



# Southwest Ranches Town Council

**REGULAR MEETING**  
Agenda of April 23, 2026

Southwest Ranches Council Chambers  
**7:00 PM Thursday**

13400 Griffin Road  
Southwest Ranches, FL 33330

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<b><u>Mayor</u></b> Steve Breitzkreuz	<b><u>Town Council</u></b> Jim Allbritton Bob Hartmann David S. Kuczenski, Esq.	<b><u>Town Administrator</u></b> Russell C. Muniz, ICMA-CM	<b><u>Town Attorney</u></b> Keith M. Poliakoff, J.D.
<b><u>Vice Mayor</u></b> Gary Jablonski		<b><u>Town Financial Administrator</u></b> Emil C. Lopez, CPM	<b><u>Town Clerk</u></b> Debra M. Ruesga

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In accordance with the Americans with Disabilities Act of 1990, persons needing special accommodation, a sign language interpreter or hearing impaired to participate in this proceeding should contact the Town Clerk at (954) 434-0008 for assistance no later than four days prior to the meeting.

- 1. Call to Order/Roll Call**
- 2. Pledge of Allegiance**

### Quasi-Judicial Hearings

Please be advised that the following item on the Council agenda is quasi-judicial in nature. All witnesses who will testify on any item in this portion of the Agenda will be sworn. Participants who are members of the general public need not be sworn and will not be subject to cross-examination if they are not sworn. However, the Council shall not assign un-sworn testimony the same weight or credibility as sworn testimony in its deliberations.

The applicant has the burden of proof. After the applicant's concluding remarks, the hearing will be closed and no additional testimony, material or argument will be allowed unless the Council chooses to request additional testimony. The members of the Town Council will then deliberate.

All evidence relied upon by reasonably prudent persons in the conduct of their affairs may be considered in these proceedings, regardless of whether such evidence would be admissible in a court. Hearsay evidence may supplement or explain other evidence, but shall not alone support a conclusion unless it would be admissible over objection in court. The material in the Town Council agenda will be considered as evidence without authentication.

Anyone representing an organization must present written evidence of his or her authority to speak on behalf of the organization in regard to the matter under consideration. Each person who appears during a public hearing shall identify himself or herself and give their address, and if appearing on behalf of an organization state the name and mailing address of the organization. The Council may, on its own motion or at the request of any person, continue the hearing to a fixed date, time and

place.

No notice shall be required if a hearing is continued to a fixed date, time and place. Any Applicant shall have the right to request and be granted one continuance; however, all subsequent continuance shall be granted at the discretion of the Council and only upon good cause shown.

**3. AB McCarthy SP 89-26 - Item Withdrawn By Staff**

A RESOLUTION AND FINAL ORDER OF THE TOWN COUNCIL OF THE TOWN OF SOUTHWEST RANCHES, FLORIDA, APPROVING APPLICATION NO. SP-89-26 BY ARCHBISHOP EDWARD A. MCCARTHY HIGH SCHOOL TO AMEND ITS SITE PLAN BY ADDING TEN PORTABLE CLASSROOMS, STABILIZED TURF OVERFLOW PARKING, AN EIGHT-FOOT-HIGH PRECAST WALL ON THE OUTSIDE OF THE NORTH AND WEST SIDES OF THE EXISTING BERM, AND BY INCREASING THE ENROLLMENT CAP; AUTHORIZING THE MAYOR, TOWN ADMINISTRATOR, AND TOWN ATTORNEY TO EXECUTE ANY AND ALL DOCUMENTS NECESSARY TO EFFECTUATE THE INTENT OF THIS RESOLUTION; AND PROVIDING AN EFFECTIVE DATE. **{ITEM WITHDRAWN BY STAFF}**

**Presentations**

**4. Senator Steve Geller - Broward County Update**

**5. Proclamation - NAMI Broward - Mental Health Month - May 2026**

**6. Proclamation - 57th Annual Professional Municipal Clerks Week  
May 3 - 9, 2026**

**7. Public Comment**

- All Speakers are limited to 3 minutes.
- Public Comment will last for 30 minutes.
- All comments must be on non-agenda items.
- All Speakers must fill out a request card prior to speaking.
- All Speakers must state first name, last name, and mailing address.
- Speakers will be called in the order the request cards were received.
- Request cards will only be received until the first five minutes of public comment have concluded.

**8. Board Reports**

**9. Council Member Comments**

**10. Legal Comments**

**11. Administration Comments**

**Ordinance - 2nd Reading**

**12. AN ORDINANCE OF THE TOWN OF SOUTHWEST RANCHES, FLORIDA, SUBMITTING TO REFERENDUM AN AMENDMENT TO THE TOWN'S CHARTER; PROPOSING THE FOLLOWING AMENDMENT TO BE CONSIDERED ON THE NOVEMBER 3, 2026 GENERAL ELECTION BALLOT: TO AMEND ARTICLE II "TOWN COUNCIL; MAYOR" SECTION 2.07 "COMPENSATION; REIMBURSEMENT FOR EXPENSES" TO INCREASE THE COUNCIL MEMBERS' AND MAYOR'S COMPENSATION WHILE ALSO ADDING A MAXIMUM**

**THREE PERCENT (3%) ANNUAL COST-OF-LIVING INCREASE BASED UPON THE CONSUMER PRICE INDEX FOR WAGE EARNERS AND CLERICAL WORKERS (“CPI-W”); DIRECTING THE TOWN CLERK TO PROVIDE FOR A NOTICE OF ADVERTISEMENT OF THE REFERENDUM ELECTION TO BE PUBLISHED IN ACCORDANCE WITH THE STATE OF FLORIDA ELECTION CODE; SUBMITTING THE REFERENDUM TO THE QUALIFIED VOTERS OF THE TOWN OF SOUTHWEST RANCHES, FLORIDA, FOR THE 2026 GENERAL ELECTION; PROVIDING THAT SUCH REFERENDUM, IF ADOPTED, SHALL BECOME EFFECTIVE AS PROVIDED BY LAW; PROVIDING FOR CODIFICATION; PROVIDING FOR SEVERABILITY; PROVIDING FOR CONFLICTS; AND PROVIDING FOR AN EFFECTIVE DATE. {Approved on First Reading April 9, 2026}**

### **Resolutions**

- 13. A RESOLUTION OF THE TOWN COUNCIL OF THE TOWN OF SOUTHWEST RANCHES, FLORIDA, APPROVING THE FIRST AMENDMENT (THE FACILITIES AMENDMENT) TO THE INTERLOCAL AGREEMENT FOR SOLID WASTE DISPOSAL AND RECYCLABLE MATERIALS PROCESSING AUTHORITY OF BROWARD COUNTY, FLORIDA; AUTHORIZING THE APPROPRIATE OFFICIAL TO EXECUTE THE FIRST AMENDMENT TO THE INTERLOCAL AGREEMENT; AUTHORIZING THE TOWN CLERK TO PROVIDE A COPY OF THIS RESOLUTION AND THE EXECUTED FIRST AMENDMENT TO THE INTERLOCAL AGREEMENT FOR SOLID WASTE DISPOSAL AND RECYCLABLE MATERIALS PROCESSING AUTHORITY OF BROWARD COUNTY, FLORIDA; PROVIDING FOR CONFLICTS; PROVIDING FOR SEVERABILITY; AND PROVIDING FOR AN EFFECTIVE DATE. {Tabled from March 26, 2026}**
- 14. A RESOLUTION OF THE TOWN COUNCIL OF THE TOWN OF SOUTHWEST RANCHES, FLORIDA, DECLARING THE TOWN-OWNED 1989 FORD FIRE TRUCK AS SURPLUS INVENTORY; AUTHORIZING THE TOWN ADMINISTRATOR TO FACILITATE THE SALE OF THE SURPLUS INVENTORY IN ACCORDANCE WITH THE TOWN’S PROCUREMENT AND SURPLUS DISPOSAL PROCEDURES, INCLUDING THROUGH PUBLIC AUCTION; AUTHORIZING THE MAYOR, TOWN ADMINISTRATOR, AND TOWN ATTORNEY TO EXECUTE ANY AND ALL DOCUMENTS NECESSARY TO EFFECTUATE THE INTENT OF THIS RESOLUTION; AND PROVIDING AN EFFECTIVE DATE.**

### **15. Adjournment**

PURSUANT TO FLORIDA STATUTES 286.0105, THE TOWN HEREBY ADVISES THE PUBLIC THAT IF A PERSON DECIDES TO APPEAL ANY DECISION MADE BY THIS COUNCIL WITH RESPECT TO ANY MATTER CONSIDERED AT ITS MEETING OR HEARING, HE OR SHE WILL NEED A RECORD OF THE PROCEEDINGS, AND THAT FOR SUCH PURPOSE, THE AFFECTED PERSON MAY NEED TO ENSURE THAT A VERBATIM RECORD OF THE PROCEEDING IS MADE, WHICH RECORD INCLUDES THE TESTIMONY AND EVIDENCE UPON WHICH THE APPEAL IS TO BE BASED. THIS NOTICE DOES NOT CONSTITUTE CONSENT BY THE TOWN FOR THE INTRODUCTION OR ADMISSION OF OTHERWISE INADMISSIBLE OR IRRELEVANT EVIDENCE, NOR

DOES IT AUTHORIZE CHALLENGES OR APPEALS NOT OTHERWISE ALLOWED BY LAW.



**Town of Southwest Ranches**  
13400 Griffin Road  
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33330-2628  
(954) 434-0008 Town Hall  
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Gary Jablonski, *Vice Mayor*  
Jim Allbritton, *Council Member*  
Bob Hartmann, *Council Member*  
David S. Kuczenski, Esq., *Council Member*

Russell C. Muniz, ICMA-CM, *Town Administrator*  
Keith M. Poliakoff, JD, *Town Attorney*  
Debra M. Ruesga, *Town Clerk*  
Emil C. Lopez, CPM, *Town Financial Administrator*

## **COUNCIL MEMORANDUM**

**TO:** Honorable Mayor Breitreuz and Town Council  
**VIA:** Russell Muniz, Town Administrator  
**FROM:** Jeff Katims  
**DATE:** 4/23/2026  
**SUBJECT:** AB McCarthy SP 89-26 - Item Withdrawn By Staff

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### **Recommendation**

Item Withdrawn By Staff

### **Unanimous Vote of the Town Council Required?**

Yes

### **Strategic Priorities**

- A. Sound Governance
- C. Reliable Public Safety
- D. Improved Infrastructure

### **Background**

The high school and Archdiocese of Miami request modification of the approved site plan for:

- 1) Ten (10) additional portable classrooms
- 2) Enrollment increase from 1,800 to 2,200 students
- 3) Additional stabilized turf parking
- 4) An 8-foot pre-cast wall adjacent to the existing berm

### **Fiscal Impact/Analysis**

N/A

**Staff Contact:**  
Jeff Katims

**PROCLAMATION**  
**MENTAL HEALTH AWARENESS MONTH - MAY 2026**

**WHEREAS**, NAMI Broward's Mission is to enhance awareness and provide programs in Broward County that support a world-class system for the treatment and recovery of individuals facing mental health challenges. NAMI Broward delivers support, education, and advocacy to nurture better understanding, coping strategies, and positive outcomes for people and their families navigating the complexities of mental health; and

**WHEREAS**, mental health conditions are treatable health concerns that are widespread and manageable; and

**WHEREAS**, comprehensive healthcare encompasses mental health care, which must be accessible to all individuals irrespective of race, gender, age, sexual orientation, socioeconomic status, values, and cultural beliefs. It is vital that these factors are integrated into treatment, allowing the community to become a bastion of support; and

**WHEREAS**, the breadth of the mental health crisis affecting both children and adults is profound. One in five adults will encounter a mental health challenge in any given year. Half of all mental health conditions begin by age 14, and 75% by 24 years old. Prompt intervention leads to more favorable outcomes; and

**WHEREAS**, half of the children and adults living with mental health challenges never receive transformative treatment due to barriers to care and stigma. The resilience and recovery journey of individuals diagnosed with a mental health condition should be celebrated rather than stigmatized; and

**WHEREAS**, mental health challenges are not criminal issues. Nonetheless, individuals with mental health diagnoses are disproportionately represented in jails and prisons. NAMI commends the implementation of Crisis Intervention Training for law enforcement officers, Diversion Programs, and Mobile Crisis Response Teams that effectively reduce involvement in the justice system and enhance safety; and

**WHEREAS**, individuals experiencing mental health challenges are capable of leading meaningful lives and contributing significantly to society. Communities aid those with mental health challenges by ensuring access to quality care and appropriate supports; and

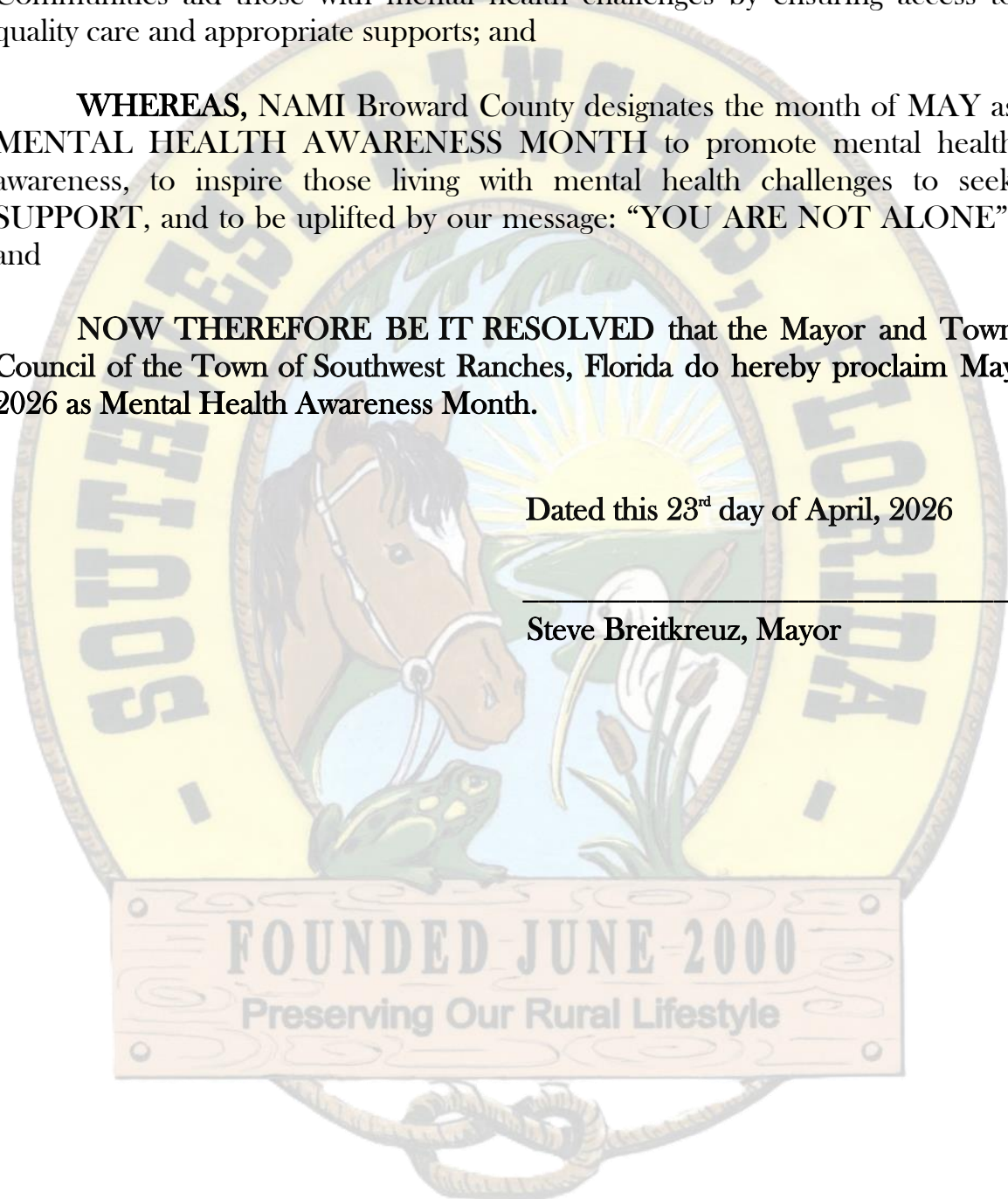
**WHEREAS**, NAMI Broward County designates the month of MAY as **MENTAL HEALTH AWARENESS MONTH** to promote mental health awareness, to inspire those living with mental health challenges to seek **SUPPORT**, and to be uplifted by our message: **“YOU ARE NOT ALONE”**; and

**NOW THEREFORE BE IT RESOLVED** that the Mayor and Town Council of the Town of Southwest Ranches, Florida do hereby proclaim May 2026 as Mental Health Awareness Month.

Dated this 23<sup>rd</sup> day of April, 2026

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Steve Breitkreuz, Mayor



## Proclamation

### 57th ANNUAL PROFESSIONAL MUNICIPAL CLERKS WEEK

May 3 - 9, 2026

**WHEREAS**, the Office of the Professional Municipal Clerk, a time honored and vital part of local government exists throughout the world, and

**WHEREAS**, the Office of the Professional Municipal Clerk is the oldest among public servants, and

**WHEREAS**, the Office of the Professional Municipal Clerk provides the professional link between the citizens, the local governing bodies and agencies of government at other levels, and

**WHEREAS**, Professional Municipal Clerks have pledged to be ever mindful of their neutrality and impartiality, rendering equal service to all; and

**WHEREAS**, the Professional Municipal Clerk serves as the information center on functions of local government and community; and

**WHEREAS**, Professional Municipal Clerks continually strive to improve the administration of the affairs of the Office of the Professional Municipal Clerk through participation in education programs, seminars, workshops and the annual meetings of their state, provincial, county and international professional organizations; and

**WHEREAS**, it is most appropriate that we recognize the accomplishments of the Office of the Professional Municipal Clerk.

**NOW, THEREFORE, BE IT PROCLAIMED** by the Town Council of Southwest Ranches, the week of May 3<sup>rd</sup> through May 9<sup>th</sup>, 2026, as Professional Municipal Clerks Week, and further extend appreciation to our Town Clerk's Office, and to all Professional Municipal Clerks for the vital services they perform and their exemplary dedication to the communities they represent.

Dated this 23<sup>rd</sup> Day of April, 2026

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Steve Breitkreuz, Mayor

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Keith M. Poliakoff, JD, *Town Attorney*  
Debra M. Ruesga, *Town Clerk*  
Emil C. Lopez, CPM, *Town Financial Administrator*

### **COUNCIL MEMORANDUM**

**TO:** Honorable Mayor Breitreuz and Town Council  
**VIA:** Russell C. Muñiz, Town Administrator  
**FROM:** Keith Poliakoff, Town Attorney  
**DATE:** 4/23/2026  
**SUBJECT:** Ordinance - Charter Amendment - Town Council Compensation

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#### **Recommendation**

Town Council consideration for a motion to approve the ordinance on second reading.

#### **Unanimous Vote of the Town Council Required?**

No

#### **Strategic Priorities**

A. Sound Governance

#### **Background**

Article VII, Section 7.02 (a)(1) of the Charter of the Town of Southwest Ranches provides that the Town Council may by Ordinance, propose amendments to the Town's Charter. Upon passage of the initiating Ordinance, the proposed amendment shall be submitted to a vote of the electors at the next general election. In accordance with Section 7.02(c) of the Town's Charter, a sixty (60) percent vote or greater is required for adoption.

The Town Council desires its electorate to determine if the Town's Charter should be amended to increase the compensation of the Town Councils and the Mayor and provide an annual cost-of-living adjustment. The proposed amendment modifies the Mayor's monthly compensation from \$1,250.00 to \$2,000.00 per month and the Council's compensation from \$1,000.00 to \$1,500.00 per month with an annual maximum three percent (3%) cost-of-living increase based upon the Consumer Price Index for Wage Earners and Clerical Workers

("CPI-W").

**Fiscal Impact/Analysis**

No fiscal impact to approve this ordinance. However, a ballot question will be placed on the November election which represents a cost of approximately \$16,000.

**Staff Contact:**

Russell Muñiz, Town Administrator

**ATTACHMENTS:**

Description	Upload Date	Type
Business Impact Statement	4/15/2026	Backup Material
Ordinance 2nd Reading	4/15/2026	Ordinance

# Town of Southwest Ranches Business Impact Estimate Form



*This Business Impact Estimate Form is provided in accordance with **Section 166.041(4), Florida Statutes** and must be included in the agenda item backup for each proposed ordinance on first reading. A Business Impact Estimate Form must be prepared and posted on the Town's website for each ordinance by the date that the notice of the proposed ordinance is published, regardless of whether the ordinance is exempted under Section A below. This Business Impact Estimate Form may be revised following its initial posting.*

## Title of proposed ordinance:

AN ORDINANCE OF THE TOWN OF SOUTHWEST RANCHES, FLORIDA, SUBMITTING TO REFERENDUM AN AMENDMENT TO THE TOWN'S CHARTER; PROPOSING THE FOLLOWING AMENDMENT TO BE CONSIDERED ON THE NOVEMBER 3, 2026 GENERAL ELECTION BALLOT: TO AMEND Article II "TOWN COUNCIL; MAYOR" SECTION 2.07 "COMPENSATION; REIMBURSEMENT FOR EXPENSES" TO INCREASE THE COUNCIL MEMBERS' AND MAYOR'S COMPENSATION WHILE ALSO ADDING A MAXIMUM THREE PERCENT (3%) ANNUAL COST-OF-LIVING INCREASE BASED UPON THE CONSUMER PRICE INDEX FOR WAGE EARNERS AND CLERICAL WORKERS ("CPI-W"); DIRECTING THE TOWN CLERK TO PROVIDE FOR A NOTICE OF ADVERTISEMENT OF THE REFERENDUM ELECTION TO BE PUBLISHED IN ACCORDANCE WITH THE STATE OF FLORIDA ELECTION CODE; SUBMITTING THE REFERENDUM TO THE QUALIFIED VOTERS OF THE TOWN OF SOUTHWEST RANCHES, FLORIDA, FOR THE 2026 GENERAL ELECTION; PROVIDING THAT SUCH REFERENDUM, IF ADOPTED, SHALL BECOME EFFECTIVE AS PROVIDED BY LAW; PROVIDING FOR CODIFICATION; PROVIDING FOR SEVERABILITY; PROVIDING FOR CONFLICTS; AND PROVIDING FOR AN EFFECTIVE DATE.

The provisions contained in this Section A constitute exemptions as provided in Section 166.041(4)(c). If one or more boxes are checked in Section A below, a business impact estimate is not required by state law for the proposed ordinance.

## Section A

- The proposed ordinance is required for compliance with Federal or State law or regulation;
- The proposed ordinance relates to the issuance or refinancing of debt;
- The proposed ordinance relates to the adoption of budgets or budget amendments, including revenue sources necessary to fund the budget;
- The proposed ordinance is required to implement a contract or an agreement, including, but not limited to, any Federal, State, local, or private grant or other financial assistance accepted by the Town;
- The proposed ordinance is an emergency ordinance;
- The proposed ordinance relates to procurement; or

The proposed ordinance is enacted to implement the following:

- Development orders and development permits, as defined in s. 163.3164, and development agreements, as authorized by the Florida Local Government Development Agreement Act under ss. 163.3220-163.3243;
- Comprehensive plan amendments and land development regulation amendments initiated by an application by a private party other than the Town;
- Sections 190.005 and 190.046;
- Section 553.73, Florida Statutes, relating to the Florida Building Code; or
- Section 633.202, Florida Statutes, relating to the Florida Fire Prevention Code.

If an exemption in Section A is applicable, then only Section A needs to be completed. If there is no exemption in Section A, Section B must be completed.

**Section B** This section with the business impact estimate must be completed if the proposed ordinance does not meet any of the exemptions in Section A.

1. A summary of the proposed ordinance which must include a statement of the public purpose (e.g., public health, safety, morals and welfare).

The proposed ordinance seeks to revise the compensation provided to the Mayor and Town Council, which has remained unchanged since its establishment in 2006.

The current level of compensation does not reflect the time commitments required of the Mayor and Town Council. This proposed ordinance aims to provide a more equitable level of compensation for their service. Without such an adjustment, there is a risk that qualified individuals may be discouraged from seeking elected office.

2. An estimate of the direct economic impact of the proposed ordinance on private, for-profit businesses in the Town, if any:

(a) An estimate of direct compliance costs that businesses may reasonably incur.

on

(b) Any new charge or fee on businesses subject to the proposed ordinance, or for which businesses will be financially responsible; and

on

(c) An estimate of the Town's regulatory costs, including an estimate of revenues from any new charges or fees to cover such costs.

None

3. Good faith estimate of the number of businesses likely to be impacted by the proposed ordinance:

None

4. Additional information/methodology for preparation, if any:

The adoption of this ordinance will result in the matter being placed on the 2026 election ballot, at an estimated cost to the Town of approximately \$16,000.

**ORDINANCE NO. 2026-XXX**

**AN ORDINANCE OF THE TOWN OF SOUTHWEST RANCHES, FLORIDA, SUBMITTING TO REFERENDUM AN AMENDMENT TO THE TOWN'S CHARTER; PROPOSING THE FOLLOWING AMENDMENT TO BE CONSIDERED ON THE NOVEMBER 3, 2026 GENERAL ELECTION BALLOT: TO AMEND Article II "TOWN COUNCIL; MAYOR" SECTION 2.07 "COMPENSATION; REIMBURSEMENT FOR EXPENSES" TO INCREASE THE COUNCIL MEMBERS' AND MAYOR'S COMPENSATION WHILE ALSO ADDING A MAXIMUM THREE PERCENT (3%) ANNUAL COST-OF-LIVING INCREASE BASED UPON THE CONSUMER PRICE INDEX FOR WAGE EARNERS AND CLERICAL WORKERS ("CPI-W"); DIRECTING THE TOWN CLERK TO PROVIDE FOR A NOTICE OF ADVERTISEMENT OF THE REFERENDUM ELECTION TO BE PUBLISHED IN ACCORDANCE WITH THE STATE OF FLORIDA ELECTION CODE; SUBMITTING THE REFERENDUM TO THE QUALIFIED VOTERS OF THE TOWN OF SOUTHWEST RANCHES, FLORIDA, FOR THE 2026 GENERAL ELECTION; PROVIDING THAT SUCH REFERENDUM, IF ADOPTED, SHALL BECOME EFFECTIVE AS PROVIDED BY LAW; PROVIDING FOR CODIFICATION; PROVIDING FOR SEVERABILITY; PROVIDING FOR CONFLICTS; AND PROVIDING FOR AN EFFECTIVE DATE.**

**WHEREAS**, Article VII, Section 7.02 (a)(1) of the Charter of the Town of Southwest Ranches provides that the Town Council may by Ordinance propose amendments to the Town's Charter; and

**WHEREAS**, upon passage of the initiating Ordinance the proposed amendment shall be submitted to a vote of the electors at the next general election; and

**WHEREAS**, in accordance with Section 7.02(c) of the Town's Charter, a sixty (60) percent vote or greater is required for adoption; and

**WHEREAS,** the Town Council desires its electorate to determine if the Town's Charter should be amended to increase the Town Councils' and Mayor's compensation and provide an annual cost-of-living adjustment; and

**WHEREAS,** the proposed amendment modifies the Mayor's monthly compensation from \$1,250.00 to \$2,000.00 per month and the Council's compensation from \$1,000.00 to \$1,500.00 per month with an annual maximum three percent (3%) cost-of-living increase based upon the Consumer Price Index for Wage Earners and Clerical Workers ("CPI-W").

**NOW, THEREFORE, BE IT ORDAINED BY THE TOWN COUNCIL OF THE TOWN OF SOUTHWEST RANCHES, THAT:**

**Section 1.** The foregoing "WHEREAS" clauses are hereby ratified and confirmed as being true and correct and are hereby made a specific part of this Ordinance upon adoption hereof.

**Section 2.** The Town Council hereby directs the Town Administrator to prepare a referendum for the November 3, 2026 general election proposing an amendment to the Town's Charter, as set forth in Exhibit "A" attached, and in accordance with the Ballot Questions contained in Exhibit "B," attached hereto, with such changes as may be required by the Supervisor of Elections' Office to effectuate the intent of this Ordinance.

**Section 3.** The Town Council hereby directs the Town Administrator to seek approval from the Supervisor of Elections to place this proposed Charter Amendment on the general election ballot, to allow the Town's electorate to determine if the Charter should be amended.

**Section 4.** Codification.

It is the intention of the Town Council that the provisions of this Ordinance shall become and be made a part of the Charter of the Town, and that the Sections of this Ordinance may be renumbered, re-lettered and the word "Ordinance" may be changed to "Section," "Article," or such other word or phrase in order to accomplish such intention.

**Section 5.** Severability.

If any clause, section, or other part of this Ordinance shall be held by any court of competent jurisdiction to be unconstitutional or invalid, such unconstitutional or invalid part shall be considered as eliminated and in no way affecting the validity of the other provisions of this Ordinance.

**Section 6.** Conflicts.

That all Ordinances or parts of Ordinances, Resolutions, or parts of Resolutions in conflict herewith, be and the same are repealed to the extent of such conflict.

**Section 7.** Effective Date.

That this Ordinance shall take effect immediately upon adoption.

**Signatures on Following Page**

**PASSED ON FIRST READING** this 9<sup>th</sup> day of April, 2026 on a motion made by Council Member Kuczenski and seconded by Council Member Hartmann.

**PASSED AND ADOPTED ON SECOND READING** this 23<sup>rd</sup> day of April, 2026 on a motion made by \_\_\_\_\_ and seconded by \_\_\_\_\_.

Breitkreuz	_____	Ayes	_____
Jablonski	_____	Nays	_____
Allbritton	_____	Absent	_____
Hartmann	_____	Abstaining	_____
Kuczenski	_____		

\_\_\_\_\_  
Steve Breitkreuz, Mayor

Attest:

\_\_\_\_\_  
Debra Ruesga, Town Clerk

Approved as to Form and Correctness:

\_\_\_\_\_  
Keith Poliakoff, Town Attorney  
1001.2026.030

## **EXHIBIT "A"**

### **CHARTER AMENDMENT**

The Electorate shall be asked whether the Charter should be amended to effectuate the following change:

1. Section 2.07 – Compensation; reimbursement for expenses.

(a) The Council members shall be compensated at the rate of ~~\$1,000~~ \$1,500.00 per month. The Mayor shall be compensated at the rate of ~~\$1,250.00~~ \$2,000.00 per month with a maximum annual three percent (3%) cost-of-living increase based upon the Consumer Price Index for Wage Earners and Clerical Workers ("CPI-W"). The amount of the Council's compensation can only be increased, above the previously stated amounts, by the electorate in a referendum held in conjunction with the even-numbered year general election. The Council may decrease its compensation by Ordinance at any time. In addition to the aforementioned, the Council members and Mayor may participate in the Florida Retirement System, provided that the Town is not required to pay an additional amount for that Council member or Mayor's participation. The Mayor and Council shall receive reimbursements in accordance with applicable law, or as may be otherwise provided by ordinance, for authorized travel and per diem expenses incurred in the performance of their official duties.

## **EXHIBIT "B"**

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**SAMPLE BALLOT QUESTION  
GENERAL ELECTION  
NOVEMBER 3, 2026**

SOUTHWEST RANCHES  
AMENDMENT # 1  
COMPENSATION; REIMBURSEMENT FOR EXPENSES

Should the Charter of the Town of Southwest Ranches be amended to increase the Council's monthly compensation from \$1,000.00 to \$1,500.00 and the Mayor's monthly compensation from \$1,250.00 to \$2,000.00, with a maximum annual three percent (3%) cost-of-living increase based upon the Consumer Price Index for Wage Earners and Clerical Workers?

Shall the above-described amendment be adopted?

YES

NO

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**Bob Hartmann, Council Member**  
**David S. Kuczenski, Esq., Council Member**

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**Keith M. Poliakoff, JD, Town Attorney**  
**Debra M. Ruesga, Town Clerk**  
**Emil C. Lopez, CPM, Town Financial Administrator**

### **COUNCIL MEMORANDUM**

**TO:** Honorable Mayor Breitkreuz and Town Council  
**VIA:** Russell C. Muñiz, Town Administrator  
**FROM:** Kathryn Sims, Deputy Town Administrator  
**DATE:** 4/23/2026  
**SUBJECT:** SWA Facilities Agreement - Tabled from 03/26/26 Meeting

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#### **Recommendation**

Town Council consideration of a motion to approve the resolution.

#### **Unanimous Vote of the Town Council Required?**

No

#### **Strategic Priorities**

- A. Sound Governance
- B. Enhanced Resource Management

#### **Background**

The Town of Southwest Ranches previously entered into an Interlocal Agreement (ILA) with Broward County and 28 other municipalities to create the Solid Waste Disposal and Recyclable Materials Authority. Broward County faces a growing solid waste crisis due to increasing waste generation, limited landfill capacity, and an overburdened waste-to-energy facility. Since the 2013 dissolution of the former countywide waste system, recycling rates have dropped, and costs have become inconsistent across municipalities.

The Authority studied current waste challenges and developed a long-term Master Plan, adopted on March 20, 2026, to guide the next 40 years of waste reduction, reuse, recycling, and disposal. The plan emphasizes countywide coordination, reduced reliance on landfills, expanded recycling (including construction and demolition debris), improved infrastructure use,

financial transparency, and development of a circular economy.

To keep the Authority in operation, the ILA requires all Municipal Parties to approve a Facilities Amendment within 36 months of the ILA's adoption. Each municipality has 120 days to approve the amendment, and failure to do so constitutes withdrawal. The amendment must be approved by the County and municipalities representing at least 80% of their total population.

The Authority's Governing Board has recommended adoption of the Facilities Amendment. The Town Council of Southwest Ranches believes supporting the Master Plan and approving the Facilities Amendment is in the best interest of the Town.

**Fiscal Impact/Analysis**

There is no fiscal impact to the Town.

**Staff Contact:**

Kathryn Sims, Deputy Town Administrator

**ATTACHMENTS:**

Description	Upload Date	Type
Resolution - TA Approved	4/16/2026	Resolution
SWA Facilities Amendment - Exhibit A	4/15/2026	Exhibit
Master Plan Executive Summary	4/15/2026	Backup Material
SWA Master Plan	4/15/2026	Backup Material

**RESOLUTION 2026-XXX**

**A RESOLUTION OF THE TOWN COUNCIL OF THE TOWN OF SOUTHWEST RANCHES, FLORIDA, APPROVING THE FIRST AMENDMENT (THE FACILITIES AMENDMENT) TO THE INTERLOCAL AGREEMENT FOR SOLID WASTE DISPOSAL AND RECYCLABLE MATERIALS PROCESSING AUTHORITY OF BROWARD COUNTY, FLORIDA; AUTHORIZING THE APPROPRIATE OFFICIAL TO EXECUTE THE FIRST AMENDMENT TO THE INTERLOCAL AGREEMENT; AUTHORIZING THE TOWN CLERK TO PROVIDE A COPY OF THIS RESOLUTION AND THE EXECUTED FIRST AMENDMENT TO THE INTERLOCAL AGREEMENT FOR SOLID WASTE DISPOSAL AND RECYCLABLE MATERIALS PROCESSING AUTHORITY OF BROWARD COUNTY, FLORIDA; PROVIDING FOR CONFLICTS; PROVIDING FOR SEVERABILITY; AND PROVIDING FOR AN EFFECTIVE DATE.**

**WHEREAS**, the Town Council of the Town of Southwest Ranches has previously entered into the Interlocal Agreement for Solid Waste Disposal and Recyclable Materials Authority of Broward County Florida (the "ILA") among Broward County, Florida (the "County") and twenty-eight municipalities in Broward County (each, individually, a "Municipal Party" and collectively, the "Municipal Parties") (collectively with the County, the "Parties" and each individually a "Party") effective as of August 16, 2023 ("ILA Effective Date"), that created the Solid Waste Disposal and Recyclable Materials Authority of Broward County (the "Authority"); and

**WHEREAS**, the residents, businesses and tourists in Broward County generate 5,000,000 tons of solid waste annually, or 20,000 pounds per minute, double the national average per person; and

**WHEREAS**, commissioned studies project that the amount of future solid waste generation in Broward County will increase by almost 50 percent over the next 40 years; and

**WHEREAS**, the single existing Class I landfill in Broward County currently available for disposal of solid waste is reaching capacity, and will stop accepting Class I waste for disposal at the end of this year; and

**WHEREAS**, the single existing waste-to-energy plant located in Broward County is at capacity and is unable to accept any additional solid waste; and

**WHEREAS**, the County and its municipalities face a solid waste crisis based upon projected increases in the generation of solid waste; and

**WHEREAS**, since the 2013 dissolution of the Resource Recovery System (which had been governed by the Resource Recovery Board), the municipalities and the County have failed to achieve the 75% statutory recycling goal, instead the County recycling rate is approximately 30%; and

**WHEREAS**, even for those municipalities that are participating in recycling efforts, the contamination rates are far too high, resulting in less recycling and increased direct costs to the municipalities that are paid by their residents; and

**WHEREAS**, following the dissolution of the Resource Recovery System and Resource Recovery Board, each of the 31 municipalities and the County (for the unincorporated area) were on their own to manage solid waste disposal and recycling, resulting in variability of costs and disposal services; and

**WHEREAS**, the Solid Waste Working Group and subsequently the Authority have analyzed waste composition, waste generation, existing disposal capacity, and areas where significant improvements in solid waste management would yield economies of scale that are expected to result in lower processing and disposal costs, in order to

achieve necessary goals of reduction, reuse and recycling to conserve needed disposal capacity; and

**WHEREAS**, the Governing Board of the Authority, on April 17, 2026, adopted a Master Plan that will enable the Parties to work collaboratively, for at least the next 40 years, to implement a long-term, environmentally sustainable, transparent, innovative, and economically efficient plan and approach to reduction, reuse, recycling, and disposal of solid waste generated in the County; and

**WHEREAS**, the Master Plan outlines strategic actions across several key areas:

- Establishing a waste management system throughout the County, that decreases dependency on landfill and waste-to-energy and reduces the risk of market-driven unpredictability of costs for ILA members.
- Ensuring all Parties benefit from streamlined operations, improved access to services, and meaningful participation in long-term decision-making.
- Promoting a circular economy that maximizes the diversion of solid waste from the waste stream into beneficial uses that support domestic supply chains and manufacturing while reducing the reliance on and extraction of virgin natural resources.
- Reducing waste generation through a robust education and outreach program, behavior change, and incentives for circular economy practices.
- Expanding recovery and recycling with construction and demolition (C&D) debris and mandatory commercial recycling ordinances, implementing curbside source-separated yard trash processing, and developing convenience recycling drop-off

facilities to protect current and future disposal capacity and maximize value from recovered solid waste commodities for the benefit of ILA members.

- Optimizing the use of existing public and private infrastructure in the most economical and efficient manner, while identifying the potential for new facility needs for transfer, processing, and disposal over the long term so as to achieve the goals of financial transparency, predictability and savings.
- Improving governance and financial stability via flow control mechanisms, assessment models, and regional policy and service harmonization.

**WHEREAS**, in order for the Authority to continue in existence, the ILA requires the adoption of a “Facilities Amendment” within thirty-six months of the ILA Effective Date as part of the Formation Conditions of the Authority, all as defined in the ILA; and

**WHEREAS**, as part of the Formation Conditions, each Municipal Party’s elected body has one hundred and twenty days to adopt and deliver to the Authority a resolution approving the Facilities Amendment; and

**WHEREAS**, if the Town fails to adopt and deliver to the Authority a resolution approving the Facilities Amendment within that one hundred twenty-day period, it will be deemed to be the Town’s withdrawal from the ILA; and

**WHEREAS**, for the Facilities Amendment to be effective, it must be approved by the elected bodies of: (a) Municipal Parties representing at least eighty percent (80%) of the total population of the Municipal Parties; and (b) the County; and

**WHEREAS**, on March 20, 2026, the Governing Board of the Authority voted to recommend the First Amendment to the ILA, which is attached hereto as Exhibit "A" to this Resolution (the "Facilities Amendment"); and

**WHEREAS**, the Town Council of the Town of Southwest Ranches deems it to be in the best interest of the Town to support the Master Plan, to continue to be a Municipal Party of the Authority and to approve the Facilities Amendment.

**NOW, THEREFORE, BE IT RESOLVED BY THE TOWN COUNCIL OF THE TOWN OF SOUTHWEST RANCHES, FLORIDA, THAT:**

**Section 1.** The foregoing WHEREAS clauses are hereby ratified and incorporated as the legislative intent of this Resolution.

**Section 2.** The Facilities Amendment attached hereto as Exhibit "A" is approved together with such non-substantive changes as may be acceptable to the Town Administrator and approved as to form and legality by the Town Attorney.

**Section 3.** The appropriate Town officials are authorized and directed to execute the Facilities Amendment and to send a copy of this Resolution and the executed Facilities Amendment to the Authority.

**Section 4.** The appropriate Town officials are further authorized to execute a revised version of the Facilities Amendment, if requested by the Authority, so long as the revised Facilities Amendment is substantively the same as Exhibit "A" and includes only non-substantive changes that are acceptable to the Town Administrator and approved as to form and legality by the Town Attorney, and to send such revised Facilities Amendment to the Authority.

