

# TOWN OF DAVIE

## 2015 ANNUAL STRATEGIC PLAN REPORT



PURPOSE STATEMENT:

*To provide leadership and excellent, customer-driven services to our diverse community with integrity and respect.*



LIVE. WORK. LEARN. PLAY.

# 2015 STRATEGIC ANNUAL REPORT

## Town of Davie

The Town of Davie Strategic Planning Committee proudly presents the Annual Strategic Plan Report for Fiscal Year 2015. In 2012, the Town of Davie embarked upon a three-year strategic plan in an effort to build on what is already Broward County's premier community, which boasts an array of recreational open spaces, an overwhelming exposure to top rated educational facilities, and an increased emphasis on responsible economic development, all while maintaining the Town's autonomy of a rural community. The Town's Strategic Plan is the driving force in ensuring the preservation of our quality of life and the services that define the Town of Davie, while striving for long-term financial, economic and environmental viability.

The strategic planning process, as guided by the Town Council, has identified the key goals and priorities of the Town with outcomes to be achieved over a period of time. The strategic plan is a three-year plan that is reviewed annually, with an emphasis on modifications according to organizational, operational and stakeholder needs. This plan allows the Town to measure and track progress over time in order to present a detailed report to Town Council, the Public and Employees.

Since 2008, the Town has operated on "maintenance mode," essentially using stopgaps to provide, at the very least, the core services to the members of our community. With economic uncertainty, the Town strategically aligned its finances in order to invest in Town services, infrastructure and neighborhoods, all critical to a viable and strong community. With the leadership of our Town Council, a working relationship and a sense of unity have been forged within the community, enabling tough but necessary fiscal and operating choices to be implemented to ensure the Town is on the right path.

Given the history of economic volatility, we are void of throwing caution to the wind. The Town has reached a juncture where there is a need to refocus on the basic services, invest in human capital, inclusive of police and fire personnel, capital programs, and funding neighborhood enhancement initiatives. This is especially paramount as we continue to see a steady increase in population; since last year our population has increased by 1,409 residents or 1.48%, bringing the population total to 96,908 with 707 currently budgeted employees. Considering the Town's population for Fiscal Year 2008 was 84,057 and 745 employees.

### **Strategic Priorities Update:**

**Fiscal Stability** – For Fiscal Year 2015, the Town of Davie was awarded the Government Finance Officers Association Distinguished Budget Presentation Award for the third consecutive year. This award recognizes the Town's budgeting practices and budget documents. Also, the Town has been awarded the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for our Fiscal Year 2014 Comprehensive Annual Financial Report (CAFR). The GFOA CAFR program was established to encourage and assist state and local governments to go beyond the minimum requirements of generally accepted accounting principles to prepare comprehensive annual financial reports that evidence the spirit of transparency and full disclosure and then to recognize individual governments that succeed in achieving that goal.

## 2015 STRATEGIC ANNUAL REPORT

# Town of Davie

The Town of Davie was again aggressive during the 2014 State legislative session. The Town opposed legislation that would negatively impact the Communications Services Tax (CST), \$3.75 million revenue source budgeted for the Town's General Fund in Fiscal Year 2015. The Town also opposed legislation implementing restrictions on Davie's ability to levy local business taxes, an \$895,000 revenue source budgeted for the Town's General Fund in Fiscal Year 2015.

**Responsible Economic Growth** – For FY 2015, the Town saw its tax base grow over \$140 million dollars. From a residential perspective, nearly 800 units were completed throughout the Town, resulting in population growth exceeding 1,900 residents. The majority of these units were apartment projects (Signature at Davie and Elan at College Crossings) along the Davie Road corridor. In the past year, the Town welcomed new or expanded businesses to Davie, including Rick Case Volkswagen, Hobby Lobby, Panera Bread and Nexus Shooting Range. The Rick Case Volkswagen dealership, which opened in November 2013 stands eight stories in height and has over 328,000 square feet of space, making it the largest Volkswagen dealership in the world. In addition, Restaurant Depot opened its new and expanded location on Davie Road and Industrial Development Industries (IDI) completed its first industrial building (120,000 square feet) of a project that will eventually exceed 1.3 million industrial square feet, also on Davie Road. Cumulatively, over 500,000 square feet of new commercial and industrial space was built Town-wide in 2013 and added to Fiscal Year 2015 tax roll.

**Infrastructure Development** – The Fiscal Year 2015 CIP budget included 45 projects totaling \$8.5 million. These projects are funded from 11 different funding sources. Annually, General Fund Reserves has been utilized towards unfunded projects since no recurring revenue source exists for the Capital Program. In Fiscal Year 2015, these reserves contributed \$990,000 towards 15 projects. The Town also utilized \$1.1 million of General Fund Operating Transfers to fund capital projects. This transfer is of significant note as recurring revenues are being utilized to fund capital projects. This recurring revenue is not specifically allocated annually to capital projects and its availability could vary every budget year. Therefore, the Town still needs to secure a long-term recurring funding source for its unfunded capital projects.

Over the next 5 years, roadway improvements will be a central focus of the CIP. These improvements revolve around the Davie Road corridor and include efforts to enhance traffic capacity, beautification and improvement of multi-modal capabilities. In Fiscal Year 2015, the Town will begin widening Davie Road from 4 to 6 lanes (from Nova Drive to State Road 84), including a landscaped median, bike lanes and wider sidewalks. In addition, this project will include accessibility improvements to the Reese Road intersection. The Town will also be designing a traffic capacity enhancement project for Nova Drive. The Town will be widening Nova Drive to 4 lanes between Davie Road and College Avenue with a designated turn lane added for the remainder of the roadway to University Drive. For the segment of Davie Road from Nova Drive to SW 39 Street, the Town will be designing its Transportation Alternatives project, which will include a landscaped median, bike lanes and wider sidewalks. This project is programmed to be constructed in Fiscal Year 2016. Finally, the Town anticipates completing a design for the new Downtown Davie cross-section that will establish a unique presence for the area. This is a CRA-funded project which will include medians, landscape enhancements, and gateway entry features.

