MINUTES

CITY OF COCOA
SPECIAL MEETING OF THE CITY COUNCIL
BUDGET/CIP WORKSHOP

August 7, 2019

A City Council Budget/CIP Workshop was held on Wednesday, August 7, 2019, in City Council Chambers at Cocoa City Hall, 65 Stone Street, Cocoa, Florida as publicly noticed.

I. OPENING MATTERS:

Mayor Williams called the workshop to order at 5:30 p.m.

Mayor Williams led the assembly in the Pledge of Allegiance. Deputy Chief Lamm provided the invocation.

Present:	Jake Williams Jr.	Mayor
	Don Boisvert	Councilmember
	Alex Goins	Councilmember
	Lorraine Koss	Councilmember
	Matt Fuhrer	Assistant City Manager
	John Titkanich	City Manager
	Monica Arsenault	Assistant City Clerk
	Anthony Garganese	City Attorney
Absent:	Brenda Warner	Deputy Mayor

Other Staff Members Present:

Rebecca Bowman, Finance Director; Lora Howell, Deputy Finance Director; Lea Taylor, Budget Analyst; Tammy Gemmati, Administrative Services Director; Gene Prince, Fire Chief; Johnathan Lamm; Deputy Fire Chief; Jack Walsh, Utilities Director (arrived at 6pm); Nancy Bunt, Community Services Director; and Michael Cantaloupe, Police Chief.

City Manager Titkanich shared, for the record, that Deputy Mayor Warner had intentions of attending the first half of the meeting but would have had to excuse herself early as she had a previous commitment but unfortunately she was stuck in traffic due to a bad accident and would not be able to attend at all.

Mayor Williams shared that he would be attending the Annual Florida League of Cities Conference from August 14th through the 17th in Orlando. City Manager Titkanich will also be attending.

II. WORKSHOP TOPICS:

1. Proposed FY2020 Capital Improvement Program:

Ms. Bowman explained the budget[1] connection to the strategic plan. She pointed out that in 2016 and 2017 the City received a Certificate of Achievement for Excellence in Financial Reporting.

Additionally, she provided a brief history, explaining that in FY 2015 Burton & Associates worked collaboratively with City staff to develop a Fiscal Sustainability Model for Cocoa's General Fund. The City utilized the modeling process to identify options for the fund's sustainability over a 10-year projection period. The City contracted with Stantec to update the forecasting model with current data to aid in the FY 2020 Budget Process.

Ms. Bowman shared a General Fund Baseline Scenario screenshot and reviewed the Budget Development Philosophy. She explained the basis for FY2020 General Fund Budget Analysis as follows:

- FY 2019 Budget Actuals
- FY 2020 Preliminary Budget
  - Basis of projected expenses for future fiscal years through FY 2029
- Capital Improvements Program – 5 years
- Operating Fund Balance (Reserves) equal to 4 Months of O&M Expenses (Change Fund Balance Policy to 3 Months in FY2020)
- Revenue Validation/Changes from Prior Year's Analysis
  - Property Values continue to rise, projection adjusted
  - Fire Assessment - Evaluation
    - Prior Year Recommendation: 3% annual adjustments

She discussed cost indices[2], the FY2020 General Fund Budget and General Fund Personnel information. She also shared Stantec's General Fund Model and the estimated FY2020 General Fund Revenues by funding source.

Ms. Bowman pointed out the FY2020 Proposed Budget vs. the FY19 Amended Budget by department and explained the General Fund expenditure trends. The FY2020 Proposed General Fund Capital Budget was discussed as well as what will be funded in FY2020 through the General Fund balance. She mentioned that the City also received a community request from Cocoa High School and that BPS would match $25,000 for each of the three projects.

[1] FY20 Budget/CIP Workshop Presentation

[2] Attorney Garganese left the room at 5:45pm and returned at 5:48pm

Ms. Bowman shared the following General Fund recommendations:

- No millage change, maintain at 5.9790
- Adopt 3% annual adjustment to Fire Assessment rates.
- Continue to plan for Catalytic Capital Projects to enhance overall City values and growth
    - Utilize Fund Balance available to fund projects
    - Preserve Fund Balance at minimum reserve requirement
- Continue to pursue large growth catalytic projects such as Walmart DC

Mayor Williams mentioned that the Cocoa YMCA is struggling and has reached out to him for financial assistance. He expressed that he would like Council and staff to consider the possibility of providing assistance to the YMCA, even if it is spread out over a several year period. In response, City Manager Titkanich shared that staff will be meeting with Eastern Florida State College soon. He also recommended that if Council would like to provide financial assistance to the YMCA that they should do so as a one-time contribution rather than a long term commitment.

Councilmember Koss added that she feels the YMCA is an asset to the community, however if Council would like to consider providing them financial assistance they should set up a meeting to leverage and negotiate with them to make sure they have skin in the game as well.

Ms. Bowman discussed the FY20 Water/Sewer Fund by funding source as well as the FY20 Proposed Budget vs. FY19 Amended Budget by category as well as division. Furthermore, the FY20 Proposed Water/Sewer Capital Budget and the FY20 Proposed Budget Stormwater Fund was presented.

She shared the FY20 Stormwater Fund Revenue by funding source as well as the FY20 Proposed Budget Stormwater Fund by category. Ms. Bowman pointed out all of the CRAs Revenue by funding source for FY20 as well as the Proposed Budget for all CRAs Fund by category. She also discussed the FY20 Proposed Capital Budget for the CRAs.

City Manager Titkanich explained that both the US1 CRA and the Diamond Square CRA are set to sunset in FY22, however there is a proposal to terminate the US1 CRA at the end of the next fiscal year. There is no money budgeted for the US1 CRA in the proposed capital budget in FY20.

Ms. Bowman discussed the FY20 Proposed Budget vs. FY19 Amended Budget for all funds.

City Manager Titkanich provided and discussed a spreadsheet[3] for Council's consideration. All of the suggestions or recommendations for projects were provided to him by Council, which are depicted in the spreadsheet.

[3] Capital Budget Prioritization FY2020-2025 CIP Analysis

Discussion was held regarding the various projects. Councilmember Koss added that she would like the City to show a good faith effort that we are committed to a renewable energy/energy efficient future.

City Manager Titkanich shared that in regard to the parking situation in the Village, there may be an opportunity for the City to obtain land.

Councilmember Koss expressed that the elderly need to be considered because if parking is too far away from their destination they may have a hard time getting there. In response, City Manager Titkanich explained that it was shown in both of the previous parking studies that one solution to that issue is to have the merchants and their employees park somewhere else instead of taking up the spots in front of the shops throughout the day. Another possible solution would be to install parking meters as that would deter merchants and their employees from parking in those spots as they would be required to pay.

City Manager Titkanich discussed the compensation study and clarified that this is something that the Florida League of Cities does not do, however in addition to the City of Cocoa, Satellite Beach and various other cities conduct these studies as well. He explained that the issue is that positions and job titles vary from city to city.

In regard to parks maintenance, Councilmember Goins asked if a minor project, such as having security cameras installed, would need to be budgeted in order to be implemented. He expressed that he feels it is important to have cameras installed. In response, City Manager Titkanich explained that it would need to be budgeted.

Councilmember Koss mentioned the importance of signs in the City. City Manager Titkanich shared that a tour of all the City's signs will be conducted as the City has some old signs that may need to be removed or replaced.

Councilmember Koss pointed out that some of the projects listed are reimbursed by SOIRL.

Mayor Williams mentioned that there is a sidewalk issue by the Sharing Center. He explained that individuals that go there for a shower or supplies have to walk in the road as there are no sidewalks.

Councilmember Goins asked City Manager Titkanich to provide an update when he can regarding his meeting with SCAT.

City Manager Titkanich shared all of the upcoming Council meetings through the end of September. Additionally, he thanked Finance for all of their hard work with the budget.

III. ADJOURNMENT:

* **MOTION by Councilmember Boisvert; SECONDED by Councilmember Goins to adjourn the August 7, 2019 City Council Budget/CIP Workshop.**

AYES: Williams, Warner, Boisvert, Goins, Koss

THE MOTION CARRIED UNANIMOUSLY (5-0)

The Workshop adjourned at 7:34 p.m.

Jake Williams Jr., Mayor

ATTEST:

Cayle Shealy, City Clerk
(Transcribed by M. Arsenault, Assistant City Clerk)



FY 2020
Budget and Capital Improvement Workshop

Special City Council Meeting

August 7, 2019

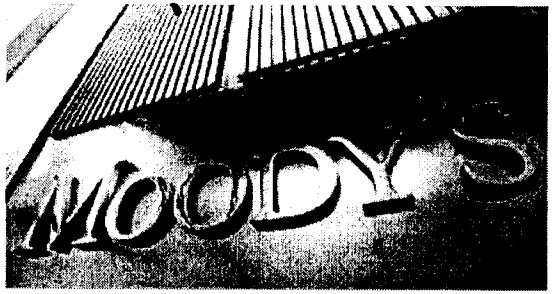
Budget Connection to Strategic Plan

City 2016-2021 Strategic Plan:

Goal 1: Maintain long term fiscal sustainability.
Goal 2: Promote greater transparency in budgeting and financial matters.

GFOA Certificate of Achievement for Excellence in Financial Reporting

Awarded 2016 & 2017



Assigned Aa2 rating from Moody's Investors Service

- *Credit Strengths* – "Strong reserve and liquidity levels"
- *Factors that could lead to a downgrade* – "Significant decline in reserve or liquidity levels"
- *Factors that could lead to an upgrade* – "Material tax base growth"



Upgraded from AA (stable) to AA (positive)

COCOA FLORIDA

Agenda

- General Fund Background
  - Review of Fiscal Sustainability Model and Recommendations
- Water/Sewer Background
- Overview of Fund Budgets
  - Revenues and Expenses
  - Fund Balance (Reserves)
- Overview of Capital Projects, Programs and Equipment
- Budget Development Philosophy/Focus
- Items in Development
- Items for City Council Considerations
- Next steps...



