



# MEMORANDUM

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To: City Commission  
From: Jason Chockley, Community Development Asst. Director  
Date: November 9, 2021  
Re: Conditional Use – Three Hearts ADT  
Petition #CU 6-3-21

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**Petition Name:** Three Hearts ADT, LLC  
**Location:** 12399 SW 53 Street, Suite 102 – Cooper City Commerce Center  
**Owner/Agent:** SPG Cooper City II TR, Owner  
Diane Fernandez, Petitioner  
Jeff Katims, Agent  
**Zoning:** I-1, Light Industrial  
**Request:** Conditional Use to locate a vocational employment and life skills training center for adults with developmental disabilities. This application is being processed concurrently with 2 variances (parking & total % of assembly uses)

**PROPERTY DESCRIPTION:** The subject site is the Cooper City Commerce Center located on the NE corner of Flamingo Rd and SW 53<sup>rd</sup> Street. This proposed use is located within the North phase of the Commerce Center and is made up of 4 individual buildings on a parcel approximately 8.5 acres in size.

The land use and zoning of the surrounding areas can be described as follows:

East: Cooper City Drainage Lake, S. Fl. Water Management C-11 Canal  
North: Residential LM, R-4 Residential  
West: Flamingo Road, ROW  
South: Industrial, I-1 Light Industrial District

**ANALYSIS OF CONDITIONAL USE REQUEST**

**NATURE OF USE:** Three Hearts ADT is a vocational employment and life skills training center for adults with developmental disabilities. They train individuals with development disabilities to participate productively in society. The adult day training program provides participants with both functional academic and vocational training skill to prepare them for volunteer and employment opportunities.

The program, has a max capacity of 145 pupils and a staff of 29. The hours of training are from 8am to 3pm Monday-Friday. The program participants do not drive individually to the site. All of the pupils arrive by their parent/guardian, private transportation, Broward County TOPS vans, or by a passenger van owned by Three Hearts. Drop-off period is from 8am-9am, pick-up period is from 2pm-3pm. The applicants have committed to a very specific pick up and drop off protocol in the rear of the building with schedules and 4 staff members located at the drop off site to ensure an orderly operation. A very detailed operation plan is provided in the backup materials.

**PLAN COMPLIANCE:** The subject site is designated “Industrial” on the Cooper City Future Land Use Map. The proposed request is consistent with Objective 1.13 and the supporting Policies of the Comprehensive Plan to encourage compact development that are considered community-serving uses to promote close-knit neighborhoods and a sense of community. As such, the conditional use request may be considered consistent with the City Comprehensive Plan.

**CODE COMPLIANCE:** The proposed use complies with all applicable regulations and specific standards in the Code with the exception of the variances requested in the accompanying variance petition. The variances requested include:

1. Parking spaces required for Community Assembly Uses – To reduce the parking requirement from 147 spaces to 32 spaces(29 staff, 2 visitor, 1 converted to ADA ramp).
2. Increase the max allowance of Community Assemble for the complex from 25% to 36%.

A variance petition has been submitted concurrently with this petition and provides justification statements for these requests.

**LAND USE COMPATIBILITY:** The current I-1, Light Industrial District and the intended use may be considered compatible with the surrounding existing and planned land uses as this 8.5 acre site is an existing complex and other than the creation of an ADA accessible ramp at the drop off and pickup location there are no other site alterations being proposed with this request.

**TRAFFIC IMPACTS:**

The applicant indicates that the traffic impact should be minimal given the pupils will be dropped off by bus within specific time windows and the start time of the drop-offs and pick-ups are scheduled not to overlap with Archbishop McCarthy High School on the west side of Flamingo Road. A vehicle stacking plan and schedules are provided in the backup materials. All employees of the facility are required to park in the east side parking lot around the drop-off and pick-up area to avoid conflicts with adjoining tenants.

**PARKING ADEQUACY:** The proposed use is unique in the fact that all pupils are transported to the site and dropped off. Based upon the facts stated in the operation plan, indicating 29 instructors and administrative staff, parking on the site should not adversely be impacted. The agent has stated that the previous user of this unit had far more parking impacts do to the high number of employees who occupied this 14,000+ sq/ft office. There are no operational hours on the weekends.

**HAZARD PROTECTION:** The proposed use will reasonably protect persons and property from flooding, erosion, fire, noise, glare or similar hazards. Protection against all potential hazards is provided through the site plan and building permit processes, including paving and grading, engineering, building construction and inspections.

**RECOMMENDATION:** Staff recommends APPROVAL of the Conditional Use request for the proposed Three Hearts ADT training center based off of the detailed operational plan commitments, subject to the following:

1. Approval of the variance petition being processed concurrently with this application.
2. Any increase in enrollment or changes to the operation plan are subject to administrative and/or City Commission review.
3. Satisfactory building permit & life safety plan review for the proposed occupant load within the proposed unit.

This recommendation is based on a finding that the petition has met all the review criteria as listed in this staff report subject to the conditions listed above.

**OUTSTANDING STAFF COMMENTS/RECOMMENDATIONS:** All comments & concerns have been addressed.

**PLANNING AND ZONING BOARD RECOMMENDATION:**

At the meeting on October 18, 2021, the Planning and Zoning Board unanimously recommended APPROVAL of the Conditional Use with a 10/0 Vote.

The  
**MELGREN PLANNING**  
Group  
a **SEPI** Company

SEPI Offices:

Fort Lauderdale, FL | Palmetto, FL | Raleigh, NC | Beaufort, NC | Wilmington, NC | Charlotte, NC | Charleston, SC

August 29, 2021 - Revised

Mr. Jason Chockley, Assistant Director  
Community Development Department  
City of Cooper City  
9090 SW 50<sup>th</sup> Place  
Cooper City, FL 33328

RE: Three Hearts, ADT, LLC Requests for Conditional Use and Variances

Dear Mr. Chockley:

Three Hearts ADT, LLC requests City Commission approval of a conditional use pursuant to Ord. No. 21-16, and two associated variances (parking and community assembly area) that are necessary for Three Hearts to occupy 12399 SW 53<sup>rd</sup> Street, Unit No. 102 within the Cooper City Commerce Park, located north of SW 53<sup>rd</sup> Street.

Three Hearts is a vocational employment and life skills training center for adults with developmental disabilities such as Autism and Down Syndrome. Each pupil has an individualized program designed to increase their ability to participate as active members of the community as volunteers or employees. Competitive integrated employment is a key part of living a meaningful and inclusive life in the community for people with intellectual and developmental disabilities. Pupils are taught how to excel performing job related tasks, mature workplace behavior and effective communication with colleagues and supervisors.

Three Hearts provide this specialized training via a six hour-per-day curriculum. Unlike traditional schools where instruction is held in a classroom setting, Three Heart's instruction occurs within spaces designed to mimic real life environments. For example, to teach personal finance, the space will be set up much like a bank where the pupils will learn about opening a bank account and making banking transactions. During the six hours, the pupils move about the center according to their individualized program schedule. The pupils do not leave the center during the six hours unless it is for a supervised outing to reinforce skill development in the community.

Their individual schedules may include:

- Community safety.
- Positive work behaviors.
- Dressing for success.
- Responding to and resolving interpersonal conflict at work.
- Computer skills
- Retail skills
- Personal finance skills
- Life skills
- Job hunting skills

Three Hearts differs from traditional training centers in two important ways. First, Three Hearts is licensed and regulated by the government, which involves regular inspections. Three Hearts is committed to excellence in service. Receiving 100% on its last inspection is evidence of its efforts in this regard. The second difference is that Three Heart's pupils do not drive. They are transported to and from by family members, public transportation or by Three Heart's Transit 15 passenger van. To eliminate crowding or the disruption of traffic flow, Three Hearts has created and implemented a highly managed transportation system that includes staggering arrival and dismissal time.

