

# City of Coconut Creek

## InterOffice Memorandum

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To: City Commission  
From: Sheila Rose,  
City Manager

Date: June 12, 2025  
Subject: Annual Evaluation

It has been a privilege to serve you, our residents and businesses, and our community partners over the past year. I am deeply grateful for your continued support, which has helped create the environment necessary for meaningful progress. The attached documents highlight many of the accomplishments we have achieved together—and while they are part of my annual evaluation, they ultimately reflect the dedication and hard work of our outstanding City staff.

When I was appointed City Manager, one of my first priorities was to strengthen our internal culture. Feedback from the employee survey, our staff, and conversations with you all pointed to the need for renewed leadership and support in several departments. Over the past year, I have focused on restructuring leadership in Police, Fire, and IT—efforts that have led to stronger performance and a healthier, more collaborative workplace culture.

We also engaged the community on critical regional issues including the proposed landfill expansion and widening of Florida's Turnpike—both of which have long-term implications for Coconut Creek residents' quality of life. We will continue to advocate on behalf of our residents in these areas throughout the coming year.

With your support, our City has made significant progress on several key initiatives. We coordinated the development of an economic development and long-term financial plan to guide future growth and redevelopment. We advanced the MainStreet development by achieving consensus on core components, including the now completed Community Development District. Staff continues to oversee progress on related elements such as the Developer's Agreement, Village Green Park, the parking garage, Cullum Road, the land swap, utility conversion, and workforce housing. A majority of the MainStreet blocks have been approved, and we continue to move forward on this important project.

We also strengthened partnerships with the Chamber of Commerce, the Greater Fort Lauderdale Alliance, and our elected officials, ensuring that Coconut Creek's voice was heard on key legislative matters. Our legislative partnerships in particular, together with the hard work of staff, helped secure funding for priority initiatives, including body cameras, surtax-funded infrastructure projects, and the expansion of Oak Trails Park. In addition, we completed several capital improvement projects, including the City's first all-inclusive playground.

In partnership with the School Board, we successfully advanced the Redefining Our Schools initiative, which led to the transition of Coconut Creek Elementary into a K-8 Academy. After years of advocacy, we also secured final approval for the Lyons Creek Middle School traffic flow improvement project—a hard-won effort that will make a meaningful difference in our community.

City Commission  
June 2, 2025

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Internally, we deepened employee engagement through our General Assemblies, health fair, and employee recognition programs. Externally, we expanded community outreach through the Ambassador Program, Citizen's Academy, community barbecues, the "Never Forget" and Sustainability Series, and major events like the Butterfly Festival and the 25th Annual Free Tree Giveaway. These events showcased the best of Coconut Creek and continue to grow each year.

As we look to the year ahead, I remain focused on three critical priorities: advancing the MainStreet development, moving forward with the construction of Fire Station #113, and beginning the Police Station renovation. These projects are foundational to our long-term vision and public service delivery. I am also committed to enhancing the City's disaster recovery capabilities and online security infrastructure, furthering our economic development plan, and ensuring the successful completion of our CIP.

Finally, this year marked a significant milestone in earning public trust, as evidenced by the successful passage of the annual budget with funding sufficient to address our capital priorities. This was a clear affirmation of community support for the City's direction and priorities, and I look forward to building on that momentum in the coming year.

For your review in advance of my upcoming annual evaluation, I have included the following materials:

- 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 12, 2025 at 6:00 p.m.

Thank you for the opportunity to serve as your City Manager. I am proud of what we have accomplished together and excited for what lies ahead for Coconut Creek.

Sincerely,

Sheila

# City of Coconut Creek

## City Manager Performance Evaluation for FY2025

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?

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

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What other comments do you have for the manager in addition to those presented in the FY26 budget and strategic initiatives; e.g., priorities, expectations, goals or objectives for the new rating period?

