Minutes
City of Cocoa
Budget Priorities & Fiscal Sustainability Workshop

May 6, 2020

A Budget Priorities & Fiscal Sustainability Workshop was held on Wednesday, May 6, 2020, in Cocoa City Hall, in City Council Chambers, located at 65 Stone Street, in Cocoa, Florida, 32922, as publicly noticed.

I. Opening Matters:

Mayor Williams called the meeting to order at 10:10 A.M.

Chief Lamm provided the invocation and Deputy Mayor Goins 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:	Jake Williams, Jr.	Mayor
	James Goins	Deputy Mayor
	Don Boisvert	Councilmember (via telephone)
	Lorraine Koss	Councilmember
	Brenda Warner	Councilmember
	Anthony Garganese	City Attorney (via telephone)
	Matt Fuhrer	Interim City Manager
	Monica Arsenault	Assistant City Clerk

OTHER STAFF MEMBERS PRESENT:

Tammy Gemmati, Administrative Services Director; Nancy Bunt, Community Services Director; Jack Walsh, Utilities Director; Michael Cantaloupe, Chief of Police; Jonathan Lamm, Fire Chief; Samuel Byrd, Deputy Fire Chief; Bryant Smith, Public Works Director; Samantha Senger, Assistant to the City Manager/PR Specialist; Rebecca Bowman, Finance Director; and Lora Howell, Deputy Finance Director.

II. Workshop Topics:

1. Budget Presentation: Projections, Priorities and Direction

Interim City Manager Fuhrer shared the agenda for the workshop and provided a presentation[1] as well as a brief history of the budget. He noted that the City contracted with Stantec last year to determine the projections for the year we are in.

He explained the General Fund FY20 Model and provided a snapshot as of March 31, 2020 of the FY20 budget and explained the use of the General Fund balance reserves. He explained the General Fund balance (2019 CAFR) and the projected use of the Fund Balance in FY20.

Interim City Manager Fuhrer noted the impact to the FY20 revenues due to Covid-19 and discussed what we know about the virus.

John Grady, with Public Trust Advisors, provided a presentation[2] and discussed the world economic outlook as of April 2020 as well as growth projections. He explained the comparison of the Great Lockdown of 2020 to the global contraction that happened in 2008-2009. He added that the first reading for the 1st quarter Gross Domestic Product (GDP) at -4.80% suggests the US has entered a recession, the first since December 2009, ending the longest economic expansion in US history. He provided a graph of the GDP from March 2018 to March 2020.

Mr. Grady also shared and discussed a graph regarding the Federal Reserve Balance from 2008-2020. He spoke briefly about the labor market, discussing nonfarm payrolls and jobless claims. He spoke about consumer spending and confidence and mentioned that retail sales are the worst we've seen in a decade.

He pointed out that interest rates fell and turned negative in late March. He shared Federal Funds futures reached zero in mid-March.

Interim City Manager Fuhrer shared that as of yesterday, information was released that Brevard County, through the CARES Act, received $105 million dollars to disperse within the County. He provided an estimation of Covid-19's impact to the FY20 revenues. Additionally, he mentioned the FY20 amendments to the General Fund revenues due to Covid-19.

Interim City Manager Fuhrer provided the FY21 General Fund Budget Overview. He discussed external factors and challenges that the City monitors as well as

[1] FY21 Financial Update & Budget Priority Workshop
[2] Public Trust Advisors PowerPoint Presentation

horizon issues regarding public safety pensions, health insurance and Lee Wenner Park. Other horizon issues include future solid waste contracts, natural disasters and the US Supreme Court Ruling regarding internet sales taxes.

Furthermore, Interim City Manager Fuhrer shared the FY21 Departmental Capital requests and CIP considerations. He also noted several community based requests.

Additionally, he recommended that Council finalize the Interlocal Agreement with current budget commitment and evaluate any further requests mid-year.

He further discussed FY21 department personal requests. He mentioned the budget development philosophy, including the City's focuses and City Council identified projects and priorities. He asked Council to provide direction and possibly give a consensus after considering and sharing what they believe is priority, including projects and initiatives they'd like to see move forward, taking into consideration the financial situation the City is in.

Mayor Williams suggested investing more into licensed lawn services to provide clean up in the City and to maintain thorough fares and main roadways. He noted perception is everything and it is important to keep up the appearance of the city. He would like to see more projects completed, such as the museum and the community garden.

Interim City Manager Fuhrer pointed out that the inmate program was paused with the Covid-19 impacts and staff is not sure when it will continue. In the meantime, Public Works is working hard to keep up the appearance of the City.

Councilmember Warner agreed with Mayor Williams that the appearance of the City is important. She added that she's noticed more trash along with roadways with more people being out and about walking and biking and she's also noticed children waiting for the bus and throwing their trash into the storm drains. She suggested that maybe this is an issue that the Sustainability Advisory Committee could address.

Councilmember Warner also recommended that with the Police Chief retiring at the end of the year the City could see some turnover if we don't increase salaries. She added that our officers are being recruited by other higher paying cities after the city invests thousands of dollars to train these officers.

Councilmember Boisvert stated that he agreed with Councilmember Warner and wants the City to prioritize the importance of taking care of its employees.

Councilmember Koss added that she would like to see incorporation of the parks plan and she noted the importance of stormwater management. She agreed with the Mayor in regards to the importance of the upkeep of the City and its appearance. She also recommended that the City consider training staff to speak Spanish. In response, Councilmember Warner pointed out that there is a church in the City that offers these types of classes, and they also teach Portuguese.

Councilmember Koss also believes community gardening is important and suggested that information regarding nutrition be dispersed as well.

Mayor Williams mentioned that he believes any employees making under fifteen dollars an hour should be bumped up to fifteen dollars, even if it's an increase over a three year span. He also believes that any employee who has worked for the City for over fifteen years should be close to reaching the top of their pay scale. He stressed the importance of happy employees.

Deputy Mayor Goins shared that there are a lot of renters in the City and he would like to see the City invest in affordable housing. He spoke specifically about the Michael C. Blake subdivision and would like to see the City offer assistance to that development. He also shared that he agreed with Councilmember Warner in regard to offering better or additional benefits, salaries and education to our officers.

Deputy Mayor Goins would also like to enhance security in the City, including the City's parks. He talked about stormwater drains and ways to stop trash from falling in. He also spoke in regard to the City's right-a-ways as well as investing in signs to slow traffic on residential streets and in neighborhoods.

Interim City Manager Fuhrer asked for a preliminary consensus to build the proposed FY21 budget, including the millage rate and the fire assessment rate. He clarified that he is only seeking a consensus from Council and that they will not vote on the millage rate and fire assessment rate until the first public hearing later in the year.

Deputy Mayor Goins recommended that a conversation be held where the City considers putting utility bills in the homeowner's name instead of putting it in the renter's name. In response, Councilmember Warner suggested that he reach out to the Space Coast Realtor's Association and have a conversation with them.

Further discussion was held regarding the pros and cons of making it mandatory for utility accounts to be placed in the name of the homeowner.

Ms. Howell pointed out that she believed the increase is automatic per the resolution and this would need to be addressed if Council decides to move in a different direction.

* **CONSENSUS to move forward with staff's recommendation and to allow staff to build the FY21 budget as discussed, but to revisit the topic and reassess information at a future meeting[3].**

Ms. Senger read an e-comment[4] from Candace Rogers, 93 Delannoy Ave., Cocoa into the record.

Interim City Manager Fuhrer provided graphs and information regarding expenses and operating funds for the Water & Sewer fund. He also shared several key observations regarding the Water & Sewer fund.

Additionally, he shared the FY21 Water/Sewer CIP requests.

Interim City Manager Fuhrer clarified that this will be revisited in August.

* **CONSENSUS to move forward with staff's recommendation for now, but to revisit the discussion at a future meeting.**

Interim City Manager Fuhrer discussed the Stormwater Fund. He asked for a consensus from Council to move forward to build the budget.

* **CONSENSUS to move forward with staff's recommendation and to allow staff to build the FY21 budget as discussed, but to revisit the topic and reassess information at a future meeting.**

Interim City Manager Fuhrer shared upcoming dates for the next workshops and hearings regarding the budget.

Discussion was held regarding the $105 million dollars that was given to Brevard County for disbursement.

Ms. Bunt pointed out that a resolution was provided to Council regarding outdoor seating for restaurants and staff is requesting that Council offer their approval. Staff would like to issue these permits to businesses as long as certain guidelines are followed.

Interim City Manager Fuhrer mentioned that the City is looking to pilot a public seating area, where citizens could purchase food and utilize this public seating

[3] A 5 minute break was taken from 12:40-12:45pm
[4] E-Comment from Candace Rogers

area to sit and eat. The City would add extra trash cans and utilize Leisure Services staff for clean-up.

* **MOTION by Councilmember Koss; SECONDED by Councilmember Warner to approve the Resolution.**

AYES: Williams, Goins, Boisvert, Koss, Warner

THE MOTION CARRIED UNANIMOUSLY (5-0)

Interim City Manager Fuhrer explained the Phase 2 plan for reopening the state and asked for Council's consensus to reopen City facilities consistent with the Governor's orders.

Council agreed that this discussion be revisited at the May 13th Council meeting so that they can reassess Covid-19 numbers in the County because they are concerned for the safety of employees[5].

Interim City Manager Fuhrer mentioned that a letter[6] was received from the Cocoa Village Playhouse.

Ms. Senger read an e-comment[7] from Stacy Hawkins into the record.

Councilmember Warner clarified that Council could give the Playhouse permission to continue their activities in accordance with the Governor's orders. In response, Interim City Manager Fuhrer agreed.

It was decided that this topic would be brought back at the May 13th Council meeting.

* **MOTION by Councilmember Boisvert; SECONDED by Councilmember Warner to adjourn the Budget Workshop.**

AYES: Williams, Goins, Boisvert, Koss, Warner

THE MOTION CARRIED UNANIMOUSLY (5-0)

[5] Deputy Mayor Goins left the room at 1:25pm & returned at 1:28pm
[6] Letter from Cocoa Village Playhouse
[7] E-comment from Stacy Hawkins

The meeting was adjourned at 1:34 pm.

Jake Williams, Jr., Mayor

ATTEST:

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



FY 2021

Financial Update and Budget Priority Workshop

Projections, Priorities and Direction

May 6, 2020

Agenda

- Background - General Fund Sustainability Model
- Review of Fiscal Year 2020 Budget To Date
- Prior Year Budget Philosophies
- Fund Balance Reserves and Policy
- Revenue Challenges due to External Factors (Covid-19)
- Revenue Projections
- Departmental Capital Requests and Large Non-Capital Expenditures on the Horizon
- Grant Availability for Capital Improvement Plans & Master Plans
- Budget Priorities
- Preliminary Consensus: Millage Rate, Fire Assessment, Stormwater Assessment and Utility Rates, to build the Fiscal Year 2021 Budget
- Fiscal Year 2021 Budget Calendar

Responsible Fiscal Management

Certificate of Achievement for Excellence in Financial Reporting



Assigned Aa2 rating from Moody's Investors Service.

Distinguished Budget Presentation Award



During the Covid-19 Pandemic (March 23rd) the Utilities Bond Rating was changed from AA Positive to Stable by S&P.

