MINUTES

CITY OF COCOA
REGULAR MEETING OF THE CITY COUNCIL

August 8, 2017

A Regular City Council meeting was held on Tuesday, August 8, 2017, in City Council Chambers, located in Cocoa City Hall, 65 Stone Street, Cocoa, Florida, as publicly noticed.

I. OPENING MATTERS:

Mayor Parrish called the meeting to order at 6:05 p.m.

Councilman Whipple provided the invocation and Deputy Mayor Boisvert 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
	Jeri Blanco	Councilwoman
	Brenda Warner	Councilwoman
	Clarence Whipple, Jr.	Councilman
	Anthony Garganese	City Attorney
	John Titkanich, Jr.	City Manager
	Matt Fuhrer	Assistant City Manager
	Carie Shealy	City Clerk

OTHER STAFF MEMBERS PRESENT:

Tammy Gemmati, Administrative Services Director; Jack Walsh, Utilities Director; Karen Hamilton, Community Services Director; Nancy Bunt, Deputy Director of Community Services; Jonathan Lamm, Deputy Fire Chief; Michael Cantaloupe, Chief of Police; Ed Wegerif, Public Works Director; Teri Butler, Finance Director; Jason McCuen, Helpdesk Support Tech; Tony Jones, Fleet Manager; and Larry Lallo, Economic Development Manager.

II. APPROVAL OF AGENDA AND MINUTES:

1. Agenda: Regular Meeting of August 8, 2017 (17-336)
2. Minutes: (a) Fiscal Sustainability Workshop on June 29, 2017 (17-337)
   (b) Regular Meeting of July 11, 2017 (17-339)

City Manager Titkanich advised that there were a few items being pulled but they would do that as the items came up.

* **MOTION by Deputy Mayor Boisvert; Seconded by Councilwoman Blanco, to approve the Agenda for the Regular meeting of August 8, 2017 as presented and to approve the Minutes for the Fiscal Sustainability Workshop held on June 29, 2017 and the Regular City Council Meeting held on July 11, 2017 as written.**

AYES: Parrish, Boisvert, Blanco, Warner, Whipple

THE MOTION CARRIED UNANIMOUSLY (5-0)

III. AWARDS AND PRESENTATIONS:

1. Presentation to Councilwoman Blanco of her Certificate of Completion for the 2017 Institute of Elected Municipal Officials held June 2-4, 2017 in Tampa, Florida. (17-325). (Mayor Parrish)

Mayor Parrish presented a plaque to Councilwoman Blanco for her completion of the Florida League of Cities' Institute for Elected Municipal Officials that she attended.

Councilwoman Blanco thanked Council for the opportunity to attend and advised that she would like to finish all of the institutes.

Mayor Parrish noted he just completed the yearly Ethics training in Satellite Beach through the League and enjoyed it.

2. Public Works Strategic Plan Presentation- UCF Graduate Students. (17-340). (UCF Graduate Students)

Assistant City Manager Fuhrer noted this presentation[1] was being provided by UCF students who are studying for their Masters in Regional Planning. They

[1] EXHIBIT A: City of Cocoa Public Works Strategic Plan presentation

selected the Cocoa Public Works Department to do a strategic plan. They toured the Public Works facilities and have spent a couple of months doing this project.

The students providing the presentation were Lauren Damiano, Trina Gilliam, and Robin Hinson.

Ms. Damiano explained why there was a need for a strategic plan. She noted the following reasons. 1) upcoming retirement of the Public Works Director and other division leaders; 2) operational guidance; and 3) employee retention.

Mr. Hinson spoke about the strategic plan recently adopted by the City and stressed that they tried their best to tie those goals into this plan. He spoke about the first step of the plan which was to conduct a PEST Analysis (Political, Economic, Social, and Technological).

Ms. Gilliam provided information on the SWOC Analysis which identifies the Strengths, Weaknesses, Opportunities, and Challenges.

Both external and internal stakeholders were mentioned and after completing the SWOC Analysis they conducted a TOWS Analysis.

By doing all of this, the three strategic issues were determined. They were:

1-How will Public Works prevent the loss of innovative skills and expertise amidst decreasing funding levels and revenues?