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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 \_\_\_\_\_%



## Sheila Rose, Coconut Creek City Manager

### *Completed Strategic Initiatives*

#### Organizational Realignment and Succession Planning

- With the goal of retaining a high-quality workforce and management team, restructured the leadership tiers of the City's Police, Fire Rescue, and Information Technology departments. Included developing succession plans for each department.
- Worked with department heads to identify areas to restructure to increase effectiveness, including procurement division within Finance and Administrative Services, leadership in Human Resources, and adding strong focus on grants and economic development in Sustainable Development.
- Optimized employee development and succession planning. Held Director and Administrative Officer trainings on leadership expectations.
- Ensured all employees are up to date on required training.
- Held two (2) City employee General Assemblies with employee recognition and awards.
- Enhanced employee benefits, including a new 457 Roth option, and expanded employer support for health insurance and savings plans
- Continued implementation and refinement of Vision 2030 to align operations with long-term strategic goals. Vision 2030 Deployment Team continued to meet to engage all employees.
- Completed second comprehensive employee survey by a third-party vendor to identify opportunities to improve workplace satisfaction and performance. Results pending.

#### Grants and Funding Received - \$2,478,948.76

- Body Cameras, Federal Appropriation, Funding from DOJ, **\$965,000**
- JAG-D First Aid Kits, Funding from DOJ, **\$7,741**
- Work Zone Safety Enforcement, Funding from FDOT, **\$120,000 (FY 24/25)**
- Impaired Drive, Funding from FDOT, **\$35,000**
- Occupant Protection and Child Passenger Safety, Funding from FDOT, **\$60,000**
- Soft Body Armor for Law Enforcement, Funding from FDLE, **\$31,352.16**
- Property Acquisition of Oak Trails Park, Funding from FDEP, **\$1,134,755.60**
- Wastewater Infrastructure Improvement Appropriation, Funding from FDEP, **\$75,000**

- School Security Assessment Program, Funding from FDLE, **\$20,000**
- Climate Action Plan, Funding from Community Foundation of Broward, **\$25,000**
- Student Internship Grant Program, Funding from The Florida Bar, **\$5,100**

## Landfill, Turnpike, and other Regional Issues

### Strategic Advocacy

- Monitored Florida's Turnpike expansion and filed legal action against proposed expansion projects directly and inequitably impacting the City.
- Continued advocacy against landfill expansion in Broward County and continued to offer alternatives to landfiling with pilot programs.
- Participated in Solid Waste Authority and Technical Advisory Committee.
- Participated in MPO and County meetings regarding surtax and transportation priorities, and successfully applied for Surtax funding for South Creek, Sample Road, and Cullum Road.
- Prepared the City's annual state and federal legislative agendas. Open communication with our state and federal lobbyists, Congressman, State Senators and State Representative.

## Citywide Economic Development, including MainStreet

- Led the MainStreet approval process to include consensus on the Community Development District (CDD) (completed) and Developers Agreement, with oversight continued for Village Green Park, the Parking Garage, Cullum Road, Land Swap, Utility Conversion, and Workforce Housing
- Approval for ongoing development including Sprouts, Cali Coffee, Greystar, and several blocks within MainStreet.
- Coordinated the development of an economic development and long-term financial plan to serve as the foundation for future development and redevelopment within the City

## Citywide Master Planning

- Launched citywide Canal and Lake Bank Restoration Master Plan.
- Created an EV Master Plan and interactive GIS mapping of charging stations.
- Initiated energy audit for City facilities with Public Works.
- Finalized and implemented the City's Climate Action Plan (CAP).
- Developed City Hall Public Art Master Plan, and coordinating Holocaust Remembrance Sculpture and Memorial Bench at City Hall.



## **Public Safety and Emergency Preparedness**

- Developed construction and funding strategy for Fire Station 113 and Police Station rehabilitation.
- Police Department achieved the agency's second reaccreditation award through the Commission for Florida Law Enforcement
- Fire Rescue achieved Accreditation from the Commission on Accreditation of Ambulance Services (CAAS).
- Continued to pursue accreditation from the Commission on Fire Accreditation International (CFAI) through the development of a Community Risk Assessment.
- Implemented Police Body-Worn Camera Program (with \$965,000 grant).
- Updated the City's Comprehensive Emergency Management Plan (CEMP).
- Implemented the Community Paramedic Program.
- Reorganized the CERT Program.
- Implemented RedSpeed school safety program and outreach program.
- Transitioned to a new EMS billing vendor.
- Maintained dispatch coordination with City of Coral Springs.

