

**TOWN OF DAVIE
DEPARTMENT BUSINESS
AND MARKETING PLANS**

FISCAL YEARS 2016-2018

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Acknowledgements

The Town of Davie strives to be the preeminent community in South Florida to live, work, learn, and play while treasuring our preserved natural settings. This mission is carried out by establishing Strategic Priorities that govern the operations of each department in the Town. These strategic priorities or goals, which are set by Council, drive the Town's organizational purpose and values that govern daily operations.

Special thank you to the Davie Town Council and the Town Administrator for their support and vision throughout this process.

Mayor Judy Paul
Vice Mayor Marlon Luis
Councilmember Bryan Caletka
Councilmember Caryl Hattan
Councilmember Susan Starkey
Town Administrator Richard J. Lemack
Deputy Town Administrator Macciano K. Lewis
Assistant Town Administrator Phillip R. Holste

Thank you to the Department Directors, staff, and the Strategic Planning Committee for their efforts in this Town-wide initiative.

Strategic Planning Committee Members

Alba Boada	Jeffrey Pohlman
Allan Weinthal	Julie Downey
Angela Madias	Kettly Calixte
Arlyn L. Millares	Mike Scott
David Abramson	Phillip R. Holste
Gillian Esquenazi	Scott Douglas
Heidi Klemm	Tamecka Mckay



**BUDGET AND FINANCE DEPARTMENT
BUSINESS PLAN**

Town of Davie

William W. Ackerman
Budget & Finance Director
(954) 797-1050
William_Ackerman@davie-fl.gov



I. GENERAL DEPARTMENT DESCRIPTION

The Budget and Finance Department is responsible for the Town's finances, and for providing a sound fiscal framework to support the Town's priorities. The Department accounts for all transactions in the organization, ensures there is an adequate internal control system that provides reasonable assurance the Town's assets are protected from loss or misuse, and ensures the Town's financial reporting is accurate and fairly states the financial position of the Town.

A. MISSION STATEMENT

The Budget and Finance Department strives to develop and implement strategic plans to enhance, safeguard, and use the financial resources of the Town of Davie and to provide accurate and timely financial information regarding the same to the public, Town Council, outside agencies, and other Town staff as requested.

B. VALUE STATEMENT/PHILOSOPHY

A financially strong Town based on sustainable economic development to the benefit of all Davie residents and the business community. Priorities are developed and pursued to maximize the use of the Town's fiscal resources in agreement with the Town of Davie's values and the expectations of our residents and business community.



C. EXECUTIVE SUMMARY

I am pleased to present the 2016-2018 Business Plan for the Budget & Finance Department (Department).

The Department's core business is to manage the Town of Davie's finances, and provide a sound fiscal framework to support the Town's priorities.

The Business Plan is being presented during a period of economic recovery which affects all Davie residents and businesses as well as the Town of Davie. Managing this period presents many challenges and opportunities for government, as well as the Budget & Finance Department. The Town of Davie Budget and Finance Department operates in an accountable, transparent and prudent manner. This allows the Town to achieve long-term social, economic and environmental goals. The Budget & Finance Department will assist the Town's leaders in managing through economic cycles and challenging financial scenarios with vigilant due diligence and accountable decision-making.

The Budget & Finance Department is an important service provider of the General Services of Governmental Accounting, Budgeting, Procurement, Payroll, and Utility Customer Service. Delivery of these services enables the Budget & Finance Department to perform its daily operations. In the coming year, emphasis will be placed on maximizing the efficiency and effectiveness of service delivery.

The Budget & Finance Department relies on the commitment and knowledge of its employees. I would like to thank them for their hard work.

William W. Ackerman, CPA
Budget & Finance Director



D. S.W.O.C. ANALYSIS

Strength	Description	Options for Preserving or Enhancing Each Strength
Maintain high levels of professional accounting	The Town is maintaining appropriate accounting documents and staff is receiving continuous training.	Continue to attend appropriate training seminars.
Sound Finances (financial strength and health)	The Town has accumulated enough reserves to meet the Town's Fund Balance policy; the Department is always looking for ways to save the Town money and to expand our revenue sources; constant communication with the Administration office on any changes/updates.	Continue to be educated on any updated requirements or legislation; continue to update Administration on anything new that would impact the Town; additional staff member in Budget to assist in doing further analysis.
Quality Employees	Efficient; loyal; experienced; hardworking; dedicated; forward looking; teamwork; knowledgeable; empowered; efficient; willing to help others.	Continuous training; stability at the top of the organization.
Family Friendly Environment	Department maintains a family friendly environment which positively impacts our work.	Continue to maintain a family friendly environment.
Calculating Arbitrage	Contractual arrangement in place with outside firm to calculate arbitrage in a timely manner to comply with IRS regulations.	Outside firm continues to perform timely arbitrage calculations.
Communications	Department works closely together to ensure fluid communication.	Continue to allow the flow of communications within our Department.
Government Finance Officers Associations Awards for the CAFR and Budget	Attaining these awards has had a positive impact on the Town.	The Town has received these awards annually since the FY2012 budget and the FY 2013 CAFR.



Weakness	Description	Options for Minimizing or Overcoming the Weakness
Accounting for Aging Infrastructure	The Town's documents for infrastructure are inadequate but are improving.	We contracted with American Appraisals to track Capital Assets and have a part-time position to track fixed assets. We will continue to improve reports and documentation.
Communication with other Departments	Although there are times we have strong communication with some Departments, there are times when the Department is left out of the loop until the end of the process. When this occurs, there are times when we have to impede the process because we have to do our due diligence to ensure the appropriate rules were followed.	Departments communicating better with each other; Departments are encouraged to consider the whole process that they are about to embark on and contact appropriate Departments to keep them informed.
Documentation of our Processes	Although we do a great job in communicating information to other Departments and we have the documentation to support (via emails or memos), we need to try to centralize this information for other Departments to access.	We have a folder that contains the Department's policies and we need to continue to add to it.
Financial Trend Monitoring System	We should have a financial trend monitoring system to assist in examining a variety of financial indicators used to help monitor the financial health of the Town. Indicators would include debt structure, unfunded liabilities, operating position, and per capita revenues and expenditures.	An additional position would help the Town to look at and review some key Financial trends.
Fact Finding & Data Gathering	Obtain and interpret various economic and demographic data used in the Town's Budget and Comprehensive Annual Financial Report, etc.	This cannot even be considered unless we had additional staff.



Weakness	Description	Options for Minimizing or Overcoming the Weakness
Cost Allocation Plan / Cost of Service Studies	Although we've put together a modified cost allocation plan, we need to spend additional resources to develop a cost allocation plan that would help us distribute costs among central services and to other Departments that receive benefits. This could assist us in looking at the Town's fee structure (i.e. Parks, Recreation, & Cultural Arts and Building fee structures). Additionally, we would like to perform various cost/revenue studies such as Fire Inspection Fees, building permit fees, etc. to help ensure the Town is charging appropriate user fees.	Town staff has completed a cost allocation plan to at least start capturing certain costs. This process should be validated by a third party consultant.
Revenue Manual	Creating and updating a Town of Davie Revenue Manual would be beneficial.	Need additional staffing.
Performance Measurement System	Collect and analyze Departmental performance data. Write and produce quarterly performance reports.	Although this is being performed sporadically on a higher level, this could be improved if we had additional staff in our Budget Division.
Uncollectible Revenues (Utilities, Assessments)	The Town attempts to collect all revenue but cannot attain 100% collection.	Continue to follow up on revenue owed to the Town.
Significant issues associated with our current software provider, particularly in Payroll and position budgeting.	Continue to struggle along with the current software provider but try to improve efficiencies.	Potentially look for a new software provider, specifically for Payroll and position budgeting or work with developers from current provider to improve programming.



Opportunity	Description	Options for Taking Advantage of Each Opportunity
Pension Status	Opportunity to negotiate pension portion of Fire contracts since cost of certain Town's pensions are rising.	Renegotiate Fire union contracts and pension agreements.
Advertising (on Town vehicles, during events . . .)	New revenue source to help offset increasing expenses.	Inform businesses of a new opportunity with the Town that can increase their exposure.
Water utility tax	New revenue source to help offset increasing expenses.	Discuss with Administration for future presentation to Council.
Training/Education	Training and education can always lead to positive changes.	Attend trainings and to enhance department's ability to become more efficient as an organization.
Privatization	The Town can potentially outsource certain areas (already successful in Park, Recreation & Cultural Arts for summer camp). Overall, the Town's expenses would decrease (between an increase in expenses for contractual services offset by a significant reduction in payroll related expenses).	This could be done in coordination with the next budget cycle.
Union Negotiations	Being part of the negotiation team is critical.	Being involved allows Budget & Finance to assist with the total impact of changes to the contracts – i.e. impact on payroll for changes made.
Review Past Due Accounts	Review collection past due balances from City of Hollywood Customers in Utilities.	Be able to run a report and having the time and ability to follow up on this past due accounts.
Forecasting, Analysis and Fiscal Preparedness	We have developed a five year forecast for the General Fund and we need to continue to improve in long term forecasting, current and long term analysis.	We have been able to add a budget and revenue specialist position that has assisted with this process. However, additional staffing would be more helpful.



Challenge	Description	Options for Overcoming Each Challenge
Physical work environment	Inadequate space to operate; provide ample working areas and management offices, conference areas.	Currently renovating office space in order to greatly improve efficiencies.
Additional on-going funding source for CIP	CIP is a critical function of maintaining the Town's infrastructure and fixed assets. There is a need for additional on-going revenue source to fund the Town's CIP.	Finding an additional on-going source of revenue for CIP.
State Legislature	Anytime the State Legislation is in session, it could lead to changes in Town revenue.	Utilize Town's registered Lobbyists to continue fighting for the Town of Davie.
Changing a Town-wide Process Without Considering the Big Picture	There are times when a representative from another Department may have a great idea in improving a process that has Town-wide implications. However, that Department representative needs to take into consideration the impact on other Departments and include them through the process. The Department has also inadvertently done this as well and will try to prevent this in the future.	Better communication between all Departments and consideration by the Department initiating the change in process.
Unfunded Mandates	Mandates from other authorities that do not have funding attached to it.	Look for ways to address the unfunded mandates that is least costly to the Town.



E. PRODUCTS & SERVICES

The Budget & Finance Department has five work groups (General Accounting, Budget, Procurement, Payroll and Utility Customer Service), which all focus on the financial operations of the Town. The primary function of the Finance Department is accounting for all transactions in the organization and ensuring that there is an adequate internal control system that protects the Town's assets from loss or misuse, and that the Town's financial reporting accurately reflects the financial position.

The Department stakeholders include the Town Council, Town staff, Town property owners (residents and businesses), outside agencies and the Budget Advisory Committee, whom all rely on information produced by the Department. Town staff makes up the largest group of customers with whom the Budget & Finance Department has daily contact. The staff relies on the procedures developed by the Budget & Finance Department to meet all accounting, state and federal legal requirements. Utility Service customers rely on precise meter reading and billing statements that accurately reflect monthly consumption. The Davie residents constitute the largest stakeholder group for the Department and they rely on the accuracy of the Town's financial information and internal control structure to ensure that their tax dollars are being well managed.

Our products and services include the following:

- Continuous compliance with Governmental Accounting Standards Board (GASB)
- Procurement Policy Modifications
- Miscellaneous Receivables Modules
- Training other Departments and Divisions
- Debt management
- Bond Rating Updates
- Retirement Benefits (defined benefit plan)
- Comprehensive Annual Financial Report preparation
- Florida Sales Tax payment to Department of Revenue
- Conduit Bond Financing
- Cash Management
- General Accounting: Maintaining and recording transactions as needed; process daily cash; maintain and records transactions; process timely reports analyses; special projects. Reconcile bank accounts, filing state required reports. Process three weekly check runs; process SunTrust statements, procurement cards; process reports and requests.
- Payroll: The facilitating and processing of biweekly payroll, which includes the collecting, reviewing, and organizing of payroll related actions in a timely and professional manner using independent judgment and problem solving ability.



- Prepare payroll related benefits/deduction obligations for payment with United Healthcare, AFLAC, pension contributions, etc.
- Utility Billing: Working with utility operations, field customer services; weekly bill run; work orders; daily mail; cashier; NSF's; petty cash. All other Town Department's cash receipt. Armored service.
- Budget: Annual budget; TRIM; revenue forecasting; monthly financial statements; five-year forecast; information requests; special projects; fire and solid waste assessment; assist with Capital Improvement Program.
- Purchasing: Contracts; formal bids; informal bids; request for proposals/qualifications; travel requests; review credit card purchases. Review all requests prior to submission to accounts payable and all requisitions prior to becoming purchase orders.

What are the pricing, fee, or structures of your products or services?

Finance/Utilities Return Check:	\$25.00 for returned Utilities payments \$25.00 or 5% whichever is greater for returned Finance payments
Void/Reissue Fee	\$25.00
Other Revenue Sources	Conduit Financing and SunTrust Rebate check

The Department also follows the applicable utility rate structure approved by the Town Council via ordinance.

F. MANAGEMENT & ORGANIZATIONAL STRUCTURE

The Department's current staff of 23 consists of management, non-represented and represented employees. The Budget & Finance Department remains strong in its support to employees. The Budget & Finance Department is dedicated to providing appropriate and relevant recognition to staff, which demonstrate the true value of their ongoing contributions. The Budget & Finance Department recognizes an environment of respect and support that maximizes employee engagement and organizational excellence. The Budget & Finance Department remains committed to implementation of the performance management process, providing mentoring/coaching and career planning, providing development opportunities, and promoting diversity and equality during the hiring process.

The majority of the daily business is handled by the Budget & Finance Director who has been with the Town for nine years and has significant municipal and audit experience. The Deputy Budget & Finance Director is prepared to run the daily business operations with the coordination of other key personnel. This person has over 20 years with the Town as well as audit experience.



In the absence of the Director and/or Deputy, each Division Supervisor will be able to handle the daily operations of the Department.

General Accounting – Prepares and records journal entries and cash receipts. Manages investments, accounts receivables, accounts payable and cash management activity. Provides financial information for management, auditors, state and federal agencies, including preparation of the annual financial report. Arranges debt financing.

Budget – Coordinates and directs all Town Departments in order to prepare the annual budget documents for the Town Administrator and Town Council. Prepares all budget revisions, amendments and budget monitoring reports during the fiscal year.

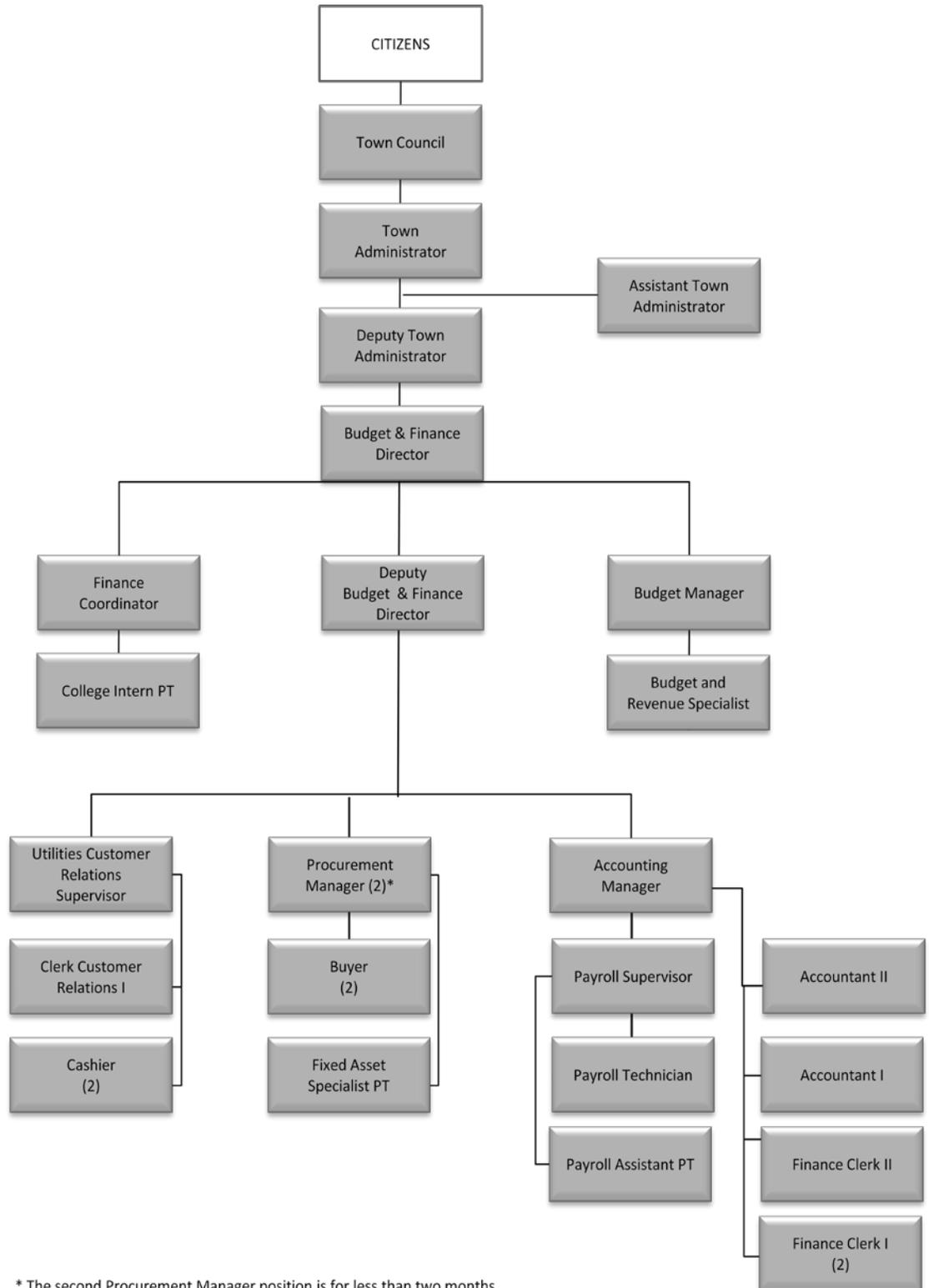
Procurement – Reviews all Town expenditures for compliance with Town’s purchasing policy including formal and informal bid items. Serves as Town’s contract manager on vehicle maintenance contract with the outside vendor, as well as contract manager support for all Town contracts as needed.

Payroll – Prepares payroll for all Town employees, including state and federal payroll reports as required. Processes payroll related deduction and benefit payments.

Utility Customer Service – Bills and collects for water and sewer service provided by the Town of Davie utility system on a monthly billing cycle. Provides in-person and telephone customer support.



MANAGEMENT AND ORGANIZATIONAL STRUCTURE





Position descriptions for key employees include the following:

The Department's current staff of 23 consists of management, non-represented and represented employees. The Department has a policy and procedure manual that is updated every few years and has updated the Town's first Purchasing Manual. The following positions are key employees for the Budget & Finance Department:

William W. Ackerman, Budget & Finance Director: Mr. Ackerman graduated from Florida Atlantic University with a Master of Business Administration degree and a Bachelor of Science degree in Accounting. Mr. Ackerman joined the Town of Davie in 2007 and has over 14 years of experience in local government. In addition, he has over four years of experience working for KPMG Peat Marwick in their Fort Lauderdale office, an international public accounting firm, in which he focused on external audits for government entities. Mr. Ackerman is licensed by the State of Florida as a Certified Public Accountant and holds the designation of Chartered Global Management Accountant. Also, Mr. Ackerman is a member of the AICPA, FICPA,

FGFOA and GFOA. Mr. Ackerman manages the daily operations of the Department, oversees the financial record-keeping of the Town and ensures the maintenance of a central accounting system for the Town government consistent with established and accepted governmental accounting principles and practices. He is also responsible for coordinating, supervising and directing the financial activities of the Town.

Carol Menke, Deputy Budget & Finance Director: Mrs. Menke has worked for the Town of Davie for 25 years. Prior to joining the Town she worked three years for the Fort Lauderdale office of the international public accounting firm of KPMG Peat Marwick. Mrs. Menke holds a Bachelor and Masters degree in Accounting both from the University of Florida, Gainesville, Florida and is licensed by the State of Florida as a Certified Public Accountant and also holds the designation of Chartered Global Management Accountant and is a member of the AICPA, FICPA, FGFOA and GFOA. Mrs. Menke assists the Budget & Finance Director in managing the daily operations of the Department, as well as, the annual preparation of the Town's Comprehensive Annual Financial Report. The Deputy Budget and Finance Director directly supervise the Procurement Manager, Accounting Manager, and Utilities Customer Service Supervisor positions. During her career with the Town, Mrs. Menke has served as the Acting Budget and Finance Director on two separate occasions for a combined tenure of two years.

Herb Hyman, Procurement Manager: Mr. Hyman has been in public procurement for 29 years as the Procurement Manager for the Town of Davie. Prior to working in the public sector, Mr. Hyman worked as a buyer, purchasing agent, and contracts administrator for some of the largest architectural/engineering firms in the world, including The Bechtel Corporation and Ebasco Services. Mr. Hyman holds a Bachelor of Science in Mathematics from Hunter College in New York. He earned his designation as CPPO and CPPB from the UPPC in 2009 and 1992



respectively. Additionally, Mr. Hyman has earned his FCPM, FCPA, and FCCN from the State of Florida. Mr. Hyman served on the nominating committee for the SE Florida chapter of NIGP from 2005 through 2007, and was its Vice President in 2008 and President in 2009. He has also served as chairperson for the SE Florida Cooperative Purchasing Group.

Colleen Ryan, Budget Manager: Colleen Ryan has worked for the Town of Davie for more than 11 years. Ms. Ryan started her career with the Town as its Grants Specialist, and transferred to Budget and Finance in 2007. Ms. Ryan, is responsible for creating, tracking, and managing the Town's annual budget. Prior to joining the Town, Ms. Ryan worked in the refugee assistance field with a focus on refugee processing and resettlement. Ms. Ryan worked with refugees and on refugee issues for the United Nations High Commissioner for Refugees; the International Rescue Committee and the American Council for Voluntary International Action in the United States, the former Yugoslavia, Pakistan, and other countries. Ms. Ryan has a Bachelor of Arts degree from Georgetown University and attended Nova Southeastern University Law School.

Patricia Locke, Accounting Manager: Ms. Locke graduated from Nova University with a degree in Business Administration in 1995. Ms. Locke started with the Town of Davie in 1987 and has worked in other local governments. In 2000, she earned a certificate of completion from Texas Tech University Southwest School of Governmental Finance. In addition, Ms. Locke also earned her CGFO Certification in 2004 from the FGFOA. Ms. Locke manages the daily operations of accounting functions for the Town and oversees and maintains the Town's bank and investment accounts. Ms. Locke is responsible for coordinating and supervising Payroll, Accounts Payable and the accounting staff.

Krystle Stallone, Utilities Customer Service Supervisor: Ms. Stallone graduated from Florida Atlantic University with a Bachelors degree in Business Management and Leadership in 2012. Ms. Stallone joined the Town of Davie in 2005 as a College Intern and subsequently been promoted four times to increasingly responsible positions within the Department. After starting as a College Intern, Ms. Stallone's positions within the Town include Cashier/Receptionist, Clerk Customer Relations I, Finance Clerk II, and her current position of Utilities Customer Service Supervisor. Ms. Stallone manages the daily operations of Utilities Customer Service. The main responsibilities of Utilities Customer Service are to ensure the proper billing and collection of Town provided water and sewer services; answer customers' questions resolve customers concerns in a timely manner; and prepare daily bank deposits for all incoming Town revenues. Ms. Stallone supervises a staff of three fulltime employees.

Raquel Gray, Finance Coordinator: Ms. Gray started working for the Town in 1993 after working for other local governments and received her Associate of Arts in Business Administration from Broward College. Ms. Gray answers residents' questions regarding the Town's approved special assessments and millage rates and routes calls received by the



Department to the appropriate employee or agency. In addition she assists the Budget & Finance Director and the Deputy Director as well as works independently on many special reports and projects each year. Ms. Gray also gathers statistical information for the Town's Comprehensive Annual Financial Report and ensures that the report is filed with the correct agencies and institutions.

G. PERSONNEL

When a position opens in the Department, the Director and Deputy Director review the position's necessity and scope of responsibilities. Any adjustments to the job specification and position description are made in conjunction with the Human Resources Department.

There are currently 23 budgeted positions in the Budget & Finance Department, 20 full-time and three part-time positions. A majority of the staff is professionally degreed and/or credentialed. There are no unskilled employees in the Department. Several of the employees in the Department started with the Town in entry-level positions or as college interns and because of the quality of their performance were promoted or obtained full-time positions with the Town as positions became available. The Department uses the pay structure provided by the Human Resources Department and as agreed under the collective bargaining agreement. The Human Resources Department usually handles trainings and if an employee requests additional training to enhance their job performance, the Budget & Finance Department will support the request as long as funds are available.

The Department looks for cost saving opportunities through outsourcing and is currently using an outside vendor to prepare significant portions of its Comprehensive Annual Financial Report, prepare fixed assets reports, process EMS billings and collections, print and mail Utility billings, provide lockbox processing services and print and mail IRS Form W-2's. Positions in the Department that are covered by a union contract include Buyer, Finance Clerk II, Finance Clerk I, Utilities Clerk Customer Relations and Cashier/Receptionist.

H. BUDGET & FINANCIAL PLAN

FY 2016 Budget Highlights, Projects, Major Changes and Impacts

In developing the FY 2016 budget, a Departmental assessment identified specific personnel needs within Budget and Finance for which solutions are incorporated into this budget. The first item addressed plans for the expected turnover in the Procurement Manager position during FY 2016. Due to the importance of this position to the Town and the desire for a seamless transition for Town vendors and staff, this budget provides funding to hire a new Procurement Manager two months prior to the current Procurement Manager's retirement date. This will facilitate



training and allow for the current Procurement Manager to directly share knowledge developed over the past 30 years with the new Procurement Manager.

This budget also addresses the need for additional resources dedicated to the Town's payroll process. The Department's Payroll Division has taken on a significant amount of work over the last couple of years. Due to circumstances outside of the Payroll Division's control, there has been a need for ongoing testing, documentation, corrections and attempted enhancement of the payroll software. Recent implementation of certain labor rule requirements, bargaining unit articles, and software work around has made the biweekly payroll process more complicated, time consuming, and demanding. To recognize these demands and address the burdensome workload, this budget incorporates the following: a one grade increase for the Payroll Supervisor and the addition of a part-time Payroll Assistant position to relieve current staff from some of the more routine payroll functions.

In other areas of the Department, the focus in FY 2016 will again be on achieving both the Distinguished Budget Award and the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association. Staff will also work to finalize the arbitrage reporting and closing out of the Water and Sewer Bond proceeds account as the bond portion of the construction project is complete.

The Department continues to work diligently to improve its finance and reporting functions, and to train/assist other Departments with finance-related functions, such as payroll, purchasing, budget, etc. In FY 2016 there will be one training session scheduled for each function, but additional sessions will be added if needed.



FINANCIAL DATA

	2014 Adopted Budget	2014 Actual Amount	2015 Adopted Budget	2015 Actual Amount	2016 Adopted Budget
Fund: 001 General Fund					
Expenditures					
PS - Personnel Services	\$1,581,746.00	\$1,583,124.82	\$1,670,594.00	\$1,612,867.96	\$1,691,822.00
OE - Operating Expenditures	\$81,324.00	\$75,899.22	\$108,761.00	\$91,217.66	\$160,695.00
CO - Capital Outlay	\$0.00	\$0.00	\$5,000.00	\$12,018.04	\$7,350.00
Fund Total: General Fund	(\$1,663,070.00)	(\$1,659,024.04)	(\$1,784,355.00)	(\$1,716,103.66)	(\$1,859,867.00)
Fund: 180 Community Endowment Fund					
Expenditures					
OE - Operating Expenditures	\$0.00	\$0.00	\$0.00	\$189.00	\$1,500.00
GR - Grants and Aids	\$216,711.00	\$211,984.50	\$211,445.00	\$213,094.50	\$149,749.00
OU - Other Uses	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Fund Total: Community Endowment Fund	(\$216,711.00)	(\$211,984.50)	(\$211,445.00)	(\$213,283.50)	(\$151,249.00)



Fund: 500 Vehicle Maintenance Fund					
Expenditures					
PS - Personnel Services	\$59,175.00	\$59,036.57	\$61,583.00	\$59,517.41	\$67,349.00
OE - Operating Expenditures	\$2,903,964.00	\$3,850,192.35	\$2,976,697.00	\$2,403,261.28	\$2,932,380.00
CO - Capital Outlay	\$780,209.00	\$0.29	\$1,441,600.00	\$1,425,364.12	\$2,171,596.00
DS - Debt Service	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
OU - Other Uses	\$250,000.00	\$0.00	\$0.00	\$0.00	\$0.00
Fund Total: Vehicle Maintenance Fund	(\$3,993,348.00)	(\$3,909,229.21)	(\$4,479,880.00)	(\$3,888,142.81)	(\$5,171,325.00)
Expenditure Grand Totals:	\$5,873,129.00	\$5,780,237.75	\$6,475,680.00	\$5,817,529.97	\$7,182,441.00



II. DEPARTMENT GOALS, OBJECTIVES, STRATEGIC OUTCOMES AND KEY PERFORMANCE INDICATORS

Strategic Priorities

1. Commitment to Customer Satisfaction
2. Dedication to Excellence in Service Delivery
3. Respecting and Promoting Diverse and Sustainable Community and Neighborhood Values with consideration of our historic roots
4. Creating an Environment that is Conducive to Innovation, Creativity, and Collaboration
5. Nurturing the health, safety, and welfare of the community

Goals/Objectives:

- 1 Coordinate with the Town's auditors, provide account reconciliations, and audit schedules to expedite the audit process and reduce the time needed to complete the Comprehensive Annual Financial Report.
- 2 Continue to provide timely financial information and analyses to facilitate the proper administration of the Town.
- 3 Respond to our customer needs with professionalism and with accurate information.
- 4 Ensure financial liquidity to meet normal operating and contingent obligations.
- 5 Coordinate the preparation of the annual operating budget document and adopt the final budget in compliance with State statutory requirements and deadlines.
- 6 Provide informative and timely information to Departments.
- 7 Provide training/educational opportunities to Town budget personnel.
- 8 To ensure timely coordination of all procurement functions in compliance with Federal, State and local rules and Town regulations.
- 9 Educate Town employees on the Procurement Process.
- 10 Maintain Current Certification and Professional Memberships.
- 11 To ensure timely coordination of all payroll functions in compliance with Federal, State, and local rules and Town regulations.
- 12 Educate Town employees on the Payroll Process.
- 13 Coordinate the preparation of the monthly bills and ensure timely and accurate distribution of bills to customers.
- 14 Reduce Departmental electricity usage and office supplies consumption.



Strategic Outcomes:

- 1a Maintain or improve the Town’s current bond ratings. **SP 2, 4**
- 2a Maintain financial reserves of 25% of General Fund budgeted expenditures. **SP 2, 4**
- 3a Maintain Current Certification/State Licenses and Professional Memberships. **SP 2, 4**
- 5a Adopt the Annual Budget in compliance with all TRIM requirements and present accordingly **SP 1, 2, 4**
- 6a Produce Monthly Financial Statements and process budget transfer/amendment request as needed **SP 2, 4**
- 8a High percentage of bid and/or selection committee recommendations ratified by Town Council **SP1**
- 9a Employees are educated on the Procurement Process **SP 2, 4.**
- 10a Attend relevant trainings/seminars to ensure updated rules and regulations are implemented **SP 2, 4**
- 11a Minimal percentage of payroll corrections **SP 2, 4**
- 12a Employees are educated on the Payroll Process **SP 2, 4**
- 13a Coordinate the preparation of the monthly utility bills and ensure timely and accurate distribution of bills to customers **SP 1, 4**
- 14a Reduce Departmental consumption of electricity and paper **SP 3**

Key Performance Indicators				
	FY15		FY16	FY16
	Goal	Actual	Goal	Actual
1a Maintain or improve the Town’s current bond ratings	Yes	Yes	Yes	
2a Maintaining General Fund Reserves at 25% of Budgeted Expenditures- Per Approved Council Resolution	Yes	Yes	Yes	
3a Maintain Current Certification/State Licenses and Professional Memberships	Yes	Yes	Yes	
5a Public Budget Presentations	5	3	5	
5b Adopt Annual budget in compliance with all TRIM requirements	100%	100%	100%	
6a Produce Monthly Financial Statements	12	5	12	
6b Number of Budget Transfer/ Amendment Requests – \$5,000 and under	20	74	20	
6c Number of Budget Transfer/Amendment Requests – Over \$5,000	60	84	60	
8a Council ratifying 99% of bid selection committee recommendations	99%	100%	99%	
9a Employees are educated on annual basis on the Procurement	Yes	Yes	Yes	



Process (Formal or Informal)				
11a Percentage of Payroll Corrections Due to Payroll errors	<2%	<1%	<2%	
12a Timekeepers are educated on annual basis on the Payroll process (Formal or Informal)	Yes	Yes	Yes	
13a Number of adjustments made to customers accounts due to billing errors	160	19	160	
14a Reduction in copy paper consumption	*	*	Yes	
* Not Applicable/Not Available				



III. OPERATIONAL PLAN

The Budget & Finance Department starts at 8:30 a.m. and ends at 5:00 p.m. The Department is located at 6591 Orange Drive, Davie, Florida 33314 in Building B. The Division consists of the following: General Accounting, Budget, Procurement, Payroll and Utility Customer Service. Each Division handles their day-to-day operations. All the Division has their own working stations. The General Accounting Division consists of the Accounting Manager, Accounts Payable, Accountant I and II, Finance Clerk I and Finance Clerk II and Payroll personnel. The Budget Division consists of one Budget Manager and one Budget & Revenue Specialist. The

Procurement Division consists of the Procurement Manager, two Buyers and a Part-time Fixed Asset Specialist. The Utility Customer Service consists of the Utility Customer Service Supervisor, the Clerk Customer Relation I and two cashier receptionists. If issues arises that the Division Supervisor could not handle, either the Budget & Finance Director or the Deputy Budget & Finance Director will intervene as a last resort.

Production

The Budget & Finance Department offer a variety of services:

- General Accounting
- Budget
- Procurement
- Payroll
- Utility Customer Service

The Budget & Finance Department policy and procedure manual is reviewed and updated every few years. The Budget & Finance Department continuously looks for ways to improve the manner in which we deliver our products and services.

Legal Environment

The Budget & Finance Department must adhere to numerous legal requirements, including the following significant requirements:

- Coordinating the preparation of the Town's annual budget document and adopting the final budget in compliance with State of Florida TRIM requirements
- Coordinating the preparation of the comprehensive annual financial report (CAFR) and year-end external financial audit in compliance with Federal and State laws, as well as Governmental Accounting Standards Board (GASB) rules
- Complying with Internal Revenue Service (IRS) rules and regulations over a broad range of issues including payroll taxes, federal withholding, wage and health insurance



reporting, arbitrage calculations and reporting, federal bond subsidy reporting, pension contributions and miscellaneous vendor payment reporting

- Complying with various State requirements governing such items as property tax legislation, sales tax reporting, unclaimed property reporting, property (fixed asset) listings, local highway finance reporting, and records retention requirements
- Verifying compliance with agreements entered into by the Town such as bond covenants and SEC continuing disclosure required under debt agreements and pension contributions and census reporting required under certain union contracts
- Verifying compliance with Town Council adopted Town policies such as purchasing policy dollar thresholds, water and sewer service billing rates and fund balance policies
- Complying with Town Charter Department responsibilities such as pre-auditing all purchase orders, recording receipts and disbursements; preparing payrolls; preparing and issuing all checks; keeping general accounting records; maintaining or supervising cost accounts; maintaining inventory records of all municipal property and assisting the Town Administrator in all budget matters
- Complying with Town Council adopted schedule and guidelines for the Budget Advisory Committee

Personnel

When a position opens in the Department, the Director and Deputy Director evaluate the position's necessity and scope of responsibilities. Any adjustments to the job specification and position description are made in conjunction with the Human Resources Department.

There are currently 23 budgeted positions in the Budget & Finance Department, 20 full-time and 3 part-time positions. A majority of the staff is professionally degreed and/or credentialed. There are no unskilled employees in the Department. Several of the employees in the Department started with the Town in entry-level positions or as college interns and because of the quality of their performance were promoted or obtained full-time positions with the Town as positions became available. The Department uses the pay structure provided by the Human Resources Department and as agreed under the collective bargaining agreement. The Human Resources Department usually handles trainings and if an employee requests additional training to enhance their job performance, the Budget & Finance Department will support the request as long as funds are available.

The Department looks for cost saving opportunities through outsourcing and is currently using an outside vendor to prepare significant portions of its Comprehensive Annual Financial Report, prepare fixed assets reports, process EMS billings and collections, print and mail Utility billings, provide lockbox processing services and print and mail IRS Form W-2's. Positions in the



Department that are covered by a union contract include Buyer, Finance Clerk II, Finance Clerk I, Utilities Clerk Customer Relations, and Cashier/Receptionist.

Inventory

The following equipment is currently being used by Department personnel: computers, leased copier, printers, functional filing system, scanners, telephones, safe, and cash register.



IV: APPENDICES

The Budget & Finance Department has included the following as part of our appendices:

- Annual Budget Calendar
- Water and Sewer Service Rates
- Utility Department Customer Information
- Utilities Customer Application

The following can be located on the World Wide Web:

- The link to the Town's Annual Budget: http://www.davie-fl.gov/Pages/DavieFL_BudgtFinan/budgets
- The link to the Town's Vendor application: http://www.davie-fl.gov/Pages/DavieFL_BudgtFinan/purchasing
- The link to the Town's signed W-9: http://www.davie-fl.gov/Pages/DavieFL_BudgtFinan/index
- The link to the Town's Comprehensive Annual Financial Report: http://www.davie-fl.gov/Pages/DavieFL_BudgtFinan/Comp.%20Report
- The link to W-4: <http://www.irs.gov/>



**Town of Davie
Budget Calendar
Fiscal Year 2016 Budget**

When	Who	What
March 2015	All Departments	<p>March 6, 2015 - Management Retreat</p> <p>March 9, 2015 - Deadline for department technology requests</p> <p>March 16, 2015 - BUDGET KICKOFF</p> <ul style="list-style-type: none"> - 10:00 AM, Council Chambers - FY 2016 Budget Instructions and materials distributed. - Draft payroll/personnel budget projection distributed. <ul style="list-style-type: none"> - Departmental review & corrections to payroll budget are due back to Finance by March 25, 2015. <p>March 17, 2015 - Deadline for department confirmation of current fleet (confirmation period 3/9-3/17).</p> <p>March 19, 2015 - Fleet Related Deadline at Vehicle Users Meeting</p> <ul style="list-style-type: none"> - Deadline for departments to submit requests for vehicle replacements and additions to fleet to Herb Hyman. <p>March 25, 2015 - Departments' review/corrections of draft payroll projection are due to Finance >> Finance to provide updated draft payroll projection to departments by April 3.</p>
April 2015	All Departments	<p>April 3, 2015 - Optional Training: Budget Entry & Running Draft Budget Reports/Worksheets in NWS</p> <ul style="list-style-type: none"> - 9:30 AM Council Chambers <p>April 3, 2015 - Date by which Finance will provide fleet, fuel, water/ww and electric budgets to departments.</p> <p>April 7, 2015 - Town Council Vision & Goal Setting Session</p> <p>April 13, 2015 - Deadline for departments to enter their requested FY 2016 Budget into NWS and submit all supporting items.</p> <p>April 13, 2015 - Employees Budget Meeting #1</p> <ul style="list-style-type: none"> - 2:00 - 4:00 PM, Police Dept. <p>April 14, 2015 - Employees Budget Meetings #2 and #3</p> <ul style="list-style-type: none"> - 10:00 AM - 12:00 PM, Council Chambers - 2:00 PM - 4:00 PM, Pine Island MPC <p>April 20-30, 2015 - Community Forums, dates TBD</p> <p>April 29 - May 11, 2015 - Department Budget Meetings with Administration & Finance</p>



**Town of Davie
Budget Calendar
Fiscal Year 2016 Budget**

When	Who	What
August 2015	<p>Finance</p> <p>All Departments</p> <p>Finance</p>	<p>By August 4, 2015 - Certify Proposed Millage Rates, TRIM forms DR-420, etc. & Preliminary Assessment Rates to Property Appraiser and Revenue Collector.</p> <p>August 5, 2015 Workshops - 5:00 PM, Community Endowment Workshop - 5:30 PM, FY 2016-2025 CIP Workshop</p> <p>August 17, 2015 - Deadline for department FINAL Budget Narratives (including KPI reporting) and Organization Charts</p> <p>BCPA prepares and mails TRIM Notices by August 24, 2015.</p> <p>Town publishes Notice of Public Hearing to adopt Annual Rate Resolutions for fire and solid waste assessments.</p> <p>By August 27, 2015: Provide FY 2016 Budget document and ordinances to Town Council for public hearings.</p>
September 2015	<p>Town Council, All Departments</p>	<p>September 3, 2015, 5:01 PM - First Public Hearing - Tentative FY 2016 millage rate and budget are approved.</p> <p>September 15, 2015, 12:00 PM - Special Assessments Hearings - Fire Assessment and Solid Waste Assessment approved.</p> <p>September 11, 2015 - Finance publishes required budget advertisements in local newspaper.</p> <p>Date TBD - Second Public Hearing - FY 2016 millage rate and budget are adopted.</p> <p>By September 19, 2015 - Certify adopted millage rate to Property Appraiser and State within 30 days of final budget hearing.</p>
October 2015	<p>All Departments</p> <p>Finance</p>	<p>FY 2016 Budget goes into effect October 1, 2015</p> <p>By October 15, 2015 - Prepare, certify and mail TRIM compliance package to State within 30 days of final budget hearing.</p>



**WATER AND SEWER SERVICE RATES
EFFECTIVE OCTOBER 1, 2015
ORDINANCE 2007-38**

MONTHLY BASE RATE

RESIDENTIAL BASE RATE

	<u>Water</u>	<u>Sewer</u>	<u>Combined</u>
Single Family Home	\$20.17	\$36.11	\$56.28
Multiple Unit Residential Including duplexes, townhomes, Etc. (per dwelling unit)	\$16.12	\$28.89	\$45.01
Mobile Home Units (per dwelling unit)	\$12.09	\$21.67	\$33.76

**NON-RESIDENTIAL/COMMERCIAL/INSTITUTIONAL CLASS BY
METER SIZE**

	<u>Water</u>	<u>Sewer</u>	<u>Combined</u>
¾" or less	\$20.17	\$36.11	\$56.28
1"	50.40	90.28	140.68
1-1/2"	100.81	180.55	281.36
2"	161.27	288.87	450.14
3"	302.40	541.66	844.06
4"	504.01	902.74	1406.75
6"	1008.01	1805.51	2813.52
8"	1612.81	2888.81	4501.62

IRRIGATION CLASS

	<u>Water</u>
Minimum up to 1 ERC (Equivalent Residential Connection (350 GPD))	\$20.17
For each additional ERC (350 GPD) (as calculated by Utility Department)	\$20.17



VOLUME CHARGE

WATER

Volume charge per 1,000 gallons for water (Single family, Multi-Unit, Mobile Home and Irrigation Classes)

Block 1	\$3.33
Block 2	\$4.96
Block 3	\$6.62
Block 4	\$8.29
Block 5	\$9.98
Block 6	\$11.63

Volume charge per 1,000 gallons of water (Non-residential, Commercial and Institutional Classes)

All Usage	\$5.56
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SEWER

Volume charge per 1,000 gallons of sewer (All retail classes)

All Usage	\$6.51
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Wastewater billing cap for single family accounts – 15,000 gallons

Wastewater billing cap for multi-unit accounts – 12,000 gallons

Wastewater billing cap for mobile home accounts – 9,000 gallons

PRICE BLOCKS BY CUSTOMER CLASS

	Block 1	Block 2	Block 3	Block 4	Block 5	Block 6
Single family	5,000	10,000	20,000	30,000	50,000	Over 50,000
Multi-Unit	4,000	8,000	16,000	24,000	40,000	Over 40,000
Mobile Home	3,000	6,000	12,000	18,000	30,000	Over 30,000
Irrigation	5,000	10,000	20,000	30,000	50,000	Over 50,000

CONSERVATION SURCHARGE (PER ORDINANCE 2008-5)

Block 1	0%	\$ 3.33 per thousand gallons
Block 2	10%	\$ 5.46 per thousand gallons
Block 3	20%	\$ 7.94 per thousand gallons
Block 4	30%	\$10.78 per thousand gallons
Block 5	40%	\$13.97 per thousand gallons
Block 6	50%	\$17.45 per thousand gallons



ACCOUNT DEPOSIT

Residential (Single-family, Multi-Unit, Mobile Home)

Water Service	\$ 50.00
Sewer Service	\$ 50.00
Water & Sewer Service	\$100.00

Residential – Rental Units (Single family, multi-unit, mobile home)

Water Service	\$ 75.00
Sewer Service	\$ 75.00
Water & Sewer Service	\$150.00

Non-Residential, Commercial Institutional

	WATER DEPOSIT	SEWER DEPOSIT	WATER & SEWER DEPOSIT
5/8" or 3/4"	\$ 75.00	\$ 75.00	\$150.00
1"	150.00	150.00	300.00
1-1/2"	200.00	200.00	400.00
2"	300.00	300.00	600.00

Irrigation Meters - \$50.00 for each calculated ERC

MISCELLANEOUS CHARGES

Connect Charge: Between 8:30 am and 5:00 pm \$30.00
Monday through Friday, to establish
service at Customer's request

After 5:00 pm or during Weekends or \$100.00
Holidays, to establish service at
Customer's request

Disconnect Charge: Between 8:30 am and 5:00 pm \$30.00
Monday through Friday, for non-payment
of account or returned checks

After 5:00 pm or during Weekends or \$100.00
Holidays, for non-payment of account
or returned checks

Reconnection will be at no additional
cost once payment is received.



Late Charges:	Payment will be considered late if not received by 5:00 pm on the DUE DATE indicated on the bill. The late charge is \$7.00 or 12% of the bill, whichever is the greatest.
Returned Checks:	There will be a charge of \$25 for all returned checks. If payment for returned check is not made before date On bill, a late charge will be added.
Tampering Charge:	There will be a charge of \$300 for tampering with any Utility service, plus any and all repair costs incurred.
Removal of Jumper or other Illegal Bypass	\$250.00
Unauthorized Use of Water from Fire Hydrant:	\$500.00



TOWN OF DAVIE UTILITY DEPARTMENT
6591 SW 45 STREET (ORANGE DRIVE)
DAVIE, FL 33314
WEBSITE: WWW.DAVIE-FL.GOV

Phone Numbers: (954) 797-1065 Business Office
 (954) 327-3750 After Hours & Emergency

Office Hours: 8:30am to 5:00 pm Monday – Friday
 Closed weekends & holidays

RESIDENTIAL ACCOUNTS

		OWNERS	RENTERS
Account Deposits:	Water Service	\$50.00	\$75.00
Per Unit	Sewer Service	\$50.00	\$75.00
	Water & Sewer	\$100.00	\$150.00
		<u>Water</u>	<u>Sewer</u>
Monthly Base Charges:	Single Family	\$15.96	\$25.24
Per Unit	Multi-Unit	\$12.76	\$20.19
	Mobile Home	\$ 9.57	\$15.14

COMMERCIAL ACCOUNTS/INSTITUTIONAL

	<u>Meter Size</u>	<u>Water</u>	<u>Sewer</u>
Account Deposits:	5/8 inch	\$75.00	\$75.00
	1 inch	\$150.00	\$150.00
	1-1/2 inch	\$200.00	\$200.00
	2 inch	\$300.00	\$300.00
	3 inch & over	By negotiation with director	
	Irrigation	\$50.00 per calculated ERC	
		<u>Water</u>	<u>Sewer</u>
Monthly Base Charges:	5/8 inch meter	\$15.96	\$25.24
	1 inch meter	\$39.80	\$63.09
	1-1/2 inch meter	\$79.79	\$126.18
	2 inch meter	\$127.66	\$201.90
	3 inch meter	\$239.39	\$378.55
	4 inch meter	\$398.94	\$630.92
	6 inch meter	\$797.28	\$1261.85
	8 inch meter	\$1276.61	\$2018.96

* * New Account Charge on customer's first bill is \$30.00 (Residential & Commercial Accounts)

- * Owners are responsible for payment of base charges on vacant units.
- * Billing is monthly. Due dates are printed on bills. Failure to pay on due date will result in a late fee.
- * Failure to pay two (2) monthly billings will result in disconnection of service and a \$30.00 disconnect fee.
- * If payment is not received in the office by 5:00 PM, Service will not be reconnected until the following business day.
- * Payments may be made with cash, check or money order (No credit or debit cards at this time).
- * For your convenience there is a night drop on the West side of the Town Hall complex.
- * Payments dropped off after 8:30 am will be processed the following business day.

For other services, please contact:

Electric	Florida Power & Light	(954) 797-5000
Telephone	Bell South	1-888-757-6500 RES) 1-866-620-6000 (BUS)
Garbage	Waste Management	(954) 974-7500 (Owners must establish)
Recycling	Gay McYoung	(954) 797-1045
Gas	Two Peoples Gas	1-877-832-6747
Drivers Licenses	Fl. Dept of Motor Veh	(954) 497-1570
Cable TV	Bell South	1-877-463-4448 or Comcast 1-800-266-2278
Broward City Property Appraiser	Homestead Exemption	(954) 357-6830



TOWN OF DAVIE
 Attn: Utility Customer Service
 6591 ORANGE DRIVE
 DAVIE, FLORIDA 33314

PHONE NO.: (954) 797-1065
 FAX NO.: (954) 797-1049

DEPOSIT AMOUNT: _____ For Office Use
 CUSTOMER ID _____ LOCATION ID _____

NAME: _____

SERVICE ADDRESS: _____ ZIP CODE: _____

DATE OF CONNECTION: _____

TELEPHONE NO. () _____ FAX NO. () _____

DRIVER'S LICENSE NO. _____

E-MAIL ADDRESS: _____

MAILING ADDRESS _____ ZIP CODE: _____

CHECK ONE:

_____ Residential - Tenant	Date of Lease _____	_____ (Copy of Lease Required to Connect Service)
_____ Residential - Owner	Closing Date _____	_____ (Proof of Ownership Required to Connect Service)
_____ Commercial	Occupational License Date _____	_____ Occupational License No. _____
	(Copy of Occupational License or License Application Required to Connect Service)	

CUSTOMER SIGNATURE: _____



V. REFINING THE PLAN

The business plan presented above will be modified to suit our Department's specific type of business and the audience for which the plan is written. We will consider the economic outlook at a micro and macro level and we will continue to stay abreast of changes that occur that would affect our Department or the Town.



**ADMINISTRATIOIN DEPARTMENT
(BUILDING DIVISION) BUSINESS PLAN**

Town of Davie
Phillip Holste
Assistant Town Administrator
954-797-1041
Phillip_Holste@davie-fl.gov



I. GENERAL DEPARTMENT DESCRIPTION

A. MISSION STATEMENT

The Town of Davie Building Division is dedicated to the expeditious and high quality performance of all of our building related functions while enforcing the Florida Building, and National Electrical Codes. With an emphasis on customer service and life safety, we endeavor to ensure that construction work performed in the Town of Davie is done in a manner that provides safety and security in both commercial and residential structures for our citizens and our visitors.

B. VALUE STATEMENT/PHILOSOPHY

It is the Building Division's objective to carry out our mission, which is a direct reflection of the Town's mission, to help achieve our strategic priorities. In order to achieve this objective, the Building Division has established five strategic priorities which include: Commitment to Customer Satisfaction; Dedication to Professional Excellence in Service Delivery; Respecting and Promoting Diverse and Sustainable Community and Neighborhood Values; Creating an Environment that is conducive to Innovation, Creativity and Collaboration; and Nurturing the health, safety, and welfare of the community. Therefore, it is the responsibility of the Building Division to serve in ensuring that all programs and services help to achieve our town-wide strategic priorities.

C. EXECUTIVE SUMMARY

The Building Division is under the supervision of the Administration Department and continues to evolve to meet the needs of our customers and community. Whether in good economic times or poor, our customers continue to bear the cost of our services.

With the predicted growth of the Town, the need for service will increase and become more complex. With that in mind, the Building Division has, so far, managed to remain consistent in the delivery of our services. We will endeavor to continue to provide the highest quality services to our customers while operating as efficiently and effectively as possible. Our employees will continue to meet the increased demands placed upon them by the organization, customer, and the community.

The Building Division is dedicated to providing the most highly qualified workforce in each of the disciplines with the funding provided to us. We will accomplish this goal through effective interview practices for new employees and continuing education programs. We will continue to



pursue the strategic priorities outlined in this document. This will be accomplished through the proper planning and execution of annual budgets and the Town’s Strategic Plan.

The Building Divisions funding is provided through permit fees which are set by the Town Council to provide the necessary level of service to meet the needs of the customer and the community. This is in direct correlation with state law to ensure that plan intake, plan review and inspections follow the guidelines set forth in the Florida Building Code and to guarantee code compliance.

This business plan blends with the Town’s Strategic Plan and creates the road map for the Division to follow into the future. It has given us the opportunity to reflect upon our strengths, weaknesses, challenges, and opportunities and too use that knowledge to best meet our customers’ needs. We know and understand the challenges that we face, and we also realize that we are but one part of the overall service model, which comprises the Town of Davie.

D. S.W.O.C. ANALYSIS

As a part of the Town’s Strategic Planning Process, the Building Division with the assistance of the Town’s Strategic Planning Committee undertook an internal assessment of the Division’s strengths, weaknesses, opportunities, and challenges. The results of the assessment are outlined below:

Internal Strengths	Description	Options for Preserving or Enhancing Each Strength
Knowledgeable Staff	Very well versed in all phases of construction and permitting.	Continued education and training.
Department Unity	Working together to achieve best possible results.	Open mind and know how to achieve results.
Bilingual staff	Good customer service at our permit counter.	Maintain this level of communications.
Providing quality customer service	Customer service is a primary goal of this Division. Every staff member is charged with providing the best customer service they can within the boundaries of the Code.	Monitor staff on a routine basis to correct any problems that may arise with customer relations.
Professional cooperation between disciplines to make the work flow smoothly.	Building Division staff; (Chiefs, Plans Examiners, Inspectors and clerks) all work together and help each other within the parameters of the Code and their perspective disciplines.	Maintain professional policies.



Internal Strengths	Description	Options for Preserving or Enhancing Each Strength
Knowledgeable Staff	Very well versed in all phases of construction and permitting.	Continued education and training.
Department Unity	Working together to achieve best possible results.	Open mind and know how to achieve results.
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Providing quality customer service	Customer service is a primary goal of this Division. Every staff member is charged with providing the best customer service they can within the boundaries of the Code.	Monitor staff on a routine basis to correct any problems that may arise with customer relations.
Professional cooperation between disciplines to make the work flow smoothly.	Building Division staff; (Chiefs, Plans Examiners, Inspectors and clerks) all work together and help each other within the parameters of the Code and their perspective disciplines.	Maintain professional policies.
Adequate Resources	Because of an abundance of undeveloped land, the Building Division has managed to maintain a healthy reserve fund and continues to meet its financial goals.	Continue to conserve funds and not use resources foolishly.

Opportunity	Description	Options for Taking Advantage of Each Opportunity
Town offers education reimbursement	Increase your knowledge through education.	May be to your advantage for an upgrade.
Apply for permit on-line	Saves time and is cost effective.	Work towards procuring technology to accomplish.
Digitize all records	Easy retention and retrieval of records, remove microfilm and microfiche machines, tapes, rolls.	Work towards procuring technology to accomplish.



Have a records Division	This area needs to be looked at, a separate records section would handle record requests, scanning, filing. Etc.	Work towards procuring technology to accomplish.
Digital Records	Digital records and history, would allow for install recall. Implement ProjectDox Program.	Records requests are very time consuming need additional staff.
Remove payment process from the Building Division	Use the cashier in Finance Department for permit payments to speed up the permit counter.	Finance Department can monitor funds using NWS.
Expired Permits	Permits expire and little action is taken. Contractors must be notified in writing that permits are expired per the Florida Building Code.	Have an automatic system to notify contractors when permits expire. Additional staff is needed to accommodate this procedure.

Challenge	Description	Options for Overcoming Each Challenge
Poor union relations	Employee pay and benefits need to be analyzed.	Needs to be more proactive and up to date.
Expired permits	Our shelves are overloaded with expired permits; we do not have the proper staffing to handle the problem.	Create a new position for a records clerk.
Obtaining the necessary equipment to perform daily tasks.	Although some of the equipment has been purchased it has not been installed and therefore is of no use.	Provide laptops and scanners as needed when needed.
Create a better working environment between Departments.	Engineering, P&Z and Fire always appear to be in conflict with the Building Division.	Develop programs and processes for Departments to be more cohesive.
Plan Tracking procedures	Our current permitting software does not have the ability to track permit files.	Explore possibility of purchasing tracking software (barcode).



E. PRODUCTS & SERVICES

The Building Division provides building permitting services to Davie resident's contractors and businesses. The community that we serve is considered to be stakeholder. The stakeholders include Davie residents, federal agencies, state agencies, local agencies, the Town Council, Town Staff, local contractors and local businesses.

The Division products (programs and services) are developed to meet the needs of our stakeholders. Below is a list and description of the Division's core programs and services:

Permits

The Building Division provides for the issuance of permits necessary to ensure code compliance to the Florida Building Code. This service is provided to the community for all construction projects/development.

Plan Review Services

The Building Division provides a plan review service to the businesses, contractors and residents of the Town mandated by State, County, and local laws. The Building Division reviews plans to ensure compliance with the Florida Building and National Electrical Codes.

Inspections

The Building Division provides inspection services to the businesses, contractors and residents of the Town as mandated by State, County and local laws. The purpose of this service is to insure conformity to the approved plans and the building codes to maintain safe and effective building construction for our homeowners and businesses.

Unsafe Structure Board

The Building Division participates in the Unsafe Structure Board which is a quasi-judicial advisory committee that reviews the decision of the Building Official regarding buildings considered to be unsafe. This service is provided for the health, safety, and well being of our communities.

40 Year Safety Program



The Building Division requires all structures 40 years or older to receive an engineering/architect safety review according the requirements set forth in the Florida Building Code Broward County Amendments. This inspection will be done every 10 years after the initial 40 year inspection.

Hazard and Routine Investigations

The Building Division provides this service to the businesses and residents of the Town mandated by State, County and local laws. Our services are utilized whenever structural components are compromised or deemed unsafe by natural or un-natural acts. We aid building owners in their endeavors to maintain safe structures.

Pre-project Review

The Building Division provides pre-project assessment of compliance with regulatory requirements and forecasting associated costs.



F. MANAGEMENT & ORGANIZATIONAL STRUCTURE

The day-to-day operations are managed by The Building Official, Mr. Brian Dillon, and overseen by the Assistant Town Administrator, Mr. Phillip Holste.

Mr. Brian Dillon, Building Official, is a certified Building Official by the Department of Business and Professional Regulation as well as the Broward County Board of Rules and Appeals. Mr. Dillon has over 40 years of experience in the field of building construction of which for the past 5 years, he has served as a Building Official for the Town and has worked for the Town's Building Division for the past 20 years.

The Departmental hierarchy consists of 4 discipline chiefs. Mitchell Lipton, Chief Structural Inspector; Nick Todaro, Chief Electrical Inspector; Tim DeCarion, Chief Mechanical Inspector and Peder Pedersen, Chief Plumbing Inspector; all who are certified contractors and masters of their trade. All together they have over 100 years of combined experience in the construction trade industry.

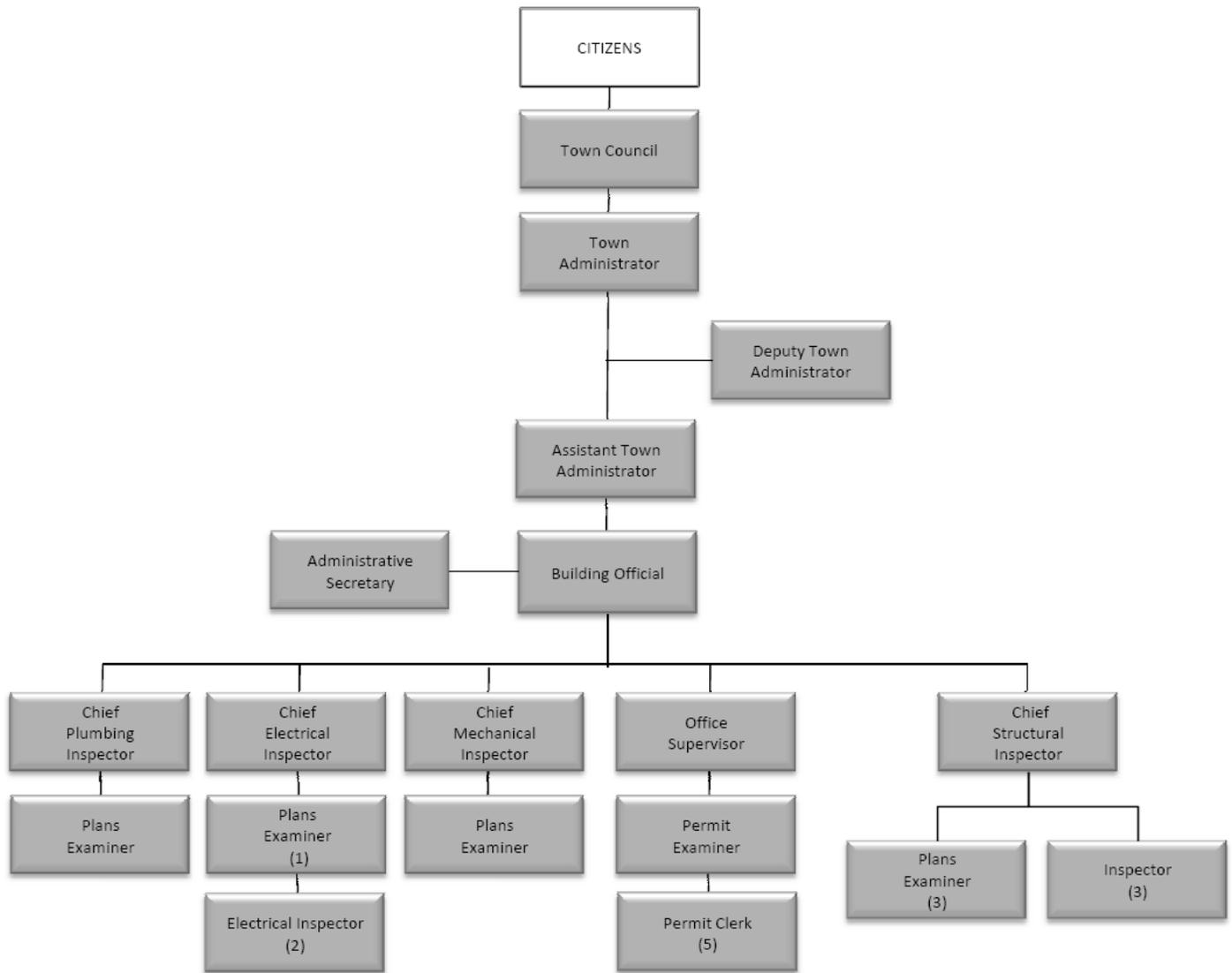
In succession, Nick Todaro, the Electrical Chief serves as acting Building Official, and in the absence of any of the Chief Inspectors for each discipline, a plans examiner of that discipline serves as the Chief of said disciplines.

Our organizational structure consists of the aforementioned management and supervisory personnel as well as a staff of well trained supervisors and Clerks who process all applications for Building, Landscaping and Planning and Zoning permits.

All staff members are trained in the necessary skills and certifications to ensure continuation of business in the event employees retire or find other employment. Staff members are given the opportunity to attend training courses and seminars related to the Department's core services.



The following organizational chart represents the hierarchy of the positions listed above and the subordinate levels of their responsibility.





G. PERSONNEL

The Building Division is comprised of twenty four (24) professional skilled employees who run several programs and services. Positions are filled based on the minimum qualifications through a test and selection process monitored by the Human Resources Department.

The Building Official: oversees the daily function to the Operations of the Department. The position also functions as the liaison between the Town and Broward County and performs highly responsible administrative and supervisory building functions. The Building Official is responsible for supervising subordinate Chief Inspectors and the Permit Clerk Supervisor and participates in the planning for Department goals and objectives.

The Chief Structural Inspector: oversees all structural plans review, schedule inspections, supervises subordinate inspection staff and interacts in a high profile at our building Division permit counter. He further supervises and participates in all preliminary plans review meetings and large project preconstruction reviews. Additionally, the Chief Structural Inspector oversees our fleet of our vehicles and is a member of the vehicle users group for the Town.

The Chief Electrical Inspector: oversees all electrical plans review, schedule inspections, supervises subordinate inspection staff. He further supervises and participates in all preliminary plans review meetings and large project preconstruction reviews.

The Chief Mechanical Inspector: oversees all mechanical plans review, schedule inspections, supervises subordinate inspection staff. He further supervises and participates in all preliminary plans review meetings and large project preconstruction reviews.

The Chief Plumbing Inspector: oversees all plumbing plans review, schedule inspections, supervises subordinate inspection staff. He further supervises and participates in all preliminary plans review meetings and large project preconstruction reviews.

The Building Plans Examiner: Performs plans review, determines the required inspections to ensure conformity to the approved plans and the code, and assists in supervising subordinate inspection staff. He further supervises and participates in all preliminary plans review meetings and large project preconstruction reviews.

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The Building Division's distinct blend of diversity, professional knowledge and experience creates a cohesive team that produces a quality one stop shop where customers can apply for the various services required to build, expand, and or remodel structures in our Town.

