

TOWN OF DAVIE TOWN COUNCIL AGENDA REPORT

TO: Mayor and Councilmembers
FROM/PHONE: Mark Alan, Human Resources Director, 797-1020
SUBJECT: Resolution

TITLE OF AGENDA ITEMS: A RESOLUTION OF THE TOWN OF DAVIE, FLORIDA RETITLING CLASS SPECIFICATION OF HOUSING AND COMMUNITY DEVELOPMENT COORDINATOR TO HOUSING AND COMMUNITY DEVELOPMENT PROGRAMS DIRECTOR AND ADJUSTING THE PAY GRADE IN THE NON-REPRESENTED PAY AND CLASSIFICATION PLAN.

REPORT IN BRIEF: Pursuant to a salary survey comparing Housing and Community professionals, it has been determined to adjust the salary range of the Housing and Community Development Coordinator from pay grade 524 (\$49,963-\$66,955) to pay grade 530 (\$59,171-\$79,295). Incumbent's annual salary will be adjusted from \$60,731 to \$68,498. Additionally the class specification will be retitled to Housing and Community Development Programs Director.

PREVIOUS ACTIONS: NA

CONCURRENCES: NA

FISCAL IMPACT:

Has request been budgeted? No
If no, amount needed \$5,410
What account will funds be appropriated from: Grant Funds

RECOMMENDATION(S): Motion to approve the Resolution

Attachment(s): Resolution, Class Specification (Exhibit "A"), Salary Survey and Accomplishments (Exhibit "B")

RESOLUTION NO. _____

A RESOLUTION OF THE TOWN OF DAVIE, FLORIDA RETITLING THE CLASS SPECIFICATION OF HOUSING AND COMMUNITY DEVELOPMENT COORDINATOR TO HOUSING AND COMMUNITY DEVELOPMENT PROGRAMS DIRECTOR AND ADJUSTING THE PAY GRADE IN THE NON-REPRESENTED PAY AND CLASSIFICATION PLAN.

WHEREAS, the Town of Davie has recommended retitling the class specification of Housing and Community Development Coordinator to Housing and Community Development Programs Director in the Non-Represented Pay and Classification Plan; and

WHEREAS, the Town of Davie has recommended the pay grade of the Housing and Community Development Coordinator be reassigned from pay grade 524 (\$49,963 - \$66,955) to pay grade 530 (\$59,171 - \$79,295), in the Non-Represented Pay and Classification Plan; and

WHEREAS, the Town of Davie Non-Represented Pay and Classification Plan needs to be amended to reflect such changes.

NOW, THEREFORE, BE IT RESOLVED BY THE TOWN COUNCIL OF THE TOWN OF DAVIE, FLORIDA:

SECTION 1. The class specification of Housing and Community Development Coordinator is retitled to Housing and Community Development Programs Director in the Non-Represented Pay and Classification Plan.

SECTION 2. The pay grade of Housing and Community Development Programs Director is reassigned from pay grade 524 (\$49,963 - \$66,955) to pay grade 530 (\$59,171 - \$79,295) in the Non-Represented Pay and Classification Plan.

SECTION 2. This resolution shall take effect immediately upon its passage and adoption.

PASSED AND ADOPTED THIS _____ DAY OF _____, 2001.

MAYOR/COUNCILMEMBER

ATTEST:

CLASS SPECIFICATION

HOUSING & COMMUNITY DEVELOPMENT PROGRAMS DIRECTOR

GENERAL STATEMENT OF JOB

Under limited supervision, provides technical and project management in coordinating Community Development Block Grant Programs and other related housing programs for the Town. Employee in this classification performs, initiates and implements projects, develops policy statements and is responsible for controlling and authorizing expenditures. Performs related work as required. Reports to Town Administrator.

ILLUSTRATIVE EXAMPLES OF WORK

ESSENTIAL JOB FUNCTIONS

Develops and manages Community Development Block Grant (CDBG) and State Housing Initiatives Partnerships (SHIP) programs; initiates and implements projects; oversees planning and construction projects.

