

City of Cocoa Beach

Strategic Plan

3rd. Quarter Progress Report



Fiscal Year 2016

The Fiscal Year 2016 Strategic Plan, reflects the City of Cocoa Beach's Mission, Vision, Values and Goals.

The five strategic goals, adopted by the City Commission, are as follows:

1. Ensure a Safe City.
2. Deliver effectively the services that Cocoa Beach citizens need, want and are willing to support.
3. Maintain a low-density residential and family-friendly resort-oriented community, where citizens and visitors can find and afford the values, services, and lifestyles they seek.
4. Maintain effective stewardship of Cocoa Beach's significant natural resources.
5. Build and maintain a healthy business climate.



Spend A Day At the Beach in Cocoa Beach



Maintain a low-density residential and family-oriented resort community with paramount consideration given to the health, safety, welfare, comfort, and quality of life for all our citizens.

A safe family friendly resort community that promotes a high quality of life, low-density residential neighborhoods, balances economic growth and quality public services.

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Fiscal Year 2016

Vision

Our Values

Excellence

Fiscal Responsibility

Personal Honesty and Integrity

Humane and Diverse Organization

Dedication to Service

Transparent, Open, and Honest Government

Teamwork

City of Cocoa Beach FY 2016 Strategic Plan

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GOAL 1. ENSURE A SAFE CITY

Objectives, Actions and Tasks:

A1.1.0	Ensure a safe city by protecting people & property	CM	X	See below
1.1.1	Maintain an Insurance Service Office (ISO) fire protection rating of two (2) or better	FD	X	ISO Inspection Completed on July 19, 2016. Six month review posted (January 2017)
1.1.4	Maintain an Insurance Service Office (ISO) rating for Building Code Enforcement Agency of 3.0 or lower.	DS	X	Maintained
1.1.5	Reduce the flooding potential & environmental impact of urban development on the stormwater system.	SW	X	On-going; various operations
1.1.6	Maintain an average response time to Priority 1 Police calls at five minutes or less.	PD	X	PD continues to maintain this task
1.1.9	Increase traffic enforcement efforts to maintain or reduce the number of traffic crashes below the five year average of 580 accidents.	PD	X	In progress and on task. Motor Unit plays an active role
1.1.11	Create & maintain a standard's of coverage document for both the Police & Fire Departments respectively to identify the distribution, concentration, & reliability of public safety resources.	PD	Q4	Reassigning this task solely to Fire Dep.
1.1.11	Create & maintain a standard's of coverage document for both the Police & Fire Departments respectively to identify the distribution, concentration, & reliability of public safety resources.	FD	Q4	Move to Q3 FY 2017. Community Risk Assessment started
1.1.13	Update & maintain short-term & long-term vehicle & equipment replacement schedules.	PW	X	On track, new vehicles and equipment are budgeted for FY 17
1.1.14	Evaluate alternative fuel vehicles for City purchases; evaluate alternate transportation e.g. golf carts for staff needs between City facilities.	PW	Q4	Not started, but have looked into it before (purchased a Toyota Prius hybrid). We do use golf carts at Public Works/Wastewater Plant

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GOAL 1. ENSURE A SAFE CITY

Objectives, Actions and Tasks:

1.1.15	Develop an inventory of property code violations, substandard housing conditions, vacant housing, & inadequate infrastructure in the City	DS	Q2	Up-to-date and current
1.1.16	Define Key performance indicators that will be used to measure progress toward reducing the items in task 1.1.15	DS	Q3	Notice of Code Violations and follow-up with Magistrate
1.1.18	Reduce the number of vacant properties that represent a threat to public safety to levels at or below the KPI's defined in Task 1.1.16.	DS	Q4	Remove/Cancel Task
1.1.21	Complete the accreditation self-assessment process.	FD	Q4	Moved to Q4 of FY2018. Not started

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GOAL 1. ENSURE A SAFE CITY

Objectives, Actions and Tasks:

