SUSTAINABLE PROSPERITY - PHASE II
Building on the Past With a New Vision
Sustainable Prosperity Report - Phase II
Building on the Past with a New Vision

EXECUTIVE SUMMARY

The City Administration, with the leadership and support of our elected City Commission, is seeking to improve the quality of life for all who live or do business in Hollywood—both now and for generations to come. We have termed this broad objective “Sustainable Prosperity.” It involves recognizing the links between political, social, economic and environmental systems, and considering the impact of our decisions and actions in the long term, extending beyond our geographical and interest boundaries. Sustainable Prosperity supports responsible commercial, industrial and office development and redevelopment while enhancing residential quality of life, the preservation of open space and a quality, city-wide community aesthetic. As Hollywood celebrates the 90th anniversary of its incorporation as a City, we recognize future successes will be built on a solid connection to our history, appreciation of the present and a robust vision for the future.

The first Sustainable Prosperity Report issued in March 2015 addressed key organizational changes within the Office of the City Manager necessary to re-energize the organization, address the lingering impacts of financial urgency and create a sustainable management structure reflecting best practices. This allowed us to tackle identified Commission priorities and begin creating a foundation for making measurable progress toward quality of life improvements in several areas from infrastructure projects to economic development to environmental resiliency and public safety.

As the City Administration worked through budget development for FY2016, we were confronted with the need to overcome a substantial budget gap resulting from ongoing legacy costs related to personnel, the need to address the cumulative effects of deferred maintenance and the need to make necessary new investments in infrastructure and operations. Significant areas of the City with aging housing stock, outmoded and under-developed commercial corridors and limited land for new development, constrain the City’s tax base. Even with substantial year-over-year growth in overall taxable value, much of the resulting revenue increases are not available for City-wide use. Through research and collaboration with the City’s Community Redevelopment Agency, a plan to return a portion of the tax increment derived from the Beach District was developed and brought forward. This work, to negotiate, reallocate and prioritize financial resources and funding needs, allowed the City administration to present a balanced FY 2016 budget that provides for targeted infrastructure enhancements and investments and offers workforce stabilization through competitive labor agreements.

While developing balanced solutions to deal with our financial realities, we remained focused on achieving results in a number of key areas, tackling projects and initiating new programs to better meet the needs of our residents, business owners, visitors and employees. Key departmental reorganizations were completed to unite and streamline all functions of the development review and permitting processes to promote efficiency while increasing transparency. Code Compliance and Economic Development are now primary responsibilities under the Office of the City Manager to enhance results in these areas with new initiatives currently underway. Projects to repave roads and alleyway have been prioritized and funded. A phased program for neighborhood lighting enhancements is in place. We are implementing the regional vision for “Complete Streets,” working with our partners at the Broward Metropolitan Planning Organization (MPO)
and the Florida Department of Transportation to renew and transform the appearance and function of key corridors within the City. The exceptional quality of our Parks, Recreation and Cultural Arts programs and Fire Rescue services has been recognized through national accreditations and certifications this year. The City’s overall crime rate continues on a downward trend and is now the lowest it’s been in more than a decade with a 46% decrease in just the last year. We’ve enhanced training and compliance with procurement processes, implementing best practices and handling a 220% increase in formal bids. With the renewed development activity throughout the City ($1.65 billion in new development planned, underway or recently completed), we’ve processed more than 13,000 (13,205) building permits, up from 10,997 in FY 2014.

While the market is strong and Hollywood is currently benefitting from new investment and growth, the City still faces inadequate resources to meet the needs of all areas of the community. Given this condition, Sustainable Prosperity in Hollywood must increasingly focus on ensuring a thriving and resilient local economy. We must create a sufficient tax base and revenue to support government and the provision of infrastructure and services, grow and strengthen our middle class through job opportunities and provide an overall climate conducive to business success. A sustainable economy is diversified, buffering it against internal or external events or disasters. We cannot rely on unlimited population growth, high consumption or nonrenewable resources to build sustainability. Strengthening our local economy through business attraction and retention, along with targeted and strategic redevelopment, are critical to a robust and resilient City. This is an essential element in phase II of Sustainable Prosperity.

Under the leadership of our City Commission, the City Administration is committed to working with our public and private partners at all levels of government and business to chart a course for Hollywood’s future that includes:

- A diversified local economy with a strong export component
- A wide selection of recreation, educational and cultural opportunities
- Sustainable practices for environmental stewardship
- A multi-modal transportation system
- Safer neighborhoods
- More educated workforce and a diverse population with a strong middle class
- Financially stable and effective government

As our economy continues to rev up from the dismal days of few years ago, I want you to know the City of Hollywood is focused on seizing this moment and helping to support the kind of projects and programs that will set our City apart and lead to Sustainable Prosperity.
Introduction
Transition Plan - Initial Phase Update
INTRODUCTION
In March 2015, City Manager, Dr. Wazir Ishmael, initiated a process to create a foundation for Sustainable Prosperity in Hollywood. The keys to sustainable prosperity are found in stable growth, community vibrancy, sound fiscal management and efficient public services. Certain components are integral to the plan’s success including a diverse and growing population with a strong middle-class, an array of affordable services that encourage household formation, and a vibrant business community. Through a focus on economic development and redevelopment, along with judicious use of our natural resources, sustainable prosperity can be achieved.

As a first step in implementing this plan, the City Manager sought to reorganize the executive management structure to provide better oversight, planning, guidance and implementation. These changes were detailed in the transition plan contained within the Sustainable Prosperity Report – Phase I, and included the restructuring of existing vacancies, reorganization of personnel and the creation of strategic positions within the City Manager’s Office. These positions included an Assistant City Manager for Finance and Administration, a Chief Civic Affairs Officer and a Chief Development Officer.

The Assistant City Manager (ACM) for Finance and Administration provides oversight in the areas of finance, budget, procurement, human resources, city clerk, labor relations, information technology and public affairs. George Keller assumed the position in April 2015. His initial focus has been on the development of the FY 2016 Budget, negotiating five labor contracts with the PBA, IAFF and AFSCME, pension reform, improving procurement processes, pursuing a new city-wide Enterprise Resource Platform (ERP) to enhance operations and service delivery, employee benefits delivery, and contract compliance process. Additionally, Mr. Keller was appointed by the City Manager to serve as a Trustee on the General Employee’s Pension Board, and to arbitrate all labor grievances at the final administrative step.

The position of Chief Civic Affairs Officer was filled with the promotion of Lorie Mertens-Black. In this role, Ms. Mertens-Black continues to coordinate legislative priorities with the City’s lobbying team. Added responsibilities include responding to City Commission requests, resolving citizen complaints, and spearheading special projects such as the adoption of Vacation Rental regulations, update of guidelines for boards and committees, and approval of three Property Assessed Clean Energy (PACE) Programs. Earlier this year, she initiated an update (and for some communities the creation) of neighborhood master plans. As part of the process, she will work with homeowner groups to identify community priorities. Ms. Mertens-Black also coordinates environmental sustainability initiatives and was recently selected to represent the City on the Staff Steering Committee for the Southeast Florida Regional Climate Change Compact. Additional environmental sustainability efforts are detailed later in this report.

The Chief Development Officer serves as the senior leader in providing the City Manager, staff, developers, businesses, and property owners the necessary information related to growth and sustainable development occurring within the City needed to make informed decisions about Hollywood’s future development. This position serves as the point of contact to resolve development issues before seeking the City Manager’s intervention. Additionally, along with the Assistant City Manager for Sustainable Development, the Chief Development Officer will be greatly involved in establishing the City as a market leader. Shiv Newaldass joined the City in June 2015 and is coordinating the overhaul of the development review and permitting process; leading negotiations for the ICON building site; facilitating large projects through the development process; spearheading the City’s initiative to assess parcels for redevelopment; and working with the Assistant City Manager for Sustainable Development on economic development initiatives.
The vacant Assistant City Manager for Sustainable Development was filled with the hiring of Gus Zambrano, while the vacated Assistant City Manager for Public Safety/Police Chief position was dissolved and two separate positions established. Mel Standley assumed the Assistant City Manager Public Safety position and Tomas Sanchez was promoted to Police Chief. Additional changes may occur as the administration evaluates the organizational structure for opportunities to merge and recreate departments to better address City Commission and staff priorities.

Office of the City Manager-Organization Chart FY2016
IDENTIFIED COMMISSION PRIORITIES
With a new administrative structure in place and all executive level positions filled, major priorities identified by the City Commission, are being addressed. While there were various priorities, several themes emerged and were addressed cumulatively.

- Enhanced communications between City Commission and City Administration
- Collective bargaining/labor negotiations
- Employee morale and benefit enhancements
- Code compliance improvements
- Washington Park Industrial area blight reduction initiatives
- Development review and permitting process enhancements
- Corridor redevelopment initiatives
- Housing stock enhancements
- Stan Goldman Park improvements
- Changes to sanitation service (bulk pick-up)
- Road resurfacing and alley improvements
- Lighting improvements in neighborhoods
- Median and rights of way improvements

Over the last few months, staff has worked to develop plans and identify resources needed to move forward on these priorities. The following updates provide a summary of the actions taken to date.

ENHANCED COMMUNICATIONS BETWEEN CITY COMMISSION & CITY ADMINISTRATION
To address issues of transparency and to ensure the City Commission members are kept up to date on important projects and initiatives, the City Manager implemented several programs. Weekly or bi-weekly one-on-one meetings were scheduled. The Weekly City Manager’s Report continues to provide relevant information on upcoming programs, meetings and events. Fact Sheets were created on pertinent issues and projects. These Fact Sheets are designed to provide an overview of current projects and serve as a reference for the Mayor and Commissioners. Some of the topics have included: septic-to-sewer conversions, Adams Street, COSAC, airport expansion, RaceTrac, P3, Highland Gardens Project, Young Circle Commons and ISO. In addition, the creation of the Chief Civic Affairs Officer position serves as a resource for City Commission members to assist with complaints, research issues and bring forward legislation that addresses community needs.

COLLECTIVE BARGAINING/LABOR NEGOTIATIONS
The City’s ability to attract and retain top quality candidates, as well as prevent the departure of dedicated and experienced existing staff, has been greatly enhanced with competitive salaries, reformed planned retirement, additional health benefits and rebuilt morale. Labor negotiations have resulted in a Fire collective bargaining agreement (CBA) completed through September 30, 2017 and an agreement reached with the Police Benevolent Association (PBA) for a three-year CBA from October 1, 2014 to September 30, 2017. Both CBAs have been approved by the City Commission. Key benefits of both contracts include:

- Wage increases: FY2015 – 3.5%, FY2016 – 2.5%, FY2017 – 2.5%
- Changes to Steps to allow for more growth
• Allow for normal retirement after 25 years of service or age 55 with ten years of service
• Increased the City contribution toward employee’s Flexible Spending Account (FSA) from $200 to $300 for no coverage and single coverage, $300 to $400 single plus one dependent, and $500 to $700 for single plus 2 or more dependents

Comparable compensation and benefits are being offered to AFSCME’s three bargaining units in the ongoing negotiations. Additionally, unrepresented staff have been provided similar salary adjustments to maintain fair and equitable treatment for all. An executive session was held on June 23, 2015 to update the Commission on AFSCME negotiations for the General, Professional and Supervisory Units. Several negotiating sessions have occurred with AFSCME since initiation. Additional sessions are being scheduled.

The new CBAs represent an important shift in labor relations through the inclusion of language that recognizes the need to tie future salary and benefit increases to reductions in the City’s pension liabilities. Working together with IAFF and PBA representatives, an additional .5% salary increase sought by these bargaining units will be available in the third year of the contracts only if the unfunded ratio of the pension plans is reduced by 2%.

**Prospectively Reducing OPEB Liabilities**

Recognizing the severe financial impact and liability “Other Post Employment Benefits” or OPEBs are creating for the City, we are pursuing the elimination of OPEBs prospectively for future employees. With direction from the Mayor and Commissioners, staff has included this issue as an important proposal at the negotiating table. The first opportunity to do so was with the AFSCME bargaining units during our current negotiations. Future negotiations with other bargaining units will be pursued with the goal of significantly reducing the financial impact and liability to the City, while limiting the impact to current employees.

**EMPLOYEE MORALE AND BENEFIT ENHANCEMENTS**

Actions taken as a result of the City’s declaration of financial urgency had a negative impact on employee morale. Successful labor negotiations with the unions representing sworn police officers and sworn firefighters have been recognized qualitatively through improved morale and relationships with Fire and Police union leadership and personnel; as well as quantitatively through a reduction of grievance/arbitration activity. These efforts were led by our Assistant City Manager of Public Safety Mel Standley and Assistant City Manager of Finance and Administration George Keller in conjunction with the Office of Labor Relations.

