Finance Committee
Committee Meeting Agenda
September 5, 2017
5:30 PM
Administrative Conference Room
300 N New Ballas Rd

1. **Call to Order**
2. **Roll Call**
3. **Approval of Agenda**
4. **Approval of Minutes**

    Approval of July 25, 2017 Finance Committee Meeting Minutes

5. **Reports from Committee Liaison's**

    Chairperson

    Audit Committee

    Pension Board

    Building Task Force

6. **Unfinished Business**

    Ladue Road Update

7. **New Business**

    Revenue Review

    FY18 Adoption of Budget and Amendment

    FY18 Budget Amendment

    4th Quarter Financial Report

    Golf Task Force Final Report

8. **Other Business**

    FY18 Meeting Schedule-Updated

9. **Adjourn**

Finance Committee
Committee Meeting Minutes
July 25, 2017
5:30 PM
Administrative Conference Room
300 N New Ballas Rd

1. Call to Order

Introduction of Director of Finance

Ms. Obermoeller introduced herself to the Committee stating she has 23 years experience as a Finance Director with other cities. Most recently with the City of Hazelwood. She is a member and currently the First Vice-President of the Government Finance Officers Association (GFOA).

Introduction of New Committee Members

The two new committee members are Tim Fogerty and Ron Abeles.

Mr. Fogerty introduced himself to the Committee. He is retired after 28 years from General American. He stated him and his wife owned a cleaning service for about 10 years and sold the company. Then managed apartment building he co-owned with his son and sold them and he officially retired.

Mr. Abeles introduced himself stating he is a practicing CPA at his firm of Abeles and Hoffman. He started in public accounting in the same firm with Mr. Potashnick.

2. Roll Call

Richard Kutta	Chairman	
Larry Potashnick	Board Member	
Ronald Abeles	Board Member	
Marjorie Richter	Board Member	
Adam Shulenburger	Chairperson	(Absent)
Phillip Hellwege	Vice-Chair	
Tim Fogerty	Board Member	
Debbie Loso	Assistant	
Lori Obermoeller	Director of Finance	
Mark Perkins	City Administrator	

3. Approval of Agenda

1. Approve Agenda

RESULT:	**ADOPTED [UNANIMOUS]**
MOVER:	Marjorie Richter, Board Member
SECONDER:	Richard Kutta, Chairman
AYES:	Kutta, Potashnick, Abeles, Richter, Hellwege, Fogerty
ABSENT:	Shulenburger

4. Approval of Minutes

Minutes 6-6-17

Finance Committee
Committee Meeting Minutes
July 25, 2017
5:30 PM
Administrative Conference Room
300 N New Ballas Rd

RESULT:	**APPROVED [UNANIMOUS]**
MOVER:	Marjorie Richter, Board Member
SECONDER:	Larry Potashnick, Board Member
AYES:	Kutta, Potashnick, Abeles, Richter, Hellwege, Fogerty
ABSENT:	Shulenburger

5. Reports from Committee Liaison's

Chairperson

Not present at meeting

Audit Committee

Committee is meeting in August.

Pension Board

Mr. Potashnick stated the committee made a motion at their last meeting. The motion stated in the event the City of Creve Coeur elects to adopt the LAGERS plan the Committee suggested that the Creve Coeur Defined Benefit plan be transferred to LAGERS as promptly as possible to eliminate the subordination issue. The Pension Board wants to set up a meeting with a representative from LAGERS to answer the Boards specific questions. Mr. Potashnick stated he would like Finance Committee to review the questions and add any questions they might have. The Board also address the need for an audit on the pension plan since the pension plan is reviewed by and reported in the City's financial audit.

Building Task Force

Mr. Kutta stated the committee met in June and discussed the budget versus the projected cost of the building. Next meeting is scheduled for August.
The Committee further discussed different financing options for the access road from Magna Carter and using Prop P monies to cover cost of fixtures, furniture and other items.

6. Unfinished Business

LAGERS Update

Mr. Perkins reported to the Committee that the City is currently working on preparing the necessary documents to begin participation in LAGERS by August 1, 2017. He also stated the City will look into LAGERS managing the City's current Defined Benefit Plan. It will take about a year before transferring the current defined benefit plan to LAGERS.

Ladue Road Update

Mr. Perkins stated the City has hired a contractor to the project. Project is expected to be completed by the end of September. Mr. Perkins addressed the Committees concern about the possibility of third party liability. The issue was discussed with the City's attorney and his finding was that there was no legal basis for seeking third party responsibility. The work currently being done at Shaare Emeth has had no effect on the Ladue Road issue nor the subdivision located near the area.

7. New Business

Election of Chair

Mr. Hellwege was appointed Chairman of the Finance Committee for the Fiscal year 2018.

RESULT:	**ADOPTED [UNANIMOUS]**
MOVER:	Richard Kutta, Chairman
SECONDER:	Marjorie Richter, Board Member
AYES:	Kutta, Potashnick, Abeles, Richter, Hellwege, Fogerty
ABSENT:	Shulenburger

Election of Vice Chair

Mr. Kutta was appointed as Vice Chairman of the Finance Committee for the Fiscal Year 2018.

RESULT:	**ADOPTED [UNANIMOUS]**
MOVER:	Marjorie Richter, Board Member
SECONDER:	Larry Potashnick, Board Member
AYES:	Kutta, Potashnick, Abeles, Richter, Hellwege, Fogerty
ABSENT:	Shulenburger

Appoint Committee member to Audit Committee

Mr. Abeles was appointed as the Finance Committee member to serve on the Audit Committee.

RESULT:	**ADOPTED [UNANIMOUS]**
MOVER:	Marjorie Richter, Board Member
SECONDER:	Richard Kutta, Chairman
AYES:	Kutta, Potashnick, Abeles, Richter, Hellwege, Fogerty
ABSENT:	Shulenburger

Investments

Ms. Obermoeller stated that she has consolidated the City's investments to one safekeeping area called Pershing. Multibank Securities is the bank the investments will be handled through. All the record keeping will be handled through their system whether purchased through them or another investing company.

Ms. Obermoeller also stated the Police Building bond proceeds have been invested.

Prop P Policy - Draft

Mr. Perkins discussed the draft policy for using Prop P funds. Mr. Perkins stated the City does not currently plan on increasing the Officers wages but they want to stay competitive with the other area law enforcement and will be watching the other area law enforcement's salaries. Mr. Perkins stated the Police Department is 47 percent of the City's general fund budget. Mr. Perkins stated that with the current decline in revenue part of the funds could be used to maintain the current level of services provided by the Police Department. Another use of the funds is to set aside money to the cover cost of an increase in the new LAGERS defined benefit plan. The City will not receive any revenue until December and wanted to have a policy in place before then. The Committee suggested referring to the Auditors if a separate fund should be set up for the Prop P funds or if it could be pooled cash and the transparency found in the general ledger.

8. Other Business

Meeting Schedule FY2018

Mr. Obermoeller discussed the meeting schedule with the Committee stating she would like to move some of the items to appropriate dates where the discussions items are actually completed. The Committee agreed to the meeting date changes. An updated meeting schedule will be sent out to the Committee members.

Mr. Potashnick requested reviewing the remaining

Policy and Procedure Manual Review

Mr. Potashnick requested at the next meeting resuming the Finance Departments Policy and Procedure Manual review.

9. Adjourn

Motion to Adjourn

Meeting adjourned at 6:48 PM.

RESULT:	**ADOPTED [UNANIMOUS]**
MOVER:	Richard Kutta, Chairman
SECONDER:	Marjorie Richter, Board Member
AYES:	Kutta, Potashnick, Abeles, Richter, Hellwege, Fogerty
ABSENT:	Shulenburger

MEMORANDUM

DATE: August 31, 2017

TO: Finance Committee
Mark Perkins, City Administrator

FROM: Lori Obermoeller, Director of Finance

SUBJECT: Revenues

At the May 23rd Finance Committee meeting, the Finance Committee asked staff to bring the following items to a future agenda for discussion purposes:

1. Increased revenues
2. Sales tax
3. Use tax
4. Business license fees
5. Shared services with other municipalities
6. Prop P funds

Therefore, I have prepared a PowerPoint and attached some additional documents (business license spreadsheet, "What is a Use Tax" fact sheet, and the Prop P Police Funds draft policy) so that we can have further discussions on these requested items. I have also included the handout that Sharon Stott distributed at that May 23rd meeting that details the estimated costs of the major services provided by the City to residents in FY 2017.

Hopefully, with this data and my presentation, you will have a better understanding of the different revenue sources the City currently has in place, as well as options going forward. I look forward to seeing you at the meeting.

