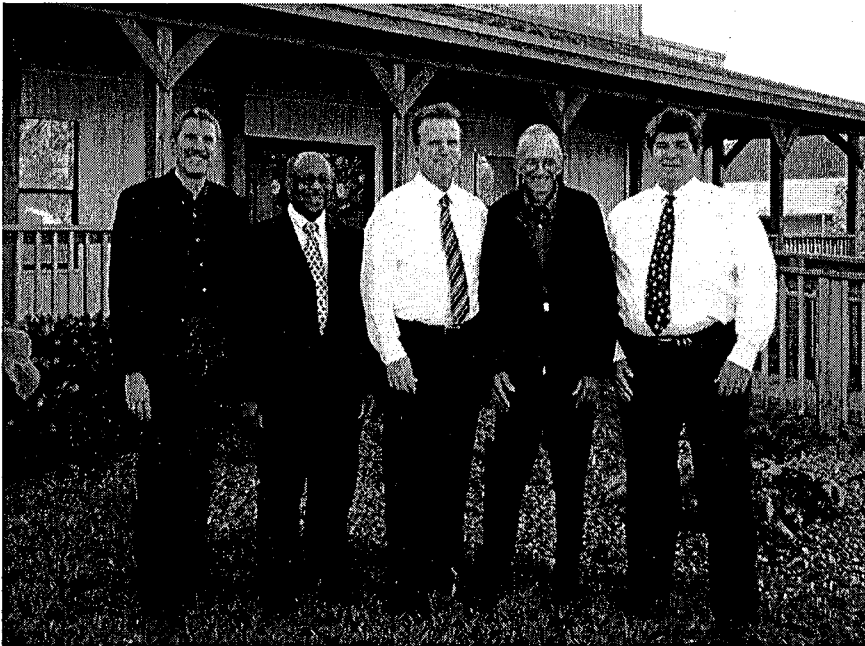




MORE THAN SOMEONE

Town of Southwest Ranches
Fiscal Year 2010/2011
Adopted Comprehensive Annual Budget



Town Council

Jeff Nelson, Mayor

Aster Knight, Vice Mayor *

Steve Breitzkreuz, Council Member

Freddy Fisikelli, Council Member *

Doug McKay, Council Member

**Charles H. Lynn, AICP, Town
Administrator**

**Jean Watson, Town Financial
Administrator**

Keith M. Poliakoff, Town Attorney

Debra Doré-Thomas, CMC, Town Clerk

**On November 2, 2010, Councilman Gary Jablonski was elected to office.*

**On November 3, 2010, Councilman Freddy Fisikelli was appointed as Vice Mayor.*

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ABOUT OUR TOWN

The **Town of Southwest Ranches** is located in Southwest Broward County, is approximately 13 square miles and is home to over 8,000 residents. The Town is a rural environment, filled with grazing animals, nurseries, farms, exquisite and unique scenery and an abundance of wildlife.

The zoning in the town is almost entirely rural residential and agricultural, which requires that lots must be a minimum of a full one to two acres. We also have a growing amount of zoning for recreation and open space, which preserves land for residents' enjoyment. The newest zoning district is for community facilities that allow uses that serve the community such as places of worship.

Our Town was formed to stop encroaching development, and all our Council Members have pledged to "preserve our rural lifestyle," which includes donkeys braying, roosters crowing, and no sidewalks.



VISION

The Vision of the Town of Southwest Ranches is to enhance and preserve the unique rural character of its community.

The Town shall promote, maintain and protect its agricultural, residential and equestrian lifestyles, sensitive to the natural environment."

MOTTO

"Preserving Our Rural Lifestyle"

MESSAGE FROM THE TOWN ADMINISTRATOR

FISCAL YEAR 10-11

This year marks the 10th anniversary of the Town adopting an annual budget - one of the most important functions of Town government. The 10th year of Southwest Ranches also saw the worst economy of its existence as the Nation continued its economic downturn. Yet the Town of Southwest Ranches lost only 5.6% of its total value compared with much higher losses in other communities. This demonstrates the quality and resilience of our community. Last year we spoke of future generations and leaving behind a framework that will provide valued services without an undue cost burden. Our goals this year include sustainability while focusing on the Town's infrastructure, such as roads and drainage. These goals are crucial in managing our resources for a sustainable future.

This year we lost approximately \$800,000 in revenue, of which \$300,000 was Ad Valorem taxes – the direct value of your property. We understand the stress property taxes place on families and worked diligently to ensure there was **no tax rate increase** to our residents. To accomplish this, we had to streamline the budget, reorganize certain functions and rethink how we do business. Progress towards goals, tangible results, and showing our residents what they are getting for their money isn't something we have waited around to do.



In February of this year, our Council took it upon themselves to convene a visioning workshop and prioritize the goals of the Town. Various goals were identified and knowing the importance of these goals to our residents and our Council, we've already made substantial progress! Some exciting things to watch for in the coming months include the relocation to a new Town Hall, improved drainage, park development and more road repaving around the Town! Each year Town goals will be incorporated into the budget process to ensure the Town's money is being spent in a conscientious and effective manner.

Some highlights of our progress:

- 1. Relocation of the Town Hall.**

This property was purchased in July 2010 and professionals are going to be hired to design renovation plans and oversee the construction process. A preliminary space allocation plan has been developed and everyone looks forward to moving in as soon as possible!

2. Balance the budget without tax increase or use of reserves.

The Town has proposed a balanced budget at 3.9404 mills which did not increase taxes from the previous year. At 3.9404 mills the Town collected approximately \$300,000 less revenue in Ad Valorem taxes and a total of approximately \$800,000 less total revenue than last year, without drastically cutting services to residents and balancing the budget. Collecting the same revenue as in FY 2010 would have required the adoption of 4.2297 mills.

3. Renegotiate the BSO Fire Contract.

The Mayor successfully renegotiated this contract saving the Town approximately \$450,000 in FY 2011.

4. Work with South Broward Drainage District, South Florida Water Management District and Department of Agriculture to resolve flooding issues.

The Town was awarded a generous grant from the South Florida Water Management District to complete a drainage project on SW 195th and 54th Place. The site work has been completed and the next steps include obtaining an as-built, a final sign off and grant reimbursement. The Town was also awarded a grant from the Central Broward Water Control District to complete a drainage project on Hancock Road and a project bid for construction is already in progress.

5. Projects Funded from External Sources.

The Town was awarded a \$50,000 grant from Broward County to remove invasive and exotic species from the Southwest Meadows Sanctuary Park along with replanting native trees. The Town was also awarded a grant from Broward County to build a fitness trail and butterfly garden in the Rolling Oaks Park.

6. Develop a plan and the funding for the resurfacing of the roads.

Phase 1 of this project is already completed and the balance of the project should be completed by early 2011.

7. Implementation of Auditor's Suggestions.

The Town has developed a new draft Purchasing and Procurement Manual that should be reviewed by the Town Council for final approval in early 2011. These procedures will ensure accountability in purchasing all goods and services while providing detailed guidelines for staff to use. The Town also created a Personnel Manual and an Asset Tagging system for the Town's fixed and capital assets. A tree audit was also completed and will continue to be done on an annual basis.

8. Develop a plan to bring to fruition the Public Safety Building.

The Town requested Federal funding through an application process for \$800,000 that will allow for the development of a stand-alone Emergency Operations Center (EOC) that would also house Public Safety services.

9. Develop Fishing Hole including a Multi-Purpose Field.

Staff conducted a thorough site analysis, created a master site plan and received Council approval to proceed with this project in 2009. Staff also received approval for expenditures and procured material and labor for phase I of native landscaping in the Hardwood Hammock and future playground areas. Staff continues to work on the development of this project and the anticipated completion dates for development extend into 2013.

10. Develop a detailed Drainage Plan for the west side of the Town.

A comprehensive drainage plan is under development and funds have been identified for future improvements. Projects should be underway throughout the year.

11. Repair the Rolling Oaks Barn.

The Town Council voted to proceed with reroofing the barn using both internal and external funding sources. A plan for the process is underway.

12. Increase Volunteerism.

Volunteers have been recruited for a variety of projects around the Town, saving money from donated labor. The Town is currently seeking new projects that can be completed through volunteer efforts.

13. Initiate Studies.

A Solid Waste Study and Fire Assessment Study are both in progress for implementation in Fiscal Year 2012.

14. New Information Technology (IT) Contract and Website Improvements.

The Town awarded a contract for IT Services and various systems are being upgraded with new procedures in place. The website has also been reviewed and is being updated in phases. Residents should make sure to visit the website at www.southwestranches.org for progress!

Something else that is new for the Town is the way in which we evaluate what we do and how we do it. In addition to the important opinions of our residents, and the efficiency of our spending, we have created new performance measures that each department will be responsible for collecting, reviewing, and evaluating. Next year, we will review many of these measures and compare our progress over time.

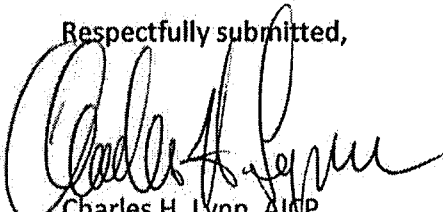
As the Town completes its 10th year of being "official", we should all be very proud of what has been accomplished this year. A lot has been done and now is the time to plan for the future. Each day brings forward a vision that was established by the residents and Town Council - a vision that our residents hold strong, a vision that provides for preserving the rural lifestyle while also providing quality services to our residents.

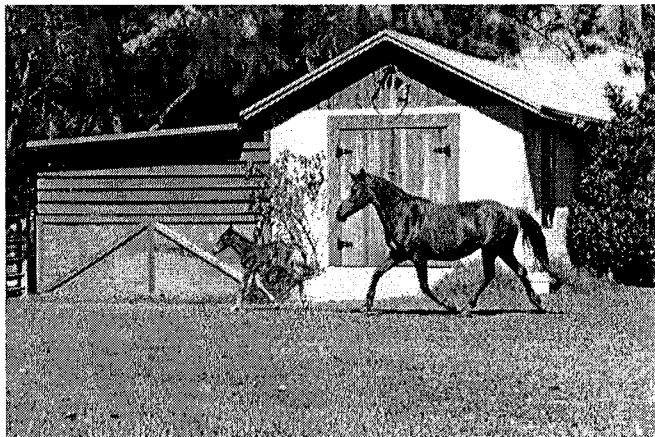


In summary, our FY 2011 budget is balanced at 3.9404 mills which produced less revenue than last year at the same rate. The adopted FY 2011 budget provides no tax increase to our residents and maintains a quality level of service with streamlined government to offset the loss of revenue.

It has been a pleasure to serve the Council and residents of the Town of Southwest Ranches for the past year and I look forward to all of the progress that is ahead of us!

Respectfully submitted,


Charles H. Lynn, AICP
Town Administrator



HISTORY AND DEMOGRAPHICS

The Charter for the Town of Southwest Ranches (the Town) was established by House Bill No. 1777 on June 6, 2000, to carry on a centralized government. The Town Council, which is composed of four Council elected members and the elected Mayor, is responsible for legislative and fiscal control of the Town. The Town is governed under a Council/Administrator form of government. A Town Administrator is appointed by the Council and is responsible for administrative and fiscal control of the resources of the Town.

Population	Approx. 7,203 (according to 2000 US Census Report)
Area	Approx. 13 square miles
County	Broward
Government	Council-Administrator
Location	15 miles southwest of Fort Lauderdale, Florida; 12 miles north of Miami/Dade County; 15 minutes from Fort Lauderdale/Hollywood International Airport
Housing	Single-family dwellings; home costs range from \$200,000 to over \$1 million
Characteristics	Predominantly Residential, some Agriculture and minimal Commercial / Industrial. Southwest Ranches home sites are a minimum of 1 and 2 ½ acres. Farms, Equestrians and Families are included in our unique lifestyle in SW Broward!
Industry	Very Light
Commercial	Very Light (Coquina Plaza & Tom Thumb only)
Parks & Recreation	Currently we have one Open Space Park in the Rolling Oaks Community on SW 178th Ave. 1 Recreational Park (The Sunshine Ranches Equestrian Park) on Volunteer Road, just North of Stirling Road. We have also been awarded grants to purchase land to develop four additional parks.
Protection	Broward Sheriff's Office, District 8 for Police Safety. Broward County, and SWR Volunteer Fire Department for Fire Safety. Emergency Medical Services provided by Broward County.
Schools	Our students go to the many great schools in our surrounding municipalities.
Transportation	Our Town is in close proximity to major highways I-75, I-595 and US 27. Only 15 minutes away from Ft. Laud / Hollywood International airport & 30 minutes away from Miami International Airport. There is one County Bus that comes through our Town; however, most of our residents commute by personal transportation.
Median Household Income in Broward County	\$41,700
Median Age in Broward County:	37.8

PERFORMANCE INDICATORS (PREVIOUSLY MEASURED)

Since 2003, staff obtained certain performance indicators that were included in the annually Comprehensive Annual Financial Report (CAFR). This year the Town adopted new performance measures that will focus on measuring both results and efficiency. Employees will compile the newly developed Performance Measures beginning on October 1, 2010 and this process will be evaluated as part of the annual budget process. New performance measures are listed on page 11, as part of the Town's new business plan.

Performance measures will help the Town link goals and objectives to our fiscal budget and measure how these goals are being implemented on an annual basis.

Function/Program	2003	2004	2005	2006	2007	2008	2009	2010
Fire stations	*	*	*	*	*	*	*	*
Police								
Stations	*	*	*	*	*	*	*	*
Patrol units	11	11	11	12	15	15	15	15
Refuse collection								
Collection trucks	*	*	*	*	*	*	*	*
Other public works								
Streets (miles)	82	82	82	82	82	82	82	82
Streetlights	**	**	**	**	**	**	**	9
Traffic signals	**	**	**	**	**	**	**	**
Parks and recreation								
Acreage	95.40	117.40	149.01	149.01	149.01	149.01	149.01	149.01
Playgrounds	-	-	-	1	1	1	1	1
Equestrian Rings				2	2	2	2	2
Picnic Pavilion				1	1	1	1	1
Restroom Facilities				1	1	1	1	1
Nature Trails (miles)				1	1	1	1.5	2
Multiuse Trails (miles)			4	4	12.70	17.35	17.35	17.35
Water								
Water mains (miles)			12				12	
Firewells	330	330	330	330	330	330	330	332
Lakes (SBDD) acres	25.0	25.0	25.0	25.0	25.0	25	25	25
Canals (SBDD) miles	17.0	17.0	17.0	17.0	17.0	17	17	17
Canals (CBWCD) Miles	25	25	25	25	25	25	25	25
Wastewater								
Sanitary sewers (miles)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Storm sewers (miles)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Treatment capacity	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
(thousands of gallons)								
Catch Basin Structures						209	209	213
*Contracted Service Provider								
** The only streetlights are on Griffin Road and are owned / maintained by the County								

NEW TOWN BUSINESS PLAN FOR FY 2011

Strategic Issues:

1. *Sustainability*
2. *Infrastructure*

Objectives:

1. *Improve communications both horizontally and vertically in the chain of command*

The Town can be divided into 3 main areas:

- Infrastructure
- Customer Service
- Administrative/Contractual Services

By establishing a chain of command, without adding additional employees, operations are streamlined. The Town Administrator will communicate with three (3) managers, who will in turn relay directives and information to their employees. This allows employees to have more time and explanation from their supervisors, especially when complicated issues require in depth explanation and detailed follow up.

This layer of management also benefits the employees by providing a layer of appeal for disciplinary action, and other personnel matters when a Personnel Manual is approved for daily use.

By having three (3) managers working together towards implementation of the Town's goals, efficiency will be improved; weekly meetings at a policy/administrative level can be achieved without monopolizing the entire organization's time; and progress can be analyzed and evaluated without line staff focusing on their otherwise individual areas.

