

*City of St. Augustine
FY 2016 Budget
August 27, 2015*

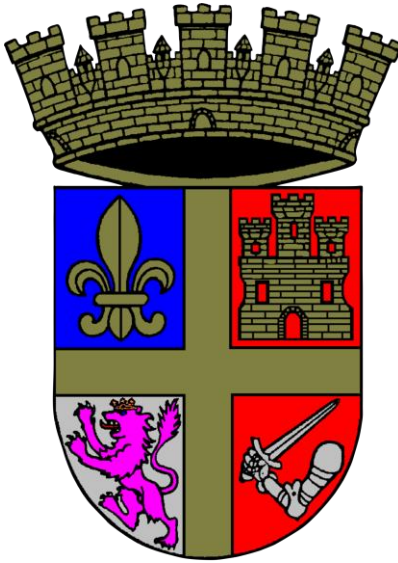


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Strategic Action Items in 2015

Goal 1: Livability

Objective 1: Communications and Online Presence to Promote Citizen Engagement

Initiative—Enhance the City’s online presence

Action Item: City Meetings Available Online	\$13,000
Action Item: Visioning Process	\$58,500
Action Item: Expanded Archiving Program	\$10,000

Initiative—Promote Citizen Engagement

Action Item: Town and Gown	\$0
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Objective 2: Infrastructure Planning & Construction

Initiative—Provide clean water and reliable infrastructure

Action Item: Water Main Improvements	\$3,470,000
Action Item: North Tank Improvements	\$789,000
Action Item: Drainage Improvements	\$258,000
Action Item: Pump Station Rehabilitation	\$360,000
Action Item: Sewer Improvements	\$250,000

Initiative—Complete the adopted Stormwater Master Plan

Action Item: Stormwater Drainage Improvements	\$258,000
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Initiative—Evaluate and prioritize investments in technology platforms

Action Item: VoIP Phone System Pilot Program	\$25,000
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Goal 1: Livability (continued)

<i>Action Item: City View Upgrade Purchase</i>	<i>\$87,000</i>
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Initiative—Other infrastructure projects

<i>Action Item: Dredging & Mooring Field</i>	<i>\$403,880</i>
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<i>Action Item: City Hall Repairs/Replacements</i>	<i>\$210,000</i>
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<i>Action Item: Sailboat Beach</i>	<i>\$4,300</i>
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Initiative—Street paving and repair

<i>Action Item: Downtown Improvement District</i>	<i>\$2,157,000</i>
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<i>Action Item: Street Paving</i>	<i>\$730,000</i>
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<i>Action Item: Sidewalk and Street Repair</i>	<i>\$110,000</i>
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Objective 3: Event Management**Initiative—Develop and monitor comprehensive policies to facilitate community events**

<i>Action Item: Began Update of Event Management Policy</i>	<i>\$0</i>
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Objective 4: Mobility Planning**Initiative—Implement a mobility planning function to address both short-term and long-term solutions**

<i>Action Item: Hiring of Mobility Coordinator</i>	<i>\$81,495</i>
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<i>Action Item: Freight Loading Zone Plan</i>	<i>\$0</i>
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Goal 2: Authenticity**Objective 5: Historic Preservation Planning**

Initiative—Protect the long-term preservation of the community's architectural & cultural resources for present & future generations

<i>Action Item: Historic Preservation Master Plan</i>	<i>\$75,000</i>
<i>Action Item: Waterworks Building Rehabilitation</i>	<i>\$75,000</i>
<i>Action Item: Alcazar Hotel Roof</i>	<i>\$560,000</i>
<i>Action Item: Dental Building Roof</i>	<i>\$40,000</i>
<i>Action Item: Gazebo Roof</i>	<i>\$15,000</i>
<i>Action Item: Spanish Constitution Monument</i>	<i>\$57,500</i>
<i>Action Item: Anderson Circle Flagpole Base</i>	<i>\$30,000</i>
<i>Action Item: Purchase of 1920s Fire Truck</i>	<i>\$20,000</i>
<i>Action Item: 450th Commemoration</i>	<i>\$430,000</i>
<i>Action Item: Tapestry Exhibit</i>	<i>\$130,000</i>
<i>Action Item: Davis Park Lions</i>	<i>\$0</i>

Goal 3: Character**Objective 6: Zoning Update****Initiative—Preserve the character of St. Augustine**

<i>Action Item: Entry-Corridor Guidelines</i>	<i>\$45,000</i>
<i>Action Item: Demolition Ordinance Update</i>	<i>\$0</i>
<i>Action Item: Neighborhood Zoning Workbook</i>	<i>\$0</i>

Goal 4: Vitality**Objective 7: Capital Plan Financing****Initiative—Develop an integrated model for long-term financial planning that aligns financial capacity with long-term objectives.**

<i>Action Item: Utility Rate Adjustment Study</i>	<i>\$35,000</i>
<i>Action Item: ICMA Software Purchase</i>	<i>\$6,000</i>
<i>Action Item: Citizen Transparency Module Purchase</i>	<i>\$10,000</i>

Objective 8: Sustainable Best Practices**Initiative—Develop City values that lead to sustainable practices, environmental conservation and operational change that reduces our carbon footprint.**

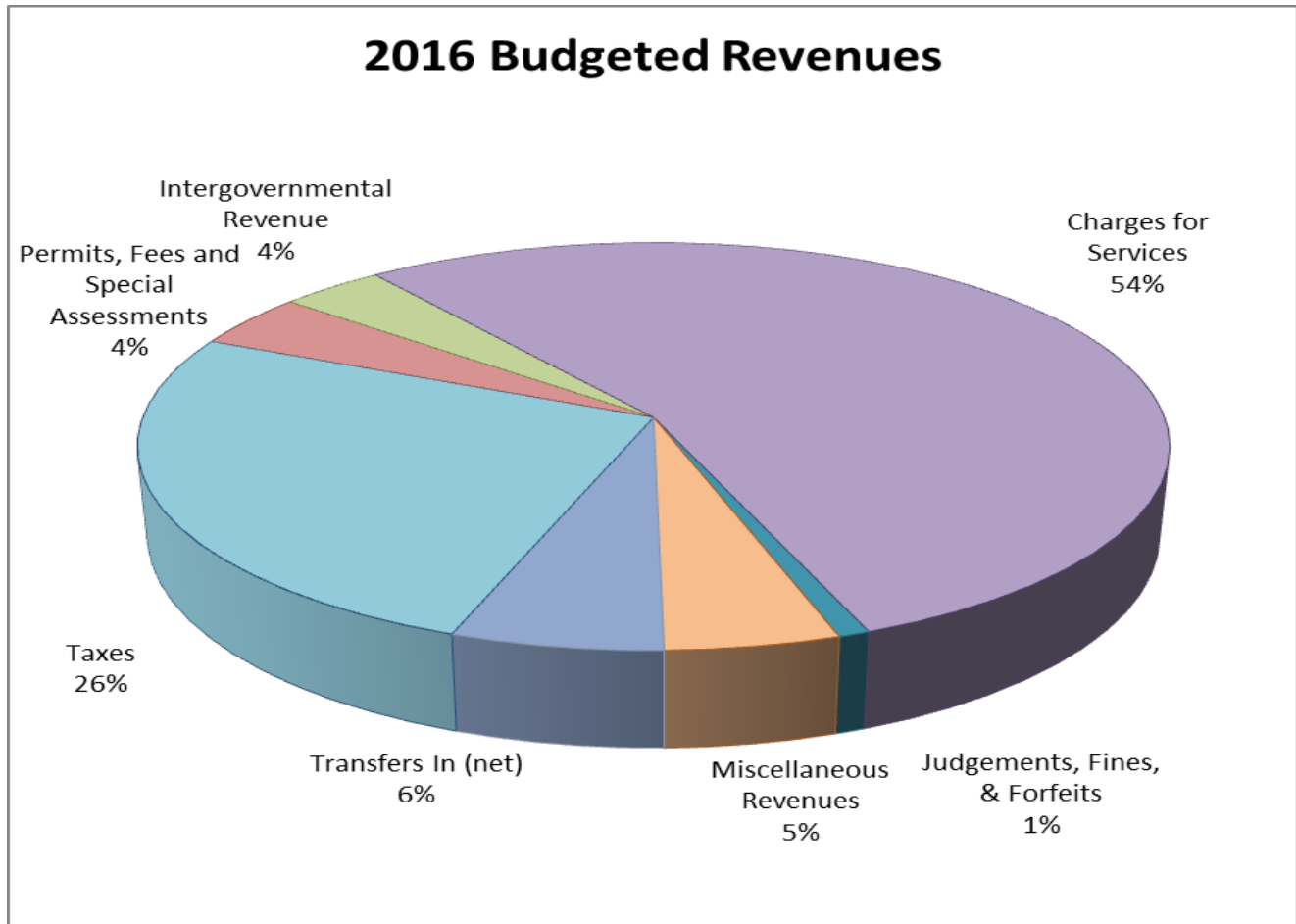
<i>Action Item: Increased Commercial Recycling Accounts by 50%</i>	<i>\$0</i>
<i>Action Item: Pilot Program for One-Day a Week Pick up and Larger Recycling Containers</i>	<i>\$0</i>
<i>Action Item: Riberia Park Greenspace</i>	<i>\$34,000</i>

Notes

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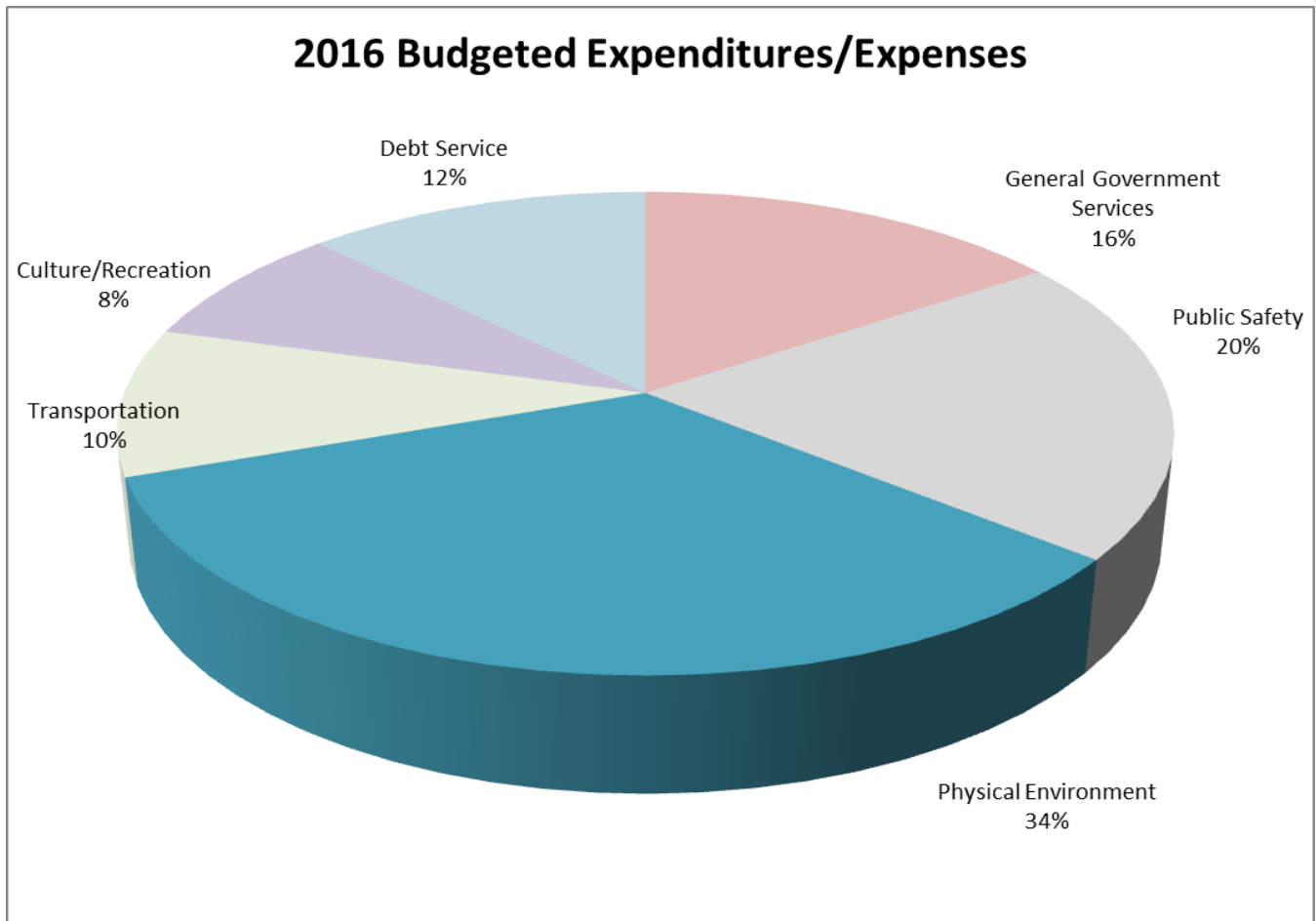
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All Funds Combined



Revenues by Category	Budget 2015	Projected 2015	Budget 2016
Taxes	\$ 11,776,546	\$ 11,914,206	\$ 12,872,505
Permits, Fees and Special Assessments	2,130,838	2,216,102	2,115,150
Intergovernmental Revenue	1,923,242	1,958,699	1,848,570
Charges for Services	26,628,223	26,863,043	26,894,974
Judgements, Fines, & Forfeits	442,101	464,542	428,500
Miscellaneous Revenues	2,426,201	2,657,998	2,377,871
Transfers In (net)	1,379,376	221,903	2,097,589
Total	\$ 46,706,527	\$ 46,296,493	\$ 48,635,160

All Funds Combined



Expenditures/Expenses by Function	Budget 2015	Projected 2015	Budget 2016
General Government Services	\$ 6,700,051	\$ 6,781,467	\$ 7,523,684
Public Safety	9,646,332	9,769,663	9,946,975
Physical Environment	16,328,977	14,946,931	16,305,934
Transportation	4,666,666	4,638,768	4,821,141
Culture/Recreation	3,348,225	2,952,521	3,978,100
Debt Service	6,016,275	6,461,547	6,032,170
Total	\$ 46,706,527	\$ 45,550,898	\$48,608,003

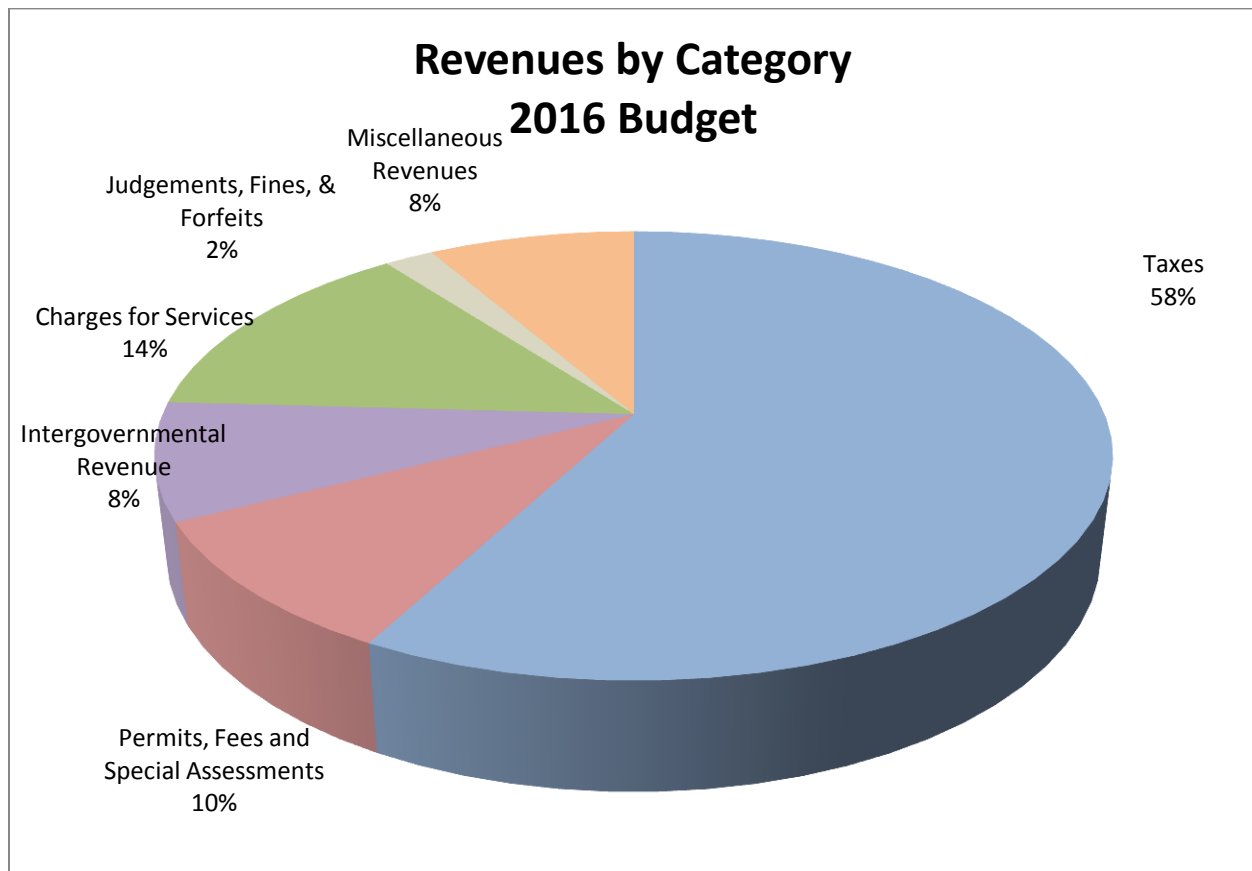
FY 2016 Budget Highlights

- ❖ ***Millage Rate is unchanged at 7.5 mills***
- ❖ ***Electric Utility Tax is increased from 8% to 10%***
- ❖ ***Fire Assessment Fee is unchanged at \$0.06 per enclosed square foot***
- ❖ ***Implementation of conservation rates***
- ❖ ***Solid Waste collection moves to 1-day a week pick-up***
- ❖ ***Recycling collection is being brought in-house***
- ❖ ***Visitor Information Center Fund transfers are being used for Mobility consulting and Mobility infrastructure***
- ❖ ***A 2% cost of living wage increase is included for all employees***
- ❖ ***Implementation of Phase 1 of Payroll Compression Issue***

