



Adopted Budget Fiscal Year 2020

Adopted: September 25, 2019



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Council Members



Mayor
Jake Williams Jr.

District 1
Alex Goins

District 2
Brenda Warner

District 3
Don Boisvert

District 4
Lorraine Koss

Administration

City Manager

John A. Titkanich, Jr., AICP

Assistant City Manager

Matthew Fuhrer

Administrative Services Director

Tammy Gemmati, PHR

Community Services Director

Nancy Bunt

Finance Director

Rebecca Bowman MBA, CGFO, CGFM

Fire Chief

Johnathan Lamm

Police Chief

Michael Cantaloupe

Public Works Director

Bryant Smith

Utilities Director

Jack Walsh, P.E.





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Cocoa
Florida**

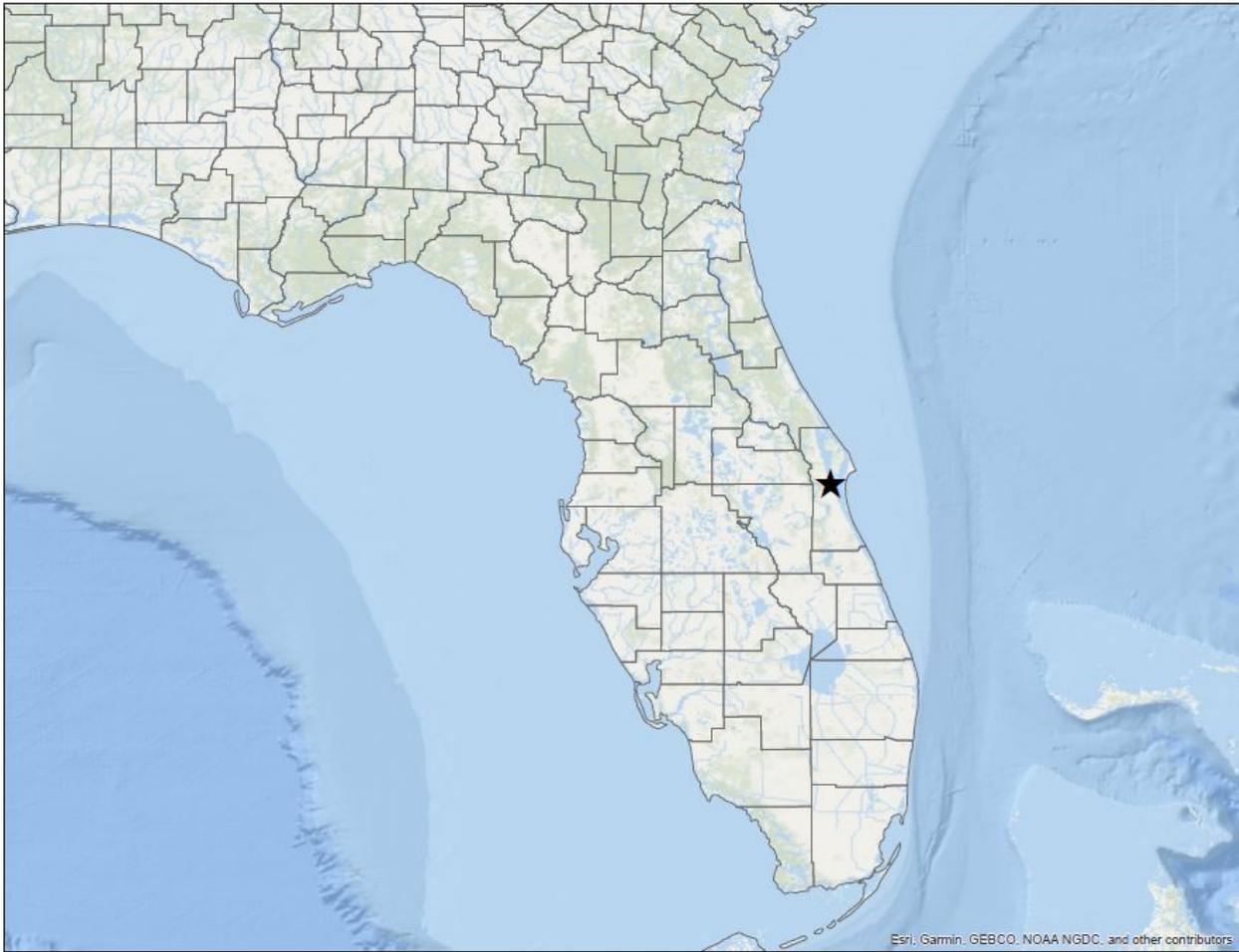
For the Fiscal Year Beginning

October 1, 2018

Christopher P. Morill

Executive Director

City of Cocoa Location



Landmarks:

Historic Cocoa Village Playhouse
Porcher House
Derby Street Chapel
Harry T. Moore Center

Local Attractions nearby:

Port Canaveral
Kennedy Space Center
Cocoa Beach



Mission Statement

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!"

Vision

Cocoa is a diverse community that is rich in history and offers many unique experiences. The City of Cocoa has a lot to offer the Space Coast community, for businesses, residents and tourists alike.

- We envision Cocoa as a community where:
- All residents have the opportunity to participate in community decisions.
- A vibrant, diversified economic environment is promoted.
- Proactive, responsive, efficient and accountable municipal services are provided for all residents and businesses.
- Quality education is promoted.
- A safe community is maintained.

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.
- **Leadership**
 - Encouraging community Participation, Inclusivity and awareness and exhibiting actions that serve as persuasive examples for other to follow.
- **Professionalism**
 - Serving the community competently and efficiently with character and positive attitude.
- **Excellence**
 - Providing responsive and exceptional customer service.
- **Respect**
 - Treating the public and one another with dignity, consideration and compassion.



Goals and Objectives

Crime Awareness and Prevention

Goal #1: Reduce crime within the City of Cocoa by 50% based on Uniform Crime Reports by the year 2020.

Objective 1.1: Deploy police personnel and resources in a manner to more effectively prevent and respond to crime in Cocoa.

Objective 1.2: Enhance the community participation in crime reduction efforts

Goal #2: Address long-term social issues contributing to crime within the City of Cocoa through community policing.

Objective 2.1: Ensure Cocoa citizens returning to the community from incarceration are provided support information on community resource partners

Objective 2.2: Provide support to local educational system in Cocoa (increase the educational attainment of Cocoa citizens).

Objective 2.3: Encourage the youth of the community to use police officers as a resource rather than an adversary.

Physical Image

Goal #1: Create a sense of “Place”, a Destination – Cocoa needs to be a unique place to visit, not just to pass through, by improving the City’s physical image.

Objective 1.1: Improve the city’s Image through aesthetic improvement of its physical infrastructure including streets, public buildings, public areas and parks.

Objective 1.2: Improve Cocoa’s image through improved lighting and electrical utility improvements along roads.

Objective 1.3: Create safe walkable streets with access to different modes of transportation.

Objective 1.4: Improve the city’s physical image through improvement of the appearance of privately owned properties within Cocoa through improved maintenance, code enhancements and incentives.

Objective 1.5: Improve the City’s image through removal of unsightly graffiti and waste accumulation.



Goal #2: Build on the success of Cocoa Village's image to expand and improve the physical image of the overall city.

Objective 2.1: Expand the City's branding efforts beyond existing city buildings and downtown areas.

Objective 2.2: Create additional recreational opportunities within the city outside of the downtown area.

Emotional Image

Goal #1: Manage the perceptions of the City of Cocoa.

Objective 1.1: Ensure accurate dissemination of crime related data and information for Cocoa.

Objective 1.2: Increase the timeliness and accuracy of print and news media.

Objective 1.3: Increase the positive perception of Cocoa schools.

Objective 1.4: Re-brand Cocoa in a positive fashion.

Objective 1.5: Create and enhance communications tools with the community and visitors.

Goal #2: Ensure city resources are coordinated to best promote the city.

Objective 2.1: Develop a marketing strategy for the city.

Objective 2.2: Collaborate and coordinate with the City's Office of Economic Development and its promotion and marketing efforts.

Objective 2.3: Expand the marketing of special events, facilities and recreation.

Objective 2.4: Promote Historic Cocoa Village as a historic downtown destination.

Community Development

Goal #1: Implement a Neighborhood Improvement Plan on a neighborhood-by-neighborhood basis throughout the City of Cocoa, especially those neighborhoods not served by a community redevelopment area.

Objective 1.1: Undertake neighborhood assessment to determine strengths and challenges.

Objective 1.2: Identify strategies and resources needed to address issues and deficiencies identified in Objective 1.1.



Goal #2: Research programs and incentive opportunities and assess viability in targeted neighborhoods.

Objective 2.1: Improve residential development and rehabilitation.

Goal #3: Promote equitable development to achieve and advance social, economic, health and environmental justice.

Objective 3.1: Address the community's housing needs through a diversity of housing options.

Objective 3.2: Address industrial and commercial properties contaminated with hazardous waste or pollution.

Economic Development

Goal #1: Attraction & Recruitment of \$100 million of taxable value by FY 2020

Objective 1.1: Attraction of new business and industry through targeted marketing efforts, data collection and maintenance.

Objective 1.2: Recruit new business and industry to increase private capital investment and job creation.

Objective 1.3: Re-establish boundaries for the City through annexations that will result in additional taxable value.

Goal #2: Retain and expand business and industry.

Objective 2.1: Foster a skilled workforce.

Objective 2.2: Retain existing industry and jobs.

Goal #3: Increase the economic prosperity of Historic Cocoa Village.

Objective 3.1: Ensure that there is adequate parking available to meet the needs of the downtown business patrons.

Objective 3.2: Increase the number of permanent residents living within Historic Cocoa Village.

Fiscal Sustainability

Goal #1: Maintain long-term fiscal sustainability.

Objective 1.1: Maintain and control the expenditure levels, and reduce when appropriate, while not substantially affecting the levels of services.



Objective 1.2: Diversify and enhance the revenue base available to fund city operations.

Goal #2: Promote greater transparency in budgeting and financial matters.

Objective 2.1: Encourage stakeholders to participate in budget workshops and meetings.

Objective 2.2: Educate community stakeholders.

Goal #3: Continuously increase organizational efficiency and effectiveness

Objective 3.1: Systematically evaluate service delivery methods.

Objective 3.2: Implement a performance measurement system across the City organization.

Public Safety

Goal #1: To ensure that public safety resources are strategically allocated to provide the most effective and efficient delivery of public safety services.

Objective 1.1: Incorporate data based decision making with determining effective and efficient delivery of services.

Objective 1.2: Ensure training and equipment are sufficient to meet service demands.

Objective 1.3: Incorporate advances in technology related to effective and efficient delivery of public safety services.

Objective 1.4: Engage the Citizens in the public safety service-delivery process.

Employee

Goal #1: Recruit a highly qualified workforce that is reflective of the community they represent.

Objective 1.1: Develop staffing plans to ensure the departments are hiring the highest caliber of job applicants through a streamlined, efficient and transparent recruitment process, with adhering fully to all legal hiring procedures.

Objective 1.2: Ensure the demographics of the City of Cocoa employees are reflective of the community in which they serve by targeted recruitment activities.



Objective 1.3: Improve the internal applicant process.

Goal #2: Improve the retention and development of current employees.

Objective 2.1: Ensure all employees have the proper training to complete their duties as assigned.

Objective 2.2: Develop a succession-planning program to prepare the City for the retirement of long-tenured employees especially in organizationally critical positions.

Goal #3: Reduce the employee's exposure to the impact of unfortunate events while maintaining a high level of service.

Objective 3.1: Ensure all employees work in a secure and safe environment.





About the City of Cocoa



Rich in history and culture, the City of Cocoa is one of the oldest cities along the Indian River. Cocoa was founded by fishermen with the first families arriving around 1860. The area's official post office was started by Mary Jane Dixon using a lock box stored under her bed. In 1882, Captain Hardee penned the name "Indian River City" for the settlement, but it was denied by the U.S. Postal authorities for being too long to fit on a postmark. Between 1882 and 1895, the name Cocoa was decided upon by its residents. The origin of the name for Cocoa has many sources depending on who recounts the

events. Cocoa most likely came from the Baker's Cocoa sign that was on the building of the local trading post. It was very visible from the water, which was the main way that people came to the area. Once the sign became unreadable, everyone began to identify the area as "Cocoa". So on October 1, 1895, when it came time to incorporate, the Town of Cocoa was the chosen name. Cocoa's first elected Mayor was W.L. Hughlett, with five elected aldermen (councilmen).

Names synonymous with the early beginnings of Cocoa and still recognized throughout the city are Trafford, Dixon, Delannoy, Travis, Hughlett, Willard, and Wooten. The first commercial building was erected around 1881. In 1885, the S.F. Travis Hardware Store opened, and is still in operation today. Cocoa's business district was destroyed by fire in 1890 which caused a severe economic setback, but soon, significant development began to occur with the extension of the Jacksonville, St. Augustine, and Indian River Railway to Cocoa. In the winter of 1894-1895, Cocoa suffered a second severe economic setback when the "Great Freeze" destroyed the citrus crop and forced many citrus workers to seek new occupations. According to one source, by 1903, the population of Cocoa had dropped to 382.

During the second decade of the 20th century, population growth and economic development in Cocoa accelerated. The state business directory of 1911-1912 set the population at 550. By 1925, the population was estimated at 1,800. During the Great Depression, the local economy declined and the two local banks failed. Still, by 1930, the population had risen to 2,200.

The population rose dramatically following the development of the space industry, quadrupling from 3,098 in 1940 to 12,244 in 1960. Cocoa and the surrounding area also became integrated with the tourist industry for the first time as thousands visited the area to witness the launches from Cape Canaveral. By 1980, the population had grown to 16,096. The 2000 Census revealed the City had declined in population from 1990 (17,722) by 7.4% to 16,412. In 2002, Cocoa embarked on an aggressive annexation program, which nearly doubled the city's size to 14 square miles. Based on the 2010 Census, the population is estimated at around 17,238. The



University of Florida Bureau of Economic and Business Research estimated the 2018 population at 19,286. Cocoa is “Open for Business” and this philosophy welcomes new residents and commerce.

Cocoa first approved the Council-Manager form of government in 1959, and subsequent changes to the state statutes mirrored the City of Cocoa’s Council-Manager Plan. The City Council serves as the Board of Directors for the City, with the Mayor as Chairman. The City Manager serves as the Chief Executive. The City Council for the City of Cocoa is made up of five members; the Mayor is elected at large and the four council members are elected by each of their districts.

- Mayor – Jake Williams Jr.
- Councilmember, District 1 – Alec Goins.
- Councilmember, District 2 - Brenda Warner
- Councilmember, District 3 - Don Boisvert
- Councilmember, District 4 – Lorraine Koss
- City Manager (appointed) - John A. Titkanich, Jr., AICP

City Overview

Cocoa is located on Florida’s Atlantic Coast near the center of Brevard County, some 64 miles south of Daytona Beach and 46 miles east of Orlando. Cocoa’s pride in its heritage is evidenced in its retention of a portion of the City as a Historic District. The Historic Cocoa Village, located in the heart of Cocoa, has some of the original buildings of the Town of Cocoa, which are now occupied by quaint retail and commercial shops and dining establishments.

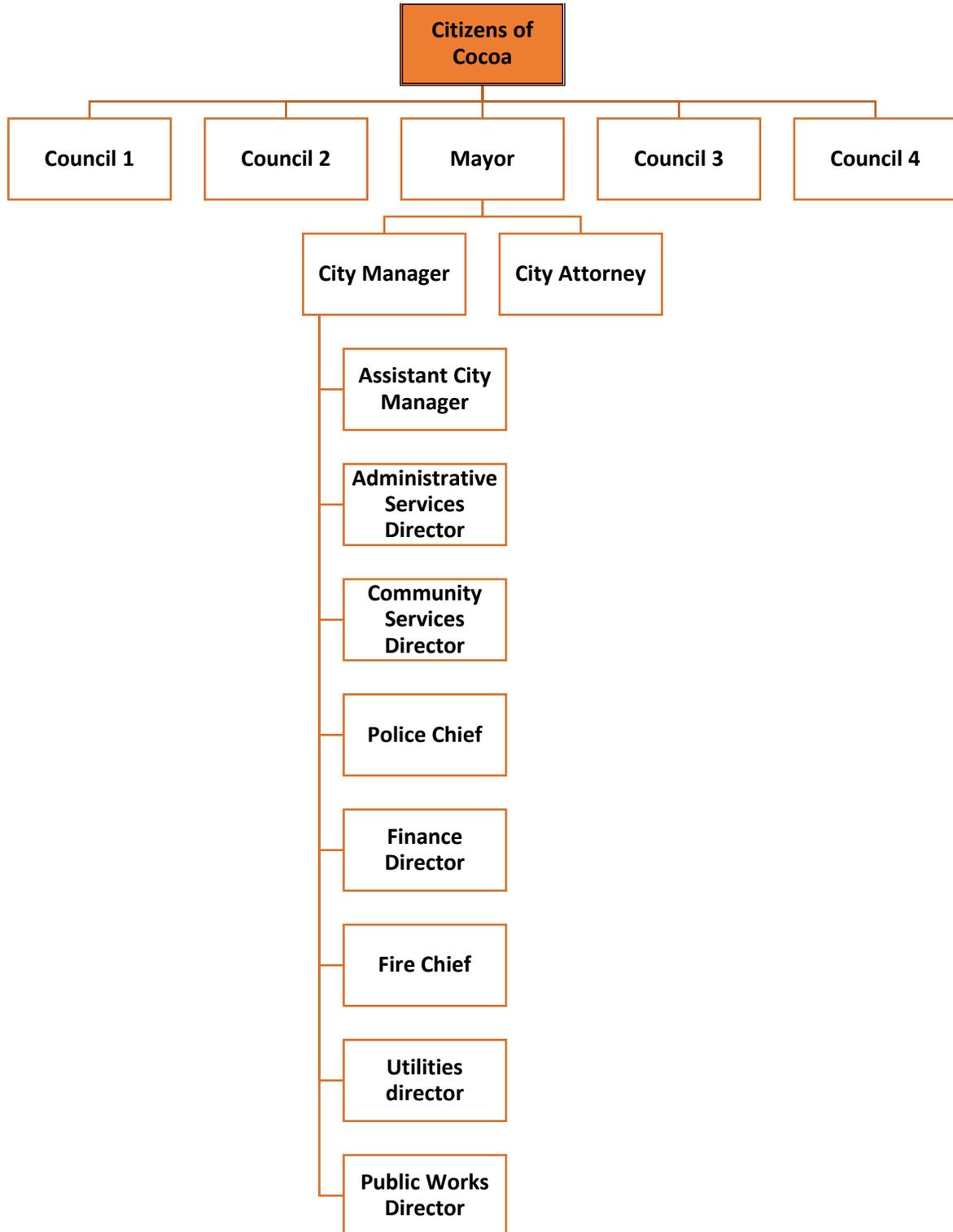
The Historic Cocoa Village Playhouse, The Porcher House and The Historic Derby Street Chapel are also included in the historic village area. The Porcher House was the home of the Porcher family, prominent residents who were citrus growers in the area. It overlooks the beautiful Indian River. The family lived in the home until World War II. The City of Cocoa obtained the home from the family in the early 1950s and it became City Hall. While a new City Hall has been built since then, the City maintains the property and rents spaces for special occasions and for office space.

The Historic Derby Street Chapel was first constructed in 1916 and has been the home of several religious denominations. Cocoa Main Street, an organization dedicated to historic preservation, raised funds to restore the building. The First Baptist Church has leased the property to Cocoa Main Street for 25 years beginning in 2003. The chapel officially opened for business in 2009. This historic chapel is open to visitors and can be rented for weddings and memorial services and is also used for church services.

The Historic Cocoa Village Playhouse was established as the Aladdin Theater in 1924. The City of Cocoa purchased the building many years later and it was renamed The Cocoa Village Playhouse. The Brevard Community College District Board purchased the building in 1984 with the understanding that the theater would be owned by the Board and make the theater operate in the best interest of the City. Through donations from individuals, organizations, corporations and grants from foundations as well as the State of Florida, the playhouse was restored to its original splendor, made operational, and began producing community-based musicals in 1989. It continues to provide high quality plays and other family entertainment.



City of Cocoa Organizational Chart





Budget Message



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November 18, 2019

Mr. Jake Williams Jr., Mayor
Mr. Alex Goins, Councilmember-District 1
Ms. Brenda Warner Councilmember/Deputy Mayor-District 2
Mr. Don Boisvert Councilmember-District 3
Ms. Lorraine Koss Councilmember-District 4

Re: Adopted Fiscal Year 2020 Budget

Honorable Mayor and Members of the City Council:

In accordance with the City of Cocoa Charter, the Code of Ordinances and the laws of the State of Florida, it is my pleasure to present the City of Cocoa's Adopted Budget for Fiscal Year (FY) 2020, beginning October 1, 2019.

FY 2020 NEW DEVELOPMENT AND CAPITAL ACTIVITY

New Development within the City, include the new residential subdivision Lakeside Palms and Phase 2 of the Adamson Creek subdivision along with other approved new residential projects. The new Walmart Regional Distribution Center, Erdmann Automotive Group's connected campus of Toyota and Nissan dealerships, as well as numerous smaller development projects have strengthened the City's tax base. The resultant increase in ad valorem revenues from these new developments has had a positive impact and helped to stabilize on the City's budget. During FY 2019 the City continued recovery of the devastating impacts from Hurricane Irma, with the completion of Lee Wenner Park Shoreline Restoration and mitigation project, protecting to the shoreline from future storm erosion. Other projects along the waterfront, such as the design and engineering for the T-Docks and Day Slips as well as the Cocoa Riverfront Park Promenade, also destroyed by the hurricane, were complete in FY 2019 with construction beginning in FY 2020. In addition to the construction of restoration projects, the City has many capital projects planned in the FY 2020 budget, to ensure continued improvements to the City. The construction of the new multi-purpose Dr. Joe Lee Smith Community Center in the heart of the Diamond Square neighborhood is well underway, with an anticipated completion of spring 2020.



Lee Wenner Park Shoreline Reconstruction



Dr. Joe Lee Smith Community Center

FY 2020 BUDGET PREPARATION PROCESS

The review and adoption of the annual budget represents one of the most important policy making responsibilities of the City Council. The budget document is an effective tool that can be used to communicate the proposed goals, policies and future vision of the City Council and City Administration to the citizens. Included in this year's annual budget are the projects/initiatives identified during the Budget Workshops and in the City's Strategic Plan, using a proactive and conservative approach in budgeting and spending to meet the FY 2020 budget goals.

Property values have continued to increase, albeit at a lesser rate than surrounding municipalities and Brevard County. All expenditures continue to be viewed as a commitment or goal to improve or maintain existing levels of services provided to enhance the quality of life for the City's residents and businesses. It remains critically important for the City take appropriate steps through prudent fiscal



management and human and capital investments, to demonstrate to the citizens that the City Council and City Administration are utilizing available funds in a financially prudent and strategic manner. The City maintains a dedicated and professional staff who strives daily to work efficiently with the resources provided. City staff continues to work tirelessly to strike that balance between providing municipal services at appropriate levels of service while continuing to review all expenditures, including personnel as necessary. City Council and our citizens can expect that City Staff and Administration will continue to properly plan for the fiscal stability and sustainability of the City.

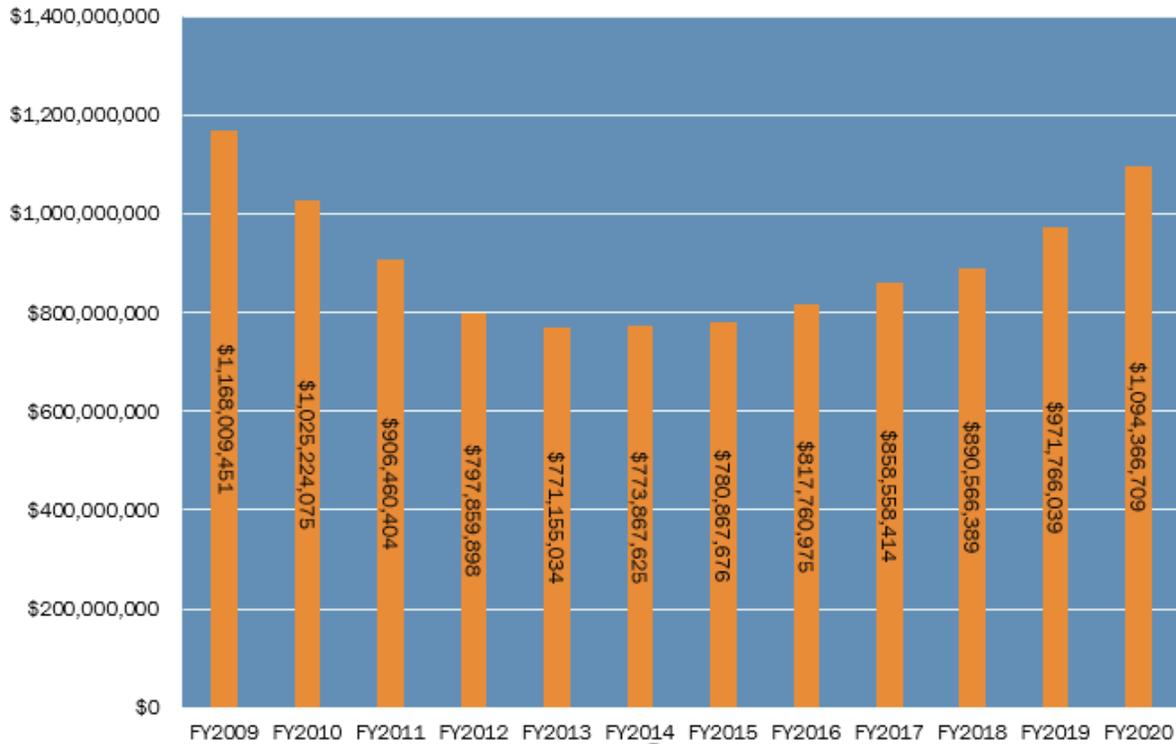
TAX RATE ANALYSIS

Property values in the City of Cocoa began declining during 2008 due to the Great Recession and only began to stabilize in 2014. Subsequently, property values began to consistently increase each year. The property valuation from FY 2015 to FY 2016 moderately increased by 4.7%, 5% for FY 2017, 3.5% for FY 2018, 8.8% for FY 2019 and now, in FY 2020, the City has realized a 12.6% increase, which represents the highest valuation increase in over eight years. While the property tax base still remains below the level prior to the Great Recession, we are continuing to grow the tax base through new development. Of particular note, the increase of more than \$81 million in taxable value for FY 2020 is a direct result of new construction. The chart below demonstrates the trend in property values for the last 12 years.

Property Valuation Trend



Historical Review - Ad Valorem Tax Base



The millage rate of 5.9790 represented the rolled-back rate in FY 2015. City Council kept the millage rate the same for FY 2016, FY 2017, FY 2018 and FY 2019, which represented a slight tax increase each year in accordance with the State of Florida Truth In Millage statutes. Based on this historical information, staff proposed the same millage rate of 5.9790 for the FY2020 Proposed Budget to the City Council on July 24, 2019. City Council accepted this recommendation for further discussion and review during the August 7, 2019 Budget Workshop. On September 11, 2019, during the first budget public hearing, the City Council tentatively adopted the millage rate of 5.9790, which was later finally adopted at the second budget public hearing on September 25, 2019. Adoption of a 5.979 millage rate resulted in an ad valorem revenue increase of \$719,321 or 13.1% over FY 2019.

Ad Valorem Tax Revenue/Millage



Historical Review of Millage and Ad Valorem Revenue History



Fiscal Year	Valuation	Millage	Ad Valorem Revenue at 95%	Revenue Variance from Previous Year	% of Change
FY2010	\$1,025,224,075	4.4891	\$4,066,536	(\$475,588)	(10.5%)
FY2011	\$906,460,404	4.9660	\$4,040,240	(\$26,296)	(0.6%)
FY2012	\$797,859,898	5.5813	\$4,022,601	(\$17,639)	(0.4%)
FY2013	\$771,155,034	5.9811	\$4,173,108	\$150,507	3.7%
FY2014	\$773,867,625	5.9811	\$4,235,127	\$62,019	1.5%
FY2015	\$780,867,676	5.9790	\$4,275,054	\$39,927	0.9%
FY2016	\$817,760,975	5.9790	\$4,454,795	\$179,741	4.2%
FY2017	\$858,558,414	5.9790	\$4,768,944	\$314,149	7.1%
FY2018	\$890,566,389	5.9790	\$4,947,188	\$178,244	3.7%
FY2019	\$971,766,039	5.9790	*\$5,496,736	*\$549,548	11.1%
FY2020	\$1,094,366,709	5.9790	*\$6,216,057	*\$719,321	13.1%

*FY 2019 and FY2020 are preliminary budget numbers, not actuals.

FY2020 BUDGET IN BRIEF

As with previous years, the budget process started with the development of a guiding budget philosophy. City Administration, working in collaboration and under the direction of the Mayor and City Council developed the FY 2020 budget philosophy. In FY 2015 and FY 2016 the focus of the budget was Public Safety, and with that, the initial phase of engineering, design and construction began on our three new Fire Stations. For FY 2017 and FY 2018 the focus of the budget was Community Improvements and Infrastructure. Florida Avenue was reconstructed as a Complete Street and incorporated innovative stormwater management practices. Additionally, the City also completed the Diamond Square Regional Stormwater Facility. The City has already witnessed the result of this public investment with new businesses and increased development interest. During FY 2018 the driving



philosophy was to provide improved fire safety to the public through construction of new fire stations. The City completed construction of all fire three stations as well as renovations to former Fire Station 2 where Brevard County Fire Rescue operates out of and provides service to our residents. The City also completed the Stone Street Streetscape in the Diamond Square Redevelopment area. The FY 2019 budget philosophy was to continue with a focus on Community Improvements and Infrastructure as well as Employee Investment. In addition to the implementation of a 3% salary increase, employees with 3 or more years of service also received an equity adjustment to their salaries, dependent on their years of services, with a three-tiered approach. Budget was provided for restoration of the shoreline in Lee Wenner Park and T-Docks, Day-Slips and Cocoa Riverfront Park Promenade restoration and enhancement projects.

The FY 2020 budget development philosophy focused efforts on full recovery from Hurricane Irma with the budget being provided for completion of T-Docks, Day-Slips and Cocoa Riverfront Park Promenade restoration and enhancement projects. These projects are underway and scheduled to be completed in FY 2020. In addition to these projects, the City focused its efforts on completing a Stormwater Revenue Sufficiency Analysis and the development of a Stormwater Utility 10-Year Capital Plan leading up to and as part of the FY 2020 Budget process. The Revenue Sufficiency Analysis reviewed the stormwater rate structure and equitability of the stormwater equivalent rate unit calculations. Through adoption of a new rate structure and new methodology in the ERU calculation, the City is able to ensure revenue collection sufficient to provide funding for projects in the 10-Year Capital Plan. Included in the FY 2020 Adopted Budget is the purchase of a street sweeper, funding for stormwater linings and funding toward a Fiske Boulevard complete streets project to include stormwater mitigation. These projects will provide for water quality improvements and flood mitigation in efforts to protect the Indian River Lagoon.

General Fund

The General Fund is the Government's primary operating fund and the revenues are generated from several sources. The General Fund's major revenue sources include Taxes; Permits and Fees; Intergovernmental; Charges for Services; Fines and Forfeitures; Miscellaneous; and Other Non-Revenues. The total FY 2020 Adopted Budget for General Fund is \$40,031,626, inclusive of the use of \$1,816,523 from assigned General Fund Balance Reserves to fund capital items, such as Pineda Streetscape, network chassis and core upgrades, railroad crossing upgrades, and paving and sidewalks.

Water/Sewer and Stormwater Funds

The Water/Sewer and Stormwater Funds account for the water, sewer and stormwater operations that are financed and operated as Enterprise Funds or operations similar to that of a business. Revenues are generated through user fees or charges for services. With the exception of FY 2015, when there was no rate increase, the fiscal years' budgets have included between three and five percent increases to water, sewer, hydrant and reclaim service each year. On August 24, 2019, Staff presented to City



Council the recommendation from the City's Rate Consultant to implement a utility rate increase of 5% for FY 2020, following a revenue sufficiency analysis to ensure adequate funding is being provided to meet its capital and operating needs. There are many major utility-related capital projects in the FY 2020 Adopted Budget totaling \$21.7 million, including \$13.3 million dedicated to the Dyal Chemical Conversion project.

During the FY 2020 budgeting process, City Staff presented to City Council a Stormwater Utility 10 Year Capital Plan in conjunction with a Stormwater Revenue and Sufficiency Analysis, to fund the capital plan. In addition to these plans, and on the recommendation of the City's consultant, the City implemented a Non-Ad Valorem Stormwater Assessment method of collection, versus a Stormwater Fee which had been the method of collection since 1992. Implementation of the stormwater charges as a non-ad valorem assessment on owner's tax bills will ensure maximization of revenue collection.

The total Water/Sewer Enterprise Fund's FY 2020 Budget of \$64,049,125, is 27.3% less than the prior years adopted budget, due in part to \$21.7 million in capital projects budgeted in FY 2019 that were funded with bonds proceeds. The Stormwater Fund's FY 2020 Budget is \$1,747,692 which is 1.8% less than the prior years' budget, due to eliminating a transfer from the General Fund.

Highlights of Note in the Adopted Budget for FY 2020

- The millage rate remains at 5.9790 mills, generating approximately \$6,216,058 in General Fund Revenue.
- Salary increases of 3% for all employees (except the City Council and City Manager) hired before June 1, 2019.
- An increase to the City's employee headcount: The Finance Department added two Customer Service Representative positions, one at the end of FY 2019 and one at the beginning of FY 2020. In addition, the City upgraded all Meter Readers and Staff Accountants one paygrade. The Police Department added an additional School Resource Officer as well as this year's addition to its fleet will include six hybrid patrol SUVs and one hybrid vehicle for Code Enforcement; the Public Works Department added a Parks and Right of Way Coordinator and two Maintenance Workers who will maintain the City's sidewalks; and the Utilities Department added two Apprentice Operators, a Crew leader, a Maintenance Worker I and two Electricians.
- The cost of health insurance benefits was budgeted with an 8% increase from FY 2019, which was after plan changes in attempts to mitigate the increase. Ultimately, the City absorbed the total cost increase for health insurance and did not pass any increases in health insurance costs on to the employees.
- The City used General Fund Reserves for Capital Projects totaling \$1,816,523 in FY 2020. This encompasses the Pineda Street Project, the Cocoa Riverfront Park/Lee Wenner Restoration and enhancement work due to Hurricane Irma, and the Fiske Boulevard Complete Streetscape and stormwater drainage improvements.



- In addition to undertaking a comprehensive Stormwater Utility Revenue Sufficiency and Rate Analysis by the City's rate consultant to ensure the City is capable of funding necessary stormwater capital improvements, the City's rate consultant and staff also evaluated water and sewer rates, fire assessment rates and the millage rate to validate prior planned increases and ensure the City maintains its course of being fiscally sustainable,
- There was no proposed rate increase to Cocoa Residential Garbage Customers, but there was a rate decrease of 7.75% for Commercial Customers.
- The City continued its work with the East Central Florida Regional Planning Council to formulate a Resiliency Plan and the Sustainability Advisory Committee continues its work to develop a Sustainability Action Plan. Through these combined plans and other City plans, the City will proactively plan for and prepare to weather future storm events and climate events that could impact the City's future.
- The City will also complete a Master Parks Plan during the upcoming fiscal year and take into consideration opportunities related to and or connected with the Stormwater Capital Plan.

CONCLUSION

The City is continuing to manage its resources through best practices and in a fiscally responsible and transparent manner, and City Administration continues to work with City Council to improve the City's budget process to enhance public participation and awareness. This past year the City received the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award, a first for the City in twenty-two years, and we anticipate the FY 2020 Adopted Budget will again meet the high levels of standard and attain this recognition. The commitment to budgetary and finance excellence is further exemplified by the City also receiving the GFOA's Certificate of Achievement for Excellence in Financial Reporting for three consecutive years after seventeen years of not being recognized.

These achievements certainly convey to our citizens the City's commitment to financial excellence, but the City's financial position and its assigned credit rating equally reflects the City's commitment. In 2018, Moody's Investor Services assigned the City a rating of Aa2, and in early October 2019 as this budget message was being completed, Moody's issued an Annual Comment on Cocoa reaffirming its assigned rating of Aa2. Moody's indicated, "[The City's] credit position is very good. It's Aa2 rating slightly exceeds the median rating Aa3 for US Cities." Moreover, "[The City] has a robust financial position, which is favorable when compared to its assigned rating of Aa2."

The City's strong financial position is critical in continuing to attract development and invest in its infrastructural assets. In FY 2019 the City embraced ***Working Together as One Community to Build a Brighter Future***, and in FY 2020 the City will continue that work. With new residential development underway and planned, the City's population continues to increase. As commercial and industrial development continues, job opportunities will benefit all of City of Cocoa residents. In the



upcoming year, the Walmart Regional Distribution alone is seeking to hire another 200 employees. Historic Cocoa Village is thriving and with the public investments in restoring the City's waterfront it will only continue to secure the City of Cocoa as the premier downtown location in Brevard County. Activity and improvements are not just occurring in Historic Cocoa Village, they are being witnessed in the Diamond Square community as well as Cocoa North and from the Indian River Lagoon to the western boundary of the City. The future for the City of Cocoa is bright, and this begins each year with of City Council's most important policy decisions, adoption of the annual budget. The development of this budget would not be possible without our dedicated department directors and their management teams, the amazing leadership and commitment of the finance leadership team and staff, and the steadfast leadership of City Council focused on delivering high quality municipal services to meet the needs of our residents and business community.

Sincerely,

A handwritten signature in black ink that reads "John A. Titkanich, Jr." in a cursive script.

John A. Titkanich, Jr. AICP, ICMA-CM
City Manager

City of Cocoa

Comparative Schedule of Adopted Department Staffing

	FY 2019		Change		FY 2020	
	<u>FT</u>	<u>PT</u>	<u>FT</u>	<u>PT</u>	<u>FT</u>	<u>PT</u>
ADMINISTRATION DEPARTMENT						
City Clerk Office Division	4	0	-1	1	3	1
Human Resources Division	7	0	0	1	7	1
	<u>11</u>	<u>0</u>	<u>-1</u>	<u>2</u>	<u>10</u>	<u>2</u>
CITY COUNCIL DEPARTMENT						
City Council Division	1	4	0	0	1	4
	<u>1</u>	<u>4</u>	<u>0</u>	<u>0</u>	<u>1</u>	<u>4</u>
CITY MANAGER DEPARTMENT						
City Manager Division	4	0	1	0	5	0
Information Technology Division	9	1	0	0	9	1
Leisure Services Division	3	5	0	0	3	5
	<u>16</u>	<u>6</u>	<u>1</u>	<u>0</u>	<u>17</u>	<u>6</u>
COMMUNITY DEVELOPMENT DEPARTMENT						
CS Administration Division	13	0	1	1	14	1
Economic Development Division	3	0	-1	0	2	0
	<u>16</u>	<u>0</u>	<u>0</u>	<u>1</u>	<u>16</u>	<u>1</u>
FINANCE DEPARTMENT						
General Accounting Division	13	0	1	0	14	0
Purchasing Division	3	0	0	0	3	0
Utility Accounting Division	21	0	2	0	23	0
Utility Support Services Division	24	0	0	0	24	0
	<u>61</u>	<u>0</u>	<u>3</u>	<u>0</u>	<u>64</u>	<u>0</u>
FIRE DEPARTMENT						
Fire Administration Division	4	0	0	0	4	0
Fire Operations Division	42	0	0	0	42	0
	<u>46</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>46</u>	<u>0</u>
POLICE DEPARTMENT						
Police Operations Division	80	4	0	0	80	4
Communications Division	21	0	0	0	21	0
Code Enforcement Division	5	0	0	0	5	0
	<u>106</u>	<u>4</u>	<u>0</u>	<u>0</u>	<u>106</u>	<u>4</u>
PUBLIC WORKS DEPARTMENT						
PW Administration Division	2	0	0	0	2	0
Capital Projects Management Division	2	0	0	0	2	0
Facility Management Division	11	0	0	0	11	0
Fleet Maintenance Division	7	0	0	0	7	0
Parks & Grounds Division	11	0	0	0	11	0
Street Maintenance Division	6	0	2	0	8	0
Stormwater Utility Division	7	0	0	0	7	0
	<u>46</u>	<u>0</u>	<u>2</u>	<u>0</u>	<u>48</u>	<u>0</u>

UTILITIES DEPARTMENT

Water Administration Division	13	0	0	0	13	0
Dyal Plant Division	54	0	0	0	54	0
Engineering Division	17	3	0	0	17	3
Sellers Water Recleamation Division	21	0	4	0	25	0
Sewer Field Operations Division	21	0	0	0	21	0
Water Field Operations Division	67	0	3	0	70	0
	<u>193</u>	<u>3</u>	<u>7</u>	<u>0</u>	<u>200</u>	<u>3</u>

TOTAL PERSONNEL

	<u>496</u>	<u>17</u>	<u>12</u>	<u>3</u>	<u>508</u>	<u>20</u>
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PERSONNEL CHANGES

	<u>12</u>	<u>3</u>
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Note: Changes to personnel count were done subsequent to adoption of FY 2019 Budget. FY 2020 Positions added were 2 Apprentice Operator, 2 - Crewleader, 1 - Customer Service Representative, 1 - Human Resources Intern, 2 Industrial Electrician II's, 1 - Maintenance Worker I, 1- Maintenance Worker II, 1 - Parks & Right of Way Coordinator and 1 - Sustainability Intern.



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Budget Information



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Introduction

Fiscal Year 2020 Adopted Budget

The following information is provided to assist the reader in understanding the purpose of this budget document in addition to providing information on the budget development process. The City of Cocoa's FY 2020 Adopted Budget is intended to serve four purposes:

Policy Document

As a policy document, the budget indicates what services the City will provide during the next fiscal year. Additionally, the level of services and reasons for their provision are stated. The City Manager's Budget Message summarizes the FY 2020 budget preparation process, revenue and tax analysis and provides highlights of the appropriations for the fiscal year. Specific policies are addressed in the Budget Guide and the Financial Policies section. Within the Departmental Summaries, each Department states their operational objectives summarized by individual Division functions.

Financial Plan

As a financial plan, the budget summarizes and details the cost to the tax and rate payers for current and proposed service levels plus how they will be funded. Within the City Manager's Message is a narrative description of the major revenue sources for the City's two largest funds, the General Fund and the Water/Sewer Fund.

Operations Guide

The Adopted Budget provides detailed information on how the City and departments are organized. A summary of sources and uses is provided to review summarized information on how money is collected and spent in the current year. Within the departmental sections, the reader is provided information about the activities, services and functions that are carried out by each department in support of the overall City Council goals and objectives. Also included is an organization chart, authorized positions, budget highlights and budgetary appropriation. Each division demonstrates the resources used for the operations of the various programs the City provides.



Communications Device

The Adopted Budget provides the reader with summary information to assist with understanding revenue sources and planned fiscal spending that support the established goals and objectives. Included in the Adopted Budget document is a table of contents and a glossary to enable the reader to locate information and to understand the terminology used throughout the document. Charts, graphs and tables are strategically used to provide a visual demonstration of the narrative presented.

Budget Process

Budgetary Basis

Budget for the governmental funds uses the current financial resources measurement focus and the modified accrual basis. Revenues are recognized when they are measurable and available and expenditures are recorded when a commitment is made. Debt service is budgeted using current financial resources measurement. The enterprise funds' budget is prepared on a modified accrual basis also for ease in financial budget preparation. Revenues are recognized when they are obligated to the City in the enterprise funds, such as at the time service is provided (in the case of the utility fund). However, debt service and capital expenditures are budgeted as cash outlays. They are converted to full accrual entries for financial statement reporting.

Budget Procedures

Florida Statute Sec. 166.241 requires that municipalities establish a fiscal year beginning October 1 and ending September 30. In accordance with the Charter of the City of Cocoa, the City Manager prepares and recommends to the City Council a budget for the next succeeding fiscal year. The City of Cocoa's annual budget is a public policy process resulting in a fiscal plan for the allocation of municipal resources to achieve results in specific programs. The Finance Department coordinates the budget process, which begins in March and ends in September. This process combines financial forecasting and fiscal strategizing which identifies challenges, opportunities and causes of fiscal imbalances to assist with the development of a long-term financial plan that ensures fiscal sustainability. The process is designed to identify City Council's goals and objectives, identify service requirements, develop strategies to meet those requirements, and to allocate resources in order to execute a plan to meet the service requirements and City Council goals and objectives.

The budget is prepared with particular reference to the operational requirements and capital outlays needed for the maintenance and growth of the City, specifying anticipated sources and amounts of revenue as well as expenditures. The City generally desires to live within its means by keeping on-going operating costs at or below anticipated operating revenues. The City strives to provide sufficient funding for responsible operations and maintenance for the services provided, and to hire and retain an excellent work force through a competitive employee compensation package. Special attention is paid to the General Fund, which provides funding for the primary



governmental services such as public safety, fire services, street maintenance and parks and recreation. The main financial resource in the General Fund within direct control of the City Council is ad valorem taxes, which is derived from real property values in the City. The City strives to diversify its revenue base to the fullest extent possible. The Water and Sewer Utility Fund and the Stormwater Utility Fund are enterprise funds operated in the same manner as a business. The legally enacted budgets for these funds generate resources for anticipated operating and capital needs through fees charged to users of the services provided.

Budget Adoption

The City's budget is adopted by fund at the object level through resolution at a public hearing held in Council Chambers within the month of September. Upon final adoption, the budget is in effect for the fiscal year, with the amounts stated therein being appropriated to the several objects and purposes named.

Public participation in the budget process is encouraged. Prior to adoption, the City Council holds several public budget workshops to review the major issues, programs and capital projects to be included in the Adopted budget. There are two public hearings held in September prior to final adoption of the fiscal year budget, where citizens have the opportunity to question and raise concerns about matters regarding the budget to the City Council. The scheduled times and locations of these meetings are advertised in accordance with State of Florida statutes in a newspaper of general circulation, on the City's website and at City Hall. All budget appropriations lapse at the close of the fiscal year.

Budget Amendments

Budget Amendments are changes to the Adopted Budget that alter a fund's original budget appropriation or move between departments. A Budget Amendment requires formal legislative action by the City Council through approval and adoption of a budget resolution amending the budget at a publicly held City Council meeting during the fiscal year. Appropriations that are re-allocated within a fund and/or division at the object level within a department and do not change the original budget appropriation or fund balance, may be approved by the City Manager if within his signing authority of \$50,000 or less.

Truth-In-Millage (TRIM) Requirements

Florida Statute Chapters 200 and 218 details the Truth in Millage (TRIM) requirements and requires the adoption of the millage rate and budget resolution by separate votes. The process begins with the Brevard County Property Appraiser certifying the taxable property values to the City by July 1 of each year, which are then used as a basis for determining the millage rate for



the upcoming year The resolutions for the adoption of the tentative millage rate and budget, and the final millage rate and budget, are certified by the City to the Florida Department of Revenue. In accordance with TRIM requirements, two public hearings are held. The first or “tentative” hearing is advertised on the “Notice of Proposed Property Taxes” (TRIM Notice) mailed to City property owners from the Property Appraiser’s office within 55 days of the property value certification. This hearing adopts a proposed millage rate and tentative budget. The second and final TRIM hearing is then advertised in a newspaper of general circulation in Brevard County. The final TRIM hearing adopts the final millage rate and the final budget within 15 days of the tentative budget hearing. Both public hearings provide opportunity for the public to speak to the City Council and ask questions about the tentative and final millage rates and budget for the upcoming year as presented. The final TRIM hearing is held prior to October 1. There are three phases of the budget process: development of the Proposed Budget, adoption of Tentative Millage Rate, and approval of the Final Budget. The FY 2020 Budget Calendar At-A-Glance is provided in detail at the end of this section. It provides the reader with condensed information regarding the specific functions and deadlines in the budgetary process that are defined in order to meet all State and City budgetary adoption requirements.

FY 2020 Adopted Budget Development

This section describes the major sources of revenues and expenditures, along with trends utilized in developing the FY 2020 Adopted Budget. The City maintains a balanced budget approach in compliance with Florida Statute Sec. 166.029 in which the amount available from taxation and other sources, including balances brought forward from prior fiscal years, must equal the total appropriations for expenditures and reserves. The General Fund, special revenue, and capital projects funds’ limited revenue sources and expenditures have been allocated within the depth of the projected resources in an effort to maintain the balanced budget. A complete narrative of each appropriated fund is located within this document.

Development of the annual budget begins with a financial forecast for the general fund and water and sewer utility fund (as the major funding sources for City programs) to assess the anticipated revenues and expenditures. The City works in partnership with a consultant each year to update a ten-year forecast for the General Fund and the Water and Sewer Utility Fund. An analysis of the ten-year projections that compares the prior year’s estimates to actuals and then revises the projections, if necessary, assist the City in budgeting the major revenue sources in these two funds. The City of Cocoa’s budget is adopted on a basis that is consistent with Generally Accepted Accounting Principles (GAAP).



Financial Forecast

In order to develop the ten (10) year financial forecast, the following areas were reviewed for the

General Fund and Water and Sewer Utility Fund:

- Audited FY 2018 fund balances.
- The City's FY 2019 budget consumption to date.
- Trends in spending and revenue sources based on historical data.
- An analysis of the City's general fund revenues, expenditures, property tax value projections (as provided by the property appraiser), and future projected valuation (based on anticipated new development and/or land use changes).
- Current and projected economic conditions in the local area and anticipated legal changes enacted by State legislature.

The Community Development Agency (CRA) funds are analyzed and revenue is forecasted by obtaining information from the Brevard County Property Appraiser's office on property tax revenue changes and projecting into the future by taking into consideration any known information on future development that could increase property values through development. Expenditures are budgeted based on implementation of master plans adopted by each CRA, with inflationary factors considered.

The governmental Debt Service Fund and the Water/Sewer Restricted Asset Funds' (Utility Debt Service) financial forecast follows established debt service schedule. Transfers into these funds are made annually from the General Fund and the Water and Sewer Utility Fund into the respective debt service funds for the life of the debt.

New in FY 2020, the City paid a consultant to perform a complete Stormwater Rate Study in FY 2019. This analysis is similar to the General Fund and Water and Sewer Fund revenue sufficiency analyses above. The consultant updated the calculation of pervious and impervious area in the study to determine an effective rate to be charged to property owners for a stormwater assessment that will provide sufficient revenues in the five-year forecast to meet the capital and operating needs of the Stormwater Fund. In order to assure a uniform collection method, City Council approved a change in the method of collecting stormwater revenue from the City utility bill to the homeowner's property tax bill as a special assessment. Due to the large turnover in rental properties in the City, collection of stormwater as a fee on the utility bill was resulting in an impactful revenue loss that has prevented significant strides in necessary stormwater projects.

All other appropriated funds are analyzed based on specific factors for each fund. Some funds, such as the Police Confiscated Fund, cannot have a financial forecast because the revenue is recognized when criminal cases are resolved through the Florida court system. Other funds, such as capital project funds, are budgeted based on the need for the tracking of a project and therefore are not projected to continue after the project is completed.



Economic Conditions

Economic conditions in the county are currently favorable. Inflation is near target, unemployment is low and wages are gaining strength. Rising interest rates are containing inflationary pressures and the economy is continuing an expansion that began in 2009. Closer to home, Central Florida is also experiencing job growth. Unemployment in Brevard County is currently at 3.2%. Nine thousand nine hundred jobs were created in the Space Coast area in 2019, in construction, health & leisure/hospitality, high-tech and manufacturing. Median single-family home sale prices are \$248,000 in the Space Coast metropolitan area. Completion of new retail stores, car dealerships, the opening of a large distribution center, as well construction on a new subdivision within Cocoa, are all contributing to a favorable financial outlook for the City of Cocoa.

The Space Coast area of Florida is experiencing a resurgence in growth after a long dry spell subsequent to the end of NASA's space program. Companies such as Blue Origin and SpaceX have made the Space Coast their home with manufacturing facilities in areas near to Cocoa. SpaceX also has a prototype manufacturing facility located in Cocoa city limits. Virgin Trains is in the process of clearing land to lay rail lines for a high-speed rail line that will run through the City along US1 and hopefully have a stop in the City. Port Canaveral is also within 5 miles of the City and is experiencing significant growth. New terminals are planned for the near future along with an increase in cruise ships coming to the port. Cruise line passengers are attracted to the Historic Cocoa Village by its quaint atmosphere and vibrant waterfront park system. In the historic downtown area, many new businesses have located here. There is also a vibrant night-life, craft beer distilleries, water view dining and fine dining along with recreational opportunities along the waterfront.

Within the City of Cocoa, a Walmart distribution facility has come on the tax rolls and is projected to employ 400 people when at full capacity. The East Florida Motor Sales Group also relocated to the City from Merritt Island and is now on the City tax rolls. While the City has a large subsidized housing population and is therefore restricted in growth opportunities, the Economic Development division of Community Services has been hard at work trying to increase the City's tax base. A development agreement is in process for a proposed hotel at the old City Hall site. In addition, several apartment and single-family developments are in the development status or development agreement stages, including Adamson Creek, Lakeside Palms and Summer Breeze. The Dr. Joe Lee Smith Center construction project is underway and will be completed in FY 2020. This project is re-constructing a community building in the heart of the Diamond Square CRA. It is anticipated that this project will energize the Diamond Square area with new growth. The US1 area is also experiencing new growth subsequent to the US1 streetscape projects. New businesses have relocated to this thriving area located on the busy US Highway 1.

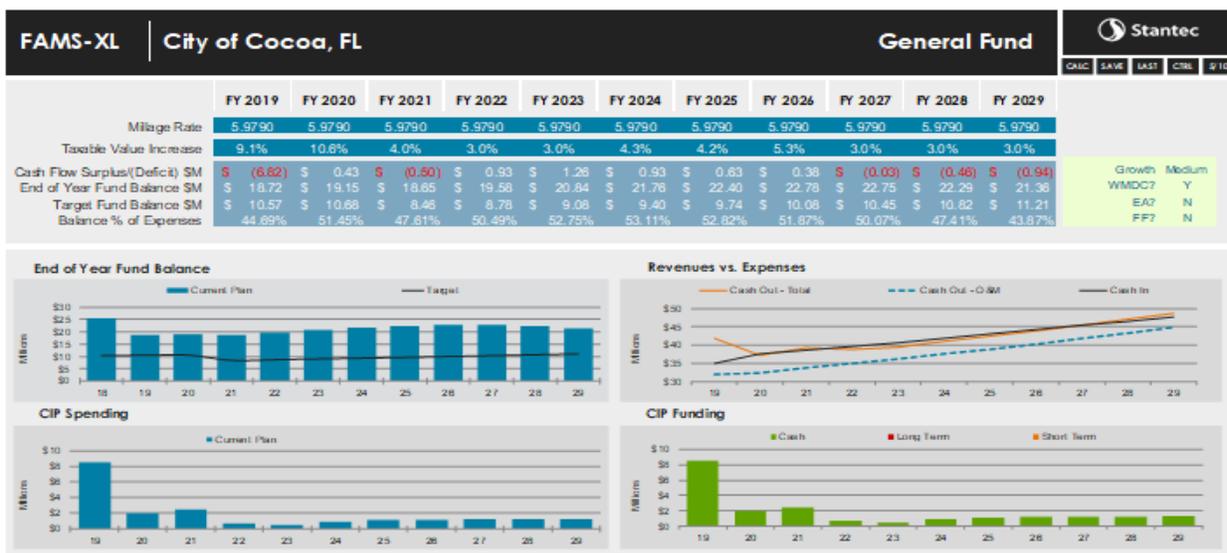
General Fund Revenue Sufficiency Analysis

The ten-year forecast for the General Fund is based on the FY 2019 Actuals. Assumptions for the 10-year forecast are:



- Ad valorem revenue will grow at 3-4% over the base year due to property appreciation and new development based on known and projected information, however, the millage rate remains the same over the projection period.
- Interfund transfers will grow at 6% of the current rate of return based on factors included in the Water and Sewer Fund Revenue Sufficiency Analysis Update.
- Utility Public Service Tax remains at 10% of water sales within Cocoa.
- Fire Assessment will grow at a rate of 3% annually based on the Fire Assessment rates adopted by City Council to ensure ongoing sustainability.
- Operating costs will rise at a rate of 2% each year, projected as a moderate inflation factor.
- Direct capital outlay will be at a conservative level in FY 2020 and remain at that level thereafter. The capital spending in the 10-year forecast is based on the capital improvement plan.
- Long-term debt issues will mature as scheduled within the projection period. No new long-term debt is projected for the General Fund.
- Based on trend analysis, the projections estimate an 85% execution rate for operating and maintenance budget and a 95% execution rate for personal services.
- The analysis has been updated to consider that a proposed constitutional amendment for additional homestead exemptions was not approved by voters.
- Working capital reserve of 33% of annual operating & maintenance expense is maintained.

General Fund FY 2020 Analysis





The above 10-year forecast is prepared by the City's consultant who assists with ensuring that the City achieves long-term fiscal sustainability. Each year, the consultant prepares new projections beginning with the current-year Comprehensive Annual Financial Report (CAFR) and uses the above assumptions to project where the City will be in 10 years regarding fund balance, cash flows and capital spending. The Cash in vs. Cash Out chart demonstrates that revenues and expenditures level out at the end of FY 2020 with future revenues consistently higher than operating expenditures (Cash in vs Cash Out graph). Future years project this trend to continue due to growth in taxable values as a result of appreciation and new construction. Expenditures increase over time due to the assumptions in operational costs and personal services as stated above. Fund balance is projected to remain at adequate levels.

General Fund Balance and Reserves

The City has a Capital Replacement Reserves policy to provide funding for additional future infrastructure and other one-time capital expenditures. The policy sets a reserve amount of no less than \$500,000. The FY 2020 Adopted Budget assumes no change in this reserve amount. In addition, the City maintains a Stabilization Reserve. This reservation of fund balance is \$10,321,958 or 33% of the total operating expenditures reported in the prior year audited CAFR, whichever is greater. The Stabilization Reserve is designed to cover revenue shortfalls, unfunded mandates and any event which threatens the health, safety and welfare of the people or the fiscal stability of the City. This reserve shall be used for unusual, one-time events and used if the shortfall or expenditure is more than 8% of the current year adopted General Fund total budget. Unassigned Fund Balance may be utilized for any lawful purpose. The City's consultant recommends that first priority be given to utilizing the excess within the fund which it was generated. In order to minimize the long term effects of such use, the excess shall be appropriated to fund one time-cost above the required reserve amounts. The FY 2020 Adopted Budget assumes no change in the Stabilization Reserve.

Water and Sewer Utility Fund Budget Forecast

The Water and Sewer Utility Fund derives revenue from charges for utility services. An analysis similar to the General Fund Revenue Sufficiency Analysis is also performed for the Water and Sewer Fund annually to ensure fiscal sustainability. The FY 2020 Utility Revenue Sufficiency Analysis projects a 10-year time period. Assumptions for the 10-year forecast are:

- A 5% annual adjustment to water, sewer, and reclaimed rates.
- Growth in utility services is projected at a modest rate of approximately 1% over 10 years. This is based on new connections to the system.
- 1% decrease in water and sewer consumption per Equivalent Residential Unit (ERU) due to a decrease in demand in FY 2020.
- A .5% decrease in average usage per year thereafter. Operating and Personal Service expenses are projected to increase by 3.0% annually for the next 10 years.



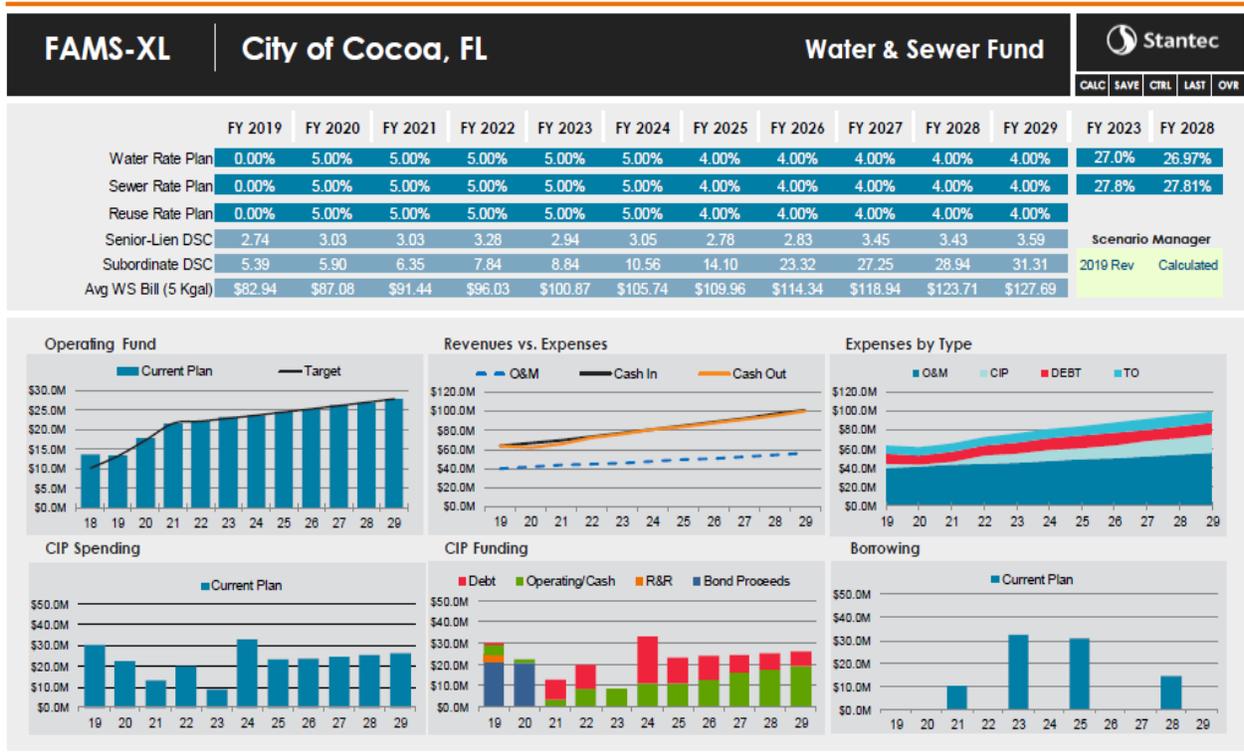
- All debt service coverage requirements will continue to be met, based on forecasted revenue. Per existing bond covenants, annual net revenues (revenues less operating expenses) must be at least 1.25 times greater than senior lien debt service requirements.
- A \$43 million bond issue will fund capital projects over 3 years (issued in FY 2019).
- Additional bond proceeds are anticipated to be needed in FY 2021 and FY 2023 to meet capital needs.
- No capital projects are paid with cash or current revenues for the next 3 years. They are all debt funded.
- Annual transfers to the General Fund are set at a 6% for payment in lieu of franchise fees.
- A cost recovery transfer for services provided by the General Fund escalates at an inflationary factor of 3% each year.

Water and Sewer Utility Fund Reserves

- Beginning in FY 2019, the minimum target for unrestricted reserves is equal to four months' annual operating and maintenance expenses.
- Five months' unrestricted reserves of annual operating and maintenance expenses is the anticipated reserve for FY 2020
- Unrestricted reserves will be equal to six months of annual operating and maintenance expenses by FY 2021.

These reserve balances are consistent with the Rates and Charges Committee of the American Water Works Association's (AWWA) definition of a prudent level of unrestricted reserves of an amount equal to at least 2 months of operations and maintenance expenses. The consultant's industry experience with water utilities target minimum reserves of 2-6 months of O & M expenses.

The below chart is the FY 2019 Water and Sewer Revenue Sufficiency forecasting snapshot, prepared by the City's consultant. This is used to develop the budget for FY 2020 as it provides the parameters for the fiscal sustainability of the Water and Sewer Utility System.



Stormwater Utility Fund

The City’s Stormwater Utility Fund operates like the Water and Sewer Utility Fund in that it charges a rate for the service provided to support personal services, operations and maintenance and capital needs of this utility system. The City contracted with a consultant to perform a full stormwater rate study in FY 2019. The study reviewed pervious and impervious area on both commercial and residential properties throughout the City. Each property was reviewed to ensure that the appropriate area was being included to determine the Equivalent Residential Unit (ERU) used to calculate the amount each property must contribute to the stormwater fund. In addition, City Council approved staff’s recommendation to move the collection of stormwater revenue from a fee on the utility bill charged to utility customers to a special non-ad valorem assessment charged on property owners’ property tax bill. The consultant began with the FY 2018 CAFR equity balances and projected future revenue with the changes as noted above. Other assumptions included in the 10-year study are:

Annual cost escalation factors for various types of operating and maintenance based on discussions with staff and the consultant’s industry experience. It reflects a .47% decrease in revenue in FY2019 and a .39% growth in future years.

- It assumes a 3.7% revenue rate increase in FY 2019 (the actual rate increase from \$6.75 in FY2018 to \$7.00 in FY 2019) and 9% for FY 2020-2022. Revenue rate increases for FY 2023 and FY 2024 were assumed to be 3%.

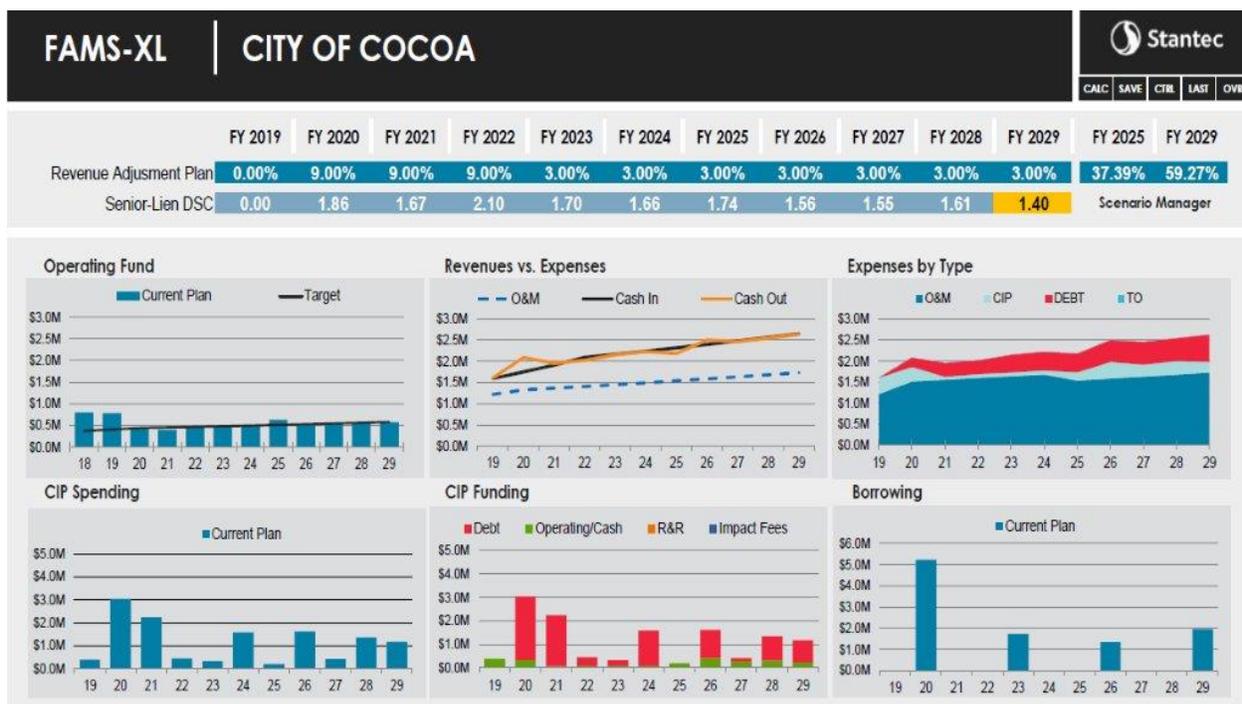


- Interest rates on invested funds at .25% increasing .5% each year until interest earnings reach 2% in FY 2026.
- Conservative growth of .5% annually for residential and non-residential ERUS and no growth for undisturbed properties
- Borrowing of \$11.1 million through issuance of revenue bonds, with the remainder to be paid out of the Stormwater Fund revenues to meet the capital needs as defined in the Stormwater Master Plan adopted in FY 2019.
- A minimum senior debt service coverage of 1.25 (with a target of 1.50) will be maintained upon issuance of debt.

Stormwater Utility Fund Reserves

A fund balance reserve was established to maintain a minimum unrestricted cash reserve balance equal to 4 months of annual operating and maintenance expenses. This is consistent with the consultant’s industry experience and a healthy level of reserves for a municipal utility system per the evaluation criteria published by the municipal utility rating agencies (Moody’s, Fitch and Standard and Poor’s).

The below chart is the FY 2019 Stormwater Rate Study forecasting snapshot, prepared by the City’s consultant. This is used to develop the budget for FY 2020 as it provides the parameters for the fiscal sustainability of the Stormwater Utility System.





Analysis of Significant Revenue Sources by Fund

General Fund

Ad Valorem Taxes

FY 2020 Ad Valorem taxes are budgeted at \$6,216,058 and are collected by the Brevard County Tax Collector's office. The majority of the tax collections occur from November through March. Tax bills are mailed in November, becoming due March 31, with a sliding discount rate for early payment. Collections are calculated by multiplying the City's adopted millage rate for every \$1,000 of taxable value. The City's millage is adopted by City Council each budget year, with the established rate predicted upon desired revenue generated (within statutory limitations) based on gross taxable value of real and personal property as certified by the Brevard County Property Appraisers. The millage rate remained at 5.9790 mills for the FY 2020 Adopted Budget.

Utility Service Tax

These taxes on the purchase of electricity, water and metered natural gas within the City and the taxes are remitted by the utility providers to the Florida Department of Revenue (State) which distributes collections to local governments with a one-month lag. Budgeting for these taxes are calculated by reviewing historical trends along with any information on rate or customer base charges. There have been no recent rate changes for these revenue sources. Trend data that was analyzed shows a steady source of revenue with no large variances from year-to-year. Debt Service for Series 2016 Bond and Series 2010 Note are funded from this Revenue Source.

Business Tax Receipts

Business tax receipts are fees for operating a business in the City. Revenue is budgeted based on recent trends and anticipated new business activity in the City. The City takes a conservative approach to budgeting for these revenues.

Franchise Fees

Franchise Fees are collected from customers by public service providers and remitted to the City on a monthly basis. They include franchise fees for electricity, gas and solid waste services provided to the businesses and citizens in Cocoa. Budgeting for franchise fees is calculated by reviewing historical trends along with any information on rate or customer base changes. There have been no recent rate changes for any of these revenue sources. All franchise fees are based on a percentage of service cost.

Non-Ad Valorem Fire Assessment



This assessment is collected by the Brevard County Tax Collector's office on the City's behalf, November through March. The majority of the tax collections occur from November through March. Tax bills are mailed in November, becoming due March 31, with a sliding discount rate for early payment. These revenues, in combination with a subsidy from the General Fund for the remaining costs of providing Fire Protection Services, sufficiently fund the Fire Department's projected operations and maintenance costs as well as the Fire Department's Capital Improvement Plan.

Intergovernmental Revenues: Grants, State and Local Shared Revenues and Payments from Other Local Units

The budget for half-cent sales tax and municipal revenue sharing is based on estimates provided from the State and is distributed by the State derived through calculations based on factors such as sales tax revenue and population. Local Government Half-Cent Sales Tax is apportioned and distributed by the State based on population estimates. Municipal Revenue Sharing revenue is distributed based on equally weighted factors of adjusted municipal population, derived municipal sales tax collections and the municipality's ability to raise revenue. Payments from Other Local Units include revenues derived from financial assistance from the County for the School Resource

Officer program and an agreement with the Florida Department of Transportation for reimbursement of maintenance along the state highways within the City. The City attempts to utilize grant funding to supplement its limited resources to the fullest extent possible as an additional revenue source. As this revenue is unknown and based on grant awards, it is appropriated upon grant acceptance.

Fines and Forfeitures

Various fines and forfeitures are conservatively budgeted in the General Fund based on historical trends. Court fines, false alarm fines and traffic fines comprise most of the fines levied in this category. Conservative estimates are the best method for budgeting this revenue as the amount collected from year to year fluctuates.

Local Option Gas Tax

The Local Option Gas Tax is first collected at the gasoline pump on a cents-per-gallon basis, which varies from county to county. Local Option Gas Tax is remitted to the City by the State based on a formula of several variables. This revenue is budgeted upon estimates based on economic projections and historical data. This revenue source provides relief to the General Fund for transportation-related costs.

