MINUTES
City of Cocoa
Special City Council Meeting

July 10, 2023

A Special City Council Meeting was held on Monday, July 10, 2023, in Cocoa City Hall, in City Council Chambers, located at 65 Stone Street, in Cocoa, Florida, 32922, as publicly noticed.

I. Opening Matters:

Mayor Blake called the meeting to order at 10:17 a.m.

Councilmember Goins provided the invocation and members of the Police Department led the assembly in the Pledge of Allegiance to the Flag of the United States of America.

The Assistant City Clerk took the roll.

PRESENT:	Michael C. Blake	Mayor
	Lavander Hearn	Deputy Mayor
	Rip Dyal	Councilmember
	Alex Goins	Councilmember
	Lorraine Koss	Councilmember
	Stockton Whitten	City Manager
	Kristin Eick	Asst. City Attorney
	Monica Arsenault	Asst. City Clerk

ABSENT:

OTHER STAFF MEMBERS PRESENT:

Jack Walsh, Utilities Director; Charlene Neuterman, Community Services Director; Tammy Gemmati, Administrative Services Director; Evander Collier, Police Chief; Pat Dovale, Police Commander; Lora Howell, Deputy Finance Director; Jonathan Lamm, Fire Chief; Dara Hennessey, Deputy Fire Chief; Rob Beach, Chief

Technology Officer; Abby Morgan, Interim Public Works Director; Stacey Hopper, Planner; and Lisa Richardson, Helpdesk Support Tech.

II. Discussion Topics:

City Manager Whitten reviewed his goals[1] for the upcoming budget year. He mentioned the major increases that he would like to address as well as any fiscal impacts.

1. Stantec Presentation

Peter Napoli, Stantec, reviewed their portion of the City of Cocoa's presentation[2] and explained the foundations of their analysis. He provided an overview of the General Fund Analysis and Stantec's key planning observations and considerations.

He discussed the City of Cocoa's Fire Assessment calculations and provided additional information, estimates and numbers.

Jeff Dykstra, Stantec, reviewed the City's Water & Sewer Revenue Sufficiency Analysis. He shared Stantec's key planning observations and considerations. He explained the Financial Management Plan and discussed fund cash flow needs, operating reserves and debt service coverage.

He also shared a local comparison chart depicting other local residential monthly water bills to show where Cocoa stands among other local providers.

Mr. Napoli reviewed the City's Stormwater Forecast. He provided Stantec's key planning observations and considerations. He explained the City's stormwater forecast as well as the City's FY23 Annual Residential Stormwater Fee Rate Survey.

Lastly, he provided a summary of Stantec's results which include the following:

- General Fund: Increasing the millage rate achieves longer stability
- Fire Assessment: A 3% increase is recommended to keep up with costs
- Water/Sewer Utility: Continue 4% annual rate indexing
- Stormwater Rate: 4% annual rate indexing beginning FY24

[1] Exhibit A: City Manager FY24 Budget Proposal Overview Presentation
[2] Exhibit B: City of Cocoa Annual Financial Analysis & Presentation

Councilmember Koss asked what the estimated increase will be on monthly water and stormwater bills. In response, Mr. Dykstra shared that it will be a little over than three dollars for water and about a six dollar increase for stormwater.

2. Departmental Budget Presentations

Ms. Bowman reviewed the FY24 Budgetary Highlights. She explained the Charter requirements, including submission of the budget and Council action on the budget.

She reviewed previously stated Council priorities for the upcoming fiscal year. Additionally, she shared FY24 budget highlights which includes new revenue sources, expenditure increases and personnel proposals.

Ms. Bowman pointed out the use of the General Fund Balance reserves and shared that the purpose of the Fund Balance Reserve Policy is to ensure there will be adequate liquid resources to serve as a financial cushion for the General Fund.

Ms. Bowman discussed capital needs in FY24 and their costs which include the following:

- Police vehicles
- Police/Fire P25 radios
- Civic Center roof
- Air conditioners
- Fire F550 Brush truck
- Public Works F350
- Fire 3-Thermal Imaging cameras
- Various vehicle replacements
- Public Works fence for Bracco Pond
- Computer equipment
- Police building renovations
- Public Works fleet doors
- Downtown electrical receptacles
- Clinic standby generator
- Public Works annual street paving

Discussion was held on infrastructure and creative ways to increase the City's tax base and property values.

* **MOTION by Mayor Blake; Seconded by Councilmember Dyal, to break for lunch. The meeting will resume at 1:00 p.m.**

AYES: Blake, Hearn, Dyal, Goins, Koss

THE MOTION CARRIED UNANIMOUSLY (5-0)

* **The meeting reconvened at 1:22pm.**

Ms. Gemmati talked about staffing issues and concerns were discussed in detail. Ms. Bowman shared some information regarding turnover rates and pointed out that it has been hard to fill positions. There are fewer qualified applicants than positions and there is competition between cities due to pay. She added that there have been recent changes and new recruitment programs to assist with recruiting more potential employees.

Wages were discussed in detail and local comparisons to other city's wages were shown. Ms. Gemmati reviewed FY24 public safety proposals.

Tom Redmond, District Fire Chief, asked for clarification about Deputy Mayor Hearn's comments regarding wages being straight across the board and asked if this includes Deputy Chiefs. In response, City Manager Whitten noted that staff is currently in negotiations with the District Chiefs.

Charles Burkhardt, Cocoa Fire Department Driver/Operator, talked about where the idea of the $3.75 per hour that they are proposing came from. He talked about financial hardships and inflation and noted that they are tired and worn down but are still willing to do the job, however they need higher wages to afford to live.

Mr. Walsh provided information regarding the Utilities trends, issues and concerns. He talked about qualified personnel and turnover issues. Current starting salaries in comparison to other local cities were shared.

Chief Collier shared the Police Department's mission statement. He gave an overview of the Police Department and the agency's priorities. He explained their operations, programs and services.

He shared that officers responded to 38,226 calls for service in 2022 and initiated another 26,010 proactive patrols including traffic stops, enforcement and patrol checks.

Chief Collier noted that there are 71 sworn officers with 1 frozen position. There are 16 dispatchers with 1 frozen position. Additionally, there are a total of 18 vacancies.

He talked about their Community Engagement Unit and shared that they support several community programs throughout the year.

Chief Collier provided a budget comparison and talked about the Police Department's budget requests. He further talked about trends, issues and concerns that they have. He shared that they recently had six officers leave and go to the City of Palm Bay because they were offered a higher starting salary with a step plan. His hope is to offer a competitive salary to officers to recruit and retain employees.

He talked about the need to replace their radios as well as police vehicles. Additionally, he would like to be able to provide staff development and training for succession planning. A higher tech trend requires additional staff training as well.

Ultimately, he is requesting that the starting salary be increased to $50,032 to match Palm Bay and implement a step plan.

Chief Lamm provided the Fire Department's mission statement. He provided a budget comparison for the department and major increases they are facing. Some of these needs include radios, 3-thermal imaging cameras, a Brush truck and a P25 one-time upgrade fee.

Chief Lamm noted the Fire Department's trends, issues and concerns. There are recruitment and retention concerns because the pay is too low to interest candidates to apply. They have eight open firefighter positions and they are requesting seven additional positions in the FY24 budget.

He shared their 2023 budgeted overtime costs compared to their actual costs and pointed out the current budget shortage.

Some of their other concerns include an increase in call volume as well as an increase in cost for equipment and supplies[3].

Mr. Walsh provided the mission statement for the Utilities Department. He explained services provided by the department, including the Sellers Division, the Dyal Plant, Field Operations, Engineering and Administration.

Mr. Walsh shared budget comparison drivers and major increases and decreases the department is facing.

He shared the department's current positions, which includes how many positions are filled, vacant and frozen.

[3] A break was taken at 2:42pm & reconvened at 2:52pm

Additionally, Mr. Walsh talked about trends, issues and concerns the Utilities Department has. He mentioned qualified personnel and turnover, capital costs escalations and impact, and water use declining while connections increase.

Ms. Morgan provided the mission statement for the Public Works Department. She gave an overview of the department and its divisions. She discussed the budget comparisons and major increases for each individual division, along with any trends, issues and concerns they are facing. The divisions include Streets, Stormwater, Fleet, Facilities, Parks & Beautification, Administration and Capital Projects.

Ms. Gemmati provided a brief presentation on the Administrative Services Department. She gave an overview of the department and provided a budget comparison. Additionally, she pointed out any major increases the department is facing.

Ms. Gemmati provided a budget comparison for the City Council budget. She gave an overview of their budget and pointed out any increases within their budget.

Councilmember Goins mentioned the salaries of the City Council and feels that they should be making more.

Councilmember Dyal agreed with Councilmember Goins.

Mayor Blake pointed out that while their points are very valid, they have to remember that they did not sign up to do this job for the pay. They have to remember that they receive benefits, which some other cities do not offer to their Councilmembers, which can be viewed as a trade-off.

City Manager Whitten noted that this is a question that is required to be put on the ballot for voters to vote on.

Due to a separate event taking place this evening, Mayor Blake asked if the meeting could adjourn early. In response, City Manager Whitten offered to hold another budget meeting after July 25th.

Councilmember Goins asked if the meeting could be held around 1pm as he works mornings.

It was decided that prior to adjourning, Ms. Neuterman will provide her presentation on Community Services. Communication/Economic Development, the Finance Department and the City Manager's Office will present at the next budget meeting.

Ms. Neuterman shared Community Services' mission statement and gave an overview of the department. The department includes the Permitting and Licensing

Division, Housing and Neighborhood Services, the Cocoa Community Redevelopment Agency and the Diamond Square Community Redevelopment Agency.

She provided budget comparisons for each division and discussed the activities going on in the department. Activities include the Business Tax Receipt program fees and staff salaries not covered by other funds within Community Services. Business Tax Receipts are required by all new and existing businesses within the City of Cocoa. Additionally, Ms. Neuterman talked about the number of permits issued and inspections conducted in FY23 so far.

She shared the trends and challenges that the CDBG is facing. Additionally, she mentioned the trends and challenges the HOME Grant and SHIP programs are facing.

Lastly, Ms. Neuterman shared updates on the Cocoa CRA and Diamond Square CRA. She mentioned primary activities included in the FY23 budget for these agencies and added that the Cocoa CRA FY24 budget will comprise of the Lee Wenner Park Construction expenses currently expected to go out to bid this summer.

Furthermore, the Cocoa CRA will be engaging with a consultant to conduct a Plan Update to take the CRA through 2041, the sunset date of the Agency.

The FY24 Diamond Square CRA budget will comprise of the similar expenditures to continue to redevelop Diamond Square. This CRA will also be engaging with a consultant to conduct a Plan Update to take the CRA through 2032, the sunset date of this Agency. The City is engaging the County in discussions to extend the sunset date of the Diamond Square CRA through 2038.

Ms. Bowman confirmed that Council was okay with staff moving forward to make budget preparations to include the 0.5 millage rate increase, the stormwater/utility fund increases and fire assessment increases.

III. Adjournment:

* **MOTION by Councilmember Dyal; Seconded by Mayor Blake, to adjourn the Special City Council Meeting of July 10, 2023.**

AYES: Blake, Hearn, Dyal, Goins, Koss

THE MOTION CARRIED UNANIMOUSLY (5-0)

The meeting adjourned at 4:35 p.m.

Michael C. Blake, Mayor

ATTEST:

Carie Shealy, MMC, City Clerk
(Transcribed by M. Arsenault, Asst. City Clerk)

City Manager FY2024 Budget Proposal Overview



Exhibit A: City Manager FY24 Budget Proposal Overview Presentation

COCOA FLORIDA

Goals

COCOA
FLORIDA

- The recruitment and retention of employees with specific emphasis on public safety and core services
- Continuing Union Contractual Pay Increases
- Continuing General Employee Pay Increases
- Maintaining Annual Increases for Water, Stormwater, and Fire to address inflationary operating and capital increases
- Proper funding of Capital and One-Time needs with recurring revenues

MAJOR INCREASES

COCOA
FLORIDA

- Recruitment and Retention Pay Program for Public Safety
- Union Contractual Pay Increases
- General Employee Pay Increases
- Property Insurance
- Health Insurance
- Pension Costs

FISCAL IMPACTS

COCOA
FLORIDA

- 0.50 millage rate increase to pay for first responder recruitment and retention program
- Approximately $2 million in recurring revenue to fund Capital
- Approximately an additional $700,000 in Fund Balance for Capital and One Time Purchases


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



FY 2024 Budget Workshop

July 10, 2023

Agenda

COCOA
FLORIDA

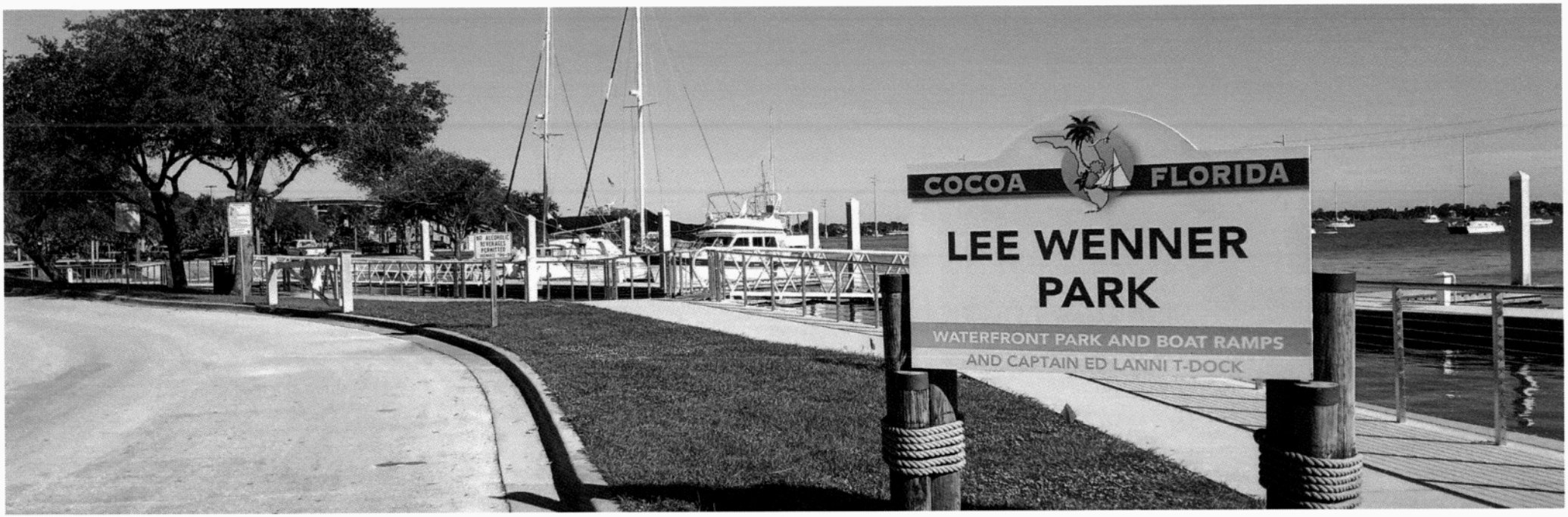
Stantec Revenue Sufficiency Analyses
- General Fund
- Fire Assessment
- Water/Sewer Fund
- Stormwater Fund

Personnel Issues

FY24 Budget Highlights

Departmental Presentations

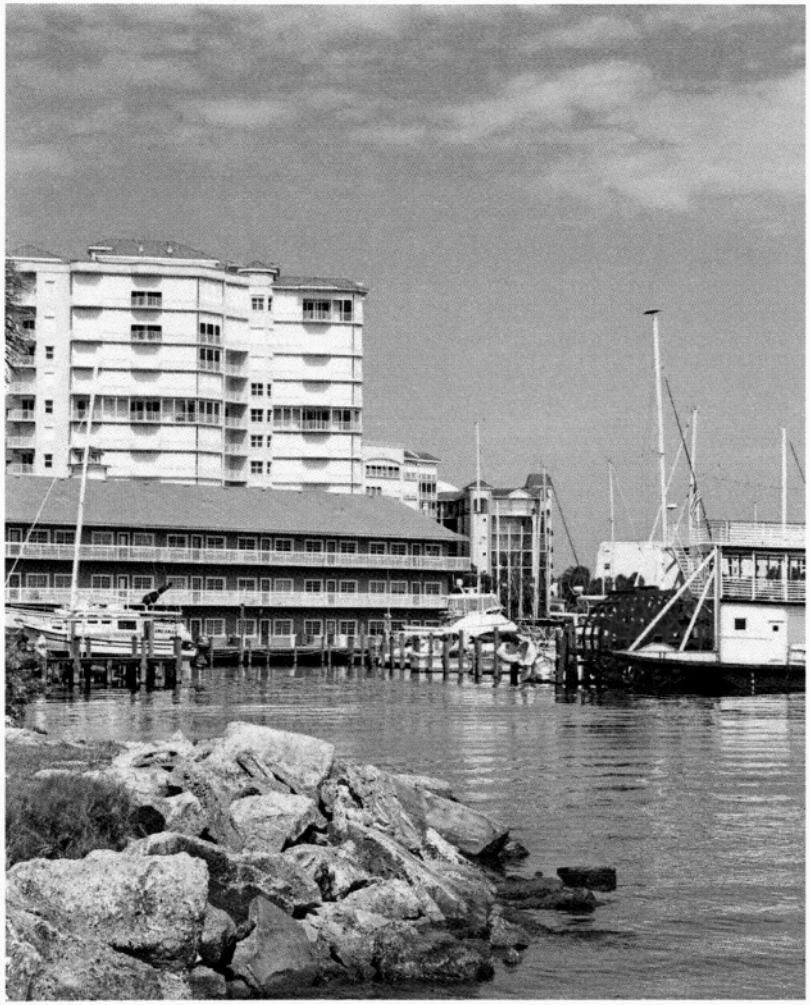




City of Cocoa
Annual Financial Analysis

- July 10, 2023

Stantec



• Agenda

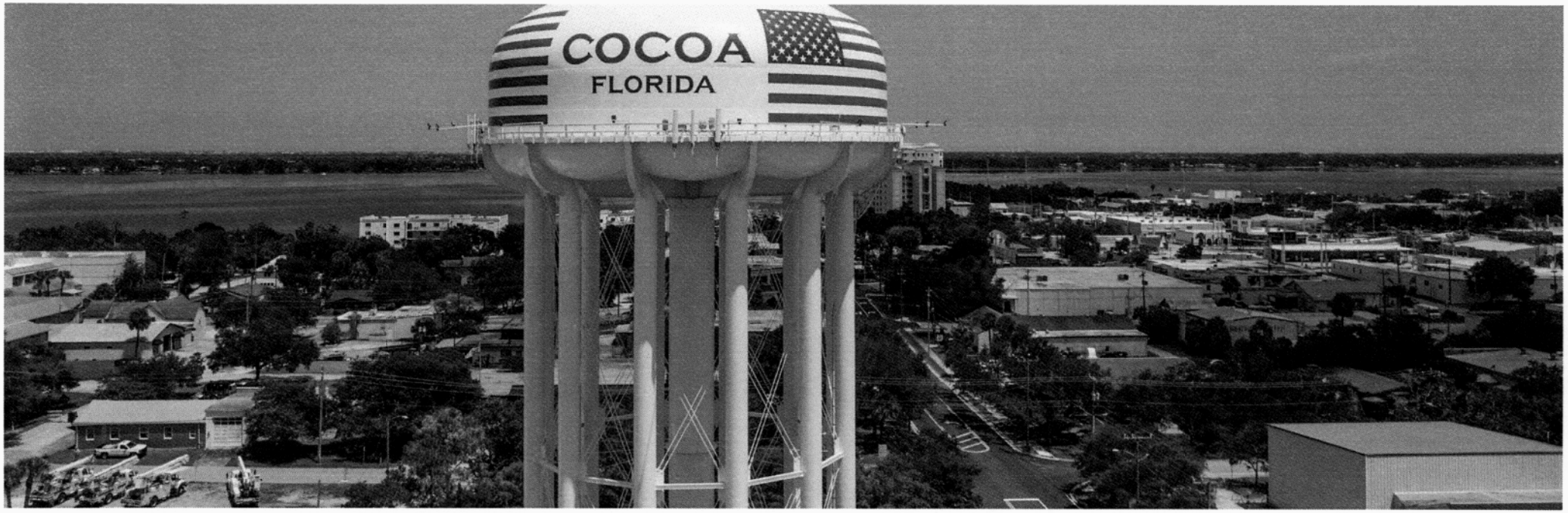
1. Foundation of the Analysis
2. General Fund Analysis
3. Water & Sewer Revenue Sufficiency Analysis
4. Stormwater Forecast
5. Summary

