



CITY OF
ST. AUGUSTINE
EST. 1565



2021 Proposed Budget

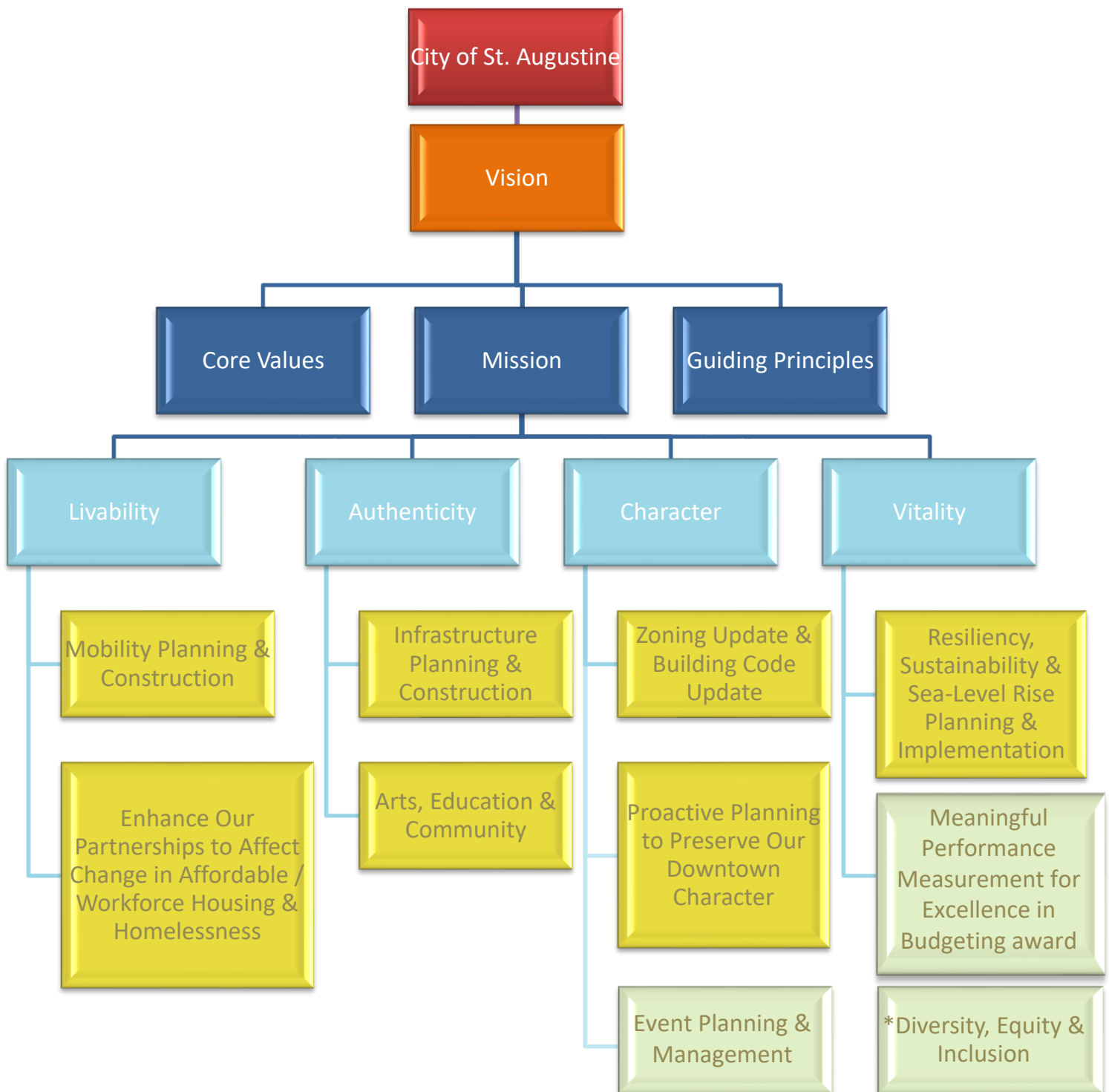
City of St. Augustine

09/03/2020

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City of St. Augustine Strategic Plan (*with proposed changes)



Fiscal Year 2020 Challenges & Accomplishments

COVID-19

Summary of Financial Impacts:

- Nearly all sources of revenue declined in fiscal year 2020 with the exception of ad valorem tax which is our largest source of general fund revenue. The total projected revenue shortfall in the general fund is \$1,800,000.
- The operating budget was reduced by approximately \$725,000 and the personal services budget was reduced by \$500,000 to help offset the reduction in revenue.
- Repaving of streets and other planned infrastructure improvement projects were evaluated and some immediately halted resulting in savings of \$575,000.
- The City may be able to recoup some COVID-19 expenditures through the cares act and will increase revenues if the funding is deemed estimable, reliable, and timely.

Infrastructure Planning & Construction: Completed Projects

- Charlotte St. Roadway & Utility Improvements
- North City Water Main Improvements
- Ravenswood Drive Drainage Utility Relocation
- West 2nd Street Gravity Sewer and Septic to Sewer Connections
- Davis Shores Tide Backflow Valves
- FDEP Florida Resilient Coastlines Program Grant for 10 Additional Tide Backflow Valves
- Smoke Testing, Cleanout Repairs, and Manhole Inflow Dish Installation in Multiple Basins
- Clean and CIPP Sanitary Mains in Basins 2 & 24
- Lake Maria Sanchez Drainage Design
- Coquina Park Flood Mitigation Project

Mobility Planning & Construction:

- King Street Complete Master Plan
- Mobility Plan Adoption
- EV Charging Stations
- Arredondo Bike Rack and Improvements
- Plantation Island Drive Sidewalk

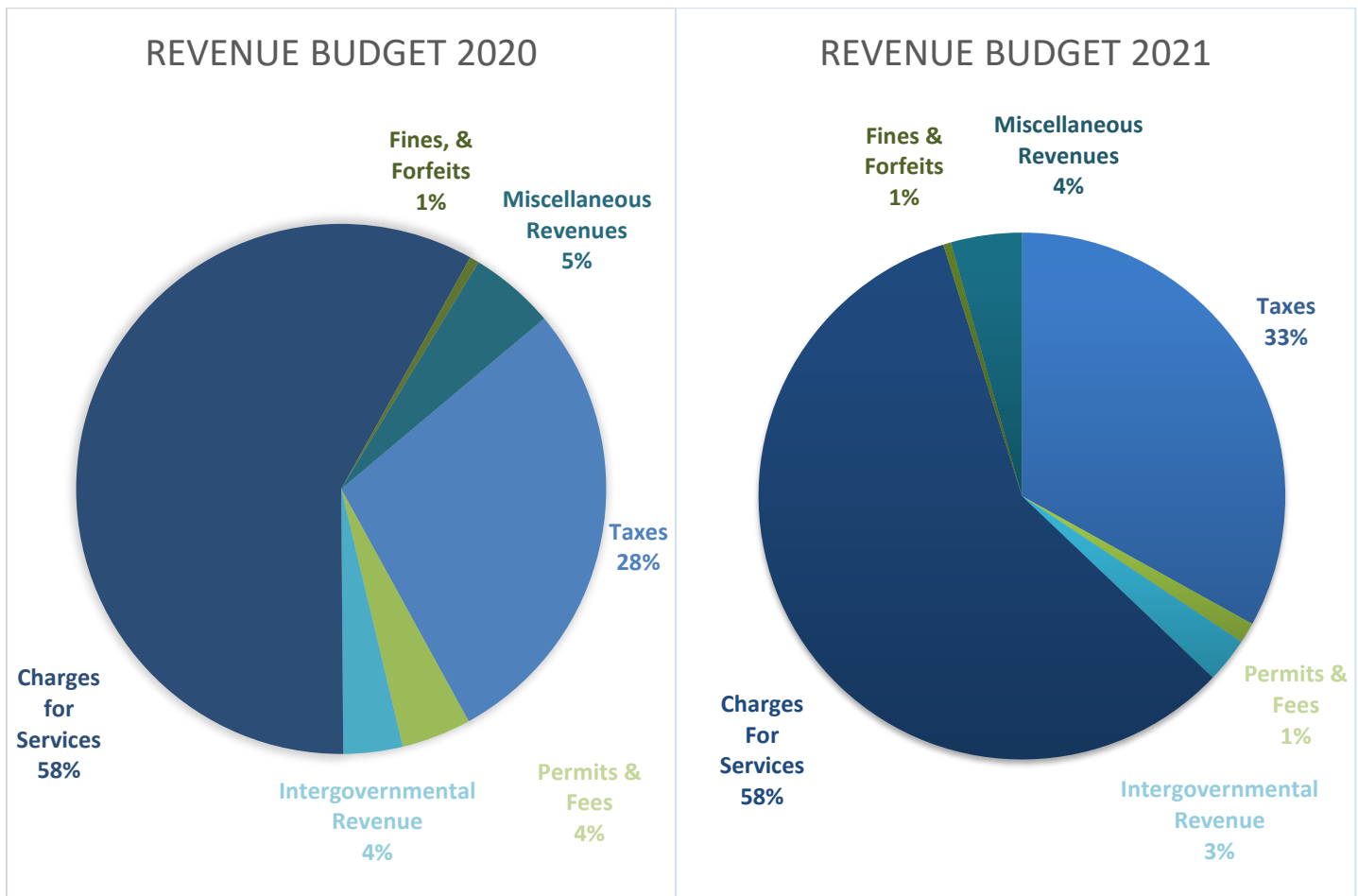
Zoning & Building Code Update:

- Completion of the Comprehensive Plan Update
- Vacation Rental Program Software Implementation
- Major Software Conversion for Planning & Building Department Integrated with GIS

Fiscal Year 2021 City Wide Budget: Highlights

- Millage rate stays at 7.5 mills. This results in \$1,736,546 net additional ad valorem revenue.
- The increase in ad valorem revenue keeps the general fund relatively stable since nearly all other revenue sources are budgeted to decline.
- Continued Improvements of Sevilla and Cuna Streets
- Downtown Lighting Survey
- Visitor Information Center Fund continues to transfer \$1,250,000 for Mobility, Historic Preservation and VIC Sinking Fund if parking revenues return to normal.
- Fire assessment fee now covers 49.15% of Fire Department expenses and adds an additional \$31,735 in revenue. No increase this year.
- No Increase in Utility Rates.
- 6.7% Increase in Stormwater rates from \$7.50 to \$8.00 a month per single family unit.
- A Solid Waste study is needed to balance commercial and residential fees and keep the fund financially sound. An increase in residential rates is likely in fiscal year 2021.
- Health Insurance rates were projected to increase by 30%. Modifications to the plan design resulted in a 10.5% increase.
- Personnel compensation includes merit increases but no cost of living adjustment.
- The City was able to reduce executive management by two FTE's as the result of retirements and reorganization and eliminate an administrative position due to efficiency gains resulting in a net decrease in 3 employees – the first reduction in several years.
- The revenue assumptions throughout are conservative estimates and actual results may differ significantly depending on the pandemic and other underlying economic factors. Certain projects will have to be delayed until after our revenue streams return to normal. When budgets are loaded on October 1st they will not be immediately spendable.

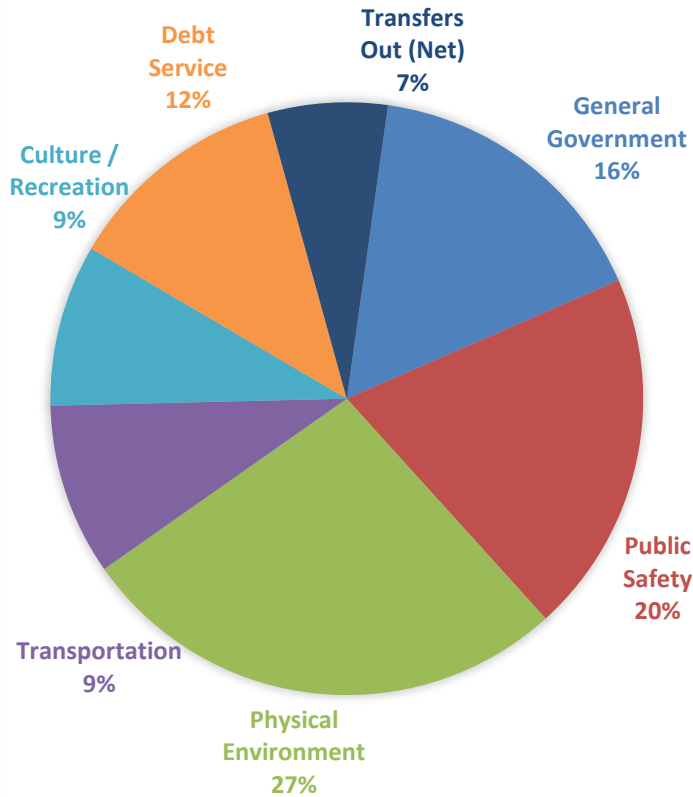
Where does the money come from?