Notes

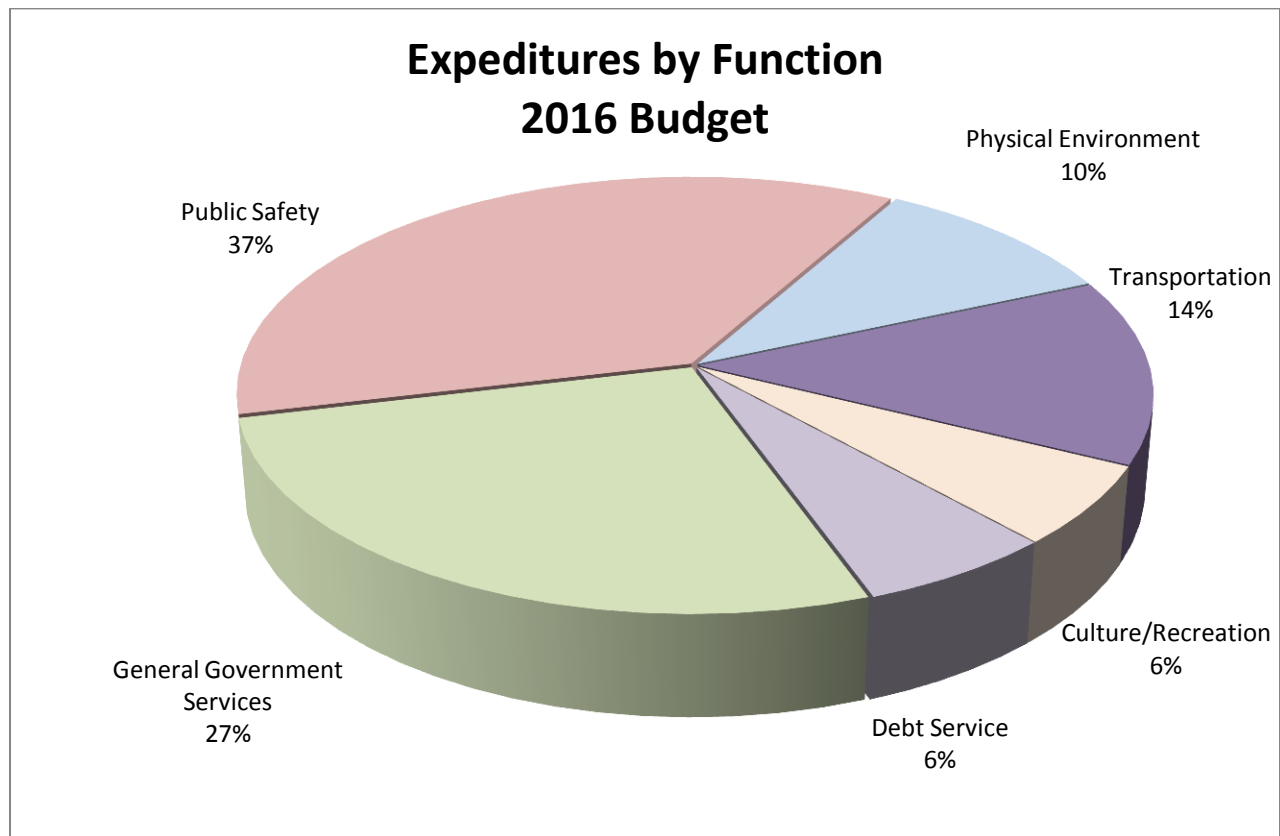
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General Fund



Revenues by Category	Budget 2015	Projected 2015	Budget 2016
Taxes	\$ 11,520,002	\$ 11,656,569	\$ 12,495,053
Permits, Fees and Special Assessments	2,115,838	2,190,992	2,091,150
Intergovernmental Revenue	1,818,562	1,853,029	1,823,820
Charges for Services	2,994,447	3,003,045	2,984,347
Judgements, Fines, & Forfeits	442,101	464,542	428,500
Miscellaneous Revenues	1,857,547	1,969,972	1,799,199
Transfers (net)	4,325,553	4,012,013	5,320,174
Total	\$ 25,074,050	\$ 25,150,161	\$ 26,942,243

General Fund



Expenditures by Function	Budget 2015	Projected 2015	Budget 2016
General Government Services	\$ 6,595,052	\$ 6,701,467	\$ 7,231,681
Public Safety	9,646,332	9,769,663	9,946,975
Physical Environment	2,745,447	2,583,081	2,754,113
Transportation	3,713,856	3,716,047	3,719,315
Culture/Recreation	706,040	696,751	1,611,862
Debt Service	1,667,323	1,666,012	1,668,030
Total	\$ 25,074,050	\$ 25,133,022	\$ 26,931,976

- **Current General Fund Reserve Balance: \$7,714,223**
 - **\$7,630,500 of this reserved by policy for disaster recovery**

**CITY OF ST. AUGUSTINE
BUDGET SUMMARY FOR FY 2016
GENERAL FUND**

GENERAL REVENUE		2015 BUDGET	2015 PROJECTED	2016 BUDGET
311.00	AD VALOREM TAXES	8,418,892	8,507,190	9,132,325
312.00	SALES AND USE TAXES	808,657	869,931	879,788
313.00	FRANCHISE FEES	1,453,000	1,559,939	1,567,000
314.00	UTILITY SERVICE TAXES	1,148,914	1,228,607	1,469,000
315.00	COMMUNICATION SERVICE TAXES	1,005,539	925,482	885,440
321.00	OCCUPATIONAL LICENSES	138,000	125,359	128,500
322.00	BUILDING AND SIGN PERMITS	349,500	349,590	285,200
329.00	OTHER PERMITS AND LICENSES	208,666	162,009	139,100
331.00	FEDERAL GRANTS	12,510	13,254	19,045
334.00	STATE GRANTS	32,000	36,000	6,000
335.00	STATE REVENUE SHARING	1,748,652	1,775,569	1,773,975
338.00	COUNTY REVENUE SHARING	25,400	28,206	24,800
341.00	GENERAL GOVT. SERVICE FEES	55,200	57,394	54,800
342.00	PUBLIC SAFETY	1,000,404	987,200	983,951
344.00	PARKING FEES	1,938,843	1,958,450	1,945,596
351.00	COURT FINES AND FORFEITURES	65,100	61,862	43,000
354.00	VIOLATIONS OF LOCAL ORDINANCE	21,000	25,615	21,000
359.00	PARKING FINES AND FORFEITURES	356,001	377,066	364,500
361.00	INTEREST EARNINGS	45,671	23,965	24,360
362.00	RENTAL INCOME	1,274,309	1,292,690	1,286,291
363.00	SPECIAL ASSESSMENTS	104,672	119,453	99,850
364.00	SALES\COMP. FOR LOSS - FIXED ASSE	149,300	267,329	129,000
365.00	SALE OF SCRAP	1,000	770	500
366.00	PRIVATE CONTRIBUTIONS	35,000	45,500	5,000
369.00	OTHER MISCELLANEOUS REVENUE	352,267	339,718	354,048
TOTAL GENERAL REVENUE		20,748,497	21,138,148	21,622,069
TOTAL GENERAL FUND REVENUE		20,748,497	21,138,148	21,622,069

**CITY OF ST. AUGUSTINE
BUDGET SUMMARY FOR FY 2016
GENERAL FUND**

GENERAL EXPENDITURES		2015 BUDGET	2015 PROJECTED	2016 BUDGET
511.10	CITY COMMISSION	174,599	178,613	179,823
512.10	CITY MANAGER	468,556	471,740	534,079
512.20	CITY CLERK	220,656	219,848	244,560
513.10	F.B.M. ADMINISTRATION	404,048	394,728	494,906
513.11	ACCOUNTING	211,685	214,769	224,704
513.14	CUSTOMER SERVICE	420,014	428,803	448,531
513.20	GENERAL SERVICES ADMINISTRATION	303,978	303,391	316,543
513.22	PURCHASING	360,420	353,184	380,544
513.23	HUMAN RESOURCES	310,959	322,704	324,597
513.24	INFORMATION TECHNOLOGY	430,862	536,422	627,507
514.20	CITY ATTORNEY	388,547	387,210	405,890
515.10	PLANNING & BUILDING ADMINISTRATIO	394,371	373,803	312,488
515.15	PLANNING	467,696	441,637	353,494
519.10	FLEET OPERATIONS	466,202	456,973	569,458
519.89	FACILITIES MANAGEMENT GROUP	872,129	957,850	1,206,751
519.90	RISK MANAGEMENT	700,330	659,793	607,805
521.10	POLICE ADMINISTRATION	1,604,355	1,629,724	1,654,253
521.13	OPERATIONS	3,678,788	3,498,161	3,444,139
521.16	POLICE COMMUNITY RESOURCES	1,013,247	1,173,534	1,182,903
522.10	FIRE ADMINISTRATION	240,817	236,639	256,995
522.11	PREVENTION	137,732	128,263	143,182
522.12	FIRE FIGHTING	2,635,770	2,752,987	2,891,743
524.10	BUILDING/CODE ENFORCEMENT	335,623	350,355	373,761
539.10	PUBLIC WORKS ADMINISTRATION	242,552	237,692	282,880
539.21	FACILITY OPERATIONS	552,573	534,273	548,680
539.23	PROPERTY SERVICES	957,552	946,690	983,970
539.30	ENGINEERING	854,868	726,374	357,712
539.31	DEVELOPMENT & MGMT SUPPORT	0	0	434,695
539.40	ARCHAEOLOGY	137,902	138,051	146,177
541.10	STREETS	2,568,902	2,606,572	2,380,748
541.20	MOBILITY	0	0	184,522
541.90	STREET LIGHTS	251,731	216,184	229,952
545.10	PARKING	893,223	893,292	924,093
572.10	GROUNDS	0	0	768,134
572.11	GALIMORE CENTER	151,755	143,710	158,655
574.90	PUBLIC AFFAIRS	554,285	553,042	685,073
TOTAL GENERAL EXPENDITURES		23,406,729	23,467,011	25,263,945

**CITY OF ST. AUGUSTINE
BUDGET SUMMARY FOR FY 2016
GENERAL FUND**

		2015 BUDGET	2015 PROJECTED	2016 BUDGET
TOTAL REVENUE		20,748,497	21,138,148	21,622,069
TOTAL EXPENDITURES		23,406,729	23,467,011	25,263,945
<u>INTERFUND TRANSFERS IN OR OUT</u>				
381.00	GENERAL INTERFUND TRANSFERS	860,317	860,317	860,317
382.00	ADMIN AND SUBSIDY TRANSFERS	2,532,364	2,532,364	3,543,773
387.00	OPERATING TRANSFERS	1,727,012	1,727,012	1,288,363
388.00	OTHER TRANSFERS	635,677	835,677	842,200
	TOTAL INTERFUND TRANSFERS IN	5,755,370	5,955,370	6,534,653
582.00	DEBT SERVICE TRANSFERS	1,667,321	1,666,012	1,668,030
587.00	OPERATING TRANSFERS	949,588	939,004	689,267
588.00	OTHER TRANSFERS	480,229	1,004,353	525,212
	TOTAL INTERFUND TRANSFERS OUT	3,097,138	3,609,369	2,882,508
	TOTAL GENERAL FUND (DEFICIT)/EXCES	0	17,138	10,269

General Fund Capital Improvement Plan

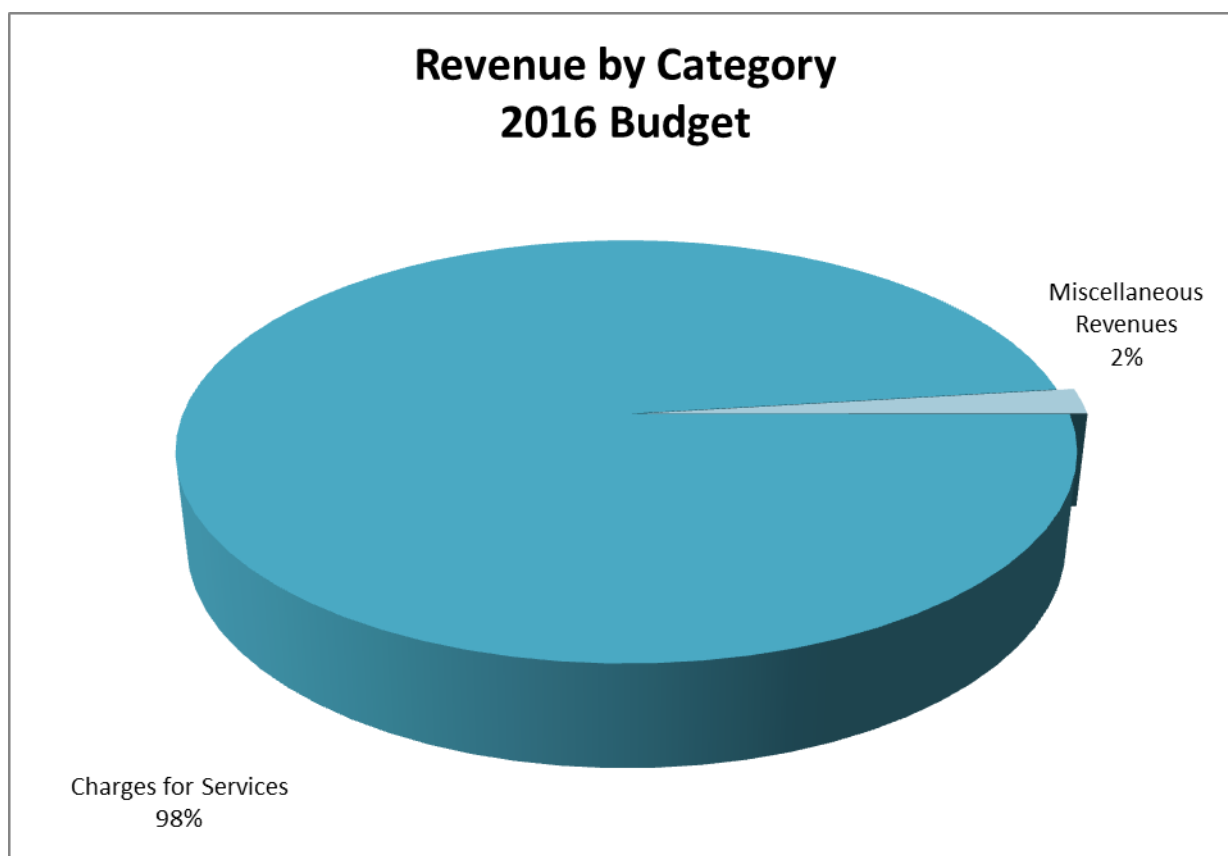
Service Area/Project Description	FY 2016	Begin Date	End Date
Governmental Funds			
General Government			
Waterworks Bldg Rehab	350,000	1/1/2015	9/30/2016
City Hall Renovations	47,000	10/1/2015	9/30/2016
Casa Del Hidalgo	90,000	10/1/2015	9/30/2016
PW Compound Metal Shed	81,000	10/1/2015	9/30/2016
General Government Total	568,000		
Public Safety			
Fire Truck	\$46,744	10/1/2015	10/1/2015
Brush Truck	\$33,544	10/1/2015	10/1/2015
Public Safety Total	80,288		
Physical Environment			
PW Compound Lighting	\$25,000	10/1/2015	9/30/2016
Physical Environment Total	25,000		
Transportation			
Road Rehabilitation	\$525,000	10/1/2015	9/30/2016
Cordova @ Garage	\$35,000	10/1/2015	9/30/2016
Overflow Parking Management	\$16,000	10/1/2015	9/30/2016
Freight/Delivery Zones	\$50,000	10/1/2015	9/30/2016
Transportation Total	626,000		
Culture/Recreation			
San Seb. Dredging, Ph. 2 (SSRD)	\$300,000	12/1/2015	9/30/2016
Salt Run Dredging, Ph. 6 (SRDG1)	\$200,000	12/1/2015	9/30/2016
Kayak Launch	\$20,000	12/1/2015	9/30/2016
Culture/Recreation Total	520,000		
GOVERNMENTAL FUNDS TOTAL	1,819,288		