Foundations of the Analysis

- Revenue sufficiency analysis for General Fund, Utility Fund and Stormwater Fund performed during City's annual budget process
- Provide options and recommendations for sustainability

- **Why We Do This:**
- Identify short-term and long-term impacts of current-year decisions
- Provide a framework for scenario evaluation and sensitivity tests
- Consider future cost requirements/events
- True-up assumptions based on current conditions

- **Source Data & Key Assumptions:**
- Fiscal Year 2023 Adjusted Budget (including personnel increases)
- Fiscal Year 2024 Proposed Budget
- Fiscal Year 2024 – 2028 Preliminary CIP
- Forecast assumptions reflect staff input



General Fund Analysis

Key Planning Observations & Considerations

Objectives

- Evaluate sufficiency of revenues from property taxes and other sources to meet projected costs

Observations

- Projection assumes current operating levels per Proposed Budget
- Reflects salary adjustments in FY24; equal to additional $500k annually
- CIP reflects a conservative average annual spending of $1.7M
- Continued plan of fire assessment rate increases of 3%

Key Issues

- Long-term escalation of costs will outpace revenue growth
- Higher long-term salary increases to keep pace with market

FAMS Financial Analysis & Management System | By Stantec

City of Cocoa, FL

General Fund

Stantec

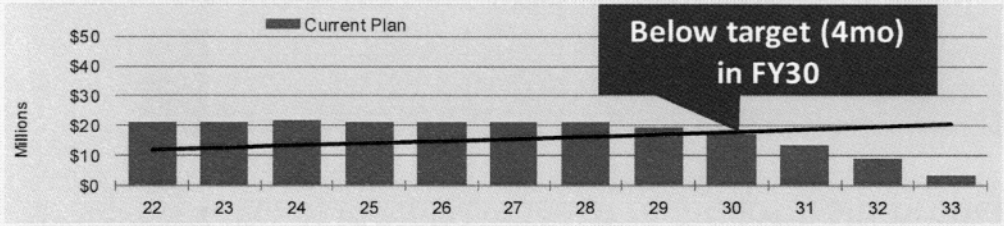
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Millage maintained

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033
Millage Rate	6.4532	6.4532	6.4532	6.4532	6.4532	6.4532	6.4532	6.4532	6.4532	6.4532	6.4532
Taxable Value Increase	10.3%	14.7%	7.2%	8.0%	9.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%
Cash Flow Surplus/(Deficit) $M	$ 0.09	$ 0.41	$ (0.49)	$ (0.02)	$ 0.10	$ (0.06)	$ (1.81)	$ (2.65)	$ (3.54)	$ (4.50)	$ (5.52)
End of Year Fund Balance $M	$ 21.43	$ 21.85	$ 21.36	$ 21.34	$ 21.44	$ 21.38	$ 19.57	$ 16.92	$ 13.38	$ 8.88	$ 3.36

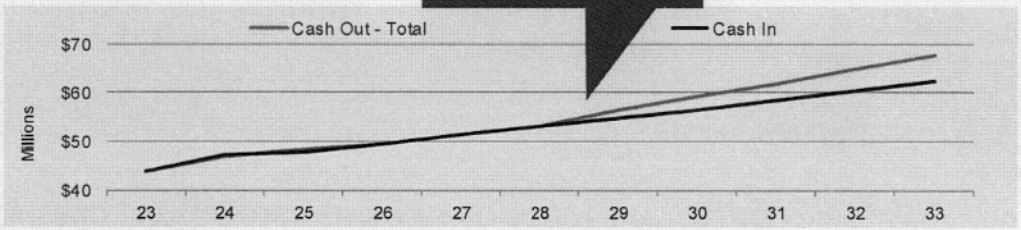
Salaries 5.0%

End of Year Fund Balance (Committed & Unassigned)

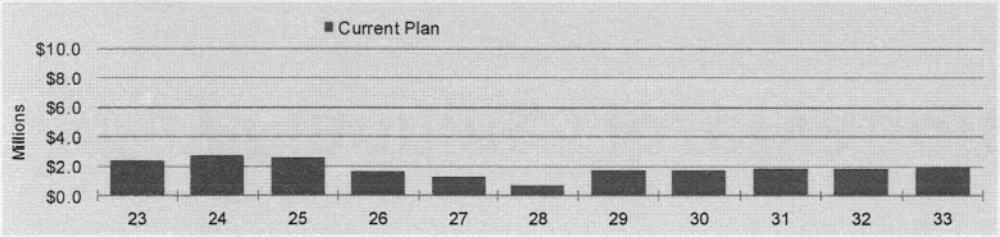


Revenues vs. Expenses

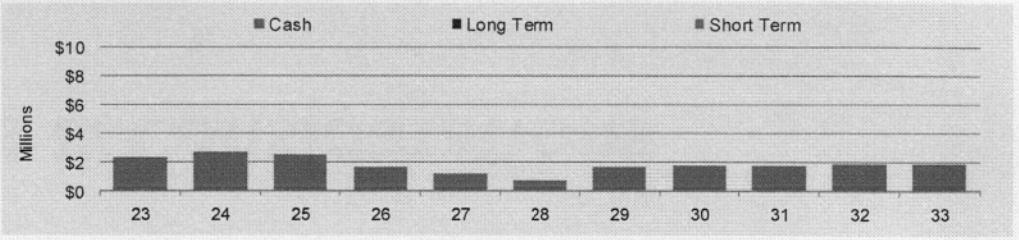
Cash Out > Cash In



CIP Spending



CIP Funding



FAMS Financial Analysis & Management System · By Stantec

City of Cocoa, FL

General Fund

Stantec

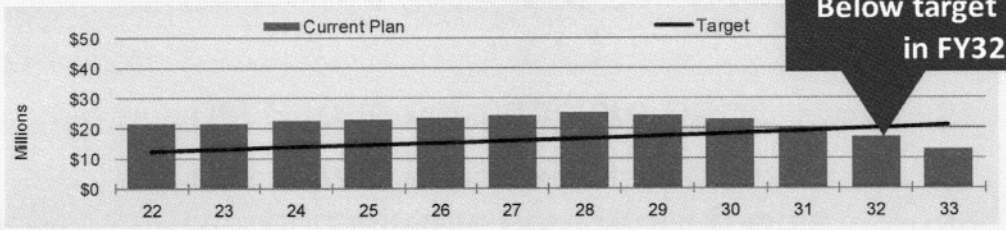
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Millage increase

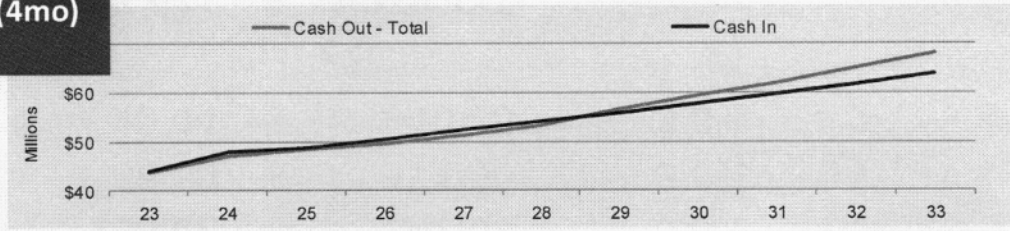
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033
Millage Rate Adjustment	0.5000									
Millage Rate	6.9532	6.9532	6.9532	6.9532	6.9532	6.9532	6.9532	6.9532	6.9532	6.9532
Taxable Value Increase	14.7%	7.2%	8.0%	9.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%
Cash Flow Surplus/(Deficit) $M	$ 1.05	$ 0.21	$ 0.74	$ 0.95	$ 0.84	$ (0.85)	$ (1.62)	$ (2.44)	$ (3.32)	$ (4.27)
End of Year Fund Balance $M	$ 22.49	$ 22.69	$ 23.44	$ 24.38	$ 25.22	$ 24.37	$ 22.75	$ 20.31	$ 16.99	$ 12.72

Salaries 5.0%

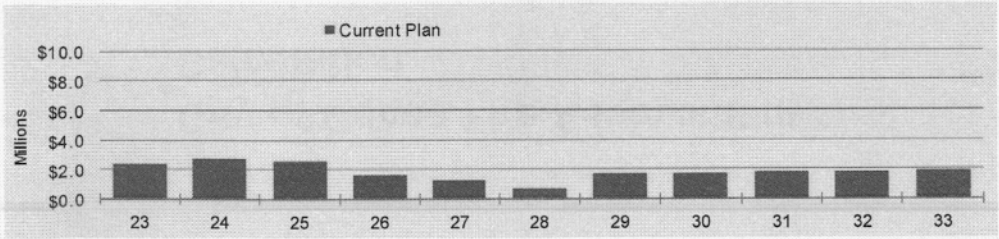
End of Year Fund Balance (Committed & Unassigned)



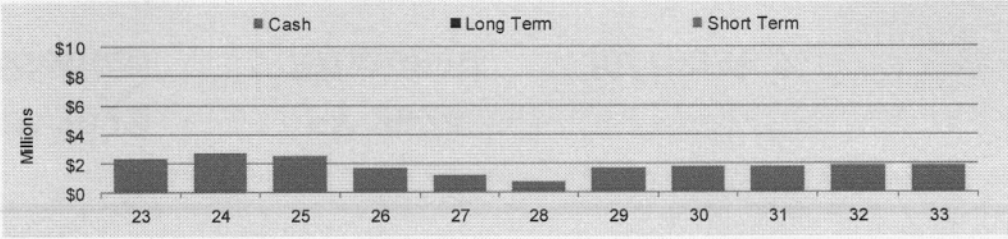
Revenues vs. Expenses



CIP Spending



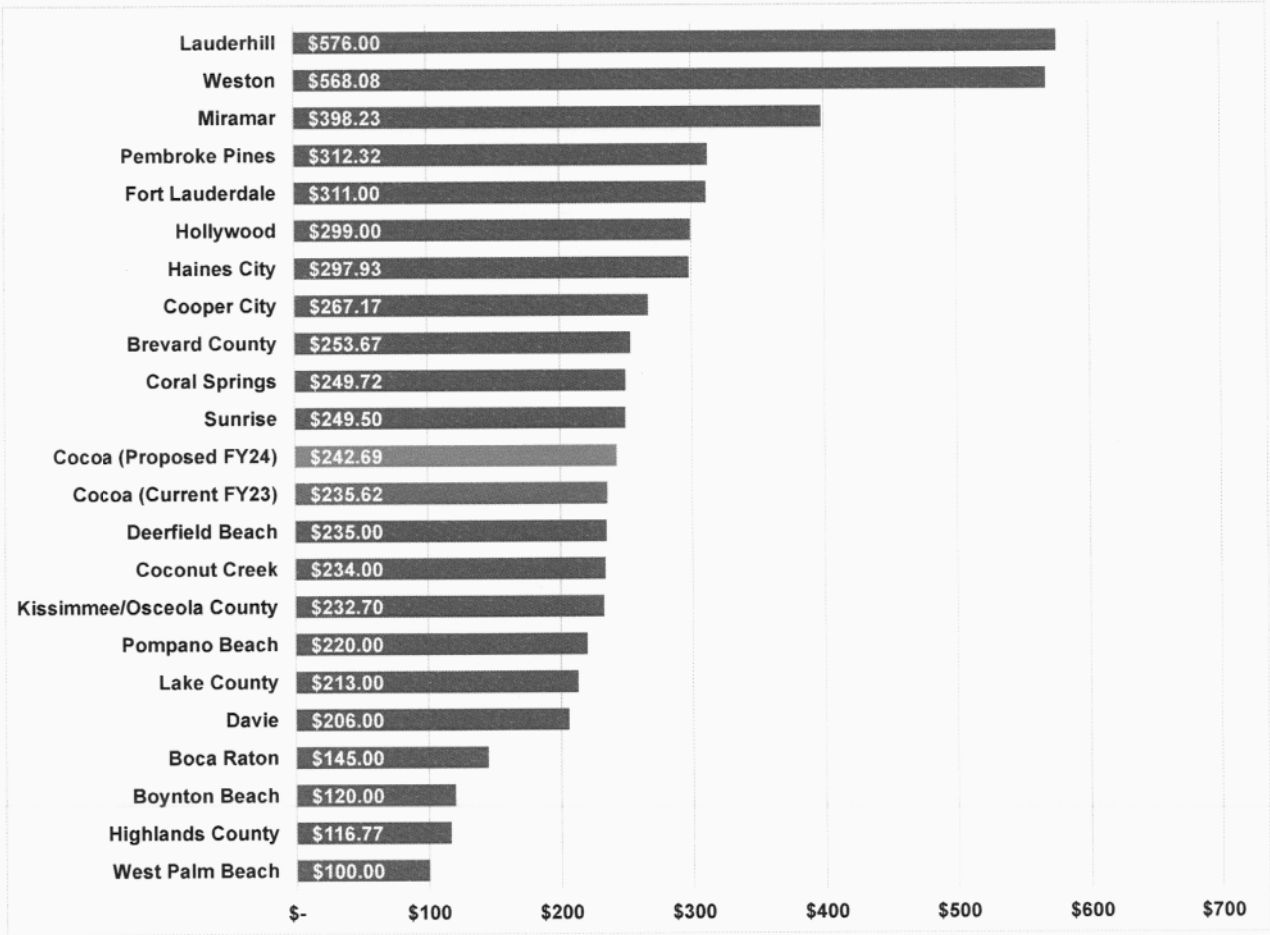
CIP Funding

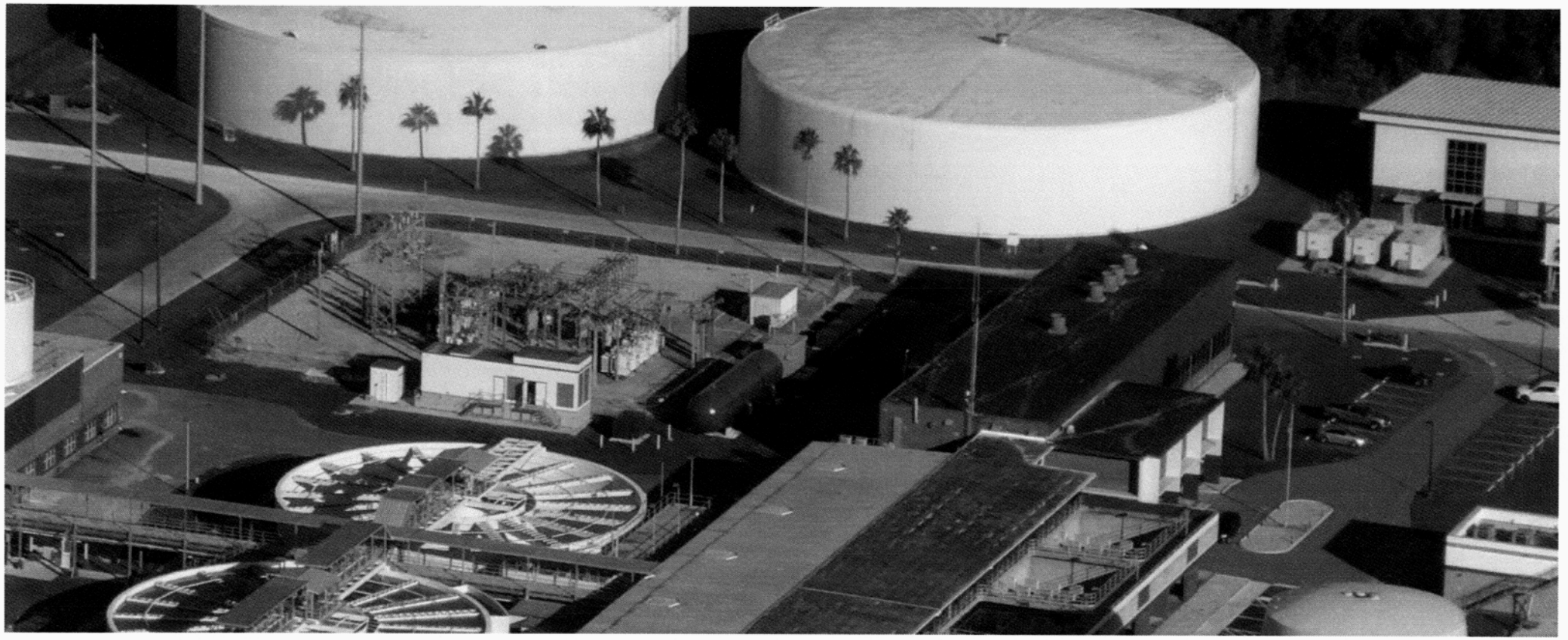


City of Cocoa Fire Assessment Calculation	FY 2023 Adopted	FY 2024 Proposed	*Increase %*
Residential Rate per Dwelling Unit	$ 235.62	$ 242.69	*3.0%*
Tier 1 Rate per Parcel EBU	$ 166.59	$ 171.59	*3.0%*
Tier 2 Rate per Structure EBU	$ 10.44	$ 10.75	*3.0%*
Estimated Collected Revenue [1]	**$ 3,137,611**	**$ 3,278,777**	
Fire Admin & Operations Budget	$ 6,405,193	$ 6,564,743	
Estimated Cost Recovery	*49.0%*	*49.9%*	
Change $		*$ 141,166*	
Change %		*4.5%*	

[1] Collected revenue estimated at 95%.

