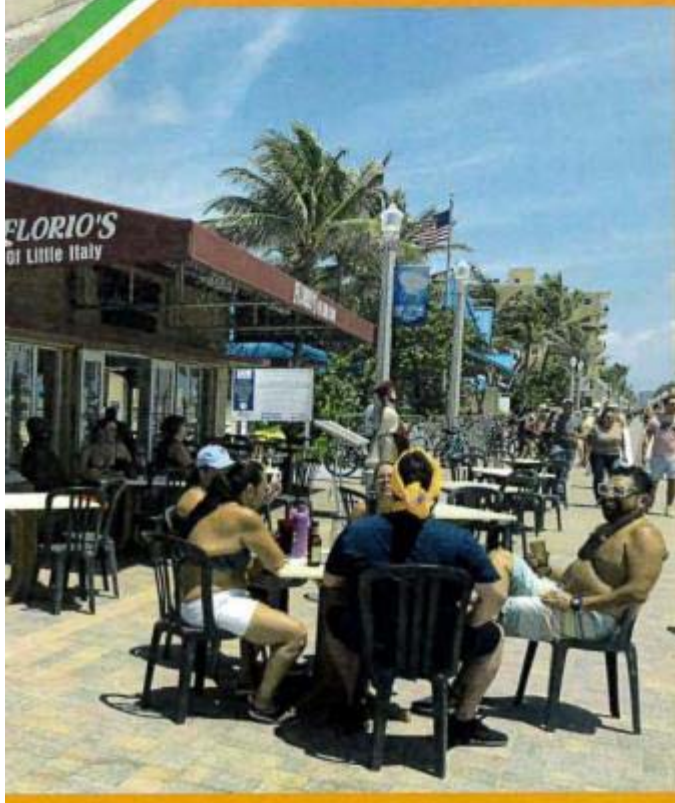




CITY OF
Hollywood
FLORIDA

2020

Citywide Accomplishments



Honorable Mayor, Vice Mayor
and City Commissioners
City of Hollywood
2600 Hollywood Boulevard
Hollywood, FL 33020

Re: 2020 Fiscal Year in Review

Mayor, Vice Mayor, and City Commissioners,

I am pleased to present you with the City's annual accomplishments for FY 2020 and upcoming initiatives for FY 2021 all in accordance with our recently adopted Strategic Plan.

It goes without saying that FY 2020 started just 12 months ago quite similar to years prior. However, what ensued was nothing ordinary and certainly not easily imaginable as the world was forced to face the reality of a global pandemic. As public servants, and of course especially our public safety officials, we are taught to run towards an emergency. I am pleased to say that our dedicated employees have readily accepted this charge, whether working directly or indirectly on COVID-19 related matters. In fact, despite the challenge COVID-19 has presented us, City staff continues to work assiduously to build upon the success of the City Commission's policy directives. In accordance with the City's recently minted Strategic Plan, our attention has, and continues to be on eight strategic focus areas, which are: Communications and Civic Engagement; Economic Vitality; Financial Management and Administration; Employee Development and Empowerment; Infrastructure and Facilities; Public Safety; Quality of Life and Strong Neighborhoods; and Resilience and Sustainability.

This report illustrates that even in the face of unique challenges our work does not cease, and our determination to succeed is unwavering. In summary, some of our accomplishments include, but are certainly not limited to:

- Emphasis on technology to enhance service delivery
- Prominent regard to safety and well-being of employees, residents, and businesses
- Focus on financial and environmental sustainability
- Concentrated efforts on economic development and redevelopment opportunities in support of business retention and growth

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hollywoodfl.org

Honorable Mayor, Vice Mayor
and City Commissioners

Of note, there are several projects that rise to specific recognition of their accomplishment in FY 2020. These include:

Sunset Golf Course

Location: 2727 Johnson Street

Project Description/Background: Privately owned 45.3 acre golf course that closed several years ago and was marketed for development. With no organized opposition, a Government Obligation Bond was approved by voters to purchase the property in 2019 to preserve the property as public open space.

Accomplishment: The purchase was executed by the City of Hollywood in May 2020. Closing on the purchase of the property is slated for October 2020 for \$12 million.

Deepwell Injections

Location: Wastewater Treatment Plant, 1621 N. 14th Ave.

Project Description/Background: The Department of Public Utilities hired two contractors in 2019 to design and construct a Deepwell Injection system comprised of two new injection wells at the City's Southern Regional Wastewater Treatment Plant (SRWWTP). Once completed, these wells will reach a depth of approximately 3,000 feet and are expected to have a combined disposal capacity of 39.8 million gallons per day (MGD) of treated wastewater, exceeding the SRWWTP average capacity of 34 MGD. This will put the City in compliance with a law passed by the Florida Legislature modifying the requirement of treated wastewater using ocean outfalls.

Accomplishment: The well design and construction contractor, Youngquist Brothers, Inc., is ahead of the December 31, 2025 ocean outfall legislation deadline. The Department of Public Utilities is working with another contractor, Brown & Caldwell, Inc., to design and permit the pumping station associated with the new wells. The design of the pumping station is approximately 60 percent complete.

University Station

Location: City-owned parcels along North 21st Avenue between Polk and Fillmore Streets, including a former fire station (repurposed and leased to Barry University in 2011), surface parking lots and the Hollywood Shuffleboard Club.

Project Description/Background: In 2019, the City received an unsolicited proposal under Section 255.065, Florida Statutes, and sought competing proposals for this development opportunity. On July 1, 2020, the Hollywood City Commission awarded the public/private partnership to Housing Trust Group, LLC and authorized negotiation of an agreement including ground leases for the redevelopment of the site into a mixed use/mixed income project. This will provide high quality rental housing, accommodate Barry University and further the vision for the area contemplated in the City's Station Area Master Plan. The project is anticipated to generate multiple sources of revenue for the City.

Accomplishment: A preliminary agreement was negotiated this year by City staff. The City is expecting an update on the status of the Housing Trust Group's tax credit application in the second quarter of 2021. At that point, a final agreement will be presented to the Hollywood City Commission for consideration.

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Honorable Mayor, Vice Mayor
and City Commissioners

South Park Road

Location: 30.58 acres of City-owned property designated as a "brownfield area" under Sections 376.77-376.85, Florida Statutes, which currently houses the City's Public Works Administration compound.

Project Description/Background: Clean-up and revitalization of this area into a residential and commercial mixed-use development that will generate multiple sources of revenue for the City. New Public Works facilities also will be developed.

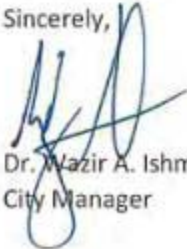
Accomplishment: A comprehensive Land Development and Disposition Agreement (LDDA) to govern the sale of approximately 23 acres of the 30.58-acre site was approved in May 2020. The agreement provides for a due diligence period, the terms of the sale, a procedural time frame for the developer to seek approval of a remedial action plan for the sale and the site clean-up, and the approval of the minimum entitlements for the project.

