

COCOA
FLORIDA

BUDGET
PRIORITIES
AND GOAL
SETTING
WORKSHOP

5/26/22



AGENDA

- **Overview**
- **Planning and Priority Focus Areas**
- **FY23 Budget Discussion**
- **Next Session – 7/8/22**



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OVERVIEW

3. Council workshops are typically scheduled to consider certain items which are not ready for final official action. The public is always welcome to attend, and is welcome to provide comments regarding workshop items to the council and staff outside a meeting. Typically workshops provide the council with an opportunity to discuss the topic of the workshop session among themselves and with city staff. Unless authorized by majority vote of council, public comment will not be heard at workshops, but public comment on workshop items will be taken at the next regular city council meeting following the workshop during delegations and/or at such time final official action is taken by the council on the workshop item.



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OVERVIEW

2. At special, workshop, and emergency council meetings, that do not include a delegations portion of the agenda, the Mayor will offer the public an opportunity to speak to all items on the agenda that constitute a proposition on which the council will be taking final official action. The opportunity to speak will occur either during the delegations portion of the meeting, if any, or at such time the proposition is being considered, but in either event prior to the council taking such final official action. Under this section, the term "proposition" does not include ministerial, emergency and quasi-judicial matters as more particularly described in Section E., a through c, of these Rules.



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OVERVIEW

Section 1. - Fiscal Year.



The fiscal year for the city government shall be from October 1 through September 30 of the succeeding year, unless otherwise provided by general law.

Section 2. - Submission of Budget.



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



WHERE WE ARE GOING

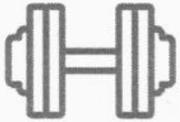
PLANNING AND PRIORITY FOCUS AREAS



**COCOA
FLORIDA**



2022 SWOT ANALYSIS



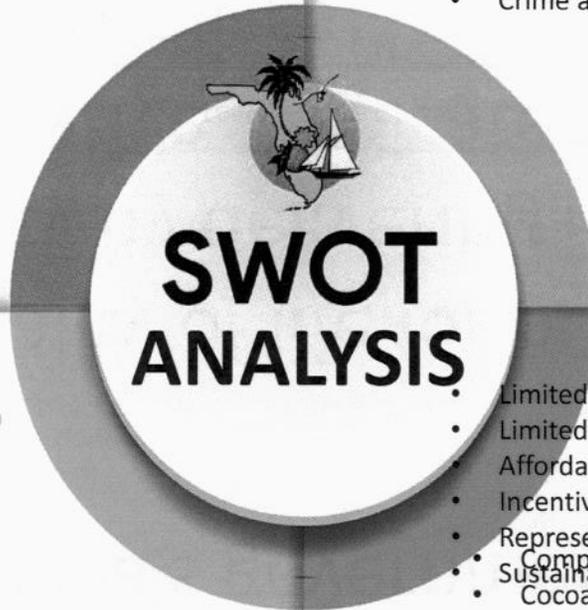
STRENGTHS

- 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



SWOT ANALYSIS

OPPORTUNITIES

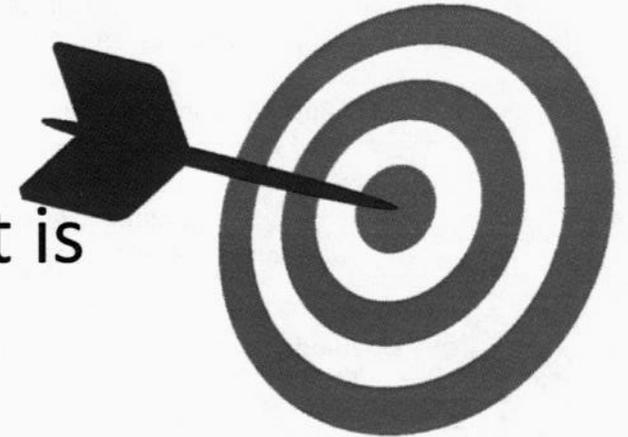
- Cocoa Village
- Use of City Facilities & Amenities
- Annexations
- Expansion of Water/Wastewater Utilities
- Industrial Areas
- Brightline Station
- Cocoa's Image/Reputation
- Tradeschools and partnership with STEM and CTE programs
- Diamond Square Community
- Eco tourism
- Grant Eligibility
- More connected pathways

THREATS



- Limited funding for improvements
- Limited control over our parks
- Affordable business space for entrepreneurs
- Incentives for City employees living in the City
- Representative of the population
- Competition for municipal employees
- Sustainability
- 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



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!"