General Fund

Background

- In FY 2015 Burton & Associates worked collaboratively with City staff to develop a Fiscal Sustainability Model for Cocoa's General Fund
- The City utilized the modeling process to identify options for the fund's sustainability over a 10-year projection period
- The City contracted with Stantec to update the forecasting model with current data to aid in the FY 2020 Budget Process
  - Validate prior assumptions
  - Evaluate current fiscal conditions
  - Evaluate FY20 Millage & Fire Assessment Rates

General Fund Baseline Scenario Screenshot

(May 19, 2015 Budget Workshop)

BURTON & ASSOCIATES

No Changes in Millage Assumed

Modest Property Value Growth Assumptions

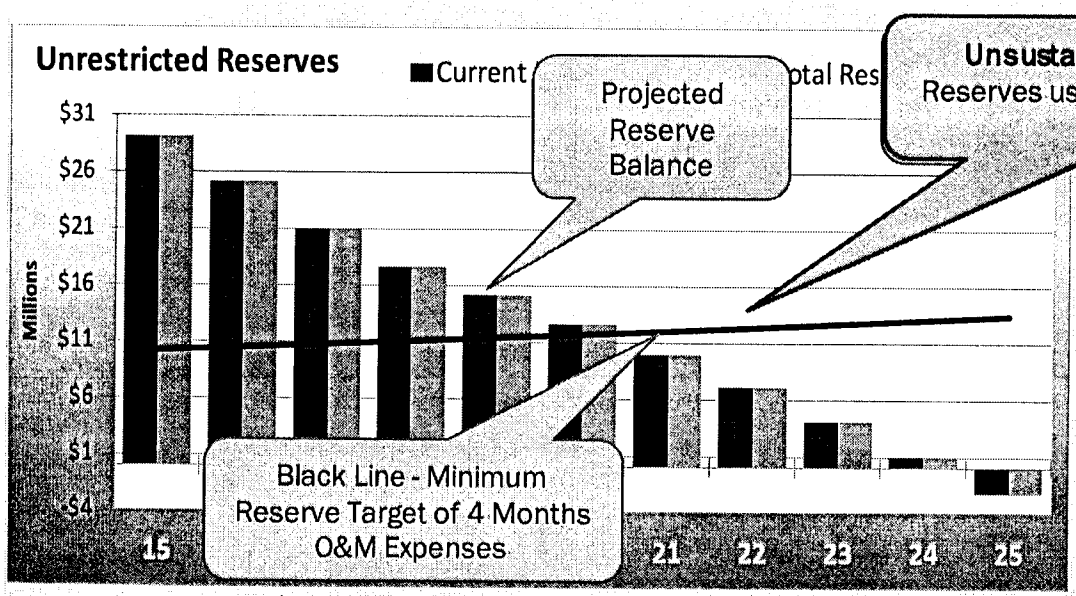
GENERAL FUND FINANCIAL ANALYSIS AND MANAGEMENT SYSTEM (FAMS - GF) SUMMARY

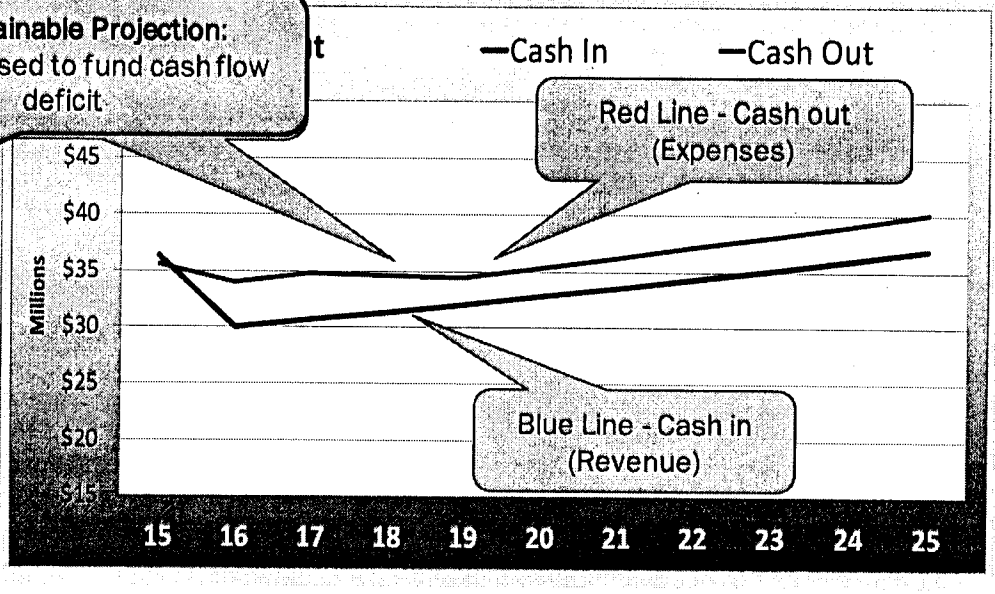
SAVE CALC

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Millage Rate	5.9790	5.9790	5.9790	5.9790	5.9790	5.9790	5.9790	5.9790	5.9790	5.9790	5.9790
Millage Rate Adjustment											
Existing Property Value Adjustment	N/A	0.00%	0.50%	1.00%	1.25%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%
New Construction	N/A	0.81%	0.91%	1.01%	1.10%	1.08%	1.26%	1.23%	1.20%	1.16%	1.13%
Total Property Value Adjust.	N/A	0.81%	1.41%	2.01%	2.35%	2.58%	2.76%	2.73%	2.70%	2.66%	2.63%
Millage Rate - Last Plan	5.9790	5.9790	5.9790	5.9790	5.9790	5.9790	5.9790	5.9790	5.9790	5.9790	5.9790
Property Value Adj. - Last Plan	N/A	0.81%	1.41%	2.01%	2.35%	2.58%	2.76%	2.73%	2.70%	2.66%	2.63%
Cash Flow Surplus/(Deficit) $M	$0.7	($4.0)	($4.2)	($3.3)	($2.5)	($2.6)	($2.7)	($2.8)	($3.0)	($3.1)	($3.2)
End of Year Fund Balance $M	$29.1	$25.2	$21.0	$17.7	$15.2	$12.6	$9.9	$7.1	$4.1	$1.0	($2.3)
Reserve Target Surplus/(Deficit) $M	$19.0	$14.7	$10.2	$6.6	$3.8	$0.9	($2.1)	($5.3)	($8.6)	($12.1)	($15.7)

Port Project?

PST Year?





Budget Development Philosophy

FOCUS:

- FY2015 and FY2016 – Public Safety
- FY2017 and FY2018 – Community Improvements/Infrastructure
- FY2019 – Community Improvements/Employee Investment
- **FY2020 – Community Improvements, Sustainability/Resiliency, and Employee Investment**
  - ERP/Software Conversion- Process Evaluation and Documentation
  - Annual Roadway/Sidewalk Construction and Repair & Maintenance
  - Pineda Street Resurfacing and Sidewalks
  - Sustainability/Resiliency
  - Economic Development
  - Health Insurance – City absorb full increase of approximately 8% combined with proposed plan changes

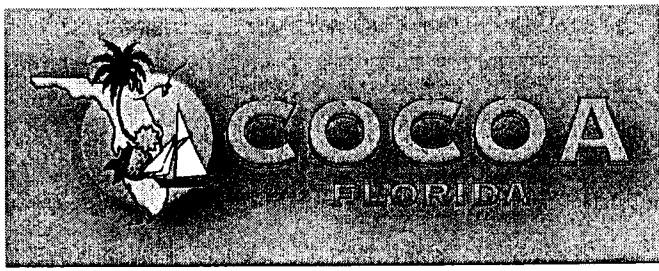
City Council Identified Commu Projects and Priorities

Basis for FY2020 GF Budget Analysis

- FY 2019 Budget Actuals
- FY 2020 Preliminary Budget
  - Basis of projected expenses for future fiscal years through FY 2029
- Capital Improvements Program – 5 years
- Operating Fund Balance (Reserves) equal to 4 Months of O&M Expenses (Change Fund Balance Policy to 3 Months in FY2020 effective FY2021)
- Revenue Validation/Changes from Prior Year's Analysis
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COCOA FLORIDA

Cost Indices



- Consumer Price Index (6/2019)[1] 1.6%
- Municipal Cost Index (6/2019)[2] 0.96%
- Construction Cost Index (6/2019)[2] 1.83%
- Wages and Salaries (6/2019)[3] 2.5%

  (State/Local Government Workers)
- Compensation (6/2019)[3] 3.0%

  Wages, salaries and employer costs for benefits

  (State/Local Government Workers)

Sources:

[1] U.S. Bureau of Labor Statistics (https://www.bls.gov/cpi/)

[2] American City and County (http://americancityandcounty.com/municipal-cost-index)

[3] U.S. Bureau of Labor Statistics (http://data.bls.gov).

