



LAKE WORTH
COMMUNITY REDEVELOPMENT AGENCY
8 SOUTH J STREET, SUITE 7
LAKE WORTH, FLORIDA 33460-3787
www.lwcra.net

Phone: (561) 493-2550
Fax: (561) 493-2549

MEMORANDUM

TO: Chair, Vice Chair and Members of the Board

FROM: Rachel A. Bach, Executive Director

DATE: May 9, 2006

SUBJECT: Executive Director Contract and Review

RECOMMENDATION:

- Evaluate Executive Director's performance.
- Approve Employment Agreement with Executive Director and authorize Chair to sign.
- Set goals and objectives for next year's performance evaluation.

EXPLANATION:

The Executive Director's 1 year Employment Agreement expires May 15, 2006. Exhibit A of this Agreement stipulates it "may be extended by mutual agreement of both parties," This is a request to extend that Agreement for 3 years and provide a basis for the Board to evaluate the Executive Director's performance now and in future years. A copy of this Employment Agreement, with proposed revisions is attached in strikethrough and underline format. Strikethroughs indicate items in the original Agreement that are proposed to be deleted and underlines indicate new revisions to be added to the Agreement.

SELF EVALUATION:

Over the past year, the Executive Director has successfully managed day-to-day operations, general CRA administration and ongoing programs and projects, as identified in the Employment Contract. In addition, the Executive Director has also initiated new programs and projects, changes in administrative policy and set up a new office. The following is an evaluation of that progress:

Day to day operations – Day to day operations of the CRA office include managing accounts payable and receivable, fielding questions from the public, press and prospective investors and

responding to Board member requests. The Executive Director spends approximately 8 to 10 hours a week on these activities.

Administration – Over the past year, the Executive Director has prepared the annual budget, 5 year work program and 5 year capital improvement program. She has also initiated a priority setting workshop, prepared financial reports, monitored monthly budgets, amended CRA by-laws and set CRA Affordable Housing Policy and prepared CRA agendas and reports for CRA Board review and action. In addition, she has initiated an investment program for the Gateway's loan fund and has continued to seek supplementary funds through five different grant applications to Palm Beach County and the federal government. To date, two of those grants were awarded totaling \$112,500 and three are pending review.

In terms of communications, the Executive Director regularly updates the CRA website and has prepared and distributed various program related promotional materials, such as the Gateway's, façade grant and sidewalk project announcements. She has also initiated a Communications Strategy for the CRA and has implemented a new logo and branding campaign, with consistent communication materials including stationary, business cards and signage and is finalizing the CRA's Annual Report and Newsletter. Furthermore, she has generated a greater awareness about the CRA through speaking engagements such as the Chamber of Commerce, neighborhood associations and the Lake Worth Municipal and Employee Institutes.

In terms of office administration, the Executive Director has established and equipped a new office and hired an administrative staff person to assist in this aspect of operations. The CRA is currently advertising to hire a program planner to assist with program implementation.

Program and Project Management –The Executive Director has successfully carried on programs and projects that were already underway as of her hire date and as outlined in the Employment Agreement. The following is a summary of those programs and activities:

- CRA Façade Improvement Program - contract administration of last year's recipients and expanding the program this year with additional funding, higher grant limits and expanded improvements. Façade applications for this year are due May 5, 2006.
- Development Regions Grant program - monitoring previous year contract and processing this year's applications, which awarded two grants one of which was submitted by the Executive Director on behalf of the CRA for county funding.
- Brownfields Program - initiated a 2-day Brownfields educational workshop and worked with consultants to prepare EPA Environmental Assessment Grants, the results of which are still pending.
- The Lucerne Development Agreement – monitoring ongoing compliance.
- 812 N. Dixie Highway (former Deer Apartments) – Monitored compliance with previous developers agreement which was terminated, attempted renegotiations with another developer to construct the project. Currently undergoing feasibility study of possible alternatives for development.
- Neighborhood Enhancement Program – initiated North E Street Sidewalk Demonstration Project, currently developing an action plan for programs and 5-year capital improvement program.
- Gateways Roadway Improvement Project – worked with consultants to complete engineering, design and permitting for 6th Avenue South. Value engineered project to cut cost on initial construction. Organized groundbreaking ceremony. Currently coordinating construction of 6th Avenue South and redesign of 10th Avenue North.