2. *Streamline processes through improved systems*

Over the last ten years there has been a minimal focus on infrastructure, one of our 2010-2011 Town goals. Infrastructure can be physical like our roads but also includes systems, like our policies, procedures and information technology systems. By providing guidelines for employees to follow, any guess-work is eliminated and the focus can be on the results, rather than the process. Implementation of new processes that will streamline work, thereby requiring less time by employees includes the following:

- a. **Purchasing and Procedure Manual:** Once adopted by the Town Council, this Manual will outline the procedures required for all procurement. This Manual will eliminate the need to question procedures, the need to frequently communicate with the Town Attorney and the need to spend countless time determining the procedures to be followed. The Manual also streamlines many of the purchasing processes, granting

authority to the Town Administrator in areas that will hasten procurement, in a fair and equitable manner.

- b. **Personnel Manual:** By providing guidelines for employee behavior and detailed explanation of benefits, expectations, disciplinary action and other areas, a Personnel Manual allows the administration to more effectively address employee concerns, fairly handle disciplinary action and eliminate any inequities that may exist when guidelines are not followed in human resources. This does not preclude the outsource / part-time employee approach that has been implemented this year.
- c. **Detailed Overview for the Comprehensive Emergency Management Plan and ICS (Incident Command System) Structure:** The Comprehensive Emergency Management Plan is a large document that is required by federal guidelines for municipalities to have, but also is too detailed for daily use during a storm or incident. By creating a Summary Overview and a detailed organizational structure of assignments for emergencies, employees will already be trained on their roles, duties and responsibilities before an emergency ever occurs. This ensures a smoother recovery transition, greater comfort level for employees and better level of confidence that can be shown to residents during a crisis situation.
- d. **Required Annual Tree Audit:** Annual audits will be required at the end of the fiscal year to ensure fiscal accountability; one of these being the Tree Audit.
- e. **Administrative Policy and Procedure Manual:** Many policies, procedures and guidelines have not been formalized over time, making it difficult to communicate these requirements to new employees, as well as enforce these rules amongst the staff. By documenting our Administrative Policies as well as operational procedures, administration will be able to ensure that policies are followed, and a succession plan is created for various duties, tasks and operations. This Manual reduces the time to train new employees and mandates a thorough understanding of Town guidelines.
- f. **Simplicity Pro:** This is a new system that is sponsored by the Florida League of Cities through the Florida Municipal Insurance Trust. The system is a database where data is stored off-site, and includes the Town's insurance policy, pictures of all fixed assets, the new fixed asset tagging system, and the ability for the Site Administration to provide the Town with storm updates as they are occurring. The system also anticipates loss/expense to the Town through their automated calculation software that is based on our insurance policy, the estimated percent of federal reimbursement and projected amounts of damage. Other elements of this program that are under review include the ability for FMIT to pay vendors directly after a declared emergency for approved vendors which eliminates the need for the Town to pay vendors out of pocket. This system reduces the time previously required by staff when dealing with insurance claims and estimated FEMA damage as it has been automated, providing useful tools to calculate potential risk.

- g. **Information Technology Contract:** With a new IT Contract in place, the Town's data and important information will be backed up to ensure there isn't a loss of information at a critical time. This Contract will also place the burden of technology assistance with a qualified company, which reduces the time that has been previously dedicated to technology outages handled by staff.

3. *Group like tasks to ensure cross-functionality amongst departments.*

As mentioned earlier, the Town's existing flat organizational structure provided for very distinct roles amongst previously titled "Directors" and "Supervisors". These roles very often required interdepartmental communication; however, because individuals focused on the duties assigned under their jurisdiction, very often there was not a sharing of information which can lead to redundant work, misinformation and timelines being frequently extended due to inefficiency.

Grouping like functions allows a manager to have all related information for the functions they are responsible for, as well as handle issues quickly by only having to coordinate with the other two (2) functional areas.

These three (3) areas provide cross-functionality within a department and allow more of a team-approach to be taken amongst staff. Communications between areas takes place at the managerial level, only involving the Town Administrator if an operational area develops potential issues, has budgetary constraints or has potential negative impacts on the Town's image. By allowing managers to handle daily operations, the Town Administrator can focus on the long-term sustainability of the Town and the political and long-term economic issues that present themselves.

Performance Measures and Standards:

To evaluate the new processes and reorganized structure, performance measures have been developed to monitor, review and evaluate the success of this Business Plan. Measures will be collected by staff on a monthly basis and compared over time. In future years, changes over time can be reviewed, commended or corrected.

The following new performance measures that will be collected through FY 2010-2011 are divided into the three (3) new functional areas in addition to the Clerk's Office and Finance Department.

INFRASTRUCTURE

Code Compliance - Number of Special Magistrate Cases

Code Compliance - Number of Warning Notices of Violation (WNOV) issued

Code Compliance Number of Citation Violation Notices (CVN) issued

Public Works - Road Resurfacing (in miles)

Public Works - Potholes repaired

Building Department - Permits by type

Building Department - Number of Building Inspections
Building Department - Occupational Licenses Issued
Building Department - Certificates of Use Issued

ADMINISTRATION/CONTRACTUAL SERVICES

Administration - Number of Incident Forms completed
Administration - Dollars amounts of claims (decrease)
Administration - Loss ratio (property, worker's comp)
Administration - Number of sponsorships/donations
Administration - Dollar value of sponsorships/donations
Parks, Recreation and Open Space - Number of safety inspections completed
Parks, Recreation and Open Space - Number of volunteers
Parks, Recreation and Open Space - Number of volunteer hours
Parks, Recreation and Open Space - Number of special events
Parks, Recreation and Open Space - Percent of trees trimmed, per schedule
Parks, Recreation and Open Space - Percent of mulch replaced/added, per schedule
Fire – Number of Emergency Responses
Fire – Number of Inspections
Police – Number of Physical Arrests
Police – Number of Parking Violations
Police – Number of Traffic Violations
Solid Waste - Refuse collected (tons per day)
Solid Waste - Recyclables collected (tons per day)
Solid Waste - Bulk collected (tons per day)

CUSTOMER SERVICE

All areas - Number of complaints received
All areas - Percent of complaints satisfactorily resolved
All areas – Average completion time for complaints received
All areas - Number of thank you notes/comments and commendations
Percent of time website/network is down
Number of IT work ticket for issues/problems
Number of website hits by visitors

RECORDS MANAGEMENT (TOWN CLERK)

Number of New IFB/RFP/RLI advertised
Number of Bid Protests
Number of Public Record Requests
Number of New Ordinances/Resolutions

FINANCE AND BUDGET

Number of payroll periods with errors
Number of audit findings
Number of grants received
Dollar value of grant received

SWOT Analysis:

SWOT is an acronym for Strengths, Weaknesses, Opportunities, and Threats. Identification of the following areas concludes that now is the right time to make organizational changes. In an economy that is requiring increased efficiency and provision of services with fewer dollars to spend, making the best use of resources is more important than ever for the Town's sustainability and continual improvement of infrastructure.

Strengths:

- Advantages of business practices?
A functional structure will appeal to residents by clearly defining which "area" a system belongs to, thereby reducing the time a resident needs to navigate the chain of command and the website.
- Capabilities?
Town Council is open to change and system improvements.
- Resources, Assets, People?
Experienced companies and business partners are housed within or near the borders of the Town, providing fast services when needed.
- Experience, knowledge, data?
Town Administration has extensive knowledge of city management and infrastructure improvements with experience in similar size/geographic/type cities.
- Innovative aspects?
Because few systems exist, the Town has the ability to create fresh and innovative processes tailored to its needs rather than working off an antiquated system.
- Location and geographical:
Residents are committed to promoting the rural lifestyle
- Price, value, quality?
One of the lowest devaluations of property in the County (5% versus 25% in other cities)
- Processes, systems, IT, communications?
Attention is now being provided in this area and various grants are in place to improve the internal and external communication systems both during an emergency such as a hurricane and during daily operations.
- Management cover, succession?
Historical perspective exists with certain staff members and procedures are being formalized for long-term succession planning.
- Philosophy and values?
Town values are in line with Town goals.

Weaknesses:

- Disadvantages of business practices?
Historically unclear documentation of policies, procedures and guidelines.
- Gaps in capabilities?
Cross training is needed on processes that affect all employees such as agenda items, internal and external communications, and financial practices.
- Reputation, presence and reach?
Historically there has been distrust of government employees/officials. Trust needs to be earned.
- Financials?
Increased functionality is required by the Finance Department, including new reporting requirements, fixed asset inventory and new purchasing system.
- Own known vulnerabilities?
Resident concerns
- Timescales, deadlines and pressures?
Many procedures and cross-training for all employees is taking place during rather than before situations. For example, emergency management and hurricane preparedness training.
- Continuity, supply chain robustness?
Most employees are unaware of the details surrounding other employees' positions. There is limited cross-training and succession planning.
- Effects on core activities, distraction?
Resident issues that cannot be solved or are biased towards one focus area
- Reliability of data, plan predictability?
Obtaining historical data has been difficult. The Town's record management system needs to be further automated.
- Morale, commitment, leadership?
Because new direction and an organizational structure change are needed, employees need defined roles and tasks.
- Accreditations, etc?
There are no accreditations in place for various functions.
- Processes and systems, etc?
There are no processes and systems in place for most areas; however they are under development.
- Management cover, succession?
Succession planning needs to be considered and cross-training of employees will be required during the transition to cross-functional areas on the new organizational chart.

Opportunities:

- Technology development and innovation?

By working with the League of Cities on their new software for Risk Management, SimpliCity, the Town is receiving assistance in setting up its fixed asset tracking program and linking it with Risk Management and insurance. Because this is a new area for the company, the Town is benefitting from their desire for Research and Development.

- Tactics: e.g., surprise, major contracts?

When a new Purchasing and Procurement Manual is in place, all existing contracts will most likely require rebidding, providing the possibility of cost savings.

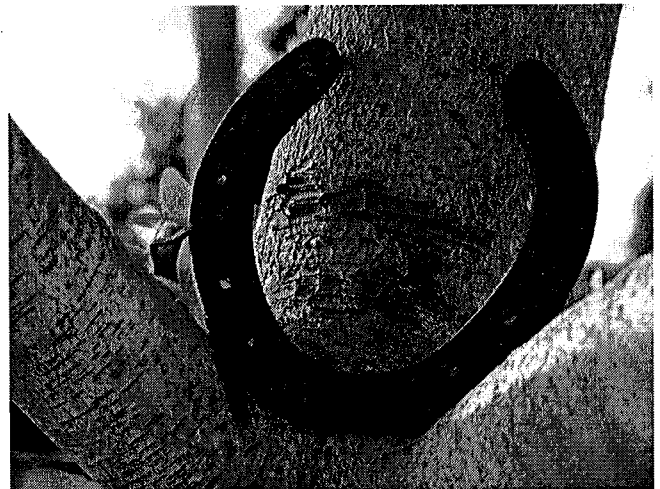
- Partnerships, agencies, distribution?

With changes in staff, there are opportunities to improve relations with the South Florida Water Management District and South Broward Drainage District. This is also a good time to further relationships with Broward County EOC.



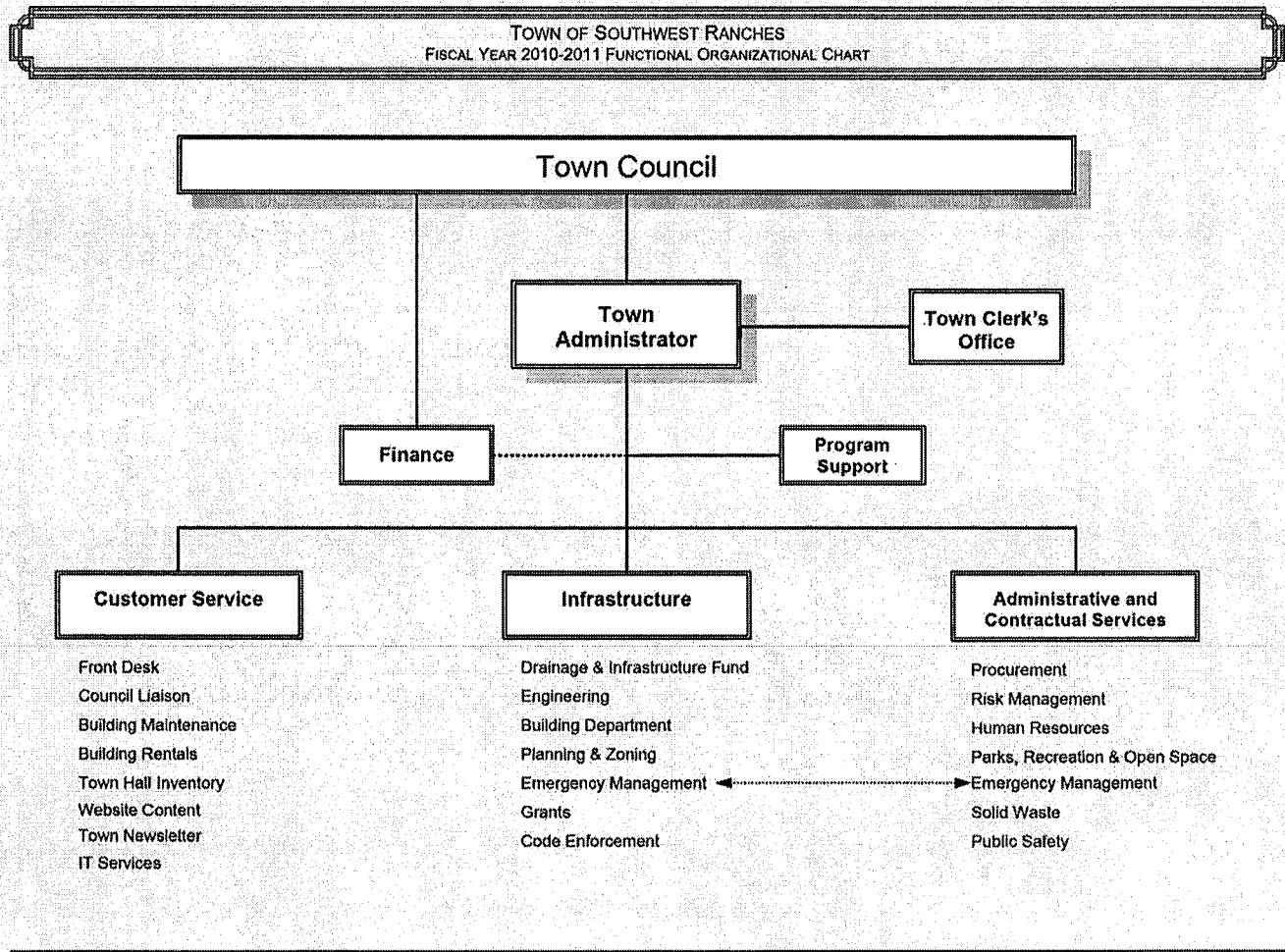
Threats

- Political effects?
There always exist certain demands for projects and services that must be weighed against safety, practicality and timeliness.
- Environmental effects?
Poor drainage in various areas. While drainage improvements are underway, the Town is in the height of hurricane season.
- IT developments?
A back up/off site server will be used to ensure there is never a loss of critical data – in progress.
- New technologies, services, ideas?
New software will streamline the Risk Management Process (SimpliCity).
CodeRed (if purchased) will provide quick and comprehensive communicates to all residents.
800 MHz Radios and Satellite Phone if purchased will provide a back up communications system.
Website Redesign should assist residents in navigating the Town's services.
- Vital contracts and partners?
All existing contracts will most likely require rebidding after the new Purchasing and Procurement Manual is approved. Vital partners currently include the Florida Municipal Insurance Trust (also providing Risk Management and Fixed Assets Tracking software); IT Contract; BSO Contracts; Waste Management; Bergeron (Hurricane resources and debris removal); and PBSJ (Debris Monitoring).
- Obstacles faced?
Most processes and systems are required quickly thereby placing a burden on staff to produce quality and thoughtful policies under tight deadlines. The Comprehensive Annual Financial Report and audit are due towards the end of October and many requirements must be met prior to that deadline.
- Insurmountable weaknesses?
N/A
- Sustainable financial backing?
Each year there is risk that the revenue from property taxes will further decline.
- Economy?
Loss of jobs, foreclosures, devaluation of property
- Seasonality, weather effects?
Hurricanes



ADOPTED ORGANIZATIONAL STRUCTURE

The Town has examined its organizational structure and through the budget process, improved efficiencies and streamlined workloads. The result was a revised organizational chart this is based on function, rather than position.



