MINUTES

CITY OF COCOA
REGULAR MEETING OF THE CITY COUNCIL

FEBRUARY 23, 2016

A Regular meeting of the Cocoa City Council was held on Tuesday, February 23, 2016, in City Council Chambers, located at 65 Stone Street, in Cocoa, Florida, as publicly noticed.

I. OPENING MATTERS:

Mayor Parrish called the meeting to order at 6:02 pm.

Councilman Blake provided the invocation and Mayor Parrish led the assembly in the Pledge of Allegiance to the Flag of the United States of America.

The City Clerk took the roll.

PRESENT:	Henry U. Parrish III	Mayor
	Don Boisvert	Deputy Mayor (attended via phone)
	Michael C. Blake	Councilman
	Tyler Furbish	Councilman
	Brenda Warner	Councilwoman
	Anthony Garganese	City Attorney
	John A. Titkanich, Jr.	City Manager
	Matthew Fuhrer	Assistant City Manager
	Carie Shealy	City Clerk

OTHER STAFF MEMBERS PRESENT:

Tammy Gemmati, Administrative Services Director; Ben Haynor, Acting Utilities Director; Steve Belden, Community Services Director; Ed Wegerif, Public Works Director; Teri Butler, Finance Director; Michael Cantaloupe, Chief of Police; Gene Prince, Fire Chief; Gail Bantugen, Leisure Services Manager; Randolph Bevard, Desktop Support Specialist; Branda Marchica, Detective; Doug Levine, Police Sergeant; Ed Mohesky, Fire Lieutenant; Rodney Isaac, Utilities Engineering; and Laura Rankin, Stormwater Engineering.

II. APPROVAL OF AGENDA AND MINUTES:

1. Agenda: Regular Meeting of February 23, 2016 (16-46
2. Minutes: Regular Meeting of January 26, 2016 (16-47)

* **MOTION by Councilman Furbish; Seconded by Co... ...an Blake, to approve the Agenda for the Regular meeting of Fe... ... 23, 2016 as presented.**

AYES: Parrish, Boisvert, Blake, Furbish, Warner

THE MOTION CARRIED UNANIMOUSLY (5-0)

* **MOTION by Councilman Furbish; Seconded by Cou... ...n Furbish, to approve the Minutes for the Regular meeting of January ... 2016 as written.**

AYES: Parrish, Boisvert, Blake, Furbish, Warner

THE MOTION CARRIED UNANIMOUSLY (5-0)

III. AWARDS AND PRESENTATIONS:

None.

IV. DELEGATIONS:

Alan Chapman, 600 Florida Avenue, and representing ... , provided an update on the 30th Annual Spring Arts & Crafts fair which ... e held on March 5th & 6th. He spoke of the cash and awards that would be p... ...n. There would be an art exhibit in the Cocoa Civic Center Ballroom pric... ...e event. He further noted that the new office was working out well.

V. CONSENT AGENDA:

1. Approve the First Amendments to Purchase Agree... ...s with Atlantic Development of Cocoa, GUNNstruction, Inc., JoBear C... ...ing, Inc., and Maxwell Contracting, Inc. under RFQ 13-01-COC, Utilities ... ...l Construction Contractors effective February 12, 2016 through Februar... ..., 2018. (16-62). (Utilities Director)

* **MOTION by Councilwoman Warner; Seconded by Co... ...an Blake, to approve the Consent agenda.**

AYES: Parrish, Boisvert, Blake, Furbish, Warner

THE MOTION CARRIED UNANIMOUSLY (5-0)

VI. PUBLIC HEARINGS:

1. Ordinance No. 02-2016/ 2nd and Final Reading: Amending Chapter 2, Article XI, Special Events and Parades of the Code of Ordinances of the City of Cocoa. (16-59). (Community Services Director)

Mr. Belden presented the item noting that this was the second reading on the ordinance regarding special events. The ordinance had been tweaked at the request of Council and he explained the changes in detail.

He pointed out that there were about an average of 18 events that require road closures. Looking at the historical perspective and closures in the past he came up with 24 days as a maximum number of closures in the CBD area only. Outside of the CBD would not count towards that cap in approvals. Furthermore, he looked at the length of time of the closures. The most were 6-8 hours and some only ½ hour with minimal impact. Staff's idea was that closures under four hours would constitute a ½ day closure and 4 or more hours would constitute a full day event.

Mr. Belden pointed out that was the most significant change. Everything else was left as is.

Attorney Garganese read the Ordinance into the record by title only, as follows, advising that this was the second and final reading on the ordinance.

ORDINANCE NO. 02-2016

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF COCOA, BREVARD COUNTY, FLORIDA; AMENDING CHAPTER 2, ARTICLE XI, RELATED TO STREET CLOSURES AT SPECIAL EVENTS; PROVIDING FOR THE REPEAL OF PRIOR INCONSISTENT ORDINANCES AND RESOLUTIONS, INCORPORATION INTO THE CODE, SEVERABILITY, AND AN EFFECTIVE DATE.

Mayor Parrish opened the hearing up to the public. There being no response, the public portion of the hearing was closed.

Councilman Furbish asked Mr. Belden if they considered this by hours instead of days. In response, Mr. Belden felt that it would be too difficult to calculate in that manner. He believed breaking it down in day and full day ensures more accuracy.

Councilman Furbish further commented that the authority was again taken away from City Council and instead gives the City Manager the authority to approve certain closings outside of the CBD. He believed approvals should be kept with Council.

Mr. Belden advised that he compared other municipal rules for street closures and all others were administratively approved. He felt that in minor circumstances this could be done.

Councilman Furbish understood but wanted to be aware and notified of the closures.

* **MOTION by Councilman Furbish to approve Ordinance -2016 with the removal of the part where the City Manager could approve closures outside of the CBD.**

Mayor Parrish agreed with Councilman Furbish.

Councilman Blake seconded the motion.

Mayor Parrish reminded everyone that a few years ago many of the merchants on Brevard Avenue were upset about all of the closings on the street.

Councilwoman Warner asked what would happen if a street were needed to be approved between meetings. In response, Mr. Belden advised that applications were supposed to be submitted 60 days in advance. Councilwoman Warner noted that they do not always get them in and asked if a special meeting would be held.

City Attorney Garganese pointed out that if something needed to be approved than a public meeting would need to be held.

City Manager Titkanich spoke of two instances since he has been City Manager in which he had to do an emergency approval. He essentially approved them but they were for very short time frames and were very short.

THE VOTE ON THE MOTION WAS:

AYES: Parrish, Boisvert, Blake, Furbish
NOS: Warner

THE MOTION PASSED (4-1)

VII. COUNCIL BUSINESS:

1. Approve the appointment of Barbara S. Kinsey as a Regular member of the Utilities Advisory Board through November, 2017. (16-43). (Administrative Services Director)

* **MOTION by Councilwoman Warner; Seconded by Councilman Furbish, to approve the appointment of Barbara S. Kinsey as a Regular member of the Utilities Advisory Board through November, 2017.**

AYES: Parrish, Boisvert, Blake, Furbish, Warner

THE MOTION CARRIED UNANIMOUSLY (5-0)

2. Approve the requested street closures in association with the proposed Special Event for the St. Marks 5K Race. (16-50). (Community Services Director)

Mr. Belden presented the item noting that the request was in association with the St. Mark's race "Lions on the Run." He provided times and specifics on the requested closures and advised that it would be from 7 am to 10 am, so this would count as a ½ day closure according to the newly passed Ordinance 02-2016.

* **MOTION by Councilman Blake; Seconded by Councilman Furbish, to approve the requested street closures in association with the proposed Special Event for the St. Marks 5K Race.**

AYES: Parrish, Boisvert, Blake, Furbish, Warner

THE MOTION CARRIED UNANIMOUSLY (5-0)

3. Approve the requested street closures in association with [illegible]posed Special Event for the HCVA Spring Fine Arts and Craft Fair, Marc[illegible] 2016. (16-56). (Community Services Director)

Mr. Belden advised that this request was for road closure[illegible]g the HCVA's Spring Fine Arts and Crafts fair beginning at 6 am on March[illegible]d ending 6 pm on March 6th. This would count as a 2 day closure ac[illegible] to the newly adopted Ordinance 02-2016.

* **MOTION by Councilman Warner; Seconded by Cou[illegible]n Furbish, to approve the requested street closures in association[illegible] the proposed Special Event for the HCVA Spring Fine Arts and C[illegible]ir, March 5-6, 2016.**

AYES: Parrish, Boisvert, Blake, Furbish, Warner

THE MOTION CARRIED UNANIMOUSLY (5-0)

4. Consideration of a Code Enforcement Lien Reduction for t[illegible]erty located at 202 N. Fiske Blvd., CE 15-092, owners Marlene & Lore[illegible]oney. (16-61). (Community Services Director)

Mr. Belden advised that at a Code Enforcement Board hea[illegible]d on February 19,2 015, the board found the owners Marlene & Lorenzo [illegible] in violation of the following: Section 6-900(b)(1)a-d, Accumulation of Junk[illegible]ebris; Section 6-900(b)(4), Maintenance of a Structure (fascia); Section [illegible](g), Roofs and Drainage; Section 6-1001(c), Driveways/ Parking areas; Sec[illegible] 1003(m)(1&2), Windows; Section 6-1003(o), Doors; and Section 6-1304(a-[illegible]trical.

The board provided the owner sufficient time to correct the v[illegible]ns. Consistent with the Code Enforcement Board's order, a lien was [illegible]d against the property effective March 21, 2015. The lien ran at $100 pe[illegible]om March 21, 2015 until compliance was achieved on January 22, 2016. [illegible]al of the lien is $30,700.

Mr. Belden pointed out that this was a unique circumsta[illegible]oting that the property owner has another property in Rockledge which [illegible]ne refinancing process. The owner approached staff in order to see if a so[illegible]ould be made, as there are many issues with the property. After discussio[illegible]s held, staff was recommended to do a partial release because in ord[illegible] complete the

refinancing process, the lien attached to the property must be released. Once that process was over, the Toney's will focus their attention to the completion of the Cocoa property.

The Code Board unanimously approved staff's recommendation to do a partial release of the property located at 1856 Timbers West Blvd., Rockledge, Florida, Tax ID 2505496, from the Code Enforcement lien placed on the property at 202 N. Fiske Blvd.

* **MOTION by Councilwoman Warner; Seconded by Councilman Furbish, to approve a partial release of the property located at 1856 Timbers West Blvd., Rockledge, Florida, Tax I.D. 2505496, from the Code Enforcement lien placed on property at 202 N. Fiske Blvd.**

AYES: Parrish, Boisvert, Blake, Furbish, Warner

THE MOTION CARRIED UNANIMOUSLY (5-0)

VIII. CITY BUSINESS:

1. Review of FY 2015 estimate of Health Center impact on the City's medical plan. (16-18). (Administrative Services Director)

Ms. Gemmati noted that Shawn Fleming, representing the Gehring Group, was in attendance to present an update on the City's medical plan.

Mr. Fleming announced that he had a brief presentation[1] regarding the health center usage during the last year.

Since the health center had opened, there has been a total of 2,699 appointments. Appointment utilization increased 23% in the second half of 2015 in comparison to the first 9 months of its operation.

Mr. Fleming pointed out that physical office visits through the Cigna plan have decreased 19% since the opening of the clinic and urgent care visits have shown a 30% decrease.

Prescription utilization was noting that generic prescriptions through the Cigna plan have decreased 11% since the health center's opening.

[1] EXHIBIT A: Employee Health Center Update

Additional statistics were provided such as decreases in e[illegible]ncy room visits, diagnostic testing, outpatient surgical treatments, circ[illegible]/heart claims, injuries, and catastrophic claims.

Mr. Fleming noted that the overall plan increased 2.6% whi[illegible] well below the state and national averages.

ROI projections were discussed and Mr. Fleming provide[illegible]nation on how these costs were derived.

Councilman Furbish asked if an employee had to pay a[illegible] when going to CareATC. In response, Mr. Fleming stated no. However[illegible]y were given a script for something that the clinic did not have on hand,[illegible]hey would use their insurance for that.

All Council felt it was a great thing.

Ed Mohesky, President of Cocoa Firefighter's Association,[illegible]t the clinic was very helpful. He had heard nothing but positive things bei[illegible]d about it. The only negative thing he had heard was that people wished th[illegible]more hours.

Mayor Parrish asked if other firefighters used the clini[illegible] response, Mr. Mohesky answered in the affirmative and mentioned that s[illegible] their wives do too.

Douglas Levine, a police officer at Cocoa Police Departn[illegible]greed with Mr. Mohesky. He advised that this benefit had been a great[illegible] for his family. He appreciated Dr. Whyte and her approachable personal[illegible]d noted that he has been able to get maintenance medications through th[illegible]: that he could not afford before. He believed the PHA was a great thing,[illegible]out that it has helped both him and his wife. Lastly, he thought it was a gr[illegible]ruitment tool.

Councilwoman Warner asked if he had any idea how r[illegible]e was saving without having to pay a copay for his medications. Mr. Le[illegible]oted that it was probably well over $100 per month.

He asked that the clinic not be done away with. Council[illegible]d him this was just an update.

Branda Marchica, with the Cocoa Police Department, concurred with Mr. Levine and noted that the clinic was discussed a lot during a recent recruitment board. All of the candidates had a ton of questions about the clinic. She believed that she had a better connection with Dr. Whyte then with her own physician and Dr. Whyte was great with children. Additionally, her family was saving 100% in prescription costs. She pointed out the phone app and liked the fact that the app was individualized with her information.

Councilwoman Warner asked Ms. Marchica if she felt she had more control over her healthcare. In response to her question, she answered yes and noted that she had also heard only positives. She agreed that the only negative comments she had heard were that they wished they had longer hours.

Councilman Furbish advised that he heard Dr. Whyte also worked at the VA and that she split her time between the two.

Lastly, the City Manager provided comments on the health center and responded to a letter that they had all received regarding the efficacy of the health center. He spoke in detail about the process and what it took in order to open the center.

City Manager Titkanich spoke about the many visits to other cities with health centers and the development of the RFP.

He understood that local pharmacists believe that business had been taken away from them; however, Dr. Whyte has personally referred them to the pharmacist if she did not have the medication for them. This center lowers health plan costs and overall lowers costs to the taxpayers.

In addition to the core costs there are soft detail costs. The PHA is not done through many primary care physicians.

The City became fully self-insured at the beginning of the fiscal year, and now the County and the School Board have gone through RFP's and have renewed with Cigna.

As the City Manager, he takes the responsibility very seriously about bringing this information to Council and working with the Administrative Services Director, the Insurance Task Board, and others in order to receive and provide the best information possible.

In closing, City Manager Titkanich advised that he would b to discuss the letter with anyone if they wanted. The center was doing b an anticipated and you have to take into account the savings. Employee ction was high, the utilization was increasing, and his recommendation wa y on the same course for the next three years and evaluate it yearly. Sta d be diligent in providing the information back to them.

In addition, Mr. Fleming mentioned for the record that t nring Group is completely independent and they have not been bought merged. They remain independent with no outside bias.

All Council felt that the Gehring Group did an outstanding jo

It was noted that no action needed to be taken on th n. It was for informational purposes only.

2. Approval to make the necessary changes to the Resolutio ted in previous agendas for the Fire Department Projects to correct the St umber, Project Number, and Contingency Amount for change orders. (1 (Public Works Director)

Mr. Wegerif noted this request was in order to provid istency in the tracking of the new fire station projects. He pointed out tha numbers would be assigned when completion was closer.

Councilman Furbish clarified that the names for identificat ng used in the item were for paperwork purposes only. City Manager Titk nd Mr. Wegerif advised that he was correct and that these were not th names of the stations.

* **MOTION by Councilwoman Warner; Seconded by C nan Blake, to approve the item.**

AYES: Parrish, Boisvert, Blake, Furbish, Warner

THE MOTION CARRIED UNANIMOUSLY (5-0)

3. Authorize the City Manager to finalize the modified l Employment Opportunity Plan and authorize the City Manager or des to execute the

EEO Certification letters to the Office of Civil Rights for submittal along with the Equal Employment Opportunity Plan. (16-48). (Administrative Services Director)

Ms. Gemmati presented the item and mentioned that this was required for a number of grants that the police department submits and needed to be updated for the City.

* **MOTION by Councilman Blake; Seconded by Councilman Furbish, to approve the item.**

AYES: Parrish, Boisvert, Blake, Furbish, Warner

THE MOTION CARRIED UNANIMOUSLY (5-0)

4. Approve the three-year contract between the City of Cocoa and the Laborers' International Union of North America (LIUNA), Local 678 Union, for the contract term October 1, 2015 to September 30, 2018. (16-63). (Administrative Services Director)

Ms. Gemmati noted that the City had been negotiating a new contract with LIUNA, and an agreement was reached and they passed the contract. She advised that it would retroactively pay LIUNA employees back to October 1, 2015, including benefits.

* **MOTION by Councilman Furbish; Seconded by Councilwoman Warner, to approve the item.**

AYES: Parrish, Boisvert, Blake, Furbish, Warner

THE MOTION CARRIED UNANIMOUSLY (5-0)

5. Approval for the City to apply for the Victims of Crime Act (VOCA) Grant in the amount of $76,895, of which $15,379 is the match requirement in the application in order to provide victim advocate services to crime victims. (16-64). (Chief of Police)

Chief Cantaloupe introduced the item.

* **MOTION by Councilwoman Warner; Seconded by Councilman Blake, to approve the item.**

AYES: Parrish, Boisvert, Blake, Furbish, Warner

THE MOTION CARRIED UNANIMOUSLY (5-0)

6. Approve a Resolution supporting the recommended buil[illegible]native for the proposed improvements of Clearlake Road (SR 501). (1[illegible] (Public Works Director)

Mr. Wegerif noted this was to request for a Resolu[illegible]upporting the recommended build alternative for the proposed improv[illegible] of Clearlake Road (SR 501).

He added that FDOT liked to know that the city was aware.

Councilman Furbish mentioned that the public meeting was [illegible] held tomorrow night, and they were requesting Council to approve a rec[illegible]ndation before they had heard what the public had to say about the project.

In response to his concerns, Mr. Wegerif advised that the[illegible]l been a prior meeting and the next meeting would be in a few days.

Mr. Rudy Gotmare advised that the previous public meeti[illegible] about twenty residents in attendance. FDOT was recommending the b[illegible]ernative which would be presented at the upcoming public meeting.

He provided a brief overview[2] of the project. He discusse[illegible] recommended alternative for Segment 1 which would be from Michigan [illegible]e to Otterbein Avenue. A 4 Lane urban divided roadway was recommenc[illegible]n an alignment to the west. An additional right-of-way was required [illegible] west side of Clearlake Road. He discussed the potential rights-of-way [illegible] with this and the associated costs.

Mr. Gotmare provided the recommended alternative for Se[illegible] 2 which would be from Otterbein Avenue to Industry Road. They recom[illegible]d a typical 4-Lane urban divided roadway section. He discussed tl[illegible]t analysis for segment 2 in detail.

Furthermore, Mr. Gotmare spoke about the build alternativ[illegible]e realignment of the curve near Walmart and potential pond site locations.

[2] EXHIBIT B: Clearlake Road (SR 501) Project Development & Environment (PD&E) Study

Councilman Furbish clarified that if FDOT owned the right-of-way then they could do what they wanted to with it. In response to his concern, Mr. Gotmare explained the pond locations in furtherance and that all of this was based on the engineering analysis and was subject to change.

Mr. Gotmare mentioned that the projected cost estimate for the project was $24,712,675.

Councilman Blake asked if there would be noise barriers, and in response Mr. Gotmare pointed out that there would be 16-foot concrete based walls.

Both access management and environmental impacts of the project were discussed, along with contamination sites. He assured Council members that there would be no threat to any endangered species and no problems in the air quality or historical impacts.

Mr. Gotmare spoke about the funding for the project and reiterated that there would be a public hearing on February 25, 2016 and all reports would be available for 21 days prior to the public hearing. All of this information can be obtained from the website: www.clearlakeroadstudy.com. He provided further contact information and thanked Council for allowing them to come back with the update.

Mayor Parrish felt that the corridor was dysfunctional and not safe and felt that with all of the industry and companies moving into the area it was a good project. Council was elected to make decisions for the safety and betterment of the city.

Councilwoman Warner mentioned that she had been following and reading the comments in conjunction with the project; however, she never wants to see a road widening project take out properties. This is an exception though because it is almost impossible for some to get out of their driveways. She believed it would be a relief for the property owners. She spoke about a dangerous incident she had recently witnessed in that area and noted she was anxious to get it fixed.

Councilman Furbish felt that it was a good design but could not speak for those on the west side of the road because they were County. It was his personal opinion but felt strongly that he did not have a right to speak for those property owners. They have a county commissioner who could support them.

Councilman Blake enjoyed the presentation and advised afety was the number one priority. The project was half in district 3 and as in district 4. He appreciated everyone being proactive but wished const could begin a little earlier.

Mayor Parrish concurred with Councilman Furbish about t nty properties, but agreed he was for the project.

* **MOTION by Councilman Furbish; Seconded by Co an Blake, to approve the Resolution supporting the recommended alternative for the proposed improvements of Clearlake Road (SR 501)**

AYES: Parrish, Boisvert, Blake, Furbish, Warner

THE MOTION CARRIED UNANIMOUSLY (5-0)

MULTI-YEAR CONTRACTS:

None.

IX. INFORMATIONAL AGENDA:

1. Cumulative purchase approvals over $25,000 and under $ for the period 10/01/2015 to 01/31/2016. (16-39). (Finance Director)

2. Review of the Employee Health Center usage report provid CareATC. (16-49). (Administrative Services Director)

3. Relation between the estimated and actual income and expe date. (16-52). (Finance Director)

4. Approved change orders to construction contracts that t y Council has authorized the City Manager, by resolution, to approve i ss of the City Manager's spending authority. (16-53). (Finance Director)

5. FY 2016 Budget Adjustment Report. (16-54). (Finance Direct

6. New Local Business Tax Receipts. (16-55). (Community Ser irector)

X. REPORTS:

Mr. Wegerif introduced Laura Rankin to Council pointing out that she is the new Associate Engineer in Stormwater. She relocated from the west coast.

Ms. Rankin provided a brief background about herself and explained her thesis at the request of Mr. Wegerif. Council welcomed her aboard.

