CITY OF HOLLY HILL, FLORIDA

CITY COMMISSION

AGENDA ● FEBRUARY 12, 2019

Large Conference Room	Work Session	5:00 PM

CITY HALL
1065 RIDGEWOOD AVENUE
HOLLY HILL, FL 32117

City Clerk's office: (386) 248-9441 - Fax: (386) 248-9448

Large Conference Room
City Hall
1065 Ridgewood Avenue
Holly Hill, FL 32117

CITY COMMISSION MEMBERS

Mayor
Chris Via

District 1 - Commissioner
John Penny

District 2 - Commissioner
Penny Currie

District 3 - Commissioner
John C. Danio

District 4 - Commissioner
Roy Johnson

CITY MANAGER
Joseph Forte

CITY CLERK
Valerie Manning

1. **CALL TO ORDER**

2. **GOAL SETTING DISCUSSION**

   1. Goal Setting Discussion with the Mayor, City Commission and Staff.
      (Requested by Valerie Manning, City Clerk)

3. **ADJOURNMENT**

City Commission
1065 Ridgewood Ave
Holly Hill, FL 32117

SCHEDULED

Meeting: 02/12/19 05:00 PM
Department: City Clerk
Category: Workshop Item
Prepared By: Valerie Manning
Initiator: Valerie Manning
Sponsors:
DOC ID: 2385

WORKSHOP DISCUSSION (ID # 2385)

Goal Setting Discussion with the Mayor, City Commission and Staff.

CITY OF HOLLY HILL, FLORIDA
WORKSHOP
TUESDAY, NOVEMBER 27, 2012
6:00 PM

Mayor Roy Johnson

District 1 – Commissioner John Penny
District 2 – Commissioner Penny Currie
District 3 – Commissioner Donnie Moore
District 4 – Commissioner Elizabeth Albert

CITY COMMISSION CHAMBERS
1065 Ridgewood Avenue, Holly Hill, Florida 32117-2898
City Clerk's Office: (386) 248-9441 **Fax: (386) 248-9448**

1. **CALL TO ORDER**

2. **6 MONTH GOALS & OBJECTIVES**

   - POLICE DEPARTMENT
   - FIRE DEPARTMENT
   - ADMINISTRATIVE SERVICES
   - ECONOMIC DEVELOPMENT
   - COMMUNITY SERVICES / CRA
   - CITY PLANNER

3. **DISCUSSION ON THE GOALS**

4. **ADJOURNMENT**

Website Address – www.hollyhillfl.org (City Clerk)

NOTICE – If any person decides to appeal any decision of the City Commission at this meeting, he/she will need a record of the proceedings and, for that purpose, he/she may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based. The City does not prepare or provide such a record.

For special accommodations, please notify the City Clerk's Office at least 72 hours in advance. (386) 248-9441

Help for the hearing impaired is available through the Assistive Listening System. Receivers can be obtained from the City Clerk's Office.

In accordance with the Americans with Disabilities Act (ADA), persons needing a special accommodation to participate in the Commission proceedings should contact the City Clerk's Office no later than three (3) days prior to the proceedings.

Workshop Check List
6 Month Plan of Action
City of Holly Hill

Don

Community Services / CRA

Recreation
[ ] New Playground Equipment for Sunrise Park
[ ] New Gazebo for Ross Point Park — $50,000
[ ] Upgrade Facilities for City Hall
Roads and Bridges
[ ] Start Construction on Daytona Avenue Bridge
[ ] Resurface 45% of the target streets
[ ] Enter a contract to sweep the streets with private vendor
[ ] Install 1 new mast arm at 2nd Street and US 1
[ ] Inventory of sidewalks with a repair list for priority
[ ] Complete a new inmate contract
[ ] Purchase 28 new radios as mandated by the County
Stormwater and Emergency Management
[ ] Purchase the Mirage Property for storm water mitigation
[ ] Start engineering study to correct flooding problem for the railroad canal system
[ ] Place the overhead electric on US 1 underground to secure power structure backbone from storm damage and beautify US 1
Water and Sewer
[ ] Replace the water lines on Riverside Drive
[ ] Bill commercial property owners who have not had their backflow prevented tested
[ ] Take commercial water uses that have not install the backflow to the Special Master
[ ] Complete the sewer lining system
[ ] Install 3 new lift stations and 2 emergency generators
Community Redevelopment Agency
[ ] Design and update a new Community Redevelopment Agency (CRA) web site
[ ] Complete the Market Construction
[ ] Bid out the new pier for Riverside Park
[ ] Work with the City Commission to develop a Green agenda for the City
[ ] Pick a consultant for the Middle School Project and hold public workshops on the development of a master plan
[ ] Appoint a Steering Committee for Bike Week 2013 and allocate $25,000 for the event
[ ] Hire a 2nd Street Market Coordinator to establish weekly activities

Police / Code Enforcement

[ ] Establish a Comprehensive Neighborhood Improvement Plan
[ ] Develop and distribute a Resource Guide
[ ] Develop the "Holly Hill Clean Team" through volunteers

Fire Protection

[ ] Complete the changes to Attack 96, our new Fire Rescue Truck
[ ] Develop a plan to replace retiring Fire Chief
[ ] Improve the ISO rating for Holly Hill

① Fire Dept. Fee For Non Emergenc

Administrative Services

[ ] Replace approximately one third of the existing water meters with the radio transmitted meters
[ ] Review ideas with Fire and Police Unions to improve the pension losses
[ ] Update the Rules and Regulations to create a more comprehensive process
[ ] Improve the payroll process by elimination of paper checks
[ ] Purchase shirts for Utility Billing with logo and name of employee
[ ] Purchase shirts for senior staff to wear to Commission meetings
[ ] Establish new pricing for solid waste pick up
[ ] Amend existing purchasing ordinance
[ ] Create a Citizen with a Heart Fund