Three Hearts chose Cooper City specifically for the City's emphasis on community, as community support is integral to the pupils' success. The proposed Cooper City Commerce Center location was ideal based on the following factors:

1. The building has convenient access from Flamingo Road, noting that arrival and dismissal times will be scheduled to avoid overlap with Archbishop McCarthy H.S.
2. There are several small businesses located in the same and adjacent buildings that can potentially provide enrichment and volunteer opportunities for pupils whose parents work past Three Hearts' closing time.
3. There are a number of parks close by which provide opportunities for community outings and outdoor training opportunities.

Given that the students do not drive, Three Hearts requires fewer parking spaces than even warehouse uses, making it an ideal tenant at the Cooper City Commerce Center.

Full explanation, justification and analysis of the conditional use and variance requests are provided on the application attachments.

Sincerely,

Jeff Katims, AICP, CNU-A  
Senior Planning Manager



## COMMUNITY DEVELOPMENT DEPARTMENT CITY OF COOPER CITY

9090 SW 50 Place – P.O. Box 290910 - Cooper City, Florida 33329-0910  
Phone: (954) 434-4300, ext. 226 – Fax: (954) 680-1439

### CONDITIONAL USE APPLICATION

**ATTENTION:** Prior to submission of application, the Petitioner &/or Owner must schedule a pre-submittal meeting with the Community Development Staff to review the proposed project, the submittal and processing requirements. The submittal dates for DRC and P&Z Board can be found on the City's website at: [www.coopercityfl.org](http://www.coopercityfl.org). ALL ADVERTISING AND RECORDING FEES WILL BE THE RESPONSIBILITY OF THE APPLICANT.

FOR STAFF ONLY:

PETITION #: \_\_\_\_\_

DATE PETITION FILED:  
\_\_\_\_\_

Date of Pre-Submittal Meeting: \_\_\_\_\_

#### INSTRUCTIONS TO APPLICANT:

1. Please complete all requested information on this application. If not applicable, indicate with N/A.
2. A completed Notarized General Application must accompany this application.
3. Make Checks payable to the City of Cooper City per the current Fee Schedule.

### I. CONDITIONAL USE REQUEST

#### Pursuant to Section 23-152 of the Cooper City Municipal Code of Ordinances

Provide a brief description of proposed use(s) including density/intensity and summary of request and attach additional sheet(s) as necessary:

Conditional Use to locate a vocational employment and life skills training center for adults with developmental disabilities at 12399 SW 53 St. per Ordinance No. 21-16.

### II. ADJACENT PROPERTIES

Adjacent Property	Land Use Plan Designation	Zoning Designation	Existing Use(s) of Property
NORTH	Industrial	I-1 Industrial	Community assembly, office and warehouse
SOUTH	Industrial	I-1 Industrial	Business park
EAST	Industrial	I-1 Industrial	Office, laboratory, community assembly
WEST	N/A - Southwest Ranches	N/A - Southwest Ranches	High school

### III. APPROVAL STANDARDS

A conditional use permit shall not be considered an entitlement, and shall be granted by the City Commission only if the Commission finds that all of the following standards are met. The burden of proof in demonstrating that the standards have been met shall be on the applicant. No conditional use permit shall be granted if the Commission finds any one or more of the following standards are not met.

#### Section 23-152(c) Approval Standards

Please address all of the following standards in order to justify the conditional use permit. (Provide responses on separate sheets and attach to this application).

**(1) Nature of use.** The nature and characteristics of the proposed use or structure is consistent with the type of use or structure authorized as a conditional use in the zoning district in which located.



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**CONDITIONAL USE APPLICATION**

**(2) Plan compliance.** The proposed use conforms to the provisions of the city's comprehensive plan.

**(3) Ordinance Compliance.** The proposed use complies with all applicable regulations, including any specific standards for the proposed use set forth in this land development code.

**(4) Compatibility.** The proposed use is compatible with adjacent uses, in terms of use, building height, bulk, scale, setback, open spaces, landscaping, drainage, access and circulation.

**(5) Traffic impact.** The proposed use does not adversely affect the safety and convenience of vehicular and pedestrian circulation in the area, and will not result in a significant increase in traffic on any local residential street.

**(6) Parking adequacy.** The proposed use provides adequate and convenient off-street parking and loading facilities, and will not result in overflow parking on adjacent residential streets.

**(7) Hazard protection.** The proposed use reasonably protects persons and property from erosion, flooding, fire, noise, glare or similar hazards.

**IV. SUBMITTAL CHECKLIST**

QTY	REQUIRED	YES (√)
1	Completed Original General Application	✓
1	Completed Original Conditional Use Application	✓
1	Certificate of Title, property deed or other proof of ownership	✓
14	Signed Surveys with 1 Signed & Sealed Survey	✓
14	Plats, if property is Platted	✓
14	Site Plans or Statements of Intent of proposed use of property (Check with Staff)	✓
14	Aerials Photos of subject site clearly delineating site boundary lines	✓
14	Subject Site Maps clearly delineating site boundary lines with adjacent and nearby street names labeled	✓
1	Justification Statements	✓
1	List of names & addresses of property owners in the of 300'	✓
1	Set of Mailing Envelopes (with labels already on the envelopes)	✓
1	Radius Map from Property Appraisers Office showing 300' radius on tax map	✓

**V. STAFF USE ONLY**

Petition #:	Staff Intake By:	Intake Date:
Sufficiency Completed by:	Sufficiency Date:	

**VI. COOPER CITY CODE**

**Sec. 23-152. Conditional Use.**

**(a) Purpose and intent.**

(1) The purpose of the conditional use procedure is to provide for certain uses or structures that cannot be well adjusted to their environment in particular locations, and to offer full protection to surrounding properties by rigid application of the district regulations, and, due to the nature of the use, the importance of the relationship to the comprehensive development plan and the possible impact on neighboring properties, to require the exercise planning judgment on their location and site plan.



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**CONDITIONAL USE APPLICATION**

(2) If any criteria for a conditional use or for conditional uses in general is found by a court of competent jurisdiction to be inadequate; the legislative intent is for that conditional use to be a prohibited use in the district for which conditional use approval had previously been required.

*(b) Application.* Applications for conditional use approval shall be subject to the following provisions.

(1) Every application shall be completed by the owner of record of the subject property, and shall be signed by such individual and notarized.

(2) Each application shall be accompanied by fourteen (14) copies of a concept site plan or floor plan meeting the requirements of this land development code.

(3) All applications shall be accompanied by a non-refundable fee per the current fee schedule in addition to advertising fees.

(4) It shall be the responsibility of the applicant to furnish, at the applicant's expense, a certified list of all property owners within a three hundred (300) foot radius of the boundaries of the subject property. This list must be certified by a licensed title company or other qualified individual, and the applicant will be responsible for the accuracy of the list of property owners. The list must be submitted to the city clerk at the time of the filing of the application. The list of property owners must be dated and certified to a date not exceeding thirty (30) days prior to the date of filing of the application.

(5) It shall be the responsibility of the applicant to furnish, at the applicant's expense, a map showing all property within a three hundred (300) foot radius of the boundaries of the subject property.

(6) Each application shall be accompanied by such other information as may be required by the city commission, the planning and zoning board, or staff for a determination of the nature of the proposed use and its effect on the comprehensive development plan, the neighborhood and surrounding properties.

*(c) Review procedure.* Applications for approval of a conditional use shall be subject to the following review procedures.

(1) *Submittal.* Applications shall be submitted to the city clerk who shall review the application and concept site plan or floor plot plan for sufficiency under the requirements of these regulations and forward necessary copies of the application to the Community Development Department and the Planning and Zoning Board for study, for holding of a public hearing, and for recommendation and report to the City Commission.

(2) *Review by Planning and Zoning Board.* Within a reasonable time of the receipt of the application, the planning and zoning board shall hold a public hearing in relation thereto, at which parties in interest and citizens shall have an opportunity to be heard.

a. At least fifteen (15) days notice of the time and place of such hearing shall be published in a newspaper of general circulation in the city, notice of the hearing shall be posted on the subject property and all property owners within a three hundred (300) foot radius of the boundaries of the subject property shall be notified by certified and/or ordinary first class mail at least fifteen (15) days in advance of the hearing, provided, that where the applicant is the owner of land not included in the application, and the land not included is a part of or adjoins the parcel for which the conditional use is requested, the three hundred (300) foot requirement shall be measured from the boundaries of the applicant's ownership, including the land not covered by the application.

b. Within thirty (30) days of the public hearing, the planning and zoning board shall submit a report and recommendation to the city commission.