The Division has a major focus on employee development. As a result, employees from each level of the organization are involved in the decision-making processes so that they can understand and grow with the organization. This process nurtures the employee in almost every aspect of the Department's operations throughout their career.

The Building Division is governed by the Town's Personnel Rules and Regulations in conjunction with the Collective Bargaining Agreement between Fraternal Order of Police Association and the Town. The primary guideline for operational purposes in the performance of building inspections, plans review and permitting is the Florida Building Code, National Electrical Code and the Broward County Amendments as adopted by the Broward County Board of Rules and Appeals and the State of Florida.

The employees bargaining unit representative organization is the Fraternal Order of Police Association (FOPA) as recognized by Public Employees Relation Commission (P.E.R.C.). We have a Collective Bargaining Agreement with the FOPA for represented employees. Non-represented employees are covered by the Town's pay plan and rules & regulations.



H. BUDGET & FINANCIAL PLAN

FINANCIAL DATA

	2014 Adopted Budget	2014 Actual Amount	2015 Adopted Budget	2015 Actual Amount	2016 Adopted Budget
Fund: 001 General Fund					
Expenditures					
PS - Personnel Services	\$2,307,499.00	\$2,187,379.62	\$2,372,670.00	\$2,262,446.02	\$2,583,757.00
OE - Operating Expenditures	\$820,611.00	\$674,722.62	\$790,650.00	\$765,448.75	\$832,273.00
CO - Capital Outlay	\$61,225.00	\$26,885.76	\$56,800.00	\$45,104.76	\$62,925.00
Fund Total: General Fund	(\$3,189,335.00)	(\$2,888,988.00)	(\$3,220,120.00)	(\$3,072,999.53)	(\$3,478,955.00)
Expenditure Grand Totals:	\$3,189,335.00	\$2,888,988.00	\$3,220,120.00	\$3,072,999.53	\$3,478,955.00



II. DEPARTMENT GOALS/OBJECTIVES, OUTCOMES, ACTION STEPS, AND KPI

Strategic Priorities:

1. Commitment to Customer Satisfaction
2. Dedication to Excellence in Service Delivery
3. Respecting and Promoting Diverse and Sustainable Community and Neighborhood Values with consideration of our historic roots
4. Creating an Environment that is Conducive to Innovation, Creativity, and Collaboration
5. Nurturing the health, safety, and welfare of the community

Goals/Objectives:

1. Provide for safe and sustainable construction throughout the Town of Davie.
2. Provide plan review for all construction projects within the specified timelines.
3. Provide electronic on-line permitting, permit tracking, and inspection scheduling.
4. Provide electronic plans submission, plan review, and plan tracking.

Strategic Outcomes:

1. Complete building inspection services within 24 hours of being scheduled. **SP 1, 2, & 5**
2. Review initial plan submittals of commercial and residential construction within 30 days of receipt. **SP 1, 2, & 5**
3. Increased participations in the Town's on-line inspection scheduling. **SP 1, 2, & 5**
4. Transition from paper plan review to electronic plan review. **SP 1, 2, & 5**

Key Performance Indicators				
	FY15		FY16	
	Goal	Actual	Goal	Actual
1a Percentage of inspections that were completed within 24 hrs	100%	100%	100%	
2a Percentage of plan review completed within 30 days	100%	85%	100%	
3a Percentage of on-line inspection scheduling	100%	25%	50%	
4a. Percentage of electronic plans reviews.	100%	10%	30%	
* Not Applicable/Not Available				



III. OPERATIONAL PLAN

The Building Department, under the supervision of the Administration Department, is located within Town Hall, Building “C” at 6591 Orange Drive, Davie. Operating hours begin at 7:30 a.m. and conclude at 3:30 p.m. On a day-to-day basis the Department assists the general public and businesses in accessing a wide array of internal and external services.

The work schedule for the Building Division is a 40 hour work week. We are currently operating our public access counter from 7:30 a.m. to 3:30 p.m. Monday through Friday.

Production

The Building Division provides many programs and services which include:

- Permits
- Plan Review Services
- Building Inspections
- One-Stop Shop
- On-Line Plan Review
- Unsafe/Damaged Structure Inspections
- Unsafe Structure Board
- 40 Year Old Building Safety Inspection
- Citizen Complaint Investigations
- Record Requests

The Building Division programs and services are developed based on the need within our industry and on the needs of the community businesses and residents. The Department interacts with members of the public on a daily basis and strives to maintain a high level of customer service.

The following are program objectives that result in the Department’s production goals:

Permits

- Provide efficient and effective issuance of permits necessary to ensure code compliance to the Florida Building Code.
- Upgrade the service provided to the community for all construction projects.

Plan Review Services

- Provide plan review service to the businesses and residents of the Town mandated by state, county, and local laws resulting in construction that is compliant with the building code.
- Upgrade the plan review process through the application of new technology providing for



data submissions, review and approval.

- Expand this service to all staff required to provide plan review service.

Building Inspections

- Provide for efficient and effective timely building inspections.
- Upgrade this service through the implementation of new contemporary technology applications in the field.

One-Stop Shop

- Provide a “One Stop Shop” service wherein we give the customer everything they would need for their project at one place.
- Upgrade this program by allowing submittals via the internet and or digitally upon arrival.

On-Line Plan Review

- Provide on line access and tracking inclusive of submittals, re-submittals and the tracking thereof, yielding effective management this process for the contractor and the Town.
- Upgrade this service for the businesses and residents (owner build) of the Town. The purpose of this service is to upload CAD files and track the review process.
- Expand this service to include counter submittals being digitally scanned as well as receiving digital copies via the counter and or the internet.
-

Unsafe/Damaged Structure Investigation

- Provide investigative inspection for unsafe/damaged structures referred by the Fire and Police Departments.

Unsafe Structure Board

- Provide an Unsafe Structures Board which is a quasi-judicial advisory committee that reviews the decision of Building Officials regarding buildings considered unsafe.
- The Unsafe Structures Board meets generally once a month to hear cases submitted by the Building Officials or through appeals requested by homeowners or other interested parties.

40 Year Old Building Safety Inspection

- Provide notification and oversight as required by the Broward County Board of Rules and Appeals of the 40 years old structure safety program.
- Require an engineering/architectural safety review according to the requirements set forth in the Florida Building Code Broward County Amendments.
- Expand investigations through collaboration with the State Fire Marshal’s Office



Citizens Complaint Investigation

- Provide thorough and complete investigation into complaints generated through our GovQa system as well as phone calls from citizens advising us of unpermitted work and unsafe structures.

Records Requests

- Provide timely response to records requests generated through the Towns FOIA program, faxed and e-mailed requests, as well as walk in requests.

Legal Environment

There are several legal requirements to which the Building Division must adhere.

- Maintain compliance with the State BCAIB (Building Code Administrators and Inspectors Board)
- Maintain compliance with the State Department of Business and Professional Regulation.
- Maintain licensure compliance with the Broward County Board of Rules and Appeals.
- Comply with all reporting requirements of the State of Florida and the Broward County Board of Rules and Appeals.



The following represent the legal requirements the Building Division deals with most frequently:

Federal

- Title VII Civil Rights Act
- Department of Labor CFR Title 29
- Family and Medical Leave Act of 1993 – CFR Title 29, Chapter V, Part 825
- Fair Labor Standards Act (FLSA)
- ADA
- Military Leave Act

State

- FSS 250 – Military Affairs
- FSS 322 – Drivers Licenses
- FSS 440 – Workers’ Compensation
- FSS 447 – Labor Organizations
- FSS 448 – General Labor Regulations
- FSS 553 – Building Construction Standards

Local

- Broward County Board of Rules and Appeals

The above laws represent the majority of the legal requirements the Building Division is responsible for ensuring compliance.

As stated above there are many regulations and required reporting standards that the Building Division must adhere to.

The Building Division meets health in the workplace environmental regulations.

All contracts between the Town and its contractors contain specific insurance requirements as required by law.



Personnel

The Building Division is comprised of twenty four (24) professional skilled employees who run several programs and services. Positions are filled based on the minimum qualifications through a test and selection process monitored by the Human Resources Department.

The Building Official: oversees the daily function to the Operations of the Department. The position also functions as the liaison between the Town and Broward County and performs highly responsible administrative and supervisory building functions. The Building Official is responsible for supervising subordinate Chief Inspectors and the Permit Clerk Supervisor and participates in the planning for Department goals and objectives.

The Chief Structural Inspector: oversees all structural plans review, schedule inspections, supervises subordinate inspection staff and interacts in a high profile at our building Division permit counter. He further supervises and participates in all preliminary plans review meetings and large project preconstruction reviews. Additionally, the Chief Structural Inspector oversees our fleet of our vehicles and is a member of the vehicle users group for the Town.

The Chief Electrical Inspector: oversees all electrical plans review, schedule inspections, supervises subordinate inspection staff. He further supervises and participates in all preliminary plans review meetings and large project preconstruction reviews.

The Chief Mechanical Inspector: oversees all mechanical plans review, schedule inspections, supervises subordinate inspection staff. He further supervises and participates in all preliminary plans review meetings and large project preconstruction reviews.

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Inventory

The following equipment is currently being used by Department personnel: vehicles, computers, leased copier, printers, functional filing system, scanners, telephones, safe, and cash register.

VI: APPENDICES

Permit applications

Appendix 1 - Building Permit Application

Appendix 2 - Change of Contractor Application

Appendix 3 - Revision/Trusses/Product Approval Application



Checklists

Appendix 4 – Antenna

Appendix 5 - Banner/Balloon

Appendix 6 - Barn

Appendix 7 - Canopy/Trellis

Appendix 8- Canvas Awning

Appendix 9 - Carport

Appendix 10 - Car Wash

Appendix 11 - Christmas tree/4th of July

Appendix 12 - Certificate of Occupancy

Appendix 13 - Commercial Addition

Appendix 14 - Commercial Alteration

Appendix 15 - Commercial Pool

Appendix 16 – Commercial Certificate of Occupancy

Appendix 17 - Deck

Appendix 18 - Demolition

Appendix 19 - Detached Garage

Appendix 20 - Dock

Appendix 21 - Driveway

Appendix 22- Fence

Appendix 23 - Fire Alarm



Appendix 24 - Fire Sprinkler

Appendix 25 - Fire Suppression and Hood

Appendix 26 - Foundation

Appendix 27 - Gazebo

Appendix 28 - Generator

Appendix 29 - Mobile Home

Appendix 30 - New Commercial Building

Appendix 31 - Patio Roof Overhang

Appendix 32- Patio Slab

Appendix 33 - Residential Addition

Appendix 34 - Residential Alteration

Appendix 35 - Residential Certificate of Occupancy

Appendix 36 - Residential Pool

Appendix 37 - Retaining Wall

Appendix 38 - Satellite

Appendix 39 - Screen Enclosure

Appendix 40 - Shed

Appendix 41 - Shutters

Appendix 42 - Sign

Appendix 43 - Single Family Home

Appendix 44 - Solar Water Heater



Appendix 45 - Spray Paint Booth

Appendix 46 - Telecommunications Antenna

Appendix 47 - Tennis/Basketball Court

Appendix 48 - Tent/Canopy

Appendix 49 - Use Occupancy CO

Appendix 50 - Windows

Appendix 51 - Wood Deck

For additional information or documentation, please visit:

http://www.davie-fl.gov/Pages/DavieFL_BuildngDpt/index



**COMMUNITY REDEVELOPMENT AGENCY
BUSINESS PLAN**

Town of Davie

Giovanni Moss
Office of Community Development/CRA
(954) 797-1226
Giovanni_Moss@davie-fl.gov



I. GENERAL DEPARTMENT DESCRIPTION

A. MISSION STATEMENT

Eliminate and prevent conditions of slum and blight, enhance the tax base, encourage affordable housing, and to facilitate redevelopment activities by the private sector within the limits of the redevelopment area of the Town of Davie.

B. VALUE STATEMENT/PHILOSOPHY

Department Philosophy:

In accordance with the values expressed by the Town Council about a commitment to customer satisfaction, the CRA staff strives to provide excellent customer satisfaction for residents, business owners, and prospective business owners within the CRA. This is done in a number of ways including interaction with each of the groups mentioned as well as with Town personnel. The CRA treats all of its customers with respect and integrity by responding to requests in a timely manner with answers to customer's questions or by directing them to the proper Department for answers. The CRA aspires to provide leadership that inspires others to embrace the same values. Examples of the types of services rendered will be listed below.

The CRA provides financial backing for special events and improvements to properties located within the redevelopment area of the Town of Davie. The CRA helps sponsor special events such as the Davie Road Race, Orange Blossom Festival, Concert in the Park Series, Florida Junior High School Rodeo and the Southeast Circuit Finals Rodeo. The CRA has also made enhancements at the Old Davie School and the Town of Davie Arena at the Bergeron Rodeo Grounds to help bring people to the downtown area. The CRA has paid for improvements such as a sanitary lift station (\$150,000) and installation of new windows (\$72,000) at the Old Davie School. The CRA has also paid for improvements such as the large fans (\$90,904) which were installed at the rodeo arena. This speaks to working toward customer satisfaction and also meets the strategic priority of creating an environment conducive to innovation, creativity and collaboration.

The CRA has supported existing and new businesses through programs such as the Commercial Property Improvement Program and the Commercial Loan Subsidy Program. These programs meet the strategic priorities of dedication to excellence in service delivery as well as



nurturing the health, safety and welfare of the community. The CRA has provided twelve Commercial Property Improvement Program Grants since the program was initiated in 2009 and more grants are forthcoming. These programs resulted in significant improvements to businesses along the Davie Road corridor including the Flashback Diner, Grifs Western, Security Innovative Solutions and the Army/Navy Store complex. Flashback Diner is an example of each of the four strategic priorities being utilized. The CRA worked extremely close with the new owner of the property towards developing a new plan for the site which was formerly a vacant Lums Restaurant. The CRA developed a new grant, the Commercial Property Improvement Program Grant, to provide \$100,000 toward the improvements and provided a Commercial Loan Subsidy Grant which paid out another \$57,635 toward the improvements. This example of providing customer service and creating a spirit of creativity and creation resulted in a terrific new restaurant being developed on the site which was developed for nearly \$800,000 plus the purchase price of the property. This business is extremely successful and is an example of nurturing the health, safety and welfare of the community.

The CRA is deeply involved in providing infrastructure improvements in projects both east and west of Davie Road. A 3-phase infrastructure improvements plan is in the process of being implemented on the east side of Davie Road. These improvements will provide benefits to both residents and business owners. The first phase of the improvement has been completed and the next phase is slated to begin right after the first of the year. One of the improvements being installed is providing stormwater runoff improvements which will improve drainage in the area. The improvements include building storm sewers, providing a storm water retention area which will meet the requirements of the Central Broward Water Control District, and providing for an outfall from the storage facility. The infrastructure improvements also include the installation of new water lines to provide increased fire protection including the installation of water hydrants. Sewer connections were also made in the first phase. Similar sorts of improvements are planned for the west side of Davie Road such as a new water retention area and installation of a roadway at the rear of properties on the west side of Davie Road. Plans are being made to make improvements to Davie Road itself. These projects are certainly an example of nurturing the health, safety and welfare of the community.

As shown in the above examples, the CRA places very high importance on customer driven satisfaction and attempts to collaborate with citizens of the community to provide excellent services and which enhances the health, safety and welfare of the community.



C. EXECUTIVE SUMMARY

The Community Redevelopment Agency (CRA) strives to eliminate and prevent conditions of slum and blight, increase the tax base of the CRA and Town of Davie, encourage affordable housing and facilitate redevelopment activities by the private sector within the redevelopment area of Davie. The CRA encompasses an area of 1,104 acres which generally includes a commercial area centered along Davie Road, a residential area extending from east of Davie Road to the Florida Turnpike and an industrial area east of the Florida Turnpike. The CRA has developed programs which assist each of these areas. Some of these programs are listed below.

The programs within the commercial area include the Commercial Property Improvement Grant Program which provides enhancements to property owners to improve or redevelop their properties and to start new businesses. This program offers a matching grant for new or existing businesses to assist funding for improvements made to their property. The grant provides up to \$100,000 to make improvements to properties. The program was initiated in 2009 and thus far there have been twelve such grants approved. The twelve grants resulted in nearly \$7 million in investments to the properties at a cost to the CRA of \$925,906.88. Examples of the approved grants include the Flashback Diner which opened with the help of the CRA, Grifs Western which made a large addition to an existing building, and Wells Fargo Bank which made extensive improvements to an existing bank facility.

Another commercial program to encourage improvements to commercial properties is the Commercial Loan Subsidy Program. A total of fourteen grants were made through the years by reducing the interest paid on loans by the property owner. The CRA paid out \$261,252.58 to generate over \$6.3 million of improvements. Grants were given to such businesses as Dairy Queen and the Davie Professional Building.

The CRA initiated payments to close curb cuts along Davie Road to reduce the turning movements on this street. The CRA pays \$20,000 for each curb cut which is closed. Thus far, there have been payments approved for four such closures.

The CRA has approved preliminary plans for improvements to Davie Road to improve pedestrian access, provide bike lanes and try to slow down the traffic along the street. These plans will be funded within a three year period by other sources. The CRA is also making improvements to other streets in an attempt to provide alternate routes from Davie Road. Improvements are planned to construct SW 67th Avenue and Oakes Road in the near future.

The Davie CRA has provided affordable housing within the redevelopment area in the past. The CRA has constructed 13 affordable houses built in a Key West style. Three additional houses are being built by Broward County on lots donated by the CRA.



The CRA has also approved funding for infrastructure improvements which will primarily benefit the residential areas but will also benefit the commercial areas. The CRA has already installed some of the improvements east of Davie Road and a large project is slated to begin in 2016 and be completed in 2018. These improvements will continue the program already started to install sanitary sewers, install larger water mains and install a storm drainage system to the area. The sanitary sewers are to be provided to replace the existing septic systems within the area. The CRA is paying to install the sanitary sewers as well as to remove the septic tanks and pay impact fees for the sewers. The sanitary sewers will replace short term septic tanks with a long term sewer system. Water mains are being increased in size to provide a better distribution system and to provide fire protection. The present lines are too small to support fire hydrants which will now be placed throughout the area. The storm sewer system will provide better drainage to the area and will remove the need to provide storm water retention in a central location which removes the requirement to have storm water retention areas on individual lots. The area will also receive new streets and sidewalks. The result of installing these improvements will be better service to each house and increased property values to the residences and businesses. The cost of these improvements is approximately \$15 million.

The CRA is also installing storm water improvements on the west side of Davie Road. A new roadway is also being installed along the edge of the Huck Liles property where the storm sewer is being installed. These improvements will negate the requirement of the Central Broward Water Control District for individual storm water retention areas on individual lots. The cost of these improvements is estimated at \$5 million.

The CRA has also been assisting properties within the industrial area east of the Florida Turnpike. Assistance has been given to Actavis a large pharmaceutical company. The CRA paid the entire local share of a grant from the State of Florida to help construct the plant which at the time was Andrx Pharmaceuticals. The CRA has been negotiating with Actavis toward the purchase of property which would permit an expansion of their plant.

This executive summary shows that many of the projects of the CRA take many months or even years to complete. Such is the nature of redevelopment. The eventual rewards are to generate increased tax revenues for the Town of Davie and to make a more pleasurable place to visit, work and live.



D. S.W.O.C. ANALYSIS

Strength	Description	Options for Preserving or Enhancing Each Strength
Professional and Experienced Staff	Community Development Director and CRA Coordinator are long term employees with the Town of Davie. The CRA Coordinator has a vast amount of knowledge and experience with the CRA while the Community Development Director brings a vast amount of knowledge and experience from being with the Town of Davie as the Housing and Community Development Director prior to the Departments being merged together.	Continue to provide training opportunities for staff to gain experience and knowledge within the field.
Employee Work Ethic and Teamwork	Staff is dedicated and committed to their position and has a very strong work ethic and completes work assigned regardless of task at hand and maintains a high level of moral in the Department. Employees can think outside the box to accomplish task at hand no matter what their position is.	Continue to promote a cooperative relationship to keep high moral within Department.
Relationship with Town Departments and Employees	The CRA maintains a close working relationship with all Town Departments. Also assists during pre and post	Continued communication and collaboration between Departments.



	hurricane activities.	
Relationship with CRA Board	The CRA staff has an excellent working relationship to achieve the best possible results with the CRA Board (Town Council) and works to accomplish the mission of improving the slum and blight conditions in the CRA area.	CRA staff achieves optimum results as directed by the CRA Board.
Collaboration with the Office of Community Development (OCD)	By collaborating with the Office of Community Development (OCD), the CRA has been able to provide additional opportunities to the Eastside. (affordable housing, street lights, sidewalks, infrastructure improvements, etc.)	Continue to expand relationships with OCD to provide additional opportunities within the redevelopment area.
Customer Service	The CRA staff is dedicated to providing exceptional customer service to residents and business owners.	Communication is paramount in providing customer service and resolving issues which may arise.
Communications	The CRA works closely to ensure fluid communication so that everyone is familiar with projects/activities within the CRA area.	Continue and allow the flow of communication within the CRA Dept.
Emergency Support	The Community Development Director and CRA Coordinator are NIMS certified to assist when need arises. The CRA Coordinator is CPR and	Continue emergency support training when available.



	AED certified.	
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Weakness	Description	Options for Preserving or Enhancing Each Strength
Internal communication between Departments, i.e. Planning and Zoning; Building, and Code Enforcement	Proper communication between these Departments is very important.	Possible periodic meetings between Departments to discuss site plans, signage, code enforcement.
Lack of staffing	The CRA lacks sufficient staffing to accomplish major tasks such as small business development and marketing.	Work with consultants to accomplish specific tasks.



Opportunity	Description	Options for Taking Advantage of Each Opportunity
Leverage infrastructure improvements to encourage development	The CRA has a \$20 million bond dedicated for infrastructure improvements.	Market improvements to encourage development.
Acquisition of Real Estate	Acquisition of property will allow for future redevelopment and improvements to CRA area.	Continued source of revenues and continued development of programs to respond to needs within redevelopment area.
Special Events	CRA can continue to sponsor events to promote the Downtown area.	Utilize events to market downtown area businesses.
Property Values	Property values have begun to increase slightly which has resulted in increased ad valorem revenue.	Continue to work on redevelopment efforts in area to help to provide increased property values.
Redevelopment Opportunities	There are numerous opportunities within CRA area for increased tax base.	Encourage implementation of RAC and TOC within Town of Davie and CRA area.



Challenge	Description	Options for Overcoming Each Challenge
Reduction in Tax Increment Financing	Any future reduction in property values will result in a decrease in the amount of TIF Funds received to fund future projects.	Will use CRA reserve funds to bridge the gap between revenues and expenses.
Continued Council Support For CRA Programs	The Town Council now serves as the CRA Board thus Town Council is kept informed of CRA programs and are supportive of the CRA for the betterment of the Town of Davie and CRA area.	Keep Town Council/CRA Board informed.
Time Limitations	The CRA only has 12 years to accomplish major goals.	Use time effectively and efficiently.



E. PRODUCTS & SERVICES

The CRA offers services or products to business owners, business operators, and residents within the limits of the CRA boundary. These services or products will be described below indicating the types of services available, who the products are available to and at what level. Most of the programs require some sort of matching participation and that will be listed in the description.

One service offered by the Davie CRA is the Commercial Property Improvement Grant Program. This grant is available to business owners located within the CRA. The program was established in 2009 and has proven to be a popular way to provide for exterior and interior improvements to private property. This grant is available on a one-time per property bases and is available to businesses for improvements which are generally visible to the public which thereby enhances the CRA area. The grant is available to existing or new businesses. The maximum grant available is \$100,000. The grant pays 1/3 of the cost of improvements up to \$300,000. So if the improvements are made for \$300,000 or more then the business is eligible for a grant of \$100,000. If the business spends \$1 million the grant is still maxed out at \$100,000. If the improvements are hypothetically \$150,000 then they would be eligible for a \$50,000 grant. The grant is payable upon receipt of a Certificate of Occupancy from the Town of Davie Building Department. Examples of this program include the Flashback Diner, Wells Fargo, Grifs Western, and Security Innovative Systems. Twelve grants have been approved since its inception and nine of those grants have received funding. The other three grants are pending completion. The CRA has paid out \$925,906.88 towards the nine grants which have been approved which have leveraged over \$6,993,346.50 towards improvements in the CRA area.

Another grant which is available to existing or new businesses is the Commercial Loan Subsidy Program. In this case, a business owner would make application for assistance in paying the interest on a construction loan. The program is based on the CRA paying the first 5% of the interest for the first five years of the loan. This program is available for exterior or interior improvements or new business construction. As with all CRA programs this is only available for properties within the boundaries of the CRA. The amount of the loan is negotiated with the CRA Board on a case by case basis. The amount is negotiated as the CRA could not afford to pay the entire cost of a large project. This program began in 1995 and has been used 14 times. The program has leveraged over \$6.3 million in investments for construction. This program has been used to supplement the Commercial Property Improvement Program in the case of Flashback Diner and Grifs Western.

The CRA also has created a Residential Property Improvement Grant which grants funds to assist in making improvements to residential properties within the CRA. The grants awarded are



for 50% of the cost of improvements. The grants have been targeted to pay for the cost of connections to the sanitary sewer system to assist homeowners with these costs.

The CRA has purchased properties within the eastside area and has constructed affordable housing units which are then sold to the home buyers at an affordable price. The CRA purchased 13 lots, constructed houses on the lots and then sold the houses to low and moderate income persons. The home buyers must be approved and qualified as low and moderate income by Broward County. The CRA has deeded three additional lots on which Broward County is building matching Key West style homes and these homes will be sold to low and moderate income families.

The CRA has constructed improvements on the eastside which provide better services to the both residents and businesses. Improvements such as new light poles, new signage, improved landscaping, and new sidewalks were installed. These improvements were installed at no cost to the residents or businesses and have made Davie a better place to live and work for residents and employees of businesses.

The CRA has purchased land to provide for redevelopment opportunities to local neighborhoods. This was done at no cost to residents and has provided a means to prevent slum and blight conditions within neighborhoods. Examples of these land purchases include the purchase of property and the construction of the Eastside Community Center. The CRA also purchased land upon which a fire station was constructed to permit better fire protection to the area of east Davie. The CRA donated the land upon which the Potter Park Multipurpose Center was constructed.

The CRA has provided funding to local business owners along Davie Road to close curb cuts. The elimination of these curb cuts improves the safety along Davie Road by reducing the number of turning movements which are to be made in the Davie Road area. The CRA has paid owners \$20,000 for each curb cut which has been removed. This program is available only for businesses which front on Davie Road and which still have proper access to their business.

The businesses along Davie Road have also benefitted by the CRA purchasing property and then constructing public parking lots. The parking lots are available for use by the nearby businesses. This program recognizes the lack of parking in the Davie Road corridor and the additional parking will attract more patrons into the stores. Parking lots have been constructed on SW 41 Place behind the Army/Navy store complex. This lot provides 41 parking spaces as well as an additional six spaces on the street. The CRA also completed the construction for an additional 43 spaces on the adjoining property located on SW 41 Street. The CRA also constructed 149 parking spaces behind the Chamber of Commerce building on SW 42 Street. The CRA plans another lot on SW 63rd Avenue in the near future.

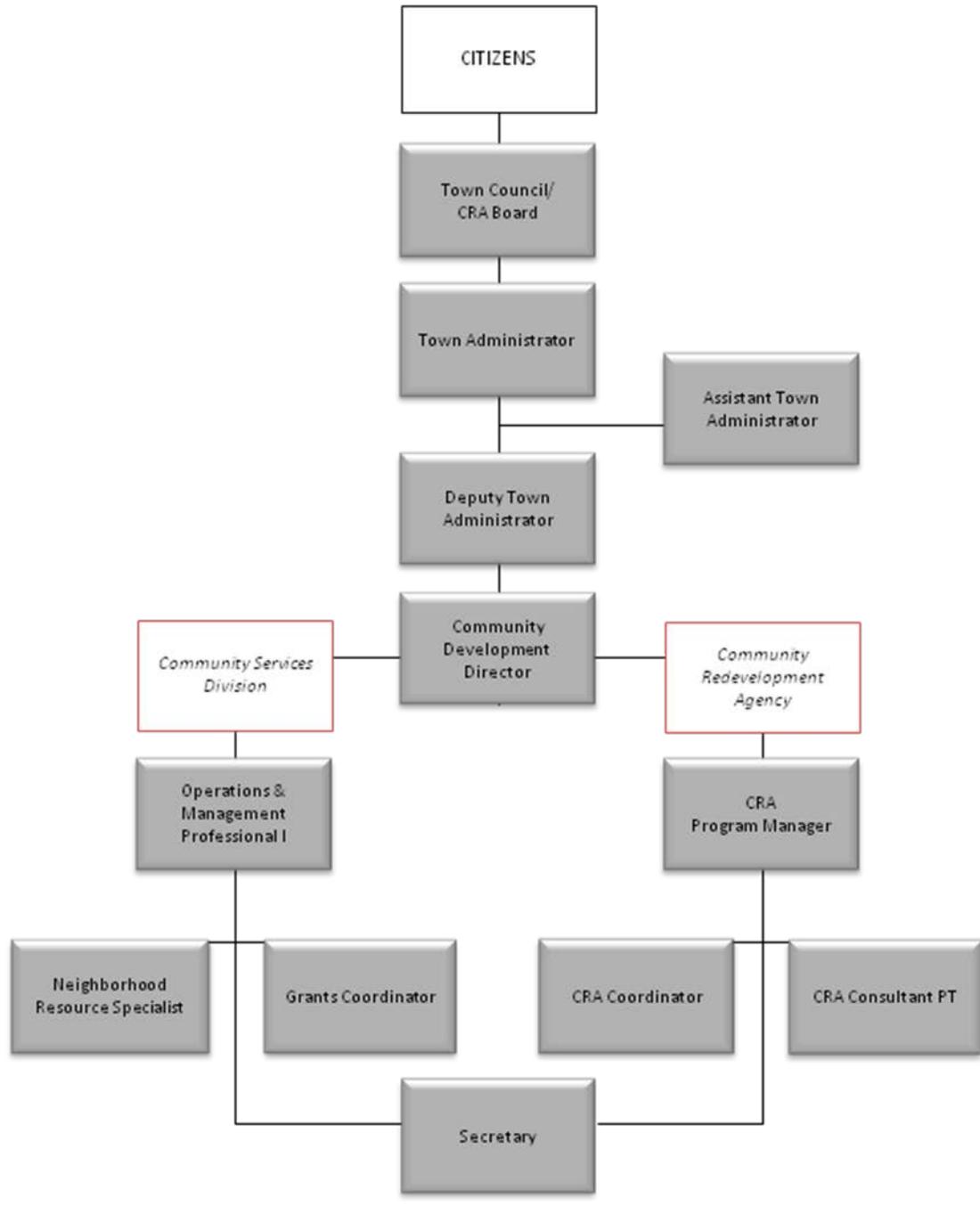


The CRA has made grants available to for improvements to private property to make businesses more attractive to patrons and improve the functionality of the business. A grant was made available to the Army/Navy store complex as well as paying for the removal of curb cuts. Head end parking was removed at the front of the complex and a few parking spaces were relocated. New landscaping and a patio area were added as well as substantial parking to the rear. Similar projects are planned to make the area more attractive, remove curb cuts and improve the functionality of the business. Wells Fargo Bank was also a participant in the Commercial Property Improvement Program grant and removed one of the curb cuts, added landscaping, etc.

The CRA also has acquired properties, removed existing dilapidated buildings and has prepared the land for redevelopment. Examples of this are the northeast corner of Davie Road and SW 41st Street and the northwest corner of Davie Road and Orange Drive. These properties have been assembled and will be redeveloped accordingly.



F. MANAGEMENT AND ORGANIZATIONAL STRUCTURE





G. PERSONNEL

The Davie Community Redevelopment Agency currently employs two employees: A Community Development Director and a CRA Coordinator. In the near future, the CRA plans on hiring a Program Manager. All the employees are professional and have a variety of skills. Employees are found in-house or through the Town's recruiting procedure. The Office of Housing and Community Development Director who has been with the Town for over 13 years oversees the operations of the Davie CRA. The Office of Housing and Community Development Director brings a vast array of knowledge and experience to the CRA. The CRA Coordinator was previously an Administrative Aide with the CRA. She has over 16 years of experience working within the CRA and is a great asset to the organization. The in-house CRA Consultant recently resigned due to health reasons and a Program Manager is in the process of being hired. The quality of staff members is exceptional. The CRA prides itself on being able to accomplish a variety of things with a lean office personnel. Every employee works together as a team to accomplish all Department tasks. The CRA Coordinator fills in when the Community Development Director is on vacation or is out of the office. The median tenure for staff is currently 13 years. This wealth of experience allows our office to consistently provide a very high level of service.

The CRA employees attend many training courses throughout the year. Some courses are sponsored by the Town of Davie. Both employees are certified in NIMS training. In addition, the Community Development Director attends the Florida Redevelopment Association Conference, National and State Community Development trainings/conferences and local Economic Development summits. The CRA is non-union workplace.



H. BUDGET & FINANCIAL PLAN

FINANCIAL DATA

	2014 Adopted Budget	2014 Actual Amount	2015 Adopted Budget	2015 Actual Amount	2016 Adopted Budget
PS - Personnel Services	\$277,029.00	\$238,145.76	\$294,484.00	\$277,766.90	\$320,791.00
OE - Operating Expenditures	\$3,142,716.00	\$1,143,254.66	\$1,202,300.00	\$504,130.60	\$1,811,410.00
CO - Capital Outlay	\$22,287,339.00	\$1,922,717.59	\$24,823,000.00	\$281,300.81	\$24,060,011.00
DS - Debt Service	\$1,756,321.00	\$952,629.37	\$1,685,681.00	\$1,685,679.00	\$1,685,680.00
OU - Other Uses	\$3,005,290.00	\$0.00	\$0.00	\$0.00	\$0.00
Fund Total: Community Redevelopment Agency	(\$30,468,695.00)	(\$4,256,747.38)	(\$28,005,465.00)	(\$2,748,877.31)	(\$27,877,892.00)
Expenditure Grand Totals:	\$30,468,695.00	\$4,256,747.38	\$28,005,465.00	\$2,748,877.31	\$27,877,892.00



II. DEPARTMENT GOALS, OBJECTIVES, STRATEGIC OUTCOMES AND KEY PERFORMANCE INDICATORS

Strategic Priorities

1. Commitment to Customer Satisfaction
2. Dedication to Excellence in Service Delivery
3. Respecting and Promoting Diverse and Sustainable Community and Neighborhood Values with consideration of our historic roots
4. Creating an Environment that is Conducive to Innovation, Creativity, and Collaboration
5. Nurturing the health, safety, and welfare of the community

Goals/Objectives:

1. Improve the tax base within the CRA by attracting new businesses and residential developments; expanding and making improvements to beautify and improve the functionality of businesses, and residences.
2. Improve the drainage capability for the west side of Davie Road by installing a storm sewer system and a large storm water retention facility and install a roadway along the edge of Bergeron Rodeo Grounds to provide additional access to Davie Road.
3. Improve the drainage, sanitary sewers and water mains for the east side of Davie Road. This includes planning and construction.

Strategic Outcomes:

- 1a Seek new development and business projects to the CRA by increasing awareness of what programs the CRA has to offer through presentations at business meetings, Town events and meetings with prospective business developers. **SP 3 & 4**
- 2a Complete west side drainage improvements including the roadway along the east and south sides of the Bergeron Rodeo Grounds. This project should be bid out in FY 2015 and construction should begin in FY 2016. **SP 4 & 5**
- 3a Complete the plans for drainage, sanitary sewer and water main construction east of Davie Road. Construction should begin in FY 2016 and take approximately 18 months. **SP 4 & 5**



Key Performance Indicators				
	FY15		FY16	
	Goal	Actual	Goal	Actual
1a) Number of meetings with prospective business development entrepreneurs	7	9	9	
1b) Number of commercial improvements made to properties through utilization of Commercial Property Improvement Program Grants	3	3	5	
1c) Number of grants made for CRA Community Art Program (New Program)	*	*	5	
1d) Number of grants made for Façade Improvement Program (New Program)	*	*	5	
2a) Complete west side drainage improvements construction- Plans completed in 2015 and then construction in 2016	75%	100%	50%	
3a) Complete the construction of east side drainage, water main and sanitary sewer construction. Plans completed in 2015 and the construction in 2016.	100%	100%	50%	
	* Not Applicable/Not Available			



III. OPERATIONAL PLAN

Legal Environment

Effective October 1, 2013, legal counsel for the Davie CRA was provided by John Rayson who also serves as the Town Attorney. The CRA Attorney provides information and guidance to the Community Development Director and the CRA Board and for when items are brought before the Town Council for consideration and approval. The CRA must comply with Chapter 163 Part III of Florida Statutes which contains the guidelines and legal authority for CRA's. The CRA must also comply with the requirements of Chapter 12 of the Town of Davie Code of Ordinances which outlines the specific powers of the CRA. The CRA also pays for outside legal on specialty items which is provided by Sue Delegal.

- The CRA is responsible for constructing improvements such as the installation of infrastructure improvements or the construction of public parking lots. The CRA must obtain the proper permits from the Town of Davie and the appropriate other governmental agencies where appropriate. Permits may be required from the building Department and/or the engineering Department. Permission may be required from agencies such as Broward County or the Central Broward Water Control District.
- The CRA complies with the Town of Davie regulations concerning a healthy workplace. The CRA complies with all rules of the Human Resources Department.
- The CRA contains 1,104 acres. The CRA must comply with all building code and zoning code requirements. There are specialized regulations for parts of the CRA including the Regional Activity Center (RAC) and the Transit Oriented Corridor. Each of these areas has specific regulations regarding what types of uses are allowed and the density of those uses. There are other various zoning districts regulating uses within the CRA. There is also part of the area on and near Davie Road which has an overlay district so that uses must comply with the Western Theme. The area within the Western Theme is the most lenient zoning district within Davie.
- The CRA is covered by Town of Davie insurance. The CRA also maintains a separate policy which includes public officials liability coverage, employment practices coverage and general liability coverage. The CRA also has insurance which covers the contents of the warehouse rented by the CRA and a new building purchased by the CRA has insurance coverage.



**COMMUNITY SERVICE DIVISION
BUSINESS PLAN**

Town of Davie

Giovanni Moss
Community Development Director
(954) 797-1226
Giovanni_Moss@davie-fl.gov



I. GENERAL DEPARTMENT DISCRIPTIONS

A. MISSION STATEMENT

The mission of the Community Services Division is to develop and administer programs, activities, and policies that assist in the creation of economically viable and sustainable neighborhoods using a holistic approach of neighborhood revitalization, housing assistance, and community development projects that build or expand infrastructure; upgrade public facilities; upgrade the existing housing stock; expand homeownership opportunities and affordable rental housing; and promote economic development.

B. DEPARTMENT PHILOSOPHY

To improve the quality of life of Davie residents through a unified commitment to providing customer driven programs and services that focus on the needs of our community. The Community Services Division is dedicated to provide a level of service excellence and respect for our stakeholders. The Department will embrace its leadership role and represent the Town with pride and integrity.

C. EXECUTIVE SUMMARY

The Community Services Division manages the Town's federal and state housing grant programs; the Town's federal and state community development grant programs; and the Town's Neighborhood Service Center. The Division is the creator and administrator of housing programs designed to upgrade the Town's existing housing stock. The Division is also the administrator of the Town's community development programs designed to provide both direct and indirect services that improve the quality of life for Davie's residents.

The Community Services Division utilizes a "holistic" approach, and is premised on the fact that no single action can "turn a neighborhood around;" rather, the combination of improved housing conditions, improved infrastructure, community outreach, economic development initiatives (job development/placement), health care, etc., must be brought together to create a significant and positive impact for Davie and its residents. The core programs and services provided by the Community Services Division are the key ingredients to our holistic approach.



The Community Services Division is in the business of improving the quality of life for all Davie residents. The Division does this by effectively managing both the Neighborhood Service Center and the Town's federal and state housing and community development grants.

Through the use of the Neighborhood Service Center, the Department is able to function as an information hub for residents in need of access to local social service agencies. The use of federal and state housing grants enables the Department to provide a direct benefit to our residents in need of modifications, such as hardening and handicap accessibility that upgrade the Town's existing housing stock. Lastly, the use of federal and state community development grants enables the Department to undertake necessary required capital improvements such as upgrades to public facilities, parks, roads, lighting within targeted areas. The Department engages the public to create local programs that facilitate the fair and systematic usage of all funds.

The Community Services Division is essentially a communication link. The Division is the resident's communication link to the Town (and other Non-profit service providers), the Town's communication link to the United States Department of Housing Urban Development (HUD), and HUD's communication link to the residents. The Town promotes economic growth through homeownership opportunities; homeownership continues to be the cornerstone of the American Dream. For these reasons, the future of this communication link is strong.

The Town's Community Division plays a critical role in the stabilization of our community during these difficult economic times. The programs and services provide both short-term and long-term solutions for current housing and economic crisis. As Davie continues to recover from our current economic state the demand for the services of the Department will continue to grow.

There have been some major shifts in grant funding that are due to the current economic climate. State funding for housing programs has dramatically decreased and there has been a small increase in federal funds. The Division has adjusted its programmatic focus to balance these factors to maintain and expand program and services.

D. S.W.O.C ANALYSIS

As a part of the Town's Strategic Planning Process in 2015, the Community Services Division staff with the assistance of the Town's Strategic Planning Committee undertook an internal assessment of the Department's: strengths, weaknesses, opportunities and challenges. The results of the assessment are outlined below:



Strengths	Description	Options for Preserving or Enhancing Each Strength
Staff	The Department's staff members are committed, hardworking, and dedicated employees.	Provide additional training to enhance employees' skills to operate current programs.
Partnerships	The Department has done an excellent job creating partnerships with non-profit and other government entities to leverage funding and expand services for Davie residents.	Continue to seek partnerships that can benefit Davie residents.
Grant Funds	The Department's access to consistent grant funds allows us to provide programs and services that provide direct benefits to Davie residents.	Leverage existing funds to benefit Davie residents. Seek additional grant funds to provide programs and services.
Providing Referrals	The Department's industrious method of providing referrals for both housing and social service programs, gives a unique ability to link programs and service to our residents.	Continue to develop methods to inform the public of the services are that available.
Resourcefulness	The Department's “Service Oriented” approach and success in creating productive relationships with other Departments and community partners based on community needs.	Continue to develop new relationship with Departments and community partners to enhance service levels.



Weakness	Description	Options for Preserving or Enhancing Each Strength
Staffing Levels	Due to size of the Division, staff is required to perform a variety of jobs that should be specialized for maximum efficiency.	Request assistance from other Departments in the administration of programs and services.
Marketing Programs/ Services	Division needs to improve in marketing and educating all stakeholders on our services and programs.	Use all marketing vehicles available through the Town. Organize Division Showcase meeting.

Opportunity	Description	Options for Taking Advantage of Opportunity Each Opportunity
Partnerships	There are always opportunities to create new or build on existing partnerships to enhance services and leverage funding.	Seek out additional partnerships through networking.



Internship Program	The Community Services Division can reach out to local universities to solicit interns in their Public Administration or MPA programs.	Work with the Town's HR Department to develop an internship program.
Development of Affordable Housing	Due to the downturn in the housing market the development of affordable housing may become more feasible.	Dedicate local funding resources towards affordable housing.
Economic Development	Department recently merged with the CRA to expand on Economic Development opportunities.	Capitalize on the CRA's established relationships with local businesses.

Challenges	Description	Options for Overcoming Each Challenge
Reduction in Funding	Due to the national economic crisis, many grant programs and other funding sources are being reduced or eliminated. The Town Department has also received a major reduction in operating expenses funded by the Town.	<ol style="list-style-type: none"> 1. Maintain existing funding levels with full compliance to grant requirements. 2. Look for additional funding sources to offset reductions in grant funds.



Increased Demand for Services	Due to the economic crisis many low- income clients are seeking and demanding more services.	Create partnerships with other agencies to collectively meet the needs of Davie's low-income population.
Vulnerable Population	Many of the clients that access the Department's services have a variety of limitations such as income, physical or mental disabilities.	Refer clients with special needs to appropriate agencies that can provide ongoing case management.
Time Delays	Lag time between when the Grant Award to the Department from external funding sources and the release of funds.	Prepare projects & activities while waiting for the release of funds.

E. PRODUCTS & SERVICES

The Community Services Division’s programs and services are primarily provided to low to moderate income Davie residents. The Division works with a diverse group of agencies to provide core services and improve access to services for Davie residents. The partner agencies and the residents the Department serves are all considered to be stakeholders. The stakeholders include Davie residents, non-profit groups, federal agencies, state agencies, local agencies, the Town Council, Town staff, local contractors, and local businesses.

The Division’s products (programs and services) are developed to meet the needs of our stakeholders. Below is a list and descriptions of the Department’s core programs and services:

- Most of the programs and services are provided as direct grants to low-moderate income Davie residents and households. Therefore, there are no fees associated with these services or programs.



Grants Management

The Community Services Division (CSD) manages the Town's federal, state and local housing and community development grant programs. Grant management includes ensuring compliance with applicable federal and state requirements in areas of procurement, expenditures, monitoring, and reporting. The Division prepares documentation for audits from funding agencies. The Division also maintains numerous contracts with grant sub-recipients, consultants, and contractors. The H&CD Department also submits applications for grants related to the core services of the Department.

Housing Grants

The Community Services Division administers a number of grant-funded housing programs that provide homeownership opportunities to first-time homebuyers, upgrade the Town's existing housing stock through home rehabilitation, and provides ADA (handicap accessible) modifications. The Town has two major funded sources for housing grants: State Housing Initiative Partnership (SHIP) and HOME funds from Department of Housing and Urban Development. These funds are used to assist affordable housing developers produce or subsidize housing units. The Town recently received additional funds through the Department of Community Affairs to assist Davie residents purchase and repair foreclosed properties through the Neighborhood Stabilization Program.

Disaster Recovery Programs

The H&CD Department administers the Town's Disaster Recovery Grants related to housing activities which assist victims of natural disaster. These activities include repair damaged housing units, relocation assistance, home hardening, replacing housing units, etc. The Community Services Division is currently in the closet out phase of the following grants through the Disaster Recovery Initiative Program funded through the Department of Community Affairs.

- Mobile Home Repair/Replacement Program
- Installation of Generators into Essential Town Facilities
- Single Family Home Repair
- Home Hardening Program
- Rental/Relocation Assistance



Affordable Housing Incentive Program

The Community Services Division reviews all prospective affordable housing projects to verify their level of benefit and period of affordability, and recommends the waiver of Park and Recreation Impact fees, Building Permit Fees, etc., reductions in parking requirements if warranted, “Affordable Housing Density Bonuses” as applicable, and Deed restrictions or other covenants to ensure the level and period (length) of affordability are maintained. The Town’s Housing and Community Development Department also guides affordable housing developers through the permitting process; and, affordable housing projects/initiatives are expedited to a greater degree than all other projects in Davie. The Community Services Division then works with the developer to determine if and what grant resources are available to subsidize the housing units to make them more affordable. The Division also provides technical assistance to all residential developers in regards to compliance with the Town’s Inclusionary Zoning Ordinance.

Community Development Program

The Community Services Division administers the Town’s annual Community Development Block Grant (CDBG). The CDBG funds are used to undertake capital improvements (Rehabilitate, construct and/or expand public facilities and single family homes and infrastructure) to improve the Town’s CDBG Target Areas. The current capital programs provided through these funds include the:

- CDBG Target Area Improvement Program
- Single Family Rehabilitation Program

CDBG funds are also used to provide public services that serve Davie’s low/moderate individuals and households directly. The current services provided through these programs include;

- Partial funding of the Community Bus System (Green Route)
- Fair Housing Activities
- First Time Homebuyer Workshops

The Town has also administered two additional CDBG programs funded through the American Recovery Reinvestment Act which are designed to make improvements to public facilities and single-family homes to improve energy efficiency.

To remain eligible for the Town’s CDBG Grant, the Community Services Division has to prepare a five (5) year Consolidated Plan and Action Plan every year. The Consolidated Plan is long-range planning document that set forth the Town’s community development goals and objectives. The Department also prepares an annual Consolidated Annual Performance and Evaluation Report to HUD. Copies of the 2007-2012 Consolidated Plan, the FY2014/15 Action



Plan, and Consolidated Annual Performance and Evaluation Report FY2013/14 are attached to this document.

Neighborhood Revitalization Program

The Community Services Division administers this program within its three (3) CDBG Target Areas. The goal of this program is to raise awareness of community problems which contribute to crime and related activities, and to provide self-sufficiency programs and opportunities which help people transition from welfare to independent economic status, while simultaneously improving the physical aesthetics of the neighborhoods. This program utilizes a “holistic” approach, and is premised on the fact that no single action can "turn a neighborhood around;" rather, the combination of improved housing conditions, adequate infrastructure, crime prevention, education/vocational training, economic development initiatives (job development/placement), health care, etc., must be brought together to create a significant and positive impact on the community. The program is designed to empower the residents to build a process that result in neighborhood revitalization, crime reduction, improved healthcare, job creation, and enhanced community services. Maps of the Town’s CDBG Target Area are attached to this document.

Social Service Referral Program

The Community Services Division does not directly provide social services, but partners with a number of local non-profit and government agencies that do. The CSD staff has a comprehensive knowledge of services available and provides referrals and guidance to Davie residents to access the appropriate agencies.

Neighborhood Service Center

The Community Services Division also manages the Town’s Neighborhood Service Center (NSC) and provides rent free space to agencies that provide services to Davie residents. The NSC allows the Town to increase the delivery of social services to its residents by creating a centralized location to access services. The building houses government and non-profit tenants that provide a myriad of services, such as:

- Emergency Financial Assistance
- Housing Counseling Services
- Case Management
- Group and Individual Counseling
- Federal and State Aid Programs

A list of the NSC agencies and their programs and services has been provided as an attachment to this document.



Resource Guides

The Community Services Division has produced a number of resource guides to educate and improve the access of programs and services for Davie residents. The resource guides are provided to Davie residents in a web-based format and in a brochure. Copies of the following resource guides are attached:

- Foreclosure Prevention Guide
- Green Housing Initiative Guide
- Service Provider Guide
- Senior Resource Guide

A function chart that lists the Department's programs and services has been provided as an attachment.

Competitive Advantage

The Community Services Division's holistic approach to provide services and its large portfolio of programs gives it a competitive advantage to Departments in other municipalities or private firms that provide similar services. The Division's grassroots approach of community outreach and community partnerships is another key factor that sets-aside the Department from similar Departments or private agencies.

This grassroots approach has proven to add value. Many municipalities in the Broward County area contract-out the majority of the basic housing and community development programs. But there are only a few firms that provide this type of service which results in them overextending themselves to provide assistance to many cities. Another factor that contributes to the Community Services Division's competitive advantage is partnerships with non-profit and other government entities; this allows the Department to leverage funding and services for Davie residents. The Division understands the needs of its residents and works diligently to create, fund and leverage services to meet those needs.

F. MANAGEMENT & ORGANIZATIONAL STRUCTURE

The day-to-day operations are managed by Mr. Giovanni Moss, the Community Development Director. Mr. Moss has a Masters Degree in Public Administration from Nova Southeastern University and an Undergraduate Degree in Public Management from Florida Atlantic University. Mr. Moss has over 12 years of local government experience and has worked for the Town's Office of Community Development, formerly Housing & Community Development Department for the past 12 years. Mr. Moss is also a certified CDBG Practitioner and has



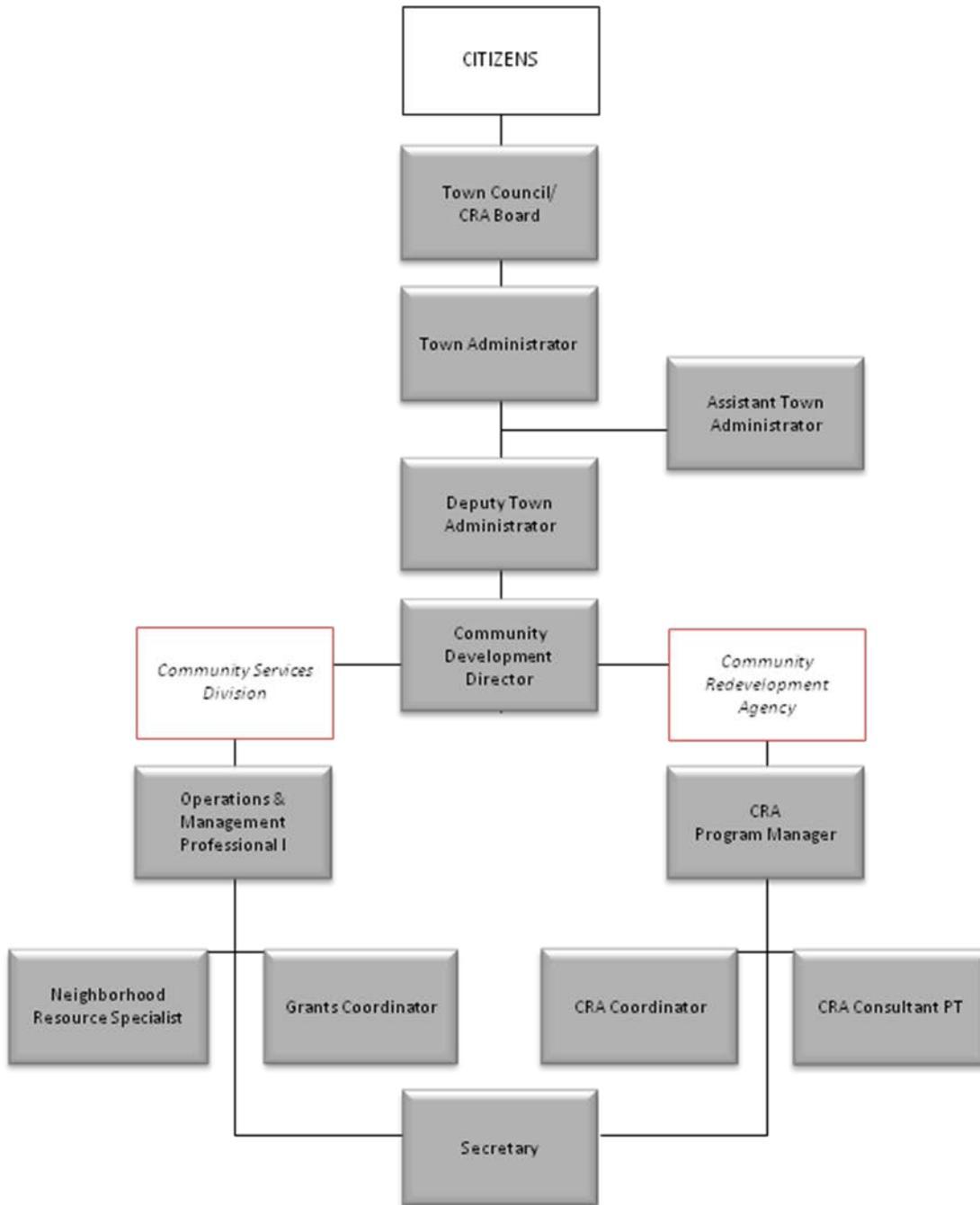
extensive training in Internal Disbursement Integrated System (IDIS), Labor Standards, and Fair Housing.

The Department's second in command is Glenda Bonaventura. Ms. Bonaventura has an Associate Degree in Liberal Arts and over 8 years experience working in the housing and community development field. Ms. Bonaventura is responsible for a major portion of Department's daily operations. Ms. Bonaventura also has extensive training in federal grant administration such as CDBG, NSP, and CDBG Disaster Recovery Initiative Program.

All staff members are cross-trained to develop the necessary skills and certifications to ensure continuation of business in the event employees retire or find other employment. Staff members are given the opportunity to attend training courses and seminars related to the Department's core services and grant funded programs.



MANAGEMENT AND ORGANIZATIONAL STRUCTURE





G. PERSONNEL

The Community Services Division is one of the Town's smallest Departments. There are only five (5) full time employees administering several programs and services.

Director: The Community Development Director manages the day-to-day operations and also acts as the Department grant's administrator. The Department Director also guides affordable housing developers through the permitting process and provides guidance in regards to compliance with the Town's Affordable Housing policies and incentive program. The Department Director ensures grant compliance and communicates with federal, state, and local officials in regards to grant-funded programming.

Programs Specialist:

Operations & Management Professional: This employee oversees all the Department's fiscal operations and ensures all staff have the necessary resources and equipment to function efficiently. The Operations & Management Professional prepares documentation for federal grant reimbursements. This employee also assists the Director in the overall implementation of the Department's programs and services. The Operations & Management Professional oversees the maintenance of project and client files which is a very critical component of the Town's grant compliance. Employee oversees all major projects, contracts, and ensures grant compliance. The position also functions as the liaison between the Town and Broward County in regards to our joint housing programs and federal funding consortium.

Neighborhood Resource Specialist: The Division's Neighborhood Resource Specialist primarily focuses on community outreach and working with target areas' residents. The Neighborhood Resource Specialist also has educational and training background in Urban and Regional Planning. All staff members are cross-trained and developed in all areas of the Department's administration.

The Secretary is represented by the Fraternal Order of Police-Associates (FOPA) the remaining staff are all exempt employees.

The Community Services Division's unique mixture of diversity, professional knowledge, and experience creates a cohesive unit that produces quality programs and services. The quality programs and services are a direct result of the staff's daily efforts and their commitment to service.



The Division has a major focus on employee development and empowerment. As a result, employees are involved in the decision-making process in almost every aspect of the Department's operations.

New employees go through an extensive internal training and are asked to contribute to the Division's operations immediately. Employees are progressively given duties and responsibilities based on their training and comfort level. Due to the size of the Department, the duties and responsibilities tend to increase in a very short period of time.

The vast majority of the Department policies and procedures are based on grant compliance set forth by the Federal and State funding agencies.

Due to the size of the Department, consultants are utilized to assist in the administration of specific grant-funded programs. The Department's use of consultants is based on the Department current workload, knowledge of the grant program, and time sensitively of completing the program. The consultant services are usually covered under the grant's administration budget. The Division also manages a number of general and specialty contractors to undertake grant funded activities.



H. BUDGET AND FINANCIAL PLAN

FINANCIAL DATA

	2014 Adopted Budget	2014 Actual Amount	2015 Adopted Budget	2015 Actual Amount	2016 Adopted Budget
PS - Personnel Services	\$269,246.00	\$212,712.69	\$235,424.00	\$202,714.76	\$215,066.00
OE - Operating Expenditures	\$85,740.00	\$61,411.51	\$80,043.00	\$76,441.16	\$75,139.00
CO - Capital Outlay	\$2,439.00	\$2,967.00	\$150,578.00	\$2,678.00	\$75,000.00
Fund Total: General Fund	(\$357,425.00)	(\$277,091.20)	(\$466,045.00)	(\$281,833.92)	(\$365,205.00)
PS - Personnel Services	\$195,234.00	\$172,454.89	\$106,409.00	\$104,091.92	\$107,641.00
OE - Operating Expenditures	\$628,753.00	\$906,570.34	\$552,981.00	\$249,129.56	\$827,352.00
CO - Capital Outlay	\$900,000.00	\$284,654.35	\$671,778.00	\$224,801.88	\$755,814.00
OU - Other Uses	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Fund Total: Community Devel. Block Grant	(\$1,723,987.00)	(\$1,363,679.58)	(\$1,331,168.00)	(\$578,023.36)	(\$1,690,807.00)
Expenditure Grand Totals:	\$2,081,412.00	\$1,640,770.78	\$1,797,213.00	\$859,857.28	\$2,056,012.00



II. DEPARTMENT GOALS, OBJECTIVES, STRATEGIC OUTCOMES AND KEY PERFORMANCE INDICATORS

Strategic Priorities

1. Commitment to Customer Satisfaction
2. Dedication to Excellence in Service Delivery
3. Respecting and Promoting Diverse and Sustainable Community and Neighborhood Values with consideration of our historic roots
4. Creating an Environment that is Conducive to Innovation, Creativity, and Collaboration
5. Nurturing the health, safety, and welfare of the community

Goals/Objectives:

1. Grant Management
2. Community Development
3. Community Development
4. Expand Affordable Housing
5. Upgrade Existing Housing Stock
6. Improve Citizen's Access to Social Services

Strategic Outcomes:

- 1a. All grant expenditures are for eligible activities **SP2**
- 1b. All internal and external audits for all grants yield full compliance and minimal concerns **SP2**
- 1c. Eliminate potential for future grants to be withheld by meeting all benchmarks for expenditure rates dictated by the funding source **SP1 & 2**
- 2a. Procurement Authorization obtained as quickly as possible **SP1 & 2**
- 2b. All Capital Improvement Projects under \$25,000.00 completed in 6 months or less. **SP2 & 4**
- 2c. All Capital Improvement Projects \$25,000.00 or more completed 12 months or less. **SP1 & 2**
- 3a. All available Public Service Grant funds are utilized on eligible projects within the fiscal year **SP1, 2, & 5**
- 4a. Maximize all available resources to assist in the development of affordable housing units **SP 1, 3, 5**
- 5a. Increase the useful life of assisted units by 10 years **SP 3 & 5**



6a. Make Social Service referrals available through all the existing channels of distribution **SP1, 2 & 4**

6b. Maximize the amount of Social Services available in Davie **SP 1,2 & 4**

Key Performance Indicators				
	FY15		FY16	FY16
	Goal	Actual	Goal	Actual
1a Activities/ programs submitted in the grant applications are considered 'eligible activities' by funding source	100%	100%	100%	
1b Internal and external audits yield zero reports from auditor of being 'found out of compliance'	100%	50%	100%	
1b Internal and external audits yield zero 'areas of concern'	50%	50%	50%	
2b Number of capital projects completed.	4	3	4	
3a Number of grants provided to Davie residents.	40	17	15	
4a Number of new affordable housing units built or rehabilitated.	20	4	5	
4a Affordable housing units made available	*	*	10	
5a Home Rehabilitation grants provided within the fiscal year	10	6	14	
6a Host Community Meetings (collective) at the community centers in the Town's underserved neighborhoods.	12	12	12	
6b Make at least 15 Social Services available to Davie Residents via the Town's Facilities: Neighborhood Service Center, Eastern Davie Community Centers, Rick & Rita Case Boys & Girls Club, and Orange Park Community Center.	15	15	15	
	* Not Applicable/Not Available			



III. OPERATIONAL PLAN:

The Town's Community Services Division is located within the Town's Neighborhood Service Center. Operating hours begin at 8:30 a.m. and conclude at 5:00 p.m. Staff schedules vary to ensure full coverage during the Department's operating hours. The Department also coordinates quarterly community meetings within three (3) Target Areas that begin at 6:30 p.m. and end at 8:30 p.m. On a day-to-day basis the Department is managing multiple grant programs and assisting the general public in accessing a wide array of internal and external services. As mentioned earlier, there are a total of five members of the Department that administer a myriad of housing and community development programs.

Production

The Community Services Division provides a myriad of programs and services.

To administer the programs within the Department, the Division adheres to grant requirements. Programs and services are developed within the parameters of the grant requirements based on the needs of the community. The Division interacts with members of the public on a daily basis and strives to maintain a high level of customer service.

The following are program objectives that result in the Department's production goals:

Grants Management

- Secure and leverage grant resources to maintain or expand service levels to Davie residents
- Ensure compliance with federal and state grant requirements
- Submit timely grant applications and grant-related reports
- Provide grant management training and education opportunities to staff



Housing Programs

- Provide homeownership opportunities through grant resources
- Upgrade existing housing stock through housing rehabilitation and home hardening programs
- Expand affordable rental housing through grant resources and affordable housing incentives
- Prevent foreclosures and homelessness through education and emergency assistance
- Assist residents displaced by hurricanes or the closure of mobile home parks
- Provide housing counseling training opportunities to staff

Community Development Programs

- Undertake capital and public facility improvements in targeted areas
- Fund public service activities (emergency assistance program, youth scholarships, transportation, etc.)
- Provide Community Development Block Grant specific training to staff

Neighborhood Revitalization Program

- Develop partnerships to expand the level of services to Davie residents
- Meet with Target Area residents to receive citizen input
- Address citizen concerns

Social Service Referral Program

- Provide Davie residents with referrals to appropriate social service agencies for assistance
- Manage the Town's Neighborhood Service Center to increase the delivery and access of social services to Davie Residents

Quality Control

The Community Services Division's quality is regulated largely by its grant funded programs. Most of the programs that the Division provides to residents are funded through County, State, and Federal agencies. Therefore, the regulations and laws at the various levels establish the quality control standards/policies and procedures that the Division must abide by in order to ensure program compliance. For example, the Community Development Block Grant Program



provides funding for several critical programs the Division administers such as the Emergency Assistance Program. The standards for administering these funds are set forth in Section 24 Code of Federal Regulations (CFR) 570.

Internally, the Director and the staff provide an additional layer of oversight in regards to file maintenance and program implementation. All staff members have different areas of expertise and work closely with the Director to ensure all of the files have the appropriate documentation and information in the program records. In some instances the Division utilizes external parties such consultants and grant-funded technical advisors to ensure compliance. The Division is required to review program files when there is an impending monitoring visit by the funding agency.

Legal Environment

There are several types of legal requirements to which the Community Services Division must adhere.