2-How will Public Works institute benchmarking to identify community needs and gaps within the organization?

3-How can Public Works retain trained employees, increase staffing, and develop a competitive compensation study? Additionally, how will Public Works promote stability, flexibility, and value within the department amidst increasing labor cost and declining funding levels?

The implementation plan and evaluation plan were discussed in detail.

Lastly, the vision for the future of the Public Works Department was discussed and a vivid picture was shown of what the department should strive for.

Council members thanked the students and felt they did a great job.

Councilman Whipple thanked them and asked what their individual goals were.

Mayor Parrish mentioned you always have to have a plan and thought they did outstanding on the presentation.

City Manager Titkanich, as an alumni, thanked the students for coming to Cocoa and he both applauded and commended their efforts. He has had the opportunity of working and teaching grad students and stated that presenting in front of classmates is one thing but presenting in front of an elected body is different, especially when you have developed a plan for them. Public service is a calling and to know that these students are the next generation of public servants should assure everyone that they are in good hands.

City Manager Titkanich further advised that they would be undertaking the Fiske Blvd. Neighborhood Corridor Study and would be developing a plan that would be presented to Council. There were around ten students altogether and the quality is outstanding. He appreciates their investment in the community.

Assistant City Manager Fuhrer pointed out that Councilmembers received a copy of the actual plan which is about sixty pages. He asked Council to review the plan so that they could adopt it at a future meeting to coincide with the City's current plan.

Mr. Wegerif stated that the students were appreciated and that the students had spent quite a few hours with his department. He thanked his staff for their input also.

IV. DELEGATIONS:

John Olivadodi, 649 N. Range Road, Cocoa, advised that he has been a water customer in Cocoa for almost ten years. He provided statistics and voiced his concerns regarding the dangers of fluoride in the water system.

CJ Watson, 1203 Montclair Road, Cocoa, mentioned that he was back once again to speak about fluoride in the City's water system. He provided statistics and voiced his concerns regarding the issue.

Karen Watson, Cocoa, provided statistics from the state of Florida regarding the effects of fluoridation in the water system. She also voiced her concerns regarding the subject.

City Manager Titkanich pointed out that this was a public forum and was being viewed on Space Coast TV and was streamed live. He thanked the citizens for their concerns and stressed that he respected their opinions on the matter. He cannot speak for what happens in other communities but advised that each year, the City publishes an Annual Quality Water Report which contains information about the fluoride. He assured them that the City's levels were safe and he provided further information on other studies that have been conducted. He understood the concerns about fluoride but assured everyone that it was safe.

Theresa Clifton, Brevard Humane Society, 1020 Cox Road in Cocoa, noted that in 1952 the Humane Society was established in Cocoa on Clearlake Road. This year they are celebrating their 65th anniversary and they invited Council to attend the 6th Annual Tuxes and Tales Gala on August 26th. It is a fundraiser and all of the funds received will help in modifications to their building. She thanked the City for being supportive. She mentioned that the event has grown so this year it will be at the Space Coast Convention Center and begins at 5:30 p.m.

V. CONSENT AGENDA:

1 Approve the vendor selections for award of RFP# P-17-09-COC (Information Technology Equipment) for Network Equipment, Server Equipment, Storage, Wireless Networking, Network/Data Center Accessories, Memory, Desktop Computers, Laptop Computers, Tablet Computers, Thin/Zero Clients, Monitors/Televisions/Projectors, Audio/Visual Equipment, and Telecom/VoIP. Authorize the City Manager to execute purchasing contracts with selected vendors in response to Request for Proposals RFP# P-17-09-COC (Information Technology Equipment). (17-255). (Assistant City Manager)

2. Approve Change Order #1 to Purchase Order 69157 - Task Order 2017-77 "Additional Project Management Assistance to the Water Field Operations Division" with CH2M Hill Engineers, Inc. for a Reduction in Time Required to Assist WFO; Approve Change Order #1 to Purchase Order 69159 - Task Order 2017-78 "Project Management Assistance, Data/Invoice Review, and Strategic Planning in Support of the Cross Connection Control Program" with CH2M Hill Engineers, Inc. for Additional Time Required to Assist WFO with the Cross Connection Control Program. (17-327). (Utilities Director)