(3) *Commission action.* Within a reasonable time of the receipt of the planning and zoning board's recommendation, the city commission shall hold a public hearing in relation thereto, at which parties in interest and citizens shall have an opportunity to be heard.

a. Following the public hearing, the city commission may approve, approve with conditions, or deny the application based on the approval standards of subsection (b) above.





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**CONDITIONAL USE APPLICATION**

**b.** The city commission may impose such conditions or restrictions upon a conditional use approval as necessary in order to ensure that the approval standards are met and to eliminate or minimize the injurious effect of such use upon surrounding properties.

*(e) Effect of approval.* Approval of a conditional use shall be subject to the following provisions.

**(1)** Approval of a conditional use under this section shall be valid for a period of one (1) year following the date of approval and thereafter shall become null and void, unless construction or use is substantially underway during such one-year period or unless an extension of time is approved by the planning and zoning board before the expiration of such one-year period.

**(2)** A conditional use granted under the provisions of this section shall not be transferable from place to place and shall be valid only at the place designated on the conditional use permit.

**(3)** Permits issued under a conditional use approval may be revoked by the city commission for failure to comply with conditions of approval or applicable regulations, after review and a public hearing.

## THREE HEARTS

### CONDITIONAL USE JUSTIFICATION

**(1) Nature of use.** *The nature and characteristics of the proposed use or structure is consistent with the type of use or structure authorized as a conditional use in the zoning district in which located.*

Three Hearts is a special needs education center that is certified by the Florida Agency for Persons with Disabilities, as conditionally permitted in Sec. 23-56(d) of the City's Code.

**(2) Plan compliance.** *The proposed use conforms to the provisions of the city's comprehensive plan.*

Three Hearts is consistent with all objectives and policies of the comprehensive plan.

**(3) Ordinance Compliance.** *The proposed use complies with all applicable regulations, including any specific standards for the proposed use set forth in this land development code.*

Three Hearts has submitted variance applications for parking and percentage community assembly use concurrent with this conditional use application and complies with all other regulations.

**(4) Compatibility.** *The proposed use is compatible with adjacent uses in terms of use, building height, bulk, scale, setback, open spaces, landscaping, drainage, access and circulation.*

Three Hearts will occupy an existing building that is already compatible with adjacent uses. Three Hearts will reduce the actual need for parking spaces within the property relative to previous tenants of the premises and will utilize the existing access and circulation provided by the rear access aisle and driveway openings. The rear access aisle, which serves only 18 parking spaces and has three driveway openings onto the main north-south driveway serving the complex will serve as the passenger drop-off and pick-up area. The lack of traffic and activity on this drive aisle makes it ideal for this purpose. Furthermore, strictly controlled, staggered pick-up and drop-off times means only one to two vehicles queuing at any time. A traffic circulation plan is attached.

**(5) Traffic impact.** *The proposed use does not adversely affect the safety and convenience of vehicular and pedestrian circulation in the area and will not result in a significant increase in traffic on any local residential street.*

As stated in (4), above, Three Hearts will not adversely affect the safety or convenience of vehicular and pedestrian circulation in the area. Furthermore, Three Hearts circulation plan does not place any traffic on a local residential street.

**(6) Parking adequacy.** *The proposed use provides adequate and convenient off-street parking and loading facilities and will not result in overflow parking on adjacent residential streets.*

As stated in (4), above, Three Hearts will utilize fewer off-street parking spaces than other uses suitable for occupying the premises and does not require traditional loading facilities. Passenger loading and unloading will be provided in the rear of the building using a low-volume driveway entrance and low-volume parking aisle with staggered times of use for the convenience of clients and other businesses.

**(7) Hazard protection.** The proposed use reasonably protects persons and property from erosion, flooding, fire, noise, glare or similar hazards.

Three Hearts will not involve any erosion, flooding, fire, noise, glare, or similar hazards.

### Car Line Process

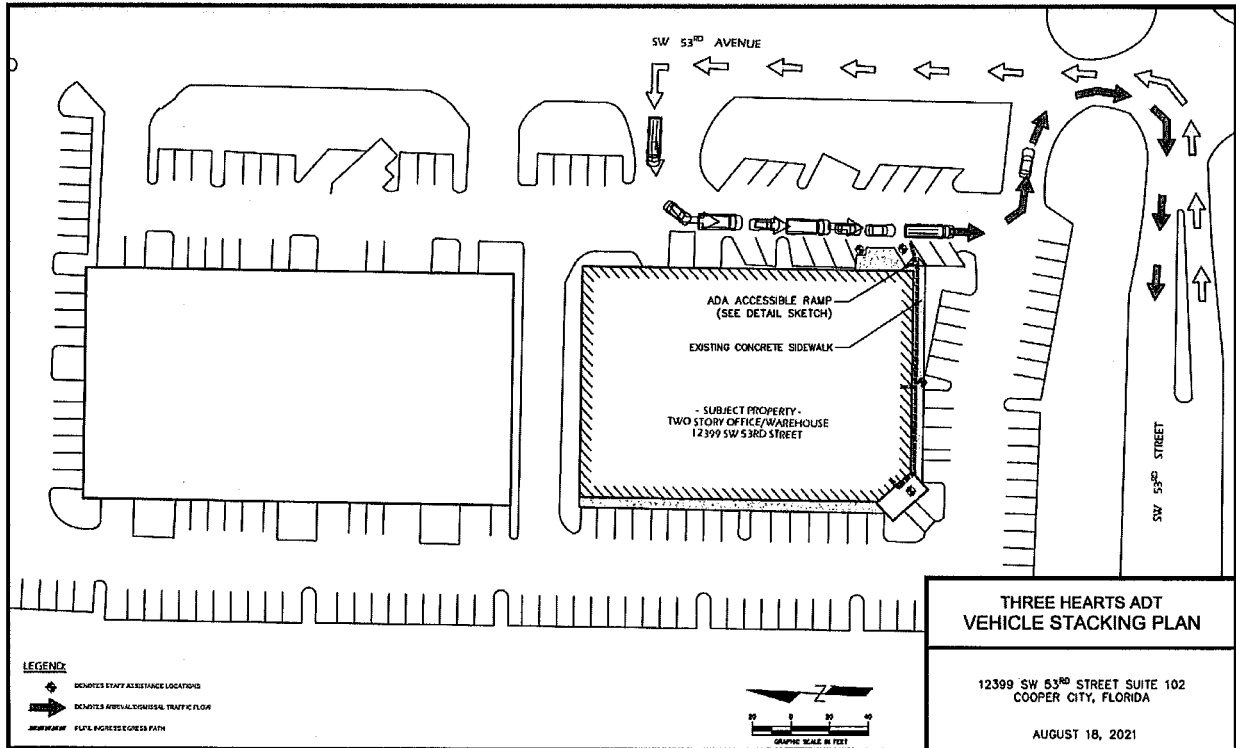
#### Assigned Pupil Arrival Time Frame Schedule & Corresponding Data

ARRIVAL WITH A FULL CENSUS - 145 CONSUMERS							
TIME FRAME ASSIGNED	DROP OFF ASSIGNED COLOR	# OF PUPILS	PROCESS TIME IN MINUTES	TOTAL # OF VEHICLES	TOTAL VEHICLE BREAKDOWN		
					PASSENGER VANS	CARS & SUVS	
8:00 AM TO 8:15 AM	RED	32	9	8	2	6	
8:15 AM TO 8:30 AM	BLUE	32	9	7	3	4	
8:30 AM TO 8:45 AM	GREEN	33	9	8	2	6	
8:45 AM TO 9:00 AM	YELLOW	40	11	7	4	3	
9:00 AM TO 9:15 AM	LATE ARRIVALS	8	4	5	2	3	

#### Assigned Pupil Departure Time Frame Schedule & Corresponding Data

DEPARTURE WITH A FULL CENSUS - 145 CONSUMERS							
TIME FRAME ASSIGNED	DROP OFF ASSIGNED COLOR	# OF PUPILS	PROCESS TIME IN MINUTES	TOTAL # OF VEHICLES	TOTAL VEHICLE BREAKDOWN		
					PASSENGER VANS	CARS & SUVS	
2:00 PM TO 2:15 PM	RED	32	9	8	2	6	
2:15 PM TO 2:30 PM	BLUE	32	9	7	3	4	
2:30 PM TO 2:45 PM	GREEN	33	9	8	2	6	
2:45 AM TO 3:00 PM	YELLOW	40	11	7	4	3	
3:00 PM TO 3:45 PM	LATE PICK UP	8	4	5	2	3	

VEHICLE STACKING PLAN





## **OPERATIONS NARRATIVE**

Three Hearts ADT, LLC trains individuals with developmental disabilities to participate productively in society. The Adult Day Training program provides participants with both functional academic and vocational training skills to prepare them for volunteer and employment opportunities as well as the potential for independent living.

