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

Re: 2019 Fiscal Year in Review

Mayor, Vice Mayor, and City Commissioners:

Fiscal year 2019 has been a huge year for the City of Hollywood producing tremendous results that our employees, management team, City Commission, residents and business owners can all be justly proud. Over the past 5 years, the City administration, working in concert with our City Commission, has had a steady focus on the future creating a track record of stability that, along with a robust economy, has resulted in 43% growth of our tax base to an all-time high of more than $17.4 billion. I firmly believe the successes of this year will create a solid foundation on which the City can continue to build and prosper in the years ahead.

The voter’s willingness to invest in a massive capital improvement program through their approval of our general obligation bond referenda questions will touch every corner of our City and provide renewed infrastructure, investments in resiliency and open space, much needed public safety assets, and revitalized parks, sports fields and golf courses where families can gather, play and enjoy the natural beauty of Hollywood. Hollywood is truly “On the Go” providing high quality services to our residents today while investing, planning and preparing for the future.

In addition to the General Obligation Bond initiative, there were many significant achievements during this past fiscal year that all serve as a testament to the hard work and dedication of our employees:

- The Information Technology Department, Financial Services Department, Human Resources Department, and Office of Procurement Services successfully implemented the first five phases of the Oracle Enterprise Resource Planning (ERP) System which includes modules such as Accounts Payable, General Ledger, Advanced Procurement, Fixed Assets, Human Capital Management, Payroll, and Budgetary Control.
- The Police Department was awarded Reaccreditation status from the Commission for Florida Law Enforcement Accreditation. Hollywood is one of 166 law enforcement agencies with this accreditation – out of nearly 400 agencies in Florida.
- The CCTV Program was expanded to the Downtown area and the central beach area (Charnow Park).
- Fire Rescue crews responded to nearly 28,000 Fire and EMS emergency calls and 13,000 transports.
- Beach Safety staff rescued over 220 swimmers, treated over 1,200 first aids, responded to over 130 medical emergencies, and reunited over 120 lost children with family members.
• The Fire Rescue and Beach Safety Department maintained the ISO Class 1 ranking for the 18th consecutive year. Hollywood is one of 38 cities rated Class 1 out of 348 nationally.
• Fire Rescue welcomed twenty-two new firefighters.
• A Stand up Paddleboard Pilot was conducted over a six month period which resulted in recommendations for permanent code modifications.
• The Fire Rescue Training Center underwent a state inspection and maintained our status as a State Certified Training Facility (with zero deficiencies).
• Public Works staff coordinated with Florida Power & Light to substantially complete a project that provided for a Citywide retrofit of Florida Power & Light-owned streetlights to an LED platform and also created an audit protocol to track the project status.
• A Service and Rate Options study was conducted with the results incorporated into negotiations and execution of solid waste collection, disposal and recycling contracts.
• The Code Compliance Division increased administrative citations by 94%, which resulted in greater revenues and faster compliance on minor property maintenance violations.
• City Staff conducted full scale activations, preparatory measures, EOC operations, damage assessments, and FEMA filings responding to Hurricane Dorian.
• Public Works completed the Annual Arbor Day event and celebrated the City’s 40th year as a Tree City USA.
• The City Manager’s Negotiation Team held 19 AFSCME contract negotiation meetings, 14 IAFF contract negotiation meetings and 12 PBA contract negotiation meetings which resulted in reaching agreement and entering into five successor collective bargaining agreements, including health care reform and pension restoration as the main focus.
• The Human Resources Department conducted 163 unique recruitments, received and reviewed 14,864 applications, hired 155 new employees and promoted 58 employees.
• CMED managed the successful "Let’s Go Hollywood" public education and outreach campaign for the general obligation bond. This was accomplished through providing community presentations, addressing media inquiries, working with community stakeholders, preparing commission agenda and workshop materials, producing website content, social media content, publications, and online and outdoor advertising to secure voter approval of up to $165 million in bond funded capital improvements.
• The Office of Communications, Marketing and Economic Development enhanced marketing of Hollywood’s two Opportunity Zones by connecting funding opportunities with projects, prioritizing reviews of opportunity zone projects, developing a database of market information and promoting zones through industry marketing events and advertising.
• The Commercial Property Improvement Program (CPIP) was expanded to strategic business corridors throughout Hollywood. CMED staff increased program marketing with community meetings, direct mail, social media and e-mail outreach.
• CMED staff coordinated, in partnership with the Office of the City Manager and Department of Financial Services, presentations and tours with bond ratings agencies to secure strong bond ratings for the City’s General Obligation Bonds Series 2019.
• ADA compliance of City’s broadcast and website presence was enhanced with the completion of the final phase of a project with Comcast to transition to a dedicated fiber connection for full closed
captioning availability of City’s government access channel broadcasts. Provided ADA compliance training for website pages and documents.

- CMED staff continued to grow the City’s social media presence enhancing public communication through the administration of the City’s Facebook, YouTube, LinkedIn, Twitter and Instagram accounts. As of September 30, 2019, Facebook has earned more than 15,500 followers, Twitter has more than 6,000 followers, YouTube has more than 800 subscribers, LinkedIn has more than 2,000 followers and the newly launched Instagram account has more than 1,500 followers.

- A new micro-transit transportation circulator service was launched providing on-demand service for downtown Hollywood, Federal Highway and Hollywood Beach.

- Development Services staff created a preliminary concept for a consolidated Development Services Center.

- Digital Fridays for same day permits for Mechanical, Electrical, Plumbing and Structure (M.E.P.S) and electronic plan reviews (e-permit) were initiated.

- Community Development staff obtained approval for and implemented new housing programs supported by $9.8 million derived from the Interlocal Agreement for affordable housing among Broward County, the City and the CRA.

- Community Development staff made approximately 900 social service referrals for individuals including, but not limited to, persons with special needs or at risk of homelessness.

- The Community Development Division completed construction of two new, affordable homes in conjunction with the Housing Rehabilitation/Replacement Program, 16 housing rehabilitation projects and extensive rehabilitation of two City-owned homes to prepare them for conveyance to low- to moderate-income households.

- Staff finalized the sale of City-owned parcels to make way for construction of Pinnacle at Peacefield affordable rental apartments for seniors, resulting in net proceeds of $1,575,000.

- Approximately $640,000 in program income was generated as a result of the Community Development Division’s housing activities.

- The City was honored with the 2018 Smart Growth Partnership Excellence Award for the Regional Activity Center Rezoning project.

- The Parks, Recreation and Cultural Arts Department received $232,000 funding from Community Development Block Grant (CDBG) program to purchase new pool equipment, park amenities and gymnasium upgrades and $582,977 from Broward County Children’s Services Council for the FY19-20 afterschool programming at Kay Gaither and McNicol Community Centers and summer camp programming at Kay Gaither, McNicol, Dr. Martin Luther King Jr., and Washington Park Community Centers serving over 400 community youth.

- The Department of Parks, Recreation and Cultural Arts partnered with the CRA and Rhythm Foundation for a multi-year contract bringing international concerts (4x year) to the ArtsPark. Through this agreement, the ArtsPark hosted a minimum of 5,000 attendees for each concert the Rhythm Foundation scheduled.

- The Public Utilities Department 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.

- In coordination and partnership with FDOT, Public Utilities continued with the installation of new sanitary sewer system along SR7.
• The design of limited sanitary sewers for the Royal Poinciana neighborhood was completed.
• Six new auxiliary pumps for stormwater were purchased to address North and South Lake flooding.
• The water and sewer collections process was updated and resulted in the reduction of the total amount outstanding by approximately $1.3M.
• The City Clerk’s Office held the November 2018 City General Election which included 10 candidates for Districts 1, 3, and 5 and nine Charter referendum questions.
• The City Clerk’s Office prepared and held the March 12, 2019 Special Election for the three General Obligation Bond (GO Bond) questions and three questions related to the sale of City timeshare property.
• The Information Technology Department (IT) 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,
  o Blocking 200,000 attempts at accessing banned content.
• IT staff supported Development Services Department Enhancements:
  o E-Permit Process,
  o Digital Friday Permit,
  o Email notification to contractors,
  o Modified Hard Card and Updated Bluebeam software,
  o BCLA Code,
  o Building Permit Search.
• The City once again obtained the GFOA Distinguished Budget Presentation Award and the GFOA Certificate of Achievement for Excellence in Financial Reporting Award.
• By conducting a series of internal business tax audits, the Treasury Division has increased business tax registration by 20%, increasing revenues by over $225k this year. FY 2019 business tax revenue has exceeded projections and budget for the current year and will continue to enhance revenue through ongoing internal audit initiatives.
• As part of the new ERP system, the Treasury Division successfully implemented the Oracle Cash Management Module increasing automation in transaction processing and significantly improving the bank reconciliation process by reducing the turnaround time down from over 2 weeks to 2 days.
• Treasury staff 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, one of the fastest turnaround times in the County.