Prepares studies, projections, maps, reports, and recommendations for community improvement projects.

Analyzes various grant literature for potential sources of funding for economic development projects.

Determines needed Community Development programs based upon existing inventory and projections.

Prepares and submits annual applications to HUD; develops policy statements.

Controls and authorizes expenditures; maintains public records.

Acts as Town representative on CDBG Boards; attends meetings of various private agencies and governmental groups.

Ensures compliance with various State and Federal regulations.

Serves as a liaison between civic groups, private and public agencies in solving Community Development problems.

Develops and implements Neighborhood Redevelopment/Revitalization Plans designed to enhance the quality of life for residents of targeted lower-income and/or blighted neighborhoods.

Negotiates and secures public-private partnerships, using Federal or State funds to leverage other public and private funds, for the new construction of affordable rental properties and new single-family homes.

Administers Affordable Housing Programs such as: Single-Family Housing Rehabilitation, First-time Homebuyer/Purchase Assistance, and Foreclosure Prevention.

Coordinates the rehabilitation, construction and/or expansion of public facilities and infrastructure improvements in designated Community Development Target Areas.

Designs and administers special "Fair Housing Education and Outreach Initiatives" to ensure that Davie residents have the widest range of housing choices available, and residents are provided with housing counseling services.

Undertakes annual Rental Housing Surveys to compare and contrast market rate rents, with HUD's Fair Market Rents (FMR's).

Serve as the Town's official liaison with developers of affordable housing, to ensure that their projects are expedited to a greater degree than other projects in Davie.

Prepares and processes Fee Waivers for affordable housing initiatives.

ADDITIONAL JOB FUNCTIONS

Performs related duties as required.

MINIMUM TRAINING AND EXPERIENCE

Bachelor's degree in Planning, Business Administration, Public Administration or closely related field supplemented by three (3) years previous experience and/or training that includes coordinating CDBG and other Federal Programs or an equivalent combination of education, training, and experience. Master's degree in Planning and Public Administration or related field with some responsible Community Development experience preferred.

SPECIAL REQUIREMENTS

Possession of valid Florida Driver's license with good driving record.

MINIMUM QUALIFICATIONS OR STANDARDS REQUIRED TO PERFORM ESSENTIAL JOB FUNCTIONS

Physical Requirements: Must be physically able to operate a variety of machinery and equipment, including computers, typewriters, calculators, copiers, printers, vehicles etc. Requires the ability to exert up to 5 to 15 pounds of force frequently to move objects. Requires the ability to maintain body equilibrium when bending, stooping, crouching, climbing, reaching and/or stretching arms, legs or other parts of body to grasp, push, pull or otherwise move objects. Tasks may involve extended periods of time at a keyboard

Data Conception: Requires the ability to compare and/or judge the readily observable, functional, structural or composite characteristics (whether similar or divergent from obvious standards) of data, people or things.

Interpersonal Communication: Requires the ability to speak and/or signal people to convey or exchange information. Includes receiving instructions, assignments or directions from superiors.

Language Ability: Requires the ability to read a variety of correspondence, reports, manuals, forms, financial reports, etc. Requires the ability to prepare a variety of correspondence, records, indices, forms, etc., using prescribed formats. Requires the ability to speak to people with poise, voice control and confidence.

Intelligence: Requires the ability to apply rational systems to solve practical problems and deal with a variety of concrete variables in situations where only limited standardization exists; to interpret a variety of instructions furnished in oral, written, diagrammatic or schedule form.

Verbal Aptitude: Requires the ability to record and deliver information, to explain procedures, to

follow oral and written instructions. Must be able to communicate effectively and efficiently in a variety of technical or professional languages.

Numerical Aptitude: Requires the ability to utilize mathematical formulas; to add and subtract; to multiply and divide; interpret graphs; compute discount, interest, profit and loss, ratios etc.

Form/Spatial Aptitude: Requires the ability to inspect items for proper length, width and shape.