FY 2023 Annual Residential Fire Assessment Fee Rate Survey





Water & Sewer Revenue Sufficiency Analysis

• Key Planning Observations & Considerations

Background

- Annual reviews of revenue sufficiency to meet costs
- 2022 analysis = 4% annual rate indexing through FY 2032

Objectives

- Determine if existing rate indexing plan is sufficient
- Develop a capital financing plan

Key Issues

- Cost inflation (operating and capital)
- Balancing capital needs and grant funding opportunities

Financial Management Plan

Fund cash flow needs
- Recent inflation in operating and capital costs
- Continuous infrastructure reinvestment

Operating reserves
- Minimum of 6-months of O&M expenses
- Cover disruptions in revenue or unforeseen expenditures

Debt service coverage
- Net revenues at least 2X annual debt service
- Minimize future borrowing and maintain borrowing capacity
- Utilize potential grant funding for resiliency focused projects

Keys to Financial Sustainability

FAMS | CITY OF COCOA, FL - WATER AND SEWER

Financial Analysis & Management System | By Stantec

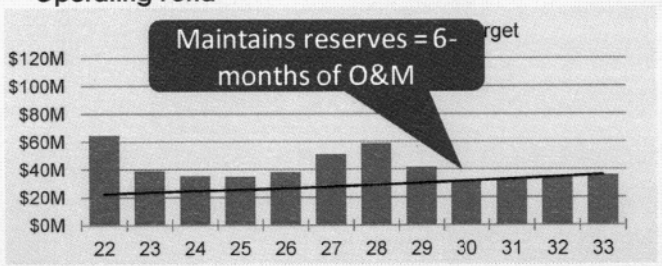
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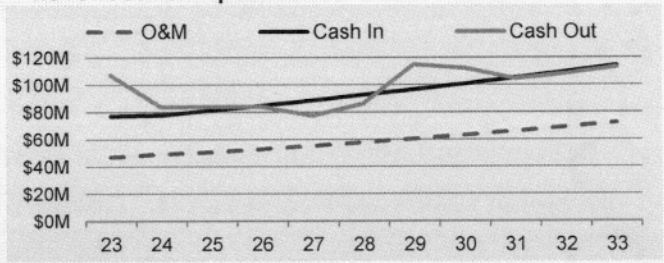
4% annual rate indexing

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2028	FY 2033
Rate Plan	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	16.99%	42.28%
Senior-Lien DSC	3.00	3.10	3.52	3.85	4.98	5.24	5.46	4.52	5.02	6.23	6.43	Scenario Manager	
Avg WS Bill (4 Kgal)	$ 81.13	$ 84.38	$ 87.73	$ 91.25	$ 94.91	$ 98.68	$ 102.63	$ 106.73	$ 110.98	$ 115.43	$ 120.03		

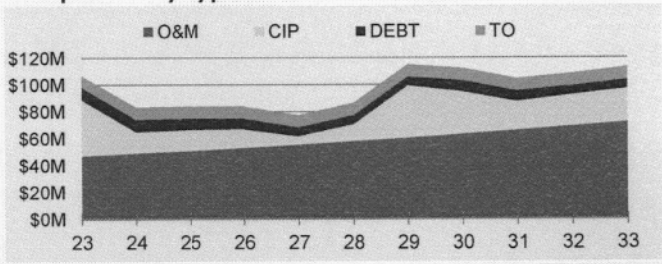
Operating Fund



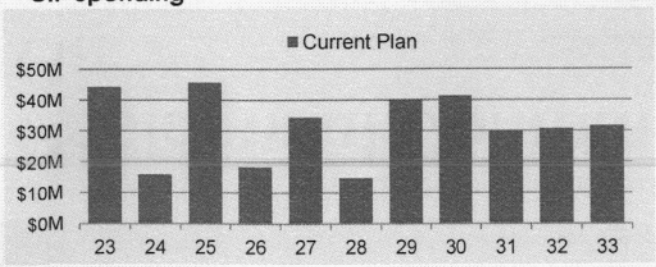
Revenues vs. Expenses



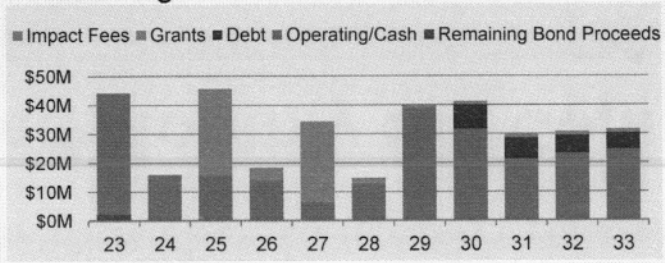
Expenses by Type



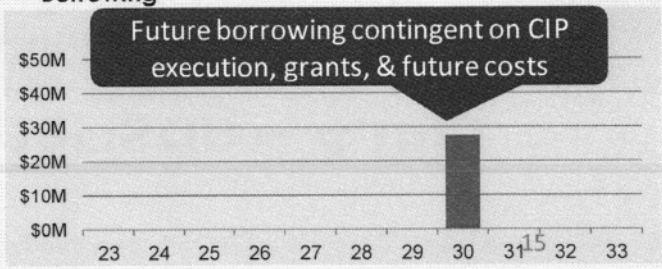
CIP Spending



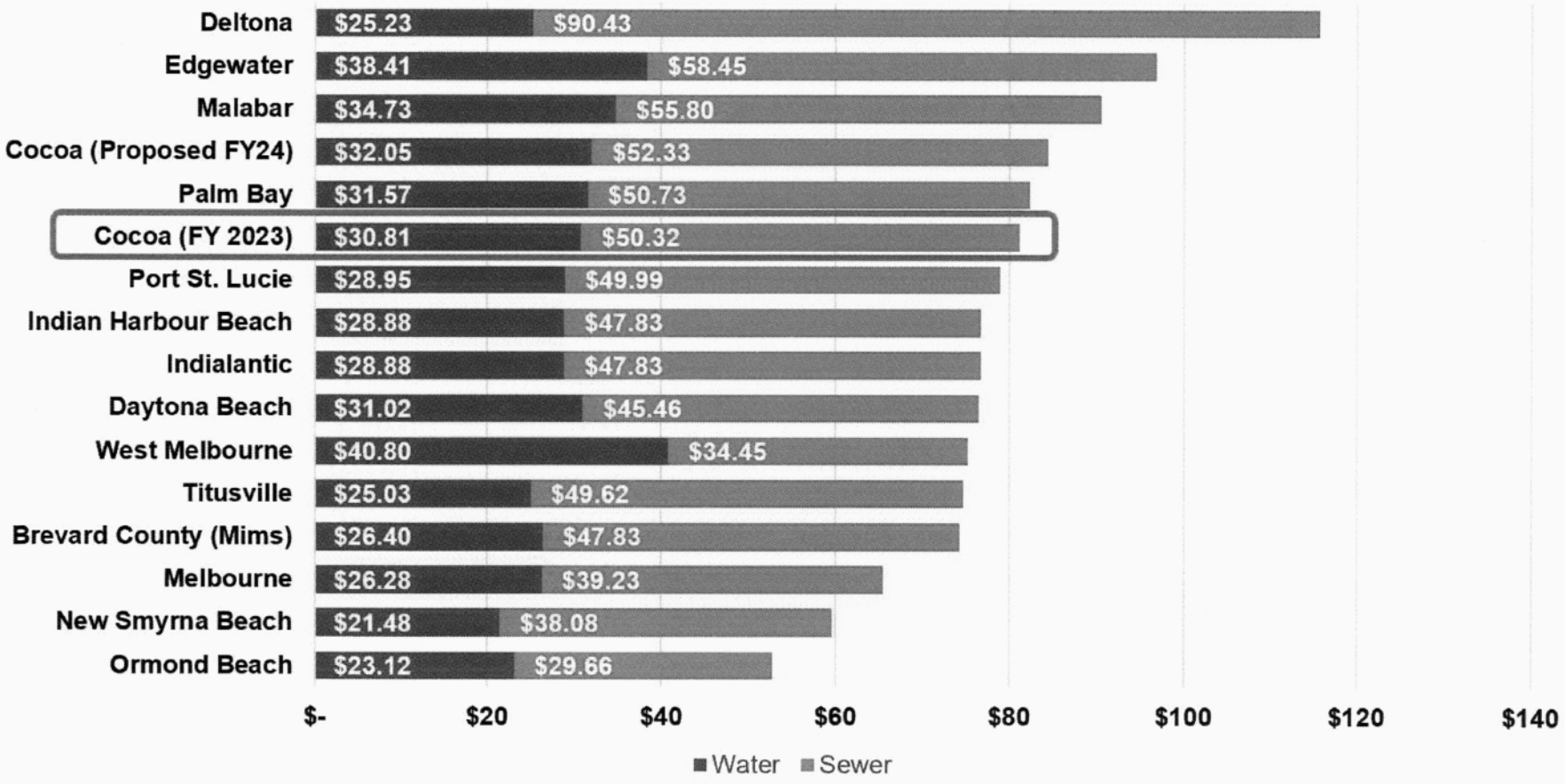
CIP Funding



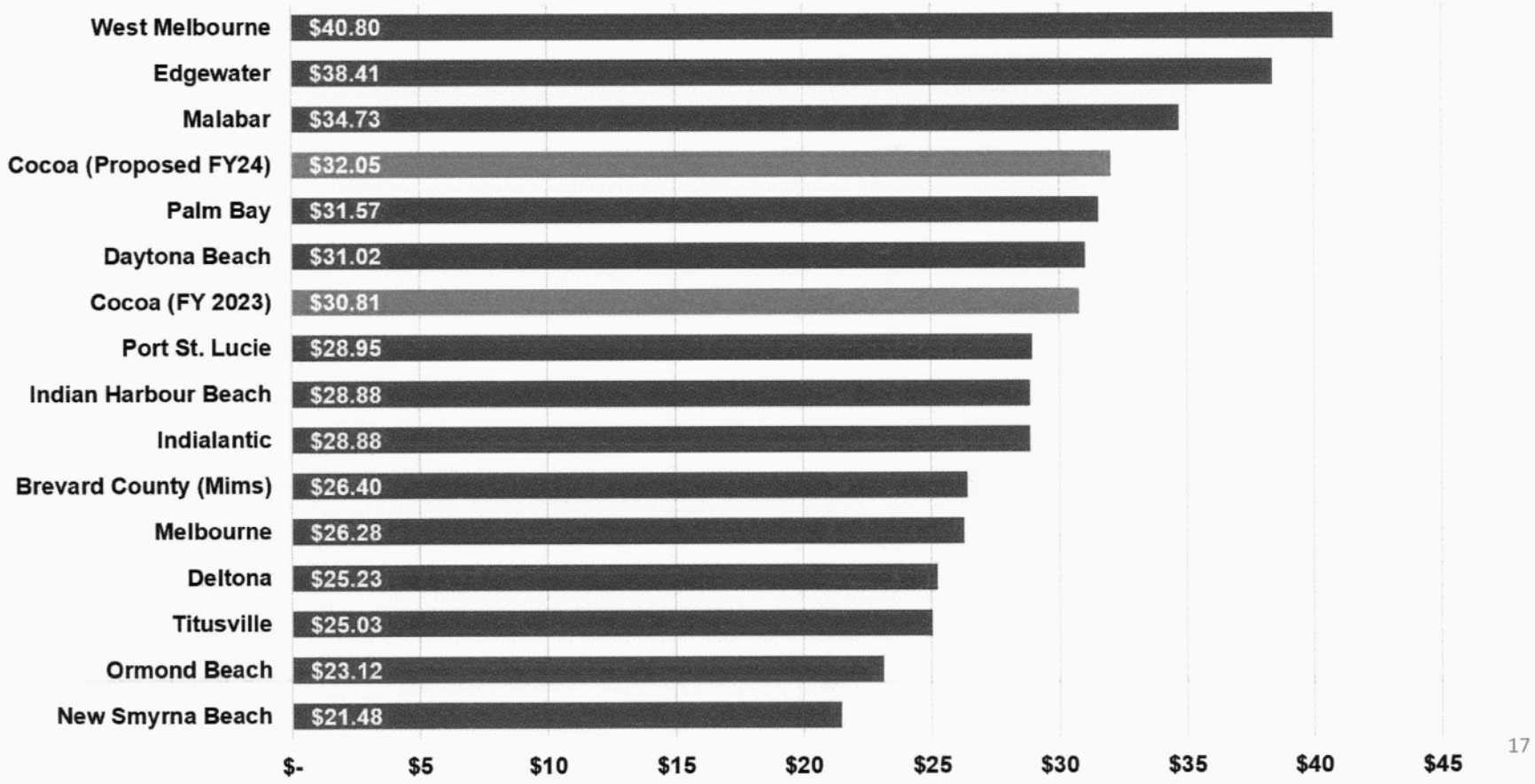
Borrowing



• Residential Combined Monthly Bill Comparison – 4,000 Ga



- **Residential Monthly Water Bill Comparison – 4,000 G**





Stormwater Forecast

• Key Planning Observations & Considerations

Background

- Annual revenue sufficiency analysis to inform adequacy of assessment
- Includes 4-month O&M reserve for emergency situations
- Last plan included 4.0% increase from FY 2024 through FY 2033
- City received grants to supplement capital funding

Observations

- Current operating levels consistent with FY 2024 Proposed Budget
- Capital plan increased by $3.8M from FY 2023 - 2032
- Grant funding assumed in FY 2024, FY 2027 and FY 2028

Key Issues

- Significant capital needs
- Planning for rehab and replacement of aging infrastructure

FAMS
Financial Analysis & Management System | By Stantec

City of Cocoa, FL

Stormwater Fund

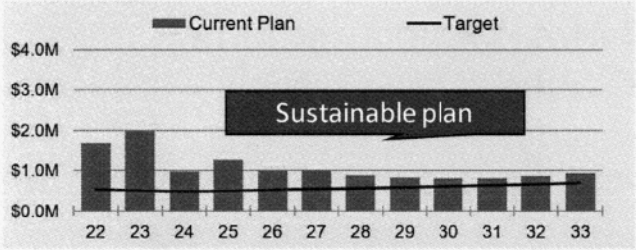
Stantec

CALC | SAVE | CTRL | LAST | OVR

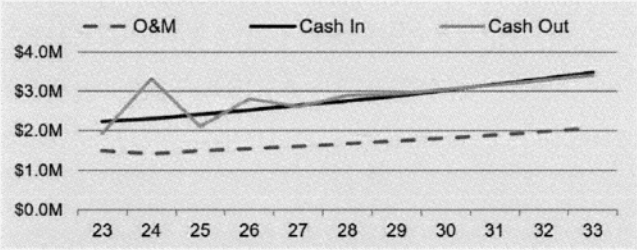
Maintains 4.0%

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2026	FY 2031
Revenue Adjustment Plan	4.50%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	21.67%	48.02%
Tier 1 SFR Assessment	$ 85.65	$ 89.08	$ 92.64	$ 96.34	$ 100.20	$ 104.21	$ 108.37	$ 112.71	$ 117.22	$ 121.91	$ 126.78		
Tier 2 SFR Assessment	$ 131.77	$ 137.04	$ 142.52	$ 148.22	$ 154.15	$ 160.32	$ 166.73	$ 173.40	$ 180.34	$ 187.55	$ 195.05		
Tier 3 SFR Assessment	$ 229.29	$ 238.46	$ 248.00	$ 257.92	$ 268.24	$ 278.97	$ 290.12	$ 301.73	$ 313.80	$ 326.35	$ 339.41		
Annual $ Change (Tier 2)		*$5.27*	*$5.48*	*$5.70*	*$5.93*	*$6.17*	*$6.41*	*$6.67*	*$6.94*	*$7.21*	*$7.50*		

