



2018

Citywide Accomplishments



October 15, 2018

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

Re: 2018 Fiscal Year in Review

Mayor, Vice Mayor, and City Commissioners:

As we look back on fiscal year 2018, I believe the past year will represent an important milestone in the City of Hollywood's history. Our steady commitment toward achieving sustainable prosperity for the residents, business owners and employees of Hollywood is meeting with success across each of the focus areas critical to a vibrant, resilient and thriving community. Through the collective efforts of the City's dedicated professional staff and your policy guidance, we are moving the City forward politically, socially, economically, and environmentally.

Over the past three years, the City of Hollywood has worked closely with Broward County on an Interlocal Agreement (ILA) to set aside an amount equal to at least 17% of the County's tax increment funding (TIF) obligation that would otherwise be paid to the Hollywood Community Redevelopment Agency (CRA) Beach District. These funds will now be available citywide to support vital measures for quality affordable housing, revitalizing neighborhoods and providing needed workforce training. This innovative endeavor is the first of its kind in Broward County and quite possibly the State of Florida. This funding will be used for initiatives such as residential property rehabilitation in low-to-moderate income areas; housing programs for home repair and purchase assistance; horizontal infrastructure including drainage, septic to sewer hookups, lighting, sidewalks and roadway paving; and work skills development programs.

This breakthrough agreement also provides the set aside amount for two prior years which amounts to \$3.7 million. Combined with the budgeted set aside amounts in FY2018 and FY2019, the expected total contribution to the City from the County's TIF obligation refunding is \$9.8 million through FY2019. Per the ILA, this arrangement will continue until the Beach District sunsets in FY2027. Additionally, the County will continue to provide the City funding for these activities in the amount of \$1,750,000 annually from FY2028 through FY2037.

The ILA also paves the way for the CRA Downtown District to be extended from FY 2026 through FY2031 on a non-TIF basis. In lieu of a County TIF obligation, the County will make five annual payments to the CRA in the amount of \$3 million starting in FY2026 to be used by the Downtown District for purposes or projects that would be consistent with the permitted uses of funding under Section 163.387(6), Florida Statutes.

The overall value of this ILA to the City is conservatively estimated at \$50 million, and when combined with the CRA refunding of an equal percent of the City's TIF obligation, represents a total estimated \$100 million in additional revenue to be invested City-wide over the next ten years.

Another significant achievement that required the steady, focused attention of the City administration, was reaching consensus in the multi-year effort to resolve the employee impacts of financial urgency. Developing a plan to restore retirement benefits creates the foundation needed for negotiating successful collective bargaining agreements with our employee unions that will take the City into the next decade.

This year also saw the results of the organizational changes we have made to streamline and consolidate operations, while seeking better and more efficient ways of doing business. This restructuring, combined with the skill and dedication of our employees, continues to provide a high level of municipal services with a smaller workforce. I am immensely proud of each of our Departments and Offices and the accomplishments achieved in their respective areas of responsibility during FY2018. Some of the highlights include:

- Completed the first phase of implementation of the City's new brand image and logo featuring a colorful sea turtle embedded within the Hollywood logo along with the tag line, "See Life." The implementation included new marketing collateral, trade show materials including backdrops and displays, restriping of vehicles, designing new letterhead, business cards and official documents.
- Facilitated the designation of two Opportunity Zones in Hollywood for tax deferred capital gains investment in the City in accordance with the federal government's Tax Cuts and Jobs Act of 2017.
- Launched the Commercial Property Improvement Program (CPIP) for businesses in a pilot program area along Hollywood Boulevard from Dixie Highway to I-95. The program provides matching grants of up to \$25,000 for exterior property improvements.
- Completed Phase 2 of the CCTV Program which provides coverage for the Downtown area.
- Reunited 68 individuals with supportive family members through the Family Reunification Program since its creation.
- The Crime Scene Unit has increased DNA recovery to positively identify subjects related to crimes throughout the City of Hollywood.

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- Through a series of internal business tax audits, Treasury has increased business tax registration by 13%, expanding the City's tax base, which has created an ongoing annuity of over \$100,000 to date. FY2018 business tax revenue has exceeded projections and budget by approximately 11.5% (\$231,000) for the current year and will continue to enhance revenue through ongoing internal audit initiatives.
- Worked, in conjunction with the Chief Civic Affairs Officer, on the renaming of Forrest Drive, Forrest Street, Hood Street and Lee Street to Freedom Drive, Freedom Street, Hope Street and Liberty Street. Mailed notices to more than 1,400 affected property owners on or adjacent to these streets. Held seven community events in conjunction with DMV to offer free no cost drivers' license replacement to the residents of these streets.
- Coordinated activities of the Charter Review Committee during their review of the Charter for possible referendum questions. The Committee held 26 meetings, reviewed all Charter sections and recommended nine questions for the November 2018 ballot.
- Worked with the City Attorney's office; the CRA; Office of Communications, Marketing & Economic Development; Parks, Recreation & Cultural Arts; and Police to develop an educational brochure, business/public outreach process, and enforcement process for the enforcement of Chapter 97.05 pertaining to the banning of non-biodegradable plastics and polystyrene, Styrofoam, etc. for business establishments located east of the intra-coastal waterway.
- Partnered with Florida Power & Light (FPL) to identify a conversion strategy that would provide for City wide retrofit of FPL-owned streetlights to an LED platform.
- Implemented Q-Less, a mobile queue management solution designed to eliminate lines and reduce wait times for customers seeking to apply for a building permit.
- Negotiated and entered into a Memorandum of Understanding with the International Association of Firefighters (IAFF) regarding FY2018 salary increases, pension changes and insurance premiums.
- Negotiated and entered into a Memorandum of Understanding with the Police Benevolent Association (PBA) regarding FY2018 salary increases.
- Conducted 164 unique recruitments, received and reviewed 12,691 applications, hired 137 new employees, and promoted 51 employees.
- Detected and mitigated 83 risks and mitigated trojans, hacking tools, etc. on end point systems.
- Provided weekly bandwidth management for all City employees including:
 - Intercepting 44,000 malware,
 - Intercepting 4,600 spyware/adware,
 - Intercepting 1,000 phishing attacks,
 - Providing 150 gigabytes of internet content every work day, and
 - Blocking 200,000 attempts at accessing banned content by the City.
- Resolved 6,689 requests for service for technology related problems.

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- Managed 337 Blanket Purchase Orders (BPOs) valued at \$44 million.
- Received 8,709 requisitions and issued 8,390 Purchase Orders (POs).
- Processed the following:
 - 15 Request for Proposals (RFPs),
 - 28 Piggy-Backs,
 - 20 Formal Bids,
 - 10 Quick Quotes,
 - 31 Sole Source,
 - 73 Resolutions, and
 - 104 City Manager Memos.
- Worked with State Legislators, Chief Civic Affairs Officer, and lobbyists to introduce limited anchoring recreation zone legislation for North Lake and South Lake.
- First in Broward County to introduce an Aqua Cycling program at the Driftwood Community Pool. Aqua Bikes were purchased using CDBG grant funding. This program will address the increasing demand for additional fitness and wellness programs.
- Maintained 8th Rescue full-time in-service and 9th rescue in service as a peak truck.
- Completed successful negotiations and short-term solid waste contract extensions for Commingled Disposal (Waste Management), Recyclables Processing (Waste Connections {previously known as Progressive), Solid Waste Disposal (Waste Connections), and presently negotiating with Waste Pro for short term contract extension for solid waste, recycling and commingled collections, and with Broward County for the Household Hazardous Waste drop off, collection and disposal, and used paint recycling programs.
- Implemented a lease-to-purchase program for 45 new Chevy Tahoe Police pursuit vehicles and 6 sedans.
- Facilitated necessary approvals for the following:
 - Major projects such as 441 ROC, Sintavia, and Joe DiMaggio Children's Hospital,
 - Renovations and expansion of Terminal 25 at Port Everglades, and
 - Public-private partnerships for a 12 unit residential development and a 120 unit age restricted residential development.
- Revamped the building permit search on the City's website to manage plan review comments in order to facilitate the process.
- Over 12,000 permits anticipated with over 64,000 inspections expected to be performed for the fiscal year with associated revenue of more than \$15 million.

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These achievements are a testament to the high expectations our employees set for themselves and their intense commitment to public service, teamwork and innovation. We have created an environment in which initiative and collaboration are both encouraged and expected. As we head into FY2019, we will be focused on building upon the successes of FY2018 by pushing forward with priorities such as:

- Expanding partnerships and establishing new relationships for affordable housing projects.
- Completing the ERP implementation of the finance, procurement, human resources and budget modules.
- Reduce calls for service by addressing nuisance locations that incur large volumes of calls for service.
- Participate in the Task Force “Community Action Team” which addresses the national issue of drug overdoses.
- Complete Phase 3 of CCTV Project and expand westward throughout the City.
- Implement “Talk with a Cop” meetings between Neighborhood Team Leader Officers (NTL’s) and the youths of Hollywood.
- Engage employees and improve the overall skills of the workforce to support the City’s priorities by:
 - Offering 12 supervisory training classes,
 - Offering 6 administrative training classes, and
 - Training 700 employees in City training programs.
- Analyze and reform the civil service ordinance, rules and regulations, and the application and examination procedures.
- Hold a November 2018 City General Election for Commissioner in Districts 1, 3, and 5 and nine Charter referendum questions.
- Develop customer service enhancements to improve the constituent experience and the general public perception of the permitting process.
- Provide a simplified online experience to better assist customers with understanding the permitting process and the correlating documentation required by the various codes.
- Continue paper to digital conversion by:
 - Eliminating costly and paper intensive submittals,
 - Introducing electronic applications, submittals, and review for the Development Review Process,
 - Supplying tablets for the Boards to use during meetings, eliminating the need to compile and deliver monthly Board packages to members.
- Coordinate rewrite of the Comprehensive Plan in conformance to Broward County’s new Comprehensive Plan and Hollywood’s vision.

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- Oversee the deployment of new lifeguard towers and first aid stations including testing of the first two prototypes.
- Open the new Fire Station 45.
- Begin construction of Royal Poinciana sewer expansion and water main replacement project.
- Begin the installation of new sewer and water systems in the 441 Corridor and the Washington Park/Lawn Acres neighborhoods (septic-to-sewer).
- Complete the design of Driftwood septic-to-sewer conversion phase I.
- Purchase new auxiliary pumps for flooding mitigation in the Lakes area.
- Create a new community garden at Oak Lake Park.
- Eliminate plastic wrapped candy canes used for the Candy Cane Parade to comply with City codes.
- Update the Parks Master Plan.
- Partner with FPL to implement a conversion solution that will provide for City-wide retrofit of FPL-owned streetlights to an LED platform.
- Increase Code Compliance Division use of administrative citations by 75% for faster compliance on minor property maintenance violations avoiding the lengthier Magistrate process when possible.
- Initiate and complete a comprehensive study evaluating current solid waste collection and disposal, recycling collection and processing, bulky waste and vegetative waste collection and disposal contracts.
- Increase business tax compliance through a series of internal business tax audits and increasing year over year business tax revenue by 10%.
- Expand the Commercial Property Improvement Program launched in 2018 to other commercial corridors as a way to improve the appearance of the corridors and incentivize private property reinvestment in aging commercial properties.
- With additional workforce training funding now identified, CMED, in partnership with SBDC will develop a Microenterprise Assistance Program to provide financial assistance to help small companies expand and provide them with technical assistance for business growth. Details of the program will be established and brought to the City Commission for approval in FY2019.
- Finalize and implement the City's first Economic Development Strategic Action Plan for FY2019 to FY2021. The draft plan is being distributed to gain stakeholders input and will be brought forward for adoption in December 2019. Rollout of the strategic actions are planned in FY2019.
- Coordinate the community outreach and education component of the GO Bond initiative including video productions, public relations, media relations, community meetings, website content, social media content, advertising, direct mail, outdoor and other printed collateral.

