

# Strategic Plan

## SP-05 Overview

### Strategic Plan Overview

Staff used the 2006-2010 CHAS data supported by 2012 American Community Survey 1-Year estimate data where necessary to determine the needs going forward for the Strategic Plan. The purpose of the plan is to set priorities for funding activities for the next five years or until amended. The major point of concern used in the determination of priorities is the housing cost burden challenge facing low and moderate income residents. Staff estimates that 48% of City of Hollywood households are cost burdened (paying more than 30% of household income towards housing cost). Low and Moderate Income households have a much greater chance of living in a cost burdened condition, 37% of families whose household income is between \$35,000 and \$75,000 annually are cost burdened as opposed to 94% of families whose annual household income is below \$35,000.

Cost burdened homeowners are more likely to struggle with housing repair. The Community Housing Assessment estimates that 2,079 units within the City of Hollywood lack complete plumbing or kitchen facilities. In addition, 77% of the owner-occupied housing in the City was built from 1950-1979. Because of the relative age of the housing stock housing deterioration due to aging becomes a large expense for cost burdened low and moderate income households.

Cost burdened renters are less likely to be able to save towards homeownership. More than half of renter-households (57%) live in a cost burdened situation.

To address housing repair and the reduction of cost burdened families the Strategy Plan includes Housing Rehabilitation, Acquisition, Homeowner Assistance, and Tenant-Based Rental Assistance as high priorities.

However, it is important to note that Cost burden has historically been a problem for the residents. During a sharp decline in housing values from 2006-2012 (\$268,200 - \$161,000), the median monthly owner cost for City of Hollywood residents remained above 30%. This means that household income must be addressed. Earning power of Hollywood families is complicit in most housing problems and generally adversely effect family socio-economic growth. According to the Homeless in Broward County 2013 Point-In-time Count Report the top reason for homelessness is "Employment/Financial" followed by "Foreclosure".

To address household earning power Job Training, Economic Development, and Education are High priorities in the Strategic Plan.

## **SP-10 Geographic Priorities – 91.215 (a)(1)**

### **Geographic Area**

Table 1 - Geographic Priority Areas

#### **General Allocation Priorities**

Describe the basis for allocating investments geographically within the jurisdiction (or within the EMSA for HOPWA)

Depending on the nature of the activity and the implementing agency, the programs and activities are designed to address the needs of residents on a citywide basis and the special needs of residents in targeted areas.

Generally, those activities providing a direct benefit to a limited clientele are provided on a Citywide basis. This includes housing activities such as housing rehabilitation and first-time homebuyer assistance. Those activities that provide special services that benefit residents of targeted areas, including those areas of low- and moderate-income concentration, are offered on a limited area basis.

Summarily, 100% of the City of Hollywood CDBG allocation either directly benefits LMI persons or benefits predominately LMI areas.

## SP-25 Priority Needs - 91.215(a)(2)

### Priority Needs

1	<b>Priority Need Name</b>	Housing Rehabilitation -Owner
	<b>Priority Level</b>	High
	<b>Population</b>	Extremely Low Low Moderate Large Families Families with Children Elderly Elderly Frail Elderly Persons with Mental Disabilities Persons with Physical Disabilities Persons with Developmental Disabilities Persons with Alcohol or Other Addictions Persons with HIV/AIDS and their Families Victims of Domestic Violence
	<b>Geographic Areas Affected</b>	
	<b>Associated Goals</b>	Housing Rehabilitation Acquisition Administration
	<b>Description</b>	The program is designed to address substandard housing within the community for residents who are low and moderate income through a 0% interest deferred loan.
	<b>Basis for Relative Priority</b>	The basis for the High priority is the City's aging housing stock and high cost burden. Low and moderate families are financially unable to address code violations at the home without assistance. Deteriorating homes in a neighborhood can have a destabilizing effect on the entire community.
2	<b>Priority Need Name</b>	Rental Rehabilitation
	<b>Priority Level</b>	Low