## **Enhanced Disaster Recovery and Online Security**

- Held all-hands IT meeting to identify technology and security focus areas over the short term and long term, and developed action plans.
- Implemented a Security/3rd Party Assessment aligned with NIST CSF and penetration testing.
- Developed disaster recovery strategic plan; installed phased DR server.
- Ensured compliance with Ray Baum's Act and collaborated across departments for 911 location testing.
- Met with departments to assess tech needs, choosing to upgrade to Microsoft 365, which will be implemented shortly.
- Implemented Multi-Factor Authentication Implementation.
- Conference Room Standardization Project.
- Desktop-to-Laptop Migration Initiative.
- Data Center Infrastructure Refresh.
- Enhanced ISP Connection.

## Community Engagement and Partnerships

### Schools

- Re-focused efforts on building relationships with Coconut Creek schools and Broward County Public Schools staff.
- Collaborated with BCPS on the Redefining Our Schools Initiative to transition Coconut Creek Elementary into a K–8 Academy.
- Engaged BCPS leadership to approve the Lyons Creek Middle School traffic redesign and driveway project (traffic flip).
- Hosted high profile events for Superintendent’s Luncheon, Lunch Bunch, and mock-commission meetings.
- Partnered with Junior Achievement to host interns in multiple City departments.
- Improved the annual student awards program and implemented a citywide employee volunteer program.
- Collaborated with Seminole Coconut Creek Education Foundation.
- Supported the City’s 'Do The Right Thing' program.
- Promoted City Government Week with school visits, contests, and social media.
- Participated in job fairs to promote Coconut Creek as an employer.
- Hosted 2024 Teen Political Forum to engage high school students in local government; held TPF mini-school sessions with Mock Commission Meetings for ATC and North Broward Prep School.

### Businesses

- Engaged the Greater Fort Lauderdale Alliance and Chamber of Commerce to support small business.
- Participated in GFLA Leadership Delegation to Boston to explore business growth strategies including methods for providing access to capital.
- Reevaluated the City’s sponsorship packet for increased business engagement.
- Expanded Pass Up Plastics to the business community.

### Community Outreach

- Refocused the Ambassador Program to strengthen communication and service awareness.
- Graduated the annual Citizens Academy class, Class XXI.
- Launched 'Creek Cares: Acts of Service and Love' in remembrance of MSD.
- Held topic-specific community outreach efforts.
- Promoted initiatives using digital platforms including banners, CocoGram, and social media.

- Voter Engagement - Administered the November 2024 Referendum and March 2025 Municipal Elections; Implemented voter education and outreach, multilingual accessibility, and ADA improvements.

## High Performance Government

- Deployed Laserfiche and scanned permanent records (minutes, ordinances, resolutions).
- Convened Charter Review Board.
- Streamlined e-permit system and improved plan revision processes.
- Achieved ICC certification for 50% of permitting staff.
- Initiated City website redevelopment for improved customer service.
- Completed citywide capital asset inventory.
- Replaced work order system for better user interface and asset management.
- Implemented General Rules of Conduct and Procedures for City Commission Meetings.
- Created a cross-departmental team to evaluate Commission Chamber technology needs.
- Developed comprehensive First Amendment Auditing procedure for employees.
- Implementing an audit to evaluate the effectiveness and efficiency of parks and recreation activities, programs, and special events to enhance overall performance.
- Developed updated Parks and Recreation fees along with supporting cost analysis (currently under review).

## Infrastructure and Capital Projects

- Completed design and permitting Phase I of Hillsboro Redevelopment Project (shared use pathway). This is under construction.
- Design and community outreach for Lakeside Park expansion Phase I; construction to begin Summer, 2025.
- 90% completion of construction of All-Inclusive Playground at the Recreation Complex.
- Oak Trails Park expansion design.
- Completed Lyons Road landscaping, Veterans Park, Lakewood Park, and Cypress Park.
- Design complete and construction contract awarded for Donaldson Park, Sunshine Drive Park, and exterior lighting at the Recreation Complex, Fire Station 94, and the Community Center.
- Gerber Park Playground construction awarded.