- Maintain compliance with the State Housing Initiative Partnership (SHIP) Program funding requirements
- Maintain compliance with the Federal Community Development Block Grant Program (CDBG) funding regulations and requirements
- Maintain compliance with HOME Partnership Program funding requirements
- Adhere to the Town's Affordable Housing Development Incentives Plan
- Comply with all reporting requirements of the Federal funded programs. These reporting requirements include; but are not limited to the following: Semi-Annual Labor Standards Enforcement Report, Consolidated Activity Performance Evaluation Report, DRI Monthly Report, etc.
- Provide information for completion of a SHIP Annual Report
- Seat Affordable Housing Advisory Committee triennially for SHIP
- IDIS Drawdown - The mechanism HUD uses to disburse grant funds to its Community Planning Development formula grantees and provides grantees a mechanism to describe the projects and activities that use CDBG funds.
- Monthly Cash Transaction Report
- Develop and submit Annual CDBG Action Plan
- Prepare and record mortgage documents with Broward County for various grant programs
- Maintain compliance with Broward County Transit Community Bus System funding requirements and reporting.
- The Community Services Division oversees both State and Federally funded Housing Programs.



- All of the contractors that work under the Town's Home Repair Programs must be State licensed.
- Any work performed under the Town's programs must be fully permitted and inspected.

As stated above there are many regulations and required reporting standards that the Community Services Division must adhere to.

The Division is charged with enforcement of the Davis-Bacon Wage Act where any project receiving federal funds must pay specific job classifications as prescribed by federal "Wage Decisions". Each contractor must report all wages paid to its employees to Community Services Division. These wages are reviewed for compliance with a specific "Wage Decision" and if not in compliance, draw or payment to the contractor is not authorized. Copy of the Davis-Bacon checklist is attached to this document.

All properties to be developed using federal funds must receive environmental clearance.

All contracts between the Town and its contractors contain specific insurance requirements.

All properties developed through the Community Services Division must meet the Zoning and Building Code requirements as do any other projects or developments within the Town.



IV: APPENDICES

- FY 2014/15 – FY 2015-2019 Consolidated Plan
- FY 2013/14 Consolidated Annual Performance And Evaluation Report
- Maps of the Town's Community Development Block Grant (CDBG) Target Area



**ENGINEERING DIVISION
BUSINESS PLAN**

Town of Davie

Laura A. Borgesi, PE, PSM
Town Engineer
954-797-1082
LBorgesi@davie-fl.gov



I. GENERAL DEPARTMENT DESCRIPTION

The Engineering Division provides professional engineering services addressing public and private development review and project coordination, public infrastructure design and construction, as well as public safety and improvement projects. It also provides engineering support services to the Town Council, Town Administrator and other Departments in the development and implementation of Town projects and programs. The Division reviews, coordinates, inspects and monitors the construction of all public and private infrastructure improvement projects for engineering standards and protection of public safety.

A. MISSION STATEMENT

The Engineering Division is dedicated to the protection and enhancement of the Town's infrastructure. The Engineering Division also provides quality engineering services and technical support for the Town of Davie's residents, businesses and Town Departments, in an atmosphere of professionalism, courtesy, efficiency and dedication.

B. VALUE STATEMENT/PHILOSOPHY

Division Vision

The vision of the Town of Davie Engineering Division is to be recognized as a valuable, efficient, and knowledgeable workforce which provides engineering assistance to our community and supports all pertinent operating procedures, industry standards, and governmental regulations.

Division Philosophy

The Engineering Division is a value driven organization that provides quality engineering services to the Town of Davie and its constituents.

Division Values

Based on the values identified by the Town Council, the Town of Davie Engineering Division will strive to provide exceptional customer and professional services while upholding all relevant standards and regulations imposed by jurisdictional agencies.



C. EXECUTIVE SUMMARY

The Town of Davie Engineering Division is a service organization responsible for ensuring all engineering improvements and land development is in conformance with engineering standards as established in the code ordinances of both the Town and other jurisdictional agencies. The Engineering Division implements and enforces these codes by managing stormwater and traffic calming programs, reviewing and processing plans and permits, performing on-site inspections and integrating the latest design specifications and practices.

D. S.W.O.C ANALYSIS

As a part of the Town’s Strategic Planning Process, the Engineering Division with the assistance of the Town’s Strategic Planning Committee undertook an internal assessment of the Department’s: strengths, weaknesses, opportunities and challenges. The results of the assessment are outlined below:

Strengths	Description	Options for Preserving or Enhancing Each Strength
Staff Professionalism and Longevity	Collectively the engineering staff has over 75 years of engineering related experience and is very knowledgeable in regards to municipal engineering and infrastructure design and maintenance.	Encourage knowledge and personal growth as well as maintaining competitive salaries and benefits for all staffing levels.
Revenue Generation	Engineering products and services generate revenue for the Town and provide the funding to operate the Engineering Division.	Developing new policies and programs for future potential revenue generation will allow for continued stability and growth within the Engineering Division.
Problem Solving	Staff is responsive to the needs of the municipality and investigates problems in a timely manner and provides the necessary steps for problem resolution.	Monthly staff meetings are utilized to analyze and discuss any operational or personnel issues. Alternative solutions and methods are discussed and considered for future utilization in policies and procedures.
Customer Service	Staff provides excellent	Additional staff will



	customer services to all stakeholders.	enhance ability to service our customers in an expedited manner.
Teamwork	Staff works well internally and with other Departments to ensure that all Town goals are met.	Maintain weekly workload meetings.

Weakness	Description	Options for Preserving or Enhancing Each Weakness
Educational Training	Educational training has not been a priority within the Engineering Division due to past budget cuts.	Enhance the occupational training opportunities for all staff within the Engineering Division.
Professional Cross Training	Currently the Engineering Division has very limited cross training abilities.	With the addition of administrative staff and an Assistant Town Engineer, the implementation of a cross training program will fill the voids created when staff is out of the office for any reason.
Technology	The technology made available to the Engineering Division is limited and actually restricts the engineering design work that can be completed in house.	Purchase the equipment necessary to enable the Engineering Division to function at full capacity as a self serving engineering facility.
Staffing Need	Limited staffing directly affects the productivity and the perception of a successful engineering environment.	The hiring of an Assistant Town Engineer and a full time Administrative Secretary will assist the Engineering Division in their efforts to service stakeholders in an effective and efficient manner.
Office Space	Currently the lack of necessary space for all the	Scanning these older files into Optiview will enable



	<p>older engineering files is causing the conference room to be a bit congested due to the number of archival boxes.</p>	<p>them to be archived offsite and eliminate the space constraints within the conference room. Engineering will work towards accepting digital submittals of documents to reduce the amount of paperwork needing to be retained.</p>
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Opportunity	Description	Options for Taking Advantage of Each Opportunity
Technology	<p>The need for wireless real time integration via tablets or laptops will increase productivity in the Engineering Division. Adding proper design software and plotter to the workspace will allow the Engineering Division to complete more in-house projects.</p>	<p>Allocate funds and purchase the necessary technology.</p>
Computer Training	<p>Training to utilize existing software and future engineering software to improve the productivity of the engineering staff is necessary.</p>	<p>Implement Project Dox to integrate with New World Systems and utilize Optiview for digital archiving of the older engineering projects.</p>
Interaction with Stakeholders (Residents, Consultants, Contractors, Businesses etc.)	<p>Each interaction with our stakeholders is an opportunity to promote the Town of Davie. This allows staff to receive continual feedback from our stakeholders so processes and procedures can be improved.</p>	<p>Speak with the Stakeholders to better understand deficiencies in our products and services and resolve any issues as quickly as possible.</p>
Staff Development	<p>Professional development is a requirement for any</p>	<p>Accommodating the schedules of staff to allow them to attend</p>



	licensed professional engineer to retain their license, and several certifications for the inspectors need to be renewed every other year as well.	the necessary trainings and certifications is necessary for continued quality of service within the Engineering Division.
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Challenge	Description	Options for Overcoming Each Challenge
Non Conforming	Engineering is a very rigid and non-accommodating discipline, therefore being flexible and interpreting policies and procedures liberally can cause unintended consequences for the Department.	Adhere to the Town's Code of Ordinances and follow all applicable procedures at all times.
Records	The off-site storage of older engineering projects creates time delays in responding to a records request or when researching a project.	Scan all engineering projects into Optiview before being sent to the archives.
Inter Department Communication	Cooperation and communication between Departments has not always been efficient and effective which at times causes the review of a project or development to be made without the input of other relevant stakeholders.	Communicate and involve other Departments in the actions and decisions made by the Engineering Division.
Technology	The limited functionality of NWS is a hindrance and at times limits the Engineering Division's ability to integrate with other disciplines on the same project or to access records prior to the implementation of NWS. Search fields are limited and generated	Research alternative software.



	reports are often inaccurate.	
Task Prioritization	It is important to treat all stakeholders equally and special treatment gets in the way of good customer service.	Adhere to the code of ordinances and all applicable procedures to provide acceptable levels of service.

E. PRODUCTS & SERVICES

The Engineering Division provides the engineering services described below:

- Monitor project compliance and inspect all active storm water management plans (NPDES requirements). Issue notice of violations and fines for non-compliance. Provide National Pollution Discharge Eliminations Systems (NPDES) annual report to the State of Florida.
- Provide inspections for Engineering and Building permits to ensure compliance with Town, County and State requirements. Ensure that work is performed according to approved plans. Provide written inspection punch lists and require customers to complete outstanding work. Verify that building elevation certificates comply with requirements.
- Maintenance of Traffic Plan Review and coordination with Police and Fire Departments.
- Utility plan reviews and inspections of all underground utility construction for water, sewer, FPL, AT&T, communication cable and gas companies.
- Issue engineering permits for residential, commercial, industrial and infrastructure projects. Arrange project pre-construction meetings and provide closeout written instructions to the owner/contractor in order to complete the project in a timely fashion.
- Review, receive, log, reduce and return letters of credit and bonds as required by Sec. 12-329 of Code of Ordinances to ensure infrastructure is installed and completed per permitted plans.
- Respond to records requests timely.
- Provide site drainage investigations, reviews and recommendations for flood plain management program.

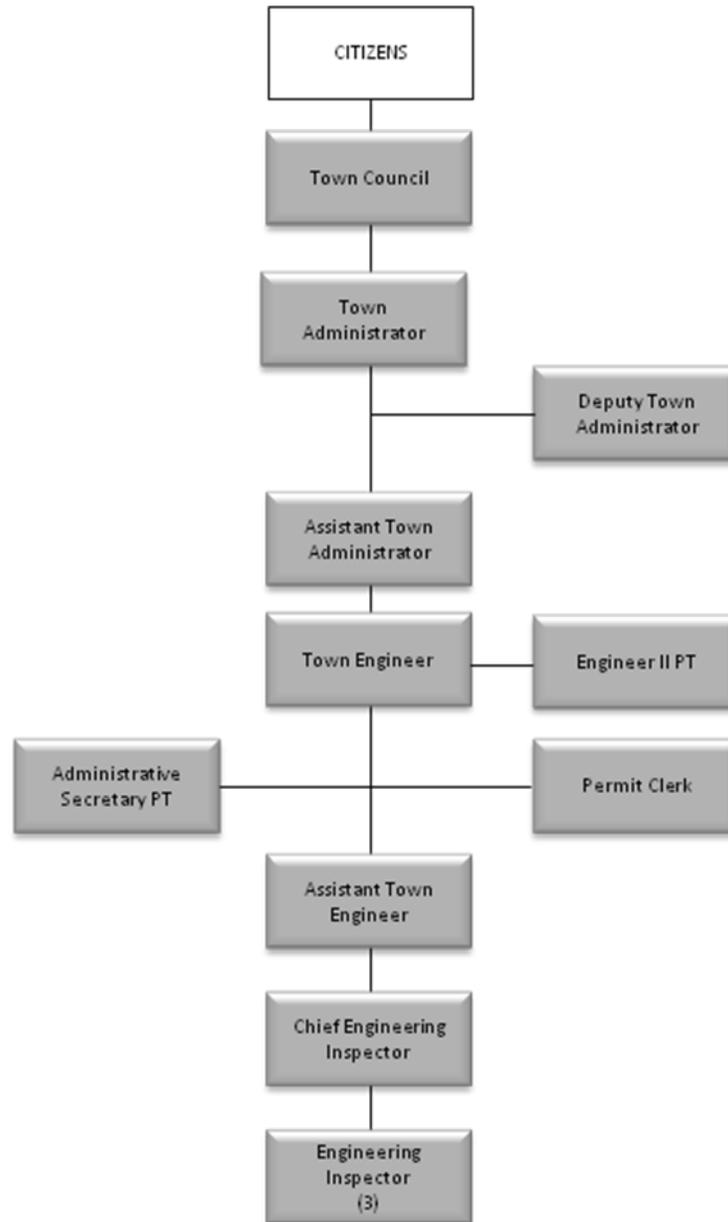


- Review and evaluate traffic requests and provide recommendations to each situation in order to maximize traffic safety for our communities.
- Maintain Town infrastructure compliance to meet all local, county and state requirements.
- Create, implement and update design standards.
- Provide supporting functions for the various Town Departments and committees; such as DRC, Vehicle User meetings, Open Space, Safety Committee, etc. Provide assistance to CRA and Capital Projects.
- Provide as-builts for drainage projects to Utilities.
- Manage Intergovernmental coordination with Broward County Traffic Engineering, Florida Department of Transportation and Department of Environmental Protection. Provide compliance with National Pollution Discharge Elimination Systems (NPDES).

The Division has several competitive advantages over the actual and perceived competitors. The first and possibly most important is the fact that we already know the work and the work rules. This includes knowing the geography, environment and operating climate. Other advantages are professional employees who have significant technical experience and knowledge in governmental environment, very quick response to our customers and residents. The Division operating cost is competitive to the engineering consulting community. This becomes even more pronounced during unusual occurrences, in particular disasters. Another important advantage is the ability of the Department to cross train and cross utilize employees. By having a workforce comprised of in-house support by well trained employees, the Division is in the best position to provide low cost, high quality and very timely services to address customer expectations.



F. MANAGEMENT & ORGANIZATION STRUCTURE





G. PERSONNEL

The Engineering Division has nine professional employees. The Town Engineer, Assistant Town Engineer and part-time Engineer II are non-represented employees, while the remainder of the staff is represented by the Federal Order Police Association Union. The Division personnel consist of a Town Engineer, Assistant Town Engineer, one Chief Engineering Inspector, three Engineering Inspectors, one Permit Clerk and one part time Administrative Secretary.

Specific job duties and responsibilities of the Engineering Division's staff are described below:

Town Engineer

The Town Engineer supervises the operations of the Engineering Division. Responsibilities of this position include the planning, organization, assignment, direction and review of all engineering activity of a professional, technical, and clerical nature in the preparation of engineering reports and analysis, construction plans and specifications, and municipal project management. The Town Engineer directs and supervises the duties of all engineering staff assigning projects, establishing work schedules and providing any necessary training. This position is also responsible for hiring and participating in employee appraisals, disciplinary action, dismissal and the advancement of employees. The Town Engineer must also interact and communicate with various groups and individuals such as the Town management, employees, Mayor, Town Council Members, developers, engineers, consultants and the public.

Assistant Town Engineer

Under limited supervision by the Town Engineer, this position is responsible for performing professional civil engineering work in the design, inspection, construction and maintenance of public works and utilities projects and facilities. This position also coordinates and reviews the design and construction of private projects to ensure compatibility with Town of Davie ordinances as well as national, state and local requirements. The Assistant Town Engineer is responsible for closely inspecting projects under construction and ensuring existing facilities are maintained in accordance with the proper engineering practices and techniques.



Part-time Engineer II

Responsibilities of this position include the preparation and review of preliminary and final engineering/site plans, designs and permits for a variety of private and public work and utilities projects; prepares reports and makes recommendations relating to the conduct of engineering activities; Reviews subDivisions, site, construction plans and specifications for codes conformance to established Town standards, policies and best engineering practices. Provides coordination and supervision to the activities of consultant personnel engaged in the design and inspection of public works and capital improvement construction projects; trains personnel in inspection and materials testing procedures and techniques; participates in the inspection of projects for compliance with plans and specifications. This position also provides contractors, consultants, and other Town Departments and the general public with technical information relating to engineering projects; Investigates requests for changes or additions to street lighting and the placement of traffic engineering devices, by responding or forwarding to Broward County officials as necessary. Assigns, directs and supervises subordinate engineering inspectors. Assists in the formulation of long-range programs of public works and utilities facilities; performs special research and investigations pertaining to public work and utility functions; Participates in preparing specifications and contracts for the construction of streets, sidewalks, sanitary and storm sewers, bridges, water main extensions, and other engineering projects; Participates in computations of paving, curbing, and sewer assessments; design of storm sewers and culverts, water extension projects, streets and other municipal projects.

Chief Engineering Inspector

Responsibilities of this position include supervise, assign and direct the work of subordinate technical personnel and assigned capital projects; review all utility permits submitted to the Engineering Division by outside regulatory agency's including FPL, AT&T, Teco Gas, Broward County School Board and Comcast Cable; Review all Maintenance of Traffic (MOT) plans submitted for roadway construction within the Town's right of ways and perform onsite inspection of active MOT's for conformance of approved plan; Perform onsite inspections for Engineering issued permits for water, sewer, drainage, paving and grading; review assigned capital and Engineering projects for accurate closeout packages and to review and approve any pay requests or change orders; monitor contractors and coordinate their activities and prepare punch lists of any deficiencies and monitor during warranty period; visit site locations to field verify actual conditions and match to submitted plans, research and assist public with their inquiries regarding existing right of way, underground utilities, easements and infrastructure located within the Town; investigate and respond to citizen complaints, assist Town Engineer with review of site plans, water, sewer, paving and grading plans submitted for review; accept and categorize weekly National Pollution Discharge Elimination System (NPDES) reports for permit holders as well as perform onsite inspections; review all elevation certificates for



accuracy in accordance to the Federal Emergency Management Agency's National Flood Insurance Program.

Engineering Inspectors

The Engineering Inspector responsibilities include inspect water, wastewater, drainage, road paving, sidewalks and other public works and utilities construction projects; meets and confers with private engineers, developers, contractor, builders, etc. to review and advise on construction engineering plans; review Town of Davie Building Department permit plans for conformance with Town engineering codes and standards including single family homes, buildings, additions, pools, carports, mobile homes, slabs, decks, seawalls, interior build-outs, etc.; provide onsite inspections for Town of Davie Building Department permits; perform preconstruction meetings with engineers, architects and contractors for assigned engineering projects; review closeout packages for conformance with established criteria including review of as-builts, easements, right-of-way and all other required documentation; accept, review and categorize weekly National Pollutant Discharge Elimination System (NPDES) reports that are submitted by permit holders; perform onsite inspections of (NPDES) requirements which include visual inspection of dewatering system, condition of perimeter silt fencing and condition of public roadway at construction entrance; assist contractors, residents and property owners at the Engineering counter with general inquiries, regarding active building Department, engineering, public works and utilities projects.

Permit Clerk

The permit clerk provides phone and counter assistance; receives and processes requests for Engineering inspections; receives and reviews all permit packages for completion, stamps, log and routes plans to appropriate staff and Departments in a timely manner; calculates fees for permit and plan reviews; issues permit paperwork and collect fees; processes and log engineering permits, plan reviews, close out packages, as-builts and site plans; creates and maintains files for all permits and associated documents.

Part Time Administrative Secretary

Responsibilities of this position include administrative support (draft correspondence, agendas, create forms), liaison for Information Technology, Human Resources, Town Clerk's Office, Public Works, Budget & Finance Department; completes travel requests, updates staff calendars, logs Broward County Traffic



Engineering Department requests, researches, problem solves and resolves customer inquiries; handles financial responsibilities which include letters of credit, deposits, purchasing, payroll, budget preparation and tracking, credit card purchases; customer assistance, counter assistance, records request, phone coverage; meetings (engineering, budget, novus-agenda, timekeeper, etc.); tracking and preparing monthly and annual reports, new hire paperwork, evaluations, status changes, evaluations; and Gov QA; records requests.

H. BUDGET & FINANCIAL PLAN

FINANCIAL DATA

	2014 Adopted Budget	2014 Actual Amount	2015 Adopted Budget	2015 Actual Amount	2016 Adopted Budget
Fund: 001 General Fund					
Expenditures					
PS - Personnel Services	\$789,452.00	\$696,278.18	\$790,907.00	\$738,320.85	\$926,785.00
OE - Operating Expenditures	\$246,736.00	\$220,950.68	\$256,032.00	\$256,728.93	\$330,011.00
CO - Capital Outlay	\$24,439.00	\$10,675.93	\$30,000.00	\$24,291.04	\$16,000.00
Fund Total: General Fund	(\$1,060,627.00)	(\$927,904.79)	(\$1,076,939.00)	(\$1,019,340.82)	(\$1,272,796.00)
Expenditure Grand Totals:	\$1,060,627.00	\$927,904.79	\$1,076,939.00	\$1,019,340.82	\$1,272,796.00



II. DEPARTMENT GOALS, OBJECTIVES, STRATEGIC OUTCOMES AND KEY PERFORMANCE INDICATORS

Strategic Priorities

1. Commitment to Customer Satisfaction
2. Dedication to Excellence in Service Delivery
3. Respecting and Promoting Diverse and Sustainable Community and Neighborhood Values with consideration of our historic roots
4. Creating an Environment that is Conducive to Innovation, Creativity, and Collaboration
5. Nurturing the health, safety, and welfare of the community

Goals/Objectives:

- 1 Provide better customer service to individuals seeking engineering permits completing the review in 10 working days or less.
- 2 Maintain a highly trained workforce
- 3 Provide appropriate inspection of all ongoing projects for compliance with approved engineering permit plans and with the applicable Stormwater Pollution Prevention Plan.
- 4 Provide necessary project public information sessions to the community.
- 5 Seek available grant opportunities to provide supplementary funding which will reduce the amount of Town funds needed for upcoming capital improvement projects.
- 6 Ensure all development projects within the Town of Davie are reviewed by engineering staff as soon as they are presented to the Town to provide constructive feedback on how the design could be improved or enhanced.

Strategic Outcomes:

- 1a Review engineering permit applications within 10 days. **(SP. 1, 2 and 5)**
- 2a Provide engineering, stormwater, maintenance of traffic training to all engineering inspectors **(SP. 1, 2 and 5)**
- 3a Provide stormwater inspections on all projects once a week or after a 1/2" rain event **(SP. 1, 2 and 5)**
- 4a Alert the community of development projects within their area **(SP. 1, 2, and 5)**
- 5a Apply and secure available grant funds **(SP. 2 and 4)**
- 6a. Work with Planning and Zoning and Public Works as soon as development projects are initiated within the Town of Davie **(SP. 1, 2, and 5)**



Key Performance Indicators			
	FY 15		FY 16
	Goal	Actual	Goal
1a) Percent of plan reviews completed within 10 working days	100%	85%	100%
2a) Percent of employees attending trainings or re-certifications	100%	100%	100%
3a) Percent of SWPPP inspections completed weekly or after rain event	100%	75%	90%
3b) Percent of inspections completed within 24 hours of being scheduled	100%	95%	95%
4a) Number of public information sessions provided to community	5 annual	4	5
5a) Number of grants secured	1 annual	1	1
5c) Percent of grant applications submitted in a timely manner	100%	100%	100%
6a) Percent of development projects with engineering input at project inception	100%	100%	100%



IV. MARKETING PLAN

The Engineering Division marketing plan focuses on the following:

- Land Developers
- Contractors & Builders
- Employees
- Residents

The Division understands that good marketing is to educate customers about this Division. The Engineering Division needs to conduct more technical workshops in order to receive feedback from our customers. The Division can use a variety of creative tools to communicate with the customers. The following are some of the channels that are available within the Town:

Davie Update – One of the effective ways to communicate information to Town stakeholders is via the use of the Davie Update. This quarterly newsletter which is sent to Town residents can be utilized more conveniently to provide information on upcoming commercial projects, residential projects, construction schedules, anticipated traffic and safety information.

Davie TV – Another method of communication available to the Division is Davie TV. This in-house government TV channel can be utilized to inform residents and the business community of processes and construction schedules which would reduce some of the complaints received by Council.

Webpage/GovQA – The Town’s webpage contains basic information that should be of interest to Town residents and the business community. The webpage should be reviewed periodically to ensure current content is provided. The FAZ section, as well as the questions received via the GovQA interactive citizen portal will also provide meaningful data for the Department to measure how well it is servicing its clientele.

Internal Communication – Providing information to the Town Administration and Town Council can be accomplished by using service tracking reports that are currently being utilized by this Division.

Product

From the customer’s perspective, the Engineering Division provides work to the public related to engineering, construction and issuing development permits. The procedural guidelines, review checklists, engineering design manual established by the Division have been helpful in all aspects of the engineering processes.



The Engineering Division is an essential Division to respond to resident's needs and assistance to internal Departments with traffic issues, drainage investigations and provide solutions to the problem.

The Division operating cost is currently competitive to the local and out-of-state engineering communities. Our hourly cost ranges from \$20.00 and \$50.00 versus consultant hourly cost from \$175.00 to \$250.00.

The Town Engineering Division has been equipped with adequate technology equipment that we are able to perform our work efficiently.

The Engineering Division currently has adequate staff to provide quality services in a timely manner.

Features and Benefits

The Engineering Division provides to the Town three core values: Efficiency, Quality Products and Customer Service.

The Division has indicated staff efficiency as explained in a previous section of this plan. By improving technology in our Division, Engineering staff should increase efficiency even more. Inspectors will be equipped with mobile workstations with laptops so they can communicate with supervisors from any location and provide immediate response to our customers and other internal Department inquiries.

With many years of knowledge and experience, Engineering staff can provide our customer services depending on what they need in term of engineering assistance. We are able to consciously select the proper revenue for each individual task in order to achieve customer satisfaction while at the same time can minimize our Division's expenditure.

Competition

The Town Engineering Division has direct communication with our residents and customers. The Town Engineering is operating at a cost that is significantly less than private firms. This justification can be reflected on the current engineering consulting fees that the Town has been contracted with for Engineering services.



Table 1: Competitive Analysis

Factor	Our Engineering Division	Strength	Dept. from Comparable City/Agency	Consulting Firms	Importance to Customer
Products	The Division has historical knowledge for specific issues and concerns from residents and customers of the Town.	Yes	This may not be compatible with current systems and customer preference.	This may not be their expertise.	2
Price	The Division monitors costs for providing customers services. It is believed costs must be less than outside professional contracts. Based on current professional service prices, the cost is 50% less than competing professional engineering firms.		The Town of Davie is very unique. It appears to be very different from neighboring municipalities as compared to Cooper City, Sunrise, Coconut Creek.	Costs could fluctuate with the market. Professional engineering firms work for profit. Therefore, private firm prices are quite high. Based on the rate charged by private firms per hour, their fees are 50% more than the Town's hourly rates.	1
Quality	We provide equally in quality. We take pride while providing services to our residents and customers		The Town focus on their own residents as priorities.	Professional engineering firms provide engineering work for profit, the Engineering Division provide services to Town residents based on their needs.	1



Factor	Our Engineering Division	Strength	Dept. from Comparable City/Agency	Consulting Firms	Importance to Customer
Selection	The Division is not involved with the selection of the products and services used by the Town		Other municipalities may have same policy.	The professional engineering firms would be able to introduce high cost products to the Town but the Town may not have the manpower to verify.	4
Service	Provide quality services to Town residents meeting their needs and customer satisfaction based on historical knowledge and high level of technical experience.		The Town has an area of 36 square miles and is one of the largest municipalities in Broward County in term of land size. However, with a small engineering staff, the Division is able to serve our residents and customers sufficiently	Professional engineering firms may not provide the same services that our residents would expect from our in-house engineering staff. The private firms may provide good services. Good services come at a price.	1
Reliability	The Town engineering Division is very reliable to Town residents and customers due to staffs capability to respond quickly to every situation and circumstance.	Yes	Other agencies may offer comparable services however no information is available for proper comparison	Professional engineering firms may provide good service but there is no guarantee that they would be as reliable as our in-house engineering staff.	2
Stability	As a	Yes	Same as other	Our in-house	2



Factor	Our Engineering Division	Strength	Dept. from Comparable City/Agency	Consulting Firms	Importance to Customer
	governmental organization, The Engineering Division is more stable than others.		municipal Department stable situation.	engineering Division is more stable than outside private firms.	
Expertise	The Engineering Division has many years of experience in land development in terms of local governmental expertise and historical knowledge of the Town.		Surrounding cities may not have the expertise that the Town needs.	Engineering consulting firms may bring in the higher level of expertise to the Town but they may not have the historical knowledge to solve problems or issues that are brought up by Town residents and customers.	3
Department Reputation	The Engineering Division has received many compliments from Town residents for providing them good services and responding to their needs no matter how difficult. Other internal Departments would have the same.	Yes	The Division received compliments that Town engineering plan reviews take less time than the City of Sunrise engineering review process.	Our residents feel more connected to the Town Engineering staff than to any outside engineering consultant firms.	2
Location	The Town	Yes	Other municipalities	Outside	2



Factor	Our Engineering Division	Strength	Dept. from Comparable City/Agency	Consulting Firms	Importance to Customer
	Engineering staff is located locally and is connected with the Town residents. The engineering office is local and very convenient to the customers for submitting or picking up plans and review comments.		would have the same (Plantation, Cooper City, Southwest Ranches).	engineering firms may not have their office locally and may not have good connection; therefore, it could be a problem.	
Appearance	Residents would frequently see Town utility engineering inspector's uniform and vehicles in the neighborhood and they feel more comfortable while staff are driving around and look out for them.	Yes	Other comparable cities have also same outfits and identified Departmental vehicles but there is no available information regarding their appearance to the residents. (Cooper City, Plantation).	The Town residents may not pay attention or recognize outside engineering consulting firm who is presenting the Town as a contractor.	1
Advertising	The Division has been using the Davie Update and workshops for advertising Town engineering functions. The Division will be able to employ other tools to		There is no available information for this promotion.	This is an area that outside engineering consulting firms would have the advantage due to their profit generation.	2



Factor	Our Engineering Division	Strength	Dept. from Comparable City/Agency	Consulting Firms	Importance to Customer
	promote our Division through the Town's public information				
Image	The Town Engineering Division has addressed most of the Town resident's issues. The engineering community also pays a lot of respect to our engineering staff. The Engineering Division Staff provides a good image for the Town.	Yes	The Engineering Division staff received negative comments referring to Town neighboring cities from the local engineering community.	Engineering consulting firms might not have direct connection with the Town residents. They cannot provide good a good image for the Town due to the lack of historical knowledge of the Town and inexperience to address resident's issues or concerns	2

In summary, the Engineering Division currently is in a good position to be compatible with the other organizations outside the Town governmental agency in term of providing quality services to the Town residents and customers.



Niche

The Engineering Division provides services to its stakeholders and provides plan reviews and engineering permits to Town customers. The Division not only provides quality services but also respond to the community in a timely fashion. Most importantly, the in-house Engineering Division is operated from revenues generated from Engineering Permit fees.

Strategy

Provide quality customer service to our residents and contractors at the lowest cost to our residents and contractors.

Promotion

The Engineering Division has employed several methods of providing information to our community. All engineering products and services have been listed on the Town’s website. The Division conducts engineering workshops periodically. The listed engineering materials on line are very helpful. Town residents and customers have quick access to obtain engineering guidelines, procedures and specifications. In addition, the Gov/QA system is used to provide an interactive means of providing specific information to, and accepting work requests from Town residents. The Division will continue to improve and update these products online.

Marketing Objective

Goal	Strategic Outcomes	Action Steps	KPI
Provide a safe environment	1. Educate developers about codes and standards 2. Educate public about the Town’s efforts in stormwater quality (NPDES)	<ul style="list-style-type: none"> • Post information to website • Craft language 	1. # hits on website 2. Write at least 1 article in Davie Update



V. OPERATIONAL PLAN:

The Engineering Division Operations

The Engineering Division's work plan consists of engineering plan reviews, plan approvals, issuing engineering permits, scheduled and unscheduled field engineering inspections, and providing excellent customer service. The Engineering Division also interacts with internal Departments and external agencies.

The Engineering Division is a part of the Development Review Committee (DRC). The committee requires engineering inputs on all plan reviews for plat, re-plat, site plan, site plan modification, development agreement, delegation request, rezoning and temporary uses.

The Engineering Division is responsible for ensuring that all land development plans are in conformance with state and local regulations and to be in compliance with the Town's requirements. The Engineering Division also works closely with the Town Public Works and Utility installations.

Production

In order to facilitate all land development review processes, the Engineering Division has created templates, review checklists, procedures and an engineering design manual and our Engineering staff updates the data on a regular basis. These products are currently posted on the Town web page.

Quality Control

There is no question about our quality control. We strive to perform work in details and do research, if necessary, so that we achieve high level in quality services. By placing this among other priorities, the Engineering Division strives to provide the very best services to all our stakeholders.

Customer Service

Customer service is our first priority. The Engineering Division strives to answer every phone call and/or request from the town residents and our customers in a timely manner. We treat all our residents and customers with dignity, courtesy and respect.

Legal Environment

All construction projects must comply with the national pollutant discharge elimination regulations from the Florida Department of Environmental Protection. This means that



construction projects must submit storm water pollution management plan to the Town Engineering Division for approval prior to permitting.

Personnel

The Town of Davie Engineering Division is comprised of nine professional employees, six of which are union employees, who have a combination of over 75 years in the Engineering field. All inspectors are stormwater certified and maintain annual certification. All Professional Engineers on staff are licensed with the State of Florida. The pay structure for Department employees are either at the median for the industry or slightly above according to industry standards.

Inventory

The Engineering Division has been provided all the necessary office supplies and equipment needed to provide the very best service to our stakeholders.

Our equipment is as follows:

- Seven Dell desktop computers
- One Dell laptop computer
- One Toshiba color printer, copier, fax and scanner
- One plan rack, one flat plan file and 6 file cabinets
- Six Sport Utility Vehicles all with 4 wheel drive
- Field measurement tools and grade levels

VII. REFINING THE PLAN

Service Businesses

The Town Engineering Division provides professional engineering services related to land development and infrastructure improvements within the town and all its stakeholders. Our staff has over 75 years of engineering experience and our historical knowledge of the Town of Davie enables staff to provide quality professional service to our community and customers.



**FIRE RESCUE DEPARTMENT
BUSINESS PLAN**

Town of Davie

Fire Chief, Julie Downey
(954) 797-1213
firechief@davie-fl.gov



I. GENERAL DEPARTMENT DESCRIPTION

A. MISSION STATEMENT

The Davie Fire Rescue Department is dedicated to the preservation of life, property and homeland security as well as the prevention of fire and other hazards to the community. We accomplished this through our highly-trained professionals and state-of-the-art equipment with our citizen's safety being our number one priority.

B. VALUE STATEMENT/PHILOSOPHY

It is first and foremost the Fire Rescue Department's objective to carry out our mission, which reflects the Town's mission to help achieve the strategic priorities. In order to achieve this objective, the Fire Rescue Department has established five strategic priorities which include: Commitment to Customer Satisfaction; Dedication to Professional Excellence in Service Delivery; Respecting and Promoting Diverse and Sustainable Community and Neighborhood Values; Creating an Environment that is conducive to Innovation, Creativity and Collaboration; and Nurturing the health, safety, and welfare of the community. Therefore, it is the responsibility of the Fire Rescue Department to ensure that all programs and services facilitate our town-wide strategic priorities.

C. EXECUTIVE SUMMARY

The Fire Rescue Department operates on twenty-four hours a day, seven days a week, 365 days a year providing the highest quality services to our community. The Town is a diverse and growing community with over 98,000 residents, and positioned as the educational hub of Broward County, with over 63,000 college students. With the predicted growth of the Town, service calls will increase and become more complex. The Fire rescue employees continue to meet the increased demands from the organization and the community.

The 165 members of the Davie Fire Rescue Department face many unique challenges, which we are prepared to meet. The Department will continue to provide the best trained workforce in each Division with the funding provided to us. We will continue to pursue the strategic priorities outlined in this document, within the confines of our department's values. This will be accomplished through the proper planning and execution of annual budgets, capital improvement projects, and the Town's Master Plan.



This business plan blends with the Town's Strategic Plan and creates the road map for the department to follow into the future. It has given us the opportunity to reflect upon ourselves, our customers' needs, our strengths and weaknesses, and the services that we provide. We know and understand the challenges that we face, and realize that we are only one part of the overall service model, which comprises the Town of Davie. It is our duty to educate the community on the future needs of the Department. While our intent is to improve the quality of services we provide to the community.

We hope that this document provides the reader with an understanding of how the Department intends to deal with the present and look to the future. The Department will continue to develop productive and professional relationships with the public whom we service. The Department looks forward to a continued positive and supportive relationship with the present and future Town Councils and administrators.



D. S.W.O.C. ANALYSIS

As a part of the Town’s Strategic Planning Process, the Fire Rescue Department, with the assistance of the Town’s Strategic Planning Committee, undertook an internal assessment of the department’s strengths, weaknesses, opportunities and challenges. The results of the assessment are outlined below:

Strength	Description	Options for Preserving or Enhancing Each Strength
Fire Rescue Personnel	Our highly dedicated and trained staff continuously provides excellent customer service to our town residents and employees	Continuous cross-training of fire rescue personnel
Leverage of Technology	Significant customization of low cost or free technology products such as Issue Tracker and Supply Order Systems	Continue to invest in technology server virtualization. Also open source for department needs
Special Operation Teams	Dive, Technical Rescue Team (TRT), Large Animal Rescue Teams	Continuous training to improve on technical skills
Training Division	An effective training staff develops, assists, and prepares members for job related duties and responsibilities	Continue with scenario/simulation based training and maintain program records on each in service training program
Fire Prevention/Life Safety	Responsible for mitigating life safety hazards, compliance of fire codes, investigation of fires/arson, testing fire systems, and public education	Maintain current standards and continue to provide customer service to Town business owners, residents and employees
Customer Service	Staff that is dedicated to providing excellent patient care and customer service to all residents	Continued training in the latest medical and trauma care



Strength	Description	Options for Preserving or Enhancing Each Strength
Community Involvement	Car seat program, Citizen CPR, Community Emergency Response Team (CERT), Cadet/Explorer Program	<p>Increase Public Relations and Education Program that will meet the community's needs on a scheduled basis (e.g., Drowning Prevention in May, hurricane preparedness in June)</p> <p>Conduct classes at health fairs, community and neighborhood association events</p>
Grant Awards	Davie Fire Rescue is able to acquire equipment that has helped increase the standard of services and safety for our firefighters.	<p>Continue to research and apply for state, federal and local grants</p> <p>Work closely with Grants Specialist to maximize awareness of available grants</p>
Target Solutions On Line Training Platform	Computer-based training can be delivered to all personnel allowing the department to maintain basic recertification requirements while increasing hands on training sessions	Maintain the current contract with our vendor
Emergency Management	All Fire Rescue Department personnel are NIMS trained to the appropriate level	Continue emergency management training when available



Weakness	Description	Options for Preserving or Enhancing Each Weakness
Secured Vehicle Storage Space	Poor secure storage areas for Fire Rescue vehicles	<p>Addition of secured or enclosed garage/bay areas and compound</p> <p>Research space available at stations for storing units</p>
Lack of Experience in Fire Officer	Newly promoted officers lack experience	Conduct in-house training with experienced and senior officers. Establish mentorship program
Water Supply	The west side of the Town has an existing water supply shortage	Require developers to build more water mains and improve water supply as part of their projects. Look into purchasing water appliances to assist with water flow
Staffing	Ideal staffing would be four on the engine/ladder and three on the rescue	At the minimum, staffing should adhere to staffing requirement outlined in NFPA 1710
Language Barriers	Inability to effectively communicate with Spanish speaking customers	<p>Provide training in basic communication skills to overcome barrier</p> <p>Continue to train on the translation guidebooks that were purchased</p> <p>Recruiting applicants that speak Spanish</p>
Fire Inspections Billing System	Provide better invoice description to minimize customer's calls through annual billing process	Revise current letter/invoice to describe billing activity accurately for the current year



Opportunity	Description	Options for Taking Advantage of Each Opportunity
Public Relations/Public Fire Education	Increase community awareness of services provided	CERT, Cadet/Explorer, blood pressure checks, fire safety classes, social media, community involvement and other safety programs for the communities
Broward County Wide Grants	County-wide grants that become available that will allow us to acquire new technology with little to no direct cost	Designate one to two employees to administer grants
Multi Agency Training	Conduct training sessions with other agencies	Improve inter agency relations and develop skills to improve incident coordination
Maximize Use of Training Facilities	Costs or budgetary constraints	Schedule accordingly with Fire Academy and Training Division
Interlocal Agreement (ILA) Technology	ILA on board with upgrading technology for frontline apparatus for a minimum cost. Continue to research closest unit response	Enhance/upgrade to updated technology on all apparatus. Mobile data terminals (MDT) for all units



Challenge	Description	Options for Overcoming Each Challenge
Budget Stability – Taxes/Funding	Dictated by law	Investigate other funding opportunities– fees, donations, grants and sponsorships
Additional Fire Station to Provide Better Coverage to Larger Growth Areas Out West	Limited by land availability and costs	Utilize property owned by the Town and design station minimally for the needs of the area and equipment. Plan for future expansion
Costs of Fuel	Day-to-Day limitations of driving and response procedures	Investigate cost saving alternative fuel options
Call Volume	Continue to meet call volumes	Review and update response profiles, research alternative options for response. Research incorporating 12 hour peak hour units
Increase Highway Volume	The increase of traffic through the Town's major highways presents challenges to the department's resources in terms of personnel, specialized equipment, and safety	Continue to partner with the department of Transportation (DOT) in planning for upcoming highway design changes
Union Contract	Addressing the needs of a department that is still evolving in a manner acceptable to both labor and management while keeping competitive with other departments	Better labor management relations and communications, comparative benefit analysis with other departments
Aging Facilities	Stations are aging, and space is becoming an issue	Evaluate the renovation of existing stations for efficiency and additional needs
Aging Vehicles	The fire rescue vehicles are aging and maintenance cost are rising	Annual CIP for fire fleet replacement
Shortage in Personnel	A continual shortage in staffing continues to affect expenses as it relates to sick, vacation and kelly day coverage	Seek grant funding to support staff shortage



Challenge	Description	Options for Overcoming Each Challenge
Technology	Current technology needs to be updated	Administration shall partner with Information Systems in keeping up with the latest and best technology for the department's needs
Public Perception	In the current economic environment the public is consistently more critical of all government service. The Department is frequently questioned about transport bills, assessment fees and the reason they are impose	<p>Improving communication with Town residents is crucial to the Fire Rescue Department</p> <p>Informing the community of the costs associated with managing a professional and competent agency will lead to well-informed citizens</p> <p>The Resident Survey Card is distributed to gather necessary feedback for the department in evaluating the needs and expectations of the Town residents</p>
Unfunded State Mandates	The state often imposes rules such as aggregate data reporting, the use of capnography, and other mandates without providing funding for these initiatives	Seek alternate funding sources for these projects such as grants



E. PRODUCTS & SERVICES

The Fire Rescue Department provides fire rescue services to Davie residents and businesses. The communities we serve are all considered to be stakeholders. The stakeholders include Davie residents; federal, state, and local agencies; the Town Council; Town staff; and local contractors and businesses.

The department's products (programs and services) are developed to meet the needs of our stakeholders. Below is a list and descriptions of the department's core programs and services:

Fire Rescue Services

The Fire Rescue Department provides emergency and non-emergency response to incidents to mitigate hazards and preserve life and/or property. This service is provided to the community at large for all fire, medical, and hazardous incidents. The community relies on first responder personnel to respond and aid in times of emergencies and non-emergencies. The following are emergency services provided to the community:

- Fire Mitigation
- Medical Assistance
- Dive Rescue
- Technical Rescue

Fire Safety Inspections

The Fire Rescue Department provides this service to the businesses of the Town as mandated by state, county, and local laws. The purpose of this service is to reduce fire loss and potential injuries to business patrons. This service is provided at the start of a business and then performed annually.

Fire Investigations

The Fire Rescue Department provides this service to the businesses and residents of the Town as mandated by state, county, and local laws. Fire Investigation personnel assists the business or resident in their effort to recap loss through their insurance claim.

Fire Rescue Special Details

The Fire Rescue Department provides Fire Rescue and Prevention needs to businesses beyond the scope of routine service. These "Special Details" allow Davie customers to secure fire rescue service at their event, thereby providing protection from medical and fire related incidents for any mass assembly. The Fire Rescue Department currently provides this service for the following schools and businesses:

- Local High Schools



- Nova Southeastern University
- Miami Dolphins Training Center
- Bergeron Rodeo Events
- Town Sponsored Events

Community Training and Education

The Fire Rescue Department provides educational training to the community in areas of emergency response, fire prevention, and life safety. Classes are provided primarily at no cost, due to grant funding, to minimal costs for medical training such as cardiopulmonary resuscitation. Fire safety training at the home and school are also provided to the community and focus on the families. Classes and programs currently provided to the community are:

- Child Car Seat Inspections
- Cadet/Explorer Program
- C.E.R.T. – Community Emergency Response Team
- CPR/AED – Cardiopulmonary Resuscitation, Automatic External Defibrillator
- First Aid Training
- Fire Extinguisher Training
- Fire Safety Trailer
- Juvenile Firesetter Prevention and Intervention Program
- Public School Education
- Safety Town
- Smoke Detector Giveaway/Installation

Grants Management

The Fire Rescue Department submits applications for grants related to our core services and manages, with the assistance of the Town's grant coordinator, the Town's federal, state and local fire rescue/public safety grant programs. Grant management includes ensuring compliance with applicable federal, state, and local requirements in areas of procurement, expenditures, monitoring, and reporting. The Department prepares documentation for audits from funding agencies.

Emergency Management

The Fire Rescue Department, under the direction of the Fire Chief/Emergency Manager, ensures all Town departments are fully trained in the National Incident Management System (NIMS) as



required through the federal government. This training not only prepares the Town for management of natural disasters, but provides eligibility to apply for federal and state grants.

Competitive Advantage

The Fire Rescue Department's customer service approach to provide industry specific programs and services gives it a competitive advantage over other municipal departments and private agencies providing similar services. The department's popular approach of accessibility, community outreach, and grant awards is another key factor that sets it apart from similar departments or private agencies.

This customer service approach has proven to add value. Several municipalities in the Broward County area subcontract or outsource several of the fire rescue programs or just do not offer any. But there are only a few agencies that provide this type of service, which results in them overextending themselves to provide assistance to many municipalities. Another factor that contributes to the Fire Rescue Department's competitive advantage is partnerships with non-profit and government entities; such as the American Red Cross and National Highway Safety Institute. This allows the department to leverage funding and services for the Town of Davie residents. The Fire Rescue Department understands the needs of its residents and businesses in the community and works attentively to create, fund, and leverage services to meet those needs.

F. MANAGEMENT & ORGANIZATIONAL STRUCTURE

The daily operations are currently managed by Fire Chief, Mrs. Julie Downey, who holds a bachelor of arts in organizational leadership from St. Thomas University and three undergraduate degrees in fire science, emergency medical services and nursing from Broward Community College. Chief Downey has over 35 years of local fire service experience and has worked for the Town's Fire Rescue Department for the past 11 years.

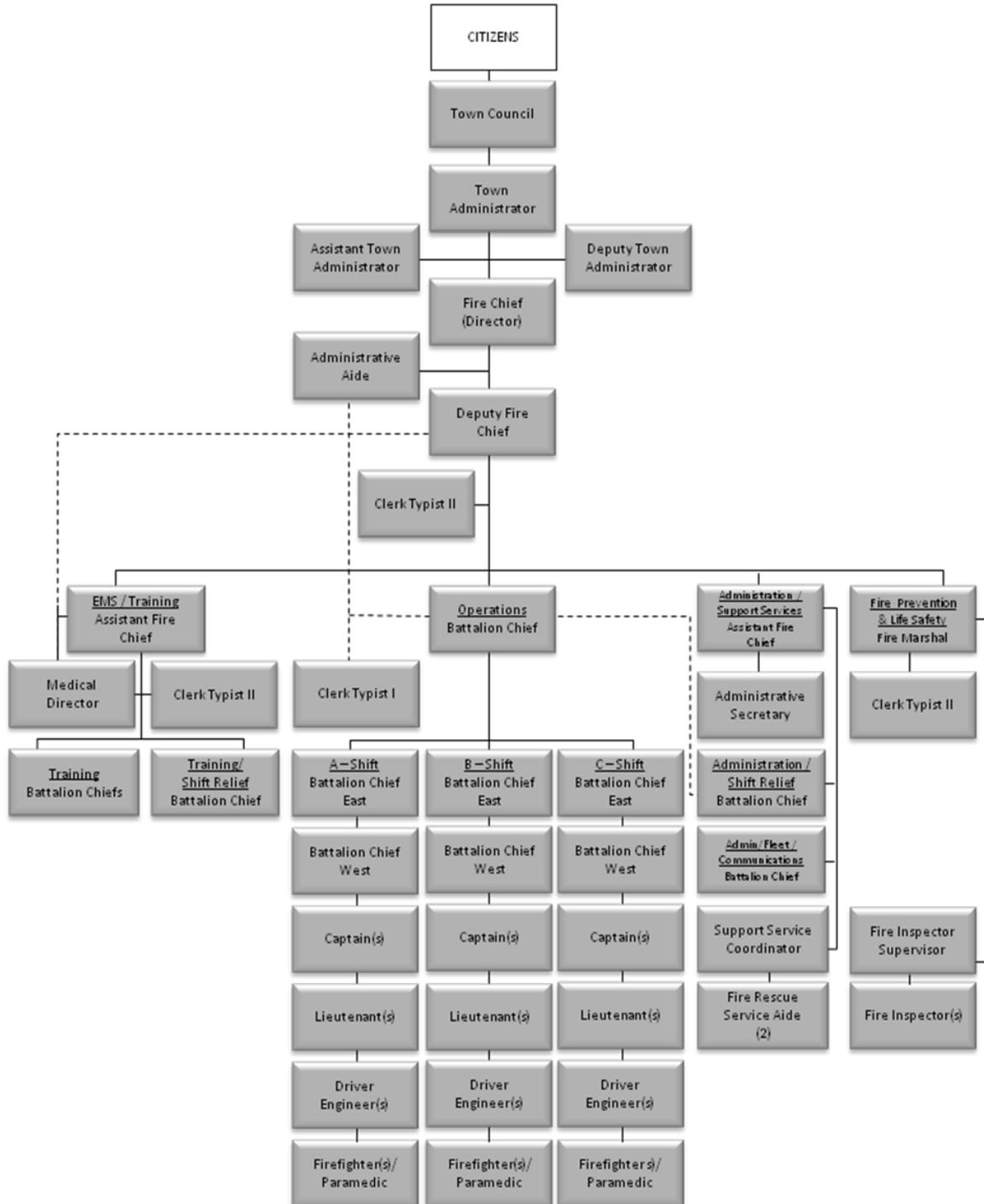
In the departmental hierarchy Chief Downey is followed currently by two Assistant Fire Chiefs Mr. Frank Suriano, who holds a bachelor of arts in business administration from Northwood University, and Acting Assistant Chief Mr. Jorge Gonzalez, who holds a bachelors degree in professional studies from Barry University. Both employees share a great deal of responsibility for the department's daily operations and combined have over 50 years of experience. The Fire Prevention and Life Safety Bureau is led by the Fire Marshal, Mr. Robert Taylor and the Assistant Fire Marshal, Christopher Lowe.

All staff members are trained in the necessary skills and certifications to ensure continuation of business in the event employees retire or find other employment. Staff members are given the opportunity to attend training courses and seminars related to the department's core services.



The following organizational chart represents the hierarchy of the positions listed above and the subordinate levels of their responsibility:

MANAGEMENT AND ORGANIZATIONAL STRUCTURE





G. PERSONNEL

The Fire Rescue Department is the second largest department of the Town. There are one-hundred six five (165) professional skilled employees who run several programs and services. Positions are filled based on the minimum qualifications through a test and selection process monitored by the Human Resources Department. We also utilized the countywide Municipal Employment Screening & Hiring (M.E.S.H.) program that tests the applicant on firefighting, E.M.T., and paramedic skills.

Fire Chief/Director: The Fire Rescue Department Fire Chief/Director manages the daily operations of the entire Fire Rescue Department inclusive of all assigned Divisions within fire rescue. The Fire Chief also acts as the Town's Emergency Manager. In addition to these responsibilities the Fire Chief also functions as the liaison with the local IAFF 2315 President and their Executive Board. There is one (1) Fire Chief/Director.

Deputy Fire Chief: The department's Deputy Fire Chief oversees the daily operations of the department. The position also functions as the liaison between the Town and Broward County and performs highly responsible administrative and supervisory fire and rescue functions as second in command. The Deputy Fire Chief is responsible for supervising subordinates and the activities of personnel and participates in the planning for Department goals and objectives. There is one (1) Deputy Fire Chief.

Assistant Fire Chief (Administration/Support Services): The Assistant Fire Chief of Administration oversees all the department's fiscal operations and ensures all staff has the necessary resources and equipment to function efficiently. The Assistant Fire Chief of Administration is also responsible for the management of departmental Divisions in Support Services, Fleet, Communications, and Technology as well as preparation of documentation for local, state, and federal grant applications and reimbursements. There is one (1) Assistant Fire Chief of Administration/Support Services.

Assistant Fire Chief (E.M.S.): The Assistant Fire Chief of Emergency Medical Services (E.M.S.) oversees the department's E.M.S. Division and ensures all staff has the necessary training and equipment to function efficiently. The Assistant Fire Chief of E.M.S. also prepares documentation for local, state, and federal grant applications and reimbursements. There is one (1) Assistant Chief of EMS.

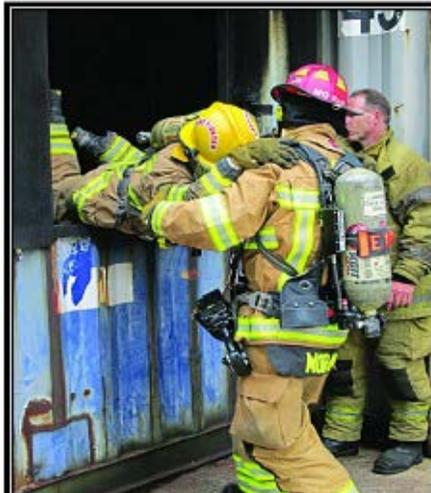
Fire Marshal: The Fire Marshal oversees the activities in the Fire Prevention and Life Safety Bureau in areas of public safety education, fire safety inspection, and fire/building code compliance. The Fire Marshal also reviews fire investigation reports for submittal to the Division of State Fire Marshal. There is one (1) Fire Marshal.



H. BUDGET & FINANCIAL PLAN

Financial Data - Fire

	Summary				
	2014 Adopted Budget	2014 Actual Amount	2015 Adopted Budget	2015 Actual Amount	2016 Adopted Budget
Fund: 001 General Fund					
Expenditures					
PS - Personnel Services	\$24,360,771.00	\$22,918,438.15	\$24,575,714.00	\$22,961,000.56	\$25,217,332.00
OE - Operating Expenditures	\$2,687,737.00	\$2,564,254.77	\$2,990,938.00	\$2,588,615.29	\$3,203,762.00
CO - Capital Outlay	\$238,880.00	\$248,621.49	\$316,750.00	\$60,657.18	\$350,981.00
GR - Grants and Aids	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Fund Total: General Fund	(\$27,287,388.00)	(\$25,731,314.41)	(\$27,883,402.00)	(\$25,610,273.03)	(\$28,772,075.00)
Fund: 130 Fire Impact Fees Fund					
Expenditures					
CO - Capital Outlay	\$0.00	\$60,017.99	\$210,000.00	\$146,066.03	\$103,898.00
OU - Other Uses	\$50,000.00	\$0.00	\$100,000.00	\$0.00	\$100,000.00
Fund Total: Fire Impact Fees Fund	(\$50,000.00)	(\$60,017.99)	(\$310,000.00)	(\$146,066.03)	(\$203,898.00)
Expenditure Grand Totals:	\$27,337,388.00	\$25,791,332.40	\$28,193,402.00	\$25,756,339.06	\$28,975,973.00





II. DEPARTMENT GOALS, OBJECTIVES, STRATEGIC OUTCOMES AND KEY PERFORMANCE INDICATORS

Strategic Priorities

1. Commitment to Customer Satisfaction
2. Dedication to Excellence in Service Delivery
3. Respecting and Promoting Diverse and Sustainable Community and Neighborhood Values with consideration of our historic roots
4. Creating an Environment that is Conducive to Innovation, Creativity, and Collaboration
5. Nurturing the health, safety, and welfare of the community

Goals/Objectives:

- 1 Mitigate all fires, medical, and special operational emergencies in the Town of Davie
- 2 Maintain highly trained workforce
- 3 Provide a safe environment from fire hazards and preventable fires
- 4 Provide training and education programs to the community.
- 5 Manage the Department's grant resources effectively and efficiently to ensure that they are maintained to provide the maximum benefit to the Town and its residents.
- 6 Ensure all town departments are trained in the National Incident Management System (NIMS) as well as trained in Cardiopulmonary Resuscitation and in the Automatic External Defibrillator (CPR/AED).

Strategic Outcomes:

- 1a) Respond to all emergencies for help in the timeliest manner possible. **(SP. 1, 2 and 5)**
- 2a) Provide Fire and EMS training to all operational firefighters must complete 100% annually. **(SP. 1, 2 and 5)**
- 3a) Provide for Fire Annual Inspection Services. **(SP 1, 2 and 5)**
- 3b) Provide for Business Tax Receipt (BTR) New Construction Inspections Services. **(SP. 1, 2 and 5)**
- 3c) Provide for Building Department Fire Plans review Services. **(SP. 1, 2 and 5)**
- 4a) Train the community in fire, EMS and emergency management related courses. **(SP. 1, 2, 3 and 5)**
- 5a) Submit grant applications for community projects as well as fire and medical equipment **(SP 2 and 4)**
- 6a). Provide NIMS IS 100 training opportunities for all full-time Town employees **(SP. 1, 2, and 5)**
- 6b) Provide NIMS IS 700 training opportunities for all full-time Town employees **(SP. 1, 2, and 5)**
- 6c) Provide CPR/AED training opportunities for all full-time Town employees **(SP. 1, 2, and 5)**



Key Performance Indicators				
	FY 15		FY 16	
	Goal	Actual	Goal	Actual
1a) Average response time to emergencies within the Town under 8.00 min	100%	100%	100%	
2a) Percent of employees trained at a minimum of 20 hours per month	100%	88%	100%	
3a) Percent of completed annual inspections	100%	73%	100%	
3b) Percent of inspections completed within 24 hours of being scheduled	100%	100%	100%	
3c) Percent of plan reviews completed within 30 days of receipt by the Building Dept	100%	80%	100%	
4a) Number of community sponsored training programs	30 annual	32	30 annual	
5a) Number of grant submitted	5 annual	6	5 annual	
6a) Percent of TOD new employees who received their basic NIMS (IS 100) certification	100%	96%	100%	
6b) Percent of TOD employees who received their basic NIMS (IS 700) certification	*	*	100%	
6c) Percent of TOD employees who received their CPR/AED training	100%	97%	100%	
	* Not Applicable/Not Available			



III. OPERATIONAL PLAN

The Fire Rescue Department Administration is located at 6901 Orange Drive, Davie. Operating hours begin at 8:30 a.m. and conclude at 5:00 p.m. The Fire Rescue Stations are located strategically throughout the town boundaries and operate 24 hours a day, 7 days per week, and 365 days per year. On a daily basis the department coordinates training, provides human resources functions to personnel, and assists the general public and businesses in accessing a wide array of internal and external services. Compared to other fire departments of similar size, Davie Fire Rescue department administers a myriad of fire rescue services and programs with fewer staff.

There are two schedules in the department; 80 hour employee's who work daily on a 9 to 5 schedule and 96 hours employee's who work 24 hour "shifts" and are off-duty for 48 hours prior to reporting back to work. The Department operates in three shift schedules consisting of an A, B, and C shift. The Fair Labor Standards Act (FLSA) allows firefighters to be exempt from normal overtime premiums; therefore, overtime is not required until the employee works beyond their 96 hour schedule. In addition, a 96 hour work-week reduces the work force needed to provide adequate staffing requirements compared to a normal 80 hour schedule. Without this ability the department would have to hire more personnel to provide adequate coverage.

In addition, continual operation of six (6) Fire Rescue Stations and one substation at the current FY 2016 staffing levels will provide compliance with objectives of the 2004 Fire Rescue Bond Program.

Production

The Fire Rescue Department provides many programs and services which include:

- Fire Rescue Services
- Fire Safety Inspections
- Fire Investigations
- Fire Rescue Special Details
- Community Training and Education
- Grants Management
- Emergency Management

The Fire Rescue Department programs and services are developed based within the needs of the industry and on the needs of the community. The department interacts with members of the public on a daily basis and strives to maintain a high level of customer service.



The following are program objectives that result in the department's production goals:

Fire Rescue Services

- Provide efficient and timely response through local public safety resources
- Upgrade existing services for efficiency through local public safety resources
- Expand programs through local public safety resources

Fire Safety Inspections

- Provide efficient and timely inspections through Board of County Board of Rules and Appeals
- Expand inspections to all required businesses through the Division of State Fire Marshal.

Fire Investigations

- Provide efficient and accurate investigations through collaboration with the Division of State Fire Marshal.
- Expand investigations through collaboration with the Division of State Fire Marshal.

Fire Rescue Special Details

- Provide competitive service rates through local and municipal surveys
- Upgrade existing detail opportunities through local marketing avenues
- Expand detail services to local businesses and schools through local marketing avenues

Community Training and Education

- Provide CERT membership opportunities through grant resources
- Expand fire education through grant resources and National Fire Protection agency (NFPA) incentives
- Establish a Explorer/Cadet program to train our youth in a fire rescue career

Grants Management

- Secure and leverage grant resources to maintain or improve service levels to Davie residents and businesses.
- Ensure compliance with federal and state grant requirements
- Submit timely grant applications and grant-related reports

Emergency Management

- Prevent unsecure homes through education and emergency preparedness
- Assist residents displaced by hurricanes or the closure of mobile home parks
- Provide assistance to displaced residents through local resources
- Provide training opportunities to staff
- Provide leadership of the Town's coordinating efforts dealing with natural/unnatural emergencies (internal/external acts of terrorism).



Legal Environment

There are several legal requirements to which the Fire Rescue Department must adhere.

- Maintain compliance with the State Emergency Medical Service (EMS)
- Maintain compliance with the Federal Assistance to Firefighters Grant (AFG) Program
- Maintain compliance with the Division of State Fire Marshal
- Adhere to the Town's Affordable Housing Development Incentives Plan
- Comply with all reporting requirements of the National Fire Protection Agency, National Fire Incident Reporting System, National Emergency Medical Services Information System (NEMESIS), and the State of Florida Prehospital EMS Tracking and Reporting System (EMSTARS) programs. These reporting requirements include, but are not limited to, the following: Monthly Incident Report, Consolidated Emergency Medical Activities Report, Fire Investigations Report, etc.
- Provide information for completion of a the Division of State Fire Marshal's Annual Report

The following represent the legal requirements the Fire Rescue Department deals with most frequently:

Federal

- Title VII Civil Rights Act
- Department of Labor CFR Title 29
- Family and Medical Leave Act of 1993 – CFR Title 29, Chapter V, Part 825
- Fair Labor Standards Act (FLSA)
- ADA
- Military Leave Act

State

- FSS 175 – Firefighter Pensions
- FSS 250 – Military Affairs
- FSS 252 – Emergency Management
- FSS 322 – Drivers Licenses
- FSS 401 – Medical Telecommunications & Transportation
- FSS 440 – Workers' Compensation
- FSS 447 – Labor Organizations
- FSS 448 – General Labor Regulations

Local

- Broward County Board of Rules and Appeals

The above laws represent the majority of the legal requirements the Fire Rescue Department is responsible for ensuring compliance.



As stated above, there are many regulations and required reporting standards to which the Fire Rescue Department must adhere to.

All fire stations are routinely inspected for the health and safety of the personnel and all fire stations meet the Zoning and Building Code requirements within the Town.

All contracts between the Town and its contractors contain specific insurance requirements as required by law.

Personnel

The Fire Rescue Department is the second largest department of the Town. One-hundred six five (165) professional skilled employees service the community through programs offered by the department. Positions are filled based on the minimum qualifications through a test and selection process monitored by the Human Resources Department. We also utilize the countywide Municipal Employment Screening & Hiring (M.E.S.H.) program that tests the applicant on firefighting, E.M.T. and paramedic skills.

Battalion Chief: The Battalion Chief oversees the daily functions of the assigned shifts, ensures that the routine schedule for the day is followed by all assigned personnel, and defines priorities and makes work assignments. The Battalion Chief also provides administrative, operational and technical support in the daily coordination of EMS, firefighting, training and safety, and community service operations. responds to alarm fires; directs special projects and all fire fighting and rescue activities; performs periodic inspections of all fire stations, apparatus and personnel on the assigned shift; ensures compliance with all operating guidelines, rules and regulations, standard operating procedures, and common medical protocols. Also prepares written inspection reports for administrative review. Battalion Chiefs may be assigned to 24 hour shifts or day assignment. There are twelve (12) Battalion Chiefs.

Captain: The Captain, under limited supervision, provides administrative duties, and performs supervisory and skilled fire fighting and emergency medical work in directing and coordinating activities of a company of firefighters on an assigned shift. Assignments involve responsibility for training, instructing and disciplining subordinates, and insuring the proper maintenance of apparatus and equipment. There are twenty-five (25) Captains.

Lieutenant: The Lieutenant, under limited supervision, performs supervisory and skilled fire fighting and emergency medical work in directing and coordinating activities of a company of firefighters on an assigned shift. Assignments involve responsibility for training, instructing and disciplining subordinates and insuring the proper maintenance of apparatus and equipment. There are twenty-one (21) Lieutenants.



Driver Engineer: The Driver Engineer, under general supervision, performs skilled and special duty fire fighting work in caring for, driving, and operating automotive fire fighting apparatus. Work requires performance of hazardous tasks under emergency conditions, which may involve extreme physical exertion. There are twenty-eight (28) Driver Engineers.