A1.2.0	Provide safe, sufficient, & reliable drinking water, wastewater treatment, solid waste disposal, & storm-water systems.	CM	X	See below
1.2.1	Maintain and implement a Wastewater Master Plan	WR	X	Master Plan implemented and Maintained
1.2.4	Continue to operate a State Certified lab to ensure quality monitoring & testing.	WR	X	Lab is certified. Audit is in progress as of 07-19-16
1.2.5	Maintain & implement a Stormwater Master Plan.	SW	X	On-going – Plan Update 2017
1.2.8	Participate in the maintenance & implementation of the City of Cocoa’s Potable Water Master Plan.	WR	X	Plan is implemented and Maintained
1.2.9	Continue to have a Water Reclamation Department representative on the City of Cocoa Utility Advisory Board.	WR	X	Director is the representative next meeting 07-28-16

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GOAL 2. DELIVER EFFECTIVELY THE SERVICES THAT COCOA BEACH CITIZENS WANT, NEED, AND ARE WILLING TO SUPPORT

Objectives, Actions and Tasks:

A2.1.0	Continue to provide responsive, efficient, customer oriented service to fee payers.	CM	X	See below
2.1.1	Provide three (3) customer service training classes for each employee in Development Services	DS	Q2	Completed
2.1.2	Cross-train development Services Staff in multiple disciplines to provide better continuity & customer service to fee payers	DS	Q2	On-going continuous
2.1.3	Train the Development Services employees to use Click2gov & Document Management System (DMS) software to improve electronic customer access to department services	DS	Q1	No longer using Click 2 Gov and don't have DMS yet
2.1.4	Begin offering hands-on training after hours & on weekends to all fee payers to teach them how to access & utilize Click2gov services on line.	DS	Q1	Will be done after New iWorq Software is up and running.
2.1.5	Continue tracking all operations, customer contact & maintenance activities as required by the State NPDES Stormwater permit.	SW	X	On-going – Annual Report to the State on 10-2016
2.1.6	Reduce the cost, the time, & the process required for permit & site plan approvals, to incentivize re-development.	DS		Completed
2.1.7	Incentivize infill development & commercial redevelopment of old, abandoned, vacant and/or dilapidated properties.	DS	X	Completed
2.1.8	Implement & maintain a program that allows for the waiving of Development Services fees to incentivize re-development	DS	Q3	Cancelled
2.1.9	Make the LDC more flexible on permitted uses in different commercial zoning districts throughout the City to help spark new business start-ups, provide more services & to increase the tax base.	DS	Q1	Completed re-write of Land Development Code
2.1.10	Complete an analysis of Development Services fees and recommend changes to the Department's fee schedule	DS	Q3	Ongoing continuous

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Objectives, Actions and Tasks:

A2.10.0	Create & maintain a street signage inventory & maintenance schedule.	CM	X	See below
2.10.1	Create a GIS map layer of existing street signage.	PW	Q2	Just started; working with GIS to create a GIS layer of existing street Signage
2.10.2	Create a street signage inspection & maintenance	PW	Q3	Just started. Looking into the retro-reflectivity of the signs to improve nighttime visibility.
A2.11.0	Continue recognition from the Government Finance Officers Association (GFOA) for excellence in budgeting & financial reporting.	CM	X	Continuous
2.11.1	Maintain a conservative reserve policy.	FO	X	On-going – Following financial policies established in Resolution No. 2013-19
2.11.3	Maintain annual audit results establishing conformance to requirements & generally accepted accounting principles.	FO	X	On-going
2.11.4	Create for adoption by resolution a master City Fee Schedule.	FO	Q1	Changed task to adopt fees of similar topics per each Resolution to better serve customers – Resolution 2016- 10 adopted on 04-07-16
2.12.2	Select station location & complete design incorporating applicable concepts and components of the Tasks identified in Action 3.2.	PW	Q4	Ongoing; meetings held; meeting to be held on 07-26-16
2.13.2	Explore selling existing property & relocation options.	PW	Q1	On-going; meetings held; meeting to be held on 07-26-16.
2.14.5	Provide access to GIS electronically to City employees in the field.	GIS	Q4	90% Complete – Current Beta testing with Water Reclamation field crew.