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FY2020 Review

Actual To Date as of 3/31/2020

Fiscal Year 2020

The City contracted with Stantec to update the General Fund Sustainability, Cost Allocation, Stormwater Revenue Sufficiency and the Water/Sewer Revenue Sufficiency Models, for the FY2020 Budget Process

- Validated/Updated Assumptions and Projections
- Update the Cost Allocation
- Evaluated FY2020 Water/Sewer Utility Rates
- Evaluated FY2020 Millage and Fire Assessment Rates
- Reviewed Capital Funding through use of General Fund Balance Reserves
  - ❑ Dr. Joe Lee Smith Center- Estimated Completion June 2020
  - ❑ Lee Wenner Park & Riverfront Park Restoration- Estimated Completion July 2020
  - ❑ Fiske Boulevard Streetscape- Estimated Completion 2021

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General Fund
Fiscal Year 2020 Model

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

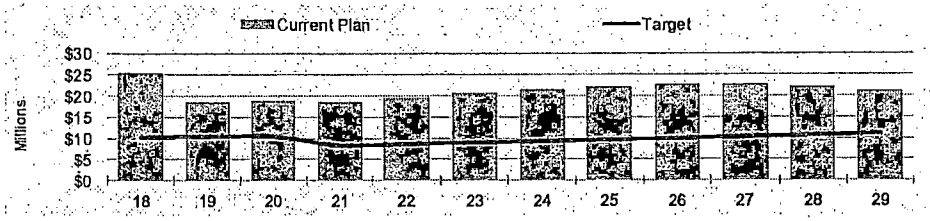
Stantec

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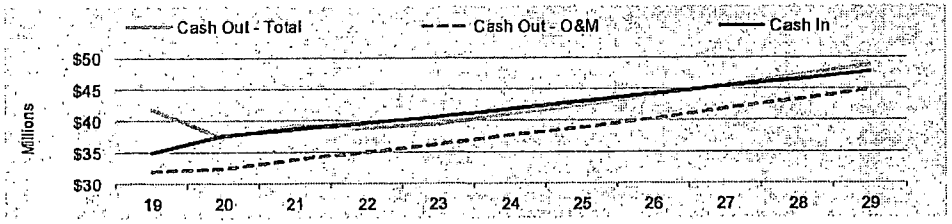
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
Millage Rate	5.9790	5.9790	5.9790	5.9790	5.9790	5.9790	5.9790	5.9790	5.9790	5.9790	5.9790
Taxable Value Increase	9.1%	10.5%	4.0%	3.0%	3.0%	4.3%	4.2%	5.3%	5.0%	3.0%	3.0%
Cash Flow Surplus/(Deficit) $M	$ (6.82)	$ 0.46	$ (0.50)	$ 0.93	$ 1.26	$ 0.03	$ 0.69	$ 0.59	$ (0.03)	$ (0.46)	$ (0.94)
End of Year Fund Balance $M	$ 16.72	$ 18.15	$ 18.65	$ 19.58	$ 20.84	$ 21.76	$ 22.49	$ 22.79	$ 22.75	$ 22.29	$ 21.36
Target Fund Balance $M	$ 10.57	$ 10.68	$ 8.46	$ 8.76	$ 9.06	$ 9.40	$ 9.74	$ 10.08	$ 10.45	$ 10.82	$ 11.21
Balance % of Expenses	44.89%	51.45%	47.61%	50.40%	52.75%	53.11%	52.62%	51.87%	50.07%	47.41%	43.67%

Growth	Medium
WMDC?	Y
EA?	N
FF?	N

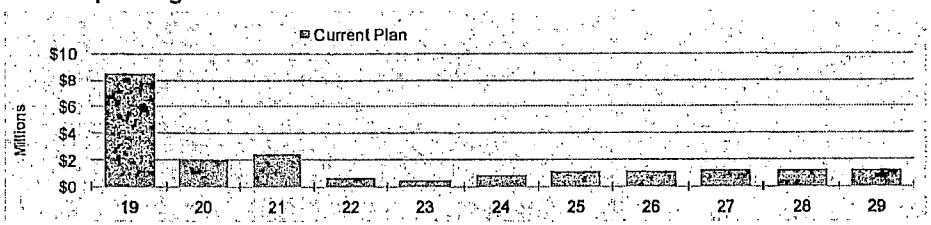
End of Year Fund Balance



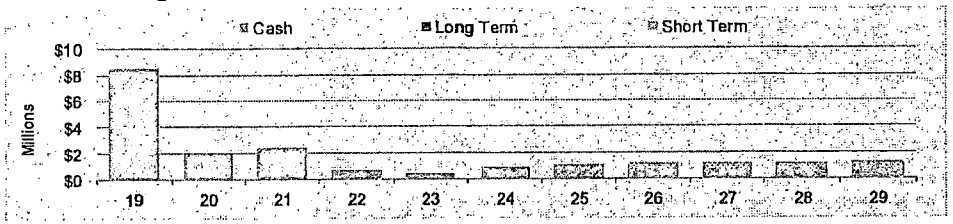
Revenues vs. Expenses



CIP Spending

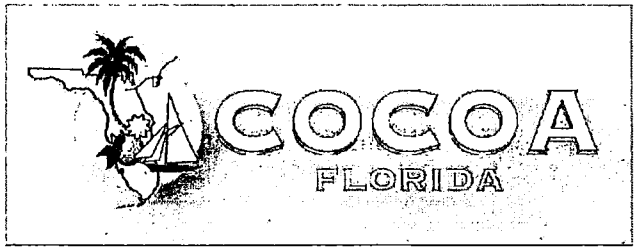


CIP Funding



Stantec

FY 2020 BUDGET to ACTUAL SNAPSHOT as of March 31, 2020



	FY20 Amended Budget	YTD Encumbrances	FY20 Actual Transactions	Remaining Balance	% Rec/Used
			General Fund		
Revenues	$40,433,506		$22,365,309	$18,068,197	55%
Expenses	$40,433,506	$3,501,958	$17,083,122	19,848,426	51%
Net			$5,282,187		
			Water/Sewer Fund		
Revenues	$67,017,178		$36,383,897	$30,633,281	54%
Expenses	$67,017,178	$8,996,221	$27,737,020	$30,283,937	55%
Net			$8,646,877		
			Stormwater Fund		
Revenues	$1,944,353		$1,412,701	$532,150	73%
Expenses	$1,944,353	$80,126	$1,010,105	$854,122	56%
Net			$402,596		

*Current year collections through March are consistent with prior Fiscal Years.

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

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General Fund Balance (2019 CAFR)

- Non-spendable (Inventory and Pre-Paid Items) $1,666,589
- Committed (Stabilization Fund) $12,288,375
- Assigned $6,250,000
- Unassigned $5,207,074

- Fiscal Year 2020 projected use Fund Balance $2,421,825

Pineda Street $500,000
Street Paving and Sidewalks $330,000
Electric Vehicle $33,250
City Manager Payout $237,033
FY19 Budget Roll $293,269
Two Railroad Crossing $209,000- Deferred due to Virgin Train Construction
Work Cart $15,000
Police Fire System for I.T. Training Room $15,000

Remaining Unassigned Fund Balance FY2020 = $2,785,249

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Covid-19 Impact to FY20 Revenues

"Safer-At-Home" order effective 3/23 - 5/4/20 limiting movement and temporarily closing non-essential businesses has reduced consumer activity & related revenue sources for General Fund:

- State Shared Revenues – Decrease due to less consumer spending and travel
- Local Sales Tax – Decrease due to less consumer spending
- Local Gas Tax – Decrease due to less fuel consumption
- Local Business Tax – Decrease due to the limited new business openings and closures of existing businesses
- Building Permits – Decrease due to restrictions limiting construction activity and overall economic uncertainty
- Penalties – Decrease due to waiving late fees to relieve utility customers experiencing economic hardship

*State shared revenues received up to 2 months (March actuals anticipated in June)

Covid-19- What we Know

Economic Impact is unique and unprecedented- "Hibernation and Wake-up"

- State of Florida March Sales Tax down 25% (March 23 "Safer at Home)
- Stock Market Evaluation- (Public Trust Advisors)
- Property Values Impact Delayed and Unknown
- Duration of the Event- Second Wave?
- Unemployment- 2.8% February to 4.3% March
  - Brevard- DEO 4.2% of Labor Force Since March, 12,030 Claims
- The Board of County Commissioners 5-5-2020 approved the use of up to $4.4 million in CARES funds for housing rental and mortgage assistance, housing utility and security deposit, and food stability for individuals impacted by COVID-19.

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Estimated Covid-19 Impact to FY20 Revenues

City of Cocoa, FL

Potential COVID-19 General Revenue Impact Summary - City of Cocoa, FL

Schedule 1

Selected General Fund Revenue Sources - FY 2020 Budget

Account	Description	FY 2020 Budget	FY 2020 YTD Actual (6 Months)	FY 2020 Remaining Budget	FY 2020 Remaining Budget (Monthly)
001-0000-312.41-00	LOCAL OPTION GAS TAX 6 CT	$ 563,001	$ 250,997	$ 312,104	$ 52,017
001-0000-316.00-00	LOCAL BUSINESS TAX	$ 165,000	$ 126,399	$ 38,601	$ 6,434
001-0000-322.00-00	BUILDING PERMITS	$ 238,000	$ 227,023	$ 10,977	$ 1,830
001-0000-335.12-00	STATE REVENUE SHARING	$ 524,436	$ 276,330	$ 248,106	$ 41,351
001-0000-335.12-20	STATE REVENUE SHARING 8TH CNT MUNICIPAL GAS TAX	$ 163,268	$ 80,916	$ 82,352	$ 13,725
001-0000-335.18-00	LOCAL GOVERNMENT 1/2 CENT	$ 1,109,934	$ 481,581	$ 628,353	$ 104,726
001-0000-343.30-04	PENALTIES	$ 846,073	$ 370,255	$ 468,818	$ 78,103
Total Selected Revenue Sources Budgeted		$ 3,610,512	$ 1,821,401	$ 1,789,111	$ 298,185
Total FY 2020 Budget General Fund Revenues		$ 40,031,626			*(Remaining Divided by 6 Months)*
Selected Revenue Sources as % of Total		9.0%			

Potential Short-Term COVID-19 Impacts: Low, Medium, & High

Account	Description	*See Schedule 2* FY 2020 Low Impact	*See Schedule 3* FY 2020 Medium Impact	*See Schedule 4* FY 2020 High Impact
001-0000-312.41-00	LOCAL OPTION GAS TAX 6 CT	$ 445,962	$ 419,953	$ 393,945
001-0000-316.00-00	LOCAL BUSINESS TAX	$ 150,525	$ 147,308	$ 144,091
001-0000-322.00-00	BUILDING PERMITS	$ 233,884	$ 232,969	$ 232,054
001-0000-335.12-00	STATE REVENUE SHARING	$ 431,396	$ 410,721	$ 390,045
001-0000-335.12-20	STATE REVENUE SHARING 8TH CNT MUNICIPAL GAS TAX	$ 132,306	$ 125,523	$ 118,661
001-0000-335.18-00	LOCAL GOVERNMENT 1/2 CENT	$ 874,302	$ 821,939	$ 769,576
001-0000-343.30-04	PENALTIES	$ 632,000	$ 593,038	$ 553,987
Total Selected Revenue Sources (Adjusted)		$ 2,900,544	$ 2,751,451	$ 2,602,359
Less: Total Selected Revenue Sources (Budgeted)		$ 3,610,512	$ 3,610,512	$ 3,610,512
Potential FY 2020 General Fund Revenue Impacts		$ (709,968)	$ (859,061)	$ (1,008,153)
Potential Impact as % of Total Selected Revenue Sources (Budgeted)		-19.7%	-23.8%	-27.9%
Potential Impact as % of Total General Fund Revenues ($ 40,031,626)		-1.8%	-2.1%	-2.5%

FY20 Amendment to General Fund Revenues Due to Covid-19

In preparation of potential Covid-19 impact to General Fund Revenues in FY20, at the May 13, 2020 City of Cocoa Council Meeting, an agenda item will be presented for Council approval to reduce the use of Budgeted General Fund Balance Reserves, and Revenues as well as reducing the associated expenses.