**Section 5.** All resolutions or parts of resolutions in conflict herewith are hereby repealed to the extent of such conflict.

**Section 6.** If any clause, section, or other part of this Resolution shall be considered unconstitutional, or invalid in part, such unconstitutional or invalid provision shall be considered ineffective and will in no way affect the validity of the other provisions of this Resolution.

**Section 7.** This Resolution shall be effective immediately upon its passage and adoption.

**PASSED AND ADOPTED** by the Town Council of the Town of Southwest Ranches, Florida, this 23<sup>rd</sup> day of April, 2026, on a motion by \_\_\_\_\_ and seconded by \_\_\_\_\_.

Breitkreuz \_\_\_\_\_  
Jablonski \_\_\_\_\_  
Allbritton \_\_\_\_\_  
Hartmann \_\_\_\_\_  
Kuczenski \_\_\_\_\_

Ayes \_\_\_\_\_  
Nays \_\_\_\_\_  
Absent \_\_\_\_\_  
Abstaining \_\_\_\_\_

\_\_\_\_\_  
Steve Breitkreuz, Mayor

Attest:

\_\_\_\_\_  
Debra M. Ruesga, CMC, Town Clerk

Approved as to Form and Correctness:

\_\_\_\_\_  
Keith Poliakoff, Town Attorney  
1001.039.2026

**FIRST AMENDMENT  
TO INTERLOCAL AGREEMENT FOR  
SOLID WASTE DISPOSAL AND RECYCLABLE MATERIALS PROCESSING AUTHORITY OF BROWARD  
COUNTY, FLORIDA**

This First Amendment (“Facilities Amendment”) to the Interlocal Agreement for Solid Waste Disposal and Recyclable Materials Processing Authority of Broward County, Florida (“ILA”) is entered into by and among Broward County, a political subdivision of the State of Florida (“County”), and the municipalities in Broward County that formally approve this Amendment pursuant to the ILA’s terms and return an executed signature page (each, individually, a “Municipal Party” and collectively, the “Municipal Parties”) (collectively, the “Parties” and each individually a “Party”).

**RECITALS**

A. The Parties entered into the Interlocal Agreement for Solid Waste Disposal and Recyclable Materials Processing Authority of Broward County, Florida (“ILA”) to form an independent special district known as the Solid Waste Disposal and Recyclable Materials Processing Authority of Broward County, Florida (“Authority”), which is charged with coordinating regional solid waste disposal and recycling programs pursuant to Sections 163.01, 403.706(11), (12), (15), and (19), and 403.713, Florida Statutes.

B. The ILA became effective on August 16, 2023 (“ILA Effective Date”). It requires the adoption of a Facilities Amendment within thirty-six (36) months of the ILA Effective Date as part of the Formation Conditions. This Facilities Amendment, as defined in Section 3.3 of the ILA, is adopted pursuant to that requirement.

C. Section 3.3 of the ILA provides that, to be effective, the Facilities Amendment must be approved by the Broward County Board of County Commissioners and by the governing bodies of municipalities representing at least eighty percent (80%) of the total population of the Municipal Parties to the ILA.

D. As further described in Section 3.3 of the ILA, the purpose of the Facilities Amendment is to: (i) provide long-term contingency plans for waste disposal; (ii) address the use and disposition of Authority facilities and assets in the event of a Wind Down; and (iii) ensure the orderly and efficient allocation of services during that process. The Facilities Amendment reflects lessons from the prior regional solid waste system established in 1986 (the Broward Solid Waste Disposal District governed by the Resource Recovery Board), which dissolved in 2013 and gave rise to asset disputes and litigation that was eventually resolved by settlement in 2015. Through the Facilities Amendment, the Parties seek to avoid similar conflicts by clearly defining procedures for the use and disposition of Authority assets.

E. Consistent with the purposes listed above, this Facilities Amendment is designed to protect public funds and preserve investments in public infrastructure. The Facilities Amendment defines the facilities the Authority may own and operate, establishes standards for open and accountable operation of the System, and includes safeguards intended to keep the Parties’ costs fair, predictable, and aligned

with the public interest. The Facilities Amendment also establishes a transparent, orderly Wind Down procedure in which the Authority's assets and liabilities are distributed to continue benefiting the public.

F. This Facilities Amendment does not alter, increase, or reduce the powers of the Authority and, once effective, the ILA, as amended by this Facilities Amendment, may only be modified in compliance with Article 16 of the ILA.

Now, therefore, for good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the Parties agree as follows:

1. The above Recitals are true and correct and are incorporated herein by reference. All capitalized terms not expressly defined within this Facilities Amendment shall retain the meaning ascribed to such terms in the ILA.

2. Article 2, entitled "**DEFINITIONS**" of the ILA, is hereby amended to add the following new defined terms:

**2.0.1 Authority Fund(s)** means all monies and financial instruments held by or for the benefit of the Authority, including, without limitation, funds derived from revenues, fees, charges, debt proceeds, investment earnings, and sale proceeds. Authority Funds do not include Authority-Owned Assets.

**2.0.2 Authority-Owned Asset(s)** means property owned by the Authority, including, without limitation, real property or tangible property, whether used or unused, and any reserve funds dedicated to such property. This term includes Authority-Owned Facilities but does not include Authority Funds.

**2.0.3 Authority-Owned Facility(ies)** means any System Facility owned by the Authority and operated as part of the System in relation to the management, collection, disposal, processing, recycling, storage, or transfer of System Waste.

**2.0.4 System Facility** means any site, facility, or equipment, whether or not owned by the Authority, that is operated for the management, collection, disposal, processing, recycling, storage, or transfer of System Waste. This term includes, without limitation, any permanent drop-off center, recycling facility, transfer station, or solid waste disposal facility that receives System Waste. This term does not include real property not directly used for solid waste management, recycling, or resource recovery purposes

3. The Parties agree that this document constitutes the Facilities Amendment as described in Section 3.3 of the ILA and includes the required provisions as stated therein, and therefore the requirements contained Section 3.3 of the ILA are no longer operative.

4. Section 8.1.8 of the ILA is hereby amended as follows (with such deletions set as ~~striketroughs~~ and such additions set as underlines):

8.1.8. To the extent permissible under applicable law and provided it does not interfere with County's ability to fulfill its statutory obligations, including under Section 403.706(1), Florida Statutes, the Authority will have the power to provide disposal for Authority Solid Waste generated in the Parties' jurisdictions. The Authority is not granted the power to own or operate a "solid waste disposal facility," as that term is defined in Section 403.703, Florida Statutes (2022), or sell or otherwise transfer an interest in such a facility, unless an amendment to this Agreement, granting such power to the Authority and setting forth the limits and extent of such power, is approved by the elected bodies of: (a) Municipal Parties representing at least ~~two-thirds (2/3)~~ eighty percent (80%) of the total population of the Municipal Parties, and (b) County.

5. A new Article 20 entitled "**AUTHORITY-OWNED FACILITIES: APPROVAL, LIMITATIONS ON OWNERSHIP AND POST-WIND DOWN CONSIDERATIONS**" is hereby added to read as follows:

**ARTICLE 20. AUTHORITY-OWNED FACILITIES: APPROVAL, LIMITATIONS ON OWNERSHIP AND POST-WIND DOWN CONSIDERATIONS**

20.1 **Purpose.** The Parties wish to provide a framework for the responsible stewardship of public infrastructure and to prioritize publicly owned transfer stations as critical assets that support the System's flexibility, address regional needs, and reduce costs for the public. The Parties also seek to establish a structured pathway to enable the potential expansion to more state-of-the-art public facilities in the future, if required and approved by the Parties pursuant to the terms of the ILA.

20.2 **Approved types of Authority-Owned Facilities.** Notwithstanding anything to the contrary in the ILA, the Authority has the power to own or operate the following without following the procedure set forth in Section 8.1.8 of the ILA:

20.2.1 "Transfer Stations," as defined in Section 403.703, Florida Statutes (2022);

20.2.2 "Permanent Drop-Off Centers," meaning any permanent collection site or facility primarily used for the lawful acceptance of System Waste from the public, that is not a "solid waste disposal facility" as defined in Section 403.703, Florida Statutes (2022); and

20.2.3 "Recycling Facilities," meaning any site, facility, or equipment primarily used for recycling or recovering materials, including, without limitation, the collection, transportation, separation, processing, or reuse of solid waste (or materials that would otherwise become solid waste) in the form of raw materials or intermediate or final products. This term is to be construed liberally to include, without limitation, any recovered materials processing facilities, material recovery facilities, yard waste or organics processing facilities, construction and demolition debris recovery facilities, pulverizers, compactors, shredding and baling plants, composting facilities, other volume reduction plants, biochar pyrolysis plants, organic anaerobic digesters, and other thermal, mechanical, or biological conversion facilities. This term does not include any landfill,

waste-to-energy facility, or other “solid waste disposal facility,” as defined in Section 403.703, Florida Statutes (2022).

Any Authority ownership or operation of any other type of “solid waste management facility,” as defined in Section 403.703, Florida Statutes (2022), outside the scope of this Article 20, and not approved through an amendment adopted pursuant to Section 8.1.8 of the ILA, constitutes a material breach subject to the provisions of Articles 15 and 17 of the ILA, including injunctive relief where appropriate.

**20.3 Amendment related to other types of solid waste disposal facilities; requirements.** If, in the future, the Authority is granted the power to own or operate a “solid waste disposal facility” pursuant to Section 8.1.8 of the ILA, the amendment granting that power must, in addition to the requirements of that Section 8.1.8, also establish the rules, procedures, and funding mechanisms for allocating amongst County, the Municipal Parties and any other municipalities the costs of any capital expansion of a County-owned facility that may be required for County to meet its statutory obligations in the event of a Wind Down if caused by the individual or collective action of the Municipal Parties. The allocation of costs may include County paying all costs, the Municipal Parties paying all costs, or a shared arrangement.

**20.4 Other publicly owned System Facilities.**

20.4.1 Nothing in this Facilities Amendment prohibits any individual Party from owning or operating any “solid waste management facility,” as defined in Section 403.703, Florida Statutes (2022), any Permanent Drop-Off Center, or any Recycling Facility.

20.4.2 The Authority may contract with any Party to receive services from, or obtain access to, any System Facility owned or operated by that Party. In return, the Authority may agree to a long-term commitment of System Waste to such System Facility or to any other terms mutually agreed upon by the parties. These agreements may include arrangements under which a Party constructs or acquires a System Facility for the Authority’s benefit. However, unless the relevant contract expressly states otherwise, any System Facility owned by an individual Party will not be considered an Authority-Owned Facility and will remain the property of that Party upon Wind Down.

**20.5 Public-private partnerships.** The Authority may enter into public-private partnerships as permitted by applicable law. Notwithstanding the foregoing, the Authority is prohibited from entering into any public-private partnership that results in the Authority owning, in whole or in part, any “solid waste disposal facility,” as defined in Section 403.703, Florida Statutes (2022), unless the ILA is amended pursuant to Section 8.1.8 of the ILA.

**20.6 Protection of Authority-Owned Facilities.** Authority-Owned Facilities are held by the Authority in trust for essential governmental and public purposes and are dedicated to the provision of public solid waste and recycling services for the benefit of the Parties, their residents or businesses. Except to the extent expressly pledged pursuant to a written agreement, or as otherwise required under applicable law, Authority-Owned Facilities will not constitute general

assets of the Authority, and all Authority obligations will be non-recourse to Authority-Owned Facilities and payable solely from Authority Funds. No other creditor or claimant may levy upon, attach, execute against, foreclose upon, encumber, or otherwise interfere with any Authority-Owned Facility, and any entity that is not a Party to the ILA that contracts with or asserts a claim against the Authority is deemed, to the fullest extent permitted by Florida law, to have waived any right to receivership or injunctive relief affecting Authority-Owned Facilities. In the event of Wind Down, the Authority’s outstanding obligations will be satisfied to the fullest extent possible with Authority Funds.

- 6. A new Article 21 entitled “**WIND DOWN OF AUTHORITY**” is hereby added to read as follows:

**ARTICLE 21. WIND DOWN OF AUTHORITY**

**21.1 Purpose.** The Parties desire to ensure that the System remains intact and that investments made in public infrastructure continue to serve public needs in the event of Wind Down. The Parties hereby designate the following rules for Wind Down of the Authority, the orderly transfer of services performed by the Authority, and the transfer of assets of the Authority to a successor entity (or to County if County chooses to perform those services upon Wind Down subject to the requirements set forth below) to benefit all Parties.

**21.2 Schedule.** The general schedule of Wind Down is illustrated in Table 1 below.

<b>Table 1</b>	
Days after Notice of Wind Down	Required Action
Day 0	Executive Director issues Notice of Wind Down.
Day 45	Executive Director issues Comprehensive Inventory and begins settling the Authority’s debts, liabilities, and obligations using Authority Funds.
Day 99	Deadline for County and Municipal Parties to agree on whether to transfer services to County or a successor entity to the Authority.
	Schedule below applies only to the standard procedure in Section 21.6.1
Day 100	Executive Director issues first Asset Offers to Parties.
Day 150	Applicable Parties’ deadline to accept or decline first Asset Offer.
Day 150	The obligation to provide services is transferred to each Party for its geographic jurisdiction, unless County or successor entity has assumed services.
Day 151	Executive Director issues second Asset Offers to Parties.
Day 201	Applicable Parties’ deadline to accept or decline second Asset Offer.
After Day 201	Authority sells any Authority-Owned Asset(s) declined by the Parties, uses the proceeds to pay remaining debts and liabilities, and distributes any remaining funds to the Parties.

	The following applies to the standard procedure and both alternate procedures.
No later than 365 days all transfers, debts, and liabilities resolved	Certification and dissolution of the Authority.

Pursuant to this Article 21, the Authority will first pay its debts and liabilities from Authority Funds. Next, once those debts and liabilities are paid, or such funds are exhausted, the Authority will transfer title of any Authority-Owned Assets to the Parties pursuant and subject to Section 21.7 and Article 22. If an Authority-Owned Asset is not transferred to a Party, the Authority will sell that asset. The Authority will use the sale proceeds to pay any remaining debts and liabilities. Finally, the Authority will distribute any surplus sale proceeds and any remaining Authority Funds among the Parties as provided below.

The running of any Wind Down deadline will not be tolled, suspended, delayed, or extended due to the existence of any dispute, request for clarification, or pending arbitration or litigation, except as expressly provided in this Section 21.2. Notwithstanding the foregoing, if the Executive Director or the Authority fails to meet any Wind Down deadline that is applicable to the Executive Director or the Authority, then any deadline applicable to the Parties that is expressly triggered by, or cannot reasonably be performed without, timely completion of such missed obligation will be automatically tolled for a period equal to the duration of such failure (measured from the missed due date until the obligation is satisfied), and the Parties will not be deemed in default for the resulting delay. The Wind Down schedule and all deadlines in this Article 21 are intended to promote fairness, limit dispute, and ensure the orderly and continuous transfer of services and Authority-Owned Assets during Wind Down, and are not intended to be punitive. Pending resolution of any dispute, the Authority and all Parties will continue to perform in good faith and proceed with Wind Down in compliance with this Facilities Amendment, and no tolling will apply except as expressly provided above. For the avoidance of doubt, the Authority will not be considered dissolved until certification pursuant to Section 21.8 below confirms that all Authority obligations have been fully performed and satisfied.

**21.3 Wind Down operations.** During the Wind Down period, the Authority will continue to operate solely for the limited purposes of concluding its affairs, preserving continuity of services, and maintaining assets until such responsibilities are assumed by other entities. The Authority may not accelerate or expand any contracts or enter into new contracts for goods or services that are not required to perform the actions necessary for Wind Down. All actions related to the Wind Down of the Authority will be overseen by the Executive Director and must be completed no later than the applicable deadline specified in this Article 21, including the following:

21.3.1 Providing all Parties a final, comprehensive inventory of all Authority activities, actions, assets, debts, and liabilities;

21.3.2 Liquidating, assigning, or otherwise lawfully disposing of Authority assets, debts, and liabilities;

21.3.3 Assigning all contracts necessary to ensure continuity of services being performed by the Authority and concluding all contracts not necessary for such purpose; and

21.3.4 Transferring operational responsibility for System Waste management services, recycling programs, and other services to the applicable Party(ies).

**21.4 Executive Director's Notice of Wind Down; inventory of assets.** The Executive Director will promptly begin the process of winding down the Authority's operations, upon the occurrence of any of the following events: the Parties fail to extend the ILA pursuant to Section 4.2.1 thereof; the Authority is dissolved by court order; a petition for insolvency or assignment for the benefit of creditors is filed, or any other action that requires or results in the dissolution of the Authority; or the ILA expires or is terminated.

Upon beginning such process, the Executive Director will promptly issue a written "Notice of Wind Down" to all Parties in compliance with the Notices section of the ILA. Within forty-five (45) days after issuing the Notice of Wind Down, the Executive Director will provide all Parties a comprehensive inventory of all Authority activities, actions, assets (including, without limitation, any Authority-Owned Facilities and service contracts), physical address of such assets, reserve funds, debts, and liabilities ("Comprehensive Inventory").

**21.5 Authority debt and liability.** Pursuant to Article 12 of the ILA and Section 163.01(7)(b), Florida Statutes, the Authority's debts, liabilities, and obligations do not constitute the debts, liabilities, and obligations of the Parties. Accordingly, the Authority will use the following process to settle its own debts, liabilities, and obligations.

**21.5.1 Use of Authority Funds to satisfy debt, liabilities, and obligations.** Upon issuing the Comprehensive Inventory to the Parties, the Executive Director will begin overseeing the payment of the Authority's debts, liabilities, and obligations. Subject to Section 6.9 of the ILA, all outstanding debts, liabilities, and obligations of the Authority, including, without limitation, accounts payable, contractual obligations, retirement liabilities, and any other claims, will be satisfied using all available Authority Funds before any Authority-Owned Assets are sold for that purpose. Regardless of the status of the payment of such debts, liabilities, and obligations, the Authority will begin the Authority-Owned Asset distribution process pursuant to Section 21.7 below. Only after asset distribution as described in Section 21.7 is completed may the Authority satisfy any remaining debts, liabilities, and obligations by selling Authority-Owned Assets that are not transferred to any Party and using the proceeds as described in Section 21.7.1.6 below.

**21.5.2 Bond-related debts.** The Authority will resolve bond-related debts in accordance with the applicable bond documents.

**21.6 Transfer of services.** The orderly transfer of services in the event of Wind Down is of paramount concern to the Parties. Accordingly, the Parties hereby designate three (3) options for transferring System Waste management services, recycling programs, and other services previously administered by the Authority, each with its own method for dividing obligations and

the manner by which the transfer or sale of Authority-Owned Assets occurs: (a) the standard procedure where each Party provides services or contracts with third parties for the provision of services within each Party's geographic jurisdiction; (b) if County and sufficient Municipal Parties agree, these services would be provided by County; or (c) if County and sufficient Municipal Parties agree, these services would be provided by a successor entity.

The service transitions described in this section may proceed through interim operational agreements, licensing arrangements, and assignment of contracted services, notwithstanding that title transfer of Authority-Owned Assets may occur later pursuant to Section 21.7 below.

21.6.1 Standard procedure; transfer to Parties individually. No later than one hundred fifty (150) days after the Notice of Wind Down is issued, each Party will become responsible for the management of solid waste generated within that Party's geographic jurisdiction (for County, the unincorporated areas) and for determining how recycling and other services previously administered by the Authority will be managed and provided, including by establishing, maintaining, modifying, or discontinuing any programs or contracts it deems appropriate. The Authority will cooperate with each Party, as the applicable Party may agree, to:

21.6.1.1 Assign, amend, or novate relevant service agreements;

21.6.1.2 Transfer records, equipment, and other operational resources;

21.6.1.3 Provide support to facilitate continuity of service during the transition;  
and

21.6.1.4 Provide each Party with a full accounting of the Authority's customers, service zones, and applicable infrastructure within each such Party's geographic jurisdiction (for County, the unincorporated area).

Each Party will be individually responsible for ensuring uninterrupted service to its geographic jurisdiction (for County, the unincorporated area), and for securing or entering into appropriate service agreements, upon the transition of services from the Authority. All Authority-Owned Assets will be distributed pursuant to Section 21.7.1 of this Facilities Amendment.

21.6.2 Alternate procedure; transfer to County. As an alternative to the standard procedure described in Section 21.6.1 above, County and Municipal Parties representing at least fifty-one percent (51%) of the Municipal Parties' population and at least fifty-five percent (55%) of the total tonnage of all of Broward County may agree, within 99 days after issuance of the Notice of Wind Down, that County will assume operational responsibility for all of the System Waste management services, recycling programs, and other services previously administered by the Authority (the "SWA Services") as follows:

21.6.2.1 Within 60 days of after the Notice of Wind Down is issued, County may issue a non-binding letter to the Municipal Parties indicating its interest to provide the SWA Services (“Service Offer”);

21.6.2.2 If County issues a Service Offer, each Municipal Party may respond in writing to indicate its non-binding acceptance or rejection of County’s Service Offer; however, any Municipal Party that does not respond before the Board of County Commissioners votes, as referenced in subsection (c) below, will be deemed to have rejected County’s Service Offer;

21.6.2.3 The commencement date for County operational responsibility or the SWA Services will be provided for in the agreement between County and each of the applicable Municipal Parties; however, the commencement date may be extended by written notice from the Executive Director should that date interfere with other elements of Wind Down of the Authority; and

Upon receipt of County’s written notice that it will provide the services and documentation of the relevant Municipal Parties’ agreement, (a) the Authority will coordinate with County to transfer all operational functions, service contracts, Authority-Owned Assets, other equipment, customer data, and financial resources necessary to ensure an uninterrupted transition of the services to those Municipal Parties; (b) the Authority will retain interim custody and continue operations of those services until the transfer is effectuated; and (c) the Authority-Owned Assets associated with the performance of such services will be transferred to County pursuant to Section 21.7.2 below as part of the transition described above.

21.6.3 Alternate procedure; transfer to successor entity. As an alternative to the standard procedure in 21.6.1 above, if, within 99 days after the issuance of the Notice of Wind Down, both the Board of County Commissioners and municipal governing bodies representing at least fifty-one percent (51%) of the total population of the Municipal Parties and at least fifty-five percent (55%) of the total tonnage of Broward County, establish or designate a successor entity to provide the SWA Services, the Authority will cooperate with the successor entity to ensure continuity of operations, including, without limitation, the transfer of the applicable contracts, assets, and liabilities to that successor entity. The Authority will not transfer any such contracts, assets, or liabilities to a successor entity unless such transfer has received formal approval by both the Board of County Commissioners and the elected bodies of the requisite Municipal Parties. If the approvals described above are obtained, the transfer of any Authority-Owned Assets to the successor entity will proceed pursuant to Section 21.7.2 hereof.

**21.7 Disposition of Authority-Owned Assets.** During Wind Down, all Authority-Owned Assets (including, without limitation, any Authority-Owned Facilities and reserve funds) will be distributed as provided in this section and in a manner that ensures continued public benefit,

honors the source and purpose of such funds and assets, and recognizes operational control and jurisdictional authority over the related services.

Regardless of whether all available Authority Funds have been expended pursuant to Section 21.5.1 above, the Authority will work cooperatively with each recipient Party to undertake due diligence and execute all necessary deeds, bills of sale, assignments, and other instruments to lawfully effectuate the transfers described below, including, without limitation, provision for maintenance, insurance, and replacement planning.

21.7.1 Standard procedure; transfer to Parties individually. Notwithstanding anything to the contrary in in the ILA, if operational responsibility for the provision of System Waste management services, recycling programs, and other services previously administered by the Authority is not transferred to either County as provided in Section 21.6.2 above or a successor entity as provided in Section 21.6.3 above, this Section 21.7.1 will govern the disposition of Authority-Owned Assets and reserve funds.

*21.7.1.1 Proposed asset offers.* At any time after the issuance of the Comprehensive Inventory, any Party may submit to the Executive Director a written proposal identifying the Authority-Owned Asset(s) the Party asserts a right to acquire, together with the factual and legal basis for that assertion under this Facilities Amendment.

*21.7.1.2 Asset offer process.* On the one hundredth (100th) day after the Notice of Wind Down is issued, and not earlier, the Executive Director will send each Party a written offer listing the Authority-Owned Assets that the Party may take ownership of ("Asset Offer") pursuant to Section 21.7.1.4, below, subject to the following procedures:

*21.7.1.2.1* Each Party will review the Authority-Owned Assets and give written notice of its decision to accept or decline ownership within fifty (50) days after issuance of the Asset Offer. This deadline applies only to the election to accept or decline. It does not apply to completing the legal transfer. If a Party does not give written acceptance within fifty (50) days, the Party is deemed to have declined the transfer.

*21.7.1.2.2* After that fifty (50) day period ends, the Executive Director will send County a second Asset Offer for all Authority-Owned Assets not accepted by any Municipal Party. County has fifty (50) days after receipt to accept or decline in writing.

*21.7.1.3 Asset Offer; required contents.* The Executive Director will include the following information in each Asset Offer: (a) the location of the Authority-Owned Asset; (b) the type of asset; (c) if applicable, the most recent System Facility Report (defined below); (d) if applicable, the most recent permitting, licensing, or other regulatory documents; (e) a statement of the operational and environmental

condition of the Authority-Owned Asset; (f) any known liabilities associated with the Authority-Owned Asset; (g) if applicable, a statement of the specific reserve balances associated with the Authority-Owned Asset; (h) if known, an estimate of the costs of any necessary repairs; and (i) any other documents in the Authority's possession related to the maintenance and status of the Authority-Owned Asset. If any applicable, required content of an Asset Offer is omitted, the applicable Party's deadline to provide written notice of its decision to accept or decline ownership will be tolled until the Authority provides such missing content.

21.7.1.4 *Regional Assets.* Notwithstanding anything else stated in this Facilities Amendment, each Authority-Owned Asset listed below (each a "Regional Asset") will first be offered, subject to the provisions of Article 22, to County and then, if not accepted by County, to Municipal Parties following the procedure stated in Section 21.7.1.5 for non-Regional Assets:

21.7.1.4.1 any "solid waste disposal facility," as defined in Section 403.703, Florida Statutes (2022) including, without limitation, any plant, material property, or equipment associated with such facility;

21.7.1.4.2 any "transfer station," as defined in Section 403.703, Florida Statutes (2022), materials recovery facility, or property that County elects to use in connection with County's obligations under Section 403.706(1), Florida Statutes;

21.7.1.4.3 any Authority-Owned Facility used for the management, collection, disposal, processing, recycling, storage, or transfer of storm debris that County elects to use in connection with County's obligations under Section 403.706(1), Florida Statutes; and

21.7.1.4.4 any non-monetary Authority-Owned Asset the ownership of which was transferred from County.

Any election made by County pursuant to this section will automatically be presumed valid if County provides a proposed asset offer pursuant to Section 21.7.1.1. above, subject to the dispute resolution process of section 17.1 of the ILA.

21.7.1.5 *Authority-Owned Assets other than Regional Assets.* For all non-monetary Authority-Owned Assets that are not Regional Assets (and for Regional Assets that County chooses not to exercise its first option pursuant to Section 21.7.1.2), that are, as of the date the Notice of Wind Down is issued, located within the geographic jurisdiction of a Party (for County, the unincorporated areas), such asset will be offered, subject to Article 22, to that Party. If such Authority-Owned Asset is physically located within the geographic jurisdiction of more than one Party (e.g., two (2) Municipal Parties or a Municipal Party and unincorporated Broward County), such property will be first offered, subject to Article 22, to the multiple

Parties for joint ownership by the applicable Parties; and if any such Party declines the transfer, the asset will be offered, subject to Article 22 to the other Party (or Parties) with geographical jurisdiction over the property. If all Parties to which an asset is offered decline to accept the asset, the asset will then be offered, subject to Article 22 to County and then to the other Municipal Parties.

21.7.1.6 *Tangible Personal Property of the Authority.* For such Authority-Owned Assets that constitute tangible personal property (i.e., not real property or Authority Funds), such as hauler vehicles or railcars, ownership will be allocated among the Parties in a proportionate and equitable manner based on the aggregate fair market value of such assets, taking into account both the number and condition of the assets.

21.7.1.7 Notwithstanding the foregoing, any non-monetary Authority-Owned Asset whose ownership was transferred to the Authority by a Municipal Party or County will be returned to the originating Party at no cost.

21.7.1.8 The foregoing requirements will also apply to any Authority-Owned Asset in which the Authority has an interest through a joint venture, public-private partnership, or other joint ownership model.

21.7.1.9 If any Authority-Owned Asset may not be distributed to any of the Parties in compliance with the procedures in this section due to requirements contained in applicable bond or other secured debt instruments, the Executive Director will provide the Parties with written notice as early as possible.

21.7.1.10 Any System Facility, or other element of the System, that is owned in fee simple by a Municipal Party or by County will not be considered an Authority-Owned Asset and will be retained by such Party.

21.7.1.11 *Sale of Authority-Owned Asset(s) declined by the Parties; application of sale proceeds.* After the Authority-Owned Asset distribution process is completed, any Authority-Owned Assets not transferred to a Party will be sold by the Authority on commercially reasonable terms following a commercially reasonable process. Nothing in this Facilities Amendment prohibits any Party from participating in this process the same as any non-Party, and any acquisition pursuant this process will not be subject to Article 22. The sale will be conducted through a competitive process determined by the Executive Committee, unless the Executive Committee, by a two-third (2/3) vote which must include County's representative, determines that an alternative process is appropriate, commercially reasonable, and in the public interest. The Authority will apply the net proceeds of any such sale first to satisfy any outstanding debts, liabilities, or other obligations of the Authority associated with the sold asset and any remaining unpaid debts, liabilities, and obligations of the Authority.

21.7.1.12 *Reserve funds; surplus Authority Funds and sale proceeds.* Reserve funds that are expressly designated for maintenance, repair, rehabilitation, replacement, or closure of a specific Authority-Owned Asset, and that are not expended pursuant to Section 21.5 above, will be transferred with the associated asset if, and solely to the extent that, such asset is transferred to one or more of the Parties. Such reserve funds will not transfer in connection with the sale of an Authority-Owned Asset to any third party.

Any surplus proceeds and any remaining Authority Funds not expended to satisfy the outstanding debts, liabilities, or other obligations of the Authority will be distributed among the Parties on a pro rata basis based on the most recent certified population estimates (for County, the unincorporated area) published by the Bureau of Economic and Business Research – University of Florida or other reasonable population data source selected by the Governing Board, subject to Section 6.9 of the ILA.

21.7.2 Alternate procedure if Authority operations are transferred to County or successor entity. Notwithstanding anything to the contrary in herein, if all of the SWA Services are transferred to County or to a successor entity pursuant to Section 21.6.2 or 21.6.3 above, the applicable Authority-Owned Assets (including, without limitation, Authority-Owned Facilities) and reserve funds associated with the assumed services, assets, and facilities will be transferred to the successor entity or to County, as applicable, and will not be subject to Article 22 below.

21.8 **Other distributions and transfers; certification of dissolution.** During Wind Down, the Executive Committee will act as a transition committee to oversee the final disposition of any assets and other details of Wind Down not expressly addressed by this Facilities Amendment or the ILA (including, without limitation, Section 6.9 thereof). Final disposition of any Authority-Owned Asset or other unaddressed detail will require the affirmative vote of: (a) a majority of the Municipal Parties’ representatives on the Executive Committee; and (b) County’s representative. Resolutions of disputes will follow the procedures described in Article 17 of the ILA. Upon the satisfactory completion of all Wind Down activities in compliance with the above and all applicable law, the Executive Director, the Chair, and the Vice-Chair of the Executive Committee, and the Chair and the Vice-Chair of the Governing Board, will certify in writing that all obligations have been resolved. Upon execution of such certification, the Authority will be deemed dissolved and all legal authority and operational responsibilities of the Authority will terminate.

7. A new Article 22 entitled “**OBLIGATIONS OF THE PARTIES AFTER WIND DOWN**” is hereby added to read as follows:

## **ARTICLE 22. OBLIGATIONS OF THE PARTIES AFTER WIND DOWN**

22.1 **Purpose.** The Parties wish to ensure that any Authority-Owned Asset distributed due to the Authority’s Wind Down continues to serve a regional benefit after Wind Down. Accordingly, the Authority will ensure that the obligations set forth in this Article 22 are incorporated into deed

restrictions recorded at the time such property is transferred, and that such deed restrictions clearly identify the Parties and any other entities that may enforce them.

**22.2 Obligation to continue operations.** To ensure that Authority-Owned Assets transferred to a Party continue to serve a public purpose after Wind Down, each Party that exercises its right to accept the transfer of an Authority-Owned Asset pursuant to Section 21.7.1.4 or 21.7.1.5 (“New Owner”), accepts such asset subject to the beneficial ownership and rights of the Parties set forth herein. Except as expressly provided for in this Article, the New Owner must operate each transferred asset for its then-existing purpose, or a related purpose that the Authority was authorized to perform or contract, for five years (“Transition Period”). If the transferred asset is an Authority-Owned Facility, it must be operated for its then-existing purpose or a related solid waste purpose during the Transition Period. The New Owner must operate or contract for the operation of the asset responsibly and in a commercially reasonable manner during the Transition Period. Nothing in this section prohibits the New Owner from expanding, improving, upgrading, or modernizing the asset, or from adding compatible uses, provided that such actions do not materially impair the asset’s ability to serve its existing purpose during the Transition Period. If, at any time during the Transition Period, the New Owner elects to cease operating the asset for its prior purpose or for a related solid waste purpose that the Authority was authorized to perform or contract for, and instead elects to use it for a purpose unrelated to solid waste, the Transition Period as to that asset will terminate and the New Owner must pay the value of or sell the asset in accordance with the procedures stated in Section 22.4. The New Owner may at any time end the Transition Period as to any asset that was transferred to it and pay the value of or sell the asset in accordance with the procedures stated in Section 22.4. All Parties agree that any such election will not be grounds for any claim of a fraudulent or improper transfer to the New Owner.

Except as expressly provided for in this Article, the New Owner will not sell, lease, or otherwise transfer the asset during the Transition Period. For avoidance of doubt, this restriction does not prohibit contracts for operation, maintenance, or management that do not convey any ownership interest. Subject to the obligations in Section 22.3. below, and notwithstanding anything to the contrary in any other provision of this Facilities Amendment, the New Owner will have final authority to establish and modify rates, fees, and charges for services provided using the asset.

**22.3 Obligation to provide fair fees to contributing Parties.** To ensure that the Parties and their residents and businesses receive a fair financial benefit from assets their residents or businesses helped fund, the following applies to any New Owner that acquires an Authority-Owned Asset and uses that asset to provide fee-based solid waste services:

22.3.1 If the Authority previously operated the asset in a manner that provides lower fees to the Parties as compared to other users, the acquiring Party must continue a substantially similar fee arrangement during the Transition Period to benefit the Parties.

22.3.2 If the Authority did not operate the asset to provide lower fees to the Parties as compared to other users, but the Authority-Owned Asset was purchased or constructed using funds directly contributed by the Parties or collected through special assessment or

fees paid by the Parties or their residents or businesses, users receiving services for solid waste generated within a Party's jurisdiction will receive a credit against the fees charged for use of the asset during the Transition Period. The amount of the credit will be determined by the Authority's independent auditor, on a pro rata basis based on each Party's documented capital contributions relative to the asset's total capital cost, subject to approval by the Executive Committee pursuant to Section 21.8 above. The credit may be in the form of: (a) a uniform per-ton (or per-load) fee discount; (b) an annual service credit applied to invoices; or (c) if (a) or (b) are not practical, such other benefit as approved by the Executive Committee pursuant to Section 21.8 above that is consistent with the findings of the Authority's independent auditor. The credit will be applied to the fees otherwise payable for use of the asset. Notwithstanding the foregoing, the annual aggregate credit amount may not equal or exceed the acquiring Party's annual cost to operate the asset. In addition, no credit is required if the Authority's independent auditor determines that the aggregate annual benefit to all Parties and their residents or businesses would be less than one percent (1%) of the aggregate annual fees otherwise payable for services using the asset. If the New Owner fails to comply with subsection 22.3.1 or 22.3.2 above, the New Owner will have fifteen (15) days after written notice to cure such noncompliance. Any cure will include retroactive refunds or credits, as applicable, sufficient to place affected Contributing Parties and their residents or businesses in the same financial position they would have been in had the required fees or credits been properly applied when due. If the New Owner fails to cure within the fifteen (15) day period, then the Parties may bring a dispute pursuant to Section 17.1 of the ILA.

**22.4 Obligation to Pay For Or Sell Asset Upon Expiration of Transition Period.** At any time during the Transition Period, but no later than the expiration or earlier termination of the Transition Period, the New Owner will: (a) within 90 days after such election or expiration or earlier termination, as applicable, pay to the other Parties the then-current fair market value of the Authority-Owned Asset, taking into account the value of any reserve funds transferred by the in connection with the Authority-Owned Asset, as determined by an MAI appraiser or another appraiser with appropriate credentials and experience; or (b) promptly use its best efforts to sell the asset through a commercially reasonable, competitive sales process consistent with the New Owner's then-existing regulations for the disposition of that Party's property and in accordance with applicable Florida law. The appraised value (if the New Owner elected to continue ownership) or net sales proceeds (if the New Owner elected to sell the property), will be paid by the New Owner to all Parties on a pro rata basis based on the most recent certified population estimates (for County, the unincorporated area) published by the Bureau of Economic and Business Research – University of Florida or other reasonable population data source selected by the New Owner. Net sale proceeds will be the gross proceeds of the sale, less costs of sale and adjustments for any credits or prorations at the closing.

8. A new Article 23 entitled "**SYSTEM FACILITIES: INSPECTIONS, REPORTING, AND TECHNICAL REVIEW**" is hereby added to read as follows:

**ARTICLE 23. SYSTEM FACILITIES:  
INSPECTIONS, REPORTING, AND TECHNICAL REVIEW**

23.1 **Purpose.** The Parties recognize that solid waste and recycling services are essential public functions that depend on many System Facilities, each of which takes years to plan and construct and decades to fund, maintain, and operate through sustained collaboration. For that reason, the Parties hereby establish the following framework to maintain a safe, resilient, and compliant System that meets current and future needs, while reinforcing a strong, accountable, and enduring collaboration among the Parties.

23.2 **Inspection rights.** Upon any Party's written request to inspect any Authority-Owned Facility, the Authority will provide such Party, and Party's contractor(s), with access to the applicable Authority-Owned Facility within a reasonable time after receiving such request, provided that such access will not be unreasonably withheld, conditioned, or delayed. The Authority may condition such access on the requesting Party and its contractor(s) executing a reasonable release or indemnification agreement in favor of the Authority. The purpose of such inspection is to evaluate the operation and condition of the Authority-Owned Facility, including any equipment or infrastructure onsite. In addition, upon reasonable prior notice to the Authority, any Party may observe, monitor, and verify compliance with Flow Control Ordinances and other flow control obligations contained in the Master Plan or Article 11 of the ILA by tracking or following Hauler vehicles while transporting System Waste to System Facilities, provided that such observation will be conducted in a lawful manner, without interfering with Hauler operations, and in coordination with any reasonable safety or security protocols established by the Authority or the applicable System Facility operator. The Authority will cooperate in good faith with such verification efforts and will, upon request, provide available routing, delivery, or scale data reasonably necessary to confirm adherence to flow control requirements. The results of any inspection or verification constitute a public record, subject to any applicable legal exemptions or confidentiality restrictions.

23.3 **System facility report.** The Authority will ensure that the System can reliably manage all System Waste it is obligated to handle, and can maintain continuity of service, by evaluating the System Facilities' and the System's overall capacity and operational resiliency (each, a "System Facility Report"). A System Facility Report may be conducted at any time. However, the Authority must complete a System Facility Report within eighteen (18) months prior to the end of any Term of the ILA and, to the extent practicable, within eighteen (18) months prior to the initiation of Wind Down, in compliance with the following:

23.3.1 At a minimum, each System Facility Report will include:

23.3.1.1 System Facility capacity versus projected tonnage. A comparison of constructed and permitted System Facilities' capacity to projected System Waste tonnage over a reasonable planning horizon. The System Facility Report will identify any capacity shortfalls or constraints.

23.3.1.2 Authority-Owned Facility conditions. For each Authority-Owned Facility (whether or not operated by the Authority), an evaluation of its operational condition and environmental status, including, at a minimum, structural conditions; mechanical, electrical, and operational systems conditions; preventive and corrective maintenance status; remaining useful life of major systems and of each facility as a whole; and identification of any deferred maintenance or capital-repair needs. The System Facility Report will also include an analysis of the Authority's operation of each Authority-Owned Facility, identifying any level of throughput, collection, disposal, processing, recycling, storage, or transfer, as applicable, that is below commercially reasonable levels when compared to such facility's design capacity, the capacity authorized by applicable permits and licenses, or applicable industry standards.

23.3.1.3 Contracted facility capacity. Confirmation of the quantity, term, and enforceability of all firm contracted capacity available through the System. The System Facility Report will include a determination of whether such contracted System Facility capacity satisfies projected System Waste needs.