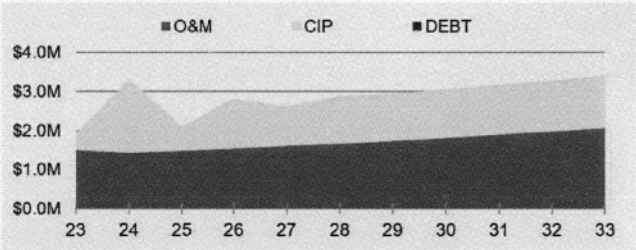
Operating Fund



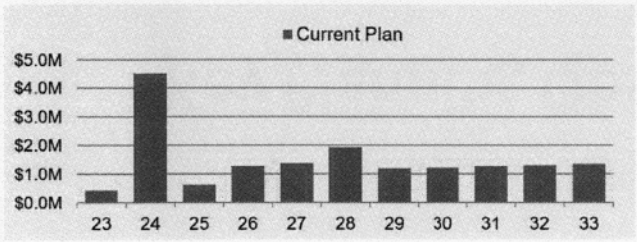
Revenues vs. Expenses



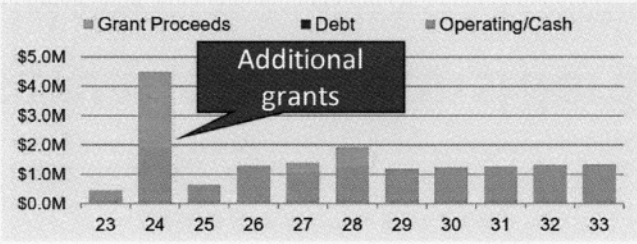
Expenses by Type



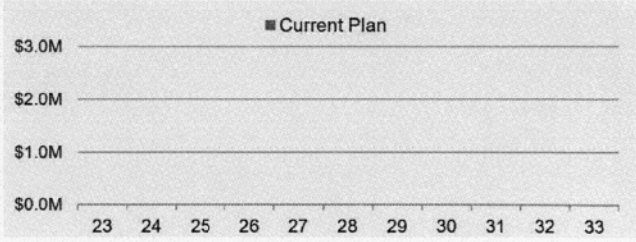
CIP Spending



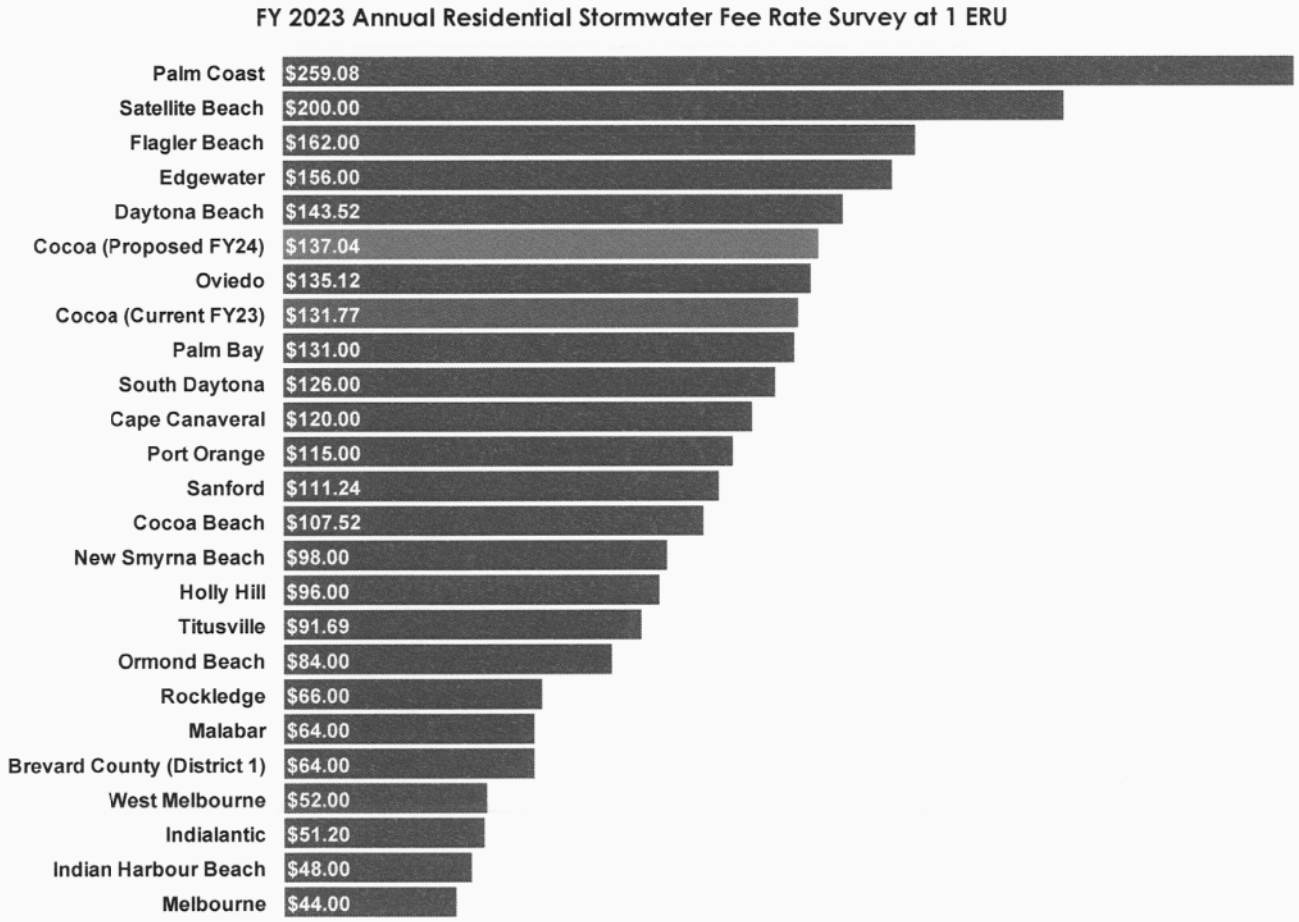
CIP Funding



Borrowing



FY 2023 Annual Residential Stormwater Fee Rate Survey at 1 ERU



• Summary of Results



General Fund

Increasing the millage rate achieves longer stability



Fire Assessment

A 3% increase is recommended to keep up with costs



Water/Sewer Utility

Continue 4.0% annual rate indexing



Stormwater Rate

4.0% annual rate indexing beginning FY 24



• Questions & Discussion

Peter Napoli
Manager
Peter.napoli@stantec.com

Jeff Dykstra
Principal
Jeffrey.dykstra@stantec.com

COCOA
FLORIDA

FY 2024 Budgetary Highlights

Charter Requirements

COCOA
FLORIDA

Section 2. - Submission of Budget

The city manager shall submit his recommended budget for the ensuing fiscal year to the city council at the time prescribed by general law. The council may, by resolution, require the city manager to submit a proposed budget by a date earlier than that prescribed by general law.

Section 4. - Council Action on Budget

Notice and hearings. The city council shall hold public hearings on the proposed budget and cause notice to be provided therefore, as provided by general law. However, in no event, shall the council adopt a budget without first holding a public hearing regarding same.

Adoption. The budget shall be finally adopted no later than the final weekday of the prior fiscal year. Should the council fail to adopt the budget on or prior to such date, the last proposed budget submitted by the city manager, shall be deemed to have been adopted by the council.

PREVIOUSLY STATED COUNCIL PRIORITIES

COCOA
FLORIDA



GENERAL FUND

- Old Dr. Joe Lee Smith Community Center – State Funding
- Museums
- Homeless Initiatives
- Additional Street Paving
- J & K Septic to Sewer Conversion
- Capital Improvements within Parks
- Operating and Maintaining City Parks
- Subsidized Bus Routes/Bus Shelters
- Trailheads at Cocoa Conservation Area
- Enhanced Law Enforcement
- Facilitation of a Brightline Train Station in Cocoa
- Facilitation of Attainable Workforce Housing
- Municipal Swimming Pool in North/Central Area
- New Park Locations
- Additional Funding for Upstart Cocoa
- Recruitment and retention efforts
- Review and rewrite of the landscape ordinance
- Review of site plan/subdivision section of the code
- Reconciliation of land use and zoning code conflicts

Highlighted items – Funded in FY23 Budget

COCOA CRA

- Fishing Pier
- Civic Center Renovations
- Cocoa Village Parking
- Capital Improvements within Parks
  - On Street
  - Parking Lots
  - Lee Wenner - RFP
- Mooring Field
- Harrison Street Streetscape
- Enhanced Law Enforcement
- Golf Cart Community

Diamond Square CRA

- Old Dr. Joe Lee Smith Community Center – State Funding
- Extension of the CRA expiration date
- Development of the Michael C. Blake Subdivision
- More programs and services within the Dr. Joe Lee Smith Community Center

FY 2024 Budget Highlights

COCOA
FLORIDA

New Revenue Sources

- .5 millage rate increase
- 14.7% Property value increase
- 4% Stormwater fee increase
- 3% Fire Assessment increase
- 4% Water/Sewer Utility rate increase

FY 2024 Budget Highlights

COCOA
FLORIDA

- <u>Expenditure Increases</u>

- 3.9% Health insurance increase
- 5% Dental insurance increase
- 3% CPI increase in solid waste
- Up to $733,000 increase in property/liability insurance for General Fund
- 5.15% Police Pension Increase
- 2.31% Fire Pension Increase
- 1.6% FRS Pension Increase
- 3% non-public safety salary increases

FY 2024 Budget Highlights

COCOA
FLORIDA



Personnel Proposal

- 8% salary increase for police officers/adjust pay ranges to start at $50,032
- $3.75/hr. increase for firefighters/adjust pay ranges to start at $46,514
- Increase millage rate .5 mills to fund public safety salary adjustments
- 3% salary increase all other employees
- No new positions

Use of General Fund Balance Reserves

COCOA
FLORIDA

- **Fund Balance Reserve Policy** - the purpose of the Fund Balance Reserve Policy is to ensure there will be adequate liquid resources to serve as a financial cushion for the General Fund.
  - Restricted General Fund Balance has a minimum reserve requirement of 33% of total operating expenditures per the most recent financial statements and $500,000 of capital replacement.
  - Reserves are used for Capital and One-Time expenses only and **cannot** sustain recurring expenses
  - Utilize **available** Fund Balance to fund projects
    - Emergency Response- Pandemic, Natural Disaster...
    - Catalytic Capital/Economic Projects to enhance overall City growth and quality of life

FY 2024 Budget Highlights

COCOA
FLORIDA

Capital Needs - $2,783,845

Recurring Revenue Source - $1,527,293

General Fund Balance - $1,256,552

FY 2024 Capital

COCOA
FLORIDA

Capital Needs:

- Police Vehicles (12) $621,420
- Police/Fire P25 Radios (55) $692,460
- Civic Center Roof $105,000
- Air Conditioners $182,000
- Fire F550 Brush Truck $62,705
- Public Works Ford F350 $57,320
- Fire 3-Thermal Imaging Cameras $44,940
- Various Vehicle Replacements $412,000
- Public Works Fence for Bracco Pond $40,000
- Computer Equipment $101,000
- Police Building Renovations $82,000
- Public Works Fleet Doors $40,000
- Downtown Electrical Receptacles $22,000
- Clinic Standby Generator $21,000

Total: $2,483,845

Assigned Fund Balance:
Public Works Annual Street Paving $300,000

COCOA
FLORIDA

Staffing Issues

TRENDS/ISSUES/CONCERNS

COCOA
FLORIDA

- Public Safety Increased Turnover FY 2023
  - Police Department – 13% Turnover
    - Police Officers – 8 positions
    - Dispatchers – 4 positions
  - Fire Department – 22% turnover
    - Firefighters – 7 positions
- Hard to Fill Positions
- Fewer qualified applicants than positions
- Competition between Cities due to pay

TRENDS/ISSUES/CONCERNS

COCOA
FLORIDA

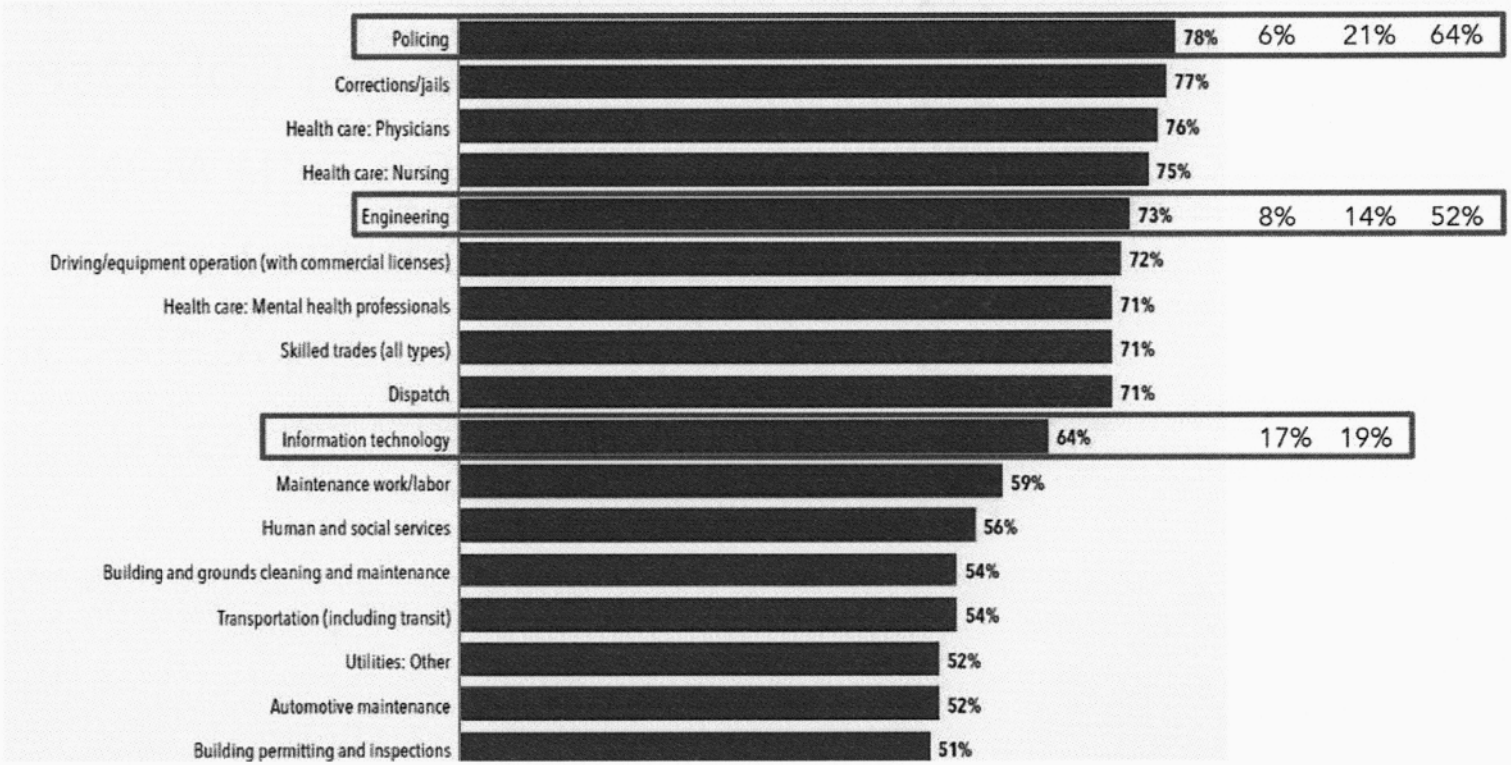
Recent Changes/New Recruitment Programs

- Public Safety High School Sponsorships
- Recruitment campaign for Fire Department
- Police New Hire Bonuses
- Increased job fair participation
- "On the Spot" conditional job offers
- Modified some position "minimum qualifications"

TRENDS/ISSUES/CONCERNS

COCOA
FLORIDA

Hard to Fill:



Source: MissionSquare Research Institute State and Local Workforce 2023 Survey Findings

Police Officer Wages

COCOA
FLORIDA

Agency	FY 2022	FY 2024
BCSO	$46,135	$50,600
Palm Bay	$41,525	$50,577
Melbourne	$46,135	$48,214/In Negotiations
West Melbourne	$46,000	$47,000/In Negotiations
Titusville	$41,000	$50,000
Cocoa	$45,073	Pending
Rockledge	$45,000	$50,000

Dispatcher Wages

COCOA
FLORIDA

Agency	FY 2022	FY 2024
BCSO	$32,968	$34,986
Palm Bay	$35,971	$45,129
Melbourne	$34,824	$35,922/In Negotiations
Titusville	$33,800	$37,008
Rockledge	$33,000	$38,000
Cocoa	$34,466	Pending

Firefighter/EMT Wages

COCOA
FLORIDA

Agency (Annual Hours)	FY 2022	FY 2024	Solo-Paramedic Incentive
Titusville (2,912)	$36,458	$42,399	$6,500
BCFR (2,920)	$36,637	$41,414	$4,418
Cocoa Beach (2,922)		$40,959	$6,547
Palm Bay (2,756 w/ Kelly Days)	$35,672	$40,068	$5,000
Melbourne (2,756)	$38,126	$39,392	$5,000-6,500 (based on tenure)
Rockledge (2,912)	$37,500	$40,000	$6,500
Cocoa (2,600 w/ Kelly Days)	$36,660	Pending	$6,006

FY24 Public Safety Proposals

COCOA
FLORIDA

- Police Officer
  - Bring Police Officer Minimum to $50,031
  - Equity Range adjustments for existing officers
- Dispatcher
  - Bring Dispatcher Minimum to $38,256
  - Equity Range adjustments for existing employees
- IAFF Positions (Firefighter, Driver, Lieutenant)
  - Bring Firefighter/EMT Minimum to $46,514
  - Adjust current wages by $3.75/Hr.