Firefighter/Paramedic: The Firefighter Paramedic, under close supervision, performs specialized fire fighting work in controlling, combating, extinguishing and preventing fires, and operating fire fighting apparatus. The Firefighter Paramedic is also responsible for administering first aid and emergency medical care. There are seventy-four (74) Firefighters

Fire Marshal: The Fire Marshal oversees the activities in the Fire Prevention and Life Safety Bureau in areas of public safety education, fire safety inspection, and fire/building code compliance. The Fire Marshal also reviews fire investigation reports for submittal to the Division of State Fire Marshal. There is one (1) Fire Marshal

Inspector Supervisor: The Inspector Supervisor functions as the Assistant Fire Marshal oversees the daily function to the Bureau. The position ensures that inspections are compliant with all applicable laws, codes, and standards. The Inspector Supervisor develops public information programs and activities to educate the community on fire safety and prevention. In addition the Inspector Supervisors is the Plans Examiner. There is one (1) Inspector Supervisor.

Fire Inspector: The Fire Inspector, under limited supervision, performs technical and specialized inspection work examining buildings for life safety, building construction and specifications to determine compliance with the Town Fire Prevention Code. The Fire Inspector is responsible for coordinating all field inspections and reports directly to the Assistant Fire Marshal. There are three (3) Fire Inspectors.

Administrative Aide: Employee manages assigned department work initiated in anticipation of needs or problems and at the request of the Fire Chief. Employee supervises support staff, provides administrative and secretarial support to the Fire Chief, completes progress reports, and assists and makes recommendations in support staff job performance evaluations. In addition, employee manages and coordinates the administrative activities of the Department, prepares and processes department payroll, and maintains filing system for department. There is one (1) Administrative Aide.



Administrative Secretary: Under general supervision, employee performs a variety of responsible clerical, secretarial, and administrative work. Employee maintains and monitors department operating budget and capital expenditures; complies historical, fiscal forecasts, revenue projections and other data to assist in budget preparation; performs all activities related to Purchasing and Finance; and prepares resolutions for upcoming agendas. Reports directly to Assistant Chief Administration. There is one (1) Administrative Secretary.

Clerk Typist II: Under general supervision, employee performs a variety of clerical, secretarial, and general office assistance duties for the Fire Department. Employee is responsible for application of departmental policies, procedures, rules and regulations as well as moderately complex and repetitive work. Reports to Division supervisor or designee by Fire Chief. There are three (3) Clerk Typist II.

Clerk Typist I: Employee serves as receptionist and handles incoming telephone calls to the Fire Department. Under general supervision, employee performs a variety of clerical and general office assistance duties for the Fire Department. Employee is responsible for application of departmental policies, rules and regulations as well as routine and repetitive work. Reports to Division supervisor or designee by the Fire Chief. There is one (1) Clerk Typist I.

Fire Service Coordinator: Employee is assigned to administrative and support services in the Fire Rescue Department. Employee, under occasional supervision, performs daily warehouse management functions, including preparation of purchase orders, receipt, storage and distribution of supplies and equipment, and occasional supervision of staff. This position manages audits of the department's supplies and equipment to ensure the effective and efficient operation of the Fire Rescue Department. Work is performed under the general supervision and/or direction of the Fire Chief/Department Director or designee. There is one (1) Fire Service Coordinator.

Fire Service Aide: Under general supervision, employee performs various support tasks for the Fire-Rescue Department, which may include clerical, general office, communications, and warehouse/storage keeping. Reports to Fire Service Coordinator or designee by Fire Chief. There is two (2) Fire Service Aide.

The Fire Rescue Department's distinct blend of diversity, professional knowledge, and experience creates a cohesive team that produces quality programs and services. The quality programs and services are a direct result of the staff's daily efforts and their commitment to service.

The department has a major focus on employee development. As a result, employees from each level of the organization are involved in the decision-making processes so that they can understand and grow with the organization. This process nurtures the employee in almost every aspect of the department's operations throughout their career.



New employees go through an initial extensive training program, and contribute to the department's operations upon successful completion. Training continues on a monthly basis throughout the employee's career. This training consists of classroom setting, practical application, and facility drills as well as continuing education units and post-secondary education as required for licensure by the National Fire Protection Association (NFPA) and the Insurance Services Office (ISO). Employees are progressively given duties and responsibilities commensurate to their rank and training level.

The department policies and procedures are used as a guideline for personnel. The policy manual details procedures that are to be followed, identifies who is accountable, and who is responsible in the delegation of duties. The department's policy manual is a 700-plus page manual, which encompasses the department's rules & regulations and standard operating guidelines that clearly explain the department's policies to every employee.

This policy manual is considered a "living document" and will change as necessary to reflect improvements in administrative and operational services, statutory amendments and legal decisions, or for various other reasons. Changes may include addition, deletion, correction, or cancellation of policies, as circumstances require. This manual is an important tool and clarifies our organization, who we are, what we do, and what is expected of each employee. As we continue to grow, so shall this manual.

The Fire Rescue Department maintains six (6) fire stations and one (1) sub-station through the Support Services Division. This Division is not only responsible for the fire stations, but also the Fire Administration building and Fire Prevention located at Town Hall in Building C. Utilizing internal staff to maintain our buildings which helps to reduce repair costs and provide a more responsive and proactive maintenance program. Contract workers are utilized depending on the type of the project. This is primarily for building maintenance projects not within the skill set of our internal staff, and not as a replacement for qualified state certified firefighters.

The department employees are members of two unions: International Association of Fire Fighters (IAFF) and Fraternal Order of Police Associates (FOPA). The IAFF represent the sworn firefighters, and Supervisory personnel (Battalion Chiefs) which make up the majority of the operational staff. IAFF and FOPA employees are recognized by the Town and the Public Employee's Relation Commission. Collective bargaining agreements govern both IAFF and FOPA. Non-represented uniform sworn officers and non-represented employees are covered by the Town's pay plan and administrative standard operating procedures.



Inventory

The Fire Rescue Department has ten (10) fire engines with water tanks, ladders, extrication tools and equipment needed to fight a fire. Two (2) ladder trucks, which include one platform with a 100' ladder and a water pump, and one (1) quint with a 75' ladder and a water pump. Thirteen (13) advanced life support (ALS) transport rescue vehicles that are used to provide emergency care. In addition, the department has ancillary vehicle/units, which include: one (1) smoke trailer used to educate children about fire safety (funded on grant); one (1) medical cart to provide ALS care in remote areas, or during special events (funded on grant); one (1) combined Community Emergency Response Team (CERT) and Rehab trailer (partially funded through grants); one (1) Mass Casualty Incident (MCI) trailer (funded through grant); and one (1) forklift to move large/heavy stock (funded through FEMA).

Vehicle inventory is checked daily for both fire and rescue apparatus. Daily checkout sheets are completed by the fire rescue crew assigned to the vehicle for their tour of duty. Any supplies used from the prior tour are replenished, and any equipment that is broken or malfunctioning is sent out for repairs and/or replaced.

In addition to the capital vehicles, Davie Fire Rescue maintains an inventory of medical supplies and equipment. The inventory is kept for the immediate availability of replenishing medical supplies and non-functional equipment for instances when items can not be purchased locally. The average value in soft goods stock is estimated at \$11,000 in medical supplies as well as and spare electrocardiogram (ECG) heart monitors and chest decompression devices. The department also has in stock approximately \$9,000 in fire supplies and equipment. Due to the high call volume of medical incidents, our stock levels turn over in an average of four weeks. This is the industry average for departments of similar call volume. During hurricane season the medical supply inventory is increased to compensate for any shipping delays and heavier call volume during a natural disaster. This increase is performed at the beginning of the season and inventory is replenished at normal stocks levels as it is used throughout the season.

Depending on the stock item, lead time for replacement is between 2 to 3 weeks. Inventory is kept at a minimum and maximum level, therefore, when an item reaches minimum level it triggers an order while still giving us enough stock to compensate for the lead time.



IV. APPENDICES

Brochures and advertising materials (available upon request):

Appendix 1	Medical File
Appendix 2	Security Bars-Stop criminals and possibly escape from fire!
Appendix 3	Protecting Structures from Fire
Appendix 4	Motor Vehicle Fires
Appendix 5	Smoke alarms – what you need to know
Appendix 6	No Doubt about it: working smoking alarms save lives
Appendix 7	Top 10 burn prevention tips
Appendix 8	Home Hazardous Materials
Appendix 9	Home Safe Home
Appendix 10	Buckled Up for Safety – Choosing and installing the right safety seat
Appendix 11	Parents Guide to Fire Safety for Babies and Toddlers
Appendix 12	Escape from Fire Once you're out Stay Out

For additional information or documentation, please visit: <http://www.daviefire.com/>



**HUMAN RESOURCES DEPARTMENT
BUSINESS PLAN**

Town of Davie

Grace Garagozzo
Director of Human Resources
(954) 797-1194
Grace_Garagozzo@davie-fl.gov



I. GENERAL DEPARTMENT DESCRIPTION

A. MISSION STATEMENT

The Mission of the Human Resources Department is to promote a productive and diverse workforce as well as embrace our customers' changing needs. Human Resources strive to provide employees with the tools, training and knowledge that will motivate them to perform at the most effective and efficient level. We inspire and encourage a high level of employee morale through recognition and effective communication while providing constant feedback. We establish, administer and communicate sound policies and practices that treat every employee with dignity and equality while maintaining compliance with applicable law, policy and regulation.

B. VALUE STATEMENT/PHILOSOPHY

In serving Town Departments, employees, and the public, we value our Town's Strategic Priorities:

- Customer Driven
- Respect
- Integrity
- Excellence
- Leadership

C. EXECUTIVE SUMMARY

The Human Resources Department plays an essential role in helping to achieve the strategic priorities of the Town of Davie. Our Department is committed to providing efficient and effective human resource services to all stakeholders while ensuring compliance with federal, state, and local employment laws.

While the foundation of an effective Human Resources Department is its ability to efficiently utilize an organization's workforce to achieve the strategic priorities, it is our obligation to make certain that employees have the knowledge, and core essentials to perform their jobs. This is something that is accomplished by ensuring all employees have position descriptions and clear performance standards. Other functions include but are not limited to, recruitment, training, benefits, performance management, employee and labor relations, and risk management. In addition, our Department emphasizes the importance of remaining up to date on current trends, technology, and incentives while providing exemplary service to our internal and external customers.



The role of the Human Resources Department is always evolving. As HR professionals, we must find new ways to decrease costs, improve employee health and wellness. We must find innovative ways to not only recruit the best in the industry but to ensure that employees stay satisfied and focused on achieving the Department's and Town's strategic priorities. The Town of Davie's Human Resources Department will continue to work with senior management and all of the Departments to ensure that a balance is struck between meeting the needs of our employees, the Town of Davie and successfully controlling costs associated with employees.

D. S.W.O.C. ANALYSIS

STRENGTH	Description	Options for Preserving or Enhancing Each Strength
Benefits Administration and Support	Competitive/Comprehensive benefits package for employees with highly trained staff to administer and assist employees.	Automated Health Benefit System. Assist HR and Finance/Payroll is meeting compliance mandates of the Patient Protection & Affordable Care Act.
Communication	Excellent communication with our employees, citizens and neighboring cities.	Strive to maintain excellent communication with our employees, vendors, and council members through events, publications, training and meetings.
Customer Service	Staff that is dedicated to providing excellent customer service to all employees and the public.	Continued training in customer service. Continuous improvements on website and other avenues to provide more availability of our services to employees and the community.
Recruitment	Professional and effective recruitment program which consist of experienced staff and a workforce management	Learning, educating and utilizing more of the functions, and reports available through NeoGov.



	system (NeoGov) that allows us to leverage technology to provide an efficient process.	
Risk Management	<p>Maintaining an aggressive claim management system and return to work policy.</p> <p>Consistently reviewing the insurance market and Town policies to ensure appropriate coverage at best price.</p>	<p>Maintain efficient communications with insurance providers and employees allowing quicker processing of claims.</p> <p>Quarterly claim reviews are conducted to reduce reserves and ensure expedient claim closure.</p>
Knowledgeable Staff	Through cross-training and effective communication, Human Resources personnel are able to respond to questions and concerns even in the absence of the person responsible for that function.	Continue to provide training to Human Resources personnel to make certain that they are up to date on current business practice and all federal, state, and local employment laws.
WEAKNESS	Description	Options for Improvements
Insurance Coverage	Rising cost of health, property, workers compensation, EPLI, and overall insurance policies due to environmental and economical changes in the industry.	<p>Continue looking for ways to control and lower insurance cost.</p> <p>Benefit Surveys with neighboring municipalities for comparison analysis.</p>
Classifications System	<p>Inconsistency between represented and non-represented pay policies.</p> <p>Currently, the present system cannot easily adapt to multiple pay scales for purpose of using</p>	<p>Need classification system review and overlay.</p> <p>Increase efforts to decrease inconsistencies in collective bargaining agreements.</p>



	data reports in decision-making.	
Limited Resources	Decrease in staffing support, increase in work load.	Leverage automation of technology. Process improvements. Transfer noncore functions to field or hiring authorities.
Digital Filing System	Utilizing a large amount of paper due to our current filing system.	Training all internal staff in digital filing system.
Human Resources/Payroll Information Systems	Limited capabilities in New World System to include unreliable reports and tracking.	Work with the New World system developers to overcome the challenges we have with New World. Increase efforts to establish reports with crystal reporting software. Explore moving away from NWS for payroll and HR functions. Explore fully integrated time keeping system.
OPPORTUNITY	Description	Options for Taking Advantage of Each Opportunity
Management and Staff Training	Provide training and development opportunities for staff at all levels in the organization to including represented employees. Create a supervisor training curriculum that will be administrated annually.	Increase amount of training offered to Town employees through continuing education programs and staff training sessions. Obtain Management Support in providing dedicated funding source for employee investment in



		non-represented employees.
Policy Development	Create and maintain consistency in one common place of the entire Towns' policies and procedures.	Complete, disseminate and train on all the Towns updated policies. Centralize location of polices and on-line access to information.
Volunteer Program	Enhancing the volunteer program to attract an educated and dynamic pool of volunteers to assist the town toward its mission.	Assist the town in cost saving with additional volunteer staff. Increase methods of volunteer recruitment and recognition. Automate volunteer application.
Position Descriptions and Class Specifications	Developing position descriptions that will be separate and apart from class specifications. These position descriptions will be used to create performance standards for all positions in the town and provide employees a formal opportunity to acknowledge their current duties.	Evaluate and update current class specifications. Create general and accurate position descriptions for all positions in the town. Institute process for issuing position descriptions within ten (10) days of hire for new employees.
Collective Bargaining Agreements	Consistency in the Collective Bargaining Agreements.	Developing a common language with policy and benefits between the different collective bargaining agreements.
New World/NeoGov	Develop communication between the New World and NeoGov systems.	Acquire the software that can create seamless communication between the two software's.
CHALLENGE	Description	Options for Overcoming Each Challenge
Unions and Collective Bargaining Agreements	Unions create a variety of financial demands and require much staff time.	Facilitate communication so union leadership understands the financial



	No consistency between the differently CBA contracts and having little, to no room to negotiate various contracts for cost savings.	and economical challenges the Town is currently facing. Educate about the ramifications of the Patient Protection and Affordable Care Act. Continue to ensure pension plans are fiscally sound.
Budget Cuts	Loss of funding and continued required mandates. Limited career training for staff. Limited, to no promotional or career advancement for staff.	Continue to automate and find most efficient way to complete tasks. Consider adjusting pay scales at lower end of scales.
Insurance Costs Increase	Rising cost of health, property, workers compensation, EPLI, and overall insurance policies due to environmental and economical changes in the industry.	Continue educating employees and finding ways to lower costs and administer benefits. Educating and training through classes and newsletter. Surcharge for new dependents who smoke. Continue to expand wellness programs. Audit prescription and medical programs.
Security and Confidentiality	Due to the nature of the Human Resources and Risk Management work, we require more security and confidentiality in order to protect Town employees (i.e.	New town hall which will allow for proper configuration of HR office and file room; increased training opportunities; employee wellness



	HIPPA).	facilities.
HR Risk Management	Automation of distribution of policies, training, acknowledgements.	Automation will make better use of internal staff time, provide for necessary compliance activities and allow staff and Departments to provide greater and more services.

E. PRODUCTS & SERVICES

The customers of the Town of Davie Human Resources Department can be broken down into two categories. Our primary area of focus is with our internal customer, the Town of Davie employees and families. Our secondary market is the Town of Davie residents, candidates for employment with the Town, and all other customers and vendors.

Human Resources is responsible for organization-wide activities in the following areas:

Employment and Recruitment – Provide and manage the online application process to expedite hiring and attract qualified candidates from culturally diverse applicant pools. Conduct various new hire and promotional assessment exams. Assist in the selection and placement of new hires.

Employee Benefits Administration – Coordinate and direct the Town’s benefits program consisting of a full IRC 125 cafeteria plan which allows employees to customize their own benefit offerings. This includes health and dental plans and other benefits such as life, long term disability, and short term disability.

Employee Health and Wellness – Coordinate production of wellness initiatives, provide various classes in stress management, smoking cessation, nutrition, and diabetes education.

Employee Development and Training – Coordinate and administer employee training, including harassment, customer service, communication, general supervisory principles, and various other topics. Manage employee performance evaluation system and ensure that all employees are evaluated on an annual basis.

Labor and Employee Relations - Responsible for continuous improvement of employee relations through training programs, union negotiations, problem resolution assistance and support to ensure compliance with state and federal labor laws. Investigate claims or allegations of discrimination or sexual harassment and assist supervisors in dealing with employee discipline issues.

Risk Management and Safety – Manage the Town’s Workers’ Compensation program and ensure that all eligible employees who experience a work related injury or illness receives



appropriate medical care and equitable benefits. Provide assistance, guidance, and safety training to Town Departments to minimize the number of workplace injuries.

Legal Compliance and Litigation Avoidance – Administer, review, and revise Human Resources Policies and Procedures in order to ensure compliance with federal, state and local employment laws.

Records Management – Maintain complete and accurate records regarding each employee and position, to comply with legal requirements regarding retention and release of personnel records, and to preserve the confidentiality of personnel records.

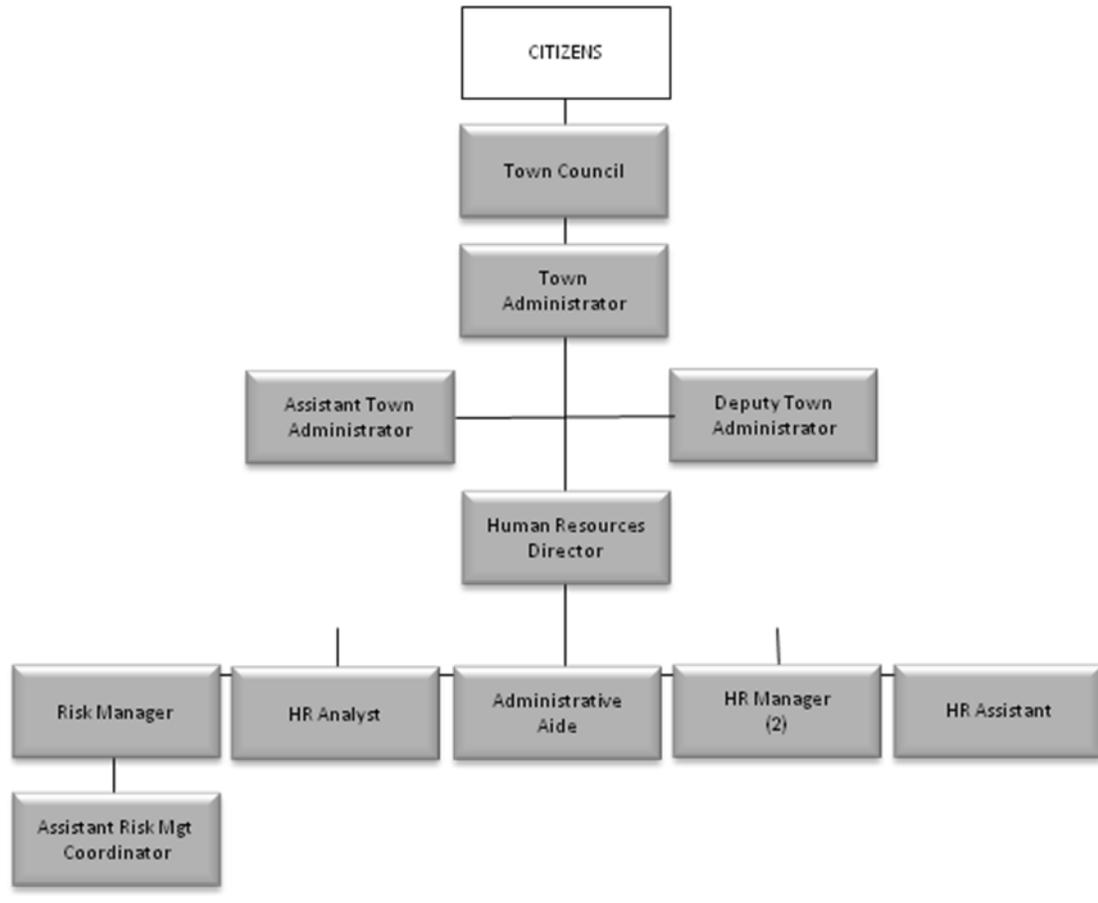
Pay and Classification Management – Manage and produce job classifications, wage, and salary for all Town personnel. Evaluate class specifications and position descriptions to ensure appropriate salary grade of pay; administer annual increases; administer salary structure; manage pay policies and practices.

F. MANAGEMENT & ORGANIZATIONAL STRUCTURE

The staff of the Human Resources Department, which consists of 8 individuals, has a combined total of over seventy (70) years of related Human Resources and Risk Management experience making the Department well equipped to handle a variety of Human Resources issues that are presented. In addition, the staff is cross trained so that in the event of any unanticipated absences, functions can continue to be handled in an efficient and professional manner. A majority of the staff members hold either Bachelors or Masters Degrees. Many are working on or have completed certifications within the field of Human Resources.



MANAGEMENT AND ORGANIZATIONAL STRUCTURE



G. PERSONNEL

As stated above, the eight (8) member staff of the Human Resources Department has over seventy (70) years of related Human Resources and Risk Management experience. Individual positions are broken down into job functions; however, due to the small size of the staff, all staff is trained on a variety of functions so that in the event of absences, operations can continue without delay. The Human Resources staff is made up mostly of Human Resource Professionals within the following titles:

1. Human Resource Director,
2. Human Resources Analyst,
3. Risk Manager,
- 4/5. Two Human Resource Managers,



6. Assistant Risk Management Coordinator,
7. Administrative Aide,
8. Human Resource Assistant.

Vacancies that exist in the Department are filled on an as needed basis after an analysis is done to determine if the workload warrants the replacement of the position. Positions that need to be replaced would be posted, an interview would be conducted and a selection made based on the qualifications of the successful candidate.

Currently all of the functions of the Human Resources Department are done in-house with very little work being contracted to vendors. There are three contracts that currently exist and they are evaluated on an annual basis to determine if the contract continues to be the most effective and efficient way to handle those tasks. The three contracts are for fire promotional exams and testing, for the Risk insurance agent of record and Neogov.



H. BUDGET AND FINANCIAL PLAN

FINANCIAL PLAN

	2014 Adopted Budget	2014 Actual Amount	2015 Adopted Budget	2015 Actual Amount	2016 Adopted Budget
Fund: 001 General Fund					
Expenditures					
PS - Personnel Services	\$636,048.00	\$624,369.70	\$685,585.00	\$612,241.30	\$693,247.00
OE - Operating Expenditures	\$1,711,132.00	\$1,534,270.10	\$1,833,023.00	\$1,651,911.99	\$1,783,653.00
CO - Capital Outlay	\$64,565.00	\$34,899.10	\$63,865.00	\$5,163.53	\$95,465.00
Fund Total: General Fund	(\$2,411,745.00)	(\$2,193,538.90)	(\$2,582,473.00)	(\$2,269,316.82)	(\$2,572,365.00)
Fund: 510 Self Insurance					
Expenditures					
PS - Personnel Services	\$163,880.00	\$133,708.84	\$174,069.00	\$113,709.51	\$181,008.00
OE - Operating Expenditures	\$10,247,338.00	\$12,422,948.11	\$12,068,061.00	\$11,372,375.25	\$12,887,852.00
OU - Other Uses	\$577,947.00	\$0.00	\$0.00	\$0.00	\$0.00
Fund Total: Self Insurance	(\$10,989,165.00)	(\$12,556,656.95)	(\$12,242,130.00)	(\$11,486,084.76)	(\$13,068,860.00)
Expenditure Grand Totals:	\$13,400,910.00	\$14,750,195.85	\$14,824,603.00	\$13,755,401.58	\$15,641,225.00



II. DEPARTMENT GOALS, OBJECTIVES, STRATEGIC OUTCOMES AND KEY PERFORMANCE INDICATORS

Strategic Priorities

1. Commitment to Customer Satisfaction
2. Dedication to Excellence in Service Delivery
3. Respecting and Promoting Diverse and Sustainable Community and Neighborhood Values with consideration of our historic roots
4. Creating an Environment that is Conducive to Innovation, Creativity, and Collaboration
5. Nurturing the health, safety, and welfare of the community

Goal/Objectives:

- 1 Continue to recruit, select and retain the most highly qualified candidate.
- 2 Establishing a separation between class specification and position descriptions.
- 3 Promote personal wellness in order to create and sustain a healthy and productive workplace.
- 4 Ensure that all Town employees receive training necessary to achieve development of skills, knowledge, abilities and attitude related to their job duties.
- 5 Ensuring employees has an understanding of the Towns policies and procedures.
- 6 Reduce the financial exposure for the Town of Davie and promote a safer working environment.
- 7 Standardization of business practice/operation procedures.

Strategic Outcomes:

- 1a Provide a highly qualified and efficient workforce. **SP 1, 2, & 5**
- 2a Develop more accurate class specifications and creating town wide position description. **SP 1, 2, & 5**
- 3a Expand the Town-wide wellness initiative. **SP 1 & 2**
- 4a Revise Towns orientation and improve service through in-house training and outside training. **SP 1 & 2**
- 5a Ensure employees are aware of policies and procedures thru the Town employee handbook. **SP 1 & 2**
- 6a Enhance the safety program and improve the information flow with monthly and quarterly reporting **SP 1 & 2**



Key Performance Indicators				
	FY15		FY16	
	Goal	Actual	Goal	Actual
1a) % of individuals hired, placed, transferred or promoted to permanent positions processed	*	55	*	
2a) % of new hires achieving 12 months of service	100%	92%	100%	
2a) % of employees receiving 12 month appraisal	100%	98%	100%	
3a) % of employees attended Health Fair	70%	63%	70%	
3a) # of wellness classes offered	12	24	12	
4a) % of new hires to receive their orientation within two weeks of hire	100%	100%	100%	
5a) # of incidents investigated	>5	4	>5	
5a) # of employee grievances filed	>5	3	>5	
6a) # of medical claims only	>75	42	>75	
6a) # of Lost time claims	>13	6	>13	
	* Not Applicable/Not Available			



Audience/Channels

The Human Resources Department has both an internal and external audience. Our internal audience consists of Town Departments and Town employees, while our main external audience is applicants for employment with the Town of Davie.

In order to be successful in getting information to our audience the Human Resources Department must take advantage of many different channels of communication, some of which are listed and described below.

Internet:

Continue to take advantage of the internet which provides the Human Resources Department with many tools that can be used for conducting recruitment activities as well as internal/external communications in efficient and cost effective ways.

Intranet:

The Town as well as Human Resources and all Town employees can benefit from the implementation of a Town-wide intranet system. An Intranet system will allow for better internal communication, sharing of resources and best practices, improved customer service, and reduction of paper work.

Email:

Continue to use email as a method of distributing information to Town employees as well as customers.

HR Connection Newsletter:

Continue to develop and distribute Department newsletter which has created a great way to inform and update Town employees on a multitude of topics.

Employee Wellness Program:

As part of Human Resources continued commitment to total employee health and wellness, it will expand its list of courses offered to Town employees as well as continuing to provide an annual employee Health Fair.

The health fair has proven to be an effective method of informing employees of the benefits provided by the Town. Employees are also provided the opportunity to take advantage of multiple health screenings and informative feedback from healthcare professionals.

Newspapers:

With the increased cost of advertising and budget constraints, the Human Resources Department has limited the use of newspaper advertising.



Safety Committee:

Continue to provide guidance and support to the Town's Safety Committee. Use committee members to disseminate safety policy, procedures, and awareness throughout the Town.

Bulletin Boards:

The Human Resources Department uses Bulletin Boards to communicate policies and procedures, job opportunities, and safety posters to Town employees.

The major competitive advantage of the Town's current Human Resources Department is its understanding of the Town's current and future business strategy. Our strategic priorities are in line with that of the Town Council. Also, our Department offers employees and the public with access to on-site HR expertise that would not be found if Department functions were outsourced. This expertise provides the Town with increased flexibility and speed of response to any HR problem.

Objective

The Human Resources Department acts as the link between our organization's management and staff. Through daily communication with Town staff and management we are able to create and maintain the proper policies, procedures, and trainings required to provide stakeholders with effective and efficient public services.

We believe that the most important factor to an organization's success is its people. When a workforce that encompasses the proper knowledge, skills and abilities is provided with the needed tools to succeed, an organization's strategic priorities will not only be met, but surpassed. Our objective is to maintain a workforce that is driven to fulfill Department and Town-wide objectives, while adhering to the core values outlined by Town Council. To accomplish this, we will continue to recruit and retain top quality personnel and provide training that will help employees succeed.

Feedback/Timelines

To assist us in evaluating our services we will conduct internal and external surveys. Internal surveys will be conducted at least once a year and will focus on employee benefits, wellness initiatives, training opportunities, and overall Department service. External applicant surveys will be available through our online application system which will provide customers with the ability to recommend how we can better serve them. We will also continuously survey neighboring municipalities to ensure that the Town remains competitive.



III. OPERATIONAL PLAN

The Human Resources Department has hours of operation from 7:30AM to 5:00PM Monday through Thursday, and 8:30AM to 5:00PM on Friday. The Department is located at 6591 Orange Drive, Davie, FL 33314 in Building B. Human Resources is a service Department made of eight (8) individuals handling all of the Human Resources needs of the Town of Davie. The main functions include; Benefits Administration, Recruiting and Selection, Risk Management and Employee Relations. The staff members are all located within one main office with several of the staff members having individual offices within the main office. Most of the staff is located in the main area which was recently remodeled to allow for a continuous flow of communication between most of the staff. This set up is beneficial in that it allows for informal cross-training to occur based on the office environment.

Production

The Town of Davie Human Resources Department offers a variety of services focusing on answering employee questions, ensuring a safe, equitable and enjoyable employment environment and providing necessary forms and documents to employees and the public.

The services that Human Resources provide include:

- Benefits Administration
- Recruitment and Selection
- Risk Management
- Workers Compensation
- Employee Training & Development
- Employee Relations including Collective Bargaining
- Legal Compliance
- Compensation Administration
- Employee Wellness
- Employee Workplace Health & Safety
- Personnel Policy Development
- Records Management

All of the Human Resources services listed above are handled in house by our Human Resources staff which continuously strives to improve customer satisfaction while offering excellent customer service.



Legal Environment

The Human Resources Department has a multitude of legal requirements in order to maintain compliance with all Federal, State and local employment laws. In addition, we must continuously observe Supreme Court rulings which dictate precedence in cases where specific laws may be open to interpretation.

The following represent the legal requirements Human Resources deals with most frequently:

Federal

- Title VII Civil Rights Act
- FMLA
- COBRA
- ADA
- ADEA
- Various IRS Codes (125, etc.)
- Military Leave Act
- 440 Workers Compensation
- 447 Collective Bargaining in the Public Sector / Labor Organization
- Pregnancy Discrimination Act
- HIPPA
- Patient Protection and Affordable Care Act

State

- FSS 110 – State Employment
- FSS 111 – Public Officers
- FSS 112 – Public Officers & Employees
- FSS 119 – Public Records
- FSS 120 – Administrative Procedure Act
- FSS 121 – Florida Retirement System
- FSS 122 – State and County Officers and ERS
- FSS 125 – County Government
- FSS 175 – Firefighter Pensions
- FSS 185 – Municipal Police Pensions
- FSS 250 – Military Affairs
- FSS 251 – Florida State Defense Force
- FSS 252 – Emergency Management



- FSS 292 – Veterans’ Affairs
- FSS 295 – Laws relating to Veterans
- FSS 322 – Drivers Licenses
- FSS 435 – Employment Screening
- FSS 440 – Workers’ Compensation
- FSS 443 – Unemployment Compensation
- FSS 445 – Workforce Innovation
- FSS 446 – Job Training
- FSS 447 – Labor Organizations
- FSS 448 – General Labor Regulations
- FSS 450 – Minority Labor Groups
- FSS 624 – Insurance Code
- FSS 760 – Discrimination in the treatment of persons

The above laws represent the majority of the legal requirements the Human Resources Department is responsible for ensuring that the Town of Davie is in compliance.



IV. APPENDICES

The following is just some of the information that can be found by visiting the Human Resources Web Page:

- Job Opportunities/Application - <http://agency.governmentjobs.com/davie/default.cfm>
- Job Interest Cards - <http://agency.governmentjobs.com/davie/default.cfm?action=openjobrequest&EmployerID=1593>
- Employee Benefits - http://www.davie-fl.gov/Pages/DavieFL_HumanResrs/Employee%20Benefits
- Health & Wellness links http://www.davie-fl.gov/Pages/DavieFL_HumanResrs/Employee%20Wellness%20Page
- Personnel Policies - http://www.davie-fl.gov/Pages/DavieFL_HumanResrs/Administrative%20Policies%202010
- Forms such as: Citizen Incident Report, Accident Incident Report, Form W-4, etc
- http://www.davie-fl.gov/Pages/DavieFL_HumanResrs/A%20to%20Z%20Form%20Directory
- Collective Bargaining Agreements - http://www.davie-fl.gov/Pages/DavieFL_HumanResrs/CBAs/index
- Personnel Rules and Regulations - http://www.davie-fl.gov/Pages/DavieFL_HumanResrs/Rules/index

For additional information or documentation, please visit: http://www.davie-fl.gov/Pages/DavieFL_HumanResrs/index

**INFORMATION TECHNOLOGY
BUSINESS PLAN**

Town of Davie

Nelson Martinez
IT Director
(954) 797-1063
Nelson_Martinez@Davie-FL.gov



I. GENERAL DEPARTMENT DESCRIPTION

Information Technology (IT) is an internal services Department providing secure, modern, creative, efficient, highly available and cost effective technology solutions in order to advance the delivery of innovative public services to the Town's Departments and affiliated service centers. It is the responsibility of the Information Technology Department to provide the necessary framework and secure infrastructure to support the Town's technology and telecommunications operational needs. The Information Technology Department views itself as a strategic partner within the Town of Davie organization, and seeks to assist its member business units with identifying and vetting appropriate technology solutions that in turn will help promote efficiencies and enhance day to day operational activities. Some of the critical services areas that the Department supports include cellular service and telecommunications, LAN (Local Area Network) and WAN (Wide Area Network) management, server rooms, physical and virtual server farms, network attached storage, desktop and laptop computers, Public Safety mobility services, overall infrastructure, application support and enterprise security.

As the centralized IT support organization for the Town of Davie, the Information Technology Department is responsible for providing strategic technology direction by leveraging IT Service Management methodologies such as ITIL (Information Technology Infrastructure Library), NIST Cyber Security Framework and COBIT (Control Objectives for Information and Related Technology). The IT Department is also tasked with ensuring that all IT standards, operational policies and procedures are aligned with industry "best practice" standards; also, coordinating major Town wide initiatives, including but not limited to: Enterprise IT Project Management; Town wide technologies and applications; and management of the Town's Internet (public facing) and Intranet (Internal) websites. The Information Technology Department serves other Town Departments through a series of services that include (but are not limited to) enterprise integration of computer systems, negotiating and managing information technology related maintenance and services contracts and providing technology assistance via desktop technician and helpdesk based support. The IT Department uses the most cost effective manner to create a technological environment that enables Town employees to quickly access vital information.



A. MISSION STATEMENT

The Information Technology Department will evaluate, integrate and support secure and innovative technologies to help internal and external customers achieve their goals, while effectively maximizing return on resources and providing cost effective methods for citizens, businesses, vendors and others to easily access information and conduct business with the Town of Davie.

B. VALUE STATEMENT/PHILOSOPHY

Powered by Innovation, Guided by Integrity, We Empower the Town to Provide Service Excellence to the Citizens We Serve.

In keeping with the Town's Values and Strategic Priorities, the Information Technology Department subscribes to the following value statements:

Customer Service

The primary objective of the Information Technology Department is to provide excellent customer service. We have established and are constantly evaluating and enhancing Customer Service Core Values in order to strive to provide a service level that exceeds our Department's expectations.

Do What's Right

We are committed to the highest standards of ethical conduct in all that we do. We believe that honesty and integrity engender trust, which is the cornerstone of our service.

Perform With Excellence

We understand the importance of our missions and the trust the Town users and Departments place in us. With this in mind, we strive to excel in every aspect of our business and approach every challenge with a determination to succeed.

Respect Others

We recognize that our success as an enterprise depends on the talent, skills and expertise of our people and our ability to function as a tightly integrated team. We appreciate our diversity and believe that respect - for our users, Departments, and ultimately the citizens, and all those with whom we interact is an essential element of all positive and productive business relationships.



Information Integrity

Integrity involves maintaining the consistency, accuracy and trustworthiness of data over its entire life cycle. It is the intention of the IT Department to strive for data consistency, accuracy and availability of the Town's information on the network. Additionally, we strive to maintain appropriate levels of network availability as this is especially critical for Public Safety in times of emergencies.

C. EXECUTIVE SUMMARY

The Information Technology Department plays a critical role in every aspect of the Town's operations. Each aspect encompasses data and information services, multi-media, cellular and telecommunication services and devices, as well as facility security access. Our Department is dedicated to providing for the confidentiality, integrity and availability of all Town information resources by leveraging industry best practices as it relates to IT Service Delivery. The Department provides solutions for environmental sustainability, process efficiency, cost savings and service enhancement for all Town stakeholders.

Information technology continues to permeate every area of society and the need to secure that information increases while budgetary constraints plague both private and public organizations alike. The Town of Davie's Information Technology Department must strive to ensure that all Town information and communication resources are adequately monitored and secured; also, consequently accessible and available for Town employees, citizens, businesses, and other government agencies

The role of the Information Technology Department is constantly expanding as technological advancements increasingly provide enhancements, efficiency, cost-savings and improved ways of conducting business and sharing information. In addition, the Information Technology Department is also responsible for ensuring the continuity of business in the event of a disaster affecting the Town's information technology and communication infrastructure, while also providing assistance with damage assessment and recovery using Geographic Information Systems (GIS). The Information Technology Department provides limited end-user training, implements, manages, supports and secures the Town's information systems including interconnected Public Safety Systems, Enterprise Digital (VoIP) Phone systems, GIS, Email, Enterprise Resource Planning (ERP) applications, database and workflow client/server applications, audio and video multi-media systems as well as facility security and surveillance systems. The Information Technology Department strives to work with all Town business units as a strategic partner, in order to assist them in achieving their individual strategic priorities by jointly selecting technology solutions that are cost effective and efficient while still providing for acceptable levels of confidentiality, integrity and availability.



S.W.O.C ANALYSIS

Strengths	Description	Options for Preserving or Enhancing Each Strength
Team Players	The current members of the Information Technology staff work very well together. Valuable information is shared between staff members which is imperative to the success of the Department.	Continue to improve moral, by providing training and mentoring opportunities.
Responsive	There are 16 IT employees and approximately 700 plus computer users in the Town. This equates to 1 IT Staff member to service 44 computer users. The optimal ratio is 1 to 25. Even with this unbalanced ratio, the Information Technology Department attempts to maintain a high level of responsiveness to the user community.	Augment the number of staff members within the IT Department based on industry best practices for IT Service Delivery to 1:25
Minimize Costs	Minimizing costs goes hand in hand with being flexible and utilizing resources efficiently.	Allow IT Department to promote industry best practice solutions as required.



<p>Staff Expertise</p>	<p>The IT staff has many years of experience between actual practical experience in the industry and academics. This provides an excellent base for which to grow and expand the Town's technology.</p>	<p>Continue to increase staff training opportunities.</p>
<p>Employee Retention</p>	<p>The combined IT staff many years, which lends invaluable history and knowledge of the Town and its inner workings.</p>	<p>Continue to improve overall morale and work environment in order to help retain employees.</p>
<p>Efficient Use of Resources</p>	<p>The Information Technology Department has been conditioned to get the most out of the resources available to perform its functions.</p>	<p>Allow staff to continue to multi-task where possible while still adhering to proper segregation of duties in accordance to industry best practices</p>
<p>Continuing Self Education</p>	<p>Staff is motivated and eager to continue their education, both academically and technically.</p>	<p>Continue to properly fund the IT training budget in order to maintain IT skill sets on par with industry.</p>



Weakness	Description	Options for Mitigating Each Weakness
Short- staffed	For many years, the IT Department has had the same number of employees. As the Town’s population has grown and other Departments added staff to accommodate that growth, the Information Technology Department staffing levels have not followed suit. With the technological needs increasing at the Town, the IT staff is spread considerably thin.	Expand IT organization in order to achieve appropriate staffing levels that are in line with industry best practices for IT service delivery.
Physical and Logical Security	Department location lacks security and allows the access of unauthorized personnel. Additionally, the Town lacks a comprehensive enterprise security program incorporating adequate levels of monitoring and reporting.	Implement proper controls for both physical and logical security controls within IT areas and overall Town of Davie network environment.
Department Cooperation	Departments have, at times, not adhered to the Town’s approved Technology Use and Security Policy.	Create awareness for the importance of following proper security protocols and ensure that all Department directors enforce the Town’s Technology Use and Security Policy (SOP 24-012)



<p>Talent Acquisition and Retention</p>	<p>Many of the IT Departments current job descriptions and associated Job Grades are not in line with industry; as a result, make it very difficult to attract the appropriate talent and consequently offer a competitive salary. Having adequate job descriptions and appropriate job grade designations are critical to both hiring and retaining the proper mix of IT talent.</p>	<p>Work with Administration and Human Resources to revise all job descriptions as required; also, to reclassify those positions to appropriate job grades so they are in line with both private industry and government.</p>
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Opportunities	Description	Options for Taking Advantage of Each Opportunity
<p>Technology growth of the organization</p>	<p>Advancement in computer processing power and communications offer Town business units opportunities to enhance and improve overall services provided by the Town.</p>	<p>Continue to increase proper training and overall funding for IT investments.</p>
<p>Employee Technological Growth</p>	<p>Just as the organization will grow with technological changes, employees will also benefit and grow. Information is the key. The more information employees are able to obtain, the better</p>	<p>Focused training both for the organization as a whole and for individuals. Invest in business intelligence related technologies that will allow Departments to better analyze/crunch their data.</p>



	equipped they are to perform their duties.	
Greater interaction with other Communities/Agencies	A common platform allows for more efficient exchange of information between other municipalities and/or government agencies.	More active participation in Florida Local Government Information Systems Association (FLGISA.org) and South Florida Digital Alliance (SFDA)
Utilization and Enhancement of Existing Software	Software traditionally is written for the masses. With a common platform, it enables the organization to take advantage of existing software and to utilize software more efficiently.	The Town should continue to purchase off the shelf software and not customize current software. The Town should evaluate public and private cloud based solutions whenever possible.
E-Government	Opportunities are endless when the organization is open to the world. Communications and services are becoming easily accessible.	Explore and implement on-line business services wherever possible.
End User Training	Delivery of training sessions for users of current technical products and services.	Establish an internal training unit within the Town of Davie that can manage the overall organization's training processes.
Employee Workspace Expansion	New technology creates a need for additional resources, which will create a need for larger and more efficient workspaces.	Continue to expand IT related work spaces as required to accommodate IT new hires.



Challenges	Description	Option for Overcoming Each Challenge
Increased Employee Marketability	As employees gain experience in new technology they increase their marketability and may seek employment elsewhere.	Establish an internal training unit within the Town of Davie that can manage the overall organization's training processes.
Virus Attack	The majority of the world uses Microsoft products, thus the likelihood of a virus infiltrating our system is increased. Although virus detection software may be installed, it only detects known viruses; new viruses can infect the Town's computer systems.	Provide adequate funding for the IT Department to implement a comprehensive security program with proper controls for overall monitoring, mitigation and remediation.
Hackers/Physical and Logical Security/Security Awareness	The lack of a comprehensive security program which promotes adequate levels of confidentiality, integrity and availability increases the risk of Town information and systems being compromised.	Provide adequate funding for the IT Department to implement a comprehensive security program with proper controls for overall monitoring, mitigation and remediation.
Budget Constraints	In the past, the IT budget has suffered from a lack of investment, however, the Town of Davie Administration recognizes that investments	Continue to properly fund the IT budget in order to achieve and maintain appropriate IT levels of service in line with industry best practices with regards to IT Service



	need to be made within IT.	Delivery.
Natural/Physical Disaster	All sizes of natural & physical disasters threaten the Town's community & continuity of business. IT must ensure that emergency and disaster preparations are solid in the event of the need for recovery efforts.	Invest in implementing proper network & data redundancy & explore opportunities for building a TOD enterprise Data Center or lease space w/in a Category 5 co-location facility in order to host all critical production systems.

E. PRODUCTS AND SERVICES

The Information Technology Department is an internal services Department that is funded primarily through internal charge-backs to other Town of Davie business units. Within the framework of our Mission Statement, the Information Technology Department of the Town of Davie, as a customer service based team, has the following broad responsibilities:

Developing strategic and operational planning related to technology and its use by the Town. This is provided primarily through the preparation and development of a continuously updated three (3) year IT Strategic Plan.

Providing an efficient and stable technology infrastructure for the Town's information and telecommunication needs. This includes the selection, acquisition, maintenance, and support of the Town's Local Area Networks (LAN) and Wide Area Networks (WAN) equipment and cabling, and Town of Davie computing resources.

Providing all Town of Davie business units with reliable, high-speed Internet access and email services.

Delivering and maintaining a dependable telecommunication system which includes the Town's telephones and video conferencing, as well as restricted VPN connections to our Network.

Administering the Town's various IT initiatives, including preparation of Requests for Proposals (RFPs), Requests for Qualifications (RFQs), Invitations to Bid (ITBs), vendor selection, acquisition, contract management, installation and infrastructure support.

Installing and maintaining the standardized core software applications of the Town including computer operating systems, network operating systems, database systems, and office suites.

Assisting the various Town Departments with cooperative ventures, information sharing, common program development, and other integration/interface issues.



Securing the Town's information and critical data through proper establishment and administration of security policies and procedures. These involves such items as effective backup and restore procedures, disaster recovery, physical security for all IT equipment, enforced adherence to the Town's security policy, appropriate password control systems, accurately configured firewalls, correctly administered authority rights, robust and redundant virus protection systems, high-level data encryption schemes, and intrusion detection systems, etc.

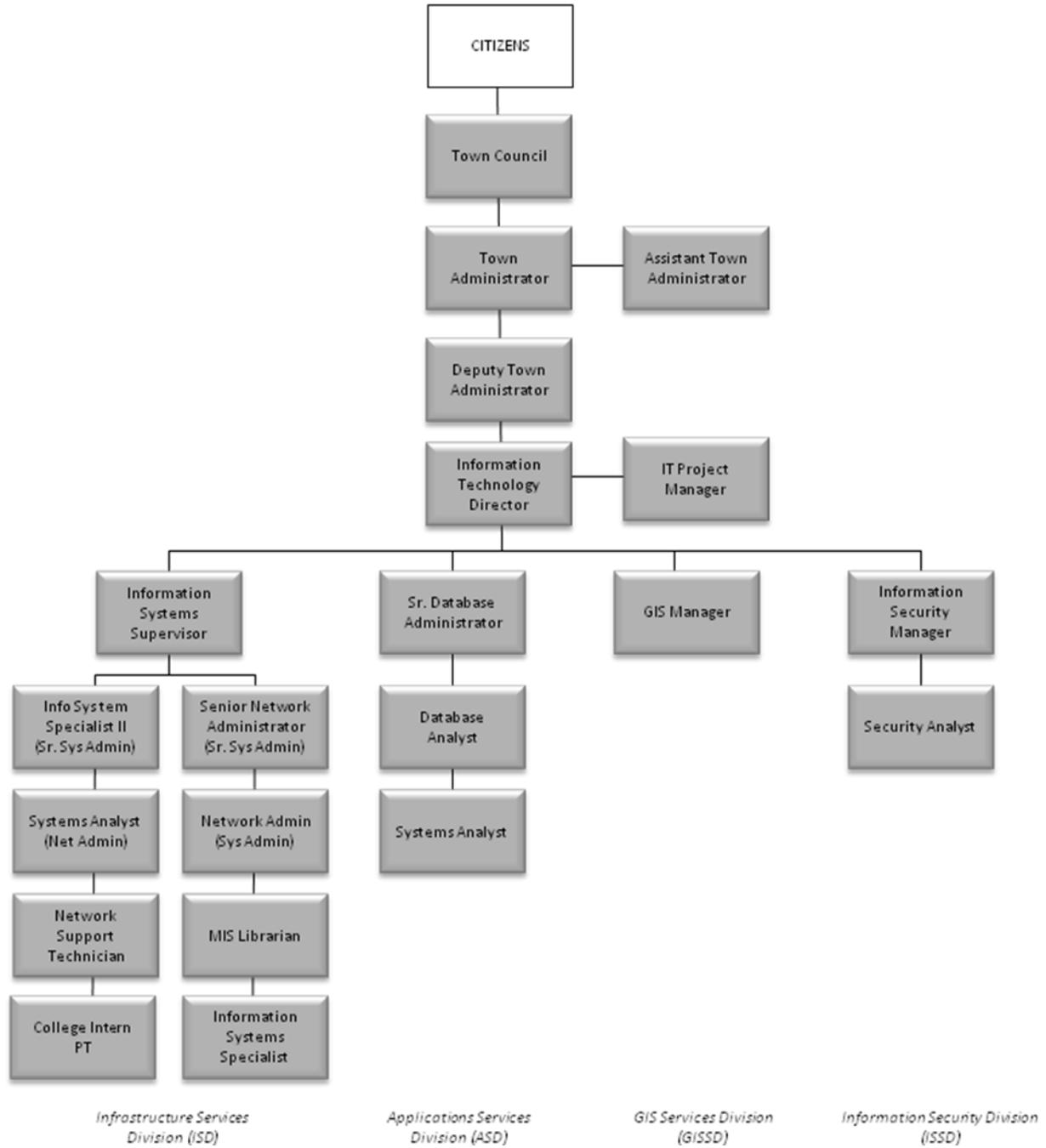
Geospatial data analysis services utilizing both web-based and desktop software for reviewing, organizing and maintaining geographical data.

Assisting the PIO Office on technical matters associated to the Town audio and video presentation equipment including Davie-TV and web streaming of Town Council meetings and other events.



F.

MANAGEMENT AND ORGANIZATIONAL STRUCTURE





The Town of Davie Information Technology Department is managed on a day to day basis by the Director of the Department. The current IT Director (CIO) of IT has over 20 plus years of experience in the Information Technology field to include areas of Network Management, LAN & WAN configurations, Voice over IP Technologies, Virtualization, Enterprise Security, Enterprise Resource Planning Systems, Software Development, NAS & SAN technologies, etc. The current director also holds many IT certifications including CISSP, CISO, CGCIO, PCIP, PCI-ISA as well a Bachelor's of Science Degree in Electrical and Computer Engineering; also a Masters Degree in Business Administration with a minor in International Finance.

The staff of the Information Technology Department which currently consists of 16 individuals, covering various IT service areas including but not limited to infrastructure support, application support and enterprise security. In addition, senior level technical staff is cross trained (where applicable) so that in the event of any unanticipated absences, critical support functions can continue to be handled in an efficient and professional manner. It is important to note that cross training of IT Staff is limited due to the need of preserving proper segregation of duties which is an industry best practice for enterprise security. Staff development is strongly encouraged and currently the majority of the staff holds at a minimum a bachelor's degree and/or many are working on or have completed various technical certifications within the field of Information Technology.

Position Descriptions for Key Employees

IT Director (CIO) – Manages the operations of the Information Technology Department to include the areas of network design, long-range planning, service vision, employee supervision, and network direction.

Information Systems Supervisor – Operates as the Lead Systems Administrator and also assist IT Director with the supervision of IT staff. Additionally, the IT Supervisor fills in as the Acting/Delegate Director when needed.

Network Administrator(s) – 2 positions - Handle higher level infrastructure and design to include: Network Design & Engineering, Applications & Database Management, Backups & Disaster Recovery & Collaboration Applications.

Systems Analyst – 1 position - Handle mid-level integration and support to include: Software & Application Integration and Systems Design & Specifications.



Information Specialist/Network Support Tech – 3 positions – Our “front line” of support – their duties include: Service Desk, Desktop Support, Telecommunications Support, Systems & Physical Infrastructure Support, Inventory and Compliance.

Senior Database Administrator/Database Analyst – 2 positions - The Database Administrator’s role is to design, install, monitor, maintain, and performance tune production databases while ensuring high levels of data availability. This individual is also responsible for developing, implementing, and overseeing database policies and procedures to ensure the integrity and availability of databases and their accompanying software.

IT Security Manager – 1 position - The IT Security Manager performs two core functions for the enterprise. The first is overseeing the operations of the enterprise’s security solutions through management of the organization’s security analysts. The second is establishing an enterprise security stance through policy, architecture and training processes.

IT Security Analyst – 1 position - The IT Security Analyst performs two core functions for the enterprise. The first is the day-to-day operations of the in-place security solutions while the second is the identification, investigation and resolution of security breaches detected by those systems. Secondary tasks may include involvement in the implementation of new security solutions, participation in the creation and or maintenance of policies, standards, baselines, guidelines and procedures as well as conducting vulnerability audits and assessments.

IT Project Manager – 1 position - The role of the Project Manager is to plan, execute, and finalize projects according to strict deadlines and within budget. This includes acquiring resources and coordinating the efforts of team members and third-party contractors or consultants in order to deliver projects according to plan. The Project Manager will also define the project’s objectives and oversee quality control throughout its life cycle

GIS Manager – 1 position - Plans and organizes the Town’s Geographical Information System. Coordinates GIS activities with Town business units, agencies and individuals; also, manages projects to completion. Supervises subordinate GIS professionals/Interns; reviews work of subordinates for completeness and accuracy.

Personnel

The Information Technology Department is currently comprised of 16 budgeted positions all of which are credentialed IT professionals in various fields of specialty. Though our Department does not have a high turnover rate, we find new employees through careful screening processes and interview testing. All staff members are encouraged to seek out new training and educational opportunities and to keep all certifications current with special emphasis on Microsoft and Cisco related technologies. Staff is also encouraged to bring new and innovative ideas to the attention of IT Management as there is always room for operational improvement.



We will be undertaking the process of establishing all new IT policies and procedures that are in line with industry best practices for IT Service Delivery; also, in line with security best practices. In addition all job descriptions are going to be re-written or modified in order to ensure that a

proper segregation of duties exists between all critical IT positions. Also, due to the confidential nature of the information that Senior IT Technical Staff have access to, we are classified as “confidential” employees and are therefore non-union.



H. BUDGET AND FINANCIAL PLAN

FINANCIAL DATA

	2014 Adopted Budget	2014 Actual Amount	2015 Adopted Budget	2015 Actual Amount	2016 Adopted Budget
Fund: 520 Information Technology					
Expenditures					
PS - Personnel Services	\$1,200,181.00	\$1,052,680.09	\$1,344,932.00	\$1,012,928.27	\$1,809,911.00
OE - Operating Expenditures	\$581,367.00	\$810,833.16	\$924,735.00	\$618,883.58	\$1,277,210.00
CO - Capital Outlay	\$350,000.00	\$111,452.18	\$475,000.00	\$361,745.38	\$503,300.00
DS - Debt Service	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Fund Total: Information Technology	(\$2,131,548.00)	(\$1,974,965.43)	(\$2,744,667.00)	(\$1,993,557.23)	(\$3,590,421.00)
Expenditure Grand Totals:	\$2,131,548.00	\$1,974,965.43	\$2,744,667.00	\$1,993,557.23	\$3,590,421.00



II. DEPARTMENT GOALS, OBJECTIVES, STRATEGIC OUTCOMES AND KEY PERFORMANCE INDICATORS

Strategic Priorities

1. Commitment to Customer Satisfaction
2. Dedication to Excellence in Service Delivery
3. Respecting and Promoting Diverse and Sustainable Community and Neighborhood Values with consideration of our historic roots
4. Creating an Environment that is Conducive to Innovation, Creativity, and Collaboration
5. Nurturing the health, safety, and welfare of the community

Goal/Objectives:

1. Implement and maintain an enterprise infrastructure and overall security architecture that provides for adequate levels of confidentiality, integrity and availability according to IT industry best practices.
2. Use IT to provide cost-effective means to achieve business results and improve operating efficiency.
3. Proactively work with Town of Davie business units as a strategic partner, to explore and recommend innovative and efficient technology solutions that allow for proper communication, data collection, data analysis and collaboration at the Town of Davie.
4. Continue to provide excellent support and service for Town employees and constituents with proficiency and professionalism.

Strategic Outcomes:

- 1a Develop and implement an overall IT renewal and replacement strategy to maintain a reliable and current enterprise IT infrastructure.
- 1b Maintain operational reliability and stability.
- 1c Provide for a more flexible intra-facility network (WAN) infrastructure capable of providing adequate levels of availability and performance between all Town of Davie locations.
- 2a Promote a paperless environment by further expanding the Town's electronic document management strategy; also, implementing work flow automation opportunities where appropriate.
- 2b Improve the effectiveness of IT infrastructure management by leveraging proven IT service delivery best practices (ITIL).



- 3a Research and establish a road map for the implementation of an enterprise security program based on National Institute of Standards and Technology (NIST) (*where applicable*), Control Objectives for Information and Related Technology (COBIT) (*where applicable*) and appropriate laws, regulations and standards.
- 4a Establish proper incident and change management strategies to improve service levels and also mitigate unplanned down time wherever possible.

Key Performance Indicators				
	FY15		FY16	
	Goal	Actual	Goal	Actual
1a. % Network Availability (excluding planned downtime)	100%	95%	100%	
1c. % of physical servers virtualized for energy conservation	90%	80%	95%	
2a. % of Town converted to digital document management	75%	30%	100%	
2b. % of Geo Database for water and sewer completed	15%	3	100%	
1d Conduct end user security awareness training classes	2	0	1	
1e. % Systems covered by anti-virus/anti-malware software	100%	99%	100%	
1f. % Systems with current patch levels	100%	60%	100%	
3a. # of industry specific seminars/training attended by individual technical staff	4	4	14	
3b. # of Departmental technical liaisons established for communication and continuity	6	7	2	
4a. IT Staff to Employee ratio (Optimal=1:25)	1:50	1:85	1:25	
4c. % of Help Desk Availability during critical hours (8-5)	100%	99%	100%	
4d. % of helpdesk requests resolved w/in 24-48 hrs	*	*	60%	
* Not Applicable/Not Available				



III. OPERATIONAL PLAN

The Information Technology Department has hours of operation from 7:00AM to 5:00PM Monday through Friday. The Department is located at 6591 Orange Drive, Davie, FL 33314 in Buildings B and C. Information Technology is a service Department made of 16 individuals handling all of the technology and information management service needs of the Town of Davie. The staff members are all located between three main offices; the main office at the Town Hall and satellite offices at the Police and Fire Departments. Most of the staff is located in the main area in offices which allows for a continuous flow of communication between most of the staff. This set up is beneficial in that it allows for informal cross-training to occur based on the office environment.

Information Technology interacts on a daily basis with the Town Clerk's Office, the HR Department, and the Finance Department, as well as many other Town Departments; all of which are also located within the Town Hall complex at 6591 Orange Drive, in Davie, FL or at other outlying locations.

Production

We purchase our software and hardware from third party companies based on cost/benefit. This adds for additional efficiencies since the hardware and software quality control are handled by those third party companies.

Our internal service is handled through our centralized Helpdesk. Users can phone or email their issues/questions in to the helpdesk. We are also adding a web-based self-service module by end of fiscal year 2016.

Wherever possible, we maintain a five-year refresh on all technology equipment. Older equipment that is replaced as part of the capital renewal and replacement process is either sold at auction or disposed of using approved Town of Davie policies.

Legal Environment

Software licensing is managed internally by staff using our Track-It! software program. We will be performing weekly scans on all equipment to ensure all software is properly licensed. All maintenance agreements and contracts for services are reviewed by the Town Attorney. We are responsible for keeping in compliance with Florida Statute 119 regarding public records and exemptions to the statute.

Personnel

A commitment to providing service excellence to our users is critical. As indicated previously, the Information Technology Department is currently staffed by 16 employees. Over half of these employees are credentialed IT professionals in various fields of specialty. All staff members are encouraged to seek out new training and educational opportunities and to keep all certifications current with special emphasis on Microsoft and Cisco technologies.



As a continual part of process improvement and to better align the Davie IT organization with industry best practices associated to both Information Technology Services Management (ITIL) and security best practices (COBIT), in FY2016 all IT personnel will be incorporated into four functional Divisions within the organization which are as follows:

Infrastructure Services Division (ISD) = the goal of the TOD ISD (Infrastructure Services Division) is to provide for the support, maintenance and overall solutions design for all aspects of the Town of Davie’s enterprise distributed systems, telecommunications and network infrastructure by leveraging established industry best practices (ITIL); also, applying proper System Lifecycle Management practices.



Applications Services Division (ASD) = the goal of the TOD ASD (Application Services Division) is to provide for the support, development, maintenance and overall solutions design for all aspects of the Town of Davie’s enterprise applications portfolio regardless of systems architecture (Hosted, On-Premise, SaaS, PaaS, etc.) by leveraging industry approved SDLC (Software Development Lifecycle) methodologies that can be applied to the maintenance of COTS (Commercial Off The Shelf) software products.

GIS Services Division (GISD) = the goal of the TOD GISD (Geographical Information Services Division) is to provide for the support, maintenance, integration and overall solutions design for all aspects of the Town of Davie’s geographical information’s systems by leveraging established industry best practices (ESRI and URISA).



Information Security Services Division (ISSD) = the goal of the TOD ISSD (Information Security Services Division) is to provide for the development, support, maintenance, enforcement and overall design of the Town of Davie's enterprise security program leveraging established industry best practices for security such as NIST (National Institute of Standards and Technology) and COBIT. The ISSD also provides for the vetting of any and all software purchases (in close coordination with the Applications Division) to ensure that it will not create a security exposure for TOD; also, to ensure that it meets any in scope regulatory compliance requirements such as PCI-DSS 3.0 (Purchasing Card Industry Standards), FACTA, FISMA and GLBA (where applicable).



**PARKS, RECREATION AND CULTURAL
ARTS DEPARTMENT
BUSINESS PLAN**

Town of Davie

David Flaherty

Director

954 797-1151

David_Flaherty@davie-fl.gov



I. GENERAL DEPARTMENT DESCRIPTION

A. MISSION STATEMENT

Town of Davie Parks, Recreation & Cultural Arts Department is dedicated to the provision of life enriching, diversified recreational programs and cultural events, outstanding customer service, superior park areas and recreation facilities for the benefit and enjoyment of all residents, and proactive improvement to meet future needs.

B. VALUE STATEMENT/PHILOSOPHY

The Department's service philosophy is to conduct business in a manner which supports the Towns' core service values of Customer Driven, Respect, Integrity, Excellence and Leadership as well as to demonstrate daily, a set of core values that guide the vision and mission of this Department. These values are:

- Enhance the quality of life for all Davie residents
- Promote the value and benefit of parks, recreation and cultural arts
- Respect and value the role of open space and a community trail system
- Continuously strive toward excellence in services provided
- Commit to staff development, professional growth and professional integrity
- Respect and embrace the diversity of the people that make up the Town of Davie as well as value its cultural heritage
- Foster partnerships, wherever possible, with civic and business organizations
- Ensure accessibility and ADA compliance at all parks and recreation facilities

C. EXECUTIVE SUMMARY

Life enriching recreational opportunities with a HOME TOWN FEEL...that is what the Town of Davie Parks, Recreation and Cultural Arts Department continuously strives for. Our main objective is to offer safe recreational areas and facilities, promote personal achievement with quality recreation programs and services, foster a sense of community and appreciation of natural resources and cultural heritage and commit to both personal and community wide health and wellness. To that end, the Department's primary responsibilities are to:

- **MANAGE** a comprehensive system of parks, recreation facilities and trails for the 97,000 + residents of Davie.



- ADMINISTER a wide variety of recreation programs, activities and cultural events that meet the needs, interests and desires of the Town's residents from preschoolers to senior adults.
- PROMOTE and market quality programs, events and services in the areas of sports, aquatics, fitness, community-wide special events and general recreation programs and activities.
- PROTECT the Town's parks, open spaces and recreation facilities while providing a safe and secure environment for park and trail users and recreation program participants.
- PLAN for the long term needs of the community in the areas of both park and recreation facility enhancement and development, Town wide trail expansion and program developments based on community interests.

Achieving our primary responsibilities is both critical and challenging as the public continues to demand greater government efficiency, responsibility and accountability in the use of each tax dollar. This Department is constantly reviewing core program and service functions, establishing community partnerships and soliciting program sponsors, reviewing and adjusting program fees and charges, increasing program promotion and marketing and developing new programs to increase community participation and overall revenues.