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

VISION

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.



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CORE VALUES

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.



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PRIORITY AREAS

**COCOA
FLORIDA**



In order to produce an enhanced quality of life for our residents, business owners, and visitors while being an option 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



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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.



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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.

- 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.



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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.



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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



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ONLINE DASHBOARD



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- Check the progress of the priority areas with project updates online.

EMERGENCY ALERT

Splash Pod Closed Until Further Notice

Lee Wenner Park Boat Ramps, T-Deck, Day Slips and Boat Parking Closed starting 2/28/22

Create an Account - Increase your productivity, customize your experience, and engage in information you care about. [Sign In](#)

Mission Statement

Values

Vision

Public Safety/Community Standards

Investment in Public Infrastructure

Economic and Community Development

Community Outreach and Engagement

Organizational Effectiveness

Home • Your Government • Strategic Plan

Strategic Plan

In 2022, the City of Cocoa embarked on a new strategic planning process that defined the unique and diverse community that Cocoa is, while setting the city on a path for future success by focusing on five key priority areas to produce an enhanced quality of life for all of our residents, business owners and visitors. In order for the City of Cocoa to produce an enhanced quality of life, the city must focus on these five priority areas:

Public Safety and Community Standards

Investment in Public Infrastructure

Economic and Community Development

Community Outreach and Engagement

2022 Planning and Priorities Document

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PUBLIC SAFETY/COMMUNITY STANDARDS

