

City of Coconut Creek

InterOffice Memorandum

To: City Commission
From: Sheila N. Rose,
City Manager

Date: June 4, 2026
Subject: Annual Evaluation

It has been a privilege to continue to serve you, our residents and businesses, and our community partners over the past year. While this evaluation focuses on my role as City Manager, the accomplishments reflected in these documents are the clear result of a dedicated team working collaboratively across the organization, supported by you, the Mayor and City Commission. I am incredibly proud of what we have accomplished this year, and grateful for the professionalism, creativity, and commitment our staff bring to serving our community each day. It truly makes it a joy to come to work every day.

This past year was one of meaningful progress and continued investment in Coconut Creek's future. With your support, I continued building upon the leadership and restructuring successes of last year, and introduced new leadership for critical positions in Information Technology, Parks and Recreation, and Fire Rescue. Together, we moved key priorities forward, strengthened our organization, and enhanced our ability to serve residents both today and in the years ahead.

During last year's evaluation, I shared four key priorities for FY26: MainStreet and Overall Economic Development, Fire Station 113, the Police Station Remodel, and maintaining the culture of our organization. I am pleased to share that meaningful progress was made in each of these areas.

MainStreet implementation advanced as one of the City's most significant long-term initiatives, including securing UHealth as the anchor tenant for the project's centerpiece development, along with Whole Foods. The design of Fire Station 113 is nearing completion. Using the CMAR process, we expect to save both time and money, a critical endeavor given the recently approved property tax reform legislation. We are kicking off the design of the police department improvements, which are scoped to include a Category 5 facility for essential services and a significant remodel of the existing space. In addition, the City remained actively engaged in regional advocacy efforts including the Turnpike expansion, solid waste management, legislative priorities, and external funding opportunities.

Beyond these focus areas, the City completed significant infrastructure, park, utility, technology, and resiliency initiatives; expanded community engagement programs; implemented new artificial intelligence and technology tools; and secured more than \$1.2 million in external funding to support City projects and services. These accomplishments reflect the organization's commitment to balancing today's operational needs with long-term investments that will benefit our community for years to come.

City Commission
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Perhaps most important, the City continued investing in our workforce including employee wellness, leadership development, succession planning, communication, and engagement initiatives that strengthened the organization's culture and supported long-term workforce development.

The attached materials provide an opportunity to reflect on the progress made during FY26 while looking ahead to the opportunities and challenges that remain before us. Attachment 2 highlights major initiatives completed or advanced during the year, Attachment 3 highlights community outreach and engagement by all departments, and Attachment 4 outlines proposed priorities and initiatives for the coming year. While much was accomplished during FY26, several of the City's most significant initiatives will continue into the coming year, providing opportunities to build on this progress and further advance the Commission's priorities.

Thank you for your continued leadership, support, and partnership. It is a privilege to serve this community and to work alongside such dedicated employees and elected officials. I look forward to discussing these accomplishments and future priorities as part of the evaluation process.

For ease of reference, I have included the following materials for your review in advance of the evaluation workshop:

- Attachment 1 – ICMA City Manager Performance Evaluation Form
- Attachment 2 – Completed Strategic Initiatives
- Attachment 3 – Community Outreach by Department
- Attachment 4 – Future Strategic Priorities

Please feel free to reach out if you have any questions or would like to discuss these items prior to the Workshop on June 11, 2026, at 6:00 p.m.

Sincerely,

Sheila

ATTACHMENT 1
CITY OF COCONUT CREEK
CITY MANAGER PERFORMANCE EVALUATION FOR FY2026

Name of Commissioner: _____

Date: _____

INSTRUCTIONS:

This evaluation form contains ten categories of evaluation criteria. Each category contains a statement to describe a behavior standard in that category. For each statement, use the following scale to indicate your rating of the city manager's performance.

- 5 = Excellent** (almost always exceeds the performance standard)
- 4 = Above average** (generally exceeds the performance standard)
- 3 = Average** (generally meets the performance standard)
- 2 = Below average** (usually does not meet the performance standard)
- 1 = Poor** (rarely meets the performance standard)

This evaluation form also contains a provision for entering narrative comments, including an opportunity to enter responses to specific questions and an opportunity to list any comments you believe appropriate and pertinent to the rating period.

This is a standard form developed by ICMA (International City/County Management Association) that may be completed by your observations of city management and service provision, staff performance and fiscal management. Please feel free to use it at your discretion. Should you choose to complete it, I would appreciate a copy.

PERFORMANCE CATEGORY SCORING

1. INDIVIDUAL CHARACTERISTICS

- _____ Diligent and thorough in the discharge of duties, "self-starter"
- _____ Exercises good judgment
- _____ Displays enthusiasm, cooperation, and will to adapt
- _____ Mental and physical stamina appropriate for the position
- _____ Exhibits composure, appearance and attitude appropriate for executive position

2. PROFESSIONAL SKILLS AND STATUS

- _____ Maintains knowledge of current developments affecting the practice of local government management
- _____ Demonstrates a capacity for innovation and creativity
- _____ Anticipates and analyzes problems to develop effective approaches for solving them
- _____ Willing to try new ideas proposed by governing body members and/or staff
- _____ Sets a professional example by handling affairs of the public office in a fair and impartial manner

3. RELATIONS WITH ELECTED MEMBERS OF THE GOVERNING BODY

- _____ Carries out directives of the body as a whole as opposed to those of any one member or minority group
- _____ Sets meeting agendas that reflect the guidance of the governing body and avoids unnecessary involvement in administrative actions
- _____ Disseminates complete and accurate information equally to all members in a timely manner
- _____ Assists by facilitating decision making without usurping authority
- _____ Responds well to requests, advice, and constructive criticism

