Finance Committee
Committee Meeting Agenda
May 7, 2019
4:00 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 April 23, 2019 Finance Committee Meeting Minutes

5. **Reports**

   Chairperson

   Audit Committee

   Pension Board

   Council Liaison

   Staff

6. **Unfinished Business**

   FY20 Preliminary Operating Budget

   Budgeting for Proposed Municipal Consolidation

7. **New Business**
8. **Other Business**

   FY19 Meeting Schedule

9. **Public Comments**
10. **Adjourn**

Finance Committee
Committee Meeting Minutes
April 23, 2019
4:00 PM
Administrative Conference Room
300 N New Ballas Rd

1. Call to Order

2. Roll Call

Richard Kutta	Vice-Chairperson	
Larry Potashnick	Board Member	
Ronald Abeles	Board Member	
Marjorie Richter	Board Member	
Adam Shulenburger	Chairperson	(Absent)
Phillip Hellwege	Board Member	
Tim Fogerty	Board Member	(Absent)
Lori Obermoeller	Director of Finance	
Debbie Loso	Assistant	
Heather Silverman	Council Liaison	
Mark Perkins	City Administrator	
Nancy Litzinger		
Tracy Brothers	Finance Clerk	

3. Approval of Agenda

Motion to Approve Agenda

RESULT:	**APPROVED [UNANIMOUS]**
MOVER:	Marjorie Richter, Phillip Hellwege
AYES:	Kutta, Potashnick, Abeles, Richter, Hellwege
ABSENT:	Shulenburger, Fogerty

4. Approval of Minutes

Approval of March 19, 2019 Finance Committee Meeting Minutes

Ms. Obermoeller stated that Mr. Perkins suggested the Committee includes their recommendation for the cabins in the letter they submit to Council for the preliminary budget. The Committee agreed to not change the minutes and to include in the preliminary budget memo.

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

5. Reports

Chairperson

Finance Committee
Committee Meeting Minutes
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4:00 PM
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300 N New Ballas Rd

Chair was absent

Audit Committee

Committee has not met.

Pension Board

Mr. Potashnick stated at the last Pension Board meeting the Actuary attended to discuss the possibility of making an offer to select participants of the City's Defined Benefit Pension Plan to receive a buyout. The plan is approximately 80% funded. The Board may do a presentation to the Council regarding offering a buy out to select participants. If Council approves a buyout option funding would be through liquidating some of the pension's investments. Ms. Silverman stated the Council has decided to have a work session with the Pension Board once the Finance Committee and Budget are finished to further discuss the proposal. The meeting is tentatively scheduled for the second meeting in June at 6:00 pm.

Building Task Force

Mr. Kutta asked to remove this item from the agenda.

Ms. Silverman stated the Council toured the Police Building and completion is estimated to be in June. The project is still $200,000 under budget.

Council Liaison

Ms. Silverman stated the next two Council work session meetings cover the budget, and then a work session meeting will be scheduled with the Pension Board.

Staff

Ms. Obermoeller presented and reviewed with the Committee the 3rd Quarter Financial Report.

Over all, the general fund has a surplus of $1.2 million which is up $400,000 from last year mostly due to timing of receiving revenues with exception of an increase in Court revenues. Expenditures are pretty much in line with the budget.

The municipal enterprise revenue is revenues are $117,000 less than last year due to timing of Ice Revenues. The Ice Arena lost about $20,000 in revenue due to being closed for three weeks to repair the beams. The Hockey Leagues payment of $39,000 received in April instead of the third quarter. Contract rental revenue is also down due to the Ice Arena being closed. The revenue was received in the next quarter.

Expenditures are down approximately $37,000 from last year. Mostly due to the Golf and Pro shop, the sewer and water, reallocation of funds, personal cost due to going in arrears and less capital expenditures.

Capital fund is within budget. The City received a grant for the Warson Road project.

Sewer Lateral fund's surplus is growing. There are less expenditures compared to a year ago.

Public Safety Sales Tax fund is doing well. The City has not used a lot of the funds so far. The ending fund balance is $1.1 million.

6. New Business

FY20 Preliminary Operating Budget

Mr. Perkins went through the FY20 Preliminary Operating Budget with the Committee. The Finance Task Force recommendations have been included in the budget folder. Some have been incorporated in this budget and some still need some work or discussion during the fiscal year.

The Committee discussed the Task Force suggestion of charging the private streets for snow plowing. Mr. Perkins stated the City decided to defer until next year. This is a service that has been in place for several years. The amount charged to snow plow these streets would be plus/minus $40,000. That is if every street utilized the City's service.

The Council has implemented some of the tax revenue increases suggested by the Finance Sub Committee, such as returning the residential electric rate back to 7% and increasing the commercial utility rate to 8%.

Some of the recommendations have been delayed due to the Better Together initiative. Down the road some revenue generators will be looked at more closely such as business license fees.

The five year fund balance for the general fund is projected to be $11.7 million which is 69% of the City's annual expenditures. The City shows $2.2 million reserved for capital construction, mostly identified for future renovations of the government center.

Ms. Obermoeller reviewed the projections stating the City has budgeted 3% for salary increases, health insurance increase is projected at 4%, and other insurances are staying the same for the next year. The legacy pension plan had a 5% increase, LAGERS had a decrease in the employer contribution rate. The City's operating expenditures over the next five years will increase 1.5%, commodities will increase 2% per year.

The municipal enterprise fund balance is diminishing over the next five years. The City has never had much of a fund balance and in the past have had to run deficits and subsidize the fund.

The Committee and Staff discussed the $400,000 transfer from the general fund to the capital fund. Suggestion was made to check with the City's auditors to have a clear picture of how the City can use the road and bridge tax. Staff and Committee agreed that an explanation needs to be added to the narratives for the decrease in fund balance.

Ms. Obermoeller reviewed the budgeted revenues. The property tax has a small increase for FY2020, the utility tax has 2.28% increase due to the rate increase. The phone revenue is continuing to decrease. The sales tax the City is showing a decrease in FY2020's budget with the rest of the revenues remaining flat. Other revenue is reflecting an increase due to receiving a full year’s revenue from BJC. Also the court revenue was budgeted with an increase.

RESULT:	**DEFERRED [UNANIMOUS]**
AYES:	Kutta, Potashnick, Abeles, Richter, Hellwege
ABSENT:	Shulenburger, Fogerty

Budgeting for Proposed Municipal Consolidation

RESULT:	**DEFERRED [UNANIMOUS]**
AYES:	Kutta, Potashnick, Abeles, Richter, Hellwege
ABSENT:	Shulenburger, Fogerty

7. Unfinished Business

8. Other Business

FY19 Meeting Schedule

RESULT:	**DEFERRED [UNANIMOUS]**
AYES:	Kutta, Potashnick, Abeles, Richter, Hellwege
ABSENT:	Shulenburger, Fogerty

9. Public Comments

Ms. Litzinger spoke to the Committee about the two cabins located in Conway Park. Ms. Litzinger is a member of the Parks and Historic Preservation Committee. The Committee has engaged a gentleman to put together a parks master plan looking ten years forward. The plan has been presented to Council. Ms. Litzinger stated the cabins are in disrepair. She stated she has spoken with Town & Country who has repaired their cabins. She stated once they are repaired there will not be much more the City will have to do to them. Ms. Litzinger stated she will be meeting with the Ice Arena employee that was hired to develop programs for Seniors to see if there is a way to incorporate the Cabins. Ms. Litzinger believes these cabins will be a cultural, educational feather in the cap of Creve Coeur.

Ms. Obermoeller stated a study was being completed and will be presented to Council which is on the agenda for a work session in June. Ms. Obermoeller stated the Council would appreciate the Finance Committee's opinion on the cabins and should include it with their recommendation on the budget.

10. Adjourn

Motion to Adjourn

Finance Committee
Committee Meeting Minutes
April 23, 2019
4:00 PM
Administrative Conference Room
300 N New Ballas Rd

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

City of Creve Coeur

FY 2020

Preliminary
Operating Budget

TABLE OF CONTENTS

TABLE OF CONTENTS

TABLE OF CONTENTS

TABLE OF CONTENTS

TABLE OF CONTENTS

BUDGET TRANSMITTAL LETTER

Fiscal Year 2020

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city of CREVE COEUR

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www.creve-coeur.org

April 19, 2019

Mayor Glantz and Members of the City Council:

I am pleased to present the Fiscal Year 2020 (FY 2020) budget for your consideration. The proposed budget provides the resources necessary to continue to meet the high expectations of our community over the next year.

State and local governments everywhere continue to face similar long-term challenges of stagnant revenues and rising costs. Creve Coeur has not been immune to these trends. However, with the corrective measures proposed herein, the city's overall financial outlook continues to remain solid.

Long Range Planning

In developing the annual budget, the city staff relies upon a variety of planning documents, including the city's recently updated Strategic Plan, Comprehensive Plan, and the five-year Capital Improvement Plan. The annual budget provides the resources necessary for implementing the long-range objectives as identified in city's planning documents.

The city's newly revised Strategic Plan, includes the following goals:

Strategic Goal 1: Encourage civic engagement.

In FY 2019, the city began using a variety of communication mediums to educate the public about a proposed ballot measure which was released in January 2019 seeking to amend Article 6 of the Missouri Constitution. The proposal seeks to merge St. Louis County and St. Louis City and eliminate the 88 municipalities and their individual forms of local government and replace them as "municipal districts" reporting to a new "Metro City". The City and its elected officials are committed to continuing informing the residents of the intent of the proposal and its impact through newsletters, social media, work sessions and forums so the public can make an informed decision in the general election of November 2020.

In FY 2019, staff continued work to better engage our residents with timely information on city services and seek to increase involvement on the city's boards and committees. It continued utilizing low-cost social media advertising to promote specific City news and events to improve public reach. Similarly, in FY 2019 – FY 2020, staff is utilizing low-cost electronic billboard advertising at Page Boulevard and I-270. This was made possible through the City's Coeur-Olivette Chamber of Commerce membership and will be used promote the Farmer's Market, Creve Coeur Golf Course and other key events. Another avenue to increase civic engagement is through community events. In late FY 2019, the City is hosting its inaugural Subdivision Trustee Annual Meeting to discuss key issues of interest to the public such as openings on board and committee, deer mitigation strategies, street lighting program and biking and hiking trail opportunities in their area. In FY 2020, a newly created "Creve Coeur 101 Course" will be held to educate new residents about the City's high level of services and amenities.

The City is dedicated to providing opportunities to bring people together. The Police Department continues to offer courses engaging the community through the Citizens Police Academy, Citizen Emergency Response Team Training, National Night Out and Coffee with a Cop. The City-sponsored Creve Coeur Farmer's Market continues to gain in popularity and provides residents the opportunity to purchase locally-produced fruits, vegetables, eggs, meat and more. In May 2019, the Farmer's Market plans to relocate to the American Legion located on Rue De La Banque to improve customer amenities and market visibility and reduce costs.

Strategic Goal 2: Enhance parks, parks programs, and green space.

In FY 2019, two Municipal Park Grants were awarded for improvements to parks and recreational facilities. One $6,400 grant was received to assist with the development of a Parks Master Plan which was completed in April 2019 and will be used to plan for future park improvements. The other grant will reimburse up to $397,600 for improvements to the Creve Coeur Ice Arena, including reinforcement of the Ice Arena roof beams, renovations for the administrative offices, and new boiler, water heaters, sound system, and dasher boards. Construction should be completed in late FY 2019/early FY 2020.

In FY 2020, staff will continue researching potential locations to increase the trails system in Creve Coeur to create a more walkable and bike-friendly environment throughout the city which supports the Comprehensive Plan 2030 and Parks Master Plan 2019. Also in FY 2020, a replacement fountain and aerator will be installed for the south pond Creve Coeur Golf Course in addition to tennis court repairs at Conway Park. Both projects are intended to improve quality and customer experience.

Strategic Goal 3: Support a strong and diverse economic base.

The Agtech sector represents a major opportunity for regional economic growth. The city continues to promote the advancement of the 39 North plan created three years ago which is a 575-acre innovation district in the northeastern corner of Creve Coeur. In FY 2019, the city reinvested in the branding/marketing campaign as part of a partnership with the St. Louis Economic Development Partnership and St. Louis County to improve pedestrian access, street light and other elements along Old Olive Street in the 39 North area. In FY 2020 through FY 2021, the city is partnering with St. Louis County and Missouri Department of Transportation to re-construct the Olive-Lindbergh Interchange, to improve traffic flow, pedestrian access, and to re-utilize land for additional development of the 39 North Agtech District.

In FY 2019, the Economic Development Committee (EDC) held its fourth annual business recognition program in collaboration with the Creve Coeur-Olivette Chamber of Commerce. The EDC is also hosting a commercial and residential real estate developer forum to receive input about proposed zoning along Olive Boulevard with the event to be followed up with two round table events to seek feedback on development permitting processes.

In FY 2019, the city continued its transition to EnerGov, part of the comprehensive software package purchased in FY 2018 which will streamline the building permit process and improve the customer experience. It is anticipated to go live in FY 2020.

Strategic Goal 4: Practice and promote sustainability.

The city continues to be one of only three Environmental Protection Agency Green Power Communities in Missouri and one of only 68 in the entire nation. As a Green Power Community, the city and Creve Coeur residents and businesses invest more than 3% of its energy usage to renewable energy resources such as wind and solar power.

In FY 2019, the Energy and Environment committee (E&E) assisted in contributing several articles in the newsletter to encourage recycling and education residents on best practices. E&E also created a Green Business Certification Program to publicly recognize Creve Coeur businesses and not-for-profits that are making meaningful efforts to reduce their environmental impacts. To qualify, the business must be located in the City of Creve Coeur and must have implemented at least three "green" practices, such as energy-efficient lighting, renewable energy, recycling or water efficiency.

In FY 2019, staff worked with the Horticulture, Ecology and Beautification Committee and a consultant to develop a new landscape design for the Olive Boulevard medians. The updated landscaping includes the use of more perennials and native plants to reduce costs associated with annual plant replacement for plants better suited for Missouri's climate. Installation is anticipated in FY 2020.

Construction of the new Police Building is expected to be completed and fully operational in the summer of 2019. Many energy efficiencies are included such as LED lighting, energy efficient HVAC, hot water system, windows, and occupancy sensors for interior lighting to name a few.

Strategic Goal 5: Maintain and encourage high quality development.

In FY 2019, priorities included revising the zoning code to permit medical marijuana businesses as permitted with the passage of statewide ballot measure in November 2018. Approval of those permitted uses is anticipated to be approved by City Council at the time of the budget submission. Staff continues to make additional zoning changes as recommended by the 2030 Comprehensive Plan and will focus on east Olive Boulevard Corridor in FY 2020. In FY 2019 and continuing in FY 2020, the city is continuing its commitment to making road and decorative street lighting improvements and support marketing efforts to the Olive/Lindbergh Corridor in support of the 39 North Plan.

The city continues its commitment to support public art. In FY 2019, the Arts Committee continued its membership with the Creative Communities Alliance and its participation in the Sculpture on the Move program whereby public art is shared and travels to different communities. In FY 2019, one traveling piece entitled "In an Instant" was installed at the entrance of the Dielmann Recreation Complex while another was selected for the main entrance of the new Police Station with installation in late FY 2019/early FY 2020. Also in FY19, the city received donated art entitled "9/11" with a location yet to be determined.

Strategic Goal 6: Maintain excellent municipal services.

One of our primary long-term goals is to be a good stewards of public monies by controlling long-term costs whenever possible. In FY 2019, a Finance Task Force consisting of City Council and Finance Committee members evaluated all department expenses to look for cost-cutting measures while maintaining a high level of service. Recommendations for implementation in late FY 2019 and FY 2020 included, but were not limited to, reducing pay-in-lieu of vacation buy back for employees, increasing employee required contribution from 3% to 4% in the legacy defined benefit plan (consistent with the percentage required of employees enrolled in LAGERS), switching from a uniform allowance to a Quarter-Master Uniform System for police officers, and consolidation of Municipal Court with neighboring cities.

An important component to providing effective services is maintaining the city's facilities. As previously stated, the Police Station construction is nearing completion in summer 2019. Also in FY 2019, improvements were made to the aging glycol line system in the HVAC at the Government Center to preserve it until comprehensive renovations can be done in future. The city has hired a contractor to determine the cause and make recommendations for repairs to address structural issues to the Public Works Garage located at Rue de la Banque which is underway at this writing.

In late 2018, the city purchased a comprehensive software program to improve efficiency and coordination of city processes, including, but not limited to budget preparation, payroll processing, human resource management, building permit processing and work order systems. Phase 1 was completed in FY 2019, and the city anticipates Phase 2 which including permit processing, project management and time keeping components will be completed in FY 2020.

The city has maintained its membership with the West Central Dispatch Center (WCDC) in FY 2019, saving over $100,000 annually while improving service levels by combining its police dispatching operations with Town & Country and Frontenac. A similar partnership may come to fruition in FY 2020 with the potential consolidation of municipal court to include Creve Coeur and several neighboring cities. Staff research shows participating cities are anticipating improved service levels and fiscal oversight with recent changes by the Missouri State regarding municipal courts.

In FY 2019 continued discussions were held with City Council and staff for ways to improve building permitting processes, reduce inspection volume and increase citizen satisfaction levels. EnerGov permitting software previously mention is anticipated to go-live in late FY 2019/early FY 2020. Staff and the Economic Development Committee are planning roundtable discussions with the development community to focus on opportunities for improvement to the building permitting process. In addition, changes in the phone system have been implemented to reduce reliance on voicemail. In late FY 2019, staff will participate in round table discussions with commercial and real estate developers to gain a better understanding of how processes can be improved.

GENERAL FUND

Long-range revenue and expenditure projections for the General Fund are included in Section 2 of the proposed budget. In FY 2020, operating revenues are projected to outpace operating expenditures by $393,096. After interfund transfers, the fund balance is expected to increase by $128,198.

Long-Range Outlook

Despite a very strong local economy in Creve Coeur, the city continues to experience relatively flat revenue growth. The city's general fund revenues have increased an average of only 0.2% for the ten year period through the projected budget for FY 2019. While the city has done well in holding the line on expenses, increasing an average of 0.7% per year over the same ten year period, this trend will result in future deficits which must be addressed.

The proposed budget includes measures to both reduce our costs and increase revenues. The Finance Task Force, comprised of members of the City Council and Finance Committee, developed recommendations for expenditure reductions which have been incorporated into the proposed budget. Additional recommendations from the Task Force will be further reviewed by staff and the Finance Committee for incorporation into future budgets.

General Fund Reserves

Creve Coeur continues to maintain a substantial reserve in its General Fund, projected at $14.6 million at the end of FY 2020 or 94% of annual operating expenditures. By FY 2024, the city's General Fund unassigned reserves are projected to be reduced to $11.7 million, or 69% of annual operating expenditures. This figure is still well above the city's reserve policy of maintaining at least four months of the previous two years average expenditures, or 33% of annual expenditures. The projected reduction in fund reserves is due to projected operating deficits as well as annual transfers for capital projects.

In FY 2016, a dedication of $2 million in General Fund reserve was established for future facility needs. These funds could be used to partially pay for future renovations to the Government Center.

In FY 2017, Council dedicated $1 million in General Fund reserves for future street improvements. $800,000 of this was used for an emergency repair to Ladue Road in FY 2018, leaving only $200,000 for future street improvements. These funds can be used for various reconstruction projects in the city that have been identified through our annual street program.

By maintaining a substantial reserve, the city will be able to continue to respond to emergencies (such as the recent Ladue Road failure), pursue grant-match opportunities and maintain a triple-A credit rating.

General Fund Revenues

The city's revenue stream continues to rely heavily on retail sales tax (32% of General Fund revenues) and utility licenses (38% of General Fund revenues). For FY 2020, operating revenues for the General Fund are projected to increase 1.05% from projected FY 2019 revenues, attributable to a 1% municipal utility tax rate increase for all commercial utilities and 1.5% municipal utility tax rate increase for residential electric, offset by decreases in Building Permits and Sale of Fixed Assets.

A brief explanation of revenue projections for FY 2020 is provided below:

Intergovernmental Revenues, which include sales tax, gas tax, and county road and bridge tax, comprise 42% of operating revenue, are projected to increase by 1.04%. The city sales tax portion of Intergovernmental Revenues, based on the city's sales tax rate of 1.25% but subject to the St. Louis County sharing formula, is projected to be flat at $5,042,143.

Public Utility Licenses, which comprise 38% of the city's operating revenue, is expected to increase 2.28% in FY 2020 to $5,042,143. Current utility tax rates are 8% for all commercial services, and 7% for all residential services. The rate for residential electric service was increased from 5.5% to 7% in 2019. All commercial rates were increased from 7% to 8%.

The city's **Real Estate Tax** rate per $100 of assessed value is projected to decrease to $.074 for residential and $.071 for commercial property for FY 2020, which is the maximum rate allowed under the city's existing cap. This will generate about $7,000 in additional revenue per year, for a total of $696,369 in real estate tax revenues for FY 2020. The city's portion of property tax represents less than one percent of the total property tax bill including the school and fire districts and other taxing authorities.

The City of Creve Coeur, unlike all other taxing jurisdictions serving our citizens, does not levy a tax on personal property.

Licenses and Permits are projected to decrease by 7.9% to $1,030,951 for FY 2020. Building permit revenues, based on a five year average, are projected to decrease by 10.60% to $525,000. Apartment Re-Occupancy permit revenues are projected to be $96,907 in FY 2020.

Municipal Court revenues are projected to increase by 10% in FY 2020 to $690,062.

Interest on Investments is expected to remain flat in FY 2020.

Charges for Municipal Facilities are projected to stay steady at $75,500.

General Fund Expenditures

Operating expenditures for the General Fund in FY 2020 are projected to increase 2.26% over projected expenditures for FY 2019.

Expenditure Category	FY 2019 Projected	FY 2020 Budget	Percentage Change
Personnel Services	$10,921,571	$11,025,590	0.95%
Operating Expenses	$3,988,868	$4,231,860	6.09%
Capital Outlay	$322,468	$319,393	-0.95%
TOTAL	$15,232,907	$15,576,843	2.26%

Personnel Services

Personnel Services, including all wages, benefits, and pension costs, are projected to compose 70.78% of the city's General Fund Budget in FY 2020. The Police Department composes the majority (55.04%) of the General Fund personnel expenditures. The Public Works Department makes up the next largest portion of the city's personnel costs (13.74%).

Major factors affecting personnel expenditures in FY 2020 are outlined below.

- With two positions eliminated in FY 2020, the city's full-time employee count has been reduced from 109 to 104 over a two-year period. For FY 2020, one Police Officer position and one Prosecutor Assistant position will be eliminated, through retirement or other attrition. The newly adopted 12-hour police schedule has facilitated the elimination of the Police Officer position. Prosecutor Assistant responsibilities have been outsourced. Since 2008, the city's full-time employee count has been reduced by 16 positions, or 13% of the total work force.

- A long-standing strategic goal of the city is to maintain a competitive pay and benefit package to attract and retain the best talent. In FY 2020, staff is proposing an overall 3% merit adjustment totaling $179,667* based on performance. The minimum and maximum salary ranges for all grades are recommended to increase 2%. Market adjustments are being made to 33 positions as a result of raising the minimum salary ranges ($8,772) and adjustments based upon market analysis ($35,505) for a cost of $44,277.

- Longevity pay has been frozen since FY 2011, and will decline rapidly as long-term employees retire from the city. Only employees hired before August 1, 2004 are eligible for longevity pay and receive $8 pay per month, for each year of service to the city (a 10-year employee receives $80 per month, or $960 per year in longevity pay). For FY 2020, longevity pay will total $41,568, down sharply from $125,542 ten years ago.

- Effective July 1, 2009, the city elected to pool its health insurance with other municipalities in the St. Louis Area Insurance Trust (SLAIT) in an effort to reduce rate volatility and gain more control of the plan from year to year. In FY 2020, rates reflect a 4% increase with an amount of $1,119,985* budgeted for employee health insurance. The city's long-term experience with the SLAIT health pool has been encouraging, and future rate volatility should be further mitigated as SLAIT has been able to increase its reserve fund over the years. In addition, SLAIT and the City of Creve Coeur have implemented an aggressive wellness program to encourage healthy life-styles among our workforce.

- The city's defined benefit pension plan covers employees hired on or before June 1, 2006. City Council approved an increase in employee contributions from 3% to 4% for the legacy defined benefit (DB) plan to align with required contribution for those employees in the LAGERS DB plan. This is an estimated city savings of $29,919.

- The employee contribution is projected to generate $119,676 to offset a portion of the city's total contribution to the pension fund, budgeted at $1,242,815*. The city's estimated contribution is $66,309 more than the contribution for FY 2019. The City Council and Pension Board adopted a 10-year amortization schedule to retire the unfunded pension liability, and combined with a reduction in the earnings assumption from 7% to 6.75% in FY 2019, the city has accelerated the funding of the plan by approximately $300,000 annually based on these two changes alone. Additionally, in FY 2020 the City Council and Pension Board recommended transferring from the Public Safety Fund to the General Fund to offset some of the expenses associated with police officers in the legacy DB plan. The percentage allocated is 15%. This transfer will offset General Fund pension costs associated with the legacy DB plan by $131,250.

- On August 1, 2017, the city closed its defined contribution plan and transitioned to a defined benefit plan, LT-8(65), with Missouri Local Government Employees Retirement System (LAGERS). Employees hired after June 1, 2006, are in LAGERS and contribute 4% of their salary to the plan. The 4% contribution is projected to generate $178,441*. The city's contribution to LAGERS is budgeted at $317,564*.

  **Combined General Fund and Enterprise Fund.*

Operating Expenses are projected to increase by 6.09% to $4,231,860 in FY 2020. This is primarily due to a projected 4% increase in the city's trash and recycling contract to $789,600. This service represents the city's largest non-personnel General Fund expense. Street and sidewalk maintenance, along with a full year of a new Inspections Services Agreement with Barnes West County Hospital (BJC), represent other areas of significant increase. The Inspection Services Agreement will be fully reimbursed by BJC and is so noted in the revenue section.

Capital Outlay Expenses in the General Fund budget are projected to be $319,393 for FY 2020. This amount represents a .95% or $3,075 decrease over the estimated FY 2019 expenditures.

A listing of capital outlay expenditures may be found in the department budget in accounts 9501 through 9505. Capital outlays are generally one-time expenditures or expenditures for items which have a useful life of longer than one year such as building improvements, vehicles, equipment, office machines and furniture and fixtures.

Significant capital outlay expenditures are identified in each of the departmental budgets.

Budget Highlights

Within each departmental budget you will find a section titled "Budget Highlights," describing new or expanded programs, purchases or trends of note.

CAPITAL IMPROVEMENT FUND

The city's capital program reflects an emphasis on preservation of existing infrastructure, and aggressively pursuing outside funding to offset the city's cost where possible.

The five-year plan (FY 2020–FY 2024) includes approximately $15.3 million in total capital outlay with the major emphasis on street reconstruction and resurfacing. Staff evaluates and prioritizes specific streets and types of treatment based on the city's street rating system along with two recent independent contractor pavement condition reports conducted in FY 2016.

The proposed Capital Fund budget is based on the five-year Capital Improvement Plan (FY 2020 – FY 2024) which was approved by City Council on April 8, 2019.

Capital Fund Revenues

Funding sources for infrastructure and city facilities' needs are limited to our capital improvement sales tax, grants and transfers from the General Fund. As sales tax revenues have been stagnant over the last decade, transfers from the general fund will continue to be an important revenue source to ensure proper maintenance of our infrastructure.

The half-cent capital improvement sales tax is the major funding source for the CIP. Capital sales tax revenues are projected to be $2,151,761 at the end of the current fiscal year. No annual increases in sales tax revenue is projected in years 2020 through 2024.

General Fund transfers of $400,000 have historically been recommended and are included in the projected budget of the General Fund for FY 2020 – FY 2024. These transfers will provide funding to maintain a robust street maintenance program and is consistent with the intended use of county road and bridge revenues.

The city has been successful in obtaining grant funding for street and park projects, and it is anticipated that we will be able to obtain future grant funding to supplement the plan as presented.

Capital Fund Expenditures

The FY 2020 projects are outlined in detail in the Capital Improvement Program (CIP) budget. Expenditures by major category in the Capital Fund are as follows:

- Building and Improvements - $20,000 (reimbursed entirely by grant funding)
- Park Development Projects - $195,000
- Stormwater Projects - $250,000
- Street and Sidewalk Improvements - $2,419,250 (offset approximately $566,000 by grant funding)
- Capital Equipment - $123,948
- Administration - $89,505

POLICE BULDING FUND

In FY 2017, Creve Coeur citizens voted to approve a $10.635 million general obligation bond measure to finance the building of a new police building on the existing property of the Creve Coeur Government Center. Construction will be completed in summer 2019.

The vast majority of expenses for construction of the new Police Station are projected to occur by the end of FY19. The FY 2020 expenses are budgeted as follows:

- Professional Services – $25,000
- Building & Improvement Projects – $304,313

PUBLIC SAFETY SALES TAX FUND

A countywide Public Safety sales tax was approved by voters on April 4, 2017. Cities in St. Louis County will share 5/8 of the revenues based on population. The projected amount to be received by the City of Creve Coeur is $875,000 annually. These revenues will help offset the increasing cost of providing high quality police services including maintaining required manpower, competitive salaries and benefits, equipment, technology, training, and maintenance and operating expenses for the new Police Station. The city's adopted policy on use of these funds can be found under the "Financial Policies" section of the budget.

FY 2020 includes transfers out of the Public Safety Fund into the General Fund to cover the increase in pension contributions for the Police Department $131,250.

Operating expenditures for the new Police Station, including utilities and maintenance, are projected at $37,625 and have been included in the FY 2020 budget.

Part of the fees collected by municipal court provide funding for police training, but these revenues have been in decline due to Senate Bill 5 and other changes in the municipal court rules. The Public Safety Fund provides another source of training revenue, budgeted at $34,925 in FY 2020.

Other capital items, such as tablets, security cameras for park investigations, drone, mobile license plate system, utility vehicle, motorcycle and body cameras have been budgeted in this fund for FY 2020.

POLICE BULDING DEBT SERVICE

The debt associated with the Police Building Fund will be paid through real and property tax assessment of $0.08 will sunset after 20 years (2037).

In FY 2020, property tax revenue is estimated to be $900,000, with interest revenue of $1,000.

Interest Expenses is estimated to be $283,006, and principal expense is anticipated to be $430,000 in FY 2020.

MUNICIPAL ENTERPRISE FUND

The Municipal Enterprise Fund (MEF) includes the operations, maintenance and capital outlay of the city's golf course and ice arena. The fund is comprised of four divisions: Golf Course/Pro Shop, Golf Course/Maintenance, Ice Arena, and Food Services. Overall, Operating Revenues for the Enterprise Fund are projected to increase by .64% to $1,067,420. This is primarily due to a projected increase in green fees and concession fees in FY 2020. Operating Expenses for the Enterprise Fund are anticipated to increase by 2.3% to $1,101,369. This increase is due to personnel costs associated with the new minimum wage increase in FY19 and a variety of capital outlay purchases.

We continue to strive for the MEF to offset all operating expenses with operating revenues. Future projections indicate that no General Fund transfers will be required to support MEF operations until FY 2024.

Ice Arena

Ice Arena revenues are estimated to decrease by .4% over projected FY 2019 revenues to $643,185 in FY 2020. Estimated expenses for FY 2020 are projected to increase 2.26% to $519,152 when compared to projected expenses for FY 2019.

In FY 2019, the city was successful in obtaining Municipal Park Grant to make improvements to the Ice Arena including reinforcement of the Ice Arena roof beams, renovations for the administrative offices, and new boiler, water heaters, sound system, and dasher boards. The expense projected of $423,000 is reflected in the FY 2019 Capital Improvement Fund, with grant reimbursement of $397,600 projected in FY 2020.

Golf Course

Golf Course revenues are budgeted to increase in FY 2020 by 1.45% to $363,535 when compared to projected revenues for FY 2019. Estimated expenses for FY 2020 are projected to increase by 2.33% to

$529,151 over projected FY 2019 expenses of $517,078. A slight increase in expenses resulted from an estimated increase in water and sewer and purchase of a utility vehicle in FY 2020.

The city's golf course has seen a decline in rounds of golf played since the early 2000s, which is a trend consistent with other golf courses in St. Louis as well as nationally. Efforts to increase revenues will continue in FY 2020 through improved marketing including on-line reservations and sponsorship opportunities. In FY 2017, the city hired Walters Golf to provide consulting services to the city in order to improve the financial visibility of the golf course. A citizen's task force was also formed to help with marketing and guide long-term financial improvement. In FY 2020, staff will continue to pursue the goals and objectives outlined by the task force.

The city entered into a 3-year lease agreement for golf carts in FY 2019. The lease arrangement is financially advantageous to the city as well as providing a better level of service to course patrons.

Food Services

Food Service revenues are projected to increase slightly in FY 2020 to $60,700 compared to projected FY 2019 revenues of $56,500. Estimated expenses are projected to increase to $53,066 compared to projected FY 2019 expenses of $51,902.

Budget highlights and detail for Golf, Food, and Ice are included within the proposed budget.

EMPLOYEE RETIREMENT FUND

The city maintains a legacy defined benefit retirement plan for vested city employees hired prior to June 1, 2006. Contributions are made to the fund annually based on actuarial assumptions and investment performance. The employer contributions for FY 2020 are budgeted at $1,374,065 including interest compared with FY 2019 employer contributions of approximately $1,307,755 plus interest. The City Council adopted a more conservative investment earnings assumption of 6.75%. The FY 2020 budget includes an increased employee contribution from 3% to 4% of salary ($119,676) to help offset a portion of the cost of the legacy defined benefit pension plan.

CONCLUSION

Accountability to our citizens is the cornerstone upon which trust and support are built. Continuously setting high standards and determining priorities to meet the expressed needs of our citizens sets Creve Coeur apart from other communities.

The FY 2020 budget is hereby presented for your consideration, setting forth a work plan we believe will provide the services Creve Coeur citizens have come to expect from the city. We look forward to the upcoming budget discussions with the Mayor and City Council and the Finance Committee.

Many members of the staff have worked long hours to prepare this year's budget. They have labored to make it as accurate as possible and organized it so that the budget will serve as both a tool for decision-making and a communicator of policy. Special recognition goes to Finance Director Lori Obermoeller and Assistant City Administrator Sharon Stott for their diligence in developing this budget for your consideration.

Sincerely,

Mark C. Perkins
City Administrator

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Creve Coeur

Missouri

For the Fiscal Year Beginning

July 1, 2018

Christopher P. Morrill

Executive Director

BILL NO.________________ ORDINANCE NO.________________

AN ORDINANCE ADOPTING THE ANNUAL BUDGET OF THE CITY OF CREVE COEUR FOR THE FISCAL YEAR 2020 COMMENCING JULY 1, 2019 AND APPROPRIATING FUNDS PURSUANT THERETO

WHEREAS, THE ANNUAL BUDGET FOR THE FISCAL YEAR COMMENCING ON JULY 1, 2019 HAS BEEN PROPOSED IN ACCORDANCE WITH STATE LAWS AND THE CITY CHARTER, AND

WHEREAS, THE FINANCE COMMITTEE REVIEWED AND RECOMMENDED APPROVAL OF THE PROPOSED BUDGET, AND

WHEREAS, A COPY OF THE PROPOSED BUDGET HAS BEEN AVAILABLE FOR PUBLIC INSPECTION AT THE CREVE COEUR GOVERNMENT CENTER AND A PUBLIC HEARING ON THE BUDGET WAS CONDUCTED ON JUNE 10, 2019, AT WHICH TIME ALL PERSONS WERE GIVEN AN OPPORTUNITY TO BE HEARD IN ACCORDANCE WITH CITY CHARTER REQUIREMENTS AND A NOTICE OF THE PUBLIC HEARING AND A GENERAL SUMMARY OF THE PROPOSED BUDGET WERE PUBLISHED IN THE ST. LOUIS COUNTIAN ON MAY 24, 2019, AND

WHEREAS, A COPY OF THIS ORDINANCE HAS BEEN MADE AVAILABLE FOR PUBLIC INSPECTION PRIOR TO ITS ADOPTION AND THIS BILL WAS READ BY TITLE IN AN OPEN MEETING TWO TIMES BEFORE FINAL PASSAGE.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF CREVE COEUR, MISSOURI AS FOLLOWS:

SECTION 1: THE ANNUAL BUDGET FOR THE CITY OF CREVE COEUR, MISSOURI FOR THE FISCAL YEAR COMMENCING ON JULY 1, 2019, A COPY OF WHICH IS ATTACHED HERETO AND MADE A PART HEREOF AS IF FULLY SET FORTH HEREIN AS AMENDED AS DESCRIBED IN THE STAFF MEMORANDUM DATED JUNE 6, 2019, A COPY OF WHICH IS ATTACHED HERETO AND MADE A PART HEREOF AS IF FULLY SET FORTH HEREIN IS HEREBY ADOPTED. PURSUANT TO CHARTER SECTION 9.5(D), ADOPTION OF THE BUDGET CONSTITUTES APPROPRIATION OF THE AMOUNTS SPECIFIED THEREIN AS EXPENDITURES FROM THE FUNDS INDICATED. APPROPRIATION SHALL BE AS SPECIFIED BY ENUMERATED BUDGET LINE ITEM. FURTHER DETAIL WITHIN A BUDGET LINE ITEM EXPLAINS THE INTENDED USE OF FUNDS AS OF THE TIME OF BUDGET DEVELOPMENT, BUT SUCH USES MAY BE CHANGED AS AUTHORIZED BY THE CITY ADMINISTRATOR WITHIN THE LIMITS OF THE BUDGET LINE ITEM.