These results are due to our collaborative approach to governance and to our commitment to working in partnership with the City Commission, residents, business owners and community stakeholders for the betterment of the City of Hollywood. Our innovation pipeline has never been stronger with several new members of the City management team and ambitious goals for the year ahead such as:
• Create the Hollywood Homeless Task Force and participate in Community Court.
• Complete Phase 3 of CCTV Project and expand the program westward throughout the City.
• Explore the development of a pilot body camera program to include evaluating effectiveness, funding options, and public records requirements.
• Seek national accreditation for the City’s Emergency Management program.
• Receive and put into service emergency apparatus, which are funded through the General Obligation Bond.
• Complete the in-house Fire Inspector training program to increase the number of certified inspectors available within the Department.
• Determine the feasibility of implementing the Florida Power & Light’s Solar Together initiative.
• Develop a program to maintain and improve existing dune features and construct new dunes/vegetation on Hollywood Beach.
• Promote redevelopment along commercial corridors, within the Regional Activity Center (RAC) and Transit Oriented Corridor (TOC), and federal Opportunity Zones.
• Maintain and enhance the “Hollywood on the Go” Open Gov web portal for easily accessible and transparent information related to the City’s Capital Improvement, GOB, ILA and Surtax projects.
• Finalize a comprehensive film ordinance 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.
• Identify a Permitting Concierge for City and priority projects.
• Implement a hybrid digital plan review and inspection services program for large projects under development such as Block 58, Hillcrest and 441 ROC.
• Fully implement housing, infrastructure and work skills initiatives supported by funds derived from the Interlocal Agreement for affordable housing among Broward County, the City and the CRA.
• Conduct a study to develop Impact Fees for the following categories:
  o Mobility and Transportation
  o General Government Buildings
  o Law Enforcement
  o Fire Rescue
  o Affordable Housing
• Extend the fully digital submittal, routing, and review process to all aspects of the Development Review Process, including the Pre-Application Conceptual Overview (PACO) and Technical Advisory Committee (TAC).
• Coordinate rewrite of the Comprehensive Plan in conformance to Broward County’s new Comprehensive Plan and Hollywood’s vision.
• Draft request for proposal (RFP) work scope to hire a consultant to complete a Marina Master plan.
• Launch and complete the Parks and Recreation Comprehensive Master Plan as well as the CAPRA reaccreditation process.
• Implement signature paid concert(s) in ArtsPark.
• Develop project schedule for implementation of design and/or construction contracts for $70M GOB Phase 1 and non-GOB funded Capital Improvement Projects.
• Select design consultants for GOB Phase 1 projects and non-GOB funded Capital Improvement Projects.
• Select vendors to commence construction for smaller, local permitting GOB Phase 1 projects and non-GOB Funded Capital Improvements Projects.

• Continue construction of Royal Poinciana limited sewer expansion and water main replacement project.

• Implement Hazard Mitigation Grant Program (HMGP) for permanent backup generators for stormwater pump stations and sanitary sewer lift stations that could have a positive benefit on the quality of life of our residents.

• Begin construction of the Deep Injection Wells No. 3 & No. 4 to divert effluent flows per the Ocean Outfall Regulatory Rule change.

• Purchase additional pumps for flooding mitigation.

• Prepare for the November 2020 City General Election (Mayor and Districts 2, 4, and 6).

• Coordinate logistics with the Broward County Supervisor of Election and various City departments during Early Voting for the Presidential Preference and primary election at the City Hall Library.

• Implement information technology security enhancements including:
  o Improve computer imaging and patching deployments
  o Improve email security
  o Improve security and vulnerability assessment and handling
  o Address legacy operating systems

• Incorporate the results of the strategic plan into the budget process and assist City Departments with revising and developing meaningful performance measures that align with the strategic plan and goals of the City Commission.

• Strengthen the City’s financial position by developing fiscal policies that promote long-term strategic thinking, manage risk, comply with established public management best practices, and clearly define boundaries and set a framework for policy makers.

I could not be more excited about our future. We enter fiscal year 2020 with a clear focus on execution and innovation. While we move forward on a 5 year Capital Improvement Program that exceeds $600 million, we continue to push progress in the focus areas identified during our strategic planning process: Communications and Civic Engagement, Economic Vitality, Employee Development and Empowerment, Financial Management and Administration, Infrastructure and Facilities, Public Safety, Quality of Life and Strong Neighborhoods, and Resilience and Sustainability.

As many of you know, prior to becoming Hollywood’s City Manager in December of 2014, I worked for the City in the late 1980’s and again in the late 1990’s. Because of that experience, I can truly say this is Hollywood’s time. We are committed to capitalizing on all that Hollywood is and all that it can be. Thank you for your support and dedication to our success.

Sincerely,

Dr. Wazir A. Ishmael
City Manager
2019 DEPARTMENTAL HIGHLIGHTS

POLICE

- Awarded Reaccreditation status from the Commission for Florida Law Enforcement Accreditation. Hollywood is one of 166 law enforcement agencies with this accreditation – out of nearly 400 agencies in Florida.

- Combined the CCTV/Fusion Center with the TEC Unit in the Criminal Investigations Division to create an investigative force multiplier which will play an integral role in the technology aspect in a variety of investigations.

- Completed Phase 2 of the CCTV Program which provides coverage for the Downtown area.

- Expanded coverage of CCTV Program to the central beach area (Charnow Park).

- Reduced calls for service by addressing nuisance locations that incur large volumes of calls for service.

- Reduced nonviolent crimes year to date to include motor vehicle thefts and vehicle burglaries.

- Reunited 68 individuals with family members as part of the Family Reunification Program since the start of this program to reduce homelessness.

- Implemented several initiatives targeting burglary and quality of life issues.

- Obtained and implemented new Field Training Officer (FTO) software.

- Initiated training and distribution of NARCAN throughout the Patrol Division.

- Implemented “Talk with a COP” meetings between Neighborhood Team Leader Officers (NTLs) and the youth of Hollywood.

- Supported the Hollywood Youth Ambassador Program at 11 students representing Hollywood area high schools.

- Streamlined the structure of the Neighborhood Problem Solving Teams.

- Increased Officers’ abilities and knowledge regarding DUI Investigations through training opportunities.

- Utilized social media platforms to improve the Hollywood Police Department’s image and provide information to the public.

- Maximized partnership 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).

- Conducted license plate reader operations citywide to enhance crime reduction.

- Participated in the Florida Department of Highway Safety and Motor Vehicle Arrive Alive traffic education and enforcement campaign.

- Coordinated outside speakers to teach tactical leadership for supervisory personnel.

- Replaced aging motorcycle helmets and communication system.

- Established an Auxiliary Officers Program for the Motor and Traffic Homicide Investigation Units to increase staffing levels.
• Led online Investigative Program implementation for the Criminal Investigation Division (CID).
• Analyzed reported Lewd and Lascivious incidents to develop patterns in an effort to mitigate sex crimes through actionable data.
• Implemented Crime View Dashboard software for Supervisors and Officers assigned to Specialized Units.
• Upgraded audio video technology in the Criminal Investigations Division interview rooms.
• Installed new Uninterrupted Power Source (UPS) for Police Radio Antennas.
• Completed installation of internal and external cameras at Police Headquarters.
• Partnered Hollywood Youth Ambassadors with City leaders for insight into democratic, legislative and leadership practices, attending the Florida League of Cities Conference to encourage civic engagement and leadership, and participated in the Broward Youth Policy Summit Program.
• Awarded the 2019 Enhanced Marine Law Enforcement Grant (EMLEG).
• Increased DNA recovery within the Crime Scene Unit to successfully identify subjects related to crimes throughout the City.
• Maintained focused deterrence with our Criminal Investigations Division, Violent Crimes Unit.
• Partnered with Memorial Regional Hospital and Kindred Hospital to address drug overdoses.

FIRE RESCUE & BEACH SAFETY

• Responded to nearly 28,000 Fire and EMS emergency calls and 13,000 transports.
• Rescued over 220 swimmers, treated over 1,200 first aids, responded to over 130 medical emergencies, and reunited over 120 lost children with family members.
• Monitored beachfront to ensure safety of nearly 7.5 million visitors.
• Held successful Junior Lifeguard program with over 300 children participating.
• Maintained the ISO Class 1 ranking for the 18th consecutive year. Hollywood is one of 38 cities rated Class 1 out of 348 nationally.
• Maintained 8th rescue full-time in-service and 9th rescue in service as a peak truck.
• Completed construction of Fire Station 45.
• 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.
• Held two recruit classes, training twenty-two new firefighters.
• Successfully conducted six month trial Stand Up Paddleboards program with recommendations for permanent code modifications.
• Partnered with Memorial Regional Hospital in providing ride times with nurses and medical students.
• Continued the Firefighter Friday program with Joe DiMaggio Children’s Hospital which includes visits to children battling various life threatening illnesses.
• Held another successful Fire Cadet program at our training facility.

• Beach safety personnel participated in the United States Lifesaving Association National Championships in Virginia Beach, Virginia and the United States Lifesaving Association Regional Championships in New Smyrna Beach, Florida.

• Participated in County-wide Automatic/Mutual Aid Committee, Premier One CAD Implementation Committee and FireRMS Governance Board Committee.

• Worked in cooperation with the CRA and Public Works to replace twenty one lifeguard towers and first aid stations.

• Installed five Bunker Gear Washer/Dryers Extractors to reduce firefighter exposure to harmful contaminants. This was funded through a $115,000 grant from the 2017 FEMA Assistance to Firefighters (AFG) Grant program.

• Completed the second year of the 2015 Staffing for Adequate Fire and Emergency Response (SAFER) grant program which funded six firefighters over a two-year period to enhance fire safety and suppression capabilities.

• Received a grant from the Florida Department of Health for 300 doses of NARCAN to combat opioid overdoses.

• Participated in several active killer drills and seminars, implemented specialized training on opioid use and distributed opioid use reduction kits to the public.

• Negotiated new contract with the International Associations of Firefighters.

• Received a $69,800 regional grant from the Broward County EMS Grant to purchase “Stop the Bleed” kits to be distributed throughout the County.

• Evaluated replacement of Self-Contained Breathing Apparatus (SCBA’s) due to age. This equipment provides clean air to firefighters during firefighting operations.

• Replaced one command vehicle, seven administrative vehicles and eleven Fire Inspector vehicles due to the age and conditions.

• Placed orders for two Advanced Life Support (ALS) rescues and two Pierce Pumpers utilizing funds from the General Obligation Bond (GOB).

• Coordinated with vendor to design a new Platform unit to be funded from the General Obligation Bond (GOB).

• Implemented a new gross decontamination procedure for bunker gear to reduce exposure to carcinogens.

• Replaced All-Terrain Vehicles (ATV’s) and rescue watercraft at Beach Safety.