- Design awarded for Fleet Building Renovation.
- Design awarded for Courtyard and parking lot Renovation.
- Design awarded for new police kennel.
- Fire Station 94 bay doors replaced.
- Design completed for Recreation Complex rehabilitation.
- Government Center exterior doors replaced.
- Veteran's Park banner poles and memorial plaques installed.
- Replaced four (4) baseball scoreboards at Sabal Pines Park.
- Completed sport lighting for Sabal Pines Park baseball field #4.
- Replaced baseball field #2 fencing at Sabal Pines Park and Sabal Pines shade canopy.
- Awarded construction contract for Cypress Pavilion at Sabal Pines Park.
- Ongoing - Wiles Road Streetlight Replacements.
- Installed ballistic glass at City Hall, completed in August 2024.
- Upgraded flooring and HVAC systems at multiple facilities throughout the City.
- Designed and installed the first all-inclusive playground at the Recreation Complex, which is near completion.
- Installed EV chargers at Sabal Pines Park.
- Began Lyons Road pedestrian lighting design.
- Began AMI deployment and public outreach.
- Completed remaining 40% of Lead & Copper Rule service line inventory and began replacements.

## Grants/Funding Awards and Recognition

- Created a dedicated Grants Manager position and cross-departmental team to identify and apply for funding opportunities.
- Secured MAP Broward funding for South Creek Neighborhood Improvements.
- Applied for Tree Canopy Restoration grants.
- Pursued federal and state appropriations for AMI, fiber network, and fleet upgrades.
- Recognized for :
  - Distinguished Budget Presentation Award.
  - Certificate of Achievement for Excellence in Financial Reporting.
  - Award for Outstanding Achievement in Popular Annual Financial Reporting.
  - 2025 FAPPO Award for Excellence in Public Procurement.

## Representation and Partnerships

- Served as BCCMA liaison and member of the Surtax Study Committee.
- Served as BCCMA's appointment to Broward County Climate Resilience Steering Committee.
- Member of Broward MPO and Affordable Housing and Infrastructure Board.
- Board Member for the Greater Fort Lauderdale Alliance. Designated key staff members to service on GFLA committees.
- Trustee Member for Coral Springs Coconut Creek Regional Chamber of Commerce including speaker at Wake-Up Breakfast.
- Vice Chair of the Broward Parks Foundation.

# Sheila Rose, Coconut Creek City Manager

## *Community Outreach*

### **City Manager's Office**

- Coordinated holiday vehicle caravan
- Presented at the Citizen's Academy
- Presentations to the Coconut Creek Women's Club and Wynmoor Tea
- Coral Springs Coconut Creek Regional Chamber of Commerce and Greater Fort Lauderdale Alliance meetings
- Seminole Coconut Creek Education Foundation meetings
- Junior Achievement Board Meetings and events
- Participated in bi-monthly BCCMA meetings
  - Member of BCCMA
  - Participate in BCCMA Surtax sub-committee
- Coordinated community outreach for the Ambassador Program for more than 200 residents
- Coordinated close-out of American Rescue Plan funding with Coconut Creek non-profits
- Community outreach to community, schools, and BCPS for the January Holocaust Remembrance activities and cattle car
- Coordinated City Government Week activities for the City
- 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
- Attended FCCMA Annual Conference
- Presenting Vision 2030 at the 2025 FGFOA Annual Conference
- Coordinated continued school outreach including Principals and School Officials Lunch Bunch Meetings, the Teen Political Forum, mini-Teen Political Forums with two schools, and Annual Student Awards
- Hosted the Superintendent's Mayor's Roundtable with participation by ATC and Junior Achievement
- Hosted ATC and North Broward Preparatory School for mock Commission Meetings
- Engaged BCPS officials and residents for the Redefining Our Schools and Lyons Creek Traffic Flip initiatives including speaking at School Board Meetings



- Ongoing solid waste, recycling, and landfill community outreach
- Ongoing Turnpike community outreach
- Member of solid waste/recycling study working group and TAC Committee
- Presented objections and concerns related to the proposed land use plan amendment associated with landfill planned expansion
- Maintained outreach including the Heads Up page on City website to keep residents informed of pressing issues such as the Turnpike and Landfill