SECTION 2: AS AUTHORIZED IN RESOLUTION NO. 987 COUNCIL HEREBY APPROVES ASSIGNMENT OF THE SUM OF $2,000,000 OF RESERVE FUNDS FOR THE INTENDED USE OF PAYING FOR PUBLIC FACILITIES DURING OR SUBSEQUENT TO FYE 2017 PER ORDINANCE NO. 5479 ADOPTING THE FY 2017 BUDGET. NONE OF THESE MONIES HAVE BEEN SPENT. IN ADDITION, THE $1,000,000 PREVIOUSLY ASSIGNED FOR STREET IMPROVEMENTS PER ORDINANCE 5479 WAS USED TO FUND THE LADUE ROAD STABILIZATION PROJECT, WITH THE REMAINING FUNDS ($200,000) TO BE UTILIZED FOR FUTURE STREET PROJECTS.

SECTION 3: THIS ORDINANCE SHALL BECOME EFFECTIVE PURSUANT TO THE PROVISIONS OF SECTION 3.11(G) OF THE CHARTER.

PASSED THIS 24TH DAY OF JUNE, 2019.

____
SCOTT SAUNDERS
PRESIDENT OF CITY COUNCIL

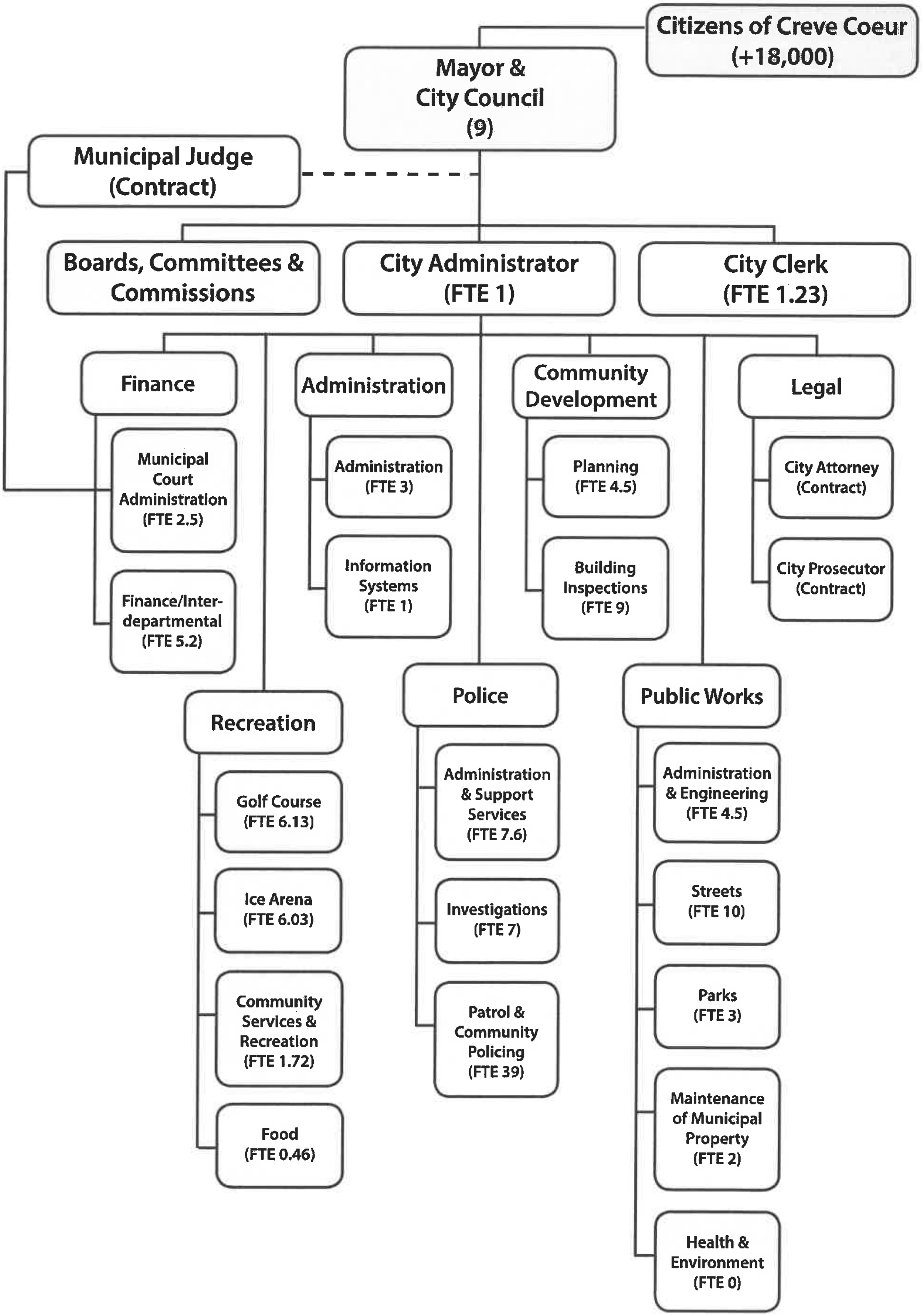
APPROVED THIS 24TH DAY OF JUNE, 2019.

____
BARRY GLANTZ
MAYOR

ATTEST:

____
DEBORAH RYAN
CITY CLERK

Organizational Chart



CITY OFFICIALS

MAYOR

Barry Glantz

CITY COUNCIL

Ward I
Alexis Travers
Heather P. Silverman

Ward II
Ellen Lawrence
A. James Wang

Ward III
Charlotte D'Alfonso
Bob Hoffman

Ward IV
Sue Baseley
Scott Saunders

APPOINTED OFFICIALS AND ADMINISTRATIVE STAFF

City Administrator	Mark C. Perkins, ICMA-CM
Assistant City Administrator	Sharon M. Stott, MBA
City Attorney	Carl Lumley
Prosecutor Attorney	Stephanie Karr
Alternate Prosecuting Attorney	Melissa Price Smith
Municipal Judge	Timothy Engelmeyer
Provisional Municipal Judge	DeAnna Outlaw
City Clerk	Deborah Ryan, MPCC
Chief of Police	Glenn Eidman
Director of Finance	Lori Obermoeller, MBA
Director of Public Works	Jim Heines
Director of Community Development	Jason W. Jaggi, AICP
Chief Building Official	Steve Unser, CBO
Director of Recreation	Jason E. Valvero
Assistant Director of Recreation	Tim Brinks

Communication: FY20 Preliminary Operating Budget (Unfinished Business)

FINANCIAL POLICIES

Financial Policies

The City of Creve Coeur financial policies compiled below set forth the basic framework for the overall fiscal management of the City. Operating independently of changing circumstances and conditions, these policies assist the decision-making process of the City Council and the Administration. These policies provide guidelines for evaluating both current activities and proposals for future programs.

Most of the policies represent long-standing principles, traditions and practices that have guided the City in the past and have helped maintain a financially stable community. They are reviewed annually. Minor changes have been made in wording and organization to clarify the intent of some of the policies.

Operating Budget Policies

1. The City will maintain at least the minimum cash reserve levels established by the Fund Reserve Policy.

2. Medical insurance is a shared responsibility between the City and its employees. The City shall diligently seek cost containment measures while maintaining a competitive benefit structure.

3. Overtime expenditures shall be no more than 2% of personnel costs.

4. The City shall aggressively seek regional and national financial partners to support major capital projects. Shared services with our citizens, the business community and other local jurisdictions shall be encouraged.

5. The City shall continue to support a scheduled level of maintenance and replacement of its infrastructure and fleet. Expansions to the fleet must be offset through reductions in other equipment and/or costs.

6. The City shall support investments which reduce future operating costs.

7. The City will strive to maintain a balanced budget in its operating funds.

Revenue Policies

1. The City will attempt to maintain a diversified and stable revenue system to shelter it from short-run fluctuations in any one revenue source.

2. The City will attempt to obtain additional major revenue sources as a way of ensuring a balanced budget.

3. The City will establish all user charges and fees at a level related to the full costs (operating, direct, indirect and capital) of providing the service.

4. The City will review fees/charges annually and will design or modify revenue systems to include provisions that automatically allow charges to grow at a rate that keeps pace with the cost of providing the service.

5. The City will consider market rates and charges levied by other public and private organizations for similar services in establishing tax rates, fees and charges.

Cash Management/Investment Policies

1. The City will deposit all funds on the same day the funds are received.

2. Investments of City funds will emphasize preservation of principal; the yield objective will be in accordance with the City's Investment Policy.

3. The City will collect revenues aggressively, including past due bills of any type.

Reserve Policies

1. Per Ordinance 2286, the City will maintain a minimum fund balance reserve in the General Operating Fund which represents 4 months of the last two years average expenditures.

2. The City will annually review its fund balance reserve and consider the allocation of reserves beyond the required minimum levels for the Capital Improvement Program.

Accounting, Auditing and Financial Reporting Policies

1. An independent audit will be performed annually.

2. The City will produce annual financial reports in accordance with Generally Accepted Accounting Principles (GAAP) as outlined by the Governmental Accounting Standards Board.

3. The City will maintain a strong internal audit capability.

4. Performance measures will be utilized in financial reporting to evaluate the city's effectiveness and efficiency in providing services.

Debt Policy

a. Purpose: The purpose of this policy is to establish debt issuance guidelines.
b. Scope: This policy is applicable to all debt issuance for the City of Creve Coeur.

1. The City will seek to maintain, and if possible, improve its current bond rating so its borrowing costs are minimized and its access to credit is preserved.

   Sound financial practices, debt management and capacity, and competent management support the maintenance of the City's current bond rating. In its relations with rating agencies and the investment community, the City will follow a policy of full disclosure, as required by legal and professional practices.

2. The City will have a specific set of debt issuance guidelines consistent with Federal, State, and local laws and policies.

   The debt guidelines will recognize how much debt the community can support, not only based on debt of the City, but debt of overlapping jurisdictions as well. Debt should not be used for the provision of routine operation unless it is only for cash flow purposes or the borrowing costs are less than the rate of invested funds. Debt should never be issued for a period longer than the estimated useful life of an improvement or asset.

3. Credit Worthiness

   (a) The City will maintain good communications about its financial condition with bond and credit rating institutions.
   (b) The City will follow a policy of full disclosure for all disclosure documents, which meets or exceeds the disclosure guidelines as developed by the Government Finance Officers Association.

4. Borrowing Purposes

   (a) The City will not fund current operations from the proceeds of borrowed funds, except for short-term cash flow borrowing such as Tax Anticipation Notes.
   (b) The City will confine long-term borrowing to capital improvements, projects, or equipment that cannot be funded from current revenues.

5. Debt Repayment

   (a) When the City uses long-term debt financing, it will repay the debt within a period not to exceed the useful life of the improvements or equipment.
   (b) Whenever possible debt shall be self-supporting, and will be revenue debt, or revenue-backed with a general obligation pledge.
   (c) The general obligation pledge will be used only for projects that have a general benefit to City residents that cannot be self-supporting.
   (d) Neighborhood Improvement Bonds may be issued for extra-territorial assessments. Such bonds shall be secured by the assessment payments and by reserves funded from

other payments made by the benefited parties. The term of the bonds shall match the projected cash flow from assessment payments and foreclosure sales.

(e) Advance refunding will be undertaken only when the net present value savings exceeds 4% or when the restructuring of debt is in the City's financial interest.

(f) Lease purchase debt, including certificates of participation, will be considered as an alternative to long-term vendor leases when cost effective. Such debt will be subject to annual appropriation and administered by the Finance Department.

(g) Long-term lease purchases for buildings and facilities will be used when the cost of lease purchases is lower than other options or if deemed appropriate because of time constraints, etc.

6. Conduit Financing

(a) Recognizing that the City is able to issue debt for broad purposes, it may be appropriate to issue on behalf of another party when the City Council after a complete review process, determines that the proposed project will provide a general benefit to City residents.

(b) The City will consider issuing conduit financing which will not impair the City's credit rating. Any financing issued through the City shall qualify for an investment grade rating by one or both of the two top rating agencies.

(c) All expenses related to conduit financing will be borne by the applicants. The City shall establish review procedures for projects, including public contracting and financial fees.

(d) In order to facilitate future economic development within the City, all applicants for conduit financing will pay to the City one percent (1%) of the total conduit-financing amount.

7. Other Financing

Entities associated with the City may issue debt subject to the same criteria listed above. Debt issued by City agencies shall be approved by the City Council.

Public Safety Sales Tax Policy

1. The City will allocate the Public Safety Sales Tax revenue based on the following guidelines:

a) Police operating costs – 45-55%
- Future police compensation increases as may be needed to maintain competitive salaries and benefits.
- Training
- Contractual and other expenditures to maintain police service levels.

b) Public safety capital expenditures – 15-25%
- Police equipment and capital improvements, including technology and communication upgrades, enhanced in-car cameras
- Public safety improvements such as security enhancements at city facilities or parks; or future improvements to the new police station

c) Police building maintenance and operating costs – 10-20%

d) Reserve for police pension liability – 15-25%

DEVELOPMENT OF PRIORITIES AND LONG-TERM GOALS

A strategic plan was adopted by City Council on April 13, 2017, establishing the following goals and action steps for three years (FY 2018-FY 2020).

VISION

The City of Creve Coeur will be an exceptional place to live, work and play: a vibrant, sustainable and progressive community, home to thriving residential neighborhoods and diverse businesses, superior community amenities and world class research, technology and health centers.

MISSION STATEMENT

The City of Creve Coeur serves its citizens by providing superior municipal services and being a leader for continuous community improvement.

VALUES

Service Delivery

- Quality. We seek to be the best in all we do, applying best practices in delivery of municipal service.
- Commitment. We are committed to doing things right and working hard to deliver excellent service to our community.

People Centered

- Responsive. We seek to understand and be responsive to the needs of residents and businesses through ongoing dialogue.
- Employees. We value the employees who deliver municipal services and seek to be an employer of choice in order to keep and attract a talented workforce.
- Celebrating diversity. We embrace the diversity in Creve Coeur's population and consider it a strength of our community.

Decision Making

- Flexibility. We are open to new ideas and willing to try new ways of doing business.
- Community-mindedness. We consider the impact of our decisions on the city as a whole, as well as those immediately impacted.
- Forward-thinking. While mindful of current needs, we work to anticipate the future needs of Creve Coeur's residents and businesses and plan accordingly.

Stewardship

- Fiscal responsibility. We are good stewards of the City's financial resources, committed to long-term financial stability of the City.
- Sustainability. We seek to incorporate sustainability into decision making, both within municipal operations and as a leader in the community at large.
- Resiliency. We are strong and have systems in place that allow us to recover quickly from difficulties.

DEVELOPMENT OF PRIORITIES AND LONG-TERM GOALS (Cont'd)

GOALS & OBJECTIVES

Goal 1: Encourage civic engagement.

a. Communicate effectively with citizens.
b. Bring people together.
c. Maximize participation in elected and appointed bodies.

Goal 2: Enhance parks, parks programs, and green space.

a. Develop more parks programs.
b. Promote parks and parks programs.
c. Increase the number of parks and parks amenities.

Goal 3: Support a strong and diverse economic base.

a. Implement the 39 North Plan.
b. Consider strategies to keep and attract desired businesses.
c. Promote Creve Coeur.

Goal 4: Practice and promote sustainability.

a. Update and implement bicycle and pedestrian plans.
b. Integrate sustainability into municipal operations.
c. Serve as a community leader in sustainability.

Goal 5: Maintain and encourage high quality development.

a. Support development of a town center.
b. Maintain high quality housing.
c. Support high quality demand-driven housing options.
d. Support public art.
e. Update regulatory framework for development.

Goal 6: Maintain excellent municipal services.

a. Control long-term costs.
b. Use technology to improve municipal services.
c. Ensure a competitive work environment.

STRATEGIC GOAL 1
ENCOURAGE CIVIC ENGAGEMENT

1a. Communicate effectively with citizens.

	Implementation Lead	Schedule	Staff Notes/Updates
Review new resident guide and update as needed.	Public Information Officer	FY18, Priority 1	• Updated in spring 2017, spring 2018 and winter 2018.
Conduct triennial citizen survey	Public Information Officer	FY18, Priority 1	• Citizen Survey completed in FY18. • Results presented to City Council, information posted on website and summary included in August 2018 resident newsletter.
Build social media following thru low cost advertising.	Public Information Officer	FY18, Priority 2	• FY 18 the City began paying to promote select Facebook posts to ensure more of the public see news, therefore spreading information farther. Cost typically ranges from $5-$30 per promotion. • To date, 22 Facebook ads purchased ($260) in FY19 to date, paid content will reach 20%-500% more individuals (approx. 500-5,000 more individuals), depending on how much is spent.
Compile lists of community boards; post fliers for at least three high priority events each year.	Public Information Officer	FY18, Priority 2 (create lists) Ongoing, Priority 2 (post fliers)	• List of community boards being researched and compiled in FY19. • Revisit opportunities for use of Nextdoor and subdivision trustees.
Investigate and make recommendation for funding of electronic signage outside of government center – include grants and Capital Improvement Plan as options. $	Public Works Director	FY19, Priority 2	• Most likely be part of a future Government Center Renovation after the Police Building is constructed. Existing sign lighting not working and will require a complete rebuild.
Form working group to make recommendation regarding new directional signage in government center lobby to improve wayfinding by visitors to City Hall.	Public Works Director	FY20, Priority 1	• Way finding signage will be part of the Government Center renovation project after operations have been moved to new locations within the building • Laminated maps have been made available in the lobby to assist the public to direct visitors to the court office on the lower level.

Subdivision Trustee Annual/ Semi Annual Meeting -- to improve community engagement and communication about key issues (i.e., opening on boards and committees, deer mitigation, street lighting program, biking and hiking trail opportunities in their area	City Clerk/Public Information Officer	Ongoing	• Tentatively scheduled for Thursday, May 9, 2019 in the Multipurpose Room at 7 p.m.
Inform citizens on regional governance initiative and potential impact on Creve Coeur *(New Item as of February 2019)*	Administration/Public Information Officer/City Council	FY19-FY20, Priority 1	• To date, 3 mayoral messages and 1 article in residential newsletter, 1 article in business newsletter and 1 City Council Work Session

1b. Bring people together.

See objective 3b for action items related to community events including a Food Festival/Art Fair and Food Truck Friday.

	Implementation Lead	Schedule	Staff Notes/Updates
Maintain or increase attendance in existing events that educate citizens about government: CERT, Citizens' Police Academy, RAD training, National Night Out.	Police Chief	Ongoing, Priority 1	• FY19 & FY20 initiatives include the following: Crime Prevention and Police department programs for this year: Residential security class, Creve Coeur Day, RAD self-defense class, Coffee with a Cop, NCJW back to school event, Active Shooter presentation, Shop with a Cop for underserved children/families that can't afford school supplies, DARE class, Advanced Citizen's Academy, Identity Theft Prevention presentation, Creve Coeur Night Out (October), Shred event, DEA drug take-back, AARP Driver Safety. This does not include social media outreach, Code Red Notifications, Police Building Tours, one-on one meetings, CrimeReports.com, and monitoring the Exchange Location, along with mitigating parenting plans. • Drug Take Back Day is scheduled for April 27, 2019. New Citizens Academy began in March. The Citizens Academy include the following police departments: • Chesterfield, Creve Coeur, Des Peres, Frontenac, Ladue, Olivette, and Town & Country.

			• PD will plan and host an open house once the new building has been completed in June 2019. • Posted social media for planned events-RAD training, and self-protection class.
Invite local bands to open for at least two City events to assess impact on attendance. Continue if successful.	Recreation Director	FY18, Priority 2	• Farmer's Market hosted musicians in FY19 and will look for hosting more in FY20, in addition to possibility of adding a band to future Arbor Day Celebrations. • New location for Farmer's Market to reduce cost and increase attendance in FY19/FY20.
~~Create a Creve Coeur Leadership Course to educate citizens about all aspects of City government.~~ *(Removed from Strategic Plan following City Council Work Session on 7/23/18)*	~~Administration~~	~~FY19, Priority 1~~	• ~~Research of similar courses implemented in other/local cities commenced in FY18, recommendation for course agenda and possible implementation in FY19.~~
Create a Creve Coeur 101 Course for new residents annually or semi-annually (resident id cards, services overview, boards and commission openings, street light and sewer lateral program -- see new resident guide, amenities)	City Clerk/PIO	Ongoing	• Initial event tentatively scheduled for September 19, 2019, Multipurpose Room 7:00 pm.

1c. Maximize participation in elected and appointed bodies.

	Implementation Lead	Schedule	Staff Notes/Updates
Utilize community bulletin boards and promotion through civic organizations to attract new and more diverse membership in boards/committees/ commissions. Enlist City staff and elected officials to advertise through their networks.	Public Information Officer	Ongoing, Priority 1	• In addition of website and committee member promotion, PIO is posting Committee openings through Facebook and Nextdoor. • The PD is also using our social media platform to share schedules and events.
Create a guide for new council members, providing "Creve Coeur Government 101" education that helps them acclimate quickly.	City Council, City Clerk	FY18, Priority 1	• Completed and shared with new Council members in FY18.

Explore ways to bring the perspective of young people into the city's decision making perhaps. Make recommendation to City Council.	City Clerk	FY19, Priority 2	• Contact Ladue and Parkway North High Schools in winter 2019 to advise of city's interest in ex-officio student representation boards, committees and commissions.
Form working group to consider consolidation of boards/commissions/committees and make recommendation to City Council. Consider policy for creation of additional appointed bodies.	City Administrator, Mayor, City Clerk	FY20, Priority 3	

STRATEGIC GOAL 2

ENHANCE PARKS, PARKS PROGRAMS, AND GREEN SPACE

2a. Develop more parks programs.

	Implementation Lead	Schedule	Staff Notes/Updates
Bring Public Works/Parks Maintenance and Parks and Recreation staff together two times/year to evaluate programming.	Public Works Director, Recreation Director	Ongoing, Priority 1	• Ongoing discussion FY18-FY19 • Completed: historical information signs, Bernie Park tennis court refinishing, Millennium Park playground surface replacement. • Future projects include adding electric to the pavilions, playground replacement, use of the Muni Grant funds, trail and bridge issues at Malcome Terrace Park have either been resolved or added to the future list.
Consider recommendations (in process) of the Golf Task Force. Include related action items in next annual Strategic Plan update.	Recreation Director, City Administrator	FY18, Priority 1	• FY18 & FY19 staff implemented several recommendations: created a hole sponsorship program; 1 sold as of April 1, 2019; created a golf course website; offered 2 Jr. PGA events; added additional youth camps added in FY19 & FY20; added FootGolf – held on last Saturday of each month; maintained high course reviews, averaging 4.0 out of 5.0.
Consider recommendations (in process) of Parks and Historic Preservation Committee. Include related action items in next annual Strategic Plan update.	Recreation Director, City Administrator	FY19, Priority 1	• Park Master Plan completion underway in April 2019 • Research underway in spring 2019 for new trials/walkways. • Consider future new park on west side of the city. • Completed installation of informational display signs for historical buildings in September 2018. • Collaborate with other committees (PHP chair has reached out to other committee chairs to meet). • Consultant under contract to assess historical Cabins/Lake School.
Create GIS layer for parks facilities. $	Public Works Director,	FY20, Priority 3	• Park property layer complete in FY18.

Communication: FY20 Preliminary Operating Budget (Unfinished Business)

	Recreation Director		• Staff began working with GIS Coordinator in FY19 and will continue to add layer to mapping in hopes to make it available to the public on the city Website.

2b. Promote parks and parks programs.

	Implementation Lead	Schedule	Staff Notes/Updates
Promote Dielmann Recreation Center and programs to local businesses in monthly business newsletter to increase program participation and facility usage.	Recreation Director	Ongoing, Priority 1	• Special events, facility space rental opportunities and golf course are promoted consistently in business newsletter and at Creve Coeur-Olivette Chamber Board Meetings.
Develop a map and list of park amenities and include in recreation guide.	Recreation Director	FY18, Priority 1	• Park map updated in spring 2019 to reflect deletion of Fountain Park in Spring/Summer Recreation Guide; map also posted on City website.
Cross-promote parks and recreation opportunities through clubs and organizations that utilize City facilities (those that serve residents but are not operated by the City).	Recreation Director	FY18, Priority 1	• Staff have contacted clubs and organizations to discuss the opportunities. One outcome was the relocation of the Farmer's Market to the American Legion Post for 2019 season. • PT Recreation Programmer to work on other opportunities in FY19-FY20.
Develop and implement a plan for signage in parks. $	Public Works Director, Recreation Director	FY18, Priority 1 (develop) FY19, Priority 1 (implem ent)	• Funding for City entrance and park identification signage master plan has been included in the CIP for FY22. • Park signage will be included in a comprehensive citywide signage project. A new task force will need to be formed to work directly with staff to develop a theme and potential designs with Planning & Zoning Commission involvement.
Offer special rate to businesses/employers within Creve Coeur. Consider a punch card option.	Recreation Director	FY19, Priority 2	• Developing in late FY19/early FY20.
Target 10 new businesses: request involvement and sponsorship in community events like Farmers Market and Summer Concert Series.	Recreation Director	FY19, Priority 2	• Staff has approached 5 new businesses to date, resulting in a sponsor for the Heart to Heart event ($300) and first Golf Hole Sponsor ($1,000).

Use television monitor to stream recreation program information behind counter at Dielmann Recreation Complex. $	Recreation Director	FY19, Priority 2	• Installed TV in October 2018 and currently streaming information on events, classes and other City news to guests.

2c. Increase the number of parks and park amenities.

	Implementation Lead	Schedule	Staff Notes/Updates
Review capital improvement needs related to parks and identify priorities.	Recreation Director, Public Works Director	Ongoing, Priority 2	• PW has developed a 5-year plan on capital park needs. Will review with staff and PHP Committee. PHP is creating ideas as well. • Park Master Plan to identify capital priorities, completion April 2019. • Cabin/Lake School assessment completed February 2019.
Evaluate need for additional city parks and make recommendation to City Council.	Public Works Director, Parks Director, Parks and Historic Preservation Committee, City Council	FY18, Priority 2	• Park Master Plan forthcoming in April 2019. • Following plan completion, funding sources for recommended improvements/replacements can be identified.

Communication: FY20 Preliminary Operating Budget (Unfinished Business)

STRATEGIC GOAL 3
SUPPORT A STRONG AND DIVERSE ECONOMIC BASE

3a. Implement the 39 North Plan.
Planning in the 39 North project area is being led by the St. Louis Economic Development Partnership (SLEDP) in cooperation with the Danforth Foundation. Implementation of the plan will be a joint effort of these entities, private developers, and others; the City of Creve Coeur will play an active supporting role.
As implementation moves forward, additional City-led actions may be defined and added via updates to the Strategic Plan.

	Implementation Lead	Schedule	Staff Notes/Updates
Promote the Plan.	SLEDP, City	Ongoing, Priority 1	• Joint Marketing/Branding established in 2018 and renewed in 2019. • Street banners installed in corridor by partnership in 2018. • Promoted in newsletters SLEDP program in April 2019 to educate public about proposed Old Olive Road improvements.
Adopt 39 North Plan.	Planning and Zoning Commission	FY18, Priority 1	• Adopted by P&Z on June 5, 2017 as amendment to Creve Coeur 2030 Comp Plan.
Identify priority projects to support infrastructure improvements. Requests may include Olive/Lindbergh intersection improvements, bike/pedestrian connections to the Centennial Greenway, others.	SLEDP, City	FY18, Priority 1	• FY18, ordinance providing up to $50,000 in matching funds to develop the Old Olive Street Plan. • Letter of Support provided by City for Olive Boulevard/Lindbergh Interchange overhaul, County has secured the grant. • Olive/Lindbergh Interchange design contractor selected. Contract awarded 1/2019 • Consultant team hired for Old Olive Great Streets project. Study is underway. Preliminary design phase completed. • Consultant team hired for 39 North Greenways Project. Study is underway. Preliminary alignment options provided. • City has hired a consultant to develop preliminary plans for the Old Olive/Lindbergh intersection. • City plans to pursue state and federal funding in FY20 for improvements to Old Olive/Lindbergh intersection.

Develop and adopt zoning changes as recommended in the 39 North Plan.	Community Development, Planning and Zoning Commission, City Council	FY19, Priority 2	• Initial review by staff is underway. Zoning code changes will be brought to P&Z after completion of Old Olive great streets study.

3b. Consider strategies to keep and attract desired businesses.

	Implementation Lead	Schedule	Staff Notes/Updates
Identify sought after businesses, including but not limited to, locally owned and chef owned restaurants. Encourage them to come to Creve Coeur and understand any barriers they face.	Economic Development Committee, Administration	FY18, Priority 1	• FY18 EDC met with commercial real estate brokers to review their sign code amendment recommendations. • P&Z and Council approved sign code amendments in FY18. • Zoning text amendment in FY19 made to eliminate the 40% limitation for restaurants within the CB. • FY19 EDC hosting a forum in May 2019 for developers to seek input on Olive Boulevard zoning and provide opportunity to have open dialog. • FY19-FY20 staff/EDC to host 2 roundtable discussions: 1 with commercial developers and 1 with residential developers to seek feedback on development process.
Explore a food-truck Friday at a City park.	Recreation Director, Arts Committee	FY18, Priority 1	• Food trucks were present at 2 of the 3 concerts at Millennium Park in 2018. • Looking for food trucks at the Farmer's Market in 2019 at the new location. • Idea is to pair trucks with an event to draw a bigger crowd, like the market or concert series.
Prepare white paper on establishing a voter-approved use tax to level playing field for brick and mortar businesses. Present to City Council.	Finance Director, City Council	FY20, Priority 1	• To be presented to Council and Finance Committee late FY19 along with other revenue enhancement options
Have a local food festival to encourage more locally owned restaurants and micro-breweries to come to Creve Coeur. Combine it with an art fair. $	Recreation Director, Arts Committee, EDC, City Council	FY20, Priority 2	• Staff attended an Urban Institute Workshop in FY18 and encouraged a brewery to locate a beer garden in Creve Coeur.

			• Recreation staff looking at possible 1-day event in Fall in 2019

3c. Promote Creve Coeur.

	Implementation Lead	Schedule	Staff Notes/Updates
Use all community events to promote and reinforce community brand.	Recreation Director	Ongoing, Priority 1	• PHP setting up a booth at select activities and events, attending Dog Egg Hunt, Arbor Day, H2H and other events in 2019
Identify ways to improve participation in business awards nominations.	Economic Development Committee, Administration, Public Information Officer	FY18, Priority 1	• EDC added a new Green Business Award to recognize organizations with sustainable business practices- awards in 2018. • City partnering with Creve Coeur-Olivette Chamber of Commerce on awards program in 2019.
Develop a branding/marketing strategy to promote Creve Coeur.	Administration, Economic Development Committee	FY19, Priority 3	• F&Qs on website in June 2018 in conjunction with PGA; included in residential and business newsletters in August. • Update "Businesses – Economic Development" section of website in late FY19/early FY20.
Develop marketing tools for outreach and promotion to new businesses and residents. Consider creating videos that are virtual tours of what the city has to offer: parks, shopping, housing, businesses.	Administration/Public Information Officer /EDC	FY20, Priority 1	• Aerial video footage taken of golf course developed with PIO/PD and on website • PIO created two short videos on major city projects. • EDC planning a forum for commercial real estate and development industry in spring 2019. • EDC is planning roundtables for obtaining feedback on inspection process, in follow up to ongoing surveys.

STRATEGIC GOAL 4
PRACTICE AND PROMOTE SUSTAINABILITY

4a. Update and implement bicycle and pedestrian plans.

	Implementation Lead	Schedule	Staff Notes/Updates
As opportunities arise, participate in regional bicycle/pedestrian planning including (but not limited to) efforts by Great Rivers Greenway and St. Louis County.	Community Development	TBD, Priority 1	• Coordinating pedestrian improvements on Warson Road with Olivette and SLEDP to connect Stacy Park to 39N. • Currently working with St. Louis County and SLEDP to improve pedestrian access and use along Old Olive Street, as part of Old Olive Master Plan.
Install bike racks at all City properties that do not currently have them. $	Public Works Director	FY18, Priority 1	• Completed.
Review Comprehensive Plan and existing bikeways plan to determine priorities for bicycle and pedestrian infrastructure.	Community Development Director, Public Works Director	FY18, Priority 1	• Have identified potential trail using Ameren easement to connect Malcolm Terrace Park and Spoede Road, in cooperation with City of Frontenac. • Held first Public meeting with residents Jan. 29, 2019
Explore a bike/pedestrian trail between Mason and Bellerive School through Creekside at Mason. Create a concept plan for the trail, recommended implementation steps and funding required. Request funds. $	Public Works Director, City Council	FY19, Priority 1	• Concept plan completed. • In FY19, met with residents and trustees of Bellerive Est. Subdivision, with minimal interest/receptivity to trail plan. • Identified two additional trail locations. FY20 will be working with subdivision trustees and resident on concept plans.
Identify funding for new bicycle/pedestrian paths. $	Public Works Director, Recreation Director, City Council	FY19, Priority 1	• Recreational Trails Program grant, Muni-Parks grant, and Land and Water Conservation grant identified as potential funding source for future projects.
Identify a test project to connect parks through trails and seek public comment.	Public Works Director	FY19, Priority 3	• Working on partnering to develop a trail on the Ameren ROW form MTP to Spoede. • Held resident meeting in January 2019, Frontenac continuing to review.

4b. Integrate sustainability into municipal operations.

	Implementation Lead	Schedule	Staff Notes/Updates
Incorporate energy efficiency into all building renovations at public facilities, to the extent practical.	Public Works Director	Ongoing, Priority 1	• Energy efficiency measures have been incorporated in the Police Building design and communicated on the city web site.
Pursue emissions reductions in government buildings as established by Phase 2 of the Climate Action Plan.	Public Works Director	Ongoing, Priority 1	• Energy efficiency and emissions reduction are priorities when building equipment is replaced.
Evaluate electric and other alternative fuels for new City vehicles. Make recommendation to City Administrator and share findings with Energy and Environment Committee.	Public Works Director, Energy and Environment Committee	FY18, Priority 1	• Staff annually reviews the technology improvements in alternative fuels for city equipment and make recommendations for fleet purchases.
Evaluate use of car chargers at government facilities. Make recommendation to City Administrator and share findings with Energy and Environment Committee.	Public Works Director	FY20, Priority 3	• To be evaluated as part of future Government Center Renovation Project.

4c. Serve as a community leader in sustainability.

	Implementation Lead	Schedule	Staff Notes/Updates
~~Encourage restaurants to join Green Dining Alliance.~~ *(Action item removed by recommendation of Energy and Environment Committee in FY19)*	~~Energy and Environment Committee~~	~~FY18, Priority 1 (& ongoing)~~	• ~~City Council has recommended participation in Green Dining Alliance when applications are presented at Council.~~ • ~~Green Dining Alliance to be further promoted in Business Newsletter.~~
Draft, adopt and implement a stormwater ordinance. Use permit process and permit guidelines to implement a better tear-down solution for residential redevelopment.	Community Development Director	FY18, Priority 1 (draft) FY19, Priority 1 (adopt)	• Residential stormwater ordinance adopted by Council. • New requirements are being incorporated into qualifying improvement permits.
Continue to promote the Climate Action Plan and recognize community success.	Energy and Environment Committee, Public Information Officer	Ongoing, Priority 2	• E&E recommended Green Business Award to EDC to recognize organizations with sustainability practices. • Recycling best practices have been promoted in city newsletter and social media.