FY2020 General Fund Budget

FY2020 General Fund Budget:

Revenues: $39,707,601
Expenses: $39,707,601
Use of Fund Balance: $2,194,162

- **Assigned FB 1.1 Million**
- **Unassigned FB: $1.09 Million**

Budget Expense/Revenue Drivers:

- **Increases:**
  - Additional Personnel Costs for new positions and reclassifications **$391,631**
  - Salary Increases **3%**
  - District Chiefs – Negotiations ongoing
  - Health Insurance – **8.2%**
  - Public Safety Pensions
    - Unfunded Actuarial Accrued Liability (UAAAL) –
      Police ($2,784,808) – Funded Ratio 91.7%
      Fire ($7,319,058) – Funded Ratio 73.6%
    - City ARC increase – Police $851.505 (22.91%) and Fire $1,588,610 (69.23%)
- **Decreases:**
  - Unknown timing of Hurricane Irma reimbursements
  - Solid Waste (planning for future contract)
    - Residential Rates no increase
    - Commercial Rates approximately 7.75% rate reduction

COCOA FLORIDA

General Fund Personnel

Administrative Services (HR)

- Intern $2,500

Community Services:

- Intern – support for CS Staff and Sustainability Advisory Committee $5,000

Finance:

- 3 Staff Accountants (Reclassification) $30,314
- Interim Accounting Manager (Current Manager retiring May 2020...critical position) $57,654
- Customer Service Representative (1 CSR already approved in June 2019)$51,834
- 13 Meter Readers (Reclassification) $24,746

Police:

- School Resource Officer (Cambridge Elementary)
- **Reimbursed $52,000 per SRO by BPS Proposed Agreement**

Public Works:

- Sidewalk Construction and Maintenance Crew
  - Maintenance Worker II $57,359
  - Crew Leader $63,550

Total Cost for Recommended Positions/Reclassifications: $361,197

Positions requested and not recommended to be filled in FY2020:

- 1 Detective (CPSM Study)
- Communications Dispatcher
- CFD Training Officer (Part-Time GE-12)
- 3 Firefighters/Fire Medics (Solo Paramedics)
- Economic Development Manager

COCOA FLORIDA

General Fund

FY 2019 Financial Sustainability Analysis Update

STANTEC GENERAL FUND MODEL

FAMS-XL | **City of Cocoa, FL** — **General Fund**

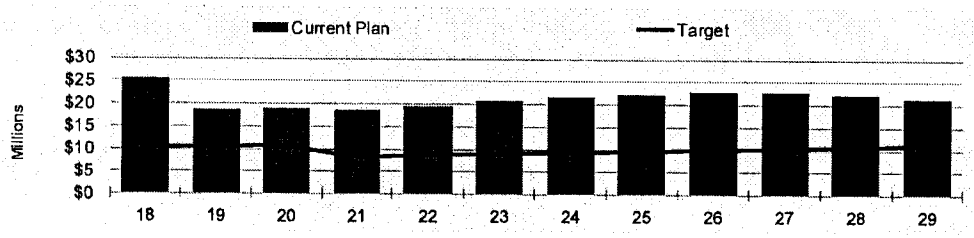
Stantec

CALC SAVE LAST CTRL 5/10

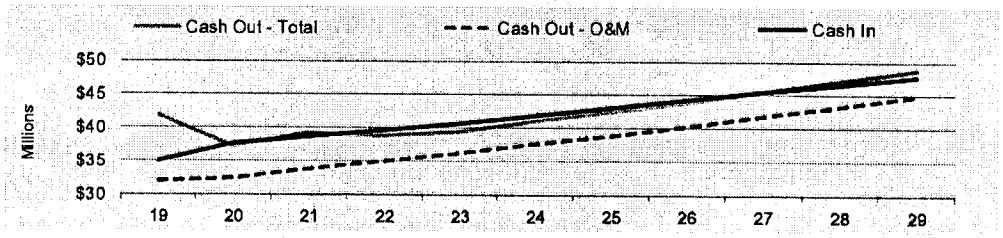
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
Millage Rate	5.9790	5.9790	5.9790	5.9790	5.9790	5.9790	5.9790	5.9790	5.9790	5.9790	5.9790
Taxable Value Increase	9.1%	10.6%	4.0%	3.0%	3.0%	4.3%	4.2%	5.3%	3.0%	3.0%	3.0%
Cash Flow Surplus/(Deficit) $M	$ (6.82)	$ [illegible]	$ (0.50)	$ [illegible]	$ [illegible]	$ [illegible]	$ 0.68	$ 0.36	$ (0.02)	$ (0.45)	$ (0.84)
End of Year Fund Balance $M	$ [illegible]	$ [illegible]	$ 19.66	$ 19.58	$ [illegible]	$ [illegible]	$ 22.46	$ 22.78	$ 22.75	$ 22.29	$ 21.36
Target Fund Balance $M	$ [illegible]	$ [illegible]	$ 8.46	$ 8.78	$ [illegible]	$ [illegible]	$ 9.74	$ 10.05	$ 10.45	$ 10.82	$ 11.21
Balance % of Expenses	[illegible]	[illegible]	47.61%	50.49%	[illegible]	[illegible]	52.82%	51.87%	50.07%	47.41%	45.87%

Growth	Medium
WMDC?	Y
EA?	N
FF?	N

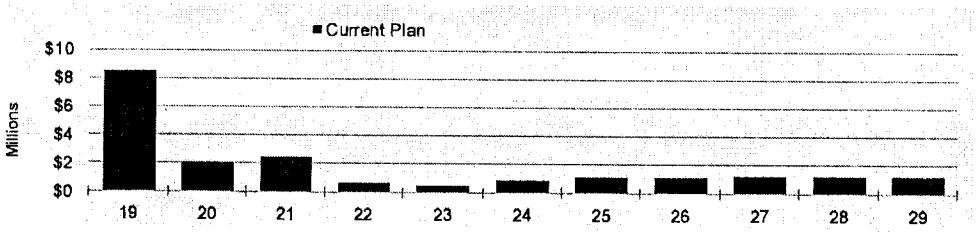
End of Year Fund Balance



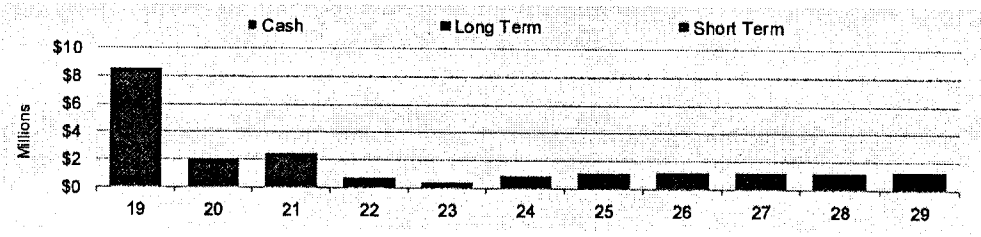
Revenues vs. Expenses



CIP Spending



CIP Funding



General Fund

FY 2019 Financial Sustainability Analysis Update

STANTEC GENERAL FUND MODEL

FAMS-XL | **City of Cocoa,** **General Fund**

Stantec

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Strong growth achieved in FY20

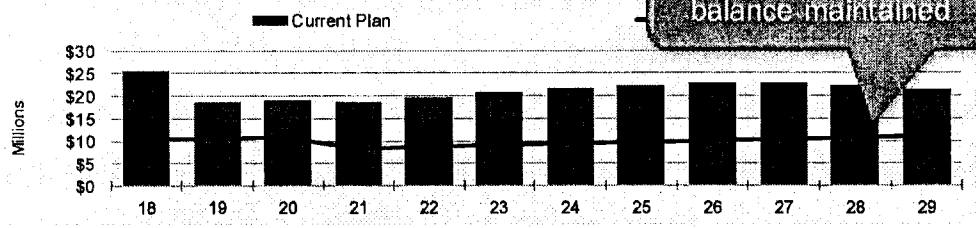
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
Millage Rate	5.9790	5.9790	5.9790	5.9790	5.9790	5.9790	5.9790	5.9790	5.9790	5.9790	5.9790
Taxable Value Increase	9.1%	10.6%	4.0%	3.0%	3.0%	4.3%	4.2%	5.3%	3.0%	3.0%	3.0%
Cash Flow Surplus/(Deficit) $M	$ (6.82)	$ (0.45)	$ (0.50)	$ 0.91	$ 1.26	$ 0.93	$ 0.6	0.38	$ (0.03)	$ (0.46)	$ (0.94)
End of Year Fund Balance $M	$ 16.72	$ 19.15	$ 18.65	$ 19.56	$ 20.84	$ 21.76	$			$ 22.29	$ 21.35
Target Fund Balance $M	$ 10.57	$ 10.98	$ 8.45	$ 8.79	$ 9.09	$ 9.40	$			$ 10.82	$ 11.21
Balance % of Expenses	44.89%	51.96%	47.51%	50.49%	52.75%	53.11%				47.41%	43.87%