Business License Fee Comparison

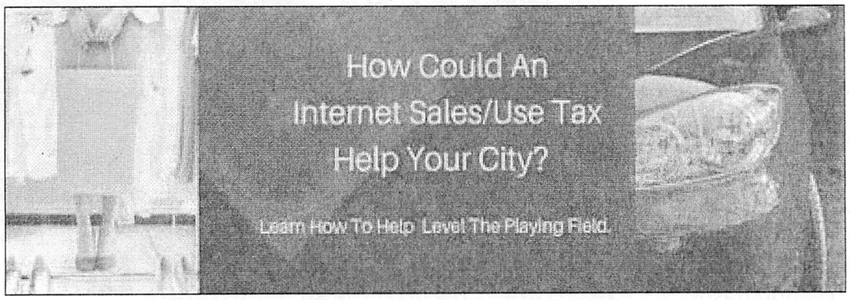
Municipality:	Total revenue	Methodology that best matches the business license tax formula?	Please describe the business license tax formula (i.e. $20 flat fee, based on number of employees, building square feet, or paste in code section if appropriate)
Town and Country	$1,691,788	Percentage of Gross Receipts and Linked to Square Footage of Business	Type I License Fee — Merchants. Each merchant shall pay business license fee as follows: 1. The greater of: a. Two hundred dollars ($200.00), or b. An amount calculated as follows: (1) One-fifth of one percent (0.20%) of the first (1st) ten million dollars ($10,000,000.00) of taxable gross receipts. (2) One-tenth of one percent (0.10%) of the next ten million dollars ($10,000,000.00) of taxable gross receipts. (3) One-twentieth of one percent (0.05%) of all taxable gross receipts over twenty million dollars ($20,000,000.00). c. Excepting, however, hotel and motel merchant license taxes shall increase by five percent (5%) per year for each year after August 15, 2005, starting with: (1) One-tenth of one percent (0.10%) of the first (1st) ten million dollars ($10,000,000.00) of taxable gross receipts. (2) One-twentieth of one percent (0.05%) of the next ten million dollars ($10,000,000.00) of taxable gross receipts. (3) One-fortieth of one percent (0.025%) of all taxable gross receipts over twenty million dollars ($20,000,000.00) up to one-eighth of one percent (0.125%) of the hotel or motel's gross revenue. C. Type II License Fee — Businesses, Occupations, Manufacturers And Trades. Businesses, occupations, manufacturers and trades shall pay annually to the License Collector as follows: 1. Two hundred dollars ($200.00) per year for occupied space up to one thousand (1,000) square feet. 2. Fifty cents ($0.50) per square foot for each square foot of occupied space in excess of one thousand (1,000) square feet. 3. Fifty cents ($0.50) per square foot for each square foot of storage area(s). No storage area fee shall be paid if such storage area when combined with other occupied space does not exceed one thousand (1,000) square feet.
City of Des Peres	$1,116,500	Percentage of Gross Receipts and Other	Retail $1.25 per $1,000 of gross receipts; Office $0.20 per square foot, all others flat fee schedule
City of Kirkwood	$773,263	Percentage of Gross Receipts	Mixture of flat fee majority are % of gross. $1 per $1,000 with minimum of $35 annually.
City of Ballwin	$624,718	Percentage of Gross Receipts	Sec. 14-78. - Determination of license fees. (a)A retail sales business, except as may be otherwise provided, shall pay to the city a minimum annual gross receipts license fee of $100.00, or an annual gross receipts license fee of $1.00 for each $1,000.00 of annual gross receipts or fraction thereof, whichever is larger. (b)All other business or occupations, except as may be otherwise provided, shall pay to the city a minimum license fee of $100.00, or a fee of $0.10 for each square foot of floor space utilized by such business, whichever amount is greater. (c)All businesses or persons doing work for hire within the city limits and not having a business office or location within the city shall pay an annual flat fee license fee of $50.00. (Code 1973, § 13-51; Ord. No. 2225, § 1, 12-9-91; Ord. No. 03-66, § 1, 11-24-03; Ord. No. 03-67, § 1, 11-24-03)
City of Chesterfield	$623,767	Linked to Square Footage of Business	Every business planning to operate from a permanent location in the City of Chesterfield, this includes Home-Based businesses, is required to obtain a business license from the City. The annual fee for a Business License is based on square footage and type of business: Fee Per Square Foot Retail - $0.08 Service/Office - $0.04 Manufacturing/Warehouse - $0.02
Maryland Heights	$550,000	Linked to Square Footage of Business	$.02 per square foot of occupied space
City of Clayton	$441,317	Percentage of Gross Receipts	
City of Webster Groves	$376,576	Percentage of Gross Receipts	On each one thousand dollars ($1,000) of gross receipts, or fraction thereof, on the first two million dollars ($2,000,000), a $1 fee per thousand is applied. On each one thousand dollars ($1,000) of gross receipts, or fraction thereof, in excess of two million dollars ($2,000,000), but not in excess of five million dollars ($5,000,000), a $.75 fee per thousand is applied. On each one thousand dollars ($1,000) of gross receipts, or fraction thereof, in excess of five million dollars ($5,000,000), but not in excess of ten million dollars ($10,000,000), a $.50 fee per thousand is applied. On each one thousand dollars ($1,000) of gross receipts, or fraction thereof, in excess of ten million dollars ($10,000,000), a $.25 fee per thousand is applied. However, the minimum fee shall be thirty-five dollars ($35.00).
City of Frontenac	$367,075	Percentage of Gross Receipts	0.10% of Gross Receipts
City of Olivette	$230,439	Percentage of Gross Receipts and Other	Combination of service and merchants business license fees - $50 flat fee minimum plus per chair employee in excess of 5 employees (FTE) and 1/10 of 1% on gross receipts.
Creve Coeur	$176,461	Linked to Square Footage of Business	$30 per 1000 sq ft, min. $40, Max. $1,000; $20 per $1000 sq ft for warehouse

Communication: Revenue Review (New Business)

FAQ: What Is A Use Tax?

by League Staff

Every workday your Missouri Municipal League staff answers dozens of questions on municipal issues. This column provides an opportunity to share some of the most frequently asked questions. The recent announcement by Amazon that it will collect Missouri taxes has resulted in a deluge of calls to League headquarters about the use tax. In this issue, the FAQ will focus on the use tax, as well as local sales tax on the titling of motor vehicles. Some of the information in the column comes from the information available on the Missouri Department of Revenue's website. As with all legal matters, municipal officials are urged to consult their city attorney for guidance for the specific challenges faced by their municipality. Answers provided in this column should serve only as a general reference.



What Is A Use Tax?

In the simplest terms, a use tax is a sales tax imposed on the purchase of goods by Missouri residents from out-of-state vendors. The use tax is applied to the same type of products subject to traditional sales tax. The difference is where the goods are purchased and shipped. When individuals make purchases at retail stores in Missouri, they pay the sales tax that is applicable at that location. On the other hand, purchases by Missouri residents from out-of-state vendors that are shipped to Missouri are subject to a use tax. The state use tax rate is 4.225 percent, the same as the sales tax rate. Cities and counties may impose an additional local use tax. The amount of use tax due on a transaction depends on the combined (local and state) use tax rate in effect at the Missouri location where the tangible personal property is delivered. While the sales tax rate is based on the point of sale, the use tax rate is determined based on the point of delivery.

What Is The Rate Of The Use Tax?

The state of Missouri imposes a use tax at 4.225 percent, the same as the state retail sales tax. Local jurisdictions that have the power to impose a sales tax also may impose a use tax. The local use tax rate is imposed at the same rate as the total of the jurisdiction's local option sales taxes. If a local sales tax sunsets or is repealed, the use tax would decrease in an amount equal to the sales tax that repealed. Likewise, if the voters of a city approve a new sales tax the use tax would go up by the amount of the new local sales tax.

What If I Buy Something From A Missouri Retailer Using The Internet; Will The Use Tax Apply?

No. The use tax does not apply to purchases made by Missouri residents from a Missouri retailer. The use tax applies to purchases from out-of-state vendors only. If a Missouri resident buys a product from a Missouri vendor over the Internet, the sales tax based on the vendor's location would apply to the purchase.

Will The Use Tax Apply To Every Purchase Made From Out-Of-State Vendors?

