



CITY OF  
**ST AUGUSTINE**<sup>™</sup>  
— EST. 1565 —

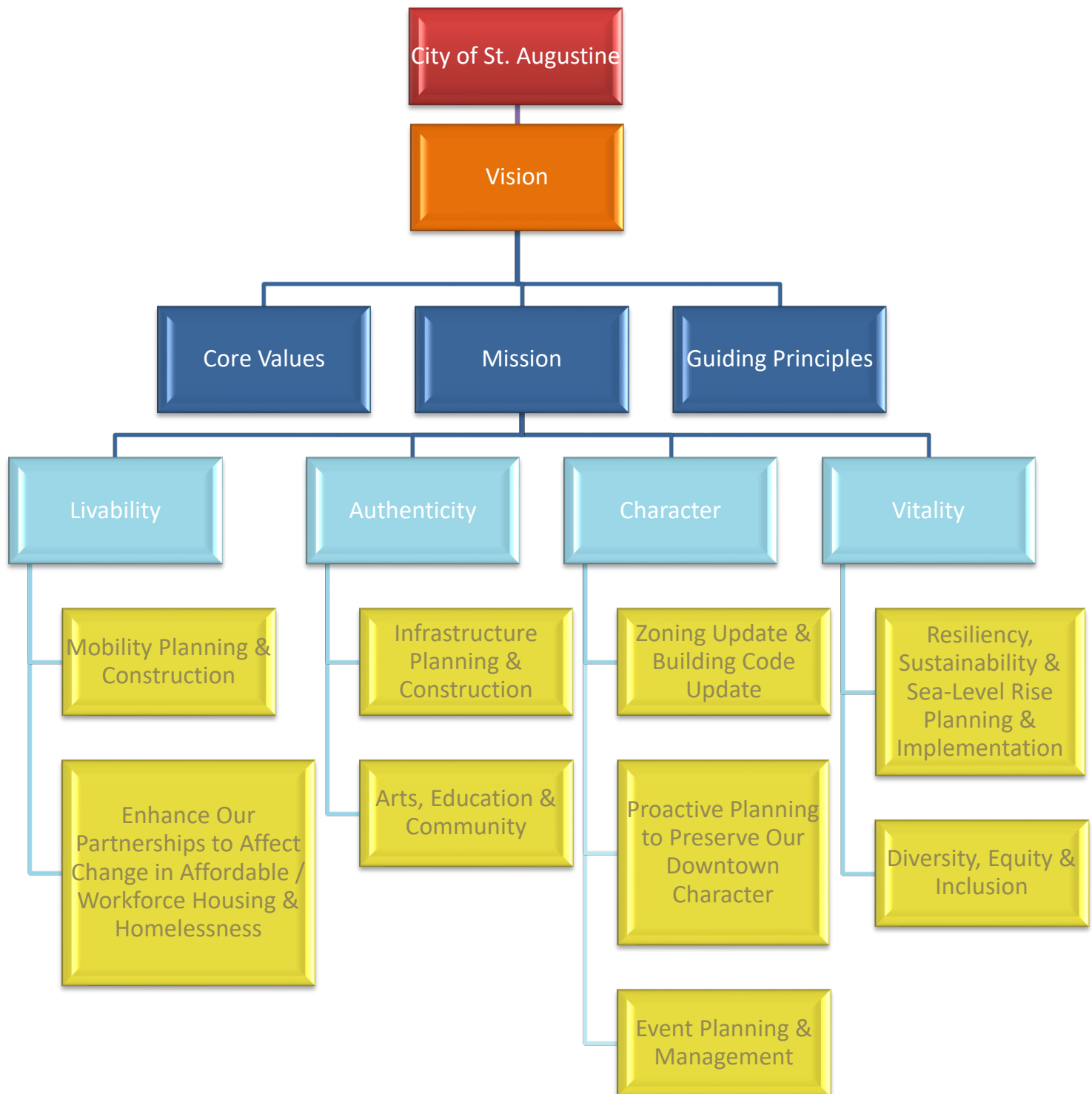
# 2023 Proposed Budget

7 jhmcZG h"5 i [ i gh]bY

## Table of Contents

City of St. Augustine Strategic Plan	1
FY 2022 Highlights	2
FY 2023 Budget: City Wide	4
FY 2023 Budget: General Fund	8
FY 2023 Budget: Utility Fund	15
FY 2023 Budget: Stormwater Fund	19
FY 2023 Budget: Solid Waste Fund	23
FY 2023 Budget: Marina Fund	26
FY 2023 Budget: Visitor Information Center Fund	30
Historic Preservation Fund Transfer Trends	33
FY 2023 Budget: Historic Area CRA	35
FY 2023 Budget: Lincolnville CRA	36
FY 2023 Strategic Action Items	39

## City of St. Augustine Strategic Plan



## Fiscal Year 2022 Highlights

### ***Financial Highlights:***

- Revenue sources reverted to more normal levels compared to the FY20 and FY21 volatility
- All funds are projected to have a budget surplus at the end of FY22
  - The surpluses are largely due to employee turnover and vacancies
- Secured a \$12.9 million loan for water & sewer capital projects(1.945% interest – closed March 4th)
- Outsourced/combined police dispatch to the St. Johns County Sheriff's Office
- Commenced procurement on the American Rescue Plan projects
- Adopted a new mobility fee
- Secured the purchase of a new HR100 aerial truck for the Fire Department for enhanced vertical reach for firefighting and life safety operations
- Continued funding for programs such as Home Again St. Johns and the St. Francis House
- Successful audit and awarded certificate of achievement for excellence in financial reporting
- Secured \$26.5M in Florida Resilient Grant Funding
- Recorded record revenues at the Visitor Information Center Garage and Municipal Marina as tourism continued its reflation
  - Replacement of VIC roof

### ***Accomplishments:***

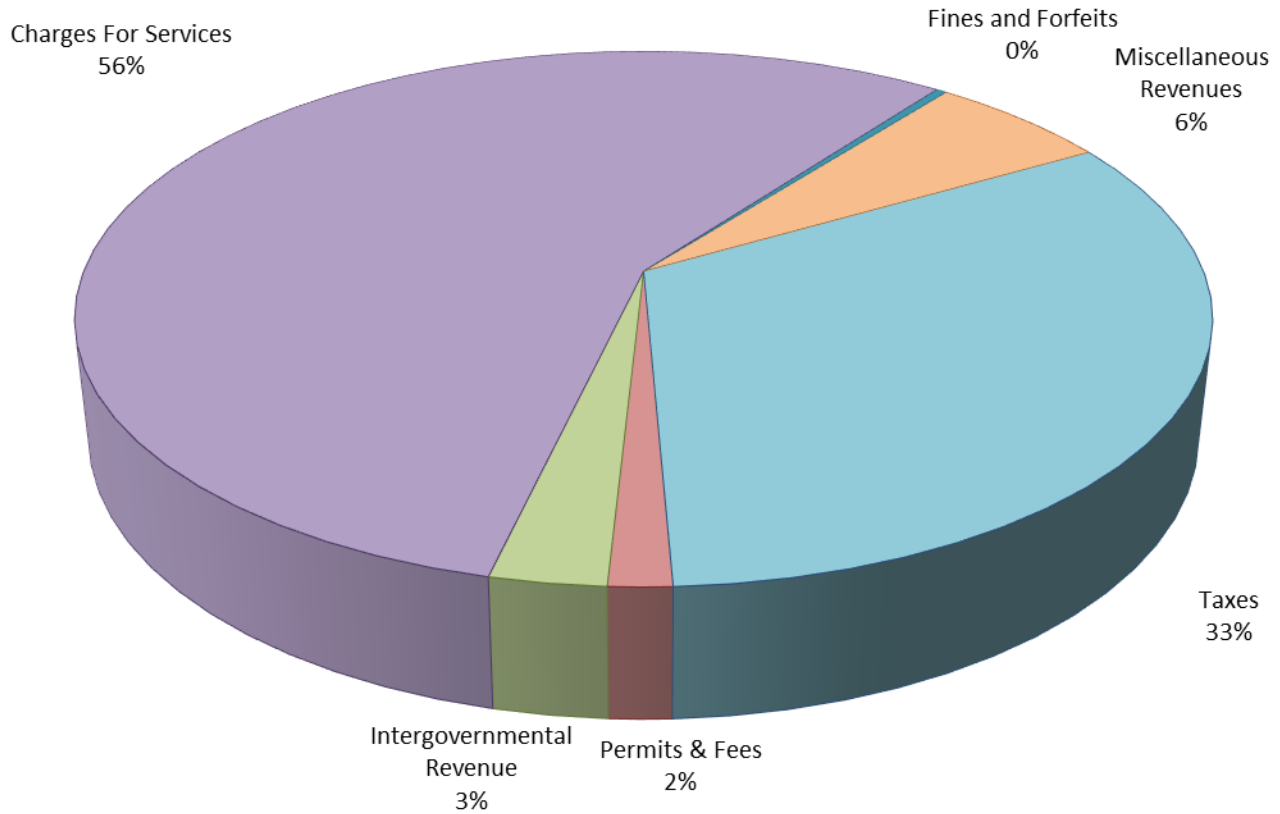
- Overcame staffing issues due to COVID-19 and the exodus of local government employees due to a shift in market sectors
- Completed phase II of solar trash compactors which are in full-scale operation
- Provided 50 residents with a compost bin
- Approved for the use of free chlorine at the Water Treatment Plant after a year-long study
- Completed the installation of a new motor control center at the Wastewater Treatment Plant
- Completed the implementation of a voice over IP phone system at the Police Department
- Assisted homeowners with navigating potential flood mitigation grants
- Worked with the Responsible Hospitality Institute on a study of the downtown nightlife
- Several major GIS advancements resulting in increased efficiency of operations
- Deployed new software at the Fire Department combining reporting, inspections, planning and GIS
- Completed design and bid specifications for Spanish Street and the Tolomato parking lot
- Secured FDOT development grant for 5-year circulator plan

## Fiscal Year 2023 City Wide Budget: Highlights

- Millage rate stays at 7.5 mills. This results in \$2.1M of additional revenue
- Visitor Information Center Fund to transfer \$1,365,000 for Mobility, Historic Preservation, and VIC Sinking Fund
- Fire assessment covers approximately 50% of assessable Fire Department expenses and will be reviewed for FY24
- New mobility fee
- Inflation of 9.1% results in higher rates & costs for utilities, supplies and personnel
- New health insurance plan for employees projected to save approximately \$500k
- 8 new full-time employees
  - Firefighters (2)
  - Police Officers (3)
  - Code Enforcement Officer
  - Utility Maintenance Personnel (2)
  - Mobility Technician
  - Marina Attendant
  - VIC Gift Shop Personnel (2)
- Increased TDC funding for Shuttling and Downtown Circulator
- DOT funding for the downtown circulator
- HACRA revenues projected to be more than the debt service requirements on the VIC Parking garage for the first time
- Funding for public art at the May Street intersection
- Increased fees for all enterprise funds to keep up with inflation
- Successful union negotiations
- Feasibility study of land conservation initiative
- Increased social media campaigns