## 2015 STRATEGIC ANNUAL REPORT

# Town of Davie

The Fiscal Year 2015 Operating Budget included a significant investment in staff, operation and capital needs. The budget was prepared using “cautious optimism,” meaning the Town was judicious in its efforts to ensure resources are aligned to meet the staffing and operational initiatives implemented, with fiscal forecasting that, at the very least, some semblance of economic growth will continue in Fiscal Year 2016. The Town’s financial plan takes into consideration fiscal demands and constraints will increase in the future, requiring the Town to assess and develop operational models to ensure resources are adequate to meet our community needs while preserving what makes Davie unique and great. However, should a negative economic shift occur, the Town is positioned to absorb the change in the short term without impacting services.



## MEET YOUR TOWN COUNCIL

# Town of Davie

The Town of Davie is a Council/Administrator form of government and is considered a Municipal Corporation under Florida law. There are five Council members; one elected mayor designated as the at-large representative and four members who represent single member districts. Each member serves a three year term of office and the Vice Mayor is appointed among the Council.

### DAVIE'S GOVERNING BODY

Mayor	Judy Paul (Townwide)
Vice Mayor	Susan Starkey (District 3)
Councilmember	Bryan Caletka (District 1)
Councilmember	Caryl Hattan (District 2)
Councilmember	Marlon Luis (District 4)



# YOUR TOWN COUNCIL AT WORK



# MEET YOUR STRATEGIC PLANNING COMMITTEE MEMBERS

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. For this purpose the Strategic Planning Committee was formed.

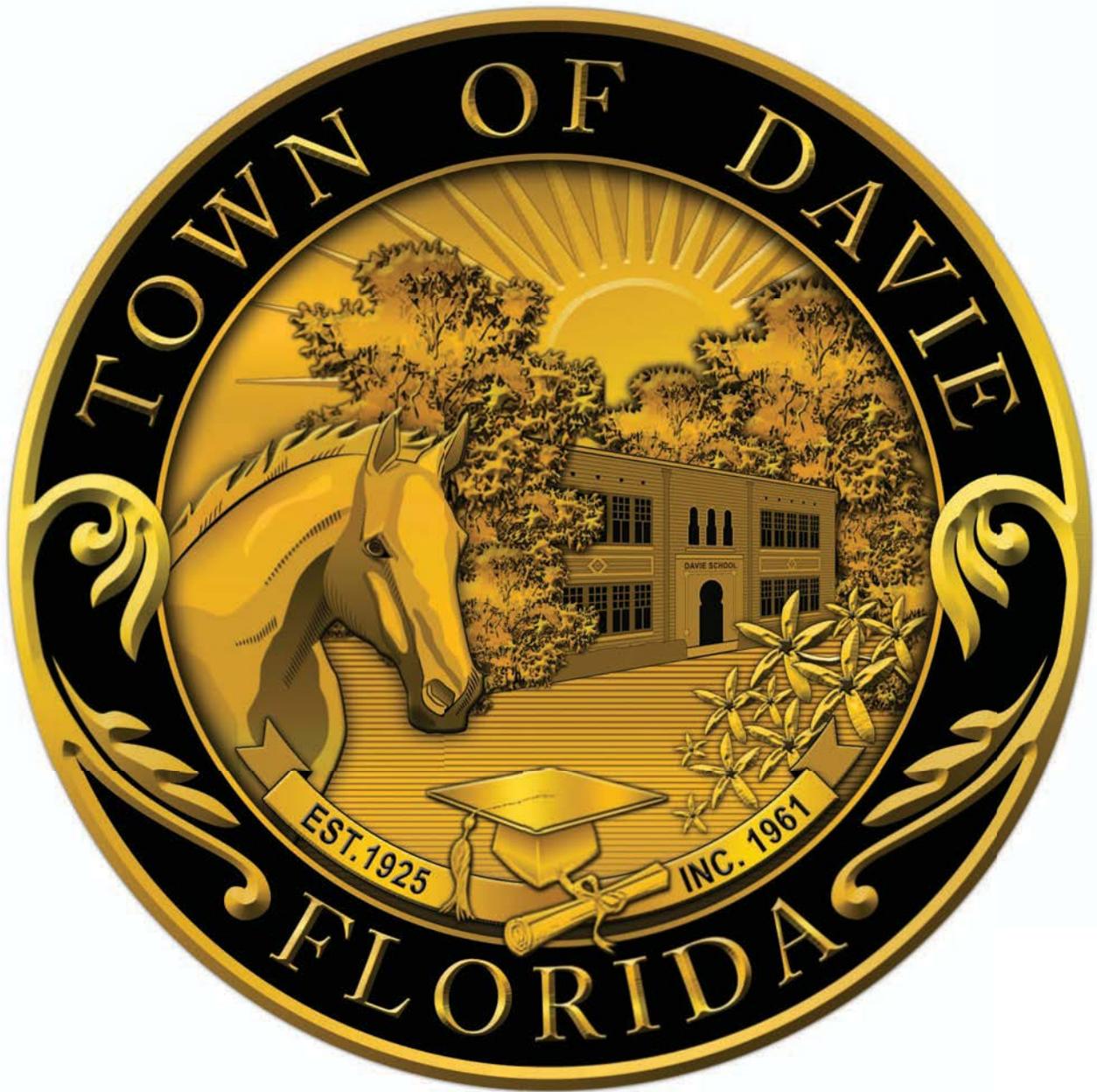
## STRATEGIC PLANNING COMMITTEE MEMBERS

Alba Boada  
Angela Madias  
Arlyn L. Millares  
Barbara Cabrera  
David Abramson  
Gillian Esquenazi  
Heidi Klemm

Jeffrey Pohlman  
Julie Downey  
Kettly Calixte  
Mike Scott  
Phillip Holste  
Scott Douglas  
Tamecka Mckay



DEPARTMENT ANNUAL REPORT  
AND  
KEY PERFORMANCE INDICATORS



# DEPARTMENT ANNUAL REPORT AND KEY PERFORMANCE INDICATORS

## Budget and Finance Department

### **Narrative:**

The Budget and Finance Department (Finance) 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 that the Town's assets are protected from loss or misuse, and ensures that the Town's financial reporting is accurate and fairly states the financial position of the Town.