General Fund Personnel

	Current	Proposed	Change
City Commission	2.5 (5 PT)	2.5 (5 PT)	--
City Manager	4	4	--
City Clerk	3 3	--	
City Attorney	3	3	--
General Services	40	41	1 <i>Fleet Maintenance Mechanic</i>
Finance, Budget & Mgmt.	19	20	1 <i>A/V Room Tech/Public Records Cust</i>
Planning & Building	15	15	--
Public Works	31.5	31.5	--
Police	65	65	--
Fire	32	33	1 <i>Training Captain</i>
Public Affairs	2	3	1 <i>Communications Officer</i>
Total FTEs	217	221	4

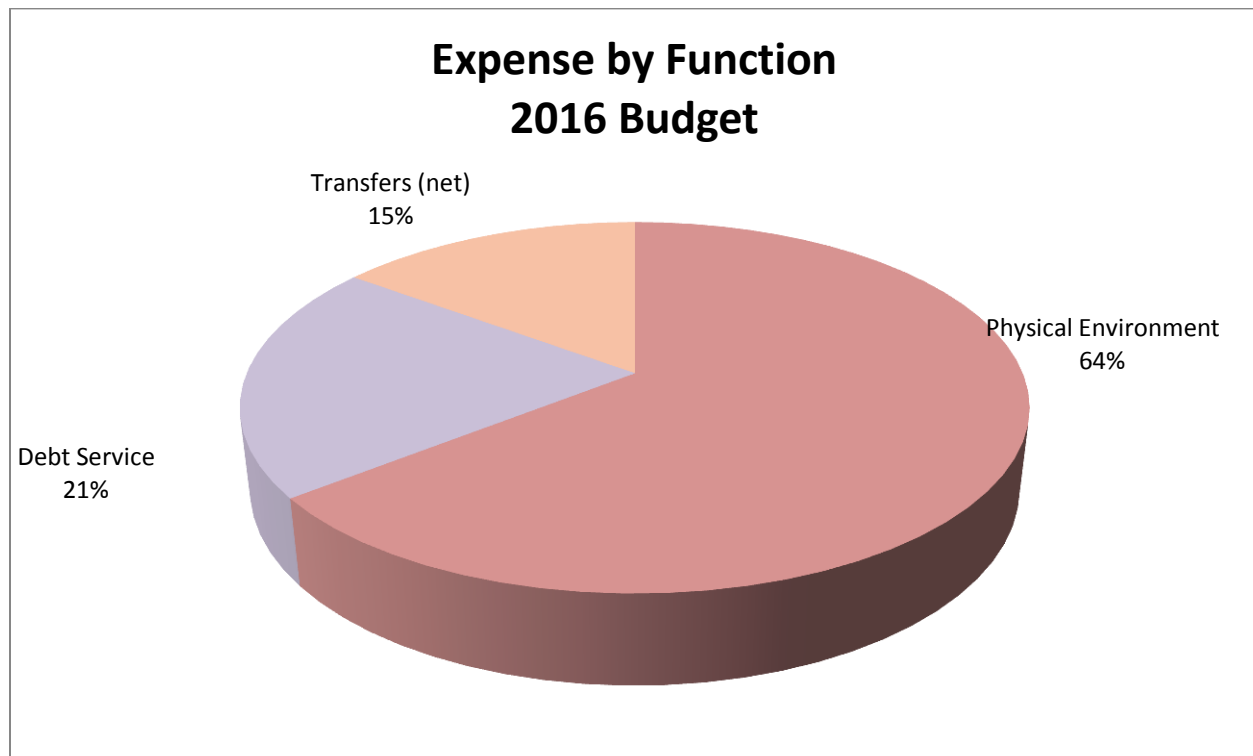
Notes

Utility Fund



Revenues by Category	Budget 2015	Projected 2015	Budget 2016
Intergovernmental Revenue	\$ 89,760	\$ 89,760	\$ -
Charges for Services	13,451,558	13,378,394	13,423,846
Miscellaneous Revenues	189,049	359,996	267,462
Total	\$ 13,730,367	\$ 13,828,150	\$ 13,691,308

Utility Fund Expenses

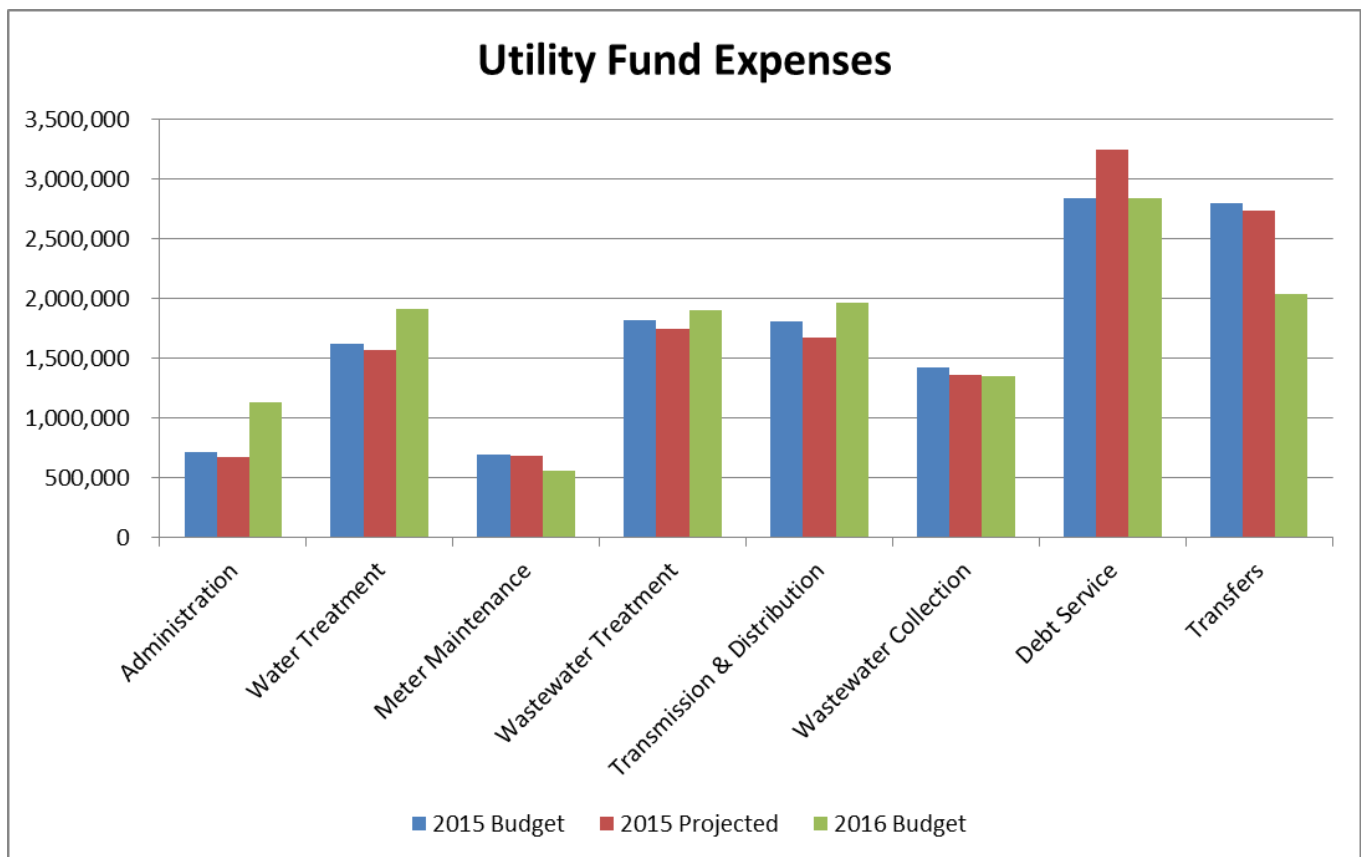
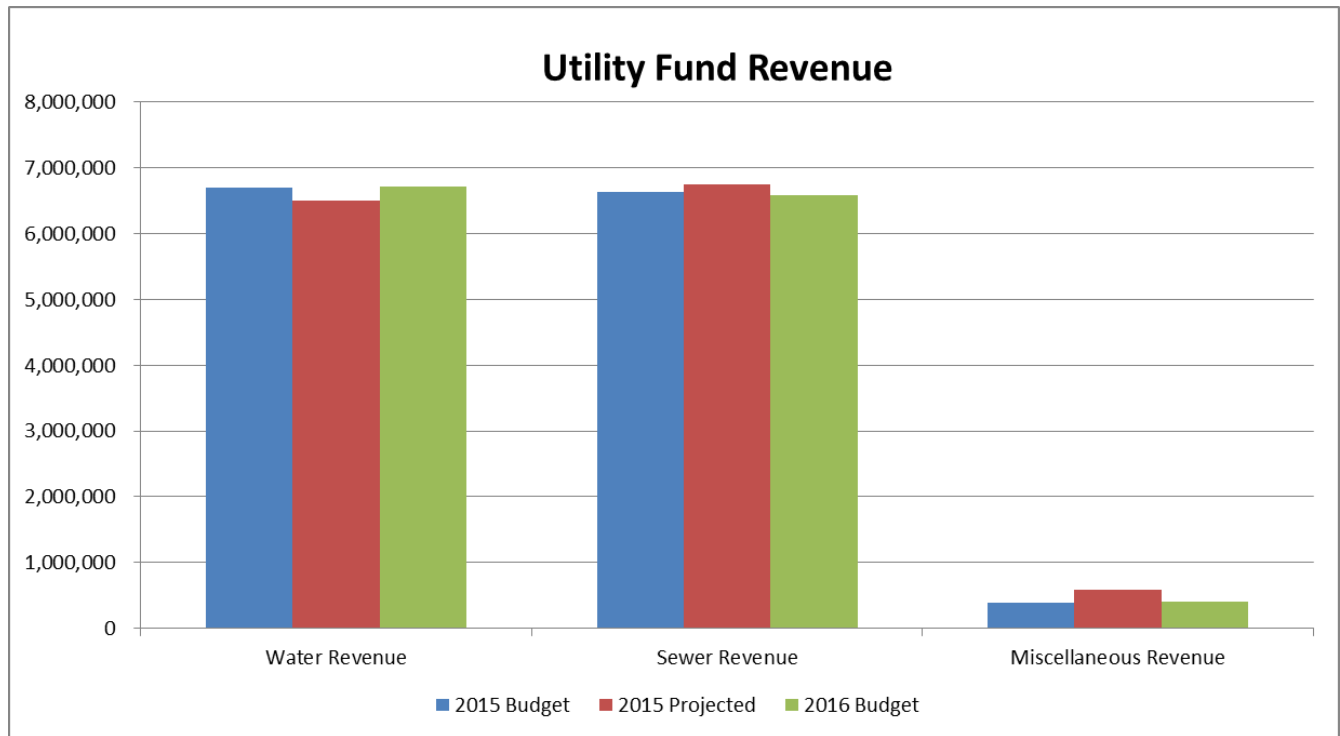


Expenses by Function	Budget 2015	Projected 2015	Budget 2016
Physical Environment	\$ 8,088,071	\$ 7,724,118	\$ 8,813,503
Debt Service	2,842,388	3,249,355	2,840,325
Transfers (net)	2,799,908	2,732,716	2,034,919
Total	\$ 13,730,367	\$ 13,706,189	\$ 13,688,748

Current Utility Fund Reserve Balance: \$5,088,009

Current Utility Fund R&R Balance: \$2,113,311

Total Uncommitted Utility Funds: \$7,201,320



**CITY OF ST. AUGUSTINE
BUDGET SUMMARY FOR FY 2016
UTILITY FUND**

		2015 BUDGET	2015 PROJECTED	2016 BUDGET
<u>OPERATING REVENUE</u>				
343.31	WATER SALES INSIDE CITY	3,291,562	3,178,959	3,155,134
343.32	WATER SALES OUTSIDE CITY	2,713,233	2,655,698	3,023,951
343.51	SEWER SALES INSIDE CITY	3,565,353	3,591,527	3,629,887
343.52	SEWER SALES OUTSIDE CITY	2,275,179	2,408,425	2,338,268
TOTAL OPERATING REVENUE		11,845,327	11,834,607	12,147,240
<u>NON-OPERATING REVENUE</u>				
343.35	WATER TAPPING FEES	197,253	251,133	152,700
343.36	WATER FLOW BASED FEES	500,546	416,557	374,447
343.38	CCEC FEES	15,600	16,108	16,080
343.39	MISC. SERVICE FEES	96,001	117,791	118,800
343.53	FORCEMAIN OVERLAY	180,072	199,140	160,072
343.55	SEWER TAPPING FEES	108,116	87,723	55,590
343.56	SEWER FLOW BASED FEES	508,643	455,337	398,917
343.93	OTHER ADMINISTRATIVE CHARGES	0	0	0
TOTAL NON-OPERATING REVENUE		1,606,231	1,543,788	1,276,606
<u>OTHER REVENUE</u>				
361.00	INTEREST EARNINGS	19,050	29,015	27,462
364.00	SALE\COMP. FOR LOSS - FIXED ASSETS	0	0	0
344.00	GRANTS	89,760	89,760	0
369.00	OTHER MISCELLANEOUS REVENUE	169,999	330,981	240,000
TOTAL OTHER REVENUE		278,809	449,756	267,462
TOTAL UTILITY FUND REVENUE		13,730,367	13,828,151	13,691,308

**CITY OF ST. AUGUSTINE
BUDGET SUMMARY FOR FY 2016
UTILITY FUND**

	2015 BUDGET	2015 PROJECTED	2016 BUDGET
TOTAL REVENUE	13,730,367	13,828,151	13,691,308
<u>OPERATING EXPENSES</u>			
536.10 UTILITY ADMINISTRATION	712,156	670,838	1,128,727
533.10 WATER TREATMENT PLANT	1,619,373	1,568,620	1,909,457
533.11 METER MAINTENANCE	699,138	689,781	556,623
535.10 WASTEWATER TREATMENT PLANT	1,815,574	1,752,744	1,901,062
535.11 TRANSMISSION & DISTRIBUTION	1,814,308	1,676,433	1,969,492
535.12 WASTEWATER COLLECTIONS	1,427,523	1,365,702	1,348,144
TOTAL OPERATING EXPENSES	8,088,071	7,724,119	8,813,503
<u>DEBT SERVICE</u>			
533.80 PRINCIPAL	2,065,000	2,065,000	2,150,000
533.80 INTEREST	772,388	1,181,355	687,325
533.80 OTHER DEBT SERVICE COSTS	5,000	3,000	3,000
TOTAL DEBT SERVICE	2,842,388	3,249,355	2,840,325
<u>INTERFUND TRANSFERS IN OR OUT</u>			
381.00 GENERAL INTERFUND TRANSFERS	0	0	0
387.00 OPERATING TRANSFERS	940,811	940,811	683,001
388.00 OTHER TRANSFERS	1,148,790	1,661,842	1,841,571
TOTAL INTERFUND TRANSFERS IN	2,089,601	2,602,653	2,524,572
581.00 GENERAL & ADMIN/SUBSIDY TRANSFER	1,895,000	1,895,000	2,188,254
587.00 OPERATING TRANSFERS	852,968	852,968	883,307
588.00 OTHER TRANSFERS	2,141,541	2,587,401	1,487,931
TOTAL INTERFUND TRANSFERS OUT	4,889,509	5,335,369	4,559,491
TOTAL UTILITY FUND (DEFICIT) OR EXCESS	0	121,961	2,560