Walmart Dist. Center Phase II included in FY24 - FY26

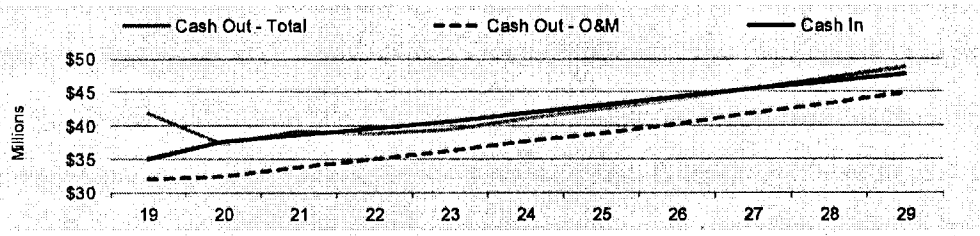
Growth	Medium
WMDC?	Y
EA?	N
FF?	N

Minimum reserve balance maintained

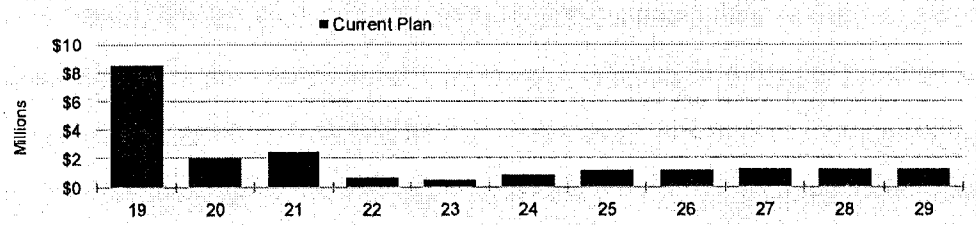
End of Year Fund Balance



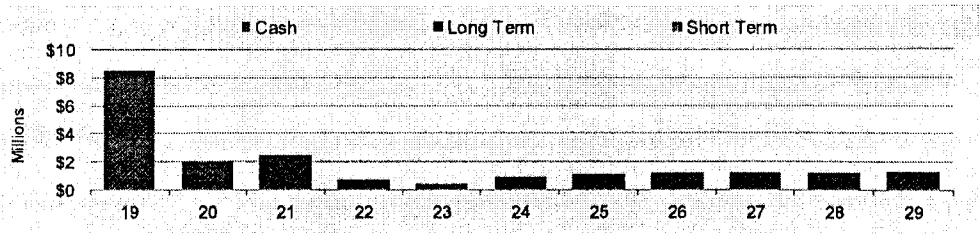
Revenues vs. Expenses



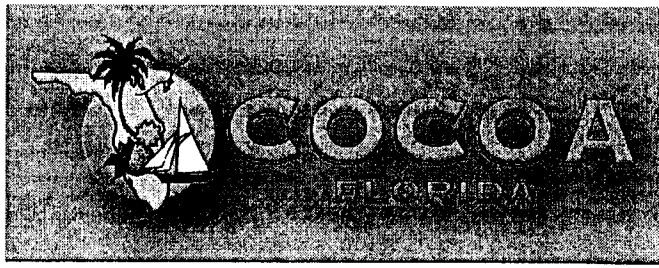
CIP Spending



CIP Funding

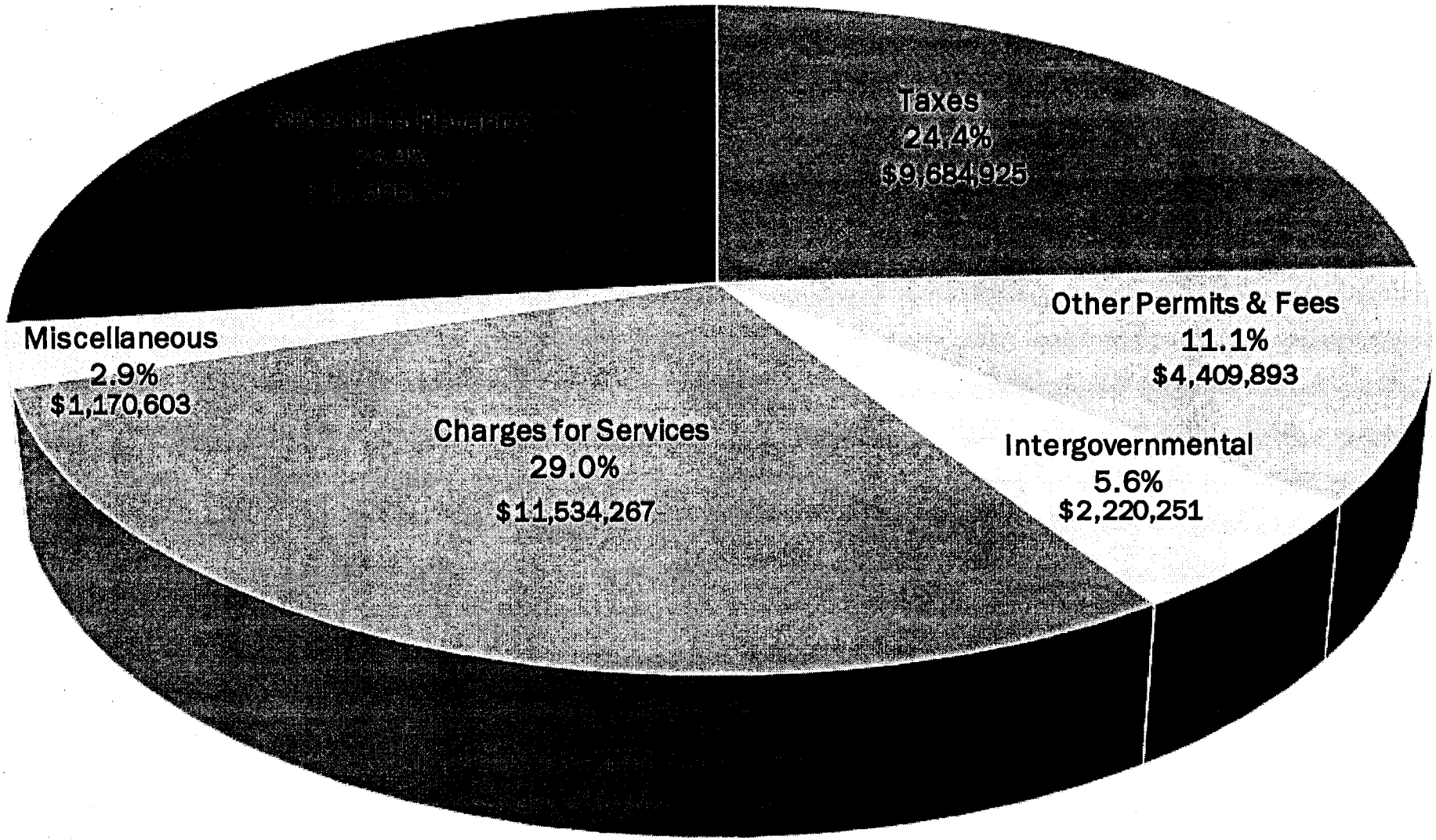


Estimated
FY 2020 General Fund Revenues by Funding Source



Funding Source	FY 2020 Budget	% of Budget
Taxes (Ad Valorem, UST and CST)	$9,684,925	24.4%
Other Permits & Fees (Building Permits, Franchise Fees, Fire Assessment, and Planning & Zoning Fees)	$4,409,893	11.1%
Intergovernmental (Local, State & Federal Grants, Housing Authority Payments in Lieu of Taxes, and State Shared Revenues)	$2,220,251	5.6%
Charges for Service (Water Billing Services, Garbage Collection Services, Allocation for Services and Culture/Recreation Fees)	$11,534,267	29.0%
Fines & Forfeitures	$20,930	0.1%
Miscellaneous (Interest Earned, Rent and Royalties, Disposition of Fixed Assets, Contributions, Police & Fire State Pension Revenues, Insurance Proceeds, etc.)	$1,170,603	2.9%
Other Non-Revenue (Inter-fund transfers, Water/Sewer ROI and 6% PILOFF, Debt Proceeds, Revenues from Unassigned FB (Reserves)	$10,666,732	26.9%
TOTALS	**$39,707,601**	**100%**

Estimated FY2020 General Fund Revenues



*Fines and Forfeitures 0.1%, $20,930

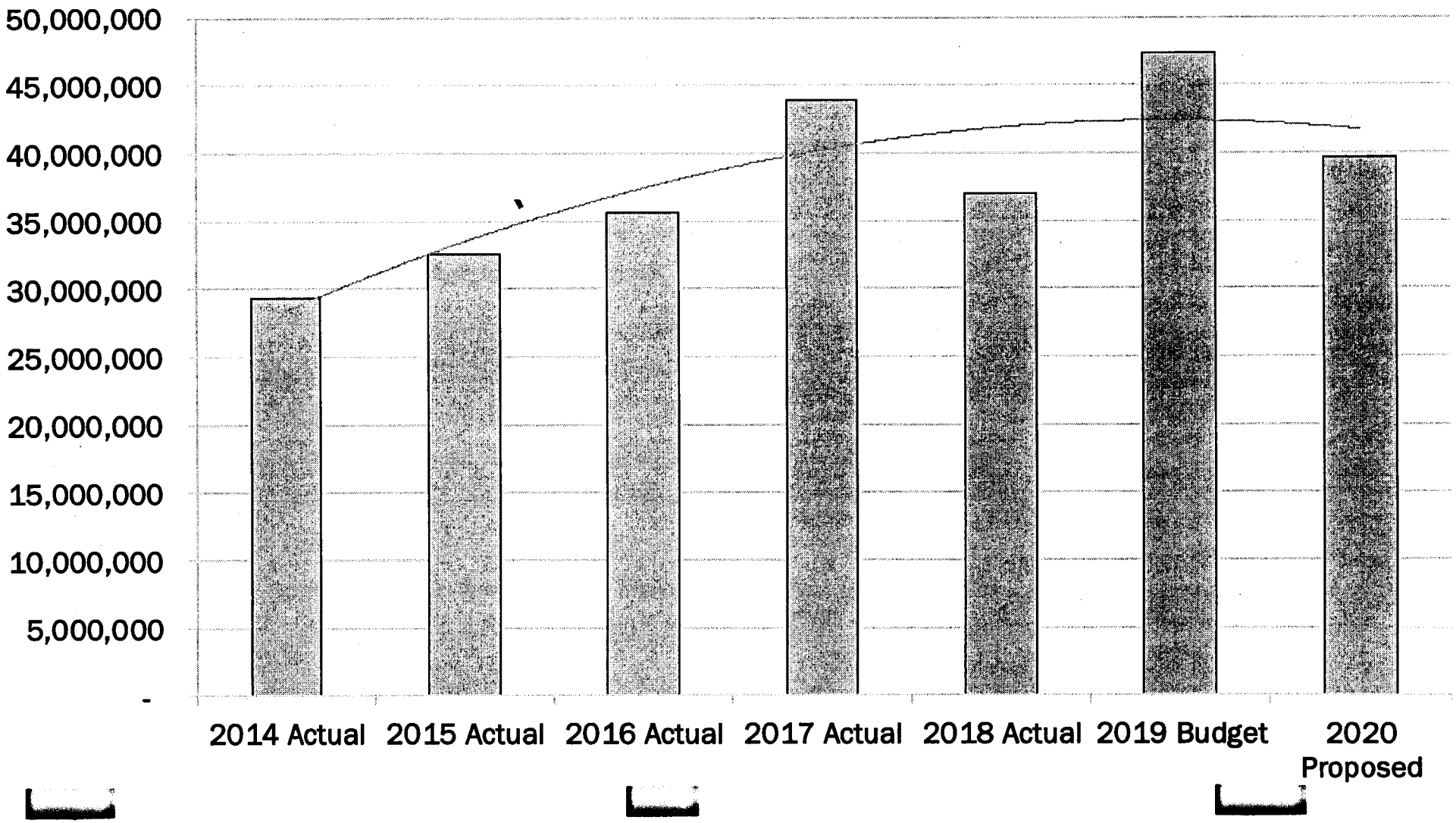
FY 2020 Proposed Budget vs. FY 2019 Amended Budget by Department