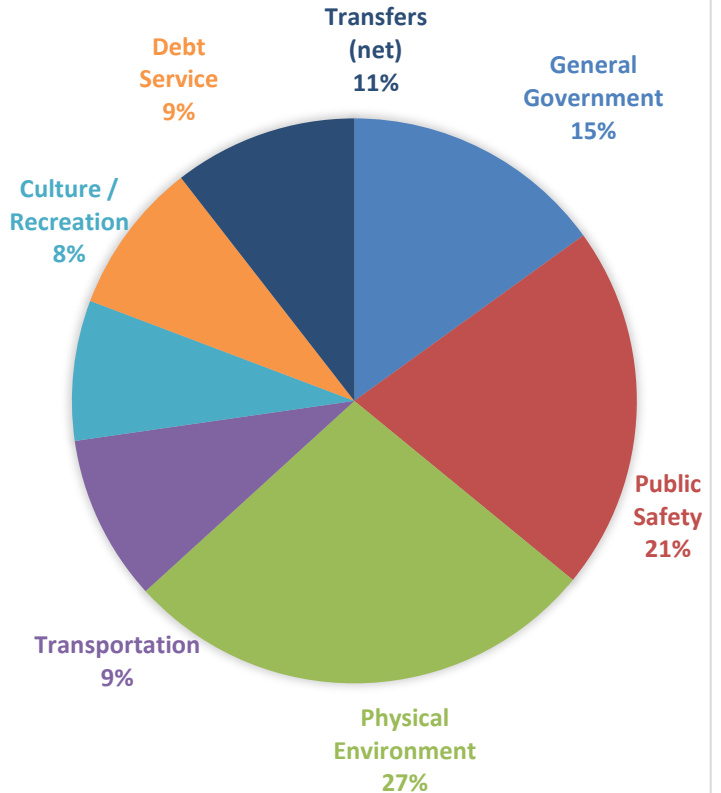
| Revenues by Category | Original Budget 2020 | Final Budget 2020 | Projected 2020 | Budget 2021 |
|---------------------------------------|----------------------|-------------------|----------------|---------------|
| Taxes | 18,579,089 | 18,853,752 | 18,379,268 | 20,026,630 |
| Permits, Fees and Special Assessments | 852,750 | 787,552 | 765,269 | 762,750 |
| Intergovernmental Revenue | 2,169,142 | 5,104,917 | 2,187,974 | 1,679,800 |
| Charges for Services | 34,935,244 | 34,516,808 | 34,673,018 | 35,176,961 |
| Judgements, Fines, & Forfeits | 343,000 | 357,000 | 210,259 | 286,000 |
| Miscellaneous Revenues | 3,130,569 | 3,441,742 | 2,918,435 | 2,612,199 |
| Transfers (net) | 0 | 2,594,094 | 0 | 0 |
| Total | \$ 60,009,794 | \$ 65,655,865 | \$ 59,134,223 | \$ 60,544,340 |

Where does the money go?

EXPENDITURE BUDGET 2020



EXPENDITURE BUDGET 2021



| Expenditures by Category | Original Budget 2020 | Final Budget 2020 | Projected 2020 | Budget 2021 |
|-----------------------------|-------------------------|----------------------|----------------------|----------------------|
| General Government Services | 9,017,517 | 12,873,988 | 9,357,918 | 9,106,147 |
| Public Safety | 11,902,879 | 12,922,296 | 12,616,880 | 12,644,899 |
| Physical Environment | 16,174,807 | 21,530,704 | 16,049,552 | 16,534,930 |
| Transportation | 6,354,095 | 7,284,089 | 6,378,293 | 5,750,338 |
| Culture/Recreation | 5,296,698 | 5,734,403 | 4,363,228 | 4,858,587 |
| Debt Service | 5,310,385 | 5,310,385 | 5,063,149 | 5,283,345 |
| Transfers (net) | 5,953,413 | 0 | 3,043,535 | 6,366,094 |
| Total | \$ 60,009,794 | \$ 65,655,865 | \$ 56,872,555 | \$ 60,544,340 |

Personnel Summary 2021 Budget

| Description | 2020 FTEs | 2021 Budget |
|--|-----------|-------------|
| City Commission | 2.5 | 2.5 |
| City Manager Administration (Reduction of Budget Officer & Addition of Part Time Land Manager) | 4 | 3.5 |
| City Clerk | 4 | 4 |
| Financial Serv. Administration | 3 | 3 |
| Accounting | 3 | 3 |
| Customer Service | 6 | 6 |
| General Services Admin. & Purchasing | 8 | 8 |
| Human Resources | 3 | 3 |
| Information Technology | 4 | 4 |
| City Attorney | 3 | 3 |
| Planning & Building (Front Clerk Reduction Through Attrition & Efficiency Gains) | 9 | 8 |
| Fleet Operations | 8 | 8 |
| General Facilities | 2 | 2 |
| Police Department | 72 | 72 |
| Fire Department | 34 | 34 |
| Building & Code Enforcement | 4 | 4 |
| Public Works Administration | 2 | 2 |
| Facility Operations | 8 | 8 |
| Property Services | 13 | 13 |
| Engineering & Devl., Mgmt. Support (GIS Moved to Util Admin + new Construction Manager) | 10.5 | 9 |
| Historic Preservation | 4 | 4 |
| Streets | 11 | 11 |
| Mobility (Director Converted to Public Works - Admin Duties Shared With Communications) | 3 | 1 |
| Parking | 5 | 5 |
| Grounds (Pressure Washers Moved from Solid Waste Fund) | 9 | 11 |
| Special Events | 3 | 3 |
| Water Treatment Plant | 11 | 11 |
| Meter Maintenance | 8 | 8 |
| Wastewater Treatment Plant | 9 | 9 |
| Transmission Distribution | 19 | 19 |
| Waste Water Collections | 14 | 14 |
| Utility Administration (GIS Moved from Engineering) | 6 | 8 |
| Stormwater Operations | 5 | 5 |
| Solid Waste Operations (2 pressure washers moved to grounds) | 21 | 19 |
| Municipal Marina Operations | 12 | 12 |
| VIC Parking Facility | 11 | 11 |
| VIC Center | 6.5 | 6.5 |
| VIC Gift Shop | 5 | 5 |
| | 365.5 | 362.5 |

Two Director Positions Eliminated (Budget Director and Chief Resiliency Officer)

One Administrative Position & Planning Eliminated

Mobility Administrative Position Absorbed by Communications and Clerk

Part time position in Development Eliminated

One New Position in Public Works to Manage Capital Projects (Construction Manager)

City Wide Capital Improvement Plan—By Project

| Project Description | Actual Spent/Encumbered 2020 | Remaining Budget 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | Total Spent and Planned - 2016 thru 2025 |
|---|------------------------------|-----------------------|------------|-----------|-----------|-----------|---------|--|
| Auto. Meter Reading Prog. (AMR) Total | 1,015,478 | 183,940 | 1,050,000 | - | - | - | - | 4,352,874 |
| Charlotte St Reconstruction Total | 56,555 | 388 | - | - | - | - | - | 978,438 |
| Charlotte Street Reconstruction Total | 81,118 | - | - | - | - | - | - | 334,764 |
| City Buildings and City-Wide Wi-Fi Total | - | - | - | 355,190 | 25,000 | 15,000 | 15,000 | 410,190 |
| City Hall Elevator Hydraulic Shafts Total | - | - | 65,000 | 65,000 | 65,000 | - | - | 195,000 |
| City Hall Generator Upgrades Total | - | - | - | - | 250,000 | - | - | 250,000 |
| City Hall Restroom Renovations Total | - | - | - | - | - | 250,000 | - | 250,000 |
| City Hall Window Replacement Total | - | - | - | 1,000,000 | - | - | - | 1,000,000 |
| Coquina Ave Outfall Improvements Total | 1,850 | 14,820 | - | - | - | - | - | 118,743 |
| Coquina Avenue Land Purchase & Improvements Total | 62,670 | 39,981 | - | - | - | - | - | 569,284 |
| Cordova Street (Downtown Improvements) Total | - | - | - | - | - | 600,000 | - | 600,000 |
| Ct. Theophilia Total | - | - | - | 350,000 | 100,000 | - | - | 450,000 |
| Cuna Street (Downtown Improvements) Total | 200,000 | - | - | 2,300,000 | - | - | - | 2,500,000 |
| Davenport Park Restrooms Total | - | - | - | - | - | 75,000 | - | 75,000 |
| Duero St (MLK to Blanco) Total | 178,823 | 791,939 | - | - | - | - | - | 983,380 |
| FEMA Pump Station repair from Storms Total | 938,594 | 9,336,433 | - | - | - | - | - | 10,796,540 |
| Fire Truck Replacement Schedule Total | 548,975 | - | - | 1,000,000 | - | - | - | 1,684,565 |
| Force Main 51, 52 Mitigation Total | 77,781 | 325,063 | - | - | - | - | - | 404,400 |
| Francis Field Rehabilitation Total | - | - | - | 125,000 | 125,000 | 125,000 | - | 375,000 |
| Front Portico Removal (City Hall) Total | - | - | - | - | - | 75,000 | - | 75,000 |
| HDPF Maintenance Total | 164,792 | 198,403 | 251,856 | 293,776 | 311,228 | 200,000 | 200,000 | 2,010,796 |
| Headworks Replacement & BTU Expansion Total | 213,277 | 1,147 | - | 4,000,000 | - | - | - | 4,300,000 |
| High Service Pump Control Refurbishment Total | 80,011 | 419,989 | - | - | - | - | - | 500,000 |
| I&I Elimination Program (R0179) Total | 606,886 | 257,411 | 799,699 | 600,000 | 800,000 | 600,000 | 800,000 | 6,097,181 |
| Island Fire Station Total | - | - | - | - | 2,825,000 | - | - | 2,825,000 |
| King St. 16-inch SubAqueous Total | - | 100,000 | - | 500,000 | - | - | - | 600,000 |
| King Street Drainage (KSDI)- Total | - | 110,000 | - | - | 679,000 | 1,903,836 | - | 2,692,836 |
| Lighthouse Tennis Courts Total | - | - | - | - | - | - | 100,000 | 100,000 |
| Lightner Bldg. Exterior Waterproofing Total | - | - | - | - | 1,300,000 | - | - | 1,300,000 |
| Lincolnvile Drainage Project Total | 1,549,731 | 225,849 | - | - | - | - | - | 2,007,574 |
| Maria Sanchez Lake Total | 1,113,955 | 22,366 | 10,862,350 | - | - | - | - | 12,652,250 |
| Marina Building Expansion Total | - | - | - | 450,000 | - | - | - | 450,000 |
| MCC2 Repl WWTP Total | 20,635 | 33,777 | 350,000 | - | - | - | - | 420,000 |

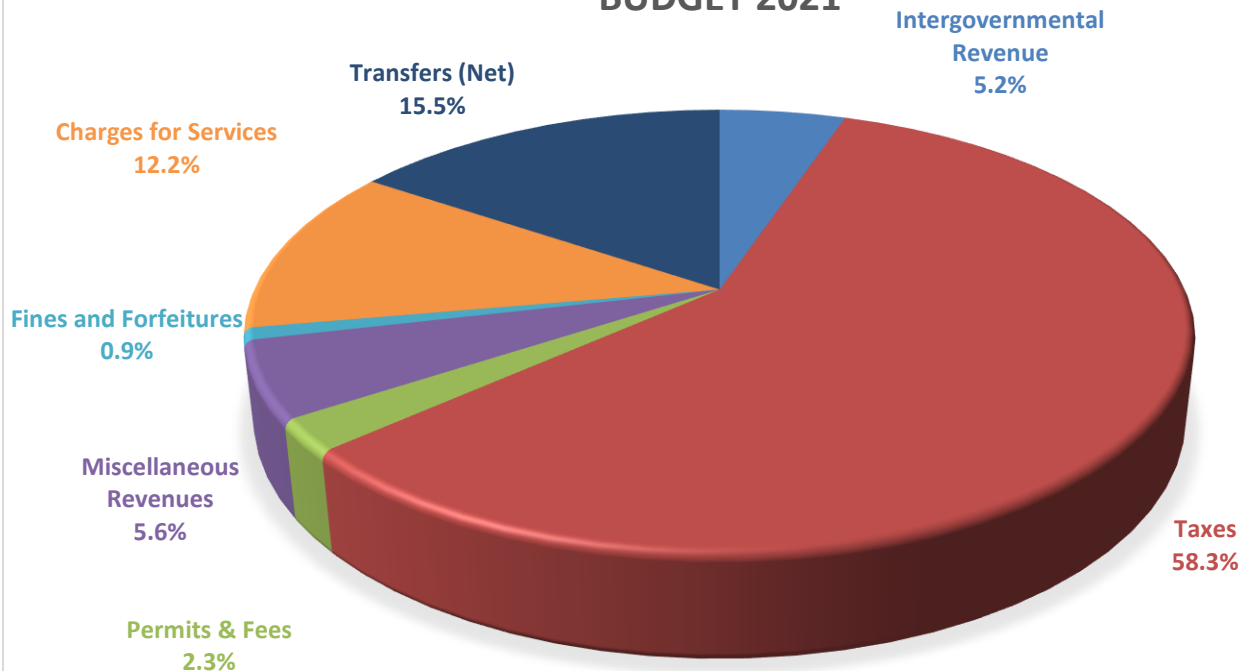
City Wide Capital Improvement Plan—By Project *(continued)*

| Project Description | Actual Spent/Encumb ered 2020 | Remaining Budget 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | Total Spent and Planned - 2016 thru 2025 |
|--|-------------------------------------|--------------------------|-------------------|-------------------|-------------------|-------------------|------------------|--|
| Mobility and Parking Improvements Total | 67,993 | 87,791 | - | - | - | - | - | 633,934 |
| Neighborhood WM Replacement Total | - | - | 150,000 | 530,000 | 150,000 | 530,000 | 150,000 | 1,890,000 |
| North City Water Main Improve (NCWM) Total | 633,584 | 19 | - | - | - | - | - | 2,125,266 |
| Paving Total | 540,376 | 34,558 | 500,000 | 505,000 | 510,050 | 515,151 | 520,302 | 5,928,872 |
| Pearl St. Force Main Total | - | - | - | - | 70,000 | 1,500,000 | - | 1,570,000 |
| Police Department Total | - | - | 60,000 | 100,000 | - | - | - | 160,000 |
| Pump Stations -Equip Repl Generators (R0221) Total | - | 50,000 | - | 50,000 | - | - | - | 166,436 |
| Re roof entry welcome signs Total | - | - | - | 75,000 | - | - | - | 75,000 |
| S. Whitney W. King Improvements Total | 104,615 | 1,025,860 | - | - | - | - | - | 1,236,473 |
| Salt Run Dredging Total | 613,634 | 0 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 2,015,679 |
| Sevilla Street Total | 107,703 | 1,232,073 | - | - | - | - | - | 1,339,776 |
| Sidewalks, Crosswalks Total | 3,928 | 136,072 | - | 100,000 | 100,000 | 100,000 | 100,000 | 565,111 |
| South Dixie Highway Improvements Total | - | - | - | 2,392,000 | 3,555,960 | - | - | 5,952,695 |
| St Francis Sewer Replacement Total | - | 484,294 | - | 1,000,000 | - | - | - | 1,501,094 |
| St. George St, Aviles, Oviedo Total | - | - | - | 1,016,021 | 450,600 | - | - | 1,466,621 |
| Tideflex Valves Total | 128,728 | 145,377 | - | - | - | - | - | 726,570 |
| Upgrades to Lift Stations & Force Mains Total | 760,382 | 188,225 | 465,000 | 364,000 | 480,000 | 500,000 | 472,000 | 3,711,900 |
| Utility Relocation for Road Projects Total | 94,736 | 283,524 | 200,000 | 100,000 | 100,000 | 100,000 | 100,000 | 1,025,099 |
| VIC Info Center Floor Total | - | - | 75,000 | - | - | - | - | 75,000 |
| VIC Info Center Roof Total | - | - | 225,000 | - | - | - | - | 225,000 |
| W. Augustine Sewer Total | - | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 2,500,000 |
| Water Works Building Rehab Total | 46,000 | 783,954 | - | - | - | - | - | 1,464,333 |
| Wellfield Maintenance (wells & pump stations) (R0218) Total | 29,750 | - | - | - | - | 350,000 | - | 562,067 |
| West Fifth Street Sewer Total | 291,372 | 129,313 | 250,000 | - | - | - | - | 420,686 |
| West Second Street Sewer Total | 170,079 | 12,828 | - | - | - | - | - | 475,353 |
| WTP Filter Rehab and Controls Total | 28,473 | 16,038 | - | - | - | - | - | 60,000 |
| WTP Plant RO Phase 2 Exp. Total | - | - | - | - | 800,000 | 9,800,000 | - | 10,600,000 |
| WWTP Flood proofing Total | 105,249 | 20,191 | 100,000 | - | - | - | - | 225,440 |
| Grand Total | 10,637,733 | 16,941,624 | 15,853,905 | 17,720,987 | 13,146,838 | 17,688,987 | 2,907,302 | 111,057,220 |