### **Community Relations**

- Launched Creek Cares
- Launched Creek Eats
- Launched Creek Vets
- Launched Creek Hikes event
- Redesign of website – rollout expected in August
- Assisted with CFA Accreditation (booklet, posters, banners, emblem)
- Promoted celebratory months (Asian, Hispanic, Black, Italian, German...)
- Replaced Fire Station logos at 3 stations with new signage
- Managed promotions of Seminole Coconut Creek Education Foundation workshops
- Sign Beautification Program: 40 No Trespass, 5 welcome median monuments, repaired Gerber vertical banner sign
- 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 Center, Arts Fest, Butterfly Run, Butterfly Festival, composting, Fire Rescue...
- Produced third annual Year in Review Magazine
- Created dedicated webpages: Cadet Recruitment, Flickr Pics Account...
- Concept and artwork for Veterans' Park banners
- Visuals for Charter Amendments
- I Love Coconut Creek Because Campaign
- Voting/Elections
- Follow and monitor community Facebook pages
- School Supply Drive with Pantry of Broward
- Managed all new business ribbon-cutting ceremonies
- Produced Stay Connected Social Media Commercial
- City Government Week - speakers/presenters at schools, online contest, staff videos
- Citizen's Academy
- Community Relations welcomed GIS Coordinator to team
- Managed City merchandise inventory and sales

- Ambassador Program: logistics, videos, PPTs, webpage, photos, Street Banner Program
- Promoted Suicide Prevention Month
- Daily social media posts and website updates
- Commission videos for the public on various topics
- Sustainability Series branding
- CreekTV productions
- Seminole Education Foundation Annual Report
- Promoted numerous topics: voting, recycling, water chlorination, events, City employment, Commission Agenda Highlights, recycling, Drop Off Center, EV charging stations...
- Teen Political Forum: logo, website, meetings
- Utility Box Wrap Program
- Assigned and managed incoming CRM/Contact Us requests
- External/internal photography
- Youth Theater props

### **Clerk's Office**

- Participated in the Citizen's Academy, providing insight into the role of the City Clerk's Office.
- Hosted Mock Commission Meetings for students at Atlantic Technical College and High School and North Broward Preparatory School, providing insight into local government.
- 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.
- Featured in the Government Week video highlighting the duties and responsibilities of the City Clerk's Office.
- Developed and distributed CocoGram content promoting the open application cycle for City advisory boards.
- Assisted in the coordination of Ambassador Program meetings, fostering civic engagement.
- Promoted the "Send Agenda" feature to encourage resident subscriptions for meeting agenda notifications.
- Published 107 Public Meeting Agendas and 85 Public Notices.
- Implemented enhanced General Rules of Conduct and Procedures for City Commission meetings
- Continued intergovernmental coordination with the Broward County Supervisor of Elections Office and Broward County Property Appraiser to disseminate accurate election and homestead exemption information.

- Updated the Municipal Election webpage with timely content related to the November 2024 Referendum Election and the March 2025 Municipal Election.
- Collaborated with Community Relations to optimize the City's website search functionality for improved public access to key resident resources and enhanced website content of City Clerk pages for improved user experience.
- Collaborated with the IT Department to provide YouTube streaming of Commission Meetings for enhanced access and community engagement.
- Presented at a Democratic Club meeting in Wynmoor to provide educational materials and context on the 2024 Referendum Election.
- Presented at the Coral Springs Coconut Creek Regional Chamber of Commerce to engage with the community and share information on the 2024 Referendum Election.
- Deployed a robust multi-platform outreach initiative to educate residents on both the 2024 Referendum Election and the 2025 Municipal Election, including digital, video, and in-person strategies.
- Completed a comprehensive Code of Ordinances reflow in coordination with Municode to enhance legal document usability and navigation for staff and residents.