The program participants (“pupils”) do not drive. They will be delivered to and from the training center by their parents/guardians, private transportation, Broward County TOPS vans (part of the Transportation OPTionS program for individuals with disabilities) or via a passenger van owned by Three Hearts (parked offsite when not in use)

Three Hearts will conduct training from 9:00 am to 3:00 pm. Arrival and dismissal will be staggered over the course of one hour each. The staggering will be strictly enforced as it was at Three Heart’s previous location, where it ran smoothly. The staggering eliminates the need for vehicle queuing. Arrival and dismissal times will be scheduled to avoid overlap with Archbishop McCarthy High School.

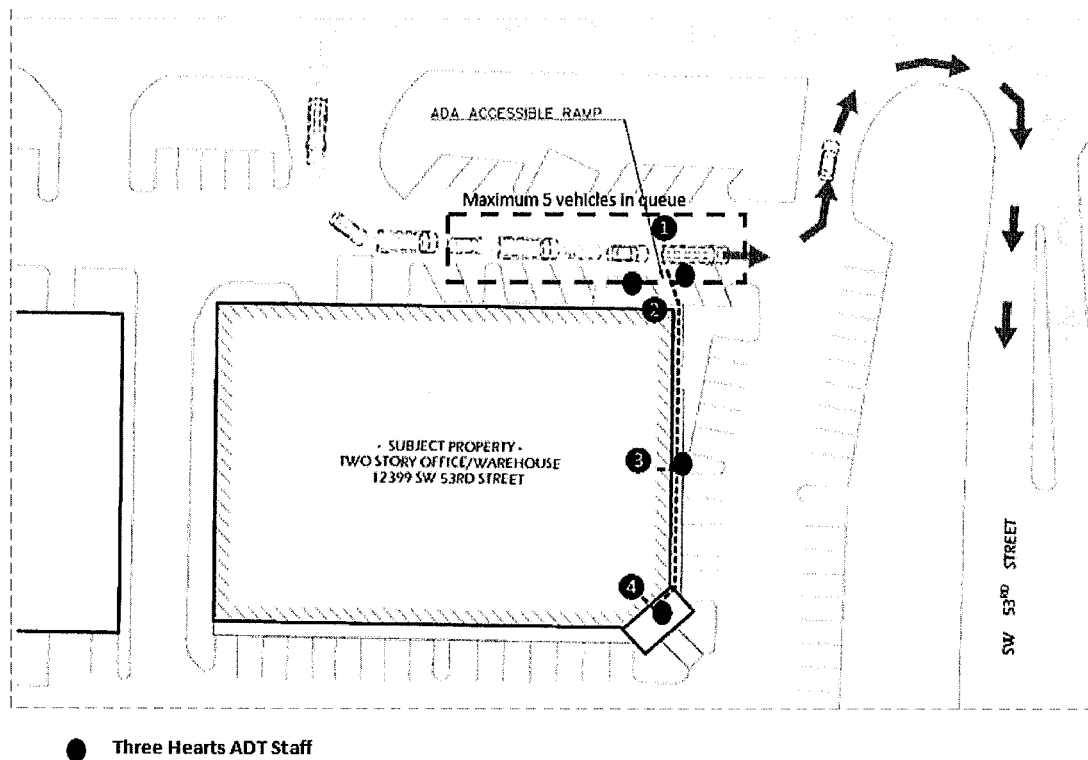
Passenger loading and unloading will utilize the access aisle located behind the building, which serves only 18 parking spaces and has three driveway openings onto the main north-south driveway that serves the complex. The lack of traffic and activity on this drive aisle makes it ideal for this purpose.

Pupils will walk from the transport vehicle to/from a sidewalk that runs alongside the south side of the building. One parking space will be striped-off and used by the pupils to get to and from the transport vehicle to the sidewalk. The sidewalk provides direct access to a side stairwell and the elevator lobby at the southwest corner of the building.

Three Hearts will utilize the existing office floorplan from the prior tenant. Approximately 15 offices will be repurposed as learning centers that will accommodate several individuals with instructors. The open, central area will be used for lunch and training. Up to 145 pupils and 29 instructors and administrative staff will occupy the facility.

## Detail View of the Vehicle Stacking Plan

(See Figure 3 Vehicle Stacking Plan for a full parcel view of the Vehicle Stacking Plan)



## Pupil Arrival Sequence (reversed for afternoon departure)

- 1 Drivers are assigned a 15-minute window for arriving. Assigned times are indicated by a color-coded placard hung from the rear-view mirror.

The drive aisle has the capacity to accommodate an excess of 8 vehicles scheduled for any 15-minute arrival window (see arrival and departure schedules below). However, experience with the same number of pupils at Three Hearts' previous location revealed the queue is typically no more than 5 vehicles. The staff will allow up to 5 vehicles to be in the queue at any one time and will direct any excess vehicles to return in five minutes.

While the morning drop-off and afternoon pick-up are scheduled over a 75-minute period, the actual time needed for loading and unloading each morning and afternoon is approximately 33 minutes. Spreading out the assigned arrival times over 75 minutes keeps the queue small and provides flexibility in the process for individuals who arrive earlier or later than their assigned time frame. The colored placards provide an opportunity to easily identify drivers that habitually arrive late or early for corrective action.

- 2 A parking space will be converted to a loading/unloading zone connecting the building's sidewalk to the pull-up area for the vehicles. The parking space will be striped as a no-parking zone, the wheel stop will be removed, and an ADA compliant curb ramp will be installed. (See Figure 2 – Parking Space Conversion Detail Sheet)

Morning drop-off and afternoon pick-up process is conducted by 4 staff members and overseen by the Manager of Operations.

- 3 Health and well-being is a topic included in the curriculum. In that regard, the vast majority of pupils will use the stairs and will incorporate the exercise into their individual programs. The door to stairway leading to the second-floor space will be attended by a staff person who knows which pupils will use the stairs and which will be directed to proceed to the front entrance.
- 4 Pupils who must use the elevator proceed to the front entrance where they are greeted by a staff person and walked to the elevator.

The following schedules provide an estimated overview of the potential traffic flow during each of the arrival and dismissal time frames.