MotorCoordination: Requires the ability to coordinate hands and eyes rapidly and accurately in using office equipment.

Manual Dexterity: Requires the ability to handle a variety of items, such as keyboards, control knobs, switches, etc. Must have minimal levels of eye/hand/foot coordination.

Color Discrimination: Requires the ability to differentiate between colors and shades of color.

Interpersonal Temperament: Requires the ability to deal with people beyond giving and receiving instructions. Must be adaptable to performing under stress and when confronted with persons acting under stress.

Physical Communication: Requires the ability to talk and hear: (Talking: expressing or exchanging ideas by means of spoken words. Hearing: perceiving nature of sounds by ear.) Must be able to communicate via telephone.

PERFORMANCE INDICATORS

Knowledge of Work: Has thorough knowledge of the methods, procedures and policies of the Town of Davie as such pertains to the performance of the essential duties of Housing & Development Programs Director. Has thorough knowledge of principles and practices of Federal grant administration. Has thorough knowledge of the laws, ordinances, standards, and regulations pertaining to the essential duties and responsibilities of the position. Has considerable knowledge of Town departments and agencies. Clearly understands the occupational hazards and safety precautions required to perform the essential functions of the work. Has thorough knowledge of terminology and related professional languages as such pertains to work responsibilities. Knows how to maintain cooperative and effective relationships with Town personnel, as well as any external entities with whom position interacts.

Quality of Work: Maintains high standards of accuracy in performing duties and responsibilities. Exercises immediate remedial action to correct any quality deficiencies that occur in areas of responsibility. Maintains quality communication and interaction with Town personnel, and any external entities with whom position interacts.

Quantity of Work: Performs described Essential Functions and related assignments efficiently and effectively in a manner to produce a quantity of work which consistently meets established standards and expectations.

Dependability: Assumes responsibility for completion of assigned functions. Completes assigned work within established deadlines in accordance with directives, policies, standards, and prescribed procedures. Maintains accountability for assigned responsibilities in the technical, human and conceptual areas.

Attendance: Attends and remains at work regularly and adheres to policies and procedures regarding absenteeism and tardiness. Provides sufficient notice to supervisor with respect to vacation time and leave requests.

Initiative and Enthusiasm: Exhibits an enthusiastic, self-reliant and self-starting approach to meet job responsibilities and accountabilities. Strives to anticipate work to be accomplished, and initiates appropriate and acceptable action for the completion of work with a minimum of supervision and instruction.

Judgment: Exercises analytical judgment in areas of responsibility. Identifies issues or situations as they occur and specifies decision objectives. Identifies or assists in identification of alternative solutions to issues or situations. Implements decisions in accordance with prescribed and effective policies and procedures and with a minimum of errors. Seeks expert or experienced advisement where appropriate, and researches issues, situations, and alternatives prior to exercising judgment.

Cooperation: Accepts supervisory and managerial instruction and direction, and strives to meet the goals and objectives of same. Questions such instruction and direction when clarification of results or consequences is justified, i.e., poor communications, variance with established policies and procedures, etc.. Offers suggestions and recommendations to encourage and improve cooperation.

Relationships with Others: Shares knowledge with managers, supervisors and co-workers for mutual benefit. Contributes to maintaining high morale among all employees. Develops and maintains cooperative and courteous relationships with Town personnel and external entities with whom position interacts. Tactfully and effectively handles requests, suggestions, and complaints in order to establish and maintain good will. Emphasizes the importance of maintaining a positive image.

Coordination of Work: Plans and organizes daily work routine. Establishes priorities for the completion of work in accordance with sound time-management methodology. Avoids duplication of effort. Estimates expected time of completion for work elements, and establishes a personal schedule accordingly. Attends required meetings, planning sessions and discussions on time. Implements work activity in accordance with priorities and estimated schedules.

Safety and Housekeeping: Adheres to all established safety and housekeeping standards, to include regulatory entities. Ensures such standards are not violated.

