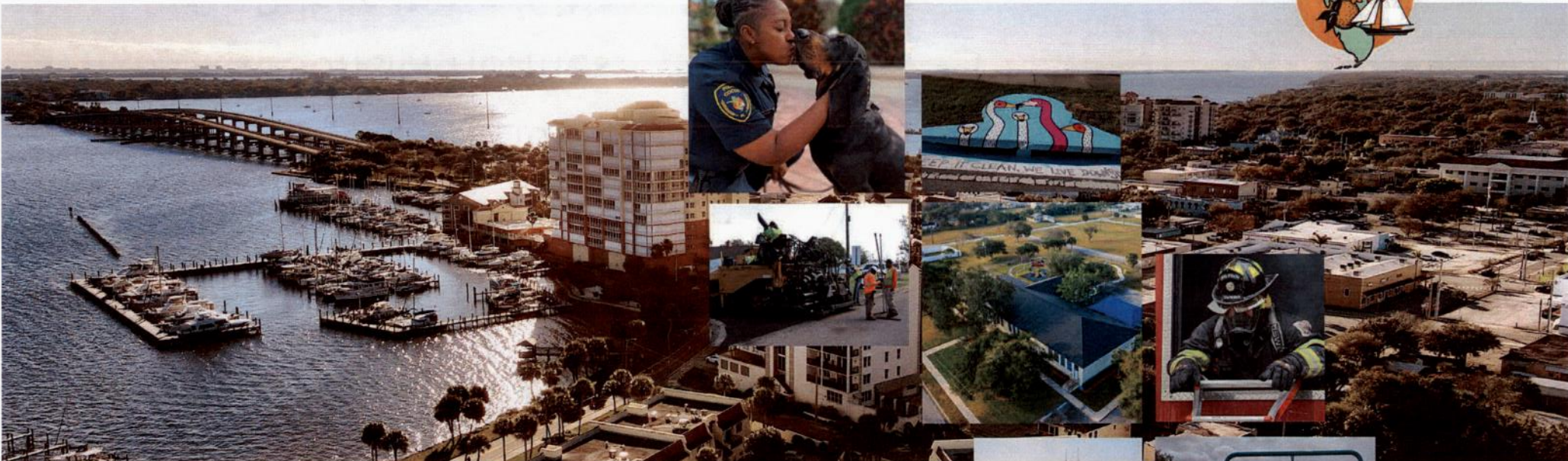# FY 2025 COUNCIL PRIORITIES & PLANNING

Special Meeting
March 5, 2024

AGENDA

COCOA
FLORIDA

1. Affordable Housing
2. Brightline Train Station
3. Revisiting Priority Areas
4. Council Priorities
5. Public Input/Citizen Participation

AFFORDABLE HOUSING

COCOA
FLORIDA

Affordable Housing

- Michael C. Blake Subdivision

- 203 Orange Street (Consent Decree Area /CRA)

- Approximately 21 Infill Lots surplused for Affordable Housing

- Orchid Lakes Apartment – 90 Units

- Allegra Apartments – 10% of Units dedicated to Affordable Housing

COCOA
FLORIDA

Affordable Housing

HUD Sales Price is $269,000 or less

- Buydown of the Market Appraised Value ($310K to $320K)
- Reduces or Eliminates the ROI to reseed the program

Developing a program for placing Affordable Housing Lots in the Market

- City of Jacksonville
- City of Fort Myers
- City of St. Petersburg

COCOA
FLORIDA

BRIGHTLINE INTERMODAL STATION

COCOA
FLORIDA

PRIORITY AREAS
2025

COCOA
FLORIDA

PRIORITY AREAS

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:

QUALITY OF LIFE

PUBLIC SAFETY & COMMUNITY STANDARDS

PUBLIC INFRASTRUCTURE

ECONOMIC & COMMUNITY DEVELOPMENT

COMMUNITY OUTREACH & ENGAGEMENT

ORGANIZATIONAL EFFECTIVENESS

COUNCIL PRIORITIES
2024/25

COCOA
FLORIDA

FY 2025

Estimated Increase in Expenses	
General Fund Salaries Increases	$853,000
General Fund Medical Insurance (11%)	$462,000
General Property/Liability Insurance (10%)	$94,000
General Fund Fuel (10%)	$35,000
General Fund Utilities (5%)	$46,000
Total Estimated Increased Expenses	$1,490,000

COCOA
FLORIDA

Union Negotiations 2025

PBA - Police rank and file
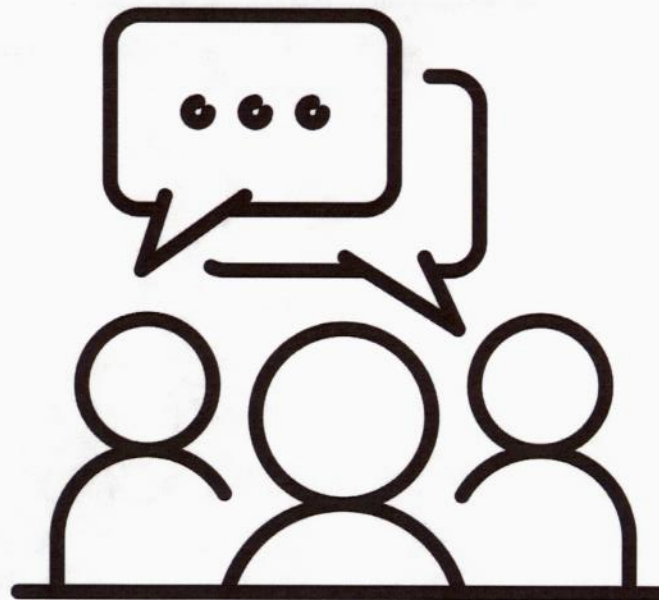
IAFF – Fire rank and file

LIUNA – utilities, public works, finance meter readers & customer service reps

Police Lieutenants Wage Opener Only

District Chiefs – still at impasse

PUBLIC INPUT

COCOA
FLORIDA

QUESTIONS

PUBLIC SAFETY/COMMUNITY STANDARDS

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

Initiatives

- 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.