• Replaced the 20 year-old analog Zetron Fire Alerting system with the new digital Phoenix G2 Fire Alerting System.

• Implemented a new training records management program, “Target Solutions”, which is an online training platform that will assist with the documentation process needed to maintain an ISO Class 1 rating.

• Implemented a new fire inspection software program, “Fireworks,” to enhance inspection efficiency and streamline processes.

• Underwent a state inspection and maintained status as a State Certified Training Facility (with zero deficiencies).

• Hosted and participated in a Fire Service Cancer Awareness class by the Firefighter Cancer Support network.

• Participated in several educational events focusing on Post Traumatic Stress Disorder.

• Provided classes for public safety personnel regarding the safe administration of NARCAN for overdose cases.

• Deployed ballistic equipment on engines and rescues to protect our members in the event of active shooter incidents.

• Assisted Broward Healthcare Coalition in distributing grant funded Cyanokits to neighboring EMS agencies to combat cyanide exposure.
• Participated in the national program, “Cardiac Arrest Registry to Enhance Survival,” to increase survivability and positive outcomes for our patients.

• Collaborated with the University of Miami (UM) Cancer Research Team to track firefighter carcinogen exposures and utilize tumor banks for future study.

EMERGENCY MANAGEMENT

• Conducted full scale staff activations, preparatory measures, EOC operations, damage assessments, and FEMA filings responding to Hurricane Dorian.

• Coordinated the Hollywood Police Department’s successful transition from MIR3 to CodeRED for daily internal All Page alerts that are sent to City Administration, Command Staff and Lieutenants. The transition to CodeRED eliminated the Police Department MIR3 expense.

• Developed, implemented and tested the City’s first Family Assistance Center Operations Plan for use during mass casualty incidents.

• Enhanced the Hollywood Emergency Operations Center with an additional monitor and created (with IT and other Departments) a new Geographic Information System program that monitors all threats and City operations in real time.

• Spearheaded the City’s efforts to address the County’s attempt to tie land use plan amendment application approvals to City assistance with emergency sheltering.

PUBLIC WORKS

• Coordinated with Florida Power & Light to substantially complete a project that provided for the City-wide retrofit of Florida Power & Light-owned streetlights to an LED platform and also created an audit protocol to track project status.

• Successfully conducted service and rate options analysis and incorporated into negotiations and execution of solid waste collection, disposal and recycling contracts.

• Absorbed CRA Code Officers, one who now focuses on vacation rental/local business tax receipt assignments.

• Received $51,091.59 in rebate revenue for FY19 from the Equity Lease program for vehicles established in FY17.

• The Code Compliance Division increased Administrative Citations by 94%. This increase provided greater revenue and also faster compliance on minor property maintenance violations.

• The Code Compliance Division conducted sweeps of Yellow Green Farmers Market, Dixie Highway Corridor, and 441 Corridor to ensure safety and compliance of City ordinances.

• The Code Compliance Division partnered with the Building Division to conduct joint inspections on properties, testify at Magistrate Hearings and share knowledge/expertise.

• 501(c)3 Hollywood Animal Rescue Team was established and approved by City Commission.

• Worked with Development Services/Design/Architectural Services/Engineering and the CRA to complete the successful design, construction and relocation of the Beach Maintenance facilities.

• Installed additional lighting at Stan Goldman Park to illuminate the area immediately adjacent to the concession stand/restrooms and the adjacent parking area.

• Completed repairs and/or refurbishment for 11 monument signs City-wide.

• Provided maintenance and environmental services support for the St. Patrick’s Day event in the Downtown CRA District and Fourth of July event in the Beach CRA District.

• Utilized approximately 147.90 tons of asphalt for pothole and asphalt repairs for City roadways and sidewalks.

• Recycled approximately 8,000 lamps/light fixtures for City-wide facilities and City-owned street lights.

• Completed the reinstallation of 28 street light poles that were knocked down due to traffic accidents.
• Performed more than 6,000 maintenance hours of street lighting repairs.
• Replaced an aging flagpole and installed new LED lighting to illuminate a new flag and flagpole at the entrance to Charles Vollman Park.
• Coordinated with Hollywood Police Department to remove 12 camps of homeless that were identified within the City.
• Worked with Public Utilities and Procurement staff to develop specifications and successfully bid out the replacement of 13 vehicles and pieces of equipment.
• Participated in a steering committee to identify potential projects for the General Obligation Bond.
• $1M in landscape capital projects are currently underway in varying stages of completion.
• Obtained an additional tree crew to clear trees and shrubs from blocking rights-of-way, alleys, streets etc.
• Distributed over 2,000 gallons of free paint to residents through the quarterly Operation Paint Brush Program.
• Public Works organized the monthly Beach Sweep event, and with the assistance of over 1,020 volunteers, 2,885 lbs of trash were collected and removed from our Blue Wave Beach.
• 40 streets were adopted in the Adopt-A-Street program which equals to over 25.95 miles.
• Public Works completed the Annual Arbor Day event and celebrated the City’s 40th year as a Tree City USA.
• Public Works has distributed over 391,873 gallons of alternative fuel to City departments.
• Acquired additional alternative fueled vehicles.
• Installed native Florida friendly landscape designs and efficient irrigation systems in our parks, medians and facilities.

**HUMAN RESOURCES**

**ADMINISTRATION**

• Successfully implemented the transition to Oracle Human Capital Management module meeting the go live date of July 1st.
• Created and provided Oracle Human Capital Management training both in person and online to over 400 users prior to go live.
• Reviewed, revised and received approval to implement revisions to seven human resources policies.
• Compiled an Equal Opportunity Employment Plan report for applicable Departments/Offices to submit with their federal grant requirements.
• Facilitated four Sick Leave Pool Meetings.
• Scanned 1,493 hard copy employment files into Laserfiche.
• Received and responded to 9,889 phone calls and walk-in inquiries.
• Responded to 145 Public Records Requests for information.
• Human Resources employees continued their training/education and attended five conferences related to Labor, Benefits, and Risk Management and one employee is attending classes to obtain the Society of Human Resources SPHR certification.

**LABOR RELATIONS**

• Held 19 AFSCME contract negotiation meetings, 14 IAFF contract negotiation meetings and 12 PBA contract negotiation meetings which resulted in reaching agreement and entering into five successor collective bargaining agreements with the IAFF, PBA and AFSCME including health care reform and pension restoration as the main focus.
• Processed 28 written reprimands, 20 discipline notices, and responded to two EEOC charges.
• Responded to 29 grievances with zero of the grievances advancing to arbitration.
• Processed 85 FMLA requests.
• Investigated seven internal complaints.
• Processed 30 CDL Random/Reasonable/Follow-up Drug Tests and 12 Alcohol Tests.
LEARNING AND DEVELOPMENT

- Provided 110 Learning and Development classes including but not limited to Customer Service, New Hire Orientation, Anti-Harassment/Diversity, CPR/AED, EAP/Wellness, Supervisory (New Supervisors & Coaching), Technical/Software and other professional development trainings to more than 1,300 employees.

- Provided customer service training to 70 employees.

- Partnered with City Departments/Offices to provide training on internal topics including enhanced Legistar/Agenda training, PowerPoint Best Practices and ADA Compliance for Website Liaisons (CMED), Respect/Teamwork (Code Compliance), ERP (Procurement/Finance), and Coaching Employee Performance (Fire).

- Organized various awareness campaigns and fundraising events raising $6,403.19 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 focusing on employee recognition and improving morale.

- Facilitated and hosted two recognition ceremonies where two Diamond Service award recipients and 220 employees who achieved 5, 10, 15, 20, 25 and 30 years of service were recognized.

- Hosted the Annual Volunteer Recognition Reception for 227 people which was an increase in attendance of 35 volunteers from 2018.

- Hosted the annual KAPOW (Kids and the Power of Work) program to bring City employees into local schools which included 50 students.

- Processed 122 online volunteer applications, background checks and assisted with placement for 20 volunteers including interns and summer youth.

- Completed online Anti-Harassment training with an 80% on time completion rate (1,120/1,400 employees completed on time).

EMPLOYMENT AND COMPENSATION

- Provided department/offices with qualified personnel within 90 days from posting the positions (86% of the time) (55 of the 64 eligibility lists were posted within 90 days).

- Assisted departments/offices with the development or revision of 33 job descriptions and conducted the review of 15 reclassification requests.

- Conducted 163 unique recruitments, received and reviewed 14,864 applications, hired 155 new employees and promoted 58 employees.

- Maintained the turnaround time of processing new hire and promotional personnel action forms within the Human Resources office at two days in FY2019.

- Due to Pension Restoration, the turnover rate is 9% which is greater than our goal of less than 5%.

BENEFITS

- Processed 9,561 benefit changes including Births, Divorces, Marriages, Domestic Partnerships, and Dropping Coverage due to Medicare Acquisition and Qualifying Events.

- Processed 198 New Hire Benefit enrollments.

- Processed 159 terminations.

- Held three Health Insurance Committee Meetings.
• Kicked off a new Preventive Incentive Program for employees.

• Extended AFLAC products to 10 new Part Time 15-29 classified employees.

• Hosted nine individual Estate Planning Consultations with the Preferred Legal Plan vendor.

• Increased participation in the City’s fitness facility by adding 68 more registrants, bringing the total number to 333 employees and dependents with access.

• Implemented/Hosted over 12 wellness initiatives (Life Scans, On-Site Mammogram Screenings, Wellness/Awareness Lunch-N-Learn Seminars, Beach Boot Camp Series, and a subsidy program with Orange Theory Hollywood) which garnered the participation of 272 participants.

• Hosted an annual Biometric Screening which included advanced A1c hemoglobin testing in which 125 employees attended the on-site event.

• Held a Flu Shot clinic through Quest in which 80 employees received their flu shot.

• 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.