Additionally, the Office of Human Resources (HR) has undertaken several initiatives to improve morale through defining competitive compensation, benefit enhancements, succession planning, wellness and recognition programs.
Compensation
The implementation of a completed study of job descriptions and compensation for Professional and Supervisory Unit employees continues to be discussed as part of collective bargaining with AFSCME. Additionally, a complete review of salaries and job descriptions for General Bargaining Unit employees is now finished. The results have been provided to union representatives and discussions are occurring on implementation. Some reclassifications have already been approved in Public Utilities, Public Works, Parks, Finance and Building.

Succession Planning
HR staff compiled a list of employees retiring in the next few years to assist Directors in evaluating their future hiring needs. HR has identified 83 employees leaving positions vacant in mid-FY16 and recommended that departments begin transition planning to provide training to new employees prior to the departure of the retiring employee.

Benefits
Earlier this year, HR procured a new Employee Assistance Provider (EAP) vendor, CCA. This allowed for an expansion of services to include having a counselor available on site every month to meet and talk with employees. For the period from January 1 to June 19, 2015, the services of the new provider were used by 1,424 employees, including those employees who used the CCA website. The chart below shows monthly EAP referrals, work-life cases and participation in workplace activities.

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HR has also procured a new Life Insurance vendor which offered a guaranteed issue amount of coverage to employees as well as supplemental benefits such as travel insurance, identity theft assistance and grief counseling. The increase in City contributions to the Flexible Spending Accounts for employees (from $200 to $300 for individuals, $300 to $400 for individual plus one, and $500 to $700 for individuals plus two or more) for the 2016 benefit year is also an enhanced benefit the City did not provide previously.

HR plans to procure an Agent of Record to assist the City in developing an alternate health insurance plan that is more affordable providing cost-conscious employees a choice. Many part time employees cannot afford the current plan. Another benefit HR will seek to procure in FY 2016, as an ancillary voluntary benefit, is legal assistance and identity theft protection to employees.
**Wellness**
The City supports a Wellness at Work program by offering employees an extra half hour (either before work, during lunch or after work) to exercise at the Fitness Center located in the Martin Luther King Jr. Community Center. The City recently developed a comprehensive Wellness Intervention Plan that partners with Florida Blue to provide a framework for employees’ wellness initiatives. One of the first initiatives is to provide awareness interventions and educational interventions. For example, recently a Lunch and Learn Seminar titled *Healthy Eating on a Budget* was held. With the reclassification and hiring of a Benefits Administrator, this Wellness Intervention Plan will be further developed through initiatives such as creating a wellness committee and health fairs.

**Employee Recognition**
Employees were surveyed earlier this year on how to better receive recognition of years of service. As a result of the survey, HR revamped the employee service recognition program to provide more enhanced and meaningful awards. The improved program was implemented in April/May and was positively received by employees.

**Volunteer Recruitment**
In early summer, a Part Time Volunteer Coordinator was hired to focus on recruiting volunteers to internally assist the City of Hollywood and to engage employees in volunteering in the community. The goal is to assist in getting employees actively involved in civic activities within Hollywood. The City administration and management staff will lead by example and raise awareness that service to the community and volunteerism is a priority and part of everyone’s responsibility to advance the City. The range of opportunities includes everything from assisting local non-profits, to neighborhood “micro-projects,” to donating goods and funds.

**CODE COMPLIANCE IMPROVEMENTS**
In 2015, the City Commission identified compliance with property standards as a major priority. To improve oversight and accountability, the Code Enforcement Division now reports directly to the Assistant City Manager for Public Safety. To improve customer accessibility, staff will be relocated to the old library at City Hall and the Division renamed Code Compliance. Renovations are underway and relocation is anticipated in early 2016.

A workshop was held on March 30, 2015 and resulted in the development of strategies to enhance the effectiveness of Code Compliance:
- In an effort to be more accessible to residents and have weekend coverage, a new seven day-a-week work schedule was created. Officers are now working until 6 p.m. on weekdays and until 5 p.m. on the weekends.
- As all Code Officers are tasked with removing snipe signs, the additional coverage on...
weekends will help to reduce the number of signs through quicker removal, since most signs are placed during the weekend.

• The Code Compliance Administrative section is now fully staffed with the filling of two vacant secretary positions. The filling of these positions will facilitate the processing of violations for Special Magistrate hearings.

• A second Special Magistrate hearing has been scheduled each month starting in January 2016. The extra hearing will help expedite cases and lead to quicker compliance.

• Recruitment efforts continue to fill vacant positions. Candidates have been identified for two full-time Code Officer positions and one part-time position. All positions should be filled by early 2016.

• Code changes, including the Vacation Rental Ordinance and changes to Chapter 72 to allow Code Officers to write parking citations, will help in responding to common complaints. Other potential code changes are being evaluated such as dumpster location and enclosure requirements.

• Funding has been included in FY16 to hire an attorney and support staff to focus on the collection of outstanding fines and liens. Recruitment for the position has started and candidates are expected to be interviewed in early 2016.

Before/after photos show the impact strengthened code compliance has on property appearance

Code Compliance Concentrated Sweeps
A Special Response Team was formed to provide additional enforcement in targeted areas. This team consists of two to three Code Officers. The team works throughout the City as needed and assists the Neighborhood Team Leader assigned to an area in gaining compliance with City Codes. On May 5, 2015, Code Enforcement initiated a code sweep in the Parkside area starting at Pembroke Road and ending at Sheridan Street from Federal Hwy to 21st Avenue. The sweep lasted for approximately four months, and within that time frame, 342 violations were issued with all but 16 in compliance as of October 31, 2015.

WASHINGTON PARK INDUSTRIAL AREA BLIGHT REDUCTION INITIATIVES
On June 10, 2015, the first criminal, code and licensing blitz focusing on the industrial area of Washington Park was initiated. This operation was conducted in coordination with the West Neighborhood Team Leaders, Code Enforcement Officers and Bravo Shift Patrol Officers. On August 18, 2015, the units conducted a second blitz in the area.
The blitz concentrated on licensing regulations, code enforcement, illegal parking and traffic concerns in the industrial area. The operation was conducted with the goal of gaining cooperative compliance with the business owners and managers in the Washington Park industrial area. The operation produced the following results: 232 notices of violations issued, 34 warnings, 18 parking citations and 9 towed vehicles.

### DEVELOPMENT REVIEW AND PERMITTING PROCESS ENHANCEMENTS

A key component of the Sustainable Prosperity Plan - Phase I was the identification of opportunities for improvement, specifically relating to the development review, plan approval and permitting processes. Steps were initiated, or continued, under the leadership of Assistant City Manager for Sustainable Development Gus Zambrano, to gather information from stakeholders including City Commission members, residents, local business owners, developers and design professionals. Opinions varied about the level of functionality of the current processes ranging from high-performing and performing, to in need of improvement. While customers expressed general satisfaction with the level of services provided, data supported a complicated picture in which significant process improvements were also needed.

**Departmental Reorganization**

Concurrent to needed process changes being contemplated and implemented, the administration also undertook a significant reorganization to create a new “super” department: Development Services. This reorganization, approved by the City Commission on October 7, 2015, streamlines and unifies all elements within the organization related to development review and permitting processes.
With this change, three major functions—Building, Planning and Community Development—are under the purview of a single director, instead of three. Recruitment for the Director of Development Services is underway. This also creates a focal point for parking, transportation and mobility initiatives. Additionally, disciplines that have an emphasis on development review and permitting; architecture, landscape architecture and engineering, were re-assigned from Public Works. This department reports directly to the ACM for Sustainable Development. The intent of this streamlining reorganization is to simplify development review from five departments to three (Development Services, Fire and Public Utilities) easing navigation through the development review and permitting process with the goal of creating a more business-friendly environment.

Development Review Process
The requirements of the current Development Review Process (DRP) are detailed in Florida State Statutes, the Broward County Land Use Plan and the City’s Zoning and Land Development Regulations (see Appendix A). As such, the City of Hollywood Department of Development Services-Planning Division manages the local processes to regulate development including review of development proposals by members of the Historic Preservation Board, Technical Advisory Committee (TAC) and Planning and Development Board. Staff, serving on TAC, reviews projects for technical compliance prior to consideration by the Planning and Development Board and, at times, by the City Commission. While this process is inherently complex, Assistant City Manager Zambrano is leading efforts to enhance customer service and transparency.
The City of Hollywood Zoning and Land Development Code requires all developments needing "Site Plan Review" to have a Pre-application Conference. The code states in part "the purpose of this conference shall be for the staff and applicant to discuss overall community goals, objectives, policies and codes as related to the proposed project and to discuss the technical review procedures of the site plan and development review process."

To enhance transparency, staff from the Planning Division and the Office of Public Affairs and Marketing worked to develop a standardized "Pre-application Conceptual Overview Form" that is completed by all potential applicants whose proposed projects need site plan review. These submitted forms are now readily available on the City’s website, www.hollywoodfl.org, within two days of a pre-application conference. This allows anyone interested in development projects that may come forward, to get information prior to the time when an actual application for a project would be submitted as part of the formal development review process. A survey of several peer cities in Broward County conducted by Planning staff indicates Hollywood is providing more information on potential development projects earlier in the process than any of the cities surveyed. Additionally, the monthly Planning and Development Board meetings are now being video recorded by staff from the Office of Public Affairs and Marketing with the video available for viewing or download within two days of the meeting on the City’s website.

Permitting Process
Over the last four years, the City of Hollywood has issued an average of 11,000 permits per year with an average growth rate of 4% per year. In FY15, the number of permits jumped to over 13,000 as the economy gained strength.

![Permits Issued Chart](image-url)
As the City continues to grow, our processes need to support this trajectory. A customer survey performed in 2013 consisting of contractors (57%), owner-builders (20%), plans runners (20%), and design professionals (3%), indicated a satisfaction level of 78%. At that time 94% of permits experience a first set of reviews in all disciplines and a response provided to applicants within 20 days. 67% of applicants got a response within 10 days. However, even with these results, impacted constituents still suggested significant improvements. Technological shortcomings, an antiquated routing and plan review system and a lack of clarity with the overall process were the main areas of concern.

Recent Process Improvements
Over recent years, the City of Hollywood has attempted to shepherd in proactive adjustments that would make it a competitive jurisdiction targeting areas such as: staffing, administration, training, permitting process, customer service, technology, performance measures and permit fees.

In 2015, the administration has taken a series of steps to re-examine these areas and address additional improvements and procedures to boost customer service and efficiency, including:

- Filling one of two vacant building inspector positions
- Continuing to use part-time support to eliminate backlog in file room
- Working with IT staff to create on-going (weekly, monthly, quarterly and annual) Management Information Reports
- Bi-annual recertification of technical staff and training for the new cycle earlier
- Improving the customer service waiting area
- Providing staff at the welcome window to filter permit applications, assist owner/builders and route plans
- Providing all Division staff uniform shirts to increase their visibility and to promote unity, pride, cohesion and professionalism
- Researching and developing a solution for concurrent plan review

Stakeholder Feedback
In April 2015, Assistant City Manager Zambrano led an outreach effort to engage stakeholders in the development community by convening a listening session of almost a dozen developers and business leaders. These members included: Robin Robins, FIRM Realty; David Siegel, Stiles Development; Ron Nadler and Alan Powell, Costa Hollywood; Lon Tabatchnick, Margaritaville and Positano; Chip Abele, Block 55, Block 40; Wilson Atkinson, Tripp Scott; Jose Basulto, Basulto Consulting; Andrew Zullo, Chamber Board and John Passalacqua, Seaside Village. The feedback was insightful and the list of concerns was reflective of issues previously identified by City staff. Their suggestions and comments included: having a concurrent review, improving technology to allow for electronic review, evaluating the City’s ability to handle large projects, addressing high staff turnover and the need for real fast tracking or expediting of projects.
Although the City of Hollywood has seen significant development interest from individuals and businesses, there is a perception that the process for regulatory approvals is difficult to maneuver. At another meeting with regional developers, deeper insights were offered such as the City’s process is “antiquated, cumbersome, and ambiguous,” “clear lines of communication do not exist,” and inexperienced applicants are left to navigate a “multi-faceted, but opaque course.” The prevailing opinion was that the City has little appetite for growth.