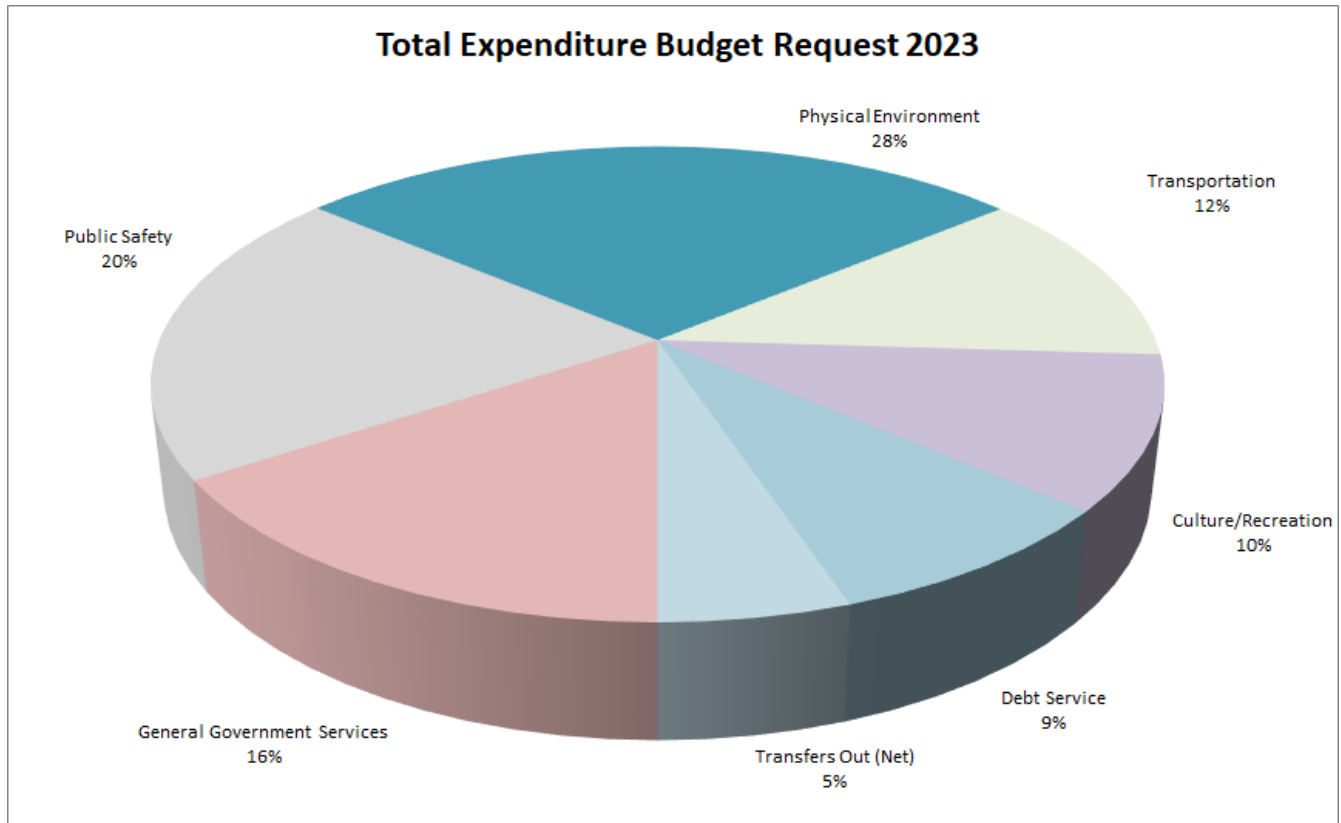
## Where does the money come from?

## Total Revenue Budget Request 2023



	Original Budget	Final Budget	Projected	Proposed
Revenues by Category	2022	2022	2022	Budget 2023
Taxes	\$ 21,217,496	\$ 19,669,367	\$ 20,106,711	\$ 24,353,381
Permits & Fees	769,750	2,856,950	3,402,508	1,149,250
Intergovernmental Revenue	2,062,735	2,610,799	2,898,613	2,110,167
Charges For Services	37,907,513	40,689,776	42,511,665	42,179,229
Fines and Forfeits	291,000	291,000	257,503	260,500
Miscellaneous Revenues	2,504,887	16,183,783	16,625,622	4,553,199
Transfers (net)	-	7,670,941	4,956,955	-
<b>Total</b>	<b>\$ 64,753,381</b>	<b>\$ 89,972,616</b>	<b>\$ 90,759,577</b>	<b>\$ 74,605,726</b>

## Where does the money go?



	Original Budget	Final Budget	Projected	Proposed
Expenditures/Expenses by Function	2022	2022	2022	Budget 2023
General Government Services	\$ 9,631,800	\$ 12,750,045	\$ 11,791,741	\$ 11,738,990
Public Safety	14,532,613	15,082,016	12,658,203	15,211,298
Physical Environment	18,014,544	39,017,479	37,544,273	20,779,698
Transportation	6,927,091	8,324,344	10,086,505	8,952,088
Culture/Recreation	6,006,902	8,706,477	6,834,813	7,754,180
Debt Service	4,229,887	6,092,255	6,274,131	6,321,469
Transfers Out (Net)	5,410,544	-	-	3,848,003
<b>Total</b>	<b>\$ 64,753,381</b>	<b>\$ 89,972,616</b>	<b>\$ 85,189,666</b>	<b>\$ 74,605,726</b>

## Notes

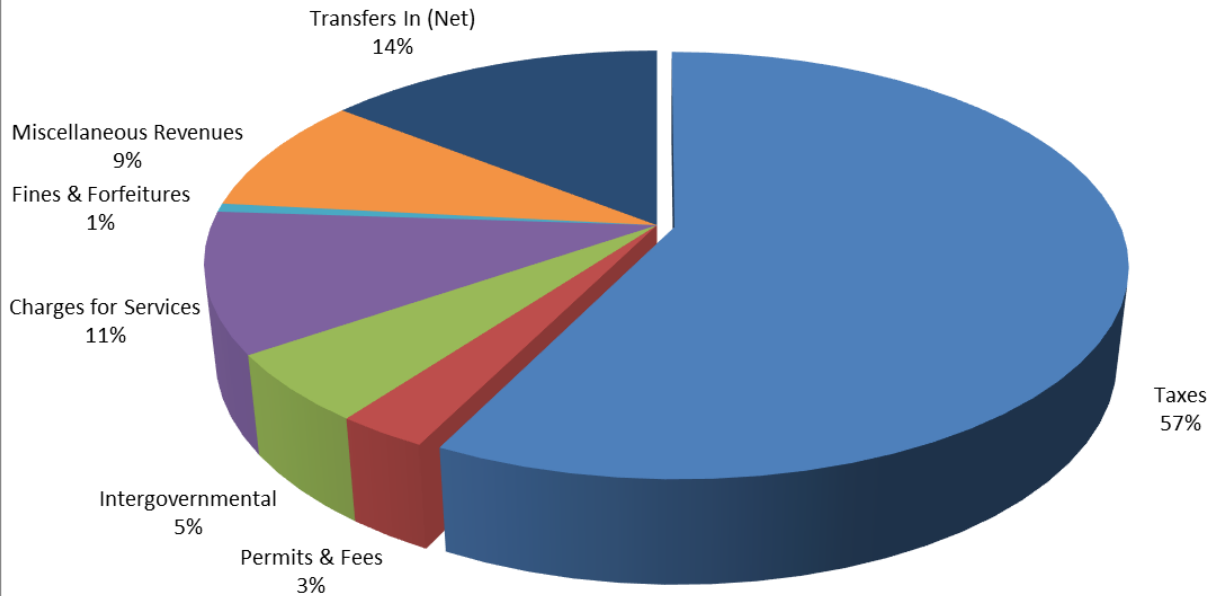
This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.



## Notes

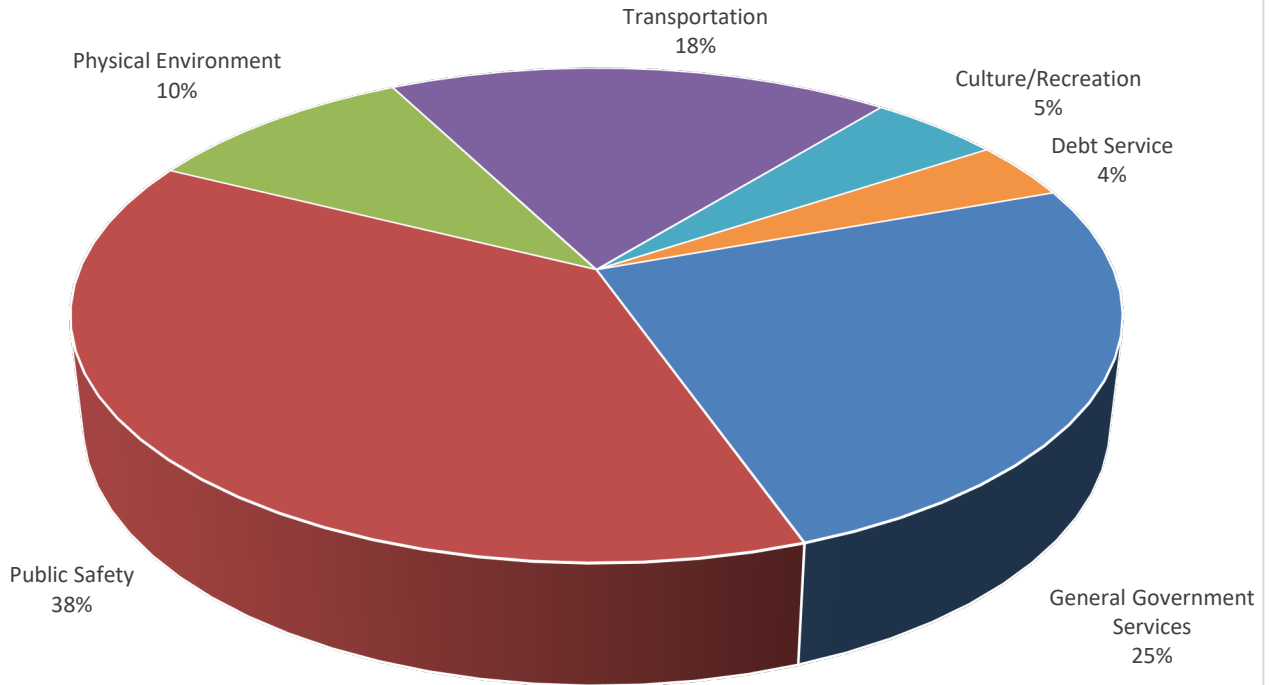
This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

### General Fund Revenues by Category 2023 Budget Request



Revenues by Category	Original Budget 2022	Final Budget 2022	Projected 2022	Budget Request 2023
Taxes	\$ 20,163,918	\$ 18,685,789	\$ 19,123,444	\$ 23,094,559
Permits & Fees	769,750	2,781,450	3,361,656	1,119,250
Intergovernmental	2,062,735	2,610,799	2,849,643	2,110,167
Charges for Services	4,253,310	4,280,404	4,265,028	4,286,539
Fines & Forfeitures	291,000	291,000	257,503	260,500
Miscellaneous Revenues	1,765,287	2,355,683	2,457,167	3,591,084
Transfers In (Net)	6,547,308	8,952,534	8,886,098	5,783,384
<b>Total</b>	<b>\$ 35,853,308</b>	<b>\$ 39,957,659</b>	<b>\$ 41,200,539</b>	<b>\$ 40,245,483</b>