### **Featured Accomplishment:**

For the fourth consecutive year, the Town was awarded the Government Finance Officers Association's (GFOA) Distinguished Budget Award for the FY 2015 Operating Budget. In addition, the Town issued the FY 2014 Comprehensive Annual Financial Report (CAFR) and received a Certificate of Achievement for Excellence in Financial Reporting for the second consecutive year. The Finance Department will continue to work on improving the budget and CAFR documents during FY 2016.

Due to lower interest rates, we refunded the 2006 Open Space and 2006 Fire General Obligation Bonds. The estimated total savings for each refunding was approximately \$2 million (total of nearly \$4 million). It is worth noting that 100% of these savings were passed along directly to the taxpaying property owners of the Town of Davie through a reduction in voted debt service millage.

Through a planned Capital Improvement Plan project the department's offices at Town Hall were completely remodeled during FY 2015. The redesign allocates more lobby space to our utility customers and provides a professional office environment for department staff.

The Department continues to work diligently to improve its finance and reporting functions, and to train/assist other Departments related to the finance related functions, such as payroll, purchasing, budget, etc.



### **Major Accomplishments:**

- ❖ Refunded General Obligation Bonds that resulted in nearly \$4 million of savings to the taxpaying property owners of the Town of Davie.
- ❖ Department office space completely redesigned and remodeled to improve lobby area for utility customers and also all for staff members.
- ❖ Continue to train Town employees in various Budget & Finance functions.

# DEPARTMENT ANNUAL REPORT AND KEY PERFORMANCE INDICATORS

## Budget and Finance Department

<b>Key Performance Indicators</b>			
	FY 2015		FY2016
	Goal	Actual	Goal
1) Maintain or improve the Town's current bond ratings	Yes	Yes	Yes
2) Maintain General Fund Reserves at 25% of Budgeted Expenditures- per Approved Council Resolution	Yes	Yes	Yes
3) Maintain current certification/state licenses and professional memberships	Yes	Yes	Yes
4) Public Budget Presentations	5	10	5
5) Adopt Annual Budget in compliance with all TRIM requirements	100%	100%	100%
6) Produce Monthly Financial Statements	12	12	12
7) Number of Budget Transfer Requests – Under \$5,000	20	80	20
8) Number of Budget Transfer/Amendment Requests – Over \$5,000	60	82	60
9) Council ratifying 99% of Bid Selection Committee recommendations	99%	99%	99%
10) Employees are educated on annual basis on the Procurement Process (Formal or Informal)	Yes	Yes	Yes
11) Percentage of Payroll corrections due to Payroll errors	<2%	<1%	<2%
12) Timekeepers are educated on annual basis on the Payroll process (Formal or Informal)	Yes	Yes	Yes
13) Number of adjustments made to customers accounts due to billing errors	160	40	70
14) Reduction in copy paper consumption	*	*	Yes

# DEPARTMENT ANNUAL REPORT AND KEY PERFORMANCE INDICATORS

## Building Division

### Narrative:

The Building Division's function, under the supervision of the Administration Department, is to ensure that construction performed within the Town of Davie conforms to the Florida Building Code and other applicable codes. The Division provides customer service assistance to both Property owners and Contractors. The Building Division provides services that include; permit processing, plans review, inspections, and issuance of various types of certificates of completion. We also perform the investigation and prosecution of unsafe and unpermitted construction. Our process is designed to ensure safe, code compliant construction that will enhance the livability and safety of our community. To meet the aforementioned objectives, we strive for the safe, efficient and effective

### Featured Accomplishment:

The Building Division was instrumental in providing permit processing, plan review, and inspections to see several large projects through to fruition.



### Major Accomplishments:

The following are a few of the projects:

- ❖ Signature at Davie phase II.
- ❖ Terra Bella by Kennedy Homes.
- ❖ Value Place Hotel
- ❖ Center for Collaborative Research at NSU.
- ❖ Expansion at Tower Shops.
- ❖ Palm Ranch Apartments
- ❖ Whole Foods
- ❖ Penske Automotive Groups new Porsche Dealership
- ❖ Rick Case Alfa Romeo and Maserati dealerships
- ❖ IDI Warehouses
- ❖ Bridge Point Warehouse
- ❖ Westside Regional free standing Emergency Clinic
- ❖ Florida Medical free standing Emergency Clinic

# DEPARTMENT ANNUAL REPORT AND KEY PERFORMANCE INDICATORS

## Building Division

<b>Key Performance Indicators</b>			
	FY 2015		FY 2016
	Goal	Actual	Goal
1) Percentage of inspections that were completed within 24 hrs	100%	100%	100%
2) Percentage of plan review completed by due date	100%	90%	100%
3) Percentage of on-line inspection scheduling	100%	25%	50%
4) Percentage of electronic plans reviews	100%	10%	30%
* Not Applicable/Not Available			

## Community Services Division

### Narrative:

The Community Services Division (CSD) manages the Town's federal and state housing grant programs, federal and state community development grant programs, and Neighborhood Service Center. Through the Neighborhood Service Center, the CSD functions as an information hub for residents in need of access to local social service agencies. The CSD works to improve the quality of life for all Davie residents. The CSD creates and administers housing programs designed to upgrade the existing housing stock. In addition, the CSD administers the Town's community development programs which are designed to provide both direct and indirect services that improve the quality of life for Davie's residents. Federal and State housing grants enable the CSD to provide a direct benefit to residents in need of housing modifications, such as home hardening and handicap accessibility. Community development grants additionally enable the CSD to undertake needed capital improvements, such as upgrades to public facilities, parks, roads, and lighting within targeted areas. The CSD engages the public to create local programs that facilitate fair and systematic usage of all funds.