- Freeze Identified Vacant Positions (Salary and Benefits)
  - Parks & Right of Way Coordinator $68,904
  - Streets and Stormwater Manager $99,273
  - HR Intern $2,589
  - Summer Youth Internship $8,000
- Projects/Training/Study
  - City Management Retreat $15,000
  - Information Technology Security Study $50,000
  - 2 Railroad Crossing Repairs $209,000

Total Current Cost Reductions = $451,766

Difference in potential revenue reduction (Stantec – worst case) & Cost Reductions = ($556,387.00)



FY 2021 Budget Planning

FY2021 GF Budget Overview

PRELIMINARY FY2021 General Fund Budget:

- ❑ Revenues: Approximately $38 million projected for the General Fund
- ❑ Expenses: Department entry began March 16, 2020
- ❑ Capital Spending: Continue to utilize recurring annual revenues to reduce/eliminate use of Unassigned Fund Balance
- ❑ Identify Grant opportunities that align with the Capital Plan
- ❑ Target for Operating Budgets FY2020: 0% increase in operating and no new positions

Budget Expense/Revenue Drivers:

Revenue

- ❑ **Unknown impact to General Fund Revenues Covid-19 (Continuously Monitoring)**
- ❑ Unknown timing of Hurricane Irma ($2,859,376) and Dorian ($130,703) reimbursements
- ❑ Walmart on tax roll (40% of tax abatement 5 years, 2023) factored in FAMS Sustainability Model
- ❑ Stantec projected 3% to 4% growth in property values excluding new construction – Covid-19 impact unknown, Initial estimated valuations released mid-May

Expenses

Salaries: All union contracts successfully negotiated in FY 2018 provide for an annual salary increase of 3% (FY21 $187,000) for three years. FY2021 is year three.

Health Insurance: Estimated Projected Increase based on current Claims Experience (14% or +$800,000), COVID Impact

Employee Health Center: Potential increase based on Partnership Agreement, re: capacity/usage among partners

ERP: $1,500,000

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External Factors and Challenges

Consumer Price Index (2/2020)[1]	2.30%
Municipal Cost Index (1/2020)[2]	1.64%
Construction Cost Index (1/2020)[2]	1.69%
Wages and Salaries[3] (State/Local Government Workers)	2.6%
Compensation[3] (State/Local Government Workers)	1.5%

Sources:

[1] U.S. Bureau of Labor Statistics (CPI-U February 2020 Report)

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

[3] U.S. Bureau of Labor Statistics – Reported Quarterly, December 2019 (http://data.bls.gov)

Horizon Issues...

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- Public Safety Pensions
  - Fire UAAL - $8,064,753 (increase of $720,852) 73.0% funded ratio
  - Police UAAL - $2,716,732 (decrease of $68,076) 92.3% funded ratio
- Health Insurance
  - Health – Annual increasing costs and number of catastrophic claims +14% ($800,000)
- Lee Wenner Park – County/City ILA, $60,000 BOCC contribution ends in FY2022

Horizon Issues...

- Future Solid Waste Contract – WM expires FY2021
- Natural Disasters
  - Reimbursements from Hurricanes Irma and Dorian
  - Future events and impact to GF Unassigned Fund Balance
- US Supreme Court Ruling – Internet Sales Taxes
  - Florida House Ways & Means Committee (January 2017) estimated $200 million in potential sales tax revenue
    - Florida has taken no action on economic nexus

Capital Budget Prioritization
FY2021-2025 CIP Analysis

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

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

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

- Projects identified in the 2016-2021 Strategic Plan that will stimulate economic growth and induces opportunity to attract private capital investment.
- Deferment would result in severe degradation of public facilities and/or reduction in level of service.
- Reduces future operating and maintenance costs and advances fiscal sustainability.
- Leverages available federal, state or county funding or public-private partnerships (grant awarded or public-private partnership, matching requirement considerations).
- Reduces demand on natural resources and/or promotes sustainability.

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

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

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

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



FY2021 Departmental Capital Requests

Police Department

- 7 Replacement Police Patrol Cars and 7 Unmarked Cars - $530,152
- Victims Advocate Vehicle (Contingent on **Grant** Funding) - $24,742
- SWAT Vehicle- $128,881
- 3D Laser Scanner (Contingent on **Grant** Funding) - $59,569
- Traffic Response Trailer (Contingent on **Grant** Funding) - $16,688
- Radio Replacement $100,844

Total CIP Request: $769,614

Fire Department

- Extrication Equipment (Contingent on **Grant** Funding) $35,000
- Pierce Enforcer Pumper $639,725
- Fire Inspector Vehicle $24,251
- Active Shooter Equipment $10,000

Total CIP Request: $708,976

FY2021 CIP Considerations

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Police Department

- ~~14~~ 7 Replacement Police Patrol Cars $318,500
- Victims Advocate Vehicle (Contingent on **Grant** Funding) - $24,742
- ~~SWAT Vehicle- $128,881~~
- 3D Laser Scanner (Contingent on **Grant** Funding) - $59,569
- Traffic Response Trailer (Contingent on **Grant** Funding) - $16,688
- ~~Radio Replacement $100,844~~

Total CIP Request: $ 419,499

Fire Department

- Extrication Equipment (Contingent on **Grant** Funding) $35,000
- ~~Pierce Enforcer Pumper $639,725~~
- ~~Fire Inspector Vehicle $24,251~~
- Active Shooter Equipment $10,000

Total CIP Request: $45,000

***Contingent on Grant Funding and General Fund Revenue Shortfall due to Covid-19**

FY2021 Departmental Capital Requests

Community Service

- Logistics Training Center (Contingent on **Grant** Funding)) $100,000

Public Works

- Annual Street Paving $300,000
- Flatbed Truck $87,000
- Indian River Drive Stabilization (Contingent on **Grant** Funding) $550,000
- Provost Park Parking Lot (Contingent on **Grant** Funding) $318,500
- 2 Mowers $17,000
- 2 Replacement Vehicles $71,000
- Fleet Above Ground Fuel Tank $375,000 (FY20 Possibly)
- Liftmoore Crane $10,000
- Fleet Faster Asset Upgrade $120,000
- City Hall HVAC $34,500
- I.T. HVAC $37,000
- Demo Old Fire Station 1 $19,600
- Police Department Fence and Gate Controllers $90,000
- Police Elevator Controllers $100,000
- Porcher House Elevator Controllers $100,000
- Cocoa Playhouse HVAC $45,000
- Myrt Tharpe Square Roof Replacement $26,500
- Police Department Generator Replacement $97,500
- Police Department Wall Rehab $95,000
- Police Department Roof Replacement $265,000
- Public Works Access Control $22,000
- Public Works Pole Barn Rehab $85,000
- Repaint City Hall $48,500
- Holiday Pole Displays $30,000 (For three years)
- City Wide Bench Replacement $30,000 (For three years)

Total CIP Request: $2,974,100

FY2021 CIP Considerations

Community Service

- Logistics Training Center (Contingent on **Grant** Funding)) $100,000

Public Works

- Annual Street Paving $300,000
- Flatbed Truck $87,000
- Indian River Drive Stabilization (Contingent on **Grant** Funding) $550,000
- Provost Park Parking Lot (Contingent on **Grant** Funding) $318,500
- 2 Mowers $17,000
- ~~2 Replacement Vehicles $71,000~~
- Fleet Above Ground Fuel Tank $375,000 (FY20 Possibly)
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- Fleet Faster Asset Upgrade $120,000
- City Hall HVAC $34,500
- I.T. HVAC $37,000
- Demo Old Fire Station 1 $19,600
- Police Department Fence and Gate Controllers ~~$90,000~~ $45,000 (For two years)
- Police Elevator Controllers $100,000
- ~~Porche House Elevator Controllers $100,000~~
- Cocoa Playhouse HVAC $45,000
- Myrt Tharpe Square Roof Replacement $26,500
- ~~Police Department Generator Replacement $97,500~~
- Police Department Wall Rehab $95,000
- ~~Police Department Roof Replacement $265,000~~
- Public Works Access Control $22,000
- ~~Public Works Pole Barn Rehab $85,000~~
- Repaint City Hall $48,500
- Holiday Pole Displays $30,000 (For three years)
- City Wide Bench Replacement $30,000 (For three years)

Total CIP Request: $2,352,600

***Contingent on Grant Funding and General Fund Revenue Shortfall due to Covid-19. Items prioritized within the budget pending future revenue projections.**

Community Based Requests

- Brevard Public Schools, Cocoa High School - $75,000 (Budget FY19, FY20) (Track, Football Field Turf, Bleachers)
- Brevard Museum - $50,000 annually for 3 years (Museum Operation)
- YMCA - $350,000 (Roof, Mechanical, Facility Improvements, Swimming Pool)
- Recommendation- Finalize Interlocal Agreement with current budget commitment, evaluate any further requests at Mid-Year.

FY21 Department Personal Requests

FY21 Position Changes Summary (10-01-20).xlsx

ePCF #	Dept/Div	Note:	Budget without Increase	Budget with Increase	Increase / Decrease
Finance Department					
	1500	Adding new Payroll Coordinator position to the headcount	-	69,363	69,363
	1515	Offering an add pay of $1.00per hour for 6 Meter Readers / Field Service Representative	-	14,940	14,940
Finance Department Total					84,303
Police Department					
21-002	2100	Replacing the Frozen School Crossing Gard position with a Police Officer Trainee position. No increase to the headcount	-	61,002	61,002
Police Department Total					61,002
Community Development Department					
	3200	Adding new Senior License & Permit Technician position to the headcount		59,725	59,725
Community Development Department Total					59,725
Public Works Department					
	3520	Adding new Maintenance Worker II - PW position to the headcount.	-	57,467	57,467
21-001	3540	Transfer employee from Mechanic I to Fleet Technician II. Replacing existing position with higher paid position. No increase to the headcount.	47,220	50,915	3,695
Public Works Department Total					61,162
Utilities Department					
21-003	4020	Adding new Supervisor II - Water position to the headcount.	-	64,592	64,592
21-004	4020	Adding new Maintenance Worker I - Water position to the headcount	-	52,901	52,901
21-005	4020	Adding new Maintenance Worker I - Water position to the headcount	-	52,901	52,901
21-006	4025	Adding new Maintenance Worker I - WFO position to the headcount	-	52,901	52,901
21-007	4120	Changing the Water Reclamation System Coordinator (3 Authorizations) to an Environmental Control Coordinator (3 Authorizations) and increasing the pay grade.	49,959	52,203	2,244
Utilities Department Total					225,539
City Wide Increase					491,731

Increase to the Headcount	
001	3
421	4
	7

Breakdown by Fund:	
001	266,192
421	225,539
	491,731

*Proposed positions, will be reviewed at mid-year.