**Development Review and Permitting Task Force**
The Hollywood Chamber of Commerce created a Permitting Task Force and an inaugural meeting was held in July 2015. Members of the Task Force included contractors, architects, business owners, and the City’s Chief Development Officer, Shiv Newaldass. The task force examined the City’s existing practices and processes focusing attention on the City’s routing and reviewing system. In August of 2015, the Task Force recommended moving towards electronic submission, concurrent review, and more transparency within the development review process. Again, these were the same areas staff had previously identified as needing improvement. To respond to the research and feedback, City Administration increased the focus on problematic areas and is hosting weekly internal meetings with various agency and division leaders and staff facilitated by Chief Development Officer Shiv Newaldass. Discussions include analyzing progress on identified issues to addressing new challenges. The group has developed a series of short term improvements to be completed within the next six months:

- Implement the electronic and concurrent review of plans
- Allow for reviewers to make comments on electronic plans
- Create an online Building Permit Fee Calculator;
- Increase transparency of the permitting and development approval process
- Install an electronic queuing system able to provide real time updates and better performance indicators
- Improve payment processing to allow for online payments and a point of sale function on the third floor of City Hall.

To achieve these ambitious goals, staff has ordered equipment and software to facilitate the move towards a more digital platform. These include thirty-eight 23” monitors - two for every plan reviewer, nineteen DisplayPort to DVI Adapters, Fujitsu fi-5530C2 - Document Scanner, Laserfiche Software and Blue Beam Software for Electronic Reviewing.

Department of Information Technology staff has been an integral part of the revised approach and worked closely with staff from other departments to understand not only the immediate challenges, but to anticipate future constraints as the City moves toward a digital platform. With input from both external and internal task forces, the City is laying a strong foundation for a more efficient and customer friendly permit review and approval process.

To expedite larger or priority projects for the City of Hollywood, the Chief Development Officer will serve as a facilitator through the development review and permitting process. In this capacity, he will serve a multifaceted role as a strategic planner, anticipating challenges with projects; as a fiduciary agent, holding the private sector accountable for commitments to the public; as a navigator for public servants unaccustomed to private transactions; and as an intermediary, between private developers and the Development Services Department.
CORRIDOR REDEVELOPMENT INITIATIVES

Corridor Redevelopment Manager

In April 2015, the recruitment of a Corridor Redevelopment Manager was completed, and Brian Rademacher joined the City staff with the task of focusing on the redevelopment and revitalization of the City’s commercial corridors. A key task for this position is the assessment of the current condition of these commercial areas (i.e. the physical condition, infrastructure needs, potential for assemblages to promote sustainable redevelopment, façade improvements, urban design and zoning) and the development of programs to improve these areas with the goal of strengthening the City’s commercial tax base and enhancing quality of life.

Corridor Asset Maps and Strategic Plans

In an effort to understand each corridor and create an economic development strategy, asset maps are being drafted to identify key assets and opportunities along the City’s major corridors—SR7, Hollywood Boulevard, Johnson Street, Dixie Highway, Federal Highway, Sheridan Street, and Pembroke Road. This includes a SWOT (strengths, weaknesses, opportunities and threats) analysis, district recommendations and recommended strategies. Additionally, a Corridor Subcommittee has been created by the Greater Hollywood Chamber of Commerce to provide feedback on strategy development, programs and marketing initiatives for the corridors. The first Chamber Corridor Subcommittee meeting was convened April 13, 2015 and also served as an introduction to the new Corridor Redevelopment Manager. Economic Development staff and CRA staff provided an overview of current corridor initiatives. The draft analyses for SR 7 and US-1/Federal Highway have recently been completed. The committee will be convened to provide feedback to finalize and discuss next steps.

Corridor Marketing Collateral

To boost business attraction and create understanding about the development opportunities along major corridors, staff has created a series of marketing pieces that provide information about key parcels for development along the Dixie Highway, Federal Highway and Pembroke Road corridors. Additional collateral materials are being created by the Office of Public Affairs and Marketing, working with the Economic Development team and the CRA, to detail the infrastructure work and investment planned and/or funded for each of these corridors through the Broward Metropolitan Planning Organization’s “Complete Streets” program. These can be used for trade shows, as handouts and in presentations. The collateral materials will educate the target audiences—real estate brokers, developers, businesses—on development opportunities and promote Hollywood as a place to do business. The City will also use the materials to host quarterly "Corridor Connect" meeting which will be networking events to showcase relevant topics on business development, redevelopment and business expansion opportunities along the corridors.
HOUSING STOCK ENHANCEMENTS

Hollywood will have significant and varied new residential offerings in the next two years from luxury condos and single family homes on the beach, to more than 700 new residential units downtown, to new transit-oriented housing at Sheridan Station, to coach and estate homes along Stirling Road.

- Hollywood Circle-397 residential units
- Oceanbleau-48 residential units
- Sheridan Station-336 residential units
- The Preserve-115 residential units

The City Commission has also approved a proposal to redevelop the property the CRA and City acquired more than decade ago along Adams Street in south central Hollywood. A new state statute on public-private partnerships, also known as P3s, went into effect in 2013. This created the opportunity for developers to come forward with unsolicited proposals. Under this statute, Pinnacle Housing submitted a proposal for 100 senior affordable housing units funded in part through low income housing tax credits. The City then opened up the process for competing proposals and completed a thorough evaluation process. Pinnacle’s plan received the top-ranking from the evaluation committee. The Commission accepted that recommendation approving an agreement with Pinnacle that is contingent on funding. At this time, the expected tax credit funding does not appear to be available, but staff continues to work with the developer to determine whether viable, alternate funding sources can be secured.
STAN GOLDMAN PARK IMPROVEMENTS
Phase I of the Stan Goldman Park improvements included a new dog park with several amenities, asphalt parking lot, colored concrete sidewalk, decorative entrance gating, park benches, dog park signage, landscaping and light poles. Hollywood’s newest dog park, HOLLYWOOF, was welcomed by the community at the official ribbon cutting and grand opening event on Saturday, August 29. Mayor Bober, Vice Mayor Biederman, Commissioners Asseff, Callari, and Blattner, City Manager Dr. Ishmael, City Attorney Sheffel, Assistant City Manager Zambrano and Broward County Commissioner Furr attended. Event sponsor, Hollywood Kia, with canine vendors presented their goods and services under high peaked canopies placed along the walkways with a backdrop of fun music setting the scene. Samples of doggie ice cream, Frosty Paws, were distributed courtesy of Publix Supermarkets while pooches had the opportunity to splash in provided small doggie pools. Grand opening giveaways of dog bone shaped chamois and belt-clip bag holders for pet waste were distributed while supplies lasted.

With an estimated cost of $750,000, Phase II will include new concrete sidewalks, new fencing and gates, entrance pergolas, park lighting, security cameras, emergency call stations, park benches, exercise equipment, sand volley ball courts, and landscaping.

CHANGES TO SANITATION SERVICE (BULK PICK-UP)
The City-wide Sanitation and Commingled/Bulk/Brush Collection Survey was finalized and results presented at the June 17, 2015 City Commission meeting. The survey was published in New Horizons, sent via email blast to residents, was advertised on social media, included on the City’s website, distributed to the neighborhood associations at their meetings and distributed at various City special events. Respondents had the opportunity to fill out the survey on line or complete a hard copy and either mail or email to the City.

A total of 422 completed surveys were received, and 382 respondents desired to keep the present weekly commingled collection while 34 respondents preferred the option of commingled collection being provided every two weeks, 5 respondents desired monthly commingled collection, and one respondent desired on demand commingled collection. The city-wide survey therefore showed an overwhelming majority of respondents preferred the present weekly commingled/bulk/brush collection services as currently being provided through the City’s contract with Waste Pro.
As a result of Commission discussion another survey will be conducted to reach even more residents with the goal of getting a broader response. The Commission suggested that the survey be included in the utility bills and with questions to determine if residents would like to separate the brush collection from the hard junk collection, whereby one (hard junk/bulky collection) would become less frequent, for example. Public Works staff will be working with the Office of Public Affairs & Marketing to develop a new survey for distribution in the spring of 2016.

The Department of Public Works has worked closely with Waste Pro in an effort to continue to improve the commingled program and address complaints about collection service. Waste Pro conducted a complete overhaul of its management team including the hiring of Tom Martyn, a 40 year waste industry veteran, and Art Campbell, a 30 year veteran and the addition of another supervisor. Waste Pro has installed cameras on its collection vehicles to increase accountability and is working closely with Public Works to continue to educate customers on appropriate pile sizes and materials. This includes placing courtesy tags on non-compliant piles, as well as publishing informational articles in the City’s New Horizons magazine. Public Works and Waste Pro meet weekly to discuss field issues and items. An additional Sanitation Code Officer is being hired to strengthen compliance with commingled regulations. These changes have resulted in a significant decline in complaints.

ROAD RESURFACING & ALLEY IMPROVEMENTS
City-wide Street Resurfacing Project 2015
This $1.79 million project consisted of 12.5 miles of street resurfacing. The contractor, Weekley Asphalt, began implementing the project on April 24, 2015 and has completed all of the work. (See Appendix B for the location of streets being resurfaced).

Alley Reconstruction
Approximately three miles of alleys are proposed to be reconstructed starting in early 2016. The contract was awarded at the November 18, 2015 Commission Meeting to Southeastern Engineering Contractors, Inc. in the amount of $1,029,945 for 36 alleys. (See Appendix C for locations of alley reconstruction projects). Another $1.3 million in funding is committed to alley work that will begin in FY2016 and be completed in early 2017.

LIGHTING IMPROVEMENTS IN NEIGHBORHOODS
The Department of Public Works is facilitating a lighting improvement initiative in collaboration with the Police Department (HPD), Florida Power & Light (FPL) and the Hollywood Community Redevelopment Agency (CRA). The identification and prioritization of location of lighting improvements is being led by HPD, based upon its assessment of the areas in which neighborhood lighting improvements will provide the greatest public safety impact. There is a core internal team representing these groups.

Phase I
The internal group met on-site to identify the appropriate lighting solution for each area. For street lighting, these solutions will include the retrofit of current high-pressure sodium vapor (HPSV) fixtures to a LED lighting solution and a new installation on an existing pole to an LED solution. For the alleyways, new installations will take place on existing poles for directional HPSV fixtures (LED is not yet an option for security/alleyway lighting). The initial expense for these areas is estimated to be less than $5,000.
For the eight locations identified in Phase I, all lighting recommendations from HPD have been approved by City staff. The City and FPL have agreed upon the design and cost. With its own Engineering staff, FPL is finalizing the schedule of installations. The new lighting is anticipated to be fully installed by December 31, 2015. A complete list of fixtures to be installed is found in Appendix D. Some Phase I locations include:

- North alley of Rodman Street between Holiday Motel and New Kent Motel
- South alley of Wiley Street between Richard’s Hotel and Green Seas Motel
- South alley of Taft St and N. Federal Hwy, mid-block, east of laundry mat
- 1700 Mayo Street in the north alley
- 1800 Rodman Street in the north alley
- 1804 -1816 Sherman Street
- 1301 South 21st Avenue (Poinciana Park)
- Alley between Garfield St/Hayes Street (between N. 19th Ave & 20th Ave)

As the internal working group, (Public Works-Gregory Gibson, Larry Breighner, Jon Vogt) (Police-Asst. Police Chief O’Brien, Lt. Marino) (FPL-Idania Gonzalez) (CRA-Lisa Liotta), works through Phase II of this initiative, they are also coordinating neighborhood lighting improvements within the CRA district; this will become Phase III of the initiative. Locations in which private or public trees may be blocking streetlights and/or security lighting are documented for follow up maintenance and trimming.

Phase II - 29 locations identified:

- 5200 block of Wiley St.
- 5800 block of Charleston St.
- 5800 block of Fillmore St.
- 59 Terrace and Farragut St.
- 59 Terrace and South Farragut Dr.
- 59 Terrace and Hood St.
- 6200 Flagler St.
- 6100 Mayo St.
- 6200 Rodman St.
- 6400 Dewey St.
- 1100-1300 Block of 69 Way
- 7200 Block (Sheridan & Davie Rd Ext)
- 1500 Jefferson St.
- 1500 Madison St.
- 1500 North Federal Hwy. (west alley)
- 1600 North Federal Hwy. (west alley)
- 1900 block of Johnson St. (N & S alley)
- 1900 Taft St. (South alley)
- 1900-2000 Madison St.
- 2000 block of Jefferson St.
- 2034 Washington St. (south alley)
- 2200 Fillmore St.
- Glenn Parkway
- Columbus Parkway
- 2200 Pierce St.
- 2300 Pierce St.
- 2200 Hood St.
- 2300 Simms St.
- 2400 Farragut St.

To summarize, the table below illustrates the lighting improvements that have already been authorized and presented to FPL for engineering/design/installation:

<table>
<thead>
<tr>
<th>STREETLIGHTS</th>
<th>ALLEY LIGHTS</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>PHASE 1</td>
<td>5</td>
<td>17</td>
</tr>
<tr>
<td>PHASE 2</td>
<td>22</td>
<td>19</td>
</tr>
<tr>
<td>TOTAL</td>
<td>27</td>
<td>36</td>
</tr>
</tbody>
</table>
Phase III is dedicated exclusively to projects being funded by and located within the CRA. The group plans to begin discussion on Phase IV of the Neighborhood Lighting Initiative, as HPD has identified new areas for potential lighting improvements within the City for consideration.