4. POLICY EXECUTION

- _____ Implements governing body actions in accordance with the intent of Commission
- _____ Supports the actions of the governing body after a decision has been reached, both inside and outside the organization
- _____ Understands, supports, and enforces local government's laws, policies, and ordinances
- _____ Reviews ordinance and policy procedures periodically to suggest improvements to their effectiveness
- _____ Offers workable alternatives to the governing body for changes in law or policy when an existing policy or ordinance is no longer practical

5. REPORTING

- _____ Provides regular information and reports to the governing body concerning matters of importance to the local government, using the city charter as guide
- _____ Responds in a timely manner to requests from the governing body for special reports
- _____ Takes the initiative to provide information, advice, and recommendations to the governing body on matters that are non-routine and not administrative in nature
- _____ Reports produced by the manager are accurate, comprehensive, concise and written to their intended audience
- _____ Produces and handles reports in a way to convey the message that affairs of the organization are open to public scrutiny

6. CITIZEN RELATIONS

- _____ Responsive to requests from citizens
- _____ Demonstrates a dedication to service to the community and its citizens
- _____ Maintains a nonpartisan approach in dealing with the news media
- _____ Meets with and listens to members of the community to discuss their concerns and strives to understand their interests
- _____ Gives an appropriate effort to maintain citizen satisfaction with city services

7. STAFFING

- _____ Recruits and retains competent personnel for staff positions
- _____ Applies an appropriate level of supervision to improve any areas of substandard performance
- _____ Stays accurately informed and appropriately concerned about employee relations
- _____ Professionally manages the compensation and benefits plan
- _____ Promotes training and development opportunities for employees at all levels of the organization

8. SUPERVISION

- _____ Encourages heads of departments to make decisions within their jurisdictions with minimal city manager involvement, yet maintains general control of operations by providing the right amount of communication to the staff
- _____ Instills confidence and promotes initiative in subordinates through supportive rather than restrictive controls for their programs while still monitoring operations at the department level
- _____ Develops and maintains a friendly and informal relationship with the staff and work force in general, yet maintains the professional dignity of the city manager's office
- _____ Sustains or improves staff performance by evaluating the performance of staff members at least annually, setting goals and objectives for them, periodically assessing their progress, and providing appropriate feedback
- _____ Encourages teamwork, innovation, and effective problem-solving among the staff members

9. FISCAL MANAGEMENT

- _____ Prepares a balanced budget to provide services at a level directed by the City Commission.
- _____ Makes the best possible use of available funds, conscious of the need to operate the local government efficiently and effectively.
- _____ Prepares a budget and budgetary recommendations in an intelligent and accessible format
- _____ Ensures actions and decisions reflect an appropriate level of responsibility for financial planning and accountability
- _____ Appropriately monitors and manages fiscal activities of the organization

10. COMMUNITY

- _____ Shares responsibility for addressing the difficult issues facing the city
- _____ Avoids unnecessary controversy
- _____ Cooperates with neighboring communities and the county
- _____ Helps the Commission address future needs and develop adequate plans to address long term trends
- _____ Cooperates with other regional, state and federal government agencies

NARRATIVE EVALUATION: What would you identify as the manager's strength(s), expressed in terms of the principle results achieved during the rating period?

What constructive suggestions or assistance can you offer the manager to enhance performance? _____

What other comments do you have for the manager in addition to those presented in the FY27 budget and strategic initiatives; e.g., priorities, expectations, goals or objectives for the new rating period?

Per contract, the City agrees to provide either up to a five percent (5%) annual salary increase of the then current salary, up to a five percent (5%) lump sum payment of the then current salary, or a combination of both, on the City's Manager's Anniversary Date.

Recommended percentage annual salary increase _____%

Recommended percentage lump sum payment _____%

ATTACHMENT 2

FY26 COMPLETED STRATEGIC INITIATIVES

MainStreet & Economic Development

- Implemented the MainStreet Development Program, advancing the City's long-term vision.
 - Continued financial monitoring and evaluation of the ongoing MainStreet development to ensure alignment with long-term economic objectives.
 - Continued review, processing, and approval of permits and development applications related to traffic, water, stormwater, wastewater, reclaimed water, and paving improvements.
 - Worked with Broward County and FDOT to review projects and reduce potential conflicts with City utilities, providing significant cost savings to the City.
 - The Village Green and parking project design RFQ is scheduled to be issued on June 21, 2026.

Public Safety & Emergency Preparedness

- Commenced design of Fire Station #113.
 - The Design and Phase 1 Construction Manager at Risk (CMAR) contracts have been awarded. The Fire Station design is now 50% complete at the schematic design stage, and the CMAR has delivered the initial cost estimate, including value engineering recommendations to help reduce overall project costs. The initial cost estimate is within the budget. The CMAR process has been instrumental in enhancing coordination between the design consultant and contractor, improving collaboration and project planning while reducing the workload on staff.
- Commenced design of the Police Station Improvements Project.
 - The scope of services for the Police Department Expansion and Renovation Project design contract has been finalized, and the RFQ is on track to be issued later this summer. Based on the early success of the CMAR process, including improved coordination and reduced staff workload, staff plans to use the same project delivery method for the Police Station project.
- Implemented targeted Fire Rescue improvement initiatives that contributed to reduced overall response times.
- Completed the Coconut Creek Fire Rescue Community Risk Assessment and Standards of Cover, providing a comprehensive evaluation of emergency preparedness and response capabilities.