Budget Development Philosophy

FOCUS:

- **FY2019** – Community Improvements/Employee Investment
- **FY2020** – Community Improvements, Sustainability/Resiliency, and Employee Investment
- **FY2021** – Maintain Levels of Service, Prevent Layoffs/Furloughs Re-evaluate Mid-Year
  - Funds in Assigned for ERP/Software Conversion
  - Roadway/Sidewalk Construction and Repair & Maintenance (20yrs, 3miles)
  - Sustainability/Resiliency Implementation
  - Economic Development
  - Identify Grant Related Projects in the Capital Plan

- City Council Identified Projects and Priorities

City Council Direction

COCOA FLORIDA

- **PRELIMINARY Consensus to build proposed FY 2021 Budget**

1. Millage Rate:
   - Maintain Current Millage Rate – 5.9790
   - Preliminary Tax Roll will not be received from BCPA until June 2020
2. Fire Assessment Rate:
   - FY2020 Projected 3% Increase



Water/Sewer Utility

Water & Sewer Fund

Background:

- Utility Revenue projections based on Stantec's 2019 Report. FY2021 Revenues will be updated when the Stantec Water/Sewer Rate Study is complete.
- Prior year analysis shows a 5% annual rate adjustment, approved by Resolution.

FAMS-XL | City of Cocoa, FL — Water & Sewer Fund

Stantec

CALC | SAVE | CTRL | LAST | OVR

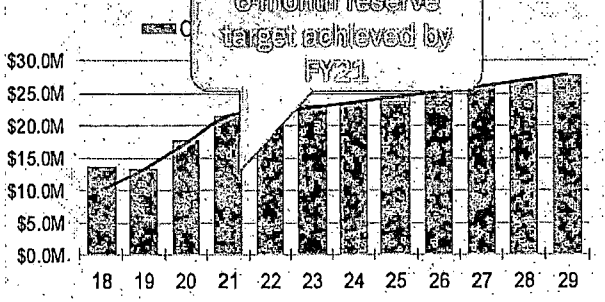
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2023	FY 2028
Water Rate Plan	0.00%	5% Annual Rate Adjustments			5.00%	5.00%	4.00%	4.00%	4.00%	4.00%	4.00%	27.0%	26.97%
Sewer Rate Plan	0.00%				5.00%	5.00%	4.00%	4.00%	4.00%	4.00%	4.00%	27.8%	27.81%
Reuse Rate Plan	0.00%	5.00%	5.00%	5.00%	5.00%	5.00%	4.00%	4.00%	4.00%	4.00%	4.00%		
Senior-Lien DSC	2.74	3.03	3.08	3.28	2.84	3.05	2.78	2.53	3.45	3.43	3.59		
Subordinate DSC	5.39	5.90	6.56	7.84	5.84	10.56	14.10	23.52	27.26	28.94	31.31		
Avg WS Bill (5 Kgal)	$82.04	$87.03	$91.44	$96.03	$100.57	$105.74	$109.98	$114.34	$118.94	$123.71	$127.69		

Scenario Manager: 2019 Rev | Calculated

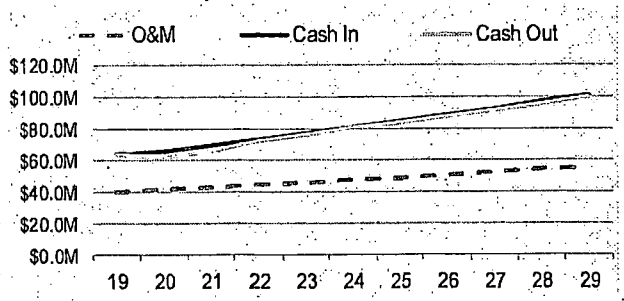
Strong debt service coverage

Operating Fund

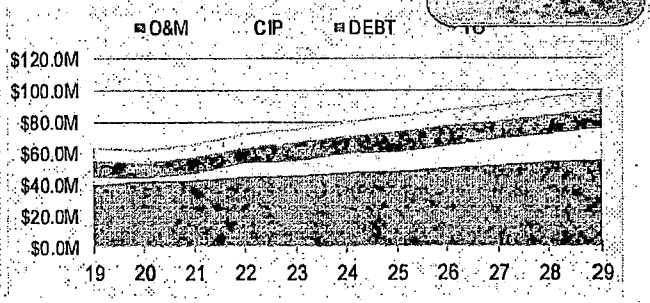
6-month reserve target achieved by FY21



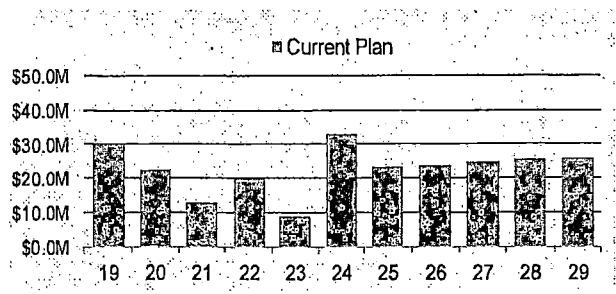
Revenues vs. Expenses



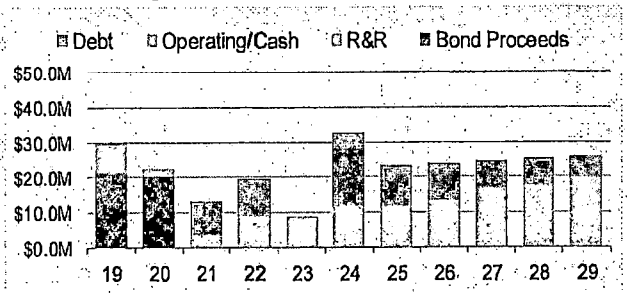
Expenses by Type



CIP Spending

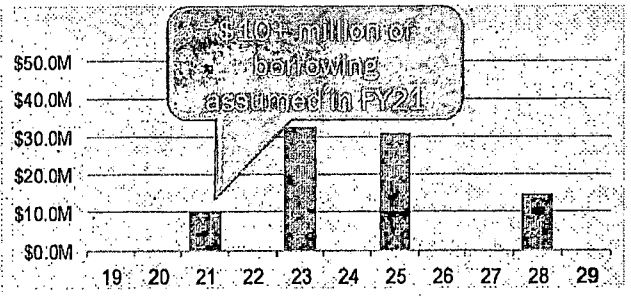


CIP Funding



Borrowing

$10+ million of borrowing assumed in FY21



Water & Sewer Fund

Key Observations:

- Stantec Conducting a Full Water/Sewer Rate Study (Underway)
- Capital Improvements Related to the Revenue Utility Bond Series 2018B
  - Provides strong debt service coverage
  - Maintains reserve balances above minimum target (4 to 6 months O&M costs per the Master Bond Resolution, by FY2021)
  - Consumption increased 14% (March 2020 - April 2020) and water collections remain consistent

FY2021 Water/Sewer CIP Request

Water/Sewer Capital Plan is inclusive of Capital, Non-CIP, and Significant Operating Costs:

- Capital Plan $10,217,026
  - $1,350,000 Water Main at Sykes Creek
  - $2,500,000 Pipe Infrastructure and Replacement
  - $1,164,000 Utility's Program Management
  - $1,090,000 Lift Station #1 Replacement
  - $1,000,000 New Well #17
- Non-CIP Capital $474,949
- Significant Operating $2,845,000 (ERP, Repair & Maintenace)

City Council Direction

COCOA FLORIDA

- **PRELIMINARY Consensus to build proposed FY2021 Budget**

  Utility Rate: Maintain 5% increase consistent with Rate Resolution, until the Complete Water/Sewer Rate Study is complete and brought to City Council

COCOA
FLORIDA

Stormwater

Stormwater Fund

- Stantec Model FY21

  Recommended 9% increase ($165,000)

- Annually Impact for the Average Taxpayer ($9.96)
- Major Capital Projects (Fiske Blvd. Complete Streets/Sidewalk $3.1 Million, Pipe Lining $200,000)
- City Council Consensus

What's Next...

- **City Council FY2021 Budget Workshop/Hearings**
  - June 25, 2020 @ 6:00 PM – Fiscal Sustainability Update/Budget Workshop
  - July 22, 2020 @ 6:00 PM – TRIM Hearing (Set the tentative ad valorem millage rate)
  - August 12, 2020 @ 6:00 PM – Utility Rates Public Hearing/ Stantec's Report
  - August 26, 2020 @ 6:00 PM
    - Resolution – Preliminary Fire Protection Assessment
    - Resolution – Preliminary Stormwater Assessment/Rates

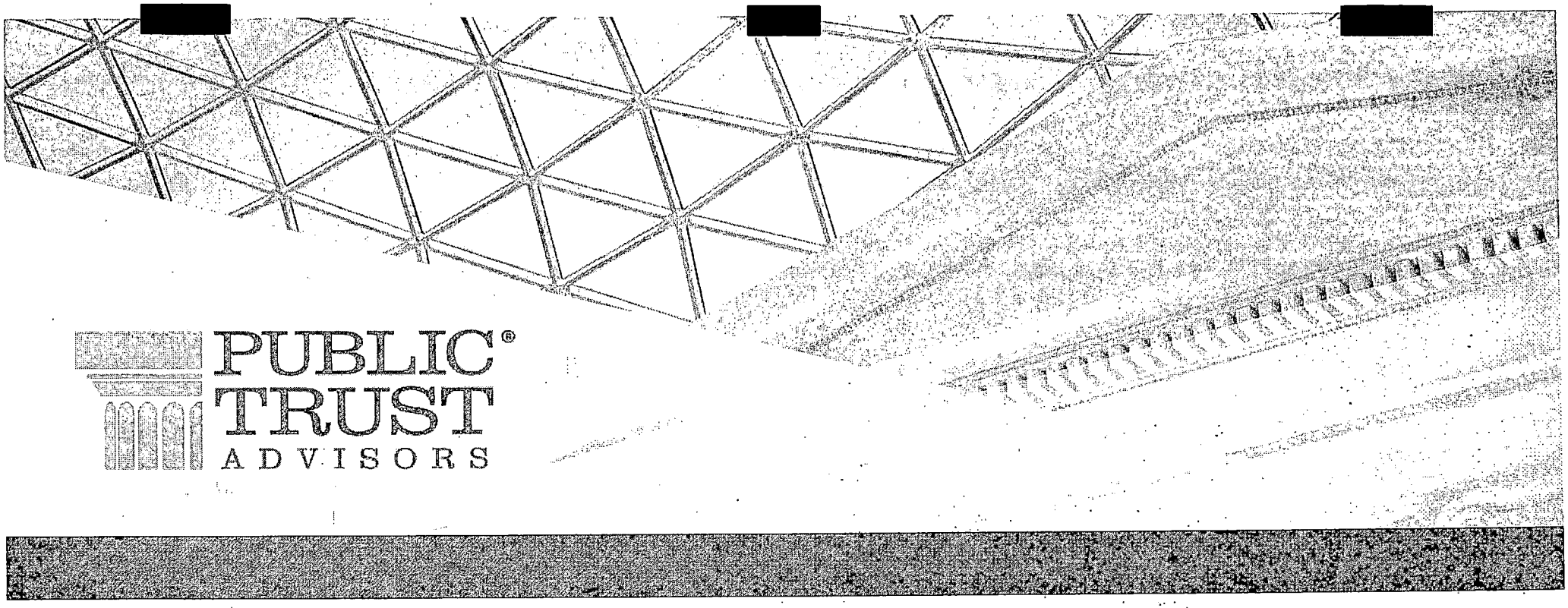
- 1ST Public Hearing – September 9, 2020 @ 6:00 PM
  - Vote for a Proposed Millage Rate
  - Vote on the Proposed FY2021 Budget
  - Resolution – Final Fire Assessment
  - Resolution – Final Stormwater Assessment/Rates

- 2nd Final Public Hearing – September 23, 2020 @ 6:00 PM
  - Adopt Final Millage Rate
  - Adopt the FY2021 Budget