**MEDIAN AND RIGHTS OF WAY IMPROVEMENTS**

The Department of Public Works, working cooperatively with the City Commission, FDOT, MPO, CRA and other agencies, has implemented or worked with outside agencies/departments to implement a number of street median/landscaping improvements throughout the City based on available funding. Such projects include:

- Landscaping, median, and roadway improvements to Hollywood Blvd. as part of FDOT’s street reconstruction project between Presidential Circle and the Turnpike (maintained by Public Works)
- Hollywood Blvd. flower installations downtown and in the Hollywood Lakes area as well as in traffic circles
- Landscaping improvements along A1A and beach streets for the CRA street ends projects
- Installation of over 100 coconut palms along the beach
- Landscaping improvements installed as part of the Pembroke Road wall project
- New landscaping improvements designed by Public Works for the I-95 and Hollywood Blvd. entry and exit ramps (maintained by Public Works)
- Landscaping improvements and a linear park will be part of the FDOT 441/State Road 7 project (maintained by Public Works)
- Landscaping improvements and a new streetscape will be a part of the Hollywood Blvd. Complete Streets project between City Hall and Dixie Highway (final design is underway; construction planned to start in 2017)
- Landscaping and tree planting enhancements will be a part of the Johnson St. Complete Streets Corridor project
- Water wise plants installed along Park Rd. in the Emerald Lakes area (no irrigation in this area)
- Flowering landscaping enhancements installed along Federal Highway medians
- Flowering median enhancements installed along Sheridan St. east of Federal Highway

Staff has addressed several challenges in initiating and completing streetscape improvements. Many roadways are under the authority of other entities (FDOT, Broward County, other cities). Adjacent water sources are not always available for irrigation. Many road improvement grants do not provide funding for the initial landscaping, and additional funding must be budgeted for ongoing maintenance of landscaping improvements including staff, contractual services, utilities, plant replacement, tree pruning, irrigation and water costs. The City has successfully addressed multiple
issues with the quality of service provided by landscaping contractors. Public Works staff, working with the City Attorney’s Office and Procurement Division, recently terminated the contracts of two separate city-wide landscaping, parks and median maintenance contractors for failing to perform. New companies have been secured and problem areas are being corrected.
New Initiatives for Sustainable Prosperity
NEW INITIATIVES FOR SUSTAINABLE PROSPERITY

As the City of Hollywood moves forward on the path toward creating sustainable prosperity in Hollywood, the focus is on key drivers in this transformative process. This diagram depicts the interconnectivity of these critical elements.

- **Political** – Leadership, Legislative Representation, Civic Engagement, City Administration, Communications, Financial Stewardship
- **Economic** – Job Creation and Training, Business Attraction and Retention, Economic and Community Development, Housing and Marketing
- **Environmental** – Environmental Resiliency/Sustainability, Infrastructure and Physical Improvements, Transportation
- **Social** – Public Safety, Community Services, Recreational Programming, Education, Cultural Arts and Art in Public Places
Political
POLITICAL
CITY-WIDE VISIONING PROCESS
Visioning sessions will be held early 2016 with the City Commission, City Administration, CRA and community stakeholders. A facilitator will assist in developing the foundation for an Action Plan for Sustainable Prosperity and Economic Development. At the recommendation of Commissioner Richard Blattner, these sessions will be designed to build consensus on community priorities and identify next steps by engaging the public to capture the community’s shared vision for Hollywood. Through this process, we also hope to enhance cooperative communication and relationship building to work as “One Hollywood.” The Chief Civic Affairs Officer, Public Affairs and Marketing Director and Assistant City Manager for Sustainable Development will work together to coordinate these sessions.

UPDATING NEIGHBORHOOD MASTER PLANS & COMPREHENSIVE PLAN
Neighborhood master plans were created in the mid-late 1990s and early 2000s. Since then few have been updated and new homeowner associations have formed. The Chief Civic Affairs Officer will work with neighborhood associations to update and identify priorities in the following areas: public safety, property standards—code, infrastructure, communications, economic development, environmental sustainability, recreation/parks and quality of life. Forms have been updated and demographic information is being compiled on each neighborhood. A “how-to” guide will be created and available along with the demographic information to assist associations with the process. The Chief Civic Affairs Officer has made presentations to the Hollywood Council of Civic Associations, Driftwood, Park East, Playland Estates, Hollywood Hills, Lawn Acres, Parkside and Hollywood Gardens West Association. Presentations to Highland Gardens and United Neighbors of South Hollywood are being scheduled for early 2016.

The City-wide Comprehensive Plan, last updated in 2008, will be reviewed and modified once the County Commission has adopted the revised County Comprehensive Plan. The County effort to review land use requirements, called BrowardNext, will reflect current and anticipated conditions and priorities. The focus areas of BrowardNext are: disaster planning; public facilities (non-transportation); housing; redevelopment; intergovernmental coordination; transportation; and natural, recreational and historic resources. County staff anticipates significant changes to land use planning and platting requirements. Cities in Broward County will need to update their individual Comprehensive Plans in response the regulations adopted by the County. BrowardNext is anticipated to be presented to the County Commission within the next year.

CIVIC ENGAGEMENT
Code Compliance Ride-Alongs
To create better partnerships between homeowner and civic associations and Code Compliance staff, Code Compliance Supervisors are inviting Association Presidents to join them on neighborhood patrols. Civic leaders from Boulevard Heights, Hollywood Hills and Playland Estates have already participated in ride-alongs. This custom approach will ensure Code Compliance is working with the associations to identify the conditions impacting specific neighborhoods.
Youth Council
In a collaborative effort between the City Commission and Police Chief, plans and preparations are in progress to create a Youth Advisory Council in early 2016. The council will be composed of student representatives from the City’s public and private high schools. Spearheaded by Commissioner Traci Callari, these students will engage in governmental education activities and serve in an advisory capacity to the Police Chief regarding crime prevention and youth issues in our community.

Cops Mentoring Kids
In August 2015, the Cops Mentoring Kids Program kicked off with forty Hollywood officers participating. The program matches at-risk public school children with police officer volunteers. Partnering with the Broward County School Board, forty at-risk children have been assigned a police mentor who will meet with the child in a school setting on a weekly basis. These mentors are role models who will guide and support each of the students. The child’s academic and social performance, both at school and home, are discussed in an effort to help make improvements if needed. Mentors will also communicate with school administrators throughout the year to further monitor the child’s progress.

Boards and Committees
In June 2015, the Chief Civic Affairs Officer (CCAO) and City Clerk presented changes to Chapter 37 to update regulations for Advisory Board and Committees. The ordinance provided consistent rules for attendance, running meetings, and reporting. The CCAO and City Clerk will be developing a guide for Board Liaisons and Committee Chairs as well as training in 2016.

Commission in the Community
In February 2015, the City Commission approved an initiative presented by Commissioner Hernandez to create additional opportunities for residents to dialogue with the Commission. Each District Commissioner hosts a community meeting once a quarter. The City Clerk, Public Affairs and Marketing Director and Chief Civic Affairs Officer provide staff support to the hosting Commissioner and Commission Assistants.

Social Media Growth
The City continues to focus on growing its social media presence with the goal of engaging residents, visitors and business owners in a forum that allows the City to provide information on issues, events, programs and services. The City’s overall social media sites are managed by the Office of Public Affairs and Marketing (HPD manages a separate police Twitter feed). Below is the growth achieved in FY 2015 for the City’s social media sites:

<table>
<thead>
<tr>
<th>Facebook</th>
<th>LinkedIn</th>
<th>Twitter</th>
<th>YouTube</th>
</tr>
</thead>
<tbody>
<tr>
<td>127% growth in followers</td>
<td>59% growth in followers</td>
<td>95% growth in followers</td>
<td>35,753 minutes of watch time</td>
</tr>
<tr>
<td>245% increase in reach/4.1 out of 5 star ranking</td>
<td>57% increase in reach in last 6 months/158% increase in engagement</td>
<td>6.8% growth in engagement/599,400+ people reached</td>
<td>19,528 video views</td>
</tr>
</tbody>
</table>
CONTRACT COMPLIANCE MANAGEMENT
In early October, the City’s first Contract Compliance Officer began his tenure with the City of Hollywood. Paul Bassar is a senior experienced professional in government procurement and contract compliance. He most recently served with the U.S. State Department in Washington, DC; prior to that as a Contracting Officer with the DOJ US Attorney’s Office, and earlier with the US Army in a similar management capacity. Mr. Bassar is working to establish a single comprehensive database describing all current and upcoming City contracts. He is also establishing a monitoring process for all City contracts to ensure adherence to expenditure limitations, expiration dates, renewals, etc. To ensure high level oversight of contract management, Mr. Bassar reports directly to the Assistant City Manager for Finance and Administration. He will also work closely with the Procurement Services Division to improve the acquisition of good and services, contract negotiations, service delivery and payment for services.

PENSION FUNDING LEVELS/13TH CHECKS
This summer, City Administration recommended and the City Commission approved, action to deny the post funding of certain supplemental pension distributions (13th check) which have not received prior City approval. Additionally, the City administration recommended, and the City Commission approved, initiating litigation with the three pension funds to prevent additional future supplemental distributions unless both the requirements of the City’s Ordinances and State Law are met. The City’s local pension ordinance allows for a supplemental distribution only when the earnings of the fund exceed a specific threshold. Florida Statute 112.61 prohibits the use of investment gains to fund additional benefits unless prior investment losses are recovered.

The City’s pension plans have experienced aggregate investment losses of hundreds of millions of dollars since 2001. 13th checks are not currently being funded by interest earnings, but by increasing pension fund liabilities due to cumulative investment losses in each of the City’s pension plans. It is important to establish and maintain higher funding levels for all of the pension funds to ensure anticipated monthly benefits continue to be delivered over the long term, and to do so by properly managing the funds’ assets without placing additional financial burden on the City. Actuarial losses or shortfalls in the funds ultimately end up being paid for by the City, creating an additional burden on its taxpayers. This impacts the availability of City funds for other services, programs and improvements throughout the community.

TEAM BUILDING/PROFESSIONAL DEVELOPMENT
In 2016, efforts will be undertaken to improve communication and cooperation internally through team building. We will establish and implement a series of elevated professional standards and training exercises designed to promote teamwork and enhance professional performance. A focus on elevating the involvement of staff in appropriate professional associations will be accomplished by increasing the quantity and level of both individual professional involvement, and collective municipal representation and participation in the various governmental professional associations.
REVIEW OF CITY-WIDE ADMINISTRATIVE POLICIES

City-wide administrative policies are meant to establish efficiency, consistency, responsibility, and accountability by:

- Aligning operations
- Setting behavioral expectations
- Ensuring fairness
- Communicating policy roles

Several years ago, the collection of city-wide administrative policies was retired with some being merged into Human Resources Policies. An initiative, led by the Assistant City Manager for Public Safety and Chief Civic Affairs Officer, will evaluate existing policies to identify areas for improvement, show adherence to current laws and add needed policies. The effort will involve all departments/offices as policies are standardized across the City where appropriate.
Economic
ECONOMIC CITY-WIDE ECONOMIC DEVELOPMENT VISION

The main goal of economic development is improving the financial well-being of a community through job creation, job retention, tax base enhancements and quality of life. Mayor Peter Bober urged a concentrated focus on economic development in his State of the City address last year. Hollywood, with its prime location between Miami and Fort Lauderdale, is a fully developed and mature city with a significant number of assets that make it attractive to business, as well as an incredible place to live and visit.

In Hollywood, economic development has many facets:

- Economic development and redevelopment go hand in hand. Site specific and corridor redevelopment are important components of the vision.
- Focusing and possibly repositioning Business Activity Centers with high employment: Port Everglades, South Florida Industrial Park, Port 95, Downtown Hollywood, Memorial Regional Hospital, 441 Corridor, and the commercial core on the barrier island.
- Focusing on cluster/target industries: healthcare, aerospace/aviation, marine, tourism, professional/business services, international trade, education and technology.

