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Holiday Inn



2021

Citywide Accomplishments



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

Re: 2021 Fiscal Year in Review

Mayor, Vice Mayor, and City Commissioners,

It is a privilege to present the City's annual accomplishments for FY 2021 which provides an overview of the broad scope of services and projects successfully undertaken in the past year and looks ahead to FY 2022 and the significant initiatives the City's Departments and Offices will pursue in alignment with our adopted Strategic Plan.

As I reflect on Fiscal Year 2021, I think about the unique and challenging time we have faced – an unprecedented pandemic that immeasurably changed our daily lives and unalterably impacted thousands of families throughout our City. This ongoing health crisis has altered our operations and taxed our personnel, as well as significantly reducing the rate of growth in our citywide taxable value while increasing the demand for services and assistance. Despite these impacts, the City continues to be resilient, and our employees have been resolutely determined to deliver the highest quality services to our residents, business community, and visitors.

As our workforce of just over 1450 full- and part-time employees at the City and CRA faced health and safety decisions of their own, they also stepped forward to ensure that the critical services and amenities that make us proud to work for the City of Hollywood continue to endure beyond these difficult times.

The accomplishments shared in this booklet span all eight of the City's adopted Strategic Focus Areas and demonstrate our:

- prudent and sound financial practices and policies
- focus on enhancing technology to improve service delivery
- concentration on economic development and targeted redevelopment to expand our tax base
- commitment to public safety and a high quality of life

Honorable Mayor, Vice Mayor
and City Commissioners

You will notice that some of this fiscal year's accomplishments show up in multiple strategic focus areas – proof that it takes all of us working together as a team to be successful. Here are several significant accomplishments, some of which are a direct result of feedback we received from our residents that we achieved in FY 2021:

Vacation Rental Ordinance

This year, staff brought forward and the City Commission approved an amendment to Chapter 119 of the City's Code of Ordinances to require all property owners operating a vacation rental to obtain a Vacation Rental License, effective April 1, 2021. The Ordinance change also includes a limit on the number of occupants based on the number of bedrooms, as well as takes into account noise and parking requirements. To enforce the new rules and efficiently track the City's vacation rentals, the City negotiated and entered into a contract with Granicus to assist the City with registration and host compliance, as well as implemented multiple enhancements to the Local Business Tax Receipt and Vacation Rental Licensing systems. While the state legislature has preempted comprehensive local regulation of these businesses, the City of Hollywood continues to work to preserve the fabric of our neighborhoods and residential quality of life.

Traffic Calming, Roadway Repaving, and Sidewalk Maintenance

This year saw the implementation of a comprehensive sidewalk maintenance program, the completion of a city-wide pavement management study, and the completion and implementation of a traffic calming study in the City of Hollywood. The new sidewalk program allows for the elimination of the 50/50 sidewalk program by using in-house staff and qualified vendors to make sidewalk safety repairs and complete replacements of damaged sidewalks. The Traffic Calming Study and resulting recommendations allow the City to address safety issues along the local street network such as vehicular speed and cut-through traffic. Phase 1 of this \$2.43 million project has been approved by the City Commission including 119 speed tables, 12 roundabouts, 10 electronic speed feedback signs, 2 intersection dividers, 2 chicanes, 2 curvilinear t-intersections, and 1 dead end. The pavement management study was completed and incorporated into the 5 year capital program with a systematic approach to repaving City streets now underway.

Workforce and Affordable Housing

In furtherance of the City's commitment to providing affordable housing for our residents, the City and CRA approved a funding commitment for The Tropic development project in March of this year. The commitment includes a \$3.5 million forgivable loan from the City from dedicated affordable housing funding per the Interlocal Agreement with Broward County on Affordable Housing. The Tropic development will be a mixed-income, multi-family workforce housing rental community located on S. Federal Highway, between Van Buren and Jackson Streets.

Additionally, the University Station P3 project for the development of a mixed-income, mixed-use rental community along S. 21st Avenue between Polk and Fillmore Streets received final approval from the Florida Housing Finance Corporation for tax credit underwriting and is moving through the development review process and the Hudson Village project on South Federal Highway at Washington Street has topped off with expedited inspections and will be completed in FY 2022. Projects like these contribute to the vibrancy of Downtown Hollywood and support the redevelopment goals of the City and CRA – both aesthetically and economically. For example, The Tropic development alone is estimated to generate more than \$27 million in ad valorem taxes over the next 30 years, compared to the prior 30 years when this property generated less than \$280,000 in total ad valorem taxes.

Honorable Mayor, Vice Mayor
and City Commissioners

Block 40 Redevelopment

Block 40 is nearing completion with an approved mixed-use development located at the southwest quadrant of Hollywood Boulevard and Young Circle. The approved site plan includes 170 upscale residential units and 103 hotel rooms with approximately 30,000 SF of commercial space. The development incorporates a reconstruction of the façade of the historic Great Southern hotel and will reuse historic materials and features in the new structure including the original "Great Southern Hotel" floor sign.

Broward County's P25 Public Safety Radio Communications System

The City successfully negotiated a transition to the new P25 Public Safety Communications system in June of this year and finalized an agreement in September to resolve all outstanding issues to allow the County to move forward with a critical 16th tower to be located in West Lake Park. With increasing reliability issues with the legacy emergency radio system used by the City, the need to migrate to the Regional P25 system was essential for the safety and operations of the City's first responders. The County is continuing its negotiations with Motorola for the implementation of the final tower to complete the new system with the City assisting in all required permitting.

Civic Engagement and Customer Service

Despite the challenges of COVID, City staff enhanced communications by launching numerous educational and awareness campaigns, creating a new post-commission meeting summary and implementing a new customer service request system. The City spearheaded awareness campaigns including promoting a plastic and foam free Hollywood, vacation rental changes, new noise regulations, and COVID vaccine and assistance programs. The new Hollywood Connect customer request app was rolled out by City staff in July. This new app replaces Help Me Hollywood and offers an easier interface and greater reporting capabilities. Residents can now also receive a comprehensive, easy-to-read summary of Commission actions with the Hollywood Digest either by e-mail or by using the City's official website, www.HollywoodFL.org.