	<b>Population</b>	Extremely Low Low Large Families Families with Children Elderly Frail Elderly Persons with Mental Disabilities Persons with Physical Disabilities Persons with Developmental Disabilities Persons with Alcohol or Other Addictions Persons with HIV/AIDS and their Families Victims of Domestic Violence
	<b>Geographic Areas Affected</b>	
	<b>Associated Goals</b>	Housing Services Housing Rehabilitation Acquisition Administration
	<b>Description</b>	This activity is designed to allow the Rehabilitation of affordable rental properties through the availability of a combination of deferred and low interest loans.
	<b>Basis for Relative Priority</b>	The basis of the Low priority is the history of success related to the rental rehabilitation program. However, the City enters this activity in the plan in case of a circumstance where City assistance can be beneficial to specific projects/activities.
<b>3</b>	<b>Priority Need Name</b>	Workforce training
	<b>Priority Level</b>	High

	<b>Population</b>	Extremely Low Low Moderate Large Families Families with Children Public Housing Residents Individuals Families with Children Veterans Persons with HIV/AIDS Victims of Domestic Violence Persons with Physical Disabilities Persons with Alcohol or Other Addictions Persons with HIV/AIDS and their Families Victims of Domestic Violence Non-housing Community Development
	<b>Geographic Areas Affected</b>	
	<b>Associated Goals</b>	Economic Development Job Training - Public Service Administration
	<b>Description</b>	This activity allows for activities that are designed to increase the employability skills of the workforce in the City of Hollywood.
	<b>Basis for Relative Priority</b>	This priority is rated High because of the need to increase the capabilities of the labor force in the City of Hollywood. Many of the Housing problems in the City can be traced directly to Cost Burden which can be alleviated by increasing the household earning power.
4	<b>Priority Need Name</b>	Childcare and Afterschool Tutorials
	<b>Priority Level</b>	High
	<b>Population</b>	Extremely Low Low Families with Children Public Housing Residents Persons with Mental Disabilities Persons with Physical Disabilities Persons with Developmental Disabilities Victims of Domestic Violence

	<b>Geographic Areas Affected</b>	
	<b>Associated Goals</b>	Youth and Childcare - Public Service Administration
	<b>Description</b>	Childcare subsidies particularly those that focus on early learning and After-School tutorials particularly those that focus on Science Technology Engineering and Math (STEM).
	<b>Basis for Relative Priority</b>	The priority is High based on the forecasted job availability and the ever increasing need for higher education particularly in the STEM areas.
5	<b>Priority Need Name</b>	Senior Services
	<b>Priority Level</b>	High
	<b>Population</b>	Extremely Low Low Moderate Middle Elderly Public Housing Residents Elderly Frail Elderly
	<b>Geographic Areas Affected</b>	
	<b>Associated Goals</b>	Senior Services - Public Services Administration
	<b>Description</b>	Activities that provide transportation, legal counseling, recreational, or social services to City of Hollywood elderly and frail elderly.
	<b>Basis for Relative Priority</b>	This priority basis is High through consultation with the Community Development Advisory Board (CDAB) and the statistical data that suggests the risks to the elder population which shall grow steadily each year.
6	<b>Priority Need Name</b>	Tenant Based Rental Assistance
	<b>Priority Level</b>	High

	<b>Population</b>	Extremely Low Low Large Families Families with Children Elderly Chronic Homelessness Individuals Families with Children Chronic Substance Abuse veterans Persons with HIV/AIDS Victims of Domestic Violence
	<b>Geographic Areas Affected</b>	
	<b>Associated Goals</b>	Housing Services Acquisition Administration
	<b>Description</b>	Rental Assistance for persons at-risk of homelessness and persons who are transitioning out of transitional housing.
	<b>Basis for Relative Priority</b>	Greater than half of the renters in the City of Hollywood live in a Cost Burdened situation.
7	<b>Priority Need Name</b>	Debt Service on Section 108 Loans and Other Bonds
	<b>Priority Level</b>	High
	<b>Population</b>	Extremely Low Low Large Families Families with Children Elderly Public Housing Residents
	<b>Geographic Areas Affected</b>	
	<b>Associated Goals</b>	Section 108 Debt Service Adams Street Bond Issuance Debt Service Administration
	<b>Description</b>	Payment of Debt on Section 108 and other bonds secured to provide infrastructure and other needs for LMI developments.