City Wide Capital Improvement Plan - By Funding Source

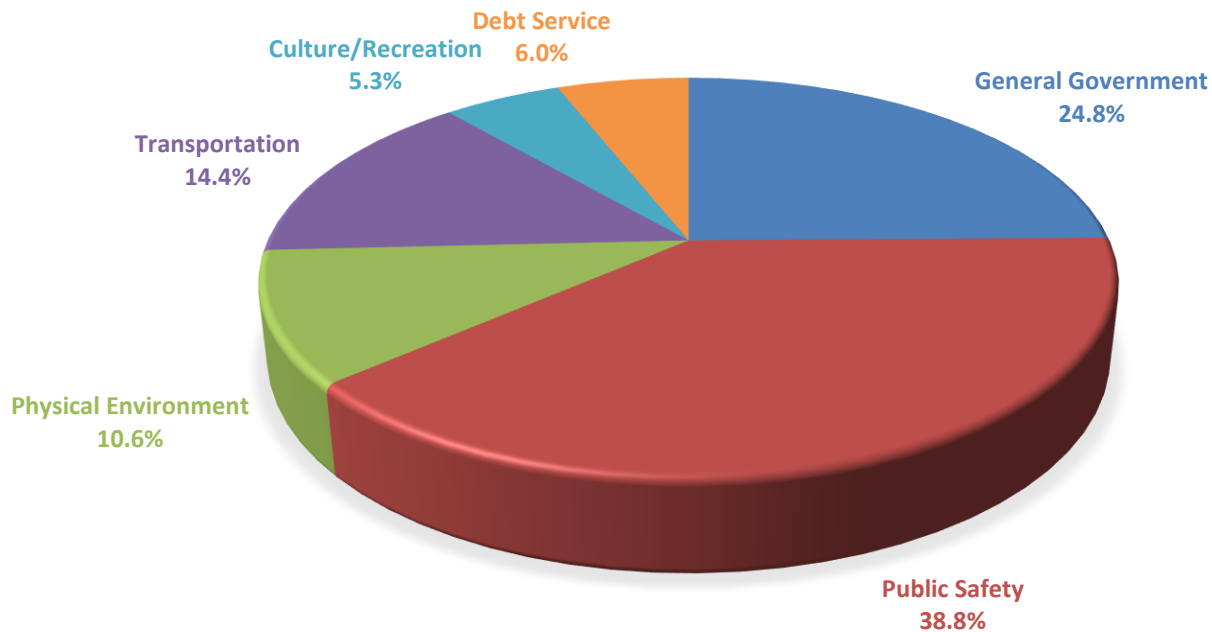
| Funding Source | Actual Spent/Encumb ered 2020 | Remaining Budget 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | Total Spent and Planned - 2016 thru 2025 |
|-------------------------------|-------------------------------------|--------------------------|-------------------|-------------------|-------------------|-------------------|------------------|--|
| General Bond Total | 67,993 | 87,791 | - | - | - | - | - | 633,934 |
| General Fund Grant Total | 636,634 | 217,000 | 200,000 | 2,642,000 | 4,405,960 | 200,000 | 200,000 | 9,269,912 |
| General Fund Operations Total | 1,696,066 | 1,293,016 | 625,000 | 4,710,690 | 5,454,350 | 2,032,987 | 735,302 | 20,242,116 |
| Marina Operations Total | - | - | - | 450,000 | - | - | - | 450,000 |
| Stormwater Grant Total | 1,051,010 | 1,515,737 | 10,862,350 | - | - | - | - | 14,243,731 |
| Stormwater Operations Total | 642,943 | 568,257 | - | 822,821 | - | 300,000 | - | 3,242,035 |
| Utility Connection Fees Total | - | - | - | - | - | 2,300,000 | - | 2,300,000 |
| Utility Grant Total | 1,553,344 | 8,228,007 | - | - | - | - | - | 10,616,243 |
| Utility Operations Total | 1,645,297 | 1,305,981 | - | - | - | - | - | 4,124,787 |
| Utility R&R Total | 2,512,634 | 3,482,012 | 2,564,699 | 4,301,700 | 2,175,300 | 5,156,000 | 1,772,000 | 25,728,435 |
| Utility SRF Loan Total | 667,019 | 45,419 | 1,050,000 | 4,500,000 | 800,000 | 7,500,000 | - | 17,895,230 |
| VIC Grant Total | - | - | 150,000 | - | - | - | - | 150,000 |
| VIC Operations Total | - | - | 150,000 | - | - | - | - | 150,000 |
| VIC Sinking Fund Total | 164,792 | 198,403 | 251,856 | 293,776 | 311,228 | 200,000 | 200,000 | 2,010,796 |
| Grand Total | 10,637,733 | 16,941,624 | 15,853,905 | 17,720,987 | 13,146,838 | 17,688,987 | 2,907,302 | 111,057,220 |

GENERAL FUND REVENUES BUDGET 2021



| Revenues by Category | Original Budget 2020 | Final Budget 2020 | Projected 2020 | Budget 2021 |
|---------------------------------------|-------------------------|----------------------|---------------------|---------------------|
| Taxes | 17,675,945 | 17,959,039 | 17,598,603 | 18,980,661 |
| Permits, Fees and Special Assessments | 852,750 | 787,552 | 765,269 | 762,750 |
| Intergovernmental Revenue | 2,162,142 | 2,197,278 | 1,906,702 | 1,679,800 |
| Charges for Services | 4,319,100 | 3,863,489 | 3,268,957 | 3,985,639 |
| Judgements, Fines & Forfeits | 343,000 | 357,000 | 210,259 | 286,000 |
| Miscellaneous Revenues | 2,021,760 | 2,248,597 | 1,994,181 | 1,825,091 |
| Transfers (net) | 5,117,174 | 7,698,559 | 7,242,652 | 5,063,823 |
| Total | \$32,491,871 | \$35,111,514 | \$32,986,623 | \$32,583,764 |

GENERAL FUND EXPENDITURES BY CATEGORY 2021 BUDGET



| Expenditures by Category | Original Budget 2020 | Final Budget 2020 | Projected 2020 | Budget 2021 |
|-----------------------------|-------------------------|----------------------|---------------------|---------------------|
| General Government Services | 8,900,814 | 8,913,096 | 8,570,568 | 8,072,607 |
| Public Safety | 11,898,356 | 12,922,296 | 12,616,880 | 12,644,899 |
| Physical Environment | 3,591,147 | 3,753,556 | 3,691,922 | 3,469,342 |
| Transportation | 4,569,668 | 5,957,239 | 4,988,184 | 4,706,891 |
| Culture/Recreation | 1,783,017 | 1,816,458 | 1,489,300 | 1,742,369 |
| Debt Service | 1,748,869 | 1,748,869 | 1,557,412 | 1,947,656 |
| Total | \$32,491,871 | \$35,111,514 | \$32,914,266 | \$32,583,764 |

General Fund Budget Summary

| GENERAL REVENUE | | 2020 ORIG BUDGET | 2020 FINAL BUDGET | 2020 PROJECTED | 2021 BUDGET |
|------------------------------|-------------------------------------|---------------------|----------------------|---------------------|---------------------|
| Taxes | AD VALOREM TAXES | 12,552,832 | 12,823,804 | 12,823,904 | 14,289,378 |
| Taxes | SALES AND USE TAXES | 936,815 | 936,815 | 882,967 | 859,285 |
| Permits, Fees | FRANCHISE FEES | 1,784,728 | 1,788,419 | 1,525,709 | 1,580,998 |
| Taxes | UTILITY SERVICE TAXES | 1,547,870 | 1,547,870 | 1,576,358 | 1,495,000 |
| Taxes | COMMUNICATION SERVICE TAXES | 862,131 | 862,131 | 789,665 | 756,000 |
| Taxes | OCCUPATIONAL LICENSES | 125,750 | 125,750 | 121,121 | 110,750 |
| Permits, Fees | BUILDING AND SIGN PERMITS | 504,500 | 504,500 | 506,775 | 504,500 |
| Permits, Fees | OTHER PERMITS AND LICENSES | 222,500 | 157,302 | 137,373 | 147,500 |
| Intergovernmental | FEDERAL GRANTS | 5,500 | 5,500 | 29,798 | 0 |
| Intergovernmental | STATE GRANTS | 130,000 | 153,717 | 149,050 | 0 |
| Intergovernmental | STATE REVENUE SHARING | 2,000,642 | 2,008,111 | 1,711,428 | 1,643,800 |
| Intergovernmental | COUNTY REVENUE SHARING | 26,000 | 29,950 | 16,427 | 36,000 |
| Charges for Services | GENERAL GOVT. SERVICE FEES | 116,500 | 116,500 | 59,483 | 91,500 |
| Charges for Services | PUBLIC SAFETY | 1,662,404 | 1,723,617 | 1,671,415 | 1,672,139 |
| Charges for Services | PARKING FEES | 2,540,196 | 2,023,372 | 1,538,059 | 2,222,000 |
| Judgements & Fines | COURT FINES AND FORFEITURES | 40,000 | 50,000 | 50,193 | 40,000 |
| Judgements & Fines | VIOLATIONS OF LOCAL ORDINANCE | 3,000 | 7,000 | 7,536 | 6,000 |
| Judgements & Fines | PARKING FINES AND FORFEITURES | 300,000 | 300,000 | 152,530 | 240,000 |
| Misc Income | INTEREST EARNINGS | 313,000 | 313,000 | 192,732 | 120,750 |
| Misc Income | RENTAL INCOME | 1,172,693 | 1,174,793 | 1,016,818 | 1,154,272 |
| Misc Income | SPECIAL ASSESSMENTS | 40,000 | 99,983 | 99,862 | 60,000 |
| Misc Income | SALES\COMP. FOR LOSS - FIXED ASSETS | 45,000 | 156,141 | 188,976 | 55,000 |
| Misc Income | SALE OF SCRAP | 500 | 500 | 0 | 500 |
| Misc Income | PRIVATE CONTRIBUTIONS | 0 | 0 | 25,156 | 0 |
| Misc Income | OTHER MISCELLANEOUS REVENUE | 450,568 | 504,180 | 470,636 | 434,569 |
| TOTAL GENERAL REVENUE | | \$27,383,129 | \$27,412,955 | \$25,743,971 | \$27,519,941 |

