



# HOLLYWOOD

*Like Nowhere Else!*

## Strategic Plan Report

Objective(s)	Tactical Action Item(s)	Partner(s)	Responsibility	Completion Date	Status
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Office of the City Manager

Area of Focus: Cost Containment

FY: 2009

1.1	<b>**Expand and institute effective procedures that achieve efficiencies and realize cost savings.</b>	Secure paid advertisements to offset the cost for the quarterly New Horizons newsletter.	Finance	R. Storey	Ongoing	Q2: Secured 4 ads for the New Horizons.
2.1	<b>** Evaluate current purchasing procedures/policies to establish efficiency in the procurement of goods and services.</b>	Integrate Local MBE/SBE Program in City Procurement processes by reviewing bids/ proposals to identify opportunities for qualified local businesses.	Depts/Offices	A. Hampton, L. Torres, A. Gerretz	1/31/2009	Q2: Reviewed 9 bids proposals. Attended 2 pre-bid meetings. Set-aside 1 project for \$35,000
3.1	<b>Revamp procurement procedures.</b>	Integrate local business program in City procurement processes.	Depts/Offices	A. Hampton, L. Torres, A. Gerretz	9/30/2009	Q1: Reviewed 9 bids/proposals to identify opportunities for qualified local businesses to do business with City of Hollywood. Attended 2 pre-bid meetings to explain the Local MBE/SBE program to potential contractors. 1 project for \$35,000 was set-aside for bid by companies in the Local MBE/SBE Program.
3.1	<b>** Evaluate and analyze the financial impact of policies, practices and decisions.</b>	Monitor and influence County and State legislation.	Depts/Offices, City Commission, BC Commission, State Legislators	L. Mertens-Black	9/30/2009	Q2: Met with State legislators and State lobbyist to discuss amended City legislative agenda and prepared COH 2009 Legislative Agenda - Mar/09. Monitoring of issues is ongoing.

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3. 2 <b>** Evaluate and analyze the financial impact of policies, practices and decisions.</b>	Ensure City properties are not subject to tax assessments and where taxes are due, ensure they are paid promptly.	City Atty, Housing, Fire, BES, PW	A. Hampton, L. Torres, A. Gerretz	9/30/2009	Q2: Verified \$0.00 taxes due for 9 personal tangible tax assessments; Provided ad valorem tax exemption forms to the BCPA for leases of 14 city owned properties as requested -2/27/08. Requested housing pay tax assessments totaling \$4,497.42 for 2 city owned properties. Successfully petitioned the VAB for tax assessments of \$1.3M for the Ocean Village property on 3/5/09 and received ruling in favor of the City.
3. 3 <b>** Evaluate and analyze the financial impact of policies, practices and decisions.</b>	Provide centralized venue of grants resources for businesses and non-profits to provide an alternative grant source aside from the City funding.	IT	R. Jean	10/31/2009	Q2: Updated grants website at <a href="http://hollywoodfl.org/htm/coh-grant s.1.htm">http://hollywoodfl.org/htm/coh-grant s.1.htm</a> . Continued to administer eCivis usage to non-profits.
3. 4 <b>** Evaluate and analyze the financial impact of policies, practices and decisions.</b>	Review Local MBE/SBE Program to maximize City spending with local companies without a negative impact on the City's revenue.			9/30/2009	
3. 5 <b>** Evaluate and analyze the financial impact of policies, practices and decisions.</b>	Purchase RAID system to eliminate need to purchase discs for storage.	Procurement	M. Atelus, R. Storey	9/30/2009	Q2: Updating bids and proceeding with purchase.
5. 1 <b>Reduce duplication of information.</b>	Incorporate Dept/Office newsletter information into citywide newsletter.	Depts/Offices, Communication Network	L. Mertens-Black, R. Jean, K. Rebar	9/30/2010	Q1: Worked on combining fall/winter issues of employee newsletter to be emailed to all employees in Jan.

Objective(s)	Tactical Action Item(s)	Partner(s)	Responsibility	Completion Date	Status
6.1 <b>Reduce cost of unfunded mandates.</b>	Monitor and influence County and State legislation through meetings and correspondence.	Depts/Offices, City Commission, BC Commission, State Legislators	L. Mertens-Black	9/30/2009	Q1: Met with staff re: legislation levying surcharge on local governments - 11/24/08. Prepared and presented R-2008-318 re: equalizing state funding based on population - 10/15/08; R-2008-365 re: funding resources for education - 12/3/08; R-2008-389 re: 2009 Legislative Agenda and R-2008-390 re: eliminating unfunded state mandates on local governments - 12/17/08 .
8.1 <b>Ensure City properties are not subject to tax assessment.</b>	Maintain list of City-owned properties.	City Atty, Housing, Fire, BES, PW	A. Hampton, L. Torres, A. Gerretz	9/30/2009	Q1: Added folio number 514214024061 to the list of city owned properties. Working with City Attorney's Office to determine ad-valorem and non ad-valorem taxes due for properties from 1990-2005. Sent 7 tax assessments to various departments to facilitate payment of taxes. Tax assessments for the Casino/Johnson Street Property/Funtyme Mini Golf, Inc., parcel ID # 11213-01-07010 will be petitioned to the Value Adjustment Board by the City Attorney's Office.
9.1 <b>Reduce printing and distribution costs.</b>	Explore sending City benefits statements electronically.	HR, IT	P. Wallace	9/30/2008	Q1: Barrier: Not possible at this time.
9.4 <b>Reduce printing and distribution costs.</b>	Secure paid advertisements to offset the cost for the quarterly New Horizons Newsletter.	Finance	R. Storey	1/31/2009	Q1: Advertisements secured from Westin Diplomat, Downtown CRA, Memorial Hosp.
9.5 <b>Reduce printing and distribution costs.</b>	** Explore ways to expand the reach of electronic communication by improving existing methods and creating new methods for email address capture.	City Clerk, IT, PU, Finance	R. Storey	3/31/2009	

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10.1 <b>Reduce costs associated with City events.</b>	Investigate alternatives to stand alone ground breaking, ribbon cutting ceremonies, etc. to maximize resident participation.	PRCA, DCM, Fire	R. Storey, L. Mertens-Black	12/31/2008	Q1: Scheduled Rotary Park Ribbon Cutting in conjunction with scheduled youth sports activities to maximize resident participation. Event was held on 12/1/08.
10.2 <b>Reduce costs associated with City events.</b>	Consolidate annual receptions held for volunteers.	Depts/Offices, Volunteer Appreciation Committee	P. Wallace	12/31/2008	Q1: Reception held at Orangebrook Golf and Country Club on 12/11/08.
12.1 <b>Provide an alternative grant source aside from the City's budget.</b>	Provide centralized venue of grants resources for businesses and non-profits	IT	R. Jean	10/31/2009	Q1: Composed and submitted grants article for the Sun Times. Created and updated Grants webpage at <a href="http://www.hollywoodfl.org/html1/coh_grants1.htm">http://www.hollywoodfl.org/html1/coh_grants1.htm</a> .
13.2 <b>Reduce production broadcasting costs</b>	** Purchase RAID system to eliminate need to purchase discs for storage.	Procurement	M. Atelus, R. Storey	11/30/2008	Q1: Reviewed quotes for the lowest price.

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**Office of the City Manager**

**Area of Focus: Customer Service**

**FY: 2009**

1.1	<b>** Integrate employee work ethic into all operations.</b>	Share motivational message at weekly staff meeting.	CMO Staff	CMO Staff	10/31/2009	
1.1	<b>Continue to integrate City Manager's philosophy of authority, responsibility, empowerment, focus and accountability into daily work.</b>	Implement Strategic Plan by holding staff meetings to review objectives, update plan and prepare quarterly reports.	All Depts/Offices	All CMO Staff	9/30/2010	Q1: Advised CMO staff of due date for Qtr 1 09 report at weekly staff meetings and via email reminders.
1.2	<b>Continue to integrate City Manager's philosophy of authority, responsibility, empowerment, focus and accountability into daily work.</b>	Present Strategic Plan highlights and accomplishments at City Manager's Operations meetings.	HR, Networks	I. Combrinck-Graham	9/30/2010	
1.3	<b>Continue to integrate City Manager's philosophy of authority, responsibility, empowerment, focus and accountability into daily work.</b>	Present Strategic Plan, highlights and accomplishments to City Commission.	HR, City Clerk's Office	C. Benson, I. Combrinck-Graham, R. Storey	9/30/2010	Q1: Facilitated the update of the "We Own the Plan" video. Dept/Ofc achievements and highlights submitted to HR/Steering Committee for review - Oct/08. Presentation to City Commission scheduled for Feb/09.

Objective(s)	Tactical Action Item(s)	Partner(s)	Responsibility	Completion Date	Status
1. 5 <b>Continue to integrate City Manager's philosophy of authority, responsibility, empowerment, focus and accountability into daily work.</b>	Design collateral materials to enforce Strategic Plan highlights and accomplishments.	Steering Committee, HR, Strategic Networks	R. Storey, K. Rebar	9/30/2010	Q1: Sorbettis placed in City Hall Lobby, Public Utilities and Public Works. Information updated as recommended.
2. 1 <b>** Create a customer-centered organizational culture.</b>	Update Keyword Index as needed and promote usage by employees and the public.	HR, Customer Service Network	P. Macak, P. Wallace	9/30/2010	Q2: Keyword Index moved to a more visible location (At Your Service) on IT's updated COH website and renamed it "Customer Service Index". Index was updated as information was received.
2. 2 <b>** Create a customer-centered organizational culture.</b>	Develop and maintain a quarterly communication to employees promoting customer service tips.	Customer Service Network, HR, IT	P. Wallace	9/30/2010	Q2: Gathered info. for 2nd quarter Customer Service tip.
2. 3 <b>** Create a customer-centered organizational culture.</b>	Provide businesses and residents with pertinent information to guide them through City processes.	City Depts/Offices, Community Organization	A. Hampton, L. Torres, A. Gerretz	9/30/2009	Q2: Assisted 241 customers via telephone and walk in by providing them with information about financial resources, city owned properties, City projects and bids, international trade and opening, relocating and/or expanding a business.
2. 4 <b>** Create a customer-centered organizational culture.</b>	Hold community meetings on topics of importance for residents.	City Depts/Offices	C. Benson, L. Mertens-Black, R. Storey	Ongoing	Q2: Held Parking Workshop - 2/25; Adams Street Workshop - 3/5.
2. 5 <b>** Create a customer-centered organizational culture.</b>	Continue interaction with neighborhood and civic associations.	Neighborhood and Civic Associations	All CMO Staff	9/30/2010	Q2: Invitations sent to all associations re: Fire Station #5 Ribbon Cutting scheduled for 1//13/09; eCivic training opportunity scheduled for 2/1/09.