	<b>Basis for Relative Priority</b>	The provision of affordable rentals is necessary to reduce the number of cost burdened LMI families.
8	<b>Priority Need Name</b>	Affordable Housing Development
	<b>Priority Level</b>	High
	<b>Population</b>	Extremely Low Low Moderate Large Families Families with Children Elderly Public Housing Residents Families with Children veterans Victims of Domestic Violence
	<b>Geographic Areas Affected</b>	
	<b>Associated Goals</b>	Community Housing and Development Organization Acquisition Administration
	<b>Description</b>	The Development of affordable rentals and single family homeownership opportunities.
	<b>Basis for Relative Priority</b>	The development of additional affordable housing opportunities are necessary to reduce the number of cost burdened LMI families.
9	<b>Priority Need Name</b>	Acquisition
	<b>Priority Level</b>	High



	<b>Population</b>	Extremely Low Low Moderate Large Families Families with Children Elderly Public Housing Residents Chronic Homelessness Individuals Families with Children veterans Persons with HIV/AIDS Victims of Domestic Violence
	<b>Geographic Areas Affected</b>	
	<b>Associated Goals</b>	Acquisition Administration
	<b>Description</b>	The acquisition of foreclosed/abandoned properties or other properties that are suitable for rehabilitation and offered as an affordable housing option. This may include properties that must be demolished and the underlying land improved to provide an affordable housing option.
	<b>Basis for Relative Priority</b>	As of April 2014 there were over 600 foreclosures within the City of Hollywood.

**Table 2 – Priority Needs Summary**

### **Narrative (Optional)**

## SP-30 Influence of Market Conditions – 91.215 (b)

### Influence of Market Conditions

<b>Affordable Housing Type</b>	<b>Market Characteristics that will influence the use of funds available for housing type</b>
Tenant Based Rental Assistance (TBRA)	10,640 renter-occupied households in the City of Hollywood are cost burdened.
TBRA for Non-Homeless Special Needs	In each of the special needs categories affordable and supportive housing is one of the identified needs.
New Unit Production	A majority (66%) of the City of Hollywood rental units were built between 1950 and 1979. Many of the units show signs of deterioration due to aging. To respond the City of Hollywood has operated Rental Rehabilitation Programs in the past. There was very little interest from landlords in the program. Conversely, the City has been very successful when funding the construction of new affordable rentals which are in great demand from the residents.
Rehabilitation	A little less than half (45%) of the owner occupied units have a condition of cost burden, overcrowding or lacks complete plumbing or kitchen facilities. Also, 77% of the City of Hollywood ownership units were built between 1950 and 1979. Finally, the City of Hollywood has operated a Housing Rehabilitation program in the past and has recently re-vamped and re-opened the program again. Interest in the program has always been great and continues to be so. The waiting list to participate in the City of Hollywood Housing Rehabilitation program is 200 persons long.
Acquisition, including preservation	As of April of 2014 there were 633 foreclosed properties within the City of Hollywood. Using Neighborhood Stabilization Program funds (NSP-1 and NSP-3), the City has partnered with the Broward Alliance for Neighborhood Development (BAND) to purchase, rehabilitate and resale foreclosed properties to NSP eligible purchasers.

**Table 3 – Influence of Market Conditions**

## SP-35 Anticipated Resources - 91.215(a)(4), 91.220(c)(1,2)

### Introduction

As an entitlement City, the City expects to receive an annual allocation of CDBG and HOME funds. The expected amount of funds for the remainder of the Con Plan anticipates that funding will not increase or decrease. In addition, the City receives State Housing Initiative Partnership funding that shall be used as HOME match funding. Finally the City expects to receive NSP-3 program income from the sale foreclosed/abandoned properties purchased and sold by the Broward Alliance for Neighborhood Development. NSP-3 program income will be used to purchase, rehabilitate, and sale additional foreclosed/abandoned properties.

### Anticipated Resources

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Reminder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	1,050,959	0	0	1,050,959	5,254,795	The City has outstanding deferred loans that become due and payable at the sale of an assisted home. However as of late the income received from said loans has been so low that an estimate of \$0 is the safest assumption.

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Reminder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
HOME	public - federal	Acquisition Homebuyer assistance Homeowner rehab Multifamily rental new construction Multifamily rental rehab New construction for ownership TBRA	397,068	0	0	397,068	1,985,340	The City has outstanding deferred loans that become due and payable at the sale of an assisted home. However as of late the income received from said loans has been so low that an estimate of \$0 is the safest assumption.
Other	public - federal	Acquisition Homebuyer assistance Homeowner rehab	500,000	0	0	500,000	500,000	The City of Hollywood expects to receive program income from homes purchased with NSP-3 funds that will be used to acquire foreclosed and abandoned properties for resale to NSP eligible buyers.