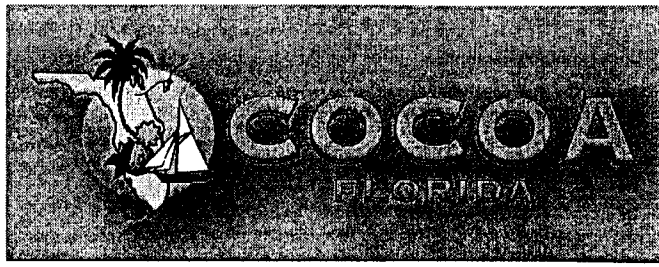
GENERAL FUND DEPT.	FY 2020 PROPOSED	*FY 2019 AMENDED	% VARIANCE	% OF BUDGET
City Council	$185,941	$150,635	23.4%	0.5%
City Manager Office	$3,467,884	$3,138,848	10.5%	8.7%
Finance	$3,483,448	$3,134,597	11.1%	8.8%
General Operations	$5,787,447	$12,244,516	(52.7)%	14.6%
Administrative Services	$952,254	$799,693	19.1%	2.4%
Police	$10,420,536	$10,150,866	2.7%	26.2%
Fire	$6,451,063	$6,479,397	(.40)	16.2%
Community Services	$1,295,450	$3,483,791	(62.8%)	3.3%
Public Works	$7,663,578	$7,758,978	(-1.2)%	19.3%
TOTALS	**$39,707,601**	**$47,341,321**	**(16.1%)**	**100%**

*As of 8/1/2019

General Fund Expenditure Trends



FY 2020 Proposed Budget vs. FY 2019 Amended Budget by GENERAL FUND Category



CATEGORY	FY 2020 PROPOSED	*FY 2019 AMENDED	VARIANCE	% VARIANCE
Salaries & Benefits	$24,596,807	$23,456,196	$1,140,611	4.9%
Operating	$11,448,865	$10,914,125	$534,740	4.9%
Capital	$697,889	$1,729,785	($1,031,896)	(59.7%)
Grants & Aids	$1,180,794	$3,152,659	($1,971,865)	(167.0%)
Other	$1,783,246	$8,088,556	($6,305,310)	(78.0%)
TOTALS	**$39,707,601**	**$47,341,321**	**($7,633,720)**	**(16.1%)**

*As of 8/1/2019

FY 2020 Proposed
General Fund Capital Budget

	BUILDING	INFRASTRUCTURE	MACHINERY & EQUIPMENT	JAG Grant	IT Hardware	Software	TOTALS
City Manager (Information Technology & Leisure Services)	$0	$60,000	$0	$0	$60,000	$0	$120,000
Finance	$0	$0	$0	$0	$41,127	$0	$41,127
Police	$0	$0	$364,657	$0	$5,000	$17,320	$386,977
Fire	$0	$0	$32,105	$0	$0	$0	$32,105
Community Services	$0	$0	$26,800	$0	$0	$0	$26,800
Public Works	$0	$0	$90,880	$0	$0	$0	$90,880
TOTALS	**$0**	**$60,000**	**$514,442**	**$0**	**$106,127**	**$17,320**	**$697,889**

FY2020 Funded Through GF Fund Balance

Funded through GF Fund Balance:

Internet Technology

- Fiber Install (Police Department to Dr. Joe Lee Smith) – $60,000

Police

- 6 Patrol Vehicles – $255,774
- Crisis Negotiations Throw Phone – $6,495
- Police Portable Light Tower – $16,478
- Police Light Bank (Solar & Generators) – $31,000
- Fire Suppression System for PD I.T. Room – $15,000
- 3 Code Enforcement Vehicles (1- EV AFB) – $68,910
- Laptops – $54,100
- Storage Upgrade Cellbrite – $5,000
- Traffic Speed Monitoring Portable Display – $17,000

Public Works

- Public Works EV Utility for Grounds Crew – $15,000
- Public Works Fleet Twin Post Vehicle Lift – $6,700
- Annual Street Paving – $300,000 (Assigned Fund Balance (AFB)
- Annual Sidewalk R/M – $30,000
- Pineda Street Paving/Curbing/Sidewalk Repair – $500,000 (AFB)

COCOA FLORIDA

FY2020 Funded Through GF Balance Continued

Continued: Funded through GF Fund Balance:

Public Works

- (FEC) West Highland Railroad Crossing – $121,000
- (FEC) Peachtree Railroad Crossing – $87,000
- Vehicle Charging Stations – $8,8000 (AFB)

Fire

- Extrication Equipment – $32,105

Information Technology

- ERP $250,000 – (AFB)
- Network Chassis and Core Upgrades – $60,000

Community Request

- Cocoa High School - $75,000, BPS Match $25,000 For Each Project
  - Rubberized Track– $25,000
  - Turf Field– $25,000
  - Gym Bleachers – $25,000

FY2020 Funded Through GF Balance Continued

Continued: Funded through GF Fund Balance:

City Clerk

- EV Pool Vehicle – $27,000

Community Services

- EV Building Official Vehicle – $26,800

General Operations

- CS Evaluation – $50,000
- Security and Safety Improvements – $75,000

Total Estimated Projected Use of GF Fund Balance: $2,194,162

General Fund Unassigned Fund Balance

GF Unassigned FB (as of 9/30/2018, per 2018 CAFR):

$5,148,440

Projected Use of FB FY2019

- ($1,324,369) Reimbursed by CDBG for Dr. Joe Lee Smith Center
- ($130,000) FMIT Deductible
- ($50,000) Agreement Florida Historical Museum
- ($21,470) Welcome Signs – Possible FEMA Reimbursement
- ($2,400) Firestations Repeater
- ($85,000) Fire Station 3 Roof (Old)
- ($160,000) SCBA Fire
- ($50,000) Police Strategic Plan
- ($40,000) City CEMP

$3,285,201 <u>Projected</u> Available Unassigned FB YTD

Projected Use of Unassigned Fund Balance for 2020

$1,018,312 One-Time Capital Costs

GF Recommendations

- No millage change, maintain at 5.9790
- Adopt 3% annual adjustment to Fire Assessment rates.
- Continue to plan for Catalytic Capital Projects to enhance overall City values and growth
  - Utilize Fund Balance available to fund projects
  - Preserve Fund Balance at minimum reserve requirement
- Continue to pursue large growth catalytic projects such as Walmart DC.

COCOA FLORIDA



Water/Sewer

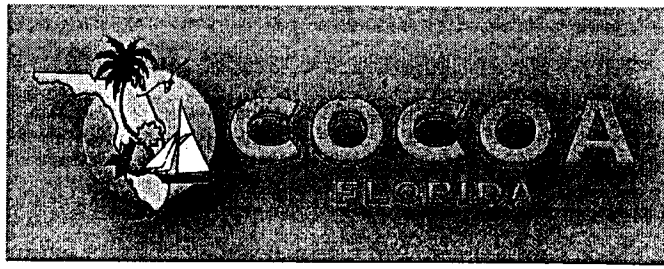
FY 2020 Water/Sewer Fund Revenue by Funding Source

Funding Source	Amount	Percentage of Total Revenue
Other Permits & Fees (Water & Sewer Impact Fees)	$2,264,715	3.5%
Charges for Service (Water, Sewer and Reuse Services)	$63,076,683	96.3%
Miscellaneous (Interest Earned, Rent and Royalties, Disposition of Fixed Assets, Contributions, Insurance Proceeds, etc.)	$146,300	.02%
Other Sources (Contributions, Bond proceeds and use of Reserves)	-	-
TOTALS	**$65,487,698**	**100%**

FY 2020 Water/Sewer Fund Proposed Budget vs. FY 2019 Amended Budget by Category

CATEGORY	FY 2020 PROPOSED	FY 2019 AMENDED	VARIANCE	% Variance
Salaries & Benefits	$16,308,414	$15,165,948	$1,142,466	7.5%
Operating	$28,083,567	$25,272,371	$2,811,196	11.1%
Capital	$3,123,594	$9,306,952	($6,183,358)	(66.4%)
Grants & Aids	$1,200	$1,000	$200	20.0%
Other	$17,970,923	$19,562,014	($1,591,891)	(8.1%)
TOTALS	**$65,487,698**	**$69,308,285**	**($3,820,587)**	**(5.5%)**

FY 2020 Water/Sewer Fund Proposed Budget vs. FY 2019 Amended Budget by Division



WATER/SEWER FUND BY DIVISION	FY 2020 PROPOSED	*FY 2019 AMENDED	% Variance	% of FY 2020 Budget
Field Services	$1,674,229	$1,672,011	0.1%	2.6%
Water Admin. (Lab)	$30,595,952	$29,450,627	3.9%	46.7%
Dyal Plant Operations	$14,451,966	$15,190,050	(4.9%)	22.1%
Water field Operations	$9,087,862	$9,665,177	(6.0%)	13.9%
Engineering	$3,112,376	$6,762,508	(54.0%)	4.8%
Sellers Plant Operations	$3,302,320	$3,615,409	(8.7%)	5.0%
Sewer Field Operation	$3,262,993	$2,952,503	10.5%	5.0%
TOTALS	**$65,487,698**	**$69,308,285**	**(5.5%)**	**100%**

*As of 8/1/2019

FY 2020 Proposed
Water/Sewer Capital Budget



	Building	INFRASTRUCTURE	MACHINERY & EQUIPMENT	IT Hardware	SOFTWARE	TOTALS
Field Services	$0	$0	$0	$0	$0	$0
Water Administration	$0	$0	$0	$0	$0	$0
Dyal Plant	$0	$250,000	$594,700	$0	$0	$844,700
Water Field Operations	$0	$0	$415,584	$0	$0	$415,584
Engineering	$0	$1,559,490	$0	$0	$0	$1,559,490
Sellers Plant	$0	$0	$40,020	$28,000	$0	$68,020
Sewer Field Operations	$0	$0	$235,800	$0	$0	$235,800
TOTALS	**$0**	**$1,809,490**	**$1,286,104**	**$28,000**	**$0**	**$3,123,594**



Stormwater

FY 2020 Stormwater Fund
Revenue by Funding Source

Funding Source	Amount	Percentage of Total Revenue
*Charges for Service	$1,747,692	100%
TOTALS	$1,747,692	100%