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Objectives, Actions and Tasks:

A2.15.0	Prepare an annual budget to fund the tasks of the Strategic Plan.	CM	X	Completed for FY 2016
A2.2.0	Develop, acquire, and/or implement the tools, services & capabilities for the City of Cocoa Beach to become a digital city.	CM	X	See below
2.2.3	Develop & maintain a modern, high bandwidth IT network infrastructure.	IT	X	Continue to upgrade key network components which provide benefit to all departments.
2.2.4	Increase the use of cloud or hosted based solutions through a cloud first implementation strategy.	IT	X	IT considers cloud in all new projects. We continue to implement cloud based technology when appropriate.
2.2.5	Provide improved communication tools including enterprise e-mail, social media, web sites, & video streaming applications.	IT	X	Completed the 1 st phase of the ERP system upgrade and are about to start phase 2. Social media processes are being developed and tools sourced. Email tools are being trialed with some departments running pilots of cloud based email.

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Objectives, Actions and Tasks:

A2.3.0	Initiate participation in national performance benchmarking for comparison with other jurisdictions.	CM	X	Remove
A2.4.0	Implement process improvement projects to reduce processing time & costs.	CM	X	Parking Kiosks installation underway
2.4.1	Maintain use of the Purchasing Card & E-Payables programs to reduce purchasing costs & generate revenue through rebates.	FO	X	On-going – Working with Sun-Trust to increase vendor participation
A2.5.0	Maintain staffing at levels equal to comparable communities.	CM	X	Continuous
2.5.2	Amend the Human Resources Staffing Plan based upon the results of the FY15 review.	HR	Q4	Continually in progress – all positions are being assessed due to FLSA changes for Dec. 1 2016
2.6.0	Maintain employee compensation & benefit packages at a level on par with the public service sector of the market in Brevard County, FL.	HR	X	On-going - not enough data source; meaningful comparisons as yet
A2.7.0	Develop & implement an employee retention program to ensure the City retains quality employees.	CM	Q4	Continuous

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GOAL 3. MAINTAIN A LOW DENSITY RESIDENTIAL AND FAMILY FRIENDLY RESORT-ORIENTED COMMUNITY WHERE CITIZENS AND VISITORS CAN FIND AND AFFORD THE VALUES, SERVICES, AND LIFESTYLES THEY SEEK

Objectives, Actions and Tasks:

A3.1.0	Promote the value & attraction of Cocoa Beach.	CM	X	See below
3.1.2	Implement the Way finding signage program.	PW	X	Wayfinding information was sent to the Florida Dept. of Transportation; Need follow-up
3.1.3	Evaluate advertising penetration through coupon redemption.	MO	X	Evaluation keep Space Coast Dine-Around and Dynamite and Entertainment Coupons
3.1.4	Utilize TDC Economic Impact Worksheet to determine the success of special events & attractions in the City.	MO	X	Impact sheets were used and sent to TDC on College rentals impact. Plus impact sheets used for Super Boats, Beach and Boards, I Dream of Jeanie Marathon
3.1.5	Implement a budget to accomplish the marketing plan	MO	Q1	Budget completed – waiting for adoption
3.1.6	Encourage, sponsor, & host special events to showcase the City as a special place to live, work & run a business.	MO	X	Sponsored/hosted 9 events
3.1.7	Provide a full range of leisure services in city venues to showcase the city. Leisure Services	LS	X	On-going: Camps and Swim Lessons, Parent-Child Golf Day

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Objectives, Actions and Tasks:

A3.2.0	Maintain the City's Comprehensive Development Plan.	CM	X	See below
3.2.2	Participate in the A1A Corridor Project.	PW	X	On-going; FDOT will begin milling and resurfacing SRA1A in one-way pair section in Fall 2016. Participate in TPO and Growth Subcommittee meetings – design funds have been allocated to redesign SRA1A/SR 520 intersection
3.2.3	Maintain the Downtown Overlay District.	DS	X	On-going services
3.2.4	Continue to implement the Community Redevelopment Agency's (CRA) redevelopment plan.	MO	X	3 grants paid, 2 outstanding (waiting for invoices from grant holders)
3.2.4	Continue to implement the Community Redevelopment Agency's (CRA) redevelopment plan.	DS	X	On-going continuous
A3.4.0	Provide an efficient transportation system with safe streets & multi-modal alternatives of transportation.	CM	X	See below
3.4.1	Ensure streets, sidewalks, & public transportation provides an accessible means of travel for the disabled & the community as a whole.	PW	X	On-going; FDOT now incorporates ADA sidewalk improvements routinely in paving projects such as upcoming SRA1A and sR520 milling and resurfacing projects which include new ADA sidewalks
3.4.2	Assess transportation system needs & issues; adjust plans & implement policies.	PW	X	On-going with projects such as Minutemen Streetscape.
3.4.3	Provide public transportation via the Space Cost Area Transit system.	PW	X	On-going; One more transit shelter to install as well as some benches at bus stops
3.4.4	Update & maintain a transportation infrastructure inventory, prioritize maintenance, identify costs, create a maintenance schedule.	PW	X	On-going; have met with consultant regarding pavement maintenance program; requesting funding for program in FY 17 Budget