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Reminder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
Other	public - state	Acquisition Homebuyer assistance Homeowner rehab Multifamily rental rehab	656,686	0	0	656,686	3,283,430	The City expects to receive funding from the State Housing Initiative Partnership to serve as HOME match and to fund housing rehabilitation and homebuyer assistance activities.

**Table 4 - Anticipated Resources**

**Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied**

In addition to funding activities individually, State Housing Initiative Partnership (SHIP) will be used to provide HOME match. The City uses HOME funds to invest in affordable rental projects constructed by private affordable housing developers. The City uses NSP-3 funds to purchase and rehabilitate foreclosed and/or abandoned properties for resale to low and moderate income purchasers who identify private financing. Where appropriate the City uses CDBG funds to assist agencies with match funding that are receiving grant funds from private sources to provide a CDBG eligible activity.

**If appropriate, describe publically owned land or property located within the jurisdiction that may be used to address the needs identified in the plan**

The City owns a limited supply of lots within LMI areas. The City may use these lots for in-fill housing activities by local non-profits or private developers.

**Discussion**

No further discussion necessary.

## SP-40 Institutional Delivery Structure – 91.215(k)

Explain the institutional structure through which the jurisdiction will carry out its consolidated plan including private industry, non-profit organizations, and public institutions.

Responsible Entity	Responsible Entity Type	Role	Geographic Area Served
Hollywood Housing Authority	Other	Homelessness Non-homeless special needs Public Housing Rental	Jurisdiction
LIBERIA ECONOMIC & SOCIAL DEVELOPMENT	Other	Economic Development Non-homeless special needs Ownership Rental	Jurisdiction
BROWARD ALLIANCE FOR NEIGHBORHOOD DEVELOPMENT (BAND)	Developer	Homelessness Ownership	Other
HOPE South Florida, Inc.	Sub-recipient	Economic Development Homelessness Non-homeless special needs Rental	Region
Broward County Homeless Initiative Partnership	Continuum of care	Economic Development Homelessness Non-homeless special needs Ownership Planning Public Housing Rental public services	Other

<b>Responsible Entity</b>	<b>Responsible Entity Type</b>	<b>Role</b>	<b>Geographic Area Served</b>
FIRST CALL FOR HELP OF BROWARD 211	Non-profit organizations	Economic Development Homelessness Non-homeless special needs Ownership Public Housing Rental public services	Other
FORT LAUDERDALE	Government	Homelessness Ownership Planning Public Housing Rental public services	Other
Broward House, Inc.	Non-profit organizations	Homelessness Non-homeless special needs	Other
COVENANT HOUSE FLORIDA, INC	Non-profit organizations	Homelessness Non-homeless special needs	Other
THE SALVATION ARMY	Non-profit organizations	Homelessness Non-homeless special needs	Other

**Table 5 - Institutional Delivery Structure**

### **Assess of Strengths and Gaps in the Institutional Delivery System**

The Institutional Delivery Structure offers multiple services for the special needs population and the homeless population. First-Call for Help of Broward County is a referral agency and the first point of contact for persons in need of crisis intervention, homeless prevention, emergency shelter, transitional housing, permanent supportive housing, food, clothing, job training, etc.. First Call for Help of Broward County uses trained volunteers and a data base of all social services providers within the region including those that are a part of the Continuum of Care. The Broward County Homeless Initiative Partnership CoC provides homeless services including but not limited to Emergency Shelters, Transitional Housing, Permanent Supportive Housing, Homeless Prevention, Street Outreach, Counseling in Substance Abuse, Mental Health, and/or Life Skills, Childcare and Education, Employment Training and Placement, Healthcare, and Transportation needs.



The "Continuum of Housing" provides housing services through the Housing Opportunities for Persons with AIDS (HOPWA) program. In Broward County, the HOPWA program provides a variety of housing options that assist persons living with HIV/AIDS in the community. The "Continuum of Housing" programs span across Broward County and offer Emergency Transitional Housing, Assisted Living Facilities, Mental Health Housing, Substance Abuse Housing, Community-Based Housing, Project-Based Rent, Tenant-Based Rental Vouchers, short-term rent, mortgage and utilities assistance, move-in assistance and Housing Case Management.