*To be updated with Stantec's Revenue Sufficiency Final Report 8/28/19

FY 2020 Proposed Budget
Stormwater Fund by Category

Category	FY 2020 Proposed	FY 2019 Amended	Variance
*Salaries & Benefits	$727,670	$709,711	$17,959
*Operating	$1,020,022	$600,678	$419,344
*Capital	$0	$284,097	($284,097)
Totals	**$1,747,692**	**$1,594,486**	**$153,206**

***All lines of the Stormwater budget, to be updated with Mead and Hunt's Capital Plan and the new Allocation Report 8/28/19**

COCOA
FLORIDA

CRAs

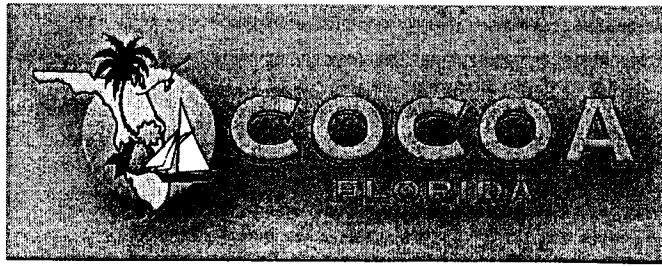
FY 2020 All CRAs Revenue by Funding Source

Funding Source	Amount	Percentage of Total Revenue
TIF Revenues	$1,992,451	23.4%
Rent and Royalties	$39,027	0.5%
Debt Proceeds	$6,487,300	76.1%
TOTALS	**$8,518,778**	**100%**

FY 2020 Proposed Budget
All CRAs Fund by Category

Category	FY 2020 Proposed	FY 2019 Amended	Variance
Salaries & Benefits	$103,632	$107,197	($3,565)
Operating	$918,962	$803,882	$115,080
Capital	$6,882,300	$311,540	$6,570,760
Grants	$265,000	$409,565	($144,565)
Other	$348,884	$419,617	($70,733)
Totals	**$8,518,778**	**$2,051,801**	**$6,466,977**

FY 2020 Proposed Capital Budget CRAs



	BUILDING	INFRASTRUCTURE	MACHINERY & EQUIPMENT	TOTALS
Cocoa CRA	$6,747,300	$260,000	$0	$7,007,300
Diamond Square CRA	$0	$135,000	$0	$135,000
US1 CRA	$0	$0	$0	$0
TOTALS	**$6,747,300**	**$395,000**	**$0**	**$7,142,300**



All Funds

FY 2020 Proposed Budget vs. FY 2019 Amended Budget by Fund

FUND	FY 2020 PROPOSED	*FY 2019 AMENDED	% VARIANCE	% of Budget
General Fund	$39,707,601	$47,341,321	(16.1%)	25.7%
G.F. Debt Service Fund	$1,783,246	$1,746,156	2.1%	1.2%
G.F. Capital Projects Fund	$91,626	$7,763,147	(98.8%)	0.1%
Special Revenue Funds	$9,301,833	$5,182,638	79.5%	6.0%
Water/Sewer Fund	$65,487,698	$69,308,285	(5.5%)	42.4%
Water/Sewer Bond	$18,567,036	$26,717,181	(30.5%)	6.3%
Water/Sewer Debt Service Fund	$9,761,950	$11,194,729	(12.8%)	12.0%
Self Insurance	$1,217,552	$1,425,827	(14.6%)	0.8%
Health Insurance	$6,747,254	$6,849,173	(1.5%)	4.4%
Stormwater Fund	$1,747,692	$1,594,486	9.6%	1.1%
TOTAL	**$154,413,488**	**$179,122,943**	**(13.8%)**	**100%**

* FY 2019 Amended Budget as of 8/1/19

Discussion

- City Council Considerations

(Spreadsheet provided by City Manager)

Questions / Discussion



Next steps in Budget Process

- Utility Rates – **August 14, 2019** at 6:00 P.M
- Initial Assessment Resolution – **August 28, 2019** at 6:00 P.M.
  - Stormwater Assessment Rate
- Preliminary Rate Resolution– **August 28, 2019** at 6:00 P.M.
  - Fire Assessment Rate
- 1ST Public Budget Hearing – **Sept. 11, 2019** at 6:00 P.M.
  - Final Stormwater Assessment Resolution
  - Final Fire Assessment Resolution
  - Vote for Tentative Millage Rate
  - Vote on Proposed FY2020 Budget
- 2nd Public Budget Hearing – **Sept. 25, 2019** at 6:00 P.M.
  - Adopt Final Millage Rate
  - Adopt the FY2020 Budget

Capital Budget Prioritization
FY2020-2025 CIP Analysis

Priority I – Imperative (Must Do) Projects represent projects that cannot reasonably be postponed in order to avoid harmful or undesirable consequences.

- Addresses a condition dangerous to public health, safety or welfare.
- Achieves compliance with a mandate or other legal obligation (contract/development order).
- Alleviates an emergency service disruption or deficiency.
- Prevents irreparable damage to a critical public facility.

Priority II – Essential (Should Do) Projects represents projects that address clearly demonstrated needs or objectives.

- Projects identified in the 2020-2025 Strategic Plan that will stimulate economic growth and induces opportunity to attract private capital investment.
- Deferment would result in severe degradation of public facilities and/or reduction in level of service.
- Reduces future operating and maintenance costs and advances fiscal sustainability.
- Leverages available federal, state or county funding or public-private partnerships (grant awarded or public-private partnership, matching requirement considerations).
- Reduces demand on natural resources and/or promotes sustainability.

Priority III – Important (Could Do) Projects represent projects that benefit the community but may be delayed without detrimental effects to core municipal services.

- Rehabilitates or replaces an obsolescent public facility.
- Provides a new or expanded level of service to City of Cocoa residents and/or business owners.
- Leverages available federal, state or county funding (grant opportunities/joint funding).
- Enhances natural or cultural resources.

Priority IV – Desired (Nice to Do) Projects represent projects that would add value to the community's quality of life, but are not necessary to the delivery of core municipal services.

- Promotes and enhances the City of Cocoa's image, physically or emotionally.
- Enhances and expands recreational or community amenities.
- Presents an opportunity to enhance and strengthen community identification within the Space Coast region.