23.3.1.4 Contingency services. An assessment of contingency System Waste management services available to the Parties. The System Facility Report will include alternative facilities, redundancy, emergency arrangements, and surge capability for disaster debris or other extraordinary events.

23.3.2 Any System Facility Report used for Wind Down must contain information that is no more than eighteen (18) months old at the time Wind Down begins. In addition, no later than thirty-six (36) months before the end of any Term of the ILA, the Authority shall begin the process of preparing the System Facility Report, including deciding whether it will be prepared by Authority staff or a consultant and initiating any required procurement process.

23.3.3 The Authority must ensure that the System Facility Report final document includes concise findings and recommendations that are easily understood by a lay audience.

23.3.4 Within ten (10) days after completion, the Authority will provide each completed System Facility Report to all Parties and publish it on the Authority's public website.

The results of each System Facility Report will be used to supplement any Asset Offer issued during Wind Down and may be used to inform, support, or evaluate any proposed amendment to the Master Plan (including any amendment relating to System Facilities, contracted services, flow control, or rate and fee structures).

**23.4 County's right to technical review of matters relating to its statutory obligation to provide access to solid waste disposal capacity.** To ensure County's ability to meet its statutory obligation to provide access to solid waste disposal capacity throughout the incorporated and unincorporated areas of Broward County is not being impeded, County may, in County's sole

discretion and at County's expense, retain an expert to conduct audits, inspections, interviews, or evaluations related to System performance, capacity, compliance, planning, and future needs (each, a "County Technical Review"), as set forth below.

23.4.1 Scope of review. A County Technical Review may only address: (a) Authority operations at any Authority-Owned Facility; (b) the sufficiency of Authority plans, forecasts, and assumptions to meet projected solid waste management needs over a reasonable planning horizon; (c) vendor performance, the Authority's contract administration, and cost controls affecting the System; and/or (d) matters that have, or may in the future have, a material impact on County's statutory obligation to provide access to solid waste disposal capacity.

23.4.2 Authority cooperation. The Authority will cooperate fully with any County Technical Review. The Authority will provide County and County's expert reasonable access, during normal business hours and upon reasonable notice, to all relevant records, data, contracts, reports, and other documents. The Authority will also provide reasonable access to Authority-Owned Facilities and other locations under the Authority's control used for System purposes. The Authority will make Authority personnel available for interviews and reasonable information requests.

23.4.3 Recommendations; Governing Board presentation. County may present the results of a County Technical Review and any recommended corrective actions or other measures ("County Recommendations") to the Governing Board. If County elects to present County Recommendations, the Governing Board will hear the presentation within sixty (60) days after County's request to present, subject to the following procedures:

23.4.3.1 The Governing Board will vote to approve, approve with modifications, or reject County Recommendations no later than thirty (30) days after the presentation.

23.4.3.2 If the Governing Board approves County Recommendations, or approves them with modifications, the Authority will implement them within the time stated.

23.4.3.3 If the Governing Board does not approve any County Recommendation that relates to County's ability to meet its statutory obligations contained in Section 403.706(1),F.S. (or does not hear such County Recommendations or vote within the time required above), County may invoke the informal dispute resolution process under Section 17.1 of the ILA and, if not resolved, through that procedure, County may submit the dispute to binding arbitration.

23.4.4 Arbitration; standard of review. The standard of review in arbitration is whether, based on the totality of circumstances, the Authority has reasonably fulfilled its obligations for the services it has undertaken or agreed to provide by satisfying the following criteria

in a manner that does not materially impair County's ability to meet any of its statutory solid waste management obligations:

23.4.4.1 All standards and required levels of service stated in the Master Plan, as may be amended in accordance with the terms of the ILA; and

23.4.4.2 For any service the Authority has agreed or is obligated to perform, a level of service sufficient to:

23.4.4.2.1 Meet the Parties' current and reasonably projected needs for System Waste management in full compliance with all applicable laws, permits, industry standards; and

23.4.4.2.2 Ensure the continuous management of all System Waste and any other solid waste lawfully accepted into the System, including its transfer, processing, recycling, and disposal, and to secure prompt substitute services in the event of an emergency, disaster, or facility shutdown consistent with reasonable contingency planning practices.

23.4.4.2.3 Temporary interruptions resulting from prudent repair and maintenance activities, or as a result of force majeure (i.e., an event beyond the Authority's reasonable control) will not be deemed a failure to meet this standard. Notwithstanding the foregoing, a material interruption caused by inadequate planning, staffing, resourcing, contracting, preventive maintenance, other operational oversight, willful or negligent action or omission, or lack of reasonable diligence will constitute a failure to meet the standard.

23.4.4.3 Each of the foregoing requirements constitutes an enforceable contractual obligation of the Authority. The arbitrator(s) will have full authority to order and direct the Authority to perform such obligations and to award any relief authorized by law or equity in connection with the dispute, including, without limitation, relief available under Articles 15 and 17, including Section 17.5, of the ILA; provided, however, that the arbitrator(s) may not impose on the Authority any new obligations not otherwise imposed by applicable law, require the Authority to undertake the performance of any services not part of the Master Plan (as may have been amended pursuant to the provisions of the ILA), or to require the planning, financing, or construction of new Authority-Owned Facilities.

23.4.5 Selection of arbitrators. County and the Authority will mutually agree on an arbitrator. If County and the Authority are unable to agree to a single arbitrator, County and Authority will each select an arbitrator, and the two arbitrators will select a third arbitrator. Costs of arbitration will be shared on an equal basis between County and the Authority.

23.4.6 Reservation of rights. County's exercise of its rights under this Section 23.4, or County's decision not to exercise such rights in any instance, will not be deemed a waiver of any right or remedy of County under the ILA or applicable law. No waiver will be deemed effective unless in writing and signed by County.

9. A new Article 24 entitled "**MAXIMUM SERVICE CHARGES**" is added to the ILA to read as follows:

#### **ARTICLE 24. MAXIMUM SERVICE CHARGES**

**24.1 Purpose.** The Parties agree that cost control and transparency are essential to the long-term success of the System, and that no Party should face material rate increases without clear notice and broad consensus. Accordingly, the Parties hereby establish the following procedures to protect affordability, prevent sudden cost increases, and provide the Parties additional resources to manage System-related costs.

**24.2 Limitation on service charges; Master Plan amendments impacting costs.**

**24.2.1 Maximum service charges.** In no event will the amounts paid by any Party, or by any Party's residents or businesses, for initial services identified in the Master Plan that are provided by, or through, the Authority exceed the maximum amounts set forth in the Master Plan (the "Maximum Service Charges"). The Maximum Service Charges for those services may be increased only in accordance with the index or other adjustment mechanism stated in the Master Plan or established by the Governing Board upon adoption of the Master Plan, which index or adjustment mechanism must merely address customary annual cost adjustments for provided services as well as adjustments occasioned by emergencies or circumstances outside the control of the Authority (the "Adjustment Index").

**24.2.2 Master Plan amendments increasing costs.** Any amendment to the Master Plan or adoption of a replacement Master Plan is a "Cost Increase Amendment" if it would: (a) increase costs to the Parties or their residents or businesses above the Maximum Service Charges for the initial services, as modified by the Adjustment Index; (b) change, replace, or modify the Adjustment Index; or (c) provide for new service or technology that would increase the cost paid by any Party or that Party's residents or businesses above the Maximum Service Charges (as modified by the Adjustment Index).

**24.2.3 Cost Increase Amendment procedures.** A Cost Increase Amendment is effective only if approved in compliance with the following process. First, the Executive Committee must recommend approval of the Cost Increase Amendment by majority vote, including the affirmative vote of County's representative. Second, at a meeting of the Governing Board held at least forty-five (45) days after the Executive Committee's vote, the Cost Increase Amendment must be approved by: (a) the members of the Governing Board representing Municipal Parties comprising at least two-thirds (2/3) of the total population of the Municipal Parties; and (b) County's representative to the Governing Board.

**24.3 Facility and service price review.** As an exhibit or appendix to the Master Plan, the Authority will provide a required process by which the Authority periodically retains a qualified expert with experience in solid waste and recyclable materials pricing and market analysis to conduct a rate and fee competitiveness study. The results of such study may be used to inform, support, or evaluate any proposed amendment to the Master Plan or service agreement, including any adjustment to rates, fees, Maximum Service Charges, or other pricing provisions.

10. Section 6.2.4. entitled "Approvals" is hereby amended to include new language (as provided by underlines) as follows:

6.2.4. Approvals. Subject to Sections 6.8 and 7.1, the Governing Board may take official action only if: there is a quorum; the action is supported by an affirmative vote of a majority of the representatives present that are eligible to vote; and the action is also supported by the affirmative vote of members representing a majority of the Broward Tonnage of those members that are present and eligible to vote. Alternate members of the Governing Board will count towards quorum only when they are serving as voting members.

11. Section 6.5.1. entitled "Quorum" is hereby amended to include new language (as provided by underlines) as follows:

6.5.1. Quorum. A quorum of the Governing Board will be a majority of the total voting members, provided that the members comprising the quorum must represent at least one-half (1/2) of the Broward Tonnage. With respect to the Executive Committee, a quorum will be a majority of the total members voting members, provided that the members comprising the quorum must represent at least one-half of the Broward Tonnage of those Municipal Parties that are members of the Executive Committee. A quorum of the TAC will be a majority of the total voting members of TAC. Unless otherwise authorized by the Governing Board, the Executive Committee, or the TAC, as applicable, a quorum is determined on the basis of physical attendance. If there is a quorum, all members may vote regardless of whether they are attending the meeting physically or via remote conferencing technology.

12. The reference to Section 6.2.3, in Section 7.1.2.2 entitled "Adoption of Other Amendments to Master Plan," is hereby corrected to read "Section 6.2.4."

13. All other provisions of the ILA remain in full force and effect.

14. **Facilities Amendment Effective Date; Counterparts and Multiple Originals.** This Facilities Amendment will be deemed effective on the first business day after it has been executed by: (i) Municipal Parties representing eighty percent (80%) of the population of the Municipal Parties to the ILA; and (ii) County ("Facilities Amendment Effective Date"). The Facilities Amendment may be executed in multiple originals, and may be executed in counterparts, whether signed physically or electronically, each of which shall be deemed to be an original, but all of which, taken together, shall constitute one and the same agreement. Notwithstanding the foregoing, this Facilities Amendment shall not become effective unless the Governing Board has first adopted a Master Plan in full compliance with the ILA. The Facilities Amendment does not alter, increase, or reduce the powers of the Authority and, once effective, may only

be modified in compliance with Article 16 of the ILA. The Facilities Amendment may be executed in multiple originals, and may be executed in counterparts, whether signed physically or electronically, each of which shall be deemed to be an original, but all of which, taken together, shall constitute one and the same agreement.

**IN WITNESS WHEREOF**, the Parties hereto have made and executed this Facilities Amendment on the respective dates under each signature on behalf of each Party to this Facilities Amendment, signing by and through its Mayor or Vice-Mayor, authorized to execute same by action of its elected body.

*[SIGNATURE PAGES OF PARTIES TO FOLLOW]*

**FIRST AMENDMENT  
TO INTERLOCAL AGREEMENT FOR  
SOLID WASTE DISPOSAL AND RECYCLABLE MATERIALS PROCESSING AUTHORITY OF BROWARD  
COUNTY, FLORIDA**

**MUNICIPAL PARTY**

MUNICIPALITY: Town of Southwest Ranches

ATTEST:

By: \_\_\_\_\_  
Steve Breitkreuz, Mayor  
\_\_\_\_\_  
Print Name

\_\_\_\_\_  
Debra M. Ruesga, CMC, Town Clerk

23 day of April, 2026

I HEREBY CERTIFY that I have approved this Agreement as to form and legal sufficiency subject to execution by the parties:

\_\_\_\_\_  
Keith Poliakoff, Town Attorney

**FIRST AMENDMENT  
TO INTERLOCAL AGREEMENT FOR  
SOLID WASTE DISPOSAL AND RECYCLABLE MATERIALS PROCESSING AUTHORITY OF BROWARD  
COUNTY, FLORIDA**

**COUNTY**

ATTEST:

BROWARD COUNTY, by and through  
its Board of County Commissioners

By: \_\_\_\_\_  
Broward County Administrator, as  
ex officio Clerk of the Broward County  
Board of County Commissioners

By: \_\_\_\_\_  
Mayor  
\_\_\_\_ day of \_\_\_\_\_, 20\_\_

Approved as to form by  
Andrew J. Meyers  
Broward County Attorney  
115 South Andrews Avenue, Suite 423  
Fort Lauderdale, Florida 33301  
Telephone: (954) 357-7600

By \_\_\_\_\_  
Attorney's Name (Date)  
Senior Assistant County Attorney

By \_\_\_\_\_  
Attorney's Name (Date)  
Deputy County Attorney

**FIRST AMENDMENT  
TO INTERLOCAL AGREEMENT FOR  
SOLID WASTE DISPOSAL AND RECYCLABLE MATERIALS PROCESSING AUTHORITY OF BROWARD  
COUNTY, FLORIDA**

**JOINER BY AUTHORITY**

By affirmative vote of the Governing Board of the Authority, signing by and through its Chair or Vice-Chair, the Authority hereby joins in this Facilities Amendment and further agrees to be bound by all terms, conditions, and obligations stated herein that apply to the Authority.

Signed: \_\_\_\_\_

Print Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

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**SOLID WASTE AUTHORITY**  
OF BROWARD COUNTY

# Regional Solid Waste and Recycling Master Plan Executive Summary

**SCS ENGINEERS**



Plan smart. Recycle more. Waste less.



## Shaping Broward’s Waste Future: A Unified Path Toward Zero Waste

Broward County stands at a pivotal moment in its environmental and public service evolution. As one of the most populous and diverse counties in the State of Florida, we are both uniquely challenged and uniquely positioned to lead in the transition to a more sustainable, efficient, and equitable solid waste and recycling system. This Regional Solid Waste and Recycling Master Plan is not merely a strategic roadmap—it is a bold declaration of our collective intent to rethink how we value, manage, and ultimately reduce waste across all 31 municipalities, with 28 participating, along with Broward County, through our new Interlocal Agreement. The Master Plan also stands as a recognition that there were some important lessons learned after the expiration of the prior Resource Recovery System, most importantly, the benefits to working together rather competing against each other.

The creation of the Solid Waste and Recyclable Materials Processing Authority of Broward County is a testament to the foresight and leadership of our elected officials and community stakeholders. After more than a decade of fragmentation, the formation of the Authority reestablishes a much-needed regional governance framework—one that allows us to leverage economies of scale, manage the variability of market conditions, coordinate investments in new infrastructure, harmonize policies, and speak with a unified voice when facing statewide and national policy challenges including preemption and circularity.

Historically, Broward County has embraced innovation, from early investments in recycling programs to public-private partnerships in disposal and processing. But those successes, while important, are no longer sufficient. Today’s waste challenges are far more complex and far-reaching. Climate change, supply chain instability, limited public land, the rising cost of disposal, community interest in environmental impacts, and an urgent need to reduce greenhouse gas emissions all compel us to act decisively. Landfill space is finite, and disrupting the status quo is required to meet the needs of our growing population and economy.

This Master Plan, developed in collaboration with expert consultants, technical advisors, and local stakeholders, reflects a comprehensive, data-driven vision for the next 40 years. It is centered around a singular but transformative goal: Zero Waste approach. Achieving that goal will require more than new technology or facilities. It requires a cultural shift toward minimizing waste at the source, maximizing beneficial reuse and recycling, and fundamentally rethinking how materials move through our economy—from product design to end-of-life.

To that end, the Plan outlines strategic actions across several key areas:

- **Reducing waste generation** through education, behavior change, procurement reform, and incentives for circular economy practices.
- **Expanding recovery and recycling** with source-separated organics, construction and demolition (C&D) recovery programs, and mandatory recycling ordinances.
- **Strengthening infrastructure** by optimizing existing assets while identifying new facility needs for transfer, processing, and disposal over the long term.
- **Improving governance and financial sustainability** via flow control mechanisms, assessment models, and regional policy harmonization.
- **Promoting environmental protection** to ensure historically burdened communities benefit from cleaner operations, improved access to services, and meaningful participation in decision-making.





Public outreach and stakeholder engagement were central to the development of this plan. Community feedback, environmental impact considerations, and an emphasis on multilingual, inclusive education efforts are embedded throughout the recommendations. We recognize that lasting transformation requires trust, transparency, and long-term collaboration across all sectors—government, private industry, non-profits, schools, and residents.

We also acknowledge that technology alone will not solve these challenges. Behavioral change—across households, businesses, and institutions—is essential. The system we envision empowers every resident and visitor to participate meaningfully, supported by consistent messaging, accessible services, and a commitment to continuous improvement.

This Master Plan is a living document. It will be regularly updated to reflect emerging trends, legislative changes, technological advancements, and lessons learned through implementation. But its foundational principles, environmental stewardship, operational excellence, regional cooperation, and public accountability—are enduring.

On behalf of the Solid Waste Authority’s Executive Committee, staff, and consultant team, I extend sincere gratitude to the many individuals and organizations who contributed their time, ideas, and passion to this effort. Your input has made this plan stronger, more grounded in community values, and more responsive to the challenges ahead.

I invite you to not only read this Master Plan but to engage with it. The path to Zero Waste is ambitious, but it is attainable. Together, we can build a solid waste and recycling system that is cleaner, smarter, and more just – for today and for generations to come.

Sincerely,

**Todd Storti**

Executive Director, Solid Waste and Recyclable Materials Processing Authority of Broward County



**Shaping Broward County:**  
A Path To Zero Waste

Broward County stands at a pivotal moment in its environmental stewardship. As one of the most populous and diverse counties in the State of Florida, we are uniquely positioned to lead in the transition to a more sustainable and efficient solid waste and recycling system. The Regional Solid Waste and Recycling Master Plan outlines a bold strategy to manage and reduce waste generated by the residents, businesses, and visitors through the creation of the Solid Waste Disposal and Recyclable Materials Processing Authority of Broward County (Authority).

The Authority engaged a consultant team comprised of SCS Engineers, Arcadis, Resource Recycling Systems, and Mercury to prepare the Master Plan to develop a strategy to meet the State’s ambitious 75% recycling goal and to guide the Authority over a 40-year planning horizon.

**A Path To Zero Waste**

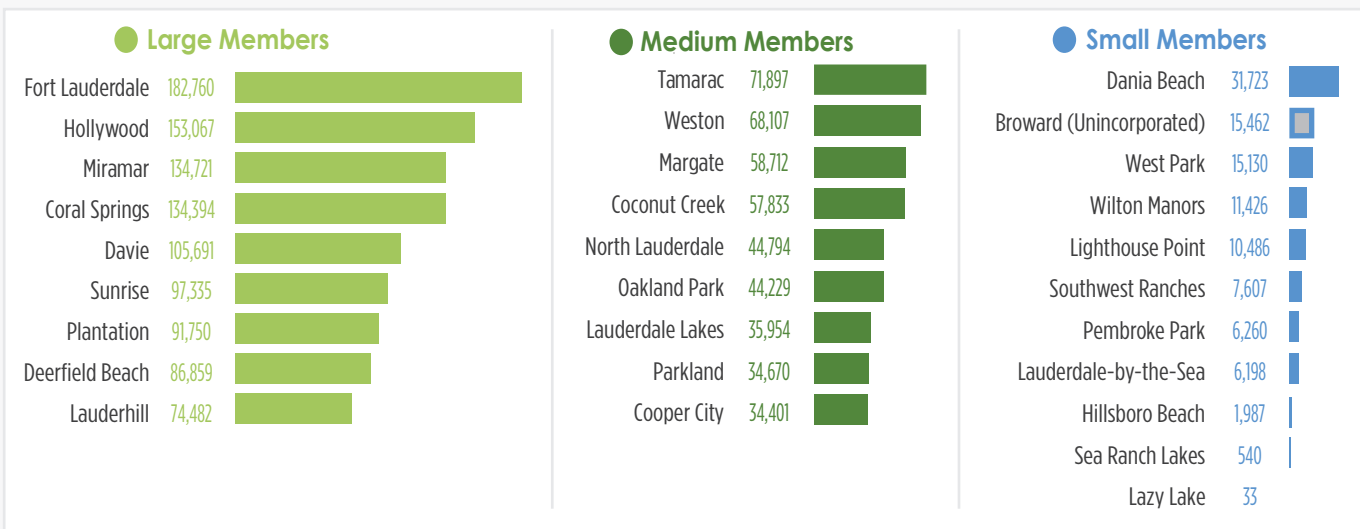


The Master Plan uses a Zero Waste lens to help Broward County meet or exceed Florida’s 75% recycling goal. It emphasizes education and engagement to change behaviors to minimize waste generation, while maximizing the beneficial use of waste stream components to decrease the quantity of waste disposed in a landfill. Other success factors include: leverage economies of scale to increase bargaining power, harmonizing services to remove ambiguity and confusion, and adopting innovative technologies and approaches to optimize waste management practices. While Zero Waste is the long-term vision, success also depends on each waste generator to do their part to responsibly manage the more than 5 million tons of waste generated currently in Broward County.

Who We Are

Through an Interlocal Agreement (ILA), the Authority is comprised of Broward County and 28 of the 31 municipalities, and is represented with 29 Governing Board seats and 11 Executive Committee members.

Broward County SWA | Governance Structure Overview

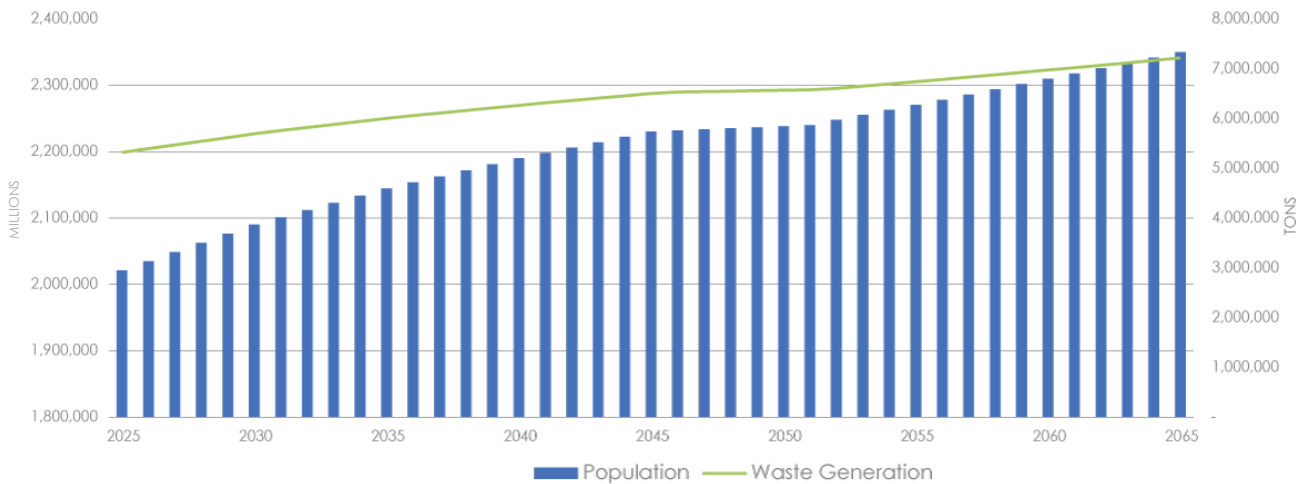


**NOTE:** The population estimates are based on the 2023 Broward County and Municipal Population Forecast and Allocation Model, published by the Broward County Planning and Development Management Division.

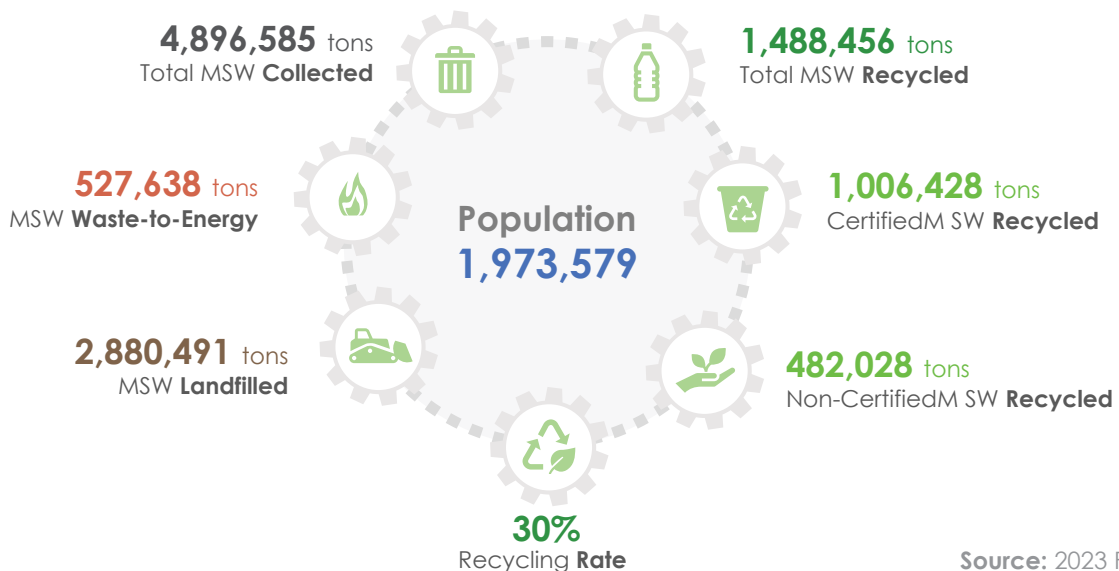
## Population & Waste Generation

Broward County has a population approaching 2 million residents, which is expected to grow by nearly 20% to more than 2.4 million residents over the 40-year planning horizon. There is a direct relationship between population and waste generation, and in 2024, nearly 4.9 million tons of municipal solid waste was generated in Broward County, which is projected to increase by more than 33% to approximately 7.2 million tons of municipal solid waste over the 40-year planning horizon. In 2024, only 29% of the total waste stream was recycled—well below the state’s 75% goal. Most waste still ends up in landfills, with a smaller portion processed through a waste-to-energy facility. This highlights the urgent need for a more unified, efficient, and sustainable regional system.

### Population & Waste Generation



### Population & Disposition of Municipal Solid Waste (2023)



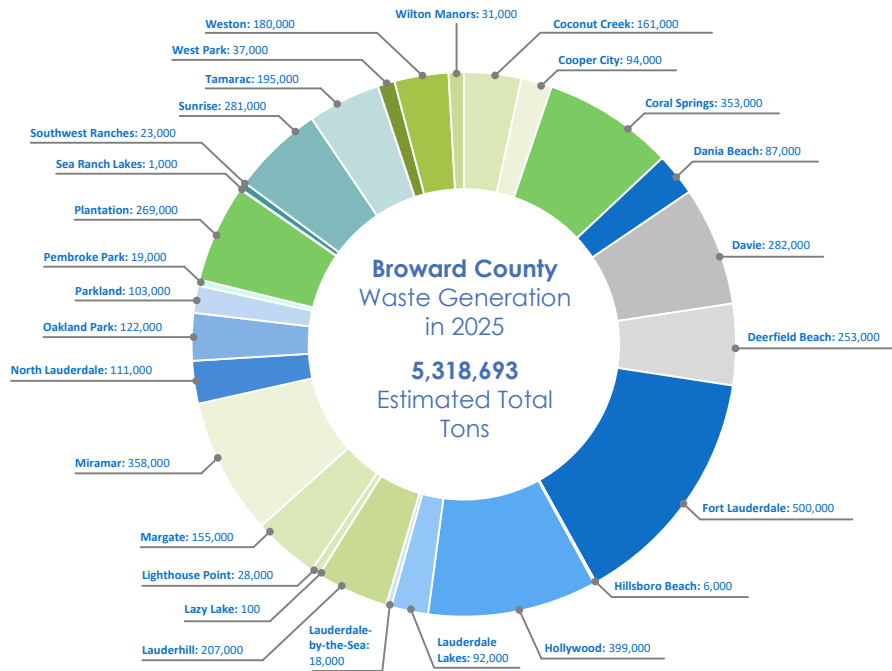
Source: 2023 FDEP Report  
Final Disposition of Municipal Solid Waste



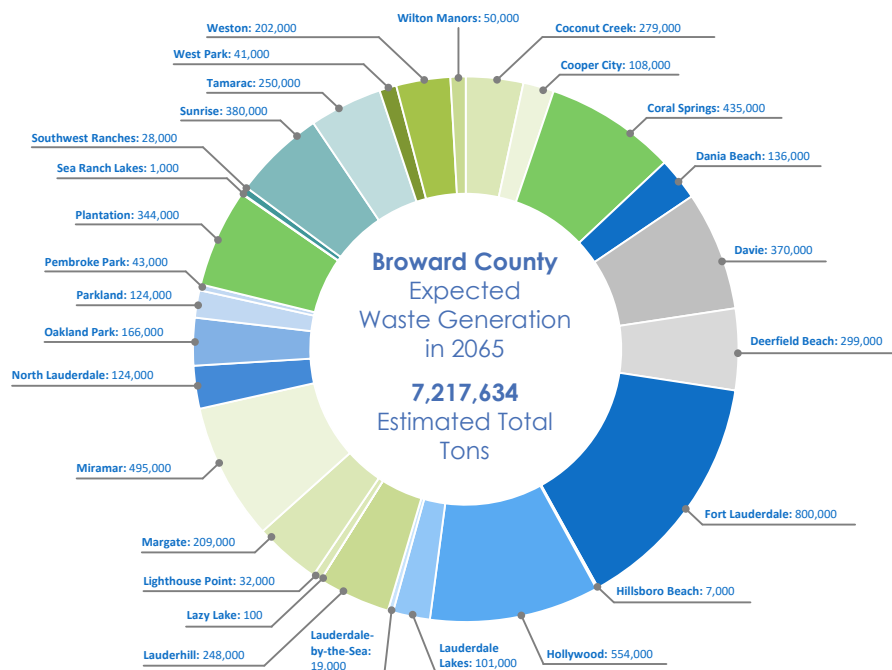
## Population & Waste Generation

The following charts present the projected waste generation tonnage contributed by the County and each municipality in 2025 and in 2065.

### Waste Generation in 2025



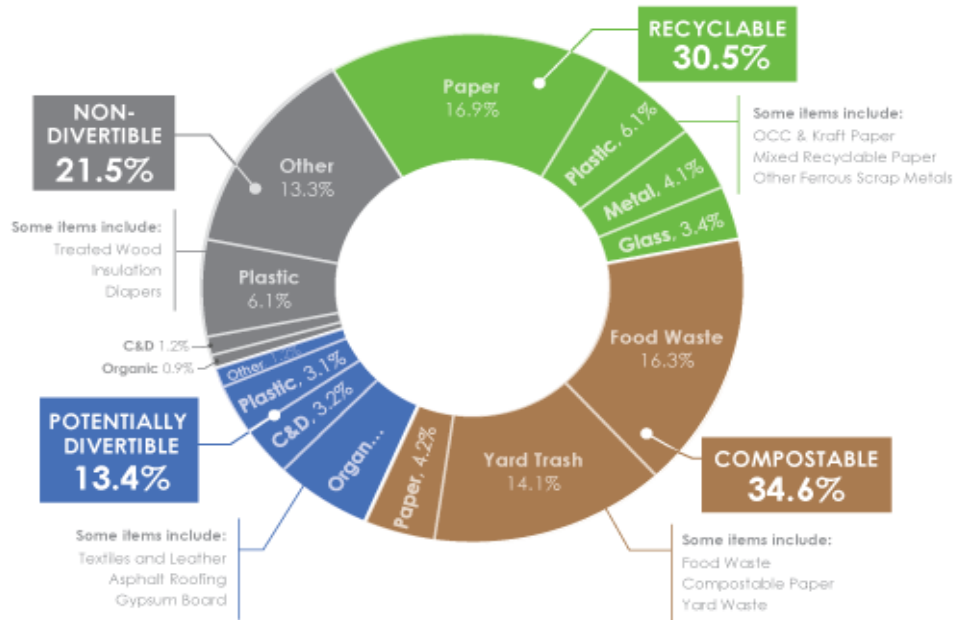
### Expected Waste Generation in 2065



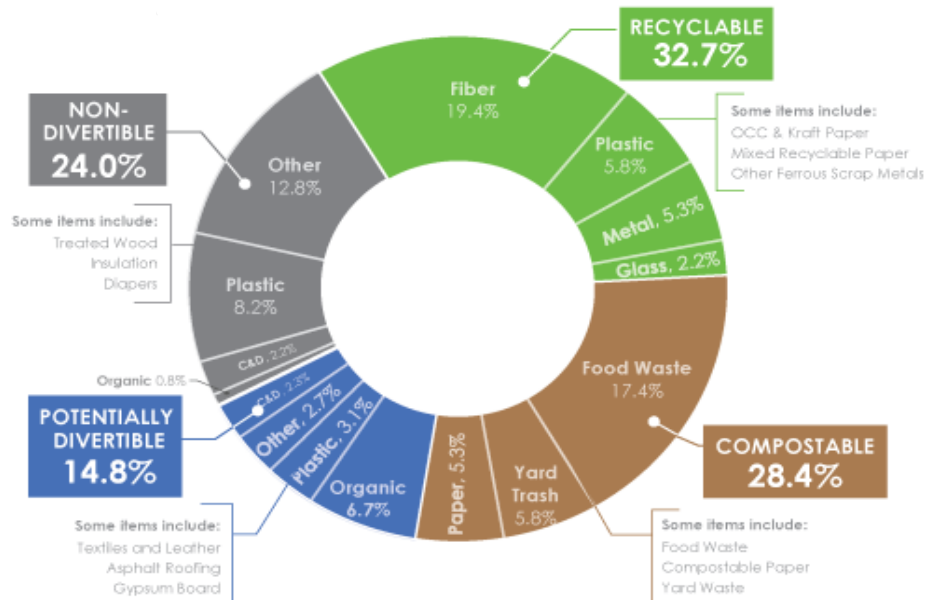
## Solid Waste Classification by Material

In 2023, Broward County conducted a waste characterization study of the residential and commercial sectors. The study revealed that a majority of the waste generated can be recycled or beneficially used with increased public participation, innovative programming, and existing technology—well below the state’s 75% goal. Despite this, most waste generated today ends up in landfills, with a smaller portion processed through a waste-to-energy facility. This highlights the urgent need for a more unified, efficient, and sustainable regional system.

### Residential



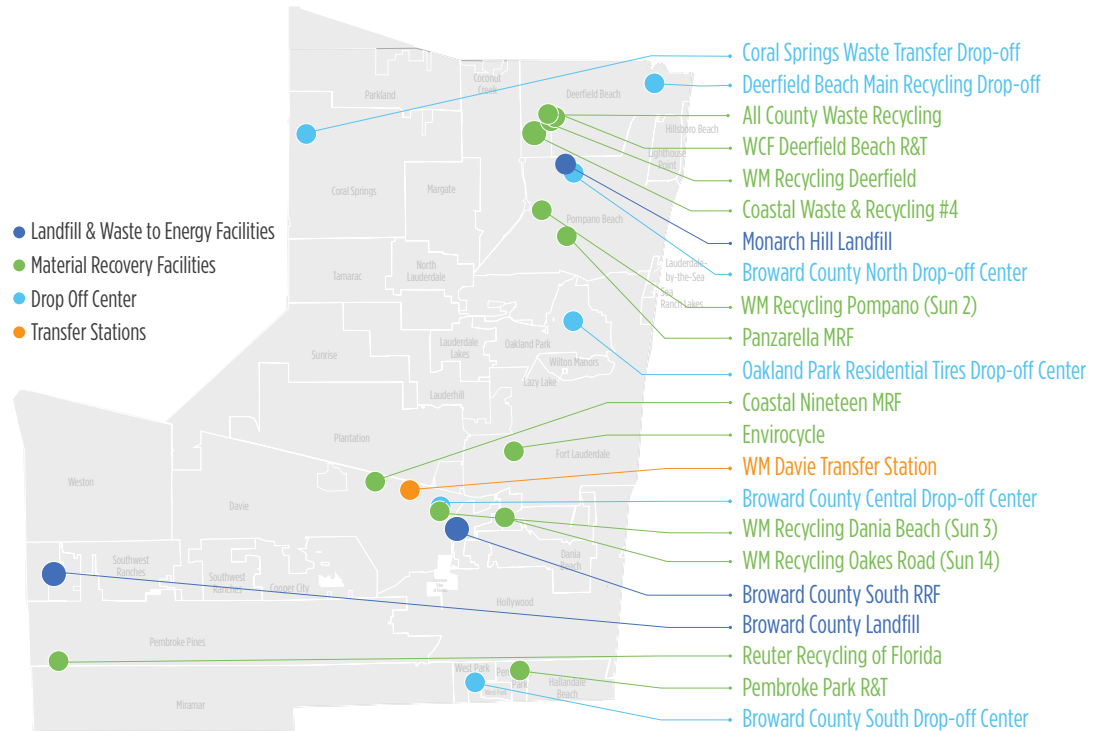
### Commercial





## Existing Facilities | Type & Locations

Existing County, municipal, and private solid waste processing and disposal facilities located throughout Broward County make up the current solid waste system. The name, general location of each facility, and waste stream materials accepted for processing and/or disposal are presented below. There is ample existing infrastructure for the Authority to leverage to better manage the waste generated within the County. However, there is limited in-County disposal capacity.



## Materials Accepted

	1	2	3	4	5	6	7	8
Coral Springs Waste Transfer Drop-off								
Deerfield Beach Main Recycling Drop-off								
All County Waste Recycling								
WCF Deerfield Beach R&T								
WM Recycling Deerfield								
Coastal Waste & Recycling #4								
Monarch Hill Landfill								
Broward County North Drop-off Center								
WM Recycling Pompano (Sun 2)								
Panzarella MRF								
Oakland Park Residential Tires Drop-off Center								
Coastal Nineteen MRF								
Envirocycle								
WM Davie Transfer Station								
Broward County Central Drop-off Center								
WM Recycling Dania Beach (Sun 3)								
WM Recycling Oakes Road (Sun 14)								
South Broward Resource Recovery Facility								
Broward County Landfill								
Reuter Recycling of Florida								
Pembroke Park R&T								
Broward County South Drop-off Center								

**NOTES:** "Class I Waste" means solid waste that is not hazardous waste, and that is not prohibited from disposal in a lined landfill under rule 62-701.300, F.A.C. "Class III Waste" means yard trash, construction and demolition debris, processed tires, asbestos, carpet, cardboard, paper, glass, plastic, furniture other than appliances, or other materials approved by the Department, that are not expected to produce leachate that poses a threat to public health or the environment.



## Guiding Principles



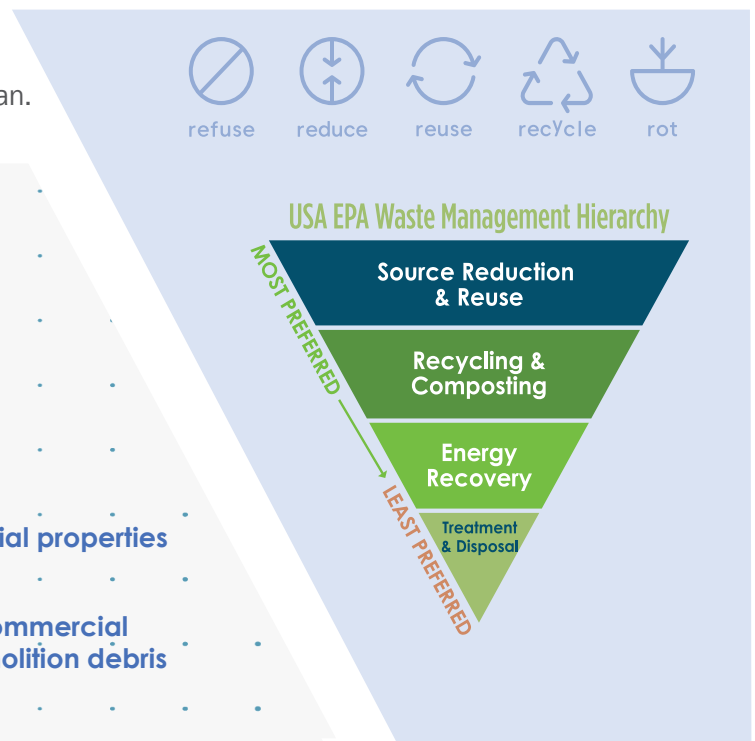
The following guiding principles were developed to frame the analysis. With the exception of “Control Your Solid Waste Management Destiny”, which was prioritized to reflect the importance of collaboration, leveraging innovation, and shared investment to achieve long-term stability, the others are presented in no particular order.