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Objectives, Actions and Tasks:

A3.5.0	Participate in the Complete Streets grant funding program.	CM	X	See below
3.5.1	Complete the Minutemen Streetscape & Stormwater LID Improvement Project.	PW	Q4	On-going; estimated project completion April/May 2017
A3.6.0	Provide diverse recreational, educational, & cultural opportunities that enrich the lives of our citizens & visitors.	CM	X	Created Leisure Services Advisory Board
3.6.2	Promote, upgrade, enhance, & maintain City leisure services facilities to community interaction, & healthy lifestyles.	LS	X	On-going: Building renovations @ Golf course and Recreation Center
3.6.3	Establish a high level of quality through the implementation of consistent standards for development, design, & maintenance of parks & recreation facilities that provides equity, safety, & cleanliness.	LS	X	On-going: Working with Public Works
3.6.4	Provide balance & consistency in the delivery of core recreation programs & services to the community, visitors, & the region by meeting the needs of all ages & interests through existing & new programs.	LS	X	On-going: Feedback from the patrons regarding the needs and wants; constantly reviewing all recreation needs to ensure they are being met for all age groups and areas. New programs are constantly being discussed/reviewed and added when and where needed
3.6.5	Manage recreation facilities & programs at established cost recovery levels to offset operational costs while considering affordability, customer need/demand, value of services, & leveraging of resources.	LS	X	Credit card payments, customer needs and accessibility recovery
A3.7.0	Develop community oriented stormwater improvement projects that create a more sustainable & attractive community while improving & protecting our watershed & lagoon natural resources.	CM	X	Minutemen Causeway Project to be completed 2017

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GOAL 4. MAINTAIN EFFECTIVE STEWARDSHIP OF COCOA BEACH'S SIGNIFICANT NATURAL RESOURCES				
Objectives, Actions and Tasks:				
A4.1.0	Create a City Department of Natural Resources.	CM		Postponed to FY2021
A4.2.0	Establish effective measures to protect, & where necessary, restore key natural resources within & around the City of Cocoa Beach.	CM	X	Created Sustainability Committee Plan to be completed in FY2017
4.3.10	Coordinate with Brevard County EEL program on management strategies between the south Thousand Islands & surrounding accesses & waterways to assure both recreational opportunities & wildlife protection.	SW	Q4	On-going – Land Management Committee coordination
4.3.11	Develop recreation & habitat management strategic plans for the north Thousand Islands that emulate those in the south islands to unify these islands owned by different agencies.	SW	Q4	On-going – Land Development Committee Coordination
4.3.12	Maintain a commercial licensing policy/agreement that provides ecotourism opportunities for residents & visitors, while protecting resident use of ramps/accesses & assuring a healthy, diverse wildlife population.	DS	X	Completed and maintaining
4.3.13	Maintain a presence on the waterways, & report on environmental problems & infractions.	PD	X	PD continues to maintain this task
4.3.2	Coordinate with Brevard County to include the beach re-nourishment schedule in the plan, along with other key County activities e.g. monitoring, dune planting, etc.	SW	X	On-going coordination – Brevard County
4.3.3	Create an inventory of beach access assets: cross-over type/condition, dune vegetation condition, amenities, parking, re-nourishment data, etc.	PW	Q4	On-going; Parts and pieces of outdated inventory; need to update and place on a GIS layer.
4.3.4	Collect data on beach access solid waste to better collect/manage beach generated waste to include weekly & seasonal variations.	PW	X	On-going; Contract in place with Waste Management, the solid waste collection was adjusted to include weekly, seasonal and special event variations

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GOAL 4. MAINTAIN EFFECTIVE STEWARDSHIP OF COCOA BEACH'S SIGNIFICANT NATURAL RESOURCES