### Featured Accomplishment:

- Expended \$133,182 in the Community Development Block Grant (CDBG) Target Improvement funds to capital address projects within the Town's Community Development Block Grant Target Areas. The capital projects included the completion of the Rick and Rita Case Boys & Girls Club gymnasium and roadway improvements in the Orange Park Target Area.
- Completion of the Town's 5-Year Consolidated Plan for Federal Grant Funds.



### Major Accomplishments:

- ❖ Closeout of the Town's Neighborhood Stabilization Programs. \$3.4 million in grant funds expended, \$1.1 million in additional grant funds generated and 33 foreclosed units acquired and rehabilitated.
- ❖ Closeout of the Town's Supplemental Disaster Recovery Programs. \$2.5 million in grants expended and 271 Davie housing units mitigated/rehabilitated.

# DEPARTMENT ANNUAL REPORT AND KEY PERFORMANCE INDICATORS

## Community Services Division

<b>Key Performance Indicators</b>			
	FY 2015		FY 2016
	Goal	Actual	Goal
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			

# DEPARTMENT ANNUAL REPORT AND KEY PERFORMANCE INDICATORS

## Community Redevelopment Agency

### Narrative:

The mission of the Davie Community Redevelopment Agency (CRA) is to 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. The Davie Community Redevelopment Program carries out the purposes of the Community Redevelopment Act of 1969 (FS Chapter 163 Part III) and follows all policies, processes and procedures to ensure compliance with Chapter 163, Part III; Chapter 163.356; Chapter 613.360 & 163.362; 163.370; 163.385 and 163.387. The CRA will continue to comply with all appropriate statutory requirements of Chapter 163 Part III. The Davie CRA is funded by tax increment financing. Tax increment funds are based on the increased ad valorem property tax values for the current year as compared to the values of the base year. Funds are received from Broward County, Town of Davie, Central Broward Water Control District, South Broward Hospital District, and the North Broward Hospital District and the Children's Services Council of Broward County.

### Featured Accomplishment:

To date, twelve (12) Commercial Property grants were approved including nine (9) commercial properties and three (3) residential properties. The total amount of grants thus far is \$925,906.88 which has leveraged \$6,993,346.50 in improvements to property.

The construction for the SW 41<sup>st</sup> Street parking lot was completed. Construction of this 43 space parking lot with an additional 9 spaces on SW 41<sup>st</sup> Street has been completed.

Sewer laterals were installed for the properties on SW 41<sup>st</sup> Place which were not connected to the sewer system. The CRA paid all of the costs for abandoning the septic systems and paying their impact fees.



### Major Accomplishments:

- ❖ Ten meetings were held with prospective entrepreneurs.
- ❖ Twelve Commercial Property Improvement Grants were approved.
- ❖ The design for west side drainage has been completed.
- ❖ Construction of the parking lot adjacent to 41<sup>st</sup> Street was completed.
- ❖ Eleven properties along SW 41<sup>st</sup> Place were connected to the sanitary sewer system.
- ❖ The CRA paid all costs associated with removing the septic systems and paying impact fees for the new connections.
- ❖ Construction of nine parking spaces at Eastside Community Hall was completed.
- ❖ New restrooms were added to the rodeo arena to draw more events and spectators to the Downtown Davie area.

DEPARTMENT ANNUAL REPORT AND KEY PERFORMANCE INDICATORS

Community Redevelopment Agency

<b>Key Performance Indicators</b>			
	FY 2015		FY 2016
	Goal	Actual	Goal
1a) Number of meetings with prospective business development entrepreneurs	7	10	9
1b) Number of commercial improvements made to properties through utilization of Commercial Property Improvement Program Grants	3	1	5
1b) Number of residential developments improved through utilization of Commercial Property Improvement Program Grants	1	1	2
1b) Number of Commercial Loan Subsidy Grants issued	1	0	1
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) Percentage of plan completion for improvements to Downtown Roadways	100%	50%	*
2a) Complete west side drainage improvements construction- Plans completed in 2015 and then construction in 2016	75%	90%	75%
3a) Complete bid documents for east side drainage, water main and sanitary sewer construction. Plans completed in 2015 and the construction in 2016	100%	100%	100%
* Not Applicable/Not Available			

# DEPARTMENT ANNUAL REPORT AND KEY PERFORMANCE INDICATORS

## Engineering Division

### Narrative:

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.

### Featured Accomplishment:

#### Revenues:

The Fiscal Year 2015 budgeted engineering revenues were projected to be \$1,076,939. The total revenue was \$1,576,620. The Division exceeded their projected revenue by 46% or \$499,681. The Division will utilize these funds to continue to design and construct Capital Improvement Projects which are highlighted under major accomplishments.

#### Davie Road – Nova Drive to SR 84:

The planning and design for this much needed capacity enhancement project within this transit oriented corridor has been completed and construction is currently underway. The design calls for the placement of an additional travel lane in each direction, bike lanes and a wider sidewalk which will provide multi-modal transportation alternatives which serve not only the Davie community as a whole but specifically target students who utilize Davie Road to access the educational facilities in the area.



### Major Accomplishments:

- ❖ Capital Projects  
Planning and Design of the following:
  - Davie Road from Nova Drive to SW 39<sup>th</sup> Street
  - Nova Drive from University Drive to Davie Road
  - Davie Road from SW 39 to Orange Drive
- ❖ Provided quality engineering services and technical support for the Town of Davie residents, businesses and Town departments in a timely and professional manner.
- ❖ Began to scan, digitize and create electronic copies of all engineering project files from 1996 to present day.