• Conducted 16 Open Enrollment meetings, 13 BenTek Assistance Workshops and processed 1,014 open enrollment changes for a January 1 effective date.

• Sent 1,199 (Open Enrollment Packets), 1,199 (BCBS & Medicare Part D Notices) Retiree Mailings for Open Enrollment and Cigna Changes.

RISK MANAGEMENT

• Received reimbursement of $708,714 for Hurricane Irma insurance claims.

• Reduced the number of workers compensation claims by more than 2% from FY18.

• Processed 87 new workers claims; denied, closed or settled 162.

• Processed 131 new general liability claims; denied, closed or settled 100.

• Received $31,304 in subrogation funds.

• Increased EMT Professional Liability limit from $250,00 to $1,000,000.

• Reviewed 1,520 Certificates of Insurance.

• Conducted checks of all 35 AED’s city-wide.

• Conducted a physical appraisal of all City properties.

• Conducted 10 Safety training classes with 95 employees attending.

• Purchased four safety training videos for use by Public Utilities and Public Works.

COMMUNICATIONS, MARKETING AND ECONOMIC DEVELOPMENT

• Managed the successful “Let’s Go Hollywood” public education and outreach campaign for the general obligation bond. This was accomplished through providing community presentations, addressing media inquiries, working with community stakeholders, preparing commission agenda and workshop materials, producing website content, social media content, publications, and online and outdoor advertising to secure voter approval of up to $165 million in bond funded capital improvements.

• Enhanced marketing of Hollywood’s two Opportunity Zones by connecting funding opportunities with projects, prioritizing reviews of opportunity zone projects, developing a database of market information and promoting zones through industry marketing events and advertising.
• Launched an Entrepreneurship Program offering workshops and trainings in entrepreneur development through the City’s affiliation with Kauffman FastTrac® and partnerships with organizations such as Broward SCORE to equip entrepreneurs with the business skills and insights, tools, resources, and peer networks necessary to start and grow successful businesses.

• Completed the office reorganization, which combined economic development and communications/marketing staff into new office space within City Hall, completing the hiring of an Economic Development Manager, Economic Development Representative and Economic Development Marketing Coordinator, as well as the re-classification of one Video Production Specialist position to a Multimedia Design Coordinator to better align with office goals.

• Entered into a partnership with Broward College to provide community based work skills training programs as part of the Broward Up Program.

• Sponsored a series of “Tech Talks” and the “Tech Awards” with the South Florida Business Journal and participated in SUPx as part of the City’s Economic Development strategic marketing program in support of technology based business development and growth in Hollywood.

• Expanded the Commercial Property Improvement Program (CPIP) to strategic business corridors throughout Hollywood and increased program marketing with community meetings, direct mail, social media and e-mail outreach.

• Continued engagement with organized industry networks including NAIOP, International Economic Development Council, Florida Economic Development Council, Greater Fort Lauderdale Alliance and its various councils, Greater Fort Lauderdale Realtors Association, South Florida Office Brokers Association, and the International Council of Shopping Centers, to promote business development and redevelopment opportunities in the City.

• Provided business and permitting assistance as part of expansion and retention initiatives with existing companies and recruitment initiatives with companies looking to relocate to the City.

• Collaborated with the Greater Hollywood Chamber of Commerce and Leadership Hollywood to increase SPARK Hollywood participation and events including the 3rd annual SPARK Hollywood pitching contests and the SPARK three-part Speaker Series, which focused on “How to Get Funded,” “Speed Branding,” and “Owning Your Pitch.”

• Worked in partnership with the Johnson Street Business Association and Department of Public Utilities to provide assistance to businesses adversely affected by roadway construction on Hollywood Boulevard and Johnson Street.

• Hosted multiple familiarization tours of the City providing potential investors, site selectors and real estate consultants with information on new opportunities related to zoning changes and opportunity zones, planned and current public improvement projects, as well as current real estate development taking place within the City.

• Coordinated, in partnership with the Office of the City Manager and Department of Financial Services, presentations and tours with bond ratings agencies to secure strong bond ratings for the City’s General Obligation Bonds Series 2019.

• Partnered with a group of local business leaders, the Chamber of Commerce and Leadership Broward to plan and coordinate the second TEDx Young Circle Park event for November 2019.

• Continued phased 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,” updating marketing materials in alignment with the City’s brand image.
Provided oversight and coordination of the more than 1,000 web content pages and dozens of applications on the City’s main website, www.hollywoodfl.org and economic development website, www.choosehollywoodfl.com including graphic design, writing and editing web pages, calendar listings, news updates and web liaison training.

Responded to hundreds of media requests on news stories such as the general obligation bond, seaweed removal, Hollywood Hills Rehabilitation Center arrests, and septic to sewer conversions. Media support was given to promote City events such as the Candy Cane and St. Patrick’s Day Parades.

Provided special event promotion and support through print advertising, free and paid social media and video production services to support City, CRA and community events and initiatives such as SPARK Hollywood, Veterans Day Barbecue, Spring Marshmallow Drop, and Hollywood Happy Day, St. Patrick’s Day Parade, Candy Parade and the USS Paul Ignatius Ship Commissioning.

Increased ADA compliance of City’s broadcast and website presence by completing the final phase of a project with Comcast to transition to a dedicated fiber connection for full closed captioning availability of City’s government access channel broadcasts. Provided ADA compliance training for website pages and documents.

Assisted with the planning and implementation of several ribbon cutting and groundbreaking ceremonies, workshops and community events such as Quiet Zones, Tu B’ Shavt, and Arbor Day Celebrations.

Produced four issues of the City’s quarterly New Horizons magazine facilitating a return to a direct mail printed publication, in addition to the online publication, that is mailed to more than 60,000 households and emailed to 26,000 NotifyMe subscribers.

Continued to grow the City’s social media presence enhancing public communication through the administration of the City’s Facebook, YouTube, LinkedIn, Twitter and Instagram accounts. As of September 30, 2019, Facebook has earned more than 15,500 followers, Twitter has more than 6,000 followers, YouTube has more than 800 subscribers, LinkedIn has more than 2,000 followers and the newly launched Instagram account has more than 1,500 followers.

Coordinated, in conjunction with the City Manager’s Office and the CRA, the launch of a new micro-transit transportation circulator service for downtown Hollywood, Federal Highway and Hollywood Beach.


Provided special event promotion through online and print advertising including Broward family life, sponsorship of the USS Paul Ignatius Ship Commissioning, St. Patrick’s Parade, and Candy Cane Parade.

Procured, created and designed the new Open Gov “Hollywood on the Go” web portal to provide easily accessible updates or “stories” for Capital Improvement, GOB, ILA and Surtax projects.

**DEVELOPMENT SERVICES**

- Initiated Comprehensive Plan revision process to be in conformance to BrowardNext and Hollywood’s vision.
- Increased education and training for all staff to include customer service, operational efficiencies, and technical aspects of the various City, County, State, and Federal codes.
• Simplified online experience to better assist customers with understanding the permitting process and the correlating documentation required by the various codes.

• More widely utilized the Q-less system.

• Participated in the 10-Year Plan to End Homelessness in conjunction with regional services providers.

• Collaborated with elected officials, City administration and Broward County Public Schools personnel to promote local public schools.

• Promoted participation of civic associations in “Cash for Trash” program in collaboration with Public Works Department.

• Continued participation in the City’s multi-disciplinary Property Compliance Task Force.

• Provided 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.

• Continued to provide thorough and constructive architectural design comments, improving the quality of new housing stock and corridor development.

• Improved and expanded the features of the interactive GIS based map.

• Updated website and publications to better communicate (more user friendly, clearer) division purpose and Development Review Process.

• Improved the timeline for building permit review.

• Supported Department and City-wide General Obligation Bond efforts.

• Provided support for aspects of the City’s sidewalk construction program.

• Provided grant funding for eligible neighborhood capital improvement projects.

• Incorporated new sustainable building practices in the Division’s Housing Rehabilitation/Replacement Program, as appropriate.

• Continued promoting the Property Assessed Clean Energy (PACE) Program to leverage Housing Rehabilitation Program resources.

• Made significant gains with paper to digital conversion by eliminating costly and paper intensive submittals, and introducing electronic applications, submittals, and review for the Development Review Process.

• Supplied tablets for the Boards to use during meetings, eliminating the need to compile and deliver monthly Board packages to members.

• Continued to ensure green practices are incorporated in early stages of the design process.

• Advocated for more funding of federal and state programs designed to support affordable housing.

• Played proactive role on affordable housing in Hollywood caused by Broward County’s implementation of BrowardNext initiative.

• Advocated for the allocation of unrestricted funding for community development programming.

• Sought ways to enhance communication with neighborhood civic associations and to promote capacity building within these organizations.

• Continued coordination with FDOT on the 441 project and the linear park project.

• Continued coordination with FDOT, Broward County, CRA on A1A roadway, traffic, lighting and transportation improvements.

• Continued coordination with FDOT, Broward County, CRA on US1 complete streets plan and CLISP grants including traffic, lighting and transportation improvements.

• Coordinated continuing sidewalk and bikeway grant projects along 14th Avenue, 56th Avenue, 62nd Ave, 64th Ave and Hollywood Blvd.

• Completed construction of Fire Station No. 45.

• Completed structural repairs at Van Buren Parking Garage.