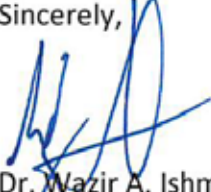
Enhanced Cyber-Security

With high-profile internet attacks making national headlines and crippling vital infrastructure, City staff completed the 2nd phase of the network security project. Through the provision of weekly bandwidth management for all City employees, staff were able to intercept 43,000 Malware, 4,200 instances of Spyware/Adware, and over 2,000 Phishing attacks. Additionally, 1,288 employees completed mandatory online security compliance training.

In addition to the successes outlined in this Report, I want to acknowledge Hollywood's historic election that took place at the start of FY 2021. Congratulations to Commissioner Adam Gruber and Commissioner Linda Hill Anderson, the City's first African American elected official.

I look forward to our collective work together continuing into FY 2022 as we navigate these uncharted waters to ensure progress and prosperity for all of Hollywood.

Sincerely,



Dr. Wazir A. Ishmael
City Manager





Communications and Civic Engagement

AT A GLANCE

105 board applications received for **93** vacant positions

Placed **32** legal advertisements in the newspaper

Posted **279** Sunshine Notices

Processed **18** Commission meeting minutes and **9** sets of workshop minutes

Processed **10** CRA agendas with **61** items

Conducted the Junior Lifeguard Program with **380** participants and **50** high school volunteers

Conducted two holiday food drive thru events for **150** families

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 2021 ACCOMPLISHMENTS

- Expanded reach on the City's social media channels, growing the audience on Instagram, Facebook, LinkedIn, Twitter and YouTube accounts
- Expanded use of paid social media advertising to boost awareness of COVID testing and vaccinations sites, small business and individual assistance, City services and new programs
- Implemented multiple weekly newsletters to promote City events, programs, initiatives, traffic alerts, emergency notifications and other important announcements
- Produced a twice weekly Business Resources "Notify Me" email communication focused on "Backing Business" to support the growth and recovery of Hollywood's small business community
- Launched educational campaigns: CARES ACT; Plastics and Foam Free Hollywood; Vacation Rental License Program and Hotline; COVID Vaccinations; Noise Ordinance Changes; Miss Universe Pageant; General Obligation Bond Updates; Utility Service Changes; Homegrown Hollywood Business Promotion; Hollywood Connect; Food Waste Prevention Week; Find Your Future in Florida's Hollywood; Rental Assistance; Work Skills Training; and CPIP Program
- Organized, implemented and marketed official ceremonies: Sheridan Street Wall Mural, Memorial Fitness Zone, Fletcher Street Housing Rehab Program
- Coordinated with Outfront Media to secure space on their electronic billboards on I-95, free of charge, to promote City initiatives and important CARES ACT Assistance and COVID-19 related information
- Launched the Hollywood Digest, a post-commission meeting summary of the actions taken by the Mayor and City Commission
- Launched Hollywood Connect customer service platform to replace Help Me Hollywood
- Developed and implemented a Budget 101 training program
- Created the City-Wide Performance Report Cards which are published in the New Horizons Magazine
- Held the annual appointments for 14 boards/committees
- Updated the Citizens' Board & Committee Handbook
- Held the November 2020 City General Election, 14 candidates filed for Mayor, Districts 2, 4 and 6
- Trained two newly elected officials on ethics, public records, Sunshine Laws, etc.



- Provided bi-weekly GO Bond website and Oversight Committee updates and project status
- Provided instructional permit information online to help customers understand the permitting process
- Virtual assistance made available for ALL Building services
- Created standards and instructed commonly used noticing agents regarding Public Outreach Meetings to ensure compliance with outreach requirements
- Presented Historic Preservation Awards as determined by the Historic Preservation Board to properties and individuals for their notable preservation initiatives within Hollywood
- Organized and led meetings with the Central Beach Zoning Working Group including property owners, residents, architects, developers, and other community representatives to discuss potential changes to zoning regulations on Hollywood Beach
- 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
- Throughout the pandemic, Police participated in various drive thru parades at local schools, celebrations, and graduation events
 - The Department conducted its annual Shop with a Cop and toy drive events to provide toys to Hollywood area children during the holidays
 - The Department continued to engage the youth of Hollywood by reopening the Hollywood Police Athletic League along with its sports and summer camp programming, as well as, instituting a new Hollywood Police Explorer summer camp

FY 2022 MAJOR INITIATIVES

- Implement updated City-wide Communications Plan and incorporate into the City's Strategic Plan and new Comprehensive Plan to enhance public outreach across all departments and reinforce consistency in brand messaging and logo implementation
- Finalize and implement City-wide Outdoor Advertising and Promotion Program to include street banners, and City signage to maximize outdoor marketing opportunities
- Implement new social media analytic management and Google analytic tools to improve and expand on message impression and reach
- Launch FY22 Economic Development Media Advertising Buy and continue to support additional marketing campaigns such as the "My Hollywood. Florida's Hollywood" campaign
- Finalize and launch redesigned City and Economic Development websites
- Hold the annual board appointments for 19 boards
- Prepare new district boundary maps based upon the 2020 Census count
- Complete the Building Module with Oracle
- Identify and promote additional civic association capacity-building initiatives to help engage residents through workshops and social media
- Expand and promote Historic Preservation efforts
- Continue to foster strong relationships with civic associations and community leaders
- Highlight and endorse city-wide planning achievements celebrating the role that planning plays in creating safer, resilient, more equitable, and more prosperous communities
- Continue public education in association with the Broward's Sheriff's Office Summer Sizzle program



Economic Vitality

AT A GLANCE

2021 Economic Development Media Advertising Buy and expanded paid social media that garnered more than **100** specific leads