### **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
- Participated in the county LGBTQ+ Liaison meetings
- 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 of 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
- Community Barbeques
- 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
- Car seat installation
- CERT Program
- CPR/AED class for our camp counselors
- First Aid training for camp counselors
- Fire Cadet Program

### **Human Resources & Risk Management**

- Participated in City Government Week
- Visited high schools in the City to enlighten students on local Public Sector job opportunities and help with interviewing techniques
- 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

### **Parks and Recreation**

- Participation in Citizen's Academy

- **Community Outreach and Events**: 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,
- **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 "Moana Jr, National Kids to Park Day, Fun Days (when schools closed), Summer Day Camp , Sustainability Series
- **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
- **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 2025 Tour; Ageless Grace Brain & Body Workout,
- **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, Jazz Under the Stars, Mayor's Chess Challenge, Never Forget Holocaust/Cattle Car Exhibit, Salsa In September, Cultural Wall
- Virtual Yoga

## **Police**

- HOA meetings in person
- Dedicated Bike Unit and the Road Patrol Bike Unit
- Pet Hub QR Code tags and sympathy cards
- Special Needs Program rolled out 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 weekly Wynmoor Village tea meetings
- Community shred events
- Community DEA drug take back events
- Community bicycle safety events
- Held presentations for the Senior Club meeting at the Community Center
- Held Autism Awareness events at The Promenade
- Special Needs Program
- Child Safety Presentations for Preschools, Daycare Centers, and Summer Camps
- Police Explorer events, practices, and meetings

- Trespass Partner Program meetings
- Countywide Homeless Task Force meetings
- Swim safety brochures created and provided to all of our preschools
- 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 by Police Explorers
- Pizza with a Popo events – now called Slice of Safety
- Ice Cream with a Cop events
- Station tours for various organizations such as Boy Scouts, Girl Scouts, Dave Thomas students, ATC students, etc.
- Faith leader meetings
- Hands on a car at community events
- Social media videos introducing officers to the community
- Red Flag series – videos on safety tactics
- Creek Talks regarding various community interest / education topics
- Regular meetings with members of the Foundation of Independent Living
- Participate in Walk to School Day with students and staff
- Hurricane preparedness education at The Home Depot
- Participate in Wynmoor's Rely For Life events
- Child ID and safety talks at various events
- Commercial and residential security surveys (conducted by CPTED certified officers)
- Participate in Women's Club of Coconut Creek events
- Public service announcement signage placed throughout the City
- Participate in Township Day events
- Participate at Dog Expo events
- Dry Land Swim Safety Event
- 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
- Participate in the county LGBTQ+ liaison meetings
- Breast Cancer vehicle introduced to community
- Participate in Relay For Life
- Citizen's Academy presentations to educate the public on the Police Department's roles
- Participated in the Ambassador Program Emergency Preparedness session



- Coconut Creek Police Department participated in National Night Out, hosted by the Margate Police Department

### **Public Works**

- Participated in the Ambassador Program Emergency Preparedness session
- Presentation at the Citizens Academy
- Provided information and representatives at check-in table for two Coconut Creek Household Hazardous Waste Day Events
- Engaged Tradewinds Elementary Environmental Club and visited newly establish garden and discuss recycling competition
- Partnered with North Broward Preparatory School to assist with their recycling program initiative
- Engaged local schools to promote the City's Earth Day 2025 Poster Contest
- Active participant in the Solid Waste Disposal and Recyclable Materials Processing Authority of Broward County

### **Sustainable 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 25<sup>th</sup> 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
- Participated in Vinkemulder Community outreach meeting
- Participated in Lakewood East community meeting

# Sheila Rose, Coconut Creek City Manager

## *Future Strategic Priorities*

The day-to-day work will continue, with the four (4) priority items below remaining front and center:

### **1. MainStreet and Overall Economic Development**

- Approval of the Development Agreement with land swap, cost sharing, and other related agreements.
- Approval of site plans for Block 10, and Block 4, as amended.
- Finalize construction details, cost sharing for Village Green Park, Parking Garage.
- MainStreet Village Green and Parking Garage – Begin design
- Approval of an ILA with Broward County MAP Surtax for the construction of Cullum Road.

### **2. Fire Station 113**

- Complete design and engage CMAR firm.

### **3. Police Station Remodel**

- Refine program and begin design.

### **4. *\*\*Maintain Culture of the Organization\*\****

- Team building, training, hot dog lunches, health fairs, recognition events, etc.
- Clearly, the success of an organization is based on the success of their people. As part of my role, I commit to continuing direct outreach to employees and meeting them where they are, including weekly visits to offsite locations.