- Downtown Parking Lot – worked with consultants to complete engineering, design and permitting. Prepared Certificate of Appropriateness applications for three historic houses and successfully relocating two. Downtown Parking Lot is currently under construction.
- Property management – managed leases of three residential properties and maintenance contracts for surplus properties.

Other projects that were underway at the time of her hire date include the funding of Evening on the Avenues and other downtown advertising, Gateways Zoning, which the Executive Director lobbied on behalf of the CRA interests through adoption, and the disposition of surplus property which included preparation and monitoring of property sale agreements on four properties. Closings are scheduled for two of those properties this week.

New Programs and Projects – The Executive Director has also initiated several new projects and programs since her employ. The following is a summary:

- Community Aid Grant – created and implemented a Community Aid Grant program to assist non-profits and civic associations in undertaking programs that benefit the Redevelopment Area. To date, the CRA has funded two projects under this program as well as the MLK fountain prior to this program.
- Dixie Highway Market Study – initiated a Market Study for the Dixie Highway corridor to collect appropriate data for rezoning of Dixie Highway and a future business attraction strategy for the corridor. Draft study should be complete by May 5, 2006.
- Communications Strategy – Developed and implementing a communications strategy for the CRA. This will be an ongoing effort.
- Development Review Process – developed a Development Review Process for the CRA to make comment on site plan approvals.
- Code Compliance Officer – worked with CRA Board and City staff to identify priorities and negotiate an Interlocal Agreement with the City to provide supplemental Code Compliance service. Interlocal Agreement has been adopted and interviews are being scheduled in the next week.
- Property Acquisition Strategy – initiated a Property Acquisition Strategy to be completed next week and currently seeking potential acquisitions.

In addition, the Executive Director has researched projects and programs for future implementation such as wireless internet and silent train crossings. She has also managed other contracts such as Evening on the Avenues, façade grant for the Chamber of Commerce and has monitored and/or lobbied on behalf of the CRA on other issues that have arisen in the City that impact the CRA.

Areas of Improvement – In the upcoming year, the Executive Director will strive for better communication on issues and day-to-day activities with the CRA Board Members. She will also improve communication with the public about the purpose, goals and accomplishments of the Community Redevelopment Agency. Finally, she will work on more efficiently running day-to-day office operations and project and program management.

Goals and Objectives – The Executive Director has identified personal and program and goals and objectives for the upcoming contract year along with measurable outcomes, the following is a summary:

Affordable Housing – Evaluate recommendations of the Affordable Housing task force and develop a consistent Affordable Housing Strategy for the CRA.

- Amend CRA Plan to reflect Affordable Housing as a priority.
- Contribute to the creation of 5 new affordable housing units per annum.

Business Attraction – Improve the business and retail climate along Dixie Highway and in the Downtown.

- Develop an implementation plan for business attraction and redevelopment of the Dixie Highway corridor including proposed capital improvements
- Create and begin implementing a targeted retail attraction strategy for Downtown.

Gateways – Continue construction of 6th Avenue South and design of 10th Avenue North. In addition, continue to encourage land assembly and attraction of development to these corridors.

- Complete 6th Avenue South Construction
- Complete 100% design of 10th Avenue North
- Roll out Gateway development grant program.

Neighborhood Enhancement Program – Develop a capital improvement plan and supporting programs to improve CRA neighborhoods.

- Develop and implement a capital improvement program that will address all of the CRA neighborhood infrastructure needs within 5 years.
- Introduce a residential rehab grant program.

Property Acquisition – Acquire key properties within the Redevelopment Area that would implement CRA goals specifically parking, parks or property assembly.

- Complete Property Acquisition Strategy including priority purposes for acquisition.
- Acquire at a minimum two properties to further CRA goals and/or projects.

Professional Development – Increase staff knowledge and skills to creatively and efficiently develop and implement projects.

- Take at least one course in project management, leadership or facilitation to improve management skills.
- Attend annual Florida Redevelopment Conference or other planning conference or course to refresh technical knowledge.

Based on this evaluation, the Executive Director is requesting a performance based salary increase of 5% and a 5% contribution to a qualified retirement plan, with an annual performance evaluation and performance based salary increase.

PROGRAM IMPACT:

This request is consistent with CRA fiscal policies.

FISCAL IMPACT:

There are sufficient funds in the Salaries line item to support this request

Recommended by:

Rachel A. Bach, Executive Director