## General Fund Expenditures by Category FY23 Budget Request



Expenditures by Category	Original Budget 2022	Final Budget 2022	Projected 2022	Budget Request 2023
General Government Services	\$ 8,486,368	\$ 10,355,706	\$ 10,891,141	\$ 10,131,943
Public Safety	14,532,613	15,082,016	12,658,203	15,211,298
Physical Environment	3,826,326	4,280,529	3,364,633	4,022,085
Transportation	5,639,565	6,628,567	8,525,835	7,417,389
Culture/Recreation	1,853,303	2,095,708	2,358,994	1,938,702
Debt Service	1,515,133	1,515,133	1,515,133	1,524,066
Transfers Out (Net)				
<b>Total</b>	<b>\$ 35,853,308</b>	<b>\$ 39,957,659</b>	<b>\$ 39,313,939</b>	<b>\$ 40,245,483</b>

## General Fund Budget Summary

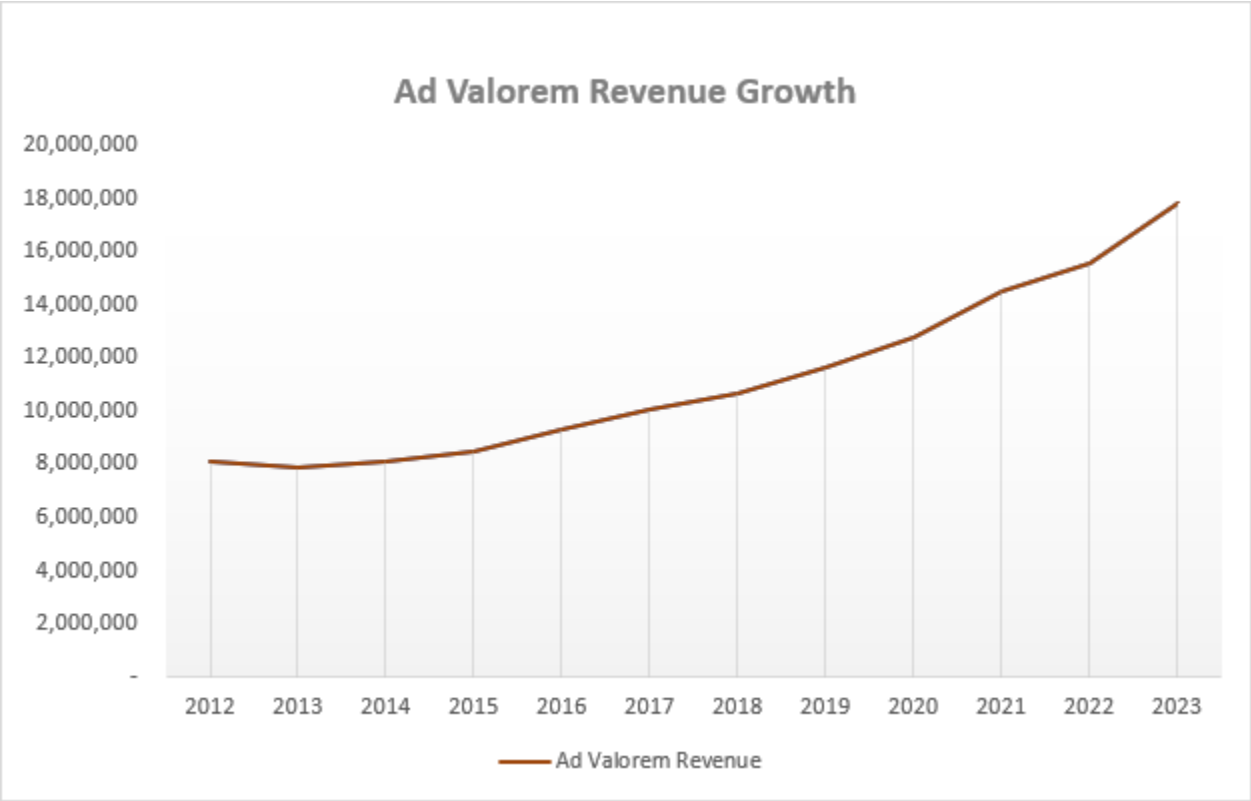
	2022 Original Budget	2022 Final Budget	2022 Projected	2023 Budget Request
<b>GENERAL REVENUE</b>				
AD VALOREM TAXES	\$ 15,221,310	\$ 15,474,182	\$ 15,549,642	\$ 17,826,488
SALES AND USE TAXES	911,607	911,607	999,221	1,017,071
FRANCHISE FEES	1,731,000	1,731,000	1,942,130	1,811,000
UTILITY SERVICE TAXES	1,550,000	1,550,000	1,648,231	1,540,000
COMMUNICATION SERVICE TAXES	750,000	750,000	926,350	900,000
OCCUPATIONAL LICENSES	125,750	125,750	116,539	110,750
BUILDING AND SIGN PERMITS	504,000	518,700	879,161	503,500
IMPACT FEES - MOBILITY	-	-	10,000	100,000
OTHER PERMITS AND LICENSES	140,000	406,000	413,826	405,000
FEDERAL GRANTS	-	21,348	21,348	10,000
STATE GRANTS	-	526,716	581,626	-
STATE REVENUE SHARING	2,036,735	2,036,735	2,157,398	2,069,167
GRANTS FROM LOCAL UNITS	-	66,433	64,433	-
COUNTY REVENUE SHARING	26,000	26,000	24,838	31,000
GENERAL GOVT. SERVICE FEES	111,500	116,500	125,523	112,250
PUBLIC SAFETY	1,814,707	1,836,801	1,830,929	1,841,509
PARKING FEES	2,327,103	2,327,103	2,308,576	2,332,780
COURT FINES AND FORFEITURES	40,000	40,000	24,670	25,000
VIOLATIONS OF LOCAL ORDINANCE	11,000	11,000	5,700	10,500
PARKING FINES AND FORFEITURES	240,000	240,000	227,133	225,000
INTEREST EARNINGS	20,420	20,420	125,385	324,325
RENTAL INCOME	1,205,600	1,297,633	1,303,064	1,481,831
SPECIAL ASSESSMENTS	50,000	88,496	88,496	50,000
SALES\COMP. FOR LOSS - FIXED ASSETS	45,000	129,289	119,117	45,000
SALE OF SCRAP	500	500	-	-
PRIVATE CONTRIBUTIONS	-	64,400	61,257	50,000
OTHER MISCELLANEOUS REVENUE	443,767	754,945	759,848	1,639,931
<b>TOTAL GENERAL FUND REVENUE</b>	<b>\$ 29,305,999</b>	<b>\$ 31,071,558</b>	<b>\$ 32,314,441</b>	<b>\$ 34,462,102</b>

## General Fund Budget Summary

	2022 Original Budget	2022 Final Budget	2022 Projected	2023 Budget Request	22 to 23 Budget % Change
<b><u>PERSONNEL EXPENDITURES</u></b>					
SALARIES & BENEFITS	\$ 22,185,457	\$ 21,652,957	\$ 21,245,922	\$ 24,478,012	10.3%
<b><u>OPERATING EXPENDITURES</u></b>					
CITY COMMISSION	117,972	167,972	158,531	165,552	40.3%
CITY MANAGER	324,312	845,609	851,754	399,516	23.2%
CITY CLERK	77,740	105,240	78,481	72,166	-7.2%
F.B.M. ADMINISTRATION	129,610	128,885	126,068	145,062	11.9%
ACCOUNTING	103,825	153,021	154,454	164,568	58.5%
CUSTOMER SERVICE	172,814	172,814	187,749	198,412	14.8%
GENERAL SERVICES ADMINISTRATION	19,475	19,475	23,930	25,008	28.4%
PURCHASING	30,761	31,620	33,068	38,267	24.4%
HUMAN RESOURCES	132,115	125,650	124,811	127,025	-3.9%
INFORMATION TECHNOLOGY	457,819	579,759	628,362	456,319	-0.3%
CITY ATTORNEY	94,088	94,088	31,175	54,704	-41.9%
PLANNING & BUILDING ADMIN	55,300	60,900	63,241	58,560	5.9%
PLANNING	104,611	110,240	91,286	213,838	104.4%
FLEET OPERATIONS	176,965	155,933	133,293	151,954	-14.1%
FACILITIES MANAGEMENT GROUP	701,646	990,773	963,856	781,975	11.4%
RISK MANAGEMENT	699,393	703,781	703,016	761,925	8.9%
POLICE ADMINISTRATION	452,293	1,094,986	1,066,554	1,173,945	159.6%
OPERATIONS	602,589	720,177	741,820	804,593	33.5%
FIRE ADMINISTRATION	146,157	56,763	90,540	93,453	-36.1%
PREVENTION	39,320	38,924	42,774	49,931	27.0%
FIRE FIGHTING	229,332	375,437	371,981	322,285	40.5%
BUILDING/CODE ENFORCEMENT	201,896	293,971	279,428	285,555	41.4%
PUBLIC WORKS ADMINISTRATION	57,300	60,012	75,103	82,456	43.9%
FACILITY OPERATIONS	36,900	41,328	41,575	51,178	38.7%
PROPERTY SERVICES	377,423	628,424	587,774	383,079	1.5%
ENGINEERING	127,540	272,152	262,274	148,121	16.1%
HISTORIC PRESERV. & ARCHAEOLOGY	197,602	260,102	219,363	175,743	-11.1%
STREETS	881,609	878,294	855,946	679,277	-23.0%
MOBILITY	489,037	1,093,787	1,140,215	1,772,220	262.4%
PARKING	923,467	1,063,922	1,116,634	1,290,152	39.7%
GROUNDS	356,057	512,596	466,545	418,138	17.4%
GALIMORE CENTER	163,742	243,742	241,981	165,443	1.0%
COMMUNICATIONS & EVENTS	356,129	361,222	357,830	334,926	-6.0%
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$ 9,036,839</b>	<b>\$ 12,441,600</b>	<b>\$ 12,311,413</b>	<b>\$ 12,045,346</b>	<b>33.3%</b>
<b><u>CAPITAL EXPENDITURES</u></b>					
BUILDINGS	95,932	317,417	244,020	291,852	204.2%
INFRASTRUCTURE	1,000,000	1,691,717	1,688,620	620,000	-38.0%
MACHINERY & EQUIPMENT	2,019,947	2,338,832	2,308,831	1,286,210	-36.3%
<b>TOTAL CAPITAL EXPENDITURES</b>	<b>\$ 3,115,879</b>	<b>\$ 4,347,966</b>	<b>\$ 4,241,471</b>	<b>\$ 2,198,062</b>	<b>-29.5%</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 34,338,175</b>	<b>\$ 38,442,523</b>	<b>\$ 37,798,806</b>	<b>\$ 38,721,420</b>	<b>12.8%</b>