- Continued progress toward Commission on Fire Accreditation International (CFAI) accreditation by conducting a comprehensive self-assessment and initiating the Self-Assessment Model.
- Continued advancing goals and objectives in Fire Rescue's five-year community-driven strategic plan.
- Completed the annual update of the City's Comprehensive Emergency Management Plan (CEMP).
- Migrated Emergency Operations Center (EOC) files to a cloud-based digital platform to enhance flexibility and accessibility.
- Implemented Community Paramedic Program with continuous evaluation to enhance effectiveness.
- Installed two (2) additional traffic pre-emption devices at designated intersections to accelerate emergency response times; only five eligible intersections remain before full deployment.
- Enhanced police recruitment efforts through strategic outreach and engagement initiatives.
- Leveraged data analysis tools to identify crime trends, forecast hotspots, evaluate law enforcement strategies, streamline processes, track cases, manage documentation, and analyze operational data.
- Regularly assessed the effectiveness of the Body-Worn Camera and School Zone Safety Enforcement Programs.
- Enhanced internal affairs investigation processes through clearer objectives, training, standardized procedures, communication, monitoring, ethical standards, and external consultation as needed.

Infrastructure, Capital Projects & Mobility

Parks & Facilities

- Completed the Donaldson Park and Sunshine Drive Park improvement projects.
- Completed construction of the Sabal Pines Park Cypress Pavilion Renovation project with exception of the lift.
- Awarded the construction contract for Oak Trails Park expansion.
- Initiated design for the Government Center Courtyard and Parking Lot Renovations, while pursuing local, state, and federal funding opportunities.

Transportation & Mobility

- Completed construction of a multi-use pathway, landscape enhancements, and drainage improvements along the north side of Hillsboro Boulevard using Broward Redevelopment Program funding.

- Completed design of a multi-use pathway along the south side of Sample Road using Mobility Advancement Program (MAP Broward) funding.
- Constructed more than 370 linear feet of concrete curbing along NW 30th Street east of Lyons Road to protect swales.
- Maintained and repaired guardrails, potholes, traffic markings, and signage to enhance roadway safety and traffic flow.
- Inspected and repaired aging sidewalks throughout the City, including South Creek, Coral Tree Circle, and Alexandra Boulevard to improve safety and maintain ADA compliance for pedestrians
- Addressed traffic calming needs throughout the City by conducting speed and volume studies, enhancing safety with high-visibility pavement markings and signage, and installing new traffic control devices as needed
- Obtained Broward County funding for the design phase of the NW 74th Place Roadway and Sidewalk Rehabilitation Project as well as the Comprehensive Phase III Project through MAP Broward.
- Continued promotion of the Community Shuttle through a comprehensive mass transit promotional program.
- Collaborated with the Resilient Design & Development Department to pursue grant and/or surtax funding opportunities for recommended Transit Master Plan action steps.
- Continued efforts to beautify City bus stop signage.

Utilities & Engineering

- Completed Phase III of the Wynmoor Water Distribution System Improvements Project by installing or replacing approximately 27 water valves.
- Completed rehabilitation of the Hilton Road Water Storage Tank, including relining and recoating interior and exterior walls.
- Currently working on lead and copper sampling for approximately 60 residences to comply with FDEP regulations.
- Rehabilitated wet well structures at five lift stations, including associated access structures north of Wiles Road.
- Cleaned and televised approximately 160,000 linear feet of wastewater collection pipes serving City lift stations.
- Installed stationary bypass pumps at wastewater lift stations #44 and #59 to enhance operational reliability and efficiency.
- Completed approximately 4,800 work orders and 180 emergency callouts to maintain utility service reliability and respond to emergencies.
- Completed drainage improvements at NW 30th St and Lyons Rd.
- Completed the inspection and cleaning of 9,400 linear feet of drainage pipes.
- Replaced 14,000 linear feet of sidewalk.

Fleet

- Oversaw maintenance of the City fleet and Fire Apparatus vehicles to ensure contract compliance and operational readiness.
- Performed annual fuel testing and cleaning where applicable to enhance vehicle and equipment reliability.
- Replaced the fuel island canopy.

Organizational Excellence & Workforce Development

- Implemented the Fire Rescue Officer Development Program to strengthen leadership development and succession planning.
- Expanded the Behavioral Health Awareness Program (BHAP) through peer support training, a centralized resource website, and wellness education.
- Launched the Wellness, Insurance, Safety & Health (WISH) Team in partnership with departments to support employee wellness and engagement.
- Enhanced employee benefits by adding Roth 457 and penalty-free distribution options in compliance with the Secure 2.0 Act.
- Expanded recruitment outreach through career fairs, the Butterfly Festival Business Expo, Relay for Life, Government Week, and other community events.
- Completed collective bargaining with the City's three police bargaining units; currently engaging in collective bargaining with the City's two fire bargaining units.
- Conducted a City-wide employee survey and have taken additional measures to enhance health insurance (through city contributions and the WISH team), professional/leadership development, and communication.
- Reorganized Parks and Recreation with new leadership and a focused mission to break down the barriers between the various districts.
- Emphasized and promoted succession planning through the following initiatives:
 - Reorganized Information Technology department.
 - Promoted a new Fire Chief and currently processing additional resulting promotions.
- Fostered Police Department workplace culture through leadership development, communication, training, community engagement, and employee retention initiatives.
- Reorganized GIS services to include all city departments.