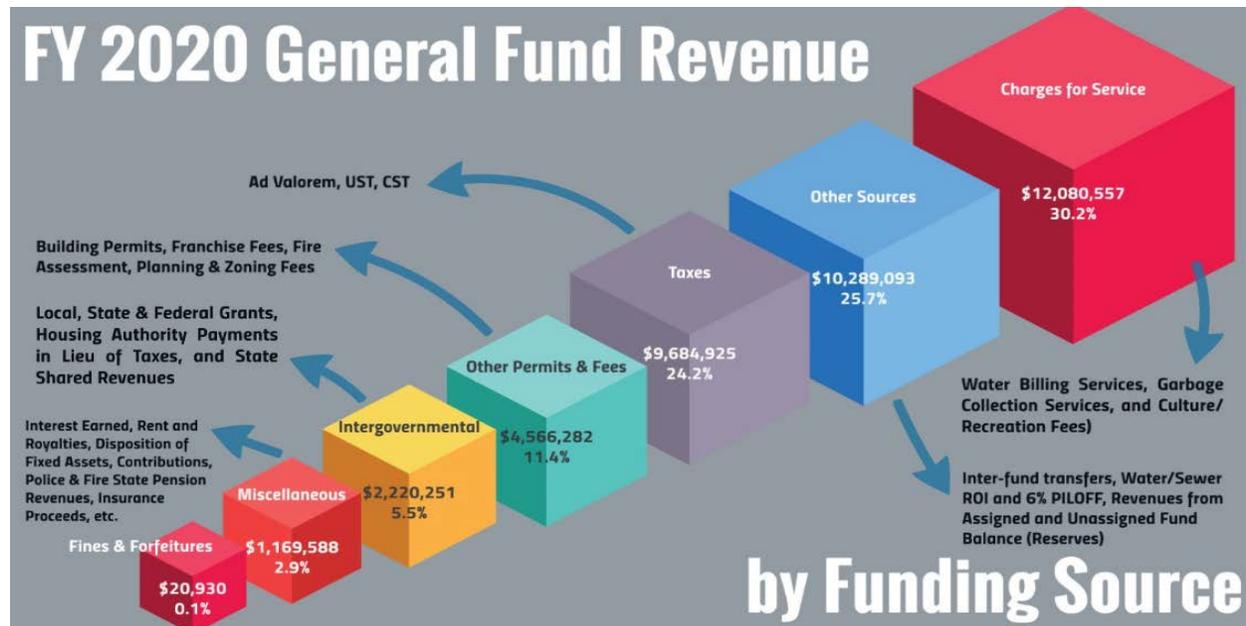
Building Permits

The revenues collected from building permits are to be used for the cost of ensuring building safety. This revenue source is dependent on building activity in the City. Future estimate of



contribution to the tax base has been taken into account for any known projects that are in process.

The below chart depicts the major General Fund revenues budgeted for FY 2020.



Enterprise Funds

Water & Sewer Utility Fund

Charges for water, sewer, and reclaimed water service are budgeted in the Water and Sewer Utility Fund and are predicated upon base charges plus a tiered rate based upon consumption. The City annually engages an outside consulting firm to determine the optimal rate structure to adequately maintain the water and sewer system and ensure compliance with bond covenants. An in-depth Utility Rate Study was performed several years ago, with Council adopting an annual 5% rate increase, depending upon the needs of the Utility. In accordance with the adopting resolution, the rates can be adjusted down, or remain the same without having to re-adopt new rates via Council approval and new resolution. Any increases in the utility rates over 5% require adoption of a new resolution by Council. In FY 2020, it was determined that a 5% Water, Sewer and Reclaim Rate increase was warranted and was implemented October 1, 2019. The City updated the Master Utility Bond Resolution and the methodology of the General Fund Rate of Return (ROI) with the Series 2018B bond issuance. It established a 6% ROI based on capital assets less depreciation and other factors. This objective method will ensure consistency in the revenue transfer from the Water and Sewer Utility Fund to the General Fund and reduce the historical large swings in the interfund transfers. Other revenue sources for the Water and Sewer



Utility Fund include impact fees, which are fees charged for new and future hookups to the utility system and must be used for system expansion, and miscellaneous revenues, such as proceeds from the sale of fixed assets, cell tower lease payments and insurance proceeds. Also included in the projected revenue is bond proceeds, as previously discussed. Detailed information as to the calculation of ROI is discussed under the expenditures section of this document.

Pictured below is a depiction of the major Water and Sewer Fund revenues budgeted for FY 2020.

FY 2020 Water/Sewer Fund Revenue by Funding Source



Funding Source	Amount	Percentage of Total Revenue
Other Permits & Fees (Water and Sewer Fees)	\$2,264,715	3.5%
Charges for Service (Water, Sewer and Reuse Services)	\$63,076,683	98.5%
Miscellaneous (Interest Earned, Rent and Royalties, Disposition of Fixed Assets, Contributions, Insurance Proceeds, etc.)	\$146,300	0.2%
Other Non-Revenue (Contributions, Bond proceeds and use of Reserves)	(<u>\$1,438,573</u>)*	(2.2%)
TOTALS	\$64,049,125	100%

* The City will not be re-budgeting multi-year projects at this time. Any excess Revenue will be moved to Fund Balance Reserves and the budget will be amended in the future to include continuing projects.

Stormwater Fund

In FY 2019 a City consultant completed a 10-Year Stormwater Capital Plan and another consultant a Revenue Sufficiency and Rate Analysis. These plans and studies were imperative for the future fiscal sustainability of the Stormwater Utility. During the process, the City of Cocoa decided to update the method of collection to that of a Non-Ad Valorem Assessment. Since 1993 the method of collection was on the monthly utility bills as a utility fee, which was problematic for the Fund, as utility accounts in an inactive status, went unbilled to the property owner during vacancies. The change in collection to that of an annual Non-Ad Valorem method of collection, was implemented on the FY 2019 Tax Bills as a new stormwater assessment, and the Utility Fee was discontinued on the September 2019 Utility Bills. This change in collection is in conjunction with a methodology change of the previous fee. Since 1993 when the Stormwater Utility was established, the calculation for the utility fee was inclusive of both the pervious and impervious square footage. The new methodology is that of only impervious square footage within the calculation. The City's consultant measured every parcel's impervious square footage, within the City limits of Cocoa, to establish a more equitable three-tiered rate structure for residential



parcels, and the equivalent rate for commercial properties. At the time of budget adoption, a Stormwater Master Plan was being developed and adopted. As such, the Stormwater Utility Funds only has a street sweeper budgeted for FY 2020. Funds were reserved in the fund's contingency account to allocate to capital projects after the adoption of the Master Plan. A budget amendment is planned at the beginning of the fiscal year to allocate the funding to specific capital projects identified in the Master Plan, once approved by City Council.

The Stormwater Assessment Revenues that are budgeted in FY 2020, are \$1,747,692.

Special Revenue Funds

The Cocoa Community Redevelopment Agency (CRA), Diamond Square CRA and US1 Corridor CRA are three major Special Revenue Funds. Shared Revenue from Other Local Units is budgeted for the County's portion of Tax Increment Funding that is paid into each CRA in accordance with Florida Statutes. This amount is based on the preliminary taxable value of the incremental increase from the base year value on properties within each CRA district as provided by the Brevard County Property Appraiser. The Diamond Square and US1 Corridor CRA's are discreetly presented component units in the City's CAFR, however the City departs from GAAP because it budgets for these CRAs. There are several other Special Revenue Funds, such as CDBG (Community Development Block Grant), HOME (Home Investment Partnership Program), SHIP (State Housing Initiatives Partnership Program), Confiscated Funds (Fund 141), Police Special Education (Fund 142), all of which are further outlined within this document. Expenditure budget is predicated upon the revenues allocated from the federal government to support these programs.

EXPENDITURES

Personal Services

The FY 2020 budget includes a requested 3% salary increase for all employees excluding the City Council and the City Manager. This increase was budgeted to take effect October 1, 2019. While there is a projected increase to Health Insurance of 8% for the City and its employees in FY 2020 the City absorbed the health insurance increased costs and did not pass this increase on to the employees. Five new full time General Fund positions were created in FY 2020 and the salary, and benefits are included in the General Fund Budget. Frozen positions are included in the authorized positions but are not included in the current or projected budget. Funding will be authorized when resources are obtained for the positions. The water and sewer utility fund were increase by 7 positions to be able to meet the needs of the 24-hour a day operation. The Streets Division was increased by 2 positions to accommodate increased sidewalk placement and improvements. The cost of the additional position was included in the Stormwater Rate Study.

Operating Costs



Operating costs are assumed to have a 3% inflationary increase each year for the next five years. There are no large variances for changes in operating costs projected or budgeted for FY 2020.

Interfund Transfers

The General Fund transfers into the Debt Service fund each year based on established amortization schedules. Future payments are considered in the General Fund Fiscal Sustainability Analysis each year.

As stated previously, the ROI transfer from Water and Sewer Utility Fund to the General Fund transfer methodology changed with the issuance of the Series 2018B Bond. The calculation for the ROI located within the Master Bond Resolution is as follows: Utility Plant Capital Assets as noted in the CAFR: Land, Building, Improvements other than Buildings, Machinery and Equipment-Less Accumulated Depreciation-Less Contributed/Grant Funded Assets Net of Depreciation (Estimated at 14% FY 2020) = Utility Plant in Service (\$114,983,858) X 6% ROI for a total ROI of (\$6,899,025).

While the development of the FY 2020 brought its challenges, the City Manager focused departmental efforts on adherence to the Strategic Plan in allocating resources to ensure that annual objectives assisted the City with continuation of Strategic Plan Implementation. Below is a list of some of the Strategic Plan initiatives that were included in the FY 2020 Adopted Budget, with reference to the Strategic Plan goals & objectives for the reader's review.

Crime Awareness and Prevention

Goal #1/Objective #2 1.2(a)

Police Department Strategic Plan

Goal #1 Objective 1.1 (c)

Additional police patrols

Economic Development

Goal 1 Objective 1/ 1.1 (d)

Signing bonuses for new police officers to be competitive

Increase Meter Reader and Accountant wages to be competitive



Fiscal Sustainability

Goal 1

Objective 1

Fiscal Sustainability Committee

Objective 1.1 (a); 1.1 (b)

Stormwater Rate Study

General Fund Fiscal Sustainability

Water and Sewer Fund Fiscal Sustainability

Physical Image

Goal #1

Objective #1.2(d)

Added more lights in Lee Wenner Park for safety

Objective #3/ Goal 1.3(b)

Provided funding for sidewalks/paving & striping program

Added 2 new positions to do sidewalks in-house to increase sidewalk additions/maintenance

Objective 1.1 1.1 (e); Objective 3 1.3 (b)

Pineda Street funding for curbing/sidewalks (safe walk to school), storm drainage

Objective 1.1 (a)

Added a \$270,000 street sweeper to reduce the amount of debris entering Indian River Lagoon

Objective 1.1 (d)

Provided \$150K for maintenance in Riverfront Park

Public Safety

Goal #1

Objective 2 1.3 (a)

Provided \$32,000 for extrication equipment

Objective 1 1.2 (a)

Adopted COOP plan/resiliency plan



Economic Development

Goal 1

Objective 1 3.1 (a)

Parking study

Goal 3

Objective 3.1 (c)

Funding for Civic Center

Community Development

Goal 2

Objective 2 1.2 (c)/ Objective 1 3.1 (a)

Funding for SHIP/HOME programs to provide affordable housing

Emotional

Objective #4

Goal 2 2.2 (b)

Leisure Services events

Objective #4

Goal 2.4 (d)

Worked with Historic Cocoa Village Main Street (Greater Cocoa Community Partnership) is a nationally recognized Main Street program that promotes historic preservation, economic development, promotion and revitalization efforts of the historic downtown Cocoa Village area. Provided space at minimal cost for the organization to have an office in downtown. They provide support for cultural events in the Historic Cocoa Village.

Goal 1 Objective 1.1 (b); Objective 5 1.5 (b)

Provided funding for quarterly mailing of Cocoa FYI directly to citizens. This was previously communicated to electronically citizens via a voluntary registration.



The following information is provided to assist the reader in understanding the purpose of this budget document in addition to finding information. The City of Cocoa's approved Annual Budget includes financial and service delivery information combined with policy statements in a means designed to easily communicate the information to the reader. The Adopted Budget is intended to serve four purposes.

The Budget as a Policy Document

As a policy document, the budget indicates what services the City will provide during the next fiscal year. Additionally, the level of services and reasons for their provision are stated. The City Manager's Message summarizes the budget preparation process, revenue and tax analysis as well the highlights of the appropriations for the fiscal year. Specific policies are addressed in the Budget Guide and the Financial Policies section. Within the Departmental Summaries, each Department states their operational objectives summarized by individual Division functions.

The Budget as an Operations Guide

As an operations guide, the Budget indicates how Departments and Funds are organized to provide services to the residents and business owners of Cocoa and to the visitors of the community. Each year all Departments present their operational and capital needs for the budget year to the City Manager. The City Manager works closely with each Department Director to prioritize the needs of the Department and the City. The City cannot expend funds unless it is appropriated within the budget.

The Budget as a Financial Plan

As a financial plan, the Budget summarizes and details the cost to the tax and rate payers for current and proposed service levels plus how they will be funded. Within the City Manager's Message is a narrative description of the major revenue sources for the City's two largest funds, the General Fund and the Water/Sewer Fund. Detailed information is illustrated in each fund typically showing four columns: the Adopted Budgets for the current year and previous year and two columns of Actuals from the two prior years.

The Budget as a Communication Device

As a communications device, the Budget is designed to be user-friendly with summary information in text, charts, tables and graphs. The Table of Contents provides for easy navigation and labeled tabs makes finding specific information less cumbersome. Additionally, an electronic PDF document will be posted to the City's internet site www.cocoafl.org. Should the reader have any questions regarding Cocoa's Adopted Budget, he or she can contact Rebecca Bowman, Finance Director at (321) 433-8626 or rbowman@cocoafl.org.

About the Budget

Base Budget

The base budget is comprised of recurring costs, such as salaries and benefits, and debt service which are entered into the City's budget system by the Budget Administrator. With the exception of payroll, the Departments enter their budgetary requests directly into the budget module and are able to adjust the budget amounts in their line item accounts.

Budget Legal Basis

The City Charter and State Statutes establish the legal basis for the budget. Following the guidelines of the City Charter and State Statutes, the City Manager presents the tentative budget to the City Council, who holds the sole power to establish the legal appropriations for the budget year. The Annual Budget can be adopted by simple majority vote of the City Council members present at the public hearing. The Finance Administration Division ensures the adoption of the budget in a timely fashion to meet the State Truth in Millage (TRIM) requirements.

Pursuant to Florida State Statutes, Chapter 166, Section 166.241, the governing body of each municipality must adopt a balanced budget each fiscal year. A balanced budget is described as the amount available from taxation and other sources (revenues), including amounts carried over from prior fiscal years, and must equal the total appropriations for expenditures and reserves. The budget must remain balanced at all times.

Basis of Accounting

The term "basis of accounting" is used to describe the timing of recognition, that is, when the effects of transaction or events should be recognized. General government revenues and expenditures accounted for in the budgetary funds are controlled by a formal integrated budget accounting system in accordance with various legal requirements, which govern the City's operations. The Governmental Fund Type Financial Statements for the City of Cocoa are prepared on the modified accrual basis of accounting which means that revenues are recognized when they become measurable and available and expenditures are recognized when the liability is incurred. Proprietary Fund Type Financial Statements are prepared on the accrual basis of accounting which means that revenues and expenditures are recognized when they occur. All appropriations are valid only in the fiscal year they are adopted and any remaining commitments must be re-appropriated the next fiscal year.

Basis of Budgeting

The City of Cocoa's budget is adopted on a basis that is consistent with Generally Accepted Accounting Principles (GAAP). Budgeted amounts related in the accompanying budget document and actual comparisons are adopted, and subsequently amended, by the City Council. However the City does depart from GAAP by way of Budgeting for Bad Debt.

Budget Amendments

The City's operating budget is a dynamic document and requires changes throughout the fiscal year. A budget amendment is a revision to the adopted budget changing the total city-wide and fund level dollar amount by adding or removing funds, thereby changing the balance and/or activity originally appropriated by the City Council. The City Charter requires the City Council to approve the amendment through the use of an Agenda Memorandum and Budget Adjustment Form presented to City Council during a public meeting. If the amendment is approved by the City Council, a Resolution is passed changing the budget.



Financial Operations and Policies

The City of Cocoa's financial operations follow federal, state and local laws, Generally Accepted Accounting Principles (GAAP) and Governmental Accounting Standards Board (GASB) rulings and the rules of the Auditor General for the State of Florida. The City's Financial Operations Manual (FOM) provides for basic guidance on policy and procedure as its main objective. The FOM addresses all financial areas of the City including budget, general accounting and purchasing. The FOM also includes several specific policies such as the Capitalization Policy, the Debt Management Policy, the Fraud Policy, the Fund Balance Reserve Policy, the Investment Policy, the Travel Policy, and the Donation Policy. The FOM is available on the City's web site at the following link [City of Cocoa FOM](#). Below are summaries from each of the policies regarding their objectives.

CAPITALIZATION POLICY

The Capitalization Policy is meant to ensure compliance with various accounting and financial reporting standards including applicable federal, state, and local laws. This policy is created to reflect the City of Cocoa's desire to meet the reporting requirements set forth in Governmental Accounting Standards Board (GASB) Statement No. 34 titled Basic Financial Statement and Management's Discussion and Analysis for State and Local Governments. The purpose of this policy is to:

- Safeguard the capital asset investments of the City of Cocoa.
- Assign responsibility for the tracking and recording of capital assets.
- Establish guidelines and general policies for the proper accounting for the City's capital assets.
- Establish capitalization thresholds by asset category.
- Establish the depreciation method to be used.
- Establish property control procedures.

DEBT MANAGEMENT POLICY

The purpose of the Debt Management Policy is to manage the issuance of the City's debt obligations and maintain the City's ability to incur debt and other long-term obligations at favorable interest rates for capital improvements, and facilities and equipment beneficial to the City and necessary for essential services. Before issuing new debt, the City will consider the following:

- The City will maintain a conservative debt position borrowing only when it is in the best interest of the City.

- The City will utilize other means to pay for capital projects such as pay-as-you-go and replacement programs when these sources are available.
- The maturity of the debt shall be approximately equivalent to the period over which the capital will be used.

LEGAL DEBT LIMITS:

The City of Cocoa currently has no legal debt limitations imposed on its ability to borrow funds.

FRAUD POLICY

The intent of the Fraud Policy is to ensure the conduct of its employees complies with the principles of right and wrong. The City wishes to eliminate, to the extent feasible, unethical practices while creating an environment in which employees and/or citizens are encouraged to report suspicions of fraud. The policy sets forth the following:

- Definition of “fraud” or “fraudulent activity” as it relates to the City.
- Establishes the responsibilities of the City Manager.
- Establishes the responsibilities of the directors and managers.
- Establishes the responsibilities of the employees.
- Establishes the responsibilities of the City Attorney.
- Disciplinary actions when fraud is revealed.
- How to report fraud.

FUND BALANCE RESERVE POLICY

The Fund Balance Reserve Policy is intended to ensure against unanticipated events that may adversely affect the financial condition of the City and jeopardize the continuation of necessary public services. The policy ensures the City maintains adequate reserves in its governmental funds to provide for sufficient cash flow; secure and maintain investment grade bond ratings; offset significant economic downturns or revenue shortfalls, and provide funds for unforeseen expenditures related to emergencies.

As a conservative measure to safeguard the City’s Governmental Fund Balances, the City Manager shall establish the following Reserve Appropriations:

- Capital Replacement Reserve
- Stabilization Reserve
- Health Insurance Reserve

INVESTMENT POLICY

It is the purpose of the Investment Policy to set forth the investment objectives and parameters for the management of the public funds of the City of Cocoa. The policy is designed to safeguard the City’s funds, ensure the availability of operating and capital funds, when needed, and provide for an investment return competitive with comparable funds and financial market

indices. The City's Investment Policy, in accordance with Section 218.415, Florida Statutes, applies to all cash and investments held or controlled by the City, with the exception of the City's funds related to the issuance of debt, where other policies may be in effect.

The Investment Policy establishes the delegation of authority, standards and prudence, ethics and conflicts of interest, internal controls, required continuing education as well as allowable investment instruments that must meet maturity and maximum limits established within the policy. Portfolio and individual issuer limits are also established.

As set forth in Section 218.415 of the Florida Statutes, the City's Investment Policy provides for the following objects in order of importance:

- Safety of Principal
- Maintenance of Liquidity
- Return on Investment

TRAVEL POLICY

It is the intent of the Travel Policy to regulate official travel expenses of city officers, employees and other authorized persons, as defined in Section 112.061 of the Florida Statutes. The Travel Policy sets procedures by which the traveler shall abide when performing official travel related activities. The Travel Policy establishes per diem rates and deadlines for when Travel Expense Reports are due. The Travel Expense Policy also addresses other factors related to travel such as Federal grant related travel, transportation, fraudulent claims, emergency travel, and other travel related expenses.

The Travel Policy also allows for:

- Travel authorization
- Reimbursable expenses
- Per Diem/Meal Allowances
- Transportation
- Federal Grant Related Travel

DONATION POLICY

It is the intent of the Donation Policy to establish the method by which the City of Cocoa will identify eligible projects which could receive in-kind or monetary donations (grants) from the City. This policy is intended to establish a procedure by which donations could occur and will always be dependent on the availability of City funds and whether the City Council finds that the donation serves a municipal purpose. The Donation Policy establishes the following criteria:

- Eligibility
- Donations
- Approval Process

FY 2020 Budget Calendar at a Glance

Proposed Budget:

February 25	Distribute Budget Guide and worksheets for the FY 2020 operating budgets to departments.
February 28	Directors Priorities Memo due to the City Manager. Finance prepares revenues under the direction of the City Manager.
March 11	Budget Kick-Off Meeting with Staff.
March 14	Budget Kickoff/Priorities Workshop & Financial Update with City Council.
April 24-26	5-yr Capital Improvement Plan meetings with the City Manager, Finance and Department Directors.
May 10	Departments finalize budget entry and budget module closes.
May 14	City Manager and Finance meet with consultants.
May 24	Finance Department prints and compiles proposed budget for City Manager review.
June 3-5	Finance budget review with the City Manager.
June 6	Staff and consultants' meeting.
June 13-18	City Manager/Directors Budget Review meetings.
June 27	City Council Fiscal Sustainability Update and Budget Workshop.

Tentative Budget:

July 1	Property Appraiser provides preliminary tax rolls on DR-420 (Certification of Taxable Value) to City.
July 1-2	Final budget review between the City Manager and Finance.
July 16	Final Budget Workbooks submitted to City Council.
July 24	Tentative Millage Rate agenda/resolution.
August 7	City Council Budget/Capital Improvement Plan Workshop.

Adopted Budget:

September 11	First Public Budget Hearing/Proposed Millage and Final Fire/Stormwater Assessment Hearing.
September 25	Final Public Budget Hearing/Final Millage.
September 30	Resolution adopting the Final Millage sent to the Property Appraiser/Tax Collector/Dept. of Revenue.
September 30	DR-422 Certification of Final Taxable Value sent and certified by City.
October 11	DR-487 Certification of Compliance and required documents sent to the FL Department of Revenue.



Debt Service Table

	Amount Issued	FY Issued	Date of Maturity	FY of Maturity	Interest Rate	Principal Balance at 10/01/19	Debt Service for FY 2020		
							Principal	Interest	Total
Governmental Funds									
General Fund									
Ricoh Copier Lease	101,472	2018	05/20/19	21		35,652	32,910	-	32,910
TotaGeneral Fund	101,472					35,652	32,910	0	32,910
Debt Service Fund									
Revenue Bonds									
Capital Improvement Revenue Bond, Series 2016	8,865,000	2016	10/01/37	37	2% to 4%	8,756,647	315,000	295,613	610,613
Fire Protection Assessment Revenue Bond, Series 2016	8,000,000	2016	10/01/46	46	2% to 4.125%	7,677,955	165,000	295,063	460,063
Total Revenue Bonds	16,865,000					16,434,602	480,000	590,676	1,070,676
Bank Notes									
Capital Improvement Refunding Note, Series 2010	3,200,000	2011	10/01/22	22	2.50%	1,168,000	290,000	22,175	312,175
Transportation Revenue Note, Series 2012	1,250,000	2013	10/01/22	22	1.90%	660,000	130,000	8,835	138,835
Capital Improvement Revenue Note, Series 2014	2,010,000	2015	10/01/24	23	2.20%	1,275,000	205,000	23,650	228,650
Total Debt Service Fund	6,460,000					3,103,000	625,000	54,660	679,660
Total Governmental Funds	23,426,472					19,573,254	1,137,910	645,336	1,783,246
Enterprise Funds									
Water & Sewer Utility Fund									
State Revolving Loans									
FDEP Loan No. DW517010	1,500,192	2002	07/01/22	2022	3.05%-3.27%	859,978	335,774	25,008	360,782
FDEP Loan No. DW517020	1,479,257	2002	08/01/24	2024	2.67-2.93%	1,227,541	259,119	33,966	293,085
FDEP Loan No. DW517030	4,244,917	2005	08/01/25	2025	2.58%-2.96%	3,404,063	581,475	89,713	671,188
FDEP Loan No. WW81202P	3,135,592	2006	12/01/25	2026	1.89%-2.04%	1,101,444	174,843	20,491	195,334
FDEP Loan No. DW517040	3,265,949	2011	12/10/31	2032	2.77%	1,340,426	111,111	40,299	151,410
FDEP Loan No. DW517050	4,348,786	2013	04/15/30	2030	2.72%-2.84%	4,039,277	318,248	111,042	429,290
FDEP Loan No. WW812030	4,167,319	2011	10/15/30	2031	2.92%	3,886,648	288,927	111,396	400,323
FDEP Loan No. DW517060	120,392	2011	12/15/30	2031	2.57%-2.82%	78,782	5,891	2,175	8,066
Total State Revolving Loans	22,262,404					15,938,159	2,075,388	434,090	2,509,478
Revenue Bonds									
Series 2003	23,985,000	2003	06/14/24	2024	2.0%_5.0%	6,620,000	1,525,000	364,100	1,889,100
Series 2010	24,770,000	2010	06/14/24	2024	7.375%_7.625%	24,770,000	0	1,866,313	1,866,313
Series 2018A-1 Refunding 2009A/B	21,805,000	2018	10/01/31	2032	3.63%	21,805,000	1,250,000	791,522	2,041,522
Series 2018B Revenue	37,540,000	2019	10/01/18	2049	3.00%_5.00%	37,540,000	640,000	1,716,650	2,356,650
Series 2018C Refunding 2010 BA	20,835,000	2019	10/01/40	2041	4.00%_5.00%	20,835,000	0	965,200	965,200
Total Revenue Bonds	128,935,000					53,195,000	3,415,000	5,703,785	9,118,785
Total Water & Sewer Utility Fund	151,197,404					69,133,159	5,490,388	6,137,875	11,628,263
Total Enterprise Funds	151,197,404					69,133,159	5,490,388	6,137,875	11,628,263
Total All Funds	\$ 174,623,876					\$ 88,706,413	\$ 6,628,298	\$ 6,783,211	\$ 13,411,509

* Principal & interest estimated for FY 2019 Adopted Budget. Will revise when actual debt service payments are finalized.

**Department/Fund Matrix
FY 2020**

Department/Division	Special Revenue Funds									
	General Fund	CDBG	Brevard County HOME	SHIP/Cocoa Housing Trust	Cocoa CRA	CRA Diamond Square	CRA US1 Corridor	Police Confiscated Fund	Police Special Education	Debt Service Fund
City Council Department	X									
City Council Division										
City Manager Department										
City Manager Office Division	X									
Information Technology Division	X									
Leisure Services Division	X									
Finance Department										
General Accounting Division	X									
Purchasing Division	X									
Utility Accounting Division	X									
Utility Support Services Division										
General Operations Department										
General Operations Division	X									X
Emergency/Disaster Services Division	X									
Administrative Services Department										
Human Resources Division	X									
City Clerk Division	X									
Police Department										
Police Operations Division	X							X	X	
Police Communications Division	X									
Police Code Enforcement Division	X									
Fire Department										
Fire Administration Division	X									
Fire Operations Division	X									
Community Services Department										
Community Development Division	X									
Economic Development Division	X									
CRA Administration/Operations Division					X	X	X			
Housing Grants Division		X	X	X						
Public Works Department										
Public Works Administration Division	X									
Streets Division	X									
Grounds Division	X									
Fleet Division	X									
Sanitation Division	X									
Facilities Maintenance Division	X									
Stormwater Division										
Capital Projects Division	X									
Utilities Department										
Utilities Administration Division										
Emergency/Disaster Services Division										
Dyal Water Treatment Plant Division										
Water Field Operation Division										
Engineering Division										
Sellers Wastewater Plant										
Sewer Field Operations										
Debt Service Principal										
Debt Service Interest										

**Department/Fund Matrix
FY 2020**

Department/Division	Capital Projects Fund			Water /Sewer Enterprise			Internal Service Funds		
	Capital Projects Fund	Riverfront / Lee Wenner	Fiske Boulevard Streetscape	Water /Sewer Enterprise	Stormwater Utility	W/S Restricted Assets	W/S 2018 Bond	Workers Comp Claims	Health Insurance Fund
City Council Department									
City Council Division									
City Manager Department									
City Manager Office Division									
Information Technology Division									
Leisure Services Division									
Finance Department									
General Accounting Division									
Purchasing Division									
Utility Accounting Division									
Utility Support Services Division				X					
General Operations Department									
General Operations Division									
Emergency/Disaster Services Division				X	X				
Administrative Services Department									
Human Resources Division								X	X
City Clerk Division									
Police Department									
Police Operations Division									
Police Communications Division									
Police Code Enforcement Division									
Fire Department									
Fire Administration Division									
Fire Operations Division									
Community Services Department									
Community Development Division									
Economic Development Division									
CRA Administration/Operations Division									
Housing Grants Division									
Public Works Department									
Public Works Administration Division									
Streets Division									
Grounds Division									
Fleet Division									
Sanitation Division									
Facilities Maintenance Division									
Stormwater Division					X				
Capital Projects Division	X	X	X						
Utilities Department									
Utilities Administration Division				X					
Emergency/Disaster Services Division				X					
Dyal Water Treatment Plant Division				X					
Water Field Operation Division				X					
Engineering Division				X			X		
Sellers Wastewater Plant				X					
Sewer Field Operations				X					
Debt Service Principal						X			
Debt Service Interest						X			



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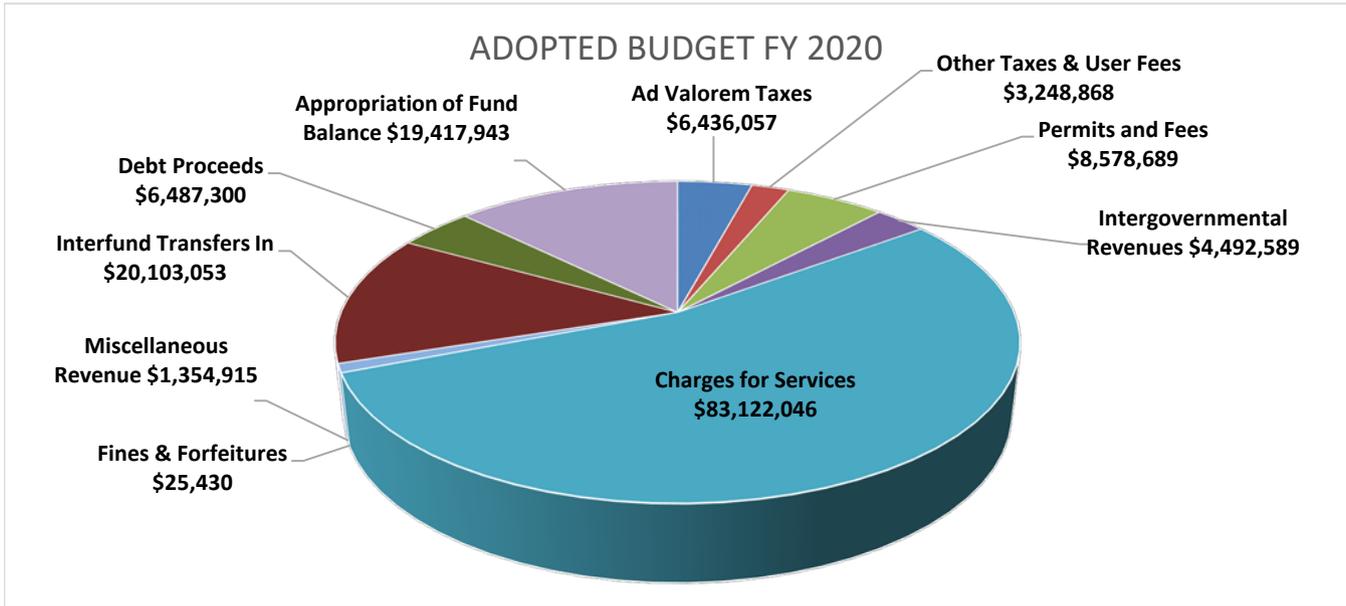
Summaries



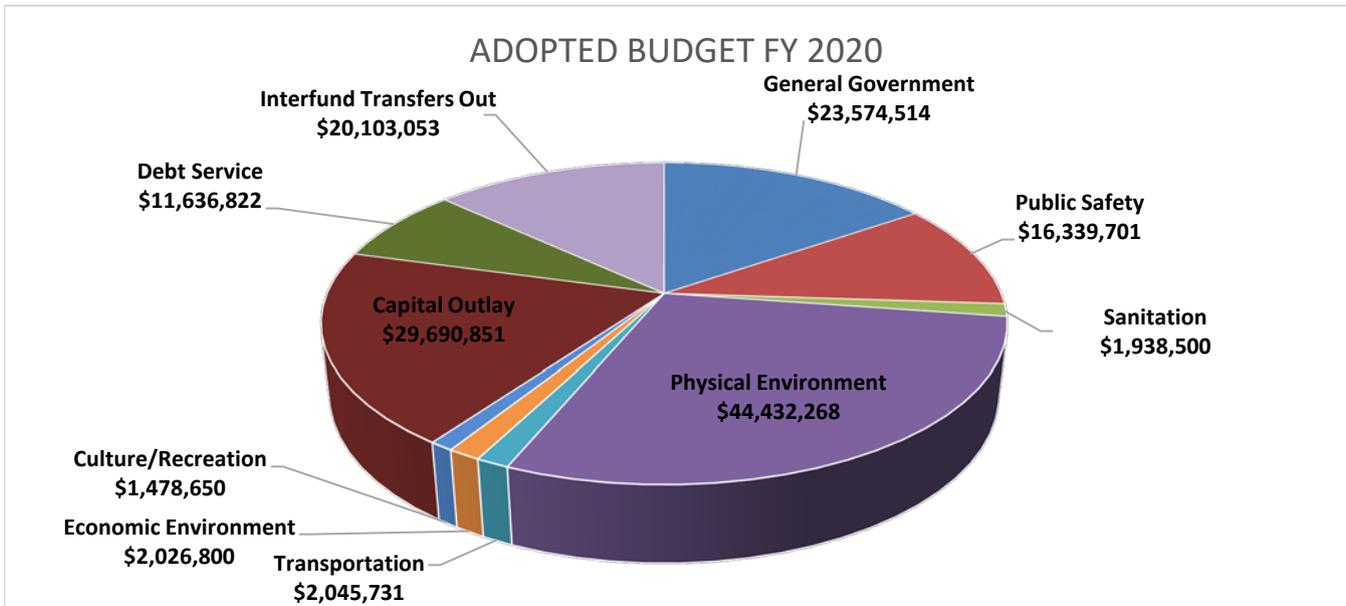
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City Wide Revenues \$153,266,890



City Wide Expenditures \$153,266,890





COMPARATIVE YEARS SUMMARY ALL APPROPRIATED FUNDS

	<u>ACTUALS</u> <u>FY 2018</u>	<u>ADOPTED</u> <u>BUDGET</u> <u>FY 2019</u>	<u>ADOPTED</u> <u>BUDGET</u> <u>FY 2020</u>
<u>REVENUES</u>			
Ad Valorem Taxes	\$5,266,608	\$5,696,736	\$6,436,057
Other Taxes & User Fees	\$2,969,312	\$3,074,735	\$3,248,868
Permits and Fees	\$5,782,995	\$6,231,781	\$8,578,689
Intergovernmental Revenues	\$4,065,440	\$4,509,924	\$4,492,589
Charges for Services	\$74,311,291	\$78,629,964	\$83,122,046
Fines & Forfeitures	\$29,000	\$30,000	\$25,430
Miscellaneous Revenue	\$1,411,375	\$1,470,004	\$1,354,915
Interfund Transfers In	\$16,025,999	\$26,646,069	\$20,103,053
Debt Proceeds	\$0	\$0	\$6,487,300
Appropriation of Fund Balance	\$41,879,895	\$39,650,558	\$19,417,943
TOTAL REVENUES	<u>\$151,741,915</u>	<u>\$165,939,771</u>	<u>\$153,266,890</u>
<u>EXPENDITURES/EXPENSES</u>			
General Government	\$19,377,406	\$20,474,241	\$23,574,514
Public Safety	\$15,052,736	\$15,844,345	\$16,339,701
Sanitation	\$1,896,274	\$1,908,500	\$1,938,500
Physical Environment	\$42,183,230	\$42,772,818	\$44,432,268
Transportation	\$754,817	\$766,483	\$2,045,731
Economic Environment	\$2,818,446	\$3,114,197	\$2,026,800
Culture/Recreation	\$1,476,791	\$1,441,638	\$1,478,650
Capital Outlay	\$41,738,911	\$39,993,288	\$29,690,851
Debt Service	\$10,417,305	\$12,978,192	\$11,636,822
Interfund Transfers Out	\$16,017,314	\$26,646,069	\$20,103,053
TOTAL EXPENDITURES/EXPENSES	<u>\$151,733,230</u>	<u>\$165,939,771</u>	<u>\$153,266,890</u>



**COMPARATIVE YEARS SUMMARY
GOVERNMENTAL FUNDS
GENERAL FUND**

	ACTUALS FY 2018	ADOPTED BUDGET FY 2019	ADOPTED BUDGET FY 2020
<u>REVENUES</u>			
Ad Valorem Taxes	\$5,266,608	\$5,696,736	\$6,436,057
Other Taxes & User Fees	\$2,398,374	\$2,503,393	\$3,248,868
Permits and Fees	\$3,103,557	\$3,342,581	\$4,566,282
Intergovernmental Revenues	\$2,032,862	\$2,233,589	\$2,220,251
Charges for Services	\$11,336,920	\$11,529,432	\$12,080,557
Fines & Forfeitures	\$26,000	\$26,000	\$20,930
Miscellaneous Revenue	\$803,753	\$944,938	\$1,169,588
Interfund Transfers In	\$7,321,642	\$8,436,919	\$8,466,231
Appropriation of Fund Balance	\$4,764,402	\$8,516,923	\$1,822,862
TOTAL REVENUES	<u>\$37,054,118</u>	<u>\$43,230,511</u>	<u>\$40,031,626</u>
<u>EXPENDITURES</u>			
General Government	\$12,148,177	\$12,199,241	\$15,609,708
Physical Environment	\$1,727,754	\$1,854,262	\$0
Public Safety	\$15,049,736	\$15,840,345	\$16,335,201
Sanitation	\$1,896,274	\$1,908,500	\$1,938,500
Transportation	\$754,817	\$766,483	\$2,045,731
Economic Environment	\$568,988	\$433,387	\$142,701
Culture/Recreation	\$1,476,791	\$1,441,638	\$1,478,650
Capital Outlay	\$3,431,581	\$1,809,541	\$697,889
Interfund Transfers Out	\$0	\$6,977,114	\$1,783,246
TOTAL EXPENDITURES	<u>\$37,054,118</u>	<u>\$43,230,511</u>	<u>\$40,031,626</u>



**COMPARATIVE YEARS SUMMARY
GOVERNMENTAL FUNDS
ALL OTHER APPROPRIATED**

	ACTUALS FY 2018	ADOPTED BUDGET FY 2019	ADOPTED BUDGET FY 2020
<u>REVENUES</u>			
Other Taxes & User Fees	\$570,938	\$571,342	\$0
Permits and Fees	\$815,611	\$813,211	\$0
Intergovernmental Revenues	\$2,032,578	\$2,276,335	\$2,272,338
Charges for Services	\$0	\$0	\$0
Fines & Forfeitures	\$3,000	\$4,000	\$4,500
Miscellaneous Revenue	\$39,027	\$39,027	\$39,027
Interfund Transfers In	\$39,671	\$6,781,557	\$1,874,872
Debt Proceeds	\$0	\$0	\$6,487,300
Appropriation of Fund Balance	\$6,873,594	\$1,257,717	\$466,618
TOTAL REVENUES	<u>\$10,374,419</u>	<u>\$11,743,189</u>	<u>\$11,144,655</u>
<u>EXPENDITURES</u>			
General Government	\$0	\$0	\$0
Public Safety	\$3,000	\$4,000	\$4,500
Economic Environment	\$2,249,458	\$2,680,810	\$1,884,099
Transportation	\$0	\$0	\$0
Capital Outlay	\$6,274,864	\$7,184,789	\$7,032,300
Debt Service	\$1,752,619	\$1,783,463	\$1,874,872
Interfund Transfers Out	\$94,478	\$90,127	\$348,884
TOTAL EXPENDITURES	<u>\$10,374,419</u>	<u>\$11,743,189</u>	<u>\$11,144,655</u>



**COMPARATIVE YEARS SUMMARY
ENTERPRISE FUND
WATER AND SEWER**

	ACTUALS FY 2018	ADOPTED BUDGET FY 2019	ADOPTED BUDGET FY 2020
<u>REVENUES</u>			
Permits and Fees	\$1,863,827	\$2,075,989	\$2,264,715
Intergovernmental Revenues	\$0	\$0	\$0
Charges for Services	\$54,576,227	\$57,603,822	\$63,076,683
Fines & Forfeitures	\$0	\$0	\$0
Miscellaneous Revenue	\$307,595	\$225,039	\$146,300
Interfund Transfers In	\$8,664,686	\$11,194,729	\$9,761,950
Debt Proceeds	\$0	\$0	\$0
Appropriation of Fund Balance	\$29,675,537	\$29,875,918	\$17,128,463
TOTAL REVENUES	<u><u>\$95,087,872</u></u>	<u><u>\$100,975,497</u></u>	<u><u>\$92,378,111</u></u>
<u>EXPENSES</u>			
Physical Environment	\$39,379,362	\$39,822,982	\$42,954,608
Capital Outlay	\$31,120,988	\$30,378,958	\$21,690,630
Debt Service	\$8,664,686	\$11,194,729	\$9,761,950
Interfund Transfers Out	\$15,922,836	\$19,578,828	\$17,970,923
TOTAL EXPENSES	<u><u>\$95,087,872</u></u>	<u><u>\$100,975,497</u></u>	<u><u>\$92,378,111</u></u>



**COMPARATIVE YEARS SUMMARY
ENTERPRISE FUND
STORMWATER FUND**

	<u>ACTUALS</u> FY 2018	<u>ADOPTED</u> <u>BUDGET</u> FY 2019	<u>ADOPTED</u> <u>BUDGET</u> FY 2020
<u>REVENUES</u>			
Permits and Fees	\$0	\$0	\$1,747,692
Intergovernmental Revenues	\$0	\$0	\$0
Charges for Services	\$1,426,915	\$1,479,710	\$0
Fines & Forfeitures	\$0	\$0	\$0
Miscellaneous Revenue	\$3,000	\$3,000	\$0
Interfund Transfers In	\$0	\$232,864	\$0
Debt Proceeds	\$0	\$0	\$0
Appropriation of Fund Balance	\$566,362	\$0	\$0
TOTAL REVENUES	<u><u>\$1,996,277</u></u>	<u><u>\$1,715,574</u></u>	<u><u>\$1,747,692</u></u>
<u>EXPENSES</u>			
Physical Environment	\$1,076,114	\$1,095,574	\$1,477,660
Capital Outlay	\$911,478	\$620,000	\$270,032
Debt Service	\$0	\$0	\$0
Interfund Transfers Out	\$8,685	\$0	\$0
TOTAL EXPENSES	<u><u>\$1,996,277</u></u>	<u><u>\$1,715,574</u></u>	<u><u>\$1,747,692</u></u>



**COMPARATIVE YEARS SUMMARY
INTERNAL SERVICE FUNDS
INSURANCES**

	<u>ACTUALS FY 2018</u>	<u>ADOPTED BUDGET FY 2019</u>	<u>ADOPTED BUDGET FY 2020</u>
<u>REVENUES</u>			
Charges for Services	\$6,971,229	\$8,017,000	\$7,964,806
Miscellaneous Revenue	\$258,000	\$258,000	
TOTAL REVENUES	<u><u>\$7,229,229</u></u>	<u><u>\$8,275,000</u></u>	<u><u>\$7,964,806</u></u>
<u>EXPENSES</u>			
General Government	\$7,229,229	\$8,275,000	\$7,964,806
TOTAL EXPENSES	<u><u>\$7,229,229</u></u>	<u><u>\$8,275,000</u></u>	<u><u>\$7,964,806</u></u>

* Funds included in this summary are:

- Workers Compensation Fund
- Health Insurance Fund

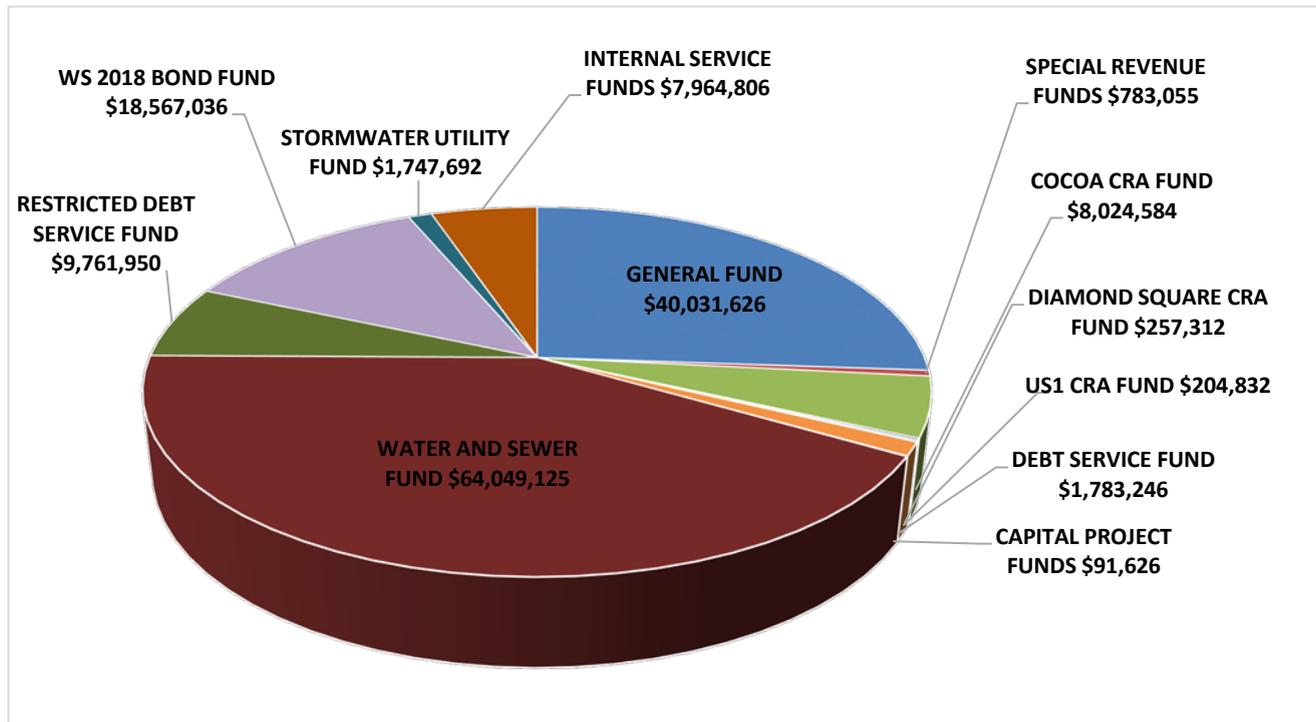


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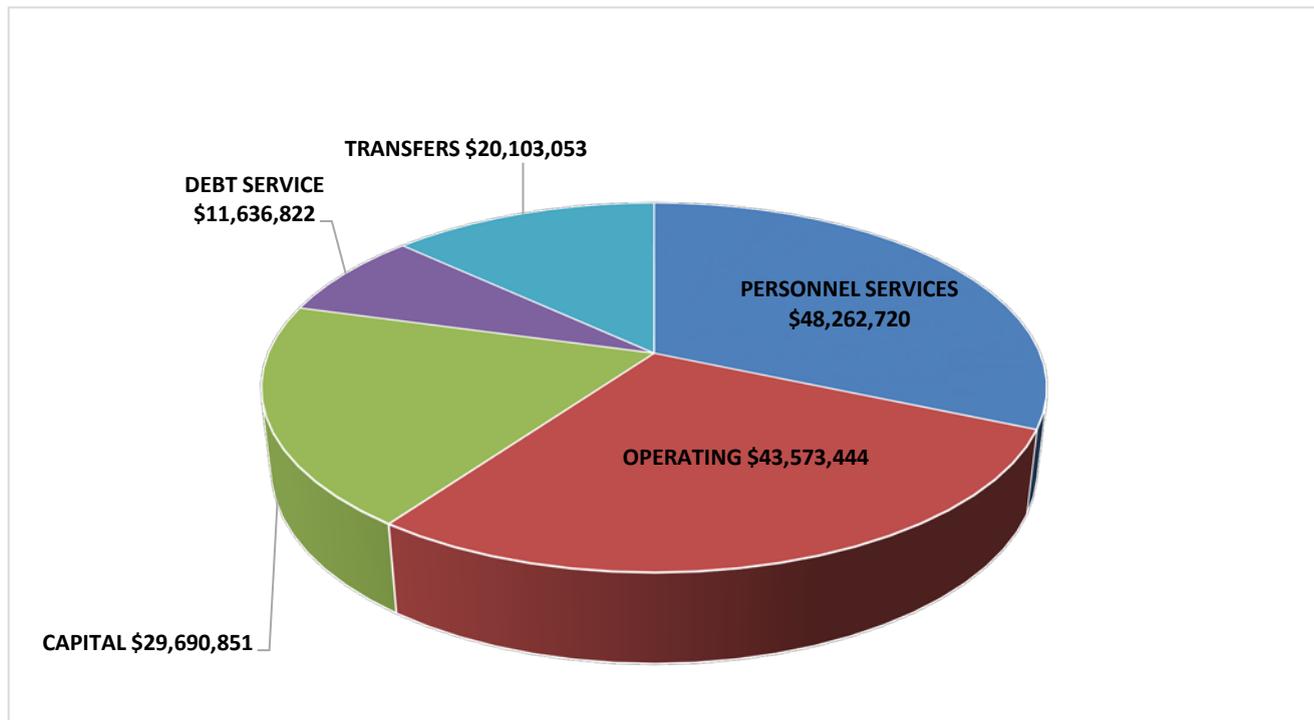


FY20 Adopted Budget Revenues

Revenues by Fund



Expenditures by Category





REVENUES BY SOURCE SUMMARY ALL APPROPRIATED FUNDS

	Special Revenue Funds							Debt		
	General Fund	Police Education	CDBG	SHIP	HOME	Cocoa CRA	Diamond Square CRA	US1 CRA	Debt Service	CPF - JLS
Taxes										
Ad Valorem Taxes	\$ 6,436,057									
Utility & Telecommunication Taxes	2,520,867									
Business Tax Receipts	165,000									
Sales & Use Taxes	563,001									
Total	9,684,925	-	-	-	-	-	-	-	-	-
Permits, Fees & Special Assessments										
Franchise Fees	1,541,972									
Building Permits	238,800									
Impact Fees										
Special Assessments	2,774,000									
Other Licenses & Permits	11,510									
Total	4,566,282	-	-	-	-	-	-	-	-	-
Intergovernmental Revenue										
Federal Grants	292,896		226,797		192,066					
Payment in Lieu of Taxes	45,000									
State Grants				43,074						
State Shared Revenue	1,882,355									
Shared Revenue/Other Local						1,348,257	257,312	204,832		
Total	2,220,251	-	226,797	43,074	192,066	1,348,257	257,312	204,832	-	-
Charges for Services										
General Government	6,616,304									
Public Safety	41,100									
Physical Environment	5,293,228									
Culture/Recreation	129,925									
Total	12,080,557	-	-	-	-	-	-	-	-	-
Fines & Forfeitures										
Court Fines	20,930	4,500								
Total	20,930	4,500	-	-	-	-	-	-	-	-
Miscellaneous Revenue										
Interest Earnings	85,000									
Sale/Comp-Loss of Assets										
Other Miscellaneous Revenue	1,084,588					39,027				
Total	1,169,588	-	-	-	-	39,027	-	-	-	-
Other Financing Sources										
Interfund Transfer	8,466,231								1,783,246	91,626
Debt Proceeds						6,487,300				
Fund Balance										
Carryover	1,822,862		6,339		310,279	150,000				
Total	10,289,093	-	6,339	-	310,279	6,637,300	-	-	1,783,246	91,626
Total Revenues	\$ 40,031,626	\$ 4,500	\$ 233,136	\$ 43,074	\$ 502,345	\$ 8,024,584	\$ 257,312	\$ 204,832	\$ 1,783,246	\$ 91,626



REVENUES BY SOURCE SUMMARY ALL APPROPRIATED FUNDS

	Capital Project Funds		Enterprise Funds				Internal Service Funds		Total Funds
	CPF - LWP	CPF - Fiske	W & S Utility Fund	W & S Restricted Debt Service	W & S Capital Proj 2018 Bond	Stormwater Utility	Workers' Comp Insurance	Health Insurance	
Taxes									
Ad Valorem Taxes									\$ 6,436,057
Utility & Telecommunication Taxes									2,520,867
Business Tax Receipts									165,000
Sales & Use Taxes									563,001
Total	-	-	-	-	-	-	-	0	9,684,925
Permits, Fees & Special Assessments									
Franchise Fees									1,541,972
Building Permits									238,800
Impact Fees			2,264,715			1,747,692			4,012,407
Special Assessments									2,774,000
Other Licenses & Permits			-						11,510
Total	-	-	2,264,715	-	-	1,747,692	-	-	8,578,689
Intergovernmental Revenue									
Federal Grants									711,759
Payment in Lieu of Taxes									45,000
State Grants									43,074
State Shared Revenue									1,882,355
Shared Revenue/Other Local									1,810,401
Total	-	-	-	-	-	-	-	-	4,492,589
Charges for Services									
General Government							1,217,552	6,747,254	14,581,110
Public Safety									41,100
Physical Environment			63,076,683						68,369,911
Culture/Recreation									129,925
Total	-	-	63,076,683	-	-	-	1,217,552	6,747,254	83,122,046
Fines & Forfeitures									
Court Fines									25,430
Total	-	-	-	-	-	-	-	-	25,430
Miscellaneous Revenue									
Interest Earnings			80,000						165,000
Sale/Comp-Loss of Assets			10,000						10,000
Other Miscellaneous Revenue			56,300						1,179,915
Total	-	-	146,300	-	-	-	-	-	1,354,915
Other Financing Sources									
Interfund Transfer				9,761,950					20,103,053
Debt Proceeds									6,487,300
Fund Balance									
Carryover			(1,438,573)		18,567,036				19,417,943
Total	-	-	(1,438,573)	9,761,950	18,567,036	-	-	-	46,008,296
Total Revenues	\$ -	\$ -	\$ 64,049,125	\$ 9,761,950	\$ 18,567,036	\$ 1,747,692	\$ 1,217,552	\$ 6,747,254	\$ 153,266,890



SOURCES AND USES OF FUNDS SUMMARY ALL APPROPRIATED FUNDS

	Special Revenue Funds							Debt	
	General Fund	Police Education	CDBG	SHIP	HOME	Cocoa CRA	Diamond Square CRA	US1 CRA	Debt Service Fund
SOURCES OF FUNDS									
Taxes	9,684,925								
Permits, Fees & Special Assessments	4,566,282								
Intergovernmental Revenue	2,220,251		226,797	43,074	192,066	1,348,257	257,312	204,832	
Charges for Services	12,080,557								
Fines & Forfeitures	20,930	4,500							
Miscellaneous Revenue	1,169,588					39,027			
Interfund Transfers	8,466,231								1,783,246
Debt Proceeds						6,487,300			
Fund Balance - Revenues	1,822,862		6,339		310,279	150,000			
TOTAL SOURCES	40,031,626	4,500	233,136	43,074	502,345	8,024,584	257,312	204,832	1,783,246
USES OF FUNDS									
General Government	15,609,708								
Public Safety	16,335,201	4,500							
Transportation	2,045,731								
Culture/Recreation	1,478,650								
Solid Waste	1,938,500								
Physical Environment									
Economic Environment	142,701		233,136	43,074	502,345	778,400	122,312	204,832	
Capital Outlay	697,889					6,897,300	135,000		
Debt Service									1,783,246
Interfund Transfers Out	1,783,246					348,884			
TOTAL USES	40,031,626	4,500	233,136	43,074	502,345	8,024,584	257,312	204,832	1,783,246



SOURCES AND USES OF FUNDS SUMMARY ALL APPROPRIATED FUNDS

	Capital	Enterprise Funds				Internal Service Funds		Total Funds
	CPF - JLS	W & S Utility Fund	W & S Restricted Debt Service	W & S Capital Proj 2018 Bond	Stormwater Utility Fund	Workers Comp	Health Insurance	
SOURCES OF FUNDS								
Taxes								9,684,925
Permits, Fees & Special Assessments		2,264,715			1,747,692			8,578,689
Intergovernmental Revenue								4,492,589
Charges for Services		63,076,683				1,217,552	6,747,254	83,122,046
Fines & Forfeitures								25,430
Miscellaneous Revenue		146,300				-	-	1,354,915
Interfund Transfers	91,626		9,761,950					20,103,053
Debt Proceeds								6,487,300
Fund Balance - Revenues		(1,438,573)		18,567,036				19,417,943
TOTAL SOURCES	91,626	64,049,125	9,761,950	18,567,036	1,747,692	1,217,552	6,747,254	153,266,890
USES OF FUNDS								
General Government						1,217,552	6,747,254	23,574,514
Public Safety								16,339,701
Transportation								2,045,731
Culture/Recreation								1,478,650
Solid Waste								1,938,500
Physical Environment		42,954,608			1,477,660			44,432,268
Economic Environment								2,026,800
Capital Outlay		3,123,594		18,567,036	270,032			29,690,851
Debt Service	91,626		9,761,950					11,636,822
Interfund Transfers Out		17,970,923						20,103,053
TOTAL USES	91,626	64,049,125	9,761,950	18,567,036	1,747,692	1,217,552	6,747,254	153,266,890



EXPENDITURES BY OBJECT CATEGORY SUMMARY - BY FUND
ALL APPROPRIATED FUNDS

FUND / DIVISION	FY 2020 ADOPTED SALARIES	FY 2020 ADOPTED OPERATING	FY 2020 ADOPTED CAPITAL	FY 2020 ADOPTED DEBT SERV	FY 2020 ADOPTED TRANSFERS	FY 2020 ADOPTED TOTAL
GENERAL FUND:						
City Council	104,142	81,799	-	-	-	185,941
City Manager	735,378	65,990	-	-	-	801,368
Information Technology	722,440	1,424,565	120,000	-	-	2,267,005
Leisure Services	342,218	57,334	-	-	-	399,552
Human Resources	641,079	19,963	-	-	-	661,042
City Clerk	230,882	33,330	-	-	-	264,212
CS Administration	1,000,803	154,559	26,800	-	-	1,182,162
Economic Development	79,344	63,357	-	-	-	142,701
Accounting	1,173,548	24,795	-	-	-	1,198,343
Purchasing	254,875	5,636	-	-	-	260,511
Utility Accounting	1,330,744	737,752	41,127	-	-	2,109,623
Fire Administration	583,775	39,602	-	-	-	623,377
Fire Operations	5,063,881	717,935	32,105	-	-	5,813,921
General Operations	961,969	3,253,416	-	-	1,783,246	5,998,631
Emergency/Disaster Services	-	13,760	-	-	-	13,760
Police Admin/Operations	7,230,825	955,382	300,747	-	-	8,486,954
Police Communications	1,216,601	119,879	-	-	-	1,336,480
Code Enforcement	346,406	47,155	68,910	-	-	462,471
Public Works Administration	332,915	15,537	27,000	-	-	375,452
Street Maintenance	491,325	1,554,406	31,000	-	-	2,076,731
Parks & Beautification	770,276	308,822	15,000	-	-	1,094,098
Fleet Maintenance	535,430	164,985	6,700	-	-	707,115
Sanitation	-	1,938,500	-	-	-	1,938,500
Facility Management	650,131	763,820	28,500	-	-	1,442,451
Capital Projects Management	159,710	29,515	-	-	-	189,225
GENERAL FUND TOTAL	24,958,697	12,591,794	697,889	-	1,783,246	40,031,626
POLICE EDUCATION FUND	-	4,500	-	-	-	4,500
WORKERS COMPENSATION FUND	974,952	242,600	-	-	-	1,217,552
HEALTH INSURANCE FUND	5,436,860	1,310,394	-	-	-	6,747,254
STORMWATER UTILITY FUND	544,229	933,431	270,032	-	-	1,747,692
CDBG	32,023	201,113	-	-	-	233,136
SHIP	-	43,074	-	-	-	43,074
HOME	8,006	494,339	-	-	-	502,345
COCOA COMMUNITY REDEVELOPMENT FUND (CRA)	69,516	708,884	6,897,300	-	348,884	8,024,584
DIAMOND SQUARE COMMUNITY REDEVELOPMENT AGENCY FUND (CRA)	33,336	88,976	135,000	-	-	257,312
US1 COMMUNITY REDEVELOPMENT AGENCY FUND (CRA)	-	204,832	-	-	-	204,832
DEBT SERVICE FUND	-	-	-	1,783,246	-	1,783,246



EXPENDITURES BY OBJECT CATEGORY SUMMARY - BY FUND
ALL APPROPRIATED FUNDS

FUND / DIVISION	FY 2020 ADOPTED SALARIES	FY 2020 ADOPTED OPERATING	FY 2020 ADOPTED CAPITAL	FY 2020 ADOPTED DEBT SERV	FY 2020 ADOPTED TRANSFERS	FY 2020 ADOPTED TOTAL
CAPITAL PROJECTS FUND - JL SMITH CTR.	-	-	-	91,626	-	91,626
CAPITAL PROJECTS FUND - LEE WENNER PARK	-	-	-	-	-	-
CAPITAL PROJECTS FUND - FISKE BLVD.	-	-	-	-	-	-
WATER AND SEWER FUND:						
Administration	1,704,575	9,692,723	-	-	17,970,923	29,368,221
Dyal Water Treatment Plant	3,725,430	9,864,032	844,700	-	-	14,434,162
Water Field Operations	4,609,391	4,027,389	415,584	-	-	9,052,364
Engineering	1,400,211	142,959	1,559,490	-	-	3,102,660
Water Reclamation	1,965,659	1,230,616	68,020	-	-	3,264,295
Utility Support Services	1,436,497	139,377	-	-	-	1,575,874
Sewer Field Operations	1,363,338	1,652,411	235,800	-	-	3,251,549
WATER & SEWER FUND TOTAL	16,205,101	26,749,507	3,123,594	-	17,970,923	64,049,125
RESTRICTED DEBT SERVICE FUND	-	-	-	9,761,950	-	9,761,950
W/S CAPITAL PROJECTS 2018 BOND FUND	-	-	18,567,036	-	-	18,567,036
TOTAL ALL FUNDS	\$ 48,262,720	\$ 43,573,444	\$ 29,690,851	\$ 11,636,822	\$ 20,103,053	\$ 153,266,890



EXPENDITURES BY OBJECT CATEGORY SUMMARY - BY DEPARTMENT
ALL APPROPRIATED FUNDS

DEPARTMENT/DIVISION	SALARIES	OPERATING EXPENDITURES	CAPITAL OUTLAY	DEBT SERVICE	TRANSFERS	TOTAL FUNDS
EXECUTIVE DEPARTMENT						
City Council	104,142	81,799	-	-	-	185,941
ADMINISTRATION DEPARTMENT TOTAL	104,142	81,799	-	-	-	185,941
CITY MANAGER DEPARTMENT						
City Manager	735,378	65,990	-	-	-	801,368
Information Technology	722,440	1,424,565	120,000	-	-	2,267,005
Leisure Services	342,218	57,334	-	-	-	399,552
CITY MANAGER DEPARTMENT TOTAL	1,800,036	1,547,889	120,000	-	-	3,467,925
ADMINISTRATIVE SERVICES DEPARTMENT						
Human Resources	641,079	19,963	-	-	-	661,042
City Clerk	230,882	33,330	-	-	-	264,212
Workers' Comp Insurance Fund	974,952	242,600	-	-	-	1,217,552
Health Insurance Fund	5,436,860	1,310,394	-	-	-	6,747,254
ADMINISTRATIVE SERVICES DEPT. TOTAL	7,283,773	1,606,287	-	-	-	8,890,060
COMMUNITY SERVICES DEPARTMENT						
Administration	1,000,803	154,559	26,800	-	-	1,182,162
Economic Development	79,344	63,357	-	-	-	142,701
CDBG	32,023	201,113	-	-	-	233,136
HOME	8,006	494,339	-	-	-	502,345
SHIP	-	43,074	-	-	-	43,074
Cocoa CRA	69,516	708,884	6,897,300	-	348,884	8,024,584
Diamond Square CRA	33,336	88,976	135,000	-	-	257,312
US1 CRA	-	204,832	-	-	-	204,832
COMMUNITY SERVICES DEPT. TOTAL	1,223,028	1,959,134	7,059,100	-	348,884	10,590,146
FINANCE DEPARTMENT						
Accounting	1,173,548	24,795	-	-	-	1,198,343
Purchasing	254,875	5,636	-	-	-	260,511
Utility Accounting	1,330,744	737,752	41,127	-	-	2,109,623
Utility Support Services	1,436,497	139,377	-	-	-	1,575,874
FINANCE DEPARTMENT TOTAL	4,195,664	907,560	41,127	-	-	5,144,351
FIRE DEPARTMENT						
Administration	583,775	39,602	-	-	-	623,377
Operations	5,063,881	717,935	32,105	-	-	5,813,921
FIRE DEPARTMENT TOTAL	5,647,656	757,537	32,105	-	-	6,437,298
GENERAL OPERATIONS						
General Operations	961,969	3,253,416	-	-	1,783,246	5,998,631
Emergency/Disaster Services	-	13,760	-	-	-	13,760
Debt Service Fund	-	-	-	1,783,246	-	1,783,246
Capital Projects Fund	-	-	-	-	-	-

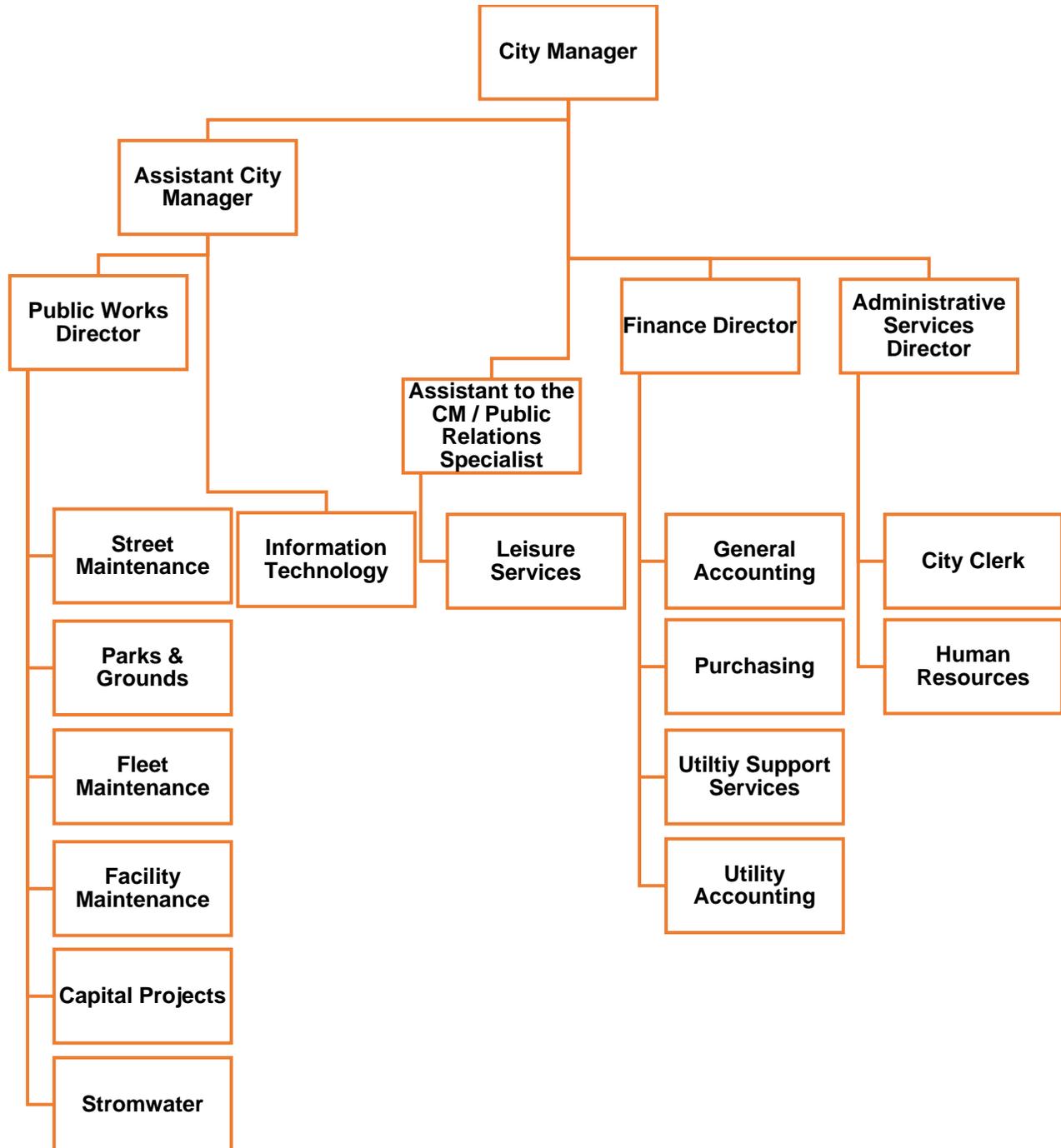


EXPENDITURES BY OBJECT CATEGORY SUMMARY - BY DEPARTMENT
ALL APPROPRIATED FUNDS

DEPARTMENT/DIVISION	SALARIES	OPERATING EXPENDITURES	CAPITAL OUTLAY	DEBT SERVICE	TRANSFERS	TOTAL FUNDS
GENERAL OPERATIONS TOTAL	961,969	3,267,176	-	1,783,246	1,783,246	7,795,637
POLICE DEPARTMENT						
Police Admin/Operations	7,230,825	955,382	300,747	-	-	8,486,954
Police Communications	1,216,601	119,879	-	-	-	1,336,480
Code Enforcement	346,406	47,155	68,910	-	-	462,471
Special Education Fund	-	4,500	-	-	-	4,500
POLICE DEPARTMENT TOTAL	8,793,832	1,126,916	369,657	-	-	10,290,405
PUBLIC WORKS DEPARTMENT						
Administration	332,915	15,537	27,000	-	-	375,452
Street Maintenance	491,325	1,554,406	31,000	-	-	2,076,731
Parks & Beautification	770,276	308,822	15,000	-	-	1,094,098
Fleet Maintenance	535,430	164,985	6,700	-	-	707,115
Sanitation	-	1,938,500	-	-	-	1,938,500
Facility Management	650,131	763,820	28,500	-	-	1,442,451
Stormwater Utility Fund	544,229	933,431	270,032	-	-	1,747,692
Capital Projects Management	159,710	29,515	-	-	-	189,225
Capital Projects Fund - JL Smith Ctr.	-	-	-	91,626	-	91,626
Capital Projects Fund - Lee Wenner Park	-	-	-	-	-	-
Capital Projects Fund - Fiske Blvd.	-	-	-	-	-	-
PUBLIC WORKS DEPARTMENT TOTAL	3,484,016	5,709,016	378,232	91,626	-	9,662,890
UTILITIES DEPARTMENT						
Administration	1,704,575	9,692,723	-	-	17,970,923	29,368,221
Dyal Water Treatment Plant	3,725,430	9,864,032	844,700	-	-	14,434,162
Water Field Operations	4,609,391	4,027,389	415,584	-	-	9,052,364
Engineering	1,400,211	142,959	1,559,490	-	-	3,102,660
Water Reclamation	1,965,659	1,230,616	68,020	-	-	3,264,295
W/S Capital Project 2018 Bond Fund	-	-	18,567,036	-	-	18,567,036
Sewer Field Operations	1,363,338	1,652,411	235,800	-	-	3,251,549
Restricted Debt Service Fund	-	-	-	9,761,950	-	9,761,950
UTILITIES DEPARTMENT TOTAL	14,768,604	26,610,130	21,690,630	9,761,950	17,970,923	90,802,237
ALL DEPARTMENTS TOTAL	48,262,720	43,573,444	29,690,851	11,636,822	20,103,053	153,266,890

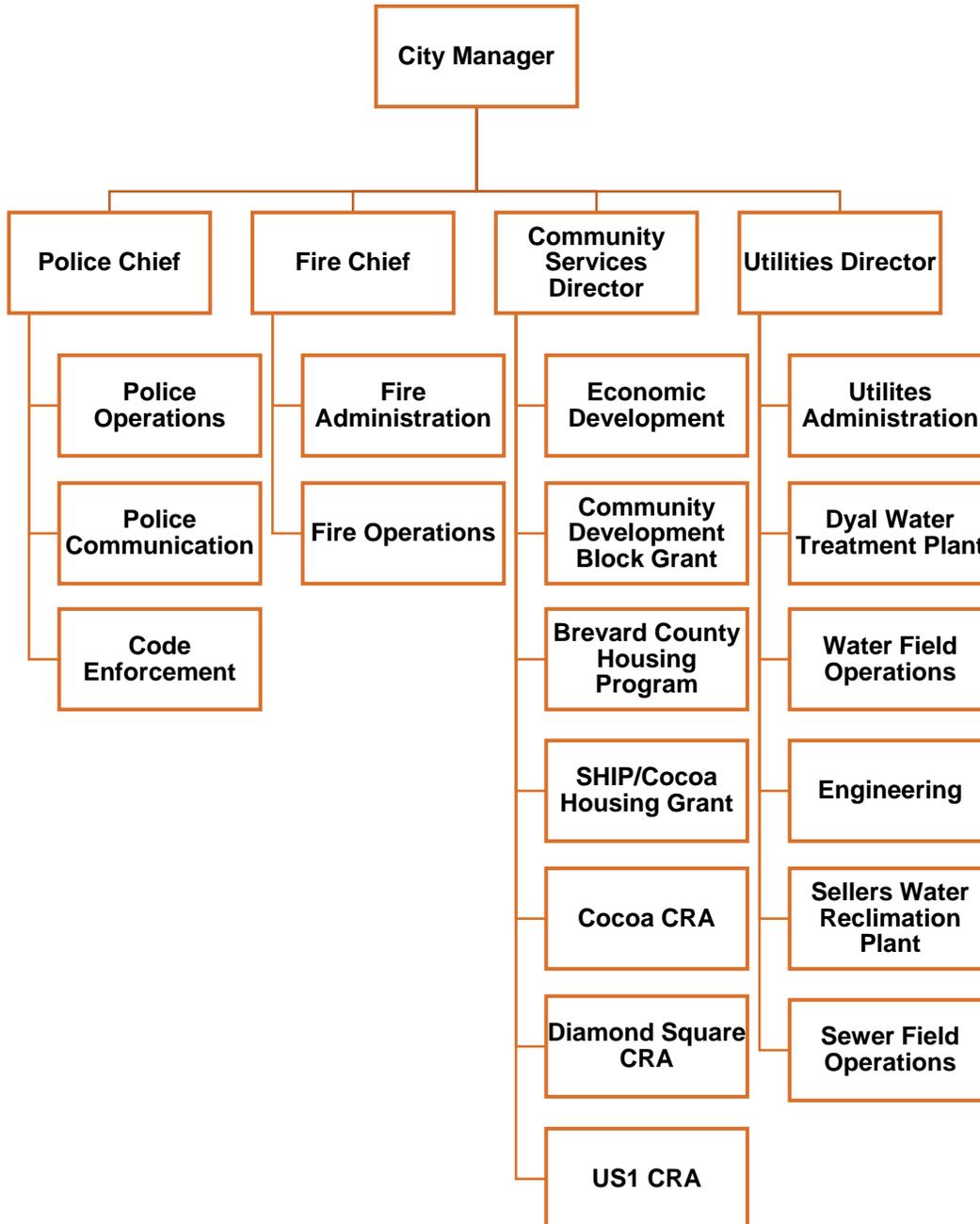


City of Cocoa Departments





City of Cocoa Departments (Continued)





DEPARTMENTAL PERSONNEL COUNT

DEPARTMENT/DIVISION	FY 2020 FULL-TIME	FY 2020 PART-TIME	FY 2020 FTE
ADMINISTRATIVE SERVICES DEPARTMENT			
City Clerk	3	1	3.6
Human Resources	7	1	7.12
CITY COUNCIL			
City Council	0	5	2.5
CITY MANAGER DEPARTMENT			
City Manager	5	0	5
Information Technology	9	1	0.5
Leisure Services	3	5	5.5
COMMUNITY DEVELOPMENT DEPARTMENT			
Community Service Administration	14	1	6
CRA Administration / Operations	0	0	0
Economic Development	2	0	2
Housing Grants	0	0	0
FINANCE DEPARTMENT			
General Accounting	14	0	14
Purchasing	3	0	3
Utility Accounting	23	0	23
Utilities Support Services	24	0	24
FIRE DEPARTMENT			
Fire Administration	4	0	4
Fire Operations	42	0	42
GENERAL OPERATIONS			
General Operation	0	0	0
Emergency / Disaster Services	0	0	0
POLICE DEPARTMENT			
Police Operations	80	4	83.02
Police Communication	21	0	21
Police Code Enforcement	5	0	5
PUBLIC WORKS DEPARTMENT			
Public Works Administration	2	0	2
Capital Projects Management	2	0	2
Facilities Management	11	0	11
Fleet Maintenance	7	0	7



DEPARTMENTAL PERSONNEL COUNT

DEPARTMENT/DIVISION	FY 2020 FULL-TIME	FY 2020 PART-TIME	FY 2020 FTE
Parks and Grounds	11	0	11
Sanitation	0	0	0
Street Maintenance	8	0	8
Stormwater	7	0	7
UTILITIES			
Water Administration	13	0	13
Debt Service	0	0	0
Dyal Water Treatment Plant	54	0	54
Emergency / Disaster Service	0	0	0
Engineering	17	3	18.56
Sellers Water Reclamation	25	0	25
Sewer Field Operation	21	0	21
Water Field Operations	70	0	74
TOTAL PERSONNEL	507	21	504.80



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Administrative Services Department



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Administrative Services Department



Departmental Summary

The primary function of the Administrative Services Department is to provide human resource services to internal and prospective employees of the City, administer all employee benefits, maintain all public records for the City, and coordinate and record all public meetings for the City Council and boards. The Administrative Services department consists of the Human Resources division and the City Clerk division.