## General Fund Budget Summary

	2022 Original Budget	2022 Final Budget	2022 Projected	2023 Budget Request
<b>TOTAL REVENUE</b>	<b>\$ 29,305,999</b>	<b>\$ 31,071,558</b>	<b>\$ 32,314,441</b>	<b>\$ 34,462,102</b>
<b>TOTAL EXPENDITURES</b>	<b>34,338,175</b>	<b>38,442,523</b>	<b>37,798,806</b>	<b>38,721,420</b>
<b><u>INTERFUND TRANSFERS IN OR OUT</u></b>				
GENERAL INTERFUND TRANSFERS	750,201	750,201	750,201	750,201
ADMIN AND SUBSIDY TRANSFERS	4,159,429	4,159,429	4,159,430	4,861,760
OPERATING TRANSFERS	1,694,532	1,694,532	1,694,531	1,872,003
OTHER TRANSFERS	2,250,000	4,588,791	4,588,791	1,415,000
<b>TOTAL INTERFUND TRANSFERS IN</b>	<b>8,854,162</b>	<b>11,192,953</b>	<b>11,192,953</b>	<b>8,898,964</b>
DEBT SERVICE TRANSFERS	1,515,133	1,515,133	1,515,133	1,524,066
OPERATING TRANSFERS	721,700	721,700	721,700	1,033,218
OTHER TRANSFERS (CRA)	1,585,155	1,585,155	1,585,155	2,082,362
<b>TOTAL INTERFUND TRANSFERS OUT</b>	<b>3,821,988</b>	<b>3,821,988</b>	<b>3,821,988</b>	<b>4,639,646</b>
<b>TOTAL GENERAL FUND (DEFICIT)/EXCESS</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,886,600</b>	<b>\$ -</b>

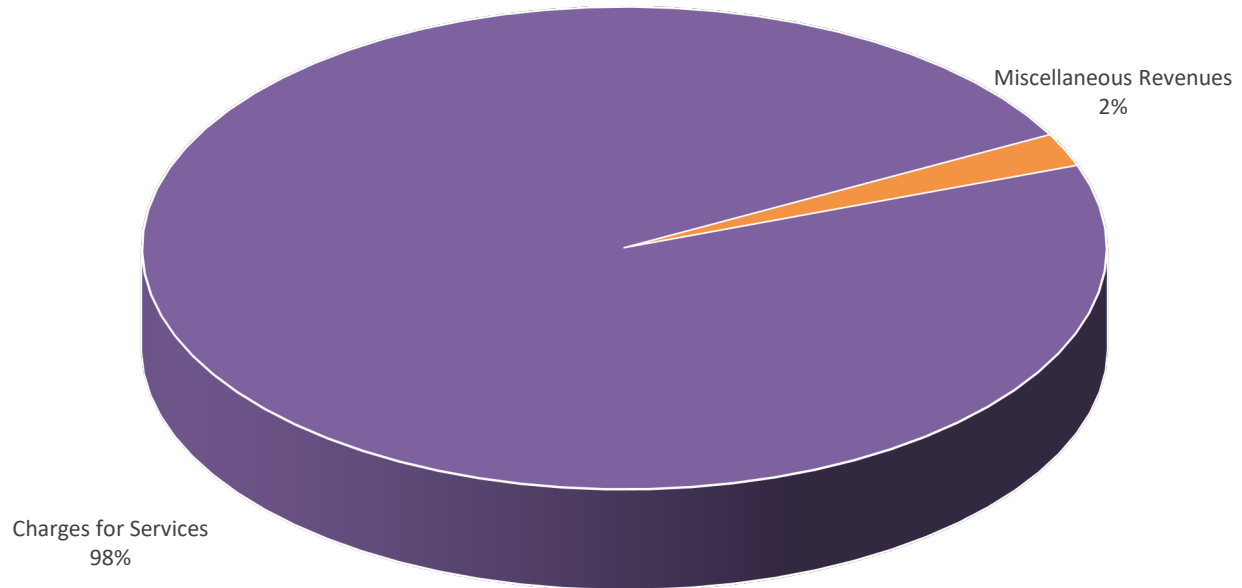


## Notes

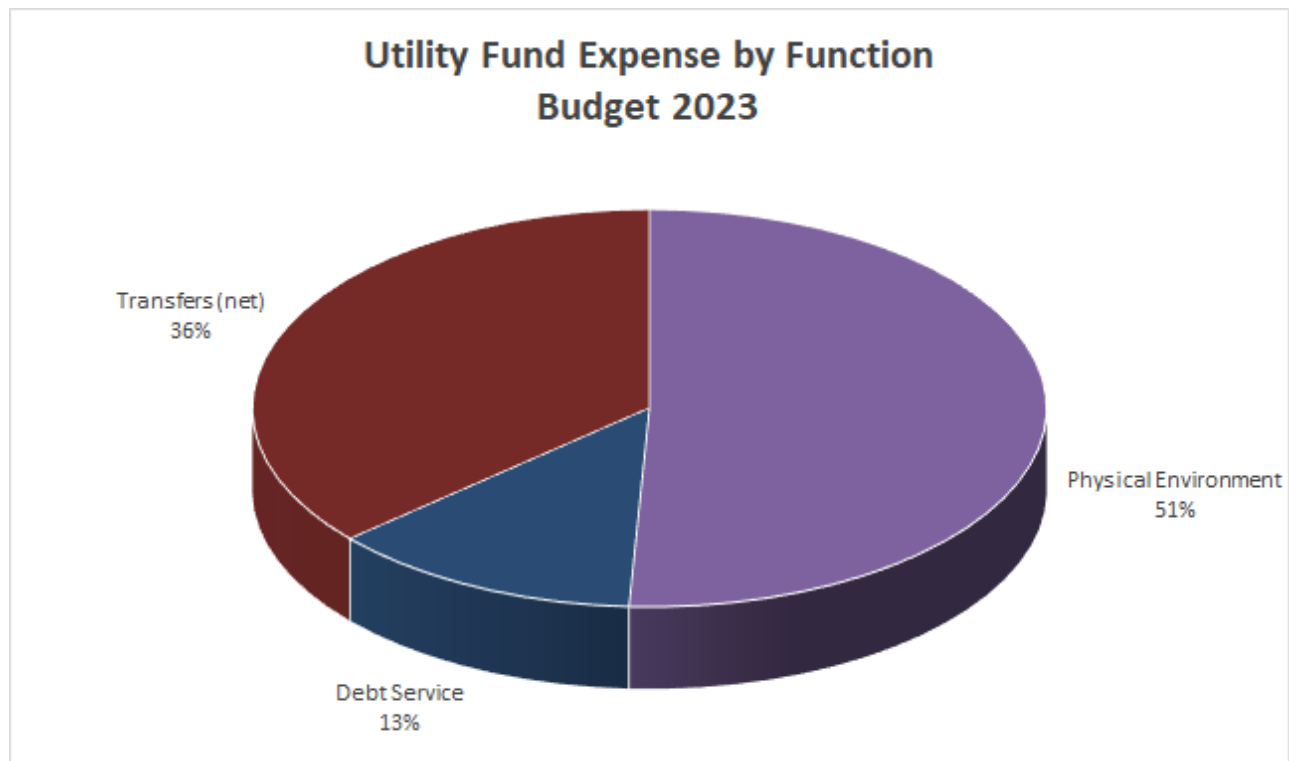
This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.



### Utility Fund Revenue by Category Budget 2023



Revenues by Category	Original Budget 2022	Final Budget 2022	Projected 2022	Budget 2023
Taxes	\$ -	\$ -	\$ -	\$ -
Permits, Fees and Special Assessment:	-	-	-	-
Intergovernmental Revenue	-	-	-	-
Charges for Services	20,093,200	20,239,200	23,515,064	21,351,389
Judgements, Fines, & Forfeits	-	-	-	-
Miscellaneous Revenues	400,000	13,335,000	13,638,852	486,000
Transfers (net)	-	-	-	-
<b>Total</b>	<b>\$ 20,493,200</b>	<b>\$ 33,574,200</b>	<b>\$ 37,153,916</b>	<b>\$ 21,837,388</b>



Expenditures by Category	Original Budget 2022	Final Budget 2022	Projected 2022	Budget 2023
General Government Services	\$ -	\$ -	\$ -	\$ -
Public Safety	-	-	-	-
Physical Environment	9,935,020	30,122,569	29,384,794	11,097,396
Transportation	-	-	-	-
Culture/Recreation	-	-	-	-
Debt Service	2,532,040	2,532,040	2,734,416	2,787,590
Transfers (net)	8,026,140	919,591	2,725,872	7,952,403
<b>Total</b>	<b>\$ 20,493,200</b>	<b>\$ 33,574,200</b>	<b>\$ 34,845,082</b>	<b>\$ 21,837,388</b>

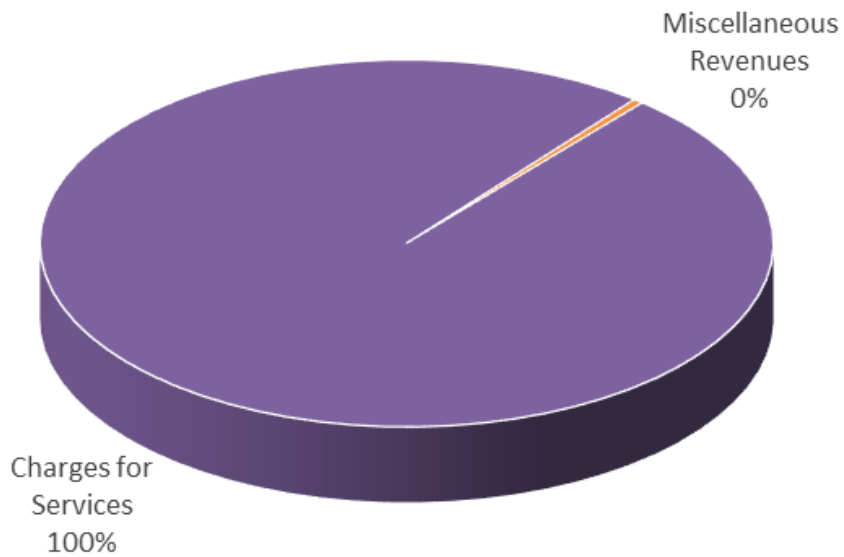
## Utility Fund Budget Detail

	<b>2022 Original Budget</b>	<b>2022 Final Budget</b>	<b>2022 Projected</b>	<b>2023 Budget Request</b>
<b><u>OPERATING REVENUE</u></b>				
WATER SALES INSIDE CITY	\$ 4,887,960	\$ 4,887,960	\$ 5,216,363	\$ 5,425,018
WATER SALES OUTSIDE CITY	4,634,040	4,634,040	4,657,330	4,601,442
SEWER SALES INSIDE CITY	5,268,840	5,268,840	5,651,115	5,877,160
SEWER SALES OUTSIDE CITY	3,618,360	3,618,360	3,713,329	3,668,769
<b>TOTAL OPERATING REVENUE</b>	<b>18,409,200</b>	<b>18,409,200</b>	<b>19,238,136</b>	<b>19,572,389</b>
<b><u>NON-OPERATING REVENUE</u></b>				
WATER TAPPING FEES	280,000	400,000	600,379	350,000
WATER FLOW BASED FEES	500,000	500,000	1,563,191	500,000
CCEC FEES	39,000	39,000	43,504	39,000
MISC. SERVICE FEES	90,000	90,000	94,973	90,000
FORCEMAIN OVERLAY	100,000	100,000	460,008	100,000
SEWER TAPPING FEES	175,000	201,000	543,114	200,000
SEWER FLOW BASED FEES	500,000	500,000	971,759	500,000
<b>TOTAL NON-OPERATING REVENUE</b>	<b>1,684,000</b>	<b>1,830,000</b>	<b>4,276,928</b>	<b>1,779,000</b>
<b><u>OTHER REVENUE</u></b>				
INTEREST EARNINGS	25,000	25,000	53,852	86,000
SALE OF ASSETS	15,000	15,000	-	-
BOND PROCEEDS	-	12,935,000	12,935,000	-
OTHER MISCELLANEOUS REVENUE	360,000	360,000	650,000	400,000
<b>TOTAL OTHER REVENUE</b>	<b>400,000</b>	<b>13,335,000</b>	<b>13,638,852</b>	<b>486,000</b>
<b>TOTAL UTILITY FUND REVENUE</b>	<b>\$ 20,493,200</b>	<b>\$ 33,574,200</b>	<b>\$ 37,153,916</b>	<b>\$ 21,837,389</b>