The strategic focus areas not only lay the groundwork for our concentrated accomplishments for FY 2020, but also the foundation for many of the things we look to accomplish going into FY 2021. Despite the uncertainty and challenges surrounding COVID-19, your City staff is committed to making FY 2021 another banner year. Similarly the FY 2021 initiatives follow certain key themes:

- Expand communication and brand recognition
- Enhance virtual and interactive offerings of City services
- Maximize revenue opportunities to strengthen the City's financial position
- Promote redevelopment and investment opportunities
- Pursue the completion of the City's robust capital improvement plan

In addition to the successes outlined in this Report, and despite the challenges we currently face in these times, Hollywood continues to show its resiliency and constant drive for development and achievement. In FY 2020, the City's taxable value topped \$18 billion. This new decade will not only usher in the 100th anniversary of Joseph Young's founding of Hollywood, but countless and exciting capital projects such as the new Police headquarters, a plethora of transportation improvements, renovated and refreshed golf courses, and other recreational amenities, just to name a few. Unlike disasters or emergencies we have faced countless times before, we are still uncertain when the pandemic will end and what life will look like in a post pandemic world. However, what is certain is that Hollywood's spirit remains strong and steadfast. We will continue to overcome and are committed to ensuring prosperity and a positive trajectory. Forward progress!

Sincerely,



Dr. Wazir A. Ishmael
City Manager





Communications and Civic Engagement

AT A GLANCE

78 board applications received for **54** vacant positions

Placed **52** legal advertisements in the newspaper

Posted **360** Sunshine Notices

Processed **26** Commission meeting minutes and **21** sets of workshop minutes

Processed **16** CRA agendas with **77** items

Police provided holiday meals for **42** families and provided toys through the Annual Toy Drive to over **300** children

Community and Civic Engagement focuses on increasing public involvement and awareness of vital City services, programs, and projects. Additionally, significant emphasis for residential and business growth relies on promoting Hollywood as a vibrant, sustainable place to live, learn, work, play, and invest.

FY 2020 ACCOMPLISHMENTS

- Implemented virtual City Commission/Board meeting platform for all-inclusive participation
- Developed an Administrative Policy for the placement of political campaign signs on City property during early voting and election periods
- Revised the agenda and staff summary document to include direct relationships to the Strategic Plan and fiscal impact
- Developed a new historic photo exhibit at City Hall highlighting Sports and Recreation in the City from the 1920's through the 1960's
- Expanded the City's reach on social media and the use of paid social media advertising to boost awareness of City-sponsored special events, services and programs
- Launched a revamped and interactive e-newsletter
- Increased the "Notify Me" email communications to address the state of emergency related to COVID-19 including "COVID-19 Updates" and "Resources for Businesses"
- Launched "Hollywood On The Go" marketing campaign in support of the General Obligation Bond projects
- Launched "There's Strength in Numbers. Make Hollywood Strong. Take the US Census Today" marketing campaign to increase Census self-response rate in Hollywood
- Launched "#StayStrongHollywoodFL" campaign in support of community spirit during COVID-19
- Established new relationship with WZPP (Caribbean radio station) located in Hollywood. Prior to COVID-19, Communications staff was appearing weekly alongside DJ Mikey Mike and Ms. Chin on their Tuesday Drive-Time Show
- Building Official increased outreach to HOAs
- Virtual assistance made available for ALL Building services, including virtual inspections

Watch/Participate

CRA Board/
Commission
Meeting



- Continued the Firefighter Friday program with Memorial Regional Hospital's Joe DiMaggio Children's Hospital which includes visits to children battling various life-threatening illnesses
- Police, throughout the pandemic, continued to engage residents by participating in parade style birthday and graduation celebrations including a very special event coordinated through Big Brothers/Big Sisters which was covered by local media.
- The Police Athletic League held a virtual Reading with a Cop event on Facebook Live
- Police formed and continued to build relationships and partnerships with clergy throughout the City



FY 2021 INITIATIVES

- Develop and implement a Budget Academy hands-on training program which will provide participants (internal and external) with the fundamentals of municipal budgeting, the City's annual budget process, and overview of the management aspect of budgeting
- Update and align the City-wide Communication Plan into the Strategic Plan and new Comprehensive Plan to enhance public outreach across all departments and reinforce consistency in brand messaging and logo implementation
- Expand and promote Historic Preservation efforts, including increasing the awareness to realtors and prospective buyers
- Expand Police participation in the Honor Flight Parade honoring veterans, African American Advisory Board, and local LGBTQ chapter
- Develop a Collaborative Community Group which will include community stakeholders and Police personnel
- Conduct "Mission Possible Bootcamp" to increase capacity of civic associations helping them to engage their residents through workshops and social media.



Economic Vitality

AT A GLANCE

Completed **2** FastTrac® Start-Up Program cohorts which helped launch nearly **40** new businesses in the City

Completed **2** Commercial Property Improvement Program (CPIP) projects while **15** active CPIP applications are under review

Economic Vitality is imperative in order to recognize and support retaining and growing businesses along with the City's tax base. The City is focused on efforts to establish and maintain welcoming, aesthetically attractive, and commercially viable corridors and activity centers, including CRA Districts that support a diverse mix of office, retail, and entertainment. Greatest emphasis continues to be on growing industries that create high-wage, high value jobs whilst also expanding the local economy including start-ups and entrepreneurs.

FY 2020 ACCOMPLISHMENTS

- Launched an "Entrepreneurial Program" campaign in support of local business growth and expansion
- Launched "City ePermit Service", "Broward County ePermitOneStop," and "Digital Plan Review Services" campaigns in support of the City's launching new online services and partnerships
- Launched "Backing Business" marketing campaign in support of local businesses impacted by COVID-19
- Coordinated and expanded the Junior Achievement Career Bound program
- Managed development interests and redevelopment proposals for City-owned properties located at 1) University Station, 2) South Park Road, 3) Hollywood Beach Culture and Community Center, 4) 2717 Van Buren Street
- Assisted the Shiji Group, a leading global hospitality technology company, with the establishment of a new Latin American Headquarter location by providing local financial support in the form of cash for the Qualified Target Industry Tax Refund. Shiji will create 70 new high-value tech jobs in Hollywood as a result of the City's recruitment efforts
- As a part of the Neighborhood Pride program, staff created the Relocation Assistance for Employees of Target Industry Businesses Program and the Work Skills Training Scholarship Program
- Created a robust marketing campaign for the City's two Opportunity Zones. As a result of the City's marketing efforts, new notable development projects include: 1) Parc Place, the former "Bread Building" at 1745 Van Buren Street, a proposed mixed-use luxury apartment complex; 2) Soleste, a proposed residential-retail project at 2001 Hollywood Boulevard; 3) Kravet, a newly completed 14,000 SF showroom in the South Florida Design and Commerce Center; and 4) a new proposed hotel and restaurant at 2801 Greene Street in the South Florida Design and Commerce Center
- Updated the Economic Development Activity Guide