FINANCIAL AND BUDGETARY POLICIES, PROCESS AND TIMELINE

Financial and Budgetary Policies

The basis for Town budgeting and accounting is modified accrual. The Town's governmental funds are general, capital, debt and transportation funds. Governmental-fund financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting. The Town defines a balanced budget as a budget that has sufficient revenues and other financing sources that equal or exceeds the approved expenditures.

Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the Town considers revenues to be available if they are collected within six months from the end of the current fiscal year, except for property taxes for which the period is sixty days from the end of the current fiscal period.

Expenditures generally are recorded when a liability is incurred, as under accrual accounting. However, debt service expenditures are recorded only when payment is due. Property taxes, utility taxes, franchise fees, licenses and permits, and investment income associated with the current fiscal period are all considered to be susceptible to accrual and so have been recognized as revenues of the current fiscal period. All other revenues items are considered to be measurable and available only when cash is received by the government.

The Town's financial policies are included and updated annually in the Comprehensive Annual Financial Report (CAFR). The Town has received the Government Finance Officers Association Certificate of Achievement in 2009. An Accounting Manual that will further define all Town financial policies and accounting practices will be completed in 2012. The CAFR includes detailed statistics related to financial trends, revenue capacity, debt capacity and operating information by Fund and Function/Department. In FY 2009, the Town's debt included \$4,435,671 for Florida Municipal Loan Council Revenue Bonds; \$2,500,000 for Florida Local Government Finance Commission Loans and \$88,419 for Capital Leases. The Town does not have any legal debt limits.

The Town has made it a policy to establish reserve funds to offset unanticipated expenditures and ensure that a funding source exists in the event of a continuation of current economic conditions. The General Fund has an unreserved fund balance equal to 18.61% of the 2010 General Fund operations budget, documented from the FY 2009 CAFR. The National standard would be in the 15% - 18% range.

Process

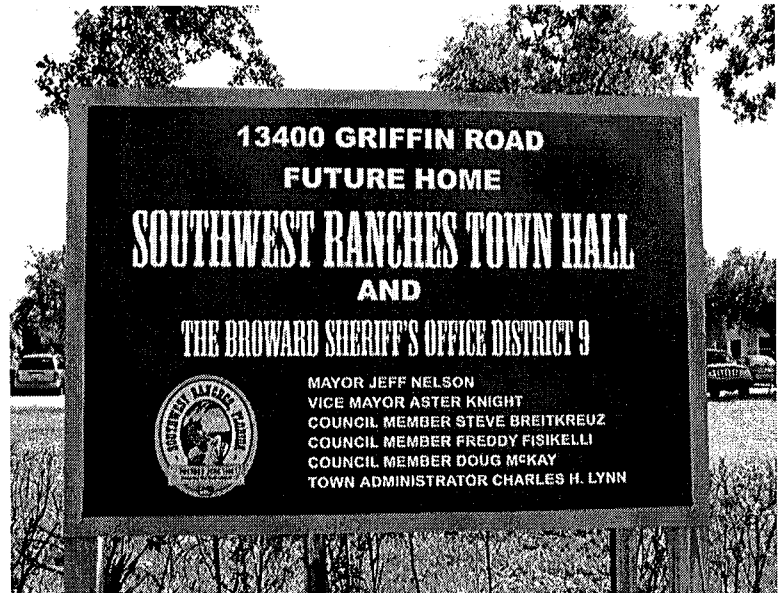
The Town's budget year is October 1st through September 30th. The Town's budgeted revenues are recognized in the year they are available to pay the expenses incurred by the operations of the Town. Expenses are recognized when the liability is incurred. The annual budget is a one year financial blueprint for funding the operations of the Town and its many different functions. The Town defines a balanced budget as a budget that has sufficient revenues and other financing sources that equal or exceeds the approved expenditures. The budget process begins each January. The first steps include review of current revenues and expenditures, any identified trends and definition of future year goals. The first discussions take place with the Town Council for a strategic goal overview. Then departments are asked to review the budget and goals at a department and business plan level. Once initial budget estimates are completed, a workshop will be held with the Town Council to explain the major changes from the prior year. Formal adoption takes place with two public hearings in September. This provides the proper authorizations for the Town Administrator to carryout the goals and objectives of the Town for ensuing year. The annual budget can be amended during the year by formal action the Town Council.

Timeline

Revenue and Expenditure Forecast	January 31
Rate Studies and Consultants Engaged	January 31
Analyses (revenues, trends)	February 1
Town Council Strategic Goal Setting Workshop	February 1
Inventory of Existing Fixed Assets	February 15
Update annual business plan	February 28
Review of Tangible Personal Property (TPP) for Budget	February 28
Preliminary Department Goals, Objectives and Budget Submissions	March 1
Capital Improvement Plan development	March 15
Performance Measurement Review and Revision	April 1
Annual Operating Plan and Proposed Budget	May 1
Council Workshops	June – July
Preliminary TRIM Adoption	July 13
First Public Hearing	September – 1 st week
Second Public Hearing	September – 3 rd week

FISCAL YEAR 2010 – INFRASTRUCTURE IMPROVEMENTS

The Town has reinvested in its infrastructure over the last year and has made great progress from improved drainage... to repaved roadways ... to the purchase of a building that will become the new Town Hall in 2011!



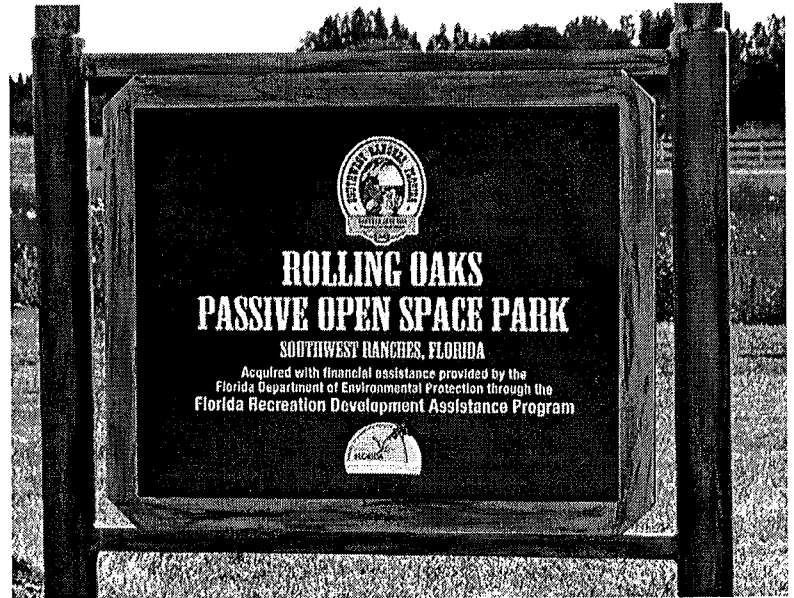
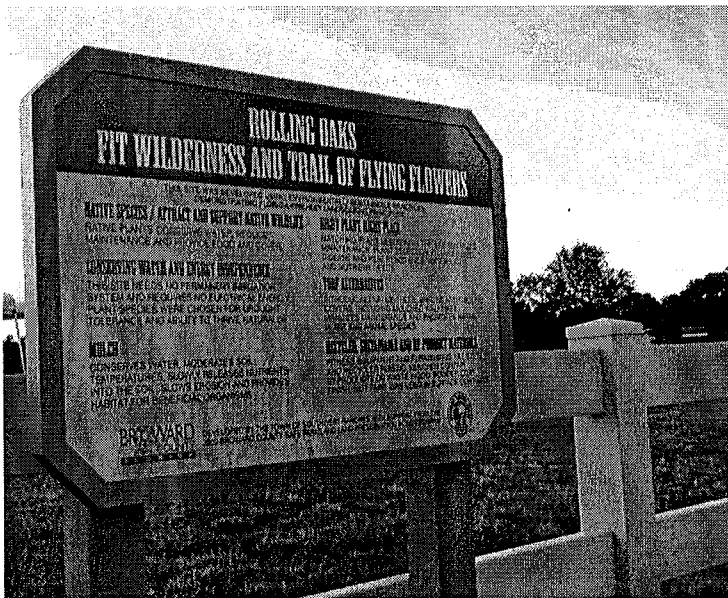
CAPITAL IMPROVEMENT PLAN

Each year the Comprehensive Plan Board makes a recommendation and the Town Council adopts a five-year plan for capital improvements. The chart below was approved in December, 2009 and an updated five-year plan will be approved in late December, 2010. The Town defines a capital expenditure as one that is greater than \$1,000.00; has a useful life greater than one year and would depreciate over time.

Transportation	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	Funding Plan
Non-Vehicular Bridge at 163rd Ave	\$408,000	\$161,500	\$0	\$0	\$0	Town of Southwest Ranches CIP FY08/09-12/13
Non-Vehicular Bridge at Flamingo Road	\$408,000	\$161,500	\$0	\$0	\$0	Town of Southwest Ranches CIP FY08/09-12/13
Non-Vehicular Bridge at US 27	\$0	\$500,000	\$279,000	\$0	\$0	Town of Southwest Ranches CIP FY08/09-12/13
Office of Greenways and Trails - Trails	\$90,868	\$0	\$0	\$0	\$0	Town of Southwest Ranches CIP FY08/09-12/13
Parks and Recreation	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	Funding Plan
Rolling Oaks Park	\$66,000			\$350,000		Town of Southwest Ranches CIP FY08/09-12/13
Country Estates Fishing Hole Park				\$1,815,000	\$1,815,000	Town of Southwest Ranches CIP FY08/09-12/13
Frontier Trails Park					\$2,013,000	Town of Southwest Ranches CIP FY08/09-12/13
Calusa Corners Park				\$915,000	\$915,000	Town of Southwest Ranches CIP FY08/09-12/13
Southwest Meadows Sanctuary				\$2,855,000	\$2,855,000	Town of Southwest Ranches CIP FY08/09-12/13

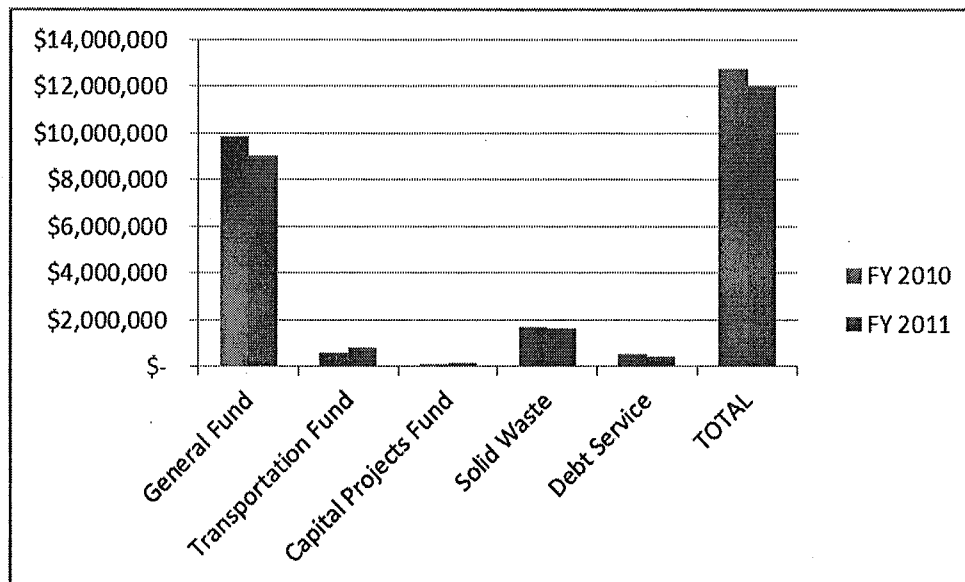
Source: Town of Southwest Ranches Financial Administrator's Office, 5 Year Capital Improvements Program, November 5, 2008

Note: None of the projects listed above are required to achieve and / or maintain adopted levels of service.
All projects are subject to available funding in light of the current economic downturn.



FISCAL YEAR 2011 COMPREHENSIVE ANNUAL BUDGET

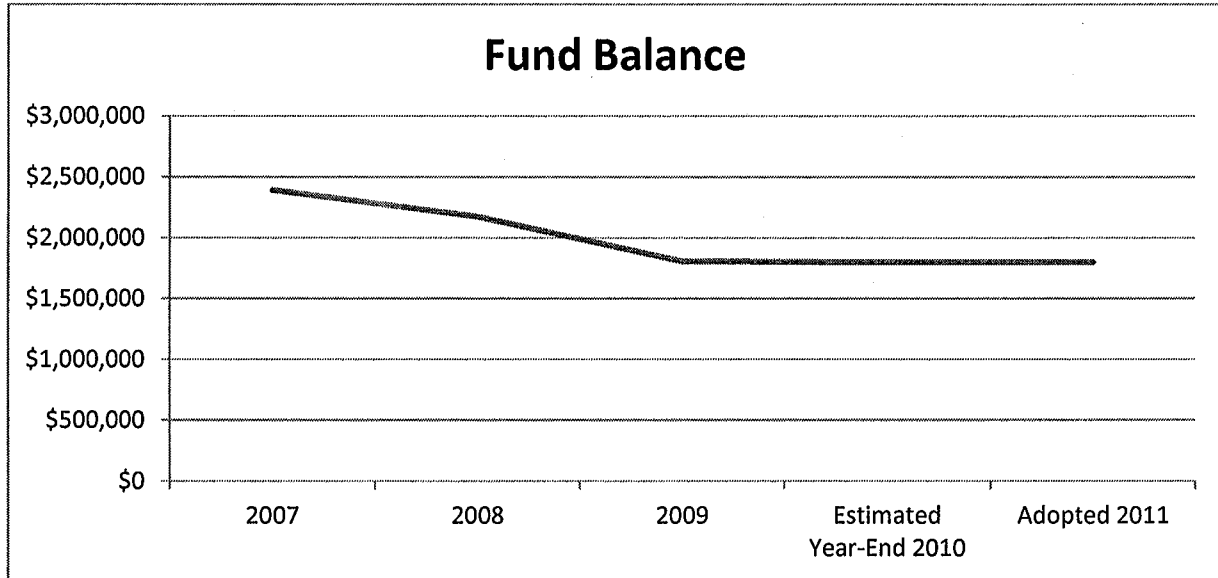
In FY 2010, the total of all funds (including transfers) was \$12,743,952. In FY 11, the combined total of all funds is \$11,979,740, a 9% decrease from the previous year.