**Assigned Pupil Arrival Time Frame Schedule & Corresponding Data**

ARRIVAL WITH A FULL CENSUS - 145 CONSUMERS						
TIME FRAME ASSIGNED	DROP OFF ASSIGNED COLOR	# OF PUPILS	PROCESS TIME IN MINUTES	TOTAL # OF VEHICLES	TOTAL VEHICLE BREAKDOWN	
					PASSENGER VANS	CARS & SUVs
8:00 AM TO 8:15 AM	RED	32	9	8	2	6
8:15 AM TO 8:30 AM	BLUE	32	9	7	3	4
8:30 AM TO 8:45 AM	GREEN	33	9	8	2	6
8:45 AM TO 9:00 AM	YELLOW	40	11	7	4	3
9:00 AM TO 9:15 AM	LATE ARRIVALS	8	4	5	2	3

**Assigned Pupil Departure Time Frame Schedule & Corresponding Data**

DISMISSAL WITH A FULL CENSUS - 145 CONSUMERS						
TIME FRAME ASSIGNED	DROP OFF ASSIGNED COLOR	# OF PUPILS	PROCESS TIME IN MINUTES	TOTAL # OF VEHICLES	TOTAL VEHICLE BREAKDOWN	
					PASSENGER VANS	CARS & SUVS
2:00 PM TO 2:15 PM	RED	32	9	8	2	6
2:15 PM TO 2:30 PM	BLUE	32	9	7	3	4
2:30 PM TO 2:45 PM	GREEN	33	9	8	2	6
2:45 AM TO 3:00 PM	YELLOW	40	11	7	4	3
3:00 PM TO 3:45 PM	LATE PICK UP	8	4	5	2	3

**Data Assumptions Used:**

- Pursuant to Three Hearts’ conditional use application and previous experience successfully managing the same, the maximum number of consumers is 145.
- Private passenger vans typically transport 11 to 14 Pupils.
- Group home staff typically transport 3 to 4 Pupils.
- Broward County Transit (TOPS) vans typically transport 4 to 5 Pupils.
- Family, guardians, and Broward County Transit (TOPS) sedans typically transport 1 Pupil.
- Previous census and transportation data was used to determine the number of vehicles per type per time period.
- Loading/unloading time is approximately 13 seconds per Pupil.

**Absentee Rate**

Absences occur daily. Historical attendance data has identified a 12% absentee rate. Although the above schedule and data analysis was based on 145 Pupils, it is more likely that the daily census will vary from 125-135.



## **Summation**

Everyone deserves to learn, grow, and discover new possibilities and to be active members in the community. Three Hearts ADT provides a unique program that assists adults with developmental disabilities in fulfilling their dreams of attaining meaningful employment while working to provide the local business community with valuable employees/volunteers.



# **COMPANY OVERVIEW**

## **OPERATIONS PLAN**

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## **Developmental Disabilities Overview**

### **Definition of Developmental Disabilities**

Developmental disabilities encompass a broad range of conditions that result from cognitive and/or physical impairments. They are identified before the age of 22, and usually last throughout a person's lifetime.

### **Types of Developmental Disabilities**

The most common developmental disability is intellectual disability. Cerebral palsy is the second most common developmental disability, followed by autism spectrum disorder. Other developmental disabilities may include:

- Attention-Deficit/Hyperactivity Disorder
- Angelman Syndrome
- Bipolar Disorder
- Central Auditory Processing Disorder
- Down Syndrome
- Expressive Language Disorder
- Fragile X Syndrome
- IsoDicentric 15
- Learning Disabilities
- Neural Tube Defects
- Phenylketonuria
- Prader-Willi Syndrome
- Seizure Disorders
- Tourette Syndrome
- Traumatic Brain Injury
- Williams Syndrome

### **Definition of Community Inclusion**

Community inclusion is the opportunity for adults with developmental disabilities to live and exist as contributing members of their communities while being valued for their abilities and uniqueness regardless of their disability. Competitive integrated employment and volunteer opportunities are key components of community inclusion.

## **Definition of Adult Day Training**

An Adult Day Training program provides participants with both functional academic and vocational training skills to prepare them for volunteer and employment opportunities as well as the potential for independent living.

## **Business Description and Organization**

### **Legal Entity**

Three Hearts ADT, LLC is a limited liability entity that provides adult day training services to Florida residents. Hereafter, Three Hearts ADT.

### **Ownership**

Three Hearts ADT's, owner operators Diane Fernandez and Yitzhak Rivero are highly dedicated individuals who represent an exceptional cross section of skills, knowledge, experience, interests, and community service.

Diane Fernandez has a unique mix of skills and experience gained from employment in both the public and private sectors. Diane's public sector experience includes more than 10 years of service with the Florida Office of the Attorney General's Medicaid Fraud Control Unit where she retired at the rank of Lieutenant. During her tenure, she both investigated and oversaw the investigation of multi-million-dollar healthcare fraud schemes as well as allegations of abuse and neglect of the elderly and at-risk adults. She was decorated by both the United States Drug Enforcement Administration and the United States Attorney's Office Southern District for her work. Additionally, her private sector experience includes upper-level management in the areas of corporate finance, accounting, investigations, and security. Additionally, Diane has a Bachelor of Business degree in Finance from the University of Miami.

Yitzhak Rivero is a licensed Mental Health Counselor. He currently maintains a highly successful group home business in which he provides mental health and support services to adults with developmental disabilities in properties located in both Miami Dade and Broward counties. Yitzhak is a subject matter expert in the field and maintains a master's degree in Clinical Psychology from Carlos Albizu University.

When Yitzhak expanded his group home business into Broward County, he recognized a need for a high-quality and innovative Adult Day Training center. In October of 2016, Yitzhak and Diane combined their skills and knowledge and formed Three Hearts ADT to do just that.

### **Regulation and Licensure**

Florida's Agency for Persons with Disabilities (APD) is tasked with serving the needs of Floridians with developmental disabilities. The agency is governed by Chapter 20, Chapter 393, and Chapter 916 of the Florida statutes. There is a rigorous application process to become a provider of Medicaid Waiver services. All Medicaid Waiver providers are also subject to strict regulations, inspection, and regular quality assurance reviews by the Agency for Healthcare Administration. Three Hearts ADT's most recent inspection resulted in 100% rating.

### **Mission**

Three Hearts ADT's mission is to design, develop and administer a broad range of innovative programs that assist adults with developmental disabilities in achieving their maximum level of independence through job and life skills training.

## **Adult Day Training Program**

### **Individualized Program**

At Three Hearts ADT, the focus is on the pupil's ability, not disability. As such, each pupil receives an individualized program designed to identify then increase their abilities in support of their participation as active members of the community. Competitive integrated employment is a key part of living a meaningful and inclusive life in the community for people with intellectual and developmental disabilities. Three Hearts ADT's programs are designed to prepare participants for volunteer work and or employment in the community. Pupils are taught how to excel performing job related tasks, mature workplace behavior and effective communication with colleagues and supervisors. To develop the individualized program, Three Hearts ADT's leadership team and the pupil's support team meet to discuss learning abilities and desired goals. During this the "Support Plan Meeting" a learning ratio is assigned to each pupil.

These ratios are:

1 instructor per 1 pupil

1 instructor per 3 pupils

1 instructor per 5 pupils

1 instructor per 10 pupils.

### **Curriculum**

After the Support Plan Meeting a curriculum is developed and is tailored to each pupil's plan. Those pupils with the same or similar learning abilities and goals are grouped together and learn together. This specialized training is provided via a 6 hours per day curriculum. During the 6 hours, the pupils move about the center according to their individualized program schedule. The pupils do not leave the center during the 6 hours unless it is for a supervised outing to reinforce skill development in the community.

### **Innovative Design**

Unlike traditional schools where instruction is held in a classroom setting, Three Hearts ADT's instruction occurs within spaces designed to mimic real life environments. The materials in the spaces are mobile and can be changed to meet the need of the curriculum being taught. Examples of these spaces and the skills learned are as follows:

<b>ENVIRONMENT</b>	<b>LEARN TO:</b>
Restaurant	Set up and clear tables, wash dishes, and overall cleaning.
Wholesale Business	Separate types of goods, or parts of goods, package goods and prepare for shipping.
Grocery/Retail Store	Greet customers, stock shelves, bag merchandise, wrap gifts, work a cash register
Cleaning Service	Safely use cleaners and equipment to clean various types of commercial and domestic spaces.
Office	Use various types of software.
Art	Sell their artwork via various platforms such as Etsy, Amazon, and Facebook Marketplace



## **Social Inclusion**

Individuals with intellectual and developmental disabilities often lack social inclusion. For many, their social networks consist primarily of paid staff or professionals. At Three Hearts ADT, the program provides an opportunity for pupils to develop friendships, mentorships, and peer support.