# DEPARTMENT ANNUAL REPORT AND KEY PERFORMANCE INDICATORS

## Engineering Division

<b>Key Performance Indicators</b>			
	FY 2015		FY 2016
	Goal	Actual	Goal
1a) % of resident's inquiries addressed within 2 business days	100%	99%	100%
2a) Manage and construct one Engineering CIP project per year	2	1	1
1a) Percent of plan reviews completed within 10 working days	100%	85%	100%
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%
	* Not Applicable/Not Available		

# DEPARTMENT ANNUAL REPORT AND KEY PERFORMANCE INDICATORS

## Fire Rescue Department

### Narrative:

The 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 accomplish this through our highly trained professionals and state of the art equipment with our citizens' safety being our number one priority.

We are determined to continually demonstrate our core values, not only to the Town of Davie, but throughout Broward County serving as a valuable resource to our surrounding communities. The Davie Fire-Rescue Department continually works hard to establish a long history of operating as an organization that is committed to professionalism. We hold quality customer service as our highest responsibility and continuously strive to set the standard as a strategically managed organization to become an industry leader in public safety service delivery.

### Featured Accomplishment:

Severe Bleeding kits were placed in all Town owned AED cabinets and brackets and the kits were featured in an article in the March edition of EMS World magazine. In addition, individual Police Officer severe bleeding kits were developed with the Police Department and a train the trainer session was conducted with the Davie PD training division. Davie Fire Rescue was invited to the White House to participate in the Department of Homeland Security new STOP THE BLEED



### Major Accomplishments:

- ❖ Coordinated the Town #SaferBy4 Initiative - The goal is to reduce childhood deaths from unsafe sleep and drowning. Training was conducted for all fire rescue and CERT personnel. Brochures have been distributed to businesses, hotels, clinics and all Town offices.
- ❖ Conducted Ebola preparedness training for usage of Personal Protective Equipment (PPE) for all fire rescue personnel in the event we have to treat Ebola patients.
- ❖ Conducted a functional Hurricane Exercise for the Town Emergency Management personnel
- ❖ Conducted a full scale multi-agency Mass Casualty Incident/Active Shooter Training at Nova Southeastern University for Fire Rescue and Law Enforcement Personnel.
- ❖ Received Several Grants; Assistance to Fire Grant (AFG) for new self contained breathing apparatus (SCBAs) for firefighter to wear into a smoke filled structure. SAFER Grant for funding for 12 new firefighters. Firehouse Subs (Fire Extinguisher Training System) Community Emergency Response Team (CERT) and Cadet Training and Equipment, and Medical Equipment from EMS grants.

# DEPARTMENT ANNUAL REPORT AND KEY PERFORMANCE INDICATORS

## Fire Rescue Department

<b>Key Performance Indicators</b>			
	FY 2015		FY 2016
	Goal	Actual	Goal
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 NIMS (IS 100) certification	100%	96%	100%
6b) Percent of TOD employees who received their NIMS (IS 700) certification	*	*	100%
6c) Percent of TOD employees who received CPR/AED training	100%	97%	100%
	* Not Applicable		



# DEPARTMENT ANNUAL REPORT AND KEY PERFORMANCE INDICATORS

## Human Resources Department

<b>Key Performance Indicators</b>			
	FY 2015		FY 2016
	Goal	Actual	Goal
1a) # of individuals hired positions processed	*	67	*
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%	61%	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	3	>5
5a) # of employee grievances filed	>5	8	>5
6a) # of medical claims only	>75	50	>75
6a) # of lost time claims	>13	2	>13
7a) % of paperless personnel files	100%	46%	100
* Not Applicable/Not Available			

# Information Technology Department

## Narrative:

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 IT to provide the necessary framework and secure infrastructure to support the Town's technology and telecommunications operational needs. 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.

## Featured Accomplishment:

In Fiscal Year 2015, the IT Department continued its "Going Green" initiative by expanding the use of its Digital Document Management System to other Town business units' thereby reducing paper and printing consumable use. This document management system also enhances business processes by organizing data as intelligent information that is easy to access, analyze and share. Optiview integrates with the Town's Enterprise Resource Planning system providing a centralized repository for sustained organizational knowledge, growth and information exchange. As more Town processes become digitized, the Town will save time and resources by allowing simultaneous document access and reduced supply costs associated with printing, filing and storing physical documents.



## Major Accomplishments

- ❖ Enterprise infrastructure planning initiative for additional resource expansion including server, network and storage equipment, addressing immediate and future organizational growth and reliability needs across major Town locations.
- ❖ Enterprise e-mail migration providing for the addition of high availability and redundancy at major Town locations.
- ❖ Office renovation for Town Hall campus buildings including network equipment and cable replacement increasing speed and response time.
- ❖ Conducted enterprise wide IT assessments to assist in establishing a road map for the Town's short and long term IT investment needs.

DEPARTMENT ANNUAL REPORT AND KEY PERFORMANCE INDICATORS

Information Technology Department

<b>Key Performance Indicators</b>			
	FY 2015		FY 2016
	Goal	Actual	Goal
1a) % Network availability (excluding planned downtime)	100%	95%	100%
2a) % of physical servers virtualized for energy conservation	90%	80%	90%
2b) % of Town converted to digital document management	75%	30%	75%
2c) % of Geo Database for water and sewer completed	15%	3%	15%
3a) Conduct end user security awareness training classes	2	0	2
3b) % Systems covered by anti-virus/anti-malware software	100%	99%	100%
3c) % Systems with current patch levels	100%	60%	100%
4a) # of industry specific seminars/training attended by tech staff	4	4	4
4b) # of department liaisons established for communication and continuity	6	7	6
5a) IT Staff to Employee ratio (Optimal=1:25)	1:50	1:85	1:50
5c) % of help desk availability during critical hours (8-5)	100%	99%	100%

# DEPARTMENT ANNUAL REPORT AND KEY PERFORMANCE INDICATORS

## Parks, Recreation and Cultural Arts Department

### Narrative:

The Parks, Recreation and Cultural Arts Department provides year round leisure programs and services in the areas of sports, recreation, community special events, cultural arts, fitness and aquatic programs. Many of these services are held at major recreation facilities including the Bergeron Rodeo Grounds and Arena, the Pine Island Park Aquatic/Fitness Center and Multipurpose Center, Eastside 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 Bergeron Rodeo Arena and Robbins Lodge as well as various park facilities such as picnic areas, shelters, 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.