Objectives, Actions and Tasks:

4.3.5	Include key beach data in the Coastal Management Plan to include annual sea turtle nesting, right whale migration sightings, whale/dolphin/turtle beach deaths, beach raking areas/times.	SW	X	No current Natural Resource Management Coordination
4.3.6	Evaluate current beach vendors & locations for assessing vendor capacity & desirability. Record associated adverse impacts or incidences.	DS	Q1	Completed
4.3.7	Evaluate current beach franchises & locations for assessing franchise capacity & desirability. Record associated adverse impacts or incidences.	DS	Q1	Currently negotiating Beach Business Licenses (previously known as franchises)
4.3.8	Create an inventory of lagoon access assets: ramps, parking availability, recreational opportunities, signage/outreach info, picnicking, bike racks, playgrounds, etc.	LS	Q4	Assistance to be requested from Sustainability Committee
4.3.9	Collect data at key lagoon access points to include solid waste generation, ramp maintenance, channel maintenance, & complaints.	LS	X	Assistance to be requested from Sustainability Committee
4.3.9	Collect data at key lagoon access points to include solid waste generation, ramp maintenance, channel maintenance, & complaints.	PW	X	On-going; replaced boat ramp at Ramp Road; currently dredging canals; requesting grant funding to replace channel market signs; etc.
4.3.14	Create a beach & lagoon stakeholder directory to include State/County contacts & local stakeholder groups	DS	Q4	Completed

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GOAL 4. MAINTAIN EFFECTIVE STEWARDSHIP OF COCOA BEACH'S SIGNIFICANT NATURAL RESOURCES

Objectives, Actions and Tasks:

A4.4.0	Develop and implement a Sustainability Plan.	CM	X	Created Sustainability Committee - Plan to be completed in FY2017
4.4.1	Enact & enforce a tree preservation, tree planting and land clearing ordinance.	DS	Q3	Not a Development Services function. In 2016, City Manager asked Stormwater to take function
4.4.4	Incorporated LID (low impact design) into the City's LDC.	DS	Q2	Completed
4.4.10	Develop a public service campaign to encourage proper use of the City's Reclaimed Water resources to lower demand & minimize reclaimed water from over spraying & overwatering.	WR	X	Implementation on-going by Reuse Coordinator
4.4.11	Develop a public service campaign to encourage the use of commercial carwashes to minimize pollution to the lagoon & waste of potable water.	SW	X	On-going
4.4.12	Implement the use of low-flow fixtures on all new City sinks & restrooms.	PW	X	On-going
4.4.16	Make recycling containers available in parks & corridors with high pedestrian use.	PW	X	Recycling containers have been placed in City parks and some (Big Belly recycling containers) have been placed in the Downtown
4.4.17	Implement a policy for City Facility Recycling.	SW	Q4	No current comprehensive recycling plan – Waste Management recycling
4.4.18	Implement an of end-of-life recycling program for electronic equipment.	IT	Q4	Implemented a printer toner recycling process. All other equipment is disposed of as per City policy.
4.4.19	Continue to participate in the Brevard County Purchasing Co-operative & other purchasing co-operative programs.	FO	X	On-going – attending quarterly meetings/monitoring RFPs & RFBs
4.4.2	Establish an annual Cocoa Beach Tree Jubilee month with Friday Fest theme, Tree Giveaway, Tree Awards & Tree City information.	MO	Q2	Cancelled

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GOAL 4. MAINTAIN EFFECTIVE STEWARDSHIP OF COCOA BEACH'S SIGNIFICANT NATURAL RESOURCES

Objectives, Actions and Tasks:

A4.4.20	Adopt a FL Green Government Coalition (FGBC) or LEED standard for all new City buildings & facilities.	CM	Q4	City Administration task
4.4.21	Identify & market via local businesses a mobile application providing information on local transit systems & stops.	MO	X	Bus stops on app and new businesses added as received
4.4.22	Evaluate City truck & equipment usage & create a list of initiatives to minimize vehicle & equipment fuel waste.	PW	X	Completed per conversation with Chief Mechanic
4.4.23	Develop a policy whereby all computers/ancillary equipment & lighting is turned off when not in active use.	SW	Q4	No comprehensive program/policy
4.4.24	Implement LED lighting & other energy efficient lighting & controls for City facilities & outdoor areas.	PW	Q4	On-going; LED light fixtures were just installed in Public Works conference room
4.4.25	Coordinate with Marine Resources Council (MRC) on establishing a lagoon-wide Green Business program. Incorporate Cocoa Beach Green Business into this lagoon-wide program.	SW	Q2	On-going – IRL Green Business now Lagoon-wide
4.4.26	Participate in countywide transportation, environmental, & community groups to promote organize, & more effectively implement & maintain sustainability strategies & methods.	CM	X	Participation in IRL-BMAP and NPDES workgroups
4.4.28	Develop a GIS layer identifying sustainability indicators related to City departments, efforts & functions.	GIS	Q4	Currently not in queue. Will evaluate best options upon completion of current projects
4.4.5	Create incentives for LID use in private development & redevelopment.	SW	Q1	Not on schedule – requires coordination with Development Services

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GOAL 4. MAINTAIN EFFECTIVE STEWARDSHIP OF COCOA BEACH'S SIGNIFICANT NATURAL RESOURCES

Objectives, Actions and Tasks:

4.4.7	Implement Public Works/Utilities ecosystem training that promotes the benefits of natural landscapes within urban/suburban areas to lower chemical footprint & protect coastal habitat.	PW	Q4	On-going - May transfer to Stormwater Division
4.4.8	Evaluate cleaning & maintenance procedures for City operations & develop green alternatives for environmentally problematic chemicals.	SW	X	Comprehensive Program under development
4.4.9	Coordinate with Lagoon Stakeholders (County/local government) on developing a county-wide Florida Friendly Yard certification to encourage water conservation & reduce use of yard chemicals.	SW	X	Coordinating with Brevard County & Marine Resource Council (MRC) Be Floridian Now/Blue Life
A4.5.0	Maintain & implement the Stormwater Management Plan to include NPDES & TMDL criteria.	CM	X	See below
4.5.1	Comply with State & Federal mandated watershed programs & permits for lagoon & groundwater quality improvement & protection.	SW	X	Complying with BRL-BMAP & NPDES SW Permit
4.5.4	Coordinate with Indian River Lagoon (IRL) stakeholders on partnerships for lagoon improvements that share resources & methods.	SW	X	Coordinating IRL Stakeholders & Marine Resource Council (MRC) on lagoon issues

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GOAL 4. MAINTAIN EFFECTIVE STEWARDSHIP OF COCOA BEACH'S SIGNIFICANT NATURAL RESOURCES

Objectives, Actions and Tasks:

A4.6.0	Maintain & implement the North Thousand Islands Management Plan.	CM	X	See below
4.6.1	Implement the North Thousand Islands Management Plan & coordinate with Brevard County EEL program on shared strategies & activities throughout the Thousand Islands system.	SW	X	On-going – Land Management Committee Coordination
4.6.2	Develop the North Thousand Island Recreation Strategic Plan to include island access, trails, & protection of island resources & wildlife.	SW	Q4	Current Progress – Land Management Committee coordination
4.6.3	Develop the North Thousand Island Invasive Plant & Habitat Restoration Strategic Plan. This strategic plan will be an appendix to Management Plan & will emulate EEL strategy in the south islands, as appropriate.	SW	Q4	Current Progress – Land Management Committee coordination
4.6.5	Coordinate with the State Division of Lands on any Management Plan changes & updates.	SW	X	On-going – Land Management Committee Coordination
4.6.6	Provide input, monitor & report on the progress of the State & Federal Manatee protection programs & plans including advocating the re-establishment of a water sports area.	LS	X	Leisure Services Board guidance
4.6.7	Monitor eco-tourism within the City.	MO	X	Eco-tourism and permit holders doing well
4.6.8	Seek volunteers for the Adopt-A-Shoreline & annual beach/waterways clean-up programs in support of Keep Brevard Beautiful.	SW	X	On-going with Cocoa Beach Surfrider, Brevard County and Keep Brevard Beautiful on beach/lagoon cleanups/plantings
4.6.9	Support the efforts to educate & communicate to the public about waterway maintenance programs, wildlife protection programs, & preservation programs.	SW	X	Ongoing CBNN, City website, Marine Resource Council/Keep Brevard Beautiful/EEL partner