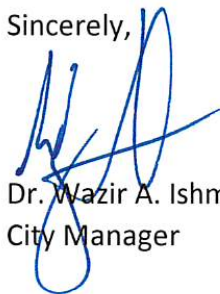
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- Negotiate five collective bargaining agreements.
- Pursue solutions for anchoring in North and South Lakes.
- Promote and market the sponsorship package.
- Host and produce ticketed concerts at ArtsPark.

As I review all that has been accomplished and look ahead to achieve these ambitious goals, I am immensely proud of our Hollywood team and honored to lead the administration of one of Florida's premier cities. With the support and vision of our City Commission and the engagement and partnership of our residents and business owners, we will continue to make important strides in achieving sustainable prosperity and building a secure future for the City of Hollywood.

Sincerely,



Dr. Wazir A. Ishmael
City Manager

2018 DEPARTMENTAL HIGHLIGHTS

POLICE

- Experienced a decrease in Part 1 crimes citywide.
- 1st Quarter of 2018 compared to 1st Quarter 2017 has shown an 18% decrease in vehicle burglaries, as well as a 40% decrease in residential/business burglaries citywide.
- Coordinated outside speakers to teach tactical leadership for supervisory personnel.
- Completed Phase 2 of the CCTV Program which provides coverage for the Downtown area.
- Crime View Dashboard software has been implemented for supervisors and officers assigned to Specialized Units.
- School Resource Officers instructed the Gang Resistance Education and Training (GREAT) curriculum at all of Hollywood's public elementary and middle schools reaching approximately 1,800 students.
- Conducted license plate reader operations citywide to promote crime reduction.
- Implemented the Trip Wire Program that was modeled after an FBI program which partners with local businesses to combat terror threats.
- Replaced aged department issued handguns.
- Purchased handgun holster and lighting systems for all sworn personnel.
- Streamlined the structure of the Neighborhood Problem Solving Teams.
- Increased officer abilities and knowledge regarding DUI Investigations.
- Utilized social media platforms to improve the Hollywood Police Department's image and provide information to the public.
- Developed external partnerships with faith based organizations to assist community outreach programs such as the Police Athletic League.
- Partnered with the Special Olympics Torch Run and raised \$9,511 in donations.
- Coordinated youth programming initiatives to include National Walk to School with a Cop and Chief for a Day programs.
- Maintained assignment of one officer to the Joint Terrorism Task Force (JTTF).
- Participated in the Florida Department of Highway Safety and Motor Vehicle Arrive Alive traffic education and enforcement campaign.
- Upgraded videotaping and technology in the Criminal Investigations Division interview rooms.
- Additional coverage of CCTV Program to the central beach area (Charnow Park).
- Installed new Uninterrupted Power Source (UPS) for Police Radio Antennas.
- Completed installation of internal and external cameras at Police Headquarters.
- Partnered Hollywood Youth Ambassadors (11 students representing Hollywood area high schools) with city leaders for insight into democratic, legislative and leadership practices.
- Hollywood Youth Ambassadors participated in the Broward Youth Policy Summit Program.



- Reunited 68 individuals with supportive family members through the Family Reunification Program since its creation.
- The Crime Scene Unit has increased DNA recovery to positively identify subjects related to crimes throughout the City of Hollywood.
- Awarded \$58,304 from the 2018 EMLEG Grant (Enhanced Marine Law Enforcement Grant).
- Implementation of Focused Deterrence to Criminal Investigations Division, Violent Crimes Unit. The Hollywood Police Department is working with the Department of Justice, Broward State Attorney's Office and the Department of Corrections-Probation and Parole Division to use every legal means to prevent habitual violent offenders from re-offending within our community. This approach, known as "Focused Deterrence," was previously implemented with the Department's Offender Based Domestic Violence Initiative which resulted in a decrease in domestic violence incidents.
- Partnered with Memorial Regional Hospital and Kindred Hospital to address the issue of drug overdoses within the City of Hollywood by creating public service announcements in the form of print media discussing opioid use, addiction and treatment. The information was distributed throughout the city. The Department also worked with healthcare officials to identify sources of medication designed to reverse the effects of an opioid overdose which can be administered by officers in the field.

CITY CLERK

- Prepared for a November 2018 City General Election including ten candidates for Districts 1, 3 and 5 and nine Charter referendum questions.
- Served as liaison, along with the Chief Civic Affairs Officer, to the Charter Review Committee during their review of the Charter for possible referendum questions. The Committee held 26 meetings, reviewed all Charter sections and recommended nine questions for the November 2018 ballot.
- Worked, in conjunction with the Chief Civic Affairs Officer, on the renaming of Forrest Drive, Forrest Street, Hood Street and Lee Street to Freedom Drive, Freedom Street, Hope Street and Liberty Street. Mailed notices to the affected property owners on or adjacent to these streets, 812 for Lee, 375 for Hood and 264 for Forrest. Posted 71 signs on the affected streets providing notification. Attended and worked with the DMV for the seven community events to offer free no cost drivers' license replacement to the residents of these streets.
- Placed 45 legal advertisements in the newspaper to comply with State Statues and City Codes.
- Posted 509 Sunshine Notices for the City to hold various meetings and events.
- Coordinated with the Broward County Supervisor of Elections and various City departments to ensure that during early voting at the City Hall Library issues such as parking, appropriate signs, lighting and trash cans were addressed.
- Chaired the Naming Review Committee to review and revise the Naming & Renaming of City Facilities and Street Policy which will be coming before the Commission in October for approval.
- Staffed 20 Commission meetings and 26 special meetings/workshops and community meetings.
- Processed 28 Commission meeting minutes and 47 sets of workshop minutes.
- Processed through Legistar a total of 399 Resolutions, 45 Ordinances and 73 presentations for placement on meeting agendas. Provided refresher training on Legistar agenda management program for compliance.
- Coordinated the voting initiative for the establishment of the Emerald Hills Safety Enhancement District including mailing 510 ballots. Verified completed ballots resulting in 229 "yes" votes and 91 "no" votes on the creation of the District.
- Accepted bid proposals and attended the 45 bid openings.
- Accepted and processed 91 applications for 107 vacant/expiring positions on the City's 20 boards and committees.
- Processed the submission of 1,027 boxes for the transmittal of records for storage by the various departments/offices.



- Processed 402 requests for retrieval of boxes from off-site storage.
- Monitored GovQA, a public records management program, for compliance with 3,715 total requests submitted, of which 2,726 were handled by the City Clerk's Office. Held several group and individual training sessions.
- Updated the Citywide Records Management Policy to align with the State's regulations and the City's operational needs.
- Reviewed a minimum of 1,800 boxes in storage, updating the inventory in accordance with State Statutes. To date, 2,227 boxes in storage have been reviewed and updated.
- Provided annual records management training for City employees for records law compliance by holding individual staff training along with two one-day training sessions.
- Improved upon the current historic collection system to allow for greater manageability, research ability and retrieval of historical documents by creating a spread sheet in which the collections were organized by department.
- Facilitated closure of the Copy Center to include disposition of equipment.
- Processed 614 boxes of records to be destroyed.
- Processed and collected funds for 82 lobbyist client registrations.
- Processed the routing for staff signature of 207 contracts.

COMMUNICATIONS, MARKETING AND ECONOMIC DEVELOPMENT

- Completed a draft Economic Development Strategic Plan. CMED drafted the City's first Economic Development Strategic Action Plan beginning FY2019 to FY2021. The draft was distributed to gain stakeholder input, finalize strategic actions and will be presented to the Commission for adoption and implementation to take place in FY2019.
- Completed the merging of the Office of Public Affairs and Marketing with the Office of Economic Development to become the combined Office of Communications, Marketing and Economic Development (CMED). Began planning for the relocation of the office to bring all office personnel into one office space for greater efficiency.
- Completed the first phase of implementation of the City's new brand image and logo featuring a colorful sea turtle embedded within the Hollywood logo along with the tag line, "See Life." The implementation included new marketing collateral, trade show materials including backdrops and displays, restriping of vehicles, designing new letterhead, business cards and official documents. Additionally, CMED managed the distribution of the logo to all partner agencies, and coordinated with the CRA to deploy the new logo and brand image in its marketing materials, advertising and signage. CMED has finalized designs and secured funding for new signage at City Hall and new gateway signage for the South Florida Design and Commerce Center in coordination with Development Services.
- Developed and executed an Economic Development Marketing Plan with Ambit Advertising and Marketing. The plan included multiple marketing events with business publications and industry organizations, as well as ads and advertorials in targeted publications and websites to position the City as an ideal location for the expansion of target industries. Staff managed all design work and event coordination. Development of media buy for FY2019 will be completed in October 2018.
- Facilitated the designation of two Opportunity Zones in Hollywood for tax deferred capital gains investment in the City in accordance with the federal government's Tax Cuts and Jobs Act of 2017.



- Launched the Commercial Property Improvement Program (CPIP) for businesses in a pilot program area along Hollywood Boulevard from Dixie Highway to I-95. The program provides matching grants of up to \$25,000 for exterior property improvements. Conducted extensive outreach yielding a 25% response rate from businesses in the pilot program area. As of September 2018, three applications have been approved for funding.



- Completed the final phase of the transition to full HD video from analog video in the Commission Chambers. Staff upgraded the Video Production Broadcast Server and corresponding routers and wiring in August 2017 and completed the audio/video presentation upgrade in the City Commission Chambers in January 2018. Upgrades to the appearance and function of the Chambers impact both broadcast and non-broadcast meetings and events.

- Increased reach and followers for the City’s social media sites through the daily administration of the sites. Since October 1, 2017, Facebook has grown by almost 2,000 followers. Twitter has earned nearly 700,000 impressions for City Tweets in the same time frame. The City’s LinkedIn account has grown by more than 150 followers and YouTube channel has earned more than 36,000 views and 88 new subscribers.

- Executed all emergency communications and public outreach related to Hurricane Irma and the ongoing impacts of the storm and debris removal. Staff maintained constant contact with residents before, during and after the storm via updates to the City’s website, social media accounts, via email and CodeRED Alerts producing videos and issuing hundreds of notifications.



- Coordinated media requests and provided public relations support on issues that garnered national media coverage including the death investigation at the Rehabilitation Center at Hollywood Hills, the initiative to rename City streets, the saltwater croc on Hollywood Beach, events such as the Candy Cane and St. Patrick’s Day Parades and Complete Streets projects. Managed dozens of media requests and interviews, as well as public records requests related to the Hollywood Hills Rehab Center deaths providing on site assistance for multiple days and continuing to address a high volume of requests in coordination with the Police Department and City Attorney’s Office for several weeks following the tragedy.