The Administrative Services Department is also responsible for overseeing the Workers' Compensation and Health Insurance Funds. These funds are internal service funds for financial reporting and are used to report the self-insurance activities of the City. These funds provide a method of accounting for centralized intra-governmental activities. The City currently maintains two internal service funds; a Workers' Compensation Fund and a Health Insurance Fund. These funds operate on a cost-reimbursement basis and are subject to fluctuations in the costs of medical services and claims.

Human Resources Division

This division is responsible for coordinating the human resources management functions and labor relations of the City. This includes advising departments on recruitment and selection of personnel and employment policies and procedures. The Human Resources division also



facilitates all labor relations, is instrumental in union labor negotiations, administers employee and retiree benefits, ensures appropriate training for city employees, mitigates risk management, and oversees unemployment and workers' compensation insurances.

City Clerk Division

This division is established by City Charter. The City Clerk is appointed by the City Manager and is responsible for supervising and conducting all City elections, establishing and maintaining records retention schedules, storage of City documents in accordance with Florida Statutes and providing notary public services. The City Clerk division is the repository for all official City records. This division prepares all agendas for City Council, and publishes public notices for all meetings of the City Council, City boards, City committees, and all City agency meetings that require such a notice. Additionally, the City Clerk division records and maintains accurate records of all City Council actions, administers oath, prepares proclamations and commendations, provides administrative support services for the City Council and answers inquiries from other departments and citizens.

Internal Service Funds

Workers Compensation Fund

In January 1990, the City of Cocoa became self-insured for the purposes of Workers' Compensation. A separate fund is maintained as an internal service fund to record all workers' compensation premiums and claims expenses. The Administrative Services Department monitors and approves all of the transfers for workers comp in this fund.

Health Insurance Fund

On August 25, 2015, City of Cocoa City Council approved the transition to a self-funded medical plan for fiscal year 2016. All medical, dental and vision premiums and claims are recorded in this internal service fund. Revenues are generated through charges to departments based on budget positions.

Key Performance Indicators

Indicator	City Goal	City Objective	Required	FY 20219 Achieved	Variance
Human Resource					
Send out weekly summary sheet.	E1	1.1b	Weekly	100%	-
Attend recruitment events.	E1	1.1e	6 Events	5 Events	83%
Administer monthly new hire orientation training.	E2	2.1a	Monthly	100%	-



Budget Resources Summary

Division	Personnel Services	Operating Expense	Capital Outlay	Debt Service	Transfers	Total Funds	FT	PT
General Fund								
Human Resources	\$641,079	\$19,963	\$-	\$-	\$-	\$661,042	7	1
City Clerk	230,882	33,330	-	-	-	264,212	3	1
Total	\$871,961	\$53,293	\$-	\$-	\$-	\$925,254	10	2

Narrative for Additional New Capital Outlay Items:

Human Resources

- No Additional Capital Planned

City Clerk Office

- No Additional Capital Planned

Significant Expenditure Changes (10% and \$5,000 or more):

Human Resources

- 12-00 to 12-12 Increased to match anticipated salary increases.
- 21-00 to 22-00 Increased to reflect anticipated benefit costs.
- 23-00 Decrease due to reclassification of medical cost to 23-04
- 23-04 Increase due to reclassification of medical cost from to 23-00
- 46-00 Decrease due to reclassification of IT related operating cost to 56-15
- 56-15 Increase due to reclassification of IT related operating cost from the 46-00

City Clerk

- 13-00 Increase due to adding a part-time Recording Secretary in FY19.
- 23-00 Decrease due to reclassification of medical cost to 23-04
- 23-04 Increase due to reclassification of medical cost from to 23-00

Administrative Services Department

Fund: General Fund

FY 2020 Authorized Positions

Human Resources Division

<u>Pay Grade</u>	<u>Position</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
GE17	Administrative Services Director	1	1	1	1
GE14	Human Resources Manager	1	1	1	1
GE12	Safety & Risk Program Manager	1	1	1	1
	Senior Human Resources Coordinator *	-	-	1	1
GE10	Human Resources Coordinator	3	3	2	2
GH07	Human Resources Technician	1	1	1	1
GH04	Human Resources Intern (Temporary PT)	-	-	-	1
Total Human Resources Division		7	7	7	8

* See Appendix A for funding split.

<u>FTEs</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Full-Time	7	7	7	7
Part-Time	-	-	-	.12
Total FTEs	7	7	7	7.12

Position Comments:

FY 2020:

- A Human Resources Intern position was added to the headcount
- * See Appendix A for funding split.

FY 2019:

- A Human Resources Coordinator was replaced with a Senior Human Resources Coordinator.

FY 2018:

- No changes in FY 2020 for this division.

FY 2017:

- No changes in FY 2020 for this division.

FY 2020
Detail Budget Report
Division Level

Fund: 001 General Fund
Division: 1801 Human Resources
Activity: 513 Financial and Administrative

		FY 2017	FY 2018	FY 2019	FY 2020
		Actual	Actual	Adopted	Adopted
		Amount	Amount	Budget	Budget
Personal Services					
12-00	Regular Salaries & Wages	\$ 305,091	\$ 320,268	\$ 354,274	\$ 414,332
12-12	Retirement Leave Accrual	1,981	-	-	-
13-00	Other Salaries & Wages	-	-	-	2,492
14-00	Overtime	200	-	487	490
15-00	Special Pay	-	-	-	300
21-00	FICA Taxes	23,098	23,905	26,428	31,955
22-00	Retirement Contributions	36,057	39,204	44,520	53,860
23-00	Life / Health Insurance	54,027	53,864	74,378	9,310
23-04	Medical / RX Self Insured	-	-	-	110,239
24-00	Worker's Compensation	1,296	1,074	1,134	1,301
27-00	Benefit Offset	14,250	13,475	15,600	16,800
Personal Services Total		436,000	451,790	516,821	641,079
Operating Expenditures					
40-00	Travel and Per Diem	1,361	1,174	1,200	2,000
41-00	Communication	675	750	750	1,320
42-00	Freight & Postage Service	819	637	650	700
46-00	Repairs & Maintenance	6,250	6,250	7,488	-
47-00	Printing & Binding	2,339	2,836	4,133	3,137
51-00	Office Supplies	-	-	-	700
52-00	Operating Supplies	608	1,121	1,100	400
54-00	Memberships / Publications	454	449	1,501	722
55-00	Training	1,020	1,323	1,874	1,949
56-15	IT - Related Operating Expense	-	-	-	9,035
Operating Expenditures Total		13,526	14,540	18,696	19,963
Capital Outlay					
Capital Outlay Total		-	-	-	-
Human Resources Total		\$ 449,526	\$ 466,330	\$ 535,517	\$ 661,042

Administrative Services Department Fund: General Fund

FY 2020 Authorized Positions

City Clerk Division

<u>Pay Grade</u>	<u>Position</u>	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2020 Budget
GE15	City Clerk	1	1	1	1
GH09	Assistant City Clerk	1	1	1	1
GH04	Records Technician	2	1	2	1
	Recording Secretary Part-Time	-	-	-	1
	Total City Clerk Division	4	3	4	4

<u>FTEs</u>	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2020 Budget
Full-Time	4	3	4	3
Part-Time	-	-	-	.6
Total FTEs	4	3	4	3.6

Position Comments:

FY 2020:

- No changes in FY 2020 for this division.

FY 2019:

- One frozen Records Technician changed to a Recording Secretary Part-Time.

FY 2018:

- No changes in FY 2018 for this division.

FY 2017:

- No changes in FY 2017 for this division.

FY 2020
Detail Budget Report
Division Level

Fund: 001 General Fund
Division: 1805 City Clerk
Activity: 513 Financial and Administrative

		FY 2017	FY 2018	FY 2019	FY 2020
		Actual	Actual	Adopted	Adopted
		Amount	Amount	Budget	Budget
Personal Services					
12-00	Regular Salaries & Wages	\$ 129,023	\$ 134,316	\$ 142,619	\$ 151,028
13-00	Other Salaries & Wages	-	-	-	12,121
14-00	Overtime	3	60	722	614
15-00	Special Pay	-	-	-	300
21-00	FICA Taxes	10,147	10,678	11,350	13,024
22-00	Retirement Contributions	9,843	10,766	11,839	13,867
23-00	Life / Health Insurance	26,653	30,635	29,524	2,990
23-04	Medical / RX Self Insured	-	-	-	29,239
24-00	Worker's Compensation	486	451	460	499
27-00	Benefit Offset	7,050	7,350	7,200	7,200
Personal Services Total		183,205	194,256	203,714	230,882
Operating Expenditures					
34-00	Contract Services	5,084	4,888	6,400	6,400
40-00	Travel and Per Diem	1,346	595	2,055	2,055
41-00	Communication	300	300	300	-
42-00	Freight & Postage Service	2,031	2,408	2,185	2,185
47-00	Printing & Binding	347	1,383	1,580	1,430
49-00	Other Obligations	14,115	9,588	12,800	13,000
51-00	Office Supplies	-	-	-	4,000
52-00	Operating Supplies	3,242	2,760	5,300	2,665
54-00	Memberships / Publications	638	740	785	895
55-00	Training	680	-	700	700
Operating Expenditures Total		27,783	22,662	32,105	33,330
Capital Outlay					
Capital Outlay Total		-	-	-	-
City Clerk Total		\$ 210,988	\$ 216,918	\$ 235,819	\$ 264,212

Administrative Services Department Fund: Worker's Compensation Fund

FY 2020 Authorized Positions

Human Resources Division

<u>Pay Grade</u>	<u>Position</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
	No Personnel Assigned	-	-	-	-
	Total Human Resources Division	0	0	0	0

<u>FTEs</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Full-Time	-	-	-	-
Part-Time	-	-	-	-
Total FTEs	0	0	0	0

Position Comments:

- No personnel are assigned to this division.

FY 2020
Detail Budget Report
Division Level

Fund: 520 Worker's Compensation Fund
Division: 1801 Human Resources
Activity: 513 Financial and Administrative

		FY 2017 Actual Amount	FY 2018 Actual Amount	FY 2019 Adopted Budget	FY 2020 Adopted Budget
Personal Services					
24-00	Worker's Compensation	\$ 1,165,683	\$ 2,713,889	\$ 1,183,227	\$ 974,952
Personal Services Total		1,165,683	2,713,889	1,183,227	974,952
Operating Expenditures					
31-00	Professional Services	181,184	211,416	242,600	242,600
Operating Expenditures Total		181,184	211,416	242,600	242,600
Capital Outlay					
Capital Outlay Total		-	-	-	-
Human Resources Total		\$ 1,346,867	\$ 2,925,305	\$ 1,425,827	\$ 1,217,552

Administrative Services Department

Fund: Health Insurance Fund

FY 2020 Authorized Positions

Human Resources Division

<u>Pay Grade</u>	<u>Position</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
	No Personnel Assigned	-	-	-	-
	Total Human Resources Division	0	0	0	0

<u>FTEs</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Full-Time	-	-	-	-
Part-Time	-	-	-	-
Total FTEs	0	0	0	0

Position Comments:

- No personnel are assigned to this division.

FY 2020
Detail Budget Report
Division Level

Fund: 530 Health Insurance Fund
Division: 1801 Human Resources
Activity: 513 Financial and Administrative

		FY 2017 Actual Amount	FY 2018 Actual Amount	FY 2019 Adopted Budget	FY 2020 Adopted Budget
Personal Services					
23-00	Life / Health Insurance	\$ 4,255,820	\$ 5,504,130	\$ 5,707,173	\$ 5,436,860
23-03	Contra Cigna Savings	(110,049)	-	-	-
Personal Services Total		4,145,771	5,504,130	5,707,173	5,436,860
Operating Expenditures					
31-00	Professional Services	928,903	1,020,377	1,140,000	1,310,394
49-00	Other Obligations	1,530	1,614	2,000	-
Operating Expenditures Total		930,433	1,021,991	1,142,000	1,310,394
Capital Outlay					
Capital Outlay Total		-	-	-	-
Human Resources Total		\$ 5,076,204	\$ 6,526,121	\$ 6,849,173	\$ 6,747,254



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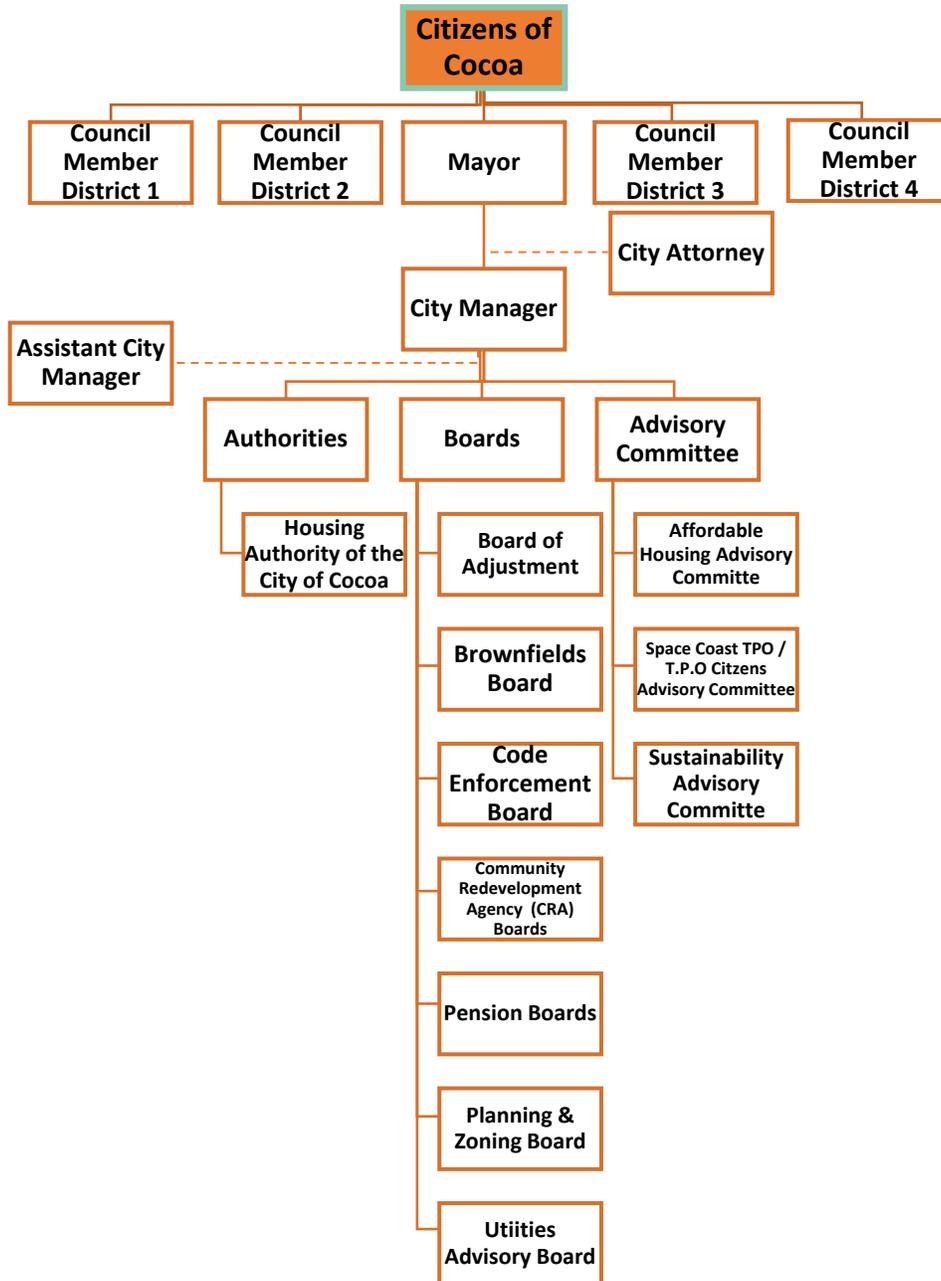
City Council Department



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City Council Department





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Departmental Summary

The major goal of the City Council is to enact responsible legislation for the prudent and ethical operation of city government, for the performance of municipal functions and to maintain free and open discussions, which guarantee democracy and continuing good governance for the City of Cocoa, Florida.

The City Council is the legislative and policymaking body of the city. Authority is vested in the City Council to establish policy, enact ordinances, hold public hearings, approve contracts and special assessments. The non-partisan City Council consists of a Mayor, who is elected at-large for a four-year term and four City Council members who are elected from single member districts for staggered four-year terms. The Mayor is the presiding officer of the City Council and possesses the same voting powers as a City Council member. The Mayor and City Council elect amongst themselves a Deputy Mayor and appoint the City Manager, City Attorney and all members of the various City boards and agencies.

The City Council is empowered to establish city policy, to provide for the exercise of all duties and obligations imposed upon the City by the City Charter and applicable State and Federal laws, and to secure the general health, safety and welfare of the city and its citizens. The City Council adopts all ordinances and resolutions necessary to execute any of the city's powers at public meetings.

Budget Resources Summary

Division	Personnel Services	Operating Expense	Capital Outlay	Debt Service	Transfers	Total Funds	FT	PT
General Fund								
City Council	\$104,142	\$81,799	-	-	-	\$185,941	-	5
Total	\$104,142	\$81,799	-	-	-	\$185,941	-	5

Narrative for Additional New Capital Outlay Items:

City Council Division

- No Additional Capital Planned

Significant Expenditures

City Council Division

- 23-00 Decrease due to reclassification of medical cost to 23-04
- 23-04 Increase due to reclassification of medical cost from to 23-00
- 42-00 Increase for postage of new quarterly newsletter
- 47-00 Increase for printing and binding of new quarterly newsletter.

City Council Department

Fund: General Fund

FY 2020 Authorized Positions

City Council Division

<u>Pay Grade</u>	<u>Position</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
CC1	Mayor	1	1	1	1
	Council Member	4	4	4	4
Total City Council Division		5	5	5	5

<u>FTEs</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Full-Time	-	-	-	-
Part-Time	2.5	2.5	2.5	2.5
Total FTEs	2.5	2.5	2.5	2.5

Position Comments:

FY 2020:

- No changes in FY 2020 for this division.

FY 2019:

- No changes in FY 2019 for this division.

FY 2018:

- No changes in FY 2018 for this division.

FY 2017:

- No changes in FY 2017 for this division.

FY 2020
Detail Budget Report
Division Level

Fund: 001 General Fund
Division: 1000 City Council
Activity: 511 Legislative

		FY 2017	FY 2018	FY 2019	FY 2020
		Actual	Actual	Adopted	Adopted
		Amount	Amount	Budget	Budget
Personal Services					
11-00	Executive Salaries	\$ 29,600	\$ 30,600	\$ 31,542	\$ 31,777
15-00	Special Pay	24,400	25,200	25,200	25,800
21-00	FICA Taxes	4,177	4,315	4,518	4,278
23-00	Life / Health Insurance	16,241	32,922	38,486	3,133
23-04	Medical / RX Self Insured	-	-	-	38,984
24-00	Worker's Compensation	196	177	180	170
Personal Services Total		74,614	93,214	99,926	104,142
Operating Expenditures					
40-00	Travel and Per Diem	8,107	4,698	11,421	11,931
41-00	Communication	2,114	2,328	5,080	3,640
42-00	Freight & Postage Service	47	47	150	6,650
47-00	Printing & Binding	79	45	98	21,148
48-00	Promotional Activities	7,633	8,791	13,600	15,450
49-00	Other Obligations	-	-	-	1,600
51-00	Office Supplies	-	-	-	500
52-00	Operating Supplies	456	288	2,750	1,850
54-00	Memberships / Publications	4,301	4,499	4,760	4,930
55-00	Training	3,495	2,300	12,850	14,100
Operating Expenditures Total		26,232	22,996	50,709	81,799
Capital Outlay					
Capital Outlay Total		-	-	-	-
City Council Total		\$ 100,846	\$ 116,210	\$ 150,635	\$ 185,941



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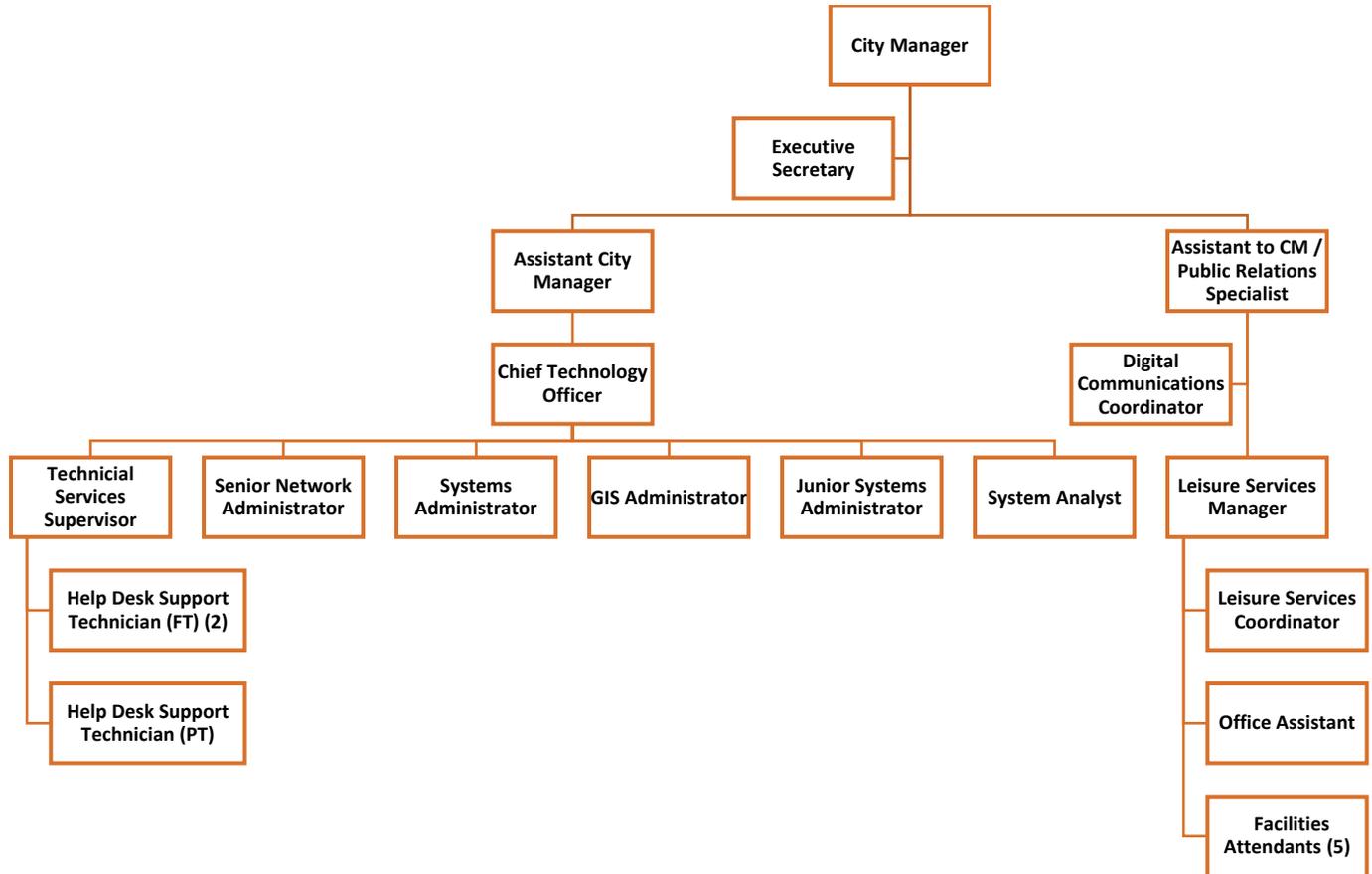
City Manager Department



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City Manager Department



Departmental Summary

The City Manager is the Chief Administrative Officer of the City who administers and oversees daily operations of the City, as well as government relations, legislative and public affairs. The City Manager executes and implements public policy as created by the City Council. The City Manager is responsible for the management of all City Departments, facilities and assets of the City. Divisions that report to the City Manager’s Department include the Information Technology (IT) and Leisure Services divisions.

Additional key areas of responsibilities include:

- ▶ Strengthening and stabilizing the City’s economic position through increased organizational efficiency, economic development and alternative funding innovations.
- ▶ Assisting the City Council in initiating, reviewing and implementing various ordinances, policies and programs, all of which are responsive to the needs of the community.
- ▶ Implement programs designed to promote the image of Cocoa in cooperation with other official organizations and groups as well as acting as the intergovernmental liaison in negotiations on the City’s behalf.



- ▶ Evaluating and implementing methods that will improve the efficiency and effectiveness of City services.
- ▶ Encouraging efforts to enhance cultural awareness in the City.
- ▶ Involving representatives of the community in partnership with the City Council and administrative staff to create an action plan to provide a high quality of life and increased economic opportunities.
- ▶ Oversees and reviews the annual budget and Capital Improvement Program (CIP) processes.

Information Technology Division

The IT division is responsible for all computer systems, networks, and communications owned and operated by the City and used by all of the employees. The primary functions of this division include managing business systems, resolving technology problem, and project management for all initiatives or functions that require the use of technology.

Leisure Services Division

This division is responsible for the administration and marketing of facility rentals, park permits, parade/special event applications and several annual special events. The Leisure Services division oversees the management and operations of the Porcher House, the Cocoa Civic Center, the Riverfront Park Amphitheatre, Taylor Park, and Myrtle Tharpe Square.

Key Performance Indicators

Indicator	City Goal	City Objective	Required	FY 2019 Achieved	Variance
Leisure Services					
Attend annual media summit and other media events.	EC1	1.2a	11 times	100%	-
Create a quarterly citizen spotlight.	EI1	1.5b	Quarterly	100%	-
Increase social media reach.	EC1	1.5c	Daily	100%	-

Budget Resources Summary

Division	Personnel Services	Operating Expense	Capital Outlay	Debt Service	Transfers	Total Funds	FT	PT
General Fund								
City Manager	\$735,378	\$65,990	\$-	\$-	\$-	\$801,368	5	-
Information Technology	722,440	1,424,565	120,000	-	-	2,267,005	9	.5
Leisure Services	342,218	57,334	-	-	-	399,552	3	2.5
Total	\$1,800,036	\$1,547,889	\$120,000	\$-	\$-	\$3,467,925	17	3



Narrative for Additional New Capital Outlay Items:

City Manager Division

- No Additional Capital Planned

Information Technology Division

- Fiber install from the Police Department to the new Dr. Joe Lee Smith Center.
- Network chassis and core upgrades.

Significant Expenditures

General Fund – City Manager Division

- 12-00 to 12-12 Increased to match anticipated salary increases.
- 21-00 to 22-00 Increased to reflect anticipated salary and benefit costs.
- 23-00 Decrease due to reclassification of medical cost to 23-04
- 23-04 Increase due to reclassification of medical cost from to 23-00
- 48-00 Increase due to implementation of Community Survey in FY 2020.
- 49-00 Decrease due to the digital marketing billboard completed last year

General Fund – Information Technology Division

- 23-00 Decrease due to reclassification of medical cost to 23-04
- 23-04 Increase due to reclassification of medical cost from to 23-00
- 31-00 Increase due to Kronos upgrade and Enterprise Resource Planning (ERP) conversion.
- 41-00 Increase in the City Hall internet cost.
- 52-00 Increase due to reclassification of IT related operating cost to the 56-15
- 54-00 Decrease due to research membership not continuing.
- 56-15 Increase due to reclassification of IT related operating cost from the 52-00
- 63-00 Increase due to fiber install from PD to the new Dr. Joe Lee Smith Center
- 64-15 Increase due to network chassis and core upgrades.
- 68-10 Decrease due to non-capital software licenses being moved to operating.

General Fund – Leisure Services

- 15-00 Increase due to additional special events.
- 23-00 Decrease due to reclassification of medical cost to 23-04
- 23-04 Increase due to reclassification of medical cost from to 23-00
- 31-00 Decrease due to RecTrack upgrade services last year.

City Manager Department

Fund: General Fund

FY 2020 Authorized Positions

City Manager Division

<u>Pay Grade</u>	<u>Position</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
CM1	City Manager	1	1	1	1
GE18	Assistant City Manager	1	1	1	1
GE14	Assistant to CM / Public Relations Specialist	-	-	1	1
GE11	Public Relations Specialist	1	1	-	-
GH09	Digital Communications Coordinator	-	-	-	1
GH09	Executive Secretary	1	1	1	1
Total City Manager Division		4	4	4	5

<u>FTEs</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Full-Time	4	4	4	5
Part-Time	-	-	-	-
Total FTEs	4	4	4	5

Position Comments:

FY 2020:

- No changes in FY 2020 for this division.

FY 2019:

- In FY 2019, a Digital Communications Coordinator was added to the headcount.

FY 2018:

- In FY 2018, the Public Relations Specialist position was replaced with an Assistant to CM / Public Relations Specialist.

FY 2017:

- No changes in FY 2017 for this division.

FY 2020
Detail Budget Report
Division Level

Fund: 001 General Fund
Division: 1100 City Manager Office
Activity: 512 Executive

		FY 2017	FY 2018	FY 2019	FY 2020
		Actual	Actual	Adopted	Adopted
		Amount	Amount	Budget	Budget
Personal Services					
12-00	Regular Salaries & Wages	\$ 331,347	\$ 361,949	\$ 394,839	\$ 470,924
12-12	Retirement Leave Accrual	-	71	-	-
14-00	Overtime	-	30	206	-
15-00	Special Pay	7,200	7,800	7,200	7,500
21-00	FICA Taxes	23,864	25,237	30,174	36,060
22-00	Retirement Contributions	59,953	67,209	76,272	90,590
22-03	State Contributions	7,895	12,608	13,837	14,814
23-00	Life / Health Insurance	53,904	71,677	68,775	8,667
23-04	Medical / RX Self Insured	-	-	-	92,190
24-00	Worker's Compensation	1,248	1,206	1,264	1,433
27-00	Benefit Offset	9,600	11,025	10,800	13,200
Personal Services Total		495,011	558,812	603,367	735,378
Operating Expenditures					
40-00	Travel and Per Diem	7,074	4,569	7,700	11,150
41-00	Communication	1,879	1,882	2,460	1,980
42-00	Freight & Postage Service	186	471	500	100
47-00	Printing & Binding	2,087	2,000	2,500	-
48-00	Promotional Activities	5,225	2,706	1,000	15,000
49-00	Other Obligations	48,631	40,057	45,000	25,000
52-00	Operating Supplies	1,060	820	800	800
54-00	Memberships / Publications	4,417	4,664	5,105	5,170
55-00	Training	2,644	3,540	5,725	6,790
Operating Expenditures Total		73,203	60,709	70,790	65,990
Capital Outlay					
Capital Outlay Total		-	-	-	-
City Manager Office Total		\$ 568,214	\$ 619,521	\$ 674,157	\$ 801,368

City Manager Department Fund: General Fund

FY 2020 Authorized Positions

Information Technology Division

<u>Pay Grade</u>	<u>Position</u>	FY 2017 Actuals	FY 2018 Actuals	FY 2019 Budget	FY 2020 Budget
GE16	Chief Technology Officer	-	1	1	1
GE15	Information Technology Manager	1	-	-	-
GE12	Senior Network Administrator	1	1	1	1
GE12	Technical Services Supervisor	1	1	1	1
GE11	GIS Administrator	-	1	1	1
GE11	Systems Administrator	1	1	1	1
GE10	Junior Systems Administrator	-	1	1	1
GE10	Systems Analyst	1	1	1	1
GE7	Help Desk Support Technician	2	3	3	3
GE3	Desktop Support Technician	2	-	-	-
Total Information Technology Division		9	10	10	10

<u>FTEs</u>	FY 2017 Actuals	FY 2018 Actuals	FY 2019 Budget	FY 2020 Budget
Full-Time	8	9	9	9
Part-Time	.5	.5	.5	.5
Total FTEs	8.5	9.5	9.5	9.5

Position Comments:

FY 2020:

- No changes in FY 2020 for this division.

FY 2019:

- No changes in FY 2019 for this division.

FY 2018:

- No changes in FY 2018 for this division.



FY 2017:

- In FY 2017, one Desktop Support Technician was changed to Help Desk Support Technician (FT).
- In FY 2017, one Desktop Support Technician was changed to Junior Systems Administrator.
- In FY 2017, the Information Technology Manager was replaced with the Chief Technology Officer.
- In FY 2017, the GIS Administrator was moved from the Community Services Department to the Information Technology Division of the City Manager Department.



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FY 2020
Detail Budget Report
Division Level

Fund: 001 General Fund
Division: 1103 Information Technology
Activity: 516 Information Systems

		FY 2017 Actual Amount	FY 2018 Actual Amount	FY 2019 Adopted Budget	FY 2020 Adopted Budget
Personal Services					
12-00	Regular Salaries & Wages	\$ 417,637	\$ 440,896	\$ 479,806	\$ 500,084
12-12	Retirement Leave Accrual	7,347	2,187	-	-
13-00	Other Salaries & Wages	9,534	14,780	17,356	16,978
14-00	Overtime	1,748	927	2,253	2,253
21-00	FICA Taxes	33,030	34,784	37,595	39,968
22-00	Retirement Contributions	35,203	38,878	43,416	46,107
23-00	Life / Health Insurance	85,099	106,330	111,103	9,476
23-04	Medical / RX Self Insured	-	-	-	84,394
24-00	Worker's Compensation	1,583	1,532	1,593	1,580
27-00	Benefit Offset	18,650	21,200	21,600	21,600
Personal Services Total		609,831	661,514	714,722	722,440
Operating Expenditures					
31-00	Professional Services	71,300	63,808	98,000	295,000
34-00	Contract Services	275,614	264,867	257,593	260,169
40-00	Travel and Per Diem	566	1,377	2,250	2,250
41-00	Communication	60,090	68,688	61,400	69,828
42-00	Freight & Postage Service	1,008	411	750	500
44-00	Rental and Leases	127,758	98,779	43,555	44,555
45-00	Insurance	-	640	1,240	500
46-00	Repairs & Maintenance	200,389	303,042	417,108	410,039
46-03	Repairs & Maintenance - Vehicles	22	611	1,000	950
49-00	Other Obligations	529	4	500	750
51-00	Office Supplies	-	-	-	2,700
52-00	Operating Supplies	339,373	375,778	299,080	264,485
52-30	Fuel, Oil & Lubricants	-	349	450	359
54-00	Memberships / Publications	200	200	25,200	2,200
55-00	Training	7,607	16,968	15,921	15,280
56-15	IT - Related Operating Expense	-	-	-	55,000
Operating Expenditures Total		1,084,456	1,195,522	1,224,047	1,424,565
Capital Outlay					
63-00	Infrastructure	21,503	-	-	60,000
64-00	Machinery & Equipment	182,599	67,772	-	-
64-15	IT Hardware	-	40,722	92,000	60,000
68-10	Intangible Assets	20,478	9,843	15,059	-
Capital Outlay Total		224,580	118,337	107,059	120,000
Information Technology Total		\$ 1,918,867	\$ 1,975,373	\$ 2,045,828	\$ 2,267,005

City Manager Department

Fund: General Fund

FY 2020 Authorized Positions

Leisure Services Division

<u>Pay Grade</u>	<u>Position</u>	<u>FY 2017 Actuals</u>	<u>FY 2018 Actuals</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
GE13	Leisure Services Manager	1	1	1	1
GH9	Leisure Services Coordinator	1	1	1	1
GH4	Office Assistant	1	1	1	1
GH3	Facilities Attendant (PT)	4	4	5	5
Total Leisure Services Division		7	7	8	8

<u>FTEs</u>	<u>FY 2017 Actuals</u>	<u>FY 2018 Actuals</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Full-Time	1	1	3	3
Part-Time	2	2	2.5	2.5
Total FTEs	3	3	5.5	5.5

Note: In FY 2019, the Leisure Services division moved from the Community Services department (division 3290) to the City Managers department (division 1190).

Position Comments:

FY 2020:

- No changes in FY 2020 for this division.

FY 2019:

- In FY 2019, the Leisure Services division moved the City Managers Department.

FY 2018:

- In FY 2018, an additional Facilities Attendant was added to the headcount.

FY 2017:

- No changes in FY 2017 for this division.

FY 2020
Detail Budget Report
Division Level

Fund: 001 General Fund
Division: 1190 Leisure Services
Activity: 574 Special Events

		FY 2017	FY 2018	FY 2019	FY 2020
		Actual	Actual	Adopted	Adopted
		Amount	Amount	Budget	Budget
Personal Services					
12-00	Regular Salaries & Wages	\$ 119,404	\$ 122,986	\$ 130,419	\$ 137,224
12-12	Retirement Leave Accrual	-	1,119	-	-
13-00	Other Salaries & Wages	51,325	47,412	63,484	64,368
14-00	Overtime	366	1,947	532	1,668
15-00	Special Pay	28,540	16,466	37,800	46,885
21-00	FICA Taxes	14,678	13,755	16,661	14,610
22-00	Retirement Contributions	13,052	13,894	16,060	17,211
22-01	Licensed Police / Firefighters	3,018	-	-	-
23-00	Life / Health Insurance	34,486	44,055	42,684	3,509
23-04	Medical / RX Self Insured	-	-	-	44,743
24-00	Worker's Compensation	5,724	5,363	6,269	4,800
27-00	Benefit Offset	7,200	7,350	7,200	7,200
Personal Services Total		277,793	274,347	321,109	342,218

Operating Expenditures

31-00	Professional Services	-	-	8,202	-
34-00	Contract Services	19,850	22,114	25,650	28,250
40-00	Travel and Per Diem	-	-	400	-
41-00	Communication	20	354	1,552	1,320
42-00	Freight & Postage Service	379	139	1,125	800
44-00	Rental and Leases	2,338	967	2,500	2,600
46-00	Repairs & Maintenance	-	-	330	300
46-03	Repairs & Maintenance - Vehicles	-	30	-	-
47-00	Printing & Binding	30	185	640	670
48-00	Promotional Activities	2,011	2,086	2,520	3,675
49-00	Other Obligations	4,633	5,805	4,350	4,550
51-00	Office Supplies	-	-	-	400
52-00	Operating Supplies	9,159	5,134	6,360	9,635
52-07	Janitorial Supplies	39	-	-	-
54-00	Memberships / Publications	550	550	800	550
55-00	Training	-	280	235	250
56-15	IT - Related Operating Expense	-	-	-	4,334
Operating Expenditures Total		39,009	37,644	54,664	57,334

Capital Outlay

64-00	Machinery & Equipment	7,299	-	-	-
Capital Outlay Total		7,299	-	-	-

Leisure Services Total		\$ 324,101	\$ 311,991	\$ 375,773	\$ 399,552
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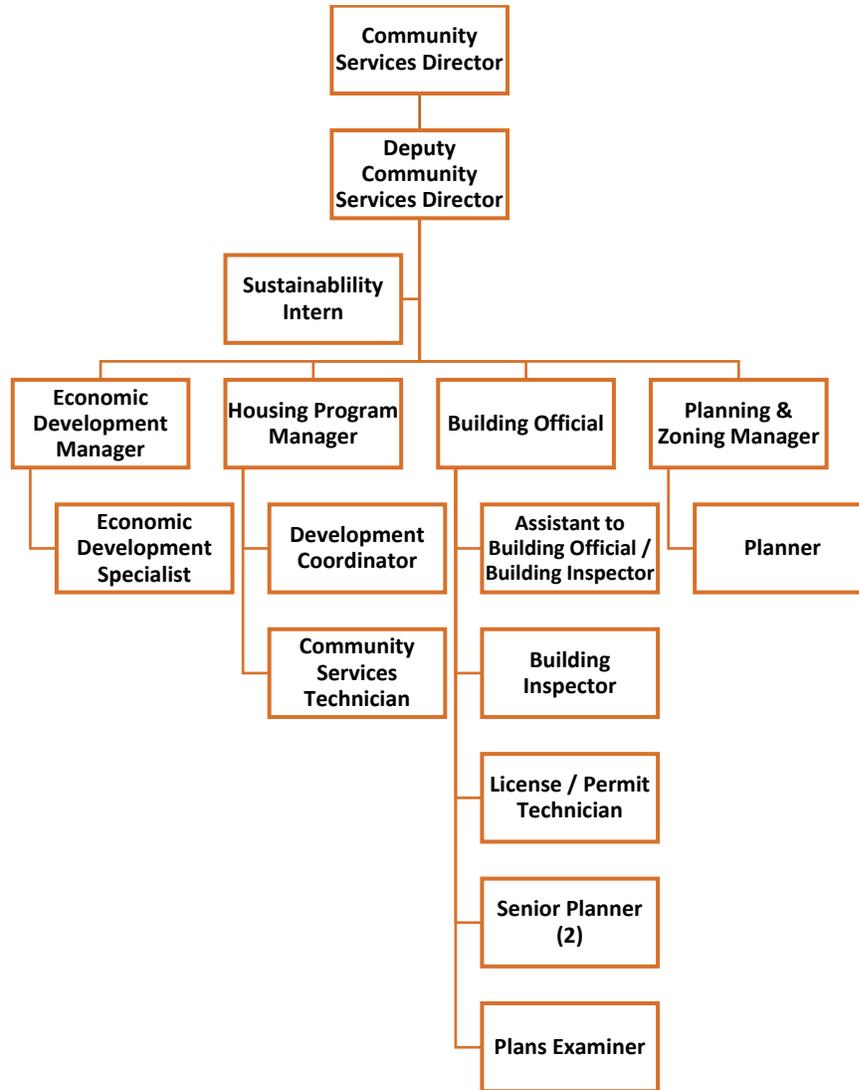


Community Services Department





Community Services Department



Departmental Summary

It is the responsibility of the Community Services Department to direct the physical growth of the City in an orderly manner that benefits the residents, businesses, and industry in the community. The Community Services Department is responsible for six core business functions that guide future planning, development and community related services in the City, including Building and Permitting, Housing and Neighborhood Services, Economic Development and Planning and Zoning.

The Community Services Department is also responsible for overseeing the Community Services Administration division, Economic Development division, Community Redevelopment Area (CRA) Administration/Operations division and the Housing Grants division. The City currently has three CRAs located within the city limits. The Community Services Administration and Economic



Development Divisions are recorded in the General Fund. Special Revenue Funds are used to account for the proceeds of specific revenue sources which are legally restricted to be spent for specified purposes. Special Revenue Funds managed by the Community Services Department are listed below.

Community Services Administration Division

This division is responsible for building and permitting, planning and zoning, and occupational licenses. Building and permitting staff are responsible for the review, permitting and inspection of any building or plan to ensure public safety, health, and general welfare through monitoring and compliance with the Florida Building Code. Building and permitting also oversees construction, alteration, repair, removal, demolition, use and occupancy of buildings, structures or premises. Local Business Taxes are administered in this division (formerly known as Occupational Licenses). Businesses that operate in the City limits are required to obtain an occupational license.

The Planning and Zoning staff maintains the City's comprehensive plan, land development regulations, and development review process. Responsibilities include site plan review and approval, subdivision review, rezoning, addressing of properties, variances, waivers, special exceptions, zoning ordinance amendments, home occupation approval and sign regulations.

Economic Development Division

This division is responsible for expanding the City's tax base and developing the local economy. This is accomplished through annexations, working with the development community, recruiting new businesses to the area, and working to retain and expand the City's existing businesses.

Special Revenue Funds

State & Federal Housing Funds

The Housing & Neighborhood Services Division oversees the following State and Federal funding programs. The activity for these programs is recorded in separate Special Revenue Funds for each program.

- **Community Development Block Grant (CDBG)** -- The City's CDBG program provides funds for improvement projects that are focused on the reduction of slum and blighted conditions and for the enhancement of public facilities within distressed areas. The fund accounts for revenues received from the US Department of Housing and Urban Development (HUD).
- **HOME Investment Partnership Program (HOME)** -- This fund come to the City from HUD through the Brevard County HOME Consortium. The City utilizes the revenue to increase the availability of affordable housing and through contracting with local non-profit Community Housing Development organizations.
- **State Housing Initiative Partnership (SHIP)** – SHIP funds are administered through the Cocoa Housing Trust Fund. SHIP provides home rehabilitation funds to homeowners and purchase assistance for homebuyers.



Community Redevelopment Agencies (CRA)

The Community Services Department oversees the administration of the City's three CRAs. CRAs are created through establishment of Community Redevelopment Districts. Each district must be accounted for in a separate fund. The three CRAs receive Tax Increment Funding (TIF) as their funding source. Increases in property value after the establishment of the CRA return to the CRA as TIF revenue. The revenue is used to encourage development and redevelopment and reduce blight in accordance with masterplans adopted by each CRA in accordance with FS Sec163.512. The three CRAs are as follows:

- **Cocoa/Downtown CRA** – The Cocoa CRA generally encompasses the area surrounding, the City's Historic Downtown Cocoa Village.
- **Diamond Square CRA** – This CRA is located in the City's most economically depressed area, Census Tract 626.
- **US1 Corridor CRA** – This CRA is located along US Highway 1.

Key Performance Indicators

Indicator	City Goal	City Objective	Required	FY 2019 Achieved	Variance
Community Service Administration					
Increase # of Senior and veteran housing	CD2	2.1b	+90	100%	-
Ensure unsafe structures are removed.	CD3	3.1a	5	100%	-
Maintain a brownfields program.	CD3	3.2a	Annually	100%	-

Budget Resources Summary

Division	Personnel Services	Operating Expense	Capital Outlay	Transfers	Total Funds	FT	PT
General Fund							
Administration	\$1,000,803	\$154,559	\$26,800	\$-	\$1,182,162	14	1
Economic Development	79,344	63,357	-	-	142,701	2	-
CDBG Fund							
Housing Grants	32,023	201,113	-	-	233,136	-	-
Home Grant Fund							
Housing Grants	8,006	494,339	-	-	502,345	-	-
SHIP Fund							
Housing Grants	-	43,074	-	-	43,074	-	-
Cocoa CRA Fund							
CRA Administration	69,516	708,884	6,897,300	348,884	8,024,584	-	-
Diamond Square CRA Fund							
CRA Administration	33,336	88,976	135,000	-	257,312	-	-
US1 CRA Fund							
CRA Administration	-	204,832	-	-	204,832	-	-
Total	\$1,223,028	\$1,959,134	\$7,059,100	\$348,884	\$10,590,146	16	1



Narrative for Additional New Capital Outlay Items:

General Fund – Community Services Division

- Building Inspector's Vehicle. - \$26,800

General Fund – Economic Development Division

- No Additional Capital Planned.

CDBG Fund – Housing Grants

- No Additional Capital Planned.

Home Grant Fund – Housing Grants

- No Additional Capital Planned.

SHIP Fund – Housing Grants

- No Additional Capital Planned.

Cocoa CRA Fund – CRA Administration / Operations

- Civic Center Construction - \$5,553,300
- Cross walks in Cocoa Village - \$150,000
- Downtown Cocoa Village Parking - \$50,000
- Harrison Street Streetscaping & Stormwater Drainage Improvements - \$75,000
- Lee Wenner Park Renovation - \$934,000
- Riveredge Blvd. Sidewalks - \$35,000

Diamond Square CRA Fund – CRA Administration / Operations

- No Additional Capital Planned.

US1 Corridor CRA Fund - CRA Administration / Operations

- No Additional Capital Planned.

Significant Expenditures

General Fund – Community Services Division

- 12-00 Increased due to an addition of a Development Coordinator.
- 13-00 Increase due to an additional part-time Sustainability Intern position.
- 21-00 to 22-00 Increased to reflect anticipated salary increase and benefit costs.
- 23-00 Decrease due to reclassification of medical cost to 23-04.
- 23-04 Increase due to reclassification of medical cost from to 23-00.



- 31-00 Increase due to the open space and parks master plan.
- 52-00 Decrease due to reclassification of IT related operating cost to the 56-15.
- 56-15 Increase due to reclassification of IT related operating cost from the 52-00.

General Fund – Economic Development Division

- 12-00 Decrease due to a reduction of a Redevelopment Specialist position.
- 21-00 to 22-00 Decreased to reflect anticipated reduction in salaries and benefit costs.
- 23-00 Decrease due to reclassification of medical cost to 23-04.
- 23-04 Increase due to reclassification of medical cost from 23-00.
- 31-00 Decrease due to Section 108 Loan moving to a separate fund.
- 46-00 Decrease due to reclassification of IT related operating cost to the 56-15.
- 48-11 Increase in the FACADE & Training grant program.
- 52-00 Decrease due to reclassification of IT related operating cost to the 56-15.
- 56-15 Increase due to reclassification of IT related operating cost from 46-00 and 52-00.

CDBG Fund – Housing Grants

- 23-00 Decrease due to reclassification of medical cost to 23-04
- 23-04 Increase due to reclassification of medical cost from to 23-00
- 83-00 Decrease due to a reduction in the carryforward of the Housing Rehab Program.

Home Grant Fund – Housing Grants

No significant expenditure changes in FY 2020.

SHIP Fund – Housing Grants

- 83-00 Decrease due to a reduction in the carryforward of the Housing Rehab Program.

Cocoa CRA Fund – CRA Administration / Operations

- 23-00 Decrease due to reclassification of medical cost to 23-04
- 23-04 Increase due to reclassification of medical cost from to 23-00
- 31-00 Increase due to the Downtown Cocoa Village on-street parking project and architectural standards consultant.
- 31-01 Increase in the cost of Agency Counsel legal expenses.
- 34-00 Decrease due to the reduction of the Riverfront Park maintenance and downtown Cocoa Village parking project.
- 39-00 Decreased to reflected anticipated contingency costs.
- 44-00 Decrease due to the CAM component of the Post Office lease of the Orange St. Tower being relocated to the 58-01 account.
- 58-01 Increase due to the CAM component of the Post Office lease of the Orange St. Tower being relocated from the 44-00 account.
- 62-00 Increase due to the Civic Center and Lee Wenner Park Renovations projects.



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- 63-00 Increase due to the Riveredge Sidewalk, Riverfront Overlooks, Harrison Street Streetscaping & Stormwater Drainage Improvements and Cocoa Village Cross Walk projects.
- 91-01 Increase due to the relocation of the Old City Hall Loan B principle payment and the Riverfront Park maintenance.
- 91-30 Increase due to the relocation of the FDOT US1 Widening principle payment

Diamond Square CRA Fund – CRA Administration / Operations

- 12-00 Decrease due to a change in the payroll allocation method for employee's who administer in this program.
- 23-00 Decrease due to reclassification of medical costs to 23-04
- 23-04 Increase due to reclassification of medical costs from to 23-00
- 31-00 Increase due to the Dr. Joe Lee Smith existing building assessment.
- 34-00 Increase due to the addition of the community garden property and grounds maintenance.
- 39-00 Increased to reflected anticipated contingency costs.
- 63-00 Increase due to the additional of the Michael C. Blake subdivision utilities/sitework project.

US1 Corridor CRA Fund - CRA Administration / Operations

- 83-02 Decrease due to the final payment of the FDOT Loan.

Community Services Department Fund: General Fund

FY 2020 Authorized Positions

Community Services Administration Division

<u>Pay Grade</u>	<u>Position</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
GE17	Community Services Director / Planning & Zoning Administrator*	1	1	1	1
GE16	Deputy Director Community Services*	1	1	1	1
GE15	Building Official	1	1	1	1
GE14	Planning & Zoning Manager	-	1	1	1
GE12	Assistant to Building Official / Building Inspector*	-	-	1	1
	Code Enforcement Supervisor	1	-	-	-
	Housing Program Manager*	1	1	1	1
	Senior Planner	1	-	1	2
GE11	GIS Administrator	1	-	-	-
GE10	Planner	1	2	1	1
	Planning & Code Enforcement Technician	1	-	-	-
	Plans Examiner	2	2	2	1
GE09	Residential Services Coordinator	1	-	-	-
GH09	Building Inspector	1	1	-	1
	Community Services Technician	1	1	1	1
	Development Coordinator	-	-	-	1
	Housing Program Coordinator	1	1	1	-
GH07	Code Enforcement Officer	2	-	-	-
GH05	License / Permit Technician	1	1	1	1
GH4	Sustainability Intern	-	-	-	1
Total Community Services Administration Division		18	13	13	15

<u>FTEs</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Full-Time	18	13	13	14
Part-Time	-	-	-	.5
Total FTEs	18	13	13	14.5

Note: *See Appendix A for funding split.



Position Comments:

FY 2020:

- In FY 2020, A Sustainability Intern was added to the headcount.

FY 2019:

- In FY 2019, the Plans Examiner position was replaced with a Building Inspector position.
- In FY 2019, the Housing Program Coordinator was replaced with a Development Coordinator.
- In FY 2019, The Economic Development Manager position was closed in the Economic Development Division to open a Senior Planner position in the Community Services Administration division.

FY 2018:

- In FY 2018, the Building Inspector was replaced with the Assistant to Building Official / Building Inspector.
- In FY 2018, the Planner was unfrozen and the Senior Planner was frozen.

FY 2017:

- In FY 2017 the Senior Planner was retitled to Planning & Zoning Manager.
- In FY 2017 the Residential Service Coordinator was replaced with a Planner.
- In FY 2017 the Code Enforcement division was moved from the Community Services Department to the Police Department.
- In FY 2017 the Planning & Code Enforcement Technician in the Community Services Department was replaced with the Code Enforcement Coordinator in the Police Code Enforcement division.
- In FY 2017 the Code Enforcement Supervisor in the Community Services Department was replaced with the Code Enforcement Manager and moved to the Police Code Enforcement division.
- In FY 2017 two Code Enforcement Officers were moved to the Police Code Enforcement division from the Community Services Department.
- In FY 2017 the GIS Administrator was moved from the Community Services Department to the Information Technology Division of the City Manager's Department.
- In FY 2017 the Fire Inspector position was unfrozen and moved from Community Services Department (3200) to Fire Administration Department.



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FY 2020
Detail Budget Report
Division Level

Fund: 001 General Fund
Division: 3200 Community Service Administration
Activity: 515 Comprehensive Planning

		FY 2017	FY 2018	FY 2019	FY 2020
		Actual	Actual	Adopted	Adopted
		Amount	Amount	Budget	Budget
Personal Services					
12-00	Regular Salaries & Wages	\$ 426,373	\$ 445,007	\$ 529,290	\$ 677,325
12-12	Retirement Leave Accrual	36,201	13,127	-	-
13-00	Other Salaries & Wages	-	-	-	8,000
14-00	Overtime	361	464	375	-
15-00	Special Pay	-	-	-	300
21-00	FICA Taxes	36,356	35,635	42,324	52,277
22-00	Retirement Contributions	48,328	51,751	60,679	85,679
23-00	Life / Health Insurance	66,580	68,892	79,896	12,427
23-04	Medical / RX Self Insured	-	-	-	130,875
24-00	Worker's Compensation	8,670	6,882	7,473	10,280
27-00	Benefit Offset	17,150	18,040	21,600	23,640
Personal Services Total		640,019	639,798	741,637	1,000,803

Operating Expenditures

31-00	Professional Services	9,054	26,912	-	60,000
34-00	Contract Services	56,694	67,912	20,000	20,000
40-00	Travel and Per Diem	585	352	902	2,010
41-00	Communication	2,521	2,605	4,458	3,930
42-00	Freight & Postage Service	3,447	2,487	4,200	4,200
44-00	Rental and Leases	-	-	2,256	-
45-00	Insurance	925	783	784	-
46-00	Repairs & Maintenance	2,470	-	-	-
46-03	Repairs & Maintenance - Vehicles	941	1,321	2,825	2,850
47-00	Printing & Binding	50	215	374	524
49-00	Other Obligations	160,972	18,318	13,950	17,450
51-00	Office Supplies	-	-	-	2,550
52-00	Operating Supplies	2,462	2,912	43,190	960
52-30	Fuel, Oil & Lubricants	2,318	1,250	2,644	6,000
54-00	Memberships / Publications	1,053	2,095	3,225	4,840
55-00	Training	1,297	3,997	5,033	5,245
56-15	IT - Related Operating Expense	-	-	-	24,000
Operating Expenditures Total		244,789	131,159	103,841	154,559

Capital Outlay

61-00	Land	-	37,091	-	-
62-00	Buildings	-	209,508	-	-
63-00	Infrastructure	-	91,981	-	-
64-00	Machinery & Equipment	-	-	23,676	26,800
64-15	IT Hardware	-	-	2,050	-
Capital Outlay Total		-	338,580	25,726	26,800

Community Service Administration Total		\$ 884,808	\$ 1,109,537	\$ 871,204	\$ 1,182,162
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Community Services Department Fund: General Fund

FY 2020 Authorized Positions

Economic Development Division

<u>Pay Grade</u>	<u>Position</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
GE14	Economic Development Manager	1	1	1	-
GE13	Redevelopment Program Manager*	-	-	-	1
GE12	CRA Program Manager	1	-	-	-
	Redevelopment Specialist	-	1	1	-
GE09	Economic Development Specialist	1	1	1	1
	Total Economic Development Division	3	3	3	2

<u>FTEs</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Full-Time	3	3	3	2
Part-Time	-	-	-	-
Total FTEs	3	3	3	2

Note: *See Appendix A for funding split.

Position Comments:

FY 2020:

- No changes in FY 2018 for this division.

FY 2019:

- In FY 2019, the Economic Development Manager position was closed in the Economic Development Division to open a Senior Planner position in the Community Services Administration division.
- In FY 2019, The Redevelopment Specialist position was reclassified to an Economic Development Specialist.

FY 2018:

- No changes in FY 2018 for this division.

FY 2017:

- In FY 2017, the CRA Program Manager was replaced with a Redevelopment Specialist.

FY 2020
Detail Budget Report
Division Level

Fund: 001 General Fund
Division: 3205 Economic Development
Activity: 559 Other Economic Environment

		FY 2017	FY 2018	FY 2019	FY 2020
		Actual	Actual	Adopted	Adopted
		Amount	Amount	Budget	Budget
Personal Services					
12-00	Regular Salaries & Wages	\$ 148,436	\$ 165,493	\$ 212,037	\$ 52,142
12-12	Retirement Leave Accrual	20,833	3,497	-	-
15-00	Special Pay	-	-	-	300
21-00	FICA Taxes	13,019	12,826	15,999	3,828
22-00	Retirement Contributions	23,797	25,899	31,253	4,417
23-00	Life / Health Insurance	23,952	27,855	33,324	1,183
23-04	Medical / RX Self Insured	-	-	-	14,914
24-00	Worker's Compensation	627	574	669	160
27-00	Benefit Offset	5,008	5,368	6,960	2,400
Personal Services Total		235,672	241,512	300,242	79,344

Operating Expenditures					
31-00	Professional Services	-	1,600	66,112	-
40-00	Travel and Per Diem	1,165	312	2,103	969
41-00	Communication	563	897	750	348
42-00	Freight & Postage Service	139	168	2,050	800
44-00	Rental and Leases	-	20	-	-
46-00	Repairs & Maintenance	1,575	1,891	6,640	-
47-00	Printing & Binding	1,178	1,594	3,490	2,360
48-00	Promotional Activities	6,917	19,157	11,500	9,000
48-11	Business Assistant Program	-	-	10,000	20,000
49-00	Other Obligations	3,653	215	275	300
49-02	Advertising	-	-	225	700
49-05	Brownfields Redevelopment Program	194,805	63,306	-	-
49-06	Brownfield Program City cost	66,216	38,281	15,000	15,000
51-00	Office Supplies	-	-	-	750
52-00	Operating Supplies	996	459	7,750	1,000
54-00	Memberships / Publications	2,950	4,118	4,650	4,630
55-00	Training	860	550	2,600	920
56-15	IT - Related Operating Expense	-	-	-	6,580
Operating Expenditures Total		281,017	132,568	133,145	63,357

Capital Outlay					
64-00	Machinery & Equipment	-	1,441	-	-
Capital Outlay Total		-	1,441	-	-

Economic Development Total		\$ 516,689	\$ 375,521	\$ 433,387	\$ 142,701
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Community Services Department

Fund: CDBG Fund

FY 2020 Authorized Positions

Housing Grants Division

<u>Pay Grade</u>	<u>Position</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
	No Personnel Assigned	-	-	-	-
	Total Housing Grants Division	0	0	0	0

<u>FTEs</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Full-Time	-	-	-	-
Part-Time	-	-	-	-
Total FTEs	-	-	-	-

Position Comments:

- No personnel are assigned to this division.

FY 2020
Detail Budget Report
Division Level

Fund: 103 Community Development Block Grant
Division: 3240 Housing Grants
Activity: 554 Housing and Urban Development

		FY 2017	FY 2018	FY 2019	FY 2020
		Actual	Actual	Adopted	Adopted
		Amount	Amount	Budget	Budget
Personal Services					
12-00	Regular Salaries & Wages	\$ 19,678	\$ 20,525	\$ 21,817	\$ 20,537
21-00	FICA Taxes	1,579	1,646	1,745	1,571
22-00	Retirement Contributions	1,501	1,644	1,802	1,739
23-00	Life / Health Insurance	3,294	3,527	3,780	537
23-04	Medical / RX Self Insured	-	-	-	7,603
24-00	Worker's Compensation	53	52	53	36
27-00	Benefit Offset	960	980	960	-
Personal Services Total		27,065	28,374	30,157	32,023

Operating Expenditures					
34-00	Contract Services	1,000	-	1,500	1,000
39-00	Contingency	-	-	186	-
40-00	Travel and Per Diem	780	387	1,458	574
42-00	Freight & Postage Service	-	-	40	40
49-00	Other Obligations	553	402	1,091	1,091
51-00	Office Supplies	-	-	-	200
52-00	Operating Supplies	-	-	500	-
54-00	Memberships / Publications	275	275	275	275
55-00	Training	510	300	570	295
83-00	Other Grants & Aids	167,947	116,233	371,161	197,638
Operating Expenditures Total		171,065	117,597	376,781	201,113

Capital Outlay					
Capital Outlay Total		-	-	-	-

Housing Grants Total		\$ 198,130	\$ 145,971	\$ 406,938	\$ 233,136
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Community Services Department

Fund: Home Grant Fund

FY 2020 Authorized Positions

Housing Grants Division

<u>Pay Grade</u>	<u>Position</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
	No Personnel Assigned	-	-	-	-
	Total Housing Grants Division	0	0	0	0

<u>FTEs</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Full-Time	-	-	-	-
Part-Time	-	-	-	-
Total FTEs	0	0	0	0

Position Comments:

- No personnel are assigned to this division.

FY 2020
Detail Budget Report
Division Level

Fund: 104 Brevard County Home Grant
Division: 3240 Housing Grants
Activity: 554 Housing and Urban Development

		FY 2017 Actual Amount	FY 2018 Actual Amount	FY 2019 Adopted Budget	FY 2020 Adopted Budget
Personal Services					
12-00	Regular Salaries & Wages	\$ -	\$ (68)	\$ 5,455	\$ 5,134
21-00	FICA Taxes	-	(5)	436	393
22-00	Retirement Contributions	-	(5)	450	435
23-00	Life / Health Insurance	-	-	945	134
23-04	Medical / RX Self Insured	-	-	-	1,901
24-00	Worker's Compensation	-	-	13	9
27-00	Benefit Offset	-	-	240	-
Personal Services Total		-	(78)	7,539	8,006
Operating Expenditures					
39-00	Contingency	-	-	92	-
40-00	Travel and Per Diem	314	196	906	1,056
42-00	Freight & Postage Service	-	-	10	25
49-00	Other Obligations	-	-	372	372
51-00	Office Supplies	-	-	-	200
52-00	Operating Supplies	-	155	500	-
55-00	Training	-	-	660	660
83-00	Other Grants & Aids	530,496	104,236	531,749	492,026
Operating Expenditures Total		530,810	104,587	534,289	494,339
Capital Outlay					
Capital Outlay Total		-	-	-	-
Housing Grants Total		\$ 530,810	\$ 104,509	\$ 541,828	\$ 502,345

Community Services Department

Fund: SHIP Fund

FY 2020 Authorized Positions

Housing Grants Division

<u>Pay Grade</u>	<u>Position</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
	No Personnel Assigned	-	-	-	-
	Total Housing Grants Division	0	0	0	0

<u>FTEs</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Full-Time	-	-	-	-
Part-Time	-	-	-	-
Total FTEs	0	0	0	0

Position Comments:

- No personnel are assigned to this division.

FY 2020
Detail Budget Report
Division Level

Fund: 105 SHIP / Cocoa Housing Trust
Division: 3240 Housing Grants
Activity: 554 Housing and Urban Development

		FY 2017 Actual Amount	FY 2018 Actual Amount	FY 2019 Adopted Budget	FY 2020 Adopted Budget
Personal Services					
12-00	Regular Salaries & Wages	\$ 4,918	\$ 5,021	\$ -	\$ -
21-00	FICA Taxes	395	403	-	-
22-00	Retirement Contributions	375	403	-	-
23-00	Life / Health Insurance	823	882	-	-
24-00	Worker's Compensation	13	13	-	-
27-00	Benefit Offset	240	245	-	-
Personal Services Total		6,764	6,967	-	-
Operating Expenditures					
34-00	Contract Services	-	825	-	-
39-00	Contingency	-	-	1,491	-
40-00	Travel and Per Diem	-	707	-	579
42-00	Freight & Postage Service	-	-	-	50
49-00	Other Obligations	54	50	600	600
51-00	Office Supplies	-	-	-	200
52-00	Operating Supplies	-	-	500	-
54-00	Memberships / Publications	200	200	200	200
55-00	Training	-	820	-	525
83-00	Other Grants & Aids	81,644	61,685	223,193	40,920
Operating Expenditures Total		81,898	64,287	225,984	43,074
Capital Outlay					
Capital Outlay Total		-	-	-	-
Housing Grants Total		\$ 88,662	\$ 71,254	\$ 225,984	\$ 43,074

Community Services Department

Fund: Cocoa CRA Fund

FY 2020 Authorized Positions

CRA Administration / Operations Division

<u>Pay Grade</u>	<u>Position</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
	No Personnel Assigned	-	-	-	-
	Total CRA Administration / Operations Division	0	0	0	0

<u>FTEs</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Full-Time	-	-	-	-
Part-Time	-	-	-	-
Total FTEs	0	0	0	0

Position Comments:

- No personnel are assigned to this division.