Although business relocation is always important, the majority of business growth will come from expansion of companies already located in the City. By developing a robust and resilient community, we can build upon the 90 years of history in Hollywood, sustain the current movement toward prosperity, and balance economic boom and bust cycles. A robust and resilient community includes the following characteristics:

- Broad selection of housing
- Highly educated workforce
- Diverse population with a strong middle class
- Safe and attractive neighborhoods
- Efficient and effective public services
- Good multi-modal transportation system
- Wide selection of recreational and cultural opportunities
- Diversified local economy with a strong export component
- Area-wide sustainability practices for environmental stewardship
- Historic and neighborhood preservation
- Dedication to quality and transparency within City government
- Options for quality education
- Financially stable City government
- Well-maintained and attractive gateways, rights of way and public facilities


- Develop a transition plan – phasing and identifying priorities:
  - An Economic Development Prospectus has initiated this process (see Appendix E for summary).
• Realigning City resources to focus on economic development:
  o The Assistant City Manager for Sustainable Development oversees all development and operational departments of the City. The realignment of development functions was presented at the August 27, 2015 Budget Workshop and approved by the City Commission in October 2015 with the creation of the Department of Development Services. This streamlines departments and divisions involved in capital projects and development approval processes; creates a focal point for transportation related initiatives; and raises the profile of both economic development and sustainability allowing the City to move forward on these fronts simultaneously.

• Seeking and expanding strategic partnerships to support the City’s vision:
  o The City will work closely with the CRA, Greater Fort Lauderdale Convention and Visitors Bureau (CVB), Greater Hollywood Chamber of Commerce, hoteliers and beach businesses to support one of the City’s main economic drivers – tourism. Vice Mayor Biederman has pushed for increased staff participation in the Chamber’s travel and tourism committee, business advocacy group, government affairs committee, developer meetings, corridor redevelopment committee, networking functions, retreats and breakfasts.
  o The City has elevated its presence in economic development circles by upgrading its membership with the Greater Fort Lauderdale Alliance to the Governor Council Level. This exposes the City to greater opportunities for corporate relocation, retention and expansion signaling Hollywood is “open for business” for companies looking to expand or relocate. With membership at the Governor Council level, the City is provided a seat on the Board of Directors and in the Alliance’s 5 Councils creating networking opportunities with industry leaders. These efforts have already resulted in the expansion of Aerospace Precision, with 25 new aviation industry jobs; Great Healthworks, with a planned expansion of 265 jobs; and the relocation of Project Wilson, with the expected addition of 20 high skill jobs.

Florida Governor Rick Scott announcing Aerospace Precision’s expansion in Hollywood
• Develop partnerships with the Florida Small Business Development Center, SCORE and other partners to help grow businesses:
  o These partners provided an array of services such as the development and review of business and marketing plans.

• Revisit Sister Cities International (SCI) to determine if it has been restructured to provide tangible economic development opportunities:
  o The national organization and state chapter are increasingly focused on economic development, while maintaining the traditional SCI concepts of growing cultural and educational ties between cities.

• Create a City economic development branding/marketing campaign leveraging existing resources with the Alliance:
  o While City staff has developed excellent economic development marketing packages as needed, it is now time to fully define and develop a unique identity for the City of Hollywood that will improve its niche in the market and allow the City and CRA to collaborate in leveraging existing resources with the Alliance, the CVB and Visit Florida. Steps will include raising the profile of the City relative to other public and private organizations; promoting competition; and advancing strategic relationships. A Request for Proposals for Branding, Marketing and Creative Services has been issued and a contract is anticipated to be awarded by January 2016.

• Expand current programs to meet existing and identified needs:
  o Refine, streamline, and enhance the permitting process from pre-application to certificate of occupancy through process review, improved staffing and updated technology
  o Expand corporate incentive programs to include local hiring incentives
  o Expand the property improvement program beyond the CRA districts
  o Develop a micro enterprise program to incentivize job creation for small businesses

Longer Term Action Steps – 2016/2017

• Develop and launch a Business Attraction and Recruitment Program including a new Economic Development website.

• Develop and launch a BusinessFirst Program focused on business retention and expansion that includes a business survey followed by regular structured business visitations

• Develop a five-year Action Plan with specific steps for implementation

• Develop Workforce Development Programs with partners, such as the Alliance and CareerSource, local schools and institutions of higher learning to raise the quality of the local workforce

• Develop an Economic Gardening Plan – economic gardening is a “grow from within” strategy focused on developing new markets, refining business models and gaining access to competitive intelligence. Economic gardening embraces strategies to grow existing second-stage* businesses. It is an innovative, entrepreneur-centered strategy that offers balance to the traditional economic development practice of business recruitment, sometime referred to as “economic hunting.”

* The strategy centers on providing market research to second stage companies – growth-oriented businesses with external market potential that have moved beyond the startup stage. Typically, second stage companies employ 10-99 people and bring in at least $1 million in revenue each year.
Public, Private Partnership Opportunities
In July 2013, the Florida Legislature passed legislation entitled "Public/Private Partnerships" (P3s) (Section 287.05712, Florida Statutes) with the intent of facilitating economic development by allowing private businesses to submit unsolicited proposals to municipalities for projects that serve a public purpose. On May 6, 2015, the Hollywood City Commission adopted Ordinance No. 2015-07, which created Section 30.06 to establish parameters to evaluate P3s as required by state statute. In June 2015, the City received its first proposal under the new process for a series of non-contiguous City and CRA owned parcels. In evaluating the proposal, the City elected to consider further requirements beyond the original parameters of the State Statute including respondent profile, environmental sustainability, property management, project schedule, community and neighborhood benefits, community outreach and economic inclusion. The evaluation of the first proposals to exercise the new P3 legislation was completed in November 2015 with the City Commission voting to move the project forward. With this successful trial of the newly established evaluation process, the City is already receiving inquiries from other groups interested in using the P3 process to bring forward projects in Hollywood.

Regional Activity Center (RAC) Re-zoning
To attract the right kind of development for economic growth, the right regulatory framework needs to be in place. The City has commenced the rezoning process within its RAC to encourage attractive and functional redevelopment in this area of regional significance. Hollywood’s RAC covers an area of over 1,450 acres that includes Downtown Hollywood and the key commercial and residential corridors of Federal Highway, Dixie Highway, and a portion of Hollywood Boulevard. The Regional Activity Center Land Use designation is intended to:

- Encourage development or redevelopment of areas that are of regional significance
- Facilitate mixed-use development
- Encourage mass transit
- Reduce the need for automobile travel
- Create understandable regulations that promote quality development
- Give definition to the urban form

While the RAC provides the adequate land use framework for this vision, the existing zoning does not. The existing zoning has an array of issues, the majority of which are related to the types of uses currently allowed. Several outreach meetings have been held since spring 2015 to engage the public and incorporate their input into the proposal. The RAC re-zoning is anticipated to be considered by the Planning and Development Board in December, then by the City Commission in early 2016.
REFINEMENTS IN DEVELOPMENT SERVICES
Longer term plans for additional improvements in the development review and building permitting processes in 2016/2017 include:

- Synergistic, predictable, transparent process originating from project concept to the issuance of Certificate of Occupancy
- Interactive software that facilitates the needs of both staff and customers
- Digital reservations, approvals (signature and seal) and development plans digitally submitted to regulatory boards
Environmental
ENVIRONMENTAL MASTER FACILITIES PLAN & POLICY FOR DISPOSITION OF CITY PROPERTY

Over the next six months, the Chief Development Officer will conduct an evaluation of City-owned and other parcels to coincide with the creation of a master facilities plan and long-term economic growth strategies. The intent is to identify sites that are currently underutilized that can be repurposed for a higher use, public or otherwise. In conjunction with this evaluation, a policy will be developed for the disposition of City property. The policy is anticipated to be brought to City Commission for consideration in early 2016.

Current solicitations include:

1203 N. Federal Highway
Economic Development staff has drafted a Request for Proposals (RFP) to solicit bids from developers to redevelop the city-owned site at 1203 N. Federal Highway. Procurement and Economic Development are working with the City Manager’s Office on finalizing the solicitation and expect to have an issuance in December 2015.

University Station/Transit Oriented Development (TOD)
Economic Development staff has developed a Request for Letters of Interest (RLI) to solicit interest from developers to redevelop several city owned parcels that include the shuffleboard court property and neighboring City parking lots to create a mixed-use TOD along the 21st Ave/Dixie Highway corridor. However, an alternative process is being considered to pursue the RFQ/RFP process rather than an RLI. Prior to release, Economic Development staff and the City Manager’s Office will meet with Barry University to assess their desire for involvement in redevelopment opportunities.

ENVIRONMENTAL SUSTAINABILITY INITIATIVES

The effects of sea level rise and climate change have already impacted Hollywood as evidenced with the recent King Tide event and ongoing flooding issues. By establishing the Green Team in 2006, the City Commission took one of the first steps in addressing these effects. More recent steps include the hiring of a part-time Environmental Sustainability Coordinator. With dedicated staffing to develop an adaptation plan, the City’s efforts can be better tracked as different initiatives are undertaken by several departments.

Environmental sustainability efforts, as led by Lorie Mertens-Black, have increased over the last six months with the help of Lindsey Nieratka, Environmental Sustainability Coordinator, particularly in the area of public outreach. These initiatives include launching a sustainability section on the City’s website, creating sustainability plans, participating with local, national, and global organizations for sustainable communities and promoting programs and demonstration projects to encourage sustainability in the community.
The Environmental Sustainability section on the Hollywood website is an evolving space created to illustrate and inform on the important sustainability work being done in the City. These webpages explain the basic concepts of environmental sustainability and showcase the environmental initiatives of the City. Over time, the section will be updated with opportunities for residents to become engaged in the sustainability actions of the City and to take on sustainability projects of their own.

One of the Environmental Sustainability Coordinator’s main tasks is to create a Sustainability Action Plan (SAP). The SAP will provide a set of goals for the City and community for long term resiliency as well as a set of measurable and time-sensitive plans and steps to reach each objective. The SAP will be used to guide City processes and decisions and establish opportunities for community engagement in sustainability. One of the initial steps in developing an Action Plan is to create an assessment of what the City is already doing. The assessment will catalog our sustainability initiatives as well as include a greenhouse gas inventory. Completing this assessment will give a baseline from which to set goals and identify strengths and weaknesses. To complete the SAP and Sustainability Assessment, the Sustainable Hollywood Task Force began work in October 2015. This task force brings together representatives from various departments/offices across the City to inform and guide the development of the plan. Departments include Public Utilities, Public Works, Public Affairs, Planning, CRA, Parks, and Community Development. In addition to Sustainable Hollywood, input will be given by the Green Team and community stakeholders. Once the SAP is completed, members of the Sustainable Hollywood Task Force will drive implementation of the plan within City departments/offices and into the community.

Since sustainability and resiliency is a regional effort, City staff is engaged in many local regional and national initiatives. In the next year, staff will begin the process to recertify as a Florida Green Building Coalition’s Green Local Government, a designation Hollywood received in 2012. City staff is active with Broward’s Sustainability Stewards and participates in conferences and webinars on recent studies and best practices. Through the Southeast Florida Regional Climate Change Compact, Hollywood participated in the 2015 “Resilient Redesign” workshop. City staff joined experts from the University of Miami, Florida Atlantic University and Broward County to consider possible infrastructure advances in east Hollywood to make the City resilient to expected sea level rise. The ideas proposed—including raising buildings, integrating green infrastructure, improving mobility through public transit and creating a hydric park—would not only make Hollywood more resilient, but would also add amenities to the City. Moving forward, staff will look for opportunities to initiate pilot projects related to the ideas presented.
In addition to local networks, Hollywood has joined national and global networks. We are working towards becoming a STAR community and are members of ICLEI, a coalition of local governments for sustainability. The STAR framework will help guide the City Sustainability Action Plan and give examples of metrics and best management practices. By working towards certification as a STAR community, the City would join nearly 100 cities and communities, including 4-STAR Broward County, that have demonstrated their commitment to sustainability in a measurable way. ICLEI is an international organization of cities working towards sustainability. Membership provides many tools, including access to a network of communities, trainings, guidebooks, and tools, such as the greenhouse gas inventory tool ClearPath.

The latest sustainability initiative is the installation of an electric car charging station at City Hall Circle. Several years ago, electric vehicle (EV) charging stations were installed in the parking garages downtown and on the beach. The program has been expanded to include infrastructure at City Hall. Starting in November 2015, drivers can charge their EVs for free at City Hall in the northwest quadrant. The installation of car chargers at City Hall is for the purpose of adding to and promoting the creation of EV charging infrastructure.
For every fuel burning vehicle an EV replaces, air pollution created by that vehicle is removed improving the local air quality in Hollywood. This improved air quality helps the environment and the health of Hollywood residents. Creating charging infrastructure removes one of the barriers to EV ownership. In early 2016, staff will present an ordinance to the City Commission to require the installation of EV charging infrastructure in all new commercial and multi-family development.