- Provided coordination, research and support for the City’s General Obligation Bond initiative including project planning, community outreach, presentation and website development. Secured and managed initial consultant contracts related to research and outreach.

- Acquired and implemented a Client Relationship Management (CRM) system designed for Economic Development Organizations. This CRM system provides a predictive analytical tool for Business Retention and Expansion and allows staff to easily track and report their work with the City’s small businesses.

- Initiated a relationship with BrowardSCORE to host regular workshops for small business development and entrepreneurs. Hosted 12 business workshops including Dominate your Industry Online, Facebook Advertising, Thinking of Owning a Business, Building and Effective Online Presence, Insights on Financial Planning, Sourcing Capital for Business, International Women in Business - 11 Steps to Export, Cyber Security, Marketing your Business, Search Engine Optimization and more.

- In coordination with the CRA, achieved a \$200,000 Station Area Master Plan Grant and facilitated the master planning process with the Treasure Coast Regional Planning Council. The finalized Station Area Master Plan will be completed in October 2018.

- In coordination with the CRA and Procurement Services, researched and initiated a request for proposals for a transportation circulator service for downtown Hollywood and Hollywood Beach.

- Collaborated with the Greater Hollywood Chamber of Commerce and Leadership Hollywood on the second annual SPARK|Hollywood event and SPARK Speaker Series, which included a meet and greet with South Florida venture capitalists and entrepreneurs.

- In coordination with Memorial Regional Hospital, Leadership Broward, and the Hollywood Chamber of Commerce created and implemented the first official TEDx event in Hollywood, TEDx YoungCirclePark.
- Increased engagement with economic development organizations and industry associations including NAIOP, International Economic Development Council, Florida Economic Development Council, Greater Fort Lauderdale Alliance, Greater Fort Lauderdale Realtors Association, South Florida Office Brokers Association, International Council of Shopping Centers and Society of Industrial and Office Realtors to promote development/redevelopment opportunities in the City. Organized a familiarization tour for the Greater Fort Lauderdale Alliance providing information on new zoning, new housing, retail and commercial real estate projects planned, under construction or recently completed within the City.
- Completed 40+ Business Retention visits with major employers and businesses in key target industries to gauge plans for future growth, assess issues and offer technical assistance.
- Worked with the Broward Metropolitan Planning Organization on the development of the State Road 7 - Hollywood Boulevard Mobility Hub.
- Worked in partnership with the Small Business Development Center to offer business assistance programs to businesses affected by roadway construction on Hollywood Boulevard and Johnson Street.
- Coordinated the maintenance of more than 1,000 web content pages and dozens of applications on the City's main website and economic development website providing staff training to ensure content is up-to-date and in compliance with ADA Rules.
- Provided video production services for City events and community partnerships such as CareerSource Broward, Sunday in the Park, Hollywood Happy Day, TEDX Young Circle Park, Candy Cane Parade, St. Patrick's Day Parade and Event Sponsorship Video.
- Completed production and coordinated printing and distribution of four issues of New Horizons magazine compiling, writing and editing stories on programs and services from multiple departments. Magazine is currently emailed to 27,000 and distributed via direct mail to almost 500 households.



PARKS, RECREATION AND CULTURAL AFFAIRS

- Initiated development of a sponsorship program and video in conjunction with CMED.
- Drafted scope of work for a request for Proposals (RFP) for a consultant to create a Parks Master Plan. RFP was issued and is expected to be presented to Commission in late 2018.
- Streamlined organizational structure of Department to gain efficiencies.
- Increased number of Open Play Table Tennis Program registrants by 33%. Currently serving approximately 60 participants.
- Renovated and improved recreation and community center webpages to provide more descriptive narrative and easier access to senior, youth and teen programs offered throughout the City.
- Introduced Leaders in Training (L.I.T) program to involve local teens (ages 13-17) in summer camp programs in the community centers. Sixteen teens participated and received community service hours required for high school graduation.
- First in Broward County to introduce an Aqua Cycling program at Driftwood Community Pool. Aqua Bikes were purchased using CDBG grant funding. This program will address the increasing demand for additional fitness and wellness programs in Hollywood.
- Partnered with BPV Services to provide Florida Gold Coast sanctioned Broward County Senior Games Shuffleboard Tournament at Shuffleboard Center.

- ArtsPark Advisory Board partnered with the School Board of Broward County to offer AP Sound Stage Concert Series which included five free Saturday evening concerts held at the ArtsPark Amphitheater featuring local schools: Beachside Montessori Village, Marjory Stoneman Douglas Orchestra, Driftwood Middle, Bethune Elementary, and Hollywood Hills Chorus.
- ArtsPark Advisory Board hosted Pet Palooza, which featured nine pet-related vendors and resulted in six pet adoptions.
- Offered free concerts at ArtsPark featuring tribute bands (Billy Joel, Tina Turner, Aerosmith, Katy Perry, Styx and the Beatles) which occurred on the 2nd and 4th Saturdays, July through September.
- Worked with State Legislators, Chief Civic Affairs Officer, and lobbyists to introduce no anchoring recreation zone legislation for North Lake and South Lake.
- Installed ten new LED lighting fixtures at the ArtsPark playground and upgraded fourteen light pole fixtures to LED in the center plaza and Palm Court. This conversion reduces electric consumption and reduces light glare and spillage.
- McNicol Community Center after school care program is now funded through the Children Service Council MOST Grant of \$149,900 which covered staff and operating expenses.
- Experienced a 31% increase in adult aquatic programming including; master swimming, swim lessons, aqua Zumba, water aerobics. (52 additional registrants in the programs. \$2,900 in additional revenue).
- Increased rental and youth activity revenue at community center (21% \$4,902 Boulevard Heights, 1% \$95.82 Driftwood, 2% \$122 Kay Gaither, 94% \$6,340 McNicol and 35% \$6,042 Washington Park).
- Increased dockage revenues, which are currently running 7% (\$34,128) over last year.
- Updated dockage agreement to an online customer friendly fillable form.
- Awarded four year contract for Visual Arts High Bay Workshop. Contract expected to stabilize revenue stream.
- Awarded beach concession agreement to Boucher Brothers Hollywood Beach, LLC. Annual revenue is expected to increase (double) to \$140,000 in year one.
- Increased memberships at David Park Tennis Center to 180, achieved annual gross revenues of just under \$400,000, created youth/adult programs and invested over \$50,000 into the tennis program. The Center is managed by All Florida Tennis, LLC (d.b.a. Smatts' Tennis).



FINANCE ACCOMPLISHMENTS

- Received the Certificate of Achievement for Excellence in Financial Reporting for the FY 2016 CAFR from the Government Finance Officers' Association for the 42nd consecutive year.
- Received the Distinguished Budget Presentation Award for the FY 2018 Budget Book from the Government Finance Officers' Association for the 22nd consecutive year.
- Senior Management and Budget Analyst Neesha Bajere was awarded the designation of Certified Government Finance Officer from the Florida Government Finance Officers' Association.
- Through a series of internal business tax audits, Treasury has increased business tax registration by 13%, expanding the City's tax base, which has created an ongoing annuity of over \$100,000 to date. FY 2018 business tax revenue has

exceeded projections and budget by approximately 11.5% (\$231,000) for the current year and will continue to enhance revenue through ongoing internal audit initiatives.

- Treasury conducted an internal study of residential properties identified as potentially non-compliant based on database comparisons of the City's Local Business Tax and Utility Billing Systems. In this evaluation, 2,175 property owners were identified and contacted.
- After successfully rolling out the Clover point of sale system in Building to create a more streamlined customer experience, Treasury is facilitating the Building Escrow Program for one of the City's larger users, Pulte. In addition to providing continuing support for the Clover point of sale system, we have dedicated staff assigned to manage the permit payment application and reconciliation of the Building Escrow Program totaling approximately \$2M in transactions to date. In doing so, Building has benefited by saving staff resources, point of sale costs (\$30,000) and avoiding increased wait times for other customers.
- Streamlined the emergency alarm program by researching and closing in excess of 750 inoperative accounts and registering over 950 alarm users who were not in compliance during past 12 month period.
- Improved turnaround time for lien searches reports, reducing time down to 3-5 business days for standard service and 1 business day for expedited requests. This has resulted in Hollywood offering one of the fastest turnaround times in the County.
- Collaborated with the Fire Department to complete two comprehensive rate studies related to Fire Assessments.

PUBLIC UTILITIES

- Rehabilitated ten spiractors in the lime-softening process at the Water Treatment Plant (WTP).
- Started the replacement of all pumps and motors and associated piping at the high service pump room at the WTP for pumping finished water to the distribution system.
- Replaced and installed two new lime slakers for supplying lime for the water softening process at the WTP.
- Continued with the residential meter replacement program.
- Promoted and implemented the Water Conservation Program (Toilet Rebates).
- Continued with the upkeep of the treatment plants and infrastructure to reduce the likelihood of water main breaks and catastrophic treatment failures.
- Replaced two existing de-gasifiers, which were beyond their useful lives, at the WTP with new ones to remove hydrogen sulfide from raw water.
- Continued enforcing the backflow compliance program.
- Completed the design of new water mains for the Royal Poinciana neighborhood.
- In coordination and partnership with FDOT, continued with the installation of new water mains system on SR7.
- Painted structures at Public Utilities, including clarifiers, deep injection well pump stations, chlorine odor scrubber and piping, to improve the appearance of the facilities and increase civic pride.
- Held two workshops for City Commission direction on options for septic to sewer conversion.
- Completed the replacement of the reuse pumps with new more powerful ones to provide greater volume and pressure in the reuse distribution system.
- Completed Phase I of new operating protocols and PLC programming upgrades for Wastewater Treatment Plant (WWTP) processes as part of a plan to completely automate the running of the WWTP to gain efficiencies and reduce costs.



- Discussed with the City of Miramar a contract document for reuse credits to meet the requirements of the ocean outfall legislation.
- Applied to FDEP for the permits to install two new deep injection wells to divert effluent flows for the ocean outfall closure in March 2018.
- Continued with the upkeep of the Treatment Plants and infrastructure to reduce the likelihood of sewer breaks and catastrophic treatment failures.
- Obtained approval from the Commission for design services new sanitary sewer expansion for the 441 Corridor, 441/ Hollywood Hills, Washington Park/Lawn Acres, Driftwood Phase I, Driftwood Phase II, Boulevard Heights, and North Central.
- Replaced 40-ton A/C unit for the influent electrical control building at the WWTP.
- Rehabilitated the return activated sludge #2 pumping facility at the WWTP.
- Construction of new sanitary sewers (septic-to-sewer) for Johnson Street commercial corridor began and will be completed by October 2018.
- In coordination and partnership with FDOT, continued with the installation of sanitary sewer system on SR7 to replace the existing septic systems.
- Completed the design of new sanitary sewers for the Royal Poinciana neighborhood.
- Purchased six new auxiliary pumps for stormwater to address North and South Lake flooding.
- Rehabilitated large capacity pumps at stormwater pump stations No. 1 and No. 8 in the Lakes area.
- Installed new drainage infrastructure on 11th Avenue, from North Southlake Drive to Harrison Street in South Lake and on 15th Avenue, from Grant Street to Arthur Street in North Lake.
- Implemented new Munis CUBE reporting to facilitate auditing the utility billing processes.
- Worked with Aclara to replace 34 Data Collection Units (DCU) to allow new type of Meter Transmitting Units (MTUs) to transmit data to utility billing and to reduce the number of failing MTUs.
- Improved water and sewer collections process and lowered total amount outstanding by approximately \$1.3M.
- Applied for hazard mitigation grants for backup generators for stormwater pump stations and sanitary sewer pump stations that could have a positive benefit on the quality of life of our residents.
- Sought grant funding to convert septic to sewer systems to reduce impact to groundwater.
- Obtained low interest financing (State Revolving Funding – SRF) for water and sewer capital projects.
- Continued the water main, and the stormwater infrastructure replacement programs throughout the City.
- Received approval for a new Asset Management Software system (Cityworks).