FY 2020
Detail Budget Report
Division Level

Fund: 110 Cocoa CRA
Division: 3230 CRA Administration / Operations
Activity: 559 Other Economic Environment

		FY 2017 Actual Amount	FY 2018 Actual Amount	FY 2019 Adopted Budget	FY 2020 Adopted Budget
Personal Services					
12-00	Regular Salaries & Wages	\$ 28,012	\$ 37,287	\$ 45,745	\$ 42,866
13-00	Other Salaries & Wages	-	-	-	4,041
14-00	Overtime	62	38	188	-
15-00	Special Pay	-	-	-	180
21-00	FICA Taxes	2,143	2,850	3,598	3,616
22-00	Retirement Contributions	2,153	2,978	3,795	5,759
23-00	Life / Health Insurance	6,865	6,788	10,939	1,026
23-04	Medical / RX Self Insured	-	-	-	11,585
24-00	Worker's Compensation	75	96	115	83
27-00	Benefit Offset	1,525	2,140	2,160	360
Personal Services Total		40,835	52,177	66,540	69,516

Operating Expenditures					
31-00	Professional Services	-	74,414	-	110,000
31-01	Legal Expenses	7,423	7,098	10,000	15,000
34-00	Contract Services	79,335	79,350	275,000	-
39-00	Contingency	-	-	575,806	440,566
40-00	Travel and Per Diem	-	1,278	4,232	8,000
41-00	Communication	70	140	210	180
42-00	Freight & Postage Service	10	-	400	400
44-00	Rental and Leases	67,840	67,840	70,040	-
45-00	Insurance	4,005	4,205	4,406	4,548
46-00	Repairs & Maintenance	429	892	5,000	5,000
47-00	Printing & Binding	464	-	1,000	500
49-00	Other Obligations	938	666	1,000	1,000
51-00	Office Supplies	-	-	-	200
52-00	Operating Supplies	-	2,267	999	300
54-00	Memberships / Publications	770	920	1,080	875
55-00	Training	-	1,285	1,890	2,275
58-01	Post Office Lease	-	-	-	70,040
83-00	Other Grants & Aids	26,687	15,000	50,000	50,000
Operating Expenditures Total		187,971	255,355	1,001,063	708,884

Capital Outlay					
62-00	Buildings	-	-	-	6,487,300
63-00	Infrastructure	254,544	474,298	330,000	410,000
64-15	IT Hardware	-	3,419	-	-
Capital Outlay Total		254,544	477,717	330,000	6,897,300

Transfer Out					
91-01	Transfer to General Fund (001)	28,125	54,806	52,820	257,258
91-30	Transfer to GF Capital Projects (301)	41,932	39,670	37,307	91,626
Transfer Out Total		70,057	94,476	90,127	348,884

Cocoa CRA Total		\$ 553,407	\$ 879,725	\$ 1,487,730	\$ 8,024,584
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Community Services Department

Fund: Diamond Square CRA Fund

FY 2020 Authorized Positions

CRA Administration / Operations Division

<u>Pay Grade</u>	<u>Position</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
	No Personnel Assigned	-	-	-	-
	Total CRA Administration / Operations Division	0	0	0	0

<u>FTEs</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Full-Time	-	-	-	-
Part-Time	-	-	-	-
Total FTEs	0	0	0	0

Position Comments:

- No personnel are assigned to this division.

FY 2020
Detail Budget Report
Division Level

Fund: 111 Diamond Square CRA
Division: 3230 CRA Administration / Operations
Activity: 559 Other Economic Environment

		FY 2017	FY 2018	FY 2019	FY 2020
		Actual	Actual	Adopted	Adopted
		Amount	Amount	Budget	Budget
Personal Services					
12-00	Regular Salaries & Wages	\$ 6,833	\$ 11,199	\$ 27,608	\$ 21,548
14-00	Overtime	21	13	63	-
15-00	Special Pay	-	-	-	120
21-00	FICA Taxes	528	865	2,160	1,658
22-00	Retirement Contributions	525	901	2,285	1,826
23-00	Life / Health Insurance	1,675	1,572	7,272	543
23-04	Medical / RX Self Insured	-	-	-	7,603
24-00	Worker's Compensation	19	29	69	38
27-00	Benefit Offset	388	638	1,200	-
Personal Services Total		9,989	15,217	40,657	33,336
Operating Expenditures					
31-00	Professional Services	20,009	20,101	20,000	38,278
31-01	Legal Expenses	696	1,595	1,000	1,000
34-00	Contract Services	6,903	2,076	6,000	11,500
39-00	Contingency	-	-	-	9,417
40-00	Travel and Per Diem	-	1,370	2,386	2,200
41-00	Communication	15	30	45	120
42-00	Freight & Postage Service	-	-	823	500
43-00	Electric / Water / Sewer	-	-	268	1,740
45-00	Insurance	4,205	4,205	4,500	4,461
47-00	Printing & Binding	-	-	90	100
48-00	Promotional Activities	110	-	-	1,000
49-00	Other Obligations	343	246	736	700
52-00	Operating Supplies	-	242	894	1,000
54-00	Memberships / Publications	175	175	875	670
55-00	Training	-	2,075	1,593	1,290
83-00	Other Grants & Aids	5,000	-	15,751	15,000
Operating Expenditures Total		37,456	32,115	54,961	88,976
Capital Outlay					
63-00	Infrastructure	44,753	78,795	107,488	135,000
64-00	Machinery & Equipment	-	-	3,051	-
Capital Outlay Total		44,753	78,795	110,539	135,000
Diamond Square CRA Total		\$ 92,198	\$ 126,127	\$ 206,157	\$ 257,312

Community Services Department

Fund: US1 Corridor CRA Fund

FY 2020 Authorized Positions

CRA Administration / Operations Division

<u>Pay Grade</u>	<u>Position</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
	No Personnel Assigned	-	-	-	-
Total CRA Administration / Operations Division		0	0	0	0

<u>FTEs</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Full-Time	-	-	-	-
Part-Time	-	-	-	-
Total FTEs	0	0	0	0

Position Comments:

- No personnel are assigned to this division.

FY 2020
Detail Budget Report
Division Level

Fund:	112 US1 Corridor CRA
Division:	3230 CRA Administration / Operations
Activity:	559 Other Economic Environment

		FY 2017 Actual Amount	FY 2018 Actual Amount	FY 2019 Adopted Budget	FY 2020 Adopted Budget
Personal Services					
12-00	Regular Salaries & Wages	\$ -	\$ (91)	\$ -	\$ -
21-00	FICA Taxes	-	(7)	-	-
22-00	Retirement Contributions	-	(7)	-	-
Personal Services Total		-	(105)	-	-

Operating Expenditures					
31-01	Legal Expenses	334	551	650	300
34-00	Contract Services	-	-	500	500
43-00	Electric / Water / Sewer	122	122	150	150
45-00	Insurance	4,055	4,263	4,300	4,522
49-00	Other Obligations	-	-	250	200
54-00	Memberships / Publications	175	175	175	175
83-02	Contributions to General Fund	128,492	178,453	336,814	198,985
Operating Expenditures Total		133,178	183,564	342,839	204,832

Capital Outlay					
Capital Outlay Total		-	-	-	-

US1 Corridor CRA Total		\$ 133,178	\$ 183,459	\$ 342,839	\$ 204,832
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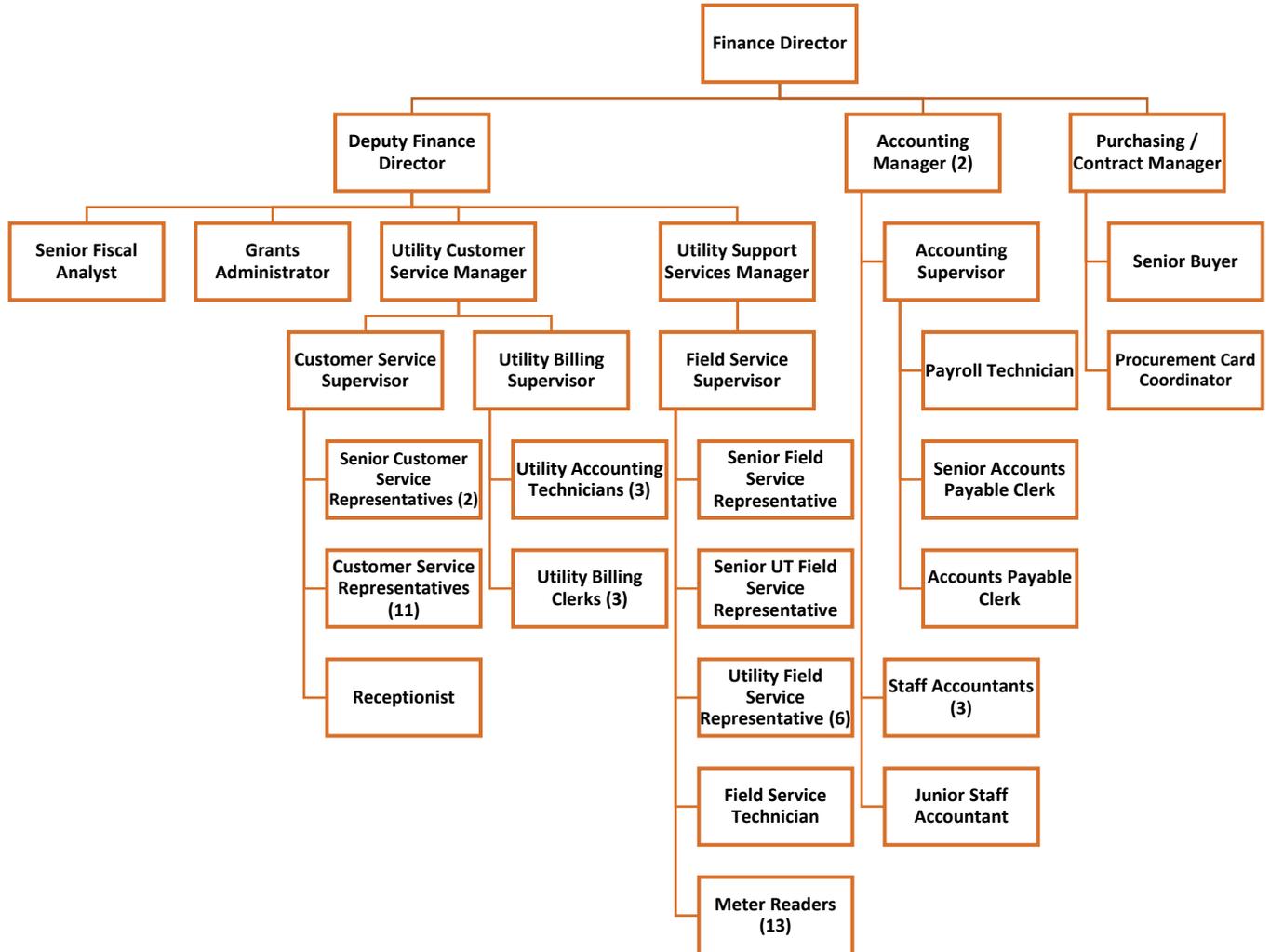
Finance Department



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Finance Department



Departmental Summary

The Finance Department is responsible for all financial aspects of the City. The Finance Department consists of General Accounting, Utility Accounting/Customer Service, Purchasing, and Utilities Support Service divisions. The General Accounting, Utility Accounting/Customer Service and Purchasing divisions operations are funded by the General Fund. The Utilities Support Service division is funded by the Water and Sewer Utility Fund and is discussed in further detail within that fund later in this document.

General Accounting Division

This division's primary function is to provide financial data for management decision making, to provide accountability and stewardship of funds, and to provide data for evaluating managerial



and organizational performance. This division is responsible for preparation of the Comprehensive Annual Financial Report (CAFR), including preparation of the documentation required for the annual audit to ensure the City is following fiscal guidelines and maintaining strong internal controls. Other areas of responsibility include accounts receivable, accounts payable, cash receipts, cash disbursements, payroll, general ledger accounting and reporting, and fixed assets. Additional responsibilities include planning and preparation of the City’s annual budget and Capital Improvement Program (CIP), cash and treasury management and analysis along with grant administration and compliance.

Purchasing Division

This division procures goods and services necessary for the operation of all City departments. The Purchasing Division processes all departmental requisitions and purchase orders as well as coordinates the preparation, advertising and receipt of all competitive bids, Requests for Proposal (RFP) and Requests for Qualification (RFQ) documents from prospective vendors in response to public offerings for services and supplies. This division also oversees the City’s Procurement Card Program.

Customer Service Division

This division bills and collects the water, sewer and solid waste utility revenue for approximately 6,800 City utility customers. It also bills utility customers on behalf of other municipalities/utilities in Brevard County, including the cities of Cocoa Beach, Rockledge, Cape Canaveral, Titusville, and Port Canaveral, Brevard County, Colony Park utilities, and Sunlake Estates. This division provides quality customer service to approximately 89,000 utility customers located inside and outside the City.

Utilities Support Services Division

The Utilities Support Service Division is responsible for the reading and recording water consumption for utility customers, completing a variety of work orders in the field, reporting illegal connections, investigating leaks, stuck meters and other irregularities. These functions are essential to the accurate billing of customers.

Key Performance Indicators

Indicator	City Goal	City Objective	Required	FY 20219 Achieved	Variance
General Accounting					
Update a financial analysis model annually.	FS1	1.1a	Annually	100%	-
Systematically review all operating expenditures.	FS1	1.1d	Monthly	100%	-
Annual review of legislative changes.	FS1	1.2c	Annually	100%	-



Budget Resources Summary

Division	Personnel Services	Operating Expense	Capital Outlay	Debt Service	Transfers	Total Funds	FT	PT
General Fund								
General	\$1,173,548	\$24,795	\$-	\$-	\$-	\$1,198,343	14	-
Accounting								
Purchasing	254,875	5,636	-	-	-	260,511	3	-
Customer Service	1,330,744	737,752	41,127	-	-	2,109,623	23	-
Water/Sewer Fund								
Utility Support Services	1,436,497	139,377	-	-	-	1,575,874	24	-
Total	\$4,195,664	\$907,560	\$41,127	\$-	\$-	\$5,144,351	64	-

Narrative for Additional New Capital Outlay Items:

General Accounting Division

- No Additional Capital Planned

Purchasing Division

- No Additional Capital Planned

Customer Service Division

- 64-15 First Billing / ADCOM Cash Payment Kiosk - \$41,127

*Utility Support Services Division

- No Additional Capital Planned

Significant Expenditures

General Accounting Division

- 12-00 to 12-12 Increased to match anticipated salary increases.
- 21-00 to 22-00 Increased to reflect anticipated benefit costs.
- 23-00 Decrease due to reclassification of medical cost to 23-04.
- 23-04 Increase due to reclassification of medical cost from to 23-00.

Purchasing Division

- 23-00 Decrease due to reclassification of medical cost to 23-04.
- 23-04 Increase due to reclassification of medical cost from to 23-00.



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Customer Service Division

- 13-00 Decreased due to the Senior Customer Service Representative retiring.
- 22-00 Increased to reflect anticipated benefit costs.
- 23-00 Decrease due to reclassification of medical cost to 23-04.
- 23-04 Increase due to reclassification of medical cost from to 23-00.
- 41-00 Decrease due to the Five9 VOIP service moving to 56-15.
- 46-00 Increase due to the ADCOM payment Kiosk annual maintenance.
- 51-00 Increase due to reclassification of office supplies from 52-00.
- 52-00 Decrease due to reclassification of IT related operating cost to 51-00 & 56-15.
- 56-15 Increase due to reclassification of IT related operating cost from the 41-00 & 52-00.

* Utility Support Services Division

- 13-00 Decreased due to the Field Services Manager retiring.
- 22-00 Increased to reflect anticipated benefit costs.
- 23-00 Decrease due to reclassification of medical cost to 23-04.
- 23-04 Increase due to reclassification of medical cost from to 23-00.
- 41-00 Increase due to cellular phones and air cards cost increase.
- 45-00 Decrease due to vehicle insurance moving to the Water Sewer Administration Department.
- 46-00 Increase due to increase in Neptune Radio Read meters annual maintenance.
- 52-00 Increase due to increase in Neptune Radio Read meters.
- 52-30 Decrease due to decrease in Fuel, Oil & Lubricants cost.

*Utility Support Services was previously called Field Services.

Finance Department Fund: General Fund

FY 2020 Authorized Positions

General Accounting Division

<u>Pay Grade</u>	<u>Position</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
GE17	Finance Director	1	1	1	1
GE16	Deputy Finance Director	1	1	1	1
GE14	Accounting Manager	1	1	1	2
GE14	Finance Manager	1	-	-	-
GE12	Accounting Supervisor	1	1	1	1
GE12	Senior Fiscal Analyst	-	1	1	1
GE10	Accounting / Budget Analyst	1	-	-	-
GE10	Grants Administrator	1	1	1	1
GE09	Staff Accountant	3	3	4	3
GH09	Junior Staff Accountant	-	-	-	1
GH08	Payroll Technician	1	1	1	1
GH06	Senior Accounts Payable Clerk	-	1	1	1
GH05	Accounts Payable Clerk	2	2	1	1
Total General Accounting Division		13	13	13	14

<u>FTEs</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Full-Time	13	13	13	14
Part-Time	-	-	-	-
Total FTEs	-	-	-	14

Position Comments:

FY 2020:

- In FY 2020, a temporary overfill of the Accounting Manager position was permitted due to the upcoming retirement of the current Accounting Manager.

FY 2019:

- In FY 2019, a Staff Accountant was replaced with a Junior Staff Accountant.



FY 2018:

- In FY 2018, the frozen Accounts Payable Clerk was replaced with a Field Service Supervisor in the Finance Field Services Division.

FY 2017:

- In FY 2017, the Accounting/Budget Analyst was replaced with a Senior Accounts Payable Clerk.
- In FY 2017 an Accounts Payable Clerk was frozen.
- In FY 2017 the frozen Finance Manager position was replaced with an Senior Fiscal Analyst.



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FY 2020
Detail Budget Report
Division Level

Fund: 001 General Fund
Division: 1500 Finance General Accounting
Activity: 513 Financial and Administrative

		FY 2017	FY 2018	FY 2019	FY 2020
		Actual	Actual	Adopted	Adopted
		Amount	Amount	Budget	Budget
Personnel Services					
12-00	Regular Salaries & Wages	\$ 538,511	\$ 495,911	\$ 576,639	\$ 700,143
12-12	Retirement Leave Accrual	-	33,643	-	18,788
13-00	Other Salaries & Wages	-	52,338	74,097	78,560
14-00	Overtime	1,054	-	3,990	1,090
21-00	FICA Taxes	41,427	44,445	49,945	61,562
22-00	Retirement Contributions	53,838	65,285	72,082	106,421
23-00	Life / Health Insurance	104,363	116,864	139,721	15,094
23-04	Medical / RX Self Insured	-	-	-	156,729
24-00	Worker's Compensation	2,006	1,884	2,084	2,361
27-00	Benefit Offset	26,650	27,575	28,800	32,800
Personnel Services Total		767,849	837,945	947,358	1,173,548
Operating Expenditures					
40-00	Travel and Per Diem	4,729	2,509	4,970	6,760
41-00	Communication	439	239	480	660
42-00	Freight & Postage Service	2,745	2,443	3,775	3,400
46-00	Repairs & Maintenance	-	-	180	-
47-00	Printing & Binding	1,147	1,012	2,340	2,640
49-00	Other Obligations	-	2,681	-	500
49-02	Advertising	-	168	-	-
51-00	Office Supplies	-	-	-	2,875
52-00	Operating Supplies	2,514	1,277	5,015	460
54-00	Memberships / Publications	1,181	1,491	1,285	1,810
55-00	Training	2,333	2,263	2,980	4,675
56-15	IT - Related Operating Expense	-	-	-	1,015
Operating Expenditures Total		15,088	14,083	21,025	24,795
Capital Outlay					
64-00	Machinery & Equipment	-	-	3,500	-
Capital Outlay Total		-	-	3,500	-
Finance General Accounting Total		\$ 782,937	\$ 852,028	\$ 971,883	\$ 1,198,343

Finance Department

Fund: General Fund

FY 2020 Authorized Positions

Purchasing Division

<u>Pay Grade</u>	<u>Position</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
GE14	Purchasing / Contract Manager	1	1	1	1
GE9	Procurement Card Coordinator	1	1	1	1
GH9	Senior Buyer	1	1	1	1
Total Purchasing Division		3	3	3	3

<u>FTEs</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Full-Time	3	3	3	3
Part-Time	-	-	-	-
Total FTEs	3	3	3	3

Position Comments:

FY 2020:

- No changes in FY 2020 for this division.

FY 2019:

- No changes in FY 2019 for this division.

FY 2018:

- No changes in FY 2018 for this division.

FY 2017:

- No changes in FY 2017 for this division.

FY 2020
Detail Budget Report
Division Level

Fund: 001 General Fund
Division: 1505 Purchasing
Activity: 513 Financial and Administrative

		FY 2017	FY 2018	FY 2019	FY 2020
		Actual	Actual	Adopted	Adopted
		Amount	Amount	Budget	Budget
Personnel Services					
12-00	Regular Salaries & Wages	\$ 161,075	\$ 164,911	\$ 179,110	\$ 187,442
12-12	Retirement Leave Accrual	-	1,664	-	-
14-00	Overtime	-	-	248	-
21-00	FICA Taxes	12,153	12,693	13,736	14,330
22-00	Retirement Contributions	12,286	13,349	14,947	15,876
23-00	Life / Health Insurance	28,581	26,987	25,771	3,541
23-04	Medical / RX Self Insured	-	-	-	25,916
24-00	Worker's Compensation	601	556	577	570
27-00	Benefit Offset	7,200	7,200	7,200	7,200
Personnel Services Total		221,896	227,360	241,589	254,875
Operating Expenditures					
40-00	Travel and Per Diem	23	-	1,058	1,249
42-00	Freight & Postage Service	32	28	50	50
47-00	Printing & Binding	87	189	250	300
51-00	Office Supplies	-	-	-	1,158
52-00	Operating Supplies	160	709	1,896	-
54-00	Memberships / Publications	120	120	670	678
55-00	Training	-	199	1,550	2,201
Operating Expenditures Total		422	1,245	5,474	5,636
Capital Outlay					
Capital Outlay Total		-	-	-	-
Purchasing Total		\$ 222,318	\$ 228,605	\$ 247,063	\$ 260,511

Finance Department Fund: General Fund

FY 2020 Authorized Positions

Utility Accounting Division

<u>Pay Grade</u>	<u>Position</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
GE14	Utility Customer Services Manager	1	1	1	1
GE12	Utility Billing Supervisor	1	1	1	1
GE11	Customer Services Supervisor	1	1	1	1
GH07	Senior Customer Service Representative	1	1	2	2
GH07	Utility Accounting Technician	3	3	3	3
GH05	Utility Billing Clerk	3	3	3	3
LU05	Customer Service Representative	9	9	9	11
GH04	Receptionist	1	1	1	1
Total Utility Accounting / Customer Service Division		20	20	21	23

<u>FTEs</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Full-Time	20	20	21	23
Part-Time	-	-	-	-
Total FTEs	20	20	21	23

Position Comments:

FY 2020:

- In FY 2020, a Customer Service Representative was added to the headcount.

FY 2019:

- In FY 2019, a Customer Service Representative was added to the headcount.

FY 2018:

- At the end of FY 2018, a Senior Customer Service Representative was added in this Division and a frozen position was closed in the Finance General Accounting Division.

FY 2017:

- In FY 2017, a Utility Billing Clerk was added to increase the headcount.

FY 2020
Detail Budget Report
Division Level

Fund: 001 General Fund
Division: 1510 Finance Utility Accounting
Activity: 536 Water-Sewer Combination Services

		FY 2017 Actual Amount	FY 2018 Actual Amount	FY 2019 Adopted Budget	FY 2020 Adopted Budget
Personnel Services					
12-00	Regular Salaries & Wages	\$ 666,599	\$ 687,614	\$ 769,610	\$ 803,165
12-12	Retirement Leave Accrual	26,236	2,315	-	-
13-00	Other Salaries & Wages	26,049	22,749	-	43,067
14-00	Overtime	1,368	3,962	7,581	7,873
21-00	FICA Taxes	54,442	54,804	59,498	65,278
22-00	Retirement Contributions	55,394	58,342	64,196	80,906
23-00	Life / Health Insurance	143,887	163,926	210,589	21,780
23-04	Medical / RX Self Insured	-	-	-	277,306
24-00	Worker's Compensation	2,592	2,369	2,469	2,569
27-00	Benefit Offset	24,900	27,400	28,800	28,800
Personnel Services Total		1,001,467	1,023,481	1,142,743	1,330,744
Operating Expenditures					
34-00	Contract Services	180,175	185,788	111,894	116,235
40-00	Travel and Per Diem	-	540	750	800
41-00	Communication	-	-	51,336	-
42-00	Freight & Postage Service	376,093	378,619	402,030	398,050
44-00	Rental and Leases	744	496	520	1,040
46-00	Repairs & Maintenance	-	1,260	702	6,356
46-02	Repairs & Maintenance - Buildings	-	821	-	-
47-00	Printing & Binding	1,221	1,591	125,150	126,798
49-00	Other Obligations	-	-	-	330
51-00	Office Supplies	-	-	-	8,400
52-00	Operating Supplies	6,791	11,012	17,667	-
54-00	Memberships / Publications	-	-	270	-
55-00	Training	199	195	1,200	1,229
56-15	IT - Related Operating Expense	-	-	-	78,514
Operating Expenditures Total		565,223	580,322	711,519	737,752
Capital Outlay					
64-00	Machinery & Equipment	1,417	-	-	-
64-15	IT Hardware	-	-	-	41,127
Capital Outlay Total		1,417	-	-	41,127
Finance Utility Accounting Total		\$ 1,568,107	\$ 1,603,803	\$ 1,854,262	\$ 2,109,623

Finance Department Fund: General Fund

FY 2020 Authorized Positions

Utility Support Services

<u>Pay Grade</u>	<u>Position</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
GE14	Utility Support Service Manager	-	-	1	1
GE13	Field Service Manager	1	1	-	-
GE11	Field Service Supervisor	-	-	1	1
GH07	Senior Meter Reader	1	1	-	-
GH07	Senior Customer Service Field Representative	1	1	1	-
GH07	Senior Field Service Representative	-	-	1	1
LU07	Senior UT Field Service Representative	-	-	-	1
GH05	Field Service Technician	-	-	-	1
LU05	Customer Service Field Representative	5	6	6	-
LU05	Utility Field Service Representative	-	-	-	6
LU04	Meter Reader	15	14	13	13
GH04	Field Service Clerk	-	1	1	-
GH04	Office Clerk	1	-	-	-
Total Utility Support Services Division		24	24	24	24

<u>FTEs</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Full-Time	24	24	24	24
Part-Time	-	-	-	-
Total FTEs	24	24	24	24

Position Comments:

FY 2020:

- No changes in FY 2020 for this division.

FY 2019:

- In FY 2019, the 6 Customer Service Representatives were reclassified to Utility field Service Representatives.
- In FY 2019, the Senior Customer Service Field Representative was reclassified to a Senior Utility Field Service Representative.

- 
- In FY 2019, the Field Service Clerk was reclassified as a Field Service Technician.
 - In FY 2019, the Field Service Manager was replaced with the Utilities Support Services Manager.

FY 2018:

- In FY 2018, one Meter Reader position in the Finance Field Services Division was replaced with a Senior Customer Service Field Representative.
- In FY 2018, the Senior Meter Reader was replaced with a Senior Field Service Representative.
- In FY 2018, the frozen Account Payable Clerk in the Finance Administration Department was replaced with the Field Service Supervisor.
- In FY 2018, one Meter Reader position in the Finance Field Services division was replaced with Senior Customer Service Field Representative in the Finance Support Services Division.

FY 2017:

- In FY 2017, a Meter Reader in the Utility Accounting Division was upgraded to a Customer Service Field Representative.
- In FY 2017, one Meter Reader position was replaced with Customer Service Field Representative.
- In FY 2017, one Meter Reader position was replaced with a Senior Meter Reader position.



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FY 2020
Detail Budget Report
Division Level

Fund: 421 Water / Sewer Enterprise
Division: 1515 Utility Support Services
Activity: 536 Water-Sewer Combination Services

		FY 2017 Actual Amount	FY 2018 Actual Amount	FY 2019 Adopted Budget	FY 2020 Adopted Budget
Personnel Services					
12-00	Regular Salaries & Wages	\$ 773,084	\$ 738,619	\$ 926,154	\$ 867,579
12-12	Retirement Leave Accrual	327	52,329	-	-
13-00	Other Salaries & Wages	65,359	71,750	71,931	54,245
14-00	Overtime	7,101	15,076	15,915	15,590
20-00	Clothing / Shoe Allowance	2,585	2,365	1,980	2,150
21-00	FICA Taxes	61,695	64,636	76,073	69,532
22-00	Retirement Contributions	359,291	64,429	78,687	87,064
23-00	Life / Health Insurance	222,758	244,280	290,452	22,469
23-04	Medical / RX Self Insured	-	-	-	253,110
24-00	Worker's Compensation	51,111	50,458	55,494	52,758
26-00	WS OPEB Health Expense	99,520	13,753	-	-
27-00	Benefit Offset	9,800	10,075	16,800	12,000
Personnel Services Total		1,652,631	1,327,770	1,533,486	1,436,497

Operating Expenditures

34-00	Contract Services	-	-	4,000	4,000
40-00	Travel and Per Diem	-	619	750	1,250
41-00	Communication	7,172	7,362	9,702	16,232
42-00	Freight & Postage Service	99	127	699	250
45-00	Insurance	9,668	10,486	16,560	-
46-00	Repairs & Maintenance	16,383	6,788	7,506	20,073
46-03	Repairs & Maintenance - Vehicles	16,165	12,746	8,915	11,260
49-00	Other Obligations	769	1,066	-	1,000
51-00	Office Supplies	-	-	-	1,000
52-00	Operating Supplies	17,127	27,557	27,193	34,520
52-30	Fuel, Oil & Lubricants	40,422	46,064	54,617	46,892
55-00	Training	-	2,695	500	750
56-15	IT - Related Operating Expense	-	-	-	2,150
Operating Expenditures Total		107,805	115,510	130,442	139,377

Capital Outlay

64-15	IT Hardware	-	-	4,483	-
Capital Outlay Total		-	-	4,483	-

Utility Support Services Total		\$ 1,760,436	\$ 1,443,280	\$ 1,668,411	\$ 1,575,874
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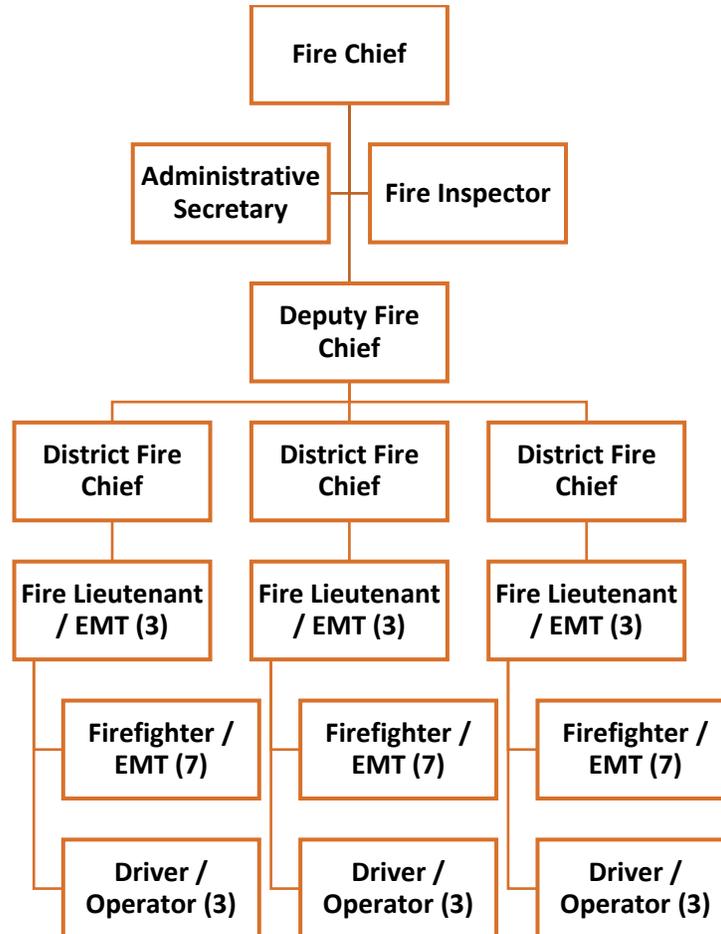
Fire Department



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Fire Department



Departmental Summary

The Cocoa Fire Department provides fire protection and prevention, firefighting response, rescue services, and Advanced Life Support (ALS) and Hazardous Materials (Haz Mat) response capabilities to prevent or minimize injury, loss of life, and damage to property and the environment. The Fire Department is staffed by trained fire protection personnel and includes the Fire Administration and Fire Operations divisions.

Administration Division

This division provides professional management and administrative support to ensure that superior services are delivered to the community. The division is responsible for the overall planning, control, leadership, and management of activities and staff support for programs. This includes strategic planning, communications with departments, records management, developing departmental safety committees, providing disaster services, preparing the annual budget, scheduling training, media relations, and additional special projects.



Operations Division

This division provides emergency response for approximately 5,000 emergencies per year with an average response time of approximately 4 minutes. The division provides assistance and responds to fires, medical emergencies, hazardous material spills, and other catastrophes that could lead to injury or death. This division also provides fire prevention education to the City's citizens, various other community support services and automatic and mutual aid agreements to Brevard County Fire Rescue and all other municipalities within the county.

Key Performance Indicators

Indicator	City Goal	City Objective	FY 2020 Required	FY 2020 Achieved	Variance
Fire Operation					
Work with adjacent jurisdictions to increase services.	PS1	1.1c	Daily	100%	-
Attend 6 meetings to provide statistical info to public meeting.	PS1	1.4a	6	12	200%
Research new technologies.	PS1	1.3a	2 times Annually	100%	-

Budget Resources Summary

Division	Personnel Services	Operating Expense	Capital Outlay	Debt Service	Transfers	Total Funds	FT	PT
General Fund								
Fire Administration	\$583,775	\$39,602	\$-	\$-	\$-	\$623,377	4	-
Fire Operation	5,063,881	717,935	32,105	-	-	5,813,921	45	-
Total	\$5,647,656	\$757,537	\$32,105	\$-	\$-	\$6,437,298	49	-

Narrative for Additional New Capital Outlay Items:

General Fund – Fire Administration

- No Additional Capital Planned

General Fund – Fire Operations

- 64-00 Replace one set of extrication equipment - \$32,105

Significant Expenditures

General Fund – Fire Administration

- 22-01 Increased to reflect anticipated benefit costs.



- 22-02 Decrease to reflect anticipated benefit costs.
- 23-00 Decrease due to reclassification of medical cost to 23-04
- 23-04 Increase due to reclassification of medical cost from to 23-00
- 56-16 Increase due to reclassification of IT related operating cost from 52-00
- 64-00 Decrease due to no new additional capital in FY 2020.

General Fund – Fire Operations

- 13-00 Increase due to match anticipated salaries cost.
- 15-00 Decrease due to match anticipated salaries for Special Pay.
- 22-01 Increase due to reflect anticipated benefit costs.
- 23-00 Decrease due to reclassification of medical cost to 23-04
- 23-04 Increase due to reclassification of medical cost from 23-00
- 24-00 Increase to reflect anticipated workers compensation costs.
- 34-00 Increase due to new contracts.
- 43-00 Increase due to anticipated electricity costs.
- 45-00 Decrease due to Vehicle Insurance moving to the Water Sewer Administration Department.
- 46-00 Increase due to Knox boxes for 4 city buildings and 10 SCBA cylinders
- 52-00 Increase to reflect anticipated cost for Samsara, Lucas Devices add-ons, vehicle licensing renewals and 5 new mattresses for bunkrooms.
- 55-00 Increase due to match anticipated additional training costs.
- 64-00 Decrease due to match anticipated machinery and equipment costs.
- 64-15 Decrease due to no new capital planned in FY 2020 for this account.

Fire Department Fund: General Fund

FY 2020 Authorized Positions

Fire Administration Division

<u>Pay Grade</u>	<u>Position</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
GE17	Fire Chief	1	1	1	1
GE16	Deputy Fire Chief	1	1	1	1
GH09	Fire Inspector	1	1	1	1
GH05	Administrative Secretary	1	1	1	1
Total Fire Administration Division		4	4	4	4

<u>FTEs</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Full-Time	4	4	4	4
Part-Time	-	-	-	-
Total FTEs	4	4	4	4

Position Comments:

FY 2020:

- No changes in FY 2020 for this division.

FY 2019:

- No changes in FY 2019 for this division.

FY 2018:

- No changes in FY 2018 for this division.

FY 2017:

- In FY 2017, the Fire Inspector position was unfrozen and moved from Community Services Department to the Fire Administration Division.

FY 2020
Detail Budget Report
Division Level

Fund: 001 General Fund
Division: 2200 Fire Administration
Activity: 522 Fire Control

		FY 2017	FY 2018	FY 2019	FY 2020
		Actual	Actual	Adopted	Adopted
		Amount	Amount	Budget	Budget
Personnel Services					
12-00	Regular Salaries & Wages	\$ 194,518	\$ 240,233	\$ 255,190	\$ 273,767
12-12	Retirement Leave Accrual	1,373	-	-	-
13-00	Other Salaries & Wages	37,871	-	-	-
14-00	Overtime	-	142	-	-
15-00	Special Pay	2,640	2,860	2,640	3,240
21-00	FICA Taxes	17,217	18,010	19,011	20,547
22-00	Retirement Contributions	26,574	26,179	27,806	29,076
22-01	Licensed Police / Firefighters	44,599	47,002	51,723	67,631
22-02	ICMA City Manager Contract	130,749	109,865	130,749	109,865
23-00	Life / Health Insurance	40,904	47,603	44,120	6,456
23-04	Medical / RX Self Insured	-	-	-	44,548
24-00	Worker's Compensation	15,045	15,477	15,545	19,045
27-00	Benefit Offset	7,650	9,800	9,600	9,600
Personnel Services Total		519,140	517,171	556,384	583,775

Operating Expenditures

34-00	Contract Services	-	3,887	-	2,210
40-00	Travel and Per Diem	822	915	3,000	1,500
41-00	Communication	2,411	2,093	2,700	2,700
42-00	Freight & Postage Service	71	505	400	900
44-00	Rental and Leases	1,916	-	-	-
45-00	Insurance	1,092	1,336	1,537	1,450
46-03	Repairs & Maintenance - Vehicles	1,013	1,295	2,170	2,000
47-00	Printing & Binding	72	18	60	46
51-00	Office Supplies	-	-	-	200
52-00	Operating Supplies	2,579	3,230	5,158	2,958
52-02	Uniforms	1,606	1,550	2,100	1,600
52-07	Janitorial Supplies	-	-	2,210	-
52-30	Fuel, Oil & Lubricants	1,507	3,368	1,985	2,576
54-00	Memberships / Publications	2,089	2,099	2,939	2,939
55-00	Training	860	2,625	3,000	2,500
56-15	IT - Related Operating Expense	-	-	-	2,158
56-16	EMS Data Collections - BEMO	-	-	-	13,865
Operating Expenditures Total		16,038	22,921	27,259	39,602

Capital Outlay

64-00	Machinery & Equipment	3,238	27,518	100,163	-
Capital Outlay Total		3,238	27,518	100,163	-

Fire Administration Total		\$ 538,416	\$ 567,610	\$ 683,806	\$ 623,377
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Fire Department Fund: General Fund

FY 2020 Authorized Positions

Fire Operations Division

<u>Pay Grade</u>	<u>Position</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
GE14	District Fire Chief	3	3	3	3
FU12	Fire Lieutenant / EMT	8	9	9	9
FU09	Driver / Operator	-	-	9	9
FU08	Firefighter / EMT	31	30	21	21
Total Fire Operations Division		42	42	42	42

<u>FTEs</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Full-Time	42	42	42	42
Part-Time	-	-	-	-
Total FTEs	42	42	42	42

Position Comments:

FY 2020:

- No changes in FY 2020 for this division.

FY 2019:

- In FY 2019, The IAFF Contract was renegotiated and nine Fire Fighter / EMTs were reclassified as Driver / Operators.

FY 2018:

- No changes in FY 2018 for this division.

FY 2017:

- In FY 2017, a Firefighter / EMT was replaced with a Fire Lieutenant / EMT.

FY 2020
Detail Budget Report
Division Level

Fund: 001 General Fund
Division: 2201 Fire Operations
Activity: 522 Fire Control

		FY 2017 Actual Amount	FY 2018 Actual Amount	FY 2019 Adopted Budget	FY 2020 Adopted Budget
Personnel Services					
12-00	Regular Salaries & Wages	\$ 1,863,269	\$ 1,851,825	\$ 1,960,190	\$ 1,962,982
12-12	Retirement Leave Accrual	22,670	60,510	-	-
13-00	Other Salaries & Wages	182,709	231,074	254,865	281,534
14-00	Overtime	191,123	185,903	164,941	165,500
15-00	Special Pay	193,277	187,906	175,212	149,583
20-00	Clothing / Shoe Allowance	3,900	3,800	3,900	3,900
21-00	FICA Taxes	177,882	183,918	170,568	186,247
22-01	Licensed Police / Firefighters	1,221,393	1,240,764	1,357,432	1,536,844
23-00	Life / Health Insurance	458,392	490,235	498,129	44,578
23-04	Medical / RX Self Insured	-	-	-	517,324
24-00	Worker's Compensation	190,852	185,056	189,202	208,189
27-00	Benefit Offset	7,200	7,350	7,200	7,200
Personnel Services Total		4,512,667	4,628,341	4,781,639	5,063,881

Operating Expenditures					
31-00	Professional Services	-	261	-	-
31-05	EMS 1st Responder Services	13,125	13,125	13,500	13,500
34-00	Contract Services	47,417	49,654	50,622	77,416
40-00	Travel and Per Diem	20	3,079	4,000	4,000
41-00	Communication	2,079	3,233	11,760	12,055
42-00	Freight & Postage Service	2,166	1,307	1,890	1,390
43-00	Electric / Water / Sewer	25,634	34,045	33,800	44,534
45-00	Insurance	6,194	6,059	6,969	-
46-00	Repairs & Maintenance	16,006	18,962	28,360	37,708
46-03	Repairs & Maintenance - Vehicles	44,371	57,983	66,736	69,255
46-05	Repairs & Maintenance - Hydrant Fees	185,419	193,370	202,734	212,871
47-00	Printing & Binding	560	1,228	1,400	1,392
51-00	Office Supplies	-	-	-	4,200
52-00	Operating Supplies	42,514	62,894	58,235	97,171
52-02	Uniforms	13,648	17,840	18,630	20,765
52-05	EMS 1st Responder - Consumable Supplies	46,129	29,346	42,481	40,878
52-07	Janitorial Supplies	3,948	4,639	4,851	4,851
52-10	Heating Fuel	1,318	2,326	2,460	3,012
52-30	Fuel, Oil & Lubricants	23,128	29,390	32,011	33,343
54-00	Memberships / Publications	881	883	2,094	2,094
55-00	Training	18,918	17,092	22,500	37,500
Operating Expenditures Total		493,475	546,716	605,033	717,935

Capital Outlay					
64-00	Machinery & Equipment	49,855	103,271	183,860	32,105
64-15	IT Hardware	-	21,218	9,777	-
Capital Outlay Total		49,855	124,489	193,637	32,105

Fire Operations Total		\$ 5,055,997	\$ 5,299,546	\$ 5,580,309	\$ 5,813,921
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General Operations Department



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General Operations Department

Departmental Summary

The General Operations Department accounts for miscellaneous expenditures within the General Fund that are not allocated among any other operating departments. These expenditures include attorney fees, copier and telephone costs, as well as various maintenance contracts pertaining to the General Fund. Interfund transfers for government funds are also accounted for in this division.

The General Fund Debt Service Fund is used to accumulate the necessary funds for the repayment of outstanding debt in the General Fund. The monies presently accumulated in this fund are from General Fund revenues restricted for this specific purpose, including utility service taxes, franchise fees, and special assessments. Current debt includes:

- 2010 Note – Refunding of Series 1998 Bond for the police station
- 2012 Note – US1 Widening Project
- 2014 Note – Three Fire Apparatus
- Series 2016 Refunding Bond - Refunding of Series 2007 Bond that financed the construction of City Hall, Peachtree Street Phase II, and rehabilitation of the Public Works Building
- Series 2016 Fire Assessment Bond issued for acquisition and construction of three new fire station facilities and equipment

General Operations Division

This division accounts for all general maintenance and operational contracts that are not allocated to specific operating departments. While there are no employees assigned to General Operations, there are personnel costs incurred such as retiree health insurance and unemployment compensation for the General Fund. The administration of this division is provided by the Finance Department, Human Resources, and the Office of the City Manager.

Emergency and Disaster Relief Services Division

This division's funds are used for the operations of the Emergency Operations Center and costs incurred because of a disaster/emergency. The Fire Department's Administration Division provides management and administration of this division. Both General Fund and the Stormwater Fund operate in this division.



Budget Resources Summary

Division	Personnel Services	Operating Expense	Capital Outlay	Debt Service	Transfers	Total Funds	FT	PT
General Fund								
General	\$961,969	\$3,253,416	\$-	\$-	\$1,783,246	\$5,998,631	-	-
Operations								
Emergency & Disaster Relief Services	-	13,760	-	-	-	13,760	-	-
Debt Services Fund								
General	-	-	-	1,783,246	-	1,783,246	-	-
Operations								
Stormwater Fund								
Emergency & Disaster Relief Services	22,321	-	-	-	-	22,321	-	-
Total	\$984,290	\$3,267,176	\$-	\$1,783,246	\$1,783,246	\$7,795,637	-	-

Narrative for Additional New Capital Outlay Items:

General Fund – General Operations

- No Additional Capital Planned

General Fund - Emergency and Disaster Relief Services Division

- No Additional Capital Planned

Debt Services – General Operations

- No Additional Capital Planned

Stormwater - Emergency and Disaster Relief Services Division

- No Additional Capital Planned

Significant Expenditures Changes

General Fund – General Operations

- 22-00 Decreased to reflect anticipated benefit costs.
- 23-00 Decreased due to reclassification of medical cost to 23-04.
- 23-04 Increased due to reclassification of medical cost from to 23-00.
- 31-00 Increased due to the compensation plan update in FY 2020.



- 31-01 Increased due to additional Attorney Fees.
- 39-00 Decreased to reflect expected contingency cost.
- 45-00 Increased due to Vehicle Insurance moving to the from all other departments in the General Fund.
- 49-00 Increased due to the expected cost of general / auto insurance liability deductibles.
- 49-07 Decreased due to a reduction of anticipated Bad Debt Expense.
- 52-00 Decreased due to reclassification of IT related operating cost to the 56-15.
- 56-15 Increased due to reclassification of IT related operating cost from the 52-00.

Emergency and Disaster Relief Services Division

- 31-00 Increased due to cost of emergency manager drills.
- 34-00 Decreased due to the CEMP / COOP Plan Revision and update in FY 2019.

General Operation Department

Fund: General Fund

FY 2020 Authorized Positions

General Operations Division

<u>Pay Grade</u>	<u>Position</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
	No Personnel Assigned	-	-	-	-
	Total General Operations Division	0	0	0	0

<u>FTEs</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Full-Time	-	-	-	-
Part-Time	-	-	-	-
Total FTEs	0	0	0	0

Position Comments:

- No personnel are assigned to this division.

FY 2020
Detail Budget Report
Division Level

Fund: 001 General Fund
Division: 1600 General Operations
Activity: 513 Financial and Administrative

		FY 2017	FY 2018	FY 2019	FY 2020
		Actual	Actual	Adopted	Adopted
		Amount	Amount	Budget	Budget
Personnel Services					
13-00	Other Salaries & Wages	\$ 10,982	\$ 7,951	\$ 6,683	\$ 7,875
21-00	FICA Taxes	840	608	512	605
22-00	Retirement Contributions	-	288,250	292,844	171,101
23-00	Life / Health Insurance	362,729	747,919	805,410	441,812
23-04	Medical / RX Self Insured	-	-	-	335,055
24-00	Worker's Compensation	29	258	876	521
25-00	Unemployment Compensation	353	-	5,000	5,000
Personnel Services Total		374,933	1,044,986	1,111,325	961,969

Operating Expenditures					
31-00	Professional Services	187,686	178,365	217,212	295,150
31-01	Legal Expenses	442,060	474,195	415,921	460,973
31-02	Medical Services	32,247	30,379	42,310	45,755
31-33	Employee Health Center Services	171,732	175,832	179,550	188,528
32-00	Accounting & Auditing	43,500	43,500	40,000	40,000
34-00	Contract Services	5,500	2,750	3,000	3,500
39-00	Contingency	-	-	498,192	247,975
42-00	Freight & Postage Service	93	14	625	625
43-00	Electric / Water / Sewer	-	-	12	-
44-00	Rental and Leases	2,976	2,976	3,504	3,504
45-00	Insurance	155,443	164,056	184,195	486,665
46-03	Repairs & Maintenance - Vehicles	2,273	820	3,558	-
48-00	Promotional Activities	2,484	966	7,050	8,300
49-00	Other Obligations	310,636	49,971	134,100	164,000
49-07	Bad Debt Expense	63,095	140,594	140,000	-
49-08	Cash Over & Under	40	-	-	-
49-15	Obsolete Inventory	-	14,751	-	-
51-00	Office Supplies	-	-	-	4,800
52-00	Operating Supplies	27,574	20,111	20,864	925
52-30	Fuel, Oil & Lubricants	224	243	545	179
52-33	Employee Health Center Supplies	96,866	92,488	91,200	95,760
55-00	Training	-	-	500	-
55-01	Training / EDA Program	1,736	2,225	10,000	10,000
56-15	IT - Related Operating Expense	-	-	-	15,983
81-00	Aids to Government Agency	751,001	836,593	1,000,984	1,085,094
83-01	Miscellaneous Grants / Donations	45,600	5,473	95,673	95,700
Operating Expenditures Total		2,342,766	2,236,302	3,088,995	3,253,416

Capital Outlay					
64-00	Machinery & Equipment	23,493	-	-	-
Capital Outlay Total		23,493	-	-	-

Debt Service					
73-00	93' Bond Administration	9,928,053	-	-	-
Debt Service Total		9,928,053	-	-	-



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FY 2020
Detail Budget Report
Division Level

Fund: 001 General Fund
Division: 1600 General Operations
Activity: 513 Financial and Administrative

		FY 2017 Actual Amount	FY 2018 Actual Amount	FY 2019 Adopted Budget	FY 2020 Adopted Budget
Transfer Out					
91-20	Transfer to GF Debt Service (201)	-	82,559	-	1,783,246
91-23	Transfer to Stormwater (423)	-	-	232,864	-
91-30	Transfer to GF Capital Projects (301)	354,299	433,202	3,525,000	-
91-32	Transfer to Riverfront / Lee Wenner Park (302)	-	-	1,719,250	-
91-33	Transfer to Fiske Blv Complete Street (303)	-	-	1,500,000	-
91-52	Transfer to Workers Comp (520)	-	105,921	-	-
Transfer Out Total		354,299	621,682	6,977,114	1,783,246
General Operations Total		\$ 13,023,544	\$ 3,902,970	\$ 11,177,434	\$ 5,998,631

General Operation Department

Fund: General Fund

FY 2020 Authorized Positions

Emergency & Disaster Relief Services Division

<u>Pay Grade</u>	<u>Position</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
	No Personnel Assigned	-	-	-	-
Total Emergency & Disaster Relief Services Division		0	0	0	0

<u>FTEs</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Full-Time	-	-	-	-
Part-Time	-	-	-	-
Total FTEs	0	0	0	0

Position Comments:

- No personnel are assigned to this division.

FY 2020
Detail Budget Report
Division Level

Fund: 001 General Fund
Division: 1601 GF Emergency / Disaster Services
Activity: 525 Emergency and Disaster Relief Service

		FY 2017 Actual Amount	FY 2018 Actual Amount	FY 2019 Adopted Budget	FY 2020 Adopted Budget
Personnel Services					
12-00	Regular Salaries & Wages	\$ 261,877	\$ -	\$ -	\$ -
14-00	Overtime	102,910	-	-	-
21-00	FICA Taxes	28,102	-	-	-
22-00	Retirement Contributions	12,656	-	-	-
22-01	Licensed Police / Firefighters	50,890	-	-	-
22-03	State Contributions	302	-	-	-
23-00	Life / Health Insurance	50,751	-	-	-
24-00	Worker's Compensation	4,794	-	-	-
27-00	Benefit Offset	132	-	-	-
Personnel Services Total		512,414	-	-	-
Operating Expenditures					
31-00	Professional Services	8,468	6,440	-	8,000
34-00	Contract Services	27,326	118,368	40,000	-
41-00	Communication	2,400	2,400	-	2,400
42-00	Freight & Postage Service	86	231	-	-
46-00	Repairs & Maintenance	11,502	51,303	-	-
46-02	Repairs & Maintenance - Buildings	7,529	33,364	-	-
52-00	Operating Supplies	74,657	-	1,000	2,700
55-00	Training	-	-	4,820	660
Operating Expenditures Total		131,968	212,106	45,820	13,760
Capital Outlay					
63-00	Infrastructure	-	12,426	-	-
64-00	Machinery & Equipment	-	10,735	-	-
Capital Outlay Total		-	23,161	-	-
GF Emergency / Disaster Services Total		\$ 644,382	\$ 235,267	\$ 45,820	\$ 13,760

General Operation Department

Fund: Debt Service Fund

FY 2020 Authorized Positions

General Operations Division

<u>Pay Grade</u>	<u>Position</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
	No Personnel Assigned	-	-	-	-
	Total General Operations Division	0	0	0	0

<u>FTEs</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Full-Time	-	-	-	-
Part-Time	-	-	-	-
Total FTEs	0	0	0	0

Position Comments:

- No personnel are assigned to this division.

FY 2020
Detail Budget Report
Division Level

Fund: 201 Debt Service
Division: 1600 General Operations
Activity: 517 Debt Service Payments

		FY 2017 Actual Amount	FY 2018 Actual Amount	FY 2019 Adopted Budget	FY 2020 Adopted Budget
<i>Personnel Services</i>					
Personnel Services Total		\$ -	\$ -	\$ -	\$ -
<i>Operating Expenditures</i>					
Operating Expenditures Total		-	-	-	-
<i>Capital Outlay</i>					
Capital Outlay Total		-	-	-	-
<i>Debt Service</i>					
71-00	Debt Service Principal	1,031,000	1,052,000	1,066,000	1,137,910
72-00	Debt Service Interest	628,761	700,618	680,156	645,336
73-00	93' Bond Administration	-	-	-	-
Debt Service Total		1,659,761	1,752,618	1,746,156	1,783,246
General Operations Total		\$ 1,659,761	\$ 1,752,618	\$ 1,746,156	\$ 1,783,246

General Operation Department

Fund: Stormwater Fund

FY 2020 Authorized Positions

Emergency & Disaster Relief Services Division

<u>Pay Grade</u>	<u>Position</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
	No Personnel Assigned	-	-	-	-
Total Emergency & Disaster Relief Services Division		0	0	0	0

<u>FTEs</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Full-Time	-	-	-	-
Part-Time	-	-	-	-
Total FTEs	0	0	0	0

Position Comments:

- No personnel are assigned to this division.

FY 2020
Detail Budget Report
Division Level

Fund: 423 Stormwater
Division: 1601 GF Emergency / Disaster Services
Activity: 525 Emergency and Disaster Relief Service

		FY 2017 Actual Amount	FY 2018 Actual Amount	FY 2019 Adopted Budget	FY 2020 Adopted Budget
Personnel Services					
12-00	Regular Salaries & Wages	\$ 8,760	\$ -	\$ -	\$ -
14-00	Overtime	6,675	-	-	-
21-00	FICA Taxes	1,117	-	-	-
22-00	Retirement Contributions	1,399	-	-	-
23-00	Life / Health Insurance	2,553	-	-	-
24-00	Worker's Compensation	552	-	-	-
27-00	Benefit Offset	14	-	-	-
Personnel Services Total		21,070	-	-	-
Operating Expenditures					
52-00	Operating Supplies	1,251	-	-	-
Operating Expenditures Total		1,251	-	-	-
Capital Outlay					
Capital Outlay Total		-	-	-	-
GF Emergency / Disaster Services Total		\$ 22,321	\$ -	\$ -	\$ -



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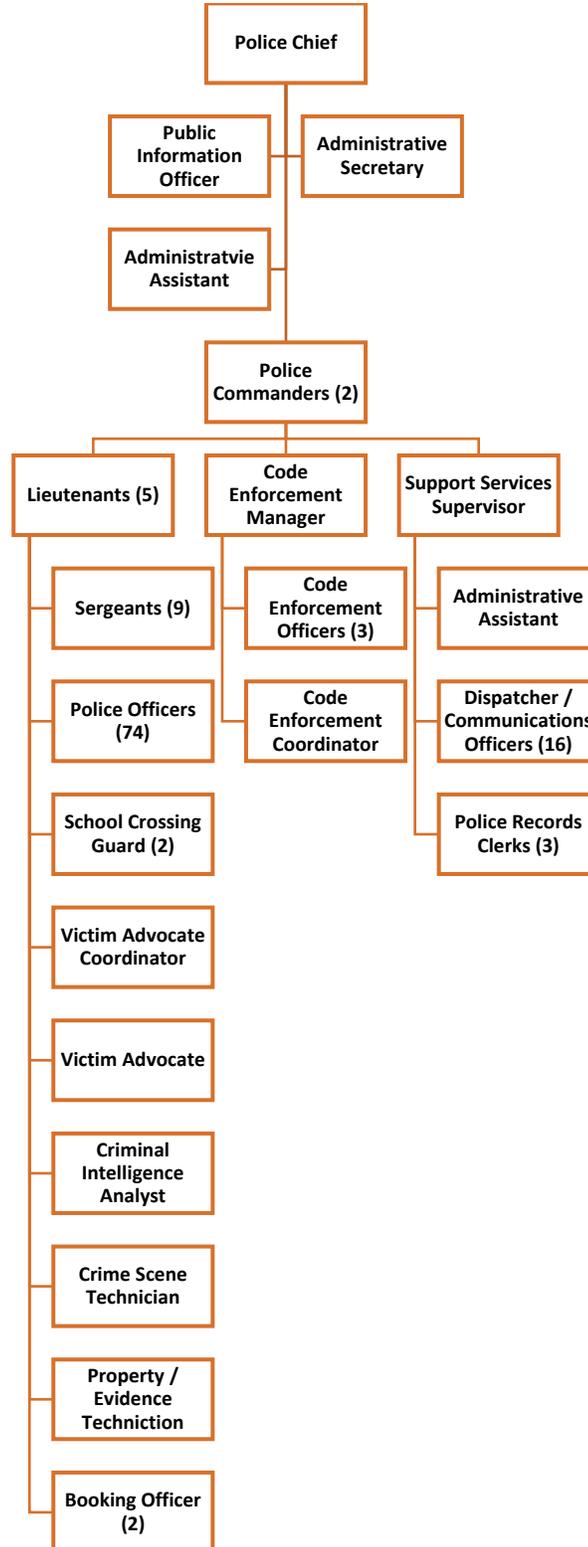
Police Department



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Police Department





Departmental Summary

The City of Cocoa Police Department is responsible for the enforcement of Municipal Ordinances, State Statutes, and Federal laws within the City limits. This is done through twenty-four hour police protection for all residents, businesses, visitors, and their property existing within the community. The Police Department is divided into three divisions; Operations, Communications and Code Enforcement.

Operations Division

The Office of the Chief is comprised of the Public Information Officer, Commander over Professional Compliance/Investigations and Chief's Assistant. Professional Compliance is responsible for investigating all citizen complaints, and overseeing training and the City's Commission for Law Enforcement accreditation process, as well as ensuring officers and employees maintain state training requirements. The Office of the Chief also ensures compliance with policies and audits from Florida Department of Law Enforcement (FDLE), Department of Highway Safety and Motor Vehicles (DHSMV), and the Commission for Florida Accreditation. The Office of the Chief provides public information through a Public Information Officer as the Police Department media liaison. This person conducts briefings, answers inquiries, and provides information to the general public.

This division also provides administrative control of the Patrol Section and manages the overall activities by planning, assessing and staffing in order to most effectively reduce criminal activity, and improve public and traffic safety within the City. All sworn patrol officers are included within this division. In addition to Patrols, this section contains the Community Resource Unit, the K-9 Unit the Traffic Unit, the Traffic Homicide Unit, the Special Weapons and Tactics (SWAT) Unit, the Crisis Negotiations Unit and the Booking Unit.

The Support Services / Project Management area is comprised of the Investigations Unit, Communications Center, Records Section, and Code Enforcement. Support Services also oversees technology projects. The Support Services / Project Management area provides support to Field Services through a coordinated and responsive effort. The Communications Center receives all emergency 911 calls for the City of Cocoa. The Records Section compiles data for the Police Department and neighboring units to assist with the investigative process. In addition, the Department oversees the Police Department annual budget and monitors departmental expenditures. This division also provides project management to a majority of the technology enhancements to the department.

The Investigations Unit consists of Criminal Investigations, Special Investigations Unit, Criminal Analyst, Property & Evidence/Crime Scene Unit, and Victim Advocate. This Unit is dedicated to securing property and providing physical evidence analysis to the police department to assist in reducing crime and solving cases within the City.

Communications Division

This division is responsible for 911 dispatch for the Police and Fire Departments. 911 is the emergency phone number to call for help in a police, fire or medical emergency. 911 operators are the first point of contact in a crisis and are dedicated to resolving emergency situations effectively and efficiently.



Code Enforcement Division

Code Enforcement is responsible for protecting the health, safety, and welfare of the citizens of Cocoa. The Code Enforcement division is dedicated to preserving the aesthetic character of the area and removing blight throughout the city. These tasks are accomplished through the enforcement of the City's Codes and Ordinances.

Police Forfeiture Fund

This fund is used to account for funds and property seized from illegal activities relegated to the City through the state and federal legislative processes. Monies obtained are utilized to fund various Police Department efforts to improve its quality of service to the community in accordance with Florida Statutes 932.7055 (9)(c). This fund cannot be appropriated per statute and, therefore, is budgeted as needed.

Police Special Education Fund

This fund is used to account for portions of revenues received from traffic fines. These funds are used to provide additional education and training to police personnel.

Key Performance Indicators

Indicator	City Goal	City Objective	Required	FY 2019 Achieved	Variance
Create and monitor a monthly Offender top 12 list.	CA1	1.1a	Monthly	100%	-
Gain compliance of chronically nuisance properties.	CA1	1.1f	100%	90%	10%
Provide increased presence in crime "hot spots" to reduce criminal activity.	CA1	1.1h	7	100%	-
Expand Cocoa PAL and Boys and Girls Club priorities.	CA1	1.2c	Monthly	100%	-



Budget Resources Summary

Division	Personnel Services	Operating Expense	Capital Outlay	Debt Service	Transfers	Total Funds	FT	PT
General Fund								
Operations	\$7,230,825	\$955,382	\$300,747	\$-	\$-	\$8,486,954	80	4
Communications	1,216,601	119,879	-	-	-	1,336,480	21	-
Code Enforcement	346,406	47,155	68,910	-	-	462,471	5	-
Police Confiscated Fund								
Operations	-	-	-	-	-	-	-	-
Police Special Education Fund								
Operations	-	4,500	-	-	-	4,500	-	-
Total	\$8,793,832	\$1,126,916	\$369,657	\$-	\$-	\$10,290,405	106	4

Narrative for Additional New Capital Outlay Items:

General Fund – Operations

- 64-00 Portable Light Towers - \$16,478
- 64-00 Replacement of marked Sergeant vehicle #228 - \$42,629
- 64-00 Replacement of patrol vehicle #238 - \$42,629
- 64-00 Replacement of patrol vehicle #245 - \$42,629
- 64-00 Replacement of patrol vehicle #286 - \$42,629
- 64-00 Replacement of patrol vehicle #287 - \$42,629
- 64-00 Replacement of patrol vehicle #299 - \$42,629
- 64-00 Throw phone for WSAT / CNT – \$6,495
- 64-15 Server for hard drive space for Cellebrite phone downloads - \$5,000

General Fund – Support Services

- No Additional Capital Planned

General Fund – Code Enforcement

- 64-00 Code Enforcement New Vehicle - \$33,250
- 64-00 Replacement of Code Enforcement Vehicle #60 - \$17,830
- 64-00 Replacement of Code Enforcement Vehicle #62 - \$17,830

Significant Expenditures

General Fund – Operations

- 13-00 Decreased to match anticipated salaries.
- 21-00 to 22-00 Increased to reflect anticipated benefit costs.
- 23-00 Decrease due to reclassification of medical cost to 23-04.
- 23-04 Increase due to reclassification of medical cost from to 23-00.



- 31-00 Decrease due to strategic planning in FY 2019.
- 44-00 Decreased due to body worn camera grant award.
- 45-00 Decrease due to Vehicle Insurance moving to the General Operations Department.
- 51-00 Increase due to reclassification of Office Supplies from 52-00.
- 52-30 Decrease due to decrease in Fuel, Oil & Lubricants cost.
- 56-15 Increase due to reclassification of IT related operating cost from 52-00

General Fund – Support Services

- 22-00 Increased to reflect anticipated benefit costs.
- 23-00 Decrease due to reclassification of medical cost to 23-04.
- 23-04 Increase due to reclassification of medical cost from to 23-00.
- 40-00 Increase to reflect increase Travel & Per Diem costs.

General Fund – Code Enforcement

- 23-00 Decrease due to reclassification of medical cost to 23-04.
- 23-04 Increase due to reclassification of medical cost from to 23-00.

Police Department Fund: General Fund

FY 2020 Authorized Positions

Police Operations Division

<u>Pay Grade</u>	<u>Position</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Sworn Positions					
GE17	Police Chief	1	1	1	1
E40	Deputy Police Chief	1	1	1	-
GE16	Police Commander	-	-	-	2
GE16	Police Major	3	2	2	-
PU12	Police Sergeant	9	9	9	9
PU09	Police Officer	54	54	54	55
GE06	Booking Officer (Part Time)	2	2	2	2
PL1	Police Lieutenant	4	5	5	5
Total Sworn Positions		74	74	74	74

<u>Pay Grade</u>	<u>Position</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Non-Sworn Positions					
GE12	Public Information's Officer	1	1	1	1
GE09	Victim Advocate Coordinator	1	1	1	1
GH09	Criminal Intelligence Analyst	1	1	1	1
GH07	Crime Scene Technician	1	1	1	1
GH06	Victim Advocate	-	1	1	1
GH05	Administrative Secretary	1	1	2	1
GH05	Property / Evidence Tech	1	1	1	1
GH04	Administrative Assistant	-	-	-	1
GH01	School Crossing Guard	2	2	2	2
Total Non-Sworn Position		8	9	10	10
Total Operations Division		82	83	84	84

<u>FTEs</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Full-Time	78	79	80	80
Part-Time	3.02	3.02	3.02	3.02
Total FTEs	81.02	82.02	83.02	83.02


Position Comments:**FY 2020:**

- In FY 2020, the Deputy Police Chief position was replaced with a Police Officer position.
- In FY 2020, the 2 Police Majors were retitled to Police Commanders.
- In FY 2020, 1 Administrative Secretary was replaced with an Administrative Assistant.

FY 2019:

- In FY 2019, an Administrative Secretary was added to the headcount.

FY 2018:

- In FY 2018, a Victim Advocate was added to the headcount. This position is grant funded.

FY 2017:

- In FY 2017, the frozen Police Major was replaced with a Police Lieutenant.

FY 2020
Detail Budget Report
Division Level

Fund: 001 General Fund
Division: 2100 Police Administration / Operations
Activity: 521 Law Enforcement

		FY 2017 Actual Amount	FY 2018 Actual Amount	FY 2019 Adopted Budget	FY 2020 Adopted Budget
Personnel Services					
12-00	Regular Salaries & Wages	\$ 3,046,625	\$ 3,190,891	\$ 3,712,617	\$ 3,885,965
12-06	Salaries / Contractual	8,516	33,920	23,150	25,000
12-12	Retirement Leave Accrual	88,080	46,595	4,039	-
13-00	Other Salaries & Wages	515,099	391,941	417,729	259,156
14-00	Overtime	144,233	136,206	144,308	144,308
14-01	Overtime / Comp Time	-	-	10,000	7,000
15-00	Special Pay	110,017	105,833	104,537	102,392
20-00	Clothing / Shoe Allowance	12,582	12,950	13,050	14,375
21-00	FICA Taxes	288,384	289,368	325,807	326,099
22-00	Retirement Contributions	18,896	20,924	41,307	37,084
22-01	Licensed Police / Firefighters	575,520	826,989	944,283	815,347
22-02	ICMA City Manager Contract	154,134	171,608	154,135	171,608
23-00	Life / Health Insurance	751,860	847,512	969,392	92,931
23-04	Medical / RX Self Insured	-	-	-	1,067,475
24-00	Worker's Compensation	233,380	217,538	233,341	253,285
27-00	Benefit Offset	31,087	23,400	28,800	28,800
Personnel Services Total		5,978,413	6,315,675	7,126,495	7,230,825

Operating Expenditures

31-00	Professional Services	-	4,700	54,000	5,065
34-00	Contract Services	87,618	72,144	90,490	95,425
40-00	Travel and Per Diem	6,337	4,679	8,932	10,425
41-00	Communication	43,136	30,642	52,620	57,660
42-00	Freight & Postage Service	3,647	3,382	5,308	4,215
43-00	Electric / Water / Sewer	58,737	60,935	63,224	66,320
44-00	Rental and Leases	15,302	43,853	99,070	84,912
45-00	Insurance	121,952	126,200	143,546	3,078
46-00	Repairs & Maintenance	22,584	18,140	15,205	17,074
46-02	Repairs & Maintenance - Buildings	3,194	-	-	-
46-03	Repairs & Maintenance - Vehicles	105,485	97,299	108,439	114,124
47-00	Printing & Binding	884	3,073	3,172	6,034
48-00	Promotional Activities	-	-	500	250
49-00	Other Obligations	1,409	1,605	4,504	2,640
49-02	Advertising	159	-	-	-
49-21	PD Investigative Funds	22,499	18,000	20,000	20,000
51-00	Office Supplies	-	-	-	5,250
52-00	Operating Supplies	145,359	193,167	206,716	222,854
52-07	Janitorial Supplies	4,691	3,884	5,650	5,670
52-30	Fuel, Oil & Lubricants	132,079	141,672	164,965	147,736
54-00	Memberships / Publications	2,611	3,011	4,745	5,000
55-00	Training	2,550	6,041	8,395	9,500
56-15	IT - Related Operating Expense	-	-	-	72,150
Operating Expenditures Total		780,233	832,427	1,059,481	955,382

FY 2020
Detail Budget Report
Division Level

Fund: 001 General Fund
Division: 2100 Police Administration / Operations
Activity: 521 Law Enforcement

		FY 2017 Actual Amount	FY 2018 Actual Amount	FY 2019 Adopted Budget	FY 2020 Adopted Budget
Capital Outlay					
64-00	Machinery & Equipment	87,717	5,548	232,450	295,747
64-01	JAG Grant	23,426	25,200	24,879	-
64-15	IT Hardware	-	50,465	52,007	5,000
68-10	Intangible Assets	1,795	-	17,320	-
Capital Outlay Total		112,938	81,213	326,656	300,747
Police Administration / Operations Total		\$ 6,871,584	\$ 7,229,315	\$ 8,512,632	\$ 8,486,954

Police Department Fund: General Fund

FY 2020 Authorized Positions

Communications Division

<u>Pay Grade</u>	<u>Position</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
GH11	Support Service Supervisor	1	1	1	1
PU06	Dispatcher / Communication Office	16	16	16	16
GH04	Administrative Assistant	1	1	1	1
GH04	Police Records Clerk	3	3	3	3
Total Communications Division		21	21	21	21

<u>FTEs</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Full-Time	21	21	21	21
Part-Time	-	-	-	-
Total FTEs	21	21	21	21

Position Comments:

FY 2020:

- No changes in FY 2020 for this division.

FY 2019:

- No changes in FY 2019 for this division.

FY 2018:

- No changes in FY 2018 for this division.

FY 2017:

- No changes in FY 2017 for this division.

FY 2020
Detail Budget Report
Division Level

Fund: 001 General Fund
Division: 2101 Police Communications
Activity: 521 Law Enforcement

		FY 2017 Actual Amount	FY 2018 Actual Amount	FY 2019 Adopted Budget	FY 2020 Adopted Budget
Personnel Services					
12-00	Regular Salaries & Wages	\$ 676,664	\$ 700,744	\$ 779,523	\$ 782,507
12-12	Retirement Leave Accrual	2,089	992	-	-
14-00	Overtime	45,667	25,096	30,923	32,500
15-00	Special Pay	-	-	-	300
20-00	Clothing / Shoe Allowance	-	-	-	125
21-00	FICA Taxes	53,888	53,910	60,230	60,653
22-00	Retirement Contributions	55,215	58,307	67,111	74,819
23-00	Life / Health Insurance	148,045	183,542	202,198	17,529
23-04	Medical / RX Self Insured	-	-	-	233,805
24-00	Worker's Compensation	2,543	2,309	2,509	2,363
27-00	Benefit Offset	11,700	10,200	12,000	12,000
Personnel Services Total		995,811	1,035,100	1,154,494	1,216,601
Operating Expenditures					
34-00	Contract Services	26,264	36,033	41,547	43,684
40-00	Travel and Per Diem	396	2,571	6,034	13,674
41-00	Communication	300	300	300	300
44-00	Rental and Leases	2,856	-	-	-
45-00	Insurance	-	-	90	225
46-00	Repairs & Maintenance	19,733	19,620	37,779	41,032
51-00	Office Supplies	-	-	-	3,000
52-00	Operating Supplies	9,265	4,908	6,665	4,865
54-00	Memberships / Publications	303	371	654	654
55-00	Training	2,794	2,835	10,827	12,445
Operating Expenditures Total		61,911	66,638	103,896	119,879
Capital Outlay					
64-00	Machinery & Equipment	387,647	-	-	-
Capital Outlay Total		387,647	-	-	-
Police Communications Total		\$ 1,445,369	\$ 1,101,738	\$ 1,258,390	\$ 1,336,480

Police Department Fund: General Fund

FY 2020 Authorized Positions

Code Enforcement Division

<u>Pay Grade</u>	<u>Position</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
GE13	Code Enforcement Manager	-	1	1	1
GE12	Code Enforcement Supervisor	1	-	-	-
GH10	Planning and Code Enforcement Tech	1	-	-	-
GH08	Code Enforcement Coordinator	-	1	1	1
GH07	Code Enforcement Officer	2	2	3	3
Total Code Enforcement Division		4	4	5	5

<u>FTEs</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Full-Time	4	4	5	5
Part-Time	-	-	-	-
Total FTEs	4	4	5	5

Note: In FY 2017, the Code Enforcement positions were moved from the Community Services department (division 3200) to the Police Department (division 2132).