Mr. Wegerif advised that the construction at Riverfront Park had begun and along with the new sod, they are installing a geo-grid underneath it. He explained the process and noted they were starting in the bowl of the park and moving outward. It would be done in a short time period; however, it is a disruption to the park activity.

Mayor Parrish advised that he would be meeting with Commissioner Barfield about the lighting issue on Lake Drive. He had been getting a lot of calls regarding this issue.

Councilman Furbish asked Mr. Wegerif about pink flags on stakes in the ground on Riverpoint Road. Mr. Wegerif was not aware of what was going on but would look into it.

Councilwoman Warner advised that the employee installing new signs was very quick and efficient.

Mayor Parrish questioned the DOT signs and when they would be completed. In response, Mr. Wegerif advised that the Community Aesthetics agreement had been submitted and now they were waiting on FDOT.

Chief Cantaloupe reminded everyone of the upcoming festival in Provost Park this weekend. Saturday was more sports oriented and Sunday would be a picnic.

Mr. Belden provided an update on Clearlake Isles and announced that there were possibly two businesses coming in south of Michigan. He did not have specifics at this time.

Mr. Belden further noted that the permit for Lee Wenner Park would be brought to the next Cocoa RDA meeting. He advised that they had received three quotes that were all in range. The lowest bidder was $14,500 and the consultant felt that all of the quotes were reasonable.

Councilman Furbish asked if it was true that Smoked O[illegible]ld be going in across the street at the old filling station. Mr. Belden respor[illegible] the affirmative and that it would be basically take out with a few outdoo[illegible]s. Mr. Belden advised that the biggest challenge was finding a place with [illegible] enough space for their smokers. Councilwoman Warner noted they had a [illegible] lease.

Councilman Furbish also questioned if a vegan restaurant [illegible]oing in where Muddy's was at and the opening of a German beer [illegible] next to pub Americana. Mr. Belden stated that the owner was proposir[illegible]t in a German style restaurant and retail in the space next to Pub Ameri[illegible] It would have outdoor seating with a garden type of area.

Councilman Blake asked for an update on the grease [illegible] behind Green Apples.

Mr. Belden advised that a Code officer checked out the prol[illegible]d there was a grease container on site, hidden along the tree line, so ther[illegible]e for use. The issue has been resolved.

Councilman Blake further questioned the signage at the s[illegible]nd of Brevard Avenue, by the traffic circle.

In response, Mr. Wegerif pointed out that a sign was put up [illegible]he last couple of weeks.

Councilman Furbish asked for an update on the pig issue. M[illegible]den noted that Code had been patrolling the streets in question and there [illegible]een no sign of pig activity. He has not been successful in making conta[illegible] the lady who spoke at Council. He reiterated that there had been no evid[illegible]und yet.

Mr. Haynor, Acting Utilities Director mentioned that the e[illegible] tank was on schedule for completion for the end of March.

He introduced Mr. Rodney Isaac, a new Associate Engineer [illegible]ies.

Mr. Isaac introduced himself, noting he was a graduate fror[illegible] Coast Atlantic College. He mentioned that he had worked as an intern at [illegible]. He also felt that CareATC was a great thing.

Councilman Blake commended the City Manager and staff on their diversity of staff.

Ms. Gemmati thanked her staff for their hard work in the implementation of all of the changes in the system due to the approval of the LIUNA contract.

Ms. Shealy announced that she had emailed all of Council about the mandatory Ethics Training. In response, Councilman Furbish stated that they liked it being held in person, and would prefer to do that.

Ms. Shealy stated that she would follow up with the Space Coast League of Cities.

Assistant City Manager Fuhrer asked that each member of Council submit their request for the naming of parks and facilities.

Councilman Blake requested that the fields at Provost Park be included in the list for naming.

Lastly, the Assistant City Manager provided all with a draft of the Strategic Plan[3]. The core of the document includes goals, objectives, and action items. He asked that Council review the document and provide their feedback to him. The feedback would be taken into account and brought back to a public meeting for action by Council to adopt the document.

Mayor Parrish asked if the sunken boat issue was still being addressed. The Assistant City Manager responded in the affirmative.

City Manager Titkanich advised that Public Works was installing the sign on Harrison and Brevard. Councilman Furbish mentioned that it had been installed but was on the wrong side. Mr. Wegerif assured him they would get it fixed.

City Manager Titkanich noted that he had reached out to Ms. Koss about the donation policy. They were eligible, as they are a non-profit organization.
He provided an update on the situation with Mr. Conners' water issue and advised that staff had put together information in terms of his account. There was no resolution to the unexplained loss of 90,000 gallons of water. At the city's cost, the water meter was calibrated. Four calibrations were performed and all

[3] EXHIBIT C: Draft of the Strategic Plan

suggested that the meter was fine. He further clarified that 90,000 gallons in 13 days, not 2 days.

The calibration was done on site with staff and Mr. Conner. Haynor stated that Utilities had the ability to do a bench test, but they the customer there to witness the testing.

City Manager Titkanich reminded them all that it had raised al comments in Florida Today. All of the issues were researched that cou lone and there were some similar incidents. There were others notate Heritage Isles' webpage. In the end, four customers had expressed conc id there was a detailed list of when all of the meters were installed. In r ases, staff had asked questions and helped customers solve the problem.
He pointed out that the department was perfecting their ses so that all reps are aware of what to say to customers. Additionally, t stomer Service Manager and Deputy Finance Director were putting togeth verview of the system and processes. It will be reviewed by the City Mana then provided to Council.

City Manager Titkanich also mentioned that he had beer ntact with two other firms who were familiar with meter reading. They cou ne in and audit the review process and operations so that Council and cust have a level of comfort so that when their bill was provided everything pos ad been done in order to ensure correctness.

Lastly, he reported that the phone system issues at City H been rectified and they would be moving on to fixing the other departmen apologized for the problems that were experienced during the transition.

Councilman Furbish believed that the old phone system w and that they did not need to fix something that had not been broken.

The Assistant City Manager agreed that the implementat ocess had not been ideal but assured Council it was a substantial cost sa o the City. He mentioned that the City of Rockledge had requested informa ertaining to the cost. He advised that they could provide Council with the fi they wished.
Councilman Blake spoke of the opportunity to speak rker Memorial regarding the value of education. The kids were eager to hat he had to say.

He mentioned the Black History Month celebration at Cocoa High and thanked Ms. Rosemary McGill for the great speech. He noted that Mr. Fuhrer and other members of Council were there also.

Councilman Blake enjoyed Mardi Gras and thanked Patsy Porter and Deane Mills for their participation in the parade, and the City Clerk's office for decorating the fire truck and Mr. Ryan Barton for driving the fire truck.

He felt that Mayor's Town Hall meeting at Fire Station 1 was great and mentioned the water donation to Flint, Michigan, noting that the gesture was well received.

Lastly, Councilman Blake reminded all to buy local, spend local, and keep it local. Councilman Furbish reported that he had spoken to Lt. Beach at Cocoa High School and the JROTC Honor Guard will be leading the Memorial Day parade this year.

He further noted that he had been working with the City Manager and Assistant City Manager on Purdue Way and other areas where the gray water is off. People rely on their gray water.

Councilman Furbish questioned the signage at Brevard Avenue and Harrison Street, pointing out that maybe the "No Pedestrian Crossing" and "No Left Turn" sign could be switched.

Deputy Mayor Boisvert thanked all for coming and that Attorney Paul Gougelman was interested in hosting another ethics class this year. He spoke with the attorney at the TPO meeting. He left the meeting at this time via telephone.[4]

Councilwoman Warner congratulated Mr. Fuhrer on his recent marriage and welcomed him back. She pointed out that the BBQ and Blues Festival was June 3rd and 4th and hoped that this year it would be bigger and better than ever.

Mayor Parrish thought that Mardi Gras event was great. Though it was a little different this year and it was more calm.

Mayor Parrish addressed the employment issue in the Utilities Department, advising this had been on his mind for a long time. He mentioned that they keep losing employees and this was not good due to a lot of capital projects on the

[4] Deputy Mayor Boivert left the meeting via telephone at 8:15 p.m.

horizon. He remembered that back in 1998/1999, the Poli artment lost a lot of employees due to being underpaid.

He reiterated that this had been on his mind for a long and it was no reflection on the City Manager. He knows what the City M 's job entailed and with two budgets (General and Utilities) it takes a lot of t

Mayor Parrish noted that it appeared that they were not pay Utility workers market wages. He would like staff to come back with the r dy so that they could see what they were paying all of the classifications. pecial meeting was needed, then plan one. The City was losing people in and it needed to be addressed.

He believed that with the system being so big, the City Man ould might not be calling all of the shots. He felt that maybe someone e king over it to make sure things were not forgotten would be good. ecessary time needed was not being put into it. It scared him to thi vas not being maintained. He demanded that the City Manager run the (its employees and that the utilities be maintained. He wanted higher wage

Councilman Furbish concurred with Mayor Parrish and coul nderstand how they were down 28 employees in that department. The as not paying enough to attract them. The water system was the city's b e and if it was not taken care of then we are being negligent. He felt the ded to pay the right people the right salaries to get the job done. He pointe hat there have been a few key personnel who have left the water system.

Councilman Furbish felt they should hire a consultant to loo whole system to see where changes could be made and preferably som ot familiar with the system. He knows it would cost them to do so, but they do it.

Councilman Blake believed in being proactive and competi hey needed to clearly identify if there was a situation and develop a so Knowledge is power and he reminded all that the City was the 11th higl ater distributor. He believed in the system and its leadership, if all were gi and equitable pay.

Councilwoman Warner mentioned that a salary survey ha done and that she would like to look at it to see how it faired in utilities. If s were right at the line, they should look at other cities. She was not ing to hiring a

consultant but there would need to be direction for them to take. She believed that they should depend on staff, the City Manager, and the Utilities Director to have their say as to what he problem was.

City Manager Titkanich noted that he did not disagree with them and advised that there had been discussions on this issue. They are currently in the interview process with some of the vacant positions and some of the losses to date are due to retirements, personal (not job related), and relocations. There are pay issues with operators and engineers, and a system had been established within their pay range that was based on a market study that based pay on years of experience. Salary would move up with years of experience.

He mentioned that Mr. Walsh had ordered a copy of the American Water Works Association Salary Survey so that they can compare utilities pay with other positions within the city.

Recruitment had been discussed and it was being addressed. In addition, the approval of the LIUNA contract provided raises to employees and established new minimum and maximums.

Discussion has been held with Administrative Services, the City Manager, and Utilities Director about where things need to be done. Other employees could have an issue as to why one is getting a raise and they were not.

Mayor Parrish wanted to know why they were losing employees to Melbourne and Titusville. Both Mayor Parrish and Councilman Furbish felt like there was something else wrong.

Ms. Gemmati advised that Brian Cail has been working on recruitment. In addition he has offered to help with prescreening and other necessary tasks.

Councilman Furbish felt that a workshop needed to be held in order to discuss how this situation was going to be fixed because it was not good.

City Manager Titkanich assured the Mayor and Council that he would get with Mr. Walsh and HR in order to determine the issues. It would be 30-45 days max.

Both Mayor Parrish and Councilman Furbish agreed that this was nothing new, but action needed to be taken.

Mayor Parrish wanted to get people back.

Councilman Furbish pointed out that he has been told [illegible] the City, an Engineer 1 was an Engineer 1 not matter where they worked.

He believed that an engineer in Public Works should be lool[illegible] differently than one in Utilities. The City Manager agreed and noted that [illegible] positions were compared in the same way. He mentioned that it would be [illegible] into and what management's rights were.

Mayor Parrish believes that the City Manager's job descripti[illegible] too busy and did not feel it was fair to everyone, and he was trying to h[illegible]. This was a huge regional system and this needed to be done.

XI. ADJOURNMENT.

* **MOTION by Councilwoman Warner; Seconded by Cou[illegible]n Furbish, to adjourn the Regular meeting of February 22, 2016.**

AYES: Parrish, Blake, Furbish, Warner

THE MOTION CARRIED UNANIMOUSLY (4-0)

The meeting adjourned at 8:34 p.m.

Henry J. Pa[illegible]ll, Mayor

ATTEST:

Carie Shealy, City Clerk

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City of Cocoa

Employee Health Center Update



February 23rd, 2016

GEHRING GROUP
INSURANCE BROKERS & CONSULTANTS

EXHIBIT A: EMPLOYEE HEALTH CENTER UPDATE

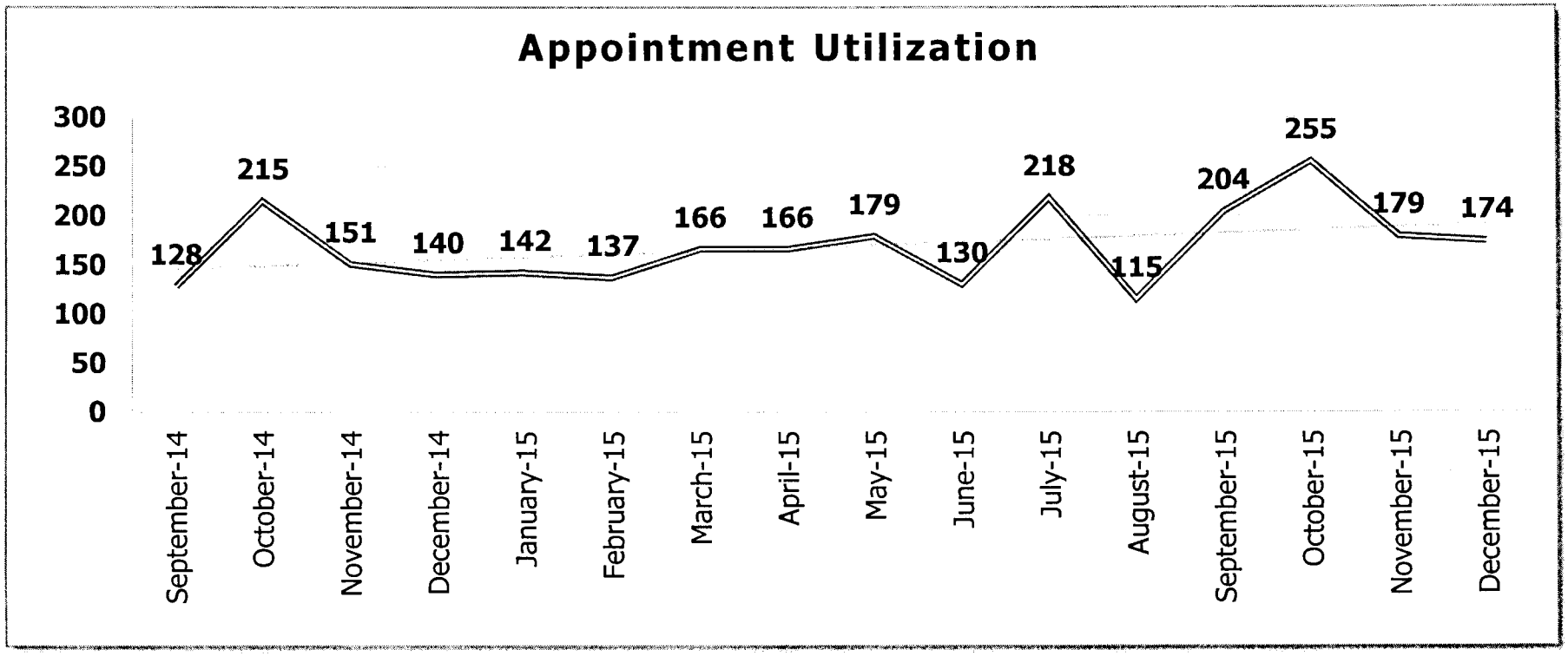
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Items for Discussion

- Office Visits and Medications
  - Clinic Utilization
  - Cigna Utilization
- CIGNA Health Plan Utilization and Cost Trends
- Satisfaction Survey
- Clinic Return on Investment
- Next Steps

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Employee Health Center



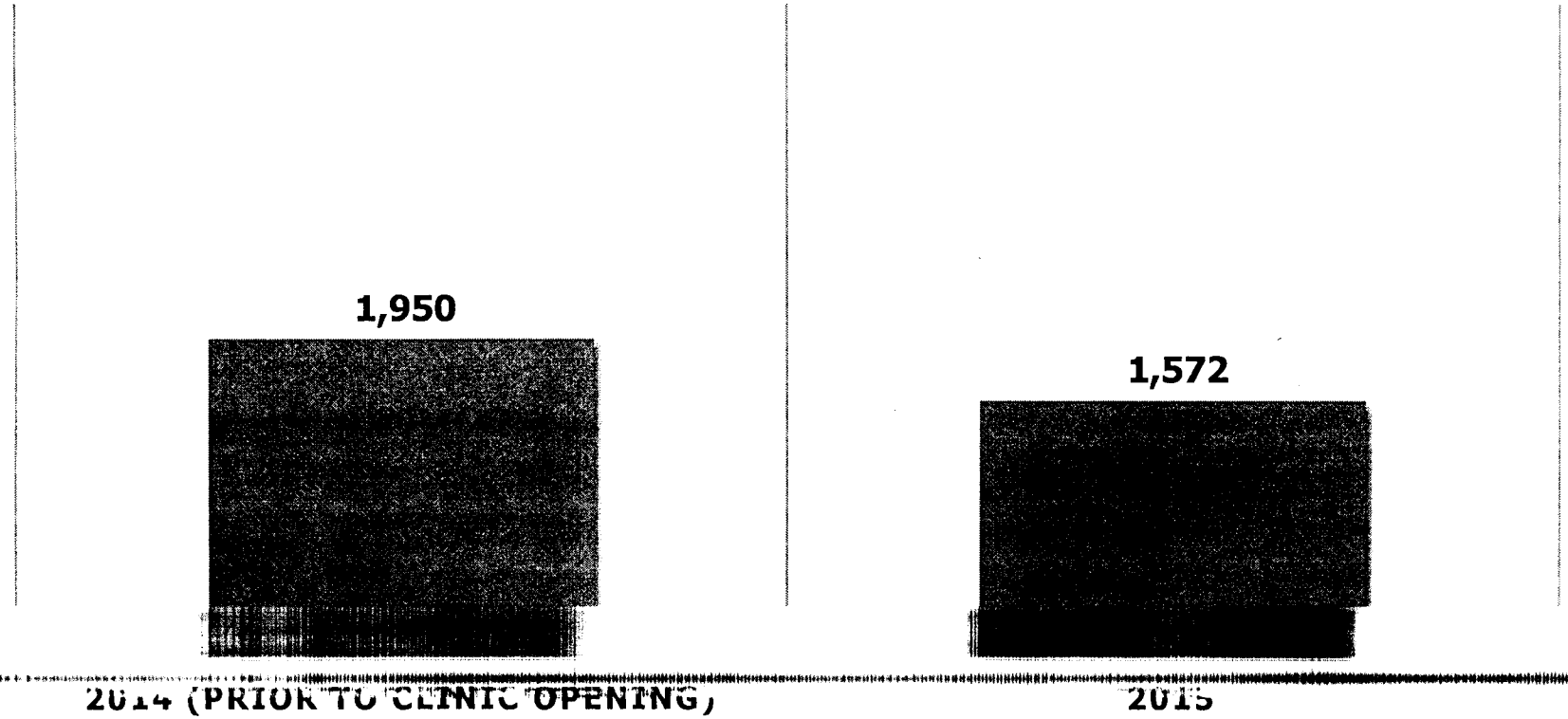
Total Medical Appointments Since Opening: **2,699**

Average from September 2014 – June 2015: **155 per month**
Average from July 2015 – December 2015: **191 per month**

Appointment Utilization **increased 23%** in the second half of 2015, compared to the first 9 months of operation, as employees become more familiar with operations in the Health Center.

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Physician Office Visits (Cigna)

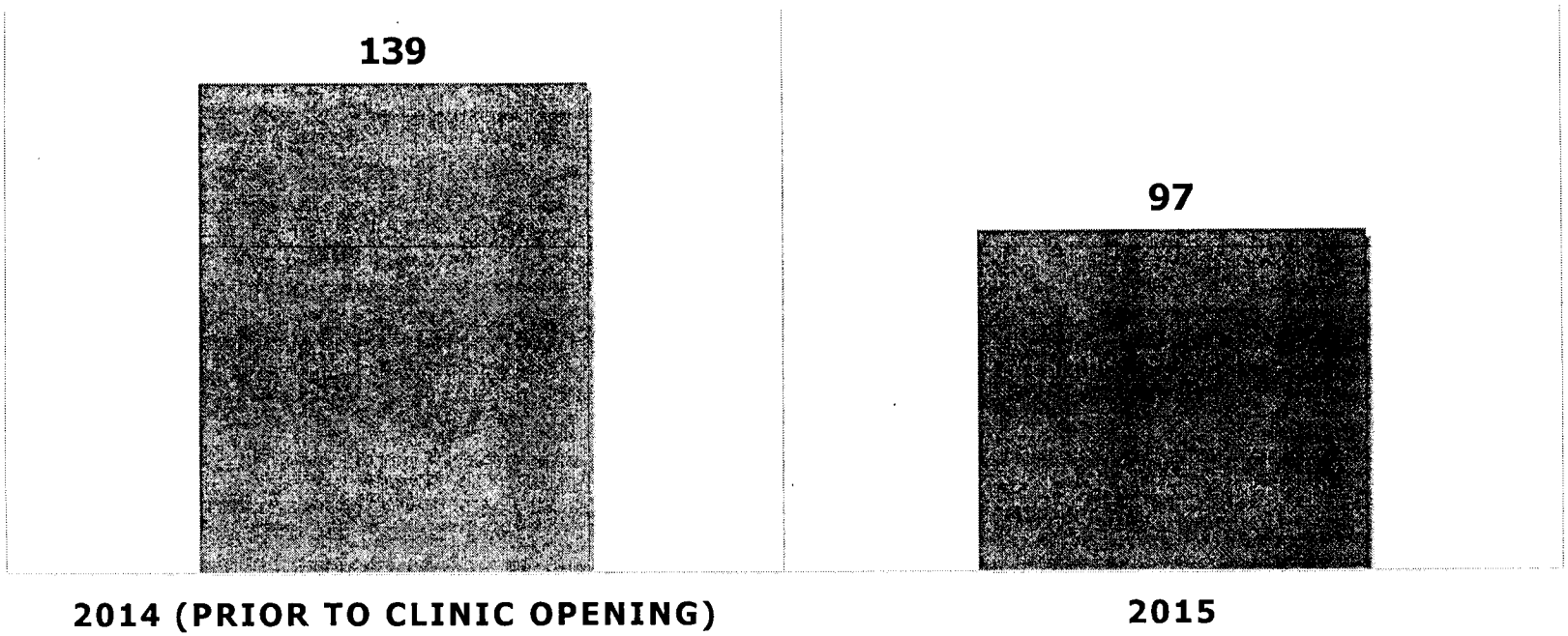


Physician office visits through the Cigna plan have **decreased 19%** since the opening of the Employee Health Center.