Launched a **3rd** FastTrac® Start-Up Program Cohort to assist **20** Hollywood entrepreneurs using a City-facilitated program to launch their new business

Facilitated the completion of **7** Commercial Property Improvement Projects (CPIP)

In partnership with Broward SCORE, the City assisted **250** small business

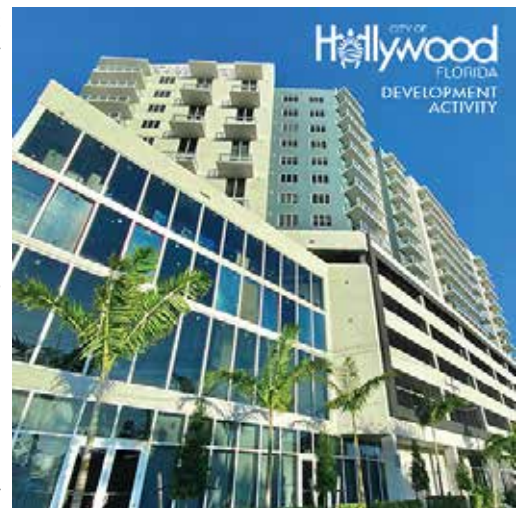
Assistance to **46** micro-enterprise small businesses through CDBG-CV Funds

Facilitated Hollywood's portion of the Broward County CARES ACT Small Business Grant Program, of which more than **500** Hollywood applicants qualified

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 2021 ACCOMPLISHMENTS

- Expanded the "Backing Business" initiatives in support of local businesses impacted by COVID-19
- Continued programming support for the department's "Entrepreneurship Program" to help facilitate and encourage local business start-up, growth, and expansion through SPARK Hollywood, FastTrac and Broward SCORE programming
- Led interdepartmental efforts in the creation of an interactive GIS Map of capital projects City-wide and notable private development projects
- Launched the Work Skills Training Scholarship Program and partnered with OIC of South Florida, Inc to provide free training courses in Construction Operations and Warehouse & Logistics
- Facilitated the 2021 Economic Development Media Advertising Buy and expanded paid social media that garnered more than 100 specific leads, increased telephone inquiries, and drove traffic to the Economic Development website
- Maintained the City's Opportunity Zone web page and produced a new marketing brochure
- Updated the City's Economic Development Activity Guide with new business attraction materials
- Facilitated the completion of 7 Commercial Property Improvement Projects (CPIP) and the review of 10 active CPIP applications
- In partnership with Broward SCORE, the City assisted 250 small business owners and start-ups with one-on-one mentoring and over 500 residents participated in webinars and workshops
- Managed the City's Micro-Enterprise Small Business Assistance Program (COVID-19) to financially assist critically impacted businesses and provided direct financial assistance to 46 micro-enterprise small businesses through CDBG-CV Funds Created and launched the Small Business Relief Program (CDBG-CV) to continue financial assistance to retain small businesses and jobs in Hollywood
- Facilitated Hollywood's portion of the Broward County CARES ACT Small Business



Grant Program, of which more than 500 Hollywood applicants qualified

- Managed development interests and redevelopment proposals for the City's Orangebrook Golf and Country Club
- Implemented a Hybrid digital plan review and inspection services for large projects under development like Block 40 and Hudson Village
- Adopted a remote virtual inspection solution to reduce costs and keep staff safe in a post-COVID world
- Evaluated and amended zoning and land development regulations to refine standards for commercial and residential properties
- Established and implemented practices for hybrid in-person/virtual public meetings, allowing for the development review process and the City's development efforts to continue seamlessly during the COVID-19 Pandemic
- Established a fully digital ePermit process for all submittals and applications
- Introduced a user-friendly interactive Zoning and Land Use map, text, and property data web-based platform to bring simplicity, transparency, and efficiency to residents, developers, planners, and other industry professionals

FY 2022 MAJOR INITIATIVES

- Work in partnership with SCORE Broward to provide educational and advisory services to City residents and small business owners
- Promote redevelopment along commercial corridors, within the Regional Activity Center (RAC), Transit Oriented Corridor (TOC), and federal Opportunity Zones
- Implement private providers in Oracle to be able to submit and receive 3rd party vendors application approvals, and to be able to track their contracts
- Complete the right-of-way urban design manual for the CRA districts and Regional Activity Center (RAC)
- Adopt new zoning regulations addressing setbacks, height, and sea level rise for Central Beach
- Continue to evaluate and amend zoning and land development regulations to refine standards for commercial and residential properties
- Provide funding to third party providers for job readiness services
- Complete policy and implementation plan on how all rights-of-way will be planted, enhance outreach and assistance to targeted industries to facilitate expansion and retention with a focus on improving 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 reflecting the new County-wide system for film permitting organized by the Broward County Office of Economic and Small Business Development
- 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



Employee Development and Empowerment

AT A GLANCE

Provided **53**
Learning and
Development classes

Reduced time-to-
hire by **24.5%**

Conducted 120
unique recruitments,
received and
reviewed **10,917**
applications, hired
142 new employees
and promoted **41**
employees