Position Comments:

FY 2020:

- No changes in FY 2020 for this division.

FY 2019:

- In FY 2019, a Code enforcement Officer was added to the headcount.

FY 2018:

- No changes in FY 2018 for this division.

FY 2017:

- In FY 2017, the Code Enforcement positions were moved from the Community Services Department (3200) to a separate Code Enforcement division in the Police Department.
- In FY 2017, the Planning & Code Enforcement Tech was replaced with the Code Enforcement Coordinator.
- In FY 2017, the Code Enforcement Supervisor was replaced with the Code Enforcement Manager.

FY 2020
Detail Budget Report
Division Level

Fund: 001 General Fund
Division: 2132 Code Enforcement
Activity: 524 Protective Inspections

		FY 2017	FY 2018	FY 2019	FY 2020
		Actual	Actual	Adopted	Adopted
		Amount	Amount	Budget	Budget
Personnel Services					
12-00	Regular Salaries & Wages	\$ 133,707	\$ 149,041	\$ 194,739	\$ 210,622
12-12	Retirement Leave Accrual	896	1,792	-	-
14-00	Overtime	68	-	-	-
21-00	FICA Taxes	10,662	11,571	15,082	15,779
22-00	Retirement Contributions	10,286	12,080	16,085	17,840
23-00	Life / Health Insurance	22,928	56,214	88,790	6,945
23-04	Medical / RX Self Insured	-	-	-	78,726
24-00	Worker's Compensation	2,823	4,273	5,408	6,894
27-00	Benefit Offset	8,400	9,000	9,600	9,600
Personnel Services Total		189,770	243,971	329,704	346,406
Operating Expenditures					
31-01	Legal Expenses	-	4,522	-	-
34-00	Contract Services	14,830	19,530	25,000	22,500
40-00	Travel and Per Diem	675	836	1,410	1,503
41-00	Communication	1,796	2,046	2,640	2,640
42-00	Freight & Postage Service	4,148	3,219	4,000	4,000
45-00	Insurance	555	807	1,238	-
46-03	Repairs & Maintenance - Vehicles	345	851	2,000	950
47-00	Printing & Binding	-	709	1,500	2,684
49-00	Other Obligations	4,643	2,728	3,500	4,000
51-00	Office Supplies	-	-	-	3,000
52-00	Operating Supplies	9,148	2,095	4,904	2,000
52-30	Fuel, Oil & Lubricants	1,205	2,309	2,168	2,098
54-00	Memberships / Publications	140	175	175	175
55-00	Training	605	1,158	1,605	1,605
Operating Expenditures Total		38,090	40,985	50,140	47,155
Capital Outlay					
64-00	Machinery & Equipment	-	-	-	68,910
Capital Outlay Total		-	-	-	68,910
Code Enforcement Total		\$ 227,860	\$ 284,956	\$ 379,844	\$ 462,471

Police Department

Fund: Police Confiscated Fund

FY 2020 Authorized Positions

Operations Division

<u>Pay Grade</u>	<u>Position</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
	No Personnel Assigned	-	-	-	-
	Total Operations Division	0	0	0	0

<u>FTEs</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Full-Time	-	-	-	-
Part-Time	-	-	-	-
Total FTEs	0	0	0	0

Position Comments:

- No personnel are assigned to this division.

FY 2020
Detail Budget Report
Division Level

Fund:	141	Police Confiscated
Division:	2100	Police Administration / Operations
Activity:	521	Law Enforcement

	FY 2017 Actual Amount	FY 2018 Actual Amount	FY 2019 Adopted Budget	FY 2020 Adopted Budget
<i>Personnel Services</i>				
Personnel Services Total	\$ -	\$ -	\$ -	\$ -
<i>Operating Expenditures</i>				
Operating Expenditures Total	-	-	-	-
<i>Capital Outlay</i>				
64-00 Machinery & Equipment	-	8,871	-	-
Capital Outlay Total	-	8,871	-	-
Police Administration / Operations Total	\$ -	\$ 8,871	\$ -	\$ -

Police Department

Fund: Police Special Education Fund

FY 2020 Authorized Positions

Operations Division

<u>Pay Grade</u>	<u>Position</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
	No Personnel Assigned	-	-	-	-
	Total Operations Division	0	0	0	0

<u>FTEs</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Full-Time	-	-	-	-
Part-Time	-	-	-	-
Total FTEs	0	0	0	0

Position Comments:

- No personnel are assigned to this division.

FY 2020
Detail Budget Report
Division Level

Fund:	142 Police Special Education
Division:	2100 Police Administration / Operations
Activity:	521 Law Enforcement

		FY 2017 Actual Amount	FY 2018 Actual Amount	FY 2019 Adopted Budget	FY 2020 Adopted Budget
<i>Personnel Services</i>					
Personnel Services Total		\$ -	\$ -	\$ -	\$ -
<i>Operating Expenditures</i>					
40-00	Travel and Per Diem	-	-	2,000	1,500
55-00	Training	375	-	2,000	3,000
Operating Expenditures Total		375	-	4,000	4,500
<i>Capital Outlay</i>					
Capital Outlay Total		-	-	-	-
Police Administration / Operations Total		\$ 375	\$ -	\$ 4,000	\$ 4,500



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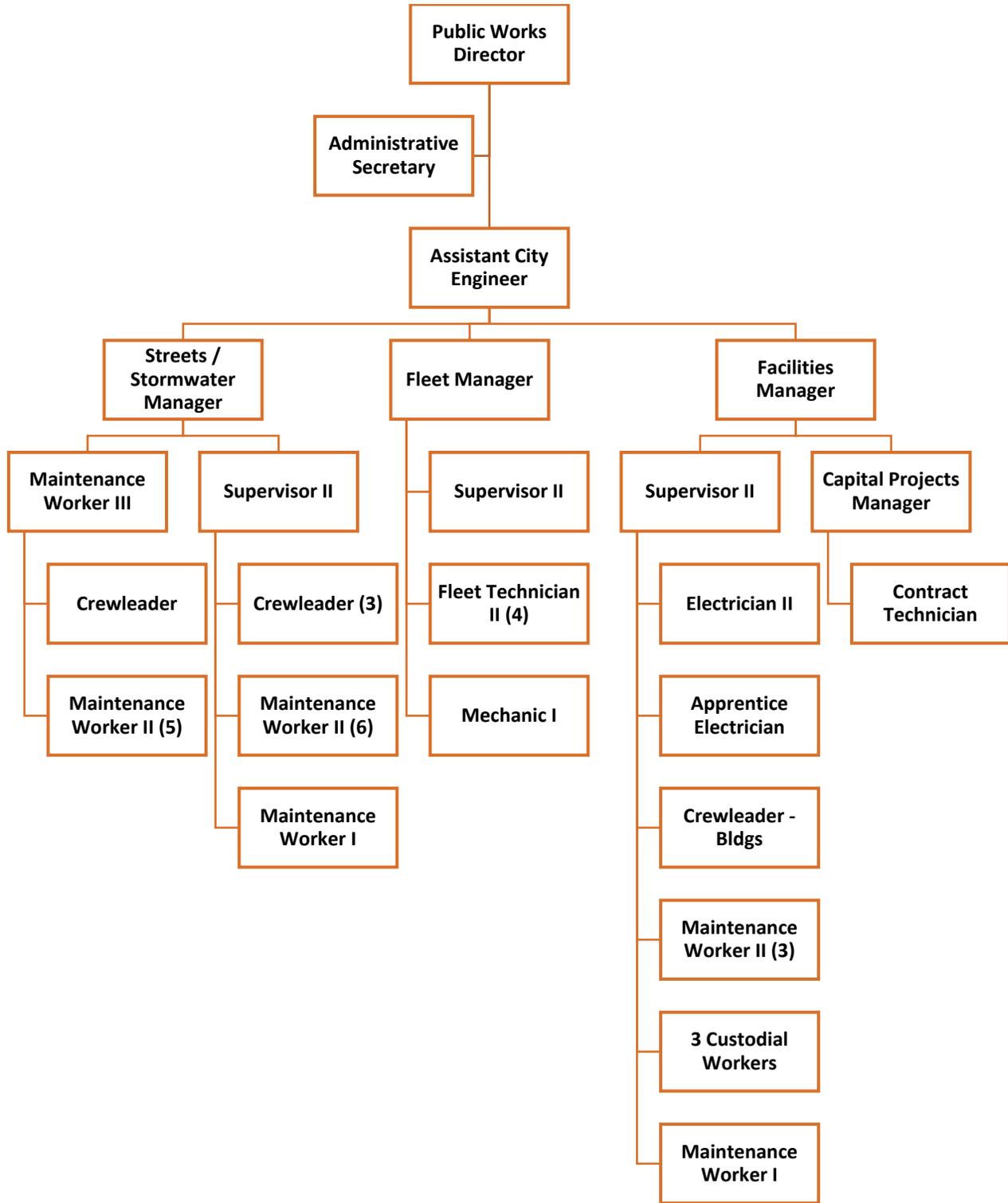


Public Works Department





Public Works Department





Departmental Summary

The Public Works Department has a wide range of responsibilities that touch on many aspects of the City. This department consists of Public Works Administration, Roadway Maintenance, Parks & Grounds, Sanitation, Facilities Management, Capital Projects and Fleet Management division in the General Fund.

Additionally, the Public Works Department is also responsible for activity in the Capital Project Special Revenue Fund and oversees the Capital Projects Management Division in the Capital Project Fund. Similar to how governments tend to distinguish operating from capital activities, the Capital Projects Fund is used to separate the operating budget from the capital budget in order to smooth out fluctuations in budgeting the General Fund. For multi-year projects, this fund can be valuable management tool. The Capital Projects Funds are segregated by project in order to provide distinct financial accountability for each project.

Public Works also oversees the Stormwater Fund. This fund records stormwater activity such as personal services, operating and capital. It is an enterprise fund because the fees charged are to provide funding to support the funds activity.

Public Works Administration Division

This division provides leadership, guidance and planning in the use of department facilities, equipment, and funds in the most efficient and economical manner and ensures a high level of employee morale and work safety.

Street Maintenance Division

This division is responsible for the maintenance of over 90 miles of City-owned paved and unpaved roadways, 72 miles of sidewalks, 7 municipal parking lots, and 146 miles of right of way. This also includes maintenance responsibility of over 2,000 street lights and 22 traffic control signal intersections as well as administering the monthly schedule for sweeping the City streets.

Parks & Grounds Division

This division is responsible for all landscape maintenance and installation, irrigation and tree maintenance in the City's rights-of-way and public areas. The division also maintains the 9,000 public trees throughout the City. This Division is responsible for maintaining the Riverfront Park, Lee Wenner Park and Historic Downtown Cocoa Village areas.

Sanitation Division

This division oversees the City contract with Waste Management for residential and commercial trash pickup, green waste pickup, and recycling pickup and disposal. The contract for these services is administered out of this cost center.

Facilities Management Division

This division provides in-house repair services and general maintenance for over 229,000 square feet of facilities including electrical, carpentry, plumbing, painting, and HVAC systems.



Capital Projects Management Division

This division is used to manage capital projects and track the costs associated with the construction of any capital projects in the General Fund and Capital Projects Funds.

Fleet Maintenance Division

This division provides in-house maintenance and repair services for over 400 various types of vehicles and equipment spanning across 20 department / divisions and 3 funds. In addition, the Fleet Management division operates one main fuel site and one remote fuel site.

Capital Project Funds

Capital Projects Fund – Joe Lee Smith Center (JLS)

This fund is used to account for capital activity for the demolition of the old center and construction of a new, larger community center. Budget was provided for this project in FY 2019 as well as the beginning of construction. The project is to be completed in FY 2020.

Capital Projects Fund – Riverfront / Lee Wenner Park (LWP)

This fund is used to account for capital activity for re-construction and new improvements to the Lee Wenner Park. Budget was provided for this project in FY 2019 as well as the beginning construction. The project is to be completed in FY 2020

Capital Projects Fund – Fiske Blvd. Complete Streetscape (Fiske)

This fund is used to account for capital activity to recreate Fiske Boulevard, to include complete streetscape improvements. This project was projected to be designed in FY 2019 with construction in FY 2020. It has not been started with the adoption of this budget.

Stormwater Fund

Stormwater Management Division

This division's functions include maintaining drainage system information and inventory, maintaining existing underground and open roadway drainage structures, installing new drainage systems, maintaining existing drainage ditch vegetation, and street sweeping. The fund uses various best management practices to ensure that the City's stormwater runoff does not adversely affect the environment.



Key Performance Indicators

Note: Processes were tracked manually prior to FY 2020 Adopted budget. It is anticipated that performance will be closely linked to the Strategic Plan in the near future due to measures taken.

Budget Resources Summary

Division	Personnel Services	Operating Expense	Capital Outlay	Debt Service	Transfers	Total Funds	FT	PT
General Fund								
Administration	\$332,915	\$15,537	\$27,000	\$-	\$-	\$375,452	2	-
Maintenance	491,325	1,554,406	31,000	-	-	2,076,731	8	-
Parks & Grounds	770,276	308,822	15,000	-	-	1,094,098	11	-
Fleet Maintenance	535,430	164,985	6,700	-	-	707,115	7	-
Sanitation	-	1,938,500	-	-	-	1,938,500	-	-
Facility Management	650,131	763,820	28,500	-	-	1,442,451	11	-
Capital Projects Management	159,710	29,515	-	-	-	189,225	2	-
Dr. Joe Lee Smith Center								
Capital Projects Management	-	-	-	91,626	-	91,626	-	-
Riverfront / Lee Wenner Park								
Capital Projects Management	-	-	-	-	-	-	-	-
Fiske Complete Streetscape								
Capital Projects Management	-	-	-	-	-	-	-	-
Stormwater								
Stormwater Utility	544,229	933,431	270,032	-	-	1,747,692	7	-
Total	\$3,484,016	\$5,709,016	\$378,232	\$91,626	\$-	\$9,662,890	48	-

Narrative for Additional New Capital Outlay Items:

General Fund – Administration

- No Additional Capital Planned

General Fund – Streets

- 64-00 Purchase of light bank (solar and generator) - \$31,000



General Fund – Grounds

- 64-00 New Kawasaki mule 4010 4x4 - \$15,000

General Fund – Fleet Management Division

- 64-00 15,000 Twin-Post vehicle lift - \$6,700

General Fund – Sanitation Division

- No Additional Capital Planned

General Fund – Facility Management Division

- 64-00 HVAC replacement - \$13,500
- 64-00 Police Department fire system for IT room - \$15,000

General Fund – Capital Projects Division

- No Additional Capital Planned

Dr. Joe Lee Smith Fund – Capital Projects Division

- No Additional Capital Planned

Riverfront / Lee Wenner Park Fund – Capital Projects Division

- No Additional Capital Planned

Fiske Complete Streetscape – Capital Projects Division

- No Additional Capital Planned

Stormwater Fund - Stormwater Utility Division

- 64-00 Mechanical broom sweeper – \$270,032

Significant Expenditures

General Fund – Administration

- 12-00 Increased due to the Public Works Director payroll allocation change.
- 12-12 Increased due to the Public Works Director retirement.
- 13-00 Decreased due to the Public Works Director retirement.
- 21-00 to 22-00 Increased to reflect anticipated benefit costs.
- 23-00 Decrease due to reclassification of medical cost to 23-04.
- 23-04 Increase due to reclassification of medical cost from to 23-00.
- 24-00 Increased to reflect anticipated workers compensation costs.



- 27-00 Increased to reflect anticipated benefit costs.

General Fund – Streets

- 12-00 Increased to reflect anticipated benefit costs.
- 21-00 to 22-00 Increased to reflect anticipated benefit costs.
- 23-00 Decrease due to reclassification of medical cost to 23-04.
- 23-04 Increase due to reclassification of medical cost from to 23-00.
- 31-00 Decreased of IWORQ work order system services in FY 2019.
- 46-00 Increased due to anticipated annual street paving program maintenance and the Pineda Street roadway and sidewalk improvements.
- 46-03 Increased due to vehicle #149 dump truck body rehabilitation.

General Fund – Parks & Grounds

- 22-00 Increased to reflect anticipated benefit costs.
- 23-00 Decrease due to reclassification of medical cost to 23-04.
- 23-04 Increase due to reclassification of medical cost from to 23-00.
- 34-00 Decreased due to reduction of inmate work squad yearly contract.
- 34-09 Increased due to mowing and maintenance of US Highway 1, SR520 medians, cemeteries and rights of way.
- 45-00 Decrease due to vehicle insurance moving to the General Operations Department.
- 46-00 Increased due to the Lee Wenner Park Maintenance.
- 52-00 Decreased due to 40 steel bench replacement program in FY 2019
- 52-30 Increased due to increase in fuel, oil & lubricants cost.

General Fund – Fleet Maintenance Division

- 23-00 Decrease due to reclassification of medical cost to 23-04.
- 23-04 Increase due to reclassification of medical cost from to 23-00.
- 34-00 Increased due to NAPA IBS management services cost increase.
- 46-00 Decreased due to reclassification of IT related operating cost to 56-15
- 56-15 Increase due to reclassification of IT related operating cost from 46-00

General Fund – Sanitation Division

- 49-07 Decreased due to a reduction of anticipated Bad Debt Expense.

General Fund – Facility Management Division

- 23-00 Decrease due to reclassification of medical cost to 23-04.
- 23-04 Increase due to reclassification of medical cost from to 23-00.
- 31-00 Increased due to building assessments in FY 2020.
- 34-00 Decreased due to HVAC service contract and NPS grant for the Harry T. Moore center in FY2019.
- 45-00 Decrease due to vehicle insurance moving to the General Operations Department.
- 46-00 Increased due to Police Department fire alarm system maintenance.



- 46-02 Increased due to Oleander restrooms roof rehabilitation and Public Works main gate maintenance.
- 46-03 Increased due to 4 electric vehicle charging stations in FY 2020.
- 52-00 Decreased due to a change in budgeting with the Lee Wenner Park maintenance Brevard County agreement.

General Fund – Capital Projects Division

- 12-00 Increased to reflect anticipated benefit costs.
- 23-00 Decrease due to reclassification of medical cost to 23-04.
- 23-04 Increase due to reclassification of medical cost from to 23-00.
- 52-00 Increased due to citywide trashcan replacement program.

Stormwater Fund - Stormwater Utility Division

- 12-00 Decreased due to the Public Works Director payroll allocation change.
- 12-12 Decreased due to the Public Works Director retirement.
- 13-00 Decreased due to the Public Works Director retirement.
- 21-00 to 22-00 Decreased to reflect anticipated benefit costs
- 23-00 Decrease due to reclassification of medical cost to 23-04.
- 23-04 Increase due to reclassification of medical cost from to 23-00.
- 24-00 Decreased to reflect anticipated workers compensation costs.
- 31-00 Decreased due to GIS asset mapping.
- 34-00 Increased due to increase in landfill fees and stormwater assessment administrative costs.
- 34-10 Increased due to cost of services provided by the General Fund.
- 39-00 Increased to reflect anticipated contingency costs.
- 46-00 Increased due to annual curb and gutter replacement, street sweeper maintenance, and annual cured in place pipe lining.
- 49-07 Decreased due to a reduction of anticipated Bad Debt Expense.
- 52-30 Increased due to increase in fuel, oil & lubricants cost.

Public Works Department Fund: General Fund

FY 2020 Authorized Positions

Public Works Administration Division

<u>Pay Grade</u>	<u>Position</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
GE17	Public Works Director / City Engineer	1	1	1	1
GH5	Administrative Secretary	1	1	1	1
Total Administration Division		2	2	2	2

<u>FTEs</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Full-Time	2	2	2	2
Part-Time	-	-	-	-
Total FTEs	2	2	2	2

Position Comments:

FY 2020:

- No changes in FY 2020 for this division.

FY 2019:

- No changes in FY 2019 for this division.

FY 2018:

- No changes in FY 2018 for this division.

FY 2017:

- In FY 2017, the Administrative Assistant position was replaced with an Administrative Secretary.

FY 2020
Detail Budget Report
Division Level

Fund: 001 General Fund
Division: 3500 Public Works Administration
Activity: 519 Other General Governmental Services

		FY 2017	FY 2018	FY 2019	FY 2020
		Actual	Actual	Adopted	Adopted
		Amount	Amount	Budget	Budget
Personnel Services					
12-00	Regular Salaries & Wages	\$ 20,952	\$ 10,045	\$ 23,104	\$ 199,128
12-12	Retirement Leave Accrual	4	126	-	15,719
13-00	Other Salaries & Wages	59,548	62,448	66,134	-
14-00	Overtime	12	-	-	109
21-00	FICA Taxes	5,692	5,013	6,287	16,771
22-00	Retirement Contributions	9,373	9,234	11,360	27,760
23-00	Life / Health Insurance	17,205	16,761	19,205	4,371
23-04	Medical / RX Self Insured	-	-	-	51,812
24-00	Worker's Compensation	2,241	2,170	2,280	9,805
27-00	Benefit Offset	3,341	2,150	1,440	7,440
Personnel Services Total		118,368	107,947	129,810	332,915
Operating Expenditures					
41-00	Communication	459	449	720	720
42-00	Freight & Postage Service	-	11	50	50
44-00	Rental and Leases	907	-	-	-
45-00	Insurance	207	242	278	-
46-00	Repairs & Maintenance	330	-	-	-
46-03	Repairs & Maintenance - Vehicles	12	318	732	862
47-00	Printing & Binding	-	-	100	100
49-00	Other Obligations	-	120	-	-
51-00	Office Supplies	-	-	-	350
52-00	Operating Supplies	494	-	500	150
52-30	Fuel, Oil & Lubricants	151	285	500	305
54-00	Memberships / Publications	609	85	900	-
56-15	IT - Related Operating Expense	-	-	-	13,000
Operating Expenditures Total		3,169	1,510	3,780	15,537
Capital Outlay					
64-00	Machinery & Equipment	-	-	-	27,000
Capital Outlay Total		-	-	-	27,000
Public Works Administration Total		\$ 121,537	\$ 109,457	\$ 133,590	\$ 375,452

Public Works Department Fund: General Fund

FY 2020 Authorized Positions

Street Maintenance Division

<u>Pay Grade</u>	<u>Position</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
GE14	Streets / Stormwater Manager	1	1	1	1
LU08	Maintenance Worker III – Public Works	1	1	1	1
LU08	Crewleader – Public Works	-	-	-	1
LU06	Maintenance Worker II – Public Works	4	4	4	5
Total Street Maintenance Division		6	6	6	8

<u>FTEs</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Full-Time	6	6	6	8
Part-Time	-	-	-	-
Total FTEs	6	6	6	8

Position Comments:

FY 2020:

- In FY 2020 a Crewleader position was added to the headcount.
- In FY 2020 1 additional Maintenance Worker II – Public Works position was added to the headcount.

FY 2019:

- No changes in FY 2019 for this division.

FY 2018:

- In FY 2018 the frozen Maintenance Worker II - Public Works was unfrozen.

FY 2017:

- No changes in FY 2017 for this division.

FY 2020
Detail Budget Report
Division Level

Fund: 001 General Fund
Division: 3510 Street Maintenance
Activity: 541 Road And Street Facilities

		FY 2017 Actual Amount	FY 2018 Actual Amount	FY 2019 Adopted Budget	FY 2020 Adopted Budget
Personnel Services					
12-00	Regular Salaries & Wages	\$ 108,446	\$ 108,515	\$ 157,352	\$ 277,214
14-00	Overtime	293	879	2,754	1,813
20-00	Clothing / Shoe Allowance	440	330	440	720
21-00	FICA Taxes	8,341	8,380	12,262	21,359
22-00	Retirement Contributions	9,594	10,091	14,559	26,941
23-00	Life / Health Insurance	26,918	28,695	59,765	7,354
23-04	Medical / RX Self Insured	-	-	-	108,789
24-00	Worker's Compensation	16,527	18,579	26,625	44,735
27-00	Benefit Offset	960	980	960	2,400
Personnel Services Total		171,519	176,449	274,717	491,325

Operating Expenditures

31-00	Professional Services	3,250	-	9,333	4,000
34-00	Contract Services	358	212	300	800
41-00	Communication	1,203	1,087	684	1,188
42-00	Freight & Postage Service	908	287	600	500
43-00	Electric / Water / Sewer	321,159	324,335	330,270	328,000
44-00	Rental and Leases	843	-	1,000	1,000
45-00	Insurance	2,668	2,870	3,301	-
46-00	Repairs & Maintenance	133,713	67,312	90,500	1,148,000
46-02	Repairs & Maintenance - Buildings	819	-	-	-
46-03	Repairs & Maintenance - Vehicles	5,092	8,479	16,835	26,529
49-02	Advertising	-	-	300	300
51-00	Office Supplies	-	-	-	500
52-00	Operating Supplies	31,161	25,859	9,699	9,710
52-30	Fuel, Oil & Lubricants	11,978	5,751	11,894	14,754
53-00	Road Material / Supplies	12,987	7,638	15,000	15,000
54-00	Memberships / Publications	-	785	1,050	1,050
55-00	Training	-	262	1,000	1,000
56-15	IT - Related Operating Expense	-	-	-	2,075
Operating Expenditures Total		526,139	444,877	491,766	1,554,406

Capital Outlay

63-00	Infrastructure	2,228,806	914,400	495,000	-
64-00	Machinery & Equipment	-	144,583	-	31,000
Capital Outlay Total		2,228,806	1,058,983	495,000	31,000

Street Maintenance Total		\$ 2,926,464	\$ 1,680,309	\$ 1,261,483	\$ 2,076,731
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Public Works Department Fund: General Fund

FY 2020 Authorized Positions

Parks & Grounds Division

<u>Pay Grade</u>	<u>Position</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
GH10	Supervisor II – Public Works	1	1	1	1
LU08	Crewleader – Public Works	3	3	3	3
LU06	Maintenance Worker II – Public Works	6	6	6	6
LU05	Maintenance Worker I – Public Works	1	1	1	1
Total Parks & Grounds Division		11	11	11	11

<u>FTEs</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Full-Time	11	11	11	11
Part-Time	-	-	-	-
Total FTEs	11	11	11	11

Position Comments:

FY 2020:

- No changes in FY 2020 for this division.

FY 2019:

- No changes in FY 2019 for this division.

FY 2018:

- No changes in FY 2018 for this division.

FY 2017:

- In FY 2017, the 3 Maintenance Worker III-PW positions were replaced with Crewleader-PW positions.

FY 2020
Detail Budget Report
Division Level

Fund: 001 General Fund
Division: 3520 Parks & Grounds
Activity: 572 Parks and Recreation

		FY 2017 Actual Amount	FY 2018 Actual Amount	FY 2019 Adopted Budget	FY 2020 Adopted Budget
Personnel Services					
12-00	Regular Salaries & Wages	\$ 375,519	\$ 360,797	\$ 397,862	\$ 397,764
12-12	Retirement Leave Accrual	6,072	3,312	-	-
13-00	Other Salaries & Wages	13,871	46,910	48,733	50,566
14-00	Overtime	4,615	46,360	5,995	6,113
15-00	Special Pay	-	-	-	600
20-00	Clothing / Shoe Allowance	1,045	1,265	1,045	1,135
21-00	FICA Taxes	29,085	33,416	32,898	33,000
22-00	Retirement Contributions	32,747	40,602	40,236	47,725
23-00	Life / Health Insurance	97,636	112,549	137,100	10,489
23-04	Medical / RX Self Insured	-	-	-	147,969
24-00	Worker's Compensation	60,556	72,648	75,309	72,515
27-00	Benefit Offset	2,400	2,350	2,400	2,400
Personnel Services Total		623,546	720,209	741,578	770,276

Operating Expenditures

31-00	Professional Services	-	-	4,333	-
34-00	Contract Services	129,994	83,832	132,500	64,000
34-09	Mowing Contracts	16,340	-	60,000	135,000
40-00	Travel and Per Diem	500	427	500	150
41-00	Communication	1,570	1,467	1,920	1,800
42-00	Freight & Postage Service	799	951	1,000	500
43-00	Electric / Water / Sewer	7,673	5,429	7,000	6,500
44-00	Rental and Leases	287	220	500	500
45-00	Insurance	3,695	4,098	5,213	-
46-00	Repairs & Maintenance	7,739	16,725	18,000	28,000
46-03	Repairs & Maintenance - Vehicles	17,582	11,239	17,120	15,839
49-00	Other Obligations	-	119	-	-
49-02	Advertising	-	191	300	150
51-00	Office Supplies	-	-	-	500
52-00	Operating Supplies	54,909	50,783	49,814	19,305
52-30	Fuel, Oil & Lubricants	20,064	21,300	23,537	30,553
54-00	Memberships / Publications	512	825	550	1,150
55-00	Training	1,150	1,338	2,000	2,000
56-15	IT - Related Operating Expense	-	-	-	2,875
Operating Expenditures Total		262,814	198,944	324,287	308,822

Capital Outlay

64-00	Machinery & Equipment	84,999	64,404	-	15,000
Capital Outlay Total		84,999	64,404	-	15,000

Parks & Grounds Total		\$ 971,359	\$ 983,557	\$ 1,065,865	\$ 1,094,098
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Public Works Department Fund: General Fund

FY 2020 Authorized Positions

Fleet Maintenance Division

<u>Pay Grade</u>	<u>Position</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
GE14	Fleet Manager	1	1	1	1
GH10	Supervisor II – Fleet	-	-	-	1
GH09	Senior Mechanic	1	1	1	-
LU08	Fleet Technician II	-	4	4	4
	Mechanic II	4	-	-	-
LU06	Mechanic I	-	1	1	1
LU04	Automotive Stock Clerk	1	-	-	-
Total Fleet Maintenance Division		7	7	7	7

<u>FTEs</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Full-Time	7	7	7	7
Part-Time	-	-	-	-
Total FTEs	7	7	7	7

Position Comments:

FY 2020:

- No changes in FY 2019 for this division.

FY 2019:

- In FY 2019, the Senior Mechanic position was replaced with a Supervisor II – Fleet position.

FY 2018:

- In FY 2018, a Mechanic I replaced the Automotive Stock Clerk.

FY 2017:

- In FY 2017, the four Mechanic II's were reclassified to Fleet Technician II's.

FY 2020
Detail Budget Report
Division Level

Fund: 001 General Fund
Division: 3540 Fleet Maintenance
Activity: 519 Other General Governmental Services

		FY 2017	FY 2018	FY 2019	FY 2020
		Actual	Actual	Adopted	Adopted
		Amount	Amount	Budget	Budget
Personnel Services					
12-00	Regular Salaries & Wages	\$ 309,297	\$ 324,823	\$ 360,750	\$ 362,966
12-12	Retirement Leave Accrual	1,172	20,037	-	-
13-00	Other Salaries & Wages	7,790	-	-	-
14-00	Overtime	1,522	3,295	3,092	4,483
20-00	Clothing / Shoe Allowance	605	605	550	600
21-00	FICA Taxes	23,234	25,287	26,158	26,736
22-00	Retirement Contributions	24,806	26,915	30,053	31,109
23-00	Life / Health Insurance	69,363	81,666	81,725	7,077
23-04	Medical / RX Self Insured	-	-	-	83,728
24-00	Worker's Compensation	13,749	13,612	13,536	13,931
27-00	Benefit Offset	4,800	4,900	4,800	4,800
Personnel Services Total		456,338	501,140	520,664	535,430

Operating Expenditures

34-00	Contract Services	-	8,822	37,200	108,600
40-00	Travel and Per Diem	2,390	1,544	3,120	800
41-00	Communication	363	631	1,412	1,394
42-00	Freight & Postage Service	44	22	200	100
44-00	Rental and Leases	538	-	-	-
45-00	Insurance	1,103	927	1,065	-
46-00	Repairs & Maintenance	19,047	20,740	23,375	7,775
46-02	Repairs & Maintenance - Buildings	36	-	-	-
46-03	Repairs & Maintenance - Vehicles	1,262	1,185	600	1,025
49-00	Other Obligations	(2,489)	(1,292)	-	-
51-00	Office Supplies	-	-	-	475
52-00	Operating Supplies	13,311	17,242	17,866	21,715
52-07	Janitorial Supplies	-	47	475	250
52-30	Fuel, Oil & Lubricants	1,912	2,261	3,012	1,701
54-00	Memberships / Publications	1,819	3,120	3,900	3,700
55-00	Training	1,014	2,017	2,325	2,450
56-15	IT - Related Operating Expense	-	-	-	15,000
Operating Expenditures Total		40,350	57,266	94,550	164,985

Capital Outlay

64-00	Machinery & Equipment	24,450	87,894	-	6,700
Capital Outlay Total		24,450	87,894	-	6,700

Fleet Maintenance Total		\$ 521,138	\$ 646,300	\$ 615,214	\$ 707,115
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Public Works Department Fund: General Fund

FY 2020 Authorized Positions

Facility Management Division

<u>Pay Grade</u>	<u>Position</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
GE14	Facilities Manager	1	1	1	1
GH10	Supervisor II - Buildings	1	1	1	1
LU09	Electrician II	1	1	1	1
LU08	Crewleader – Buildings	1	1	1	1
LU06	Maintenance Worker II - Building	2	2	3	3
LU05	Apprentice Electrician	1	1	1	1
	Maintenance Worker I – Buildings	1	1	-	-
LU02	Custodial Worker	3	3	3	3
Total Facility Management Division		11	11	11	11

<u>FTEs</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Full-Time	11	11	11	11
Part-Time	-	-	-	-
Total FTEs	11	11	11	11

Position Comments:

FY 2020:

- No changes in FY 2020 for this division.

FY 2019:

- No changes in FY 2019 for this division.

FY 2018:

- No changes in FY 2018 for this division.

FY 2017:

- In FY 2017, three Janitorial Attendant positions were replaced with three Custodial Worker positions.
- In FY 2017, one Maintenance Worker III-Buildings position was replaced with a Crewleader-Buildings position.

FY 2020
Detail Budget Report
Division Level

Fund: 001 General Fund
Division: 3560 Facility Management
Activity: 519 Other General Governmental Services

		FY 2017 Actual Amount	FY 2018 Actual Amount	FY 2019 Adopted Budget	FY 2020 Adopted Budget
Personnel Services					
12-00	Regular Salaries & Wages	\$ 333,891	\$ 320,536	\$ 394,796	\$ 406,166
12-12	Retirement Leave Accrual	340	533	-	-
13-00	Other Salaries & Wages	24,936	15,251	-	-
14-00	Overtime	2,665	5,604	4,123	4,258
15-00	Special Pay	-	-	-	300
20-00	Clothing / Shoe Allowance	1,170	1,280	950	1,085
21-00	FICA Taxes	26,189	24,874	29,297	30,703
22-00	Retirement Contributions	28,910	28,200	32,952	34,749
23-00	Life / Health Insurance	92,900	88,651	115,175	9,898
23-04	Medical / RX Self Insured	-	-	-	130,779
24-00	Worker's Compensation	26,804	24,420	25,322	27,393
27-00	Benefit Offset	4,800	4,900	4,800	4,800
Personnel Services Total		542,605	514,249	607,415	650,131

Operating Expenditures

31-00	Professional Services	-	-	-	5,000
34-00	Contract Services	55,836	53,319	140,172	45,235
40-00	Travel and Per Diem	-	-	500	2,500
41-00	Communication	3,317	3,028	5,620	3,450
42-00	Freight & Postage Service	637	536	750	200
43-00	Electric / Water / Sewer	206,155	212,930	268,360	275,350
44-00	Rental and Leases	-	-	500	500
45-00	Insurance	73,793	76,193	82,200	-
46-00	Repairs & Maintenance	142,959	30,794	36,000	97,950
46-02	Repairs & Maintenance - Buildings	229,000	242,299	265,597	264,450
46-03	Repairs & Maintenance - Vehicles	8,904	7,923	9,000	16,875
49-00	Other Obligations	655	987	1,350	1,150
49-02	Advertising	-	-	-	700
51-00	Office Supplies	-	-	-	1,000
52-00	Operating Supplies	19,897	27,254	63,848	14,420
52-07	Janitorial Supplies	14,440	15,750	17,000	18,000
52-30	Fuel, Oil & Lubricants	10,016	4,622	15,000	10,640
55-00	Training	-	610	3,000	4,400
56-15	IT - Related Operating Expense	-	-	-	2,000
Operating Expenditures Total		765,609	676,245	908,897	763,820

Capital Outlay

63-00	Infrastructure	-	39,648	-	-
64-00	Machinery & Equipment	77,110	58,312	90,500	28,500
68-10	Intangible Assets	6,137	-	-	-
Capital Outlay Total		83,247	97,960	90,500	28,500

Facility Management Total		\$ 1,391,461	\$ 1,288,454	\$ 1,606,812	\$ 1,442,451
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Public Works Department

Fund: General Fund

FY 2020 Authorized Positions

Sanitation Division

<u>Pay Grade</u>	<u>Position</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
	No Personnel Assigned	-	-	-	-
	Total Sanitation Division	0	0	0	0

<u>FTEs</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Full-Time	-	-	-	-
Part-Time	-	-	-	-
Total FTEs	0	0	0	0

Position Comments:

- No personnel are assigned to this division.

FY 2020
Detail Budget Report
Division Level

Fund: 001 General Fund
Division: 3550 Sanitation
Activity: 534 Garbage / Solid Waste Control Services

		FY 2017 Actual Amount	FY 2018 Actual Amount	FY 2019 Adopted Budget	FY 2020 Adopted Budget
<i>Personnel Services</i>					
Personnel Services Total		\$ -	\$ -	\$ -	\$ -
<i>Operating Expenditures</i>					
34-00	Contract Services	23,036	26,121	38,500	38,500
34-03	Customer Service Contract	1,807,763	1,840,900	1,860,000	1,900,000
49-07	Bad Debt Expense	12,664	7,511	10,000	-
Operating Expenditures Total		1,843,463	1,874,532	1,908,500	1,938,500
<i>Capital Outlay</i>					
Capital Outlay Total		-	-	-	-
Sanitation Total		\$ 1,843,463	\$ 1,874,532	\$ 1,908,500	\$ 1,938,500

Public Works Department

Fund: General Fund

FY 2020 Authorized Positions

Capital Projects Management Division

<u>Pay Grade</u>	<u>Position</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
GE13	Project Manager	1	1	1	1
GH06	Contract Technician	1	1	1	1
Total Capital Projects Management Division		2	2	2	2

<u>FTEs</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Full-Time	2	2	2	2
Part-Time	-	-	-	-
Total FTEs	2	2	2	2

Position Comments:

FY 2020:

- No changes in FY 2020 for this division.

FY 2019:

- No changes in FY 2019 for this division.

FY 2018:

- No changes in FY 2018 for this division.

FY 2017:

- No changes in FY 2017 for this division.

FY 2020
Detail Budget Report
Division Level

Fund: 001 General Fund
Division: 3580 Capital Projects Management
Activity: 519 Other General Governmental Services

		FY 2017	FY 2018	FY 2019	FY 2020
		Actual	Actual	Adopted	Adopted
		Amount	Amount	Budget	Budget
Personnel Services					
12-00	Regular Salaries & Wages	\$ 84,390	\$ 82,563	\$ 93,864	\$ 106,120
21-00	FICA Taxes	6,580	6,356	7,230	7,420
22-00	Retirement Contributions	6,433	6,600	7,753	8,989
23-00	Life / Health Insurance	11,541	13,243	12,662	2,423
23-04	Medical / RX Self Insured	-	-	-	29,634
24-00	Worker's Compensation	321	286	305	324
27-00	Benefit Offset	4,800	4,650	4,800	4,800
Personnel Services Total		114,065	113,698	126,614	159,710

Operating Expenditures					
31-00	Professional Services	15,264	-	5,000	5,000
40-00	Travel and Per Diem	-	-	600	1,100
41-00	Communication	386	627	600	650
42-00	Freight & Postage Service	5	-	250	500
44-00	Rental and Leases	-	-	300	300
45-00	Insurance	269	271	320	-
46-00	Repairs & Maintenance	13,800	-	-	-
46-02	Repairs & Maintenance - Buildings	374,156	-	-	-
46-03	Repairs & Maintenance - Vehicles	43	557	1,000	1,425
48-00	Promotional Activities	1,600	-	1,000	1,500
49-00	Other Obligations	783	201	1,000	1,000
49-02	Advertising	-	-	-	1,000
51-00	Office Supplies	-	-	-	400
52-00	Operating Supplies	803	519	500	15,350
52-30	Fuel, Oil & Lubricants	622	824	800	790
55-00	Training	-	-	-	500
Operating Expenditures Total		407,731	2,999	11,370	29,515

Capital Outlay					
62-00	Buildings	258,527	106,153	-	-
63-00	Infrastructure	-	103,200	439,300	-
64-00	Machinery & Equipment	-	5,491	28,000	-
Capital Outlay Total		258,527	214,844	467,300	-

Capital Projects Management Total		\$ 780,323	\$ 331,541	\$ 605,284	\$ 189,225
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**Public Works Department
Fund: Dr. Joe Lee Smith Center**

FY 2020 Authorized Positions

Capital Projects Management Division

<u>Pay Grade</u>	<u>Position</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
	No Personnel Assigned	-	-	-	-
	Total Capital Projects Management Division	0	0	0	0

<u>FTEs</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Full-Time	-	-	-	-
Part-Time	-	-	-	-
Total FTEs	0	0	0	0

Position Comments:

- No personnel are assigned to this division.

FY 2020
Detail Budget Report
Division Level

Fund: 301 Dr. Joe Lee Smith Center
Division: 3580 Capital Projects Management
Activity: 519 Other General Governmental Services

		FY 2017 Actual Amount	FY 2018 Actual Amount	FY 2019 Adopted Budget	FY 2020 Adopted Budget
Personnel Services					
Personnel Services Total		\$ -	\$ -	\$ -	\$ -
Operating Expenditures					
52-00	Operating Supplies	4,286	97,892	-	-
Operating Expenditures Total		4,286	97,892	-	-
Capital Outlay					
61-00	Land	154,581	140,368	-	-
62-00	Buildings	3,822,020	3,116,453	3,525,000	-
63-00	Infrastructure	-	781,682	-	-
64-00	Machinery & Equipment	38,259	369,281	-	-
64-15	IT Hardware	-	8,768	-	-
Capital Outlay Total		4,014,860	4,416,552	3,525,000	-
Debt Service					
73-00	93' bond Administration	155,212	-	37,307	91,626
Debt Service Total		155,212	-	37,307	91,626
Transfer Out					
91-01	Transfer to General Fund (001)	-	100,000	-	-
Transfer Out Total		-	100,000	-	-
Capital Projects Management Total		\$ 4,174,358	\$ 4,614,444	\$ 3,562,307	\$ 91,626

Public Works Department
Fund: Riverfront / Lee Wenner Park

FY 2020 Authorized Positions

Capital Projects Management Division

<u>Pay Grade</u>	<u>Position</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
	No Personnel Assigned	-	-	-	-
	Total Capital Projects Management Division	0	0	0	0

<u>FTEs</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Full-Time	-	-	-	-
Part-Time	-	-	-	-
Total FTEs	0	0	0	0

Position Comments:

- No personnel are assigned to this division.

FY 2020
Detail Budget Report
Division Level

Fund: 302 Riverfront / Lee Wenner Park
Division: 3580 Capital Projects Management
Activity: 519 Other General Governmental Services

	FY 2017 Actual Amount	FY 2018 Actual Amount	FY 2019 Adopted Budget	FY 2020 Adopted Budget
<i>Personnel Services</i>				
Personnel Services Total	\$ -	\$ -	\$ -	\$ -
<i>Operating Expenditures</i>				
Operating Expenditures Total	-	-	-	-
<i>Capital Outlay</i>				
63-00 Infrastructure	-	-	1,719,250	-
Capital Outlay Total	-	-	1,719,250	-
Capital Projects Management Total	\$ -	\$ -	\$ 1,719,250	\$ -

Public Works Department

Fund: Fiske Complete Streetscape Fund

FY 2020 Authorized Positions

Capital Projects Management Division

<u>Pay Grade</u>	<u>Position</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
	No Personnel Assigned	-	-	-	-
	Total Capital Projects Management Division	0	0	0	0

<u>FTEs</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Full-Time	-	-	-	-
Part-Time	-	-	-	-
Total FTEs	0	0	0	0

Position Comments:

- No personnel are assigned to this division.

FY 2020
Detail Budget Report
Division Level

Fund:	303 Fiske Complete Streetscape
Division:	3580 Capital Projects Management
Activity:	519 Other General Governmental Services

	FY 2017 Actual Amount	FY 2018 Actual Amount	FY 2019 Adopted Budget	FY 2020 Adopted Budget
<i>Personnel Services</i>				
Personnel Services Total	\$ -	\$ -	\$ -	\$ -
<i>Operating Expenditures</i>				
Operating Expenditures Total	-	-	-	-
<i>Capital Outlay</i>				
63-00 Infrastructure	-	-	1,500,000	-
Capital Outlay Total	-	-	1,500,000	-
Capital Projects Management Total	\$ -	\$ -	\$ 1,500,000	\$ -

Public Works Department

Fund: Stormwater

FY 2020 Authorized Positions

Stormwater Utility Division

<u>Pay Grade</u>	<u>Position</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
GE16	Assistant City Engineer	-	-	1	1
GE12	Associate Engineer	1	1	-	-
GH10	Supervisor II – Stormwater	1	1	1	1
LU08	Crewleader – Stormwater	1	1	1	1
	Heavy Equipment Operator	2	3	3	3
LU06	Maintenance Worker II – Stormwater	2	1	1	1
Total Stormwater Utility Division		7	7	7	7

<u>FTEs</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Full-Time	7	7	7	7
Part-Time	-	-	-	-
Total FTEs	7	7	7	7

Position Comments:

FY 2020:

- No changes in FY 2020 for this division.

FY 2019:

- No changes in FY 2019 for this division.

FY 2018:

- In FY2018, the Associate Engineer was replaced with an Assistant City Engineer.

FY 2017:

- In FY2017 one Maintenance Worker II - SW was replaced with a Heavy Equipment Operator.

FY 2020
Detail Budget Report
Division Level

Fund: 423 Stormwater
Division: 3570 Stormwater Utility
Activity: 538 Stormwater Management

		FY 2017 Actual Amount	FY 2018 Actual Amount	FY 2019 Adopted Budget	FY 2020 Adopted Budget
Personnel Services					
12-00	Regular Salaries & Wages	\$ 307,209	\$ 289,636	\$ 397,853	\$ 331,820
12-12	Retirement Leave Accrual	1,731	1,396	-	10,480
13-00	Other Salaries & Wages	39,698	41,365	44,089	-
14-00	Overtime	1,739	5,827	5,000	3,235
20-00	Clothing / Shoe Allowance	550	550	550	600
21-00	FICA Taxes	24,325	23,345	31,629	25,158
22-00	Retirement Contributions	51,193	49,362	41,798	28,369
23-00	Life / Health Insurance	91,636	99,280	120,858	6,871
23-04	Medical / RX Self Insured	-	-	-	88,507
24-00	Worker's Compensation	42,426	49,531	58,003	44,389
26-00	WS OPEB Health Expense	7,221	4,747	-	-
27-00	Benefit Offset	6,996	5,560	7,680	4,800
Personnel Services Total		574,724	570,599	707,460	544,229

Operating Expenditures

31-00	Professional Services	87,699	122,558	111,334	37,000
31-01	Legal Expenses	-	-	500	500
31-33	Employee Health Center Services	4,411	5,489	6,300	6,615
34-00	Contract Services	-	2,032	7,200	16,063
34-10	Cost of General Fund Services	88,927	91,595	94,343	172,205
39-00	Contingency	-	-	6,666	324,134
40-00	Travel and Per Diem	980	5	4,800	2,850
41-00	Communication	700	613	1,224	2,232
42-00	Freight & Postage Service	1,234	784	750	500
43-00	Electric / Water / Sewer	12,211	11,805	17,000	14,800
44-00	Rental and Leases	907	4,900	5,000	2,500
45-00	Insurance	7,541	7,509	4,954	9,828
46-00	Repairs & Maintenance	27,857	28,695	37,500	261,500
46-03	Repairs & Maintenance - Vehicles	18,094	26,584	31,165	32,870
46-15	Insured Vehicle Accident	-	-	-	500
47-00	Printing & Binding	345	-	1,000	1,000
49-00	Other Obligations	1,090	118	2,500	-
49-07	Bad Debt Expense	14,212	8,398	10,000	-
49-15	Obsolete Inventory	-	885	-	-
51-00	Office Supplies	-	-	-	500
52-00	Operating Supplies	10,597	13,420	14,144	12,181
52-30	Fuel, Oil & Lubricants	20,824	27,358	22,934	28,243
52-33	Employee Health Center Supplies	2,488	2,962	3,200	3,360
54-00	Memberships / Publications	1,028	650	1,100	750
55-00	Training	1,585	3,543	4,500	2,500
56-15	IT - Related Operating Expense	-	-	-	800
59-00	Depreciation Expense	252,395	287,874	-	-
Operating Expenditures Total		555,125	647,777	388,114	933,431

FY 2020
Detail Budget Report
Division Level

Fund: 423 Stormwater
Division: 3570 Stormwater Utility
Activity: 538 Stormwater Management

		FY 2017 Actual Amount	FY 2018 Actual Amount	FY 2019 Adopted Budget	FY 2020 Adopted Budget
Capital Outlay					
63-00	Infrastructure	-	-	620,000	-
64-00	Machinery & Equipment	-	-	-	270,032
Capital Outlay Total		-	-	620,000	270,032

Transfer Out					
91-01	Transfer to General Fund (001)	-	9,595	-	-
Transfer Out Total		-	9,595	-	-

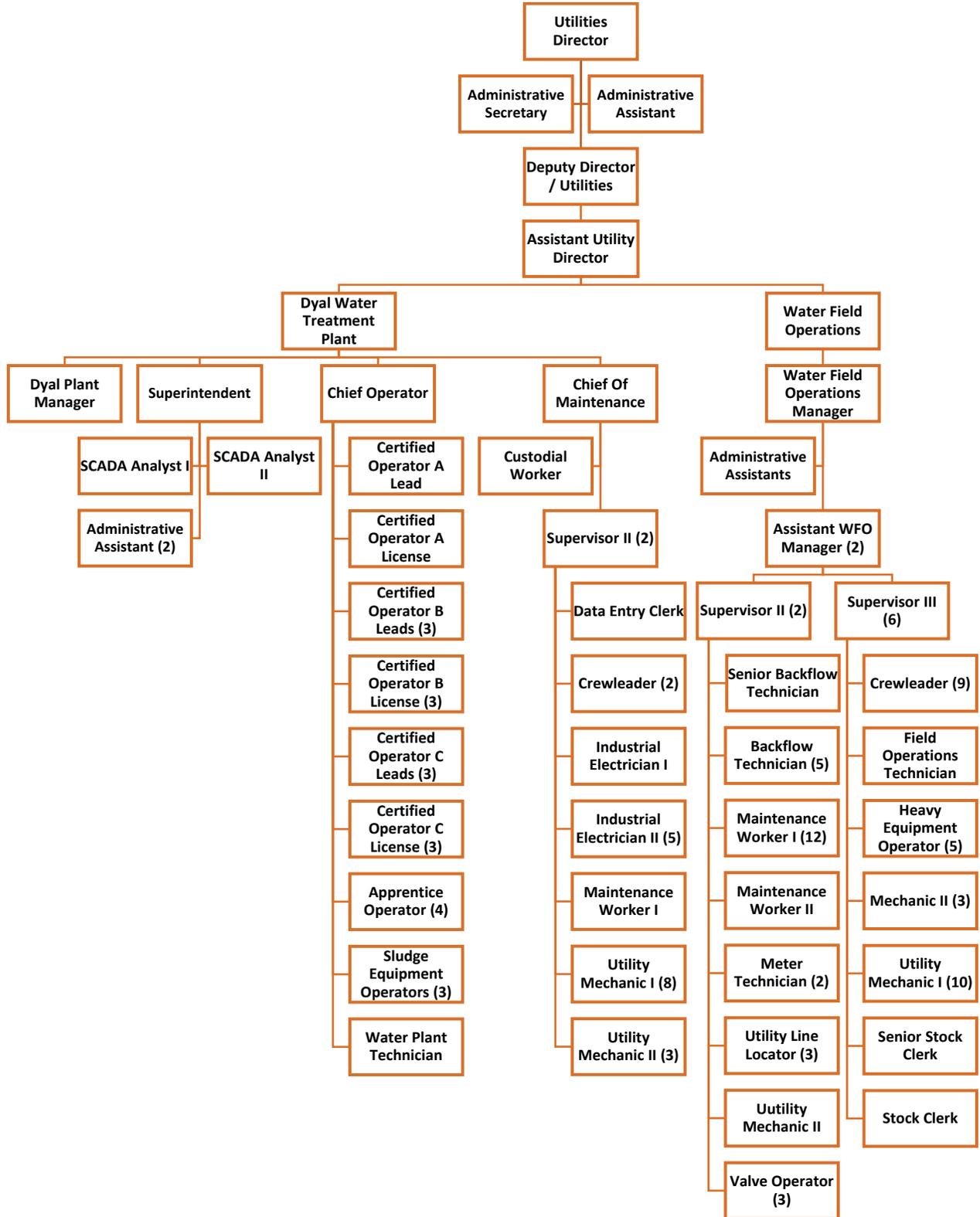
Stormwater Utility Total		\$ 1,129,849	\$ 1,227,971	\$ 1,715,574	\$ 1,747,692
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Utilities Department

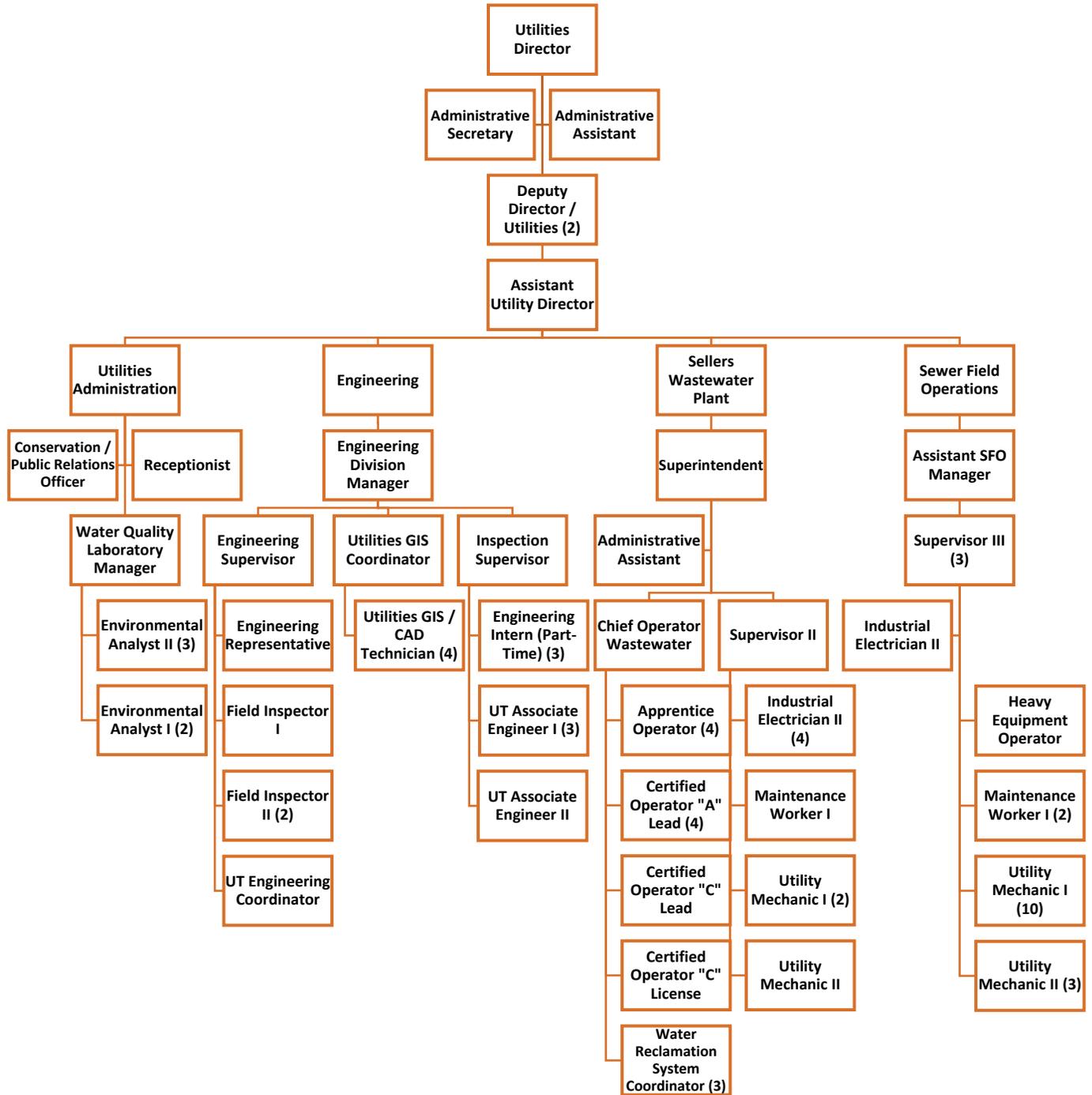


Utilities Department





Utilities Department (Continued)





Departmental Summary

The Utilities Department operates primarily within the Water/Sewer Enterprise Fund, and provides for the treatment and distribution of water to approximately 89,000 customers. The City of Cocoa is authorized by Chapter 180, Florida Statutes, to sell water for profit in an extensive area of Central Brevard County. The water service area's north and south boundaries are approximately 12 miles north and south of State Route 520, a major roadway in the City. The western edge of the water service area is the boundary with Orange County. The eastern edge extends to the Atlantic Ocean. Unincorporated areas of Brevard County served by the City's water system include Port St. John, Merritt Island, Suntree, Viera, and areas along the beachside, in addition to other mainland areas.

The City is authorized by Chapter 180.22 of the Florida Statutes to exercise the right of eminent domain for the purpose of extending its water transmission and distribution system throughout the water service area described above. The City is authorized to operate within the corporate limits of other municipalities only with the consent of each municipality. Municipalities served by the City's water transmission and distribution system are Cape Canaveral, Cocoa Beach, Rockledge, and Titusville.

The City also provides water to the United States government installations at Patrick Air Force Base, Cape Canaveral Air Force Station, and Kennedy Space Center.

The water supply system includes 34 deep wells and 14 intermediate aquifer wells having a permitted capacity of 48 million gallons per day (MGD). The water treatment system includes a surface water treatment plant for treatment of water from the Taylor Creek Reservoir with a permitted capacity of 8.83 MGD. For additional reliability, the City has constructed and operates an aquifer storage and recovery (ASR) system (10 ASR wells) with a capacity of approximately one billion gallons.

This fund also provides for the collection and treatment of wastewater from about 10,000 customers and distribution of reclaimed water to nearly 2,000 customers. The wastewater system includes one waste water treatment plant, which has a permitted capacity of 4.5 MGD, and 53 lift (pump) stations.

Included within the Utilities Department is the Water and Sewer Restricted Assets Fund. This fund is used to segregate the debt issuances and debt service related to the City's water and sewer utility system and the Series 2018B Fund, which is used to track capital projects funded by the series 2018B bond issue.

The following divisions operate under the Utility Department:

Utilities Administration Division

This division is responsible for the general support of all other divisions within the utility. The Division is responsible for conservation programs as well as administrative support and coordination with all other divisions within the Utilities Department. The Water Quality Laboratory is also contained within the division. The lab is responsible for water quality sampling of the wells, the treatment plant when necessary and the water distribution system.

Dyal Water Treatment Plant Division

This division is responsible for 24 hours a day operation of a water treatment facility and produces on average 25 million gallons per day. The plant treats both ground water from wells and surface water from Taylor Creek Reservoir. The division has both plant operators who oversee the chemical treatment



processes within the plant as well as maintenance workers and electricians who assist in maintaining the various components of the plant.

Sewer Field Operations (SFO) Division

This division consists of a group of wastewater maintenance and repair personnel who maintain the operations of the lift stations, pressurized force mains and gravity sewer mains from citizen's homes and businesses to the Sellers Water Reclamation Plant. The SFO division conducts sewer pipe and manhole cleaning and maintenance as well as responding to wastewater breaks.

Water Field Operations (WFO) Division

This division consists of utility mechanics, maintenance workers and heavy equipment operators. Their primary function is to maintain the water distribution transmission mains, water distribution pipes, valves and hydrants throughout the system. As needed, the WFO group will replace lines and construct new water lines. In addition to regular maintenance, the WFO Division responds to emergency water line breaks when they occur.

Engineering Division

This division is responsible for planning, designing and permitting all water, wastewater and reclaimed water projects and developing and maintaining the five-year Capital Plan for the Utilities Department. The Division is responsible for the project management, construction and inspection of all new water, sewer and reclaimed water infrastructure. The Engineering Division provides technical support to all other divisions within the utility, as well as reviewing all as-built construction drawings and maintaining the GIS database of all water, sewer and reclaimed systems. The division also maintains the hydraulic model of the utility water system.

Sellers Water Reclamation Division

This division treats wastewater from the City of Cocoa. The plant consists of primarily plant operators who oversee the day to day operation of the plant's chemical and biological processes. There is also a maintenance group consisting of electricians and maintenance workers who assist in maintaining the plant.

Disaster & Emergency Services Division

This division's funds are used for the operations of the Emergency Operations Center and costs incurred because of a disaster/emergency. The Fire Department's Administration Division provides management and administration of this division.



Key Performance Indicators

Indicator	City Goal	City Objective	FY 2020 Required	FY 2020 Achieved	Variance
Utilities					
Assess reclaimed water service.	PI1	1.1b	90%	96%	106%
Make improvements to elevated tank.	PI1	1.1f	100%	100%	-
Remove booster station on State Road 520.	PI1	1.1g	100%	-	-100%

Budget Resources Summary

Division	Personnel Services	Operating Expense	Capital Outlay	Debt Service	Transfers	Total Funds	FT	PT
Water/Sewer Utility Fund								
Administration	\$1,704,575	\$9,692,723	\$-	\$-	\$17,970,923	\$29,368,221	13	-
Dyal Plant	3,725,430	9,864,032	844,700	-	-	14,434,162	54	-
Water Field Operations	4,609,391	4,027,389	415,584	-	-	9,052,364	70	-
Engineering	1,400,211	142,959	1,559,490	-	-	3,102,660	17	3
Sellers Plant	1,965,659	1,230,616	68,020	-	-	3,264,295	25	-
Sewer Field Operations	1,363,338	1,652,411	235,800	-	-	3,251,549	21	-
WS Restricted Debt Service Fund								
Debt Service				9,761,950		9,761,950	-	-
WS Capital Project 2018 Bond								
Engineering (Bond)	-	-	18,567,036	-	-	18,567,036	-	-
Total	\$14,768,604	\$26,610,130	\$21,690,630	\$9,761,950	\$18,206,723	\$72,235,201	200	3

Narrative for Additional New Capital Outlay Items:

Water/Sewer Fund – Administrative Division

- No Additional Capital Planned

Water/Sewer Fund – Dyal Water Plant Division

- 63-00 Groundwater Filters 1-4 Rehab - \$250,000
- 64-00 Dyal new supervisor F150 Truck - \$26,900
- 64-00 Lab Equipment – PH Meter - \$6,000
- 64-00 Ozone processor replacement - \$300,000
- 64-00 Surface Water Disc Flow Sludge Pumps (3) - \$105,000
- 64-00 Water Softeners for Soda Ash (2) - \$15,000
- 64-00 A/C in Maintenance Shop - \$48,000



Water/Sewer Fund – Water Field Operations Division

- 64-00 Replacement of Vehicle #106 (2007 Ford F450 Dump) - \$63,500
- 64-00 Replacement of Vehicle#171 (F-450 Valve Truck) - \$60,500
- 64-00 Replacement of Vehicle #182 (F-150) - \$26,700
- 64-00 Replacement of Vehicle #28 (F-450 Dump Truck) - \$60,500
- 64-00 Replacement of Vehicle #29 (2002 Ford F450 Dump) - \$61,600
- 64-00 Replacement of Vehicle #51 (F-250) - \$32,600
- 64-00 Replacement of Vehicle #52 (Ford F-150) - \$32,600
- 64-00 WFO Hydraulic Chainsaw - \$6,218
- 64-00 WFO Locator - \$10,866

Water/Sewer Fund – Engineering Services Division

- 63-00 Biosolids Improvements Project - \$100,000
- 63-00 Cape Canaveral West Central Blvd. Water Main Replacement - \$83,490
- 63-00 Improvements to Groundwater Gravity Thickeners - \$200,000
- 63-00 Utilities Program Management - \$636,000
- 63-00 Install New Well #17 - \$100,000
- 63-00 Lime Silo stairway - \$440,000

Water/Sewer Fund – Sellers Wastewater Plant Division

- 64-00 Sellers Golf Cart - \$8,500
- 64-00 Sellers Ice Maker - \$6,000
- 64-00 Sellers Toro Riding Mower - \$16,575
- 64-00 Sellers Waste Pump (WAS to Sludge) \$8,945
- 64-15 Badge Readers for 3 Gates - \$28,000

Water/Sewer Fund – Sewer Field Operations Division

- 64-00 Replacement of Vehicle #53 (2009 Ford F-250 Utility) - \$34,800
- 64-00 Replacement of Vehicle #85 (F-450 Dump Truck) - \$61,000
- 64-00 100kw Portable Generator (2) - \$140,000

Series 2018B Bond Fund – Engineering Division

- 63-00 14”/18” AC raw water pipeline upgrade and well #17 area isolation valves – Phase I construction - \$404,700
- 63-00 Dyal chemical conversion & reliability improvement project and plant security - \$13,326,022
- 63-00 Jerry Sellers flow improvements - \$3,128,564
- 63-00 Utilities Program Management - \$314,000

Significant Expenditures

Water/Sewer Fund – Administrative Division

- 21-00 to 22-00 Increased to reflect anticipated benefit costs.



- 23-00 Decrease due to reclassification of medical cost to 23-04.
- 23-04 Increase due to reclassification of medical cost from to 23-00.
- 34-10 Increased due to an increase in cost in CPI.
- 39-00 Decreased to reflect anticipated contingency costs.
- 45-00 Increased due to vehicle insurance moving from the other Water/Sewer divisions.
- 49-07 Decreased due to a reduction of anticipated bad debt expense.

Water/Sewer Fund – Dyal Water Plant Division

- 14-00 Increased to reflect an increase in anticipated overtime costs.
- 23-00 Decrease due to reclassification of medical cost to 23-04.
- 23-04 Increase due to reclassification of medical cost from to 23-00.
- 34-00 Increased due to the removal of surface sludge from Dyal Plant.
- 42-00 Decreased due to freight charges for parts and materials purchased in FY 2019.
- 44-00 Increased due to an increase in large equipment rental, Lift, Loader and Grader.
- 45-00 Decreased due to vehicle insurance moving to the Utilities Administration Division.
- 46-00 Increased due to anticipated repairs to clarifiers 1 and 2, automation improvements to the drinking water system E&IC, repair of Dyal sludge drying bed and Dyal Polymer system upgrade.
- 46-02 Decreased due to repairs made in FY 2019.
- 51-00 Increase due to reclassification of office supplies related operating cost to 52-00.
- 52-30 Increased due to increase in Fuel, Oil & Lubricants cost.
- 56-15 Increase due to reclassification of IT related operating cost from 52-00.

Water/Sewer Fund – Water Field Operations Division

- 22-00 Increased to reflect anticipated benefit costs.
- 23-00 Decrease due to reclassification of medical cost to 23-04.
- 23-04 Increase due to reclassification of medical cost from to 23-00.
- 31-03 Decreased due to reduction in WFO Division's program services.
- 34-00 Decreased due to reduction in Utilities compound landscaping.
- 45-00 Decreased due to vehicle insurance moving to the Utilities Administration Division.
- 52-00 Increased due to greater costs in general safety supplies, shop tools, small equipment and hand tools.
- 52-30 Increased due to increase in fuel, oil & lubricants cost.
- 56-15 Increase due to reclassification of IT related operating cost from 52-00.

Water/Sewer Fund – Engineering Services Division

- 12-12 Increased to reflect an increase in anticipated accrual payouts.
- 22-00 Increased to reflect anticipated benefit costs.
- 23-00 Decrease due to reclassification of medical cost to 23-04.
- 23-04 Increase due to reclassification of medical cost from to 23-00.
- 51-00 Increase due to reclassification of office supplies cost from 52-00.



Water/Sewer Fund – Sellers Wastewater Plant Division

- 12-00 Increased due to an Administrative Assistant that was in the DROP program retiring in FY 2019.
- 13-00 Decreased due to an Administrative Assistant that was in the DROP program retiring in FY 2019.
- 21-00 to 22-00 Increased to reflect anticipated benefit costs.
- 23-00 Decrease due to reclassification of medical cost to 23-04.
- 23-04 Increase due to reclassification of medical cost from to 23-00.
- 24-00 Increased to reflect anticipated workers compensation costs.
- 31-00 Increased due to plant corrosion assessment service.
- 31-03 Decreased due to the Mud Lakes wetland monitoring/permitting/design service being performed in FY 2019.
- 34-00 Increased due to increases in annual sludge hauling contract and Aerzen maintenance.
- 46-00 Increased due to increases in maintaining plant and lift station telemetry, replacement of automatic front gate and replacement of five variable frequency drives.
- 52-00 Increased due to purchase of safety equipment, licenses and five chemical pumps.
- 55-00 Increased due to cost of safety school.
- 56-15 Increase due to reclassification of IT related operating cost from 52-00.

Water/Sewer Fund – Sewer Field Operations Division

- 14-00 Increased to reflect an increase in anticipated overtime costs.
- 23-00 Decrease due to reclassification of medical cost to 23-04.
- 23-04 Increase due to reclassification of medical cost from to 23-00.
- 45-00 Decreased due to vehicle insurance moving to the Utilities Administration Division.
- 46-00 Increased due to CIPP rehabilitation, pipe infrastructure assessment and manhole assessment/rehabilitation.
- 52-00 Increased due to greater cost of shop tools, small equipment and hand tools.
- 52-30 Increased due to increase in fuel, oil & lubricants cost.

Utilities Department

Fund: Water / Sewer Enterprise Fund

FY 2020 Authorized Positions

Water Administration Division

<u>Pay Grade</u>	<u>Position</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
GE19	Director / Utilities	1	1	1	1
GE17	Deputy Director / Utilities	1	2	2	1
GE16	Assistant Utilities Director	-	-	-	1
GE13	Water Quality Laboratory Manager	-	-	-	1
GE12	Water Quality Assurance Supervisor	1	1	1	-
LU11	Environmental Analyst II	1	1	2	3
GE09	Conservation – Public Relations Officer	1	1	1	1
LU08	Environmental Analyst I	4	4	3	2
GH05	Administrative Secretary	1	1	1	1
GH04	Administrative Assistant	1	1	1	1
	Receptionist	1	1	1	1
Total Water Administration Division		12	13	13	13

<u>FTEs</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Full-Time	12	13	13	13
Part-Time	-	-	-	-
Total FTEs	12	13	13	13

Position Comments:

FY 2020:

- No changes in FY 2020 for this division.

FY 2019:

- No changes in FY 2019 for this division.

FY 2018:

- In FY 2018, an Environmental Analyst I was replaced with an Environmental Analyst II.
- In FY 2018, a new Deputy Director/Utilities was added to the headcount.

FY 2017:

- In FY 2017, one Environmental Analyst I was added to the headcount.