• Replaced chiller at City Hall.
• Completed design and started construction of projects such as Montella Park restroom and 441 Linear Park.
• Continued to provide priority service for larger projects while refining the process in order to deliver services in a more efficient manner.
• Finalized a refined internal routing system to better enhance permitting operations for Clerks, Plan Reviewers, Inspectors, other Divisions, and the general public.
• Achieved partial implementation of digital plan review program (BlueBeam) to enable concurrent reviews, digital submissions, and a paperless process, while also streamlining the plan review process.
• Collaborated 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.
• Explored opportunities to facilitate development of affordable housing on available publicly- and privately-owned parcels.
• Assisted with the implementation of Commercial Façade Improvement Pilot Program.
• Continued 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.
• Continued 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.
• Continued 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.
• Implemented new policy for overtime utilizing incentives based on efficient plan review.
• Instituted an outreach policy whereby Building Officials attend regular Civic and Homeowners Association meetings.
• Incorporated Green Building Principles into new construction from building design to building operation to ensure all parties were using natural resources efficiently while decreasing waste and pollution.
• Entered into an Interlocal Agreement with Broward County for Unsafe Structures Board.
• Developed a GIS based Emergency Operational Center hurricane plan.
• Created preliminary concept for consolidated Development Services Center.
• Revamped the routing system to make plan review more efficient.
• Implemented Digital Fridays for same day permits for Mechanical, Electrical, Plumbing and Structure (M.E.P.S) and electronic plan reviews (e-permit).
• Purchased new vehicles for Inspectors.
• Obtained approval for and implemented new housing programs supported by $9.8 million derived from the Interlocal Agreement for affordable housing among Broward County, the City and the CRA.
• Provided financial support and technical assistance for social service and workforce development programs administered by non-profit organizations.
• Made approximately 900 social service referrals for individuals including, but not limited, to persons with special needs or at risk of homelessness.
• Completed construction on two new, affordable homes in conjunction with the Housing Rehabilitation/Replacement Program.
• Completed 16 housing rehabilitation projects.
• Completed extensive rehabilitation of two City-owned homes to prepare them for conveyance to low- to moderate-income households.
• Consummated sale of City-owned parcels to make way for construction of Pinnacle at Peacefield affordable rental apartments for seniors, resulting in net proceeds of $1,575,000.
• Generated approximately $640,000 in program income as a result of the Division’s housing activities.

• Provided financial assistance to the Commercial Property Improvement Program pilot in Low to Moderate Income areas.

• Implemented First-Time Homebuyer Purchase Assistance Program in partnership with the Broward County Housing Finance and Community Redevelopment Division.

• Coordinated the Education Advisory Committee’s evaluation of eight candidates for the Hollywood Police Department’s Youth Ambassador Program.

• Coordinated the Education Advisory Committee’s evaluation of grant proposals submitted by local educators and assisted with disbursement of financial assistance totaling $20,000.

• Developed amendments based on Barrier Island parking study for the Commission to consider for City Code of Ordinances Chapter 72.

• Redesigned City Hall parking layout for early voting.

• Executed new contract with Broward County to enforce parking regulations at North Beach pocket parks.

• Began construction phase of Colbert Elementary Safe Routes to School Sidewalk project which will add 5.07 miles of new sidewalk.

• Design and construction drawings completed for East-West Streetscape phase III from Oklahoma Street to New Mexico Street.

• Received grant funding in the amount of $4M from BMPO CSLIP.

• Reviewed and determined fees and/or mitigation for a total of 161 tree permits citywide, reviewed, communicated and approved a total of 437 Landscape Plan Reviews for commercial and residential building permit projects.

• Assisted in Citywide CIP projects, streetscape enhancements, landscape designs, and compliance efforts.

• Implemented new 50/50 Sidewalk Reconstruction Program.

• Honored with the 2018 Smart Growth Partnership Excellence Award for the Regional Activity Center Rezoning project.

• Recognized by the Florida Department of State for continued efforts to preserve Florida’s historic resources and for the Planning Division’s active participation in the Certified Local Government program.

• Promoted sustainability through the implementation of a fully digital submittal, routing, review, and publishing process for the Planning and Development and Historic Preservation Boards using electronic applications, submittals, and review for the Development Review Process. This eliminated costly and paper intensive submittals; the need to physically route packages to Board members each month; and the need for a City vehicle.

• Promoted economic development through flexible zoning designations and more robust customer engagement.

• Incorporated the Environmental Sustainability Coordinator position into the Planning Division; and continued to ensure green practices are incorporated in early stages of the design process.

• Performed permit plan review for major economic development projects, such as, the Joe DiMaggio Children’s Hospital Expansion and Great Southern (Block 40).

• Completed amendments and enhancements to the City’s sign regulations in accordance with content neutrality requirements as mandated by Federal Law; and to fit the City’s vision and aesthetics.

• Completed text amendments to Articles 2, 4, 5, 7, and 8 to clarify the intent of regulations, better respond to industry trends, promote the City’s vision, accommodate transitional development, and enhance usability.

**PARKS, RECREATION & CULTURAL ARTS**

• Selected Barth and Associates to produce a new Parks Master Plan.
- Received $232,000 funding from Community Development Block Grant (CDBG) program to purchase new pool equipment, park amenities and gymnasium upgrades.

- Received $582,977 from Broward County Children’s Services Council for the FY19-20 afterschool programming at Kay Gaither and McNicol Community Centers and summer camp programming at Kay Gaither, McNicol, Dr. Martin Luther King Jr., and Washington Park Community Centers serving over 400 community youth.

- Negotiated a $58,000 Safe Park grant to restore the gymnasium floors at Washington Park and Dr. Martin Luther King Jr. Community Centers.

- Hosted the Department of Agriculture at Kay Gaither Community Center to recognize the site for the years of providing summer food program to the community.

- Hosted Cardboard Boat Race at Marina Boat Ramps in October 2018 after a two year hiatus.

- Hosted youth flag football practices and games for 50 children at the Hollywood Police Athletic League in spring 2019 (Feb – May) after a two year hiatus.

- Staff successfully completed the National Recreation and Park Association Certified Playground Safety Inspector Exam.

- Assisted with the development of GOB projects related to recreational and cultural facilities, parks, open space and golf courses helping to develop cost estimates and attend community outreach meetings and events.

- Partnered with MIAMI Association of REALTORS® and conducted a volunteer project at Oak Lake Park Community Garden site. Approximately 20 volunteers removed weeds and installed weed barrier and stakes on the morning of July 10, 2019.

- Partnered with Kiwanis Club of Hollywood to steward and install first of eight free neighborhood lending library cabinets at Kiwanis Park.

- Completed 573 youth sports volunteer background checks FY2019 (Oct – July), which is a 43% increase over the same time period in FY2018.

- Produced the Solar Blast concert series featuring six live tribute bands. Concerts were presented on Saturday evenings with each averaging an attendance of 1,000. Featured “tribute” artist included: Billy Joel, Tina Turner, Aerosmith, Katy Perry, Styx & Journey and the Beatles.

- Partnered with the CRA and Rhythm Foundation for a multi-year contract bringing international concerts (4x year) to the ArtsPark. Through this agreement, the ArtsPark hosted a minimum of 5,000 attendees for each concert the Rhythm Foundation scheduled.

- Incorporated Instagram and Facebook adding a social media presence to the ArtsPark.

- Special Event application and other forms moved from a PDF format to ADA compliant format. Special Event applications also made available to fill out and submit online.

- Staff attended drone certification classes so that future events can be filmed and documented.

- Upgraded all ArtsPark lighting to LED and installed 10 new LED lighting fixtures in ArtsPark playground.

- Candy Cane Parade waste and post-parade clean up reduced. This was accomplished by having parade participants distribute candy by hand to attendees instead of throwing candy from floats.

- Increased family involvement nights to three per year for after care sites.
Hosted events at our various Community Centers such as:

- @ MLK: MLK Fun Day, Workshop for Mothers and their Daughters on Self Love, Senior Mother’s Day Karaoke, Teen Games Night, Senior Jewelry Making, Senior Fitness/Chair Exercise, Comic Book Day.
- @ David Park: Free Throw Contest, One Mic Night, Quit Smoking, Summer Family Fun Night.
- @ FLMPC: Musical Percussion Experience Program, Art of Weaving class.
- @ McNicol: Painting with Faith, Ginger Bread House Holiday Event, Family Feud Family Game.
- @ WP: Basketball skills improvement program averaged 10 kids (from 5-12 year olds) in the spring. Soccer program has averaged 16 kids.
- @ KG: Men’s Mentoring program was started.
- @ BH: Valentine’s Day Dance had 90 participants. Brain Stimulation Program for the elderly averaged 15 participants. Spanish Theater Drama Show averaged 15 participants while drawing an audience of 40 people.

- 5% increase in Water Safety Educational Courses provided to summer camps.
- 50% increase in Open Swim Camps served.
- 50% increase in Party Pool Rentals.

**DESIGN AND CONSTRUCTION MANAGEMENT**

- Continued to develop and refine the scope of GOB projects, concept plans and estimates, and attended oversight committee and community meetings to relay information.
- Developed a project implementation timeline to coordinate with the issuance of bonds and allow for the completion of projects within the required time frames for bond financing.
- Completed consultant selection for major projects including the police headquarters and Hollywood Beach Golf Course and Community Center.
- Worked in conjunction with Human Resources to hire qualified, experience personnel to staff the newly reestablished Department.
- Established a new office location for the Department at the Liberia Network Center.

**PUBLIC UTILITIES**

**WATER DISTRIBUTION / WATER TREATMENT PLANT**

- Rehabilitated ten Spiractors in the Lime-Softening process at the WTP.
- Started the replacement of all pumps and motors and associated piping at the High Service Pump Room at the WTP for pumping potable drinking 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.
- 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 main system on SR7.
WASTEWATER COLLECTION/SOUTHERN REGIONAL WASTEWATER TREATMENT PLANT

- 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 help with civic pride.
- 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 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 the possibility of entering into an Interlocal Agreement for contractual reuse credits to meet reuse 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.
- Replaced 40-ton A/C unit for the influent pump station electrical control building at the WWTP.
- Rehabilitated the return activated sludge #2 pumping facility at the WWTP.
- Construction of new project for Johnson Street commercial corridor began and is substantially completed.
- In coordination and partnership with FDOT, continued with the installation of new sanitary sewer system along SR7.
- Completed the design of limited sanitary sewers for the Royal Poinciana neighborhood.