Utility Fund Capital Improvement Plan

Service Area/Project Description	FY 2016	Begin Date	End Date
Proprietary Funds			
Utility Fund			
Meter Replacement Program	\$457,000	6/1/2015	9/30/2016
RAS & Clarifier Rehab	\$1,800,000	7/1/2015	9/30/2016
S. Dixie Highway (SDBC)	\$85,000	10/1/2015	1/31/2017
W. Augustine Sewer	\$12,500	10/1/2015	9/30/2016
West King St. Sewer Imp.	\$237,500	10/1/2015	9/30/2016
I&I Elimination Program (R0179)	\$500,000	10/1/2015	9/30/2016
Pump Station Rehab.	\$165,000	10/1/2015	9/30/2016
Pump Stations-Equip Repl.	\$80,000	10/1/2015	9/30/2016
Charlotte Street Reconstruct	\$425,000	11/1/2015	12/31/2016
RO Concentrate Discharge	\$655,000	11/1/2015	6/30/2016
Holmes/King Street WM Repl	\$300,000	1/1/2016	9/30/2016
Well Acidification	\$40,000	7/1/2016	9/30/2016
So. Tank Pump & Control Rehab	\$415,000	9/1/2016	
May Street WM Replacement	\$180,000	9/1/2016	
San Marco Watermain Repl			
Utility Fund Total	\$5,352,000		

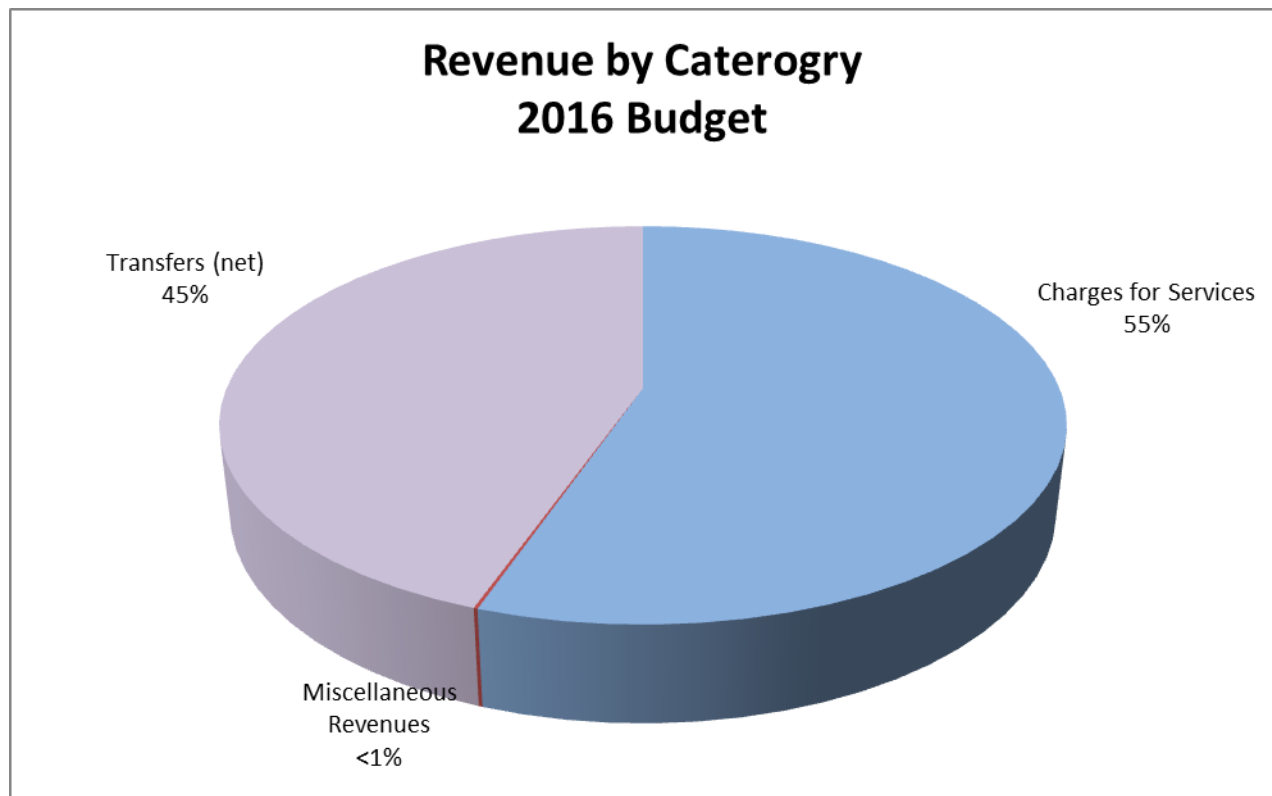
Utility Fund Personnel

	Current	Proposed	Change
Utility Admin	2	2	--
Water Treatment	10	10	--
Wastewater Treatment	12	12	--
Meter Maintenance	7	8	1 <i>Meter Tech</i>
Wastewater Collections	13	12	(1) <i>WWC Tech (frozen)</i>
Transmission & Distribution	17	17	--
Total FTEs	62	62	--

Utility Fund Rates

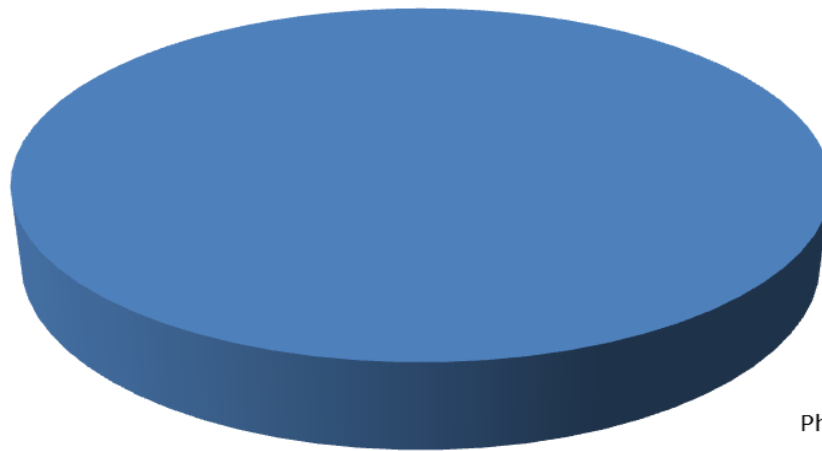
Gallons included in base rate	3000	3000	0	Difference
	2014	2015	2016	
Inside Water-base rate	17.12	17.30	11.53	
Inside Water-Per 1000 gal	4.76	4.82	2.50	
Inside Sewer-base rate	23.40	23.64	11.77	
Inside Sewer-Per 1000 gal	5.98	6.06	5.56	
Inside for 0 gallon usage	40.52	40.94	23.30	(17.64)
Inside for 1000 gallon usage	40.52	40.94	31.36	(9.58)
Inside for 2000 gallon usage	40.52	40.94	39.42	(1.52)
Inside for 3000 gallon usage	40.52	40.94	47.48	6.54
Inside for 4000 gallon usage	51.26	51.82	58.35	6.53
Inside for 5000 gallon usage	62.00	62.70	69.22	6.52
Outside Water-base rate	21.37	21.61	14.30	
Outside Water-Per 1000 gal	5.95	6.03	3.10	
Outside Sewer-base rate	29.22	29.52	14.59	
Outside Sewer-Per 1000 gal	7.46	7.56	6.89	
Outside for 0 gallon usage	50.59	51.13	28.89	(22.24)
Outside for 1000 gallon usage	50.59	51.13	38.89	(12.24)
Outside for 2000 gallon usage	50.59	51.13	48.88	(2.25)
Outside for 3000 gallon usage	50.59	51.13	58.88	7.75
Outside for 4000 gallon usage	64.00	64.72	72.35	7.63
Outside for 5000 gallon usage	77.41	78.31	85.83	7.52
	Previous	Current	Proposed	Difference

Notes

Stormwater Fund

Revenues by Category	Budget 2015	Projected 2015	Budget 2016
Charges for Services	\$ 928,000	\$ 959,857	\$ 961,200
Miscellaneous Revenues	3,000	2,278	2,250
Transfers In (net)	513,594	53,594	774,394
Total	\$ 1,444,594	\$ 1,015,729	\$ 1,737,844

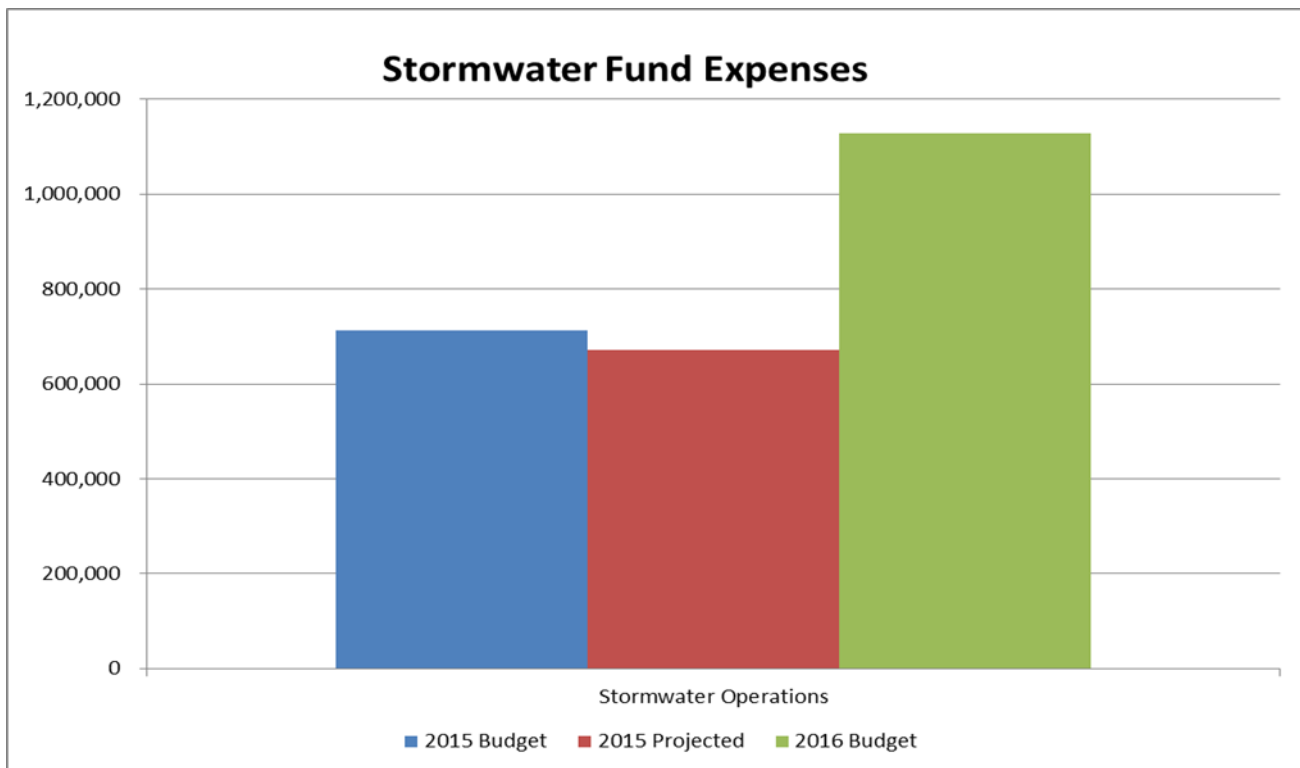
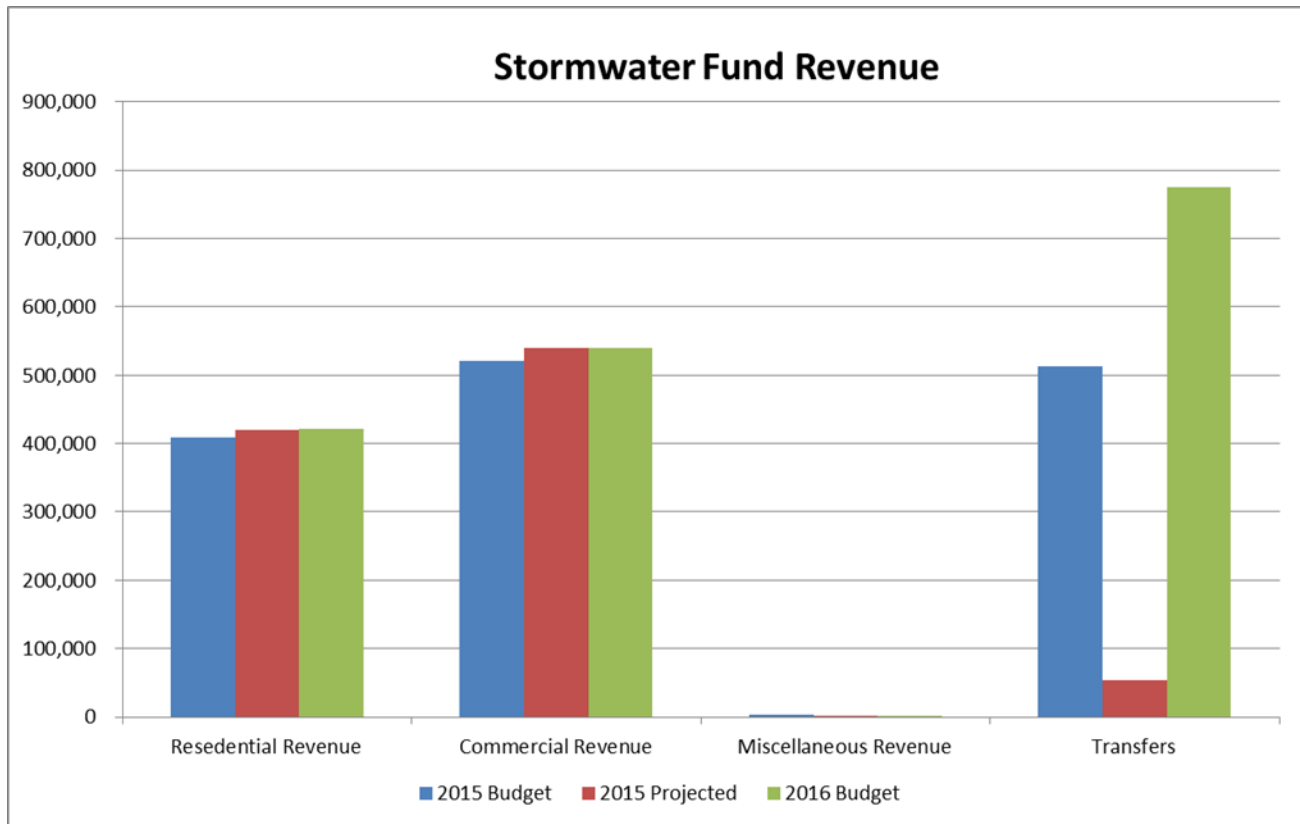
Current Stormwater Fund Reserve Balance: \$1,839,892

Stormwater Fund**Expense by Function
2016 Budget**Physical Environment
100%

Expenses by Function	Budget 2015	Projected 2015	Budget 2016
Physical Environment	\$ 1,444,594	\$ 675,948	\$ 1,738,405
Total	\$ 1,444,594	\$ 675,948	\$ 1,738,405

Stormwater Fund Capital Improvement Plan

Service Area/Project Description	FY 2016	Begin Date	End Date
Stormwater Fund			
Coquina Ditch Drainage Imp	\$130,000	10/1/2015	9/30/2016
Prawn Street Drainage Imp	\$60,000	10/1/2015	9/30/2016
Neighborhood Drainage Imp	\$200,000	10/1/2015	9/30/2016
S. Dixie Highway (SDBC)	\$385,000	10/1/2015	1/31/2017
Sidney Street Outfall Imp	\$460,000	10/1/2015	1/31/2017
Charlotte Street Reconstruct	\$25,000	11/1/2015	12/31/2016
Stormwater Fund Total	\$1,260,000		