**Property Assessed Clean Energy (PACE) Program**

If a resident wants to install a car charger in their home, they now have a way to finance it. This summer, the City Commission approved three companies to offer Property Assessed Clean Energy (PACE) financing to residents after Commissioner Patty Asseff brought forward information about these programs. PACE financing will pay for improvements on residential or commercial property which improve energy efficiency, generate clean energy, or provide wind resistance. Homeowners can use this financing to pay for a variety of projects including EV chargers, solar panels, cool roofs, energy efficient doors and windows and air conditioners. The financing, which is paid back through an assessment on the property tax bill, removes the up-front costs which may prevent residents from making the property improvements to reduce their energy costs, improve the local environment, and help to reduce community greenhouse gas emissions.

**Flap Gates to Reduce Tidal Flooding**

The Public Utilities Department is addressing the negative effect of tidal flow through the City's drainage system by installing flap gates at all drainage outfalls at South Lake (14 devices were installed at a cost of approximately $400,000). The flaps gates work to minimize tidal flow into the system at high tides, but allow water to flow out of the system once the tide goes down. In the North Lake area, the project to install 18 devices flap gates is anticipated to be completed by mid-2016. There are several locations where tidal waters pour over existing seawalls or berms during King Tides. Utilities staff is currently examining those areas that are within the City's right-of-way to determine what can be done to heighten or install new seawalls to avoid the inundation of City streets during King Tides. The Department of Public Utilities, working with the Chief Civic Affairs Officer, is seeking State and/or Federal assistance to provide the necessary funding of roughly $15+ million.
The challenges posed by the King Tides and overall sea level rise are regional and national issues and require a regional and national approach. As such, Hollywood is working closely with Broward County on climate change and resiliency issues. The City Manager’s Office is involved with the Broward County City Manager’s Coastal Coalition group and Ms. Mertens-Black was recently selected to represent the City on the Staff Steering Committee for the Southeast Florida Regional Climate Change Compact.
Social
SOCIAL
ENSURING RELIABLE REGIONAL 911 COMMUNICATIONS
The Hollywood Police Department, Department of Fire Rescue and Beach Safety and the Information Technology Department worked with Broward County and the Broward Sheriff’s Office to facilitate the transition in October 2014 to a new regional E911 system. The Office of Public Affairs and Marketing assisted with the production of outreach materials in coordination with the county to inform residents about the new county-wide non-emergency number. This outreach included banners, rack cards, magnets, posters, e-mail notifications and website and social media posts. Lieutenant Albert Cooper was assigned as the liaison with the Broward County and continues to serve in this role. The Police Department has assigned sergeants from each shift to monitor and submit incident tickets to address communication issues that may arise during a particular shift. The Department recommended the County evaluate dispatch position workload to determine if need existed for separating positions and staffing. Subsequently, the City received a second radio channel. Additionally, the Police Department recommended new procedures to the County that allowed radio recordings to be sent via e-mail. Additional recommendations include:

- Requesting County incorporate regional consolidated methodology and move the Broward Sheriff’s Office public safety radio system- Communications SOP to a standardized SOP using best practices
- Implement a countywide phone number for the public to log complaints would benefit Broward county residents

The Police Chief and the delegation from the Broward Chiefs of Police continue to meet with county representatives regarding performance deficiencies, recruitment of a new Regional Communications Director and status of the Broward Sheriff’s Office continuing serving as the communications vendor. The City continues to monitor the system with a focus on continued improvement in regional E911 services and is intent on process improvement.

HOUSING STOCK ENHANCEMENTS
The Community Development Division (CD) will be implementing a variety of initiatives in the next few months to improve rental housing and promote home ownership and maintenance.

Hollywood Responsible Landlord Center
In an effort to foster a culture of “good landlords,” which has been a focus of Commissioner Linda Sherwood, CD intends to develop a new website feature. Hollywood Responsible Landlord Center will serve as an information portal for landlords to facilitate responsible management and high-quality maintenance on rental properties throughout the City. The webpage will contain the following content:

- Property Registration/Rental Inspection Program information
- Requirements to rent property
- Local Business Tax Receipt information
- Tenant screening information
- Permit information
- Property standards
- Landscape requirements for rental properties
• Dumpster pickup/dumpster enclosure requirements
• Fair Housing Statement
• Recognition of exemplary landlords

Live Hollywood Webpages/Neighborhood Profiles
This marketing concept seeks to promote homeownership in Hollywood’s diverse neighborhoods through a new section of the website that will profile each neighborhood and feature testimonials from area residents and civic associations. The webpages will contain the following content:
• Citywide GIS map
• Neighborhood specific GIS map
• Neighborhood description (zip codes, major roads/highways)
• Photos
• Social media component
• Civic association and/or community groups
• Resident testimonials
• Housing types
• Schools
• Neighborhood amenities (parks, shopping, etc.)

Home Rehabilitation and Repair Program Enhancements
In order to increase the volume of completed housing rehabilitation projects, staff is recruiting two housing inspectors supported by existing grant funding with the goal of filling the positions by early 2016.

Home Improvement/Design Workshops
The Community Development Division has recognized a need for ongoing property maintenance education for owner-occupied residential property owners throughout the City. To this end, Community Development Division will organize ongoing workshops for Hollywood residents. These workshops are similar to those held throughout the Great Neighborhoods Challenge in which in-house experts in the fields of general contracting, property maintenance, architecture, landscaping, gardening and real estate are able to consult with residents.

Home Improvement/Merchant Discounts
Similar to promotions secured for the Great Neighborhoods Challenge, the Community Development Division will work with area merchants to secure discounts on home improvement goods and services for Hollywood residents.
FY 2015 Major Accomplishments
MAJOR ACCOMPLISHMENTS

Political – Leadership, Legislative Representation, Civic Engagement, City Administration, Communications, Financial Stewardship

Leadership
- Actively engaged in the Broward City County Management Association (BCCMA) to discuss issues of community and regional importance and promote closer intergovernmental relationships.
- Provided representation on the Broward County Coastal Coalition, a committee initiated by the Greater Fort Lauderdale Chamber of Commerce to bring together coastal communities with shared concerns over beach renourishment, sea turtle lighting, transportation and tourist development tax dollars.
- Initiated involvement in the British American Business Council-Miami to strengthen economic development, tourism and trade connections between the US and the UK with a focus on raising the profile of the City of Hollywood as a business destination.
- Established parameters to evaluate unsolicited proposals for public/private partnerships (P3s) as required by state statute completing the first P3 evaluation and providing a recommendation to the City Commission.
- Negotiated three-year Collective Bargaining Agreements with the PBA and IAFF, which provided employees with wage increases of 3.5% in FY15, 2.5% in FY16 and 2.5% in FY17.
- Completed organizational restructuring to achieve a framework for best practices within Office of the City Manager.
- Merged multiple departments and divisions to create a Department of Development Services providing greater coordination of the development review and building permitting processes.
- Provided enhanced focus on Economic Development and Code Compliance with direct reporting to the Office of the City Manager.
- Provided staff support and outreach for Commission in the Community forums, an initiative presented by Commissioner Hernandez to create additional opportunities for residents and Commission members to dialogue.
- Conducted Relay for Life and Breast Cancer Awareness fundraising activities achieving approximately $10,000 in donations through City initiatives.
- Enhanced internal and external communications through Fact Sheets, regular attendance and participation by executive staff at neighborhood and civic association meetings, transparency initiatives such as video recordings of Planning and Development Board Meetings and easy accessibility of pre-application conceptual overviews regarding proposed development.

Legislative Representation
- Passed a vacation rental ordinance to address neighborhood concerns which requires the owners of vacation rental to apply and pay for a license to operate in single family residential neighborhoods by February 2, 2016 and comply with all regulations of the ordinance and the City’s parking and noise regulations. Any violation of the ordinance may be punished by citation and/or license suspension or revocation.
• Increased City revenues and cost-savings through the implementation of aggressive litigation strategies, compliance monitoring, fine and forfeiture procedures, and the institution and processing of litigation by the City.
• Won approval of the second of two FEMA appeals in which the City will receive reimbursement for Hurricane Wilma related costs in the amount of $552,832.
• Achieved passage of the Miller Claims Bill, which resolved an outstanding liability of over $1 million through the authorization to pay a total of $200,000 to Ronald Miller for injuries sustained in an accident involving a City of Hollywood vehicle.
• Presented changes to Chapter 37 to update regulations for Advisory Boards and Committees. The ordinance provided consistent rules for attendance, running meetings, and reporting.

City Administration
• Completed implementation of GovQA by WebQA, Inc., a new public records management program. The program allows for the online submission of public records requests and helps staff coordinate the fulfillment of requests.
• Created and implemented a new webpage called the “Sunshine Center” to improve transparency by providing access to documents for research purposes.
• Conducted more than 80 learning events for City of Hollywood employees with approximately 1,000 employees attending, resulting in over 3,600 total training hours for the year.
• Implemented improvements to streamline and increase the efficiency of the hiring process creating an online job requisition system to allow paperless transactions. Introduced and trained hiring managers on Subject Matter Expert (SME) review of applications, streamlining the review process for candidate applications.
• Conducted 174 recruitments for City employment and reviewed 21,694 job applications. Established 103 full-time civil service lists resulting in 203 total hires.
• Conducted a Compensation Study using Evergreen Solutions analyzing all General employees’ job classifications. Reviewed, updated and/or reclassified 55 job descriptions in coordination with AFSCME representatives.
• Implemented various software programs and policies to better secure the City’s computer network and data including a network access control appliance, automatic screensaver to secure desktops after inactivity timeout, desktop anti-exploit software to further protect desktops from rogue software and a Pen-Test of the City’s external security.
• Rolled out Procurement Tracker providing a software solution to track procurement projects and items.
• Created a GIS Apps Gallery.
• Installed an upgraded virtual server farm and mobile device management software to protect City-owned smartphones and tablets.
• Maintained the City-wide records management program, 860 cubic feet of eligible records destroyed; 418 retrievals; 1,712 research requests.
• Customized the EPAS performance review system for the Department of Fire Rescue and Beach Safety conducting 15 training sessions for supervisory staff.

• Rolled out City-wide mandatory harassment training via an online training system.
Communications

- Provided community outreach and promotion for more than 85 events, projects and initiatives designing more than 293 separate promotional/informational pieces and producing 52 weekly newspaper columns.
- Provided video and photography support for City meetings, special events and CRA tourism marketing programs including, but not limited to, City Commission Meetings and Workshops, the Candy Cane Parade, Annual Veterans Barbecue, Dragons and Drums, St. Patrick’s Day Parade and Festival, Police Bike Rodeo, Parking Day, July 4th Star-Spangled Spectacular, New York Times Square tourism commercial and Welcome to Hollywood promotional video.
- Provided outreach materials in coordination with Broward County to inform residents about the new county-wide non-emergency number implemented as part of the City’s transition to the regional E911 system including banners, rack cards, magnets, posters, e-mail notifications and website and social media posts.
- Achieved significant growth in followers and reach across all City Social Media platforms with a 127% increase in Facebook followers and 245% increase in reach; 95% growth in Twitter followers, 6.8% growth in engagement with 599,400+ people reached; 59% growth in LinkedIn followers, with a 158% increase in engagement and more than 35,000 minutes of watch time on YouTube with 19,528 video views.
- Maintained the City’s website, www.HollywoodFL.org, with up-to-date content working with all departmental web liaisons to manage more than 1,200 webpages and modules increasing website visits to 1.2 million visits worldwide, 257,306 visits from Hollywood residents.
- Produced four quarterly New Horizons newsletters distributed to 60,000+ households per issue including comprehensive Parks and Recreation Program Guides listing all recreation offerings and classes.
- Implemented an upgrade of the City’s broadcast facilities for the Government Access Cable channels to ensure reliable public broadcast access to City Commission and CRA meetings and workshops. Transitioned from outdated standard definition technology to high definition equipment, replacing the audio processing system and installing an uninterruptible power supply (UPS) system to prevent outages.

Financial Stewardship

- Amended and revised Chapter 38 of the City’s Code of Ordinances (“Purchasing” section) to incorporate recommendations proposed in the National Institute of Governmental Purchasing’s (NIGP) study on the City’s purchasing practices, policies, and Purchasing Code.
• Issued (in November 2014) the Series 2014 Water and Sewer Refunding Revenue Bonds which generated net present value debt service savings of $7.25 million or 13.2% of the refunded bonds.
• Issued the Series 2015 General Obligation Refunding Note (through a private placement financing), which generated net present value debt service savings of $5.4 million or 12.3% of the refunded bonds.
• Processed 18% more purchase orders than the previous year.
• Presented 48% more contracts for City Commission consideration
• Conducted 220% more formal bids than previous year.
• Received the GFOA Certificate of Achievement for Excellence in Financial Reporting for the 40th consecutive year, and received the GFOA Certificate of Recognition for Budget Preparation for the 18th consecutive year.
Public Safety

- Reduced overall crime by 15% from January to September 2015 as compared to the same time period in 2014 including a 25% reduction in burglaries, a 36% reduction in Forcible Sex Offenses. Decreased Part I crimes (except for motor vehicle thefts) compared to 2014, and increased stolen vehicle arrests by 55% from the same time period last year. Officers have responded to 155,983 calls for service, an increase of 7.41% from last year.