- Finalized and aligned the Economic Development Strategic Plan with the City's overall Strategic Plan
- In partnership with SCORE Broward, the City provided multiple small business assistance program opportunities to Hollywood small business owners and start-ups
- Supported the SPARK Hollywood initiative through primary sponsorship, staffing and dedicated promotion and advertising
- Created and implemented a Micro-Enterprise Small Business Assistance Program to financially assist critically impacted businesses that had established success prior to the COVID-19 disruption and were required to close operations due to the safer at home orders
- Created Temporary Café Zone Expansion Program with the objective of backing the City's restaurant businesses that had been heavily impacted by COVID-19 mitigation measures
- Launched Economic Development Media Buy in September 2019 to include digital, social, print and traditional media advertising. The ad buy has garnered many business-related leads, an increase in telephone inquiries, and traffic to the Economic Development website
- Procured Oracle's Community Development Suite and completed Sprint 1 for the Building Modula



FY 2021 INITIATIVES

- Enhance outreach and assistance to targeted industries to facilitate expansion and retention, specifically for the City's industrial districts and key commercial corridors
- Finalize a comprehensive film ordinance to facilitate commercial, feature film, and national and international episodic television production in Hollywood through the permitting process
- Increase work skills training programs focused on ensuring a qualified workforce for target industries
- Support entrepreneurship through continued affiliation with Kauffman FastTrac and development of the City's Entrepreneurship Program including SPARK Hollywood and assisting startups and small business owners with business development
- Promote redevelopment along commercial corridors, within the Regional Activity Center (RAC), Transit Oriented Corridor (TOC), and federal Opportunity Zones through outreach and involvement with the development community
- Complete the right-of-way urban design manual for the CRA districts and RAC
- Coordinate the update to Hollywood's Comprehensive Plan in conformance to Broward County's new Comprehensive Plan and Hollywood's vision
- Extend the fully digital submittal, routing, and review process to all aspects of the Development Review Process, including the Pre-Application Conceptual Overview (PACO) and Technical Advisory Committee (TAC)
- Evaluate and amend zoning and land development regulations to refine standards for commercial and residential properties
- Create a standard policy and an implementation plan on how all the right of ways will be planted (including existing and new areas)
- Implement a Hybrid digital plan review and inspection services for large projects under development such as Block 40, Block 55, Hillcrest and 441 ROC Apartments
- Provide funding to third party providers for job readiness services, including but not limited to: job training, life skills, and securing financial assistance



Employee Development and Empowerment

AT A GLANCE

Provided **39** Learning and Development classes

Anti-Harassment training was completed by City employees with an **80%** on time completion rate

365 employees were recognized for their service milestones

Developed and/or revised **50** job descriptions

Conducted **28** reclassification or equity adjustment reviews

Conducted **117** unique recruitments, received and reviewed **9,596** applications, hired **154** new employees and promoted **65** employees

Employee turnover rate is **4.0%** (national average is **10.9%**)

Recovered **\$45,806** from individuals who caused damage to city property

Employee Development and Empowerment celebrates our greatest City asset, our employees. Our mission is to ensure staff is continuously developing while being healthy, well trained, and engaged. Efforts are focused on recruiting and maintaining a qualified and engaged workforce. This year, more than ever, the City promotes the safety, security, and health of all City employees.

FY 2020 ACCOMPLISHMENTS

- Promoted and provided training in multiple disciplines to enhance employee development opportunities and maintain necessary certifications
- Implemented four new human resources policies: Pandemic Preparedness & Response, Infection Control Procedures, Infection Control Procedures & Protocols for Civil Service Testing, and Domestic Partner Health Insurance Eligibility
- Reviewed, revised and implemented six human resources policies and procedures: Comprehensive Pay Plan, Employee & Dependent Health Insurance Plan, Workplace Violence, Social Media Use, Families First Coronavirus Act, and COVID Testing, Contact Tracing & Return to Work Procedures
- Analyzed, prepared and submitted the City's Equal Employment Opportunity (EEO) Plan report. This report is used by Departments/Offices to submit with federal grant requirements
- Hosted the annual KAPOW (Kids and the Power of Work) program to bring City employees into local schools
- Created a COVID-19 Intranet page to keep employees informed and advised of policies, procedures and testing sites throughout the pandemic
- Implemented the NeoGov OnBoard platform that streamlines new hire paperwork processing and onboarding initiatives through an online portal
- Provided department/offices with qualified personnel within 90 days from posting the positions (86% of the time) (55 of the 64 eligibility lists were posted within 90 days)
- Assisted with the coordination and facilitation of the Antibody Testing Program for 667 employees
- 767 Employees (44% of total employees) participated in the Preventive Care Initiative
- Increased participation in the City's fitness facility by adding 52 more registrants, bringing the total number to 385 employees and dependents with access



- Facilitated the Sun Safety Campaign, providing Sun Safety Kits (Gaiters and Sun Screen) to all 1,494 employees
- Implemented/Hosted over 8 wellness initiatives (Life Scans, On-Site Mammogram Screenings, Wellness/Awareness Virtual Webinars, Small Group Training Series, Sun Safety Campaign, Flu Shots, 10 Wellness Thru Work Virtual Fitness Classes and a subsidy program with Orange Theory Hollywood) which garnered the participation of 389 participants.
- Hosted an annual Biometric Screening which included advanced A1c hemoglobin testing in which 113 employees attended the on-site event
- Produced 2,660 Form 1095-C's that were mailed to all eligible full time employees, retirees and Consolidated Omnibus Budget Reconciliation Act (COBRA) participants as well as submitted Form 1095-C to the IRS electronically for mandatory Affordable Care Act reporting
- Conducted 18 Open Enrollment meetings, 4 Medicare Education Workshops, 18 BenTek Assistance Workshops and processed 37,326 open enrollment changes for a January 1 effective date
- Renewed the City's various insurance policies
- Processed 103 new workers compensation claims; denied, closed or settled 67
- Processed 167 new general liability claims; denied, closed or settled 128
- Reviewed 1350 Certificates of Insurance
- Conducted inspection of all 36 AED's city-wide
- Implemented the "Firefighter to Fire Inspector" Program to increase the number of certified inspectors available within the Department
- Police partnered with American Top Team to host specialized training for all sworn officers in the area of defensive tactics



FY 2021 INITIATIVES

- Increase knowledge and skillset of all Permit Services Representatives and Field Inspectors by participating in a certification program
- Review, revise and recommend civil service ordinance changes
- Develop and revise 9 HR policies annually to ensure consistency with the civil service rules, collective bargaining agreements, and employment laws
- Resolve 80% of grievances prior to arbitration
- Ensure that the City's policy objectives are effectively incorporated into each of the City's five bargaining units in order to ensure effective and efficient services for the City while maintaining harmonious relationships with the labor organizations
- Engage employees and improve the overall skills of the workforce to support the City's priorities by:
 - o Offering 6 supervisory training classes
 - o Offering 4 administrative training classes
 - o Offering 4 ERP refresher training classes
 - o Offering 2 web-based training classes to leverage the new Oracle learning module
 - o Offering 4 classes on Customer Service, conflict resolution and/or coaching (managers)
 - o Facilitate 2 award recognition ceremonies per year