FUND	FY 2010	FY 2011	Difference	% of Previous Year
General Fund	\$ 9,847,897	\$ 9,035,884	\$ 812,013	91.75%
Transportation Fund	\$ 595,000	\$ 776,200	\$ (181,200)	130.45%
Capital Projects Fund	\$ 107,400	\$ 135,576	\$ (28,176)	126.23%
Solid Waste	\$ 1,678,405	\$ 1,632,080	\$ 46,325	97.24%
Debt Service	\$ 515,250	\$ 400,000	\$ 115,250	77.63%
TOTAL	\$ 12,743,952	\$ 11,979,740	\$ 764,212	94.00%

FUND BALANCE

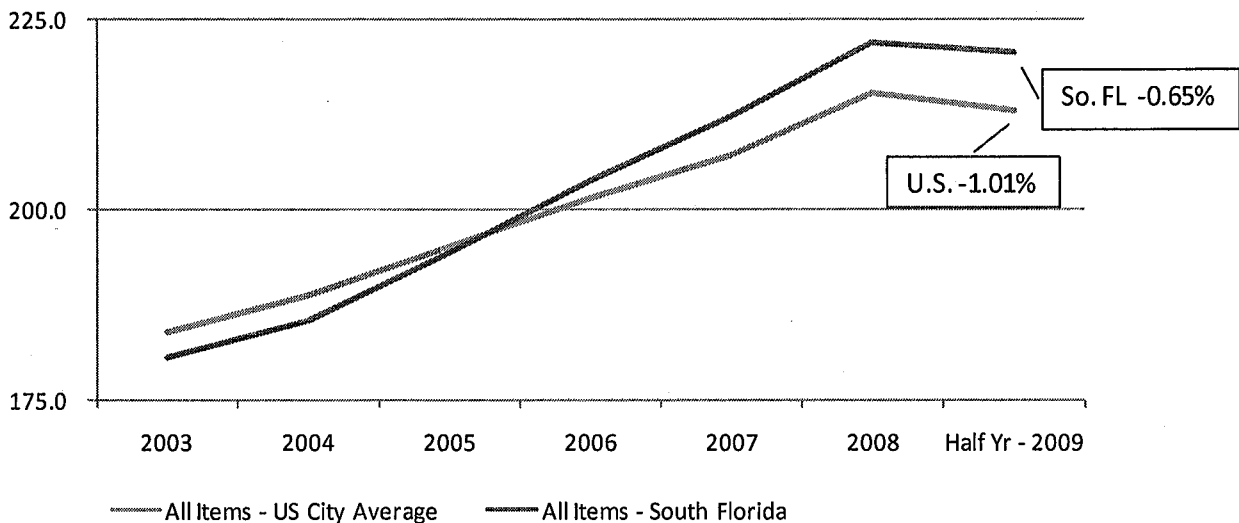
The chart below shows the Town's Fund Balance over time. This year, the Fund Balance is 15% of all Funds, which includes transfers. The Town's Fund Balance is the amount of cash and investments that are available for expenditures authorized by the Town Council.



CONSUMER PRICE INDEX

The CPI for South Florida is higher than the national average, and is decreasing more slowly than the national rate.

CPI United States vs. South Florida



Source: Bureau of Labor Statistics

FISCAL YEAR 2011 BUDGET POSITION

The Town of Southwest Ranches has a balanced budget for Fiscal Year 2011 at 3.9404 mills. The comprehensive budget, including all funds and transfers, is \$11,979,740, approximately a 9% reduction from Fiscal Year 2010. Of the total comprehensive budget, \$9,035,844 is from the General Fund, which is approximately 9% less than the previous year.

All of the Town's Funds showed a decrease with the exception of the Transportation Fund and the Capital Fund which included funds for drainage, roadway and park improvement projects. This accounts for the commitment by the Council to improve infrastructure around the Town.

The Town's Fund Balance is projected to remain at \$1,800,000 which is 15% of the Town's total Funds, which includes transfers.

Major points of interest and changes from last year's budget:

- Property values decreased so keeping the same millage rate as last year (3.9404) actually generates approximately \$299,509 or 7% less ad valorem revenue from Fiscal Year 2010 (FY 10).
- There have been no substantial changes in franchise fees, one of the Town's revenue sources.
- In FY 10, the Town received a one-time payment from the State of Florida which was the result of an audit of the Telecommunications Utility Tax.
- Revenues from building, engineering and planning fees are projected to be lower than last year, causing a potential loss near \$385,400. The related expenditures are reduced by the same amount so this does not affect the Town's overall budget impact.
- Changes in the intergovernmental revenues were reduced from an \$81,500 grant that was received in Fiscal Year 2010 that is not reoccurring; however, revenue received from the State of Florida is estimated to increase in Fiscal Year 2011.
- The General Fund will not have the income received from the \$2.2 million that was in reserves for the Town's loan payment that is due in December, 2011 because the monies were used to purchase and renovate the new Town Hall property.
- Fines and forfeitures are expected to decrease by \$5,000; these revenues are collected from fines in the County court system.
- Miscellaneous revenues are expected to increase by 9% from additional revenue from the cell tower rental.

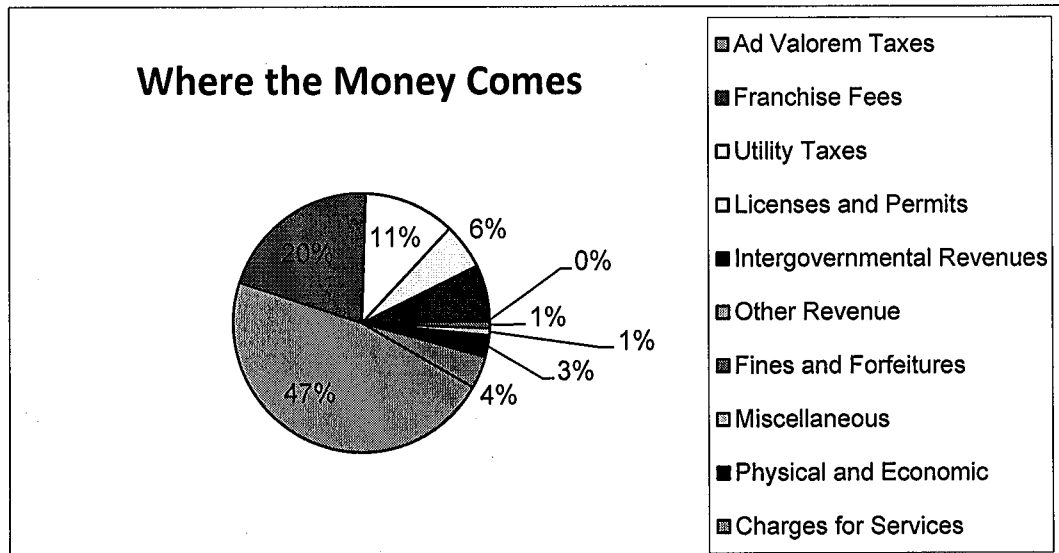
- Physical and Economic revenues were increase by \$151,500 to reflect increased fines from code compliance; this is a trend over the past two years.
- The administrative fees charged to other Town operations have been reduced from last year - the fees charged to the building, engineering and planning permits was not fully implemented in Fiscal Year 2010. The fire/rescue charges were reduced by \$20,000 as the Town will not service the unincorporated areas as in the past; this is a reduction of an estimated 20 calls per year at \$1,000 per call.
- The Fund Balance from FY 2009 was \$1,800,000 and it is projected to continue at that amount or higher if there is any unappropriated fund balance from FY 10. This will be determined as a part of the FY 2010 Comprehensive Annual Financial Report or Town audit which is completed at the end of the 2010 calendar year.

And the biggest change from FY 10 to FY 11 occurs in the General Fund. General Fund revenues are projected decrease by \$812,013 from the FY 10 budget, meaning the Town's expenditures must also decrease by the same amount. This is approximately an 8% budget cut and to balance the budget, the Town worked diligently to improve efficiencies and ensure the budget and organizational structure is streamlined while still providing quality services to residents.



REVENUES

The primary budget policy consideration in the FY 2011 revenue budget development was current and future economic conditions. Many challenges were posed by reduced property values and escalated inflation influences, coupled with the limitations on municipal tax levies. Below are highlights of the Town's revenues.

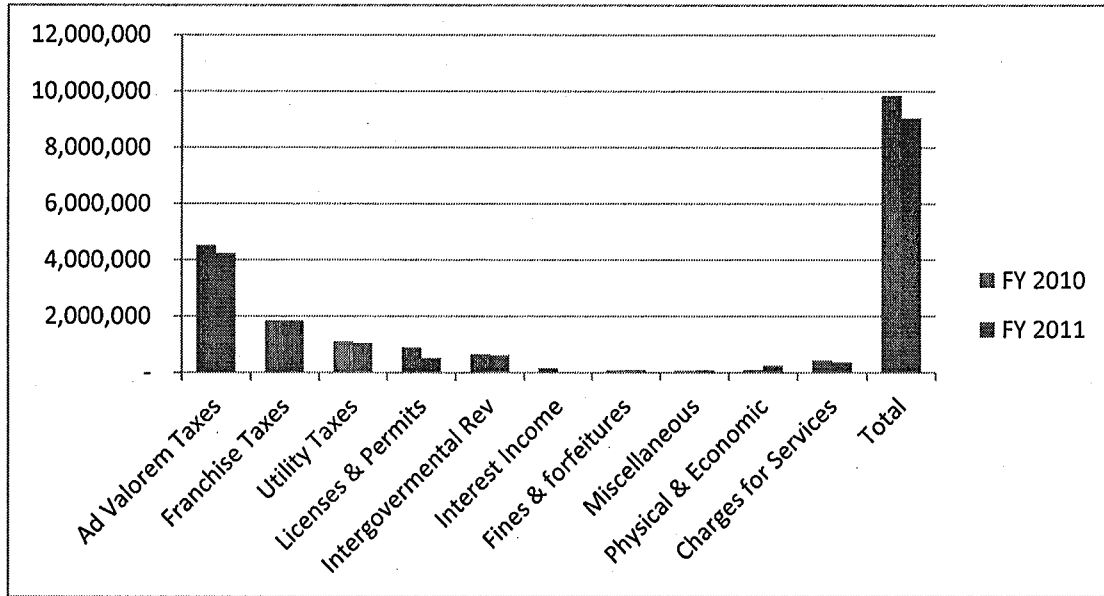


Ad Valorem Taxes	\$4,225,184
Franchise Fees	\$1,844,000
Utility Taxes	\$1,045,600
Licenses and Permits	\$514,600
Intergovernmental Revenues	\$613,000
Other Revenue	\$25,000
Fines and Forfeitures	\$80,000
Miscellaneous	\$77,000
Physical and Economic	\$246,500
Charges for Services	\$365,000
	✓ \$9,035,884

The Town of Southwest Ranches has met the legislative and economic challenges balancing the FY 2011 budget with a millage rate of 3.9404 mills, which is below the roll back rate of 4.2279. The Town's tax structure is based on models that optimize municipal financing mechanisms with the objective of minimizing residents' total tax burden.

The following table highlights changes in governmental revenues from last year to illustrate the impact of legislative, economic and environmental influences on the Town budget. In almost every category, revenue has decreased.

REVENUES BY TYPE



	FY 2010	FY 2011	Difference	% Change
Ad Valorem Taxes	4,524,693	4,225,184	(299,509)	-6.62%
Franchise Taxes	1,836,204	1,844,000	7,796	0.42%
Utility Taxes	1,114,000	1,045,600	(68,400)	-6.14%
Licenses & Permits	900,000	514,600	(385,400)	-42.82%
Intergovernmental Rev	646,500	613,000	(33,500)	-5.18%
Interest Income	150,000	25,000	(125,000)	-83.33%
Fines & forfeitures	85,000	80,000	(5,000)	-5.88%
Miscellaneous	70,000	77,000	7,000	10.00%
Physical & Economic	95,000	246,500	151,500	159.47%
Charges for Services	426,500	365,000	(61,500)	-14.42%
Total	9,847,897	9,035,884	(812,013)	-8.25%

REVENUES PROJECTIONS

5 YEAR REVENUE PROJECTIONS THROUGH FY 2016								
	2010	2011	2012	2013	2014	2015	2016	
Ad Valorem Tax	\$ 4,524,000	\$ 4,225,184	\$ 4,330,814	\$ 4,439,084	\$ 4,550,061	\$ 4,663,813	\$ 4,780,408	
Franchise & Fire Assessment Fees	\$ 1,749,000	\$ 1,789,000	\$ 1,865,580	\$ 1,902,892	\$ 1,940,949	\$ 1,979,768	\$ 2,019,364	
Utility Taxes	\$ 1,035,600	\$ 1,045,600	\$ 1,066,512	\$ 1,087,842	\$ 1,109,599	\$ 1,131,791	\$ 1,154,427	
Licenses and Permits	\$ 275,000	\$ 300,000	\$ 320,000	\$ 332,800	\$ 346,112	\$ 359,956	\$ 374,355	
Intergovernmental Revenue	\$ 555,775	\$ 613,000	\$ 606,870	\$ 612,939	\$ 625,197	\$ 637,701	\$ 650,455	
Interest and Other	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	
Fines and forfeitures								
Miscellaneous								
Physical and Economic								
	\$ 8,189,375	\$ 8,022,784	\$ 8,239,776	\$ 8,425,556	\$ 8,621,919	\$ 8,823,030	\$ 9,029,009	