### Featured Accomplishment:

The Department's Aquatic Division supported the Broward County SaferBy4 initiative by expanding its swimming lessons to include children between the ages of 6 months and two years old. For the entire year, 1,981 children received either swimming or water safety lessons with 93 children being four years old or younger. For the entire year, the Aquatic Division's attendance was 94,088, up nearly 4,000 from last year. The Sports Division saw a 50% increase in the number of 3-5 year olds who participated in the Town's Smart Start Sports programs. In soccer alone, smart start participation increased from 60 participants last year to 93 participants this year. In adult sports, both co-ed softball and kickball were added to the Town's overall sports programs. In addition, two new programs were offered to Davie residents. One was a youth chess program which included weekly classes and bi-monthly Saturday drop in play. The other program was the Ageless Grace chair exercise class which started with two participants and now has over 40 seniors "working out" twice a week.



### Major Accomplishments:

- ❖ The Aquatic Division had 94,088 units of participation this past year.
- ❖ Our Smart Start Sports participation increased by 50%.
- ❖ New programs were offered at the MPC.
- ❖ Park Rangers drove 105,000+ miles checking on parks and facilities.
- ❖ Department is now on Facebook.
- ❖ The Multipurpose Center had almost 90,000 people come through the front doors.
- ❖ 4,000 pre-registered participants receive weekly E-Blasts.

# DEPARTMENT ANNUAL REPORT AND KEY PERFORMANCE INDICATORS

## Parks, Recreation and Cultural Arts Department

### Key Performance Indicators

	FY 2015		FY 2016
	Goal	Actual	Goal
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 in FY 2015 will exceed 2014 Revenues	1.129M	1.076M	1.141M
6a) Annual rounds of golf will increase by a minimum of 2%	38K	35K	37K
7a) Recreation Units of participation will increase 5% or higher than last year	475k	546K	575k
	* Not Applicable/Not Available		

# DEPARTMENT ANNUAL REPORT AND KEY PERFORMANCE INDICATORS

## Planning and Zoning Division

### Narrative:

The Planning and Zoning Division provides information and advice concerning land use planning and development to a complex array of individuals and entities, including the public, 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, including landscaping and tree preservation. Comprehensive planning includes preparation of the 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 conceptual plans for capital improvements. Development review includes review of building permits, engineering permits, site plans, plats and similar development applications for compliance with the land development regulations.

### Featured Accomplishment:

**Site Plan Archive Project.** While the transition to electronic plans review was completed in 2012, the Division continued to maintain approximately 1,500 sets of paper site plans and established a strategic goal of scanning 50 sets per year to electronic form. Working together and utilizing temporary staff at a cost of just \$7,200, the Division shattered the strategic goal by converting 1,481 sets of plans in one year - nearly 30,000 sheets. The plans are now protected from damage and deterioration and can be stored and retrieved at almost no cost. The former file room has since been repurposed for office uses.



### Major Accomplishments:

- ❖ Processed major applications including Aloft Hotel, Water Walk Apt./Hotel, Davie II Apartments, 35<sup>th</sup> and Davie Apartments, East Davie Commerce Center and I-fly.
- ❖ Streamlined the review process by replacing regularly scheduled DRC meetings with more effective ad hoc meetings.
- ❖ Completed 159 tree removal/ relocation permits, accommodating development while maintaining or enhancing the Town's tree canopy.
- ❖ Completed just over 3,000 zoning reviews, adding taxable value while ensuring compliance with Town standards.
- ❖ Hosted a Greater Fort Lauderdale Alliance Partners Council meeting.
- ❖ Revised Town Code and procedures to ensure proper dedication of right-of-way.
- ❖ Coordinated with Broward County on website permit information and impact fees.

# DEPARTMENT ANNUAL REPORT AND KEY PERFORMANCE INDICATORS

## Planning and Zoning Division

<b>Key Performance Indicators</b>			
	FY 2015		FY 2016
	Goal	Actual	Goal
1a Number of permit reviews for zoning compliance (BP/BTR/AL/ZLET)	*	3,012	*
1b Number of permit reviews for landscape compliance	*	1,577	*
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%	44%	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	*
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	2	2
	* Not Applicable/Not Available		

# DEPARTMENT ANNUAL REPORT AND KEY PERFORMANCE INDICATORS

## Police Department

### **Narrative:**

The Davie Police Department exists to serve and protect its citizens. The department is committed to work in partnership with the citizens for the mutual purpose of promoting safe streets and neighborhoods, creating a community free from crime, and improving the overall quality of life. The Davie Police Department is a full service, accredited, law enforcement agency. The Davie Police Department is organized into three bureaus, Operations, Administration and Investigations, to ensure the highest level of professionalism is provided to the Town of Davie. While maintaining existing staffing levels, the Police Department accomplished an increase in visibility at schools and in the community via directed patrols and participation in community meetings.

### **Featured Accomplishment:**

During Fiscal Year 2015, the Police Department participated in several code compliance enforcement sweeps inspecting for ordinance violations in neighborhoods east of Davie Road. The sweeps joined both the Special Operations Division officers along with code compliance inspectors to examine neighborhoods where complaints had been received regarding bulk trash as well as other town ordinance violations.

During the sweeps, over 170 Courtesy Correction Notices (CCNs) were issued. After notice had been given, code compliance inspectors revisited the areas to ensure the ordinance violations had been corrected. Code compliance inspectors issued 129 violation citations to residents who had not complied with the notice. The code compliance enforcement sweeps enabled the department to provide a forum to educate residents which gaining compliance of town ordinances.