			• E&E to develop a plan for assisting Commercial Businesses and Apartment housing to recycle. • E&E developed the Green Business Certification program in FY19, promoted it through city newsletters, and has received 4 applications from businesses to date.
Compile a master list of City's environmental commitments; track progress. As needed, identify priorities for implementation and ways departments can work together.	Administration/E &E	FY18, Priority 2	• USGBC-St. Louis Gateway Chapter representatives spoke to E&E in FY19 re: energy benchmarking as recommended in Climate Action Plan Phase 2. • FY19 provided on-line access to USGBC-St. Louis Gateway to City's Energy Star Portfolio data.
Draft a sustainable development ordinance.	Community Development Energy and Environment	FY20, Priority 3	• Sustainable development practices are being incorporated as part of the zoning code rewrite in the form a site coverage bonus. East Olive area to be completed late Spring/ early Summer 2019.

Communication: FY20 Preliminary Operating Budget (Unfinished Business)

STRATEGIC GOAL 5
MAINTAIN AND ENCOURAGE HIGH QUALITY DEVELOPMENT

5a. Support development of a town center and other locations for community gathering.

	Implementation Lead	Schedule	Staff Notes/Updates
Work with citizen committee to consider community amenities as part of the Police Building and Government Center renovation projects. Ideas include a walking path, amphitheater, flexible interior space, small library and art.	Facilities Needs Assessment Task Force, Public Works Director, Community Development Director, Administration	FY18-20, Priority 1	• Little Library to be installed in Millennium Park and Beirne Park Spring 2019. • Late FY19/early FY20 public art area is planned near building entrance at SW corner of the new Police Station.
Finalize and adopt form based code for downtown.	Community Development Director, Planning and Zoning Commission	FY18, Priority 2	• Requires further review. • Incorporated as part of overall zoning code update.

5b. Maintain high quality housing.

	Implementation Lead	Schedule	Staff Notes/Updates
Maintain code enforcement to preserve the character of neighborhoods as they age.	Community Development Director, Planning and Zoning Commission	Ongoing, Priority 1	• City staff reviewed possibility of an occupancy inspection program for condominiums which was discussed at work session December 2017.
Minimize impact to residential property in areas where commercial development is nearby.	Community Development Director, Planning and Zoning Commission	Ongoing, Priority 1	• Review of buffering standards is part of the zoning code rewrite process, 1st phase to be completed by Summer 2019.

5c. Support high quality demand-driven housing options.

	Implementation Lead	Schedule	Staff Notes/Updates
Meet with developers to discuss housing needs in the community and the desire for a variety of housing options.	Community Development Director	FY19, Priority 3	• Planning staff held preliminary meetings with two developers considering attached townhomes and patio homes on two separate sites in the City.

Communication: FY20 Preliminary Operating Budget (Unfinished Business)

			• Zoning code amendment leading to a townhome project on Lindbergh was denied by City Council. • Interest remains on East Olive corridor.
Consider zoning changes as recommended in the Comprehensive Plan to address housing needs in the community including desire to attract/keep age-in-place seniors and young professionals.	Community Development, Planning and Zoning Commission	FY20, Priority 1	• City Council denied request to allow townhouses in GC-General Commercial District in FY19. Follow up on the challenges with these uses will be discussed as part of zoning code rewrite.

5d. Support public art.

	Implementation Lead	Schedule	Staff Notes/Updates
Acquire community public art that will serve as an identifier for the city.	Arts Committee, City Council	Ongoing	• City has been a member of the Creative Communities Alliance since 2017 and will expand its participation by two locations. • A universal mounting system for traveling art was installed at the Dielmann Recreation Complex in FY18. Another will be installed at the new police station. • Designs for Olive Bridge Deck were completed and approved by HEB and in October 2018. Existing plants removed, irrigation repairs made, and plants ordered Fall of 2018. Planting anticipated April/May 2019. • City acquired donation of art piece in April 2019 – location to be determined.
As part of effort to explore zoning incentives, consider ways to encourage installation of public art.	Arts Committee, Planning and Zoning Commission	Ongoing	• Public art to be included for new Police Building. • This goal will be included for discussion as part of zoning code rewrite. • Sculpture on the Move artwork installed at Dielmann Recreation Complex FY18 with expansion to include Police Station and Shoppes at Westgate in 2019.

Host a city photo contest (pictures of Creve Coeur): display finalists in City Hall.	Arts Committee	FY19, Priority 1	• PHP hosted a photo contest in FY18 for recreation and parks.

5e. Update regulatory framework for development.

	Implementation Lead	Schedule	Staff Notes/Updates
Review and revise existing design guidelines to be consistent with Comprehensive Plan.	Community Development Director, Planning and Zoning Commission	2018, Priority 1 (consider revisions) 2019, Priority 1 (adopt changes)	• FY18, P&Z considered text amendment to allow townhouses in the General Commercial District to allow diverse housing options in Creve Coeur. City Council denied the request. Follow up with P&Z and Council on challenges with these types of uses.
Revise zoning incentives to encourage high quality development, calibrating incentives to Comprehensive Plan goals.	Community Development Director, Planning and Zoning Commission	2018, Priority 2 (consider revisions) 2019, Priority 2 (adopt changes)	• Zoning code rewrite process underway, first phase (East Olive) to be completed by summer 2019. • Draft revisions for East Olive corridor, S. Lindbergh, West Olive presented to P&Z. Additional outreach planned for spring 2019 prior to public hearings. • EDC hosting a forum for commercial real estate industry and developers on East Olive corridor plan in May 2019.
Review regulatory processes to identify efficiencies and service improvements, including, but not limited to, process for approval of Conditional Use Permits.	Community Development Director	FY19, Priority 2	• A review of the allowable uses will be a component of the zoning code rewrite, phase one to be completed by summer 2019. • Draft revisions for East Olive corridor, S. Lindbergh, West Olive presented to P&Z. Additional outreach planned prior to public hearings. • Staff and EDC to host builder roundtables for identifying building inspection process improvements 2019.

STRATEGIC GOAL 6
MAINTAIN EXCELLENT MUNICIPAL SERVICES

6a. Control long-term costs.

	Implementation Lead	Priority	Staff Notes/Updates
Continue to reduce unfunded pension liability for the defined benefit plan.	Administration, Finance Director	Ongoing, Priority1	• FY19 Pension Board / Council agreed to more conservative interest earnings assumption (6.75%). • FY19 Pension Board exploring buyout of non-active vested legacy plan participants. • Finance Task Force and City Council recommended in FY20 for employee contribution in DB Plan to increase from 3% to 4% to align with LAGERS employee contribution.
Continue long-range forecasting to anticipate revenue and expenditure challenges in advance.	Finance Director	Ongoing, Priority1	• FY18 - FY19 Ongoing discussions with Finance Committee and City Council to review city revenues. • Finance Task Force established to review expenditures, with recommendations to be submitted March 2019. • City eliminated (3) vacant FTE positions in FY18 to reduce expenses.
Seek grant opportunities to support municipal services.	All Departments	Ongoing	• Staff has received and will continue to pursue several road improvement grants and Municipal Parks grants as noted in CIP FY20-FY24.

6b. Use technology to improve municipal services.

	Implementation Lead	Priority	Staff Notes/Updates
Improve efficiency of municipal operations through software.	Department Heads, Information Technology	FY18, Priority1	• Phase 1 - Encode 10 Finance/HR/Payroll live October, 2018, implementation ongoing. • Phase 2 - Energov - Permits/Public Works - to be implemented Summer 2019. • Recreation Department Max Galaxy software update completed in FY19.
Develop new procedure to regularly review website and solicit updates to keep site current.	Department Heads, Public Information Officer	FY18, Priority 1	• PIO has implemented a quarterly website review procedure to ensure all pages are reviewed at least once per year.

Explore record archiving system to better manage City records.	City Clerk	FY18, Priority 2	• Part-time records clerk completed purge of Building Department records up to 12/31/15. • Ongoing purging of large drawings by Chief Building Official. • Surplus equipment being sold or disposed of, ongoing.

6c. Ensure a competitive work environment.

	Implementation Lead	Priority	Staff Notes/Updates
Conduct annual salary and benefit review.	Administration	Ongoing, Priority 1	• FY18 completed membership transition from defined contribution to LAGERS defined benefit completed early FY18. • FY18 & FY19 annual review of local area cities benefit/salaries completed. • FY19 salary adjustments for patrol due to transition to 2080 hours annually (12-hr shifts). • FY19 bid process resulted in a new Dental carrier resulting in substantial savings. Life and Vision insurance to be reviewed FY20.
Continue to provide opportunities for professional development including tuition reimbursement and membership in professional organizations.	Administration, Department Heads	Ongoing, Priority 1	• Funding included in annual for memberships. • Ongoing, administration promotes offsite trainings to employees when applicable. • Ongoing, Admin partners with Employee Assistance Program, PD and IT to offer in-house trainings to employees.
Create standardized onboarding plan for new employees.	Department Heads, Administration	FY19, Priority 1	• FY18 checklist updated to ensure orientation is consistent with all new employees
Prepare an employee directory with updated/more detailed organizational chart; make available in print and online; share with all new employees. Consider making it available to community via website as well.	Administration	FY19, Priority 2	• Anticipate improved communication with employees through new comprehensive software employee portal in FY20.

6d. Building Permitting Process.*

	Implementation Lead	Priority	Staff Notes/Updates
Identify improvements to building permitting and inspection processes; to improve citizen satisfaction level and reduce inspection volume. *(New action item added July 2018)*	Administration / Director of Community Development/Chief Building Official	FY19, Priority 1	• Energov permitting software scheduled to go live June 2019. • Required inspector call-aheads and reduction of some inspections have been implemented • Improving processes to close out expired permits and reduce occurrences in the future • Changes to phone system to reduce reliance on voicemail to improve customer service implemented

Fund Description
City of Creve Coeur

General Fund

The general operating fund of the city. It is used to account for all financial resources except those required to be accounted for in another fund.

Special Revenue Funds

Funds used to account for proceeds from specific revenue sources (other than expendable trusts of major capital projects) that are legally restricted specific purposes.

Sewer Lateral Fund – This fund is used to account for use of funds collected from property tax to repair use of sewer laterals as outlined in the city policy.

Public Safety Fund - This fund is used to account for use of funds collected from the .5 cent public safety sales tax to be used for public safety expenditures.

Capital Fund

Funds from the .5 cent capital sales tax used to account for the purchase and construction of major capital facilities and equipment whose value exceeds $20,000 which is not financed by proprietary funds.

Police Building Fund

Funds used to account for the construction of a new police building and to make accessibility and security improvements to the government center.

Debt Service Fund

Funds from the property tax debt levy used to retire the interest and principle of the City's outstanding debt for the Police Building.

Enterprise Fund

Funds used to account for operations that are financed and operated in a manner similar to private business enterprises. This fund accounts for the operations at the city's ice arena and golf course.

Fiduciary (Trust) Fund

Funds used to account for assets held by the city in a trustee capacity.

City Employees Retirement Fund

Funds used to account for assets held in a trustee capacity for the city's eligible employees.

USE OF FUNDS BY DEPARTMENT

The following table shows which funds each Department/Division is a part of:

Fund Categories	Governmental Funds						Propietary Fund	Fiduciary Funds	
Department	General Fund	Capital Fund	Sewer Lateral Fund	Public Safety Fund	Police Building Fund	Debt Service Fund	Enterprise Fund	City EE Retire. Fund	Escrow & Court Bonds
Legislative	X	X							
Administrative	X	X						X	
Legal	X	X							
Information Systems	X	X							
Finance	X	X							
Muncipal Court	X	X						X	X
Interdepartmental	X					X			
Police Administrative	X	X		X	X			X	
Police Investigations	X	X		X				X	
Patrol	X	X		X				X	
Community Services	X	X							
Public Works Administrative	X	X	X					X	
Public Works Street Maintenance	X	X						X	
Public Works Health & Environment	X								
Public Works Parks Maintenance	X	X						X	
Public Works Maint. of Muni. Prop.	X	X						X	
Community Dev. Planning	X	X							
Community Dev. Building	X	X						X	X
Ice							X		
Golf							X		
Food							X		

Basis of Accounting and Budgeting

Basis of Accounting

For financial reporting purposes, the Governmental Funds use the modified accrual basis of accounting, under which revenues are recognized as soon as they are both measurable and available. Revenues are considered to be measurable and available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the City considers revenues to be available if they are collected within 60 days of the end of the current fiscal period. Expenditures are recorded when a liability is incurred. However, debt service expenditures and expenditures related to compensated absences are recorded only when payment is due.

Proprietary and Fiduciary Funds use the accrual basis of accounting under which revenues are recognized when earned, and expenses are recorded when the liabilities are incurred.

Budgetary Basis of Accounting

The City uses a budget basis for expenditures that differs from the accounting basis used in reporting under Generally Accepted Accounting Principles (GAAP) in the following ways.

In the Governmental Funds, the City uses the modified accrual basis of accounting with the following exception:

- Budget amounts are encumbered when contracts are signed for goods or services. At year-end, amounts which are encumbered but not yet expended are carried over to be paid when the goods or services are received. These amounts are included in budget-basis expenditures for the fiscal year in which they are encumbered, rather than the year in which goods or services are received and a liability incurred. Appropriations that are not spent or encumbered lapse at the end of the fiscal year. Encumbrances are never classified as expenditures under GAAP basis of accounting.
- Compensated absence liabilities are not budgeted, where they are adjusted annually under the basis of accounting.
- Changes in the fair value of investments are not budgeted, where they are treated as an adjustment to revenue under the basis of accounting.

In Proprietary and Fiduciary Funds, the City uses the accrual basis of accounting with the following exceptions:

- Depreciation and amortization, which are considered expenses on the accrual basis of accounting, are ignored under the budget basis because these items do not require an expenditure of funds.

Budget Preparation Process

The budget preparation process begins in January of each year. The Finance Department begins by preparing the employee-related personnel costs such as salary and fringe benefits for the budget year for each Department. At the same time, the Finance Department develops revenue projections for all funds and submits them to the City Administrator for review. Once the personnel-related costs are completed, these figures are entered on to the Department budget spreadsheets and e-mailed to each department. The departments are requested to enter their future budget requests and current projected expenditure for each non-personnel line item on the spreadsheet. The departmental spreadsheets are then returned to the Finance department and reviewed for accuracy and completeness. The Finance department also estimates current year personnel costs and enters all current projected costs into the budget sheets.

Each department is then scheduled for a meeting with the City Administrator and the Director of Finance to discuss the next fiscal years budget. These meetings take approximately two (2) weeks. After the departmental meetings, the City Administrator and Director of Finance adjust the budget requests for presentation to the City Council and the Finance Committee. By charter the City Administrator is required to submit the annual operating budget to City Council no later than the last regular council meeting in April.

After submission of the budget, the Finance Committee meets one to two times to review and discuss the proposed budget and to give recommendations to the City Council. The City Council holds at least two (2) work sessions to review and discuss the proposed budget. Both the Finance Committee and the City Council meetings are open to the public. Any changes requested by the City Council are made to the proposed budget and it is submitted to the City Council for the 1st reading of the appropriation ordinance at the 1st City Council meeting in June. At that meeting a public hearing is held. The budget is then adopted at the 2nd meeting in June and becomes effective no later than July 1st.

The City Administrator and the Director of Finance schedule quarterly meetings with all city departments during the fiscal year to evaluate progress on annual objectives and to review compliance with the budget. The Director of Finance also provides quarterly financial reports to the City Council.

Budget Amendments

City Council is permitted by City Charter to amend the Budget Ordinance at any time during the fiscal year. These amendments must continue to adhere to the balanced budget statutory requirements and cannot change the property tax levy or in any manner alter a taxpayer's liability.

The City of Creve Coeur Budget is a program-based budget, but is adopted by funds. As per Section 9.8 of the City's Charter the budget amendment process is as follows:

(a) *Supplemental appropriations*: If, during the fiscal year, the City Administrator certifies that there are available for appropriation revenues in excess of those estimated in the budget, the City Council by ordinance may make supplemental appropriations for the year in an amount equal to actual revenue in excess of budget revenue, plus uncommitted surplus.

(b) *Reduction of appropriations*: If at any time during the fiscal year it appears probable to the City Administrator that the revenue and uncommitted surplus available will be insufficient to meet the amount appropriated, he or she shall report to the City Council without delay, indicating the estimated amount of the deficit, any remedial action taken by him or her and his or her recommendations as to any other steps to be taken. The City Council shall then take such action, as it deems necessary to prevent or minimize any deficit and for that purpose it may by ordinance reduce one or more appropriations.

(c) *Transfer of appropriations*: At any time during the fiscal year the City Administrator may transfer part or all of any unencumbered appropriation balance, not including salaries or capital expenditures, among programs within a department, office or agency and, upon written request by the City Administrator, the City Council may by ordinance transfer part or all of any unencumbered appropriation balance from one department, office or agency to another, or within departments with respect to salary and capital expenditures.

(d) *Emergency appropriations; effective date*: The supplemental appropriations and reduction or transfer of appropriations authorized by this section may be made effective immediately upon adoption and may be made by emergency ordinance in accordance with the provisions of Section 3.11(f). (Ord. No. 112, & 1 (Prop. 7), 12-16-85)

CITY OF CREVE COEUR
PRELIMINARY OPERATING BUDGET CALENDAR
FISCAL YEAR 2020

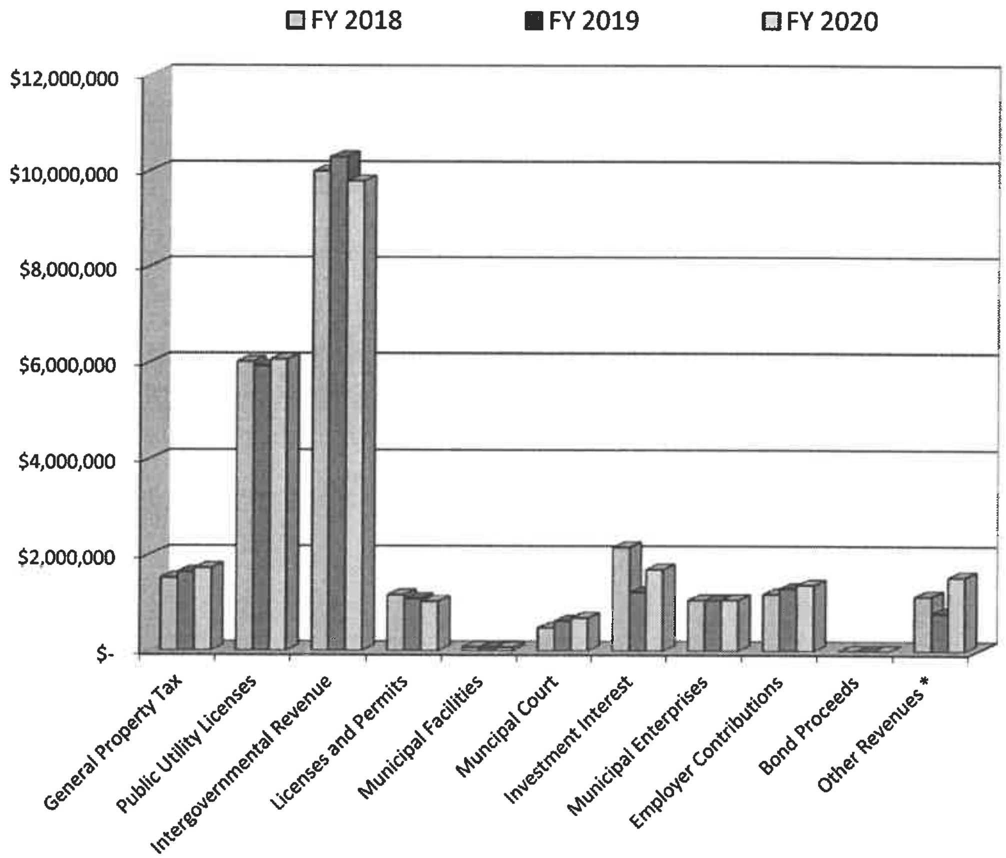
February 19, 5:00 p.m.	Complete Operating Budget Requests due to Director of Finance office.
Feb 19 to March 8	Finance review of departmental budget submissions.
March 6	Finance office submits FY 2020 preliminary revenue projections to City Administrator's Office.
March 11 to March 15	Budget reviews and discussions between City Administrator's Office, Finance Office and Operating Departments.
March 18 to April 12	FY 2020 Preliminary Budget prepared by Finance and City Administrator Office.
April 19	Submission of FY 2020 Preliminary Operating Budget to Council and Finance Committee.
April 23	Review of Budget by Finance Committee.
May 7	Second Review of Budget by Finance Committee.
May 13	Work Session on Preliminary Operating Budget by City Council.
May 14 to May 31	Staff adjustments to preliminary Operating Budget.
May 22	Advertise Public Hearing on Proposed FY 2020 Operating Budget.
May 28	Second Work Session on Preliminary Operating Budget by City Council.
June 10	Public Hearing on FY 2020 Operating Budget before City Council. First Reading on Budget Ordinance and Third Work Session by City Council (if necessary).
June 24	Final Reading on Budget Ordinance.
July 1, 2019	Effective Date for adopted FY 2020 Budget.

CITY OF CREVE COEUR
SUMMARY OF ESTIMATED REVENUES AND EXPENDITURES - ALL FUNDS
AND PROJECTED FUND BALANCE
FOR THE FISCAL YEAR ENDING JUNE 30, 2020

	PROJECTED JUNE 30 2019 UNASSIGNED FUND BALANCE	REVENUES	TRANSFERS FROM OTHER FUNDS	UTILIZATION OF FUND BALANCE	TOTAL REVENUE	ESTIMATED EXPENDITURES	TRANSFERS TO OTHER FUNDS	SURPLUS/ DEFICIT	PROJECTED JUNE 30 2020 FUND BALANCE	
General Fund	$ 14,530,037	$ 15,969,939	$ 135,102	$ 0	$ 16,105,041	$ 15,576,843	$ 400,000	128,198	$ 14,658,236	(1)
Capital Improvement Fund	994,019	3,138,361	400,000	0	3,538,361	3,097,703	0	440,658	1,434,677	
Police Building Fund	1,624,902	200	0	0	200	329,313	0	(329,113)	1,295,789	
Public Safety Fund	1,256,550	876,000	0	0	876,000	355,210	135,102	385,688	1,642,238	
Sewer Lateral Fund	148,816	132,200	0	0	132,200	100,500	0	31,700	180,516	
Debt service Fund	378,126	901,000	0	0	901,000	713,006	0	187,994	566,120	
Municipal Enterprise Fund	109,809	1,067,420	0	0	1,067,420	1,101,369	0	(33,949)	75,860	
City Employees Retirement Fund	26,202,851	2,993,741	0	0	2,993,741	2,075,320	0	918,421	27,121,272	
TOTAL - ALL FUNDS	**$ 45,245,111**	**$ 25,078,861**	**$ 535,102**	**$ -**	**$ 25,613,963**	**$ 23,349,264**	**$ 535,102**	**$ 1,729,597**	**$ 46,974,707**	

"(1) Total Fund Balance Adjusted for $2,200,000 of Fund Balance to be assigned for City Facilities ($2M) & Streets ($200K)

Where the Money Comes From



All Fund Revenues
FY 2018 Actual, FY 2019 Projected & FY 2020 Estimated

	FY 2018 Actual	FY 2019 Projected	FY 2020 Estimated
General Property Tax	$ 1,528,564	$ 1,651,475	$ 1,728,369
Public Utility Licenses	6,023,630	5,937,890	6,073,309
Intergovernmental Revenue	9,998,315	10,292,405	9,788,609
Licenses and Permits	1,169,663	1,089,796	1,030,951
Municipal Facilities	81,432	75,951	75,500
Muncipal Court	482,945	627,329	690,062
Investment Interest	2,170,496	1,227,079	1,705,500
Municipal Enterprises	1,061,127	1,060,527	1,067,320
Employer Contributions	1,188,826	1,307,755	1,374,065
Bond Proceeds	-	-	-
Other Revenues *	1,143,705	793,056	1,545,175
Total Revenue Sources	$ 24,848,704	$ 24,063,263	$ 25,078,861

*Includes grants seen on the following pages.

Other Revenues

Other Revenue include, but is not limited to, grants from federal, state, and other agencies to offset personnel, equipment, or major capital improvement expenses. Below is a brief summary of grants awarded or received in FY19. Individual grant reimbursements may occur over several budget years.

Missouri Department of Transportation – Highway Safety Division

- *Speed-HMV Enforcement Grant (not to exceed $3,000)*: Approved in FY2019 for overtime costs to increase speed and hazardous moving violations on state designed routs within city limits. Grant year runs October 1-September 30. Grant status: open.
- *You Drink/You Drive/You Lose Grant (not to exceed $5,000):* Approved in FY2019 for reimbursement for police officer overtime costs to conduct DWI Saturation enforcement. Grant year is October 1-September 30. Grant status: open.
- *Click-it or Ticket Grant (not to exceed $3,000)*: Approved in FY2019 for reimbursement for police officer overtime costs to conduct the Seat Belt Enforcement Program. Grant year is October 1-September 30. Grant status: open.
- *Blueprint Grant (not to exceed $8,000).* Approved in FY2019 for Occupant Protection, DWI and Hazardous Moving Violation Enforcement Program and Equipment. Grant year is June 1-May 31. Grant status: open.

Parkway School District

- *Three-year agreement (not to exceed $154,338):* For the period beginning FY2017 through FY2019 to reimburse salary for school resource officer for Parkway Northwest Middle School. Agreement status: open.

Missouri Police Chiefs Association (grant not to exceed $4,000)

- The Virtual Academy Training Management System (TMS) is fully integrated, cloud-based training management software solution that has over 200 hours of top quality courses. The system allows public safety agencies to deliver high-quality, on-line training necessary for police officers. Grant status: open.

Missouri Police Chiefs Association (grant not to exceed $1,866)

- The MPCA funded the maintenance and support fees for the LiveScan Device. Maintenance coverage is February 2019-January 2020. Grant status: open.

Housing and Urban Development

- *Community Development Block Grant (grant not to exceed $20,000).* Grant approved in FY2017 and funds received in FY2019. Project involves accessibility improvements to the intersection of North New Ballas Road and Studt Avenue and the intersection of Ladue Road at Spoede Road. Total project cost is estimated to be $20,000; City cost $0. Grant status: open.
- *Community Development Block Grant (grant not to exceed $20,000).* Grant approved in FY2018 for construction in FY2020. Project involves accessibility improvements to the signalized intersection of North New Ballas Road at the office buildings of 555 North New Ballas Road and the medical offices at 456 North New Ballas Road. The total project cost is estimated to be $20,000; City cost $0. Grant status: open.

Other Revenues (continued)

- *Community Development Block Grant (grant not to exceed $20,000).* Grant approved in FY2019 for construction in FY2021. Project involves new curb ramps and pedestrian signal equipment at the intersection of North New Ballas Road at Magna Carta Drive. The total project cost is estimated to be $20,000; City cost $0. Grant status: open.

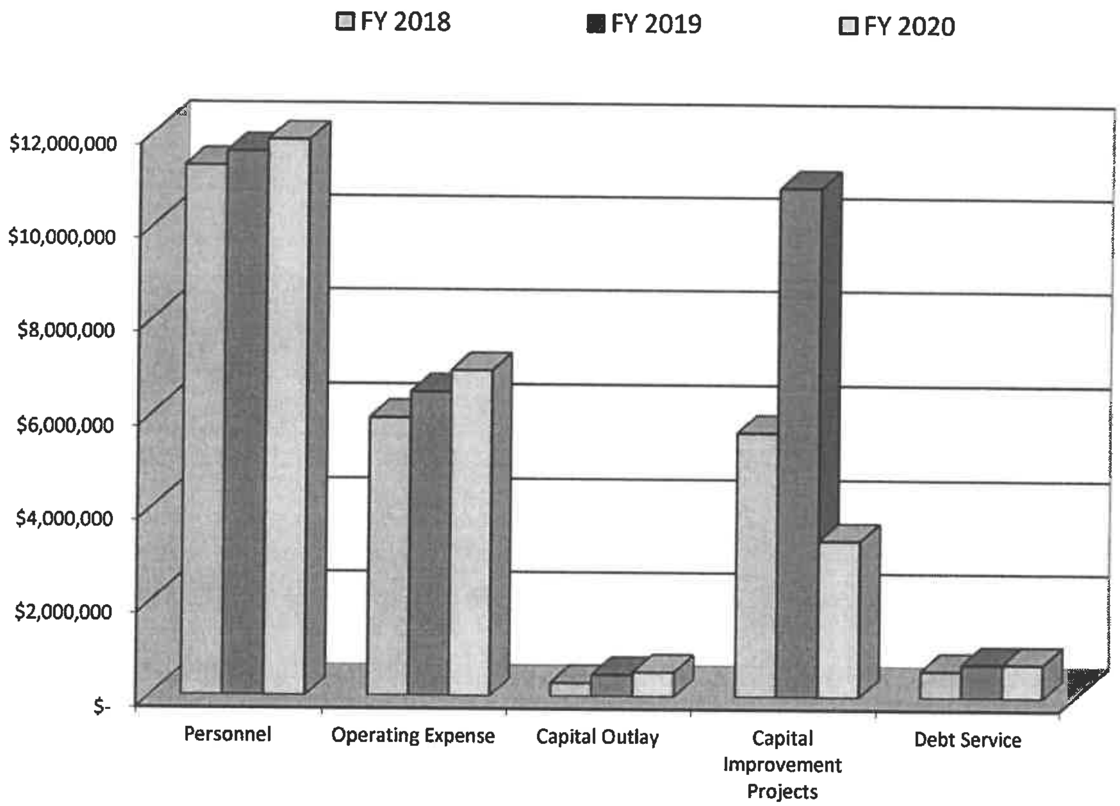
Municipal Park Grant Commission

- *Municipal Park Grant (grant not to exceed $397,600).* Grant awarded in FY2019 for improvements to the Creve Coeur Ice Arena, including reinforcement of the Ice Arena roof beams, renovations for the administrative offices, and new boiler, water heaters, sound system, and dasher boards. Construction will occur in FY2019-FY2020 with reimbursement in FY2020. Grant status: open.
- *Planning Grant (grant not to exceed $6,400).* Grant awarded in FY2019 to assist with the cost of developing a master plan for improvements to the City's parks. The master plan and grant reimbursement are expected in FY2019. Grant status: open.

Federal Highway Administration

- *Surface Transportation Program (grant not to exceed $419,533):* Design and construction of roadway and sidewalk improvements to Coeur de Ville Drive. Design occurred in FY2014-FY2016, and construction occurred in FY2017. Total project cost estimated to be $800,421; City cost estimated to be $380,888. Grant status: closed. Phase 2 of the sidewalk design and construction (outside of grant, but included in the total provided) will be complete in FY2019.
- *Surface Transportation Program (grant not to exceed $428,800):* Grant awarded in FY 2015 for the design and construction of roadway and sidewalk improvements to the City's portion of Warson Road, from Olive Boulevard to Mary Institute and Country Day School. Design occurred in FY 2016-FY 2018. Construction was completed in FY2018-FY2019. The total project cost was $673,555, making the City's share $244,755. The final grant funds are expected to be received by the City in FY2019 or FY2020. Grant status: open.
- *Transportation Alternatives Program (grant not to exceed $254,400):* Grant awarded in FY 2017 for reimbursement of costs related to right of way and easement acquisition and construction for a new sidewalk along North New Ballas Road from Ladue Road to De Smet Jesuit High School. Design was not included in the grant. The estimated cost of the project is $259,856, and grant reimbursement is estimated to be $162,008. Construction is expected to be complete in FY 2019 with grant reimbursement in FY2020. Grant status: open.
- *Surface Transportation Program (grant not to exceed $444,000):* Grant awarded in FY 2017 for the construction of roadway and stormwater improvements to Emerson Road, from De Smet Jesuit High School to Old Ballas Road. Design and easement acquisition were not included in this grant. Design will be completed in FY 2019. Construction is scheduled for FY 2020, and grant reimbursement is expected in FY2020-FY2021. Grant status: open.
- *Surface Transportation Program (grant not to exceed $250,000):* Grant awarded in FY 2018 for the construction of roadway improvements to Fernview Drive, from Gallagher Drive to Olive Boulevard. Design will be completed in FY 2019-FY2020. Construction is scheduled for FY 2021. Grant status: open.
- *Surface Transportation Program (grant not to exceed $760,000):* Grant awarded in FY 2019 for the construction of roadway and sidewalk improvements to Mosley Road, from Olive Boulevard to Tureen Drive, and for the acquisition of right of way and easements needed for these improvements. Design was not included in this grant in order to expedite the process. Design will be completed in FY 2020, and construction is scheduled for FY 2022. Grant reimbursement is expected in FY2021-FY2023. Grant status: open.

Where the Money Goes



All Fund Expenditures
FY 2018 Actual, FY 2019 Projected & FY 2020 Estimated

	FY 2018 Actual	FY 2019 Projected	FY 2020 Estimated
Personnel	$ 11,286,688	$ 11,590,245	$ 11,852,483
Operating Expense	$ 5,929,789	$ 6,477,125	$ 6,929,107
Capital Outlay	$ 284,090	$ 456,496	$ 517,157
Capital Improvement Projects	$ 5,642,574	$ 10,853,061	$ 3,337,511
Debt Service	$ 565,622	$ 711,406	$ 713,006
Total Expenditures	$ 23,708,763	$ 30,088,332	$ 23,349,262

Communication: FY20 Preliminary Operating Budget (Unfinished Business)

Combined Statement of Budgeted Revenues and Expenditures - All Funds
For the Fiscal Year Ending June 30, 2020

	General Fund	Capital Improvement Fund	Police Building Fund	Public Safety Fund	Sewer Lateral Fund	Debt Service Fund	Municipal Enterprise Fund	City Employees Retirement Fund	Total
Revenues									
General Property Tax	696,369				132,000	900,000			1,728,369
Public Utility Licenses	6,073,309								6,073,309
Intergovernmental Revenue	6,761,848	2,151,761		875,000					9,788,609
Licenses and Permits	1,030,951								1,030,951
Municipal Facilities	75,500								75,500
Muncipal Court	690,062								690,062
Investment Interest	200,000	3,000	200	1,000	200	1,000	100	1,500,000	1,705,500
Golf Course & Ice Arena	-						1,067,320		1,067,320
Bond Proceeds	-		-						-
Employer Contributions	-							1,374,065	1,374,065
Employee Contributions	-							119,676	119,676
Other Revenues	441,899	983,600						-	1,425,499
Total Revenues	15,969,939	3,138,361	200	876,000	132,200	901,000	1,067,420	2,993,741	25,078,861
Expenditures									
Personnel	11,025,590	89,505		131,250	-		606,138		11,852,483
Operating Expense	4,231,861			89,350	100,500		432,077	2,075,320	6,929,108
Capital Outlay	319,393			134,610			63,154		517,157
Capital Improvement Projects		3,008,198	329,313				0		3,337,511
Debt Service		-	-			713,006	-		713,006
Total Expenditures	15,576,843	3,097,703	329,313	355,210	100,500	713,006	1,101,369	2,075,320	23,349,264
Transfers In	135,102	400,000					-	-	535,102
Transfers (Out)	(400,000)	-		(135,102)					(535,102)
Change in Fund Balance	128,198	440,658	(329,113)	385,688	31,700	187,994	(33,949)	918,421	1,729,597
Fund Balance, July 1, 2018	14,530,037	994,019	1,624,902	1,256,550	148,816	378,126	109,809	26,202,851	45,245,111
Fund Balance, June 30, 2019	14,658,235	1,434,677	1,295,789	1,642,238	180,516	566,120	75,860	27,121,272	46,974,707

GENERAL FUND
FINANCIAL PROJECTIONS

The General Fund is used to account for all activities associated with the general government of the City, and it funds all services except those services attributed to the Capital Improvement Fund, Employees Retirement Fund, Municipal Enterprise Fund, Sewer Lateral Fund and Public Safety Fund (new FY 2018).