**CITY OF ST. AUGUSTINE
BUDGET SUMMARY FOR FY 2016
STORMWATER FUND**

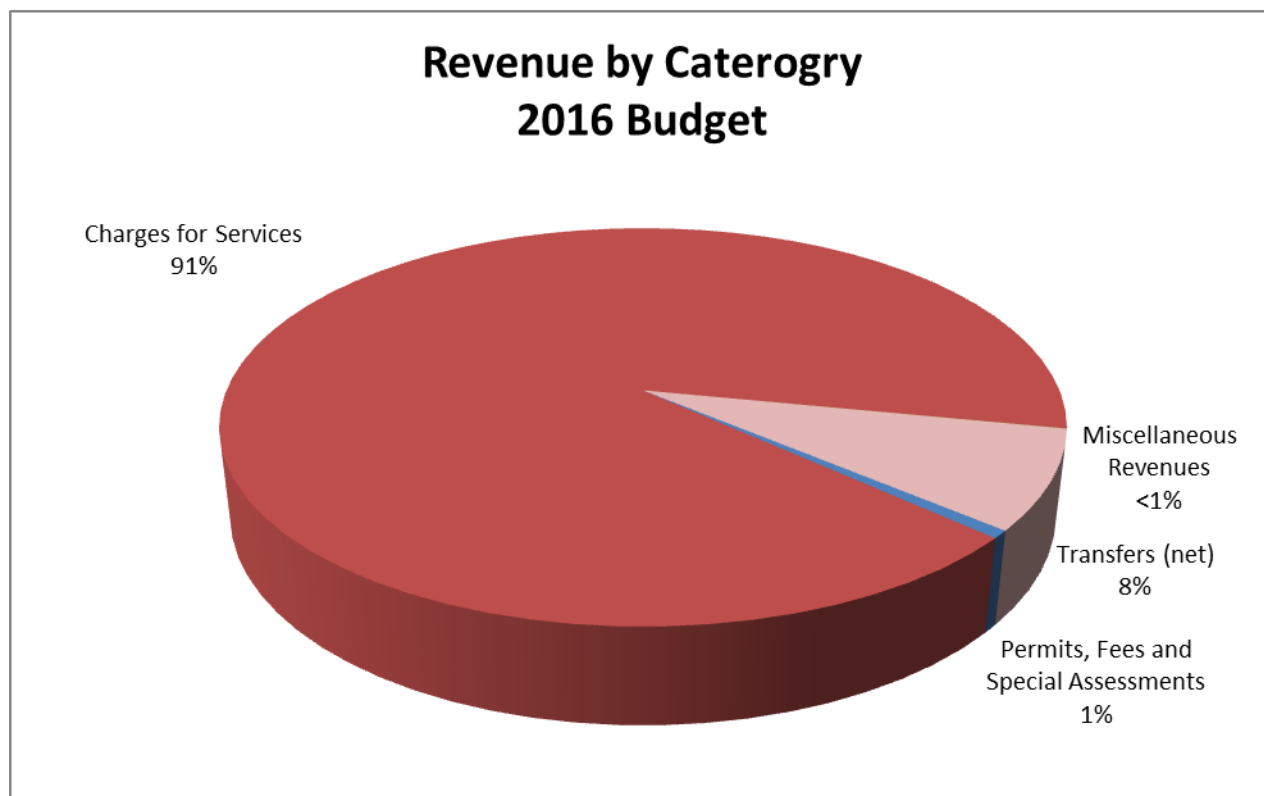
		2015 BUDGET	2015 PROJECTED	2016 BUDGET
<u>OPERATING REVENUE</u>				
343.91	RESIDENTIAL STORMWATER	408,000	420,199	421,200
343.92	COMMERCIAL STORMWATER	520,000	539,658	540,000
TOTAL OPERATING REVENUE		928,000	959,857	961,200
<u>NON-OPERATING REVENUE</u>				
331.10	FEDERAL GRANTS	0	0	0
334.10	STATE GRANTS	0	0	0
343.49	MISCELLANEOUS REVENUE	0	0	0
TOTAL NON-OPERATING REVENUE		0	0	0
<u>OTHER REVENUE</u>				
361.00	INTEREST EARNINGS	3,000	2,278	2,250
364.00	SALE\COMP. FOR LOSS - FIXED ASSETS	0	0	0
365.00	SALE OF SURPLUS MATERIALS	0	0	0
368.00	REIMBURSEMENTS	0	0	0
TOTAL OTHER REVENUE		3,000	2,278	2,250
TOTAL STORMWATER FUND REVENUE		931,000	962,135	963,450

**CITY OF ST. AUGUSTINE
BUDGET SUMMARY FOR FY 2016
STORMWATER FUND**

	2015 BUDGET	2015 PROJECTED	2016 BUDGET
TOTAL REVENUE	931,000	962,135	963,450
<u>OPERATING EXPENSES</u>			
538.10 STORMWATER OPERATIONS	1,444,594	675,948	1,738,405
TOTAL OPERATING EXPENSES	1,444,594	675,948	1,738,405
<u>DEBT SERVICE</u>			
533.80 PRINCIPAL	0	0	0
533.80 INTEREST	0	0	0
533.80 OTHER DEBT SERVICE COSTS	0	0	0
TOTAL DEBT SERVICE	0	0	0
<u>INTERFUND TRANSFERS IN OR OUT</u>			
381.00 GENERAL INTERFUND TRANSFERS	0	0	0
387.00 OPERATING TRANSFERS	87,263	87,263	72,699
388.00 OTHER TRANSFERS	794,462	334,462	1,254,257
TOTAL INTERFUND TRANSFERS IN	881,725	421,725	1,326,956
581.00 GENERAL & ADMIN/SUBSIDY TRANSFER	115,649	115,649	300,080
587.00 OPERATING TRANSFERS	29,146	29,146	29,146
588.00 OTHER TRANSFERS	223,336	223,336	223,336
TOTAL INTERFUND TRANSFERS OUT	368,131	368,131	552,562
TOTAL STORMWATER FUND (DEFICIT) OR EXCESS	0	339,781	(560)

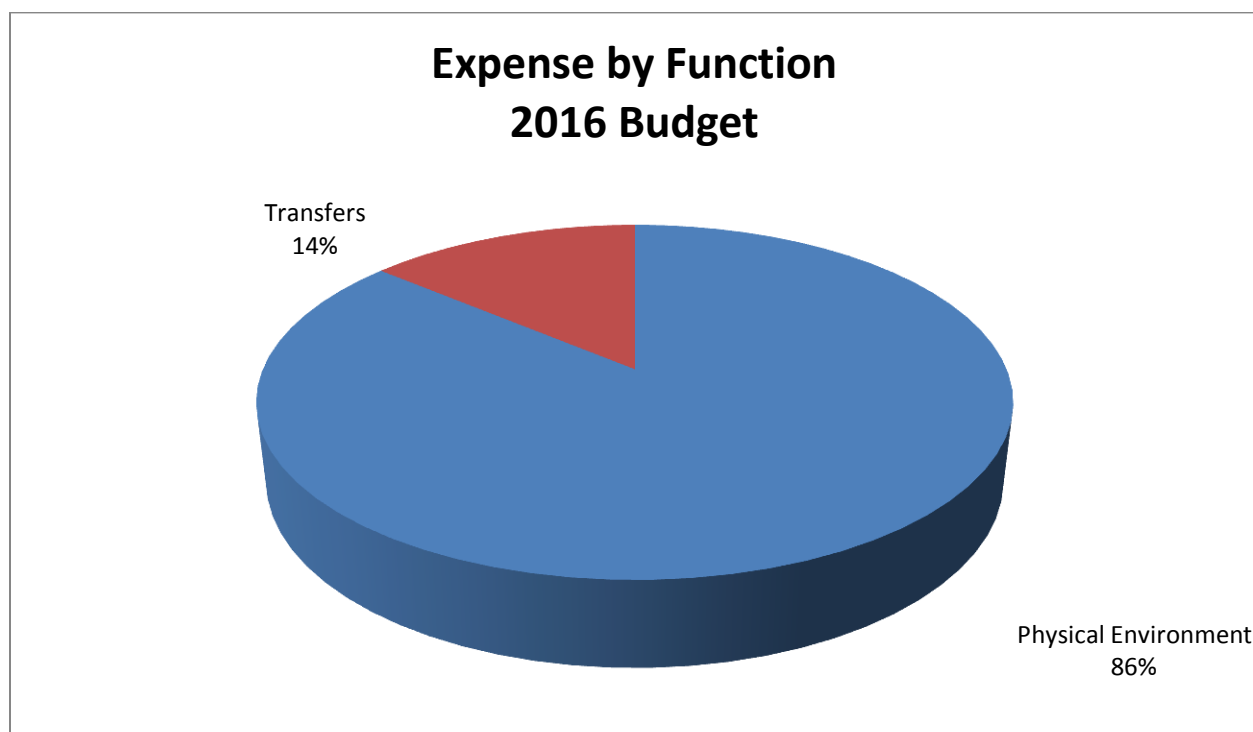
Notes

Solid Waste Fund



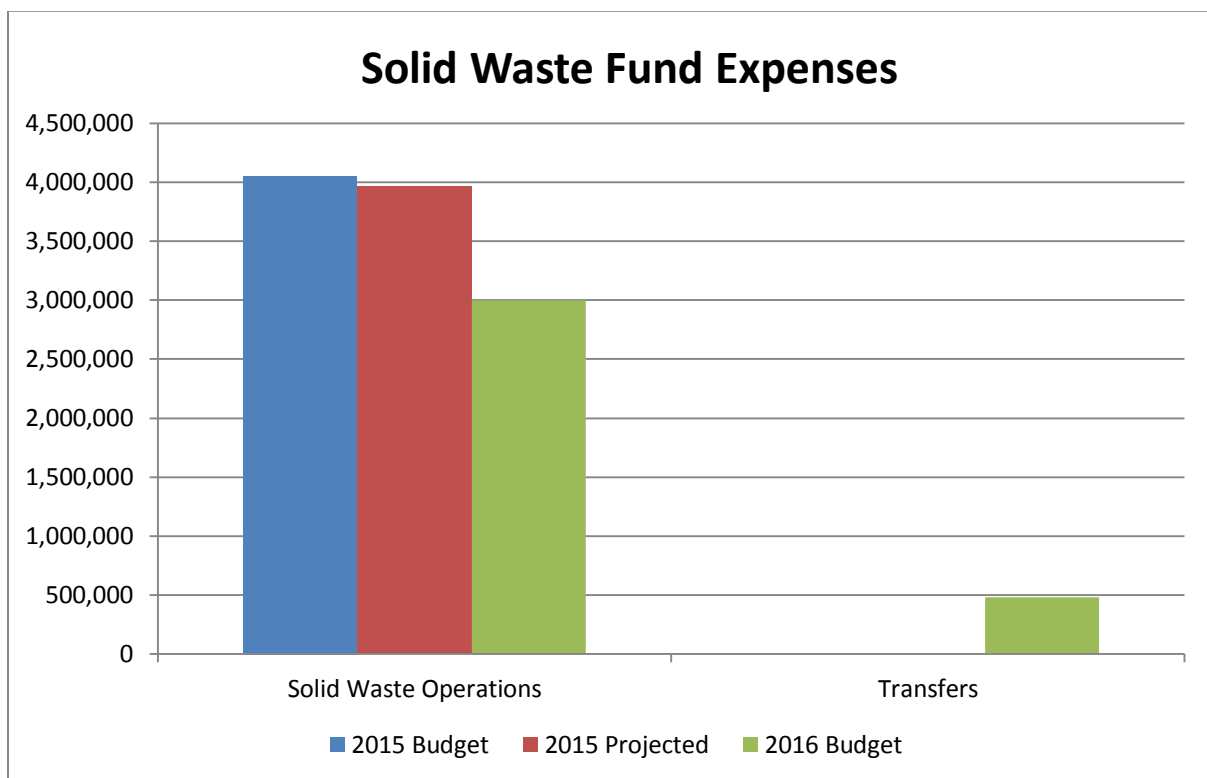
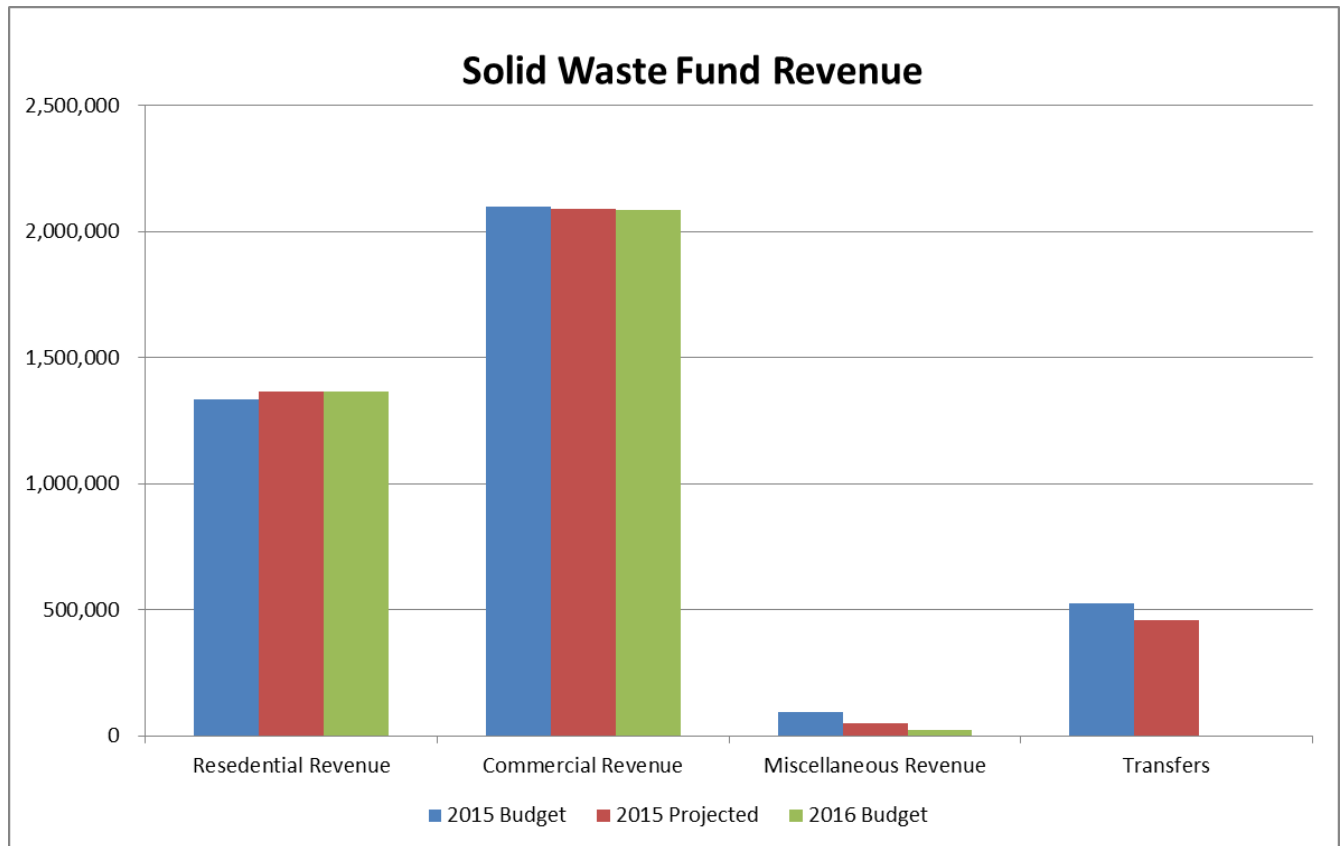
Revenues by Category	Budget 2015	Projected 2015	Budget 2016
Permits, Fees and Special Assessments	\$ 15,000	\$ 25,110	\$ 24,000
Charges for Services	3,430,022	3,456,111	3,453,800
Miscellaneous Revenues	81,251	24,101	950
Transfers (net)	524,592	458,461	
Total	\$ 4,050,865	\$ 3,963,783	\$ 3,478,750

Solid Waste Fund



Expenses by Function	Budget 2015	Projected 2015	Budget 2016
Physical Environment	\$ 4,050,865	\$ 3,963,784	\$ 2,999,912
Transfers			\$ 482,546
Total	4,050,865	3,963,784	3,482,459

Current Solid Waste Fund Reserve Balance: \$565,000



**CITY OF ST. AUGUSTINE
BUDGET SUMMARY FOR FY 2016
SOLID WASTE FUND**

		2015 BUDGET	2015 PROJECTED	2016 BUDGET
	<u>OPERATING REVENUE</u>			
343.41	RESIDENTIAL COLLECTION	1,332,000	1,366,437	1,366,800
343.42	COMMERCIAL COLLECTION	2,098,022	2,089,675	2,087,000
	TOTAL OPERATING REVENUE	3,430,022	3,456,112	3,453,800
	<u>NON-OPERATING REVENUE</u>			
343.49	MISCELLANEOUS REVENUE	15,000	25,110	24,000
	TOTAL NON-OPERATING REVENUE	15,000	25,110	24,000
	<u>OTHER REVENUE</u>			
361.00	INTEREST EARNINGS	1,251	3,424	950
364.00	SALE\COMP. FOR LOSS - FIXED ASSETS	80,000	20,000	0
365.00	SALE OF SURPLUS MATERIALS	0	677	0
368.00	REIMBURSEMENTS	0	0	0
	TOTAL OTHER REVENUE	81,251	24,101	950
	TOTAL SOLID WASTE FUND REVENUE	3,526,273	3,505,323	3,478,750