UTILITIES TRENDS/ISSUES/ CONCERNS

COCOA
FLORIDA

Qualified Personnel and Turnover

- Competitive markets and inflation
- Low unemployment
- Other cities are considering major pay changes
- Request pay scale increase and seniority penetration to avoid compression to counteract inflation and be competitive

Current Starting Salaries				
Job Title	Brevard	Toho	Melbourne	Cocoa
Utility Service Worker	$31,636.80	$36,774.40	$35,963.20	$35,380.80
Heavy Equipment Operator	$37,918.40	$40,539.20	$34,819.20	$41,267.20
Electrician II/Journeyman	$45,926.40	$49,275.20	$48,748.00	$48,131.20
Engineeer I	$75,705.50	$69,328.72	$58,069.37	$65,478.40

	2021	**2022**
CPI increase	5.5%	8.6%

2-year compounding increase is 14% to employees

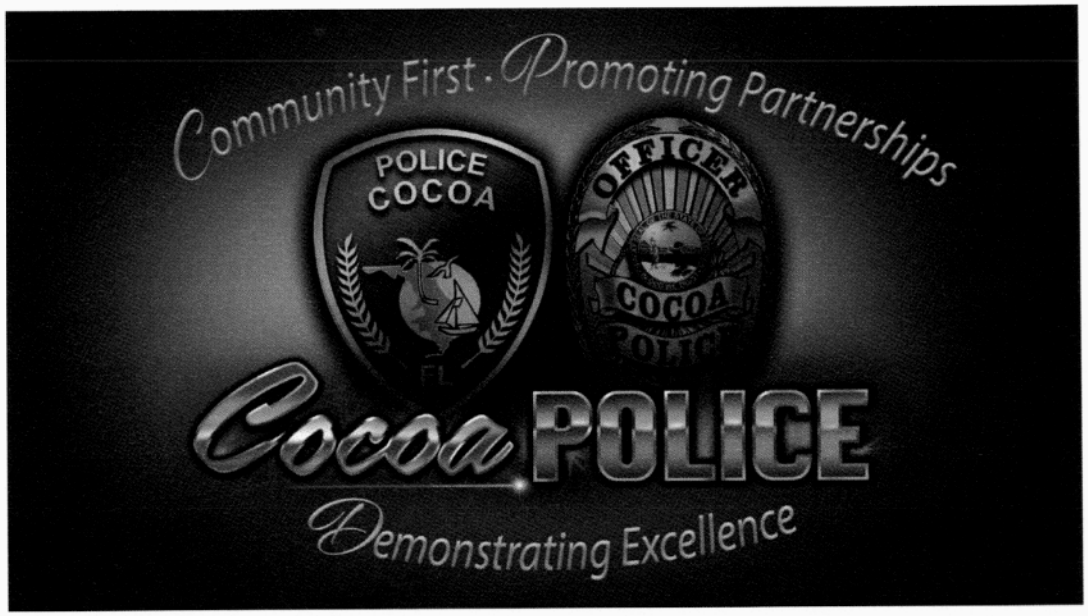
U.S. Bureau of Labor and Statistics, Southeast, Table A, CPI-U 1month and 12-month percent changes

FY 2024 Budget Highlights

COCOA
FLORIDA

Departmental Presentations

COCOA POLICE DEPARTMENT



COCOA
FLORIDA

POLICE DEPARTMENT

COCOA
FLORIDA



Mission

C – Community First

P – Promoting Partnerships

D – Demonstrating Excellence

POLICE DEPARTMENT OVERVIEW

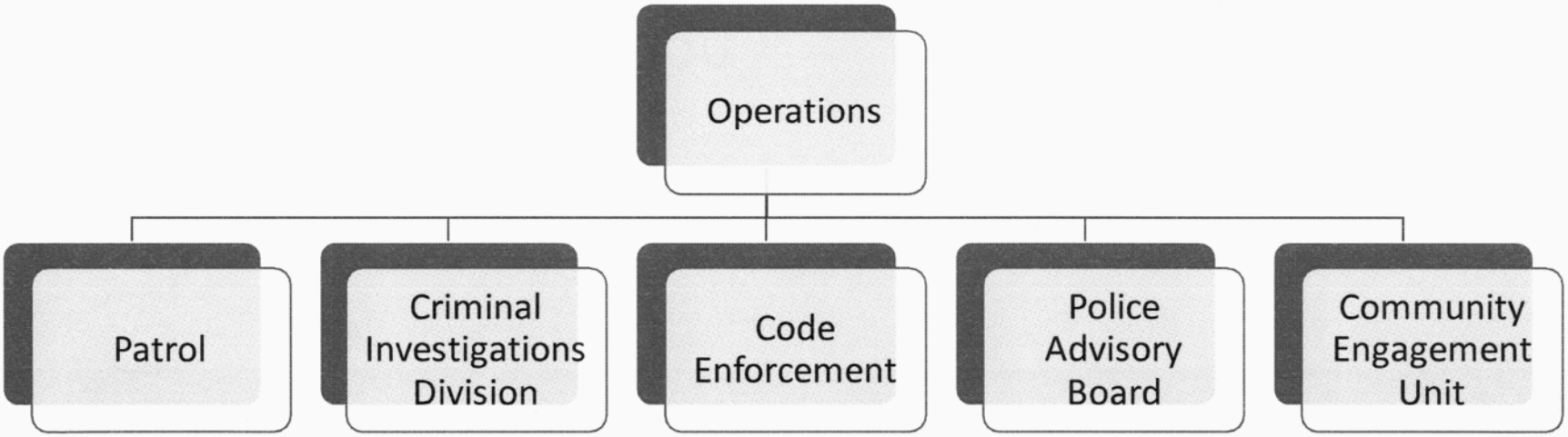
COCOA
FLORIDA

Agency Priorities:

- Recruitment and retention
- Training
- Officer wellness
- Technology

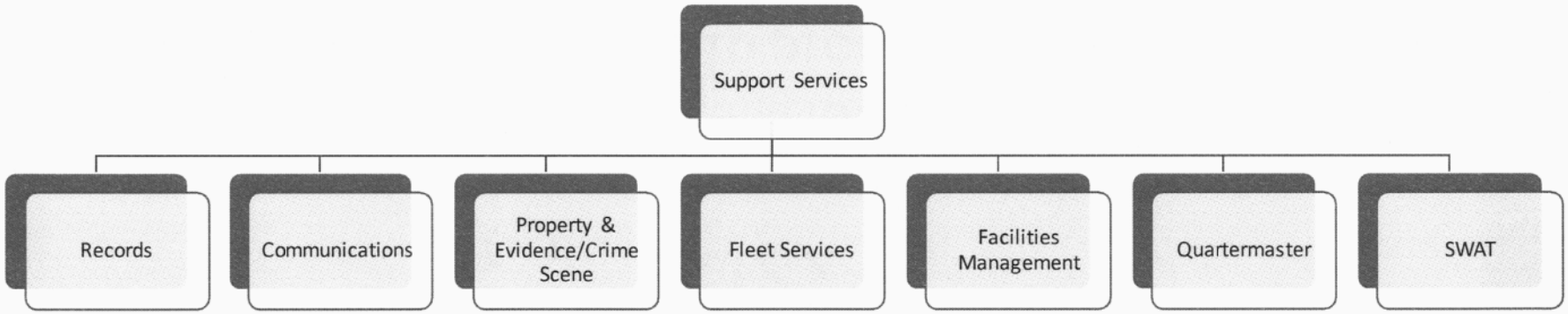
OPERATIONS

COCOA
FLORIDA



PROGRAMS AND SERVICES

COCOA
FLORIDA



PATROL DIVISION

COCOA
FLORIDA

2022

- Officers responded to **38,226** calls for service.
- Officers initiated another **26,010** proactive patrols including traffic stops and enforcement, patrol checks.
- Traffic Enforcement – More than 100,000 vehicles pass through the City every day. 999 traffic crashes resulted in 7 fatalities and 1,159 citations.

PATROL DIVISION

COCOA
FLORIDA

Staffing	Vacancies
71 sworn/1 frozen	14
16 dispatchers/1 frozen	4

COMMUNITY ENGAGEMENT UNIT (CEU)

COCOA
FLORIDA



- CEU supports several community programs throughout the year resulting in approximately 17,000 positive interactions.
- 182 special events took place in 2022.

POLICE DEPARTMENT BUDGET COMPARISON

COCOA
FLORIDA

	FY2023 ADOPTED BUDGET	FY2024 BUDGET REQUEST	Increase/(Decrease)
TOTAL	$12,120,906	$13,444,029	$1,323,123
FUNDING SOURCE(S)	General Fund Revenue/Charges for Services	General Fund Revenue/Charges for Services	
PERSONNEL SERVICES	$10,443,471	$10,707,517	$264,046
OPERATING	$1,425,219	$1,412,703	($12,516)
CAPITAL	$252,216	$1,323,809	$1,071,593

MAJOR INCREASES

COCOA
FLORIDA

ITEMS	AMOUNT	EXPLANATION
4 Rapid ID's	$10,200	Fingerprint Identification systems for squads. Enables each squad to be able to identify subjects. Current technology is outdated and can no longer be covered under maintenance contract.
4 SWAT Entry Vests	$13,492	Replacing expired vests.
Ballistic Vests	$25,880	Vests for the Department. We have applied for a grant for these.
Ticket writer software	$11,500	Enables the Department to have electronic ticket writer software.

MAJOR INCREASES

COCOA
FLORIDA

ITEMS	AMOUNT	EXPLANATION
Samsara	$18,768	GPS for police vehicles.
Kitchen and Bathroom Rehab	$82,000	Revamp the PD bathrooms and showers. This is especially necessary for the hurricane season. ADA Compliant.
8 marked patrol vehicles	$493,916	To replace vehicles that are old, maintenance is more than the value of the vehicles and replacing vehicles that were totaled.

MAJOR INCREASES

COCOA
FLORIDA

ITEMS	AMOUNT	EXPLANATION
4 Unmarked patrol vehicles	$127,504	Replacing fleet vehicles that are old, worn out and maintenance is more than the vehicle is worth.
Dispatch Console Upgrade Police & Fire	$58,308	Funds needed to upgrade the three police consoles for P25 compliance.
PDRREP – P25 Radio replacement (52 portable (handheld) radios)	$317,668	Necessary for continued interoperability and communication both within and outside of the Department.
PDRREP – P25 Radio replacement (40 mobile (vehicle) radios)	$283,800	Replacing 40 radios for the vehicles.
Police Software	$12,000	Intelligence led policing software

TRENDS/ISSUES/CONCERNS

COCOA
FLORIDA

- 6 officers went to Palm Bay within months. Officers starting at higher pay, with a step plan.
- Radios must be P25 compliant by FY25. Currently we have 3 Consoles, 114 portables, and 96 mobile radios for a total of 210. We've replaced 48 portable radios and budgeting for 52 more portable radios and 40 mobile radios. This will leave 12 portable radios ($62,940) and 56 mobile radios ($326,370) to be replaced in FY25 ($389,310).
- Fleet recommendation is to replace 46 vehicles by FY24. Only 12 of them are currently budgeted in FY24 and paid for with Fund Balance. Unable to replace vehicles timely due to budget constraints.

TRENDS/ISSUES/CONCERNS

COCOA
FLORIDA

- Staff development and training for succession planning.
- A higher tech trend requires additional staff training.
- Staff in all Departments have become easy poaching targets due to lower salaries.
- Recommend to bring starting salary to $50,032 to match Palm Bay and implement step plan.



QUESTIONS

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

Fire/EMS/ and Emergency Management



COCOA
FLORIDA

FIRE DEPARTMENT

COCOA
FLORIDA

Mission

To provide Fire Protection and Advanced Life Support(ALS) rescue services consistent with the City of Cocoa's mission of "Serving Our Community with P.R.I.D.E".

FIRE DEPARTMENT

COCOA
FLORIDA

Firefighting and EMS response mission:

- Exceed expectations of excellence in fire protection and inspection- community risk reduction
- Promote positive recruitment practices and enhance retention
- Remain focused on department infrastructure needs consistent with National Fire Protection Association (NFPA) standards
- Prioritize training capabilities and facilities for future development

FIRE DEPARTMENT

COCOA
FLORIDA

Emergency Management mission:

- Enhance the overall delivery of Emergency Management consistent with an All-Hazards approach
- Enhance public education in community risk reduction and emergency management activities
- Complete a Community Risk Assessment (CRA) to better serve the community

BUDGET COMPARISON

COCOA
FLORIDA

	FY2023 ADOPTED BUDGET	FY2024 BUDGET REQUEST	Increase/(Decrease)
TOTAL	$7,335,616	$8,109,699	$774,083
FUNDING SOURCE(S)	General Fund Revenue/Charges for services/Fire Assessment	General Fund Revenue/Charges for Services/Fire Assessment	
PERSONNEL SERVICES	$6,093,218	$6,300,691	$207,473
OPERATING	$1,131,798	$1,659,068	$527,270
CAPITAL	$110,600	$149,940	$39,340

MAJOR INCREASES

COCOA
FLORIDA

ITEMS	AMOUNT	EXPLANATION
6-P25 Radios	$40,000	For the new Founts Mini-Pumper purchased this year.
3-Thermal Imaging Cameras	$44,940	Cameras on the current frontline units have reached end of life and support by the manufacturer. Cameras are used to identify hazardous environments to firefighters and victims trapped inside of fires or hazardous environments.
F550 Brush Truck	$65,000	Current Brush trucks are 36 years old and expensive to repair. Parts are hard to get or nonexistent. Recommendation by the fleet manager replace to ensure service continuity.
P25 Upgrade One-Time Upgrade Fee	$102,892	Brevard County owns the radio system that all police and fire units use to communicate in Brevard County. Last year the BOCC enacted a one-time upgrade fee imposed on all uses to pay for the upgrade of the system effective next budget year. This amount includes Cocoa Fire and Police Department and is essential for us to respond to calls and communicate during emergencies and disasters.

TRENDS/ISSUES/CONCERNS

COCOA
FLORIDA

- **Recruitment and Retention**
  - Pay too low to interest candidates to apply
- **Staffing (8 open firefighter positions)**
  - Request for 7 additional positions FY2024 budget
  - Last testing session (6/15/23) only 5 candidates scheduled interview out of 18 called.
    - 3 - Passed the test
    - 1 - Decided not interested due to salary being too low
    - 1 - Failed drug screen test
    - 1 - Hired and will start on 7/10. Still 7 people short to make a significant impact on staffing and overtime.
    - **2023 Overtime cost:** $367,311
    - Budgeted: $185,252
    - Actual: $367,311

    Current Budget Shortage ($182,059) (July, August, and September remaining FY 2023)

TRENDS/ISSUES/CONCERNS

COCOA
FLORIDA

- **Increased call volume (20% +)**
  - Increased population
  - Increased building growth
- **Increase in cost for equipment and supplies**
- Consistent with current trends in market supply/demand
  - Costly vendor pass-through inflationary impacts
- **End of life and support for outdated equipment**
  - Brush trucks are 36 years old. Parts are hard to get or nonexistent. Repairs are costly.
  - Thermal Imagining cameras have reached end of life and no longer able to repair.
  - Not enough equipment to supply reserve engines for staffing during emergencies.



QUESTIONS

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

UTILITIES DEPARTMENT



COCOA
FLORIDA

UTILITIES DEPARTMENT

COCOA
FLORIDA



MISSION

To provide present and future generations of the city's service area with an ample supply of quality drinking water and efficient water, wastewater and reclaimed water systems.

DEPARTMENT SERVICES

COCOA
FLORIDA

Sellers WWTP

To convert waste water influent from residential and commercial properties into usable reclaimed water using a combination of biological systems and chemical treatment, while ensuring compliance with local, state and federal laws for delivery and disposal.

- Create, store and pump reclaim water
- Fats, Oils, Greases (FOG) Program

DEPARTMENT SERVICES

COCOA
FLORIDA

Dyal WTP

The chemical treatment of raw water from wells and surface water sources to create, store and pump potable water for delivery to customers while ensuring compliance to all local, state and federal laws

- Create, store and pump potable water compliant with all regulations

DEPARTMENT SERVICES

COCOA
FLORIDA



Field Operations

Water – Maintain, install, test, repair and replace the transmission and distribution piping network including valves, and hydrants up through and including the meter for the reliable delivery of potable water to customers.

- Maintain and repair potable water pipes, valves, meters
- Install new meters, service lines and mains
- Hydrant flow testing and hydrant maintenance
- Meter testing and replacement Program
- Utility line Locator services
- Valve turning and maintenance
- Fire line testing and maintenance
- Heavy equipment maintenance and metal fabrication
- Backflow installation and testing

DEPARTMENT SERVICES

COCOA
FLORIDA

Field Operations

Sewer – To maintain, install, test, repair and replace as needed the collections system gravity sewer and pressurized force main piping system along with the lift stations, manholes and valves to ensure each sewer customer's waste is successfully delivered to the waste water plant.

- Maintain and repair sewer and reclaim pipes, meters, valves, lift stations, manholes
- Clean/televise sewer lines
- Install reclaim meters
- Manage slip lining and manhole lining program

DEPARTMENT SERVICES

COCOA
FLORIDA

Field Operations

Sewer – To maintain, install, test, repair and replace as needed the collections system gravity sewer and pressurized force main piping system along with the lift stations, manholes and valves to ensure each sewer customer's waste is successfully delivered to the waste water plant.

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- Clean/Televise sewer lines
- Install reclaim meters
- Manage slip lining and manhole lining program

DEPARTMENT SERVICES

COCOA
FLORIDA

Engineering

To provide internal technical support to the various other divisions for capital project execution, contract management, geographical information system data management and records and as-built documentation while also providing external customers guidance for new connections, cost estimates for connections, and technical plan review for new development.

- Manage capital construction
- Provide inspection services for private developments
- Provide engineering plan review for customers and developers
- Provide customer support for new meters, fees and permits
- Maintain GIS system and maps for customers and developers
- Maintain project records (as-builts, surveys, GIS, permits)

DEPARTMENT SERVICES

COCOA
FLORIDA

Administration

To provide administrative support to all other divisions internally including providing internal laboratory testing for the water and waste water systems while providing conservation, annual water quality reports and high consumption/leak assistance.