General Fund Budget Summary

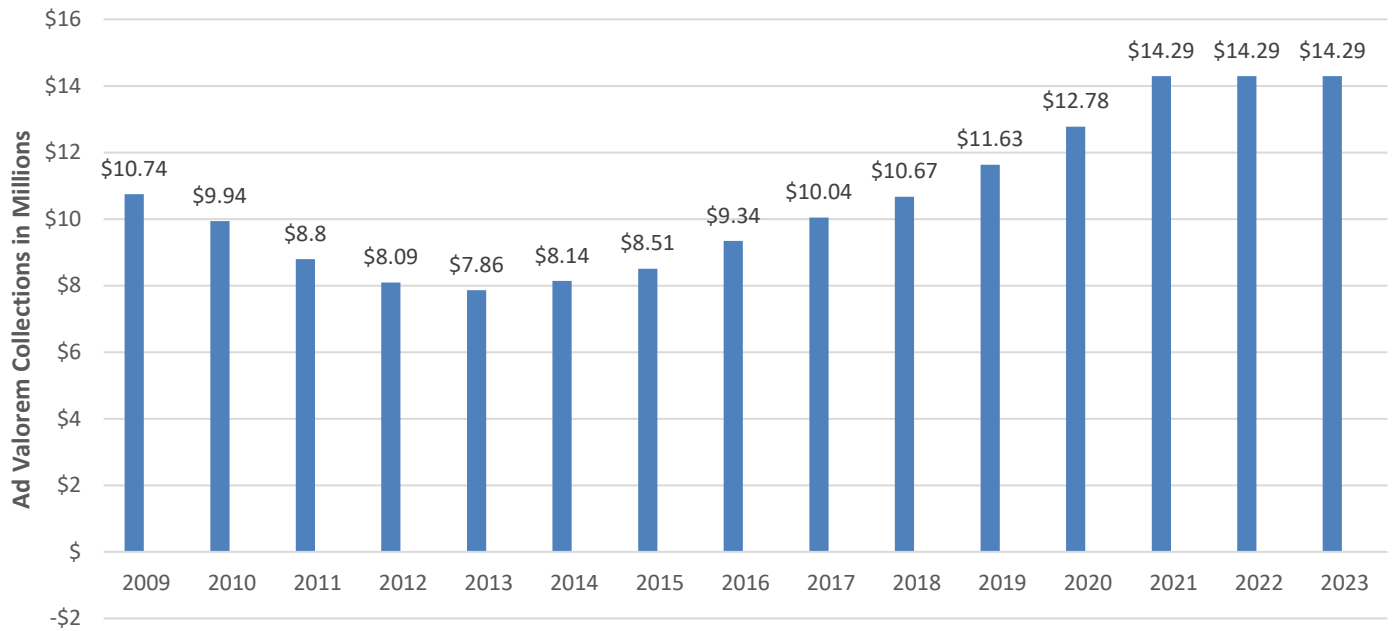
| | | 2020 | 2020 | 2020 | 2021 | % change |
|-------------------------------------|--|---------------------|---------------------|---------------------|---------------------|--------------------|
| CATEGORY | OPERATING EXPENDITURES | ORIG BUDGET | FINAL BUDGET | PROJECTED | BUDGET | 20 to 21 BUDGET |
| Gen Gov | CITY COMMISSION | 185,939 | 185,939 | 171,905 | 183,336 | -1.4% |
| Gen Gov | CITY MANAGER | 1,014,714 | 1,051,676 | 1,076,041 | 782,642 | -22.9% |
| Gen Gov | CITY CLERK | 382,255 | 388,618 | 416,432 | 449,070 | 17.5% |
| Gen Gov | FINANCE ADMINISTRATION | 469,782 | 464,307 | 444,348 | 536,478 | 14.2% |
| Gen Gov | ACCOUNTING | 314,929 | 320,404 | 316,055 | 346,083 | 9.9% |
| Gen Gov | CUSTOMER SERVICE | 545,548 | 547,048 | 535,540 | 554,517 | 1.6% |
| Gen Gov | GENERAL SERVICES ADMIN | 441,844 | 441,844 | 435,302 | 453,115 | 2.6% |
| Gen Gov | PURCHASING | 352,736 | 366,409 | 374,901 | 374,269 | 6.1% |
| Gen Gov | HUMAN RESOURCES | 388,623 | 392,523 | 370,804 | 410,207 | 5.6% |
| Gen Gov | INFORMATION TECHNOLOGY | 832,794 | 932,989 | 726,116 | 861,689 | 3.5% |
| Gen Gov | CITY ATTORNEY | 461,459 | 464,059 | 427,678 | 479,714 | 4.0% |
| Gen Gov | PLANNING & BUILDING ADMIN | 350,772 | 350,772 | 312,521 | 296,842 | -15.4% |
| Gen Gov | PLANNING | 521,540 | 538,153 | 469,584 | 521,184 | -0.1% |
| Gen Gov | FLEET OPERATIONS | 846,755 | 841,755 | 800,299 | 797,428 | -5.8% |
| Gen Gov | FACILITIES MANAGEMENT | 1,267,928 | 1,941,957 | 1,969,753 | 1,192,162 | -6.0% |
| Gen Gov | RISK MANAGEMENT | 526,400 | 526,400 | 523,589 | 631,300 | 19.9% |
| Public Safety | POLICE ADMINISTRATION | 2,232,976 | 2,250,743 | 2,025,656 | 2,342,635 | 4.9% |
| Public Safety | OPERATIONS | 5,238,783 | 5,200,826 | 5,229,539 | 5,809,712 | 10.9% |
| Public Safety | POLICE COMMUNITY RESOURCES | 74,223 | 73,473 | 74,637 | 0 | |
| Public Safety | FIRE ADMINISTRATION | 290,282 | 279,782 | 279,386 | 393,152 | 35.4% |
| Public Safety | PREVENTION | 143,677 | 177,693 | 142,854 | 161,677 | 12.5% |
| Public Safety | FIRE FIGHTING | 3,421,184 | 4,094,401 | 4,021,824 | 3,443,953 | 0.7% |
| Public Safety | BUILDING/CODE ENFORCEMENT | 501,754 | 845,378 | 842,983 | 493,768 | -1.6% |
| Environ | PUBLIC WORKS ADMIN | 237,734 | 240,334 | 241,664 | 245,578 | 3.3% |
| Environ | FACILITY OPERATIONS | 598,406 | 600,468 | 572,000 | 607,473 | 1.5% |
| Environ | PROPERTY SERVICES | 1,082,040 | 1,066,258 | 1,037,119 | 1,103,354 | 2.0% |
| Environ | ENGINEERING | 479,526 | 500,526 | 575,155 | 689,835 | 43.9% |
| Environ | DEVELOP. & MGMT SUPPORT | 507,767 | 509,307 | 512,885 | 334,738 | -34.1% |
| Environ | HISTORIC PRESERVATION / ARCHAEOLOGY | 686,378 | 836,663 | 753,100 | 488,364 | -28.8% |
| Transport | STREETS | 2,472,240 | 3,005,682 | 2,329,805 | 2,311,926 | -6.5% |
| Transport | MOBILITY | 1,030,422 | 1,150,708 | 917,007 | 437,062 | -57.6% |
| Transport | STREETLIGHTS | 0 | 0 | 300 | 300 | |
| Transport | PARKING | 1,067,007 | 959,094 | 940,774 | 1,160,176 | 8.7% |
| Culture | GROUND | 852,235 | 880,996 | 790,927 | 962,782 | 13.0% |
| Culture | GALIMORE CENTER | 154,115 | 154,115 | 137,956 | 159,964 | 3.8% |
| Culture | SPECIAL EVENTS | 776,667 | 781,347 | 560,417 | 619,624 | -20.2% |
| TOTAL OPERATING EXPENDITURES | | \$30,751,434 | \$33,362,647 | \$31,356,856 | \$30,636,109 | -4% |

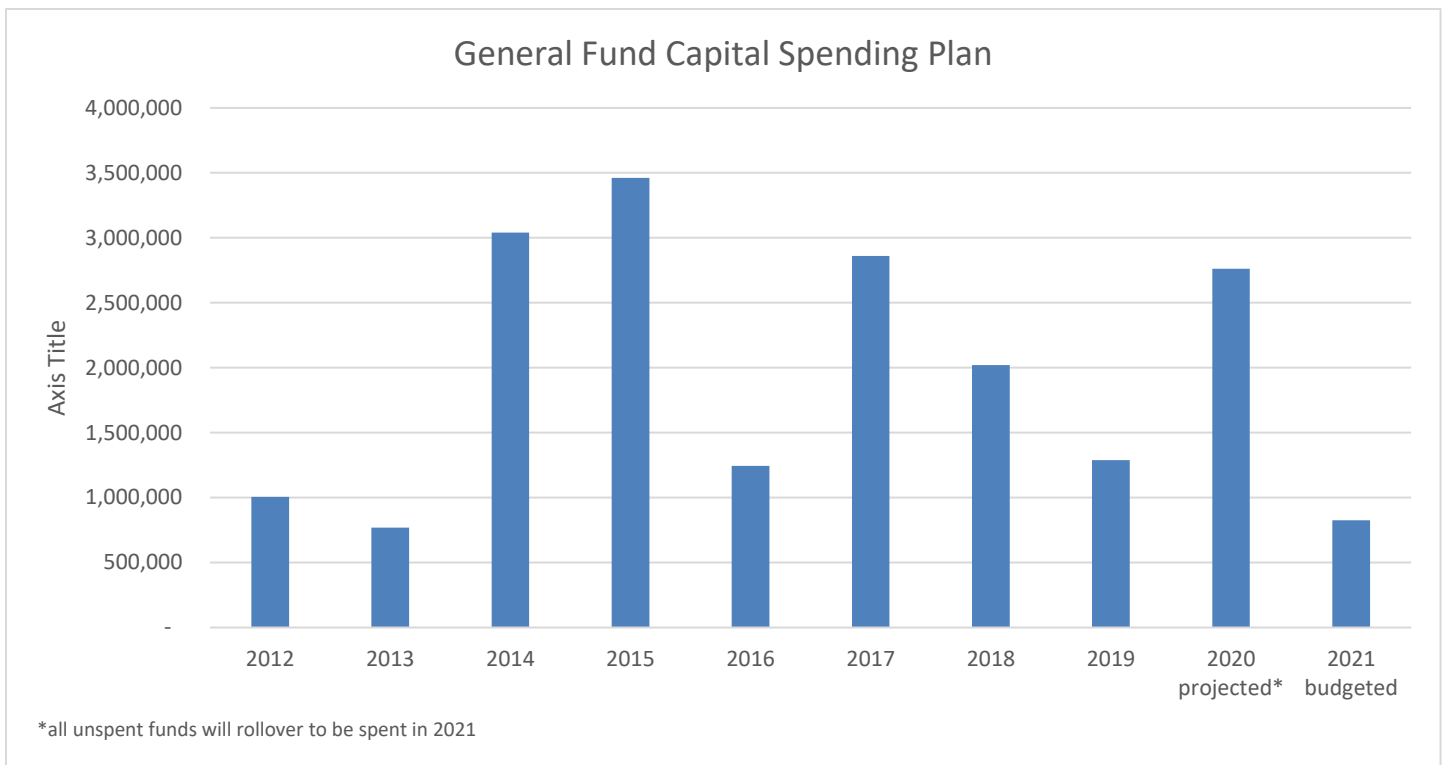
General Fund Budget Summary

| Transfers In or Out | 2020 Original Budget | 2020 Final Budget | 2020 Projected | 2021 Budget |
|---|----------------------|--------------------|--------------------|--------------------|
| General Interfund | 750,201 | 1,299,176 | 1,299,176 | 750,201 |
| Administrative | 3,916,089 | 3,916,089 | 3,916,089 | 3,973,148 |
| Operating | 1,448,333 | 1,448,333 | 1,448,333 | 1,547,677 |
| Other | 1,081,517 | 3,113,929 | 2,658,022 | 1,081,512 |
| Total Transfers In | \$7,196,140 | \$9,777,527 | \$9,321,620 | \$7,352,538 |
| Debt Service | 1,748,869 | 1,748,869 | 1,557,412 | 1,947,656 |
| Operating | 845,291 | 845,291 | 845,291 | 811,342 |
| Other | 1,233,675 | 1,233,675 | 1,233,675 | 1,477,372 |
| Total Transfers Out | \$3,827,835 | \$3,827,835 | \$3,636,378 | \$4,236,370 |
| | | | | |
| Total General Fund Transfers In or Out | \$3,368,305 | \$5,949,692 | \$5,685,242 | \$3,116,168 |

| Total | 2020 Original Budget | 2020 Final Budget | 2020 Projected | 2021 Budget |
|--|----------------------|-------------------|-----------------|--------------|
| Total Revenue | 27,383,129 | 27,412,955 | 25,743,971 | 27,519,941 |
| Total Expenditures | (30,751,434) | (33,362,647) | (31,356,856) | (30,636,109) |
| Total Transfers In | 7,196,140 | \$9,777,527 | 9,321,620 | 7,352,538 |
| Total Transfers Out | (3,827,835) | (3,827,835) | (3,636,378) | (4,236,370) |
| Total General Fund (Deficit)/Excess | \$0 | \$0 | \$72,357 | \$0 |

**Ad Valorem Revenue and Growth in Current Dollars
(Future Assumed at 7.5 Mills)**



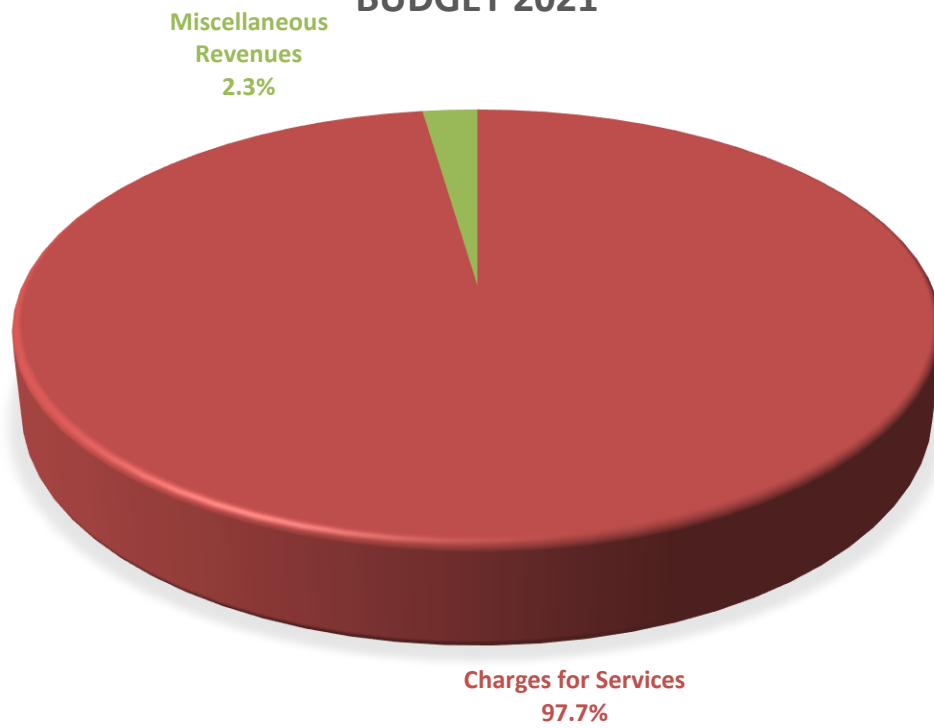


2021 General Fund Capital Spending Plan Includes:

- Water Works Building Rehabilitation (with Grant funds) and Restroom Construction
- Salt Run Dredging Grant Project
- Re-bricking of Sevilla Street
- Road Rehabilitation (Paving)
- New Phone System for the Police Department (mandated by accreditation)