Hosted **18** wellness
initiatives with a
47% employee
engagement rate

Facilitated online
Security Awareness
training for **1,288**
employees

Recognized **104**
employees for their
service milestones

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 2021 ACCOMPLISHMENTS

- Promoted, provided and/or participated in training in multiple disciplines to enhance employee development opportunities and maintain necessary certifications
- Implemented five new human resources policies: Public Records Policy, Personal Mail, Face Coverings, Single-Use Plastics Policy and Procedures, and Voluntary COVID-19 Vaccination
- Reviewed, revised and implemented 10 human resources policies and procedures: Employment of Relatives, Comprehensive Pay Plan, Take Home Vehicle, Employee & Dependent Medical Insurance Plan (non reps), Holidays, Diamond Service Award, Social Media Use, Acquisition of Wireless Communication Devices, Teleworking, Domestic Partner Health Insurance
- Trained staff, candidates and campaign treasurers on EasyVote, an electronic campaign treasurers' report filing system for candidates
- Provided department/offices with qualified personnel within 90 days from posting the positions (92% of the time -- 45 of the 49 eligibility lists were posted within 90 days / Average of 49 days to provide eligible personnel)
- Provided 53 Learning and Development classes including but not limited to Customer Service, CPR/AED, Diversity, Interacting with Difficult People, New Hire Orientation, Anti-Harassment/Discrimination, Oracle Technical/Software and other professional development trainings to more than 2023 employees
- Hosted 18 wellness initiatives with a 47% employee engagement rate (Life Scans, On-Site Mammogram Screenings, Wellness/Awareness Webinars, Vaccination Clinic, and a subsidy program with Orange Theory Hollywood
- Increased participation in the City's fitness facility by adding 96 more registrants, bringing the total number to 481 employees and dependents with access
 - Opened 2 new fitness centers: Underground Utilities (42 participants) and Public Works (21 participants)
- Processed 114 new general liability claims; denied, closed or settled 73
- Produced 2,714 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



- Implemented online, scenario-based Cultural Diversity/Human Diversity training for 451 Police Department personnel
- Raised \$2,400 for the American Cancer Society
- Hosted the annual Public Service Recognition Week activities which included Lunch Vouchers, Trivia Contest and Team Building events
- Due to the COVID19 pandemic, the annual Volunteer Appreciation Reception, usually scheduled in April, was canceled. Instead, each volunteer who provided a current mailing address was sent a Thank You letter from the Mayor and \$25 gift card
- Processed 545 personnel action transactions
- Processed 126 New Hire Benefit enrollments
- Conducted 8 Virtual Open Enrollment meetings, and processed 2,385 open enrollment changes for a January 1 effective date
- Successfully transitioned from one third-party administrator for workers' compensation, auto and general liability claims.
- Recovered \$43,948.60 from individuals who caused damage to city property
- Processed 40 new workers compensation claims (unrelated to COVID); denied, closed or settled 5



FY 2022 MAJOR INITIATIVES

- Ensure that the City's policy objectives are effectively incorporated into each of the City's five bargaining units to ensure effective and efficient services for the City while maintaining harmonious relationships with the labor organizations
- Develop and revise 9 HR policies annually to ensure consistency with the civil service rules, collective bargaining agreements, and employment laws
- Onboard all new hires in Oracle within 48 hours of hire
- Reduce time-to-hire by 10% across recruitments overall
- Resolve 80% of grievances prior to arbitration
- Engage employees and improve the overall skills of the workforce to support the City's priorities by:
 - o Offering 4 supervisory training classes
 - o Offering 4 administrative training classes
 - o Offering 2 web-based training classes to leverage the new Oracle learning module
- Facilitate 2 award recognition ceremonies per year, and the annual Public Service Recognition Week activities
- 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 30% 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 workdays by offering at least 4 safety training sessions, conduct inspections of facilities and equipment which results in reducing the number of workers compensation



Financial Management and Administration

AT A GLANCE

Maintained high level of 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%**

Received \$554,571 from Broward County Children's Services Council for after school and summer camp programs that serve **400+** children

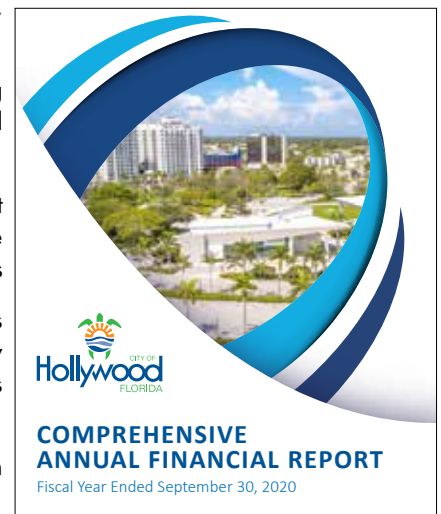
Received **\$228,000** from State of Florida Elder Affairs for senior citizen recreation programs and services

Obtained **\$3.4 million** grant for lift stations under CDBG-DR program

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 2021 ACCOMPLISHMENTS

- Launched applications to streamline processes: (1) Smartsheet Project Management System, (2) Civitas for CDBG Small Business Programming, and (3) Seamless Docs for business application and CPIP management
- Realigned the annual budget development with a focus on the strategic plan and performance measures
- Created a Revenue Handbook of City-wide major revenue sources
- Developed the City-wide Comprehensive Schedule of Fees which consolidates City fees and charges into a single document
- Created Quarterly Performance reports updating the City's progress towards achieving its strategic goals in an easy-to-follow format
- Converted 279 rolls of old microfilm to digital records
- Scanned current resolutions, ordinances, minutes, and city deeds into Laserfiche, reducing paper copies and increasing efficiency for rapid retrieval and research
- Accepted bid proposals and attended 16 bid openings
- Processed and collected funds for 27 Lobbyist client registrations
- Processed the routing for staff signatures for 198 contracts
- Successfully destroyed 752 boxes, which equals 1,128 cubic feet of eligible records from our inventory list which have met the retention period as required by State Statute
- Successfully prepared and stored 22 boxes of Building Permits records to offsite storage facility and 46 boxes of Personnel and Payroll records (2016-2019)
- Sorted over 40,000 pieces of mail including USPS, UPS and FedEx
- Established and implemented telecommuting practices to ensure an uninterrupted and continued high level of service during the COVID-19 Pandemic
- Issued the Comprehensive Annual Financial Report (CAFR), the Annual Financial Report (AFR), Single Audit, External Audit reports timely with no deficiencies
- 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 an online payment processing system for Planning, Engineering, Code and Treasury