STORMWATER PUMPING / TREATMENT / COLLECTION

- 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.
- Purchase new auxiliary pumps for flooding mitigation in the Lakes area.

UTILITY BILLING

- 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.

CAPITAL IMPROVEMENT

- 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.
- Purchased a new Asset Management Software system (Cityworks) and working on implementation phase.
- Detected and coordinated Security Incident Response for multiple incidents.

CITY CLERK

- Held the November 2018 City General Election which included 10 candidates for Districts 1, 3, and 5 and nine Charter referendum questions.
- Coordinated logistics with the Broward County Supervisor of Elections and various City departments during Early Voting for the general (November 2018) election, at the City Hall Library.
• Held the Swearing In Ceremony for the newly Elected City Commission members from the November 2018 election.

• Prepared and held the March 12, 2019 Special Election for the three General Obligation Bond (GO Bond) questions and three questions related to the sale of City timeshare property.

• Worked with the Supervisor of Elections on the selection of polling locations and other various issues.

• Worked with staff and provided educational information to the residents regarding the GO Bond questions.

• Participated in the Downtown Hollywood Vintage South Florida event in February 2019 with historical photographs, maps and documents.

• Displayed two photographic exhibits on the first floor of City Hall, "Building Hollywood: The 1920s" and the "Post Card" Collection.

• Served as liaison for the Emerald Hills Safety Enhancement District Board and staff regarding any issues.

• Scanned current resolutions, ordinances, minutes, and city deeds into Laserfiche, reducing paper copies.

• Monitored and provided continuous staff training of Legistar by Granicus, the agenda management program.

• Processed a total of 398 Resolutions, 54 Ordinances and 85 Presentations for placement on Commission meeting agendas.

• Monitored GovQA, a public records management program, for compliance with 3,209 requests submitted, of which 2,424 were handled by this office. Provided technical support for users on the operations of the software.

• Updated and revised the Citywide Records Management policy to align with the State’s regulations and the City’s operational needs. Provided annual records management training for records law compliance by holding individual staff training.

• Improved upon the current historic collection system to allow for greater manageability, research ability and retrieval of historical documents by creating a spreadsheet in which collections were organized by department.

• Successfully destroyed 785 boxes, which equals 1,178 cubic feet, of eligible records from our inventory list which have met the retention period as required by State Statute. This aids in reducing our storage fees.

• Assisted various departments with their inventory and internal record management processes. Processed submission of 1,230 boxes for transmittal of records.

• Processed requests from departments for retrieval of 657 boxes from off-site storage.

• Reviewed 1,387 boxes in storage, updating the inventory in accordance with State Statutes.

• Began the conversion of microfilm to digital records; to date 93 reels of microfilm have been converted.

• Coordinated with the City’s 20-advisory boards and committees for appointments and reporting requirements. There were 147 board applications for 93 vacant/expiring positions.

• Placed 70 legal advertisements in the newspaper to comply with State Statutes and City Codes.

• Posted 501 Sunshine Notices for the City to hold various meetings and events.

• Staffed 27 Commission meetings and 28 special/workshops and community meetings.

• Processed 22 Commission meeting minutes and 12 sets of workshop minutes.

• Processed 12 CRA agendas with 101 items.

• Accepted bid proposals and attended 46 bid openings.

• Processed and collected funds for 99 lobbyist client registrations.

• Processed the routing for execution of 220 contracts.
• Records and Archives staff coordinated the removal of approximately 500 boxes of records stored in a building on the Van Buren Street parking lot allowing these materials to be properly inventoried and stored within State Statutory requirements.

• Successfully prepared two years of Building Permit records (approximately 400 boxes).

• Successfully prepared and scanned three years of Personnel and Payroll records (approximately 100 boxes).

**INFORMATION TECHNOLOGY**

• Provided significant assistance to Human Resources, Finance and Procurement in Extracting/Validating/Correcting data from legacy systems for the ERP transition.

• Detected and mitigated 85 risks (Trojans, Hacking tools, etc.) on endpoint 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,
  - Blocking 200,000 attempts at accessing banned content.

• Continued support of Station 33 Zetron Fire Alerting IP based communications throughout FY2019.

• Provided continued support for implementation of Fire Station 45, including fiber optics, alarms, internal wiring and data closet and proposed alerting system.

• Continued facilitating LUCA by reviewing and commenting on the U.S. Census Bureau’s residential address list for the City prior to the 2020 Census.

• Upgraded VMware Environment from 6.0 to 6.5.

• Maintained high level of Data Center operations and availability:
  - Backup/Restore Success rate: 100%
  - Percentage Uptime Servers: 99%
  - Total network uptime: 99%
  - Core network uptime: 99.95%
  - Internet uptime: 99.95% (Internet not functional for about 4 hours/year).

• Re-negotiated contracts with Comcast resulting in over $50K savings in FY 2019.

• Resolved 3,700 requests for service from October 1 – June 3, 2019.

• Facilitated completion of additional phases for CCTV and Automated License Plate Reader systems.

• Implemented additional Compliance Policies and Actions resulting in no Auditor Issues with Information Technology Department.

• Continued Citywide security training initiatives.

• Provided IT support for Development Services Department Enhancements:
  - E-Permit Process
  - Digital Friday Permit
  - Email notifications to contractors
  - Modified Hard Card and updated Bluebeam software
  - BCLA Code
  - Building Permit Search
• Implemented GIS Enhancements including:
  • Fire Pre-Plan Inspection web map and mobile applications
  • Premise Report Inspection web map and mobile applications
  • Post Hurricane Assessment and Recovery Efforts web map and mobile applications
  • GOB Taxable Value (calculator) web map application
  • GOB Projects Location Map web map application
  • Census Bureau New Construction Program
  • County Signage Inventory
  • Sidewalk Inventory
• Initiated the purchase of new City Firewall infrastructure and revised DMZ network design.
• Implemented Hyper converged Virtual Data Center to allow for consolidation of physical servers and replacement of existing system.
• Initiated migration of unified communications system from legacy PRI circuits to SIP to allow for better business continuity.

FINANCIAL SERVICES

BUDGET DIVISION
• Successfully implemented a new ERP budget planning system which will enhance the annual operating and capital budget development process and provide budget staff with advance forecasting tools.
• Streamlined the budget development process to allow for a more efficient process and improve overall communications with the departments.
• Enhanced the office’s external website to translate complex budgetary information in a simplistic, user-friendly manner for the general public.
• Coordinated all administrative activities and conducted annual site visits for the General Fund Agency Grant Program which awarded $180,000 to 14 non-profit organizations throughout the City.
• Assisted with activities related to the issuance of the General Obligation Bond through collaboration with City management and various departments.
• Obtained the GFOA Distinguished Budget Presentation Award.

TREASURY DIVISION
• By conducting a series of internal business tax audits, Treasury has increased business tax registration by 20%, increasing revenues by over $225k this year. FY 2019 business tax revenue has exceeded projections and budget for the current year and will continue to enhance revenue through ongoing internal audit initiatives.
• As part of the new ERP system, successfully implemented the Oracle Cash Management Module increasing automation in transaction processing and significantly improving the bank reconciliation process by reducing the turnaround time down from over 2 weeks to 2 days.
• 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, one of the fastest turnaround times in the County.

GENERAL ACCOUNTING DIVISION
• Successfully implemented a new ERP system for the General Ledger, Accounts Payable, Fixed Assets, Expense Reporting modules.
• Successfully completed the annual external audit with no material weaknesses identified or repeated from the previous year.
• Published the City’s FY 2018 Comprehensive Annual Financial Report by the required deadline.
• Timely filing of all continuing disclosures for State and Debt reporting requirements.
• Obtained the GFOA Certificate of Achievement for Excellence in Financial Reporting Award.

**PROCUREMENT**

• Through various means of verification, refined the GEMS supplier list consisting over 36,000 suppliers down to 6,000.
• Completed on schedule Phase II Advance Procurement, which included Sourcing and Supplier Portal. Sourcing will allow the City to standardize the bid process/documents and has the capabilities of making critical decision electronically (within Oracle), such as finalizing scores from an evaluation committee. Supplier Portal allows for suppliers to manage their contract portfolio for the City including the ability to review orders and invoices, check payment status, and make administrative changes.
• Processed over 1,000 purchase orders (averages out to be 192 Purchase Orders a week) with a value of $53M.
• Processed over 1,200 Supplier Requests (an average of 23 supplier requests a week). Supplier requests include adding a new vendor or making administrative changes such as address change, updating W9s, and adding a new point of contact.
• Purchase card transactions amounted to approximately $2M (the highest amount to date). Of the $2M expended approximately $900K was spent with Hollywood vendors.
• Two vehicle auctions were held resulting in the sale of 140 vehicles and revenues of $170k.
2020 GOALS

POLICE

• Reduction of all Part 1 crimes citywide.
• Continue a reduction of calls for service by addressing nuisance locations that incur large volumes of calls for service.
• Continue hosting specialized internal and external training for staff.
• Maintain a professional, intelligence focused approach to Law Enforcement.
• Complete Phase 3 of CCTV Project and expand westward throughout the City.
• Crime View Dashboard software department wide implementation.
• Expand CCTV coverage of the Broadwalk.
• Create the Hollywood Homeless Task Force and participate in Community Court.
• Explore development of a pilot body camera program to include evaluating effectiveness, funding options, and public records requirements.
• Obtain and implement modernized timekeeping software (Kronos).
• Expand external partnerships to assist with community outreach programming.
• Implement initiatives aimed at burglary deterrence, traffic concerns, and quality of life violations.
• Continue participation in the Florida Department of Highway Safety and Motor Vehicle Arrive Alive traffic education and enforcement campaign.
• Increase DUI enforcement citywide.
• Continue participation in the Task Force “Community Action Team” which addresses the national issue of drug overdoses.
• Police drone program implementation.
• Reduce City-wide auto thefts through a comprehensive strategic operational plan.
• Increase joint partnerships with faith-based community representatives.
• Continue involvement with the organizers of the Special Olympics Torch Run.
• Complete installation of a Radio Frequency Identification (RFID) system to process and document property and evidence items.
• Identify abandoned, sunk or derelict vessels for removal and seek grants or alternative funding to address this problem.
• Design and approval of Phases IV & V of the CCTV/LPR initiative.
• Instruct all Officers on the newly required Autism Awareness Training as mandated by Florida State Statute.
• Approval of 2020 EMLEG Grant (Enhanced Marine Law Enforcement Grant).
• Expansion of our Computer Crimes/Technology Unit.
• Expansion of the Dating Violence Program.
• Maintain “Talk with a Cop” meetings between Neighborhood Team Leader Officers (NTL’s) and the youth of Hollywood.
• Install new automated parking equipment at Radius and Van Buren Garage for a more reliable, efficient and up to date system.
• End private contract for cashiers at Radius and Van Buren Garage for a savings of approx. $275K annually.