- 01 Control Your Solid Waste Management Destiny
- 02 Zero Waste Focus
- 03 Environmental & Growth Management Compliance
- 04 Long-term Disposal Solution
- 05 Commercially-Proven Technologies
- 06 Operational Excellence
- 07 Harmonization of Services County-wide
- 08 Best Value Service

## Key Policies

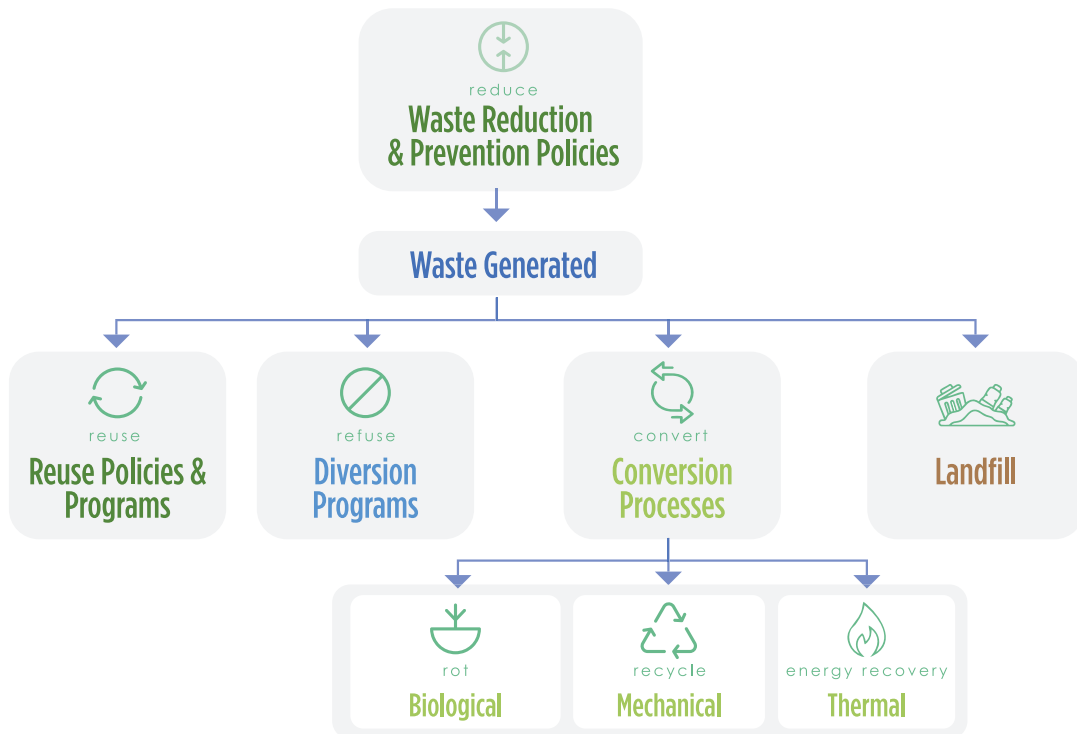
The Executive Committee established the following policy direction to guide the development of the Master Plan.

- 01 40-year planning horizon
- 02 Maximize use of existing infrastructure
- 03 Enact annual assessment to recover the full cost of services
- 04 Apply reasonable buffers from residential properties
- 05 Consider mandatory approaches to commercial recyclables and construction and demolition debris



Future Needs and Options

As part of developing the Master Plan, the consultant team evaluated and modeled the composition and volumes of waste estimated to be generated over the planning horizon and evaluated the types of commercially-proven technologies that could manage the waste stream towards achieving the 75% recycling goal. While a range of options and scenarios were explored, the Authority selected Scenario A which prioritizes waste reduction and prevention, maximizes the beneficial use of waste stream components, and leverages existing public and private waste management infrastructure within Broward County as a starting point. The following framework serves as the foundation for the recommendations outlined below.





## Strategic Priorities For Advancing The Master Plan

Through the development of the Master Plan, the following four strategic priorities emerged as critical success factors.

### Behavior Change

- Develop an education and outreach plan that supports behavior change.
- Set clear, measurable milestones and standardize reporting across municipalities.
- Build consensus and execute a communications strategy for residents and businesses.

### Economies of Scale

- Leverage regional collaborations to reduce costs and improve service delivery.
- Streamline operations for more predictable and efficient waste management.
- Pursue joint procurement and shared services to maximize savings.

### Leverage Existing Infrastructure

- Maximize the use of and upgrade existing facilities to support new technology.
- Increase residential drop-off centers for hard-to-recycle and hazardous materials.
- Expand beneficial recovery of construction debris, yard trash, and food waste.

### Harmonize Services

- Standardize minimum curbside collection practices and services across municipalities to increase access and participation.
- Build consensus among ILA members to align services with the Master Plan goals.
- Develop regional service standards that ensure quality efficiency, and accountability.





## Selected Scenario

Implementing the Master Plan focuses on a robust education program to reduce the amount of waste generated while improving solid waste resources management following collection. Scenario A initially calls for utilizing existing infrastructure, and the future integrated solid waste management system may require building or expanding recycling centers, organics processing sites, drop-off centers, and transfer stations, along with securing new landfill capacity for materials that can't be recycled and to enhance resiliency when faced with natural disasters. Any new facilities identified in Scenario A are envisioned to be developed to meet an emerging need over the next 20 to 40 years, and are essential to increase recycling from the current 39% to a projected rate of 62%.

	Projected Diversion Rate	62%	Scenario A
	Tons Left to Send to Landfill in 2045	2,700,000	
Transfer Stations			3
Landfills			1
Single-Stream MRFs (Materials Recovery Facility)			2
Organics Processing Campus			2
Mulch			2
Biochar			1
Drop-Off Centers			8
C & D (Construction & Demolition) Recovery Facilities			2

### Programs

- Restore Curbside Recycling Services to all Broward County Communities
- Add segregated Curbside Yard Trash Collection
- Add Food Waste Drop-Off Events
- Add Permanent Household Hazardous Waste/Electronics/ Recycling Drop-Off Sites
- Add reduction, reuse, and diversion programs and policies
- Harmonize collection services to increase efficiency

### Additional Facility Needs and Capacity of Each Facility – Tons Per Year (TPY)

- 3 Transfer Stations (North, South, Central Broward County)
- 1 Landfill/Long-term Disposal
- 2 Single-Stream Material Recovery Facilities (250,000 TPY each)
- 2 New Organics Processing Campuses with:
  - 2 Mulch/Colorizing Operations (175,000 TPY each)
  - 1 New Biochar Pyrolysis operation (30,000 TPY)
- 8 Permanent Drop-Off Centers (2,400 TPY each)
- 2 C&D Recovery Facilities (450,000 TPY each)



### Recommendations

In addition to the Facilities and Programs included in Scenario A, the Master Plan recommends a range of policies and legislative actions, education, outreach, and communication strategies, innovative technology adoption, and organics management initiatives to unify communities, engage the residents, businesses, and visitors.



### Policies and Ordinances:

- **Harmonize minimum** curbside waste collection set-out standards.
- **Expand single-stream** recycling access.
- **Require yard trash** to be recycled.
- **Enact a mandatory C&D recycling** ordinance.
- **Enact a mandatory commercial recycling** ordinance.
- **Develop additional residential drop-off centers** for hard-to-recycle and hazardous materials.
- **Explore food waste collection** options and impacts.
- **Implement supporting policies and actions.**

### Education, Outreach, and Communications Plan:

- **Invest in a sustained** communications and outreach program.
- **Become the trusted voice** to deliver waste and recycling-related information.
- **Partner with a wide range of stakeholders** to increase engagement with their networks.
- **Communicate with the community** in multiple ways via a combination of approaches.
- **Utilize existing and emerging technology** to better engage with residents.
- **Set clear, achievable milestones and develop uniform reporting.**
- **Leverage future authority facilities** as outreach hubs.





## Innovative Technologies Adoption:

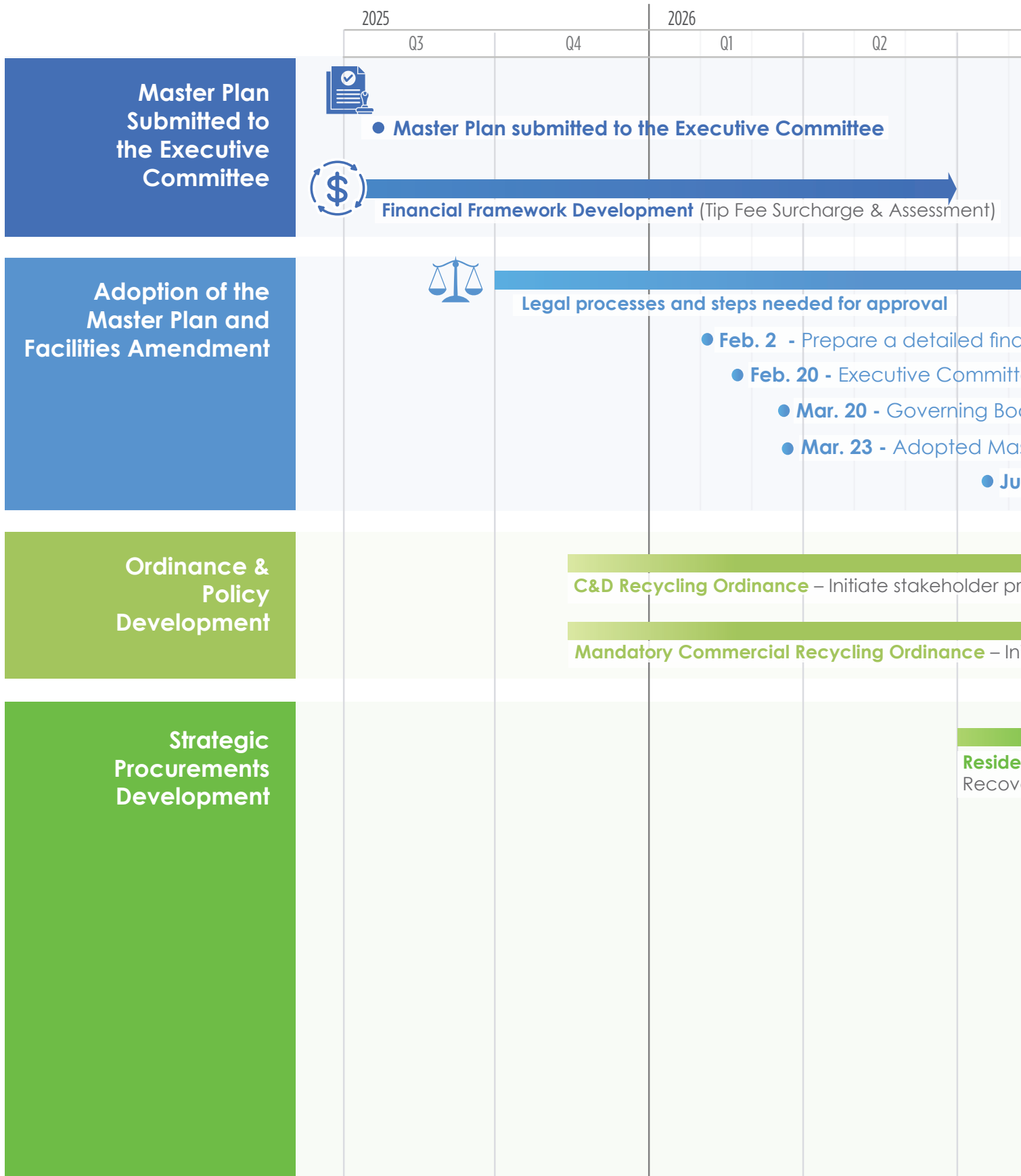
- **Develop overarching strategies** for new technology implementation within the Authority's control.
- **Adopt a preference for autonomous processes and continuous improvement utilizing** AI, blockchain, Web 3.0, and Internet of Things (IoT).
- **Implement a management system** that utilizes a common network of tools that maximizes cross-platform compatibility, reporting, and connectivity.
- **Establish a Technology Needs Committee** to research and provide recommendations on overarching strategies, technologies to pursue, and schedule of implementation.

## Organics Management

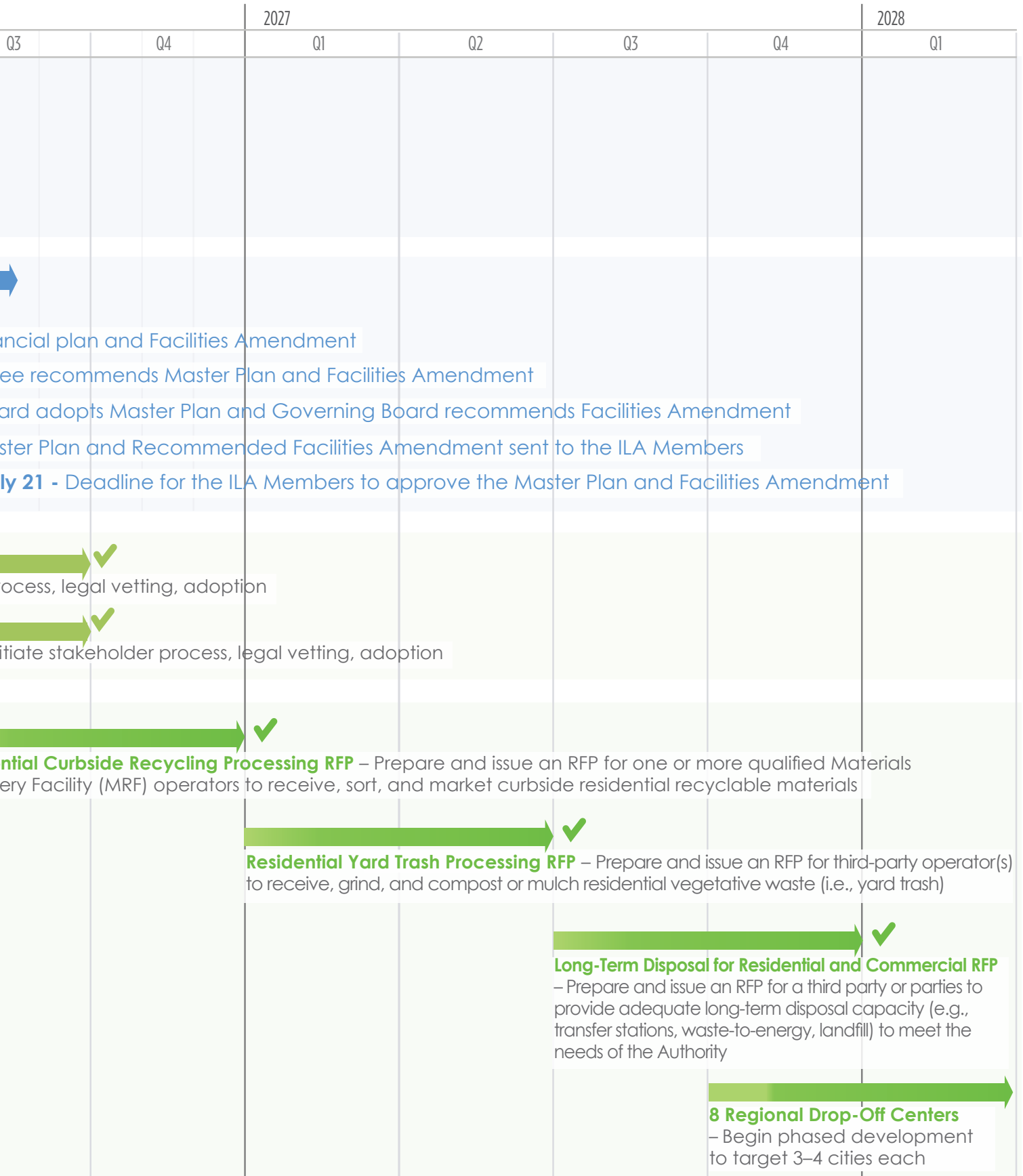
- Deploy guidance to all ILA Members to **require clean residential yard trash separation** and delivery to a facility for beneficial processing. (i.e., mulching, composting)
- Develop requirements and regulatory underpinnings for the **beneficial use of yard trash and eventually food waste.**
- **Work with ILA Members, Authority committees, and community stakeholders** on future residential and commercial food waste diversion programs.



# Next Steps for the Master Plan | Key Actions Timeline Q3 2025 – Q1 2028



The following near-term next steps include to accept the Master Plan, further develop the financial framework, develop and adopt key policies and ordinances, secure flow control, and develop solicitations to uniformly manage and beneficially use valuable portions of the waste stream.



# Solid Waste Authority of Broward County

## Task 13: Regional Solid Waste and Recycling Master Plan

Solid Waste Authority of Broward County  
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**SCS ENGINEERS**

09224106.00, Task 00013 | March 27, 2026

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## GLOSSARY

### A

**Afforestation:** Planting trees to create new forests on previously non-forested land.

**Agroforestry:** Integrating trees and shrubs into agricultural systems.

**Air Quality:** The condition of the air based on pollutant levels.

**Alternative Energy:** Renewable energy sources like wind, solar, and geothermal.

**Alternative Fuels:** Non-petroleum-based fuels, like biofuels and hydrogen.

**Anaerobic Digestion:** Breaking down organic waste without oxygen to create biogas.

**Aquaponics:** A system combining fish farming with plant cultivation.

### B

**Biodegradable:** Substances that can naturally decompose without harming the environment.

**Biodiversity:** The variety of life in a specific habitat or ecosystem.

**Biofuel:** Fuel derived from organic materials like plants or animal waste.

**Biogas:** A renewable gas produced from organic materials decomposing anaerobically.

### C

**Carbon Capture and Storage:** Technology to capture and store CO<sub>2</sub> emissions.

**Carbon Footprint:** The total greenhouse gases produced directly and indirectly.

**Carbon Neutrality:** Balancing emitted and removed CO<sub>2</sub> to achieve net-zero emissions.

**Carbon Reduction:** Decreasing CO<sub>2</sub> emissions to mitigate climate change.

**Circular Economy:** An economic system focused on reusing, recycling, and reducing waste.

**Circular Supply Chain:** A supply chain designed to keep resources circulating.

**Clean Energy:** Energy from sources that release little to no pollutants.

**Climate Change:** Long-term changes in temperature and weather patterns due to human activities.

**Closed-Loop System:** A process where waste is reused in production, creating minimal waste.

**Compostable:** Materials that can break down in composting systems.

**Composting:** Decomposing organic waste to create nutrient-rich soil.

### D

**Decarbonization:** Reducing carbon emissions across various sectors to combat climate change.

**Deforestation:** The clearing of trees, often for agriculture or development.

**Downcycling:** Recycling waste into products of lesser quality.

### E

**Ecological Footprint:** The measure of human demand on Earth's ecosystems.

**Ecosystem Services:** Benefits humans derive from healthy ecosystems, like pollination.

**Ecosystem:** A community of interacting organisms and their physical environment.

**Emissions:** Pollutants released into the atmosphere from various sources.

**Environmental Impact:** The effect of human activities on the natural world.

**Environmental Justice:** Fair treatment of all people regarding environmental policies.

**E-waste:** Discarded electronic devices and components.

**Extended Producer Responsibility:** Policies holding producers accountable for post-consumer waste.

## F

**Fair Trade:** Trade that ensures ethical treatment of workers and environmental care.

**Flaring:** Burning off excess gases, often from oil extraction.

**Food Miles:** The distance food travels from production to consumer.

**Fossil Fuels:** Nonrenewable energy sources like coal, oil, and natural gas.

## G

**Geothermal Energy:** Renewable energy derived from Earth's internal heat.

**Green Building:** Construction practices focused on reducing environmental impact.

**Green Infrastructure:** Natural systems for managing stormwater and improving urban areas.

**Greenhouse Gas:** Gases that trap heat in the atmosphere, contributing to global warming.

**Greenwashing:** Misleading claims about the environmental benefits of a product or company.

**Greywater:** Wastewater from sinks, showers, and laundry that can be reused.

## H

**Habitat:** The natural environment where a species lives.

**Heavy Metals:** Toxic elements, like lead, that can accumulate in the environment.

**Hydropower:** Renewable energy generated from flowing water.

## I

**Industrial Ecology:** Studying industrial systems to minimize waste and resource use.

**Invasive Species:** Non-native species that disrupt local ecosystems.

## L

**Landfill:** A site for waste disposal where trash is buried.

**Life Cycle Assessment:** Analyzing the environmental impacts of a product from creation to disposal.

## M

**Marine Debris:** Litter, primarily plastic, that pollutes marine environments.

**Methane:** Potent greenhouse gas often emitted from landfills and agricultural activities.

**Microplastics:** Small plastic particles that pollute ecosystems.

**Monoculture:** Cultivating a single crop over a large area, which can harm biodiversity.

## N

**Natural Capital:** The world's stocks of natural resources.

**Natural Resources:** Materials from Earth, like minerals and forests, used by humans.

**Net Zero:** Achieving a balance between greenhouse gas emissions and removals.

**Nonrenewable Resources:** Resources like coal that are finite and cannot be replenished.

## O

**Ocean Acidification:** The reduction in ocean pH due to increased CO<sub>2</sub>.

**Offsetting:** Compensating for emissions by reducing or sequestering carbon elsewhere.

**Organic Agriculture:** Farming without synthetic chemicals to protect biodiversity.

**Organic Waste:** Biodegradable waste like food scraps and yard trimmings.  
**Organics:** Biodegradable materials, like food and yard trash.

## P

**Permaculture:** A sustainable land management approach that mimics natural ecosystems.  
**Photovoltaic Cells:** Devices that convert sunlight directly into electricity.  
**Pollinator:** Animals like bees that help plants reproduce.  
**Pollution:** Contaminants introduced into the environment that harm ecosystems.  
**Population Density:** The number of people per unit area, impacting resources.  
**Post-Consumer Waste:** Waste generated after a product has been used by consumers.  
**Precycling:** Making purchasing decisions to avoid waste before it's generated.  
**Pyrolysis:** Thermally decomposing organic material in the absence of oxygen.

## R

**Reclaimed Water:** Treated wastewater used for purposes other than drinking.  
**Recycling:** Reprocessing waste into new products to conserve resources.  
**Regenerative Agriculture:** Farming that aims to restore soil and biodiversity.  
**Renewable Energy:** Energy sources that are naturally replenishing, like wind and solar.  
**Resilience:** The ability of systems to recover from environmental stress.  
**Resource Efficiency:** Using resources wisely to reduce environmental impact.

## S

**Salinization:** The buildup of salts in soil, often from improper irrigation.  
**Single-Use Plastics:** Plastics designed for one-time use, often harmful to the environment.  
**Smart Grid:** An energy network that uses digital technology for efficient distribution.  
**Soil Health:** The ability of soil to support plant and animal productivity.  
**Solid Waste:** Discarded materials from homes, businesses, and industries that require disposal or recycling.  
**Sustainability:** Meeting present needs without compromising the needs of future generations.  
**Sustainable Agriculture:** Farming practices that protect ecosystems.

## U

**Upcycling:** Transforming waste into products of higher quality or value.  
**Urban Heat Island:** Urban areas that are warmer due to human activities.

## V

**Vermiculture:** Using worms to decompose organic waste into compost.  
**Volatile Organic Compounds:** Chemicals that vaporize and harm air quality.

## W

**Waste Audit:** Analyzing the amount and types of waste produced.  
**Waste Hierarchy:** Ranking waste management options by environmental impact.  
**Waste Minimization:** Strategies to reduce the amount of waste produced.  
**Waste-to-Energy:** Converting waste materials into energy.  
**Water Conservation:** Strategies to use water more efficiently.

**Wildlife Corridor:** A protected path that allows wildlife to move between habitats.  
**Wind Energy:** Energy derived from the movement of wind to generate electricity.

X

**Xeriscaping:** Landscaping to reduce the need for irrigation.

Y

**Yard Trash:** vegetative matter from landscaping and yard maintenance.

Z

**Zero Waste:** An aspirational philosophy where resources are conserved by means of responsible production, consumption, reuse, and recovery of products, packaging, and materials without burning and with no discharges to land, water, or air that threaten the environment or human health.

## ACRONYMS

A

**ACC:** Air Cooled Condenser  
**ACOE:** Army Corps of Engineers  
**AD:** Anaerobic Digestion  
**ADC:** Alternative Daily Cover  
**AI:** Artificial Intelligence  
**AMR:** Autonomous Mobile Robots  
**AMV:** Average Market Value  
**APC:** Air pollution control  
**ASL:** Automated Side Loader  
**ASP:** Aerated Static Pile  
**AVL:** Automated Vehicle Location  
**AVR:** Automatic Voltage Regulator

B

**BACT:** Best Available Control Technology  
**BSE:** Bovine Spongiform Encephalopathy  
**BMSD:** Broward Municipal Services District  
**BW:** Bulky Waste

C

**CAAA:** Clear Air Act Amendments  
**CASP:** Covered Aerated Static Piles  
**CEMS:** Continuous Emissions Monitoring System  
**CESQG:** Conditionally exempt small quantity generator  
**CCA:** Chromated Arsenicals  
**CCTV:** Closed Circuit Television

**C&D:** Construction and Demolition  
**CFR:** Code of Federal Regulations  
**CHP:** Combined heat and power  
**CI-ICE:** Compression Ignition Internal Combustion Engines  
**CMMS:** Computerized maintenance management systems  
**CMSW:** Commercial Municipal Solid Waste  
**CNG:** Compressed Natural Gas  
**COSH:** Council for Occupational Safety and Health  
**CPI:** Consumer Price Index

## D

**DAC:** Direct air capture  
**DARM:** Division of Air Resource Management  
**DOE:** Department of Energy  
**DOR:** Department of Revenue  
**DOT:** Department of Transportation  
**DSR:** Dual-Stream Recycling

## E

**EHS:** Environmental, health, and safety  
**EJ:** Environmental justice  
**ENVIROS:** Environmental Inquiry and Resource System  
**EPA:** United States Environmental Protection Agency  
**EPR:** Extended Producer Responsibility  
**EREF:** Environmental Research and Education Foundation  
**EV:** Electric vehicles

## F

**F.A.C.:** Florida Administrative Code  
**FEC:** Florida East Coast Railway  
**FDA:** Federal Drug Administration  
**FDEP:** Florida Department of Environmental Protection  
**FDOT:** Florida Department of Transportation  
**FLM:** Federal Land Manager  
**FOG:** Fats, oils, and grease  
**FoTS:** Feet on the Street  
**F.S.:** Florida Statutes

## G

**GHG:** Greenhouse gas  
**GIS:** Geographic Information System  
**GPS:** Global Positioning System

## H

**HAP:** Hazardous air pollutants  
**HHW:** Household Hazardous Waste

**HMR:** Hazardous Materials Regulations

I

**ICI:** Industrial, Commercial, or Institutional  
**ICTF:** Intermodal Container Transfer Facility  
**ILA:** Interlocal Agreement  
**IoT:** Internet of Things  
**ITC:** Investment Tax Credits

L

**LCFS:** Low Carbon Fuel Standards  
**LEED:** Leadership in Energy and Environmental Design  
**LLC:** Limited Liability Company  
**LNG:** Liquefied natural gas  
**LQGs:** Large Quantity Generators

M

**MBT:** Mechanical biological treatment  
**MC/SS:** Master Composter/Sustainability Steward  
**MMBtu:** Metric Million British Thermal Unit  
**MOU:** Memorandum of Understanding  
**MRF:** Material Recovery Facility  
**MSW:** Municipal Solid Waste  
**MW:** Megawatts  
**MWC:** Municipal Waste Combustor  
**MWh:** Megawatt hours  
**MWP:** Mixed Waste Processing

N

**NAAQS:** National Ambient Air Quality Standards  
**NESHAP:** National Emission Standards for Hazardous Air Pollutants  
**NIMBY:** “Not in My Backyard”  
**NIR:** Near-infrared  
**NGVD:** National Geodetic Vertical Datum  
**NNSR:** Nonattainment New Source Review  
**NPDWR:** National Primary Drinking Water Regulation  
**NRWWTP:** North Regional Wastewater Treatment Plant  
**NSR:** New Source Review  
**NSPS:** New Source Performance Standards

O

**OCC:** Old corrugated containers  
**O&M:** Operations and maintenance  
**OTM:** Other Test Method

## P

**PAYT:** Pay-as-You-Throw  
**PET:** Polyethylene terephthalate  
**PFAM:** Population Forecast and Allocation Model  
**PFAS:** Per- and Polyfluoroalkyl Substances  
**POTW:** Publicly Owned Treatment Works  
**PPI-SW:** Producer Price Index for Solid Waste Collection, Series ID: PCU562111562111  
**PPP:** Public-Private Partnerships  
**PPSA:** Power Plant Siting Act  
**PSC:** Public Service Commission  
**PSD:** Prevention of Significant Deterioration  
**PV:** Photovoltaic  
**PVC:** Polyvinyl chloride

## R

**R2:** Responsible Recycling  
**RBAC:** Recycling Business Assistance Center  
**RCRA:** Resource Conservation and Recovery Act  
**RDF:** Refuse derived fuel  
**RED:** Resilient Environment Department  
**REL:** Rear-End Loader  
**RFID:** Radio Frequency Identification  
**RFP:** Request for Proposal  
**RFQ:** Request for Quote  
**RFS:** Renewable Fuel Standards  
**RICE:** Reciprocating internal combustion engines  
**RIN:** Renewable Identification Numbers  
**RMC:** Remote Monitoring and Control  
**RMPPF:** Recovered Materials Processing Facility  
**RMSW:** Residential Municipal Solid Waste  
**RNG:** Renewable Natural Gas  
**RRF:** Resource Recovery Facility  
**RSA:** Revenue sufficiency analysis  
**RSM:** Recovered screened materials  
**RSW:** Raw shredded green waste  
**R&T:** Recycling and Transfer

## S

**SCR:** Selective catalytic reduction  
**SEM:** Surface Emission Monitoring  
**SFRTA:** South Florida Regional Transportation Authority  
**SHPA:** Swine Health Protection Act  
**SI-ICE:** Spark Ignition Internal Combustion Engines  
**SQGs:** Small Quantity Generators  
**SS:** Single-Stream  
**SSO:** Sanitary Sewer Overflow  
**SSR:** Source-Separated Recyclables  
**SSR:** Single-Stream Recycling

**SWA:** Solid Waste Authority  
**SWANA:** Solid Waste Association of North America  
**SWRS:** Solid Waste and Recycling Services  
**SWWG:** Solid Waste Working Group

## T

**TAC:** Technical Advisory Committee  
**TDLAS:** Tunable Diode Laser Absorption Spectroscopy  
**TPD:** Tons per Day  
**TPH:** Tons per Hour  
**TPY:** Tons per Year  
**TRP:** The Recycling Partnership

## U

**UAS:** Unmanned aircraft system  
**UAVs:** Unmanned aerial vehicles  
**UROs:** Universal Recycling Ordinances  
**USDA:** United States Department of Agriculture

## V

**VOC:** Volatile organic compounds  
**VSQGs:** Very Small Quantity Generators

## W

**WARM:** Waste Reduction Model  
**WCF:** Waste Connections of Florida  
**WM:** Waste Management  
**WTE:** Waste-to-Energy  
**WWTP:** Wastewater Treatment Plant

## Y

**YT:** Yard Trash

## Z

**ZBA:** Zoning Board of Appeals  
**ZBB:** Zero-Based Budgeting  
**ZWIA:** Zero Waste International Alliance

## 1.0 EXECUTIVE DIRECTOR'S STATEMENT

### 1.1 SHAPING BROWARD'S WASTE FUTURE: A UNIFIED PATH TOWARD ZERO WASTE

Broward County stands at a pivotal moment in its environmental and public service evolution. As one of the most populous and diverse counties in the State of Florida, we are both uniquely challenged and uniquely positioned to lead in the transition to a more sustainable, efficient, and equitable solid waste and recycling system. This *Regional Solid Waste and Recycling Master Plan* (Master Plan) is not merely a strategic roadmap—it is a bold declaration of our collective intent to rethink how we value, manage, and ultimately reduce waste across all 31 municipalities, with 28 having already committed, along with Broward County, through our new Interlocal Agreement.

The creation of the Solid Waste and Recyclable Materials Processing Authority of Broward County is a testament to the foresight and leadership of our elected officials and community stakeholders. After more than a decade of fragmentation, the formation of the Authority reestablishes a much-needed regional governance framework—one that allows us to leverage economies of scale, coordinate investments in new infrastructure, harmonize policies, and speak with a unified voice when facing statewide and national policy challenges.

Historically, Broward County has embraced innovation, from early investments in recycling programs to public-private partnerships in disposal and processing. But those successes, while important, are no longer sufficient. Today's waste challenges are far more complex and far-reaching. Climate change, supply chain instability, the rising cost of disposal, community concerns about equity and environmental justice, and an urgent need to reduce greenhouse gas emissions all compel us to act decisively. Landfill space is finite, and reliance on outdated practices can no longer sustain our growing population and economy.

This Master Plan, developed in collaboration with expert consultants, technical advisors, and local stakeholders, reflects a comprehensive, data-driven vision for the next 40 years. It is centered around a singular but transformative and aspirational goal: **Zero Waste to Landfill**. Achieving that goal will require more than new technology or facilities. It requires a cultural shift toward minimizing waste at the source, maximizing beneficial reuse and recycling, and fundamentally rethinking how materials move through our economy — from product design to end-of-life — in order to maximize beneficial reuse while minimizing the amount of waste requiring disposal.

To that end, this Master Plan outlines strategic actions across several key areas:

- **Reducing waste generation** through education, procurement reform, and incentives for circular economy practices.
- **Expanding recovery and recycling** with source-separated organics, construction and demolition (C&D) recovery programs, and mandatory recycling ordinances.
- **Strengthening infrastructure** by optimizing existing assets while identifying new facility needs for transferring, processing, and disposal over the long term.

- **Improving governance and financial sustainability** via flow control mechanisms, assessment models, and regional policy harmonization.
- **Promoting environmental equity** to ensure that historically burdened communities benefit from cleaner operations, improved access to services, and meaningful participation in decision-making.

Public outreach and stakeholder engagement were central to the development of this plan. Community feedback, environmental justice considerations, and an emphasis on multilingual, inclusive education efforts are embedded throughout the recommendations. We recognize that lasting transformation requires trust, transparency, and long-term collaboration across all sectors—government, private industry, non-profits, schools, and residents.

We also acknowledge that technology alone will not solve these challenges. Behavioral change — across households, businesses, and institutions — is essential. The system we envision empowers every resident and visitor to participate meaningfully, supported by consistent messaging, accessible services, and a commitment to continuous improvement.

This Master Plan is a living document. It will be updated regularly to reflect emerging trends, legislative changes, technological advancements, and lessons learned through implementation. But its foundational principles — environmental stewardship, operational excellence, regional cooperation, and public accountability — are enduring.

On behalf of the Solid Waste Authority’s Executive Committee, staff, and consultant team, I extend sincere gratitude to the many individuals and organizations who contributed their time, ideas, and passion to this effort. Your input has made this plan stronger, more grounded in community values, and more responsive to the challenges ahead.

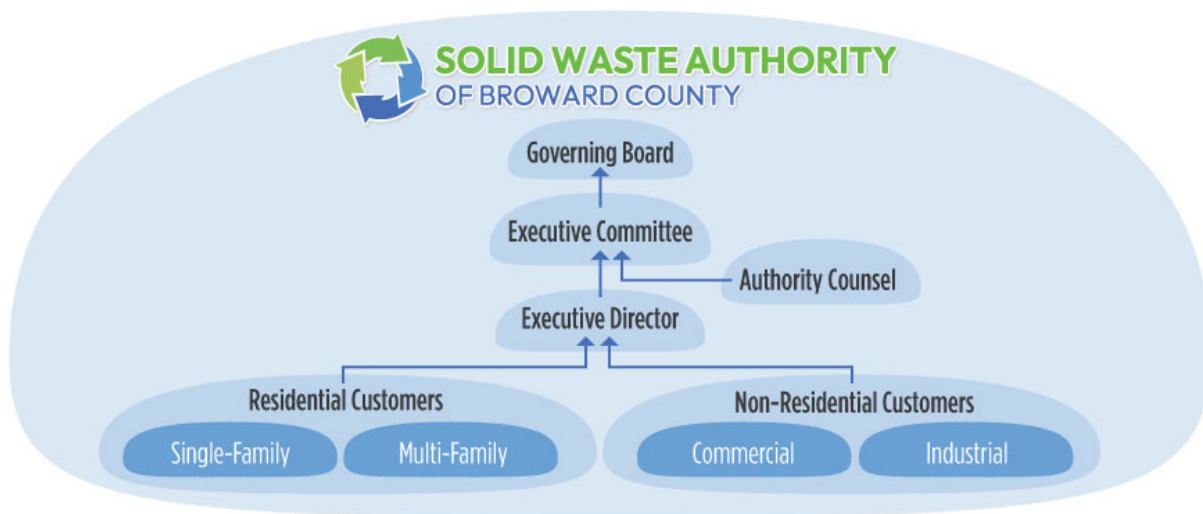
I invite you not only to read this Master Plan but to engage with it. The path to Zero Waste is ambitious, but it is attainable. Together, we can build a solid waste and recycling system that is cleaner, smarter, and more just — for today and for generations to come.

Sincerely,  
Samuel A. May  
Executive Director  
Solid Waste and Recyclable Materials Processing Authority of Broward County

## 2.0 OVERVIEW

The Solid Waste Disposal and Recyclable Materials Processing Authority of Broward County, Florida (Authority) is a newly constituted independent and separate legal entity created pursuant to, and consistent with, Sections 163.01, 403.706(11), (12), (15), and (19), and 403.713, Florida Statutes, through the *Interlocal Agreement for Solid Waste Disposal and Recyclable Materials Processing Authority of Broward County, Florida* (ILA) executed by and among Broward County (County) and numerous municipalities in the County. **Figure 1** presents the organizational structure of the Authority.

Figure 1. Authority Organizational Structure



As prescribed in the ILA (see **Appendix A**), the Governing Board is comprised of an appointed elected official from each ILA Member, and the Executive Committee is comprised of 11 elected officials who also serve on the Governing Board. One (1) member of the Executive Committee represents the County; five (5) members represent the large municipalities; three (3) members represent the medium municipalities; and two (2) members represent the small municipalities. The duties and powers of the Governing Board and Executive Committee are also specified in the ILA.

Consistent with the ILA, the Authority must adopt a Regional Solid Waste and Recycling Master Plan (Master Plan). The Master Plan is a comprehensive strategic document that outlines how the Authority can manage its solid waste from generation to disposal. The purpose of the Master Plan is to provide the Authority with detailed recommendations concerning policies, operations, and facilities needed to create a regional solid waste and recycling system (System) that is environmentally sustainable, transparent, innovative, and economically efficient in its approach to reduction, reuse, recycling, and disposal of the waste generated across the County. It is important to note that the Master Plan is a “living document” that should be revisited and updated periodically to maintain alignment between the Authority and its various stakeholders.

## 3.0 APPROACH

This Master Plan serves as a strategic framework to guide the development of services, programs, and facilities needed to efficiently and effectively manage the solid waste generated within the County. This Master Plan reflects the analyses and subject-specific White Papers developed by the SCS Engineers Team, which includes Arcadis I.S., Inc., Resource Recycling Systems, and Mercury, since engaged by the Authority in May 2024. Each deliverable is referenced in this Plan and included as an appendix. This Master Plan is intended to be a living document developed in accordance with the Project Framework Summary attached as **Appendix B**. The recommended policies, services, programs, and facilities are envisioned to be carried out via a tactical plan that addresses the preferred procurement and implementation approach. It is anticipated that the Master Plan will be revisited over the planning horizon and adjusted based on the progress made as well as the changes needed to meet the needs of the Authority as they evolve.

The Master Plan was crafted using a Zero Waste lens to develop a clear pathway to meet or exceed the 75% recycling goal established by the State of Florida via House Bill 7135. This involved identifying and evaluating options to maximize the beneficial use of waste stream components while minimizing waste stream components that have no beneficial use. Transparency has been at the forefront of this approach, requiring continuous engagement to provide a local lens through which solutions are evaluated for their suitability, both to the community and to the geographic uniqueness of the Authority and County at large. To facilitate public engagement and enhance transparency, the Authority created a website (<https://browardswa.org/>) to support the development of the Master Plan.

## 3.1 ZERO WASTE LENS

Many communities across the United States<sup>1</sup> recognize that we are a wasteful, “throwaway”<sup>2</sup> society that engages in excess consumption and is quick to discard resources. We miss the societal and economic opportunities offered by the flow of resources and waste, including jobs and valuable materials. Zero Waste principles promote a shift from the current take-make-waste system<sup>3</sup> to a mindset that results in a lifestyle change of minimizing waste generation at the source, encouraging the highest and best use of recirculated materials, and promoting a circular, closed-loop system of production and consumption.