FIRE RESCUE & BEACH SAFETY

- Responded to over 33,000 Fire and EMS emergency calls with over 13,600 transports in 2017.
- Rescued over 220 swimmers, treated over 1200 first aids, responded to over 130 medical emergencies, and reunited over 120 individuals with their family members.
- Maintained the ISO Class 1 ranking earned in 2001, 17 consecutive years.
- Provided safety for almost 7.5 million visitors to our beach in 2017.
- Maintained 8th rescue full-time in-service and 9th rescue in service as a peak truck.

- Continued with construction of Station 45 which is anticipated to be open in fall 2018.
- Visited several area schools and gave presentations about water safety, including ocean conditions, respective warning flags and how to stay safe when visiting the beach.
- Provided 48 Fire Safety presentations/demonstrations throughout the City.
- In conjunction with Memorial Hospital, the Department participated in several “Grand Rounds” which allow medical professionals to share their insights on specific medical conditions and patient treatments including: management of hemorrhagic shock and airway in trauma, toxicology and management of overdose patients, orthopedic trauma and cardiac arrest.
- Participated in several active killer drills and seminars, implemented specialized training on opioid use and distributed opioid use reduction kits to the public.
- In conjunction with the Police Department and Public Affairs staff, created several seasonal YouTube videos regarding hurricane response generator use and holiday tips.
- Held two recruit classes, training twenty-three firefighters.
- Supplied beach safety personnel with Stop the Bleed kits, four pulse oximeters and glucometers to provide additional tools for patient assessment.
- Fire Marshal Washburn was appointed as a Technical Committee member of both the National Fire Protection Association (NFPA) 1, Fire Code and NFPA 101, Assembly Occupancy chapters.
- Partnered with Memorial Regional Hospital in providing ride times with over 100 nurses.
- Created Firefighter Fridays with Memorial Regional Hospital. Each month Hollywood Fire Rescue personnel with Fire and Rescue apparatus visits children at Joe DiMaggio Children’s Hospital who are battling various life threatening illness.
- Two scholarships were awarded to deserving fire cadets to attend the Barry College Fire Academy at the Hollywood Fire Rescue training facility. The scholarships pay for the training required to become a State of Florida Certified Firefighter. The scholarships were funded through a combination of Hollywood Explorer Program fundraisers and donations from the Hollywood Fire Rescue Benevolent Association.
- Purchased a gas detection device for Monday night ArtsPark food truck events to detect harmful gas leaks.
- Replaced outdated and/or inoperable fire equipment including fire engine hose, thermal imaging cameras, intersection traffic control devices, apparatus bay exhaust systems, and four beach safety all-terrain vehicles (ATV’s).
- Modified three spare patient stretchers to be compatible with the hydraulic power loader system to minimize the “Out of Service” time when power stretchers are being serviced.
- Updated the Departments procedures manual.
- Five personnel from the Fire Prevention Division received certifications including National Fire Prevention Association (NFPA) Plans Examiner and NFPA Fire Inspector.
- Held another successful Junior Lifeguard program with over 300 children participating during our five week schedule.
- Beach safety personnel participated in the United States Lifesaving Association National Championships in Virginia Beach, Virginia and brought home eight gold medals, eight silver, and two bronze.
- Beach safety personnel participated in the United States Lifesaving Association Regional Championships in Flagler Beach, Florida and brought home twelve gold medals, four silver, and three bronze.
- Conducted three days of training in conjunction with Joe DiMaggio Children’s Hospital on Ocean Water Rescue Pediatric Drowning response. Participants also included Hollywood paramedics.
- Participated in County-wide Automatic/Mutual Aid Committee, Premier One Cad Implementation Committee and FireRMS Governance Board Committee.
- Initiated a dispatcher ride along program to enhance familiarity with the City of Hollywood.

- Worked in cooperation with the CRA and Public Works to negotiate a contract to provide architectural and engineering service for twenty one lifeguard towers and first aid stations.
- In coordination with the City's negotiation team, negotiated a new MOU with the International Associations of Firefighters and continued negotiations on new contract.
- Awarded an \$115,000 grant from the 2017 FEMA Assistance to Firefighters (AFG) Grant program to purchase five Bunker Gear Washer/Dryers Extractors to reduce firefighter exposure to harmful contaminants.
- Awarded a \$60,000 2017 Florida Department of Health Emergency Medical Services (EMS) grant to purchase for four automated cardio-pulmonary resuscitation devices.
- Applied for a 2018 Florida Department of Health Emergency Medical Services (EMS) grant to purchase five automated cardio-pulmonary resuscitation devices.
- Awarded a \$12,000 grant from Urban Area Security Initiative (UASI) to outfit every rescue and Battalion Chief vehicle with mass hemorrhage control equipment.
- Awarded a \$10,000 Fire House Subs grant to purchase 10 video laryngoscopes which will allow first responders to enhance patient care during intubations.



- Awarded a \$10,000 Hartford Foundation grant to implement a public safety education program which included distributing kitchen fire safety kits to 33 non-sprinkled high rises with 4,533 dwelling units.
- Completed the first year of the 2015 Staffing for Adequate Fire and Emergency Response (SAFER) grant program which funds six firefighters over a two-year period to enhance fire safety and suppression capabilities on fire scenes.
- Participated in a county-wide EMS Grant to purchase 1,624 "Stop the bleed" kits which were distributed to 18 agencies throughout Broward County.
- Participated in a Regional FEMA Assistance to Firefighters Grant to purchase communication equipment throughout Broward County.
- Partnered with Broward County School Board to place Bleeding Control Kits in every school.
- Partnered with Hollywood Police Department to develop Rescue Taskforce in the event of an Active Shooter scenario.



- Received 58 ballistic vests and helmets to equip each engine and rescue for active shooter events.
- Implemented a lease program for two GMC vehicles to replace beach safety vehicles that were past their useful age.
- Received grant from the Florida Department of Health of 300 doses of Narcan to combat opioid overdoses.

HUMAN RESOURCES

- Analyzed and drafted first round revisions to the Civil Service Ordinance, Rules and Regulations, and the application and examination procedures. Human Resources discussed needed revisions with the Civil Service Board who agreed revisions were warranted.
- Reviewed, revised and received approval to implement revisions to six human resources policies.
- Compiled, analyzed and prepared the City's annual Equal Employment Opportunity Plan.

- Compiled an EEOP report for applicable departments/offices to submit with our federal grant requirements.
- Facilitated three Sick Leave Pool Meetings.
- Held four Health Insurance Committee Meetings.
- Assisted with Phase 1 of the ERP integrating HRIS baseline information into Oracle from Ascentis.
- Supported the General Employees' Pension Plan with administration for seven weeks while the board searched for a new Administrator/Director.
- Negotiated and entered into a Memorandum of Understanding with the International Association of Firefighters (IAFF) regarding FY18 Salary increases, Pension Changes and Insurance Premiums.
- Negotiated and entered into a Memorandum of Understanding with the Police Benevolent Association (PBA) regarding FY18 Salary increases.
- Began negotiations with IAFF, PBA, and AFSCME's three collective bargaining units for successor collective bargaining agreements.
- Held 10 successor contract negotiation sessions with AFSCME, 8 with the IAFF and 9 with the PBA.
- Processed 19 discipline notices.
- Processed 16 suspensions.
- Processed 15 written reprimands.
- Processed one EEOC case filing.
- Processed 17 grievances.
- Processed 67 FMLA requests.
- Collected \$4,412.74 of insurance dues deductions owed to the City from 16 employees while out on FMLA leave without pay.
- Reviewed 62 job classifications (Meeting with each employee and going through a crosswalk/questionnaire for each position), reached agreement with AFSCME Local 2432 and filed joint unit clarification petitions for all three collective bargaining units (General, Professional, and Supervisory) with the Public Employees Relations Commission. (A unit clarification petition had not been completed since 2000.)
- Conducted 164 unique recruitments, received and reviewed 12,691 applications, hired 137 new employees and promoted 51 employees.
- Improved the turnaround time of processing new hire and promotional personnel action forms within the office from 4 days in FY2016 to 2 days in FY2018.
- Assisted departments/offices with the development or revision of 28 job descriptions and conducted the review of 9 reclassification requests.
- Formally trained 70 hiring managers and relevant employees on the City's recruitment lifecycle and efficient use of the City's applicant tracking software.
- Processed 77 online volunteer applications, background checks and placed 28 volunteers, interns and summer youth.
- Hosted the Annual Volunteer Recognition Reception for 190+ people which was an increase of 30 volunteers from 2017.
- Partnered with City Departments/Offices to provide training on internal topics including Active Killer Preparedness (PD), Public Staff (CMO) and enhanced Legistar/Agenda training (scheduled for early FY19). In addition, developed and implemented an internal supervisory series and provided training on topics such as FMLA, Reasonable Suspicion, Worker's Comp/Safety, Performance Appraisals and NEOGOV. This series will continue with new topics in FY2019.
- Partnered with several outside service providers including SUN Credit Union, CCA, Inc., Nationwide Retirement Solutions, and Memorial Hospital to offer valuable no-cost training sessions to our employees.

