**MINUTES**
**City of Cocoa**
**Special City Council Meeting**

**March 20, 2023**

A Special City Council Meeting was held on Monday, March 20, 2023, in Cocoa City Hall, in City Council Chambers, located at 65 Stone Street, in Cocoa, Florida, 32922, as publicly noticed.

## I. Opening Matters:

Mayor Blake called the meeting to order at 10:01 a.m.

Deputy Mayor Hearn provided the invocation and Mr. Gregg Stoll led the assembly in the Pledge of Allegiance to the Flag of the United States of America.

The City Clerk took the roll.

| | | |
|---|---|---|
| PRESENT: | Michael C. Blake | Mayor |
| | Lavander Hearn | Deputy Mayor |
| | Rip Dyal | Councilmember |
| | Stockton Whitten | City Manager |
| | Carie Shealy | City Clerk |
| ABSENT: | Alex Goins | Councilmember (arrived at 10:03 a.m.) |
| | Lorraine Koss | Councilmember (arrived at 10:20 a.m.) |
| | Anthony Garganese | City Attorney (arrived at 10:18 a.m.) |

OTHER STAFF MEMBERS PRESENT:

Jack Walsh, Utilities Director; Charlene Neuterman, Community Services Director; Tammy Gemmati, Administrative Services Director; Pat Dovale, Police Commander; Lora Howell, Deputy Finance Director; Jonathan Lamm, Fire Chief; Rob Beach, Chief Technology Officer; Bryant Smith, Public Works Director; and Eric Montgomery, Helpdesk Support Tech.

## II. Discussion Topics:

City Manager Whitten advised that one councilmember has an appointment and would be arriving late, so it was requested that items that are just an overview be done first and items that require action be moved to the latter part of the meeting.

He further reviewed what would be covered in this special meeting and explained that this was a continuation of the prior workshop[1].

Mayor Blake announced that there is a Diamond Square Workshop at 5 p.m. today as well as their regular meeting at 6 p.m. today.

Mayor Blake supported the move of non-action items to the beginning of the meeting.

Additionally, it was noted that this special meeting would not go all the way until 5 pm, as other members of Council have commitments prior to that time.

* **CONSENSUS AMONG COUNCIL FOR THE SPECIAL MEETING TO END BY 2:30 P.M.**

**1. Budget Overview**

City Manager Whitten advised that the top ten legislative issues for the City had been provided and he explained in detail why they were important. He stressed that the list was not in order of priority.

Discussion was held on a proposal for the repurposing of the old Joe Lee Smith Center.

In depth discussion was held in regards to all of the priorities being suggested and Ms. Bowman spoke on behalf of the magnitude of HB 1331 and the effects that it could have on the City.

Mayor Blake shared that on a conference call this morning there was discussion of how these bills were going to affect cities and that it is imperative that this information be relayed to the legislators because of the direct impact it would have on the City of Cocoa.

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1 EXHIBIT A: 2023 Council Priorities & Planning Meeting presentation

Ms. Bowman spoke in regards to the budget and noted that although it is early in the budget season there are a few things that staff was aware of right now that will affect the budget.

She provided an estimate of new money that the City was expecting in the FY 24 budget and gave a breakdown of estimated increases in expenses such as general fund salary increases of 3%; general fund medical insurance increase of 13%; and general fund electric/utilities of 9%.

Councilmember Dyal asked if the estimates included the two big apartment complexes coming into Cocoa. In response, Ms. Bowman stated that it was too early to know what the properties would come in on the tax roll at. City Manager Whitten added that those developments being built now will not affect the amounts shown.

Ms. Bowman discussed the FY 23 general fund deferred capital and explained items that were not completed such as police department vehicles; police department building renovations; and the carport enclosure evidence yard. Additionally, in Public Works the following were not completed: building rehabs and the above ground fuel storage tank at the police department. Since these were needed last year they need to figure out how to get these projects done this year.

A discussion was held on fund balance and what that entailed. Ms. Bowman advised that they are asking for money to be earmarked in the category for park improvements and allow staff to then assign it as costs will probably be higher.

Mr. Smith stated that they are almost at full design for all of the park projects so they should be going out to bid soon, however, they will probably come in over budget.

City Manager Whitten advised that the $1 million would be for cost overruns for those projects previously approved.

Ms. Bowman further noted that as bids come in they would move it out of Parks improvements to wherever it is needed.

Deputy Mayor Hearn asked about the status of the Brevard Museum.

In response, Ms. Senger noted they have the ongoing expense of the one staff member. Leisure Services is down one employee right now and they are utilizing the employee at the museum. They also have the expense of Public Works (cleaning, lights, etc.) as well as the printing of flyers.

Councilmember Koss provided an update on the museum as well and the status of the agreement. She further asked about the renovations at the police department. Commander Dovale spoke about the condition of the bathrooms, drainage and the kitchen.

City Manager Whitten reiterated that the recommendation was to hold the $1 million in the Parks Improvements account and when bids come in they can see where they are at budget wise.

Mayor Blake has seen the conditions of the police department and feels those need to be addressed immediately. It is a great investment to invest in City buildings.

Councilmember Goins asked for more clarity on the line item of "Park Improvements". In response, Mr. Smith explained that it was for general items like trash cans, signs, etc.

Discussion was held on lighting at a few of the parks and issues such as lighting and fencing at Gilmore Park were highlighted.

Councilmember Goins stated he receives calls on a daily basis about Gilmore Park. There are people running through the park at all times of the day or sleeping there.

Mr. Smith assured Council that staff would work with the police department to find out the problems and would bring that information back to Council.

Councilmember Dyal was surprised by how many people were visiting the Museum and gave kudos to Mr. Stoll and the train exhibit.

* **MOTION by Councilmember Dyal to earmark $1,021,064 as backup for park improvements as well as updates to the Larry Gilmore Park for lighting and cameras.**

Mayor Blake spoke about cameras and their locations and felt that other eyes should be on the park as well, but he understands Councilmember Dyal's point.