Cigna Public Sector Average: 2,818

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Urgent Care Visits (Cigna)

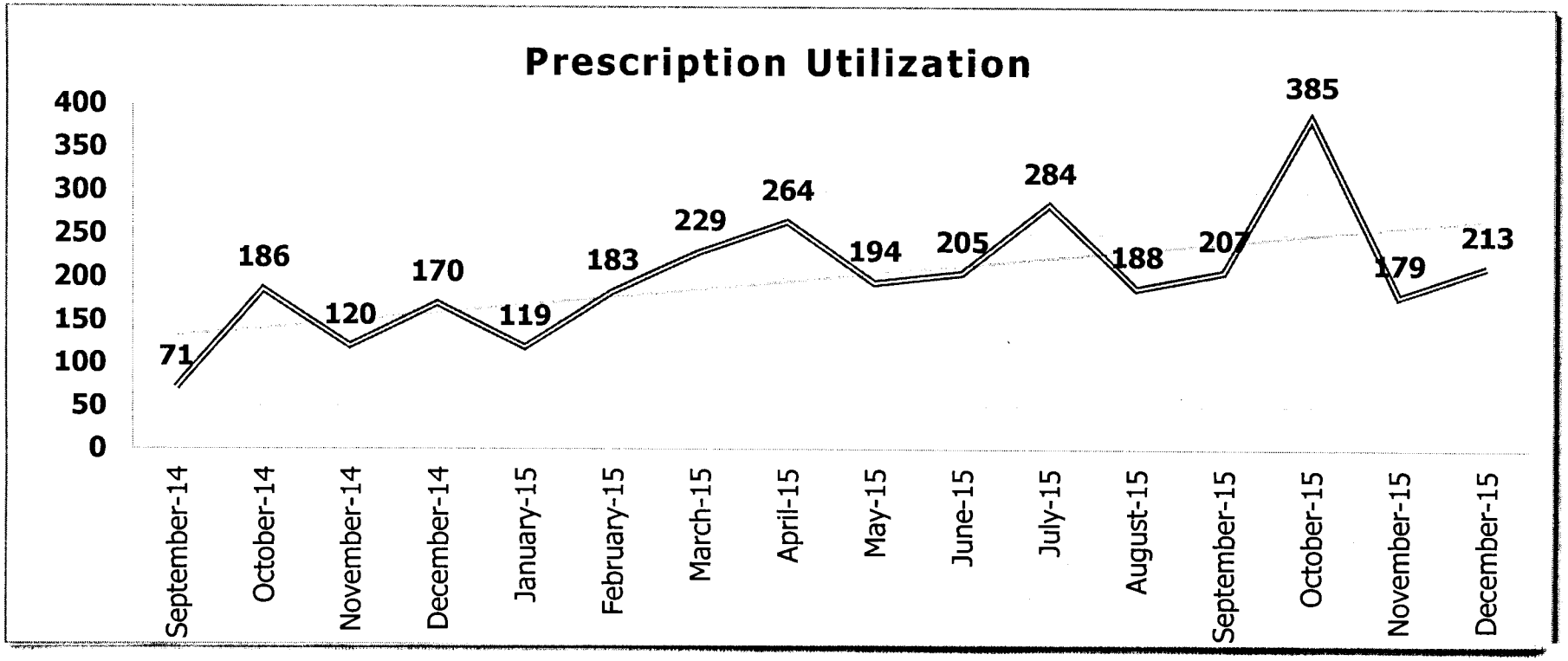


Physician office visits through the Cigna plan have **decreased 30%** since the opening of the Employee Health Center. Each Urgent Care visit avoided reduces medical plan claims by $256 per visit - a cost avoidance of **$10,752.**

Cigna Public Sector Average: 154

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Employee Health Center

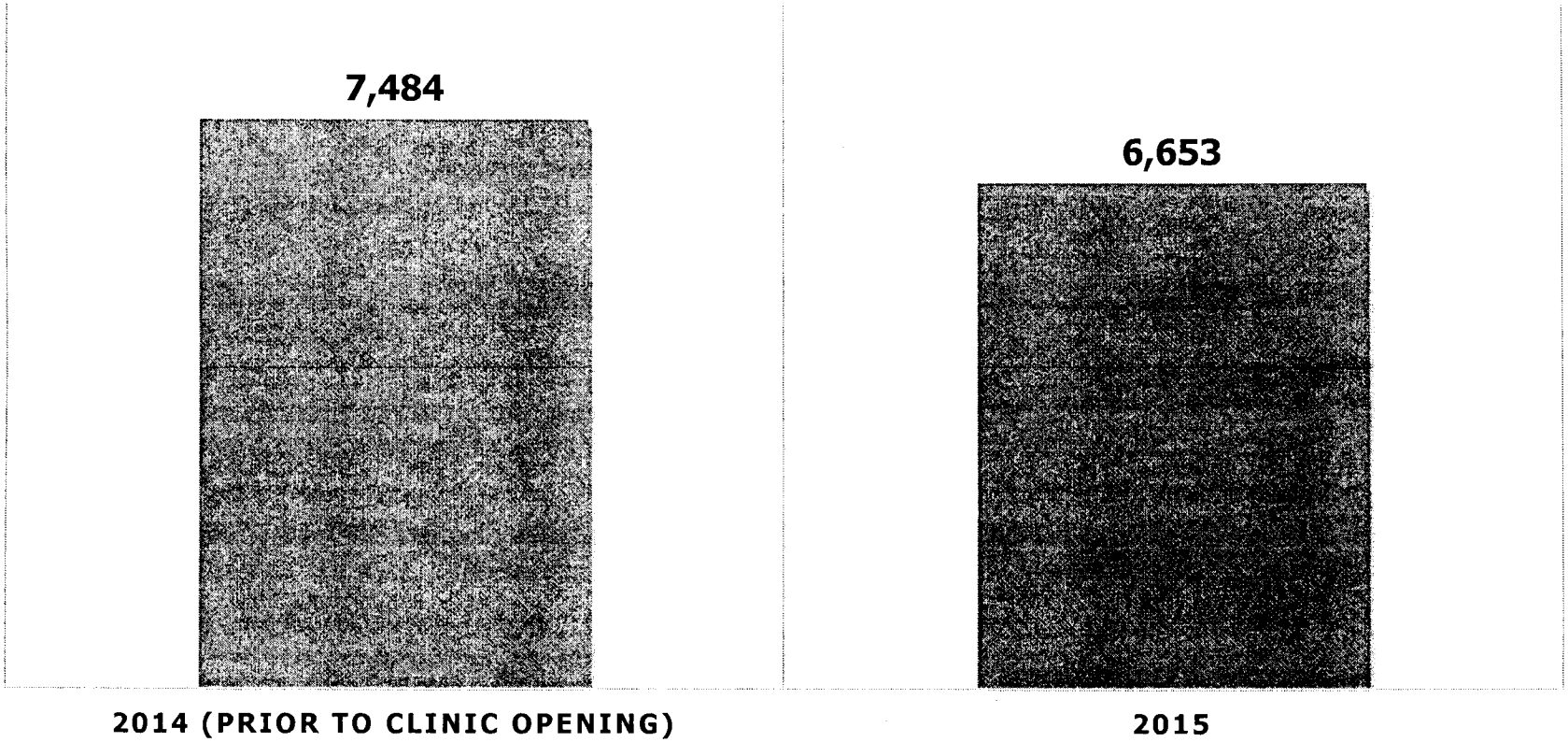


Average from September 2014 – June 2015: **174**
Average from July 2015 – December 2015: **191**

Prescription Utilization **increased 11%** in the second half of 2015, compared to the first 9 months of operation as employees become more familiar with operations in the Health Center.

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Generic Prescriptions (Cigna)



Generic prescriptions through the Cigna plan have **decreased 11%** since the opening of the Employee Health Center.

Cigna Public Sector Average: 5,846

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Additional Statistics

Item	Change (2014 vs. 2015)	Change %
Emergency Room	Decreased ↓	2.5%
Diagnostic Testing	Decreased ↓	3.5%
Outpatient Surgical Treatments	Decreased ↓	20.1%
Circulatory/Heart Claims (Cost)	Decreased ↓	21.2%
Injuries	Increased ↑	73.0%
Catastrophic Claims (Count)	Decreased ↓	28.1%
Catastrophic Claims (Cost) *Claims greater than $50,000 per member per year*	Increased ↑	42.5%

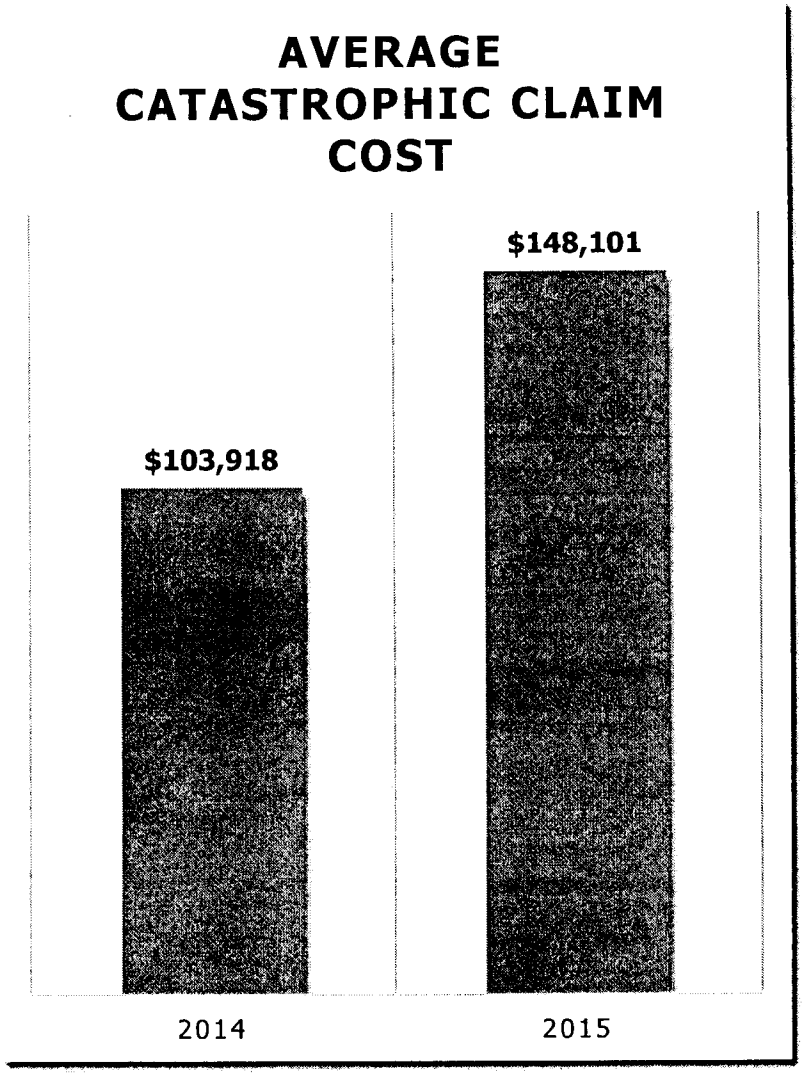
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Catastrophic Claims

Catastrophic Claim Costs have increased 42% (over $44,000) per claim.

The top 3 catastrophic claims were not related to issues that could have been prevented or treated in the Health Center. Each involved surgical procedures and hospital admissions.

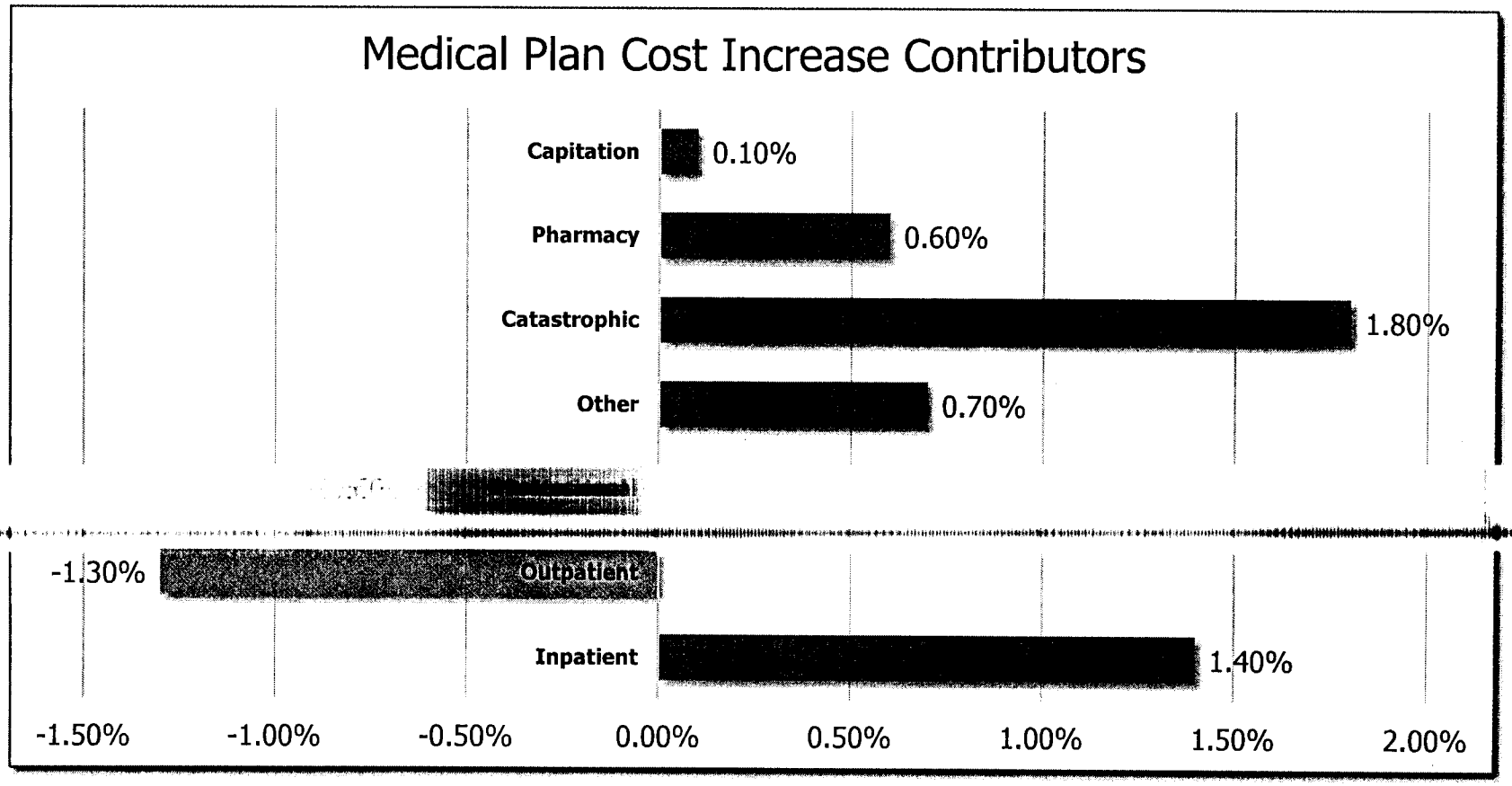
The top 3 catastrophic claims (less than 0.5% of membership) represented 33% of total claims cost.



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Overall Trends

Overall plan spend has increased **2.6%**, well below State and National averages. The increases are predominately driven by increased facility costs and specialty medications.



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Satisfaction Surveys

Question	Likely or Very Likely / Very Satisfied or Satisfied
How likely are you to recommend CareATC to a coworker?	99%
The staff was: professional, respectful, prompt	100%
Satisfaction with scheduling process	100%
Appearance and location of facility	99%

"This is the best thing the City has ever done"

"Hard to improve on excellence. Dr. Whyte is such a caring, compassionate, and extremely professional doctor. The staff is always extremely helpful and professional, always focused on the customer."

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ROI Projections

City of Cocoa
Medical Clinic
Cost Savings Estimate - Year 1

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		Low Estimate	Projected	High Estimate
Professional Office Visits (Total Plan Spend)		$180,872.00	$180,872.00	$180,872.00
Other Medical Service Costs	+	$12,929.40	$12,929.40	$12,929.40
Total Visits	/	2,586	2,586	2,586
Cost per Visit	=	$74.94	$74.94	$74.94
Utilization Assumption (% of Office Visits Shifted)		25%	35%	40%
Office Visit Shift	=	647	905	1,034
Office Visit Savings (Visits Shifted x Cost Per Visit)		$48,450	$67,830	$77,521
Total Prescription Cost		$674,154	$674,154	$674,154
Prescriptions - % Shift of Total Cost	x	20%	25%	40%
Prescription Savings	=	$134,830.74	$168,538.43	$269,661.48
Laboratory & Diagnostic Costs		$60,607	$80,809	$60,607
Labs - % Shift of Total Cost	x	20%	30%	40%
Lab Savings	=	$12,121	$16,182	$24,243
Emergency Room		$62,724.00	$62,724.00	$62,724.00
Total Visits	/	136	136	136
Cost per Visit	=	$461.21	$461.21	$461.21
Utilization Assumption (% of ER Visits)		15%	20%	25%
Emergency Room Visit Savings (Visits x Cost Per Visit)		$9,409	$12,545	$8,417
IP/OP Hospital Facility / Trend & Other Avoidance Costs		$349,097	$349,097	$349,097
Risk and Trend Reduction	x	15.0%	18%	20%
Total Facility and Other Savings	=	$52,365	$61,092	$69,819
Estimated Medical Claims Avoidance	=	$257,176	$328,188	$449,661
[illegible]		[illegible]	[illegible]	[illegible]
[illegible]		[illegible]	[illegible]	[illegible]
[illegible]		[illegible]	[illegible]	[illegible]
Estimated Total Year 1 Return on Investme...		0.5	1.2	1.7

Based on data from Cigna for plan year 2012-13 (paid claims). Office Visit Claims assumed 15% for switch from Aetna to Cigna. Avoidance cost savings include trend reduction, reduction of unnecessary ER, Urgent Care, inpatient and outpatient hospital visits, specialist office visits, as well as disease management engagement. Savings estimates are projections based on industry data and are not a guarantee of performance. Factors that effect savings include, but are not limited to, hours of operation, services provided, locations, prescriptions offered, and group utilization. Not inclusive of Worker's Compensation savings. Estimated savings assume medical plan continues as a participating program. EE copay savings assume $25 PCP copay and $20 generic Rx copay.

Employee Copay Savings (Office Visits)		$16,183	$27,153	$31,032
Employee Pharmacy Savings (Rx Copays)	+	$34,848	$43,560	$69,696
Estimated Employee Savings (Total)	=	$51,031	$70,713	$100,728

Original Return on Investment (ROI) projectioned a first year ROI of $1.25 saved for every $1 spent.

Projections were based on medical costs only and do not include occupational and "soft dollar" costs.

Occupational costs include job related services e.g. new hire physicals.

Soft dollar savings includes items such as work efficiencies, employee satisfaction, and presenteeism.

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Cost Analysis (Opening – Dec. '15)

Item	EHC Utilization	Average Cigna Cost[1]	Cost Avoidance	Total EHC Cost	Return On Investment
Office Visits	2,699	$160 per visit	**$431,840**	$578,636	0.8:1
Urgent Care		$256 per visit	**$10,752**	Included in Visits	
Pharmacy	3,197	$120 per script	**$384,375**	$48,509	7.9:1
City Savings			**$826,967**	**$627,145**	**1.3:1**
Employee Savings	2,699 @ $25 3,197 @ $15		$115,430		
Total Savings			**$942,397**	**$627,145**	**1.5:1**

[1]Average plan cost does not include the cost of laboratory work, diagnostic procedures (e.g. EKG), new hire physicals, and other treatments being performed in a doctor office setting. Total savings do not include soft dollar savings.