FY 2020
Detail Budget Report
Division Level

Fund: 421 Water / Sewer Enterprise
Division: 4010 Water Administration
Activity: 536 Water-Sewer Combination Services

		FY 2017	FY 2018	FY 2019	FY 2020
		Actual	Actual	Adopted	Adopted
		Amount	Amount	Budget	Budget
Personnel Services					
12-00	Regular Salaries & Wages	\$ 538,682	\$ 536,726	\$ 665,090	\$ 709,169
12-12	Retirement Leave Accrual	4,710	(4)	-	-
13-00	Other Salaries & Wages	68,665	86,964	95,702	101,921
14-00	Overtime	19,234	18,422	22,709	22,724
20-00	Clothing / Shoe Allowance	-	-	-	600
21-00	FICA Taxes	46,763	47,833	58,583	70,538
22-00	Retirement Contributions	156,638	173,384	399,544	289,214
23-00	Life / Health Insurance	113,606	132,131	168,294	13,584
23-02	Life / Health Insurance Retirees	117,202	181,033	237,406	179,186
23-04	Medical / RX Self Insured	-	-	-	272,336
24-00	Worker's Compensation	16,975	18,274	22,405	21,103
25-00	Unemployment Compensation	-	2,005	5,000	5,000
26-00	WS OPEB Health Expense	17,006	11,233	-	-
27-00	Benefit Offset	17,400	15,925	18,000	19,200
Personnel Services Total		1,116,881	1,223,926	1,692,733	1,704,575

Operating Expenditures

31-00	Professional Services	311,000	117,959	351,899	334,356
31-01	Legal Expenses	114,698	16,979	80,000	80,000
31-33	Employee Health Center Services	117,919	124,112	129,150	135,608
32-00	Accounting & Auditing	43,500	43,500	40,000	40,000
34-00	Contract Services	611,683	628,573	736,495	793,417
34-10	Cost of General Fund Services	5,374,389	5,535,621	5,701,690	6,343,999
39-00	Contingency	-	-	1,570,295	1,219,374
40-00	Travel and Per Diem	790	461	6,116	2,316
41-00	Communication	2,227	2,912	4,314	4,164
42-00	Freight & Postage Service	4,610	4,562	6,550	2,000
43-00	Electric / Water / Sewer	938	665	1,440	1,200
44-00	Rental and Leases	1,792	-	-	-
45-00	Insurance	311,406	323,482	351,848	486,034
46-00	Repairs & Maintenance	3,860	4,411	4,340	4,340
46-02	Repairs & Maintenance - Buildings	-	-	2,000	-
46-03	Repairs & Maintenance - Vehicles	1,675	1,122	3,520	4,095
47-00	Printing & Binding	1,344	3,408	5,950	5,950
48-00	Promotional Activities	7,919	11,590	20,000	20,000
49-00	Other Obligations	5,255	36,522	12,850	12,950
49-07	Bad Debt Expense	131,583	216,299	175,000	-
49-08	Cash Over & Under	338	72	300	-
49-09	Document Recording Charges	821	719	3,000	-
49-15	Obsolete Inventory	-	13,865	-	-
51-00	Office Supplies	-	-	-	3,050
52-00	Operating Supplies	58,810	71,772	78,863	73,560
52-30	Fuel, Oil & Lubricants	3,296	4,017	5,007	7,936
52-33	Employee Health Center Supplies	66,512	65,545	65,600	68,880
54-00	Memberships / Publications	29,900	30,249	32,996	34,174
55-00	Training	1,680	1,335	6,370	6,120
55-01	Training / EDA Program	-	-	7,500	7,500
56-15	IT - Related Operating Expense	-	-	-	500



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FY 2020
Detail Budget Report
Division Level

Fund: 421 Water / Sewer Enterprise
Division: 4010 Water Administration
Activity: 536 Water-Sewer Combination Services

		FY 2017 Actual Amount	FY 2018 Actual Amount	FY 2019 Adopted Budget	FY 2020 Adopted Budget
Operating Services					
59-00	Depreciation Expense	10,650,175	10,971,712	-	-
82-00	Aid Private Organization	1,000	1,000	1,000	1,200
Operating Expenditures Total		17,859,120	18,232,464	9,404,093	9,692,723
Capital Outlay					
64-00	Machinery & Equipment	-	-	41,900	-
64-15	IT Hardware	-	-	500	-
Capital Outlay Total		-	-	42,400	-
Debt Service					
73-00	93' Bond Administration	-	145,227	-	-
Debt Service Total		-	145,227	-	-
Transfer Out					
91-01	Transfer to General Fund (001)	5,596,253	6,170,543	7,091,990	6,899,025
91-25	Transfer to Restricted Asset (425)	8,819,800	8,647,689	11,194,729	9,761,950
95-01	6% ILO Franchise Fee	993,919	1,100,328	1,292,109	1,309,948
Transfer Out Total		15,409,972	15,918,560	19,578,828	17,970,923
Water Administration Total		\$ 34,385,973	\$ 35,520,177	\$ 30,718,054	\$ 29,368,221

Utilities Department

Fund: Water / Sewer Enterprise Fund

FY 2020 Authorized Positions

WS Emergency / Disaster Services Division

<u>Pay Grade</u>	<u>Position</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
	No Personnel Assigned	-	-	-	-
	Total Human Resources Division	0	0	0	0

<u>FTEs</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Full-Time	-	-	-	-
Part-Time	-	-	-	-
Total FTEs	0	0	0	0

Position Comments:

- No personnel are assigned to this division.

FY 2020
Detail Budget Report
Division Level

Fund: 421 Water / Sewer Enterprise
Division: 4011 WS Emergency / Disaster Services
Activity: 536 Water-Sewer Combination Services

		FY 2017 Actual Amount	FY 2018 Actual Amount	FY 2019 Adopted Budget	FY 2020 Adopted Budget
Personnel Services					
12-00	Regular Salaries & Wages	\$ 127,537	\$ -	\$ -	\$ -
14-00	Overtime	144,980	-	-	-
21-00	FICA Taxes	20,401	-	-	-
22-00	Retirement Contributions	37,462	-	-	-
23-00	Life / Health Insurance	38,695	-	-	-
24-00	Worker's Compensation	5,490	-	-	-
27-00	Benefit Offset	62	-	-	-
Personnel Services Total		374,627	-	-	-
Operating Expenditures					
42-00	Freight & Postage Service	58	-	-	-
46-00	Repairs & Maintenance	292,850	2,260	-	-
52-00	Operating Supplies	22,272	-	-	-
53-00	Road Material / Supplies	999	-	-	-
Operating Expenditures Total		316,179	2,260	-	-
Capital Outlay					
Capital Outlay Total		-	-	-	-
WS Emergency / Disaster Services Total		\$ 690,806	\$ 2,260	\$ -	\$ -

Utilities Department Fund: Water / Sewer Enterprise Fund

FY 2020 Authorized Positions

Dyal Plant Division

<u>Pay Grade</u>	<u>Position</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
GE15	Superintendent	1	1	1	1
GE14	Dyal Plant Manager	1	1	1	1
GE12	Chief of Maintenance	1	1	1	1
	Chief Operator	1	1	1	1
	SCADA Analyst II	-	-	1	1
LU11	Certified Operator "A" Lead	2	1	1	1
	Certified Operator "A" License	1	1	1	1
GE11	SCADA Analyst I	-	-	1	1
LU10	Certified Operator "B" Lead	4	2	3	3
	Certified Operator "B" License	-	-	1	3
	Industrial Electrician II	3	3	3	5
H10	Data Entry Clerk	1	1	1	1
GH10	Supervisor II – Water	1	2	2	2
GE10	Systems Analyst	2	2	-	-
LU09	Certified Operator "C" Lead	1	4	3	3
	Certified Operator "C" License	4	5	4	3
LU08	Apprentice Operator	6	5	5	4
	Crewleader – Water	2	2	2	2
	Utility Mechanic II – Water	3	3	3	3
LU07	Industrial Electrician I	3	3	3	1
GH07	Water Plant Technician	1	1	1	1
LU06	Utility Mechanic I – Water	8	8	8	8
LU05	Maintenance Worker I – Water	1	1	1	1
	Sludge Equipment Operator	3	3	3	3
GH04	Administrative Assistant	2	2	2	2
LU02	Custodial Worker	1	1	1	1
Total Dyal Plant Division		53	54	54	54

<u>FTEs</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Full-Time	53	54	54	54
Part-Time	-	-	-	-
Total FTEs	53	54	54	54



Position Comments:

FY 2020:

- No changes in FY 2020 for this division.

FY 2019:

- No changes in FY 2019 for this division.

FY 2018:

- In FY2018, a Certified Operator "C" License received their Certified Operator "B" License.
- In FY2018 a Certified Operator "C" Lead received their Certified Operator "B" Lead License.
- In FY2018, the two Systems Analysts were replaced with a SCADA Analyst I and a SCADA Analyst II.
- In FY2018 one Supervisor II - Water was added to the headcount.

FY 2017:

- In FY2017, an Apprentice Operator was replaced with a Certified Operator "C" License.
- In FY2017, a Certified Operator "A" Lead was replaced with a Certified Operator "C" Lead.
- In FY2017, two Certified Operator "B" Leads were replaced with two Certified Operator "C" Leads.
- In FY2017, two Maintenance Worker I's were changed to Crewleader-Water.
- In FY2017, the Dyal Water Treatment Department (4020) had 6 new positions; 3 Utility Mechanic-Water, 1 Administrative Assistant, 1 Certified Operator "B" Lead and 1 Water Plant Technician.



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FY 2020
Detail Budget Report
Division Level

Fund: 421 Water / Sewer Enterprise
Division: 4020 Dyal Plant
Activity: 536 Water-Sewer Combination Services

		FY 2017 Actual Amount	FY 2018 Actual Amount	FY 2019 Adopted Budget	FY 2020 Adopted Budget
Personnel Services					
12-00	Regular Salaries & Wages	\$ 1,785,922	\$ 1,980,998	\$ 2,286,273	\$ 2,335,751
12-12	Retirement Leave Accrual	3,167	2,873	-	-
13-00	Other Salaries & Wages	23,744	16	-	-
14-00	Overtime	146,002	122,728	131,101	151,245
15-00	Special Pay	-	-	-	300
20-00	Clothing / Shoe Allowance	5,195	5,445	5,070	5,310
21-00	FICA Taxes	144,085	155,279	178,500	183,460
22-00	Retirement Contributions	153,588	176,936	208,720	218,223
23-00	Life / Health Insurance	426,596	526,490	603,694	55,350
23-04	Medical / RX Self Insured	-	-	-	602,967
24-00	Worker's Compensation	117,802	126,250	136,346	148,824
26-00	WS OPEB Health Expense	72,599	35,689	-	-
27-00	Benefit Offset	15,650	22,650	26,400	24,000
Personnel Services Total		2,894,350	3,155,354	3,576,104	3,725,430

Operating Expenditures

31-00	Professional Services	7,440	4,653	5,000	5,000
34-00	Contract Services	150,796	201,818	483,450	533,250
40-00	Travel and Per Diem	5,613	697	12,330	7,830
41-00	Communication	48,248	61,187	59,860	62,160
42-00	Freight & Postage Service	14,553	14,318	19,000	10,500
43-00	Electric / Water / Sewer	1,346,312	1,441,788	1,836,290	1,982,835
44-00	Rental and Leases	147,365	17,941	17,450	28,650
45-00	Insurance	11,449	11,939	15,431	500
46-00	Repairs & Maintenance	1,169,146	1,438,446	1,895,200	2,329,200
46-02	Repairs & Maintenance - Buildings	62,122	41,517	370,500	275,500
46-03	Repairs & Maintenance - Vehicles	19,468	27,233	34,362	35,865
47-00	Printing & Binding	145	32	200	200
49-00	Other Obligations	6,637	6,602	8,435	8,475
51-00	Office Supplies	-	-	-	10,000
52-00	Operating Supplies	2,811,177	222,079	209,600	212,990
52-07	Janitorial Supplies	4,180	3,468	5,000	5,000
52-09	Chemicals	-	2,845,114	3,774,360	4,118,435
52-30	Fuel, Oil & Lubricants	85,578	101,568	91,351	111,262
53-00	Road Material / Supplies	17,478	7,198	35,000	35,000
54-00	Memberships / Publications	-	-	780	780
55-00	Training	39,197	44,660	81,600	85,600
56-15	IT - Related Operating Expense	-	-	-	5,000
Operating Expenditures Total		5,946,904	6,492,258	8,955,199	9,864,032

Capital Outlay

63-00	Infrastructure	-	-	2,106,413	250,000
64-00	Machinery & Equipment	-	-	471,900	594,700
64-15	IT Hardware	-	-	10,000	-
Capital Outlay Total		-	-	2,588,313	844,700

Dyal Plant Total	\$ 8,841,254	\$ 9,647,612	\$ 15,119,616	\$ 14,434,162
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Utilities Department

Fund: Water / Sewer Enterprise Fund

FY 2020 Authorized Positions

Water Field Operations Division

<u>Pay Grade</u>	<u>Position</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
GE15	Water Field Operations Manager	1	1	1	1
GE12	Assistant Water Field Operations Manager	1	1	1	2
GH11	Supervisor III – Water Field Operations	-	-	6	6
	Supervisor II – Field Operations	2	2	2	2
	Supervisor II – Water Field Operations	6	6	-	-
LU08	Crewleader – WFO	7	7	7	9
	Mechanic II	2	2	2	3
	Senior Back-Flow Technician	-	-	-	1
	Utility Mechanic II – WFO	1	1	1	1
GH07	Field Operations Technician	1	1	1	1
LU07	Heavy Equipment Operator	5	5	5	5
LU06	Back-Flow Technician	6	6	6	5
	Maintenance Worker II – Water Field Operations	1	1	2	1
	Mechanic I	1	1	1	-
	Utility Line Locator	3	3	3	3
	Utility Mechanic I – Water Field Operations	11	11	10	10
	Valve Operator	3	3	3	3
	Maintenance Worker I – Water Field Operations	11	11	11	12
LU05	Meter Technician	2	2	2	2
	Senior Stock Clerk	1	1	1	1
	Administrative Assistant	1	1	1	1
GH04	Administrative Assistant	1	1	1	1
LU04	Stock Clerk	1	1	1	1
Total Water Field Operations Division		67	67	67	70

<u>FTEs</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Full-Time	67	67	67	70
Part-Time	-	-	-	-
Total FTEs	67	67	67	70



Position Comments:

FY 2020:

- No changes in FY 2020 for this division.

FY 2019:

- No changes in FY 2019 for this division.

FY 2018:

- In FY 2018 One Utility Mechanic I - Water Field Operations was replaced with a Maintenance Worker II - Water Field Operations.
- In FY 2018 the 6 Supervisor II - Water Field Operations positions were replaced with 6 Supervisor III - Water Field Operations positions.

FY 2017:

- In FY 2017, the Assistant Superintendent-Water Field Operations position was replaced with an Assistant Manager-Water Field Operations position.
- In FY 2017, one Meter Technician position was unfrozen.
- In FY 2017, 6 positions were added to the headcount; 4 Back-flow Tech and 2 Supervisor II-Field Operations.



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FY 2020
Detail Budget Report
Division Level

Fund: 421 Water / Sewer Enterprise
Division: 4025 Water Field Operations
Activity: 536 Water-Sewer Combination Services

		FY 2017 Actual Amount	FY 2018 Actual Amount	FY 2019 Adopted Budget	FY 2020 Adopted Budget
Personnel Services					
12-00	Regular Salaries & Wages	\$ 1,903,353	\$ 2,022,376	\$ 2,482,945	\$ 2,645,196
12-12	Retirement Leave Accrual	15,230	17,902	-	-
13-00	Other Salaries & Wages	172,513	121,919	158,291	168,436
14-00	Overtime	181,422	188,174	184,846	186,697
15-00	Special Pay	-	-	-	300
20-00	Clothing / Shoe Allowance	5,390	5,720	6,050	6,820
21-00	FICA Taxes	166,595	172,101	207,453	221,564
22-00	Retirement Contributions	182,045	196,312	25,927	265,363
23-00	Life / Health Insurance	529,644	603,409	763,757	68,060
23-04	Medical / RX Self Insured	-	-	-	828,274
24-00	Worker's Compensation	145,739	153,265	179,923	187,481
26-00	WS OPEB Health Expense	66,653	36,103	-	-
27-00	Benefit Offset	22,819	21,800	28,800	31,200
Personnel Services Total		3,391,403	3,539,081	4,037,992	4,609,391

Operating Expenditures					
31-00	Professional Services	-	130	1,500	-
31-03	Engineering Services	-	-	250,000	182,000
34-00	Contract Services	37,126	46,657	56,690	46,442
40-00	Travel and Per Diem	1,214	775	1,000	1,000
41-00	Communication	19,620	20,867	25,804	25,634
42-00	Freight & Postage Service	3,342	5,419	5,500	3,000
43-00	Electric / Water / Sewer	72,560	71,169	74,800	74,800
44-00	Rental and Leases	2,699	515	5,000	5,000
45-00	Insurance	17,697	20,021	28,525	-
46-00	Repairs & Maintenance	2,820,337	4,238,280	3,261,500	3,157,000
46-02	Repairs & Maintenance - Buildings	44,879	35,082	47,733	47,733
46-03	Repairs & Maintenance - Vehicles	95,651	83,431	95,885	105,025
47-00	Printing & Binding	203	110	380	380
49-00	Other Obligations	2,836	2,877	8,180	5,736
51-00	Office Supplies	-	-	-	2,000
52-00	Operating Supplies	119,276	156,871	161,320	196,801
52-07	Janitorial Supplies	3,176	3,292	3,240	3,240
52-30	Fuel, Oil & Lubricants	93,380	104,460	117,452	138,398
53-00	Road Material / Supplies	2,153	1,940	5,000	5,000
54-00	Memberships / Publications	432	345	660	660
55-00	Training	4,475	11,250	9,950	14,040
56-15	IT - Related Operating Expense	-	-	-	13,500
Operating Expenditures Total		3,341,056	4,803,491	4,160,119	4,027,389

Capital Outlay					
64-00	Machinery & Equipment	-	-	202,736	415,584
64-15	IT Hardware	-	-	13,500	-
Capital Outlay Total		-	-	216,236	415,584

Water Field Operations Total		\$ 6,732,459	\$ 8,342,572	\$ 8,414,347	\$ 9,052,364
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Utilities Department

Fund: Water / Sewer Enterprise Fund

FY 2020 Authorized Positions

Engineering Division

<u>Pay Grade</u>	<u>Position</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
GE15	Engineering Division Manager	1	1	1	1
GE14	Utilities Associate Engineer II	-	-	-	1
GE13	Utilities Associate Engineer I	-	-	4	3
	Utilities Engineer I	1	2	-	-
GE12	Associate Engineer	1	-	-	-
	Utilities Engineer IV	2	2	-	-
GE11	Engineering Supervisor	1	1	1	1
	Inspection Supervisor	1	1	1	1
GE10	Utilities GIS Coordinator	-	1	1	1
	UT Information System Coordinator	1	-	-	-
GH09	Utilities Engineering Coordinator	-	-	1	1
GH08	Engineering Technician	1	1	-	-
	Field Inspector II	2	2	2	2
GH07	CAD Drafter	4	-	-	-
	Field Inspector I	1	1	1	1
	Utilities GIS / CAD Technician	-	4	4	4
GH05	Engineering Representative	1	1	1	1
GH04	Engineering Intern	3	3	3	3
Total Engineering Division		20	20	20	20

<u>FTEs</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Full-Time	17	17	17	17
Part-Time	1.56	1.56	1.56	1.56
Total FTEs	18.56	18.56	18.56	18.56

Position Comments:

FY 2020:

- No changes in FY 2020 for this division.

FY 2019:

- No changes in FY 2019 for this division.


FY 2018:

- In FY 2018, the Engineering Technician was replaced with the Utilities Engineering Coordinator.
- In FY 2018, the two Utilities Engineer I's and two Utilities Engineer IV's were replaced with 4 Utilities Associate Engineer I's.

FY 2017:

- In FY 2017, the Associate Engineer was replaced with a Utilities Engineer I.
- In FY 2017, the UT Information Systems Coordinator was replaced with the Utilities GIS Coordinator.
- In FY 2017, the CAD Drafter was retitled to Utilities GIS/CAD Technician.
- In FY 2017, one new Field Inspector II was added to the headcount.



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FY 2020
Detail Budget Report
Division Level

Fund: 421 Water / Sewer Enterprise
Division: 4055 Engineering
Activity: 536 Water-Sewer Combination Services

		FY 2017 Actual Amount	FY 2018 Actual Amount	FY 2019 Adopted Budget	FY 2020 Adopted Budget
Personnel Services					
12-00	Regular Salaries & Wages	\$ 430,729	\$ 511,928	\$ 714,617	\$ 746,243
12-12	Retirement Leave Accrual	897	3,393	-	15,208
13-00	Other Salaries & Wages	65,905	80,759	130,506	137,637
14-00	Overtime	377	383	683	647
21-00	FICA Taxes	37,565	43,946	63,056	67,377
22-00	Retirement Contributions	40,050	51,052	75,996	95,486
23-00	Life / Health Insurance	117,448	170,809	253,748	20,187
23-04	Medical / RX Self Insured	-	-	-	266,344
24-00	Worker's Compensation	6,097	6,357	9,168	9,982
26-00	WS OPEB Health Expense	16,424	7,069	-	-
27-00	Benefit Offset	25,070	29,050	38,400	41,100
Personnel Services Total		740,562	904,746	1,286,174	1,400,211
Operating Expenditures					
31-03	Engineering Services	-	-	6,000	6,000
34-00	Contract Services	13,500	13,500	16,350	17,341
40-00	Travel and Per Diem	1,010	631	3,645	2,922
41-00	Communication	3,026	3,922	6,600	6,600
42-00	Freight & Postage Service	506	362	400	400
45-00	Insurance	2,603	2,830	3,255	-
46-00	Repairs & Maintenance	5,766	6,343	7,368	8,095
46-03	Repairs & Maintenance - Vehicles	5,317	3,534	6,640	7,555
47-00	Printing & Binding	125	82	200	200
49-00	Other Obligations	477	1,040	2,130	2,000
51-00	Office Supplies	-	-	-	6,170
52-00	Operating Supplies	62,258	65,275	64,719	62,399
52-30	Fuel, Oil & Lubricants	5,653	10,958	8,489	10,458
54-00	Memberships / Publications	392	880	1,315	1,315
55-00	Training	1,535	6,820	10,754	11,504
Operating Expenditures Total		102,168	116,177	137,865	142,959
Capital Outlay					
63-00	Infrastructure	-	-	23,508,649	1,559,490
64-15	IT Hardware	-	-	5,300	-
68-10	Intangible Assets	-	-	250,000	-
Capital Outlay Total		-	-	23,763,949	1,559,490
Engineering Total		\$ 842,730	\$ 1,020,923	\$ 25,187,988	\$ 3,102,660

Utilities Department

Fund: Water / Sewer Enterprise Fund

FY 2020 Authorized Positions

Sellers Water Reclamation Division

<u>Pay Grade</u>	<u>Position</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
GE15	Superintendent	1	1	1	1
GE12	Chief Operator Wastewater	1	1	1	1
LU11	Certified Operator "A" Lead	4	5	5	4
LU10	Certified Operator "B" Lead	1	-	-	-
	Industrial Electrician II	2	2	2	4
GH10	Supervisor II – Sewer Field Operations	1	1	1	1
LU09	Certified Operator "C" Lead	-	-	-	1
	Certified Operator "C" Licensed	-	1	2	1
LU08	Apprentice Operator	3	2	1	4
	Utility Mechanic II – Sellers	1	1	1	1
GH07	Water Reclamations System Coordinator	2	3	3	3
LU06	Utility Mechanic I – Sellers	1	1	1	2
LU05	Maintenance Worker I – Sellers	1	1	1	1
GH04	Administrative Assistant	1	1	1	1
Total Sellers Water Reclamation Division		20	21	21	25

<u>FTEs</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Full-Time	20	21	21	25
Part-Time	-	-	-	-
Total FTEs	20	21	21	25

Position Comments:

FY 2020:

- No changes in FY 2020 for this division.

FY 2019:

- No changes in FY 2019 for this division.

FY 2018:

- In FY 2018, an Apprentice Operator was replaced with a Certified Operator "C" Licensed.

- 
- In FY 2018, a new Water Reclamations System Coordinator was added to the headcount.

FY 2017:

- In FY 2017, a Certified Operator "B" Lead was replaced with a Certified Operator "A" Lead.
- In FY 2017, an Apprentice Operator was replaced with a Certified Operator "C" Licensed.



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FY 2020
Detail Budget Report
Division Level

Fund: 421 Water / Sewer Enterprise
Division: 4120 Sellers Water Reclamation
Activity: 536 Water-Sewer Combination Services

		FY 2017 Actual Amount	FY 2018 Actual Amount	FY 2019 Adopted Budget	FY 2020 Adopted Budget
Personnel Services					
12-00	Regular Salaries & Wages	\$ 787,581	\$ 820,687	\$ 909,287	\$ 1,154,692
13-00	Other Salaries & Wages	91,338	91,269	96,202	63,698
14-00	Overtime	77,090	80,081	86,316	86,316
15-00	Special Pay	-	-	-	1,500
20-00	Clothing / Shoe Allowance	1,830	1,665	1,775	2,590
21-00	FICA Taxes	69,421	72,072	79,354	95,166
22-00	Retirement Contributions	67,593	74,746	95,752	118,066
23-00	Life / Health Insurance	189,333	220,983	249,783	28,597
23-04	Medical / RX Self Insured	-	-	-	335,102
24-00	Worker's Compensation	48,991	48,944	50,811	63,132
26-00	WS OPEB Health Expense	134,887	19,812	-	-
27-00	Benefit Offset	14,400	16,700	16,800	16,800
Personnel Services Total		1,482,464	1,446,959	1,586,080	1,965,659

Operating Expenditures

31-00	Professional Services	525	5,875	33,500	44,400
31-03	Engineering Services	-	-	40,000	-
34-00	Contract Services	57,008	50,021	55,390	64,590
40-00	Travel and Per Diem	3,016	2,734	6,200	6,820
41-00	Communication	6,431	6,510	7,176	9,436
42-00	Freight & Postage Service	5,480	4,760	4,200	1,000
43-00	Electric / Water / Sewer	228,116	192,313	294,286	307,252
44-00	Rental and Leases	5,126	-	9,500	9,900
45-00	Insurance	2,146	2,307	2,654	-
46-00	Repairs & Maintenance	278,367	241,929	331,576	372,869
46-02	Repairs & Maintenance - Buildings	7,967	201	6,000	6,000
46-03	Repairs & Maintenance - Vehicles	9,103	7,238	7,085	7,160
47-00	Printing & Binding	-	58	100	250
49-00	Other Obligations	5,877	5,743	6,980	6,555
51-00	Office Supplies	-	-	-	3,500
52-00	Operating Supplies	164,421	107,859	109,505	209,762
52-07	Janitorial Supplies	1,230	1,383	2,000	2,000
52-09	Chemicals	-	59,248	112,000	121,792
52-30	Fuel, Oil & Lubricants	9,446	10,955	20,525	18,929
54-00	Memberships / Publications	544	503	655	755
55-00	Training	2,065	1,880	7,030	27,646
56-15	IT - Related Operating Expense	-	-	-	10,000
Operating Expenditures Total		786,868	701,517	1,056,362	1,230,616

Capital Outlay

62-00	Buildings	-	-	65,000	-
63-00	Infrastructure	-	-	3,146,250	-
64-00	Machinery & Equipment	-	-	118,427	40,020
64-15	IT Hardware	-	-	-	28,000
Capital Outlay Total		-	-	3,329,677	68,020

Sellers Water Reclamation Total	\$ 2,269,332	\$ 2,148,476	\$ 5,972,119	\$ 3,264,295
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Utilities Department

Fund: Water / Sewer Enterprise Fund

FY 2020 Authorized Positions

Sewer Field Operations Division

<u>Pay Grade</u>	<u>Position</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
GE12	Assistant Sewer Field Operations Manager	1	1	1	1
GH11	Supervisor III – Sewer Field Operations	-	-	3	3
LU10	Industrial Electrician II	1	1	1	1
GH10	Supervisor II – Sellers	2	2	-	-
	Supervisor II – Field Operations	1	1	-	-
LU08	Utility Mechanic II – Field Operations	1	1	1	1
	Utility Mechanic II – Sellers	2	2	2	2
LU07	Heavy Equipment Operator	1	1	1	1
LU06	Utility Mechanic I – Sellers	5	1	1	5
	Utility Mechanic I – Field Operations	1	5	5	5
LU05	Maintenance Worker I – Field Operations	2	2	2	2
	Maintenance Worker I – Sellers	4	4	4	-
Total Sewer Field Operations Division		21	21	21	21

<u>FTEs</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Full-Time	21	21	21	21
Part-Time	-	-	-	-
Total FTEs	21	21	21	21

Position Comments:

FY 2020:

- No changes in FY 2020 for this division.

FY 2019:

- No changes in FY 2019 for this division.



FY 2018:

- In FY2018 the 3 Supervisor II's were replaced with 3 Supervisor III's - Sewer Field Operations positions.

FY 2017:

- In FY2017, the four Utility Mechanic I - Sellers were renamed Utility Mechanic I - Field Operations.
- In FY2017, the Assistant Superintendent was replaced with an Assistant Sewer Field Operations Manager.
- In FY2017, five new positions were added to the headcount; (1) Utility Mechanic II-Field Operations, (1) Utility Mechanic II -Field Operations, (2) Maintenance Worker I - Field Operations and (1) Supervisor II - Field Operations.



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FY 2020
Detail Budget Report
Division Level

Fund: 421 Water / Sewer Enterprise
Division: 4125 Sewer Field Operations
Activity: 536 Water-Sewer Combination Services

		FY 2017 Actual Amount	FY 2018 Actual Amount	FY 2019 Adopted Budget	FY 2020 Adopted Budget
Personnel Services					
12-00	Regular Salaries & Wages	\$ 537,770	\$ 659,520	\$ 787,341	\$ 819,806
14-00	Overtime	42,628	56,272	41,214	58,174
20-00	Clothing / Shoe Allowance	1,355	1,575	1,850	1,950
21-00	FICA Taxes	41,397	52,890	61,079	65,541
22-00	Retirement Contributions	344,252	51,795	63,303	68,946
23-00	Life / Health Insurance	146,766	212,013	250,323	20,125
23-04	Medical / RX Self Insured	-	-	-	273,976
24-00	Worker's Compensation	37,886	41,559	43,828	45,220
26-00	WS OPEB Health Expense	16,443	11,673	-	-
27-00	Benefit Offset	8,800	9,800	9,600	9,600
Personnel Services Total		1,177,297	1,097,097	1,258,538	1,363,338
Operating Expenditures					
31-03	Engineering Services	-	-	125,000	125,000
34-00	Contract Services	12,383	600	5,000	5,000
40-00	Travel and Per Diem	529	704	1,000	1,000
41-00	Communication	5,136	6,320	6,317	7,183
42-00	Freight & Postage Service	1,321	888	1,100	1,100
43-00	Electric / Water / Sewer	75,016	72,443	61,000	61,000
44-00	Rental and Leases	605	220	1,000	1,000
45-00	Insurance	6,945	8,126	9,345	-
46-00	Repairs & Maintenance	736,682	387,230	703,500	1,339,050
46-03	Repairs & Maintenance - Vehicles	21,544	13,206	33,274	32,975
47-00	Printing & Binding	-	-	300	300
49-00	Other Obligations	473	474	1,180	1,020
51-00	Office Supplies	-	-	-	1,000
52-00	Operating Supplies	24,019	30,692	31,130	38,035
52-30	Fuel, Oil & Lubricants	28,862	32,595	21,929	31,088
53-00	Road Material / Supplies	1,640	1,777	5,000	5,000
54-00	Memberships / Publications	315	-	620	620
55-00	Training	1,040	1,285	1,100	2,040
Operating Expenditures Total		916,510	556,560	1,007,795	1,652,411
Capital Outlay					
63-00	Infrastructure	-	-	400,000	-
64-00	Machinery & Equipment	-	-	33,900	235,800
Capital Outlay Total		-	-	433,900	235,800
Sewer Field Operations Total		\$ 2,093,807	\$ 1,653,657	\$ 2,700,233	\$ 3,251,549

Utilities Department

Fund: Water / Sewer Restricted Debt Service Fund

FY 2020 Authorized Positions

Debt Service Division

<u>Pay Grade</u>	<u>Position</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
	No Personnel Assigned	-	-	-	-
	Total Debt Service Division	0	0	0	0

<u>FTEs</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Full-Time	-	-	-	-
Part-Time	-	-	-	-
Total FTEs	0	0	0	0

Position Comments:

- No personnel are assigned to this division.

FY 2020
Detail Budget Report
Division Level

Fund: 425 WS Restricted Debt Service
Division: 4700 Debt Service
Activity: 517 Debt Service Payments

	FY 2017 Actual Amount	FY 2018 Actual Amount	FY 2019 Adopted Budget	FY 2020 Adopted Budget
Personnel Services				
Personnel Services Total	\$ -	\$ -	\$ -	\$ -
Operating Expenditures				
Operating Expenditures Total	-	-	-	-
Capital Outlay				
Capital Outlay Total	-	-	-	-
Debt Service				
71-00 Debt Service Principal	-	-	5,838,248	5,490,388
72-00 Debt Service Interest	-	-	-	4,271,562
73-00 93' Bond Administration	-	-	-	-
Debt Service Total	-	-	5,838,248	9,761,950
Debt Service Total	\$ -	\$ -	\$ 5,838,248	\$ 9,761,950

Utilities Department

Fund: Water / Sewer Restricted Debt Service Fund

FY 2020 Authorized Positions

Other Bond Division

<u>Pay Grade</u>	<u>Position</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
	No Personnel Assigned	-	-	-	-
	Total Water/Sewer Debt Service Fund	0	0	0	0

<u>FTEs</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Full-Time	-	-	-	-
Part-Time	-	-	-	-
Total FTEs	0	0	0	0

Position Comments:

- No personnel are assigned to this division.

FY 2020
Detail Budget Report
Division Level

Fund: 425 WS Restricted Debt Service
Division: 9000 Other Bond Division
Activity: 581 Interfund Transfers

	FY 2017 Actual Amount	FY 2018 Actual Amount	FY 2019 Adopted Budget	FY 2020 Adopted Budget
<i>Personnel Services</i>				
Personnel Services Total	\$ -	\$ -	\$ -	\$ -
<i>Operating Expenditures</i>				
Operating Expenditures Total	-	-	-	-
<i>Capital Outlay</i>				
Capital Outlay Total	-	-	-	-
<i>Transfer Out</i>				
91-21 Transfer to Water Sewer (421)	-	162,441	-	-
Transfer Out Total	-	162,441	-	-
Other Bond Fund Total	\$ -	\$ 162,441	\$ -	\$ -

Utilities Department

Fund: Water / Sewer Capital Project 2018 Bond

FY 2020 Authorized Positions

Engineering Division

<u>Pay Grade</u>	<u>Position</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
	No Personnel Assigned	-	-	-	-
	Total Engineering Division	0	0	0	0

<u>FTEs</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Actual</u>	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>
Full-Time	-	-	-	-
Part-Time	-	-	-	-
Total FTEs	0	0	0	0

Position Comments:

- No personnel are assigned to this division.

FY 2020
Detail Budget Report
Division Level

Fund:	426 WS Capital Project 2018 Bond
Division:	4055 Engineering
Activity:	536 Water-Sewer Combination Services

	FY 2017 Actual Amount	FY 2018 Actual Amount	FY 2019 Adopted Budget	FY 2020 Adopted Budget
<i>Personnel Services</i>				
Personnel Services Total	\$ -	\$ -	\$ -	\$ -
<i>Operating Expenditures</i>				
Operating Expenditures Total	-	-	-	-
<i>Capital Outlay</i>				
63-00 Infrastructure	-	-	-	18,567,036
Capital Outlay Total	-	-	-	18,567,036
Engineering Total	\$ -	\$ -	\$ -	\$ 18,567,036





Strategic Issues



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STRATEGIC ISSUES



STRATEGIC ISSUE IDENTIFICATION

Up to this point city staff has been working through a strategic planning process to identify the strategic issues they believe have the greatest impact on the community presently and those still unfolding. The intent was to identify the key items that satisfy our stakeholders and create public value. These issues are presented to the citizens and City Council to provide the framework for discussion and ultimate adoption of a strategic issue agenda.

STAFF IDENTIFIED STRATEGIC ISSUES (RANK ORDER)

Crime- How will the City continue to reduce crimes against persons and property to provide an environment where every citizen, business, and visitor feels safe?

Image- How will the City improve its image, physically and emotionally?

Economic Development- How will the City increase its economic position within the Space Coast region to be more competitive in retaining and attracting private capital investment, businesses and jobs?

Employees- How will the City work to retain a qualified workforce and in addition prepare itself for the retirement of long-tenured employees, especially in organizationally critical positions?

Fiscal Sustainability- How will the City develop a financially sustainable revenue base and control expenses to support and deliver high quality municipal services?

Community Development- How will the City raise the quality of life for all its residents, especially those most vulnerable and disadvantaged?

Public Safety-How will the City ensure that public safety resources are strategically allocated to provide the most effective and efficient delivery of public safety services?

Civic Engagement- How will the City foster citizen engagement, especially for those underserved and disadvantaged?

STRATEGIC ISSUES



CRIME AWARENESS AND PREVENTION COMMITTEE

Crime was identified as the most pressing single issue impacting the quality of life for Cocoa citizens. The City of Cocoa has historically maintained a higher crime rate than surrounding communities due in large part to a variety of contributing social factors. Through the years the community has struggled to overcome both the perception and reality of crime in Cocoa. The Cocoa Police Department has evolved to meet the needs of the community through adapting law enforcement strategies, community outreach efforts and youth mentoring. In recent years the city has seen a declining crime rate due in part to improving economic conditions as well as law enforcement strategies. As of the 2014 Uniform Crime Reports, Cocoa is at a historically low crime rate dating back to the initial recordings of UCR statistics.

In September of 2014 the Mayor hosted the first annual Mayor's Crime Awareness and Prevention Summit to bring the community together to discuss the contributing factors of crime in Cocoa. After outlining the various contributing factors of crime in the community a panel of local leaders provided opening remarks followed by a question and answer session with attending community members. Key issues raised by the community ranged from employment, education, community engagement, youth mentoring and police training.

In order to address the contributing factors of crime in Cocoa and address issues identified by the community at the crime summit, a crime awareness and prevention committee was assembled to develop short and long term strategies. The committee comprised of members from various backgrounds to include; faith based, community advocates, academic, legal, law enforcement and local business owners. Implementing the City of Cocoa's five-year strategic plan will improve the real and perceived safety of residents and visitors to Cocoa.

STRATEGIC ISSUES



PHYSICAL IMAGE

In times of intensifying competition between cities to capture new residents, private investment, tourism, and enhanced living standards; a city's image continues to be a deciding factor in choice. Currently the perception of a city's image is driven by both physical and emotional factors identified in a 2011 branding study completed by the City of Cocoa. The study indicated the City of Cocoa was perceived in a negative way and regularly associated with crime, poverty, disinvestment, underdevelopment and large areas of unattractiveness. The City of Cocoa must be successful in establishing and evoking favorable images of the community and a positive association with those visiting to have a much greater chance of capturing valuable partners in the future.

In the spring of 2015, the City of Cocoa reached out to a committee of community stakeholders to develop actions the City could take to improve its physical image within the corporate limits of the City. The committee identified the various perceived issues and challenges related to publicly owned facilities, privately maintained property, river frontage, sign maintenance and right of way landscaping. Completion of the actions recommended by the committee will place the City on a long term path to increasing residents and visitors' positive association of Cocoa.

STRATEGIC ISSUES



EMOTIONAL IMAGE

As previously detailed, the city of Cocoa, located along Florida's Space Coast, adjacent to the Indian River, was founded in the late 1800's and is known for its historic downtown, central location along the east coast of Florida and accessibility to local attractions such as Port Canaveral and Kennedy Space Center. The city is located about 45 minutes from the Orlando area attractions and is one of the largest water utility providers in the region. Although the city is well known for these great features, it has also been noticed for issues such as crime and poverty which have hurt the overall image of the city. These issues have received media attention that negatively resonates with citizens and visitors alike. The city must work to promote and disseminate the positive attributes including Historic Cocoa Village, new economic development, museums, Eastern Florida State College, river frontage and surrounding area amenities. The city must work towards establishing a brand and creating a community identity that will make the City of Cocoa stand out in the region for its positive attributes.

In the spring of 2015, the City of Cocoa put together a committee of local business associations, local media representatives, and association partners joined by City staff to identify strategic emotional image related issues and challenges as well as strengths that should be focused on. The committee assisted in the development of short-term and long-term action items to manage the identified strategic issues to improve Cocoa's positive image in the community. Among the specific challenges related to image, the committee focused on the accurate dissemination of crime related data, increasing the accuracy of print and news media, increasing the positive perception of Cocoa schools, re-branding the city in a positive fashion, creating and enhancing communication tools, developing a marketing strategy for the city, marketing Economic Development, marketing of special events, event facilities and recreation, and promotion of the historic downtown as a tourist destination.

Implementing the City of Cocoa's five-year Strategic Plan, including successfully increasing the positive image of the city, will increase the City's ability to attract residents, visitors and tourists alike to live, work, visit and play in the City of Cocoa.

STRATEGIC ISSUES



COMMUNITY DEVELOPMENT

(REDEVELOPMENT OF THE CITY'S CORE)

On multiple occasions throughout Cocoa's history it has seen both growth and decline. This has been in large part due to the transition of the local economy drivers from citrus, space, tourism and now the challenge to diversify for a more stable future. Cocoa has many assets that can be catalysts for revitalization, including a historic downtown, stable and historic neighborhoods, multimodal transportation, higher education institutions and rich artistic and cultural resources. In order to achieve revitalization, a multifaceted approach that encompasses improvements to the physical environment, economic base and social and economic conditions of the residents must take place. Through the development of intentional strategies, the City's potential assets can be unlocked and bring about sustainable community redevelopment.

City of Cocoa staff members working with City Council appointed community stakeholders formed a committee to create the strategies needed to overcome the identified detractors of quality of life. The biggest challenge identified by the committee was attracting private investment to the long term underserved and disadvantaged areas of the City. Currently a dysfunctional market exists where new construction appraises for less than the actual construction costs, combined with the identified community conditions has resulted in the inability to attract development interest and continued disinvestment and decline within the City's core. Due to the overwhelming task of addressing all identified issues at once, a more incremental neighborhood approach was recommended.

Through the implementation of neighborhood improvement plans in the most distressed areas of the community, the overall vision of the City can be realized. Disinvestment and decline has occurred over a long and sustained period and will only be reversed through sustained efforts by the City and community partners.

STRATEGIC ISSUES



ECONOMIC DEVELOPMENT

The City of Cocoa has historically thrived as an epicenter for economic activity and vitality. Cocoa's thriving economy and quality of life can be attributed to its location and access. Located along the Indian River, Cocoa is centrally located in the region and the state while being surrounded by a highway system that connects Cocoa to other major markets such as Orlando, Jacksonville, Tampa, and Fort Lauderdale/Miami. Access to and partnerships with other major economic drivers such as Port Canaveral and Orlando International Airport has improved the quality of life for residents and visitors and facilitated the growth of the region as a whole. Unfortunately, the city has suffered an economic decline due to disinvestment and high unemployment rates.

The City of Cocoa has the potential to emerge again as a catalytic economic driver for the region by capitalizing on location, surplus of vacant developable land, and low-cost development as well as leveraging our local resource partners and programs. These opportunities will foster an economic environment that encourages existing business to expand as well as attract new business, investment, and jobs.

In spring 2015, the City of Cocoa put together a committee of residents, business owners, property owners, industry professionals, and resource partners joined by City staff to identify strategic economic development related issues and challenges. The committee assisted in the development of short-term and long-term action items to manage the identified strategic issues to improve Cocoa's identity as a business destination. Among the specific challenges related to economic development, the committee focused on perception, inventory and condition of industrial facilities, availability and cost of utilities, competitive and relevant incentive and grant programs, and commercial and residential private investment in Cocoa. The committee also addressed unique challenges facing Historic Cocoa Village. Implementing the City of Cocoa's Five (5) Year Strategic Plan will increase the City's ability to maintain and attract new industry, jobs, and investment.

STRATEGIC ISSUES



FISCAL SUSTAINABILITY

It is the City's continuous goal to provide essential and critical services, maintain the adequate funding of reserves and provide resources to promote affordable and sustainable growth in the City of Cocoa. Local governments face the challenges of meeting multi-year labor contract obligations and the continued rise in operating costs despite the flat to declining revenue trends. Like many communities, the City of Cocoa was substantially impacted by the Great Recession while at the same time service demands have increased. From fiscal year 2009 to fiscal year 2013 the City of Cocoa saw a decrease in taxable valuation of 40.5%. While the City has seen a slight increase in taxable valuation since 2013, the level of increase annually will most likely never return to pre-recession levels.

The City has initiated a strategic planning process to guide the actions of the City based on strategic issues of importance, of which one issue is fiscal sustainability. A committee of nine members representing a variety of backgrounds addressed a myriad of financial topics such as expenditure control, revenue diversification, and long term financial planning. The results provide a roadmap for the City to follow in order to ensure it is financially sustainable.

STRATEGIC ISSUES



PUBLIC SAFETY

The City of Cocoa has provided police and fire services to the citizens of Cocoa for more than 60 years. Throughout the history, the services have expanded to meet the growth of the City from a few thousand residents to now more than 18,000. The city of Cocoa has historically maintained a higher public safety call volume per capita than other similarly sized communities. This is due in part to the social and economic challenges facing the community as a whole. The City has met this demand in services by allocating approximately 47% of the fiscal year 2015 annual general fund budget to police and fire services. In order to continue to balance the public safety service demand and provide exceptional services, the City will have to allocate future resources strategically. Through strategic planning for personnel, equipment and facilities over the next 5 years, Cocoa residents, businesses and visitors can be confident the services will be available to enhance their quality of life.

STRATEGIC ISSUES



EMPLOYEES

The City of Cocoa provides citizens with a variety of services to meet their basic needs as well as enhance their living and visitation experience. The delivery of these services is dependent upon the employees of the City who have direct and indirect contact with the citizens and visitors. In order to recruit and retain a qualified workforce the City faces many challenges related to external and internal factors. As the local economy continues a rebound from the last recession, competition with the private sector will continue to be a challenge facing the City due to wage disparities and advancement potential. The internal challenges associated with retention, a reflective workforce and advancement were the focus of the committee as they could be managed if planned for properly. The future success of the service delivery of the City of Cocoa is dependent upon the successful implementation of the goals created by members of the Employee Committee.

STRATEGIC ISSUES



CIVIC ENGAGEMENT

In the summer of 2014 the City of Cocoa submitted a project proposal to Lead Brevard for the purposes of bringing in outside professionals to evaluate and design a civic engagement program for the City. The proposal was accepted and the work was completed in the Spring of 2015. The group presented their findings to the City Council in April of 2015 as well as the overall Lead Brevard organization. The group presented their findings in the form of recommendations for the City to carry out near term and long term. Their findings were divided among 5 focus areas Volunteer Boards, Business Engagement, Electronic Communication, Public Meetings and Policy Review.

Volunteer Boards:

1. Increase recruitment and/or qualification efforts.
 - a. Seek support from faith-based community to promote and/or nominate members to sit on different boards.
 - b. Allow willing volunteers to sit on more than one board concurrently.
 - c. Re-evaluate meeting frequency and/or schedule of all boards; to ensure attendance obligations are manageable.
 - d. Create commercial / info-metrical of upcoming available volunteer board positions and how to apply. Distribute to community businesses to be shown in lobbies waiting rooms, shopping centers, ect.
2. Develop a training program for prospective and sitting board members, for example “City of Cocoa Volunteer Academy.”
 - a. Overview of City Government
 - b. Future of the City of Cocoa
 - c. How to make an impact
 - d. Layman friendly descriptions of all volunteer boards and scope of volunteer’s responsibility
 - e. Provide a “graduation” recognition for all participants at a City Council meeting
3. Increase recognition of volunteer board members.
 - a. Create a float for the winter holiday parade for “City Volunteer Heroes”
 - b. Do a better job of promotion of the event to the local media and integrate some sort of volunteer recruitment portion to the programming
 - c. City council meeting recognition of a “Volunteer Board member of the month”
 - d. Promote individual volunteer in the quarterly FYI along with information on how to be involved.

Business Engagement

1. Develop a survey to be used for the purposes of obtaining information regarding business programs and trainings.

STRATEGIC ISSUES



2. Develop and active business list incorporating various information for communication and basic information.
3. Increase communication between the Cocoa Village associations and Diamond Square to provide support for a business corridor in Diamond Square.
4. Expand programs for manufacturing recruitment, support and retention.
5. Celebrate small, medium and large businesses at least semi-annually in council meetings and annual events.

Electronic Communication

1. Utilize online survey tools to solicit information from citizens.
2. Use social media to engage followers.
 - a. Reach out for true Facebook Analysis and review
 - b. Recommend spending money to advertise on Facebook specific posts for things related to Cocoa Village.
 - c. Recommend City Council/Mayor create a running Blog on a website with each post shared through social media.
3. Improve the website to better engage users.
 - a. Improve Google website mapping so that true City of Cocoa shows up
 - b. Create a page on website directly linking how to get involved.
 - c. Create fire and police websites with direct links on the City website

Public Meetings

1. Annual survey to be sent out to include alternate meeting locations.
2. Increase the publicity of meetings.
 - a. Post information at schools, medical facilities and shops
3. Alternative meeting mediums/promotion.
 - a. Satellite meeting locations
 - b. Water bill and faith based community solicitation
 - c. Utilize SCGTV promotional videos



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IMPLEMENTATION AND CONTINUOUS IMPROVEMENT



The ever increasing demands and requirements facing the City of Cocoa requires strategic thinking and planning to ensure Cocoa is a great place to live and prosper. On May 24th 2016, the City of Cocoa City Council adopted the 5-year strategic plan (2016-2021). With the information presented in this document as well as during the visioning session, we have charted a course and have begun implementing the various components of the plan. The City will continue to monitor and engage members of the community to make adjustments and ensure the vision is achieved through incremental accomplishments. Through the completion of the action items within the work plan the City along with the community will continue to make progress and build a brighter future.



IMPLEMENTATION MATRIX



CRIME AWARENESS AND PREVENTION COMMITTEE

Goal 1: Reduce crime within the City of Cocoa by 50% based on UCR reporting by the year 2020.

Objective 1: Deploy personnel and resources in a manner to more effectively prevent and respond to crime in Cocoa						
Goal Key	Action Item	Status	Implemented	Complete	Cost	Responsible Position
1.1(a)	Create and monitor a monthly offender top 12 list.	On Going	X		-	Police Department
1.1(b)	Create and monitor a monthly repeat victim list.	On Going	X		-	Police Department
1.1(c)	Monitor the top crime locations based on calls for service and develop an action plan for each location.	On Going	X		-	Police Department
1.1(d)	Monitor the top crime types and develop an action plan for each type.	On Going	X		-	Police Department
1.1(e)	Monitor Florida Department of Law Enforcement habitual criminal and sex offender registration to ensure compliance is being met with state law and increase awareness within the community.	On Going	X		-	Police Department
1.1(f)	Coordinate with Code Enforcement to gain compliance of chronically nuisance properties.	On Going			-	Police Department /Community Services
1.1(g)	Utilize predictive policing software to ensure personnel are in the best position to prevent crime.	Short Term	X		-	Police Department /Information Technology
1.1(h)	Provide increased presence in crime "hot spots" to reduce criminal activity.	Short Term	X		-	Police Department
1.1(i)	Improve internal communication sharing between all shifts and department personnel through the use of technology.	Medium Term			-	Police Department /Information Technology
Objective 2: Enhance the community participation in crime reduction efforts						
Goal Key	Action Item	Status	Implemented	Complete	Cost	Responsible Position
1.2(a)	Create a community relations council that provides a monthly forum for addressing crime in Cocoa by engaging law enforcement and other community stakeholders to assess and evaluate the cause of crime.	Medium Term			-	Police Chief
1.2(b)	Develop a network within neighborhoods to enhance communication between members of the police department and community.	On Going	X		-	Police Department
1.2(c)	Collaborate with local neighborhood based non-profits to assist in expanding Cocoa PAL and Boys and Girls Club priorities.	On Going	X		-	Police Department
1.2(d)	Establish a quarterly "faith based alliance" meeting with all Cocoa area faith based organizations to facilitate the coordination of efforts and information sharing.	On Going	X		-	Police Department
1.2(e)	Report information about relationship of offenders to the victims in all violent crime press releases.	On Going	X			Police Department



IMPLEMENTATION MATRIX

Goal 2: To address long term social issues (poverty, unemployment, educational attainment, criminal history) contributing to crime within the City of Cocoa through community policing.

Objective 1: Encourage the youth of the community to use police officer as a resource rather than an adversary						
Goal Key	Action Item	Status	Implemented	Complete	Cost	Responsible Position
2.1(a)	Expand the Cocoa Police Athletic League after school program to accommodate students from all areas of the city.	Medium Term			-	Police Department
2.1(b)	Expand the number served by the Cocoa Police Athletic League summer youth employment program by partnering with local businesses to offer a greater variety of vocations.	Medium Term			-	Police Department
2.1(c)	Expand the number of participants in the youth director's council program.	Medium Term			-	Police Department
2.1(d)	Expand recreation programs through the Police Athletic League for both male and female youth.	Medium Term			-	Police Department
2.1(e)	Partner with the Boys and Girls Club to expand their programs.	On Going			-	Police Department
Objective 2: Provide support to the local educational system in Cocoa (increase the educational attainment of Cocoa citizens)						
Goal Key	Action Item	Status	Implemented	Complete	Cost	Responsible Position
2.2(a)	Develop and re-institute a mentoring program between city employees and targeted local schools.	Short Term	X		\$22,000/YR	Police Department/Administrative Services
2.2(b)	Meet quarterly (feeder chain meeting) with Cocoa area principals to relay important law enforcement information.	On Going			-	Police Department
2.2(c)	Work through the school resource program to reduce student truancy.	On Going			-	Police Department
Objective 3: Ensure Cocoa citizens returning to the community from incarceration are provided support information on community resource partners						
Goal Key	Action Item	Status	Implemented	Complete	Cost	Responsible Position
2.3(a)	Develop and annually update a database of available local organizations and resources available to assist those re-entering the community from incarceration.	Short Term	X		-	Police Department/Brevard County Offender Task Force
2.3(b)	Work with the faith based organizations to provide the basic needs for offenders re-entering and re-transitioning back into the community.	On Going	X		-	Police Department



IMPLEMENTATION MATRIX

PHYSICAL IMAGE

Goal 1: Create a sense of “Place”, a Destination –Cocoa needs to be a unique place to visit, not just to pass through, by improving the city’s Physical Image.

Objective 1: Improve the city’s image through aesthetic improvement of its physical infrastructure including streets, public buildings, public areas and parks						
Goal Key	Action Item	Status	Implemented	Complete	Cost	Responsible Position
1.1(a)	Expand Beautification efforts along the highest traffic count roadways in the city.	On Going	X			Public Works- Ground Maintenance
1.1(b)	Assess location and feasibility of providing reclaimed water service along the highest traffic count roadways in the city.	Short Term				Utilities
1.1(c)	Seek a cooperative agreement of plantings between the various agencies overseeing the selected roadways.	Short Term				Public Works- Grounds Maintenance
1.1(d)	Perform a facility analysis of each City owned structure and make improvements as necessary to the exterior, landscaping and lighting.	Short Term				Public Works- Facility Maintenance
1.1(e)	Improve the signage, fencing, lighting and landscaping at all lift stations within the City.	On Going	X			Utilities
1.1(f)	Improve the landscaping and lighting at the elevated tank.	Short Term	X			Utilities
1.1(g)	Remove the old booster station on State Road 520 and repurpose the land.	Long Term				Utilities
1.1(h)	The City will work to institute and adopt a median program.	Medium Term	X			Public Works
1.1(i)	Work with local organizations to expand right of way maintenance.	Medium Term				Public Works
Objective 2: Improve Cocoa’s image through improved lighting and electrical utility improvements along roads						
Goal Key	Action Item	Status	Implemented	Complete	Cost	Responsible Position
1.2(a)	Identify the extra old poles and crooked poles and have them addressed by Florida Power and Light.	Short Term	X			Public Works
1.2(b)	Create an assessment program for the funding of neighborhood improvements such as decorative streetlights.	Medium Term	X			Public Works
1.2(c)	Ensure that all electrical utility lines are underground where feasible.	On Going	X			Public Works, Community Services
1.2(d)	Ensure streetlights are located at least every 300 feet or closer throughout the City.	On Going	X			Public Works, Community Services
Objective 3: Create safe walkable streets with access to different modes of transportation						
Goal Key	Action Item	Status	Implemented	Complete	Cost	Responsible Position
1.3(a)	Install uniform bus stops with branding and shelters at all SCAT stops.	Medium Term	X		\$15,000 per Shelter	Public Works
1.3(b)	Install curb and sidewalk on every street.	On Going	X			Public Works, Streets Maintenance/Stormwater
1.3(c)	Work with the County to improve the physical appearance of the Varr Avenue SCAT Bus waiting/transfer area.	Long Term				Public Works, Community Services



IMPLEMENTATION MATRIX

1.3(d)	Utilizing the City Arborist, ensure the appropriate street trees are being planted in the proper place in accordance with "right tree right place" arborist guidelines.	On Going	X			Public Works, Grounds Maintenance
Objective 4: Improve the city's physical image through improvement of the appearance of privately-owned properties within Cocoa through improved maintenance, code enhancements and incentives						
Goal Key	Action Item	Status	Implemented	Complete	Cost	Responsible Position
1.4(a)	Require all dumpsters within the City to be moved from the streets and have enclosures.	Medium Term				Public Works, Community Services
1.4(b)	Require the site plan permitted landscapes to be maintained.	On Going	X			Community Services, Code Enforcement
1.4(c)	Require owners to maintain parking lots, fences and signs.	On Going	X			Community Services, Code Enforcement
Objective 5: Improve the City's image through removal of unsightly graffiti and waste accumulation						
Goal Key	Action Item	Status	Implemented	Complete	Cost	Responsible Position
1.5(a)	Renegotiate the solid waste contract to ensure all green waste and bulk waste piles are collected within one week.	Short Term	X	X	X	Public Works
1.5(b)	Create a City procedure to address graffiti as soon as reported.	Short Term				Public Works, Police, Community Services
1.5(c)	Institute an "If you see it, REPORT it" program.	Short Term				All City Employees
1.5(d)	Place public art on traffic boxes to discourage graffiti.	Medium Term	X			Public Works, Public Relations

Goal 2: Build on the success of the Cocoa Village image to expand and improve the physical image of the overall city.

Objective 1: Expand the City's branding efforts beyond existing city buildings and downtown areas						
Goal Key	Action Item	Status	Implemented	Complete	Cost	Responsible Position
2.1(a)	Ensure established city branding efforts are reviewed for application in all city infrastructure projects.	On Going	X			Public Works, Utilities, Public Information
2.1(b)	Construct uniform bus stops containing city branding.	Medium Term	X			Public Works, Public Information
Objective 2: Create additional recreational opportunities within the city outside of the downtown area						
Goal Key	Action Item	Status	Implemented	Complete	Cost	Responsible Position
2.2(a)	Enhance the river frontage by developing the existing 10 city-owned ROW areas on Indian River Drive into small pocket parks.	Long Term				Public Works
2.2(b)	Create/improve off-road trails near Walmart and Cocoa Conservation.	Long Term				Public Works
2.2(c)	Expand the trail network around Bracco Pond and explore the opportunity to establish a dog park.	Long Term				Public Works



IMPLEMENTATION MATRIX

EMOTIONAL IMAGE

Goal 1: Manage the perceptions of the City of Cocoa.

Objective 1: Ensure accurate dissemination of crime related data and information for Cocoa						
Goal Key	Action Item	Status	Implemented	Complete	Cost	Responsible Position
1.1(a)	Establish quarterly coffee with the Mayor or Police Chief informational sessions.	Short Term	X			Police Department, Public Information
1.1(b)	Ensure quarterly the city is featured through positive earned media.	On Going	X			Public Information
1.1(c)	Verify and correct when appropriate all reported crime locations by the media.	On Going	X			Public Information
1.1(d)	Host bi-annually the Mayor's Crime Awareness and Prevention Summit.	On Going	X			Police Department, Public Information
1.1(e)	Work with the media to highlight chronic crime or disorder problems within the City of Cocoa to increase public awareness and responsiveness.	Medium Term	X			Police Department, Public Information
Objective 2: Increase the timeliness and accuracy of print and news media						
Goal Key	Action Item	Status	Implemented	Complete	Cost	Responsible Position
1.2(a)	Attend annual media summit and other media events to maintain or establish personal relationships with media.	On Going	X			Public Information
1.2(b)	Maintain an updated media database with contact information.	On Going	X			Public Information
1.2(c)	Establish a standard press release format for the City which can include photos and videos.	Short Term				Public Information
1.2(d)	Establish a timeline for releasing press items for each special event.	On Going	X			Public Information
1.2(e)	Ensure that all press releases are posted on the City's website and linked to the city's social media pages.	On Going	X			Public Information
1.2(f)	Host an annual media roundtable event to discuss current events, issues and topics which will include a familiarization tour of the city.	Short Term				Public Information/Economic Development
1.2(g)	Meet annually with key editorial boards to promote and discuss current events and topics.	On Going	X			Public Information
Objective 3: Increase the positive perception of Cocoa Schools						
Goal Key	Action Item	Status	Implemented	Complete	Cost	Responsible Position
1.3(a)	Establish a partnership program between each Cocoa school and Cocoa business.	Short Term				Public Information/BPS Foundation
1.3(b)	Assign a staff liaison for each school to attend meetings.	Short Term				Public Information
1.3(c)	Partner with the school district to promote Cocoa school academic and athletic achievements.	Short Term	X			Public Information
Objective 4: Re-brand Cocoa in a positive fashion						
Goal Key	Action Item	Status	Implemented	Complete	Cost	Responsible Position
1.4(a)	Ensure a city banner is hung at all city sponsored events.	On Going	X			Public Information



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1.4(b)	Ensure the city logo is on all advantageous City sites (Riverfront Park, Taylor Park, Pumping Stations, etc.)	On Going	X			Public Information
1.4(c)	Ensure all letterheads include the logo.	On Going	X			Public Information
1.4(d)	Ensure all e-mail signatures include the logo.	Short Term	X	X		Public Information
1.4(e)	Ensure all vehicles, equipment, marketing and promotional items use the city colors and include a city logo.	Short Term	X	X		Public Information/Public Works
Objective 5: Create and enhance communication tools with the community and visitors.						
Goal Key	Action Item	Status	Implemented	Complete	Cost	Responsible Position
1.5(a)	Create an annual city report to be distributed at the annual economic development breakfast.	On Going	X			Public Information
1.5(b)	Create a quarterly citizen spotlight that can be featured at City Council meetings, in FYI newsletter and on website and social media.	Short Term	X			Public Information
1.5(c)	Increase social media reach by enhancing posts with more pictures and videos.	On Going	X			Public Information
1.5(d)	Host an annual informational training workshop for internal staff contributing to social media and website to make sure staff maintains department landing pages and social media pages.	On Going	X			Public Information
1.5(e)	Create an Instagram account to capture a broader demographic base.	Short Term				Public Information
1.5(f)	Add a social media feed to our homepage of our website during the 2016 re-design.	Short Term	X	X		Public Information
1.5(g)	Re-design website in a more user friendly format. (2016)	Short Term	X	X		Public Information

Goal 2: Ensure city resources are coordinated to best promote the city.

Objective 1: Develop a marketing strategy for the city						
Goal Key	Action Item	Status	Implemented	Complete	Cost	Responsible Position
2.1(a)	Identify the relevant marketing outlets for attractions within Cocoa to include those outside Cocoa Village such as the Planetarium, Solar Energy Center, Brevard Natural History Museum and Cocoa Conservation.	Medium Term				Public Information
2.1(b)	Feature the recreational aspects of the city. (Waterfront)	On Going	X			Public Information
2.1(c)	Feature tourism aspects (deals, attractions, and events) for cruise passengers.	On Going	X			Public Information
Objective 2: Collaborate and Coordinate with the City's Office of Economic Development and its promotion and marketing efforts						
Goal Key	Action Item	Status	Implemented	Complete	Cost	Responsible Position
2.2(a)	Market to niche businesses that fit into the Village.	On Going				Public Information/Economic Development
2.2(b)	Identify alternative means to market to site selectors and implement the strategies.	On Going				Public Information/Economic Development



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2.2(c)	Identify cooperative marketing opportunities with the Economic Development Commission of the Space Coast, Cocoa Beach Regional Chamber of Commerce and the Brevard County Tourism Development Council.	On Going					Public Information/Economic Development
Objective 3: Expand the marketing of special events, facilities and recreation							
Goal Key	Action Item	Status	Implemented	Complete	Cost	Responsible Position	
2.3(a)	Promote Cocoa as the premier destination for recreational and athletic events.	On Going	X			Public Information/Leisure Services	
2.3(b)	Ensure there is City staff representation at all special events	On Going	X			Public Information/Leisure Services	
2.3(c)	Promote the ease of special event processing (similar to SNAP permitting)	On Going				Public Information/Leisure Services	
2.3(d)	Market facilities for daytime business rentals.	On Going				Public Information/Leisure Services	
2.3(e)	Promote facility usage for recreational events.	On Going				Public Information/Leisure Services	
Objective 4: Promote Historic Cocoa Village as a historic downtown destination							
Goal Key	Action Item	Status	Implemented	Complete	Cost	Responsible Position	
2.4(a)	Work to clearly establish all entry points into Historic Cocoa Village.	Long Term				City Manager's Office/Public Works	
2.4(b)	Work with local associations on the creation of a historic walking tour/mobile app to highlight the historic features in the Village.	Long Term	X			Public Information/Public Works	
2.4(c)	Work with the local merchants to capitalize on the pedestrian activity related to the Historic Cocoa Village Playhouse.	On Going				Public Information/Economic Development	
2.4(d)	Work with local merchant associations to promote Historic Cocoa Village as an excursion option for cruise passengers by promotion through the on-board daily itinerary and on-board shopping channel.	On Going				Public Information	
2.4(e)	Work with the Brevard County Office of Tourism to leverage resources through increased buying power for billboards and electronic presence.	On Going	X			Public Information	



IMPLEMENTATION MATRIX

COMMUNITY DEVELOPMENT

(DEVELOPMENT OF THE CITY'S CORE)

Goal 1: Implement a Neighborhood Improvement Plan on a neighborhood by neighborhood basis throughout the City of Cocoa, especially those neighborhoods not being served by a community redevelopment area.

Objective 1: Undertake neighborhood assessment to determine strengths and challenges (The following action items will be components of each Neighborhood Improvement plan)						
Goal Key	Action Item	Status	Implemented	Complete	Cost	Responsible Position
1.1(a)	Target area description (i.e., Fiske Blvd corridor, College Green, Cocoa North, etc.)	On Going	X			Community Services/City Manager's Office/Public Works/ Utilities/Police Department
1.1(b)	Foster increased community participation to enable residents to assist with identifying issues and working collaboratively with stakeholders and community partners.	On Going	X			Community Services/City Manager's Office/Public Works/Police Department
1.1(c)	Social and demographic characteristics.	On Going	X			Community Services/City Manager's Office/ Police Department
1.1(d)	Existing land use and housing characteristics.	On Going	X			Community Services
1.1(e)	Identify recent code enforcement and police activity.	On Going	X			Community Services/Police Department
1.1(f)	Inventory of community facilities, park and recreation facilities and deficiencies.	On Going	X			Community Services/City Manager's Office/Public Works
1.1(g)	Infrastructure assessment. i. Street conditions ii. Street lighting iii. Condition and gaps in sidewalks, pedestrian connectivity	On Going	X			Community Services/City Manager's Office/Public Works/Utilities
Objective 2: Identify strategies and resources needed to address issues and deficiencies identified in Objective 1.1						
Goal Key	Action Item	Status	Implemented	Complete	Cost	Responsible Position
1.2(a)	Concentrate resources in the identified neighborhoods, better match available services with community needs.	On Going	X			Community Services/Police Department
1.2(b)	Identify infrastructure needs and incorporate them based on the analysis completed.	On Going	X			Public Works/Utilities
1.2(c)	Identify housing restoration initiatives. i. Homeownership assistance ii. Housing rehabilitation assistance iii. Code enforcement sweep iv. Demolition of unsafe vacant structures	On Going	X			Community Services
1.2(d)	Evaluate the Nuisance Abatement Policy and look at ways to empower and make more effective.	On Going				Community Services/Police Department
1.2(e)	Identify additional opportunities for community and recreational facilities.	On Going	X			Community Services/Public Works
1.2(f)	Identify and Leverage resources from a variety of sources to invest in the identified neighborhood.	On Going	X			Community Services

IMPLEMENTATION MATRIX



1.2(g)	Identify properties that qualify for the code compliance amnesty program.	On Going				Community Services
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Goal 2: Research the following programs and incentive opportunities and assess viability in targeted neighborhoods.

Objective 1: Improve residential development and rehabilitation						
Goal Key	Action Item	Status	Implemented	Complete	Cost	Responsible Position
2.1(a)	Evaluate and develop incentives for new and existing residential development in targeted neighborhoods.	Medium Term				Community Services
2.1(b)	Research and develop a program to increase the number of quality senior and veteran housing.	Long Term	X			Community Services
2.1(c)	Expansion of façade grant program to include residential structures in targeted neighborhoods.	Short Term				Community Services
2.1(d)	To assess non-profit capacity within the community to collaborate and partner by establishing a relationship with the University of Central Florida Center for Non-Profit Management.	Short Term				Community Services
2.1(e)	Assist with the coordination of support partners for the community school concept at Endeavor Elementary School.	Short Term	X			City Manager's Office
2.1(f)	Evaluate each high density residential complex and develop a plan to improve the quality of life for residents living in and around the complex.	Medium Term				Community Services/Police Department

Goal 3: Promote equitable development to achieve and advance social, economic, health and environmental justice.

Objective 1: To address community housing needs through a diversity of housing options						
Goal Key	Action Item	Status	Implemented	Complete	Cost	Responsible Position
3.1(a)	Continue the housing demolition program to ensure unsafe structures are removed from the housing inventory.	On Going	X			Community Services
3.1(b)	Continue to gain voluntary code compliance through code enforcement action.	On Going	X			Community Services
3.1(c)	Pursue grant funding to mitigate housing health concerns associated with lead based paint, asbestos, etc.	Medium Term				Community Services
Objective 2: To address industrial and commercial properties contaminated with hazardous waste or pollution						
Goal Key	Action Item	Status	Implemented	Complete	Cost	Responsible Position
3.2(a)	Maintain a brownfields program through application of grant funding and technical assistance.	On Going	X			Community Services



IMPLEMENTATION MATRIX

ECONOMIC DEVELOPMENT

Goal 1: Attraction & Recruitment of \$100 million of taxable value by FY 2020.

Objective 1: Attraction of new business and industry through targeted marketing efforts, data collection and maintenance						
Goal Key	Action Item	Status	Implemented	Complete	Cost	Responsible Position
1.1(a)	The City should develop a marketing strategy that outlines efforts for attracting private capital investment and jobs in the City, to include targeted advertising campaigns and development of promotional materials.	Short Term				City Manager's Office
1.1(b)	The City should make presentations to key organizations and associations on economic development efforts in the City, to include programs, initiatives, and project updates and announcements.	On Going				City Manager's Office
1.1(c)	The City should enhance the current economic development webpage to provide easier and quicker navigation for businesses and site selectors as well as allows for more flexibility for dissemination of information.	Short Term	X	X		City Manager's Office
1.1(d)	The City should identify areas of the City as certain business, commercial, industrial, or other districts.	Long Term	X			City Manager's Office/Community Services/Public Works
Objective 2: Recruit new business and industry to increase private capital investment and job creation						
Goal Key	Action Item	Status	Implemented	Complete	Cost	Responsible Position
1.2(a)	The City should commission an economic base analysis to determine the overall current economic climate of the City, identify challenges, and develop a strategy for implementation.	Short Term	X	X		City Manager's Office
1.2(b)	The City should identify key commercial, industrial, and residential sites crucial for investment, to include sites near upcoming development projects.	Short Term	X			City Manager's Office
1.2(c)	The City should identify priority vacant developable property and develop a plan for the provision of utilities to facilitate future development.	Short Term				City Manager's Office
1.2(d)	The City should revise language in the ordinance to allow for land-clearing for development purposes.	Short Term				Community Services
1.2(e)	The City should waive fees related to land-clearing of vacant properties within City limits to encourage property owners to clear land, therefore providing for shorter time frames for development.	Short Term				Community Services
1.2(f)	The City should develop a customer relation management database that would capture relevant data on employers for the purposes of maintaining, tracking and querying information as well as understand the City's current industries and supply chain.	Short Term	X	X		City Manager's Office



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1.2(g)	The City should develop relevant economic incentives and assess the program and the City's competitiveness bi-annually to determine if they meet the current economic development needs of the community.	On Going	X			City Manager's Office
Objective 3: Re-establish boundaries for the City through annexations that will result in additional taxable value						
Goal Key	Action Item	Status	Implemented	Complete	Cost	Responsible Position
1.3(a)	The City should systematically evaluate areas for annexation and place it within a priority list.	On Going	X			City Manager's Office
1.3(b)	The City should seek joint collaboration with Brevard County and proactively pursue annexations of enclaves and other areas of the City to remove irregular boundaries.	On Going				City Manager's Office
1.3(c)	The City should develop a marketing strategy that promotes the benefits of and incentives available for annexation.	On Going	X			City Manager's Office
1.3(d)	The City should work to develop an annexation incentive program.	On Going				City Manager's Office

Goal 2: Retain and expand business and industry.