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2.6 <b>** Create a customer-centered organizational culture.</b>	Make presentations to business and neighborhood associations and keep partners informed of business initiatives.	Downtown Hlwd Business Assn (DHBA, Hlwd Business Council (HBC), CRAs, Neighborhood Assns, Hlwd Chambers of Commerce	A. Hampton, L. Torres, A. Gerretz	9/30/2009	Q2: Made 2 presentations during Q2 regarding the local business component of the local business stimulus program for water infrastructure renewal to five business owners on 3/2/09 and the State Road 7/US 441 business association on 3/24/09 to 20 business owners. 140 participants attended 4 business development workshops sponsored by the COH.
2.7 <b>** Create a customer-centered organizational culture.</b>	Produce videos on issues of community importance for airing on the GAC & placement on the website, and used at community meetings.	Depts/Ofcs, CRA	J. Diaz, R. McCarty, M. Atelus, R. Storey	9/30/2010	Q2: Produced Police video, "What's Cookin' Hollywood" and "Hollywood Full Circle."
2.8 <b>** Create a customer-centered organizational culture.</b>	Refer businesses to resource providers as needed.	DHBA, CRAs, Neighborhood Assoc., Hwd Chambers of Commerce	A. Hampton, L. Torres, A. Gerretz	9/30/2010	Q2: 44 businesses were provided technical assistance and referred to other organizations, based on specific areas of need.
3.1 <b>** Ensure public safety through quality police fire and emergency services.</b>	Oversee the implementation of the GOB for public safety projects.	DCM, Fire, Police, Budget	L. Mertens-Black, P. Macak	9/30/2009	Q2: Held Ribbon Cutting for Fire Station #5 - 1/13/09. Staff meetings ongoing re: remaining public safety projects.
3.1 <b>Improve internal and external customer service. (Network Citywide Objective)</b>	Update Keyword Index as needed and promote usage by employees and public.	HR, Customer Service Network	P. Macak, P. Wallace, L. Campagna	9/30/2010	Q1: Key Word Index updated as new information was received.
3.2 <b>Improve internal and external customer service. (Network Citywide Objective)</b>	Increase non-repeat programming on Channel 78.	All Depts/Offices, Community Organizations	R. Storey, R. McCarty	9/30/2010	Q1: Began developing a program schedule to assist viewers in easily accessing programming. Worked on several projects to air on Channel 78. Hollywood Full Circle program began airing in Dec/08.

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3.3 <b>Improve internal and external customer service. (Network Citywide Objective)</b>	Develop and maintain a quarterly communication to employees promoting customer service tips.	Customer Service Network, HR, IT	P. Wallace	9/30/2010	Q1: Inaugural edition of Customer Service E-tip sent to all employees as part of Customer Service Week initiative - 10/9/08.
3.4 <b>Improve internal and external customer service. (Network Citywide Objective)</b>	Create a police technology video.	PD, Production & Broadcasting	M. Atelus, R. Storey	9/30/2010	Q1: Video Created. COMPLETED.
3.5 <b>Improve internal and external customer service. (Network Citywide Objective)</b>	Provide businesses and residents with pertinent information to guide them through the City's processes.	Depts/Ofcs, Community Organizations	A. Hampton, L. Torres, A. Gerretz	9/30/2009	Q1: Assisted 296 customers via telephone and walk-in.
4.1 <b>Enhance recognition of citywide programs and services.</b>	Submit information about Dept/Office programs to Communication Network for 1630 AM radio broadcast and New Horizons and Inside Hollywood employee newsletter consideration. (Network citywide objective)	Depts/Offices, Communication Network, IT	R. Jean	9/30/2010	Q1: Composed, recorded and broadcasted events, programs and services on radio station. Composed, submitted and edited information for the employee newsletter.
4.2 <b>Enhance recognition of citywide programs and services.</b>	Identify, apply for, and promote national, state and local awards.	Depts/Offices	R. Jean	9/30/2010	Q1: Submitted Glass Ceiling Award Nomination for Lorie Mertens-Black in recognition of her oversight of the the GOB program and initiatives she had implemented as a City employee. Attended Bank of America Local Heroes Award Reception recognizing winner Nadine McCrea for her development of the Community Enhancement Collaboration, Inc organization and her overall contributions to the City. Her award nomination was submitted by CMO staff.

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4.3 <b>Enhance recognition of citywide programs and services.</b>	Obtain recognition by American Style Magazine as one of the top 25 mid-sized arts destinations in the United States.	ACCH, Hwd Arts Academy, Volunteer Hollywood, Local Artisans, other arts organizations	R. Storey	9/30/2010	Q1: BARRIER: Restructuring of Arts organization such as the Greater Hollywood Arts foundation (GHAF) & elimination of ArtsPark Dir. position in the CMO.
4.4 <b>Enhance recognition of citywide programs and services.</b>	Coordinate weekly columns in the Sun Times highlighting City programs.	All Depts/Ofcs	K. Rebar, R. Storey	Ongoing - Quarterly	Q1: Number of articles submitted in Oct. = 5, Nov. = 3, Dec. = 4.
4.5 <b>Enhance recognition of citywide programs and services.</b>	Provide tours of those interested in the art exhibits at City Hall and the Fred Lippman Center.	Artwork Selection Committee, Fred Lippman Ctr,	P. Wallace, L. Campagna	9/30/2010	Q1: Tours provided to interested viewers.
5.1 <b>Provide accurate, easily accessible information for citizens.</b>	Update on-hold messaging on an as needed basis.	IT, CMO	P. Wallace, R. Storey	9/30/2010	Q1: No updates needed.
5.2 <b>Provide accurate, easily accessible information for citizens.</b>	Hold community meetings on topics of importance for residents.	Depts/Offices	C. Benson, L. Mertens-Black, R. Storey	9/30/2010	Q1: Held Charter Review Community Input meetings - 10/2/08; 11/06/08. Held Green Team Adv. Committee LEED Community Workshop - 10/7/08. Hosted Hollywood Health & Safety Showcase - 10/12/08. Partnered with City Commissioner O'Sheehan, Broward Co. School Board reps., and Education Adv. Committee to hold Town Hall Meeting on Education - 10/22/08. Held community meetings on beach renourishment issues - 10/27/08, hosted by Mayor Bober, and follow up meeting - 11/3/08. Held community meeting on proposed turtle lighting ordinance - 11/17/08.
5.8 <b>Provide accurate, easily accessible information for citizens.</b>	Create a Public Utilities video.	All Depts/Ofcs	J. Diaz, R. Storey	7/31/2009	Q1: Filmed, edited, and conducted interviews for video.

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5.9 <b>Provide accurate, easily accessible information for citizens.</b>	Produce Police Department Overview video.	Police	M. Atelus, R. Storey	12/31/2008	Q1: Video finished - 12/1/08. COMPLETED.
5.10 <b>Provide accurate, easily accessible information for citizens.</b>	Produce a new TV series "Hollywood 911"	Police, Fire	M. Atelus, R. Storey, J. Diaz, R. McCarty	7/31/2009	Q1: Working with Police Dept. to identify story lines & concepts to new series.
5.11 <b>Provide accurate, easily accessible information for citizens.</b>	Produce new TV series "Hollywood Full Circle"	Depts/Ofc, CRA	R. McCarty, R. Storey	7/31/2009	Q1: Filmed, edited, and interviewed for segments of video. First episode began airing on 12/23/08. 2nd episode slated for Feb. 09.
5.12 <b>Provide accurate, easily accessible information for citizens.</b>	Produce new TV series "What's Cookin' Hollywood?"	Community & Int'l Rel, Local Businesses	J. Diaz, R. Storey, M. Atelus, R. McCarty	7/31/2009	Q1: Filming and editing program. First episode scheduled for February 09.
5.13 <b>Provide accurate, easily accessible information for citizens.</b>	Ensure Commission meetings and workshops are broadcast by overseeing technical aspects of process.	IT, City Clerk	J. Diaz, M. Atelus, R. McCarty, R. Storey	7/31/2009	Q1: Broadcast Commission Meetings, CRA Meetings, and Workshops held during the quarter. Repaired Rane audio system.
6.2 <b>Provide accurate, easily accessible information for citizens by keeping staff informed.</b>	Provide ADA training, information and updates to ADA contacts.	HR	M. Johns	Ongoing - Quarterly	
6.3 <b>Provide accurate, easily accessible information for citizens by keeping staff informed.</b>	Provide information reports to City Commission on issues affecting COH and its residents.	Dept/Ofcs	L. Mertens-Black	9/30/2010	Q1: Presented IR 2008-18 on Lincoln Park/Elem G1 status - 11/19/08 and IR-2008-19 on HIAD status - 12/03/08.
7.1 <b>Enhance media and marketing relations.</b>	Promote and publicize GOB projects and events.	Fire, DCM, PRCA	L. Mertens-Black, R. Jean, R. Storey	9/30/2009	Q1: Informed residents via letters, TV announcements, Tuesday Reports and press releases of Beverly Park Ribbon Cutting held on 10/28/08; Rotary Park Ribbon Cutting - 12/1/08.
7.2 <b>Enhance media and marketing relations.</b>	Create a GOB Overview video.	Depts/Ofcs, DCM, Planning, City Officials	L. Mertens-Black, R. Jean, R. Storey, J. Diaz, R. McCarty	1/31/2009	Q1: Composed script and conducted interviews at GOB events for inclusion in video.

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8.1 <b>Promote community outreach.</b>	Coordinate intergovernmental efforts to improve communication.	School Board, Broward Co., Other Cities	L. Mertens-Black, R. Storey	Ongoing - Quarterly	Q1: Made presentation to BCDEP re: Beach Public Safety Complex - 10/17/08. City staff met with School Bd. Rep. J. Gottlieb re: Lincoln Park/Elem. G1 issues - 11/13/08. Met with BCDEP reps. re: establishing the City's Turtle Lighting Ordinance - 11/13/08, 12/9/08. Staff met with Sch. Bd., Sch. District, and N. Central Hlwd Civic Assoc. reps. re: Lincoln Park issues - 12/15/08. Met with BC Commissioner Gunzburger re: beach renourishment issues - 12/30/08.
8.2 <b>Promote community outreach.</b>	Continue interaction with neighborhood and civic associations.	Neighborhood and Civic Associations	All CMO Staff	Ongoing - Quarterly	Q1: Mailed letters to homeowner/civic associations requesting updated contact information and letters/flyers/inserts in water bills advising them of Beverly Park and Rotary Park ribbon cuttings, town hall/community meetings held during Oct-Dec 08.
8.3 <b>Promote community outreach.</b>	Make presentations to business and neighborhood associations and keep partners informed of business initiatives.	Downtown Hlwd Business Assn (DHBA), Hwd Business Council (HBC), CRAs, Neighborhood Assns, Hwd Chambers of Commerce	A. Hampton, L. Torres, A. Gerretz	9/30/2009	Q1: BED staff partnered w/ Mr. Schraeger for a presentation to property owners in the SFIP re: the creation of a Business Improvement District -10/7. Informed SFIP business owners of AdHoc Committee to determine who was interested. Made presentations to businesses/business partners at 4 workshops and 6 One-on-One Business Analyst sessions sponsored by COH, resulting in 101 participants: Tax Tips for Your Small Business - 10/9; Human Resources: A Guide for Business Growth - 11/12; Local MBE/SBE Program Orientation - 12/5; Get Some Press - 12/11. Distributed information about Q2 workshop: Internet Search Engine Marketing.

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8.4 <b>Promote community outreach.</b>	Create a database of all homeowners/civic association contact information to include board members.	HOAs, Community Relations	L. Mertens-Black, P. Macak	9/30/2009	Q1: Sent 2nd letter to HOAs requesting updated/expanded contact information - 11/7/08. As of 12/30/08, 19 of 40 associations had responded to requests.
10.1 <b>Ensure consistency and quality of City publications and printed materials.</b>	Develop an internal policy to ensure all publications are approved by the Office of the City Manager - Media Relations prior to publication to comply with the Graphics Standards Manual.	Depts/Offices	R. Storey, K. Rebar, P. Wallace	11/30/2008	Q1: Reviewed policies of other municipalities/gov. agencies for development of policies; began working to revise graphics standards manual.
12.1 <b>Ensure residents are aware of City initiatives.</b>	Create Programming for the Government Access Channel.	All Dept./Ofcs.	R. Storey, K. Rebar, P. Wallace	9/30/2009	Q1: Staff continued working on programs for Channel 78
13.1 <b>Promote business sustainability during natural disasters.</b>	Develop an "Open for Business" Program.	Code Enforcement, Zoning, Public Affairs & Mktg.	A. Hampton, L. Torres, A. Gerretz	9/30/2009	Q1: Worked with partners to determine design and cost for commercial businesses to purchase decal for Open for Business Program. Developing program guidelines to distribute to businesses participating in the Program.