* **MOTION by Councilwoman Warner; Seconded by Deputy Mayor Boisvert, to approve the Consent agenda.**

AYES: Parrish, Boisvert, Blanco, Warner, Whipple

THE MOTION CARRIED UNANIMOUSLY (5-0)

VI. PUBLIC HEARINGS:

1. Ordinance 08-2017/ 2nd and Final Reading: Amending the Future Land Use Map designation of the subject property from Low Density Residential to Medium Density Residential and Conservation and a Development Agreement related to the subject property. (17-288). (Community Services Director)

City Manager Titkanich advised that staff was requesting that this item be tabled until the August 22, 2017 Regular City Council meeting.

* **MOTION by Councilwoman Warner; Seconded by Deputy Mayor Boisvert, to table the item until the August 22, 2017 Regular City Council meeting.**

AYES: Parrish, Boisvert, Blanco, Warner, Whipple

THE MOTION CARRIED UNANIMOUSLY (5-0)

City Attorney Garganese confirmed for the record that it was tabled until the August 22, 2017 Regular City Council meeting. City Manager Titkanich responded in the affirmative.

2. Ordinance 09-2017/ 2nd and Final Reading: Amending the Zoning Designation of the subject property from RR-1 (Rural Residential) to RU-2-15 (Multiple Family Residential). (17-289). (Community Services Director)

City Manager Titkanich advised that staff was requesting that this item be tabled until the August 22, 2017 Regular City Council meeting.

MOTION by Councilwoman Warner; Seconded by Deputy Mayor Boisvert, to table the item until the August 22, 2017 Regular City Council meeting.

AYES: Parrish, Boisvert, Blanco, Warner, Whipple

THE MOTION CARRIED UNANIMOUSLY (5-0)

3. Ordinance No. 10-2017/ 2nd and Final Reading: Amending Appendix A, Zoning, Article XI, Section 19 of the City Code, providing for outdoor propulsion testing facilities as a Special Exception use in the M-2 (Manufacturing and Industrial) District. (17-328). (Community Services Director)

Attorney Garganese read Ordinance No. 10-2017 into the record by title only as follows. He mentioned that this was the second and final reading and noted a minor change that was made after the first reading. It was to clarify that if rocket tests were conducted it would not constitute a noise disruption under the noise ordinance.

ORDINANCE NO. 10-2017

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF COCOA, BREVARD COUNTY, FLORIDA; AMENDING APPENDIX A, ARTICLE XI, SECTION 19 OF THE COCOA CITY CODE; PROVIDING FOR OUTDOOR PROPULSION TESTING FACILITIES AS A SPECIAL EXCEPTION USE IN THE M-2 MANUFACTURING AND INDUSTRIAL DISTRICT; PROVIDING FOR THE REPEAL OF PRIOR INCONSISTENT ORDINANCES AND RESOLUTIONS, INCORPORATION INTO THE CODE, SEVERABILITY, AND AN EFFECTIVE DATE.

Mayor Parrish opened the hearing to the public.

Mark McClellan, 3595 Grantline Road, Mims advised that he was the Director of Supply Chain Management for Rocket Crafters. He mentioned that Coastal Steel has been a great help to them. He discussed the barriers that were installed around the testing areas and discussion was held on the duration of the testing.

Mayor Parrish closed the hearing to the public.

* **MOTION by Deputy Mayor Boisvert; Seconded by Councilwoman Blanco, to approve Ordinance No. 10-2017 on second and final reading.**

AYES: Parrish, Boisvert, Blanco, Warner, Whipple

THE MOTION CARRIED UNANIMOUSLY (5-0)

Attorney Garganese asked Mr. McClellan if the company was in the news recently. Attorney Garganese found the news interesting and wanted to mention it tonight, as it spoke about rocket testing in the City of Cocoa.

VII. COUNCIL BUSINESS:

1. Approve a Code Enforcement Lien Reduction request in the amount of $750.00, for the property located at 503 N. Georgia Ave. (17-329). (Chief of Police)

Chief Cantaloupe introduced this item and noted the Code Enforcement Board held a public hearing on February 16, 2017 and at that time, found the owner, Coshed LLC in violation of the following: Section 6-902(b)(1)(2).