- Purchased two Advanced Life Support (ALS) Ambulances and a Hazardous Materials Unit with the GO Bond; one additional fire engine, two Administrative/Command Staff vehicles; and a High-Water Rescue Unit
- Completed the Broward County P25 radio upgrade
- Awarded the Florida Department of Health (DOH) Grant to improve and expand EMS with the purchase of 12 Nitronox Units
- Completed pilot implementation of DocuSign eSignature system
- Replaced Help Me Hollywood with Hollywood Connect (Rock Solid)
- Resolved 5725 requests for service from October 1, 2020 – September 30, 2021
- Installed Hollywood Beach streaming internet web cameras
- Implemented additional Compliance Policies and Actions resulting in no Auditor Issues with City
- Designed and implemented an Online Application System for Local Business Tax Receipts (LBTR)
- Implemented multiple enhancements to, and integrations between LBTR and VRL (Vacation Rental Licensing) Systems
- Created an Income Eligibility Calculator for a CMED-led initiative
- Created Micro Enterprises Assistance Program Maps
- Updated and optimized IT ticketing system
- Completed IP-based CCTV install inside City Hall
 - Initiated external phases for cameras outside City Hall
- Implemented WiFi network for AEDs citywide
- Enhanced City Communications Infrastructure, including finalizing SIP migration and tuning and Bandwidth Management
- Second Phase implementation completed for Fortinet project
 - Provided weekly bandwidth management for all City employees including: intercepting 43,000 Malware, 4,200 Spyware/Adware, and over 2,000 Phishing attacks; providing 250 Gigabytes of Internet content every workday; and blocking 200,000 attempts at accessing banned content
- Completed the Parks and Recreation Master Plan
- Completed vehicle auctions for 50+ vehicles
- Completed Master Plan for Mara Berman Giuliani and Poinciana Parks
- Police applied for and was awarded grant funding through the following grants: (1) DOJ – BYRNE - JAG Grant, (2) DOJ - BYRNE - JAG Coronavirus Emergency Supplemental Funding Grant, (3) Urban Area Security Initiative, (4) Enhanced Marine Law Enforcement, (5) Florida Fish and Wildlife Commission Bulk Derelict Vessel Removal, (6) Florida Inland Navigation District, (7) Broward Boating Improvement Program Grant, (8) Victims of Crime Act Grant, (9) Walmart Community Grant Program, (10) USDOT - Federal Railroad Administration - Trespassing Pilot Grant Program, (11) FDOT - Pedestrian and Bicycle Safety Grant
- Completed rewrite of the City's Procurement Manual
- Obtained \$400,000 grant for Floodplain Management Plan under the CDBG- MIT General Planning Support Program
- Finalized the software and technology conversion to new automated parking equipment utilizing license plate recognition at the Radius and Van Buren garages



FY 2022 MAJOR INITIATIVES

- Maximize value of the City's real estate assets by positioning City's surplus and underutilized property for redevelopment
- Implement AudioEye ADA Compliance tool for the Economic Development website.
- Initiate new training for website liaisons to ensure ADA accessible content on the City's primary and economic development websites, upgrade software to allow for staff to regularly create ADA compliant content for the web
- Enhance the City's Lean Six Sigma program
- Implement a Citywide Performance Measurement Reporting system
- Prepare for the November 2022 City General Election (Districts 1,3, and 5) and coordinate with the Broward Supervisor of Elections on logistics for national, state and local elections
- Upgrade the City's online payment system to improve the payment process for Oracle
- Secure the GFOA Certificate of Achievement for Excellence in Financial Reporting Award
- Outsource alarm billing and collections program to achieve greater compliance and increase revenue collection at a lower cost to the City
- Complete online billing process of Local Business Tax and Vacation Rental including automated delivery of Local Business Tax Receipt
- Equip all first aid stations with Automatic External Defibrillators (AED), one lifeguard tower and all Lieutenant's vehicles
- Implement a drone program for training, ordinance enforcement, prevention and search and rescue emergencies
- Continue to improve and update of ERP systems and enhance the City's business continuity and technology infrastructure including:
 - o Facilitate implementation of Cityworks work order and facilities management system for Public Works
 - o Replace LoanLedger with Neighborly Software system
 - o Facilitate Parks and Recreation software replacement
- Secure and implement new Recreation Management Software Solution
- Complete and adopt Marina Master Plan
- 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
- Centralize Procurement initiatives, including synchronizing and streamlining procurement processes
- Implement the ability for suppliers to receive ACH payments for supplies/services through Oracle
- Secure grants for water, wastewater, and stormwater-related projects
- Evaluate the current organizational structure to streamline responsibilities
- Continue to replace existing aging water meters with new ones
- Complete the review of all sanitation fees to ensure we are operating as a quasi-business for an enterprise fund to ensure that fees match the expenses so that fund is self-sufficient
- Install a parking guidance system at the Nebraska parking garage to inform motorists of available spaces in the facility via electronic signage and provide additional security using camera-based counting



Infrastructure and Facilities

AT A GLANCE

Provided Community Development Block Grant-Coronavirus (CDBG-CV) funding for HVAC replacement/repair in **3 Low-and-Moderate Income (LMI)** area Community Centers

Provided **\$2.1 million** in Interlocal Agreement (ILA) funding towards sidewalk installation and repair