- Conservation programs, rain barrel, toilet rebate, school outreach, annual WQ report
- Boil Water Notices
- Website updates
- Water and Waste Water sample testing through NELAC certified laboratory

BUDGET COMPARISON

COCOA
FLORIDA

	FY2023 ADOPTED BUDGET	FY2024 BUDGET REQUEST	Increase/(Decrease)	
PERSONNEL SERVICES	$17,379,893	$18,628,601	$1,248,708	
OPERATING	$21,559,546	$24,854,547	$3,295,001	
CAPITAL (machinery, equip)	$2,553,930	$2,228,473	-$325,457	
OTHER USES: ROI, R&R Capital, Restricted Bond, Transfer for Services, PILOFF	$39,075,718	$37,331,254	-$1,744,464	
TOTAL	**$80,569,087**	**$83,042,875**	**$2,473,788**	2.98%

Note: All Utilities funding comes from charges for services in the form of rates and fees

BUDGET COMPARISON DRIVERS

COCOA
FLORIDA



	FY2024 High Impact Items	Increase/(Decrease)
PERSONNEL SERVICES	Salaries, Insurance, Retirement, Medical	$1,248,708
OPERATING	$1.2M Chemicals, $200K Electric, $935 Eng. Services, Facilities Insurance $362K, R&M $288K	$3,295,001
OTHER USES	$1M increase in Transfers and Cost of Services and reduction of $2.7M in capital projects and $38K in PILOFF	-$1,744,464

MAJOR INCREASES/DECREASES

COCOA
FLORIDA

ITEMS	AMOUNT	EXPLANATION
421-4010-536 Administration Personal Services	$41,077	Salaries, Medical, Insurance, Retirement
Professional Services	$134,950	Taylor Creek project
Gen Fund ROI (other)	$633,364	
Renewal and Replacement (other)	-$2,719,291	Fewer capital projects proposed
Gen Fund Cost of Services (other)	$370,517	5% COS increase per Stantec

FY2023 Budget	FY 2024 Requested	Net Change	Percent Change
$44,586,591	$43,677,801	-$908,790	2%

MAJOR INCREASES/DECREASES

COCOA
FLORIDA

ITEMS	AMOUNT	EXPLANATION
421-4020-536 Dyal Plant		
Personal Services	$337,232	Salaries, Medical, Insurance and Retirement
Electric/Water/Sewer	-$270,666	Over-estimate from previous year and actual use less
Duke Energy Generator	$443,680	New line items
Repair Maintenance	-$134,000	Reduce planned repairs
Chemicals	$1,188,884	Unit price increases
Capital	-$546,788	Reduction in capital equipment

FY2023 Budget	FY 2024 Requested	Net Change	Percent Change
$15,266,057	$16,571,273	$1,305,216	8.5%

MAJOR INCREASES/DECREASES

COCOA
FLORIDA

ITEMS	AMOUNT	EXPLANATION
421-4025-536 Water Field Ops Personal Services	$411,986	Salaries, Medical, Insurance and Retirement
Repair and Maintenance	$288,000	
Fuel Oil/Lubricant	-$118,865	Reduction in fuel costs and estimated needed maintenance
I.T. Related Operating	$29,102	Field laptop replacements
Machinery& Equipment	$736,052	Vehicles, water test bench

FY2023 Budget	FY 2024 Requested	Net Change	Percent Change
$10,123,075	$11,475,470	$1,352,395	13.3%

MAJOR INCREASES/DECREASES

COCOA
FLORIDA

ITEMS	AMOUNT	EXPLANATION
421-4055-536 Engineering Personal Services	$27,937	Salaries, Medical, Insurance and Retirement
Engineering Service	$935,000	New Lead and Copper, Membrane Technology
Infrastructure	-$554,000	Changed account of infrastructure project

FY2023 Budget	FY 2024 Requested	Net Change	Percent Change
$3,738,442	$4,194,695	$456,253	12.2%

MAJOR INCREASES/DECREASES

COCOA
FLORIDA

ITEMS	AMOUNT	EXPLANATION
421-4120-536 Sellers Plant Personal Services	$283,373	Salaries, Medical, Insurance and Retirement
Operating Supplies	$20,647	Unit cost increases for uniforms, controller replacement
Chemicals	$111,382	Unit costs increases for chemicals
Buildings	-$73,490	Building roof replacement in FY23
Machinery & Equipment	-$106,689	Dump truck purchase in FY23

FY2023 Budget	FY 2024 Requested	Net Change	Percent Change
$3,848,639	$4,105,714	$257,075	6.7%

MAJOR INCREASES/DECREASES

COCOA
FLORIDA

ITEMS	AMOUNT	EXPLANATION
421-4125-536 SFO Collections Personal Services	$80,226	Salaries, Medical, Insurance and Retirement
Fuel Oil/Lubricants	-$17,527	Reduction in fuel costs and estimated maintenance
Machinery & Equipment	-$69,546	Two vehicles purchased in FY23

FY2023 Budget	FY 2024 Requested	Net Change	Percent Change
$3,006,283	$3,017,922	$11,639	0.39%

CURRENT POSTIONS

COCOA
FLORIDA

DIVISIONS	AUTH.	FILLED	VACANT	FROZEN	% FILLED
Admin	15	13	2	0	87%
Dyal Plant	58	48	10	0	83%
Water Field Operations	70	63	7	0	90%
Engineering	19	11	7	1	58%
Sellers Plant	28	23	5	0	82%
Collections (SFO)	24	17	6	1	71%
TOTAL	**214**	**175**	**37**		**80.8%**

Data from Position Control Report 7/1/2023 (includes summer interns)

TRENDS/ISSUES/CONCERNS

COCOA
FLORIDA



- Qualified Personnel and Turnover
- Capital Cost Escalations and Impact
  - IRP Project costs
  - Brightline Property utilities costs
    - Friday Rd WM
    - Osage Angelica WM, Sewer and RCW

CAPITAL ESCALATION/IMPACT

COCOA
FLORIDA



- Capital Impact Example

IRP Project (must be constructed and complete by July 2025)

FY2020	FY2022	FY2023
Original Budget **$4.3M**	Revised Budget **$9M**	Revised Budget **$12.4M** at 60% CMAR design

Projects Effected:

WS1201	Pipe Infrastructure	$2.8M	defer
SW22SC	SCADA Migration	$1.1M	defer
SW22AB	Blower Replacement $1M	defer	
WS23RC	Clarifier Improvements	$1M	defer
WS21OZ	Ozone Improvements $3M	defer	

Friday Rd and Osage Angelica – estimated $2.7M?

TRENDS/ISSUES/CONCERNS

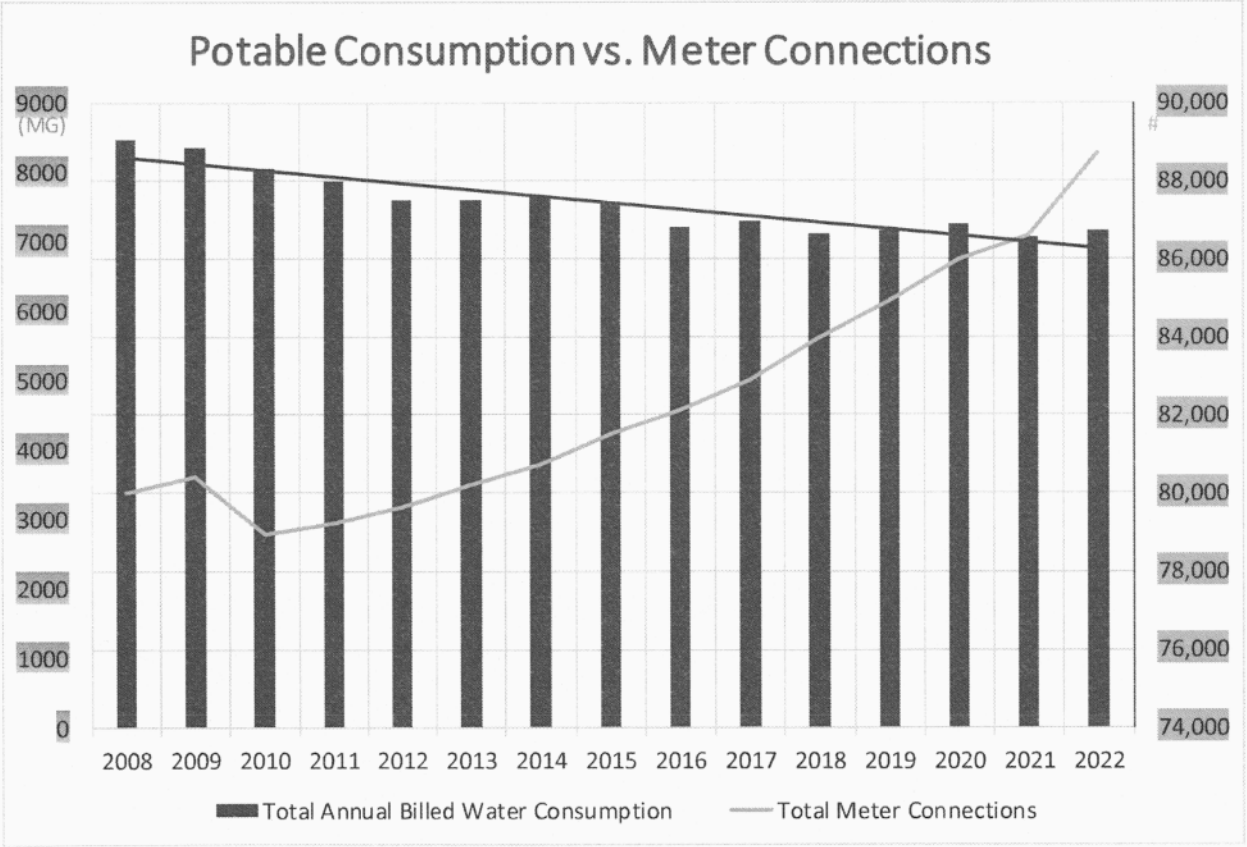
COCOA
FLORIDA



- Qualified Personnel and Turnover
- Capital Cost Escalations and Impact
  - IRP Project costs from $4M to **$8M** to **$12.3M plus SDC's** (currently at 60% design with the CMAR)
  - Brightline Property utilities costs- budgeted $2.7M?
    - Windward Preserve
    - The Lakes at Cocoa Groves
- Water use declining while connections increase

TRENDS/ISSUES/CONCERNS

COCOA
FLORIDA



Declining Water Consumption

TRENDS/ISSUES/CONCERNS

COCOA
FLORIDA

Future Compliance:

- Qualified Personnel and Turnover
- Capital Cost Escalations and Impact
  - IRP Project costs from $4M to **$8M** to **$12.3M plus SDC's** (currently at 60% design with the CMAR)
  - Brightline Property utilities costs- budgeted $2.7M?
    - Windward Preserve
    - The Lakes at Cocoa Groves
- Water use declining while connections increase
- Advanced Water Treatment Compliance – July 2025
- Lead and Copper Compliance – Oct 2024


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

PUBLIC WORKS DEPARTMENT



COCOA
FLORIDA

PUBLIC WORKS DEPARTMENT

COCOA
FLORIDA



MISSION

Enhance Cocoa citizen's quality of life through effective and efficient maintenance, construction, and operation of its physical environment.

PUBLIC WORKS DEPARTMENT OVERVIEW

COCOA
FLORIDA

Public Works Administration accomplishes its mission by providing strategic planning, financial and budget management, resource coordination, guidance and leadership to its seven divisions:

- Streets – Maintenance of Streets
- Stormwater – Maintenance of Stormwater Infrastructure
- Fleet – Maintenance of the City's vehicle fleet
- Facilities – Maintenance of the City's building inventory
- Parks & Beautification – Maintenance of the City's parks and greenspaces
- Administration – Administers the Sanitation contract collection
- Capital Projects – Manages the City's building and infrastructure projects

While each division has its own unique support function, all divisions work together as a team to accomplish the overall mission of the department.

STREETS DIVISION

COCOA
FLORIDA

The Streets Division is responsible for maintaining the city's roads, sidewalks, traffic signals, street lights and street signs.

PUBLIC WORKS STREETS DIVISION	
Miles of Streets	79
Miles of Sidewalk	80
Number of Street Lights	2,182
Number of Traffic Signals	146



STREETS BUDGET COMPARISON

COCOA
FLORIDA

	FY2023 ADOPTED BUDGET	FY2024 BUDGET REQUEST	Increase/(Decrease)
TOTAL	$1,398,472	$1,465,484	$67,012
FUNDING SOURCE(S)	General Fund Revenue	General Fund Revenue	
PERSONNEL SERVICES	$414,060	$419,916	$5,856
OPERATING	$684,412	$745,568	$61,156
CAPITAL	$300,000	$300,000	$0

STREETS MAJOR INCREASES

COCOA
FLORIDA

ITEMS	AMOUNT	EXPLANATION
Electric/Water/Sewer	$31,000 (9%)	Increase in Utility services.
Repairs & Maintenance	$17,100 (7%)	Additional US 1 streetlight.
Repair & Maintenance - Vehicles	$1,510 (12%)	Aging vehicle fleet.
Road Materials/Supplies	$8,000 (21%)	Two (2) additional solar pedestrian crossing signs.
Training	$3,950 (130%)	Rule change for CDL testing requirements.

PARKS & BEAUTIFICATION DIVISION

COCOA
FLORIDA

The City of Cocoa Parks & Beautification Division maintains 23 parks including passive areas, road medians and rights-of-way in the City. Maintenance activities include trimming trees, mowing grass, pulling weeds, trimming hedges, picking up trash, and maintaining the irrigation through-out the City of Cocoa.

- 8,500 Trees trimmed and maintained
- 2,000 Acres of grass mowed and maintained
- 2,100 Man hours of picking up trash throughout the City
- 14.28 Acres of State Road Maintained
- 1,200 Man hours preparing and maintaining grounds for special events

PARKS & BEAUTIFICATION BUDGET COMPARISON

COCOA
FLORIDA

	FY2023 ADOPTED BUDGET	FY2024 BUDGET REQUEST	Increase/(Decrease)
TOTAL	$1,796,804	$1,788,913	($7,891)
FUNDING SOURCE(S)	General Fund Revenue	General Fund Revenue	
PERSONNEL SERVICES	$1,035,866	$986,449	($49,417)
OPERATING	$760,938	$762,464	$1,526
CAPITAL	$0	$40,000	$40,000

PARKS & BEAUTIFICATION MAJOR INCREASES

COCOA
FLORIDA

ITEMS	AMOUNT	EXPLANATION
Contract Services	$82,500	Cemetery maintenance to include headstone maintenance, headstone cleaning, grave maintenance, and landscaping.
Mowing Contract	($18,000)	Decrease because the cemetery maintenance contract would include mowing. (If the additional cemetery maintenance is not approved. We need $15,000 allocated back.)
Operating Supplies	$5,350	• Increase in equipment and chemical costs. • Increase in uniform services.
Training	$7,500	Rule change for CDL testing requirements.
Capital – Improvements Other Than Buildings	$40,000	Fence Bracco SW Facility.

FLEET DIVISION

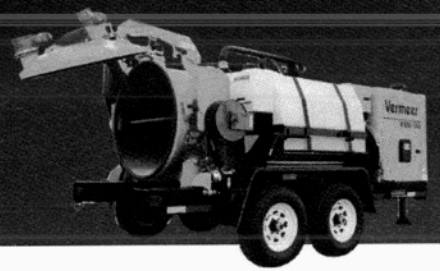


COCOA
FLORIDA

The City of Cocoa Fleet Management Division provides City Departments & Divisions with safe, reliable vehicles and equipment to support the operational needs of the City of Cocoa in a cost-effective manner. The Fleet Management Division services over 381 vehicles of various types which consist of:

- 69 automobiles
- 39 vans
- 19 SUV's
- 18 SUV Hybrids
- 14 Dump trucks
- 3 Bucket trucks
- 1 Unified Command Vehicle
- 2 EV Electric Vehicles
- 1 Heavy Crane Truck
- 10 Flatbed dump trucks
- 189 Trucks
- 5 Fire engines
- 1 100ft Tower/Fire truck
- 1 Rescue truck
- 2 Street Sweeper
- 2 VACCON Jet Trucks
- 2 Harley Davidson
- 1 Gradall Truck
- 2 Claw / Grapple Trucks
- 1 Police Boat

FLEET DIVISION



COCOA
FLORIDA

Cocoa Fleet supports and maintains the following number of equipment and trailers:

94 in total consisting of

- 7 Tandem Axle Trailers
- 12 Single Axle Trailers
- 1 Fuel Trailer 250 Gallon
- 1 Chipper Trailer
- 2 Flat Bottom Boats
- 9 Trailer Mounted 80kw Generators
- 8 Stationary building stand-by Generators
- 4 Club Golf Carts
- 2 Radar Trailers PD
- 2 Sign Board Trailers PD
- 1 Trailer Mounted Vac-Jet
- 1 Medical Transport cart CFD
- 10 In Car radar systems
- 3 Backhoes
- 3 John Deere Tractors

FLEET BUDGET COMPARISON

COCOA
FLORIDA

	FY2023 ADOPTED BUDGET	FY2024 BUDGET REQUEST	Increase/(Decrease)
TOTAL	$876,992	$910,303	$33,311
FUNDING SOURCE(S)	General Fund Revenue	General Fund Revenue	
PERSONNEL SERVICES	$643,950	$672,076	$28,126
OPERATING	$233,042	$238,227	$5,185
CAPITAL	$0	$0	$0

FLEET BUDGET COMPARISON

COCOA
FLORIDA

	FY2023 ADOPTED BUDGET	FY2024 BUDGET REQUEST	Increase/(Decrease)
TOTAL	$876,992	$910,303	$33,311
FUNDING SOURCE(S)	General Fund Revenue	General Fund Revenue	
PERSONNEL SERVICES	$643,950	$672,076	$28,126
OPERATING	$233,042	$238,227	$5,185
CAPITAL	$0	$0	$0

FLEET BUDGET MAJOR INCREASES

COCOA
FLORIDA

ITEMS	AMOUNT	EXPLANATION
Personal Services	$28,126	Recruit qualified fleet technicians.

FLEET BUDGET TRENDS/ISSUES /CONCERNS

COCOA
FLORIDA

Fleet Budget Need

Fleet Service Truck - Ford F450 Utility Service Truck

Fleet's primary and only roadside assistance vehicle.

- Vehicle is 18 years old, has 213,459 miles and 10,158 operational hours.
- Purchase Price is $50,900.
- Repair and Maintenance cost of current service truck to date is $39,425.
- Over the last few years, the vehicle has become increasingly unreliable, and the system underbody tow system is showing signs of increase wear

SANITATION BUDGET COMPARISON

COCOA
FLORIDA

The City of Cocoa provides solid waste services through an existing franchise agreement (contract) with Waste Management Inc. of Florida (Waste Management).