- o Host the annual Public Service Recognition Week activities
- o Provide annual anti-discrimination and harassment training to all employees
- Improve the health and well-being of the City's employees by offering 9 wellness classes/activities annually
- Engage at least 15% of employees to participate in the City's wellness programs
- Ensure a safe work environment and implement safety programs to reduce accidents, workers' compensation claims and lost work days by offering at least 6 safety training sessions, conduct inspections of facilities and equipment which results in reducing the number of workers compensation claims
- Utilize Think HR & Oracle training modules to assign safety classes, if applicable, to employees based on work place incidents reported to Risk Management
- Update the City of Hollywood's Safety Manual
- Update HR-078 Self-Insurance Program Administrative and Coverage Guidelines
- Coordinate Fire Extinguisher Usage Training to 25% of City employees
- Conduct required AED inspections on all units
- Purchase new AEDs for identified locations
- Maintain 98% accuracy of payroll wage processing (including regular hours, overtime, incentives, allowances, retroactive pay, and assignment pay)
- Archive End of Year Payroll Results by March 1, 2021
- Complete periodic tax filing within 2 days of payroll process completion and quarterly tax filing within 21 days after the end of the payroll quarter
- Complete W-2 filing and distribution prior to January 31, 2021



Financial Management and Administration

AT A GLANCE

City Attorney's Office expanded collection efforts and recovered **\$344,724**

Data Center operations and availability: Backup/Restore Success rate: **100%**; Percentage Uptime Servers: **99%**; Total network uptime: **99%**; Core network uptime: **99.95%**; Internet uptime: **99.95%**

Intercepted **43,000** Malware, **4,200** Spyware/Adware, and over **2,000** Phishing attacks

Police awarded **\$129,000** through the Bryne JAG COVID-19 grant for PPEs

Received **\$582,977** from Broward County Children's Services Council for afterschool programs

Received **\$58,000** in Safe Parks grants for refurbishment projects of gym/weight rooms flooring

Financial Management and Administration is paramount to the fiscal health and well-being of the City. Developing an annual sustainable budget and maximizing opportunities for revenue collection are essential. All the while, the City continues to capitalize on use of cutting edge technology to improve internal processes and ensure an efficient use of resources.

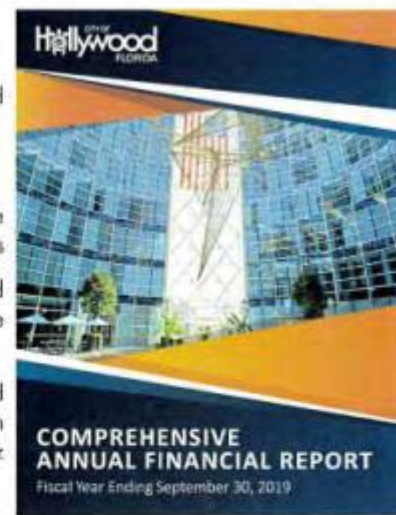
FY 2020 ACCOMPLISHMENTS

- Aligned department operations and performance measures to the City's vision, goals, and strategic focus areas
- Utilized the ERP Budget Planning System to streamline the budget process as well as provide Budget 101 trainings Citywide
- Streamlined the General Fund Agency Grant process by moving from a paper-driven process to a paperless process
- Decreased City expenditures through aggressive contract negotiations with City vendors, suppliers and consultants
- Reduced reliance on outside counsel while at the same time achieving better results for the residents of Hollywood, both in litigation and all other matters handled by the City Attorney's Office
- Implemented a software for candidates to file their campaign report online
- Implemented the AudioEye product designed to scan more than 1,000 pages of the City's website. The successful four phase scan earned the City the "AudioEye Trusted Certification" which represents a commitment to accessibility and digital inclusion
- Increased the availability of permit types for Digital Fridays
- Developed a process on addressing expired permits
- Implemented procedures to address four new Florida statutes for Building
- Implemented a program to go 100% digital for receiving, reviewing and issuing building permits
- Created an online pay option, via Paypal, which allow Property Owners to make online, convenient and efficient payments for Code Compliance, Engineering and Planning Divisions
- Introduced a virtual Development Review Process, including the Pre-Application Conceptual Overview (PACO) and Technical Advisory Committee (TAC) where submittals are accepted and processed virtually
- Finalized and selected a consultant for the Comprehensive Plan in order to move forward with updates



ONLINE SERVICES

- Improved the efficiency of the application process for the Certificate of Use by creating a digital process where applicants can submit applications and inquiries online
- Issued the Comprehensive Annual Financial Report (CAFR), the Annual Financial Report (AFR), Single Audit, External Audit reports timely with no deficiencies and subsequently received the GFOA Certificate of Achievement for Excellence in Financial Reporting Program
- Implemented CAFR Online software
- Established a tracking mechanism for FEMA COVID-19 pandemic related expenses and payroll costs
- Developed Year End Checklist and reconciliation process
- Collaborated with Fire Department to complete two comprehensive rate studies related to the Fire Assessment and Fire Inspection special assessments
- Conducted an internal study of residential properties with homestead exemption, identifying potentially ineligible exemptions based on data in the City's local business tax and utility billing systems
- Implemented the following IT Business Continuity Initiatives: (1) Upgraded Unified Communications Center; (2) Built New 400 MHz Radio system Infrastructure; (3) Transition approx. 350 Municipal Users to new 400 MHz Radio System
- Completed migration of unified communications system from legacy Primary Rate Interface (PRI) circuits to Session Initiation Protocol (SIP) to allow for better business continuity
- Implemented Citywide Bandwidth, virtual private network (VPN), Infrastructure, and Application enhancements and upgrades for remote work
- Migrated City Webex environment, including flex MRA, (Mobile, and Remote Access) setup.
- Detected and mitigated multiple risks (Trojans, Hacking tools, etc.) on endpoint systems.
- Organized and conducted the City's first Cyber Security Training and Table Top Exercise enhancing the ability to prevent attacks to the IT infrastructure and recover more expeditiously
- Police applied for and was awarded grant funding through the following grants: (1) Byrne JAG; (2) Urban Area Security Initiative; (3) Enhanced Marine Law Enforcement; (4) Florida Fish and Wildlife Commission Bulk Derelict Vessel Removal; (5) Florida Inland Navigation District; (6) Broward Boating
- Completed rewrite of the City's Procurement Ordinance
- Completed 4 vehicle auctions
- Developed and created a working structure within the Department of Public Works that will be dedicated to sidewalk maintenance
- Purchased a sickle bar mower for the skid steer which allows staff to drive alleyways and trim hedges and bushes back more efficiently
- The Marina was recognized by the Florida Department of Environmental Protection and the Clean Boating Partnership for its 20th annual renewal as a Florida Clean Marina
- Adopted a new Investment Policy which encourages diversification and positions the City to be able to participate in investment vehicles which will provide greater return while still prioritizing safety of capital and liquidity of funds in the portfolio
- Issued an RFP for a bank loan and obtained the loan to reimburse the City for fund balance previously spent on capital projects and purchases as well as obtaining funds to provide resources for new and ongoing capital projects and purchases"