Planning and Zoning

[ ] Update the existing zoning map
[ ] Update the existing Comprehensive Plan
[ ] Update the Flood Ordinance
[ ] Update the Capital Improvements Plan
[ ] Improve response time for planning issues
[ ] Coordinate with Police/Code Enforcement on Neighborhood Improvement
[ ] Change the code on Commercial Tent Permits
[ ] Change the code on Temporary Signs
[ ] Change the code on Residential Vehicle Sales
[ ] Change the code on Tree Removal Permits

Economic Development

[ ] Inventory and catalog all vacant buildings on Ridgewood Ave.
[ ] Reduce the vacant space in the 2nd Street Market by 25%
[ ] Complete the Sunoco /118 Ridgewood Project
[ ] Sell/Develop 621 Ridgewood Ave.
[ ] Assist with the development of 700 Ridgewood Ave. as a multi-use facility
[ ] Develop a business assistance web site showing vacant property by ID code →

Management

[ ] Coordinate with DOT on the Daytona Bridge to start construction in January or February
[ ] Hire a Building Official and place Planning and Zoning under the Manager
[ ] Enter contract with Volusia County to assume ownership of Riverside Drive
[ ] Receive final approval for Middle School Master Plan with Volusia County
[ ] Choose people for the Citizen's Academy (minimum 10 applicants)
[ ] Develop and engineering plan to stop the flooding on Riverside Drive
[ ] Review of the Manager's Performance in April of 2013

HOLLY HILL POLICE DEPARTMENT

CITY COMMISSION WORKSHOP

GOALS AND OBJECTIVES

NOVEMBER 2012

Overview

In 2009, responsibility for the City's Code Enforcement function was transferred to the Police Department following a government-wide realignment. At that time the Code Enforcement Department went from a dedicated staff of five to one full-time civilian compliance officer who also serves as the Animal Control Officer.

During the transition, a citywide windshield assessment was conducted by the Command Staff which identified some 800 active code violations ranging from nuisance infractions to serious life-safety threats. In response, the Police Department assigned a full-time police officer to the function and transferred supervision of day-to-day compliance operations to the Crime Suppression Unit.

Given the scope of the problem at that time, a concerted effort was made to identify community partners, evaluate strategies for improving neighborhood pride, and taking aggressive measures to bring serious environmental and nuisance violators into compliance.

One of these initiatives evolved into the highly successful annual City of Holly Hill Neighborhood Clean-Up. Working cooperatively with Waste Management, Holly Hill Public Works, and volunteers from throughout the community, the police department was able to identify and provide direct assistance to problem properties which were occupied by elderly or disabled persons. Now in its third year, the Neighborhood Clean-Up continues to be a source of community pride as we work to assist those less fortunate while bringing long-term nuisance properties into compliance.

However, volunteer work alone cannot solve the problems we face.

Adjusting code enforcement practices to address the shifting dynamics of a community is never easy, especially in difficult economic times. The City of Holly Hill faces a unique situation in that the areas high foreclosure rate and changing economic landscape (renters vs. homeowners, income reduction, employment conditions and residential tenure) have resulted in a deterioration of community ownership and neighborhood pride.

Since assuming the code enforcement function, the police department has identified three intrinsic benefits to aggressive code compliance efforts:

- Ensures a safe and secure environment
- Creates and maintains a high quality of life
- Creates an environment conducive to economic development

Clearly, Code Enforcement, policing, and community redevelopment go hand-in-hand. Obviously, improvements in code enforcement are needed to increase our community's appeal; however, we also believe that the function can also be better leveraged to enhance crime prevention and increase neighborhood safety as well.

Six Month Goals for Leveraging the Code Enforcement/Police Department Partnership

1. **Develop a Comprehensive Neighborhood Improvement Plan**

Best practices for code enforcement dictate assigning officers to geographic areas as opposed to "cases", which provides for increased accountability and allows performance measurements to be applied. Geographic assignments also have the added benefit of allowing code enforcement officers to become active and knowledgeable about their geographic assignment, form partnerships with the community, and identify specific problems within their area of responsibility.

At present, the lack of dedicated personnel often results in reactive "flash point" or complaint-driven enforcement efforts, where the code officer responds to a specific location to address immediate issues leaving little time for strategic planning or comprehensive efforts. The result is a sporadic, reactionary effort which leaves other problems unaddressed until they reach a critical point – much like treating the symptoms rather than the organic cause of the underlying aliment.

The proposed Neighborhood Improvement plan calls for a comprehensive approach to community revitalization utilizing a multifaceted approach. By isolating specific geographical areas of manageable size – street grids or areas identified as "traditional" neighborhoods (such as the Elise Avenue/Dixie Avenue area) – we can focus on identifying issues affecting residents and tailoring services to address needs unique to that area.

For instance, by walking door-to-door and speaking directly with residents we can obtain real-time data on non-compliant locations, place-based crime, and anecdotal information regarding matters important to those who live and work in the target area. Once this information is compiled and analyzed, code enforcement personnel will begin the process of working with problem properties within the grid using aggressive code compliance and enforcement techniques.

Specifically, the process will begin with a streamlined enforcement process – issuing violation notices or citations (based upon a fee schedule currently under development) and obtaining hard dates for compliance. This will coincide with environmental improvements, such as lawn/property remediation, identifying those institutions responsible for foreclosed properties, enforcement of property maintenance codes for dilapidated homes, removal of trash and debris, and assessment of roadways, sidewalks, and infrastructure needs. (Pavement patches, resurfacing, sidewalk replacement, etc.)

