MINUTES
City of Cocoa
City Council Workshop

July 8, 2021

A City Council Workshop was held on Thursday, June 8, 2021, 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 Workshop to order at 6:00 pm.

Deputy Mayor Goins provided the invocation and Councilmember Koss 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
	James Goins	Deputy Mayor
	Rip Dyal	Councilmember
	Lavander Hearn	Councilmember
	Lorraine Koss	Councilmember
	Anthony Garganese	City Attorney
	Stockton Whitten	City Manager
	Monica Arsenault	Assistant City Clerk

OTHER STAFF MEMBERS PRESENT:

Tammy Gemmati, Administrative Services Director; Jack Walsh, Utilities Director; Evander Collier, Chief of Police; Samuel Byrd, Deputy Fire Chief; Bryant Smith, Public Works Director; Charlene Neuterman, Interim Community Services Director; Rebecca Bowman, Finance Director; Lora Howell, Deputy Finance Director; Robert Beach, Chief Technology Officer; and Samantha Senger, Assistant to the City Manager/PR Specialist.

II. Workshop Topics:

1. FY22 Proposed Budget Presentation

City Manager Whitten briefly reviewed the agenda and the purpose of the workshop for the evening. He touched on the Charter requirements for the budget and the process that must take place per Florida's laws.

City Manager Whitten shared highlights from the FY22 recommended budget as follows:

- FY22 Budget - $140,788,374
- Current level of service budget proposal
- Three percent pay increase for all employees
- Health insurance savings
- Current or unchanged property tax rate
- Four and a half percent stormwater fee increase as opposed to the planned nine percent increase
- No water/sewer utility rate increase
- Personnel increases
- Public Works Department
    - Two Maintenance Worker II positions
- Utility Department
    - Industrial Electrician Technician
    - Two Instrumentation Technicians
- Finance Department
    - Field Service Inventory Technician
- Significant Capital Purchases

City Manager Whitten addressed the City's challenges which include the following:

- Changes in ROI transfer from the Water/Sewer Utility Fund
- Need for economic growth to sustain increased costs
- Union negotiations
- Recruitment and retention issues associated with wages
- Federally mandated minimum wage required to be $15/hour by 2026
- Insurance
- Unfunded pension liabilities

City Manager Whitten further explained the issue of the City's insurance, which is that the City has absorbed the cost of insurance increases over the past two years. This has skewed the original formula where the City paid fifty percent of the insurance cost. The City now pays sixty percent of the costs for the family/dependent portion.

Ms. Bowman presented the FY22 Recommended Budget[1]. She shared a comparison of the FY22 recommended budget vs. the FY21 adopted budget. She also provided the FY22 recommended budget by General Fund department.

Ms. Bowman reviewed the FY22 Stormwater Fund recommended budget and the FY22 Water/Sewer recommended budget.

Additionally, she explained the FY22 General Fund overview and revenue sources. The City's revenue sources include taxes, permits and fees, grants and state shared revenues, charges for service, fines and forfeitures, miscellaneous items and other non-revenue items such as inter-fund transfers, water/sewer ROI, debt proceeds, etc.

General Fund revenue trends were pointed out and taxable values where shared in comparison to other cities in the County. Ms. Bowman discussed the "new money" in the upcoming budget which came from the following:

- Property tax increase – 3.21%
- Utility/Stormwater "cost of services"
- 6% PILOFF (in lieu of franchise fees)
- Fire Assessment – 3% + new to tax roll
- Utility billing fees – CPI 1.5%
- Utility ROI

In addition to new money, Ms. Bowman also mentioned new expenses in the FY22 budget. These expenses include:

- General Fund payroll 3% increase
- Capital funded by current revenue
- GF approved new position requests (2)
- Building permits (funded by BP reserves)

The Fund Balance Reserve Policy was mentioned, and Ms. Bowman explained that the restricted General Fund balance has a minimum reserve requirement of 33% of total operating expenditures and $500,000 of capital replacement. Reserves are used for capital and one-time expenses only and cannot sustain reoccurring expenses. The City must utilize what is available in the Fund Balance to fund projects.

[1] Exhibit A: FY22 Recommended Budget Presentation

Staff's recommended use of unassigned Fund Balance includes funds for the Police Department, Public Works, and the Fire Department.

Peter Napoli, Stantec, shared that he has been working with the City for a few years and his main focus is on managing the General Fund and the Fire Assessment components for the City. He pointed out key planning observations and considerations. The objective is evaluating sufficiency of revenues from property taxes and other sources to meet projected operating and capital costs. Some of the key observations are:

- Projection assumes current operating levels
- No new personnel, programs or services
- CIP reflects a conservative approach to capital spending
- Continued plan of fire assessment rate increases of 3% each year

One of the key issues is the escalation of costs will outpace revenue growth. Mr. Napoli shared various General Fund models showing different scenarios.

Additionally, Mr. Napoli provided the City of Cocoa's Fire Assessment calculation.

Ms. Bowman asked for a consensus to complete preparation of the recommended FY22 budget to present at the July 27th Council meeting to which Council had no objections.

Ms. Bowman shared the FY22 Stormwater Fund revenues by funding source and the recommended budget.

Kyle Stevens, Stantec, shared that the plan of rate increases identified in 2019 allows for capital funding. The Fiske Blvd. grant also frees up additional capital investment resources. Mr. Stevens added that while all of this is good news, aging infrastructure presents a key risk and although the City may have a plan it is very important that the City remains sustainable to the best of its ability.

Ms. Bowman asked for a consensus to finalize the proposed FY22 budget, maintaining the stormwater assessment rate at 4.5%, to which Council had no objections.

Ms. Bowman shared the trends for the Water/Sewer Fund revenue as well as the revenues by funding source.

Jeff Dykstra, Stantec, discussed the water and sewer revenue sufficiency analysis. He noted that there was no rate increase in FY21 and it will be 4% annually through FY2030. The City adopted rate structure modifications and updated impact fees and utility miscellaneous fees effective October 1, 2021. The objectives are to

evaluate sufficiency of revenues from current rates and rate indexing plan to meet costs and identify alternative rate indexing plan if needed as well as performing local residential customer cost comparison.

Some of the key issues are spending down the remaining bond proceeds for major projects and the alignment of capital needs and execution. The Financial Plan was discussed as well as the key metrics or financial sustainability. This includes maintaining sufficient operating reserves and maintaining sufficient debt service coverage.

Ms. Bowman asked for a consensus to finalize the recommended FY22 budget, with a 0% increase in the Water/Sewer fund, to which Council had no objections.

Ms. Bowman shared the City's recruitment and retention challenges. She explained that the inability to recruit, hire and retain employees as a result of wage rates lower than surrounding municipalities and private sector companies is having an adverse and unstainable effect on operations in most city departments. There is also a lack of unqualified applicants and economic issues related to Covid-19. Another issue is the implementation of the new Florida minimum wage.

Several departments are experiencing multiple vacant positions, including the Police Department who currently have seven sworn officer positions open and the Utility Department who have eleven out of fourteen positions vacant for Maintenance Workers.

Mr. Walsh mentioned that Field Operations and the Dyal Plant are also experiencing shortages. Multiple vacancies allow for reactive work to be done vs. proactive work. Mr. Walsh pointed out that he is having to take on the responsibilities of several other positions in addition to his own due to the staff shortages.

City Manager Whitten explained that the General and Stormwater Funds do not generate sufficient increases in recurring revenue to pay for increases higher than three percent per year. Increasing the tax rate by one million would generate approximately $1.1 million in additional revenue in year one. Increasing the stormwater fee by an additional 4.5% would generate approximately $74,000 in additional revenue in year one.

Furthermore, the Water/Sewer Utility Fund can raise rates to pay for increased wages higher than three percent per year.

City Manager Whitten provided four options for Council to consider:

1. Increase the tax rate, stormwater fee, and water/sewer rates to accommodate pay increases and adjustments to the pay ranges.

2. Allow the Water/Sewer Utility Department to accommodate pay increases and adjustments to their pay ranges.

3. Allow the Water/Sewer Utility Department to offer sign on bonuses/incentives to applicants.

4. Allow the City Manager/Department Directors to make salary offers within the pay range as necessary.

Councilmember Dyal pointed out that he likes option one.

Councilmember Koss added that there a lot of questions that need answered before a decision should be made. In response, City Manager Whitten explained that staff understands that further discussion would need to be held before a final decision can be made.

Mayor Blake opened the discussion to the public.

Mr. Pete Olavarria, 2515 MacFarland Dr., Cocoa, asked if Council has considered adding counselors to the budget which would work at the parks which may be beneficial to the kids who utilize the parks after school or during the summer. In response, Mayor Blake added that while he likes this idea, there are currently various after school and summer programs that serve this purpose. He asked Ms. Delores McLaughlin to expound on some of the programs.

Delores McLaughlin, 307 Blake Ave., Cocoa, representing the Alliance for Neighborhood Restoration and Cocoa PAL, provided a background on the programs and the work they have done with the City over the years. She shared various events that are upcoming and offered to answer any questions.

Additionally, Ms. McLaughlin asked for the City's assistance in helping to support various educational and physical fitness programs that they would like to offer children and students.

Mayor Blake asked if Council would consider a consensus to direct the City Manager to see what can be done to support these programs.

Councilmember Koss asked if the City is doing anything to support them currently. In response, Councilmember Dyal pointed out that Cocoa Community First used

to subsidize funds to provide assistance, however they have been in limbo since the pandemic.

Additionally, Ms. McLaughlin explained that they have had municipal agreements with the City over the years, one of them being specifically with the Diamond Square CRA, however those funds are line item specific and the funds have varied over the years but have never increased with the needs of the program. She explained that there are two full time employees, one of them being herself, and she is no longer able to work the way she has over the last twenty years.

Councilmember Koss further asked if the programs only service Cocoa children. In response, Ms. McLaughlin shared that while the majority of them are, some are from Rockledge.

Councilmember Koss asked if Rockledge might be interested in assisting since the programs offer services to their community as well. In response, Deputy Mayor Goins explained that he believes Rockledge is looking to form their own PAL program in the future and does not think they will be interested in supporting Cocoa's PAL program.

Councilmember Hearn wished to thank Ms. McLaughlin for all that she does to support the children in the community and offering these fun programs to them.

Consensus by Council to direct the City Manager to look into what the City can do to provide support to Cocoa PAL.

III. Adjournment:

* **MOTION by Mayor Blake; Seconded by Councilmember Hearn, to adjourn the City Council Workshop of July 8, 2021.**

AYES: Blake, Goins, Dyal, Hearn, Koss

THE MOTION CARRIED UNANIMOUSLY (5-0)

The meeting adjourned at 8:10 p.m.

Michael C. Blake, Mayor

ATTEST:

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

Exhibit A

COCOA
FLORIDA

Workshop on Recommended FY 2022 Budget

July 8, 2021

Agenda



- FY 2022 Recommended Balanced Budget
  - General Fund
    - Stantec FAMS Model
  - Stormwater Fund
    - Stantec FAMS Model
  - Water/Sewer Utility Fund
    - Stantec FAMS Model
- Workforce Hiring/Salary Challenges

Charter Requirements for the Budget

- **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.



FY 2022 Recommend Budget - Highlights

- FY 2022 Budget - $140,788,374
  - Reduction of approximately $14.5 million from Current Year Adopted Budget
  - 9% decrease in revenues and expenditures
- Current Level of Service Budget Proposal
- 3% pay raise for employees
- Health Insurance Savings for Employees and City
- Current or Unchanged Property Tax Rate
- 4.5% Stormwater fee increase as opposed to the planned 9% increase
- No Water/Sewer Utility rate increase

FY 2022 Recommended Budget - Highlights

- Personnel Increases
  - Public Works Department
    - Two Maintenance Worker II $118,404
  - Utility Department
    - Industrial Electrician Technician
    - Two Instrumentation Technicians

      $274,222
  - Finance Department
    - Field Service Inventory Technician $64,335

FY 2022 Recommend Budget - Highlights

COCOA FLORIDA

- Significant Capital Purchases
  - Police Department Vehicles - $426,276
  - Public Works Vehicles and Equipment $276,856
  - Police Department Replacement Radios $106,757
  - Fire Department Replacement Radios $88,000
  - Fire Inspection Vehicle $38,725
  - ADA Kayak Launch at Lee Wenner Park $20,000
  - Police Department Traffic Response Trailer $16,772

Challenges...