Councilmember Dyal reiterated his reasonings and believed if there were funds left over they should be used for Gilmore Park.

Mayor Blake assured Council that all points were well taken but feels that staff needs more time to prioritize and bring those back to Council. Each situation is unique and needs to be addressed accordingly.

**THE MOTION DIED FOR A LACK OF A SECOND.**

* **MOTION BY Councilmember Goins to set aside at least $100,000 for Gilmore Park which should cover the lighting and cameras and leave them with $921,674 in the General Fund-Completed Projects/Unassigned Funds and for staff to do the necessary actions to move monies around and when the bids come in to take funds from this. The Motion was Seconded by Mayor Blake for discussion.**

City Manager Whitten explained how the $1,021,674 would be classified. When bids come in they would see where the deficits are. If Council wanted to prioritize any one project or initiative then he asked them to state what they wanted.

**AYES: Blake, Hearn, Dyal, Goins, Koss**

**THE MOTION CARRIED UNANIMOUSLY (5-0)**

* **MOTION by Mayor Blake; Seconded by Councilmember Dyal, to take a ten minute recess. It started at 11:31 a.m.**

**AYES: Blake, Hearn, Dyal, Goins, Koss**

**THE MOTION CARRIED UNANIMOUSLY (5-0)**

* **MOTION by Mayor Blake; Seconded by Councilmember Goins, to reconvene the meeting at 11:41 a.m. and to make the topic of Council Priorities #2, as it will require Council action.**

**AYES: Blake, Hearn, Dyal, Goins, Koss**

**THE MOTION CARRIED UNANIMOUSLY (5-0)**

**2. Council Priorities**

City Manager Whitten explained that the following priorities for the general fund were previously stated by Council. They are as follows: Additional street paving, capital improvements within parks, additional funding for Upstart Cocoa.

Additionally, the following were noted for the Cocoa CRA: Cocoa Village parking, capital improvements within parks and enhanced law enforcement.

Discussion was held on each priority and the plans for them or for what has already been done in regards to the listed priorities.

In regards to enhanced law enforcement it was mentioned that cameras were being installed today.

Mayor Blake asked how more law enforcement could be accommodated with the growth in the Village. He wants to be proactive and not reactive for the immediate future. In response, City Manager Whitten advised that more people will require more law enforcement. He further stated that in the Diamond Square area they are patrolling on electric bicycles which gives that area more police presence.

Commander Dovale agreed that they have the E-bikes however the struggle has been the training for them and that it would hopefully be done soon.

City Manager Whitten further mentioned the issue of golf carts and that he had received information from Attorney Eick who researched that issue. There is a difference in golf carts and low speed vehicles.

Diamond Square CRA priorities were discussed in detail.

Deputy Mayor Hearn has received a lot of input from District 2 and the possibility of having a citizen committee in regards to the Fiske/Dixon Corridor. He would like to set aside funds to beautify that area.

Councilmember Goins asked if they could add to the Cocoa CRA list. He was advised that they could discuss it but no decisions could be made as any actions need to go before the whole board.

Councilmember Goins believed they should allocate funds to affordable housing in Cocoa CRA and make that a priority.

Councilmember Goins further spoke about the programs at the Joe Lee Smith Center and that there are several non-profits who do programs at the facility but are being charged for utilization. He would like a conversation to be held with the county in order to figure out how to work this out. He used Pastor Jarvis Wash's events as an example.

The list of priorities for District 1 was discussed. In regards to street paving, Councilmember Goins stated he would always provide street names for paving in hopes that they get on the list at some point.

City Manager Whitten noted that budget amendments will be made based on what was discussed at the last meeting. They are hoping to do some of those this fiscal year.

* **CONSENSUS BY COUNCIL TO BRING BACK AN UPDATED LIST OF WHAT WAS DISCUSSED AT THE LAST MEETING AND WHAT WILL BE DONE THIS FISCAL YEAR TO AN UPCOMING COUNCIL MEETING.**

Further discussion was held on the possible collaboration between cities for items such as striping of the roads, code lien process, and stormwater ponds.

Deputy Mayor Hearn spoke about the priorities for District 2 and of the importance of connected pathways with bike lanes. Street calming in Broadmoor Acres and the rest of District 2 was discussed and he would love to see stop signs with lighting and sidewalks were discussed.

* **MOTION by Deputy Mayor Hearn; Seconded by Mayor Blake, to expand the beautification grant program City wide for beautification, if criteria is met, parallel to what is done for Diamond Square. Discussion was held.**

Deputy Mayor Hearn would like to mirror requirements of the Diamond Square CRA.

Councilmember Koss believes it would be more effective if corridors were the focus. For example, the Fiske Blvd. corridor or Dixon Blvd. The image of the City is important so there should be a focus on corridors.

Deputy Mayor Hearn agrees but stated that he gets calls all of the time from certain streets and many times it is the elderly or disabled and cannot afford to do it on their own.

Mayor Blake advised that this would require a written policy and asked to give the City Manager and staff the opportunity to do this and bring it back before Council.

City Manager Whitten reiterated that Council's direction was to find money within next years' budget to implement a citywide beautification program and bring a written policy back to Council.

Councilmember Goins clarified that this would be outside of Diamond Square. It was confirmed in the affirmative.

**THE MOTION DIED.**

Lastly, City Manager Whitten spoke about the N. Indian River Circle flooding. Mr. Smith added that this project should be completed within the next couple of weeks. They have access so that they can maintain the ditch. It is very wet so it has to be maintained. He further explained the difference in easements and right-of-way's. There is an existing easement of which they have received a right of entry for.