Yes. If the goods purchased are subject to a sales tax when purchased at retail, the use tax applies. That being said, the collection of the tax is not universal. The Missouri Department of Revenue requires out-of-state vendors that have "nexus" in Missouri to collect and remit use tax. Nexus may include having any of the following in Missouri: an office; an employee present more than two days a year; goods in a warehouse; ownership of real or personal property; or delivery of goods to Missouri via vehicles owned by the taxpayer. Out-of-state vendors who do not fall into those categories often do not collect the use tax. If an out-of-state seller does not collect use tax from the purchaser, the purchaser is responsible for remitting the use tax.

Now That Amazon Has Announced It Will Collect Missouri Tax, Won't Our City Revenue Increase?

Only cities that have passed the local optional use tax can expect a revenue increase from Amazon sales.

Would Passage Of The Federal Marketplace Fairness Act Make Passage Of A Local Use Tax Unnecessary?

No. The Marketplace Fairness Act is federal legislation that would require vendors across the nation to collect the use tax on behalf of their consumer's state of residence. Only cities that have passed the use tax would benefit from such federal legislation. Even if the federal government passes Marketplace Fairness, state-level action will be needed to standardize Missouri's state and local sales taxes. Issues such as product exemptions, sales tax holidays, and domestic utilities will likely need to be resolved.

What About Vehicle Purchases? Are They Treated Differently Than Other Purchases?

Yes. The purchase of vehicles, trailers, boats and outboard motors are treated differently than other retail purchases. The sales tax on these purchases is assessed based on the location the item is registered. When Missouri residents purchase a car at an auto dealership, no sales tax is paid on the purchase at that time. When the resident goes to license the vehicle, trailer, boat or outboard motor with the Missouri Department of Revenue, the local sales tax will be imposed based on the address of the registrant.

What Was The *Street* Decision?

On Jan. 31, 2012, the Missouri Supreme Court ruled in *Street vs. Director of Revenue*, 361 S.W.3d 355, that purchases of vehicles, boats, trailers and outboard motors from out-of-state vendors should be exempt from the local sales tax. The Court ignored the special legislation that had been built around vehicle purchases to insure that all cities shared in the sales distribution on vehicle sales instead of only those with dealerships. The Court found that only residents of cities with a local use tax could collect local sales tax on vehicles purchased from out of state. Purchases from Missouri auto dealerships were still subject to the local sales tax. The Missouri Department of Revenue estimated that approximately 20 percent of vehicle (and trailers, boats and outboard motors) sales occur from out-of-state vendors or person-to-person sales, and this would result in a loss in revenue to local jurisdictions of approximately $20.5 million. The Missouri Department of Revenue provided data showing the estimated loss to each city. A copy of this document is on the League's website.

What Was The Response To The *Street* Decision?

In response to this momentous court decision, the Missouri Municipal League (MML) sought relief from the Missouri Legislature. In 2013, the Legislature passed SB 182. This legislation re-imposed the local sales tax on vehicle sales (and person-to-person sales). Initially, the legislation required that cities that did not have a use tax in place prior to August of 2013 must receive voter approval to continue this administrative fee by November of 2016. Legislation that passed in 2016 extended this deadline to November 2018. Cities that do not gain voter approval to continue the tax by November 2018 will lose the revenue stream after that date.

What Does Our City Need To Do To Plug the Street Decision Loophole?

It appears there are two options; a use tax or the continuation of the sales tax of licensing of vehicles. Both measures require passage of an ordinance calling for the issue to be brought before the voters. (MML has sample ordinances.)

Legislation passed in 2016 appears to provide that a new use tax will capture out-of-state vehicle sales revenue. Prior to this legislation, the belief was that because SB 182 (passed in 2013) referred to municipalities "in which voters have previously approved a local use tax," a newly passed use tax would not capture the out-of-state vehicle sales. The 2016 legislation deleted the word "previously" from this clause (32.087.5 (2) RSMo). Municipal leaders considering their options for closing the *Street* decision loophole are strongly encouraged to consult with their city attorney regarding the appropriate action to take.

What Has the Missouri Municipal League Done To Address The *Street* Decision Loophole?

League staff, together with the Missouri Automobile Dealers' Association and municipal officials across the state worked tirelessly to see SB 182 passed. This legislation has prevented the loss of approximately $40 million in much-needed revenue for Missouri cities.

How Much Revenue Will A Use Tax Generate?

The Missouri Department of Revenue's website includes a Public information Report page (http://dor.mo.gov/publicreports/#pubtax). Here users may download a report of the annual gross sales by city and year that were subject to the use tax (sales tax data is also available). Multiplying this gross sales number by the municipalities local sales tax rate will provide a rough estimate of how much revenue the use tax can provide. MML has done this calculation for all cities with a sales tax for 2015 and this worksheet is available on the MML use tax webpage.

Where Can We Get Ballot Language Or Sample Ordinances For The Motor Vehicle Sales Tax?

The Missouri Municipal League has prepared model ordinances for both the use tax and the vehicles sales tax. These ordinances are available on the League's website at www.mocities.com; or you may contact League headquarters at (573) 635-9134 and request a copy.

City of Creve Coeur

Proposition P Police Funds – Policy Draft

Missouri statutes require revenues from the law enforcement sales tax to be used for police and public safety purposes.

Funds initially will be used for furniture, fixtures, equipment including technology and audio-visual equipment for the new Police Station, up to $325,000.

Thereafter, the policy on the use of funds will be as follows, subject to annual review by the City Council:

1) Police operating costs – 60%

   a) Future police compensation increases as may be needed to maintain competitive salaries and benefits.

   b) Training

   c) Contractual and other expenditures to maintain police service levels.

2) Public safety capital expenditures – 15%

   a) Police equipment and capital improvements, including technology and communication upgrades, enhanced in-car cameras

   b) Public safety improvements such as security enhancements at city facilities or parks; or future improvements to the new police station

3) Police building maintenance and operating costs - 15%

4) Reserve for police pension liability - 10 %

Communication: Revenue Review (New Business)

July 2017

Estimated Cost of Major Services FY17*
**except where noted*

Public Works

- Street maintenance, per lane mile – includes operating, capital, fuel, equipment, labor (154 lane miles)
  - Capital: $9,692/per lane mile
  - In-House Labor/Materials/Equipment: $5,311/per lane mile
  - Total: $15,002/per lane mile
    **equipment costs 75%/25% between streets/parks avg. annual $275,000*

- Trash service, per household – includes operating and labor (4,900 single-family)
  - Total: $891,915
  - Annual Cost per single-family residence: $182

- Snow removal per lane mile - includes materials, equipment, fuel, and labor (154 lane miles)
  - $725/per mile (very light year for snow and ice control)
    **equipment costs based on FEMA equipment rates*

- Leaf and limb, per household – includes equipment/labor – 4,900 single-family
  - Leaf Collection Services: $65/per residence
  - Limb Collection Services: $74/per residence

- Park maintenance, per acre of park land – includes operating, fuel, equipment, labor
  - Developed (62.6 AC): $8,189/acre
  - All Park Land (95.2 AC): $5,385/acre
  - *Does not include Golf Course acreage*
    **based on equipment costs 75%/25% between streets/parks avg. annual $275,000*

Police Service (per capita 17,900; per capita daytime 50,000)

- Overall (includes salary, benefits, supplies, equipment – does not include building or CIP expenses):
  - Total cost: $7,290,341
  - $407.28/per capita
  - $145.81/per capita daytime
- Traffic Division: (includes avg. salary, benefits, supplies 2.5 FTEs; .5 FTE paid for by grant, equipment; does not include building or vehicle expenses):
  - Total Cost: $194,142
  - $10.84/per capita
  - $3.88/per capita daytime
- St. Louis County Drug Task Force (includes salary & benefits for 1 FTE – does not include equipment/vehicle expenses paid for by other agency):
  - Total Cost: $98,818
  - $5.52/per capita; $1.98/per capita daytime
    **does not include drug seizure proceeds received by City*

Community Development

- Nuisance / exterior property maintenance enforcement
    - Total Estimated Cost (FY16): $33,855 (salaries, benefits, supplies for .35 FTEs)
    - Number of Investigated Complaints (FY16): 221
    - Avg. Cost Per Nuisance/Complaint (FY16): $153

- Building permitting – total (salaries, benefits, supplies) and net of fees
    - Total Revenue (FY16): $774,818
    - Total Expense (FY16): $911,817
    - Total Cost (FY16): $136,999
    - Percentage received through fees (3-year average): 90%

City newsletter (includes printing, postage, handling, software, labor)

- Total Cost: $56,562
- Total Cost Per Household (8,039): $7.03/household

Review of Major Revenue Sources for City of Creve Coeur

Finance Committee

Presented by:
Lori Obermoeller
Director of Finance

September 5, 2017

Follow up from May 23rd Finance Committee Meeting

Look at the following items:

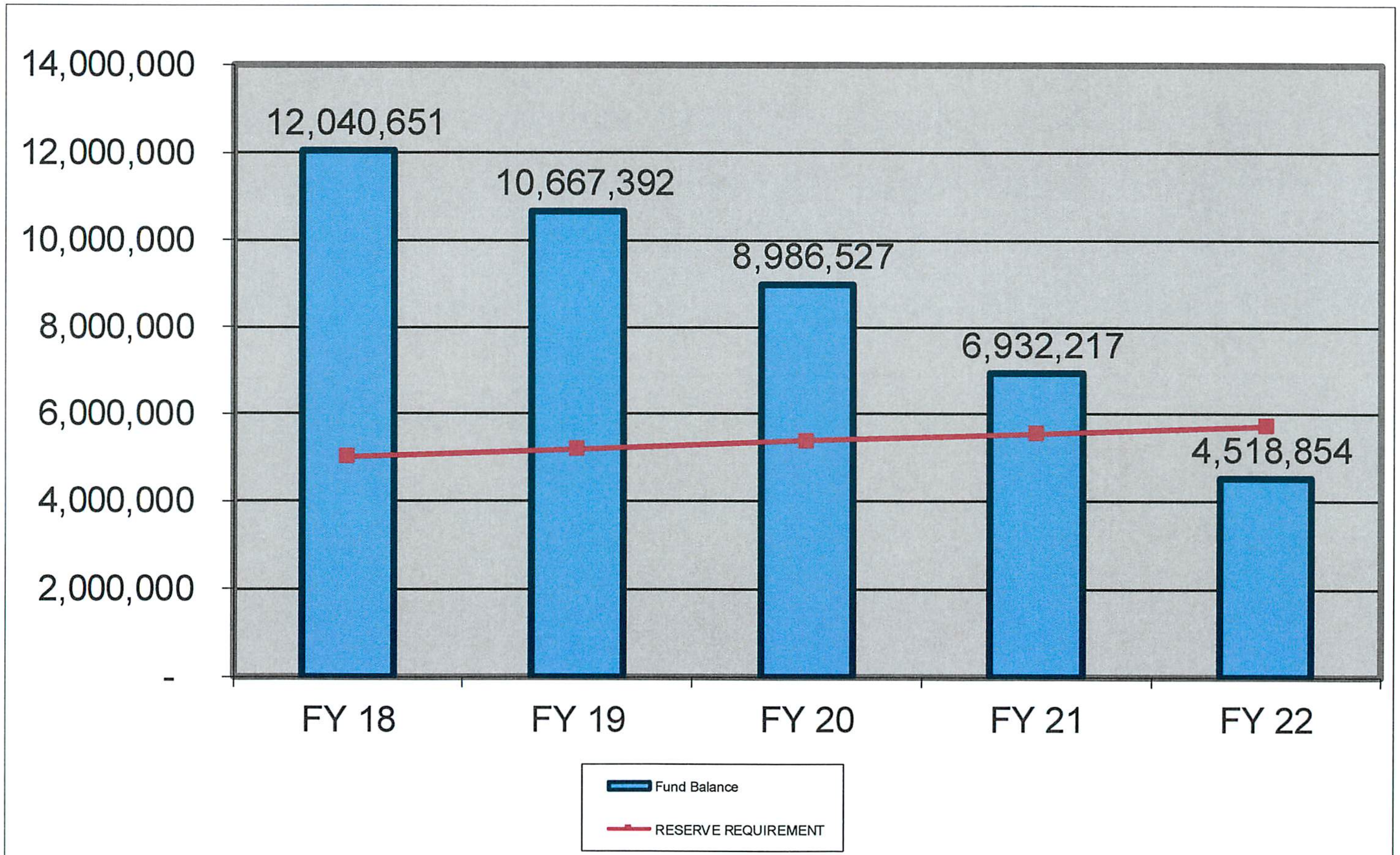
- Long-term Financial Projections
- Increased Revenues
- Sales Tax
- Use Tax
- Business License Fees
- Shared Services with other Municipalities
- Prop P Funds

Current Revenues

	2018	2017	2016
	Adopted	YTD	YTD
General Fund Revenues:	Budget	Actual	Actual
Property Taxes	552,000	569,357	540,881
Utility Taxes	5,862,000	5,631,019	5,964,434
Sales Taxes	*5,450,000	4,815,331	5,110,088
Cigarette, Gasoline & Road Tax	1,693,000	1,725,145	1,676,956
Licenses and Permits	977,650	1,025,920	1,064,894
Charges for Services	103,060	96,519	92,811
Municipal Court	600,000	550,811	933,401
Other Revenues	535,268	574,347	608,439
Transfers	0	0	0
Total Revenues	**15,772,978**	**14,988,449**	**15,991,904**

*Includes New "Law Enforcement Sales Tax - $500K"

Projected General Fund Ending Balance with Reserve Requirement for 2018-2022



Revenue Sources

- Taxes
  - Sales Taxes
  - Use Tax
  - Utility Gross Receipt Taxes

- Fees
  - Business Licenses

Sales Taxes

- Many Kinds of Sales Taxes
  - *General Sales Tax – 1% “A/B” City
  - *Local Option Sales Tax – 1/8 or ¼ cent
  - *Capital Improvement Sales Tax – ½ cent
  - Economic Development Sales Tax – Up to ½ cent
  - Stormwater/Parks Sales Tax – Up to ½ cent
  - Fire Sales Tax - NA
- May only be implemented with voter approval
- Creve Coeur’s Sales Tax Rate – 8.3625% (includes new Law Enforcement Sales Tax effective 10/1/17)

*Indicates the City has Sales Tax

Sales Tax Rates (Includes new Law Enforcement Sales Tax-effective 10/1/17)

	Population	1/8 or 1/4 CENT GEN	1/2 CENT CAPITAL	CAPITAL DISTRIB OPTION	UP TO 1/2 CENT STORM & PARKS	UP TO 1/2 CENT ECON.	UP TO 1/4 CENT FIRE	MUNI TAX RATE	Total Tax Rate	LOCAL USE TAX	Out of State AUTO RETAIN
Clayton	15,939	Nov-93	Nov-95	1	Apr-97		Apr-14	1.50	9.1125		Apr-16
Des Peres	8,373	Nov-93	Nov-94	1	Aug-00		Nov-03	1.50	9.1125	Aug-96	NA
Frontenac	3,482	Nov-93	Nov-94	1	Nov-04		Apr-02	1.50	9.1125	Apr-16	Apr-16
Kirkwood	27,540	Nov-94	Nov-94	1	Apr-98		Apr-15	1.50	9.1125	Aug-96	NA
Maplewood	8,046	Feb-94	Feb-94	1	Nov-97		Apr-03	1.50	9.1125	Aug-96	NA
Olivette	7,737	Nov-93	Nov-95	1	Apr-02		Nov-01	1.50	9.1125	Aug-96	NA
Richmond Heights	8,603	Nov-93	Jun-94	1	Aug-97		Apr-03	1.50	9.1125	Nov-15	Nov-15
Webster Groves	22,995	Nov-04	Apr-96	2	Apr-99		Nov-04	1.50	9.1125		Apr-16
Ladue	8,521	Nov-93	Nov-94	1	Jun-03			1.25	8.8625		
Manchester	18,094	Aug-94	Aug-94	1	Aug-00			1.25	8.8625		Apr-16
Town & Country	10,815	Nov-94	Nov-94	1	Apr-98			1.25	8.8625		Apr-16
Ballwin	30,404		Nov-95	1	Apr-01			1.00	8.6125		Apr-16
Chesterfield	47,484		Nov-96	1	Nov-04			1.00	8.6125		Apr-16
Creve Coeur	**17,833**	**Nov-10**	**Nov-97**	**1**				**0.75**	**8.3625**		**Apr-16**
Maryland Heights	27,472				Nov-95			0.50	8.1125		Apr-16

Use Tax

- Applied on MO transactions purchased from Out-of-State vendors
  - Applied to the same type of products subject to the traditional Sales Tax…its only subject to 1 tax, so its not a double taxation
  - Rate applied at the same rate as the local Sales Tax Rate – Creve Coeur's current local rate is .75%…possible revenue of $340K per year after sharing 15% with "Pool"
  - Rate is determined based on Point of Delivery, instead of Point of Sale
  - Vendor remits to the DOR, who then sends back to the municipality
  - State of Missouri Rate is 4.225%
  - 24 St. Louis County Municipalities have it
- May only be implemented with voter approval