FY 2019 budget revenues and transfers-in to the General Fund are estimated to be less than budgeted expenditures and transfers out by $301,719. This is primarily due to the elimination of 2 FT positions.

Overall, revenues for FY 2019 are projected to be slightly more than anticipated due to increasing the Utility Tax Rates effective Nov. 2018, as well as court fines increasing due to an increase in tickets issued.

FY 2020 General Fund budget anticipates a $128,198 surplus including transfers. Revenues are anticipated to increase 1.05% in FY 2020 due to a full year of increased municipal utility tax rates, even though the phone tax revenues continue to decrease. Part of the 1.05% increase in Revenues in FY 2020 is due to BJC paying for a commercial inspector. This contract is for 1 year so then revenues will decrease .77% in FY 2021, and .27% to .33% the next 3 years. Expenditures for FY 2020 are expected to increase by 2.26%.

The following table and graph shows the position of the General Fund balance over the next five years, based on estimated numbers as of June 30, 2019 and incorporates the following assumptions:

- Salary expenditures are projected to increase 3% in FY 2020 - FY2024.
- Total Personnel expenditures will increase an average of 1.96% through FY 2024.
- Health Insurance is budgeted to increase 4% over the next 5 years, where all other insurance benefits are budgeted with less of an increase.
- Pension for the LAGERS Plan is budgeted to decrease slightly in FY 2020, and then increase 5% each year thereafter.
- The Legacy Pension Plan is budgeted to increase 5% in FY 2020, then increase slightly through FY 2022, but then start decreasing by FY 2023. Overall average decrease of 1.5% over the next 5 years.
- Legacy Pension Plan contributions from employees will increase from 3% to 4% on 7/1/19.
- 15% of the Public Safety Sales Tax money in 2020 will be used for Police Pension; therefore, the costs to the General Fund will decrease by $131,250 and 3% more each year thereafter.
- Operating expenditures will increase 1.5% for contractual services and 2% for commodities annually.
- Overall expenditures will increase 1.99% to 2.36% from FY 2020 through FY 2024.
- $2M of GF Balance is reserved for City Facilities. $200K of the GF Balance is Reserved for Street Reconstructions.
- Transfer out to Capital Fund of $400K every year and transfer out to Enterprise Fund starting in FY 2024.

	FY 2019	FY 2020	FY 2021
Revenues	15,803,459	15,969,939	15,846,831
Expenditures	(15,232,907)	(15,576,843)	(15,888,380)
Revenue over (under) Expenditures	570,552	393,096	(41,549)
Operating transfers - In (Public Safety)	131,167	135,102	139,155
Operating transfers - out (Enterprise)	0	0	0
Operating transfers - out (Capital)	(400,000)	(400,000)	(400,000)
Net Change in Fund Balance	301,719	128,198	(302,394)
Fund Balance - Beginning of year	14,228,318	14,530,037	14,658,235
FUND BALANCE - End of the Year	14,530,037	14,658,235	14,355,841
Less RESERVE GF BALANCE FOR CAPITAL CONST.	2,200,000	2,200,000	2,200,000
Unassigned Fund Balance	12,330,037	12,458,235	12,155,841

	FY 2022	FY 2023	FY 2024
Revenues	15,889,119	15,941,128	15,986,659
Expenditures	(16,206,148)	(16,530,271)	(16,926,997)
Revenue over (under) Expenditures	(317,028)	(589,143)	(940,338)
Operating transfers - In (Public Safety)	143,330	147,630	152,059
Operating transfers - out (Enterprise)	0	0	(21,965)
Operating transfers - out (Capital)	(400,000)	(400,000)	(400,000)
Net Change in Fund Balance	(573,698)	(841,513)	(1,210,244)
Fund Balance - Beginning of year	14,355,841	13,782,142	12,940,629
FUND BALANCE - End of the Year	13,782,142	12,940,629	11,730,385
Less RESERVE GF BALANCE FOR CAPITAL CONST.	2,200,000	2,200,000	2,200,000
Unassigned Fund Balance	11,582,142	10,740,629	9,530,385

CAPITAL IMPROVEMENTS FUND
FINANCIAL PROJECTIONS

The Capital Improvements Fund is used to account for all activities related to capital improvements in the City. The major source of revenue for the fund is the one-half cent sales tax for capital items passed by the voter in 1997. The City adopts a five-year capital plan in the spring of each year prior to the budget process.

The following table shows the position of the Capital Improvement Fund balance over the next several years, based on available information at June 30, 2019 and incorporates the following assumptions:

- Assume transfer of funds from the General Fund as outlined in the Current Five Year Plan.
- Additional revenues will increase in accordance with Five-Year Financial Plan assumptions.
- Sales tax is flat for the next 5 years.
- Capital Improvements will be performed in accordance with the Five-Year Capital Improvement Plan.
- Assumes the City continues to aggresively pursue grants for infrastructure improvements. There are projections for grant revenues in FY 2020, 2021 & 2022, but not in FY's 2023 - 2024 since they are not secured grants for those last two years.
- Project Manager was moved from General Fund and added in Capital Fund in FY2019 and is projected througout the next 5 years in the Capital Fund.

	FY 2019	FY 2020	FY 2021
Revenues	2,519,789	3,138,361	2,519,561
Expenditures	-3,812,810	-3,097,703	-3,639,696
Revenue over (under) Expenditures	-1,293,021	40,658	-1,120,135
Operating transfers – In (General Fund)	400,000	400,000	400,000
Operating transfers - Out	0	0	0
Net Change in Fund Balance	-893,021	440,658	-720,135
Fund Balance - Beginning of year	1,887,040	994,019	1,434,677
FUND BALANCE-End of the Year	994,019	1,434,677	714,542

	FY 2022	FY 2023	FY 2024
Revenues	2,861,561	2,185,561	2,185,561
Expenditures	-3,234,570	-2,641,673	-2,700,673
Revenue over (under) Expenditures	-373,009	-456,112	-515,112
Operating transfers – In (General Fund)	400,000	400,000	400,000
Operating transfers - Out	0	0	0
Net Change in Fund Balance	26,991	-56,112	-115,112
Fund Balance - Beginning of year	714,542	741,533	685,422
FUND BALANCE-End of the Year	741,533	685,422	570,309

MUNICIPAL ENTERPRISE FUND
FINANCIAL PROJECTIONS

The Municipal Enterprise Fund is used to account for all activities associated with the City's golf course and ice arena.

FY 2019 budgeted revenues for the Municipal Enterprise Fund are estimated to be more than expenses by $24,936. There are no transfers in or out of the Municipal Enterprise Fund.

The following table shows the position of the Municipal Enterprise Fund Balance over the next five years and incorporates the following assumptions:

- Revenues for FY 2020 are expected to increase slightly, and then increase 1.5% for FY 2021 - 2024.
- FY2021 Revenues include an increase in Room Rentals, Ice Rink, Golf Merchandise and Concessions.
- FY2023 Revenues include an increase in Ice Rink Fees.
- Salaries are projected to increase 3% in FY 2020 and through FY 2024.
- Health Insurance is budgeted to increase 4% over the next 5 years, where all other insurance benefits are budgeted with less of an increase.
- Pension for the Lagers Plan is budgeted to decrease slightly in FY 2020, and then increase 5% each year thereafter.
- Operating expenditures will increase 1.5% for contractual services and 2% for commodities annually.
- The ice arena performs at full capacity and does not require abnormal maintenance.
- The golf course experiences normal weather patterns.
- Transfers from the General Fund will be needed in FY 2024.

	FY 2019	FY 2020	FY 2021
Revenues	1,060,627	1,067,420	1,105,420
Expenditures	-1,076,656	-1,101,369	-1,126,601
Revenue over (under) Expenditures	-16,029	-33,949	-21,181
Operating transfers - Out	0	0	0
Operating transfers - In	0	0	0
Net Change in Fund Balance	-16,029	-33,949	-21,181
Fund Balance - Beginning of year	125,838	109,809	75,860
FUND BALANCE - End of the Year	109,809	75,860	54,679

	FY 2022	FY 2023	FY 2024
Revenues	1,122,001	1,160,831	1,178,244
Expenditures	-1,152,476	-1,179,014	-1,206,231
Revenue over (under) Expenditures	-30,475	-18,182	-27,987
Operating transfers - Out	0	0	0
Operating transfers - In	0	0	21,965
Net Change in Fund Balance	-30,475	-18,182	-6,022
Fund Balance - Beginning of year	54,679	24,205	6,022
FUND BALANCE - End of the Year	24,205	6,022	0

CITY EMPLOYEES RETIREMENT FUND

FINANCIAL PROJECTIONS

The City Employees Retirement Fund is used to account for all activities associated with the Creve Coeur Defined Benefit Pension Plan.

The City's annual contribution increased 10% in FY 2019 from $1,188,826 to $1,307,755. In FY 2020 it is projected to decrease $64,940, because 15% of the Public Safety Sales Tax Fund will be applied to the employer's portion of the police department's expense. FY 2021 and FY 2022, it will increase slightly, but then starting in FY 2023 it is projected to decrease thereafter. This is based on continued positive market performance in the future. The following table shows the position of the Employees Retirement Fund over the next five years, based on estimated numbers as of June 30, 2019 and incorporates the following assumptions:

- Operating expenses are projected to increase 6% annually. This increase is due an increase in employees eligible to retire.
- Assumes variable annual increase in investment manager fees based on Fund balance.
- Assumes retirements based upon cash flow projections from Actuary.
- Assumes Employee Contribution of 4% starting in FY 2020, up from 3%. The projections are based upon the estimated rate of return of 6.75, down from 7% prior to June 2018, and an amortization period for liability of 10 years fixed.

	FY 2019	FY 2020	FY 2021
Revenues	2,397,933	2,993,741	3,266,821
Expenditures	-1,924,902	-2,075,320	-2,177,580
Revenue over (under) Expenditures	473,031	918,421	1,089,242
Transfers-In General Fund	0	0	0
Net Change in Fund Balance	473,031	918,421	1,089,242
Fund Balance - Beginning of year	25,729,820	26,202,851	27,121,272
FUND BALANCE-End of the Year	26,202,851	27,121,272	28,210,514

	FY 2022	FY 2023	FY 2024
Revenues	3,342,993	3,408,509	3,446,200
Expenditures	-2,284,907	-2,397,554	-2,515,786
Revenue over (under) Expenditures	1,058,086	1,010,955	930,414
Transfers-In General Fund	0	0	0
Net Change in Fund Balance	1,058,086	1,010,955	930,414
Fund Balance - Beginning of year	28,210,514	29,268,600	30,279,555
FUND BALANCE-End of the Year	29,268,600	30,279,555	31,209,970

PUBLIC SAFETY SALES TAX FUND
FINANCIAL PROJECTIONS

The Public Safety Sales Tax Fund is used to account for all activities associated with Public Safety of the City. The major source of revenue for the fund is the one-half cent sales tax passed by voters in St. Louis County in 2017.

Fiscal year 2019 budget revenues are estimated to be $614,391 more than expenditures and transfers out.

Pursuant to the Public Safety Sales Tax Policy, below are how the funds will be allocated over the next five years:

- FY2019 includes a transfer out to the General Fund ($131,167) to cover the cost of transitioning the police department to 12-hour shifts. This amount will be increased and included in the budget every year.
- For specialized training.
- For the new police building's maintenance and operating costs, including utilities.
- 15% of the sales tax revenue in FY 2020 ($131,250) will be used to offset the Police Pension costs and will also be included in the budget every year thereafter.

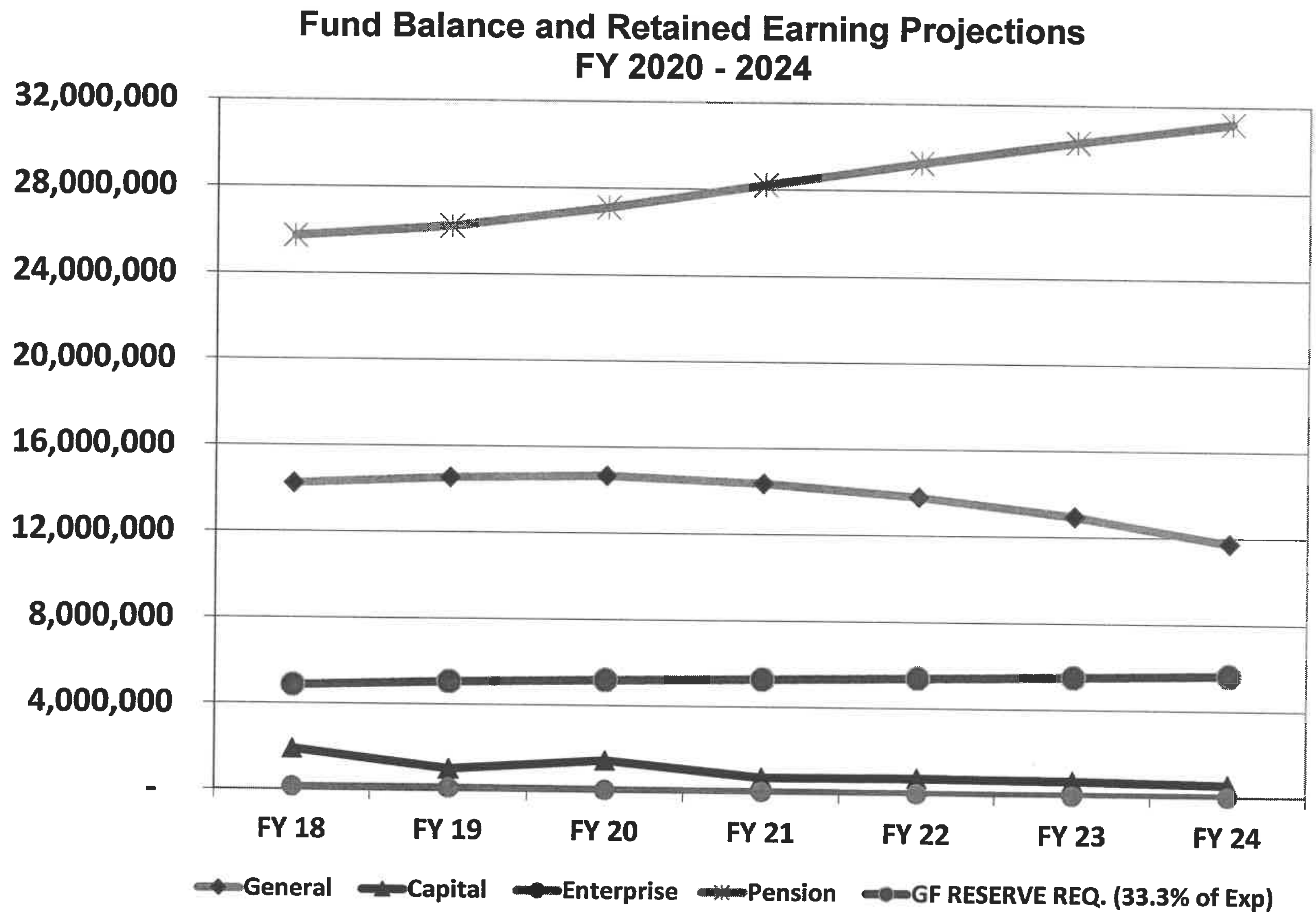
Some of the major public safety capital items included in FY 2020 are as follows:

- Traffic Division Motorcycle Replacement
- 2020 Ford Interceptor Vehicle
- Body Cameras
- Evidence Barcoding System
- Advanced Commecial Drone

FY 2021 - 2024 includes a 2.5% increase in expenditures, even though these numbers vary greatly year to year.

	FY 2019	FY 2020	FY 2021
Revenues	876,000	876,000	876,000
Expenditures	-120,942	-355,210	-364,090
Revenue over (under) Expenditures	755,058	520,790	511,910
Operating transfers - In	0	0	0
Operating transfers - out (General Fund)	-131,167	-135,102	-139,155
Net Change in Fund Balance	623,891	385,688	372,755
Fund Balance - Beginning of year	632,659	1,256,550	1,642,238
FUND BALANCE - End of the Year	1,256,550	1,642,238	2,014,993

	FY 2022	FY 2023	FY 2024
Revenues	876,000	876,000	876,000
Expenditures	-373,193	-382,522	-392,085
Revenue over (under) Expenditures	502,807	493,478	483,915
Operating transfers - In	0	0	0
Operating transfers - out (General Fund)	-143,330	-147,630	-152,059
Net Change in Fund Balance	359,478	345,848	331,856
Fund Balance - Beginning of year	2,014,993	2,374,470	2,720,319
FUND BALANCE - End of the Year	2,374,470	2,720,319	3,052,175


Fund Balance and Retained Earning Projections
FY 2020 - 2024
32,000,000
28,000,000
24,000,000
20,000,000
16,000,000
12,000,000
8,000,000
4,000,000
-
FY 18
FY 19
FY 20
FY 21
FY 22
FY 23
FY 24
General
Capital
Enterprise
Pension
GF RESERVE REQ. (33.3% of Exp)

GENERAL FUND

FUND SUMMARY

The General Fund is the general operating fund of the City of Creve Coeur. It is used to account for all financial resources except for those required to be accounted for in another fund. The General Fund accounts for revenues, personnel, operating and capital expenditures of the following departments and divisions:

<u>OPERATING REVENUE</u>

General Property Taxes
Public Utility Taxes
Intergovernmental Revenues
Licenses and Permits
Charges for Municipal Facilities
Other Revenue

<u>OPERATING DEPARTMENT/DIVISIONS</u>

Legislative Services
Administrative Services
- Administrative Division
- Information Systems
- Legal

Finance
- Finance
- Muncipal Court
- Interdepartmental

Police Department
- Administrative Division
- Investigations
- Patrol

Community Services
Public Works Department
- Administrative Division
- Street Maintenance Division
- Health and Environment Division
- Parks Maintenance Division
- Maintenance of Municipal Property

Community Development
- Planning Division
- Building Division

For budgetary purposes, the General Fund is maintained on a modified accrual method of accounting with the following exceptions:

- Budget amounts are encumbered when contracts are signed for goods or services. At year-end, amounts which are encumbered but not yet expended are carried over to be paid when the goods or services are received. These amounts are included in budget-basis expenditures for the fiscal year in which they are encumbered, rather than the year in which goods or services are received and a liability incurred. Appropriations that are not spent or encumbered lapse at the end of the fiscal year. Encumbrances are never classified as expenditures under GAAP basis of accounting.
- Compensated absence liabilities are not budgeted, where they are adjusted annually under the basis of accounting.
- Changes in the fair value of investments are not budgeted, where they are treated as an adjustment to revenue under the basis of accounting.

STATEMENT OF ESTIMATED REVENUE AND EXPENDITURES
FOR FISCAL YEAR ENDING JUNE 30, 2020
IN COMPARISON WITH BUDGETED AND PROJECTED TOTALS FOR FY 2019
AND ACTUAL TOTALS FOR FY 2017 & FY 2018

	Actual FY 2017	Actual FY 2018	Budget FY 2019	Projected FY 2019	Estimated FY 2020	% Change to Estimated FY 2020
Revenues:						
General Property Taxes	565,888	569,870	672,044	689,475	696,369	1.00%
Public Utility Licenses	5,630,712	6,023,630	5,834,944	5,937,890	6,073,309	2.28%
Intergovernmental Revenue	6,780,526	6,679,034	6,781,739	6,832,889	6,761,848	-1.04%
Licenses & Permits	1,018,615	1,169,663	1,029,896	1,089,796	1,030,951	-5.40%
Charges for Municipal Facilities	118,999	81,432	101,300	75,951	75,500	-0.59%
Municipal Court Fines	550,811	482,945	428,000	627,329	690,062	10.00%
Interest on Investments	162,158	131,186	200,000	212,279	200,000	-5.78%
Other Revenues	390,317	399,666	410,551	337,850	441,899	30.80%
Total Operating Revenue	15,218,026	15,537,425	15,458,475	15,803,459	15,969,939	1.05%
Other Financing Sources:						
Utilization of Fund Balance	99,549	298,860	525,812	-	-	
Transfers in from Public Safety	-	-	139,202	131,167	135,102	
Total Other Financing Sources	99,549	298,860	665,014	131,167	135,102	
Total Operating Revenues and Other Financing Sources	15,317,575	15,836,285	16,123,488	15,934,626	16,105,041	
Expenditures:						
Legislative Services	427,063	453,734	257,992	233,966	239,879	2.53%
Legal Services	-	-	278,083	203,158	208,168	0.00%
Administrative Services	603,864	597,654	644,909	603,284	649,483	7.66%
Information Systems	230,679	286,194	352,113	347,617	240,358	-30.86%
Finance Department	602,883	551,982	543,929	512,378	519,522	1.39%
Municipal Court	306,308	234,560	261,598	260,685	267,389	2.57%
Interdepartmental	514,080	485,341	526,369	523,046	517,725	-1.02%
Community Services	101,098	113,419	134,059	119,980	124,856	4.06%
Maintenance of Municipal Property	449,380	333,128	358,759	376,975	363,191	-3.66%
Police Department	6,942,338	6,938,113	7,363,359	7,170,543	7,233,998	0.88%
Public Works	3,332,918	3,230,384	3,444,155	3,352,971	3,458,263	3.14%
Planning Department	430,187	398,204	446,604	420,975	482,122	14.53%
Building Department	976,777	1,013,571	1,111,560	1,107,329	1,271,889	14.86%
Total Operating Expenditures	14,917,575	14,636,285	15,723,488	15,232,907	15,576,843	2.26%
Total Revenues and Other Financing Sources Over Expenditures	400,000	1,200,000	400,000	701,719	528,198	
Other Financing Uses:						
Transfer Out to Pension Fund	-	-	-	-	-	
Transfer Out to Capital Improvements	400,000	1,200,000	400,000	400,000	400,000	
Total Other Financing Uses	400,000	1,200,000	400,000	400,000	400,000	
Total Revenues and Other Financing Sources Over Expenditures and Other Financing Uses	-	-	-	301,719	128,198	

Percentage Change in Revenues
FY 2010 - 2020

Fiscal Year		Total Revenue	Amount of Change	Percent Change
FY 10		15,646,242	140,687	0.9%
FY 11		15,372,375	(273,867)	-1.8%
FY 12		16,284,142	911,767	5.9%
FY 13		16,228,416	(55,726)	-0.3%
FY 14		16,454,596	226,180	1.4%
FY 15		16,164,882	(289,714)	-1.8%
FY 16		15,974,518	(190,363)	-1.2%
FY 17		15,218,026	(756,492)	-4.7%
FY 18		15,537,425	319,399	2.1%
FY 19	Projected	15,803,459	266,034	1.7%
FY 20	Budgeted	15,969,939	166,480	1.1%

FY 2010 A small increase in revenue occurred in FY 2010. This resulted primarily from a one-time AT&T lawsuit settlement in excess of $850,000. This settlement offset reductions in revenues in Sales Tax, automated Traffic Safety Tools and Building Inspection Fees. In addition, Interest Revenue was lower.

FY 2011 A decrease of 1.8% in revenue occurred in FY 2011. This results primarily from decreases due to the one-time Telecom settlement received in FY 2010. There was some Sales Tax and Utility Tax growth, however Interest Revenues will be less than anticipated.

FY 2012 An increase of 5.9% in revenue occurred in FY 2012. This resulted primarily from an increase in sales tax revenues as a result of the additional .25% sales tax approved by the voters in FY 2011. In addition, sales tax and utility taxes increased slightly and a new occupancy permit requirement for rental property generated additional revenue.

GENERAL FUND REVENUES (Cont.)

FY 2013	General Fund revenues decreased 0.3% in FY 2013. Decreases occurred in Property taxes, Licenses and Permits, Court fines and other revenues. These decreases are partially offset by increases in sales tax, electric and water gross receipts. Overall revenues decreased slightly from the prior year.
FY 2014	Revenues increased 1.4% in FY 2014. Significant increases occurred in Sales Tax, Building Permits, Electric Gross Receipts and Gas Gross Receipts. This offset significant decreases in Telephone Gross Receipts, and decrease in automated traffic safety tools due to suspension of the program in December.
FY 2015	Revenues decreased 1.8% in FY 2015. Increases occurred in Sales Tax, Building Permits, and charges from Municipal Services. Substantial decrease in Court Fines occurred due to cancellation of automated traffic safety tools program. Revenues also decreased in Electric Gross Receipts, Telephone Gross Receipts, and Water Gross Receipts due to a one time tax rebate to customers.
FY 2016	Revenues decreased slightly in FY 2016. Revenues increased in Sales Tax, Road and Bridge Tax, Telephone and Water Utility Tax and Interest Revenue. These increases were largely offset by decreases in Building Permits, Court Revenues and charges for Municipal Services.
FY 2017	Revenues decreased 4.7% in FY 2017. The primary decrease was due to Court Revenues. This appears largely due to the new Court regulations from the State. Telecom utility taxes also declined.
FY 2018	Revenues increased 2.1% in FY 2018. Electric, Water and Gas were up due to harsher weather conditions and due to a one-time lawsuit settlement for $190,000 from the Electric Co. Business licenses and building permits were up quite a bit as well. Telephone gross receipt taxes, court revenues and charges for municipal facilities, however, were down.
FY 2019	It is anticipated revenues will increase 1.7% in FY 2019. The main reason for $266,034 increase is due to increasing the commercial utility tax rates from 7% - 8% in November 2018, and increasing the residential electric from 5.5% to 7% in March 2019. This generated about $341,000 more for FY 2019.
FY 2020	It is anticipated revenues will increase 1.1% in FY 2020 due to a full year of the utility tax increase from FY 2019. An increase in court revenues is also contributing to this $166,480 increase in FY 2020.

GENERAL FUND REVENUES

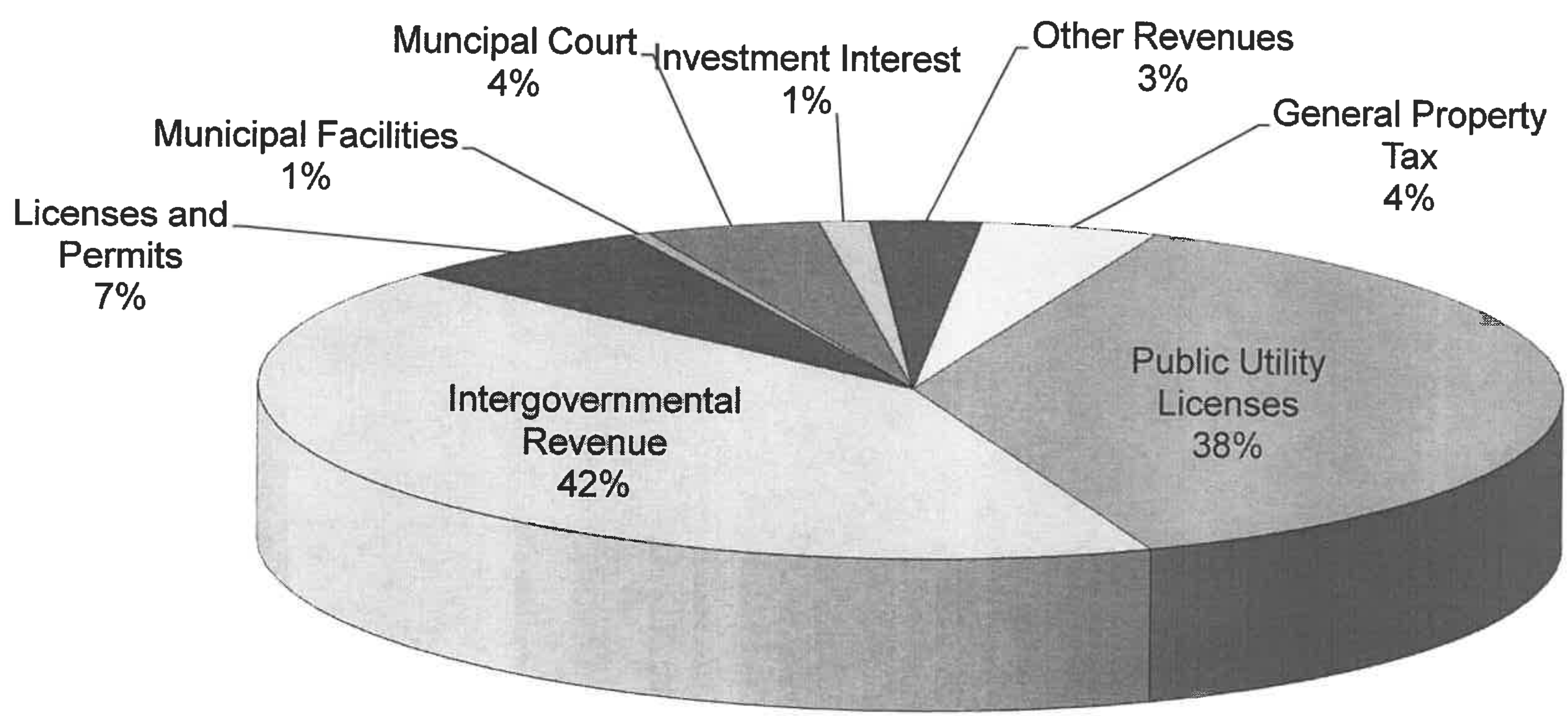
	Actual Revenue FY 2017	Actual Revenue FY 2018	Budgeted Revenue FY 2019	Projected Revenue FY 2019	Estimated Revenue FY 2020	% Change to Estimated FY 2020
GENERAL PROPERTY TAXES:						
4101 Real Property-Current	565,888	569,870	672,044	689,475	696,369	1.00%
4102 Real Property-Delinquent	-	-	-	-	-	0.00%
Total General Property Tax	565,888	569,870	672,044	689,475	696,369	1.00%
PUBLIC UTILITY LICENSES:						
4201 Electric	3,019,789	3,317,383	3,216,304	3,402,900	3,602,900	5.88%
4202 Gas (Natural)	535,069	620,800	601,530	649,258	659,258	1.54%
4203 Telephone	1,282,109	1,245,526	1,215,430	1,051,645	967,513	-8.00%
4204 Water	390,060	442,886	438,729	441,893	453,893	2.72%
4207 Cable TV Franchise Fee	335,699	325,539	293,280	321,556	317,694	-1.20%
4208 Fiber Optics Franchise Fees	67,986	71,496	69,670	70,638	72,051	2.00%
Total Public Utility Licenses	5,630,712	6,023,630	5,834,944	5,937,890	6,073,309	2.28%
INTERGOVERNMENTAL REVENUE:						
4301 City Sales Tax	5,050,621	4,950,256	5,096,789	5,118,927	5,042,143	-1.50%
4302 City Sales Tax-Auto	234,378	245,103	242,850	233,621	230,116	-1.50%
4303 Cigarette Tax	47,316	40,798	42,100	38,600	38,214	-1.00%
4304 Gasoline Tax	483,384	477,353	485,000	478,447	478,447	0.00%
4305 County Road & Bridge Tax	964,827	965,524	915,000	963,295	972,928	1.00%
4306 Law Enforcement Sales Tax	-	-	-	-	-	
Total Intergovernmental Revenue	6,780,526	6,679,034	6,781,739	6,832,889	6,761,848	-1.04%
LICENSES & PERMITS:						
4402 Business License	184,113	223,858	191,550	220,722	222,930	1.00%
4403 Misc. Fees	-	-	-	-	-	0.00%
4404 Liquor License	39,363	39,281	39,000	38,750	39,138	1.00%
4405 Vending Machine License	2,445	2,760	2,500	2,400	2,424	1.00%
4406 Emergency Alarm License	125	175	100	25	100	0.00%
4409 Billboard License	2,813	-	-	-	-	0.00%
4415 Dog Park License Fees	15,874	13,183	16,000	13,550	13,685	1.00%
4420 Building Permits	550,801	648,249	573,800	587,274	525,000	-10.60%
4422 Apartment Re-Occupancy Fee	-	-	80,146	96,425	96,907	0.50%
4424 Escrow Deductions	-	77,723	70,000	79,145	79,145	
4426 Occupancy Permits	82,260	110,820	10,000	9,221	9,267	0.50%
4427 Sign Permits	8,395	7,170	6,500	8,000	8,000	0.00%
4431 Street Excavation Fees	4,340	6,480	4,000	4,665	4,665	0.00%
4444 Misc.	123,611	11,582	11,700	7,490	7,500	0.13%
4450 Planning & Zoning Application Fees	4,475	21,628	13,600	10,000	10,000	0.00%
4457 Site Improvement Permits	-	-	3,000	6,000	6,000	0.00%
4536 Farmers Market	-	6,754	8,000	6,130	6,191	0.00%
Total Licenses and Permits	1,018,615	1,169,663	1,029,896	1,089,796	1,030,951	-5.40%

GENERAL FUND REVENUES

	Actual Revenue FY 2017	Actual Revenue FY 2018	Budgeted Revenue FY 2019	Projected Revenue FY 2019	Estimated Revenue FY 2020	% Change to Estimated FY 2020
CHARGES FOR MUNICIPAL FACILITIES (Community Services):						
4540 Multi-Purpose Rental	18,740	20,608	23,000	13,001	15,000	15.38%
4541 Meeting Room Rental	11,171	7,906	11,000	7,501	7,500	-0.01%
4542 Gymnasium Rental	20,882	20,000	24,000	21,000	21,000	0.00%
4544 Recreational Programs	16,434	10,651	19,700	18,500	17,500	-5.41%
4545 Miscellaneous Revenue	25,886	6,770	-	-	-	26.47%
4546 Donations/Sponsorships	25,886	1,434	1,400	2,950	1,500	26.47%
4554 Park Rentals	-	14,063	22,200	13,000	13,000	0.00%
Total Charges For Municipal Facilities (Community Services)	118,999	81,432	101,300	75,951	75,500	-0.59%
MUNICIPAL COURT:						
4601 Municipal Court Fines	44,300	37,365	38,000	47,154	51,869	10.00%
4602 Traffic Violations Bureau	506,511	445,580	390,000	580,175	638,193	10.00%
Total Municipal Court	550,811	482,945	428,000	627,329	690,062	10.00%
4704 Investement Income	**162,158**	**131,186**	**200,000**	**212,279**	**200,000**	**-5.78%**
OTHER REVENUES:						
4425 WCDC Accounting Service Fee	-	3,300	3,600	3,600	3,600	
4459 BJC Agreement	-	-	85,445	29,495	176,800	0.00%
4604 Police Misc. Revenue	10,981	10,030	9,000	11,949	9,000	-24.68%
4606 Police Service Contract	49,933	51,431	52,974	52,588	53,639	2.00%
4608 False Alarm Charges	7,400	9,769	9,300	9,075	9,166	1.00%
4610 Copies of Police Reports	10,384	10,500	10,500	9,535	9,630	1.00%
4710 Misc. Non Operating Revenue	120,424	6,204	-	-	-	0.00%
4729 Miscellaneous Revenue	16,992	27,637	16,900	39,862	14,064	-64.72%
4723 Surplus Property	105,578	1,261	20,000	-	1,000	0.00%
4730 Reimbursements	-	157,641	92,900	91,804	80,000	-96.60%
4747 Police Reimbursements	68,623	67,127	57,932	51,493	50,000	-53.48%
4749 Inmate Security	-	-	5,000	6,766	5,000	-53.48%
4750 Law Enforcement Training (LET)	-	-	2,000	6,934	5,000	-53.48%
4751 Police Officer & Standard Training	-	-	5,000	-	-	-53.48%
4771 Sale of Fixed Assets	-	54,765	40,000	24,750	25,000	0.00%
Total Other Revenues	390,317	399,666	410,551	337,850	441,899	30.80%
Total Current Year's Revenue	15,218,026	15,537,425	15,458,475	15,803,459	15,969,939	1.05%
8000 Other Financing Sources	-	-	665,014	131,167	135,102	
TOTAL GENERAL FUND	**15,218,026**	**15,537,425**	**16,123,488**	**15,934,626**	**16,105,041**	1.07%