The anticipated challenges the Department will face over the next five years (5) include:

- Continued funding challenges to meet the Departments identified core services.
- Continued development and expansion of the Town's extensive trail system.
- The upswing in commercial and residential development resulting in an increased demand/need for additional parks, recreation facilities and programs.
- Continued growth in cultural diversity within the community and the need to develop new programs and events to meet the needs and interests of a culturally diverse community.
- An increased effort by staff to offer quality recreation programs and services by utilizing alternative funding sources found through community sponsorships and partnerships.
- The development of new programs and facilities through partnerships and agreements with private and non-profit organizations within the Town of Davie and the possibility of establishing mutually beneficial service agreements with neighboring municipalities.
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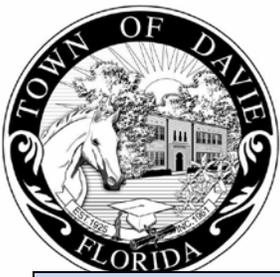
- The challenge of funding both the enhancement and needed renovation of existing parks and recreation facilities, especially multi-use sports fields and outdoor basketball and tennis courts.
- As the Town continues to grow, the challenge of promoting community needs and securing funding necessary for additional parks and recreation facilities, especially sports facilities and either the expansion of the current community center or the construction of a new community center.

D. S.W.O.C ANALYSIS

STRENGTHS	Description	Options for Preserving/Enhancing Strengths
Program Variety and Quality	The Town provides a balanced variety of high quality youth and adult programs and recreational opportunities.	Need to maintain staff levels or outsource certain services where feasible and beneficial to the Town of Davie. Continuously conduct program satisfaction surveys in all operational areas as well as conduct an annual community needs and interest survey and analysis.
Well developed system of Parks and Trails	18 Neighborhood Parks, 14 Community Parks, 13 Open Space Parks and 251 miles of trails for walkers, runners, bikes and horseback riding.	Continue to work with Public Works to ensure parks and facilities are maintained to community expectations. Develop a park master plan to establish guidelines and priorities for future property acquisition and development.
Bamford Park and Pine Island Sports Complex	Facilities include a 50 meter swimming facility and fitness center, 21 lighted sports fields and sports courts, and 1 community center with gym and multiple concession stands, playgrounds and picnic areas.	This park and sports complex is the Town's central recreational facility. Its continued care and upkeep by the Public Works Department is critical to meet the needs of the Town especially in the areas of youth and adult sports activities, leagues and tournaments. Currently the multipurpose fields are heavily



		<p>used and the Department is challenged to keep them in quality playing conditions. In addition, renovations to both tennis courts and outdoor basketball courts have become a priority, not only at Bamford but at similar facilities throughout the Town's park system.</p>
<p>Bergeron Rodeo Arena and Grounds</p>	<p>Large covered multi-use arena with concessions, restrooms, bleacher seating and parking available to handle 5,000 spectators.</p>	<p>Capital funding for needed improvements to the main arena will be needed over the next three (3) to five years (5). While restroom facilities have been recently updated and expanded, concession facilities and general landscaping are still needed. Currently the number of maintenance personnel assigned to the arena and grounds is adequate for daily care and upkeep.</p>
<p>Public support and participation</p>	<p>High degree of public support and participation for parks, recreation facilities and recreational programs.</p>	<p>Conduct annual needs and interest assessment or satisfaction survey to determine areas for program improvement and facility expansion or development.</p>



WEAKNESSES	Description	Options for overcoming Weakness
<p>Capital Funding for existing parks and facilities and future parks and facilities</p>	<p>Both expanded and enhanced recreation facilities are becoming necessary if the Town of Davie is to continue to provide quality recreation services and facilities to Davie residents. Existing facilities, such as the Multipurpose Center, are nearing programming capacity and requests for room use are increasing. Sports fields are being over used with little to no down time available for field renovations. In addition, new recreation facilities such as playgrounds with spray features, sports fields with artificial turf, parks with disc golf courses, dog parks, and aquatic centers with water slides are becoming the norm in cities and towns across America.</p>	<p>Develop a ten (10) year Master Plan for the Department of Parks, Recreation and Cultural Arts.</p> <p>Establish an annual one (1) million dollar capital fund budget for parks and recreation facility renovations, enhancements and construction.</p>
<p>Professional Staff with appropriate educational backgrounds</p>	<p>Many of the current full-time staff does not have an educational background in parks and recreation. While many of the staff are long-term employees ten (10 years or longer), previous Department leadership failed to either address or provide opportunities for professional training or to encourage staff to take advantage of the Town's Tuition Reimbursement Program.</p>	<p>When possible, budget for staff to attend professional training opportunities offered by the National Recreation and Park Association as well as the Florida Recreation and Park Association. When funds are not available, initiate internal training workshop using parks and recreation professionals from surrounding municipalities. In addition, require Department staff to visit other municipalities to view similar, as well as new programs and services.</p>



OPPORTUNITY	Description	Options for Taking Advantage of Each Opportunity
Use Davie Transit Service to advertise specialty programs and events	The Town of Davie offers a free transit service for residents.	Utilize the transit buses to promote and market major Department programs and events. Promotion could be through the use of vehicle wraps or bill board type signage.
Sponsorship Program	Develop and administer a value-based program to obtain financial benefit from park naming rights, facility naming rights and increased on site vendor advertising etc.	Pattern after similar programs utilized by comparable sized municipalities.
Outsourcing Services or facility operations to profit or nonprofit providers	Utilize contractors where appropriate for provision of programs or facility operations. Also, utilize facility use agreements with nonprofit agencies and organizations for provision of programs.	Expand (where feasible and beneficial) current outsourcing opportunities.
Develop and Manage a Volunteer Program for the Department	Develop and manage a volunteer program to fully utilize the existing high school requirement for student performance of community service hours. Program would provide volunteers to perform as many traditional park and recreation maintenance and program tasks as is appropriate.	Utilize existing Department personnel to develop and manage program.
Bergeron Rodeo Arena and Grounds	The arena is an outdoor covered venue which is home to a number of major rodeo events each year. In addition, the Special Events and Cultural Arts Division permit other events throughout the year. However, staff has identified a significant number of Sundays and various weekdays that the arena stands empty.	Establish a marketing and promotional campaign that highlights the assets and versatility of the arena and its availability for rental.



Social Media	The public is increasing its use social media to find information about community recreation services.	The Department has established an email blast service and a Facebook page, but needs to look at establishing other social media outlets such as Instagram, and Twitter.
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CHALLENGE	Description	Options for Overcoming Challenges
Continued Expansion of Recreational Entrepreneurs within the Davie Community.	Private businesses adapting to become competition for traditional core program and service offerings.	Provide programs and services in a cost effective manner. Focus on known desired customer program and service expectations. Work to provide services within the scope and intent of Town values and philosophy. Keep informed on external competition and adjust operations as is possible to stay equal or better.



E. PRODUCTS AND SERVICES

The Department of Parks, Recreation and Cultural Arts performs two major functions for the benefit of Davie residents. One function is to provide well maintained parks, open space and trails. The second function is to provide quality recreation programs and community wide events at various parks and facilities located throughout the Town.

Parks Open Space and Trails

The first function deals with the availability of the Town's parks, open spaces and trails. These facilities (parks) are typically open from dawn to dusk and are used by residents and visitors alike on a drop-in and use basis. In addition, these parks are traditionally identified within one of two classifications. The first is activity parks and the second is a passive parks. While the Department of Public Works is responsible for both the daily and long term maintenance of the Town's Parks, the Department of Parks, Recreation and Cultural Arts is task with ensuring these facilities are available for recreational uses by Town residents.

- Activity Parks

Activity parks have a variety of venues which people use to engage in activity recreation pursuits. At these parks, residents find picnic shelters with grills, sports courts and sports fields, walking paths, playgrounds, swings, drinking fountains, restrooms and parking lots. A number of parks have lighted facilities for tennis and outdoor basketball as well as equestrian areas and small buildings with community rooms, which are usually rented out for family or group events. Two parks, Bamford and Betty Booth Roberts, have community swimming pools. Bamford Park is the Town's crown jewel with includes all of the typical park venues described above plus 21 individual sports facilities, a 50 meter swimming pool, a fitness center and a large community center with multiple rooms, (a kitchen, lobby, receptionist area and an indoor gymnasium). Bamford Park annually receives the most visits by Davie residents and non-residents who utilize the Town of Davie parks and recreational facilities. With 21 individual sports facilities, the majority of all youth and adult sports leagues, events and tournaments take place at Bamford Park.

- Passive Parks

Passive parks are areas that have very few park amenities with the exception of the occasional picnic areas and shelters. These parks also tend to have non-paved walking trails as opposed to paved walking paths. Never the less, Davie residents enjoy visiting this type of park because of the natural open space throughout the park such as lakes, ponds, native vegetation and various species of trees.

- Trails

Davie has an extensive trail system within numerous parks such as Robins Lodge, West View Park and Wolf Lake as well as an extensive trail system throughout the community that connects many of the Town's parks and open spaces. These trails are in constant use by walkers, joggers, bicyclists and horse riders. The maintenance of this system of trails is the responsibility of the Public Works Department.



- Open Space

The Town of Davie takes great pride in having land bank parcels of property within the Town’s boundaries. A number of these properties will be developed as parks at some future date when both community need as well as funding for development becomes available.

Recreation Programs and Community Wide Events

The Department provides year round recreation and event programming for Davie residents in a variety of areas. A professional staff of 23 full-time and 52 part-time employees plan, coordinate and implement a wide variety of program events to meet the needs, interests and desires of Davie residents who are three (3) years old through senior adulthood.

These programs and events include the following general categories and specific activities:

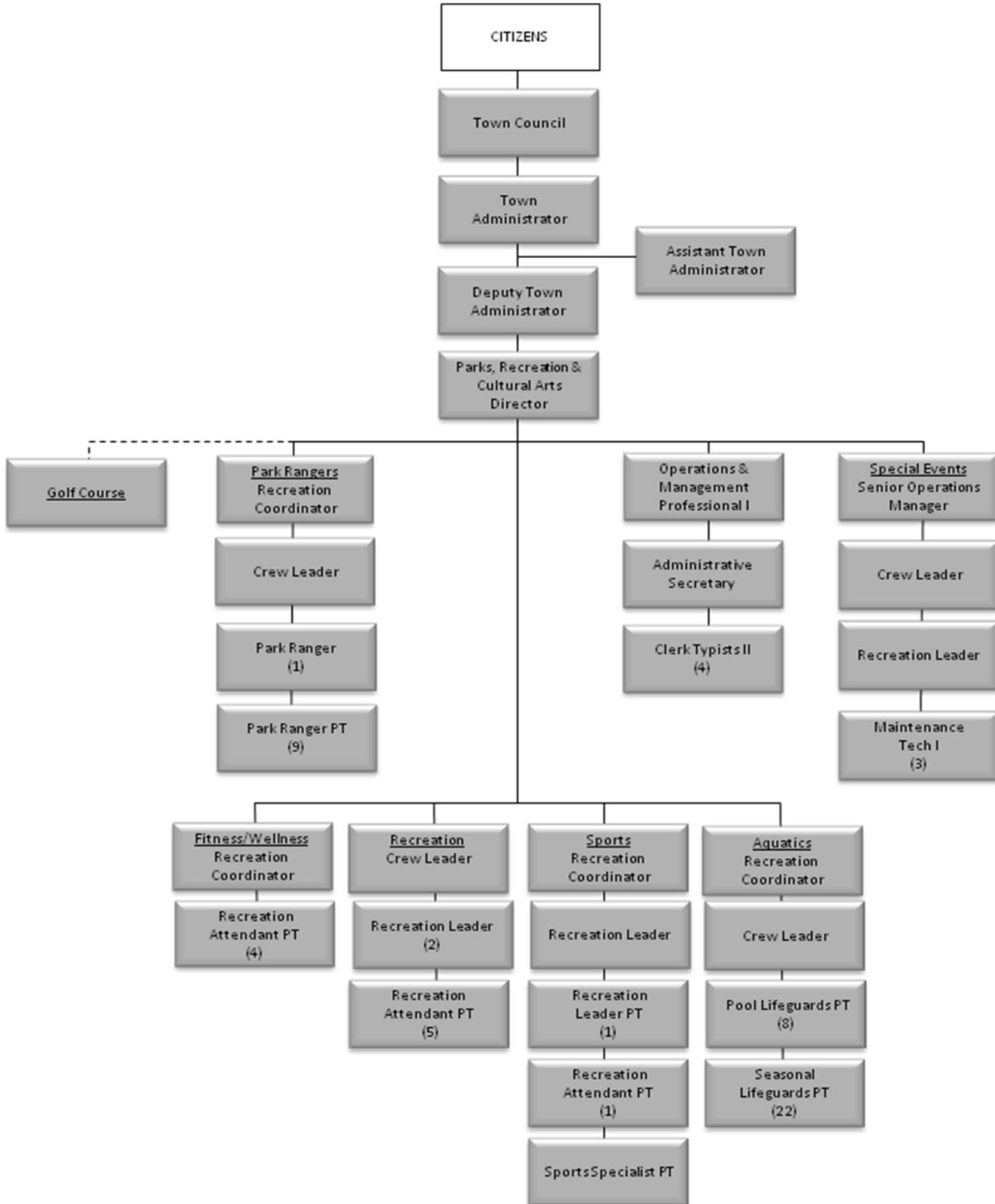
Category	Specific Activities
Youth Sports Leagues	Ages 3 to 15: Softball, Baseball, Soccer, Basketball, Cheerleading, Flag Football. Other independent sport programs that rent facilities include Lacrosse and Tackle Football Leagues, Sport Tournaments and Travel Sports Teams.
Adult Sports	Co-Ed Men’s Softball and Pickleball.
Recreation Enrichment Classes	Karate, Ceramics, Jazzercise, Painting, Quilting, Zumba, Ballet, Clogging, Chess, and Tennis, to name only a few.
Aquatic Programs	Swimming lessons, Water Aerobics, Scuba Lessons, Youth Swim Team, Master’s Swimming, Recreation Swimming, Synchronized Swim, Jr. Lifeguard Camp, Pool Party Rentals and Lap Swimming.
Fitness Center	Large variety of fitness machines available for use by members or drop-in users. Also offered are contracted fitness trainers and a contracted fitness boot camp.
Community Special Events	Community wide events such as 4 th of July, Easter Egg Event, Orange Blossom Parade, Festival and Rodeo, Concerts on the



	Corner, Community Bike Rides, and Waterway Clean-ups
Community Center Services	Drop-in basketball, meetings, parties, cards and board games, variety of art classes and fitness classes.
Senior Programs, Activities and Trips	Bingo, Friday luncheons, variety of trips and tours, veteran's breakfast and social gatherings.
Facility Rentals	Swimming pool, park picnic shelters, Robins Lodge, sports fields, community center rooms and Bergeron Rodeo Grounds



F. MANAGEMENT AND ORGANIZATIONAL STRUCTURE





Department Management

Day to day management of Department business is conducted by a management group consisting of: (1) Department Director, (1) Senior Operations Supervisor, (4) Divisional Coordinators, (1) Operations and Management Professional I, (2) Crew Leaders and (1) Administrative Secretary. In the absence of the Department Director, the Senior Operations Supervisor becomes the Acting Department Head for Parks, Recreation and Cultural Arts.

Department Director: This position serves as the chief operating officer of the Department and is responsible and accountable for overseeing the traditional management functions of planning, directing and controlling the actions and utilization of personal and material resources necessary for desired service delivery system performance.

Senior Operations Supervisor: Working with and reporting to the Department of Parks, Recreation and Cultural Arts Director, the Senior Operations Supervisor (SOS), does the overall administrative planning, contracting and budgeting for the Special Events & Cultural Arts Division, this includes the Bergeron Rodeo Grounds venue capital development and maintenance. The SOS implements event programming within budgetary limitations, including the management and control of all properties assigned to the Division. The SOS is responsible for hiring and overseeing the Special Events & Cultural Arts staff.

Recreation Coordinators: Under the direction of the Department Head, these employees plan, direct and control the operation of the Park Ranger Division, Sports Division, Aquatic Division and Fitness Division. The essential functions of these positions area staff management and supervision, budget preparation and execution, Divisional purchases, customer service and conflict resolution and most importantly, program planning, execution and management.

Operational & Management Professional I: Under the direction of the Department Director, this position has the responsibility of maintaining the Department's web pages and Facebook while marketing the Departments numerous programs, activities and events and serving as an assistant to the Department Director.

Crew Leaders: One crew leader supports the efforts of the Aquatic Recreation Coordinator in managing the Town's two aquatic facilities and numerous swimming programs. The other position currently manages the daily operation of the Multipurpose Center. It is anticipated that in FY2017 the Crew Leader for the Multipurpose Center will be reclassified to Recreation Coordinator..

Administrative Secretary: This position serves as an aide to the Department Director. Essential functions handled are: professional secretary tasks, direct and control office functions involving area and facility use scheduling and rentals, payroll processing, accounts payable, program registrations and daily deposit transactions.

Succession Plan: It is the responsibility and duty of the Department Director to implement a succession plan within the Department. The purpose of this plan is to provide staff members with opportunities for professional growth and development which would allow them to "move up" within the organization as positions of higher responsibility and salaries become available. At this time, both the Senior Operations Supervisor and the



Operational & Management Professional I are being given tasks that provide them with knowledge and experience to assume the duties of the Department Director.

ADMINISTRATIVE DIVISION: This Division consists of six point five employees and includes the Department Director and four skilled administrative/clerical staff and one Operations Management Professional I. Clerical staff workload is structured to have one staff member assigned to each of the following areas: payroll, accounts payable, facility reservations and daily deposits. Each of these staff also assists with Department special projects, events and recreation software updating as needed. The Department Director supervises the administrative secretary and the clerical staff and is responsible for the efficient and appropriate work assignments and duties. The Administrative Secretary provides admin support for the Department Director and the Department's four operational Divisions. The OMP I is tasked to maintain the Department's website, Facebook page and overall marketing efforts, and other duties as assigned by the Department Director.

SPECIAL EVENTS & CULTURAL ARTS DIVISION: This Division has six full-time employees who develop, promote and implement a variety of traditional, unique, and diverse community wide special and cultural events and programs that meet the emotional, social and physical needs of the community. The Division also has the responsibility for the coordination of all rentals and events at the Bergeron Rodeo Grounds as well as the care and maintenance of the grounds and the covered arena.

SPORTS DIVISION: There are two full-time and two part-time employees in this Division. There is also a twenty (20) hour a week Sport Specialist who is on contract. Over the course of a year, they plan, coordinate and implement fourteen (14) youth sports programs. Over 2,200 youth participate annually. The staff also works with two (2) parent-run youth sports programs by providing field space during their respective seasons. Staff also schedules approximately 550 field rentals per year for small group use, travel sports teams and various independent sport tournaments.

RECREATION DIVISION: The recreation Division operates out of the Pine Island Multipurpose Center and has a staff of three (3) full-time and (5) five part-time employees. The staff coordinates the community usage of the center as well as operates the Town's extensive senior activity programs which take place each weekday at the center. The community center also serves as the main participant registration point for all Department recreation programs and activities. The center is also home to the Davie Actors Community Theater which puts on four plays each year at the center.

AQUATIC DIVISION: This Division operates and manages two community swimming facilities and has thirty-two (32) employees comprised of; two (2) full-time, eight (8) year round part-time, four (4) six month seasonal and eighteen (18) summer seasonal positions. Work performed includes unskilled, skilled and professional. The experience level of these staff varies from one (1) to twelve (12) years of Town service. The Fitness Aquatic Coordinator and Crew-leader positions perform administrative and supervisory functions, certain pool and facility maintenance tasks, interact with the public on a daily basis and conduct Broward Swim Central lessons, community swim lessons, Lifeguard Training Classes and coordinate contracted program functions. The Lifeguards perform guard duty during all uses of the pool including recreational swimming, facility maintenance and assist supervisory staff with conducting Swim Central Lessons.



FITNESS DIVISION: This Division consists of five (5) employees, one (1) full-time and four (4) part-time employees. The work performed by this staff includes unskilled, skilled and professional level work. Town work experience for this work group varies from one (1) to ten (10) years. The Fitness Recreation Coordinator performs administrative and supervisory level work and provides individualized fitness training programs for fitness center users. The Recreation Attendants perform reception, registration and facility supervision tasks and assist their supervisor with daily equipment and facility maintenance and use monitoring.

PARK RANGER DIVISION: This Division consists of twelve (12) employees; Three (3) full-time and nine (9) part-time employees. The work performed by this staff includes unskilled, skilled and professional. The Coordinator and Crew-leader perform administrative and supervisory work as well as park and facility patrols and use monitoring. The Park Ranger positions work seven (7) days a week from 6:30 am to 11:00 pm. Their primary responsibilities include park openings in the morning and closings in the evening as well as continuous monitoring of parks for appropriate use by the public as well as park security and public safety.

CONTRACT VENDORS AND SERVICES: The Department utilizes contractual vendors for many programs including: travel sports programs, sports clinics, contractual officials services, swim team/lessons, water aerobics classes, fitness and tennis classes, dance classes, summer camp and after school program operations.

G. PERSONNEL

Department Director: Bachelor's degree in recreation and park administration; forty-three (43) years of Parks & Recreation work experience with ten (10) state agencies and the Department of Defense, U.S. Army.

Senior Operations Supervisor: Spent ten (10) years as the Event Specialist and then was promoted to the position of Senior Operations Supervisor in 2012. Serves as the Acting Department Head in the absence of the Director.

Administrative Secretary: Bachelor's degree in education, thirteen (13) years of Parks & Recreation work experience with the Town and (twenty) 20 additional years of clerical/secretarial experience, Training in: GMBA 9500 & 9120, records management, Windows 2000, Excel 2002.

Recreation Coordinator (Sports): To be included at a later date.

Recreation Coordinator (Park Ranger): Employee has a two (2) year college degree and eight (8) years of experience as a Park Ranger with the Town of Davie prior to being promoted to Recreation Coordinator.

Recreation Coordinator (Aquatics): Pursuing an associate's degree in aquatic engineering; Fifteen (15) years of Parks & Recreation work experience with the Town plus three (3) additional years of experience in the field of aquatics programming & facility operation. Certifications include: Aquatic Facility Operator, Pool Operator, Lifeguard Instructor, First Aid Instructor, CPR, AED, Oxygen Administration Instructor, Lifeguard Management Instructor, Safety Training for Swim Coaches Instructor, Level 1 ASCA Swim Coach and completed course work in the area of Management and Commercial Energy Specialist Pool School.



Recreation Coordinator (Fitness): Three (3) years of academic study in marketing and management; nine (9) years work experience with the Town; plus ten (10) additional years in the field of fitness and an ISSA certified personal trainer.

Operations & Management Professional I: Bachelor's degree in Recreation Management and Leisure Services Administration and five (5) years full-time professional work experience in the field of Parks and Recreation.

Crew Leader (Multipurpose Center): Employee has a teaching certification and ten (10) years as a full time employee with the Town of Davie first as a Recreation Leader and currently as a Crew Leader.

Crew Leader (Aquatics): One (1) year of college course work and ten (10) years of working for the Town of Davie as a lifeguard prior to being promoted to the position of crew leader. Individual is certified as a WSI, Aquatic Facility Operator, Lifeguard instructor and CRP instructor.

Recreation Leader (Multipurpose Center): One (1) year of college course work and four (4) years of working for the Town of Davie.

Recreation Leader (Multipurpose Center): Employee has a Bachelor's Degree in Business Administration and has worked for the Department for the past fourteen (14) years.

Recreation Leader (Sports): To be included at a later date.



H. BUDGET AND FINANCIAL PLAN

FINANCIAL DATA

	2014 Adopted Budget	2014 Actual Amount	2015 Adopted Budget	2015 Actual Amount	2016 Adopted Budget
Fund: 001 General Fund					
Expenditures					
PS - Personnel Services	\$2,690,200.00	\$2,404,199.56	\$2,808,260.00	\$2,564,803.96	\$2,786,679.00
OE - Operating Expenditures	\$1,710,473.00	\$1,507,838.60	\$1,677,780.00	\$1,514,793.94	\$1,787,615.00
CO - Capital Outlay	\$52,059.00	\$55,026.82	\$45,520.00	\$47,698.91	\$78,817.00
GR - Grants and Aids	\$5,500.00	\$0.00	\$5,500.00	\$3,430.00	\$5,500.00
Fund Total: General Fund	(\$4,458,232.00)	(\$3,967,064.98)	(\$4,537,060.00)	(\$4,130,726.81)	(\$4,658,611.00)
Fund: 120 Parks & Open Space Impact Fees					
Expenditures					
OE - Operating Expenditures	\$0.00	\$0.00	\$21,000.00	\$0.00	\$21,000.00
CO - Capital Outlay	\$1,223,000.00	\$196,339.08	\$1,153,511.00	\$9,684.01	\$1,868,731.00
OU - Other Uses	\$50,000.00	\$0.00	\$50,000.00	\$0.00	\$100,000.00
Fund Total: Parks & Open Space Impact Fees	(\$1,273,000.00)	(\$196,339.08)	(\$1,224,511.00)	(\$9,684.01)	(\$1,989,731.00)
Fund: 470 Golf Fund					
Expenditures					
PS - Personnel Services	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
OE - Operating Expenditures	\$70,000.00	\$106,123.13	\$70,000.00	\$52,522.60	\$75,500.00
CO - Capital Outlay	\$200,000.00	\$0.00	\$450,000.00	\$139,197.84	\$595,000.00
Fund Total: Golf Fund	(\$270,000.00)	(\$106,123.13)	(\$520,000.00)	(\$191,720.44)	(\$670,500.00)
Expenditure Grand Totals:	\$6,001,232.00	\$4,269,527.19	\$6,281,571.00	\$4,332,131.26	\$7,318,842.00



FISCAL YEAR 2016
Parks, Recreation & Cultural Arts Department

Mission

The Department of Parks, Recreation and Cultural Arts is committed to providing year round superior recreation programs, services and community events. This is accomplished through a dedicated professional staff using modern methods of planning and implementation along with excellent customer services. Staff also works closely and cooperatively with the Department of Public Works to ensure that well maintained parks, open spaces and recreation facilities are available for the benefit and enjoyment of all Town of Davie residents.

Department Description

The Parks, Recreation and Cultural Arts Department provides year round leisure programs and services in the areas of sports, recreation, cultural arts, fitness and aquatic programs. Many of these programs and services are held at major recreation facilities including the Bergeron Rodeo Grounds and Arena, the Pine Island Park Aquatic/Fitness Center and Multipurpose Center, Shenandoah and Ivanhoe community rooms, the Betty Booth Roberts swimming pool and the Bamford Sports Complex. The Department also issues use permits for the rental of the Bergeron Rodeo Arena and Robbins Lodge as well as various park facilities such as picnic areas and shelters and outdoor tennis and basketball courts. In addition, the Department works in cooperation with the Department of Public Works to ensure that the Town's many parks, open spaces and recreation facilities are well maintained for the enjoyment of all Davie residents and visitors. The Department also strives to provide safe and secure parks for Town residents through a pro-active park ranger program that patrols all Town parks and facilities seven days a week from 6:30 am to 11:00 pm.

FY 2016 Budget Highlights, Projects, Major Changes and Impacts

The Department's overall budget for FY 2016 will see a small increase in expenditures of \$55,537 or 1.22% over the FY 2015 Budget. Program revenues will slightly increase by \$3,000 or .02% over last year. This very minor increase in revenues is a result of a downward adjustment in revenue projections in several youth sports programs that will fall short of expectations for FY 2015. With the continued growth of boys and girls participation in lacrosse, which is not offered by the Town's sports Division, we are seeing a corresponding reduction in youth playing boy's baseball and girl's softball. Annually, the Special Events Division plans, organizes and coordinates 28 events per year, including the 79th Annual Orange Blossom Festival, Independence Day Fireworks and Family Fun Day, Lighting of the Greens, Spring Egg Hunt, Halloween Happenings, and the Classic Car Show. We are continuously adding new events to our event calendar and facilitating event rentals at the Bergeron Rodeo Grounds. Concerts on the Corner has evolved into a year round, monthly event, excluding August, now known as Concerts in the Park with a new home at the Old Davie School House. The change in venue has proven to be successful and we look forward to hosting eleven (11) free events per year for Davie Residents. Department initiatives in 2016 will entail a continued enhancement to the Department's major special events and the expansion of our swimming programs at both the Pine Island swimming pool and the Betty Booth Roberts Park swimming pool. In the area of fitness, staff will continue coordinating community wellness programs for families and youth. The Multipurpose Center will continue to expand its program offerings for youth and adult seniors especially in the area of fitness, trips and specialty classes. We have recently begun offering free youth chess events twice a month, including the Mayors' Chess Challenge, which is a county-wide initiative through the National Scholastic Chess Foundation. We will be



hosting our second Mayors' Chess Challenge in the fall. There are no significant staff changes in FY 2016 other than the addition of two part-time permanent lifeguards for the aquatic program. This staffing addition will result in the Pine Island Pool opening between the hours of 10 am and 2 pm on weekdays for adult lap swimming and other aquatic programs and classes, including additional Mommy and Me swimming lessons. In the area of program marketing, the Department will continue with daily Facebook posting and weekly email blasts.



**FY 2016 DRAFT BUDGET
EXPENDITURES BY DEPARTMENT
GENERAL FUND**

Parks, Recreation & Cultural Arts Department

	FY 2013 Actual	FY 2014 Actual	FY 2015 Amended Budget	FY 2015 YTD Actual	FY 2016 Department Request
Fund: 001 General Fund					
PS - Personnel Services					
51201 - Salaries- Regular	\$1,783,217	\$1,686,667	\$1,969,980	\$902,943	\$1,940,242
51202 - Salaries- Longevity	\$22,613	\$17,353	\$15,500	\$15,625	\$13,000
51206 - Salaries- Service Awards	\$550	\$1,100	\$1,050	\$550	\$2,275
51209 - Salaries- Auto Allowances	\$4,800	\$4,800	\$4,800	\$2,400	\$4,800
51210 - Salaries- Phone Allowances	\$1,300	\$2,250	\$3,000	\$1,200	\$3,000
51401 - Overtime	\$38,205	\$40,339	\$44,510	\$18,794	\$49,300
52101 - FICA Taxes	\$139,174	\$130,120	\$154,211	\$70,627	\$153,804
52201 - Retirement Contributions	(\$5,013)	\$0	\$0	\$0	\$0
52205 - Ret. Contr- DB Plan, Gen. Empl & Exec	\$206,068	\$198,842	\$219,307	\$108,798	\$212,308
52206 - Ret. Contr- 401, Gen. Empl & Mgrl	\$45,421	\$41,962	\$36,328	\$20,450	\$31,091
52301 - Life & Health Ins- Health	\$228,012	\$233,651	\$308,160	\$143,838	\$302,832
52401 - Workers' Compensation	\$53,750	\$47,114	\$51,414	\$21,461	\$47,973
PS - Personnel Services Totals	\$2,518,099	\$2,404,200	\$2,808,280	\$1,306,686	\$2,760,623
OE - Operating Expenditures					
53103 - Prof Svc- Special Projects	\$148,658	\$198,300	\$208,600	\$147,494	\$229,150
53401 - Other Svc- Contractual Services	\$9,239	\$10,184	\$26,242	\$9,320	\$31,720
53411 - Other Svc- Contr Svc, Sports	\$45,916	\$61,047	\$67,501	\$32,851	\$72,512
53412 - Other Svc- Contr Svc, Recreation	\$83,293	\$0	\$0	\$0	\$0
53413 - Other Svc- Arena Exp.	\$41,766	\$53,909	\$61,380	\$33,069	\$65,700
53426 - Other Svc- Internal Charges IT	\$65,990	\$73,792	\$99,097	\$57,807	\$91,522
53444 - Other Svc- Marketing Expenses	\$0	\$26,416	\$25,000	\$16,390	\$25,000
53447 - Other Svc- Senior Program Donations	\$1,563	\$1,705	\$1,000	\$0	\$500
53450 - Other Svc- Senior Programs	\$0	\$8,987	\$20,000	\$7,934	\$20,000
54101 - Communications Services Expense	\$48,805	\$34,095	\$28,672	\$13,611	\$30,686
54302 - Utility Svc- Water & Sewer	\$164,359	\$168,937	\$183,075	\$78,078	\$167,280
54303 - Utility Svc- Electric	\$471,172	\$521,915	\$570,550	\$219,091	\$584,910
54401 - Rentals & Leases	\$500	\$1,135	\$1,000	\$0	\$1,000
54501 - Ins- Insurance Premiums	\$13,961	\$19,240	\$25,000	\$14,703	\$25,000
54601 - Repairs&Maint- Vehicle Usage	\$96,416	\$81,816	\$76,908	\$44,044	\$86,400
54609 - Repairs&Maint- Parks Maint	\$4,571	\$4,977	\$5,000	\$1,466	\$5,000
54617 - Repairs&Maint- Directed Work/Non-Contract	\$17,177	\$16,123	\$19,900	\$2,236	\$20,000
55101 - Office Supply Expenses	\$16,556	\$23,014	\$25,775	\$14,359	\$29,900
55201 - Oper Sup- Uniforms	\$4,799	\$7,723	\$7,600	\$3,550	\$8,700
55205 - Oper Sup- Parks & Rec Supplies	\$50,777	\$58,956	\$61,430	\$27,230	\$64,500
55207 - Oper Sup- Athletic Programs	\$96,047	\$94,519	\$110,000	\$61,577	\$114,720
55209 - Oper Sup- Fuel	\$33,159	\$28,393	\$33,050	\$13,174	\$34,910
55217 - Oper Sup- Community Theater	\$0	\$7,013	\$10,000	\$5,400	\$13,000
55501 - Training- Training & Education	\$1,952	\$5,641	\$9,000	\$3,501	\$13,400
OE - Operating Expenditures Totals	\$1,418,678	\$1,507,839	\$1,677,780	\$804,885	\$1,735,510
CO - Capital Outlay					
56408 - Mach & Equip- Capital Outlay	\$24,077	\$48,784	\$41,000	\$29,575	\$59,997
56453 - Mach & Equip- Tech Equip & Maint.	\$7,872	\$6,243	\$4,520	\$2,736	\$18,820
CO - Capital Outlay Totals	\$31,949	\$55,027	\$45,520	\$32,311	\$78,817



II. DEPARTMENT GOALS, OBJECTIVES, STRATEGIC OUTCOMES AND KEY PERFORMANCE INDICATORS

Strategic Priorities

1. Commitment to Customer Satisfaction
2. Dedication to Excellence in Service Delivery
3. Respecting and Promoting Diverse and Sustainable Community and Neighborhood Values with consideration of our historic roots
4. Creating an Environment that is Conducive to Innovation, Creativity, and Collaboration
5. Nurturing the health, safety, and welfare of the community

Goals/Objectives:

- 1 Provide exceptional customer service at all touch points throughout the Department.
- 2 Expand Sports programs for adults and seniors.
- 3 Expand Fitness Programs at the Pine Island Fitness Center.
- 4 Expand the annual number of events that take place at the Bergeron Arena.
- 5 Improve Department's marketing of programs and activities.
- 6 Insure playing conditions of the Davie Golf and Country Club is consistent with other quality golf courses in the area.
- 7 Increase Department's annual Units of Participation.

Strategic Outcomes:

- 1a. Program participants will be provided with an opportunity to fill out a "Customer Comment Card". **SP 1, 2**
- 2a. New senior adult sports programs in softball, tennis, PickleBall and kick ball. **SP 1, 2, 5**
- 3a. Opportunities in Cross Fit Training and Personal Training for Fitness Center members are offered. **SP 1, 4, 5**
- 4a. Increased usage of the Rodeo Grounds resulting in increased revenues. **SP 3, 4, 5**
- 5a. Increased program revenues. **SP 1, 2**
- 6a. Increased annual rounds of golf at course. **SP 1, 2**
- 7a. Annual recreation units of participation are higher than previous year. **SP 1, 2, 3, 4, 5**



Key Performance Indicators	FY15		FY16	
	Goal	Actual	Goal	Actual
	1a All returned comment cards will show a 95% rating of Satisfactory or better	95%	98%	95%
2a Offer one (1) new senior sports program per year	1	1	1	
3a Offer at least one Cross Fit Training classes per year	1	1	1	
3b Have a minimum of two trainers on Contract annually	2	2	2	
4a Offer two (2) new events per year at the Bergeron Arena	2	1	2	
5a Revenues will increase annually by a minimum of 2%.	1.129M	1.079M	1.141M	
6a Annual rounds of golf will increase by a minimum of 2%	38K	37K	39K	
7a Recreation Units of participation will increase 5% or higher than last year	475k	546K	575k	
	* Not Applicable/Not Available			



III. OPERATIONAL PLAN

The Department of Parks, Recreation and Cultural Arts provides recreational participation opportunities for Davie residents in a number of operational formats.

One format provides specific recreation programs and services planned and coordinated for residents of all ages in the areas of sports, aquatics, fitness, enrichment classes and special events. These programs and services are provided year-round, but are typically planned, coordinated and executed on a three to four month schedule. In addition, most programs and services occur between Monday and Saturday with some planned activities (primarily in the areas of special events and aquatics and fitness) held on Sundays.

A second format allows residents to initiate their own recreational program and activity by visiting the Town's parks and related facilities, which are open seven (7) days a week. Facilities include playgrounds, outdoor basketball, tennis and Pickleball courts, picnic areas and shelters, fishing areas, exercise stations, a skateboarding area and over 200 miles of paths and trails for walking, jogging, biking and horseback riding. In addition to the many venues listed above, Town residents also visit the Town's parks to enjoy nature, spend time alone, read, visit with friends and, in general, just rejuvenate themselves.

A final format which has been growing over the last fifteen (15) years is the public's interest in renting the Town's recreational facilities for weddings, birthdays, family reunions, homeowner's association meetings, and church gatherings, etc. This includes facilities such as Robbins Lodge, Eastside Center, Ivanhoe and Shenandoah Centers. The Town does have one major recreational facility named Pine Island Park, which is also home to the Bamford Sports Complex. This park provides a multitude of both planned and drop-in recreational opportunities to Davie residents. The park is open seven (7) days a week from 5:30 am to 9:00 pm and consists of the following:

- Large Community Center, which has multi activity rooms, kitchen and gymnasium. The center is open seven (7) days a week.
- Four (4) tennis courts and four (4) outdoor basketball courts.
- One (1) skateboarding facility and three (3) multi-use hockey rinks.
- A 50-meter swimming facility and fitness center.
- Thirteen (13) baseball/softball fields.
- Five (5) open sports fields which can be used for lacrosse and soccer.
- One (1) football field.
- Five (5) concession/restroom facilities located in strategic areas.
- Several picnic areas with shelters.
- A fitness course
- Two (2) large playground areas.
- Eight (8) different parking areas.

On any given day or evening, you can find people of all ages walking within the park, participating in sports leagues, attending recreational programs at the community center, using the tennis and basketball courts, skateboarding, playing Pickleball, involved with some type of swimming program at the pool, working out at



the fitness center, purchasing food and beverages at the concession stands. Parents and children can also be found at the playgrounds or picnicking in the park.

A major, year-round recreation program at the Community Center is the weekly Monday-Friday Senior Citizen program. This program includes a variety of daily recreational classes such as drawing, painting, ceramics, cards, dominos, bingo, day trips and various social events such as themed parties and lunches.

The Department also includes an extensive Park Ranger program whose purpose is to open parks in the morning for public use and then to close them at dusk. During the time between the opening and closing of the parks, Ranger patrol the Town's park and recreation facilities by vehicle and on foot to ensure patrons are following established park rules and to answer any question citizens may have. In addition, Rangers are always concerned with the safety of park users and are constantly looking for unsafe conditions or damaged equipment or buildings.

Production

The Department consists of both full and part-time staff with a variety of titles whose sole purpose is to facilitate or supervise a wide variety of leisure program and services that are provided year-round for the residents of Davie. Programs and services are categorized under the areas of sports, aquatics, fitness, enrichment and special event. A number of the full-time staff is not responsible for program planning, but do perform a variety of administrative services including reception, registration, documentation, marketing, park safety and security

Legal Requirements

Operations are conducted within the Town's legal framework that includes all related Town Charter requirements, Town Resolutions and Ordinances, approved contractual services and any federal, state, county laws. The Department's insurance requirements are met through coordinated effort with the Town Risk Manager. Insurance coverage is relative to the type of activity (passive or active) and categorizing the amount of insurance coverage needed with the Town's insurance underwriter. The Department, through the Town's Risk Manager, obtains general liability coverage for its athletic programs from the National Recreation and Park Association recommended insurer. Playground areas are constructed in compliance with established Federal and Consumer Product Safety Commission requirements and guidelines. Facility rental patrons, all contract instructors and any non Town of Davie youth sports program providers are required to provide the Town with a certificate of insurance (typically with a \$1,000,000 coverage limit) with the Town listed as additional insured before an activity can be conducted. In almost all cases, anyone working or volunteering within a program that consist of youth participants must pass a Level II background check before they will be cleared to work or volunteer.

Personnel

The Department has total of 72 funded positions: 23 Full-time, 49 regular part time and seasonal. New employees are hired in compliance with the Town's Human Resource Department guidelines. Typically, all open positions are advertised for candidates, the responding pool of applicants is screened by HR for minimum



competency and then shortlisted applicants are provided to the Department for interviews and hiring recommendations. This process has worked well for the Department and has resulted in hiring employees that are well- suited and qualified for the various operations positions. Each new employee is coached by their respective supervisor to ensure continued growth and competency in their position. Minimal funding is available for employee competency improvement/expansion training. However, every effort is taken to send employees to both in-house and offsite training and seminars conducive to their job responsibilities. The pay structure for the Department is per Town requirements. Several Town pay grade studies have been completed and the merging of these study results, union negotiations and budget limitations are used to formulate the final employee pay structure.

The work duties and tasks accomplished by each position are per attached official Town Job Descriptions in the VI Appendices. Staff work assignments are based on written procedures, which are explained and provided to each employee by their supervisor. Regarding long-term employee development, supervisors will regularly review procedures with selected staff as needed to ensure both the success of the employee and high quality customer service. All staff is scheduled work days and hours per regular posted schedule notifications. Every effort is given to accommodate employee leave requests, and assignment adjustments. At this time, we do not anticipate being able to acquire any new employees due to the anticipated need for further budget reductions resulting from the economic recession/recovery process and diminished federal and state funding. The Department's greatest area of need for additional staffing is the Park Ranger Division due to the continued expansion of the Town's Park and Trail system and increase in vandalism. Outsourcing is currently utilized by the Department in selected service areas, such as the summer camp programs, after school programs and contractual instructor agreements. Further outsourcing of services is considered and evaluated on an annual basis with special attention given to resident desire and support for program provision by professional in-house staffing, which historically has ensured the desired level of program control, fairness and staff follow-up and customer service for issues of concern.

Inventory

The Department keeps a minimal inventory of equipment and supplies needed for its aquatic, recreation and sports programs. This is mainly due to limited securable storage space and the ability to order and receive items in a short time.

IV. Refining the Plan

The Department Director will hold an annual half- day workshop in November of each year with the Department management staff to review, update and refine the Business Plan.



IV. Appendices

1. Staff Expectations
2. Department Fees and Charges



APPENDENCES 1:

Staff Expectations

1. Communicate, communicate, and communicate.
2. Cooperate with and support each other.
3. Follow through on assignments, requests and directives.
4. Commit to each other, the Department, the Town and your customers.
5. Stay off the rumor freeway, you may end up going in the wrong direction.
6. Understand your job responsibilities and follow through with them.
7. Get your reports in on time and accurate.
8. If you have an issue or concern – speak with the right person about it.
9. Keep your supervisor informed – when in doubt, inform them.
10. With responsibility goes accountability – you will be held accountable.
11. Errors or mistakes made in “EFFORT” usually get a pardon.
12. Know the Department policies and procedures and follow them.
13. If you have weak or inexperienced part-time employees, get them trained or get someone else.
14. Participant safety is not someone else’s responsibility; it’s yours too.
15. Full-time staff will wear the Department staff shirt per policy.
16. Part-time staff will wear the Department staff shirt at all times.
17. Make suggestions for improvements.
18. Good is not good enough. Always strive for excellence.
19. Above all, be innovative and creative! Take chances! Dare to be great! Be bold! In your own way, make a difference! Help make this community better than it was yesterday!



Town of Davie
Department of Parks, Recreation and Cultural Arts
Programs/Services/Activities/Rentals
2016 Fees and Charges

Sports Division	
Description of Fee	2016 Fee
Youth Baseball - Resident	\$100
2 Age Divisions 9U & 10Up	\$125
Youth Baseball Non Resident	\$150
Youth Basketball – Resident	\$100
2 Age Divisions 9U & 10Up	\$125
Youth Basketball Non-Resident	\$150
Youth Cheerleading Resident/Non-Resident	\$85 \$100
Youth 5 on 5 Soccer Resident/Non-Resident	\$85 \$115
Youth Soccer Resident	\$100
2 Age Divisions 9U & 10Up	\$125
Youth Soccer Non-Resident	\$150
Youth Summer Soccer Resident/Non-Resident	\$85 \$125
Youth Girls Softball Resident	\$100
2 Age Divisions 9U & 10Up	\$125
Youth Girls Softball Non-Resident	\$150
Youth Flag Football Resident	\$100
2 Age Division 9U & 10Up	\$125
Youth Flag Football Non-Resident	\$150
Adult Flag Football Per Team	\$550
Adult Softball Per Team	\$550
Men’s Basketball Per Team	\$550
Field Rental Permits Adult Groups	
Baseball/Softball	\$60
Resident/Non-Resident	\$75



Soccer/Football/Lacrosse Resident/Non-Resident	\$75 \$100
Field Rental Permits Youth Groups	
Baseball/Softball Resident/Non-Resident	\$50 \$65
Soccer/Football/Lacrosse Resident/Non-Resident	\$60 \$75
Sports Field/Court Lighting Per Hour Cost	\$15
Baseball Field Lining Per Field	\$50
Promotional Banners	\$300
Tournament Fee Per Field/Per Day	\$225
PickleBall – Daily Drop-In Fee Resident/Non-Resident	\$1.00 p/d \$3.00 p/d
Pickle Ball – Annual Membership	\$50.00 \$150.00
Registration Refund Policy	\$20
Non TOD Sports Groups that want to rent Bamford Sports Fields that have a minimum of 50% Davie (youth) residents in their program	50% Discount on Field Rental Fee
Non TOD Sports Groups that want to rent “Bamford Sports Fields will be charged a \$10 fee for all Non-Residents within their program	\$10
Late Sports Registration Fee	\$10
Adult Sand Volleyball Teams	\$200
PickleBall – Daily Drop-In Fee Resident/Non – Resident	\$1 \$3
Pickle Ball – Annual Membership Resident/Non-Resident	\$50 \$150
Volunteer Head Coach	Refund of Registration Fee for one child minus the cost of the uniform
Multiple Youth Registration for Youth Sports League	1 st Child – 100% All other family members get a 25 % registration discount
Smart Start Sports	\$75 \$125



SPECIAL EVENTS	
Description of Fee	2016 Fee
Arena Rental For Profit Organization 8 Hour Minimum Rental	\$1800
Arena Rental Non – Profit Organization 8 Hour Minimum Rental	\$1000
Arena Rental Set up fee	\$400
Bergeron Arena Rental Security Deposit	\$1000
Bergeron Rodeo Grounds Event Restroom Attendants	\$25 Per Hour
Portable Stage Rental	\$500
Booth Space Rental Orange Blossom Festival Craft Vendor/Business Vendor	\$100 \$125
Booth Space Rental Other Shows/Events Covered/Uncovered area	\$45 \$50
Following Fees Determined by Existing TOD Resolution	
Arena Rental Davie Pro Rodeo	\$1000
Arena Rental Dog Classes	\$100
Arena Rental Jackpot Rodeo	\$100
Registration Refund Policy	\$20

FACILITY RENTALS	
Picnic Shelters Rental Fees	2016 Fee
Betty Booth (25) 2 each shelters	\$85 \$110
Pine Island (15) 2 each shelters	No Fee
Robbins Equestrian n/a	\$85 \$110
Robbins Gazebo n/a	\$85 \$110
Silver Lake (30)	\$85 \$110
Waterford Small (25)	\$85



	\$110
Bergeron (60)	\$105
	\$160
Pine Island Large (40)	\$105
	\$160
Driftwood (40)	\$105
	\$160
Oakhill (60)	\$105
	\$160
Robbins (60)	\$105
	\$160
Waterford Large (60)	\$105
	\$160
Wolf Lake Shelter (Only)	\$105
	\$160
Wolf Lake Room & Shelter with Kitchen	\$160
	\$170
Wolf Lake Room & Shelter With Kitchen –Security Deposit	\$100

Building Rental Fees	2016 Fee
Robins Lodge 5 hour minimum rental	
Facility Rental Refundable Security Deposit	\$300
Monday – Thursday Resident/Non-Resident	\$250 \$425
Friday – Sunday Resident/Non-Resident	\$325 \$475
Additional Hourly Rental Rate Resident/Non-Resident	\$35 \$50
Robbins Lodge and Adjacent Patio 5 hour minimum rental	
Monday – Thursday Resident/Non-Resident	\$300 \$525
Friday – Sunday Resident/Non-Resident	\$375 \$575
Additional Hourly Rental Rate Resident/Non-Resident	\$45 \$60
Patio Area Only 3 hour min	
Monday – Friday Resident/Non-Resident	\$150 \$225
Saturday – Sunday Resident/Non-Resident	\$175 \$275
Additional Hourly Rental Rate Resident/Non-Resident	\$20 \$30
Security Deposit	\$50
Pine Island Multipurpose Center (MPC)	



Arts & Craft Room (20) Resident/Non-Resident	\$50 \$95
Palm Room 1 (25) Resident/Non-Resident	\$50 \$95
Palm Room 2 (25) Resident/Non-Resident	\$50 \$95
Palm Room 3 (25) Resident/Non-Resident	\$50 \$95
Palm All Rooms (76) Resident/Non-Resident	\$125 \$200
Cypress Room 1 or 2 (35) Resident/Non-Resident	\$75 \$120
Cypress All Rooms (76) Resident/Non-Resident	\$125 \$200
Gym Full Court per hour Resident/Non-Resident	\$125 \$200
Gym Half Court per hour Resident/Non-Resident	\$75 \$100
Eastside Center (90) Resident/Non-Resident	\$65 \$120
Ivanhoe Center (100) Resident/Non-Resident	\$75 \$150
Shenandoah Center (60) Resident/Non-Resident	\$65 \$120
Davie Homeowners Groups Room Rentals	\$25
Davie Civic Organizations Non Profit	\$25
Registration Refund Policy	\$20

FITNESS CENTER	
Description of Program	2016 Fee
6 Month Membership Adult Resident/Non-Resident	\$150 \$250
1 Year Membership Adult Resident/Non-Resident	\$210 \$325
6 Month Family Membership (4ea.) Resident/Non-Resident	\$225 \$300
1 Year Family Membership (4ea.) Resident/Non-Resident	\$325 \$400
Additional Family Members	\$25
6 Month Membership Teen 16-18 and Seniors 55-64 Resident/Non-Resident	\$125 \$150
6 Month Membership Senior 65 + Resident/Non-Resident	\$100 \$125
1 Year Membership Teen 16-18 and Seniors 55 - 64	\$175 \$225



Resident/Non-Resident	
1 Year Membership	\$150
65 +	\$200
Resident/Non-Resident	
6 Month Senior Family 55 -64	\$150
Resident/Non-Resident	n/a
1 Year Senior Family 65 +	\$175
Resident/Non-Resident	n/a
1 Year Membership	\$50
TOD Employee	
TOD Employee Family Rates	\$125
6 months	
TOD Employee Family Rates	\$175
1 year	
Additional Employee Family Members over 3	\$25
Daily Adult Rate	\$7
Resident/Non-Resident	\$10
Daily Teen 16-18 and	\$6
Senior 55 – 64	\$7.50
Senior 65 +	\$5

Aquatic Division	
Description of Program Fees	2016 Fee
Lifeguard Training	\$300
Pool Parties 2 hour minimum	\$100
Group Camp Fees	\$4
Lane Rentals (Short Course)	\$7 p/d
Lane Rentals (Long Course)	\$12 p/d
6 Month Adult Membership	\$90
Resident/Non-Resident	\$150
1 Year Adult Membership	\$125
Resident/Non-Resident	\$200
6 Month Membership Youth 16-18 and Senior 55 -64	\$75
	\$85
6 Month Membership Senior	\$50
65+	\$70
Resident/Non-Resident	
1 Year Membership Youth 16-18 and Senior 55 – 64	\$90
Resident/Non-Resident	\$150
1 Year Membership Senior 65+	\$75
Resident/Non-Resident	\$125
Family 6 month	\$125
Resident/Non-Resident	\$200



Family 1 year Resident/Non-Resident	\$150 \$300
Additional Family Members Resident/Non-Resident	\$15 \$30
Summer – Pass June/July/August	\$75
Pool Rates Daily Adult Resident/Non-Resident	\$4 \$6
Pool Rates Daily Youth 3-18 Senior 55 - 64 Resident/Non-Resident	\$3 \$4
Pool Rates Daily Senior 65+ Resident/Non-Resident	\$1 \$2
Pool Rates Daily 3 and under	No Fee
Swimming Lessons	\$80
Jr. Lifeguard Camp	\$250

Recreation Services Contract Agreements	
Description of Fee	2016 Fee
Activity with registration under 20 participants	25% of Total Revenues Paid to TOD
Activity with registration over 20 participants	25% of Total Revenues Paid to TOD



**PLANNING AND ZONING DIVISION
BUSINESS PLAN**

Town of Davie

David Quigley
Planning and Zoning Manager
954-797-1075
David_Quigley@davie-fl.gov



I. GENERAL DEPARTMENT DESCRIPTION

A. MISSION STATEMENT

Provide innovative, practical and cost-effective planning services to the Town, consistent with the comprehensive plan and recognized industry planning standards, while working cooperatively with the public, Town staff and other interested parties.

B. VALUE STATEMENT/PHILOSOPHY

In addition to those adopted by the Town Council, the Planning and Zoning Division holds the following specific values:

- Timely and courteous customer service
- Transparency of planning and development processes
- Respect for varied public interests
- Constant improvement of professional skills
- Cultivation of professional relationships, e.g., with the private sector and intergovernmental coordination
- Innovative problem solving
- Promotion of unity among Town disciplines

C. EXECUTIVE SUMMARY

Planning and zoning in general.

The Planning and Zoning Division provides information and advice concerning land use planning, development and landscaping to a complex array of individuals and entities, including the public, homeowners associations, Town Administration and other Town Departments, elected and appointed officials, and a variety of local, state and regional entities. Regardless of the particular individual or entity served, the Division may perform a regulatory, advisory or coordinating role, depending on the situation.



The major functions of the Division are comprehensive (land use) planning and development review which includes landscaping and tree preservation. Comprehensive planning includes preparation of the state-mandated comprehensive plan and all related amendments, including both Town-sponsored amendments and landowner-sponsored amendments, preparation of land development regulations and provision of policy advice on land use to the Town Administrator, Town Council and various appointed boards and committees. The Division also performs implementation tasks of plan objectives, including drafting and adoption of land development regulations, grant writing, intergovernmental coordination, and preliminary design of capital improvements. Development review includes review of building permits, tree removal/relocation permits, engineering permits, site plans, plats and similar development applications for compliance with the land development regulations. As an example of the multiple roles played by planners, a proposed development on a single parcel of vacant land might involve:

- Advising potential purchasers as to the allowable uses of the land.
- Coordinating with the School District on estimates of potential student generation.
- Responding to questions of a surrounding property owner who has been notified of the proposed development.
- Providing regulatory comments to the developer regarding zoning matters.
- Providing advice to the developer on voluntary commitments the developer might provide, such as architectural features or public amenities.
- Providing advice to a homeowners association on landscape renovations.
- Reconciling regulatory comments from Town Departments, such as Engineering and Utilities.
- Advising an appointed committee, such as the Site Plan Committee on the merits of the application.

Comprehensive planning.

Although state-mandated, comprehensive planning is more than just complying with a checklist of state requirements. The plan must orchestrate a land use pattern which is locally desired, economically viable, functional and legally enforceable. Once adopted, the comprehensive plan is a legally binding document and may only be amended twice per year. At this time, the Town's land use pattern is fairly well established and the planning function has largely shifted to implementation of objectives that fulfill the adopted plan. The plan must also accommodate the needs and requirements of federal, state, local and regional entities. For example, the Transportation Element of the Town's plan sets level of service standards for roads under the Town's jurisdiction but must account for all roadways within the Town's boundary and how these will function as the Town grows.



In terms of its overall land use pattern, the most significant changes to the comprehensive plan in the past 15 years have been the adoption of the Regional Activity Center (1998), Adoption of Rural Lifestyle policies (2004), and adoption of the Transit Oriented Corridor (2009). These three amendments set the stage for preservation of certain large lot, rural/agricultural areas (generally west of University Drive) and the transformation of the area east of University Drive into a thriving, mixed use area centered around the South Florida Education Center and regional transportation and transit systems. Although implementation is ongoing, the objectives of the Rural Lifestyle Initiative have largely been completed through the bond-funded acquisition and of public open space and the development of parks, trails and related amenities. Thus, over the next five years, the focus of comprehensive planning staff will be on implementation and coordination to ensure that the development and redevelopment goals of the RAC and TOC can be accomplished.

A constant challenge in comprehensive planning is to ensure consistency with state and county legislative changes. About every two years, the State's Growth Management Act is significantly modified, affecting the procedures for adoption or amendments to plans or requiring compliance with new standards. In 2006, for example, House Bill 360 mandated that all local governments implement concurrency requirements for public school facilities. This created a need to update the plan annually as well as quarterly reporting and coordination requirements with the School District. In 2009, Senate Bill 360 dramatically changed how transportation concurrency is addressed in urban areas and required establishment of multi-modal concurrency standards.

Development Review.

Similar to comprehensive planning, development review is often more than just a regulatory function. Particularly in the case of site plan review of new development, planners strive not only to achieve compliance but to secure voluntary design commitments, such as architectural details, enhanced landscaping, land dedications and off-site improvements, which can improve the overall function and appearance of a development. As an application is formed through the pre-application meetings, completeness review, review boards and committees and Town Council, the planner must communicate to the applicant the requirements and expectations of all of the potential reviewers, synthesize the comments into a single staff report, and ensure that the mandatory and voluntary aspects of the design are enforceable throughout the construction process.

Development review encompasses a wide range of actions directly or indirectly related to land development, including site plan review but also plats and plat notes (which ultimately require County approval), rezonings, variances, developer's agreements, special permits and vacations of right-of-way and the review of building and other permits for compliance with Town regulations. Permit review is a distinct component of development review. The Planning and Zoning Division is responsible for review of certain classes of building permits, tree removal/relocation permits, business tax receipt applications, engineering permits, and alcoholic beverage applications (a state application that requires local review). Unlike site plan review for new



development, the approach to permit review is to ensure compliance as efficiently as possible. However, a great deal of time and effort is often necessary when the applicant is an owner-builder or otherwise unfamiliar with local requirements.

The greatest challenges in development review involve management of the ever-increasing complexity of the regulatory environment (at all levels of government) and management of land development records, such as approved site plans. There are currently 104 different zoning districts in the Town, including “traditional” zoning but also newer overlay zones and form-based zoning provisions. Major revisions to the Town’s code are necessary to eliminate unnecessary complexity. In order to ensure enforceability, site plans approved since 1973 must be scanned and indexed by parcel. The key instruments for managing these challenges will be Geographic Information System tools and the New World Systems public administration software.



D. S.W.O.C Analysis.

Internal Strengths	Description	Options for Preserving or Enhancing Each Strength
Teamwork	Good working relationships in office.	Have at least annual P&Z staff retreat with field visit.
Professionally diversified staff	Various professional disciplines are represented including urban planning, architecture, landscaping, sustainability and GIS.	Facilitate professional growth through continuing education (both formal and informal).
Longevity	Professional staff averages 5 years of employment with the Town.	Maintain competitive salary and benefits. Maintain a supportive environment.
Educational levels	Professional staff holds Bachelor and Masters degrees in their respective fields.	Restore Town funding for achieving and maintaining certified planner credentials. Provide sufficient support to obtain and maintain professional certifications.
Staff communication skills	Staff communicates well internally and externally and via various outlets (e.g. telephone, email, web)	Continue to develop innovative communication devices. Participate in design decisions involving presentation equipment (e.g. in Chambers and meeting rooms).



Customer service	Staff provides accurate information both inter/intraoffice via counter, telephone and web.	Periodically compare services provided by other municipalities. Participate in Town activities in an effort to strengthen ties with the Town and its residents and businesses.
Bilingual staff	Spanish-speaking staff available.	Maintain.
Professionalism	Staff is professional and maintains high level of office decorum.	Continued training and internal recognition. Seek to change public image of planners from “regulators” to “facilitators”.

Internal Weakness	Description	Options for Preserving or Enhancing Each Strength
Complex zoning regulations.	Zoning regulations, adopted over many years and/or complicated by annexations, are not clearly laid out in code.	Use a planning consultant to propose code amendments.
Under staffed	Insufficient staff to handle current volume of development inquiries.	Implement adjustable work schedules to allow work outside of normal office hours. Pursue full or part time staff addition for zoning/permit review and reduce the range of review responsibility for each planner (in order to provide better



		specialization).
Lack of “down-time”.	Due to customer service responsibilities (8:30-5:00) there is limited time for administrative process improvement.	Allow flexible work hours to allow work outside normal office hours.

External Opportunity	Description	Options for Taking Advantage of Each Opportunity
Intergovernmental Coordination efforts	MPO and County have become more important than state and regional planning agencies.	Maintain existing contacts, e.g., SFEC, MPO, Planning Directors luncheon.
Use of media to promote P&Z achievements	Use of media sources	<p>Continue to provide articles for Davie Update and web pages.</p> <p>Pursue email blasts, Davie TV, blogs, and engagement with realtors and similar groups.</p> <p>Produce instructional videos on landscaping issues.</p> <p>Promote residential entryway enhancements.</p>
Electronic payments	Use of credit card payments for development applications.	Work with IT to implement this as an option.



External Challenges	Description	Options for Overcoming Each Challenge
Inefficiencies in DRC meeting process	The regularly scheduled DRC meetings do not necessarily facilitate thorough review or resolution of staff comments on applications.	<p>Amend code to eliminate non-participating members (eg Waste Mgt., CBWCD).</p> <p>Eliminate regularly scheduled DRC meetings while adding more cross Division involvement opportunities in pre-app. stage. and effective engagement with applicants in relation to resolution of staff comments.</p> <p>Ensure that the PZ project manager is responsive to needs of the applicant to resolve any conflicts in staff comments.</p>
Inefficiencies in SPC/PZB meeting process	These review bodies meet on different days and require separate agendas (including distribution of agenda material) and minutes.	Prepare for next charter amendment opportunity to merge site plan review and planning and zoning board functions.
Landscape violations	Code Compliance lacks the resources to enforce landscape violations	PZ staff to document Code Compliance referrals.



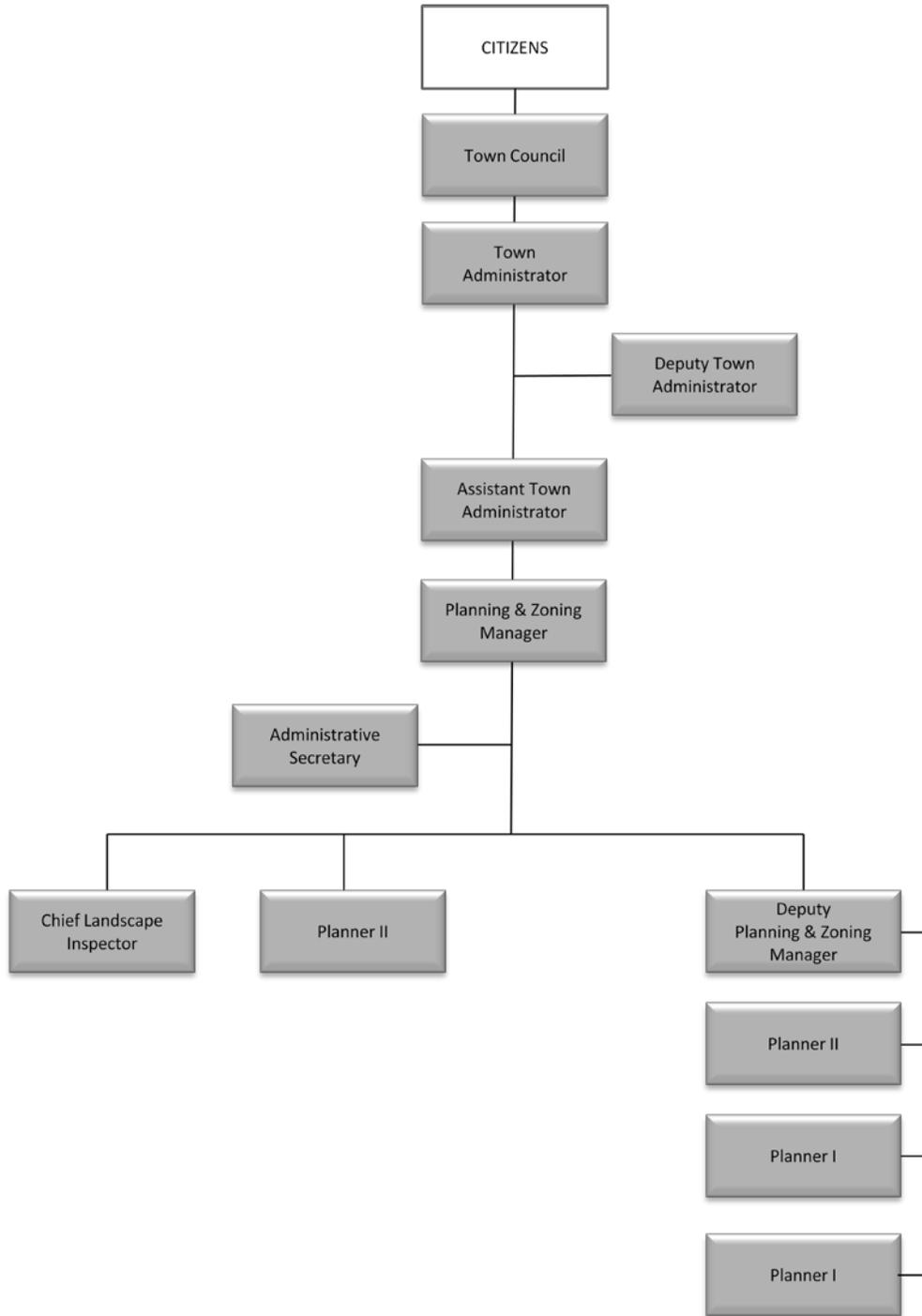
E. PRODUCTS AND SERVICES.