- Worked with Fitch Ratings, Inc. and was able to maintain the City's overall rating at AA- and also to upgrade the City's public utility from AA- to AA
- Managed the City's Self Insurance Fund to the highest funding level in recent history, providing a positive surplus balance, eliminating additional general funding supplement and supplanting reduced revenue sources
- Secured a consultant contract to perform Impact Fee Study that would provide the basis to update current Parks and Recreation fees and the justification to add new impact fees for public safety, government buildings, affordable housing, and transportation/mobility

FY 2021 INITIATIVES

- Continue minimizing the cost of outside counsel fees in an effort to be more efficient and cost effective
- Continue efforts to streamline and re-write City Code provisions in an effort to make City administration and the City Code more user-friendly
- Ensure that all elected officials receive appropriate required ethics training as required by the Broward County Code
- Realign the annual budget development with a focus on performance
- Maximize revenue opportunities through identification and enhancement of revenue sources and trend analysis
- Establish the Performance and Accountability function within the Budget Office which will primarily be responsible for reviewing and improving internal policies and processes to ensure operational efficiency and effectiveness as well as ensure that City actions are aligned with the City's Strategic Plan
- Strengthen the City's financial position by developing fiscal policies that promote long-term strategic thinking, manage risk, comply with established public management best practices, and clearly defines boundaries and set a framework for policy makers
- Maximize value of the City's real estate assets by positioning City's surplus and underutilized property for redevelopment
- Complete the ADA assessment of the City's website and develop a phased plan for website liaisons to ensure ADA accessibility on the City's primary and economic development websites
- Continue to refine and improve the ERP system for all modules including reporting capability and operational process improvements
- Assess internal controls surrounding Accounts Payable to potentially expand electronic payments to more vendors
- Issue CAFR, AFR, Single Audit and External Audit timely and with no deficiencies.
- Secure the GFOA Certificate of Achievement for Excellence in Financial Reporting Award.
- Increase business tax compliance through a series of internal business tax audits to maintain current level revenues during an economic downturn
- Onboard a third party provider of vacation rental management to readily identify and assist with registration and compliance
- Outsource alarm billing and collections program to achieve greater compliance and increase revenue collection at a lower cost to the City, freeing up resources to enhance customer service and business tax collections
- Increase lien search revenue by updating pricing and adding additional service level tiers to distribute the cost of more complex lien search services
- Conduct a RFP for banking services and begin the rigorous process of onboarding and implementation if a new provider is selected
- Draft a comprehensive Debt Policy for the City

- Issue Refunding Bonds to retire public utility debt issued in 2010, thereby reducing outstanding debt service and saving residents and customers of the utility an estimated \$17 million through 2039
- Apply for the 2020 FEMA Assistance to Firefighters (AFG) Grant to increase staffing levels to better serve our community
- Update Advanced Life Support Fees
- Update Plan Review Fees
- Renew Seminole Contract
- Renew Hazmat Agreement
- Transition to County P25 Infrastructure
- Maintain high level of data center operations
- Implement GIS initiatives including updates to the EOC Dashboard
- Award contract and complete Marina Master Plan
- Purchase and implement new Recreation Management Software
- Increase Marina fuel sales revenue by 5% by increasing minimum markup from 35% to 40% minimum markup
- Initiate a RFP for the Metal Workshop at the ArtsPark
- Develop RFP for athletic field grounds maintenance
- Identify grants or alternative funding for programs that support law enforcement efforts, including the removal of abandoned, sunk, or derelict vessels and for specialized equipment, vehicles and training
- Complete installation of a Radio Frequency Identification (RFID) system to process and document property and evidence items
- Standardize solicitation documents, contract management, and contract processes
- Roll-out the ability for suppliers to receive ACH payments for supplies/services
- Build a portal for services that are set-aside only to Hollywood vendors
- Apply for various grants for water, wastewater, and stormwater-related projects that could have a positive benefit on the quality of life of our residents
- Continue with the upgrade of the Programmable Logic Controller (PLC) programs, Supervisory Control and Data Acquisition (SCADA) controls, and other improvements needed to completely automate the wastewater treatment plant (WWTP) processes and gain efficiencies
- Implement the City Works program along with a companion service that will allow residents to see the status of work completed by the City.
- Improve our use of the Asset Works Fleet Maintenance Program to improve the quality and timeliness of the fleet maintenance program
- Work with the vendor to finalize the new software and technology conversion to newly installed automated parking equipment at the Radius and Van Buren garages
- Complete and adopt the results of the impact Fee Study and begin implementation of the new fees
- Adopt a citywide comprehensive fee booklet



Infrastructure and Facilities

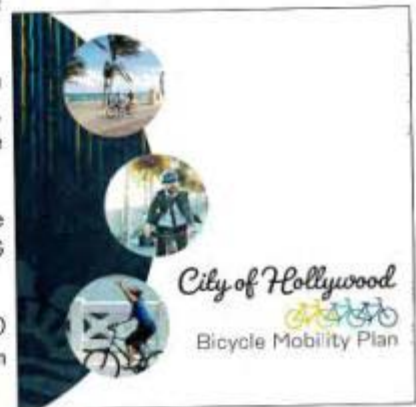
AT A GLANCE

Secured
\$11,425,000 in
Surtax funds for **12**
projects

Infrastructure and Facilities reliability provides the foundation necessary to ensuring constituents live, learn, work, invest and play. The City is dedicated to facilitating investment in public infrastructure through implementation of Hollywood's capital improvement programs and improving transportation infrastructure to support commerce and public mobility.