High Performance Government & Innovation

- Implemented artificial intelligence initiatives, including establishment of an internal AI Team, implementation of Microsoft 365 Copilot and other AI tools, and an agreement with Nova Southeastern University to evaluate systems and processes, benchmark practices, and provide implementation recommendations.

- Implemented a refresh of the data center and network backbone.
- Implemented updates to manage detection and response, disaster recovery capabilities, and password and email security.
- Expanded Laserfiche deployment by improving indexing, onboarding more departments, and enhancing public access to City records.
- Managed public records functions through JustFOIA, mandatory public records training, and ongoing review of policies and procedures for compliance with best practices.
- Convened the 2026 Redistricting Board, including consultant services, board appointments, agenda publication, minutes, and research support.
- Continued the strategic inventory of City records to improve preservation, efficiency, and accessibility.
- Implemented a strategy for a paperless electronic signature cloud solution to enhance organizational efficiency.
- Reviewed and enhanced citywide long-term financial policies.
- Evaluated multiple budget software options to automate budget forms and processes and enhance efficiency.
- Streamlined Finance processes and training through innovative technology solutions, including AI enhancements.
- Negotiated contract for Advanced Metering Infrastructure (AMI), including field upgrades of more than 3,000 meters citywide. Enhanced billing accuracy, customer transparency, and water conservation efforts through real-time usage information, historical reporting, customer outreach, and promotion of the AMI customer portal.

Regional Advocacy, Partnerships & Strategic Funding

- Advanced advocacy efforts related to the proposed Florida's Turnpike expansion, including pursuing legal action opposing expansion impacts.
- Actively engaged in regional efforts to advance a sustainable solid waste system in Broward County while addressing landfill impacts through a settlement agreement.
 - Settled the Chapter 164 Intergovernmental Dispute Process against Broward County regarding approvals for vertical and horizontal expansion at Monarch Hill Landfill and associated lawsuits against Broward County and Waste Management.
 - Continued legal review of agreements regarding the sale of Alpha 250 property and the creation of the Solid Waste Disposal and Recyclable Materials Processing Authority of Broward County, Florida.
- Actively engaged with the Broward Metropolitan Planning Organization (MPO) and Broward County to maximize funding for priority Coconut Creek transportation projects.

- Maximized grant and appropriation opportunities through legislative advocacy and implementation of a cross-departmental team led by the newly created Grants Manager position.
- **External Funding Secured**
- \$1,031,000 Fiber Optic Ring Appropriation
- \$100,000 FDLE Drone Replacement Program Grant
- \$45,000 FDOT Speeding and Aggressive Driving Prevention Grant
- \$40,000 FDOT Occupant Protection and Child Passenger Safety Grant

Resiliency & Environmental Stewardship

- Completed the Canal and Lake Bank Restoration 20-Year Master Plan, establishing clear priorities to guide future projects
- Inspected 20% of stormwater lines throughout the City and performed required rehabilitation due to root intrusion problems in locations including Cullum Road and the NW 69th Street Greenway
- Conducted and documented required inspections and maintenance activities to support compliance with annual FDEP NPDES report requirements.
- Conducted comprehensive drainage system inspections and cleaned all five required locations to support renewal of recurring five-year Surface Water Management licenses.
- Completed replacement of the 36-inch drainage pipe at City Hall's entrance, including landscape and roadway restoration.
- Continued evaluating City facility energy usage and pursuing grants for recommended improvements.
- Replaced two City vehicles with electric vehicles to support resiliency efforts.
- Incorporated additional Fleet EV charging stations in the design at Sabal Pines Park.
- Advanced solid waste and recycling initiatives, including implementation of a food waste diversion pilot program and planning for curbside recycling to return as a municipal service in FY27.
- Promoted the Pass Up Plastics Pledge by incorporating language into pavilion reservation permits.

Community Engagement, Partnerships & Transparency

- Strengthened community engagement through the Ambassador Program and Citizens' Academy
- Launched Sustainability Series and Public Safety Series.

- Researched and implemented best practices for use of the Nextdoor platform.
- Produced video campaigns for Creek Eats, Creek Cares, and Creek Vets.
- Launched Parks and Recreation social media pages on Instagram and Facebook.
- Promoted GIS maps and City project information through website updates, project planning visuals, and map trivia.
- Established resident-priority access at the Butterfly Festival and generated revenue from non-resident amusement ride wristbands.
- Installed signage and implemented enforcement of rules for electric bikes, motorized mobility devices, and motorized scooters throughout City parks.
- Implemented a reimbursement incentive program for volunteer coaches.

ATTACHMENT 3

FY26 COMMUNITY OUTREACH

City Manager's Office

- Community outreach to the community, schools, and BCPS for the January Holocaust Remembrance activities and cattle car
- Coordinated unveiling and special event reception for the City Hall Holocaust Remembrance Sculpture
- Coordinated holiday vehicle caravan
- Presented at the Citizen's Academy
- Presentations to the Coconut Creek Women's Club and Wynmoor Tea, South Creek Community Organization, and Chamber of Commerce
- Coral Springs Coconut Creek Regional Chamber of Commerce and Greater Fort Lauderdale Alliance meetings; Chamber Trustee Meetings; Member of Leadership, Governance, and Entrepreneurship Councils; hosted Chamber meeting at the Community Center; Participate on Chamber Scholarship Committee
- Vice Chair of the Broward County Parks Foundation
- Hosted NWCEO annual legislative update meeting provided by Ericks Consulting
- Seminole Coconut Creek Education Foundation meetings
- Participated in bi-monthly BCCMA meetings
 - Member of BCCMA
 - Presented to BCCMA Membership on Property Tax Reform
 - Member of Scholarship Committee
- Coordinated community outreach for the Ambassador Program for more than 200 residents
- Coordinated close-out of American Rescue Plan providing funding for Coconut Creek non-profits with the federal government
- Coordinated Florida City/City Government Week activities
- Continued Vision 2030 outreach and alignment with City operations and programming
- Provided weekly updates to the Commission so Commission is aware of forthcoming activities
- Coordinated Advisory Board appointment process and trainings
- Coordinated legislative outreach to State and Federal elected officials
- Attended Broward Days and provided guidance for Commissioners in attendance
- ICMA Credentialed Manager
 - Attended ICMA and FCCMA Annual Conferences