**Availability of services targeted to homeless persons and persons with HIV and mainstream services**

Homelessness Prevention Services	Available in the Community	Targeted to Homeless	Targeted to People with HIV
<b>Homelessness Prevention Services</b>			
Counseling/Advocacy	X	X	X
Legal Assistance	X	X	X
Mortgage Assistance	X	X	X
Rental Assistance	X	X	X
Utilities Assistance	X	X	X
<b>Street Outreach Services</b>			
Law Enforcement	X	X	X
Mobile Clinics	X	X	X
Other Street Outreach Services	X	X	X
<b>Supportive Services</b>			
Alcohol & Drug Abuse	X	X	X
Child Care	X	X	X
Education	X	X	X
Employment and Employment Training	X	X	X
Healthcare	X	X	X
HIV/AIDS	X	X	X
Life Skills	X	X	X
Mental Health Counseling	X	X	X
Transportation	X	X	X
<b>Other</b>			

**Table 6 - Homeless Prevention Services Summary**

**Describe how the service delivery system including, but not limited to, the services listed above meet the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth)**

Mainstream services and services targeted to the homeless and the special needs population are made available through affirmative marketing of the various partners of the Continuum of Care and the Continuum of Housing, general advertisement, and the 211 helpline. The services are being taken advantage of by the targeted communities and most have waiting list.

**Describe the strengths and gaps of the service delivery system for special needs population and persons experiencing homelessness, including, but not limited to, the services listed above**

Strength in complexity of services

Gaps - Demand for affordable housing is outpacing the ability to provide it through funding cuts

**Provide a summary of the strategy for overcoming gaps in the institutional structure and service delivery system for carrying out a strategy to address priority needs**

HOPWA case management program - Assist clients with non-HOPWA funds Broward County has the highest HIV infection rate. [mariod@ftlauderdale.gov](mailto:mariod@ftlauderdale.gov)

## SP-45 Goals Summary – 91.215(a)(4)

### Goals Summary Information

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	Housing Services	2014	2015	Affordable Housing		Rental Rehabilitation Tenant Based Rental Assistance		Homeowner Housing Added: 10 Household Housing Unit  Homeowner Housing Rehabilitated: 50 Household Housing Unit  Homelessness Prevention: 25 Persons Assisted  Buildings Demolished: 2 Buildings
2	Housing Rehabilitation	2014	2019	Affordable Housing		Housing Rehabilitation - Owner Rental Rehabilitation		Homeowner Housing Added: 200 Household Housing Unit
3	Section 108 Debt Service	2014	2019	Affordable Housing Non-Housing Community Development		Debt Service on Section 108 Loans and Other Bonds		Public Facility or Infrastructure Activities for Low/Moderate Income Housing Benefit: 3028 Households Assisted  Rental units constructed: 28 Household Housing Unit

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
4	Adams Street Bond Issuance Debt Service	2014	2019	Non-Housing Community Development		Debt Service on Section 108 Loans and Other Bonds		Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 3000 Persons Assisted
5	Community Housing and Development Organization	2014	2019	Affordable Housing		Affordable Housing Development		Homeowner Housing Added: 5 Household Housing Unit
6	General Public Services	2014	2019	Non-Housing Community Development				Public service activities other than Low/Moderate Income Housing Benefit: 1000 Persons Assisted
7	Economic Development	2014	2019	Non-Housing Community Development Economic Development		Workforce training		Facade treatment/business building rehabilitation: 5 Business  Jobs created/retained: 100 Jobs  Businesses assisted: 5 Businesses Assisted
8	Job Training - Public Service	2014	2019	Non-Housing Community Development Job Training		Workforce training		Public service activities other than Low/Moderate Income Housing Benefit: 1000 Persons Assisted

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
9	Youth and Childcare - Public Service	2014	2019	Non-Housing Community Development		Childcare and Afterschool Tutorials		Public service activities other than Low/Moderate Income Housing Benefit: 1500 Persons Assisted
10	Senior Services - Public Services	2014	2019	Non-Housing Community Development		Senior Services		Public service activities other than Low/Moderate Income Housing Benefit: 1000 Persons Assisted
11	Services for the Disabled	2014	2019	Non-Housing Community Development				Public service activities other than Low/Moderate Income Housing Benefit: 100 Persons Assisted  Public service activities for Low/Moderate Income Housing Benefit: 20 Households Assisted  Homeowner Housing Rehabilitated: 20 Household Housing Unit