Installed new LED Lighting at Dowdy Fields

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 2021 ACCOMPLISHMENTS

- Provided CDBG-CV funding for upgrades and retrofitting at 24 LMI area Community Centers and/or parks
- Revised the City's Code of Ordinance with respect to small cell industry and 5G technology (5th generation of mobile phone and data communication standards)
- Completed the Citywide Pavement Management Inventory
- Commenced bi-weekly project progress meetings for the Hollywood Police Station
- Facilitated the development review process to expand and renovate the Arts and Cultural Center
- Replaced the scoreboards at Washington Park and PAL Athletic Fields
- Replaced playgrounds at Montella Park and Filmore Street
- Installed new LED Lighting at Dowdy Fields
- Completed interior renovations at Stan Goldman Park restrooms
- Completed renovation of Driftwood Pool in partnership with Broward County School Board
- Replaced Artificial Turf Field at Hollywood West Field
- Installed new Park Benches at Anniversary Park
- Installed new Athletic Field Fencing at Washington Park
- Completed enhancements at the ArtsPark: restored the water fountain, refurbished the Britto Butterfly, installed new energy efficient LED lighting on Visual Arts Building and Amphitheater
- Continued construction of the Deep Injection Wells No. 3 & No. 4 to meet the Ocean Outfall Regulatory Rule change
- Began construction of Parkside Water Main Replacement Project
- Painted various building and facilities at the Southern Regional Wastewater Treatment Plant (SRWWTP) facility and the Water Treatment Plant (WTP) to extend life of the facilities
- Continued renewal and replacement & improvements (RRI) program in the SRWWTP and WTP to increase life of the existing infrastructure and reduce the risk of failure



- Continued residential meter replacement program
- Initiated the Water, Wastewater and Stormwater Master Plans
- Completed condition assessment of all stormwater pump stations
- Completed construction of parking spaces at the Underground Utilities Division facility on Wilson Street to address parking needs of employees
- Developed a comprehensive sidewalk plan that:
 - Uses in-house staff to repair and maintain sidewalks
 - Works with vendors to create a sidewalk grinding program to extend the useful life of current sidewalks
 - Identifies areas that do not have a sidewalk network and coordinates with engineering to create these networks
- Eliminated the 50-50 program
- Reviewed the 40 Year inspection program for infrastructure



FY 2022 MAJOR INITIATIVES

- Develop project schedule for implementation of design and construction contracts for Phase 2 General Obligation Bond and other capital projects
- Select vendors to commence construction of smaller projects funded by the GOB and other funding sources
- Focus on all capital improvement projects to meet schedules, regulations, and community expectations
- Collaborate with neighborhood associations in LMI areas to identify impactful small capital projects
- Implement the 5-year Capital Improvement Program for the following roadway elements:
 - Roadway Resurfacing
 - Alley Resurfacing
 - Sidewalk Construction
 - Right of way ADA improvements
- Complete the 2022 Roadway and Alley Resurfacing Project
- Complete the 2022 new Sidewalk Construction Project
- Conduct building permit reviews of the Art and Culture Center/Hollywood and other city projects
- Upgrade wi-fi networks and replace public accessed computers at Dr. Martin Luther King Jr., Kay Gaither, Driftwood, Boulevard Heights, Washington Park and Fred Lippman Community Centers
- Complete Rotary Park Drainage Project
- Complete playground replacement projects at ArtsPark, Cathy & Bob Anderson, Poinciana, Jefferson, Zinkil, Veterans/Sal Oliveri, John William, Mara Berman Giulianti and 441 Linear Parks
- Install new artificial turf fields at Dowdy Fields
- Install pickleball courts at Jefferson Park
- Install new fuel dispenser system at the Marina
- Install new fencing at the ArtsPark
- Install new pathways, drainage, bollards, pathway lighting and pedestrian entrance at Stan Goldman Park

- Install new basketball half-court, pavilion, pathways and splash pad at Mara Berman Giulianti Park
- Install Bermuda grass on the athletic field at Hollywood West Field
- Refurbish observation tower, parking lot asphalt, pathways, boat docks, and pavilions at Holland Park
- Continue targeted City-wide Water Main Replacement Program
- Continue to implement the Inflow & Infiltration (I&I) program to reduce cost
- Continue to upgrade or replace the existing Automated Meter Infrastructure (AMI) system
- Begin replacement of aged Water Treatment Plant Membrane Softening Trains to improve water quality
- Begin implementation of Closed-Circuit Television and Door Access Control System to improve security to the Water Treatment and Waste Water Treatment facilities
- Begin installation of six generators at lift stations E-01, E-03, E-06, W-14, W-15 and stormwater pump station SW-08 funded by Hazard Mitigation Grant Program ("HMGP")
- Begin construction of Lift Station E-8 Upgrade to reduce risk of overflows and maintenance cost



Public Safety

AT A GLANCE

Hired **29** additional police officers

Responded to nearly **29,000** Fire and EMS emergency calls and **13,000** transports

Performed COVID-19 Antibody Testing for approximately **700** city employees

Provided safety for over **4.6 million** visitors to our beach

Partnered with Memorial Regional Hospital in providing ride times with more than **100** nurses and medical students

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 2021 ACCOMPLISHMENTS

- Completed the second phase of equipment testing in preparation of the implementation of the Body Worn Camera program
- Improved technological capabilities by replacing outdated rugged Toughbooks with semi-rugged laptops in addition to new mobile License Plate Reader trailers.
- Utilized Law Enforcement Trust Funds to purchase a new police marine vessel to provide enhanced marine enforcement and education within Hollywood's waterways
- Implemented contactless digital plan review and offered virtual inspections to reduce in-person contact/exposure to COVID-19
- Conducted Special Magistrate Hearings virtually
- Identified and revoked Certificate of Uses for businesses that were found to be in violation with the Zoning and Land Development Regulations
- Hollywood Fire Rescue and Beach Safety Department maintained the ISO Class I rating for the 20th consecutive year
- Participated in the County-wide Automatic/Mutual Aid Committee, Premier One Cad Implementation Committee and Fire Records Management System (RMS) Governance Board Committee
- Submitted a SAFER grant for 22 new firefighters which, if awarded, would be funded by the Federal Emergency Management Agency (FEMA) for 3 years
- Implemented a citywide COVID-19 Testing Program
- Entered into an agreement with the Department of Health (DOH) as a Closed Point of Dispensing (POD)
- Implemented the COVID-19 Nursing Home Surveillance Program
- Continued to participate in educational opportunities with Operations Personnel and the City of Hollywood schools performing safety and familiarization inspections to assist with the design and implementation of the required Florida School Safety Assessment Tool by doing FSSAT tours
- Implemented a High-Rise building inspection program
- Implemented "Fireworks" software for pre-planning/premise inspections