FIRE RESCUE AND BEACH SAFETY

• Increase staffing to ensure Fire Rescue and Beach Safety service reliability for patients, residents and visitors.
• Hold new recruit class(s) to fill vacancies and maintain minimum staffing levels.
• Start receiving emergency apparatus funded through the General Obligation Bond.
• Issue a 2nd set of bunker gear to all firefighters to reduce exposures to carcinogens and contaminants.
• Replace firefighting hoods for all firefighters. This personal protective equipment will reduce the exposure to carcinogens and contaminants found during firefighting activities.
• Complete the Zoll RMS interface with TeleStaff to automatically populate personnel unit assignments.
• Continue to oversee the deployment of new lifeguard towers and first aid stations.
• Acquire additional pulse oximeters, glucometers and automatic external defibrillators to be used by Beach Safety staff to enhance patient care.
• Extend Beach Safety’s 4-10 schedule so that it starts earlier in the year and we can provide extended coverage during the early spring break time.
• Hire additional part-time lifeguards.
• Deploy an additional Rescue PWC (Jet Ski) to provide better response and coverage.
• The completion of the Broward County mandate to replace the existing Zetron Fire Alerting system in the Fire Stations with the new Phoenix G2 Fire Alerting System.
• The completion of Target Solutions for our Training Division. This is a training software utilized for an on-line training platform and will assist with the documentation process needed to maintain an ISO Class 1 rating.
• Replace air breathing compressor at Station 5. This is utilized to fill SCBA bottles after firefighting activities.
• The Bureau of Fire Prevention instituting the community risk reduction program “Close the Door”.
• Complete the in-house Fire Inspector training program to increase the number of certified inspectors available within the Department.
• Continue to provide emergency incident response to protect the lives and property of the residents and visitors of the City by mitigating emergencies and to reduce the impact of natural and other disasters.
• Continue to respond to all beach and water emergencies and enforce all city codes and ordinances relating to the beach.
• 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 Dayton 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.
• Apply for Assistance to Firefighters (AFG) Grant.
• Apply for Florida Department of Health EMS Matching Grant.
• Apply for the Broward County EMS Grant.
• Implement Electronic Payroll through Kronos Telestaff to reduce redundancy.

**EMERGENCY MANAGEMENT**

• Work to attain national accreditation for the City’s Emergency Management program.
• Continue to enhance the Emergency Operation Center’s readiness through additional technology.
• Work more closely with Hollywood’s business community to promote business continuity and disaster readiness.
• Attain more than 90% Citywide NIMS training compliance.
PUBLIC WORKS

- Coordinate in joint partnership with other City departments and Florida Power & Light to identify a conversion strategy that would allow Florida Power & Light to assume the ownership and maintenance responsibility for City-owned street lights.

- Assist with the development of a plan to address the deficiencies identified by the forensic engineering analysis of the Hollywood Beach Cultural & Community Center.

- Coordinate in joint partnership with other City departments to determine the feasibility and make recommendations regarding Florida Power & Light’s Solar Together initiative.

- Determine the feasibility and make recommendations regarding assuming the operations and maintenance responsibility for City of Hollywood fire stations.

- Continue to participate in a cross-functional team to evaluate and provide recommendations for the redevelopment of the Public Works site (Park Road Redevelopment).

- Coordinate in joint partnership with other City departments and Florida Power & Light to determine the feasibility and make recommendations regarding replacing the current computerized maintenance management work order system with a new system (City Works) being implemented by the Department of Public Utilities.

- Reduce landscape maintenance costs and improve appearance by replacing shrubs with sod and trees and native and other plantings in selected City medians.

- Oversee the design and implementation of various citywide landscape improvement projects, dependent upon available resources.

- Acquire additional alternative fueled vehicles.

- Install native Florida friendly landscape designs and efficient irrigation systems in our parks, medians and facilities.

- Address maintenance and improvements of existing dune features, and construct new dunes/vegetation on Hollywood Beach.

- Continue the Equity Lease program, currently at no cost for vehicles to the City, after initial startup cost in FY17.

- Work with CRA to develop a solution for trash/garbage collection in the downtown business district and Hollywood Beach, Surf Road area.

- Acquire new equipment to be used for clearing trees/shrubs from blocking right-of-ways, alleys, streets etc.

- Expand services to include a concrete repair crew and begin phasing out the 50/50 sidewalk program.

- Improve pothole repair by purchasing equipment to increase repair speed.

- Re-organize the Department to improve operational efficiencies.

HUMAN RESOURCES

- Provide departments/offices with qualified personnel within 90 days from position posting (80% of the time).

- Develop and revise 9 human resource policies annually to ensure consistency with the civil service rules, collective bargaining agreements, and employment laws.

- Resolve 80% of grievances prior to arbitration.

- Reduce the number of workers’ compensation claims filed by 2%.

- Engage employees and improve the overall skills of the workforce to support the City’s priorities by:
  - Offer 10 supervisory training classes.
  - Offer 6 administrative training classes.
  - Offer 4 ERP refresher training classes.
  - Offer 2 web-based training classes to leverage the new Oracle learning module.

- Facilitate 2 award recognition ceremonies per year.
• Host the annual Public Service Recognition Week activities.
• Offer 4 classes on Customer Service, conflict resolution and/or coaching (managers).
• Provide annual online refresher to 1,400 employees on anti-discrimination and harassment.
• Improve the health and well-being of the City’s employees by offering 9 wellness classes/activities annually.
• Engage at least 15% of employees to participate in the City’s wellness programs.
• Ensure a safe work environment and implement safety programs to reduce accidents, workers’ compensation claims and lost work days by offering at least 6 safety training sessions.
• Increase the limit for Cyber Liability from $2,000,000 to $5,000,000.
• Conduct Drivers’ training classes for City employees who drive City vehicles.
• Conduct required AED inspections on all units.
• Reduce the number of workers compensation by at least 2%.

COMMUNICATIONS, MARKETING AND ECONOMIC DEVELOPMENT

• Complete and implement the Economic Development Strategic Plan ensuring integration into the City’s overall Strategic Plan and alignment with the planned rewrite of the Comprehensive Plan.
• Expand SPARK|Hollywood to include more events, meet-ups, and learning sessions in support of small business start-ups and entrepreneurs.
• Participate and host local real estate and development forums promoting development/redevelopment opportunities within the City.
• Enhance outreach and assistance to businesses focusing on target industries, improving industrial districts and key commercial corridors.
• Promote redevelopment along commercial corridors, within the Regional Activity Center and Transit Oriented Corridor (TOC), and federal Opportunity Zones.
• Develop and execute workshops and forum opportunities for the local business community aimed at providing relevant and practical content for networking and business advancement.
• Continue coordination with Broward MPO, FDOT, and CRA on corridor transportation and mobility projects.
• Maximize value of the City’s real estate assets by positioning City’s surplus and underutilized property for redevelopment.
• Continue brand implementation with the oversight of the design and location of new wayfinding and gateway signage as part of the City’s General Obligation Bond and Complete Streets corridor projects.
• Finalize and implement a new street banner and electronic billboard program to maximize outdoor advertising opportunities.
• Complete the ADA assessment of website and develop a phased plan for website liaisons to ensure ADA accessibility on the City’s primary and economic development websites.
• 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.
• Expand City’s Economic Development media buy to reach a broader audience.
• Update the Citywide Communication Plan to reinforce brand messaging and logo implementation.
• Finalize upgrade to Comcast broadcast transmitters.
• Continue to enhance public safety awareness across all public communications platforms, including publications (New Homeowner’s Guide, Landlord Tenant Handbook, New Horizons, Crime Prevention Brochures), social media, the City’s websites (www.hollywoodfl.org & chooseshollywoodfl.com) and government access cable channels (Hollywood Community Television).
• Maintain and enhance the “Hollywood On the Go” Open Gov web portal for easily accessible and transparent information related to the City’s Capital Improvement, GOB, ILA and Surtax projects.

• Finalize a comprehensive film ordinance 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.

• Increase Government Access Channel and web-based video programming to create greater exposure for special events and programs

• Continue to produce four 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 Utilities and Public Works services.

• Work in partnership with Community Development to increase work skills training programs focused on ensuring a qualified workforce for target industries.

DEVELOPMENT SERVICES

• Identify a Permitting Concierge for City and priority projects.

• Complete implementation of a hybrid digital plan review and inspection services program for large projects under development such as Block 58, Hillcrest and 441 Roc.

• Enhance educational and certification levels for Permit Services Representatives, Field Inspectors, and Plan Reviewers.

• Commence buildout of Development Services Center.

• Develop a tracking service for 40 year inspections and unsafe structures.

• Develop a process for expired permits.

• Upgrade technology for permitting process to become fully digital.

• Implement procedures to address the new four state statutes.