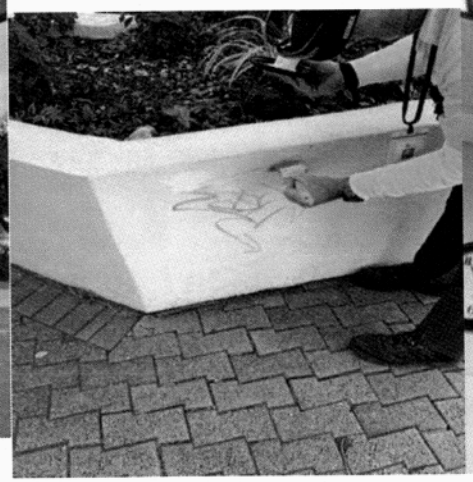
	FY2023 ADOPTED BUDGET	FY2024 BUDGET REQUEST	Increase/(Decrease)
TOTAL	$2,959,065	$3,381,436	$422,371
FUNDING SOURCE(S)	General Fund	General Fund	N/A
PERSONNEL SERVICES	N/A	N/A	N/A
OPERATING	$2,959,065	$3,381,436	
CAPITAL	N/A	N/A	N/A

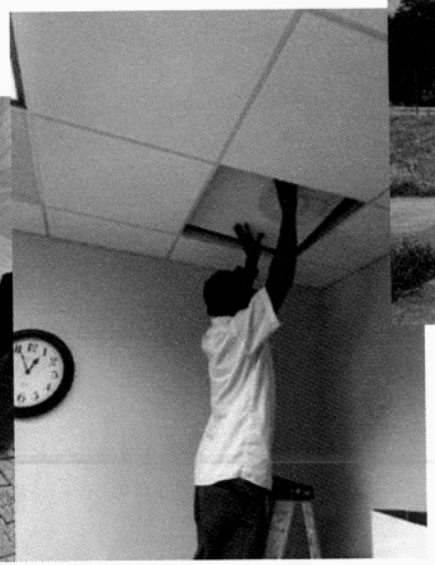
FACILITIES MANAGEMENT DIVISION

COCOA
FLORIDA

The Facilities Division provides in-house maintenance and repairs of all public buildings and facilities including electrical, carpentry, plumbing, painting, and ventilation systems. Facilities maintenance also provides custodial services for all City buildings ensuring the facilities are clean and meet City aesthetic standards.









FACILITIES BUDGET COMPARISON

COCOA
FLORIDA

	FY2023 ADOPTED BUDGET	FY2024 BUDGET REQUEST	Increase/(Decrease)
TOTAL	$1,698,927	$2,051,141	$352,214
FUNDING SOURCE(S)	General Fund Revenue	General Fund Revenue	
PERSONNEL SERVICES	$702,818	$825,096	$122,278
OPERATING	$955,109	$1,032,045	$76,936
CAPITAL	$41,000	$194,000	$153,000

FACILITIES BUDGET MAJOR INCREASES

COCOA
FLORIDA

ITEMS	AMOUNT	EXPLANATION
Electric/Water/Sewer	$21,020	Increase in Utility services.
Repair & Maintenance - Building	$50,950	• Civic Center Flooring • PW Flooring
CAPITAL Buildings	$40,000	Replace Fleet roll-up doors.
Improvements Other Than Buildings	$22,000	Receptacles for existing downtown light poles.
Machinery & Equipment	$91,000	• Replace 14 TN Condensing Unit in PD. • Replace Mini Split Unit at City Hall. • Standby Generator for the Clinic.

FACILITIES BUDGET TRENDS/ISSUES /CONCERNS

COCOA
FLORIDA

Facility Budget Need

Facilities Van- Ford E350 Van with a Bucket Person Lift System

- Vehicle is the primary lift system for ongoing maintenance and repairs of city building exteriors, streetlights and canopy lighting throughout the downtown area.
- Vehicle is 14 years old and used by the City Electricians.
- Major issues with the Bucket Lift system and overall parts sourcing.
- Purchase Price of the new van is $67,113.
- Repair and Maintenance cost of current van to date is $54,869.
- It has a downtime rate of 47%.
- At some point the lifting system main boom components will need to be replaced (this cost is 50% of the cost of a new bucket truck.)

CAPITAL PROJECTS DIVISION

COCOA
FLORIDA

The Capital Projects Division, with a total of 3 employees, provides project management and design support services for the City's Capital Improvements Program. They are also responsible for managing and monitoring numerous contracts for the City, including the District-4 parks that maintained by Brevard County.

CAPITAL PROJECTS BUDGET COMPARISON

COCOA
FLORIDA

	FY2023 ADOPTED BUDGET	FY2024 BUDGET REQUEST	Increase/(Decrease)
TOTAL	$292,130	$276,499	($15,631)
FUNDING SOURCE(S)	General Fund Revenue	General Fund Revenue	
PERSONNEL SERVICES	$179,574	$188,907	$9,333
OPERATING	$112,556	$87,592	($24,964)
CAPITAL	$0	$0	$0

STORMWATER DIVISION

COCOA
FLORIDA

The Stormwater Division is an enterprise fund, responsible for maintaining the city's drainage system, including ditches, swales, pipes, inlets and public stormwater ponds.



87.4 acres of pond



2,330 stormwater infrastructures such as inlets, culverts, head walls and weirs



565 manholes



5 miles of ditches



65 miles of stormwater pipes



2,000 miles per year of streets swept

STORMWATER UTILITY BUDGET COMPARISON

COCOA
FLORIDA

	FY2023 ADOPTED BUDGET	FY2024 BUDGET REQUEST	Increase/(Decrease)
TOTAL	$2,192,854	$1,743,572	($449,282)
FUNDING SOURCE(S)	Stormwater Assessment	Stormwater Assessment	
PERSONNEL SERVICES	$673,366	$682,295	$8,929
OPERATING	$112,556	$515,756	$403,200
OTHER USES	$297,622	$312,503	$14,881
CAPITAL	$330,600	$233,018	($97,582)

STORMWATER UTILITY TRENDS/ISSUES/CONCERNS

COCOA
FLORIDA

The City's Stormwater Division has been successful in obtaining grant funding in the last two years. Grants typically require matching funding.

Construction costs for these projects are not immune to inflation from the original project cost estimates, which are based on current industry rates specific to this region. Undoubtedly, these escalating prices will drive construction costs up. The unrestricted fund balance at the end of FY22 was $1,621,956. This use of fund balance for one project alone will deplete the stormwater fund balance. This will necessitate minimal capital activity in the upcoming years to replenish the fund balance.

TRENDS/ISSUES/CONCERNS

COCOA
FLORIDA

Stormwater

- Facilities has gained multiple buildings over the last two years. Current budget cannot keep up with requested Level of Service.
- Challenge recruiting Fleet Technicians due to lack of qualified technicians and competitive wages.
- According to Bureau of Labor Statistics, prices for new vehicles increased 11.4 % over the last year with no relief projected.
- The $300K budget for paving is insufficient to keep up with the repaving plan.


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

ADMINISTRATIVE SERVICES



COCOA
FLORIDA

ADMINISTRATIVE SERVICES DEPARTMENT OVERVIEW

COCOA
FLORIDA

- City Clerk
  - Records custodian
  - Records and maintains records of all City Council actions, administers oaths, prepares proclamations and commendations
  - Provides support services for City Council members
  - Passport Agency
  - Supervising/Conducting City Elections
- Human Resources
  - Benefit administration
  - Labor/Employee Relations
  - Recruitment/Onboarding
  - Risk/Workers' Compensation
  - Retiree Support

BUDGET COMPARISON

COCOA
FLORIDA

	FY2023 ADOPTED BUDGET	FY2024 BUDGET REQUEST	Increase/(Decrease)
TOTAL	$1,044,770	$1,132,487	$87,717
FUNDING SOURCE(S)	General Fund	General Fund	
PERSONNEL SERVICES	$984,695	$1,070,026	$85,331
OPERATING	$60,075	$62,461	$2,386
CAPITAL	N/A	N/A	N/A

MAJOR INCREASES

COCOA
FLORIDA

ITEMS	INCREASED AMOUNT	EXPLANATION
Property Insurance	$733,000	Projected increase $467k to $1.2M due to increase in property values and transition to blanket value policy (Split with Utility Fund)
Pension Contributions	% of Payroll	FRS: 1.6% Police: 5.15% Fire: 2.31%
Legal Expenses	$25,000	Increased based on FY23 expenses
Health Center	$35,000	Added clinic hours based on increased utilization
Training	$40,800	Compliance Safety Training; Paramedic School


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

CITY COUNCIL



COCOA
FLORIDA

BUDGET COMPARISON

COCOA
FLORIDA

	FY2023 ADOPTED BUDGET	FY2024 BUDGET REQUEST	Increase/(Decrease)
TOTAL	$204,889	$220,804	$15,915
FUNDING SOURCE(S)	General Fund Revenue	General Fund Revenue	
PERSONNEL SERVICES	$121,467	$123,162	$1,695
OPERATING	$83,422	$97,642	$14,220
CAPITAL	N/A	N/A	N/A

BUDGET OVERVIEW

COCOA
FLORIDA

ITEMS	TOTAL BUDGET	EXPLANATION
Travel & Per Diem	$17,730	• Space Coast League of Cities Monthly Meetings • FLC Legislative Action Days • FLC Annual Conference
Training	$6,525	• FLC Annual Legislative Conference • Institute for Elected Officials • YMCA Prayer Breakfast • NAACP Freedom Fund Banquet • FLC Policy Committee Meetings • Misc Travel Expenses • National League of Cities (Mayor Attendance)

BUDGET OVERVIEW

COCOA
FLORIDA

ITEMS	TOTAL BUDGET	DESCRIPTION
Promotional Activities	$19,700	• Plaques, Frames, Keys, Awards • Volunteer Recognition Event • Donation Policy ($1,000 per Member) • Cocoa Schools Donations • NAACP Freedom Fund Program Advertisement • FLC Annual Conference Program Advertisement • Food for City Council Workshops • Swearing In Ceremony (Potential Special Election)
Memberships	$8,222	• Chamber of Commerce • FL League of Cities • FL League of Mayors • FL Black Caucus • National League of Cities

MAJOR INCREASES

COCOA
FLORIDA

ITEMS	INCREASED AMOUNT	EXPLANATION
Travel & Per Diem	$1,600	Added NLC travel expenses
Training	$750	Added NLC Conference
Postage & Freight	$9,500	FYI Mailing Increase (this is being moved to 1600)


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

COMMUNICATION & ECONOMIC DEVELOPMENT



COCOA
FLORIDA

COMMUNICATION & ECONOMIC DEVELOPMENT DEPARTMENT

COCOA
FLORIDA



MISSION

The Community Services Department is committed to partnering with communities, families, individuals, businesses, developers, and non-profit agencies to provide opportunities to a continuum of resources that promote positive outcomes for Cocoa.

COMMUNICATION & ECON DEV DEPARTMENT OVERVIEW

COCOA
FLORIDA

- COMMUNICATIONS: Responsible for disseminating information to the public, managing social media platforms and the City's website, and coordinating public relations and emergency communication efforts. Work closely with all departments, City Council and other government officials to ensure transparent and effective communication, fostering engagement and building a positive image for the city.
  - Printed quarterly newsletter, monthly e-newsletter, media relations, social media, ADA compliance, digital media, Citizens Academy, Special Events and Meetings, Marketing
- ECONOMIC DEVELOPMENT: Focus on fostering growth and prosperity within the community. Collaborate with businesses, entrepreneurs, and investors to attract new ventures, create job opportunities, and enhance the overall economic landscape, while also implementing strategies to retain and support existing businesses.
  - Business retention and development programs and incentives, marketing, annexations, UpStart
- LEISURE SERVICES: Enhance the quality of life for residents by providing recreational and cultural activities, managing facilities, and organizing and promoting events.
  - Rental of city facilities, special event management and marketing for city events

BUDGET COMPARISON

COCOA
FLORIDA

	CURRENT BUDGET (Realignment of 4 different divisions)	FY 24 BUDGET REQUEST	Increase/Decrease
TOTAL	$889,813	$962,482	$72,669
FUNDING SOURCE(S)	General Fund Revenue/Charges for Services	General Fund Revenue/Charges for Services	
PERSONNEL SERVICES	$702,948	$733,483	$30,535
OPERATING	$174,365	$216,499	$42,134
GRANTS & AIDS	$12,500	$12,500	$0

MAJOR INCREASES

COCOA
FLORIDA

ITEMS	AMOUNT INCREASE	EXPLANATION
Personnel Services	$30,535	Moved one part-time Facility Attendant to full-time
1906 Travel & Per Diem	$1,025	Moved travel related per diem from 1905
1906 Promotional	$5,500	Moore Building Centennial Celebration Event
1906 IT Related Operating	$57,350	$35,000 moved from IT budget for City website and mobile app; $20,000 moved from 1905 for website redesign for department pages
1990-LS Contract Services	$495	Increases in costs to rent bounce houses and entertainment for special events
1990-LS Rentals & Leases	$600	Increases in costs to rent movies
1990-LS Other Charges & Obligations	$5,000	New Desk for Office Assistant (current desk is the old furniture from the old City Hall) and replacement of broken and worn down 6ft and 8ft tables
1990-LS Operating & Janitorial Supplies	$4,000	Increase in needs and costs for supplies to maintain the facilities
1990-LS IT Related Expenses	$2,200	Costs related to upgrading to virtual machines

TRENDS/ISSUES/CONCERNS

COCOA
FLORIDA

- Aging Civic Center
- Growth capabilities/SR 524 expansion
- Brevard Museum:
  - Personnel costs (still utilizing a Leisure Services Facility Attendant position)
  - Marketing and promoting the museum
  - Not collecting revenue
  - Facility maintenance costs
  - Exhibit renewals/leases

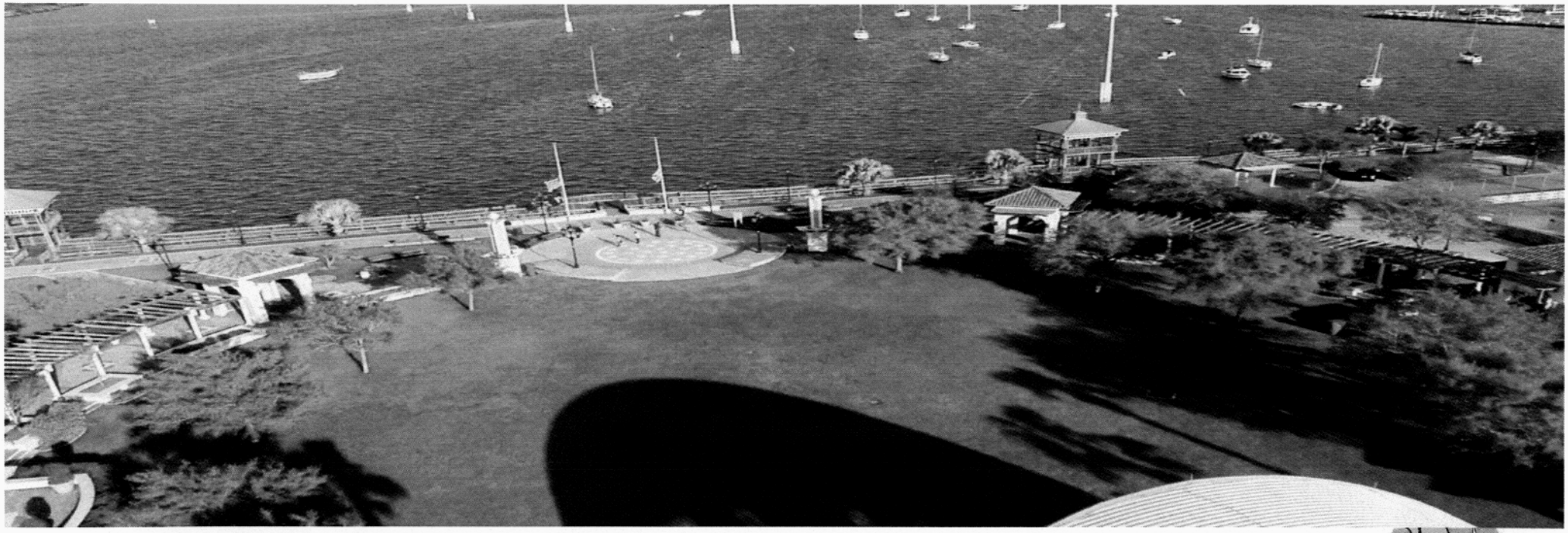


QUESTIONS

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

COMMUNITY SERVICES DEPARTMENT

(BUILDING PERMITTING, BUSINESS LICENSES, HOUSING PROGRAM SERVICES, COCOA CRA, DIAMOND SQUARE CRA)



COCOA
FLORIDA

COMMUNITY SERVICES DEPARTMENT

COCOA
FLORIDA



MISSION

The Community Services Department is committed to partnering with communities, families, individuals, businesses, developers, and non-profit agencies to provide opportunities to a continuum of resources that promote positive outcomes for Cocoa.

COMMUNITY SERVICES DEPARTMENT OVERVIEW

COCOA
FLORIDA

The Community Services Department is comprised of several divisions and independent programs. The Department is committed to providing support services to local businesses, contractors, developers and non-profit agencies. We partner with communities, families and individuals to provide opportunities to a continuum of resources that promote positive outcomes for Cocoa.

- Permitting and Licensing Division
  - Building Permits and Business Licenses (BTRs)
- Housing and Neighborhood Services
  - CDBG Grant, HOME Grant and SHIP Grant programs to help local non-profits and homeowners in Census Tract 626 and 623.
- Cocoa Community Redevelopment Agency (Cocoa CRA)
- Diamond Square Community Redevelopment Agency (Diamond Square CRA)

COMMUNITY SERVICES (GF) BUDGET COMPARISON

COCOA
FLORIDA

	FY2023 ADOPTED BUDGET	FY2024 BUDGET REQUEST	Increase/(Decrease)
TOTAL	$220,293	$238,442	$18,149
FUNDING SOURCE(S)	General Fund Revenue	General Fund Revenue	
PERSONNEL SERVICES	$206,577	$204,468	($2,109)
OPERATING	$13,716	$33,974	$20,258
CAPITAL	$0	$0	-

COMMUNITY SERVICES ACTIVITIES

COCOA
FLORIDA

ACTIVITIES

Activities include the Business Tax Receipt program fees and staff salaries not covered by other funds within Community Services.