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**Office of the City Manager**

**Area of Focus: Diversity**

**FY: 2009**

1.1	<b>Expand awareness and understanding of differences among our workforce. (Network Citywide Objective)</b>	Participate in the Diversity Network events.	Diversity Network Committee	L. Mertens-Black, R. Jean	9/30/2010	Q1: Hosted Taste of Diversity luncheon - 10/31/08.
1.1	<b>** Foster a workforce community that recognizes and values ethnic and cultural diversity.</b>	Partner with Diversity Network on programs/events.	Diversity Network, HR	R. Jean, L. Mertens-Black	Ongoing	
1.2	<b>** Foster a workforce community that recognizes and values ethnic and cultural diversity.</b>	Increase number of Local MBE/SBE Program members by promoting Program to targeted ethnic groups.	Depts/Offices	A. Hampton, L. Torres, A. Gerretz	9/30/2009	Q2: Approved 3 new Local MBE/SBE Program applications representing the following ethnicities: 1-Hawaiian American, 1-African American, 1-woman owned.
2.1	<b>** Enhance service offerings to address the needs of our diverse community.</b>	Provide collateral materials, manuals, publications, regulations and public information printed in multiple languages, as necessary and as funding allows.	Diversity Network, PRCA	R. Storey, K. Rebar, A. Hampton	9/30/2009	Q2: Completed PRCA summer camp guide in English and Spanish. Worked with Director of Community and International Affairs to begin translation of Economic Development and International Trade DVD and collateral piece.
2.1	<b>Promote diversity in the workplace.</b>	Provide collateral materials, manuals, publications, regulations and public information printed in multiple languages, as necessary and as funding allows.	IT, City Clerk's Office (Copy Center), Diversity Network	R. Storey, K. Rebar, A. Hampton,	9/30/2009	Q1: Worked with Office of Community and International Affairs to begin translating the Economic Development and International Trade Collateral Materials into Spanish.
2.2	<b>** Enhance service offerings to address the needs of our diverse community.</b>	Promote diversity in Hollywood through community engagement initiatives.	CMO staff, PRCA, DCM	L. Mertens-Black, R. Jean	9/30/2010	Q2: Assisted with planning and promotion of Diversity Network's "Celebrating Black History in Hollywood" event held on 2/27/09.

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3.1 <b>** Ensure access to City employment, programs and services.</b>	Post job announcements on City Government Access Channel 78	PRCA, Fire, Police	R. Storey, R. McCarty, P. Wallace	Ongoing	Q2: Employment opportunities posted as advised.
3.1 <b>Ensure a cross section of artists display their artwork at City Hall.</b>	Expand City Hall artwork exhibitions to showcase multicultural art.	Artwork Selection Committee, ACCH	P. Wallace, L. Campagna	Ongoing - Quarterly	Q1: Works were displayed by: Kapone, Jane Streitfield, Hedy Berman, and M. Woodward Entry.
3.2 <b>** Ensure access to City employment, programs and services.</b>	Keep the business community informed of business training and local employment opportunities	IT, Depts/Offices, Public Affairs/Mktg., Business Community	A. Hampton, L. Torres, A. Gerretz	9/30/2010	Q2: Provided information to the business community and business partners re: 4 city-sponsored workshops via 6 media channels. Sent 27 email blasts relative to int'l trade, business training and other resources.
5.1 <b>Highlight City's diverse culture.</b>	Ensure City publications provide an accurate reflection of Hollywood's diverse community through photographic images and content.	Depts/Offices	R. Storey, K. Rebar, P. Wallace	9/30/2010	Q1: Community's diversity reflected in Oct-Dec edition of the New Horizons.
5.2 <b>Highlight City's diverse culture.</b>	Promote diversity in Hollywood through community engagement initiatives.	CMO Staff, PRCA, DCM	L. Mertens-Black, R. Jean	9/30/2010	Q1: Composed Call to Artists for Dr. MLK Jr. Art Project - Nov/08. Created Dr. MLK Jr. Art Project Artist Selection Committee - Dec/08; Reviewed artists proposals for Dr. MLK Jr. Art Project - Dec/08. Worked with City Attorney's Office on selected artist's agreement for Dr. MLK Jr. Project. - Dec/08.
6.2 <b>Increase media releases to minority publications.</b>	Maintain contact list of minority publications and media contacts.	PRCA, Fire, Police	R. Storey, P. Wallace	9/30/2010	Q1: List updated as information was provided.
7.3 <b>Increase cultural programming to facilitate a diverse marketplace.</b>	Highlight art and culture in City of Hollywood.	PRCA, ArtsPark, Comcast	J. Diaz, R. Storey	10/31/2008	Q1: Created Diversity video. Hawaiian Holiday event held at the ArtsPark - Dec/08. Videotaped and scheduled event for upcoming Hollywood Full Circle airing.

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8.1 <b>Increase vendor diversity.</b>	Diversify and/or increase funds spent with local vendors of various ethnic groups.	All City Depts/Ofcs/CRA's	A. Hampton, L. Torres, A. Gerretz	9/30/2010	Q1: Qtr. 1 spending for all Hollywood MBE/SBEs = \$336,486.92; Breakdown by ethnic group: African American - \$33,848.05; Asian American - \$28,159.06; Hispanic - \$40,845.36; Native American - \$0.00; Women - \$99,227.20; Small Business - \$168,255.30; All Hollywood businesses (including MBE/SBEs) - \$2,071,205.42. (Does not include direct spending with City's contractors).

Objective(s)	Tactical Action Item(s)	Partner(s)	Responsibility	Completion Date	Status
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**Office of the City Manager**

**Area of Focus: Economic Development**

**FY: 2009**

1.1	<b>Provide accurate, easily accessible information for citizens and businesses.</b>	Maintain the Department of Business and Economic Development web site.	IT, CRA	A. Hampton, L. Torres, A. Gerretz	9/30/2010	Q1: Web site continuously updated with business resources, workshops, procurement opportunities and international trade information. Added information about Green Initiatives for businesses. Obsolete information deleted. Sent 30 email blasts relative to int'l trade, business training and other resources. Worked with IT to begin redeveloping the Economic Development website. Worked with Office of Planning to draft the initial layout for the Corridor Redevelopment web site which contains information on 3 of the 4 major corridors in the COH.
1.1	<b>** Promote and enhance the economic development of the City through community partnerships and employee involvement.</b>	Develop a business e-newsletter.	IT	A. Hampton, R. Storey, K. Rebar	9/30/2009	Q2: 9 articles were drafted by the Economic Development Network for the City of Hollywood Business Journal e-newsletter.
1.2	<b>** Promote and enhance the economic development of the City through community partnerships and employee involvement.</b>	Research feasibility for creation of business improvement districts in the City's industrial areas.	Planning, PU, Code Enf., HPD, BES, Industrial area business owners	A. Hampton, L. Torres, A. Gerretz	11/30/2009	Q2: Received 12 responses from survey sent to all SFIP business owners to determine interest in developing a business improvement district. 6 members of the newly developed Ad Hoc Committee held 1 meeting to discuss improvements to the Park - 3/23/09. 4 additional meetings relative to the SFIP were held.

Objective(s)	Tactical Action Item(s)	Partner(s)	Responsibility	Completion Date	Status
1.4 <b>** Promote and enhance the economic development of the City through community partnerships and employee involvement.</b>	Coordinate Business Advisory Committee initiatives to identify ways to help businesses start up and expand.	Business Adv. Committee (BAC), Public Affairs & Marketing	A. Hampton, L. Torres, A. Gerretz	9/30/2010	Q2: The Committee held a business forum with 6 presenters which 45 people attended - 3/31/09.
1.5 <b>** Promote and enhance the economic development of the City through community partnerships and employee involvement.</b>	Coordinate Marine Advisory Board initiatives to increase revenue, encourage marine careers, and increase marine activities	Marine Advisory Board, Public Affairs & Marketing	A. Hampton, L. Torres, A. Gerretz	9/30/2010	Q2: The Board developed goals and objectives and toured the intercoastal to learn about opportunities and challenges.
1.6 <b>** Promote and enhance the economic development of the City through community partnerships and employee involvement.</b>	Work with local location scouts to encourage national and international film shoots in the City.	Broward Alliance, Local Agencies	R. Storey, M. Atelus, J. Diaz, R. McCarty	9/30/2009	Q2: Permits issued as follows: January - 9, February -15, March - 11.
1.7 <b>** Promote and enhance the economic development of the City through community partnerships and employee involvement.</b>	Develop an "Open for Business" Program	Code Enforcement, Zoning, Public Affairs & Marketing	A. Hampton, L. Torres, A. Gerretz	9/30/2009	Q2: First draft of Open for Business Program and decal developed and submitted for review.

Objective(s)	Tactical Action Item(s)	Partner(s)	Responsibility	Completion Date	Status
1. 8 <b>** Promote and enhance the economic development of the City through community partnerships and employee involvement.</b>	Diversify and/or increase funds spent with local vendors of various ethnic groups	All City Departments/Offices	A. Hampton, L. Torres, A. Gerretz	9/30/2009	Q2: Spending during this quarter for all Hollywood MBE/SBEs = \$581,659.38; Breakdown by ethnic group: African American - \$188,070.87 Asian American - \$917.50; Hispanic - \$80,416.60; Native American - \$0.00; Women - \$125,862.90; Small Business - \$274,436.72; All Hollywood businesses (including MBE/SBEs) - \$2,522,596.21. (Does not include direct spend with City's contractors).
1. 9 <b>** Promote and enhance the economic development of the City through community partnerships and employee involvement.</b>	Attend business meetings with partner organizations to position Hollywood in the business community.	Broward Alliance, Broward Co. Econ. Deve., Hollywood Chambers of Commerce, FAMBEO	A. Hampton, L. Torres, A. Gerretz	9/30/2009	Q2: Attended 9 meetings with partner organizations to position Hollywood in the business community.
1. 10 <b>** Promote and enhance the economic development of the City through community partnerships and employee involvement.</b>	Attend development and redevelopment seminars and conferences to position Hollywood in these markets.	Broward Alliance, Broward Co. Econ. Dev., FAMBEO	A. Hampton, L. Torres, A. Gerretz	9/30/2009	Q2: Attended the SeaTrade Cruise Shipping Miami Convention to market the City as an ideal location for business expansion, relocation and start-up -3/17/09-3/19/09.
1. 11 <b>** Promote and enhance the economic development of the City through community partnerships and employee involvement.</b>	Redevelop Hollywood Incinerator Ash Dump (HIAD) site and seek state and federal funding	DCM, Planning, BES, Hillcrest Community, DEP, EPA, SFRPC	A. Hampton, L. Torres, A. Gerretz, L. Mertens-Black	9/30/2009	Q2: Hired Goldstein Brownfields Group to develop redevelopment plan for HIAD site. Received extension to file closure/redevelopment plan to FDEP by February 2010.

Objective(s)	Tactical Action Item(s)	Partner(s)	Responsibility	Completion Date	Status
2.1 <b>Identify opportunities to implement redevelopment / funding strategies for future development projects.</b>	Pursue State and Federal funding programs to offer as development incentives, such as new market tax credits, qualified tax industry tax credit, CDBG, business improvement districts, HUB Zones, etc.	Broward Co., State and Federal Government, Developers	A. Hampton, L. Torres, A. Gerretz	9/30/2010	Q1: BED staff partnered with Mr. Schraeger to make a presentation to property owners in the SFIP re: creation of a Business Improvement District for the purpose of creating a taxing district-10/7. Sent letters to original meeting attendees on 10/10 to determine who was interested in joining the Ad Hoc Committee for BID. Participated in conference call with rep from Goldstein Brownfields Group and Commissioner Sherwood re: consulting svcs. to facilitate redev. of the HIAD site and obtain Brownfields Funding - 10/8. Rec'd proposal from the Goldstein Brownfields Group on 12/9 and awaiting revisions from Mr. Goldstein.
2.1 <b>** Develop programs to attract and retain a diverse mix of businesses and employment opportunities.</b>	Pursue State and Federal funding programs to offer as development incentives, such as new market tax credits, qualified industry tax credit, CDBG, business improvement districts, HUB Zones, etc.	Broward Co., State and Federal Agencies, Developers	A. Hampton, L. Torres, A. Gerretz	9/30/2010	Q2: SFIP Ad Hoc Committee was formed and members met to discuss the Business Improvement District - 2/23/09. Submitted enterprise zone application to state of Florida for SE Broward County including Cities of Hollywood, Hallandale, West Park and Pembroke Park. Contract developed for redevelopment of the HIAD site. Identified two Brownfields grants.
2.2 <b>** Develop programs to attract and retain a diverse mix of businesses and employment opportunities.</b>	Coordinate and participate in international trade missions.	Broward Co., Broward Alliance, HBC, HCC, FFTA, Comm. & Int'l Affairs	A. Hampton, L. Torres, A. Gerretz	9/30/2010	Q2: Scheduled 7 trade missions from Honduras, Peru/Argentina, Venezuela, Caribbean Region/Barbados, Costa Rica/Panama and Haiti to be held from March 2009-November 2009.