The Board provided the owner sufficient time to correct the said violation. Therefore, consistent with the Code Enforcement Board's Order, a lien was recorded against the property effective March 9, 2017. The lien ran at $50 per day from March 9, 2017 until compliance was achieved on April 27, 2017. The

lien is $2,500 and the current owner, Coshed LLC, is requesting that the lien be forgiven due to not receiving the notices for over 30 days because of the mail.

Staff is recommending that the lien be reduced to $750 and at the Code Enforcement Board's regular meeting held on July 20, 2017, they recommended that the lien be reduced to $750.00.

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

AYES: Boisvert, Blanco, Warner, Whipple

THE MOTION CARRIED UNANIMOUSLY (4-0)[2]

2. Approve a Code Enforcement Lien Reduction request in the amount of $3,045.00, for the property located at 1111 Abington St. (17-330). (Chief of Police)

Chief Cantaloupe introduced the item and noted that the Code Enforcement Board held a public hearing on September 17, 2015, at which time the Board found the owner, Jordan Vanderwalker, in violation of the following. Section 6-900(b)(4)-Maintenance of Structure.

The Board provided the owner sufficient time to correct the said violation. Therefore, consistent with the Code Enforcement Board's Order, a lien was recorded against the property effective October 15, 2015. The lien ran at $50 per day from October 15, 2015 until compliance was achieved on June 14, 2017. The lien is $30,450 and the current owner, B&A Home Sales, LLC is requesting that the lien be forgiven due to the fact that the violations were imposed against the previous owner and he was not aware of the liens at the time of purchase.

Staff is recommending that the lien be reduced to $3,045 and at the Code Enforcement Board meeting held on July 20, 2017, they recommended that the lien be reduced to $3,045.

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

[2] Mayor Parrish left the meeting at 7:05 p.m.

AYES: Boisvert, Blanco, Warner, Whipple

THE MOTION CARRIED UNANIMOUSLY (4-0)

3. Approve a Code Enforcement Lien Reduction request in the amount of $5,800.00, for the property located at 1053 Hickory Ln. (17-331). (Chief of Police)

Attorney Garganese advised that they had been contacted by the applicant and legal counsel and they have requested that this item be postponed until the next regular City Council meeting on August 22, 2017.

* **MOTION by Councilwoman Warner; Seconded by Councilman Whipple, to table this item until the next Regular City Council meeting on August 22,**

AYES: Boisvert, Blanco, Warner, Whipple

THE MOTION CARRIED UNANIMOUSLY (4-0)[3]

VIII. CITY BUSINESS:

1. Approve a preliminary subdivision consistent with Chapter 18 of the City of Cocoa Code for Lakeside Palms, LLC, a 112-lot subdivision consisting of approximately 26.28 acres located at 100 Clearlake Road. (17-320). (Community Services Director)

City Manager Titkanich requested that this item be tabled until the next Regular City Council meeting on August 22, 2017, in order to preserve advertising.

* **MOTION by Councilman Whipple; Seconded by Councilwoman Warner, to table this item until the next Regular City Council meeting on August 22, 2017.**

AYES: Parrish, Boisvert, Blanco, Warner, Whipple

THE MOTION CARRIED UNANIMOUSLY (5-0)

2. Ordinance No. 11-2017/1st Reading: Amending Chapter 19, Article II - Public Service Tax; Electing the option to levy a Public Service Tax on water service. (17-323). (City Manager)

[3] Mayor Parrish returned at 7:07 p.m. (after the vote was taken)

Attorney Garganese read Ordinance No. 11-2017 into the record, by title only as follows and advised that this was the first reading of the ordinance.

ORDINANCE NO. 11-2017

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF COCOA, BREVARD COUNTY, FLORIDA; AMENDING CHAPTER 19, ARTICLE II- PUBLIC SERVICE TAX; ELECTING THE OPTION TO LEVY A PUBLIC SERVICE TAX ON WATER SERVICE; MAKING OTHER CONFORMING AND TECHNICAL AMENDMENTS TO CHAPTER 19, ARTICLE II; PROVIDING FOR THE REPEAL OF PRIOR INCONSISTENT ORDINANCES AND RESOLUTIONS, INCORPORATION INTO THE CODE, SEVERABILITY, AND AN EFFECTIVE DATE.