- Met with organizations and educational institutions to develop relationships and discuss ways to partner together to provide low/no-cost training. This year Human Resources met with FIU, Union Institute & University, Florida Institute of Government at FAU, and Dale Carnegie Training.
- Coordinated a customer service training event for the Florida Institute of Government at FAU, which will allow three City employees to attend at no cost (value = \$225 each) in early FY2019.
- Began the implementation stages for ERP and served as the City's Change Management lead. Coordinated sessions and communications amongst 14 Change Champions representing 12 Departments/Offices.
- Provided 39 Learning and Development classes including but not limited to Customer Service, Anti-Harassment, Reasonable Suspicion, and FMLA, Workers' Compensation, EAP and other safety and professional development trainings to 772 employees.
- Completed online anti-harassment training with an 85% on time completion rate (1200/1400 employees completed on time).
- Organized various awareness campaigns and fundraising events such as; Breast Cancer Awareness, Relay for Life, and Women and Men's Health Week.
- Facilitated and hosted the annual Public Service Recognition Week activities aimed at focusing on employee recognition and improving morale.
- Facilitated and hosted two recognition ceremonies where two Diamond Service award recipients and 200 employees who achieved 5, 10, 15, 20, 25 and 30 years of service were recognized.
- Hosted the annual KAPOW (Kids and the Power of Work) program to bring City employees into local schools which included 50 students.
- Processed 853 EPAS performance evaluations.
- Used Cigna Wellness funds to purchase state of the art fitness equipment and opened the City's first Fitness facility for all employees as well as eligible dependents covered by the City's medical plan. To date, 197 employees/dependents have signed a general release to gain access and use the fitness facility.
- Hosted a Fitness Vendor Fair where seven fitness vendors in the local area presented opportunities for reduced membership fees to our employees.(Memorial Health Care, You Fit, Orange Theory, Stunna's Fit, LA Fitness and the YMCA).
- Developed, marketed and facilitated a city-wide Hydration Challenge with 349 participants to promote wellness.
- Implemented/hosted several wellness initiatives including, (Life Scans, Mindfulness 8 week Series, Yoga Classes, Beach Bootcamp, and Cross Fits 6-Week Transformation Challenge) 581 registered participants.
- Hosted an annual Biometric Screening which included advanced A1c hemoglobin testing in which 125 employees attended the on-site event. Human Resources is still awaiting results for those employees who were screened at a Quest Patient Service Center.
- Held a Flu Shot clinic through Quest in which 80 employees received their flu shot.
- Coordinated information sessions with the new legal services provider - Preferred Legal with 16 participants.
- Hosted eight sessions to introduce the new benefit from Nationwide, which offers a Pro Account for financial advice through our 457 Account.
- Conducted 32 Mandatory Open Enrollment meetings and processed 1,576 open enrollment changes for a January 1 effective date.




- Processed 4,854 changes including Births, Divorce, Marriage, Domestic Partnerships, and Dropping Coverage due to Medicare Acquisition and Qualifying Event Benefit Changes.
- Produced 2,594 Form 1095-C's that were mailed to all eligible full time employees, retirees and COBRA participants as well as submitted Form 1095-C to the IRS electronically for mandatory Affordable Care Act reporting.
- Processed 145 New Hire Benefit enrollments.
- Processed 147 Terminations.
- Sent 1,199 (Open Enrollment Packets), 1,199 (BCBS & Medicare Part D Notices) Retiree Mailings for Open Enrollment and Cigna Changes.
- Extended AFLAC products to 15 new PT15-29 hour employees to date.
- Processed 94 new workers' compensation claims and closed/denied/settled 23 workers compensation cases.
- Processed 185 new general liability claims and denied/settled 159 liability cases.
- Processed an insurance claim for Hurricane Irma.
- Processed an insurance claim for flooding on the 3rd and 4th Floors of City Hall.
- Reviewed approximately 2,700 Certificates of Insurances.
- Processed 31 CDL Random/Reasonable/Follow-up Drug Tests and 12 Alcohol Tests.


PUBLIC WORKS

- Hired Kessler Consulting Inc. (KCI), solid waste consultant, to evaluate solid waste program. Kessler, along with staff, will develop proposed solid waste bids/RFP schedule, review current solid waste contracts, evaluate collection and contracting options, conduct a programs review, and evaluate fees charged.
- Completed successful negotiations and short-term solid waste contract extensions for Commingled Disposal (Waste Management), Recyclables Processing (Waste Connections {previously known as Progressive), Solid Waste Disposal (Waste Connections), and presently negotiating with Waste Pro for short term contract extension for solid waste, recycling and commingled collections, and with Broward County for the Household Hazardous Waste drop off, collection and disposal, and used paint recycling programs.
- Working with Development Services/Design/Architectural Services/Engineering and with the CRA completed the successful design, construction and relocation of the Beach Maintenance facilities. The equipment wash pad, to be located at the same location under the bridge at Hollywood Blvd west of A1A, is still awaiting final approval from FDOT. Once received, the wash pad will be installed.
- Working in conjunction with Police, Budget, Finance and Procurement, staff successfully implemented a Lease-to-Purchase program for 45 new Chevy Tahoe Police pursuit vehicles and 6 sedans.
- Working with Public Utilities and Procurement, staff has developed specifications and successfully bid out 13 vehicles and pieces of equipment for Public Utilities.
- Working with Human Resources, Information Technology and City Manager's office, staff completed the construction and installation of the new City employees' gym at the Parking/Pension Office Annex building on the City Hall Campus.
- Completed nine citywide landscaping improvement projects, with another 10 projects currently underway in varying stages of completion.

- Working with the City Attorney's office; the CRA; Office of Communications, Marketing & Economic Development (CMED); Parks, Recreation & Cultural Arts (PRCA); and Police to conduct business/public outreach and enforcement of Chapter 97.05 pertaining to the banning of non-biodegradable plastics and polystyrene, Styrofoam, etc. for business establishments located east of the intra-coastal waterway. After October 1, 2018 businesses can be issued a Notice of Violation or fined for failing to comply. Code Compliance will be going door to door to meet with business owners and managers and businesses will be given courtesy notices, a copy of the brochure developed by CMED, and sufficient notice so that they can use up their present supply of such materials. Staff will be working closely with the business associations and Chamber as well.
- With the establishment of the Substandard & Unsafe Structures /Property Compliance Internal Committee made up of various Departments including Public Works/Code Compliance, Development Services (Planning, Building & Engineering), Fire, City Attorney's Office, CRA, City Manager's Office and Treasurer's Office staff has been able to accomplish more enforcement, repair and removal of unsafe structures in the City in a shorter amount of time, with increased penalties/liens and collection recovery and through improved processes.
- Partnered with Florida Power & Light to identify a conversion strategy that would provide for City wide retrofit of Florida Power & Light-owned streetlights to an LED platform.
- Provided maintenance and environmental services support for St Patrick's Day event in the downtown CRA district and Fourth of July event in the beach CRA district.
- Completed 906 pothole repairs.
- Repainted the Pembroke Road Wall and installed new landscaping.
- Distributed over 2,835 gallons of free paint to residents through the quarterly Operation Paintbrush program.
- Public Works organized the monthly Beach Sweep event, and with the assistance of over 1,200 volunteers, 3,597 lbs of trash was collected and removed from our Blue Wave Beach.
- 34 streets were adopted in the Adopt-A-Street program which equals to over 22.95 miles.
- Public Works completed the Annual Arbor Day event and celebrated the City's 39th year as a Tree City USA.
- Increased street sweeping the USI corridor with an additional cycle on a monthly basis.
- Completed exterior painting projects for the Boulevard Heights Sports Complex, recreation maintenance building, and recreation center.
- Completed facilities and grounds refurbishment projects for Stan Goldman Park.
- Completed the reinstallation of 31 street light poles that were knocked down due to traffic accidents.
- Performed pre-storm preparations, and post-storm inspections and repairs from Hurricane Irma for City facilities.
- Completed 8,642 work orders during FY2018.
- Public Works has distributed over 241,000 gallons of alternative fuel.
- Partnered with police on illegal dumping and developed criminal cases for prosecution.
- Assisted in the removal of nine homeless camps.
- Renovated USI corridor, including landscape installation, irrigation repairs, street sweeping, code enforcement, and de-littering.
- Overcame an emergency debris removal contractor shortage by recruiting sub-contractors; obtained assistance from other Departments, such as PRCA and Public Utilities; received assistance from outside municipal agencies such as



PLASTIC **FREE**
and **FOAM**
HOLLYWOOD BEACH



**A Guide to
Hollywood's
Polystyrene Food
Packaging Ban**

Seminole Tribe of Florida.

- Completed Hurricane Irma clean-up, including removing over 335,000 cubic yards of debris.
- Coordinated the restoration of Hollywood Beach, replacing sand and removing debris after Hurricane Irma.
- Presented Tree Ordinance and Permitting Process workshop to City Commission highlighting responsibilities of tree maintenance and explaining the tree removal permit process.
- Trimmed over 3,000 trees in the rights-of-way, medians, parks and facilities.
- The Code Compliance Division has increased Business Tax Compliance by 10%.
- Violations issued for unpermitted work increased by 10%.
- Issued 12% more parking violations in residential areas.
- Initiated inspections of licensed vacation rental properties.
- Removed more than 3,000 “snipe signs” Citywide with a 30% increase in enforcement of snipe sign violations.
- Hired three Code Compliance Officers with enhanced experience including previous work as general contractor, Department of Motor Vehicle Investigator, and Sergeant for Department of Juvenile Justice.
- Enhanced the recovery of investigative costs on non-compliant cases which failed compliance period and/or re-inspection.



INFORMATION TECHNOLOGY

- Resolved 6,408 requests for service from October 1 – August 23, 2018.
- Detected and coordinated security incident response for multiple incidents.
- Launched the process to implement EDGE ERP management system for Finance, Human Resources, and Procurement. Completed 90 % of Phase 1.
- Provided significant assistance to Human Resources, Finance, and Procurement in extracting/validating/correcting data from legacy systems.
- Detected and mitigated 83 risks and mitigated trojans, hacking tools, etc. on end point systems.
- Provided weekly bandwidth management for all City employees including:
 - o Intercepting 44,000 malware,
 - o Intercepting 4,600 spyware/adware,
 - o Intercepting 1,000 phishing attacks,
 - o Providing 150 gigabytes of internet content every work day, and
 - o Blocking 200,000 attempts at accessing banned content by the City.
- Provided three month temporary data communications for Beach Maintenance trailer and transition to permanent data connection.
- Continued support of Station 33 Zetron Fire Alerting IP based communications throughout FY2018.

- Provided communications support for implementation of Fire Station 45, including fiber optics, alarms, internal wiring and data closet and proposed alerting system.
- Facilitated LUCA by reviewing and commenting on the U.S. Census Bureau's residential address list for the city prior to the 2020 Census. The Census Bureau relies on a complete and accurate address list to reach every living quarters and associated population for inclusion in the census.
- Assisted Code Compliance and Public Works with GIS web mapping applications as part of this season's hurricane preparedness efforts.
- Upgraded core unified communications system and components to latest release.
- Upgraded VMware Environment from 5.5 to 6.0.
- Maintained high level of data center operations and availability:
 - o Backup/Restore Success rate: 100%,
 - o Percentage Uptime Servers: 99%,
 - o Total network uptime: 99%,
 - o Core network uptime: 99.95%, and
 - o Internet uptime: 99.95% (Internet not functional for about 4 hours / year).
- Re-negotiated contracts with Comcast and AT&T resulting in over \$100,000 savings in FY2018.
- Implemented additional compliance policies and actions resulting in no Audit Issues for the Information Technology Department.
- Continued city-wide security training initiatives.
- Completed migration to hosted emails using Microsoft Office 365 Platform:
 - o Migrated all 1,615 users (8.1TB of data) from Exchange 2010 to Office 365,
 - o Migrated all 950 archived users (3.2TB of data) from Symantec eVault to Office 365,
 - o Directed all external mail flow from internal IronPort to Office 365,
 - o 91.6% of outbound and 68.1% of inbound traffic protected by TLS, and
 - o Office 365 now processing 2.25M emails monthly and blocking 1.77M of spam, malware, virus and phishing attempts.
- Implemented digital review process using BLUEBEAM and integrating scanning of plans and documents into BCLA.
- Facilitated completion of remaining phases for CCTV and Automated License Plate Reader systems.
- Launched the process to implement an ERP management system with 90% of the system workflows and business processes completed.
- Implementing additional compliance and auditing solutions as a result of the 2017 audit to include:
 - o Issue: user role and responsibility review. Solution: requested monthly reports from HR to all affected departments for more frequent review based on terminations, hires, and changes of positions.
 - o Issue: user access review. Solution: implemented Sharepoint process to document requests and changes for user access, included Public Works staff in workflow to change access in more timely manner.
 - o Issue: security incident tracking. Solution: implemented SIEM security system to track, log, and tie into network systems for this purpose.
 - o Issue: data center vulnerabilities. Solution: migrated critical systems to offsite data center.