* **MOTION by Mayor Blake; Seconded by Councilmember Dyal, to break for lunch. The meeting will resume at 1:35 p.m.**

**AYES: Blake, Hearn, Dyal, Goins, Koss**

**THE MOTION CARRIED UNANIMOUSLY (5-0)**

* **MOTION by Councilmember Dyal; Seconded by Councilmember Goins, to reconvene the meeting. The meeting began at 1:37 p.m.**

**AYES: Blake, Hearn, Dyal, Goins, Koss**

**THE MOTION CARRIED UNANIMOUSLY (5-0)[2]**

Discussion was held on District 3's priorities including the SR 524 lighting from Publix to Walmart, and cross/sidewalks to I-95.

Councilmember Dyal added that Cidco/Industrial Park needs lighting as well and most of his priorities were safety issues.

Lastly, District 4's priorities were reviewed. Councilmember Koss pointed out that neither Pine Ridge or College Manor has a park and she believes that park deserts need to be addressed even if it is long ranged. She is not a fan of the long list approach.

Another long term goal was a pool in District 4 as they lost the one in the district as well as the Porcher House.

A short term goal she would like to see included was charging stations.

The Cocoa Conservation Area Trailhead was discussed as well as the Johnny Johnson Nature Trails.

She mentioned the incentive of Spanish skills for employees and noted that Brevard Adult Education offers classes but in conversations with the City Manager there has not been a lot of interest in the classes. She feels Spanish is a growing culture among districts and that being able to offer scholarships to staff and support the Brevard Adult Education Center would be a good signal.

Lastly, she spoke about a dog park at Travis Park as well as the landscaping there. She thought the dog park was an important issue and since the City is growing it should be adding assets.

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2 Deputy Mayor Hearn attended via telephone for the remainder of the meeting.

In response, City Manager Whitten advised that Brad Whitmore had come before the Cocoa CRA and presented information on a dog park. They will be approaching the Cocoa CRA again soon. Additionally, Ms. Senger stated that she believes they have secured funding but Mr. Whitmore needs to secure it with his board prior to coming forward to the CRA.

Councilmember Koss voiced her support for the Museum and everything happening there.

Annexations, requirements and procedures were discussed and potential areas that should be annexed.

City Manager Whitten asked Chief Lamm to speak on a budget issue at the Fire Department. Chief Lamm explained that this was a public safety issue and includes both police and fire. He explained that last year Brevard County stated that in order to enhance their radio system they would have to impose an annual fee and a one-time upgrade fee. The County paid $1.2 million and the rest was divided between all municipalities. The total is $210,000 which is the one time, P25 upgrade, the annual backbone fee and the console upgrade and dispatch. He further noted that there was no choice in this matter and if we do not pay our portion then we cannot operate off of the system to dispatch emergency calls. It is a lengthy process but the enhancements are well overdue. He wanted them to be aware that this was an expense that would be coming to Council.

Councilmember Koss ended her priorities by speaking about the Clearlake Walking Path. This is a part of Eastern Florida State College. In response, City Manager Whitten advised he had a conversation with Mr. Parker at the college and they are not resistant to opening up the path.

In closing, City Manager Whitten mentioned issues at 429 Barbara Jenkins. Mr. Smith further noted a conflict in land use and the zoning code. City Manager Whitten stated that it bothers him to have to hold this up in a neighborhood that needs affordable housing so badly. In order to get this all corrected it will have to go through Planning & Zoning and then City Council.

Mayor Blake said we have to be proactive and safety comes first.

Mayor Blake would like to bring other issues back at a later date as there are some issues he would like to discuss from Florida League of Cities and National League of Cities.

* **MOTION by Mayor Blake; Seconded by Councilmember Dyal, to bring back the Rent Ordinance and Planning & Priorities Plan Review & Approval at a later date.**

**AYES: Blake, Hearn, Dyal, Goins, Koss**

**THE MOTION CARRIED UNANIMOUSLY (5-0)**

**III. Adjournment:**

* **MOTION by Councilmember Dyal; Seconded by Mayor Blake, to adjourn the Special City Council Meeting of March 20, 2023.**

**AYES: Blake, Hearn, Dyal, Goins, Koss**

**THE MOTION CARRIED UNANIMOUSLY (5-0)**

**The meeting adjourned at 2:24 p.m.**

Michael C. Blake

**Michael C. Blake, Mayor**

**ATTEST:**

Carie Shealy

**Carie Shealy, MMC, City Clerk**

CITY OF COCOA CORPORATE SEAL FLORIDA

EXHIBIT A 2023 COUNCIL PRIORITIES & PLANNING MEETING PRESENTATION

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# 2023 COUNCIL PRIORITIES & PLANNING MEETING

March 20, 2023



# AGENDA

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1. Budget Overview
2. Planning and Priorities Plan Review and Approval
3. Council Priorities
4. Rent Ordinance
5. Public Input/Citizen Participation

# Legislative Priorities

1. Funding for All Phases of State Road 524 & State Road 501 Safety & Capacity Projects
2. Additional State Funding for the SHIP Program for Affordable Housing Initiatives
3. Supporting additional funding for the conversion of the former Dr. Joe L. Smith Community Center
4. Additional funding for Sustainability and Resiliency Projects/Initiatives
5. Funding for the redesign and construction of day slips at Lee Wenner Park
6. Funding for infrastructure improvements to facilitate the siting of a Brightline Station in Cocoa
7. Protection of Local Home Rule
8. Continued funding of Bonus and Incentive Pay for First Responders
9. Opposition to House Bill 401 – Sovereign immunity
10. Opposition to House Bill 1331 – Fund transfers for Municipal Utilities