- Coordinated continued school outreach including Principals and School Officials Lunch Bunch Meetings, Teacher Appreciation platters, and Annual Student Awards
- Participated in the Broward County Public Schools' Superintendent's Mayor's Roundtable
- Hosted ATC and North Broward Preparatory School for mock Commission Meetings
- Engaged BCPS officials and residents for the Lyons Creek Middle School Traffic Flip initiative including speaking at School Board Meetings
- Ongoing solid waste, recycling, and landfill community outreach
- Member of solid waste/recycling study working group and TAC Committee
- Oversaw the Sustainable Series and the Public Safety Series
- Presented objections and concerns related to the proposed Turnpike expansion
- Maintained outreach including the Heads Up page on City website to keep residents informed of pressing issues such as the Turnpike and proposed property tax reform
- Held Town Hall with Christine Hunschofsky to educate the community on the proposed property tax reform legislation

Community Relations

- Launched new City website
- Launched Parks & Rec Facebook and Instagram pages
- Creek Cares
- Creek Eats
- Creek Vets: Stars for our Troops (flag donation program)
- Greenways & Trails Bus Tour
- City Mayors Across the Decades production displayed in Commission Chamber lobby
- Promoted celebratory months (Asian, Hispanic, Black, Italian, German...)
- Managed promotions of Seminole Coconut Creek Education Foundation workshops
- Designed Seminole Coconut Creek Foundation's Annual Report
- Supported Arbor Day's 26th Anniversary: videos, signage, logo, graphics, social media
- Designed Mental Health/BHAP web pages on Coconet
- Composting campaign
- Solid Waste Authority promotions
- Sign Beautification Program: Sabal handicapped parking signs and various signs throughout the City
- Monthly ads to Township and Wynmoor

- Logos, branding, videos, photos, signage, promotions: Ambassador Program, Hometown Market, Juneteenth, Salsa in September, Parks & Rec programs/activities, Drop-off Centers, Arts Fest, Butterfly Run, Butterfly Festival, composting, recycling, Fire Rescue...
- Produced fourth annual Year in Review magazine
- Created dedicated webpages: Cadet Recruitment, Flickr Pics Account...
- I Love Coconut Creek Because Campaign
- Follow and monitor community Facebook pages
- Food Drive with Pantry of Broward
- Updated JA storefront: Commission pic, social media sticker, ad, booklet blurb
- Managed all new business ribbon-cutting ceremonies
- Produced Stay Connected social media commercial
- Florida City Government Week - online contest, "We Do It For You" campaign
- Citizens' Academy
- Managed City merchandise inventory and sales
- Ambassador Program: logistics, videos, PPTs, webpage, photos, Street Banner Program
- Promoted Suicide Prevention Month
- Breast Cancer Awareness social media series
- Daily social media posts and website updates
- Commission videos for the public on various topics
- Sustainability Series/Public Safety Series branding
- CreekTV productions
- Promoted numerous topics: recycling, water chlorination, events, City employment, Commission Agenda Highlights, recycling, Drop Off Centers, EV charging stations...
- Utility Box Wrap Program
- Assigned and managed incoming CRM/Contact Us requests
- External/internal photography
- Youth Theater props through the Sign Shop

City Clerk

- Participated in the Citizen's Academy, providing insight into the role of the City Clerk's Office.
- Hosted Professional Municipal Clerks Week events to promote the role of the City Clerk's Office.
- Hosted Mock Commission Meetings in conjunction with Florida City Week, providing insight into local government.
- Featured in the Florida City Week social media video, highlighting the duties and responsibilities of the City Clerk's Office.

- Hosted a JA Summer Intern to promote government job opportunities.
- Actively participated in bi-monthly Broward County Municipal Clerks Association (BCMCA) meetings.
- Served on the Vision 2030 Deployment Team, contributing to long-term strategic planning efforts.
- Developed and distributed CocoGram content promoting the open application cycles for City advisory boards.
- Promoted the "Send Agenda" feature to encourage resident subscriptions for meeting agenda notifications.
- Published 98 Public Meeting Agendas and 70 Public Notices.
- Collaborated with Community Relations to enhance website content of City Clerk pages for improved user experience.
- Continued intergovernmental coordination with the Broward County Supervisor of Elections Office, Broward County Property Appraiser, and Broward County Tax Collector to disseminate accurate election, homestead exemption, and property tax information.
- Updated the Municipal Election webpage with timely content related to the November 2026 Referendum Election.
- Implemented public viewing access to Open Government Records in Laserfiche.