Clearlake Road (State Road 501) Project Development & Environment (PD&E) Study

FROM MICHIGAN AVENUE TO INDUSTRY ROAD
BREVARD COUNTY, FLORIDA

Financial Project ID No: 433605-1-22-01 | Federal Aid Project No: N/A | ETDM No: 13120

CITY COUNCIL PRESENTATION | February 23, 2016

FDOT

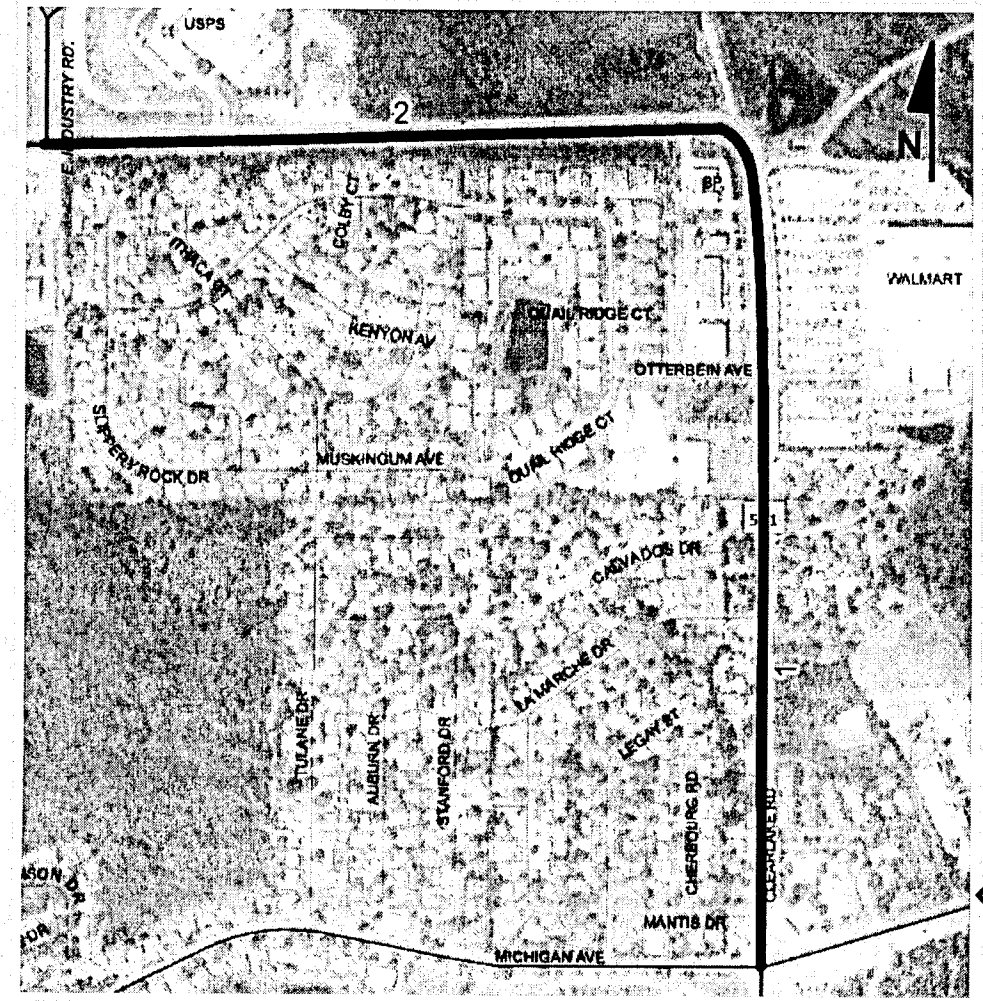




EXHIBIT B: Clearlake Road (SR 501) Project Development & Environment (PD&E) Study

About the Project

Industry Road



- From Michigan Avenue to Industry Road
- Widen to four lanes
- Proposed bicycle and pedestrian facilities
- Approximately 1.35 miles in length
- Urban principal arterial
- Proposed Access Management Classification 5

Michigan Avenue

FDOT

Agenda

- Recommended Alternative
- Access Management
- Environmental Analysis
- Conclusion

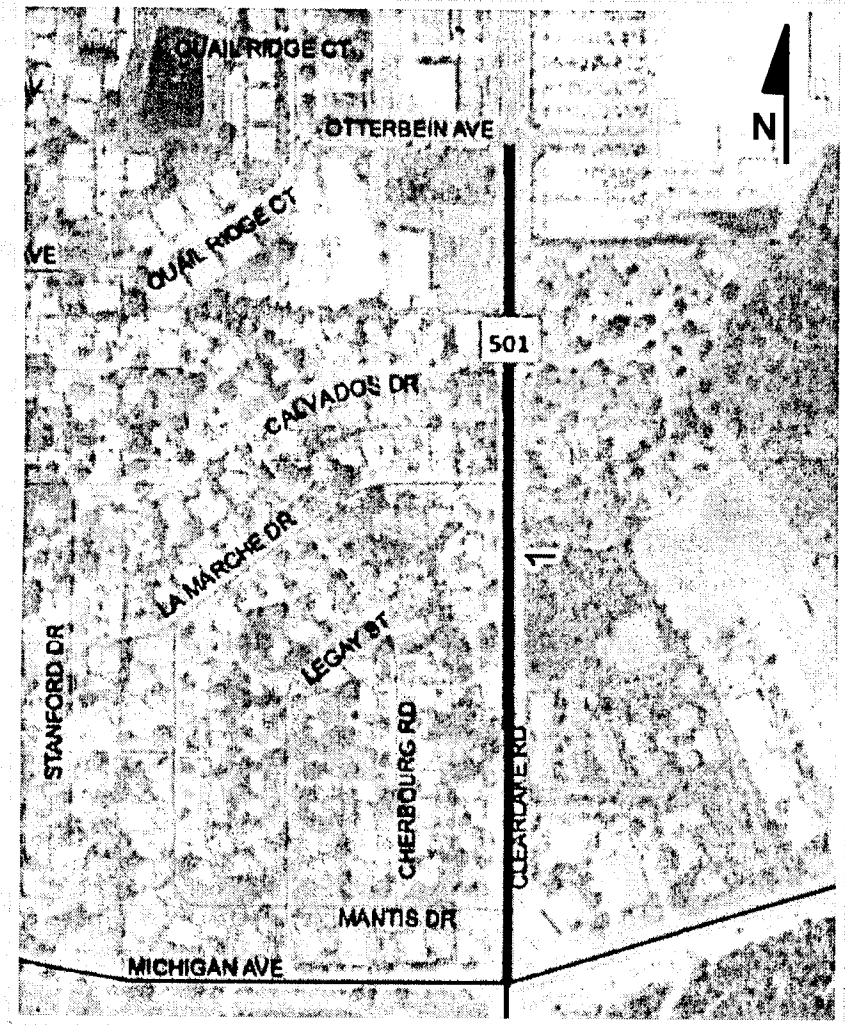
Agenda

Recommended Alternative

Recommended Alternative

- 'Build' Alternative
  - Widen road to four lanes, two travel lanes in each direction
  - Realign existing curve at Walmart
  - Provide continuous 7-ft buffered bicycle lanes and 6-ft sidewalks on both sides
  - Provide access management
    - 22-foot raised median
  - Locate potential pond sites

Recommended Alternative
- From Michigan Avenue to Otterbein Avenue (Segment 1)



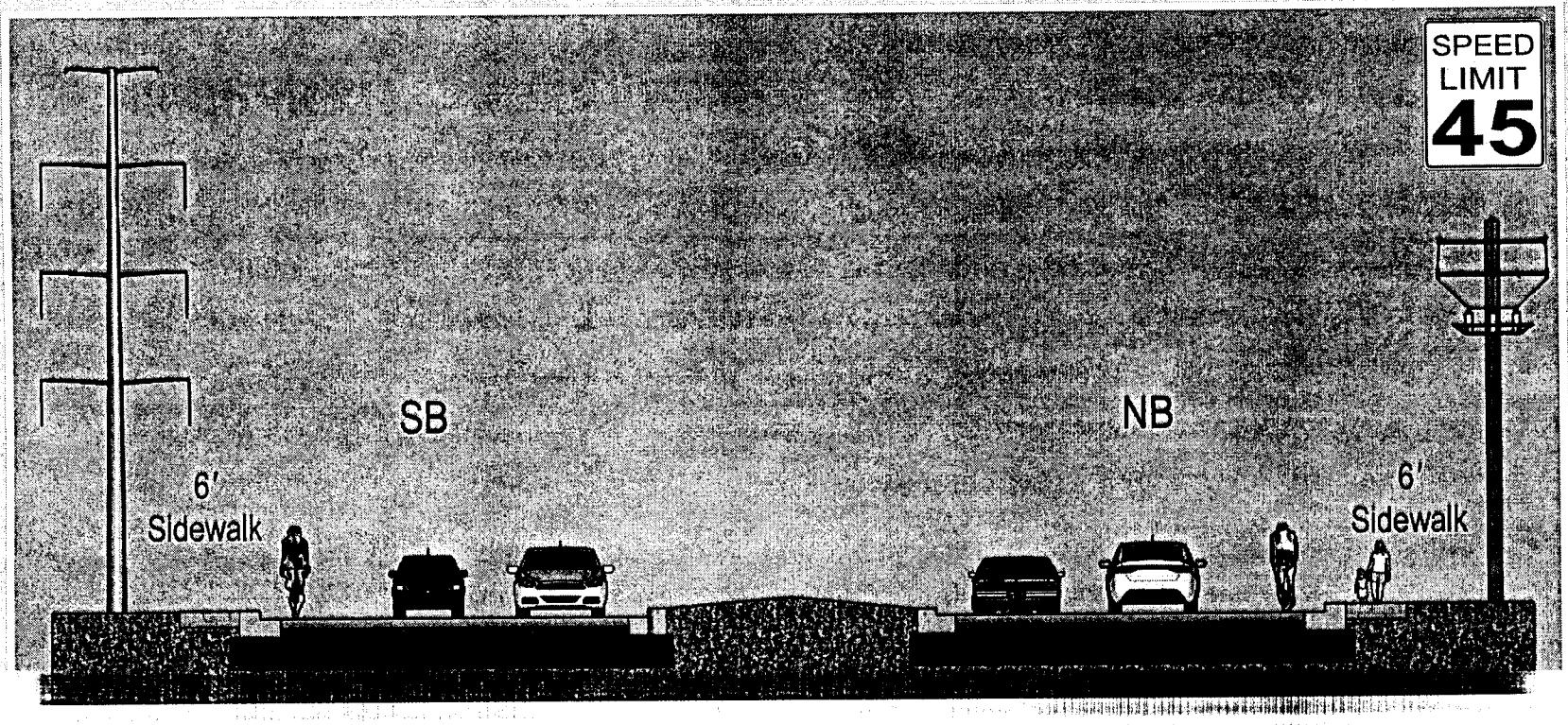
⟸ Otterbein Avenue

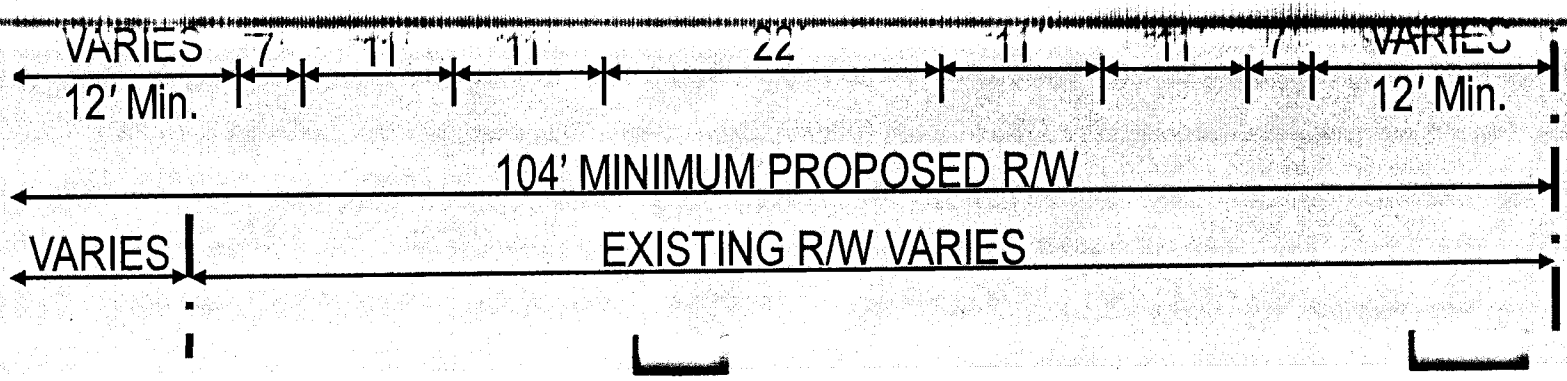
⟸ Michigan Avenue

FDOT

Recommended Roadway Typical Section
- From Michigan Avenue to Otterbein Avenue

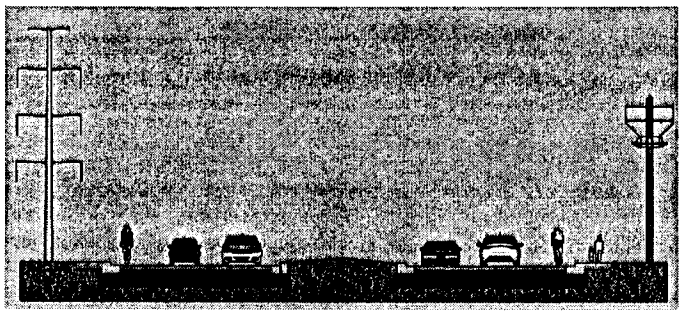
4-Lane Urban Divided Roadway Typical Section





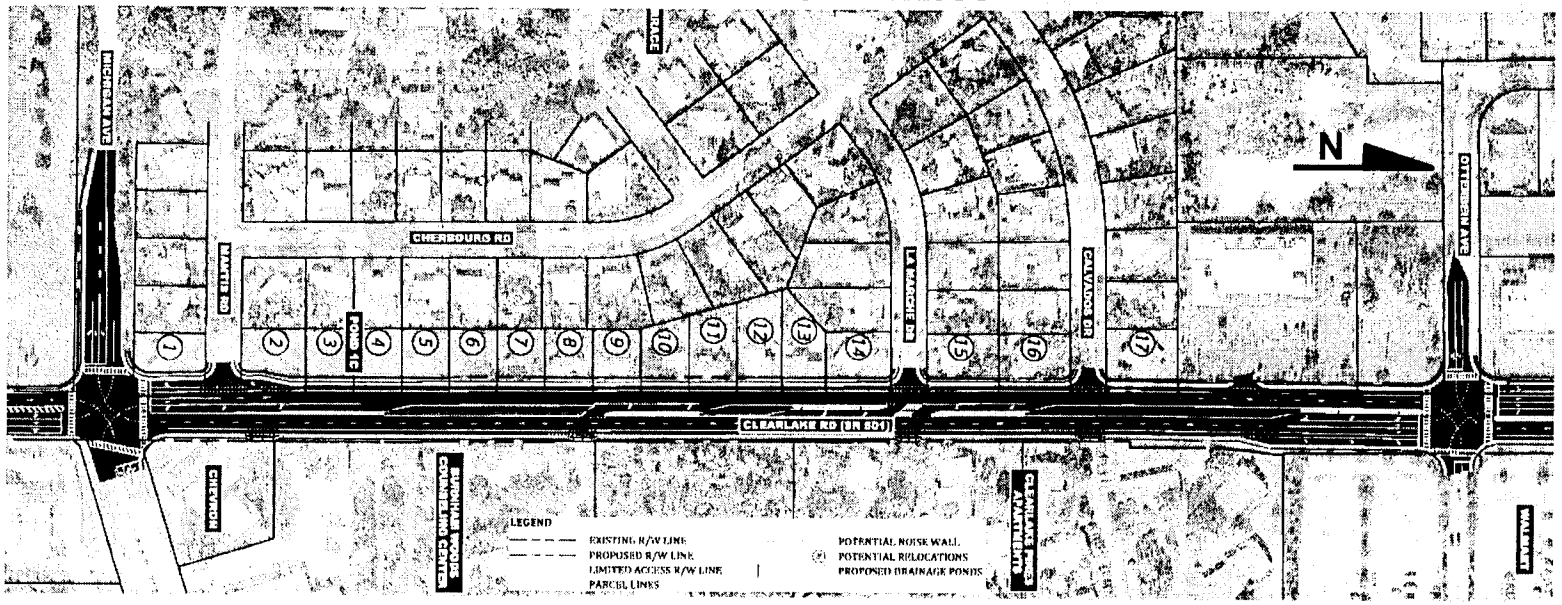
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Recommended Alternative
- From Michigan Ave. to Otterbein Ave.



- The proposed roadway typical section is recommended with an alignment to the West
- Hold east right-of-way line
- Additional right-of-way required on west side of Clearlake Road

WEST ALIGNMENT



FDOT

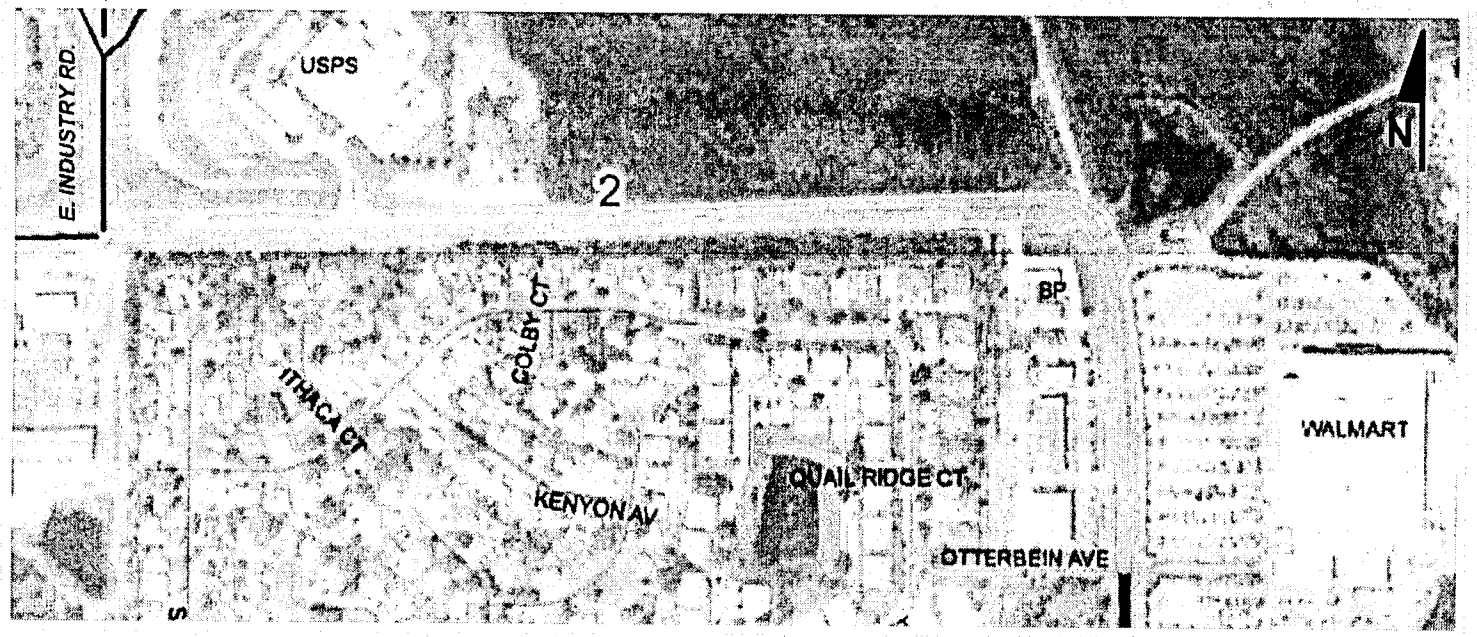
Potential Right-of-Way Impacts
- From Michigan Ave. to Otterbein Ave.

The west alignment has the following potential right-of-way impacts and associated cost:

Evaluation Criteria	Four-Lane Urban Typical Section Recommended West Alignment
Residential Parcels Impacted	17
Business Parcels Impacted	4
Unimproved Parcels Impacted	1
Total Parcels Impacted	**22**
Potential Relocation	
# of Residences	
# of Businesses	0
Total Number of Relocations	**17**
Right-of-Way Cost	**$6,400,000**

Recommended Alternative
- From Otterbein Avenue to Industry Road (Segment 2)