- ❑ Changes in ROI transfer from the Water/Sewer Utility Fund
- ❑ Need for economic growth to sustain increased costs
- ❑ Union negotiations
- ❑ Recruitment and Retention Issues Associated with Wages
- ❑ Federally mandated minimum wage required to be $15/hour by 2026
- ❑ Insurance
  - The City has absorbed the cost of insurance increases the past two years. This has skewed the original formula where City paid 50% of insurance cost. The City now pays 60% of the insurance costs for the family/dependent portion.
- ❑ Unfunded Pension Liabilities



FY 2022 Recommended Budget

FY 2022 RECOMMENDED BUDGET VS. FY 2021 ADOPTED BUDGET



FUND	FY 2021 ADOPTED BUDGET	FY 2022 Recommended BUDGET	$ Difference	+/-
General	$41,351,033	$41,767,858	$416,825	1%
Special Revenue	$3,046,572	$5,124,109	$2,077,537	68%
Building Permit	$536,646	$620,060	$83,414	16%
Debt Service	$1,745,706	$1,749,088	$3,382	0.2%
Capital Projects	$91,628	$91,628	-	-
Water/Sewer	$75,186,987	$70,752,327	*($4,434,660)	(6%)
W/S Impact Fees	$2,233,605	$2,232,899	($706)	(.03%)
W/S Renewal and Replacement	$11,484,879	$5,753,371	*($5,731,508)	(50%)
W/S Restricted Assets	$9,792,610	$9,535,205	*($257,405)	(3%)
Stormwater	$1,811,269	$1,830,548	$19,279	1%
Workers Comp	$1,208,944	$1,252,392	$43,448	4%
Health Insurance (Self Insured)	$6,827,260	$78,889	*($6,748,371)	(99%)
TOTAL	**$155,317,139**	**$140,788,374**	**($14,528,765)**	**(9%)**

FY 2022 Recommended Budget by General Fund Department

COCOA FLORIDA

GENERAL FUND	FY 2021 Adopted Budget	FY 2022 Recommended Budget	Variance	% OF FY 22 BUDGET
Police	$10,485,570	$11,072,995	$587,425	27%
Public Works	$7,402,415	$9,180,169	$1,777,754	22%
Fire	$6,628,150	$6,857,101	$228,951	16%
General Operations	$8,086,219	$5,684,052	($2,402,167)	14%
Finance	$3,563,228	$3,578,681	$15,453	9%
Information Technology	$2,008,134	$2,116,028	$107,894	5%
City Manager Office	$1,270,950	$1,279,802	$8,852	3%
Administrative Services	$882,435	$924,289	$41,854	2%
Community Services	$818,267	$820,936	$2,669	2%
City Council	$188,405	$194,905	$6,500	0%
General Operations/Emergency Disaster	$17,260	$58,900	$41,640	0%
TOTAL FY 2022	**$41,351,033**	**$41,767,858**	**$416,825**	**100%**

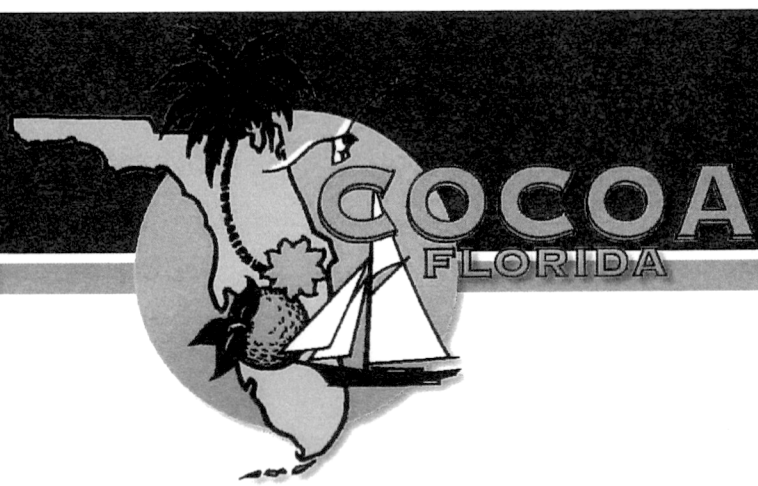
FY 2022 Stormwater Fund Recommended Budget



Funding Source	FY 2021 Adopted Budget	FY 2022 Recommended Budget	$ Difference	% of Budget
Personal Services	$573,350	$579,612	$6,262	32%
Operating	$757,919	$638,316	($119,603)	35%
Capital	$480,000	$612,620	$132,620	33%
TOTAL	**$1,811,269**	**$1,830,548**	**$19,279**	**100%**

FY 2022 Water/Sewer Recommended Budget

Water/Sewer Fund:	FY 2021 Adopted Budget	FY 2022 Recommended Budget	$ Difference	% OF BUDGET
Administration (Salaries, ROI, 6% PILOF, Allocation and Debt Service, Transfers)	$42,047,650	$34,067,725	($7,979,925)	48%
Dyal Water Plant	$13,799,810	$15,338,692	$1,538,882	22%
Water Field Operations	$9,232,366	$9,288,757	$56,391	13%
Water Reclamation	$3,565,931	$3,643,579	$77,648	5%
Engineering	$2,245,318	$3,342,483	$1,097,165	5%
Sewer Field Operations	$2,478,744	$3,111,175	$632,431	4%
Utility Support Services (Meter Readers And Field Services)	$1,701,530	$1,836,826	$135,296	3%
Inventory (Warehouse)	$115,638	$123,090	$7,452	-
TOTAL FY 2022	**$75,186,987**	**$70,752,327**	**($4,434,660)**	**100%**



FY 2022 General Fund Overview

General Fund Revenue Sources

- **Taxes**
  - Ad Valorem, Public Service, Utility Service and Communication Service Tax
- **Other Permits & Fees**
  - Building Permits, Franchise Fees, Fire Assessment, and Planning & Zoning Fees
- **Intergovernmental**
  - Local, State & Federal Grants, Housing Authority Payments in Lieu of Taxes, and State Shared Revenues
- **Charges for Service**
  - Water Billing Services, Garbage Collection Services, Allocation for Services and Culture/Recreation Events
- **Fines & Forfeitures**
  - Property Seized
  - Court held confiscated items
- **Miscellaneous**
  - Interest Earned, Rent and Royalties, Disposition of Fixed Assets, Contributions, Police & Fire State Pension Revenues (pass-thru), Insurance Proceeds, etc.
- **Other Non-Revenue**
  - Inter-fund transfers, Water/Sewer ROI and 6% PILOFF, Debt Proceeds, Revenues from Unassigned FB (Reserves)

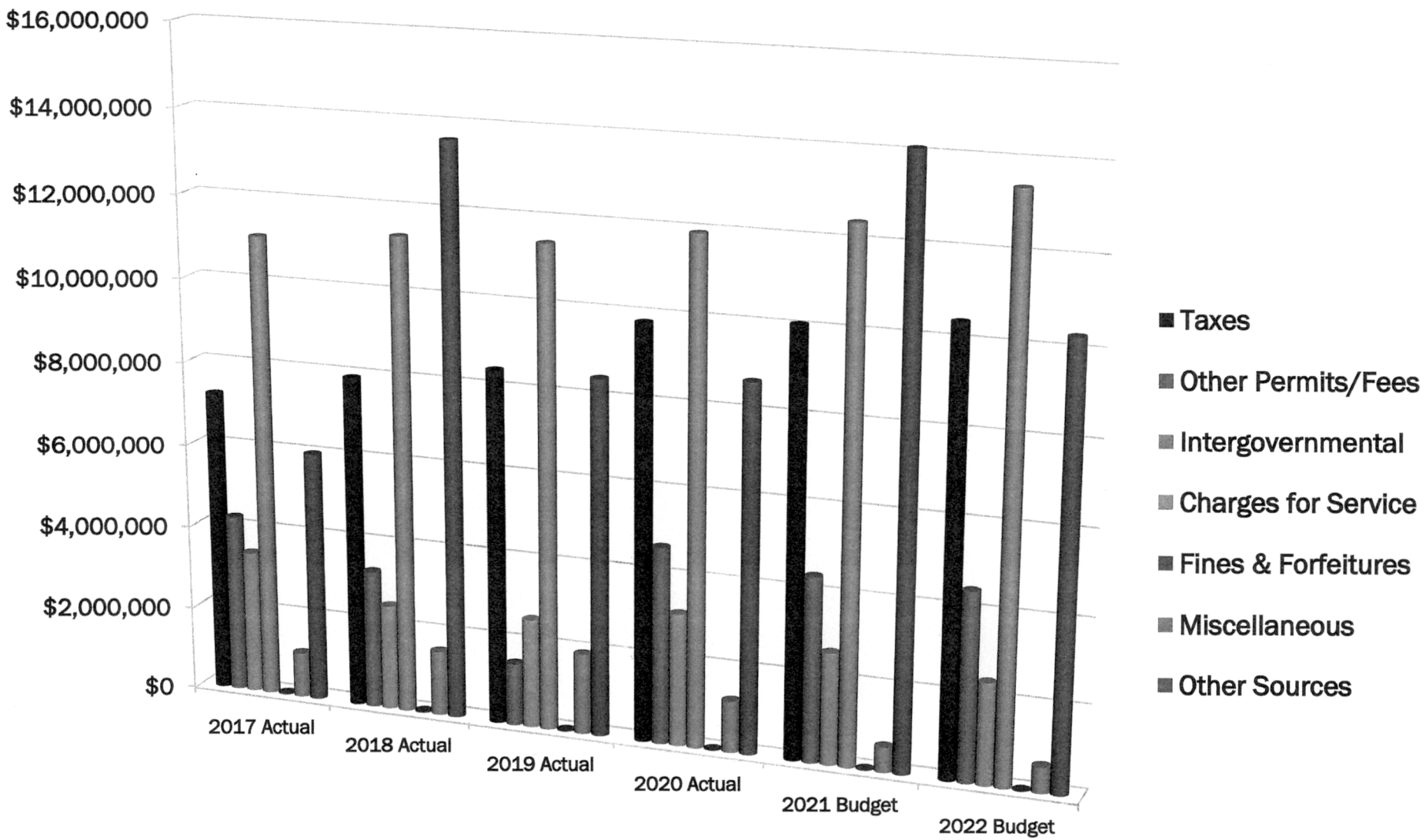


FY 2022 General Fund Revenues by Funding Source



Funding Source	FY 2022 Recommended Budget	% of Budget
Charges for Service (Water Billing Services, Garbage Collection Services, Allocation for Services and Culture/Recreation Fees)	$13,423,625	30%
Taxes (Ad Valorem, UST and CST)	$10,434,080	24%
Other Non-Revenue (Inter-fund transfers, Water/Sewer ROI and 6% PILOFF, Debt Proceeds, Revenues from Unassigned FB (Reserves)	$10,328,747	29%
Other Permits & Fees (Building Permits, Franchise Fees, Fire Assessment, and Planning & Zoning Fees)	$4,489,885	11%
Intergovernmental (Local, State & Federal Grants, Housing Authority Payments in Lieu of Taxes, and State Shared Revenues)	$2,441,263	5%
Miscellaneous (Interest Earned, Rent and Royalties, Disposition of Fixed Assets, Contributions, Police & Fire State Pension Revenues, Insurance Proceeds, etc.)	$636,258	1%
Fines & Forfeitures	$14,000	-
TOTAL FY 2022	**$41,767,858**	**100%**

General Fund Revenue Trends



FY 2022 Recommended Budget by General Fund Department

GENERAL FUND	FY 2021 Adopted Budget	FY 2022 Recommended Budget	Variance	% OF FY 22 BUDGET
Police	$10,485,570	$11,072,995	$587,425	27%
Public Works	$7,402,415	$9,180,169	$1,777,754	22%
Fire	$6,628,150	$6,857,101	$228,951	16%
General Operations	$8,086,219	$5,684,052	($2,402,167)	14%
Finance	$3,563,228	$3,578,681	$15,453	9%
Information Technology	$2,008,134	$2,116,028	$107,894	5%
City Manager Office	$1,270,950	$1,279,802	$8,852	3%
Administrative Services	$882,435	$924,289	$41,854	2%
Community Services	$818,267	$820,936	$2,669	2%
City Council	$188,405	$194,905	$6,500	0%
General Operations/Emergency Disaster	$17,260	$58,900	$41,640	0%
TOTAL FY 2022	**$41,351,033**	**$41,767,858**	**$416,825**	**100%**

Taxable Value Comparison

	Taxing Authority	2020 Taxable Value	2021 ESTIMATES Taxable Value	Taxable Value % Change
1	City of West Melbourne	1,912,755,145	2,093,315,260	9.44%
2	City of Palm Bay	4,843,397,767	5,287,194,494	9.16%
3	Town of Malabar	278,284,431	299,986,668	7.80%
4	City of Cape Canaveral	1,408,437,260	1,511,387,498	7.31%
5	City of Titusville	2,244,660,441	2,407,486,734	7.25%
6	Town of Indialantic	448,172,673	475,443,123	6.08%
7	City of Indian Harbour Beach	1,006,460,775	1,067,052,855	6.02%
8	Town of Melbourne Beach	454,356,502	481,640,251	6.00%
9	City of Satellite Beach	1,072,175,051	1,135,594,501	5.92%
10	General Fund	43,803,472,075	46,352,170,905	5.82%
11	City of Melbourne	5,759,442,711	6,074,199,050	5.47%
12	School Board	48,852,233,473	51,226,691,516	4.86%
13	City of Cocoa Beach	2,199,480,742	2,303,054,095	4.71%
14	Town of Melbourne Village	52,087,844	54,484,600	4.60%
15	Town of Grant-Valkaria	453,391,211	473,238,649	4.38%
16	Town of Palm Shores	97,084,617	100,606,130	3.63%
17	City of Rockledge	1,713,846,865	1,775,163,872	3.58%
18	City of Cocoa	1,172,021,718	1,209,685,855	3.21%

"New Money" FY 2022 Budget

Increase in Revenue

Property Tax Increase 3.21%	$314,226
Utility/Stormwater "Cost of Services"	$200,434
6% PILOFF (In Lieu of Franchise Fees)	$181,273
Fire Assessment 3% + New to Tax Roll	$150,983
Utility Billing Fees – CPI 1.5%	$14,930
Utility ROI	($573,033)
Total Increase in Revenue	**$288,813**

"New Expenses" FY 2022 Budget



Increase in Expenses

General Fund Payroll 3% Increase	$275,758
Capital Funded By Current Revenue	$227,921
GF Approved New Position Requests (2)	$118,404
Building Permits (Funded by BP Reserves)	($326,846)
Total Increase in Expenses	$295,237

Total Increase in Revenue	$288,813
Total Increase in Expenses	$295,237
Net "New" Money	($6,424)

Use of General Fund Balance Reserves

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 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