- Recertified as an ISO Class 1 Fire Department. The Department is one of only 97 Class 1 Fire Departments in the nation and one of 14 in the State of Florida. The Department scored 102.85 out of a possible 105.50 maximum possible points. In 2011, the Department received 91.74 out of a possible 100.00 maximum possible points.

- Recruited and trained eleven Firefighters and six Lifeguards and promoted accordingly

- Increased staffing levels within the Uniformed Patrol Sections as well as in specialized Units.

- Created a new Crime Intelligence Center (Fusion Center) that allows monitoring of more than 400 CCTV cameras deployed at City facilities and seven License Plate Readers.

- Maintained a perfect record of no drownings on Hollywood’s guarded beaches.

- Maintained Advanced Lifeguard Certification from the United States Lifeguard Association (U.S.L.A)

- Instituted a new initiative to deal with domestic violence, “Offender Focused Domestic Violence Initiative” (OFDVI). Since the program was implemented in April, there has been an 18% reduction in domestic related calls and an over 50% increase in domestic violence arrests. On October 30, 2015, the Department’s Offender Focused Domestic Violence Initiative received the Program of the Year Award from the Domestic Violence Initiative organization.

- Launched a Family Reunification Program, through the City’s Homeless Coordinator, in which homeless people in Hollywood are reunited with family and/or friends who live outside of the tri-county area in the hopes of stabilizing their living condition. Since the inception of the program, eight individuals have exited homelessness.

- Initiated “Operation No Pan” to combat the increased amount of panhandlers along the major thoroughfares within the jurisdictional limits of the City of Hollywood. This operation has resulted in a drastic reduction of panhandlers walking in and out of the roadways at specific intersections.

- Purchased a Pierce Velocity 105’ Aerial ladder truck, a Horton ALS Rescue truck and five ATV’s for Beach Safety and created a dedicated sustainable vehicle replacement plan of Fire vehicles.

- Installed the Pulsara Stroke Application on iPhones which directly connects with Memorial Regional Hospital providing notification of a stroke transport.

- Provided iPhones on rescue vehicles with Active 911, which is a back-up dispatch and geographical location finder for Fire Rescue calls.

- Initiated the Cops Mentoring Kids program in partnership with Broward County Schools, matching at risk public school students with police officer volunteers. Forty at-risk children have been assigned police mentors.
• Presented the Desman recommendations and Parking Management Plan to the City Commission at the October 21, 2015 Parking Workshop. The recommendations will be evaluated over the next few months and staff recommendations developed.
• Replaced coin-only single head parking meters with credit card-enabled meters, which are monitored and managed remotely, providing customers a convenient method of payment and reducing the frequency of collections.
• Installed new display windows in the multi-space meters to make it easier for customers to see the display and follow the parking prompts.
• Implemented a Residential Parking Permit Program in the 700 and 800 blocks of Hollywood Boulevard, 700 and 800 blocks of Harrison Street, and 700 block of Tyler Street to address the parking intrusion by tourist, beach visitors, beach employees and non-residents wanting to avoid the parking fee on the beach.
• Painted the Radius garage.
• Installed security lighting in the Grove area of ArtsPark for enhanced public safety.
• Began seven-day vehicle patrol of North Beach Streets (Forrest to Perry) by Park Rangers, which resulted in a drop in vehicle burglaries.

Recreational Programming and Cultural Arts
• Achieved national re-accreditation from the Commission for Accreditation of Parks and Recreation Agencies (CAPRA). This is mark of distinction that indicates Hollywood’s Department of Parks and Recreation has met rigorous standards related to the management and administration of lands, facilities, resources, programs, safety and services.
• Increased STEM (science, technology, engineering and mathematics) camps and youth sports enrollment, as well as, Dog Beach attendance.
• Transitioned the Marina fuel dock to sales of red dyed diesel fuel, allowing for a lower sales price and increased sales.
• Implemented year-round aquatic programming which now includes the winter season (November through February) and integrated an Adaptive Aquatics program for special needs community.
• Introduced disc golf, foot golf and fun golf at Orangebrook Golf and Country Club.
• Introduced Park Ranger T-3 patrols at the ArtsPark and on the Broadwalk.
• Completed the Golf RFP process and selected a new vendor to oversee Hollywood Beach Golf and Country Club and the Eco Grande Golf Course.
Economic Development

- Performed inspections within 24-hours of request for major economic development projects such as Margaritaville, West Lake Commons, Positano II, Sage Beach, Apogee Beach, Wal-Mart, Costa Hollywood, State Road 7 Expansion, and Hollywood Charter School.
- Developed comprehensive new marketing materials to provide a consistent look and image for economic development initiatives including advertising, trade shows, developer meetings, guides and sourcebooks.
- Provided ongoing technical support to the Johnson Street Business District resulting in the successful production of the “2nd Annual Party on the J”.
- Provided technical assistance to fifty-three companies and completed twenty-seven business retention visits.
- Initiated several successful text amendments pertaining to the image of the City, such as reducing the length of time to re-establish lawful nonconforming uses from six months to three months, establishing distance separation requirements, and other regulatory provisions relating to massage establishments.
- Supported the Community Redevelopment Agency (CRA) in kicking-off the Regional Activity Center (RAC) rezoning with successful and well received community meetings.

Community Development

- Maintained consistent production of over 8,000 issued building permits and 50,000 building inspections performed in FY 2015.
- Coordinated the demolition of an obsolete commercial structure at 1203 N. Federal Highway creating an available site for redevelopment; assessed, maintained and developed plans for companion residential properties acquired in conjunction with this site.
- Completed fourteen housing rehabilitation projects and conducted over 125 housing inspections in conjunction with the housing rehabilitation program.
- Completed construction of Washington Park Villas – Phase II (Three duplex units).
- Completed two neighborhood beautification projects in the Highland Gardens neighborhood.
- Provided social service assistance (mortgage assistance, food stamps, utilities, heath care, housing, and landlord/tenant disputes) conducting 100 social service home visits.
- Provided and monitored compliance for $75,000 in CDBG funding for six non-profit agencies including the Boys & Girls Club of Broward County, Hispanic Unity, HOPE South Florida, Russell Life Skills and Reading Foundation, Second Chance Society and Washington Park Childcare Center.
- Received the National Community Development Association’s “John Sasso Award” for National Community Development Week Activities.
**Environmental Resiliency/Sustainability**

- Hired the City’s first Environmental Sustainability Coordinator to encourage sustainability in the community through initiatives such as launching a sustainability page on the website; creating sustainability plans; participating with local, national, and global organizations related to sustainable communities; and promoting programs and demonstration projects.
- Approved three Property Assessed Clean Energy (PACE) Programs to provide financing for residents to pay for improvements on residential or commercial property such as EV chargers, solar panels, cool roofs, energy efficient doors and windows, and air conditioners.
- Installed an electric car charging station at City Hall Circle, which provides free charging services to residents and visitors and adds to the EV charging infrastructure in the City.
- Upgraded lighting on the Radius Garage rooftop with more efficient LED light fixtures.
- Began the installation of energy-efficient lights in the Garfield garage to comply with Turtle ordinance study.
- Held three successful free shredding events on Sunday, December 7, 2014, Saturday, April 18, 2015 at City Hall and Saturday, August 29, 2015 at the Boulevard Heights Community Center. Partnered with the Salvation Army to re-use and recycle textiles and small household goods. 53,000 pounds were collected for disposal.
- Amended the City’s Green Building Ordinance to respond to increasing development by clarifying what type of a project must be certified and to outline penalties to ensure compliance.

**Infrastructure and Physical Improvements**

- Implemented 10.1 miles of sidewalk installations and repairs City-wide and oversaw implementation of the MPO’s Mobility Sidewalk Project for Downtown, Sheridan Street and 56th Avenue at Oakwood Park.
- Completed the water main replacement project at I-95 to South 26th Ave and Hollywood Blvd. to Pembroke Road, the Dixie Corridor Septic to Sewer Phase II (LS W-8) Project, the Southlake Tidal Control Structure Project, the Northlake Outfall Cleaning and Inspection Project, and stormwater drainage improvements on North 29th Ave and South 26th Ave.
- Obtained $50,000 grant from Broward County – Integrated Water Resources Planning for design services related to the Sheridan Station Reuse Expansion.
- Completed the transition to a new billing software and brought the utility billing customer service function in–house.
- Received notification of two $500,000 Transportation Alternatives Program (TAP) Grant awards from MPO/FDOT for additional sidewalk installations under the Safe Routes to School Initiative for 2017 and 2018.
- Coordinated streetscape improvements on New Mexico and New Hampshire Streets including conversion of overhead lines, new pavers, landscaping, irrigation, pavement marking, and new street lighting.
- Replaced 100 light poles along the Broadwalk, North Surf Road, Charnow Park and the Summit Parking lot.
- Installed new LED fixtures and poles on Polk and Van Buren Streets between US-1 and 21st Avenue.
- Began design for the replacement of Fire Station 45.
- Implemented a fee structure to recoup costs for landscaping plan review and inspection process together with traffic study plans analysis.
- Realized an increase in revenues over projected budget revenues within engineering permit and development review fees of $228,000 in FY2014, and anticipate an increase over projected revenues of $284,000 in FY2015.
- Worked jointly with MPO to develop the 441 Mobility Study analysis and recommendations to include the 441/Hollywood Mobility Hub Design, and the mobility connectivity down the significant corridors of Johnson, Washington, Taft and Sheridan Streets.
- Implemented roadway improvements to re-route traffic for 64th Avenue and Charleston Street to address the Seminole Tribe’s perimeter wall project and including landscaping.
- Prepared a Request for Proposals for environmental services and assessments for the Park Road redevelopment site. A Consultant has been selected, and the environmental assessment is underway.
- Transitioned to a new Fleet Maintenance and Fuel Management Software program.
- Developed and prioritized maintenance condition needs for the 28 lifeguard towers and first aid stations along Hollywood Beach.
- Completed a modified landscaping plan for the interchange at Hollywood Boulevard and I-95.
- Distributed over 5,470 gallons of free paint to residents through the Operation Paintbrush program.
- Organized nearly 1,500 volunteers through the monthly Beach Sweep event removing a total of 2,000 pounds of trash.
- Completed conceptual plans for a transit hub at A1A and Johnson Street.
- Completed a 3-year Energy Savings Study for City Hall, the Hollywood Beach Community Center, Fire Station #74, and Fire Station #105.
Appendices
APPENDIX A
Overview of Planning Processes and Requirements

Planning

- **Land Use:** The City of Hollywood's Planning Division oversees the processes involving new and existing development and redevelopment within the City. This includes Long Range Planning, the DRP, Historic Preservation, and general zoning. The Broward County Planning Council is charged with the responsibility of preparing and managing a countywide land use plan under the Charter of Broward County, Florida. Upon adoption of the Broward County Land Use Plan by the Broward County Commission, it became the official land use plan within the County and is effective within all of the County’s local governments, including Hollywood. The Charter requires all local land use plans within the County to conform to the Broward County Land Use Plan. These activities are conducted consistent within Chapter 163, Florida Statutes. The Land Use Plan establishes the framework for the future development and redevelopment within Hollywood and for the provision of maintaining appropriate levels of services within the City. All development must be consistent with the uses, the densities and the intensities of this policy plan.

As required by State Statute and in compliance with the County’s Land Use Plan the City also has an adopted Comprehensive Plan, which establishes land use, densities, and intensities throughout the City. Subsequently, the City’s Zoning and Land Development Code establishes specific development regulations such as setbacks, height, and parking, governed by zoning district.

- **Platting:** A map or delineated representation of the subdivision of lands, being a complete exact representation of the subdivision and other information in compliance with the requirement of all applicable sections. Article 6 of the City of Hollywood’s Zoning and Development Regulations prescribe requirements for the design and development of new plats, subdivisions, and of re-subdivisions, provide for enforcement, shall be held as minimum requirements for the sole interest of protecting the health, safety and general welfare of the people of the city, and are intended to:
  
  o Ensure that any proposed development of new plats or subdivisions or of re-subdivisions be generally consistent with the city's comprehensive plan and that the plan shall serve as a guideline to the developer in the design of the proposed new subdivision or re-subdivision;
  
  o Bring together in coordinated and convenient form, all official requirements pertaining to plats;
  
  o Ensure that the configuration of lots, blocks, streets and building sites will encourage the development of sound and economically stable communities and the creation of healthy living environments that are compatible with existing residential areas;
  
  o Provide standards for the design and construction of streets, roads, alleys and highways, to include uniformity in street widths, minimum right-of-way...
widths, proper street alignment, adequate means of ingress and egress to property, and to afford maximum safety and traffic control;
  o Ensure the design, construction and availability of efficient, adequate and economic availability of utilities, water and sewer, and other city standard services to land development;
  o Ensure adequate drainage for public and private property;
  o Provide public open spaces in land development for recreational and educational purposes; and
  o Ensure that any variance to this chapter is approved and recorded in written form by the City Commission.