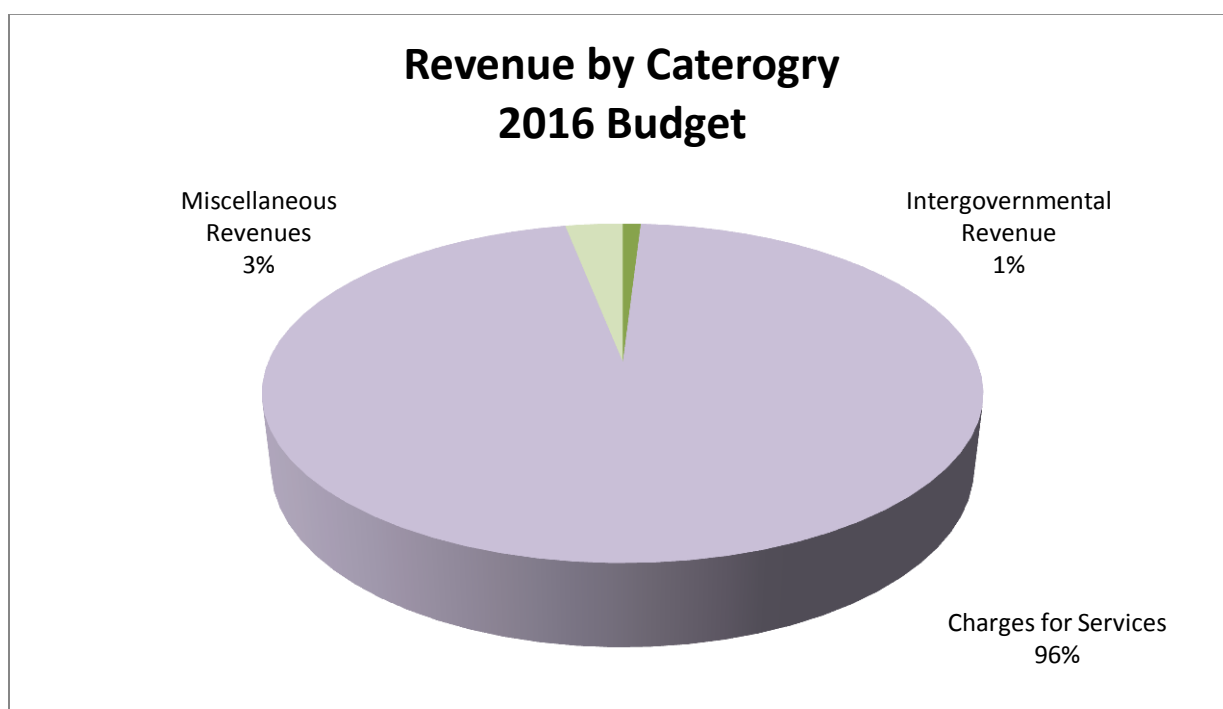
**CITY OF ST. AUGUSTINE
BUDGET SUMMARY FOR FY 2016
SOLID WASTE FUND**

	2015 BUDGET	2015 PROJECTED	2016 BUDGET
TOTAL REVENUE	3,526,273	3,505,323	3,478,750
<u>OPERATING EXPENSES</u>			
534.10 SOLID WASTE OPERATIONS	4,050,865	3,963,784	2,999,912
TOTAL OPERATING EXPENSES	4,050,865	3,963,784	2,999,912
<u>DEBT SERVICE</u>			
533.80 PRINCIPAL	0	0	0
533.80 INTEREST	0	0	0
533.80 OTHER DEBT SERVICE COSTS	0	0	0
TOTAL DEBT SERVICE	0	0	0
<u>INTERFUND TRANSFERS IN OR OUT</u>			
381.00 GENERAL INTERFUND TRANSFERS	15,000	15,000	15,000
383.00 SUBSIDY TRANSFERS	0	0	0
387.00 OPERATING TRANSFERS	0	0	0
388.00 OTHER TRANSFERS	1,072,830	1,006,699	288,526
TOTAL INTERFUND TRANSFERS IN	1,087,830	1,021,699	303,526
581.00 GENERAL & ADMIN/SUBSIDY TRANSFER	380,212	380,212	594,735
587.00 OPERATING TRANSFERS	183,026	183,026	191,337
588.00 OTHER TRANSFERS	0	0	0
TOTAL INTERFUND TRANSFERS OUT	563,238	563,238	786,072
TOTAL SOLID WASTE FUND (DEFICIT) OR EXCESS	0	0	(3,709)

Notes

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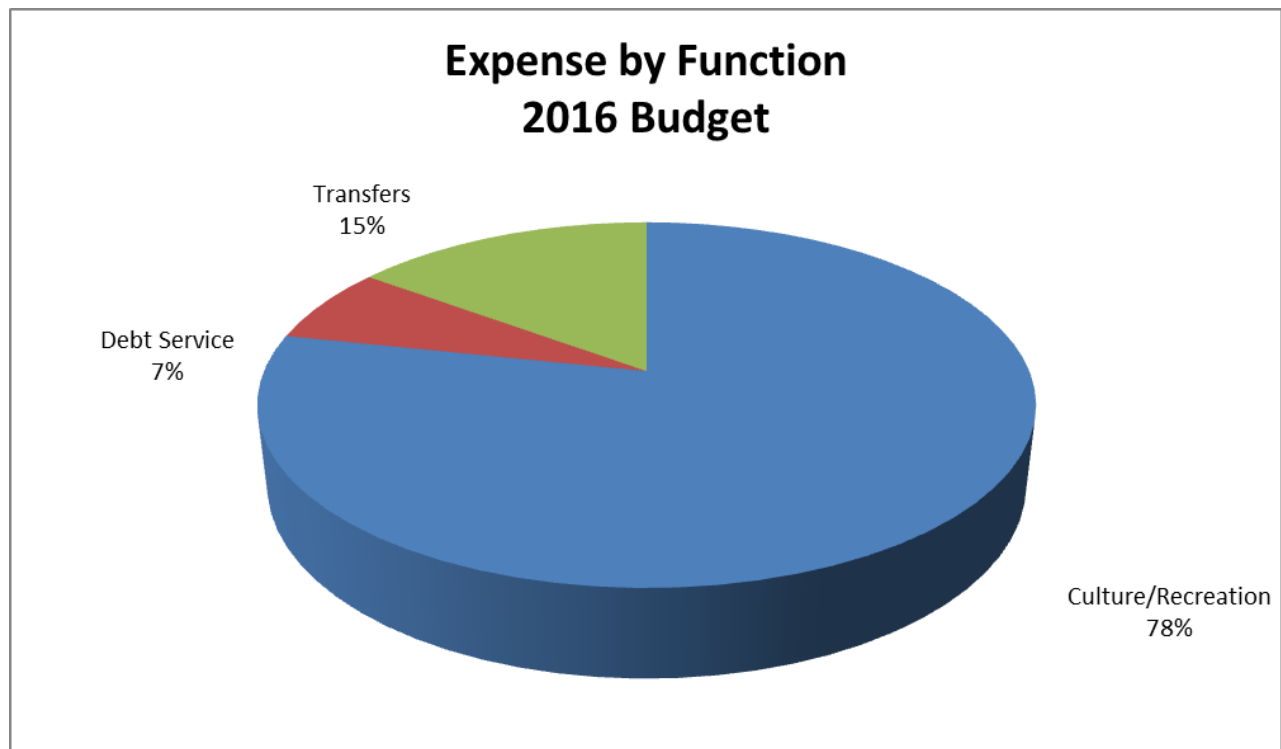
Marina Fund



Revenues by Category	Budget 2015	Projected 2015	Budget 2016
Intergovernmental Revenue	\$ 14,920	\$ 15,910	\$ 24,750
Charges for Services	2,584,196	2,378,321	2,478,750
Miscellaneous Revenues	68,038	75,248	79,459
Total	\$ 2,667,154	\$ 2,469,479	\$ 2,582,959

Marina Fund Personnel

	Current	Proposed	Change
Total FTEs	14	14	--

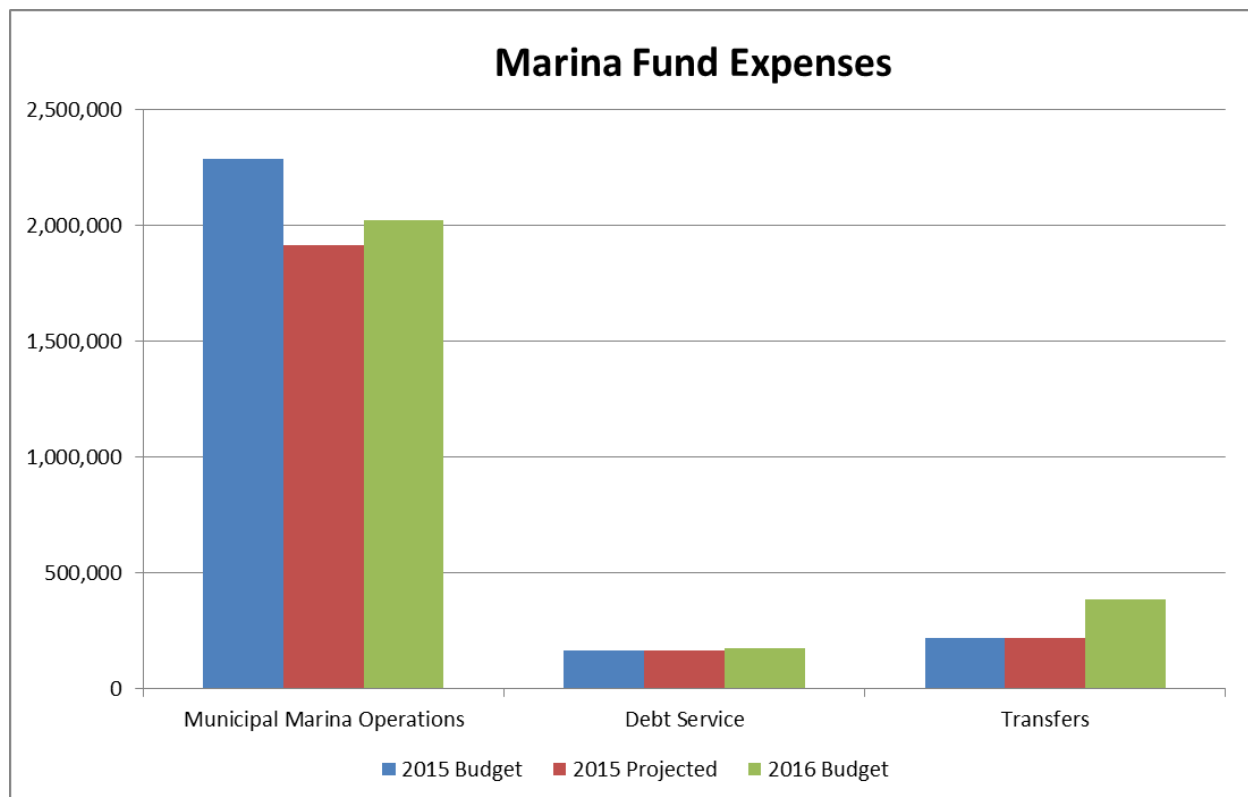
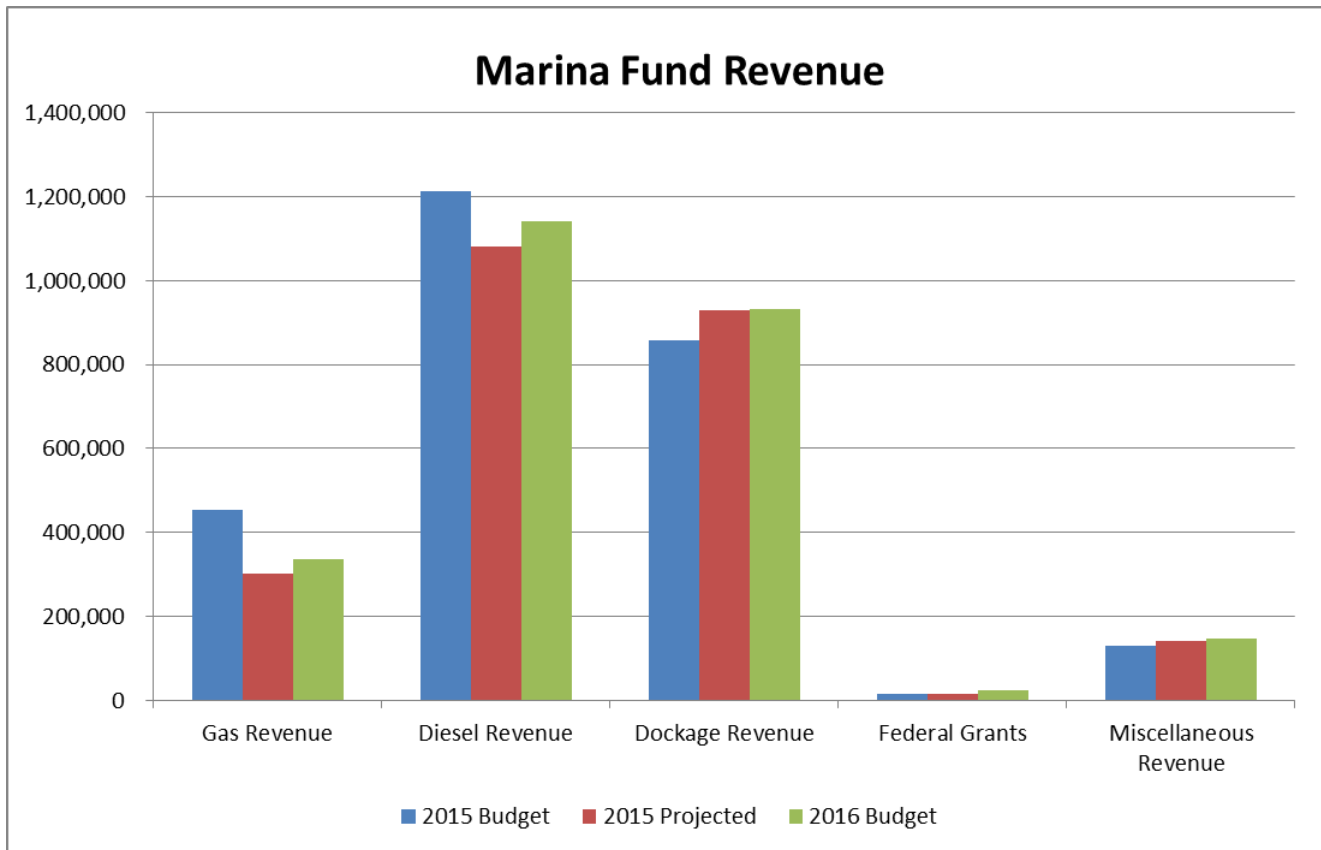
Marina Fund

Expenses by Function	Budget 2015	Projected 2015	Budget 2016
Culture/Recreation	\$ 2,286,113	\$ 1,916,275	\$ 2,024,914
Debt Service	164,545	163,545	175,066
Transfers (net)	216,496	216,496	385,773
Total	\$ 2,667,154	\$ 2,296,316	\$ 2,585,754

Current Marina Fund Reserve Balance: \$133,492

Marina Fund Capital Improvement Plan

Municipal Marina Fund	
Mooring Sys. Replacement	\$50,000
Municipal Marina Fund	
Total	\$50,000