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
12	Acquisition	2014	2015	Affordable Housing		Housing Rehabilitation - Owner Rental Rehabilitation Tenant Based Rental Assistance Affordable Housing Development Acquisition	NSP-3 Program Income: \$500,000	Homeowner Housing Added: 5 Household Housing Unit  Buildings Demolished: 1 Buildings
13	Administration	2014	2018	Affordable Housing Public Housing Homeless Non-Homeless Special Needs Non-Housing Community Development General Administration		Housing Rehabilitation - Owner Rental Rehabilitation Workforce training Childcare and Afterschool Tutorials Senior Services Tenant Based Rental Assistance Debt Service on Section 108 Loans and Other Bonds Affordable Housing Development Acquisition	CDBG: \$210,192 HOME: \$39,707	

**Table 7 – Goals Summary**

**Goal Descriptions**

<b>1</b>	<b>Goal Name</b>	Housing Services
	<b>Goal Description</b>	Program costs associated with the provision of affordable housing.
<b>2</b>	<b>Goal Name</b>	Housing Rehabilitation
	<b>Goal Description</b>	The City of Hollywood shall use HOME and SHIP funds to rehabilitate substandard homes owned by low and moderate income homeowners.
<b>3</b>	<b>Goal Name</b>	Section 108 Debt Service
	<b>Goal Description</b>	The City of Hollywood shall allocate CDBG funds to pay the Debt Service on a Section 108 Loan. To date the City has partnered with the local Community-Based Development Organization to use Section 108 Loan funds to demolish over 70 dilapidated, vacant and or abandoned units and have been replaced with 28 affordable rental units.

4	<b>Goal Name</b>	Adams Street Bond Issuance Debt Service
	<b>Goal Description</b>	The City of Hollywood participated a Bond Issuance from the First Florida Governmental Financing Commission. The City used proceeds from the Bond to provide new sewer lines and a new pump station to an LMI community.
5	<b>Goal Name</b>	Community Housing and Development Organization
	<b>Goal Description</b>	The City of Hollywood routinely allocates the Community Housing and Development Organization (CHDO) Set-Aside funds to Liberia Economic and Social Development Inc. (LES) for the construction of a minimum of 1 single family home using skilled and unskilled laborers from the LES Construction Training Program. The resulting home is then sold to an eligible LMI family.
6	<b>Goal Name</b>	General Public Services
	<b>Goal Description</b>	The objective of the General Public Service initiative is to provide public service activities within the City of Hollywood to further stabilize deteriorating neighborhoods, to offer supportive services for the special needs population, and to complement the physical and economic development investment provided by the CDBG Program.
7	<b>Goal Name</b>	Economic Development
	<b>Goal Description</b>	The goal of the Economic Development Initiative is to provide assistance to private for-profit businesses for any activity where the assistance is necessary or appropriate to carry out an economic development project. To strengthen and broaden Hollywood's economy by supporting and encouraging the growth of existing businesses and new investment that will create job opportunities for Hollywood's low and moderate income residents.



8	<b>Goal Name</b>	Job Training - Public Service
	<b>Goal Description</b>	<p>The goal of the Job Training - Public Service Initiative is to work in coordination with the Economic Development Initiative.</p> <p>The City will use CDBG and other appropriate funds to support projects or programs that train persons residing in the community to develop skills that have community benefit. These learned skills can then be transferred to private sector long-term employment.</p>
9	<b>Goal Name</b>	Youth and Childcare - Public Service
	<b>Goal Description</b>	The goal of the Youth and Childcare Initiative is to intervene and prevent "at-risk" behavior by targeting needed support services, educational and recreational opportunities to young persons and their families residing in Hollywood's low and moderate income areas and to "at-risk" youth populations throughout Hollywood.
10	<b>Goal Name</b>	Senior Services - Public Services
	<b>Goal Description</b>	The goal of the Senior Services – Public Service Initiative is to undertake a comprehensive effort to inform seniors of current programs and activities available for seniors and inventory those programs that are within or accessible to LMI communities. Where appropriate, the City may fund agencies that provide services to the senior community.