Although the dividing line is not always apparent, the Planning and Zoning Division provides service to both internal and external customers. Internal customers include the Town Council, Council-appointed boards and committees and various Town Departments. External customers include individual applicants and their representatives, other parties interested in planning and zoning matters, such as homeowner’s associations, representatives of various levels of government, and the news media. The two major services are described below.

Comprehensive Planning	Development Review
<p>Preparation of the state-mandated comprehensive plan and all related amendments</p> <p>Town-sponsored amendments and landowner-sponsored amendments</p> <p>Preparation of land development regulations</p> <p>Provision of policy advice on land use to the Town Administrator, Town Council and various appointed boards and committees.</p> <p>Implementation of plan objectives, including grant writing and preliminary design of capital and other improvements.</p>	<p>Review of site plans, plats and similar development applications for compliance with the land development regulations.</p> <p>Review of building and other permit applications for compliance with land development regulations.</p> <p>Support the “One-Stop Permit Center” as needed to provide continuous customer service support for building, business tax and other permit applications.</p>



F. MANAGEMENT AND ORGANIZATIONAL STRUCTURE





G. PERSONNEL

Employee Class Specifications. Although the assigned duties of the current planning staff reflect some specialization, either favoring development review or comprehensive planning, the Employee Class Specifications cover all potential tasks and responsibilities that might be appropriate for each skill level. This is necessary because of the shifting pace of development activity and the need to address County, State and other mandates. For example, during times of high development activity, a Planner II might be almost entirely engaged in site plan review but in other times may be assigned other duties, such as policy review, mapping, or grant writing. In general, however, the skill levels and expectations of the employees are:

Position	Skill Level and Expectations
Planning and Zoning Manager	Extensive experience in planning and zoning field with knowledge not only of Town requirements but also industry standards. Knowledge of leadership, budget, management and supervisory practices. Ability to effectively communicate with various Town officials including elected officials and with other jurisdictions such as neighboring municipalities, transportation authorities and the County.
Deputy Planning and Zoning Manager	Same as Planning and Zoning Manager but has direct supervisory authority over select staff and programs. Authorized to sign plats, staff reports and other documents and make purchases on behalf of the Division.
Administrative Secretary	Serves as the initial point of contact for customers and provides staff support, including application intake, records management, administration of payroll and purchasing and assistance with budgeting.
Chief Landscape Inspector	Performs review of tree removal/relocation permits, building permits and similar development applications for consistency with Town landscaping and tree preservation requirements. Provides findings and determinations to Code Compliance in relation to enforcement actions. Provides public outreach and education on landscaping and tree preservation.
Planner I	Performs routine planning and zoning functions under moderate supervision. Expected to be proficient at administering the land development regulations and written procedures of the Division. May also assist other planners as needed.



Position	Skill Level and Expectations
Planner II	Performs routine planning and zoning functions under moderate supervision but projects are more complex and of longer duration. Expected to be proficient at administering the land development regulations and written procedures of the Division but also expected to have a good understanding of planning and related fields and possess good problem solving skills. Will often have related proficiency, such as Geographic Information Systems, geography, architecture or environmental systems.



Current Staff and Qualifications:

David Quigley, Planning and Zoning Manager

Joined Town: 2008
Education: Master of Science, Urban and Regional Planning, Florida State University
Certifications: American Institute of Certified Planners
Skill set: Supervision and management, comprehensive planning, land development codes, Geographic Information Systems

David Abramson, Deputy Planning and Zoning Manager

Joined Town: 2003
Education: Masters in Urban and Regional Planning, Florida Atlantic University
Certificate in Architectural Drafting, McFatter Technical Institute
Skill set: Supervision and management, urban planning, electronic plans review, Autocad, ArcMap, First Class (web)

Lorraine Robinson, Administrative Secretary

Joined Town: 2006
Skill set: First Class (web), Photoshop, New World Systems, GovQ/A, Geoblade
Certifications: Notary Public

Lise Bazinet, Planner II

Joined Town: 2006
Education: Bachelors in Architecture and Urban Planning, Universidad Ricardo Palma, Lima
Certifications: LEED Green Associate
Skill set: Architecture, urban planning, sustainable development, Geoblade, Spanish language

David Stallworth, Planner II

Joined Town: 2014
Education: Bachelors in Political Science, Minor in Urban Studies, University of Texas, El Paso
Certifications: American Institute of Certified Planners
Skill set: Urban planning, transportation planning, Geographic Information Systems, Autocad; Spanish language



Sylvia Myint, Planner I

Joined Town: 2013
Education: Bachelors in Urban and Regional Planning (Cum Laude), Florida Atlantic University
Certifications: LEED Green Associate
Skill set: Urban planning, zoning, sustainable development, landscaping for wildlife

Joseph Jimenez, Chief Landscape Inspector

Joined Town: 2003
Certifications: Horticulturist, Florida Landscape Inspector's Association of Florida
Skill set: Florida landscape and irrigation practices, tree protection, Spanish language.

Employee retention issues. Although there is a core set of skills that is ideal for any planner, such as spreadsheet analysis, mapping, report writing and public involvement techniques, planning and zoning work is highly parochial, relying on knowledge of state planning statutes, natural and other features of the local area, knowledge of local decision-makers, and unique local code requirements. For this reason, even a fully qualified individual may take months of on-the-job training to become proficient. At the same time, in the case of projects that span a year or more, staff turnover can be extraordinarily disruptive due to the loss of local knowledge and the need for the remaining staff to cover the loss.

Future employees. The Town is fortunate to be near the Florida Atlantic University School of Urban and Regional Planning (downtown Fort Lauderdale campus) which has both a Bachelors and Masters degree program. The school offers opportunities for continuing education as well as a steady supply of potential interns and new employees. Interns are sometimes willing to work without pay in order to meet their internship requirement and gain experience. Due to the short and unpredictable tenure of their service, interns are generally limited to performing short term research tasks and cannot generally perform development review or customer service functions.



General Work Assignments by Percentage of Time. The following is an estimation of the proportion of time each staff member spends on programmed tasks. Note that this includes both direct involvement and indirect involvement, such as administrative oversight.

Position	Development Review		Comprehensive Planning
	Permits	Development Applications	
Manager (Quigley)	5%	20%	75%
Dep. Mgr. (Abramson)	10%	80%	10%
Planner II (Bazinet)	10%	75%	15%
Planner II (Stallworth)	0%	80%	10%
Planner I (Myint)	85%	10%	5%
Chief LS Ins (Jimenez)	85%	15%	0%

Appendix 1 provides a diagram of development applications submitted to the Division over the past 10 years. At present, the number of applications is well below the peak years of 2000 and 2003 but just under the average for the 10 year period.

Training and education. Training is in two forms. Several times each year, planners will take part in training, usually “in-house,” on issues such as management or to learn a new software or procedure. At least once a year, planners have an opportunity to attend a 1 to 3 day conference or seminar on planning issues. These can be valuable in showing how other communities address planning and zoning challenges. Although no formal certification is required for any current staff, certification by the American Institute of Certified Planners (AICP) is the recognized standard for professional planners. The AICP certification requires a written exam and the completion of 32 credit hours of continuing education every two years, including planning, planning law and ethics. In order to qualify to take the exam, a planner must have earned a bachelors degree in planning or a related field and have at least four years of relevant experience (or at least two years of experience with a masters degree).

Contract staff. Despite the level of experience among staff, it is sometimes not feasible to accomplish tasks “in house.” The Division has two sets of continuing service contracts that allow the use of planning and related professionals when needed:



- **Cost Recovery.** Chapter 18 of the Town Code allows the Town and/or applicants to utilize qualified consultants to perform certain development review functions. The Division maintains contracts with three planning firms for this purpose (applicants must choose from the Town’s list of contractors). All applicants pay a base fee for each type of application while any additional costs incurred by the cost recovery consultants must be paid by the applicant. An applicant may use this option in order to speed up the approval process while the Town may use it to perform a specialized review task that is not available “in house,” such as traffic study review. Due to the current downturn in development activity, the cost recovery system has not been used except to cover outside review of traffic studies. The Division generally does not advise applicants to use an outside firm for development review services because it does not ultimately relieve staff from the responsibility of determining compliance or of coordinating the review among the other reviewing agencies.
- **General Planning Services.** The Division maintains contracts with several full-service planning firms who can perform specialized services as-needed. While this is a useful tool to have available, it does not help to build capacity within the Division and can threaten employee morale because the types of work that are most likely to be contracted out are also the most rewarding to the “in-house” planning staff.

Procedures. The Division is in the process of creating a unified procedures manual. The Division has various sets of procedures and guides but they must be pulled into a single document, approved and maintained.

Funding and Cost Recovery. The Planning and Zoning Division collects fees for most development review applications. The Town attempts to achieve full cost recovery for most private development applications, with the specific exception of some applications which are deemed to provide a public good, such as affordable housing applications, rezonings for places of worship and amendments to the zoning code sponsored by citizens. There is no cost recovery for Town-sponsored applications, such as for comprehensive plan amendments and similar policy work, applications for Town-owned properties or for work related to Town legal cases. Other work that is not currently compensated includes State or County mandated coordination, customer service not related to specific applications, such as fulfilling public information requests and providing information to realtors, appraisers and other interested parties.



H. BUDGET AND FINANCIAL PLAN

The Planning and Zoning Division relies on a core of permanent staff but also on private contractors where appropriate. About 50 percent of the total cost of development review services is recovered through application fees but 100 percent of contractor costs directly related to development review are recovered through fees. The current and past budget expenditures for the Division are as follows:

FINANCIAL DATA

	2014 Adopted Budget	2014 Actual Amount	2015 Adopted Budget	2015 Actual Amount	2016 Adopted Budget
Fund: 001 General Fund					
Expenditures					
PS - Personnel Services	\$724,690.00	\$713,213.06	\$900,414.00	\$890,378.26	\$1,015,227.00
OE - Operating Expenditures	\$189,527.00	\$133,995.38	\$229,746.00	\$147,394.78	\$211,825.00
CO - Capital Outlay	\$14,633.00	\$4,405.00	\$1,445.00	\$1,595.00	\$0.00
Fund Total: General Fund	(\$928,850.00)	(\$851,613.44)	(\$1,131,605.00)	(\$1,039,368.04)	(\$1,227,052.00)
Expenditure Grand Totals:	\$928,850.00	\$851,613.44	\$1,131,605.00	\$1,039,368.04	\$1,227,052.00



II. DEPARTMENT GOALS, OBJECTIVES, STRATEGIC OUTCOMES AND KEY PERFORMANCE INDICATORS

Strategic Priorities

1. Commitment to Customer Satisfaction
2. Dedication to Excellence in Service Delivery
3. Respecting and Promoting Diverse and Sustainable Community and Neighborhood Values with consideration of our historic roots
4. Creating an Environment that is Conducive to Innovation, Creativity, and Collaboration
5. Nurturing the health, safety, and welfare of the community

Goal/Objectives:

1. Provide timely, cost effective review of site plans and similar development review applications and ensure compliance with Town requirements.
2. Provide innovative and cost-effective planning services to the Town consistent with the Comprehensive Plan and recognized industry planning standards.
3. Promote sustainable development practices as part of the development review and comprehensive planning processes.

Strategic Outcomes:

- 1a Review building permit applications for compliance with Town requirements **SP 2,5**
- 1b Review building and tree removal/relocation applications for compliance with Town req. **SP 2.5**
- 1c Provide timely review of site plan applications **SP 1, 2**
- 1d Enforce fee schedule to recoup the full cost of review services **SP 2**
- 2a Ensure that the public has ready access to major planning policy documents **SP 1, 2 4**
- 2b Ensure that staff and the public have ready access to previously approved site plans **SP 1, 2, 4**
- 2c Participate in regional policy-making meetings **SP 2, 4, 5**
- 2d Collaborate with other planning organizations in the region **SP 2, 4, 5**
- 3a Assist applicants in completing the voluntary South Fl. Sustainability Guide **SP 4**
- 3b Identify opportunities to convert Town fleet vehicles to electric or other more sustainable alternatives **SP 4**



Key Performance Indicators				
	FY15 Annual		FY16 Annual	
	Annual	Actual	Annual	Actual
1a) Number of permit reviews for zoning compliance (BP/BTR/AL/ZLET)	*	3,066	*	
1b) Number of permit reviews for landscape compliance	*	1,936	*	
1c) Percent of initial site plan comments provided to applicant within 30 days	80%	80%	80%	
1d) Percent of development review and permit costs recovered (salary+benefit+overhead)	50%	40%	50%	
2a) Percent of major planning policy documents accessible on web page	100%	100%	100%	
2b) Number of site plans (1973-2010) converted to electronic format	50	1,481	50	
2c) Percent of attendance at regional meetings (MPO, MPO-TCC, School SWG)	80%	50%	80%	
2d) Number of local or regional planning collaborations (hosted or participation)	2	1	2	
	* Not Applicable/Not Available			



III. OPERATIONAL PLAN.

This section provides a summary of the daily operation of the Division, including the location, equipment, people, processes, and surrounding environment.

Production

Most production occurs in the Planning and Zoning Division offices in Town Hall. Although an administrative assistant is available to take inquiries over a central phone line, customers are also free to call planners directly (all phone numbers are published on the web page). Regular customers, such as development agents, are often quite familiar with the Division staff and know who to call directly for their issue.

The Division has a “Planner On Call” system for ensuring that a qualified planner is available at all times. On a rotating basis, planners are designated Planner on Call #1 and Planner on Call #2. Walk-in customers and inquiries not involving a particular (pending) application are forwarded first to the Planner I. If the Planner I is not available or for any other reason, inquiries are forwarded to the Planner On Call. The role of the administrative secretary is critical because the Division receives a large number of inquiries that should actually be forwarded to other Departments, especially Code Enforcement and Building.

Staff meetings are held weekly to ensure that work is properly distributed and that critical deadlines are met. All projects are tracked on an “active workload” spreadsheet which indicates the assigned planner and, if applicable, the scheduled meetings for each item. After the meeting, the Deputy Planning and Zoning Manager ensures that items are properly agendaized and the Planning and Zoning Manager follows up on any other issues.

Planners are generally responsible for the quality of their routine email and phone communications but the Planning and Zoning Manager reviews and approves all staff reports that go out to boards, committees or Town Council. Typical quality control issues include consistency of format, proper Code interpretation, clear graphics and proper coordination with the Town Attorney and other Town officials. While the Council agenda is produced electronically through the Easy Agenda system, all other boards and committees receive hard copy packets.

Legal Environment. The legal environment is dependent upon state legislative changes, Broward County policy changes and legal precedents affecting land use. The involvement of state agencies in growth management is less than in prior years, but the legislature continues to pre-empt local government in certain situations. In 2014, Broward County initiated “BrowardNext” as a comprehensive review of County land use policy and its relationship with the municipalities. The most significant legal precedent in recent years has been *Koontz vs. St.*



Johns River Water Management District, which further refines the limitations on local government use of exactions in land development and permitting situations.

Employee certification. No current employees are required to be licensed or certified. Certification by the American Institute of Certified Planners (AICP) is desired, however.

Legal requirements. Aside from Town regulations, Planning and Zoning Division staff must be familiar with and be able to utilize the following State and County regulations:

Requirement	Source	Section	Purpose
Local Government Comprehensive Planning and Land Development Regulation Act	Florida Statutes	Chapter 163, Part II	State-mandated comprehensive plans and procedures. Land development regulations and development approvals must be consistent with adopted plan.
Procedures for adoption of ordinances and resolutions	Florida Statutes	Sec. 166.041	Minimum public notice requirements.
Florida Environmental Land and Water Management Act.	Florida Statutes	Chapter 380	Procedures and standards for Developments of Regional Impact.
Public Records	Florida Statutes	Chapter 119	Retention and responses to requests for public records.
Broward County Comprehensive Plan	Broward County	Future Land Use Element	Town comprehensive plan must be consistent with County plan.
Broward County Administrative Rules Document	Broward County	All	Standards and procedures for County mandates for municipalities, such as Flex and Reserve units, requests for amendments to the County plan and recertification of municipal plans.



**POLICE DEPARTMENT
BUSINESS PLAN**

Town of Davie

Patrick Lynn
Chief of Police
(954) 693-8320
PLynn@davie-fl.gov



I. GENERAL DEPARTMENT DESCRIPTION

A. MISSION STATEMENT

The Davie Police Department exists to serve and protect its citizens. The Department is committed to working in partnership with the citizens for the mutual purpose of promoting safe streets and neighborhoods, creating a community free from the fear of crime, and improving the overall quality of life.

B. VALUE STATEMENT/PHILOSOPHY

The Davie Police Department's service to its citizens is founded on an ideal of respect for the rights of each individual. Department members shall maintain the highest standards of personal integrity and ethics, and a sense of community interaction that focuses on solutions to citizen and community problems. Our members recognize that all incidents and issues that may be encountered in the line of duty are to be treated in the spirit and manner that best exemplifies the values of compassion, integrity, thorough attention, resolve, and accountability.

C. EXECUTIVE SUMMARY

Serving a diverse and growing community of over 96,908 residents, and positioned as the educational hub of Broward County, with over 63,000 college students, the 261 members of the Davie Police Department face many unique challenges which we are prepared to meet. The Police Department provides law enforcement services twenty-four hours a day, seven days a week. As a full service state accredited agency, we take pride in our reputation as a professional, progressive Police Department.

With our growing community, the Department is continually scanning the external environment seeking new and innovative ways to enhance law enforcement services while not adversely impacting the budget. The Police Department strives to provide excellent service and continually trains staff to assure professional law enforcement delivery and add value to the Davie community. Over the past several years, the Police Department has developed new systems for crime analysis and data analysis to increase the effectiveness of policing the community. These new systems include database management systems, technological improvements, and information sharing meetings.

The Police Department continues to improve community relationships by developing partnerships with local residents and businesses through the training of neighborhood watch groups, attendance at homeowner associations meetings, and other civic activities throughout the



Town. The Davie Police Department has incorporated an agency-wide community oriented policing philosophy, which has enabled various units within the Department to work in teams to enhance service delivery, efficiency, and increased communication Department-wide.

The increased communication is evident in the Department's crime rates. Over the last five years, the Davie Police Department has seen an overall reduction in crime of approximately 20%. From 2013 to 2014, residential burglaries were reduced by 12.9%. Overall crime had a reduction of 6.4% from 2013 to 2014 in Part I crime. This reduction has been correlated with the addition of Compstat, which is an analytical and comprehensive weekly assessment of crime data reviewed by command staff and supervisors. The crime rate reduction illustrates the Department's ability to deploy resources where needed and the effectiveness law enforcement personnel have when targeting community concerns.

The Davie Police Department has increased community outreach with the addition of the agency's Facebook and Twitter pages. The Social Media initiative has been positively received by Davie residents' who now actively interact with the Department via social media. This open communication pipeline has also developed several leads to criminal activity as well and keeping our community informed of the Police Departments accomplishments.

In support of the Town's Green Initiative, the Police Department developed a Video Annual Report which is posted on the Department's web page and social media sites. This action has saved thousands of dollars in printing cost as well as contributing to the "Green" initiative through the reduction of paper usage which in turn relieves some of the pressure of deforestation.

In our current budget plan we have set a path to enhancing Road Patrol police officer coverage as well and management oversight. Our plan outlines a mission to provide efficient quality police services to the Town of Davie and Southwest Ranches. This phase-in plan seeks to set the path towards a patrol squad system which will enhance our Community Policing Philosophy, provide the ability to keep the same officer in a designated area to increase community partnerships, provide stable supervision, and oversight as well as enhanced crime suppression efforts.

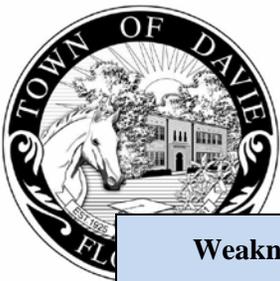
In 2014, the Town of Davie began providing law enforcement services to the Town of Southwest Ranches. We have now completed our first full year of this agreement and continue to receive accolades from the residents of Southwest Ranches and its Town Staff. Over the last year with the Davie Police Department providing law enforcement services to the community; the Town of Southwest Ranches has enjoyed a 17.8% reduction in Part I crime. This partnership with the Town of Davie has proven a successful model for delivery of law enforcement services to Southwest Ranches.



D. S.W.O.C. ANALYSIS

As a part of the Town’s Strategic Planning Process, the Davie Police Department with the assistance of the Town’s Strategic Planning Committee, undertook an internal assessment of the Department’s strengths, weaknesses, opportunities, and challenges. The results of the assessment are outlined below:

Strengths	Description	Options for Preserving or Enhancing Each Strength
Police Department Personnel	Qualified professionals at all levels Well trained personnel	Offer competitive salaries and benefits Inspire morale and provide positive work environment
Equipment	Equipment for officers and civilian personnel	Ensure consistent funding to provide newly enhanced equipment for officer safety and for advancements in technology for staff
Special Operation Teams	Special Response Team, Dive Team, Critical Response Team, Mobile Field Force, and K-9 Unit	Continuous training to improve technical skills
Training	Annual training to prepare members for job related duties and responsibilities	Continue with scenario/simulation based training to ensure FDLE and CFA compliance
Community Support	The Police Department has a positive working relationship with the community	Continue to provide services and programs that enrich the community and residents Provide professionalism and excellence through staying current with laws, benchmarking other organizations and incorporating industry best practices



Weakness	Description	Options for Preserving or Enhancing Each Weakness
Staffing Levels	The Police Department needs to increase staff to efficiently serve the community	<p>Research additional funding sources.</p> <p>Advertise/recruit among diversified cultures.</p>
Budgetary Constraints	Due to a limited budget, the Police Department is unable to allocate funding to much needed programs and technological enhancements	<p>Research additional funding sources to expand community programs and purchase updated technological enhancements for officer safety</p>
Public Perception	In the current environment the public has grown more critical of law enforcement officers	<p>Improve communication with Davie residents on the vital services the Police Department provides</p> <p>Utilize surveys and other evaluations for community input</p>



Opportunity	Description	Options for Taking Advantage of Each Opportunity
Public Relations	Increase community awareness of services provided	<p>Business and Residential security evaluations, Civilian Police Academy, and the Police and Fire Expo</p> <p>Continue to utilize social media websites to increase communications with the Davie community</p>
Community Partnerships	Partnerships with local organizations within the Davie community	Build strong community partnerships to enhance services and programs
Grant Funding Opportunities	Additional funding for staffing needs, equipment, and operational needs	Research additional grant funding opportunities
Tactical Training Scenarios	Conduct large/mass training sessions in preparation of large tactical response	Improve inner-agency relations and develop skills to improve incident coordination
Law Enforcement Partnerships	Partnerships and agreements with other local law enforcement agencies and task forces	Build strong agency relationships with other municipalities, the State Attorney's Office, and task forces for enhancement of services provided to the residents



Challenge	Description	Options for Overcoming Each Challenge
Budget Stability – Taxes/Funding	Dictated by law	Investigate other means of acquiring funding – fees, donations, sponsorships
Recruitment	The Department has encountered issues with recruiting quality applicants for the position of Police Officer	Allocate funding for job fair attendance and recruitment via law enforcement websites and periodicals
Increase in Traffic on Davie Road Ways	The increase of traffic through the Town's major highways presents challenges to the Department's resources in terms of personnel, specialized equipment, and safety	Research programs and enforcement opportunities to counter traffic concerns
Terrorism	Significant student population, large campus size, and easy access to interstates	<p>Provide specialized tactical equipment</p> <p>Provide specialized tactical training</p> <p>Provide specialized positions within the Police Department</p>
Technology	Technology is constantly changing and the Department struggles to stay abreast of the changing needs for the agency	Research funding opportunities for keeping up with the latest and best technology for the Department



E. PRODUCTS AND SERVICES

The products and services listed below are a representation of programs the Police Department actively participates in, in addition to responding to emergency calls for service.

Operations Bureau – The Operations Bureau consists of the Patrol, Special Operations and Code Compliance Divisions. The Patrol Division utilizes a Team Policing Model while embracing the philosophy of Community Policing. The majority of officers are regularly assigned the same zone, which allows officers to identify and address problems in their specific area. The Patrol Division is divided into three ten-hour shifts to provide around-the-clock emergency response and proactive patrol service. The Patrol Division is assisted by many auxiliary units including: Canine Teams, the Special Response Team, Crisis Negotiators, a Dive Team, and the Honor Guard. The Special Operations Division contains the Community Policing Unit, the Traffic Unit, and School Resource Officers. The Code Compliance Division believes that by working together, homeowners and business owners alike are able to protect their investments, maintain the quality conditions of their neighborhoods, and preserve the safety, cleanliness, and attractiveness of their community as a whole.

Investigations Bureau – The Investigations Bureau is comprised of the Crimes Against Persons Division, the Property Crimes Division and the Special Investigations Unit (SID). Included in the Investigations Bureau are the Victim Advocate, Crime Analysis, and the Crime Scene Unit. The Crimes Against Persons and Property Crimes Divisions handle a variety of criminal investigations, including: homicide, sexual assault, robbery, burglary, economic crimes, tracking of sexual predators/offenders and thefts among other crimes. The Special Investigations Division is responsible for addressing crimes related to sensitive investigations and narcotics. Special Investigation Division detectives work in conjunction with several federal, state, and local task forces to foster a combined effort in the fight against drugs.

The Victim Advocate keeps victims informed of their rights and remedies and assists them in getting support, assistance, and guidance throughout the criminal justice proceedings. Crime Analysis assists by ensuring awareness of trends and patterns of criminal activity so that the Investigations Bureau can develop strategic action plans for combating crime. The Crime Scene Unit assists in the investigation of crimes by identifying, gathering, and collecting evidence.

Members of the Investigations Bureau work in collaboration with other members of the law enforcement community in a combined effort to make our neighborhoods safer, while improving the quality of life for all of our citizens.

Administration Bureau The Administration Bureau consists of two Divisions, the Professional Standards Division and the Support Services Division. The Professional Standards Division is comprised of training, staffing, accreditation, grants management, human resources, and finance.



The Support Services Division is comprised of records, dispatch, community relations, information systems, asset management, fleet management, and facilities management. All of the functions within the Administration Bureau make up the interior strength of the Police Department.

Citizen's Police Academy – The Citizen's Police Academy (CPA) provides the community a hands-on view of police work and the impact the Police Department has in the community.

Citizen Patrol Program – The Citizen Patrol Program was created as a volunteer program developed to meet the changing needs of the community and further promote the Town of Davie Police Department's philosophy on Community Oriented Policing. The Citizen Patrol Program consists of committed volunteers working toward improving the overall quality of life for the communities they patrol. Citizen Patrol members work in conjunction with and at the direction of the Davie Police Department.

SALT/TRIAD – Both the SALT and TRIAD associations provide safer communities with the use of partnerships between senior citizens and law enforcement agencies. These programs provide education forums for seniors regarding crime trends targeted at the elderly community.

Volunteer Program – Fosters a greater involvement of the Davie community in the Department's policing efforts as well as providing a partnership with the residents and community of Davie. Volunteers are generally recruited through the Department's CPA program.

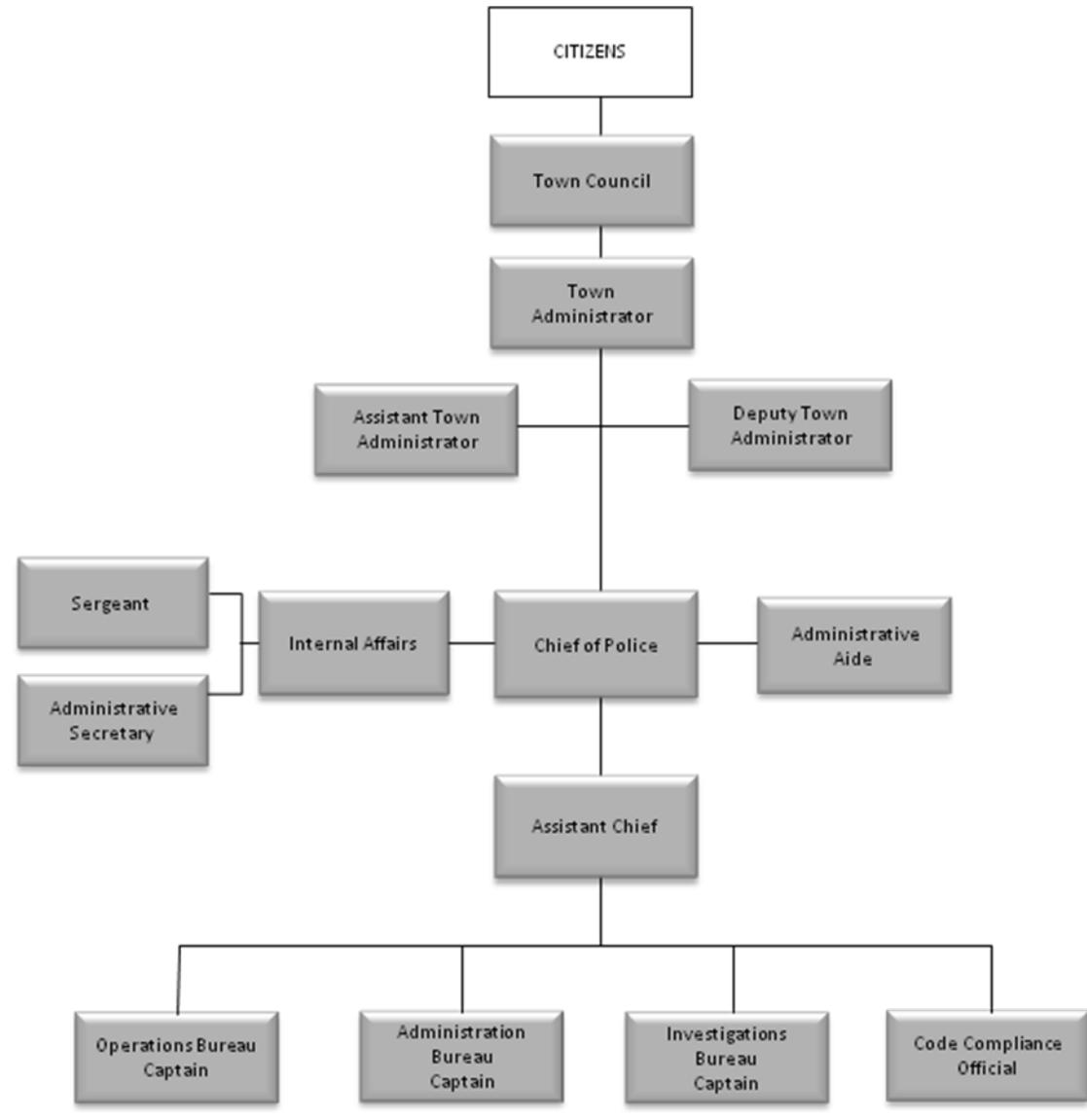
Juvenile Diversionary Programs – The Diversionary Programs are a collaborative effort involving the Police Department and the Broward County Circuit Courts to recommend community service for adolescents who are first-time offenders in lieu of sending them through the court system.

School Resource Officers – The School Resource Program provides security and safety to the faculty and students of local public elementary, middle, and high schools.

Crime Prevention – The Crime Prevention Program is part of the Special Operations Division where Police Department personnel inform and educate the community on safety and security of their homes, neighborhoods, and persons.

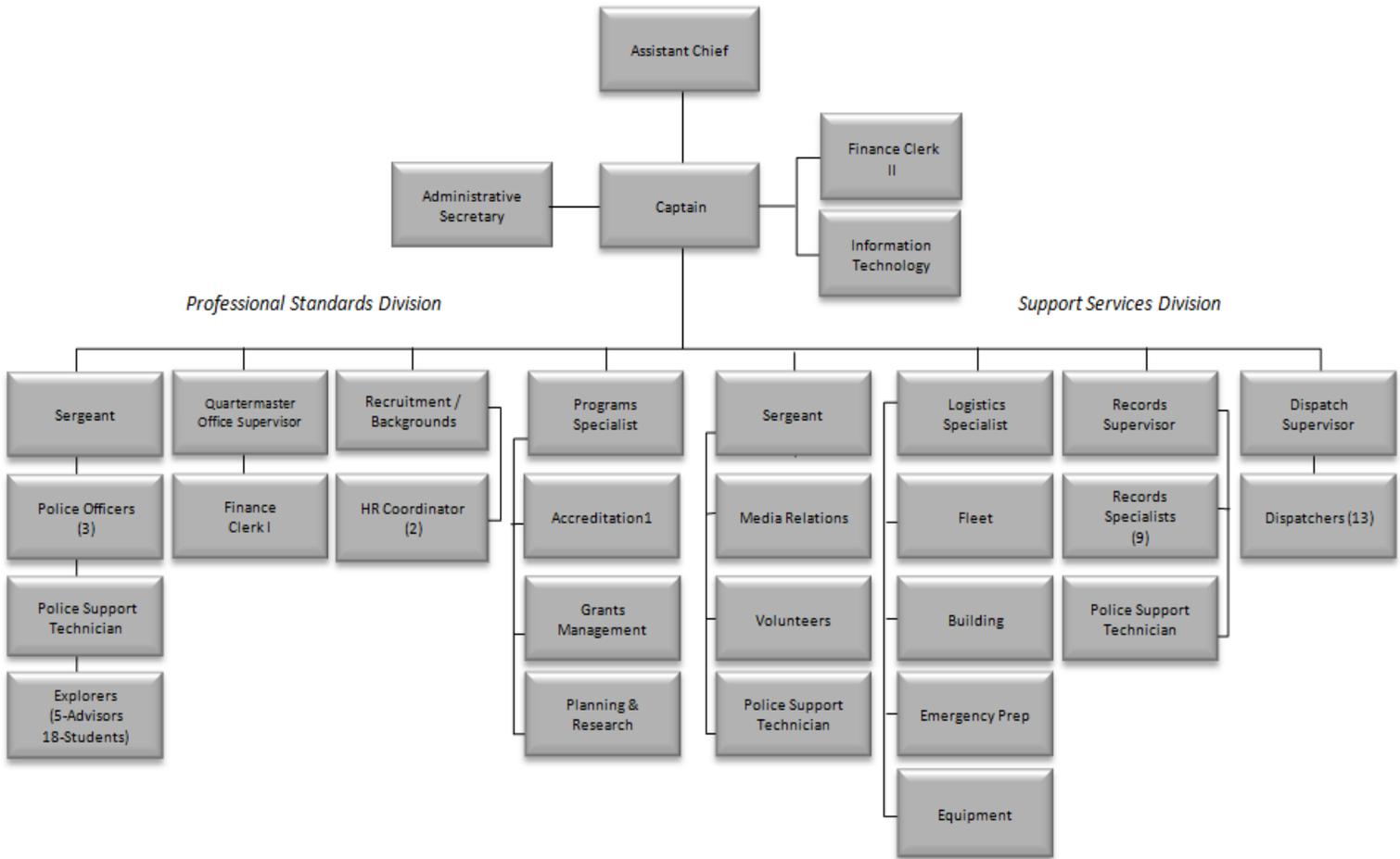


F. MANAGEMENT AND ORGANIZATIONAL STRUCTURE



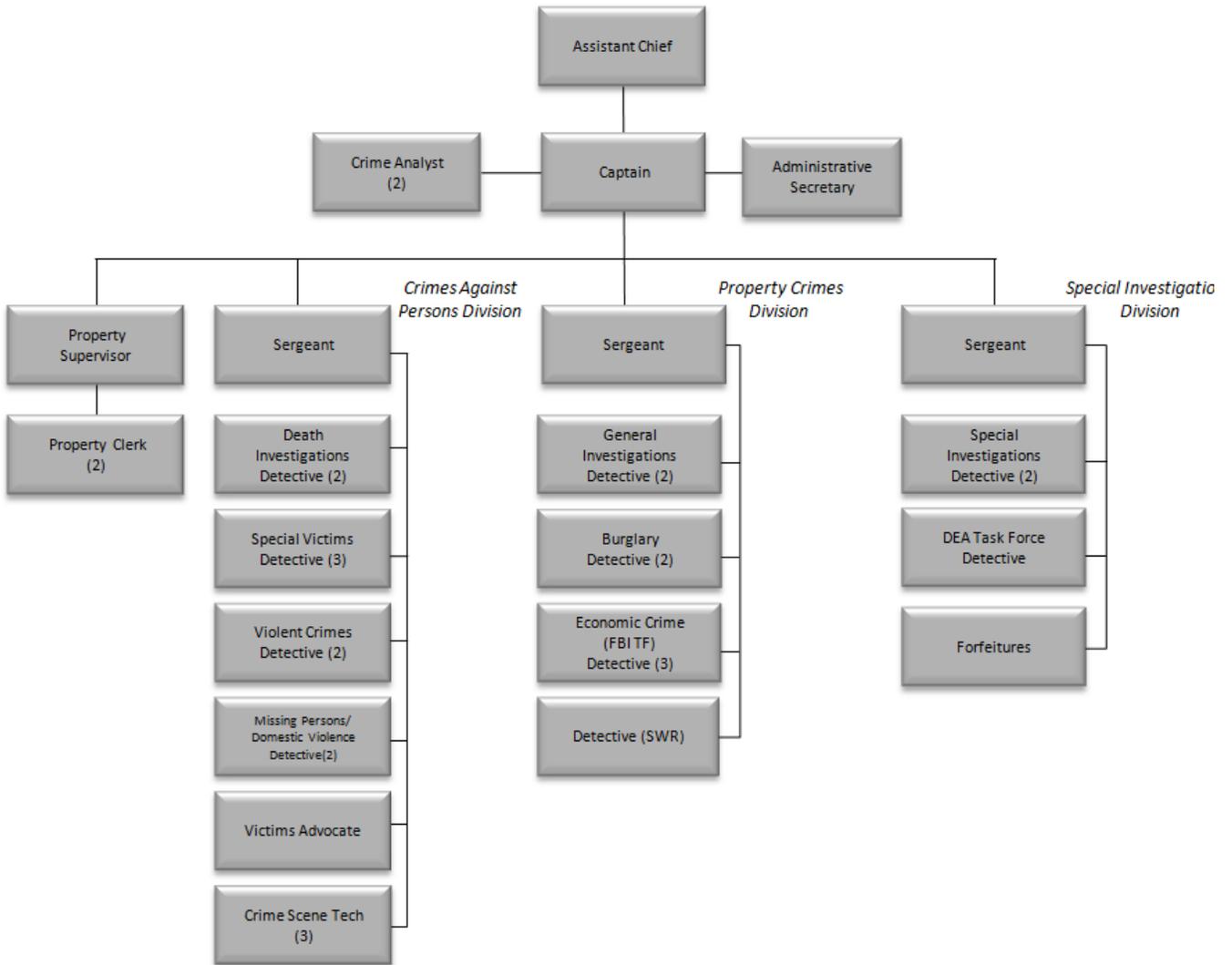


Administration Bureau



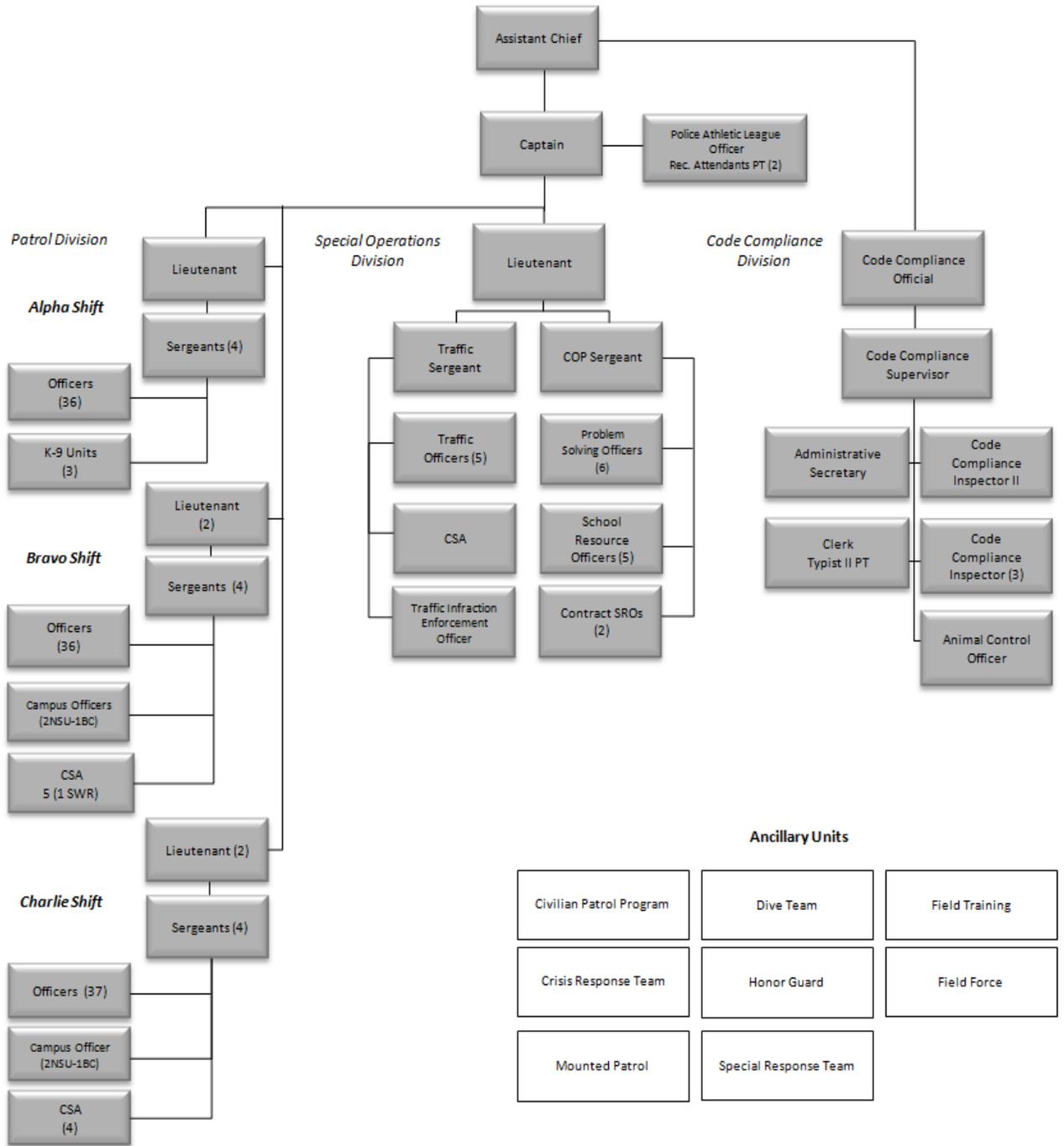


Investigations Bureau





Operations Bureau





G. PERSONNEL

The Davie Police Department currently employs 261 authorized personnel. Of the 261, 192 are sworn members and the remaining 69 individuals are civilian staff. The Department has 10 civilian volunteers who have added great value to the agency as when budget constricts the agency from hiring and staffing personnel. In addition, volunteers help with managing the workload.

Chief Patrick Lynn is the Director for the Police Department. He has over 30 years experience in the police field. He is a graduate of the FBI National Academy, Southern Police Institute, and has a master's degree in public administration.

All staff members are trained in the necessary skills and certifications to ensure continuation of business in the event employees retire or find other employment. Staff members are given the opportunity to attend training courses and seminars related to the Department's core services.

H. Budget and Financial Plan

	2014 Adopted Budget	2014 Actual Amount	2015 Adopted Budget	2015 Actual Amount	2016 Adopted Budget
Fund: 001 General Fund					
Expenditures					
PS - Personnel Services	\$32,577,220.00	\$32,538,068.67	\$34,826,337.00	\$32,571,744.66	\$37,051,332.00
OE - Operating Expenditures	\$6,081,341.00	\$5,443,615.96	\$6,146,757.00	\$5,280,665.20	\$6,766,760.00
CO - Capital Outlay	\$564,570.00	\$423,471.92	\$362,550.00	\$384,037.04	\$764,125.00
GR - Grants and Aids	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Fund Total: General Fund	(\$39,223,131.00)	(\$38,405,156.55)	(\$41,335,644.00)	(\$38,236,446.90)	(\$44,582,217.00)



Fund: 140 Police Impact Fees Fund					
Expenditures					
CO - Capital Outlay	\$192,373.00	\$156,153.27	\$61,000.00	\$73,564.78	\$26,200.00
OU - Other Uses	\$50,000.00	\$0.00	\$70,000.00	\$0.00	\$250,000.00
Fund Total: Police Impact Fees Fund	(\$242,373.00)	(\$156,153.27)	(\$131,000.00)	(\$73,564.78)	(\$276,200.00)
Fund: 160 Forfeiture Fund					
Expenditures					
OE - Operating Expenditures	\$124,000.00	\$63,250.42	\$40,000.00	\$22,151.17	\$143,500.00
Fund Total: Forfeiture Fund	(\$124,000.00)	(\$63,250.42)	(\$40,000.00)	(\$22,151.17)	(\$143,500.00)
Expenditure Grand Totals:	\$39,589,504.00	\$38,624,560.24	\$41,506,644.00	\$38,332,162.85	\$45,001,917.00



II. DEPARTMENT GOALS, OBJECTIVES, STRATEGIC OUTCOMES AND KEY PERFORMANCE INDICATORS

Strategic Priorities

1. Commitment to Customer Satisfaction
2. Dedication to Excellence in Service Delivery
3. Respecting and Promoting Diverse and Sustainable Community and Neighborhood Values with consideration of our historic roots
4. Creating an Environment that is Conducive to Innovation, Creativity, and Collaboration
5. Nurturing the health, safety, and welfare of the community

Goal/Objectives:

1. Provide efficient management of resources utilized by the Police Department.
2. Promote community involvement with the Davie Police Department.
3. Increase community safety throughout Davie.
4. Increase school safety.
5. Provide effective quality control of Department resources.
6. Enhance critical emergency response.

Strategic Outcomes:

1. Evaluate and implement new Field Training Officer program. **SP 2& 4**
2. Budget and organize community programs such as Open House, Police and Fire Expo, Volunteer Program and Citizens Police Academy. **SP 1, 4, & 5**
3. Evaluate traffic concerns on Davie roadways. **SP 2 & 5**
4. Evaluate school safety concerns and implement protocol to ensure safety on campus. **SP 4 & 5**
5. Conduct quality control audits to ensure compliance with local, state and federal standards. **SP 1, 2, & 5**
6. Efficiently deploy personnel during an emergency response. **SP 4 & 5**



Key Performance Indicators				
	FY15		FY16	
	Goal	Actual	Goal	Actual
1a) Time saved with new resources/systems	5%	15%	5%	
2a) Increase in participation in Police Department funded/sponsored activities	10%	10%	10%	
2b) Survey completed by the participants	100%	100%	100%	
3a) Amount of red light camera citations	4,000	5,112	6,000	
3b) Number of traffic crashes	4,200	4,775	4,200	
3c) Number of citation issued	10,800	11,268	11,000	
3d) Number of traffic related operations conducted	15	12	12	
4a) Number of special training programs conducted	12	12	10	
4b) Number of incident reports (Elementary, Middle, High)	400	176	170	
4c) Number of calls service (Elementary, Middle, High)	1,300	551	600	
4d) Number of juvenile arrest	190	90	95	
5a) Number of audits conducted	25	28	30	
5b) Maintenance of state accreditation	100%	100%	100%	
6a) Number of training scenarios conducted	2	2	2	
6b) Number of community/business participants	2	3	2	



E. PERSONNEL

The Davie Police Department currently employs 261 authorized personnel. Of the 261, 192 are sworn members and the remaining 69 individuals are civilian staff. The Department has 10 civilian volunteers who have added great value to the agency as when budget constricts the agency from hiring and staffing personnel. In addition, volunteers help with managing the workload.

All police Department personnel are skilled labor. Personnel must complete a six-month training period prior to being appointed to sworn status. This training is conducted at Broward College's Institute of Public Safety. This program is a sponsorship by means of agencies "sponsoring" individuals to attend the academy with the return of them being employed as a law enforcement officer once they pass their state board certification test.

Listed below are representations of the positions that exist within the Police Department.

SWORN POSITIONS

Chief of Police

Manages the day-to-day operations of the entire Police Department, inclusive of all assigned Divisions within the agency. Responsible for protection of lives and property in the Town through the organization and direction of all police functions, including patrol, investigations and enforcement.

Assistant Chief of Police

Responsibilities include supervision of subordinates and activities of personnel under their command, and participation in setting Department goals and objectives. May assume duties of the Chief of Police in his/her absence. Work includes conferring with the Chief of Police to improve the Department's efficiency. Receives and investigates complaints pertaining to conduct of subordinate personnel, programs, procedures, etc., interviews various parties and reviews reports, and prepares verbal and/or written responses and recommendations, as appropriate; receives and responds to praise for subordinate personnel, Division activities, programs, etc., ensures appropriate recognition of parties involved; prepares reports for the Chief of Police, as requested or otherwise deemed appropriate.

Police Captain

Administers or recommends routine personnel matters affecting subordinates, including recruiting, interviewing, hiring, training, assigning, scheduling, granting leave, appraising and disciplining, etc., and submitting such records and reports as required by Department management.



Assists bureau commanders in preparation of annual budget proposals, provides recommendations for Division funding; assists in administrative oversight of expenditures, including review and approval of Division expenditures. Responds to and serves as incident commander at scenes of major crimes, or during natural or manmade disasters, manhunts, hostage situations, barricaded suspects, etc., and coordinates tactical plans and activities of Departmental personnel.

Police Lieutenant

Supervises large personnel staff engaged in traffic or patrol activities; makes schedules, assignments and communicates orders, policies, procedures and other administrative directives to subordinate personnel; inspects field operations; and advises first-line supervisors in training methods and procedures. Develops improved methods and procedures relative to assigned functions; assists in the formulation of policies, plans and programs; and coordinates activities with other Departmental units and other local, regional and state agencies. Assists in preparation of annual Department budget proposal; prepares resolutions to authorize special purchases; and is responsible for recommending all purchases, equipment replacement, and overtime associated with shift or unit operations.

Police Sergeant

Observes, supervises, and instructs subordinate officers; responds to in-progress and major incidents and directs or assists subordinates in difficult and unusual situations. Supervises and participates in general patrol, traffic operations, and investigation or special duties. Recommends training programs and develops subordinate personnel; conducts periodic inspections of subordinates, and police vehicles and equipment; maintains disciplinary control of subordinates. May appear before citizens and community groups to explain and demonstrate police Department policies, procedures and methods in order to cultivate favorable public relations.

Police Officer

Work entails patrol of a designated area in a radio-equipped patrol car to preserve law and order; prevent and discover the commission of crime; and enforce motor vehicle operation, parking and traffic regulations, state statutes, county and Town ordinances. Answers calls and complaints involving automobile accidents, fires, nuisances, assaults, robberies, and other felonies and misdemeanors; administer first aid; make arrests; place prisoners in jail; and testify as witnesses in court. Completes written reports on assigned calls for service. Establishes traffic control and police protection at fires and other incidents, which may attract crowds; perform police duties at parades, demonstrations and sporting events; check and report on deficient street lights, signs, road services, or other facilities that serve the public. Demonstrates good judgment during routine and non-routine situations; acts in accordance with Department policies and procedures; and utilizes techniques in a safe manner in accordance with training.



CIVILIAN POSITIONS

Administrative Aide

Manages assigned Department operations or work initiated in anticipation of needs or problems at the request of the Chief of Police. Provides administrative and secretarial support to the Chief of Police. Oversees the administrative work for off-duty details, which includes scheduling and billing.

Administrative Secretary

Coordinates the administrative and operational activities of the Bureau/Division. Composes and types correspondences, reports, statements, manuscripts, letters, resolutions, proposals, forms and other Department materials. Distributes Division mail including confidential correspondence and directs to appropriate party for handling or response. Maintains Division filing system, maintains files regarding active projects for the Bureau Commander, updates files as necessary. Prepares agenda for administrative meetings, handles mechanics for planning said meetings. Attends conferences, hearings, advisory committees, special meetings, and/or workshops.

Code Compliance Inspector I

Maintains accurate records and prepare cost-recovery logs associated with code enforcement cases on a routine basis. Assists the Code Compliance Official in the investigation of complaints associated with violations of town codes and ordinances and to make recommendations as to the method and manner of achieving compliance for parties. Communicates effectively with all parties in relation to code enforcement case requirements and recommendations to achieve compliance. Investigates town computer records for preparation of code enforcement cases.

Code Compliance Supervisor

Supervises Code Compliance Inspectors, which includes the ability to review Notices of Violation and make the appropriate additions and corrections. Prepares and present code enforcement cases while assisting the Police Legal Advisor with the special magistrate process. Assists and advises the Road Patrol Captain in and about the conduct and daily activities of the code compliance inspectors. Assigns code enforcement complaints to the appropriate area code compliance inspectors and review their casework on a routine basis. Assists the Road Patrol Captain with the preparation and undertaking of public responses for citizen complaints. Investigates complaints of code violations and initiates investigations of code violations observed; conducts follow up inspections where code violations have previously occurred.

Community Service Aide

Position may assist the officer on driving under the influence (DUI) arrests by operating the Intoxilyzer or similar blood-alcohol content measurement device (Includes completing a report



and testifying in court) as well as giving depositions. Assists with traffic control and police protection at fires and other incidents where crowds or traffic congestion occur. Authorized to investigate traffic accidents; issue citations, both state and Town, including parking and other types of complaints of a delayed nature; assist officers in other situations on the road; and may handle some code violations.

Crime Scene Technician

Photographs and video tapes major crime scenes using 35mm cameras, video cameras, and digital camera imagery; develops and prepares photographic enlargements for latent prints, shoe impressions, etc. Collects, packages, transports and submits evidence within prescribed standard operating procedures; transports evidence to appropriate crime labs - Broward Sheriff's Office, Florida Department of Law Enforcement or the Federal Bureau of Investigation, for scientific laboratory analysis; and ensures that required forms are prepared and processed. Attends and documents autopsies; collects and packages evidence such as hairs, fibers, clothing, finger and palm prints, fingernails, and body fluids from decedent at autopsy to be placed into evidence. Produces crime scene drawings and sketches manually to record location of all evidence; and utilizes computer software program for final drawing of crime scene. Prepares exhibits for case prosecution including photographs, crime scene diagrams, casts of impressions, etc.

Dispatcher

Operates separate computer consisting of police records, which give information to the officer responding to a complaint; and keeps complete logs on various arrests, teletype entries and cancellations. Operates computer terminals connected to the Florida Department of Law Enforcement and the National Crime Information Center; and processes requests from officers regarding driver's license checks, vehicle registration checks, criminal histories, various stolen and recovered items, warrant checks and broadcasts. Operates a radio system that receives and transmits messages; dispatches emergency requests received through telephones; and handle requests for service by telephone.

Dispatch Supervisor

Maintains inventory, controlling issuance, and maintenance and repair of all Departmental portable radios, batteries, shoulder mikes, and antennas issued to officers. Observes, supervises, and instructs communications personnel, and directs or assists communications personnel in difficult and unusual situations. Oversees in-progress and major incidents, and ensures administrative personnel are notified of major events occurring within city limits. Supervises and participates in general dispatching, FCIC/NCIC operations, providing audio and/or video recordings for internal and public investigations. Recommends training to develop and improve the performance of communications personnel; coordinates orientation and dispatch training for new dispatchers; and maintain disciplinary control of communications personnel. Investigates complaints against communication personnel. Prepares daily, special, and periodic plans or



reports. Files and retrieves materials based on full knowledge of organization and activities. Works closely with FDLE to ensure communications are operating within their policies.

Maintains TAC (Terminal Agency Coordinator) and LAI (Local Agency Instructor) certification for FDLE and are the points of contact for digital certificates.

Finance Clerk I

Prepares employee timesheets for appropriate supervisor's verification, check verification for final entry into computer, and update personnel changes in computer payroll/personnel system. Receives and records employee requests for vacation, compensatory and sick leave; review computer for accrual records; enter information into computer; and maintain some independent manual records. Processes employee attendance and leave records to compute payroll; send information to Budget & Finance Department; and maintain and print records of earnings and leave time. Receives and answers employee inquiries about payroll and leave time, referring questions to Budget & Finance Department as necessary.

Finance Clerk II

Maintains general ledger balance of capital projects; subsidiary ledgers, including accounts receivable; assessment reports; and ledger reconciliations, as necessary. Maintains disbursement accounts for the Town, including encumbering of purchases, auditing of invoices, posting, reconciling and preparing trial balances, and other necessary reports. Maintains a complete set of general accounting books, including control accounts, and informs Department heads of budget balances. Reconciles bank accounts and corrects daily posting of cash receipts. Examines invoices and audit reports to determine their accuracy and completeness. Closes accounts and prepares records for annual audit; and sets up journals and ledgers by Department for new fiscal year.

Performs fiscal control and governmental accounting work in the administration of all accounting and related records concerning the receipt, expenditure, and balance of federal, state and Town funds. Work involves preparing documents for submission to the Town's Budget and Finance Department, statistical reports for command staff, and maintaining and monitoring the Department's budget.

Human Resources Coordinator

Reviews the process and maintenance of personnel transactions; disciplinary actions; and records and files pertaining to appointments, transfers, promotions, separations, pay adjustments, employee performance appraisals, and related personnel actions. Assists in developing sources of qualified applicants; manages recruitment activities for all Police Department personnel, e.g. reviews applications; plans, schedules and conducts interviewing process; authorizes psychological, polygraph and medical exams; initiates all required documentation throughout the hiring process; and obtains final approval and presents opportunity for employment to applicants.



Maintains data on recruitment activities, applicant flow, interviews, hires, transfers, promotions, and terminations. Serves as the insurance representative for the Department. Responds to questions and processes documentation in reference to employee benefits, group health, and workers compensation insurance. Ensures that all FDLE requirements are executed, documented, and accurately reported as they relate to recruitment of police officers. Maintains data on the Hepatitis Vaccination program, e.g. collects all completed vaccination forms whether employees decline or request the vaccination; schedules high risk employees for the initial vaccination; and retains a log of all employees that have received all required shots and immunization testing.

Logistics Specialist

Responsible for organizing and maintaining the police vehicle replacement schedule, vehicle prevention maintenance, and calibration schedules. Responsible for oversight of facilities, equipment upgrades, and workplace changes. Assures proper equipment and logistics for emergency preparedness. Tests, evaluates, and recommends specialized police equipment and software. Serves as a liaison with the Public Works Department for building maintenance. Reviews building access and surveillance systems. Provides software and hardware research, recommendations, and training.

Office Supervisor

Maintains inventory of property/evidence unit, controlling issuance of equipment to officers and deciding disposal of other items through public auction; supervises maintenance and repair of equipment. Manages activities of purchasing, payroll, quartermaster duties, Records Unit, Dispatch Unit and Court Liaison Unit. Performs various bookkeeping duties which include overseeing all Divisions which maintain records of accounts receivable; and assigns, prepares and reviews purchase orders, logging necessary follow-up records. Screens and routes materials according to content of communications; routing duties require detailed knowledge of organizational operations and individual staff members' assignments and status of work. Files and retrieves materials based on full knowledge of organization and activities.

Police Legal Advisor

Provides legal counsel to the Chief of Police and other police and code enforcement personnel not in conflict with any services provided by the Town Attorney or Attorney provided by any liability carrier. Manages and advises upon the non-routine operations and activities of the Code Compliance Division. Represents the Police Department before the Code Enforcement Special Magistrate. Represents the Town's interests in court hearings related to municipal violations of the Police Department's red light camera program. Initiate and prosecute lawsuits seeking the civil forfeiture of contraband property, including real property, motor vehicles, and cash. Coordinates and serves as liaison between the Police Department and State Attorney's Office regarding police cases filed and/or rejected by State Attorney's Office. Initiates and advises alternate dispute resolution program including mediation services for neighborhood code



enforcement complaint resolution. Prepares and approves joint stipulation agreements for dispute resolution in Code Enforcement and associated police matters.

Drafts or assists in drafting Police Department and Code Enforcement-related town ordinances for presentation to the Town Council other than those affecting rights of individuals in any Collective Bargaining Agreement. Manages the Code Enforcement nuisance abatement program and advise upon procedures related to the resolution of code violations. Conducts and coordinates legal action arising through settlement, mitigation or foreclosure of Code Enforcement liens. Must timely notify Risk Management of all potential property and casualty liability claims immediately upon knowledge. Prepares and reviews Police Department and Code Enforcement contractual agreements for gross expenditure amounts less than five thousand dollars (\$5000.00) for legal sufficiency. Prepares and reviews Police Department and Code Enforcement revenue-producing contractual agreements without monetary limitation for legal sufficiency. Conducts legal research and studies in the precedents, cases, trends, rulings and laws affecting police and code enforcement and draft legal memoranda and opinions, contracts and other documents. Performs periodic review of Police Department and Code Enforcement policies and procedures to ensure compliance with current cases and statutory law, and recommend updates. Monitors and advises the Chief of Police and other police and code enforcement personnel of current court decisions and legislation affecting the operations, practices, and policies of the Department. Reviews and advises upon sexual offender code compliance status. Reviews and determines agricultural status related to hobby farms under Davie ordinances.

Police Programs Specialist

Assists the Department in the preparation of law enforcement grant applications; prepares required grant reports; and monitors grant-funded programs and activities as specified by the federal and state grant regulations and guidelines. Researches demographic information, prepares studies, and provides information necessary to update the Town's police accreditation management process. Undertakes research related to law enforcement trends for accreditation management and law enforcement grants, and inputs and maintains annual reports. Manages the Department's accreditation process including, but not limited to, policy and procedure development.

Police Support Technician

Position has many different functions within the Department. When assigned to the Front Desk, the position will be responsible for walk-in and telephone complaints and inquiries; be required to operate computers, copiers, typewriters, shredders, fax and other office equipment; receive and greet visitors, giving appropriate information as requested; escorts visitors to appropriate office as necessary; screens calls, referring calls to the appropriate person, and accept mail, deliveries and correspondence.



When the position is assigned to the Training Unit, the responsibilities will involve preparing files and paperwork for archiving; compiling archive list and boxes, receiving and processing training and education request and participant certificates; invoices and purchase orders; maintaining training participant records in the training tracking system; evaluating training and education requests to ensure that they have been completed properly and that they are in compliance with agency policies and procedures; compiling, preparing and distributing monthly and annual statistics on training activities; coordinating educational training requests with various higher learning centers, training institutions and individuals; monitors and tracks employees who must fulfill mandatory training requirements, and responds to inquiries concerning training and educational programs; provides resolution, information or directory accordingly.

If the position is assigned to the Community Relations function, the responsibilities will included maintaining room reservations for the Community and Training Rooms, act as primary liaison for the ADAPT program between the children, parents and program coordinators, coordinate and/or participate in the following programs: RAD Kids, Safety Town, Triad meetings and Student of the Month, ensure Department mail and payroll is delivered and received, act as a liaison between the elderly community and the elderly coordinator; assists with distribution of meals on wheels, manage all aspects of fleet including but not limited to: maintenance scheduling, pool car maintenance and availability, paperwork verification, and monthly cleaning, daily transport operations and vehicle location awareness.

If the position is assigned to the Criminal Investigations Unit work will involve assisting with investigating and handling cases for the Department, have the ability to work with the following software systems; Microsoft Word, Microsoft Excel, Microsoft Powerpoint, RMS/Archive RMS, GeoBlade, PenLink, FACES, DAVID, BSOleads, BSOpics, CCIS, assist with compiling, preparing and distributing weekly/monthly and annual statistics on BOLO's, productivity reports, crime reports, public queries and administrative requests, and in the absence of the Crime Analyst, may communicate with surrounding agencies to help remain alert to all criminal activity that could affect our community.

Property Unit Supervisor

Monitors operations of assigned shift to insure conformance with proper rules, regulations, policies, and procedures. Assists with difficult or unusual problems. Maintains discipline and order, review reports involving Property Unit personnel and recommends disciplinary action(s). Maintains appropriate files, forms and logs to document required information. Assigns, directs, trains, evaluates and supervises staff. Reviews and processes Property Unit personnel payroll and leave time request. Accountable for property and evidence coming into and out of the property room. Coordinates the destruction of property.



Records Specialist

Follows Department procedures in reference to maintenance of files, documentation, correspondence, case filing and other related forms; understands FDLE requirements, Florida public record law, state statutes and Town ordinances as they pertain to records maintenance. Operate copying machines, computer, scanners, all recording devices, register and other office equipment. Work with the public and handle public records requests.

Victim Advocate

Provides crisis intervention to mitigate the effects of trauma on individuals and families, ensures all services and programs are provided to crime victims and witnesses in compliance with Florida Statute 960, counsels individuals and families to promote emotional recovery and pre-crisis level of life and functionality, performs all case management tasks, i.e. interviewing, evaluation, referrals, counseling, monitoring and education for quality of care., acts as community resource to citizens, reviews police reports to identify, contact and assist victims of crime, participates in various councils and committees for crisis intervention, i.e. Broward Victim Rights Coalition, Broward Domestic Violence Council, maintains active communication with various community agencies, councils and committees for the dissemination of information, and develops and administers law enforcement training on social services and victim subject matter.