Business Tax Receipts are required by all new and existing businesses within the City of Cocoa.

In FY2023, 88 new businesses have established themselves in the City.

- District 1 - 42
- District 2 - 18
- District 3 - 14
- District 4 - 14

BUILDING DIVISION BUDGET COMPARISON

COCOA
FLORIDA

	FY2023 ADOPTED BUDGET	FY2024 BUDGET REQUEST	Increase/(Decrease)
TOTAL	$672,155	$696,535	$24,380
FUNDING SOURCE(S)	Building Permit Fees	Building Permit Fees	
PERSONNEL SERVICES	$549,558	$568,892	$19,334
OPERATING	$122,597	$127,643	$5,046
CAPITAL	$0	$0	-

BUILDING DIVISION ACTIVITIES

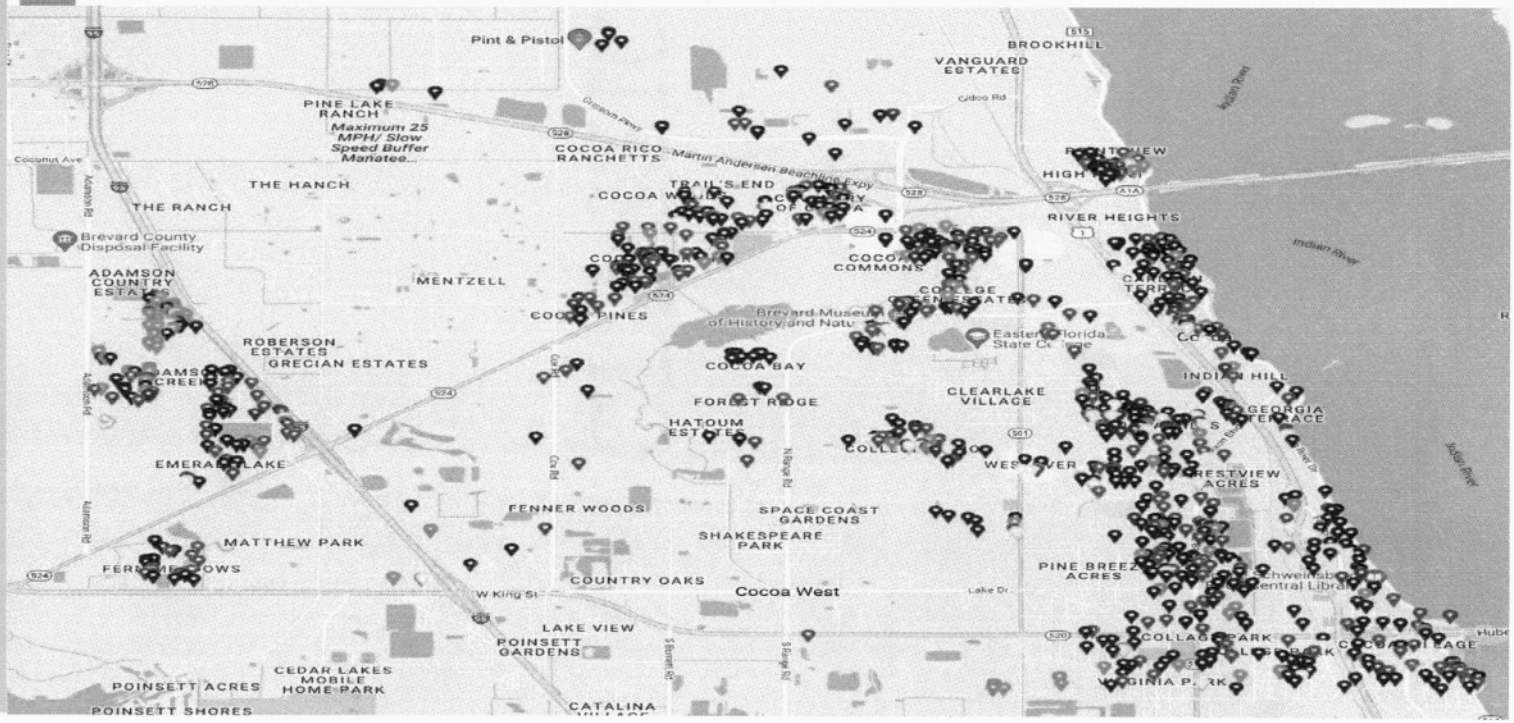
COCOA
FLORIDA

ACTIVITIES

Permits issued in FY2023 – 1,411
Inspections conducted in FY2023 – 3,668

Fees collected in FY2023 - $550,599

Building Permit fees were increased in FY2023 to place the burden on the contractors/permit applicants and not the General Fund.



CDBG (COMMUNITY DEVELOPMENT BLOCK GRANT) (103 FUND) BUDGET COMPARISON

COCOA
FLORIDA

	FY2023 ADOPTED BUDGET	FY2024 BUDGET REQUEST	Increase/(Decrease)
TOTAL	$168,167	$126,345	($41,882)
FUNDING SOURCE(S)	FEDERAL HOUSING AND URBAN DEVELOPMENT (HUD)	FEDERAL HOUSING AND URBAN DEVELOPMENT (HUD)	
PERSONNEL SERVICES	$22,079	$23,401	$1,322
OPERATING	$21,572	$8,820	($12,752)
CAPITAL	$0	$0	-
GRANTS & AIDS & OTHER USES (LOCAL AGENCIES)	$124,516	$94,124	($30,392)

CDBG TRENDS / CHALLENGES

COCOA
FLORIDA

TRENDS/CHALLENGES

The Community Development Block Grant funds services for local non-profit organizations. In FY2023, the following agencies were funded with CDBG dollars:

- Central Brevard Sharing Center
- Community Services Council
- Salvation Army

In FY2024, the following non-profit organizations will be recommended for funding based on the RFP issued earlier this year:

- Central Brevard Sharing Center
- Community Services Council
- Salvation Army
- Family Promise of Brevard

Remaining CDBG dollars are used for salaries, training, housing activities and repaying the Section 108 Loan for the Dr. Joe Lee Smith Community Center.

CDBG TRENDS / CHALLENGES

COCOA
FLORIDA

CDBG - CV

In 2020, HUD provided the City with Coronavirus (CV) funding ($236,715) to support local non-profits with assisting residents. The assistance for the residents include rent/mortgage and utilities payments for those affected by Covid-19. To date, over $217,000 has been spent supporting our local non-profits helping members of the community.

Local non-profits provided with funds to support the community include:

- Family Promise of Brevard
- Central Brevard Sharing Center
- Community Services Council
- Salvation Army

These funds will continue to be expended in FY2024 and until all funds are expended, with a deadline of July 2026.

HOME (BREVARD COUNTY – HOUSING GRANT) (104 FUND) BUDGET COMPARISON

COCOA
FLORIDA

	FY2023 ADOPTED BUDGET	FY2024 BUDGET REQUEST	Increase/(Decrease)
TOTAL	$446,953	$175,021	($271,932)
FUNDING SOURCE(S)	FEDERAL HOUSING AND URBAN DEVELOPMENT (HUD) PASS THRU BY THE COUNTY	FEDERAL HOUSING AND URBAN DEVELOPMENT (HUD) PASS THRU BY THE COUNTY	
PERSONNEL SERVICES	$5,863	$6,281	$418
OPERATING	$364,610	$300	($364,310)
CAPITAL	$0	$0	-
GRANTS & AIDS (CHDO & DOWN PAYMENT ASSISTANCE)	$76,480	$168,440	$91,960

HOME TRENDS/CHALLENGES

COCOA
FLORIDA

TRENDS/CHALLENGES

The HOME Grant funds the City's efforts to support First Time Homebuyers with downpayment assistance and services related to construction/renovations of residential/commercial properties with a CHDO (Community Housing Development Organization) contract.

Remaining HOME dollars are used for salaries, training and support services for the City.

HUD has decreased funding to the County, thus decreasing funds to the City of Cocoa for FY2024.

SHIP
(STATE HOUSING INITIATIVE PROGRAM)
(105 FUND) BUDGET COMPARISON

COCOA
FLORIDA

	FY2023 ADOPTED BUDGET	FY2024 BUDGET REQUEST	Increase/(Decrease)
TOTAL	$196,317	$379,420	$183,103
FUNDING SOURCE(S)	STATE HOUSING TRUST FUND	STATE HOUSING TRUST FUND	
PERSONNEL SERVICES	$16,906	$18,056	$1,150
OPERATING	$9,386	$1,750	($7,636)
CAPITAL	$0	$0	-
GRANTS & AIDS (HOME REHABILITATION PROGRAM)	$170,025	$359,614	$189,589

SHIP TRENDS/CHALLENGES

COCOA
FLORIDA

TRENDS/CHALLENGES

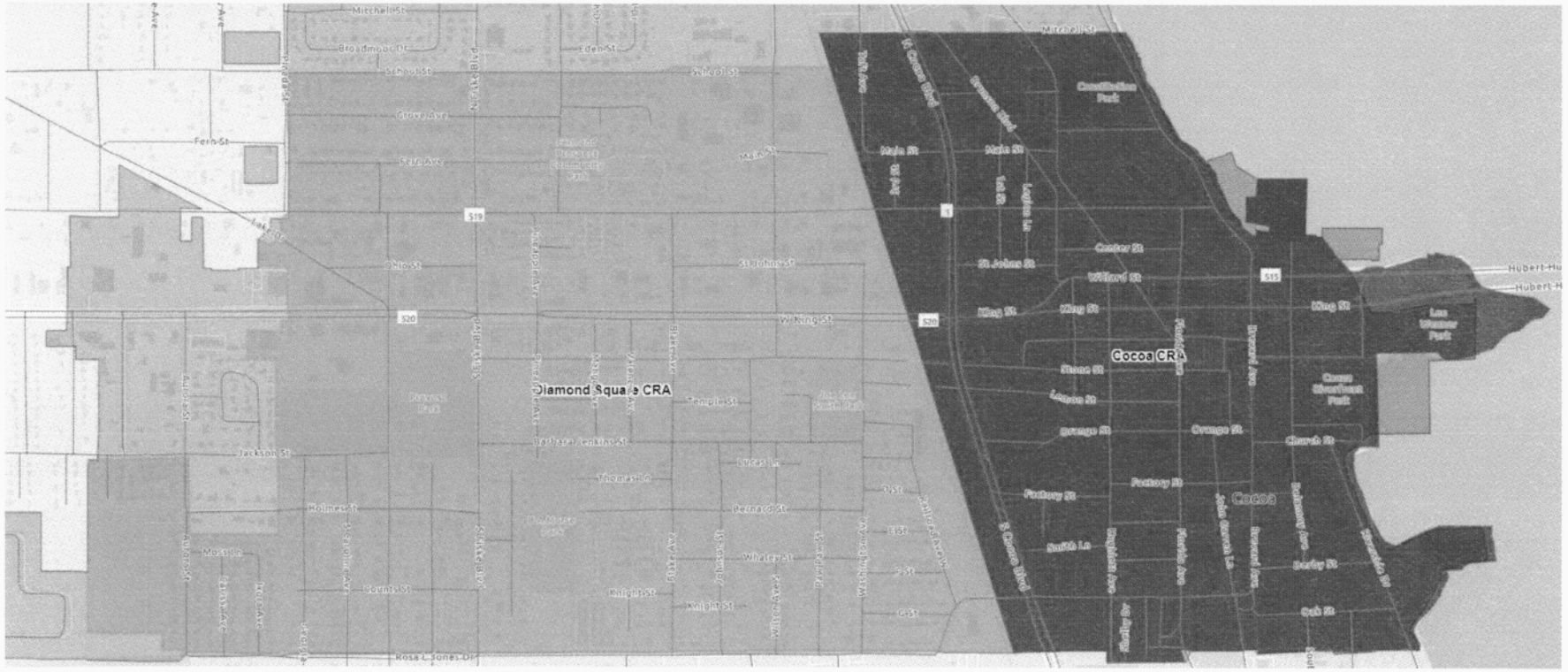
The SHIP Grant funds the City's efforts to support the rehabilitation of homes owned by qualified homeowners in the City. The rehabilitation of homes include roofs, interior renovations, HVAC, appliances, windows/doors, electrical, plumbing and mechanical activities. The average rehabilitation project costs approximately $40,000. With over $288,000 for FY2024, roughly 7 homes can be rehabilitated next year. Our Rehab Waiting List currently sits at 30 residents. There are specific guidelines for qualifications: income, age, disability, are just some of the factors. We anticipate opening the Rehab Waiting List for new applicants in FY2024-2025.

Remaining SHIP dollars are used for salaries, training and support services for the City.

The State of Florida increased SHIP funding for Cocoa in FY2024 as a result of the LIVE Local Act.

COMMUNITY REDEVELOPMENT AGENCIES - MAP

COCOA
FLORIDA



COCOA CRA (110 FUND) BUDGET COMPARISON

COCOA
FLORIDA

	FY2023 ADOPTED BUDGET	FY2024 BUDGET REQUEST	Increase/(Decrease)
TOTAL	$3,138,121	$2,524,822	($613,299)
FUNDING SOURCE(S)	COCOA/COUNTY TIF & DIST IV REC	COCOA/COUNTY TIF & DIST IV REC	
PERSONNEL SERVICES	$72,837	$86,867	$14,030
OPERATING	$492,484	$165,155	($327,329)
CAPITAL	$2,350,000	$2,050,000	($300,000)
GRANTS & AIDS (FAÇADE & TXFR TO GF)	$222,800	$222,800	$0

COCOA CRA TRENDS

COCOA
FLORIDA

TRENDS

The Cocoa CRA follows the Cocoa CRA Plan Update of 2022 as its reference for projects to be budgeted annually. In the FY2023 Budget, the primary activities include

- On Street Parking/Village Parking - $750,000
- Lee Wenner Park Parking Construction - $1,500,000
- Lighting/Cameras - $50,000
- Wayfinding/Signage - $50,000

The FY2024 Budget will comprise of the Lee Wenner Park Construction expenses currently expected to go out to bid this summer.

Additionally, the CRA will be engaging with a consultant to conduct a Plan Update to take the CRA through 2041, the sunset date of the Agency. This will provide an opportunity to set goals and priorities for the next 17 years.

DIAMOND SQUARE CRA TRENDS

COCOA
FLORIDA

TRENDS

The Diamond Square CRA follows the DS CRA Plan Update of 2014 as its reference for projects to be budgeted annually. In the FY2023 Budget, the primary activities include

- First Time Homebuyer Assistance - $150,000
- Landscape and Paint Grants for residential homeowners - $30,000
- Park redevelopment - $50,000
- Resurface Diamond Square stamped pavement - $50,000
- Bus Stop Shelter - $50,000

The FY2024 Budget will comprise of the similar expenditures to continue to redevelop Diamond Square.

Additionally, the CRA will be engaging with a consultant to conduct a Plan Update to take the CRA through 2032, the sunset date of the Agency. This will provide an opportunity to set goals and priorities for the next 8 years. The City is engaging the County in discussions to extend the sunset date of the Agency to 2038.


Questions
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Finance Department



COCOA
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FINANCE DEPARTMENT

COCOA
FLORIDA

Mission

Ensure fiscal sustainability through establishment of and enforcement of effective internal controls over financial reporting. Provide accurate meter readings and billings and provide professional, courteous customer service to internal and external customers.

FINANCE DEPARTMENT OVERVIEW

COCOA
FLORIDA

- Ensure fiscal sustainability through establishment of and effective internal controls over financial reporting.
- Accounting – financial reporting, treasury management, accounting, payroll, accounts payable & accounts receivable, cash management, debt management
- Purchasing – adherence to City policy, processing of City-wide purchases
- Budget – budget development and ongoing oversight
- Utility Support Service – utility meter reading, field services & billing
- Utility Customer Service – cash receipts and customer utility accounts
- Grants – including FEMA-related claims
- Central warehouse – purchasing & distribution of utility and other general materials & equipment



BUDGET COMPARISON

COCOA
FLORIDA

	FY2023 ADOPTED BUDGET	FY2024 BUDGET REQUEST	Increase/(Decrease)
TOTAL	$4,360,630	$4,560,699	$200,069
FUNDING SOURCE(S)	General Fund Revenue And Utility Fund Revenue	General Fund Revenue And Utility Fund Revenue	
PERSONNEL SERVICES	$3,429,132	$3,560,452	$131,320
OPERATING	$923,498	$955,247	$31,749
CAPITAL	$8,000	$45,000	$37,000

MAJOR INCREASES

COCOA
FLORIDA

ITEMS	AMOUNT	EXPLANATION
Contractual services	$11,584	Central Square/First Billing unplanned programming
Utility Billing Postage	$12,000	Increased costs
Repairs & Maintenance	$9,372	Neptune radio read supplies
Fuel	($27,003)	Decreased costs from FY23 (large increases)

TRENDS/ISSUES/CONCERNS

COCOA
FLORIDA

- Recruitment in all areas. Inability to attract qualified candidate pool/lack of applicants.
- Retention of existing employees.
- Need for another payroll position due to complexity of paying employees 6 different ways (5 unions + general employees).


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

What's Next...

COCOA
FLORIDA

- **City Council FY2024 Hearings**
  - July 25, 2023 @ 6:00 PM – TRIM Hearing (Set the tentative ad valorem millage rate)
  - August 08, 2023 @ 6:00 PM
    - Resolution – Preliminary Fire Protection Assessment/Rates
    - Resolution – Preliminary Stormwater Assessment/Rates
  - August 22, 2023 @ 6:00 PM
    - Resolution – Final Fire Protection Assessment/Rates
    - Resolution – Final Stormwater Assessment/Rates

- 1ST Public Hearing – September 12, 2023 @ 6:00 PM
  - Vote for a Proposed Millage Rate
  - Vote on the Proposed FY2024 Budget

- 2nd Final Public Hearing – September 26, 2023 @ 6:00 PM
  - Adopt Final Millage Rate
  - Adopt the FY2024 Budget