Finance and Administrative Services

- Popular Annual Financial Report (PAFR) delivered to each residence
- Participation in Citizen's Academy
- Budget Town Hall
- Supplier Outreach Event held on Thursday, September 19, 2024, at the Community Center

Fire Rescue

- Community Paramedic program
- Resident home visits with follow up care with hospitals, social workers, insurance
- Provided Fire Station educational tours for students
- Fire Aid classes for Coconut Creek businesses
- Christmas Safety video
- Home Owners Association (HOA) meetings
- Fireworks Safety video
- Provided public education at the Foundation of Independent Living (FIL)
- Career day at Coconut Creek schools
- Performed senior safety talks
- Banners displayed for Fire Prevention Week with the Theme "Fire Won't Wait, Plan your Escape"

- Fire safety presentations for all preschools, daycares, and elementary schools.
- Fire safety videos
- Juvenile Firestarters Program with BSO
- Attended the Invictus Barbershop back to school event
- Department safety trainings for all the cities departments
- EOC training drills
- CPR Classes
- Fire safety presentations in Schools
- Wynmoor Tea Time Conferences
- Participated in the Citizen's Academy
- Stop the Bleed Classes
- Wynmoor Roundtable
- DEA Drug takeback
- Friend responder initiative w/ATC
- North Broward Preparatory School middle school Fire safety presentations
- Monarch High School Take Your Kid To Work Day Fire demo
- Safety Town
- Sound The Alarm Event for Country Lakes Mobile Home where we installed smoke alarms
- National Senior day event
- Senior Expo
- CERT Program
- CPR/AED class for our camp counselors
- First Aid training for camp counselors
- Fire Cadet Program
- Sips and Sirens
- Scoop of Safety
- Safe Kids Broward County
- Boy/Girl Scout station tours
- Monarch bring your kid to work
- South Creek HOA station tours
- Your Life memory care visits
- Wellness Fair participant
- CPR courses for local businesses
- Mystic Force event
- Trunk or Treat Coconut Creek
- Heat Emergencies training

Human Resources & Risk Management

- Participated in City Government Week
- Participated in Citizen's Academy
- Participated in local job fairs to showcase the City of Coconut Creek employment opportunities
- Coordinated high school and college internships to introduce those nearing or starting careers to public service
- Hosted a table at the Butterfly Festival Business Expo
- Coordinated the City's participation in the Relay for Life and provided information about the City at the City's table
- Coordinated employee volunteer initiative at Food for the Poor

Information Technology

- Participation in the Citizen's Academy
- Participated in guest speaking for SouthTech Preparatory Academy
- Participated in guest speaking at Florida Government Finance Officer Association (FGFOA) Annual Conference

Parks and Recreation

- **Community Outreach and Events**: Participation in Citizen's Academy Movies in the Park & Drive In Movies, Groove N Grub, Two Car Shows, Halloween Monster Mash, Preserve Our Parks; Touch a Truck, Spring Yard Sale, Dog Expo, Parks and Recreation Month activities, Public Safety Series
- **Outreach to the Youth**: Creek Club (Teens), Youth Athletic Sport Clinics, Athletic Leagues (youth and adults), Recreation Programs (youth and adults), Volunteer Programs, Family Fun Bike Night, Youth Theater Production: Disney's 101 Dalmatians Jr, National Kids to Park Day, Fun Days (when schools closed), Summer Day Camp
- **Outreach to the Senior Community**: Senior Center, Senior programs, Senior Wellness and Fitness Day, Senior Vendor Expo (2x a year), Lectures, Pickleball Leagues and Tournaments, Silver Sneakers, United for Seniors
- **Outreach to the Special Needs Community**: Special Needs Sports Fun and Fitness, Special Needs Socials, Special Needs Bowling League, Special Needs Pickleball Clinic, The Friendship Journey Partnership
- **Wellness Outreach**: Fitness In the Parks, Fitness Member Appreciation Weeks, Group Exercise Classes, HIIT Classes, CreekFit 365 (yearly fitness programs open to the community), Think Pink Yoga, Polar Club, Senior Health and Wellness Broward 2026 Tour; Ageless Grace Brain & Body Workout, Virtual Yoga, Line Dancing (SAI), Karate (SAI)

- **Events and festivals**: Butterfly Run, Butterfly Festival, Fall Harvest Festival, Hometown Market, Veterans Day Ceremony, Memorial Day Ceremony
- **Arts and Culture Outreach** - Juneteenth Freedom Day Celebration, Arts Fest, Disco in December, Mayor's Chess Challenge, Never Forget Holocaust/Cattle Car Exhibit, Salsa In September, Cultural Wall, Student Art Exhibit

Police

- HOA meetings
- Dedicated Bike Unit and the Road Patrol Bike Unit
- Pet Hub QR Code tags and sympathy cards
- Persons With Disabilities Program available to the community
- Do The Right Thing (DTRT) Community Recognition and Scholarship Program
- Community Services officer(s) attended monthly Wynmoor Village Security Roundtable meetings
- Community Services officer(s) attended bi-weekly Wynmoor Village tea meetings
- Community shred events
- Community DEA drug takeback events
- Community bicycle safety events
- Held presentations for the Senior Club meetings at the Community Center
- Child Safety Presentations for Preschools, Daycare Centers, and Summer Camps
- Police Explorer events, practices, meetings, and award-winning competitions
- Trespass Partner Program meetings
- Countywide Homeless Task Force meetings
- Look Before You Lock Campaign to prevent Child/Animal Fatalities in Hot Vehicles
- HEART (Homeless Education and Resource Team) Program
- Holiday Toy Drives to distribute new donated gifts to Coconut Creek families in need and children's cancer hospitals
- Holiday Food Drive to distribute holiday meals to Coconut Creek families in need in partnership with Harvest Church
- Slice of Safety event
- Scoop of Safety event
- Sips and Sirens event
- Community BBQ's
- Station tours for various organizations such as Boy Scouts, Girl Scouts, Dave Thomas students, ATC students, etc.
- Hands on a car at community events
- Social media videos introducing officers to the community
- Regular meetings with members of the Foundation of Independent Living