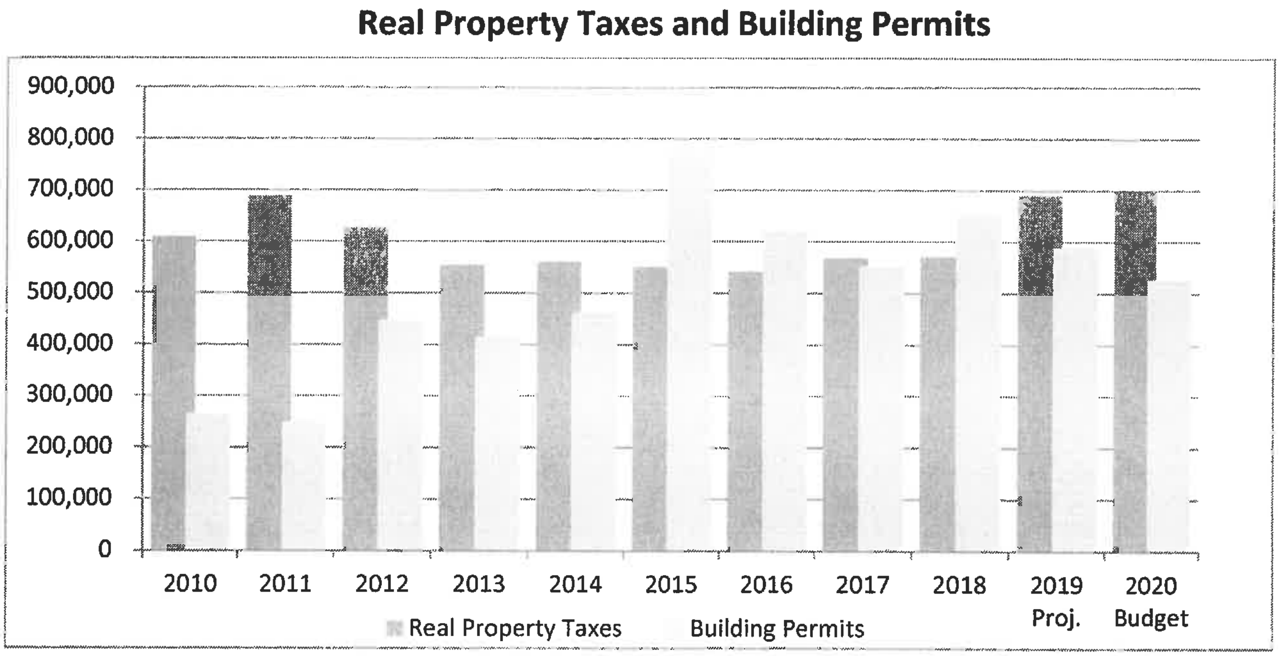
Communication: FY20 Preliminary Operating Budget (Unfinished Business)

FY 2020 GENERAL FUND REVENUES BY CLASS



REVENUE DESCRIPTION AND HISTORY

Fiscal Year 2020



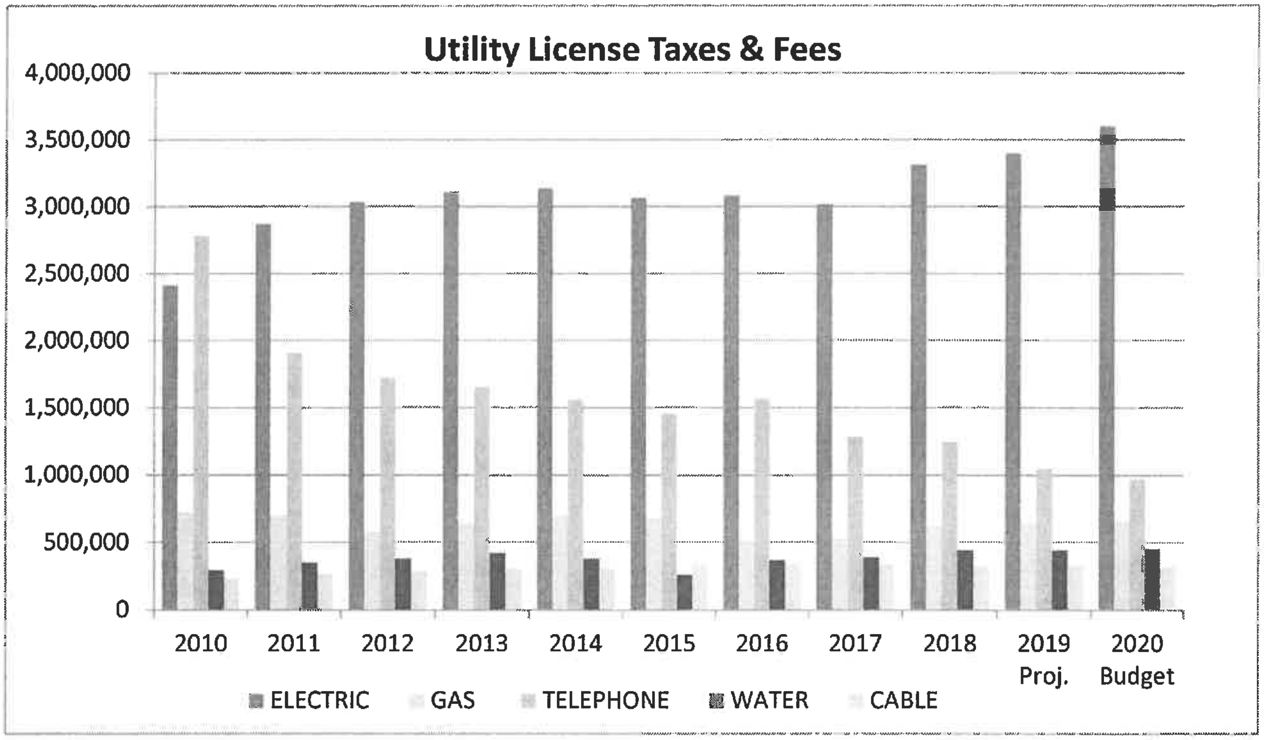
Real Property Taxes

In accordance with Missouri Statute - Chapter 148, Section 94.030 an ad valorem tax is levied on all real property within the boundaries of the City of Creve Coeur. The tax is based on the assessed valuation of property as established by the St. Louis County Assessor. The County assesses the property as follows: Residential 19%, Agriculture 12%, Commercial/Industrial 32%. The City's current operating budget levy per $100 of assessed value is .083 cents per residential and .083 cents for commercial property. Real estate property taxes are billed and collected by the county collector's office and subsequently remitted to the City. Reassessment of property values occurs in odd numbered years. The total FY 2020 revenue is estimated at $696,369. This estimate is based upon an estimated increase in assessed valuation, therefore, decreasing tax rates for 2019.

Building Permits

In accordance with Title V of City Code of Ordinances a permit fee is required for all construction or alterations to all structures within the City. Per City Ordinance a fee of $6.00 per $1,000 of construction value for residential and commercial was established. The cost of the permit includes all inspection fees. FY 2020 revenues are estimated at $525,000 based upon development projections.

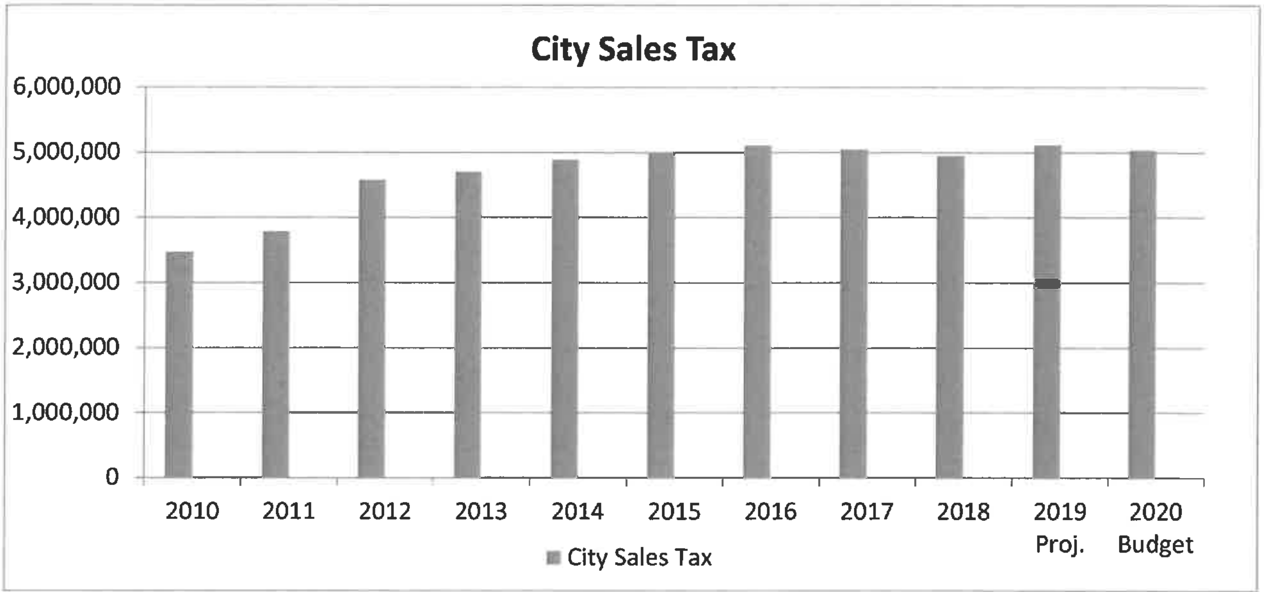
Fiscal Year	Real Property Taxes	Building Permits
2010	608,082	263,544
2011	686,693	247,741
2012	624,866	446,640
2013	553,207	413,804
2014	558,972	461,715
2015	549,217	778,984
2016	540,881	618,616
2017	565,888	550,801
2018	569,870	648,249
2019 Proj.	689,475	587,274
2020 Budget	696,369	525,000



Utility License Fees

In accordance with Chapter 635 of the City Code of Ordinances a tax is levied on the utility gross receipts from business within the City of Creve Coeur. The gross receipt tax rate was increased from 7.0% of monthly gross receipts for commercial to 8% in November 2018. Residential Electric was increased March 2019 from 5.5% to 7%. Significant changes in the revenue are detailed below. FY 2020 revenues are based upon a full year of the increased rates.

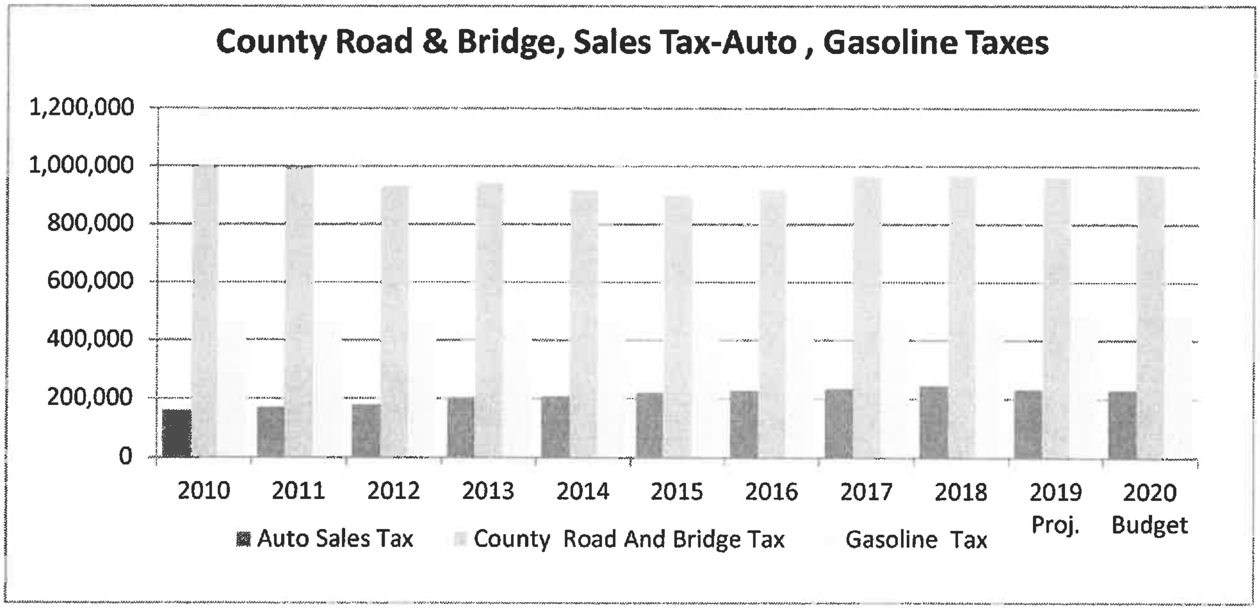
			TAXES & LICENSE FEES		
Fiscal Year	**ELECTRIC**	**GAS**	**TELEPHONE**	**WATER**	**CABLE**
2010	2,415,801	721,566	2,781,994	293,373	236,387
2011	2,872,390	698,686	1,907,914	350,970	266,929
2012	3,037,555	577,893	1,722,470	381,047	289,211
2013	3,110,606	635,295	1,656,356	420,182	304,133
2014	3,137,959	694,032	1,562,401	380,642	311,338
2015	3,069,232	673,046	1,457,574	261,093	338,596
2016	3,085,154	516,861	1,565,192	368,658	346,508
2017	3,019,789	535,069	1,282,109	390,060	335,699
2018	3,317,383	620,800	1,245,526	442,886	325,539
2019 Proj.	3,402,900	649,258	1,051,645	441,893	321,556
2020 Budget	3,602,900	659,258	967,513	453,893	317,694



City Sales Tax

In accordance with Chapter 145 of the City Code of Ordinances the city levies a $.0125 sales tax on all goods and commodities within the City limits. In accordance with Missouri State Statutes "A" cities are point of sale cities and "B" cities are pooled cities, meaning that sales tax collected are shared with other cities in the "B" pool on a per capita basis. The City of Creve Coeur is a point of sale city, except for areas annexed after June 1, 1990. The FY 2020 $.0125 point of sale revenue is estimated at $5,092,326 less $981,800 for sharing with "B" pooled cities. The "B" pooled areas of the City are expected to produce revenue of $931,617 for FY 2020. Therefore, total FY 2020 revenue is estimated at $5,042,143. The projections are based on a slight decrease in FY 2020.

Fiscal Year	City Sales Tax
2010	3,474,990
2011	3,786,291
2012	4,579,249
2013	4,702,872
2014	4,892,009
2015	4,998,086
2016	5,110,088
2017	5,050,621
2018	4,950,256
2019 Proj.	5,118,927
2020 Budget	5,042,143



County Road & Bridge Tax

In accordance withsection 137.558 RSMo and City Ordinance No. 1089, a tax is levied by the County and distributed directly to the City for each calendar tax year. The tax is based on the assessed valuation of real property, personal property and railroad property as established by the County Collectors office and subsequently remitted to the City. The tax is $.105/hundred assessed valuation. Reassessment of property values occurs in odd numbered years. Total FY 2019 revenue estimated at $963,295. The revenue estimates for 2020 are projected to increase slightly to $972,928. These revenues must be used for the improvement and repair of public roads, streets and bridges within the city, which are listed under the Street Maintenance Division.
There is $400,000 transferred out of the General Fund to the Capital Fund to cover street projects.

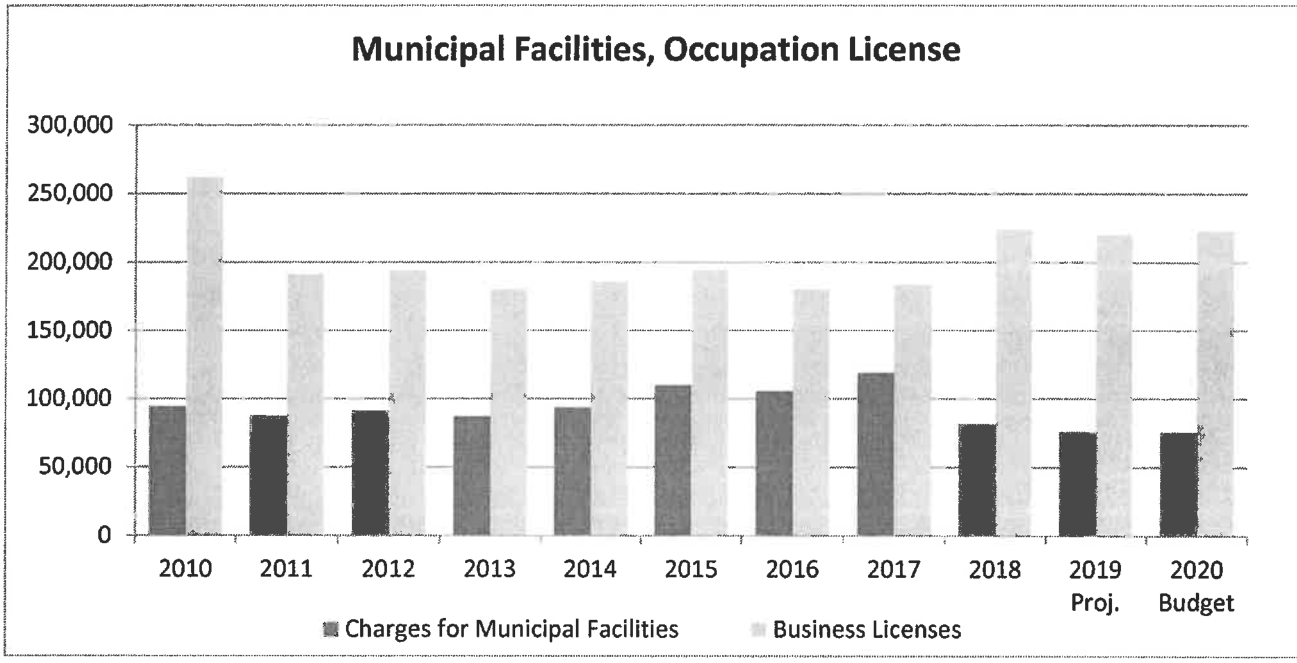
City Sales Tax - Auto

In accordance with Missouri Statute - 66.630 Revised, sales tax is collected by the State on motor vehicles. Taxes are distributed based on a formula set forth In sections 66.620 and 66.630. The FY 2019 revenue is estimated at $233,621. The projected FY 2020 revenues are estimated at $230,116. The FY 2020 revenues reflect stagnant sales tax collections.

Gasoline Tax

In accordance with Art 4 section 30(a) of the Missouri Constitution and City Ordinance No. 1048, a tax is imposed by the State on each gallon of motor fuel sold to provide funds for the construction, maintenance, repair, policing, signing, lighting and cleaning roads and streets and for the payment of indebtedness on account of road and street purposes. Fifteen percent of the tax is distributed to cities on a per capita basis. Currently the tax is $.17 per gallon of fuel. Collections are made by the State and remitted each month to the City. The FY 2019 revenue is estimated at $478,447 and based on an average monthly revenue stream of $40,083/month. The 2020 estimated revenues of $478,447 based primarily upon no change in projected travel.

Fiscal Year	Auto Sales Tax	County Road And Bridge Tax	Gasoline Tax
2010	161,669	995,166	461,007
2011	170,685	995,235	461,522
2012	179,163	931,686	454,903
2013	203,875	943,393	449,769
2014	208,569	916,689	454,765
2015	221,193	899,309	471,805
2016	229,531	920,432	473,937
2017	234,378	964,827	483,384
2018	245,103	965,524	477,353
2019 Proj.	233,621	963,295	478,447
2020 Budget	230,116	972,928	478,447



Charges for Municipal Facilities

In accordance with City Policy, the City charges fees for the usage of various City Facilities. These Facilities include the Multipurpose room, meeting rooms (2), and the Gymnasium. Charges for Municipal facilities also includes fees for recreation programs such as sports camps, tennis lessons, art and craft camps and other Recreation programs plus Miscellaneous Revenues. The 2020 revenues are based upon no anticipated growth.

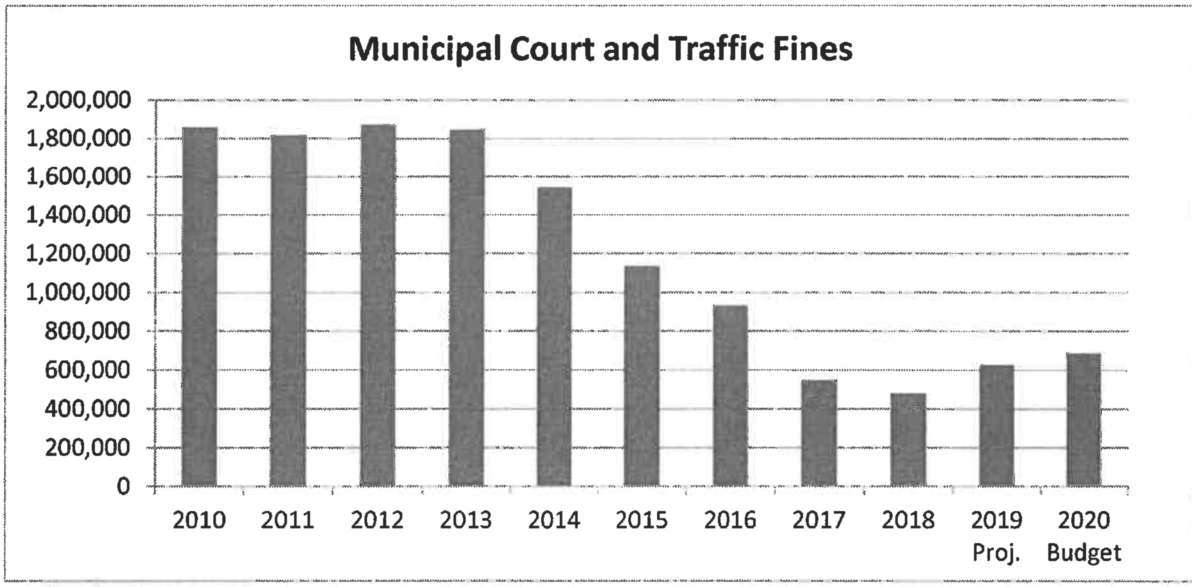
Business Licenses

In accordance with Chapter 605 of City Code of Ordinances a fee is charged all for-profit businesses operating in the City. The business license fee is based on the following:

Manufacturers/Warehouses	$20 per 1,000 square feet, or any portion thereof, rounded to the next highest 1,000 square feet.
Not for Profit Businesses	No fee is required.
All Other Businesses	$30 per 1,000 square feet, or any portion thereof, rounded to the next highest 1,000 square feet. These fees also pertain to massage licenses and permits.

The FY 2020 revenue is estimated at $222,930.

Fiscal Year	Charges for Municipal Facilities	Business Licenses
2010	94,334	261,947
2011	87,175	191,174
2012	91,142	194,108
2013	87,131	180,545
2014	93,749	186,032
2015	109,861	194,632
2016	105,417	180,631
2017	118,999	184,113
2018	81,432	223,858
2019 Proj.	75,951	220,722
2020 Budget	75,500	222,930

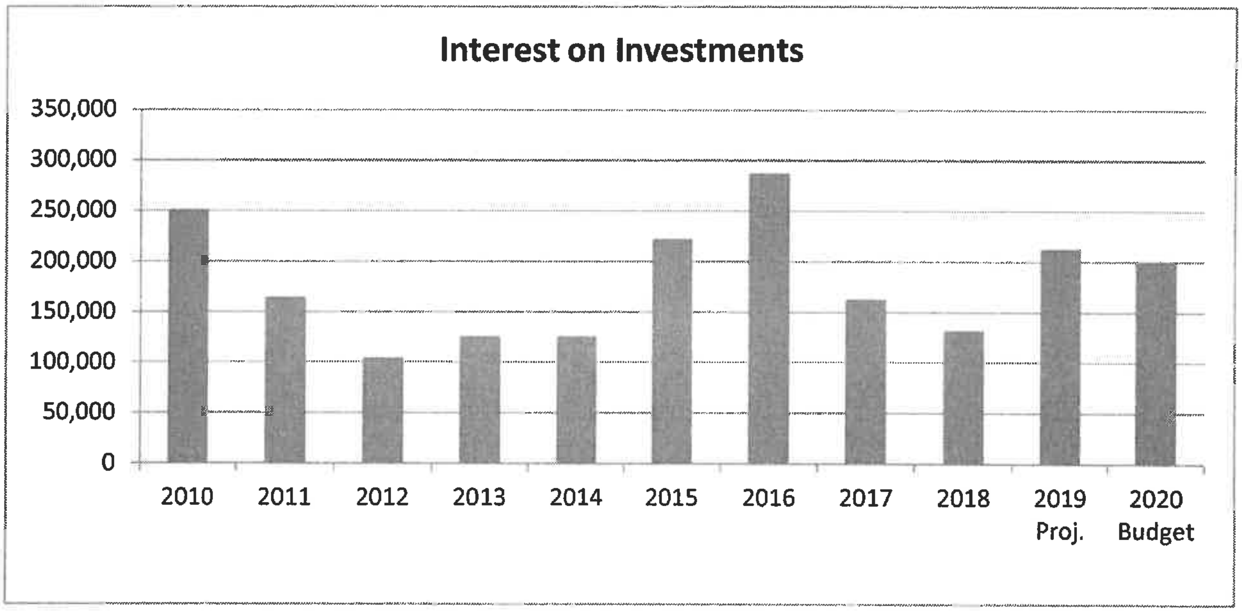


Municipal Court and Traffic Fines

Fines consists of two components.

In accordance with Chapter 135 of the City Code of Ordinances the City's Municipal Court Judge may assess fines and court costs for cases heard before the Court. In accordance with Chapter 135 of City Code of Ordinances, fines and costs are assessed for traffic violations in the City. The fine is based on the schedule listed in Article II, Section 16-87 of the City's Code of Ordinances. Traffic violations and Municipal Court Fines are estimated to be $627,329 for FY 2019.
Total FY 2020 revenue is estimated at $690,062. Revenues have increased due to an increase in violations being issued.

Fiscal Year	Municipal Court and Traffic Fines
2010	1,861,203
2011	1,817,655
2012	1,873,236
2013	1,847,565
2014	1,546,945
2015	1,137,912
2016	933,402
2017	550,811
2018	482,945
2019 Proj.	627,329
2020 Budget	690,062



Interest on Investments

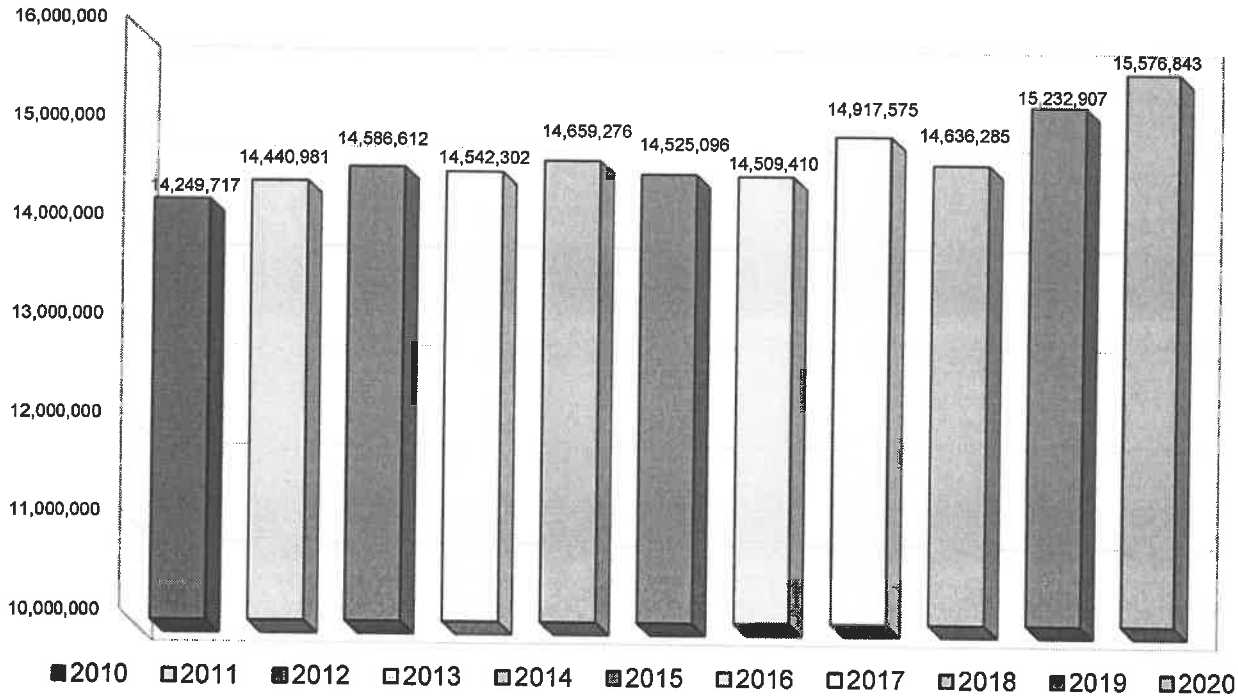
In accordance with Administrative policy, interest is earned on excess monies invested in Treasuries and/or agencies.
Total FY 2020 revenue is estimated at $200,000

Fiscal Year	Interest on Investments
2010	250,268
2011	163,728
2012	103,510
2013	125,273
2014	125,273
2015	221,639
2016	286,652
2017	162,158
2018	131,186
2019 Proj.	212,279
2020 Budget	200,000

EXPENDITURES

Fiscal Year 2020

GENERAL FUND - TOTAL EXPENDITURES



Fiscal Year		Total Expenditures	Amount of Change	Percent Change
2010		14,249,717	3,986	0.0%
2011		14,440,981	191,264	1.3%
2012		14,586,612	145,631	1.0%
2013		14,542,302	(44,310)	-0.3%
2014		14,659,276	116,974	0.8%
2015		14,525,096	(134,180)	-0.9%
2016		14,509,410	(15,686)	-0.1%
2017		14,917,575	408,166	2.8%
2018		14,636,285	(281,290)	-1.9%
2019	**Projected**	15,232,907	596,622	4.1%
2020	**Budgeted**	15,576,843	343,936	2.3%

Major causes of change:

FY 2010 An increase of 0% occurred in FY 2010. Normal increases in personnel costs and benefits occurred. These increases were offset by a reduction in positions. 4.5 positions were eliminated for FY 2010. In addition vacancies in the PD due to military service reduced cost. Finally there was no increase in refuse and recycling cost in 2010 because the CPI decreased. maintenance.

FY 2011 A small increase of 1.3% occurred in FY 2011. This small increase resulted primarily from a wage freeze. In addition vacancies and turnover in several departments reduced costs. In addition health Insurance did not increase as much as projected.

GENERAL FUND EXPENDITURES (continued)

FY 2012	A 1.0% increase in expenditures occurred FY 2012. Normal increases for salary and benefits occurred in FY 2012. Pension costs increased dramatically but were offset by personal vacancies, savings in snow removal, and health insurance.
FY 2013	A 0.3% decrease in expenditures occurred in FY 2013. Normal increases for salary and benefits occurred in FY 2013. Pension costs decreased and vacancies in Personnel kept the personnel cost down. Health insurance premiums only increased by 4%.
FY 2014	Overall expenses increased by 0.8% in FY 2014. Personnel costs increased due to annual salary increase and salary adjustments for market equity, and benefit costs except for Pension increased. Personnel vacancies, especially in Police, and reduced pension costs offset increases. Also red light safety program costs were reduced due to suspension of the program. Costs for temporary workers increased but were offset by elimination of PT employees.
FY 2015	Overall expenses decreased by 0.9% in FY 2015. Personnel costs increased due to annual salary increases, salary adjustments and increased benefit costs. Snow removal costs increased dramatically due to the harsh winter. Comp Plan costs increased in 2015. Suspension of the red light safety program for the entire year in 2015 offset these increases. Also, vacancies and retirements reduces some costs.
FY 2016	Overall expenses decreased by 0.1% in FY 2016. Personnel costs increased due to annual salary increases, salary adjustments and increased benefit costs. In addition 2 new positions were added, one in PW Admin and one in Building Inspection. Costs were reduced primarily due to the new refuse/recycling contract which reduced costs about one-third.
FY 2017	Overall expenses increased by 2.8% in FY 2017. Personnel costs increased due to annual salary increases, salary adjustments and increased benefit costs.
FY 2018	Overall expenses decreased 1.9% in FY 2019. Personnel costs increased due to annual salary increases, salary adjustments and increased benefit costs. However, a few positions were not filled when they became vacant. Building maintenance also decreased substantially due to a major repair in FY2017.
FY 2019	Overall expenses are anticipated to increase by 4.1% in FY 2019. Salary increases include a 3% increase and approximately 6.0% increase in benefit costs. A commercial building inspector was hired for the BJC project (contractual agreement) for two months. Refuse collections increased 4%. Several expensive emergency repairs were made to the Government Center. Capital expenditures increased 65% in the police department due to an increase in police vehicle expenditures. However, 1 vehicle was purchased due to a totalled vehicle. And most of the financial software purchase occurred in FY 2019.
FY 2020	Overall expenses are anticipated to increase by 2.26% in FY 2020. Salary increases include a 3% increase and approximately 4.25% increase in benefit costs; however, two full-time positions were eliminated. A contractual agreement with BJC ($176,800) was anticipated for a full year.