Simultaneous to the code enforcement action, officers and volunteers (VIPS) will begin traditional crime prevention/community relations efforts.

This includes the establishment of Neighborhood Watches, the strategic placement of signage (Neighborhood Watch/Business Watch and no trespassing signs, etc.), obtaining e-mail addresses, ensuring that residents subscribe to the Nixle emergency notification service, providing crime prevention education materials, updating emergency contact lists for businesses, and most important – developing personal relationships with residents and commercial interests.

Once the grid location or neighborhood has been stabilized and the enforcement process initiated on non-compliant property owners, the maintenance of accepted community standards will be handed off to assigned members of the Uniformed Patrol Division.

As the Neighborhood Improvement Team moves to another grid, police officers will take time during their tour of duty to ensure continued compliance. The added value to this approach is that uniformed officers are given responsibility for neighborhood improvement which helps develop a sense of ownership and accountability.

While performance/outcome measurements are often difficult to quantify – and take time to develop - they can result in long-term benefits for the community. Geographic assignments and performance measures also have the added benefit of creating competition between neighborhoods/grids which can lead to officers using creative and proactive techniques to improve their area of responsibility.

In addition, the use of patrol officers in code compliance and accountability operations is in keeping with the department's current transition to intelligence-led policing – a theory that places emphasis on the identification of place-based crime in reducing criminal offenses and victimization.

2. **Develop and distribute a "Resource Guide" that provides citizens with solutions to violations and a list of vetted companies that can help**

Often citizens do not know how to remediate a code enforcement violation, or are unable or unwilling to take the time to research effective remedies. Providing residents with a "resource guide" when they are cited for a code violation could provide those individuals that are not intentionally violating ordinances with the information they need to rectify the violation. In addition, the guide will also provide information regarding reputable local businesses, such as lawn companies, tree services, towing, and junk removal services; along with details on property maintenance requirements and tips on how to stay in compliance once a violation has been abated.

Further, the guide will explain in detail the enforcement process and what happens when a citizen fails to address a violation thereby emphasizing that inaction will result in penalties, liens, and potential legal action.

3. **Develop the "Holly Hill Clean Team" Volunteer Action Program**

By providing a volunteer team of staff members and interested citizens to offer a helping hand to quickly abate minor violations we can reduce the number of cases making their way through to the Special Master. In turn, code enforcement officers will have a resource to refer minor violations to, rather than institute formal compliance action.

As our neighborhood clean-up initiative has proven, disabled and senior citizens could especially benefit from such a program. The "Clean Team" concept will also provide students and civic organizations with quality community service opportunities.

Rather than limit our effort to specific properties, the Clean Team will be mobilized during different events throughout the year to assist with coastal clean-up, public park and recreation area beautification, graffiti mediation, tree planting, painting, public gardening/landscaping, litter removal, nature conservation and other environmentally beneficial projects.

To develop and sustain the team, the Police Department will actively recruit volunteers through civic organizations (Scouting, church groups, fraternal organizations, and interested citizens) and provide each "Clean Team" participant with a distinctive t-shirt to build a sense of team identity and cohesiveness. In addition, the department will coordinate dates for specific projects or special events by maintaining volunteer rosters and telephone/e-mail contact lists.

The Holly Hill Clean Team is an excellent example of the "neighbor-helping-neighbor" concept of community ownership and complements our proposed neighborhood improvement efforts.

HOLLY HILL FIRE DEPARTMENT
Fire Suppression – Rescue – Inspection Bureau
1020 Daytona Avenue
Holly Hill, Florida 32117
(386) 248-9473

November 1, 2012

FIRE DEPARTMENT SIX MONTH GOALS AND OBJECTIVES

Attack 96: Many factors contributed to the NEED of a second vehicle within the fire department. I will outline some of these factors.

1) Aging existing fire apparatus: Engine 96 is a 2001 Pierce Saber. It is twelve years old and has been having numerous mechanical problems. E296 is a 1993 Southern Coach. This truck is twenty years old. It has been a problem for nearly all of the twenty years we have had it, both mechanically but also functionally!

   Attack 96 will assist with;
   - Keep the mileage down on E96, thus hopefully extending its usefulness. Delay replacement of E96 until economy and city finances improve.
   - Lower fuel costs.
   - Emergency Medical calls in Holly Hill are approximately 90% of our total calls. The majority will be handled by Attack 96.

2) Number of 911 calls are exceeding HHFD's available resources. This having two major effects;

   - Citizens, businesses, and visitors of Holly Hill having a delay in receiving services.
   - It puts an undue burden on adjacent fire departments responding into Holly Hill. Statistics = FY 2012 VCFS – HH = 447. DBFD – HH = 197. OBFD – HH = 66.

   It is very important to note that all of these CANNOT be stopped! But with a second vehicle we can handle a large portion of these calls.

3) Staffing IS the most difficult obstacle in the utilization of Attack 96.

- We have four personnel per shift. Two personnel assigned for each vehicle. The issue comes in when one person is off.

I propose the following procedures based on safety, statics showing peak hours of incidents, and efficient use of available resources.

- Attack 96 will be inservice from 0700 until 2100 daily. It will be out of service will all personnel on E96 from 2100 until 0700.
- When we have three personnel on duty. When I am here and available, Attack 96 will be inservice. When I am not, it will be out of service with all personnel on E96.

GOAL: Incorporate the second vehicle (Attack 96) and provide the safest, most efficient, and expedient Fire and Rescue service to the citizens, businesses, and visitors of the City of Holly Hill.

Insurance Service Organization (ISO): Currently our ISO rating is six. This is really not very good for a municipality.