**FREE
COVID-19
TESTING**

- Continued our efforts to streamline the inspection process by hiring an outside agency to scan/create electronic copies of all our inspectable properties
- Continued efforts to ensure that all long-term care facilities are in compliance with State mandate 59A-36.025 Emergency Environmental Control for Assisted Living Facilities and Broward County Local Amendments to the Florida Fire Prevention Code (7th Ed.), F-124 Uniform Generator Code
- Fire Prevention Officer III Clinton was appointed to the Broward County Board of Rules and Appeals, BDA Committee – enhancing the division’s awareness on BDA protocols and requirements
- Continued efforts to assist the Yellow Green Farmer’s Market to conform with National Fire Protection Association (NFPA) codes, Broward County Amendments, and local ordinances
- Marine Safety Lieutenant Boki Corsovic received the 2020 Florida Lifeguard of the Year award given by the Florida Beach Patrol Chiefs Association and the United States Lifesaving Association Southeast Region
- Updated several ordinances related to the launching of manually powered watercraft such as kayaks, canoes and paddleboards and updated the ordinances related to kiteboarding and surf fishing
- Continued to minimize COVID risk by requiring masks for unvaccinated staff members and continued disinfection of most surfaces

FY 2022 MAJOR INITIATIVES

- Create a Recertification Taskforce to ensure compliance for 40-50 year recertifications
- Implement Unsafe Structures in Oracle to assist City staff as well as the public with tracking
- Thoroughly investigate all illegal dumping cases, presenting cases with probable cause to the State Attorney for prosecution
- Pick up illegal dumps within 48 hours of the investigation
- Thoroughly investigate all animal abuse cases
- Investigate Unlicensed Contracting
- Continue to identify businesses that are not in compliance with City regulations
- Conduct Facility Drills/Hands on Training with all members from basic to advanced skills
- Provide Officer Development Classes for all levels including Chiefs
- Increase the number of annual inspections performed
- Should funding be approved, the Hollywood Police Department will fully implement a body worn camera program including hiring additional staff to handle all digital evidence
- Begin purchasing, programming, and issuing new police radios to greatly improve the Department’s communication capabilities
- Create an educational campaign to help residents understand when and how to be prepared for natural disasters



Quality of Life and Strong Neighborhoods

AT A GLANCE

Processed **17** housing rehabilitation loans

Provided **10** residents with First Time Homebuyer Purchase Assistance

Assisted **1,158** social services clients

Assisted **3,184** public service clients

Assisted **18** residents with Tenant Based Rental Assistance

Assisted **558** residents with Eviction Prevention Rent and Utility Assistance

Assisted **150** residents with Foreclosure Prevention and Utility Assistance

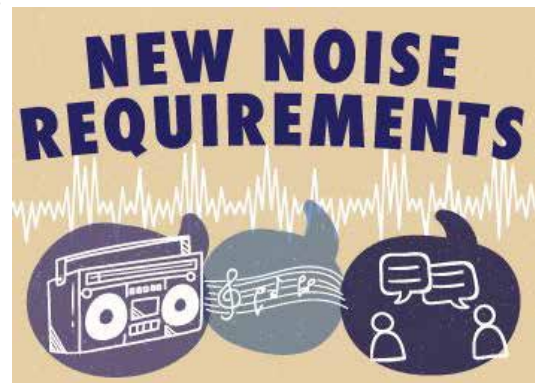
Placed **48** homeless individuals

Provided financial support to **241** 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 2021 ACCOMPLISHMENTS

- Opened Attucks Middle School Pool for the 2021 summer season providing recreation swim, Learn-to-Swim and Water Education Programs
- Provided onsite and virtual youth and adult recreational programming through the COVID pandemic
- Hosted the following events: Food & Wine Event (So Flo) at Hollywood Beach, Juneteenth at Washington Park, Food Drive at Dr. Martin Luther King, Jr. Community Center, CHILL at ArtsPark, Memorial Day Concert at Boulevard Heights, Happy Days event at ArtsPark, and July 4th at the Hollywood Beach
- Implemented Movie Nights at ArtsPark, along with video concerts
- Reinstated ArtsPark Live
- Launched virtual programming during COVID
- Reinstated Sports Programs after reduction in COVID cases
- Continued COVID Testing at Boulevard Heights Community Center in partnership with the Florida Department of Health
- Increased level of maintenance service from 5 days a week to 7 days a week at City parks
- PRCA and Police worked together to clean up a vacated homeless encampment in Stan Goldman Park
- Installed a Free Little Library at Mara Berman Giuliani Park
- Installed new Park Signs at Bicentennial and Joe DiMaggio Parks
- Approved 38 Beach Weddings permits and 16 Film permits
- Continued efforts to educate the public on the Florida Building Code and Permitting process
- Updated the City's Noise and Vacation Rental Ordinances
- Secured a contract with Granicus to further assist in monitoring/enforcing vacation rentals in the City



- Continued to create and implement standards and regulations that protect and enhance the character of neighborhoods
- Developed creative solutions and amended regulations to improve the neighborhood parking requirement
- Hired a part-time Homeless Program Coordinator to focus solely on addressing Homelessness within the City of Hollywood
- Continued to participate in Hollywood Homeless Task Force development meetings with city staff, outreach groups, community leaders and Memorial Regional Hospital; a Hollywood police officer serves on several boards concerning the homeless population



- Developed 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
- Started the development of 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
- Developed an asset management program of trees located in the city rights-of-way
- Provided timely response to maintenance of City-owned buildings and structures through the implementation of the 40-year inspection program
- Appointed LGBTQ+ City Liaison to serve as a helpful point of contact for Hollywood's growing LGBTQ+ community