Objective(s)	Tactical Action Item(s)	Partner(s)	Responsibility	Completion Date	Status
2.3 <b>** Develop programs to attract and retain a diverse mix of businesses and employment opportunities.</b>	Coordinate small business and international trade conferences to attract businesses and provide business opportunities.	Housing, HBC, HCC, Broward Alliance, M. Gill & Assocs.	A. Hampton, L. Torres, A. Gerretz	9/30/2010	Q2: Attended 1 meeting to plan Minority Enterprise Development (MED) Week 2009 - 3/5/09. Coordinated events to celebrate Small Business Week, 2009 on May 20, 2009. Identified 5 local business owners that will receive "Small Business Appreciation" awards and 2 local business owners that will receive the U.S. SBA's South Florida District and the State of Florida 2009 "Women in Business Champion of the Year" Award and the "Small Business Person of the Year" Award for being the Runner-Up.
2.4 <b>** Develop programs to attract and retain a diverse mix of businesses and employment opportunities.</b>	Assist businesses with start up, expansion and relocation to Hollywood.	HBC, CRAs, State & Federal Agencies	A. Hampton, L. Torres, A. Gerretz	9/30/2010	Q2: 39 businesses provided assistance re: start-ups, expansions, relocations, access to capital. Of the 39 businesses that were provided assistance, 1 business opened. Identified 318,500 square feet of space for business to start-up, expand or relocate to the City of Hollywood of which 60,000 sf represents office space, 22,500 sf represents retail space, 61,000 sf represents warehouse space and 175,000 represents flex space.
2.6 <b>** Develop programs to attract and retain a diverse mix of businesses and employment opportunities.</b>	Increase membership base of the Local MBE/SBE program by 10% annually.	Local businesses	A. Hampton, L. Torres, A. Gerretz	9/30/2009	Q2: 3 new applications were approved resulting in a 3.9% increase in membership base of the Local MBE/SBE Program.
2.8 <b>** Develop programs to attract and retain a diverse mix of businesses and employment opportunities.</b>	Develop a business retention and business recruitment program to focus on quality jobs and target industries.	Econ. Develop. Roundtable, Consultants, Stakeholders, Development Community, Workforce One	A. Hampton, L. Torres, A. Gerretz	9/30/2010	Q2: Attended 1 Broward Alliance meeting to discuss Business Retention and Visitation Outreach Program - 3/10/09.

Objective(s)	Tactical Action Item(s)	Partner(s)	Responsibility	Completion Date	Status
2.9 <b>** Develop programs to attract and retain a diverse mix of businesses and employment opportunities.</b>	Coordinate redevelopment, renaming and marketing of the South Florida Industrial Park.	Planning, PU, Code Enf, HPD, BES, Industrial area business owners	A. Hampton, L. Torres, A. Gerretz	9/30/2010	Q2: Received 12 responses from survey sent to all SFIP business owners to determine interest in developing a business improvement district. 6 members of the newly developed Ad Hoc Committee held 1 meeting to discuss improvements to the Park - 3/23/09. 4 additional meetings relative to the SFIP were held. Submitted enterprise zone application to state of Florida for SE Broward County including Cities of Hollywood, Hallandale, West Park and Pembroke Park. Grant available of up to \$3 million for redevelopment projects requiring off site roadway improvements by the City.
2.10 <b>** Develop programs to attract and retain a diverse mix of businesses and employment opportunities.</b>	Develop a plan to enhance, name and promote the Washington Park/441 industrial area.	Planning, PU, Code Enf, HPD, BES, Industrial area business owners	A. Hampton, L. Torres, A. Gerretz	9/30/2010	Q2: City staff hosted 1 meeting with 20 business owners on State Road 7/US 441 to assist with the coordination of a business association along the corridor - 3/24/09. Submitted enterprise zone application to state of Florida to help redevelop 441/SR7 and Washington Park industrial area if approved.
2.12 <b>** Develop programs to attract and retain a diverse mix of businesses and employment opportunities.</b>	Develop a plan to enhance and promote the Dixie Highway Corridor industrial area.	Planning, PU, Code Enf., HPD, BES, Industrial area business owners	A. Hampton, L. Torres, A. Gerretz	9/30/2010	Q2: Submitted enterprise zone application to State of Florida to develop/redevelop Dixie Highway corridor if application is approved by Florida legislator.
2.13 <b>** Develop programs to attract and retain a diverse mix of businesses and employment opportunities.</b>	Coordinate and facilitate a minimum of 12 business training workshops annually.	Housing, IT, PRCA, Broward Co. Library, City of Hallandale Bch, SBDC, Search Engine Optimization	A. Hampton, L. Torres, A. Gerretz	9/30/2009	Q2: 8 business development workshops have been held in FY2009. Marketed 4 workshops attended by 140 participants in Qtr. 2.

Objective(s)	Tactical Action Item(s)	Partner(s)	Responsibility	Completion Date	Status
2.14 <b>** Develop programs to attract and retain a diverse mix of businesses and employment opportunities.</b>	Continue to implement Local MBE/SBE Program.	City Atty, IT, BES, Planning	A. Hampton, L. Torres, A. Gerretz	9/30/2010	Q2: Reviewed 9 COH projects to maximize spending with qualified local businesses. Mailed 145 letters and applications to new Hollywood businesses inviting them to participate in the Local MBE/SBE Program.
2.15 <b>** Develop programs to attract and retain a diverse mix of businesses and employment opportunities.</b>	Attract/recruit university/college satellite campuses to Hollywood to provide a better quality workforce.	Broward Co. School Board, Hwd Chambers of Commerce, WorkForce One, College/University System	A. Hampton, L. Torres, A. Gerretz	9/30/2010	Q2: Developed letter of agreement with Broward College to offer continuing Education courses in Hollywood to begin September 2010. Contacted President of Keiser College to discuss establishment of satellite campus in Hollywood - 1/12/09. Staff identified colleges in Florida that could potentially have satellite campuses in Hollywood.
2.16 <b>** Develop programs to attract and retain a diverse mix of businesses and employment opportunities.</b>	Hold regular development meetings to facilitate citywide sustainable business development and redevelopment.	Broward Alliance, Broward Co. Econ. Deve., Hollywood Chambers of Commerce, FAMBEO	A. Hampton, L. Torres, A. Gerretz	9/30/2010	Q2: 7 development meetings held in 2009 to facilitate citywide sustainable business development and redevelopment.
2.17 <b>** Develop programs to attract and retain a diverse mix of businesses and employment opportunities.</b>	Facilitate and monitor commercial, industrial, hotel and mixed-use development throughout the City to increase the City's commercial tax base.	Planning, Econ. Dev. Roundtable, Development Community	A. Hampton, L. Torres, A. Gerretz	9/30/2010	Q2: Utilizing Costar, provided site selection services to 11 business prospects based on available vacant space: Flex-8.4%, Industrial-7.2%, Office-8.4%, Retail-4.0%
3.1 <b>** Develop and maintain partnerships with business and community groups.</b>	Improve businesses along Ely Blvd through the Facade Improvement Program.	Housing, Planning, DCM	A. Hampton, L. Torres, A. Gerretz	9/30/2009	Q2: Façade improvements for O'Johnny's completed. Will seek to have program dollars re-allocated for Community Food Store and Barbershop.

Objective(s)	Tactical Action Item(s)	Partner(s)	Responsibility	Completion Date	Status
3.1 <b>Restructure procurement processes.</b>	Review and edit Procurement Services documents to increase awards to local businesses.	Budget & Procurement, Housing, PW, CRA, Local Business Opportunity Committee	A. Hampton, L., Torres, A. Gerretz	9/30/2010	Q1: Reviewed and edited 9 bids/proposals to identify opportunities for qualified local businesses to do business with City of Hollywood. Attended 2 pre bid meetings. Received 13 bid evaluations for General Engineering Consultant Services Infrastructure Projects Stormwater and 19 bid evaluations for General Engineering Consultant Services Infrastructure Projects Water and Sewer. Evaluating compliance with Local MBE/SBE Program requirements. Reviewed 2 bid evaluations for Children's Programming Activities for the ArtsPark at Young Circle.
3.2 <b>** Develop and maintain partnerships with business and community groups.</b>	Create a plan for redevelopment of the City's major commercial corridors.	Planning, Econ. Develop. Roundtable, Consultants, SFRPC	A. Hampton, L., Torres, A. Gerretz	9/30/2010	Q2: First corridor update report presented to City Manager and Commission at the March 18, 2009 Commission meeting. Held two corridor update meetings with City Manager and the community. Launched new corridor redevelopment web site and corridor update report on 3/17/09 and presented it at March 18, 2009 Commission meeting.
3.3 <b>** Develop and maintain partnerships with business and community groups.</b>	Attend meetings/events to keep area Chambers of Commerce and Hollywood Business Council informed of business initiatives	Hollywood Chambers of Commerce	A. Hampton, L., Torres, A. Gerretz	9/30/2010	Q2: Attended 7 meetings to keep area Chambers of Commerce informed of business initiatives.
4.1 <b>Bring viable, sustainable businesses to Hollywood.</b>	Provide opportunity each month for developers to present their projects to the Economic Development Roundtable for project viability.	HBC, HCC, CRA, Consultants	C. Benson, I., Combrinck-Graham	9/30/2010	Q1: Economic Roundtable met on 10/22 - 6 projects reviewed; 11/25 - 3 projects reviewed.

Objective(s)	Tactical Action Item(s)	Partner(s)	Responsibility	Completion Date	Status
4.2 <b>Bring viable, sustainable businesses to Hollywood.</b>	Coordinate and participate in international trade missions.	Broward Co., Broward Alliance, HBC, HCC, FFTA, Comm. & Int'l Affairs	A. Hampton, L. Torres, A. Gerretz	9/30/2010	Q1: Hosted a delegation of 7 business owners from Costa Rica at the Fred Lippman Center. 49 appointments were held with 37 South Florida companies, of which 7 appointments were held with 5 Hollywood businesses - 10/22/08; delegation of 10 business owners from the Dominican Republic at the Fred Lippman Shuffleboard Centre. 53 business appointments were held with 34 South Florida companies, of which 10 appointments were held with 5 Hollywood companies - 11/20/08. Received Inbound Trade Mission Schedule from the FFTA and will partner to host inbound trade missions in 2009 with Peru/ Argentina, Venezuela and Haiti. Drafted letter and survey to send to past trade mission attendees to obtain information about sales secured from the trade mission events.