First let me say the rating system goes from 1-9. The lower the number the better the rating! This number can also be split, example 5/9, for different areas (mostly where there are some urban and some rural areas within the jurisdiction.

- Water Supply Systems/Hydrants
- Fire hydrant Annual Flow Testing and Documentation
- Fire Department Staffing
- Fire Apparatus (type and need appropriate) age not an issue as long as it passes annual pump testing to NFPA requirements.
- Fire Equipment (inservice, spare, and required testing, again to NFPA standards) Testing and Documentation
- Mutual and Automatic Aid Agreements
- Fire Personnel Training and Documentation
- Preplans of Target Hazards in the City. This must be completed twice per year

The majority of these are currently being done and documented. Some have been initiated within the last year.

GOAL: Reduce our ISO rating from 6 to 4!

Fire Chief: Assist the City Manager with a smooth transition in leadership at the fire department due to my retirement on April 24, 2013.

GOAL: Seamless transition in dedicated leadership, service, and direction of Holly Hill Fire Department.

ADMINISTRATIVE SERVICES
6 MONTH GOALS

NEW WATER METERS

In fiscal year 2003, the City began replacing all meter bodies and heads with new technology that allowed the city to read water meters by utilizing radio transmitted signals from transponders attached to the meter heads. This process allowed for quicker reading since the meter reader no longer needed to physically visit each meter to read it. They only needed to drive by to read most meters. Unfortunately these meters had a ten year battery life and we have just about reached that life span and some meters are already beginning to fail, and we are expecting to see a major increase in the number of failures in the very near future based on current failure rates.

The City has reviewed current technology and is attempting to install this technology in the first 8 books (approx. 1950 meters out of about 6100). This new technology will allow the City to read meters on a daily basis rather than the current monthly basis. This reading will occur in office rather than the current drive-by technology through the utilization of radio repeater like technology. In addition to the ability to read daily, this new technology will allow us to earlier detect leaks for our customers, detect meters that have been tampered with, view consumption on daily basis rather than monthly, and will allow some flexibility with bill due dates.

The City currently has funding in the budget of about $500,000 (in conjunction with an existing water line repair project) being financed by the bond issued and funded by the Renewal and Replacement fees. The estimated amount of capital required to complete the new meter replacement is approximately $1,100,000. This portion of the replacement is currently not funded in the budget. However, the renewal and replacement fund is bringing in $590K per year and this revenue goes to pay back the bond, but the bond payment is only $333K per year. This leaves an excess of about $250K per year. While this is not enough money to fund the project, the city believes that we could gets a short-term loan (5-10 years) utilizing the surplus funds to expedite the remainder of this project.

POLICE/FIRE PENSIONS

The City in recent years has experienced significant increases in the required annual contributions to both the police and fire pensions. In the last four years the City has seen an increase in the police pension contribution rates from 37.9% to 59.6% in the current year. Based on current payroll rates this represents difference of about $233,000/year. In the Fire Pension, over the same four year period, rates have gone from 16.9% to 31.1%. Based on current payroll rates this represents a difference of about $124,000/year. This represents a combined annual increase of $357,000/year in pension cost increases and a total estimated annual pension contribution cost of over $935,000 for fiscal 2013.

In addition to the increased pension costs both pension plans have experienced a significant decrease in the funding level based on the actuarial calculated funded ratio and the Unfunded Actuarial Accrued Liability (UAAL). As shown on the attached table, the police and fire pensions carry 4.4 million and 1.5 million in unfunded liability and current funding ratios are 58.46% and 66.62% respectively. Prior to 2004, both plans were at least 90% funded with the fire plan consistently at a 100% funding level.

There exist a multitude of reasons for the current pension situation which are too lengthy to write here but the City does not see a change in the current direction for either plan or the existing funding levels without some type of changes to the plans. In the City's opinion, based on existing trends, the plans are not sustainable.

RULES AND REGULATIONS
The City has not updated its Rules and Regulations since 2007. The City would like to update this document to have more consistency with existing union contracts

PAYROLL PROCESS EFICIENCIES
The City currently has 10 personnel still receiving paper paychecks. The City would like to convert all employees to direct deposit but it is not legal to force them to sign up for direct deposit. However, it is possible to setup each employee with a "debit" like card which will allow the City to process payroll as a full direct deposit and eliminate the cost of preparing a separate check run for the limited number of employees.

UNIFORMS FOR CUSTOMER SERVICE
In an effort to better serve the Citizens of Holly Hill the City would like to better identify existing staff members in the Customer Service Department. This would be accomplished by standardizing a "uniform" for the members of this department. We are proposing a button down style dress shirt and pants. This uniform change will require compliance with the LIUNA contract pertaining to uniforms. Staff will work with our existing uniform vendor to attempt to accomplish this goal.

SOLID WASTE RATES
In June of 2012 the City entered into a contract amendment with Waste Management which set forth the new pricing schedule for the next five years. The City will need to address the rates that are charged to our customers as some rates are now higher than we currently charge to our customers.

PURCHASING ORDINANCE
The City's existing purchase ordinance has not been updated since 2008 and prior updates have created conflicting language within the ordinance. Therefore, the City would like to address existing language to attempt to modernize and remove conflicting language. This would include new language for the recently issued purchasing cards.

CITIZENS WITH A HEART FUND
The City created The Holly Hill Community Trust in 2008 for purposes of receiving tax free donations to assist our citizens with different needs. This trust needs to be turned into a 501(c)3 entity to complete this task. This would allow the City to collect donations to assist citizens with water and sewer bills and other issues as needed. A process to determine the utilization of these funds will need to be created.