FY 2022 MAJOR 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 intramural games such as whiffle ball, indoor pickle ball, volleyball, 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%
- Complete 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 stricter enforcement measures to control ancillary effects vacation rentals in residential neighborhoods
- Assist the City's homeless population by continuing to implement the Hollywood Homeless Services Plan



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

Inspected and rehabilitated all **tidal valves** owned and operated by the City

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 2021 ACCOMPLISHMENTS

- Ensured that Green Building and other sustainability requirements are integrated in project design during the development review process
- Converted entirely to digital submittals and applications, decreasing the usage of in office supplies and servicing (i.e. paper, ink, printer maintenance etc.)
- Completed significant purchases of client computing devices, including laptops, docking stations, web cams, and monitors
- Transitioned Public Safety to County P25 Radio Infrastructure
- Reconfigured our FCC license to allow communication between Public Safety and local government radio users
- Updated City Document Management System and migrated servers
- Completed migrating key physical servers to hyper-converged virtualized server environment
- Detected and mitigated multiple risks (Trojans, Hacking tools, etc.) on endpoint systems
- Continued implementation of Cyber Security Initiatives:
 - Continued implementation of Firewall Infrastructure and revised DMZ network design
 - Conducted security training initiatives, and campaigns
 - Deployed Enterprise Security Endpoint Protection and Enhanced Email Security
 - Detected and coordinated Security Incident Response for multiple incidents
- Deployed password manager for all vendors to protect misuse of City credentials
- Completed replacement of identified EOL VG204 devices used to convert analog to digital communication
- Replaced old water fountains with new water bottle fountains at several City parks and community centers
- Implemented the Plastics Ordinance at special events, within City parks and community centers, and on Hollywood Beach
- Launched a monthly volunteer cleanup program at Sheridan Oak Forest



- Protected a pair of mating endangered Burrowing Owls at Hollywood West Field
- Inspected and rehabilitated all tidal valves owned and operated by the City
- Started the development of the Standard Operating Procedure (SOP) to streamline activities within the Public Works Department including standardizing the purchase of equipment
- Started the implementation of a program that purchases supplies in a cost-effective manner and in a way that we can track the usage and be accountable
- Started the revision of the existing recycling ordinances in collaboration with Legal, create training programs for the residents, and put into place enforceable expectations with penalties
- Completed standard maintenance plan to all existing dunes; started the maintenance plan for the new dunes

FY 2022 MAJOR INITIATIVES

- Research grant opportunities that will assist with funding the Tidal Flooding and Seawalls project
- Continue to focus on sustainable design for all new construction and major renovations in the City; ensure work is certified to meet building standards and address energy efficiency, water conservation, site selection, material selection, day lighting and waste reduction
- Incorporate resilience and sustainability initiatives in the Comprehensive Plan update
- Ensure land development regulations are updated to address changes in State and Federal requirements
- Replace internal City facility WiFi equipment
- Complete Microsoft OneDrive migration pilot deployment
- Implement SSO as an authentication standard
- Coordinate City CyberSecurity Incident Response(s)
- Replace or upgrade the existing Automated Metering Infrastructure (AMI) system
- Maintain the City's stormwater system at the highest possible functionality until the Stormwater Master Plan is complete and ready for implementation
- Initiate odor suppression in conjunction with the sewer Air Relief Valves (ARV's)
- Work with Broward County on the implementation of new dunes in conjunction with the Segment III beach renourishment program
- Amend the ordinance on electric vehicle (EV) charging infrastructure to ensure it supports the growing need for EV charging locations
- Create an internal building energy efficiency and renewable energy readiness policy for all City buildings
- Create a policy for purchasing EVs for Fleet and a plan for adding EV chargers on City property for staff EVs
- Create a No Idling policy to bridge the gap between transitioning most of the City's fleet to EVs
- Continue to follow the Dune Maintenance Plan by inspecting the dunes, pruning woody plants, removing non-native invasive plants and litter, and reporting when native plants need to be added
- Provide information cards to businesses that sell balloons to inform their customers not to release them and the hazards of doing so
- Meet with restaurants and other relevant businesses to encourage voluntary compliance with the Plastics and Foam Free Ordinance
- Scan current resolutions, ordinances, minutes, and city deeds into Laserfiche, reducing paper copies
- Continue with the conversion of microfilm to digital
- Continue to improve/update Laserfiche database for easier retrieval process



Awards & Accolades



- Annual Achievement of Excellence in Procurement Award (AEP) from the National Procurement Institute
- Florida Beach Patrol of the Year award from the Florida Beach Patrol Chief Association
- Bogdan "Boki" Corsovic received the Florida Lifeguard of the Year 2021 from the Florida Beach Patrol Chief Association
- Distinguished Budget Presentation Award (2021) from Government Finance Officers Association (GFOA)
- 2021 Granicus Digital Government Award in the Tech Trailblazer category
- Raelin Storey, Director of Communications, Marketing and Economic Development, received the 2020 Leadership Hollywood Award



- Adam Reichbach, Assistant City Manager, received the Assistant for Excellence in Leadership Award from the Florida City County Management Association
- Hollywood Marina named a Clean Marina by the Florida Department of Environmental Protection and the Clean Boating Partnership for the 21st time in January 2021
- Parks, Recreation and Cultural Arts received 3rd place award from the Florida Festivals & Events Association (FFEA) SUNsational Awards for its Virtual Pet Pageant
- The City was awarded the 2021 Cigna Well-Being Award (Honorable), for its exceptional culture of health and wellness for its employees





Office of the City Manager
Dr. Wazir Ishmael
Mayor Josh Levy
Vice Mayor Linda Sherwood, District 6
Commissioner Caryl Shuham, District 1
Commissioner Linda Hill Anderson, District 2
Commissioner Traci Callari, District 3
Commissioner Adam Gruber, District 4
Commissioner Kevin Biederman, District 5