Planning: Plans, directs and uses information effectively in order to enhance activities and production. Knows and understands the expectations of the Town regarding the activities and works to see that these expectations are met. Designs and formulates ways, means and timing to achieve the goals and objectives. Within the constraints of Town policy, formulates the appropriate strategy and tactics for achieving objectives. Organizes, arranges and allocates manpower, financial and other designated resources in an efficient and effective way so as to achieve the goals and objectives.

Organizing: Organizes work and that of subordinate staff well. Ensures that staff members know what results are expected of them and that they are regularly and appropriately informed of all Town matters affecting them and/or of concern to them.

Staffing: Works with officials and management to select and recommend employment of personnel for the work unit who are qualified both technically and philosophically to meet the needs of the unit. Personally directs the development and training of personnel in order to ensure that they are properly inducted, oriented and trained.

Leading: Provides a work environment which encourages clear and open communications. Has a clear and comprehensive understanding of the principles of effective leadership and how such principles are to be applied. Provides adequate feedback to staff so that they know whether their performance levels are satisfactory. Commends and rewards employees for outstanding performance yet does not hesitate to take disciplinary action when necessary. Exercises enthusiasm in influencing and guiding others toward the achievement of goals and objectives.

Controlling: Provides a work environment which is orderly and controlled. Coordinates, audits and controls manpower and financial resources efficiently and effectively. Coordinates, audits and controls the utilization of materials and equipment efficiently and effectively. Has a clear and comprehensive understanding of Town standards, methods and procedures.

Delegating: Assigns additional duties to staff as necessary and/or appropriate in order to meet goals, enhance staff abilities, build confidence on the job and assist staff members in personal growth. Has confidence in staff to meet new or additional expectations.

Decision Making: Uses discretion and judgment in developing and implementing courses of action. When

a particular policy, procedure or strategy does not appear to be achieving the desired result, moves decisively and definitively to develop and implement alternatives.

Creativity: Regularly seeks new and improved methodologies, policies and procedures for enhancing effectiveness. Employs imagination and creativity in the application of duties and responsibilities. Is not adverse to change.

Human Relations: Strives to develop and maintain good rapport with all staff members. Listens to and considers suggestions and complaints and responds appropriately. Maintains the respect and loyalty of staff.

Policy Implementation: Has a clear and comprehensive understanding of Town policies. Adheres to those policies in the discharge of duties and responsibilities and ensures the same from subordinate staff.

Policy Formulation: Keeps abreast of changes in operating philosophies and policies of the Town and continually reviews policies in order to ensure that any changes in Town philosophy or practice are appropriately incorporated. Also understands the relationship between operating policies and practices and staff morale and performance. Works to see that established policies enhance same. ee that established policies enhance same.

HOUSING AND COMMUNITY DEVELOPMENT
MEMORANDUM

Date: December 26, 2000

To: Tom Willi, Town Administrator

From: Shirley Taylor-Prakelt, Director
Housing & Community Development

Subject: Salary Survey - Housing and Community Development

In accordance with your direction at our meeting of November 29th, I recently completed a survey to determine the salary ranges for comparable housing and community development professionals with those with duties similar to my own. Eight (8) municipalities, seven in Broward County and one in Miami-Dade County, responded to this survey. Although grant sizes varied in this survey, the same level of technical knowledge and expertise is needed irrespective of entitlement allocation, as these are specialized grant programs. The results of the survey are summarized in an attachment to this Memorandum.

A precise comparative salary analysis is not feasible, since half of the cities polled have separate individuals administering their Community Development (CDBG) and State Housing (SHIP) Programs, and, seventy-five (75%) of these cities also use outside consultants to perform some of the more technical/complex grant management functions, e.g., Environmental Reviews, Financial Management, IDIS input and drawdowns, Residential Rehabilitation Programs, etc. Only two other municipalities have one person administering both the CDBG and SHIP Programs without the use of consultants. In my experience, the Town has not had to utilize consulting services this past Fiscal Year, which cost the Town approximately \$10,000 - \$15,000.