COCOA FLORIDA

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	**Project Name**	**Project Description/Details**	**Strategic Issue Connection**	**Capital Project or Program**	**Project Location**	**Council Priority Rating**	**Staff Priority Rating**	**City Council Priority Consensus**	**Council Implentation (Years)**	**Staff Implentation (Years)**	**City Council Implementation Consensus**	**Estimated Costs (if known)**	**Proposed in FY2020 Budget**	**Miscellaneous Information/Staff Comments**
2	Increase email communication for civic engagement	Take emails outside chamber to be used to push notifications of meetings and volunteer leadership opportunities.	Civic Engagement	Program	Citywide	I	II			FY2020		Existing staff resources	Yes, through existing staff resources	This an on-going effort and priority within the City Manager's office, and the Asst. to the CM/Public Relations Specialist has been working with departments to expand and enhance the City's digital footprint. ADA compliance has become an immediate priority, but we continue to evaluate opportunities to increase our digital footprint.
3	IRD restoration	Education campaign to develop stewardship on IRD with living shorelines, lawn maintenace practices, etc.	Civic Engagement	Program	Citywide	II	II			1-2 years		Unknown	No	Staff will coordinate with SOIRL and other environmental groups to avoid duplication and leverage resources/efforts.
4	Newsprint type newsletter to all residents	Determine ability to produce quarterly newsprint newsletter to be mailed to all residents and available in Village.	Civic Engagement	Program	Citywide	III			FY2020	FY2020		$ 27,500	Yes	We have a current quote for printing and mailing FYI Quarterly newsletter to all households. It should be noted that newsprint are generally less likely to be read and thus staff has included in budget to print/mail FYI quarterly while also seeking to increase electronic delivery among residents.
5	Lagoon Friendly Demonstration Garden in popular location	A demonstration garden led by volunteer leaders will serve as model for campaign to increase Lagoon friendly landscaping.	Civic Engagement	Non Capital Project	N/A	IV	III		2-3 years	2-3 years		Unknown	No	The living shoreline project at Lee Wenner Park could also serve as an example for property owners wishing to do the same with their property.
6	Strategic Plan Update	Need to update plan to reflect Council and Staff discussion at retreat	Civic Engagement		Citywide		I		FY2020	FY2020		and Funds Budgeted to Support	Yes	Council direction, community survey, stakeholder committees and independent facilitator. Staff anticipates to initiate survey shortly after the beginning of the fiscal year.
7	Provost Park	Work to keep program/activities schedule for park with police patrol, bathroom availability, etc.	Community Development/Redevelopment	Program	District 1	I	II		1-2 years	1-2 years		Unknown	No	With regard to police patrolling, operations are scheduled periodically to address public safety issues. Park should be evaluated as part of the Open Space and Park Master Plan and discussions with Brevard County (who currently maintains and schedule park activities) should ensue following master plan approval. This will allow the existing space to be maximized in terms of use based demand in the Central Brevard area. Improvements identified would be an eligible expense and consistent with Diamond Square CRA Redevelopment Plan.
8	Solar panels on Joe Lee Smith Center	We have a 30 year time frame for this building - it only makes sense economically and it shows our commitment to renewable and efficient energy. This pays for itself.	Community Development/Redevelopment	Capital Project	District 1	I	II		FY2020			$ 250,000	No	Staff has requested the contractor provide an estimate for the installation of solar. Staff will also coordinate with FSEC to conduct a cost-benefit/ROI analysis. The project has been approved as currently designed with a GMP of nearly $4.6 million without solar, but a change order could be issued as it is still early enough for this to occur subjet to the costs and cost-benefit/ROI analysis. Staff will report back to City Council.
9	Architectural Review Board/Standards	We need a common vision for Cocoa Village. An ARB can establish aesthetic standards; performance and environmental goals; standards for architectural development. Having this in place can raise the standard and quality of development for a more attractive city with a unique image.	Community Development/Redevelopment	Non Capital Project	District 1	I	II		FY2020	FY2020		$ 60,000	Yes	The Cocoa CRA Redevelopment Plan provides for the CRA to evaluate site design standards and improve the aesthetics of the CRA. The Waterfront Overlay District (form-based code) accomplishes a degree of this and the development of architectural standards would enhance and guide future redevelopment and development with the CRA. These standards should be developed based on community engagement and input and would serve as the basis for an Architectural Review Board to render objective based
10	Cocoa Hills Public Park	Audubon & Westview $46K for sale by owner 772-480-9607	Community Development/Redevelopment	Capital Project	District 4	II	II		1-2 years			$ 46,000	No	Staff recommends completion of Open Space and Parks Master Plan.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	Project Name	Project Description/Details	Strategic Issue Connection	Capital Project or Program	Project Location	Council Priority Rating	Staff Priority Rating	City Council Priority Consensus	Council Implentation (Years)	Staff Implentation (Years)	City Council Implementation Consensus	Estimated Costs (if known)	Proposed in FY2020 Budget	Miscellaneous Information/Staff Comments
11	Michael C. Blake Subdivision	Pre-develop infrastructure and market subdivision to affordable housing developers.	Community Development/Redevelopment	Program	District 1	II	II		1-2 years	FY2020		$ 135,000	Yes	Proposed in Diamond Square CRA Budget.
12	Expanded Transit Service	Expand weekend transit service for Cocoa residents - this would expand Saturday service and add Sunday service	Community Development/Redevelopment	Program	Citywide	II	III			1-2 years		See Comments	No	Meeting scheduled with SCAT to discuss transit shelters and expanded transit service on weekends. Staff would like to bring this
13	Street to Homes	This is a program in conjunction with Brevard Homeless Association that provide counseling services and short term shelter to help select population out of homelessness.	Community Development/Redevelopment	Program	N/A	III	III		2-3 years	2-3 years		Unknown	No	Staff recommends working with existing service providers to conduct a program and services inventory by agencies and identify gaps to eliminate opportunities for duplication of services and provide the best services within our resource network.
14	Parking in Cocoa Village	We need more parking in Cocoa Village. 2 studies have stated so.	Community Development/Redevelopment	Capital Project	District 1		II		FY2020	1-2 years		Unknown		As part of the Cocoa CRA redevelopment project for the former City Hall site, the developer is to provide 100 public parking spaces. Preliminary engineering suggests that by re-engineering on-street parking the ability to add approximately 140 parking spaces. Additionally, there may be some land available that could be acquired for parking and future development. This is an established goal and objective of the Cocoa CRA Redevelopment Plan.
15	Brownfields Program	Would like to see the City continue its work in addressing brownfields properties and working to achieve environmental justice	Community Development/Redevelopment	Program	Citywide		II			1-2 years		EPA Grant Funds	Yes	$15,000 annually which has assisted in undertaking Phase I ESAs and provided administrative expenses to support staff participation with the EPA, FBA and EJ activities. The City has discussed with both of its current contracted environmental consultants on FY20 grant applications, one for Community Wide BF Assessments largely centered on Diamond Square CRA and Opportunity Zones, and the possibility of seeking to partner with Zion Orthodox for a Clean-Up Grant (this may be more difficult with the City not being the
16	Job Creation	City needs to work on attracting high-wage jobs such as manufacturing, R&D, technology (clean/green) as well as trade related jobs.	Economic Development	Program	Citywide		II		1-2 years	2-3 years		See Comments	No	As indicated above, the City conducted an Economic Baseline Analysis that guides our recruitment efforts. In order to position the City in working to attract high-wage/value added jobs, City Council might consider employing a consultant to evaluate our workforce from a job creation viewpoint to identify the barriers/challenges as well as opportunities to pursue certain fields. Equally important, the study could identify specific actions that could be undertaken to position the City to attract these types of jobs. Potential partnership with CareerSource and EDC. **NOTE:** BPS is seeking to apply to DEO for a logistics/training center at Brevard
17	Target businesses to attract to Cocoa	Identify small businesses that are well served by the internship/certificate programs offered by EFSC.	Economic Development	Program	Citywide		II		FY2020	1-2 years		See Comments	Yes	The City conducted an Economic Baseline Analysis in 2015/2016 and staff recommends using that analysis along with the programs offered at EFSC to target businesses. There are a number of ongoing efforts currently related to business attraction.
18	Compensation Study Update	Evaluate employee salaries and market conditions	Employees	Non Capital Project	N/A	II	II		FY2020	FY2020		$ 15,000	Yes	Contract with Evergreen to update Compensation Study completed in 2015 for future collective bargaining contracts and identification of market inequities

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	Project Name	Project Description/Details	Strategic Issue Connection	Capital Project or Program	Project Location	Council Priority Rating	Staff Priority Rating	City Council Priority Consensus	Council Implentation (Years)	Staff Implentation (Years)	City Council Implementation Consensus	Estimated Costs (if known)	Proposed in FY2020 Budget	Miscellaneous Information/Staff Comments
19	Incentive for Residence	Create some sort of incentive for employees that chose to live in Cocoa. This is encouragement to consider living in Cocoa but also a recognition program for the ambassador role they play as city employees within the community.	Employees	Program	N/A		III		2-3 years	2-3 years		Unknown	No	Staff will research programs, the City through its CDBG/HOME programs does offer first-time homebuyer assistance.
20	Employee Suggesion Program	Develop employee suggestiion program to encourage employee engagement, innovation and cost savings to City	Fiscal Sustainability	Program	Citywide	II	II		1-2 years	1-2 years		Unknown		Staff has researched other local government programs and additional research is required as well as formulating a committee to evaluate proposals to determine cost savings. Most programs
21	Landscape Management	Staff needs to maintain and develop landscape areas, parks, medians, etc.	Image	Program	Citywide	I	II		2-3 years	1-2 years		Unknown	No	As previously noted, with the exception of a few, parks are maintained by Brevard County through an ILA. To add a crew to Public Works will require 4-5 employees. Recurring funding will present an issue for the City. O&M could be potentially funded through a Special Assessment; again, keeping in mind Brevard
22	Water Department Customer Service	Training, automation, etc. For some citizens this is their only interaction with city. Long lines and cross interactions really hurt our image.	Image	Program	Citywide	I	II		FY2020	FY2020			Yes	City Council approved 2 positions, one of which was added in the current fiscal year and the second position will be added in FY2020. Staff is proposing, subject to reliable and compatible technology, the addition of a Kiosk to allow for certain types of payments to eliminate time for customers only paying their bill.
23	Mural on Westview	Back of property being developed by Celebration Tabernacle.	Image		District 4	III			1-2 years			Unknown	No	Private property owner, City can encourage Celebration Tabernacle to consider mural project and staff can attempt to facilitate a meeting and dialogue with local art groups, such as ArtBeatz, other organizations and or artists.
24	Scenic Route Signs	IRD	Image	Non Capital Project	N/A	III	III		1-2 years	2-3 years			No	Districts 1, 2 and 4. Public Works will conduct an inventory, evaluate appropriate sign locations and report back to City Council in FY2020.
25	Cocoa High School	Landscaping asistance for some of the campus to make it more attractive, inviting as a feature of our city.	Image		District 4	III						Unknown	No	City has a commitment to provide support to 3 athletic program projects, $25,000 each for a total of $75,000. Also, conversation with Dr. Mullins indicates Cambridge SRO a priority. This may be better suited for a student project coordinated with EFSC and CHS.
26	Entry Feature	Entry Feature on Fiske & Rosa L. Jones	Image	Capital Project	District 1		III		1-2 years	1-2 years		Unknown	No	Limited right-of-way and property is owned by Zion Orthodox. Possibly secure rights if the City is able to partner with church for BF Cleanup Grant. Costs need to updated as US1 entry feature was completed in early-mid 2000's.
27	Parks Maintenance	Need to raise our level of maintenance for City parks especially in underserved areas and need park family friendly	Image/Public Safety		Citywide	I	I		FY2020	FY2020				
28	(Irrigate and beautify Pineda Corridor)	Beautification of corridor w/trees/landscape/lighting	Image/Public Safety	Capital Project	District 2	II	II		FY2020	FY2020		$ 500,000	Yes	Staff is proposing to undertake roadway improvements in FY2020 that will mill and repave the entire roadway from Dixon to Peachtree. Subsequent phases will need to be programmed. Staff has discussed with Endeavour Elementary and BPS applying for a Safe Routes to School grant. This will improve corridor, but due to