11	<b>Goal Name</b>	Services for the Disabled
	<b>Goal Description</b>	The goal of the Services for the Disabled Initiative is to make the community aware of services by non-profits and others that are available to them. Therefore, the City shall inventory the availability of programs that service this community and determine whether the services available sufficiently address the need. Where appropriate the City may fund non-profit agencies to provide necessary assistance to the disabled population. In addition, the City shall dedicated twenty percent of the fiscal year 2014 State Housing Initiative Program to Housing Rehabilitation specifically for disabled homeowners.
12	<b>Goal Name</b>	Acquisition
	<b>Goal Description</b>	The acquisition of foreclosed/abandoned properties or any other properties that are suitable for rehabilitation and can be offered as an affordable housing option. This activity includes properties that must be demolished and the underlying land improved with an affordable housing product.
13	<b>Goal Name</b>	Administration
	<b>Goal Description</b>	HOME and CDBG administration

**Estimate the number of extremely low-income, low-income, and moderate-income families to whom the jurisdiction will provide affordable housing as defined by HOME 91.315(b)(2)**

## **SP-50 Public Housing Accessibility and Involvement – 91.215(c)**

### **Need to Increase the Number of Accessible Units (if Required by a Section 504 Voluntary Compliance Agreement)**

No need to increase the number of accessible units.

### **Activities to Increase Resident Involvements**

The Hollywood Housing Authority (HHA) has annual general meetings with residents and the board in order to solicit comments of need from the residents, a suggestion box is placed in the front lobby of the HHA offices and notices are posted at the HHA offices.

### **Is the public housing agency designated as troubled under 24 CFR part 902?**

No

### **Plan to remove the ‘troubled’ designation**

N/A

## **SP-55 Barriers to affordable housing – 91.215(h)**

### **Barriers to Affordable Housing**

The City of Hollywood has developed an Analysis of Impediments that did not point out any public policies as having a negative effect on affordable housing and/or residential investment. In addition, as required as a recipient of State Housing Initiative Partnership funds, the City of Hollywood has instituted the Affordable Housing Advisory Committee (AHAC) that reviews in any policy changes to advise the City Commission on any policies that may have a negative effect on affordable housing development.

### **Strategy to Remove or Ameliorate the Barriers to Affordable Housing**

The City of Hollywood Analysis of Impediments pointed out several strategies to remove or ameliorate the Barriers to Affordable Housing as follows:

Strategy 1: Continue the implementation of in-fill housing on a citywide basis.

Strategy 2: Continue operating the First-time Homebuyer program that has pre-purchase counseling, down payment and closing cost assistance to participants to purchase homes citywide.

Strategy 3: Continue to evolve marketing program to make use of any and all mediums that make contact with Low and Moderate Income Individuals in various languages.

## **SP-60 Homelessness Strategy – 91.215(d)**

### **Reaching out to homeless persons (especially unsheltered persons) and assessing their individual needs**

The Broward County Homeless Initiative Partnership

### **Addressing the emergency and transitional housing needs of homeless persons**

The Broward County Homeless Initiative Partnership (CoC) provides homeless services including Emergency Shelters, Transitional Housing, and Permanent Supportive Housing. The "Continuum of Housing" provides housing services through the Housing Opportunities for Persons with AIDS (HOPWA) program. The "Continuum of Housing" programs span across Broward County and offer Emergency Transitional Housing, Assisted Living Facilities, Mental Health Housing, Substance Abuse Housing, Community-Based Housing, Project-Based Rent, Tenant-Based Rental Vouchers, short-term rent, mortgage and utilities assistance, move-in assistance and Housing Case Management.

**Helping homeless persons (especially chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth) make the transition to permanent housing and independent living, including shortening the period of time that individuals and families experience homelessness, facilitating access for homeless individuals and families to affordable housing units, and preventing individuals and families who were recently homeless from becoming homeless again.**

The CoC provides homeless services including Homeless Prevention, Counseling in Substance Abuse, Mental Health, and/or Life Skills, Childcare and Education, Employment Training and Placement, Healthcare, and Transportation needs.

In addition to the activities of the CoC, the City of Hollywood seeks to fund agencies that assist persons who are leaving transitional housing in employment support (ie tracking progress, counseling, and intervention with supervisors where appropriate and beneficial). Also, the City seeks to fund agencies that subsidize work material purchase and training cost. Simultaneously, using HOME funds in coordination with the employment support efforts, the City aids families exiting transitional housing with Tenant Based Rental Assistance to prevent persons and families that were recently homeless from becoming homeless again.