QUESTIONS

COCOA
FLORIDA





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Economic Update

City of Cocoa Budget Workshop

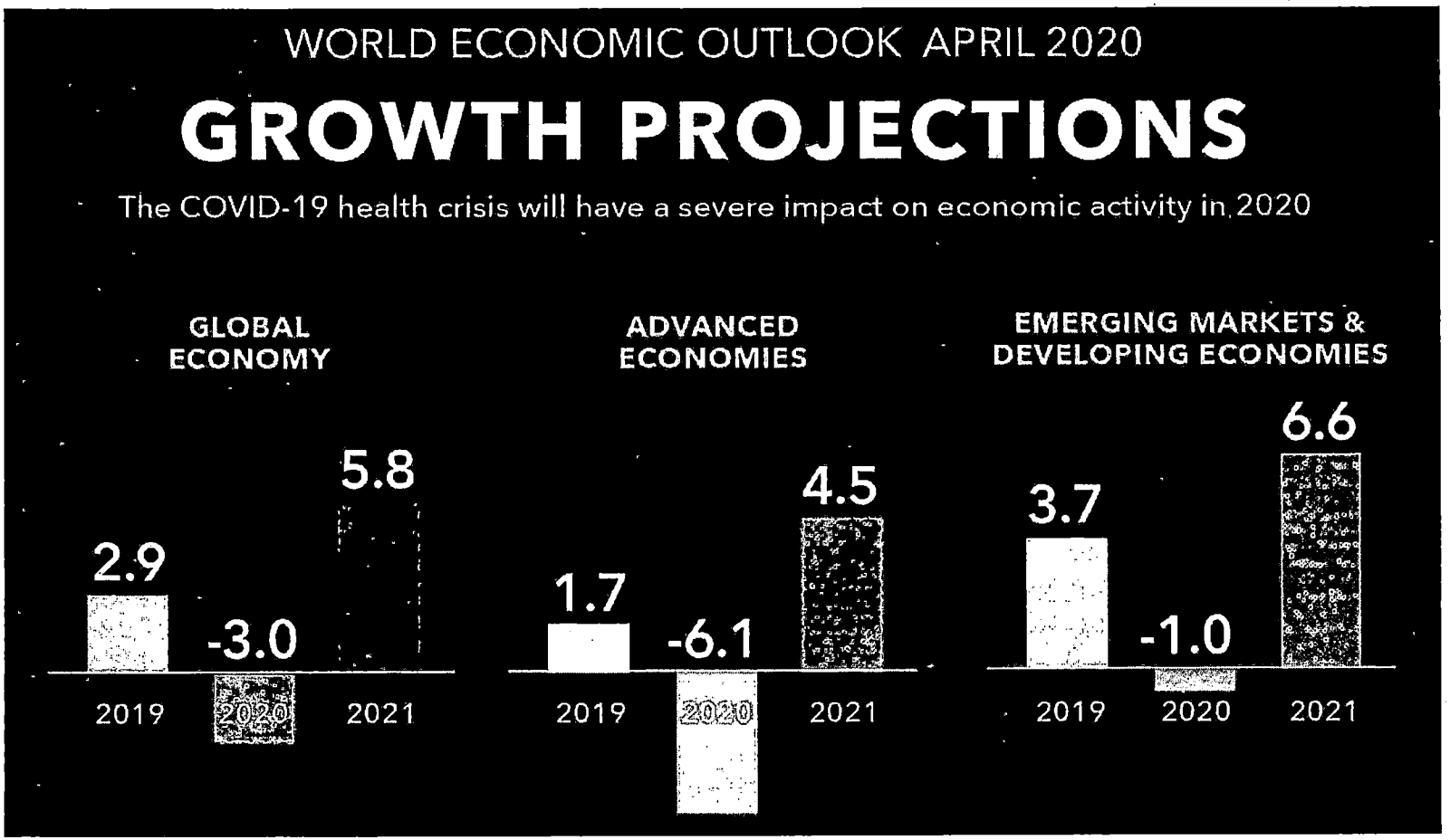
May 6, 2020

Economic &Market Update



"The Great Lockdown"

International Monetary Fund (IMF)



Source: International Monetary Fund,: World Economic Outlook, April 2020

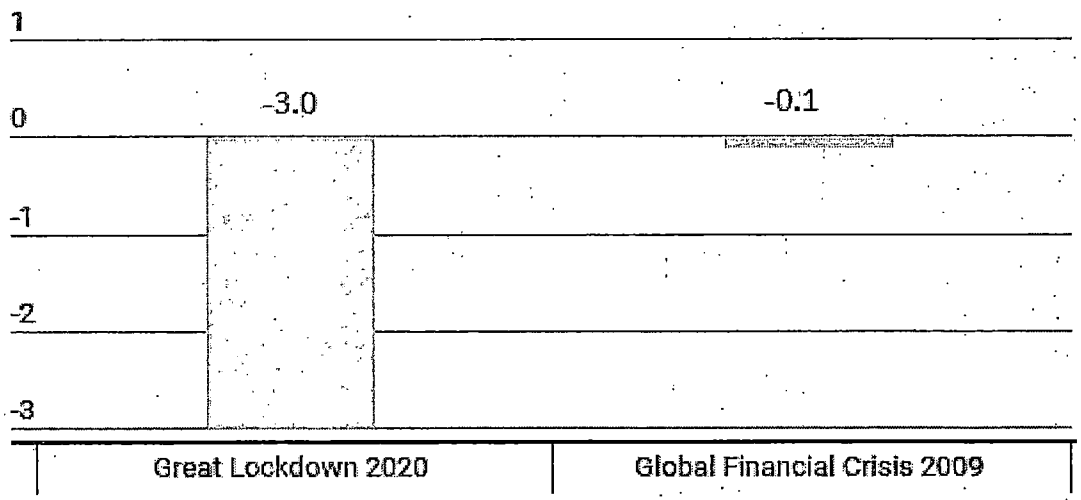
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Steepest Contraction in a Century?

The Great Lockdown

The world economy will experience the worst recession since the Great Depression.

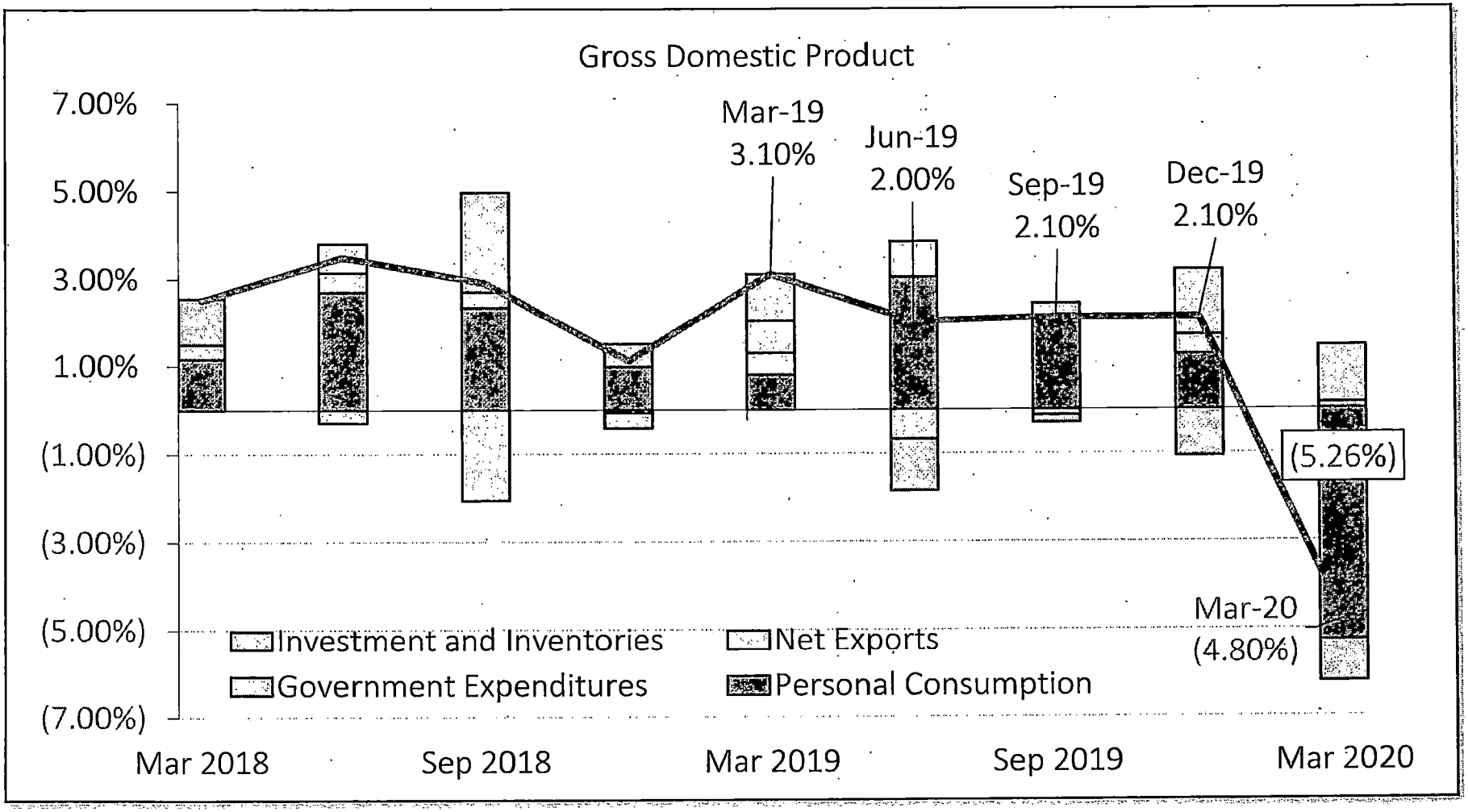
(real GDP growth, year-on-year percent change)



Source: IMF, *World Economic Outlook*.