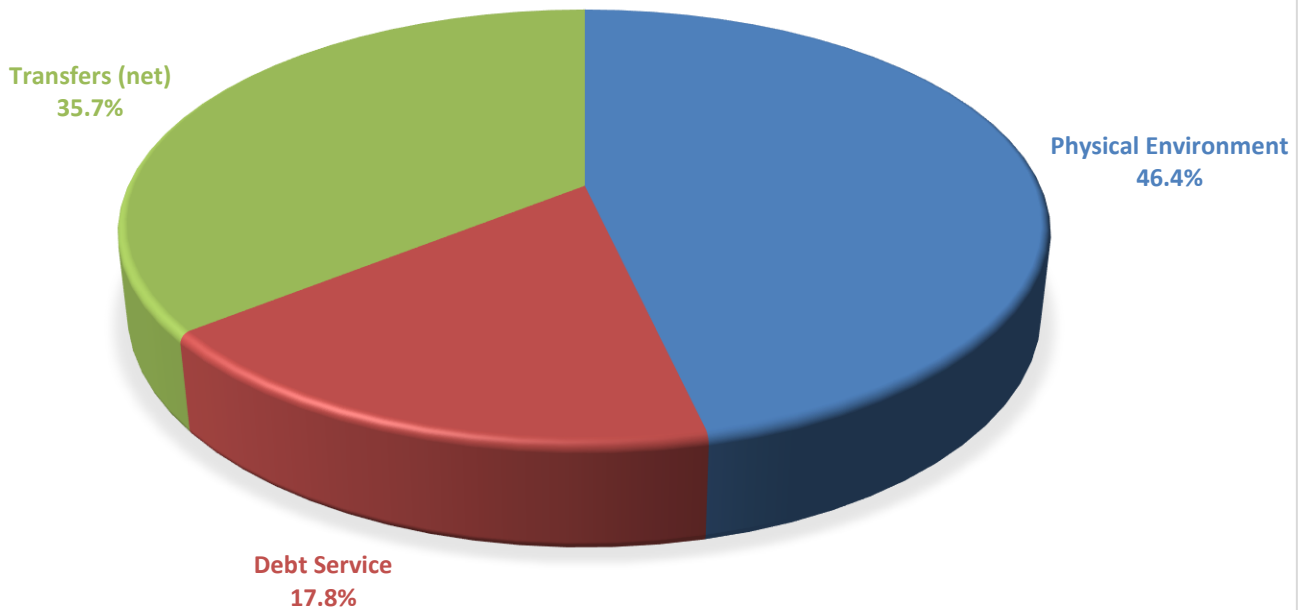
Notes

UTILITY FUND REVENUE BY CATEGORY BUDGET 2021



| Revenues by Category | Original Budget 2020 | Final Budget 2020 | Projected 2020 | Budget 2021 |
|---------------------------------------|-------------------------|----------------------|---------------------|---------------------|
| Taxes | \$0 | \$0 | \$0 | \$0 |
| Permits, Fees and Special Assessments | 0 | 0 | 0 | 0 |
| Intergovernmental Revenue | 0 | 519,554 | 169,224 | 0 |
| Charges for Services | 18,354,743 | 18,391,919 | 20,815,772 | 19,489,600 |
| Judgements, Fines, & Forfeits | 0 | 0 | 0 | 0 |
| Miscellaneous Revenues | 675,000 | 684,531 | 478,731 | 456,500 |
| Transfers (net) | 0 | 0 | 0 | 0 |
| Total | \$19,029,743 | \$19,596,004 | \$21,463,727 | \$19,946,100 |

UTILITY FUND EXPENDITURES BY FUNCTION BUDGET 2021

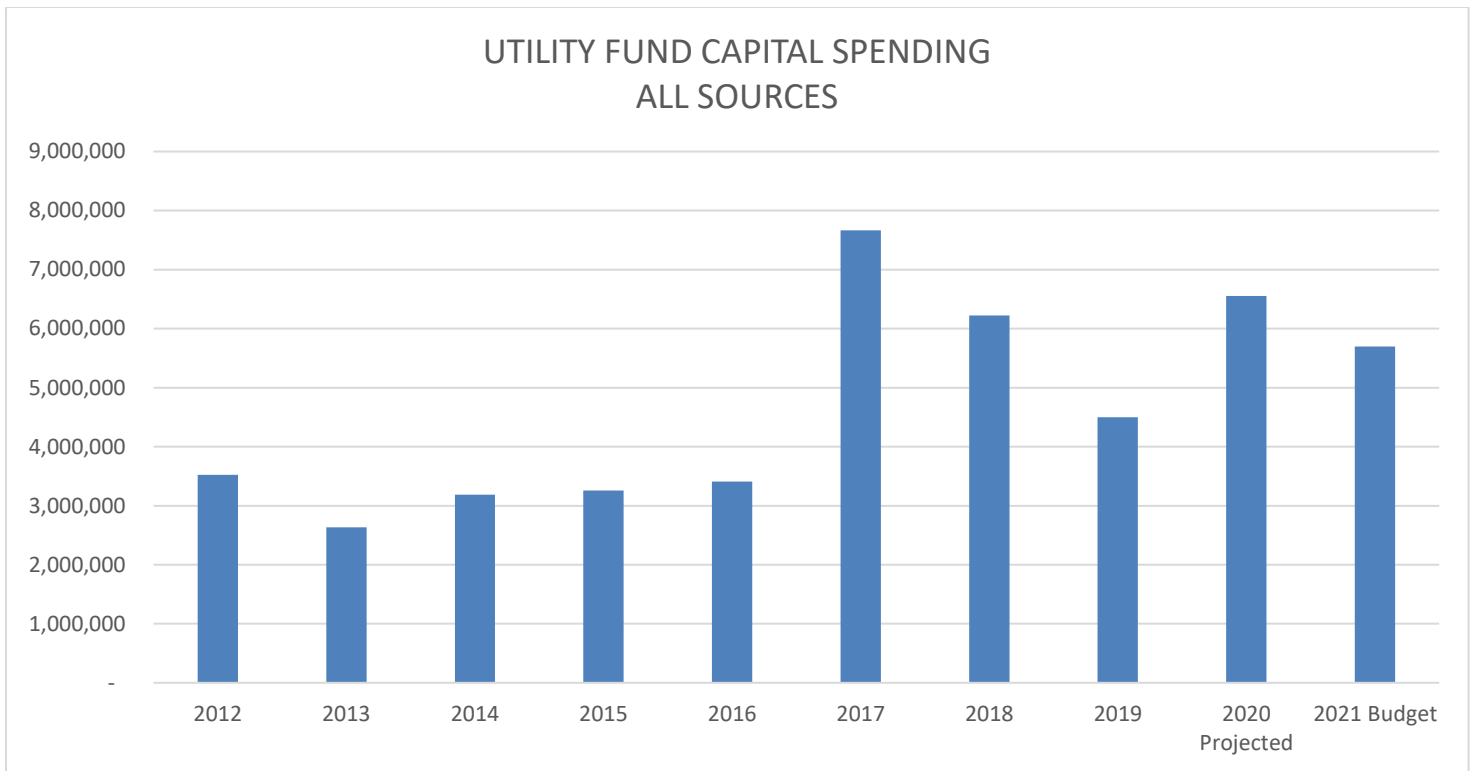


| Expenses by Category | Original Budget 2020 | Final Budget 2020 | Projected 2020 | Budget 2021 |
|-----------------------------|-------------------------|---------------------|---------------------|---------------------|
| General Government Services | \$0 | \$0 | \$0 | \$0 |
| Public Safety | 0 | 0 | 0 | 0 |
| Physical Environment | 8,863,899 | 14,039,285 | 11,721,480 | 9,261,484 |
| Transportation | 0 | 0 | 0 | 0 |
| Culture/Recreation | 0 | 0 | 0 | 0 |
| Debt Service | 3,341,145 | 3,341,145 | 2,787,955 | 3,556,200 |
| Transfers (net) | 6,824,699 | 2,215,574 | 3,529,462 | 7,128,416 |
| Total | \$19,029,743 | \$19,596,004 | \$18,038,897 | \$19,946,100 |

Utility Fund Budget Detail

| Revenue | 2020 Original Budget | 2020 Final Budget | 2020 Projected | 2021 Budget |
|---------------------------------------|-------------------------|----------------------|---------------------|---------------------|
| Water Sales Inside City | 4,377,742 | 4,395,090 | 4,590,169 | 4,620,000 |
| Water Sales Outside City | 4,100,000 | 4,100,000 | 4,361,894 | 4,380,000 |
| Sewer Sales Inside City | 4,708,000 | 4,727,829 | 4,969,417 | 4,980,000 |
| Sewer Sales Outside City | 3,255,000 | 3,255,000 | 3,426,719 | 3,420,000 |
| Water Tapping Fees | 400,000 | 400,000 | 276,175 | 280,000 |
| Water Flow Based Fees | 500,000 | 500,000 | 1,394,035 | 500,000 |
| CCEC Fees | 24,000 | 24,000 | 34,462 | 39,600 |
| Misc. Service Fees | 90,000 | 90,000 | 96,730 | 90,000 |
| Forcemain Overlay | 150,000 | 150,000 | 82,612 | 480,000 |
| Sewer Tapping Fees | 250,000 | 250,000 | 177,356 | 200,000 |
| Sewer Flow Based Fees | 500,000 | 500,000 | 1,406,203 | 500,000 |
| Interest Earnings | 275,000 | 275,000 | 160,000 | 156,500 |
| Sale of Fixed Assets | 0 | 519,554 | 169,224 | 0 |
| Grants | 400,000 | 409,531 | 318,731 | 300,000 |
| Other Misc. Revenue | 4,377,742 | 4,395,089 | 4,590,169 | 4,620,000 |
| Total Utility Fund Revenue | \$19,029,742 | \$19,596,004 | \$21,463,727 | \$19,946,100 |
| Expenses | | | | |
| Utility Admin. | 844,759 | 1,489,257 | 2,582,711 | 1,012,748 |
| Water Treatment Plant | 1,645,937 | 1,636,404 | 1,576,403 | 1,667,503 |
| Meter Maintenance | 646,648 | 652,368 | 622,837 | 616,974 |
| Wastewater Treatment Plant | 2,059,175 | 2,199,838 | 2,159,776 | 2,107,450 |
| Transmission & Distribution | 2,010,144 | 2,141,826 | 1,896,249 | 1,920,919 |
| Wastewater Collections | 1,657,236 | 1,664,661 | 1,598,355 | 1,935,891 |
| Principal | 2,455,000 | 2,455,000 | 2,455,000 | 3,312,945 |
| Interest | 871,145 | 871,145 | 871,145 | 233,255 |
| Other Debt Service | 15,000 | 15,000 | 1,500 | 10,000 |
| Total Utility Fund Expenses | \$12,205,044 | \$13,125,499 | \$13,763,976 | \$12,817,685 |
| Interfund Transfers In or Out | | | | |
| Operating Transfers | 593,478 | 593,478 | 593,478 | 487,123 |
| Other Transfers | 968,002 | 1,322,195 | 968,002 | 0 |
| Total Interfund Transfers In | \$1,561,480 | \$1,915,673 | \$1,561,480 | \$487,123 |
| Administrative Transfers | 2,455,123 | 2,455,123 | 2,455,123 | 2,538,849 |
| Operating Transfers | 1,070,888 | 1,070,888 | 1,070,888 | 1,028,525 |
| Other Transfers | 4,860,168 | 4,860,168 | 4,860,168 | 4,048,165 |
| Total Interfund Transfers Out | \$8,386,179 | \$8,386,179 | \$8,386,179 | \$7,615,539 |
| Total Fund (Deficit) or Excess | \$ 0 | \$0 | \$ 875,052 | \$0 |

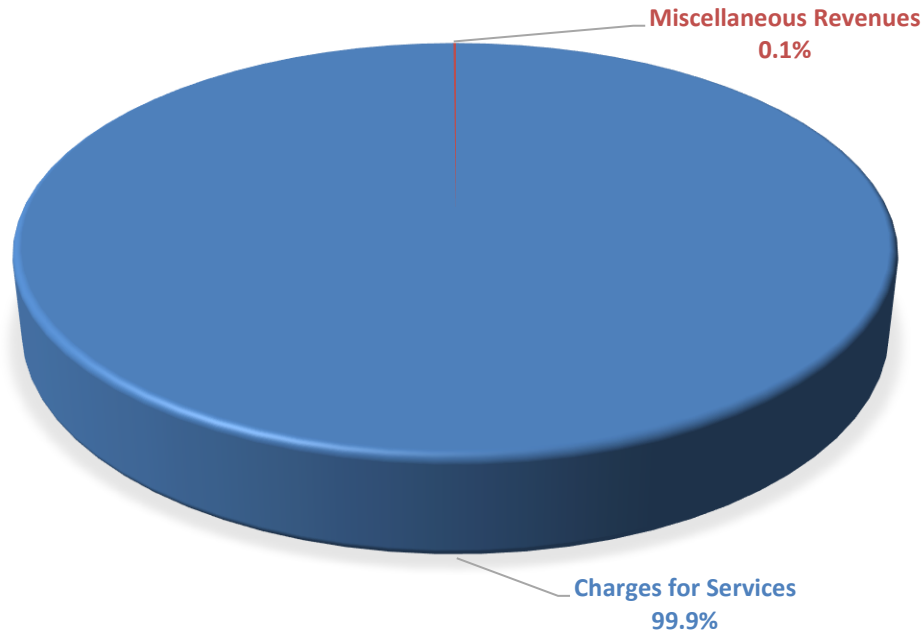
Utility Fund Capital Improvement Plan



FY 2021 Utility Capital Improvement Plan Highlights:

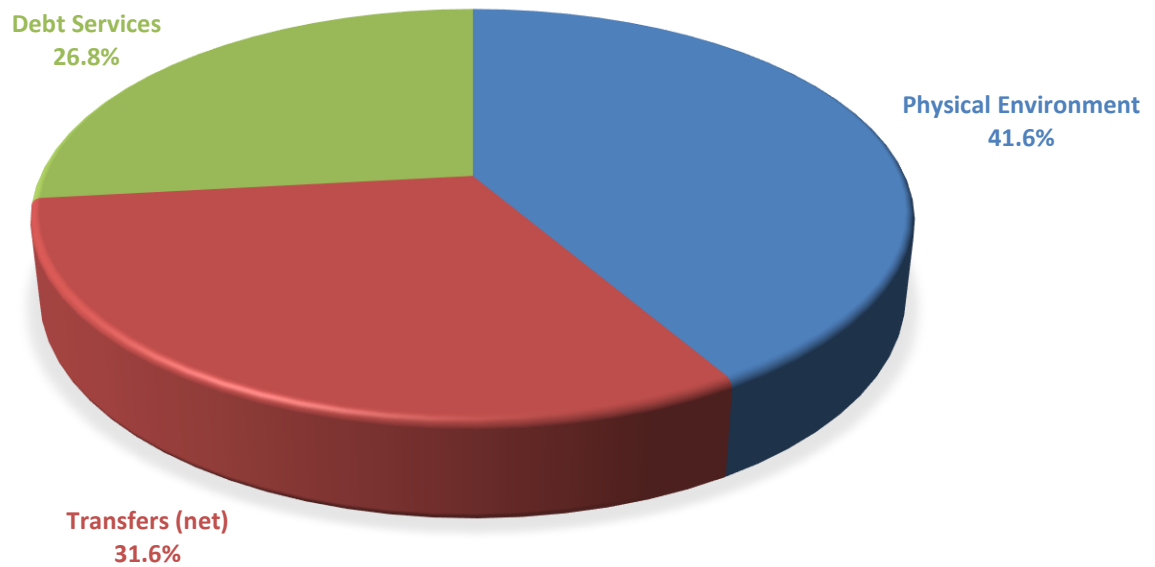
- Refurbishment and Re-Bricking of Sevilla Street
- Watermain Projects
- Repair of Storm Damaged Lift Stations to reduce inflow and infiltration into the sewer system
- Continuous I&I Elimination Program
- Continuous Upgrades to Lift Stations and Forcemains
- Flood Proofing of Wastewater Treatment Plant
- Final Phase of the Automated Meter Reading System
- Continued Funding for the West Augustine Septic to Sewer Program

STORMWATER REVENUE BY CATEGORY BUDGET 2021



| Revenues by Category | Original Budget 2020 | Final Budget 2020 | Projected 2020 | Budget 2021 |
|---------------------------------------|-------------------------|----------------------|--------------------|--------------------|
| Taxes | \$0 | \$0 | \$0 | \$0 |
| Permits, Fees and Special Assessments | 0 | 0 | 0 | 0 |
| Intergovernmental Revenue | 0 | 0 | 0 | 0 |
| Charges for Services | 1,004,200 | 1,004,200 | 1,018,739 | 1,097,586 |
| Judgements, Fines, & Forfeits | 0 | 0 | 0 | 0 |
| Miscellaneous Revenues | 36,529 | 1,574,114 | 101,359 | 41,000 |
| Transfers (net) | 0 | 0 | 0 | 0 |
| Total | \$1,040,729 | \$2,578,314 | \$1,120,098 | \$1,098,786 |

STORMWATER EXPENDITURES BY FUNCTION BUDGET 2021

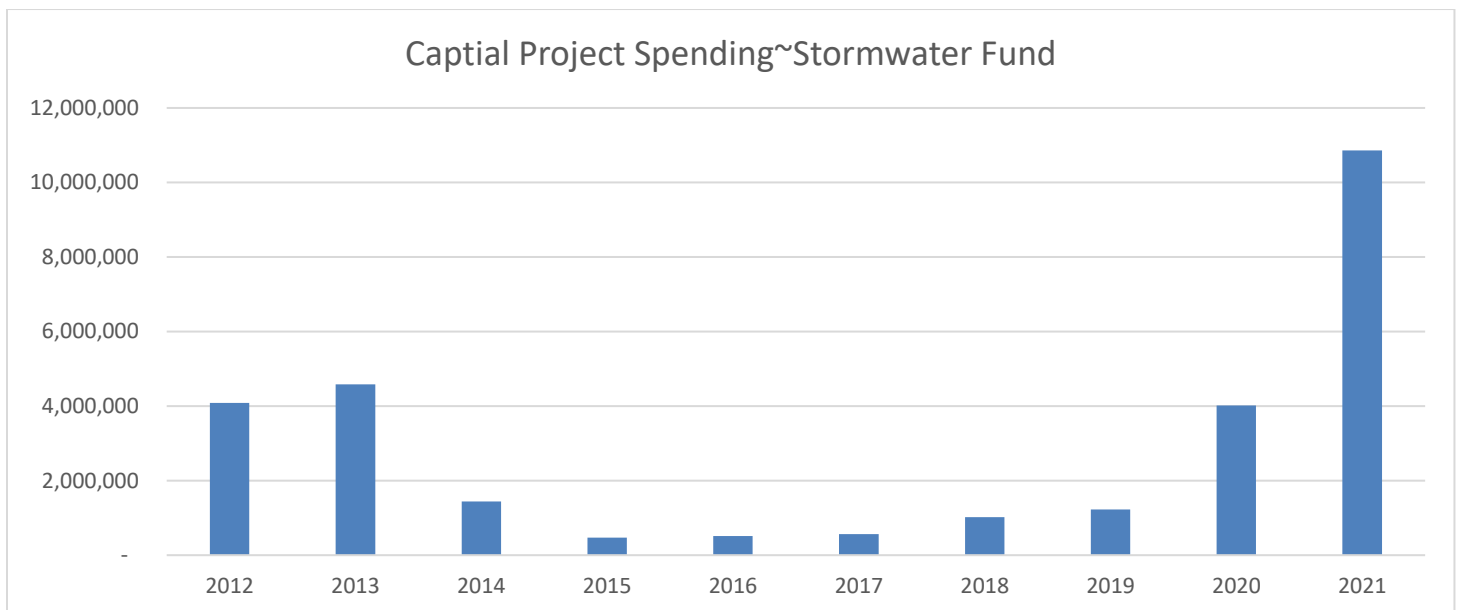


| Expenses by Category | Original Budget 2020 | Final Budget 2020 | Projected 2020 | Budget 2021 |
|-----------------------------|-------------------------|----------------------|--------------------|--------------------|
| General Government Services | \$0 | \$0 | \$0 | \$0 |
| Public Safety | 0 | 0 | 0 | 0 |
| Physical Environment | 532,729 | 2,070,312 | 558,712 | 457,159 |
| Transportation | 0 | 0 | 0 | 0 |
| Culture/Recreation | 0 | 0 | 0 | 0 |
| Debt Service | 284,664 | 284,664 | 294,106 | 294,106 |
| Transfers (net) | 223,336 | 223,338 | 207,986 | 347,521 |
| Total | \$1,040,729 | \$2,578,314 | \$1,060,804 | \$1,098,786 |

Stormwater Budget Summary

| | 2020 Original Budget | 2020 Final Budget | 2020 Projected | 2021 Budget |
|--------------------------------|---------------------------------|------------------------------|---------------------------|------------------------|
| Revenue | | | | |
| Residential Stormwater | 476,200 | 476,200 | 457,774 | 513,600 |
| Commercial Stormwater | 528,000 | 528,000 | 560,965 | 583,986 |
| Federal Grants | 0 | 762,750 | 92,195 | 0 |
| State Grants | 0 | 774,835 | 0 | 0 |
| Other Revenue | 36,529 | 36,529 | 9,164 | 1,200 |
| Total Stormwater Fund Revenue | \$1,040,729 | \$2,578,314 | \$1,120,098 | \$1,098,786 |
| Expenses | | | | |
| Stormwater Operations | 532,727 | 2,070,312 | 558,712 | 457,159 |
| Total Stormwater Fund Expenses | \$532,727 | \$2,070,312 | \$558,712 | \$457,159 |
| Interfund Transfers In or Out | | | | |
| Operating Transfers | 131,820 | 131,820 | 197,730 | 76,493 |
| Other Transfers | 60,000 | 60,000 | 0 | 0 |
| Total Interfund Transfers In | \$191,820 | \$191,820 | \$197,730 | \$76,493 |
| Administrative Transfers | 360,581 | 360,581 | 360,581 | 377,856 |
| Operating Transfers | 45,135 | 45,135 | 45,135 | 46,158 |
| Other Transfers | 294,106 | 294,106 | 294,106 | 294,106 |
| Total Interfund Transfers Out | \$699,822 | \$699,822 | \$699,822 | \$718,120 |
| Total Fund (Deficit) or Excess | \$0 | \$0 | \$59,294 | \$0 |

Stormwater Fund Capital Improvement Plan



** Design of the Lake Maria Sanchez will continue into 2021. Grant seeking for construction continues with construction anticipated in 2021 and 2022.*

FY 2021 Stormwater Capital Improvement Plan Highlights:

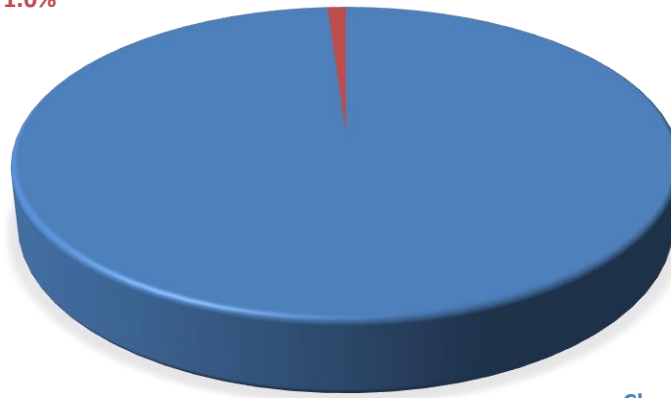
- Lake Maria Sanchez Flood Mitigation
- South Whitney & West King Street Flood Mitigation
- Continued Outfall Backflow Prevention
- Refurbishment and Re-bricking of Sevilla Street

FY 2021 Stormwater Rates:

- Current Stormwater rates are \$7.50 per Single Family Unit (SFU)
- FY2021 Budget includes a proposed increase to \$8.00 per SFU
- This generates approximately \$60,000 of revenue needed to keep the fund solvent
- Recommendation to increase by an additional \$0.50 per SFU for each of the next 5 years

SOLID WASTE FUND REVENUE BY CATEGORY BUDGET 2021

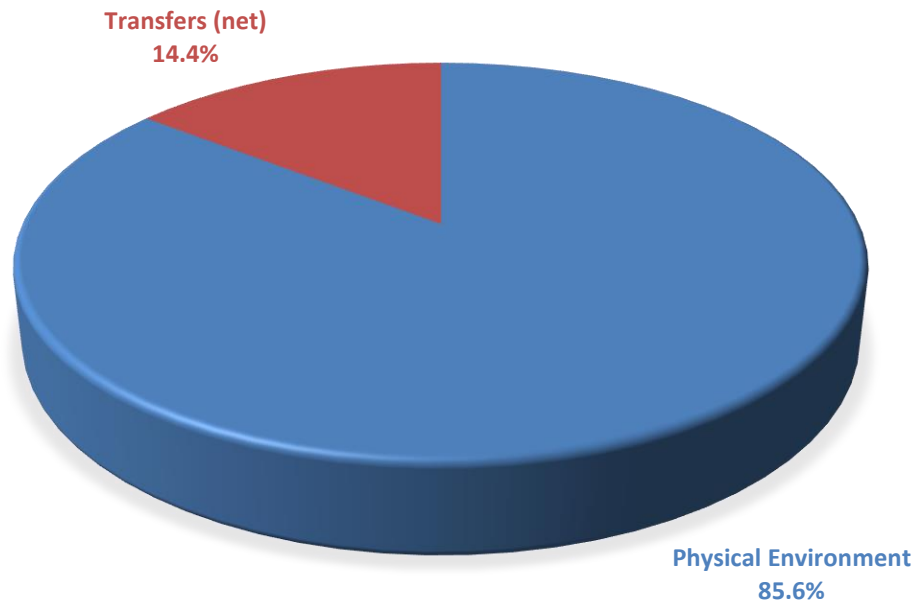
Miscellaneous Revenues
1.0%



Charges for Services
99.0%

| Revenues by Category | Original Budget 2020 | Final Budget 2020 | Projected 2020 | Budget 2021 |
|---------------------------------------|-------------------------|----------------------|---------------------|---------------------|
| Taxes | \$0 | \$0 | \$0 | \$0 |
| Permits, Fees and Special Assessments | 0 | 0 | 0 | 0 |
| Intergovernmental Revenue | 0 | 0 | 0 | 0 |
| Charges for Services | 3,846,000 | 3,846,000 | 3,871,697 | 3,870,386 |
| Judgements, Fines, & Forfeits | 0 | 0 | 0 | 0 |
| Miscellaneous Revenues | 65,500 | 65,500 | 69,302 | 41,000 |
| Transfers (net) | 0 | 0 | 0 | 0 |
| Total | \$ 3,911,500 | \$ 3,911,500 | \$ 3,940,999 | \$ 3,911,386 |

SOLID WASTE EXPENSE BY FUNCTION BUDGET 2021



| Expenses by Category | Original Budget 2020 | Final Budget 2020 | Projected 2020 | Budget 2021 |
|-----------------------------|-------------------------|----------------------|---------------------|---------------------|
| General Government Services | \$0 | \$0 | \$0 | \$0 |
| Public Safety | 0 | 0 | 0 | 0 |
| Physical Environment | 3,186,329 | 3,723,686 | 3,729,027 | 3,346,945 |
| Transportation | 0 | 0 | 0 | 0 |
| Culture/Recreation | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 0 | 0 | 0 |
| Transfers (net) | 725,171 | 187,814 | 190,171 | 564,441 |
| Total | \$ 3,911,500 | \$ 3,911,500 | \$ 3,919,198 | \$ 3,911,386 |