The Zero Waste International Alliance (ZWIA) defines Zero Waste as “the conservation of all resources by means of responsible production, consumption, reuse, and recovery of products, packaging, and materials without burning and with no discharges to land, water, or air that threaten the environment or human health.”<sup>4</sup> While Zero Waste is the aspirational goal, solid waste and energy recovery facilities such as waste-to-energy (WTE) facilities and landfills play an important role at the bottom of the hierarchy. Both the United States Environmental Protection Agency (EPA) and

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<sup>1</sup> Austin, TX; Baltimore, MD; Hawai'i County, HI; Boston, MA; Boulder, CO; Fort Collins, CO; Chula Vista, CA; Dallas, TX; Delaware County, PA; Los Angeles, CA; Missoula, MT; Montgomery County, MD; Oakland, CA; Oceanside, CA; Palo Alto, CA; San Diego, CA; Washington, DC; King County, WA; Fresno, CA; the State of Connecticut; Middletown, CT; San Francisco, CA; Oakland, CA; Alameda, CA; Pasadena, CA; Asheville, NC; San Jose, CA; Guam; the Commonwealth of the Northern Mariana Islands and many other U.S. and international agencies

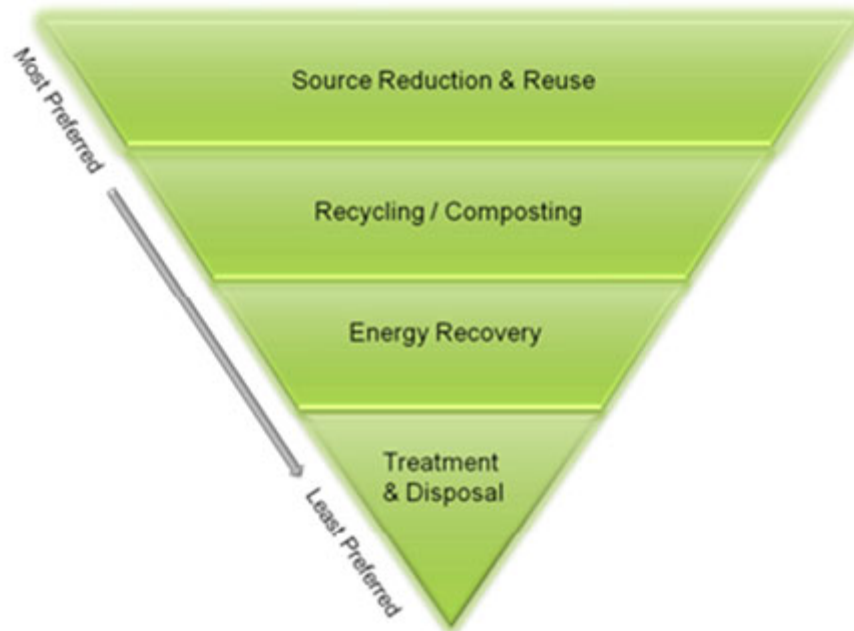
<sup>2</sup> [RoadtoZeroWasteReport\\_FINAL.pdf](#)

<sup>3</sup> [Circular economy principles: Eliminate waste and pollution](#)

<sup>4</sup> [Zero Waste Definition - Zero Waste International Alliance](#)

ZWIA's Waste Management Hierarchies prioritize source reduction, reuse, recycling, and composting above volume reduction via WTE and ultimately landfill disposal, as presented in **Figure 2**.

Figure 2. EPA Waste Management Hierarchy<sup>5</sup>



It is important to note that recycling and beneficial use of waste stream components are not incompatible with WTE; rather, WTE can extract value via metals recovery, energy production, and reduce the volume of waste stream components that are not otherwise beneficially used thereby saving finite landfill capacity.

### 3.2 MINIMIZE WASTE GENERATION

An important step on the journey to Zero Waste is to start at the source, i.e., minimize waste generation. ZWIA cites three overarching goals necessary to shift from linear resource use to sustainable, circular resource management: producer responsibility, community responsibility, and political responsibility. Producer responsibility related to industrial production and design lies at the front end, community responsibility (i.e., consumption, use, and disposal) lies at the back end, and political responsibility involves bringing the two together<sup>6</sup>.

As ZWIA insightfully notes, both individual and collective behaviors must align for a Zero Waste goal to be effective. The Recycling Partnership's 2021 white paper, *Start at the Cart™: Key Concepts of Influencing Recycling Behaviors to Drive a Circular Economy*, asserts that “people are people, meaning, our brains and behaviors are both complex and often at odds with each other,” and

<sup>5</sup> <https://www.epa.gov/smm/sustainable-materials-management-non-hazardous-materials-and-waste-management-hierarchy>

<sup>6</sup> [Zero Waste Community Principles - Zero Waste International Alliance](#)

concludes that those who are most successful at making and maintaining good choices incorporate those choices into their daily habits and patterns<sup>7</sup>. The lifestyle changes necessary to move closer to a Zero Waste goal involve making conscious choices at every stage, from selecting a product to usage and proper disposal.

Minimizing waste generation is a mission and mindset that an entire community must adopt to be effective; it can only take place over a long period of time and must become self-enforcing. Behaviors for each segment of the population and each institution (e.g., private, public, commercial, industrial, religious) evolve and become aligned through shared values of thriftiness, environmental stewardship, and commitment. Examples of supportive behaviors include:

- Setting Zero Waste metrics which are accountable and reviewed regularly, with progress being celebrated
- Reducing consumption of materials
  - Go fully paperless and give preference in procurement processes to digital alternatives
  - Utilize permanent or backhauled reusable containers (i.e., durable grocery bags)
- Reusing or re-selling materials, items, and tools after initial use
- Repurposing items no longer used for their original intent
- Repairing instead of replacing
- Buying used instead of new materials for the same functions
- Recycling
- Buying recycled content or recycled products; for example, institute procurement policy incentives for recycled content and products vs. virgin content products
- Using bulk instead of packaged products
- Organizing and participating in community swaps (e.g., flea markets, swap meets, waste exchanges)
- Organizing secondary markets for blemished and overstocked food

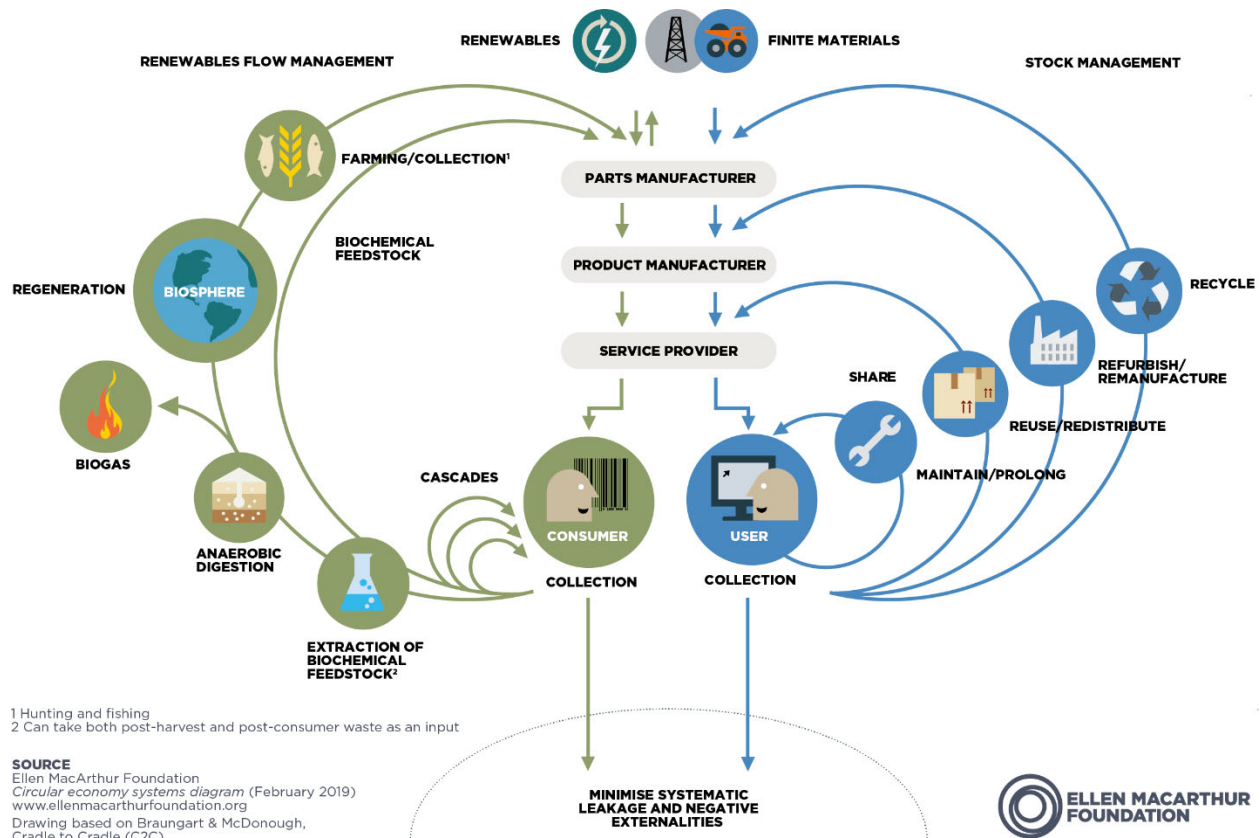
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<sup>7</sup> [Influencing-Recycling-Behaviors-Whitepaper-Recycling-Partnership.pdf](#)

### 3.3 MAXIMIZE THE BENEFICIAL USE OF SOLID WASTE RESOURCES

Maximizing the beneficial use of generated waste is captured in the Ellen MacArthur Foundation’s circular economy diagram, commonly known as the butterfly diagram (Figure 3), which illustrates two key cycles in the continuous flow of materials in a circular economy: the technical cycle and the biological cycle.

Figure 3. Butterfly Diagram: Visualizing the Circular Economy



Products and materials that are used rather than consumed in the technical cycle (on the right-hand side) are kept in circulation through sharing, reusing, repairing, refurbishing, remanufacturing, and recycling. Inner loops such as sharing, maintaining, and reusing capture the most value as keeping a product whole retains more of its embedded value. Recycling – transforming a product or component into its basic materials – is the final step in the technical cycle. Though the time and energy invested in making a recycled product is lost, the value of the materials is retained as they are recirculated into the economy once more<sup>8</sup>.

The biological cycle (on the left-hand side) illustrates the process by which products that are consumed, such as food, can biodegrade and safely return to the earth. Regeneration is at the heart of the biological cycle, shifting the focus from doing less harm to the environment to actively

<sup>8</sup> [The technical cycle of the butterfly diagram](#)

improving it. Recovering materials embedded in organic waste through anaerobic digestion or composting and using food by-products to make other materials for a variety of applications are ways to beneficially recirculate organic matter through the biological cycle<sup>9</sup>.

Key to maximizing the beneficial use of waste stream components is robust public engagement, education, and building trust that includes communicating the “who, what, where, when, and how” of resource stewardship and rational for behavior change. This includes clarifying set-out requirements for solid waste, recyclable materials, yard trash, bulk waste as well as opportunities to manage household hazardous waste, electronics, and other waste stream components that can best be managed upstream from disposal. Starting with these basics creates the conditions to enhance the resource management program in the future. For example, after establishing a yard trash processing facility, expand the services to include other clean organics (e.g., food waste).

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<sup>9</sup> [The biological cycle of the butterfly diagram](#)

## 4.0 GUIDING PRINCIPLES

An initial step for developing the Master Plan was the establishment of Guiding Principles to serve as the framework to conduct the analysis and ultimately to assure that the resulting recommendations are aligned with the values and priorities of the Authority. Essentially, the Guiding Principles frame the pathway from the current state through the 40-year planning horizon, providing clarity in terms of the Authority's starting point and its direction going forward. The Guiding Principles are presented in no particular order below, with the exception of controlling your solid waste destiny, which was prioritized above all by the Executive Committee:

- **Control Your Solid Waste Management Destiny** – developing the services, programs, and facilities such that the Authority takes responsibility for managing the solid waste generated in the County and the outcomes of the decisions.
- **Zero Waste Focus** – taking a “whole system” approach to services, programs, and facilities to minimize consumption and the associated waste generation and to maximize beneficial reuse and recycling.
- **Environmental Compliance** – managing the impacts to the air, soil, water, and wildlife as well as “quality of life” impacts to the community such as aesthetics, odor, noise, and traffic.
- **Management Compliance** – satisfying the applicable growth management requirements for solid waste concurrency.
- **Long-term Disposal Solution** – achieving a reliable disposal approach over the 40-year planning horizon.
- **Commercially-Proven Technologies** – technology that has been designed, constructed, and operated/implemented in the United States on a commercial scale (not a pilot plant or research facility) for at least one year in a reliable and consistent manner. The capacity of the technology is appropriate to manage the quantity of material typically produced, and products of the processing have been marketed effectively.
- **Operational Excellence** – optimizing the operations of the Authority's solid waste management assets as well as the programs that will be administered by the Authority.
- **Harmonization of Services County-wide** – aligning the services, programs, and facilities to provide unified services across the Authority.
- **Best Value Service** – developing services, programs, and facilities that reflect local and regional conditions and appropriately balancing the value with the cost and with key policies.

## 5.0 KEY POLICIES CONSIDERED

Acting in concert with the Guiding Principles, the following Key Policies also provide clarity in terms of the Authority's strategic direction. The key policy considerations embraced by the Executive Committee are presented below in no particular order. Refer to the Key Policy Survey Presentation in **Appendix C** for additional details.

- The Master Plan assumes a 40-year planning horizon and considers the time associated with implementation of the recommended services, programs, and facilities.
- The Authority wants to consider options to dispose of waste outside of the County and is looking for partnerships with other units of government where appropriate.
- The Authority wants to maximize the use of existing infrastructure within Broward County.
- Technologies that are not commercially proven should be excluded from consideration. Technology maturity should be monitored to provide maximum flexibility over the planning horizon.
- Because of geography, natural disasters can have a dramatic impact on facility use, particularly private sites; therefore, the Master Plan need not align with the County's individual Disaster Debris Management Plans.
- The Authority will strive for cost-effective and efficient delivery of solid waste and recycling services and has the ability to enact an annual assessment to provide funding, with rates needing to reflect the cost of services in the local waste market
- The minimum distance from solid waste facilities to residential properties has evolved. Initially, the Executive Committee suggested a minimum distance of one mile from residential property. However, due to the build-out of the County, this distance was not feasible and was decreased to half a mile, then to a quarter mile for certain facility types. The number of possible sites decreased as privately-owned parcels were eliminated in favor of County and municipally-owned sites.
- In alignment with the Authority's equity and inclusivity goals, environmental justice considerations to apply to the development of the Master Plan generally emphasize equitable outcomes for all communities, particularly those historically affected by environmental challenges.
- The Authority is encouraged to consider mandatory residential and commercial recycling. Initial steps that can be taken immediately include focusing on yard trash, which sets the stage for processing for beneficial use, and commercial C&D debris recycling.

## 6.0 ESSENTIAL TAKE-AWAYS

Through the development of the White Papers referenced herein, several themes emerged that are essential to the successful implementation of the Master Plan. Each essential theme is discussed further in the following sections.

### 6.1 BEHAVIOR CHANGE

One way to create behavior change is by developing a robust communications infrastructure based on **access**, **knowledge**, and **engagement**. This is key to changing the paradigm from a culture of consumption to a culture of minimizing waste and maximizing the beneficial use of waste stream components to reduce the amount of waste requiring disposal.

**Access** refers to whether recycling bins are readily available or if residents must walk or drive to drop off centers. Access is critical to the success of any recycling or zero waste program. It ensures that each resident, employee, or visitor can conveniently recycle or reuse end-of-life materials as easily as throwing them away. It is vital that everyone, regardless of ethnicity, primary language, or socioeconomic status have the same access to these programs and that the instructions they receive to participate in the programs are in their language of choice.

**Knowledge** refers to conveying the information people need to make decisions about what, when, and how to recycle. As part of developing our understanding of residential waste generator perceptions, a recycling survey was developed and deployed in early 2025. The survey considered property type, property ownership, income, and age. Key findings were:

- 86% of the respondents have separate solid waste and recycling carts
- 87% of the respondents receive recycling information from their municipality or County
- 43% of the respondents prefer receiving recycling information via email
- 43% of respondents trust that recyclable items that are placed in recycling carts get recycled
- 94% of respondents indicated that they recycle according to guidelines
- 59% place yard trash at the curb for collection

A summary presentation from the residential survey is included in **Appendix D**.

**Engagement** involves an individual's values, beliefs, attitudes, and identity, as well as the social dynamics and norms within their household, workplace, and community. It is not enough just to "tell" residents or businesses what they need to know. A fully optimized recycling collection and processing system cannot reach its full potential without effective education, outreach, and community engagement. Further, a trusted messenger is vital to a successful behavior change campaign.

A key component of the knowledge phase is determining the motivations of the target audience. Then, during the engagement phase, prompts for behavior change can be created based on those motivations. Using the last Census as a guide for Broward County, it is likely that the focus audiences for the research phase should be English, Spanish, and Haitian Creole speakers between the ages of 18 and 40 and 65 and over, both single-family home residents (rent and own) and multifamily home residents (rent and own) with a high school education and above. During the research phase, barriers to behavior change (recycling and recycling the right items) can be determined and then addressed during the education and engagement phases. To determine similar factors from

businesses and institutions, a key tactic would include creating an electronic survey and sending a postcard describing the goals with a link to the survey. Some sort of motivation, such as drawing for a gift card, often is needed to encourage businesses to complete the survey. In addition, providing businesses and institutions with the information they need to comply with local ordinances and regulations is a crucial step. The County can thus influence businesses and institutions to change behaviors, and then key players within those locations will influence their employees in a domino effect of information and influence.

An initial interactive Public Workshop was convened in September 2024 to introduce the Master Plan and solicit feedback from a range of stakeholders, including elected officials, staff, and public stakeholders. One of the themes of the Workshop was that “there is no ‘away’ for garbage”— a reminder that all waste has consequences, and how we manage it affects the environment and the health of our communities. Key takeaways from the Broward County Solid Waste Management Public Workshop are presented in **Appendix E**.

## **6.2 ECONOMIES OF SCALE**

A driving force for establishing the Authority was the notion that the benefits of working together exceed those of operating independently. For context, the decision not to extend the original Resource Recovery System in 2013 was based in part on the belief that the “free market” would enable competition and that each of the former member communities would benefit in terms of cost and service. While some benefits were realized in the short-term, the desired benefits have not been sustained over the longer term.

In order to fully realize the opportunities presented by the establishment of the Authority, it is critically important to leverage economies of scale to manage the collective waste stream. This is best accomplished via a concept known as flow control, which is the ability to direct where solid waste and recyclables generated within a jurisdiction must be transported, processed, or disposed of. The primary objectives of flow control include:

- Ensuring adequate and reliable waste volume to support public or designated private facilities (e.g., landfills, waste-to-energy plants, material recovery facilities).
- Maintaining environmental standards, such as higher recycling or diversion rates.
- Providing fiscal stability for solid waste infrastructure which often relies on minimum tonnage or stable tipping fees.

Flow control can be established through three primary mechanisms: regulatory (i.e., ordinance), contractual, and economic. While each mechanism has unique legal, operational, and financial implications, the recommended approach entails the following:

- A hybrid approach that combines both ordinance-based and contractual flow control to leverage the strengths of each. For instance, a County ordinance could outline a broad requirement to use designated facilities, while interlocal agreements define specific terms for each municipality, including put-or-pay clauses or cost-sharing formulas.

- Allow for phased implementation to enable the alignment of new ordinances or interlocal agreements with existing contract expirations in order to reduce disruption to municipal budgets and operations.
- Provide economic incentives, such as favorable tipping fees or rebates, to encourage early adopters and mitigate the political or economic challenges of mandated flow control as well as performance-based incentives for municipalities or haulers that meet or exceed recycling/diversion targets.
- Adopt clear enforcement mechanisms and utilize staff to oversee inspections, tonnage tracking, and penalty enforcement.
- Standardize data reporting requirements for all municipalities and private haulers to ensure transparency.

### **6.3 LEVERAGE EXISTING INFRASTRUCTURE**

As detailed in the Task 2 White Paper, there is currently adequate infrastructure within the County to meet current solid waste management needs. It is important to note that the analysis presented in the Task 4 White Paper identified the need for a wide range of new facilities over the planning horizon. However, this conclusion was based largely on an “academic approach” to identifying the infrastructure needed to reach the target recycling goal given the increased volume of waste to be managed by 2045. In the short-term, it is recommended that the Authority leverage the existing infrastructure while targeting waste streams that can be beneficially used immediately (e.g., traditional recyclable materials, yard trash, C&D debris). This approach, along with a focus on robust public engagement and education to maximize waste minimization and “recycling right” are expected to result in a higher recycling rate in the short-term, while further infrastructure needs are evaluated.

### **6.4 HARMONIZATION OF SERVICES**

Harmonizing services is defined as building service consistency across the ILA communities in terms of how solid waste and recyclable materials are collected (i.e., set out at the curb), where materials are processed, and how information is developed and disseminated. It is critically important that education, outreach, and messaging are carefully coordinated to ensure consistency across the Authority.

## 7.0 HISTORY/BACKGROUND

In the 1980s, a partnership known as the Resource Recovery System was formed among the County, most municipalities within the County, and the private sector. The purpose of this partnership, which was bound by an Interlocal Agreement (ILA), was to develop a state-of-the-art solid waste management system, and the result was, indeed, a cost-effective, sustainable, and environmentally safe solid waste management system. As the ILA expiration date drew near, the County convened a Solid Waste Visioning Summit in 2006, also known as the Trash Summit, during which County stakeholders developed a policy framework to manage uncertainty; they also began considering the best solution based on value and cost, governance and implementation, flexibility, control and environmental stewardship. However, the ILA Cities and the County allowed the ILA to expire in 2013, granting each former member autonomy in solid waste management.

Following the expiration of the ILA, concerns arose surrounding the formation of solid waste monopolies. This led the County and several cities to reopen the dialogue, develop a new vision for the future of solid waste management across Broward County, and identify a means to achieve that vision.

Ultimately, these events led to the formation of a Solid Waste Working Group and the commissioning of studies by both Arcadis and SCS Engineers that would serve to detail how a 75% County-wide recycling goal may be reached, and other solid waste disposal issues identified by the Solid Waste Working Group. An ILA creating the Solid Waste and Recyclable Materials Processing Authority of Broward County was executed thereafter in 2023. The preparation of this Master Plan resulted from the Authority's Request for Proposal for Consulting Services.

## 8.2 EXISTING FACILITIES

There are several County-owned, municipal-owned, and privately-owned solid waste processing and disposal facilities located within Broward County. The general location of each facility is noted in **Figure 5**, and **Table 1** lists each facility name, ownership, and waste stream materials accepted for processing and/or disposal.

Figure 5. Existing Solid Waste Management Facilities in Broward County

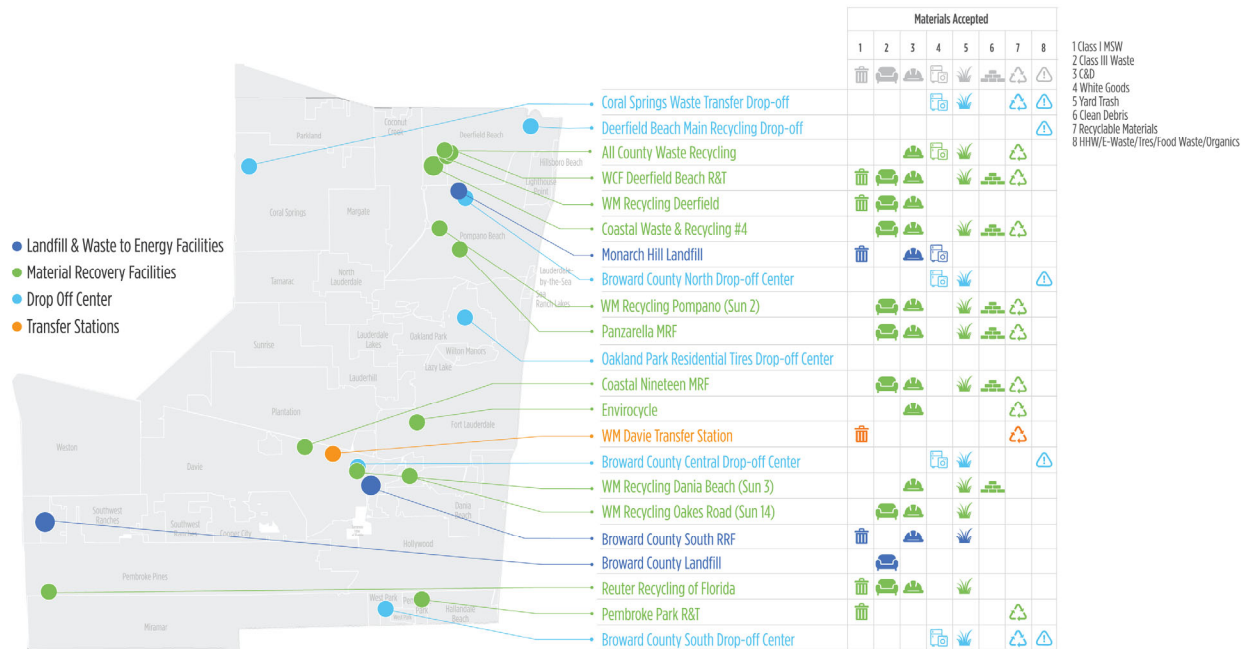


Table 1. Municipal, County, and Privately Owned and Operated Solid Waste Facilities in Broward County

Facility Type	Facility Name	Owner/Operator	Location	Materials Accepted
Landfill	Broward County Landfill	Broward County	7101 SW 205 <sup>th</sup> Avenue Southwest Ranches, FL 33332	Class III
Landfill	Monarch Hill Landfill	WM	2700 Wiles Road Pompano Beach, FL 33073	MSW; C&D; White Goods
WTE	Broward County South RRF	WIN Waste Innovations	4400 South State Road 7 Fort Lauderdale, FL 33314	MSW; Yard Trash; C&D

Facility Type	Facility Name	Owner/Operator	Location	Materials Accepted
SS RMPF	Reuter Recycling of Florida (aka WM Pembroke Pines Single Stream)	WM	20701 Pembroke Road Pembroke Pines, FL 33029	Class I; Class III; C&D; Yard Trash; Recyclables
SS RMPF	Pembroke Park R&T	Waste Connections of Florida	1899 SW 31 <sup>st</sup> Avenue Pembroke Park, FL 33009	Class I; Recyclables
C&D RMPF	WM Recycling Oakes Road (Sun 14)	WM	3250 SW 50 <sup>th</sup> Avenue Davie, FL 33314	C&D; Class III; Yard Trash
C&D RMPF	All County Waste Recycling	All County Waste Recycling Inc	1810 SW 42 <sup>nd</sup> Way Deerfield Beach, FL 33442	C&D; Yard Trash; White Goods; Recovered Materials
C&D RMPF and RMPF	WCF Deerfield Beach R&T	Waste Connections of Florida	1751 SW 43 <sup>rd</sup> Terrace Deerfield Beach, FL 33442	Class I; Class III; C&D; Yard Trash; Clean Debris; Recovered Materials
C&D RMPF and RMPF	WM Recycling Deerfield	WM	1750 SW 43 <sup>rd</sup> Terrace Deerfield Beach, FL 33442	Class I; Class III; C&D
C&D RMPF and RMPF	Coastal Nineteen MRF	Coastal Waste & Recycling of Florida	7061 SW 22 <sup>nd</sup> Court Davie, FL 33317	C&D; Yard Trash; Class III; Clean Debris; Recovered Materials
C&D RMPF and RMPF	Panzarella MRF	Panzarella MRF LLC	1601 SW 3 <sup>rd</sup> Street Pompano Beach, FL 33069	C&D; Yard Trash; Class III; Clean Debris; Recovered Materials
C&D RMPF and RMPF	Coastal Waste & Recycling #4	Coastal Waste & Recycling of Florida	1840 NW 33 <sup>rd</sup> Street Pompano Beach, FL 33064	C&D; Yard Trash; Class III; Clean Debris; Recovered Materials
C&D RMPF and RMPF	Envirocycle	Envirocycle, Inc.	849 SW 21 <sup>st</sup> Terrace Fort Lauderdale, FL 33312	C&D; Recovered Materials

Facility Type	Facility Name	Owner/Operator	Location	Materials Accepted
C&D RMPF and RMPF	WM Recycling Pompano (Sun 2)	WM	2281 NW 16 <sup>th</sup> Street Pompano Beach, FL 33069	C&D; Yard Trash; Class III; Clean Debris; Recovered Materials
C&D RMPF and RMPF	WM Recycling Dania Beach (Sun 3)	WM	3251 SW 26 <sup>th</sup> Terrace Fort Lauderdale, FL 33312	C&D; Yard Trash; Clean Debris
Transfer Station	WM Davie Transfer Station	WM	2380 College Avenue Davie, FL 33317	Class I; Recovered Materials
Recycling Drop-Off Center	Broward County North Drop-Off Center	Broward County	2780 N Powerline Road Pompano Beach, FL 33073	Yard Trash; White Goods; HHW; E-Waste; Tires
Recycling Drop-Off Center	Broward County Central Drop-Off Center	Broward County	5490 Reese Road Davie, FL 33314	Yard Trash; White Goods; HHW; E-Waste; Tires
Recycling Drop-Off Center	Broward County South Drop-Off Center	Broward County	5601 W Hallandale Beach Boulevard Pembroke Park, FL 33023	Yard Trash; White Goods; HHW; E- Waste; Tires
Recycling Drop-Off Center	Deerfield Beach Main Recycling Drop-Off	City of Deerfield Beach	401 SW 4 <sup>th</sup> Street Deerfield Beach, FL 33441	Recyclables; Food Waste; Certain HHW Materials
Recycling Drop-Off Center	Coral Springs Waste Transfer Drop-Off	City of Coral Springs	12600 Wiles Road Coral Springs, FL 33076	Organics for Composting; White Goods; Recyclables; Yard Trash
Recycling Drop-Off Center	City of Plantation Recycling Drop-Off Center	City of Plantation	750 NW 91 <sup>st</sup> Avenue Plantation, FL33324	Yard Trash

### 8.3 DATA SOURCES

Existing studies and other sources of information that served as reference material in the development of this Master Plan are detailed in the Task 2 White Paper, which is presented in **Appendix F**.

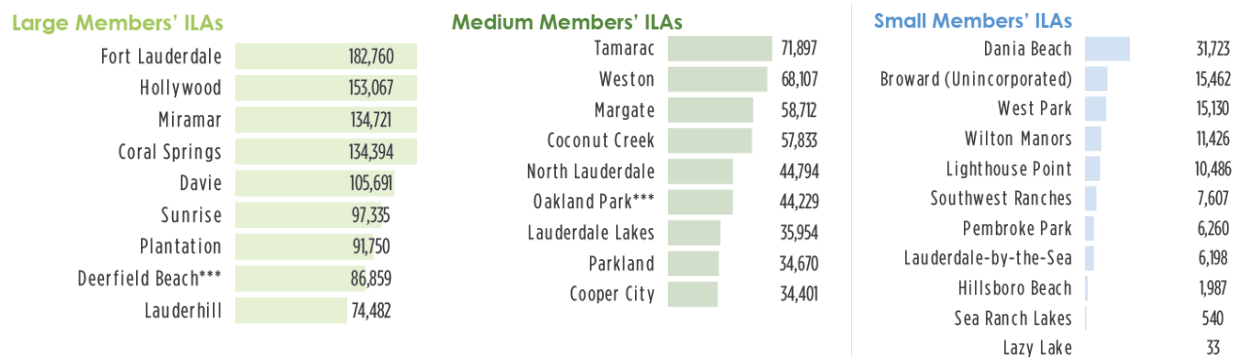
## 8.4 POPULATION, WASTE GENERATION, AND WASTE COMPOSITION PROJECTIONS AND ESTIMATES

As a starting point, the SCS Team used population and waste composition data to project waste generation by material type over the planning horizon along with the specific attributes of each ILA Member to develop the baseline conditions for this Master Plan; each element is summarized below.

### 8.4.1 Population

The generation of solid waste in a given community is determined primarily by its population. Therefore, population and growth rate projections were estimated for each ILA Member community by utilizing the most recent US Census year, 2020, referred to as the “Calibration Year”. The population projections and growth rates after 2020 are based on the 2023 Broward County and Municipal Population Forecast and Allocation Model (PFAM)<sup>10</sup>, published by the Broward County Planning and Development Management Division. Growth rates were then adjusted for each ILA Member for each year of the model from 2020 to 2045 to match (as closely as possible) the population values published in the 2023 PFAM. **Figure 6** presents the population of each ILA Member.

Figure 6. ILA Member Population



### 8.4.2 Waste Generation

The waste generation estimate over the planning period is based on County data provided in the Florida Department of Environmental Protection (FDEP) reports titled *2020 MSW Collected and Recycled by Generator Type By Descending Population*<sup>11</sup> and *2020 Total Tons of MSW Materials Collected and Recycled In Florida By Descending Population*<sup>12</sup>. This data includes total population (as reported by the US Census Bureau) and the total tons of single-family, multi-family, and commercial MSW collected. Waste generation closely correlates with population, and the waste generation rate for a given municipality is commonly reported in tons per capita, per year. The calculated per capita generation rate is used to estimate the total waste generated per year. The generation rate is projected using a trendline of the past five years of per capita growth, with three

<sup>10</sup> [Broward County and Municipal Population Forecast and Allocation Model \(PFAM\) 2017](#)

<sup>11</sup> [2020 MSW Collected and Recycled by Generator Type](#)

<sup>12</sup> [2020 Municipal Solid Waste Collected & Recycled](#)

options: 1) Low, which is the trendline rate of less 0.75%; 2) Medium, which is a continuation of the trendline rate; and 3) High, which is the trendline rate of +0.75%. The Medium per capita growth rate was used for the initial mass balance model calculations.

The waste generation rate is different for single-family residents, multi-family residents, and commercial employees and customers, so a further refinement of the population estimates for those waste fractions was needed. For this purpose, the ILA Member data in the model includes an estimate of single family and multifamily housing units in 2020 taken from the Broward County Affordable Housing Needs Assessment<sup>13</sup>. From this data, both the number of single- and multi-family housing units and the average number of residents per unit can be estimated, allowing for an estimate of the population of single-family and multi-family residents. Combining these refined population estimates with the FDEP MSW tonnage data, the per capita waste generation rate ratio for each housing unit type was calculated for 2020, which is the portion of the County-wide per-capita generation rate represented by residents of each housing type.

This ratio was then multiplied by the total per capita generation rate to derive the direct waste generation rate, which was recalculated as the model year (and County-wide waste generation rate) changes. The commercial waste generation rate ratio was similarly calculated from the commercial tons reported in the FDEP report titled *2020 MSW Collected and Recycled By Generator Type*<sup>14</sup> less the C&D tonnage reported in the FDEP report titled *2020 Total Tons of MSW Materials Collected and Recycled In Florida*<sup>15</sup>, divided by the 2020 population estimate for Broward County from the US Census Bureau. This ratio was then multiplied by the total per capita generation rate to derive the direct waste generation rate, which was recalculated as the model year (and County-wide waste generation rate) changes. The following sections provide additional insights into the waste stream components and their application to the Master Plan.

### 8.4.3 Waste Composition

To estimate the waste composition for each ILA Member, the model uses the four waste fractions presented in the *Broward County 2023 Waste Characterization Study Final Report*<sup>16</sup>, which are defined as follows:

- Source-Separated Recyclables (SSR) – this includes clean recyclables collected from curbside residential collection and multi-family and commercial recycling containers.
- Residential MSW (RMSW) – MSW from single-family residences.
- Commercial MSW (CMSW) – MSW from multifamily and commercial properties.
- Construction and Demolition Waste and White Goods (C&D/BW) – includes wastes from the construction and demolition of structures (e.g., roofing shingles, wood, concrete, drywall), as well as White Goods (e.g., furniture, mattresses).

During a waste characterization study performed as part of a separate engagement with Broward County, SCS Engineers conducted sampling and determined the materials composition of each of

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<sup>13</sup> [Broward County Affordable Housing Needs Assessment, September 2022](#)

<sup>14</sup> [2020 MSW Collected and Recycled by Generator Type](#)

<sup>15</sup> [2020 Municipal Solid Waste Collected & Recycled](#)

<sup>16</sup> [Microsoft Word - Broward County Waste Composition Study Final Report\\_V6](#)

these four waste fractions. The percentages of each waste fraction were then calculated for each ILA Member, as follows:

- **SSR** - The SSR percentage depends on access to and participation in recycling. Access is determined by the availability of residential curbside recycling service and requirements for commercial recycling (which includes multi-family residential housing). Participation is estimated using an assumed set-out rate for single-family residential, multi-family residential, and commercial properties. From this data, the recycling tons for single-family residential, multi-family residential, and commercial properties were calculated, then divided by the total tons for the ILA Member municipality to result in the waste fraction percentage.
- **RMSW** - The RMSW percentage was calculated by multiplying the total single-family population by the single-family generation rate to get the residential MSW tons generated, deducting the recycling (SSR) tonnage, and then divided by the total tons for the ILA Member municipality to result in the waste fraction percentage.
- **CMSW** - The CMSW percentage was calculated by adding the multi-family MSW tons generated (product of the total multi-family population and the multi-family generation rate) and the commercial MSW tons generated (product of the total population and the commercial generation rate), then deducted the calculated recycling (SSR) tonnage for multi-family and commercial. The result was then divided by the total tons for the ILA Member municipality to derive the waste fraction percentage.
- **C&D/BW** - The C&D/BW percentage is simply the remaining waste fraction, calculated as 100% minus the sum of the three waste fractions calculated above.

The total tons calculated for each ILA Member municipality were then multiplied by the calculated waste fractions above, resulting in the total tonnage for each waste fraction. Those tons were then multiplied by the material composition percentages to derive the total tons of each material type in each waste fraction.

## 8.5 SOLID WASTE MASS BALANCE MODEL

To understand the solid waste processing and disposal needs of the Authority, a Solid Waste Mass Balance Model (Model) was developed based on the population and waste generation projections and the waste composition estimates described above. **Figures 7 and 8** present the estimated current tonnage of waste generated by municipality and current estimated waste flows, and **Figures 9 and 10** present projected waste generation by municipality and estimated waste flows in 2065. The Model estimated the tonnage of solid waste and recyclable materials generated within the County for ILA and non-ILA members, and passing through existing public, municipal, and private solid waste infrastructure in the County as well as out-of-County solid waste infrastructure. The estimates encompass four (4) key phases: Generation, Collection, Transfer/Routing, and Diversion/Disposal. After verifying the mass balance, the model advances year by year, incorporating growth rates and other factors to predict when receiving facilities will reach capacity and require expansion, or when re-routing of waste to alternative sites will be required.