GENERAL FUND
SUMMARY OF DEPARTMENTAL APPROPRIATIONS
BY MAJOR EXPENDITURE CATEGORY
FOR FISCAL YEAR ENDING JUNE 30, 2020

DEPARTMENT/DIVISION	Personnel Services	Operating Expense	Capital Outlay	Total
Legislative Services	165,336	74,543	-	239,879
Legal Services	-	208,168	-	208,168
Administrative Services	572,427	76,456	600	649,483
Information Systems	102,787	137,571	-	240,358
Finance Department	449,682	69,040	800	519,522
Municipal Court	217,888	46,301	3,200	267,389
Insurance, Benefits, Non-Depart.	204,927	312,798	-	517,725
Community Services	87,537	36,719	600	124,856
Municipal Property	158,468	194,723	10,000	363,191
Police Department - Administration	900,484	676,413	3,950	1,580,847
Police Department - Investigations	770,425	29,068	5,140	804,633
Police Department - Patrol	4,397,716	214,549	236,253	4,848,518
Public Works Administration	481,758	36,630	1,000	519,388
Street Maintenance	790,454	830,676	21,200	1,642,330
Health & Welfare	-	799,400	-	799,400
Parks Maintenance	242,208	218,937	36,000	497,145
Planning Department	438,455	43,367	300	482,122
Building Department	1,045,037	226,502	350	1,271,889
Totals	11,025,590	4,231,861	319,393	15,576,843
Transfers To Other Funds	-	-	-	-
TOTAL GENERAL FUND	**11,025,590**	**4,231,861**	**319,393**	**15,576,843**

CITY OF CREVE COEUR
ALL DEPARTMENTS FOR GENERAL FUND-FY19

ACCOUNT NUMBER AND DESCRIPTION	2019 Budget	2019 Projected	2020 Request	% Change From Budget	% Change From Projected
5101 Salaries, Permanent Empl.	6,781,742	6,730,784	6,704,164	-1.14%	-0.40%
5102 Salaries, Temporary Empl.	173,538	144,128	165,714	-4.51%	14.98%
5103 Overtime	143,900	159,915	145,825	1.34%	-8.81%
5104 Vacation Pay	44,506	34,624	23,483	-47.24%	-32.18%
5105 Longevity Pay	50,224	44,455	38,848	-22.65%	-12.61%
5106 Holiday Pay	134,014	120,500	124,150	-7.36%	3.03%
5107 Uniform Allowance	59,184	56,728	13,400	-77.36%	-76.38%
5109 Provision for Salary Adj.	144,871	0	168,674	16.43%	0.00%
5110 Auto Allowance	18,000	16,320	16,320	-9.33%	0.00%
5111 Cell Phone Allowance	3,444	3,222	3,000	-12.89%	-6.89%
5230 Hospital & Medical Insurance	1,141,293	1,074,608	1,119,985	-1.87%	4.22%
5231 Self Insured Medical Benefits	9,600	13,450	14,550	51.56%	8.18%
5233 Dental Insurance	53,180	46,056	43,679	-17.87%	-5.16%
5234 Group Life Insurance	24,858	23,786	24,716	-0.57%	3.91%
5235 Accidental Death & Dismem.	5,795	4,870	5,041	-13.02%	3.51%
5236 Disability Insurance	17,475	17,331	20,951	19.89%	20.89%
5240 Social Security Contribution	577,274	559,269	566,378	-1.89%	1.27%
5241 Pension Contribution	1,595,090	1,587,383	1,531,176	-4.01%	-3.54%
5242 Deferred Retirement Comp.	18,128	17,605	18,340	1.17%	4.17%
5243 Worker's Compensation Ins.	235,984	219,427	230,396	-2.37%	5.00%
5244 Unemployment Comp.	5,000	13,110	12,800	156.00%	-2.36%
5246 Insurance Deductible	28,000	34,000	34,000	21.43%	0.00%
6201 Legal Services	216,822	218,500	224,960	3.75%	2.96%
6202 Technical & Personal Services	709,757	684,163	693,088	-2.35%	1.30%
6203 Professional Services	130,746	131,954	279,326	113.64%	111.68%
6204 Planning & Design Services	20,000	10,000	15,000	-25.00%	50.00%
6207 Temporary Personnel Services	124,300	124,300	158,550	27.55%	27.55%
6209 Accounting Services	26,500	26,210	27,000	1.89%	3.01%
6210 Vehicle Maintenance	91,015	83,700	90,900	-0.13%	8.60%
6211 Equipment Maintenance	79,280	87,552	77,366	-2.41%	-11.63%
6212 Building & Ground Maint.	333,992	307,150	315,694	-5.48%	2.78%
6213 Office Equipment Maint.	142,864	133,779	142,782	-0.06%	6.73%
6214 Refuse Collections	775,000	765,000	796,000	2.71%	4.05%
6215 Weed Cutting/Tree Removal	1,000	3,500	3,000	200.00%	-14.29%
6216 Larviciding	4,000	3,000	3,400	-15.00%	13.33%
6220 Liability Insurance	81,082	86,000	85,000	4.83%	-1.16%
6222 Pub. Officials Liab.Ins.	33,091	32,731	33,775	2.07%	3.19%
6223 Tappemeyer House.	6,000	10,153	10,152	69.20%	-0.01%
6225 Surety Bonds	1,613	1,699	1,750	8.51%	3.00%
6226 Property & Auto Insurance	52,164	49,831	50,000	-4.15%	0.34%
6230 Farmers Market	4,150	4,150	4,150	0.00%	0.00%
6250 Electricity	106,000	103,000	103,000	-2.83%	0.00%
6251 Street Lighting	139,857	140,000	140,000	0.10%	0.00%
6252 Natural Gas	14,500	15,200	15,200	4.83%	0.00%
6253 Telephone	72,571	65,139	68,379	-5.78%	4.97%
6254 Water & Sewer	74,000	100,375	88,000	18.92%	-12.33%
6255 Cable TV	7,844	7,840	7,840	-0.05%	0.00%
6260 Advertising	6,950	6,440	7,700	10.79%	19.57%
6261 Education & Training	48,394	43,522	47,160	-2.55%	8.36%

Communication: FY20 Preliminary Operating Budget (Unfinished Business)

CITY OF CREVE COEUR
ALL DEPARTMENTS FOR GENERAL FUND-FY19

ACCOUNT NUMBER AND DESCRIPTION	2019 Budget	2019 Projected	2020 Request	% Change From Budget	% Change From Projected
6262 Dues, Memberships & Subsc.	27,240	34,825	37,050	36.01%	6.39%
6263 Election Expense	12,000	8,300	9,000	-25.00%	8.43%
6264 In Town Meetings	15,440	14,183	15,139	-1.95%	6.74%
6265 Travel & Conferences	62,574	44,820	60,915	-2.65%	35.91%
6266 Equipment Rental	8,080	9,082	8,300	2.72%	-8.61%
6269 Postage	38,500	38,500	38,500	0.00%	0.00%
6271 Medical	14,408	12,868	12,727	-11.67%	-1.10%
6272 Employee Relations	9,550	9,550	9,550	0.00%	0.00%
6281 5K Run Expenses	6,850	6,850	6,850	0.00%	0.00%
7301 Chemicals & Cleaning	6,200	5,300	6,300	1.61%	18.87%
7302 Small Tools	15,230	11,980	11,420	-25.02%	-4.67%
7303 Horticultural Supplies	40,000	36,000	42,000	5.00%	16.67%
7304 General Supplies	49,975	37,974	40,525	-18.91%	6.72%
7305 Street and Sidewalk Maintenance	60,000	30,000	60,000	0.00%	100.00%
7306 Memorials & Plaques	2,175	1,800	1,800	-17.24%	0.00%
7307 Gasoline & Mileage	114,480	119,105	119,380	4.28%	0.23%
7308 Wearing Apparel & Linen	24,032	23,042	52,378	117.95%	127.32%
7309 Food For Prisoners	800	800	800	0.00%	0.00%
7310 Snow Removal Supplies	58,000	58,000	81,000	39.66%	39.66%
7311 Street Signs	19,500	19,500	19,500	0.00%	0.00%
7312 Office Supplies	31,000	31,000	31,000	0.00%	0.00%
7313 Range Supplies	16,050	16,107	12,885	-19.72%	-20.01%
7314 Crime Prevention	3,700	3,894	3,700	0.00%	-4.99%
7315 Special Events	16,600	11,300	15,100	-9.04%	33.63%
7317 SLAIT Wellness	0	0	0	0.00%	0.00%
7318 Small Storm Water Projects	25,000	15,000	15,000	-40.00%	0.00%
7331 Computer Hardware	20,540	18,150	28,360	38.07%	56.25%
7332 Computer Software	126,396	126,050	3,510	-97.22%	-97.22%
9501 Buildings & Improvements	0	0	0	0.00%	0.00%
9502 Vehicles	132,300	129,691	147,040	11.14%	13.38%
9503 Equipment	179,186	182,909	164,103	-8.42%	-10.28%
9504 Office Equipment	19,088	9,868	6,250	-67.26%	-36.66%
9505 Office Machines	0	0	2,000	0.00%	0.00%
	15,723,488	15,232,907	15,576,842	-0.93%	2.26%

Communication: FY20 Preliminary Operating Budget (Unfinished Business)

GENERAL GOVERNMENT EXPENDITURES

Fiscal Year 2020

LEGISLATIVE DEPARTMENT

Mission Statement
Establish citywide policies protecting and promoting the health, safety, and general welfare of the community.

DESCRIPTION

Mayor and Council
The Mayor and City Council are elected by the citizens. The Mayor is elected at large for a three-year term. Eight (8) Council Members are elected to three-year terms. The members of the City Council elect one (1) member to serve as President of the City Council each year.

City Clerk
The City Clerk is charged with the responsibility of keeping the journal of Council proceedings, as well as authenticating and recording all ordinances and resolutions passed by the Council. The City Clerk retains custody of the City seal and is the official custodian of all legal papers, records and documents. The City Clerk administers oaths or affirmations, is responsible for the codification of city ordinances, and coordinates all city elections.

The City Clerk maintains records and ordinances, archives with a proper indexing system, researches city records for attorneys, businesses, and residents and provides information to city staff members on various subjects.

Objectives
- Maintain city records in compliance with state law and the Missouri municipal records manual.
- Provide for public access to meetings and official records in accordance with the city's adopted policy in compliance with the open meetings and records law of the state of Missouri.
- Ensure notification to citizens of scheduled public hearings and meetings in accordance with adopted city policy.
- Provide secretarial support to the Mayor and City Council in an efficient manner to ensure Council effectiveness.
- Work with the City Administrator and staff to ensure Council meeting agendas are prepared and delivered on time and ensure all items of business requiring Council action are included on the agenda with appropriate supportive information provided to the Council.

Budget Highlights
- Acct. 5102 – Decrease due to less hours scheduled for temporary intern to assist with archiving city records ($5,280).
- Acct. 6203 – April election expenses ($9,000).
- Acct. 9504 – Agenda management software support and maintenance fees ($11,355).

Fund: 01
Dept: 11-12

LEGISLATIVE SERVICES

	Actual Expenditures FY 2017	Actual Expenditures FY 2018	Budgeted Expenditures FY 2019	Projected Expenditures FY 2019	Estimated Requirements FY 2020
PERSONNEL SERVICES:					
5101 Salaries, Permanent Empl.	122,290	157,457	123,641	126,190	125,200
5102 Salaries, Temporary Empl.	3,020	3,920	8,800	8,800	5,280
5103 Overtime	-	333	-	-	-
5104 Vacation Pay	2,189	1,499	1,672	1,223	1,575
5105 Longevity Pay	-	513	-	-	-
5109 Provision for Salary Adj.	-	-	1,548	-	1,992
5110 Auto Allowance	-	-	1,200	1,200	1,200
5111 Cell Phone Allowance	-	-	600	600	600
5230 Hospital & Medical Insurance	5,521	11,093	5,744	5,744	5,975
5231 Self Insured Medical Benefits	-	-	600	600	600
5233 Dental Insurance	927	1,311	715	837	760
5234 Group Life Insurance	734	819	288	288	300
5235 Accidental Death & Dismem.	54	117	57	57	60
5236 Disability Insurance	206	307	230	230	255
5240 Social Security Contribution	9,333	12,338	10,516	10,558	10,393
5241 Pension Contribution	6,744	18,271	6,615	6,515	6,540
5243 Worker's Compensation Ins.	290	238	4,628	4,386	4,606
Total Personnel Services	151,308	208,215	166,854	167,228	165,336
OPERATING EXPENSES:					
6201 Legal Services	190,488	171,266	-	-	-
6202 Technical & Personal Services	1,378	1,932	5,995	2,750	3,200
6203 Professional Services	12,364	14,788	12,000	7,075	7,000
6213 Office Equipment Maint.	-	-	11,355	11,355	11,355
6253 Telephone	444	444	-	-	-
6260 Advertising	542	530	700	500	500
6261 Education & Training	2,599	556	900	100	100
6262 Dues, Memberships & Subsc.	9,114	8,187	10,000	9,789	10,000
6263 Election Expense	23,704	11,901	12,000	8,300	9,000
6264 In Town Meetings	7,636	7,359	8,288	8,288	8,288
6265 Travel & Conferences	1,587	2,260	10,900	5,453	8,700
7304 General Supplies	30	732	900	700	700
7306 Memorials & Plaques	806	196	975	600	600
7307 Gasoline & Mileage	50	-	-	-	-
7315 Special Events	13,581	14,484	16,600	11,300	15,100
Total Operating Expenses	264,321	234,637	90,613	66,210	74,543
CAPITAL OUTLAY:					
9504 Office Equipment	11,434	10,883	525	528	-
Total Capital Outlay	11,434	10,883	525	528	-
TOTAL LEGISLATIVE SERVICES	**427,063**	**453,734**	**257,992**	**233,966**	**239,879**

Capital Outlay Detail	Annual
9504 Office Equipment	
(Nothing Budgeted)	-
Total Account 9504	-
TOTAL CAPITAL IMPROVEMENTS	-

LEGAL DEPARTMENT

DESCRIPTION

City Attorney

The City Attorney reports to the City Administrator and advises the Mayor, City Council, City Administrator and staff concerning questions of law relating to their official duties or matters affecting the city. The City Attorney also examines all contracts, deeds and bonds and drafts ordinances at the request of the City Administrator. The City Attorney represents the city in legal matters and performs other legal duties as the City may request or require. The City Attorney works as an independent contractor.

Objectives

- Keep City Administrator, Mayor, City Council, and appropriate staff informed about pending matters and pertinent changes in law.
- Timely attend to legal needs of the City of Creve Coeur.
- Attend meetings as directed.
- Represent the City of Creve Coeur in a disciplined and ethical manner.

City Prosecutor

As part of the Law Department, the City Prosecutor and Alternate City Prosecutor report to the City Attorney and the City Administrator and prosecute city ordinance violations. An Administrative Assistant to Prosecutor provides support to the City Prosecutor and Special Prosecutor. The prosecutors and the Administrative Assistant serve as independent contractors.

Objectives

- Review, prosecute and try Municipal Court cases in compliance with applicable City ordinances and state laws.
- Prosecute cases forwarded to St. Louis County Circuit Court for jury trial or Trial De Novo.
- Communicate effectively and clearly with a diverse population.
- Represent the City of Creve Coeur in a disciplined and ethical manner.
- Maintain records in appropriate manner and handle public requests for documents.

Budget Highlights

- Accts. 5101 through 5243 – Decrease in salary and benefits due to the elimination of one full-time Administrative Assistant to Prosecutor/Records Associate position following a department vacancy. The position was outsourced to an independent contractor after the FY19 budget adoption.
- Acct. 6201 – Independent contractor fees for legal services associated with City Attorney, City Prosecutor, Special Prosecutor and Administrative Assistant to Prosecutor ($195,000).
- Acct. 6262 – Prosecuting Attorney subscription fees associated with REJIS Prosecuting Attorney Management Software (PAMS) licensing, document imaging storage, mobile ticketing interface and satellite office connection ($8,208).

Fund: 01
Dept: 12-10

LEGAL SERVICES

	Actual Expenditures FY 2017	Actual Expenditures FY 2018	Budgeted Expenditures FY 2019	Projected Expenditures FY 2019	Estimated Requirements FY 2020
PERSONNEL SERVICES:					
5101 Salaries, Permanent Empl.	-	-	48,012	-	-
5102 Salaries, Temporary Empl.	-	-	-	-	-
5103 Overtime	-	-	500	-	-
5104 Vacation Pay	-	-	-	-	-
5105 Longevity Pay	-	-	864	-	-
5109 Provision for Salary Adj.	-	-	1,437	-	-
5230 Hospital & Medical Insurance	-	-	10,610	-	-
5233 Dental Insurance	-	-	328	-	-
5234 Group Life Insurance	-	-	860	-	-
5235 Accidental Death & Dismem.	-	-	27	-	-
5236 Disability Insurance	-	-	145	-	-
5240 Social Security Contribution	-	-	3,887	-	-
5241 Pension Contribution	-	-	12,462	-	-
5243 Worker's Compensation Ins.	-	-	1,565	-	-
Total Personnel Services	-	-	80,698	-	-
OPERATING EXPENSES:					
6201 Legal Services	-	-	189,907	194,500	199,960
6203 Professional Services	-	-	600	-	-
6261 Education & Training	-	-	-	-	-
6262 Dues, Memberships & Subsc.	-	-	245	8,658	8,208
6264 In Town Meetings	-	-	300	-	-
6265 Travel & Conferences	-	-	3,610	-	-
7304 General Supplies	-	-	1,000	-	-
7306 Memorials & Plaques	-	-	-	-	-
7307 Gasoline & Mileage	-	-	200	-	-
Total Operating Expenses	-	-	195,862	203,158	208,168
CAPITAL OUTLAY:					
9504 Office Equipment	-	-	1,523	-	-
Total Capital Outlay	-	-	1,523	-	-
TOTAL LEGISLATIVE SERVICES	**-**	**-**	**278,083**	**203,158**	**208,168**

Capital Outlay Detail	Annual
9504 Office Equipment	
(Nothing Budgeted)	
Total Account 9504	-
TOTAL CAPITAL IMPROVEMENTS	-

ADMINISTRATIVE SERVICES DEPARTMENT

Mission Statement
Ensure the policies, programs and services of the city, as established by the City Council, are implemented in an effective and efficient manner.

Description
The Mayor and City Council appoint the City Administrator to oversee the day-to-day operations of the city, provide recommendations to the City Council on policy matters, and provide direction and leadership to city departments. In addition, Administrative Services provides human resources to all departments, benefits administration and policy analysis.

The department consists of the City Administrator, Assistant City Administrator, Public Information Officer & Management Analyst, and Human Resources Generalist. The Administrative Services Department has one additional divisions: Information Systems.

Performance and Workload Measures

	FY 2017	FY 2018	Projected FY 2019	Estimated FY 2020
PERSONNEL				
Average Years of Service, All Full-Time Employees	11.5	11.3	10.4	11
Percentage of Full-Time Turnover, All	10.1%	10.1%	9%	9%
Percentage of Full-Time Turnover, Sworn Only	12%	12%	4%	6%
Number of New Employee Orientations, All	20	24	30	30
Number of Employee Candidate Interviews Conducted, Non-Sworn Only	41	34	37	37
Percentage of New Full-Time Employees Still Employed 12 months from Hire Date	92.3%	95%	92.8%	95%
Number of Employee Training & Events Provided	20	18	19	19
COMMUNICATIONS				
External Survey, Percentage of Residents Rating Overall Satisfaction with Resident Newsletter as Very Satisfied and Satisfied*	N/A	88%	N/A	N/A
Website Visits, External	220,914	214,297	215,000	215,000
Press Releases	83	88	90	90
Facebook Posts	311	205	215	215
Twitter Posts	201	199	200	200
Videos Posted to Website/YouTube	5	3	4	4
Business Newsletter Open Rate	25.3%	28%	35%	35%
Business Newsletter Click-Through Rate	8.4%	12%	12.5%	12%

**Triennial Resident Survey conducted in FY 2018.*

Service Standards
- Provide relevant and timely information and recommendations to the Mayor and City Council to assist in decision making. Weekly CA Reports are provided every Friday and council meeting packets are provided Thursday prior to Council meetings.
- Provide administrative function for all employee benefits, including selection and service for healthcare, dental, life, disability, pension, and deferred compensation plans.
- Maintain up-to-date employee records on all full-time and part-time employees.

Fund: 01
Dept: 12-11

- Be responsive to the human resource needs of the operating departments and provide the necessary resources to meet service provision goals. In particular, provide responses on policy questions and personnel requests within 24 to 48 hours.
- Publish monthly citizen newsletter for delivery to residents by the fifth day of the month.
- Produce monthly electronic newsletter for city businesses.
- Maintain effective media relations with reporters covering the city, issue press releases, and monitor press coverage received by the city on a daily basis.
- Keep information posted to the website up-to-date at all times.

Objectives

- Continue to review and improve performance measurement benchmark indicators for key city services to enable the city to track its operations and effectiveness over time and improve service quality.
- Provide recognition of exceptional employee performance. Continue employee of the quarter and employee of the year programs to recognize employees and improve morale.
- Continue development of website to provide more interactive elements.
- Continue to provide high employee benefits while balancing employee/city costs.
- Continue to improve the overall quality of informational publications offered by the city.

Budget Highlights

- Acct. 6203 – Increase due to a Memorandum of Understanding among the St. Louis Economic Development Partnership, the Donald Danforth Plant Science Center, the Jewish Community Center, the City of Olivette and the City of Creve Coeur for a joint branding marketing for the 39 North District area which commenced during FY19 and will continue in FY20 ($5,000).
- Acct. 6213 – Decrease in Office Equipment Maintenance expenses due to postponement of purchase in FY19 for the purchase applicant tracking software until after November 2020 election ($7,000).
- Acct. 6260 – Advertising in public schools through Peach Jar for city events and news per Strategic Plan ($500).
- Acct. 9504 – Increase to replace photography camera for Public Information Officer and Management Analyst ($600).

ADMINISTRATIVE SERVICES

	Actual Expenditures FY 2017	Actual Expenditures FY 2018	Budgeted Expenditures FY 2019	Projected Expenditures FY 2019	Estimated Requirements FY 2020
PERSONNEL SERVICES:					
5101 Salaries, Permanent Empl.	364,677	374,956	367,480	363,000	380,637
5102 Salaries, Temporary Empl.	-	398	2,000	60	-
5103 Overtime	-	-	-	-	-
5104 Vacation Pay	-	-	-	-	-
5105 Longevity Pay	1,056	1,056	1,056	1,056	1,056
5109 Provision for Salary Adj.	-	-	5,376	-	4,980
5110 Auto Allowance	6,600	6,600	6,600	6,600	6,600
5230 Hospital & Medical Insurance	23,726	14,079	11,488	11,900	18,135
5231 Self Insured Medical Benefits	-	-	1,800	1,650	1,950
5233 Dental Insurance	1,597	940	960	635	800
5234 Group Life Insurance	1,116	1,146	1,136	1,165	1,210
5235 Accidental Death & Dismem.	223	226	1,141	270	280
5236 Disability Insurance	696	719	232	232	1,175
5240 Social Security Contribution	24,199	25,433	29,262	28,360	30,085
5241 Pension Contribution	81,797	73,984	84,158	86,660	95,321
5242 Deferred Retirement Comp.	-	17,348	18,128	17,605	18,340
5243 Worker's Compensation Ins.	812	786	11,916	11,294	11,858
Total Personnel Services	506,500	517,670	542,734	530,487	572,427
OPERATING EXPENSES:					
6202 Technical & Personal Services	394	212	360	492	744
6203 Professional Services	77,062	58,330	70,246	52,124	50,051
6253 Telephone	668	1,102	1,320	1,320	1,320
6260 Advertising	817	1,147	1,300	1,650	2,100
6261 Education & Training	1,788	100	1,800	1,678	1,800
6262 Dues, Memberships & Subsc.	4,485	6,875	6,485	6,019	6,735
6264 In Town Meetings	2,078	1,846	1,569	1,429	1,700
6265 Travel & Conferences	5,174	6,369	8,070	4,410	8,130
6271 Medical	3,645	3,561	3,325	3,325	3,326
7304 General Supplies	661	401	500	350	500
7307 Gasoline & Mileage	-	41	200	-	50
Total Operating Expenses	96,771	79,984	95,175	72,797	76,456
CAPITAL OUTLAYS:					
9504 Office Equipment	593	-	7,000	-	600
Total Capital Outlay	593	-	7,000	-	600
TOTAL ADMINISTRATIVE SERVICES	**603,864**	**597,654**	**644,909**	**603,284**	**649,483**

ADMINISTRATIVE SERVICES
CAPITAL OUTLAY

Capital Outlay Detail	Annual
9504 Office Equipment	
Replacement Camera-PIO	600
Total Account 9504	600
TOTAL CAPITAL OUTLAY	**600**

ADMINISTRATIVE DEPARTMENT - INFORMATION SYSTEMS DIVISION

Mission Statement

The Information Systems Division (IS) seeks to develop, implement, support, and manage computing, networking, and telecommunication services as effectively and efficiently as possible and provides reliable technological resources enhancing the efficiency of the provision of city services.

Description

FY 2020 will see the continued partnership with an IT management contracting company in conjunction with a city IS employee to manage and facilitate IS services for the city. There will be a full-time Information Systems Coordinator and an Information Technology Contractor. Primary functions include the following: managing the effective use of the city's computer, telecommunications, and electronic office automation resources; improving organizational productivity, customer service, and access to information; maintaining the local and wide area networks; maintaining computer related items including servers, computers, printers, peripherals, telecommunications equipment, and other related technology; maintaining knowledge of current technology and security as well as an in-depth awareness of emerging technology and products in order to determine appropriate specifications for equipment; securing and administering leases, licenses, and maintenance agreements for the city's hardware, software, and peripherals.

Service Standards

- Provide responsive service to departments in the maintenance of computer hardware and software by responding to help desk calls within eight hours; 95% of requests are resolved within 24 hours. Calls for assistance from Police receive immediate priority.
- Complete maintenance of databases every 24 hours, five days a week.
- Complete telephone and voice mail issues within 24 hours, precluded service repairs performed by an outside agency which is arranged within 24 hours but may require additional time to be completed.
- Begin computer repair the same business day. Normal response and corrections within 12 to 24 hours.
- Act upon security attempts and virus attacks against the city as soon as the issue is known. Resolve issues of this nature without delay.

Objectives

- Maintain the network and computing systems for the city.
- Maintain telecommunications system, both voice mail and telephones, to ensure systems provide appropriate tools for the provision of quality customer services.
- Assist department personnel in evaluating technology needs and developing plans for implementing technology purchases. Coordinate all technology purchases to ensure the most efficient and effective use of city resources.

Budget Highlights

- Acct. 6202 – Information technology contract services ($47,900).
- Acct. 6213 – City website hosting through CivicPlus ($11,450).
- Acct. 6213 – Annual Google Apps subscription for email, email archiving and file storage ($15,400).
- Acct. 7331 – Twelve (12) desktops: one (1) in Administration, one (1) in Public Works, two (2) in Recreation, five (5) in Police, two (2) in Community Development, one (1) in Courts (total $18,000).
- Acct. 7331 – One (1) laptop in Community Development ($2,200).
- Acct. 7331 – Four (4) Ipads for refresh on older iPads for building inspectors ($2,720).
- Acct. 7331 – Three (3) Wi-Fi only iPads for public works foremen ($1,500).
- Acct. 7332 – Enterprise software, encumbrance from FY18 and carried over into FY20 ($120,296).

FUND: 01
DEPT: 12-51

INFORMATION SYSTEMS

	Actual Expenditures FY 2017	Actual Expenditures FY 2018	Budgeted Expenditures FY 2019	Projected Expenditures FY 2019	Estimated Requirements FY 2020
PERSONNEL SERVICES:					
5101 Salaries, Permanent Empl.	62,172	65,969	65,969	68,285	68,285
5103 Overtime	914	1,196	1,500	325	
5104 Vacation Pay	4,920	2,533	2,826	2,622	1,351
5105 Longevity Pay	-	-	-		
5109 Provision for Salary Adj.	-	-	1,980		2,119
5230 Hospital & Medical Insurance	15,395	15,703	16,017	16,017	16,660
5233 Dental Insurance	927	914	960	837	760
5234 Group Life Insurance	225	237	245	248	260
5235 Accidental Death & Dismem.	45	47	51	51	52
5236 Disability Insurance	171	189	194	194	220
5240 Social Security Contribution	4,705	5,225	5,529	5,450	5,489
5241 Pension Contribution	5,586	5,564	5,696	5,430	5,450
5243 Worker's Compensation Ins.	116	138	2,152	2,040	2,141
Total Personnel Services	95,176	97,716	103,119	101,499	102,787
OPERATING EXPENSES:					
6202 Technical & Personal Services	55,902	43,440	45,612	45,612	47,900
6213 Office Equipment Maint.	47,096	49,102	55,090	54,955	56,445
6253 Telephone	747	749	756	750	756
6261 Education & Training	153	-	600	600	600
7331 Computer Hardware	28,270	26,904	20,540	18,150	28,360
7332 Computer Software	3,333	67,508	126,396	126,050	3,510
Total Operating Expenses	135,502	187,703	248,994	246,118	137,571
CAPITAL OUTLAYS:					
9504 Office Equipment	-	776	-	-	-
Total Capital Outlay	-	776	-	-	-
TOTAL INFORMATION SYSTEMS	**230,679**	**286,194**	**352,113**	**347,617**	**240,358**

INFORMATION SYSTEMS
CAPITAL OUTLAY

Capital Outlay Detail	Annual
9504 Office Equipment	
(Nothing Budgeted)	-
Total Account 9504	-
TOTAL CAPITAL OUTLAY	-

FINANCE DEPARTMENT

Mission Statement

To accurately record, report, and safeguard the financial assets and activities of the city.

Description

The Finance Department consists of a Director of Finance, a Finance Manager/Accountant, an Accounting Associate, a Payroll Associate, a part-time Accounting Clerk, and a part-time Clerk. The department is responsible for processing revenues and expenditures for all city activities and reporting timely results to all key decision makers. In addition, the department is the primary contact for citizen customer service, handles all risk management functions, and processes merchant licenses. The Finance Department consists of two additional divisions: Municipal Court and Interdepartmental.

Performance and Workload Measures

	FY 2017	FY 2018	Projected FY 2019	Estimated FY 2020
Workers Compensation Claims	8	10	9	8
Workers Comp Claims per 100 FTEs	7.34	9.17	8.49	7.69
Workers Comp Days Lost to Injury per 100 FTEs	165.14	12.84	0	0
Vehicle Liability Claims	0	5	4	3

Service Standards

- Reconcile accounts by the 15th of the following month and reports will be distributed to departments by the 25th of that month.
- Complete financial audit and annual budget in accordance with a predetermined schedule.
- Complete accounts payable and payroll information in accordance with the procedures and timelines established by the Internal Revenue Service.
- Perform quarterly budget reviews with each department head and City Administrator.

Objectives

- Prepare cash-handling procedures manual for all city departments.
- Perform periodic internal audits of cash and controls to ensure proper compliance with city policies.
- Perform fixed asset inventories in city departments.

Budget Highlights

- Acct. 6261 – Increase due to on-site employee training for new Tyler Incode 10 software ($6,000).
- Acct. 6265 – Increased due to out-of-state travel for new software training ($1,800).

FINANCE DEPARTMENT

	Actual Expenditures FY 2017	Actual Expenditures FY 2018	Budgeted Expenditures FY 2019	Projected Expenditures FY 2019	Estimated Requirements FY 2020
PERSONNEL SERVICES:					
5101 Salaries, Permanent Empl.	324,703	328,424	286,017	292,375	290,961
5102 Salaries, Temporary Empl.	17,124	18,326	39,711	43,000	40,335
5103 Overtime	1,748	2,422	1,100	11,800	2,500
5104 Vacation Pay	1,009	605	-	889	916
5105 Longevity Pay	1,440	704	-	-	-
5109 Provision for Salary Adj.	-	-	5,196	-	8,810
5230 Hospital & Medical Insurance	44,967	41,055	38,116	38,116	39,640
5231 Self Insured Medical Benefits	-	-	1,200	1,200	1,200
5233 Dental Insurance	3,101	2,309	2,012	1,755	1,595
5234 Group Life Insurance	1,013	1,135	1,219	1,058	1,100
5235 Accidental Death & Dismem.	203	227	245	215	220
5236 Disability Insurance	664	557	653	653	930
5240 Social Security Contribution	25,284	26,010	25,400	26,627	26,280
5241 Pension Contribution	81,534	54,599	57,750	24,555	24,700
5243 Worker's Compensation Ins.	654	711	10,547	9,996	10,495
Total Personnel Services	503,444	477,085	469,165	452,239	449,682
OPERATING EXPENSES:					
6202 Technical & Personal Services	25,894	3,117	4,460	1,010	1,510
6203 Professional Services	5,220	-	-	-	-
6209 Accounting Services	27,000	27,500	26,500	26,210	27,000
6213 Office Equipment Maint.	33,667	35,357	30,983	23,390	22,227
6253 Telephone	843	629	1,446	636	648
6261 Education & Training	535	173	810	510	6,560
6262 Dues, Memberships & Subsc.	679	1,070	765	619	615
6264 In Town Meetings	210	264	535	207	535
6265 Travel & Conferences	915	2,775	4,675	4,192	6,095
7304 General Supplies	3,805	3,114	3,900	2,750	3,800
7307 Gasoline & Mileage	12	25	100	25	50
7332 Computer Software	256	458	-	-	-
Total Operating Expenses	99,037	74,482	74,174	59,549	69,040
CAPITAL OUTLAYS:					
9504 Office Equipment	403	415	590	590	800
Total Capital Outlay	403	415	590	590	800
TOTAL FINANCE DEPARTMENT	602,883	551,982	543,929	512,378	519,522

FINANCE DEPARTMENT
CAPITAL OUTLAY DETAIL

Capital Outlay Detail

9504 Office Equipment	**Annual**
Chairs (2)	700
Roll Out Table for Front Counter	100
Total Account 9504	800
TOTAL CAPITAL OUTLAY	800

Communication: FY20 Preliminary Operating Budget (Unfinished Business)

FINANCE DEPARTMENT – MUNICIPAL COURT DIVISION

Mission Statement
Municipal Division staff will uphold policy and judicial rulings within the Municipal Division of the City of Creve Coeur with the utmost integrity and dignity abiding by all rules of judicial procedure and ethical standards as established by court rule and law.

Description
The Creve Coeur Municipal Court is considered a division of the St. Louis County Circuit Court within the 21st Judicial Circuit of the State of Missouri. Operations of the Municipal Division are governed by Missouri Supreme Court Operating Rules, local Circuit Court Rules and procedures and Orders as established by the Presiding Judge of the 21st Judicial Circuit and the Presiding Judge of the Municipal Division. Municipal and state law further govern the authority and operations of the Municipal Division within the City of Creve Coeur and the State of Missouri.

The Municipal Judge and a permanent Provisional Judge serve as independent contractors for the City and are governed by rules of judicial procedures as authorized by the Missouri Supreme Court. The Municipal Court Department consists of a Court Administrator, a Court Clerk, and a part-time Court Assistant and are both city employees, for purposes of employment practices, and clerks of the State Judicial System, for purposes of governance over court rules and procedures.

The Municipal Division holds two to three court sessions monthly and maintains the Creve Coeur Violations Bureau during normal operating hours. The Municipal Judges and Court Administrator are available to conduct court hearings outside of regular office hours as required by Court Rule. The Court Administrator is responsible for daily and yearly operations of the Municipal Division and supervision of court staff. Court staff duties include, but are not limited to, processing all city ordinance and traffic code violations, recording dispositions and case history information, collecting fines and court costs as well as the operation of the Integrated Metropolitan Docketing System (IMDSPlus) and the ShowMeCourt software systems. Payment processing and legal filings are conducted daily. In addition, the Court reports case dispositions to the Missouri State Highway Patrol, Missouri Department of Revenue, Presiding Judge of St. Louis County, and Office of State Court Administrator as required by law. The Court conducts all other judicial and customer service operations during regular business hours.

Service Standards
- Serve the public with consistency and integrity.
- Maintain complete and accurate court records.
- Maintain court records in a manner best befitting access for the public in search of open information.
- Complete payment transactions quickly for walk-in traffic at the Violations Bureau and process payments on a daily basis.
- Prepare dockets on a timely basis and ensure information is transferred to the electronic format accurately.
- Routinely conduct evaluations of court staff actions and procedures to ensure accuracy and accessibility of records in order to efficiently facilitate compliance with court orders for those sentenced within the municipal court system.
- Provide court-appointed attorney for indigent defendants.
- Represent the Municipal Court at training and administrative functions throughout the State of Missouri in an official manner.
- Abide by all ethical standards as established by the State of Missouri Judiciary.

Objectives

- Ensure the court office and procedures are in compliance with local and state law and such compliance is properly demonstrated under Senate Bill 5, Senate Bill 572 and Missouri Supreme Court Operating Rule requirements.
- Operate all court policy and procedures in a manner which is compliant with Missouri Supreme Court Minimum Operating Standards.
- Periodically re-evaluate court procedures and practices to ensure compliance with case-flow management and better court-community communication.
- Continue to manage the inventory of court records, undertaking efforts to routinely discard and destroy records eligible for destruction according to state law and the Public Records Management Manual.
- Explore methods of information technology management in efforts to increase productivity.
- Continue professional development of Court personnel by active participation in professional associations and training activities to promote a better understanding of official duties, responsibilities, and obligations to the public and governmental staff.
- Perform self-audits to verify compliance with internal standards set by court management and the Core Competencies of the National Association for Court Management.
- Explore additional training opportunities for Court staff to ensure consistent performance levels.
- Investigate opportunities provided by electronic means for filing court cases and integration of multiple software programs as currently operating for court case processing.
- Continue to pursue alternative methods of Court operation for all aspects of daily case flow management.
- Be a proactive voice in the Community in which the Municipal Division serves to educate and assist the public with knowledge of, understanding and confidence in the judicial process and system.

Budget Highlights

- Acct 9503 – Increase in office equipment due to purchase of four (4) scanners for the new Show Me Court software system ($3,200).

Fund: 01
Dept: 13-14
FY 19-20

MUNICIPAL COURT

	Actual Expenditures FY 2017	Actual Expenditures FY 2018	Budgeted Expenditures FY 2019	Projected Expenditures FY 2019	Estimated Requirements FY 2020
PERSONNEL SERVICES:					
5101 Salaries, Permanent Empl.	171,445	127,895	126,636	129,522	128,712
5102 Salaries, Temporary Empl.	7,323	6,482	14,040	14,000	14,355
5103 Overtime	4,464	4,758	8,500	9,725	9,725
5104 Vacation Pay	-	2,213	2,469	-	1,140
5105 Longevity Pay	3,168	2,304	2,304	2,304	2,304
5109 Provision for Salary Adj.	-	-	2,940	-	3,264
5230 Hospital & Medical Insurance	15,731	5,699	5,745	5,745	5,975
5231 Self Insured Medical Benefits	-	-	-	600	600
5233 Dental Insurance	1,163	325	337	294	267
5234 Group Life Insurance	628	478	490	470	485
5235 Accidental Death & Dismem.	126	96	98	95	100
5236 Disability Insurance	478	382	393	393	410
5240 Social Security Contribution	13,927	10,691	12,002	11,900	12,202
5241 Pension Contribution	37,471	25,713	27,090	30,960	33,804
5243 Worker's Compensation Ins.	358	295	4,567	4,328	4,545
Total Personnel Services	256,282	187,330	207,610	210,336	217,888
OPERATING EXPENSES:					
6201 Legal Services	24,405	23,800	26,915	24,000	25,000
6202 Technical & Personal Services	15,534	15,796	15,774	15,989	10,850
6213 Office Equipment Maint.	4,380	4,097	4,620	4,296	4,296
6261 Education & Training	-	-	200	200	200
6262 Dues, Memberships & Subsc.	415	325	450	435	435
6264 In Town Meetings	119	17	220	220	220
6265 Travel & Conferences	2,970	1,744	2,769	2,169	2,800
7304 General Supplies	1,622	1,137	2,040	2,040	2,500
7307 Gasoline & Mileage	-	-	-	-	-
Total Operating Expenses	49,445	46,916	52,988	49,349	46,301
CAPITAL OUTLAY:					
9503 Equipment	582	315	1,000	1,000	3,200
Total Capital Outlay	582	315	1,000	1,000	3,200
TOTAL MUNICIPAL COURT	**306,308**	**234,560**	**261,598**	**260,685**	**267,389**

MUNICIPAL COURT
CAPITAL OUTLAY

Capital Outlay Detail	Annual
9503 Equipment	
Scanners for ShowMe Court	3,200
Total Account 9503	3,200
TOTAL CAPITAL OUTLAY	**3,200**

Communication: FY20 Preliminary Operating Budget (Unfinished Business)

FINANCE DEPARTMENT – INTERDEPARTMENTAL

Mission Statement
To accurately record and report activities which are shared throughout city departments and divisions.