GDP Suggests Recession Began in Q1 2020

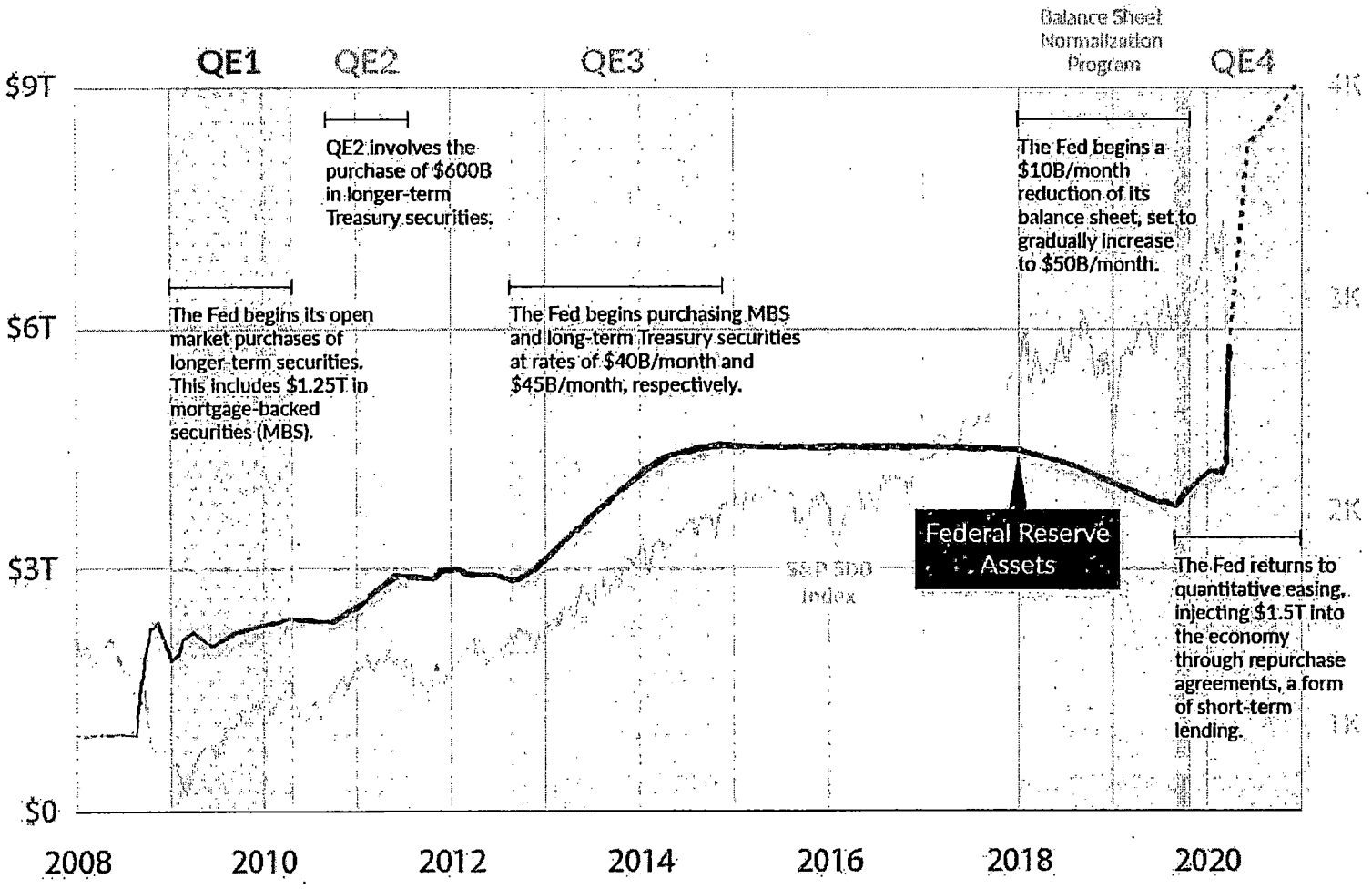
- The first reading for 1st quarter GDP at -4.80% suggests the U.S. has entered a recession – the first since December 2009 – ending the longest economic expansion in U.S. History.



Source: Bloomberg

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Federal Reserve Balance Sheet Explodes



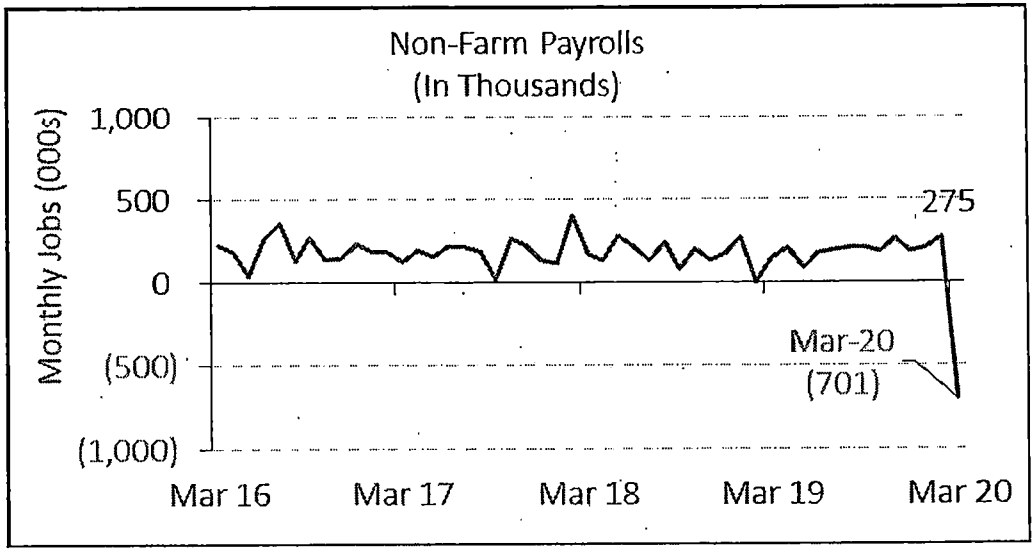
Sources: Federal Reserve, CNBC

Projected future assets based on BofA Global Research

Labor Market

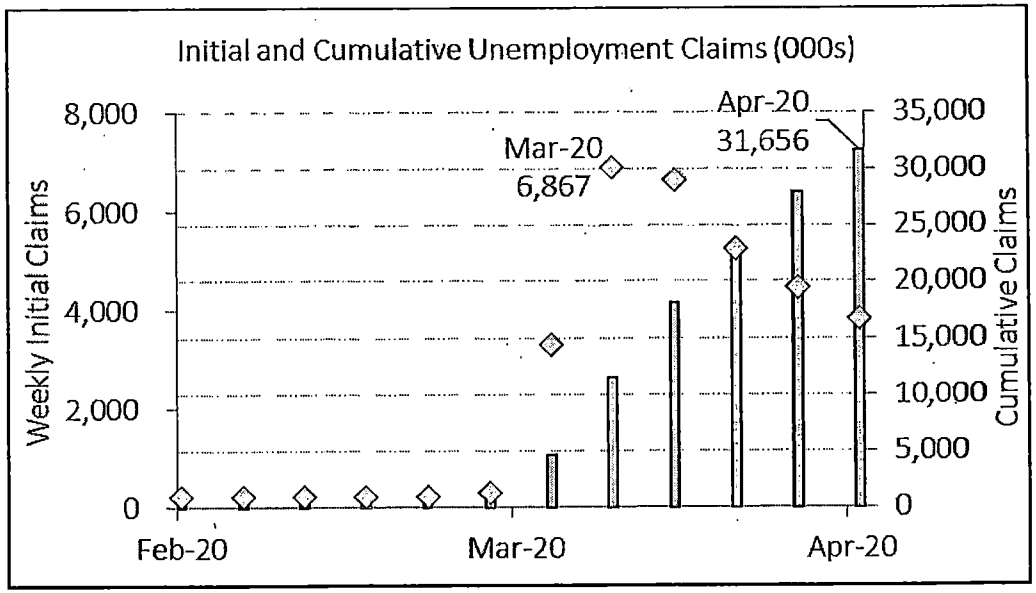
Nonfarm Payrolls

- March posted more than 700k job losses and this number will be dwarfed once April figures are released in early May.
- The unemployment rate in March was 4.40% although the rate is expected to be between 15% - 20% by the end of April.



Jobless Claims

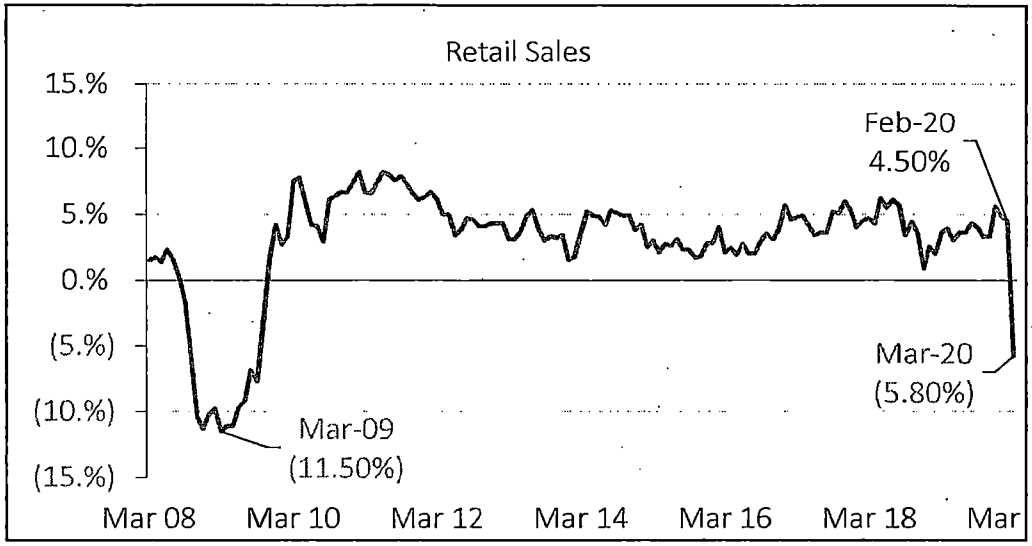
- Initial jobless claims skyrocketed in March and April as companies laid off and furloughed employees.
- By late-April 31 million Americans applied for jobless benefits. This wiped out the jobs created since the end of the Great Recession plus an additional 9 million jobs.
- The number of jobless claims is expected to continue to increase until businesses are permitted to operate.



Consumer Spending and Confidence

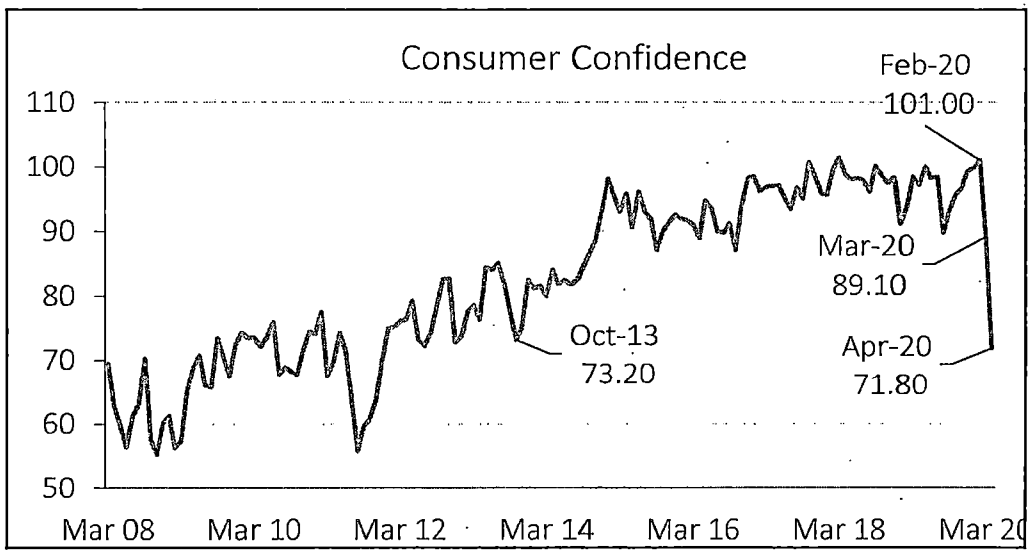
Retail Sales Worst in a Decade

- March retail sales were 5.8% lower year over year as stores shut there doors or were limited to curbside delivery. This was the worst reading since the great recession.
- The length and depth of the trend for all consumer spending will depend on the ability of the consumers to spend in retail and sectors throughout the economy.



Confidence Plummets

- With increases in COVID-19 cases and related deaths, unemployment likely increasing close to 20% and significant uncertainty regarding the ultimate toll the pandemic will on the U.S. and global economies, consumer confidence has plummeted in recent months and likely to continue until a path to recovery becomes more clear.