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PUBLIC SAFETY/COMMUNITY STANDARDS

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

Performance Indicators

- Monitor Florida Department of Law Enforcement Habitual Criminal and Sex Offenders Registration & increase community awareness.
- Develop a network within neighborhoods to enhance communication between members of the police department and the community.
- Continue to find new ways to communicate and reach the entire community with the latest news and information.
- Institute an "If you see it, report it" program.
- Establish a Quarterly "Faith Based Alliance" Meeting.
- Enhance the community participation in crime reduction efforts
- Encourage the youth of the community to use police officers as a resource rather than an adversary.
- Attend and present up-to-date statistical information at public meetings.
- Engage citizens in the public safety service-delivery process

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2

PUBLIC SAFETY/COMMUNITY STANDARDS

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

Performance Indicators

- Create and monitor a monthly repeat crime location.
- Provide increased presence in crime "hot spots" to reduce criminal activity.
- Deploy police personnel and resources in a manner to more effectively prevent and respond to crime in Cocoa.
- Ensure Cocoa citizens returning to the community from incarceration are provided support information on community resource partners
- Provide support for the local educational system in Cocoa (increase the educational attainment of Cocoa citizens).
- Incorporate data-based decision-making in determining effective and efficient delivery of services.
- Incorporate advances in technology related to effective and efficient delivery of public safety services.

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3

PUBLIC SAFETY/COMMUNITY STANDARDS

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

Performance Indicators

- Response Time of 320 seconds or less.
- Monitor the top incident types and develop an action plan for each type.
- Ensure training and equipment are sufficient to meet service demands.
- Coordinate with Code Enforcement to gain compliance with chronically nuisance properties.
- Improve the City's physical image through the appearance of privately owned properties within Cocoa through improved maintenance, code enhancements and incentives.
- Improve the City's image through removal of unsightly graffiti and waste accumulation.

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4

INVESTMENT IN PUBLIC INFRASTRUCTURE

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

Initiatives

- 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.

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INVESTMENT IN PUBLIC INFRASTRUCTURE

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

Performance Indicators

- Resurface Roadway
- Repair Sidewalk
- Create safe walkable streets with access to different modes of transportation.
- Plant New Trees
- Convert or Purchase Vehicles or Equipment into a Hybrid or Electric
- Create additional recreational opportunities within the city outside the downtown area.
- Repair Curbing
- Maintain Stormwater Ponds

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ECONOMIC/COMMUNITY DEVELOPMENT

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

Initiatives

- 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.

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

ECONOMIC/COMMUNITY DEVELOPMENT

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

Performance Indicators

- Address industrial and commercial properties contaminated with hazardous waste or pollution.

- Re-establish boundaries for the City through annexations that will result in additional taxable value..

- Convert Lighting Fixtures to LEDs: Improve Cocoa's image through improved lighting and electrical utility improvements along the roads.

- Improve the city's image through aesthetic improvement of its physical infrastructure, including streets, public buildings, public areas and parks.

- Hydrant Maintenance, Duel Check - Backflow Change-Out, Old Age Meter Change-Out, Radio Read Route Conversion, Valves Maintenance

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

ECONOMIC/COMMUNITY DEVELOPMENT

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

Performance Indicators

- Recruit new business and industry to increase private capital investment and job creation.
- Identify housing restoration initiatives (Home ownership assistance, housing rehabilitation assistance, demolition of unsafe vacant structures)
- Identify and leverage resources from a variety of sources to invest in identified neighborhoods.
- Research and develop a program to increase the amount of quality senior and veteran housing.
- Address the community's housing needs through a diversity of housing options.

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

COMMUNITY OUTREACH & ENGAGEMENT

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

<u>Initiatives</u>

- 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.

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

COMMUNITY OUTREACH & ENGAGEMENT

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

Performance Indicators

- Send out a monthly e-newsletter to subscribers.
- Send out a quarterly printed newsletter to all residents.
- Post news and information on multiple social media platforms.
- Utilize the City's website to send push notifications to subscribers.
- Post a monthly update in the weekly edition of the Florida Today newspaper.

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

COMMUNITY OUTREACH & ENGAGEMENT

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

Performance Indicators

- Host an annual Citizens Academy program to teach residents and business owners about the City of Cocoa and how it operates and how they can get involved, creating a more educated and engaged volunteer.

- Maintain a branding kit with standards and a use policy application for the community.

- Expand the City's branding efforts beyond existing city buildings and downtown areas.

- Host 6 City sponsored special events throughout the year to reach our diverse community.

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

ORGANIZATIONAL EFFECTIVENESS

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

Initiatives

- 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.

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

ORGANIZATIONAL EFFECTIVENESS

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

Performance Indicators

- Send out a weekly summary sheet of employment opportunities
- Improve external outreach by attending job fairs
- Administer monthly new hire orientation training.
- Systematically evaluate service delivery methods.
- Implement a performance measurement system across the City organization.
- Maintain and control the expenditure levels, and reduce them when appropriate, while not substantially affecting the levels of services.
- Diversify and enhance the revenue base available to fund city operations.

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