FY 2020 ACCOMPLISHMENTS

- Created project schedules for Phase 1 GOB projects and Non-GOB projects
- In construction or completed several GOB and non-GOB projects including park improvements and fire department apparatus/vehicle/equipment purchases
- Initiated the Bikeway Master Plan development, Traffic Calming Program, Pavement Management Study, and the Impact Fee Study
- Revised the City's Code of Ordinance with respect to small cell industry and 5G technology
- Began the purchasing process for the 2020 Roadway and Alley Resurfacing Program implementation
- Closed the City's 50/50 sidewalk program to gain efficiency and process improvement
- Completed the Diplomat Parkway sidewalk construction project
- Continued construction of Royal Poinciana limited sewer expansion and water main replacement project
- Began construction of the Deep Injection Wells No. 3 & No. 4 to divert effluent flows per the Ocean Outfall Regulatory Rule change
- Purchased additional pumps for flooding mitigation
- Painted various building and facilities at the Waste Water Treatment Plant (WWTP) and the Water Treatment Plant (WTP) to improve the appearance and help with civic pride
- Replaced the roofs of the Dewatering, Influent and Deep Irrigation Well buildings
- Installed new High Service Pumps at the WTP to improve reliability
- Continued with the residential meter replacement program
- Continued with the upkeep of the Treatment Plants and infrastructure to reduce the likelihood of water main breaks and catastrophic treatment failures
- Continued enforcing the backflow compliance program
- Continued the water main, and the stormwater infrastructure replacement programs throughout the City



- Integrated the Autoscribe Laboratory Information Management System (LIMS) lab data into the Waste Information Management System (WIMS) to provide timely laboratory data for WWTP and WTP processes
- Began renovations and upgrade project in the laboratory
- Rehabilitated Return Activated Sludge (RAS) Pump Station 1 at the WWTP
- Rehabilitated Clarifiers 5 and 6 (Phase 2) at the WWTP
- Developed and created an in-house capability to replace and repair damage sidewalks.



**SIDEWALK
REPAIRS
UNDERWAY**



FY 2021 INITIATIVES

- Develop project schedule for implementation of design and construction contracts for Phase 1 General Obligation Bond (GOB) and other capital projects
- Select design consultants for Phase 1 GOB projects and other capital projects in accordance with all required laws, rules, regulations and standards.
- Select vendors to commence construction of smaller projects funded by the GOB and other funding sources
- Revised the City's Code of Ordinance with respect to property improvement and landscaping review requirements, tree removal permits, and driveway materials
- Complete the Citywide Pavement Management Inventory
- Develop the 5 year Capital Improvement Program for the following roadway elements:
 - Roadway Resurfacing
 - Alley Resurfacing
 - Sidewalk Construction
 - Right of way ADA improvements
- Complete the 2021 Roadway and Alley Resurfacing Project
- Complete the 2021 new Sidewalk Construction Project
- Pursue the Complete Streets and Localized Initiatives Program grant funding through the Broward Metropolitan Organization
- Complete the Downtown Design Guidelines and establish uniformity for rights-of-way improvements
- Implement the recommended rate study to support the Capital Improvement Plan for Fiscal Years 2021 to 2025
- Continue targeted City-wide Water Main Replacement Program
- Continue to implement the Inflow & Infiltration (I&I) program
- Continue to work with Aclara to come up with a permanent solution to the issue of the failing Meter Transmission Unit (MTUs) in the Automatic Meter Reading (AMR) system
- Implement the Water and Sewer Master Plans and to update the Stormwater Master Plan
- Continue implementation of the new Asset Management Software System (Cityworks)
- Restore the ArtsPark main fountain to working status
- Complete the HVS Convention, Sports & Entertainment Consulting marketing and positioning study of the ArtsPark
- Refurbish the Britto Butterfly Statue in the ArtsPark
- Complete playground replacement projects at Cathy & Bob Anderson Park, Poinciana Park, Jefferson Park, and Zinkil Park



Public Safety

AT A GLANCE

\$11,425,000
Added **20** new
CERT members

Responded to
28,090 Fire and
EMS emergency
calls and **13,766**
transports

Beach Safety
rescued over **145**
swimmers, treated
over **2,400**
medical first aids,
responded to
over **112** medical
emergencies, and
reunited over
144 lost people
with their family
members

Non-violent
crimes are **down**
21% from 2019
(burglary down
21%; larceny down
27%; motor vehicle
burglary down **2%**;
and motor vehicle
theft **down 35%**)

Total Part-1 Crimes
are **down 17%**
from 2019

Public Safety is a critical aspect of a thriving community. Quality law enforcement that ensures safety of residents, businesses, and visitors as well as reliable and superior emergency services are among the City's top priorities to ensure a strong foundation for future growth. Community preparedness and readiness for emergencies and disasters continues to be a priority as we face a variety of modern-day threats.

FY 2020 ACCOMPLISHMENTS

- Under the newly created Building Compliance Officer, issued 95 violations for work without permit, inspected all new vacation rentals, and wrote 111 violations for unpermitted vacation rental
- Conducted routine blitzes in Washington Industrial Park and wrote violations by Building, Code and Fire
- Code Compliance Animal Control Officers investigated and wrote 55 NTA's (misdemeanor arrests) for manner of care, and 2 counts of animal abuse per state statute
- Submitted three buildings to Broward County Unsafe Structure Board. All three were deemed unsafe. One will be demolished by the owner and two are scheduled to be demolished
- Identified a new location for a possible 16th public safety radio communication tower as City staff continue dialogue with the County
- Conducted the City's first virtual hurricane season preparedness briefing/exercise
- Issued more than 100 Situation Reports on the COVID-19 state of emergency
- Partnered with Fire Rescue and Human Resources to coordinate logistical support to City Departments for COVID-19 supplies
- Worked with the Florida Department of Health to establish Hollywood's first COVID-19 testing site at the Boulevard Heights Community Center at minimal startup cost to the City and no recurring costs. Through September 15th, 15,376 people have been tested at that site since it opened on June 10, 2020.
- Maintained the ISO Class I rating for the 19th consecutive year
- Maintained 8th rescue full-time in-service and 9th rescue in service as a peak truck
- Partnered with Memorial Regional Hospital in providing ride times with nurses and medical students
- Participated in the County-wide Automatic/Mutual Aid Committee, Premier One CAD Implementation Committee and Fire RMS Governance Board Committee
- Participated in 37 Fire Safety school demonstrations
- Updated the Standard Operating Procedures (SOP's) and distributed them to all personnel

**FREE
COVID-19
TESTING**

- Implemented a COVID-19 response protocol
- Replaced the Self-Contained Breathing Apparatus (SCBA's) with a Drager Sentinel Model 7000
- Created several Apparatus Committees in order to identify apparatus that best meets the needs of the Department
- Two Fire Engines purchased with the GO Bond funds
- One Fire Engine purchased from the Fire Assessment Fee
- Two Advanced Life Support (ALS) Ambulances purchased with the GO Bond funds
- One Aerial Platform purchased with the GO Bond funds
- One Command Vehicle purchased with the GO Bond funds
- Replaced seven administrative vehicles, three cargo vans, logistics vehicle, one passenger van, and purchased five vehicles for the "Firefighter to Fire Inspector" Program.
- Awarded the FEMA Assistance to Firefighters Grant (AFG) which funded five commercial grade washer/extractors and dryers in the Fire Stations designed to remove contaminants and carcinogens from firefighter's bunker gear after firefighting activities
- A new air compressor was installed at Fire Station 5 in order to fill SCBA bottles after firefighting activities
- Replaced all existing firefighting hoods for all firefighters
- Replaced the existing Zetron Fire Alerting System with the new Phoenix G2 Fire Alerting System
- Replaced Aqueous film forming foams (AFFF) with FireAde foam to reduce contaminants to firefighters and the environment
- Two Post Lifts were purchased for the Apparatus Shop to increase efficiency of repairs
- Purchased a Rigaku Ramen device for the Hazardous Materials Team
- Repaired burn building at the Training Facility and initiated a maintenance plan to ensure proper operation of the most utilized burn building, logging more hours than any other facility, in the State of Florida
- Enforced state and county COVID- 19 Emergency Orders in partnership with Broward County
- During the COVID-19 pandemic, vetting, purchasing, storing, and distribution of Personal Protective Equipment (PPE) for all City Departments
- For the COVID-19 pandemic, purchased and distributed two-hundred P100 Respirators for Fire Personnel and four hundred twenty P100 Respirators for Police Personnel with enough P100 filters for six months of respiratory protection
- Awarded the Florida Department of Health (DOH) Grant to improve and expand EMS by assisting the City purchase twelve (12) Nitronox Units
- Implemented the COVID-19 Nursing Home Surveillance Program
- Participated in the "Sound the Alarm" public service announcement with the American Red Cross
- Purchased two UTV's to assist with the enforcement of codes and ordinances at large events, festivals, or details
- Selected Florida Beach Patrol of the Year 2019 by the Florida Beach Patrol Chiefs
- Renewed Advanced Lifesaving Agency Certification with the United States Lifesaving Association