Objective(s)	Tactical Action Item(s)	Partner(s)	Responsibility	Completion Date	Status
4.3 <b>Bring viable, sustainable businesses to Hollywood.</b>	Coordinate small business and international trade conferences to attract businesses and provide business opportunities.	Housing, HBC, HCC, Broward Alliance, M. Gill & Assocs.	A. Hampton, L. Torres, A. Gerretz	9/30/2010	Q1: Assisted with coordinating 'Going Green' Workshop for Minority Enterprise Development (MED) Week 2008 and attended the conference to distribute information about COHs programs/services for minority owned businesses-10/23 and 10/24. Economic Development Network began planning a business forum for local small businesses to obtain information from local government organizations, financial institutions, and Chambers of Commerce for assistance in conducting business. Forum will be held the week of May 18, 2009, as a part of the SBA's Small Business Week 2009. Coordinating events to celebrate Small Business Week 2009, drafted a proclamation for Commission meeting, and nominated local business owners for small business awards: Sande Kaskel and Sylvia Berman as 2009 Women in Business Champion of the Year and Bill Roche as Small Business Person of the Year.
4.5 <b>Bring viable, sustainable businesses to Hollywood.</b>	Refer businesses to resource providers, as needed.	CRA, S. Florida Regional Planning Council, Wachovia Bank, Hwd Chambers of Commerce, Broward Alliance, Metro Broward	A. Hampton, L. Torres, A. Gerretz	9/30/2010	Q1: 25 businesses were provided technical assistance and referred to other organizations, based on specific areas of need. Assisted Disabled Veterans Association with obtaining assistance to paint their building.
4.6 <b>Bring viable, sustainable businesses to Hollywood.</b>	Monitor construction phases of the Johnson Street beach property site.	City Commission, City Atty, Depts/Offices, CRA, Community Representatives	C. Benson, A. Hampton	9/30/2010	Q1: Presented Information Report (IR-2008-17) to City Commission on status of Ocean Village/Johnson Street Development Project - 10/1/08. Attended Special TAC meeting regarding project status - 10/21/08. Met with staff and contractor to address outstanding issues -12/9/08.

Objective(s)	Tactical Action Item(s)	Partner(s)	Responsibility	Completion Date	Status
4.8 <b>Bring viable, sustainable businesses to Hollywood.</b>	Assist businesses with start up, expansion and relocation to Hollywood.	Hwd Business Council (HBC), CRAs, State & Federal Agencies	A. Hampton, L, Torres, A. Gerretz	9/30/2010	Q1: 18 businesses provided assistance re: start-ups, expansions, relocations, access to capital. Meetings held: Mcrae Lawn Svcs owner re: obtaining occ. license, fictitious name and EIN - 10/14/08; Goga Assoc. re: oil bypass filtration system and software - 10/17/08, 11/3/08. Parks/Rec and PW retrofitting vehicles for system; Reps for Venezuelan clients desiring to invest \$500K to \$1M in businesses - 10/24/08; SoFla Int'l Boat Show to position COH as prime location for businesses - 10/31/08, 11/3/08; Bill Frank re: dental manufacturing facility in Downtown - 11/7/08, Veronica Halac re: opening a daycare - 11/10/08; Lisa Self re: relocating law firm to COH. Identified potential properties, visited Wachovia Bank bldg. - 12/19/08. Facilitating licensing/permitting for Midnight Express Power Boats. 50 jobs - 11/24/08; ProSoft, Costa Rica, assist with possible expansion to Hollywood; Dana Klein re: opening Macedonia Consulate office. Millennium Mall and Port 95 identified as potential sites for Burn Notice Prod. Coord.
4.9 <b>Bring viable, sustainable businesses to Hollywood.</b>	Develop a business e-newsletter.	IT	A. Hampton, R. Storey, Kris Rebar	9/30/2009	Q1: Economic Development Network has drafted 4 articles for the bi-annual City of Hollywood Business News Journal e-newsletter. First issue will be launched in May 2009.
4.10 <b>Bring viable, sustainable businesses to Hollywood.</b>	Purchase local economic impact subcontractor and international trade software to attract and grow businesses.	IT, SFRPC	A. Hampton	9/30/2009	

Objective(s)	Tactical Action Item(s)	Partner(s)	Responsibility	Completion Date	Status
5.2 <b>Improve quality of City's workforce to attract businesses.</b>	Attract/recruit university/college satellite campuses to Hollywood.	Broward Co. School Bd., HCC, Workforce Oone, College/Univ. System	L. Mertens-Black, A. Hampton, L. Torres, A. Gerretz	9/30/2010	Q1: Investigated possible sites for Florida Memorial University satellite campus - 10/14/08; FMU to develop plan to market courses that will be offered in Hollywood. Met with reps at Broward College to discuss possible satellite campus location 10/27/08. Toured possible site locations for Broward College with reps - 11/13/08. Broward Collgee interested in piloting CE Program in COH in 2009. Barry University rep contacted Arline Hampton to determine if space is available in the City for Barry University satellite campus. Located vacant space in Wachovai building for sale at 4600 Sheridan St. Will coordinate site at Mr. McFadden's request.
7.1 <b>Promote grant assistance for local small businesses and non-profit organizations.</b>	Establish a loan and grant outreach program.	Housing	A. Hampton, R. Jean	9/30/2010	Q1: Created and updated the Grants Webpage at <a href="http://www.hollywoodfl.org/html1/coh_grants1.htm">http://www.hollywoodfl.org/html1/coh_grants1.htm</a> . Provided grant leads to educational and non-profit organizations.
7.2 <b>Promote grant assistance for local small businesses and non-profit organizations.</b>	Provide grant education to civic associations and non-profit organization.	Budget & Procurement, PRCA, ACCH, Civic Assns., Non-profit organizations	R. Jean	Ongoing - Quarterly	Q1: Provided eCivis access, technical support and on-line training to civic and non-profit organizations.
8.1 <b>Implement General Obligation Bond (GOB) Projects.</b>	Monitor planned projects.	DCM, PRCA, Fire, Budget	C. Benson, L. Mertens-Black, P. Macak	9/30/2009	Q1: Held ribbon cuttings for Beverly Park - 10/28/08; Rotary Park - 12/1/08.
9.1 <b>Encourage economic and small business development in Hollywood.</b>	Work with Seminole Indian Tribe to bring business to Hollywood area.	PU, Fire, Planning	C. Benson, A. Hampton	9/30/2010	

Objective(s)	Tactical Action Item(s)	Partner(s)	Responsibility	Completion Date	Status
9. 2 <b>Encourage economic and small business development in Hollywood.</b>	Continue to implement the Local MBE/SBE program.	City Atty, IT, BES, Planning	A. Hampton, L. Torres, A. Gerretz	9/30/2010	Q1: Reviewed 9 COH projects to maximize spending with qualified local businesses. There were 213 new businesses in Hollywood in Q1 who received letters and applications inviting them to apply for the Local MBE/SBE Program. Site visit to Hiller's Electric to determine Local MBE/SBE Program eligibility - 11/24/08. Worked with IT to develop an online program orientation for businesses in the Local MBE/SBE Program. Working with IT to develop a more efficient way to obtain 5-digit commodity codes from Local MBE/SBE Program applicants. Developed and distributed a green technology incentives flyer for businesses to members of the Local MBE/SBE program and the business community.
9. 3 <b>Encourage economic and small business development in Hollywood.</b>	Improve businesses along Ely Blvd. through the Facade Improvement Program.	Housing, Planning, DCM	A. Hampton, L. Torres, A. Gerretz	9/30/2009	Q1: Clarence Jones from Gator Sport's Bar leased his restaurant space. New business, Fisherman's Sports Bar and Grille, opened 11/14/08. Façade for King's Market and Gator Sport's Bar completed. Hope's Restaurant façade is nearing completion.
9. 5 <b>Encourage economic and small business development in Hollywood.</b>	Increase membership base of the Local MBE/SBE program by 10% annually.	Local businesses	A. Hampton, L. Torres, A. Gerretz	9/30/2009	Q1: Ten new applications approved in FY 2009, resulting in an 8.7% increase in the Local MBE/SBE Program.

Objective(s)	Tactical Action Item(s)	Partner(s)	Responsibility	Completion Date	Status
10.1 <b>Develop Zoning Overlay Districts.</b>	Create plan for redevelopment of City's major commercial corridors.	Planning, Econ. Develop. Roundtable, Consultants, SFRPC	A. Hampton, A. Gerretz	9/30/2010	Q1: Gave Hollywood Boulevard Revitalization presentation with team members to Hollywood Hills Civic Association - 11/13/08. Worked with Office of Planning to draft the initial layout for the Corridor Redevelopment web site which contains information on 3 of the 4 major corridors in the COH. Met with City and FDOT Staff to discuss Projects: # 227774-1, SR 7 reconstruction from SW 25th St. to Fillmore St. and # 421661-1, SR 7 resurfacing from Fillmore St. to south of Stirling Rd. - 10/20/08. Met with City Staff and Broward County Transit reps to determine design for bus shelters at the breeze bus stops on SR7/441-12/16/08. Scheduling monthly corridor update meetings with Planning, BES, Code Enforcement and Public Utilities to report updates to the City Manager.
10.2 <b>Develop Zoning Overlay Districts.</b>	Market the city's new zoning strategies to position Hollywood for development/redevelopment.	Public Affairs & Marketing, Planning	A. Hampton	9/30/2010	Q1: Distributed Economic Development and International Trade DVD and collateral materials to delegates of the Costa Rican Trade Mission on 10/22/08 and the Dominican Republic Trade Mission on 11/20/08. Completed IO to run Trade & Industry Development magazine advertisement from May/June 2008 in the March/April 2009 Corporate Headquarters issue of Trade & Industry Development magazine.
10.3 <b>Develop Zoning Overlay Districts.</b>	Develop overlay districts to recruit key sectors (i.e. information technology, life sciences, aviation/aerospace, financial/professional services, manufacturing).	Planning	A. Hampton, A. Gerretz, L. Torres	9/30/2010	

Objective(s)	Tactical Action Item(s)	Partner(s)	Responsibility	Completion Date	Status
11.1 <b>Use capital improvements to stimulate redevelopment.</b>	Promote GOB projects and adjacent property value enhancement to stimulate private investment.	CRAs, DCM, Housing	L. Mertens-Black	9/30/2010	
11.2 <b>Use capital improvements to stimulate redevelopment.</b>	Monitor development of the ArtsPark at Young Circle construction phases.	Planning, BES, DCM	C. Benson, L. Mertens-Black	Ongoing - Quarterly	Q1: Staff met with BC cultural Division rep. re. ArtsPark - 10/27/08; w/ BC Commissioner Gunzburger re: Performing Arts Facilities grant - 11/07/09; re: RFP for ArtsPark - 11/20/08; w/ Architect Margi Nothard re: developing a permanent amphtheater - 11/24/08.
12.1 <b>Facilitate redevelopment in Hollywood.</b>	Create land use to accommodate positive growth, redevelopment and an increased tax base.	Planning, Budget, Econ. Develop. Roundtable, Consultants, Stakeholders, Development Community.	A. Hampton, L. Torres, A. Gerretz	9/30/2010	

Objective(s)	Tactical Action Item(s)	Partner(s)	Responsibility	Completion Date	Status
12.2 <b>Facilitate redevelopment in Hollywood.</b>	Develop a business retention and business recruitment program to focus on quality jobs and target industries.	Econ. Develop. Roundtable, Consultants, Stakeholders, Development Community, WorkForce One	A. Hampton, L. Torres, A. Gerretz	9/30/2010	Q1: Installation of WorkForce One links to computers at City Hall, Driftwood Comm. Ctr., Washington Park Comm. Ctr and GHCC complete. Developed/distributed flyer and press release to mkt. svcs. to community. Published article mktg. svcs. in New Horizons Oct.-Dec. issue and Sun Times on 11/27. Attended BWDB Retreat to develop ways to increase employment, provide service to youth and ensure businesses have a skilled labor force - 10/24-10/26. Teleconference w/BREI Awards Committee on 10/16 to discuss members, possible sub committees and a proposed activity timeline. Arline worked with New Awards Subcommittee to identify new awards for BREI to consider - 11/4 and 11/11. Reviewed draft of BREI's new award application for innovative business retention and expansion projects on 11/11. Participated as a judge in the Make Mine a Million \$ Business Program which inspires women entrepreneurs to build sustainable enterprises, create jobs and develop innovative products and services. Chose 15 women to enter the Program.
12.3 <b>Facilitate redevelopment in Hollywood.</b>	Develop a property standards program	Housing, Planning, Comm & Int'l Aff., PW, Code Enf.	L. Torres	9/30/2010	Q1: Met to discuss further developing the Property Standards Program-10/10/08. Task Force met to discuss a program outline -11/14/08. Property Standards Task Force went to City of Coral Springs to discuss with their Housing/Code Enforcement Dept. a similar program and to obtain ideas for the City's program - 12/1/08.
12.4 <b>Facilitate redevelopment in Hollywood.</b>	Identify properties that meeting program guidelines	Housing, Planning, Comm & Int'l Aff., PW, Code Enf.	L. Torres	9/30/2010	Q1: Conducted physical assessment of foreclosed properties in Hollywood - 10/14/08.