Industry Road

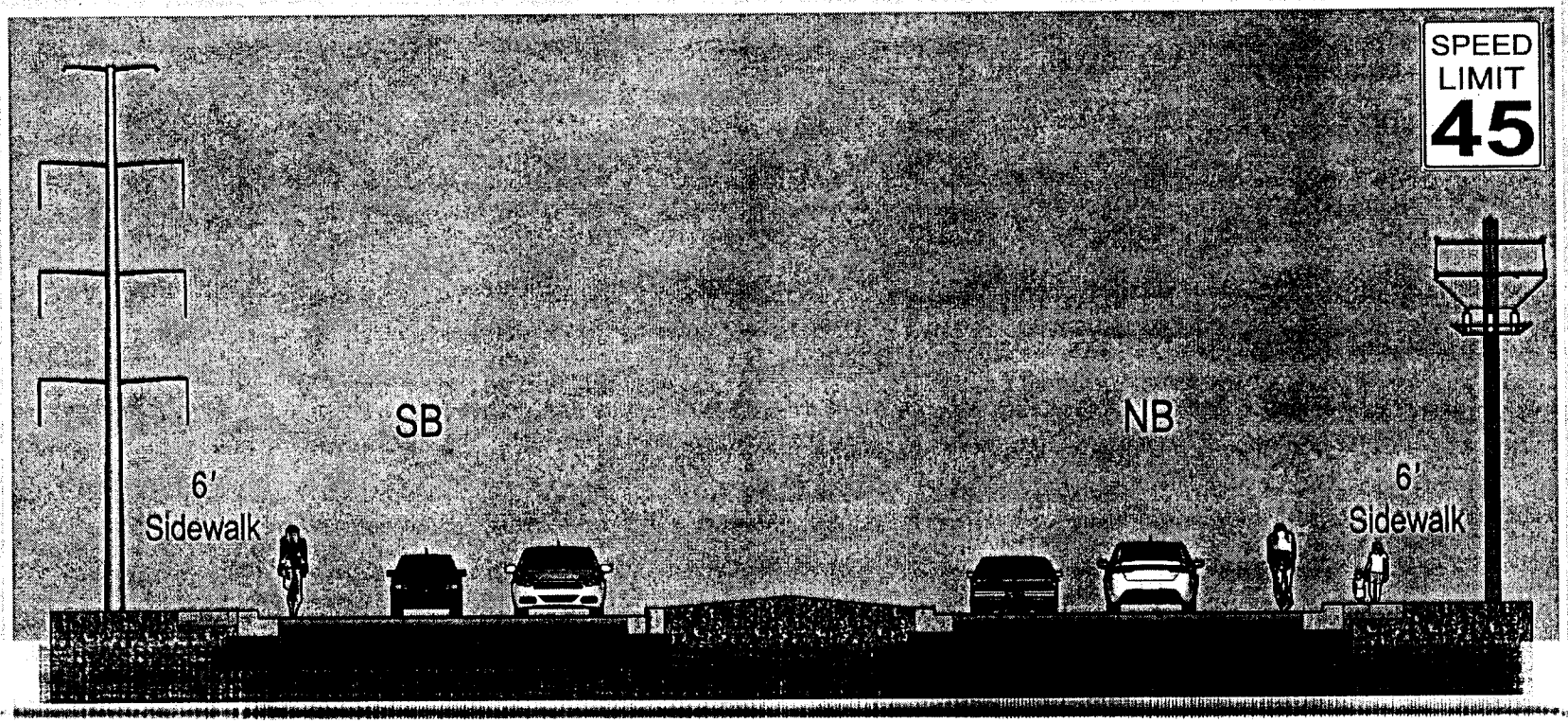


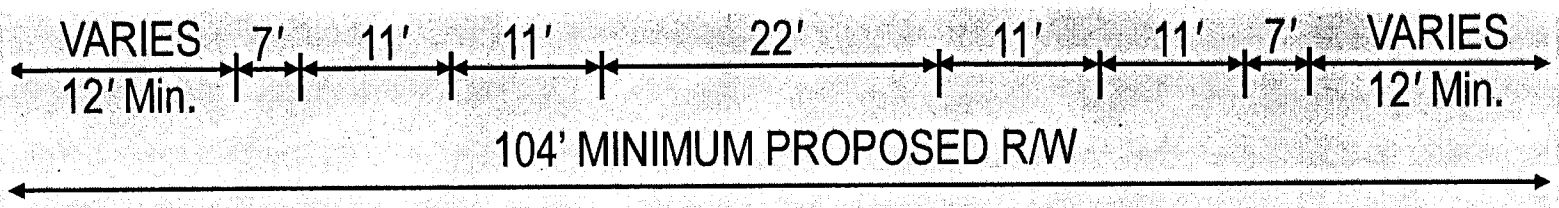
Otterbein Avenue

FDOT

Recommended Roadway Typical Section
- From Otterbein Avenue to Industry Road

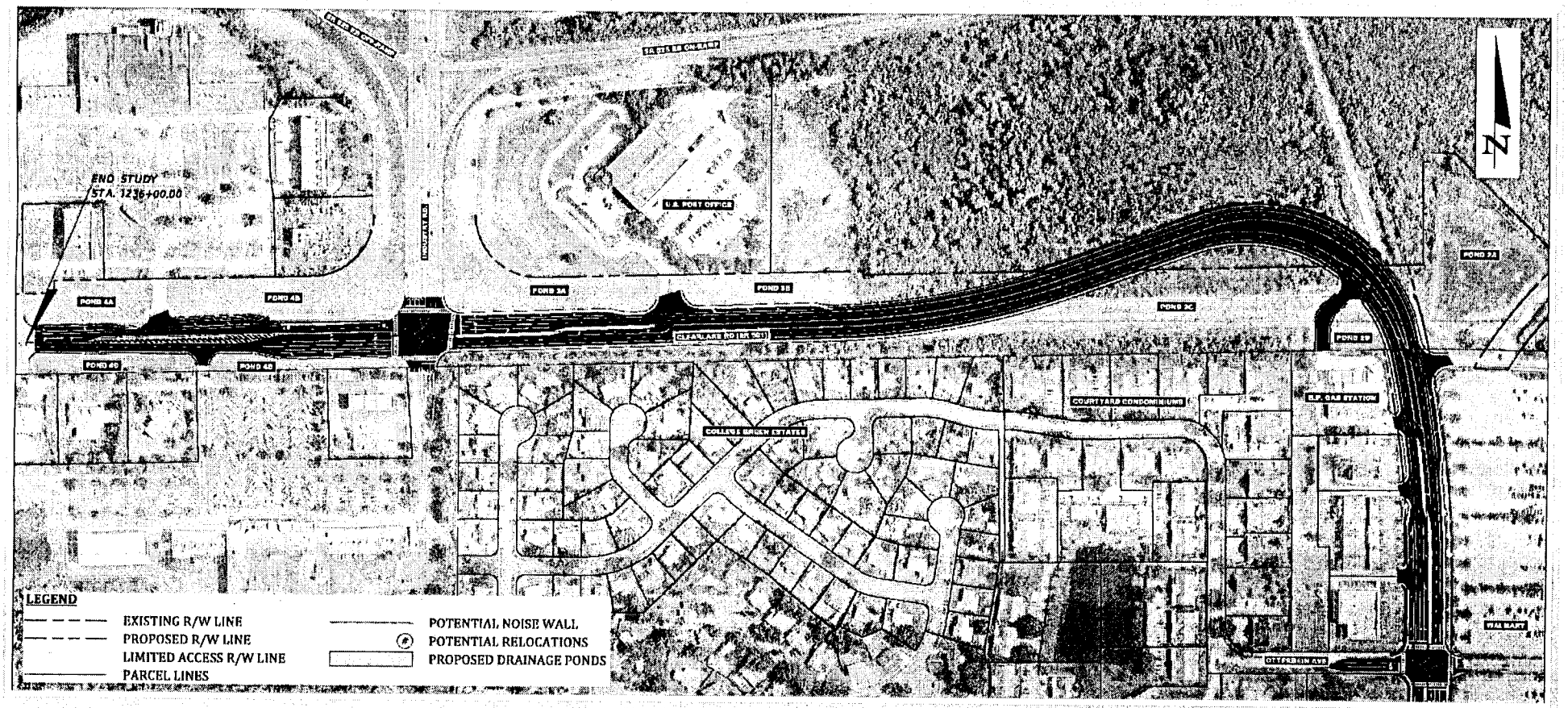
4-Lane Urban Divided Roadway Typical Section





FDOT

Recommended Alternative to Realign Curve
35 mph 'Bulb-Out'



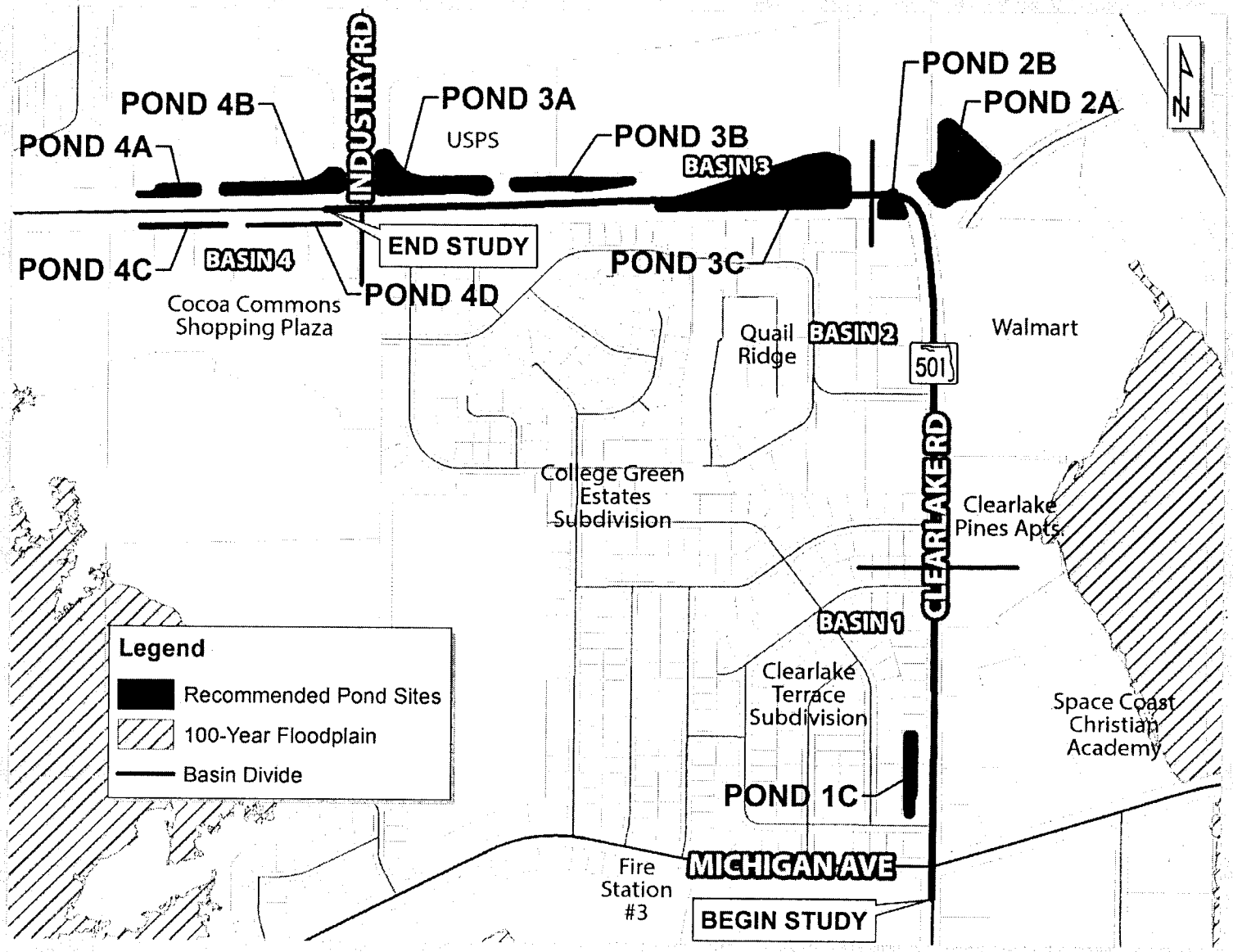
FDOT

Right-of-Way Impacts
- From Otterbein Avenue to Industry Road

The recommended alternative to realign the curve has the following right-of-way impacts and associated cost:

Evaluation Criteria	Realign Curve
	Recommended 35 mph 'Bulb-Out'
Residential Parcels Impacted	0
Business Parcels Impacted	3
Unimproved Parcels Impacted	2
Total Parcels Impacted	**5**
Potential Relocation	
# of Residences	0
# of Businesses	0
Total Number of Relocations	**0**
Right-of-Way Cost	**$3,102,000**

Recommended Pond Site Locations



FDOT

Project Cost Estimates

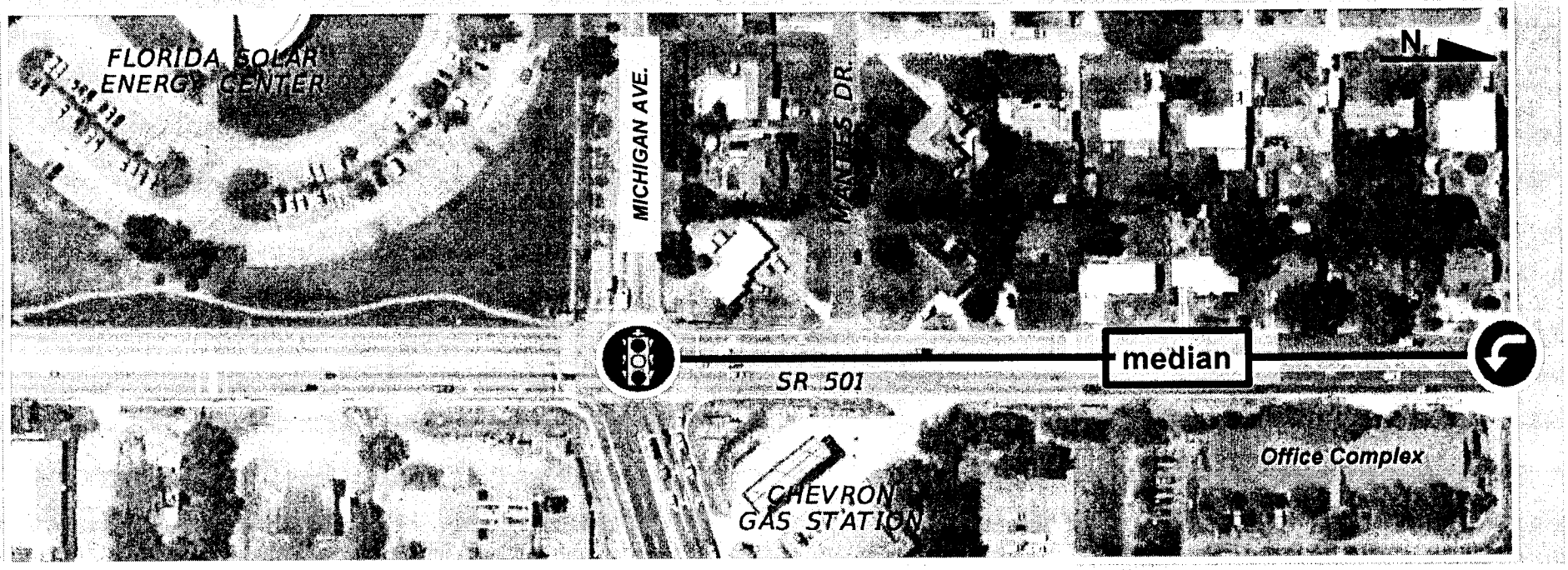
Phase	Cost (Present Day)
Construction	$10,355,530
Final Design and Construction Engineering Inspection (CEI)	$2,835,550
Right-of-Way (roadway)	$7,490,000
Right-of-Way (ponds)	$709,000
Mitigation	$1,773,155
Utilities (overhead transmission poles)	$840,000
Noise Barriers	$709,440
Total	[illegible]

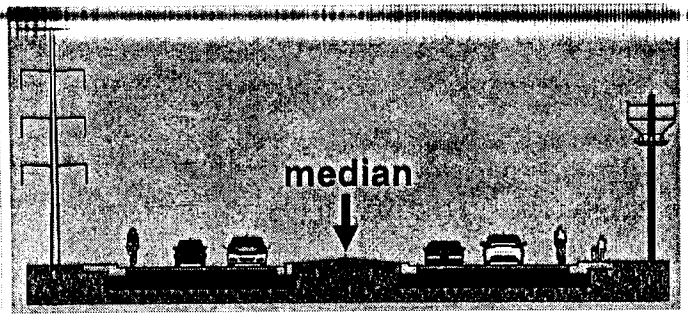
*Subject to Change

Access Management

FDOT

Recommended Access Management



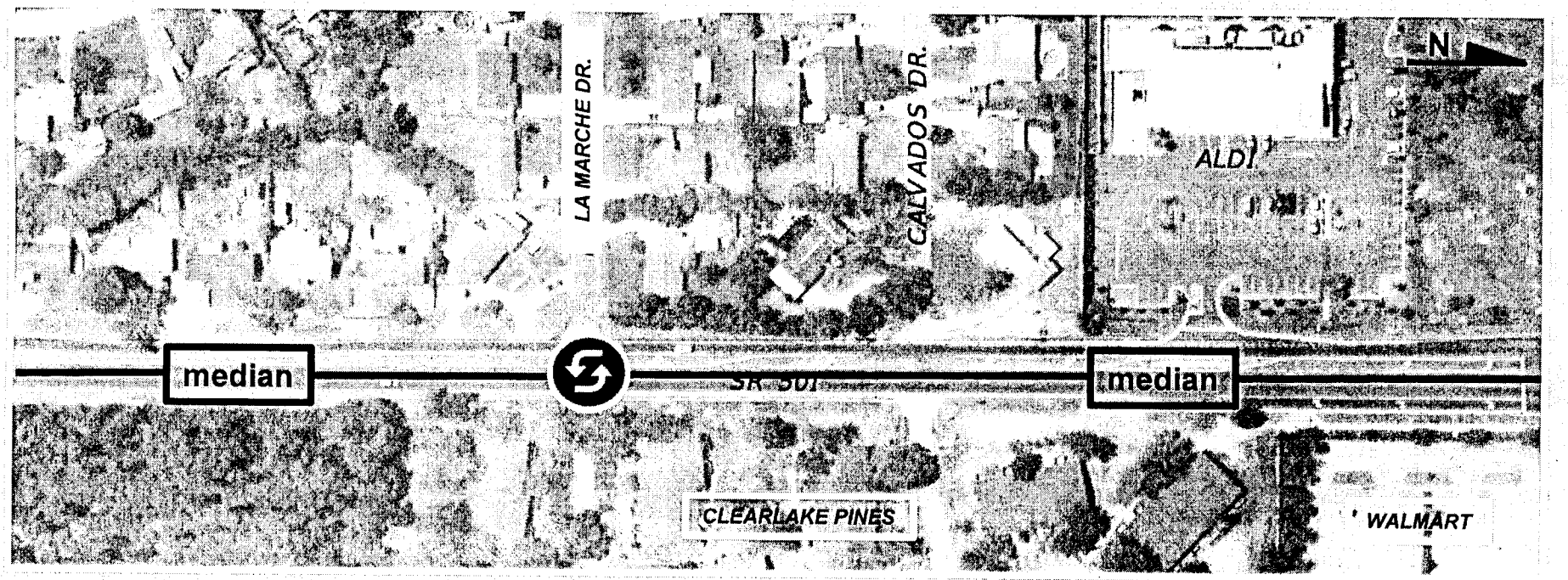


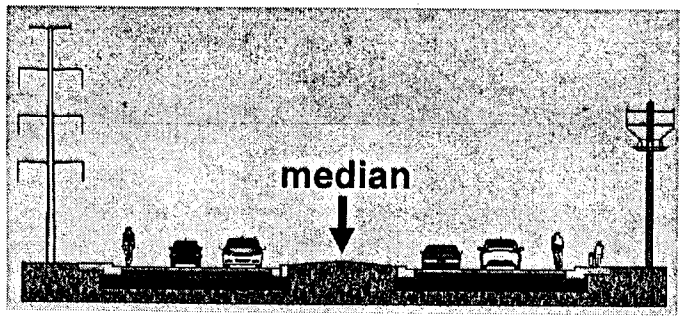
LEGEND

Signalized Intersection - Full Median Opening

Directional Median Opening
(Southbound left-turn into office complex)

Recommended Access Management

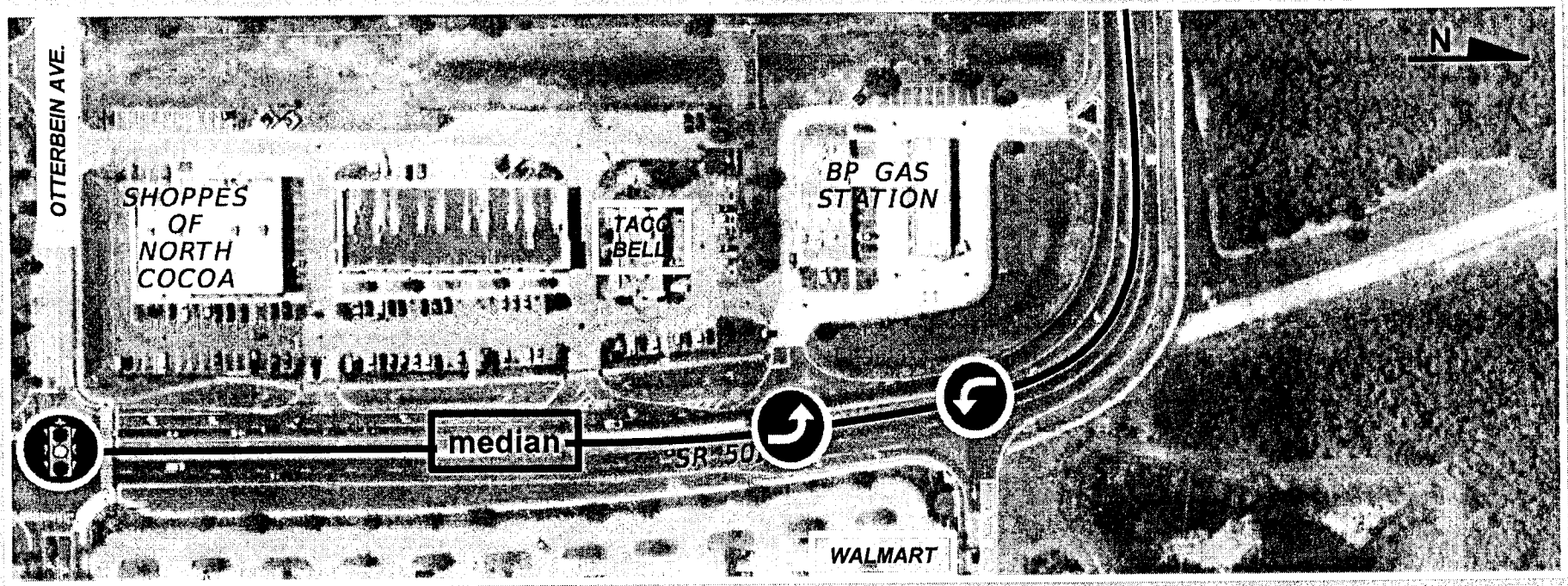




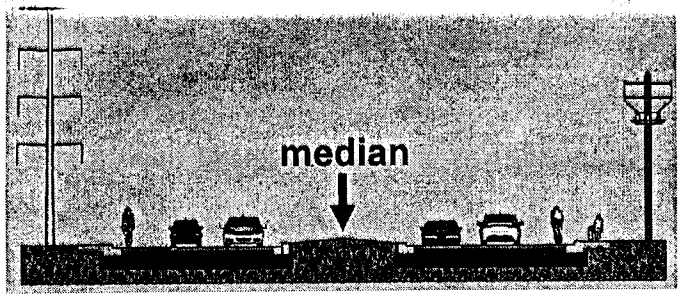
LEGEND

Bi-Directional Median Opening
(Southbound and Northbound left-turn in)

Recommended Access Management



LEGEND

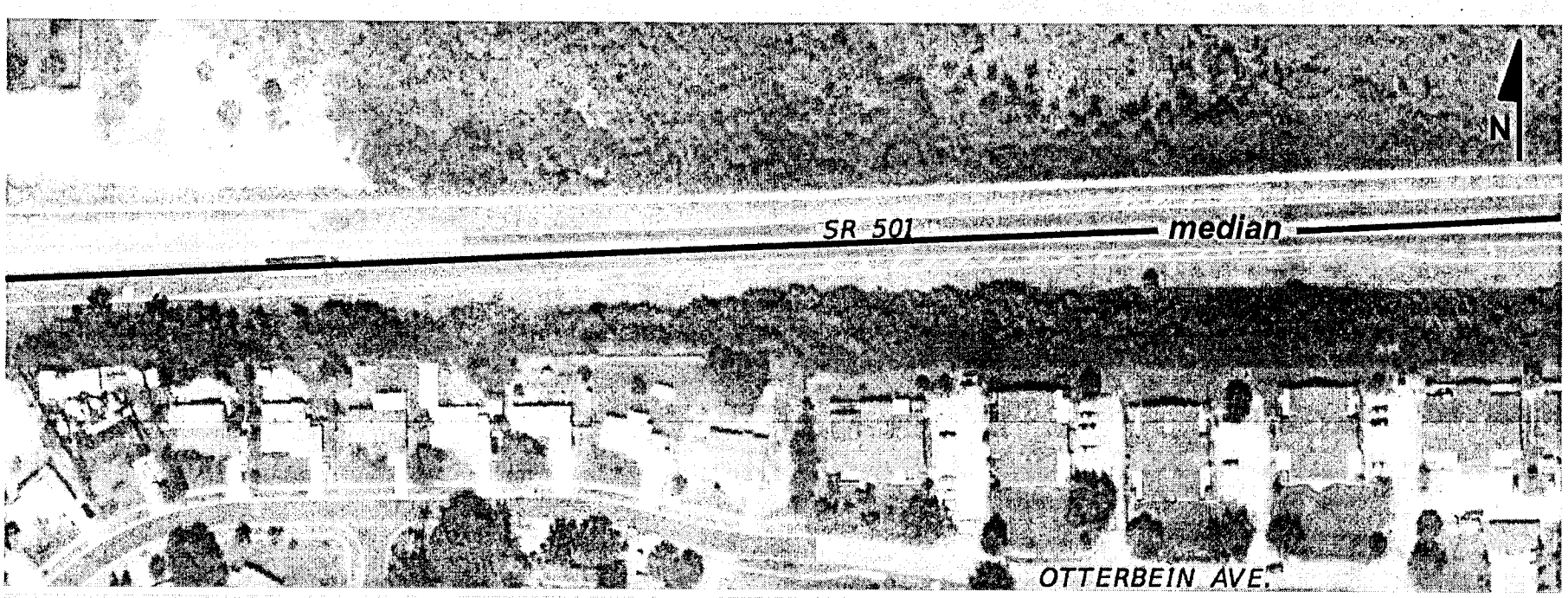


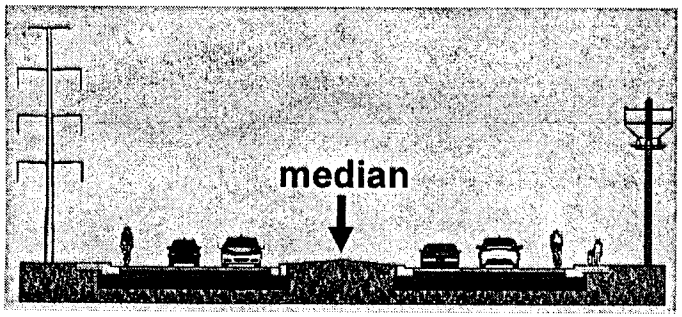
Signalized Intersection – Full Median Opening