## **Ongoing Issues**

### **1. Landfill, Turnpike, and other Regional Issues**

- Continue legal action against proposed Florida's Turnpike routes impacting the City and its residents.
- Continue advocacy for effective solid waste management in Broward County.
- Continue advocacy against the expansion of the landfill.
- Continue participation in surtax discussions and advocating for City project inclusion, particularly focused on resurfacing.

- Continue engaging state and federal legislators regarding proposed legislation impacting the City, and applying for appropriations funding.

## **2. Organizational Development and Workforce Planning**

- Further advance City-wide succession planning initiatives to strengthen organizational continuity – focus on Information Technology, and Parks and Recreation.
- Implement employee survey action plan to address employee survey results.
- Enhance professional development of employees by boosting participation in training and professional growth.
- Continue to ensure all employees are up to date on required training.
- Hold two (2) City employee General Assemblies with employee recognition and awards.
- Hold annual leadership training sessions for Directors and Administrative Officers.

## **3. Public Safety and Emergency Preparedness**

- Continue to pursue accreditation from the Commission on Fire Accreditation International (CFAI).
- Develop an assessment of the impact of our Community Paramedic Program.
- Continue to provide education and enhancement of our Behavioral Health Awareness Program (BHAP).
- Regularly assess the effectiveness of the Body-Worn Camera and School Zone Safety Enforcement Programs.
- Continue the installation of traffic pre-emption devices at designated intersections.
- Enhance police recruitment efforts through strategic outreach and engagement.
- Continue to review and evaluate the dispatch of emergency resources and implement improvement initiatives to reduce overall response times.

## **4. Enhanced Disaster Recovery and Online Security**

- Oversee the data center hardware upgrade and enhance resiliency for the Emergency Operations Center (EOC).
- Secure a .GOV domain for official government services.
- Implement key recommendations from the IT security audit.
- Manage the wireless access point refresh project.
- Streamline processes and training by leveraging innovative technological solutions, such as AI enhancements.

## 5. Community Engagement and Outreach

- Strategically deploy Ambassadors to share important City information within their neighborhoods.
- Complete resident survey, analysis, and action plan.
- Increase the City's presence at homeowner association meetings to better educate residents through the distribution of Community Enhancement information.
- Implement the Florida School Zone Safety Enforcement Program to include a robust community outreach component.
- Conduct outreach to promote the utilization of the AMI customer portal, encouraging customers to use water consumption alerts and notifications to foster water conservation.
- Roll out Creek Cuisine to support our small business community.
- Facilitate a South Creek Neighborhood Town Hall Meeting to discuss Code Enforcement.
- Explore opportunities for resident prioritization at Butterfly Festival.
- Implement commercial and multifamily food waste diversion pilot program.
- Explore potential locations for textile drop-off site.

## 6. Infrastructure and Capital Projects

- Initiate construction of the Recreation Complex Building Renovations.
- Complete construction of the Donaldson Park Improvement Project.
- Finalize construction of the Sunshine Drive Park Improvement Project.
- Initiate the Lakewood East Parking Study Recommendations.
- Initiate the MainStreet Surtax projects for Cullum Road.
- Initiate Citywide Transportation Enhancements including sidewalks, pathways, bike lanes, and greenways.
- Initiate priority projects from the Canal and Lake Bank Restoration Master Plan.
- Initiate Lyons Creek Traffic Circulation Student Pick-Up/Drop-Off Plan.
- Complete design phase of the Government Center Courtyard and Parking Lot Renovation.
- Begin art installations aligning with Vision 2030 at City Hall through the Public Art Master Plan.
- Begin construction on phase I of the Lakeside Park Improvements.
- Complete design and begin construction of the Fleet Building Rehabilitation.
- Complete design and begin construction for the Oak Trails Park Expansion.

- Install cover for Showmobile.
- Sound system installation at the Community Center.
- Community Center gymnasium scoreboard installation.
- Complete transition from old work order system to new Asset Management software.
- Complete design of the Lyons Road Pedestrian Lighting project
- Complete Windmill and Winston Park sports surface repairs and resurfacing.
- Award design contract to consultant and begin design for Fire Station 113 & Fire Administration.
- Design, permit, and construct appropriate crosswalk in the area of Lyons Road and Winston Park Boulevard to address pedestrian safety.
- Complete Commission Chamber renovations for IT and audio-visual systems.