FISCAL YEAR 2011 TAXABLE VALUE

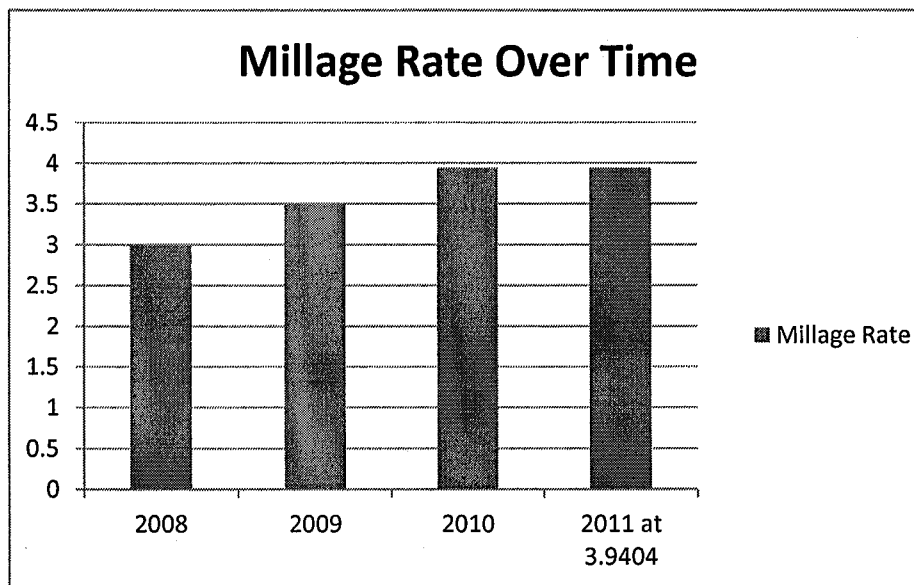
TAXABLE VALUE REPORT AS OF 7/1/2010

	(Line 7 of DR420)	(Line 2 of DR420)	(Line 3 of DR420)	(Line 1 of DR420)	(Line 4 of DR420)	(Line 5 of DR420)	(Line 6 of DR420)
TAXING AUTHORITY	Total Taxable 2009 WCC* July 1	TPP July 1 Value	Total Taxable Centrally Assessed	Real Property July 1	Total Taxable Value July 1	Percentage Change in Taxable Value	Current Yr Adjusted Taxable Value
COCONUT CREEK	2,939,035,948	126,623,574	0	2,518,560,030	2,645,183,604	-10.0%	2,608,614,155
COOPER CITY	1,951,698,885	45,413,689	0	1,802,600,010	1,848,013,699	-5.3%	1,844,396,403
CORAL SPRINGS	8,446,923,611	272,886,735	0	7,279,038,680	7,551,925,415	-10.6%	7,533,072,161
DANIA BEACH	2,900,859,719	455,773,642	2,231,768	2,208,833,370	2,666,838,780	-8.1%	2,621,551,190
DAVIE	7,299,500,821	298,755,908	0	6,412,510,840	6,711,266,748	-8.1%	6,667,839,594
DEERFIELD BEACH	6,010,088,569	369,776,569	3,177,151	4,796,015,490	5,168,969,210	-14.0%	5,151,834,311
FORT LAUDERDALE	27,422,141,727	1,095,884,815	10,660,505	23,584,539,720	24,691,085,040	-10.0%	24,196,974,427
HALLANDALE BEACH	4,118,378,424	116,524,746	948,985	3,432,848,900	3,550,322,631	-13.8%	3,521,885,494
HILLSBORO BEACH	1,049,038,052	4,064,878	0	967,071,020	971,135,898	-7.4%	959,378,580
HOLLYWOOD	11,736,825,079	579,015,026	3,028,664	9,864,936,220	10,446,979,910	-11.0%	10,164,952,845
LAUD. BY THE SEA	1,910,328,861	10,867,154	0	1,762,266,940	1,773,134,094	-7.2%	1,754,066,667
LAUDERDALE LAKES	1,073,957,193	68,973,698	0	781,526,970	850,500,668	-20.8%	849,743,293
LAUDERHILL	2,357,451,382	90,745,540	0	1,778,585,220	1,869,330,760	-20.7%	1,863,718,591
LAZY LAKE	6,011,199	21,893	0	5,419,100	5,440,993	-9.5%	5,343,714
LIGHTHOUSE POINT	1,843,382,439	18,653,717	0	1,624,635,710	1,643,289,427	-10.9%	1,629,443,561
MARGATE	2,577,906,695	130,156,766	0	1,963,918,540	2,094,075,306	-18.8%	2,086,479,259
MIRAMAR	7,990,501,218	352,130,774	0	6,412,482,860	6,764,613,634	-15.3%	6,692,824,544
NORTH LAUDERDALE	1,376,139,353	46,870,415	0	995,248,430	1,042,118,845	-24.3%	1,019,599,156
OAKLAND PARK	2,730,367,773	106,139,780	2,091,909	2,164,927,160	2,273,158,849	-16.7%	2,256,253,335
PARKLAND	3,058,363,199	27,873,532	0	2,807,156,320	2,835,029,852	-7.3%	2,804,237,888
PEMBROKE PARK	600,799,300	65,353,043	683,868	510,979,680	577,016,591	-4.0%	564,064,045
PEMBROKE PINES	9,552,500,638	327,420,782	0	8,137,901,370	8,465,322,152	-11.4%	8,444,153,712
PLANTATION	7,407,604,993	388,888,485	0	6,267,897,540	6,656,786,025	-10.1%	6,610,804,384
POMPAHO BEACH	10,855,079,433	585,329,030	6,619,128	8,703,223,430	9,295,171,588	-14.4%	9,234,321,735
POMPAHO BEACH EMS	10,855,079,433	585,329,030	6,619,128	8,703,223,430	9,295,171,588	-14.4%	9,234,321,735
SEA RANCH LAKES	166,205,283	2,300,250	0	159,610,540	161,910,790	-2.6%	161,894,245
SUNRISE	5,751,751,267	392,626,128	0	4,718,618,950	5,111,245,078	-11.1%	4,958,598,272
SOUTHWEST RANCHES	1,195,272,648	43,030,452	0	1,085,677,900	1,128,708,352	-5.6%	1,113,495,605
TAMARAC	3,201,672,878	158,839,574	0	2,440,889,180	2,599,728,754	-18.8%	2,562,497,808
WEST PARK	535,477,408	14,393,343	0	395,808,420	410,201,763	-23.4%	402,588,469
WESTON	7,034,306,227	149,495,905	0	6,173,282,300	6,322,778,205	-10.1%	6,311,924,483
WILTON MANORS	1,031,051,640	26,035,903	377,400	865,224,230	891,637,533	-13.5%	878,108,380
UNINCORPORATED	1,016,716,758	416,167,932	2,485,580	417,991,150	836,644,662	-17.7%	861,495,457
COUNTY FIRE	1,016,716,758	416,167,932	2,485,580	417,991,150	836,644,662	-17.7%	861,495,457
FORT LAUD. DDA	1,484,017,887	146,308,133	380,963	1,243,991,590	1,390,680,686	-6.3%	1,330,418,076
N. BROWARD HOSPITAL	103,413,541,401	4,670,046,436	22,921,259	86,534,171,620	91,227,139,315	-11.8%	90,213,265,736
S. BROWARD HOSPITAL	44,548,196,269	2,116,987,242	9,383,699	37,221,808,960	39,348,179,901	-11.7%	38,852,988,375
HILLSBORO INLET	13,793,800,787	0	5,018,922	12,171,666,420	12,176,685,342	-11.7%	12,087,758,435
WATER MANAGEMENT 2	3,407,152,282	283,620,658	1,714,938	2,843,407,120	3,128,742,716	-8.2%	2,925,856,487
CENTRAL BROWARD	4,758,480,030	0	0	3,201,713,730	3,201,713,730	-32.7%	3,201,713,730
COCOMAR	2,982,916,780	53,194,404	0	2,678,011,800	2,731,206,204	-8.4%	2,647,184,488
TINDALL HAMMOCK	233,877,570	0	0	236,538,630	236,538,630	1.1%	235,550,900
WATER MANAGEMENT 3	1,927,174,248	140,811,488	1,225,569	1,711,169,310	1,853,206,367	-3.8%	1,654,006,719
WATER MANAGEMENT 4A	549,035,456	37,398,232	264,341	481,805,980	519,468,553	-5.4%	480,976,151
WATER MANAGEMENT 4B	705,719,441	38,739,202	176,213	599,108,090	638,023,505	-9.6%	598,965,803
WATER MANAGEMENT 4C	1,696,582,636	142,253,566	552,697	1,453,573,860	1,596,380,123	-5.9%	1,452,721,460
COUNTY STREET LIGHT	381,394,860	0	0	286,747,600	286,747,600	-24.8%	284,879,232
THREE ISLANDS	465,861,020	0	0	407,777,900	407,777,900	-12.5%	407,764,556
SUNRISE KEY	77,639,130	0	0	74,447,210	74,447,210	-4.1%	74,447,210
TAX DIST #1 SAWGRASS	544,568,340	0	0	629,943,690	629,943,690	15.7%	518,210,300
GOLDEN ISLES	207,163,960	0	0	197,780,000	197,780,000	-4.5%	197,643,634
PLANTATION GATEWAY 7	239,660,820	0	0	227,636,330	227,636,330	-5.0%	226,792,453
PLANTATION MIDTOWN	1,138,601,650	72,333,057	0	1,041,633,910	1,113,966,967	-2.2%	1,034,939,689
LAUDERHILL SAFE NEIGHBORHOOD	17,971,390	0	0	10,395,630	10,395,630	-42.2%	10,395,630
FLA INLAND NAV.	147,961,737,670	6,787,033,678	32,304,958	123,755,980,580	130,575,319,216	-11.8%	129,066,254,111
CHILDREN'S SERVICES	147,961,737,670	6,787,033,678	32,304,958	123,755,980,580	130,575,319,216	-11.8%	129,066,254,111
SFWMD - DISTRICT	147,961,737,670	6,787,033,678	32,304,958	123,755,980,580	130,575,319,216	-11.8%	129,066,254,111
SFWMD - BASIN	147,961,737,670	6,787,033,678	32,304,958	123,755,980,580	130,575,319,216	-11.8%	129,066,254,111
SFWMD - EVERGLADES	147,961,737,670	6,787,033,678	32,304,958	123,755,980,580	130,575,319,216	-11.8%	129,066,254,111
SCHOOL BOARD	157,385,260,203	6,787,033,678	32,304,958	132,375,429,300	139,194,767,936	-11.6%	137,656,519,406
COUNTY COMMISSION	147,265,097,080	6,787,033,678	32,304,958	123,144,932,550	129,964,271,186	-11.7%	128,455,373,161

PROPERTY TAX MILLAGE AND ASSESSED VALUATION

Because the value of property continued to fall this year, the same millage rate as in Fiscal Year 2010 brought in less revenue this year in Fiscal Year 2011. The direction that millage rates will take is very much influenced by the taxable value of properties within the Town as set annually by the Broward County Property Appraiser. The Town's total assessed valuation decreased by approximately \$66,564,296 or 5.6%, over the prior year final gross taxable value.

Fiscal Year:	2007	2008	2009	2010	2011
Millage:	3.0	3.0	3.5	3.9404	3.9404

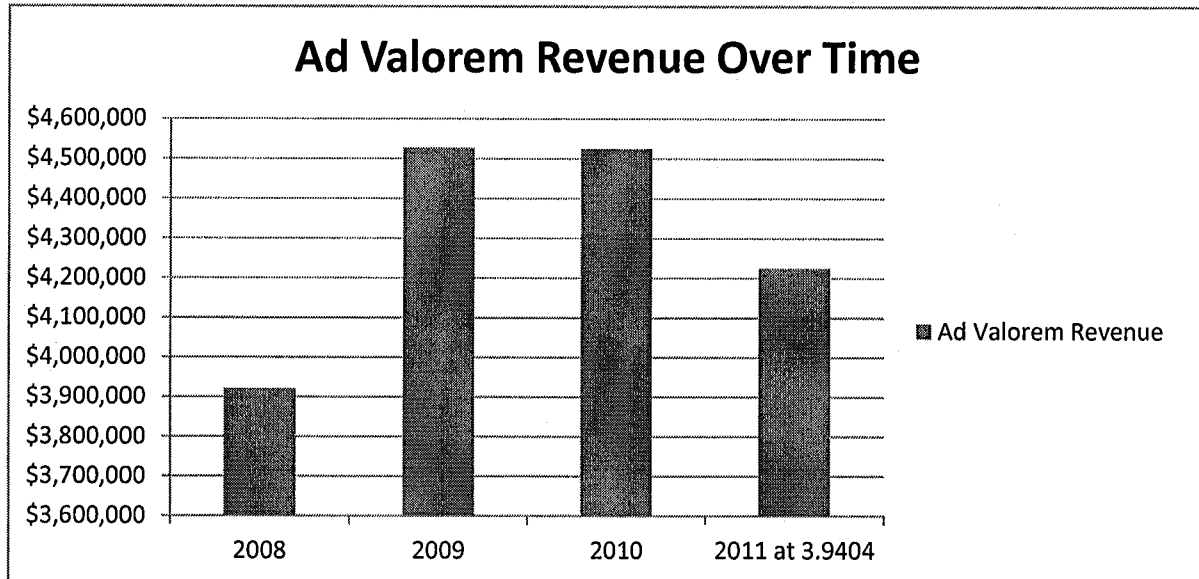


BROWARD COUNTY MILLAGE RATE COMPARISON

The Town has maintained the 4th lowest millage rate of cities across Broward County.

RANK	CITY	2009 Adopted Operating MILLAGE	2010 Adopted Operating MILLAGE
1	Pembroke Park	8.5000	8.5000
2	West Park	7.5697	8.5000
3	Margate	7.7500	7.7500
4	Sea Ranch Lakes	7.5000	7.5000
5	Lauderdale Lakes	6.5500	7.0000
6	North Lauderdale	6.9185	6.9185
7	Hollywood	6.0456	6.7100
8	Tamarac	5.9990	6.5000
9	Miramar	6.4654	6.4654
10	Coconut Creek	5.6837	6.4036
11	Deerfield Beach	5.3499	6.2482
12	Wilton Manors	5.8000	6.0855
13	Sunrise	6.0543	6.0543
14	Dania Beach	5.8579	5.9998
15	Lauderhill	5.9574	5.9574
16	Hallandale Beach	5.9000	5.9000
17	Oakland Park	5.7252	5.7252
18	Pembroke Pines	5.1249	5.6880
19	Cooper City	4.7704	5.0479
20	Lazy Lake	4.3775	4.9481
21	Davie	4.8124	4.8124
22	Plantation	4.5142	4.5142
23	Pompano Beach	4.0652	4.4077
24	Coral Springs	3.8866	4.3559
25	Fort Lauderdale	4.1193	4.1193
26	Parkland	4.0198	4.0198
27	Lauderdale-By- The-Sea	3.9990	3.9990
28	Southwest Ranches	3.9400	3.9404
29	Lighthouse Point	3.6188	3.6188
30	Hillsboro Beach	2.9600	3.3900
31	Weston	1.7670	2.0000

AD VALOREM REVENUE



	FY 2009-2010	FY 2010-2011
Ad Valorem at 3.9404 mills	\$4,524,693	\$4,225,184

NON-AD VALOREM ASSESSMENTS - REVENUE

Non-ad valorem assessments are established on an annual basis by Ordinance for fire and solid waste services to produce a revenue stream for the Town.

Non-Ad Valorem Type	Total Assessment Revenue	Assessment Fee
Fire	\$1,231,000	Varies by property type (see page 27 for detailed explanation)
Solid Waste	\$1,632,080	\$687 per household

FIRE ASSESSMENT

Non-ad valorem assessment for fire services, facilities and programs for the Town is established by ordinance on an annual basis. This assessment offsets the cost of fire services for residents. Assessments cannot be made for rescue services.

Fire Assessment Fees by Type:

Property Use Category	Billing Unit Type	FY 2010-2011 Adopted
Residential	Rate per Residential Unit	\$350.00
Non-Residential - Commercial	Rate per building square foot	\$0.57
Non-Residential – Industrial/Warehouse	Rate per building square foot	\$0.57
Non-Residential - Institutional	Rate per building square foot	\$0.14
Building Lots	Rate per lot (regardless of size)	\$113.51
Acreage	Rate per acre	\$61.18

Fire Assessment 10-Year History:

Property Type	FY 2002	FY 2002 Revised	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011 Adopted
Residential											
Residential	\$ 148.00	\$ 148.00	\$ 148.00	\$ 148.00	\$ 148.00	\$ 148.00	\$ 148.00	\$ 296.00	\$ 296.00	\$ 350.00	\$ 350.00
Non Residential Property Use Categories											
Commercial	\$ 0.24	\$ 0.24	\$ 0.24	\$ 0.24	\$ 0.24	\$ 0.24	\$ 0.24	\$ 0.48	\$ 0.48	\$ 0.57	\$ 0.57
Industrial/warehouse	\$ 0.24	\$ 0.24	\$ 0.24	\$ 0.24	\$ 0.24	\$ 0.24	\$ 0.24	\$ 0.48	\$ 0.48	\$ 0.57	\$ 0.57
Institutional	\$ 0.25	\$ 0.06	\$ 0.06	\$ 0.06	\$ 0.06	\$ 0.06	\$ 0.06	\$ 0.12	\$ 0.12	\$ 0.14	\$ 0.14
Building Lots	\$ 48.00	\$ 48.00	\$ 48.00	\$ 48.00	\$ 48.00	\$ 48.00	\$ 48.00	\$ 96.00	\$ 96.00	\$113.51	\$ 113.51
Acreage	\$ 7.82	\$ 7.82	\$ 15.64	\$ 23.46	\$ 25.87	\$ 25.87	\$ 25.87	\$ 51.74	\$ 51.74	\$ 61.18	\$ 61.18

SOLID WASTE

For these services, the Town will collect a total FY 2011 non-ad valorem assessment of \$687 per unit for solid waste.