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GOAL 4. MAINTAIN EFFECTIVE STEWARDSHIP OF COCOA BEACH'S SIGNIFICANT NATURAL RESOURCES

Objectives, Actions and Tasks:

A4.7.0	Comply with the FDEP NPDES permit	CM	X	See below
4.7.1	Maintain a treatment plant operating protocol to meet FDEP effluent discharge permit limits.	WR	X	Maintained protocol ongoing
4.7.3	Continue to improve the reclaimed water distribution system.	WR	X	Continually looking for ways to improve distribution
A4.8.0	Establish & implement a residential canal dredging program.	CM	X	Partnering with Brevard County - currently dredging north end canals
4.8.5	Initiate the residential canal dredging project.	PW	Q1	Project initiated and is currently underway
4.8.6	Support the dredging efforts of the City to comply with the elements of the City's Comprehensive Plan & Land Development Code.	SW	X	On-going

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GOAL 5. BUILD AN MAINTAIN A HEALTHY BUSINESS CLIMATE

Objectives, Actions and Tasks:

	Goal 5: Build and maintain a healthy business climate.			
A5.1.0	Identify the supply of commercial property available & maintain a web-based inventory, including infrastructure available & links to realtors, Development Services, & other economic development agencies.	CM	X	Removed/Cancelled Task
5.1.1	Establish a business-climate baseline & the means to track the key elements of commercial & residential sales, new business elements, tax receipt, & supply of commercial property available	MO	Q1	Working with CBMS who is compiling downtown Information
5.1.2	Conduct an annual survey-based assessment of the City's business climate.	MO	X	Work in progress
A5.2.0	Promptly respond to information requests from the Space Coast EDC, local realtors, small businesses, & other prospects.	CM	X	Continuous
A5.3.0	Stimulate business & development opportunities through participation in the Space Coast EDC's S.N.A.P. program.	CM	X	See below
5.3.1	Obtain S.N.A.P. re-certification	DS	Q3	Completed - will renew as needed
A5.4.0	Establish & maintain strong liaison with other cities & government bodies & with agencies & commissions sharing mission space in economic development.	CM	X	Continuous

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GOAL 5. BUILD AN MAINTAIN A HEALTHY BUSINESS CLIMATE

Objectives, Actions and Tasks:

A5.5.0	Maintain & re-develop a readily identifiable downtown core that is unique & vibrant with a mixture of residential, entertainment, housing, specialty shops, offices & other uses.	CM	X	CRA and Main Street
5.5.2	Continue rehabilitation & improvement investments through the Cocoa Beach CRA Plan.	MO	X	Spoke with Surfside Players about grant process
5.5.3	Implement a Cocoa Beach Main Street Program.	MO	X	Completed
A5.6.0	Create & maintain incentives, such as property tax abatements & facade grants, for qualifying businesses which create jobs in Cocoa Beach.	CM	X	See below
5.6.3	Maintain a Façade grant program via the CRA TIF.	MO	X	On-going program – updated yearly with the CRA Board
A5.7.0	Maintain membership in the Space Coast Economic Development Council.	CM	X	Member
A5.8.0	Maintain membership in the Cocoa Beach Regional Chamber of Commerce.	CM	X	Member
A5.9.0	Maintain an effective marketing & economic development program within city government.	CM	X	Marketing Plan adopted

City of Cocoa Beach
FY 2016 Strategic Plan
3rd. Quarter Progress Report

Remarks:

The Cocoa Beach Strategic Plan through its goals, actions and tasks, provides for a broad framework of direction. The Plan has been integrated in the City's Comprehensive Plan. For the first time also, City Management has integrated the Strategic Plan requirements into the FY 2016 Budget.

The third quarter of the Fiscal Year 2016 Strategic Plan ends on June, 2016. The City is pleased to present the quarterly report on progress made to-date.

City Management and the Employee Team is committed, and dedicated to stay on track with the Plan's direction.

Cocoa Beach Commission:
Commissioner Ben Malik,
Commissioner Ed Martinez,
Commissioner Skip Williams,
Vice-Mayor Mike Miller,
Mayor Tim Tumulty

Acting City Manager: *Charles Holland Jr.*

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