Figure 7. Broward County Estimated Waste Generation by Municipality (2025)

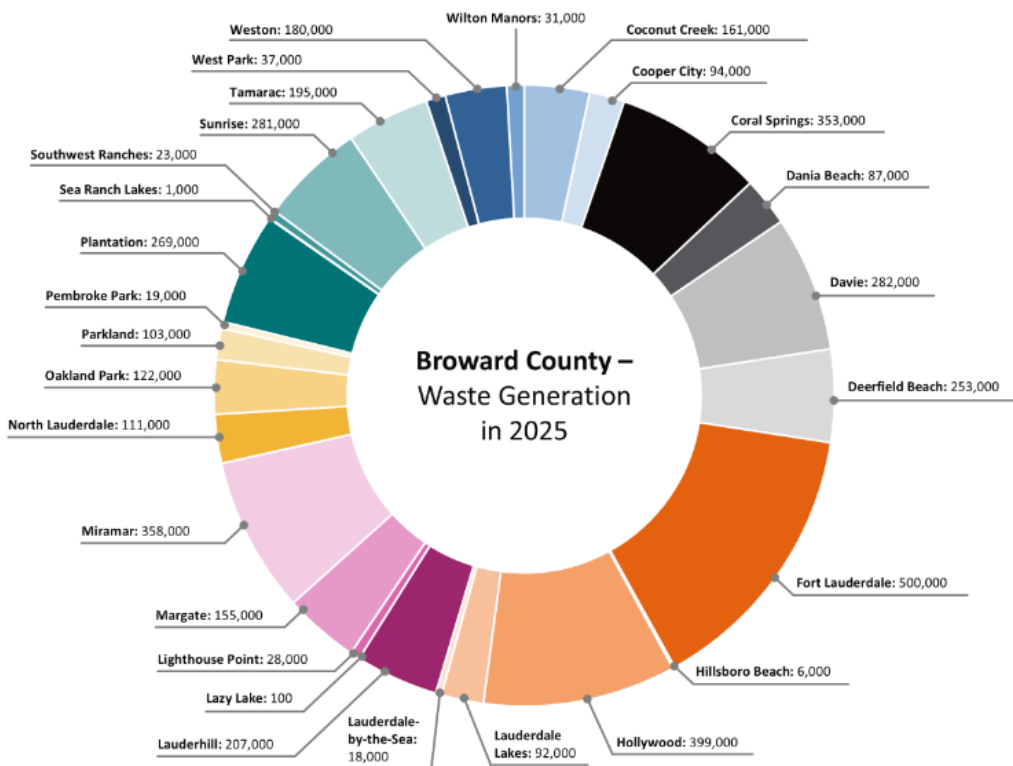


Figure 8. Broward County 2025 Estimated Tonnage of Waste Flows

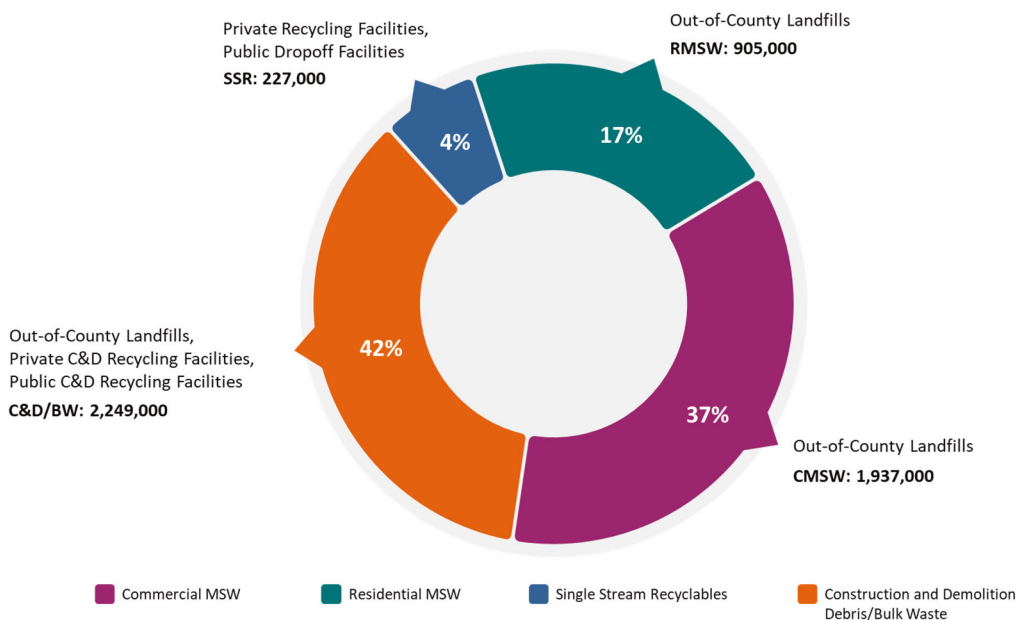


Figure 9. Broward County Estimated Waste Generation by Municipality (2065)

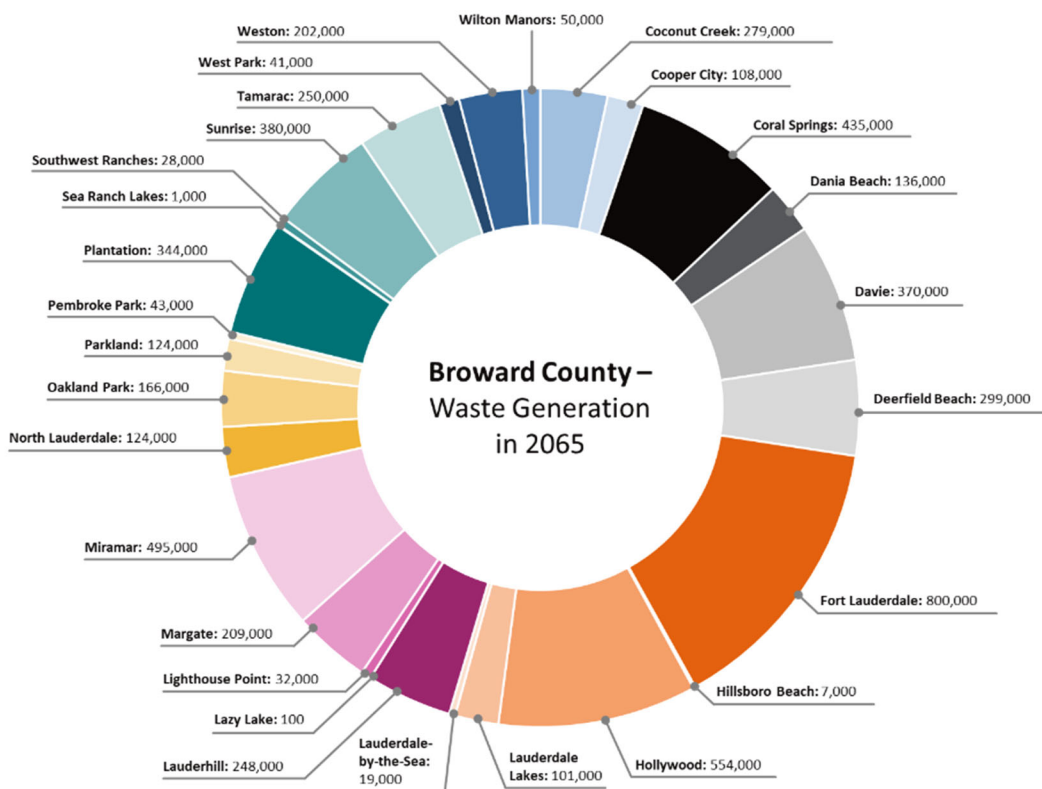
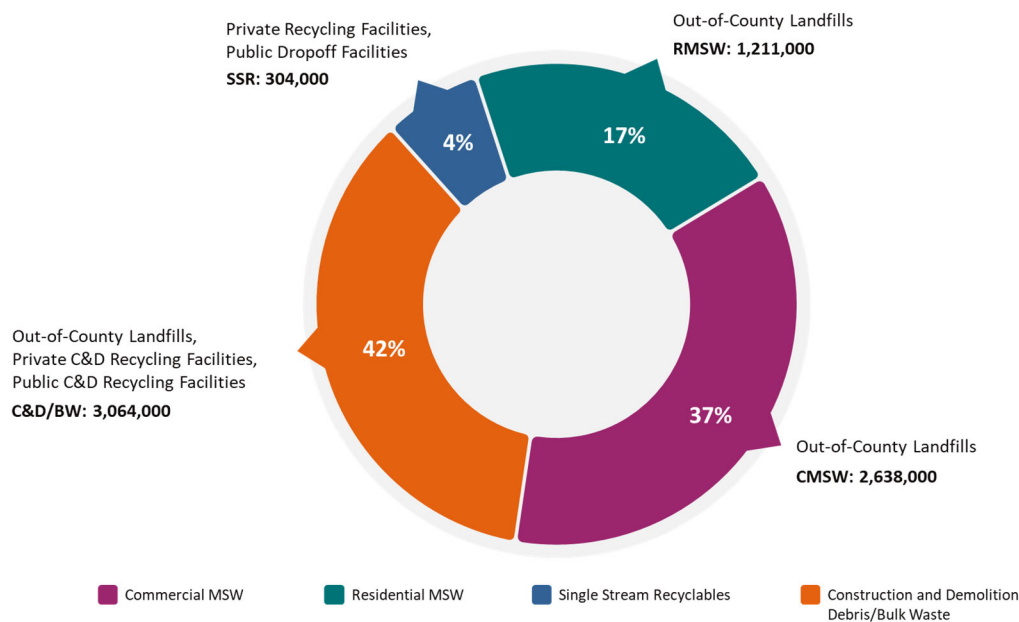


Figure 10. Broward County Estimated Waste Flows, 40-year Planning Horizon (Tons in 2065)



## 9.0 REGULATORY AND POLICY FRAMEWORK

The SCS Team reviewed applicable ordinances, statutes, rules, regulations, and goals at the Federal, state, and local levels related to solid waste management and recycling and prepared the Task 5 White Paper, which is presented in **Appendix G**.

One of the key challenges facing local government is *preemption*, which restricts local governments from enacting certain laws that would otherwise be allowed under Home Rule<sup>17</sup>. For example, Chapter 403.7033 F.A.C., restricts local governments from regulating auxiliary containers and disposable plastic bags and wrappings. However, it is important to note that government property and government sponsored events are excluded from this preemption law. Some local governments have banned some single-use plastics on their property and at their events. For example, in 2022 Broward County banned Styrofoam on government property and at County sponsored events. This creates an opportunity for local government to lead by example. In addition, a variety of legislative and programmatic options were identified during the development of this Master Plan and are presented as options to advance Zero Waste initiatives are summarized below in **Table 2**.

Table 2. Legislation and Programs Addressing Zero Waste Goals

Legislation or Program	Details	Additional Notes or Examples
<b>Material Bans</b>	Typical items targeted include single-use plastics, plastic straws, polystyrene foam, and plastic bags. Material Bans are impactful in reducing non-recyclable or non-compostable material from the waste stream.	Florida State Law currently prohibits local municipalities from banning certain materials, such as plastic bags, polystyrene foam, etc.  Consider intensive and coordinated lobbying efforts at the State level aimed at revising the rules regarding solid waste management-related preemption.
<b>Disposal Bans</b>	Managed at the state level primarily, typical items targeted include cardboard, tires, electronic waste, wood and yard trash, household hazardous waste, and paints. These bans attempt to increase diversion by prohibiting disposal of items with high recycling value or which may have more sensitive environmental impacts.	Florida formerly mandated the processing of wood and yard trash materials, but this mandate was overturned in 2010.
<b>Diversion or Zero Waste Mandates</b>	These mandates are most easily applied to lower tier government bodies as they can be held accountable for reaching proposed goal(s) and can justify spending on the means to reach those goal(s).	

<sup>17</sup> [http://www.leg.state.fl.us/statutes/index.cfm?App\\_mode=Display\\_Statute&URL=0100-0199/0163/Sections/0163.410.html](http://www.leg.state.fl.us/statutes/index.cfm?App_mode=Display_Statute&URL=0100-0199/0163/Sections/0163.410.html)

Legislation or Program	Details	Additional Notes or Examples
<b>Extended Producer Responsibility (EPR)</b>	EPR policies put financial responsibility for a product's end-of-life on the producers rather than the ratepayers or taxpayers. Despite the complexities of designing the regulations and setting rates, these can be impactful by incentivizing manufacturers and product users.	A deposit return system (i.e., bottle bill) for beverage containers is an example of EPR, where product manufacturers must pay a system fee for the recycling of certain containers.  EPR is best accomplished at the Federal or state level.
<b>Public-Private Partnerships (PPP)</b>	PPPs can be an impactful way to develop the infrastructure necessary to improve beneficial use of waste stream components.	
<b>Contractor Performance Incentives</b>	Contracts with operators can be designed so that financial incentives exist for better performance.	San Jose, California's contracts with waste haulers allow for tiered higher rates to be paid to the hauler for higher diversion rates as well as incentives to minimize contamination.
<b>Pay-as-You-Throw (PAYT)</b>	PAYT is a type of incentive structure that encourages waste generators to limit the amount of waste they set out.	The City of Plantation employs PAYT.
<b>Product Certification</b>	A concept being explored by some municipalities is adhering to a certification standard for products created by recycling or organics processors.	Examples include PAS 100, a standard used in the UK for compost, and a standard for biogas to be used as RNG in pipelines.
<b>Government Purchasing Programs</b>	Local governments can enact policies and legislation related to procurement practices to assist in the development of secondary markets for certain recycled materials.	If executed properly, these programs can create the demand for recycled materials, one of the most difficult recycling challenges to overcome.

# 10.0 FINANCIAL FRAMEWORK

The ILA was designed to streamline and enhance waste management and recycling services by fostering regional collaboration among the County and its municipalities. By unifying waste and recycling management services, the ILA enables the Authority to enhance its negotiating power to secure better contracts and terms, ultimately benefiting the municipalities economically through a more efficient, cost-effective, and sustainable waste management system. The primary goals are to reduce costs for the ILA Members through economies of scale and more efficient operations, leading to more predictable and stable waste management expenses. The ILA contemplates significant investments, either through facility development and ownership or service agreements, to achieve higher recycling rates and lower long-term disposal costs. Additionally, the Authority established by the ILA has the authority to impose special assessments to finance its operations and capital improvements, contributing to economic stability.

## 10.1 FLOW CONTROL OPTIONS

Flow control enables local governments to direct where solid waste and recyclables generated within their jurisdiction must be transported, processed, or disposed of. The benefits of flow control include:

- Ensuring adequate and reliable waste volume to support public or designated private facilities (e.g., material recovery facilities, C&D processing facilities, WTE, landfills).
- Maintaining environmental standards, such as higher recycling or diversion rates.
- Providing fiscal stability for solid waste infrastructure, which often relies on minimum tonnage or stable tipping fees.

There are three primary mechanisms for flow control: regulatory, contractual, and economic. Regulatory flow control is accomplished by enacting an ordinance requiring that waste and recyclables generated within a jurisdiction be delivered to specified facilities. Contractual flow control is established through an interlocal agreement or franchise agreement that directs waste streams to a designated facility or facilities. Economic flow control influences waste generator behavior or collection service providers through tipping fees, rebates, or other financial instruments. Based on the analysis conducted during the development of this Master Plan, a hybrid approach is recommended to address the nuances between the residential and commercial sectors, whereby a County ordinance could outline a broad requirement to use designated facilities, while interlocal agreements or other legal mechanisms in a form determined by the Authority would define specific terms for each municipality, including put-or-pay clauses or cost-sharing formulas. The implementation could be phased in to align new ordinances or ILAs with existing contract expirations, reducing disruption to municipal budgets and operations.

## 10.2 BUDGETING APPROACH

Government budgeting is the process by which public authorities allocate financial resources to meet societal needs, execute policies, and achieve economic objectives. The primary purpose of government budgeting is to allocate resources efficiently to address public needs while maintaining fiscal responsibility. It involves forecasting revenues, estimating expenditures, and aligning spending priorities to deliver public services efficiently and equitably. The budget serves as a key policy document, reflecting a government’s fiscal strategy and priorities for a specific period, usually a fiscal year.

The government budgeting process is typically organized into several key steps with the goal to assure consistency and cost effectiveness. The first step is planning and proposal, during which individual government agencies assess their needs and submit funding requests aligned with their goals, objectives, and broader fiscal strategies. Once the proposals are consolidated, the budget is submitted to the legislative body for approval. During this phase, the proposed budget undergoes debates and potential modifications to address concerns and priorities raised by legislators. After legislative approval, the budget moves to the implementation phase. At this stage, funds are allocated to the relevant programs and services. The final step in the process is monitoring and evaluation. This involves tracking expenditures and ensuring that funds are used efficiently to meet the intended objectives. Audits and performance evaluations are conducted to maintain accountability and to identify areas for improvement in future budgets.

Based on the analysis conducted under the Task 3 White Paper (attached as **Appendix H**), a zero-based budgeting approach is recommended as it offers a practical and transparent approach for the Authority to manage the financial complexities of building and operating new facilities. By justifying every expense and aligning spending with strategic goals, zero-based budgeting will enable the Authority to anticipate and plan for cost increases while maintaining financial sustainability. When combined with long-term forecasting and performance monitoring, zero-based budgeting can ensure that the authority remains agile and effective in delivering waste management services to meet the needs of the ILA Members.

### **10.3 LEVERAGING ECONOMIES OF SCALE**

Economically, the ILA was designed to streamline and enhance waste management and recycling services by fostering regional collaboration among the county and its municipalities. The primary goals were to reduce costs for ILA Members through economies of scale and more efficient operations, leading to more predictable and stable waste management expenses.

### **10.4 LEVERAGING EXISTING INFRASTRUCTURE**

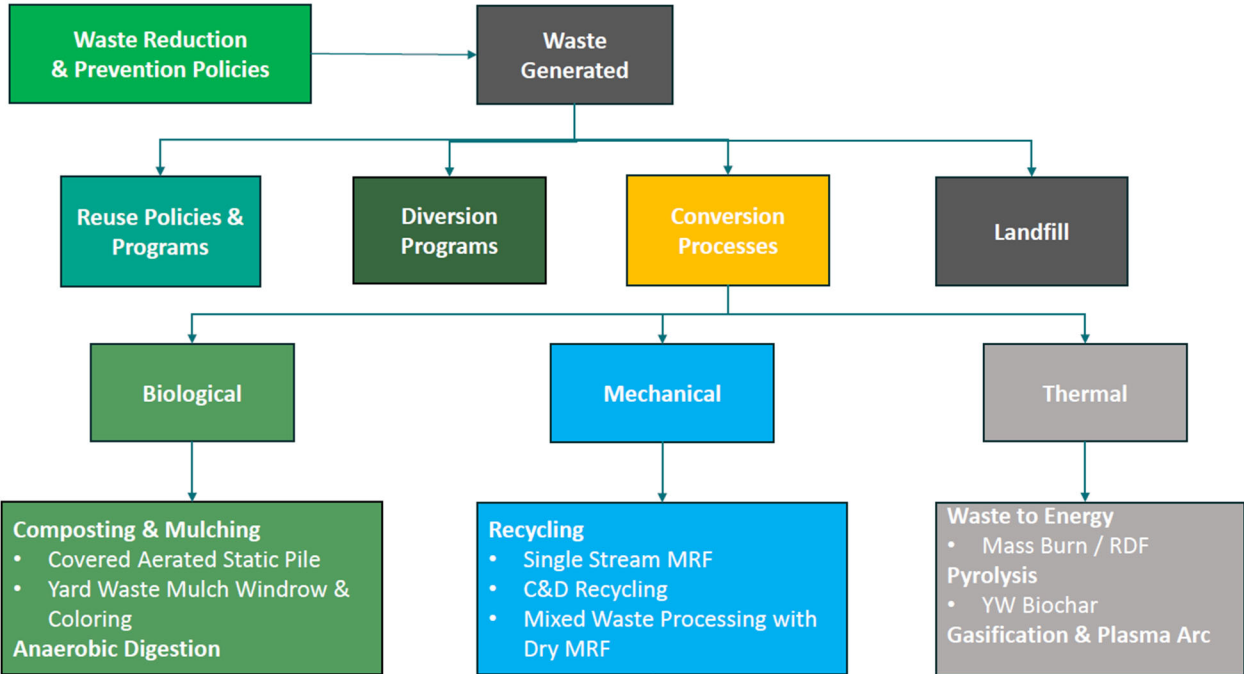
As presented in **Figure 5** above, Broward County has an extensive network of existing solid waste management infrastructure, including publicly-owned citizen drop-off sites, a private recycling facility, several private construction and demolition debris recycling facilities, private transfer stations, a private WTE facility, a County landfill, and a private landfill. This infrastructure meets some of the solid waste management needs of today and is projected to do so for the foreseeable future. However, as the System is further developed, it is critically important that the Authority be prepared to invest in new facilities and/or services to meet the solid waste management needs over the planning horizon. These needs are further discussed below.

# 11.0 FUTURE NEEDS ASSESSMENT

The Task 4 White Paper was prepared to identify critical information necessary to help the Authority make informed decisions about which types of facilities, policies, and programs should be prioritized in the Master Plan. The Task 4 White Paper is attached as **Appendix I** for reference. Five planning scenarios (Scenarios) were developed to offer potential pathways to meet the Authority’s 75% waste diversion goal by 2045. The Scenarios are not intended to be a prescriptive to-do list, but rather to demonstrate the future scale and scope of processing infrastructure and programming needed to meet the Authority’s ambitious waste diversion target. This assessment was driven by the Authority’s Guiding Principles detailed in **Section 4** above.

The planning Scenarios were developed to provide a range of approaches that could meet the Authority’s future needs, with each Scenario having different tradeoffs regarding ease of implementation, cost of service, and overall impact. The Scenarios were informed by a review of municipal best practices and a comprehensive assessment of all available waste processing technologies, including emerging and innovative approaches, as presented below in **Figure 11**.

Figure 11. Overview of Available Waste Approaches and Technologies Analyzed



The planning Scenarios helped determine:

- The volume and composition of waste to be managed now and in the future,
- The best way to segregate the waste stream to enable efficient recycling,
- The types and combinations of processing technologies best suited to increase recycling rates from the targeted waste streams,
- The relative size, capacity, cost, and recycling impact of different material recovery facilities that will increase recycling rates,
- The collection strategies, supporting policies, and public outreach programs needed to complement processing infrastructure to ensure a more sustainable materials management system.

## 11.1 WASTE GENERATION MODEL

The Scenarios were also informed by population and waste growth trends, presented in **Table 3**. These trends were determined as part of the Model that estimated the tonnage and composition of solid waste and recyclable materials expected to be generated within the County over the planning horizon. The best available data was used to consider the flow of waste through the Authority’s solid waste system and out-of-County disposal facilities, encompassing four (4) key phases: generation, collection, transfer/routing, and diversion/disposal.

Table 3. Broward County Population and Waste Generation Over the 40-Year Planning Horizon

Year	2025	2030	2035	2040	2045	2065
Broward County Population Projection	2,020,000	2,090,000	2,140,000	2,190,000	2,230,000	2,402,000
Waste Tonnage Projection	5,320,000	5,690,000	6,000,000	6,260,000	6,500,000	7,200,000

The Model guided the development of the Scenarios that forecast future waste management facility needs, based on the tonnage of waste material required to be managed now and in the future. The Broward County 2023 Waste Characterization Study (attached as **Appendix J**) found that 78% of the County’s residential waste stream, 76% of the commercial waste stream, and 80% of the C&D/Bulk Waste stream is recyclable, compostable, or potentially divertible.

## 11.2 WASTE MANAGEMENT SCENARIO PLANNING OVERVIEW

To meet the Authority’s solid waste management and processing capacity requirements over the next 40 years, the Scenarios, summarized and presented in **Figure 12** below, were developed to model different combinations of waste processing technologies to project the estimated recycling rates that could be achieved, the associated development and operating costs, and the ease of implementation.

Figure 12. Scenarios Overview

	Scenario A	Scenario B	Scenario C	Scenario D	Scenario E
Projected Diversion Rate	62%	79%	83%	51%	73%
Tons Left to Send to Landfill in 2045	2,700,000	1,600,000	1,300,000	3,300,000	2,100,000
<b>New Facilities</b>					
Transfer Stations	3	3	3	3	3
Landfills	1	1	1	1	1
Single-Stream MRFs	2	2	2	0	2
Reuter's Recycling	1	1	1	0	1
MWPF + AD + Fiber	0	0	0	0	3
WTE	0	1	1	0	0
Anaerobic Digestion	0	0	0	3	0
DRY MRFs	0	0	0	6	0
Organics Processing Campus	2	2	2	2	2
Mulch	2	2	2	2	2
CASP Zone	0	1	10	0	10
Biochar	1	1	1	1	1
<b>Existing Facilities</b>					
Drop-Off Centers	8	8	8	8	8
C & D Recovery facilities	2	2	2	2	2

These Scenarios demonstrate that the pursuit of incrementally higher recycling rates leads to substantially higher costs and increased difficulty of implementation. The Scenarios were informed by a comprehensive review of existing and emerging future waste processing technologies implemented across North America and other developed nations, as detailed in the Task 9 White Paper. The Scenarios were screened to assess the relative public health and environmental impacts and the associated environmental justice implications. They also took into consideration comparable municipal solid waste systems, and unique characteristics of the County including geographic constraints, limited land availability, permitting processes at the local and state levels, and the anticipated regulatory framework for stricter segregation of waste streams at the source across residential, commercial, and industrial sectors. **Table 4** below presents the results of this screening process for each Scenario.

Table 4. Scenarios and Goals: Cost and Other Impacts

Scenario	Recycling (Cost)	Reuse (Cost)	Diversion (Cost)	Zero Waste Strategies (Cost)	Market Risks (Cost)	Environmental Impacts, Health and Safety (Cost)	Cost Efficiency
A	Low	Low	Medium	Low	Low	Medium	High
B	High	High	High	Medium	High	High	Medium
C	High	High	High	Medium	High	High	Medium
D	Medium	Medium	Medium	High	Medium	High	Low
E	High	High	High	Medium	High	High	Low

Following the development of the Scenarios and presentation to the Executive Committee, consensus was achieved and **Scenario A was selected as the most practical, cost-effective, and quickest path forward to begin building the Authority’s new solid waste system** while still providing the necessary flexibility for the Authority to adapt and pursue more progressive waste diversion investments over time as the system matures and evolves. For a detailed review of each planning Scenario, including descriptions of the respective technologies, facilities, and cost estimates, refer to the Task 4 White Paper.

Scenario A includes the first critical steps needed for the Authority to be successful – restoring and expanding single-stream recycling access, improving waste diversion opportunities through the harmonization of services and separation of material streams, targeting single-stream recycling and yard trash programs that are easiest to implement while yielding the largest recycling gains, investing in supporting infrastructure and complimentary public education, and ensuring long-term disposal security. While Scenario A calls for the development of several facilities, as noted above in Figure 12, in the short term, the Authority has made the policy decision to leverage the use of existing infrastructure and phase in new infrastructure investments over time, as the needs of the Authority evolve.

Broward County’s distinctive characteristics limit the potential for solid waste diversion during the first few years of the planning horizon, necessitating a practical and phased approach to planning. Additionally, the integration of open market collection systems within the Authority presents challenges to full participation. It is therefore important to acknowledge that (1) all planning Scenarios identified the need for continued use of the South Broward RRF for waste volume reduction; and (2) that additional landfill capacity will be necessary over the planning horizon to manage residual materials, provide added resilience from future debris generating disaster events, and ensure operational stability. Due to the volume of waste projected to be generated in the future, the limited siting opportunities within Broward County, and the growing disposal needs of adjacent counties, the Task 4 White Paper noted that it is imperative for the Authority to actively procure additional disposal capacity within or outside the County as a critical part of its long-term resiliency strategy.

## 11.3 FACILITY SITING

While Scenario A and maximizing use of existing infrastructure within Broward County is the preferred starting point, consideration was also given to siting new facilities. A preliminary desktop facility siting analysis was conducted for the potential development of the facilities identified in all Scenarios featured in the Task 6 White Paper. Exclusionary screening criteria were developed for each facility type, including minimum site acreage, setback from residential zoning, access to major roadways, and ownership by a municipal government entity. **Table 5** summarizes the criteria used to assess the feasibility of potential sites and denotes facilities specifically recommended by Scenario A. Each of the potential sites must undergo a detailed siting analysis that considers geotechnical subsurface conditions, environmental permitting, design analysis, constructability, etc. While the available public land and the identified existing sites have limitations, the Authority should remain engaged and aware of potential opportunities to acquire land in the future.

Table 5. Siting Criteria Summary

Technology	Capacity Needed Per Facility (TPY) <sup>1</sup>	Minimum Site Area for Individual Facilities (Ac) <sup>2</sup>	Offset from Residential Zoning (mile(s))	Parcel Ownership	Zoning	Transportation - Travel Time to Major Road	Proximity to Airport	Number of Facilities Required by Scenario A
SS RMPF	250,000	20	0.25	Must be County or municipally owned	Vacant, Industrial, Commercial, and Agricultural	Exclude properties more than five miles from a Collector or Arterial Road	N/A	2
Mulch Facility	175,500	10	0.25					2
Biochar	30,000	2	0.5					1
Organics Processing Campus	380,000	10	1.0					2
Aerobic Digester	160,000	7	0.25					N/A
C&D RMPF	450,000	15	0.5					2
Dry MRF	160,000	15	0.25					N/A
MWP (Fiber Extraction, AD & MRF)	330,000	30	0.5					N/A
Public Drop-Off Recycling Center	12,000	0.5	NA					8
Transfer Station	1,240,000	15	0.25					3
WTE <sup>3</sup>	1,000,000	30	0.5				>4 miles	N/A
Landfill	3,400,000	640	1.0				>4 miles	1

1. The modeled functional capacities from the Task 4 White Paper for each type of solid waste facility were estimated based on the requirements to meet the Authority's 2045 diversion goals, based upon modeled waste volumes anticipated.
2. Minimum site acreage shown is for the minimum functional facility footprint that could accommodate the capacity required to meet long-term Authority objectives and does not include appurtenant scales, access and egress roads, local zoning requirements, setbacks, vegetation, fencing, stormwater, etc., which would be determined during a fatal flaw analysis.
3. Scenario A assumes that the existing permitted disposal capacity at the South Broward RRF will continue to be used; however, it does not contemplate a new WTE facility.

### 11.3.1 Identification of Sites – Exclusionary Criteria

To identify the availability of potential sites for the development of future solid waste, recycling, and diversion facilities within the County, a desktop evaluation utilizing Geographic Information Systems (GIS) was conducted, which applied the exclusionary criteria detailed in the Task 6 White Paper (see **Appendix K**). Only County and municipally owned parcels were considered for this exercise.

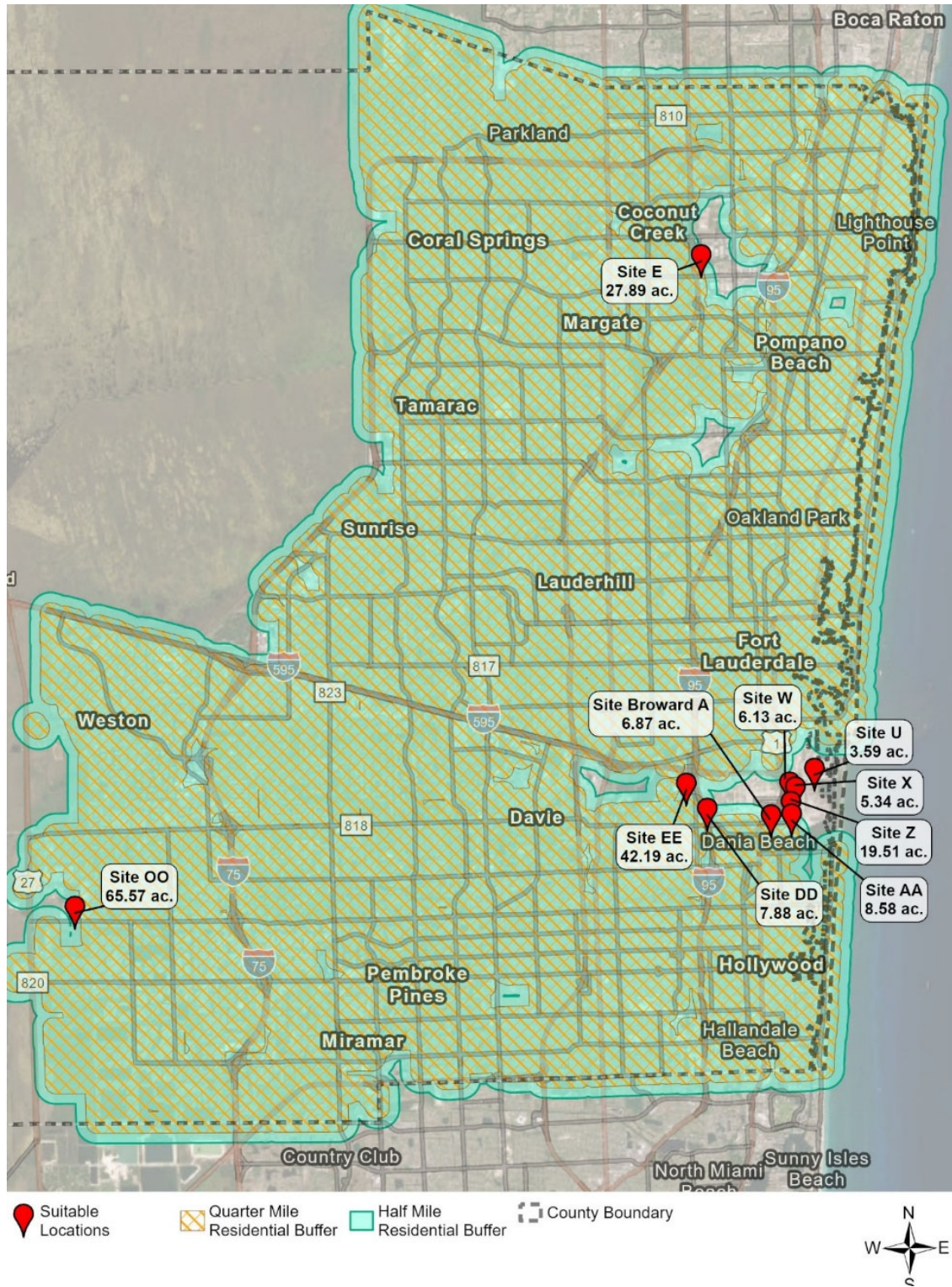
The desktop GIS analysis identified 132 individual County or municipally owned parcels. Broward County provided a listing of 80 additional parcels for consideration, of which 32 were included in the original evaluation. These parcels were grouped into 49 potential sites, which were each assigned a letter site identifier. Once the GIS data and siting criteria associated with each proposed facility type were considered and evaluated for each of the 49 potential sites, many were excluded from further evaluation. Ultimately nine (9) potential sites were identified that could potentially accommodate development of a SS RMPF, Scenario A - Organics Processing Campus (Mulch Facility and Biochar Pyrolysis), Mulch Facility, C&D RMPF, Public Drop-Off Recycling Center, and Transfer Station. Due to the residential zoning offset and minimum site acreage requirement, County or municipally-owned sites were not identified for the development of a WTE Facility or Landfill. However, it should be noted that on July 18, 2025, the Executive Committee made the policy decision that any future WTE Facility would be considered only if it were co-located in close proximity to the South Broward RRF. The South Broward RRF site did not meet the original exclusionary criteria, as it is less than one mile from residential communities.

**Table 6** summarizes the acreage of each of the nine sites and notes the Scenario A facility type(s) that could be developed at each site. The sites are also shown on **Figure 13** below.

Table 6. Summary of Potential Sites

Site Identifier	Ownership	Location	Site Size (Acreage)	Scenario A Facility Types
AA	Unincorporated Broward County	East of Ft. Lauderdale International Airport, South of I-595	8.58	Public Drop-Off Recycling Center
DD	Unincorporated Broward County	West of Ft. Lauderdale International Airport, South of I-595	7.88	Public Drop-Off Recycling Center
E (Includes the Alpha 250 Parcel)	City of Pompano Beach	East of the FL Turnpike, South of Sample Road	27.89	SS RMPF, Mulch Facility, Public Drop-Off Recycling Center, Transfer Station
EE	Unincorporated Broward County	West of I-95, South of I-595	42.19	SS RMPF, Mulch Facility, Public Drop-Off Recycling Center, Transfer Station
W	Unincorporated Broward County	East of Ft. Lauderdale International Airport, East of NW 7 <sup>th</sup> Ave	6.13	Public Drop-Off Recycling Center
OO	Unincorporated Broward County	East of I-75, North of Sheridan Street	65.57	SS RMPF, Mulch Facility, Public Drop-Off Recycling Center, Transfer Station
U	City of Hollywood	Southwest of Port Everglades, South of Eller Dr.	3.59	Public Drop-Off Recycling Center
Z	Unincorporated Broward County	East of Ft. Lauderdale International Airport, East of NW 7 <sup>th</sup> Ave	19.51	SS RMPF, Mulch Facility, Organics Processing Campus – Scenario A (Mulch and Biochar Pyrolysis Facilities), C&D RMPF, Public Drop-Off Recycling Center, Transfer Station
Broward A	Unincorporated Broward County	South of Ft. Lauderdale International Airport, North of NE 10 <sup>th</sup> St	6.87	Public Drop-Off Recycling Center

Figure 13. Location of County and Municipally Owned Sites within Broward County that Meet Screening Criteria



When planning for the development of future Authority-owned facilities, consideration should be given to the ability to activate the infrastructure to also serve as an educational resource to further enhance public awareness and support for the role the facility plays in the community. Such facilities should also promote environmental stewardship through thoughtful design of the built environment. An exploration of such an approach is addressed in the Task 10 White Paper (attached as **Appendix L**). One positive way to engage the community is through passive learning centers. Living laboratories, interactive exhibits, wetlands, and trails are all examples of learning centers that have been successfully incorporated into waste management facilities, fostering environmental awareness and promoting sustainability. The pursuit of LEED certification or similar green building certifications can help ensure optimal energy and water efficiency within the facility operation and highlight the use of waste reduction principles and recycled content within the construction process. Educational signage and public tours of the facilities can provide impactful learning opportunities for students and community groups. For example, both Pinellas County and the Solid Waste Authority of Palm Beach County have robust public outreach programs that provide facility tours. Ensuring adequate buffers and protection of natural areas also helps to minimize disruption to adjacent properties.

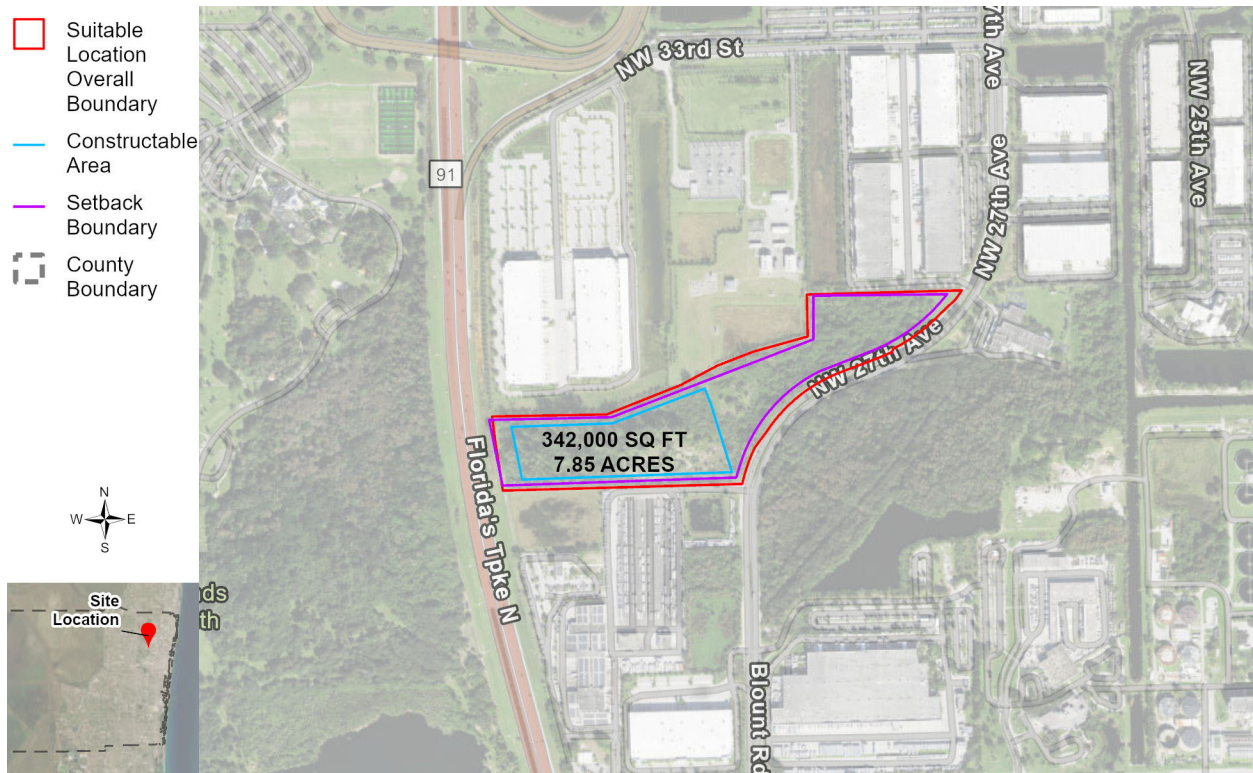
### 11.3.2 Alpha 250 Site

In addition to evaluating other County or municipal owned sites, the Alpha 250 Site was evaluated to determine if any of the solid waste processing facilities identified in the Scenarios could be developed at this location. There are three limiting factors affecting the facility type and size that could be developed at the Alpha 250 Site, including the residential setback from zoning, a Plat Amendment that limits industrial facility development to 342,000 square feet (sf) or approximately 7.85 acres, and the types of facilities included in the City of Pompano Beach Zoning Waste Related Uses listing.

The Plat Amendment allows for additional industrial density square footage, not to exceed 20% of the permitted industrial density, and is dependent on the actual industrial density square footage developed at parcels subject to the Plat Amendment. However, this can only be determined through a formal Zoning Letter request, which would be conducted should the Authority pursue a more detailed siting analysis for the Alpha 250 Site. Therefore, the evaluation of the North Alpha 250 Site is based on the currently known 342,000 sf industrial density limitation.

The Alpha 250 Site is located within the City of Pompano Beach and falls within the City's zoning jurisdiction. The Alpha 250 Site is zoned General Industrial Planned Industrial Overlay (I-1/PCI). Approved uses for this designation are defined in Appendix A to the Overlay: Consolidated Use Table of the City of Pompano Beach's Zoning Code. Waste-related uses are allowed in areas designated General Industrial as a special exception and require approval from the City of Pompano Beach Zoning Board of Appeals (ZBA). The following Scenario A facility types are allowed at the Alpha 250 Site (with special exceptions): Mulch Facility, C&D RMPF, and Transfer Station. The City of Pompano Beach Consolidated Use Table does not include a description of RMPF or Public Drop Off Recycling Centers in its listing of Waste Related Uses. If the Authority would like the City of Pompano Beach to consider development of these types of waste processing facilities, discussions with the ZBA should be held. Thus, the Authority would be unable to utilize Alpha 250 for these types of waste processing facilities due to the site constraints and absent approvals from the City of Pompano Beach.

Figure 14. North Alpha 250 Setback and Buildable Area



**Table 7** summarizes the Scenario A facility types, capacity, and corresponding minimum acreage requirements defined in the Task 4 White Paper and compares available acreage for development, waste-related uses allowed by the City of Pompano Beach, and the minimum setback to residential zoning. This comparison determined that none of the facilities identified in Scenario A could be constructed at the Alpha 250 Site based on the facility capacity noted, minimum acreage requirements, and zoning concurrence.