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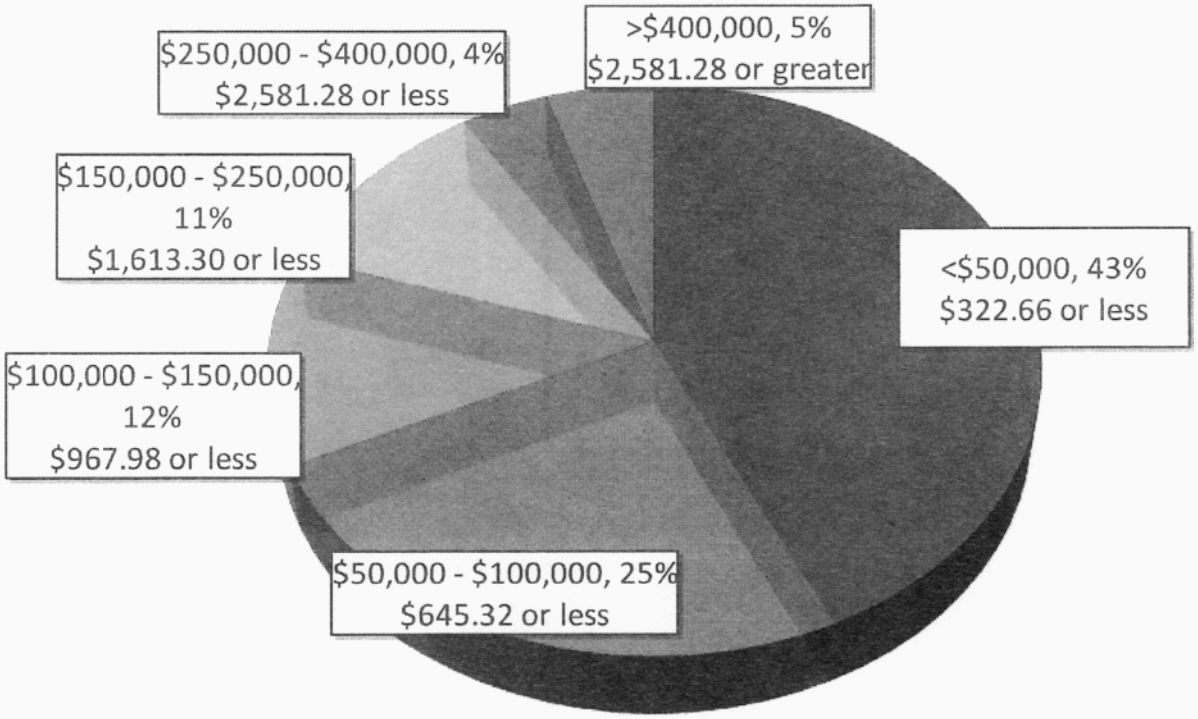
# Fiscal Year 2023 Genral Fund Approved Budget

| General Fund | FY 2023 Approved Budget |
|---|---|
| Police | $12,120,906 |
| Public Works | $9,290,683 |
| Fire | $7,285,476 |
| General Operations | $6,290,424 |
| Finance | $3,918,969 |
| Information Technology | $2,500,515 |
| City Manager Office | $1,275,623 |
| Administrative Services | $1,044,770 |
| Economic Development | $678,170 |
| Community Services | $220,293 |
| City Council | $204,889 |
| Emergency Disaster | $0 |
| TOTAL | $44,830,718 |

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# Taxable Property Values

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# Tax Exemptions

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## General Exemptions

- $25,000 Homestead Exemption
- $25,000 Additional Homestead
- $500 Widow/Widower Exemption
- $500 Blind Person Exemption
- $500 Disability Exemption
- Total & Permanent Disability Exemption - Civilian
- Limited Income Seniors Exemption
- Parent/Grandparent Living Quarters Assessment Reduction

## Veteran & First Responder Exemptions

- Service Connected Total & Permanent Disability Exemption
- First Responder Total & Permanent Disability Exemption
- $5,000 Disabled Veteran Exemption
- Homestead Tax Discount for Veterans 65 and Older with Combat-Related Disability
- Property Tax Refund for Totally and Permanently Disabled Veterans
- Deployed Military Exemption
- Surviving Spouse of Military Veteran or First Responder Exemption

# Balancing the General Fund Budget

| Total General Fund Revenue FY 2023 | $44,830,718 |
|---|---|
| Utility Related Fees: | |
| Water/Sewer Fund & Stormwater Fund Administrative Costs | $7,887,953 |
| Return On Investments (ROI) | $7,055,971 |
| Payment in Lieu of Franchise Fees | $1,720,201 |
| Utility Billing and Service Charges | $2,803,574 |
| Total Utility Fund's Support | $19,467,699 |
| General Fund Revenue Without Utility Support: | $25,363,019 |
| Less: | |
| Police Department | ($12,120,906) |
| Public Works Department | ($9,290,683) |
| Fire Department | ($7,285,476) |
| General Fund Payment to the CRAs | ($1,245,020) |
| General Fund Debt Payments | ($1,442,101) |
| Amount Available to Fund All Other General Fund Services | ($6,021,167) |