COCOA FLORIDA

Recommended Use of Unassigned Fund Balance FY 2022

- **Beginning Balance** $4,236,104

- **Use of Unassigned Fund Balance:**

  - Police Department $549,805
  - Public Works Department $296,856
  - Fire Department $126,725

  Total: **$973,386**

- **Ending Balance** **$3,262,718**

Stantec



Stantec to present the General Fund FAMS

City Council Direction

- **Consensus to complete preparation of Recommended FY 2022 Budget to present at July 27th City Council Meeting**

1. Millage Rate:
   - Maintain Current Millage Rate – 5.9790
   - 4.27% Increase to Property Values for Tax Year 2021, Fiscal Year 2022. Estimated Increase to Budgeted Revenue @ 95% $314,226

2. Fire Assessment Rate:
   - FY 2022 3% Increase

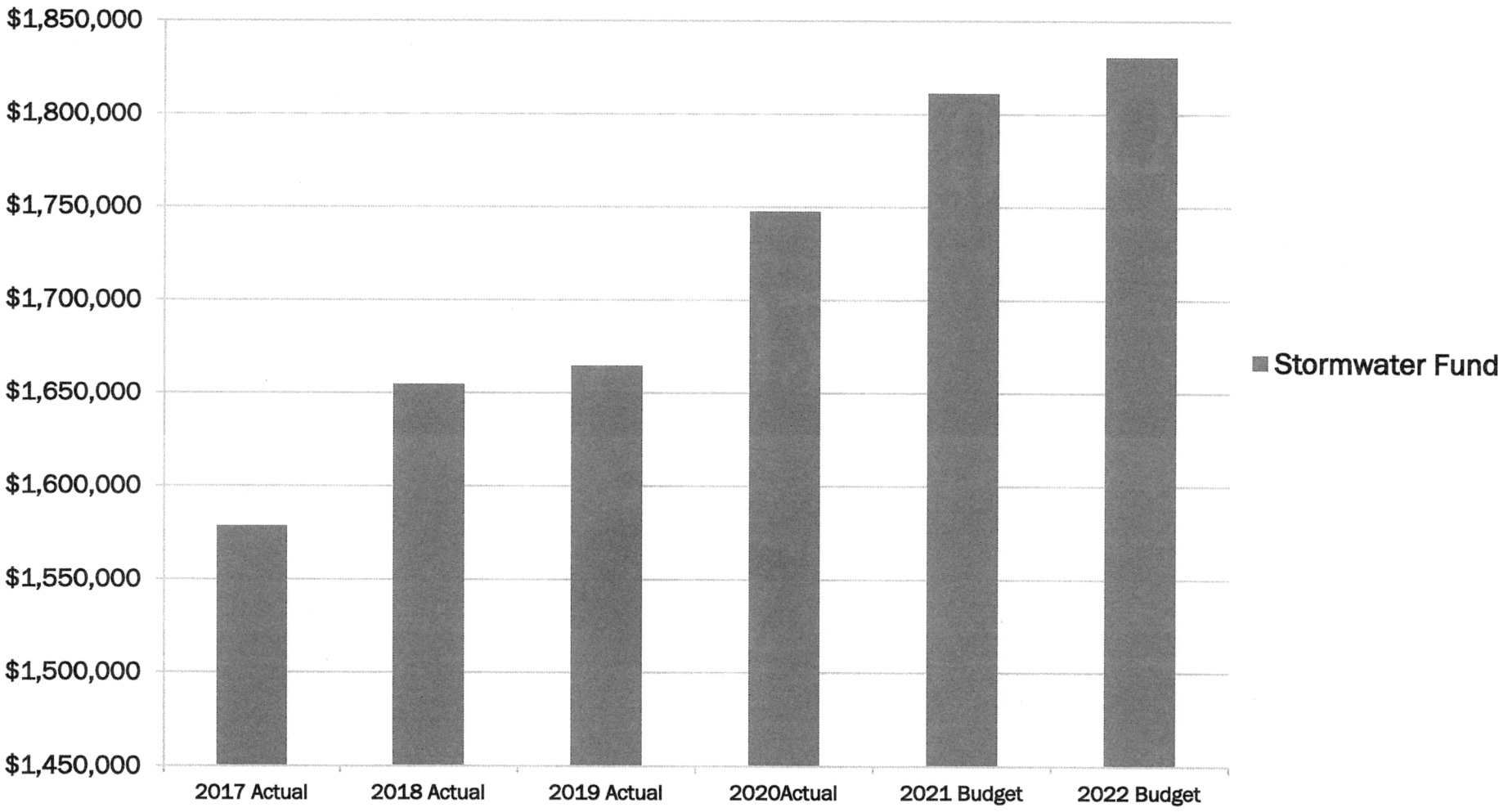
   Estimated Increase of 3% would account for an additional $150,983 in Revenue. Fire Assessment Revenue $2,765,483 would then account for 40% of the Fire Department's Budget.



FY 2022

Stormwater Budget Overview

Stormwater Fund Revenue Trends



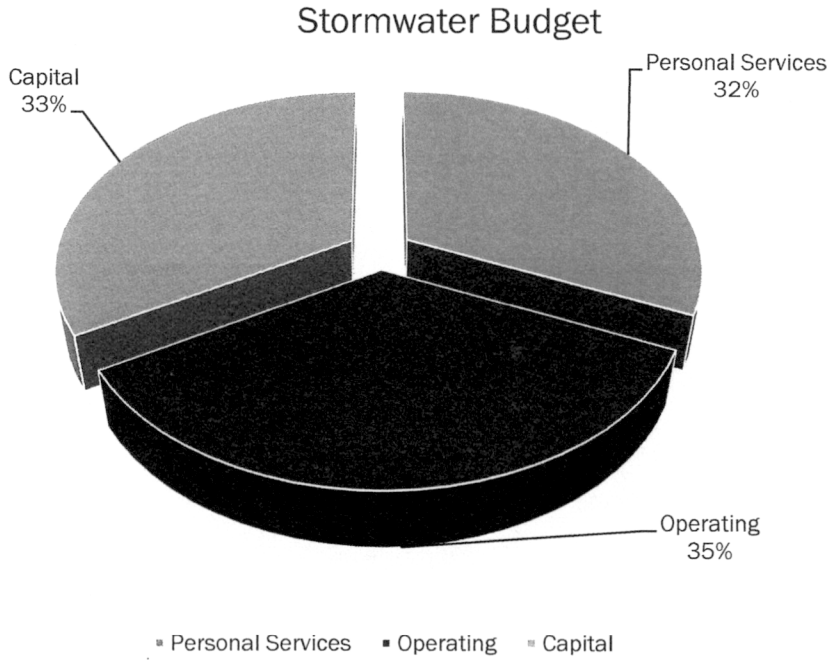
FY 2022 Stormwater Fund Revenues by Funding Source

Funding Source	FY 2022 Budget	% of Budget
Special Assessment & Tax Certificates	$1,830,148	100%
Storm Mitigation Application Fee	$400	0%
TOTAL FY 2022	**$1,830,548**	**100%**

Note: The Recommended FY 2022 Budget was built with a 4.5% increase to stormwater ra

FY 2022 Recommended Stormwater Fund Budget

- Personal Service
  - Salaries and Benefits
- Operating
  - Repair & Maintenance, Professional Services, Contract Services, etc.
- Capital
  - Infrastructure and Machinery and Equipment



FY 2022 Stormwater Fund Recommended Budget

Funding Source	FY 2021 Adopted Budget	FY 2022 Recommended Budget	$ Difference	% of Budget
Personal Services	$573,350	$579,612	$6,262	32%
Operating	$757,919	$638,316	($119,603)	35%
Capital	$480,000	$612,620	$132,620	33%
TOTAL	**$1,811,269**	**$1,830,548**	**$19,279**	**100%**

Stantec



Stantec to present the Stormwater FAMS

City Council Direction

Consensus to finalize the proposed FY 2022 Budget

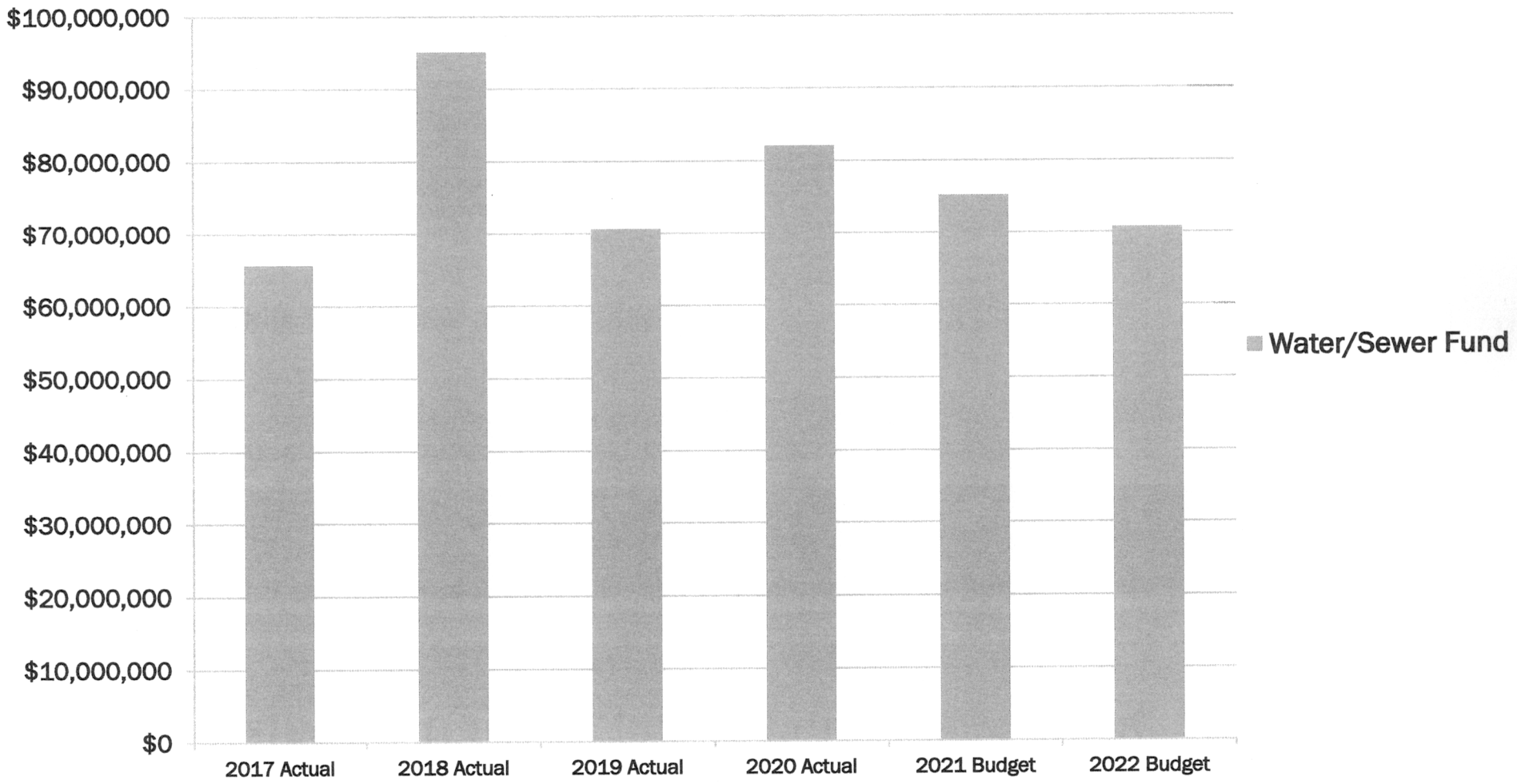
- Maintain stormwater assessment rate at 4.5%



FY 2022

Water/Sewer Recommended Budget Overview

Water/Sewer Fund Revenue Trends

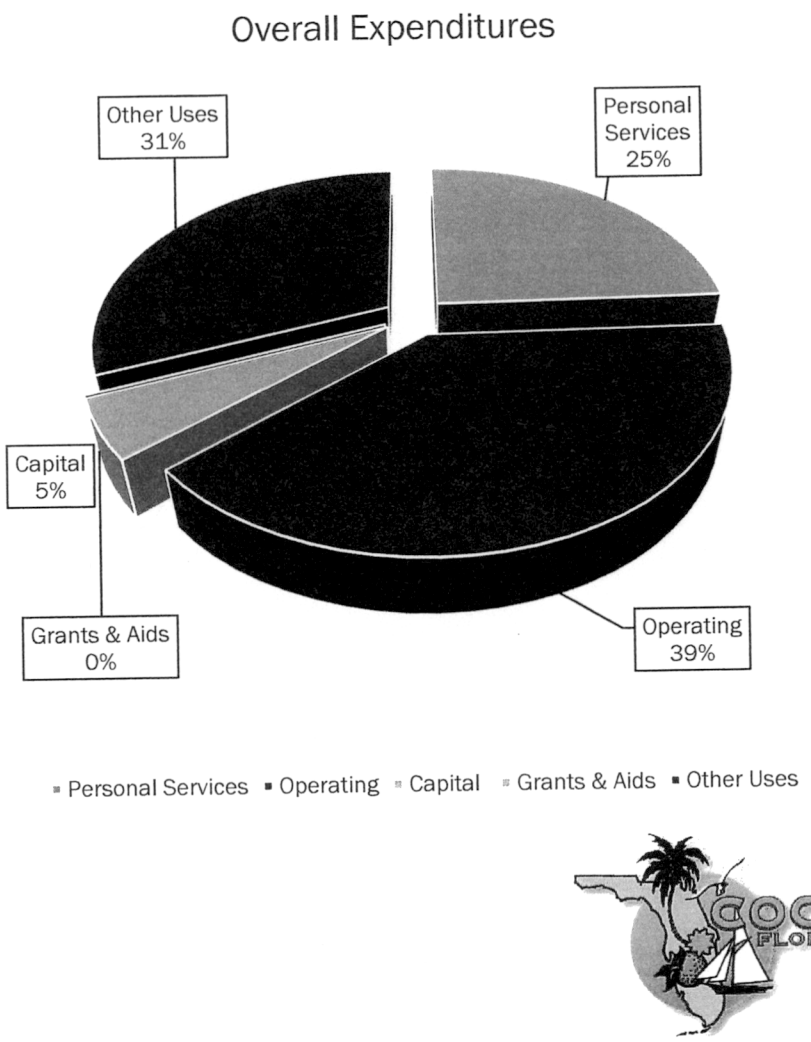


FY 2022 Water/Sewer Revenues

Funding Source	FY 2022 Budget	% of Budget
Charges for Service (Water, Sewer and Reuse Sales, Connection Fees, Hydrant Fees, Fireline Fees, Backflow Device Checks, Grease Trap Permits and Connection Fees)	$66,527,478	94%
Other Non-Revenue (Revenues from Unassigned FB (Reserves)	$4,032,857	6%
Miscellaneous (Interest Earned, Rent and Royalties, and Scrap Metal)	$191,992	-
TOTAL FY 2022	**$70,752,327**	**100%**