- o All solutions were implemented and the result was that there were no issues discovered in this year's 2018 Financial Audit.
- Revised and improved plan to address business continuity and fail over in server and systems infrastructure. The Department is continuously revising and improving plans to address business continuity and fail-over. This means identifying single sources of failure and trying to put a backup in place or bolstering insufficient resources with future use in mind. One of these items is a virtualized data center environment.
- Moved from an on-premise hosted GIS server, which is subject to internet outages, fiber cuts, and power and AC issues, to a cloud based platform that meets enterprise level uptime for access to our GIS systems. The system now provides reliable, real-time information and assists staff in providing consistent service to residents, visitors and businesses.
- Implemented city-wide security training initiatives with phishing campaign and training implemented by Human Resources.

PROCUREMENT

- Process Improvement (PI)—modified a reporting system in GEMS that now shows the departments and final expiration date of the City's Blank Purchase Orders (BPOs). ERP Implementation—Procurement Services continued to work with AST in molding the future procurement module.
- Completed several urgent RFPs: circulator, emergency debris, Police motorcycles, fountain maintenance (CRA), and CCTV Cameras.
- Coordinated the copier transition for the City. Scheduled and oversaw the removal, installation, and training for the 56 new copiers.
- Provided oversight to the P-Card Program with 153 users and \$1,668,710 in expenditures.
- Continued with a three week open surplus day. Setting surplus dates allows for departments/offices to do reverse requisitions for items that are no longer useful, unserviceable, or no longer needed.
- Managed 337 BPOs valued at \$44 million.
- Received 8,709 requisitions and issued 8,390 Purchase Orders (POs).
- Processed the following:
 - o 15 Request for Proposals,
 - o 28 Piggy Backs,
 - o 20 Formal Bids,
 - o 10 Quick Quotes,
 - o 31 Sole Source,
 - o 73 Resolutions, and
 - o 104 City Manager Memos.
- Throughout the year, discussed with Bidsync how to capture Small Business Designations for set-asides and how they are "recruiting" to add more vendors—growing the database of qualified vendors.



DEVELOPMENT SERVICES

- Implemented Q-Less, a mobile queue management solution designed to eliminate lines and reduce wait times for customers.
- Revamped the building permit search on the City's website to manage plan review comments in order to facilitate the process.
- Over 12,000 permits anticipated with over 64,000 inspections expected to be performed for the fiscal year with associated revenue of more than \$15 million.
- Provided an easy pick-up option for permits paid online.
- Secured workstations that facilitate accepting digital plan submissions over CD or USB.
- Provided financial support for eight nonprofit, social service agencies in the amount of \$96,635 using CDBG funds.
- Facilitated the African-American Advisory Council's Black History Month activities.
- Provided social service referrals for more than 1,750 clients.
- Completed work on Text Amendments such as Transit Oriented Corridor (TOC), which:
 - o Established permitted uses, development regulations, development standards, and applicable definitions.
 - o Created zoning regulations which allow for mixed-uses; encouraging attractive and functional mixed living, working, shopping, education, and recreational activities.
 - o Created concentrated areas of higher intensity which attract significant commercial and residential development (increasing the tax base), employment centers, and basic services, all which benefit the community as a whole; while also serving to protect residential neighborhoods by preventing commercial intrusion and sprawl.
 - o Ensured adequate safeguards are created to protect the neighborhoods as the City prepares for more intense development along the corridor.
 - o Accommodated a diverse range of housing types, heights, and intensities.
 - o Incorporated Smart-Growth and sustainable strategies to promote walkable neighborhoods.
- Worked with the City Attorney's Office to update marijuana dispensary regulations in accordance to State Statutes.
- Worked on amending and enhancing the sign regulations in accordance with content neutrality requirements as mandated by Federal Law; and to fit the City's vision and aesthetics.
- Facilitated necessary approvals for the following:
 - o Major projects such as 441 ROC, Sintavia, and Joe DiMaggio Children's Hospital,
 - o Renovations and expansion of Terminal 25 at Port Everglades, and
 - o Public-private partnerships for a 12-unit residential development; and a 120 unit age restricted residential development.
- Performed permit plan review for major economic development projects such as Hyde Beach House, Hyde Beach Residences, Costa Hollywood, Young Circle Commons (Block 40), Circ Residences and Hotel (Block 55), Toyota of Hollywood and the Preserve.
- Performed permit plan review for a new city operated public garage (Nebraska Garage), which will help mitigate parking concerns in Central Beach.
- Successfully streamlined the Development Review Process and improved public outreach by incorporating the Pre-Application Conceptual Overview meeting into the Technical Advisory Committee (TAC) meetings.
- Continued to implement principles and practices of Smart Growth and Complete Streets which help encourage the design, planning, and construction of safer, healthier streets, and ultimately increase physical activity and the health of

neighborhoods.

- Through joint participation on a taskforce with Code Compliance, the City Attorney's Office, Planning, and the Fire Marshalls Office, Building worked to bring into compliance properties related to work without permits, such as illegal conversions and unpermitted additions.
- Evaluated, monitored and assisted in the implementation of green practices associated with the Hollywood Green Ordinance.
- Provided \$75,000 of CDBG funds to support the City's sidewalk construction program.
- Referred residents to the Property Assessed Clean Energy (PACE) Program to leverage Housing Rehabilitation Program resources.
- Installed parking meters in Downtown Hollywood.
- Replaced parking enforcement hardware and parking office back-end software.
- Rehabilitated the Van Buren Parking Lot.
- Rehabilitated the elevators in Garfield Garage.
- As part of the Transit Oriented Corridor (TOC) Rezoning, implemented sustainable parking strategies.
- Ensured FEMA Compliance by having all Chiefs and Supervisors FEMA Certified.
- Successfully evaluated and implemented new permit fees structure to be more comparable with adjacent markets.
- Initiated process improvements to achieve better efficiency for staff and customers by eliminating redundant plan reviews.
- Upgraded TabFusion to better track hard copy plan submissions.
- Hosted a series of training regarding the Energy Code, EPA guidelines, and other best practices for the industry.
- Created an option for an all-digital submission for over 20 different permit types.
- Executed HOME funding agreement in the amount of \$434,000 to support construction of the Pinnacle at Peacefield affordable housing development for seniors.
- Executed HOME and SHIP funding agreements totaling \$483,559 in support of the Crispus Commons affordable housing development in the Liberia Neighborhood.
- Assisted with implementation of Commercial Façade Improvement Pilot Program.
- Financially supported workforce development initiatives, including Center for Working Families Program, LIVE Hope Program and Hand-Up Program.
- Presented resolution to the Commission to reestablish paid parking in Downtown Hollywood.
- Collaborated with elected officials and federal and state legislative advocates to urge preservation of CDBG and HOME programs and advocate for full funding of Florida Housing Trust funds.
- Obtained City Commission approval of a resolution which facilitated participation by local affordable housing developer in the Florida Community Tax Credit Contribution Program.
- As member of Technical Advisory Committee, advocated for any new residential development in the city to include housing that is affordable to households earning less than 80% of the Area Median Income.
- Proposed capitalizing the City's Housing Trust Fund using proceeds from sale of certain City-owned real estate.



- Advocated for the appropriation of unrestricted City funds to facilitate provision of non-grant related services.
- Facilitated the Education Advisory Committee's evaluation of five candidates for the Hollywood Police Department's Youth Ambassador Program.
- Collaborated with the Education Advisory Committee and Broward Education Foundation, Inc. to evaluate grant proposals from local public school teachers and disburse financial assistance totaling \$20,000.
- Facilitated public recognition of local public school teachers, administrators and programs.
- Submitted 2018 CSLIP Broward MPO applications for four projects along SR7 related to sidewalks and mobility.
- Completed Beach Maintenance Facility Yard and the design of proposed Beach Maintenance Truck Wash.
- Closed 13 housing rehabilitation/house replacement loans.
- Conducted 110 housing inspections.
- Completed 12 housing rehabilitation projects.
- Completed two house replacement projects.
- Constructed 2,570 linear feet of sidewalk using CDBG funds.
- Provided 16 customers with Tenant-Based Rental Assistance.
- Assisted 611 customers with social services contact/referrals.
- Generated \$751,155 in program income as a result of housing activities.



2019 GOALS

POLICE

- Complete Phase 3 of CCTV Project and expand westward throughout the City.
- Reduce calls for service by addressing nuisance locations that incur large volumes of calls for service.
- Continue hosting of specialized internal and external training.
- Reduce Part 1 crimes citywide.
- Maintain instruction of the Gang Resistance Education and Training (GREAT) curriculum at all of Hollywood's Public Elementary and Middle Schools.
- Expand external partnerships to assist with community outreach programming.
- Implementation of initiatives aimed at burglary deterrence, traffic concerns, and quality of life violations.
- Participate in the Florida Department of Highway Safety and Motor Vehicle Arrive Alive traffic education and enforcement campaign.
- Increase DUI enforcement citywide.
- Participate in the Task Force "Community Action Team" which addresses the national issue of drug overdoses.
- Expand Crime View Dashboard software throughout the department.
- Additional CCTV coverage of the Broadwalk.
- Purchase and install a Radio Frequency Identification System (RFID) to process and document property and evidence items.
- Instruct all Officers on the newly required Autism Awareness Training.
- Approval of 2019 EMLEG Grant (Enhanced Marine Law Enforcement Grant).
- Expand Hollywood Youth Ambassador programming to include the National League of Cities Congressional City Conference in Washington, D.C.
- Expand Computer Crimes/Technology Unit.
- Expand the Dating Violence Program.
- Increase joint partnerships with faith based community representatives.
- Implement "Talk with a Cop" meetings between Neighborhood Team Leader Officers (NTL's) and the youths of Hollywood.
- Continue involvement with the organizers of the Special Olympics Torch Run.

HUMAN RESOURCES

- Provide departments/offices with qualified personnel within 90 days from position posting (80% of the time).
- Develop and revise 12 HR policies annually to ensure consistency with the civil service rules, collective bargaining agreements, and employment laws.
- Engage employees and improve the overall skills of the workforce to support the City's priorities by:
 - o Offering 12 supervisory training classes,

- o Offering 6 administrative training classes, and
- o Training 700 employees in City training programs.
- Facilitate two award recognition ceremonies per year.
- Host the annual Public Service Recognition Week activities.
- Maintain Employee turnover rate of no more than 5%.
- Train 300 employees annually on customer service training.
- Provide annual online refresher to 1,400 employees on anti-discrimination and harassment.
- Resolve 80% of grievances prior to arbitration.
- Negotiate five collective bargaining agreements.
- Improve the health and well-being of the City's employees by offering 12 wellness classes/activities annually.
- Engage at least 15% of employees to participate in the City's wellness programs.
- Recruit at least 100 employees to sign a release of liability form to use the City's fitness facility.
- Ensure a safe work environment and implement safety programs to reduce accidents, workers' compensation claims and lost work days by offering at least six safety training sessions and reaching at least 210 employees.
- Reduce the number of workers' compensation claims filed by 2%.
- Increase professional development and credentialing of human resources and labor relations employees for succession planning and to better meet the needs of the City by supporting/promoting continuous quality improvement for the Office of Human Resources.
- Revamp and streamline the new hire onboarding process.
- Facilitate ERP implementation to include establishing new operating procedures/HR processes and training of all personnel to use the new system.
- Analyze and reform the civil service ordinance, rules and regulations, and the application and examination procedures.