Assessment	Current Rate	Revenue Generates Amount	Subsidy from General Fund	Budget
Solid Waste	\$687	\$1,632,080	\$0	\$1,632,080

Solid Waste Services Budget – Fund 400:

FUND 400	Solid Waste	2007-2008 ACTUAL *	2008-2009 ACTUAL *	2009-2010 ADOPTED	2009-2010 ESTIMATE	2010-2011 ADOPTED
	REVENUE					
363-121	Solid Waste Assessment			\$ 1,678,405	\$ 1,588,405	\$ 1,592,080
342-100	Admin & Code Services & Studies			\$ -	\$ -	\$ -
381-000	Transfer from General Fund			\$ -	\$ -	\$ 40,000
				\$ 1,678,405	\$ 1,588,405	\$ 1,632,080
534	EXPENDITURES					
512-000	Salaries			\$ 16,500	\$ 25,000	\$ -
530-000	Hurricane Emergency			\$ 20,000	\$ -	\$ 30,000
531-012	Admin Svc & Studies			\$ 50,000	\$ 50,000	\$ 105,000
532-600	Solid Waste Assessment			\$ 1,588,405	\$ 1,395,335	\$ 1,452,455
534-000	Conferences, Meetings & Mileage			\$ 1,000	\$ 1,000	\$ 2,000
534-800	Illegal Dumping			\$ 2,000	\$ -	\$ 2,500
554-000	Subscription & Membership			\$ 500	\$ 500	\$ 125
531-013	Assessment Study Implementation			\$ -	\$ -	\$ 40,000
				\$ 1,678,405	\$ 1,471,835	\$ 1,632,080
	* Accounted for in General Fund					

Fire/Rescue General Fund Subsidy:

	Contract Cost	Assessment Revenue	General Fund Subsidy
Fire	\$1,890,000	\$1,231,000	\$659,000
Rescue	\$1,110,000	\$0	\$1,110,000
Total	\$3,000,000	\$1,231,000	\$1,769,000



Fire/Rescue Budget:

522	Fire/Rescue Service	2007-2008 ACTUAL	2008-2009 ACTUAL	2009-2010 ADOPTED	2009-2010 ESTIMATE	2010-2011 ADOPTED
	<i>Operating</i>					
533-000	BSO Contract Svc	\$ 1,200,000	\$ 3,525,303	\$ 3,462,215	\$ 3,462,215	\$ 3,000,000
533-100	Davie Fire Rescue	\$ 420,865	\$ -	\$ -	\$ -	\$ -
533-200	Volunteer Fire Svc	\$ 87,938	\$ 80,329	\$ 73,000	\$ 53,000	\$ 81,000
533-400	Temp B.S.O. Fire Station	\$ -	\$ 8,416	\$ 11,500	\$ 11,500	\$ 4,000
571-000	Principal	\$ 11,158	\$ 11,855	\$ -	\$ 12,552	\$ -
572-000	Interest	\$ 6,964	\$ 6,267	\$ -	\$ 5,570	\$ -
342-200	Assess Implementation Study	\$ -	\$ -	\$ -	\$ -	\$ 40,000
341-900	Admin Overhead	\$ -	\$ -	\$ 65,000	\$ 65,000	\$ 65,000
	<i>Operating Sub-Total</i>	<i>\$ 1,726,925</i>	<i>\$ 3,632,170</i>	<i>\$ 3,611,715</i>	<i>\$ 3,609,837</i>	<i>\$ 3,190,000</i>
	FIRE/RESCUE SERVICE TOTAL	\$ 1,726,925	\$ 3,632,170	\$ 3,611,715	\$ 3,609,837	\$ 3,190,000

GOVERNMENTAL EXPENDITURES – SUMMARY

What were some of the budget cuts that made up the \$812,013 deficit?

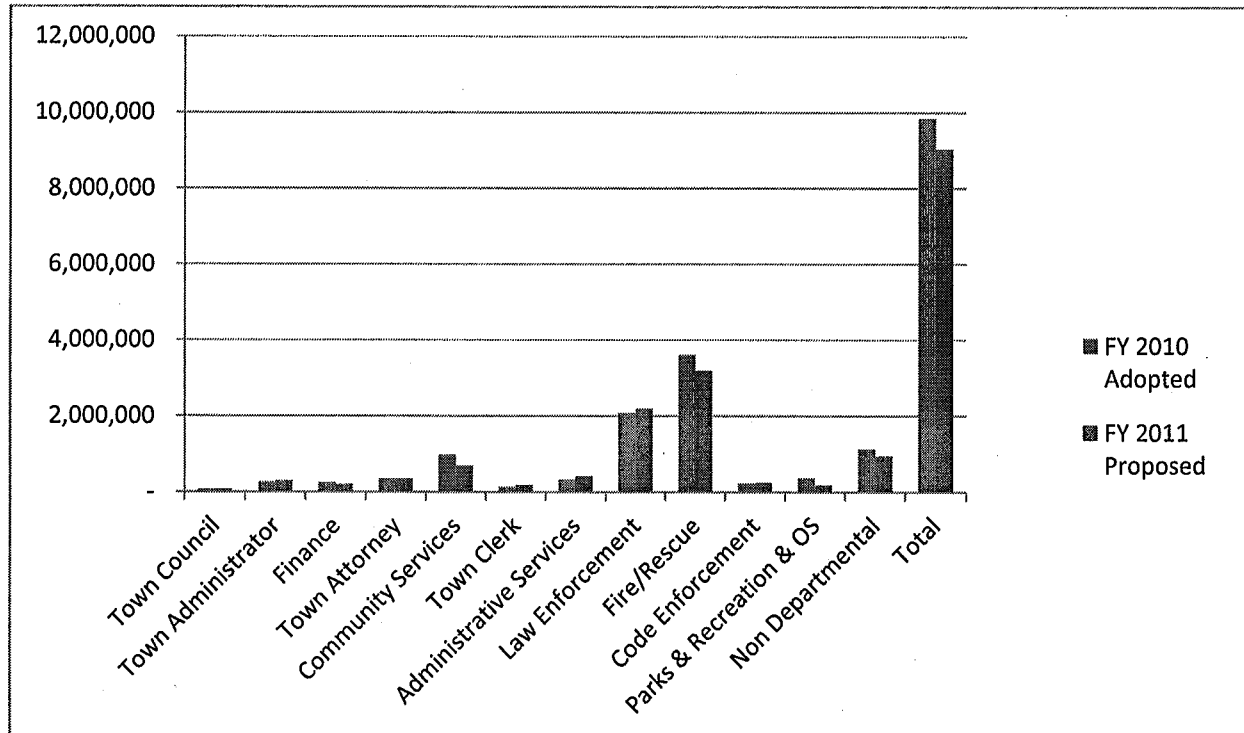
- Wages in Finance were reduced due to one position being converted to part-time.
- Fees for building, engineering and planning permits were decreased by \$385,400 (but there was also a reduction in the related revenue).
- Fire/Rescue decreased expenses by \$421,715 with the main cause being from the reduction in the contract with the Broward Sheriff's Office.
- In the Parks, Recreation & Open Space department budget, the Landscape Maintenance contract was reduced by \$65,000 due to the contract being rebid.
- There were also changes in the Non-Departmental part of the General Fund including the following changes in transfers:
 - General fund transfers to the Capital fund increased by \$37,576;
 - The transfer to the Transportation Fund was reduced by \$218,800;
 - The transfer to the Debt Service Fund decreased by \$100,250; and

The Town Council contingency was reduced by \$134,198.



DEPARTMENTAL BUDGET SUMMARIES

Expenditures by Department



	FY 2010 Adopted	FY 2011 Proposed	Difference	% Change
Town Council	76,500	77,828	1,328	1.74%
Town Administrator	270,275	305,550	35,275	13.05%
Finance	254,050	213,270	(40,780)	-16.05%
Town Attorney	353,000	355,000	2,000	0.57%
Community Services	988,000	689,500	(298,500)	-30.21%
Town Clerk	138,845	189,545	50,700	36.52%
Administrative Services	327,650	426,370	98,720	30.13%
Law Enforcement	2,087,873	2,192,568	104,695	5.01%
Fire/Rescue	3,611,715	3,190,000	(421,715)	-11.68%
Code Enforcement	239,625	256,245	16,620	6.94%
Parks & Recreation & OS	368,344	183,660	(184,684)	-50.14%
Non Departmental	1,132,020	956,348	(175,672)	-15.52%
Total	9,847,897	9,035,884	(812,013)	-8.25%

POSITION CONTROL

Full Time Equivalent (FTE)							
		FY 08-09 Actual		FY 09-10 Adopted		FY 10-11 Adopted	
		FTE		FTE		FTE	Position
Town Administrator	512	1.00		1.00		1.00	1.00
Customer Service Manager/ Assistant to the Town Administrator	512	1.00		1.00		1.00	1.00
Finance Administrator	513	1.00		1.00		1.00	1.00
Finance Assistant	513	1.00		1.00		0.60	1.00
Community Services Liaison	515	1.00		1.00		1.00	1.00
Town Clerk	516	1.00		1.00		1.00	1.00
Deputy Town Clerk	516	0.00		1.00		1.00	1.00
Customer Service Specialist	516	1.00		1.00		1.00	1.00
General Services Coordinator	519	1.00		1.00		0.80	1.00
Customer Service Specialist (Code)	524	1.00		1.00		0.80	1.00
PROS Coordinator	572	1.00		1.00		1.00	1.00
Town Engineer	515	0.00		1.00		1.00	1.00
TOTAL		10.00		12.00		11.20	12.00
Position Control Significant Changes:		No significant change from prior year.		Added Deputy Town Clerk and Town Engineer		Transition from full-time to part-time labor force	

* The program support function is not included in salaries.

DEPARTMENT BUDGET DEVELOPMENT

In 2010, the Town Council focused on developing long term goals for the Town and a Town-wide Business Plan was developed. As part of the FY 11-12 budget process, individual functions and departments will also develop goals and these will be listed as part of each individual department budget. The performance measures that are being compiled in FY 10-11 will be used in determining department goals for FY 11-12.

In next year's budget, accomplishments and a performance measure summary will also be listed for each department.

TOWN COUNCIL

FUNCTION

The Town Council is vested with all legislative powers of the Town including but not limited to the setting of policy, approval of budget, determination of tax rates, selection of charter officers, and the development of community land policies.

FY 2011 BUDGET CHANGES & ISSUES

- There were no significant changes from the previous year.

511	Town Council	2007-2008 ACTUAL	2008-2009 ACTUAL	2009-2010 ADOPTED	2009-2010 ESTIMATE	2010-2011 ADOPTED
	<i>Personnel</i>					
512-000	Salaries	\$ 63,000	\$ 63,000	\$ 63,000	\$ 63,000	\$ 63,000
521-000	F.I.C.A. Taxes	\$ 4,970	\$ 6,613	\$ 5,000	\$ 5,000	\$ 5,000
524-000	Workers Comp		\$ 374	\$ 500	\$ 500	\$ 500
	<i>Personnel Sub-Total</i>	<i>\$ 67,970</i>	<i>\$ 69,987</i>	<i>\$ 68,500</i>	<i>\$ 68,500</i>	<i>\$ 68,500</i>
	<i>Operations</i>					
532-000	Internal Audit	\$ -	\$ 22,463	\$ -	\$ -	\$ -
540-000	Seminars & Conferences	\$ 7,257	\$ 6,674	\$ 2,000	\$ 3,000	\$ 2,000
544-000	Rental Expense	\$ 40,000	\$ -	\$ -	\$ -	\$ -
544-100	Miscellaneous	\$ 3,433	\$ 3,579	\$ 2,000	\$ 3,000	\$ 3,000
549-000	Allowance	\$ 754	\$ 2,567	\$ 1,000	\$ 1,000	\$ 1,000
554-000	Subscriptions	\$ 2,299	\$ 1,515	\$ 2,000	\$ 2,000	\$ 2,000
582-000	Donations	\$ 4,475	\$ 4,890	\$ 1,000	\$ 1,000	\$ 2,828
	<i>Operating Sub-Total</i>	<i>\$ 58,218</i>	<i>\$ 41,688</i>	<i>\$ 8,000</i>	<i>\$ 10,000</i>	<i>\$ 10,828</i>
	TOWN COUNCIL TOTAL	\$ 126,188	\$ 111,675	\$ 76,500	\$ 78,500	\$ 79,328

TOWN ADMINISTRATOR

FUNCTION

The Town's Administrator is ultimately responsible for all operations of the municipal corporation. The Town Administrator's Office provides organizational and fiscal management as well as program development and evaluation.

In addition to overseeing daily operations, the Town Administrator develops new systems and methods relative to Town services and is responsible for the research and analysis of programs in anticipation of future needs and challenges. The Town Administrator coordinates with the Town Council to implement public policy and to manage the Town's mission, goals and objectives.

Providing support to the Mayor and the Town Council is another important aspect of this Department. This involves effective communications and being available to the Town Council. The Town Administrator is at the vanguard of the organization, projecting vitality, professionalism, and quality service to residents, private agencies, organizations and its own employees.

FY 2011 BUDGET CHANGES & ISSUES

- Additional hours in program support were budgeted to implement to Town objectives per the Town's business plan.
- The Program Support Line Item was also separated from the personnel salary line item.

512	Town Administrator	2007-2008 ACTUAL	2008-2009 ACTUAL	2009-2010 ADOPTED	2009-2010 ESTIMATE	2010-2011 PROPOSED
	Personnel					
512-000	Salaries	\$ 205,636	\$ 219,277	\$ 249,000	\$ 265,000	\$ 199,000
513-000	Program Support	\$ -	\$ -	\$ -	\$ -	\$ 80,000
521-000	F.I.C.A. Taxes	\$ 3,003	\$ 9,233	\$ 14,500	\$ 20,000	\$ 20,000
522-000	Retirement Contribution	\$ 13,970	\$ -	\$ -	\$ -	\$ -
523-000	Insurance	\$ 10,376	\$ 1,622	\$ 500	\$ 600	\$ 700
524-000	Workers Comp	\$ 340	\$ -	\$ 350	\$ 350	\$ 350
	Personnel Sub-total	\$ 233,325	\$ 230,132	\$ 264,350	\$ 285,950	\$ 300,050
	Operating					
540-000	Conferences & Seminars	\$ 2,732	\$ 568	\$ 2,500	\$ 2,500	\$ 3,500
549-000	Allowance	\$ 8,141	\$ 1,387	\$ 1,000	\$ 1,000	\$ 1,000
551-000	Office Supplies	\$ 925	\$ 38	\$ 925	\$ 300	\$ -
554-000	Subscription & Membership	\$ 1,052	\$ 3,703	\$ 1,500	\$ 1,500	\$ 1,000
	Operating Sub-Total	\$ 12,850	\$ 5,696	\$ 5,925	\$ 5,300	\$ 5,500
	TOWN ADMINISTRATOR TOTAL	\$ 246,175	\$ 235,828	\$ 270,275	\$ 291,250	\$ 305,550

Adopted
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FINANCE

FUNCTION

The Finance Department is responsible for the books of original entry for the assets, liabilities, equities, revenues and expenditures of the Town. Payroll, accounts payable, fixed asset details, grant records and accounts receivable are accounted for under the direction of the Finance Administrator. All funds are monitored for accuracy and proper accounting methods. An annual audited financial report is produced as required by State Statute.

Monthly financial reports are available to all departments. These reports provide current expenditures to date as compared to budgeted amounts for the current year.

The processing of payroll for all Town employees and Council members is an important function of accounting. The Finance Department also ensures all federal and FICA tax payments are paid and in compliance with the IRS.

Finance processes all accounts payable checks on a weekly basis. Account numbers assigned by requesting departments are verified for accuracy. The vendor listing is maintained within the department. Fixed assets and depreciable asset records are maintained by Finance.

Records and grant reimbursement requests are maintained for long term projects as these projects often encompass more than one fiscal year.

FY 2011 BUDGET CHANGES & ISSUES

- One position in Finance was converted from full-time to part-time which reflects a reduction in salaries.