Objective(s)	Tactical Action Item(s)	Partner(s)	Responsibility	Completion Date	Status
13.1 <b>Increase awareness of Hollywood as a tourism destination.</b>	Develop a plan to enhance the City's competitive position as a tourism destination.	Econ. Develop. Roundtable, Consultants, Stakeholders, Development Community, CRA Office of Tourism	A. Hampton, L. Torres, A. Gerretz	9/30/2010	Q1: Provided the Economic Development and International Trade Collateral Materials and DVD to delegates from the Costa Rican Inbound Trade Mission on 10/22/08 and the Dominican Republic Trade Mission on 11/20/08. Partnered with the Greater Hollywood Chamber of Commerce to coordinate Economic Development & Tourism Day in 2009 for Leadership Class 33 on May 28, 2009.
13.2 <b>Increase awareness of Hollywood as a tourism destination.</b>	Develop unified promotional items.	CRA Office of Tourism	A. Hampton, R. Storey, L. Torres, A. Gerretz	9/30/2009	
14.1 <b>Increase the City's commercial tax base.</b>	Facilitate and monitor commercial, industrial, hotel and mixed-use development throughout the City to increase the City's tax base.	Planning, Economic Development Roundtable, Development Community	A. Hampton, L. Torres, A. Gerretz	9/30/2010	Q1: Providing expedited services to assist Midnight Express Boats, a custom boat building company, to relocate from Fort Lauderdale to Port 95. Lease is pending.
15.1 <b>Enhance business park and industrial development and redevelopment.</b>	Develop a plan to enhance, rename and promote the South Florida Industrial Park.	Planning, PU, Code Enf., HPD, BES, Industrial area business owners	A. Hampton, L. Torres, A. Gerretz	9/30/2010	Q1: BED staff partnered with Mr. Schraeger to host meeting with property owners in the SFIP to discuss creation of a Business Improvement District -10/7. As a result, swale & drainage improvements were made, code sweeps were conducted and police patrolling was increased. Met with SFIP team to discuss how the City can improve the park - 10/27/08. Sent letters to original meeting attendees on 10/10 to determine who was interested in joining the Ad Hoc Committee for BID. 4 people interested. Sent letter and survey to SFIP business owners on 12/22 to determine interest in changing the name of the SFIP. Received 12 completed surveys.

Objective(s)	Tactical Action Item(s)	Partner(s)	Responsibility	Completion Date	Status
15.2 <b>Enhance business park and industrial development and redevelopment.</b>	Develop a plan to enhance, name and promote the Washington Park/441 industrial area.	Planning, PU, Code Enf., HPD, BES, Industrial area business owners	A. Hampton, L. Torres, A. Gerretz	9/30/2010	
15.3 <b>Enhance business park and industrial development and redevelopment.</b>	Develop a plan to enhance and promote the Taft Street industrial area.	Planning, PU, Code Enf., HPD, BES, Industrial area business owners	A. Hampton, L. Torres, A. Gerretz	9/30/2010	
15.4 <b>Enhance business park and industrial development and redevelopment.</b>	Develop a plan to enhance and promote the Dixie Highway Corridor industrial area.	Planning, PU, Code Enf., HPD, BES, Industrial area business owners	A. Hampton, L. Torres, A. Gerretz	9/30/2010	
15.5 <b>Enhance business park and industrial development and redevelopment.</b>	Research feasibility for creation of business improvement districts in the City's industrial areas.	Planning, PU, Code Enf., HPD, BES, Industrial area business owners	A. Hampton, L. Torres, A. Gerretz	11/30/2009	Q1: BED staff partnered with Mr. Schraeger to host meeting with property owners in the SFIP to discuss creation of a Business Improvement District -10/7. As a result, swale & drainage improvements were made, code sweeps were conducted and police patrolling was increased. Met with SFIP team to discuss how the City can improve the park - 10/27/08. Sent letters to original meeting attendees on 10/10 to determine who was interested in joining the Ad Hoc Committee for BID. 4 people interested. Sent letter and survey to SFIP business owners on 12/22 to determine interest in changing the name of the SFIP. Received 12 completed surveys.
16.1 <b>Enhance public/private partnerships.</b>	Coordinate Hollywood Business Council meetings and international trade initiatives.	Hwd Business Council (HBC)	A. Hampton, L. Torres, A. Gerretz	9/30/2009	Q1: No meetings held in Q1.

Objective(s)	Tactical Action Item(s)	Partner(s)	Responsibility	Completion Date	Status
16.2 <b>Enhance public/private partnerships.</b>	Attend meetings/events to keep area Chambers of Commerce and Hollywood Business Council informed of business initiatives.	Hwd Chambers of Commerce (HCC)	A. Hampton, L. Torres, A. Gerretz	9/30/2009	Q1: Attended International Committee Meeting to discuss Excelerate Broward - 11/6; 2008 Business Over Breakfast Meeting re: how to grow your business in a challenging economy - 11/13; Reverse Purchasing Trade Show to represent Hollywood with procurement and business opportunities - 11/13. The Future of Trade with the Dominican Republic re: financing trade tools for U.S. exports - 11/17; BWDB Partnership meeting re: general workforce development and welfare reform business - 11/20; Financial Planning Workshop re: being fiscally responsible; Economic Development Roundtable meeting - 11/25. Judged the Make Mine a Million \$ Business Program Event - 12/11; Met with Dana Klein and City Staff to discuss Macedonia Consulate office in Hollywood - 12/15; Conference call with Jose Zaiter and FFTA re: Inbound Trade Mission schedule for 2009.
16.3 <b>Enhance public/private partnerships.</b>	Coordinate Business Advisory Committee initiatives to identify ways to help businesses start up and expand.	BAC, Public Affairs & Marketing	A. Hampton, L. Torres, A. Gerretz	9/30/2010	Q1: BAC Subcommittee meeting held to discuss housing initiative program - 10/7/08. Received plan for housing initiative project to present to BAC. No quorum for meeting on 10/20/08. Meeting held to present housing initiative project to the Committee - 11/17/08. Held BAC meeting to discuss upcoming business forum. Committee voted for Chairperson and Vice Chairperson- 12/15/08.

Objective(s)	Tactical Action Item(s)	Partner(s)	Responsibility	Completion Date	Status
16.4 <b>Enhance public/private partnerships.</b>	Coordinate and facilitate a minimum of 12 business training workshops annually.	Housing, IT, PRCA, Broward Co Library, City of Hallandale Bch, SBDC, Search Engine Optimization	A. Hampton, L. Torres, A. Gerretz	9/30/2009	Q1: Informed businesses and business partners of 4 workshops and 6 One-on-One Business Analyst sessions sponsored by COH, which 101 people attended: Tax Tips for Your Small Business - 10/9/08; Human Resources: A Guide for Business Growth - 11/12/08; Local MBE/SBE Program Orientation - 12/5/08; Get Some press 12/11/08. Coordinating 2009 workshop speaker schedule with Jan., Feb., and Apr. workshops confirmed. Distributed information about FY2009 Q2 workshop: Internet Search Engine Marketing.
16.5 <b>Enhance public/private partnerships.</b>	Hold regular development meetings to facilitate citywide sustainable business development and redevelopment.	Broward Alliance, Broward Co. Econ. Development	A. Hampton, L. Torres, A. Gerretz	9/30/2010	Q1: Met with Bob Ishman, Architect, and Director of Planning re: façade improvements to Hollywood Animal Hospital - 10/3/08; HAH interested in lightening wood, not removing it. Attended the HIAD site meeting with Hillcrest Representatives and Lorie Mertens-Black to provide an update on the HIAD site - 10/10/08; Met with City Attorney re: creation of enterprise zone in Hollywood - 10/20/08; City Manager re: creation of enterprise zone in Hollywood - 10/23/08; Commissioner Assef re: foreclosure workshops - 10/24/08; Jeannette Smith re: foreclosure workshops - 10/31/08 and 12/1/08; State Rep. Gibbons to obtain his support for Enterprise Zone Bill in Hollywood - 11/12/08; Midnight Express Power Boats re: fast tracking of licensing and permitting for new property in Port 95 - 11/24/08. Identified library space as potential office site for Macedonia Consulate Office.

Objective(s)	Tactical Action Item(s)	Partner(s)	Responsibility	Completion Date	Status
16.6 <b>Enhance public/private partnerships.</b>	Attend business meetings with partner organizations to position Hollywood in the business community.	Broward Alliance, Broward Co Econ. Development, Hwd Chambers of Commerce, FAMBEO	A. Hampton, L. Torres, A. Gerretz	9/30/2010	Q1: Worked with Public Utilities to involve local Hollywood Businesses in the Water/ Wastewater MasterPlan - 10/7/08, 12/2/08. BED staff partnered with Mr. Schraeger to host meeting with property owners in the SFIP to discuss creation of BID -10/7/08. Attended Royal Poinciana and Parkside TaskForce Meeting - 10/16/08. Teleconference with Palm Beach County BED staff to discuss using the City's Local MBE/SBE Program format for their minority business program - 10/31/08. Attended Social Services Task Force workshop - 10/24/08; The Future of Trade with the Dominican Republic re: financing trade tools for U.S. exports - 11/17/08; BWDB Partnership meeting re: general workforce development and welfare reform business - 11/20/08; Public meeting to present Water/Wastewater Master Plan - 12/9/08.
16.7 <b>Enhance public/private partnerships.</b>	Attend development and redevelopment seminars and conferences to position Hollywood in these markets.	Broward Alliance, Broward Co. Econ. Develop., FAMBEO, ICSC	A. Hampton, L. Torres, A. Gerretz	9/30/2010	Q1: Attended ULI Conference to market the City as a premier location for business start ups/expansions -10/27/08-10/30/08.
16.9 <b>Enhance public/private partnerships.</b>	Coordinate Marine Advisory Board initiatives to increase revenue, encourage marine careers and increase marine activities.	Marine Adv. Board, Public Affairs and Marketing	A. Hampton, A. Gerretz	9/30/2010	Q1: Toured the So. Fla Int'l Boat Show with MIA SF - 10/30/08. Two meetings held in quarter 1 - 11/6/08 and 12/18/08. Bob Rawls presented FIND Waterways Assistance Grant Program information to MAB - 11/6/08. Wilshire Marina presented project proposal. Board will write letter of recommendation for project - 12/18/08. Arline and Commissioner O'Sheehan met with Peter Witschen, NSU re: Nova's Oceanography Center to be developed at the north end of John U. Lloyd State Park - 12/12/08; Arline toured the Lauderdale Marine Center -12/10/08.