II. OPERATIONAL PLAN

The Davie Police Department operates on a 24 hour/7 day a week schedule for emergency response. The Department is organized into three bureaus: Administration, Operations and Investigations Bureaus (please refer to the organization charts listed in Management and Organizational Structure).

Operations Bureau – The Operations Bureau consists of the Patrol, Special Operations and Code Compliance Divisions. The Patrol Division utilizes a Team Policing Model while embracing the philosophy of Community Policing. The majority of officers are regularly assigned the same zone, which allows officers to identify and address problems in their specific area. The Patrol Division is divided into three ten-hour shifts to provide around-the-clock emergency response and proactive patrol service. The Patrol Division is assisted by many auxiliary units including: Canine Teams, the Special Response Team, Crisis Negotiators, a Dive Team, and the Honor Guard. The Special Operations Division contains the Community Policing Unit, the Traffic Unit, and School Resource Officers. The Code Compliance Division believes that by working together, homeowners and business owners alike are able to protect their investments, maintain the quality conditions of their neighborhoods, and preserve the safety, cleanliness, and attractiveness of their community as a whole.



Investigations Bureau – The Investigations Bureau is comprised of the Crimes Against Persons Division, the Property Crimes Division and the Special Investigations Unit (SID). Included in the Investigations Bureau are the Victim Advocate, Crime Analysis, and the Crime Scene Unit. The Crimes Against Persons and Property Crimes Divisions handle a variety of criminal investigations, including: homicide, sexual assault, robbery, burglary, economic crimes, tracking of sexual predators/offenders and thefts among other crimes. The Special Investigations Division is responsible for addressing crimes related to sensitive investigations and narcotics. Special Investigation Division detectives work in conjunction with several federal, state, and local task forces to foster a combined effort in the fight against drugs.

The Victim Advocate keeps victims informed of their rights and remedies and assists them in getting support, assistance, and guidance throughout the criminal justice proceedings. Crime Analysis assists by ensuring awareness of trends and patterns of criminal activity so that the Investigations Bureau can develop strategic action plans for combating crime. The Crime Scene Unit assists in the investigation of crimes by identifying, gathering, and collecting evidence.

Members of the Investigations Bureau work in collaboration with other members of the law enforcement community in a combined effort to make our neighborhoods safer, while improving the quality of life for all of our citizens.

Administration Bureau The Administration Bureau consists of two Divisions, the Professional Standards Division and the Support Services Division. The Professional Standards Division is comprised of training, staffing, accreditation, grants management, human resources and finance. The Support Services Division is comprised of records, dispatch, community relations, information systems, asset management, fleet management, and facilities management. All of the functions within the Administration Bureau make up the interior strength of the Police Department.

Citizen's Police Academy – The Citizen's Police Academy (CPA) provides the community a hands-on view of police work and the impact the Police Department has in the community.

Citizen Patrol Program – The Citizen Patrol Program was created as a volunteer program developed to meet the changing needs of the community and further promote the Town of Davie Police Department's philosophy on Community Oriented Policing. The Citizen Patrol Program consists of committed volunteers working toward improving the overall quality of life for the communities they patrol. Citizen Patrol members work in conjunction with and at the direction of the Davie Police Department.

SALT/TRIAD – Both the SALT and TRIAD associations provide safer communities with the use of partnerships between senior citizens and law enforcement agencies. These programs provide education forums for seniors regarding crime trends targeted at the elderly community.



Volunteer Program – Fosters a greater involvement of the Davie community in the Department’s policing efforts as well as providing a partnership with the residents and community of Davie. Volunteers are generally recruited through the Department’s CPA program.

Juvenile Diversionary Programs – The Diversionary Programs are a collaborative effort involving the Police Department and the Broward County Circuit Courts to recommend community service for adolescents who are first-time offenders in lieu of sending them through the court system.

School Resource Officers – The School Resource Program provides security and safety to the faculty and students of local public elementary, middle and high schools.

Crime Prevention – The Crime Prevention Program is part of the Special Operations Division where Police Department personnel inform and educate the community on safety and security of their homes, neighborhoods and persons.

Production

The following are services offered by the Police Department that enhance the community’s safety, awareness, and well-being:

Law Enforcement Services: The Davie Police Department operates on a 24 hour a day, 7 days a week basis. The primary function is to provide efficient and timely response to emergency, as well as non-emergency calls for service.

Investigative Services: The Davie Police Department handles a variety of criminal investigations, such as homicide, sexual assault, robbery, burglary, narcotics investigations, and crime scene processing and crime analysis. Another important role in investigative services is the identifying and tracking of sexual predators and sexual offenders. Detectives work in collaboration with other members of the law enforcement community in a combined effort to make our neighborhoods safer, while improving the quality of life for all of our citizens.

Victim Advocacy Services: The Davie Police Department Victim Advocate serves as a voice within the government advocating on behalf of victims to obtain needed services and resources. Services include providing transportation for the victim to and from court proceedings, information regarding victim rights and resources they are entitled to including mental health, financial resources, etc.

Police Off-Duty Details: The Police Department’s Off-Duty Details are managed through the Collective Bargaining Agreement. This service is provided to allow residents, visitors, and businesses an avenue of hiring officers to provide safety and security at special events. These officers are hired to work on their off-time at a rate established by the Police Union.



Community Education: Through the use of community-involved programs such as SALT/TRIAD, Juvenile Diversionary Programs, Crime Preventions, and various others programs that provide an avenue for the Department to educate the public on safety in their homes and businesses.

Grants Management: The Davie Police Department actively seeks grant funding to maintain and improve service levels to the Davie community. Grant funding enables the Police Department to finance programs and services that benefit the Davie community. Funding from the federal government include victim's mental health services, aggressive driving campaigns, technology improvements to enhance law enforcement abilities, etc.

Emergency Management: The Police Department is in a continuous cycle of planning, organizing, training, equipping, exercising, evaluation, and improvement activities to ensure effective coordination and the enhancement of capabilities to prevent, protect against, respond to, recover from, and mitigate against natural disasters, acts of terrorism, and other man-made disasters.

Inventory

The Davie Police Department has implemented an asset management barcoding system which enhances the efficiency of controlling and managing items issued to personnel. Currently, the Training Unit is responsible for the inventory and audit of firearms and less-lethal equipment. The Quartermaster maintains all other assets of the Department.

Personnel

The Davie Police Department currently employs 261 authorized personnel. Of the 261, 192 are sworn members and the remaining 69 individuals are civilian staff. The Department has 10 civilian volunteers who have added great value to the agency as when budget constricts the agency from hiring and staffing personnel. In addition, volunteers help with managing the workload.

All police Department personnel are skilled labor. Prior to be appointed to sworn status, personnel must undergo a six-month training program. The training program is conducted at Broward College's Institute of Public Safety. This program is a sponsorship by means of agencies "sponsoring" individuals to attend the academy with the return of them being employed as a law enforcement officer once they pass their state board certification test.

All staff members are trained in the necessary skills and certifications to ensure continuation of business in the event employees retire or find other employment. Staff members are given the opportunity to attend training courses and seminars related to the Department's core services.



Succession

To ensure continuity of command and make certain that timely leadership is available in situations when the Chief of Police is on an extended leave of absence, is incapacitated, or otherwise unable to act, command authority succession shall automatically succeed in accordance with seniority and rank, beginning with Assistant Chief of Police.



Iv. APPENDICES

The Davie Police Department's General Orders are available for review upon request



**DEPARTMENT OF PUBLIC WORKS
AND CAPITAL PROJECTS
BUSINESS PLAN**

Town of Davie

Mark E. Collins

Director

954-797-1245

Mark_Collins@davie-fl.gov



I. GENERAL DEPARTMENT DESCRIPTION

A. MISSION STATEMENT

The Town of Davie Public Works and Capital Projects Department's mission is to support and enhance a high quality of life for the Town's residents, businesses, and visitors by providing well planned, environmentally sensitive, cost effective infrastructure, and services to promote civic vitality.

B. VALUE STATEMENT/PHILOSOPHY

Department Vision

To meet community needs by being helpful, competent, and professional.

Department Philosophy

We will foster cooperation and teamwork with every employee, resident and business interest, working together to make the Town of Davie an ideal community to live and work.

Department Values

The Department shares the following values:

1. Professional customer service
2. Environmental awareness
3. Cost efficiency

These values align with and support the Town Council's core values, which are customer-driven, respect, integrity, excellence, and leadership.

C. EXECUTIVE SUMMARY

The Town of Davie Department of Public Works and Capital Projects is a stakeholder service organization responsible for the asset development, maintenance and management needs of the Town. The Capital Projects section is primarily responsible for the development and construction of the Town's infrastructure, while the Public Works section is tasked with the care, maintenance, and upkeep of the Town's infrastructure. The Town's infrastructure includes Town-owned properties, buildings, parks, roadways, pedestrian walkways, medians, equestrian and recreational trails, drainage systems, and street lights. The Department has completed the



process of formalizing the operating procedures and levels of service for the daily operations as well as the capital projects.

The Department performs its services using a mix of in-house and contractual work forces. By continually reviewing, updating, and revising outsourced work scopes, the Department is able to ensure the best value for the Town. Through this same effort, the Department has come to understand the market niche in which we can be the most competitive. By confining our efforts to the areas we can best perform, we are making the best use of our assets while remaining cost efficient.

While the immediate economic forecast continues to require restrictions in spending, the Department is proactively seeking creative means of accomplishing more with less. As property values level and new business interests emerge, a healthier, albeit lean, source of funds will allow the Department to address future goals. This challenge will require the Department to continue to make strides in increasing value, quality, and customer service.

The Department is in a relatively good position to demonstrate to the community that we compare favorably with similar or competing entities in the market place. That being said, the Department also recognizes that progress must still be achieved in the areas of efficiency and quality service, if we are to continue as the provider of choice for the asset management needs of the Town.

D. S.W.O.C. Analysis

The core strengths of this Department include the current management team and employees who are dedicated to the success of the Department. The attitude of enthusiasm toward change, coupled with the historical experience, which was retained in some key spots, has put the Department in a very good position to address the changes necessitated by the demand of a growing population. Ongoing training for all employees as well as increased accountability is being used to support the Department in its efforts of continuous improvement.

The Department has ongoing needs to replace and/or upgrade tools and equipment needed to perform many of the daily tasks.

Finally, as the existing service provider, with a recent vote of confidence from the residents and business owners, the Department continues to serve the Town of Davie with pride and professionalism.



Strength	Description	Options for Preserving or Enhancing Each Strength
Technical work knowledge	Field staff is constantly learning all aspects of the Department's operations. The Department's four equipment operators' skills continue to improve in performing repairs to asphalt, concrete, drainage and landscaping. Two operators are fairly new to the position, and they have shown excellent leadership skills and enthusiasm.	Additional training classes are needed to have the supervisory skills continue to grow. Maintenance Technicians are moved from Divisions at times to provide cross-training opportunities and enhance flexibility among Divisions.
Knowledge of Town geography	Many employees have knowledge of where, when and why Town of Davie infrastructure was created.	Continue to develop new employees' knowledge of the Town of Davie.
Professional Advancement	Many Department workers have the skills to perform a variety of Departmental tasks.	Offer incentive pay for staff to be certified in work requiring technical experience or work requiring a licensed professional.
Relationships with residents	Through the years, the Town residents have become familiar with Public Works staff, and they have a comfort level communicating with them. Often residents know employees on a first name basis.	Employees are encouraged to listen to citizens/customers concerns and make our customers satisfied. More and more field employees are giving business cards to residents when they come in contact with them.



Employees' work attitude	Employees are united in problem solving.	The Department strives to keep all employees apprised and participating in decision-making through active communication.
Weakness	Description	Options for Preserving or Enhancing Each Strength
Lack of staff	The Department has too few employees to meet the demands put on each Division. When maintenance on-demand or emergencies arise, other scheduled tasks fall behind.	Re-evaluate what the responsibilities are for the Department and see what the actual staff levels should be.
Lack of quality heavy duty equipment	The backhoes and the bucket truck are in poor condition and are often in the garage for repairs.	Replace at least one backhoe. Replace the bucket truck with a vehicle equipped to perform maintenance properly.
No functional work order system	Current work orders are not uniform. The current work order system does not keep track of historical data.	Obtain a working work order system.
Amount of property and facilities owned by the Town.	The Town of Davie continues to acquire more property and facilities. The added maintenance costs often fall on Public Works.	Provide a sustainability report for the maintenance cost of each property and facility. Advise decision makers of the costs before additional items are purchased.
Safety training	Certain positions require specialty training, which is not in place.	Find proper, affordable training for employees needing safety training.



Employee advancement	Because of budget issues and work hierarchy, there is very limited opportunity for employee advancement.	Develop a technical path for employees to advance.

Opportunity	Description	Options for Taking Advantage of Each Opportunity
Make monthly pickups of white goods (household appliances) for recycling revenue.	Pick up residents' washing machines, refrigerators, etc. to recycle for revenue.	This helps residents properly dispose of items not normally picked by their refuse collectors.
Perform concrete and asphalt repairs for the Utilities Department	Utilities contracts work out that Public Works can perform.	Let Public Works bid on work we are capable of doing to generate revenue for the Department. Jobs that are too big would still be outsourced.
Street sweeping	Speak with H.O.A. to offer street sweeping services for private communities, and speak with commercial property owners as well.	Revenue could be generated, and it would make residents and private property owners aware that Public Works can perform such services.
Replacement of inefficient lighting and air conditioners	Older light bulbs use more energy and give off more heat. Older air conditioners are not efficient.	By switching to more fluorescent bulbs and replacing old air conditioner units, savings could be found in less electricity and maintenance, respectively.



Challenge	Description	Options for Overcoming Each Challenge
Continued budget cuts	The Department's operating budget has been trending downward. Service levels have decreased, along with necessary improvements being delayed.	The Department continues to try to be more efficient. Low bid contractors are selected. Alternate revenue options are used more.
Purchasing of properties and facilities	Often the Town will purchase properties, but will not set aside funding to maintain the property long-term.	This is somewhat of an unfunded mandate. Money should be set aside on an annual basis to maintain newly purchased property.
Other Departments requesting construction services from Public Works	Departments request new work from Public Works without having the funds to pay for it.	By having the requesting Departments pay for their requests, Public Works would not be burdened with these extra expenses.
Ball field and turf maintenance	Due to increased usage and decreased funding, the ball fields and turf fields are left in a less than desirable condition.	Implement a plan to have these properly replaced/overhauled on scheduled basis. Possibly collect the fees from the groups using the fields.
Outdated playgrounds	Many playgrounds in Town parks need replacement. Unsafe playgrounds are removed and not replaced.	With the help of our newly certified playground inspector, develop a plan for CIP replacement of playgrounds.



Competitive Advantage

The Department has several competitive advantages over actual and perceived competitors. The first, and possibly most important, is the fact we are the incumbent, meaning we already know the work and the work rules. This includes knowing the geography, environment, and operating climate. A similar advantage is the relationship staff currently enjoys with internal and external permitting agencies affecting the industry. Years of working with them has given us insight as to how to most productively engage these agencies, while their history of working with us has given us credibility. This becomes even more pronounced during unusual occurrences, such as natural disasters. Another important advantage is the ability of the Department to cross-train and cross-utilize employees, which give us an advantage over contractors who would, due to their insurance requirements or the state building codes, be precluded from engaging in activities for which they do not have a license. By having a workforce comprised of in-house generalists supported by specialist contractors, the Department is in the best position to provide timely, low-cost and high-quality services.

Industry

The market sector of this Department has not changed since the day the Department was established and should not change in the near future. The Department has a defined scope of work dictated by the mandates, a defined service territory established by law, and a defined set of constraints established by the Town code and regulations.

E. PRODUCTS AND SERVICES

The Department provides a vast variety of products and services to all of the Town's stakeholders. These products and services are divided into three general categories: 1) Plan, design and construct assets for the public; 2) Operate, care for, maintain, and renovate these assets; and 3) Provide professional consulting and labor support to all Town Departments.

The Department is divided into several functional Divisions.

The Administration Division provides a variety of support functions for the various Department Divisions. This Division provides leadership to the Department to ensure the most cost-effective methods for the maintenance, installation, repair and/or replacement of facilities and infrastructure are used, either with Department resources or through the extensive use of competitively bid contracts. The Division administers the Departmental work process records and reports including payroll, purchase orders, complaint logging, issue tracking and report preparation. Finally, the Division administers the Departmental operating budget, the Town-wide capital improvements program budget, and the continuing service contracts for both maintenance services and consulting services, along with agreements with FP&L, Broward County and the Florida Department of Transportation (FDOT) for the repair, replacement, and addition of street signs and traffic signals.



The Town owns 220 structures comprised of 250,000 square feet under roof. The Facilities Division provides for the repair and maintenance of Town facilities, structures, and ancillary systems in order to ensure sound working and recreational environments for Town employees and residents. This includes lighting, heating ventilation and air conditioning (HVAC), electrical, plumbing, structural, and roofing systems along with all of the structures, fencing, playground equipment, and sports courts within the Town's public parks. In order to accomplish this amount of work, the Division utilizes and administers outsourced vendor contracts for air conditioning, plumbing, electrical, and roofing repairs.

The organization responsible for the Town's 272 miles of roads and 135 miles of paved recreational trails, including maintenance of the guardrails, swales, and sidewalks along with the 3,488 drainage structures and the interconnecting piping is the Roads and Drainage Division. This Division provides for the inspection, repair, and maintenance of roadways, rights-of-way and parking lots, along with the sidewalks and recreational trails, so as to maintain the Town's transportation corridors at a safe operating level. A critical component of this work involves inspecting and cleaning the secondary drainage system throughout the Town on a five-year cycle, in order to lessen the effect of localized flooding. Sometimes this requires the repair or replacement of inoperable drainage structures and lines. This Division also maintains the twelve Town-owned lakes through aquatic weed control and lake embankment repair and stabilization.

The Department's Parks and Irrigation Division provide for the continued design, development, and maintenance of the landscaping, irrigation systems, and grounds amenities for all of the Town's parks, rights-of-way, equestrian and recreational trails and facility grounds. This includes over 800 acres of parks, over 130 locations within the public rights-of-way, eighty-six miles of equestrian trails, and eight Town facility sites. The scope of their services includes routine landscape mowing, trimming, pruning and cleaning, including removing, trimming or otherwise addressing any dead, dying or diseased trees and other vegetation on public property. These Divisions also manage all of the Town's athletic fields in order to provide a suitable playing environment for the various sports programs. Finally the Division inspects and maintains the thirty-one municipal irrigation systems on public property.

In order to accomplish the vast amount of work required to manage all of these assets with the existing complement, the Department must utilize an extensive number of contractors. The Department oversees all of the continuing maintenance contracts to ensure compliance with Town specifications. Typical outsourced vendor contracts include lawn maintenance, janitorial services, sidewalk repairs, guardrail repairs, roadway resurfacing, and roofing maintenance, as well as the repair and replacement of 3,684 street lamps, along with the approximately 1,000 sports lamps, utilizing contracts and agreements with utility providers, FP&L, Broward County, FDOT and Town contractors.

The development, design, and construction of new Town facilities are the responsibility of the Capital Projects Division. This Division prepares, updates, and executes the Capital Improvements Program for the Town. It ensures Town capital projects are completed in the most effective and efficient manner. These projects include: Facilities, Parks, Bridges, Roadway and Drainage Systems, along with Pedestrian and Equestrian Trails. This work is accomplished



through the selection, contracting, and supervision of consultants and contractors involved in the development of Town facilities and infrastructure. In addition, this Division provides estimating, scheduling, permit acquisition, and construction management services for all Town Departments. More specifically, the duties and responsibilities of each Division are described below.

FACILITIES DIVISION

General Responsibilities:

Maintain, repair, and/or replace all structural or system components in Town-owned structures

Core Functions:

Structures

Town Buildings

- Pressure cleaning buildings and walkways
- Painting interior and exterior
- Furniture moving
- Remodeling
- Wall, door and window repairs
- Roof drains, gutters and scuppers
- Minor building exterior repairs and replacements
- Doors and locks
- Janitorial services
- Trash and recycling collection
- Limited mechanical, electrical and plumbing



Gazebos and Shelters

- Pressure cleaning buildings and walkways
- Doors and locks
- Minor building exterior repairs and replacements
- Painting interior and exterior
- Trash and recycling collection
- Electrical and plumbing

Playground Systems

- Minor building exterior repairs and replacements
- Touch-up painting
- Trash and recycling collection
- Pressure cleaning structure and walkways

Bridges and Docks

- Pressure cleaning
- Structural repairs
- Staining or painting

Corrals and Fences

- Gate repairs and adjustments
- Lock repairs

Pump Houses

- Pressure cleaning doors and locks
- Minor building exterior repairs and replacements
- Painting exterior

Flag Poles and Monument Signs

- Minor repairs and replacements
- Painting
- Trash and recycling collection
- Pressure cleaning structure and walkways



Facilities Systems:

HVAC and Refrigeration

- Clean or change filters
- Clean coils on split and package systems
- Change belts and fan motors
- Troubleshoot and repair mechanical and electrical problems
- Troubleshoot and repair ice machines and water fountains

Plumbing

- Urinal, toilet and sink repairs
- Faucet, shower and hose bib repairs
- Floor drains and sanitary lines

Electrical

- Interior lighting maintenance, repairs, and replacements
- Some exterior lighting repairs
- Outlet and switch maintenance and repairs
- Time clock maintenance

Miscellaneous:

- Collect, move, and store surplus equipment
- Support other Departments with special projects

ROADS and DRAINAGE:

RESPONSIBILITY:

Maintenance, repair, and replacement of all Town-owned roadways, walkways and drainage systems

CORE FUNCTIONS:

Roadways and Parking Lots

- Repair pot holes, hot patch large defects
- Repair roadside drop offs
- Street sweeping
- Replace defective wheel stops in Town parking lots
- Painting of bull noses and curbs
- Grade unpaved roads



Storm drain maintenance

- Inspect, clean, and repair all drainage structures and pipes
- Repair/replace broken concrete
- Repair/replace broken or missing manhole covers and storm drain grates

Walkways

- Replace hazardous defective concrete sections
- Repair pot holes in asphalt walkways
- Fill drop offs

Rights-of-way services

- Clear line of sight obstructions
- Pick-up trash
- Repair, replace, or install new sign posts and signs
- Spray weed killer
- Fence/gate repairs
- Repair/replace sod around drainage structures
- Repair drop-offs
- Water trees/sod as needed

Services to Support Other Divisions

- Provide or coordinate maintenance of traffic operations
- Remove large rocks and branches
- Remove graffiti from bridge structures

PARKS AND LANDSCAPING:

RESPONSIBILITIES:

Maintain, repair, or replace all landscaping and irrigation on all property maintained by the Town.

Landscaping

- Removal of dead trees and plants
- Installing new plants
- Mulching of small areas
- Replacing or reseeding of dead grass areas
- Fertilizing plants/shrubs
- Spraying weeds in beds
- Trimming hedges



Irrigation

- Replacing defective or damaged heads
- Replacing defective valves and time clocks
- Repairing pipe breaks
- Installing new systems on a limited basis

Tree maintenance

- Pruning all Town trees
- Fertilize trees and hedges
- Removal and disposal of dead, diseased, or dying trees
- Trail maintenance

Athletic Fields:

- Mowing and fertilizing ball fields
- Treating for pests
- Top dressing and over seeding
- Dragging and adding clay
- Prepping for games with chalk or wet paint
- Filling low spots on clay and turf areas
- Edging
- Spraying weeds in clay and fence lines
- Building mounds
- Blowing of rinks/dugouts/and batting cages
- Minor sod repairs
- Picking up litter and changing bags
- Pressure clean dugouts and rinks as needed
- Installing pitching rubbers and bases
- Painting foul poles and goal posts
- Repair/replace batting cage nets, tennis and volleyball nets as needed
- Replace soccer goals, hockey goals, basketball rims and nets as needed
- Minor fence and gate repairs

Routine Park Maintenance:

Garbage:

- Pick up all debris and replace half full bags seven days a week
- Wash out cans



Playgrounds:

- Inspect all equipment monthly; fix minor problems internally, refer major repairs to Facilities Division
- Rake sand/fill holes/spray weeds quarterly
- Remove graffiti as needed
- Pressure clean once per year or as needed
- Add sand or mulch yearly

BBQ Grills:

- Clean and replace as needed

Basketball courts:

- Replace nets/rims/back boards as needed (monthly inspection)
- Paint poles and back boards/pressure clean courts once a year
- Blow off courts on each visit

Tennis courts:

- Replace nets as needed, blow off courts weekly, pressure clean yearly
- Inspect weekly

Racquetball courts:

- Blow off court daily/pressure clean yearly/paint

Volleyball courts:

- Spray weeds and replace net as needed/drag sand bi-monthly, add sand yearly

Chain link fence:

- Inspect semi-yearly, repair minor problems internally, report major problems to Facilities Division

Fitness courses:

- Inspect monthly add sand or mulch and spray weeds when needed

Parking lots:

- Blow off weekly, replace signs when needed. Paint sign post yearly
- Remove graffiti as needed

Picnic shelters:

- Blow off daily/remove graffiti as needed
- Reset tables and clean off as needed
- Pressure clean twice a year/fix minor repairs to tables/move picnic tables



Water fountains:

- Inspect interior weekly and exterior monthly, report problems to Facilities Division

Wooden park benches:

- Inspected monthly, make minor repairs, remove graffiti, and report major problems to Facilities Division

Pest control:

- Check and treat as needed

Miscellaneous:

- Removal of rope swings
- Cleaning horse troughs
- Hanging park signs
- Collect trash
- Treat insects
- Fill in holes
- Pickup fallen branches
- Clear walkways, parking lots, shelters
- Clean around dumpsters
- Adjust gates and stops

The operation, care, and maintenance services provided by the Department are thoroughly described in five documents. These documents are briefly described below and by reference are made a part of this business plan.

Town of Davie Public Works Operating Procedures, Property Management

Volume 1, Parks – This collection of documents contains the description of the park assets managed by the Department, sets the levels of service for all of these assets, and provides references to the detailed procedures used to maintain the asset. It also includes documents which are essential for the purchase, operation, care, or maintenance of the asset.

Town of Davie Public Works Operating Procedures, Property Management

Volume 2, Town Properties – This collection of documents contains the description of the Town-owned facility assets managed by the Department, sets the levels of service for all of these assets, and provides references to the detailed procedures used to maintain the asset. It also includes documents, which are essential for the purchase, operation, care, or maintenance of the asset.



Town of Davie Public Works Operating Procedures, Property Management

Volume 3, Rights-of-Way – This collection of documents contains the description of right-of-way assets managed by the Department, sets the levels of service for all of these assets, and provides references to the detailed procedures used to maintain the asset. It also includes documents which are essential for the purchase, operation, care, or maintenance of the asset.

Town of Davie Public Works Operating Procedures, Property Management

Volume 4, Residential Neighborhoods – This collection of documents contains the description of the assets managed by the Department in each neighborhood within the Town, sets the levels of service for all of these assets, and provides references to the detailed procedures used to maintain the asset. It also includes documents which are essential for the purchase, operation, care, or maintenance of the asset.

Town of Davie Operating, Care and Maintenance Procedures

These documents contain the specifications used to care for and maintain the assets that are the responsibility of the Public Works Department.

Town of Davie, Public Works Department, Capital Projects Division Project Manual

This document describes the processes and procedures used for the management and supervision of the design and development of Town property assets.



Town of Davie, Public Works Department, Capital Projects Division, Policies and Procedures Manual for Design Professionals

This document contains the information to be used by contracted design professionals who perform study and/or design projects for the Town. In addition to the above procedures, the Department provides a variety of professional consulting and support services, either directly or indirectly, to all of the stakeholders of the Town. The subject areas of these services include:

- Town-wide procurement reviews and selections
- Support Town Departments with their special project needs
- Support Town with Emergency Management services and labor
- Preparation and update of the Town of Davie Capital Improvements Plan
- Provide advice to all Town stakeholders
- Provide professional and consulting services to other Town Departments using an extensive list of recurring contracts

Pricing

As with all government agencies, the Department's customers see this as a set rate, pre-paid service. The Department utilizes approximately 8% of the total operating budget of the Town of Davie, which is derived from several sources, most importantly to the customer, ad-valorem taxes and is, therefore, viewed as a "right" by the residents. This Department does not set pricing. On the contrary, we are required to produce a variety of services and then given the total resources by which to produce the services. The role of the Department, as it pertains to pricing, is to prioritize services consistent with external mandates then set levels of service for production to attain the production quotas required to achieve as many mandates as possible. All the while, the Department must try to appease as many customers as possible utilizing the same set amount of resources.



F. MANAGEMENT AND ORGANIZATIONAL STRUCTURE

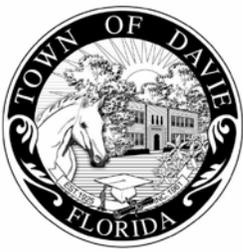
As the title indicates, the Department is divided into two sections, Capital Projects and Public Works. The Capital Projects section is responsible for the development, design, and construction of Town assets, while the Public Works section is responsible for the maintenance of those assets once they are put into operation. The Department Director oversees both sections, but the management of each section is quite different.

The Capital Projects section is managed on a task basis with Project managers assigned to oversee and manage each project. The Project Managers report directly to the Department Director. This works well for this section because projects are individual entities with their own budgets (Capital Improvements Program) and management plans.

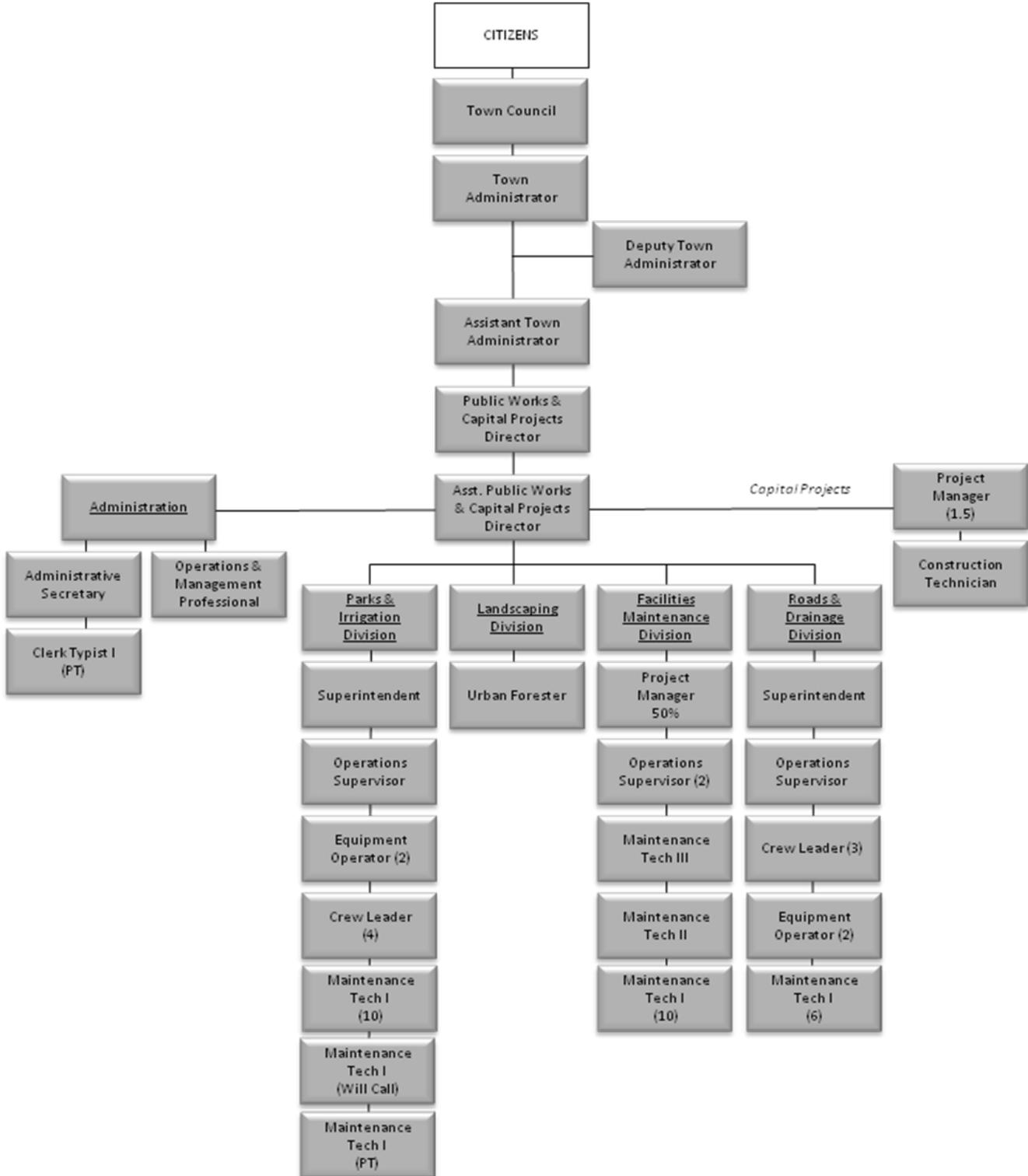
The Public Works section is divided into functional areas based on the type of asset they manage and is grouped into similar assets. For a detailed description of these areas, refer to the **Products and Services** section of this document above. The daily operation of these Divisions is overseen by the Department's Assistant Public Works director, while each functional Division is managed by a Superintendent. The management hierarchy for each Division varies slightly due to the nature of their work, but in general, field operations are supervised by an Operations Supervisor with Equipment Operators or Crew Leaders running the field crews.

Succession Plan

In the absence of the Director, the Assistant Director heads the Department. In the event both of these positions are not available, the senior-most available Project Manager would assume control of the Department, followed by the senior-most available Superintendent.



MANAGEMENT AND ORGANIZATIONAL STRUCTURE





The specific job duties and responsibilities of the other Department supervisors are described below.

Superintendents

- Ensures assigned Division has sufficient resources to accomplish work assignments
 - Labor – set and enforce vacation thresholds
 - Equipment – ensure maintenance/PM are met
- Materials – purchases/deliveries on time
- Develops and ensures adherence to all schedules
- Ensures Division compliance with all policies and procedures
- Reviews and initials all invoices and leave requests for assigned Division
- Prepares training plans and schedules participation
- Leads one of the Department committees (methods, safety, etc)
- Assigns duties and responsibilities for special projects to Operations Supervisors
- Assigns, schedules and tracks all work orders for assigned Division
- Develops maintenance plans and manages execution of plan with operations supervisor
- Holds periodic staff meetings within Division
- Keep the Department Director informed on all issues relating to his/her Division
- Assists director in development of strategic plans
- Responsible for resolution of disputes of subordinates
- Supervises contractors hired to perform maintenance in their functional area
- Assists the Capital Projects Managers to accomplish projects
- Coordinates with the Capital Project Managers to ensure quality of contracted services
- Works with consultants to resolve issues in their functional area
- Prepares specifications for contractors and/or vendors
- Prepares bid documents as required in their functional area
- Works with vendors to ensure materials and equipment are received per the specifications
- Performs quality control inspections of all Division assignments as required
- Responsible for all work orders assigned to the Division



Operations Supervisor

- Coordinates the action of assigned crews through the Crew Leader
- Adjusts staffing levels of assigned crews to meet operational needs
- Coordinates assigned equipment to ensure the continued operation of crews and equipment
- Supervises Crew Leaders
- Prepares performance evaluations for all assigned crews
- Completes performance reports as assigned by Superintendent
- Reviews and initials leave slips for assigned crews while ensuring crew needs are maintained
- Ensures materials are ordered and delivered on time
- Reviews and initials invoices for material and services used by assigned crews
- Acts in place of Superintendent in his absence
- Coordinates maintenance schedules and develops work-a-rounds
- Investigates all incidents and accidents of assigned crews and prepares appropriate reports
- Fills in for Crew Leader when employees are out or as needed for large jobs
- Ensures the equipment is maintained and the work area is clean
- Prepares work orders for unscheduled work
- Prioritizes work orders and distributes to Crew Leaders
- Able to operate all equipment in their assigned crews
- Provide fundamental training to maintenance technicians
- Keeps the Superintendent informed of any issues related to his area
- Performs quality control over work performed by assigned crews
- Enforces the chain of command
- Ensures crews are sufficiently manned for continued operation
- Operates a computer to receive and respond to emails, work orders and periodic reports
- Meets with residents to resolve problems



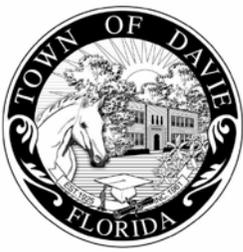
Crew Leader and Equipment Operator

- Assigns and directs daily work efforts as a working member of assigned crew(s)
- Instructs crew on means and methods
- Enforces safety policies throughout the Department
- Enforces chain of command within assigned crew
- Prepares First Report of Injury form
- Enforces daily discipline within assigned crew
- Assists in enforcing discipline within the Department through the Operations Supervisor
- Prepares materials request as needed
- Responsible for implementation of equipment maintenance schedules
- Keeps Operation Supervisor informed of operational data
- Assigns the daily work duties of crew members
- Makes field decisions and minor field adjustments as needed
- Able to process the work order field reports
- Able to prioritize work by importance
- Able to sort work by location
- Exercises leadership by example
- Acts as Operations Supervisor in his absence
- Keeps record file neat and up to date

G. PERSONNEL

The Department utilizes both unskilled and skilled labor to perform a vast variety of tasks, and promotions are generated from within to supply the labor supervision. In the past, staff at the semi-professional and higher levels was brought in from the outside. All labor positions in the Department falling below the superintendent level are governed by a collective bargaining agreement between the Town and The Florida State Lodge, Fraternal Order of Police, Inc. The specific language of this agreement is contained in the General Employees Agreement.

The Department supplements the in-house personnel through the extensive use of contractual services with various trades and professions. For instance, architects, surveyors, and engineers are hired to assist the Capital Projects Division in the design and construction of facilities and parks.



II. DEPARTMENT GOALS, OBJECTIVES, STRATEGIC OUTCOMES AND KEY PERFORMANCE INDICATORS

Strategic Priorities

1. Commitment to Customer Satisfaction
2. Dedication to Excellence in Service Delivery
3. Respecting and Promoting Diverse and Sustainable Community and Neighborhood Values with consideration of our historic roots
4. Creating an Environment that is Conducive to Innovation, Creativity, and Collaboration
5. Nurturing the health, safety, and welfare of the community

Strategic Outcomes:

- 1 Reduce the number of complaints by 10% by comparing call logs to previous years. **SP 1**
- 2 Start survey program (Survey Monkey). **SP 1, 2**
- 3a Offer quarterly training meetings for staff. **SP 4**
- 3b Inspect schedules to ensure it is being completed properly. Reduce the number of change orders by 10%. **SP 1, 2**
- 3c Place all Public Works Town assets on a GIS program so that they are easier to track and maintain **SP 4, 5**
- 4a Achieve a level 6 on the Community Rating System. **SP 5**
- 4b Employees are educated on the Procurement Process. **SP 4**
- 4c Assure that at least one Public Works employee is a member of the Town's Safety Committee. **SP 4**

Key Performance Indicators					
	FY14		FY15		FY16
	Goal	Actual	Goal	Actual	Goal
1. Reduce the number of complaints by 10% by comparing call logs to previous years.	90%		90%	85%	90%
2. Start survey program (Survey Monkey).	25%	0%	25%	25%	*
3a. Offer quarterly training meetings for staff.	5	5	5	13	*
3b. Inspect schedules to ensure it is being completed properly. Reduce the number of change orders by 10%.	5	4	5	7	*
3c. - Place all Public Works Town assets on a GIS program so that they are easier to track and maintain.	100%	5%	100%	5%	*
4a. Reduce flooding conditions throughout the Town by constructing three drainage projects	3	5	3	1	3
4b. Achieve a level 6 on the Community Rating System	6	100%	6	100%	6



4c. Assure that at least one Public Works employee is a member of the Town's Safety Committee	1	1	1	1	*
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III. MARKETING PLAN

Background

The Public Works Department marketing plan focuses on the primary Town of Davie Stakeholders:

- Commercial enterprises
- Educational institutions
- Employees
- Residents
- Visitors

In the event the Department recognizes spare capacity or contracting opportunities for the Department to expand the service territory, either internal or external to the Town, a specific marketing plan targeting the subject area would need to be developed. Current marketing tools could be utilized until this plan is produced.

Product

In general, and with some exceptions, residents see us as having all-encompassing responsibility for just about every aspect of property issues within the Town. This expectation is reinforced on an almost daily basis as the Department receives calls requesting the Department to address issues beyond the legal or organizational scope of services. From the customers' perspective, the term Public Works means we provide work to the public for their collective or individual benefit.

Features and Benefits

The key features that the Department provides to the Town are essentially grouped into the three core values of the Department: Professional Customer Service, Environmental Awareness, and Cost Efficiency.

The Department has a cost efficiency plan in place, which is currently providing benefit to the Town by using a mix of self-performed and contractual services, and is poised to make greater advances by elevating the employee's competency to take over higher technology work, implementing an automated work order program to track efficiency, and developing an inventory control system to lower costs.

The term "quality products" means more to the Town than simply providing a set level of quality across the spectrum of products and services. By having the years of knowledge and experience the Department enjoys, we are able to consciously select the proper level of quality for each individual task in order to achieve customer satisfaction while at the same time maximize the existing budget. Outside agencies attempting to maximize profit, contractors who must pull



permits or any competitor not knowing the climate and environment in which they are working will be hard pressed to equal or surpass this benefit.

Customer service goes beyond picking up the phone by the third ring, returning all calls within 24 hours, or saying “Have a nice day!” before you hang up. The entire customer experience will be the yardstick by which this, or any other entity, is measured. The benefit of having an in-house organization is the connection the Department has with the public, the rapport we build with the stakeholders, and the efforts we are willing to make to ensure satisfaction.

Competition

There are possible mutual aid scenarios that could affect how the Department conducts business. One way would be reach out to neighboring communities, such as Hollywood or Plantation, and establish a service agreement between the municipalities. The other would be if Council decided to outsource work to a contractor or a consulting firm to oversee the asset management of the Town.



Table 1: Competitive Analysis

Factor	Our Department	Strength	Dept. from Comparable City/Agency	Contractor	Importance to Customer (1-5, with 1 being critical)
Products	We have an intimate knowledge of specific products and their use throughout the Town		At least initially the product delivery would be same as their municipality, this might or might not be compatible with our systems and customer preference The are few cities similar to Davie in-so-far as the assets they will be responsible for	The products would be as good as the contract is written. Variations due to budget could require renegotiation Contractors work for profit. Low cost products will make their way into our facilities	2
Price	The Department has limited control on costs. Labor contracts, purchasing constraints and energy costs affect our costs dramatically. We do have control over our effectiveness and efficiency. This is where we must overcome high bare costs. Balance of price and quality, our prices are high for low tech work while prices are low for high tech work		Presumably prices would be lower at the onset since this would be the major determinant for outsourcing. Costs could go down in some areas as the magnitude of the available work increased, but in most areas we all use the same cooperatively bid contracts for major commodities so major savings might not be attainable This is the major strength for outsourcing to a neighboring city	Presumably prices would be lower at the onset since this would be the major determinant for outsourcing. Because they would be working to a contract, unanticipated things could be an "extra". Costs could fluctuate, both up or down, with the market. Contractors work for profit; a percentage of the bid price will line the pockets of the stockholders	1
Quality	This is very hit or miss for us without proper operating procedures that include quality standards		The Town would be second in all things since their own residents would always come first	Many more specialists could increase quality dramatically. With no guarantee of a future, quality could vary by visibility. Contractors work for profit; they will cut corners if no one is looking.	2



Factor	Our Department	Strength	Dept. from Comparable City/Agency	Contractor	Importance to Customer (1-5, with 1 being critical)
Selection	The Department is severely constrained in the area of selection. Between laws, ordinances, policies and Council interjection, the Department has very little say in the selection of the products and services used by the Town		Other municipalities would face similar constraints, although their purchasing regulations and elected official micro-management should be less oppressive than in this Town	This is where contractors could provide the biggest benefit by being able to utilize a variety of products and subcontractors, often at shopped or negotiated prices	4
Service	We know what particular areas require and we can revisit assignments until the customer is satisfied		It would be unreasonable to think that any city in the vicinity has the excess capacity to absorb an additional 36 square miles without a drastic drop in service. In addition, many current employees would end up future employees so service should either stay static or drop	With the lack of work in the current economy, a contractor could very well come in a provide much better service to the Town Good service comes at a price	1
Reliability	This is our only responsibility and our sole allegiance, we need to start acting that way Next to stability, this is our biggest strength		No matter how well they performed they could never be as reliable as an in-house workforce	Reliability would vary by the profits of the contract. If the contract was bringing in good money, we would get reliable service, if it weren't, reliability could suffer	2
Stability	As the existing agency, we are extremely stable We have a stable workforce (both internal and contractual), facilities, tools, equipment and fleet This is the Department's biggest strength		A contractual relationship, by nature, is not a stable situation That being said, services provided by a local agency could be fairly stable	This would be the weakest reason for engaging a contractor. Besides the contractual nature of the relationship being by definition short term, the business of contracting is highly unstable	2



Expertise	<p>We have a very good safety track record</p> <p>We are able to strategically advance the level of our employees to meet the competitive environment</p>		<p>Judging from the level of expertise that we have in surrounding cities, this could be a strong benefit for outsourcing, provided that the new provider uses their best efforts to perform this contract</p>	<p>Contractor could provide the best solution in bringing the best level of expertise to the Town</p>	3
Location	<p>Most of our employees are local and are connected to the community.</p> <p>We know the geography and operating climate which affords us the ability to take more risks</p>		<p>Even if they moved into our current facilities, their management would still be remote, as would their allegiance.</p>	<p>Since it is possible that a contractor take over might result in little change from the personnel perspective, many onlookers might not even know the a transition has taken place</p>	5
Appearance	<p>While on the one hand the sight of Davie Public Works trucks throughout the Town infuriates certain residents as they imagine the wasted time and money represented by our crews driving around. It also is reassuring to other residents that feel that we are on the job and taking care of their committee as we drive from job to job.</p> <p>The Department, as a whole, presents a good face to the community in part because of our new and clean fleet, good quality equipment and uniform appearance</p>		<p>At first it would appear strange to see employees of a neighboring city working in our Town; that would soon vanish and the idea would become just as natural as the appearance of City of Sunrise utility employees in communities out West.</p>	<p>There would not be a big impact by seeing contractors working in our parks and rights-of-way because a good portion of that work is already contracted out.</p>	2
Advertising	<p>This is an area in which the Department is very deficient. Because we have never had to promote ourselves we do not currently have a process in place for marketing. The development of the marketing plan in this Business Plan will go far to start us in the right direction.</p>		<p>This is a big unknown since other Town Departments have never needed to promote themselves. Certain cities, like those accustomed to promoting themselves for commercial development, would have a clear advantage in this arena.</p>	<p>Contractors should have a clear advantage in advertising since they have been in that business longer than this Department and likely have marketing employees or consultants on staff</p>	3



Factor	Our Department	Strength	Dept. from Comparable City/Agency	Contractor	Importance to Customer (1-5, with 1 being critical)
Image	We are viewed by residents as government workers, depending on their paradigm, this could be good or bad Gauging by the comments and correspondence that we receive, the Department has a respectable image with the public, including the public's elected representatives. This image is not shared by the Town's administration		Again, this is a big unknown. Depending on the city in question, the image of that city as a whole will likely be transferred as the image of their public works Department and as with the image of our Department this could be good or bad based of the individual's paradigms	The image of a contractor is as varied as the number of residents. No resident will defend the use of contractors if the cost is not lower and the quality is not higher simultaneously so their image is irrelevant	3

In summary, the Department is in a sound position to compete with external entities currently and will be in better position in the future. While the many advantages and benefits the Department provides to the Town have been enumerated and described in several different areas above, there are several disadvantages the Department faces going into this uncertain future.

The biggest single disadvantage the Department will face is trying to compete with the unfair bidding advantage the outside forces have. Competitors will have full access to our entire budget prior to submitting their bids. In addition, the Department's proposal will be confined to stating only the truth while our competitors have no such restrictions. The next, but almost as important, disadvantage in this competition will be the fact the Department has little to no control over the major costs affecting the operating budget. The labor contract is negotiated by others and the purchasing regulations do not allow negotiated contracts for sub-contractors, equipment leasing, or material purchases. These two items alone will preclude true head-to-head competition. But when you combine this with the fact the Department's past budgets have been dictated by the historical scope of work while the contracted services will be governed by whatever is identified in the bid, the Department will be faced with a difficult decision. When the Department submits a bid for the identified scope of work and run the risk of underbidding the project; and knowing it is successful, the Town will invariably revert to the historical scope. Will the Department submit the actual legitimate estimate of what the work will cost and face the chance of losing the bid? It could form a joint venture with a contractor or consulting firm and sever the relationship with the Town.

Niche

As with any marketing plan, the Department's marketing niche is defined by two components, the message and the audience. The message should be one exemplifying one or more of the key features and benefits of the Department namely cost efficiency, quality products and customer service, while at the same time steer clear of the pitfalls described above. The target audience is



that group of people most in need of hearing the Department's message, in this case Town Administration, the Town Council and, to a lesser degree, the individual homeowner.

Promotion

The Department currently employs several passive methods of providing information to stakeholders. The Town website is used extensively to provide Department descriptions, guidance, instruction, updates, and statistical data. In addition the Gov/QA system is used to provide an interactive means of providing specific information to, and accepting work requests from, stakeholders.

The major focus of the Department's promotion plan in the near term is intended to enhance the perception our primary stakeholders have of the Department. This plan is broken down into specific marketing objectives and shown in the table below.



IV. OPERATIONAL PLAN:

Legal Mandates

Mandate	Source	Key Requirements	Effects on Organization/Department	Evaluation Criteria
Sweep Curbed Roads	Law (NPDES)	Requires staff time and capital expense for street sweeper	Resource allocation, yearly reporting (management time for report prep)	<input checked="" type="checkbox"/> Funded <input checked="" type="checkbox"/> Still appropriate <input type="checkbox"/> Out-of-date <input type="checkbox"/> Conflicts with others
Clean a percentage of catch basins yearly	Law (NPDES)	Requires budget for contractor and equipment Operator plus capital expense for vacuum truck	Resource allocation, yearly reporting (management time for report prep)	<input checked="" type="checkbox"/> Funded <input checked="" type="checkbox"/> Still appropriate <input type="checkbox"/> Out-of-date <input type="checkbox"/> Conflicts with others
Pollution prevention employee training	Law(NPDES)	140 MH	Takes away from daily productivity	<input type="checkbox"/> Funded <input checked="" type="checkbox"/> Still appropriate <input type="checkbox"/> Out-of-date <input type="checkbox"/> Conflicts with others
Pollution prevention resident outreach	Law (NPDES)	Work w/ PIO	Minimal	<input type="checkbox"/> Funded <input checked="" type="checkbox"/> Still appropriate <input type="checkbox"/> Out-of-date <input type="checkbox"/> Conflicts with others
Workplace Safety	Law (OSHA)	Provide program and enforcement	All employees must devote some time, but benefits outweigh any commitment of resources	<input type="checkbox"/> Funded <input checked="" type="checkbox"/> Still appropriate <input type="checkbox"/> Out-of-date <input type="checkbox"/> Conflicts with others



Department Operations

Due to the different environments and varied nature of the work, each Division within the Department operates differently. The primary differences between the Division fall into four categories: Scheduled Work versus Maintenance on Demand (MOD), Seasonal Impacts, Self-Performance versus Outsourcing, and Reliance on the Capital Budget.

The work performed by this Department is divided between scheduled work and MOD. A percentage of the work is scheduled and the balance is MOD. Each Division has a different balance between scheduled and MOD work. Workload is dictated by several factors, primarily the seasons, and each Division has a varied amount of seasonal impact. The Department as a whole utilizes a mix of self-performed and contracted services to complete assignments and therefore, each Division's production plan will vary based upon how they address the factors above. Finally, each Division has a varied amount of dependence on the Capital Improvements Program.

As a whole the Department attempts to schedule as much of the workload as possible. Repetitive or recurring jobs become easier to track when they are placed on a schedule. At the same time, it becomes easier to evaluate and increase performance by modifying timeframes and sequences. Some Divisions find this easier to do than others. Every Division has some tasks that can be predicted in advance and therefore scheduled, while other Divisions find that a greater majority of their work is in problem solving and troubleshooting failures, which are much more difficult to forecast. By nature MOD productivity is going to be lower than scheduled work. Therefore, as previously mentioned, the Department tries to do things that will lower the amount of MOD work and increase the amount of scheduled work. A very effective strategy that can be employed to reduce MOD is performing predictive replacements. This can be employed by either replacing components of a system using operating funds or replacement of entire systems using capital funds. Examples of these types of items include air conditioners, roofs, roadway sections, and illumination lamps. Each Division varies in the number of opportunities to perform predictive replacements.

Seasonal impacts affect each Division differently. Naturally those Divisions whose work is primarily outdoors will be affected by the weather on a daily or hourly basis. At the same time, seasonal contingencies will adversely affect productivity and therefore costs. Similar to the discussion on MOD above, the Department can strive to offset or reduce the seasonal impacts through planning, preparation, and scheduling. Resource leveling can be achieved by shifting certain functions between seasons. Emergency response plans can reduce the duration and burden on the Department. Seasonal inventory plans can reduce down time.

The self-performed versus contracted work mix is dictated by two main factors: cost and expertise. The Department cannot compete with low-tech, low-priced contractors. Examples of this type of work would be grounds maintenance and building janitorial work. On the other hand, we cannot afford to maintain employees with the expertise to compete with infrequent, high-tech contractors such as elevator mechanics, building automation system technicians, stand-by generator mechanics, or alarm system technicians. The cost to maintain the training and licenses for these personnel outweighs the markup on contracting these services. Therefore, the



appropriate mix should be the somewhere in the middle technology work. This mix will be continually reviewed and revised as the technological experience level of the Department changes. The Department should be progressing to take over work on the higher technology side and giving up work on the lower technology side.

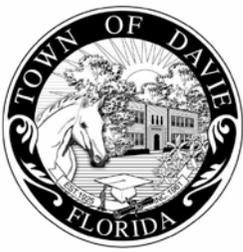
No amount of maintenance can perpetuate an asset, and eventually all assets must be renovated or replaced. While this is not a major expenditure for landscaping items, it is a very important part of the cost of maintaining roadways. Therefore, each Division has a varying degree of reliance on the capital budget to provide the necessary funding, without which the asset will fail, along with its associated level of service.

The Department’s market niche is defined by the area of the market in which we can be most competitive. While we still need to perform all of the work expected of us, we use a mix of in-house and outsourced services to accomplish this. What we would define as our niche would be that mix of self-performed and contracted work, which provides the best cost effectiveness at an acceptable level of quality in order to satisfy the greatest number of stakeholders.

Our target niche is the “middle technology” work for which our labor costs and productivity compete very favorably with the outside marketplace.

The table below illustrates how these influence the Divisions.

Division	Facilities	Parks & Landscaping	Roads and Drainage
Seasonal Impact	Moderate - The greatest seasonal impact to this Division occurs in the summer "air-conditioning" season, when HVAC units are taxed and will tend to fail more frequently. Another impact comes from Summer squalls which cause flooding at low lying buildings, creates leaks in windows and roofs, and occasionally requires the boarding-up of Town facilities.	Severe - This Division is the most influenced by the seasons. During the wet season this Division will expend most of its resources just staying status quo. In addition, wind and rain will often hamper their schedules or preclude their being able to complete MOD. Schedules must take the seasonal impacts into account.	Minor - Fluctuations in the water table and flooding damage to roadways affect both the scheduled and MOD work for this Division.



<p>Scheduled Work vs. Maintenance on Demand (MOD)</p>	<p>Scheduled/MOD 30/70 With the exception of the janitorial work, most of this Division's work comes from MOD. While some of the MOD can be anticipated, other work, like furniture moves and storm preparations are difficult to predict.</p>	<p>Scheduled/MOD 85/15 This Division is the most schedule driven of the three. Each crew is scheduled for 100% of their time. When an MOD comes in for their area of responsibility, the crew will drop what it is doing and take care of the MOD.</p>	<p>Scheduled/MOD 20/80 The only functions performed on a scheduled basis are street sweeping and drainage system inspection and cleaning. This accounts for about two out of ten employees. The rest of the work is mostly reactionary to road, drainage, and sidewalk failures.</p>
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Division	Facilities	Parks & Landscaping	Roads and Drainage
<p>Self-Performance vs. Contractual</p>	<p>Self/Contract 85/15 The contracted work for this Division is either at the very low tech level (janitorial) or the very high tech level (electrical or AC work requiring building permit). The Division is currently self performing most of the mid-level technical work along with the MOD work that would be difficult to contract on a lump sum or unit price basis.</p>	<p>Self/Contract 50/50 The vast majority of the contractual work is in the low- tech functions such as mowing and shrub trimming. Some higher level work, such as, weed control and large tree removal, are also contracted.</p>	<p>Self/Contract 95/5 Other than the capital improvements work that supports this Division (repaving, guardrails, and drainage construction) this Division self-performs almost all of their work. This Division only contracts highly specialized work (sidewalk grinding and root grinding in drain lines) that save the Division money.</p>



Reliance on Capital Funds	Medium - Roof and air conditioner replacements are the major items addressed through the capital budget and A/C replacements are being done in-house more	Low - This Division relies little on the capital budget for the performance of their work. Only when a major renovation takes place does this Division seek out capital funds and then it is usually at the urging of others.	High - This Division depends on the capital budget to provide the funding for road overlays and new drainage systems along with new and replacement guardrails. This amounts to a large sum of money on a yearly basis.
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Quality Control

For routine recurring jobs the primary quality control is performed by Division heads with occasional inspections by higher levels within the organization. Quality control is sometimes performed by the Building or Engineering Divisions, usually for contracted work or those tasks requiring a permit.

Inventory Control

Procurement and inventory control for the operations group is recognized as a weak point in the Departmental structure. Division superintendents are currently required to perform their own purchasing and material management. This not only takes away from their primary responsibilities in managing the organization but also leads to waste in the form of lost or duplicated inventory.

Operations Plan- Roads and Drainage Divisions

The Roads and Drainage Division is a highly streamlined organization heavily reliant on the capital improvements program and Broward County for maintaining a great majority of their assets. Almost all of their workload is identified via complaints and they self-perform almost all of their tasks. The minor effect of seasons on their operations allows them to run the same style of operation year-round.

The Division is further subdivided into three crews. One two-man crew performs all of the scheduled, routine maintenance on the drainage system; this includes the inspection and cleaning of the drainage system along with the street sweeping. The other two three-man crews perform the MOD repairs, each led by an Equipment Operator. These two crews are led and coordinated by a working operations supervisor and the entire Division reports to a Superintendent.



Labor

Because of their small size, vast responsibility and complaint-driven workload, employees in this Division must be able to work in many different environments and on many different systems virtually at the same time. A typical job could entail extensive excavation, maintenance of traffic, and installation of underground pipe, followed by restoration of the area including backfilling, patching asphalt and rebuilding sidewalks. Finally, they might be required to install sod and make irrigation repairs. The work is classified as skilled labor and all the employees must have considerable knowledge in safety.

Equipment

Due to the nature of their work, this Division utilizes the largest and most technically complex equipment in the Department. This requires not only a considerable capital commitment, but also a considerable amount of fleet maintenance funds. In addition, it requires a highly technically competent staff to operate and work around the equipment.

Inventory

Most large consumables are purchased through the county cooperative, assuring low pricing and adequate specifications. Stock is ordered, stocked and dispensed by the Division. This Division has a small catalog and infrequent short lead purchases are made.

Projection

The plan is to continue with the size and scope of this Division for the foreseeable future although the sweeping and drain cleaning activities will be re-evaluated when new equipment must be purchased to ensure cost effectiveness. Currently there is more work available for this Division than they can accomplish.

Operations Plan- Facilities Division

The Facilities Division is a multi-discipline organization self-performing a heavy majority of their work, which is mostly comprised of maintenance on demand. While their work is not dependant on the seasons, seasonal influences often disrupt this Division's workflows due primarily to summer storms. The Division has some reliance on the capital budget, although they have alternatives to tide them over during capital lean years.

The Division is split into two subDivisions, general maintenance and trades. As the name implies, the trades group maintains the electrical, mechanical and plumbing systems, while the



maintenance group maintains the structural components of the facilities. Both groups report to a Crew Leader, and the Crew Leaders report to the Superintendent.

Labor

Employees in this Division for the most part have technical training and certifications in a variety of building trades. These employees are the more experienced and technically competent in the Department. Employees must be able to perform preventive maintenance as well as troubleshooting of all building systems.



Equipment

The equipment utilized by this Division is more in the category of tools and instruments. Capital costs are very low for this Division with the biggest expense being their vehicles.

Inventory

This Division requires the largest and most active inventory in the Department. In order to reduce equipment and workforce down-time the Division strives to keep certain stock on hand. Currently this stock is partially secured but uncontrolled. The Superintendent is currently responsible for making material purchases, but due to the variety of components required and his time limitations, only moderate attempts at getting the best prices are made.

Outsourcing

While this Division self-performs 85% of the facility maintenance work, this number is consistent with the overall strategy of the Department. This Division performs low to mid technology work, which is an area in which the Department is very cost competitive. The biggest single budget line for this Division is in the janitorial work, which is fully outsourced.

Projection

This Division must begin utilizing the capital budget to perform scheduled replacements of major building components, mainly HVAC and roofing systems. Historically, this Division has not done this but rather has allowed building systems to deteriorate until they eventually failed. By allowing this to occur, the cost of replacement is increased because the work is performed as an “emergency” and often collateral damage occurs to the building. The Division is working on preparing replacement schedules for building systems.

Another area in which this Division will be changing will be in inventory control. This is described above in the section titled Develop Inventory Control Plan.

Operations Plan- Parks and Landscape Division

Labor

Employees in this Division have the greatest variation in technical competency. Many of the tasks performed in the Landscaping section require little training or experience. Some tasks, namely tree trimming and chemical application, require certifications. While some other functions, such as irrigation repairs and sports turf maintenance, demand employees with experience in these areas. Therefore, this is a Division well-suited for the entry level employee.



Equipment

This Division has many pieces of small equipment, none of which requires an equipment operator. While the capital costs are low for each piece, because of the number of pieces, the capital replacement and maintenance costs are significant.

Inventory

This Division uses mostly large quantities of a small number of items. They are located at a park facility and not with the rest of the Department and have their own storage facilities. For these reasons they would not benefit greatly from a central warehouse but would derive benefit from centralized procurement. Some consideration should be given in the inventory control plan for monitoring material usage at this facility.

Outsourcing

Parts of this Division might be readily outsourced for several reasons. First, the majority of the work they perform is scheduled, repetitive work that can be easily described in a text document. Also, there is considerable competition in the market place for this type of work. Finally, the type of work that can be outsourced is low technology work where we find it difficult to compete in a financial sense. For these reasons, this Division undergoes a yearly survey to determine if there are any outsourcing opportunities existing in the market. As of the latest survey and budget, this Division has relinquished all low technology work to contractors and is only retaining work in which they are a better cost solution than outsourcing.

Projection

The Department will continue to look for opportunities to provide quality service to the residents while working within a controlled minimal budget. Our main objective is to maintain the Town's assets and provide quick and effective responses to resident complaints and concerns while being professional and polite in how we respond to others. By continuing to educate our employees to perform their duties in an efficient manner, we can increase the performed in-house work and reduce the rising cost of outsourced contractors.



V. APPENDICES

Appendix 1 Three Year Department Budget Summary

Appendix 2 Town of Davie Public Works Department Operating Procedures, Volume 1, Facility Descriptions

Appendix 3 Town of Davie Public Works Department Operating Procedures, Volume 2, Levels of Service, Maintenance Procedures and Associated Documents

Appendix 4 Town of Davie Public Works Department, Capital Projects Division, Policies and Procedures Manual for Design Professionals (Draft)

Appendix 5 Town of Davie Public Works Department, Capital Projects Division Project Management Guidelines



**OFFICE OF THE TOWN ATTORNEY
BUSINESS PLAN**

Town of Davie

John C. Rayson
Town Attorney
(954) 797-1140
John_Rayson@davie-fl.gov



I. GENERAL DEPARTMENT DESCRIPTION

The Town Attorney's Office is small, but charged with an important mission. The Office of the Town Attorney represents the Town Council, Administration, Department Directors and the six hundred plus employees of the Town. Our Department is responsible for litigation, municipal prosecutions, legal opinions and general legal advice. This includes the drafting of ordinances, resolutions, and legal documents as well as reviewing documents. Our duties include attendance at Town Council meetings, CRA meetings, Code Enforcement hearings, special meetings, planning and zoning board meetings, site plan committee meetings, as well as meetings with residents, homeowner association vendors, and others. Each year the Town Attorney offers courses to members of Town Council in order to fulfill their ethics requirements. The Office of the Town Attorney is always available when needed for any and all meetings that require the presence of an attorney. Our Office is seeking to add a position for a Junior Town Attorney. This position is cost effective and will provide a third attorney to manage the increasing work load as the Town experiences growth.

A. MISSION STATEMENT

The Office of the Town Attorney is dedicated to the delivery of the highest quality legal services to the Town of Davie. We are ready and available for consultations, problem solving, contract review, contract preparation, meetings on or offsite, legal opinions and other legal needs of the members of Town Council, Administration and all Town Departments.

B. VALUE STATEMENT/PHILOSOPHY

We pledge to provide the highest degree of professionalism and legal expertise so that the Town of Davie maintains its identity as a leading family friendly and progressive community. The Office of the Town Attorney understands the need for steady legal guidance with integrity being a core principle.