FY 2022 Overall Expenditures

- **Personal Services**
  - Certified Operators, Electricians, Sludge Equipment Operators, Crew leaders, Utility Mechanics
- **Operating**
  - Engineering services, Security, Wellfield equipment, Equipment Rental, Repairs & Maintenance
- **Capital**
  - Machinery & Equipment, Vehicles, Dyal PLC upgrade, SCADA Server Utility Extension at Cocoa Grove
- **Grants & Aids**
  - Donation for "Water for the People"
- **Other Uses**
  - Franchise Fee, ROI to GF with 2018 Bonds, Bond principle & Interest



FY 2022 Water/Sewer Recommended Budget

COCOA FLORIDA

Water/Sewer Fund:	FY 2021 Adopted Budget	FY 2022 Recommended Budget	$ Difference	% OF BUDGET
Administration (Salaries, ROI, 6% PILOF, Allocation and Debt Service, Transfers)	$42,047,650	$34,067,725	($7,979,925)	48%
Dyal Water Plant	$13,799,810	$15,338,692	$1,538,882	22%
Water Field Operations	$9,232,366	$9,288,757	$56,391	13%
Water Reclamation	$3,565,931	$3,643,579	$77,648	5%
Engineering	$2,245,318	$3,342,483	$1,097,165	5%
Sewer Field Operations	$2,478,744	$3,111,175	$632,431	4%
Utility Support Services (Meter Readers And Field Services)	$1,701,530	$1,836,826	$135,296	3%
Inventory (Warehouse)	$115,638	$123,090	$7,452	-
TOTAL FY 2022	**$75,186,987**	**$70,752,327**	**($4,434,660)**	**100%**

Recruitment and Retention Challenges

Multiple vacancies allows for reactive work to be done vs proactive work

Field Operations

- 6 Hydrants workers reassigned as needed filling in repair crew opening for break and repair work orders
- 3 Valve workers reassigned as needed filling in repair crew opening for break and repair work orders
- 7 Available Backflow workers – used as last resort – backflow has a regulatory requirement that must be met

Dyal Plant

- Reassigning some workers to cover Maintenance Worker/Utility Mechanic work to complete and close out work orders
- Custodial work being completed by other staff due to opening

Recruitment and Retention Challenges (continued)

- The inability to recruit, hire and retain employees as a result of wage rates lower than surrounding municipalities and private sector companies is having an adverse and unstainable affect on operations in most city departments.

- Lack of qualified applicants / economic issues related to Covid-19

- Implementation of new Florida minimum wage

- The Police Department currently has 7 sworn officer positions vacant

- The Utility Department has 11 out of 14 positions vacant for Maintenance Workers

City Council Direction

Consensus to finalize the Recommended FY 2022 Budget

- **Water/Sewer Fund**

  0% Increase: (The Recommended FY 2022 Budget has been built with no increase)

Stantec



Stantec to present the Water/Sewer FAMS

Recruitment and Retention Efforts



- Pay Study completed in 2014, partially implemented for FY 2015
- Pay increases from 2015 to 2021 have been 3% each year for all employees, including bargaining units
- Wage adjustment for Liuna employees in 2016 ranging from 3% - 26%
- Equity adjustments were made in FY 2019 for all employees (as applicable) to bring them up to more competitive market wages
- PBA & PBA Lieutenants received 8% & 3% increases in FY 2021, respectively
- Teamsters/District Chiefs received 5% or 3% increases FY 2021

Recruitment and Retention Options



The General and Stormwater Funds do not generate sufficient increases in recurring revenue to pay for increases higher than 3% per year

- Increasing the tax rate by 1 mil would generate approximately $1.1 million in additional revenue in Year 1
- Increasing the stormwater fee by an additional 4.5% would generate approximately $74,000 in additional revenue in Year 1

- Water/Sewer Utility Fund can raise rates to pay for increased wages higher than 3% per year. Year -1 a 2% increase, Years 2-6 a 4% increase

Recruitment and Retention Options, (continued)

Option 1: Increase the tax rate, stormwater fee, and water/sewer rates to accommodate pay increases and adjustments to the pay ranges.

Option 2: Allow the Water/Sewer Utility Department to accommodate pay increases and adjustments to their pay ranges.

Option 3: Allow the Water/Sewer Utility Department to offer sign on bonuses/incentives to applicants.

Option 4: Allow the City Manager/Department Directors to make salary offers within the pay range as necessary.

- Increasing a select set of employees' wages would cause disparity in wages among comparable positions throughout the City
- Increase a select set of employees' wages may create morale issues, further exacerbating the employee retention
- General Fund employees moving to Utilities

Stantec



Stantec to present Wages

QUESTIONS

COCOA
FLORIDA



What's Next...

- **City Council FY2022 Budget Workshop/Hearings**
  - July 27, 2021 @ 6:00 PM – TRIM Hearing (Set the tentative ad valorem millage rate)
  - August 10, 2021 @ 6:00 PM
    - Resolution – Preliminary Fire Protection Assessment/Rates
    - Resolution – Preliminary Stormwater Assessment/Rates
  - August 24, 2021 @ 6:00 PM
    - Resolution – Final Fire Protection Assessment/Rates
    - Resolution – Final Stormwater Assessment/Rates

- 1ST Public Hearing – September 14, 2021 @ 6:00 PM
  - Vote for a Proposed Millage Rate
  - Vote on the Proposed FY2022 Budget

- 2nd Final Public Hearing – September 28, 2021 @ 6:00 PM
  - Adopt Final Millage Rate
  - Adopt the FY2022 Budget



City of Cocoa
Annual Financial Analysis

July 8, 2021

Stantec

Foundations of the Analysis

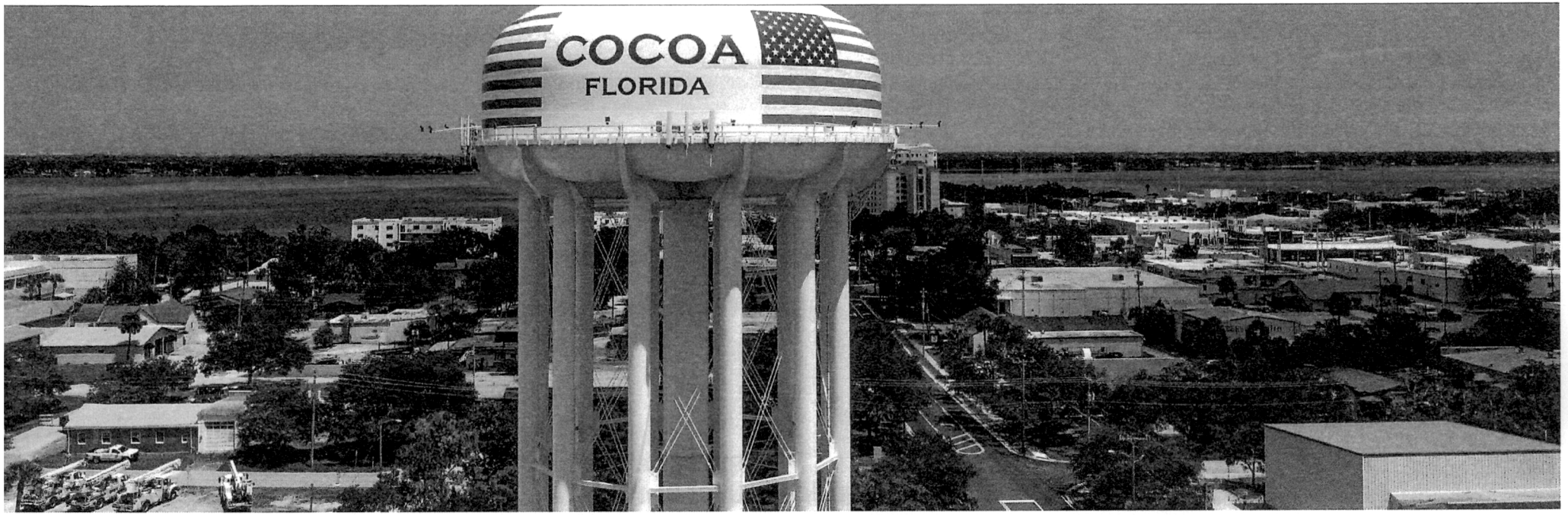
- Annual revenue sufficiency analysis performed during City's budget process
- Provide options and recommendations for sustainable funds

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:

- FY 2021 Revised Budget
- FY 2022 Preliminary Budget
- FY 2022 – FY 2026 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 operating and capital costs

Key Observations

- Projection assumes current operating levels
  - **No new personnel, programs or services**
- CIP reflects a conservative approach to capital spending
- Continued plan of fire assessment rate increases of 3% each year

Key Issues

- Escalation of costs outpaces revenue growth

FAMS Financial Analysis & Management System · By Stantec | City of Cocoa, FL | General Fund | Stantec

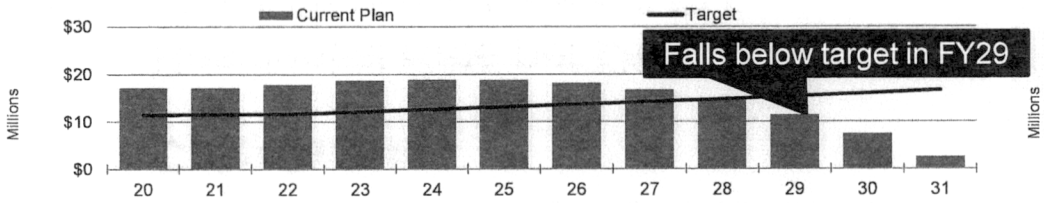
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Millage maintained

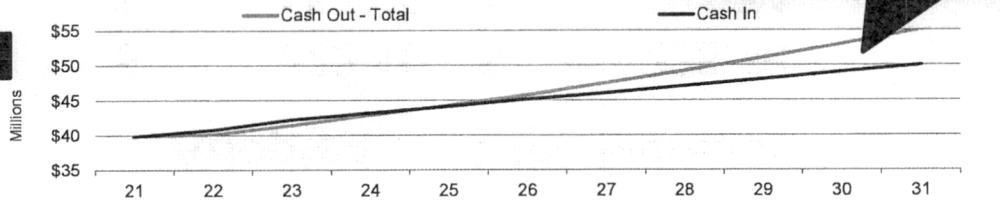
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Millage Rate	5.9790	5.9790	5.9790	5.9790	5.9790	5.9790	5.9790	5.9790	5.9790	5.9790	5.9790
Taxable Value Increase	6.6%	3.7%	7.8%	4.0%	4.0%	4.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Existing Property Value Adj			2.0%	3.0%	3.0%	3.0%	2.0%	2.0%	2.0%	2.0%	2.0%
New Construction	N/A	N/A	5.8%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Cash Flow Surplus/(Deficit) $M	$ 0.01	$ 0.66	$ 0.84	$ 0.27	$ (0.12)	$ (0.64)	$ (1.39)	$ (2.20)	$ (3.07)	$ (4.00)	$ (5.00)
End of Year Fund Balance $M	$ 17.18	$ 17.83	$ 18.67	$ 18.95	$ 18.83	$ 18.18	$ 16.79	$ 14.60	$ 11.52	$ 7.52	$ 2.52
Target Fund Balance $M	$ 11.65	$ 11.76	$ 12.23	$ 12.73	$ 13.21	$ 13.72	$ 14.25	$ 14.80	$ 15.39	$ 16.00	$ 16.65
Balance % of Expenses	48.64%	50.06%	50.39%	49.13%	47.03%	43.74%	38.89%	32.54%	24.71%	15.51%	5.00%
Fire Assessment Rate Increase	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
CIP Override	$ -	$ -	$ (0.80)	$ (0.20)	$ (0.30)	$ (0.90)	$ -	$ -	$ -	$ -	$ -