## Utility Fund Budget Detail

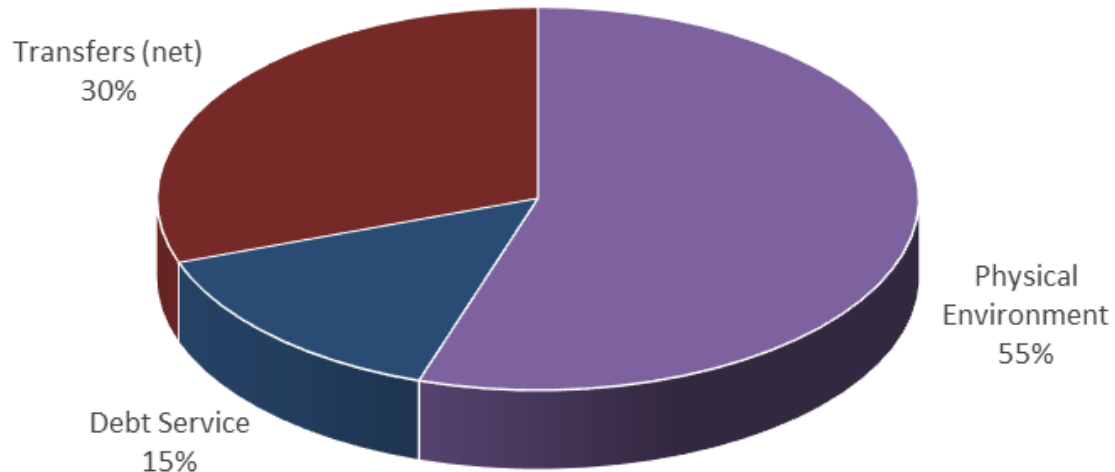
	2022 Original Budget	2022 Final Budget	2022 Projected	2023 Budget Request
<b><u>PERSONNEL EXPENDITURES</u></b>				
SALARIES & BENEFITS	\$ 5,460,184	\$ 5,460,185	\$ 4,739,320	\$ 5,992,479
<b><u>OPERATING EXPENSES</u></b>				
UTILITY ADMINISTRATION	678,460	739,276	725,000	527,883
WATER TREATMENT PLANT	777,231	888,790	934,088	1,175,820
METER MAINTENANCE	119,803	119,803	105,182	176,068
WASTEWATER TREATMENT PLANT	1,346,414	1,351,075	1,312,214	1,636,000
TRANSMISSION & DISTRIBUTION	328,474	333,190	329,888	341,348
WASTEWATER COLLECTIONS	715,454	732,780	721,934	809,622
<b>TOTAL OPERATING EXPENSES</b>	<b>3,965,836</b>	<b>4,164,914</b>	<b>4,128,305</b>	<b>4,666,743</b>
<b><u>CAPITAL EXPENSES</u></b>				
INFRASTRUCTURE	278,000	20,268,439	20,267,926	315,000
MACHINERY & EQUIPMENT	231,000	229,031	249,243	123,174
<b>TOTAL CAPITAL EXPENSES</b>	<b>509,000</b>	<b>20,497,470</b>	<b>20,517,169</b>	<b>438,174</b>
<b><u>DEBT SERVICE</u></b>				
PRINCIPAL	2,344,690	2,344,690	2,344,481	2,430,126
INTEREST	184,750	184,750	338,935	354,964
OTHER DEBT SERVICE COSTS	2,600	2,600	51,000	2,500
<b>TOTAL DEBT SERVICE</b>	<b>2,532,040</b>	<b>2,532,040</b>	<b>2,734,416</b>	<b>2,787,590</b>
<b><u>INTERFUND TRANSFERS IN OR OUT</u></b>				
GENERAL INTERFUND TRANSFERS	-	-	-	-
OPERATING TRANSFERS	631,370	631,370	631,370	659,014
OTHER TRANSFERS	-	6,835,218	6,835,218	-
<b>TOTAL INTERFUND TRANSFERS IN</b>	<b>631,370</b>	<b>7,466,588</b>	<b>7,466,588</b>	<b>659,014</b>
GENERAL & ADMIN/SUBSIDY TRANSFER	2,598,415	2,455,123	2,598,415	3,051,654
OPERATING TRANSFERS	1,200,665	1,070,888	1,200,665	1,336,297
OTHER TRANSFERS	4,858,430	4,860,168	6,393,380	4,223,466
<b>TOTAL INTERFUND TRANSFERS OUT</b>	<b>8,657,510</b>	<b>8,386,179</b>	<b>10,192,460</b>	<b>8,611,417</b>
<b>TOTAL UTILITY FUND (DEFICIT) OR EXCESS</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,308,834</b>	<b>\$ -</b>

### Stormwater Revenue by Category Budget 2023



Revenues by Category	Original Budget 2022	Final Budget 2022	Projected 2022	Budget 2023
Taxes	-	-	-	-
Permits, Fees and Special Assessments	-	-	-	-
Intergovernmental Revenue	-	3,355,733	3,355,733	-
Charges for Services	1,195,657	1,195,657	1,224,696	1,336,143
Judgements, Fines, & Forfeits	-	-	-	-
Miscellaneous Revenues	500	500	1,016	6,000
Transfers (net)	-	-	-	-
<b>Total</b>	<b>\$ 1,196,157</b>	<b>\$ 4,551,890</b>	<b>\$ 4,581,445</b>	<b>\$ 1,342,142</b>

### Stormwater Expense by Function Budget 2023



Expenditures by Category	Original Budget 2022	Final Budget 2022	Projected 2022	Budget 2023
General Government Services	-	-	-	-
Public Safety	-	-	-	-
Physical Environment	637,787	3,993,520	3,875,157	738,832
Transportation	-	-	-	-
Culture/Recreation	-	-	-	-
Debt Service	194,750	194,750	194,750	194,750
Transfers (net)	363,620	363,620	363,620	408,561
<b>Total</b>	<b>\$ 1,196,157</b>	<b>\$ 4,551,890</b>	<b>\$ 4,433,527</b>	<b>\$ 1,342,142</b>

## Stormwater Budget Summary

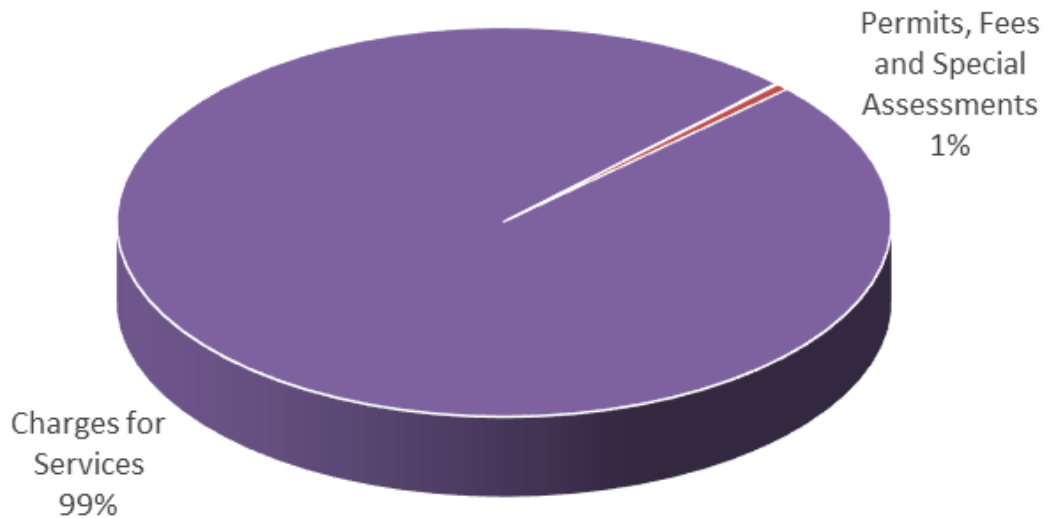
<u>Revenue</u>	2022 Original Budget	2022 Final Budget	2022 Projected	2023 Budget
Residential Stormwater	577,800	577,800	580,452	633,273
Commercial Stormwater	617,857	617,857	644,244	702,870
Other Revenue	500	3,356,233	3,356,749	6,000
<b>Total Stormwater Fund Revenue</b>	<b>\$ 1,196,157</b>	<b>\$ 4,551,890</b>	<b>\$ 4,581,445</b>	<b>\$ 1,342,143</b>
<u>Expenses</u>				
Stormwater Operations	624,483	624,483	506,120	738,832
Stormwater Capital Outlay	13,304	3,369,037	3,369,037	-
<b>Total Stormwater Fund Expenses</b>	<b>\$ 637,787</b>	<b>\$ 3,993,520</b>	<b>\$ 3,875,157</b>	<b>\$ 738,832</b>
<u>Interfund Transfers In or Out</u>				
Operating Transfers	76,493	76,493	76,493	95,492
Other Transfers	-	-	-	-
<b>Total Interfund Transfers In</b>	<b>\$ 76,493</b>	<b>\$ 76,493</b>	<b>\$ 76,493</b>	<b>\$ 95,492</b>
Administrative Transfers	581,505	581,505	581,505	638,245
Operating Transfers	53,358	53,358	53,358	60,558
Other Transfers	-	-	-	-
<b>Total Interfund Transfers Out</b>	<b>\$ 634,863</b>	<b>\$ 634,863</b>	<b>\$ 634,863</b>	<b>\$ 698,803</b>
<b>Total Fund (Deficit) or Excess</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 147,918</b>	<b>\$ -</b>

## Notes

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

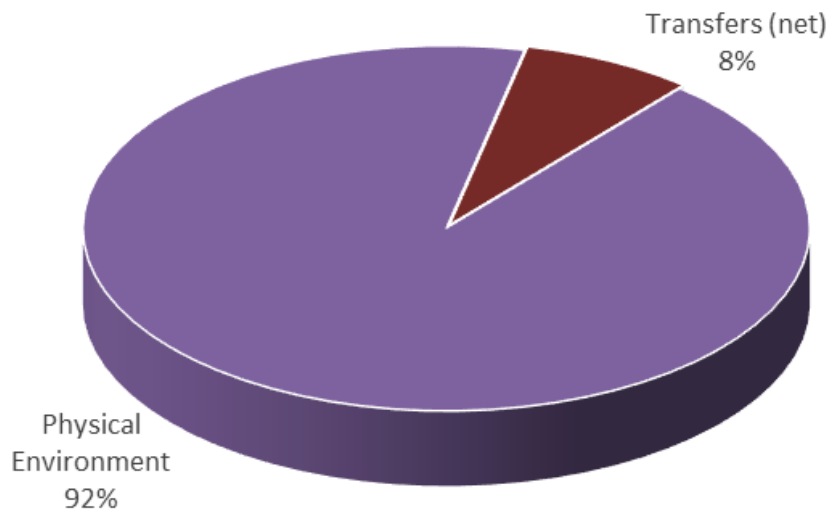


### Solid Waste Revenue by Category Budget 2023



Revenues by Category	Original Budget 2022	Final Budget 2022	Projected 2022	Budget 2023
Taxes	\$ -	\$ -	\$ -	\$ -
Permits, Fees and Special Assessments	75,500	70,000	48,693	30,000
Intergovernmental Revenue	-	-	-	-
Charges for Services	4,275,396	4,550,000	4,894,600	5,359,136
Judgements, Fines, & Forfeits	-	-	-	-
Miscellaneous Revenues	100	5,600	31,941	5,000
Transfers (net)	-	-	-	-
<b>Total</b>	<b>\$ 4,350,996</b>	<b>\$ 4,625,600</b>	<b>\$ 4,975,234</b>	<b>\$ 5,394,135</b>