- Participate in Walk to School Day with students and staff
- Public Safety Series - Hurricane preparedness education presentation
- Public Safety Series – Crime prevention presentation
- Participate in Relay For Life events
- Child ID and safety talks at various events
- Commercial and residential security surveys (conducted by CPTED certified officers)
- School CPTED surveys
- Public service announcement signage placed throughout the City
- Participate at Dog Expo events
- Participate in Farmer’s Market
- Food Giveaway in partnership with the Broward Sheriff’s Office and Feed South Florida
- Participate in monthly meetings for the Broward County Drowning Prevention Task Force
- Breast Cancer vehicle displayed at various events to community
- Citizen’s Academy presentations to educate the public on the Police Department’s roles
- Coconut Creek Police Department participated in National Night Out, hosted by the Margate Police Department
- Coconut Creek Safety Night
- Car seat fittings
- E-bike and E-moto safety/education initiatives
- Touch A Truck event
- Internet safety presentations for schools
- Home Safe Home
- Friend Responders for FIL and ATHS’s TIE program
- Dangers of impaired driving presentations to high school students
- Family Fun Bike Night
- Career Day at local schools
- DARE in local elementary schools
- Assisted FLPD with Florida Panthers Stanley Cup Championship Parade
- Active killer training for schools/daycares
- Employee Awards Celebration
- Future Sergeants training
- Broward Victim’s Rights Coalition’s Crime Victim and Survivor Vigil

Public Works

- Presentation at the Citizens Academy
- Provided information and representatives at check-in table for two Coconut Creek Household Hazardous Waste Day Events
- Active participant in the Solid Waste Disposal and Recyclable Materials Processing Authority of Broward County
- Staffed a table at the Tree Giveaway to promote Waste Diversion
- Partnered with Compost for Life to recruit restaurants for the commercial compost pilot program

Resilient Design and Development

- Ongoing Pass Up Plastics Campaign, including booth at the annual Free Tree Giveaway
- Citizens' Academy Participation
- Participated in the Ambassador Program City Bus Tour and Hurricane Preparation
- Participated in the Small Business Education and Outreach Program
- Sustainability Lecture Series – Food Waste
- Coordinated 25th anniversary Arbor Day tree planting ceremony
- Participated in 25 Homeowner Association Meetings
- Hosted two Community Meetings for the Vinkemulder Master Plan and Overlay Ordinance
- Code represented the City on the Gold Coast Association of Code Enforcement Board of Directors and presented PowerPoint presentation on tree pruning to GCACE members.
- Encouraged local businesses to reduce their carbon footprint.
- Hosted two community meetings for Lakewood East's Parking Study.
- Participated in the Turnpike/Sawgrass Expansion Public Open House (Coral Springs)
- Building staff hosted a booth at the Free Tree Giveaway & handed out public education material to residents.
- Building staff presented at our local school, Winston Park, to teach students about all aspects of Sustainable Development on Career Day and handed out public education material to the students.
- Staff represented Coconut Creek in the following organizations: Board Member of Broward County Building Officials, Executive Committee of the Building Officials Association of Florida, Broward County Platinum Cities, the International Association of Electrical Inspectors (IAEI) and the Alliance Permitting Action Team

- Represented the City at the Annual International Association of Electrical Inspectors (IAEI) Tradeshow & Conference and hosted their monthly meetings and educational seminars with board members and local electrical contractors.

Utilities and Engineering

- Door-to-door community outreach preceding infrastructure repairs
- Participation in the Citizen's Academy
- Participated in quarterly Traffic Management Team meetings
- Email notification to all pertinent departments and HOAs prior to repairs
- City projects webpage
- Booth at Free Tree Giveaway
- Sent potable water Consumer Confidence Report to residents
- Sent CRS/FEMA Floodplain Management brochures to residents
- Participated in Touch-a-Truck event

ATTACHMENT 4

FY27 FUTURE STRATEGIC PRIORITIES

Please note that the City Commission will have several opportunities to weigh in on these strategic priorities. Feedback now or at any stage is welcome.

MAJOR STRATEGIC PRIORITIES

1. MainStreet & Overall Economic Development

- Advance MainStreet vertical development, traffic signalization, infrastructure installations such as Cullum Road, and planning for and long-term economic growth including site plan approvals for the University of Miami Health and Whole Foods as MainStreet anchors.
- Continue legal, financial, and engineering review of MainStreet development activities.
- Finalize Village Green Park design and integration into the greenway trail system.
- Development of the City's Business Engagement activities, which includes the Permit Concierge Program, to provide education and resources to support business growth.

2. Fire Station 113 Construction

- Initiate the process to secure debt issuance to finance Fire Station 113 Improvements.
- Complete design for Fire Station #113, including administrative offices.
- Once design is 90% complete, negotiate Guaranteed Maximum Price.
- Begin construction.

3. Police Department Improvements

- Initiate the process to secure debt issuance to finance Police Department Improvements.
- Award design consultant and CMAR Phase I contracts.
- 18-month design performance period.
- Construct police station new kennels.