As you know, I have administered both the CDBG and SHIP programs for the Town since their inception, and, I have also undertaken other significant neighborhood revitalization programs and affordable housing developments. The housing and community development programs in Davie have grown beyond what was originally anticipated; and, I have added a new dimension to the services in Davie. Our CDBG and SHIP funds have been successfully used to leverage other resources (both public and private) to achieve visible neighborhood revitalization, and to produce affordable housing (both rental and homeownership). The Summerlake development alone, represents \$12 Million that has been brought to Davie through my efforts.

I feel that I have made significant contributions to the Town during my tenure, far in excess of those for which I was hired, or for which I am currently compensated. To illustrate, a synopsis of the major achievements realized during my first 2+ years with the Town is attached for your perusal. I believe you will agree that the Target Areas are visibly improving; and, the lives of our lower-income residents have been enhanced.

As I understood from our discussion, the Housing and Community Development Office will now be a separate adjunct of the Town Administrators office; and, I report directly to you. I appreciate your willingness to adjust the salary range for my position to bring me in line with my professional colleagues, and to compensate me for the level of experience and expertise that I bring to Davie. You may want to consider making this a new Department, as is the case in many municipalities. This would help to elevate the status of the programs. Also, when the salary range is adjusted, I would appreciate if my position title could be officially changed to "Housing and Community Development Director". As was briefly discussed, I also look forward to the opportunity to meet with you to discuss expanding the CD staff to meet the needs of Davie's growing population.

¹ \$6 Million in State Grant Funds and Tax Exempt Bonds, and \$6 Million in private financing (equity)

I appreciate the confidence you have shown in me, and your indication that by selecting my office relocated to the Chamber of Commerce building, you feel that I am self-sufficient and reliable enough to operate independently.

As you review the attached salary survey information, please be reminded that I am currently in Step 1 in Range 524 earning \$51,182. My employment anniversary is January 18th at which time I will be moved to Step 3 @ \$53,741. Upon reviewing the Town's Pay Plan, I believe that Range 530 Step 1 @ \$66,828 would be appropriate level, which would allow for financial growth. (This does not, however, replace any COLA or other overall pay plan adjustments, i.e. this would be in advance of that action.)

Thank you in advance for your consideration in this matter. I look forward to the opportunity to continue to serve the Town, and enhance the lives of Davie's lower-income residents.

Attachments

**Town of Davie
Housing & Community Development
Salary Survey**

(Listed in Alphabetical Order)

Cities that have two different administrators i.e., one for the CDBG Program and one for the program, and/or also utilize outside consulting firms to provide grant functions:

City	Salary Range	Outsourced Svs.
Coral Springs	\$ 40,000 - 56,000	+175,000
Fort Lauderdale	\$ 97,587 - 142,030	Yes, \$ Unknown
Hialeah	\$ 64,652 - 112,424	+20,000
Miramar	\$ 88,951 - 124,533	+147,000
Plantation	\$101,053 - 113,518	Yes, \$ Unknown
Sunrise	\$ 51,000 - 64,000	+170,000

Cities that have one individual administering both programs, without the use of outside consulting firms to perform some of the grant functions:

City	Salary Range
Davie	\$48,745 - 65,322
Hollywood	\$50,000 - 75,000
Pompano	\$55,929 - 78,698

Survey Conducted:
December 2000

² CDBG Administrator @ \$54,787-83,000 & SHIP Administrator @ \$42,806-59,030

³ CDBG Administrator @ \$39,094-60,346 & SHIP Administrator @ \$25,558-52,078

⁴ CDBG Administrator @ \$43,703-61,185 & SHIP Administrator @ \$45,248-63,348

⁵ CDBG Administrator @ \$43,703-61,185 & SHIP Administrator @ \$45,248-63,348

Shirley Taylor-Prakelt

Accomplishments During Past 2+ Years As Housing & Community Development Coordinator Town of Davie