POLICE

	AAL	Assets	UAAL	Funded %	City Contribution	EE Contribution City Portion	State Contribution
10/1/2011	10,602,319	6,198,433	4,403,886	58.46%	589,432		61,153
10/1/2010	10,387,081	6,291,928	4,086,153	60.57%	432,571		64,309
10/1/2009	10,155,787	6,333,782	3,822,005	62.37%	386,511		69,797
10/1/2008	9,467,373	6,685,951	2,781,422	70.62%	261,197		150,819
10/1/2007	8,191,184	6,342,395	1,848,789	77.43%	396,940		-
10/1/2006	7,549,788	5,831,687	1,718,101	77.24%	273,503	3,305	74,699
10/1/2005	7,074,349	5,355,209	1,719,140	75.70%	197,266	82,655	74,699
10/1/2004	6,201,477	5,164,093	1,037,384	83.27%	79,564	80,518	74,699
10/1/2003	5,805,326	5,267,378	537,948	90.73%	151,516	68,529	71,625
10/1/2002	5,922,253	4,997,881	924,372	84.39%	14,537	69,102	60,741
10/1/2001	4,610,473	4,610,473	-	100.00%	25,404	63,523	51,038
10/1/2000	6,064,771	5,500,526	564,245	90.70%	-	73,347	45,613
10/1/1999	5,060,316	4,911,757	148,559	97.06%	-	69,439	45,177
10/1/1998	4,654,807	4,440,281	214,526	95.39%	-	62,817	48,760
10/1/1997	4,696,323	4,335,919	360,404	92.33%	-	15,194	51,839

FIRE

	AAL	Assets	UAAL	Funded %	City Contribution	State Contribution
10/1/2011	4,492,447	2,992,822	1,499,625	66.62%	45,530	42,744
10/1/2010	4,340,101	3,114,518	1,225,583	71.76%	64,875	59,948
10/1/2009	4,317,679	3,067,387	1,250,292	71.04%	105,163	62,261
10/1/2008	4,396,537	2,954,229	1,442,308	67.19%	47,502	149,514
10/1/2007	4,449,389	2,811,291	1,638,098	63.18%	223,749	-
10/1/2006	4,206,459	2,540,064	1,666,395	60.38%	155,785	123,907
10/1/2005	3,318,215	2,312,599	1,005,616	69.69%	99,546	35,873
10/1/2004	2,954,838	2,154,101	800,737	72.90%	122,751	35,873
10/1/2003	2,120,170	2,120,170	-	100.00%	96,928	35,873
10/1/2002	2,100,744	2,100,744	-	100.00%	74,407	28,077
10/1/2001	2,089,520	2,089,520	-	100.00%	69,527	28,077
10/1/2000	2,044,098	2,044,098	-	100.00%	60,875	28,077
10/1/1999	1,964,236	1,964,236	-	100.00%	41,977	28,077
10/1/1998	1,831,190	1,831,190	-	100.00%	55,986	28,077
10/1/1997	1,719,631	1,719,631	-	100.00%	89,109	37,878

Economic Development Goals

The basic goals of economic development are:

Business Retention **Business Recruitment** **Business Development**

According to the Florida Economic Development Council, economic development is the process of improving the economic health of a city by bringing together its assets, resources and political action into a strategy to bring wealth and prosperity to that area. Meeting the challenges and achieving our goals of retention, development and recruitment will be served by a multi-prong approach. Please consider the following ideas and strategies for achieving our goals.

Our 6 Month Target Plan for Economic Development provides goals that can be defined and achieved with diligent efforts. We have identified these specific goals to focus on moving forward:

- Inventory and catalog all vacant buildings on Ridgewood Avenue.
- Reduce the vacant space in The Market by 25%
- Complete the Sunoco/118 Ridgewood Redevelopment Project
- Sell/Lease/Develop 621 Ridgewood Avenue
- Assist development of the property 700 Ridgewood as a mixed use facility
- Develop a business assistance web site showing vacant properties by ID Code

As we continue to work toward implementation of the CRA Master Plan, it is necessary to strengthen the consensus developed by the Master Plan, sharpen the solutions, maintain credibility and continue to be authentic and transparent throughout.

There is not a market driven economic solution or silver bullet at this time for the City. Continuing unemployment and the related foreclosure rates have taken a toll on our community and do not appear to be easing substantially. We face the challenges of our current market with an optimistic spirit and present solutions that will position us today for tomorrow's economy.

Economic Development 6 Month Target Plan

- **Inventory and catalog all vacant buildings on Ridgewood Avenue.**

  The Ridgewood Avenue business district has suffered decline, similar to other US 1 corridor business districts as retailers concentrate their expansion locations in suburban mall areas. It will require a concentrated effort to entice local and regional business owners to relocate along Ridgewood. We will conduct a study to inventory the vacant buildings on Ridgewood and focus on bringing new businesses into this corridor. By cataloging the vacancies, we can target areas for marketing initiatives. This will also help measure the success of our newly expanded CRA grant initiatives.

- **Reduce the vacant space in The Market by 25%**

  The southeast corner of our CRA is a strength that we need to build on, with MG on the Halifax and The Market being cornerstones for this area. This revitalization along our riverfront is the jumpstart for economic development. Leasing the commercial space at The Market is a top priority. The construction will be complete in December and an aggressive marketing campaign will be launched in January to showcase the spaces that are available for lease. Our mission is to qualify good tenants for this location that will provide opportunities for further enhancement of our investment.

  Marketing initiatives include

  1. Open Houses with the real estate community,
  2. A national listing through Loop Net to increase exposure of the Market to outside companies and businesses
  3. Increased exposure of The Market throughout the local community with various events that are scheduled to take place at the venue

- **Complete the Sunoco/118 Ridgewood Redevelopment Project**

  The redevelopment of the Sunoco property at Mason and Ridgewood Avenue is underway with the property at 118 Ridgewood under contract.