Objective(s)	Tactical Action Item(s)	Partner(s)	Responsibility	Completion Date	Status
19.2 <b>Develop partnerships to improve City's educational system.</b>	Promote Hollywood schools.	City Commission, School Board, IT,	L. Mertens-Black, R. Storey, P. Macak	9/30/2010	Q1: Staff met School District and BECON reps to discuss development of a video on Hlwd Schools - 11/21/08. Redesigned schools brochure for Education Advisory Board. Launched new setion in New Horizons - "Achieving Excellence" Education in Hollywood Oct.-Dec issue. "A-rated"schools in 1st episode of Hollywood Full Circle airing on GAC 78.
19.3 <b>Develop partnerships to improve City's educational system.</b>	Develop/promote a civics education program in high schools that focuses on local government.	School Board District Office, City Commission, Public Affairs, Comm. Affairs	L. Mertens-Black	9/30/2010	Q1: Partnered with Education Adv. Committee and IT Staff to develop a student-friendly website to promote interest about local government . Website was approved by the City Commission on 12/17/08. Met with Vice Mayor Blattner and Jose Z. re: expansion of civics education program - 11/06/08.
19.4 <b>Develop partnerships to improve City's educational system.</b>	Develop partnerships with magnet/vocational schools in Hollywood.	Local schools, Sch Bd District Office, PU	L. Mertens-Black, R. Jean	10/31/2009	
19.5 <b>Develop partnerships to improve City's educational system.</b>	Assist schools to provide innovative programs.	City Commission, School Board, Education Advisory Committee, Grant Agencies	L. Mertens-Black, R. Jean	9/30/2010	Q1: Composed the Education Advisory Committee (EAC) 2008-2009 Achieving Excellence in Education Grant. Received City Commission approval for grant program - Dec/08; notified Hollywood schools of grant opportunity - Dec/08.
19.6 <b>Develop partnerships to improve City's educational system.</b>	Develop partnerships with area colleges/ universities to provide educational opportunities for residents.	University/College System	L. Mertens-Black, A. Hampton	9/30/2010	

Objective(s)	Tactical Action Item(s)	Partner(s)	Responsibility	Completion Date	Status
21.1 <b>Promote safety and environmentally friendly projects within the City</b>	Monitor local beach management projects to stimulate City's economy and protect properties.	BCRA, Broward Co, State & Federal Agencies	L. Mertens-Black	9/30/2009	Q1: Met with Russell Setti, Coastal Engineering reps. and staff to discuss proposed sea oat plantings project on beach from HBCC south to Hallandale Beach - 11/25. Met with BC Commissioner Gunzburger re: beach renourishment issues - 12/30/08.
21.2 <b>Promote safety and environmentally friendly projects within the City</b>	Monitor environmental issues affecting City.	Global Hollywood, Green Team, Federal/State Agencies	L. Mertens-Black	9/30/2009	Q1: Met BCDEP reps. re: establishing the City's Turtle Lighting Ordinance - 11/13/08, 12/9/08.
21.3 <b>Promote safety and environmentally friendly projects within the City</b>	Monitor transportation/safety issues affecting City.	BES, PU, Fire, Police	L. Mertens-Black	9/30/2009	Q1: Met with Seminole Indian reps to discuss safety issues related to their proposed closure of portion of 64th Avenue - 10/16/08.
22.1 <b>Promote business and economic development.</b>	Implement video production facilities at the ArtsPark.	PRCA, Vendors	R. Storey, M. Atelus, J. Diaz, R. McCarty	9/30/2009	
22.2 <b>Promote business and economic development.</b>	Process film permits.	Depts/Ofcs, Production Companies	R. Storey, P. Wallace	Ongoing - Quarterly	Q1: The following number of films were processed. In 10/08 - 2, 11/08-5, 12/08 - 8.
22.3 <b>Promote business and economic development.</b>	Work with local location scouts to encourage national and international film shoots in the City.	Broward Alliance, Local Agencies	R. Storey, M. Atelus, J. Diaz, R. McCarty	Ongoing - Quarterly	Q1: Provided information to Burn Notice producers on Hollywood facilities for possible relocations and soundstage.
23.1 <b>Increase awareness of Hollywood as a film-friendly destination.</b>	Create a video library.	Code, IT	J. Diaz, P. Wallace, R. Storey, M. Atelus	2/28/2009	Q1: Staff continued working with I.T.
23.2 <b>Increase awareness of Hollywood as a film-friendly destination.</b>	Develop a media campaign to promote Hollywood.	Depts/Ofcs, CRA	M. Atelus, R. Storey	9/30/2010	Q1: Met w/ Beach CRA and Salomon Snow Advertising to develop ad concepts. TV commercial to be produced Spring of 2009.
23.3 <b>Increase awareness of Hollywood as a film-friendly destination.</b>	Create a link from Film Permit to Video Library for easy Internet access to prominent locations in COH.	IT	M. Atelus, R. Storey	12/31/2008	Q1: Worked to finalize upgrade of video player to improve quality of video on website before creating image.

Objective(s)	Tactical Action Item(s)	Partner(s)	Responsibility	Completion Date	Status
23.4 <b>Increase awareness of Hollywood as a film-friendly destination.</b>	Place video clips and photos of movies filmed in Hollywood on web page.	IT, Production Companies	M. Atelus, R. Storey	9/30/2009	
23.5 <b>Increase awareness of Hollywood as a film-friendly destination.</b>	Encourage and partner with companies to produce their film festivals in Hollywood.	PRCA, Community & Int'l Affairs, Film Companies	M. Atelus, R. Storey	9/30/2009	Q1: BARRIER: State of FL budget cuts have impacted film incentives to. No incentives for local filming available.
23.6 <b>Increase awareness of Hollywood as a film-friendly destination.</b>	Explore sale of ads to local and major studios on COH web page.	Film companies	M. Atelus, R. Storey	9/30/2008	Q1: BARRIER: State of FL budget cuts have impacted film incentives to. No incentives for local filming available.
24.1 <b>Redevelop Brownfields sites.</b>	Redevelop Hollywood Incinerator Ash Dump (HIAD) site and seek state and federal funding.	DCM, Planning, BES, Hillcrest Community, DEP, EPA, SFRPC	A. Hampton, L. Mertens-Black	9/30/2010	Q1: Participated in conference call with rep from Goldstein Brownfields Group and Commissioner Sherwood to discuss services his company may be able to offer for HIAD site - 10/8/08. Toured HIAD site with Goldstein Brownfields Group rep - 10/10/08. Received proposal from the Goldstein Brownfields Group on 12/9/08 and awaiting revisions from Michael Goldstein.

Objective(s)	Tactical Action Item(s)	Partner(s)	Responsibility	Completion Date	Status
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**Office of the City Manager**

**Area of Focus: Employee Development**

**FY: 2009**

1.1	<b>** Provide and support opportunities for employee participation in relevant training and professional development opportunities.</b>	Ensure employees are trained to operate equipment in Room 219 and Room 215.	All Depts/Offices	J. Diaz, R. Storey	3/31/2009	Q2: COMPLETED. Identified staff in HR, Code, Planning, CMO, BED, IT, Comm. & Int'l Affairs, and Housing and provided training.
2.1	<b>Promote employee education and enhancement.</b>	Track CMO Executive/Management staff attendance at Employee Orientations.	HR	I. Combrinck-Graham, P. Wallace, L. Campagna	Ongoing - Yearly	Q1: City Manager attended Employee Orientations on 11/12/08 and 12/10/08.
3.1	<b>Encourage employees to take training classes and enhance their education.</b>	Track staff attendance at training programs offered through the City and outside agencies.	HR	P. Wallace, L. Campagna	Ongoing - Yearly	
5.1	<b>Increase employee awareness of HR policies</b>	Include information on HR policies in employee newsletter.	HR	L. Mertens-Black, Copy Center	3/31/2009	
6.1	<b>Increase job efficiency/effectiveness.</b>	Ensure appropriate employees are trained to operate equipment in Room 219 and Room 215.	All Depts/Ofcs	J. Diaz, R. Storey	9/30/2009	Q1: Trained employees from various Depts/Ofcs on proper set up of equipment.
8.1	<b>Increase Awareness of Training Classes Attended</b>	Create a database (read only) for employees to review training classes attended.	HR (Judy Mehrmann)	P. Wallace	12/31/2008	Q1: As of 12/23/08 employees city-wide can view the trainings they took through the Intranet under Human Resources, Self Service. COMPLETED.

Objective(s)	Tactical Action Item(s)	Partner(s)	Responsibility	Completion Date	Status
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**Office of the City Manager**

**Area of Focus: Employee Recognition**

**FY: 2009**

1.1	<b>** Celebrate the value of excellence in service through meaningful employee recognition programs.</b>	Provide Diamond Service Award (DSA) video for presentation to City Commission and Employees	All City Depts./Ofcs.	M. Atelus, J. Diaz, R. McCarty,	Ongoing - Quarterly	Q2: DSA for Bud Calhoun, Public Utilities, was presented to the City Comm. in January 09.
2.1	<b>** Implement and support policies for employee incentives for accomplishments, innovations and recommendations.</b>	tbd			9/30/2009	
2.1	<b>Enhance citywide recognition of employees.</b>	Submit information recognizing Dept/Office personnel for exemplary work ethic to the Communication Network for print.	Depts/Offices, Communication Network	L. Mertens-Black, R. Jean, K. Rebar	8/31/2007	Q1: Diamond Service Recipients Renee Jean and Taylor "Bud" Calhoun acknowledged in fall/winter issue of employee newsletter. Greater Chamber of Commerce Glass Ceiling Award nominees Lisa Liotta, Lorie Mertens-Black, Heidi O'Sheehan, and Jeannette Smith acknowledged in Fall/Winter issue of the Employee Newsletter.
2.2	<b>Enhance citywide recognition of employees.</b>	Produce a quarterly citywide employee newsletter.	Depts/Offices, Communication Network	L. Mertens-Black, R. Jean, K. Rebar, P. Macak	8/31/2009	Q1: Worked with Communication Network to compose "Meet the Department" and "Hollywood Highlights" segments for fall/winter issue of employee newsletter. Communication Network composed and disseminated 3 Mid-Month Minutes and hosted the EOC Excursion on 12/4/08. Combined Fall/Winter issues and prepared for posting in January.

Objective(s)	Tactical Action Item(s)	Partner(s)	Responsibility	Completion Date	Status
3.1 <b>Promote Diamond Service Award Program and nominees.</b>	Include articles in employee newsletter and on radio broadcasts.	Depts/Offices, Communication Network	L. Mertens-Black, R. Jean, K. Rebar	8/31/2007	Q1: Article on 3rd Quarter recipient, Renee Jean, and 4th Quarter recipient Taylor "Bud" Calhoun, included fall/winter issue of employee newsletter. Broadcasted the Diamond Service Award winners on WQFL 1630 AM.
3.1 <b>** Develop programs to recognize employees for achieving personal and organizational goals.</b>	Produce a quarterly citywide employee newsletter.	Depts/Offices, Communication Network, Print Shop	L. Mertens-Black, R. Jean, P. Macak	9/30/2009	Q2: Fall/Winter issue of employee newsletter distributed via email - 1/9/09.
3.2 <b>** Develop programs to recognize employees for achieving personal and organizational goals.</b>	Promote Diamond Service Award Program and nominees through the employee newsletter and on radio broadcasts.	Depts/Offices, Communication Network	L. Mertens-Black, R. Jean, K. Rebar, P. Macak	9/30/2009	Q2: Continued broadcasting Diamond Service winner information on WQFL 1630 AM.
3.3 <b>** Develop programs to recognize employees for achieving personal and organizational goals.</b>	Increase external recognition of employees through industry and specialty publications by submitting at least three articles per quarter recognizing City/employee innovations, achievements or City systems and processes.	Depts/Offices	R. Storey, K. Rebar	9/30/2009	Q2: Submitted articles to trade publications for Departments. 12 - Sun Times articles published.
5.3 <b>Increase external recognition of employees through industry and specialty publications.</b>	Submit at least three articles per quarter recognizing City/employee innovations, achievements, or City systems and processes.	Depts/Offices	R. Storey, K. Rebar	Ongoing - Quarterly	Q1: Articles reviewed and edited.