Salaries	3.0%
WMDC	Y
Override?	Y

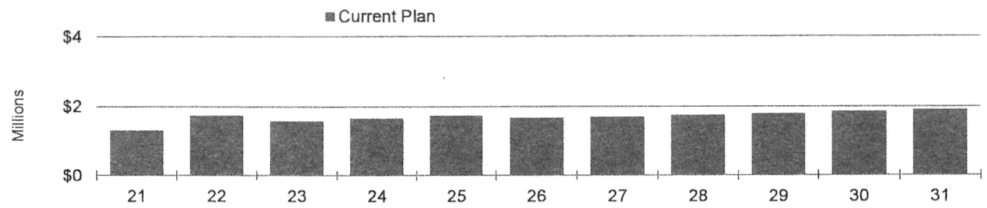
End of Year Fund Balance



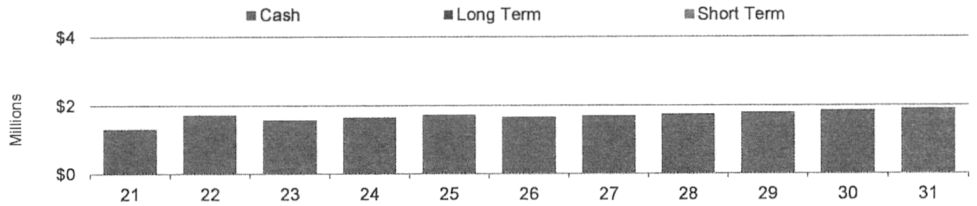
Revenues vs. Expenses



CIP Spending



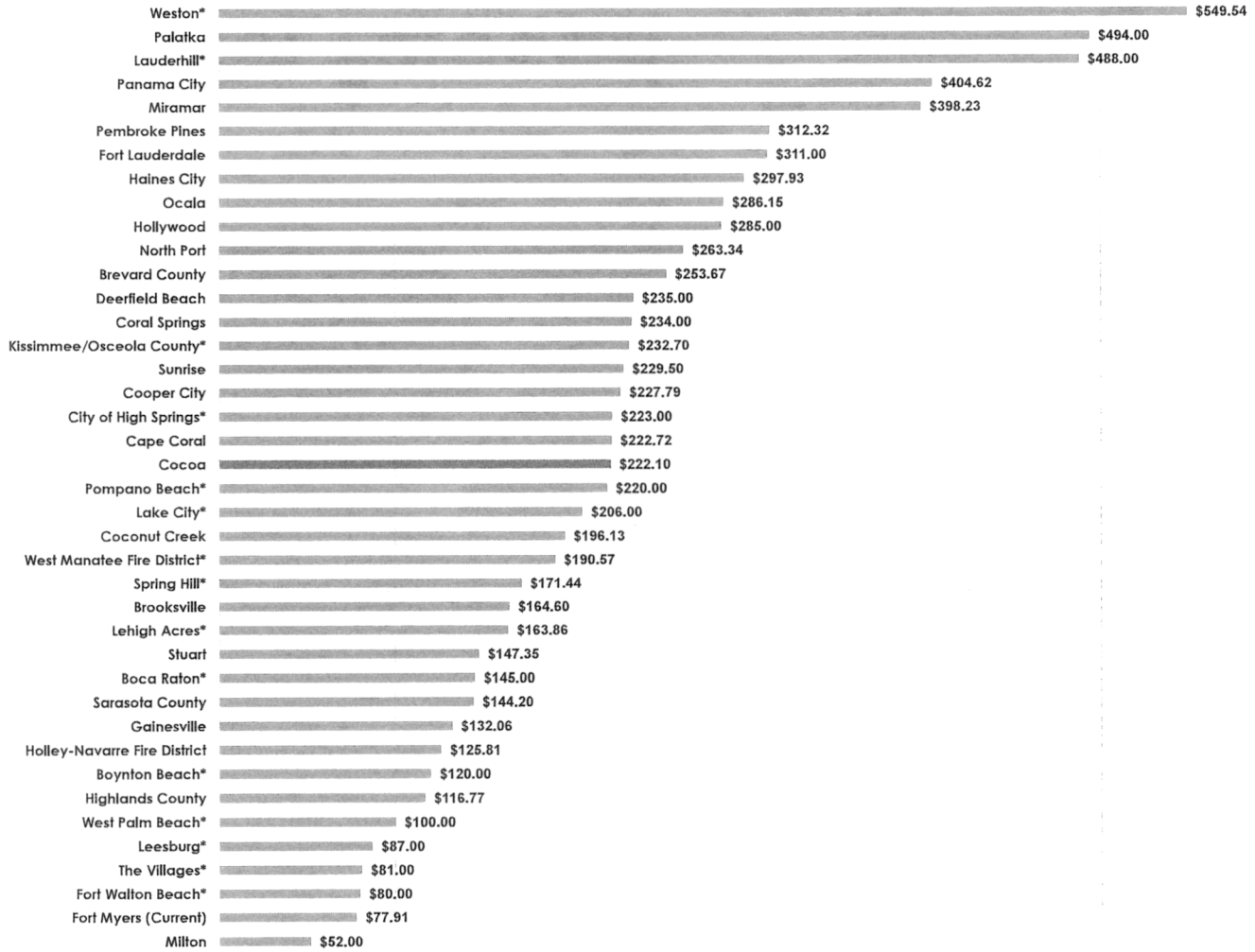
CIP Funding

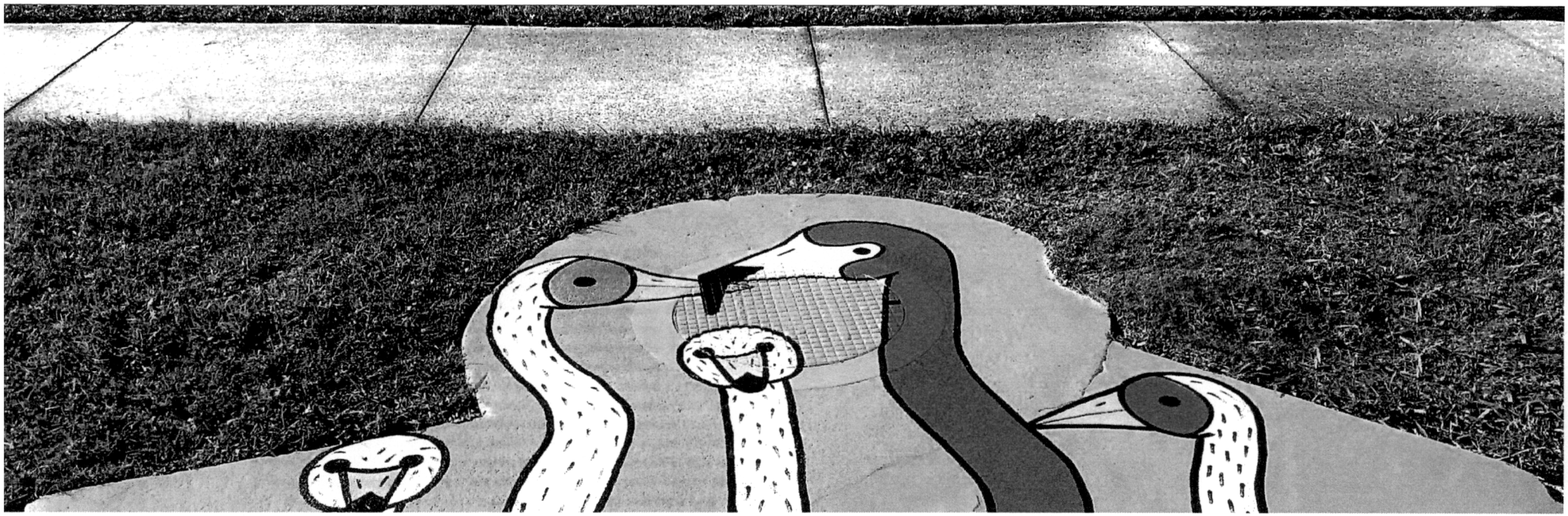


City of Cocoa Fire Assessment Calculation	FY 2021 Adopted	FY 2022 Proposed 3.0% Increase
Residential Rate per Dwelling Unit	$ 222.10	$ 228.76
Tier 1 Rate per Parcel EBU	$ 157.03	$ 161.74
Tier 2 Rate per Structure EBU	$ 9.84	$ 10.14
Estimated Collected Revenue [1]	**$ 2,760,929**	**$ 2,915,483**
Change $		*$ 154,554*
Change %		*5.6%*

[1] Collected revenue estimated at 95%. Includes estimated revenue from tax certificates.

FY 2021 Annual Residential Fire Assessment Fee Rate Survey for Single Family Homes





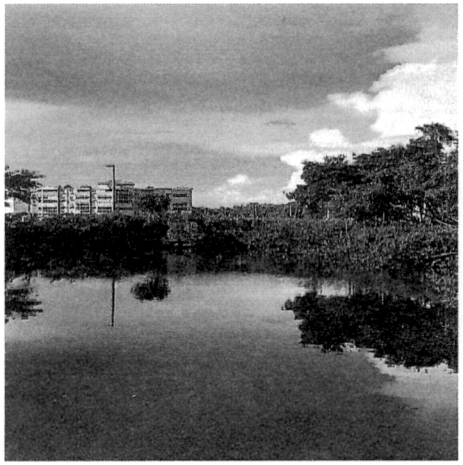
Stormwater Forecast

Key Planning Observations & Considerations

- Plan of rate increases identified in 2019 allows for capital funding
- Fiske Blvd grant frees up additional capital investment resources
- Aging infrastructure presents a key risk



Floating Wetlands at South Lakemont



Hubert Humphries Bridge Relief Channel
Dredging and Box Culvert Maintenance Project

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Financial Analysis & Management System | By Stantec

City of Cocoa, FL

Stormwater Fund

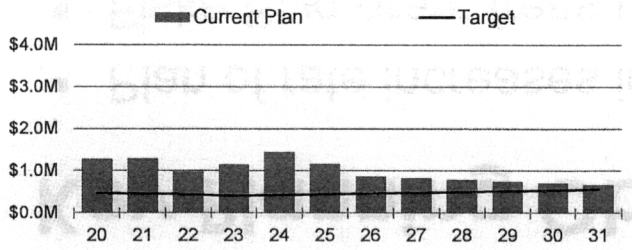
Stantec

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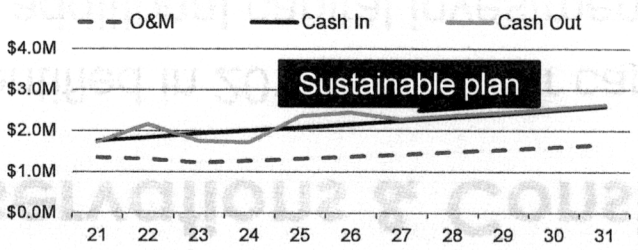
Reduced to 4.5%

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2025	FY 2030
Override ►		4.50%	4.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	Cumulative	
Revenue Adjustment Plan		4.50%	4.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	19.33%	38.33%
Tier 1 SFR Assessment	$78.43	$81.96	$85.65	$88.22	$90.86	$93.59	$96.40	$99.29	$102.27	$105.34	$108.50		
Tier 2 SFR Assessment	$120.67	$126.10	$131.77	$135.73	$139.80	$143.99	$148.31	$152.76	$157.35	$162.07	$166.93		
Tier 3 SFR Assessment	$209.97	$219.42	$229.29	$236.17	$243.26	$250.55	$258.07	$265.81	$273.79	$282.00	$290.46		
Annual $ Change (Tier 2)		*$5.43*	*$5.67*	*$3.95*	*$4.07*	*$4.19*	*$4.32*	*$4.45*	*$4.58*	*$4.72*	*$4.86*		

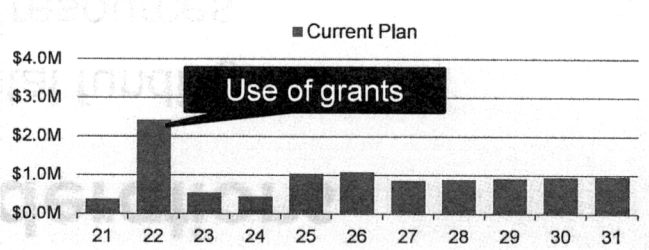
Operating Fund



Revenues vs. Expenses

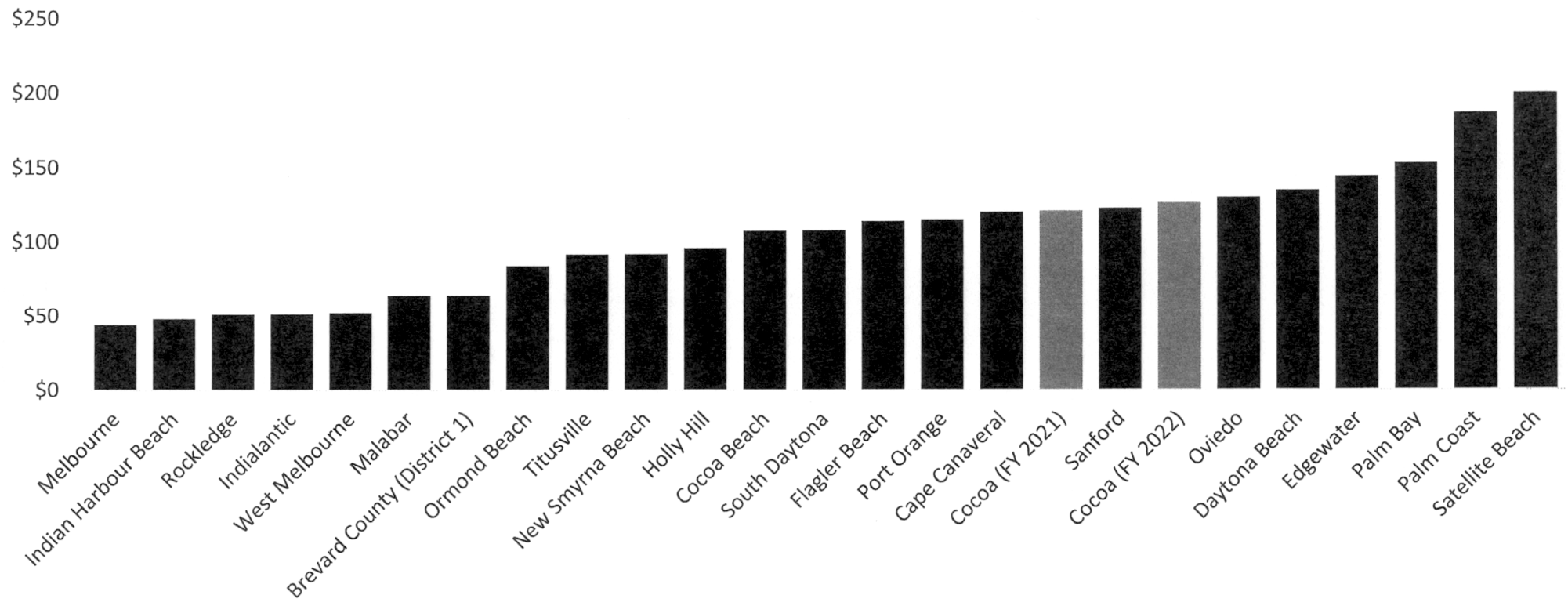


CIP Spending



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FY 2021 Annual Residential Stormwater Fee Rate Survey at 1 ERU