**CITY OF ST. AUGUSTINE
BUDGET SUMMARY FOR FY 2016
MUNICIPAL MARINA FUND**

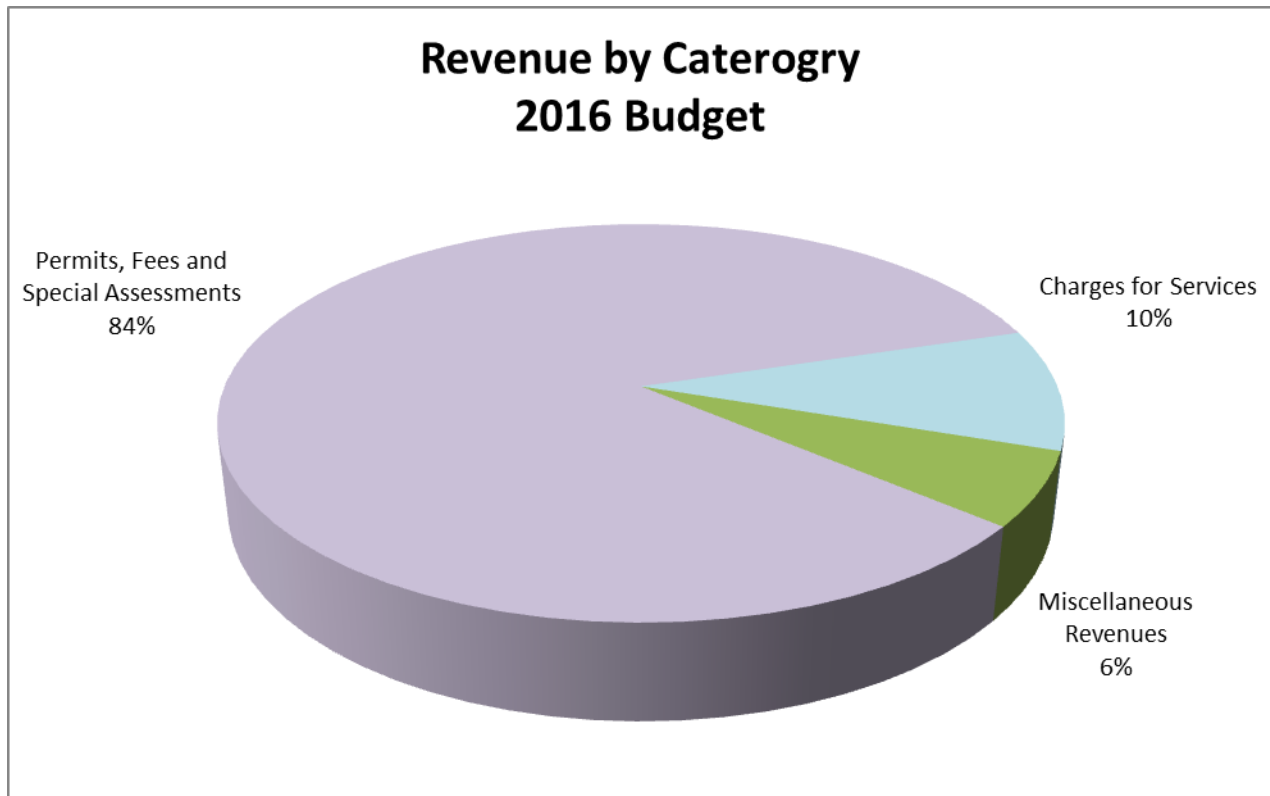
		2015 BUDGET	2015 PROJECTED	2016 BUDGET
<u>OPERATING REVENUE</u>				
344.21	GASOLINE	452,896	301,063	337,450
344.22	DIESEL FUEL	1,212,100	1,079,745	1,141,200
344.23	ELECTRICITY	60,000	66,116	67,000
344.24	OTHER SALES	0	0	0
344.25	DOCKAGE	858,000	930,595	932,000
344.26	LAUNDRY	0	0	0
344.27	OVER/SHORT	0	-11	0
344.28	CABLE TV	1,100	713	1,000
344.29	MISCELLANEOUS REVENUE	100	100	100
TOTAL OPERATING REVENUE		2,584,196	2,378,321	2,478,750
<u>NON-OPERATING REVENUE</u>				
334.10	FEDERAL/STATE GRANTS	14,920	15,910	24,750
TOTAL NON-OPERATING REVENUE		14,920	15,910	24,750
<u>OTHER REVENUE</u>				
361.00	INTEREST EARNINGS	368	55	0
362.00	RENTAL INCOME	40,543	40,718	40,543
369.00	OTHER MISCELLANEOUS REVENUE	27,127	34,475	38,916
TOTAL OTHER REVENUE		68,038	75,248	79,459
TOTAL MUNICIPAL MARINA FUND REVENUE		2,667,154	2,469,479	2,582,959

**CITY OF ST. AUGUSTINE
BUDGET SUMMARY FOR FY 2016
MUNICIPAL MARINA FUND**

	2015 BUDGET	2015 PROJECTED	2016 BUDGET
TOTAL REVENUE	2,667,154	2,469,479	2,582,959
<u>OPERATING EXPENSES</u>			
575.10 MUNICIPAL MARINA OPERATIONS	2,286,113	1,916,275	2,024,914
TOTAL OPERATING EXPENSES	2,286,113	1,916,275	2,024,914
<u>DEBT SERVICE</u>			
533.80 PRINCIPAL	152,539	152,539	168,613
533.80 INTEREST	11,006	11,006	5,953
533.80 OTHER DEBT SERVICE COSTS	1,000	0	500
TOTAL DEBT SERVICE	164,545	163,545	175,066
<u>INTERFUND TRANSFERS IN OR OUT</u>			
381.00 GENERAL INTERFUND TRANSFERS	0	0	0
383.00 SUBSIDY TRANSFERS	27,031	27,031	27,032
387.00 OPERATING TRANSFERS	0	0	0
388.00 OTHER TRANSFERS	0	0	7,500
TOTAL INTERFUND TRANSFERS IN	27,031	27,031	34,532
581.00 GENERAL & ADMIN/SUBSIDY TRANSFER	70,178	70,178	246,956
587.00 OPERATING TRANSFERS	0	0	0
588.00 OTHER TRANSFERS	173,349	173,349	173,349
TOTAL INTERFUND TRANSFERS OUT	243,527	243,527	420,305
TOTAL MUNICIPAL MARINA FUND (DEFICIT) OR EXCESS	0	173,163	(2,795)

Notes

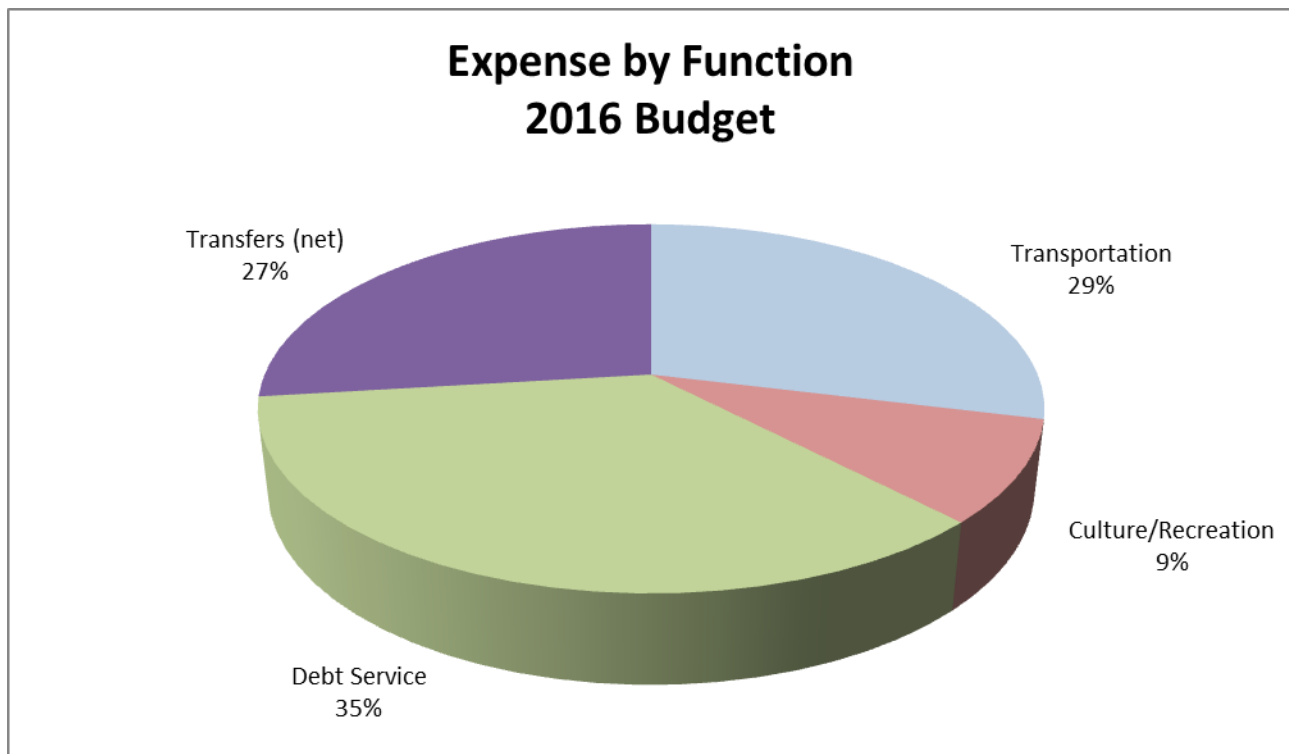
Visitor Information Center Fund



Revenues by Category	Budget 2015	Projected 2015	Budget 2016
Permits, Fees and Special Assessments	\$ 2,905,460	\$ 3,274,653	\$ 3,215,031
Charges for Services	340,000	412,662	378,000
Miscellaneous Revenues	227,316	226,403	228,551
Total	\$ 3,472,776	\$ 3,913,718	\$ 3,821,582

Visitor Information Center Fund Personnel

	Current	Proposed	Change
Total FTEs	16	17.5	1.5 <i>Information Host, Garage Staff</i>

Visitor Information Center Fund

Expenses by Function	Budget 2015	Projected 2015	Budget 2016
Transportation	\$ 952,810	\$ 922,721	\$ 1,101,826
Culture/Recreation	356,072	339,495	341,323
Debt Service	1,342,019	1,382,635	1,348,749
Transfers (net)	816,415	1,216,415	1,028,291
Total	\$ 3,467,316	\$ 3,861,266	\$ 3,820,190

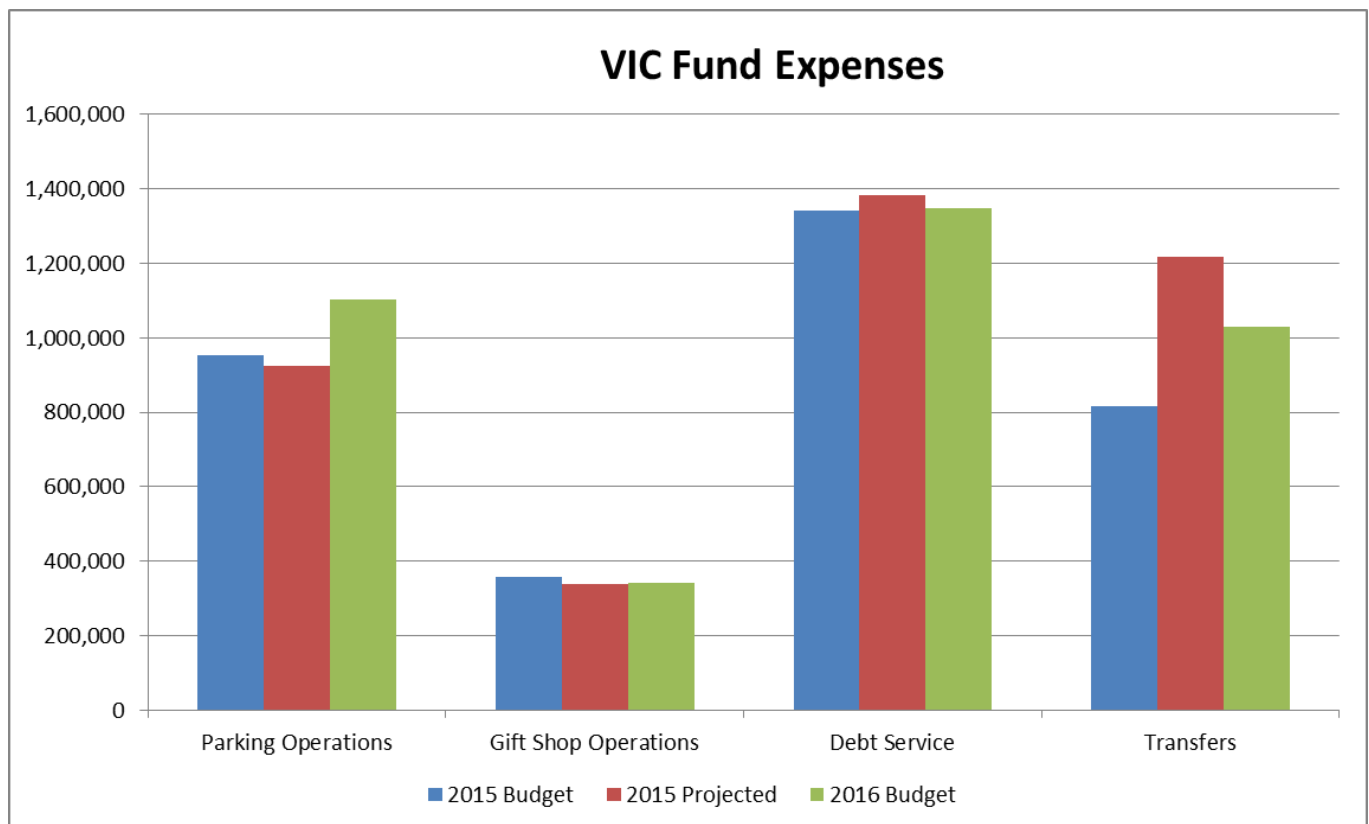
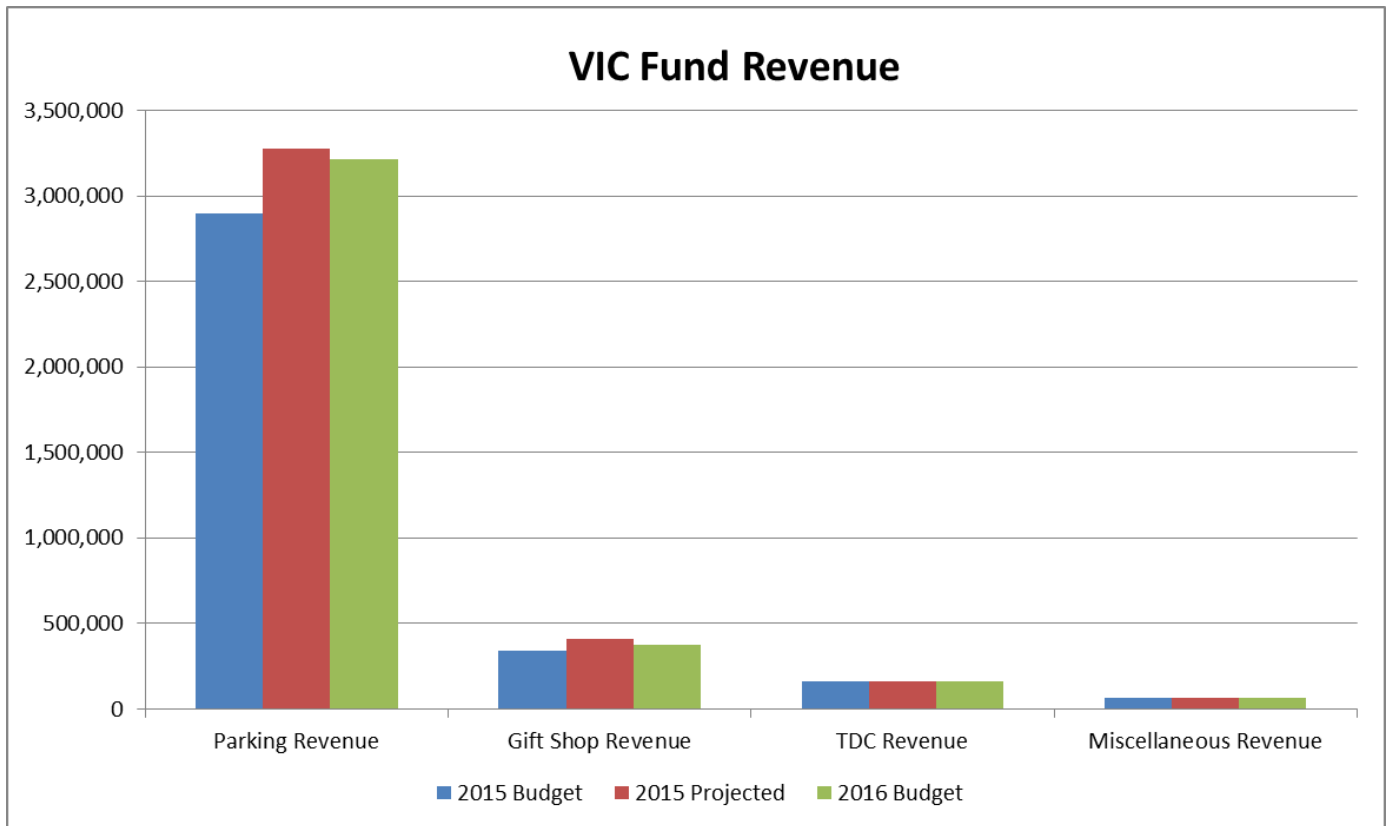
Current Visitor Information Center Fund Reserve Balance: \$299,491