  Action items for completion of the project include the following:

  1. Complete a development agreement with Sunoco to acquire 118 Ridgewood
  2. Complete the City's due diligence prior to closing of 118 Ridgewood including a boundary survey, environmental reports, and asbestos testing.
  3. Coordinate closing of the property and assignment of the contract to Sunoco.
  4. Assist Sunoco with development plans to assure the redevelopment is a benefit to the City and the completed project providing significant additional tax revenue.

- **Assist development of the property 700 Ridgewood as a mixed use facility**

  This property is being redeveloped currently with plans for small retail stores on the front, with a light industrial use planned for the rear portion of the property. We will assist the owner with marketing the property to potential tenants.

- **Sell/Lease/Develop 621 Ridgewood Avenue**

  This property was acquired in 2011. The property is approximately 1.86 acres and has access from Sixth Street, as well as frontage on Ridgewood.
  621 Ridgewood will benefit from the development at 700 Ridgewood and provides an opportunity for development of a retail project or fast food or casual dining restaurant. Marketing the property nationally and regionally will be a focus to bring interested parties into the area.

- **Develop a business assistance web site showing vacant properties by ID Code**

  The City's web site will be expanded to include a section that will provide site selectors the opportunity to view the available properties in Holly Hill. Most real estate companies have a similar service, but restrict the properties to those that are listed or included in MLS. This will involve cataloging the vacant buildings, as stated previously. Upon receipt of the information, we will post it to the web site so that potential businesses are directed to the City for more information.

Community Services Department Six Month Goals

The Community Services Department is composed of Parks and Facilities, Public Works, Community Redevelopment, and Grants Administration. We are just getting started with the new fiscal year budget and have set out an extensive list of goals to be accomplished over the next six months.

Recreation

New Playground Equipment for Sunrise Park - Currently staff is working to obtain a playground improvement grant to assist in funding the acquisition of a new play system for Sunrise Park North. $100,000 has been budgeted for the new playground and this grant will allow for a high quality play set to be purchased and still allow for footing and installation of the play system within the budgeted amount. Grant approval and purchase of the play equipment is expected to be completed by the end of the year and the goal is to have the installation completed within the next six months.
New Gazebo for Ross Point Park - $50,000 has been budgeted to perform the construction of a new gazebo. Additionally, staff is looking into the possibility of relocating the existing play system scheduled for replacement from Sunrise Park to Ross Point. The gazebo will provide a seating and shade area for park visitors and parents while children play. Goal is to begin improvements during the next six months.
Upgraded Facilities for City Hall - As part of ongoing facility maintenance, staff is working to perform upgrades to existing facilities. One task is to install new carpet in Building and Zoning, the Police Department briefing room, and Utility Billing. The carpet is on order and will be installed within the next six months. Additionally, City Hall is scheduled to under-go a phased upgrade to the existing Fire Alarm system which is currently outdated. This upgrade will include new smoke detectors, emergency signage, and other related improvements. Over the next six months, public works staff will begin coordination with fire department staff to get this project underway. Fiscal year 2012 is designated to be year one of a four year program to completely overhaul the fire alarm system.

Roads and Bridges

Daytona Avenue Bridge Replacement - Award of the Daytona Avenue Bridge Replacement contract is currently delayed until a bid dispute can be resolved. Goal is to see Florida Department of Transportation resolve the bidding dispute and award the contract within the next six months.
Street Resurfacing Program - City staff have completed a comprehensive street inventory and a prioritized list of streets to be resurfaced has been established. Approximately 45% of the City's streets have been identified as in need of resurfacing work. Over the next six months, the goal is to establish a piggyback agreement on Volusia County's resurfacing contract and be underway with resurfacing work.
Street Sweeping Contract - Due to the age of the City's equipment and staffing needs of the public works department, the City has decided to pursue the option of contracting out the street sweeping currently performed in house. Staff has put together the City's sweeping program and is meeting to discuss contract parameters in the near future. Goal is to have the street sweeping contract intact and the street sweeping activities transitioned to a private contractor within the next six months.
2nd Street and US 1 Signal Mast Arm – The City has received a grant from the Florida Department of Transportation to install two traffic signal mast arms at the intersection of 2nd Street and US 1. Bids have

been received and staff is in the process of finalizing the contract with the low bidder. Within the next six months, the goal is to have this project close to completion.

Sidewalk Rehabilitation Program – Over the next six months, staff will be completing an update to the current sidewalk rating records which was last completed in 2010. Once this is completed, a replacement program will be developed and a contract put into place. Within the next six months the goal is to have the inventory completed, program established, and improvements underway.

Renewal of Inmate Contract – The current inmate work squad contract is up for renewal April. The current contract costs have not increased and the quality of work received from the work squad meets expectations. However, at times it is difficult to manage ensuring work completed and complaints due to inherent complications with an inmate work squad attendance. This is due to the squad being subject to issues at the prison, issues within the squad itself, and difficulties receiving a substitute guard when the primary guard is out sick, on vacation etc. The squad is only scheduled to work four days per week, and during the last year, the squad was absent for 20% of their working days. When the squad is not here, maintenance falls behind at parks, in right of ways, and in drainage areas and is especially problematic in the peak summer months. It is also important to take into consideration is that a work squad of eight laborers and one supervisor is difficult to find at the rate the City pays to have the work squad, and that the work performed when the squad is here is good. Based on direction from Management and the Commission, the six month goal is to renew the contract or go out for non-correctional contracted labor to replace or supplement the work completed under the inmate contract.

Radios – The department will be purchasing approximately 28 new radios, depending on final costs, to replace existing obsolete inventory. Over the next six months, the goal is to have these new radios purchased, installed, and in use.