Utility Gross Receipt Taxes

- Levy on Gross Sales from telephone, electric, gas and cable companies
- Creve Coeur - 7% on Res. and Comm. utility companies, except Res Electric is 5.5% - max allowed per Ordinance is 10%
- Franchise Tax for Cable is 5%
- Res. Electric - each 1% generates $130K
- Comm. Electric - each 1% generates $357K
- All Utilities - each 1% generates $877K

Utility Gross Receipt Tax Rates

City	Res Elec	Comm Elec	Res Gas	Comm Gas	Res Water	Comm Water	Res Phone	Comm Phone
Olivette	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00
Maplewood	9.00	9.00	9.00	9.00	9.00	9.00	9.00	9.00
Clayton	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00
Frontenac	0.50	8.00	0.50	8.00	0.50	8.00	0.50	8.00
Kirkwood	7.50	7.50	7.50	7.50	7.50	7.50	7.50	7.50
Ballwin	7.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00
Webster Groves	7.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00
Creve Coeur	**5.50**	**7.00**	**7.00**	**7.00**	**7.00**	**7.00**	**7.00**	**7.00**
Ladue	6.90	6.90	7.00	7.00	7.00	7.00	7.00	7.00
Town & Country	0.00	6.75	0.00	7.00	0.00	7.00	0.00	7.00
Richmond Heights	5.63	5.63	6.00	6.00	6.00	6.00	6.00	6.00
Maryland Heights	5.50	5.50	5.50	5.50	5.50	5.50	5.50	5.50
Chesterfield	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Manchester	4.00	4.00	5.00	5.00	5.00	5.00	5.00	5.00
Des Peres	3.50	3.50	4.00	4.00	5.00	5.00	5.00	5.00

Business License Fees

- Creve Coeur's Business License Fee was last updated in 1995
- Creve Coeur charges $30 per 1000 Sq. Ft. for all, except Warehouse is $20 per 1000 Sq. Ft. (Min $40/Max $1000)
- Business License Fee Approaches:
  - Flat Fee (115 cities in MO)
  - Gross Receipts (37 cities) – generates the most revenue
  - Number of Employees (6 cities)
  - Square Footage (4 cities including Creve Coeur)
  - Other/Mixed (30 cities)

Business License Fees

Municipality:	Total revenue	Methodology that best matches the business license tax formula?
Town and Country	$1,691,788	Percentage of Gross Receipts and Linked to Square Footage of Business
City of Des Peres	$1,116,500	Percentage of Gross Receipts and Other
City of Kirkwood	$773,263	Percentage of Gross Receipts
City of Ballwin	$624,718	Percentage of Gross Receipts
City of Chesterfield	$623,767	Linked to Square Footage of Business
Maryland Heights	$550,000	Linked to Square Footage of Business
City of Clayton	$441,317	Percentage of Gross Receipts
City of Webster Groves	$376,576	Percentage of Gross Receipts
City of Frontenac	$367,075	Percentage of Gross Receipts
City of Olivette	$230,439	Percentage of Gross Receipts and Other
Creve Coeur	**$176,461**	**Linked to Square Footage of Business**

MEMORANDUM

DATE: June 7, 2017

TO: Mark Perkins, City Administrator

FROM: Daniel Smith

SUBJECT: Adoption and Amendment to Proposed Budget

On April 24, 2017 the proposed FY 2018 budget was submitted to City Council for their consideration. After submission of the budget some additional information has surfaced which staff believes necessitates a need for amending the budget. The proposed amendments include:

1. Reduce Sales Tax Revenue Projects for General Fund
   Based on more current sales tax information staff recommends reducing the estimated sales tax revenue for the General Fund to $4,950,000.

2. Increase Capital Budget by $335,000 in FY 2018 for the Golf Cart Replacement Project.
   This project was estimated to be completed in FY 2017 but the finish will be delayed until FY 2018.

3. Correct typographical error on Page 31
   "Capital Fund Projects FY" should be 2017 thru 2022.

4. Correct other typographical errors as outlined in the attached memo from the City Attorney.

With these recommended amendments city staff is recommending adoption of the proposed amended budget for the City of Creve Coeur for FY 2018.

MEMORANDUM

DATE: July 5, 2017

TO: Mark Perkins, City Administrator

FROM: Lori Obermoeller, Director of Finance

SUBJECT: Budget Adjustments

As pointed out in Jason Valvero's attached memo, it is necessary to contract with a consulting firm to design a new replacement zone system and to recommend a new boiler. Neither one was budgeted in FY2018, therefore, the following amendment is recommended for the FY2018 budget to account for the unexpected equipment repairs at the Dielmann Recreation Complex:

1. Capital Fund
   a. Increase – Dielmann Recreation Complex HVAC appropriations by $70,800.
   b. Decrease – Ice Arena Office Area Improvements by $15,000 ($25,000 currently budgeted). Only the window will be fixed at this time…other items will be deferred to future budget.

Because $15,000 that is currently budgeted on the Ice Arena Office Area Improvements will not be spent, this money will help offset the $70,800 needed for the unexpected equipment repairs; therefore, this amendment will only decrease the ending fund balance by $55,800. I would be pleased to respond to any questions.

CITY OF CREVE COEUR

MEMORANDUM

Date: June 30, 2017
To: Mark Perkins, City Administrator
From: Jason Valvero, Director of Recreation
CC: Lori Obermoeller, Director of Finance
Subject: Dielmann Recreation Complex HVAC System

The Dielmann Recreation Complex is heated and cooled through three zones; the Dielmann East Meeting Room (old golf pro shop), the Dielmann West meeting room and the concessions area/rink lobby area/main offices, the largest zone of the system. Dielmann East and the concessions/rink/office zones are operating off older units, while a new system was installed in Dielmann West during the renovation project of 2015/2016.

On May 5, 2017 a service call was made to look into why the concessions/rink/office zone of the HVAC system was not cooling. Upon investigation, it was reported the zone air handler or the condensing unit had a major leak and lost all freon. Staff discussed what the next steps should be towards getting the zone back up and running. The company provided two options; a not to exceed budget number of $2,400 to investigate why the system lost all Freon (and make any minor repairs if possible) or replace the zone equipment. Staff decided to enter into a contract to investigate the problem as the first step. The investigation revealed the 22-year-old system had more damage than the initial service call revealed and the best option at this time is to replace the zone system.

The recreation staff then consulted with Public Works to look at projects similar to what the facilities of City Hall have gone through. After many discussions, it was decided that the best approach would be to work with a consulting firm to help design a system for our application. The city has used the services of Conrad Lutz & Associates, Inc. in the past for a similar city hall project. Staff said they did a thorough job and worked well with them from start to finish. This option will allow the firm to analyze the current equipment, run new load tests (to see if a smaller unit can be installed since Dielmann West is no longer part of the zone), recommend high efficiency units and research Ameren rebates that may apply to this project. At the same time, the firm will be asked to recommend a new boiler that was slated to be replaced in June. The firm is not tied to a specific vendor, so they are looking at all brands of equipment. The consulting firm will provide bid drawings and specifications, review the submitted bids and shop drawings and field any system related questions.

The total project cost is estimated to be at $70,800 and the breakdown will consist of the following:

1. Equipment: New Air Handler, Condensing Unit and Boiler - $35,000
2. Labor/Install - $27,000
3. Conrad Lutz & Associates, Inc. Consulting Firm - $8,800

This project was not budgeted in FY18 as the problem just occurred, a budget amendment to the CIP is required. Staff is recommending to scale down the Ice Arena Office Area Improvements project by $15,000 that is in the CIP FY18 to help offset some of the expense.

MEMORANDUM

DATE: August 3, 2017

TO: Mark Perkins, City Administrator

FROM: Lori Obermoeller, Director of Finance

SUBJECT: Fourth Quarter FY 2017 Financial Analyses

Attached is a financial report for the two major operating funds for the 4th quarter of FY 2017. In addition, I have commented on the Capital Fund results for FY 2017. These figures are preliminary and unaudited. Some of the highlights are as follows:

1. **General Fund**
   a. Revenues
   Revenues were quite a bit lower than originally budgeted for 2017. This was primarily due to Utility Taxes coming in a lot lower than anticipated ($265K for electric and $240K for phone). Sales Tax is also under budget by $353K. In addition, Court Revenues were less than budgeted by $449K due to recent municipal court changes.

   b. Expenditures
   Expenditures for the General Fund are about $1M less than originally budgeted. $375K was budgeted for Computer Software that was deferred until FY 2018. Police is about $368K under the original budget due to savings on vehicle maintenance, fuel, health insurance and pension contributions. Park Maintenance is $116K under budget due to less needed for grounds maintenance and personnel costs. Street Maintenance is $134K under budget due to less spent on equipment and vehicle maintenance. However, the following departments were over their original budget: Legislative ($14K), Building Maintenance ($58K) and Public Works-Admin (19K).

   c. Transfers
   No Transfers have been made yet, but $400K will be transferred from the General Fund to the Capital Fund, as done in the past.

