372,735	$3,531,763

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 live 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 bodyof 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.