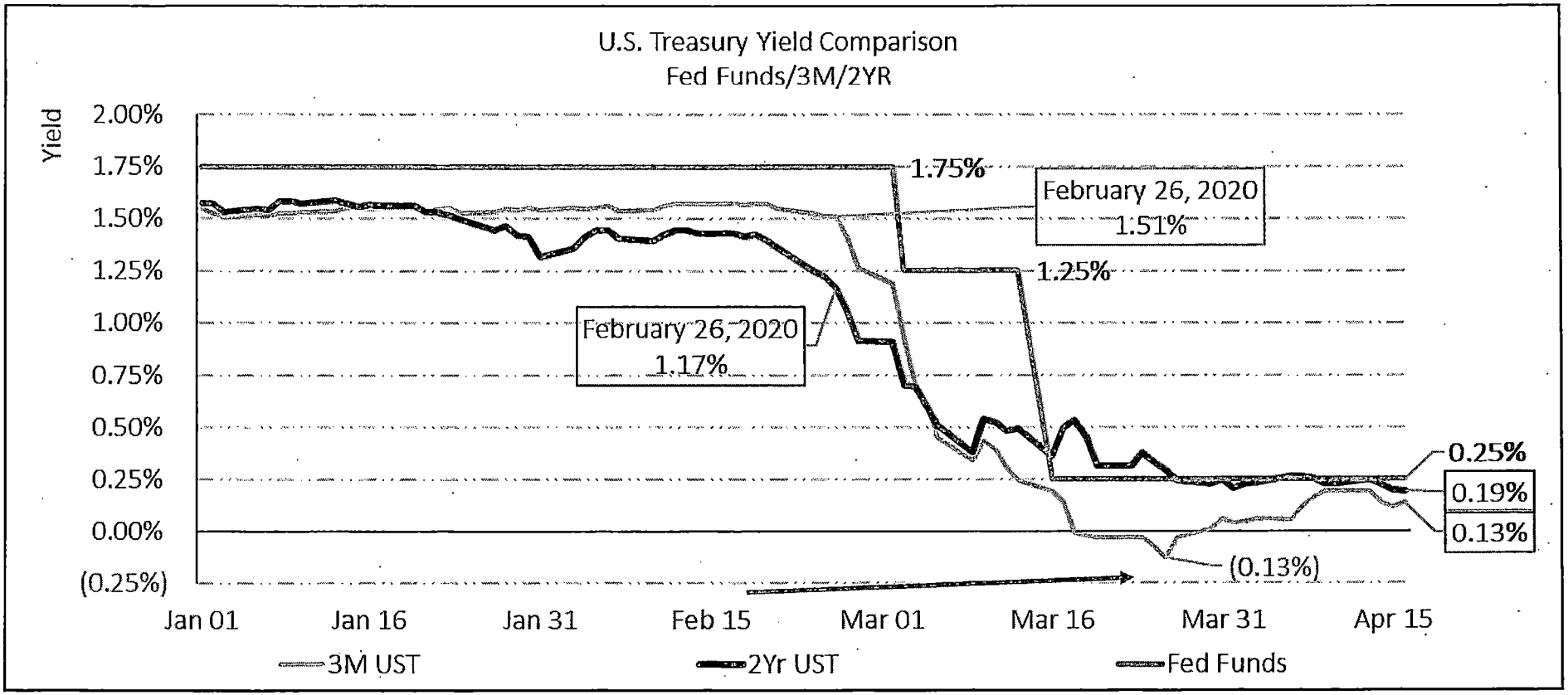


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Source: Bloomberg

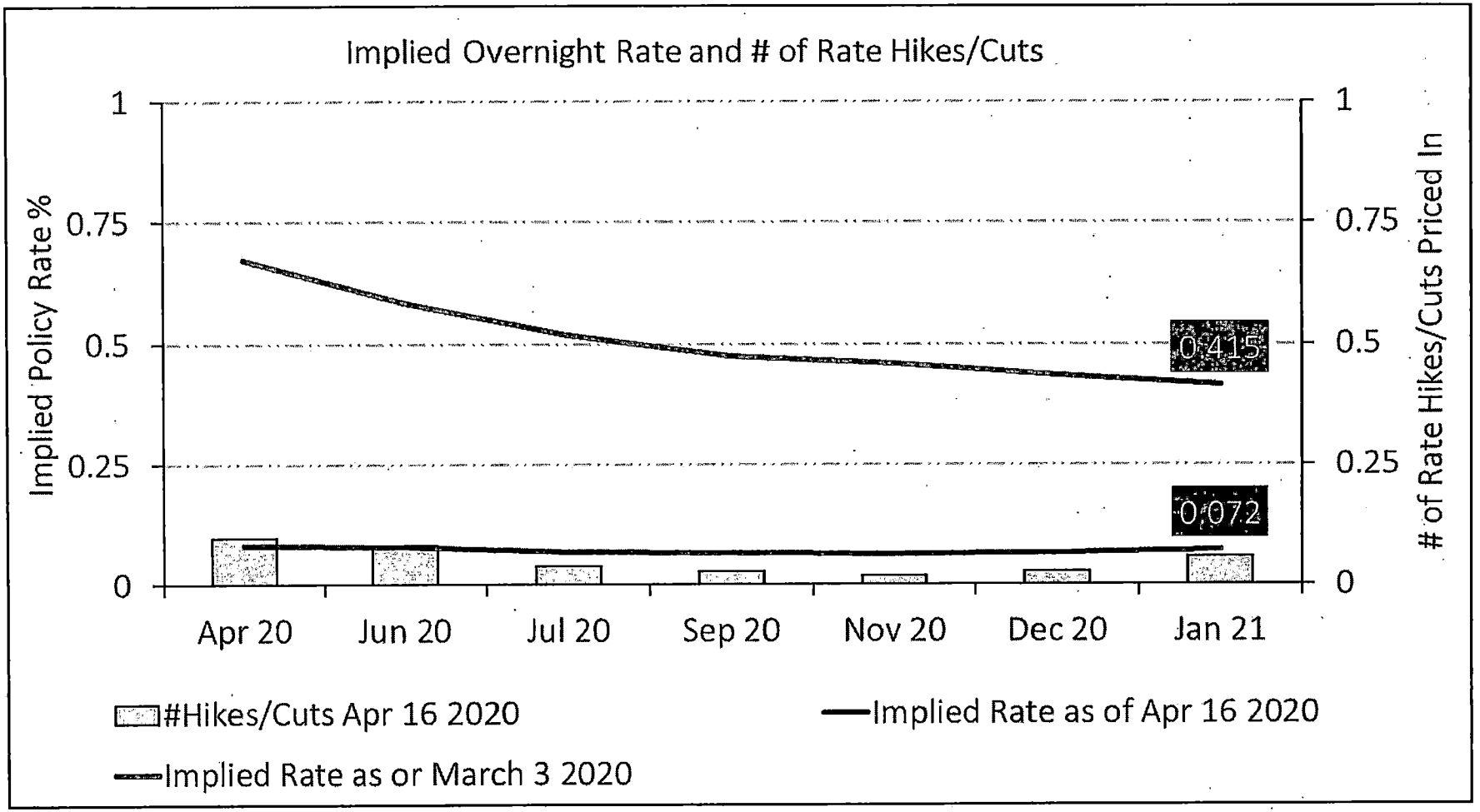
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Interest Rates Fall turn Negative in Late March



- Interest rates across the curve accelerated the decline during the final days of February and through March.
- The three month U.S. Treasury bill yield went negative in mid-March reaching -0.13% during the height of the panic.
- The ten year U.S. Treasury Note continued to set new lows during the period falling to a record low of 0.54% on March 9th.

Federal Funds futures reach zero in Mid March



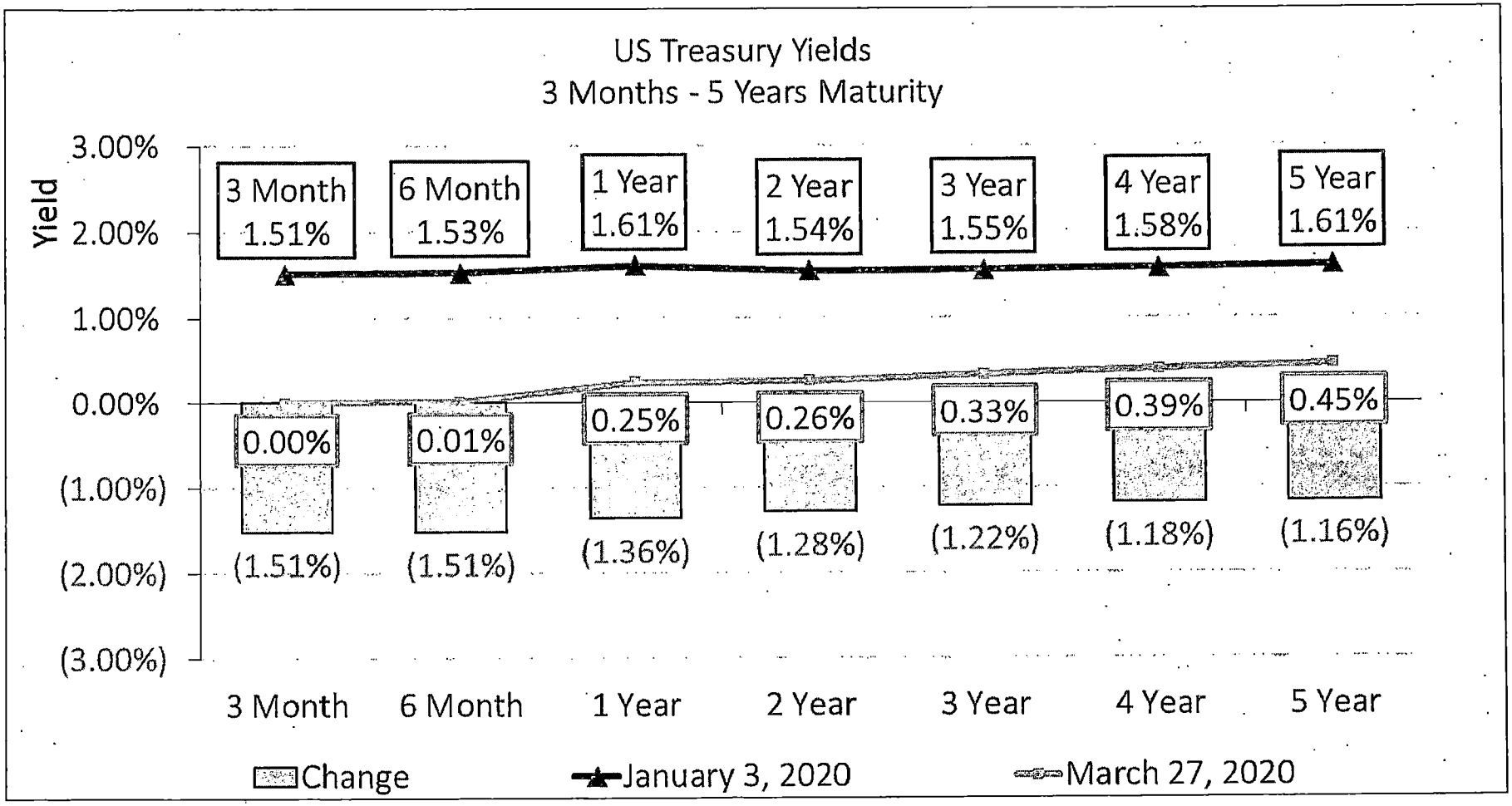
- The implied rate of the Federal Funds rate is close to zero through 2020 and early 2021.
- The last time the Federal Funds rate was lowered to zero it remained at that level for seven years (2008–2015)

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Source: Bloomberg

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Comparative Historical Yield Curves