CITY CLERK

- Hold a November 2018 City General Election for Commissioner in Districts 1, 3, and 5 and nine Charter referendum questions.
- Coordinate Swearing-in Ceremony for newly elected officials.
- Hold a March 2019 General Obligation Bond Referendum election.
- Continue to monitor GovQA, a public records management program for compliance, and provide refresher training.
- Provide refresher training on Legistar agenda management program for compliance.
- Continue to provide records management training for City employees for records law compliance; including the assistance to departments/divisions with their inventory and internal records management processes.
- Continue to improve upon the current historic collection system to allow for greater manageability, research ability and retrieval of historical documents.
- Review boxes in storage, updating the inventory and destroy eligible records in accordance with State Statute.

PROCUREMENT

- Review and amend the Procurement Code.
- Roll out the new procurement module “in the cloud.”
- Enhance central contract reporting tools—the ability to search for contract data in one system (reoccurring contracts, agreements, and capitalized projects):
 - o Ability to post the city’s agreements/contracts on the City’s website and
 - o Ability to add an Acquisition Forecast on the City’s website—this will allow vendors to view expiring contracts at a minimum of two years out.
- Work with AST, the City’s ERP vendor, in designing advance procurement processes.
- Develop/approve a robust PCard standard operating procedure in order to significantly increase PCard purchases for micro-purchases to approximately \$2M in FY2019. Benefits of maximizing the PCard: (1) Vendor satisfaction in getting paid on a timely basis. (2) Rebates—the more we use our BoA PCard the more of a rebate the City receives.
- Hold quarterly auctions of City property.
- Schedule surplus drop off dates every third Thursday (once a month).
- Evaluate and reorganize office staffing and responsibilities.
- Develop individual training development plans for staff.

DEVELOPMENT SERVICES

- Coordinate rewrite of the Comprehensive Plan in conformance to Broward Next and Hollywood’s vision.
- Rewrite the City’s antiquated landscape code and review requirements.
- Increase education and training for all staff, including customer service, operational efficiencies, and technical aspects of the various City, County, State, and Federal codes that are required.
- Provide a simplified online experience to better assist customers with understanding the permitting process and the correlating documentation required by the various codes.
- Host more robust customer outreach and appreciation events.
- Initiate other features not currently utilized by our Q-less system.
- Collaborate with Hollywood CRA to implement property improvements and neighborhood capital improvements within the Downtown District.
- Participate in the 10-Year Plan to End Homelessness in conjunction with regional services providers. Advocate for creating and staffing a Homeless Coordinator position.
- Collaborate with elected officials, City administration and Broward County Public Schools personnel to promote local public schools.
- Promote participation of civic associations in “Cash for Trash” program in collaboration with Public Works Department.
- Continue participation in the City’s multi-disciplinary Property Compliance Task Force.
- Provide the highest level of customer service and convenience, as the public and industry liaison providing technical assistance and support for zoning and land development matters.
- Continue to provide thorough and constructive architectural design comments, improving the quality of new housing stock and corridor development.
- Update tally calculations and evaluate allowable thresholds for Activity Centers.

- Continue to work on amending the Certificate of Use Process to better suit the needs of the City.
- Continue to improve and expand the features of the interactive GIS based map.
- Continue to celebrate Historic Preservation Month.
- Update website and publications to better communicate (more user friendly, clearer) division purpose and Development Review Process.
- Continue to strive to improve the timeline for building permit review.
- Support Department and City-wide General Obligation Bond efforts.
- Incorporation of green building principles for all City's new construction beginning with entitlements through occupancy.
- Provide grant funding in support of the City's sidewalk construction program.
- Provide grant funding for eligible neighborhood capital improvement projects.
- Incorporate new sustainable building practices in the Division's Housing Rehabilitation/Replacement Program, as appropriate.
- Continue promoting the Property Assessed Clean Energy (PACE) Program to leverage Housing Rehabilitation Program resources.
- Collaborate with other departments on development of a general policy for disposition of City property.
- Upgrade parking equipment at Radius and Van Buren Garage into automated parking equipment for a more reliable, efficient and up to date system.
- Continue paper to digital conversion by:
 - o Eliminating costly and paper intensive submittals,
 - o Introducing electronic applications, submittals, and review for the Development Review Process and
 - o Supplying tablets for the Boards to use during meetings, eliminating the need to compile and deliver monthly Board packages to members.
- Continue to ensure green practices are incorporated in early stages of the design process.
- Advocate for full funding of federal and state programs designed to support affordable housing.
- Advocate for any new residential development in the city to include housing that is affordable to households earning less than 80% of the Area Median Income.
- Advocate for capitalization of the City's Housing Trust Fund.
- Monitor and recommend action regarding potential impact on affordable housing in Hollywood caused by Broward County's implementation of BrowardNext initiative.
- Advocate for the allocation of unrestricted funding for community development programming.
- Seek ways to enhance communication with neighborhood civic associations and to promote capacity building within these organizations.
- Continue coordination with FDOT on the 441 project and the linear park project.
- Continue coordination with FDOT, Broward County, CRA on A1A roadway, traffic, lighting and transportation improvements.
- Continue coordination with FDOT, Broward County, CRA on US1 complete streets plan and CLISP grants including traffic, lighting and transportation improvements.

- Coordinate continuing sidewalk and bikeway grant projects along 14th Avenue, 56th Avenue, 62nd Ave, 64th Ave and Hollywood Blvd.
- Complete construction of Fire Station No. 45.
- Complete structural repairs at Van Buren Parking Garage.
- Complete reroofing of David Park Tennis Center building.
- Complete design work on turtle friendly lighting on beach streets outside of the CRA district.
- Complete roof replacement project at the Martin Luther King, Jr. Community Center Gymnasium.
- Replace one chiller at City Hall.
- Complete design and start construction of projects such as Stan Goldman Memorial Park, Montella Park restroom, 441 Linear Park.
- Create informational workshops to help better inform homeowners, contractors, and businesses about the City's codes and standards.
- Continue to provide priority service for larger projects while refining the process in order to deliver these services in a more efficient manner.
- Finalize a refined internal routing system to better enhance permitting operations for Clerks, Plan Reviewers, Inspectors, Other Divisions, and the general public.
- Achieve full implementation of digital plan review program (BlueBeam) to enable concurrent reviews, digital submissions, and a paperless process, while also streamlining the plan review process.
- Creation of a database for the 40-year certification program to streamline the retrieval of information.
- Implement a GIS system that can both facilitate external and internal requests.
- Collaborate with other departments and the developer to support construction of the Pinnacle at Peacefield affordable housing development for seniors on Adams Street in the Highland Gardens neighborhood.
- Explore opportunities to facilitate development of affordable housing on available publicly- and privately-owned parcels.
- Assist with the implementation of Commercial Facade Improvement Pilot Program.
- Collaborate with development community to identify additional funding, including non-restricted funding, to support programs/initiatives (i.e., New Market Tax Credits).
- Continue financial support of workforce development initiatives i.e., Center for Working Families Program, LIVE Hope Program and Hand-Up Program to improve economic opportunity for low- and moderate-income individuals and households.
- Continue to work with other departments, such as Economic Development, Community Redevelopment Agency, and Public Works, to explore project-related funding and other resources which enhance the City's potential of becoming a regional destination.
- Continue to work with internal and external resources to evaluate the Zoning & Land Development Regulations for opportunities to enhance zoning regulations particularly relative to commercial and residential property standards.

FIRE

- Hold new recruit class(s) to fill vacancies and maintain minimum staffing levels.
- Implement a Zoll RMS interface with TeleStaff to automatically populate personnel unit assignments.
- Oversee the deployment of new lifeguard towers and first aid stations including testing of the first two prototypes.

- Acquire additional pulse oximeters, glucometers and automatic external defibrillators to be deployed in the Beach Safety Division to enhance patient care.
- Extend Beach Safety's 4-10 schedule so that it starts earlier in the year and to provide extended coverage during the early spring break activity.
- Hire additional part time lifeguards to staff the tower being replaced at Nebraska Street and to better provide protection and service to the additional public that will be visiting with the building of the new beach safety garage.
- Deploy an additional Rescue PWC (Jet Ski) to provide better response and coverage on our 4.5 miles of municipal beach.
- Provide emergency incident response to protect the lives and property of the residents and visitors by mitigating emergencies and to reduce the impact of natural and other disasters.
- Respond to all beach and water emergencies and enforce all city codes and ordinances relating to the beach.
- Open the new Station 45.
- Host regional hazardous material, radiological response and technical rescue drills and a 160-hour state certified Haz-Mat certification course.
- Continue to conduct mass casualty incident preplanning, triage and treatment, and participate in joint active killer response drills.
- Improve medical care of patients through new diagnostic aides and improved training.
- Participate in the United States Lifesaving Association National Championships in Daytona Beach, Florida.
- Maintain United States Lifesaving Association Advanced Lifesaving Agency certification.
- Upgrade fire station alerting/toning systems in line with the new Broward County E911 system upgrade.
- Complete the Broward County P25 radio upgrade.
- Update Hollywood Fire Code.
- Increase operating and capital budgets to ensure Fire Rescue and Beach Safety service reliability for the patients, residents and visitors.
- Apply for Assistance to Firefighters (AFG) grant, apply for Florida Department of Health EMS matching grant and apply for the Broward County EMS grant.
- Implement a new inspection software system to enhance inspection efficiency and streamline processes.
- Implement Electronic Payroll through Kronos Telestaff to reduce redundancy.
- Implement an in-house Fire Inspector training program to increase the number of certified inspectors available within the department.

PUBLIC UTILITIES

- Purchase new Vactor truck for sewer collection cleaning.
- Apply for various grants for water, wastewater, and storm water-related projects that could have a positive benefit on the quality of life of our residents.
- Begin construction of Royal Poinciana sewer expansion and water main replacement project.
- Begin the installation of new sewer and water systems in the 441 Corridor (septic-to-sewer).
- Begin the installation of new sewer and water systems in the Washington Park/Lawn Acres neighborhoods (septic-to-sewer).