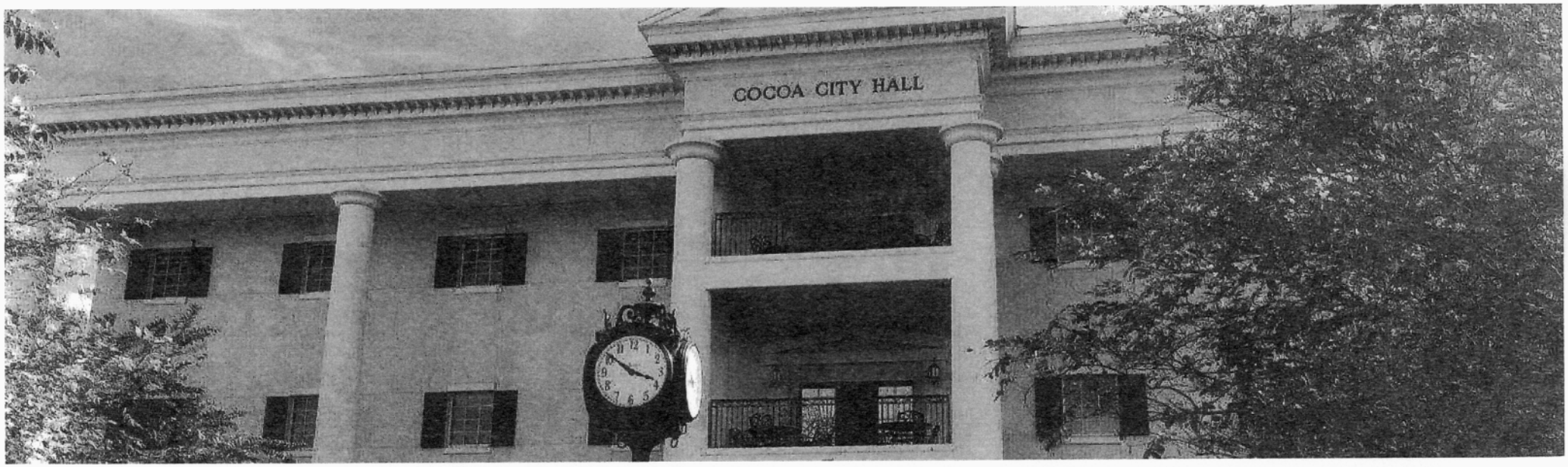
# Balancing the General Fund Budget

| Property Tax Revenue FY 2023 | $8,438,570 |
|---|---|
| Police Budget | $12,120,906 |
| Public Works Budget | $9,290,683 |
| Fire Budget | $7,285,476 |
| Net | ($28,697,065) |
| Fire Assessment Collections | $3,137,611 |
| Difference (Shortage) | ($25,559,454) |

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# FY 2023/24 Budget Preparation

## OVERVIEW




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# New Money (Estimates)

| FY24 Budget | |
|---|---|
| Property Tax Increase 3% (Current Millage Rate) | $253,000 |
| Fire Assessment 3% | $94,000 |
| Utility/Stormwater Indirect Cost Allocations 5% | $400,000 |
| *Utility Return on Investment (ROI) 3% | $211,000 |
| Total Estimated Increase in Revenue: | $958,000 |

*ROI is expected to decrease in FY25

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# Increase in Expenses (Estimates)

| FY24 Budget | |
|---|---|
| General Fund Salaries 3% | $678,000 |
| General Fund Medical Insurance 13% | $474,000 |
| General Fund Electric/Utilities 9% | $73,000 |
| Total Estimated Expenses | $1,225,000 |
| **Total Estimated Shortfall:** | **($267,000)** |

FY24 Debt Service Expenses will be $340,000 less, due to Debt Payoff in FY22/FY23

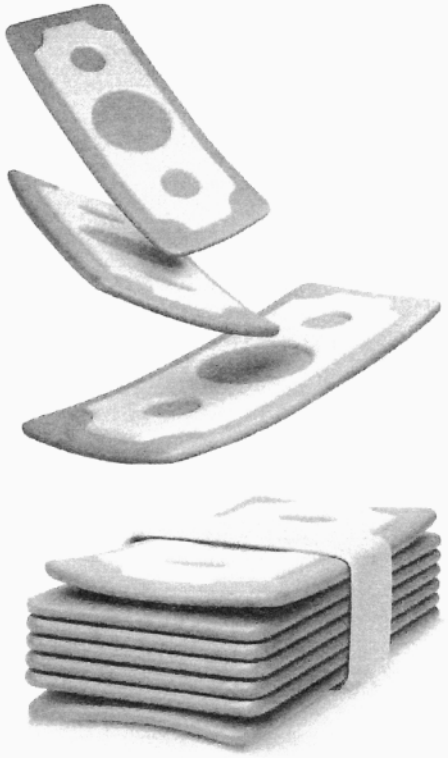
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# General Fund Deferred Capital (FY23)

| Police Department (PD) | |
|---|---|
| Vehicles/Van (10) | $475,000 |
| Building Renovations (Kitchen, Bathroom and Lockers) | $84,000 |
| Carport Enclosure Evidence Yard | $108,000 |
| **Total Deferred Capital (PD)** | **$667,000** |
| | |
| **Public Works Department** | |
| Building Rehab (Porcher House, City Hall Carpet, Old Fire Station 3, Civic Center and Fleet Control Access System) | $519,000 |
| Above Ground Fuel Storage Tank at PD | $130,000 |
| **Total Deferred Capital (PW)** | **$649,000** |

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# BUDGET
## FUND BALANCE



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# General Fund – Unassigned Fund Balance

| Fund Balance | |
|---|---|
| Preliminary Unassigned Fund Balance – Year End FY22 (as of 2/23/23) | $16,043,672 |
| Liquidity Reserve | ($8,303,672) |
| Prior Year Committed | ($3,800,000) |
| Recommendation of Unassigned Fund Balance Use: | |
| Road Paving | ($500,000) |
| Additional Grant Match Fiske/Broadmoor Acres | ($1,100,000) |
| Fire Pumper Truck | ($850,000) |
| Police + Fire High School Cadet Program | ($300,000) |

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# General Fund – Unassigned Fund Balance

| Fund Balance | |
|---|---|
| Affordable Housing or Downpayment Assistance Program | ($400,000) |
| Firefighter and Police Officer Recruitment Program | ($300,000) |
| Dixon/IRD Project | ($250,000) |
| Museums Capital | ($240,000) |

# General Fund – Assigned Fund Balance (AFB)

| Park Projects | Budget | Encumbered/Expenditures | Remaining Balance |
|---|---|---|---|
| Provost Park | $900,000 | ($144,169) | $755,831 |
| Junny Rios Park | $710,000 | ($95,859) | $614,141 |
| Stradley Park | $575,000 | ($60,067) | $514,933 |
| Park Improvements | $75,000 | ($13,311) | $61,689 |
| Subtotal: | $2,260,000 | ($313,406) | $1,946,594 |