513	Finance	2007-2008 ACTUAL	2008-2009 ACTUAL	2009-2010 ADOPTED	2009-2010 ESTIMATE	2010-2011 PROPOSED
	Personnel					
512-000	Salaries	\$ 155,000	\$ 165,700	\$ 165,700	\$ 165,700	\$ 146,120
513-000	Program Support	\$ -	\$ -	\$ -	\$ -	\$ -
521-000	F.I.C.A. Taxes	\$ 11,800	\$ 14,207	\$ 12,000	\$ 10,000	\$ 11,000
522-000	Retirement Contribution	\$ 15,500	\$ 16,870	\$ 11,700	\$ 12,000	\$ -
523-000	Insurance	\$ 9,703	\$ 11,422	\$ 12,400	\$ 7,200	\$ 4,200
524-000	Workers Comp	\$ 4,000	\$ -	\$ 500	\$ 200	\$ 200
	Personnel Sub-total	\$ 196,003	\$ 208,199	\$ 202,300	\$ 195,100	\$ 161,520
	Operating					
532-100	Accounting and Auditing	\$ 50,000	\$ 48,000	\$ 48,700	\$ 49,200	\$ 48,000
540-000	Conferences & Seminars	\$ 1,095	\$ -	\$ 1,000	\$ -	\$ 1,000
549-800	Bank Charges	\$ 69	\$ -	\$ -	\$ 100	\$ 500
551-000	Office Supplies	\$ 1,695	\$ 680	\$ -	\$ -	\$ -
554-000	Subscription & Membership	\$ 719	\$ 730	\$ 800	\$ 1,000	\$ 1,000
554-200	Travel	\$ 881	\$ -	\$ -	\$ -	\$ -
554-300	Education	\$ 454	\$ -	\$ 1,250	\$ -	\$ 1,250
	Operating Sub-Total	\$ 54,913	\$ 49,410	\$ 51,750	\$ 50,300	\$ 51,750
	FINANCE TOTAL	\$ 250,916	\$ 257,609	\$ 254,050	\$ 245,400	\$ 213,270

Adopted
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TOWN ATTORNEY

FUNCTION

The Town Attorney services as the chief legal officer, providing legal guidance to the Town Council and Town Administrator on all matters affecting the Town.

The Town Attorney provides legal advice in the areas of labor and personnel matters, real estate and real estate related matters, land use and zoning legislation and related matters, Special Magistrate, Code Enforcement, Sunshine laws, public records laws, conflicts of interest issues and other ethical issues, and the preparation and/or review of all contracts and agreements.

The Town Attorney attends all regular and special Town Council meetings, prepares and attends educational workshops for the Town Council, attends Code Enforcement hearings, prepares/reviews ordinances and resolutions, and reviews and/or drafts contracts and monitors County and State legislation as it affects the Town.

FY 2011 BUDGET CHANGES & ISSUES

- There are no significant changes from the previous year.

514	Attorney	2007-2008 ACTUAL	2008-2009 ACTUAL	2009-2010 ADOPTED	2009-2010 ESTIMATE	2010-2011 ADOPTED
	<i>Operating</i>					
531-000	Legislative Expense	\$ 35,000	\$ 32,083	\$ 35,000	\$ 35,000	\$ 35,000
530-600	Town Attorney Contract	\$ 175,000	\$ 192,588	\$ 250,000	\$ 260,000	\$ 250,000
530-700	Lawsuits	\$ 187,615	\$ 41,503	\$ 50,000	\$ 80,000	\$ 50,000
532-400	Code Compliance/Attorney	\$ 19,199	\$ 26,694	\$ 18,000	\$ 22,000	\$ 20,000
	<i>Operating Sub-Total</i>	<i>\$ 416,814</i>	<i>\$ 292,868</i>	<i>\$ 353,000</i>	<i>\$ 397,000</i>	<i>\$ 355,000</i>
	ATTORNEY TOTAL	\$ 416,814	\$ 292,868	\$ 353,000	\$ 397,000	\$ 355,000

COMMUNITY SERVICES

FUNCTION

The Community Services Liaison services as the liaison with developers and contractors to bring about improvements to the public in the residential and commercial areas of the Town. Community Services reports to the Town Engineer. This function also oversees planning, zoning and engineering services, building department review and the Comprehensive Plan as it relates to Planning and Zoning. This function also services as a liaison between developers/contractors and various local, County, State and Federal agencies.

FY 2011 BUDGET CHANGES & ISSUES

- There was a substantial reduction in the revenue and related expenditures related to planning, zoning and engineering and building inspection services.

515	Community Services	2007-2008 ACTUAL	2008-2009 ACTUAL	2009-2010 ADOPTED	2009-2010 ESTIMATE	2010-2011 PROPOSED
	Personnel					
512-000	Salaries	\$ 128,032	\$ 114,711	\$ 65,000	\$ 65,000	\$ 65,000
513-000	Program Support	\$ -	\$ -	\$ -	\$ -	\$ -
521-000	F.I.C.A. Taxes	\$ 3,435	\$ 4,898	\$ 8,000	\$ 8,000	\$ 9,500
522-000	Retirement Contribution	\$ -	\$ -	\$ -	\$ -	\$ -
523-000	Insurance	\$ 1,640	\$ 2,434	\$ 4,000	\$ 4,000	\$ 4,000
524-000	Workers Comp	\$ 340	\$ -	\$ 500	\$ -	\$ 500
	Personnel Sub-total	\$ 133,447	\$ 122,043	\$ 77,500	\$ 77,000	\$ 79,000
	Operating					
530-100	Engineering	\$ 361,585	\$ 60,080	\$ 20,000	\$ 20,000	\$ 50,000
530-200	Building Inspection Services	\$ 530,124	\$ 530,657	\$ 450,000	\$ 300,000	\$ 300,000
530-300	Planning, Zoning & Engineering	\$ -	\$ 412,651	\$ 400,000	\$ 220,000	\$ 200,000
530-400	Planning & Zoning Projects	\$ 491,239	\$ 33,040	\$ 40,000	\$ 50,000	\$ 30,000
530-500	Grant Coordinator	\$ 78,800	\$ -	\$ -	\$ -	\$ -
531-012	Other Studies/Services	\$ 219,006	\$ 40,395	\$ -	\$ 5,000	\$ 30,000
540-000	Conference & Seminars	\$ 2,067	\$ -	\$ 500	\$ 500	\$ 500
540-100	Car Allowance	\$ 99	\$ -	\$ -	\$ -	\$ -
551-000	Office Supplies	\$ 237	\$ 215	\$ -	\$ -	\$ -
	Operating Sub-Total	\$ 1,683,157	\$ 1,077,038	\$ 910,500	\$ 595,500	\$ 610,500
	COMMUNITY SERVICES TOTAL	\$ 1,816,604	\$ 1,199,081	\$ 988,000	\$ 672,500	\$ 689,500

Adopted
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TOWN CLERK

FUNCTION

The Town Clerk services as the corporate secretary of the Town with functions and duties including:

- Supervisor of Elections
- Agenda Coordinator for Official Town Meetings
- Legislative Administrator
- Records Manager
- Records Manager Liaison Officer
- Custodian of Records
- Lobbyist Registration
- Bid Administration
- Legal Advertising
- Providing clerical and administrative support to the Town

FY 2011 BUDGET CHANGES & ISSUES

- One full-time customer service position was transferred into this department.
- Additional funds were budgeted for advertising.

516	Town Clerk	2007-2008 ACTUAL	2008-2009 ACTUAL	2009-2010 ADOPTED	2009-2010 ESTIMATE	2010-2011 PROPOSED
	Personnel					
512-000	Salaries	\$ 106,298	\$ 89,049	\$ 94,000	\$ 94,000	\$ 126,800
521-000	F.I.C.A. Taxes	\$ 7,213	\$ 6,387	\$ 7,345	\$ 7,345	\$ 10,545
523-000	Insurance	\$ 3,140	\$ 4,761	\$ 6,000	\$ 6,000	\$ 7,000
524-000	Workers Comp	\$ 679	\$ -	\$ 500	\$ 200	\$ 200
	Personnel Sub-total	\$ 117,330	\$ 100,197	\$ 107,845	\$ 107,545	\$ 144,545
	Operating					
531-400	Elections	\$ -	\$ 2,011	\$ 2,000	\$ 1,000	\$ 12,000
531-500	Codification	\$ 7,863	\$ 4,350	\$ 5,000	\$ 2,000	\$ 4,000
534-000	Records Management	\$ 7,296	\$ 5,931	\$ 6,000	\$ 6,000	\$ 6,000
534-100	Elect Agenda/Mints Software	\$ 12,158	\$ 750	\$ -	\$ -	\$ -
540-200	Advertising	\$ 10,927	\$ 15,335	\$ 15,000	\$ 10,000	\$ 20,000
549-400	Web Hosting & Backup	\$ 906	\$ -	\$ -	\$ -	\$ -
551-000	Office Supplies	\$ 1,269	\$ 648	\$ -	\$ -	\$ -
554-000	Dues & Subscription	\$ 345	\$ 899	\$ 1,000	\$ 1,000	\$ 1,000
554-200	Travel	\$ 2,074	\$ -	\$ -	\$ -	\$ -
554-300	Education	\$ 5,545	\$ -	\$ 2,000	\$ 2,000	\$ 2,000
	Operating Sub-Total	\$ 48,383	\$ 29,924	\$ 31,000	\$ 22,000	\$ 45,000
	TOWN CLERK TOTAL	\$ 165,713	\$ 130,121	\$ 138,845	\$ 129,545	\$ 189,545

Adopt
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ADMINISTRATIVE SERVICES

FUNCTION

The Administrative and Contractual Services function includes the following duties:

- Risk Management and Insurance Custodian
- Human Resources
- Communications for newspapers, newsletters and the website
- Administers application of Town branding
- Plans and coordinates Town events in conjunction with Parks, Recreation and Open Space Coordinator
- Emergency Management and all related Incident Command System functions
- Liaison for contractual services including Fire/Rescue, BSO, and Solid Waste
- Newsletter, brochures, mailers, flyers and public service announcements (PSAs)

FY 2011 BUDGET CHANGES & ISSUES

- Various line items were increased in anticipation of the relocation of the Town Hall and related computer and infrastructure repairs and improvements.

519	Administrative Services	2007-2008 ACTUAL	2008-2009 ACTUAL	2009-2010 ADOPTED	2009-2010 ESTIMATE	2010-2011 ADOPTED
	Personnel					
512-000	Salaries	\$ 69,177	\$ 70,700	\$ 70,700	\$ 70,700	\$ 50,000
521-000	F.I.C.A. Taxes	\$ 4,595	\$ 5,400	\$ 5,400	\$ 5,400	\$ 5,000
522-000	Retirement Contribution	\$ -	\$ 7,070	\$ -	\$ -	\$ -
523-000	Insurance	\$ 2,336	\$ 4,000	\$ 5,000	\$ 5,000	\$ 5,000
524-000	Workers Comp	\$ 340	\$ 1,500	\$ 300		\$ -
	Personnel Sub-total	\$ 76,448	\$ 88,670	\$ 81,400	\$ 81,100	\$ 60,000
	Operating					
533-400	General Repair	\$ 2,073	\$ 2,192	\$ 2,000	\$ 2,000	\$ 12,000
534-400	Temporary Town Hall	\$ 1,709	\$ 1,158	\$ 10,000	\$ 10,000	\$ -
534-700	Contract Labor	\$ 12,133	\$ 12,652	\$ 8,000	\$ 17,000	\$ 30,000
542-300	Insurance	\$ 42,533	\$ 51,585	\$ 47,000	\$ 55,000	\$ 70,000
543-000	Utilities	\$ 10,350	\$ 11,076	\$ 12,000	\$ 10,000	\$ 30,000
543-900	Telephone	\$ 17,820	\$ 20,511	\$ 18,000	\$ 18,000	\$ 20,000
540-000	Conference	\$ 467	\$ 305	\$ 500	\$ 500	\$ 500
544-000	Rental Exp	\$ 6,300	\$ 38,972	\$ 30,000	\$ 33,333	\$ 17,600
544-100	Misc Maintenance & Repair	\$ 8,395	\$ 4,996	\$ 10,000	\$ 10,000	\$ 10,000
549-300	Janitorial Expense	\$ 5,760	\$ 5,712	\$ 7,000	\$ 7,000	\$ 10,000
549-500	Computer Maintenance	\$ 4,119	\$ 5,501	\$ 20,000	\$ 25,000	\$ 50,520
549-600	Software/Initial Setup	\$ -	\$ 1,522	\$ 1,000	\$ 500	\$ 1,000
549-700	Town Website	\$ 405	\$ 705	\$ 3,000	\$ 2,500	\$ 5,000
549-900	Town Events	\$ 12,107	\$ 15,354	\$ 12,000	\$ 8,000	\$ 18,500
551-000	Office Supplies	\$ 16,721	\$ 19,491	\$ 18,000	\$ 24,000	\$ 25,000
552-000	Newsletter	\$ 49,670	\$ 31,836	\$ 25,000	\$ 25,000	\$ 25,000
552-100	Postage	\$ 5,311	\$ 6,870	\$ 10,000	\$ 10,000	\$ 10,000
552-200	Software Maintenance	\$ 7,043	\$ 6,295	\$ 4,000	\$ 6,500	\$ 4,000
552-400	Software Licensing	\$ -	\$ 40	\$ 500	\$ -	\$ 500
554-000	Dues & Subscriptions	\$ 572	\$ 203	\$ 250	\$ 100	\$ 250
	Operating Sub-Total	\$ 203,488	\$ 236,976	\$ 238,250	\$ 264,433	\$ 339,870
	Capital					
564-000	Office Equipment	\$ 583	\$ 15,428	\$ 1,000	\$ 1,000	\$ 5,000
564-200	Computer Equipment	\$ 904	\$ 5,147	\$ 7,000	\$ 4,000	\$ 20,000
	Capital Sub-Total	\$ 1,487	\$ 20,575	\$ 8,000	\$ 5,000	\$ 25,000
	ADMINISTRATIVE SERVICES TOTAL	\$ 281,423	\$ 346,221	\$ 327,650	\$ 350,533	\$ 424,870

LAW ENFORCEMENT

FUNCTION

Police services are provided through a contract with the Broward Sheriff's Office (BSO). These law enforcement services provide a quality community oriented law enforcement program.

Traffic enforcement, an overweight commercial roadway program and the full service of the Broward Sheriff's Office are at the Town's disposal through this contract, including emergency management and damage assessment assistance post-disaster during Hurricane Season.

FY 2011 BUDGET CHANGES & ISSUES

- This contract was increased by \$104,695.

521	Law Enforcement	2007-2008 ACTUAL	2008-2009 ACTUAL	2009-2010 ADOPTED	2009-2010 ESTIMATE	2010-2011 PROPOSED
	<i>Operating</i>					
531-800	Contractual Service BSO	\$ 1,886,554	\$ 1,965,310	\$ 2,087,873	\$ 2,087,873	\$ 2,192,568
	<i>Operating Sub-Total</i>	\$ 1,886,554	\$ 1,965,310	\$ 2,087,873	\$ 2,087,873	\$ 2,192,568
	LAW ENFORCEMENT TOTAL	\$ 1,886,554	\$ 1,965,310	\$ 2,087,873	\$ 2,087,873	\$ 2,192,568

Adopted
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FIRE/RESCUE SERVICES

FUNCTION

Fire/Rescue Services are provided through contracts with the Broward Sheriff's Office and the Southwest Ranches Volunteer Fire/Rescue Services. BSO provides an effective and efficient fire rescue program that includes: fire/rescue response, fire inspections, plans review, fire well inspection, code reviews, emergency management, and public education programs. Mutual Aid through BSO is provided to the Town and the full complement of BSO professional services including HAZMAT is available to the Town.

The Southwest Ranches Volunteer Fire Department provides services to assist BSO through their unique capabilities to service off-road and hard to reach localities. The Department's Large Animal Rescue expertise is widely acclaimed throughout the State.

FY 2011 BUDGET CHANGES & ISSUES

- The renegotiation of the Fire/Rescue Contract with BSO realized a reduction of \$462,215.