- Negotiated and developed Town' contractual relationship with Broward County under the L Housing Assistance Plan (LHAP), to allow Davie to become a separate "Entitlement Jurisdiction" to receive State grant funds.
- Developed Davie's first "Affordable Housing Incentive Plan", (unanimously adopted by Town Council in April 1998), allowing the Town to receive \$400,000+ annually in SHIP Grant Funds.
- Facilitated \$462,128 in fee waivers/financial incentives which resulted in the development of 100 new rental units, 14 new single-family homes, and the rehabilitation of 44 single-family homes.
- Facilitated development of the Stirling Road Apartments, 250 units of affordable rental housing completed in June 2000 (147 units in Phase I & 103 units in Phase II). This project was financed with Federal Low-Income Housing Tax Credits (LIHTC); Tax-Exempt Bonds; Davie and Broward County SHIP Funds. Davie also waived impact fees of \$23,000 and provided \$19,750 in permit fee rebates.
- Enticed developer to finance and construct Summerlake Apartments (108 units of affordable rental housing), which broke ground in April 2000 on 61st Avenue in the Eastern Target Area. \$100,000 in Davie's SHIP funds were used to leverage an additional \$350,000 from Broward's SHIP Funds for pre-development assistance, and \$5.6 Million in Tax-Exempt Bonds from the Broward HFA.
- Developed a "Single-Family Housing Rehabilitation Program" using both SHIP and CDBG Funds which resulted in the rehabilitation of forty-four (44) homes which are owned by lower-income Davie residents. Six (6) homes are currently under construction.
- Developed a Town-Wide Purchase Assistance (First-Time Homebuyer) Program for Davie residents who are living in mobile homes and/or who are cost-burdened renters, using SHIP funds for down-payment and closing-cost assistance. Three (3) loans have closed, and eight are pending.
- Completed a \$575,000+- revitalization program in the Southern Target Area a/k/a Driftwood Area in January of 2000, which included new, improved drainage systems, newly resurfaced streets and landscaping.
- Coordinated \$275,800 street improvement program in the "Western" Target Area a/k/a Orange Park, north of 10th Manor, south of State Road 84, between 130 - 136 Avenues. New/refurbished sidewalks, resurfaced streets and speed "humps" were installed in late 2000; and, the street lighting improvements are underway. Budget permitting, a landscaping element will also be included.
- Undertook a Rental Housing Survey (April/May 2000) of all licensed apartment buildings in Davie to assess current Market Rate Rents, and serve as the basis for comparative analysis needed to submit a HUD Waiver of Fair Market Rent (FMR) limits for the Broward County area.
- Negotiated an increase in services for Davie residents through the Broward County Housing Authority; and, obtained approval to allow 110% FMR's for Section 8 landlords in Davie.
- Developed a "pilot" program in the Driftwood Area for community improvements, neighborhood revitalization, and self-sufficiency, which leveraged \$17,500 from Memorial Healthcare, to match Davie's contribution. A one-on-one survey of the Driftwood Area residents was completed in late 2000, yielding useful information needed to tailor programs and services to meet the needs of the area.

area residents. This program has proven to be a tremendous success, and was funded by both parties in FY 2001 for an additional year.