COCOA FLORIDA

# General Fund – Assigned Fund Balance (AFB)

| Projects | Budget | Encumbered/Expenditures | Remaining Balance |
|---|---|---|---|
| ERP | $1,500,000 | - | $1,500,000 |
| Housing | $750,000 | - | $750,000 |
| Village Parking | $700,000 | ($458,621) | $241,379 |
| Fiske Blvd Grant Match | $560,000 | - | $560,000 |
| Economic Incentives | $500,000 | - | $500,000 |
| Fuel Tank (GF Portion) | $310,500 | ($283,849) | $26,651 |
| Sustainability | $37,500 | - | $37,500 |
| **Subtotal:** | **$4,358,000** | **($742,470)** | **$3,615,530** |

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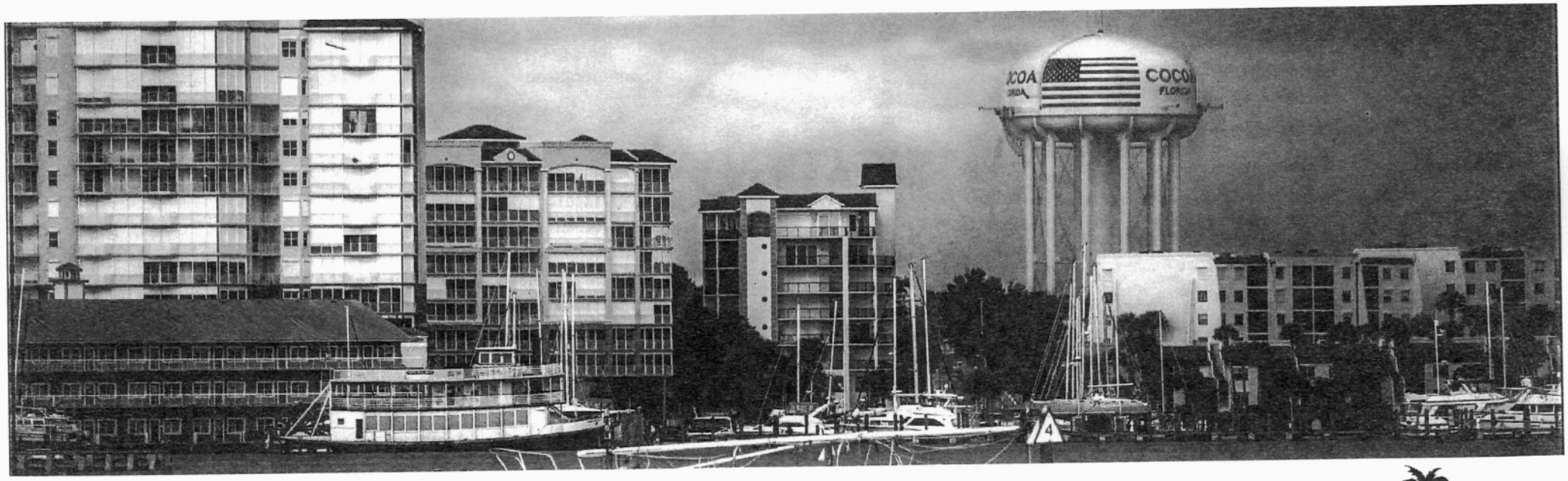
# General Fund – Completed Projects/Unassigned Funds

| Completed/Unassigned | Budget | Expenditures | Balance |
|---|---|---|---|
| Brevard Museum | $70,000 | ($25,785) | $44,215 |
| Donation (School) | $100,000 | ($85,000) | $15,000 |
| Brevard Museum Alarm | $35,000 | ($28,929) | $6,071 |
| Paving | $600,000 | ($471,777) | $128,223 |
| Police Headquarters | $559,000 | ($546,514) | $12,486 |
| Pumper Truck (SLFRF) | $634,500 | - | $634,500 |
| Bracco Pond | $82,500 | ($43,109) | $39,391 |
| Carl Anderson Park | $82,500 | ($12,781) | $69,719 |
| Gilmore Park | $82,500 | ($10,431) | $72,069 |
| **Subtotal:** | **$2,246,000** | **($1,224,326)** | **$1,021,674** |

Total FY21 Assigned Fund Balance Budget $8,864,000

# PLANNING & PRIORITIES

## 2023




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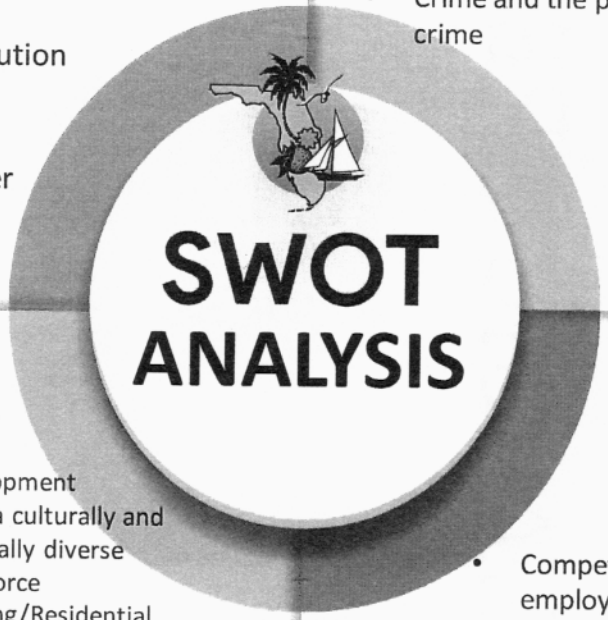
# 2022 SWOT ANALYSIS - APPROVED