4. Organizational Culture & Workforce Development

- Reorganize Parks and Recreation to break down barriers between north and south districts.
- Formalize structured training and development program for new and future leadership and workforce needs.
- Complete cost recovery analysis of Parks and Recreation activities

- Develop targeted recruitment and retention strategies for critical, and hard-to-fill positions, incorporating succession planning initiatives.

ONGOING STRATEGIC PRIORITIES

Regional Advocacy, Legislative Affairs & Strategic Funding

- Support advancement of a regional, long-term, sustainable solid waste system in Broward County.
- Implement curbside recycling services and expand waste diversion initiatives.
- Advance priority transportation projects through continued coordination with the MPO and Broward County.
- Maximize grant and appropriation opportunities through continued legislative advocacy and enhanced coordination of the grants team.
- Actively monitor and advocate for the restructuring and improvement of the Cocomar Water Control District

Public Safety & Emergency Preparedness

- Continue strategic outreach and recruitment initiatives for public safety staffing.

Fire Rescue

- Participate in the CFAI accreditation hearing following Fire Rescue's comprehensive self-assessment and on-site evaluation.
- Work toward CAAS reaccreditation anticipated in FY28.
- Complete the annual update of the Comprehensive Emergency Management Plan.
- Continue installing traffic pre-emption devices.
- Continue evaluating and improving the Community Paramedic Program.
- Continue implementation of Fire Rescue strategic initiatives designed to improve service delivery, operational readiness, and accreditation outcomes.
- Continue reviewing and evaluating emergency resource dispatch and improvement initiatives to further reduce response times.
- Complete collective bargaining with the two fire bargaining units.

Police Department

- Implement a Crime Prevention Through Environmental Design (CPTED) team.
- Continue implementation of RedSpeed.
- Implement a drone program to support missing-person searches, criminal investigations, and event security.

High Performance Government & Innovation

- Continue implementation of the City's Artificial Intelligence (AI) strategy, including the Nova study. Engage the City's AI Committee to guide responsible innovation and governance.
- Continue leveraging technology and AI enhancements to streamline processes and training.
- Continue expansion of security, network, and disaster recovery redundancy.
- Continue expansion of Laserfiche.
- Continue managing public records through JustFOIA, employee training, and policy review.
- Achieve ADA web accessibility compliance by deadline date of April 2027.
- Implement the November 2026 Referendum Election.
- Evaluate ERP options to optimize payroll, human resources, budget processing, and reporting.
- Continue automating budget forms and processes.
- Expand and optimize AMI deployment. Leverage AMI analytics to improve billing accuracy and identify anomalies.
- Enhance customer transparency through expanded self-service tools.

Infrastructure, Capital Projects & Mobility

Parks & Facilities

- Complete Oak Trails Park Improvements.
- Award the Recreation Complex Renovation Project.
- Award the Fleet Building Renovation Project.
- Complete Lakeside Park Phase I Improvements construction.
- Complete design for City Hall Courtyard and parking lot improvements.

Transportation & Mobility

- Complete Lyons Road Pedestrian Lighting.
- Secure Broward County funding to support construction phase segments of Comprehensive Street Improvement Project Phase III through MAP Broward.
- Maintain and repair guardrails, potholes, traffic markings, and signage across the City to enhance roadway safety and improve traffic flow
- Inspect and repair aging sidewalks throughout the City, including Winston Park Boulevard East/West, Cougar Trail, and Park School Road to improve safety and maintain ADA compliance for pedestrians
- Continue promoting the Community Shuttle Program and enhancing the appearance of City bus stop signage.

- Adopt the Broward MPO Safe Streets For All (SS4A) Broward Safety Action Plan (BSAP) Policies to increase grant funding opportunities for transportation mobility safety improvements.

Utilities

- Start Phase IV of the Wynmoor Water Distribution System Improvements Project.
- Replace approximately 30 water service lines in the Hammocks community.
- Upgrade and replace two major pumps at the Hillsboro Water Storage Tank.
- Install stationary bypass pumps at wastewater lift stations #46 and #55.
- Clean and televise approximately 160,000 linear feet of wastewater collection pipes.
- Rehabilitate wet well structures of four lift stations and associated access structures north of Sawgrass Boulevard.
- Begin phased implementation of fiber optic loop.
- Water Management license program administered by Broward County
- Inspect 20% of stormwater lines throughout the City including Sabal Pines Park, Hilton Road, Alexandra Boulevard, and Lakeside Park; and perform required rehabilitation due to aging and root intrusion

Resiliency & Environmental Stewardship

- Conduct comprehensive drainage system inspections, cleaning, and mitigation required by the five-year Surface Water Management license program.
- Continue stormwater line inspection and relining.
- Launch a new recycling campaign. Partner with Solid Waste Authority.
- Continue facility energy evaluations and pursuit of grants for recommended improvements.
- Continue replacing City vehicles with electric vehicles where appropriate and advancing EV charging planning.
- Initiate a City-Wide Tree Canopy Coverage Study to identify areas of the City vulnerable to heat island effects and extreme heat, subject to grant funding.

Community Engagement, Partnerships & Transparency

- Expand opportunities for resident engagement through the Ambassador Program, Citizens' Academy, Sustainability Series, Public Safety Series, and other educational initiatives.
- Implement updated Florida City Government Week campaign with schools.
- Continue the I Love Coconut Creek campaign.
- Continue use of the Community Shuttle promotional program.
- Evaluate Creek Sports policies and procedures, engage the community for input, and determine future direction.

- Develop procedures, in coordination with public safety agencies, for managing outdoor special events during extreme weather.
- Continue customer outreach related to AMI, water consumption alerts, and conservation tools.