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	Project Name	Project Description/Details	Strategic Issue Connection	Capital Project or Program	Project Location	Council Priority Rating	Staff Priority Rating	City Council Priority Consensus	Council Implentation (Years)	Staff Implentation (Years)	City Council Implementation Consensus	Estimated Costs (if known)	Proposed in FY2020 Budget	Miscellaneous Information/Staff Comments
29	Irrigate and beautify Fiske Corridor (Irrigation truck or reclaimed)	Beautification of corridor w/trees/landscape/lighting	Image/Public Safety	Capital Project	District 2	II	IV		FY2020	FY2020		$ 1,500,000	Yes	Fiske Corridor is in the middle of a 3 phase improvement project with Phases 1 and 2 having been completed, Phase 3 is budgeted in FY2019 budget and will rollover if necessary as we are waiting on notice of our application to the Hazard Mitigation Program for funding. Purchase of an Irrigation Truck will be evaluated and costs will be provided to City Council. **NOTE: There is limited right of way for landscaping and street trees. The project does not include**
30	Restore healthy pond system in Cocoa Hills	This will involve dredging and some sort of beemat program for continued maintenance.	Infrastructure	Program	District 4	I	I		FY2020	FY2020		$50,000.00 Annual Maintenance; $53,000.00 One time vegitation removal	Yes	This is a project within the draft stormwater capital plan. City staff should conduct a root cause analysis of the nutrient loading taking place as well as pond flow issues. A plan should be developed to address current conditions and ongoing maintenance. Restoration will be a multi-year effort as there are additional challenges to be overcome to include access.
31	Smoke test laterals in Cocoa Hills	We need a test area to determine if deteriorated laterals (orangeburg pipe) are cause of excess nutrients in pond system. If they do need replacement, we need to go after federal grant $$ for low income neighborhood.	Infrastructure	Program	District 4	I	II			2-3 years		Unknown	No	Utilities Director can address, the department is focused on addressing City pipes, valves and can seek to program this in future years but believe it more prudent to direct efforts on city infrastructure first. No none programs to assist homeowners if leak
32	IRD septic to sewer	leverage/maximize $$	Infrastructure	Capital Project	District 4	I	II			2-3 years		Estimated at nearly $800,000 to $1 million		Engineering design underway, intent is to work with SOIRL and County to acccomplish. Will require City Council policy discussion on mandatory connection.
33	Baffle Boxes on outfalls		Infrastructure	Capital Project	District 1	I	I			2-3 years		See Comments		Stomwater Master Plan - $227,000 for small basin outfalls, $282,000 for larger basin outfalls and $242,000 for retrofit of 3 existing outfalls.
34	Harrison Street Flooding	The Harrison Street project should be considered as part of a larger project to address the projected water levels of the Indian River Lagoon associated with the downtown basin.	Infrastructure	Capital Project	District 1		I		1-2 years	2-3 years		$ 75,000	Yes	The Cocoa CRA Redevelopment Plan has identified Harrison Street as a project for both stormwater, streetscape and ADA improvements. The Cocoa CRA is proposing to budget $75,000 to take the existing engineering and design plans (currently at 60%) to completion, but with potential modifications to address opportunities for greater stormwater management in the redevelopment area. Project costs will likely exceed te estimated $1 million with the expanded scope.
35	Dredge Cocoa Muck near Lee Wenner Park	Dredging of the Cocoa Riverfron Basin	Infrastructure	Non Capital Project	District 1		III		3-5 years	3-5 years		Unknown	No	City/CRA partnered with Brevard County in 2014 to dredge muck and then again in 2017 post Hurricane Irma. Staff will continue to monitor and program dredging activities as warranted.
36	Pocket Park Outlook/Baffle Box	locate with baffle box and educational signage, Beverly & IRD (?)	Infrastructure and Resiliency/Sustainability	Capital Project	District 4	III	III		1-2 years	2-3 years		$ 300,000	No	Stormwater Master Plan being completed and proposed Open Space and Parks Master Plan. Each outfall has been evaluated based on the size of the drainage basin and nutrient supply for prioritization. This will allow the City to maximize grant funding from SOIRL, SJRWMD amd other potential sources.
37	Bus Shelters	Install ADA compliant bus shelters w/art wraps	Public Safety	Non Capital Project	Citywide	I	III		1-2 years	1-2 years		Unknown	No	The City previously and recently been in discussion with SCAT on potential bus shelter locations. Meeting scheduled to discuss transit shelters and expanded transit service on weekends.
38	Electronic Traffic Monitor	Portable speed trailer for use within the City limits	Public Safety	Program	Citywide	I	II		1-2 years	FY2020		$ 17,000	No	Not currently in the budget, but staff will amend proposed budget and fund through one-time use of Unassigned Fund Balance (Reserves)
39	Stop Signs/Share the Road w/Bicycle Signs/Children in this Neighborhood Signs	Circle Drive, Beverly, Carleton, on IRD, just to name a few	Public Safety	Non Capital Project	Citywide	I	II		1-2 years	FY2020		See Comments	No	Public Works will conduct a existing sign inventory citywide in FY2020 as well as review FHWA MUTCD signage standards and report back to City Council and estimated project costs. This data will be placed in GIS for future reference and administration.
40	Traffic signal/Crosswalk on Clearlake across from bus stop	Currently, students, disabled and elderly must walk over two blocks to use Traffic Signal to get to other side where bus stop is located. Most just run across the street creating a safety issue.	Public Safety	Capital Project	District 4	I			2-3 years	3-5 years		N/A	No	Clearlake Road (FL-501) is owned and mainted by FDOT. At the City's request in FY 2019; FDOT conducted a Warrant Study and concluded that a traffic signal located at the entrance to EFSC was not warranted. The City would have to bear the costs or potentially in partnership with EFSC, developer of Clearlake Isles (commercial out parcels).

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41	Police Officer for traffic monitoring	We need to have more visibility/ticketing to speed control on our streets. In some cases, it would just help to park a police car on the street.	Public Safety	Program	Citywide	II	II		1-2 years	1-2 years		$ 90,000	Yes	Two officers assigned to Traffic Enforcement, with current staffing it is unlikely at this time to increase without affecting minimum staffing for patrol. CPSM analysis demonstrates sufficient staff level exists. Estimated costs do not include equipment.
42	City Hall Security Improvement	Improvements to enhance security and safety at City Hall and in City Council Chambers	Public Safety	Non Capital Project	N/A	II	II		FY2020	FY2020		$ 75,000	Yes	Security Assessment under review and upon being finalized a meeting with City Council will be scheduled to review.
43	Police Officer for Cambridge Elementary		Public Safety	Program	District 4	II	II		FY2020	FY2020		$ 90,000	Yes	$52,000 Reimbursement from BPS. Estimated costs do not cover the vehicle, equipment and training.
44	Tree City USA Designation	Become member; celebrate/educate citizens on the value of trees and the $$ value of their ecosystem services.	Resiliency/Sustainability	Program	Citywide	I	III		1-2 years	FY2020		$40-50,000		Staff is reviewing requirements and application to provide City Council a more detailed report. The City may be able to accelerate program and submit application with corresponding data in FY2020. The City has almost completed an inventory of street trees within the City of Cocoa within GIS. This will greatly assist with the overall managment of publicly maintained trees.
45	Clean Marina Certified	Seek Clean Marina designation through Florida DEP	Resiliency/Sustainability	Program	District 1	I	II		3-5 years	3-5 years		Unknown	No	Cocoa CRA Redevelopment Plan and Waterfront Master Update provided for the development of a Harbor Master Building at Lee Wenner Park and a Mooring Field Facility and Pump Out facilities. Under the application public docking is an applicable facility. The T-Dock currently under construction contract has provisions for sewer to allow for a future pump-out station. At such time the clean marina certification can be applied for. Cocoa Village Marina is privately owned and maintained.
46	Park Master Plan	We need parks and green spaces to beautify and attract residential boom from space/tech jobs expansion. Long term plan for park development - we need a qualitative, more than a quantitative change. Currently, we have limited ability to take care of our parks or even control them. If our public works department were enlarged to manage parks we would have additional staff for surge capacity when we need to focus on storm clean-up. Parks should also be connected by trails or pedenstrian friendly streets where possible.	Resiliency/Sustainability	Non Capital Project	Citywide	I	II		FY2020	FY2020		$ 60,000	Yes	Staff is proposing to fund an Open Space and Parks Master Plan in the FY2020 budget. Staff is working with Brevard County on an ILA regarding Parks Maintenance. Potential funding of Implementation of Master Plan could include voter approved GO Debt Service (0.50 mil would generate roughly $550,000) for land acquisition and capital construction costs. Operation/Maintenance could be potentially funded through a Special Assessment - keep in mind Brevard County funds parks through District IV Taxing District.
47	Long term Lagoon Plan that identifies all our restoration and protection activities.	This is likely a job for the sustainability planner w/help of intern. Gathering all steps envisioned for restoring/maintaining health of Lagoon into Cocoa's plan for the Lagoon - which can be a document for public consumption and the basis for leveraging grants. Identify and aggressively seek $$ for support.	Resiliency/Sustainability	Non Capital Project	Citywide	I						Unknown	No	Combine existing plans completed by Brevard County (SOIRL), SJRWMD, and other governmental agencies along with Cocoa's versus developing a Cocoa specific plan. City is near completing a Resiliency Action Plan and to be followed by the Sustainability Action Plan, of which goals and objectives might be more appropriate to be include therein, versus developing a separate plan from that of Brevard County.
48	Planning/Sustainability professional	Hire a planning professional with background in sustainability plans and implementation.	Resiliency/Sustainability		N/A	II	III		2-3 years	2-3 years		Subject to market conditions and ability to recruit	No	The City recently recruited and hired 2 planners. During the recruitment process it was intended to hire a Planner with a background in Sustainability. Staff is evaluating securing training for most senior planner to fill this role.
49	Sustainability Intern	Provide $10k stipends for two interns to work with SAC to refine Sustainability/Resiliency plan.	Resiliency/Sustainability		N/A	II	II		FY2020	FY2020		$ 10,000	Yes	The City has been in contact with both FIT and UCF and been advised that students would likely be interested. City administration is working to temporarily hire an intern for the fall and spring semester and will recruit from FIT, UCF and EFSC. The cost ranges between $3,000 and $5,000 per semester for an intern.
50	IRD & Dixon park	Purchase property closest to water to protect public view and preserve Lagoon. Area is "Hazard Zone" in 2040 due to SLR. Eliminate invasive species trees. Install small pavilion with picnic table and bench on East side of street.	Resiliency/Sustainability	Capital Project	Citywide	II	IV					$ 1,500,000	No	Lots are currently on market and the asking price is considerably high and the City may be able to achieve a better ROI by investing in other parks, staff recommends deferral until Parks/Open Space Master Plan complete.
51	STARS membership	Seek certification in STARS (Sustainability Tools for Assessing and Rating Communities). This is a flexible program that will help guide our own implementation and allow us to celebrate progress based on standards.	Resiliency/Sustainability	Non Capital Project	N/A	IV	IV		2-3 years	2-3 years		Unknown	No	Staff is generaly aware of the program and understands this will likely be a proposed action item/objective of the Sustainability Plan.

Project Location	Priority Rating	Implentation (Years)	Strategic Issue	Project or Program
Citywide	I	FY2020	Public Safety	Capital Project
District 1	II	1-2 years	Image	Non Capital Project
District 2	III	2-3 years	Community Development/Redevelopment	Program
District 3	IV	3-5 years	Economic Development	
District 4		5+ years	Fiscal Sustainability	
N/A			Civic Engagement	
			Employees	
			Resiliency/Sustainability	
			Infrastructure	
			Image/Public Safety	
Budgeted			Infrastructure and Resiliency/Sustainability	
Yes			Image / Infrastructure	
No				