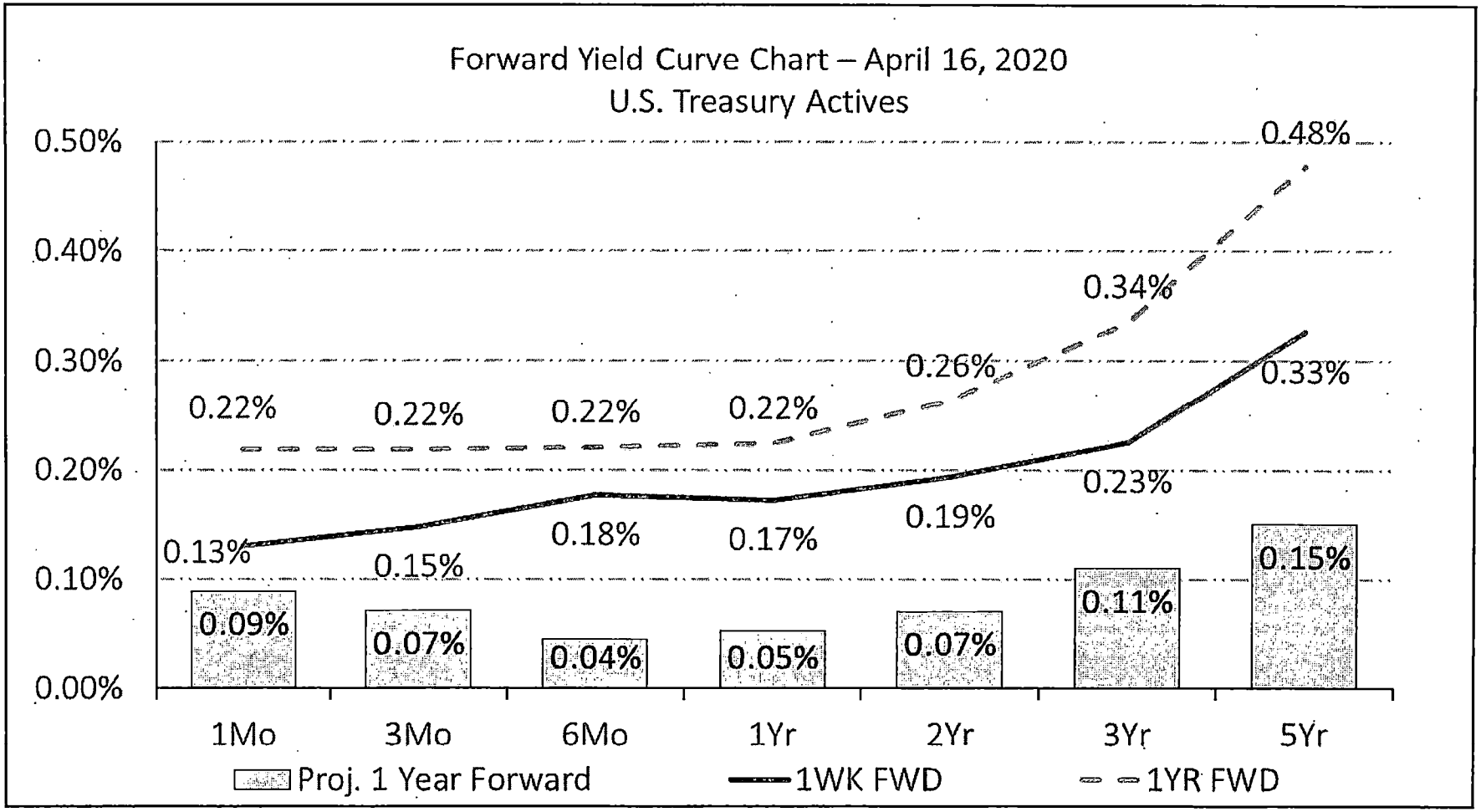


- The yield curve shifted sharply downward during the quarter with U.S. Treasury securities yielding close to zero percent during March.

Source: Bloomberg

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Forward Yield Curves suggest low rates throughout 2020



- Forward yield curves suggest low rates throughout 2020 with a slightly positive sloping yield curve.

Disclosures

Data unaudited. This presentation is for informational purposes only. All information is assumed to be correct but the accuracy has not been confirmed and therefore is not guaranteed to be correct. Information is obtained from third party sources that may or may not be verified. The information presented should not be used in making any investment decisions and is not a recommendation to buy, sell, implement, or change any securities or investment strategy, function, or process. Any financial and/or investment decision should be made only after considerable research, consideration, and involvement with an experienced professional engaged for the specific purpose. All comments and discussion presented are purely based on opinion and assumptions, not fact. These assumptions may or may not be correct based on foreseen and unforeseen events. All calculations and results presented are for discussion purposes only and should not be used for making calculations and/or decisions.

Performance comparisons will be affected by changes in interest rates. Many factors affect performance including changes in market conditions and interest rates and in response to other economic, political, or financial developments. Investment involves risk including the possible loss of principal. No assurance can be given that the performance objectives of a given strategy will be achieved. Performance results are shown net of all fees and expenses and reflect the reinvestment of dividends and other earnings. Past performance is not an indicator of future performance or results. Any financial and/or investment decision may incur losses.

The investment advisor providing these services is Public Trust Advisors, LLC, an investment adviser registered with the U.S: Securities and Exchange Commission (SEC) under the Investment Advisers Act of 1940, as amended. Registration with the SEC does not imply a certain level of skill or training. Public Trust is required to maintain a written disclosure brochure of our background and business experience. If you would like to receive a copy of our current disclosure brochure, privacy policy, or code of ethics, please contact us.

Benchmarks are provided for illustrative purposes only. Comparisons to benchmarks have limitations because benchmarks have volatility and other material characteristics that may differ from the portfolio. Performance results for benchmarks do not reflect payment of investment management/incentive fees and other fund expenses. Because of these differences, benchmarks should not be relied upon as an accurate measure of comparison.

Public Trust Advisors
717 17th Street, Suite 1850
Denver, Colorado 80202

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From: Samantha Senger
To: Monica Arsenault
Subject: FW: Cocoa Budget
Date: Wednesday, May 06, 2020 2:13:57 PM

Samantha Senger, APR, APIO

Assistant to the City Manager and
Public Relations Specialist
City of Cocoa
65 Stone St., Cocoa, FL 32922
(321) 433-8685 I ssenger@cocoafl.org
www.cocoafl.org

From: Candace Rogers <flrogers@gmail.com>
Sent: Wednesday, May 6, 2020 10:21 AM
To: Samantha Senger <ssenger@cocoafl.org>
Cc: Jake Williams <jawilliams@cocoafl.org>; James Goins <jgoins@cocoafl.org>; Lorraine Koss <lkoss@cocoafl.org>; Brenda Warner <brendaforcocoa@gmail.com>; Don Boisvert <dboisvert@cocoafl.org>
Subject: Cocoa Budget

CAUTION: EXTERNAL MESSAGE - USE CAUTION WITH LINKS AND ATTACHMENTS!

To All:

Not knowing what the city revenue will be, I will be somewhat generic in my requests for consideration.

Stormwater should be a priority for all of Cocoa.

Parking basics in the Village should be implemented to include electronic wayfaring signage to include location and availability. If possible, an app should be considered with like information. Parking enforcement should be conducted consistently by VCOPs with a golf cart type vehicle to patrol the Village, LWP parking lot , and other city parking lots. A parking land bank can be initiated for future needs. No public parking garage can be considered without a sound foundation of parking policy in place.

While the tax revenue may be too short for long term commitments, if sufficient grant money can be secured, a fishing pier feature would be a positive addition to the waterfront. Lee Wenner Park was transferred from the County to the City and it is our responsibility to maintain it as a sense of pride and an economic generator. I am not sure at this time we can acquire or take on additional maintenance costs for other county parks and recreation centers. It may be best to work with the county for additional or better maintenance.

I believe our police department should be offered competitive pay to attract quality personnel and

avoid poaching by neighboring law enforcement entities.

As a resident of the Village, increased safety enforcement, should be doable with cameras to assist in prevention and apprehension. Additional lighting in dark areas of the Village is also a low-cost fix for added safety.

The residents were happy that the public restrooms were rehabbed but funding for a restroom attendant for this restroom should assist in preventing it from slipping into a junkie haven or flophouse.

Many of these suggestions regarding the Village could come from the CRA budget and could take some pressure off of the broader city budget. As we face reduced revenues, if there are not sufficient funds for the Civic Center there should be no consideration for alternate locations. During uncertain times it is important to adhere to the master plan and not an excuse to override the wishes of the majority of the citizens.

Kindest regards,

Candace Roger's
93 Delannoy Ave.
Cocoa, Fl.
321.305.5029

Dear City Council Members,

I am writing to you today to ask for your help in order to keep our historic theatre operating. We submitted the document outlining our Operational Procedures in Response to Covid-19 for us to present the remaining shows of our season. We are asking for you to give your approval that we may complete our performances of INTO THE WOODS, May 28th through May 31st, with all of the mitigation efforts we outlined in our proposed procedures during this phase of reopening business.

In order to present onstage, we need at least two weeks lead time for the cast, orchestra, crew and patrons attending the production. If we do not have enough lead time, then we are unable to produce. We currently have patrons who have purchased advance tickets last year and we desperately need to perform to avoid making anymore refunds. All ticket purchases stopped in early March and we need to complete our season in order to keep our theater open. Furthermore, our children's programming is in jeopardy should we be unable to present INTO THE WOODS the last week of May.

Please give us your approval. I am concerned that our historic theatre is in jeopardy of being able to survive.

Thank you for your consideration and for everything you are doing for Cocoa.

From: Samantha Senger
To: Monica Arsenault
Subject: FW: New eComment for City Council - Budget Priorities/Fiscal Sustainability Workshop
Date: Wednesday, May 06, 2020 2:14:42 PM

Samantha Senger, APR, APIO

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From: noreply@granicusideas.com <noreply@granicusideas.com>
Sent: Tuesday, May 5, 2020 3:55 PM
To: Samantha Senger <ssenger@cocoafl.org>
Subject: New eComment for City Council - Budget Priorities/Fiscal Sustainability Workshop

EXTERNAL MESSAGE. USE CAUTION WITH LINKS AND ATTACHMENTS.

SpeakUp

New eComment for City Council - Budget Priorities/Fiscal Sustainability Workshop

Guest User submitted a new eComment.

Meeting: City Council - Budget Priorities/Fiscal Sustainability Workshop

Item: II.1 20-219 Agenda for the Budget Priorities/Fiscal Sustainability Workshop.

eComment: Hello I am Anastacia Hawkins of 2130 Michigan Avenue, Cocoa, FL 32926 Dear City Council Members, I am writing to you today to ask for your help in order to keep our historic theatre operating. We submitted the document outlining our Operational Procedures in Response to Covid-19 for us to present the remaining shows of our season. We are asking for you to give your approval that we may complete our performances of INTO THE WOODS, May 28th through May 31st, with all of the mitigation efforts we outlined in our proposed procedures during this phase of reopening business. In order to present onstage, we need at least two weeks lead time for the cast, orchestra, crew and patrons attending the production. If we do not have enough lead time, then we are unable to produce. We currently have patrons who have purchased advance tickets last year and we desperately need to perform to avoid making anymore refunds. All ticket purchases stopped in early March and we need to complete our season in order to keep our theater open. Furthermore, our children's programming is in jeopardy should we be unable to present INTO THE WOODS the last week of May. Please give us your approval. I am concerned that our historic theatre is in jeopardy of being able to survive.

Thank you for your consideration and for everything you are doing for Cocoa.

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