## **Pupil Abuse and Neglect Monitoring**

Many individuals with intellectual disabilities live in group homes and are assigned a Waiver Support Coordinator (WSC) to assist them with their individual supports. The WSC meets with their pupils monthly. Three Hearts ADT is mandated by Chapter 39 of the Florida State Statutes to report any cause to believe a pupil has been abused or neglected. To meet that mandate, Three Hearts ADT's staff are trained to identify and report signs of abuse and/or neglect. Consequently, with the pupils attending on a regular basis, the staff of Three Hearts ADT provide a much-needed safety net to the intellectually or developmentally disabled population they serve. Since opening the center in 2016, Three Hearts ADT has reported sexual and physical abuse as well as neglect of pupils.

## **Operations**

### **Hours of Operation**

Hours of operation are from 7:30 am to 4:30 pm. Training occurs from 8am to 3pm. The additional time is used for clean-up, disinfection and classroom preparation and set up.

### **Location**

Cooper City was chosen as the ideal city to operate specifically for the city's emphasis on community and education. Community support is integral to the pupils' success. The space is located at 12399 SW 53<sup>rd</sup> Street, Suite 102 Cooper City, Florida 33330 was chosen for its ideal lay out having a variety of sized spaces to fit the pupil's learning ratios. The center of the space will not be fixed use and any and all furniture and equipment will be moveable. The center is idea for celebrating individual skill achievement via a graduation ceremony or for creating art pieces for sale in Three Hearts ADT's future Esty store. There is no need to change the existing office floorplan from the prior tenant, (*See Figure 1 - Floor Plan*). Approximately 15 offices will be repurposed as learning centers that will accommodate the individuals with instructors. Up to 145 pupils and 29 instructors and administrative staff will occupy the facility.

Additional factors considered when choosing this location are:

1. There are several small businesses located in the same and adjacent buildings that can potentially support the mission with employment or volunteer opportunities.
2. There is a dance school, music school and swim school located within the complex, all of which can potentially provide enrichment opportunities for pupils whose parents work past closing time.

### **Pupil Census**

Pre-opening interest indicates the potential pupil census to be 145 pupils with the following ratios: 70% - 1:10 ratio, 25% - 1:5 ratio and 5% - 1:3 ratio.

### **Staffing**

Employees who provide training to the pupils are identified as Direct Support Professional – Life Skills & Vocational Training Staff. The number of Direct Support Professionals needed to operate is determined by the pupil's individual learning ratio.

### **Staff Screening**

As required, all Three Hearts ADT staff undergo a thorough level 2 background screening and re-screening every 5 years.

### **Staff Training**

All staff members are required to pass mandatory training programs. These trainings include but are not limited to:

- Zero Tolerance – Abuse & Neglect
- Person Centered Planning
- Introduction to Developmental Disabilities
- Health & Safety
- Pupil's Individual Choices, Rights and Responsibilities
- HIPPA
- HIV/AIDS – Infection Control
- CPR - First Aid
- 8 Hours of Tailored In-Service

## **Transportation Method**

### **Overview**

Three Hearts ADT differs from traditional training centers regarding transportation. The pupils that attend Three Hearts ADT do not drive. The pupils live in residences throughout Broward County and are transported to and from the center in varying modes of transportation. For example, they may be transported via a family member or guardian, private transportation services, Broward County Transit or via Three Hearts Transportation service. Additionally, the pupils who live in group homes typically travel together to the center.

### **Drop Off – Pick Up Location**

To best serve the pupils and to reduce potential traffic congestion, pupils will be dropped off and picked up at the Southeast corner of the building.

### **Building Entry/Exit**

After disembarking from their respective vehicles, the pupils will walk east on the covered walkway and enter the building either through the stairwell located on the south side of the building or via the lobby and elevator located on the southwest corner of the building. Leaving the building will be occur in the same method.

### **Employee/Visitor Parking**

With an estimate of 145 pupils based on the percentages of pupils per ratio previously stated and including visitors, administrative and executive staff, the total number of spaces needed is 32. The total square footage of the space is 14,452, one space per 400 square feet would be 36 spaces. Employees who arrive before 8am will park in the spaces along the east side of the building where the vehicle stacking will occur. This will assist in reducing any parking concerns for neighboring tenants during the car line process.

### **Parking Space Conversion**

To assist in the efficient and safe movement of pupils from the vehicles to the center, one parking space will be converted to an ADA compliant curb ramp for loading and unloading. The parking space is located at the Southeast corner of the building and is adjacent to the building's walkway. *(See Figure 2 – Parking Space Conversion Detail Sheet)*

## Car Line Process

### Overview

To move 145 pupils safely and successfully through arrival and dismissal, Three Hearts ADT developed a Car Line process wherein each pupil is assigned a specific time period for arrival and departure. This time period is determined by a number of factors which include the location of their residence, parents/guardians working hours, private and public driver routes and Three Hearts ADT's driver's routes.

The following schedules provide an estimated overview of the potential traffic flow during each of the arrival and dismissal time frames.

### Assigned Pupil Arrival Time Frame Schedule & Corresponding Data

ARRIVAL WITH A FULL CENSUS - 145 CONSUMERS						
TIME FRAME ASSIGNED	DROP OFF ASSIGNED COLOR	# OF PUPILS	PROCESS TIME IN MINUTES	TOTAL # OF VEHICLES	TOTAL VEHICLE BREAKDOWN	
					PASSENGER VANS	CARS & SUVS
8:00 AM TO 8:15 AM	RED	32	9	8	2	6
8:15 AM TO 8:30 AM	BLUE	32	9	7	3	4
8:30 AM TO 8:45 AM	GREEN	33	9	8	2	6
8:45 AM TO 9:00 AM	YELLOW	40	11	7	4	3
9:00 AM TO 9:15 AM	LATE ARRIVALS	8	4	5	2	3

### Assigned Pupil Departure Time Frame Schedule & Corresponding Data

DEPARTURE WITH A FULL CENSUS - 145 CONSUMERS						
TIME FRAME ASSIGNED	DROP OFF ASSIGNED COLOR	# OF PUPILS	PROCESS TIME IN MINUTES	TOTAL # OF VEHICLES	TOTAL VEHICLE BREAKDOWN	
					PASSENGER VANS	CARS & SUVS
2:00 PM TO 2:15 PM	RED	32	9	8	2	6
2:15 PM TO 2:30 PM	BLUE	32	9	7	3	4
2:30 PM TO 2:45 PM	GREEN	33	9	8	2	6
2:45 AM TO 3:00 PM	YELLOW	40	11	7	4	3
3:00 PM TO 3:45 PM	LATE PICK UP	8	4	5	2	3

## **Assigned Pupil Arrival Time Frame Schedule Data Assumptions**

The following assumptions were used to conduct the traffic analysis above.

- The anticipated number of pupils is 145.
- Transit vans typically transport 11 to 14 pupils.
- Group home staff typically transport 3 to 4 pupils.
- Broward County Transit (TOPS) vans typically transport 4 to 5 pupils
- Family or guardians typically transport 1 pupil.
- Broward County Transit (TOPS) sedans typically transport 1 pupil.
- Previous census and transportation data was used to determine the number of vehicles per type per time period.
- Loading/unloading time is approximately 13 seconds per pupil.

## **Absentee Rate**

Absences occur daily. Historical attendance data has identified a 12% absentee rate. Although the above schedule and data analysis was based on 145 pupils, it is more likely that the daily census will vary from 125-135.

## **Vehicle Stacking Plan**

Drivers are assigned a 15-minute window for arriving. Assigned times are indicated by a color-coded placard hung from the rear-view mirror. The drive aisle has the capacity to accommodate an excess of 8 vehicles scheduled for any 15-minute arrival window (see arrival and departure schedules below).

However, experience with the same number of pupils at the previous location revealed the queue is typically no more than 5 vehicles. Staff will allow up to 5 vehicles to be in the car line at any one time and will direct any excess vehicles to return in five minutes.

While the morning drop-off and afternoon pick-up are scheduled over a 75-minute period, the actual time needed for loading and unloading each morning and afternoon is approximately 33 minutes.

Spreading out the assigned arrival times over 75 minutes keeps the queue small and provides flexibility

in the process for individuals who arrive earlier or later than their assigned time frame. The colored placards provide an opportunity to easily identify drivers that habitually arrive late or early for corrective action.