### Solid Waste Expense by Function Budget 2023

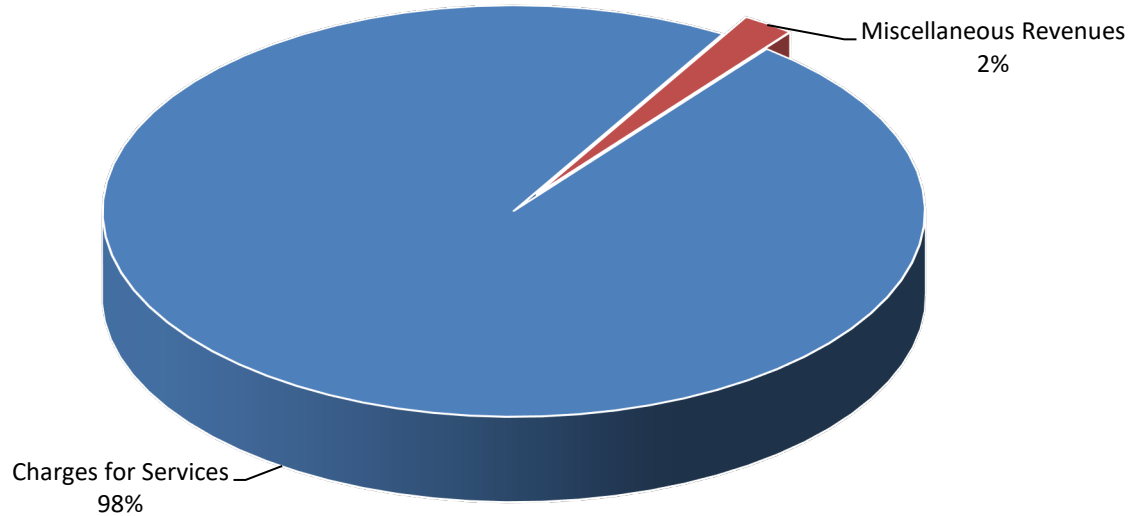


Expenditures by Category	Original Budget 2022	Final Budget 2022	Projected 2022	Budget 2023
General Government Services	\$ -	\$ -	\$ -	\$ -
Public Safety	-	-	-	-
Physical Environment	3,695,654	3,970,258	4,319,604	4,921,385
Transportation	-	-	-	-
Culture/Recreation	-	-	-	-
Debt Service	-	-	-	-
Transfers (net)	655,342	655,342	655,342	472,751
<b>Total</b>	<b>\$ 4,350,996</b>	<b>\$ 4,625,600</b>	<b>\$ 4,974,946</b>	<b>\$ 5,394,135</b>

## Solid Waste Fund Budget Summary

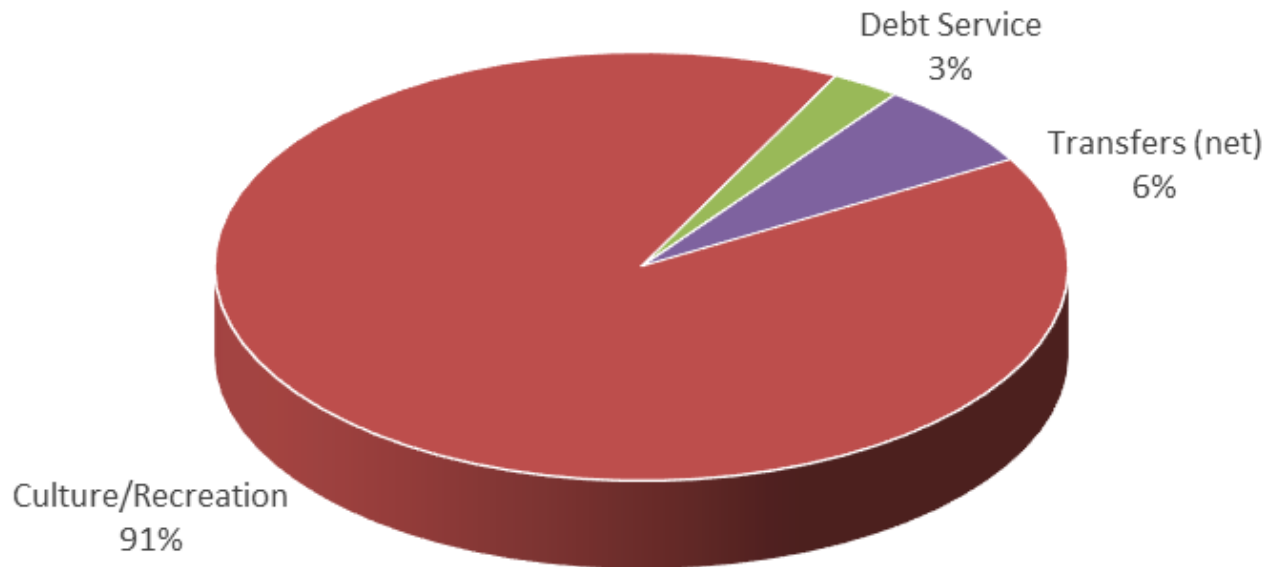
<u>Revenue</u>	2022 Original Budget	2022 Final Budget	2022 Projected	2023 Budget
Residential Collection	\$ 1,789,096	\$ 1,950,000	\$ 2,178,526	\$ 2,522,188
Commercial Collection	2,486,300	2,600,000	2,716,074	2,836,948
Franchise Fees	70,000	70,000	48,693	30,000
Other Revenue	5,600	5,600	31,941	5,000
<b>Total Solid Waste Fund Revenue</b>	<b>\$ 4,350,996</b>	<b>\$ 4,625,600</b>	<b>\$ 4,975,234</b>	<b>\$ 5,394,136</b>
<u>Expenses</u>				
Solid Waste Operations	3,695,654	3,970,258	4,319,604	4,921,385
<b>Total Solid Waste Fund Expenses</b>	<b>\$ 3,695,654</b>	<b>\$ 3,970,258</b>	<b>\$ 4,319,604</b>	<b>\$ 4,921,385</b>
<u>Interfund Transfers In or Out</u>				
General Interfund Transfers	211,050	211,050	211,050	485,426
Other Transfers	-	-	-	-
<b>Total Interfund Transfers In</b>	<b>\$ 211,050</b>	<b>\$ 211,050</b>	<b>\$ 211,050</b>	<b>\$ 485,426</b>
Administrative Transfers	505,629	505,629	505,629	532,801
Operating Transfers	360,763	360,763	360,763	360,763
Debt Service Transfer`	-	-	-	64,613
<b>Total Interfund Transfers Out</b>	<b>\$ 866,392</b>	<b>\$ 866,392</b>	<b>\$ 866,392</b>	<b>\$ 958,177</b>
<b>Total Fund (Deficit) or Excess</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 288</b>	<b>\$ -</b>

### Marina Revenue by Function FY23 Budget



Revenues by Category	Original Budget 2022	Final Budget 2022	Projected 2022	FY23 Budget
Charges for Services	\$ 3,406,950	\$ 5,093,900	\$ 5,211,628	\$ 4,951,022
Miscellaneous Revenues	72,000	228,000	254,161	104,176
<b>Total</b>	<b>\$ 3,478,950</b>	<b>\$ 5,321,900</b>	<b>\$ 5,465,789</b>	<b>\$ 5,055,197</b>

### Marina Expense by Function FY23 Budget



Expenses by Category	Original Budget 2022	Final Budget 2022	Projected 2022	FY23 Budget
Culture/Recreation	\$ 2,672,014	\$ 4,564,412	\$ 4,278,333	\$ 4,592,849
Debt Service	152,485	152,485	131,985	131,985
Transfers (net)	654,451	605,003	605,003	330,364
<b>Total</b>	<b>\$ 3,478,950</b>	<b>\$ 5,321,900</b>	<b>\$ 5,015,321</b>	<b>\$ 5,055,197</b>

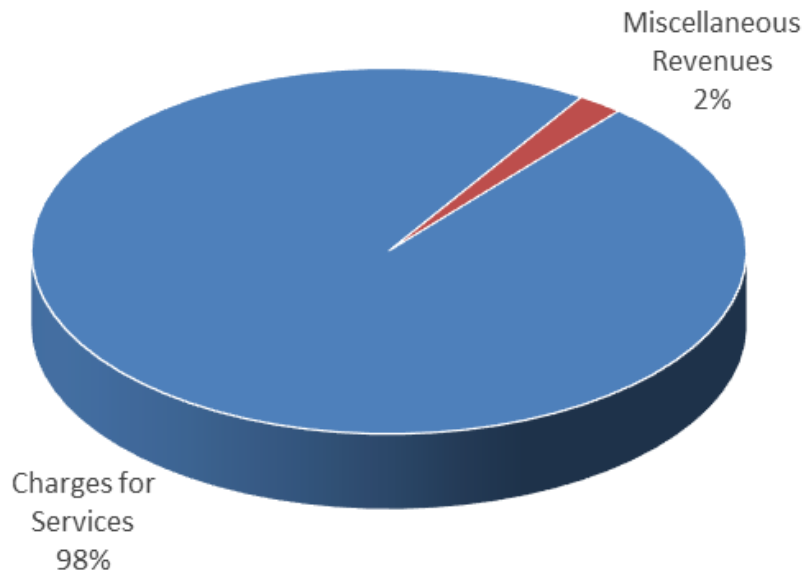
## Marina Fund Budget Summary

<u>Revenue</u>	<b>2022 Original Budget</b>	<b>2022 Final Budget</b>	<b>2022 Projected</b>	<b>2023 Budget</b>
Gasoline	\$ 418,950	\$ 982,500	\$ 900,000	\$ 735,000
Diesel Fuel	1,700,000	2,823,400	2,800,000	2,711,850
Electricity	115,000	115,000	136,703	130,000
Dockage	900,000	900,000	1,052,694	1,048,000
Mooring Field	270,000	270,000	318,757	326,172
Miscellaneous Revenue	33,000	189,000	189,898	26,000
Interest Earnings	-	-	18,510	25,000
Rental Income	42,000	42,000	49,227	53,176
<b>Total Marina Fund Revenue</b>	<b>\$ 3,478,950</b>	<b>\$ 5,321,900</b>	<b>\$ 5,465,789</b>	<b>\$ 5,055,198</b>
<u>Expenses</u>				
Marina Operations	2,672,014	4,564,412	4,278,333	4,592,849
Debt Service	152,485	152,485	131,985	131,985
<b>Total Marina Fund Expenses</b>	<b>\$ 2,824,499</b>	<b>\$ 4,716,897</b>	<b>\$ 4,410,318</b>	<b>\$ 4,724,834</b>
<u>Interfund Transfers In or Out</u>				
Operating Transfers	20,019	20,019	20,019	20,019
Other Transfers	-	49,448	49,448	-
<b>Total Interfund Transfers In</b>	<b>\$ 20,019</b>	<b>\$ 69,467</b>	<b>\$ 69,467</b>	<b>\$ 20,019</b>
Administrative Transfers	322,213	322,213	322,213	350,383
Operating Transfers	-	-	-	-
Other Transfers	352,257	352,257	352,257	-
<b>Total Interfund Transfers Out</b>	<b>\$ 674,470</b>	<b>\$ 674,470</b>	<b>\$ 674,470</b>	<b>\$ 350,383</b>
<b>Total Fund (Deficit) or Excess</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 450,468</b>	<b>\$ -</b>