Objective(s)	Tactical Action Item(s)	Partner(s)	Responsibility	Completion Date	Status
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**Office of the City Manager**

**Area of Focus: Global Hollywood**

**FY: 2009**

1.1	<b>** Increase energy conservation efforts.</b>	Obtain Florida Green Building Coalition designation.	Global Hollywood, Green Team, Depts/Offices	L. Mertens-Black, P. Macak	9/30/2009	
1.2	<b>** Increase energy conservation efforts.</b>	Establish certified wildlife habitats within the City.	Global Hollywood, Green Team, Depts/Offices	L. Mertens-Black, P. Macak	9/30/2009	
1.3	<b>** Increase energy conservation efforts.</b>	Construct new City facilities using green building practices.	Planning, DCM, Budget & Procurement, Finance	L. Mertens-Black	9/30/2009	
2.1	<b>** Develop sustainable environmental policies and practices.</b>	Reduce paper consumption by increasing communications with residents via updates through NotifyMe and email blasts.	IT, Depts/Offices, HOAs, CRAs, Businesses	R. Storey, K. Rebar, P. Wallace, A. Hampton	9/30/2009	Q2: Sent 27 email blasts relative to int'l trade, business training and other resources.
2.1	<b>Increase e-communications with residents to reduce paper consumption.</b>	Provide updates via NotifyMe and email blasts.	IT, Depts/Offices, HOAs, CRAs	R. Storey, K. Rebar, P. Wallace, A. Hampton	Ongoing - Quarterly	Q1: NotifyMe Updates sent as follows: 10/08 - 9, 11/08 - 11, 12/08 - 10.
2.3	<b>Increase e-communications with residents to reduce paper consumption.</b>	Explore ways to expand the reach of electronic communication by improving existing methods and creating new methods for email address capture.	City Clerk, IT, PU, Finance	R. Storey	5/31/2009	
3.1	<b>Promote Green Initiatives Citywide</b>	Obtain Florida Green Building Coalition designation	Global Hollywood, Green Team, Depts/Ofcs	L. Mertens-Black, P. Macak	9/30/2009	Q1: Obtained feedback from Green Team Adv. Committee on City's green initiative inventory. Asked Joel Wasserman, Chair of Global Hollywood, to pull together application back up. Forwarded Dept/Ofc responses to survey.

Objective(s)	Tactical Action Item(s)	Partner(s)	Responsibility	Completion Date	Status
3.1 <b>** Promote energy conservation and "green" practices within the community.</b>	Implement recommendations of the Green Team and Global Hollywood Network.	Planning, DCM, Budget, Green Team, Global Hollywood	L. Mertens-Black	9/30/2009	
3.2 <b>Promote Green Initiatives Citywide</b>	Establish certified wildlife habitats within the City	Global Hollywood, Green Team, Depts/Ofcs	L. Mertens-Black, P. Macak	9/30/2009	Q1: Submitted application to begin certification process - 11/6/08.

Objective(s)	Tactical Action Item(s)	Partner(s)	Responsibility	Completion Date	Status
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**Office of the City Manager**

**Area of Focus: Healthy Hollywood**

**FY: 2009**

1.1	<b>Promote healthy lifestyles, teamwork and community support.</b>	Create and distribute a quarterly health tip to CMO staff.	All CMO Staff	L. Mertens-Black	9/30/2009	
1.1	<b>** Foster healthy lifestyle choices through employee wellness programs and health-issue awareness programs.</b>	Create and distribute a quarterly health tip to CMO staff.	All CMO staff	L. Mertens-Black	9/30/2009	Q2: Health tip on bicycling sent via email to CMO staff - Mar/09.
1.2	<b>** Foster healthy lifestyle choices through employee wellness programs and health-issue awareness programs.</b>	View health-related health video once per quarter.	CMO Staff	R. McCarthy	Ongoing - Quarterly	
1.2	<b>Promote healthy lifestyles, teamwork and community support.</b>	Create a "Healthy Hollywood Corner" within the office to share magazines, articles and other information regarding health issues.	All CMO Staff	M. Johns, L. Mertens-Black	3/31/2009	
1.3	<b>Promote healthy lifestyles, teamwork and community support.</b>	Participate in the Pedometer Challenge through the Activate America program to promote a healthy lifestyle & support YMCA initiative.	YMCA	I. Combrinck-Graham, L. Mertens-Black	12/31/2008	Q1: Distributed pedometers to staff and logged steps. Average steps per day were recorded as follows: Cameron - 10,000, Ildi - 40,000, Kris - 8,352, Pauline - 17,339, Raelin- 5,040, and Renee - 8173. COMPLETED.
1.4	<b>Promote healthy lifestyles, teamwork and community support.</b>	Meet monthly for a CMO staff exercise lesson.	All CMO Staff	I. Combrinck-Graham	9/30/2009	

Objective(s)	Tactical Action Item(s)	Partner(s)	Responsibility	Completion Date	Status
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**Office of the City Manager**

**Area of Focus: Revenue Enhancement**

**FY: 2009**

1.1	<b>Support citywide grant teams. (Network Citywide Objective)</b>	Spearhead, monitor and provide training to Dept/Office grant teams on researching and preparing grants.	Depts/Offices, HR, Revenue Enhancement Network	R. Jean	Ongoing - Quarterly	Q1: Dept/Office Grants Teams' reports posted on the T/drive in the Grants Teams folder. Continued to monitor Dept/Office eCivis usage: 186 logins and 693 grants viewed - Oct/Dec/08.
1.1	<b>** Identify and pursue economically diverse funding solutions.</b>	Spearhead, monitor and provide training to Dept/Office grant teams on researching and preparing grants.	City Dept/Offices, HR, Revenue Enhancement Network	R. Jean	Ongoing	Q2: Held eCivis workshop and writing lab - 2/26/09. Continued monitoring Dept/Office eCivis usage: 284 logins and 1,137 grants viewed.
1.2	<b>** Identify and pursue economically diverse funding solutions.</b>	Identify new grant sources, both public and private.	City Depts/Offices	R. Jean	9/30/2009	Q2: Collaborated with Police Dept on EMS grant (\$129k) and with PW on Urban Forestry grant (\$10k). Submitted Jenny's Heroes Grant for MLK project (\$25k). Attended FAU Stimulus Dollars Workshop - 3/23/09.
1.3	<b>** Identify and pursue economically diverse funding solutions.</b>	Develop a property standards program	Housing, Planning, Community and International Affairs, Public Works, Code Enforcement	A. Hampton, L. Torres, A. Gerretz	9/30/2010	Q2: Property Standards Program was developed.
1.4	<b>** Identify and pursue economically diverse funding solutions.</b>	Identify properties that meet program guidelines	Housing, Planning, Community and International Affairs, Public Works, Code Enforcement	A. Hampton, L. Torres, A. Gerretz	9/30/2010	Q2: No update.
2.1	<b>** Identify and implement opportunities for long-term revenue streams.</b>	Seek additional revenue sources to help offset the general fund and to establish a funding source for incentive programs.	Finance; Budget & Procurement; Housing; Federal, State, and Local Gov. Agencies.	A. Hampton, L. Torres, A. Gerretz	9/30/2010	Q2: Identified two Brownfields grants: Recovery Act: brownfields job training grant and brownfields economic development initiative. Researched an Economic Development Assistance Grant with a potential of \$30M in funding. Identified and researched FY2009 Coastal Program Grant with a potential of \$100,000.

Objective(s)	Tactical Action Item(s)	Partner(s)	Responsibility	Completion Date	Status
2.1 <b>Enhance citywide revenue streams.</b>	Identify new grant sources, both public and private.	Depts/Offices	L. Mertens-Black, R. Jean	9/30/2009	Q1: Identified Home Depot 2008 Southern Division Community Grants for Citywide Trees - \$50,000; Alonzo Mourning Charities for Dr. Martin Luther King, Jr. Multicultural Art Project -\$25,000.
2.2 <b>** Identify and implement opportunities for long-term revenue streams.</b>	Partner with the development community to develop and redevelop Hollywood to increase revenues through public/private partnerships.	Housing, Development Community, Econ. Dev. Roundtable, CRAs, HBC, Hallandale Beach	A. Hampton, L. Torres, A. Gerretz	9/30/2010	Q2: Continued development discussions with Jeff Resnick, Investment Real Estate Associates, regarding redevelopment of the HIAD site. Met with Alberto Micha to discuss redeveloping the Millennium Mall site - 1/21/09.
3.1 <b>** Encourage city-wide development through promotion of the City in print and through technology.</b>	Market the city's new zoning strategies to position Hollywood for development/redevelopment.	Marketing & Public Affairs, Planning	A. Hampton, A. Gerretz, L. Torres	9/30/2009	Q2: Distributed Economic Development and International Trade DVD and collateral materials at the SeaTrade Cruise Shipping Miami Convention March 17-19, 2009 and the Brazil on the Beach press conference on March 18, 2009. Submitted 250-word editorial and ad for the March/April issue of Trade & Industry Development magazine. Director of Business and Economic Development met with City Manager, GHCC President and Ryan Dolph to discuss a City of Hollywood map that will include a letter from the Mayor and two panels for the City of Hollywood to advertise. The City reached out to local businesses to determine if they are interested in advertising on the map. Received 9 responses.

Objective(s)	Tactical Action Item(s)	Partner(s)	Responsibility	Completion Date	Status
3.1 <b>Research additional revenue streams for economic development.</b>	Seek additional revenue sources to help offset the general fund and to establish a funding source for incentive programs.	Finance; Budget & Procurement; Housing; Federal, State and Local Government.	A. Hampton, L. Torres, A. Gerretz	9/30/2010	Q1: Grants team continually sought economic development grants. Worked with Michael Goldstein from Goldstein Brownfields Group to designate the HIAD site in Hollywood as a Brownfields site. Partnered with Broward Alliance to host luncheons for the Costa Rican and Dominican Republic Trade missions. Broward Alliance was invoiced for 50% of the cost of the Costa Rican trade mission luncheon on 12/16 and will be invoiced for the Dominican Republic trade mission. Received a \$2,550.75 reimbursement from the City of Hallandale Beach to cover consulting services rendered by FAU SBDC in FY2008 Q1 and Q2.
4.1 <b>Pursue funding for ArtsPark Young Circle.</b>	Seek funding opportunities for Phase III of ArtsPark Project (Amphitheater) from foundations and local, state and federal government sources.	Budget & Procurement, Government Agencies	R. Jean, L. Mertens-Black	9/30/2010	Q1: Completed and submitted the HUD-EDI Report for grant reimbursements.
5.1 <b>Secure ongoing revenue sources for ArtsPark at Young Circle and City programs and capital improvements.</b>	Obtain revenue through negotiation of development agreements and ArtsPark at Young Circle.	Economic Development Roundtable, Finance, Budget & Procurement	C. Benson	9/30/2010	
9.1 <b>Identify strategic public/private partnerships to enhance the City tax base.</b>	Partner with the development community to develop and redevelop Hollywood to increase revenues through public/private partnerships.	Housing, Development Community, Econ. Develop. Roundtable, CRAs, HBC, Hallandale Beach	A. Hampton, L. Torres, A. Gerretz	9/30/2010	
10.1 <b>Increase awareness of Hollywood as a film-friendly destination</b>	Sell ads to local and major studios on COH web page.	Finance, IT	M. Atelus, R. Storey	7/31/2009	Q1: BARRIER: State of FL budget cuts have impacted film incentives to. No incentives for local filming available.

Objective(s)	Tactical Action Item(s)	Partner(s)	Responsibility	Completion Date	Status
10.2 <b>Increase awareness of Hollywood as a film-friendly destination</b>	Encourage and partner with companies to produce their film festivals in Hollywood.	PCRA, BCRA, DCRA, Production Companies	M. Atelus, R. Storey	9/30/2009	Q1: BARRIER: State of FL budget cuts have impacted film incentives to. No incentives for local filming available.
11.1 <b>Enhance City's appearance to attract tourism, residents, and business.</b>	Assess, modify and add directional and gateway signage on primary roadways.	DCRA, BCRA, HOT, DCM	R. Storey	12/31/2009	Q1: 09/08 - Met w/ Guidance Pathways.