## STRENGTHS

- Regional Water Utility
- Cocoa Village
- Employee Knowledge
- Location
- Financial Status
- Culturally Diverse
- Abundance of Churches/Non-profits
- Educational Hub
- Tree City USA
- Center for Distribution Centers
- Dr. Joe Lee Smith Community Center
- Diamond Square Community

## WEAKNESSES

- Cocoa's Image/Reputation
- Irregular City Boundaries
- Crime and the perception of crime
- Limited funding for improvements
- Limited control over our parks
- Affordable business space for entrepreneurs
- Incentives for City employees living in the City
- Employees Representative of the population
- Sustainability



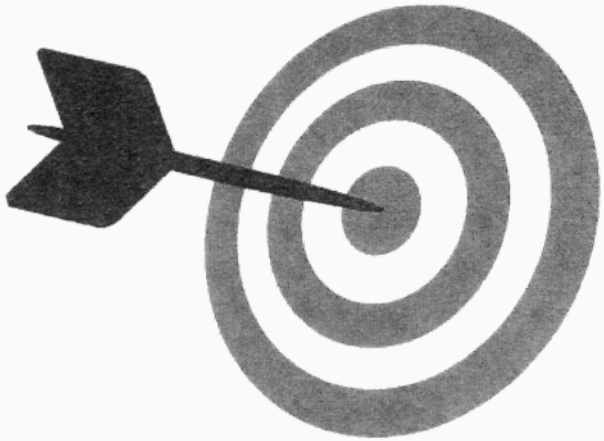

## OPPORTUNITIES

- Cocoa Village
- Use of City Facilities & Amenities
- Annexations
- Expansion of Water/Wastewater Utilities
- Industrial Areas
- Brightline Station
- Cocoa's Image/Reputation
- Tradeschools and partnership with STEM and CTE programs
- Diamond Square Community
- Eco tourism
- Grant Eligibility
- More connected pathways
- Low-impact development
- Have a culturally and ethnically diverse workforce
- Building/Residential development
- Vacant commercial property
- Citizen participation/engagement

## THREATS

- Competition for municipal employees
- Cocoa's Image/Reputation
- Lack of service and healthcare businesses
- Health of the Lagoon
- Lack of attainable workforce housing
- Homelessness
- Climate change (Storm surge, heat events, sea level rise)
- Unmanaged growth
- Lack of civic engagement

# MISSION - APPROVED



The mission of Cocoa's government is

"To enrich the quality of life for our unique and diverse community by delivering Professional, Responsive, Innovative, Dedicated and Exceptional public services!"

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

# VISION - APPROVED

We envision Cocoa as a safe, vibrant, and diverse city that values its rich history and environmental resources, while promoting an engaged and inclusive community with ample employment, housing, recreational, and social opportunities for all.

# CORE VALUES - APPROVED

**Integrity**

Conducting ourselves in a moral, ethical, and honest manner.

**Accountability**

Citizens, Staff and City Council taking ownership and responsibility to promote public trust.

**Community Engagement**

Encouraging community participation, inclusivity and awareness so that all residents feel they have an opportunity to participate in their city government.

**Professionalism**

Serving the community competently and efficiently with character and a positive attitude.

**Excellence**

Providing responsive and exceptional customer service.

**Respect**

Treating the public and one another with dignity, consideration and compassion.

# PRIORITY AREAS – NEED APPROVAL

COCOA
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***In order to produce an enhanced quality of life for our residents, business owners, and visitors where Cocoa achieves its vision for a safe, vibrant, and diverse city that values its rich history and environmental resources, while promoting an engaged and inclusive community with ample employment, housing, recreational, and social opportunities for all, the city must focus on these priority areas:***






**PUBLIC SAFETY & COMMUNITY STANDARDS**



PUBLIC INFRASTRUCTURE



**ECONOMIC & COMMUNITY DEVELOPMENT**



**COMMUNITY OUTREACH & ENGAGEMENT**



ORGANIZATIONAL EFFECTIVENESS



# PUBLIC SAFETY/COMMUNITY STANDARDS

*Provide effective and efficient public safety services that remains pro-active and allows for enhanced community relations and preparedness.*

- Implement pro-active, community-based solutions to build strong community relations.
- Proactively and consistently respond to shifting crime trends and emerging social problems.
- Attract and retain a skilled community-oriented and diverse sworn and civilian workforce.
- Ensure training and readiness of Public Safety employees.
- Enhance community disaster preparedness initiatives.
- Enhance community standard efforts while continuing to strive for voluntary compliance.

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



# INVESTMENT IN PUBLIC INFRASTRUCTURE

*Ensure safe and efficient public infrastructure that drives growth and development in an environmentally responsible manner.*

- Ensure the delivery of safe, clean drinking water to all utility customers.
- Enhance the City's transportation networks. (Train, Bicycle, Walk, Drive, Public Transit, Multi-modal Brightline Station)
- Invest in environmental stewardship.
- Support a safe, accessible, well-maintained network of parks, facilities and greenspace.
- Continually invest in parking solutions for Cocoa Village.

# ECONOMIC/COMMUNITY DEVELOPMENT

*Enhance efforts to make the City of Cocoa a thriving and competitive economic driver along the Space Coast.*

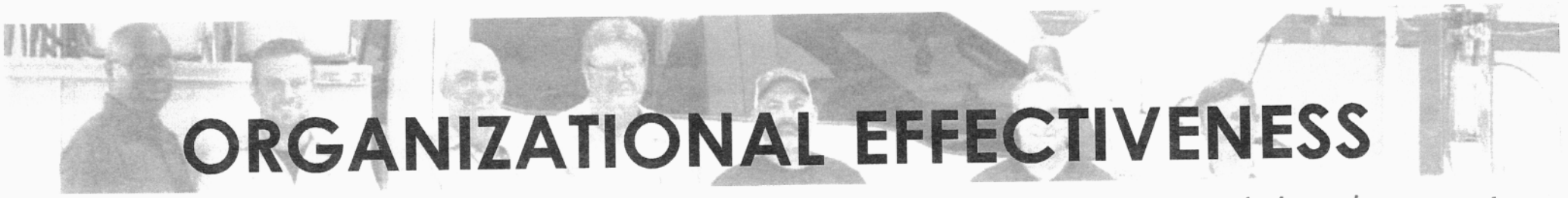
- Enable growth through enhanced and modernized infrastructure.
- Maintain and attract new industry, jobs and investment through targeted marketing efforts, data collection and maintenance.
- Support education, training and job readiness programs.
- Improve residential development and rehabilitation programs to ensure a diversity of housing options.