* **MOTION by Deputy Mayor Boisvert; Seconded by Councilwoman Warner, to approve Ordinance No. 11-2017 on first reading.**

AYES: Parrish, Boisvert, Blanco, Warner, Whipple

THE MOTION CARRIED UNANIMOUSLY (5-0)

3. Approve the purchase of a 2017 FLHTP Electra Glide Solid Black Harley Davidson Motor Cycle with Emergency Equipment from Bruce Rossmeyer's Harley Davidson using the 2017 Florida Sheriff's Association State Contract (FSA16-VEL24.0); Approve a Budget Resolution amending the FY17 budget. (17-332). (Chief of Police)

Chief Cantaloupe presented the item.

Councilwoman Warner asked if this would replace the wrecked motorcycle. Chief Cantaloupe responded in the affirmative.

* **MOTION by Councilwoman Warner; Seconded by Deputy Mayor Boisvert, to approve the item.**

AYES: Parrish, Boisvert, Blanco, Warner, Whipple

THE MOTION CARRIED UNANIMOUSLY (5-0)

Councilman Whipple asked if there was any insurance revenue from the incident that happened and Chief Cantaloupe told him that there was and those funds were being used to replace the motorcycle.

4. Approve a Resolution to amend the 2017 Budget to Purchase a used vehicle for Inmate transport for the PW Grounds Maintenance Division and to approve a Budget Amendment to transfer funds. (17-338). (Public Works Director)

Mr. Wegerif advised that this was for the purchase of a new inmate work crew van.

* **MOTION by Deputy Mayor Boisvert; Seconded by Councilman Whipple, to approve the item.**

AYES: Parrish, Boisvert, Blanco, Warner, Whipple

THE MOTION CARRIED UNANIMOUSLY (5-0)

MULTI-YEAR CONTRACTS:

5. Consider approval of a multi-year contract between the United States Post Office and the City of Cocoa for renewal of the post office mailbox for receiving utility payments by mail for September 1, 2017, through August 31, 2018, pending approval of the FY2018 Budget, and four additional fiscal years FY2018, FY2019, FY2020, and FY2021. (17-324). (Finance Director)

* **MOTION by Councilwoman Warner; Seconded by Deputy Mayor Boisvert, to approve the item.**

AYES: Parrish, Boisvert, Blanco, Warner, Whipple

THE MOTION CARRIED UNANIMOUSLY (5-0)

IX. INFORMATIONAL AGENDA:

1. June 2017 Fire Incident Summary Report. (17-326). (Fire Chief)

2. Cocoa Police Department District Event Statistics for Council Information. (17-334). (Chief of Police)

X. REPORTS:

Mr. Wegerif provided an update on the new traffic signals on SR 524 and advised that there would be a signal at the north ramp going onto I-95. He noted it was an exciting time for the SR 524 area.

A request for a study to be conducted was also submitted to FDOT for lights at Friday Road and Lost Lakes. It will take some time but the study will determine if lights are needed at those intersections.

Assistant City Manager Fuhrer spoke about a situation regarding stormwater that he and Mr. Wegerif observed that was pointed out by the Humane Society. He also mentioned another situation that they noticed which was that a natural tree barrier has been removed which served as a buffer for Diamondback Airboats and the Humane Society. When they do testing it is very loud. They are going to work with Walmart to make sure everyone works together on the issues.

Chief Cantaloupe reminded everyone that there is a Community Watch meeting this Thursday from 5:30-6:30 p.m. in Sunrise Village.

He further mentioned that on August 17, 2017 the Police Department was participating in "Kicks for Guns" and they would be set up at 1208 Dixon Boulevard from 8-2 p.m. No questions would be asked if you have a firearm that you want to give away. Gift cards will be given. Details were still being finalized.

Deputy Fire Chief Lamm thanked City Council and Department Directors for supporting the ground breaking of Station #3. It was great to see the support and he reminded all that the groundbreaking for Station #2 will be held on Monday, August 14th at 11:30 a.m. It will be at 300 Brunson Boulevard.