Water & Sewer Revenue Sufficiency Analysis

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Key Planning Observations & Considerations

Background

- 2020 RSA: no rate increase in FY 2021 and 4% annually through FY 2030
- City adopted rate structure modifications (March 2021) & updated impact fees and utility miscellaneous fees effective 10/1/21

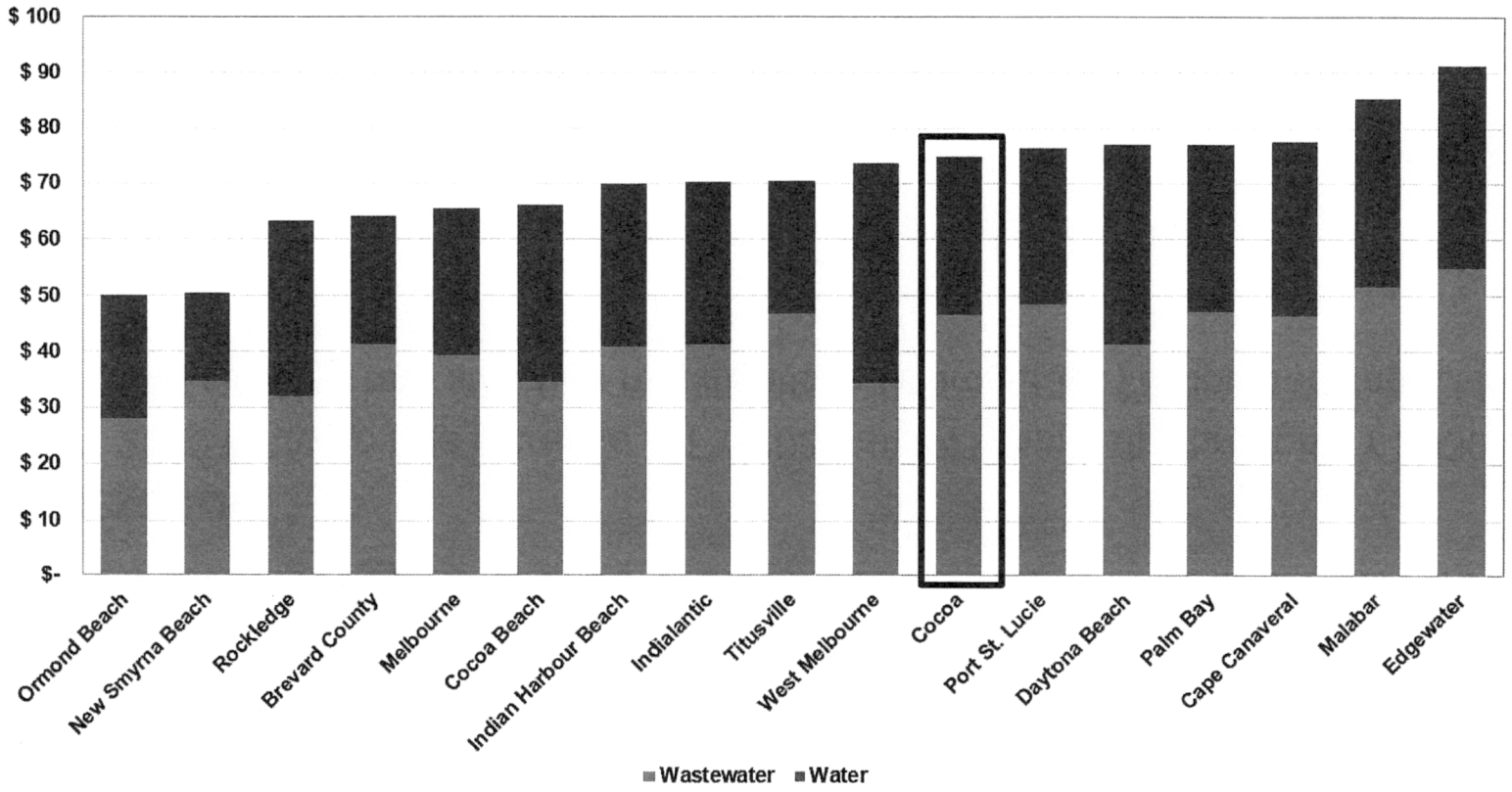
Objectives

- Evaluate sufficiency of revenues from current rates and rate indexing plan to meet costs & identify alternative rate indexing plan if needed
- Perform local residential customer cost comparison

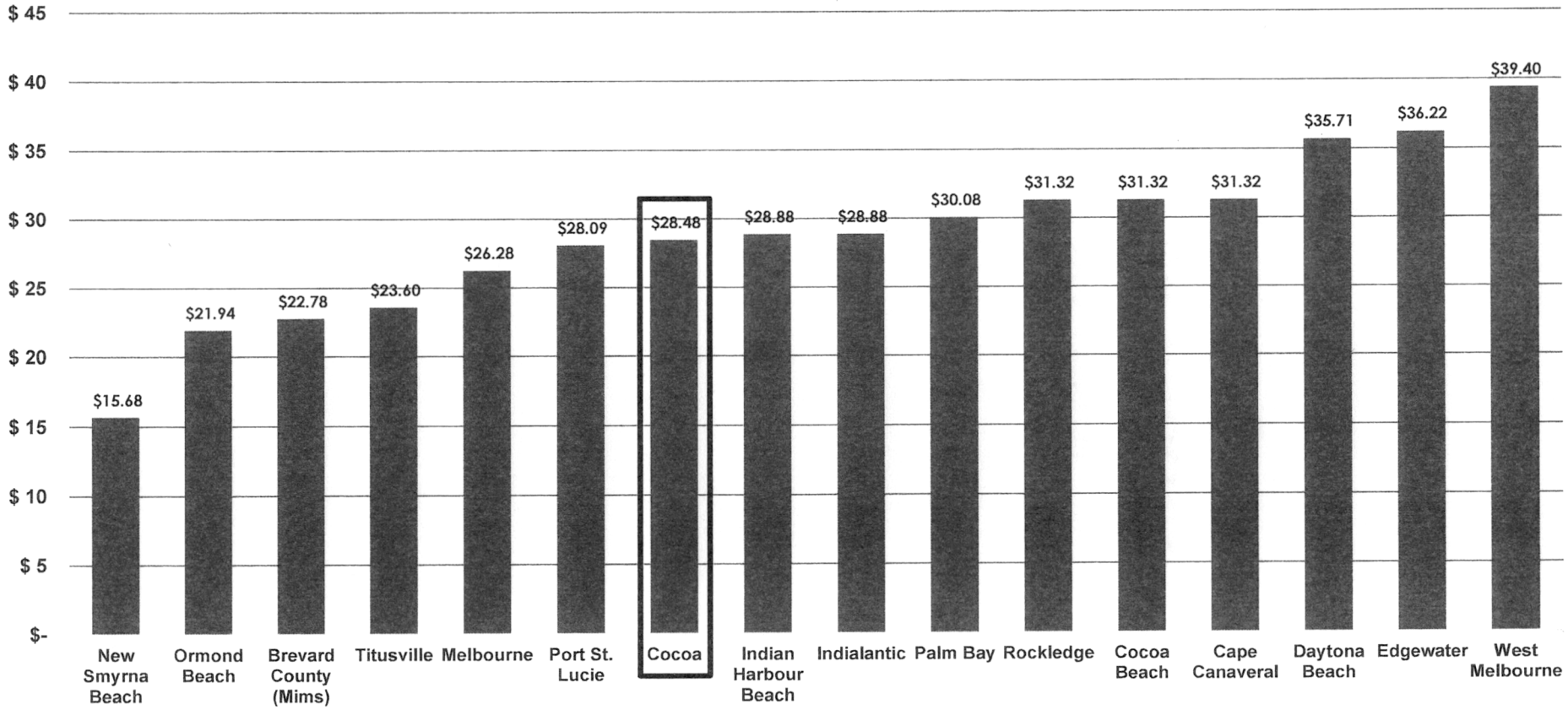
Key Issues

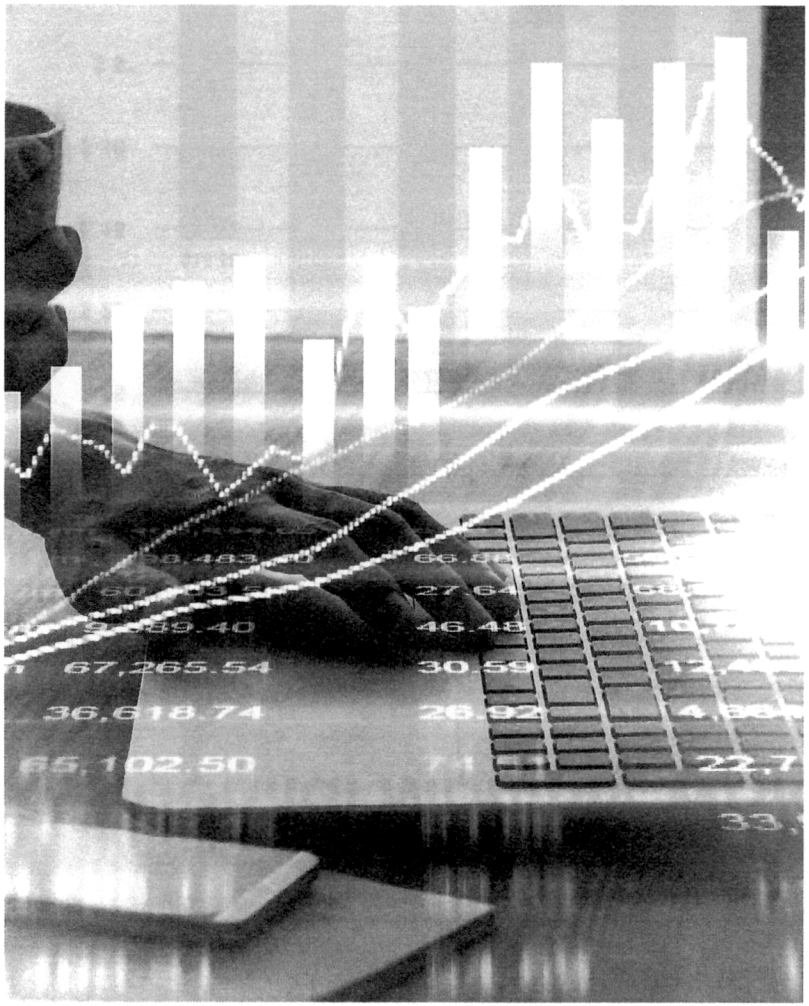
- Spend down remaining bond proceeds for major projects
- Alignment of capital needs and execution

Residential Monthly Bill Comparison – 4,000 Gals.



Residential Monthly Water Bill Comparison – 4,000 Gals.