• Fully implement housing, infrastructure and work skills initiatives supported by funds derived from the Interlocal Agreement for affordable housing among Broward County, the City and the CRA.

• Identify and cultivate case management services for vulnerable Hollywood residents.

• Identify and promote additional civic association capacity-building initiatives.

• Collaborate with Broward County Human Services Division to host a Neighborhood Resource Fair in Hollywood.

• Collaborate with neighborhood associations representing LMI areas to refine the Division’s Neighborhood Capital Improvement Plan program.

• Explore opportunities to facilitate development of affordable housing on available publicly- and privately-owned parcels.

• Continue financial support of workforce development initiatives i.e., CPIP, the Bridge Program, LIVE Hope Program and Hand-Up Program to improve economic opportunity for low- and moderate-income individuals and households.

• Complete the 50/50 Sidewalk Reconstruction Program.

• Complete construction of the Colbert Elementary Safe Routes to School Sidewalk project.

• Continue to perform overall Site Plan Review, integrating landscape, traffic and civil engineering with Complete Streets Design Concepts.

• Conduct a study to develop Impact Fees for the following categories:
  • Mobility and Transportation
  • General Government Buildings
  • Law Enforcement
  • Fire Rescue
  • Affordable Housing
• Complete design work on East-West Streetscape Phase IV from Harrison Street to Magnolia Terrace for the CRA.
• Secure and administer Transportation Surtax, Broward MPO and FDOT grant funding for varied transportation improvements.
• Restructure the Engineering Division to enhance the development review and ROW permit process.
• Design the landscape and irrigation improvements relative to the various federally funded bike lane projects.
• Develop a “Right of Way Urban Design Guideline” for the City’s CRA and RAC areas.
• Develop a “Bike Lane Master Plan.”
• Develop a “Citywide Traffic Calming Program.”
• Complete the design and begin Surf Road reconstruction.
• Improve and expand the features of the interactive GIS based map.
• Expand and promote Historic Preservation efforts, including increasing the awareness of realtors and prospective buyers.
• Work towards sustainability and resiliency goals.
• Ensure green practices are incorporated in early stages of the design process.
• Extend the fully digital submittal, routing, and review process to all aspects of the Development Review Process, including the Pre-Application Conceptual Overview (PACO) and Technical Advisory Committee (TAC).
• Coordinate rewrite of the Comprehensive Plan in conformance to Broward County’s new Comprehensive Plan and Hollywood’s vision.
• Work with Building and Code Compliance on permitting and in resolving property violations, globally through an interdepartmental approach.
• Enhance and streamline the Development Review Process to support economic development while balancing and incorporating community priorities.
• Continue to evaluate how the Certificate of Use Process could be enhanced to better suit the needs of the City.
• 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.

**DESIGN AND CONSTRUCTION MANAGEMENT**

• Provide community with regular updates on Hollywood GO Bond projects, progress, and budget.
• Continuously update web based project status and other information for central distribution of reports.
• Promote a fair process for selection and award of all contracts related to the GO Bond.
• Complete the hiring of needed staff for the implementation of Capital Improvement Projects.
• Participate in ongoing and future additional funding opportunities for GO Bond and other projects.
• Incorporate sustainability and resiliency components on a project by project basis.
• Finalize project schedule for implementation of design and/or construction contracts for $70M GOB Phase 1 and Non GOB funded Capital Improvement Projects.
• Select design consultants for GOB Phase 1 projects and Non GOB funded Capital Improvement Projects.
• Select construction vendors to commence construction for smaller, local permitting GOB Phase 1 projects and Non GOB Funded Capital Improvements Projects.
Public Utilities

- Apply for various grants funding for water, wastewater, and stormwater-related projects that could have a positive benefit on the quality of life of our residents.
- Continue construction of Royal Poinciana limited sewer expansion and water main replacement project.
- Implement Hazard Mitigation Grant Program (HMGP) for permanent backup generators for Stormwater pump station and sanitary sewer lift stations that could have a positive benefit on the quality of life of our residents.
- Begin construction of the Deep Injection Wells No. 3 & No. 4 to divert effluent flows per the Ocean Outfall Regulatory Rule change.
- Purchase additional pumps for flooding mitigation.
- Paint various building and facilities at the waste water treatment plant (WWTP) and the water treatment plant (WTP) to improve the appearance and help with civic pride.
- Replace the roofs of the Dewatering, Influent and Deep Irrigation Well buildings.
- Installation and start-up of 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.
- Explore funding options for the implementation of Citywide septic-to-sewer conversion program.
- Continue targeted Citywide Water Main Replacement Program.
- Continue to implement the Inflow & Infiltration (I&I) program.
- Integrate the Autoscribe Laboratory Information Management System (LIMS) lab data into the Waste Information Management System (WIMS) to provide timely laboratory data for WWTP and WTP processes.
- Renovate and upgrade fixtures and equipment in the laboratory.
- Evaluate drainage infrastructure between Moffet Street and Harrison Street from 17th Avenue to 12th Avenue.
- Continue to promote and implement the Water Conservation Program (Toilet Rebates).
- Rehabilitate Return Activated Sludge (RAS) pump station 1 at the WWTP.
- Rehabilitate Clarifiers 5 and 6 (Phase 2) at the WWTP.
- Evaluate and develop a Water Treatment Plant master plan.
- Strive to become more efficient to keep our operating costs down.
- Continue to work with Aclara to come up with a permanent solution to the issue of the failing Meter Transmission Unit (MTUs) in the Automatic Meter Reading (AMR) system.
- Attempt to engage more contract 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.
- Implement the recommended rate study findings to support the capital improvement program for FY2020 to FY2024.
- Continue with the upgrade of Program Logical Controller (PLC) programs, Supervisory Control and Data Acquisition (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.
- Reevaluate the current organizational structure for the Instrumentation Control and Electrical (ICE) Division to streamline responsibilities.
- Continue implementation of the new Asset Management Software System (Cityworks).
CITY CLERK

- Prepare for the November 2020 City General Election (Mayor and Districts 2, 4, and 6).
- Coordinate logistics with the Broward County Supervisor of Elections and various City departments during Early Voting for the Presidential Preference and primary election at the City Hall Library.
- 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 training 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.
- Continue to review boxes in storage, updating the inventory and destroy eligible records in accordance with State Statute.
- Continue with the conversion of records from microfilm to digital.
- Display a new photo collection exhibit at City Hall.

FINANCIAL SERVICES

- Continue to refine and improve the ERP system for all Finance modules including reporting capability and operational process improvements.
- Implement the ERP system Projects/Grants module ensuring cross-departmental participation and input into module development and business process enhancements.
- Implement the ERP system Debt Management module.
- Implement CAFR-Online for improved CAFR and other financial reporting
- Continue updates of OpenGOV, the web-based application that provides accessibility to City financial information to enhance financial transparency and clarity.
- Review and implement the various new GASB standards in effect for the FY 2020 year.
- Obtain the GFOA Certificate of Achievement for Excellence in Financial Reporting Award.
- Review and refine, where necessary, department policies and procedures to align business processes with ERP system and increase efficiencies.

PROCUREMENT

- Explore the feasibility of creating an Acquisition Forecast Plan—vendors having the ability to see a two year forecast of contracts that will be expiring.
- Fully implement contract management within Oracle particularly the flow chart approvals for the various threshold levels.
- Explore the cost benefit of having Oracle as a one solution platform for the sourcing of the City Bids/RFPs.
- Update procurement code and polices to reflect current functionality and best practices.
- Standardizing procurement documents including resolution templates, solicitation documents, standard contracts for solicitations, and a checklist for all solicitation types.
- Expand the supplier portal to allow suppliers to update administrative data including the ability to manage contract data, invoices, uploading W9s or making administrative data will be handled by the supplier.
- Have quarterly auctions for the “selling” of vehicles and equipment to generate revenue flow for the City.
- Provide semi-annual procurement refresher training for City staff.
- Outreach events for the business community—how to do business with the City.
- Internal training on new procedures/best practices—FY closing out of POs.
INFORMATION TECHNOLOGY

- Assist in the conversion and acquisition of new ERP software including: Building Department, Public Works, and LaserFiche.
- Upgrade GIS system infrastructure by continuing the development of spatial enabled tools to assist City department make better informed decisions and assisting departments during the planning, development, and implementation of GIS projects.
- Update Service Desk Software and ticketing system.
- Security enhancements including:
  - Improve computer imaging and patching deployments,
  - Improve email security,
  - Improve security and vulnerability assessment and handling,
  - Address legacy operating systems.
- Revise and improve plan to address business continuity and fail over in server and systems infrastructure.

BUDGET

- Develop a Citywide Revenue Handbook to serve as a comprehensive tool that can be used to identify revenue trends, potential revenue enhancement opportunities, and assist departments operationally.
- Create user-friendly financial reports for departments to use to make operational and management decisions regarding resources needed throughout the year.
- Establish the Performance and Accountability function within the Budget Office which will primarily be responsible for reviewing and improving internal policies and processes to ensure operational efficiency and effectiveness as well as ensure that City actions are aligned and responsible to the City’s Strategic Plan.
- Continue to improve the capital development process and develop procedures for capital submissions through collaboration with the Capital Action Committee.
- Incorporate the results of the Strategic Plan into the budget process and assist City Departments with revising and developing meaningful performance measures that align with the strategic plan and goals of the City Commission.
- Strengthen the City’s financial position by developing fiscal policies that promote long-term strategic thinking, manages risk, complies with established public management best practices, and clearly defines boundaries and sets a framework for policy makers.
- Reduce costs and eliminate duplication of effort in the General Fund Agency Grant process by moving from a heavily paper-driven process to a paperless process.
- Continue to conduct annual site visits of the non-profit organizations, funded by the General Fund Agency Grant, to ensure that the objectives of the grant award are utilized accordingly.
- Implement a new budget development process for the FY 2021 budget cycle.