Ms. Hamilton thanked Council for their attendance at the Economic Development Workshop today and thought it was a great event.

City Manager Titkanich introduced Ms. Karen Hamilton as the new Community Services Director and provided a brief background to Council. He mentioned she had a very diverse background and they looked forward to her expertise.

Mr. Walsh thanked City Manager Titkanich for his comments after delegations and appreciated his support.

Ms. Gemmati advised that it was currently open enrollment for benefits and the website was open if any member of Council wished to make changes to their current elections. They can contact her or Patsy Porter in Human Resources for help.

Assistant City Manager Fuhrer mentioned his attendance along with the Deputy Mayor at the Erdman Dealership ground breaking. There was large turnout and he believes that this will put Cocoa on the map. He noted that after the event he went to the Humane Society and the new Walmart Distribution Center and followed up with a visit to the new fire stations. He felt it was humbling to see all of the construction taking place and to see a vision being followed through with.

City Manager Titkanich reminded all that the Budget/CIP Workshop is on Wednesday, August 9, 2017 at 5:30 p.m. He further noted that the fire assessment, water rates, and the second reading of the public service tax would be on the next City Council Agenda.

Councilman Whipple welcomed Ms. Hamilton and looked forward to working with her. He also mentioned that Ms. Mary George Belcher would be turning 104 years old and he would be presenting a proclamation to her on Sunday morning. He thanked Mayor Parrish for the proclamation.

He was happy that the budget was passed for the Cocoa RDA and looked forward to great things happening in the downtown area. He especially looked forward to those items that have been discussed for many years coming to fruition. It was very positive for citizens.

Councilwoman Blanco thanked staff for the Florida Brownfields Association and Justice Worksshop that was held today. She mentioned that she had to leave early but found the guest speakers to be very imformative and enlightening.

Additionally, Councilwoman Blanco advised that she would be attending the FLC Annual Conference in Orlando on August 17-19, 2017.

She welcomed and congratulated Ms. Hamilton.

Councilwoman Warner welcomed Ms. Hamilton and thanked Mr. Lallo and his staff for a great job at the workshop this morning. She was very impressed. She mentioned that she would be attending the Tuxes and Tales Gala and pointed out that the theme was black, white, and glamourous, so it was a dress up event.

She would also be attending the Florida League of Cities Annual Conference in Orlando on August 17-19, 2017. She looked forward to the classes and networking opportunities.

Deputy Mayor Boisvert spoke of his attendance at the Harvey's Grand Opening. They arrived at 9 a.m. but the ribbon cutting was at 8:30 a.m. He further spoke of his attendance at the Erdman and Fire Station #3 groundbreakings. All of the development on SR 524 was going great and he thanked all for attending the Council meeting.

In closing, he reminded everyone of the District 3 Town Hall meeting on August 15, 2017 at the Lost Lakes Clubhouse. It begins at 6 p.m.

Mayor Parrish feels that it is an honor to have Erdman move into Cocoa. They would be great partners. He also spoke about the upcoming Leon and Jewel Collins African American Museum and it was noted that invitations were sent out for the dedication. It is on September 6, 2017 from 5-6 p.m.

Assistant City Manager Fuhrer noted that they received an update today and construction should be concluded around late August. He advised it was worth the wait and the floors look unbelievable.

Councilman Whipple stated he was 9 years old when he went to school in that building.

Mayor Parrish spoke of his upcoming attendance at the FLC Annual Conference on August 17-19, 2017 with Councilwoman Blanco, Councilwoman Warner, and Councilman Whipple. He wants to make sure they speak with local officials while they are there and bring back information that is beneficial.

City Manager Titkanich mentioned that on Thursday they are having legislative policy meetings and a session on community schools which he will attend. Other than that he is not going to the conference. He advised that both Councilwoman Blanco and Councilwoman Warner serve on committees. Home Rule is on everyone's list and he believed it would be an interesting legislative session.

Mayor Parrish noticed that some local legislators are in support of the Good Samaritan Law. He asked all to advocate for it.