As of now, there is an operating surplus of $40,170, but once the $400K is transferred out to Capital Fund, there will be a deficit of about $360K, which is higher than we anticipated.

2. **Municipal Enterprise Fund**
   a. Revenues
   Revenues for the Enterprise Fund were significantly higher than anticipated in the original budget by $221K. However, $120K of this came from the Dielmann Tower Lease Payment, where the rest came from Ice Arena rentals (about $100K more than anticipated).

You'll also notice $500,225 in FY 2016 as a Capital Contribution. This is the amount of the Dielmann Center building renovation that needed to be added to the books of the Enterprise Fund since it was expensed in the Capital Fund, but was for the Enterprise Fund. Essentially, it treats the expense from the Capital Fund as a Donation to the Enterprise Fund, so it records the improvement of the building in the Enterprise Fund as a Capital Contribution.

b. Expenditures
Both Snack Bar and Ice Arena expenditures were above original budgets. Most of the Ice Arena overage relates to the ice and compressor repairs made during the year.

3. Capital Fund

a. Revenues
At this time, revenues for the Capital Fund are down about $845K from the original budget. However, all of this is due to money from Other Agencies not being received yet. Once we have that money and complete the $400K transfer from the General Fund to the Capital Fund, the Capital Fund revenues should be more than budgeted.

b. Expenditures
Expenditures are also down by approximately $550K, but not all of the project costs have been paid. However, total year-end expenditures in the Capital Fund are projected to be higher than budgeted due to projects that were unanticipated for FY 2017.

4. Investments

Interest rates were up slightly, and as a result, interest income increased in 2017.

While overall revenues were down substantially for FY 2017, expenditures were also down; but once the transfer from the General Fund to the Capital Fund is completed, the General Fund will net a deficit slightly larger than originally budgeted. However, because sales tax and utility tax revenues have been trending down, we will need to keep a close eye on revenues in the future and start researching other new revenue options.

The revenue performance of the Enterprise Fund has improved from previous years, ending with an increase in revenues and no General Fund transfer to the Enterprise Fund. Revenues increased significantly at the Ice Arena and slightly increased at the Snack Bar. However, there were unanticipated expenditures for ice and compressor repairs. While the financial reports currently show a surplus in the Enterprise Fund, the Depreciation hasn't been recorded, so it is likely the fund will have a slight deficit for FY 2017.

It looks like the Capital Fund might also end with a deficit for FY 2017 due to an increase in capital projects. But, based on the current 5-year plan, it looks like the Capital Fund will be in good shape for the near future.

It should be noted that the figures for this report are preliminary for FY 2017. Additional revenues and expenditures will be recorded to the funds as the August revenues come in and additional bills are paid. Even with those additional unrecorded revenues and expenditures, I do not anticipate substantial changes in the operating results.

I would be pleased to respond to any questions.

City of Creve Coeur
Statement of Revenues and Expenditures
As of June 30, 2017
FY 2017

	Annual Budget	Adjusted Budget	YTD Actual	YTD Encumb	Actual As % of Adjusted Budget	*2016 4th Qtr Actual*	*2016 Actual As % of Budget*
General Fund Revenues:							
Property Taxes	563,000	563,000	569,357		101.1%	540,881	95.7%
Utility Taxes	6,238,000	5,733,000	5,631,019		98.2%	5,964,434	100.2%
Intergovernmental	6,837,000	6,672,000	6,540,476		98.0%	6,787,044	101.0%
Licenses and Permits	906,450	1,031,450	1,025,920		99.5%	1,064,894	110.7%
Charges for Services	117,500	117,500	96,519		82.1%	92,811	85.2%
Municipal Court	1,000,000	575,000	550,811		95.8%	933,401	103.7%
Other Revenues	482,578	482,578	574,347		119.0%	608,439	99.3%
Transfers	0	0	0		0.0%	0	0.0%
Total Revenues	**16,144,528**	**15,174,528**	**14,988,449**		**98.8%**	**15,991,904**	**101.2%**
General Fund Expenditures:							
Legislative Services	409,783	430,487	423,585	906	98.6%	400,470	99.8%
Administrative Services	1,209,669	872,097	831,047	11,827	96.6%	787,806	92.3%
InterDepartmental	557,194	545,494	514,048	5,676	95.3%	544,677	95.5%
Maint. of Municipal Prop.	388,230	482,295	446,242	12,235	95.1%	311,096	88.8%
Municipal Court	339,067	325,127	306,292	3,600	95.3%	309,195	94.5%
Finance Department	619,672	618,722	601,648	5,575	98.1%	598,328	98.9%
Police Department	7,290,342	7,092,350	6,921,936	1,347	97.6%	6,797,208	97.0%
Park Maintenance	525,055	470,555	409,330	0	87.0%	443,893	96.6%
Community Services	121,053	111,203	98,613	0	88.7%	92,621	74.3%
Public Works - Admin.	542,739	575,239	561,658	0	97.6%	481,499	96.7%
Street Maintenance	1,705,735	1,679,795	1,571,798	25,617	95.1%	1,512,798	95.6%
Health and Environment	814,800	794,800	782,209	13,797	100.2%	889,305	100.0%
Community Development	1,409,900	1,422,010	1,398,321	972	98.4%	1,340,473	96.8%
Annual Infrastructure Maintenance	0	0	0	0	0	0	0
Total Expenditures	**15,933,239**	**15,420,174**	**14,866,727**	**81,552**	96.9%	**14,509,369**	**96.5%**
Total Operating Surplus (-Deficit)	**211,289**	**(245,646)**	**40,170**			**1,482,535**	
Transfers To Other Funds	**400,000**	**0**	**0**	**0**		**700,000**	
Operating Revenues Over (under) Expenditures	**(188,711)**	**(245,646)**	**40,170**			**782,535**	

Attachment: Quarterly Financial Statement (4th Quarter Financial Report)

City of Creve Coeur
Statement of Revenues and Expenditures
As of June 30, 2017
FY 2017

	Annual Budget	Adjusted Budget	YTD Actual	YTD Encumb	Actual As % of Adjusted Budget	*2016 4th Qtr Actual*	*2016 Actual As % of Budget*
Municipal Enterprise Fund Revenues:							
Golf Course	401,219	377,219	369,751		98.0%	397,347	102.5%
Food Service	55,000	55,000	57,602		104.7%	55,854	93.1%
Ice Arena	548,725	619,825	669,238		108.0%	614,354	106.9%
Other Revenues	700	120,700	129,999		0.0%	-31,175	0.0%
Capital Contribution	0	0	0		0.0%	500,225	0.0%
Total Revenue	**1,005,644**	**1,172,744**	**1,226,590**	**0**	**104.6%**	**1,536,605**	**103.4%**
Municipal Enterprise Fund Expenditures:							
Golf Course	520,221	525,846	495,696	0	94.3%	473,970	96.3%
Food Service	42,307	48,407	48,042	0	99.2%	49,922	94.2%
Ice Arena	476,551	582,951	567,284	6,403	98.4%	518,698	94.2%
Depreciation	0	0			0.0%	248,418	0.0%
Total Expenditures	**1,039,079**	**1,157,204**	**1,111,022**	**6,403**	**96.6%**	**1,291,008**	**95.2%**
Total Operating Surplus (-Deficit)	**(33,435)**	**15,540**	**109,165**	**0**		**245,597**	
Transfers to other Funds	**0**	**0**	**0**	**0**		**0**	
Operating Revenues Over (Under) Expenditures	**(33,435)**	**15,540**	**109,165**			**245,597**	

Attachment: Quarterly Financial Statement (4th Quarter Financial Report)

CITY OF CREVE COEUR, MO
1949

City Council
300 North New Ballas Rd
Creve-Coeur, MO 63141

SCHEDULED

STAFF REPORT

Meeting: 08/14/17 06:00 PM
Department: Parks and Recreation Department
Category: Report
Prepared By: Jason Valvero
Department Head: Jason Valvero

Golf Task Force Final Report

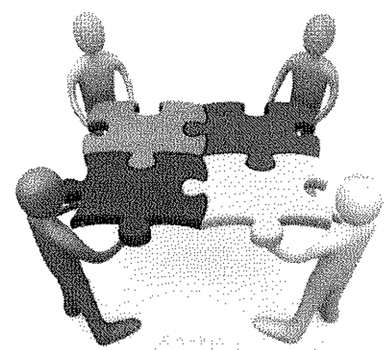
The power point presentation is the summary of work over the 18 month time frame given by council to the eight member task force. The task force focused on mid to long term goals to improve the financial stability of the golf course.