### **Major Accomplishments:**

- ❖ Purchased new field training software to increase efficiency in documenting work performance for police officers in training.
- ❖ Upgraded the Automated Vehicle Locator (AVL) for department vehicles to provide more effective GPS service.
- ❖ Deployed new K-9 Vehicle Safety equipment in all K-9 department vehicles.

# DEPARTMENT ANNUAL REPORT AND KEY PERFORMANCE INDICATORS

## Police Department

Key Performance Indicators			
	FY 2015		FY2016
	Goal	Actual	Goal
1a) Time saved with new resources/systems	10%	15%	5%
2a) Increase in participation in Police Department funded/sponsored activities	10%	10%	10%
2b) Surveys completed by participants	100%	100%	100%
3a) Amount of red light camera citations	4,000	4,977	4,900
3b) Decrease the number of traffic crashes	4,200	4,618	4,200
3c) Number of citations issued	10,800	11,983	11,000
3d) Number of traffic-related operations conducted	15	13	12
4a) Number of special training programs conducted	12	12	10
4b) Number of incident reports (Elementary, Middle, High)	400	228	170
4c) Number of calls for service (Elementary, Middle, High)	1,300	814	600
4d) Number of juvenile arrests	190	103	95
5a) Number of audits conducted	25	28	30
5b) Maintenance of state accreditation	100%	100%	100%
6a) Number of training scenarios conducted	2	3	2
6b) Number of community/business participants	2	3	2

# DEPARTMENT ANNUAL REPORT AND KEY PERFORMANCE INDICATORS

## Public Works and Capital Projects Department

### Narrative:

The 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 reconstruction of assets, while the Public Works section is tasked with the care, maintenance and upkeep of these assets. The assets include Town-owned properties, buildings, parks, roadways, pedestrian ways, medians, equestrian trails, drainage systems, and street lights.

The Department performs its services using a mix of in-house and contractual work forces. By continually reviewing, updating and revising outsourced work scope, 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 they 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.

### Featured Accomplishment:

This past year Public Works worked with Broward County to have 63 trees relocated from the medians on Pine Island Road to Shenandoah Park to meet the landscaping requirements for the renovations taking place at the park and the new Fire Station to be constructed there. The project was funded by the County saving the Town \$23,000.



### Major Accomplishments:

- ❖ Renovated the Finance Department office at Town Hall Building B.
- ❖ Replaced and added lighting to the Pine Island Multipurpose Gym ceiling.
- ❖ Robbins Lodge renovations.
- ❖ Completed the Rose property renovations at Sunny Lake Bird Sanctuary.
- ❖ Constructed a dog park at Peaceful Ridge Park.

DEPARTMENT ANNUAL REPORT AND KEY PERFORMANCE INDICATORS

Public Works and Capital Projects Department

<b>Key Performance Indicators</b>			
	FY 2015		FY 2016
	Goal	Actual	Goal
1a Reduce the number of complaints.	90%	85%	*
1a Start survey program (Survey Monkey)	25%	25%	*
2a Number of training classes offered to staff	5	13	*
2b Inspect schedules to ensure it is being completed properly by reducing the amount of change orders	5	7	*
3a Place all Public Works Town assets on a GIS program so that they are easier to track and maintain	100%	5%	*
3a Number of drainage projects completed	3	1	3
3b Achieve a level six on the Community Rating System	100%	100%	100%
3c Number of Public Works employees who are members of the Town's Safety Committee	1	1	*
*Not Applicable/Not Available			

## Town Clerk's Office

### Narrative:

The Town Clerk's Office is dedicated to providing an array of quality services to the public, Council and Town Administrator. The Office is responsible for preparing the Town Council agenda and recording and maintaining the minutes of the Town Council, maintaining all Town boards and committees' minutes, recording and maintaining ordinances and resolutions of the Town Council; and maintaining contracts, deeds and other legal documents of the Town. The Office also monitors terms of Board, Committee and Council members; places legal advertisements and posts all official notices; The Town Clerk is the chief election official and the Town's records management liaison officer. Additionally, the office deals with citizen issues/complaints and verifies lien information on water and sewer agreements, lot clearings, special assessments, code violations, unsafe structures and unpaid utility balances.

### Featured Accomplishment:

The Town Clerk's Office began a paperless initiative. As part of this initiative, a town wide audit of records that have met retention were destroyed in accordance with chapter 357 of the Florida Statutes.

Additionally the Town Clerk's Office successfully completed the 2015 election cycle of the Mayor and District 1 Council seats. As a result of one of the candidate running unopposed, the election cost was reduced substantially presenting a cost savings.



### Major Accomplishments:

- ❖ Completed town wide records destruction in compliance with chapter 357 of Florida Statute.
- ❖ Successfully achieved a cost savings of 68% for the 2015 general elections.
- ❖ Began paperless initiative of records.
- ❖ Completed organization of all Town property files and annexation files.
- ❖ In compliance with the Broward County Ethic's Ordinance

# DEPARTMENT ANNUAL REPORT AND KEY PERFORMANCE INDICATORS

## Town Clerk's Office

<b>Key Performance Indicators</b>			
	FY 2015		FY 2016
	Goal	Actual	Goal
1a) % of agendas web published 3 business days before Town Council meeting	100%	100%	100%
2a) % of Town Clerk's Office records requests completed within 3 business days	85%	60%	*
2a) % of records sent offsite eligible for destruction	15%	*	*
2a) % of public records requests assigned to the appropriate department within 24 hours (weekdays)	*	*	100%
2b) Process general inquiries through Gov Q&A program from citizens within 24 hour period (weekdays)	*	*	100%
2c) % of lien requests completed within 6 business days for regular searches	100%	100%	100%
2c) % of lien requests completed within 24 hours for expedited searches	100%	100%	100%
3a) % of Town Attorney control # requests processed within 1 business day	*	*	*
3a) Publish web election related reports on the web within 3 days of receipt of the report	*	*	100%
4a) Average cost per vote cast	*	*	\$20.00
4a) % of approved budget expended for municipal election	100%	32%	50%
	* Not Applicable/Not Available		

## Utilities Department

### Narrative:

The Utilities Department utilizes in-house forces for the majority of its operation. Our employees are highly trained and state licensed water and wastewater operators that maintain the Town's two water plants, wastewater plant and water reclamation facility. The Department also requires our field technicians to obtain licenses and/or certifications in water distribution and wastewater collection systems. These certifications enhance the employee's knowledge of repair and maintenance of water and sewer lines. Knowledgeable employees are beneficial to our residential and commercial accounts which number 10,000+ throughout the Town's service area.