## Notes

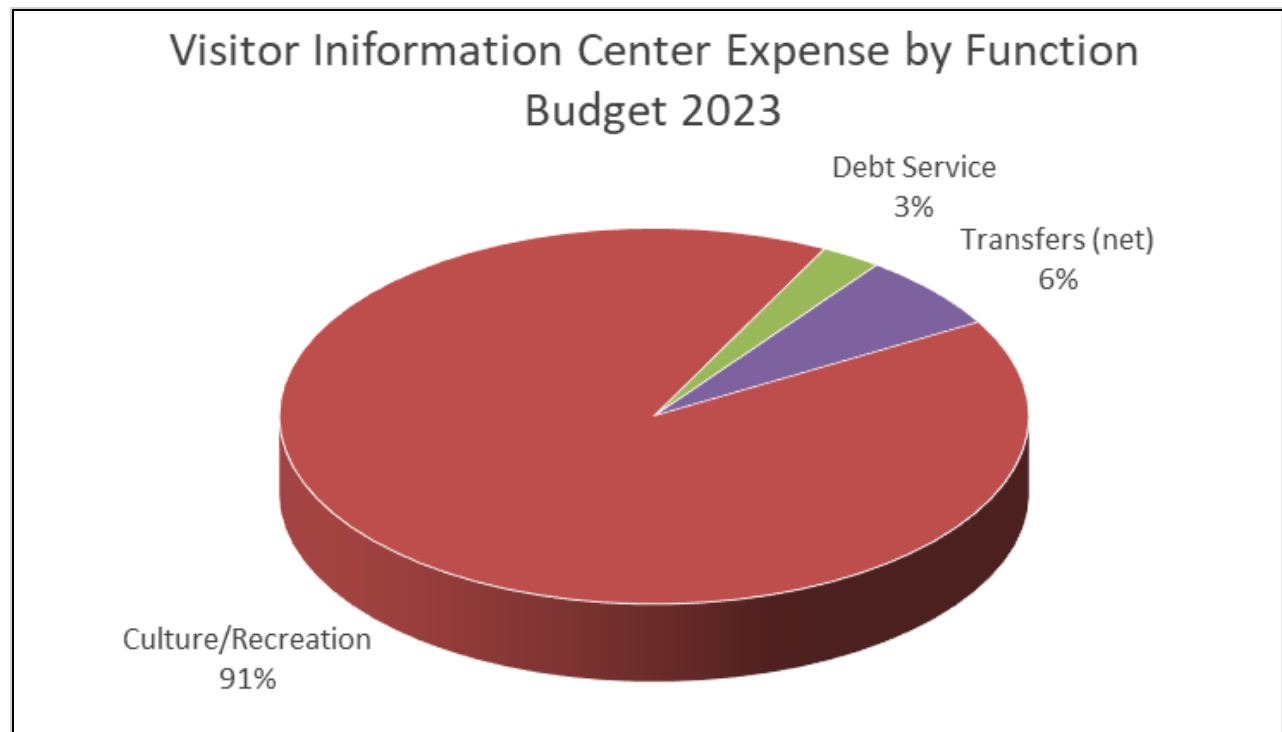
[illegible]

### Visitor Information Center Revenue by Category Budget 2023



Revenues by Category	Original Budget 2022	Final Budget 2022	Projected 2022	Budget 2023
Taxes	\$ -	\$ -	\$ -	\$ -
Permits, Fees and Special Assessments	-	-	-	-
Intergovernmental Revenue	-	-	-	-
Charges for Services	4,680,000	5,330,615	5,730,262	4,895,000
Judgements, Fines, & Forfeits	-	-	-	-
Miscellaneous Revenues	264,500	264,500	266,971	352,000
Transfers (net)	-	-	-	-
<b>Total</b>	<b>\$ 4,944,500</b>	<b>\$ 5,595,115</b>	<b>\$ 5,997,233</b>	<b>\$ 5,247,000</b>





Expenditures by Category	Original Budget 2022	Final Budget 2022	Projected 2022	Budget 2023
General Government Services	\$ -	\$ -	\$ -	\$ -
Public Safety	-	-	-	-
Physical Environment	-	-	-	-
Transportation	1,207,284	1,640,777	1,577,036	1,534,699
Culture/Recreation	1,481,585	2,101,357	1,891,120	1,222,629
Debt Service	1,697,847	1,697,847	1,697,847	1,683,078
Transfers (net)	557,784	155,134	155,133	806,595
<b>Total</b>	<b>\$ 4,944,500</b>	<b>\$ 5,595,115</b>	<b>\$ 5,321,136</b>	<b>\$ 5,247,000</b>

## Visitor Information Center Fund Budget Summary

<b><u>Revenue</u></b>	<b>2022 Original Budget</b>	<b>2022 Final Budget</b>	<b>2022 Projected</b>	<b>2023 Budget</b>
Parking Revenue	\$ 4,080,000	\$ 4,730,615	\$ 5,078,410	\$ 4,195,000
Gift Shop Revenue	600,000	600,000	651,852	700,000
TDC Funding	160,000	200,000	200,000	180,000
Misc. Revenue	104,500	64,500	66,972	172,000
<b>Total VIC Fund Revenue</b>	<b>\$ 4,944,500</b>	<b>\$ 5,595,115</b>	<b>\$ 5,997,234</b>	<b>\$ 5,247,000</b>
<b><u>Expenses</u></b>				
Parking Facility	1,207,283	1,640,777	1,577,036	1,414,597
Visitor Information Center	262,541	262,541	233,690	276,922
Gift Shop	1,219,044	922,786	741,400	945,707
Capital Expenses	-	916,030	916,030	120,100
Principal	935,750	935,750	935,750	966,744
Interest	762,097	762,097	762,097	716,334
Other Debt Costs	-	-	-	-
<b>Total VIC Fund Expenses</b>	<b>\$ 4,386,715</b>	<b>\$ 5,439,981</b>	<b>\$ 5,166,003</b>	<b>\$ 4,440,404</b>
<b><u>Interfund Transfers In or Out</u></b>				
Other Transfers	1,376,753	1,779,403	1,779,403	1,683,077
<b>Total Interfund Transfers In</b>	<b>\$ 1,376,753</b>	<b>\$ 1,779,403</b>	<b>\$ 1,779,403</b>	<b>\$ 1,683,077</b>
Administrative Transfers	299,869	299,869	299,869	442,510
Operating Transfers	276,479	276,479	276,479	301,639
Historic Preservation	350,000	350,000	350,000	400,000
Mobility	650,000	650,000	650,000	715,000
Garage Sinking Fund	250,000	250,000	250,000	250,000
Other Transfers	108,190	108,189	108,189	380,524
<b>Total Interfund Transfers Out</b>	<b>\$ 1,934,538</b>	<b>\$ 1,934,537</b>	<b>\$ 1,934,537</b>	<b>\$ 2,489,673</b>
<b>Total Fund (Deficit) or Excess</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 676,097</b>	<b>\$ -</b>

## Historic Preservation Transfer from VIC

- **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), salary and benefits for an Assistant Archaeologist (\$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), salary and benefits for an Assistant Archaeologist (\$65,000). University of South Florida La Florida contribution (\$20,000). Historic Preservation and Archaeology, training, lab equipment
- **FY 2021 Actual:** Water Works Building grant matching funds. Salary and benefits for an Assistant Archaeologist (\$70,000). UF Preservation Institute contribution (\$15,000). University of South Florida La Florida contribution (\$20,000). Unspent funds carried forward to FY2022 and FY2023
- **FY 2022 Actual:** Lightner Museum Roofing Project (\$250,000). Salary and benefits for an Assistant Archaeologist (\$75,000). UF Preservation Institute contribution (\$15,000). University of South Florida La Florida contribution (\$20,000). Using \$10,000 from FY 2021
- **FY 2023 Budget:** Lightner Museum Windows Project (\$200,000). Pena Peck House Renovations (\$100,000). Salary and benefits for an Assistant Archaeologist (\$80,000). UF Preservation Institute contribution (\$15,000). University of South Florida La Florida contribution (\$20,000). Using \$15,000 from FY 2021

## Notes

This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

## Historic Area CRA (HACRA) Budget Summary

<b><u>Revenue</u></b>	<b>Original Budget 2022</b>	<b>Final Budget 2022</b>	<b>Projected 2022</b>	<b>Budget Request 2023</b>
Incremental Taxes	\$ 528,460	\$ 528,460	\$ 528,458	\$ 632,101
Interest Earnings	-	-	3,192	-
<b>Total HACRA Fund Revenue</b>	<b>\$ 528,460</b>	<b>\$ 528,460</b>	<b>\$ 531,650</b>	<b>\$ 632,101</b>
<b><u>Expenses</u></b>				
Operations	-	74,000	74,000	-
<b>Total HACRA Fund Expenses</b>	<b>\$ -</b>	<b>\$ 74,000</b>	<b>\$ 74,000</b>	<b>\$ -</b>
<b><u>Interfund Transfers In or Out</u></b>				
Transfer from General Fund	851,678	851,678	851,678	1,072,324
<b>Total Interfund Transfers In</b>	<b>\$ 851,678</b>	<b>\$ 851,678</b>	<b>\$ 851,678</b>	<b>\$ 1,072,324</b>
Debt Service Transfer to VIC	1,380,138	1,306,138	1,309,328	1,683,077
Administrative Transfer	-	-	-	21,348
<b>Total Interfund Transfers Out</b>	<b>\$ 1,380,138</b>	<b>\$ 1,306,138</b>	<b>\$ 1,309,328</b>	<b>\$ 1,704,425</b>
<b>Total Fund (Deficit) or Excess</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## Lincolnvile CRA (LCRA) Budget Summary

	Original Budget 2022	Final Budget 2022	Projected 2022	Budget Request 2023
<b>Revenue</b>				
Incremental Taxes	455,118	455,118	454,809	626,721
Interest	-	-	8,938	8,938
<b>Total HACRA Fund Revenue</b>	<b>\$ 455,118</b>	<b>\$ 455,118</b>	<b>\$ 463,747</b>	<b>\$ 635,659</b>
<b>Expenses</b>				
Operations	1,145,432	2,320,339	975,587	1,607,047
<b>Total HACRA Fund Expenses</b>	<b>\$ 1,145,432</b>	<b>\$ 2,320,339</b>	<b>\$ 975,587</b>	<b>\$ 1,607,047</b>
<b>Interfund Transfers In or Out</b>				
Transfer from General Fund	733,477	733,477	733,477	1,010,037
Transfer from Surplus Carryforward	3,385	1,131,744	3,385	9,358
<b>Total Interfund Transfers In</b>	<b>\$ 736,862</b>	<b>\$ 1,865,221</b>	<b>\$ 736,862</b>	<b>\$ 1,019,395</b>
Transfers for Infrastructure Projects	46,548	-	-	48,007
<b>Total Interfund Transfers Out</b>	<b>\$ 46,548</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 48,007</b>
<b>Total Fund (Deficit) or Excess</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 225,022</b>	<b>\$ -</b>