XI. ADJOURNMENT.

* **MOTION by Deputy Mayor Boisvert; Seconded by Councilman Whipple, to adjourn the Regular City Council meeting of August 8, 2017.**

AYES: Parrish, Boisvert, Blanco, Warner, Whipple

THE MOTION CARRIED UNANIMOUSLY (5-0)

The meeting adjourned at 7:38 p.m.

Henry D. Parrish III, Mayor

ATTEST:

Carie Shealy, City Clerk



City of Cocoa Public Works Strategic Plan

Lauren Damiano, Trina Gilliam, Robin Hinson

EXHIBIT A- City of Cocoa Public Works Strategic Plan Presentation

University of Central Florida
August 8, 2016

Why the need for a Strategic Plan?

- Upcoming retirement of Public Works Director and other division leaders
  - Institutional knowledge
  - Succession plan
- Operational guidance
  - Practices and procedures
  - External trends
- Employee retention
  - Morale
  - Training
  - Recruitment

Environmental Scan
PEST Analysis

- **Political Analysis –**
  - Varying demographics
  - Diverse stakeholders
  - Competing needs
- **Economic Analysis –**
  - Rising operating costs
  - Declining revenue trends
  - Uncertain funding
- **Social Analysis –**
  - Diverse community
  - Special interests
  - Equitable solutions

Technological Analysis –

- Improved service delivery effectiveness and efficiency
- Data and resource management
- Benchmarking



Evans, M. (2013). Welcome Sign

SWOC

- Strengths
  - Committed staff
  - Innovative and resourceful
  - Exceptional customer responsiveness
  - Enterprise fund

- Weaknesses
  - Understaffed
  - No succession plan
  - Lack of quantified data
  - Noncompetitive wages

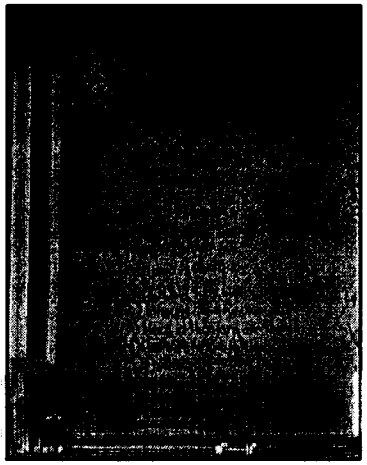
- Opportunities
  - Technology
  - Documenting procedures
  - Transfer of knowledge to new employees
  - User fees
  - Special assessment tax
  - Outsourcing
  - Overtime vs contracting out

- Challenges
  - Meeting community needs
  - Declining funding levels
  - Increasing costs
  - Decreasing revenues
  - Unfunded mandates
  - New codes
  - Maintenance of city assets