# COMMUNITY OUTREACH & ENGAGEMENT

*Engage residents, business owners and visitors to participate in and be informed about their community.*

- Continue to find new ways to communicate and reach the entire community with the latest news and information.
- Engage residents in volunteer boards and committees through community outreach programs.
- Ensure branding standards are maintained.
- Encourage a diverse array of special events at city facilities that attract a diverse audience.



# ORGANIZATIONAL EFFECTIVENESS

*Drive efficiency with impact focused workflow and attraction and development of a qualified workforce.*

- Enhance efforts to attract, develop and support a qualified and capable workforce reflective of the community.
- Leverage the latest technology to deliver efficient and effective public services to the community.
- Improve organization efficiency and effectiveness by analyzing workflow processes.
- Maintain the City's long-term fiscal sustainability.

# APPROVAL NEEDED

## PLANNING & PRIORITIES

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# COUNCIL PRIORITIES

## 2023/24




COCOA
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# PREVIOUSLY STATED COUNCIL PRIORITIES

COCOA
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GENERAL FUND

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

Highlighted items – Funded in FY23 Budget

COCOA CRA

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

Diamond Square CRA

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

# PREVIOUS COUNCILMEMBER BUDGET/PRIORITY REQUESTS

COCOA
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Councilmember Goins (District 1)

- Cameras/lights/security at bathrooms
- Gilmore park to get prepared for bathroom installation
- Churchill/Thomas/Highland/Rosa L/Edinburgh paving
- Increase Upstart Cocoa to 4-6 businesses
- Virginia Park – selective paving based on street assessment
- Stripe pedestrian crossing Fern and Prospect Gilmore Park crossing
- Solar LED lighting around Thomas Cole Stormwater pond
- Extend 6' metal fencing in front of Gilmore Park
- Install sewer and water service lines for Blake subdivision to lower costs to future homeowners
- Connect storm connections on Barbara Jenkins and surrounding area that will allow storm to flow to Cole Stormwater Pond to aid Bernard Street pond
- Funding to support selected non-profits for the old Dr. Joe Lee Smith Community Center moving forward
- Funding for the purchase of the Verizon property on Railroad Avenue for future storm water pond
- Expeditated Code Lien process
- Review Code Requirements (Lot Sizes, Setbacks) – Affordable Housing

Councilmember Hearn (District 2)

- Entryway at Fiske
- Park/pool – connect parks
- Street calming – Broadmoor Acres
- Expand City-wide beautification grants to $15k
- N Indian Cir flooding – ditch was filled in

Councilmember Dyal (District 3)

- SR524 Publix to Walmart lighting
- Cross/sidewalks to I-95
- Cocoa Conservation Area temporary entrance (neighborhood petition)
- Push SCTPO to move up funding for SR524
- More officers/fire as development continues

Councilmember Koss (District 4)

- Pine Ridge – park desert, sidewalks @Harvard, Pineda
- Cocoa Conservation Area trailhead
- Johnny Johnson Nature Trail
- Pool/park
- Electric vehicles/charging stations
- No plastic @ City events (KBB Litter Quitter program) – *Not supported by Council*
- Connect spending to strategic issues
- Clearlake Walking Path
- Establishing Clearlake/Dixon/Michigan Area as a Neighborhood Strategy Area
- Incentivize Spanish Language skills for staff, subsidize classes through BCAE
- Porcher House – develop plan with 3-year timeline to make it into attraction and one of the BC Historic Homes tour
- Dog park connected to SC Humane Society off of US1.
- Dog park and more landscaping at Travis Park
- Pocket Park at Beverly & IRD

Highlighted items – Funded in FY23 Budget

# RENT CONTROL/STABILIZATION

## PROPOSED ORDINANCE DISCUSSION



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# 60-Day Rent Control/Stabilization Ordinance Discussion

- There are currently no statutory limits on the amount a landlord can charge for or increase rent.
- A 60 day notice is required before the end of an annual lease to increase rent.
- A 15 day notice is required before the end of a month-to-month lease to increase rent.
- Landlords are also not required to offer lease renewals for their tenants.
- Per Florida Statutes rent controls are not allowed except in **declared housing emergencies** as approved by the voters on annual basis.



# 60-Day Rent Control/Stabilization Ordinance Discussion

- There are several County/Cities that have attempted to or have enacted Ordinances.

  - **Orange County** – Ordinance limiting rent increase, placed on the ballot in 2022 and passed. Currently now implemented as it is being challenge in the Courts.

    **"Shall the Orange County Rent Stabilization Ordinance, which limits rent increases for certain residential rental units in multifamily structures to the average annual increase in the Consumer Price Index, and requires the County to create a process for landlords to request an exception to the limitation on the rent increase based on an opportunity to receive a fair and reasonable return on investment, be approved for a period of one year?"**

# 60-Day Rent Control/Stabilization Ordinance Discussion

- **Tampa** – Council voted to draft an Ordinance declaring a housing crisis and present the measure to voters. Council then voted at the next meeting not to move forward with the Ordinance.

- **Miami-Dade County** - Passed an Ordinance in May 2022. Requires a 60-day notice for any increases more than five percent.

# PUBLIC INPUT

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# QUESTIONS