Description
The Interdepartmental account is utilized to account for general administrative costs that serve all departments. The departmental budget contains appropriations for all of the City's auto, property and liability insurance, public official's liability, unemployment costs, retiree medical insurance, and self-insured deductible expenses for employee health insurance. In addition, the department maintains a centralized office supply account that is utilized to obtain bulk purchasing of office supplies for all city departments.

Significant line items in the interdepartmental fund include general police and auto liability insurance, public official liability insurance, property insurance, retiree health insurance, and telephone and postage expenditures.

Budget Highlights
- Acct. 6203 – City share of investment and retirement planning consultation services for employees ($16,000). Employees share 50% of the cost for these services.
- Acct. 6220 – General, police & auto liability, cyber liability, liquor liability and deductibles ($85,000).
- Acct. 6222 – Public official liability and Director of Finance bond insurance fees ($33,775).
- Acct. 6226 – Property and auto insurance fees ($50,000).
- Acct. 6253 – Decrease due to budget transfer of alarm system phone line expenses to Public Works-Parks operations budget to better track maintenance costs associated with the Tappmeyer House ($4,152).
- Acct. 6255 – Cable services for television, voice and internet service for the Government Center and Public Works Garage ($7,840).
- Acct. 7312 – General office supplies ($31,000).

INTERDEPARTMENTAL

	Actual Expenditures FY 2017	Actual Expenditures FY 2018	Budgeted Expenditures FY 2019	Projected Expenditures FY 2019	Estimated Requirements FY 2020
PERSONNEL SERVICES:					
5230 Hospital & Medical Insurance	160,076	140,018	179,000	163,830	158,127
5233 Dental Insurance	-	-	-	-	-
5243 Worker's Compensation Ins.			-	-	-
5244 Unemployment Comp.	1,692	2,507	5,000	13,110	12,800
5246 Insurance Deductible	28,081	28,739	28,000	34,000	34,000
5297 Misc. Payroll Expense	190	-	-	-	-
Total Personnel Services	190,040	171,263	212,000	210,940	204,927
OPERATING EXPENSES:					
6202 Technical & Personal Services	1,444	114	-	-	-
6203 Professional Services	31,433	15,577	16,000	16,260	16,775
6211 Equipment Maintenance	-	-	500	360	400
6213 Office Equipment Maint.	5,218	5,147	5,640	4,850	3,928
6220 Liability Insurance	83,691	78,887	81,082	86,000	85,000
6222 Pub. Officials Liab.Ins.	33,420	31,514	33,091	32,731	33,775
6225 Surety Bonds	1,536	1,536	1,613	1,699	1,750
6226 Property & Auto Insurance	48,247	49,680	52,164	49,831	50,000
6253 Telephone	35,634	25,127	31,580	28,340	28,940
6255 Cable TV	7,969	7,392	7,844	7,840	7,840
6262 Dues, Memberships & Subsc.	1,305	1,260	1,275	1,275	1,330
6266 Equipment Rental	1,620	1,620	1,680	1,620	1,660
6269 Postage	31,864	36,428	38,500	38,500	38,500
6272 Employee Relations	6,856	8,627	9,550	9,550	9,550
7304 General Supplies	2,592	2,288	2,850	2,250	2,350
7312 Office Supplies	31,211	33,763	31,000	31,000	31,000
7317 SLAIT Wellness	-	5,471	-	-	-
Total Operating Expense	324,040	304,431	314,369	312,106	312,798
CAPITAL OUTLAY:					
9504 Office Equipment	-	9,646	-	-	-
Total Capital Outlay	-	9,646	-	-	-
TOTAL INTERDEPARTMENTAL	**514,080**	**485,341**	**526,369**	**523,046**	**517,725**

COMMUNITY SERVICES/RECREATION DEPARTMENT

Mission Statement
Provide residents with quality recreational programs, special events, and access to city park and recreation facilities to improve the leisure aspect of their lives.

Description
The Community Services/Recreation Department coordinates all recreational programs and many special events for the city and partners with other organizations and cities to offer additional recreational services. The Community Service staff comprises of a shared Director of Recreation (Community Service 20%/Ice Arena 80%), a shared Administrative Assistant (Community Services 50%/Ice Arena 50%), and a shared part-time Recreation Supervisor, Receptionists, and Community Center Monitors (Community Services 50%/Ice Arena 50%).

The department oversees the Community Center and offers a variety of programs, facilities and events that will allow residents to get away from the stress of daily life and enjoy outdoor and/or indoor leisure activities adding to the quality of life for city residents. The Community Center includes the gymnasium, a large meeting room with catering kitchen, and two smaller meeting rooms. This department also coordinates the management of the two meeting rooms at the Dielmann Complex and the Tappmeyer House at Millennium Park.

Performance and Workload Measures

	FY 2017	FY 2018	Projected FY 2019	Estimated FY 2020
Programs Offered*	11	11	15	21
Participants in Program/Classes	195	335	300	350
Participants in Heart to Heart Run	194	267	325	350
Participants in Farmers Market	5,000	5,500	5,500	6,000
Participants in Summer Concert Series	900	325	450	650

**Programs include, but not limited to, tennis lessons, specialty camps, Daddy Daughter Dance, dog obedience lessons, Mommy and Me Tea Party, with looking to add Senior programs and trips in FY20.*

Service Standards
- Reservations for the Community Center rooms are accepted on a first-come, first-served basis. The goal is to send a confirmation email within 24 hours of applications being received, Monday through Friday. Revenues collected at time of registration or room rental booking.
- Recreational programs are taken on a first-come, first-served basis.
- Residents are allowed to rent the pavilions and fields during the months of January and February before the sites are open to non-residents on March 1.
- Provide high quality customer service to encourage customers to return and use facility or enroll in another recreation program.
- Conduct ongoing cost/benefit analysis for all recreation programs to ensure operating costs are being covered by the user fees.
- Survey users of rooms and programs to gain feedback on customer satisfaction.
- Provide a diverse offering of recreational programs such as sports camps, tennis lessons, science and magic camps, dance, hockey, skate camp and art classes for citizens of all ages and abilities.

Objectives
- Increase resident knowledge of parks by including a city map with locations of the parks and

Fund: 01
Dept: 14-11

summary of the amenities in the annual recreation guide.
- Implement post-program surveys to compile feedback that will help improve and grow programs.

Budget Highlights

- Acct. 5102 – Increase due to minimum wage increase for part-time staff from $7.95 to $8.60 per hour.
- Acct. 6213 – Increase in equipment maintenance due to updated point of sale software system in FY19 in order to maintain technical support with company ($2,430).

COMMUNITY SERVICES/RECREATION

	Actual Expenditures FY 2017	Actual Expenditures FY 2018	Budgeted Expenditures FY 2019	Projected Expenditures FY 2019	Estimated Requirements FY 2020
PERSONNEL SERVICES:					
5101 Salaries, Permanent Empl.	34,043	35,607	35,473	36,420	36,420
5102 Salaries, Temporary Empl.	18,796	26,480	32,055	27,008	27,581
5103 Overtime	1,100	521	1,000	50	100
5109 Provision for Salary Adj.	-	-	1,076	-	1,129
5110 Auto Allowance	720	720	1,800	720	720
5230 Hospital & Medical Insurance	9,973	10,412	10,130	10,130	10,540
5233 Dental Insurance	569	560	504	586	532
5234 Group Life Insurance	123	128	132	132	140
5235 Accidental Death & Dismem.	25	23	27	27	30
5236 Disability Insurance	94	104	105	105	120
5240 Social Security Contribution	3,889	4,552	5,325	4,911	5,045
5241 Pension Contribution	2,713	2,897	3,066	2,945	3,000
5243 Worker's Compensation Ins.	103	126	2,191	2,077	2,180
Total Personnel Services	72,148	82,130	92,884	85,111	87,537
OPERATING EXPENSES:					
6202 Technical & Personal Services	7,996	12,419	15,010	10,460	10,510
6203 Professional Services	312	611	1,200	600	1,200
6213 Office Equipment Maint.	2,411	2,585	3,726	4,230	4,230
6230 Farmers Market	4,947	3,002	4,150	4,150	4,150
6260 Advertising	1,130	1,795	2,250	1,750	2,000
6261 Education & Training	-	-	-	-	800
6262 Dues, Memberships & Subsc.	560	170	995	745	745
6264 In Town Meetings	22	22	44	44	44
6265 Travel & Conferences	398	-	1,750	1,000	1,750
6266 Equipment Rental	2,520	2,890	2,400	2,640	2,640
6281 5K Run Expenses	6,999	5,975	6,850	6,850	6,850
7304 General Supplies `	1,594	1,085	2,200	1,800	1,800
7307 Gasoline & Mileage	-	-	-	-	-
Total Operating Expense	28,888	30,554	40,575	34,269	36,719
CAPITAL OUTLAY:					
9503 Equipment	62	735	600	600	600
Total Capital Outlay	62	735	600	600	600
TOTAL COMMUNITY SERVICES	**101,098**	**113,419**	**134,059**	**119,980**	**124,856**

Communication: FY20 Preliminary Operating Budget (Unfinished Business)

COMMUNITY SERVICES/RECREATION
CAPITAL OUTLAY DETAIL

Capital Outlay Detail	Annual
9503 Equipment	
Basketball Nets, Soccer Nets, Balls, Etc.	100
Replacement Tables for the Multi-Purpose Room	500
Total Account 9503	600
TOTAL CAPITAL IMPROVEMENTS	**600**

MAINTENANCE OF MUNICIPAL PROPERTY

Mission Statement
To work cooperatively with all city departments in maintaining a clean, safe, and efficiently operating Government Center.

Description
The Maintenance Division is comprised of a full-time Building Maintenance Worker II and a Building Maintenance Worker I. Division is responsible for equipment maintenance, minor electrical and plumbing repairs, painting, meeting room set-up, and minor custodial duties in the Police Department, Meeting Rooms, and Gymnasium. The Director of Public Works is responsible for the overall administration of the department. The city outsources most of the custodial services throughout the Government Center. The division generally operates approximately 10 hours per day, Monday through Friday. In addition, part-time employees supplied by the Recreation Department assist in monitoring, cleaning, and setting up meeting rooms on weekends.

Performance and Workload Measures

	FY 2017	FY 2018	Projected FY 2019	Estimated FY 2020
Estimated Number of Hours Meeting Rooms, Gym, and Multipurpose Room Requiring Room Set-up by Staff	5,907	4,924*	4,000*	6,000
HVAC Failures/Repairs	11	16	18	20
Roof Repairs/Patches	14	2	3	5

*Reduced rentals due to parking shortage caused by Police building construction.

Service Standards
- Daily cleaning of offices, meeting rooms, restrooms, and jail facility.
- Daily inspection of areas cleaned by outsourced custodial service.
- Set-up for group meetings.
- Daily mail delivery and pick-up.
- Daily laundering of prisoner blankets and custodial linens (mops, towels and rags).
- Weekly inspection and operation of emergency generator.
- Weekly inspections of the boilers, pumps, and hot water system.
- Weekly set-up for Municipal Court.
- Semi-monthly set-up for City Council and Planning & Zoning Commission meetings.
- Monthly inspection and maintenance of HVAC system, water cooling tower, sewer lines and drains.
- Quarterly defrosting of refrigerators and freezers.
- Quarterly inventory of custodial supplies.
- Semi-annual St. Louis County inspections for elevator, emergency generator, and exhaust fans.
- Semi-annual roof inspections.
- Annual back-flow test of water system and inspection of fire suppression system.
- Seasonal snow removal, window cleaning, and painting.
- Day-to-day repairs on plumbing, electrical, HVAC, and building fixtures.
- Remodeling of interior spaces (wall repair, paint, carpet, tile, electrical and plumber relocations, etc.).

Objectives
- Track HVAC services following proper service standards.
- Track day-to-day activities and tabulate time spent on each task in an effort to improve efficiency.
- Repair plumbing, drywall, paint, electrical repairs, troubleshoot HVAC, and perform preventative maintenance on all mechanical equipment in the building.

Fund: 01
Dept: 16-11

Budget Highlights

- Acct. 6211 – Emergency HVAC glycol system replacement in Government Center ($10,000).
- Acct. 6212 – Contract cleaning services for the Government Center ($30,000).
- Acct. 6212 – Replacement of toilets and plumbing in two older restrooms ($6,000)
- Acct. 9503 – Replacement of one (1) small heat pump at the Government Center ($9,000). There are several heat pumps that are at the end of the life cycle.

MAINTENANCE OF MUNICIPAL PROPERTY

	Actual Expenditures FY 2017	Actual Expenditures FY 2018	Budgeted Expenditures FY 2019	Projected Expenditures FY 2019	Estimated Requirements FY 2020
PERSONNEL SERVICES:					
5101 Salaries, Permanent Empl.	79,677	81,801	80,862	78,053	92,796
5103 Overtime	3,055	2,253	2,500	2,000	2,000
5104 Vacation Pay	6,197	3,139	3,466	2,093	1,078
5105 Longevity Pay	2,630	2,630	2,592	2,023	1,344
5109 Provision for Salary Adj.	-	-	2,432	-	1,920
5230 Hospital & Medical Insurance	15,013	15,390	15,425	14,485	18,133
5233 Dental Insurance	1,003	810	960	677	761
5234 Group Life Insurance	298	304	310	270	374
5235 Accidental Death & Dismem.	60	61	62	58	75
5236 Disability Insurance	226	243	255	255	315
5240 Social Security Contribution	6,522	6,892	7,027	6,439	7,585
5241 Pension Contribution	24,450	27,670	29,059	36,509	29,312
5243 Worker's Compensation Ins.	2,830	3,267	2,789	2,643	2,775
Total Personnel Services	141,961	144,461	147,739	145,505	158,468
OPERATING EXPENSES:					
6202 Technical & Personal Services	-	-	-	-	-
6211 Equipment Maintenance	35,739	27,555	22,900	41,900	23,523
6212 Building & Ground Maint.	121,618	57,814	69,350	69,350	65,674
6250 Electricity	72,278	71,593	74,000	74,000	74,000
6252 Natural Gas	24,760	7,197	6,500	7,200	7,200
6253 Telephone	389	391	420	420	420
6254 Water & Sewer	21,178	15,940	15,000	16,500	16,000
6261 Education & Training	-	-	150	150	300
6271 Medical	-	95	100	100	100
7301 Chemicals & Cleaning	986	1,719	1,200	1,200	1,200
7302 Small Tools	308	174	300	300	300
7304 General Supplies	4,320	4,221	4,600	4,000	4,200
7307 Gasoline & Mileage	-	1,305	1,100	1,100	1,100
7308 Wearing Apparel & Linen	269	212	600	450	706
Total Operating Expense	281,844	188,216	196,220	216,670	194,723
CAPITAL OUTLAY:					
9501 Buildings & Improvements	22,916	-	-	-	-
9503 Equipment	2,659	450	14,800	14,800	10,000
Total Capital Outlay	25,575	450	14,800	14,800	10,000
TOTAL MAINTENANCE OF MUNICIPAL PROPERTY	**449,380**	**333,128**	**358,759**	**376,975**	**363,191**

MAINTENANCE OF MUNICIPAL PROPERTY
CAPITAL OUTLAY DETAIL

Capital Outlay Detail	Annual
9503 Equipment	
Battery Operated Blower for Leaves & Snow	400
Replacement Batteries for Floor Scrubber	600
Small Heat Pump HVAC Units	9,000
Total Account 9503	10,000
TOTAL CAPITAL OUTLAY	**10,000**

PUBLIC SAFETY

Fiscal Year 2020

POLICE DEPARTMENT – ADMINISTRATIVE DIVISION

Mission Statement:
The Creve Coeur Police Department is committed to safeguarding the lives and property of the people we serve. We strive to reduce the incidence and fear of crime and to enhance the public safety while working tirelessly to provide a better quality of life in the workplace and community. The Police Department continues to achieve these goals by working as a team with other city departments, government agencies and our community.

Administrative and Support Division:
The Administrative Division includes a full-time Chief of Police, a Captain, a Lieutenant, two (2) Records Associates, and an Executive Assistant to the Chief of Police. The Administration Division also includes the following part-time positions: a Support Services/Fleet Maintenance Assistant, an Evidence Custodian and an Administrative Assistant.

The Bureau of Professional Standards continues to update Standard Operating Procedures, while working towards the four-year international re-accreditation process. The policies and procedures manual reflects best practices, integrating a professional format and defensible action plans for high-risk liability tasks. The Police Department underwent an on-site assessment in December of 2017. In March 2018, upon review from the CALEA commission, the Police Department received its third re-accreditation using the Gold Standard review.

Department Description
The Administrative and Support Services Division is directly supervised by a Captain who reports to the Chief of Police. The Captain oversees and supervises the Records Room, the Records Associates, the Administrative Assistant, and all part-time employees, as well as all emergency management policies and practices. The Captain and the Administrative and Support Services employees are responsible for:

- Fleet purchasing, maintenance and surplus vehicle disposal
- Records management
- Driving While Intoxicated Tracking System (DWITS)
- Records purging
- Fingerprinting services
- In-car & body worn camera Video System maintenance
- Sale/collection/maintenance of all police records, reports, data and statistics
- Deer mitigation program
- Emergency preparedness, including policies, practices and procedures
- Management of officer and department equipment
- False alarm reviews and follow-ups
- Building security, including surveillance cameras and in-house phone recording
- Sunshine Law Requests

The Bureau of Professional Standards Lieutenant reports directly to the Chief of Police. Additional duties of the Bureau of Professional Standards Lieutenant include:

- Managing the CALEA Accreditation process
- Professional Standards- Investigating all law enforcement complaints
- License Plate Recognition (LPR) maintenance
- Coordination of the hiring process for commissioned and reserve officers

Fund: 01
Dept: 21-11

- Coordination of the Internship Program
- Coordination of the Chaplains Program
- Evidence custodian; including the overall supervision and operations of the evidence room to include evidence and property submission, packaging, storage and disposal through court ordered destruction.
- Management of crime scene and evidence photograph files.

The Bureau of Professional Standards works cooperatively with the Patrol Division to provide an efficient hiring process, perform administrative and legal research, maintain accurate records, provide a professional level of police communications and successfully complete CALEA re-certification processes.

Benchmarking/Budgetary Savings
The consolidation of services through the West Central Dispatch Center (WCDC) continues to realize a cost savings of over $100,000 annually in personnel and equipment costs, when compared to self-providing dispatch services since its inception in 2011. Additionally, the police department benefits from a highly professional level of service.

It is the responsibility of the Chief of Police to review all essential job functions of department personnel in order to ensure that efficient and professional services provided to the public. Staff reports and assessments of services are regularly provided to the City Administrator for review to ensure that this is achieved.

Service Standards
- Maintain professional and polite demeanor in all phone contacts with the public and all radio contacts with officers and other police agencies. Operate within FCC regulations, with no violations.
- Accurately enter all law enforcement computer data with no “sunshine” or “right of privacy” violations.
- Manage computer entries of active criminal wanted and wanted cancellations. Immediate notification to personnel regarding Adult Abuse Court Orders. Immediate entry of arrest records (booking sheets). Update and/or dispose of arrest files and reports according to state retention laws.
- Process police reports, arrest files and traffic tickets on a daily basis.
- Respond to public request for reports within 72 hours.
- Offer fingerprinting to residents and business personnel five (5) days a week for a minimal fee.
- The WCDC will remotely monitor prisoners. All immediate notification of prisoner emergencies is handled through the WCDC. Prisoner feeding is in accordance with established timelines.
- Respond to citizen complaints within 24 hours, with the goal of resolving serious matters within 30 days.
- Complete required monthly crime statistics reports within 10 days. Submit all DWI reports within 15 days and all accident reports within 20 days to the proper authority. Submit quarterly financial status reports relative to federal Community Oriented Policing and Problem Solving (COPPS) grants within 15 days.
- Enter “false alarm” incidents in the alarm database within 48 hours. Submit false alarm report and distribute false alarm notifications semi-monthly.
- Schedule equipment and fleet maintenance in accordance with the schedule and vehicle service plan. Schedule repairs within one business day, when possible.
- Conduct annual inventory of fixed assets and non-expendable items by April 30.
- Advertise job openings three weeks prior to application deadline. Administer and complete the hiring process within 90 days from application processing.

Fund: 01
Dept: 21-11

- Provide support to patrol division for purchases of equipment, overseeing repair, replacement, and updates of equipment necessary for daily job performance.
- Update Standard Operating Procedures, as well as complete three-year CALEA re-accreditation process.

WCDC Consortium Standards

- Answer and dispatch 911 calls immediately. Answer all non-emergency calls as soon as practical, not to exceed three (3) rings, if at all possible. Dispatch non-emergency calls as soon as practical, based on priority. Immediately call back and dispatch a patrol unit on "911" hang-ups. Re-contact and inform the complainant if priorities prevent dispatching non-emergency calls within five (5) minutes.
- Maintain immediate response or acknowledgement to radio calls from police officers. Immediately dispatch assists units in accordance with department policy.
- Provide regular reports and assessments to the Chief of Police and City Administrator of calls for service, records updates and budgetary expenditures.

Objectives

- Continue to reduce storage costs and paper usage by managing records through the use of Computer Assisted Report Entry (CARE).
- Continue to manage dispatch operating costs through the partnership of the WCDC.
- Offer online purchases accident reports, as well as walk-in services five days a week, 9.5 hours a day.
- Maintain Police Department vehicles and equipment in excellent condition providing the best equipment and technology available. Provide monthly reports of expenditures for vehicle maintenance and upkeep.
- Continue to maximize the use of mobile ticketing by officers and sergeants. The use of mobile ticketing by officers and sergeants is at the 99th percentile. Mobile ticketing is a computer application available through REJIS, which allows officers to electronically issue traffic tickets. The tickets download directly into the court system, eliminating the need to enter the tickets into the municipal court docket system.
- Recruit high quality applicants for police officer positions.
- Review building requirements and department procedures for CALEA compliance.
- Continue to upgrade and monitor the security of the Police Department, Government Center, and the Community Center.

Budget Highlights

- Acct. 6202 – Expenses associated with continued participation in WCDC ($521,376).
- Acct. 6202 – Annual fee for CALEA certification process ($6,000).
- Acct. 9501 – Decrease in expenses for the government center building and improvements due to construction of new Police Building in FY19.
- Acct. 9502 – Replacement of Police Administration vehicle with 2020 Ford Interceptor Utility Patrol Vehicle ($36,000).

Fund: 01
Dept: 21-11

POLICE - ALL DIVISIONS

	Actual Expenditures FY 2017	Actual Expenditures FY 2018	Budgeted Expenditures FY 2019	Projected Expenditures FY 2019	Estimated Requirements FY 2020
PERSONNEL SERVICES:					
5101 Salaries, Permanent Empl.	3,670,086	3,672,964	3,777,434	3,794,655	3,754,777
5102 Salaries, Temporary Empl.	18,640	29,272	67,392	44,840	70,512
5103 Overtime	77,688	95,847	75,000	70,700	75,000
5104 Vacation Pay	41,594	21,622	20,763	14,066	8,779
5105 Longevity Pay	34,388	29,231	25,344	24,133	23,520
5106 Holiday Pay	130,830	123,984	134,014	120,500	124,150
5107 Uniform Allowance	61,441	61,202	59,184	56,728	13,400
5109 Provision for Salary Adj.	-	-	75,359	-	95,978
5111 Cell Phone Allowance	-	-	2,400	2,400	2,400
5230 Hospital & Medical Insurance	570,223	514,087	521,591	498,302	522,375
5231 Self Insured Medical Benefits	-	-	3,000	5,900	6,600
5233 Dental Insurance	33,738	28,447	29,669	25,605	23,927
5234 Group Life Insurance	13,214	13,228	13,632	13,575	14,070
5235 Accidental Death & Dismem.	2,641	2,640	2,747	2,755	2,825
5236 Disability Insurance	9,134	9,235	9,461	9,461	11,880
5240 Social Security Contribution	294,479	298,533	324,122	315,794	318,893
5241 Pension Contribution	832,960	896,413	943,414	926,552	868,229
5243 Worker's Compensation Ins.	127,957	146,290	131,953	125,057	131,310
Total Personnel Services	5,919,011	5,942,994	6,216,479	6,051,023	6,068,625
OPERATING EXPENSES:					
6202 Technical & Personal Services	555,383	537,375	583,146	574,650	594,474
6203 Professional Services	9,793	14,008	11,500	9,400	10,500
6210 Vehicle Maintenance	39,653	57,147	58,015	51,200	58,400
6211 Equipment Maintenance	7,359	29,976	19,880	16,292	22,443
6213 Office Equipment Maint.	15,568	15,523	20,410	20,053	19,511
6253 Telephone	19,610	19,419	22,881	19,225	20,187
6260 Advertising	609	-	600	440	1,000
6261 Education & Training	23,537	39,318	36,520	35,570	30,470
6262 Dues, Memberships & Subsc.	1,925	2,110	4,030	3,990	5,492
6264 In Town Meetings	1,737	2,214	2,854	2,855	3,102
6265 Travel & Conferences	10,950	10,298	13,260	12,733	16,740
6266 Equipment Rental	1,645	1,644	-	822	-
6271 Medical	6,948	7,025	10,383	8,843	8,701
7301 Chemicals & Cleaning	-	298	1,000	600	600
7302 Small Tools	5,951	4,549	7,230	5,080	4,220
7304 General Supplies	5,811	4,670	8,580	9,812	9,525
7306 Memorials & Plaques	698	598	1,200	1,200	1,200
7307 Gasoline & Mileage	53,301	59,405	60,580	60,580	60,580
7308 Wearing Apparel & Linen	4,945	2,926	6,375	6,375	35,500
7309 Food For Prisoners	242	410	800	800	800
7313 Range Supplies	7,684	11,434	16,050	16,107	12,885
7314 Crime Prevention	4,520	3,235	3,700	3,894	3,700
Total Operating Expense	777,870	823,581	888,994	860,521	920,029

POLICE - ALL DIVISIONS

	Actual Expenditures FY 2017	Actual Expenditures FY 2018	Budgeted Expenditures FY 2019	Projected Expenditures FY 2019	Estimated Requirements FY 2020
CAPITAL OUTLAY:					
9501 Buildings & Improvements	4,106	-	-	-	-
9502 Vehicles	169,828	136,155	132,300	129,691	147,040
9503 Equipment	63,004	35,008	118,286	122,009	93,103
9504 Office Equipment	8,493	337	7,300	7,300	3,200
9505 Office Machines	25	39	-	-	2,000
Total Capital Outlay	245,457	171,538	257,886	259,000	245,343
TOTAL POLICE DEPARTMENT	**6,942,338**	**6,938,113**	**7,363,359**	**7,170,543**	**7,233,997**

POLICE - ADMINISTRATION

	Actual Expenditures FY 2017	Actual Expenditures FY 2018	Budgeted Expenditures FY 2019	Projected Expenditures FY 2019	Estimated Requirements FY 2020
PERSONNEL SERVICES:					
5101 Salaries, Permanent Empl.	481,296	503,131	485,617	495,019	489,253
5102 Salaries, Temporary Empl.	18,640	14,200	67,392	44,840	70,512
5103 Overtime	3,227	3,867	5,000	4,700	5,000
5104 Vacation Pay	7,901	8,799	9,818	3,764	1,939
5105 Longevity Pay	9,408	9,628	9,408	9,408	9,408
5106 Holiday Pay	3,693	-	-		
5107 Uniform Allowance	3,632	3,819	4,728	4,728	4,600
5109 Provision for Salary Adj.	-	-	9,113	-	13,239
5230 Hospital & Medical Insurance	62,749	65,885	65,283	55,400	57,550
5231 Self Insured Medical Benefits	-	-	600	1,000	1,200
5233 Dental Insurance	3,836	3,875	3,891	3,395	3,080
5234 Group Life Insurance	1,717	1,795	1,836	1,750	1,820
5235 Accidental Death & Dismem.	343	359	367	355	370
5236 Disability Insurance	1,236	1,353	1,387	1,387	1,550
5240 Social Security Contribution	38,002	39,965	45,217	43,029	45,438
5241 Pension Contribution	137,792	155,468	163,217	189,277	177,680
5242 Deferred Retirement Comp.			-		
5243 Worker's Compensation	12,170	13,557	17,932	16,995	17,845
Total Personnel Services	785,642	825,700	890,807	875,047	900,484
OPERATING EXPENSES:					
6202 Technical & Personal Services	545,651	527,020	571,576	563,504	583,321
6203 Professional Services	5,749	10,436	6,500	5,400	6,500
6210 Vehicle Maintenance	2,709	4,922	3,300	2,700	4,400
6211 Equipment Maintenance	416	850	1,950	1,600	1,650
6213 Office Equipment Maint.	15,068	15,023	19,910	19,553	18,571
6253 Telephone	11,916	11,415	15,501	11,845	12,687
6260 Advertising	609	-	600	440	1,000
6261 Education & Training	13,546	17,031	22,900	22,100	15,775
6262 Dues, Memberships & Subsc.	1,265	1,340	1,935	1,920	2,572
6264 In Town Meetings	1,432	1,840	2,414	2,422	2,652
6265 Travel & Conferences	6,816	7,069	6,700	6,268	8,505
6266 Equipment Rental	1,645	1,644	-	822	-
6271 Medical	4,980	5,514	7,200	5,905	6,000
7302 Small Tools	3,659	2,785	2,300	2,300	1,400
7304 General Supplies	2,711	2,094	3,980	4,862	4,350
7306 Memorials & Plaques	698	598	1,200	1,200	1,200
7307 Gasoline & Mileage	2,019	2,178	2,480	2,480	2,480
7308 Wearing Apparel & Linen	3,059	1,796	2,550	2,550	2,550
7309 Food For Prisoners	242	410	800	800	800
Total Operating Expense	624,189	613,963	673,796	658,671	676,413

POLICE - ADMINISTRATION

	Actual Expenditures FY 2017	Actual Expenditures FY 2018	Budgeted Expenditures FY 2019	Projected Expenditures FY 2019	Estimated Requirements FY 2020
CAPITAL OUTLAY:					
9501 Buildings & Improvements	1,632	-	-	-	-
9502 Vehicles	-	17,447	-	-	-
9503 Equipment	-	248	-	-	-
9504 Office Equipment	6,403	-	6,500	6,500	1,950
9505 Office Machines	25	39	-	-	2,000
Total Capital Outlay	8,061	17,733	6,500	6,500	3,950
TOTAL POLICE ADMINISTRATIVE DIVISION	**1,417,892**	**1,457,397**	**1,571,103**	**1,540,218**	**1,580,847**

POLICE - ADMINISTRATION
CAPITAL OUTLAY DETAIL

Capital Outlay Detail	Annual
9501 Buildings and Improvements	
(Nothing Budgeted)	0
Total Account 9501	0
9502 Vehicles	
(Nothing Budgeted)	0
Total Account 9502	0
9504 Office Equipment	
Equipment for Changeover	1,800
Mailboxes for Command Staff	150
Total Account 9505	1,950
9505 Office Machines	
Shredders	2,000
	0
Total Account 9505	2,000
TOTAL CAPITAL OUTLAYS	**3,950**

POLICE DEPARTMENT – INVESTIGATIONS DIVISION

Mission Statement

The mission of the Investigations Division is to investigate, deter, prevent crimes whenever possible, and solve crimes through arrest and recovery of property. The Investigations Unit has accomplished this by working in conjunction with the citizens of the city, victims, and witnesses as well as working with all Divisions within the Police Department. Furthermore, our detectives continue to enhance their effectiveness in their investigations by networking with other local, state, and federal law enforcement agencies.

Department Description

The Investigations Unit consists of a Lieutenant and five (5) Detectives. In addition to a daily criminal investigation caseload, the Investigations Unit has the responsibility of investigating all liquor and massage therapy license requests, as well as background investigations on new applicants. Three (3) Detectives are certified Major Case Squad Investigators. The Unit Lieutenant is a Deputy Report Writer for Major Case Squad. The Investigations Unit is supervised by a Lieutenant who reports directly to the Chief of Police.

Investigators utilize two (2) interview and interrogation rooms for interviewing crime victims, witnesses and suspects. These rooms are equipped with a closed-circuit monitoring and recording system. The Investigations Division maintains and operates a computer voice stress analyzer (CVSA), with two (2) Detectives serving as certified operators. The Division also has the ability to conduct covert surveillance operations.

Performance and Workload Measures (updated Feb 2019)

	FY 2017	FY 2018	Projected FY 2019	Estimated FY 2020
Total Case Assignments	446	404	404	418
Percentage of Clearance Rate for Cases Assigned	36%	47%	45%	43%
Percentage of Part I Clearance Rate (violent crimes)	32%	52%	44%	43%
Total Arrests	80	102	75	75
Property Value Recovery	$517,000	$269,634	$580,000	$455,000
Percentage of Property Value Recovery	60%	32%	52%	48%

During this fiscal year, Detectives were assigned to assist with Major Case Squad homicide investigations in Hazelwood, Calverton Park, Pine Lawn, Overland, and Bellefontaine Neighbors. The Lieutenant served as a Deputy Report Writer for a Major Case Squad Homicide investigation in Vinita Park. . Detectives also investigated and solved several burglaries, robberies and assaults during the past year within the City of Creve Coeur.

Service Standards

- Assign all completed crime reports to a Detective/Investigator within 48 hours.
- Contact crime victims within 48 hours and provide a case progress report within ten (10) days. Detectives update victims regularly during active investigations. Unsolved and cold cases are reviewed every three (3) months.

Fund: 01
Dept: 21-21

- Complete warrant applications in a timely manner, not to exceed 30 days after arrest, pending lab results.
- Complete liquor license background investigations within one (1) week of receiving documentation and fees, and massage business/therapist will be completed within two (2) weeks of receiving documentation and fees.
- Complete pre-employment background investigations within three weeks of being assigned to an Investigator.

Goals/Objectives

- Maintain a 30% or greater clearance rate for Part I crimes.
- Ensure completion and certification of Reid Interviewing training for one Detective.
- Ensure completion and certification in Medic-logical Death training for two Detectives through St. Louis University. This comprehensive certification and training delves into many aspects of suicide, homicide, assault and other crimes dealing with victims and suspects.
- Research implementing a 'dark room'/clean room for future cyber-crime investigations following new Police Building construction completion.
- Continue to improve our peer and constituent network by attending meetings with local, state, and federal agencies.
- Continue to pursue use of technology including, but not limited to, DNA, facial recognition and LPR.
- Continue skill advancement of our investigators through training that focuses on interview/interrogation, sex crimes, white collar crime, cybercrime, and death investigations.
- Re-open the cold case homicides at Covenant Seminary and AMC Movie theatre in order to leverage advancements in technological capabilities.
- Succession planning for new detectives by assigning officers to assist detectives on investigations for familiarization and development of investigative skills, when timing and staffing allows.

Budget Highlights

- Acct. 6261 – REID Interview Training for one (1) investigators ($795).
- Acct. 7308 – Two (2) Police RAID jackets ($200).
- Acct. 7308 – Two (2) Detective Badges ($250.00).
- Acct, 9503 – Four (4) BA Ballistic Vest Covers ($480.00).
- Acct. 9503 – Two (2) AR rack for Detective Vehicle ($240).
- Acct. 9503 – Five (5) new cameras for city parks ($1,950).
- Acct. 9504 – One (1) DVD Duplicator ($250).