Stormwater and Emergency Management

Mirage Property Purchase – The City has identified the "Mirage Property", located off of Flomich Street, as a potential stormwater mitigation parcel which could assist in addressing ongoing drainage issues in the northwest area of the city. Currently staff is in the process of working with St. John's River Water Management District for consideration for a land acquisition grant. Over the next six months, the goal is to have direction provided by SJRWMD on whether or not the project is eligible and if so, begin the grant approval process.

Engineering Study of the Railroad Canal System – There is an ongoing concern of the flooding that occurs in the low lying areas around the railroad canal system. This area is subject to frequent flooding due to the drainage systems relying on the capacities of the railroad canals and LPGA canal, which are influenced by the tides of the Halifax River. Staff has had preliminary discussion with engineers and over the next six months will continue to work to perform a study off the options available to increase the runoff retention capabilities, flow control, and other stormwater mitigation solutions in the area.

Overhead Utilities Conversion to Underground on US 1 – The overhead utilities on US 1 are subject to damage through traffic incidents damaging support poles and systems, vandalism, and during high wind events and other natural disasters. By converting the overhead utilities to underground, the City will be able to secure a power structure backbone along the US 1 commercial corridor. In addition, this project is an element incorporated into the CRA Master Plan to beautify the US 1 corridor to entice more activity into the City's prime commercial district. Goal over the next six months is to begin coordination with Utility Companies, Florida Department of Transportation, and the City's engineers to accomplish the project.

Water and Waste Waster

Water System Improvements Between US 1 and Riverside Drive – This large scale water improvement project has been in the surveying and engineering stages since late 2011. Project plans are now at 90% completion and address a full rehabilitation to the water system including mains, valves, fire hydrant coverage, and water meters in the area between US 1 and Riverside Drive. This area of the city has the oldest infrastructure and is in great need of rehabilitation work. Over the next six months the goal is to have a construction contract in place and for construction to have begun.

Cross Connection Control Program - Testing – City staff has been working closely with Hydro Designs (the City's program consultant) to identify both non-compliant facilities and compliant facilities in regards to cross connection containment. The intent of the program is to help eliminate potential contamination of the public water distribution system. This program is required by the Florida Department of Environmental Protection and the Volusia County Health Department. Several commercial properties have been identified as having out-of date device testing compliance or have not submitted any record of having completed testing. Goal over the next six months is to bill these property owners and have the devices tested by the City's contractor to help meet the requirements set forth by FDEP. This is an ongoing program and new inspections will yield additional facilities that will need to be addressed.

Cross Connection Control Program – No Device Installed – Several commercial properties have been identified as not having a backflow prevention device installed. As per the City's Ordinance 2891, the City has the authority to direct the installation of such a device. Goal over the next six months is to send the identified properties to the Special Master due to non-compliance and bring 100% of the currently identified active, non-compliant facilities into compliance. This is an ongoing program and new inspections will yield additional facilities that will need to be addressed.

Sanitary Sewer Rehabilitation Project - The waste water collection system is being addressed in high priority areas where age and deterioration have been found to be the most severe. This project consists of smoke testing, sewer main and manhole repairs, and gravity sewer lining. There has been 60,361 feet of sanitary sewer lining completed since September 2011. The project is nearing completion and will be complete within the next six months.

CRA Lift Station Project (11A, 8, 28) – The CRA Lift Station Improvement project has been underway since May 2012. The project consists of rehabilitation to three waste water lift stations and installation of two new emergency generators. This project is near completion and will be complete within the next six months.

Community Redevelopment Agency

CRA Website – Within the next six months, the goal is to have a new and improved Community Redevelopment page on the city website. Staff will work with the IT Department to accomplish this. Ideas include providing summary information on the grant program and an overview of CRA's and the

TIF process, uploading CRA documents onto the site including Annual Reports, the Redevelopment Plan, Master Plan, Land Use and Zoning information and providing information on CRA funded projects including capital improvements and commercial renovation projects.

The Market (Construction Projects) – The Phase IV renovations at the Market is scheduled to be completed in December. A proposed Phase V, a reroof to the facility, is not yet under development. Goal within the next six months is to complete the construction at The Market.

Riverside Park Pier – The Riverside Park Pier project is currently in the process of approval to receive a matching grant with Volusia County to build a fishing pier at Riverside Park. Coordination with the consulting firm developing engineering, design, permitting and construction plans is ongoing. Within the next six months, the goal is to begin construction of fishing pier.

Green Task Force – The Green Task Force presented its recommendations for Green Initiatives to the City Commission on October 9, 2012. Goal over the next six months is to coordinate with the City Commission and Green Task Force to develop a Green Agenda for the City based on the presented recommendations.

1200 Center Avenue Feasibility Study – Staff is in the process of evaluation of qualifications submitted by consultants who desire to assist the City in completing a feasibility study for 1200 Center Avenue, and other similar types of future projects. The goal over the next six months is to submit the top ranked firm(s) to City Commission for approval, negotiate a contract, have the selected consultant develop a schedule/timeline for the study, and begin the public information portion of the project through workshops and charettes in the community.

Bike Week Steering Committee – Goal over the next six months is to appoint a Steering Committee for the 2013 Bike Week events. This committee would assist staff in identifying and implementing bike week activities that will help bring people into the City and encourage patronage to Holly Hill businesses and events. $25,000 would be allocated in the CRA budget to fund a Bike Week event.

2nd Street Market Coordinator – Goal over the next six months is to hire a coordinator who will be responsible to coordinate weekly activities at The Market. This individual would be in charge of organizing and advertising events, securing vendors/ exhibitors, and managing all event activities.