Objective 1: Foster a skilled workforce						
Goal Key	Action Item	Status	Implemented	Complete	Cost	Responsible Position
2.1(a)	The City should survey key industries in Cocoa to identify workforce needs and utilize the results to coordinate with local resource partners to develop a program and network for apprenticeship and internship programs.	Medium Term	X			City Manager's Office
2.1(b)	The City should promote existing certification programs at local high schools and technical school programs as a source to securing viable, well-paying jobs.	On Going	X			City Manager's Office
2.1(c)	The City should participate on activities and advisory committees of CareerSource Brevard, local schools and colleges.	On Going				City Manager's Office
2.1(d)	The City should link local employers with local education centers, such as Clearlake Education Center, for skills training programs for existing employees.	On Going				City Manager's Office
2.1(e)	The City should identify public schools certification training programs relative to the employer needs in the community.	On Going	X			City Manager's Office
Objective 2: Retain existing industry and jobs						
Goal Key	Action Item	Status	Implemented	Complete	Cost	Responsible Position
2.2(a)	The City should identify incentives that meet the needs of existing businesses seeking to expand.	On Going	X			City Manager's Office
2.2(b)	The City should foster a stronger partnership with CareerSource Brevard to help identify businesses in Cocoa that require employee training to retain jobs.	On Going				City Manager's Office



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IMPLEMENTATION MATRIX



Goal 3: Increase the economic prosperity of Historic Cocoa Village.

Objective 1: Ensure that there is adequate parking available to meet the needs of the downtown business patrons						
Goal Key	Action Item	Status	Implemented	Complete	Cost	Responsible Position
3.1(a)	The City should identify a location for a parking structure that would not limit the growth potential of Historic Cocoa Village.	Medium Term				City Manager's Office
3.1(b)	The City should design and implement a parking enforcement program.	Medium Term				City Manager's Office
3.1(c)	The City should obtain ownership of Lee Wenner Park from Brevard County for additional parking and enhancement of Riverfront Park.	Medium Term	X			City Manager's Office
3.1(d)	The City should identify ways to foster a more pedestrian-orientated downtown, to include providing accessibility to Cocoa Village from the north side of State Road 520.	Long Term	X			City Manager's Office
Objective 2: Increase the number of permanent residents living within Historic Cocoa Village						
Goal Key	Action Item	Status	Implemented	Complete	Cost	Responsible Position
3.2(a)	The City and the Community Redevelopment Agency should seek to incentivize redevelopment of the consent decree area west of Florida Avenue.	Long Term				City Manager's Office/Cocoa Community Redevelopment Agency
3.2(b)	The City should seek to leverage remaining vacant Cocoa CRA owned land for development of residential or mixed-use.	Long Term				City Manager's Office/Cocoa Community Redevelopment Agency



IMPLEMENTATION MATRIX

FISCAL SUSTAINABILITY

Goal 1: Maintain long term fiscal sustainability.

Objective 1: Maintain and control the expenditure levels, and reduce when appropriate, while not substantially affecting the levels of service						
Goal Key	Action Item	Status	Implemented	Complete	Cost	Responsible Position
1.1(a)	Work with a financial consultant to annually update a financial analysis model.	On Going	X			Finance Department
1.1(b)	Periodically review existing charges for services and costs to provide the services.	On Going	X			Finance Department
1.1(c)	Review unfunded liabilities and develop long term solutions to address them.	On Going	X			Finance Department
1.1(d)	Systematically review all departments operations and related expenditures.	On Going	X			Finance Department
1.1(e)	Evaluate multi-year budgeting.	Short Term	X			Finance Department/City Manager's Office
Objective 2: Diversify and enhance the revenue base available to fund city operations						
Goal Key	Action Item	Status	Implemented	Complete	Cost	Responsible Position
1.2(a)	Evaluate and consider alternate and new revenue sources.	On Going	X			Finance Department
1.2(b)	Invest in catalytic and strategic projects that result in an enhanced property base.	On Going	X			City Manager's Office
1.2(c)	Monitor legislative changes that provide for enhancement or additional revenue sources.	On Going	X			Finance Department

Goal 2: Promote greater transparency in budgeting and financial matters.

Objective 1: Encourage stakeholders to participate in budget workshops and meetings						
Goal Key	Action Item	Status	Implemented	Complete	Cost	Responsible Position
2.1(a)	Expand the use of social media to promote budget meetings and workshops.	On Going	X			City Manager's Office
2.1(b)	Identify opportunities to present the budgetary matters in an unconventional method.	On Going				Finance Department/City Manager's Office
Objective 2: Educate community stakeholders						
Goal Key	Action Item	Status	Implemented	Complete	Cost	Responsible Position
2.2(a)	Develop interactive budget and financial models for stakeholders.	Medium Term				Finance Department
2.2(b)	Promote the awareness and the utility of the Popular Annual Financial Report (PAFR).	On Going	X			Finance Department
2.1(c)	Hold staff instructed budget 101 classes with stakeholders.	Long Term				Finance Department

Goal 3: Continuously increase organizational efficiency and effectiveness

Objective 1: Systematically evaluate service delivery methods						
Goal Key	Action Item	Status	Implemented	Complete	Cost	Responsible Position
3.1(a)	Determine if the service is best achieved by staff members or by external organizations.	On Going	X			Finance Department/Applicable Department
3.1(b)	Develop performance improvement and innovation teams.	Long Term				City Manager's Office

IMPLEMENTATION MATRIX



3.1(c)	Evaluate internal processes to achieve maximum efficiency and effectiveness.	On Going	X			Finance Department
Objective 2: Implement a performance measurement system across the City organization						
Goal Key	Action Item	Status	Implemented	Complete	Cost	Responsible Position
3.2(a)	Create performance indicators for each City department.	Long Term	X			City Manager's Office/Each Department
3.2(b)	Evaluate annually city-wide performance indicators for reporting accuracy.	Long Term	X			City Manager's Office/Each Department



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IMPLEMENTATION MATRIX

PUBLIC SAFETY

Goal 1: To ensure that public safety resources are strategically allocated to provide the most effective and efficient delivery of public safety services.

Objective 1: To incorporate data based decision making when determining effective and efficient delivery of services						
Goal Key	Action Item	Status	Implemented	Complete	Cost	Responsible Position
1.1(a)	Monitor the top incident locations based on calls for service and develop an action plan for each location.	On Going	X			Police Department/Fire Department
1.1(b)	Monitor the top incident types and develop an action plan for each type.	On Going	X			Police Department/Fire Department
1.1(c)	Work with adjacent jurisdictions to increase service levels to the City residents.	On Going	X			Police Department/Fire Department/BCFR/BCSO/Rockledge Police and Fire
Objective 2: To ensure training and equipment are sufficient to meet service demands						
Goal Key	Action Item	Status	Implemented	Complete	Cost	Responsible Position
1.2(a)	Continuously update training manuals consistent with statutory requirements and mandates.	On Going	X			Police Department/Fire Department
1.2(b)	Ensure the proper specialized training is completed to meet service demands.	On Going	X			Police Department/Fire Department
Objective 3: To incorporate advances in technology related to effective and efficient delivery of public safety services						
Goal Key	Action Item	Status	Implemented	Complete	Cost	Responsible Position
1.3(a)	Continually research new and emerging technologies as they relate to effective and efficient delivery of public safety services.	On Going	X			Police Department/Fire Department
1.3(b)	Enhance the community's ability to communicate with public safety providers through non-traditional means.	On Going	X			Police Department/Fire Department
Objective 4: To engage the citizens in the public safety service delivery process						
Goal Key	Action Item	Status	Implemented	Complete	Cost	Responsible Position
1.4(a)	Attend and present up to date statistical information at public meetings.	On Going	X			Police Department/Fire Department
1.4(b)	Incorporate public safety service delivery questions into a city wide citizen survey.	On Going	X			Police Department/Fire Department
1.4(c)	Promote the ride along program for City of Cocoa citizens.	On Going				Police Department/Fire Department



IMPLEMENTATION MATRIX

EMPLOYEES

Goal 1: To recruit a highly qualified workforce that is reflective of the community they represent.

Objective 1: Develop staffing plans to ensure the departments are hiring the highest caliber of job applicants through a streamlined, efficient and transparent recruitment process, while adhering fully to all legal hiring procedures						
Goal Key	Action Item	Status	Implemented	Complete	Cost	Responsible Position
1.1(a)	Maintain a job board for postings in key areas (internal work areas and public viewing areas).	On Going	X			Administrative Services
1.1(b)	Provide a summary sheet of current postings (position, closing date, salary grade, qualifications).	On Going	X			Administrative Services
1.1(c)	Utilize social media avenues to increase applicant flow.	On Going	X			Administrative Services/City Manager's Office
1.1(d)	Promote employment with the City of Cocoa through a P.R.I.D.E. campaign.	On Going	X			Administrative Services
1.1(e)	Increase recruitment efforts by participation in job fairs, networking activities and local schools.	On Going	X			Administrative Services
Objective 2: Ensure the demographics of the City of Cocoa employees are reflective of the community in which they serve by targeted recruitment activities						
Goal Key	Action Item	Status	Implemented	Complete	Cost	Responsible Position
1.2(a)	Use updated affirmative action data to create a plan to attract qualified minority candidates for both supervisory and non-supervisory positions.	Short Term				Administrative Services
1.2(b)	Increase recruitment efforts of veteran applicants through targeted recruitment activities.	On Going				Administrative Services
1.2(c)	Implement an employee referral program.	Medium Term				Administrative Services
Objective 3: To improve the internal applicant process						
Goal Key	Action Item	Status	Implemented	Complete	Cost	Responsible Position
1.3(a)	Revise the internal applicant process through Neogov.	Short Term	X	X		Administrative Services
1.3(b)	Provide career workshops for employees to assist in the internal job applicant process and develop employee responsibility of self-advocacy.	Medium Term				Administrative Services

Goal 2: To improve the retention and development of current employees.

Objective 1: Ensure all employees have the proper training to complete their duties as assigned						
Goal Key	Action Item	Status	Implemented	Complete	Cost	Responsible Position
2.1(a)	Ensure employees receive new hire orientation training.	On Going	X			Administrative Services
2.1(b)	Implement a standard new supervisory training program.	Medium Term				Administrative Services
2.1(c)	Implement a standard new employee training program.	Short Term	X	X		Administrative Services
2.1(d)	Provide easy, reliable access to information regarding benefits, opportunities and news related to the City of Cocoa.	On Going	X			Administrative Services

IMPLEMENTATION MATRIX



2.1(e)	Develop internal trainers based on expertise (train the trainers).	Medium Term				Administrative Services
Objective 2: Develop a succession planning program to prepare the City for the retirement of long-tenured employees, especially in organizationally critical positions						
Goal Key	Action Item	Status	Implemented	Complete	Cost	Responsible Position
2.2(a)	Develop a performance management system to ensure employees are properly evaluated.	Long Term				Administrative Services
2.2(b)	Develop a job shadowing program to give internal employees a chance to see what the new position will entail.	Medium Term				Administrative Services
2.1(c)	Continuously monitor turnover rates by department and make adjustments to ensure talent is being retained.	On Going	X			Administrative Services

Goal 3: To reduce the employee’s exposure to the impact of unfortunate events while maintaining a high level of service.

Objective 1: Ensure all employees work in a secure and safe environment						
Goal Key	Action Item	Status	Implemented	Complete	Cost	Responsible Position
3.1(a)	Recognize those employees practicing safe working habits.	On Going				Administrative Services
3.1(b)	Implement a driving safety program	Medium Term				Administrative Services
3.1(c)	Establish a wellness committee to develop and monitor wellness programs.	Short Term	X			Administrative Services



IMPLEMENTATION MATRIX

CIVIC ENGAGEMENT

Volunteer Boards

Objective 1: Increase recruitment and/or qualification efforts						
Goal Key	Action Item	Status	Implemented	Complete	Cost	Responsible Position
1.1(a)	Seek support from faith-based community to promote and/or nominate members to sit on different boards.	Short Term	X			Administrative Services /Police Department
1.1(b)	Allow willing volunteers to sit on more than one board concurrently.	On Going				Administrative Services
1.1(c)	Re-evaluate meeting frequency and/or schedule of all boards; to ensure attendance obligations are manageable.	On Going				Administrative Services
1.1(d)	Create commercial/infomercial of upcoming available volunteer board positions and how to apply. Distribute to community businesses to be shown in lobbies, waiting rooms, shopping centers, ect.	Long Term				Administrative Services/City Manager's Office
Objective 2: Develop a training program for prospective and sitting board members, for example "City of Cocoa Volunteer Academy."						
Goal Key	Action Item	Status	Implemented	Complete	Cost	Responsible Position
1.2(a)	Overview of City Government.	Medium Term				Administrative Services
1.2(b)	Future of the City of Cocoa.	Medium Term				Administrative Services
1.2(c)	How to make and impact.	Medium Term				Administrative Services
1.2(d)	Layman friendly descriptions of all volunteer boards and scope of volunteer's responsibility.	Medium Term				Administrative Services
1.2(e)	Provide a "graduation" recognition for all participants at a City Council meeting.	Medium Term				Administrative Services
Objective 3: Increase recognition of volunteer board members						
Goal Key	Action Item	Status	Implemented	Complete	Cost	Responsible Position
1.3(a)	Create a float for the Holiday Parade for "City Volunteer Heroes".	Long Term				Administrative Services/City Manager's Office
1.3(b)	Do a better job of promotion of the Holiday Parade to the local media and integrate some sort of volunteer recruitment portion to the programming.	Long Term				Administrative Services/City Manager's Office
1.3(c)	City council meeting recognition of a "Volunteer Board member of the month".	Short Term				Administrative Services
1.3(d)	Promote individual volunteer in the quarterly FYI along with information on how to be involved.	On Going	X			City Manager's Office

Business Engagement

Objective 1: Engage local businesses						
Goal Key	Action Item	Status	Implemented	Complete	Cost	Responsible Position
2.1(a)	Develop a survey to be used for the purposes of obtaining information regarding business programs and trainings.	Short Term	X	X		City Manager's Office



IMPLEMENTATION MATRIX

2.1(b)	Develop an active business list incorporating various information for communication and basic information.	Short Term	X	X		Community Services
2.1(c)	Increase communication between the Cocoa Village associations and Diamond Square to provide support for a business corridor in Diamond Square.	Long Term				City Manager's Office
2.1(d)	Expand programs for manufacturing recruitment, support and retention.	Short Term	X			City Manager's Office
2.1(e)	Celebrate small, medium and large businesses at least semi-annually in council meetings and annual events.	On Going	X			City Manager's Office

Electronic Communication

Objective 1: Utilize online survey tools to solicit information from citizens						
Goal Key	Action Item	Status	Implemented	Complete	Cost	Responsible Position
Objective 2: Use social media to engage followers						
Goal Key	Action Item	Status	Implemented	Complete	Cost	Responsible Position
3.2(a)	Reach out for true Facebook Analysis and review.	On Going	X			City Manager's Office
3.2(b)	Recommend spending money to advertise on Facebook specific posts for things related to Cocoa Village.	On Going	X			City Manager's Office
3.2(c)	Recommend City Council/Mayor create a running Blog on a website with each post shared through social media.	Long Term				City Manager's Office
Objective 3: Improve the website to better engage users						
Goal Key	Action Item	Status	Implemented	Complete	Cost	Responsible Position
3.3(a)	Improve Google website mapping so that true City of Cocoa shows up.	Short Term	X	X		City Manager's Office
3.3(b)	Create a page on website directly linking how to get involved.	Short Term	X	X		City Manager's Office
3.3(c)	Create fire and police websites with direct links on the City website.	Long Term				City Manager's Office

Public Meetings

Objective 1: Annual survey to be sent out to include alternate meeting locations						
Goal Key	Action Item	Status	Implemented	Complete	Cost	Responsible Position
Objective 2: Increase the publicity of meetings						
Goal Key	Action Item	Status	Implemented	Complete	Cost	Responsible Position
4.2(a)	Post information at schools, medical facilities and shops.	On Going				City Manager's Office
Objective 3: Alternative meeting mediums/promotion						
Goal Key	Action Item	Status	Implemented	Complete	Cost	Responsible Position
4.3(a)	Satellite meeting locations.	On Going	X			Administrative Services/City Manager's Office
4.3(b)	Water bill and faith based community solicitation.	On Going	X			City Manager's Office
4.3(c)	Utilize SCGTV promotional videos.	Medium Term				City Manager's Office



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Appendix A



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**CLASSIFICATION / PAY GRADE SCHEDULE
FOR FISCAL YEAR 2020
GENERAL**



<u>GRADE</u>	<u>EXEMPT/ NON-EXEMPT</u>	<u>POSITION</u>	<u>MINIMUM</u>	<u>MIDPOINT</u>	<u>MAXIMUM</u>
GH1	N	School Crossing Guard	\$ 21,008	\$ 27,310	\$ 33,613
	N	School Crossing Guard (Part Time)			
LU2	N	Custodial Worker	\$ 21,590	\$ 28,080	\$ 34,570
GH3	N	Facilities Attendant	\$ 23,338	\$ 30,326	\$ 37,315
GH4	N	Administrative Assistant	\$ 25,189	\$ 32,760	\$ 40,310
	N	Community Services Technician			
	N	Engineering Intern			
	N	Human Resources Intern (Temporary Part-time)			
	N	Office Assistant			
	N	Police Records Clerk			
	N	Receptionist			
	N	Recording Secretary (Part-Time)			
	N	Records Technician			
	N	Sustainability Intern			
LU4	N	Stock Clerk			
GH5	N	Accounts Payable Clerk	\$ 27,206	\$ 35,381	\$ 43,534
	N	Administrative Secretary			
	N	Engineering Representative			
	N	Field Service Technician			
	N	License & Permit Technician			
	N	Property / Evidence Technician			
LU5	N	Utility Billing Clerk			
	N	Apprentice Electrician			
	N	Customer Service Rep			
	N	Maintenance Worker I - Field Operations			
	N	Maintenance Worker I - Public Works / Leisure Services			
	N	Maintenance Worker I - Sellers			
	N	Maintenance Worker I - Water			
	N	Maintenance Worker I - Water Field Operations			
	N	Meter Reader			
	N	Meter Technician			
	N	Senior Stock Clerk			
	N	Sludge Equipment Operator			
	N	Utility Field Service Representative			
GH6	N	Booking Officer (Part Time)	\$ 29,390	\$ 38,210	\$ 47,008
	N	Contract Technician			
	N	Senior Accounts Payable Clerk			
	N	Victims Advocate			
LU6	N	Back-Flow Technician			
	N	Maintenance Worker II - Buildings			
	N	Maintenance Worker II - Facilities			
	N	Maintenance Worker II - Public Works			
	N	Maintenance Worker II - Stormwater			
	N	Maintenance Worker II - Water Field Operations			
	N	Mechanic I			
	N	Utility Line Locator			
	N	Utility Mechanic I - Field Operations			
	N	Utility Mechanic I - Sellers			
	N	Utility Mechanic I - Water			
N	Utility Mechanic I - Water Field Operations				
N	Valve Operator				
GH7	N	Code Enforcement Officer	\$ 31,741	\$ 41,267	\$ 50,773
	N	Field Inspector			
	N	Field Operations Technician			
	N	Help Desk Support Technician (Full Time)			
	N	Help Desk Support Technician (Part Time)			

**CLASSIFICATION / PAY GRADE SCHEDULE
FOR FISCAL YEAR 2020
GENERAL**



<u>GRADE</u>	<u>EXEMPT/ NON-EXEMPT</u>	<u>POSITION</u>	<u>MINIMUM</u>	<u>MIDPOINT</u>	<u>MAXIMUM</u>
	N	Human Resources Technician			
	N	Senior Customer Service Representative			
	N	Senior Field Service Representative			
	N	Senior Utilities Field Service Representative			
	N	Utilities GIS / CAD Technician			
	N	Utility Accounting Technician			
	N	Water Plant Technician			
	N	Water Reclamations System Coordinator			
LU7	N	Heavy Equipment Operator			
	N	Industrial Electrician I			
	N	Code Enforcement Coordinator	\$ 34,278	\$ 44,554	\$ 54,850
	N	Crime Scene Technician			
	N	Field Inspector II			
	N	Payroll Technician			
LU8	N	Apprentice Operator			
	N	Crewleader - Buildings			
	N	Crewleader - Public Works			
	N	Crewleader - Stormwater			
	N	Crewleader - Water			
	N	Crewleader - Water Fields Operations			
	N	Environmental Analyst I			
	N	Fleet Technician II			
	N	Maintenance Worker III - Public Works			
	N	Mechanic II			
	N	Senior Back-Flow Technician			
	N	Utility Mechanic II - Field Operations			
	N	Utility Mechanic II - Sellers			
	N	Utility Mechanic II - Water			
	N	Utility Mechanic II - Water Field Operations			
GE9	Y	Conservation-Public Relations Officer	\$ 37,024	\$ 48,131	\$ 59,238
	Y	Criminal Intelligence Analyst			
	N	Digital Communications Coordinator			
	Y	Victim Advocate Coordinator			
	N	Assistant City Clerk			
	N	Development Coordinator			
	N	Executive Secretary			
	Y	Fire Inspector			
	Y	Junior Staff Accountant			
	Y	Leisure Services Coordinator			
	Y	Procurement Card Coordinator			
	Y	Senior Buyer			
	N	Utilities Engineering Coordinator			
LU9	N	Certified Operator "C" Lead			
	N	Certified Operator "C" License			
	N	Electrician II			
GE10	Y	Grants Administrator	\$ 39,978	\$ 51,979	\$ 63,960
	Y	Human Resources Coordinator			
	Y	Jr. Systems Administrator			
	Y	Planner			
	Y	Staff Accountant			
	Y	Systems Analyst			
	Y	Utilities GIS Coordinator			
GH10	N	Plans Examiner			
	N	Supervisor II - Buildings			
	N	Supervisor II - Field Operations			
	N	Supervisor II - Fleet			
	N	Supervisor II - Public Works / Leisure Services			
	N	Supervisor II - Sewer Field Operations			
	N	Supervisor II - Stormwater			

**CLASSIFICATION / PAY GRADE SCHEDULE
FOR FISCAL YEAR 2020
GENERAL**



<u>GRADE</u>	<u>EXEMPT/ NON-EXEMPT</u>	<u>POSITION</u>	<u>MINIMUM</u>	<u>MIDPOINT</u>	<u>MAXIMUM</u>
LU10	N	Supervisor II - Water			
	N	Certified Operator "B" Lead			
	N	Certified Operator "B" License			
	N	Industrial Electrician II			
GE11	Y	Customer Service Supervisor	\$ 43,181	\$ 56,139	\$ 69,077
	N	Economic Development Specialist			
	Y	Engineering Supervisor			
	Y	Field Service Supervisor			
	Y	GIS Administrator			
	Y	Inspection Supervisor			
	Y	Support Service Supervisor			
	Y	Systems Administrator			
GH11	N	Utility Billing Supervisor			
	Y	Building Inspector			
	N	SCADA Analyst I			
	N	Supervisor III - Sewer Field Operations			
LU11	N	Supervisor III - Water Field Operations			
	N	Certified Operator "A" Lead			
	N	Certified Operator "A" License			
GH12	N	Environmental Analyst II			
	N	SCADA Analyst II	\$ 46,634	\$ 60,632	\$ 74,610
GE12	Y	Accounting Supervisor			
	N	Assistant Sewer Field Operations Manager			
	Y	Assistant to the Building Official / Building Inspector			
	Y	Assistant Water Field Operations Manager			
	Y	Chief Of Maintenance			
	Y	Chief Operator			
	Y	Chief Operator Wastewater			
	Y	Housing Program Manager			
	Y	Public Information Officer			
	N	Safety & Risk Program manager			
	Y	Senior Fiscal Analyst			
	Y	Senior Human Resources Coordinator			
	Y	Senior Network Administrator			
	Y	Senior Planner			
Y	Technical Services Supervisor				
GE13	Y	Code Enforcement Manager	\$ 50,357	\$ 65,478	\$ 80,579
	Y	Leisure Services Manager			
	Y	Project Manager			
	Y	Redevelopment Program Manager			
	Y	Utilities Associate Engineer I			
	Y	Water Quality Laboratory Manager			
GE14	Y	Accounting Manager	\$ 54,392	\$ 70,720	\$ 87,027
	Y	Assistant to the City Manager / Public Relations Specialist			
	Y	Dyal Plant Manager			
	Y	Facilities Manager			
	Y	Fleet Manager			
	Y	Human Resources Manager			
	Y	Planning & Zoning Manager			
	Y	Police Lieutenant (IA)			
	Y	Purchasing / Contract Manager			
	Y	Streets / Stormwater Manager			
	Y	Utilities Associate Engineer II			
	N	Utilities Support Services Manager			
	Y	Utility Customer Service Manager			
GE15	Y	City Clerk			
	Y	Engineering Division Manager			
	Y	Superintendent			

**CLASSIFICATION / PAY GRADE SCHEDULE
FOR FISCAL YEAR 2020
GENERAL**



<u>GRADE</u>	<u>EXEMPT/ NON-EXEMPT</u>	<u>POSITION</u>	<u>MINIMUM</u>	<u>MIDPOINT</u>	<u>MAXIMUM</u>
	Y	Water Field Operations Manager			
GE16	Y	Assistant City Engineer	\$ 63,440	\$ 82,472	\$ 101,504
	Y	Assistant Utilities Director			
	Y	Building Official			
	Y	Chief Technology Officer			
	N	Deputy Director Community Services			
	Y	Deputy Finance Director			
	Y	Deputy Fire Chief			
	Y	Police Commander			
GE17	Y	Administrative Services Director	\$ 69,992	\$ 94,494	\$ 118,997
	Y	Community Services Director / Planning & Zoning Administrator			
	Y	Deputy Director Utilities			
	Y	Finance Director			
	Y	Fire Chief			
	Y	Police Chief			
	Y	Public Works Director / City Engineer			
GE18	Y	Assistant City Manager	\$ 83,990	\$ 113,402	\$ 142,792
GE19	Y	Utilities Director	\$ 88,005	\$ 118,810	\$ 149,594
CC1	Y	Mayor	\$ 13,000	\$ 13,655	\$ 14,300
	Y	Council Member			
CM1	Y	City Manager	\$ 154,440	\$ 145,974	\$ 186,576
H10	N	Data Entry Clerk	*	*	*

LU = LIUNA Union
 GE = General Exempt Employees
 GH = General Nonexempt Employees

* The Data Entry Clerk position has been frozen since the pay grades were implemented. Since there is no nonfrozen counterpart, the position is not on our current pay plan.

**CLASSIFICATION / PAY GRADE SCHEDULE
FOR FISCAL YEAR 2020
PUBLIC SAFETY**



<u>GRADE</u>	<u>EXEMPT/ NON-EXEMPT</u>	<u>POSITION</u>	<u>MINIMUM</u>	<u>MIDPOINT</u>	<u>MAXIMUM</u>
PU6	N	Dispatcher / Communication Officer	\$ 30,992	\$ 40,997	\$ 51,002
FU8	N	Firefighter / EMT	\$ 35,594	\$ 47,762	\$ 59,930
PU9	N	Police Officer	\$ 39,000	\$ 50,003	\$ 61,006
FU9	N	Driver / Operator	\$ 43,394	\$ 53,170	\$ 62,920
FU12	N	Fire Lieutenant / EMT	\$ 54,106	\$ 64,376	\$ 74,620
PL1	Y	Police Lieutenant	\$ 61,090	\$ 79,435	\$ 97,760
TU1	Y	District Fire Chief	\$ 61,100	\$ 79,430	\$ 97,760

PU = Police Union
 PL = Police Lieutenant Union
 FU = Fire Union
 TU = Fire Lieutenant Union



Shared Position Allocation

The below positions' salaries are allocated to the appropriate fund/division based on the allocations indicated:

Position	001- 1805 -513	001- 3200 -515	103- 3240 -554	104- 3240 -554	110- 3230 -559	110- 3230 -559	111- 3230 -559	Total
Deputy Director Community Services		85%			15%			100%
Housing Program Manager		50%	40%	10%				100%
Recording Secretary (Part-Time)	75%				25%			100%
Redevelopment Program Manager						60%	40%	100%

The column headings are reflective of the account number where the position is budgeted. The format is as follows Fund-Department/Division-Activity.



Appendix B



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Projected Changes In Fund Balances Fiscal Year 2020



	Fund #	Est. Fund Balance at 10/01/19	FY 2020 Adopted Budget				Projected Fund Balance at 9/30/20
			Fund Balance Increase (Decrease)				
Governmental Funds & Special Revenue Funds			Revenues	Expenditures	Δ in Dollars	%	
General Fund	001	\$ 21,085,477	38,208,764	40,031,626	(1,822,862)	-8.6%	\$ 19,262,615
CDBG - Housing	103	3,455	226,797	233,136	(6,339)	-183.5%	(1) (2,884)
HOME - Housing	104	47,186	502,345	502,345	-	0.0%	47,186
SHIP - Housing	105	-46,251	43,074	43,074	-	0.0%	(46,251)
Cocoa CRA	110	1,278,838	7,874,584	8,024,584	(150,000)	-11.7%	(2) 1,128,838
Diamond Square CRA	111	165,983	257,312	257,312	-	0.0%	165,983
US1 CRA	112	19,073	204,832	204,832	-	0.0%	19,073
Police Confiscated Funds	141	94,586	-	-	-	0.0%	94,586
Police Special Education Funds	142	24,524	4,500	4,500	-	0.0%	24,524
Debt Service	201	204,934	1,783,246	1,783,246	-	0.0%	204,934
Capital Projects	301	1,716,632	91,626	91,626	-	0.0%	1,716,632
Capital Projects - LWP	302	0	1,719,250	1,719,250	-	0.0%	-
Capital Projects - Fiske	303	0	1,500,000	1,500,000	-	0.0%	-
						0.0%	-
TOTAL		\$ 24,594,437	\$ 52,416,330	\$ 54,395,531	\$ (1,979,201)		\$ 22,615,236

	Fund #	Est. NLA Balance at 10/1/19	FY 2020 Adopted Budget				Projected NLA Balance at 09/30/20
			Net Liquid Assets (NLA) Increase (Decrease)				
Enterprise Funds			Revenues	Expenses	Δ in Dollars	%	
Water and Sewer	421	40,837,286	65,487,698	64,049,125	1,438,573	3.5%	\$ 42,275,859
Water & Sewer - Restrict	425	3,000,000	9,761,950	9,761,950	-	0.0%	\$ 3,000,000
Stormwater	423	1,096,136	1,747,692	1,747,692	-	0.0%	1,096,136
Workers' Comp	520	707,572	1,217,552	1,217,552	-	0%	707,572
Health Insurance	530	-448,736	6,747,254	6,747,254	-	0%	(448,736)
Taylor Creek	752	3,519	-	-	-	0%	3,519
TOTAL		\$ 69,527,859	129,413,670	129,954,298	(540,628)	0	\$ 68,987,231

The chart on the prior page depicts the estimated budgeted fund balance at the beginning of the budget year, adjusted for budgeted revenues and expenditures to show projected fund balance for the end of FY 2020. Because Enterprise Funds are accounted for on the full accrual basis Net Liquid Assets (NLA) is a more meaningful measure than Fund Balance and is presented in its place. Amounts presented assume all budgeted revenues will be collected and all budgeted expenditures will be spent.

Explanation of +/- 10% (or more) Change in Fund Balance:

- (1) Increased use of fund balance for planned projects.
- (2) Increased use of fund balance for Civic Center project.



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Appendix C



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Capital Improvement Program

The Capital Improvement Program (CIP) is a multi-year planning, prioritizing and budgetary tool. It is scheduled over five years and is concerned with proposed capital improvement projects and capital equipment acquisitions. It is prepared consistent with the Capital Improvements Element of the Comprehensive Plan, but it also includes various other capital projects and equipment purchases. It forecasts projects that will require the dedication of substantial resources and aids in the development of financial strategies to accomplish them. Only those projects scheduled during the first year are funded and adopted as part of the City's Annual Budget.

Capital outlay includes capital expenditures and capital improvements. Per City policy, Capital Expenditures include all machinery, equipment, vehicles and computers costing \$5,000 or more and having a useful life of one year or more. These expenditures can be dedicated to acquisitions that range from office furniture and computers to buildings, roads and other infrastructure. A Capital Improvement is a capital expenditure that is \$30,000 or more in value and has a useful life of five years or more. They can be both recurring or non-recurring in nature. The purchases can be for new capital assets or for renewal or replacement of assets already in service. A significant non-recurring capital expenditure is defined as one that is \$1 million or greater. See "Significant Non-Routine Project" page located later in this section for projects meeting this definition for FY 2020.

Capital Improvement projects may be funded through many different sources. General Fund projects may be funded by general revenues. These are composed of ad valorem taxes, public service taxes, franchise fees, State revenue sharing, transfers from the Water and Sewer Utility to pay the City a return on its investment, charges for services and other miscellaneous income. The Water and Sewer Utility charges customers for services, and rates are designed to yield predictable funding for capital improvements and renewal and replacement in addition to routine personal services, operating and maintenance. The Stormwater Utility is funded by a Non-Ad Valorem Assessment. The Community Redevelopment Agencies collect Tax Increment Funding (TIF) from both the City and Brevard County used to fund Capital Outlay related to the unique master plans for each CRA. Impact and connection fees collected are dedicated to capital improvements for roads, parks, public safety and the Water and Sewer Utility. Other sources of funding may be obtained as needed. These include debt financing either from long-term debt or from capital leases. External assistance may be obtained through grants or from shared revenue from other local governments.

The program is reviewed to balance available funding with the cost of proposed projects. If funding is found to be inadequate, then projects will be revised to reduce costs, delayed or cancelled.

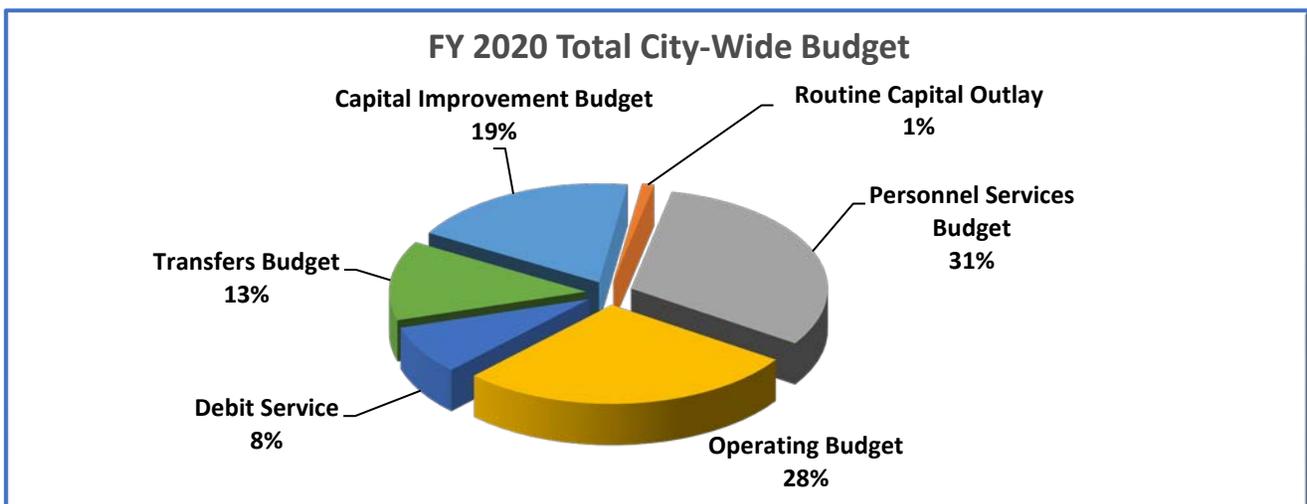


Capital Improvement Plan

OVERVIEW

Capital improvements appropriated for Fiscal Year 2020 for all funds are \$29,690,851. This is 19.1% of the total budget for Fiscal Year 2020.

	FY 2020	Of Capital Budget	Of Total Budget
General Fund	\$ 485,811	1.7%	0.3%
Cocoa CRA Fund	6,897,300	23.5%	4.5%
Diamond Square CRA Fund	135,000	0.5%	0.1%
Stormwater Utility Fund	270,032	0.9%	0.2%
Water and Sewer Fund	2,936,990	10.0%	1.9%
WS Capital Project 2018 Fund	18,567,036	63.4%	12.1%
Total Capital Projects & Equipment	\$ 29,292,169	100.0%	19.1%
Routine Capital Outlay	398,682		
	\$ 29,690,851		
Personnel Services Budget	48,262,720		
Operating Budget	43,573,444		
Debit Service	11,636,822		
Transfers Budget	20,103,053		
Total City-wide Budget	\$ 153,266,890		





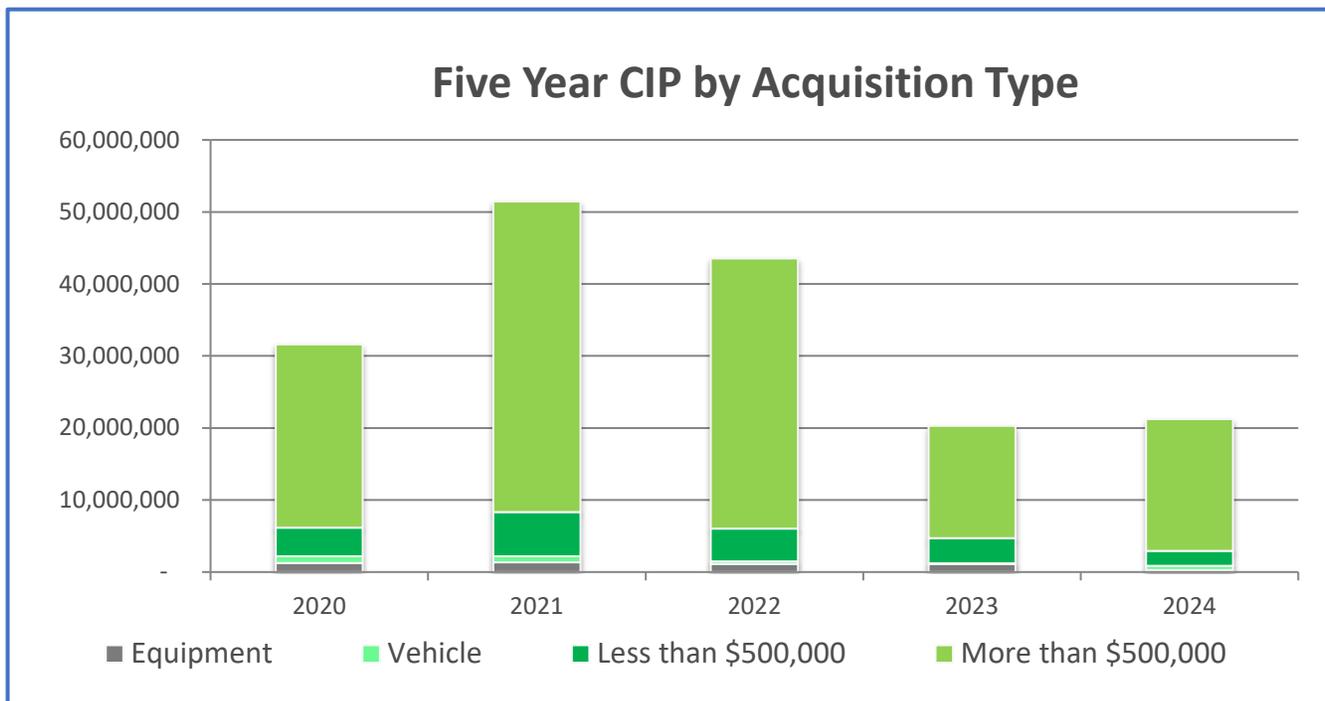
Capital Improvement Plan

ACQUISITION TYPE

The five year CIP is presented below by type of acquisition. There are four categories:

- Equipment - Computers, office equipment, tractors, generators, HVAC equipment, radios
- Vehicles - Automobiles, pick-up trucks and heavy duty trucks
- Capital Improvements less than \$500,000 - Land Acquisition, construction
- Capital Improvements more than \$500,000 - Land Acquisition, construction

<u>Fiscal Year</u>	<u>Equipment</u>	<u>Vehicle</u>	<u>Less than \$500,000</u>	<u>More than \$500,000</u>	<u>Total</u>
2019-2020	\$ 1,244,841	\$ 933,184	\$ 3,971,190	\$ 25,471,636	\$ 31,620,851
2020-2021	1,362,071	810,418	6,137,585	43,129,427	51,439,501
2021-2022	1,128,283	343,665	4,560,544	37,488,462	43,520,954
2022-2023	1,125,686	103,599	3,487,500	15,575,721	20,292,506
2023-2024	306,623	553,411	2,070,000	18,302,136	21,232,170
	<u>\$ 5,167,504</u>	<u>\$ 2,744,277</u>	<u>\$ 20,226,819</u>	<u>\$ 139,967,382</u>	<u>\$ 168,105,982</u>

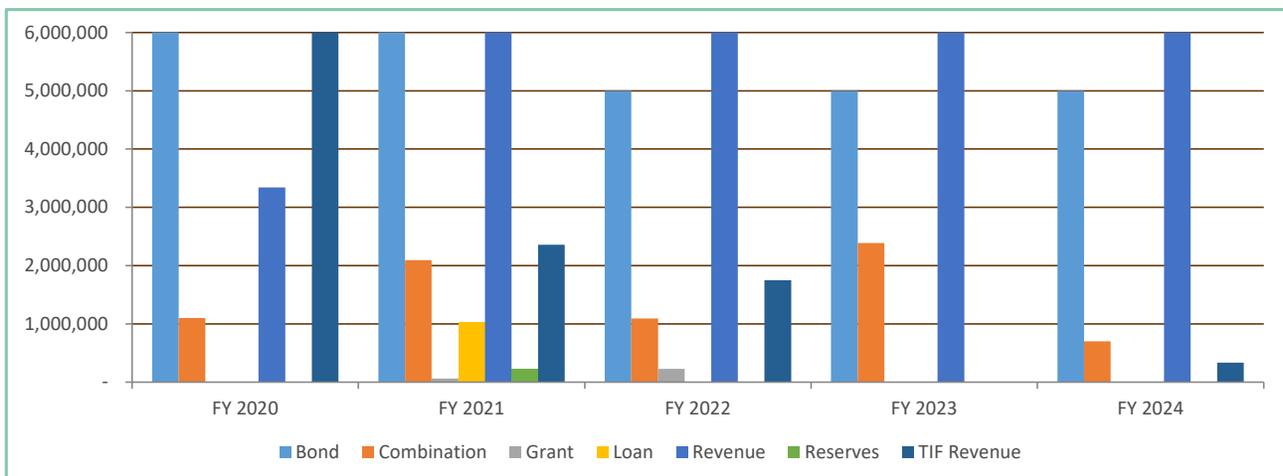




Capital Improvement Projects By Funding Source

	Fund #	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total for Five Years
General Fund							
Combination*	001	-	306,277	-	-	-	306,277
Revenue	001	485,811	2,622,539	551,948	379,285	686,341	4,725,924
		\$ 485,811	\$ 2,928,816	\$ 551,948	\$ 379,285	\$ 686,341	\$ 5,032,201
Cocoa Redevelopment Agency Fund							
Combination*	110	150,000	623,500	240,750	1,685,721	-	2,699,971
Grant	110	-	60,000	228,000	-	-	288,000
Loan	110	-	1,032,000	-	-	-	1,032,000
Revenue	110	150,000	-	-	-	-	150,000
TIF Revenue	110	6,597,300	2,358,200	1,749,359	-	335,000	11,039,859
		\$ 6,897,300	\$ 4,073,700	\$ 2,218,109	\$ 1,685,721	\$ 335,000	\$ 15,209,830
Diamond Square CRA Fund							
Revenue	111	135,000	-	-	-	-	135,000
		\$ 135,000	\$ -	\$ -	\$ -	\$ -	\$ 135,000
Fiske Boulevard Complet Streetscape Fund							
Revenue	303	-	1,500,000	-	-	-	1,500,000
		\$ -	\$ 1,500,000	\$ -	\$ -	\$ -	\$ 1,500,000
Water / Sewer Fund							
Combination*	421	636,000	1,164,000	850,000	700,000	700,000	4,050,000
Revenue	421	2,300,990	21,923,591	31,538,462	10,875,000	12,847,136	79,485,179
Reserves	421	-	33,962	-	-	-	33,962
		\$ 2,936,990	\$ 23,121,553	\$ 32,388,462	\$ 11,575,000	\$ 13,547,136	\$ 83,569,141
Stormwater Fund							
Revenue	423	270,032	1,463,000	2,202,500	602,500	520,000	5,058,032
Reserves	423	-	200,000	-	-	-	200,000
		\$ 270,032	\$ 1,663,000	\$ 2,202,500	\$ 602,500	\$ 520,000	\$ 5,258,032
WS Capital Project 2018 Bond							
Bond	426	18,253,036	13,865,202	5,000,000	5,000,000	5,000,000	47,118,238
Combination*	426	314,000	-	-	-	-	314,000
		\$ 18,567,036	\$ 13,865,202	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 47,432,238
Total Revenue from All Sources		\$ 29,292,169	\$ 47,152,271	\$ 42,361,019	\$ 19,242,506	\$ 20,088,477	\$ 158,136,442

*Combination implies that the project is funded by more then one funding source.



Note: Total does not include Routine Capital Outlay < \$30,000



5-Year Capital Projects and Equipment Purchases

Project Name	Activity	Funding Source	Total Project Cost	FY2020	FY 2021	FY 2022	FY2023	FY2024
GENERAL FUND								
Economic Development								
Logistics Training Center - Brevard Public Schools Adult & Community Education	559	Revenue	\$ 100,000	\$ -	\$ 100,000	\$ -	\$ -	\$ -
Total Economic Development			100,000	-	100,000	-	-	-
Information Technology								
Dr. Joe Lee Smith Center Fiber	516	Revenue	60,000	60,000	-	-	-	-
Network Chassis and Core Upgrades	516	Revenue	120,000	60,000	60,000	-	-	-
Total Information Technology			180,000	120,000	60,000	-	-	-
City Hall HVAC replacement	519	Revenue	90,000	-	30,000	30,000	30,000	-
Cocoa City Hall IT room HVAC replacement	519	Revenue	36,000	-	36,000	-	-	-
Cocoa PD Wall Rehab	519	Revenue	75,000	-	75,000	-	-	-
Cocoa Playhouse Annex HVAC	519	Revenue	42,500	-	42,500	-	-	-
Police Department Fence & Gate controllers	519	Revenue	89,000	-	89,000	-	-	-
Police Department Generator replacement	519	Revenue	96,500	-	96,500	-	-	-
Police Department Roof replacement	519	Revenue	260,500	-	260,500	-	-	-
Public Works Pole Barn Rehab	519	Revenue	82,000	-	82,000	-	-	-
Repaint City Hall	519	Revenue	46,500	-	46,500	-	-	-
Total Facilities			818,000	-	758,000	30,000	30,000	-
Fire Operations								
Replace E31 2002 Pierce Enforcer Pumper	522	Revenue	497,277	-	497,277	-	-	-
Total Fire Operations			497,277	-	497,277	-	-	-
Fleet								
Fleet Above-Ground Fuel Tank	536	Combination	205,000	-	205,000	-	-	-
Fleet Faster Asset Upgrade to Faster Web	536	Combination	101,277	-	101,277	-	-	-
Total Fleet			306,277	-	306,277	-	-	-
Police Code Enforcement								
Code Enforcement New Vehicle	524	Revenue	33,250	33,250	-	-	-	-
Code Enforcement Vehicle Replacement #60	524	Revenue	17,830	17,830	-	-	-	-
Code Enforcement Vehicle Replacement #62	524	Revenue	17,830	17,830	-	-	-	-
Code Enforcement Vehicle Replacement #67	524	Revenue	17,830	-	17,830	-	-	-
Total Police Code Enforcement			86,740	68,910	17,830	-	-	-
Police Communication								
P25 Radio Replacement	521	Revenue	837,190	-	201,688	178,283	245,686	211,533
Total Police Communication			837,190	-	201,688	178,283	245,686	211,533
Police Operations								
Replace marked patrol vehicle M1	522	Revenue	33,495	-	-	-	-	33,495
Replace unmarked patrol vehicle #211	522	Revenue	31,330	-	-	-	-	31,330
Replace Vehicle #267 SWAT Vehicle	522	Revenue	86,994	-	86,994	-	-	-
Replacement marked PAL van #282	522	Revenue	37,033	-	-	-	-	37,033
Replacement marked patrol vehicle	522	Revenue	48,195	-	-	-	-	48,195
Replacement marked patrol vehicle	522	Revenue	48,195	-	-	-	-	48,195
Replacement marked patrol vehicle	522	Revenue	44,520	-	-	44,520	-	-
Replacement marked patrol vehicle	522	Revenue	57,750	-	-	-	-	57,750
Replacement marked patrol vehicle	522	Revenue	48,195	-	-	-	-	48,195
Replacement marked patrol vehicle	522	Revenue	44,520	-	-	44,520	-	-
Replacement marked patrol vehicle	522	Revenue	44,520	-	-	-	44,520	-
Replacement marked patrol vehicle	522	Revenue	44,520	-	-	-	44,520	-
Replacement marked patrol vehicle	522	Revenue	44,520	-	-	-	-	44,520
Replacement marked patrol vehicle	522	Revenue	44,520	-	-	-	-	44,520
Replacement marked patrol vehicle	522	Revenue	44,520	-	-	-	-	44,520
Replacement marked patrol vehicle	522	Revenue	48,195	-	-	-	-	48,195
Replacement marked patrol vehicle	522	Revenue	48,195	-	-	-	-	48,195
Replacement marked patrol vehicle	522	Revenue	48,195	-	-	-	-	48,195
Replacement marked patrol vehicle	522	Revenue	44,520	-	-	44,520	-	-
Replacement marked patrol vehicle M2	522	Revenue	32,025	-	-	32,025	-	-
Replacement marked Sergeant vehicle #228	522	Revenue	42,629	42,629	-	-	-	-
Replacement marked Sergeant vehicle #274	522	Revenue	44,520	-	-	44,520	-	-
Replacement Patrol Vehicle #203	522	Revenue	42,629	-	42,629	-	-	-
Replacement Patrol Vehicle #206	522	Revenue	44,520	-	44,520	-	-	-
Replacement Patrol Vehicle #212	522	Revenue	31,290	-	31,290	-	-	-
Replacement Patrol Vehicle #213	522	Revenue	29,822	-	29,822	-	-	-
Replacement Patrol Vehicle #238	522	Revenue	42,629	42,629	-	-	-	-
Replacement Patrol Vehicle #245	522	Revenue	42,629	42,629	-	-	-	-



5-Year Capital Projects and Equipment Purchases

Project Name	Activity	Funding Source	Total Project Cost	FY2020	FY 2021	FY 2022	FY2023	FY2024
Replacement Patrol Vehicle #262	522	Revenue	30,437	-	30,437	-	-	-
Replacement Patrol Vehicle #265	522	Revenue	29,534	-	29,534	-	-	-
Replacement Patrol Vehicle #286	522	Revenue	42,629	42,629	-	-	-	-
Replacement Patrol Vehicle #287	522	Revenue	42,629	42,629	-	-	-	-
Replacement Patrol Vehicle #288	522	Revenue	42,629	-	42,629	-	-	-
Replacement Patrol Vehicle #297	522	Revenue	44,520	-	44,520	-	-	-
Replacement Patrol Vehicle #298	522	Revenue	42,629	-	42,629	-	-	-
Replacement Patrol Vehicle #299	522	Revenue	42,629	42,629	-	-	-	-
Replacement unmarked patrol vehicle #202	522	Revenue	31,290	-	-	-	31,290	-
Replacement unmarked Patrol Vehicle #219	522	Revenue	29,753	-	29,753	-	-	-
Replacement unmarked patrol vehicle #223	522	Revenue	26,030	-	-	-	-	26,030
Replacement unmarked Patrol Vehicle #225	522	Revenue	29,534	-	29,534	-	-	-
Replacement unmarked patrol vehicle #229	522	Revenue	31,290	-	31,290	-	-	-
Replacement unmarked Patrol Vehicle #250	522	Revenue	27,789	-	-	-	27,789	-
Replacement unmarked patrol vehicle #269	522	Revenue	29,534	-	29,534	-	-	-
Replacement unmarked patrol vehicle #276	522	Revenue	42,629	-	42,629	-	-	-
Total Police Operations			1,765,590	255,774	587,744	343,665	103,599	474,808
Streets								
Indian River Drive Embankment Stabilization	541	Revenue	200,000	-	200,000	-	-	-
Provost Park Parking Lot	541	Revenue	200,000	-	200,000	-	-	-
Total Streets			400,000	-	400,000	-	-	-
Utility Accounting								
Credit/Cash Utility Kiosk	513	Revenue	41,127	41,127	-	-	-	-
Total Utility Accounting			41,127	41,127	-	-	-	-
Total GENERAL FUND			5,032,201	485,811	2,928,816	551,948	379,285	686,341
COCOA COMMUNITY REDEVELOPMENT AGENCY FUND								
CRA Administration								
Civic Center Construction, Lee Wenner Park Paving, Striping, Walkways and Renovations	559	TIF Revenue	6,631,500	5,553,300	1,078,200	-	-	-
Cocoa Village Wayfinding and Signage Program	559	TIF Revenue	251,999	-	-	251,999	-	-
Cross Walks in Cocoa Village	559	Revenue	150,000	150,000	-	-	-	-
Dinghy Dock	559	TIF Revenue	147,960	-	-	147,960	-	-
Harrison Street Streetscaping & Stormwater Drainage Improvements (Cocoa CRA portion)	559	TIF Revenue	1,088,000	75,000	1,013,000	-	-	-
Lee Wenner Park Fishing Pier	559	Combination	308,250	-	67,500	240,750	-	-
Lee Wenner Park Harbor Master Building	559	Loan	1,032,000	-	1,032,000	-	-	-
Lee Wenner Park Paving, Striping and Walkways	559	TIF Revenue	665,000	-	125,000	540,000	-	-
Lee Wenner Park Renovation	559	TIF Revenue	934,000	934,000	-	-	-	-
New Sidewalk at Riveredge Blvd.	559	TIF Revenue	35,000	35,000	-	-	-	-
Overlooks	559	Combination	150,000	150,000	-	-	-	-
Porcher House Lawn & Garden	559	TIF Revenue	469,000	-	70,000	399,000	-	-
Riverfront Park and Lee Wenner Park Promenade	559	Combination	556,000	-	556,000	-	-	-
Riverfront Park North Mooring Field	559	Grant	288,000	-	60,000	228,000	-	-
Southern Gateway Traffic Circle	559	Combination	1,685,721	-	-	-	1,685,721	-
Support Building for Amphitheater	559	TIF Revenue	482,400	-	72,000	410,400	-	-
Taylor Park Renovation	559	TIF Revenue	335,000	-	-	-	-	335,000
Total CRA Administration			15,209,830	6,897,300	4,073,700	2,218,109	1,685,721	335,000
Total COCOA COMMUNITY REDEVELOPMENT AGENCY FUND			15,209,830	6,897,300	4,073,700	2,218,109	1,685,721	335,000
DIAMOND SQUARE COMMUNITY REDEVELOPMENT AGENCY FUND								
CRA Administration								
Michael C. Blake Subdivision Utilities / Sitework	559	Revenue	135,000	135,000	-	-	-	-
Total CRA Administration			135,000	135,000	-	-	-	-
Total DIAMOND SQUARE COMMUNITY REDEVELOPMENT AGENCY FL			135,000	135,000	-	-	-	-
FISKE BOULEVARD COMPLETE STREETScape								
Capital Projects								
Fiske Blvd Complete Streets Roadway, and Sidewalk Improvements Phase 3 (General Fund)	541	Revenue	1,500,000	-	1,500,000	-	-	-
Total Capital Projects			1,500,000	-	1,500,000	-	-	-
Total FISKE BOULEVARD COMPLETE STREETScape			1,500,000	-	1,500,000	-	-	-



5-Year Capital Projects and Equipment Purchases

Project Name	Activity	Funding Source	Total Project Cost	FY2020	FY 2021	FY 2022	FY2023	FY2024
WATER/SEWER FUND								
Utilites Administration								
Replacement of Vehicle #89 (Lab Ford Escape)	536	Revenue	24,900	-	24,900	-	-	-
Total Utilites Administration			24,900	-	24,900	-	-	-
Dyal WTP								
Dyal New Supervisor F150 Truck	536	Revenue	26,900	26,900	-	-	-	-
Dyal UPS Replacements	536	Revenue	50,000	-	-	-	50,000	-
Dyal WTP Package System	536	Revenue	160,000	-	160,000	-	-	-
Programmable Logic Controller Upgrade - Belt Filter Press								
Dyal WTP SCADA server, OS and Server Software Upgrade	536	Revenue	170,000	-	-	170,000	-	-
New 4" Thompson Pump	536	Revenue	40,000	-	-	-	-	40,000
Ozone Processor Replacement	536	Revenue	300,000	300,000	-	-	-	-
Replacement of Bleach Tanks at Wewahootee (4)	536	Revenue	400,000	-	200,000	200,000	-	-
Replacement of Surface Water Disc Flow Sludge Pumps (3)	536	Revenue	105,000	105,000	-	-	-	-
SCADA DMZ Server Software Upgrade	536	Revenue	50,000	-	50,000	-	-	-
S-CAN Analyzers for Industrial Park & Banana River (2)	536	Revenue	80,000	40,000	40,000	-	-	-
Well 1T, 4T, 8T, 17T and 18T Rehab	536	Revenue	2,000,000	-	500,000	500,000	500,000	500,000
WIMS Software Upgrade	536	Revenue	35,000	-	35,000	-	-	-
WT70 Dyal WTP Surface Water Dewatering Building - Polymer System Upgrade - Construction	536	Revenue	160,000	-	160,000	-	-	-
WT75 Groundwater Filters 1-4 Rehab	536	Revenue	500,000	250,000	250,000	-	-	-
WT77 New AC in Maintenance Shop	536	Revenue	48,000	48,000	-	-	-	-
Total Dyal WTP			4,124,900	769,900	1,395,000	870,000	550,000	540,000
Engineering								
Biosolids Improvements Project	536	Revenue	1,900,000	100,000	1,800,000	-	-	-
Cape Canaveral West Central Blvd. Water Main Replacement	536	Revenue	918,396	83,490	834,906	-	-	-
Cidco Tower Recoating	536	Revenue	420,000	-	-	-	420,000	-
DS56 Banana River Tank Improvements	536	Revenue	4,332,136	-	-	-	370,000	3,962,136
DS60 Viera Pump Station Chlorination Improvements	536	Revenue	633,808	-	43,808	590,000	-	-
Fiber Optic Cable from Dyal WTP to Wewahootee WTP	536	Revenue	1,150,000	-	-	50,000	1,100,000	-
Fiber Optic Cable from Police Department to Dyal WTP	536	Revenue	681,795	-	70,000	611,795	-	-
Force Main Repairs	536	Revenue	2,200,000	-	1,100,000	1,100,000	-	-
Groundwater Flume Coating & Repairs	536	Revenue	130,000	-	130,000	-	-	-
Improvements to Groundwater Gravity Thickeners	536	Revenue	2,200,000	200,000	2,000,000	-	-	-
Pineda Crossing 16" Water Main - Phase II	536	Revenue	8,700,000	-	700,000	8,000,000	-	-
Replacement of ASR Wells #2 and #10	536	Revenue	2,400,000	-	-	-	-	2,400,000
Utilites Program Management	536	Combination	4,050,000	636,000	1,164,000	850,000	700,000	700,000
Washwater Tank Interior Coating and Exterior Spot Repair	536	Revenue	250,000	-	250,000	-	-	-
Wastewater Capital Plan Update	536	Revenue	360,000	-	300,000	30,000	30,000	-
WS05 54 inch Redundant Pipe to Dyal	536	Revenue	30,000	-	30,000	-	-	-
WS09 42 inch New Pipeline West of Well 7A to Dallas (Little Econ to Wewahootee)	536	Revenue	9,762,786	-	8,096,119	1,666,667	-	-
WS10 Redundant Pipeline Well 19 to 20	536	Revenue	1,360,000	-	-	1,360,000	-	-
WS11 Redundant Pipeline Well 20 to 23	536	Revenue	4,590,000	-	-	390,000	4,200,000	-
WS12 Redundant Pipeline Well 23 to 24	536	Revenue	1,340,000	-	-	-	-	1,340,000
WS20 Install New Well #17	536	Revenue	1,100,000	100,000	1,000,000	-	-	-
WS22 Wellfield Security Improvements	536	Revenue	2,300,000	-	2,300,000	-	-	-
WT37 Lime Silo Stairway	536	Revenue	440,000	440,000	-	-	-	-
WT46 Ozone Improvements (Contractor Improvements)	536	Revenue	1,180,000	-	100,000	1,080,000	-	-
WT48 Clarifier 2 Recarbonation Basin and Effluent Pipe Replacement	536	Revenue	2,000,000	-	-	2,000,000	-	-
WT51 Sulfuraetor and Multi-Purpose Building	536	Revenue	4,170,000	-	370,000	3,800,000	-	-
WT61 Dyal CO2 Bulk Package System - Assessment	536	Revenue	50,000	-	50,000	-	-	-
WT63 Replacement of Dyal Finished Water Steel GST	536	Revenue	7,480,000	-	640,000	6,840,000	-	-
WT65 - Redundant Groundwater Transfer Pipeline	536	Revenue	1,680,000	-	-	-	1,680,000	-



5-Year Capital Projects and Equipment Purchases

Project Name	Activity	Funding Source	Total Project Cost	FY2020	FY 2021	FY 2022	FY2023	FY2024
WT74 Sulfurator Structural Repairs and Dome Replacement	536	Revenue	500,000	-	500,000	-	-	-
WT78 Replacement of ASR Well #1	536	Revenue	1,200,000	-	-	-	-	1,200,000
WT89 Groundwater Filter Effluent Pipe Connection to Surface Water Clearwell	536	Revenue	1,050,000	-	-	-	50,000	1,000,000
WT90 Groundwater Clearwell Interior Coating	536	Revenue	50,000	-	-	-	-	50,000
Total Engineering			70,608,921	1,559,490	21,478,833	28,368,462	8,550,000	10,652,136
Sellers								
Chemical Storage Facility Relocation	536	Revenue	700,000	-	-	100,000	600,000	-
Irrigation Improvements	536	Revenue	825,000	-	-	-	710,000	115,000
LCP No. 1 Rehabilitation	536	Revenue	200,000	-	-	200,000	-	-
Michigan Pond Supplemental Reuse Motor & Logic Control Panel Replacement	536	Revenue	715,000	-	65,000	650,000	-	-
New Genie Articulating Lift	536	Revenue	40,000	-	-	-	-	40,000
Reclaimed Water High Service Pump Replacements	536	Revenue	600,000	-	-	600,000	-	-
Replacement of MCCs 7 and 8	536	Revenue	550,000	-	-	550,000	-	-
Seller Transfer Pump Replacements	536	Revenue	430,000	-	-	-	430,000	-
Sellers Generator Replacement	536	Revenue	200,000	-	-	-	200,000	-
Sellers Internal Recycle Pump Replacements	536	Revenue	205,000	-	-	-	205,000	-
Sellers Valve Vault	536	Revenue	250,000	-	-	250,000	-	-
UV Disinfection Conversion	536	Revenue	2,530,000	-	-	-	330,000	2,200,000
Total Sellers			7,345,000	-	65,000	2,450,000	2,475,000	2,355,000
Sewer Field Operations								
Lift Station No. 1 Replacement	536	Revenue	700,000	-	-	700,000	-	-
Replacement of Vehicle #53 (SFO 2009 Ford F250 Utility)	536	Revenue	34,800	34,800	-	-	-	-
Replacement of Vehicle #85 (SFO F-450 Dump Truck)	536	Revenue	61,000	61,000	-	-	-	-
SFO 100 kW Portable Generator (2)	536	Revenue	140,000	140,000	-	-	-	-
Total Sewer Field Operations			935,800	235,800	-	700,000	-	-
Water Field Operations								
Replacement of vehicle #106 (2007 Ford F450 Dump)	536	Revenue	63,500	63,500	-	-	-	-
Replacement of Vehicle #171 (WFO F-450 Valve Truck)	536	Revenue	60,500	60,500	-	-	-	-
Replacement of vehicle #174 (2009 Ford F250 Utility)	536	Reserves	33,962	-	33,962	-	-	-
Replacement of Vehicle #28 (WFO F-450 Dump Truck)	536	Revenue	60,500	60,500	-	-	-	-
Replacement of Vehicle #29 (WFO 2002 Ford F450 Dump)	536	Revenue	60,600	60,600	-	-	-	-
Replacement of Vehicle #32 (WFO Ford F450 Dump Truck)	536	Revenue	61,500	61,500	-	-	-	-
Replacement of Vehicle #51 (WFO F-250)	536	Revenue	32,600	32,600	-	-	-	-
Replacement of Vehicle #52 (WFO F-250)	536	Revenue	32,600	32,600	-	-	-	-
WFO Vermeer Boring Rig	536	Revenue	123,858	-	123,858	-	-	-
Total Water Field Operations			529,620	371,800	157,820	-	-	-
Total WATER/SEWER FUND			83,569,141	2,936,990	23,121,553	32,388,462	11,575,000	13,547,136
STORMWATER								
Stormwater Management								
Replacement dump trucks from Utilities	538	Revenue	68,000	-	68,000	-	-	-
Solar Bee Pond Aerators	538	Revenue	90,000	-	90,000	-	-	-
Street Drainage Improvements	538	Reserves	200,000	-	200,000	-	-	-
Annual Curb & Gutter R&M Program	538	Revenue	80,000	-	20,000	20,000	20,000	20,000
Annual Cured in Place Pipe Lining	538	Revenue	800,000	-	200,000	200,000	200,000	200,000
Cox Road Driveway Culvert Upgrade	538	Revenue	1,000,000	-	-	1,000,000	-	-
Fiske Blvd Complete Streets Roadway, and Sidewalk Improvements Phase 3 (SW)	538	Revenue	600,000	-	600,000	-	-	-
Indian River Drive Baffle Box	538	Revenue	1,200,000	-	300,000	300,000	300,000	300,000
Mechanical Broom Sweeper	538	Revenue	270,032	270,032	-	-	-	-
Pipe Range Road Drainage Ditch	538	Revenue	200,000	-	35,000	82,500	82,500	-
US1 and Forrest Ave Stormwater Facility Phase 1 and Phase 2	538	Revenue	750,000	-	150,000	600,000	-	-
Total Stormwater Management			5,258,032	270,032	1,663,000	2,202,500	602,500	520,000
Total STORMWATER			5,258,032	270,032	1,663,000	2,202,500	602,500	520,000
WS CAPITAL PROJECT 2018 BOND								
Engineering								



5-Year Capital Projects and Equipment Purchases

Project Name	Activity	Funding Source	Total Project Cost	FY2020	FY 2021	FY 2022	FY2023	FY2024
14"/18" AC Raw Water Pipeline Upgrade and Well 17 Area Isolation Valves - Phase I Construction	536	Bond	404,700	404,700	-	-	-	-
Dyal Chemical Conversion & Reliability Improvement Project and Plant Security	536	Bond	23,766,614	13,326,022	10,440,592	-	-	-
Jerry Sellers Flow Improvements	536	Bond	1,393,750	1,393,750	-	-	-	-
Pipe Infrastructure Assessment and Replacement	536	Bond	21,553,174	3,128,564	3,424,610	5,000,000	5,000,000	5,000,000
Utilities Program Management	536	Combination	314,000	314,000	-	-	-	-
Total Engineering			47,432,238	18,567,036	13,865,202	5,000,000	5,000,000	5,000,000
Total WS CAPITAL PROJECT 2018 BOND			47,432,238	18,567,036	13,865,202	5,000,000	5,000,000	5,000,000
City Wide Total			\$ 158,001,442	\$ 29,292,169	\$ 47,152,271	\$ 42,361,019	\$ 19,242,506	\$ 20,088,477

The above information reflects all the projects in the City of Cocoa's Capital Improvement Plan and does not include Routine Capital Outlay.