LCRA BUDGET ITEMS	FY 2022 Budget Combined with Carry Forward	FY 2022 Actual & Projected *	FY 2022 Projected Carryforward	FY 2023 Budget	FY 2023 Budget Combined with Carry Forward
<b>Revenues</b>					
Tax Increment Revenue St. Johns County	455,118	454,809		626,721	626,721
Tax Increment Revenue COSA transfer	733,477	733,477		1,010,037	1,010,037
Interest Earned		8,938		8,938	8,938
Administrative Transfer from HACRA for Audit, Website, etc	3,385	3,385		4,000	4,000
Carryforward Transfer In, Transfer from Previous Project Roll Up	1,231,066			-	1,400,237
<b>Total Revenues</b>	<b>\$ 2,423,046</b>	<b>\$ 1,200,609</b>	<b>\$ -</b>	<b>\$ 1,649,696</b>	<b>\$ 3,049,933</b>
<b>Administrative Costs: 53490 &amp; 53515, 53505, 53470, 53410, 53400</b>					
Professional Associations Memeberships	1,200	3,830		2,000	2,000
Administrative Transfer to General Fund	46,548	46,548		46,548	46,548
FRA Travel, Training & Conferences	3,885	3,640		2,000	2,000
Website Creation and Maintenance Fees	3,521	2,075		500	500
Annual Reports, Publications, Printing	1,834	4,000		4,000	4,000
Miscellaneous Supplies, Phone Service, Other	12,004	4,937		2,000	2,000
Annual Audit	2,450	17,000		8,500	8,500
<b>Total Administrative Costs</b>	<b>\$ 76,196</b>	<b>\$ 82,030</b>	<b>\$ -</b>	<b>\$ 65,548</b>	<b>\$ 65,548</b>
<b>Professional Services: 53490 &amp; 51120</b>					
CRA Administration: Salary & Benefits	82,885	76,961		93,000	93,000
<b>Total Professional Services</b>	<b>\$ 82,885</b>	<b>\$ 76,961</b>	<b>\$ -</b>	<b>\$ 93,000</b>	<b>\$ 93,000</b>
<b>Total Admin. &amp; Professional Services</b>	<b>\$ 159,081</b>	<b>\$ 158,991</b>	<b>\$ -</b>	<b>\$ 158,548</b>	<b>\$ 158,548</b>
<b>FY 2019 Goal #1 Retain Long-Term Residents : 53340</b>					
Fix-It-Up Program	187,027	120,575	66,452	100,000	166,452
Property Acquisition & Affordable Housing	102,430	65,000	37,430	281,937	319,367
<b>Total Retain Residents Programs</b>	<b>\$ 289,457</b>	<b>\$ 185,575</b>	<b>\$ 103,882</b>	<b>\$ 381,937</b>	<b>\$ 485,819</b>
<b>FY 2019 Goal #2 Preserve Lincolnville's Historic Character: 53310</b>					
First Baptist Church Phase 1	374,540	374,540	-		-
First Baptist Church Phase 2	430,311	30,223	400,088	120,000	520,088
First Baptist Church Phase 1			-		-
Future Projects	250,000		-		-
Fountain of Youth Elks Lodge Rehab Grant Match	-		250,000	-	250,000
Greater St. Mary's Rehab Grant Match	-		-	250,000	250,000
St. Joseph Neighborhood Center	-		-	150,000	150,000
St Paul Parsonage and Church Rehab	47,487	36,698	-	-	-
St Paul New			10,789	139,211	150,000
<b>Total Institutional Rehabilitation Program</b>	<b>\$ 1,102,338</b>	<b>\$ 441,461</b>	<b>\$ 660,877</b>	<b>\$ 659,211</b>	<b>\$ 1,320,088</b>
CLT Future Projects	81,077		-		-
Architeturall Overlay District	75,000	65,335	9,665		9,665
<b>Total Historic Structure &amp; Cultural Preservation Program</b>	<b>\$ 156,077</b>	<b>\$ 65,335</b>	<b>\$ 9,665</b>	<b>\$ -</b>	<b>\$ 9,665</b>
<b>Neighborhood Improvements Infrastructure/Beautification: 56630</b>					
Implementation of Landscape Master Plan	402,649	-	-		-
Hayling/Vickers Park Improvements	-	59,135	225,000	100,000	325,000
~ Pocket Park Improvements	50,000	9,990	120,000	-	120,000
~ Tree Inventory & Planting	-	15,000	15,000		15,000
Neighborhood Sidewalks	-	-	20,000	50,000	70,000
M.L. King Design & Construction	263,444	40,100	245,813	300,000	545,813
<b>Total Neighborhood Improvement Program</b>	<b>\$ 716,093</b>	<b>\$ 124,225</b>	<b>\$ 625,813</b>	<b>\$ 450,000</b>	<b>\$ 1,075,813</b>
<b>TOTAL BUDGET</b>	<b>\$ 2,423,046</b>	<b>\$ 975,587</b>	<b>\$ 1,400,237</b>	<b>\$ 1,649,696</b>	<b>\$ 3,049,933</b>
Revenue and Expenditure Difference	\$ -	\$ 225,022	\$ (1,400,237)	\$ -	\$ -
*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

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.



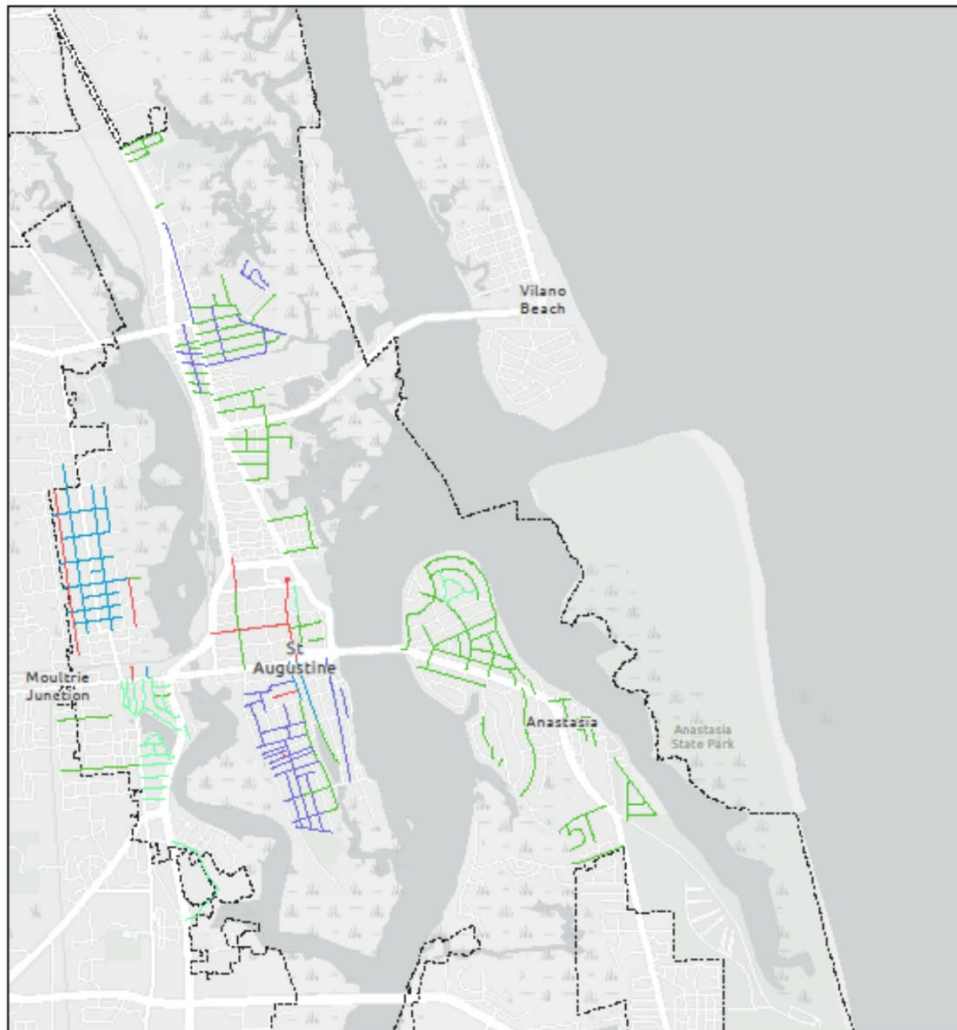
## Strategic Action Items for 2023

### *Objective: Infrastructure Planning & Construction*

#### General Fund Action Items:

- Road Resurfacing

City of St. Augustine Pavement Management 2022



5/13/2022, 10:18:07 AM

Pavement Management Plan

- Completed 2021-2022
- Completed 2014-2018
- Completed 2019
- Completed 2020
- Planned 2022-2023
- Municipal Boundary

1:48,000

0 0.35 0.7 1.4 mi

0 0.5 1 2 km

Sources: Esri, HERE, Garmin, FAO, NOAA, USGS, © OpenStreetMap contributors, and the GIS User Community

Bow GIS  
5/2022

***Objective: Infrastructure Planning & Construction (continued)***

- Sidewalk Improvements

**Utility Fund Action Items:**

- Lake Maria Sanchez Flood Mitigation Project
- Water Treatment Plant Concentrate Outfall
- Lighthouse Park Gravity Sewer Design
- Lift Station Rehab from Storms
- Upgrades to other Lift Stations & Force Mains
- West Augustine Sewer Improvements and Connections
- I&I Elimination Program
- Wastewater Treatment Headwork Rehabilitation
- SCADA Improvements

**Stormwater Action Items:**

- Lake Maria Sanchez Flood Mitigation Project
- South Whitney & West King Flood Mitigation
- Tideflex Valve Installation
- South Davis Shores Flood Mitigation & Drainage Improvements
- Army Corp Back Bay Feasibility Study

***Objective: Mobility Planning & Construction***

- Downtown Circulator
- Addition of Mobility Technician
- SMART St. Augustine
- Satellite Parking Operations (partially funded by TDC and events)
- Parking Pay Station Flood Proofing

***Objective: Zoning Update & Building Code Update***

- Land Development Code update

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

- Lake Maria Sanchez Flood Mitigation Project
- TideFlex Valve Installations
- Glass recycling pilot program
- Feasibility of land conservation initiative

***Objective: Arts, Education & Community***

- University of South Florida Project
- Preservation Institute of St. Augustine (PISA)
- May Street Intersection public art

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

- St. Francis Bed Rental
- Family Reunification Program
- Home Again St. Johns
- Pursue workforce housing on City-owned property located on Holmes Blvd
- Publish a “Homelessness Strategic Plan” in corporation with our partners

***Objective: Event Planning & Management***

- Satellite Parking Operations (partially funded by TDC and events)

***Objective: Proactive Planning to Preserve our Downtown Character***

- Addition of 1 Code Enforcement Officer

## Notes

[illegible]

## Notes

[illegible]



CITY OF  
**ST AUGUSTINE**  
— EST. 1565 —



[www.CityStAug.com](http://www.CityStAug.com)