Directional Median Opening
(Northbound left-turn into Plaza)

Directional Median Opening
(Southbound left-turn into Walmart)

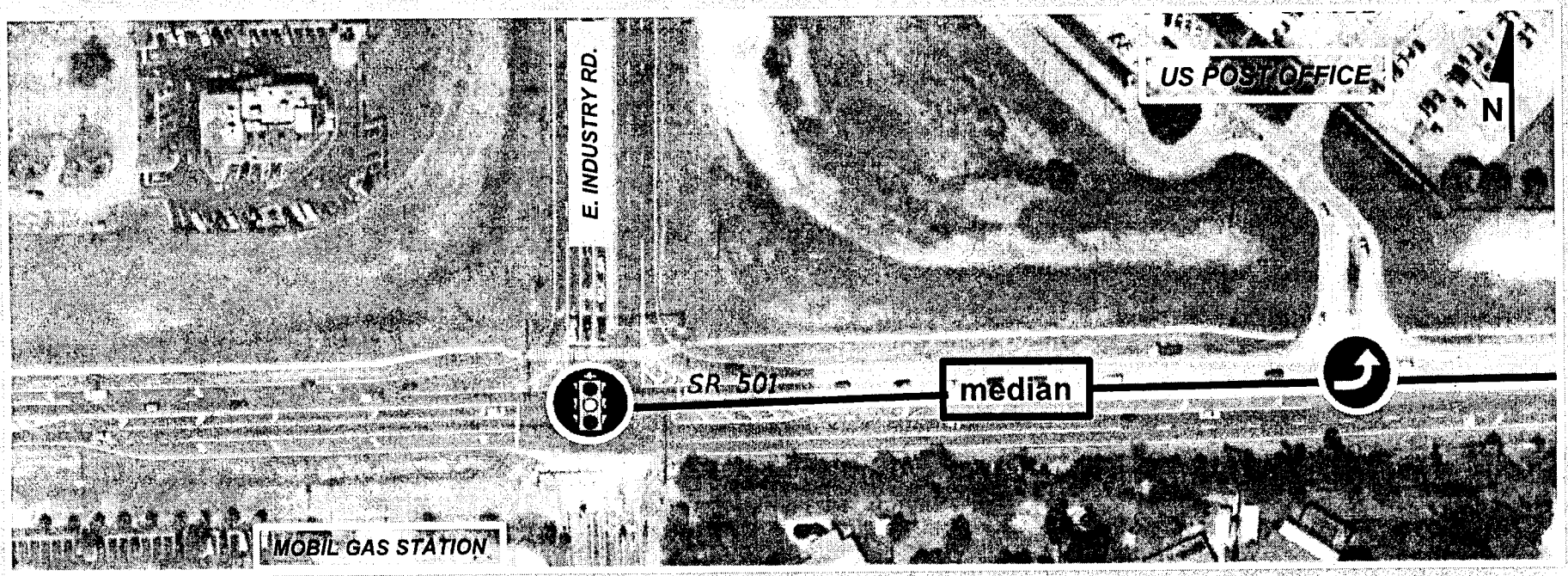
Recommended Access Management

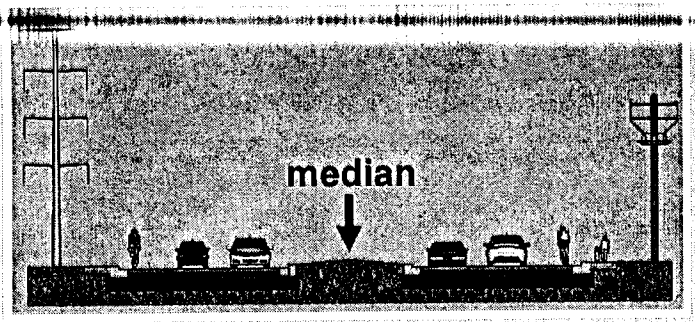




No existing or proposed median openings

Recommended Access Management





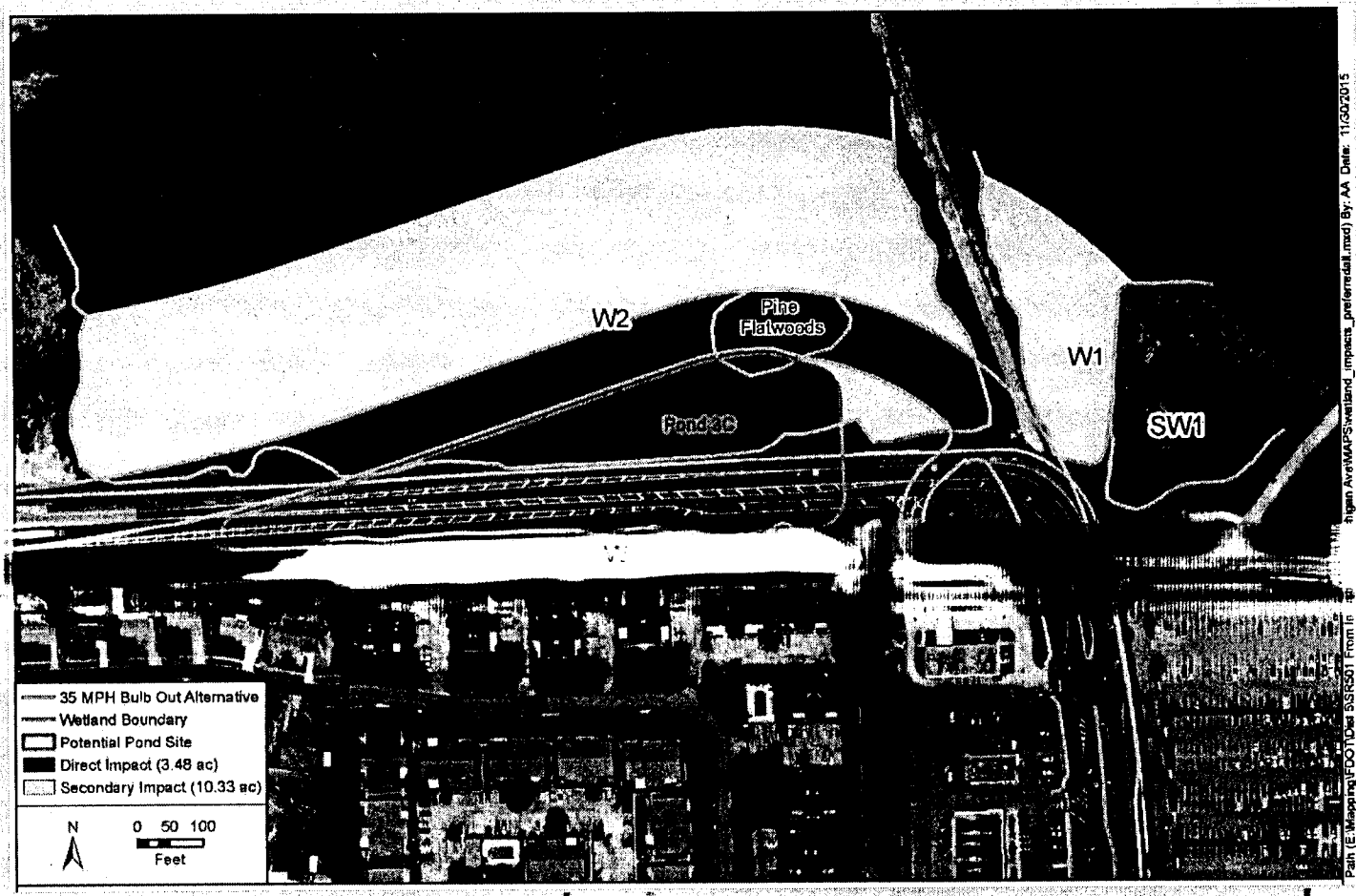
LEGEND

- Signalized Intersection - Full Median Opening
- Directional Median Opening (Westbound left-turn into US Post Office)

Environmental Analysis

Wetlands

- In accordance with Executive Order 11990 "Protection of Wetlands"
  - Estimated 3.48 Acres of Direct Wetland Impacts
  - Estimated 10.33 Acres of Secondary Wetland Impacts



Potential Contamination Sites

1. Cocoa Mobil
2. Sunshine Food Mart
3. Walmart Super Center
4. Sunrise Food Mart, Huntley Jiffy Food Store (Chevron)

All potential sites are rated Low for potential contamination



Source: Draft Contamination Screening Evaluation Report

FDOT

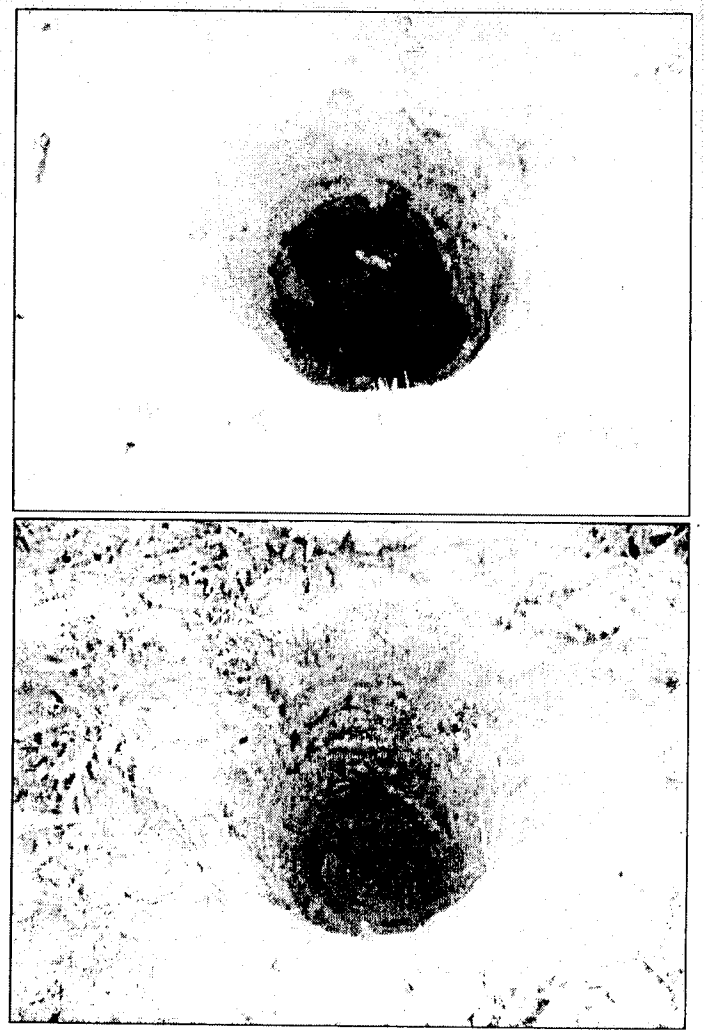
Threatened and Endangered Species

- In accordance with Title 50 Code of Federal Regulations Part 402 of the Endangered Species Act of 1973, as amended
- The proposed project "may affect, but is not likely to adversely affect" any federal or state listed species
- Natural Resource Evaluation (NRE) is available for review

Common Name	Habitat	Likelihood for Occurrence
Birds		
Audubon's crested caracara	Wet prairies, pastures,	Low
Bald Eagle	Forests, near open water	Low
Florida Sandhill Crane	Freshwater marshes, prairies, pastures	Moderate
Florida Scrub-jay	Sand pine and xeric oak scrub, scrubby flatwoods	Low
Least Tern	Estuaries, bays, rivers	Low
Little Blue Heron	Swamps, estuaries, ponds, lakes, rivers	Moderate
Reddish Egret	Estuaries, lagoons, spoil islands	Low
Roseate Spoonbill	Marshes, mangrove swamps, rivers	Moderate
Snowy Egret	Estuaries, bays, saltmarsh pools, tidal channels	Moderate
Tricolored Heron	Marshes, estuaries, swamps, lagoons, river deltas	Moderate
White Ibis	Marshes, ponds, lakes, rivers, bays	High
Wood Stork	Swamps, marshes, sloughs, cypress domes/strands	High
Mamma[illegible]		
Florida Black Bear	Sand pine and oak scrub, upland hardwood forests and floodplain forest	[illegible]
Reptiles		
Eastern Indigo Snake	Sand pine and oak scrub, mangrove swamps, wet prairies oak hammocks, pine flatwoods	Moderate
Florida Pine Snake	Pine-turkey oak woodlands, abandonded fields, long leaf pine forests	Low
Gopher Tortoise	Oak-sandhills, scrub, flatwoods, coastal dunes	Low

Cultural and Historic Resources

- An archaeological survey was performed within the existing and proposed right-of-way
  - Pedestrian inspection
  - Excavation of 2 shovel tests
- All shovel tests were negative for cultural material
- No archaeological sites or artifact occurrences were identified
- No historic resources eligible for listing in National Register of Historic Places
- No adverse effects to any cultural resources are anticipated.



Clearlake Road (SR 501) PD&E Study
From Michigan Avenue
To Industry Road
Brevard County

Shovel Test Profiles

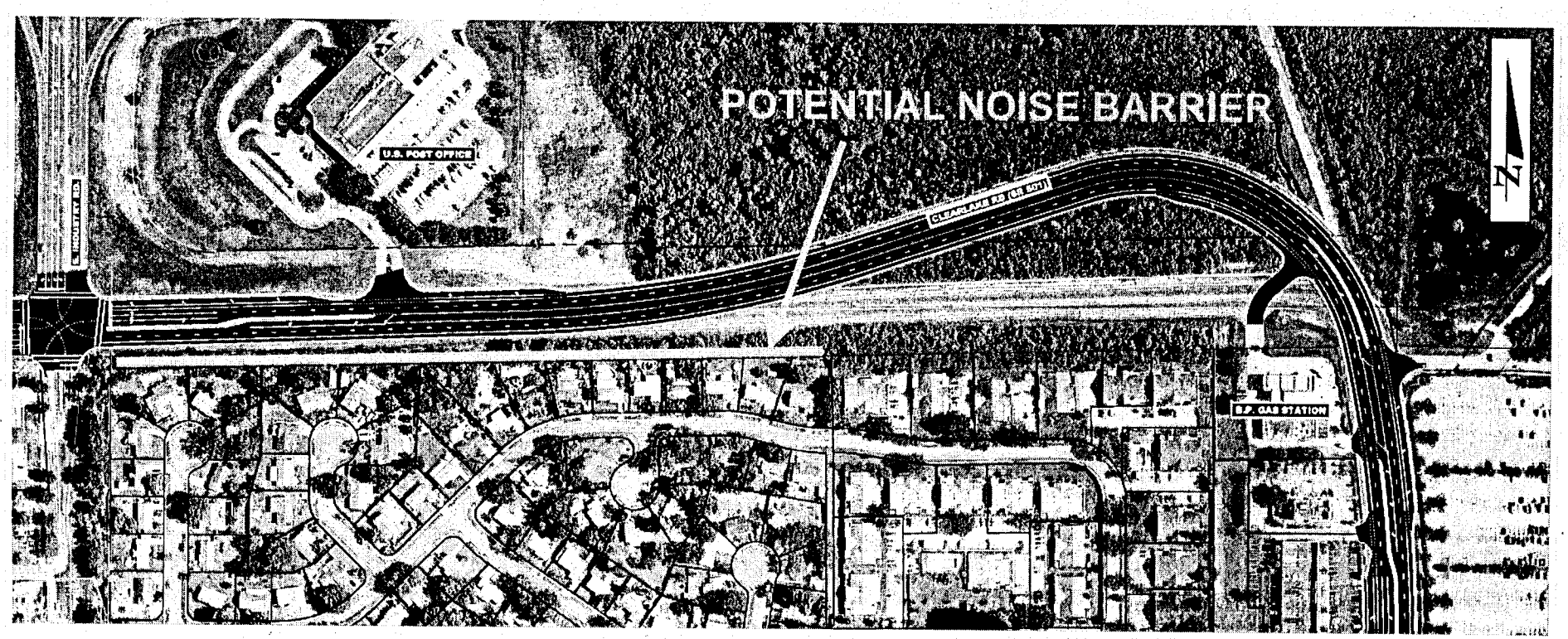
FPID 433605-1-22-01 (ETDM 13120)

FDOT

Air Quality

- An air quality analysis, specifically an analysis of carbon monoxide (CO) concentrations, has been performed on the recommended alternative
- The analysis has been conducted using the established FDOT Air Quality Screening Model
- Air quality impacts are not expected to occur as a result of this project

Potential 16-ft High Noise Barrier



FDOT

Conclusion

Schedule and Funding

- **Obtain State Environmental Impact Report (SEIR) approval from the FDOT District Five Secretary**
  - Anticipated in April 2016
- **Design**
  - Funded in 2016
  - Concurrent PD&E & Design phases
    - New process by FDOT to streamline and accelerate all projects in the pre-construction phases
- **Right-of-Way Purchase**
  - Currently not funded
- **Construction**
  - Currently not funded

FDOT

Next Steps

- **Public Hearing**
  - February 25, 2016
  - All reports will be available for public review 21 days prior to the Public Hearing
- Obtain State Environmental Impact Report (SEIR) approval from the FDOT District Five Secretary
  - Anticipated in April 2016

Study Website

www.clearlakeroadstudy.com

Documents & Publications:

- All information presented at public meetings, including the presentation
- All draft engineering and environmental and reports



Contact Us!

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Email: agotmare@scalarinc.net

www.clearlakeroadstudy.com

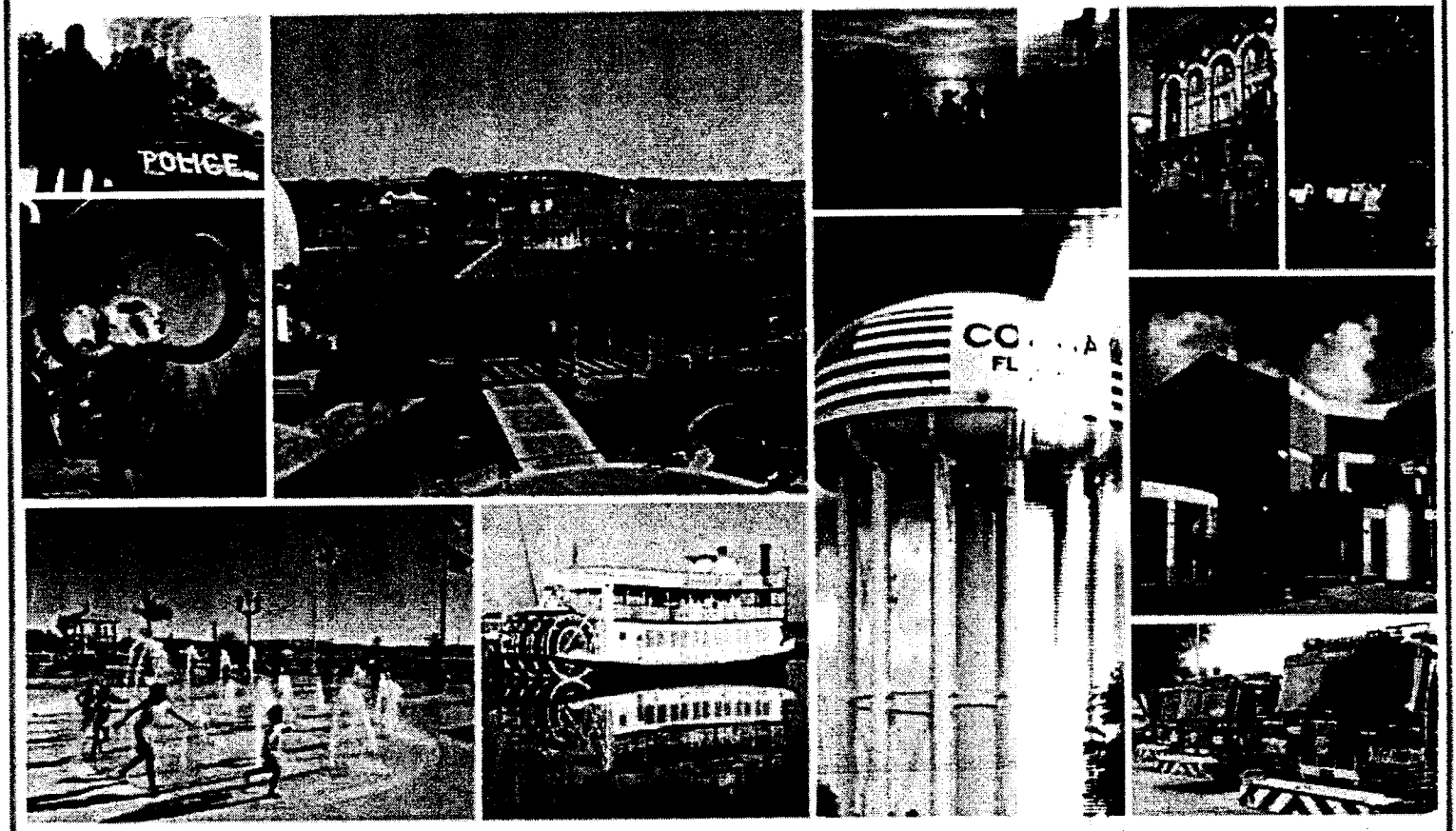
Thank you for attending!