Financial Management Plan

Fund Identified Capital Improvements, System R&R, & Annual O&M

Key Metrics for Financial Sustainability

Maintain Sufficient Operating Reserves

- 6 months of O&M
- Cover disruptions in revenue or unforeseen expenditures

Maintain Sufficient Debt Service Coverage

- Net revenues at least 2.0X annual debt service
- Minimize future debt issuances

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CITY OF COCOA, FL - WATER AND SEWER

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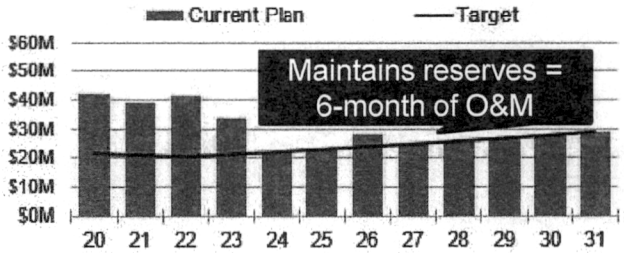
No rate increase in FY 22

4% annual rate plan in FY 23

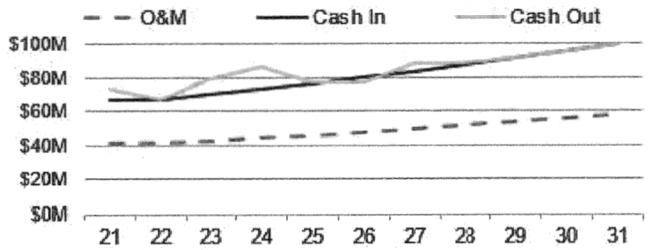
Scenario Manager

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Rate Plan	0.00%	0.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
Senior-Lien DSC	2.64	2.74	2.95	2.66	2.82	3.09	2.83	2.77	2.92	3.07	3.38
Avg WS Bill (4 Kgal)	$ 74.99	$ 74.99	$ 78.01	$ 81.13	$ 84.38	$ 87.73	$ 91.25	$ 94.91	$ 98.68	$ 102.63	$ 106.73

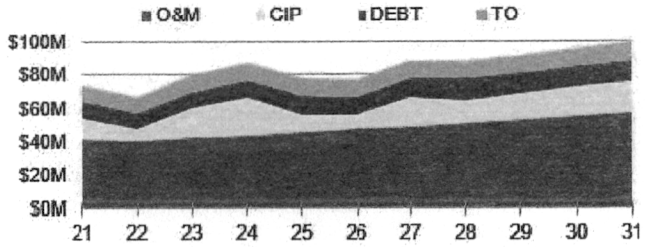
Operating Fund



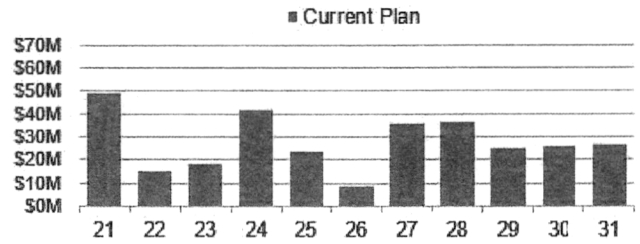
Revenues vs. Expenses



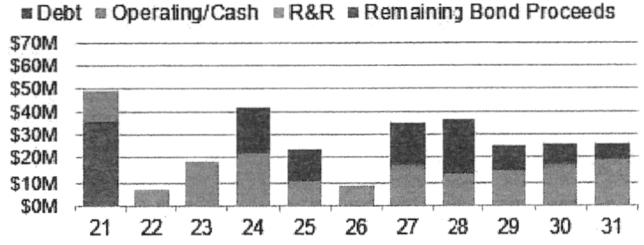
Expenses by Type



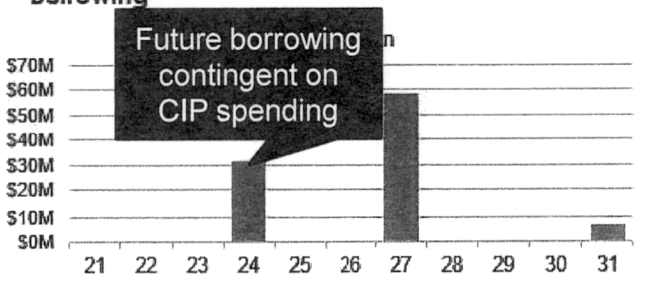
CIP Spending

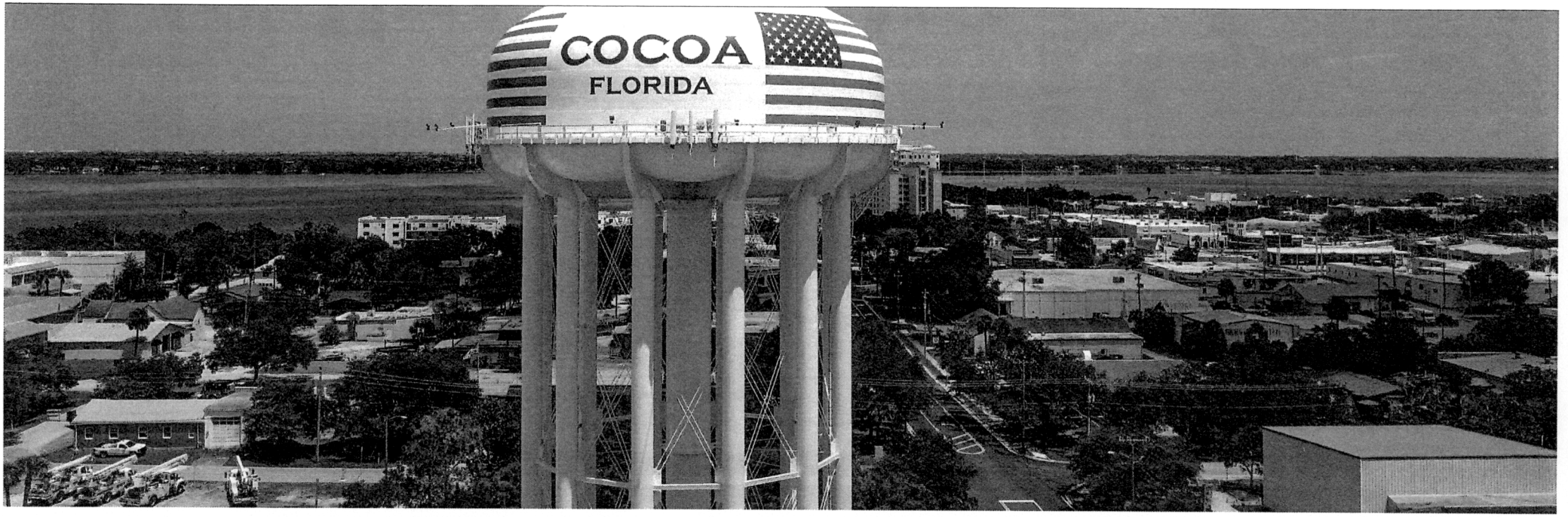


CIP Funding



Borrowing





Retention and Recruitment Scenarios

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Blue: Personnel Cost Incr. $1.0M

Green: Baseline

FAMS Financial Analysis & Management System | By Stantec

City of Cocoa, FL — General Fund

Stantec

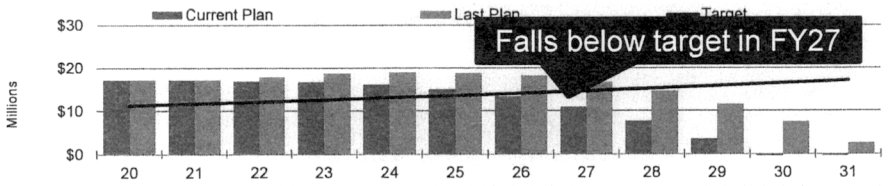
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	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Millage Rate	5.9790	5.9790	5.9790	5.9790	5.9790	5.9790	5.9790	5.9790	5.9790	5.9790	5.9790
Last Plan	5.9790	5.9790	5.9790	5.9790	5.9790	5.9790	5.9790	5.9790	5.9790	5.9790	5.9790
Taxable Value Increase	6.6%	3.7%	7.8%	4.0%	4.0%	4.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Existing Property Value Adj			2.0%	3.0%	3.0%	3.0%	2.0%	2.0%	2.0%	2.0%	2.0%
New Construction	N/A	N/A	5.8%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Last Plan	N/A	N/A	5.8%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Cash Flow Surplus/(Deficit) $M	$ 0.01	$ (0.27)	$ (0.11)	$ (0.70)	$ (1.11)	$ (1.65)	$ (2.41)	$ (3.23)	$ (4.12)	$ (5.07)	$ (6.04)
End of Year Fund Balance $M	$ 17.18	$ 16.90	$ 16.79	$ 16.09	$ 14.98	$ 13.33	$ 10.92	$ 7.69	$ 3.56	$ (1.50)	$ (7.54)
Target Fund Balance $M	$ 11.65	$ 12.07	$ 12.55	$ 13.06	$ 13.55	$ 14.07	$ 14.61	$ 15.18	$ 15.77	$ 16.40	$ 17.06
Balance % of Expenses	48.64%	46.21%	44.13%	40.66%	36.47%	31.27%	24.66%	16.71%	7.46%	-3.03%	-14.60%
CIP Override	$ -	$ -	$ (0.80)	$ (0.20)	$ (0.30)	$ (0.90)	$ -	$ -	$ -	$ -	$ -

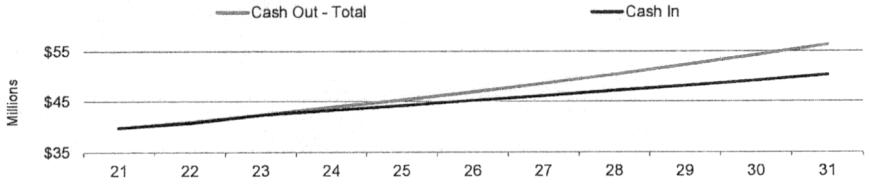
Scenario Manager

Salaries	3.0%
Salary Adj ($M)	$ 1.00
WMDC	Y
Override?	Y

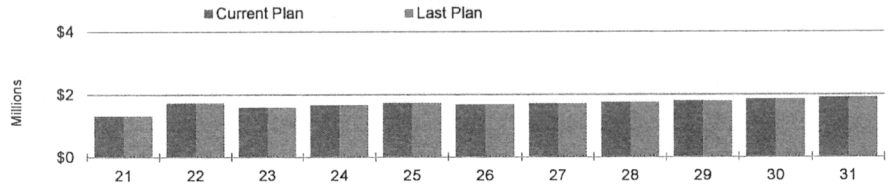
End of Year Fund Balance



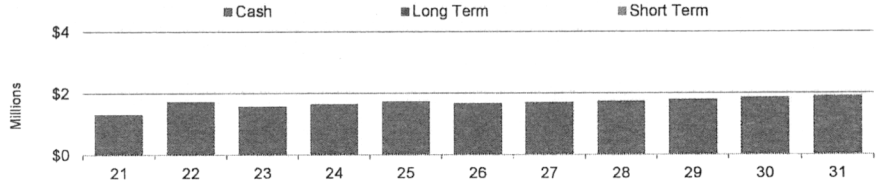
Revenues vs. Expenses



CIP Spending



CIP Funding



FAMS Financial Analysis & Management System By Stantec | City of Cocoa, FL | General Fund

Stantec

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1 Mil Increase

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Millage Rate Adjustment		1.0000									
Millage Rate	5.9790	6.9790	6.9790	6.9790	6.9790	6.9790	6.9790	6.9790	6.9790	6.9790	6.9790
Last Plan	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	6.6%	3.7%	7.8%	4.0%	4.0%	4.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Existing Property Value Adj			2.0%	3.0%	3.0%	3.0%	2.0%	2.0%	2.0%	2.0%	2.0%
New Construction	N/A	N/A	5.8%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Last Plan	N/A	N/A	5.8%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Cash Flow Surplus/(Deficit) $M	$ (0.16)	$ 0.71	$ 0.96	$ 0.43	$ 0.07	$ (0.41)	$ (1.12)	$ (1.90)	$ (2.74)	$ (3.63)	$ (4.59)
End of Year Fund Balance $M	$ 17.01	$ 17.72	$ 18.68	$ 19.11	$ 19.18	$ 18.77	$ 17.64	$ 15.74	$ 13.00	$ 9.37	$ 4.79
Target Fund Balance $M	$ 11.65	$ 12.07	$ 12.55	$ 13.06	$ 13.55	$ 14.07	$ 14.61	$ 15.18	$ 15.77	$ 16.40	$ 17.06
Balance % of Expenses	48.17%	48.44%	49.11%	48.28%	46.69%	44.02%	39.84%	34.23%	27.20%	18.86%	9.26%
CIP Override	$ -	$ -	$ (0.80)	$ (0.20)	$ (0.30)	$ (0.90)	$ -	$ -	$ -	$ -	$ -

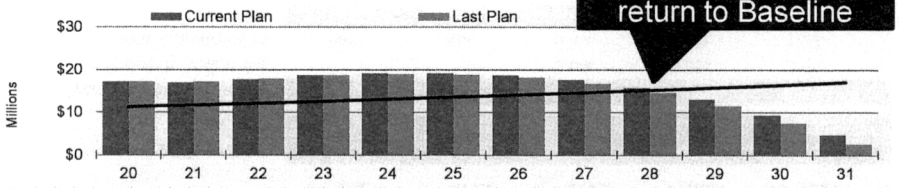
Scenario Manager

Salaries	3.0%
Salary Adj ($M)	$ 1.00
WMDC	Y
Override?	Y

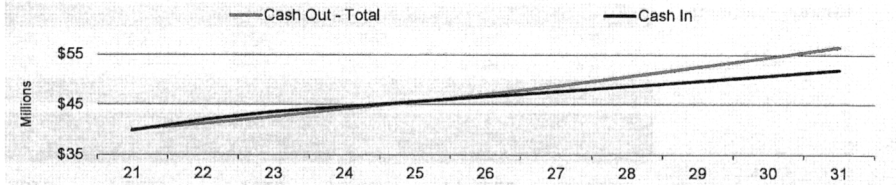
Blue: Personnel Cost Incr. $1.0M & 1mil Increase