# Car Line Procedures

## Overview

The safety and security of Three Hearts ADT's pupils and staff is paramount, as such, arrival and dismissal procedures have been developed.

## Staffing

Staff members are assigned to actively participate in the arrival and dismissal process. The Operations Manager oversees the process and the assigned staff. The Arrival and Dismissal Lead directs the Unloading/Loading Assistants through the arrival/dismissal process. All arrival and dismissal team members are provided with a handheld transceiver to use during the car line process. The following is a list of the roles and a high-level description of the responsibilities.

### Operations Manager

- Ensures assigned staff are on site and ready to execute their assigned responsibilities, and to make staffing adjustments where needed.
- Ensures staff have the necessary materials and communication devices needed for a successful arrival and dismissal process.
- Conducts a pre-arrival and dismissal safety check for walking hazards, inclement weather etc.
- Ensures the driver communication list is accurate and adjusts as needed.
- Ensures traffic flow is optimal by maintaining communication with Lead staff assigned.
- Communicates issues/concerns directly with transportation companies and/or individual drivers.
- Reports any emergency to police/fire safety immediately and prepares incident reports as required.

### Arrival/Dismissal Lead

- Is responsible for ensuring the safe and efficient movement of vehicles through the car line.
- Communicates with drivers directing them through the car line.
- Reports emergency incidents immediately to the Operations Manager
- Communicates any safety concerns to the Operations Manager.
- Makes recommendations for continuous improvement.
- Ensures umbrellas are available for inclement weather.

### Unloading/Loading Assistants

- Provides physical aid to pupils as they disembark or embark a vehicle.
- Assists pupils with their personal belongings.

- Directs pupils to their respective entry locations and pandemic protocols station.
- Observes pupils for signs of illness and communicates concerns to Operations Manager.
- Communicates any safety concerns to the Operations Manager.
- Makes recommendations for continuous improvement.
- During inclement weather, provides physical assistance with the umbrella.

### **Car Line Package**

Each pupil and each driver receive a Car Line Package. The package includes the following:

- Assigned car line time and color.
- Car Line Procedure Letter
- Car Line driving directions and map
- Communication Tree
- Color placard

### **Offsite Outing Transportation**

#### **Overview**

To reinforce skill development, pupils will be provided with opportunities to practice their skills outside of the training center. These opportunities may be within walking distance of the center or may require transportation. In addition, many of the pupils reside in group homes and lack the ability to get fresh air, exercise or just have fun. Consequently, in the cooler months, community outings are incorporated in the curriculum with training taking place in a local park. Depending upon the type of outing, the pupil may be directed to be dropped off or picked up at the outing site or will be transported by Three Hearts ADT. When transported by Three Hearts, the pupils will participate in pandemic protocols, and have their attendance taken before loading the van for the outing. The number of pupils who participate in an outing is determined by the outing type. When the outing requires Three Hearts ADT's transportation, the number of pupils who are transported is typically no more than 10 pupils at a time.

#### **Summation**

Everyone deserves to learn, grow, and discover new possibilities in the communities they call home. We want to spend our days reaching new goals, interacting with others, and enjoying meaningful activities. Three Hearts ADT strongly believes that individuals who have disabilities want to be active contributors within their communities and achieve their highest level of self-reliance. For that reason, we have developed unique approaches that not only assist these individuals in fulfilling their dreams of attaining

meaningful employment but ensure that employers are receiving valuable employees. Through our programs, participants receive the necessary training and support needed to enter the workforce and live independently.

**Attachments:**

**Figure 1 - Floor Plan**

**Figure 2 - Parking Space Conversion – Detail Sheet**

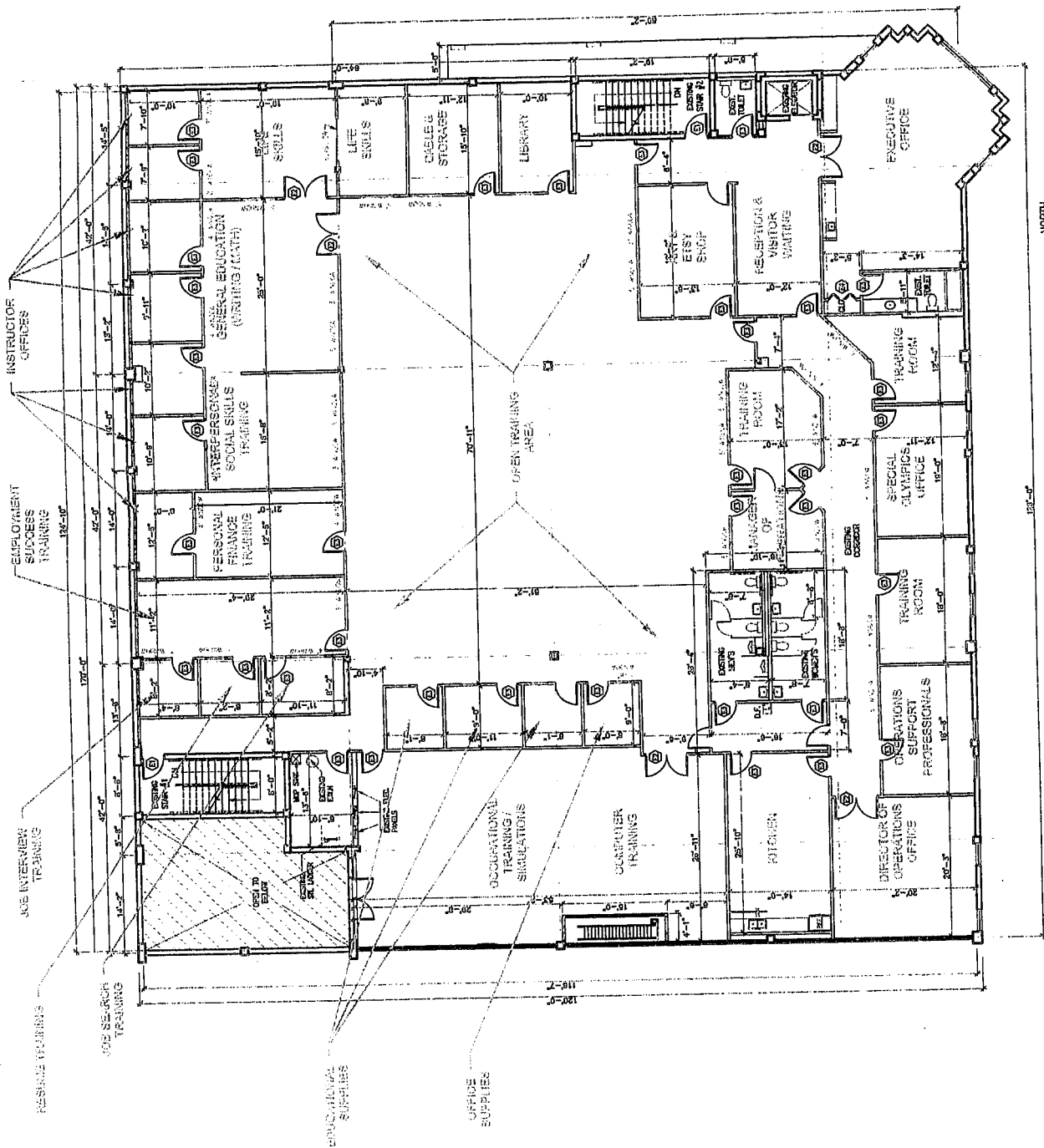
**Figure 3 - Vehicle Stacking Plan Full Parcel to Scale**



DOOR SCHEDULE	
(1) EXISTING FIRE RATED INTERIOR DOORS	3'-0" X 8'-0"
(2) EXISTING INTERIOR DOORS	(2) 3'-0" X 8'-0" (2) 3'-0" X 6'-0"
(3) EXISTING INTERIOR DOORS	3'-0" X 8'-0"
(4) EXISTING FIRE RATED DOORS	(4) 1'-0" X 8'-0" (4) 1'-0" X 6'-0"