CITY OF HOLLY HILL

TEN SIXTY-FIVE RIDGEWOOD AVENUE
HOLLY HILL, FLORIDA 32117-2898
(386) 248-9424

Memo

Date: November 2, 2012

To: James McCroskey, City Manager

From: Thomas Harowski, City Planner

Re: Six Month Program Goals

As requested I am providing a summary of six-month goals. I have presented a list of specific tasks that I think need to be done and can be completed within the specified time frame. I am also identifying a longer term project that we may want to consider as part of a larger overall community strategy.

Six-Month Projects

Zoning Map Update: Complete an update of the current zoning including assigning zoning to city parcels where no city zoning currently exists or where the zoning in uncertain. This project is in process. I am using outside mapping assistance.

Update Comprehensive Plan Text: The comprehensive plan text has not been updated and republished since the EAR-based comprehensive plan amendments were adopted in 2010. There have not been a lot of changes, but we should have a current plan available on our website. Some mapping assistance is required for this project.

Update Flood Ordinance: The State and Federal government are requiring that we update our flood control ordinance. If we do not complete this task using their model ordinance, we will face the loss of federally guaranteed flood insurance.

CIP Annual Update: We are required to update our five-year capital improvements program. We are scheduled to begin this process at the December BOPA meeting.

Timely Response to Service Requests: The bulk of my time is spent on responding to requests from the public on zoning and planning issues and to a lesser extent on site plans, special exceptions and other similar requests. My goal is to maintain a prompt response to these types of inquiries.

Neighborhood Improvement Program

My observation is that the typical residential neighborhood in Holly Hill is underserved in terms of public improvements. I know the Police Chief has talked about a more concentrated code enforcement program to help with overall neighborhood conditions, and I think it would be very helpful to support this effort with a broader base of public improvements for facilities that serve these neighborhoods. If the city upgrades its public infrastructure, we hope that the residents will do the same with private improvements when supported and encouraged by code enforcement.

Public improvements can address items such as street resurfacing, provisions of sidewalks, addressing localized drainage issues, planting street trees, improving and creating parks where opportunities exist, and making improvements to water and sewer systems. Many of these problems have resulted from the fact that standards were less stringent when many of our neighborhoods were developed, and we have gone through long periods of deferred maintenance as funding and public support was lacking. This year the budget has funding for streets and sidewalks that is greater than typical levels. We should consider pairing some of this funding with a concentrated code enforcement effort. Ultimately, we may want to suggest a voter approved millage set aside to address infrastructure needs. If we do a good job with a code enforcement and public improvement program, we should be able to see rising property values across our neighborhoods that will benefit property owners and help support long term maintenance needs.

One issue that I think we need to address in this process in the high number of rental properties in the city. The bulk of these properties are absentee owned. They get less attention from the property owner and certainly from the renters. We have so many of these properties that every neighborhood is impacted. I think we should look very seriously at restoring the rental inspection program. Many of us felt this program, while it had administrative problems, was making progress in getting safety improvements into the rental housing stock. If we keep an inspection program going at some level, we may prevent rental units deteriorating and pulling down the rest of the neighborhood.

We could also look at some zoning and land use issues. We know that many of the residential areas have impacts from conflicting land uses and we have a number of areas with questionable zoning choices. (As an example, in dealing with a variance request earlier in the year we identified an entire neighborhood zoned R-2 where almost none of the lots meet R-2 standards.) We may want to work with neighborhood residents to address these types of issues as well.

I see this effort being a combination of code enforcement, public works and planning to create a mini-CRA for the residential neighborhoods. If we could take some time over the next six months to develop a program like this, we could start to implement it with the next budget year.

Land Development Code Changes

Commercial Tent Permits – The city code allows a commercial business to have a tent permit 30 days per year. The cost is only $10. The businesses have turned the storage buildings into flea markets by having a tent sale every Saturday. The storage buildings have become unlicensed businesses.

Staff would recommend commercial business (not including alcohol sales) be allowed to have a tent sale two times a year. All items must be placed under a tent. The fee would be $100 per permit. No tent permit would be issued during Bikeweek and Biketoberfest.

Temporary Signs- The city does not allow the placement of temporary signs on commercial businesses. Temporary signs include signs the waive in the wind, banners , signs placed in the ground with wire stands, streamer pennants, balloons, flags (not including one American flag), signs placed on existing signs, cardboard signs placed on buildings, trees or poles and sandwich boards.

Staff would recommend the temporary signs be allowed under a new regulation which requires the business to purchase a temporary sign permit for each of the signs outlined as temporary signs in the ordinance. The permit fee would be a $1 (one dollar a day). Businesses that place the signs on the property without a permit would be required to pay $2 (two dollars a day until they pulled a proper permit). This regulation would rely on the owner of the business to determine the importance of temporary signs to the success of the business.

Residential Car Sales- Several properties in residential areas place cars in the front and side setback areas for sale. This becomes a full time car lot but the fact the cars are always for sale. Many of the owners of the residential lots also own commercial lots where they also sell vehicles, boats and recreational vehicles.

Staff recommendation- Allow the sale of a vehicle owned by the renter/property owner one time a year for 20 days. The fee for this permit would be $100. Failure to gain a permit shall require a fee of $200.

Tree Removal- Holly Hill is considered a tree city. Recently many property owners have cut down large oak trees as well as other protected trees without a permit. In many cases the tree removal companies do not pull a permit due to the fact the penalty is two times the permit fee or $20.

Staff would recommend the tree permit be increased to $50 dollars and the penalty for failure to pull a permit would be $100. Any tree service who fails to pull a permit would not be allowed to pull a permit in Holly Hill for 6 months for the first time and 1 year for each time thereafter.