**CITY OF ST. AUGUSTINE
BUDGET SUMMARY FOR FY 2016
VISITOR INFORMATION CENTER FUND**

		2015 BUDGET	2015 PROJECTED	2016 BUDGET
	<u>OPERATING REVENUE</u>			
575.30	VISITOR INFORMATION	3,240,000	3,687,315	3,593,031
	TOTAL OPERATING REVENUE	3,240,000	3,687,315	3,593,031
	<u>NON-OPERATING REVENUE</u>			
575.30	VISITOR INFORMATION	171,316	171,338	171,316
	TOTAL NON-OPERATING REVENUE	171,316	171,338	171,316
	<u>OTHER REVENUE</u>			
575.30	VISITOR INFORMATION	56,000	55,064	57,235
	TOTAL OTHER REVENUE	56,000	55,064	57,235
	TOTAL V.I.C. FUND REVENUE	3,467,316	3,913,718	3,821,582

**CITY OF ST. AUGUSTINE
BUDGET SUMMARY FOR FY 2016
VISITOR INFORMATION CENTER FUND**

	2015 BUDGET	2015 PROJECTED	2016 BUDGET
TOTAL REVENUE	3,467,316	3,913,718	3,821,582
<u>OPERATING EXPENSES</u>			
545.20 V.I.C. CENTER/PARKING FACILITY	952,810	922,721	1,101,826
575.30 V.I.C. GIFT SHOP	356,072	339,495	341,323
TOTAL OPERATING EXPENSES	1,308,882	1,262,216	1,443,149
<u>DEBT SERVICE</u>			
533.80 PRINCIPAL	409,628	409,628	428,447
533.80 INTEREST	931,391	970,207	919,302
533.80 OTHER DEBT SERVICE COSTS	1,000	2,800	1,000
TOTAL DEBT SERVICE	1,342,019	1,382,635	1,348,749
<u>INTERFUND TRANSFERS IN OR OUT</u>			
381.00 GENERAL INTERFUND TRANSFERS	0	0	0
383.00 SUBSIDY TRANSFERS	0	0	0
387.00 OPERATING TRANSFERS	0	0	0
388.00 OTHER TRANSFERS	512,148	512,148	651,786
TOTAL INTERFUND TRANSFERS IN	512,148	512,148	651,786
581.00 GENERAL & ADMIN/SUBSIDY TRANSFER	71,305	71,305	210,311
587.00 OPERATING TRANSFERS	235,396	235,396	191,598
588.00 HISTORIC PRESERVATION TRANSFER	88,582	88,582	100,000
588.00 SINKING FUND TRANSFER	0	100,000	200,000
588.00 MOBILITY & INFRASTRUCTURE TRANSFERS	0	100,000	806,598
588.00 450th COMMEMORATION TRANSFERS	699,418	699,418	0
588.00 OTHER TRANSFERS	233,862	433,862	171,571
TOTAL INTERFUND TRANSFERS OUT	1,328,563	1,728,563	1,680,077
TOTAL V.I.C. FUND (DEFICIT) OR EXCESS	0	52,452	1,392



Notes

**CITY OF ST. AUGUSTINE
BUDGET SUMMARY FOR FY 2016
HISTORIC PRESERVATION FUND**

	2015 BUDGET	2015 PROJECTED	2016 BUDGET
<u>INTERFUND TRANSFERS IN OR OUT</u>			
381.00 GENERAL INTERFUND TRANSFERS	0	0	0
383.00 SUBSIDY TRANSFERS	0	0	0
387.00 OPERATING TRANSFERS	0	0	0
388.00 OTHER TRANSFERS	88,582	88,582	100,000
TOTAL INTERFUND TRANSFERS IN	88,582	88,582	100,000
581.00 GENERAL & ADMIN/SUBSIDY TRANSFER	0	0	0
587.00 OPERATING TRANSFERS	0	75,000	80,000
588.00 OTHER TRANSFERS	0	0	0
TOTAL INTERFUND TRANSFERS OUT	0	75,000	80,000
TOTAL HP FUND (DEFICIT) OR EXCESS	88,582	13,582	20,000

- ***2015 Transfer to Capital Projects Fund to do additional work on the Alcazar Hotel roof (\$75,000)***
- ***2016 Transfer to General Fund for Alcazar Hotel Iron Light Cages (\$20,000) and for Casa Del Hidalgo roof (\$60,000)***

**CITY OF ST. AUGUSTINE
BUDGET SUMMARY FOR FY 2016
HISTORIC AREA CRA**

		2015 BUDGET	2015 PROJECTED	2016 BUDGET
<u>OPERATING REVENUE</u>				
311.51	INCREMENTAL TAXES--HACRA	208,993	209,079	270,456
	TOTAL OPERATING REVENUE	208,993	209,079	270,456
<u>OTHER REVENUE</u>				
361.00	INTEREST EARNINGS	0	22	0
	TOTAL OTHER REVENUE	0	22	0
TOTAL C.R.A. FUND REVENUE		208,993	209,101	270,456
<u>OPERATING EXPENSES</u>				
513.10	HISTORICA AREA CRA	0	0	0
TOTAL OPERATING EXPENSES		0	0	0
<u>INTERFUND TRANSFERS IN OR OUT</u>				
381.00	GENERAL INTERFUND TRANSFERS HACR	290,806	290,926	376,330
387.00	OPERATING TRANSFERS	0	0	0
388.00	OTHER TRANSFERS	0	0	0
	TOTAL INTERFUND TRANSFERS IN	290,806	290,926	376,330
581.00	GENERAL & ADMIN/SUBSIDY TRANSFER	0	0	0
582.00	DEBT SERVICE	499,799	499,897	646,786
587.00	OPERATING TRANSFERS	0	0	0
588.00	SURPLUS TRANSFERS	0	0	0
	TOTAL INTERFUND TRANSFERS OUT	499,799	499,897	646,786
TOTAL C.R.A. FUND (DEFICIT) OR EXCESS		0	129	0

**CITY OF ST. AUGUSTINE
BUDGET SUMMARY FOR FY 2016
LINCOLNVILLE CRA**

		2015 BUDGET	2015 PROJECTED	2016 BUDGET
<u>OPERATING REVENUE</u>				
311.50	INCREMENTAL TAXES--LCRA	47,551	48,558	106,997
	TOTAL OPERATING REVENUE	47,551	48,558	106,997
<u>OTHER REVENUE</u>				
361.00	INTEREST EARNINGS	0	0	0
	TOTAL OTHER REVENUE	0	0	0
TOTAL C.R.A. FUND REVENUE		47,551	48,558	106,997
<u>OPERATING EXPENSES</u>				
513.11	LINCOLNVILLE CRA	105,000	80,000	292,003
TOTAL OPERATING EXPENSES		105,000	80,000	292,003
<u>INTERFUND TRANSFERS IN OR OUT</u>				
381.00	GENERAL INTERFUND TRANSFERS LCRA	66,165	67,567	148,882
387.00	OPERATING TRANSFERS	0	0	0
388.00	OTHER TRANSFERS	0	0	36,125
	TOTAL INTERFUND TRANSFERS IN	66,165	67,567	185,007
581.00	GENERAL & ADMIN/SUBSIDY TRANSFER	0	0	0
582.00	DEBT SERVICE	0	0	0
587.00	OPERATING TRANSFERS	0	0	0
588.00	SURPLUS TRANSFERS	8,716	8,716	0
	TOTAL INTERFUND TRANSFERS OUT	8,716	8,716	0
TOTAL C.R.A. FUND (DEFICIT) OR EXCESS		0	27,409	0

Notes

Strategic Action Items for 2016**Goal 1: Livability****Objective 1: Communications and Online Presence to Promote Citizen Engagement****Initiative—Enhance the City’s online presence**

Action Item: Develop and Deploy City Web Site \$18,000

Action Item: Addition of Staff Resources \$145,725

- *Communications Officer*
- *A/V Room Technician/Public Records Custodian*

Initiative—Promote Citizen Engagement

Action Item: Citizen Survey \$14,000

Action Item: Neighborhood Grant Program \$12,500

Action Item: Town and Gown \$0

Goal 1: Livability (continued)**Objective 2: Infrastructure Planning & Construction****Initiative—Provide clean water and reliable infrastructure**

<i>Action Item: CIP Communications Refinement</i>	\$0
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<i>Action Item: Utility Capital Improvement Plan</i>	\$5,386,700
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Initiative—Complete the adopted Stormwater Master Plan

<i>Action Item: Stormwater Drainage Improvements</i>	\$390,000
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<i>Action Item: Outfall Improvements</i>	\$460,000
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<i>Action Item: Road Reconstruction</i>	\$410,000
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Initiative—Evaluate and prioritize investments in technology platforms

<i>Action Item: GIS Master Plan</i>	\$30,000
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<i>Action Item: VoIP Phone System Replacement</i>	\$100,000
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<i>Action Item: City View Upgrade Implementation</i>	\$0
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Initiative—Other infrastructure projects

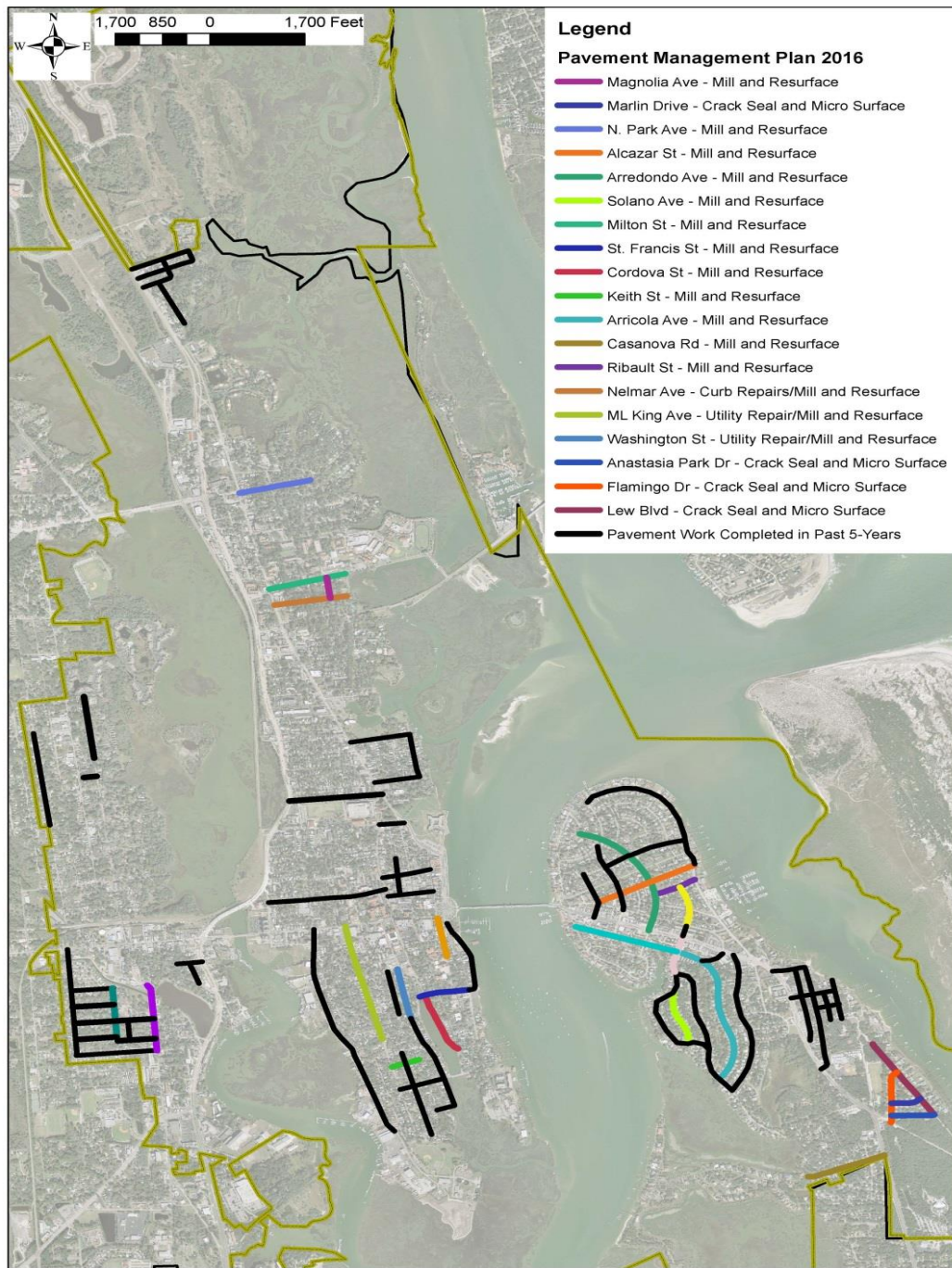
<i>Action Item: Dredging & Mooring Field</i>	\$550,000
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<i>Action Item: Goal of Police Dept. Accreditation</i>	\$44,390
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Goal 1: Livability (continued)

Initiative—Street paving and repair

Action Item: Road and Sidewalk Infrastructure Improvement



Goal 1: Livability (continued)**Objective 3: Event Management**

Initiative—Develop and monitor comprehensive policies to facilitate community events

Action Item: Update Event Management Policy and Fee Structure \$0

Action Item: Small Town Experience Grants \$5,000

Objective 4: Mobility Planning

Initiative—Implement a mobility planning function to address both short-term and long-term solutions

Action Item: 5 Year Mobility Plan \$100,000

Action Item: Mobility Infrastructure \$500,000

Action Item: Freight Loading Zone Plan \$0

Action Item: Parking Revenue Assessment \$0

Action Item: Residential Parking Ordinance \$0

Action Item: Mobility Task Force Establishment \$0

Action Item: Negotiate Public Private Partnerships \$0

Action Item: Identify “Early Wins” \$0

Goal 2: Authenticity**Objective 5: Historic Preservation Planning**

Initiative—Protect the long-term preservation of the community’s architectural cultural resources for present and future generations

Action Item: Historic Preservation Master Plan Consulting Services: \$75,000 budgeted in FY 2015

Action Item: Waterworks Building Rehabilitation \$350,000

Action Item: Casa Del Hidalgo Roof \$90,000

Action Item: Lightner Building Light Cages \$40,000

Action Item: Historical Markers & Signs \$3,500

Goal 3: Character**Objective 6: Zoning Update**

Initiative—Preserve the character of St. Augustine

Action Item: Entry-Corridor Guideline Development: \$45,000 budgeted in FY 2015.

Action Item: Smart Growth Plan \$30,000

Action Item: Zoning Code Update \$5,000

Action Item: Planned Unit Development Ordinance Update \$0

Action Item: Self Storage Warehouse Ordinance Creation \$0

Goal 4: Vitality**Objective 7: Capital Plan Financing**

Initiative—Develop an integrated model for long-term financial planning that aligns financial capacity with long-term objectives.

<i>Action Item: Develop financial planning models and Fund Balance Policies for all funds</i>	<i>\$0</i>
<i>Action Item: Fire Assessment Fee Analysis</i>	<i>\$40,000</i>
<i>Action Item: Citizen Survey Development</i>	<i>\$14,000</i>
<i>Action Item: Performance Measurement System</i>	<i>\$0</i>
<i>Action Item: Integration of Strategic Planning, Budgeting, Key Performance Indicators (KPIs) and Citizen Survey</i>	<i>\$0</i>
<i>Action Item: Implementation of Citizen Transparency Module</i>	<i>\$0</i>
<i>Action Item: Expanded Finance Position to Include Contract Performance Monitoring</i>	<i>\$5,000</i>

Goal 4: Vitality (continued)**Objective 8: Sustainable Best Practices**

Initiative—Develop City values that lead to sustainable practices, environmental conservation and operational change that reduces our carbon footprint.

<i>Action Item: Sea Level Rise White Paper</i>	<i>\$15,000</i>
<i>Action Item: Solar Energy Analysis</i>	<i>\$10,000</i>
<i>Action Item: Lighting Upgrades</i>	<i>\$25,000</i>
<i>Action Item: Bring Recycling Program In-House</i>	<i>\$0</i>
<i>Action Item: Tree Canopy Conservation/Replacement Program</i>	<i>\$10,000</i>
<i>Action Item: Implementation of Conservation Rates</i>	<i>\$0</i>

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