Green: Baseline

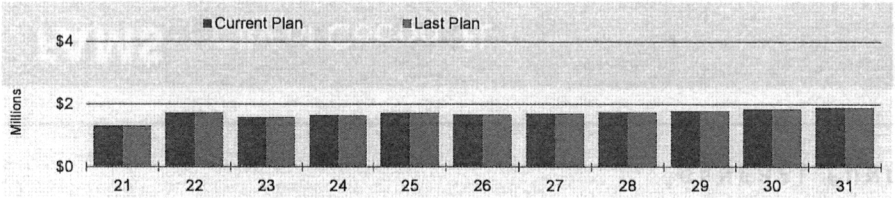
End of Year Fund Balance



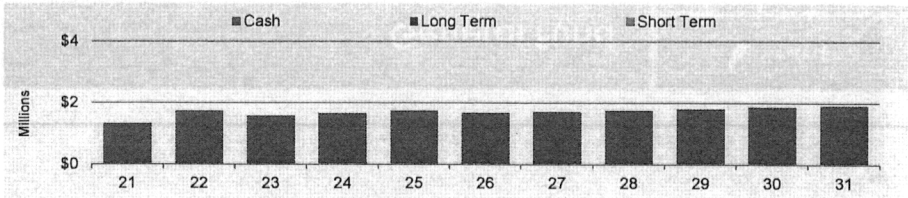
Revenues vs. Expenses



CIP Spending



CIP Funding



Blue: Personnel Cost Incr. $50k

Green: Baseline

FAMS Financial Analysis & Management System | By Stantec

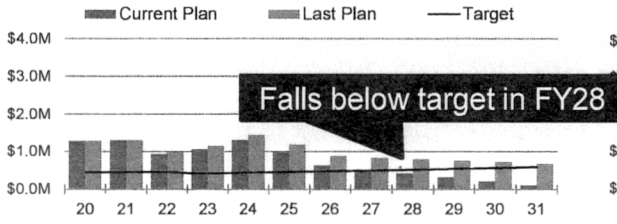
City of Cocoa, FL — Stormwater Fund

Stantec

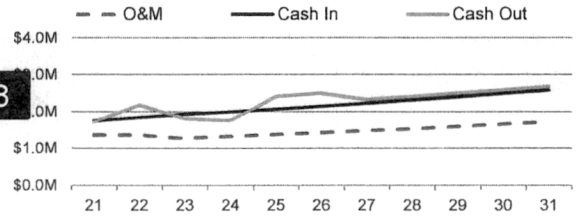
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	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2025 Cumulative	FY 2030 Cumulative
Override ►		4.50%	4.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%		
Revenue Adjustment Plan		4.50%	4.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	19.33%	38.33%
Last Plan		4.50%	4.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	19.33%	38.33%
Tier 1 SFR Assessment	$78.43	$81.96	$85.65	$88.22	$90.86	$93.59	$96.40	$99.29	$102.27	$105.34	$108.50		
Tier 2 SFR Assessment	$120.67	$126.10	$131.77	$135.73	$139.80	$143.99	$148.31	$152.76	$157.35	$162.07	$166.93		
Tier 3 SFR Assessment	$209.97	$219.42	$229.29	$236.17	$243.26	$250.55	$258.07	$265.81	$273.79	$282.00	$290.46		
Annual $ Change (Tier 2)		*$5.43*	*$5.67*	*$3.95*	*$4.07*	*$4.19*	*$4.32*	*$4.45*	*$4.58*	*$4.72*	*$4.86*		

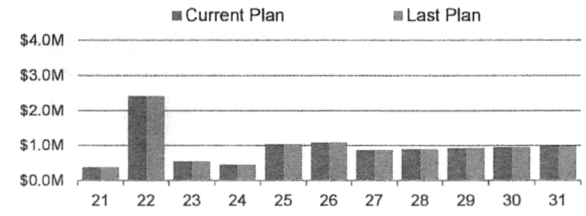
Operating Fund



Revenues vs. Expenses



CIP Spending



Blue: Personnel Cost Incr. $50k

Green: Baseline

FAMS Financial Analysis & Management System | By Stantec

City of Cocoa, FL — Stormwater Fund

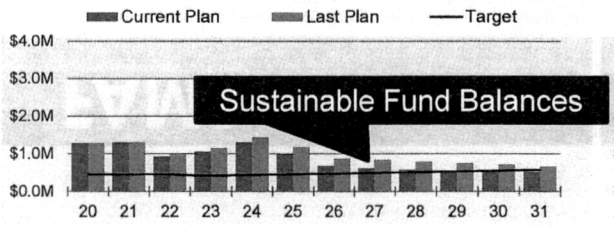
Stantec

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3.5% Annual Increase

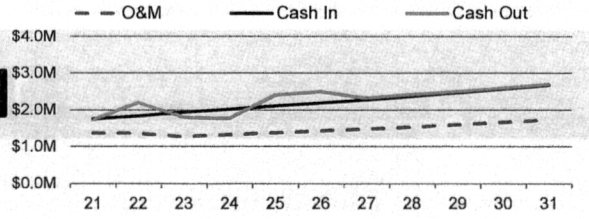
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2025	FY 2030
Override ►		4.50%	4.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	Cumulative	
Revenue Adjustment Plan		4.50%	4.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	21.07%	43.80%
Last Plan		4.50%	4.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	19.33%	38.33%
Tier 1 SFR Assessment	$78.43	$81.96	$85.65	$88.65	$91.75	$94.96	$98.28	$101.72	$105.28	$108.97	$112.78		
Tier 2 SFR Assessment	$120.67	$126.10	$131.77	$136.39	$141.16	$146.10	$151.21	$156.51	$161.98	$167.65	$173.52		
Tier 3 SFR Assessment	$209.97	$219.42	$229.29	$237.32	$245.62	$254.22	$263.12	$272.33	$281.86	$291.72	$301.93		
Annual $ Change (Tier 2)		*$5.43*	*$5.67*	*$4.61*	*$4.77*	*$4.94*	*$5.11*	*$5.29*	*$5.48*	*$5.67*	*$5.87*		

Operating Fund

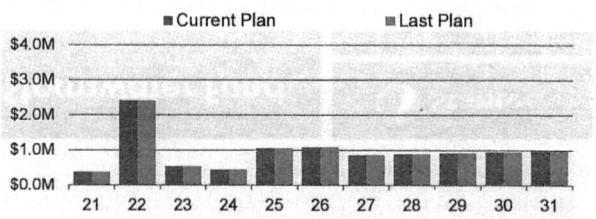


Sustainable Fund Balances

Revenues vs. Expenses



CIP Spending



Blue: Personnel Cost Incr. $1.2M

Green: Baseline

FAMS | CITY OF COCOA, FL - WATER AND SEWER

Financial Analysis & Management System | By Stantec

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CALC SAVE CTRL LAST OVR

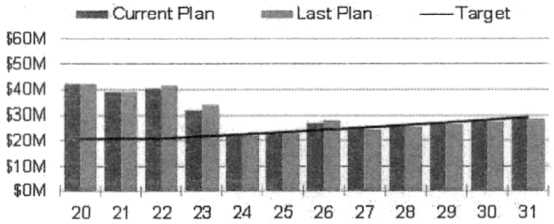
No increase in FY 2022

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2026	FY 2031
Rate Plan	0.00%	0.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	16.99%	42.38%
Last Plan	0.00%	0.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	16.99%	42.38%
Senior-Lien DSC	2.64	2.62	2.82	2.47	2.60	2.85	2.50	2.43	2.56	2.70	2.93		
Last Plan	2.64	2.74	2.95	2.66	2.82	3.09	2.83	2.77	2.92	3.07	3.38		
Avg WS Bill (4 Kgal)	$ 74.99	$ 74.99	$ 78.01	$ 81.13	$ 84.38	$ 87.73	$ 91.25	$ 94.91	$ 98.68	$ 102.63	$ 106.73		
Last Plan	$ 74.99	$ 74.99	$ 78.01	$ 81.13	$ 84.38	$ 87.73	$ 91.25	$ 94.91	$ 98.68	$ 102.63	$ 106.73		

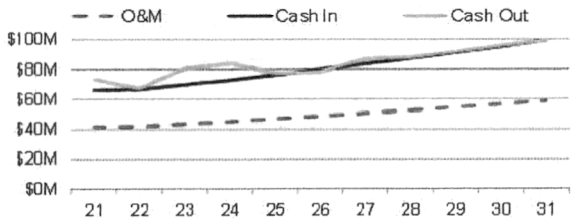
Scenario Manager

Check

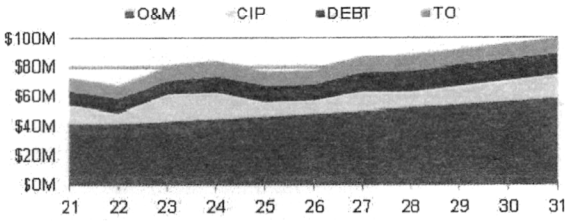
Operating Fund



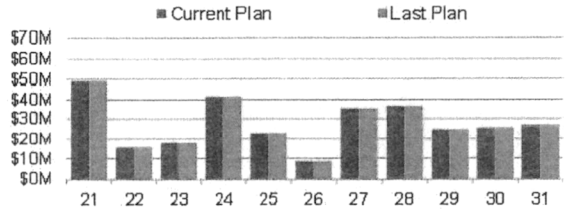
Revenues vs. Expenses



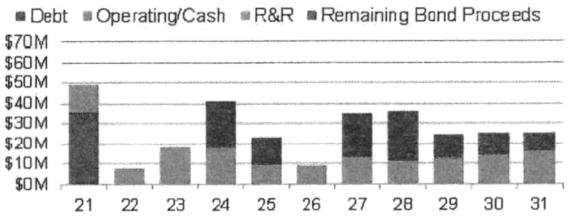
Expenses by Type



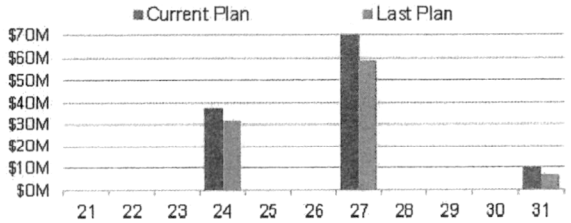
CIP Spending



CIP Funding



Borrowing



Blue: Personnel Cost Incr. $1.2M

Green: Baseline

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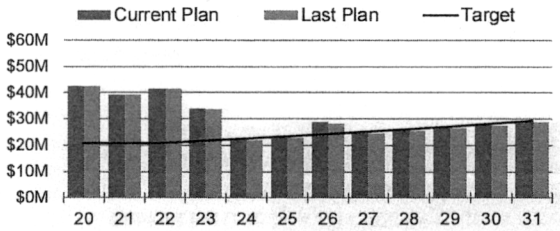
Rate increase in FY 2022

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2026	FY 2031
Rate Plan	0.00%	2.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	19.45%	45.22%
Last Plan	0.00%	0.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	16.99%	42.38%
Senior-Lien DSC	2.64	2.75	2.96	2.67	2.84	3.11	2.87	2.82	2.97	3.13	3.45		
Last Plan	2.64	2.74	2.95	2.66	2.82	3.09	2.83	2.77	2.92	3.07	3.38		
Avg WS Bill (4 Kgal)	$ 74.99	$ 76.49	$ 79.53	$ 82.71	$ 86.02	$ 89.47	$ 93.03	$ 96.76	$ 100.64	$ 104.66	$ 108.84		
Last Plan	$ 74.99	$ 74.99	$ 78.01	$ 81.13	$ 84.38	$ 87.73	$ 91.25	$ 94.91	$ 98.68	$ 102.63	$ 106.73		

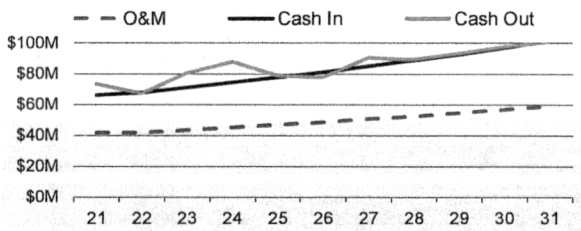
Scenario Manager

Check

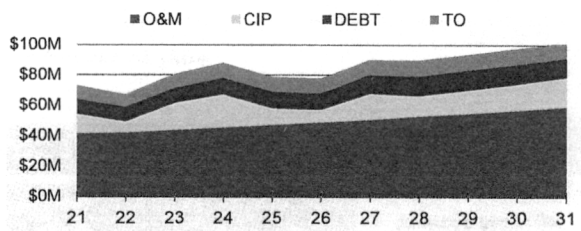
Operating Fund



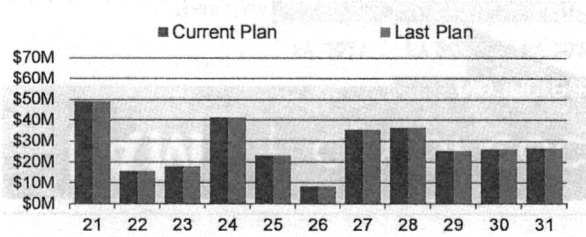
Revenues vs. Expenses



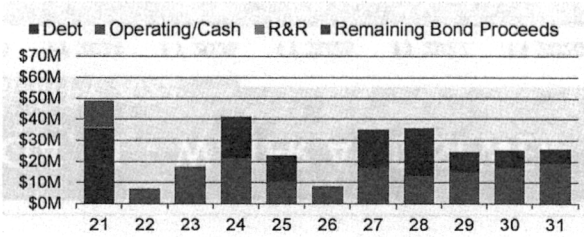
Expenses by Type



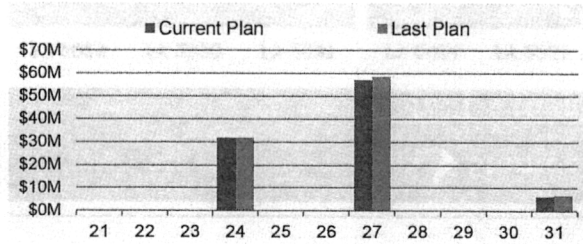
CIP Spending



CIP Funding



Borrowing



Next Steps

August 10th*
Public Hearing for Utility Rates, Preliminary Fire Assessment and Stormwater Resolution

*Pending City Council Direction

August 24th
Council Considers Adopting Final Rate Resolutions for Fire and Stormwater Assessments

October 1st
Implementation of updated Rates



Questions & Discussion

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