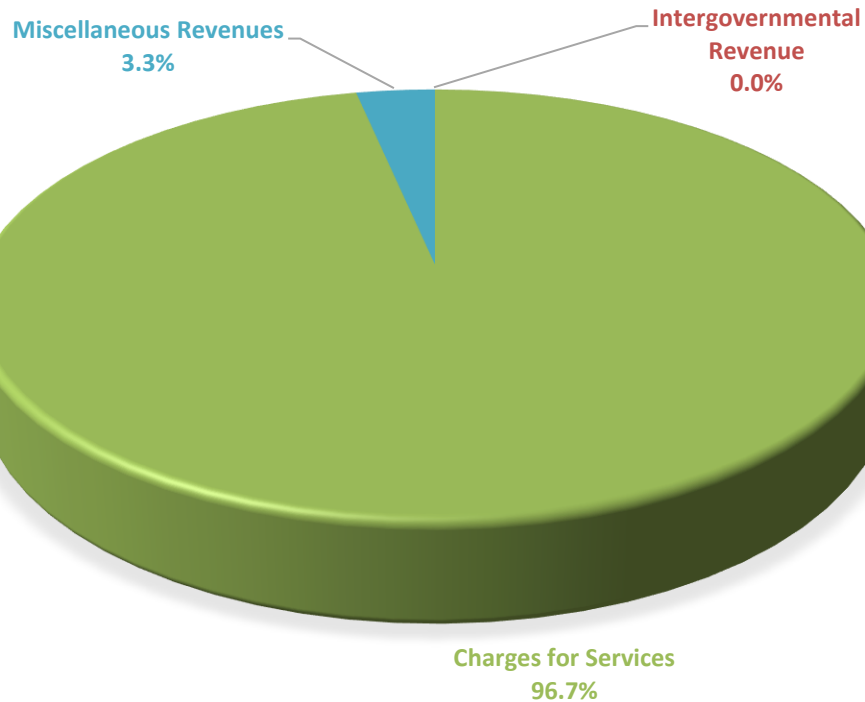
Solid Waste Fund Budget Summary

| | 2020 Original Budget | 2020 Final Budget | 2020 Projected | 2021 Budget |
|---------------------------------|-------------------------|----------------------|--------------------|--------------------|
| Revenue | | | | |
| Residential Collection | 1,488,000 | 1,488,000 | 1,502,529 | 1,520,386 |
| Commercial Collection | 2,358,000 | 2,358,000 | 2,369,168 | 2,350,000 |
| Franchise Fees | 48,000 | 48,000 | 33,337 | 32,000 |
| Other Revenue | 17,500 | 17,500 | 35,965 | 9,000 |
| Total Solid Waste Fund Revenue | \$3,911,500 | \$3,911,500 | \$3,940,999 | \$3,911,386 |
| Expenses | | | | |
| Solid Waste Operations | 3,186,329 | 3,723,686 | 3,729,027 | 3,346,945 |
| Total Solid Waste Fund Expenses | \$3,186,329 | \$3,723,686 | \$3,729,027 | \$3,346,945 |
| Interfund Transfers In or Out | | | | |
| General Interfund Transfers | 322,928 | 322,928 | 322,928 | 288,979 |
| Other Transfers | | 537,357 | 535,000 | |
| Total Interfund Transfers In | \$322,928 | \$860,285 | \$857,928 | \$288,979 |
| Administrative Transfers | 543,664 | 543,664 | 543,664 | 469,088 |
| Operating Transfers | 504,435 | 504,435 | 504,435 | 384,332 |
| Other Transfers | 0 | 0 | 0 | 49,013 |
| Total Interfund Transfers Out | \$1,048,099 | \$1,048,099 | \$1,048,099 | \$853,420 |
| Total Fund (Deficit) or Excess | \$0 | \$0 | \$21,801 | \$0 |

Notes

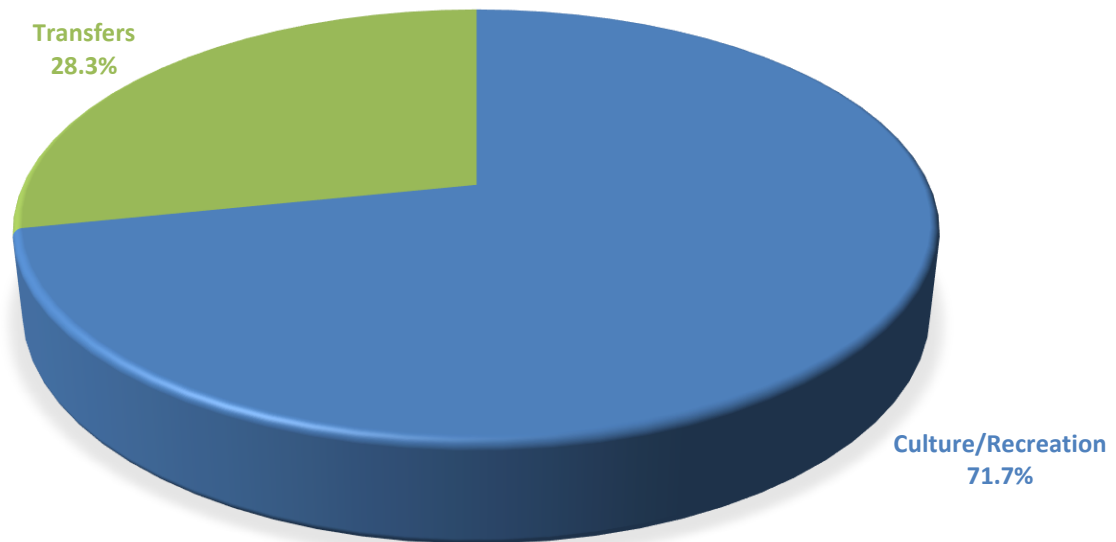
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MARINA REVENUES BY CATEGORY 2021 BUDGET



| Revenues by Category | Original Budget 2020 | Final Budget 2020 | Projected 2020 | Budget 2021 |
|---------------------------------------|-------------------------|----------------------|---------------------|---------------------|
| Taxes | \$0 | \$0 | \$0 | \$0 |
| Permits, Fees and Special Assessments | 0 | 0 | 0 | 0 |
| Intergovernmental Revenue | 7,000 | 7,000 | 0 | 0 |
| Charges for Services | 3,314,200 | 3,314,200 | 2,834,601 | 2,787,400 |
| Judgements, Fines, & Forfeits | 0 | 0 | 0 | 0 |
| Miscellaneous Revenues | 74,782 | 74,782 | 79,856 | 95,158 |
| Transfers (net) | 0 | 0 | 0 | 0 |
| Total | \$ 3,395,982 | \$ 3,395,982 | \$ 2,914,457 | \$ 2,882,558 |

MARINA EXPENDITURES BY CATEGORY 2021 BUDGET



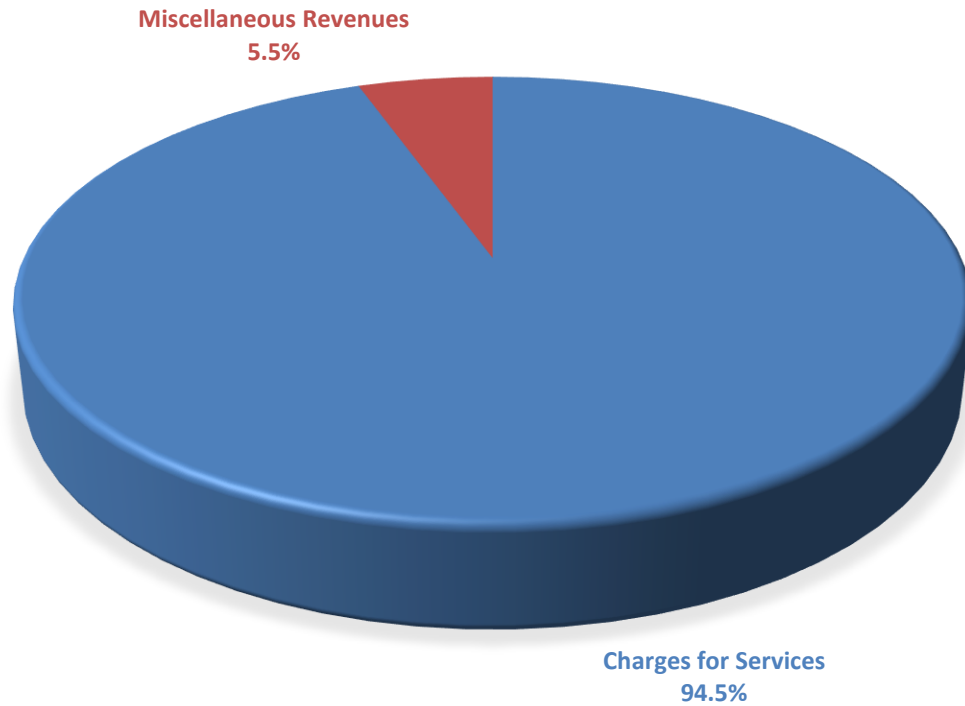
| Expenses by Category | Original Budget 2020 | Final Budget 2020 | Projected 2020 | Budget 2021 |
|-----------------------------|-------------------------|----------------------|--------------------|--------------------|
| General Government Services | \$0 | \$0 | \$0 | \$0 |
| Public Safety | 0 | 0 | 0 | 0 |
| Physical Environment | 0 | 0 | 0 | 0 |
| Transportation | 0 | 0 | 0 | 0 |
| Culture/Recreation | 2,566,201 | 2,888,620 | 2,422,163 | 2,068,194 |
| Debt Service | 242,614 | 242,614 | 0 | 0 |
| Transfers (net) | 587,167 | 264,748 | 414,007 | 814,364 |
| Total | \$3,395,982 | \$3,395,982 | \$2,836,170 | \$2,882,558 |

Marina Fund Budget Summary

| | 2020 Original Budget | 2020 Final Budget | 2020 Projected | 2021 Budget |
|--------------------------------|-------------------------|----------------------|--------------------|--------------------|
| Revenue | | | | |
| Gasoline | 475,200 | 475,200 | 378,630 | 380,400 |
| Diesel Fuel | 1,634,000 | 1,634,000 | 1,378,000 | 1,219,000 |
| Electricity | 95,000 | 95,000 | 98,244 | 98,000 |
| Dockage | 860,000 | 860,000 | 722,311 | 830,000 |
| Mooring Field | 250,000 | 250,000 | 257,473 | 260,000 |
| Over/Short | 0 | 0 | (57) | 0 |
| Misc. Revenue | 32,902 | 32,900 | 24,311 | 33,000 |
| Grants | 7,000 | 7,000 | 0 | 0 |
| Interest Earnings | 0 | 0 | 24,441 | 20,000 |
| Rental Income | 41,880 | 41,880 | 31,104 | 42,158 |
| Total Marina Fund Revenue | \$3,395,982 | \$3,395,980 | \$2,914,457 | \$2,882,558 |
| Expenses | | | | |
| Marina Operations | 2,566,201 | 2,888,618 | 2,422,163 | 2,068,194 |
| Debt Service | 242,614 | 242,614 | 0 | 0 |
| Total Marina Fund Expenses | \$2,808,815 | \$3,131,232 | \$2,422,163 | \$2,068,194 |
| Interfund Transfers In or Out | | | | |
| Operating Transfers | 24,323 | 24,323 | 24,323 | 18,922 |
| Other Transfers | 0 | 322,419 | 0 | 0 |
| Total Interfund Transfers In | \$24,323 | \$346,742 | \$24,323 | \$18,922 |
| Administrative Transfers | 438,329 | 438,329 | 438,330 | 459,874 |
| Operating Transfers | 0 | 0 | 0 | 0 |
| Other Transfers | 173,161 | 173,161 | 0 | 373,412 |
| Total Interfund Transfers Out | \$ 11,490 | \$611,490 | \$438,330 | \$833,286 |
| Total Fund (Deficit) or Excess | \$0 | \$0 | \$78,287 | \$0 |

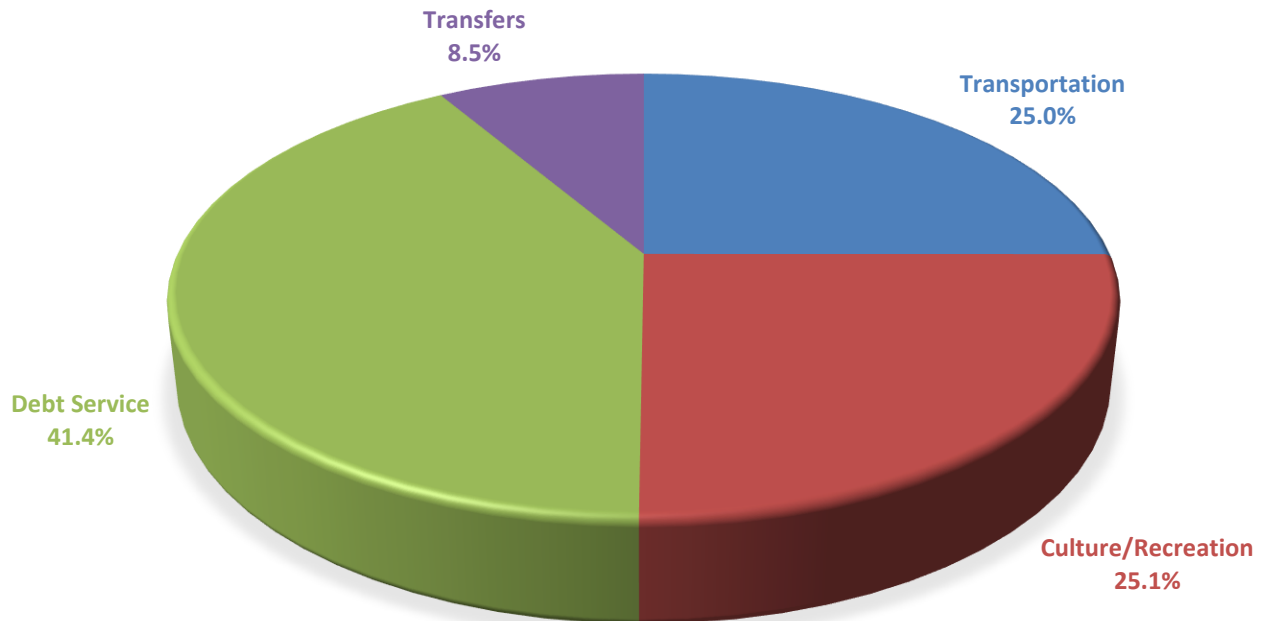
Notes

VISITOR INFORMATION CENTER REVENUES BY CATEGORY BUDGET 2021



| Revenues by Category | Original Budget 2020 | Final Budget 2020 | Projected 2020 | Budget 2021 |
|---------------------------------------|-------------------------|----------------------|---------------------|---------------------|
| Taxes | \$0 | \$0 | \$0 | \$0 |
| Permits, Fees and Special Assessments | 0 | 0 | 0 | 0 |
| Intergovernmental Revenue | 0 | 0 | 0 | 0 |
| Charges for Services | 4,087,000 | 4,069,000 | 2,843,428 | 3,943,350 |
| Judgements, Fines, & Forfeits | 0 | 0 | 0 | 0 |
| Miscellaneous Revenues | 315,000 | 288,000 | 246,972 | 228,250 |
| Transfers (net) | 0 | 0 | 0 | 0 |
| Total | \$ 4,402,000 | \$ 4,357,000 | \$ 3,090,400 | \$ 4,171,600 |