Routine Capital Outlay



Project Name	Activity	Funding Source	Projected Cost
GENERAL FUND			
Facility Management			
New HVAC Replacement	519	Revenue	\$ 13,500
Police Department Fire System for IT room	519	Revenue	15,000
Total Facility Management			28,500
Fire Operations			
New Kawasaki Mule 4010 4x4	572	Revenue	15,000
Total Fire Operations			15,000
Fleet Maintenance			
Light Bank (Solar & Generator)	541	Revenue	31,000
Total Fleet Maintenance			31,000
Parks & Grounds			
Replace One Set of Extrication Equipment	522	Revenue	32,105
Total Parks & Grounds			32,105
Police Operations			
Portable Light Towers	522	Revenue	16,478
Throw Phone for SWAT/CNT	522	Revenue	6,495
Server for hard drive space for Cellebrite phone downloads	522	Revenue	5,000
Project - Traffic speed monitoring trailer	522	Revenue	17,000
Total Police Operations			44,973
Public Works Administration			
CA2001 - Parks (Electric) New Vehicle Leaf	519	Revenue	27,000
Total Public Works Administration			27,000
Street Maintenance			
15,000 TWIN-POST VEHICLE LIFT	536	Revenue	6,700
Total Street Maintenance			6,700
TOTAL GENERAL FUND			212,078
WATER/SEWER FUND			
Dyal WTP			
Replacement of Vehicle #168 (Dyal F-150)	536	Revenue	26,900
Replacement of Vehicle #84 (Dyal F-150)	536	Revenue	26,900
Water Softeners for Soda Ash (2)	536	Revenue	15,000
Lab Equipment - PH Meters	536	Revenue	6,000
Total Dyal WTP			74,800
Sellers Water Reclamation Plant			
Sellers Ice Maker	536	Revenue	6,000
Sellers Toro Riding Mower	536	Revenue	16,575
Sellers Golf Cart	536	Revenue	8,500
Badge Readers for 3 Gates	536	Revenue	28,000
Sellers Waste Pump (WAS to Sludge)	536	Revenue	8,945
Total Sellers Water Reclamation Plant			68,020



Routine Capital Outlay

Project Name	Activity	Funding Source	Projected Cost
Water Field Operations			
Replacement of Vehicle #182 (WFO F-150)	536	Revenue	26,700
WFO Hydraulic Chainsaw	536	Revenue	6,218
WFO Locator	536	Revenue	10,866
Total Water Field Operations			43,784
TOTAL WATER/SEWER FUND			\$ 186,604

Routine Capital Outlay	398,682
Capital Projects and Equipment Purchases	29,292,169
Total Capital	<u>29,690,851</u>

Recurring Operating Cost for FY20 Capital Outlay



Project Name	FY 2019	FY 2020	FY 2021	FY 2022	Estimated Annual Operating Cost
GENERAL FUND					
Facilities					
City Hall HVAC replacement	\$ 2,000	\$ 2,060	\$ 2,120	\$ 2,240	\$ 8,420
Cocoa City Hall IT room HVAC replacement	1,000	1,030	1,060	1,120	4,210
Cocoa Playhouse Annex HVAC	1,000	1,030	1,060	1,120	4,210
Oleander restrooms roof and rehab	1,000	1,030	1,060	1,120	4,210
Police Department Fence & Gate controllers	2,000	2,060	2,120	2,240	8,420
Police Department Fire System for IT room	1,000	1,030	1,060	1,120	4,210
Police Department Generator replacement	2,000	2,060	2,120	2,240	8,420
Police Department Roof replacement	1,000	1,030	1,060	1,120	4,210
Public Works Main Gate	1,000	1,030	1,060	1,120	4,210
Public Works Pole Barn Rehab	1,000	1,030	1,060	1,120	4,210
Total Facilities	13,000	13,390	13,780	14,560	54,730
Fire Operations					
Purchase Staffing Software Solution	2,505	2,580	2,655	2,806	10,546
Replace one Lucas Automated CPR Device	100	103	106	112	421
Replace One Set of Extrication Equipment	50	52	53	56	211
Total Fire Operations	2,655	2,735	2,814	2,974	11,178
Fleet					
Fleet Above-Ground Fuel Tank	200	206	212	224	842
Fleet Faster Asset Upgrade to Faster Web	25,000	25,750	26,500	28,000	105,250
Total Fleet	25,200	25,956	26,712	28,224	106,092
Parks & Grounds					
New Kawasaki Mule 4010 4x4	100	103	106	112	421
Total Parks & Grounds	100	103	106	112	421
Police Code Enforcement					
Code Enforcement New Vehicle	1,000	1,030	1,060	1,120	4,210
Code Enforcement Vehicle Replacement #60	1,000	1,030	1,060	1,120	4,210
Code Enforcement Vehicle Replacement #62	1,000	1,030	1,060	1,120	4,210
Code Enforcement Vehicle Replacement #67	1,000	1,030	1,060	1,120	4,210

Recurring Operating Cost for FY20 Capital Outlay



Project Name	FY 2019	FY 2020	FY 2021	FY 2022	Estimated Annual Operating Cost
Total Police Code Enforcement	4,000	4,120	4,240	4,480	16,840
Police Operations					
Police All Terrain Vehicle	1,000	1,030	1,060	1,120	4,210
Portable Light Towers	100	103	106	112	421
Replace marked patrol vehicle M1	1,000	1,030	1,060	1,120	4,210
Replace unmarked patrol vehicle #211	1,000	1,030	1,060	1,120	4,210
Replace Vehicle #267 SWAT Vehicle	1,000	1,030	1,060	1,120	4,210
Replacement marked PAL van #282	1,000	1,030	1,060	1,120	4,210
Replacement marked patrol vehicle #208	1,000	1,030	1,060	1,120	4,210
Replacement marked patrol vehicle #224	1,000	1,030	1,060	1,120	4,210
Replacement marked patrol vehicle #230	1,000	1,030	1,060	1,120	4,210
Replacement marked patrol vehicle #234	1,000	1,030	1,060	1,120	4,210
Replacement marked patrol vehicle #239	1,000	1,030	1,060	1,120	4,210
Replacement marked patrol vehicle #244	1,000	1,030	1,060	1,120	4,210
Replacement marked patrol vehicle #246	1,000	1,030	1,060	1,120	4,210
Replacement marked patrol vehicle #252	1,000	1,030	1,060	1,120	4,210
Replacement marked patrol vehicle #256	1,000	1,030	1,060	1,120	4,210
Replacement marked patrol vehicle #257	1,000	1,030	1,060	1,120	4,210
Replacement marked patrol vehicle #275	1,000	1,030	1,060	1,120	4,210
Replacement marked patrol vehicle #280	1,000	1,030	1,060	1,120	4,210
Replacement marked patrol vehicle #293	1,000	1,030	1,060	1,120	4,210
Replacement marked patrol vehicle #294	1,000	1,030	1,060	1,120	4,210
Replacement marked patrol vehicle M2	1,000	1,030	1,060	1,120	4,210
Replacement marked Sergeant vehicle #228	1,000	1,030	1,060	1,120	4,210

Recurring Operating Cost for FY20 Capital Outlay



Project Name	FY 2019	FY 2020	FY 2021	FY 2022	Estimated Annual Operating Cost
Replacement marked Sergeant vehicle #274	1,000	1,030	1,060	1,120	4,210
Replacement Patrol Vehicle #203	1,000	1,030	1,060	1,120	4,210
Replacement Patrol Vehicle #206	1,000	1,030	1,060	1,120	4,210
Replacement Patrol Vehicle #212	1,000	1,030	1,060	1,120	4,210
Replacement Patrol Vehicle #213	1,000	1,030	1,060	1,120	4,210
Replacement Patrol Vehicle #238	1,000	1,030	1,060	1,120	4,210
Replacement Patrol Vehicle #245	1,000	1,030	1,060	1,120	4,210
Replacement Patrol Vehicle #262	1,000	1,030	1,060	1,120	4,210
Replacement Patrol Vehicle #265	1,000	1,030	1,060	1,120	4,210
Replacement Patrol Vehicle #286	1,000	1,030	1,060	1,120	4,210
Replacement Patrol Vehicle #287	1,000	1,030	1,060	1,120	4,210
Replacement Patrol Vehicle #288	1,000	1,030	1,060	1,120	4,210
Replacement Patrol Vehicle #297	1,000	1,030	1,060	1,120	4,210
Replacement Patrol Vehicle #298	1,000	1,030	1,060	1,120	4,210
Replacement Patrol Vehicle #299	1,000	1,030	1,060	1,120	4,210
Replacement unmarked patrol vehicle #202	1,000	1,030	1,060	1,120	4,210
Replacement unmarked Patrol Vehicle #219	1,000	1,030	1,060	1,120	4,210
Replacement unmarked patrol vehicle #223	1,000	1,030	1,060	1,120	4,210
Replacement unmarked Patrol Vehicle #225	1,000	1,030	1,060	1,120	4,210
Replacement unmarked patrol vehicle #229	1,000	1,030	1,060	1,120	4,210
Replacement unmarked Patrol Vehicle #250	1,000	1,030	1,060	1,120	4,210
Replacement unmarked patrol vehicle #269	1,000	1,030	1,060	1,120	4,210
Replacement unmarked patrol vehicle #276	1,000	1,030	1,060	1,120	4,210
Traffic Advisory Sign	500	515	530	560	2,105
Traffic Response Trailer	500	515	530	560	2,105
Total Police Operations	45,100	46,453	47,806	50,512	189,871
Streets					
4 yard Transit Concrete Mixer	1,000	1,030	1,060	1,120	4,210
Total Streets	1,000	1,030	1,060	1,120	4,210
Total GENERAL FUND	91,055	93,787	96,518	101,982	383,342

Recurring Operating Cost for FY20 Capital Outlay



Project Name	FY 2019	FY 2020	FY 2021	FY 2022	Estimated Annual Operating Cost
COCOA CRA Fund					
CRA Administration					
Lee Wenner Park Harbor Master Building	5,000	5,150	5,300	5,600	21,050
Support Building for Amphitheater	2,000	2,060	2,120	2,240	8,420
Total CRA Administration	7,000	7,210	7,420	7,840	29,470
Total COCOA CRA Fund	7,000	7,210	7,420	7,840	29,470
STORMWATER					
Public Works					
Mechanical Broom Sweeper	1,000	1,030	1,060	1,120	4,210
US1 and Forrest Ave Stormwater Facility Phase 1 and Phase 2	2,000	2,060	2,120	2,240	8,420
Total Public Works	3,000	3,090	3,180	3,360	12,630
Total STORMWATER	\$ 3,000	\$ 3,090	\$ 3,180	\$ 3,360	\$ 12,630

This demonstrates the impact of the Capital expenditures on the operating accounts.



Significant Non-Routine Projects

The following project meet the specification of a significant non-routine project. Resources are being appropriated in FY 2020 in accordance with the definition of these capital improvements as presented in the first page of this section.

Civic Center Construction	\$ 6,631,500
Harrison Street Streetscaping & Stormwater Drainage Improvements	\$1,088,000
Biosolids Improvements Project	\$1,900,000
Improvements to Groundwater Gravity Thickeners	\$8,700,000
Utilities Program Management	\$4,050,000
WS-20 Install New Well #17	\$1,100,000
Dyal Chemical Conversion & Reliability Improvement Project and Plant Security	\$23,766,614
Jerry Seller Flow Improvements	\$ 1,393,750
Pipe Infrastructure Assessment and Replacement	\$21,553,174

Note: See CIP pages at the end of this section for details about the above projects.

CIP Detail Project Report FY 2020 - FY 2024



CIP Fiscal Year Period FY 2020 - FY 2024

Fund: 110 **Dept/Div:** 3230

Priority Level

CIP #: CP-CS-16-HS Project #: CS15HS Account #: 63-00 CIP Classification: Infrastructure District: D1
 Project Name: Harrison Street Streetscaping & Stormwater Drainage Improvements (Cocoa CRA portion) FY Start: 2023 Quarter: Q1
 Project Location: Harrison Street from Delannoy Ave to the entrance to Lee Wenner Park FY End: 2023 Quarter: Q4

Project Description

Streetscaping of Harrison Street from Delannoy Avenue to the entrance to Lee Wenner Park.

Project Justification

The approved updated Waterfront Master Plan identifies this project. This project will enhance the walkability and safety of pedestrian, bicyclists and automobiles as well as much needed Stormwater management.

Strategic Connection: Operational

N/A

Total Cost of Project	Total Cost to Date	2020 Costs	PD & E	Land Purchase	Construction/Rehab	Miscellaneous
\$1,088,000	\$0		\$0	\$0	\$0	\$75,000

Recurring Annual Costs

Operating	\$0
Maintenance	\$0
Personal	\$0
Other Non-Capital	\$0
Total Recurring Costs	\$0

Capital Costs and Proposed Financing by Fiscal Year

2020	\$75,000	TIF Revenue
2021	\$1,013,000	TIF Revenue
2022	\$0	\$0 this FY
2023	\$0	\$0 this FY
2024	\$0	\$0 this FY
Total Capital Costs	\$1,088,000	

Financing Comments

The Capital Cost is the portion being funded by the Cocoa CRA TIF. Split between the Utility Fund, Stormwater Fund and the Cocoa CRA (110) Fund.

CIE_Designation

CIP Detail Project Report FY 2020 - FY 2024



CIP Fiscal Year Period FY 2020 - FY 2024

Fund: 110 **Dept/Div:** 3230

Priority Level Priority I

CIP #: CP-CS-19-CC **Project #:** CD19CC **Account #:** 62-00 **CIP Classification:** Building **District:** D1

Project Name: Civic Center Construction, Lee Wenner Park Paving, Striping, Walkways and Renovations **FY Start:** 2020 **Quarter:** Q1

Project Location: Lee Wenner Park **FY End:** 2021 **Quarter:** Q4

Project Description

The relocation and construction of the Cocoa Civic Center from Delannoy Avenue to Lee Wenner Park. Mill, pave and re-stripe parking and drive lanes in Lee Wenner Park. Parking, Utilities, Stormwater, Trails, Landscape & Irrigation.

Project Justification

The approved updated Cocoa CRA Waterfront Master Plan identifies this project. The asphalt in the park is old and deteriorated. The existing striping for parking has faded. Re-doing both will enhance the overall appearance of the park. The approved updated Cocoa CRA Waterfront Master Plan identifies this project.

Strategic Connection: Operational

Enhanced parking will increase the overall appearance of the park and draw more visitors.

Total Cost of Project	Total Cost to Date	2020 Costs	PD & E	Land Purchase	Construction/Rehab	Miscellaneous
\$6,723,000	\$91,500		\$94,300	\$0	\$5,459,000	\$0

Recurring Annual Costs

Operating	\$0
Maintenance	\$2,000
Personal	\$0
Other Non-Capital	\$0
Total Recurring Costs	\$2,000

Capital Costs and Proposed Financing by Fiscal Year

2020	\$5,553,300	TIF Revenue
2021	\$1,078,200	TIF Revenue
2022	\$0	\$0 this FY
2023	\$0	\$0 this FY
2024	\$0	\$0 this FY
Total Capital Costs	\$6,631,500	

Financing Comments

A combination of Cocoa CRA TIF revenue and financing will fund this project.

CIE_Designation

CIP Detail Project Report FY 2020 - FY 2024



CIP Fiscal Year Period FY 2020 - FY 2024

Fund: 421 **Dept/Div:** 4055

Priority Level Priority I

CIP #: CP-WS-18-BS Project #: WS19BS Account #: 63-00 CIP Classification: Infrastructure District: City

Project Name: Biosolids Improvements Project FY Start: 2020 Quarter: Q1

Project Location: Jerry Sellers WRF FY End: 2021 Quarter: Q4

Project Description

Biosolids Improvements at the Jerry Sellers WRF.

Project Justification

Replacement of aging infrastructure.

Strategic Connection: Operational

N/A

Total Cost of Project	Total Cost to Date	2020 Costs	PD & E	Land Purchase	Construction/Rehab	Miscellaneous
\$1,900,000	\$0		\$100,000	\$0	\$0	\$0

Recurring Annual Costs

Operating	\$0
Maintenance	\$0
Personal	\$0
Other Non-Capital	\$0
Total Recurring Costs	\$0

Capital Costs and Proposed Financing by Fiscal Year

2020	\$100,000	Revenue
2021	\$1,800,000	Revenue
2022	\$0	\$0 this FY
2023	\$0	\$0 this FY
2024	\$0	\$0 this FY

Total Capital Costs \$1,900,000

Financing Comments

CIE_Designation

CIP Detail Project Report FY 2020 - FY 2024



CIP Fiscal Year Period FY 2020 - FY 2024

Fund: 421 **Dept/Div:** 4055

Priority Level Priority I

CIP #: CP-UT-20-GT **Project #:** **Account #:** 63-00 **CIP Classification:** Infrastructure **District:** WS-Outside City

Project Name: Improvements to Groundwater Gravity Thickeners **FY Start:** 2020 **Quarter:** Q1

Project Location: Dyal **FY End:** 2021 **Quarter:** Q4

Project Description

Improvements to Lime Residuals Gravity Thickeners 1, 2 and 3

Project Justification

Gravity thickener 3 is in a state of disrepair and requires replacement. Units 1 and 2 require replacement of the sludge rake arms and rehabilitation work to be functional. Conduct Renewal and Replacement project to return them to service.

Strategic Connection: Operational

N/A

Total Cost of Project	Total Cost to Date	2020 Costs	PD & E	Land Purchase	Construction/Rehab	Miscellaneous
\$2,200,000	\$0		\$200,000	\$0	\$0	\$0

Recurring Annual Costs

Operating	\$0
Maintenance	\$0
Personal	\$0
Other Non-Capital	\$0

Total Recurring Costs

Capital Costs and Proposed Financing by Fiscal Year

2020	\$200,000	Revenue
2021	\$2,000,000	Revenue
2022	\$0	\$0 this FY
2023	\$0	\$0 this FY
2024	\$0	\$0 this FY

Total Capital Costs

Financing Comments

CIE_Designation

CIP Detail Project Report FY 2020 - FY 2024



CIP Fiscal Year Period FY 2020 - FY 2024

Fund: 421 **Dept/Div:** 4055

Priority Level Priority I

CIP #: CP-WS-13-PM **Project #:** WS19BO **Account #:** 63-00 **CIP Classification:** Infrastructure **District:** City

Project Name: Utilities Program Management **FY Start:** 2020 **Quarter:** Q1

Project Location: Cocoa Utilities **FY End:** 2024 **Quarter:** Q4

Project Description

The purpose of this project is to provide program management services, including program management/administration, design management, construction project support, asset management and public involvement services in support of funded Cocoa Utilities Capital Improvement Plan (CIP) program projects to be funded under the 2010 series bond and a future bond issue anticipated for the first quarter of 2017. Program Management services for projects funded by operating revenues will be funded separately, out of 2017 and 2018 operating revenue budgets.

Project Justification

In the Fall of 2011, the City of Cocoa initiated a program management approach for its Utilities CIP. This approach, while coupled with the Water Capital Plan (authorized in January 2012), enables a risk-based asset management approach for evaluating and prioritizing capital improvement projects to maximize the benefit to the City of Cocoa's rate payers and citizens. The Program approach allows a large volume of projects to be efficiently managed and implemented (including planning, design, bidding and construction), provides transparent financial management, and enables technical experts to be brought in as needed for short periods of time, all while generating new job opportunities for the local businesses and residents and improving Cocoa's level of service to its customers.

Strategic Connection: Operational

N/A

Total Cost of Project	Total Cost to Date	2020 Costs	PD & E	Land Purchase	Construction/Rehab	Miscellaneous
\$13,376,092	\$9,326,092		\$314,000	\$0	\$0	\$322,000

Recurring Annual Costs

Operating	\$0
Maintenance	\$0
Personal	\$0
Other Non-Capital	\$0
Total Recurring Costs	\$0

Capital Costs and Proposed Financing by Fiscal Year

2020	\$636,000	Combination
2021	\$1,164,000	Combination
2022	\$850,000	Combination
2023	\$700,000	Revenue
2024	\$700,000	Revenue

Total Capital Costs \$4,050,000

Financing Comments

Program costs will be divided to cover bond and operating projects.

CIE_Designation

CIP Detail Project Report FY 2020 - FY 2024



CIP Fiscal Year Period FY 2020 - FY 2024

Fund: 421 **Dept/Div:** 4055

Priority Level Priority I

CIP #: CP-WS-18-NW Project #: WS20DW Account #: 63-00 CIP Classification: Infrastructure District: City

Project Name: WS20 Install New Well #17 FY Start: 2020 Quarter: Q1

Project Location: Wellfield FY End: 2021 Quarter: Q2

Project Description

This project includes rehabilitation of Well #17. This includes permitting and construction of the well.

Project Justification

The project will restore Well #17 to original operating conditions including specific capacity.

Strategic Connection: Strategic Plan/Utilities Master Plan

N/A

Total Cost of Project	Total Cost to Date	2020 Costs	PD & E	Land Purchase	Construction/Rehab	Miscellaneous
\$1,100,000	\$0		\$100,000	\$0	\$0	\$0

Recurring Annual Costs

Operating	\$0
Maintenance	\$0
Personal	\$0
Other Non-Capital	\$0
Total Recurring Costs	\$0

Capital Costs and Proposed Financing by Fiscal Year

2020	\$100,000	Revenue
2021	\$1,000,000	Revenue
2022	\$0	\$0 this FY
2023	\$0	\$0 this FY
2024	\$0	\$0 this FY

Total Capital Costs \$1,100,000

Financing Comments

30 years or greater useful life.

CIE_Designation

CIP Detail Project Report FY 2020 - FY 2024



CIP Fiscal Year Period FY 2020 - FY 2024

Fund: 426 **Dept/Div:** 4055

Priority Level Priority I

CIP #: CP-WS-12-DP Project #: WS1404 Account #: 63-00 CIP Classification: Infrastructure District: WS-Outside City

Project Name: Dyal Chemical Conversion & Reliability Improvement Project and Plant Security FY Start Quarter

Project Location: Dyal Plant FY End Quarter

Project Description

This project includes chemical system upgrades, a redundant finished flow system and new pump station at the Dyal Plant. Replacement of two existing back up power generators with same sized generators at the Dyal WTP. Location will be in a new building; Conversion to NaOCl and Liq. NH3; (Reference: 2013 Water Capital Plan Project WT50 Emergency Generator Replacement; WT09 Conversion to NaOCl and Liq. NH3; WT25 Redundant Finished Flow Pipe and Pit; New Pump Station). Includes SCADA Design programming for PLC and HMI systems to support the project. Security Project includes upgrades to entrances, cameras, badging, and other security deterrents.

Project Justification

The prioritization/sequencing was determined based on the prioritization framework and scoring, also under the 2013 Water System Capital Plan Update project; see Project Prioritization TM for more details about the scoring process. The project will bring the backup power system up to current code. This project was identified under the technical evaluations under the 2013 Water System Capital Plan Update project.

Strategic Connection: Strategic Plan/Utilities Master Plan

Project will increase reliability and operational flexibility.

Total Cost of Project	Total Cost to Date	2020 Costs	PD & E	Land Purchase	Construction/Rehab	Miscellaneous
\$26,640,592	\$2,873,978		\$1,464,513	\$0	\$11,861,509	\$0

Recurring Annual Costs

Operating	\$0
Maintenance	\$0
Personal	\$0
Other Non-Capital	\$0
Total Recurring Costs	<input type="text" value="\$0"/>

Capital Costs and Proposed Financing by Fiscal Year

2020	\$13,326,022	Bond
2021	\$10,440,592	Revenue
2022	\$0	\$0 this FY
2023	\$0	\$0 this FY
2024	\$0	\$0 this FY

Financing Comments

\$2.8M for CCRIP design, \$200K for EOR for Security Improvements. 30 year or greater useful life. Security Improvements construction \$2M complete in FY19. CCRIP construction \$21M. Estimates \$2M spent on design in FY19, Security portion not built until FY20

Total Capital Costs

CIE_Designation

CIP Detail Project Report FY 2020 - FY 2024



CIP Fiscal Year Period FY 2020 - FY 2024

Fund: 426 **Dept/Div:** 4055

Priority Level Priority I

CIP #: CP-WS-18-FI **Project #:** WS16SF **Account #:** 63-00 **CIP Classification:** Infrastructure **District:** City

Project Name: Jerry Sellers Flow Improvements **FY Start** 2020 **Quarter** Q1

Project Location: Jerry Sellers WRF **FY End** 2021 **Quarter** Q4

Project Description

Upgrades to the influent pump station, reject water system, sludge pumps and digesters at the Jerry Sellers WRF.

Project Justification

Upgrades are required to improve operation of the facility.

Strategic Connection: Strategic Plan/Utilities Master Plan

Project was identified in the Wastewater Capital Plan.

Total Cost of Project	Total Cost to Date	2020 Costs	PD & E	Land Purchase	Construction/Rehab	Miscellaneous
\$4,230,000	\$2,836,250		\$0	\$0	\$1,393,750	\$0

Recurring Annual Costs

Operating	\$0
Maintenance	\$0
Personal	\$0
Other Non-Capital	\$0
Total Recurring Costs	\$0

Capital Costs and Proposed Financing by Fiscal Year

Fiscal Year	Capital Costs	Bond
2020	\$1,393,750	Bond
2021	\$0	\$0 this FY
2022	\$0	\$0 this FY
2023	\$0	\$0 this FY
2024	\$0	\$0 this FY

Total Capital Costs \$1,393,750

Financing Comments

30 year useful life. FY2015 CDM Design \$279,930 Revenue-funded. PO 73848 Corrolla; FY19 \$45,371

CIE_Designation

CIP Detail Project Report FY 2020 - FY 2024



CIP Fiscal Year Period FY 2020 - FY 2024

Fund: 426 **Dept/Div:** 4055

Priority Level Priority I

CIP #: CP-WS-12-PL **Project #:** WS1201 **Account #:** 63-00 **CIP Classification:** Infrastructure **District:** City

Project Name: Pipe Infrastructure Assessment and Replacement **FY Start** 2020 **Quarter** Q1

Project Location: Utility Service Area **FY End** 2024 **Quarter** Q4

Project Description

FY19-FY24: The current utility system consists of approximately 1400 miles of pipe infrastructure of various sizes, ages and materials. As the infrastructure ages, it must be replaced over time. This capital project consists of an assessment program to determine the most critical pipe infrastructure, program management to implement the projects as well as design, permitting and construction to replace aging pipe. This project will consist of engineering, construction, permitting and inspection services.

Project Justification

A systematic approach to plan and predict the replacement of pipe needs to be implemented. The Cocoa Utility pipe system is valued at \$900,000,000 per the CH2M Hill Asset Assessment report dated January 2010. Assuming a conservative life cycle of 100 years for pipe, the city should be replacing approximately 12 miles of pipe per year in perpetuity.

Strategic Connection: Strategic Plan/Utilities Master Plan

Project will assist to determine condition of pipe infrastructure and replace aging infrastructure.

Total Cost of Project	Total Cost to Date	2020 Costs	PD & E	Land Purchase	Construction/Rehab	Miscellaneous
\$30,927,755	\$9,374,581		\$0	\$0	\$3,128,564	\$0

Recurring Annual Costs

Operating	\$0
Maintenance	\$0
Personal	\$0
Other Non-Capital	\$0
Total Recurring Costs	\$0

Capital Costs and Proposed Financing by Fiscal Year

2020	\$3,128,564	Bond
2021	\$3,424,610	Revenue
2022	\$5,000,000	Revenue
2023	\$5,000,000	Revenue
2024	\$5,000,000	Revenue

Total Capital Costs \$21,553,174

Financing Comments

Chase Hammock Construction Complete FY19. Carry Forward for FY20: 1M for SR 520. SR 520 Construction EST: \$1,642,483 (includes 10% Contingency and 80K for SDC).Construction; start 8/19, end 9/20. FY20 Marlin Manor EST: \$2,128,564 (includes 10% Contingency).

CIE_Designation



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Appendix D



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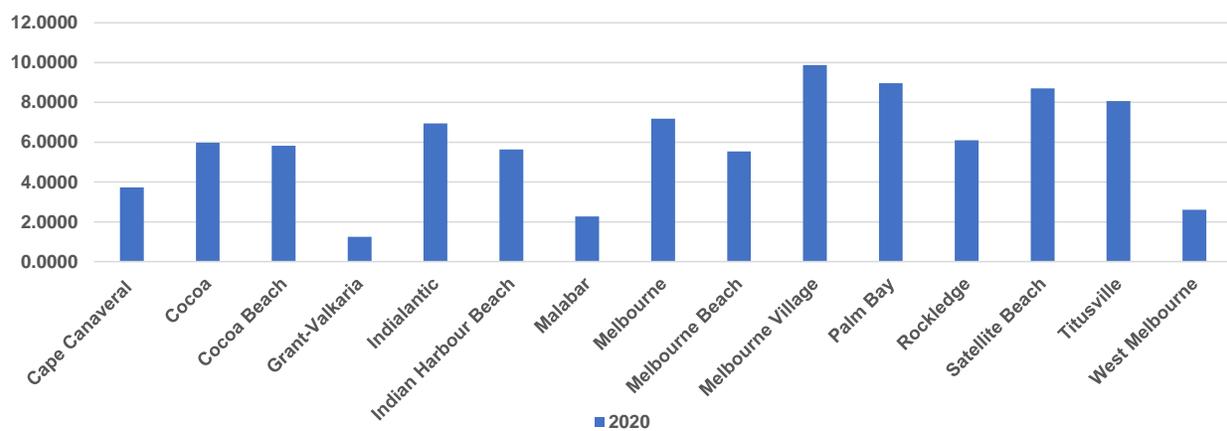
**Brevard County Municipalities
Property Tax Rates**

**Fiscal Year
2019/2020**

Local Millages by Fiscal Year:		2016	2017	2018	2019	2020
Cape Canaveral	City Millage	3.4797	3.4600	3.9555	3.8500	3.6621
	Library	0.0635	0.0635	0.0635	0.0635	0.0635
	Total	3.5432	3.5235	4.0190	3.9135	3.7256
Cocoa	City Millage	5.9790	5.9790	5.9790	5.9790	5.9790
Cocoa Beach	City Millage	4.9798	5.4798	5.7298	5.7298	5.8294
*Grant-Valkaria	City Millage	1.0603	1.1201	1.1490	1.1850	1.2484
Indialantic	City Millage	6.4695	6.2653	6.2653	6.0698	6.9484
Indian Harbour Beach	City Millage	5.4802	5.4802	5.6401	5.7929	5.6401
*Malabar	City Millage	1.9256	2.0260	2.0906	2.1582	2.2680
Melbourne	City Millage	7.6886	7.6886	7.1878	7.1818	7.1878
Melbourne Beach	City Millage	4.1105	4.2750	4.2766	4.3885	5.5339
Melbourne Village	City Millage	9.8135	9.7336	9.7332	9.9707	9.8734
Palm Bay	City Millage	8.5000	8.4500	8.4500	8.4500	8.9675
Rockledge	City Millage	6.3400	6.2500	6.2000	6.1500	6.1000
Satellite Beach	City Millage	8.2900	8.1518	8.1518	8.8212	8.7000
Titusville	City Millage	7.9010	7.6575	7.7900	7.7900	8.0673
West Melbourne	City Millage	2.4633	2.4633	2.4633	2.6017	2.6017

* Grant-Valkaria and Malabar utilize Brevard County Public Safety Services.

Municipal Millage Trends - Fiscal Year 2020



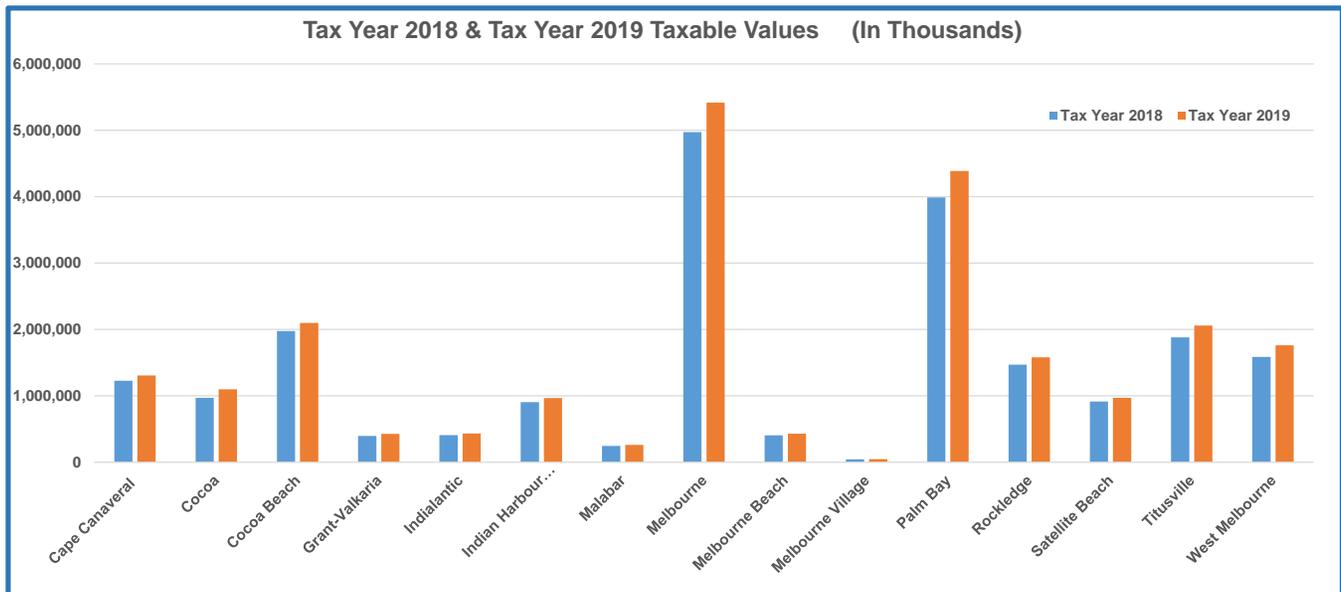


**Brevard County Municipalities
Taxable Values**

**Fiscal Year
2019/2020**

	Taxable Value * (In Thousands)		% Change In Taxable Value	Tax Year 2019 Taxable Value (In Thousands)	
	Tax Year 2018	Tax Year 2019		Residential	Commercial-Other
Cape Canaveral	1,227,415	1,306,731	6.5%	1,042,228	185,367
Cocoa	971,766	1,100,362	13.2%	446,041	525,725
Cocoa Beach	1,976,824	2,100,124	6.2%	1,686,231	290,593
Grant-Valkaria	397,153	426,687	7.4%	341,669	55,620
Indialantic	409,135	432,731	5.8%	346,537	62,598
Indian Harbour Beach	904,915	966,785	6.8%	788,181	116,734
Malabar	245,389	261,575	6.6%	178,398	66,991
Melbourne	4,973,354	5,416,565	8.9%	2,775,132	2,198,222
Melbourne Beach	407,392	431,410	5.9%	390,282	17,110
Melbourne Village	44,943	48,177	7.2%	30,337	14,606
Palm Bay	3,987,775	4,385,716	10.0%	3,022,733	965,042
Rockledge	1,471,326	1,580,096	7.4%	1,041,699	429,627
Satellite Beach	915,271	970,808	6.1%	843,880	71,391
Titusville	1,880,720	2,057,999	9.4%	1,222,468	658,252
West Melbourne	1,587,058	1,761,329	11.0%	1,009,369	577,689

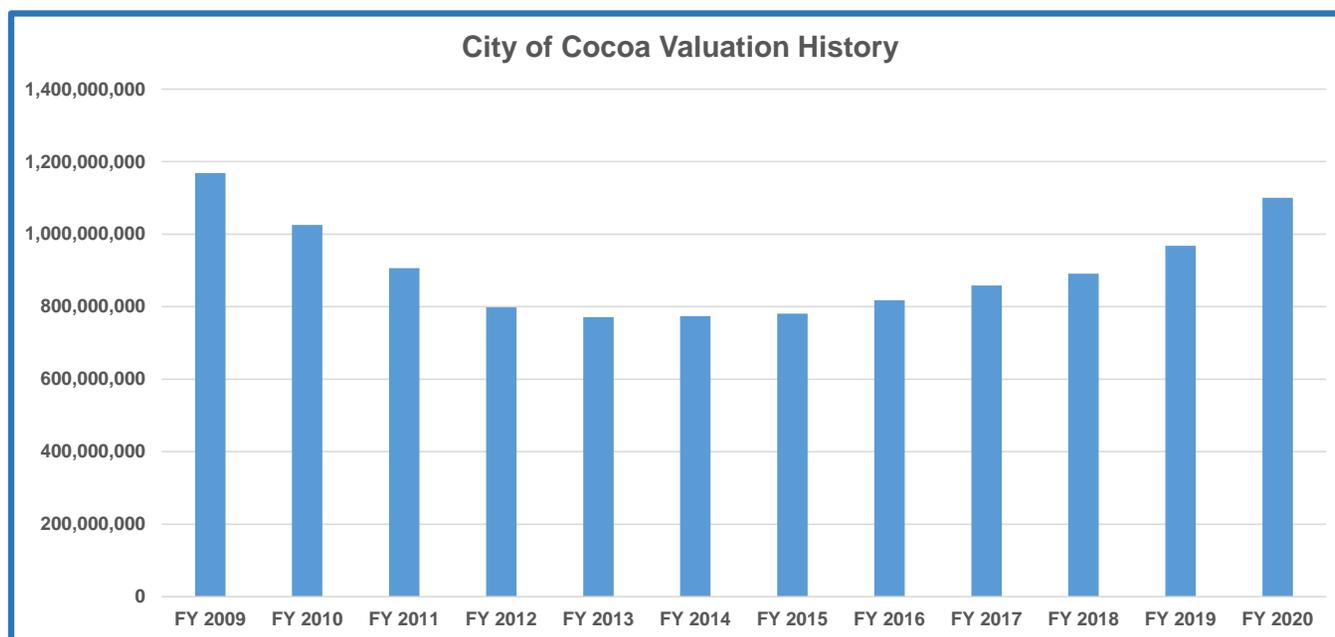
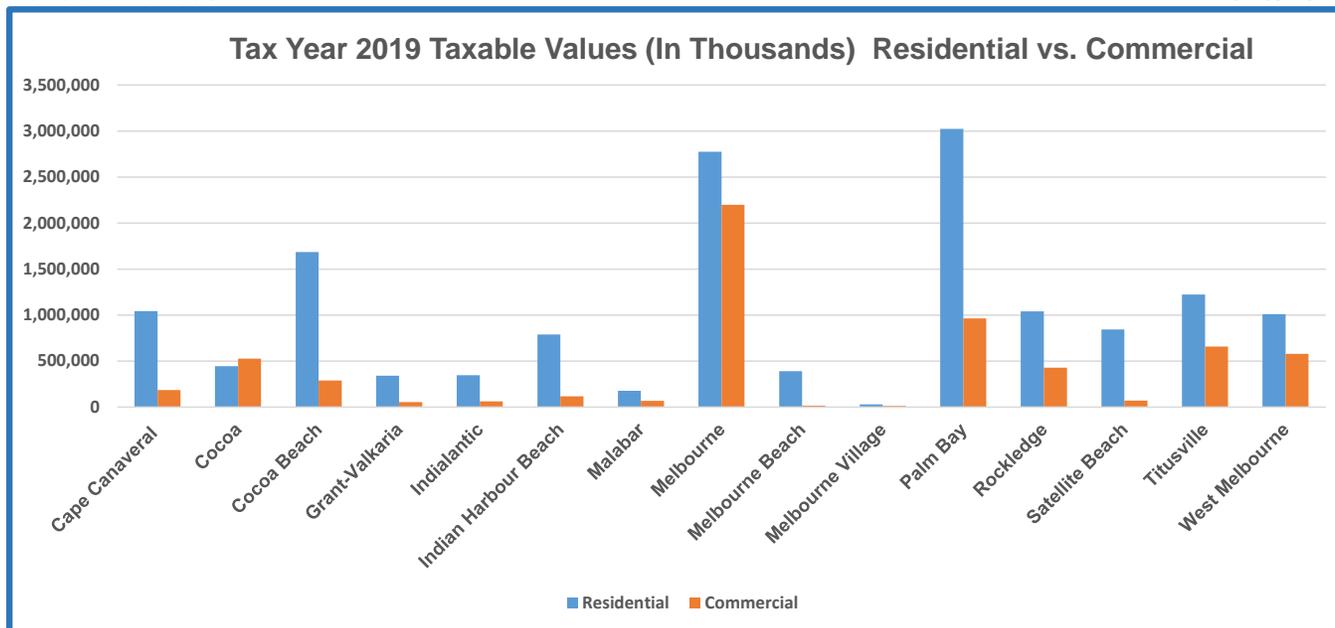
*The Taxable Value provided in this spreadsheet were attained from the [Certificate of Taxable Value DR-422 Forms](#) located on the Brevard County Property Appraisers website. (Final Current Year Gross Taxable Value)





**Brevard County Municipalities
Taxable Values**

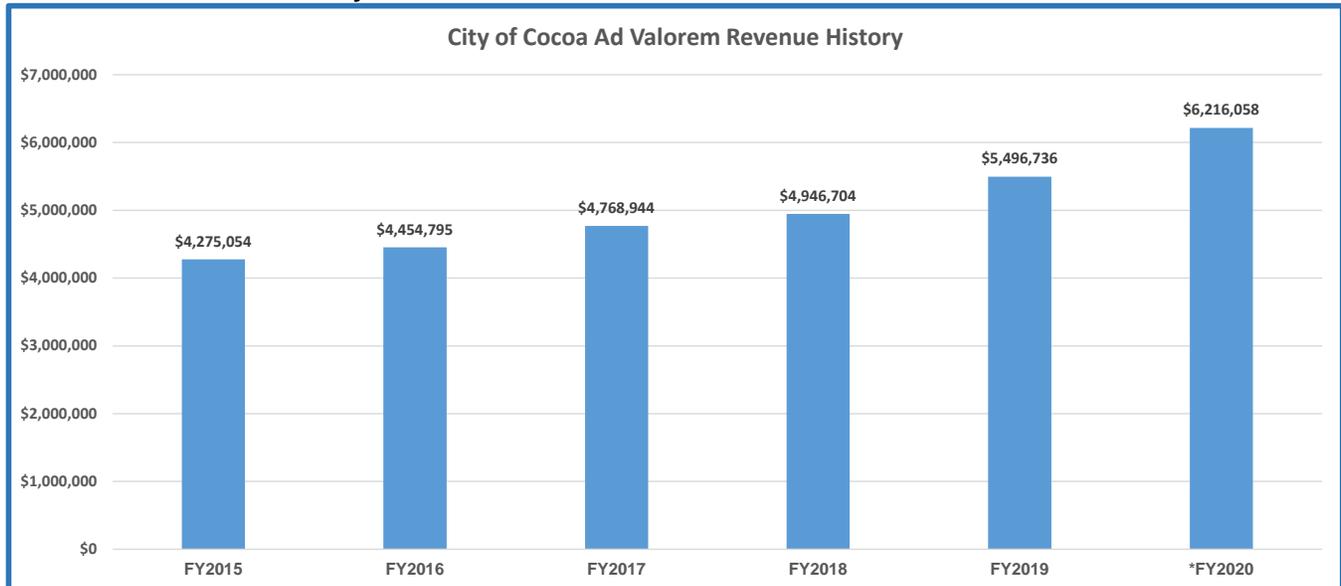
**Fiscal Year
2019/2020**





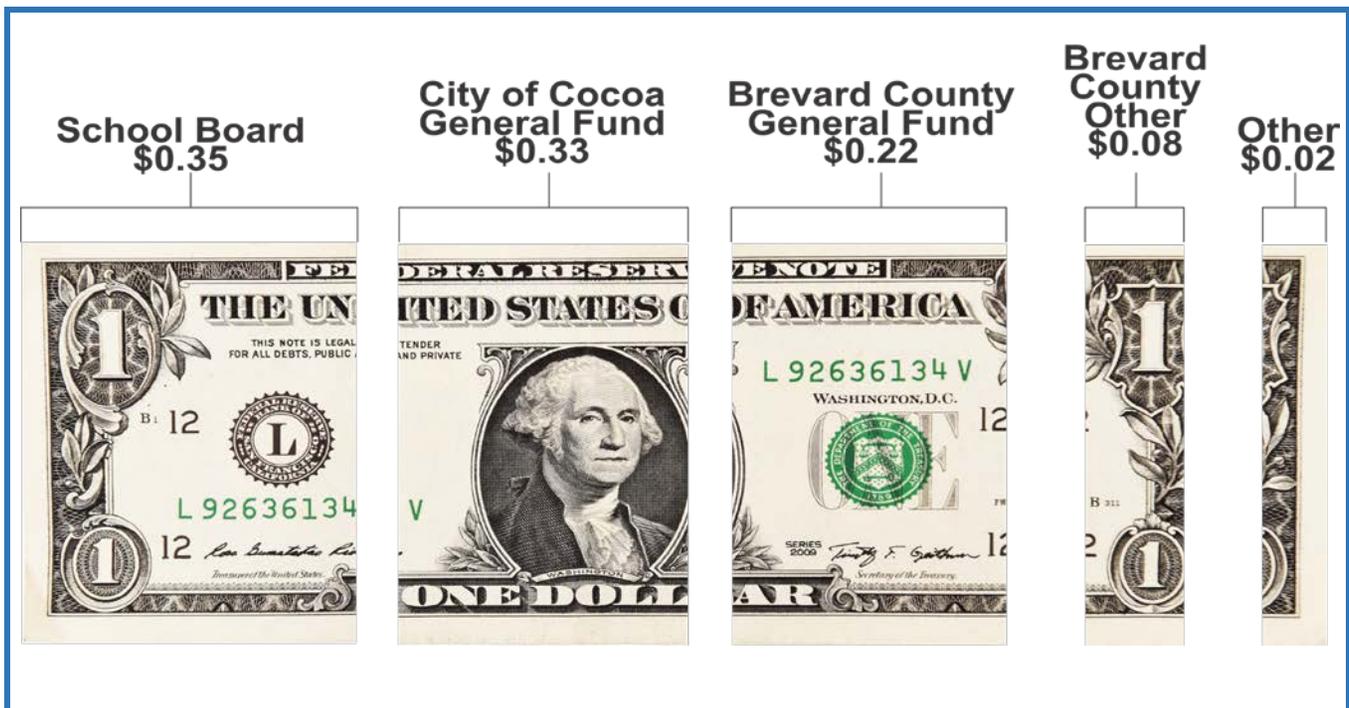
**City of Cocoa
Ad Valorem Revenue History**

**Fiscal Year
2015-2020**



*Fiscal Year 2020 Estimated Revenue.

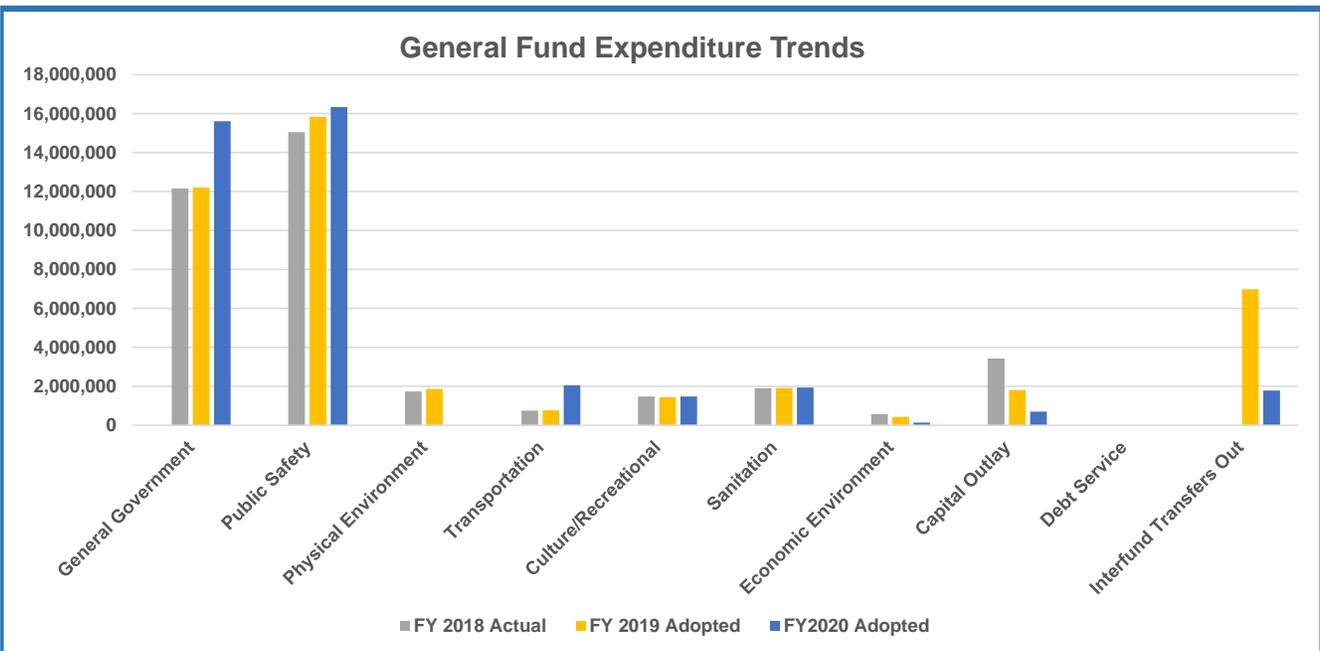
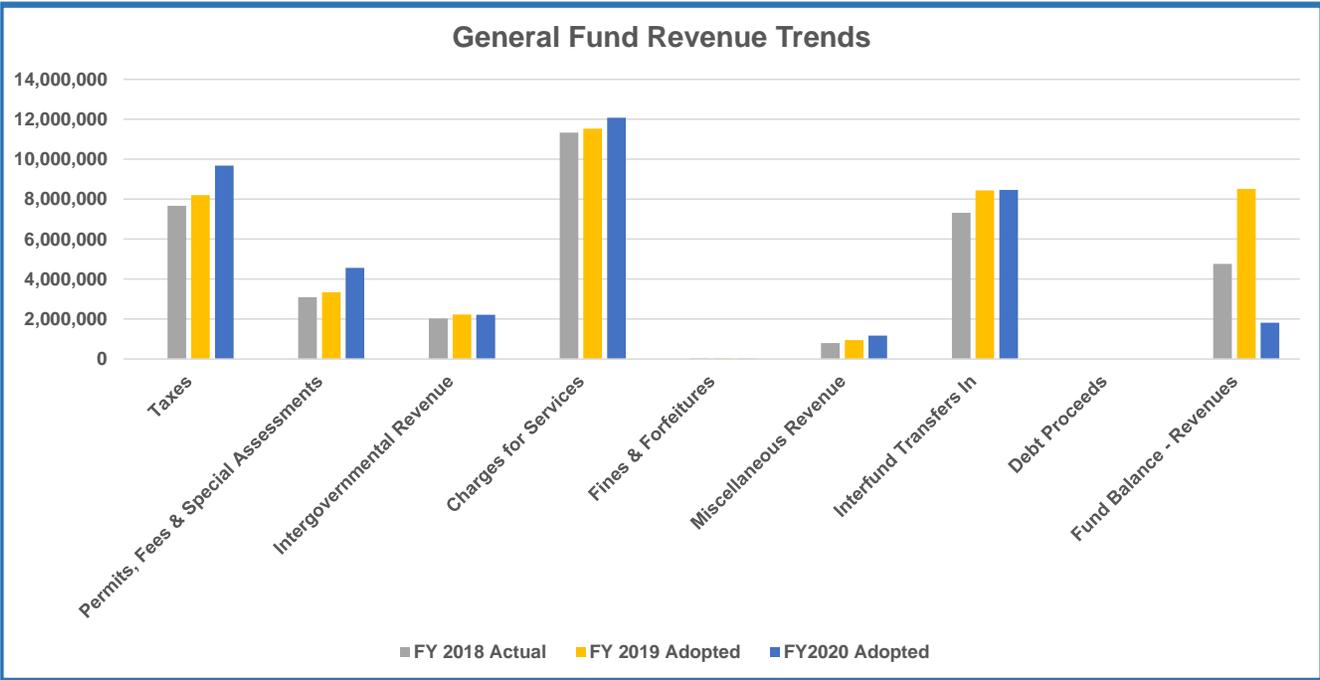
**Where Does Your Tax Dollar Go?
(Allocation of One Taxable Dollar of a Property Valued at \$100,000)**





General Fund Revenues and Expenditures Three Year Trends

Fiscal Year
2018-2020



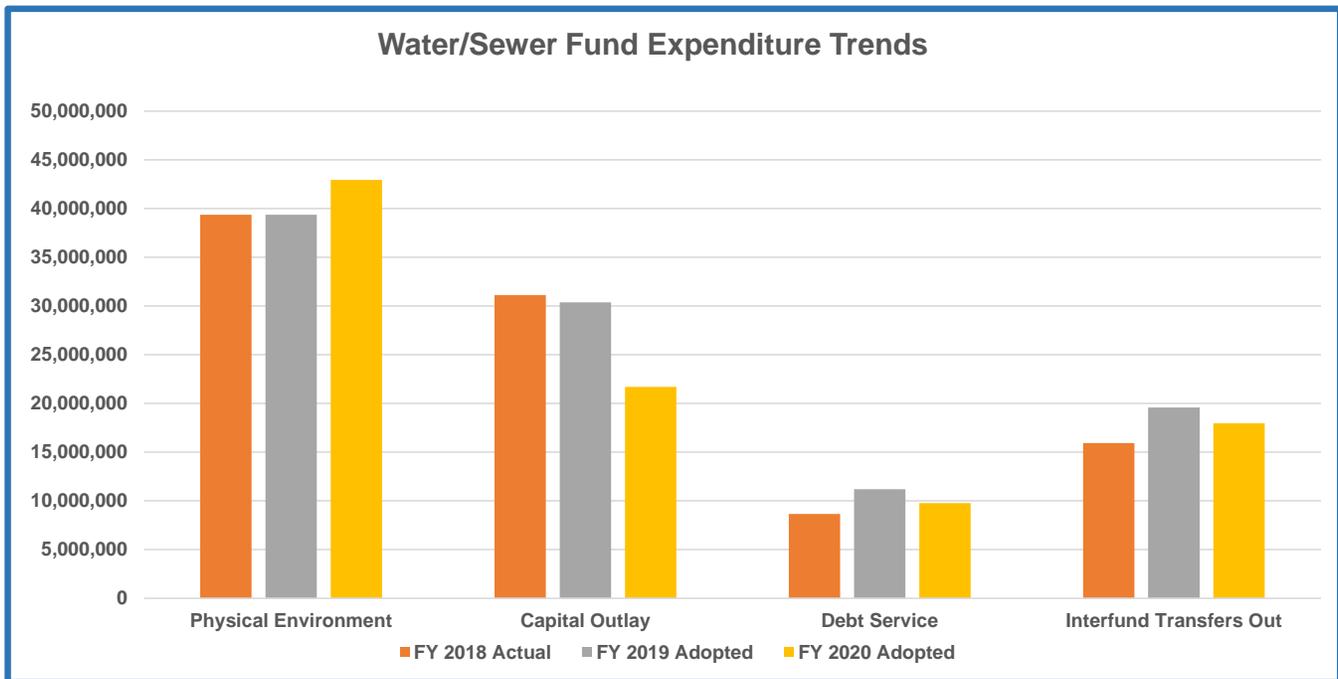
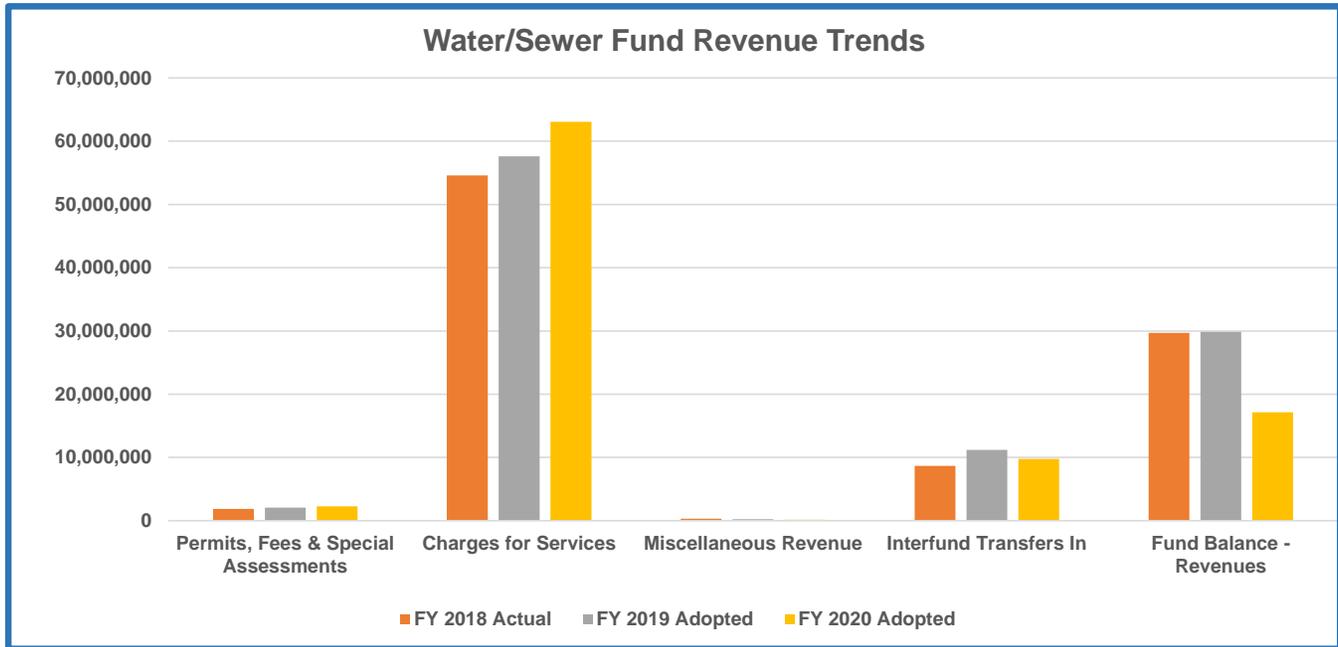


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Water/Sewer Fund Revenues and Expenditures Three Year Trends

Fiscal Year
2018-2020





City of Cocoa Statistics	Fiscal Year 2019
HISTORY IN GOVERNMENT AND SIZE	
Date of Incorporation	1895
Form of Government	Council / City Manager
Total Area	15.4 Square Miles
EDUCATION DEMOGRAPHICS	
Higher Education	2 - College / University
Public School System	1- Junior / Senior High School 3- Elementary
Private Schools	2
High School Diploma	79.5%
Bachelors Degree	17.1%
Masters Degree	5.7%
POPULATION DEMOGRAPHICS	
Total Population (2018)	19,286
Median Age	37.0
Median Household Income	\$32,685
Per Capita Income	\$22,900
English Speaking	82%
Spanish Speaking	14%
Persons in Poverty	22.9%
White	62.5%
African America - Black	29.4%
Non White - Other	8.1%
Median House / Condo Value	\$106,100
Renters	46.4%
Number of Single Family Homes	8,269
Number of Duplexes	346
Number of Condos / Apartments	2,191
Number of Manufactured Homes	874
Average Household Size	2.61
PUBLIC SAFETY	
Number of Police Stations	1
Number of Sworn Police Officers FT	74
Number of Fire Stations	3
Number of Firefighters / Paramedics / Medic/Drivers	45
PUBLIC WORKS	
Miles of Streets	90
Miles of Sidewalks	72
Municipal Parking Lots	7
Number of Street Lights	2,000
Number of Traffic Signals	146
Number of Parks	11
*UTILITIES	
Square Miles of Potable Water Service Area	250
Water Service Connections Inside Cocoa City Limits	7,061
Water Service Connections Outside Cocoa City Limits	76,583
Residential Accounts	76,816
Commercial Accounts	6,453
Square Miles of Sanitary Sewer	15
Cocoa Sewer Service Connections	7,336
Square Miles of Reclaimed Water	15
Reclaimed Service Connections	2,221
UTILITY CUSTOMER SERVICE AND SUPPORT	
Average Number of Customer Calls a Month	5,300
Utility Accounts Activated	11,682



Utility Accounts Terminated	11,603
Check For Leak Work Orders	2,425
Water Meters Read	1,044,303
Utility Bills Mailed Out	1,015,245
Total Work Orders Completed	77,498
PRINCIPLE EMPLOYERS	
Eastern Florida State College – Cocoa Campus	537
City of Cocoa	514
Erdman Automotive	250 to 499
Beyel Brothers Inc.	250 to 499
Wal-Mart Distribution Center	250 to 499
Wal-Mart Associates Inc.	250 to 499
Publix Super Markets Inc.	100-249
Sam's Club	100-249
Coca Cola Beverages Florida Inc.	100-249
Fedex Ground Package System Inc.	100-249
Pilot Travel Centers LLC.	50-99
Cocoa Hyundai Inc.	50-99
Paradise Ford	50-99
Safe Haven Security Services Inc.	50-99
Kel-Tec CND Industries Inc.	50-99

*The City of Cocoa has a large Regional Utility whereas the majority of the customer base is outside the City limits of Cocoa. Cocoa.



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Glossary



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Glossary of Terms and Acronyms

Fiscal Year 2020 Adopted Budget

This glossary provides definitions of various specialized terms used in this budget document that may not be familiar to all readers. Also provided are meanings of specialized acronyms used.

Account: A classification of appropriations by expenditure account code.

Accrual Accounting: A system that recognizes revenues and expenses as they occur, regardless of when the final payment is made. This system is used by businesses and by certain government funds that operate like businesses.

Ad Valorem Tax: A tax levied on the assessed value (net of any exemptions) of real personal property.

Adopted Budget: The financial plan of revenues and expenditures for a fiscal year as approved by the City Council.

Amendment: A change to an adopted budget, which may increase or decrease a fund total. The City Council must approve the change.

(AN): This acronym means Additional New and refers to capital outlay items that have not previously been in a division's possession.

Appropriation: Legal authorization granted to make expenditures and to incur obligations for specific purposes. An allocated time is set in which appropriations can be expended. The City Council is the authoritative appropriating body for the City of Cocoa.

Approved Budget: The City Council's Budget, to be legally adopted prior to the beginning of the fiscal year, in accordance with state statutes.

Assessed Property Value: The value set upon a property by the Brevard County Property Appraiser as a basis for levying ad valorem taxes.

Basis of Accounting: Timing of recognition for financial reporting purposes when the effects of transactions or events should be recognized in the City's financial statements.

Basis of Budgeting: Method used to determine when revenues and expenditures are recognized for budgetary purposes.

Beginning Fund Balance: Audited fund balance remaining from the previous fiscal year. These remaining funds are both unexpended appropriations and the previous year's reserves.

Budget: A financial plan for a specified period of time (fiscal year) that matches anticipated revenues with proposed expenditures.

Budget Calendar: An annual schedule of key dates or milestones which the City follows in the preparation, adoption and administration of the budget.

Budget Message: A written explanation by the City Manager that serves as an introduction to the budget. It provides the reader with a summary of the most important aspects of the budget, changes from previous fiscal years and recommendations regarding the financial policy for this fiscal year.

Capital Asset: Land, improvements to land, easements, buildings, building improvements, vehicles, machinery, equipment, works of art and historical treasures, infrastructure, and all other tangible or intangible assets that are used in operations and that have initial useful lives extending beyond a two-year reporting period and a cost of \$5,000 or more.

Capital Expenditure: all machinery, equipment, vehicles and computers costing \$5,000 or more and having a useful life of one year or more. These expenditures can be dedicated to acquisitions that range from office furniture and desk top computers to vehicles, heavy equipment, land, buildings, roads and other infrastructure.

Capital Improvement: a capital expenditure that is \$30,000 or more in value and has a useful life of five years or more. They can be both recurring or non-recurring in nature. The purchases can be for new capital assets or for renewal or replacement of assets already in service. A significant non-recurring capital expenditure is defined as one that is \$1 million or greater.

Capital Improvement Program (CIP): A projected plan for capital expenditures to be incurred each year over a period of five years setting forth each capital project, the amount to be expended in each year, and the method of financing those expenditures.

Charges for Services: These are charges for specific services provided to specific individuals and entities. These charges include water and solid waste services, building fees, and other such charges.

City Council: The elected policy setting body for the City.

Community Development Block Grant (CDBG): This is a source of funding for neighborhood improvements and is administered by the U.S. Department of Housing and Urban Development (HUD).

Component Unit: A legally separate organization that must be included in the financial report of the primary government.

Comprehensive Annual Financial Report (CAFR): An annual report that presents the status of the City's financial situation during the past fiscal year. The CAFR is organized by fund and contains two basic types of information: (1) Statement of Net Assets that compares assets with liabilities and fund balance; and (2) a Statement of Activities that compares revenues and expenditures.

Community Redevelopment Agency Fund: This fund accounts for the portion of the ad valorem tax revenue designated for purposes established for the district by the Community Redevelopment Agency (CRA) Board of Directors.

Culture and Recreation: Functional classification for expenditures to provide city residents opportunities and facilities for cultural, recreational and educational programs, including parks and recreation.

Debt Service: The annual amount of money necessary to pay the interest and principal on outstanding debt.

Debt Service Fund: Costs associated with procurement and payment of debt is captured in this fund. Proceeds from the refinance of existing debt will pass through this fund.

Deficit: The excess of expenditures over revenues during a fiscal year.

Department: An organizational unit of the City responsible for carrying out a major governmental function, such as Public Works.

Depreciation: Expiration over time of the service life of fixed assets. The City uses the straight-line method to depreciate fixed assets which is calculated by dividing the cost by the number of years of useful life. Depreciation is not budgeted by the City.

Discretely Presentation: a method of reporting financial data of component units separately from financial data of the City.

Distinguished Budget Presentation Program:

A voluntary program administered by the Government Finance Officers Association to encourage governments to publish proficient and easily readable budget documents and to provide peer recognition and technical assistance to the fiscal officers preparing them.

Division: A basic organizational unit of the City which is functionally unique in its service delivery. It's the sub-unit of a department.

Economic Environment: Functional classification for expenditures used to develop and improve the economic condition of the community and its citizens, including: business development, housing and urban development and other services related to economic improvements.

Encumbrance: Funds set aside from an appropriation to pay a known future liability.

Ending Fund Balance: Funds carried over at the end of the fiscal year. Within a fund, the revenue on hand at the beginning of the fiscal year plus revenues received during the year less expenditures equals ending fund balance.

Enterprise Funds: A fund that accounts for operations that are financed from user charges and whose operation resembles a business enterprise (e.g. Water and Sewer Utility).

Exempt, Exemption, Non-Exempt: Amounts determined by State law to be deducted from the assessed value of property for tax purposes. Tax rates are applied to the balance, which is called the non-exempt portion of the assessment. A 1980 amendment to the Florida Constitution sets the exemptions for homesteads at \$25,000. That means that a homeowner with property assessed at \$50,000, would have to pay taxes on \$25,000 of the assessment. Eligible homeowners must apply for the exemptions by March 1 each year. Other exemptions apply to agricultural land, and property owned by disabled veterans, widows, the blind, and permanently and totally disabled people who meet certain income criteria.

Expenditure: Decrease in financial resources for the procurement of assets or the cost of goods and/or services received.

Fines and Forfeitures: Fee collected by the State Court System. These fees include revenues received from fines and penalties, imposed for the commission of statutory offenses, violation of lawful administrative rule and regulations, and for neglect of official duty. Forfeits include revenues resulting from confiscation of deposits or bonds held as performance guarantees and proceeds from the sale of contraband property seized by law enforcement agencies.

Fiscal Year (FY): The twelve-month financial period used by the City beginning October 1 and ending September 30 of the following year. The City's fiscal year is numbered by the year in which it ends.

Fleet: Vehicles that are owned and operated by the City.

Forfeiture Funds: Any state or local law enforcement agency that directly participates in an investigation or prosecution that results in a federal forfeiture by a participating agency may request an equitable share of the net proceeds of the forfeiture. The Department of Justice Asset Forfeiture Program serves not only to deter crimes but also to provide valuable additional resources to state and local law enforcement agencies.

Franchise Fees: franchise fees are assessed on a business, usually a public utility, in return for the privilege of using the government's rights-of-way to conduct the utility business. The City has granted franchise fees for electric, natural gas, and commercial solid waste.

Frozen Position: A position that is approved but not funded.

Function: A major class or grouping of tasks directed toward a common goal, such as improvements to the public safety, improvement of the physical environment, etc. For the purposes utilized in budgetary analysis, the categories of functions have been established by the State of Florida Uniform Chart of Account and financial reports must be grouped according to those established functions. See **Object Code**.

Fund: An independent fiscal and accounting entity with a self balancing set of accounts recording cash and/or other financial resources, together with all related liabilities and residual equities or balances, and changes therein, that are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations. See the Appropriated Fund Types and Basis of Budgeting portion of the Introductory Section for a discussion of the types of funds in this budget.

Fund Balance: A fund's excess of assets over liabilities. In budgeting, this excess is sometimes used as a revenue source. A negative fund balance is referred to as a deficit.

General Fund: The fund into which the general (non-earmarked) revenues of the City are deposited and from which money is appropriated to pay the general expenses of the City.

General Government: Functional classification for services provided by the county for the benefit of the public and the governmental body as a whole, including: legislative, financial/administrative, legal, comprehensive planning, judicial, court services and other general governmental services.

Grant: A contribution of assets (usually cash) by one governmental unit or other organization to another made for a specified purpose.

HOME Fund: A fund used to account for grants to fund activities such as building, buying or rehabilitating affordable housing for rent or ownership. (Home Investment Partnerships Program of the federal government).

Indirect Costs: Costs associated with, but not directly attributable to, the providing of a product or service. These are usually costs incurred by other departments in the support of operating departments.

Infrastructure: Long-lived capital assets that normally are stationary in nature and normally can be preserved for a significantly greater number of years than most capital assets. Examples include roads, bridges, tunnels, drainage systems, water and sewer systems, dams and lighting systems that provide public services.

Infrastructure Surtax Fund: This fund accounts for the County-wide infrastructure sales surtax which is used for rapid funding of specific transportation improvement projects.

Interest: Compensation paid or to be paid for the use of borrowed funds.

Inter-fund Transfers: Budgeted allocations of resources from one fund to another.

Intergovernmental Revenue: Funds received from federal, state and other local government sources in the forms of grants, shared revenues, and payments in lieu of taxes and are for a specific purpose.

Internal Service Funds: Proprietary fund type that may be used to report any activity that provides goods or services to other funds, departments or agencies of the primary government and its component units, or to other governments, on a cost-reimbursement basis. Included in this category is the Equipment Replacement Fund and expenditures in this fund are to replace capital equipment.

Levy: To impose taxes, special assessments, or service charges. Or, another term used for millage rate.

Limited Position: Positions that is limited in duration and/or authorization; such as seasonal or temporary positions. Employees in a limited position are not eligible to receive non-mandatory employee benefits (benefits required by law will be provided, such as Social Security and Unemployment Insurance). Employees in a limited position are limited to no more than 40 hours per week, 2080 hours per year and no more than a total of 4,160 hours of employment in a limited position.

Line Item: An expenditure classification according to the type of item purchased or service obtained, for example, regular salaries, professional services, repairs and maintenance. See **Object Code**.

Local Option Gas Tax Fund (LOGT): Monthly distributions from the State of this type of sales tax are recorded in this fund for transportation related activities. On-going street maintenance and road building/improvement projects are provided for in this fund.

Long-Term Debt: Debt with a maturity of more than one year after the date of issuance.

Mill: Ad valorem (property) tax valuation unit equal to \$1 of tax obligation for every \$1,000 of taxable valuation.

Millage: The total tax obligation per \$1,000 of taxable valuation property.

Millage Rate: A rate per \$1,000 of taxable property value which, when multiplied by the taxable value, yields the property tax billing for a given parcel.

Mission Statement: Statement that defines the purpose and function of the city.

Miscellaneous (Funding Source): Revenues other than those received from standard sources such as taxes, licenses and permits, grants, and user fees.

Modified Accrual Basis of Accounting: Basis of accounting used in conjunction with the current financial resources measurement focus that modifies the accrual basis of accounting in two ways: 1) revenues are not recognized until they are measurable and available and 2) expenditures are recognized in the period in which governments in general normally liquidate the related liability rather than when that liability is first incurred (if earlier).

Non-Departmental: Compilation of expenditures that are not assigned to a specific department.

Object Code: An account grouping to which an expense or expenditure is recorded in order to accumulate and categorize the various types of payments that are made by governments. These are normally grouped into Personal Services, Operating Expenses, Capital Outlay, and Other categories for budgetary analysis and financial reporting purposes. The State of Florida Uniform Accounting System mandates certain object codes.

Operating Expenses: Also known as Operating and Maintenance costs, these are expenses or day-to-day operations which exclude capital costs, such as office supplies, maintenance of equipment, and travel.

Other Appropriations: Functional classification for funds set aside to provide for unforeseen expenses, reserves and debt payment required by bond documents, and reserves for future capital projects.

Per Capita Income: The average annual amount an individual would receive if their city's entire population of income would be divided equally to all residents. When determining the per capita income of a community, the total personal income is divided by the population.

Permit & License Revenue: This category includes revenue raised for the purpose of recovering the costs associated with regulating business activity. They include fees imposed on construction-related activities and business licenses.

Personal Services: The cost imposed on each department to support monetary personnel compensation. This includes salaries, wages, and benefits.

Physical Environment: Cost of services provided for the primary purpose of achieving a satisfactory living environment by controlling and utilizing elements of the environment including: solid waste, water and sewer conservation & resource management, & other physical environmental services.

Police Education Fund: A portion of the traffic and criminal fines received by the City are recorded in this fund to provide financing for police law enforcement training.

Position Underfill: The authorization to fill a vacant budgeted position with a different position that is assigned to a lower paygrade.

Potable Water: Water that is safe to drink.

Principal: The face amount of debt, exclusive of accrued interest.

Program: A set of activities with a common goal that is accomplished through a plan of action aimed at accomplishing a clear objective, with details on what work is to be done, by whom, when, and what means of resources will be used.

Property Appraiser: The elected county official responsible for setting property valuations for tax purposes and for preparing the annual tax roll.

Property Tax: Also known as ad valorem tax. It is a tax levied on the assessed value of real and personal property.

Proposed Budget: The budget for the upcoming fiscal year submitted to the City Commission for their consideration by the City Manager. See **Adopted, Approved Budget**.

Public Safety: Functional classification for services provided by the City for the safety and security of the public, including: law enforcement, fire control, protective inspections, emergency and disaster relief, and other public safety services.

(R): This acronym means Replacement and refers to capital outlay items in a division's possession that are in need of replacement.

Real Property: Land and the buildings and other structures attached to it that is taxable under state law.

Reassessment: The process of re-determining the value of a parcel of real estate for property tax purposes. A reassessment is done to determine the property tax bills. Property bills are based on both the assessed value of the property and the property tax rates. Changes in tax rates, the addition of new taxes and an overall increase or decrease in real estate values because of market conditions can also affect the amount of a property tax bill. A reassessment usually causes an increase or decrease in a property owner's tax bill. The rolled back rate will be slightly lower than the previous year's millage levy. This reduced rate multiplied by the value of the new construction/annexations added to the roll during the year provides the only source of additional tax revenue if the rolled back rate is levied.

Reserve: An account used to indicate that a portion of a fund's balance is legally restricted for a specific purpose and is, therefore, not available for general appropriation.

Revenue: Income of a government from sources, such as tax payments, fees from specific services, receipts from other governments, shared revenues, interest income, and fines and forfeitures.

Rolled Back/Roll Back Rate: That millage rate which, when multiplied times the tax roll, exclusive of new construction added to that tax roll, would yield the same amount of revenue for the taxing authority as was yielded by the millage rate levied in the previous year. In normal circumstances, as the tax roll rises by the virtue of inflation of rising property values, the roll-back rate will be lower than the previous year's tax rate.

SHIP Fund: A fund used to account for monies received from the State Housing Initiatives Partnership Program from the State used as an incentive to create and preserve affordable housing and homeownership.

Solid Waste Fund: Fund that records solid waste residential collection charges and related expenditures.

Special Assessment: A compulsory levy imposed on certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

Special Revenue Fund: Governmental fund type used to account for the proceeds of specific revenue sources that are restricted or committed to expenditure for specified purposes other than debt service or capital projects and exclusive of resources held in trust for individuals, private organizations or other governments.

State Shared Revenue: Revenues assessed and collected by the State of Florida, then allocated and returned to the municipalities. The largest portion of state shared revenues is sales tax.

State Revolving Fund (SRF): Revolving loan fund through the Florida Department of Environmental Protection that provides low cost financing for stormwater and water and sewer projects.

Stormwater Utility Fund: This fund accounts for monthly fees assessed against properties in the City for the provision of stormwater management programs.

Tax Base: The total property valuations on which each taxing authority levies its tax rates.

Taxable Value: The assessed value less homestead and other exemptions.

Taxes: Compulsory charges levied by a government for the purpose of financing services performed.

Transfers: Transfers between individual funds of a governmental unit which are not repayable and are not considered charges for goods or services. These represent a “double counting” of revenues, and correspond to an equal amount of interfund expenditures.

Transportation: Functional classification for expenditures for developing and improving the safe and adequate flow of vehicles, travelers and pedestrians on road and street facilities.

Truth in Millage (TRIM): The Florida Truth in Millage Act serves to formalize the property tax levying process by requiring a specific method of tax rate calculation, form of notice, public hearing requirements and advertisement specifications prior to the adoption of a budget tax rate.

Uniform Accounting System: The chart of accounts prescribed by the Department of Financial Services Bureau of Local Government designed to standardize financial information to facilitate comparison and evaluation of reports.

User Fee: Charge imposed on a customer for using a specific service operated by the city.

Vision: Guiding goals and priorities describing a sought-after future state toward which efforts should be directed.

Wastewater Re-use: The recycling of wastewater to provide an efficient source of non-potable water for landscaping purposes.

Water and Sewer System Capital Improvement Fund: System impact fees for new hookups as well as contributions from developers of system assets are recorded in this fund to provide for future system additions and improvements.

Water and Sewer Utility Fund: A fund established to record water and sewer revenues and expenditures using the accrual basis of accounting. Revenues are recognized when they are earned and expenses are recognized when they are incurred.