CREVE COEUR GOLF TASK FORCE

Final Report - August 14, 2017

Golf Task Force

- Created by Council in January 2016
- Eight Member Task Force
- An 18 Month Timeframe
- Emphasis on mid to long term goals
- Representatives of Professional Industries Related To Golf
  - Marketing
  - Finance
  - Special Events
  - Promotions
  - Players Who Love the Game

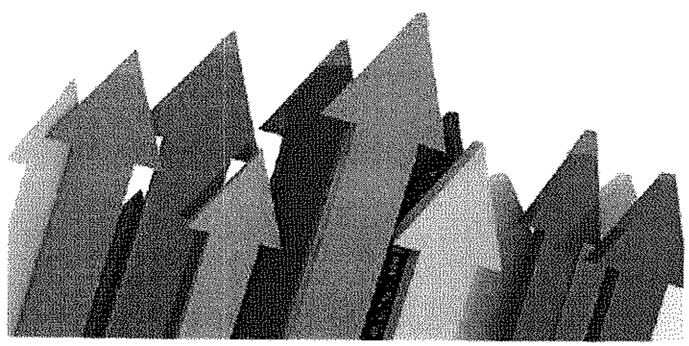


Task Force Members

- Tim Carney - P & Z + Marketing/Sales
- David Hoffman - Vice Chair + Avid Golfer
- John Noce - Finance Committee
- Vivian O'Hara - Chair + Sales/Marketing
- Katie Perrodin - Special Events
- Ryan Shakofsky - League Player + Avid Golfer
- Tom Stern - Finance
- Lon Zimmerman - Marketing
- Ellen Lawrence - Council Liaison

Duties of Task Force

- Recommend Action Items to Council to improve the finance stability of the golf course operations through:
  - diverse programming
  - marketing strategies
  - funding resources
- Set target goals for measuring success of recommendations



Task Force Initiatives

- Analyze four (4) important areas of interest by looking at what has been done in the past and where we need to go in the future:
  - Golf Programming
  - Non-Golf Programming
  - Marketing
  - Sponsorships

Action Item #1 - Diverse Golf Programming

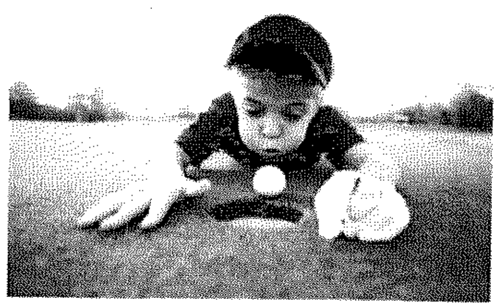
Month	Recurring Programs
January	High School Pre-Season
February	High School Pre-Season + Winter Disc Golf
March	High School Tryouts + High School Matches Begin
April	Start of 11 Leagues + Master's Mayhem Tournament
May	Senior Olympics
June	Hack-It-Up Golf Event + Junior PGA Event + Junior Camp
July	Junior Camp
October	Fall Disc Golf
November	Chili Bowl 4-Person Scramble Tournament
December	Open Play, Weather Permitting

Action Item #1 - Diverse Golf Programming

Month	New Programs
June	Junior PGA Event
July	Couples 2-Person Scramble Tournament
August	Senior 2-Person Scramble Tournament
September	Beer, Birdies & BBQ 2-Person Scramble Tournament
FootGolf	Year Round, Weather Permitting

Action Item #1 - Golf Target Goals

- Offer three (3) new scrambles with measured success being two out of the three tournaments are held. If one is not held, try new approach, target audience, etc.
- Increase number of youth rounds sold by 5% over previous year
  - This year January-June has seen an increase of 23% over last year same time
- Increase number of youth participants in camps.
  - In 2017, number of youth participants almost double over 2016.
  - Increase camp participant numbers by 50% in 2018.



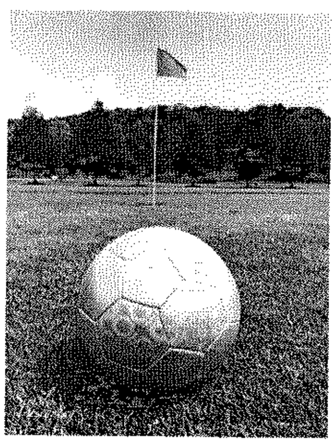
Action Item #1 - Diverse Non-Golf Programming

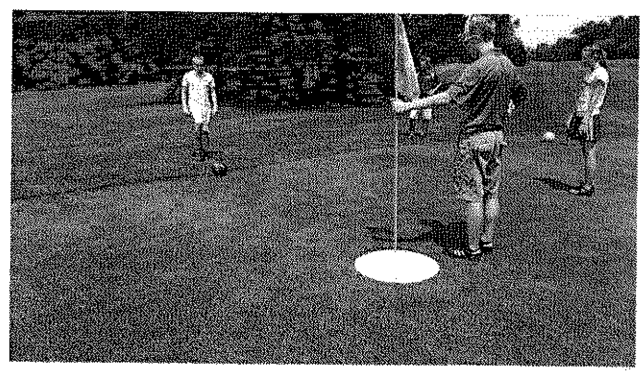
- Goal is to increase revenue by attracting non-golfers to the facility through:

Event	Frequency
Room Rental - Weddings	Booked two (2) since 2016
Disc Golf Tournaments	Offer Fall/Winter
Business Lunch Meetings	Held Weekly/Monthly
Corporate Team Building	Booked two (2) in 2017
FootGolf	Opened in June 2017
Drone Flying	Hold Winter of 2017
Cross Country Skiing	Hold Winter of 2017

Action Item #1 – Non-Golf Target Goals

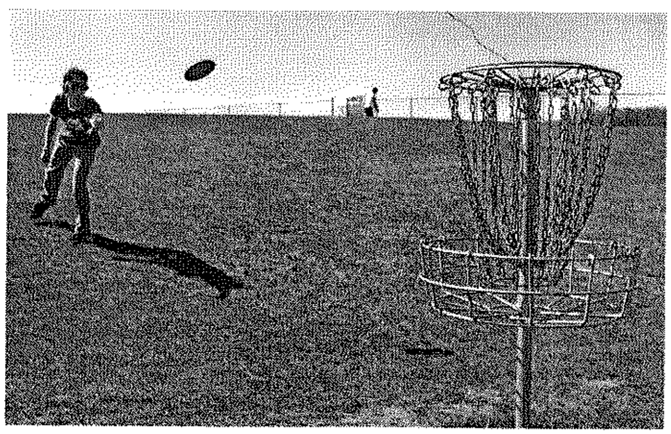
- Implement FootGolf with measured success being generating enough revenue to pay for the equipment at a cost of $2,400 (goal of payback in first two years)
- FootGolf to be offered as a private rental or set times on Saturday evening when golf play is slow.





Action Item #1 - Non-Golf Target Goals

- Offer minimum of two disc golf tournaments per year
- Research the opportunity to offer business packages to include room and golf with a goal of 10% increase over last year



Action Item #2 - Marketing

- Goal is to deliver a message about the services we offer to our residents and other customers through:
  - Create a "unique selling point" of Best 9-Hole Municipal Golf Course in St. Louis.
  - Build a data base to connect with customers, currently at 4,500 versus 350 in 2015
  - Increase social media efforts through Facebook, Twitter, PeachJar, E-Commerce Newsletter
  - Promote the "Play 9" and Junior tournaments through the USGA marketing program already set in place
  - Creating a stand alone golf website though GolfNow

Action Item #2 - Online Marketing

- GolfNow Plus is a new program that manages the day to day activities of marketing the golf course. Program includes:
  - Stand alone website
  - Facebook and Twitter posts
  - Golf course survey work and online reviews
  - Tracks and reports social media on any source that mentions Coeur Golf Course

Action Item #2 - GolfNow Online Revenue

- This year produced 3,132 rounds equaling $54,019
- Up from $11,889 at the same point last year
- An increase of $42,130 year over year
- The cost to Creve Coeur for the service has been $2,000

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Action Item #2 - Marketing

- GolfNow Plus player reviews:

Rating Snapshot

All Time | Last 12 Months | Last 6 Months

Average Rating	
Off-Course Amenities:	
Value:	
Pace of Play:	
Staff Friendliness:	
Course Layout:	
Course Conditions:	

Rating Breakdown — 77 Reviews

5 stars:	13
4 stars:	42
3 stars:	18
2 stars:	
1 stars:	

94.7% recommend this course
72 out of 76 reviews

Share course | Follow this course

Don Arbuthnot reviewed Creve Coeur Golf Course — 5.0
July 9 at 2:47pm

Greens were in fantastic shape. Very much enjoyed the round with the guys.