C. EXECUTIVE SUMMARY

While it seems that our nation has become more litigious, over time that has not been the case in the Town of Davie. The Office of the Town Attorney has played an essential role in preventing the Town of Davie from taking ill advised positions on issues ranging from religious institutions to sober homes.



The Office of the Town Attorney stands ready to take the legal steps needed, to ensure that the Town of Davie is, at all times, in compliance with the law. Our Department must provide that the Town Council and all of the various Departments follow the law. It is our Department's job to provide the correct, unbiased, opinions regardless of popularity.

The Office of the Town Attorney is tasked with prosecuting various municipal ordinance violations, plus various first and second degree misdemeanors that have occurred within the Town of Davie. It is the job of the legal Department to make sure these cases are vetted, filed, and prosecuted in a timely, professional manner. It is the obligation of all employees of the Town Attorney's office to be courteous and respectful toward opposing counsel and defendants before, during, and after court appearances. Our Department is charged with operation of the Davie Pre Trial Diversion program. We work with local counseling centers to help the qualifying defendants get the help that they need and an opportunity to keep their records clean.

In an era when the population of the Town of Davie continues to expand, our Department is at the forefront to ensure that all citizens receive equal justice under the law, free from bias, prejudice and discrimination of any kind. The Office of the Town Attorney conducts its' daily operations in strict adherence to the federal, state, and local laws.

D. S.W.O.C. Analysis

The S.W.O.C. Analysis for the Office of the Town Attorney is being created in 2015. Below is a chart that details our strengths, weaknesses, and challenges.

Strength	Description	Options for preserving or enhancing each strength
Knowledge	Staff is highly educated and experienced in legal matters.	Continue sending staff to CLE events
Flexibility/Cross Training	Both Attorneys' have the training to perform legal research on a myriad of issues, allowing them to handle various problems that can arise.	Continue sending staff to CLE events
Problem Solving	Very independent staff empowered to manage most situations.	Continue encouraging legal problem solving techniques
Communication	Staff communicates well with each other, the public, and other Departments.	Maintain free and open lines of communication within the Department
Teamwork	Staff works well with each other, and other	Maintain a good relationship with other Departments and with each



	Departments to ensure Town goals are completed.	other
Strong Leadership	AV rated Town Attorney with 40+ years of experience.	Maintain good standing with the Florida Bar and legal community
Weakness	Description	Solution
Technology (Reliance/lack of training)	We are behind in online legal and office resources. We need to move to WestlawNext and update Microsoft Office products.	We will be using WestlawNext online to have the most current laws and court decision. We have updated Adobe Acrobat,
Staffing need	Department needs a secretary to assist in the day to day operations	Hiring process for a secretary was completed, training in process.
Challenges	Description	Solution
Scrutiny	Our office is charged with providing legal opinions to the Departments and council members. The legal opinion may not be what they want to hear, but it is our job to provide them the law.	Make sure that individual receiving legal assistance is aware that opinions are legally based and it is of their best interest to consider such opinions, regardless of own personal bias.
Technology	Our Department needs to move more online. We need Westlawnext and updated Microsoft Office products. We are in the process of moving from the Westlaw books to online.	Finalize the transition from hardcover books to online editions.
Pre Trial Diversion Program	Our office has re-designed the Pre Trial Diversion.	File the necessary paperwork within a 48 hour timeframe to limit possible errors.
Red Light Camera	There is uncertainly with the red light camera program. The court system has delivered adverse rulings to the program at this time.	Finalize court rulings regarding red light camera to eliminate uncertainties.

As a result of this in-depth assessment, we have concluded that several issues merit continued monitoring. Most importantly, our Department needs to add a secretary to assist in the day to day Department operations.



E. PRODUCTS & SERVICES

The Office of the Town Attorney markets our services to the various Departments within the Town of Davie. It is our job to ensure the Town adheres to the proper laws and codes. When a specific Department has a legal question they can come to us for a legal opinion. It is our job to conduct the proper legal research to ensure that the aforementioned legal opinion will provide the most up to date and accurate advice.

Legal Research- The Office of the Town Attorney uses various legal resources such as the Florida Statutes, Town of Davie municipal code, and Westlaw in ensuring that we have the most up to date laws. Our office uses the most current online version of the Florida Statutes to ensure our research is current. Our office uses Westlaw books and Westlawnext online to perform legal research. Westlaw ensures that our office has the most up to date case law, legal opinions, and legal journals. Our office also uses the Town's own code of ordinances to ensure all of our own laws are being adhered.

Legal Opinions- The Office of the Town Attorney provides legal opinions to the various Departments when requested. These legal opinions are based upon our office's research on the specific matter. Our office strives to render legal opinions in a professional, efficient, and correct manner.

Municipal Prosecution- The Office of the Town Attorney prosecutes various criminal misdemeanors and municipal ordinance violations in the 17th Judicial Circuit. Our office has a Pre Trial Diversion Program that is consistent with our goals of municipal prosecution.

Pre-Trial Diversion Program- Program enables individuals who have committed a crime, if qualified, a second chance. The program is designed to allow individuals with zero criminal history or minimal criminal history to enter into the program. Once entered into the program they will have to pay a program charge of either \$350 or \$500 and take a class to better themselves. The class curriculum depends on the crime they have committed. The classes are offered at various centers around the county. If the individual is not eligible for the program they are prosecuted in the 17th Judicial Circuit, which may lead to a criminal trial.

F. MANAGEMENT & ORGANIZATIONAL STRUCTURE

Town Attorney - John C. Rayson has been the Town Attorney since 2007. Mr. Rayson received his Bachelors degree in history from the University of Rochester in 1971. Mr. Rayson received his Juris Doctorate from Case Western Reserve Law School in 1974. He is a member of the Illinois, Georgia, and Florida bars. Mr. Rayson has an extensive municipal legal career, including municipal prosecutor for Markham, Illinois beginning in 1974. Mr. Rayson served as a Florida State Representative from 1990-2000. Mr. Rayson was the chair of the workforce education subcommittee and Chair of the Select Committee on water policy. He was the Vice Chair of



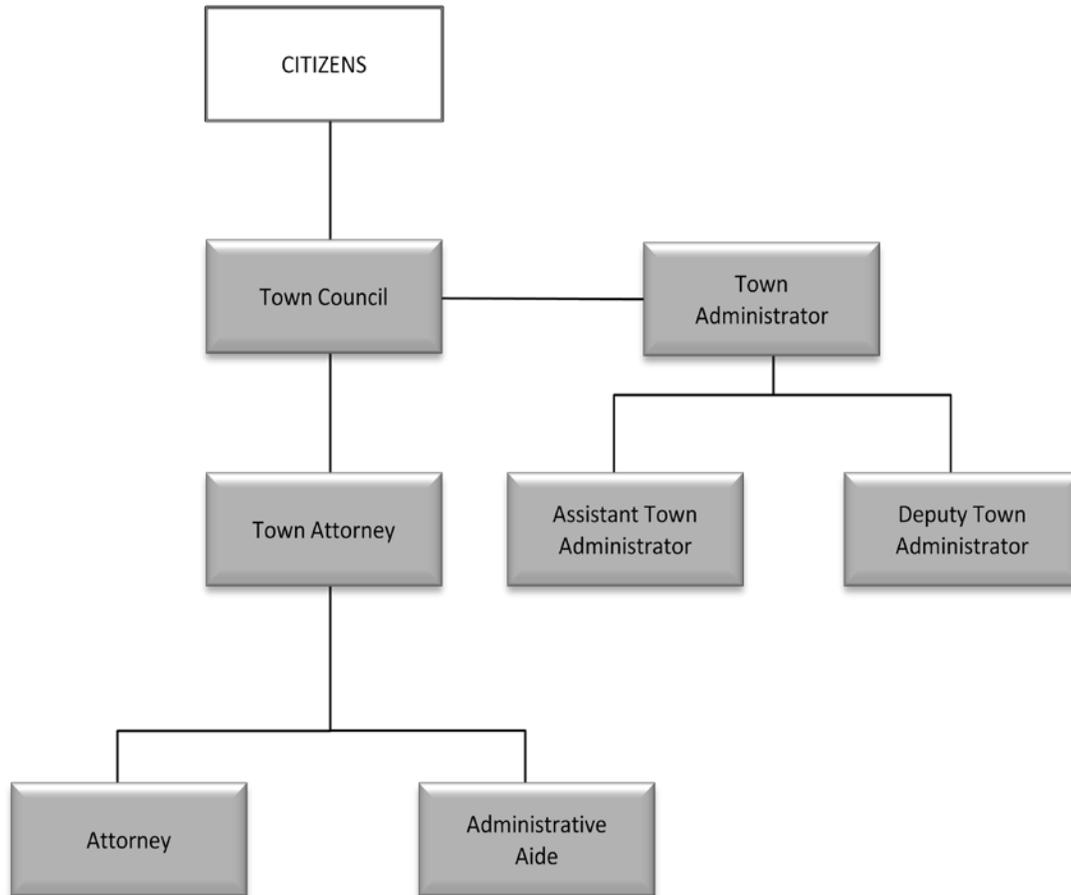
Employee Management Relations Committee. Mr. Rayson also served on various other committees including appropriations, insurance, and juvenile justice. He was the majority whip of the Florida House from 1996-1998. Mr. Rayson was the mayor of Pompano Beach from 2004-2007. He became the Town Attorney in 2007 and moved in house in 2013.

Attorney - Allan T. Weinthal was hired in October 2015, as an additional attorney. Mr. Weinthal received his Bachelors degree from the University of Central Florida in 2011. Mr. Weinthal majored in Legal Studies and minored in Criminal Justice. Mr. Weinthal received his Juris Doctorate from Nova Southeastern College of Law in 2015. While in law school, Mr. Weinthal worked as a legal intern for the Town of Davie. In addition, Mr. Weinthal completed his clinic at the Office of the State Attorney 17th Judicial Circuit as a Certified Legal Intern prosecuting general misdemeanor cases.

Confidential Secretary – Alba Costoya has a diverse background that includes over 20 years in administrative positions. She has worked in executive administrative positions in independently owned companies, a government agency such as the Broward Sheriff’s Office Legal Department as their Public Records Coordinator and a large corporation such as GTE Sylvania Intl. where she was the Human Resources Liaison between the Latin America Divisional Offices and the Corporate Office. These experiences have exposed her to all facets of office administration and personnel communication. She has a Bachelors of Science in Social Work from Florida International University that has taught her the importance to listening and being empathic to the needs of others. She is most proud of her family; she is married and has three children.



MANAGEMENT AND ORGANIZATIONAL STRUCTURE



G. Personnel

Our Department currently employs 3 full time employees. The Town Attorney is the Department head. The Town Attorney sets the goals, objectives, and plans for our Department. The Town Attorney ensures that the tasks are being completed and the goals are met. The Town Attorney renders legal opinions, attends town council meetings, and provides legal advice when requested from the Departments here in the Town of Davie. The Town Attorney runs the day to day operations of the Office of the Town Attorney. Attorney Allan Weinthal attends planning and zoning hearings, attends site plan committee meetings, drafts ordinances, renders legal opinions, provides ethics training, and handles all criminal Municipal Ordinance Prosecution. The Confidential Secretary supports both attorneys in the day to day operations of the Department. Going forward as the Town of Davie continues to grow it is anticipated that the Office of the town Attorney will experience expansion through controlled growth.



The quality of existing staff is top tier, with all of them having an extensive education background and work experience in their current field. All of our Department's employees are highly qualified. They contribute to the utmost professional and efficient model that we set forth to achieve in our Department.

H. BUDGET & FINANCIAL PLAN

FINANCIAL DATA

	2014 Adopted Budget	2014 Actual Amount	2015 Adopted Budget	2015 Actual Amount	2016 Adopted Budget
Fund: 001 General Fund					
Expenditures					
PS - Personnel Services	\$470,831.00	\$454,175.01	\$472,054.00	\$456,241.37	\$404,109.00
OE - Operating Expenditures	\$88,550.00	\$40,557.59	\$78,661.00	\$133,414.80	\$80,943.00
CO - Capital Outlay	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
OU - Other Uses	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Fund Total: General Fund	(\$559,381.00)	(\$494,732.60)	(\$550,715.00)	(\$589,656.17)	(\$485,052.00)
Expenditure Grand Totals:	\$559,381.00	\$494,732.60	\$550,715.00	\$589,656.17	\$485,052.00



II. DEPARTMENT GOALS, OBJECTIVES, STRATEGIC OUTCOMES AND KEY PERFORMANCE INDICATORS

Strategic Priorities

1. Commitment to Customer Satisfaction
2. Dedication to Excellence in Service Delivery
3. Respecting and Promoting Diverse and Sustainable Community and Neighborhood Values with consideration of our historic roots
4. Creating an Environment that is Conducive to Innovation, Creativity, and Collaboration
5. Nurturing the health, safety, and welfare of the community

Goals/Objectives:

1. Provide timely and accurate legal opinions, preparation of ordinances, resolutions, contracts, and agreements.
2. Provide legal representation at all Town Council, Budget Workshop, Community Redevelopment Agency, Site Plan Committee, and Planning & Zoning Board meetings.
3. Maintain and process all Notice to Appear citations issued by the Davie Police Department in a timely manner.
4. Prosecute all defendants filed with the Clerk of Courts in accordance with the law.
5. Monitor the defendants court dates, files and progress within the Pre-Trial Diversion program.
6. Maintain a cost effective Department budget.
7. All files are fully digital or if hard, have a digital copy.

Strategic Outcomes:

- 1a Prepare ordinances and resolutions as requested.
- 1b Prepare contracts, agreements, etc as requested.
- 1c Prepare and submit filing to the Clerk of Courts within 48 hours of receiving Police Department incident reports.
- 1d Prepare and conduct trials as needed.
- 2a Identify the issue, research, analyze and prepare final legal opinion.
- 2d Research and assist in the preparation of documentation for land sales and purchases.
- 3a Screen municipal ordinance violators for eligibility into Pre-Trial Diversion Program, open hard and digital files.
- 3b Monitor and attend court dates, files and the progress of the defendant within the Pre-Trial Division Program.
- 3c Track and process the defendant's program fee payments for compliance.



- 3d Monitor and regulate the files in the Pre-Trial Diversion Program to ensure all program requirements are being fulfilled.
- 3e File Nolle Prosequi for all defendants that complete program.
- 4a Scan and maintain all files digitally.
- 4b Scan copies of incident reports and CCIS background information.
- 5a Provide legal representation at Town meetings as required.
- 6a Submit closed hard copy files to Police Department for records storage
- 7a Maintain Department expenses within or below budget.

Key Performance Indicators				
	FY15		FY16	
	Goal	Actual	Goal	Actual
1a Prepare ordinances and resolutions as requested by Town Administration.	YES	YES	YES	
1b Prepare contracts, agreements and/or renewals as requested by Town Administration.	YES	YES	YES	
1c % of cases filed with Clerk of courts within 48 hours.	100%	100%	100%	
1d Prepare and conduct trials as needed	YES	YES	YES	
2a Identify the issue, research, analyze and prepare final legal opinion.	YES	YES	YES	
2b Research and assist in the preparation of documentation for land sales and purchases.	YES	YES	YES	
3a Screen municipal ordinance violators for eligibility into Pre-Trial Diversion Program, open hard and digital files.	YES	YES	YES	
3b Monitor and attend court dates, files and the progress of the defendant within the Pre-Trial Division Program.	YES	YES	YES	
3c Track and process the defendant's program fee payments for compliance.	YES	YES	YES	
3d Monitor and regulate the files in the Pre-Trial Diversion Program to ensure all program requirements are being fulfilled.	YES	YES	YES	
3e Prepare Nolle Prosequi filings and submit to the Clerk of Courts for all defendants completing program.	YES	YES	YES	
4a % of hard files and digital files opened and all documents organized and scanned.	100%	100%	100%	
4b Scan copies of incident reports and CCIS background information.	YES	YES	YES	
5a Provide legal representation at Town meetings as required.	YES	YES	YES	
6a % of program files that are closed out and sent to Police Department.	100%	100%	100%	
7a Maintain Department expenses within or below budget.	YES	YES	YES	



* Not Applicable/Not Available

III. OPERATIONAL PLAN

The Office of the Town Attorney is located within Town Hall. We are tasked with handling the legal opinions requested by the various Departments and town council members. We are tasked with attending the various meetings that require an attorney present. Our Department prosecutes individuals accused of violating criminal Municipal ordinances within the Town of Davie. These cases require our Department to send an individual to court and potentially conduct a trial. In addition our Department has a pre Trial Diversion program which we must regulate and monitor. This program is for individuals whom have little to minimal criminal record.

A. Production

Legal Opinions-When our Department receives a request for a legal opinion, we immediately identify the issue at hand. Then we perform the required legal research to formulate the most up to date and correct legal opinion. Based upon that research we then issue a written legal opinion to the Department that has requested the legal opinion.

Prosecution- When our Department receives a criminal packet from the Davie Police Department, we immediately make a hard and digital file of the arrest packet. We then review the facts of the case and file the information with the clerk of courts, here in Broward County. The clerk of courts then provides our Department with a case number and date of arraignment. Prior to arraignment our Department performs a background check on the defendant to see if they qualify for the Pre Trial Diversion Program. If the defendant qualifies then they are offered admittance into the program, if they do not qualify they are not offered admittance. Our Department is committed to seeing all filed cases through to the end whether the defendant enters into the program or requests a trial.

B. Legal Environment

The Office of the Town Attorney must adhere to a great deal of legal requirements, including the following:

- The Departments attorneys must maintain good standing with the Florida Bar
- When providing legal opinions, making sure the opinions provided are based upon the current laws
- Advising the various Departments on the current laws to prevent any violation of law
- When attending court our Department must make sure we follow all the required laws of the state, county, town, and court system.



C. Personnel

Our Office currently has three full time employees. All of the current full time employees have achieved graduate degrees. Our office hires employees who have the requisite legal skills to provide a professional, efficient, and accurate service. The Attorneys attend continuing legal educational classes throughout to the year to ensure they are up to date on the current legal issues that the Town may face. The Town Attorney's are required to keep their status with the Florida bar in good standing.

Our Department is one of the newer Departments here in the Town of Davie. Our office was created in 2013. As the Town of Davie grows, the workload for our office grows with the Town. We are seeking an Attorney to assist with the expansion of our current programs. Filling this new position will ensure that the Office of the Town Attorney continues to operate in a professional, efficient, and accurate manner.

D. Inventory

Our Department keeps a Law library. This Library consists of numerous legal books published by Thomson Reuters. The library has an estimated cost of \$5,000.00 a year to keep updated. Our Department has transitioned to the online legal resource that is Westlawnext. Our Department plans on keeping the legal books that we all ready have but will no longer update them. Moving forward our Department plans on utilizing online resources such as Westlawnext, the Florida Statutes online, and online municipal code legal resources. Relying on the online research tools is expected to save the Department \$4,000.00 a year.



**OFFICE OF THE TOWN CLERK
BUSINESS PLAN**

Town of Davie

Evelyn Roig
Town Clerk
(954) 797-1011
Evelyn_Roig@davie-fl.gov



A. GENERAL DESCRIPTION

The Town Clerk administers records management for the Town Council and the municipal corporation. The Town Clerk is a charter official who serves as the secretary for the municipal corporation and reports to the Town Administrator. The Town Clerk is responsible for giving notice of public meetings and maintaining an accurate record of all proceedings. In addition, the Town Clerk serves as the Financial Disclosure Coordinator with the Florida Council on Ethics; Ethics Training Coordinator with Broward Office of the Inspector General; and serves as the Records Management Liaison with the Florida Department of State; attends bond validations and maintains custody of Town records including agreements, contracts, ordinances, and resolutions and other legal documents as adopted by the Town Council. The Town Clerk codifies ordinances and resolutions. Additionally, the Clerk administers and supervises municipal elections, special elections, including those for elected officials, advisory boards, charter amendments, and Town referenda. The Town Clerk's serves the secretary for the Charter Review Committee and the District Boundaries Review Committee.

B. MISSION STATEMENT

We strive to ensure that all procedures of the Town of Davie, Town Council, and Clerk's offices conform to Federal, State, and Town regulations and policies, so that information management, actions, and documentation lead to effective policy-making. We conduct elections that facilitate the maximum participation of all eligible voters in the Town of Davie. The Office of the Town Clerk influences the direction of the future by setting the quality of government in the present while preserving the past.

C. VALUE STATEMENT/PHILOSOPHY

- Strong ethical standards, high integrity, and honesty
- Expect change and believe in continuous improvement
- Support professional development
- Flexible problem solvers for our customers

D. EXECUTIVE SUMMARY

The Office of the Town Clerk's 2016-2018 Business Plan reflects the core functions of the Office. It provides the framework to achieve maximum efficiency and sets effective measures to comply with legal requirements.

Our commitment is to provide citizens, Town Council, and other Departments with excellent customer service. The Town Clerk's Office is responsible for preparing the Town Council meeting agendas, recording and maintaining meeting minutes. As the records custodian for



the Town, this office retains all ordinances and resolutions, deeds, agreements, and other legal documents as adopted by the Town Council. The Town Clerk’s Office serves as a liaison between the Town and its committees and boards.

In order to provide our citizens with the tools to engage with government, we continue to adopt enhancements to our business processes. We will continue to audit records retention periods in order to destroy the records that have met the retention period. This will reduce the off-site storage cost and ensures compliance with state law.

E. S.W.O.C. ANALYSIS

Strength	Description	Options for Preserving or Enhancing Each Strength
Public Records	Public records hub to citizens to citizens and Town Departments.	Implement mechanisms that enhance the communication and records request compliance process.
Technology	Maximum use of technology (workflow, digital audio, imaging, etc)	Continue to enhance technology to delivery excellent customer service.
Customer Service	Strong customer service skills	Continue to promote a strong sense of delivering excellent customer service.
Teamwork	Staff works together to achieve the goals and functions of the Department in order to deliver services to citizens and Departments.	Continue to have communication in order for staff to work together
Cross Training	Employees are crossed trained to handle Department functions.	As changes and new policies and procedures are implemented, continue to cross-train staff.
Organization	Records retention period compliance.	Continue to destroy records that have exceeded their retention period.



Weakness	Description	Options for Minimizing Each Weakness
Training	New hires from the last several years are still learning new aspects of the TCO's core functions	Continue to encourage education and hands on learning training.
Technology	Application of technology to increase workforce mobility.	Continue to search for programs to automate some of the services that are provided to the public.
Automated Lien Process	Online lien searches	Data lacks accuracy and availability for Divisions involved in the lien search process.
Records	Destruction of records that have exceeded their retention period Town wide.	Continue to keep personnel focused on destroying records that have exceeded the retention periods.

Opportunity	Description	Options for Taking Advantage of Each Opportunity
Technology	Automation of lien search requests	Seek out municipal partnerships for options for automation of services.
Program training	Provide program training for updates and changes in addition to training new personnel.	Enables staff to be versed and provides for efficiency in delivery of services.
Staff development	Professional development of staff efforts have been ongoing and should continue.	Leverage cost of training by seeking town-wide training opportunities.



Challenge	Description	Options for Overcoming Each Challenge
Public Records Requests	Requests that are fulfilled by Departments without notifying the Clerk's office create a liability on the Clerk as the Records custodian.	All public records requests are to be processed through the Town Clerk's Office.
Custody of Records	Documents that need to be executed and maintained by our office are often not returned to us by other Departments. As custodian of the Town's official records this places a huge liability concern on us.	Continue to enforce that all original documents agreements, contracts, and leases belong in the TCO.

E. PRODUCTS & SERVICES

The Town Clerk administers records management for the Town Council and the municipal corporation. The Town Clerk is a charter official who serves as the secretary for the municipal corporation and reports to the Town Administrator. The Town Clerk is responsible for giving notice of public meetings and maintaining an accurate record of all proceedings. In addition, the Town Clerk serves as the Financial Disclosure Coordinator with the Florida Council on Ethics; Ethics Training Coordinator with Broward Office of the Inspector General; and serves as the Records Management Liaison with the Florida Department of State; attends bond validations and maintains custody of Town records including agreements, contracts, ordinances, and resolutions and other legal documents as adopted by the Town Council. The Town Clerk codifies ordinances and resolutions. Additionally, the Clerk administers and supervises, municipal elections, special elections, including those for elected officials, advisory boards, charter amendments, and Town referenda. The Town Clerk's serves the secretary for the Charter Review Committee and the District Boundaries Review Committee.

The Office of the Town Clerk's staff prepares public notices and attends meetings of the Town Council, advisory boards, elections, and others as required. Staff ensures compliance of Town records as mandated by Florida Department of State, Division of Library and Information Services. Additionally, The Office of the Town Clerk researches and implements records management best practices and technologies according to industry standards, and maintains a searchable repository of active, inactive, and historical records. The Office also works on collaborative projects and cost sharing approaches for the preservation of the Town's archives.



The Office has the task of providing a myriad of services from lien searches, lobbyist registrations, and citizen complaints. The Town Clerk is the keeper of all official records. Duties and responsibilities are derived from Florida Statutes, Town Charter, and Town Code, or are defined administratively. Staff records and maintains Town Council meeting minutes, legislation, lobbyist registration, meeting schedules, and attendance records of all Town boards, committees. Additionally, the Office is responsible for vehicle registrations, town-wide fleet list, and original vehicle titles, Toll-By-Plate and toll violations.

The Office of the Town Clerk is committed to providing its citizens, the Town Council, and other Departments with excellent quality service. The Office is responsible for preparing the Town Council meeting agendas and recording and maintaining the meeting minutes. As the records custodian for the Town, this office retains all ordinances and resolutions, deeds, agreements, and other legal documents as adopted by the Town Council. The Office of the Town Clerk serves as a liaison between the Town and its committees and boards.

Stakeholders include elected officials, Town residents, visitors, and Town Departments.

Town Council Agenda The Town Council agenda is the backup documentation that the Town Council uses to enact local legislation and to render informed decisions on day-to-day as well as policy matters. Our Office serves as the information hub where all of the documentation is assembled, published, and distributed. The agenda is available online for all members of the public to access. The agenda is prepared through *Novus Agenda* which is an agenda management software that allows staff to submit items for Town Council consideration.

Election Coordination A vital component the Office provides is the coordination of elections. The Town Clerk is the local elections official. The Office coordinates municipal elections by working closely with the Broward County Supervisor of Elections to ensure that elections affecting our constituency are in compliance with state law. Residents, who are interested in servicing the community in the capacity of a member of Town Council, must qualify as an election candidate with the Town Clerk.

Citizen Support Center In an effort to encourage citizen engagement, the Citizen Support Center is an interactive communication portal that enables residents and other stakeholders to communicate with Town staff on issues they would like to receive assistance on. The user may look up frequently asked questions, pose a question, or make request service. This program is administered by this Office.

Records Management The Florida Administrative Code promulgates rules relating to the retention, maintenance, and disposition of records created by public agencies. The Office manages and coordinates the record activities Town wide. The records management laws work within the public records laws in accordance with Florida Statutes Chapter 119, Public Records Law.



Lien Requests The Office of the Town Clerk processes hundreds of lien requests each year. Liens can be placed on a property for water and sewer agreements, lot clearing, special assessments, code violations, unsafe structures, and unpaid utility balances. These requests are generally made by title companies or individuals who are seeking a clear title of a real estate property. Our office provides regular and rush lien search services.

There are some services that are exclusively offered to the Office:

- *Novus Agenda* agenda originates in this Office and upon Town Council adoption of legislation it is returned and maintained in this Office.
- *Central Depository Resource Hub* central depository for all official Town documents our office is uniquely poised to provide information on almost every aspect of the Town's operations dating back to its inception in 1961.

Revenue Sources

- Lien Searches (Lien search fees are established by Town Council)
- Election assessments (Election assessments are established by Florida Statutes)
- Belt Buckles and Bumper Stickers (Fees are established by Town Council)
- Public Records Request (Public records request fees are established in accordance to Florida Statutes.)
- Lobbyist Registrations (Fees are established by Town Council)

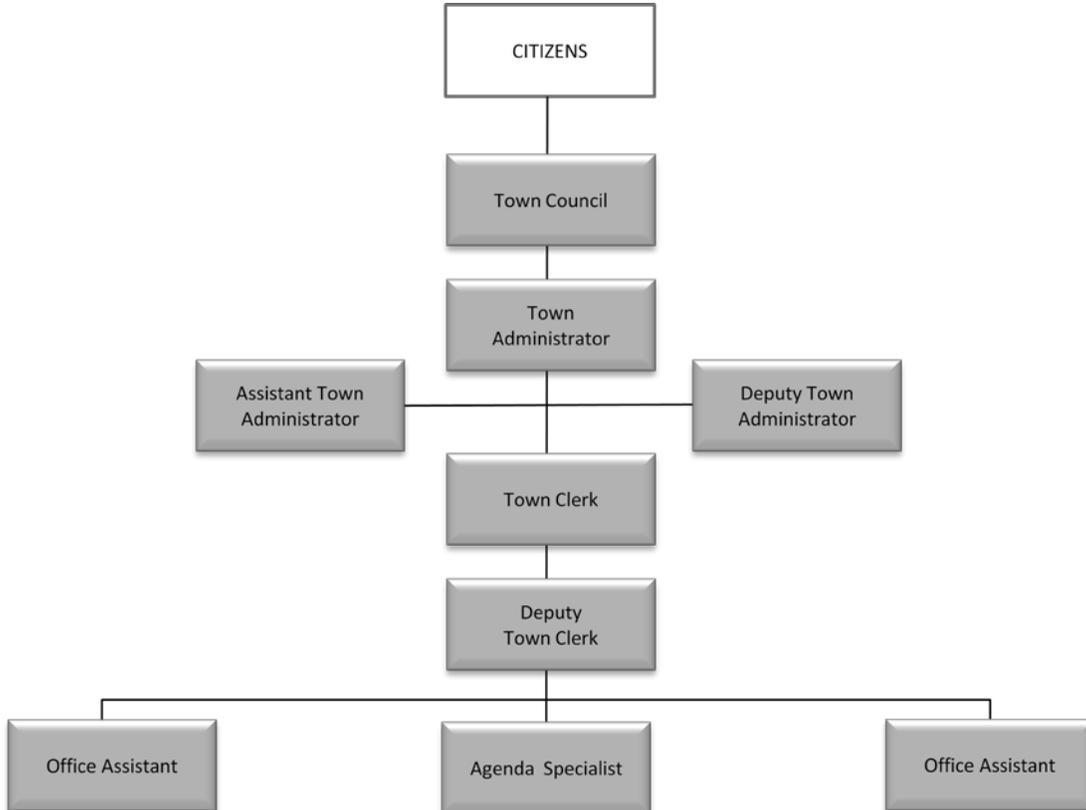
Public records fees may be charged for the copying of public record. If a fee is prescribed by law, the custodian of the record must charge that fee. If no fee is prescribed by law, then the custodian of the public record may charge the actual cost of duplication of the records. It is important that fee assessments are applied consistently across all Departments. The following charges that are deemed to represent the actual cost of material, supplies, and equipment involved, shall be charged for Town of Davie public records:

- a. Fifteen (15) cents for each one-sided copy of each page no larger than 14 inches by 8 ½ inches of the public record.
- b. Twenty (20) cents for each two-sided copy.
- c. Forty-five cents for each copy of data CD or DVD.
- d. For all other copies, the actual cost of duplication of the public record.

Extensive research associated with public records requests (research requiring more than 30 minutes of staff time) can only be charged at the actual hourly cost of the lowest rate of the employee who is qualified to perform the work.



F. MANAGEMENT AND ORGANIZATIONAL STRUCTURE





G. PERSONNEL

Evelyn Roig, Town Clerk Mrs. Roig has over 22 years of experience in county and municipal government. Prior to joining the Town of Davie, she served as interim town manager, assistant town manager, zoning and code enforcement director, building Department administrator, executive assistant to the town manager, and interim town clerk. Mrs. Roig is the Town Clerk for the Town of Davie. The Town Clerk is a charter official who serves as the secretary for the municipal corporation and reports to the Town Administrator. The Town Clerk sets the goals and objectives of the Office and ensures that mission-oriented tasks are executed and in compliance with State and county law and the Town Charter.

Mrs. Roig has a Bachelor's Degree in Legal Studies, is a certified legal assistant and a Certified Municipal Clerk (CMC). She is currently working on her Master Municipal Clerk (MMC) designation from the Institute of Municipal Clerks (IIMC). Additionally, she is also completing a Master's Degree in Public Administration.

Gillian Esquenazi, Deputy Town Clerk Ms. Esquenazi has a Bachelor's Degree in Legal Studies and a minor in Political Science. Ms. Esquenazi started with the Town as a college graduate intern. She was then hired as an Office Assistant in the Town Clerk's Office. Ms. Esquenazi now serves as the Deputy Town Clerk. As the Deputy Town Clerk, Ms. Esquenazi supports the Town Clerk in managing the day to day operations of the office. She is currently working towards a Master's Degree in Public Administration as well as obtaining her Certified Municipal Clerk designation from the IIMC.

The Office is comprised of an agenda specialist and two (2) office assistants. Staff development continues to be the conduit of success in the Department as well as in the organization. We continue to empower staff by evolving them through educational opportunities such as training workshops, seminars, and cross-training.



H. BUDGET AND FINANCIAL PLAN

FINANCIAL DATA

	2014 Adopted Budget	2014 Actual Amount	2015 Adopted Budget	2015 Actual Amount	2016 Adopted Budget
Fund: 001 General Fund					
Expenditures					
PS - Personnel Services	\$487,767.00	\$374,708.82	\$425,414.00	\$326,638.10	\$426,702.00
OE - Operating Expenditures	\$125,935.00	\$110,947.61	\$245,719.00	\$154,050.29	\$140,888.00
CO - Capital Outlay	\$1,500.00	\$0.00	\$4,356.00	\$2,506.00	\$3,575.00
Fund Total: General Fund	(\$615,202.00)	(\$485,656.43)	(\$675,489.00)	(\$483,194.39)	(\$571,165.00)
Expenditure Grand Totals:	\$615,202.00	\$485,656.43	\$675,489.00	\$483,194.39	\$571,165.00



II. DEPARTMENT GOALS, OBJECTIVES, STRATEGIC OUTCOMES AND KEY PERFORMANCE INDICATORS

Strategic Priorities

1. Commitment to Customer Satisfaction
2. Dedication to Excellence in Service Delivery
3. Respecting and Promoting Diverse and Sustainable Community and Neighborhood Values with consideration of our historic roots
4. Creating an Environment that is Conducive to Innovation, Creativity, and Collaboration
5. Nurturing the health, safety, and welfare of the community

Goal/Objectives:

1. Provide public records in timely manner to all stakeholders
2. Maintain public records in accordance with Florida Statutes and Florida Administrative Code
3. Ensure citizen engagement through transparent practices
4. Ensure legal notice requirements are met in accordance with Florida Statutes and Town Charter
5. Facilitate the democratic process to all citizens through the electoral process in compliance with State Law and Town Charter

Strategic Outcomes:

- 1a Assign public records requests to Departments within 24-business hours from receipt. **SP 1 & 2**
- 1b Public records requests completed within 3 business days. **SP 1 & 2**
- 2a Destruction of records that have met the retention period. **SP 1 & 2**
- 3a Gov Q&A citizen inquiries assigned or responded to within 24- business hours from receipt. **SP 1 & 2**
- 3b Gov Q&A citizen inquiries closed within 3 business days. **SP 1 & 2**
- 4a Complete lien requests within the 48-business hours from receipt. **SP 1 & 2**
- 4b Post ethics and election related requirements on the Town's website within 3-business days of receipt. **SP 1 & 2**
- 5a Conduct cost effective elections in compliance with Florida State Law. **SP 1, 2, 4, & 5**



Key Performance Indicators				
	FY15		FY16	
	Goal	Actual	Goal	Actual
1a % of public records requests assigned to Departments within 24-business hours from receipt	100%	100%	100%	
1b % records requests completed within 3 business days	85%	60%	100%	
2a % of records that have met the retention period and are eligible for destruction	*	*	79%	
2b % of records that have met the retention period and have been destroyed	15%	*	100%	
3a % of assigned or responded to Gov Q&A citizen inquiries within 24- business hours from receipt	*	*	100%	
3b % of Gov Q&A citizen inquiries closed within 3 business days	*	*	100%	
4a % of completed lien requests within the 48-business hours from receipt	100%	100%	100%	
4b % of ethics and election related requirements posted on the Town's website within 3-business days of receipt	100%	100%	100%	
5a % of approved budget expended for municipal election	100%	100%	100%	
5b Average cost per vote cast	*	*	\$0.29	

* Not Applicable/Not Available



III. OPERATIONAL PLAN

The Office of the Town Clerk opens at 8:30 a.m. and closes at 5:00 p.m. The Office is located at 6591 Orange Drive, Davie, Florida 33314 in Building B. The Office of the Town Clerk is the central point of contact between government and citizens. Staff prepares public notices and attends meetings of the Town Council, advisory boards, elections, and others as required. Staff ensures compliance of Town records as mandated by Florida Department of State, Division of Library and Information Services. Additionally, The Office of the Town Clerk researches and implements records management best practices and technologies according to industry standards, and maintains a searchable repository of active, inactive, and historical records. The Office also works on collaborative projects and cost sharing approaches for the preservation of the Town's archives.

The Office has the task of providing a myriad of services from lien searches, lobbyist registrations, and citizen complaints. The Town Clerk is the keeper of all official records. Duties and responsibilities are derived from Florida Statutes, Town Charter, and Town Code, or are defined administratively. Staff records and maintains Town Council meeting minutes, legislation, lobbyist registration, meeting schedules, and attendance records of all Town boards, committees. Additionally, the Office is responsible for vehicle registrations, town-wide fleet list, and original vehicle titles, Toll-By-Plate and toll violations.

Production

- Citizen Support Center
- Public Records
- Records Management
- Town Council Agenda
- Election Coordination
- Lien Requests

Personnel

The Office of the Town Clerk is committed to providing its citizens, the Town Council, and other Departments with excellent quality service. The Office is responsible for preparing the Town Council meeting agendas and recording and maintaining the meeting minutes. As the records custodian for the Town, this office retains all ordinances and resolutions, deeds, agreements, and other legal documents as adopted by the Town Council. The Office of the Town Clerk serves as a liaison between the Town and its committees and boards.

Stakeholders include elected officials, Town residents, visitors, and Town Departments.



**UTILITIES DEPARTMENT
BUSINESS PLAN**

Town of Davie

Don Bayler, Director
954.327.3741
don_bayler@davie-fl.gov



I. GENERAL DEPARTMENT DESCRIPTION

A. MISSION STATEMENT

The mission of the Utilities Department is to assure present and future generations a sufficient supply of high quality drinking water. We strive to provide customers with the highest quality water and wastewater services possible, including reclaimed water, while maintaining a competitive rate structure. The Department ensures that all regulatory agency requirements associated with the construction, operation, and maintenance of the utility system are met or exceeded. It is also paramount that all operations and practices are in line with energy and water conservation methods.

B. VALUE STATEMENT/PHILOSOPHY

In keeping with the values identified by the Town Council, we strive to provide a quality product to the areas served by our Department at a reasonable cost while upholding the standards and regulations imposed by state and federal agencies for water quality and safe disposal of wastewater. We are committed to providing a high level of customer service to our customers as well as co-workers and Council and treating all with respect.

C. EXECUTIVE SUMMARY

The Utilities Department (Department) is a customer service organization responsible for the distribution of safe drinking water and the proper treatment and disposal of wastewater. We provide maintenance of water distribution and sewer collection lines and facilities throughout the service area of the Town of Davie. We also operate two water treatment plants, one wastewater treatment plant, and one reclaimed water facility with approximately 9,580 accounts.

State and federal regulations impact our operations to a great extent in that the laws are continually changing. Water is a precious resource in South Florida and withdrawals from the Biscayne Aquifer have become limited. Additionally, discharge of wastewater to the ocean outfall is coming to an end. With the construction of our new Water Treatment and Water Reclamation Facility, the Town has moved forward with advanced wastewater treatment and deep well injection of unused reclaimed water during severe rain events. The reclaimed water is used to recharge the aquifer and afford us increased withdrawal allowances.



D. S.W.O.C. ANALYSIS

Strength	Description	Options for Preserving or Enhancing Each Strength
Experienced Staff	Many administrative staff members are long term employees with useful knowledge and experience	Salary and benefit comparison to enhance longevity
Experienced Staff	Plant Operators – Many operators have long careers in the industry.	Create additional pay classification for operators (State Mandated for new plants) to encourage upgraded licenses
Adequate Resources	New rates and impact fees	Building in yearly CPI adjustments
Automated Meter Reading (AMR)	Digital registers on meters read by computer	Meter Technician dedicated to maintaining AMR meters and repair/replacement of meters
Financial/Asset Management	Staff in place to ensure financial success and stability of the utility	Increase in management type training along with new asset management capability within GIS systems
Sustainability Initiative/Expertise	LEED Accredited Professional on staff and new administrative effort to improve overall sustainability	Prepare an Electrical Management Plan. Increasing Reuse client list and infrastructure
Customer Service	Look at experienced staff above and possibly combine	



Weakness	Description	Options for Minimizing or Overcoming Weaknesses
Non-competitive pay scale both in our plants and field positions	Entry level salaries are inadequate. Long term employees are topped out for many years.	Study of salaries from neighboring Utilities. Upgrade of starting salaries to encourage qualified applicants.
Inability to hire qualified personnel	Pay scale for new hires is too low	Study of salaries from neighboring Utilities
Distribution/Collection Systems and Lift Stations	2" galvanized lines need to be replaced. Old clay pipes in sewer system lead to inflow/infiltration. Lift Stations are undersized and in poor mechanical condition.	Replace 2" lines with larger lines. Replace or re-line clay pipes. Upgrade lift stations to accept additional flows.
Aging Workforce/ Succession Planning	We have approximately eight (8) employees nearing retirement within the next three (3) years	Ensure institutional knowledge is transferred to a digital medium. Develop policies and processes to promote a paperless work environment
Meeting client future demands	Utility has several areas serving major customers with no looped system. Fire flows on the east side of town are not adequate	Plan and budget for major capital improvements that both create redundant potable water delivery and also provide adequate fire flows
Regulatory Compliance	Utility is struggling to keep up with the constantly evolving regulatory mandates.	Hire additional clerical staffing to help track legislative updates and assist with necessary regulatory documentation



Opportunity	Description	Options for Taking Advantage of Each Opportunity
Possibility of refinancing bonds – Improve bond rating	Bonds mature in 2020	Possibly negotiate lower interest rates or better terms. Decrease utility debt service
Local agreement or participation with neighboring utilities for Wastewater Disposal	Regionalize wastewater services to eliminate ocean outfall	Lowering cost on advanced wastewater treatment and disposal.
Local agreement or participation with neighboring utilities for Water Supply	Regionalize water services	Lowering cost for alternative water supplies
Improve public utility perception	Several areas with aging infrastructure have reduced pressure and increased water color and odor. Certain areas within the Town do not meet adequate fire flow standards	Replace 2” galvanized water mains with upgraded mains and hydrants. Install trunk lines throughout the town to provide higher flows and pressure to furthest limits of the utility service area
Implement new/improved technology	Expand SCADA system to make it more comprehensive. Look for new methods to reduce plant operation electrical/chemical/process costs	Coordinate with Administration to build a radio tower with the necessary height and frequency to improve SCADA footprint. Look at new chemicals/bacteria to improve plant efficiencies
Identify new revenue sources	Develop new programs/policies to generate revenue.	Establish new private lift station program, FROG program, hydrant meter policy, etc. Sell alternative water to adjacent municipalities. Virtual reuse



Challenge	Description	Options for Overcoming Each Challenge
Funding Sources	Present state of the economy	Lower interest loans Private contributions Possibility of issuing bonds
Discontinue discharge to ocean outfall	We will no longer be able to discharge wastewater to the ocean outfall by 2025	Regionalize reuse/recharge. Construct deep well/reuse/recharge
Cut back on our Consumptive Use Permit Need to final alternative water supply	Our Consumptive Use Permit will be reduced by 1.2 MGD in September 2010	Need to find new alternative water supplies
Unfunded mandates	Legislative mandates come up sporadically without adequate time to properly budget for additional expenses	Hire staff to be on top of legislative initiatives. Come up with a budget line item to appropriate some money for possible unfunded mandates
Replacing aging infrastructure	The utility currently has several miles of 2” galvanized water mains that need to be replaced. The utility also has multiple lift stations that are in dire need of rehabilitation.	Develop and fund replacement and rehabilitation programs
Labor relations	Labor relations due to overtime, shift schedules, etc. to meet growing regulatory and monitoring demands	Coordinate with Administration to get adequate staffing. Expand SCADA to help with shift coverage requirements
Future Growth	Ensure that the Town has the necessary future growth to pay off the debt service associated with new water treatment/reclamation facility	Work with Planning & Zoning and Economic Development to highlight ways the utility can be flexible with their fees to reduce developer’s capital costs



E. PRODUCTS AND SERVICES

The Utilities Department provides services to Town of Davie residents and businesses within the geographical boundaries of our service area (see Appendices for Service Area Map and current Rate Structure).

Water Distribution/Water Plant Operation – Licensed, certified operators maintain and operate the water plant continually monitor the water pressure and perform chemical analysis of the water that is being sent out to our customers for consumption.

Wastewater Collection/Wastewater Plant Operation – Licensed, certified operators maintain and operate the wastewater plant

Lift Station Operation and Maintenance – Licensed operators monitor the lift stations, perform daily preventative maintenance of the pumps and general appearance of the stations, and perform repairs and rehabilitation of the stations. The Town currently owns and maintains 56 stations throughout our service area.

Water Distribution Line Maintenance – Licensed operators perform maintenance and repair of water distribution lines as well as customers service lines throughout our service area. They are also responsible for meter installation and maintenance of valves and services.

Wastewater Collection and Transmission Line Maintenance – Licensed operators perform maintenance and repair of wastewater mains and services throughout the Town's service area.

Field Customer Service – Field personnel are responsible for the daily interaction with customers in the field which could involve explaining how to read a meter, showing a customer how their meter registers a leak on their property or informing the customer of the Department's policies. They connect new services, disconnect services for non-payment, assess problems with meters and perform usage audits when consumption shows to be abnormal. They are also responsible for installing and changing meters and performing minor repairs to service lines.



F. MANAGEMENT AND ORGANIZATIONAL STRUCTURE

Utilities Director – Don Bayler was hired as the new Director in July 2012. Mr. Bayler amassed extensive experience (42+ years) in all aspects of municipal utility operations while working for the cities of Sunrise, Plantation, Hollywood and Pompano Beach. Mr. Bayler has a BS degree in Environmental Engineering technology from Florida International University and is an “A” licensed Water Treatment Plant Operator.

Assistant Utilities Director – Renuka M. Bajnath was hired as the Compliance and Efficiency Manager in November 2013 and was promoted to Assistant Director in July 2015. Ms. Bajnath has over 15 years of experience in potable and non-potable water quality and treatment, working previously for the cities of North Miami Beach and Pompano Beach. She holds a dual Masters Degree in Environmental Science and Business Administration, and a Class “A” Water Treatment Operator license.

Compliance and Efficiency Manager – Supervisory position managing compliance programs for the Utilities Department. Duties include compliance evaluation and assessment activities in support of department permits and programs involving all aspects of the Utilities Department. This position is currently vacant.

Project/Field Operations Manager – Supervisory position in the management of construction and engineering projects within the Utilities Department. Responsibilities include planning, assigning, reviewing and monitoring the work of architectural and engineering consultants and contractors. This position is currently vacant.

Superintendent of Field Operations - William Peele is the Superintendent of Field Operations and has been with the Town of Davie since 1981. Mr. Peele holds licenses in Water Treatment Plant Operation, Wastewater Treatment Plant Operations, Water Distribution and Wastewater Collection. Mr. Peele has been involved with utility work for years coming to the Town when it acquired Davie Utilities, Inc.

Administrative Aide - Heidi Klemm is an Administrative Aide and has been with the Town for 27+ years. She meets with developers and homeowners in order to prepare Water and Sewer Service Agreements for new construction projects and collect fees related to same. She acts as the department’s insurance representative, answers employee questions regarding policies and procedures and deals with customer inquiries and complaints. She assists in the yearly budget process, prepares resolutions and ordinances for submission to the Town Council, and deals with county and state agencies on license renewals and permits for the water and wastewater plant operations.



Administrative Secretary – Duties include greeting visitors/vendors, accounts payable, payroll processing and customer complaints.

Utilities Maintenance Supervisors – Two (2) positions - Plans, organizes and directs a comprehensive maintenance, repair and installation program on the lift stations, treatment plants, water and sewer lines and general facilities. Responsible for assigning specific tasks and ensuring proper completion of work.

Chief Operator – Two (2) positions - There are two Chief Operators, one for water and one for wastewater. Chief Operators oversee all aspects of their respective treatment plants. Chief Operators are responsible for all operation and maintenance conducted between the four (4) treatment plants. Chiefs are in charge of all treatment personnel along with coordinating all activity with outside contractors, repair crews, and various suppliers and vendors. They are the principal liaison with regulatory personnel. They review budgets and develop longer range Capital improvement plans for their plants.

Lead Operator – Two (2) positions – Responsible for technical and supervisory work involving the daily operation of the water and wastewater plant operations and laboratory. Coordinates and supervises work activities of treatment plant personnel.

Plant Operator I, II and Trainee – Twenty-four (24) positions – Duties include operation of water and/or sewer treatment plant. Responsible for performing plant operation and maintenance duties consistent with standard operating practices in order to meet state and federal standards and rules to protect the public health and environment.

Utilities Maintenance Mechanics – Two (2) positions - Duties include skilled electrical and technical work in the maintenance and repair of mechanical and electromechanical machinery and equipment in the water and wastewater treatment plants, lift stations and Utilities Department facilities.

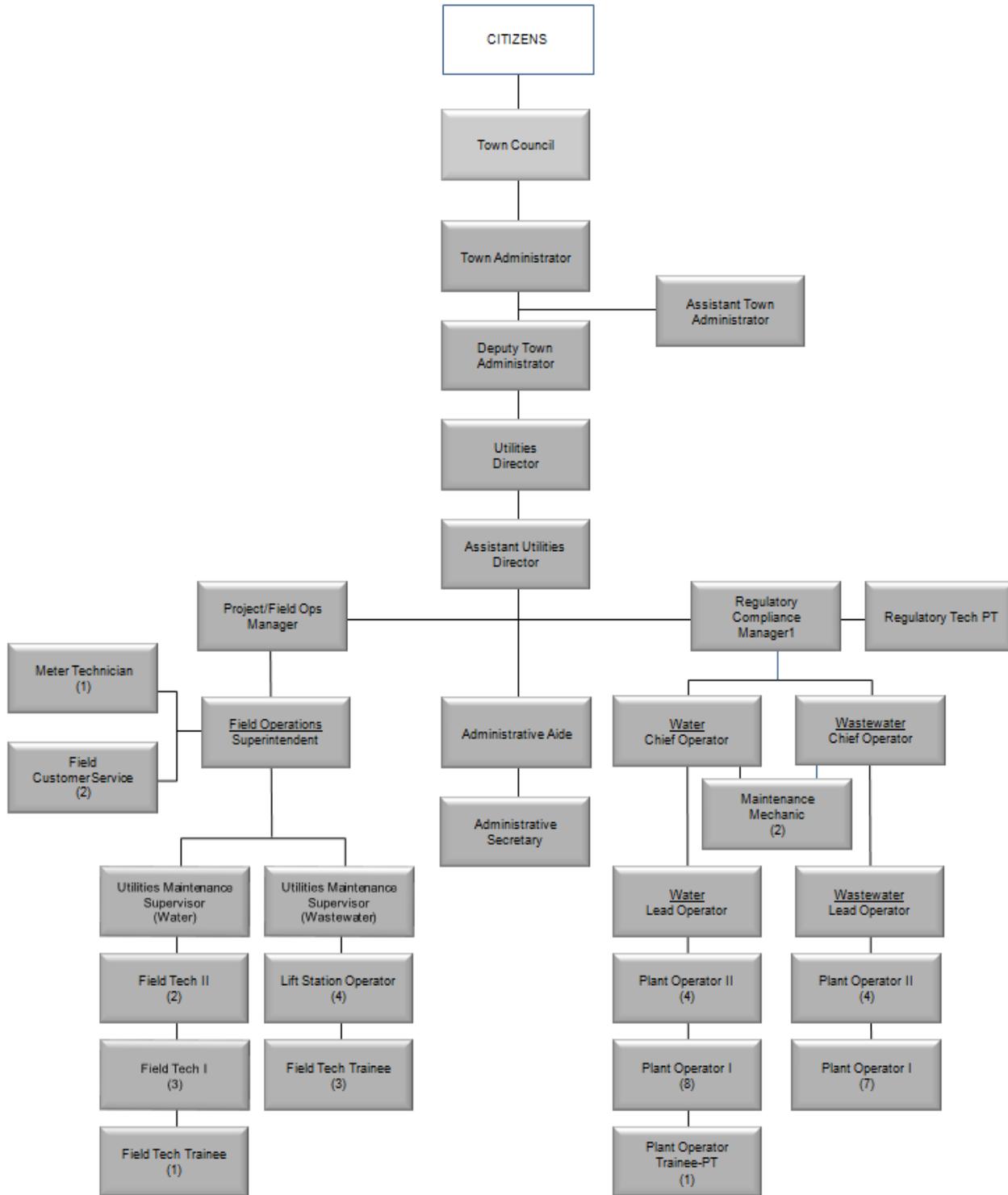
Lift Station Operator – Four (4) positions – Duties include monitoring and maintaining lift station equipment and mechanical and electrical machinery. Responsible for function and appearance of lift stations.

Field Customer Service – Two (2) positions – Duties include reading, connecting/disconnecting water services, meter service maintenance, interaction with customers regarding water and sewer billing, collecting accounts in arrears and performing field repairs to water and sewer mains.

Utilities Field Technician I, II and Trainee – Nine (9) positions – Duties include installation, maintenance and repair of the Town's water distribution and wastewater collection systems.



MANAGEMENT AND ORGANIZATIONAL STRUCTURE





G. PERSONNEL

The Utilities Department currently employs fifty-four (54) full time employees and one (1) part-time employee. The Utilities Director is the Department head. The Utilities Director reviews the goals and objectives of the Department and ensures that projects are completed. The Assistant Utilities Director acts as the second in command to the Utilities Director and oversees plant operations. The Administrative Aide manages the daily operations of the office. There is a Superintendent of Operations position that manages the field operations on a daily basis.

All field and plant positions as well as the Administrative Secretary position within the department are governed by the Collective Bargaining Agreement of the Fraternal Order of Police, Inc. union.

The Department hires both unskilled and semi-skilled labor to be trained in-house and through educational courses and licensing in their respective fields. New field hires are generally paired with a licensed technician to facilitate the training process. Due to operational requirements at our plants, new hires in a Trainee status are required to work under a licensed Operator for a specified period of time. Our goal is to have all field and plant personnel licensed by the state in either field or plant operations.

Employees enter the department with the title of Trainee unless they have already been licensed by the state in which case they would have a title of Operator I or Operator II depending on their license level. The field employees advance to the levels of Field Tech I or Field Tech II depending on license level. The Department prefers to promote within as a means of advancement for the field personnel to become licensed Water or Wastewater Plant Operators through our in-house trainee program.

The Department also utilizes outside contractors for jobs outside the capacity of our crews or if specialized equipment or training is required.



H. BUDGET AND FINANCIAL PLAN

FINANCIAL DATA

	2014 Adopted Budget	2014 Actual Amount	2015 Adopted Budget	2015 Actual Amount	2016 Adopted Budget
Fund: 400 Water and Sewer Fund					
Expenditures					
PS - Personnel Services	\$4,636,734.00	\$4,259,863.57	\$4,771,649.00	\$4,065,341.10	\$5,052,660.00
OE - Operating Expenditures	\$7,824,819.00	\$9,142,337.15	\$8,137,079.00	\$6,531,565.04	\$8,640,863.00
CO - Capital Outlay	\$7,565,979.00	\$65,176.44	\$14,916,863.00	\$3,217,934.73	\$14,642,889.00
DS - Debt Service	\$3,439,245.00	\$415,961.43	\$2,357,993.00	\$646,369.91	\$2,529,825.00
OU - Other Uses	\$5,802,654.00	\$5,802,654.00	\$5,861,810.00	\$5,861,810.00	\$5,902,198.00
Fund Total: Water and Sewer Fund	(\$29,269,431.00)	(\$19,685,992.59)	(\$36,045,394.00)	(\$20,323,020.78)	(\$36,768,435.00)
Fund: 410 Water and Sewer Cap. Proj. Fund					
Expenditures					
OE - Operating Expenditures	\$111,194.00	\$2,476,988.00	\$40,590.00	\$40,587.02	\$39,203.00
CO - Capital Outlay	\$6,965,000.00	(\$1.44)	\$2,000,000.00	\$1,131,078.21	\$4,935,000.00
DS - Debt Service	\$6,768,504.00	\$1,378,526.70	\$6,921,289.00	\$6,127,273.21	\$6,921,039.00
Fund Total: Water and Sewer Cap. Proj. Fund	(\$13,844,698.00)	(\$3,855,513.26)	(\$8,961,879.00)	(\$7,298,938.44)	(\$11,895,242.00)
Expenditure Grand Totals:	\$43,114,129.00	\$23,541,505.85	\$45,007,273.00	\$27,621,959.22	\$48,663,677.00



II. DEPARTMENT GOALS, OBJECTIVES, STRATEGIC OUTCOMES AND KEY PERFORMANCE INDICATORS

Strategic Priorities

1. Commitment to Customer Satisfaction
2. Dedication to Excellence in Service Delivery
3. Respecting and Promoting Diverse and Sustainable Community and Neighborhood Values with consideration of our historic roots
4. Creating an Environment that is Conducive to Innovation, Creativity, and Collaboration
5. Nurturing the health, safety, and welfare of the community

Goal/Objectives:

1. Provide potable water, reuse effluent, wastewater effluent and biosolids that are in full compliance with regulatory requirements, consistent with public health needs and environmental sustainability.
2. Ensure operational resiliency and continuity of operations by anticipating and proactively addressing potential problems; assessing assets life cycle cost and condition against acceptable risk consistent with continually meeting customer demands.
3. Provide timely, responsive and professional customer service.
4. Establish a workforce that is competent, motivated, adaptive and safe working.
5. Ensure water resource availability consistent with current and future customer needs through long term supply and demand analysis, conservation and public education.

Strategic Outcomes:

- 1a Product quality that meets primary and secondary drinking water standards, State reuse standards, National Pollutant Discharge Elimination System standards, and State biosolids standards. **SP 1 & 5**
- 1b Product service delivery that is dependable including system pressure, fire suppression, reuse availability and limited service interruptions. **SP 2 & 5**
- 2a Reduce downtime and improve service reliability by actively managing inventory, preventative maintenance, asset R & R, plant, distribution and collection system integrity and development W/ S GIS asset database. **SP 1, 2 & 5**
- 3a Reduce the number of customer complaints due to product quality, delivery, erroneous and or late billing.
SP 1, 2 & 3
- 4a Reduce employee turnover by promoting certifications and providing industry and safety awareness training opportunities to enhance critical skills and reduce on job injuries. **SP 4**
- 5a Reduce dependence on fresh water supplies by promoting reuse and conservation; and exploring of other alternative water options. **SP 5**



Key Performance Indicators				
	FY15		FY16	FY16
	Goal	Actual	Goal	Actual
1a) % compliance with Primary DW standards	100 %	100%	100%	
1a) % compliance with Secondary DW standards	100 %	84%	100%	
1a) % compliance with Reuse Water standards	100 %	100%	100%	
1a) % compliance with WW standards	100 %	100%	100%	
1a) % compliance with Biosolids standards	100 %	99%	100%	
1a) % of terminal hydrants flushed	100 %	95%	100%	
1a) # backflow devices tested	1400	1638	1400	
1b) % system pressure above 60 psi	100 %	100%	100%	
1b) # of water main breaks (DW)	≤ 10	5	≤ 10	
1b) # of sewer overflow / breakage	≤ 5	0	≤ 5	
1b) % of reuse availability	99%	95%	95%	
2a) % of relined sewer mains	10%	0%	10%	
2a) % of I & I performed system wide	10%	40%	10%	
2a) % of water mains replaced	10%	<1%	10%	
2a) % of water / sewer assets mapped on GIS	75%	45%	75%	
2a) # of terminal DW lines interconnected (Dead End Elimination)	4	0	4	
3a) % of customer complaints due to product quality (DW)	≤10 %	1.25%	≤10%	
3a) % of AMR failures	≤10 %	10%	≤10%	
3a) % AMR meter readings within 30 days	100 %	100%	100%	
4a) % of W/WW operators certified / licensed	95%	86%	95%	
4a) % of DS/CS operators certified / licensed	95%	80%	95%	
4a) # of CEU training opportunities provided / available	4	4	4	
4a) # of safety awareness training provided	3	2	3	
5a) % of Unaccounted Treatment Losses (DW)	≤10	12%	≤10%	



	%			
5a) # of Educational Water Resource /Conservation/ Reuse Events	3	4	3	
	* Not Applicable/Not Available			

III. OPERATIONAL PLAN

The work performed in our department is multi-faceted. Field work consists of routine tasks (turn-on/turn-off, usage audits, meeting with customers, changing meters, valve maintenance) as well as preventative maintenance and emergency repairs. Crews are assigned as priorities dictate due to problems encountered after a job has been started and/or emergency situations (i.e., line breaks, sewer stoppages). The field work is handled primarily by our in-house crews, although larger jobs that require equipment or manpower beyond our ability will be contracted through a competitive bidding process.

Our Plant Operations also consist of routine tasks such as monitoring and feeding chemicals, taking samples, and preventative maintenance.

Production

We operate two water plants, one wastewater treatment plant and one reclaimed water facility. Water is withdrawn from on-site wells and treated with chemicals to meet state standards prior to distribution to customers. Wastewater is collected and treated at the plant before it is disposed of through a reuse/ocean outfall line in an agreement with the City of Hollywood. More than half of our treated wastewater is used by the City of Hollywood in the irrigation of golf courses. Our reclaimed water facility provides water for irrigation to Nova Southeastern University's Campus as well as the Grande Oaks Golf Course. The cost of treatment for both water and wastewater is continuously increasing and the standards we are required to meet on both a state and federal level continue to make it more difficult to maintain rates.

Legal Environment

It is imperative that the Utilities Department coordinate and vet essential document preparation and other operational functions with the Town Attorney. A list of the documents and functions are shown below:

- Preparation of easement document language. It is extremely important that existing and proposed utility lines are located within an easement and that the easement itself is recorded in the Official Record Book (ORB) of Broward County. The preparation of the easement document language needs to be prepared, or, at a minimum, reviewed by the Town Attorney.



- The Utilities Department is constantly in need of executing water/wastewater/reuse water agreements. These agreements are often times negotiated and need to be vetted by the Town Attorney to ensure that the Town is legally protected.
- The Utility Department needs assistance from the Town Attorney to ensure compliance with Town Council adopted policies and ordinances.
- There are several regional projects/issues that directly affect the Utilities Department. Often times, these projects have serious commitments and lagging returns on investment. These projects/issues need to be explored due to the legal and political sensitivity of the water and wastewater industry in Southeast Florida. Some examples include “virtual reuse”, C-51 Reservoir, Ocean Outfall Elimination, etc.
- In severe cases, the Department needs assistance from the Town Attorney to enforce existing regulatory mandates. Some of these cases result in the termination of water service so it is beneficial for the Town to make sure that the existing mandates have been reviewed and approved by the Town Attorney.

Personnel

Our department is committed to providing excellent customer service. Our field, plant, billing and operations employees understand the value of making the customer feel that their needs are being addressed even if we cannot give them what they want. One of the major difficulties over the past few years has been addressing our rate increases and explaining the need for these increases as well as the history behind our struggles with low rates for a prolonged period of time.

The administrative office is staffed by six (6) full-time employees; this office deals mostly with new construction, legal issues, state requirements and regulations, budgetary matters and personnel matters. Because of the rate increases, however, much time is being spent addressing customer complaints of high billing, leaks, etc. The billing (customer service) section is staffed by four (4) full-time employees who have the most interaction with customers on a daily basis. Field crew is comprised of fifteen (15) employees that maintain water and wastewater lines as well as lift stations. Our department operates two water plants, one wastewater plant and one reclaimed water plant; this is accomplished by twenty-eight (28) full time water/wastewater operators and two (2) maintenance mechanics.

Our employees are near the median for the industry standard in rate of pay. We will need to restructure our pay scale in order to hire and retain qualified employees. We require our employees to obtain state licensure in their respective areas and offer educational reimbursement for the classes necessary to obtain these licenses. It has been, and continues to be, a challenge to hire trained personnel. The state licensure requirement for field employees is something that has



emerged in the past few years and the pool of qualified candidates is very limited. Plant operators often seek positions in other municipalities with a higher rate of pay. Most municipalities are now offering incentives such as a one time bonus for licensed plant operators upon employment as well as shift differential pay for plant operators

Inventory

A limited inventory is maintained on site. Pipes, fittings, motors and pumps are ordered on an as needed basis. We stock meters for replacement; however this inventory is minimal in that we are in the process of changing all existing meters/register to automated meters. We maintain no more than 100 meters in inventory at any given time.

We have a good relationship with all of our suppliers for both equipment and chemicals. The lead time for ordering is minimal which allows us to keep a low inventory on hand and still be able to provide the service to our customers.



IV APPENDICES

We are attaching copies of the following:

Consumer Confidence Report (CCR) – Yearly water quality report

Service Area Map

Water and Sewer Service Rates (effective 10/1/15)

V REFINING THE PLAN

The business plan presented above will be modified periodically. We will continue to stay abreast of regulatory guidelines and procedures that occur that would affect our operations.