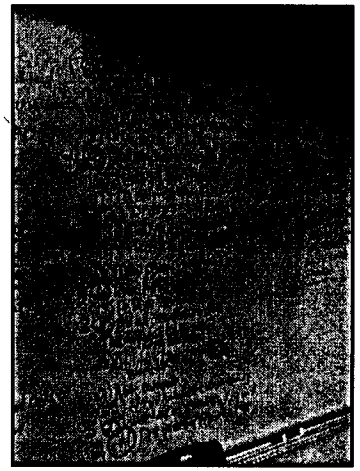
COCOA FLORIDA

TOWS

"Future" Quadrant	
Matching Strengths with Opportunities	*Matching Strengths with Threats*
S2-O14 (11) Staff is committed to transferring their knowledge to new employees which will enable the development of new leaders in preparation for filling expected and unexpected position vacancies	**S12-C1 (9)** Staff can use innovation and resourcefulness to compensate for insufficient funding levels
S12-O14 (12) Transferring innovative ideas and resourcefulness can ensure continued improvement	**S12-C7 (10)** Staff can use innovation and resourcefulness to more prudently manage resources and get the longest use-life possible
S9-O9 (13) Outsourcing can assist in responsiveness	
"Internal Fix-It" Quadrant	**"Survival" Quadrant**
Matching Weaknesses with Opportunities	*Matching Weaknesses with Threats*
W16-O24 (5) Institute succession planning to prevent the loss of institutional knowledge and expertise and ensure appropriate documenting procedures	**W16-C1 (4)** Institute succession planning to prevent the loss of institutional knowledge and expertise amidst decrease in funding levels
W2-O9 (6) Capitalize on the opportunity to outsource as a way to compensate for the lack of staff	**W16-C3** (4) Institute succession planning to prevent the loss of institutional knowledge and expertise amidst decreasing revenues
W4-O4 (7) Upgrade to a computer software program that offers a comprehensive and integrated set of applications suited for each division to allow for benchmarking	**W4-C8 (2)** Upgrade to a computer software program that offers a comprehensive and integrated set of applications suited for each division to allow for tracking community needs
W7-O23 (8) Evaluate wage options of overtime vs contracting out and use as a competitive advantage	**W2-C2 (1)** Hire and cross-train staff to perform a variety of tasks in multiple roles to provide stability, flexibility, and value to Public Works amidst increasing labor costs
W14-O23 (8) Evaluate the impact on employee morale that offering overtime would have	**W2-C1 (1)** Hire and cross-train staff to perform a variety of tasks in multiple roles to provide stability, flexibility, and value to Public Works amidst declining funding levels
	W7-C3 (3) Re-evaluate wage structure to prevent trained employees from leaving during economic downturns



Gilliam, T. (2017). SWOT/TOWS Analysis



Gilliam, T. (2017). SWOT/TOWS Analysis (2)

COCOA FLORIDA

Strategic Issues
Succession Planning

How will Public Works prevent the ***loss of innovative skills and expertise*** amidst ***decreasing funding levels and revenues***?

Strategic Issues
Technology

How will Public Works institute ***benchmarking*** to identify ***community needs*** and ***gaps within the organization***?

COCOA FLORIDA

Strategic Issues
Employees

How can Public Works ***retain trained employees***, ***increase staffing***, and ***develop a competitive compensation strategy***?

How will Public Works ***promote stability, flexibility, and value*** within the department amidst ***increasing labor cost*** and ***declining funding levels***?

COCOA FLORIDA

Implementation Plan

- Institutes practices to accomplish goals
- Identifies necessary resources
- Assigns responsibilities
- Provides steps for goals to be accomplished

Issue 1: How can the City of Cocoa's Public Works Department transfer knowledge from tenured management staff to other employees and foster an environment that allows individuals to grow as leaders so that effective supervisory succession can occur?				
Goal 1.1: Ensure innovative ideas and institutional knowledge is transferred to successors.				
Objective 1.1.1: Create training and succession planning processes within one year of Strategic Plan adoption (October 2018)				
Strategy 1.1.1.1: Identify and prioritize positions in need of succession planning				
	Target date	**Required resources**	**$**	**Assigned to:**
Milestone 1: Identify positions requiring succession planning and determine dates when positions will be vacated	12-31-2017	Organizational chart, self reporting	-----	Director
Milestone 2: Inventory the skills needed in those positions	1-31-2018	Job descriptions, self reporting	-----	Division Managers

Evaluation

- Consists of monthly, quarterly, and yearly reviews tied to strategies
  - Issue 1 – Assistant City Manager
  - Issue 2 – Public Works Department Director
  - Issue 3 – Public Works Department Division Managers
- Monitors effectiveness and efficiency of plan implementation
- Maintains accountability
- Identifies parts of plan in need of adjustment

COCOA FLORIDA

Vision for the future

The City of Cocoa's Public Works Department capitalizes on its *knowledgeable staff* and their *dedication to the community* by consistently serving the City's residents, businesses, and visitors with an *industry leading* level of service. This excellence manifests in *responsive* and exceptional customer service and a sense of *professionalism* that ensures all members of the community are served competently, efficiently, fairly, and with a *positive attitude*. All Divisions of the Public Works Department work together as a *competent team* and share resources to deliver *exceptional service*. *Innovative leaders* make use of the *newest technologies* to improve the Department's quality of work and ensure strict *accountability* of record keeping and *resource management* to maintain public trust in the Department's *integrity*. All members of the Public Works Department take *ownership* of their tasks and *responsibility* to represent the City of Cocoa. Each individual takes *pride* in themselves and [illegible] *training opportunities* and resources made available to them by their *supportive leaders*. Above all, the City of Cocoa's Public Works Department *sets the standard* and is an organization that individuals want to be a part of and spend their career with.

Questions

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