522	Fire/Rescue Service	2007-2008 ACTUAL	2008-2009 ACTUAL	2009-2010 ADOPTED	2009-2010 ESTIMATE	2010-2011 PROPOSED
	Operating					
533-000	BSO Contract Svc	\$ 1,200,000	\$ 3,525,303	\$ 3,462,215	\$ 3,462,215	\$ 3,000,000
533-100	Davle Fire Rescue	\$ 420,865	\$ -	\$ -	\$ -	\$ -
533-200	Volunteer Fire Svc	\$ 87,938	\$ 80,329	\$ 73,000	\$ 53,000	\$ 81,000
533-400	Temp B.S.O. Fire Station	\$ -	\$ 8,416	\$ 11,500	\$ 11,500	\$ 4,000
571-000	Principal	\$ 11,158	\$ 11,855	\$ -	\$ 12,552	\$ -
572-000	Interest	\$ 6,964	\$ 6,267	\$ -	\$ 5,570	\$ -
342-200	Assess Implementation Study	\$ -	\$ -	\$ -	\$ -	\$ 40,000
341-900	Admin Overhead	\$ -	\$ -	\$ 65,000	\$ 65,000	\$ 65,000
	Operating Sub-Total	\$ 1,726,925	\$ 3,632,170	\$ 3,611,715	\$ 3,609,837	\$ 3,190,000
	FIRE/RESCUE SERVICE TOTAL	\$ 1,726,925	\$ 3,632,170	\$ 3,611,715	\$ 3,609,837	\$ 3,190,000

CODE ENFORCEMENT

FUNCTION

Code Enforcement is "reactive" and is dedicated to protect the health safety and welfare of the residents of the Town. The department handles all aspects of Code Enforcement in relation to the enforcement of laws and regulations issues by the Town Council. Code Officers, Hearings, Property Liens, and Special Magistrate Services fall under the scope of this department.

FY 2011 BUDGET CHANGES & ISSUES

- There were no significant changes from the previous year.

524	Code Enforcement	2007-2008 ACTUAL	2008-2009 ACTUAL	2009-2010 ADOPTED	2009-2010 ESTIMATE	2010-2011 PROPOSED
	Personnel					
512-000	Salaries	\$ -	\$ 21,963	\$ 17,000	\$ 20,000	\$ 22,500
521-000	F.I.C.A. Taxes	\$ -	\$ 1,765	\$ 1,250	\$ 1,500	\$ 2,300
523-000	Insurance	\$ -	\$ -	\$ -	\$ 150	\$ -
	Personnel Sub-total	\$ -	\$ 23,728	\$ 18,250	\$ 21,650	\$ 24,800
	Operating					
532-300	Code Compliance	\$ 210,703	\$ 212,119	\$ 201,375	\$ 201,375	\$ 211,445
532-500	Special Magistrate	\$ 9,625	\$ 11,625	\$ 20,000	\$ 10,000	\$ 20,000
	Operating Sub-Total	\$ 220,328	\$ 223,744	\$ 221,375	\$ 211,375	\$ 231,445
	CODE ENFORCEMENT TOTAL	\$ 220,328	\$ 247,472	\$ 239,625	\$ 233,025	\$ 256,245

Adopted
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PARKS, RECREATION AND OPEN SPACE

FUNCTION

The Parks, Recreation and Open Space function supervises, recommends and implements policies, programs and contracted services related to its facilities, parks and open spaces. This function administers the Town's Comprehensive Landscape Maintenance Contract and is the custodian of Tree Maintenance and Urban Canopy. Park planning and development also fall within the scope of this function.

FY 2011 BUDGET CHANGES & ISSUES

- The rebid of the comprehensive landscape maintenance contract realized substantial savings in this department's budget.

572	Parks, Recreation & Open Space	2007-2008 ACTUAL	2008-2009 ACTUAL	2009-2010 ADOPTED	2009-2010 ESTIMATE	2010-2011 ADOPTED
	Personnel					
512-000	Salaries	\$ 61,107	\$ 62,682	\$ 62,451	\$ 62,451	\$ 50,000
521-000	F.I.C.A. Taxes	\$ 4,425	\$ 5,652	\$ 4,800	\$ 4,800	\$ 3,900
523-000	Insurance	\$ 1,828	\$ 2,990	\$ 3,500	\$ 3,500	\$ 3,500
524-000	Workers Comp	\$ 339	\$ -	\$ -	\$ -	\$ -
	Personnel Sub-total	\$ 67,699	\$ 71,324	\$ 70,751	\$ 70,751	\$ 57,400
	Operating					
534-006	Tree Maintenance	\$ -	\$ -	\$ 22,493	\$ 10,000	\$ 20,000
534-501	Cmprhsv. Landscp. Maint. Contract	\$ 190,138	\$ 142,839	\$ 139,000	\$ 125,000	\$ 65,000
534-600	Lake Maintenance	\$ 6,896	\$ 4,994	\$ 10,000	\$ 7,000	\$ 6,000
534-900	Cost Of Trees: Nursery Sales	\$ 50,015	\$ 59,148	\$ 10,000	\$ 1,200	\$ 2,000
533-400	Repair & Maintenance: All Parks	\$ -	\$ 21,434	\$ 20,000	\$ 15,000	\$ 20,000
540-000	Conference & Seminars	\$ 690	\$ -	\$ 500	\$ 500	\$ 500
543-000	Utilities	\$ 6,207	\$ 6,776	\$ 10,000	\$ 7,000	\$ 10,000
544-100	Miscellaneous	\$ 10,658	\$ 47	\$ 500	\$ 500	\$ 500
551-000	Office Supplies	\$ 450	\$ 362	\$ -	\$ -	\$ -
554-000	Dues & Subscription	\$ 360	\$ 585	\$ 2,600	\$ 1,000	\$ 760
554-200	Travel (mileage reimbursement)	\$ -	\$ -	\$ 1,000	\$ 1,750	\$ 1,500
	Operating Sub-Total	\$ 265,414	\$ 236,185	\$ 216,093	\$ 168,950	\$ 126,260
	Capital					
563-000	Irrigation	\$ 228	\$ -	\$ -	\$ -	\$ -
563-800	Development	\$ -	\$ 19,201	\$ 81,500	\$ 81,500	\$ -
	Capital Sub-Total	\$ 228	\$ 19,201	\$ 81,500	\$ 81,500	\$ -
	PARKS, RECREATION & OPEN SPACE TOTAL	\$ 333,341	\$ 326,710	\$ 368,344	\$ 321,201	\$ 183,660

NON-DEPARTMENTAL

FY 2011 BUDGET CHANGES & ISSUES

- There were reductions in the transfers to the Transportation Fund.
- Funds in contingency were reduced.
- Funds were added to Fund Balance Reserves.

590	Non-Departmental	2007-2008 ACTUAL	2008-2009 ACTUAL	2009-2010 ADOPTED	2009-2010 ESTIMATE	2010-2011 ADOPTED
	Transfers Out					
591-100	Transfer to Capital Fund	\$ 650,000	\$ 196,278	\$ 80,000	\$ 80,000	\$ 117,576
591-200	Transfer to Trans. Fund	\$ 200,000	\$ 140,000	\$ 400,000	\$ 400,000	\$ 181,200
591-300	Existing Debt Service	\$ 435,562	\$ 376,981	\$ 500,250	\$ 500,250	\$ 400,000
591-300	Transfer to Solid Waste Fund	\$ -	\$ -	\$ -	\$ -	\$ 40,000
	Total Transfers Out	\$ 1,285,562	\$ 713,259	\$ 980,250	\$ 980,250	\$ 738,776
	Reserves					
595-000	Contingency	\$ -	\$ -	\$ 151,770	\$ -	\$ 17,572
595-001	Fund Balance Reserves	\$ -	\$ -		\$ -	\$ 200,000
599-900	Unrealized Loss on SBA	\$ -	\$ 31,045	\$ -	\$ -	\$ -
	Capital Sub-Total	\$ -	\$ 31,045	\$ 151,770	\$ -	\$ 217,572
	NON-DEPARTMENTAL TOTAL	\$ 1,285,562	\$ 744,304	\$ 1,132,020	\$ 980,250	\$ 956,348

TRANSPORTATION FUND

FY 2011 BUDGET CHANGES & ISSUES

- The transfer to the Debt Service Fund decreased by \$100,250.
- General fund transfers to the Capital fund increased by \$37,576.
- The transfer to the Transportation Fund was reduced by \$218,800.

FUND 101	Transportation	2007-2008 ACTUAL	2008-2009 ACTUAL	2009-2010 ADOPTED	2009-2010 ESTIMATE	2010-2011 ADOPTED
	REVENUE					
312-410	6 Cent Local Option Tax	\$ 56,665	\$ 63,000	\$ 60,000	\$ 60,000	\$ 65,000
312-420	3 Cent Local Option Tax	\$ 77,670	\$ 86,000	\$ 85,000	\$ 73,000	\$ 80,000
335-900	8 Cent Gas Tax	\$ 42,697	\$ 47,000	\$ 50,000	\$ 45,000	\$ 50,000
334-700	Grants	\$ -			\$ 285,153	\$ -
381-000	Transfer From General Fund	\$ 200,000	\$ 140,000	\$ 400,000	\$ 400,000	\$ 181,200
384-000	Loan Proceeds	\$ -	\$ -	\$ -	\$ -	\$ 400,000
		\$ 377,032	\$ 336,000	\$ 595,000	\$ 863,153	\$ 776,200
515	EXPENDITURES					
512-000	Salaries	\$ -	\$ -	\$ 90,000	\$ 77,000	\$ 100,000
521-000	Payroll Tax	\$ -		\$ 3,850	\$ 5,500	\$ 8,000
523-000	Health Insurance	\$ -	\$ -	\$ 5,000	\$ 4,500	\$ 5,000
530-100	Engineering Zoning	\$ 3,998	\$ -	\$ -	\$ -	\$ -
532-900	Roadway Engineering	\$ 46,002	\$ 17,236	\$ -	\$ -	\$ -
533-600	NPDS	\$ 27,584	\$ 4,512	\$ 6,150	\$ -	\$ 5,000
533-800	Traffic Calming	\$ 21,617	\$ 6,196	\$ -	\$ -	\$ -
533-400	General Repairs & Maintenance	\$ 36,757	\$ 70,031	\$ 50,000	\$ 40,000	\$ 40,000
533-500	Traffic Signs	\$ 45,879	\$ 21,623	\$ 15,000	\$ 20,000	\$ 15,000
534-700	Contract Labor	\$ -		\$ 4,000	\$ -	\$ 4,000
534-300	Roadway Repair Emergencies	\$ -	\$ 6,515	\$ 5,000	\$ 4,000	\$ 5,200
534-501	Comprehensive R/O/W Maint.	\$ 79,364	\$ 73,605	\$ 100,000	\$ 80,000	\$ 65,000
534-502	Inspection of R/O/W	\$ -	\$ 12,645	\$ -	\$ -	\$ -
561-200	Surveys	\$ -		\$ 500	\$ 500	\$ 1,000
563-400	Drainage Improvements	\$ 333	\$ 7,240	\$ 10,500	\$ 85,000	\$ 100,000
566-200	Roadway Projects Paving	\$ -	\$ -	\$ 100,000	\$ 50,000	\$ 400,000
534-500	Griffin Road maintenance	\$ -	\$ 33,787	\$ 200,000	\$ 50,000	\$ 28,000
590-000	Loan Expense	\$ -	\$ -	\$ -	\$ 14,600	\$ -
595-000	Contingency	\$ -	\$ -	\$ 5,000	\$ -	\$ -
		\$ 261,534	\$ 253,390	\$ 595,000	\$ 431,100	\$ 776,200

DEBT SERVICE

FY 2011 BUDGET CHANGES & ISSUES

- There were no significant changes from the previous year.

<i>FUND 201</i>	<i>Debt Service</i>	2007-2008 ACTUAL	2008-2009 ACTUAL	2009-2010 ADOPTED	2009-2010 ESTIMATE	2010-2011 ADOPTED
	REVENUE					
331-201	FEMA Reimbursement	\$ 1,722,035	\$ -	\$ -	\$ -	\$ -
361-100	Interest	\$ 1,296	\$ 16,502	\$ 15,000	\$ 5,000	\$ -
381-000	Transfer from General Fund	\$ 435,562	\$ 376,981	\$ 500,250	\$ 500,250	\$ 400,000
		\$ 2,158,893	\$ 393,483	\$ 515,250	\$ 505,250	\$ 400,000
	572 EXPENDITURES					
557-100	Principal	\$ 3,095,000	\$ 100,000	\$ 105,000	\$ 105,000	\$ 110,000
557-200	Interest	\$ 336,756	\$ 260,101	\$ 250,000	\$ 245,000	\$ 270,000
557-300	Loan Expenses	\$ -	\$ 16,880	\$ 25,000	\$ 20,000	\$ 20,000
563-000	Development	\$ -	\$ -	\$ 100,250	\$ -	\$ -
271-000	Fund Balance Reserve	\$ -	\$ -	\$ 35,000	\$ -	\$ -
		\$ 3,431,756	\$ 376,981	\$ 515,250	\$ 370,000	\$ 400,000

CAPITAL FUND

FY 2011 BUDGET CHANGES & ISSUES

- Various line items were increased in the areas of park development.
- Capital expenditures have no major impact on the operational budget in FY 10-11.

FUND 301	Capital	2007-2008 ACTUAL	2008-2009 ACTUAL	2009-2010 ADOPTED	2009-2010 ESTIMATE	2010-2011 ADOPTED
	REVENUE					
334-700	Grants	\$ -	\$ 26,775	\$ -	\$ 25,000	\$ -
334-703	OGT Trail	\$ -	\$ 9,567	\$ -	\$ -	\$ -
334-705	FRDAP 4 Trails	\$ 116,152	\$ -	\$ -	\$ -	\$ -
381-000	Transfer from General Fund	\$ -	\$ 196,278	\$ 80,000	\$ 80,000	\$ 117,576
369-300	Insurance Proceeds	\$ -	\$ 60,365	\$ -	\$ -	\$ -
389-902	Loan For Public Safety Building	\$ -	\$ -	\$ -	\$ -	\$ -
389-905	C.C.A. Fees/Reserve	\$ 650,000	\$ -	\$ -	\$ -	\$ -
337-300	Town Tree Planting	\$ -	\$ -	\$ 27,400	\$ 9,400	\$ 18,000
381-000	Transfer from Debt Service	\$ -	\$ -	\$ -	\$ 1,936,307	\$ -
		\$ 766,152	\$ 292,985	\$ 107,400	\$ 2,050,707	\$ 135,576
515	EXPENDITURES					
563-801	Southwest Meadows	\$ -	\$ -	\$ -	\$ -	\$ 2,000
563-802	Calusa Corners	\$ -	\$ -	\$ -	\$ -	\$ 2,000
563-805	Rolling Oaks Park	\$ -	\$ -	\$ -	\$ -	\$ 2,000
563-806	Fishing Hole Park	\$ -	\$ -	\$ -	\$ -	\$ 70,576
563-807	Frontier Trails Park	\$ -	\$ -	\$ -	\$ -	\$ 2,000
563-100	Fire Well Replacement	\$ 162,975	\$ 10,960	\$ 80,000	\$ 10,100	\$ 35,000
563-200	Non Vehicle Bridge Trails Park	\$ 22,565	\$ 608	\$ -	\$ 7,329	\$ -
563-500	Non Vehicle Bridge 163 & Griffin	\$ 22,565	\$ 608	\$ -	\$ 7,329	\$ -
563-600	Urban Tree Pruning	\$ 11,755		\$ -	\$ 2,593	\$ 1,000
563-700	Town Tree Planting	\$ -		\$ 27,400	\$ 10,000	\$ 18,000
566-700	OGT Trails	\$ 40,975	\$ 9,849	\$ -	\$ -	\$ 3,000
566-800	Public Safety Building	\$ 273,611	\$ 370,439	\$ -	\$ 26,594	\$ -
566-900	Town Hall	\$ -	\$ -	\$ -	\$ 1,936,307	\$ -
		\$ 534,446	\$ 392,464	\$ 107,400	\$ 2,000,252	\$ 135,576