- In Coordination with the CRA oversaw the deployment of a new lifeguard tower at Nevada Street which will provide better protection and service to visitors that use the new Nevada Street parking garage
- Held another successful Junior Lifeguard Program with approximately 400 participants
- Deployed an additional PWC (Jet Ski) to provide better response and coverage along the beach
- Police completed Phase III of the Closed-circuit television (CCTV)/License Plate Reader (LPR) program by adding 14 fixed technology positions with 20 cameras along the Federal Highway Corridor. The Department also added LPR locations on the beach and 441 corridors
- Safely and successfully facilitated the conduct of numerous lawful public protests in the City related to national social and political issues being acutely experienced
- Managed and directed the City's overall response and administration of municipal service operations throughout the unprecedented national COVID-19 pandemic
- Conducted two cycles of trial utilization of Police Body Cameras to evaluate the cost benefit analysis of implementation throughout the entire field patrol forces

FY 2021 INITIATIVES

- Develop a tracking service for 40 year and unsafe structure inspections
- Work through the Florida Department of Health to establish a COVID-19 vaccine Point of Distribution (POD) in Hollywood
- Continue to raise COVID-19 safety awareness among residents and businesses through continued virtual and in-person outreach
- Continue to work with Broward County to identify more hurricane evacuation shelter solutions
- Attain more than 50 percent Citywide NIMS training compliance
- Provide Beach Safety with AED's, pulse oximeters, and glucometers at their first aid stations to assist with medical emergencies
- Participate in the United States Lifesaving Association National Championships in Daytona Beach, Florida
- Maintain the United States Lifesaving Association Advanced Lifesaving Agency certification
- Complete the Broward County P25 radio upgrade
- Implement a new Electronic Patient Reporting System to meet State Requirements
- Initiate clean cab concept on all of our emergency apparatuses to reduce cross-contamination of carcinogens found on the fire scene into our emergency apparatuses
- Implement a 2nd set of bunker gear to all firefighters to reduce exposures to carcinogens
- Purchase additional two (2) Advanced Life Support (ALS) ambulances from the GO Bond funds
- Purchase a Hazardous Materials Unit from the GO Bond funds
- Purchase an additional Fire Engine
- Develop a funding plan for a body camera program
- Create an educational campaign to help citizens understand when and how to be prepared for natural disasters
- Continued expansion of the CCTV system
- Implement an online reporting system for reporting minor (non-emergency) incidents that do not require immediate Police Officer attention



Quality of Life and Strong Neighborhoods

AT A GLANCE

Community Development processed **12** housing rehabilitation loans; awarded **18** first time homebuyer purchase assistance recipients; funded **100** affordable rentals; assisted **1,817** social services clients; assisted **200** public service clients; assisted **104** residents with eviction prevention; assisted **10** residents with tenant based rental assistance; assisted **105** residents with eviction prevention rent and utility assistance; placed **45** homeless individuals; subsidized the purchase of **18** single family homes; provided financial support to **120** low-and-moderate income individuals and households through workforce development initiatives

Quality of Life and Strong Neighborhoods starts with providing services that are responsive to the needs of residents and businesses. Efforts include maximizing property standards by encouraging and facilitating private investment in the City's existing housing stock, expanding affordable options for workforce housing and residents with limited resources, providing programs to foster the health and wellbeing of residents, and allocating resources to improve public rights of way and other City property.

FY 2020 ACCOMPLISHMENTS

- Created a preliminary concept for the second floor build-out of Broward County Library at City Hall Circle
- Developed and started the Westside Concert series at Boulevard Heights
- Awarded United Way/Children Service Council Grant funding to provide onsite supervised learning pods at McNicol, Kay Gaither & Dr. Martin L. King Jr. Centers to assist student's eLearning during COVID-19 closure of Broward County schools
- Produced the annual Veterans' Day Barbeque celebrating the 523 veterans that attended
- Hosted the 64th annual Candy Cane Parade "Stars & Stripes" with an attendance of 20,000
- Along with Feeding South Florida, Florida Department of Transportation and community members staged and delivered over 430,000 pounds of essential food to more than 7,800 households during multiple community food distributions events
- Purchased and installed 10 "Little Library" cabinets throughout the city
- Introduced youth intramural sports at various locations to include peewee basketball and youth kickball leagues
- Created the Stay Strong Hollywood Virtual 5K race
- Surpassed 3,000 Instagram and 2,000 Facebook followers for ArtsPark
- Coordinated ArtsPark events to include: Mai Tai Festival, Cordadito, Tree Lighting ceremony, CHILL, Christmas Near the Beach, Menorah Lighting, Petpalooza, Anitbalas Concert, CanadaFest, Lion's Club Fun Run and Marco Benevento Concert
- Hosted the Virtual Pet Photo Pageant
- Participated in Hollywood Homeless Task Force development meetings with city staff, outreach groups, community leaders and Memorial Regional Hospital



FY 2021 INITIATIVES

- Collaborate with Broward County Human Services Division to host a Neighborhood Resource Fair in Hollywood
- Explore opportunities to expand cultural programming in West Hollywood
- Develop skateboard program at Stan Goldman Park
- Expand opportunities for intermural games such as whiffle ball, indoor pickle ball, volley etc.
- Expand teen programming offered in community centers such as music production, photography, engineering, coding, robotics, videography, podcasting, etc.
- Partner with Memorial Healthcare System to provide aquatic exercise classes and senior games
- Increase Oak Lake Community Garden participation by 20%
- Assist the City's homeless population by creating the Hollywood Homeless Task Force and participating in Community Court
- Develop a standardized RFP that franchises the City and our contract maintenance of the rights-of-way in a manner that not only reduces costs but creates consistency
- Develop a standardized policy for the planting of trees, shrubs, and plants along with the appropriate irrigation methods to create and better maintain the City's rights-of-way
- Develop an asset management program of trees located in the city right-of-way
- Provide the option to attend Special Magistrate hearings virtually to minimize the potential spread of COVID-19
- Develop stricter enforcement measures to control ancillary effects vacation rentals in residential neighborhoods.