- Housing counseling and referral services were provided to over 60 Davie residents; relocation services provided to two disabled Section 8 Program tenants, assisted four (4) Davie senior citizens with unique and challenging housing needs, and successfully relocated two disabled persons who were displaced as a result of the condemnation of their units.
- Developed new sidewalk with accompanying swale area improvements (landscaping and drainage) on Orange Drive from the Turnpike to SW 61st Avenue.
- Negotiated with Memorial Healthcare to bring the Joe DiMaggio Mobile Health Center to Davie's lower-income neighborhoods, whereby lower-income families can receive free medical services (vision and hearing screening, physicals, and school immunizations) for their children 18 <. Davie is the only municipality to receive two sites.
- Assisted two Davie families who were threatened with homelessness through foreclosure action. Successfully negotiated with mortgage holders and attorneys to resolve foreclosure, and provided "Homeless Assistance Grants" to homeowners. One of these residents was a severely disabled single mother living in a Habitat for Humanity home.
- Negotiated improved living conditions at the Ehlinger Public Housing Project (100 rental units) located at 7481 N.W. 33rd Street, with the Broward County Housing Authority. Improvements included: exterior pressure cleaning and painting, resurfaced roads, landscaping, new signage, and provision of air-conditioning, thus providing a healthier living environment for the tenants. Leveraged \$100,000 in Comprehensive Grant Funds (CGP) using \$50,000 in CDBG Funds (representing a 2/1 match) for the A/C component.
- Upgraded and expanded the lighting at Driftwood Park in the Southern Target Area @ \$160,000, which included: new sports and task lighting. Work was completed in February 1999.
- Obtained donation of land on the north side of "L-Lake" in the Eastern Target Area off of 61st Avenue (along with the development of the Summerlake Affordable Housing Project) for a park and linear park to be constructed with CDBG funds.
- Served as the Town's "liaison" for the 2000 Census, and participated in coordinating the Special Counts for the "Hard to Enumerate" populations which include the homeless.
- Developed the Town's first Fair Housing Outreach and Education Program; and, negotiated a contract with Housing Opportunities for Project Excellence (HOPE) Inc., to conduct fair housing seminars for lenders, realtors, and housing providers. Presentations have been made at eight public/community meetings, training provided to two realty companies, 5 property owners were trained, 22 rental properties were assessed, and mailings were sent out in April 2000 to 100 rental properties, area schools, churches, and banks.
- Assisted the CRA in finalizing the completion of eight homes left incomplete by their contractor. Made arrangements to use SHIP Repair funds to assist four of the homeowners, who were income ineligible. (\$60,000 in grant assistance obtained.)
- Served on the Housing Opportunities for People With AIDS (HOPWA) Allocation Committee in FY 2000, and evaluated RFP's from potential service providers. This is the first time that the Town has taken a proactive role to ensure that Davie residents are given equal access to all HOPE Programs.
- Developed amendment to the Housing Element of the Town's Comprehensive Plan, to expand the goals and objectives for affordable housing, and to institute new fair housing goals.

- Prepared Environmental Review Records and Certifications (as well as FONSI and RROF documents) for all CDBG funded-projects and activities. Secured the "Release of Funds" for a total of \$3 Million in CDBG funds to date. Expanded ERR to encompass all proposed projects/activities completed in the consolidated Plan giving the Town more flexibility in its annual planning process and providing a broader base of environmental coverage for the Town. (Saved Town \$8,000+ Consultant Fees).
- Formed alliance with Community Oriented Policing Officers assigned to CDBG Target Area regularly touring project areas, and meeting to discuss urgent needs and develop strategies.
- Developed and chaired the Town's Neighborhood Revitalization Task Force; and, jointly coordinated the "Driftwood Area Clean-Up Campaign" in June 1999 (with Community Oriented Policing Officer Greg Spates), which was successfully attended by the neighborhood residents, business, and property owners.
- Coordinated efforts with E.A.S. E. Foundation and the local Clergy to serve people with special needs, obtain grass roots input, and develop strategies that are responsive to local needs.
- During FY 99/00 developed a "New Construction Rental Program" under SHIP; and, \$119,500 was allocated to the Summerlake Affordable Rental Housing Project, which leveraged \$350,000 of County SHIP Funds. A new strategy is being contemplated, which would help Davie residents who are faced with foreclosure actions.
- Currently developing a 4.5 acre parcel in the Driftwood Target Area (which fronts on the Driftwood Road Extension) into the "Harmony Village Community" which will entail: 22 new affordable single-family homes (first-time home buyers), a new 8,000 square foot facility to house the Boys & Girls Club, a Learning Center and Computer lab, and hopefully, a subsidized child day care center. Public-private partnerships have been developed with: the Broward County Human Services Department, Habitat for Humanity, the Boys & Girls Club, Memorial Healthcare, and the Broward County School Board, to undertake specific components of the new "community" to be developed.