Table 7. North Alpha 250 Scenario A Suitable Facilities

Facility Type	Capacity	Minimum Acreage Required Based on Capacity	Available Acreage of Alpha 250 North	City of Pompano Beach Zoning Compliant	Minimum Setback to Residential Zoning	North Alpha 250 Ability to Accommodate Proposed Facilities
SS RMPF	250,000	20	7.85	No	0.25 miles	No <sup>1</sup>
Mulch Facility	175,000	10	7.85	Yes	0.25 miles	No
C&D RMPF	450,000	15	7.85	Yes	0.50 miles	No
Organics Processing Campus – Scenario A (Co-Located)	380,000	18	7.85	No	0.5 miles	No

Facility Type	Capacity	Minimum Acreage Required Based on Capacity	Available Acreage of Alpha 250 North	City of Pompano Beach Zoning Compliant	Minimum Setback to Residential Zoning	North Alpha 250 Ability to Accommodate Proposed Facilities
Much and Biochar Pyrolysis Facilities)						
Public Drop-Off Recycling Center	12,000	0.5	7.85	No	Not Applicable	No <sup>1</sup>
Transfer Station	1,240,000	15	7.85	Yes	0.25 miles	No
Landfill	3,400,000	640	7.85	No	1-mile	No

1. Discussions required with City of Pompano Beach Planning and Zoning to confirm if it would consider a special exception or an amendment to Appendix A: Consolidated Use Table of its Zoning Code to include the definition associated with a RMPF and Public Drop Off Recycling Center in its list of allowed waste-related uses.

## 12.0 INNOVATIVE FUTURE TECHNOLOGIES

Broward County and the Authority face increasing waste generation, shifting consumption patterns, staffing considerations, land scarcity, decreasing long-term cost-effective disposal capacity, concerns about GHG emissions from the solid waste system, and intensifying environmental challenges as a result of rapid urbanization. These co-enforcing trends necessitate the need for innovative solutions that increase diversion, enhance efficiency, reduce costs, decrease emissions, and foster environmental stewardship. To help provide solutions to these common urban growth issues, a dizzying array of quickly evolving, cutting-edge technologies is transforming the solid waste management landscape. On multiple fronts, vetting and implementation of these systems should begin in the short term and continue over the planning horizon for increasing recovery rates, optimizing costs, streamlining operations, reducing dangerous and repetitive jobs, and lowering environmental impacts.

To be effective, the Authority must prioritize a more automated and connected management system to commence immediately as a top priority. Led by AI, industrial and public processes are undergoing a revolution as significant as the preceding industrial and digital/computer revolutions of the last two centuries. For instance, the benefits of availing AI technologies as a top priority will provide vast opportunities for the productive and cost-effective development of services and assets and offer a platform for increased engagement with residents. **Table 11 in Section 16 – Recommendations** outlines critical initial elements needed for this approach, their strategies and tactics, and the current priority and time frame.

### 12.1 TECHNOLOGY PLANNING FRAMEWORK

The Authority should use the following criteria as a technology planning framework to procure technologies that:

- Are low risk and proven to lead to high diversion rates; for instance, best practices for waste reduction and reuse.
- Are practical, competitive, and cost effective, and can be tailored to the Authority's unique geographic and demographic profile, including its coastal location and interconnectivity with neighboring counties.
- Implement continuous improvement – a preference for data-driven accountable metrics that automate repetitive, duplicative, and mistake-prone tasks.
- Provide long-term and sustainable processing, monitoring, communicating, and safety enhancing methods which prioritize and promote operational efficiency and environmental stewardship.

For waste system elements that may be managed by the Authority and ILA Members, most, if not all, key processes (e.g., collection, processing and disposal, procurement capabilities, compliance) could benefit from new technologies and would help drive and optimize Authority business processes. Examples include:

- Providing updated, real-time waste compositions on a continuous basis, either by collection container monitors or through AI recognition technology during processing.

- Integrating smart phone, solid waste customer platforms that are compatible with all other key parts of the management system, including collection schedules, special events, storm response, contamination monitoring, service disruption and missed pickup coordination, service provider communications, etc. These same platforms can also provide interactive billing capabilities and automated customer service functions, with features such as additional service ordering, accident reporting, up charging for exceeding service boundaries, personalized customer education, and feedback on recycling participation and performance.
- Using autonomous and safe vehicles which are appropriate now for some segments of solid waste collection and disposal system, such as 'Wall-E'- type beach and park litter robot patrols and small institutional trash container collection systems (hospitals, campuses, hotels). These systems can also utilize smart bin technology that senses when a container is full and sends the automated collection vehicle to service it. In addition, use of autonomous vehicles in management of sites where waste is processed or disposed of in such applications as water sprinkler trucks, windrow turners, security-monitoring vehicles, and landfill compactors, is being field tested and deployed today.
- Monitoring autonomous collection systems which are now in public road testing worldwide and are being developed to service larger segments of solid waste customers in the future (both residential and commercial). Considering the exploding market for autonomous cab and jitney services in large U.S. cities and given driver shortages and system disruptions from other human factors, autonomous vehicles are likely to be implemented more widely in the short term, provided they are as safe, or safer, than human drivers. Implementation will occur first in applications such as transfer station transfer long hauling; second in lower traffic commercial pick-up systems during off hours; and finally in regular residential collection systems.
- Real time monitoring and due diligence for the ILA Member solid waste collection service systems (GPS, stops recorded with date and time stamp, current position, weight-recording alternatives, daily tonnage accumulators at each processing and disposal location, etc.).
- Automated remote scale systems with time monitoring and management to avoid queues and costly manual mistakes.

The opportunities above are examples of the evolving array of technologies Authority members should consider implementing (see the Task 9 White Paper attached as **Appendix M** for more detail). Given the overwhelming number of choices, the Authority should organize to meet its planning framework in the short term. A managed approach will allow quick control and reduce reactive decisions in procuring new technology. It also will allow precise measurement and accountability and pave the way for performance improvement through metrics, leading to improved total costs and a more predictive return on investment. From this foundation, stakeholders will gain actionable options for solid waste collection, processing, recovery, and disposal which have measurable standards and outcomes, and can be geared toward the highest recovery.

The Authority should use the Planning Framework to achieve the best outcomes in the long term. For instance, solid waste system autonomous processes have become readily available in the last decade that are a major trend in the environmental industry. They can significantly reduce costs and

are being implemented rapidly through the supply chain. They are fueled by the new capabilities of AI, blockchain technologies, the Internet of Things, and Web 3.0. architecture. There are also newer, abundant, and very attractive tools and complementary technologies and processes that will be available in three to five years or less. They are also driven by these same developments and will require the new connectivity to be effective and should be complementary to its implementation. **Table 11** in Section 16 – Recommendations outlines critical initial elements needed for this approach, their strategies and tactics, and the current priority and time frame.

## **12.2 HIGH DIVERSION AND EFFICIENT WASTE MANAGEMENT TECHNOLOGIES**

Initially, the Authority will likely remain reliant on the existing infrastructure, while also allowing waste to be transported out-of-County by private service providers to private disposal options. However, there is an appropriate near-term option that relates to managing yard trash and eventually food waste and presents an opportunity to increase diversion rates. Processing can be accomplished initially via mulching/composting with a relatively low investment level, with the processing approach enhanced in the future as required to meet the needs of the Authority. To meet the 75% state diversion goal, a top priority for the Authority should be to isolate, capture, and process streams of organic material that ILA Members are now collecting as part of the solid waste stream and may collect separately in the future. Focusing on organics is the fastest way to increase diversion and has shown the greatest promise among new technologies. In addition, organics technologies are scaling throughout the U.S. and achieving operational resilience.

As a preliminary action, the Authority is encouraged to conduct a yard trash end market assessment and develop an appropriate action plan to create viable end markets for yard trash or develop a procurement approach that would require a contracted vendor to identify secure end markets for processed yard trash. It should be noted that the Broward County Landfill currently has limited need for use of yard trash as alternative daily cover and reports that it currently has excess cover materials. **Table 11** outlines critical initial elements needed for this approach, their strategies and tactics, and the current priority and time frame.

Though not recommended initially due to the risk and cost, the Authority should continue monitoring advanced high volume waste technologies such as those presented in the Task 9 White Paper.

### 13.0 EDUCATION AND OUTREACH PROGRAM

As previously described above and detailed in the Task 8 White Paper (attached as **Appendix N**), behavior change is foundational to meeting the Authority’s waste reduction and recycling goals. For diversion efforts to succeed, the public must take ownership of waste generation and be empowered to reduce waste and recycle more. Community members and visitors need access to the waste reduction and recycling services identified in this Plan, knowledge about how to reduce their waste and recycle correctly, and engagement to help them make informed and accurate disposal decisions about an ever-changing array of waste materials they generate as they live, work, and play across Broward County. As packaging design, recycling innovations, and materials management programs continue to evolve at a faster pace, the Authority needs a robust communications and outreach infrastructure to complement the collections and processing systems. This will help bridge the gap, encourage people to adapt to ongoing changes, and make learning about recycling more accessible, engaging, and rewarding.

Without consistent information, feedback on recycling habits, or a clear resource for answers, people often question the legitimacy of recycling programs and/or create their own recycling methods. For example, the Authority’s residential recycling survey conducted in 2025, found that only 43% of respondents trust that recyclable items placed in their recycling carts actually get recycled. Without accurate, timely information, people’s recycling assumptions are often based on misconceptions or outdated knowledge, leading to decreased participation and unintentional mistakes. This contributes to contamination of as much as 25% of collected recyclables, which can no longer be processed, as reported by USEPA. This highlights the need for the Authority to invest in developing a communications and outreach program to cut through confusion and become the “trusted voice” to deliver accurate and timely communications to drive desired behavior.

Participation, contamination, and material yield metrics for recycling programs can be improved significantly by investing in the following education and outreach initiatives:

- **Uniformity Across Programs:** Establishing consistency in program design and operations.
- **Targeted Educational Messaging:** Utilizing Community-Based Social Marketing (CBSM) techniques to reach and influence diverse populations effectively.
- **Enhanced Compliance Measures/Enforcement:** Strengthening policies to reduce contamination and ensure compliance.

Ensuring uniformity across programs will be one of the largest contributors to success as it provides the access needed to enable participation. The Master Plan recommends that the Authority retain and expand its current single stream recycling program due to the significant direct cost savings compared to a dual stream system and other related net savings identified in the Task 4 White Paper. Aligning recycling services across ILA Members should also provide for a conforming list of targeted curbside recyclables which is essential to communicating the list of acceptable items, thus reducing contamination and maximizing material recovery. The Master Plan also recommends requiring weekly curbside collection of source separated yard trash to enable targeting the material for beneficial uses. Both core weekly curbside collection services are the two largest materials streams in which residents can actively participate in order to increase recycling rates. In addition to these two critical focus areas, **Table 11** outlines critical initial elements needed for this approach, their strategies and tactics, and the current priority and time frame. The Task 8 White Paper also provides more detail and relevant case studies.

## 14.0 CHALLENGES AND OPPORTUNITIES

Tasks 4 through 9 explored and provided a physical roadmap for diversion. However, for success in implementing some or all of the processing and disposal functions of Scenario A, the Authority will first be required to build a lasting foundation before it invests its own capital and resources to meet the 75% recycling goal. There are lessons from existing municipal solid waste systems with higher recovery in North America (from places as diverse as Florida's Lee and Palm Beach Counties; the province of British Columbia, Canada; Hennepin County, MN; California's high regulatory environment; Phoenix, AZ; and several New Jersey, New York, and Texas municipalities) that began to build greater diversion over decades-long periods through phased foundational steps. These steps then allowed later development of the physical assets, whether public or private, required to meet the volume demand. Successful high diversion communities further recognized the practical tradeoffs that must be made in order to increase local waste authority fidelity and span of control so they could make necessary changes while keeping diverse stakeholders engaged and supportive. This included immediate steps towards solving ever-present potential conflicts and the tradeoffs they represent, with solutions acceptable for stakeholders in their diverse communities. Among the most important of these are:

- Where (land availability, feasibility, community acceptance) and when (cost, volume, competition) to build new solid waste facilities.
- What kind of collection systems must be phased in over the long term to obtain a cost-optimized scale to achieve the highest rates of recovery, whether or not the Authority actually operates those collection systems; and how to implement a phased homogenization of solid waste-segmented materials streams to provide the key Authority leverage point of large volumes for lower costs that members want.
- Immediately begin defining and implementing general policies, contractual agreements with Authority members, collaboration agreements with non-members for regional scale, and supporting local member statutes that will be needed.
- How to plan, procure, and execute an effective communications strategy utilizing a shared high-technology platform, from customer apps to real time system operations, in order to assure widespread and necessary access across the supply chain for common Authority-wide messages; for instance, coordination of material stream composition requirements, anti-contamination programs, special collection programs, and storm response. This also allows the underpinnings of the Authority's mission to be shared through continuing updates on progress towards common goals, metrics, performance, changes in schedule, responses to storms, and general management.
- How to, over time, move towards material stream, collection system, diversion, disposal and other service harmonization whenever possible for economies of scale.

In addition, based on the 2023 FDEP Solid Waste Management Report, the County had a 39% recycling rate for C&D. Based on the opportunity to manage this waste stream component better, the SCS Team evaluated options to manage C&D. These are presented in the Task 17 Construction & Demolition Debris Management Options White Paper attached as **Appendix O**.

## 15.0 MANDATORY MASTER PLAN CONTENTS

Consistent with Article 7 of the ILA, the Authority must adopt a Master Plan that describes, among other things, the operations of the Authority in sufficient detail to fund and implement the System and any related facilities or programs and to allow the Authority to plan for financing, investments, and improvements related to the System. The Master Plan satisfies each of the requirements set forth in Section 7.1.1, as described below.

To the extent that certain System components, facilities, or contractual arrangements are not yet in existence as of the adoption of this Master Plan, the provisions below establish binding standards, methodologies, and minimum requirements that shall govern the Authority's implementation of such components upon their development, execution, or acquisition.

### 7.1.1.1 – Revenue Requirements and Reserve Funds

ILA Section 7.1.1.1. requires that the Master Plan provide for **“revenues necessary to operate the Authority, including the amount of, and methodology to calculate, reserve funds needed to cover any and all applicable costs for closure, long-term care, perpetual maintenance, and potential remediation related to the System and its components.”**

The Authority shall establish and maintain reserve funds sufficient to address closure, long-term care, perpetual maintenance, and potential remediation costs associated with System facilities.

For any System facility developed, acquired, or utilized by or on behalf of the Authority, the Authority shall calculate required reserve amounts using a lifecycle cost methodology that includes, at a minimum: (i) projected closure costs; (ii) post-closure monitoring and maintenance costs; (iii) potential remediation costs based on reasonably foreseeable environmental risks; and (iv) a contingency factor appropriate to the type of facility and regulatory requirements.

Until such time as System facilities are developed or acquired, the Authority shall maintain a minimum operating reserve equal to no less than three (3) months of projected operating expenses, as reflected in the Detailed Financial Plan. Upon the development or acquisition of any System facility, the Authority shall incorporate facility-specific reserve funding requirements into its rate structure, assessments, or other revenue mechanisms in accordance with this methodology.

### 7.1.1.2 – Diversion Sites, Disposal Sites, and Waste Processing

ILA Section 7.1.1.2. requires that the Master Plan provide for **“Storage, separation, processing, recycling, recovery, reuse, and identification of the number of diversion sites and disposal sites for System Waste needed for System operations, as may be appropriate.”**

Prior to the acquisition, construction, or designation of any specific facility as part of the System, the Authority shall evaluate and identify such facility in accordance with the criteria set forth in the Master Plan and applicable appendices, including capacity, environmental compliance, geographic distribution, and system efficiency.

The identification of facilities within Scenario A and the associated appendices constitutes the initial framework for System configuration, which shall be implemented and refined through subsequent Authority actions consistent with this Master Plan.

### 7.1.1.3 – Diversion Plans

ILA Section 7.1.1.3. requires that the Master Plan provide for **“Diversion plans for: (a) any Hazardous Materials that have impermissibly entered the System; and (b) any System Waste for which diversion is appropriate under applicable law.”**

The Authority hereby adopts the following diversion framework applicable to all System operations:

(a) Hazardous Materials: Any Hazardous Materials that impermissibly enter the System shall be identified, segregated, and removed in accordance with applicable law. The Authority shall require, through contractual arrangements or operational protocols, that all processors, haulers, and facility operators implement procedures for the detection, removal, handling, transportation, and lawful disposal of such materials.

(b) System Waste Subject to Diversion: For System Waste for which diversion is appropriate under applicable law, the Authority shall implement diversion programs, which may include source separation, material recovery, processing requirements, and contractual performance standards.

These diversion requirements shall be incorporated into all relevant agreements, operational standards, and programmatic requirements of the Authority. The Authority may adopt additional diversion protocols as System facilities and programs are developed; however, the foregoing framework shall apply at all times to System operations.

To the extent that the Authority, through a network of future drop-off centers, offers to accept waste that would otherwise be known as Hazardous Materials (as defined in the ILA), this Master Plan constitutes express written consent for the Parties, their residents, and designated waste haulers to deliver the specified materials into the System.

### 7.1.1.4 – Solid Waste Reduction Strategies, Recyclable and Recovered Materials Processing, and Public Education

ILA Section 7.1.1.4. requires that the Master Plan provide for **“Strategies, services, and programs to address Authority Solid Waste reduction as well as Recyclable Materials and Recovered Materials processing, and appropriate public education regarding same.”**

The Authority shall implement programs and services to support solid waste reduction and Recyclable Materials processing for all materials that may reasonably be included in single-stream recycling, including public education and outreach initiatives. Further, the Authority shall also implement programs and services to support Recovered Materials processing for categories such as C&D.

At a minimum, the Authority shall provide for: (i) public education programs addressing waste reduction, recycling, and proper material handling; (ii) coordination with Parties to support consistent program implementation; and (iii) performance-based program elements designed to improve diversion and recovery rates over time.

The strategies, priorities, and timelines set forth in Section 16 (Scenario A Plan), Table 11, and Appendix N establish the required programmatic framework, which shall be implemented through Authority actions, agreements, and funding mechanisms consistent with this Master Plan.

### **7.1.1.5 – Alternative and Contingency Facilities**

ILA Section 7.1.1.5. requires that the Master Plan provide for **“Alternative and contingency facilities, consistent with this Agreement.”**

Alternative and contingency facilities are addressed in Section 16 (Scenario A Plan) of the Master Plan and are further detailed in Appendix R (Detailed Financial Plan). Further, contingency facilities will be addressed through the development of solicitations for processing and disposal, and it will be a contract requirement to provide for uninterrupted processing and disposal services to the ILA members in any future processing and disposal agreement the Authority executes.

### **7.1.1.6 – Disposal Methods Prohibited to Protect Underground Drinking Water Sources**

ILA Section 7.1.1.6. requires that the Master Plan provide for **“Whether certain disposal methods will be prohibited at Authority-owned facilities for the purposes of protecting underground sources of drinking water.”**

Currently, no disposal methods are being prohibited as there are no Authority-owned facilities. The Master Plan addresses siting requirements in Section 11 (Future Needs Assessment), with further detail provided in the Task 6 White Paper (Findings and Recommendations) presented in Appendix K, and the Task 10 White Paper (Natural Areas Near Facilities) presented in Appendix L. The Authority will not own or operate facilities during Phase 1 and 2, and therefore whether specific disposal methods will be prohibited at Authority-owned facilities to protect underground sources of drinking water will be adopted during Phase 3, if necessary, for any facilities owned and operated by the Authority.

### **7.1.1.7 – Additional Governing Board Goals**

ILA Section 7.1.1.7. requires that the Master Plan provide for **“Additional goals identified by the Governing Board not inconsistent with applicable law, this Agreement, or with County's exercise of its statutorily granted powers and obligations.”**

The Master Plan contains all of the goals identified by the Governing Board, none of which are inconsistent with applicable law, the ILA, or with County's exercise of its statutorily granted powers and obligations, and therefore the requirement is satisfied.

### **7.1.1.8 – Strategies for System Waste Obligations**

ILA Section 7.1.1.8. requires that the Master Plan provide for **“Strategies to fulfill the obligations of the Authority related to System Waste delivered to the System, consistent with the powers and limitations of this Agreement.”**

The Master Plan presents strategies to fulfill the obligations of the Authority related to System Waste delivered to the System, consistent with the powers and limitations of the ILA, with a comprehensive summary of the recommended critical elements, strategies and tactics, and associated priorities and timeframes provided in Section 16 (Scenario A Plan), Table 11.

# 16.0 SCENARIO A PLAN

## 16.1 EXPECTED OUTCOMES

Scenario A envisions strengthening the Authority’s status quo by implementing thoughtful incremental improvements that can be managed by the Authority more easily as it works to build its institutional abilities while also minimizing disruption to the existing solid waste services provided by the ILA cities. It outlines waste processing approaches that can be executed more quickly to deliver the biggest impact for the least cost, and it will form the cornerstone of the Authority’s future waste processing needs while providing flexibility to allow more aggressive policies and infrastructure investments in the future as the Authority matures. Complimentary ordinances, policies, and outreach initiatives will be necessary to require waste segregation that will enable the Authority to direct material to appropriate facilities. In addition (and depending on the procurement approach employed by the Authority to develop new processing facilities), further consideration of local, state, and Federal legislation and local land use must be considered. **Table 8** presents the waste tonnage needing to be managed in 2045 and the projected diversion impact from Scenario A.

Table 8. Scenario A Recovery Tonnages Summary – Estimated Outcome in 2045

Scenario A	Estimated Outcome in 2045
Incoming Tons to New Recovery Facilities	3,800,000
Recovered Tons	3,300,000
Residue Tons	500,000
Traditional Recycling %	54%
Adjusted Recycling % with WTE and Landfill Credits	62%
GHG Benefit (MTCO2e)	1,500,000

Achieving Scenario A outcomes depends on five critical assumptions: (1) enhancing curbside diversion services to all single family residences (i.e., single stream recycling and clean yard trash collection) by all ILA Members; (2) achieving a high capture rate of recyclables from all non-participating waste stream generators (i.e., multi-family, commercial/industrial, away from home generation); (3) effective integration of private service providers to help achieve the goals of this Plan; (4) available funds to build, operate and maintain the extensive network of forecasted facilities; and (5) continued growth in population and waste generation over the planning horizon. Scenario A outcomes also depend on technological trends and outcomes which may change priorities, potentially at a rapid pace. Due to these challenges and constraints, Scenario A should be adopted and vocalized by Authority leaders as a best-case scenario with challenges to overcome.

## 16.2 FACILITIES OVERVIEW

Scenario A identified material recovery and waste processing facilities that utilize proven technologies to increase recycling rates, and which can be considered for future development by the Authority. It should be noted that Scenario A does not advocate for each facility to be developed, but rather identifies the scale and scope of processing facilities that would be needed to manage future waste volumes in 2045 in order to reach the 75% recycling goal. Before investing in developing Authority owned facilities, the initial focus should be on maximizing use of existing infrastructure for the most cost effective and quickest impact. Only when the use of existing infrastructure is not

available or impractical due to excessive hauling distances, or pricing is uncompetitive should the Authority then explore developing Authority owned facilities. It should be further noted that the Master Plan does not advocate for a new WTE facility, rather it contemplates using the existing facility. While not considered in the analysis, it should be noted that the existing facility may have the potential to install an additional combustion unit, which would increase processing capacity for the benefit of the Authority.

Scenario A provides the best estimate for what a future solid waste management system may look like. The actual tons of waste will be impacted by population growth, commercial development, private sector waste processing infrastructure, development of new facilities, the maintenance of existing facilities, or the lack thereof, and the degree of success in influencing behavior changes over the planning horizon, in addition to a myriad of other factors, including the trend towards greater implementation of extended producer responsibility frameworks, the continued evolution of packaging design, and the pending impact of transformational technology in the form of AI, etc. Twenty years is a long time, and each decision along the way will need to be based on the then-current realities of the solid waste system and local market conditions.

**Table 9** presents the recommended program components and facilities envisioned by Scenario A.

Table 9. Overview of Scenario A

Scenario	Programs	Additional Facility Needs and Capacity of Each Facility - Tons Per Year (TPY)	Target Diversion Rate Increase
A	<ul style="list-style-type: none"> <li>Restore Recycling Services to 20% of Broward County</li> <li>Add segregated Curbside Yard Trash (YT) Collection</li> <li>Add Food Waste (FW) Drop-Off Events</li> <li>Add Permanent Household Hazardous Waste (HHW)/ Electronics/Recycling Drop-Off Sites</li> <li>Add reduction, reuse, and diversion programs and policies.</li> </ul>	<ul style="list-style-type: none"> <li>Two (2) Single- Stream Material Recovery Facilities (250,000 TPY each)</li> <li>Two (2) New Organics Processing Sites with: Two (2) Mulch/ Colorizing Operations (175,000 TPY each) and One (1) New Biochar Pyrolysis operation (30,000k TPY)</li> <li>Two (2) C&amp;D Recovery Facilities (450,000 TPY each)</li> <li>Eight (8) Permanent Drop-Off Centers (2,400 TPY each)</li> <li>Three (3) Transfer Stations (North, South, Central Broward County)</li> <li>One (1) Landfill</li> </ul>	+25 percentage points to 62%

## 16.2.1 Scenario A – Processing Facilities

### 16.2.1.1 Municipal Solid Waste

Currently, MSW is hauled either directly to the South Broward Resource Recovery Facility (RRF) or to transfer stations throughout the County, including Waste Management (WM) Davie, WM Deerfield, and Waste Connections Pembroke Park. MSW is then sent to landfills including Broward County

Landfill, J.E.D Landfill, Medley Landfill, Okeechobee Landfill, Desoto Recycling & Disposal, and the Monarch Hill Landfill. Ash from the South Broward RRF is then disposed at the South Broward Ash Monofill.

Scenario A recommends the construction of three transfer stations to supplement the existing private transfer stations in the market in order to support the efficient flow of material to disposal facilities. Ideally, the transfer stations would be located strategically within the County (e.g., northern, central, southern). Scenario A assumes that the existing permitted disposal capacity at the South Broward RRF will continue to be used. It should be noted that WIN Waste Solutions, Inc. (WIN Waste) recently announced the pending sale of the South Broward RRF, and as such, new contract terms and conditions with a new owner/operator may be required for continued use of this disposal capacity. In addition, Scenario A contemplates the development of a new landfill while recognizing that existing landfill capacity may continue to be utilized in the future. However, consistent with the Authority's direction to "control its solid waste management destiny", the SCS Team has assumed that a new landfill, or an existing landfill with capacity that can be secured by the Authority, will be required. An increasingly viable option is to utilize rail hauling to direct waste to a regional landfill.

### **16.2.1.2 Single-Stream Recycling**

Currently, the Authority's ILA members process their SSR at WM's Reuter Facility, with processing fees ranging from \$90 to \$200 per ton depending on each community's respective contract provisions and how those contracts handle recycling commodity revenue sharing. The Authority should ensure that future recycling processing contracts thoroughly contemplate the value of the recycling commodities sold to market and include provisions whereby the commodity revenues are shared between the MRF operator and the Authority to align incentives to reduce inbound contamination and produce high-quality outbound materials that can be readily marketed. WM is constructing a new, state-of-the-art, 127,000 square-foot RMPF adjacent to the Reuter Facility. This \$80+ million RMPF will have a processing capacity of 66 Tons Per Hour (TPH), equivalent to 260,000 TPY, and is referred to as the WM Recycling South Florida (WM South Florida Facility). While the region's current SS processing capacity theoretically is sufficient for 2023 tons, Scenario A includes the development of two additional SS RMPFs to manage the additional volume of inbound tons projected to be generated in 2045. See the Task 4 White Paper for an expanded discussion of the SS RMPF, options, costs, and timeline.

### **16.2.1.3 Organics Processing Campus**

Scenario A includes two Organics Processing Facility campuses with the ability to scale operations to meet additional processing capacity needs. Under this scenario, the facilities will process yard trash via two Mulch/Colorization operations and one Biochar Pyrolysis operation.

The mulching process will involve grinding yard trash, removing contaminants, and stockpiling materials in windrows for further decomposition and processing. To address challenges in the regional market for mulch and soil amendments, incorporating a colorization process is recommended to enhance product marketability and increase revenue potential.

Additionally, the pyrolysis of yard trash—particularly fibrous materials which are slower to decompose such as palm fronds and trimmings—can provide operational flexibility for organics processing. This also creates market opportunities for biochar, a valuable end product with various applications in agriculture, landscaping, and environmental remediation.

### 16.2.1.4 Construction & Demolition RMPF

Current C&D processing facilities appear to have sufficient capacity to handle the existing tonnage under existing market conditions. However, it should be noted that the WM Monarch Hill Landfill is used to dispose of C&D components that are not segregated for recycling and sale to the secondary market. Further, as tonnage increases and new policies or market developments enhance materials recovery and marketability, additional facilities are anticipated to be required to meet the growing demand.

To address these future needs, assuming that adequate secondary markets exist, it is recommended to establish up to two strategically located C&D RMPF facilities to expand the region's C&D processing capacity. Each facility should be designed to process up to 450,000 TPY (equivalent to 100 TPH) to accommodate the estimated 850,000 TPY of C&D materials requiring processing. These facilities may be publicly or privately owned and operated, depending on regional needs and stakeholder preferences.

### 16.2.1.5 Drop-Off Centers for Hard-to-Recycle Materials

**Permanent Drop-Off Centers.** To strengthen recovery efforts, all five scenarios include the development of eight recycling drop-off centers. Each of these permanent facilities will consist of two distinct areas:

1. One gated and staffed area, operating up to two days per week, dedicated to the collection of HHW and electronics.
2. A second, publicly accessible area, open 24/7, for the drop-off of SS recyclables and textiles.

Each site should allocate a minimum of approximately 0.25 to 0.5 acres of operational space for material handling and storage. Materials will be collected using various container types, including roll-off containers, Gaylord boxes (large, corrugated cardboard boxes designed for bulky or irregularly shaped items), and metal donation bins. To support efficient operations, each site should be equipped with two shipping containers designated for the storage of HHW, paint, and electronic waste. Additional site requirements include one electric pallet jack and four roll-off containers.

Although illegal dumping and scavenging are common concerns at public drop-off sites, there are many examples of successful 24/7 drop-off facilities across the United States. The added accessibility and convenience of these facilities, especially to those without curbside recycling access, outweighs the effort to keep the facilities clean and well maintained. A few examples of jurisdictions with 24/7 drop-off facilities include:

- Pinellas County, Florida
- Dunedin, Florida
- Bradenton, Florida
- Cincinnati and several other jurisdictions in Ohio
- Emmet County, Michigan
- Alexandria, Virginia

Municipalities use a variety of strategies to mitigate illegal dumping and scavenging concerns at 24/7 public drop-off facilities, with each community needing to be flexible to adapt to local behaviors and be responsive to differences between individual facility locations. Common strategies include:

- Placing drop-off sites in busier locations with more people around helps to serve as a deterrent to bad behavior. Some communities co-locate drop-off sites at existing solid waste facilities, sheriffs' offices, fire stations, and public parks where municipal staff can more quickly help identify illegal dumping and alert the appropriate solid waste staff to respond.
- Well-placed signage and site lighting are essential.
- Closed Circuit Television (CCTV) cameras are recommended for monitoring and deterring illegal dumping.
- Some communities place fencing and gates around their facilities and require a driver's license to be scanned before entry or, alternatively they require patrons to register with the municipality and obtain a unique membership code to enter to be granted site access.
- Some municipalities engage community groups to help monitor and promote sites, similar to adopt-a-road or community garden programs, as a means of fostering community pride in the facility and support to keep it clean.
- Other jurisdictions partner with law enforcement and/or code enforcement agencies to make periodic stops at the facilities or ramp up their presence when illegal dumping or scavenging is occurring to serve as an additional deterrent. Code Enforcement departments are often willing to investigate the illegally dumped materials to see if there is any identifying information that can lead to a suspect with a follow-up warning visit to alleged perpetrators.
- Communities can also leverage their service delivery contracts to include contract provisions that require contracted recycling or HHW collection staff to make efforts to clean the sites when they service containers and/or report litter, illegal dumping, or suspicious activity. Other jurisdictions include contract line items to have a means of paying a contractor to respond quickly to remove illegal dumping on a per incident basis in the event municipal staff are not available.

In all instances, a quick response to remove illegal dumping is the best practice and is essential to reducing additional illegal dumping. Data shows that litter attracts more litter based on people's perceptions of a specific place and how well it is maintained, whether a public park, parking garage, or recycling drop-off facility.

### **16.2.1.6 Waste-to-Energy**

Scenario A assumes that the existing permitted disposal capacity at the South Broward RRF will continue to be used. A new WTE facility is not contemplated. Note that WIN Waste recently sold this facility to FCC Environmental Services, and as such, future contract terms and conditions with a new owner/operator may be required for continued use of this disposal capacity. Given the sensitivities

surrounding the use of WTE, the Executive Committee directed the SCS Team to prepare a White Paper providing a consolidated reference guide of published resources, reports, and studies regarding the health impacts which may be associated with WTE, which is presented in **Appendix P**. On July 18, 2025, the Executive Committee clarified that any future new WTE facility would only be considered if it were co-located in close proximity to the South Broward RRF. It should be noted that the South Broward RRF site and surrounding parcels were not evaluated as part of the Master Plan siting analysis. Therefore, based on this policy direction from the Executive Committee, it is recommended that the South Broward RRF campus and adjacent parcels of land be evaluated for additional WTE capacity feasibility at some point in the future. If the Authority considers to further explore the role that WTE can play as part of an integrated and sustainable solid waste management program, it may consider establishing a WTE sub-committee to the Executive Committee, which can serve to keep the Authority engaged with the new owner of the South Broward RRF to ensure processing Broward County tons remains the priority at this facility as opposed to processing out of County tons, while also ensuring members of the committee stay informed about relevant future changes in the WTE industry given its role as a MSW management facility during the planning horizon.

### 16.2.2 Scenario A - Outcomes

Scenario A aims to strengthen the Authority’s status quo by updating the recycling and organics recovery program through establishing additional infrastructure and negotiating access to existing capacity at the SSR Reuter Facility. **Table 10** presents the diversion facilities and capacity required, capital cost, operating cost, and summary of processing fees under Scenario A.

Table 10. Scenario A - New Diversion Facilities and Capacity, and Estimated Costs and Fees in 2025 Dollars

Description	Qty	Capacity (TPY/Facility)	CapEx/Facility	Annual OpEx/Facility	Processing Fee (\$/Ton)	Aggregated (\$/Ton/Facility)
SS RMPF	2	250,000	\$72M	\$14M	\$89	\$35
Yard Trash Mulch Facility	2	175,000	\$5M	\$1.8M	\$14	(\$32)
Biochar Pyrolysis	1	30,000	\$10M	\$700k	\$57	\$13
C&D RMPFs	2	450,000	\$41M	\$19M	\$50	\$60
Public Drop-Off Centers	8	12,000	\$140k	\$1M	\$86	\$86
Transfer Stations	3	890,000	\$47M	\$31M	\$87	\$27
Landfill	1	3M	\$880M	\$229M	\$91	\$41

### 16.3 DIVERSION OPPORTUNITIES

Meeting the Authority’s diversion goals demands a major shift in behavior and operations to manage waste upstream, at the point of generation, before materials become commingled and thus more costly to recover. Harmonizing collection and processing approaches that maximize the source

separation of waste materials into more homogenous waste streams better enables materials to be recycled. Ensuring uniformity across diversion programs establishes consistency in program design and operations, allows for more efficient management of waste streams, and enables more impactful educational messaging that will work to change behaviors towards adopting waste reduction and recycling participation habits. Increasing public awareness of and participation in the uniform waste diversion services provided will lead to cleaner source separated waste streams that are more easily and cost-effectively targeted for recycling.

After a comprehensive analysis, it is recommended that the Authority utilize single-stream recycling collection as the preferred approach to curbside recycling. Single-stream recycling offers significant cost savings compared to dual-stream recycling as further detailed in the Task 4 White Paper. Expanding the service to residents who do not currently have access is one of the best immediate diversion opportunities.

Scenario A identified the need to require residential yard trash to be collected separately at the curb to enable processing into mulch and biochar. It envisions a colorization process to treat the mulch derived from yard trash processing as a means of increasing the marketability and revenue associated with the final mulch product. The market for mulch and soil amendments in Broward County is limited. Estimates using the Mulch & Soil Council methodology suggest a total market size of approximately 74,000 TPY for mulch and 33,000 TPY for soil amendments such as compost and topsoil. However, recycled organic waste-based mulch and compost face competition from traditional wood mulch and premium organic compost products. Additionally, the high concentration of palm material in regional yard trash poses challenges to degradation during processing, thus the utilization of pyrolysis processing to produce biochar is recommended to help address this concern.

To address these challenges and improve the viability of organics processing by the Authority, several additional strategies are recommended:

- **Biochar Pyrolysis Unit:** Incorporating a pyrolysis unit to process hard-to-decompose organic material, such as palm waste, into biochar. Biochar offers additional market opportunities and supports soil health initiatives.
- **Colorizing Process:** Adding a colorizing step to enhance the aesthetic appeal of recycled mulch products and increase market competitiveness.
- **Trained Salesforce:** Employing a highly trained salesforce to promote end products effectively, ensuring market penetration and customer education.

By implementing these measures, the Authority can develop a more robust and sustainable organics processing system that addresses existing challenges and maximizes resource recovery.

The policies described below represent the initial recommendations, based on findings from the various White Papers developed throughout the planning process, and informed from years of specialized solid waste and recycling consulting experience. The recommended policies were developed to achieve a step-by-step progression of activities necessary to implement the goals of the Authority in the short, mid, and long term.

Achieving the goal of 75% diversion will be challenging and will require long-term commitment and funding to continuously educate the public about consumption practices, waste generation,

consequences of today's continued disposal practices, trade-offs in taxes and fees, and lifestyle choices to change the established habits of a culture of throwaway conveniences.

**Table 11** presents critical elements, strategy and tactics, and the priority and timeframe related to policies and regulations, innovative technologies adoption, organics management, and education and outreach that are recommended to support the development and deployment of Scenario A.