C

★★★★★ **Chontel Stanburry**

Called for an early tee time. Very polite and accommodating. Arrived to a cheerful cashier and great looking course.

Published on 2017-06-30

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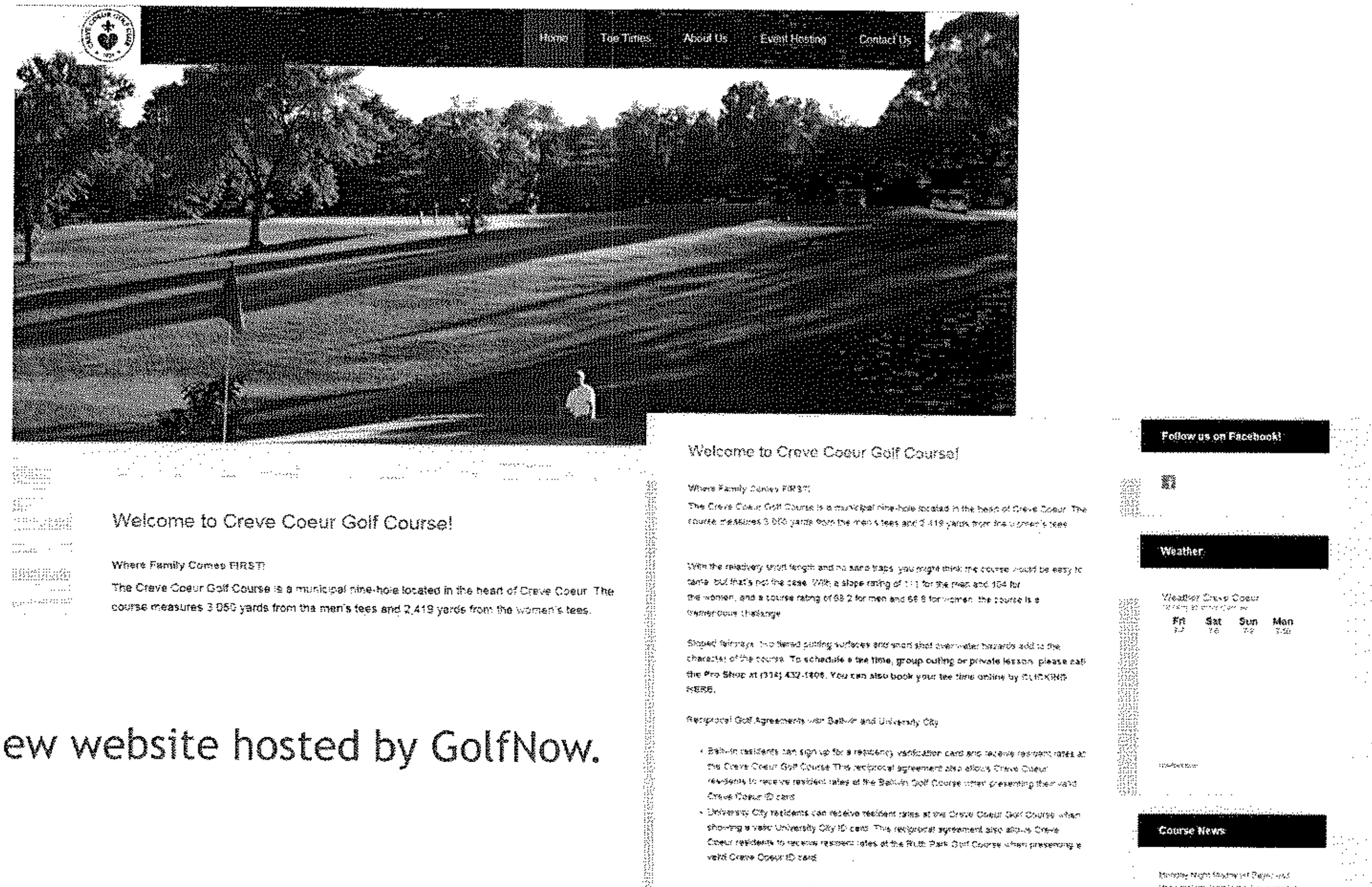
Action Item #2 - Marketing



New website hosted by GolfNow.

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Action Item #2 Marketing Target Results

- Enhance/Expand social media; FaceBook, Twitter, E-Blasts, Business E-News Letter
- Created "Unique selling point"
- Created a stand alone golf website with measured success being:
  - Increase number of hits to the website
    - January-June 2017 saw 750 visitors a month via organic hits
    - Once on the site, average visit lasts 2 minutes and 23 seconds
    - Users are averaging 2.07 pages per visit, with Tee Time most popular
  - Increase number of rounds booked through website
    - January-June 2017 saw 2,900
  - Increase number of E-Blasts being sent out
    - 18 emails sent out since joining in May

Action Item #3 - Funding Resources

- Offer a variety of sponsorship opportunities and special event programs connected to the Golf Course and Ice Rink at the Dielmann Recreation Complex:
  - Tee Boxes / Golf Carts / Score Cards
  - Golf Course Website / City's Website
  - Ice Rink Dasher Boards / Ice Rink Resurfacer
  - Special Events and Programs (concerts, H2H run)
  - Staff to manage program with support from volunteer committees

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Action Item #3 - Funding Resources

- Annual Hole Sponsorship Tier One - $1,500
  - One hole sponsor and 4 rounds of golf with cart
- Annual Hole Sponsorship Tier Two - $2,000
  - One hole sponsor, email blasts, special recognition at Creve Coeur hosted tournaments and 12 rounds of golf with cart
- Annual Hole Sponsorship Tier Three - $3,000
  - One hole sponsor, website, email blasts, special recognition at Creve Coeur hosted tournaments and 25 rounds of golf with cart

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Action Item #3 - Funding Target Goals

- Generate additional revenue with measured success being:
  - Create golf specific sponsorship package to include hole sponsors, completed in early 2017
  - Goal for 2018 is to sell three (3) hole sponsorships
  - Staff to manage sponsorship program with support from volunteer committees
  - Task force feels the best opportunity to create partnerships is through our current vendors

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Moving Forward

- Staff to implement action items to improve the finance stability of the golf course operations through the four (4) task force initiatives
- Staff to follow target goals for measuring success
- Staff to continue to implement new programs to attract residents to the facilities (meeting rooms, golf course)
- Staff to compile data for benchmarking course financials to find trends of the operation

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Golf Course costs $1,400 per acre to maintain, compared to other city parks, which cost $4,600 per acre to maintain, net of revenue.

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What does the course do for the City?

- Strengthens community and sense of place
- Attracts customers from outside Creve Coeur to spend money within city limits
- Allows Creve Coeur businesses to bring their clients to the course for networking
- Generates revenue for local businesses as golfers visit local establishments after round of golf
- Increases property value within proximity of course
- Health, recreational and social benefits

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City of Creve Coeur
Finance Committee
FY18 Meeting Schedule

DATE	TOPIC
July 25, 2017	Prop P Policy Draft
September 5, 2017	Review of 4th Qtr Financials and Year-End, Discussion of Revenue Options
November 7, 2017	Review of 1st Quarter Financials, Further Discussion of Revenue Options
February 13, 2018	Review of 2nd Quarter Financials, Review of Financial Policies
March 6, 2018	Review of Proposed 5-Year Capital Plan
March 20, 2018	Review of Proposed 5-Year Capital Plan
April 24, 2018	Review Proposed Budget Preview
May 8, 2018	Review of Proposed Budget, Review 3rd Quarter Financials
June 5, 2018	Further Review of Proposed Budget, Olive/Graeser TDD Audit (every 3 years)

FINANCE COMMITTEE PRIORITIES

- As part of the budget review process, evaluate economic justification and risks of proposed single-project capital and operational expenditures in excess of $100,000 or a combination of multiple similar projects or the aggregate value of multi-year projects over $1 million.
- Review proposed financing, bond indebtedness, taxation and leases greater than $10,000 prior to council action.
- Review project closeout reports for scope, schedule and cost variation.
- Periodically review and comment on the surplus funds investment policy and financial performance.
- Review opportunities for cooperative purchasing or contracting ventures with other municipalities.