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

INVESTMENT IN PUBLIC INFRASTRUCTURE

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

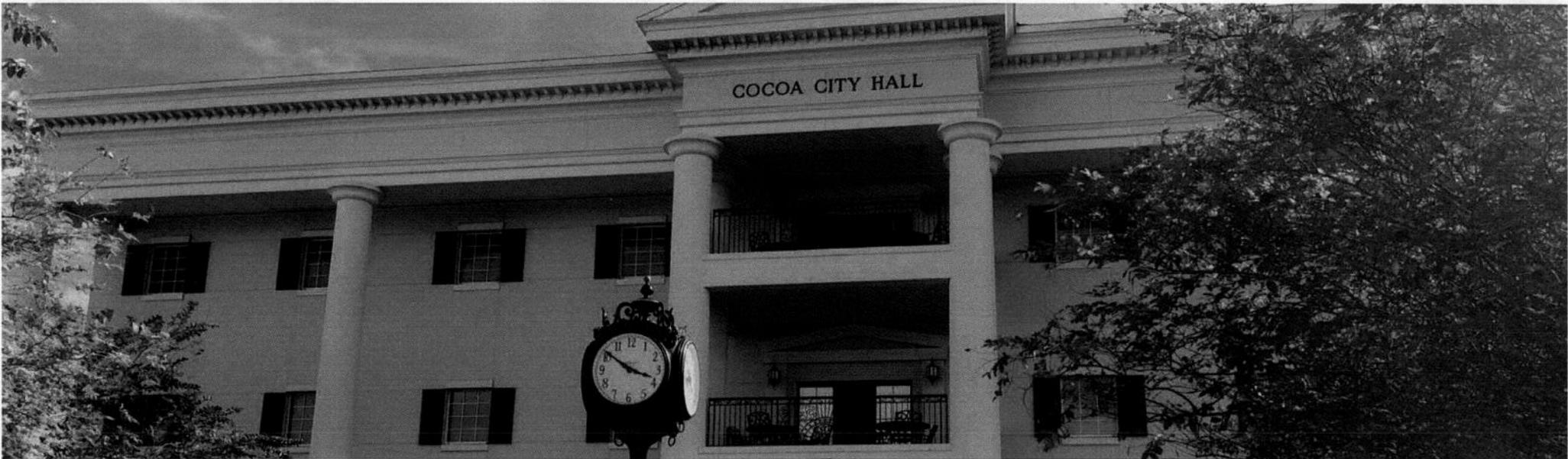
ECONOMIC/COMMUNITY DEVELOPMENT

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

COMMUNITY OUTREACH AND ENGAGEMENT

ORGANIZATIONAL EFFECTIVENESS

BUDGET OVERVIEW



**COCOA
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FY 2023 Budget Calendar



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**May 26/July 8,
2022**

- Budget Workshops



July 26, 2022

- Tentative Millage (TRIM)



August 9, 2022

- Preliminary Fire & Stormwater Assessment

August 23, 2022

- Final Fire & Stormwater Assessment Public Hearings



September 13, 2022

- First Millage/Budget Hearing



September 27, 2022

- Final Millage/Budget Hearing



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New Money (Estimates)

FY23 Preliminary Budget	
Property Tax Increase 8% (Current Millage Rate)	\$611,948
Fire Assessment (3%)	\$87,000
Utility/Stormwater Indirect Cost Allocations (3%)	\$656,205
Utility Return on Investment (ROI)	(\$264,008)
County (Lee Wenner Park)	<u>(\$65,000)</u>
Total Estimated Increase in Revenue:	\$1,026,145



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Increased In Expense (Estimates)

FY23 Budget Requests	
General Fund (GF) Personal Services Increase (3% salaries/10% insurance)	\$966,984
(GF) Fuel (45% increase in Fuel since 10/21)	\$149,607
(GF) Utilities (Electric and Water/Sewer) (27%)	\$179,228
(GF) New Operating Requests	\$475,075
Total Estimated GF Expense Increases:	<u>\$1,770,894</u>
<u>Estimated Shortfall in Departmental Requests</u>	(\$744,749)



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FY23 General Personal Services and Operating Requests

DEPARTMENT	PERSONAL SERVICES	OPERATING	TOTAL REQUESTS
POLICE	\$10,268,401	\$1,398,430	\$11,666,831
PUBLIC WORKS	\$3,231,465	\$5,892,440	\$9,123,905
FIRE	\$6,100,050	\$1,159,920	\$7,259,970
FINANCE	\$3,088,394	\$822,032	\$3,910,426
GENERAL OPERATIONS	\$809,377	\$2,498,369	\$3,307,746
INFORMATION TECH	\$951,403	\$1,470,402	\$2,421,805
CITY MANAGER	\$1,202,827	\$106,845	\$1,309,672
ADMIN. SERVICES	\$983,670	\$60,075	\$1,043,745
GROWTH & ECONOMIC DEV.	\$486,315	\$104,335	\$590,650
CITY COUNCIL	\$121,467	\$83,422	\$204,889
COMMUNITY SERVICES	\$147,195	\$12,985	\$160,180
EMERGENCY DISASTER	-	\$80,140	\$80,140
TOTALS:	\$27,390,564	\$13,689,395	\$41,079,959



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FY23 General Capital Requests

DEPARTMENT	TOTAL REQUESTS
POLICE	\$916,438
PUBLIC WORKS	\$2,183,744
FIRE	\$260,590
INFORMATION TECHNOLOGY	<u>\$95,000</u>
TOTAL REQUESTS:	\$3,455,772

WATER/SEWER CAPITAL REQUESTS



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PROJECT	
WT46 Ozone Improvements	\$3,900,000
Pipe Infrastructure	\$3,000,000
36" Sykes Creek Main	\$1,900,000
Internal Recycling Pump	\$1,761,000
Reactor Clarifier	\$1,500,000
New Well	\$750,000
Program Management	\$700,000
All Other Under \$500,000:	<u>\$4,295,000</u>
Total:	\$17,806,000