- Complete the design of Driftwood septic-to-sewer conversion phase I.
- Purchase new auxiliary pumps for flooding mitigation in the Lakes area.
- Paint various building and facilities at the Waste Water Treatment Plant (WWTP) and the Water Treatment Plant (WTP) to improve the appearance and increase civic pride.
- Replace the roofs of the dewatering, influent and deep irrigation well buildings.
- Install six new high service pumps at WTP to replace existing antiquated ones to improve reliability.
- Continue to provide safe, abundant, high quality drinking water following all regulatory requirements.
- Continue to work with Aclara to come up with a permanent solution to the issue of the failing MTUs in the Automatic Meter Reading (AMR) system.
- Attempt to engage more contract reuse partners to comply with the ocean outfall reuse requirement.
- Address parking needs of employees of the Underground Utilities Division on Wilson Street.
- Continue to increase compliance with the City's cross-connection program.
- Conduct a new rate study and establish new rates to fund the septic-to-sewer program, ocean outfall closure, and various stormwater projects.
- Finalize review of the revised ordinance affecting tenants' accounts and bring it to the Commission.
- Continue with the upgrade of PLC programs, SCADA controls, and other improvements needed to completely automate the WWTP processes and gain efficiencies.
- Continue to seek low interest financing for capital projects (SRF).
- Continue to replace existing aging water meters with new ultrasonic ones to address the stuck meter issue.
- Seek grant funding to convert septic-to-sewer systems which will reduce impact to groundwater.
- Integrate the Autoscribe LIMS lab data into the WIMS system to provide timely laboratory data for WWTP and WTP processes.
- Replace the failed condenser unit in the Cryogenic Plant at the WWTP.
- Renovate and upgrade fixtures and equipment in the laboratory.
- Design and install new drainage infrastructure between Moffet Street and Harrison Street from 17th Avenue to 12th Avenue to address flooding.
- Continue to promote and implement the Water Conservation Program (Toilet Rebates).
- Continue to implement the inflow & infiltration (I&I) program.
- Rehabilitate RAS Station 1 at the WWTP.
- Rehabilitate Clarifiers 5 and 6 and the WWTP.

PARKS, RECREATION AND CULTURAL ARTS

- Renovate Washington Park weight room and Driftwood Computer lab to teen tech spaces for social media video, audio and tech based programs.
- Increase participation in adaptive aquatics program by 5%
- Assess and renovate playgrounds, allowing for safe and playable conditions for community.
- Introduce and promote water cycling fitness program for senior, adults and teens at Driftwood Community Pool.

- Increase event marketing exposure through Social Media.
- Include additional family involvement special events for aftercare programs such as Career Truck Day and 3K Race.
- Host Broward County Senior Games sanctioned Shuffleboard Tournament at the Shuffleboard Center.
- Renew American Red Cross Agreement to continue as an authorized provider of American Red Cross programs; Learn-to Swim, Lifeguard, Jr. Lifeguard, Water Safety Instructor programs.
- Draft RFP for Metal /Jewelry artist studio.
- Implement a new athletic program called Aquathon. This will be a run-swim-run obstacle course for youth participants in the City.
- Assess and renovate ballfields to ensure safe and playable conditions for youth sports organizations and community.
- Pursue options for anchoring in North and South Lakes.
- Review and amend Chapter 98.
- Creation of new community garden at Oak Lake Park.
- Candy Cane parade goes green. We will reduce waste by eliminating plastic wrapped candy canes and adhere to COH ordinance eliminating plastic from our coastal areas.
- Purchase and install new recreation software.
- Promote and market the sponsorship package.
- Host and produce ticketed concert at ArtsPark.
- Simplify the special event application making it easier for residents and promoters to understand and apply.

INFORMATION TECHNOLOGY

- Migrate City unified communications system from legacy PRI circuits to SIP to allow for better business continuity.
- Implement Hyper converged Virtual Data Center to allow for consolidation of physical servers and replace existing system.
- Revise and improve plan to address business continuity and fail over in server and systems infrastructure.
- Improve security and vulnerability assessment and handling.
- Implement Department-wide training program for staff.
- Replace City firewall infrastructure and revisit DMZ network design.
- Facilitate Core ERP Go-Live for Finance, Budget, HR, and Procurement modules for efficient City operations.
- Revise and improve plan to address business continuity and fail over in server and systems infrastructure. This is a continuous process where single points of failure are identified and mitigated. Examples include analog PRI circuits that are prone to failure and specific to a physical network being migrated to a digital SIP network that have multiple connections with no physical dependencies and redundancies.

PUBLIC WORKS

- Obtain an additional Tree Crew and equipment in order to clear trees/shrubs from blocking right-of-ways, alleys, streets etc.
- Partner with Florida Power & Light (FPL) to implement a conversion solution that will provide for City wide retrofit of FPL-owned streetlights to an LED platform.

- Partner with FPL to identify a conversion strategy that would allow FPL to assume the ownership and maintenance responsibility for City-owned street lights as well as conversion to LED's.
- Reduce landscape maintenance costs and improve appearance by replacing shrubs with sod and trees and native and other plantings in selected City medians.
- Continue with the Code Compliance Equity Lease program, currently at no cost for vehicles to the city, after initial startup cost in FY17.
- Increase use of Administrative Citations by 75% for faster compliance on minor property maintenance violations avoiding the lengthier Magistrate process when possible.
- Procure and outfit Police, Enterprise and General Fund Fleet vehicles as approved in the budget.
- Initiate and complete a comprehensive study evaluating current solid waste collection and disposal, recycling collection and processing, bulky waste and vegetative waste collection and disposal contracts.
- Initiate a bid process to award and implement new solid waste contracts and begin implementation.
- Submit a 50% increase to the Board for the demolition of unsafe structures.
- Improve the enforcement of illegal conversions, vacation rentals, non-compliant car dealers and repair shops, with newly hired Code Compliance Officers that have expertise in these areas.
- Oversee the design and implementation of various citywide landscape improvement projects, dependent upon available resources.
- Implement additional alternative fueled vehicles.
- Install native Florida friendly landscape designs and efficient irrigation systems in our parks, medians and facilities.
- Continue education and improvement of our recycling initiatives, increasing our recycling and diversion efforts.
- Work with the CRA and the Dune Master Plan Taskforce to address maintenance, improvements to existing dune features, and construct new dunes/vegetation on Hollywood Beach.
- Work with the non-profit Pooches and Kitties in Hollywood as well as develop a proposed Hollywood Animal Rescue Team for City Commission consideration.
- Refurbish monument signs in various city locations.
- Expand "Let's Keep Hollywood Beautiful" programs.
- Improve customer service, citizen request response times via process improvements and tracking mechanisms.
- Assist in developing a program and obtaining volunteers to assist low income, disabled and elderly residents in correcting code compliance violations on their property.

FINANCE

- Continued updates of OpenGOV, the web-based application that provides accessibility to City financial information to enhance financial transparency and clarity.
- Complete implementation of the Finance phase of the ERP, including Accounts Receivable, Cash Management, Debt and Investment systems.
- Review and implement the various other new GASB standards effect for the FY2019 year.
- Continue the rollout of the new ERP system selected by the City.
- Obtain the GFOA Distinguished Budget Presentation Award.
- Successfully implement the paperless New Oracle ERP system Phase I City wide.

- Review and implement the new GASB standards.
- Establish new accounting policies procedures to shorten the processing of payments and process financial transactions to better serve the various Departments and vendors.
- Obtain a new CAFR reporting software that would provide an interface to our new ERP system to enable the automatic update of financial data for an easier and more accurate preparation of the CAFR.
- Obtain the GFOA Certificate of Achievement in Financial Reporting.
- Increase business tax compliance through a series of internal business tax audits and increasing year over year business tax revenue by 10%.
- 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.

COMMUNICATIONS, MARKETING AND ECONOMIC DEVELOPMENT

- Continue brand implementation by developing new marketing collateral, event and trade show materials. Support continued restriping of City fleet and revitalization and replacement of city signage. Finalize new signage design for City Hall and work with Development Services to implement and complete the deployment of gateway and wayfinding signage for the South Florida Design and Commerce Center.
- Develop and implement a new economic development media buy for FY2019 with brand appropriate creative including print, digital and outdoor. Expansion of the digital advertising portion of the buy is planned for FY2019.
- Expand the Commercial Property Improvement Program launched in 2018 to other commercial corridors as a way to improve the appearance of the corridors and incentivize private property reinvestment in aging commercial properties.
- With additional workforce training funding now identified, CMED, in partnership with SBDC will develop a Microenterprise Assistance Program to provide financial assistance to help small companies expand and provide them with technical assistance for business growth. Details of the program will be established and brought to the City Commission for approval in FY2019.
- Finalize and implement the City's first Economic Development Strategic Action Plan for FY2019 to FY2021. The draft plan is being distributed to gain stakeholders input and will be brought forward for adoption in December 2019. Rollout of the strategic actions are planned in FY2019.
- Expand the City's Social Media reach with the addition of a City of Hollywood Instagram account to reach a new user market and enhance the City's presence on LinkedIn.
- Continue to increase public awareness of what is happening in Hollywood across all communications platforms, including publications, social media, the City's websites (www.hollywoodfl.org and www.choosehollywoodfl.com) and government access cable channels (Hollywood Community Television). Increase video programming for Government Access Channel and YouTube to create greater exposure for special events and programs.
- Coordinate the Community Outreach and Education component of the GO Bond initiative including video productions, public relations, media relations, community meetings, website content, social media content, advertising, direct mail, outdoor and other printed collateral.
- Promote federally designated Opportunity Zones for investment including facilitating connections between investors and investment opportunities.
- Expand business events, industry marketing events and workshops like SPARK including meet-ups, learning sessions and forum opportunities with partner agencies including Broward SCORE and the Greater Hollywood Chamber of Commerce, with a goal of providing more relevant and practical content and opportunities for business networking in support of small business start-ups and entrepreneurs.
- Participate and host local real estate forums promoting development/redevelopment opportunities.

- Continue outreach and technical assistance to businesses with particular focus on commercial corridors.
- Promote redevelopment and investment opportunities in the Regional Activity Center (RAC) and Transit Oriented Corridor (TOC)
- Increase business retention visits particularly with target industries to support retention, expansion, and job growth implementing the Synchronist business survey tool.
- Continue coordination with Broward MPO, FDOT, and CRA on corridor improvement and mobility projects that support economic development.
- Market available or underutilized City-owned property for reuse and redevelopment. Coordinate with the City Manager's Office, Development Services and Procurement to position select surplus property for sale.
- Finalize the installation of equipment to facilitate a closed captioning signal for broadcast.
- Coordinate with Information Technology to finalize Comcast's transition to fiber for broadcast transmission in support of closed captioning on the Government Access Channel Comcast 78.
- Develop a comprehensive film ordinance and continue to facilitate commercial, feature film, and national and international episodic television production in Hollywood through the permitting process operated in partnership with the Greater Fort Lauderdale Office of Film and Entertainment to grow the film and entertainment industry in South Florida.
- In partnership with the CRA, develop City-wide banner sign general requirements and approval process.
- Explore new technologies to support community awareness of the services, programs and events offered by the City of Hollywood.
- Coordinate with external media partners to seek promotional support for City of Hollywood events and programs.
- Seek a new contract through a formal bid for the printing and mailing of four (4) editions of the City's quarterly New Horizons magazine highlighting programs and services for residents including information on recreation, child care, summer camps, public safety issues, public utility and public works services.



Office of the City Manager
Dr. Wazir Ishmael

Mayor Josh Levy
Vice Mayor Debra Case, District 1
Commissioner Peter Hernandez, District 2
Commissioner Traci Callari, District 3
Commissioner Richard Blattner, District 4
Commissioner Kevin Biederman, District 5
Commissioner Linda Sherwood, District 6