**WALL LEGEND**

- DENOTES EXISTING CONC. FILL EXTERIOR WALL
- DENOTES EXISTING 1 HR FIRE RATED TERRAZZ SEPARATION DRYWALL PARTITION
- DENOTES EXISTING CRITICAL PARTITION



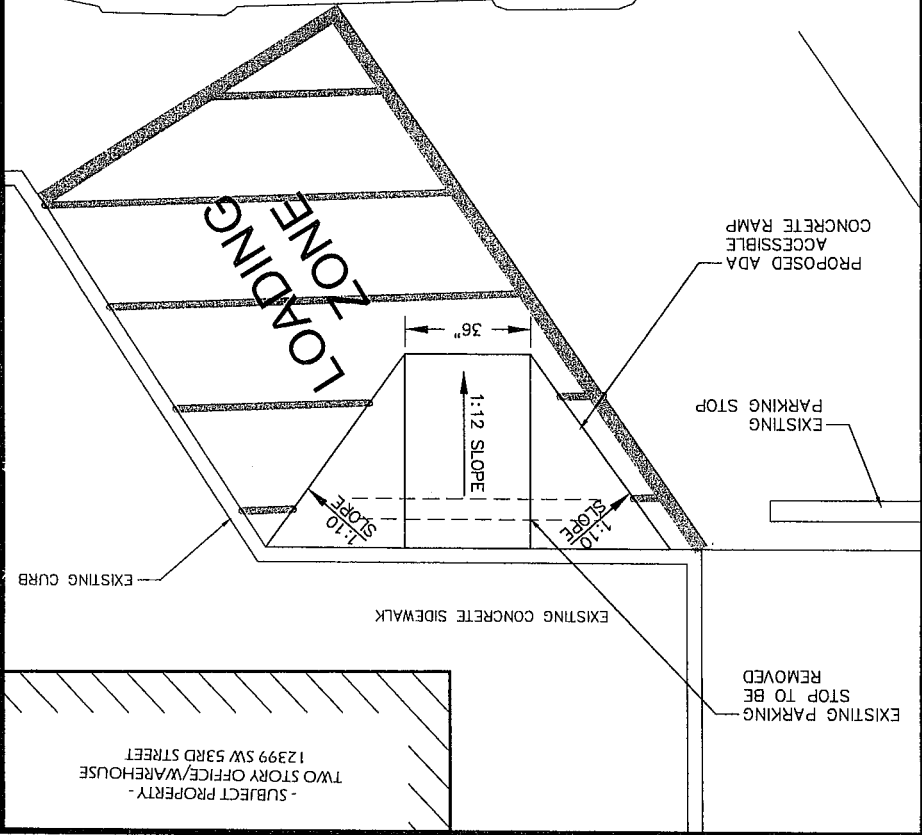
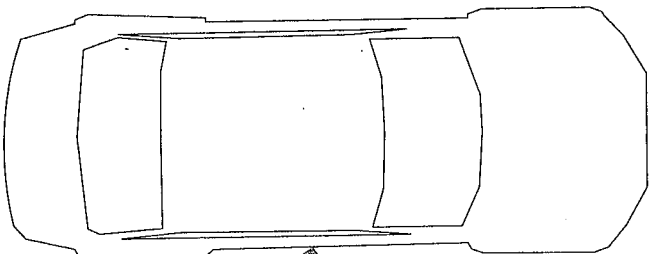
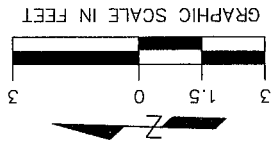
**ASBUILT / PLAN**

SCALE: 1/8"=1'-0"

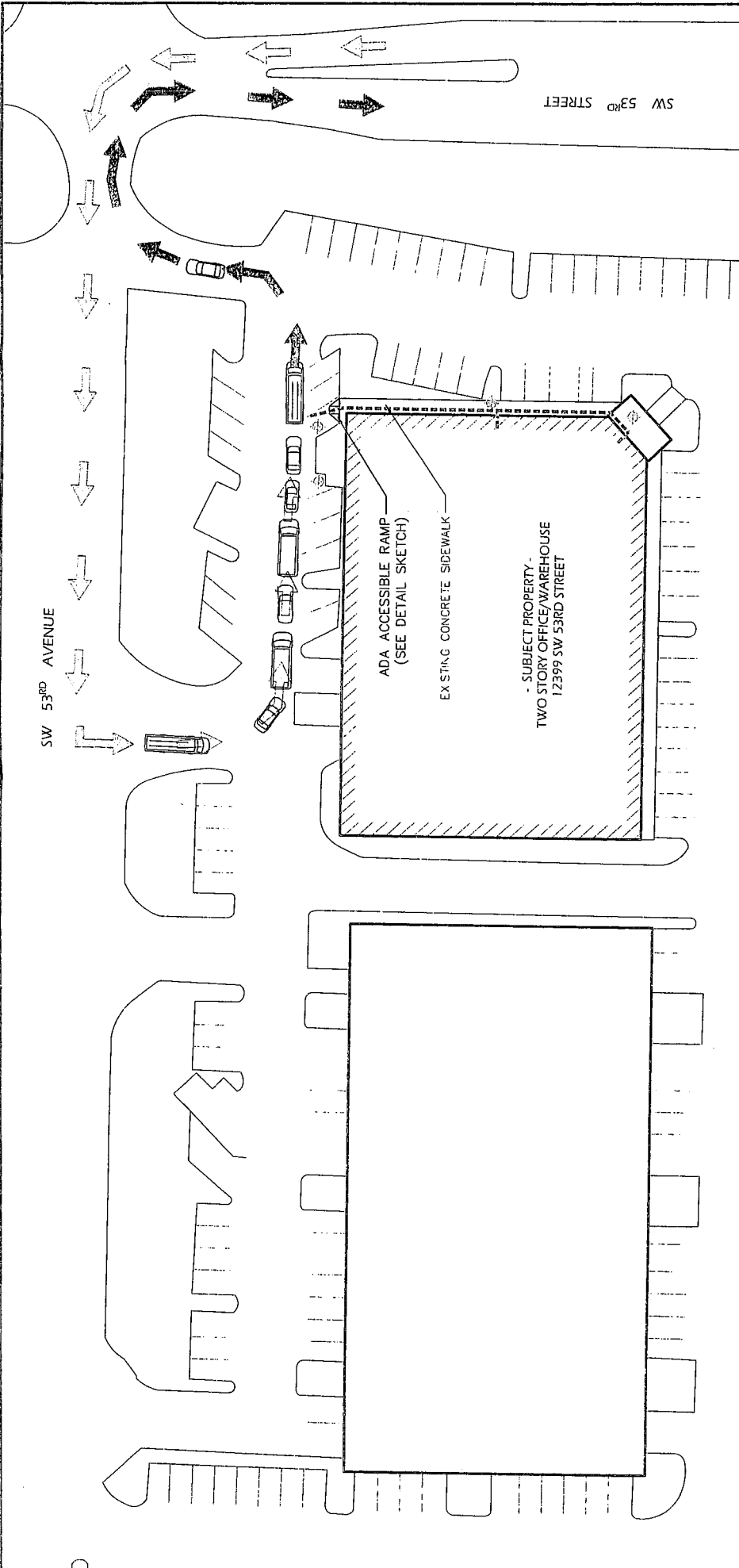
AMENDED: 10-10-2018



THREE HEARTS ADT  
ADA ACCESSIBLE RAMP  
12399 SW 53<sup>RD</sup> STREET SUITE 102  
COOPER CITY, FLORIDA  
SEPTEMBER 14, 2021



- SUBJECT PROPERTY -  
TWO STORY OFFICE/WAREHOUSE  
12399 SW 53<sup>RD</sup> STREET



THREE HEARTS ADT  
VEHICLE STACKING PLAN

12399 SW 53<sup>RD</sup> STREET SUITE 102  
COOPER CITY, FLORIDA

AUGUST 18, 2021

- LEGEND:**
- DENOTES STAFF ASSISTANCE LOCATIONS
  - ➔ DENOTES ARRIVAL DIRECTIONAL TRAFFIC FLOW
  - ▬▬▬▬ PUPIL INGRESS/EGRESS PATH