CITY COUNCIL PRESENTATION

Clearlake Road PD&E Study

FDOT

COCOA
FLORIDA



STRATEGIC PLAN
2016-2021

WORKING TOGETHER TO BUILD A BRI ER FUTURE

MISSION/VALUES



MISSION STATEMENT

Our organizational mission is a statement of purpose, in which the City expresses to our external stakeholders why we exist. Internally, the mission serves to motivate and reinforce the employees' role. The organizational values are the manner in which we conduct ourselves in fulfillment of our mission. They define to the public how we manage its affairs and uphold public trust.

"To enrich the quality of life for our unique and diverse community by delivering Professional, Responsive, Innovative, Dedicated and Exceptional public services!"

Serving our community with P.R.I.D.E.

CORE VALUES

Integrity
Conducting ourselves in a moral, ethical, and honest manner.

Accountability
Citizens, Staff and City Council taking ownership and responsibility to promote public trust.

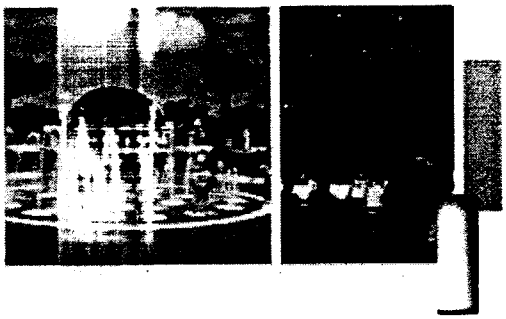
Leadership
Encouraging community participation, inclusivity, and awareness by exhibiting actions that serve as persuasive examples for others to follow.

Professionalism
Serving the community competently and efficiently with character and a positive attitude.

Excellence
Providing responsive and exceptional customer service.

Respect
Treating the public and one another with dignity, consideration and compassion.

STRATEGIC ISSUES



STRATEGIC ISSUE IDENTIFIC ION

Up to this point city staff has been working through a strate ning process to identify the strategic issues they believe have the greatest im the community presently and those still unfolding. The intent was to iden key items that satisfy our stakeholders and create public value. These issues are prese the citizens and City Council to provide the framework for discussion and ultimate adop f a strategic issue agenda.

STAFF IDENTIFIED STRATEGIC ISSUE RANK ORDER)

Crime- How will the City continue to reduce crimes against p and property to provide an environment where every citizen, business, and feels safe?

Image- How will the City improve its image, physically and em ily?

Economic Development- How will the City increase its econ position within the Space Coast region to be more competitive in retaining a t acting private capital investment, businesses and jobs?

Employees- How will the City work to retain a qualified workf nd in addition prepare itself for the retirement of long-tenured empl , especially in organizationally critical positions?

Fiscal Sustainability- How will the City develop a financially ainable revenue base and control expenses to support and deliver high quality ipal services?

Community Development- How will the City raise the qual f life for all its residents, especially those most vulnerable and disadvantage

Public Safety-How will the City ensure that public sa esources are strategically allocated to provide the most effective and ent delivery of public safety services?

Civic Engagement- How will the City foster citizen engage t, especially for those underserved and disadvantaged?

Crime Awareness and Prevention Committee



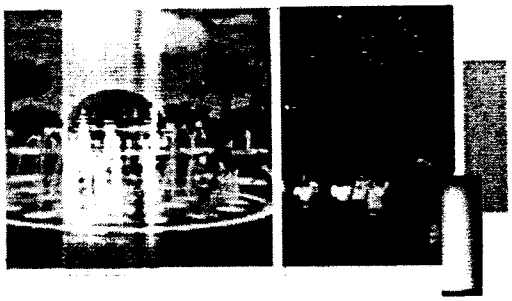
Crime was identified as the most pressing single issue impacting the quality of life for Cocoa citizens. The City of Cocoa has historically maintained a higher crime rate than surrounding communities due in large part to a variety of contributing social factors. Through the years the community has struggled to overcome both the perception and reality of crime in Cocoa. The Cocoa Police Department has evolved to meet the needs of the community through adapting law enforcement strategies, community outreach efforts and youth mentoring. In recent years the city has seen a declining crime rate due in part to improving economic conditions as well as law enforcement strategies. As of the 2014 Uniform Crime Reports, Cocoa is at a historically low crime rate dating back to the initial recordings of UCR statistics.

In September of 2014 the Mayor hosted the first annual Mayor's Crime Awareness and Prevention Summit to bring the community together to discuss the contributing factors of crime in Cocoa. After outlining the various contributing factors of crime in the community a panel of local leaders provided opening remarks followed by a question and answer session with attending community members. Key issues raised by the community ranged from employment, education, community engagement, youth mentoring and police training.

In order to address the contributing factors of crime in Cocoa and address issues identified by the community at the crime summit, a crime awareness and prevention committee was assembled to develop short and long term strategies. The committee comprised of members from various backgrounds to include; faith based, community advocates, academic, legal, law enforcement and local business owners. Implementing the City of Cocoa's five year strategic plan will improve the real and perceived safety of residents and visitors to Cocoa.

GOAL 1: Reduce crime within the City of Cocoa by 50% based on UCR reporting by the year 2020.

- OBJECTIVE 1.1: Deploy police personnel and resources in a manner to more effectively prevent and respond to crime in Cocoa.
    a. Create and monitor monthly an offender top 12 list.
    b. Create and monitor monthly a repeat victim list.
    c. Monitor the top crime locations based on calls for service and develop an action plan for each location.
    d. Monitor the top crime types and develop an action plan for each type.
    e. Monitor Florida Department of Law Enforcement habitual criminal and sex offender registration to ensure compliance with state law and increase awareness within the community.



f. Coordinate with code enforcement to gain con ... ic : of chronically nuisance properties.
g. Utilize predictive policing software to ensure per ... e, are in the best position to prevent crime.
h. Provide increased presence in crime "hot spot ...) reduce criminal activity.
i. Improve internal communication sharing bet ... ı all shifts and department personnel through the use of technol ...

- OBJECTIVE 1.2: Enhance the community participation in crime re ... ır efforts.

a. Create a Community Relations Council that provic ... ır onthly forum for addressing crime in Cocoa by engaging law e ... e ıent and other community stakeholders to assess and evaluate th ... s of crime.
b. Develop a network within neighborhoods to e ... € communication between members of the police department and c ... u ıity.
c. Collaborate with local neighborhood based n ... o its to assist in expanding Cocoa PAL and Boys and Girls Club prio ...
d. Establish a monthly "faith based alliance" meeti ... it ı all Cocoa area faith based organizations to facilitate the coor ... o ı of efforts and information sharing.
e. Report information about relationship of offend ...) he victims in all violent crime press releases.

GOAL 2: To address long term social issues contributing to crime w ... t..e City of Cocoa through community policing.

- OBJECTIVE 2.1: Ensure Cocoa citizens retuning to the communit ... ı ncarceration are provided support information on community resource partners.
  a. Develop and annually update a database of avail ... lc al organizations and resources available to assist those re-enteri ... e community from incarceration.
  b. Work with the faith based organizations to prov ... ın basic needs for offenders re-entering and re-transitioning back in ... e ommunity.

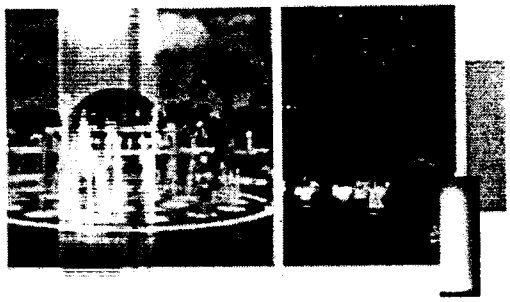
- OBJECTIVE 2.2: Provide support to the local educational systen ... o oa (Increase the educational attainment of Cocoa citizens).
  a. Develop and re-institute a mentoring program t ... € ı city employees and targeted local schools.
  b. Meet quarterly (feeder chain meeting) with Coco ... ı principals to relay important law enforcement information.



c. Work with the community, parents and local schools to reduce school truancy.

- OBJECTIVE 2.3: Encourage the youth of the community to use police officers as a resource rather than an adversary.
    a. Expand the Cocoa Police Athletic League after school program to accommodate students from all areas of the city.
    b. Expand the number served by the Cocoa Police Athletic League summer youth employment program by partnering with local businesses to offer a greater variety of vocations.
    c. Expand the number of participants in the youth director's council program.
    d. Expand recreation programs through the Police Athletic League for both male and female youth.
    e. Partner with the Boys and Girls Club to expand their programs.

PHYSICAL IMAGE



In times of intensifying competition between cities to capture r sidents, private investment, tourism, and enhanced living standards; a city's im :ntinues to be a deciding factor in choice. Currently the perception of a city's i i driven by both physical and emotional factors identified in a 2011 branding study co :e d by the City of Cocoa. The study indicated the City of Cocoa was perceived in a neg: w ay and regularly associated with crime, poverty, disinvestment, underdevelopment l large areas of unattractiveness. The City of Cocoa must be successful in establishing e 'oking favorable images of the community and a positive association with those visiting v a much greater chance of capturing valuable partners in the future.

In the spring of 2015, the City of Cocoa reached out to a committee of c u ity stakeholders to develop actions the City could take to improve its physical image wit ne corporate limits of the City. The committee identified the various perceived issues an il enges related to publicly owned facilities, privately maintained property, river frontage i naintenance and right of way landscaping. Completion of the actions recommended by t n mittee will place the City on a long term path to increasing residents and visitors positive i: tion of Cocoa.

Goal 1: Create a sense of "Place", a Destination –Cocoa needs to be q ie place to visit, not just to pass through, by improving the city's Physical Image.

- Objective 1.1: Improve the city's Image through aesthetic impr ie it of its Physical Infrastructure including streets, public buildings, public areas anc s
    a. Expand Beautification efforts along the highest t c unt roadways in the city.
    b. Assess location and feasibility of providing reclair v: ter service along the highest traffic count roadways in the city.
    c. Seek a cooperative agreement of plantings betwe ne various agencies overseeing the selected roadways.
    d. Perform a facility analysis of each City owne t :ture and make improvements as necessary to the exterior, lands g nd lighting.
    e. Improve the signage, fencing, lighting and land: t all lift stations within the City.
    f. Improve the landscaping and lighting at the eleva r:.
    g. Remove the old booster station on State Road a: d repurpose the land.
    h. The City will work to institute an adopt a median a n.
    i. Work with local organizations to expand right of v ia ntenance.



- Objective 1.2: Improve the Cocoa's Image through improved lighting and electrical utility improvements along its roads.
    a. Identify the extra old poles and crooked poles and have them addressed by Florida Power and Light.
    b. Create an assessment program for the funding of neighborhood improvements such as decorative streetlights.
    c. Ensure that all electrical utility lines are underground where feasible.
    d. Ensure streetlights are located at least every 300 feet or closer throughout the City.

- Objective 1.3: Create Safe Walkable Streets with access to different modes of transportation
    a. Install uniform bus stops with branding and shelters at all SCAT stops.
    b. Install curb and sidewalk on every street.
    c. Work with the County to improve the physical appearance of the Varr Avenue SCAT Bus waiting/transfer area.
    d. Utilizing the City Arborist, ensure the appropriate street trees are being planted in the proper place in accordance with "right tree right place" arborist guidelines.

- Objective 1.4: Improve the city's Physical Image through improvement of the appearance of privately-owned properties within Cocoa through improved maintenance, code enhancements and incentives.
    a. Require all dumpsters within the City to be moved from the streets and have enclosures.
    b. Require the site plan permitted landscapes to be maintained through code enforcement
    c. Require owners to maintain parking lots, fences and signs

- Objective 1.5: Improve the City's Image through removal of unsightly graffiti and waste accumulation
    a. Renegotiate the solid waste contract to ensure all green waste and bulk waste piles are collected within one week.
    b. Create a City procedure to address graffiti as soon as reported.
    c. Institute an "If you see it, REPORT it" program
    d. Place Public art on traffic boxes to discourage graffiti

Goal 2: Build on the Success of the Cocoa Village Image to expand and improve the Physical Image of the overall city.

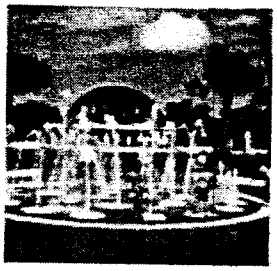
PHYSICAL IMAGE



- Objective 2.1: Expand the City's Branding Efforts beyond exis .i y buildings and downtown areas
    a. Ensure established city branding efforts are reviev . . r ıpplication in all city infrastructure projects
    b. Construct uniform bus stops containing city brandi

- Objective 2.2: Create additional Recreational Opportunities wit .n city outside of the Downtown Area
    a. Enhance the river frontage by developing the .n 10 city-owned ROW areas on Indian River Drive into small pocket , s.
    b. Create/Improve Off-road trails near Walmart and (onservation.
    c. Expand the trail network around Bracco P(a d explore the opportunity to establish a dog park.

EMOTIONAL IMAGE





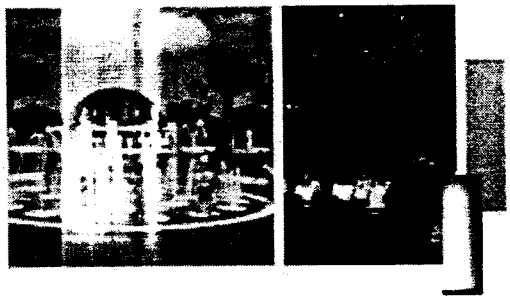
As previously detailed, the city of Cocoa, located along Florida's Space Coast, adjacent to the Indian River, was founded in the late 1800's and is known for its historic downtown, central location along the east coast of Florida and accessibility to local attractions such as Port Canaveral and Kennedy Space Center. The city is located about 45 minutes from the Orlando area attractions and is one of the largest water utility providers in the region. Although the city is well known for these great features, it has also been noticed for issues such as crime and poverty which have hurt the overall image of the city. These issues have received media attention that negatively resonates with citizens and visitors alike. The city must work to promote and disseminate the positive attributes including Historic Cocoa Village, new economic development, museums, Eastern Florida State College, river frontage and surrounding area amenities. The city must work towards establishing a brand and creating a community identity that will make the City of Cocoa stand out in the region for its positive attributes.

In the spring of 2015, the City of Cocoa put together a committee of local business associations, local media representatives, and association partners joined by City staff to identify strategic emotional image related issues and challenges as well as strengths that should be focused on. The committee assisted in the development of short-term and long-term action items to manage the identified strategic issues to improve Cocoa's positive image in the community. Among the specific challenges related to image, the committee focused on the accurate dissemination of crime related data, increasing the accuracy of print and news media, increasing the positive perception of Cocoa schools, re-branding the city in a positive fashion, creating and enhancing communication tools, developing a marketing strategy for the city, marketing Economic Development, marketing of special events, event facilities and recreation, and promotion of the historic downtown as a tourist destination.

Implementing the City of Cocoa's five year Strategic Plan, including successfully increasing the positive image of the city, will increase the City's ability to attract residents, visitors and tourists alike to live, work, visit and play in the City of Cocoa.

Goal 1: Manage the perceptions of the City of Cocoa.

- Objective 1.1: Ensure accurate dissemination of crime related data and information for Cocoa.
    a. Establish quarterly coffee with the Mayor or Police Chief informational sessions.
    b. Ensure quarterly the city is featured through positive earned media.



c. Verify and correct when appropriate all reported ocations by the media.
d. Host annually the Mayor's Crime Awareness and P n Summit.
e. Work with the media to highlight chronic crime order problems within the City of Cocoa to increase pu wareness and responsiveness.

- Objective 1.2: Increase the timeliness and accuracy of print and n dia.
  a. Attend annual media summit and other media ts to maintain or establish personal relationships with media.
  b. Maintain an updated media database with contact n ation.
  c. Establish a standard press release format for the which can include photos and videos.
  d. Establish a timeline for releasing press items for ea ial event.
  e. Ensure that all press releases are posted on the C bsite and linked to the city's social media pages.
  f. Host an annual media roundtable event to discus t events, issues and topics which will include a familiarization tour e city.
  g. Meet annually with key editorial boards to prom discuss current events and topics.

- Objective 1.3: Increase the positive perception of Cocoa Schools
  a. Establish a partnership program between each C s hool and Cocoa business.
  b. Assign a staff liaison for each school to attend me .
  c. Partner with the school district to promote Cocc ol academic and athletic achievements.

- Objective 1.4: Re-brand Cocoa in a positive fashion.
  a. Ensure a city banner is hung at all city sponsored e .
  b. Ensure the city logo is on all advantageous City s Riverfront Park, Taylor Park, Pumping Stations, etc.)
  c. Ensure all letterheads include the logo.
  d. Ensure all e-mail signatures include the logo.
  e. Ensure all vehicles, equipment, marketing and pr al items use the city colors and include a city logo.

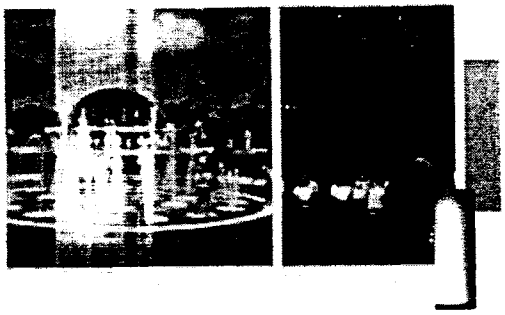


- Objective 1.5: Create and enhance communication tools with the community and visitors.
    a. Create an annual city report to be distributed at the annual economic development breakfast.
    b. Create a quarterly citizen spotlight that can be features at City Council meetings, in FYI newsletter and on website and social media.
    c. Increase social media reach by enhancing posts with more pictures and videos.
    d. Host an annual informational training workshop for internal staff contributing to social media and website to make sure staff maintains department landing pages and social media pages.
    e. Create an Instagram account to capture a broader demographic base.
    f. Add a social media feed to our homepage of our website during the 2016 re-design.
    g. Re-design website in a more user friendly format. (2016)

Goal 2: Ensure city resources are coordinated to best promote the city.

- Objective 2.1: Develop a marketing strategy for the city.
    a. Identify the relevant marketing outlets for attractions within Cocoa to include those outside Cocoa Village such as the Planetarium, Solar Energy Center, Brevard Natural History Museum and Cocoa Conservation.
    b. Feature the recreational aspects of the city. (Waterfront)
    c. Feature tourism aspects (deals, attractions, and events) for cruise passengers.

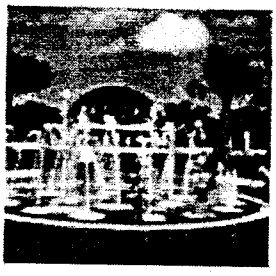
- Objective 2.2: Collaborate and Coordinate with the City's Office of Economic Development and its promotion and marketing efforts.
    a. Market to niche businesses that fit into the Village.
    b. Identify alternative means to market to site selectors and implement the strategies.
    c. Identify cooperative marketing opportunities with the Economic Development Commission of the Space Coast, Cocoa Beach Regional Chamber of Commerce and the Brevard County Tourism Development Council.

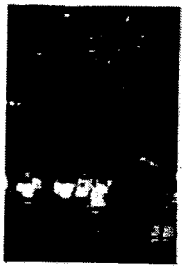


- Objective 2.3: Expand the marketing of special events, facilities a ation.
  a. Promote Cocoa as the premier destination for re nal and athletic events.
  b. Ensure there is staff representation at all special e
  c. Promote the ease of special event processing (sim NAP permitting)
  d. Market facilities for daytime business rentals.
  e. Promote facility usage for recreational events.

- Objective 2.4: Promote Historic Cocoa Village as a historic downt stination.
  a. Work to clearly establish all entry points into Histc oa Village.
  b. Work with local associations on the creation historic walking tour/mobile app to highlight the historic features i illage.
  c. Work with the local merchants to capitalize on destrian activity related to the Historic Cocoa Village Playhouse.
  d. Work with local merchant associations to promot ic Cocoa Village as an excursion option for cruise passengers by ion through the on-board daily itinerary and on-board shopping cl l.
  e. Work with the Brevard County Office of Tourisn erage resources through increased buying power for billboards an onic presence.

Community Development
(Redevelopment of the City's Core)





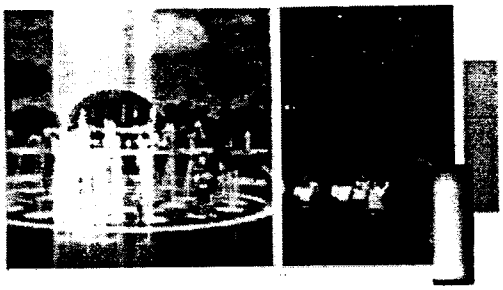
On multiple occasions throughout Cocoa's history it has seen both growth and decline. This has been in large part due to the transition of the local economy drivers from citrus, space, tourism and now the challenge to diversify for a more stable future. Cocoa has many assets that can be catalysts for revitalization, including a historic downtown, stable and historic neighborhoods, multimodal transportation, higher education institutions and rich artistic and cultural resources. In order to achieve revitalization, a multifaceted approach that encompasses improvements to the physical environment, economic base and social and economic conditions of the residents must take place. Through the development of intentional strategies the City's potential assets can be unlocked and bring about sustainable community redevelopment.

City of Cocoa staff members working with City Council appointed community stakeholders formed a committee to create the strategies needed to overcome the identified detractors of quality of life. The biggest challenge identified by the committee was attracting private investment to the long term underserved and disadvantaged areas of the City. Currently a dysfunctional market exist where new construction appraises for less than the actual construction costs, combined with the identified community conditions has resulted in the inability to attract development interest and continued disinvestment and decline within the City's core. Due to the overwhelming task of addressing all identified issues at once, a more incremental neighborhood approach was recommended.

Through the implementation of neighborhood improvement plans in the most distressed areas of the community, the overall vision of the City can be realized. Disinvestment and decline has occurred over a long and sustained period and will only be reversed through sustained efforts by the City and community partners.