Major projects are outsourced to private contractors through a competitive bidding process when resources are not available within the Department. The Department strives to provide the highest quality services to our customers and residents while maintaining minimal interruption in services when emergencies occur. Our employees routinely work in unison with private contractors to restore service expeditiously and minimize the inconvenience to our customers.

### Featured Accomplishment:

The Utilities Department was able to secure the Florida Section American Water Works Association award for most improved Water Treatment Plant in its class. The award is due to a culmination of projects ranging from administrative, capital improvements, establishment of operating protocols and centralization of data.



### Major Accomplishments:

- ❖ System I Water Treatment Plant was decommissioned.
- ❖ The 10-year Water Supply Facilities Work Plan was updated to cover a minimum water supply planning horizon of fifteen years in order to be consistent with the 2010-2030 Lower East Coast Water Supply Plan update (LECWSP).
- ❖ System II Wastewater Plant, Unit 3 was completely rehabilitated.
- ❖ Total rebuild of Lift Station #1 (force main pending).
- ❖ Installation of a new interconnect with the City of Sunrise at SW 30 Street and University Drive.
- ❖ Phase I Inflow and Infiltration project was completed. Approximately 1,300 manholes were inspected.
- ❖ in full operation and we are working through the warranty period.

# DEPARTMENT ANNUAL REPORT AND KEY PERFORMANCE INDICATORS

## Utilities Department

Key Performance Indicators	FY 2015		FY 2016
	Goal	Actual	Goal
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	994	1400
1b) % system pressure above 60 psi	100%	100%	100%
1b) # of water main breaks (DW)	≤ 10	7	≤ 10
1b) # of sewer overflow / breakage	≤ 5	2	≤ 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%	15%	≤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%	14%	≤10%
5a) # of Educational Water Resource /Conservation/ Reuse Events	3	4	3
1a) # of hydrants maintained	1,352	*	*
1a) # of months Ph was within County standard	*	*	*
1a) # of months chlorine was within County standard	*	*	*
1a) # of months color was within County standard	*	*	*

\* Not Applicable/Not Available

# TOWN OF DAVIE CONTACT INFORMATION

## Town Council and Administration

Mayor Judy Paul  
*Judy\_Paul@davie-fl.gov*

Vice Mayor Susan Starkey, District 3  
*Susan\_Starkey@davie-fl.gov*

Councilmember Bryan Caletka, District 1  
*Bryan\_Caletka@davie-fl.gov*

Councilmember Caryl Hattan, District 2  
*Caryl\_Hattan@davie-fl.gov*

Councilmember Marlon Luis, District 4  
*Marlon\_Luis@davie-fl.gov*

Town Administrator Richard J. Lemack  
*Richard\_Lemack@davie-fl.gov*

Assistant Town Administrator Macciano K. Lewis  
*Macciano\_Lewis@davie-fl.gov*

Town Administration Office  
Phone: (954)797-1030, Fax: (954)797-2061

## Davie Town Hall

6591 Orange Drive  
Davie, FL 33314  
(954) 797-1000  
[www.davie-fl.gov](http://www.davie-fl.gov)

## Citizen Feedback

[www.davie-fl.gov/Pages/DavieFL\\_Admnstratn/Citizen Feedback](http://www.davie-fl.gov/Pages/DavieFL_Admnstratn/CitizenFeedback)

## Town Departments

### Budget and Finance

Phone: (954) 797-1050, Fax: (954) 797-1049

#### Purchasing

Phone: (954) 797- 1016, Fax: (954) 797-1049

#### Utilities Customer Service

Phone: (954) 797-1065

### Building

Phone: (954) 797-1111; Fax: (954) 797-1086

### Business Tax Receipt

Phone: (954) 797-1111 extension #7

### Community Redevelopment Agency

4700 Davie Road, Davie, FL 33314  
Phone: (954) 797-1232, Fax: (954) 797-1200

### Engineering

Phone: (954) 797-1113, Fax: (954) 797-1086

### Fire Administration

6901 Orange Drive, Davie, FL 33314  
Phone: (954) 797-1213, Fax: (954) 797-1234

### Information Systems

Phone: (954) 797-1107

### Human Resources

Phone: (954) 797-1100; Fax (954) 797-1079  
(954)797-1173

### Office of Community Development

4700 Davie Road, Davie, FL 33314  
Phone: (954) 797-1173

### Parks, Recreation & Cultural Arts

3801 S. Pine Island Road, Davie, FL 33328  
Phone: (954) 797-1145, Fax: (954)797-1148

### Planning & Zoning

Phone: (954) 797-1103; Fax: (954) 797-1204

### Police Department

1230 S. Nob Hill Road, Davie, FL 33324  
Phone: (954) 693-8200; Fax: (954) 693-8335  
*Code Compliance*  
1230 S. Nob Hill Road, Davie, FL 33324  
Phone: (954) 693-8237, Fax: (954) 693-8399

### Public Works

Phone: (954) 797-1240, Fax: (954)797-1246

### Special Events

Phone: (954) 797-1153; Fax: (954)797-2078

### Town Clerk

Phone: (954) 797-1023; Fax: (954) 797-1087

### Utilities Operations

7351 S.W. 30<sup>th</sup> Street, Davie, FL 33314  
Phone: (954) 327-3742, Fax: (954)327-3752