Resilience and Sustainability

AT A GLANCE

Incorporated **Green Building Principles** into all City's new construction from building design to building operation in order to ensure proper use of natural resources while decreasing waste and pollution

Reconstructed the **Marina Boat Ramp** to eliminate neighborhood flooding during **King Tide** and other tidal events.

Resiliency and Sustainability is more critical now than ever before. The City must focus its efforts on increasing the sustainability and resilience of City infrastructure, open spaces, and natural environments. Additionally, improving operational efficiency to conserve resources and reduce costs. Private partnerships via education, program, and regulatory action is certainly key in these efforts.

FY 2020 ACCOMPLISHMENTS

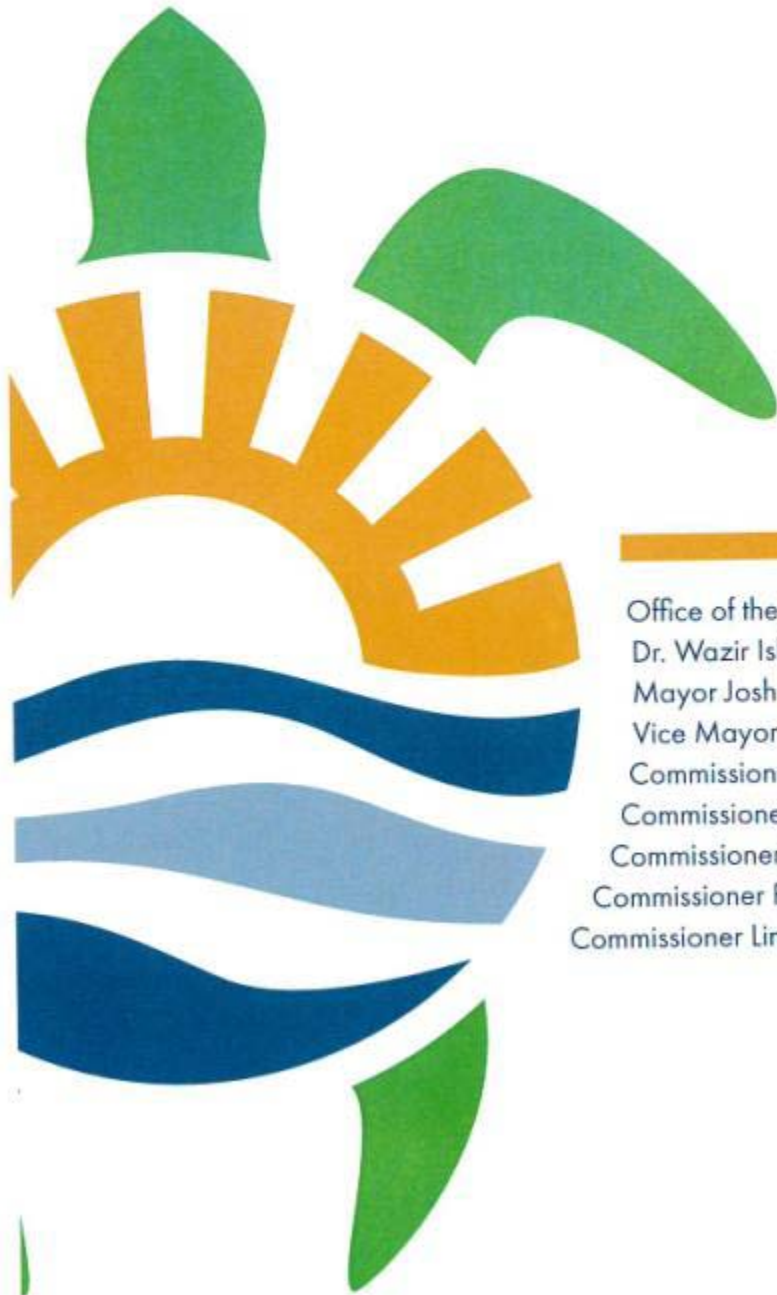
- Incorporated sustainable and resilient design principles in City projects
- Incorporated Green Building Principles into all City's new construction from building design to building operation in order to ensure proper use of natural resources while decreasing waste and pollution
- Developed the first City of Hollywood Pandemic Transitional Recovery Plan
- Continued implementation of Cyber Security Initiatives:
 - Initiated Implementation of Firewall Infrastructure and revised DMZ network design
 - Created MDM infrastructure and initiated phased roll-out to select device classes Implemented secured method to transfer large files between City and external users (MFT)
 - Security training initiatives, and campaigns
 - Detected and coordinated Security Incident Response for multiple incidents
- Coordinated the design and construction of Mobility projects, providing new bike lanes, sidewalks and transit facilities to facilitate transportation alternatives
- Reconstructed the Marina Boat Ramp to eliminate neighborhood flooding during King Tide and other tidal events.
- Presented and educated other experts, at three different local and state seminars, of the City's environmental resiliency and sustainability efforts
- Using two grants from Broward's Coastal Dune Restoration Program, Arthur Street and Eucalyptus Terrace dunes were restored as demonstration projects



FY 2021 INITIATIVES

- Implement the Sustainability Action Plan
- Collaborate with Hollywood's business community to promote business continuity and disaster readiness
- Identify flood mitigation solutions for flood-prone areas in Hollywood

- Implement additional cyber security initiatives including updating infrastructure, employee phishing campaigns and training
- Enhance City communications infrastructure, including finalizing SIP migration, tuning and bandwidth management
- Explore funding options to implement the City-wide sewer expansion program to reduce impact to ground water supplies
- Develop options for a permanent solution to the issue of failing MTUs in the Automatic Meter Reading System
- Expand Reuse program to comply with Florida's Ocean Outfall Mandate
- Develop Standard Operating Procedure (SOP) to streamline activities within the Public Works Department including standardizing the purchase of equipment
- Continue to research a leasing program for vehicles that will remove as much of the old fleet as possible, create a replacement plan and maximize the value of the vehicles at sale time
- Review existing recycling ordinances in collaboration with Legal, create training programs for the residents, and put into place enforceable expectations with penalties
- Implement the Dune Master Plan by continuing to work with experts in the field of dune maintenance to create a standard maintenance plan for existing dunes
- Adoption of Parks and Recreation Master Plan by City Commission
- Complete master planning of Mara Berman Giuliani Park



Office of the City Manager
Dr. Wazir Ishmael
Mayor Josh Levy
Vice Mayor Kevin Biederman, District 5
Commissioner Caryl Shuham, District 1
Commissioner Peter Hernandez, District 2
Commissioner Traci Callari, District 3
Commissioner Richard Blattner, District 4
Commissioner Linda Sherwood, District 6