**Help low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families who are likely to become homeless after being discharged from a publicly funded institution or system of care, or who are receiving assistance from public and private agencies that address housing, health, social services, employment, education or youth needs**

In addition to the Homeless Prevention activities of the CoC, the City of Hollywood employs a Social Service Coordinator who acts as a referral source for persons and families at risk of becoming homeless. The Social Service Coordinator is familiar with all regional programs that aid in homeless prevention and re-entry. The Social Service Coordinator pre-screens and refers persons/family in applying for said services on an individual basis.

## **SP-65 Lead based paint Hazards – 91.215(i)**

### **Actions to address LBP hazards and increase access to housing without LBP hazards**

The City of Hollywood tests for lead in any housing project undertaken that includes an existing structure. Where identified the hazard is eliminated as appropriate to federal requirements.

### **How are the actions listed above related to the extent of lead poisoning and hazards?**

By testing the home and educating the citizens of the hazards of lead-based paint, the City aids in the prevention of lead poisoning and hazards.

### **How are the actions listed above integrated into housing policies and procedures?**

Lead-based testing is done in each of the housing programs that address existing housing.

## **SP-70 Anti-Poverty Strategy – 91.215(j)**

### **Jurisdiction Goals, Programs and Policies for reducing the number of Poverty-Level Families**

The City of Hollywood goal for reducing poverty is to increase the earning power of Hollywood residents by:

- Recruiting businesses to the City of Hollywood and encourage the hiring of Hollywood residents.
- Retaining businesses in Hollywood by having Community and Economic Development staff periodically meet individually with business owners and respond expeditiously to business owner request.
- Encouraging business expansion by streamlining the building permit process.
- Identifying the labor needs of Hollywood businesses and preparing Hollywood residents to best fill those needs.
- Increasing the employability of Hollywood residents through funding job skills training, customer service training, and/or construction training.
- Early preparation of Hollywood youth through funding effective Early Learning Programs in Subsidized Childcare and After-school tutorials that focus on Science, Technology, Engineering and Math.

### **How are the Jurisdiction poverty reducing goals, programs, and policies coordinated with this affordable housing plan**

Cost Burden continues to be the top housing problem for City of Hollywood households. Increasing the employment opportunities for Hollywood residents in tandem with expanding affordable housing opportunities can address the Cost burden problem. In addition, much of the Hollywood Housing problems are as a result of the age of the housing stock. Reducing homeowner cost burden increases the probability of timely home maintenance repairs.



## **SP-80 Monitoring – 91.230**

**Describe the standards and procedures that the jurisdiction will use to monitor activities carried out in furtherance of the plan and will use to ensure long-term compliance with requirements of the programs involved, including minority business outreach and the comprehensive planning requirements**

Preparing the Plan is a continuous and ongoing process. To ensure that planning will be continuous, the City will monitor the effectiveness of the Plan and will prepare reports for submission to U.S. HUD. These reports will evaluate the performance of the Plan by examining and commenting on: project Benefits, coordination and communication between organizational units, determination of type, amount and timing of necessary resources, realization of effect of resource level changes on schedule and output performance, measurement and reporting of genuine progress, identification of potential problems, and project costs:

As planning and controlling techniques, the City shall use forms that provide comprehensive numerical data and techniques that effectively measure the use of time and materials.

**Contract Agreements:** The City will enter into binding contractual agreements with owners and other parties participating in federal programs. Such agreements become useful tools for insuring compliance with program provisions by the City and these parties. Additionally, these agreements will provide a basis for enforcing program requirements and for identifying remedies in the event of a breach of the provisions by these parties.

**Monitoring Standards:** The City views monitoring, not as periodic exercise, but as an ongoing process involving continuous participant communication and evaluation. Such a process involves frequent telephone contacts, written communication, analysis of reports and audits, and periodic meetings. The overriding goal of monitoring will be to identify deficiencies and promote corrections in order to improve, reinforce or augment participant performance. As part of this process, the City will be alert for fraud, waste and mismanagement or situations with potential for such abuse. The emphasis will be on prevention, detection and correction of problems.

The City of Hollywood will monitor each program participant quarterly, or more frequently should circumstances require. The purpose of this monitoring is to assess compliance with the requirements of the federal program. Such review will include desk audits and on-site examinations to determine compliance with all applicable requirements.