Table 11. Recommended Critical Elements, Strategy and Tactics, and Priority and Timeframe

POLICIES AND REGULATIONS		
Recommended Element	Strategies and Tactics	Priority/Time Frame
Harmonize minimum curbside waste collection standards	<ul style="list-style-type: none"> <li>• In collaboration with ILA Members and legal counsel, begin the process of drafting an Authority approved procurement template for collections and processing services to be used by ILA Members as existing agreements begin to expire, with the intent to align curbside services to a minimum of one MSW, one single stream recycling, and one yard trash collection per week:                             <ul style="list-style-type: none"> <li>o Implement and enforce a uniform requirement in franchise agreements and service contracts to collect and report data on tonnages collected, material types, waste composition, contamination rates and other information determined to be useful to ILA Members and the Authority. This data will provide valuable information for use in making improvements to the solid waste system and adjusting public education, outreach or solid waste management practices as needed across the Authority;</li> <li>o Develop underlying foundational policies including mandatory residential recycling, utilization of advanced mobile customer and service provider interfaces to improve communication, increase home recycling access, and procurement terms which ensure competitiveness for processing facilities and operating contracts;</li> <li>o Execute longer-term franchise agreements for residential collection contracts because responsibility for the waste transfers to the service provider after collection in exchange for geographical exclusivity and so does managing that waste for meeting the goals of the Authority. Require lower GHG-producing collection vehicles, truck monitoring of contamination in real time, and safe efficient behaviors on-route. Franchise agreements have been shown to be effective ways to increase landfill diversion on the West Coast and are prevalent there for that reason; and</li> <li>o Evaluate dividing the County into several franchise residential collection zones that would each be serviced by a single vendor. The franchise zones would be competitively bid, and no collection vendor would serve more than two zones to stimulate competitive pricing. This would leverage the economies of scale for collections and help reduce costs burdened by the public. Similar franchise zones have been successfully implemented in other Florida counties (e.g., Duval and Hillsborough) and would be a consideration after the Authority is established.</li> </ul> </li> <li>• Require waste to be source-separated at the curb.</li> <li>• Require a minimum of 1 MSW, 1 recycling, and 1 yard trash collection per week (note: municipalities may provide higher levels of service if desired).</li> <li>• Work with ILA Members to develop curbside setout parameters:                             <ul style="list-style-type: none"> <li>o MSW;</li> <li>o SS Recycling; and</li> <li>o Yard trash.</li> </ul> </li> <li>• Develop model language for ILA Members to codify via ordinances to ensure their respective Code Enforcement departments can enforce common standards.</li> <li>• Develop communication pieces to inform residents about any changes to curbside services.</li> <li>• Develop model contract language for ILA Members to use when procuring new collection contracts.</li> </ul>	High/Immediate Adoption
Expand single-stream recycling access	<ul style="list-style-type: none"> <li>• Ensure all single-family homes with four units or less are provided once-a-week curbside recycling collection service.</li> <li>• Begin to harmonize the list of acceptable recyclable materials.</li> <li>• Expand recycling to multi-family properties.</li> <li>• Expand access to recycling in public spaces.</li> <li>• Develop a mandate to require recycling by commercial and industrial entities.</li> </ul>	High/Immediate Adoption
Require yard trash to be recycled	<ul style="list-style-type: none"> <li>• Ensure all single-family homes with four units or less are provided once-a-week curbside yard trash collection service.</li> <li>• Establish collection zones that can be competitively bid to procure a private sector solution to provide yard trash processing. Note this approach will be quickest to implement and if it does not generate enough additional recycling an Authority owned organics processing facility can be pursued.</li> <li>• Mandate the use of recycled yard trash recovered from local diversion programs to be used at municipal facilities.</li> </ul>	High/Immediate Adoption
Enact a mandatory C&D recycling ordinance	<ul style="list-style-type: none"> <li>• Require C&amp;D recycling prior to landfill disposal.</li> <li>• Applicable to various construction and demolition projects, including residential and commercial construction exceeding certain values, alterations, and roofing projects that involve the removal of old roofing materials.</li> <li>• Modify the building permit system requiring that material weight recycled be estimated and calculated as part of the permit application, and the permittee would be required to provide receipts for the weight of material recycled (minimum what was calculated in the permit application) to close the permit and receive a Certificate of Occupancy.</li> <li>• Incentivize deconstruction over demolition.</li> <li>• Incorporate a fee structure aligned with the type and scope of each project.</li> </ul>	High/Immediate Adoption

Develop additional residential drop-off centers for hard-to-recycle and hazardous materials	<ul style="list-style-type: none"> <li>• Create a capital improvement plan to fund the development of new drop-off facilities.</li> <li>• Promote drop-off centers as convenient recycling options for multi-family residents who do not have access to curbside recycling.</li> <li>• Utilize drop-off centers as outreach posts to engage with residents.</li> <li>• Procure service delivery contracts to ensure proper management of received materials (e.g. batteries, used oil, scrap metals, white goods, household hazardous waste).</li> <li>• Focus on fostering waste reduction via developing reuse opportunities that may be best co-located at drop off sites. Examples include Sarasota County's Re-Uz-It Shop (<a href="https://www.scgov.net/government/solid-waste/the-re-uz-it-shop">https://www.scgov.net/government/solid-waste/the-re-uz-it-shop</a>) or Hillsborough County's award winning partnership with Goodwill Industries to have donation stations at drop-off sites (<a href="https://baynews9.com/fl/tampa/news/2023/05/03/trash-or-reuse-pilot-program-turns-discarded-items-into-donations">https://baynews9.com/fl/tampa/news/2023/05/03/trash-or-reuse-pilot-program-turns-discarded-items-into-donations</a>).</li> </ul>	High/Short-Term
Enact a mandatory commercial recycling ordinance	<ul style="list-style-type: none"> <li>• Develop non-exclusive commercial collection franchises which likewise require haulers to carry out actions to meet Authority goals, include the provision of accessible reporting data on collection containers weights and services utilizing County interfaces in real time, and could be coordinated to utilize County-certified recycling facilities.</li> </ul>	High/Short-Term
Begin to develop food waste collection	<ul style="list-style-type: none"> <li>• Select which of the three strategies identified in Scenario A, or a combination of them, is the best fit for ILA Members to start targeting food waste: <ul style="list-style-type: none"> <li>o Establish food waste drop-off at special events;</li> <li>o Install food waste drop-off sites to be co-located at municipal facilities (i.e. recycling drop-off centers, libraries, senior centers, etc.); and</li> <li>o Establish curbside food scrap collection.</li> </ul> </li> <li>• Procure a contract with a permitted facility capable of processing food waste.</li> </ul>	Medium/Short-Term
Implement supporting policies and actions	<ul style="list-style-type: none"> <li>• In collaboration with ILA Members, explore implementation of low-cost waste reduction programs such as supporting backyard composting as a means of reducing food waste entering the collection system (as has been implemented by the City of Tampa) and/or establish strategic partnerships with aligned organizations such as the donation collection program established by Hillsborough County and Goodwill Industries Suncoast to increase material reuse at their drop-off facilities.</li> <li>• Mandate recycling at all municipally owned facilities to lead by example,</li> <li>• Consider partnering with the State and perhaps the Federal Small Business Administration (SBA) to offer grants and/or low-interest loans to stimulate the development of recycling businesses in Broward County.</li> <li>• Consider intensive and coordinated lobbying efforts at the State level aimed at revising the rules related to preemption and food waste. Currently, local governments cannot ban the sale and use of single-use products within their municipal boundaries. Additionally, food waste is currently regulated as solid waste in Florida, both of which are highly restrictive and a significant limiting factor for the reduction in single-use items as well as the development of large-scale food waste diversion programs.</li> <li>• Note policy formation will be an ongoing effort given the staff time, public education, and implementation timelines required of each. It's recommended to only focus on each major policy enactment one at a time.</li> </ul>	High/Short-Term to Mid-Term
If WTE is considered, establish a WTE Sub-Committee from ILA member communities to research and provide recommendations on overarching strategies, technologies to pursue, and schedule of implementation.	<ul style="list-style-type: none"> <li>• Consider establishing a WTE Sub-Committee to the Executive Committee, if warranted.</li> <li>• Consider initiating and defining the scope for an evaluation of the South Broward RRF Campus and adjacent properties in order to explore the feasibility of expanding WTE capacity at the Campus.</li> </ul>	Medium/ Mid- to Long Term
<b>EDUCATION AND OUTREACH AND COMMUNICATION PLAN</b>		
<b>Recommended Element</b>	<b>Strategies and Tactics</b>	<b>Priority/Time Frame</b>
Invest in developing a sustained communications and outreach program	<ul style="list-style-type: none"> <li>• Dedicate sufficient funding to engage with residents frequently to drive and support behavior change.</li> <li>• A strong investment is necessary to ensure people are well-informed and motivated to recycle. This strong investment can boost a recycling rate beyond levels that could be achieved with infrastructure improvements alone. Research in various U.S. communities conducted by The Recycling Partnership, a national nonprofit that is the gold standard on recycling education, found that combining access to recycling with comprehensive education not only improves and maintains high recycling rates but also results in cleaner materials.</li> <li>• Develop and execute a comprehensive communications, education, and outreach implementation plan that will identify how to best prioritize outreach efforts.</li> <li>• Ensure all ILA Members begin to use common terminology, slogans, and Authority branding to harmonize public knowledge of recycling services including how to participate correctly.</li> <li>• Partner with the ILA Members and key community stakeholders, such as Broward County Schools and the Florida Panthers, etc., to reach target audiences in multiple ways via a trusted source in the community to reinforce the Authority as the go to "trusted voice" for recycling related information and guidance as described in the Task 8 White Paper.</li> <li>• Continue to utilize surveys and focus groups to better identify obstacles to behavior change, communication preferences, motivation factors, and better help tailor educational materials to meet customer needs.</li> </ul>	High/Immediate Adoption & Ongoing

<p>Become the trusted voice to deliver waste and recycling related information</p>	<ul style="list-style-type: none"> <li>Build public trust through transparency and education.</li> <li>Develop a new webpage to serve as the education hub landing page used by all ILA Members when marketing programs and in media engagements. This is needed to position the Authority as the trusted source of the most updated and accurate information on proper recycling and disposal. See <a href="http://www.TampaBayRecycles.org">www.TampaBayRecycles.org</a> and <a href="http://www.CentralFloridaRecycles.org">www.CentralFloridaRecycles.org</a> as examples of how web traffic can be focused on one webpage and then direct visitors back to their respective ILA Member websites for customer service related information until the Authority's capabilities increase over time.</li> </ul>	<p>High/Immediate Adoption &amp; Ongoing</p>
<p>Partner with a wide range of stakeholders to increase engagement with their networks</p>	<ul style="list-style-type: none"> <li>Reach out to special interest groups, homeowner associations, retailers, schools, sports organizations, business organizations, local media personalities, museums, religious and service-oriented organizations.</li> <li>A trusted messenger is vital to a behavior change campaign. A message can be 100% on point, but if it does not come from someone trusted by the audience, the message may not be absorbed, and the behavior may not change.</li> <li>Partner with the ILA Members and key community stakeholders, such as Broward County Schools and the Florida Panthers, etc., to reach target audiences in multiple ways via a trusted source in the community to reinforce the Authority as the go to "trusted voice" for recycling related information and guidance as described in the Task 8 White Paper. See example of how Hillsborough County, FL partnered with the Tampa Bay Lightning on an anti-litter campaign: <a href="https://hcfi.gov/residents/property-owners-and-renters/trash-and-recycling/anti-litter-campaign">https://hcfi.gov/residents/property-owners-and-renters/trash-and-recycling/anti-litter-campaign</a>.</li> <li>Partner with sister departments and agencies within the ILA Members to crowdsource the dissemination of key outreach materials on proper recycling as part of their normal outreach efforts. For example, collaborating with water conservation teams, parks and recreation departments, and other environmentally adjacent staff to have recycling do's and don'ts lists on their respective outreach tables to help reach larger audiences.</li> <li>Utilize partnerships to find innovative ways to reach people, such as recycling art contests in local schools. For example, see the City of Tampa's program where they have an annual poetry and art contest where the winning poetry is displayed at public parks and artwork gets wrapped on recycling collection trucks which are then seen performing collection on routes throughout the community (<a href="https://www.tampa.gov/solid-waste/3rs-art-contest-winners">https://www.tampa.gov/solid-waste/3rs-art-contest-winners</a>).</li> </ul>	<p>High/Short-Term Adoption &amp; Ongoing</p>
<p>Communicate with the community in multiple ways via a combination of approaches</p>	<ul style="list-style-type: none"> <li>Utilizing a combination of communication approaches is important to reach people where they are, such as utility bill inserts, direct mailers, media interviews, webpages, cart hangers, social media, outreach events, neighborhood or business newsletters, advertising, etc.</li> <li>A recommended best practice is to send a mailer to residents three times a year that they can hang on their refrigerator or prominent place to confirm their collection days and what materials are and aren't supposed to be recycled.</li> <li>Sending a postcard that specifically focuses on the top contaminant in the recycling program is another best practice.</li> <li>Use technology to reach people on their smart phones via traditional social media channels (i.e., Facebook, X (formerly Twitter), Tik Tok, Instagram, etc.) and the use of apps.</li> <li>Actively pursue earned media attention, such as frequent interviews on local TV and radio, to promote key messaging which is often more effective at driving engagement at no cost except for staff interview preparation.</li> <li>Consider paid advertising, but primarily when promoting a targeted educational campaign and when data driven. Social media advertising can be cost-effective to reach target audiences.</li> </ul>	<p>High/Short-Term Adoption &amp; Ongoing</p>
<p>Utilize existing and emerging technology to better engage with residents</p>	<ul style="list-style-type: none"> <li>WasteWizard or comparable search widgets can be inserted into the Authority's outreach landing page and enable people to search on how to properly recycle or dispose of items. These tools can provide valuable data to guide developing targeted messaging around best practices for managing the most searched items.</li> <li>Use smartphone apps to send out messaging regarding collection schedules, focused educational campaigns, special collections, etc.</li> <li>It's vital to use data to verify results, such as reporting on web traffic visits to web pages and correlating what drove the increased engagement. For example, Hillsborough County, FL found that local TV news interviews greatly increased web traffic to recycling guidance vs paid advertising.</li> <li>Continuously monitor and adopt emerging technology described in Section 12 above and the Task 9 White Paper, such as the use of cameras on collection vehicles to identify contamination at the source and automate notices to the perpetrating households.</li> <li>Consider how the various technologies can complement each other and be further integrated into the communications and business infrastructure to provide a seamless user experience, useful data, and real-time feedback on operations.</li> </ul>	<p>High/Short-Term Adoption &amp; Ongoing</p>
<p>Develop additional residential drop-off centers for hard-to-recycle and hazardous materials</p>	<ul style="list-style-type: none"> <li>Utilize drop-off facilities to engage with the public via signage and outreach tabling events.</li> <li>Use the sites to gather feedback from residents via in person surveys.</li> <li>Use the sites to conduct media interviews as local news outlets prefer live action shots with visuals readily available to attract viewers.</li> </ul>	<p>High/Short-Term Adoption &amp; Ongoing</p>
<p>Set clear, achievable milestones and develop uniform reporting</p>	<ul style="list-style-type: none"> <li>You can't manage what you can't measure and therefore the Authority must work collaboratively with the ILA Members to develop key reporting metrics and to standardize the data being collected and reported over time.</li> <li>Celebrate success when key goals are achieved or milestones occur such as when local businesses implement new recycling programs.</li> </ul>	<p>High/Short-Term Adoption &amp; Ongoing</p>
<p>Leverage Future Authority Facilities as Outreach Hubs</p>	<ul style="list-style-type: none"> <li>Consider incorporating educational centers, passive learning opportunities, and enhanced preservation of natural areas when planning to develop future facilities.</li> <li>Utilizing public infrastructure to serve as an educational resource can further enhance public awareness and support for the role the facility plays in the community, with such facilities also being able to promote environmental stewardship through thoughtful design.</li> </ul>	<p>Low/Long-term Consideration</p>

	<ul style="list-style-type: none"> <li>Living laboratories, interactive exhibits, wetlands, and trails are all examples of learning centers that have been successfully incorporated into waste management facilities, fostering environmental awareness and promoting sustainability.</li> <li>The pursuit of LEED certification or similar green building certifications can help ensure optimal energy and water efficiency within the facility operation and highlight the use of waste reduction principles and recycled content within the construction process.</li> <li>Educational signage and hosting public tours of the facilities can provide impactful learning opportunities for students and community groups. Both Pinellas County, FL and the Solid Waste Authority of Palm Beach County have robust public outreach programs that provide tours of their facilities.</li> <li>Ensuring adequate buffers and protection of natural areas also helps to minimize disruption to adjacent properties.</li> </ul>	
<b>INNOVATIVE TECHNOLOGIES ADOPTION</b>		
<b>Recommended Element</b>	<b>Strategies and Tactics</b>	<b>Priority/Time Frame</b>
Adoption of a preference for autonomous processes and continuous improvement utilizing AI, blockchain, Web 3.0, and Internet of Things (IoT)	<ul style="list-style-type: none"> <li>Including appropriate focus in procurement policies and related requirements and execution plans.</li> </ul>	High/Immediate Adoption
Management System which maximizes cross-platform compatibility and connectivity	<ul style="list-style-type: none"> <li>Data accessibility and Integration of all ILA Members (e.g., contracts, permits, costs, systems).</li> <li>Platform-wide harmonized goals and metrics for success.</li> <li>Uniform messages to/from all members and member platforms for solid waste services and specifications.</li> <li>Reporting systems.</li> <li>Uniform minimum service levels.</li> <li>Customer communications.</li> <li>Vendor communications.</li> <li>Customer services.</li> <li>Real time physical and cost measurement.</li> <li>Real time feedback.</li> <li>Billing platform interface.</li> <li>Automated updated waste characterization.</li> <li>All assets and supply chain players utilize the same tools which talk to each other.</li> </ul>	High/Short-Term
Develop overarching Strategies for new technology implementation within Authority Control Familiarize the Authority and ILA Members with available choices for each prioritized technology component	<ul style="list-style-type: none"> <li>Analyze and develop list of most important system components with the biggest impacts to meet Authority goals and guiding principles.</li> <li>Establish current performance baseline within Authority footprint, and potential impacts from utilization.</li> <li>Provide analysis on how New Technologies will meet the goals of the Planning Framework.</li> <li>Prioritize based on cost savings including CAPEX, system improvement magnitude, and increased management span capabilities for the Authority and ILA Members.</li> <li>Explore functionality, cross connectivity, and cost options.</li> <li>Include baseline Safety and data security requirements.</li> <li>Procurement searches for qualified providers of the most important technologies with the appropriate guarantees with the lowest costs.</li> </ul>	High/Short-Term
Establish robust Technology Needs Committee (TNC) from ILA Members to (among other functions, see below) research and provide recommendations on overarching strategies, technologies to pursue, and schedule of implementation	<ul style="list-style-type: none"> <li>Establish authority of TNC.</li> <li>Analyze and decide upon breadth of a baseline Enterprise-wide connected system:                         <ul style="list-style-type: none"> <li>Member Terminal, websites, and common APP platforms; and</li> <li>Cell Phone Based Employee and customer system.</li> </ul> </li> <li>Adoption of supportive tools and systems (e.g., drones, GPS, apps, real time traffic reports, services disruption prediction) which support enterprise.</li> </ul>	High/Short- to Medium-Term
Common network of tools	<ul style="list-style-type: none"> <li>Specific communication technologies – allow all ILA Members access to the same data at the same time – and the authority can continue to harmonize systems from that start point.</li> <li>Enterprise system:                         <ul style="list-style-type: none"> <li>Member Terminal and common App platforms;</li> <li>Cell Phone Based Employee and customer system; and</li> <li>Adoption of supportive tools and systems (based on data security, compatibility, connectivity, uniformity, and transparency).</li> </ul> </li> </ul>	Medium/Medium-Term

ORGANICS MANAGEMENT STRATEGIES		
Recommended Element	Strategies and Tactics	Priority/Time Frame
Guidance to all ILA Member to specify clean yard trash separation requirements and delivery to either a specified public or private processing facility for processing. Develop requirements and regulatory underpinnings for Yard Trash processing for commercial waste haulers, ILA Member projects where clean land debris is generated, homeowner associations, etc.	<ul style="list-style-type: none"> <li>Organize a clean source separated yard trash stream for potential processing through initial minimum collection requirements for preferred mulching.</li> <li>Establish go-forward committee for Organics implementation and timeline for actions.</li> </ul>	High/Short-Term
Develop Procurement Program to catalog qualifications, capabilities, technologies and specifications for private sector and public sector solutions which make the most economic sense while meeting goals of the Authority.	<ul style="list-style-type: none"> <li>Review Procurement practices and laws.</li> <li>Review best practice regulatory structures in the state.</li> <li>Develop Authority wide statutory requirements for clean yard trash and newly separated food waste programs and move towards adoption.</li> <li>Develop model contract language for implementation including guidance of yard trash destinations for processing (public or private).</li> </ul>	High/Short-Term
Work with ILA Members and Authority committees on separated food waste options for collections; first, on a demonstration basis within participating jurisdictions, then more broadly.	<ul style="list-style-type: none"> <li>Begin procurement research on organics recovery from solid waste through RFIs and RFQs.</li> <li>Expand to processing options within or outside the County which include Authority Certification.</li> <li>Begin qualification process for advanced food waste/clean organics processing options.</li> <li>Begin procurement research on Biochar volume/mass reduction.</li> <li>Begin procurement research on advanced mixed organics processing.</li> </ul>	High/Short- to Medium-Term
	<ul style="list-style-type: none"> <li>Research and present findings on successful case studies for both residential and commercial food waste programs, including costs, actual diversion outcomes and issues (i.e., loss of BTUs for WTE, container odor, vermin).</li> <li>RFI on private provider food waste capabilities for collection (TBD with cooperation ILA Members utilizing a uniform approach) and processing capabilities leading to potential scoping of private services.</li> <li>RFI on equipment provider technologies available and recovery guarantees leading to RFQ and potential equipment bundles should the Authority seek to build out this capacity.</li> </ul>	Medium/Medium-Term

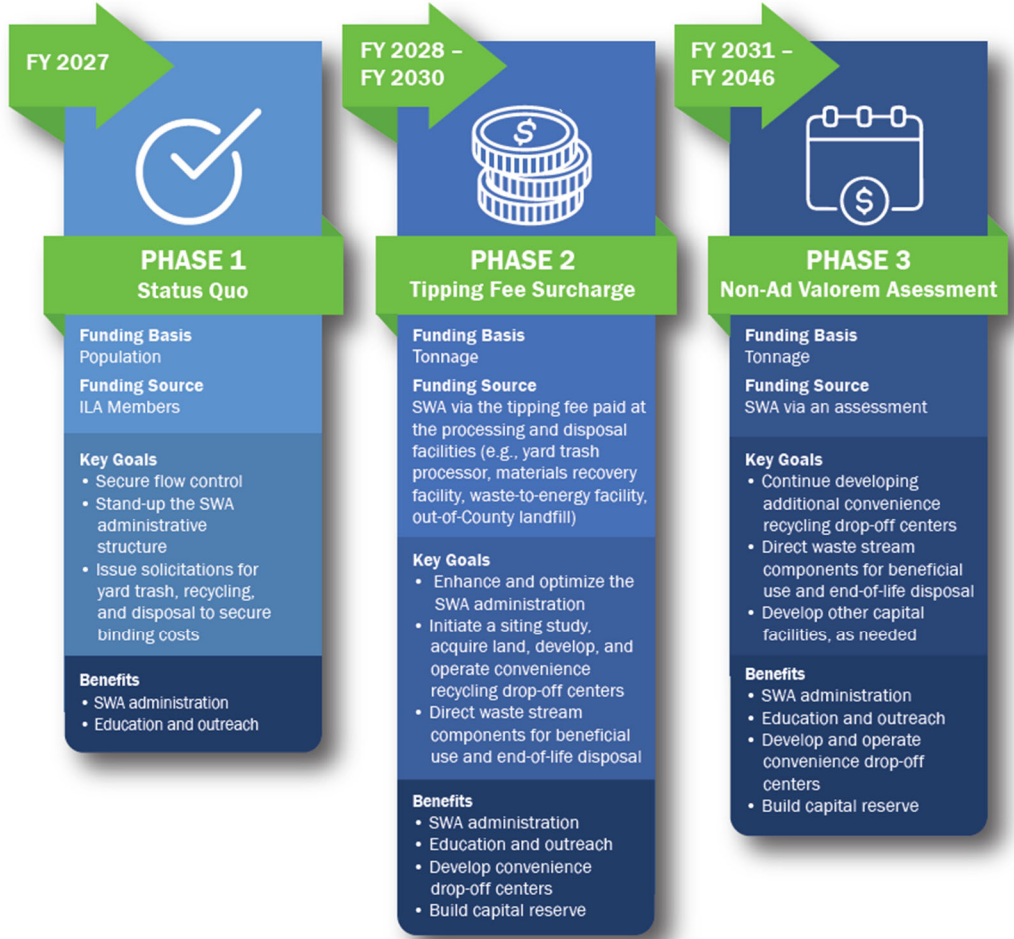
# 17.0 IMPLEMENTATION PLAN AND TIMELINE

This Master Plan serves as the strategic roadmap for the Authority to realize its goals, including developing an integrated and sustainable System that will enable the Authority to meet or exceed the State’s 75% recycling goal.

## 17.1 RECOMMENDED TIMELINE

Achieving the 75% recycling goal will be challenging and will require the Authority to deliver countywide, reliable, and environmentally responsible solid waste services through phased implementation. Each phase pairs capital and operating needs with a funding mechanism that can effectively fund the system given the timeline and barriers to implementation. The Task 7 White Paper (attached as **Appendix Q**) details a preliminary implementation plan and timeline; and the Detailed Financial Plan (**Appendix R**) addresses the Authority's statutory obligations under the ILA and establishes the approach for funding regional solid waste management operations. The phased implementation framework is reflected in **Figure 15**, which illustrates the sequencing of Authority formation and long-term infrastructure development across the implementation phases.

Figure 15. Phased Implementation Framework Detailed Financial Plan



## 17.2 IMPLEMENTATION PLAN

Based on financial modeling, **Table 12** below presents the recommended cost per ton funding structure for FY 2027 through FY 2033 that will be applied to residential customers. The table presents the anticipated cost per ton and indicates the primary funding mechanism in each fiscal year as the Authority transitions from Phase 2 (tipping fee surcharge) to Phase 3 (non-ad valorem assessment). Specific assessment amounts will be determined through detailed assessment development studies and policy decisions by the Authority's Governing Board.

Table 12. Recommended Phase Implementation Plan

Fiscal Year	Cost per Ton	Funding Mechanism
FY 2027	--	Member Contribution
FY 2028	\$ 2.22	Surcharge
FY 2029	\$ 2.33	Surcharge
FY 2030	\$ 2.52	Surcharge/Non-Ad Valorem Assessment
FY 2031	\$ 2.72	Non-Ad Valorem Assessment
FY 2032	\$ 2.94	Non-Ad Valorem Assessment
FY 2033	\$ 3.17	Non-Ad Valorem Assessment

This fee schedule reflects a transition from tipping fee surcharges in Phase 2 (FY 2028-FY 2030) to non-ad valorem assessments beginning in Phase 3 (FY 2031 onward), with a one-year overlap period (FY 2030-FY 2031) allowing for gradual implementation and system testing. Annual revenue adjustments begin with moderate increases during the Phase 2 period (5.00% in FY 2029, 8.00% until FY 2033) to reach full cost recovery. Starting in FY 2034, the Authority is projected to require a minimum annual revenue adjustment of 1.50% to maintain financial stability. However, the Authority will adopt an annual revenue adjustment using the Producer Price Index for Solid Waste Collection (PPI-SW), Series ID: PCU562111562111 to escalate the Maximum Service Rates, which reflects industry-specific cost escalation for solid waste collection, reported on a non-seasonally adjusted basis.

These annual adjustments are intended to ensure revenues keep pace with inflation and rising operating costs. Based on the most recent 10-year historical trend, the PPI-SW has increased at an average annual rate of approximately 4.59%.

**Table 13** presents the total projected contributions for each ILA member under Phase 1. The estimated amounts for each member are based on 2024 baseline population, with projections for FY 2026 and FY 2027 showing growth trajectories and corresponding financial obligations.

Table 13. Surcharge by Municipality

ILA Members	DATA YEAR			
	2026 Population	2026 Contribution	2027 Population	2027 Contribution
Broward Municipal Services District	17,233	\$20,831	15,655	\$18,458
Coconut Creek	57,702	\$69,751	64,084	\$75,559
Cooper City	35,024	\$42,337	35,965	\$42,405

ILA Members	DATA YEAR			
	2026 Population	2026 Contribution	2027 Population	2027 Contribution
Coral Springs	135,191	\$163,420	135,156	\$159,358
Dania Beach	33,746	\$40,792	35,066	\$41,345
Davie	107,410	\$129,838	107,802	\$127,106
Deerfield Beach	87,402	\$105,652	98,758	\$116,442
Fort Lauderdale	189,583	\$229,170	194,442	\$229,260
Hillsboro Beach	1,971	\$2,383	2,288	\$2,698
Hollywood	155,038	\$187,411	153,274	\$180,720
Lauderdale Lakes	36,659	\$44,314	34,895	\$41,144
Lauderdale-by-the-Sea	6,181	\$7,472	6,729	\$7,934
Lauderhill	74,751	\$90,360	79,712	\$93,986
Lazy Lake	33	\$40	20	\$24
Lighthouse Point	10,462	\$12,647	10,666	\$12,576
Margate	58,544	\$70,768	58,858	\$69,398
Miramar	139,500	\$168,629	137,530	\$162,157
North Lauderdale	44,853	\$54,219	42,166	\$49,717
Oakland Park	46,039	\$55,652	46,515	\$54,845
Parkland	38,342	\$46,348	39,752	\$46,871
Pembroke Park	6,105	\$7,380	7,060	\$8,324
Plantation	98,431	\$118,984	103,767	\$122,349
Sea Ranch Lakes	535	\$647	289	\$340
Southwest Ranches	7,796	\$9,424	8,459	\$9,974
Sunrise	97,899	\$118,341	107,986	\$127,323
Tamarac	73,130	\$88,400	74,371	\$87,688
West Park	15,218	\$18,396	14,167	\$16,704
Weston	68,249	\$82,500	68,230	\$80,448
Wilton Manors	11,495	\$13,895	12,591	\$14,845
<b>TOTALS</b>	<b>1,654,522</b>	<b>\$2,000,000</b>	<b>1,696,255</b>	<b>\$2,000,000</b>

In addition, during Phase 1, the Authority will prepare and issue solicitations to secure binding prices for yard trash and recyclable materials processing, and disposal (including waste-to-energy) fees (i.e., tipping fees) for each ton of waste received. For planning purposes, and to align with Article 24 of the Facilities Amendment, **Table 14** presents the established Maximum Service Charges.

Table 14. Materials Processing Maximum Service Charge

Material Type	Estimated Tipping Fee Cost Range <sup>4</sup> (per ton)
Recyclable Materials <sup>1</sup>	\$110.00
Yard Trash (for Disposal)	\$52.56
Yard Trash (for Beneficial Use)	\$80.00
Solid Waste Disposal (Class I Waste) <sup>2</sup>	\$57.49
Solid Waste Disposal (Class III Waste) <sup>3</sup>	\$52.56

**NOTES:**

- Does not reflect a cost offset based on the Average Market Value of the recyclable materials sold to market.

2. "Class I Waste" means solid waste that is not hazardous waste, and that is not prohibited from disposal in a lined landfill under rule 62-701.300, F.A.C.
3. "Class III Waste" means yard trash, construction and demolition debris, processed tires, asbestos, carpet, cardboard, paper, glass, plastic, furniture other than appliances, or other materials approved by the Department, that are not expected to produce leachate that poses a threat to public health or the environment.
4. Maximum service charges as of October 1, 2025. These charges will escalate on an annual basis in accordance with the established annual revenue adjustment, at a maximum, that aligns with the PPI-SW, which reflects industry-specific cost escalation for solid waste collection, reported on a non-seasonally adjusted basis.

Through flow control and economies of scale, the Authority will secure binding competitive rates that are expected to be lower than those currently paid under existing contracts. The pricing achieved through a competitive procurement process is anticipated to serve as a cost offset against the rates currently paid by ILA members under their current collection agreements.

As the Authority matures and its operational framework becomes more established, it will also be necessary to align the collection agreements across ILA member municipalities. Currently, these agreements vary in structure and terms across the membership. Standardizing and harmonizing these agreements over time will be essential to ensuring consistent service delivery, equitable cost allocation, and the administrative efficiency required to manage the Authority as a unified entity.

This implementation plan will provide the Authority with a clear roadmap to fulfill its mission of developing and implementing a long-term, environmentally sustainable, transparent, innovative, and economically efficient plan for waste disposal, reduction, recycling, and reuse in Broward County.

Phase 2 marks the transition from system planning into active operational control, supported by a two-year surcharge through flow control for ILA member communities. There may be an overlap period or an extension of Phase 2 surcharges depending on when the non-ad valorem assessment is developed. This surcharge will support operations and allow for reserves for future funding of facilities/programs needed to continue advancing towards meeting the 75% recycling and diversion goals. During this phase, the Authority begins managing key functions such as contracted processing disposal and further development and operations of the drop-off sites. These costs scale directly with volume of waste delivered, and tonnage-based fees ensure that each ton generated will bear the cost of the burden they place on the system.

In Phase 2, residential and non-residential properties will pay a surcharge based on actual tons delivered to designated processing and/or disposal facilities. Therefore, costs are allocated in direct proportion to waste generation. Because the surcharge is applied at the point of processing and disposal and tied to measured tonnage, residents and non-residents pay only for the material they contribute to the system. This approach promotes fairness across the system by preventing cross-subsidization between residential and commercial customers (or low and high generating areas) and ensuring that each community's financial responsibility reflects its own disposal activity.

Although surcharge calculations are based on projected systemwide tonnage, the financial model does not assume that 100% of the waste generated within ILA communities will be captured by a scale at a receiving facility for processing or disposal. For the purpose of estimating the Authority-controlled waste tonnage over the planning horizon, the financial analysis relies on the 2023 Solid

Waste Management Report published by FDEP and the underlying data. The 2023 FDEP Solid Waste Management Report indicates that approximately 4.9 million tons of waste are collected in Broward County, which is projected to increase to an estimated 5.5 million tons in FY 2028, the first year of Phase 2. Of the total tonnage in FY 2028, approximately 956,000 tons are attributed to non-ILA cities. Accordingly, for planning purposes, the model assumes that approximately 4.6 million tons are attributed to ILA members and would be subject to a surcharge in FY 2028. However, it is recognized that not all waste generated within the County will be received at surcharge-eligible facilities. This portion of the waste stream is reflected as “non-certified tons” in the 2023 FDEP Solid Waste Management Report and it represents approximately 10% of the waste stream. Examples of “non-certified tons” include materials that are backhauled from a retail operation to a regional distribution center outside of Broward County, material used as lakefill, yard trash used for daily cover, etc. Therefore, the model assumes that approximately 4.1 million tons (4.6 million less the 10% assumed for non-certified tons) would be applicable to a surcharge in FY 2028. This assumption provides a realistic basis for projecting revenue for FY 2028 and thereafter. If the Authority captures more than 90% of the inbound tonnage, the Authority would realize additional revenue, reducing the need for higher surcharge rates over time. It is, in part, for this reason that it is recommended that the Authority conduct an annual review of facility rates, service charges, and other pricing provisions as part of the Authority’s financial planning and budgeting process, as detailed further in Section 7.3.

In Phase 3, the Authority will implement a special assessment that assigns costs to parcels based on waste generation characteristics associated with their specific property use. This approach recognizes that different types of parcels, such as single-family homes, multifamily complexes, commercial retail, and restaurants, generate waste at very different rates. Parcels that generate more waste, or require higher-capacity disposal infrastructure, contribute more toward the system’s long-term capital and operational needs than parcels that produce smaller, more predictable waste streams.

This special assessment structure is particularly applicable in Phase 3 because the primary goals are the operation of existing programs and drop-off sites, and potential construction, commissioning, and operation of other disposal-related facilities. As mentioned, this may consist of transfer stations, recycling processing centers, organics infrastructure, or improvement in long-term disposal capacity.

These assets protect the entire region’s ability to dispose of waste reliably, respond to growth, and meet environmental standards. Because these facilities provide a direct and essential service to all property types and therefore require substantial, long-lived capital investment, the special assessment ensures that the financial responsibility for constructing and operating them is distributed based on each parcel’s expected impact on the waste system. This method also offers a stable and predictable revenue source, which is critical for debt financing, reserve funding, and asset lifecycle management as the Authority builds its permanent infrastructure.

In addition to routine financial monitoring, and in accordance with Article 24 of the Facilities Amendment, the Authority will conduct an annual review of facility rates, service charges, and other pricing provisions as part of the Authority’s financial planning and budgeting process. The annual review will evaluate operating costs, capital funding needs, tonnage trends, reserve levels, and other financial indicators to determine whether adjustments to tipping fees, service charges, or other pricing elements may be necessary to maintain financial sustainability and compliance with the Authority’s financial policies.

At least once every five (5) years, the Authority will retain a qualified independent expert with experience in solid waste and recyclable materials pricing and market analysis to conduct a comprehensive rate and fee study. This analysis will evaluate the Authority's pricing structure relative to cost of services, and will include benchmarking of tipping fees, processing costs, reserve practices, and other relevant indicators.

The results of the study will be presented to the Authority and may be used to inform, support, or evaluate potential amendments to the Master Plan, Financial Plan, or service agreements, including adjustments to tipping fees, service charges, Maximum Service Charges, or other pricing provisions. These periodic studies will complement the Authority's annual rate review process and ensure that rates remain financially sustainable and aligned with the Authority's long-term operational and capital funding requirements.

Adoption of the recommended financial policies, including the phased revenue structure, annual rate reviews, reserve management policies, capital planning, and revenue diversification strategies, will position the Authority for long-term success and stakeholder confidence while establishing financial safeguards that protect the Authority's operational stability and credit quality.

This implementation plan provides the Authority with a clear roadmap to fulfill its mission of developing and implementing a long-term, environmentally sustainable, transparent, innovative, and economically efficient plan for waste disposal, reduction, recycling, and reuse in Broward County. The financial framework presented in this memorandum supports the Authority's statutory obligations under the Interlocal Agreement, addresses the financial requirements of member jurisdictions, and establishes the fiscal foundation necessary to achieve the region's waste diversion and sustainability goals. Regular updates to the financial projections and proactive financial management will ensure that the Authority maintains financial health, delivers value to its member jurisdictions and the community, and advances toward a more sustainable future for solid waste management in Broward County.



**Town of Southwest Ranches**  
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**Town Council**  
Steve Breitkreuz, *Mayor*  
Gary Jablonski, *Vice Mayor*  
Jim Allbritton, *Council Member*  
Bob Hartmann, *Council Member*  
David S. Kuczenski, Esq., *Council Member*

Russell C. Muniz, ICMA-CM, *Town Administrator*  
Keith M. Poliakoff, JD, *Town Attorney*  
Debra M. Ruesga, *Town Clerk*  
Emil C. Lopez, CPM, *Town Financial Administrator*

### **COUNCIL MEMORANDUM**

**TO:** Honorable Mayor Breitkreuz and Town Council  
**VIA:** Russell C. Muñiz, Town Administrator  
**FROM:** Emil C. Lopez, Town Financial Administrator  
**DATE:** 4/23/2026  
**SUBJECT:** Surplus Property - 1989 Ford Fire Truck

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#### **Recommendation**

Town Council consideration for a motion to approve the resolution.

#### **Unanimous Vote of the Town Council Required?**

No

#### **Strategic Priorities**

- A. Sound Governance
- B. Enhanced Resource Management

#### **Background**

Per Florida Statute 274.05 – Surplus Property, “A governmental unit shall have discretion to classify as surplus any of its property, which property is not otherwise lawfully disposed of, that is obsolete or the continued use of which is uneconomical or inefficient, or which serves no useful function”.

Per Section 2.203 (f) – Purchasing authorization, of the *Town of Southwest Ranches Code*, “Disposal of surplus or obsolete personal property more than an aggregate value of one thousand (\$1,000) or two hundred fifty dollars (\$250) per item, per quarter, shall be made only after approval by the Town Council”.

The Town has identified certain property/equipment that has become inadequate for public

purposes, obsolete, and/or no longer meets the needs of the Town of Southwest Ranches. It is the intent of the Town to sell declared surplus property in a manner that maximizes value to the Town and its taxpayers. The specific surplus property proposed for sale is identified as follows:

<b>Make/Model</b>	<b>Year</b>	<b>VIN # ending in</b>
Ford Fire Truck	1989	-30599

**Fiscal Impact/Analysis**

The Town will utilize the Public Surplus online service to list the 1989 Ford Fire Truck for auction. Public Surplus charges a buyer’s premium, which is paid by the purchaser; therefore, there is no direct cost to the Town associated with the sale.

**Staff Contact:**

Emil Lopez, Town Financial Administrator  
 Lee Bennett, Fire Chief, Volunteer Fire Department  
 Christina Semeraro, Procurement Officer

**ATTACHMENTS:**

Description	Upload Date	Type
Resolution - TA Approved	4/15/2026	Resolution

## **RESOLUTION 2026 – XXX**

**A RESOLUTION OF THE TOWN COUNCIL OF THE TOWN OF SOUTHWEST RANCHES, FLORIDA, DECLARING THE TOWN-OWNED 1989 FORD FIRE TRUCK AS SURPLUS INVENTORY; AUTHORIZING THE TOWN ADMINISTRATOR TO FACILITATE THE SALE OF THE SURPLUS INVENTORY IN ACCORDANCE WITH THE TOWN'S PROCUREMENT AND SURPLUS DISPOSAL PROCEDURES, INCLUDING THROUGH PUBLIC AUCTION; AUTHORIZING THE MAYOR, TOWN ADMINISTRATOR, AND TOWN ATTORNEY TO EXECUTE ANY AND ALL DOCUMENTS NECESSARY TO EFFECTUATE THE INTENT OF THIS RESOLUTION; AND PROVIDING AN EFFECTIVE DATE.**

**WHEREAS**, the Town has identified its 1989 Ford Fire Truck that is assigned to the Town's Volunteer Fire Department as no longer suitable for use by the department; and

**WHEREAS**, it has been determined that this vehicle is no longer practical to maintain for service; and

**WHEREAS**, the Town Administrator desires to declare this vehicle as surplus inventory and facilitate its sale through appropriate surplus and procurement processes; and

**WHEREAS**, this Resolution serves to authorize the Town Administrator to declare this vehicle as surplus inventory and to proceed with its sale in accordance with applicable Town procedures.

**NOW, THEREFORE, BE IT RESOLVED BY THE TOWN COUNCIL OF THE TOWN OF SOUTHWEST RANCHES, FLORIDA:**

**Section 1.** The above-referenced recitals are true and correct and are incorporated herein by reference.

**Section 2.** The Town Council hereby declares the 1989 Ford Fire Truck as surplus inventory.

**Section 3.** The Town Council hereby authorizes the Town Administrator to proceed with the sale of this surplus inventory, including through public auction, in accordance with the Town's procurement and surplus disposal procedures, and to explore all available options to maximize value to the Town.

**Section 4.** The Mayor, Town Administrator, and Town Attorney are hereby authorized to execute any and all documents necessary and proper to effectuate the intent of this Resolution.

**Section 5.** This Resolution shall become effective immediately upon its adoption.

**PASSED AND ADOPTED** by the Town Council of the Town of Southwest Ranches, Florida, this 23<sup>rd</sup> day of April, 2026 on a motion by \_\_\_\_\_ and seconded by \_\_\_\_\_.

Breitkreuz \_\_\_\_\_  
Jablonski \_\_\_\_\_  
Allbritton \_\_\_\_\_  
Hartmann \_\_\_\_\_  
Kuczenski \_\_\_\_\_

Ayes \_\_\_\_\_  
Nays \_\_\_\_\_  
Absent \_\_\_\_\_  
Abstaining \_\_\_\_\_

\_\_\_\_\_  
Steve Breitkreuz, Mayor

Attest:

\_\_\_\_\_  
Debra M. Ruesga, Town Clerk

Approved as to Form and Correctness:

\_\_\_\_\_  
Keith Poliakoff, Town Attorney  
1001.046.2026