- **Site Plan:** A site plan is an architectural plan, illustrating the location and configuration of buildings, parking, landscape areas, and walkways within a site in relation to its context. Proposed Site Plans are reviewed by the Technical Advisory Committee for technical compliance; and considered by the Planning and Development Board, Historic Preservation Board, and or City Commission in accordance with the criteria set forth in Article 6 of the Zoning and Land Development Regulations.

- **Variances:** A modification of, or deviation from the regulations; which is considered the Planning and Development Board, Historic Preservation Board, and or the City Commission in accordance with the criteria set forth in Article 5 of the Zoning and Land Development Regulations.

  - **Non-conforming Structures and Uses:**

    A. Nonconforming use. The lawful nonconforming use of a building may be continued, although such use does not conform to the regulations of the applicable zoning district within which the building is located. Any such use may be changed to a use of the same or more restrictive nature as determined by the Director of the Department of Planning and extended throughout the building, provided no structural alterations, except those required by law, are made therein and the cubical contents of the building are not enlarged. If such nonconforming use is discontinued for a period of three months or more, any further use of said building shall be in conformity with the regulations of the applicable zoning district unless otherwise approved by the Planning and Development Board pursuant to division G. of this section within 24 months of the abandonment. A lawful nonconforming use is reestablished by the approval of a Special Exception by the Planning and Development Board.

    B. Conforming use of a nonconforming building. A lawful nonconforming building may be utilized for any use which conforms to the regulations of the applicable zoning district within which the building is located, provided no structural alterations except those required by law are made or cubical
C. Nonconforming use of a nonconforming building. The lawful nonconforming use of a lawful nonconforming building may be continued although such use and building do not conform to the regulations of the applicable zoning district within which the building is located. Such use may not be expanded to utilize additional floor area to that which existed at the time its lawful nonconformity was established, and no structural alteration (except as required by law) or enlargement of the cubic contents of the building is permitted except pursuant to division G. of this section.

D. Nonconforming Use of Land. The lawful nonconforming use of land may be continued although such use does not conform to the regulations of the applicable zoning district within which the land is located. However, no such use shall be enlarged, intensified or extended to occupy a greater area of land or reinstated following discontinuance for a period of six months or more, except as approved pursuant to division G. of this section.

E. Nonconforming structures. Lawful nonconforming structures other than buildings are likewise permitted to remain, provided no structural alterations other than those required by law are made, and further provided that the discontinued use of such structure or the use or building to which it is necessary for a period of six months or more shall require its modification so as to comply with the regulations of the applicable zoning district.

F. Maintenance and repairs. Necessary maintenance and repairs may be made to any nonconforming building or structure, provided no structural alterations are made, and further provided that such work does not exceed 50% of the value of such building or structure in any 12-month period as shown on the county tax assessment records or as established by an independent appraiser who is a designated member of any nationally recognized professional appraiser's organization.

Permitting
Permits are required of any owner or authorized agent who intends to construct, enlarge, alter, repair, move, remove or demolish any building, structure, or any part thereof; as well of number of items specified within the Florida Building Code. Applications and associated information detailing the proposed work as well as the associated fees with such work are required prior to the issuance of permits.

- Routing
In order to ensure that plans are routed accurately, the only personnel authorized to pull files from the file room are designated the plan routers from the Building Division. Additionally, the Building Division manages an “aging report” by delivering files to each department with plan review responsibilities.

Each department is also required to establish a centralized location where the permit folders will be placed. The location must accommodate a space for initial, corrections, revisions and completed reviews. The applications/folders will be routed to the department and the designated supervisor will be responsible for assigning review tasks. Once a group of reviews are completed folders should be placed in the designated completed location. Building staff will be responsible for picking the permits files up as well as delivering them. In addition, if a permit is to be designated as a special project files, requests may be submitted to the Chief Building Official or designated staffers.

The procedure allows for Building staff to provide more secure, efficient document control and routing. It also enables professional and technical plans review staff to maximize their time performing plans review.

The City has reorganized and reclassified Building Division Office Staff to more appropriately correlate to their assigned tasks. This has resulted in a streamlining of office management functions within the Building Division.

**Review**

Applications and associated information will be examined within 30 days after plans and/or specifications are submitted and accepted for a building permit. Once plans are submitted, an internal routing system is employed that has dedicated Staff from the Building Department delivering information to the various Plan Reviewers.

Depending on the scope of the work applied for, various disciplines with the City of Hollywood might need to review and approve the associated material with permit applications. These disciplines include:

- Electrical Plan Review
- Mechanical Plan Review
- Plumbing Plan Review
- Structural Plan Review
- Community Redevelopment Agency Review
- Engineering Landscape Review
- Engineering Plan Review
- Fire Bureau Plan Review
- Planning Review
- Utilities Sewer Plan Review
- Utilities Water Plan Review
- Zoning Plan Review

Often plan reviews result in needed modifications by the applicants. Once addressed and approved, permits are then issued. Permit expires if inactive after 180 days of issuance of permits, there is no change in the
scope of work that initiates another plan review or if no inspections are conducted. The system will notify applicants 15 days before and on day of the permit expiration.

- Inspections are scheduled once the work has been completed and applicant notifies inspectors. Final Inspections for a Temporary Certificate of Occupancy inspection can only be set up through a clerk and will occur only when:
  - All inspections prior completed
  - All sub-permits completed
  - All approvals completed
  - All plan review completed
  - All fees collected
  - TCO inspection set up for all open disciplines
# APPENDIX B

## City Street Resurfacing Project 2015 Locations:

<table>
<thead>
<tr>
<th>STREET NAME</th>
<th>FROM</th>
<th>TO</th>
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<tbody>
<tr>
<td>N 29TH CT</td>
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<td>N 29TH AVE</td>
<td>TAFT ST</td>
<td>STREET END</td>
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<td>N 28TH CT</td>
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<td>ROOSEVELT ST.</td>
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### APPENDIX C
### CITY ALLEY RECONSTRUCTION PROJECT 2015 LOCATIONS:

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<td>East of 15 Avenue</td>
<td>Rodman Street</td>
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APPENDIX D
PROPOSED STREET LIGHT INSTALLATIONS

For Phase I, FPL advises/anticipates installation between December 2015/January 2016. This installation includes 5 streetlights (LED) and 17 alley security lights (which are only provided in high-pressure sodium vapor-HPSV)

- Plunkett Street, S20th Ct & Alley in the 1300 block between S20th Ct & S20th Ave (adjacent to Poinciana Park)
  - (3) 53w LED streetlights (Plunkett St, S20th Ct)
  - (1) 200w HPSV cobrahead fixture (security lighting for alley)
- North alley in the 1700 block (between Mayo St/Wiley St)
  - (3) 200w HPSV directional fixtures (security lighting for alley)
- South alley in the 1800 block (between Rodman St/Funston St)
  - (3) 200w HPSV directional fixtures (security lighting for alley)
- Alley between US1 and N17th Ave (between Taft St/Roosevelt St)
  - (4) 200w HPSV cobrahead fixtures (security lighting for alley)
- 1800 block of Sherman Street
  - (2) 53w LED streetlights
- Alley between N19th & and N20th Ave (between Garfield St/Hayes St)
  - (2) 200w HPSV directional fixtures (security lighting for alley)
  - (4) 200w HPSV cobrahead fixtures (security lighting for alley)

For Phase II, FPL advises/anticipates installation between 1st/2nd quarter of calendar year 2016.

- 1500 Jefferson Street
  - (4) 53w LED streetlights
- 1500 Madison Street
  - (4) 53w LED streetlights
- Alley adjacent to 1500/1600 Block of North Federal Highway (from Taft St/McKinley St)
  - (5) 200w HPSV cobrahead fixtures (security lighting for alley)
- Alley between N19th Ave and N20th Ave (between Johnson St/Lincoln St)
  - (4) 200w HPSV directional fixtures (security lighting for alley)
- East side of Roosevelt Avenue & Alley between N19th Ave and N20th Ave (between Roosevelt St/Taft St)
  - (1) 53w LED streetlight (Roosevelt Ave)
  - (2) 200w HPSV directional fixtures (security lighting for alley)
  - (2) 200w HPSV cobrahead fixtures (security lighting for alley)
- Washington Street, Dewey Street & Alley Between S20th Ave and S21st Ave (between Washington St/Dewey St)
  - (1) 53w LED streetlight (Washington St)
• 2200/2400 Fillmore Street
  o (4) 53w LED streetlights
  o (2) 70w HPSV directional fixtures (security lighting for alley)

• 2200/2300 Pierce Street
  o (4) 53w LED streetlights

• 2200 Hood Street and Alley between N22nd Ave and N23rd Ave (between Hood St/Sheridan St)
  o (1) 53w LED streetlight (Hood St)
  o (2) 70w directional fixtures (security lighting for alley)

• Simms Street & the Alley rear of 2200 Simms Street
  o (1) 53w LED streetlight (Simms St)
  o (1) 200w HPSV cobrahead fixture (security lighting for alley rear of 2250 Simms St)

• Farragut Street & Alley between N23rd Ave and N24th Ave (between Farragut St/Simms St)
  o (1) 53w LED streetlight (Farragut St)
  o (1) 200w HPSV cobrahead fixture (security lighting for alley)
APPENDIX E
ECONOMIC DEVELOPMENT PROSPECTUS EXECUTIVE SUMMARY

- The City of Hollywood's economic development strategy has a clear vision for success, with multiple layers such as Business Climate Enhancement, Target Industry Business Development, Strategic Marketing, Smart Growth and Redevelopment, Sustainability and Quality of Life, and Partnership Linkages and Leveraging. Being that the South Florida metropolitan area encompasses almost 6 million residents, the City is a marketable hub for any business seeking to settle expand or relocate.

- Many of the City's strengths revolve around its existing amenities. Its proximity to 2 major international airports, a major seaport, interstates, along with its geographical location, centers it at the crossroads for international business. There are over 50 acres of available City-owned land for redevelopment, over $1.65 billion in current private investment recently completed, planned or under development and 6 miles of unobstructed white sand beaches along the Atlantic ocean.

- The City of Hollywood’s business climate, on the heels of its Platinum Cities designation from the Greater Fort Lauderdale Alliance, is on a huge upswing. From streamlined permitting solutions to an online permit tracking system, designated economic development staff are providing the type of customer service that make the City an easy and attractive place to engage in business. Whether it is educating business stakeholders on local, state or federal incentives, or working with Career Source Broward or the various educational institutions within the County, the City is always striving to match businesses with a quality workforce.

- A strategic marketing campaign is a key component of raising the profile of the City of Hollywood as business center, destination, and address of choice. The City will promote itself as a world center with an ideal location for commercial, entertainment, and residential opportunities. Cooperative marketing efforts with key partners will maximize limited City resources.

- Several thriving business clusters make the City a viable option for many organizations in the fields of Life Sciences, Professional Services, Aviation, and Logistics & Transportation to name a few. Internationally, with Port Everglades located within City limits, the City, by default, will be at the palm of global business, ultimately boosting economic development. Port Everglades’ ongoing cargo projects are slated to create over 7000 jobs in South Florida alone. The re-establishment of the Sister City program is another initiative that will be considered to increase the City’s international connections.

- Smart growth and redevelopment within the City and in partnership with the City’s Community Redevelopment Agency, continues to be imperative. Corridor redevelopment is a major focal point and is drawing major resources due to the potential benefits it can present. Public utility upgrades, land use and zoning, transit modifications, and a total re-imagination of the City of Hollywood’s urban landscape is in the works.

- Finally, sustainability and quality of life are key strategic components in a mature, built-out city. Growth and revitalization must occur for a city to remain vibrant and relevant, at the same time, this must unfold in a way that recognizes and preserves
the City’s neighborhoods, enhances the City’s rich history and is able to be sustained for future generations.
Mayor Peter Bober  
Vice Mayor Kevin Biederman - District 5  
Commissioner Patricia Asseff - District 1  
Commissioner Peter Hernandez - District 2  
Commissioner Traci Callari - District 3  
Commissioner Richard Blattner - District 4  
Commissioner Linda Sherwood - District 6  
City Manager Dr. Wazir Ishmael  
City Attorney Jeffrey P. Sheffel