STORMWATER CAPITAL REQUESTS



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PROJECT	
Annual Pipe Lining	\$160,000
Water Quality	\$40,000
Baffle Box	\$60,000
Floating Wetlands	\$50,000
Inspection Camera	\$18,000
Mounted Pump	<u>\$42,600</u>
Total:	\$370,600

Funded by Revenue

FY 2023 GENERAL FUND CAPITAL REQUESTS FUNDING SCENARIOS



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PUBLIC WORKS	ANNUAL STREET PAVING	\$300,000
POLICE	RADIOS P25 (26)	\$135,050
POLICE	VEHICLES (2)	\$117,166
FIRE	RADIOS P25 (12)	\$89,200
I.T.	SERVER	\$50,000
I.T.	TRICASTER	\$45,000
GENERAL OPERATIONS	*RESOURCE ASSISTANCE ANR	\$50,000
PUBLIC WORKS	HVAC	\$41,000
POLICE	*GAS MASKS	\$31,520
FIRE	SMOKE EJECTOR FANS (3)	\$21,400
POLICE	GAS MASK TESTER MACHINE	\$8,000
TOTAL:		\$888,336
*NON-CAPITAL FUNDED BY FUND BALANCE		

COULD BE FUNDED BY
GENERAL FUND - FUND
BALANCE

SLFRF (ARPA)– Final Rule



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Potential Project Reallocation (Use of Remaining Funds)	Amount
Parks Cost Overruns (30% Estimate)	\$690,000
Fire Pumper Truck	\$634,500
Stormwater Gradall	\$483,097
Police Vehicles (5)	\$290,000
Fire Training Trailer	\$246,184
Stormwater Dump Truck	\$202,000
Total Available for New Projects	\$2,545,781

FY 2023 NEW PERSONNEL REQUESTS



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DEPARTMENT	PERSONNEL	EQUIPMENT
POLICE: Deputy Chief, Commander and 20 Police Officers	\$1,742,436	\$1,971,064
PUBLIC WORKS: Maintenance Worker II, Custodial Worker and Administrative Assistant	\$188,717	Not Available
FIRE: Deputy Director of Emergency Management	\$125,805	Not Available
CITY CLERK: Records Clerk	\$62,666	Not Available
LEISURE SERVICES: Reorganization	<u>\$17,705</u>	<u>NA</u>
Total General Fund Requests:	\$2,137,329	\$1,971,064

COCOA CITY COUNCIL

DISCUSSION/PRIORITIES



COCOA
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COUNCIL DISCUSSION ITEMS/ISSUES

- Solid Waste CPI Increase
- Utility Return on Investments (ROI)
- Planning & Zoning Fee Increases
- Building Fee Increases
- Fire Inspection Fees
- Engineering Plan Review Fee
- Stormwater Rates
- Fire Assessments
- Water and Sewer Rates
- Reliance on Fund Balance to fund Capital

FY 2023 COUNCIL PRIORITIES

- **Old Dr. Joe Lee Smith Community Center**
- **Museums**
- **Homeless Initiatives**
- **Additional Street Paving**
- **J & K Septic to Sewer Conversion**
- **Capital Improvements within Parks**
- **Operating and Maintaining City Parks**
- **Subsidized Bus Routes**
- **Trailheads at Cocoa Conservation Area**
- **Enhanced Law Enforcement**
- **Facilitation of a Brightline Train Station in Co**
- **Facilitation of Attainable Workforce Housing**



FY 2023 COUNCIL/CRA PRIORITIES?

- **Fishing Pier**
- **Civic Center Renovations**
- **Cocoa Village Parking**
 - **On Street**
 - **Parking Lots**
 - **Lee Wenner**
- **Mooring Field**
- **Harrison Street Streetscape**
- **Enhanced Law Enforcement**



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PUBLIC COMMENT





QUESTIONS

Next Session 5/26/22



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