Goal 1: Implement a Neighborhood Improvement Plan on a neighborhood by neighborhood basis throughout the City of Cocoa, especially those neighborhoods not being served by a community redevelopment area.

- Objective 1.1: Undertake neighborhood assessment to determine strengths and challenges
    a. Target area description (i.e., Fiske Blvd corridor, College Green, Cocoa North, etc.)
    b. Foster increased community participation to enable residents to assist with identifying issues and working collaboratively with stakeholders and community partners.



c. Social and demographic characteristics
d. Existing land use and housing characteristics
e. Identify recent code enforcement and police activi
f. Inventory of community facilities, park and re ...ion facilities and deficiencies
g. Infrastructure assessment
    i. Street conditions
    ii. Street lighting
    iii. Condition and gaps in sidewalks, pedestrian ... ...ivity

- Objective 1.2: Identify strategies and resources needed t ...dress issues and deficiencies identified in Objective 1.1.
    a. Concentrate resources in the identified neighb ...s, better match available services with community needs.
    b. Identify infrastructure needs and incorporate the ...l on the analysis completed.
    c. Identify housing restoration initiatives
        i. Homeownership assistance
        ii. Housing rehabilitation assistance
        iii. Code Enforcement sweep
        iv. Demolition of unsafe vacant structures
    d. Identify Nuisance Abatement Board and look at ...o empower and make more effective.
    e. Identify additional opportunities for community a ...reational facilities
    f. Identify and Leverage resources from a variety of ...s to invest in the identified neighborhood.
    g. Identify properties that qualify for the cod ...pliance amnesty program.

Goal 2: Research the following programs and incentive opportunitie ... assess viability in targeted neighborhoods.

- Objective 2.1: Improve residential development and rehabilitatic
    a. Evaluate and develop incentives for new a ...xisting residential development in targeted neighborhoods.
    b. Research and develop a program to increase the ...e of quality senior and veteran housing.



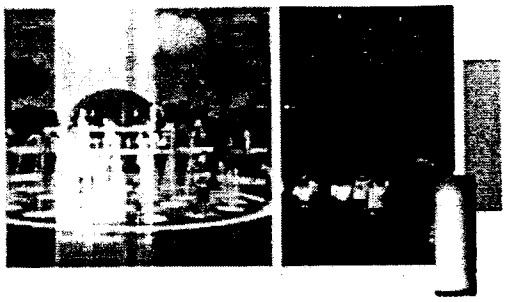
c. Expansion of façade grant program to include residential structures in targeted neighborhoods.
d. To assess non-profit capacity within the community to collaborate and partner by establishing a relationship with the University of Central Florida Center for Non-Profit Management.
e. Assist with the coordination of support partners for the community school concept at Endeavor Elementary School.
f. Evaluate each high density residential complex and develop a plan to improve the quality of life for residents living in and around the complex.

Goal 3: Promote equitable development to achieve and advance social, economic, health and environmental justice.

- Objective 3.1: To address community housing needs through a diversity of housing options.
    a. Continue the housing demolition program to ensure unsafe structures are removed from the housing inventory.
    b. Continue to gain voluntary code compliance through code enforcement action.
    c. Pursue grant funding to mitigate housing health concerns associated with lead based paint, asbestos, etc.

- Objective 3.2: To address industrial and commercial properties contaminated with hazardous waste or pollution.
    a. Maintain a brownfields program through application of grant funding and technical assistance.

ECONOMIC DEVELOPMENT



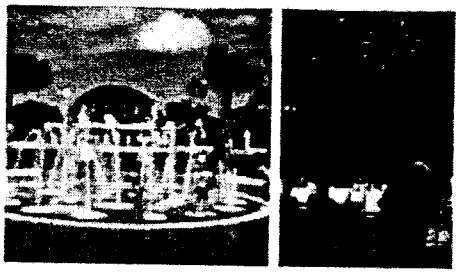
The city of Cocoa has historically thrived as an epicenter for ...c nic activity and vitality. Cocoa's thriving economy and quality of life can be a... ...t d to its location and access. Located along the Indian River, Cocoa is centrall... ...it d in the region and the state while being surrounded by a highway system that connect... ...c to other major markets such as Orlando, Jacksonville, Tampa, and Fort Lauderdale/... ...ii Access to and partnerships with other major economic drivers such as Port C... ...r l and Orlando International Airport has improved the quality of life for residents and ...s and facilitated the growth of the region as a whole. Unfortunately, the city has suffer... ...economic decline due to disinvestment and high unemployment rates.

The city of Cocoa has the potential to emerge again as a catalytic econor... ...er for the region by capitalizing on location, surplus of vacant developable land, and lo... ...t development as well as leveraging our local resource partners and programs. These opp... ...ies will foster an economic environment that encourages existing business to expand ... as attract new business, investment, and jobs.

In spring 2015, the City of Cocoa put together a committee of resic... ...l usiness owners, property owners, industry professionals, and resource partners joined ... ...y staff to identify strategic economic development related issues and challenges. The co... ...e assisted in the development of short-term and long-term action items to manage ... ...d ntified strategic issues to improve Cocoa's identity as a business destination. Among ... ...ecific challenges related to economic development, the committee focused on per... ...r inventory and condition of industrial facilities, availability and cost of utilities, co... ...t /e and relevant incentive and grant programs, and commercial and residential private ir... ...n nt in Cocoa. The committee also addressed unique challenges facing Historic Cocoa Vil... ...l nplementing the City of Cocoa's Five (5) Year Strategic Plan will increase the City's ability ... a ntain and attract new industry, jobs, and investment.

Goal 1: Attraction & Recruitment of $100 million of taxable value by F... ...)

- Objective 1.1: Attraction of new business and industry throu... ...geted marketing efforts, data collection and maintenance.
    a. The City should develop a marketing strategy t... ...t dlines efforts for attracting private capital investment and jobs ...e City, to include targeted advertising campaigns and develop ... of promotional materials.



b. The City should make presentations to key organizations and associations on economic development efforts in the City, to include programs, initiatives, and project updates and announcements.
c. The City should enhance the current economic development webpage to provide easier and quicker navigation for businesses and site selectors as well as allows for more flexibility for dissemination of information.
d. The City should identify areas of the City as certain business, commercial, industrial, or other districts.

- Objective 1.2: Recruit new business and industry to increase private capital investment and job creation.
    a. The City should commission an economic base analysis to determine the overall current economic climate of the City, identify challenges, and develop a strategy for implementation.
    b. The City should identify key commercial, industrial, and residential sites crucial for investment, to include sites near upcoming development projects.
    c. The City should identify priority vacant developable property and develop a plan for the provision of utilities to facilitate future development.
    d. The City should revise language in the ordinance to allow for land-clearing for development purposes.
    e. The City should waive fees related to land-clearing of vacant properties within City limits to encourage property owners to clear land, therefore providing for shorter time frames for development.
    f. The City should develop a customer relation management database that would capture relevant data on employers for the purposes of maintaining, tracking and querying information as well as understand the City's current industries and supply chain.
    g. The City should develop relevant economic incentives and assess the program and the City's competitiveness bi-annually to determine if they meet the current economic development needs of the community.

- Objective 1.3: Re-establish boundaries for the City through annexations that will result in additional taxable value.
    a. The City should systematically evaluate areas for annexation and place it within a priority list.



b. The City should seek joint collaboration with ... d County and proactively pursue annexations of enclaves and ot ...as of the City to remove irregular boundaries.
c. The City should develop a marketing strategy that ... tes the benefits of and incentives available for annexation.
d. The City should work to develop an annexation inc ...rogram.

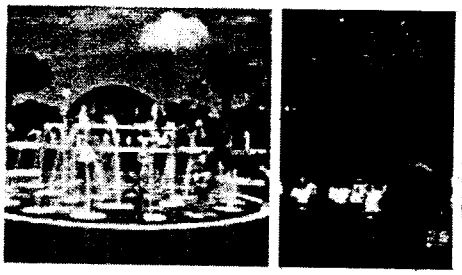
Goal 2: Retain and expand business and industry

- Objective 2.1: Foster a skilled workforce.
  a. The City should survey key industries in Cocoa ...ntify workforce needs and utilize the results to coordinate with lo... urce partners to develop a program and network for apprenti...p and internship programs.
  b. The City should promote existing certification ...s at local high schools and technical school programs as a sou...o securing viable, well-paying jobs.
  c. The City should participate on activities and a... committees of CareerSource Brevard, local schools and colleges.
  d. The City should link local employers with local edu... centers, such as Clearlake Education Center, for skills training ...ms for exiting employees.
  e. The City should identify public schools certifica... aining programs relative to the employer needs in the community.

- Objective 2.2: Retain existing industry and jobs.
  a. The City should identify incentives that meet ...eds of existing businesses seeking to expand.
  b. The City should foster a stronger partnership wit...e rSource Brevard to help identify businesses in Cocoa that requir...oyee training to retain jobs.

Goal 3: Increase the economic prosperity of Historic Cocoa Village.

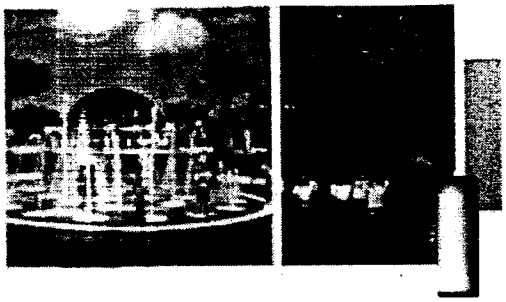
- Objective 3.1: Ensure that there is adequate parking available t... the needs of the downtown business patrons.
  a. The City should identify a location for a parking s... e that would not limit the growth potential of Historic Cocoa Villag...



b. The City should design and implement a parking enforcement program.
c. The City should obtain ownership of Lee Wenner Park from Brevard County for additional parking and enhancement of Riverfront Park.
d. The City should identify ways to foster a more pedestrian-orientated downtown, to include providing accessibility to Cocoa Village from the north side of State Road 520.

- Objective 3.2: Increase the number of permanent residents living within Historic Cocoa Village.
    a. The City and the Community Redevelopment Agency should seek to incentivize redevelopment of the consent decree area west of Florida Avenue.
    b. The City should seek to leverage remaining vacant Cocoa CRA owned land for development of residential or mixed-use.

FISCAL SUSTAINABILITY



It is the City's continuous goal to provide essential and critical services, maintain the adequate funding of reserves and provide resources to promote affordable and sustainable growth in the City of Cocoa. Local governments face the challenges of meeting multi-year labor contract obligations and the continued rise in operating costs despite the flat to declining revenue trends. Like many communities, the City of Cocoa was substantially impacted by the Great Recession while at the same time service demands have increased. From fiscal year 2009 to fiscal year 2013 the City of Cocoa saw a decrease in taxable valuation of 40.5%. While the City has seen a slight increase in taxable valuation since 2013, the level of increase annually will most likely never return to pre-recession levels.

The City has initiated a strategic planning process to guide the actions of the City based on strategic issues of importance, of which one issue is fiscal sustainability. A committee of nine members representing a variety of backgrounds addressed a myriad of financial topics such as expenditure control, revenue diversification, and long term financial planning. The results provide a roadmap for the City to follow in order to ensure it is financially sustainable.

Goal 1: Maintain long term fiscal sustainability

- Objective 1.1: Maintain and control the expenditure levels and reduce when appropriate, while not substantially affecting the levels of service
    a. Work with a financial consultant to annually update a financial analysis model.
    b. Periodically review existing charges for services and costs to provide the services.
    c. Review unfunded liabilities and develop long term solutions to address them.
    d. Systematically review all departments operations and related expenditures.
    e. Evaluate multi-year budgeting.

- Objective 1.2: Diversify and enhance the revenue base available to fund city operations.
    a. Evaluate and consider alternate and new revenue sources.
    b. Invest in catalytic and strategic projects that result in an enhanced property base.
    c. Monitor legislative changes that provide for enhancement or additional revenue sources.

Goal 2: Promote greater transparency in budgeting and financial matters

- Objective 2.1: Encourage stakeholders to participate in budget workshops and meetings.



a. Expand the use of social media to promote budget meetings and workshops.
b. Identify opportunities to present the budgetary matters in an unconventional method.

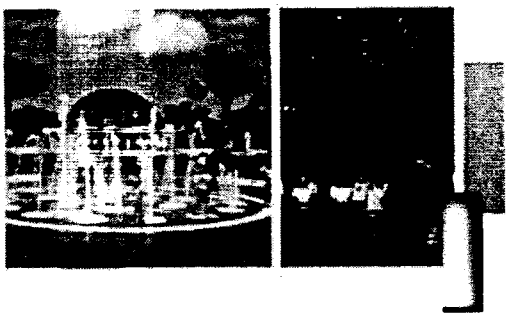
- Objective 2.2: Educate community stakeholders
  a. Develop interactive budget and financial models for stakeholders.
  b. Promote the awareness and utility of the Popular Annual Financial Report (PAFR).
  c. Hold staff instructed budget 101 classes with stakeholders.

Goal 3: Continuously increase organizational efficiency and effectiveness

- Objective 3.1: Systematically evaluate service delivery methods
  a. Determine if the service is best achieved by staff members or by external organizations.
  b. Develop performance improvement and innovation teams
  c. Evaluate internal processes to achieve maximum efficiency and effectiveness.

- Objective 3.2: Implement a performance measurement system across the City organization
  a. Create performance indicators for each City department.
  b. Evaluate annually city-wide performance indicators for reporting accuracy.

PUBLIC SAFETY



The City of Cocoa has provided police and fire services to the citizens of Cocoa for more than 60 years. Throughout the history, the services have expanded to meet the growth of the City from a few thousand residents to now more than 18,000. The city of Cocoa has historically maintained a higher public safety call volume per capita than other similarly sized communities. This is due in part to the social and economic challenges facing the community as a whole. The City has met this demand in services by allocating approximately 47% of the fiscal year 2015 annual general fund budget to police and fire services. In order to continue to balance the public safety service demand and provide exceptional services, the City will have to allocate future resources strategically. Through strategic planning for personnel, equipment and facilities over the next 5 years, Cocoa residents, businesses and visitors can be confident the services will be available to enhance their quality of life.

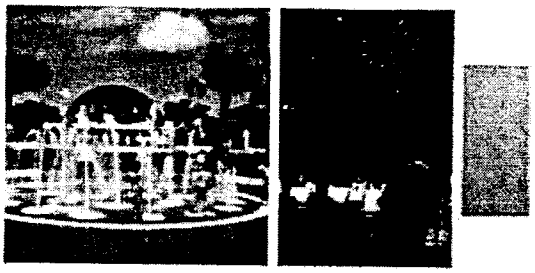
Goal 1: To ensure that public safety resources are strategically allocated to provide the most effective and efficient delivery of public safety services.

- Objective 1.1: To incorporate data based decision making when determining effective and efficient delivery of services.
    a. Monitor the top incident locations based on calls for service and develop an action plan for each location.
    b. Monitor the top incident types and develop an action plan for each type.
    c. Work with adjacent jurisdictions to increase service levels to the City residents.

- Objective 1.2: To ensure training and equipment are sufficient to meet service demands.
    a. Continuously update training manuals consistent with statutory requirements and mandates.
    b. Ensure the proper specialized training is completed to meet service demands.

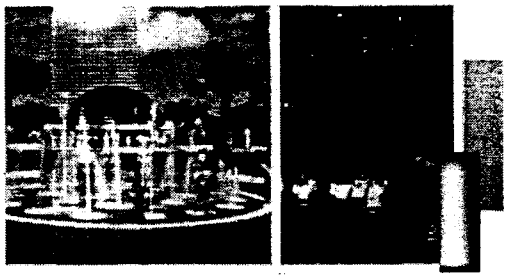
- Objective 1.3: To incorporate advances in technology related to effective and efficient delivery of public safety services.
    a. Continually research new and emerging technologies as they relate to effective and efficient delivery of public safety services.
    b. Enhance the community's ability to communicate with public safety providers through non-traditional means.

- Objective 1.4: To engage the citizens in the public safety service delivery process.
    a. Attend and present up to date statistical information at public meetings.



b. Incorporate public safety service delivery questions into a city wide citizen survey.
c. Promote the ride along program for City of Cocoa citizens.

EMPLOYEES



The City of Cocoa provides citizens with a variety of services to meet their basic needs as well as enhance their living and visitation experience. The delivery of these services is dependent upon the employees of the City who have direct and indirect contact with the citizens and visitors. In order to recruit and retain a qualified workforce the City faces many challenges related to external and internal factors. As the local economy continues a rebound from the last recession, competition with the private sector will continue to a challenge facing the City due to wage disparities and advancement potential. The internal challenges associated with retention, a reflective workforce and advancement were the focus of the committee as they could be managed if planned for properly. The future success of the service delivery of the City of Cocoa is dependent upon the successful implementation of the goals created by members of the Employee Committee.

Goal 1: To recruit a highly qualified workforce that is reflective of the community they represent.

- Objective 1.1: Develop staffing plans to ensure the department is hiring the highest caliber of job applicants through a streamlined, efficient and transparent recruitment process, while adhering fully to all legal hiring procedures.
    a. Maintain a job board for postings in key areas (internal work areas and public viewing areas)
    b. Provide a summary sheet of current postings (position, closing date, salary grade, qualifications)
    c. Utilize social media avenues to increase applicant flow
    d. Promote employment with the City of Cocoa through a P.R.I.D.E. campaign.
    e. Increase recruitment efforts by participation in job fairs, networking activities and local schools.

- Objective 1.2: Ensure the demographics of the City of Cocoa employees are reflective of the community in which they serve by targeted recruitment activities.
    a. Use updated affirmative action data to create a plan to attract qualified minority candidates for both supervisory and non-supervisory positions.
    b. Increase recruitment efforts of veteran applicants through targeted recruitment activities.
    c. Implement an employee referral program.

- Objective 1.3: To improve the internal applicant process.
    a. Revise the internal applicant process through NeoGov



b. Provide career workshops for employees to assist in the internal job applicant process and develop employee responsibility of self-advocacy.

Goal 2: To improve the retention and development of current employees.

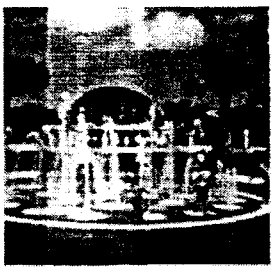
- Objective 2.1: Ensure all employees have the proper training to complete their duties as assigned.
    a. Ensure employees receive new hire orientation training.
    b. Implement a standard new supervisory training program.
    c. Implement a standard new employee training program.
    d. Provide easy, reliable access to information regarding benefits, opportunities and news related to the City of Cocoa.
    e. Develop internal trainers based on expertise (train the trainers).

- Objective 2.2: Develop a succession planning program to prepare the City for the retirement of long-tenured employees, especially in organizationally critical positions.
    a. Develop a performance management system to ensure employees are properly evaluated.
    b. Develop a job shadowing program to give internal employees a chance to see what the new position will entail, deeper.
    c. Continuously monitor turnover rates by department and make adjustments to ensure talent is being retained.

Goal 3: To reduce the employee's exposure to the impact of unfortunate events while maintaining a high level of service.

- Objective 3.1: Ensure all employees work in a secure and safe environment.
    a. Recognize those employees practicing safe working habits.
    b. Implement a driving safety program
    c. Establish a wellness committee to develop and monitor wellness programs.

CIVIC ENGAGEMENT



In the summer of 2014 the City of Cocoa submitted a project proposal to Lead Brevard for the purposes of brining in outside professionals to evaluate and design a civic engagement program for the City. The proposal was accepted and the work was completed in the Spring of 2015. The group presented their findings to the City Council in April of 2015 as well as the overall Lead Brevard organization. The group presented their findings in the form of recommendations for the City to carry out near term and long term. Their findings were divided among 5 focus areas Volunteer Boards, Business Engagement, Electronic Communication, Public Meetings and Policy Review.

Volunteer Boards:

1. Increase recruitment and/or qualification efforts
    a. Seek support from faith-based community to promote and/or nominate members to sit on different boards.
    b. Allow willing volunteers to sit on more than one board concurrently.
    c. Re-evaluate meeting frequency and/or schedule of all boards; to ensure attendance obligations are manageable.
    d. Create commercial/info-mercial of upcoming available volunteer board positions and how to apply. Distribute to community businesses to be shown in lobbies, waiting rooms, shopping centers, ect.
2. Develop a traning program for prospective and sitting board members, for example "City of Cocoa Volunteer Academy."
    a. Overview of City Government
    b. Future of the City of Cocoa
    c. How to make and impact
    d. Layman friendly descriptions of all volunteer boards and scope of volunteer's responsibility
    e. Provide a "graduation" recognition for all participants at a City Council meeting
3. Increase recognition of volunteer board members
    a. Create a float for the winter holiday parade for "City Volunteer Heroes"
    b. Do a better job of promotion of the event to the local media and integrate some sort of volunteer recruitment portion to the programming
    c. City council meeting recognition of a "Volunteer Board Member of the month"
    d. Promote individual volunteer in the quarterly FYI along with information on how to be involved.

CIVIC ENGAGEMENT





Business Engagement

1. Develop a survey to be used for the purposes of obtaining information regarding business programs and trainings.
2. Develop and active business list incorporating various information for communication and basic information.
3. Increase communication between the Cocoa Village associations and Diamond Square to provide support for a business corridor in Diamond Square.
4. Expand programs for manufacturing recruitment, support and retention.
5. Celebrate small, medium and large businesses at least semi-annually in council meetings and annual events.

Electronic Communication

1. Utilize online survey tools to solicit information from citizens.
2. Use social media to engage followers
    a. Reach out for true Facebook Analysis and review
    b. Recommend spending money to advertise on Facebook specific posts for things related to Cocoa Village.
    c. Recommend City Council/Mayor create a running Blog on a website with each post shared through social media.
3. Website
    a. Improve Google website mapping so that true City of Cocoa shows up
    b. Create a page on website directly linking how to get involved.
    c. Create fire and police websites with direct links on the City website

Public Meetings

1. Annual survey to be sent out to include alternate meeting locations
2. Increase the publicity of meetings
    a. Post information at schools, medical facilities and shops
3. Alternative meeting mediums/promotion
    a. Satellite meeting locations
    b. Water bill and faith based community solicitation
    c. Utilize SCGTV promotional videos