VISITORS INFORMATION CENTER EXPENDITURES BY FUNCTION BUDGET 2021



| Expenses by Category | Original Budget 2020 | Final Budget 2020 | Projected 2020 | Budget 2021 |
|-----------------------------|----------------------|--------------------|--------------------|--------------------|
| General Government Services | \$0 | \$0 | \$0 | \$0 |
| Public Safety | 0 | 0 | 0 | 0 |
| Physical Environment | 0 | 0 | 0 | 0 |
| Transportation | 1,135,188 | 1,327,535 | 1,305,959 | 1,043,447 |
| Culture/Recreation | 759,924 | 754,923 | 798,844 | 1,048,024 |
| Debt Service | 1,726,626 | 1,726,626 | 1,726,626 | 1,727,145 |
| Transfers (net) | 675,223 | 547,916 | 308,725 | 352,984 |
| Total | \$4,296,961 | \$4,357,000 | \$4,140,154 | \$4,171,600 |

Visitor Information Center Fund Budget Summary

| | 2020 Original Budget | 2020 Final Budget | 2020 Projected | 2021 Budget |
|--------------------------------|-------------------------|----------------------|----------------------|--------------------|
| Revenue | | | | |
| Parking Revenue | 3,487,000 | 3,469,000 | 2,489,272 | 3,343,350 |
| Gift Shop Revenue | 600,000 | 600,000 | 354,156 | 600,000 |
| TDC Funding | 190,000 | 180,000 | 180,000 | 135,000 |
| Misc. Revenue | 125,000 | 108,000 | 66,972 | 93,250 |
| Total VIC Fund Revenue | \$4,402,000 | \$4,357,000 | \$3,090,400 | \$4,171,600 |
| Expenses | | | | |
| Parking Facility | 1,052,671 | 1,326,850 | 1,390,109 | 1,043,449 |
| Visitor Information Center | 210,070 | 240,940 | 201,754 | 249,719 |
| Gift Shop | 737,410 | 737,410 | 476,295 | 798,305 |
| Principal | 863,055 | 863,055 | 863,055 | 889,466 |
| Interest | 863,571 | 863,571 | 863,571 | 837,679 |
| Other Debt Costs | 0 | 0 | 0 | 0 |
| Total VIC Fund Expenses | \$3,726,777 | \$4,031,826 | \$3,794,784 | \$3,818,618 |
| Interfund Transfers In or Out | | | | |
| Other Transfers | 1,235,132 | 1,259,276 | 1,235,132 | 1,457,803 |
| Total Interfund Transfers In | \$1,235,132 | \$1,259,276 | \$1,235,132 | \$1,457,800 |
| Administrative Transfers | 267,378 | 267,378 | 267,378 | 284,306 |
| Operating Transfers | 276,479 | 276,479 | 276,479 | 276,479 |
| Historic Preservation | 350,000 | 350,000 | 350,000 | 350,000 |
| Mobility | 650,000 | 650,000 | 650,000 | 650,000 |
| Garage Sinking Fund | 250,000 | 0 | 0 | 250,000 |
| Other Transfers | 116,498 | 40,593 | 0 | 0 |
| Total Interfund Transfers Out | \$1,910,355 | \$1,584,450 | \$1,543,857 | \$1,810,785 |
| Total Fund (Deficit) or Excess | \$0 | \$0 | \$(1,013,109) | \$0 |

Notes

Historic Preservation Transfer from VIC Trends

- **FY 2016 Actual:** Transfer to General Fund for portion of Alcazar Hotel Light Cages (\$20,000) and for portion of Casa Del Hidalgo roof (\$60,000)
- **FY 2017 Actual:** Transfer to General Fund for Alcazar Hotel Roof work (\$54,250), for Alcazar Hotel Iron Gates (\$30,000) and for Monument work (\$5,000)
- **FY 2018 Actual:** Transfer for Water Works Building Grant match of \$170,000 (delayed to FY 2019), implementation of Historic Preservation Master Plan (\$100,000) and upgrades to Archaeology program operations (\$80,000).
- **FY 2019 Actual:** Transfer for Water Works Building Grant match (\$400,000 over 2 years), Resiliency Project Grant match (\$50,000), UF Preservation Institute contribution (\$15,000), funding for an Assistant Archaeologist (salary and benefit totals \$60,000), Historic Preservation and Archaeology increased travel, training, lab equipment (\$25,000).
- **FY2020 Actual:** Water Works Building project underway (\$200,000), UF Preservation Institute contribution (\$15,000), funding for an Assistant Archaeologist (\$60,000). University of South Florida La Florida contribution (\$20,000). Historic Preservation and Archaeology, training, lab equipment.
- **FY 2021 Budget:** Water Works Building project completion will require grant matching funds. Historic preservation master plan (HPMP) priorities: Update the architectural lab facilities assessment and disaster management plan development. (\$135,000).UF Preservation Institute contribution (\$15,000). Funding for an Assistant Archaeologist (\$60,000). University of South Florida La Florida contribution (\$20,000). Restoration of lighted letters on Alcazar Hotel (\$10,000), continued improvements and equipment for the Archaeology department.

Historic Area CRA (HACRA) Budget Summary

| | 2020 Original Budget | 2020 Final Budget | 2020 Projected | 2021 Budget |
|--------------------------------|-------------------------|----------------------|---------------------|---------------------|
| Revenue | | | | |
| Incremental Taxes | 502,696 | 502,696 | 438,443 | 593,321 |
| Total HACRA Fund Revenue | \$ 502,696 | \$ 502,696 | \$ 438,951 | \$ 593,321 |
| Expenses | | | | |
| Operations | - | - | - | - |
| Total HACRA Fund Expenses | \$ - | \$ - | \$ - | \$ - |
| Interfund Transfers In or Out | | | | |
| Transfer from General Fund | 732,436 | 732,436 | 732,436 | 864,480 |
| Total Interfund Transfers In | \$ 732,436 | \$ 732,436 | \$ 732,436 | \$ 864,480 |
| Debt Service Transfer to VIC | 1,235,132 | 1,235,132 | 1,235,132 | 1,457,801 |
| Total Interfund Transfers Out | \$ 1,235,132 | \$ 1,235,132 | \$ 1,235,132 | \$ 1,457,801 |
| Total Fund (Deficit) or Excess | \$ - | \$ - | \$ (64,254) | \$ - |

Lincolville CRA (LCRA) Budget Summary

| | 2020 Original Budget | 2020 Final Budget | 2020 Projected | 2021 Budget |
|---------------------------------------|-------------------------|----------------------|-------------------|---------------------|
| Revenue | | | | |
| Incremental Taxes | 344,017 | 344,017 | 308,886 | 420,648 |
| Interest Earnings | | | 2,846 | |
| Total LCRA Fund Revenue | \$ 344,017 | \$ 344,017 | \$ 311,732 | \$ 420,648 |
| Expenses | | | | |
| Operations | 845,255 | 1,640,619 | 440,170 | 1,033,540 |
| Total LCRA Fund Expenses | \$ 845,255 | \$ 1,640,619 | \$ 440,170 | \$ 1,033,540 |
| Interfund Transfers In or Out | | | | |
| Transfer from General Fund | 387,584 | 387,584 | 387,584 | 501,239 |
| Transfer from Surplus Carryforward | 0 | 36,285 | 0 | 0 |
| Total Interfund Transfers In | \$ 501,239 | \$ 1,296,602 | \$ 501,239 | \$ 612,892 |
| Transfers for Infrastructure Projects | 0 | 0 | 0 | 0 |
| Total Interfund Transfers Out | \$ 0 | \$ 0 | \$ 0 | \$ 0 |
| Total Fund (Deficit) or Excess | \$ 1 | \$ 0 | \$ 372,801 | \$ 0 |

Lincolnvile CRA (LCRA) Budget Detail

Lincolnvile CRA FY 2021 Proposed Budget and FY 2020 Carryforward

| BUDGET ITEMS | FY 2020 Budget Combined with Carry Forward | FY 2020 Actual & Projected Spend | Projected 2020 Carry Forward | FY 2021 Budget | FY 2021 Budget Combined with Carry Forward |
|--|--|--|------------------------------------|---------------------|--|
| Revenues | | | | | |
| Tax Increment Revenue St. Johns County | 344,017 | 344,017 | - | 420,648 | 420,648 |
| Tax Increment Revenue COSA transfer | 501,239 | 501,239 | - | 612,892 | 612,892 |
| Total Revenues | \$ 845,256 | \$ 845,256 | \$ - | \$ 1,033,540 | \$ 1,033,540 |
| Administrative Costs: 53490 | | | | | |
| Florida Redevelopment Association (FRA) Membership | 670 | 1,170 | - | 1,170 | 1,170 |
| FRA Travel & Conferences - Administration | 5,075 | 1,577 | 3,498 | - | 3,498 |
| Board & Steering Committee Training & Conferences | 9,000 | - | 5,076 | - | 5,076 |
| Website Creation and Maintenance Fees | 3,138 | 4,953 | - | 5,000 | 5,000 |
| Annual Reports and other Publications | 599 | 2,208 | - | 2,000 | 2,000 |
| Total Administrative Costs | \$ 18,482 | \$ 9,908 | \$ 8,574 | \$ 8,170 | \$ 16,744 |
| Professional Services: 53490 & 51120 | | | | | |
| CRA Administration: Salary, Benefits, Supplies | 51,500 | - | - | 75,000 | 75,000 |
| Total Professional Services | \$ 51,500 | \$ - | \$ - | \$ 75,000 | \$ 75,000 |
| Total Admin. & Professional Services | \$ 69,982 | \$ 9,908 | \$ 8,574 | \$ 83,170 | \$ 91,744 |
| Furniture and Equipment: 53515 | | | | | |
| Portable Podium Stand | - | - | - | - | - |
| Projector (PowerPoint Presentations) | 700 | - | - | - | 286 |
| Presentation Boards | - | 414 | - | - | - |
| Total Furniture & Equipment | \$ 700 | \$ 414 | \$ 286 | \$ - | \$ 286 |
| FY 2019 Goal #1 Retain Long-Term Residents : 53340 | | | | | |
| Fix-It-Up Program | 341,476 | 118,000 | 223,476 | - | 223,476 |
| Property Acquisition & development | 150,000 | - | 150,000 | - | 150,000 |
| Total Retain Residents Program | \$ 491,476 | \$ 118,000 | \$ 373,476 | \$ - | \$ 373,476 |
| FY 2019 Goal #2 Preserve Lincolnvile's Historic Character: 53310 | | | | | |
| First Baptist Church Phase 1 | 528,461 | 46,100 | 482,361 | - | 482,361 |
| St. Paul AME Roof | 250,000 | - | 250,000 | - | 250,000 |
| Future Projects | - | - | - | 825,370 | 825,370 |
| Institutional Rehabilitation Program | \$ 778,461 | \$ 46,100 | \$ 732,361 | \$ 825,370 | \$ 1,557,731 |
| FY 2019 Goal #3 Improve Neighborhood Infrastructure/Beautification: 56630 | | | | | |
| Implementation of Landscape Master Plan | - | - | 228,817 | - | 228,817 |
| Neighborhood Sidewalks | 300,000 | 72,683 | 50,000 | - | 50,000 |
| M.L. King Design | - | - | - | 125,000 | 125,000 |
| Total Neighborhood Improvement Program | \$ 300,000 | \$ 72,683 | \$ 278,817 | \$ 125,000 | \$ 403,817 |
| TOTAL BUDGET | \$ 1,640,619 | \$ 247,105 | \$ 1,393,514 | \$ 1,033,540 | \$ 2,427,054 |

*Please note "projected" amounts are estimated and subject to change based on additional money spent or unspent by the end of the fiscal year

Notes

Strategic Action Items for 2021

Objective: Infrastructure Planning & Construction

General Fund Action Items:

- Road Resurfacing
- Sevilla Street Reconstruction/Re-bricking

Utility Fund Action Items:

- Sevilla Street Reconstruction is under design. Construction should begin in FY2021
- Lake Maria Sanchez Flood Mitigation Project
- Continued Water Meter Replacement Program – Final Phase in FY2021
- Lift Station Rehab from Storms
- Upgrades to other Lift Stations & Force Mains
- Transfer for West Augustine Sewer Improvements and Connections
- I&I Elimination Program
- Wastewater Treatment Plant Flood Proofing
- Headworks Project at the Wastewater Treatment Plant

Stormwater Action Items:

- Sevilla Street Reconstruction
- Lake Maria Sanchez Flood Mitigation Project
- South Whitney & West King Flood Mitigation
- Tideflex Valve Installation

Objective: Mobility Planning & Construction

- Parking and Access Management Implementation
- May Street Intersection Landscape Improvements
- Cuna Street Improvements
- Downtown Improvement District Phase II

Objective: Zoning Update & Building Code Update

- Various Grants & Programs through Historic Preservation & Planning
- Various Code Updates Planned (mobility, parking, tree code, mobile food vending sign code)
- Historic Preservation Master Plan / Flood Mitigation code updates
- Vacation Rental Program Implementation
- Major Software Upgrades for Planning & Building Department (City Works)

Objective: Resiliency, Sustainability & Sea-Level Rise Planning & Implementation

- Lake Maria Sanchez Flood Mitigation Project
- Management of Fish Island
- TideFlex Valve Installations
- Historic Preservation Master Plan Flood Mitigation Project
- Tablets for Board Members to use during meetings to save printing of hard copies

Objective: Arts, Education & Community

- University of South Florida Project
- Preservation Institute of St. Augustine (PISA)

Objective: Enhance our partnerships to affect change in affordable/workforce housing and homelessness

- St. Francis Bed Rental
- Family Reunification Program
- Home Again St. Johns
- West Augustine Utility Connection Program
- Operation New Hope

Notes



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