Fund: 01
Dept: 21-21

POLICE - INVESTIGATIONS

	Actual Expenditures FY 2017	Actual Expenditures FY 2018	Budgeted Expenditures FY 2019	Projected Expenditures FY 2019	Estimated Requirements FY 2020
PERSONNEL SERVICES:					
5101 Salaries, Permanent Empl.	428,777	346,762	445,948	335,129	515,832
5103 Overtime	17,091	18,488	15,000	15,000	15,000
5104 Vacation Pay	3,558	-	-	-	-
5105 Longevity Pay	1,980	2,560	2,784	1,440	1,440
5106 Holiday Pay	17,656	16,555	19,970	15,375	15,850
5107 Uniform Allowance	7,419	5,876	7,632	6,000	8,800
5109 Provision for Salary Adj.	-	-	11,195	-	13,639
5111 Cell Phone Allowance	-	-	2,400	2,400	2,400
5230 Hospital & Medical Insurance	87,379	69,994	75,556	47,302	49,780
5231 Self Insured Medical Benefits	-	-	-	1,200	1,200
5233 Dental Insurance	5,001	3,993	4,891	2,855	2,615
5234 Group Life Insurance	1,611	1,661	1,698	1,415	1,500
5235 Accidental Death & Dismem.	322	332	340	285	305
5236 Disability Insurance	1,227	1,331	1,362	1,362	1,280
5240 Social Security Contribution	34,744	28,585	38,627	28,714	43,832
5241 Pension Contribution	116,427	74,173	82,000	73,015	82,654
5243 Worker's Compensation	17,683	14,764	14,368	13,617	14,298
Total Personnel Services	740,876	585,074	723,771	545,109	770,425
OPERATING EXPENSES:					
6202 Technical & Personal Services	3,177	3,677	4,222	3,798	3,798
6203 Professional Services	4,044	3,571	5,000	4,000	4,000
6210 Vehicle Maintenance	1,421	4,328	5,000	3,500	4,000
6211 Equipment Maintenance	-	-	1,500	750	750
6213 Office Equipment Maint.	500	500	500	500	940
6253 Telephone	2,047	2,527	1,280	1,280	650
6261 Education & Training	1,050	4,866	5,890	5,740	3,695
6262 Dues, Memberships & Subsc.	450	525	1,515	1,515	1,515
6264 In Town Meetings	305	332	340	333	350
6265 Travel & Conferences	630	143	2,300	2,316	2,925
7301 Chemicals & Cleaning	-	-	300	300	300
7302 Small Tools	104	187	280	280	320
7304 General Supplies	1,392	1,601	2,150	2,950	3,175
7307 Gasoline & Mileage	1,635	1,654	2,100	2,100	2,100
7308 Wearing Apparel & Linen	71	316	625	625	550
Total Operating Expense	16,826	24,227	33,002	29,987	29,068
CAPITAL OUTLAY:					
9503 Equipment	4,392	2,839	1,130	3,055	4,390
9504 Office Equipment	358	201	400	400	750
Total Capital Outlay	4,750	3,040	1,530	3,455	5,140
TOTAL POLICE INVESTIGATIONS DIVISION	**762,453**	**612,341**	**758,303**	**578,551**	**804,633**

POLICE - INVESTIGATIONS
CAPITAL OUTLAY DETAIL

Capital Outlay Detail	Annual
9501 Buildings and Improvements	
(Nothing Budgeted)	-
Total Account 9501	-
9502 Vehicles	
(Nothing Budgeted)	
Total Account 9502	-
9503 Equipment	
ABA Ballistic Vest Covers	240
AR Rack - Detective Car	400
Camera Systems for Parks	1,950
Equipment for Change Over	1,800
Total Account 9503	4,390
9504 Office Equipment	
DVD Duplicator - Multi-Port	250
Office Chairs (Replacement) - 2	500
Total Account 9504	750
TOTAL CAPITAL OUTLAY	5,140

POLICE DEPARTMENT – PATROL & COMMUNITY POLICING DIVISION

Mission Statement

The Mission of the Patrol & Community Policing Division is to work cooperatively with the public, all Divisions within the Police Department, and other law enforcement agencies. Our mission is the preservation of life, property, and human rights for all people, by patrolling the city with a purpose, responding to calls for service and applying the basic principles of Problem Oriented Policing and our Law Enforcement responsibilities.

Department Description

Operating under two (2) divisions, the Police Department is comprised of 49 commissioned officers, one (1) reserve officer, and three (3) full-time, non-commissioned personnel. The Patrol Division is supervised by one (1) Captain as the division commander and directly reports to the Chief of Police. The two (2) patrol Lieutenants are responsible for the supervision of patrol. One (1) Lieutenant will supervise the daily operations of the Community Oriented Policing and Problem Solving (COPPS) unit, and one (1) Lieutenant will supervise the Field Operations function. The Captain's responsibility will be the overall supervision of police operations. This entails the daily operations of the Patrol Division to include purchases, maintaining the continuity of police operations and professional services. In addition, the Captain will oversee the use of the in-car video cameras, coaching and performance of all police personnel which includes the officers and supervisors in the Patrol Division. Field Operations oversees the daily scheduling, purchasing, payroll and any significant operations, such as civilian demonstrations and community affairs events. A transition of the Police Patrol Division from 8-hour shifts to 12-hour shifts commenced in FY 2019. This will also require a re-organization of the COPPS unit and Investigations unit, along with some changes in responsibilities for command staff.

The COPPS unit is responsible for these areas of operation:

- Crime prevention programs, including the Drug Abuse Resistance Education (DARE) program
- Community problem solving
- Traffic safety and traffic management
- Traffic surveys and studies
- Proactive crime prevention education and training
- Crime prevention through environmental design (CPTED)
- Crime statistics and analysis
- Citizen's Police Academy
- School Resource Officer (SRO)

Performance and Workload Measures

Performance measures are a means of comparing Police Department activity from year to year. The Police utilizes a performance evaluation program that is intended to reinforce behavior and conduct that is consistent with the Department's mission, creates an awareness of deficiencies, and assists management in formulating decisions such as market adjustments, position assignments, promotions and retention.

The evaluation measures performance levels are as follows:

- Meets Expectations
- Marginally Meets Expectations
- Below Expectations

Fund: 01
Dept: 21-22

Service Standards

	FY 2017	FY 2018	Projected FY 2019	Estimated FY 2020
External Survey, Percentage of Residents Surveyed Rating Overall Satisfaction of Local Police Protection as Very Satisfied and Satisfied*	N/A	95%	N/A	N/A
Average Response Time (Priority I)	4 min.	4 min.	4 min.	4 min.
Average Response Time (Priority II)	4 min.	4 min.	4 min.	4 min.
Crime Rate**	21.5	20.2	21.1	19.8
Total Maintenance and Preventative Expenditures per Vehicle	$768	$1,230	$1,075	$1,100
Total Vehicle Maintenance Expenditures per Mile Driven	$0.05	$0.08	$0.06	$0.07
Arrests	654	848	960	1,000
Total Arrests per Police Officer***	14.5	17.3	19.1	19.4
Traffic Citations	3,798	4,211	4,400	4,700
Traffic Citations per Police Officer***	154	84.4	79.7	81
Sobriety Checkpoints (loss of state funding for Sobriety Checkpoints)	2	0	0	0
Total DWI Arrests	146	115	120	125
Total Driving While Intoxicated (DWI) Arrests per 1,000 population	8.2	6.4	6.7	7.0
Total DWI Arrests per Police Officer***	3.0	2.3	2.4	2.6
DWI Arrests from Sobriety Checkpoints	4	0	0	0
Citizen Police Academy Sessions	2	2	2	2

**The Triennial Resident Survey will be conducted in FY 2018.*
***Offenses per 1,000 population (FY 2016 population estimate of 18,612).*
****Based on Authorized strength of 49 commissioned officers to include 5 Commanders and 1 Chief of Police (49-6 = 43)*

Customer Service

- Ensure all contacts with the public are handled in a polite, courteous, professional, and legal manner while recognizing the needs of all involved.
- Acknowledge citizen complaints within 24 hours and resolve complaints as soon as practical.

Calls for Service

- Respond to calls promptly and safely with an average response time of four (4) minutes.
- Provide life-saving first aid and seek immediate medical attention for sick or injured persons.
- Maintain a minimum staffing level of four (4) patrol sectors on a daily basis.
- Continue improving patrol availability through full staffing of five (5) patrol sectors.
- Operate patrol vehicles in a safe and responsible manner.
- Notify the Street Department and MoDOT immediately of emergency road conditions.
- Tow any vehicles within 48 hours when abandoned along state roadways. Tow unresolved derelict vehicles on private property within seven (7) days.

Fund: 01
Dept: 21-22

Crash Reduction

- Monitor, survey, and analyze traffic issues, taking action to promote the safe and efficient movement of traffic through education and enforcement, when necessary.
- Conduct a quarterly assessment of high crash locations and the crash enforcement index.
- Direct enforcement efforts to reduce crashes.
- Complete most crash and incident reports within 24 hours, not to exceed 72 hours.

Crime Prevention Activities

- Perform residential vacation checks on a daily basis, prior to 6:00 PM.
- Perform overnight business security patrols; completing them by 6:00 AM daily.
- Partner with local banking facilities to review and improve hold-up and notification procedures.
- Review reported criminal activity looking for patterns, ensuring all patrol officers and citizens are informed of criminal information and activity within the city.
- Perform quarterly analysis of crime trends, offering solutions and crime prevention methods to patrol officers.
- Educate general public in crime prevention methods to limit exposure to becoming a victim.
- Provide timely alerts about criminal activity occurring in the local area.
- Provide frequent patrols at all schools in the city, helping to provide students, teachers, and parents a real sense of security for children.
- Present DARE program in accordance with established national standards.
- Conduct CERT classes in accordance with Federal Emergency Management Agency (FEMA) standards.
- Conduct Citizen Police Academy classes to educate residents on the complexities of police work.
- Conduct Rape Aggression Defense training to educate females on self-defense techniques and strategies to escape an attack.
- Conduct safety assessments for homeowners and educate subdivision associations about crime prevention in their neighborhoods.
- Conduct safety assessments for businesses, notifying them of criminal activity and trends.

Legal Compliance

- Comply with all laws, regulations, procedures, and reporting requirements pertaining to: radio communications, access to and dissemination of protected information and public records, the Safe Schools Act, adult abuse, and racial profiling laws and civil rights.
- Make direct referrals of adult abuse to Victim's Service Council.
- Submit racial profiling annual report to Attorney General by March 1st.
- Comply with mandatory Missouri Peace Officer Standards and Training (POST) regulations for commissioned police officers for each annual POST cycle by offering in-service and computer-based in-house training, in addition to instruction at the St. Louis County and Municipal Police Academy (CMPA).
- Provide emergency court orders for victims of domestic violence.

Holding Facility

- Administer holding facilities in accordance with Department of Justice and Missouri Juvenile Justice Association standards. Continue to remotely monitor prisoners through the West Central Dispatch Center (WCDC).
- Accept bail bonds for city and other jurisdictions, while processing bonds by 9:00 AM each business day.
- Execute arrest notifications from other jurisdictions within 48 hours.
- Obtain in-custody warrants on serious felony crimes within 24 hours.
- Provide bailiff services for Municipal Court three (3) times a month.
- Maintain a safe and secure holding facility for housing of prisoners.
- Provide in-custody holding through a contract with the St. Louis County Jail for felons in-custody until formal charges are issued.

Fund: 01
Dept: 21-22

Equipment and Facilities

- Perform required testing and maintenance of speed measuring instruments and monthly maintenance of alcohol breath testing instruments.
- Monitor all city-owned property, to include patrols of all city parks, daily.
- Assist visitors to city facilities when needed.
- Continue to provide a high level of safety and security for City Council, Municipal Court, and other Government Center meetings and functions.

Objectives

- Continue efforts to reduce traffic collisions, with a goal of reducing opportunities for conflicts which lead to crashes. This will be accomplished through identification of high crash locations, roadway engineering improvement recommendations, education, and enforcement in those problem areas.
- Continue to develop tactical training and response. The Police Department's goal is to have two (2) practical exercises a year and continue participation in regional Multi Assault Counter Terrorism Action Capabilities (MACTAC) training.
- Continue our credentialing and training in the application of civil disturbances, riot training, de-escalation training, and a resolute awareness of those protesting and their civil rights.
- Continue to develop Crisis Intervention Team (CIT) program to deal effectively with mentally and emotionally disturbed individuals with a goal to have at least 85% of patrol officers CIT certified.
- The continuation of a fitness standard based on the essential job functions through a certified fitness program that has been accredited through Standard and Associates.
- Increase patrol and investigative effectiveness. The overall goal is to reduce incidences of crimes against persons and property and be attentive to problems, through extra patrols which are assigned at daily briefings.
- Promote safe driving, awareness, and training in order to reduce officer involved collisions.
- Promote consistent and effective response to domestic violence incidents. Our goal is to reduce recurring incidents, whenever possible. Eight officers are trained to issue 'after hours' court orders of protection.
- Increase patrol availability by being fully staffed.

Budget Highlights

- Accts. 5107, 5240 & 5241 – Decrease due to transition from uniform allowance to Quarter Master Uniform System whereby City pays vendor directly instead of employee for patrol officer and Sergeant uniforms.
- Acct. 6211 – Lead filter/removal services for police gun range ($2,600).
- Acct. 6261 – Decrease due to one-time grant received to cover the cost of Virtual Academy Training for commissioned officers in FY 2019 ($3,280).
- Acct. 7308 – Increase in uniform expenses due to implementation of aforementioned Quarter Master Uniform System ($27,300).
- Acct. 9502 – Vehicle changeover equipment for new vehicle ($4,500).
- Acct. 9502 – Purchase of four (4) Hybrid Ford Interceptors to replace older fleet vehicles ($167,000). Cost will be offset by estimated trade-in value of replacement vehicles ($34,000) and reduced annual gasoline usage.
- Acct. 9502 – Replacement of an 11-year old Harley-Davidson Police Motorcycle with a 2019 Harley-Davidson Police Motorcycle ($20,000).
- Acct. 9503 – Decrease due to patrol weapon purchase in FY19.
- Acct. 9503 – Replacement of outdated police equipment in four (4) vehicles ($9,709).
- Acct. 9503 – Additional safety equipment for four (4) vehicles ($6,394).
- Acct. 9503 – New License Plate Recognition System mobile unit for patrol vehicle ($15,000).
- Acct. 9503 – Increase due to addition of windshield emergency lights to two (2) department motorcycles ($1,500).
- Acct. 9503 – Increase due to replacement of expired ballistic shields and blankets ($8,000).
- Acct. 9503 – Replacement of four (4) older model training pistols with Airsoft Training Pistols ($600).

POLICE - PATROL

	Actual Expenditures FY 2017	Actual Expenditures FY 2018	Budgeted Expenditures FY 2019	Projected Expenditures FY 2019	Estimated Requirements FY 2020
PERSONNEL SERVICES:					
5101 Salaries, Permanent Empl.	2,760,013	2,823,071	2,845,869	2,964,507	2,749,692
5102 Salaries, Temporary Empl.	-	15,072	-	-	-
5103 Overtime	57,369	73,492	55,000	51,000	55,000
5104 Vacation Pay	30,135	12,823	10,945	10,302	6,840
5105 Longevity Pay	23,000	17,043	13,152	13,285	12,672
5106 Holiday Pay	109,481	107,429	114,044	105,125	108,300
5107 Uniform Allowance	50,390	51,508	46,824	46,000	-
5109 Provision for Salary Adj.	-	-	55,051	-	69,100
5230 Hospital & Medical Insurance	420,095	378,208	380,753	395,600	415,045
5231 Self Insured Medical Benefits	-	-	2,400	3,700	4,200
5233 Dental Insurance	24,901	20,578	20,887	19,355	18,232
5234 Group Life Insurance	9,886	9,772	10,098	10,410	10,750
5235 Accidental Death & Dismem.	1,976	1,948	2,040	2,115	2,150
5236 Disability Insurance	6,671	6,552	6,712	6,712	9,050
5240 Social Security Contribution	221,732	229,983	240,278	244,051	229,623
5241 Pension Contribution	578,741	666,772	698,196	664,260	607,895
5243 Worker's Compensation	98,104	117,969	99,653	94,445	99,167
Total Personnel Services	4,392,493	4,532,220	4,601,901	4,630,867	4,397,716
OPERATING EXPENSES:					
6202 Technical and Personal Services	6,555	6,678	7,348	7,348	7,355
6210 Vehicle Maintenance	35,523	47,897	49,715	45,000	50,000
6211 Equipment Maintenance	6,944	29,126	16,430	13,942	20,043
6253 Telephone	5,647	5,477	6,100	6,100	6,850
6261 Education & Training	8,942	17,421	7,730	7,730	11,000
6262 Dues, Memberships & Subsc.	210	245	580	555	1,405
6264 In Town Meetings	-	42	100	100	100
6265 Travel & Conferences	3,504	3,086	4,260	4,148	5,310
6271 Medical	1,967	1,510	3,183	2,937	2,701
7301 Chemicals & Cleaning	-	298	700	300	300
7302 Small Tools	2,188	1,577	4,650	2,500	2,500
7304 General Supplies	1,708	975	2,450	2,000	2,000
7307 Gasoline & Mileage	49,648	55,573	56,000	56,000	56,000
7308 Wearing Apparel & Linen	1,816	814	3,200	3,200	32,400
7313 Range Supplies	7,684	11,434	16,050	16,107	12,885
7314 Crime Prevention	4,520	3,235	3,700	3,894	3,700
Total Operating Expense	136,854	185,390	182,196	171,862	214,549
CAPITAL OUTLAY:					
9501 Buildings & Improvements	2,474	-	-	-	-
9502 Vehicles	169,828	118,708	132,300	129,691	147,040
9503 Equipment	58,612	31,921	117,156	118,954	88,713
9504 Office Equipment	1,732	136	400	400	500
Total Capital Outlay	232,646	150,765	249,856	249,045	236,253
TOTAL PATROL DIVISION	**4,761,993**	**4,868,375**	**5,033,953**	**5,051,774**	**4,848,518**

POLICE - PATROL
CAPITAL OUTLAY DETAIL

Capital Outlay Detail	Annual
9502 Vehicles	
2020 Hybrid Ford Interceptor Utility Patrol Vehicle	39,040
2020 Ford Interceptor Utility Patrol Vehicle (3)	108,000
Vehicle Changeover Equipment	
Total Account 9502	147,040
9503 Equipment	
Reversible Seatbelts	390
Zebra Mobile Printers with Cables	4,500
Lightbars	9,100
Equip/Ballistic Blankets	2,000
Pistol Magazines	680
Fold-Up Equipment Trays	1,050
Equipment/Ballistic Shields	6,000
Personal Gun Safe for Home Use	165
Retro-Fitting for New Patrol Vehicles	3,000
Male and Female Ballistic Vests	6,200
Push Bumpers	500
Laser Truspeed 100 Reim Blue Print Grant	1,700
Duty Holsters	1,200
Radar Units(Reimbursed by Grant)	3,200
Equipment Boxes	1,040
Consoles and Mounts	2,274
Reverse Seatbelt System for Patrol Cars	1,100
Tasers and Extended Warranty	22,336
Mobile Ticket Printers Cradles and Installation	3,000
Ballistic Helmets	1,200
Motorcyle Change Over Equipment	1,500
Morph-ID Fingerprint Scanner (Handheld)	2,100
Motorolo APX6000 Walkie Talkie	6,312
Siren Boxes	1,885
Traffic Cones (ANSI Compliant Cones)	220
Running Board Lights	3,036
Rumbler Sirens	1,800
Taser Training Suit	675
Siren Speakers	550
Total Account 9503	88,713
9504 Office Equipment	
Office Chairs (Replacement) - 2	500
Total Account 9504	500
TOTAL CAPITAL OUTLAY	**236,253**

PUBLIC WORKS

Fiscal Year 2020

PUBLIC WORKS DEPARTMENT – ADMINISTRATION DIVISION

Mission Statement

To provide engineering services, project management, and contract administration for the construction and maintenance of all city infrastructures from design to construction completion.

Description

The Department of Public Works consists of the following five (5) divisions: Administration, Building Maintenance, Street Maintenance, Parks Maintenance, and Health and Environment. The Director of Public Works oversees the activities of these divisions. The Director of Public Works enforces codes, specifications, standards and regulations on engineering matters. Public Works-Administration includes a full-time Public Works Director, a City Engineer, two (2) Project Manager/Engineering*, and an Administrative Supervisor**.

**Beginning FY 2019, one (1) Project Manager/Engineering position is expensed to the Capital Improvement Fund Administration account to manage those projects.*

*** The Administrative Supervisor position is responsible for the Public works administrative duties as well as managing the front office and three (3) Administrative Assistants for the Community Development division. In FY20, the position is split between Public Works-Administration (50%) and Community Development-Planning (50%) budgets.*

Related major Division duties and responsibilities include the following:

- Recommend contracts for city construction projects.
- Oversee the execution of professional services including engineering, surveying, appraisal, and title service for public improvement projects.
- Administer the Sanitary Sewer Lateral Program.
- Develop cost estimates for the Capital Improvement Program.
- Provide technical assistance to the Planning & Zoning Commission (P&Z), the Stormwater, Horticulture, Ecology and Beautification, Parks and Historic Preservation, Arts, and Public Safety committees and the Tappmeyer Homestead Foundation.
- Manage the annual street repair/replacement programs, trash/recycling/yard waste, leaf hauling, limb chipping, and lawn maintenance.
- Oversee the Street Tree Planting Program.
- Inspect all subdivision and public improvement projects to ensure compliance with all applicable codes and ordinances.
- Apply for and manage Department grant projects.
- Maintain right-of-ways (ROWs).

Performance and Workload Measures

	FY 2017	FY 2018	Projected FY 2019	Estimated FY 2020
Number of Open Engineering Projects (includes all capital)	13	23	18	18
Dollar Amount of Grants Awarded	$714,000	$524,000	$1,177,000	$980,000
Average Hours of Training per Employee, All Department Divisions	54.50	48	50	52
Total Number of Workman's Compensation Claims, All Department Divisions	2	2	1	0
Total Days of Missed Work Due to On-The-Job Injuries, All Department Divisions	0	0	0	0
Dollar Amount of Spending Through Cooperative Purchasing, All Divisions (i.e. vehicles, salt, micro-surfacing)	$425,569	$536,800	$585,000	$600,000

Fund: 01
Dept: 31-11

Service Standards

- Prepare bid documents for grounds maintenance in city parks, Olive and I-270 interchange, and medians.
- Prepare bid documents for asphalt materials (cold patch, crack seal, etc.), concrete, asphalt overlays, micro-surfacing, road and sidewalk construction, and lane striping for bidding.
- Maintain an average Pavement Condition Index (PCI) of 70 for all of the city-maintained streets without exceeding budget.
- Provide the highest quality of customer service.
- Prepare bid documents for equipment, building improvements, pavement improvements, grounds maintenance, mowing, tree planting, trash and recycle service, and hauling leaves for spring/fall pickups.
- Respond to resident complaints within 48 hours and resolve such matters that are within the city jurisdiction.
- Review P&Z matters/communication with P&Z Chairman in the timeframe requested by the Director of Community Development.
- Process ROW permit applications within 48 hours of submittal date.
- Execute grant applications for Community Development Block Grant (CDBG), Municipal Parks, Surface Transportation Program (STP), Safe Routes to School (SRTS), Congestion Mitigation and Air Quality (CMAQ), Transportation Alternative Program (TAP), Land and Water Conservation (LWC) and Tree Resource Improvement and Maintenance II (TRIM II) and other miscellaneous grants as they become available.
- Manage construction projects as related to successful grant applications.

Objectives

- Manage Capital Improvement Program (CIP) pavement replacement programs.
- Create a multi-year pavement management plan.
- Improve the utilization of the Geographical Information System (GIS) software. Produce more maps that will help with planning, cost estimating, design, and emergency management.
- Prepare bid specification for CIP and grant projects.
- Apply for grants to seek funding for projects that have been placed on the CIP five-year and future project list.
- Work with the Stormwater Committee to review stormwater issues and recommend corrective projects.
- Create a three- to five-year planning schedule for projects and goals.
- Administrative Maintenance of in-house programs:
    - Concrete sidewalk replacement/grinding programs
    - Proper tree/plant care programs
    - Storm sewer replacement programs (small and large projects)
    - Decorative lighting maintenance
    - Asphalt milling/replacement (small projects)

Budget Highlights

- Accts. 5101 through 5243 – Decrease due to (50%-50%) cost share of one (1) full-time position Administrative Supervisor budgeted entirely Public Work-Administration (1211) in FY19 and shared in FY20 with Community Development-Planning (3211).
- Acct. 6202 – Weather or Not Forecasting service ($5,500).
- Acct. 6203 – On-call GIS special project consulting services per the Strategic Plan FY 2018-2020 ($3,500).
- Acct. 6213 – Copier lease and maintenance fees ($4,000).

Fund: 01
Dept: 31-11

- Acct. 6265 – Increase due to travel expenses for City Engineer to attend the APWA National Conference in August 2018 ($2,350).
- Acct. 9504 – Office furniture for Public Works-Administration/Community Development-Planning Administrative Supervisor position ($1,000).

PUBLIC WORKS - ALL DIVISIONS

	Actual Expenditures FY 2017	Actual Expenditures FY 2018	Budgeted Expenditures FY 2019	Projected Expenditures FY 2019	Estimated Requirements FY 2020
PERSONNEL SERVICES:					
5101 Salaries, Permanent Empl.	1,016,157	998,403	949,147	946,745	924,012
5102 Salaries, Temporary Empl.	-	-	-	-	-
5103 Overtime	29,742	17,359	33,800	45,100	36,000
5104 Vacation Pay	13,284	6,735	6,902	6,401	4,208
5105 Longevity Pay	8,506	8,506	8,544	6,779	5,184
5109 Provision for Salary Adj.	(25)	-	26,664	-	23,260
5110 Auto Allowance	4,200	4,200	4,200	4,200	4,200
5111 Cell Phone Allowance	-	-	444	222	-
5230 Hospital & Medical Insurance	206,319	190,781	195,226	183,330	191,000
5231 Self Insured Medical Benefits	-	-	1,800	2,300	2,400
5233 Dental Insurance	11,992	10,854	11,014	8,280	8,182
5234 Group Life Insurance	3,641	3,528	3,384	3,325	3,374
5235 Accidental Death & Dismem.	728	706	709	695	718
5236 Disability Insurance	2,456	2,721	2,851	2,851	3,004
5240 Social Security Contribution	77,297	76,386	78,772	77,223	76,261
5241 Pension Contribution	213,526	201,086	206,544	232,742	200,541
5243 Worker's Compensation Ins.	42,685	46,645	32,234	30,549	32,076
Total Personnel Services	1,630,508	1,567,909	1,562,235	1,550,742	1,514,420
OPERATING EXPENSES:					
6202 Technical & Personal Services	16,006	12,369	32,700	27,500	18,200
6203 Professional Services	10,802	1,565	9,200	7,000	7,000
6207 Temporary Personnel Services	121,808	118,351	124,300	124,300	158,550
6210 Vehicle Maintenance	24,676	27,216	33,000	32,500	32,500
6211 Equipment Maintenance	44,832	30,150	36,000	29,000	31,000
6212 Building & Ground Maint.	161,012	209,835	264,642	237,800	250,020
6213 Office Equipment Maint.	4,868	5,035	6,300	5,950	12,070
6214 Refuse Collections	773,227	734,081	775,000	765,000	796,000
6215 Weed Cutting/Tree Removal	1,635	2,600	1,000	3,500	-
6216 Larviciding	2,718	3,960	4,000	3,000	3,400
6223 Tappemeyer House.			6,000	10,153	10,152
6250 Electricity	29,109	28,412	32,000	29,000	29,000
6251 Street Lighting	132,862	152,391	139,857	140,000	140,000
6252 Natural Gas	6,510	9,653	8,000	8,000	8,000
6253 Telephone	9,797	7,392	6,676	7,076	8,736
6254 Water & Sewer	50,029	53,765	59,000	83,875	72,000
6260 Advertising	89	356	500	500	500
6261 Education & Training	1,762	772	5,500	2,800	3,800
6262 Dues, Memberships & Subsc.	630	386	610	900	1,090
6264 In Town Meetings	209	83	230	200	200
6265 Travel & Conferences	3,307	2,408	5,640	3,350	7,700
6266 Equipment Rental	3,143	3,295	4,000	4,000	4,000
6271 Medical	295	-	600	600	600
7301 Chemicals & Cleaning	5,679	3,587	4,000	3,500	4,500
7302 Small Tools	7,021	3,798	6,900	5,800	5,900
7303 Horticultural Supplies	22,793	25,106	40,000	36,000	42,000
7304 General Supplies	1,995	1,626	13,200	3,900	3,900

Communication: FY20 Preliminary Operating Budget (Unfinished Business)

PUBLIC WORKS - ALL DIVISIONS

	Actual Expenditures FY 2017	Actual Expenditures FY 2018	Budgeted Expenditures FY 2019	Projected Expenditures FY 2019	Estimated Requirements FY 2020
OPERATING EXPENSES (CONT'D):					
7305 Street and Sidewalk Maintenance	44,777	40,899	60,000	30,000	60,000
7307 Gasoline & Mileage	36,115	37,874	39,000	44,300	44,500
7308 Wearing Apparel & Linen	13,295	13,316	15,665	14,825	14,825
7310 Snow Removal Supplies	88,464	52,005	58,000	58,000	81,000
7311 Street Signs	20,889	13,247	19,500	19,500	19,500
7318 Small Storm Water Projects	-	-	25,000	15,000	15,000
Total Operating Expense	1,640,229	1,595,534	1,836,020	1,756,829	1,885,643
CAPITAL OUTLAY:					
9501 Buildings & Improvements	14,867	8,354	-	-	-
9502 Vehicles	539	401	-	-	-
9503 Equipment	39,801	40,019	44,500	44,500	57,200
9504 Office Equipment	444	756	1,400	900	1,000
Total Capital Outlay	55,651	49,530	45,900	45,400	58,200
TOTAL PUBLIC WORKS	**3,326,388**	**3,212,972**	**3,444,155**	**3,352,971**	**3,458,263**

PUBLIC WORKS ADMINISTRATION

	Actual Expenditures FY 2017	Actual Expenditures FY 2018	Budgeted Expenditures FY 2019	Projected Expenditures FY 2019	Estimated Requirements FY 2020
PERSONNEL SERVICES:					
5101 Salaries, Permanent Empl.	360,553	350,938	306,834	320,212	299,176
5103 Overtime	26	-	800	2,500	1,000
5104 Vacation Pay	12,199	6,186	6,902	6,401	4,208
5105 Longevity Pay	3,072	3,072	3,072	2,701	2,496
5109 Provision for Salary Adj.	-	-	9,204	-	8,403
5110 Auto allowance	4,200	4,200	4,200	4,200	4,200
5230 Hospital & Medical Insurance	47,684	43,503	39,400	34,920	31,804
5231 Self-insured Medical Benefits	-	-	600	600	600
5233 Dental Insurance	3,547	2,732	2,209	1,810	1,655
5234 Group Life Insurance	1,228	1,192	999	1,110	1,099
5235 Accidental Death & Dismem.	246	238	230	230	220
5236 Disability Insurance	942	935	995	995	929
5240 Social Security Contribution	27,441	27,685	25,322	25,706	24,441
5241 Pension Contribution	79,322	84,870	83,988	98,800	90,963
5243 Worker's Compensation	2,637	3,141	10,616	10,061	10,564
Total Personnel Services	543,096	528,691	495,370	510,246	481,758
OPERATING EXPENSES:					
6202 Technical & Personal Services	883	4,332	300	300	6,000
6203 Professional Services	10,802	1,565	9,200	7,000	7,000
6213 Office Equipment Maint.	4,868	5,035	4,800	4,800	10,920
6253 Telephone	3,906	3,255	3,120	3,120	3,120
6260 Advertising	89	356	500	500	500
6261 Education & Training	628	79	1,500	1,000	1,000
6262 Dues, Memberships & Subsc.	630	386	610	900	1,090
6264 In Town Meetings	209	83	230	200	200
6265 Travel & Conferences	2,999	1,083	2,350	2,350	4,700
7302 Small Tools	349	439	200	100	200
7304 General Supplies	598	(145)	200	200	200
7307 Gasoline & Mileage	653	1,188	1,000	800	1,000
7308 Wearing Apparel & Linen	120	511	800	700	700
7332 Computer Software	(127)	-	-	-	-
Total Operating Expense	26,608	18,168	24,810	21,970	36,630
CAPITAL OUTLAY:					
9504 Office Equipment	444	756	1,400	900	1,000
Total Capital Outlay	444	756	1,400	900	1,000
TOTAL PUBLIC WORKS ADMINISTRATION	**570,148**	**547,614**	**521,580**	**533,116**	**519,388**

PUBLIC WORKS - ADMINISTRATION
CAPITAL OUTLAY DETAIL

Capital Outlay Detail	Annual
9504 Office Equipment	
Office Furniture for Admin. Supervisor	1,000
Total Account 9504	1,000
TOTAL CAPITAL OUTLAY	1,000

PUBLIC WORKS DEPARTMENT - STREET MAINTENANCE DIVISION

Mission Statement

To provide for enhanced public safety through maintenance, care, and repair of all city streets, sidewalks and right-of-ways (ROWs). To perform limb and leaf collection and ice and snow removal services during the appropriate season for the safety and convenience of city residents.

Description

The Street Division consists of an Operation Superintendent and a pool of a Foreman II, two (2) Foreman I, a Maintenance II Worker/Mechanic; five (5) Maintenance II Workers; and three (3) Maintenance I Workers, which are shared with the Parks Division, as needed, to complete projects. Related Streets Division duties and responsibilities include the following:

- Maintain approximately 180 lane miles of city-maintained streets.
- Provide snow removal, leaf/limb pickup, and trash/recycle collection for approximately 32 privately owned lane miles.
- Maintain and/or construct sidewalks, road pavement and right-of-way (ROW).
- Remove snow and treat streets for emergency ice control.
- Perform seasonal curbside limb and leaf collection.
- Install and maintain catch basins and storm inlet systems.
- Help maintain creeks to ensure they are free and clear of blockage to assist in flood control.
- Maintain vehicle and equipment fleets.
- Help coordinate and inspect concrete/asphalt/mudjacking contractors during construction.

Performance and Workload Measures

	FY 2017	FY 2018	Projected FY 2019	Estimated FY 2020
FLEET				
Average Age, Heavy-Duty Vehicles (>19,500 GVW)	7	8.5	9	9
Average Miles Driven, Heavy-Duty Vehicles	2,768	2,096	3,000	3,000
Average Age, Medium-Duty Vehicles (10,000-19,500 GVW)	6.5	7.4	8	9
Average Miles Driven, Medium-Duty Vehicles	2,179	3,066	3,500	3,500
Average Age, Light Vehicles (<10,000 GVW)	6.4	7.4	8	9
Average Miles Driven, Light-Duty Vehicles	5,077	6,487	7,000	7,000
Total Fleet Maintenance Expenditures, In-House (Parts and Supplies only)	$20,480	$ 20,725	$22,000	$24,000
Total Fleet Maintenance Expenditures, (Contracted)	$4,196	$2,020	$1,500	$1,500
Percentage of Contracted-Out Fleet Maintenance	17%	9.5%	6.4%	5.9%
Number of Dead Animal Pick-Ups (In-House)	25	30	30	30
Number of Signs Replaced, Fixed or Repaired	110	148	135	160
STREETS/SIDEWALKS				
Expenditures (In-House), Road Rehabilitation, Per Lane Mile	$333	$300	$225	$335
Expenditures, Road Rehabilitation (Contracted)	$1,665,000	$	$	$
Expenditures (Contracted), Road Rehabilitation	$1,665,000	$2,158,000	$2,046,000	$2,249,000
Expenditures, (Contracted) Road Rehabilitation, Per Lane Mile	$9,583	$12,402	$11,759	$12,925
Paved Lane Miles Assessed as Being Satisfactory or Better	115	136	130	130
Percentage of Streets with Pavement Index of Rating 65 or Higher (By Square Yard Area)	65%	74%	72%	72%

Continued...

Fund: 01
Dept: 31-41

SNOW & ICE REMOVAL				
Percentage of Streets Cleared within Eight (8) Hours of Normal Snowfall Stop	100%	100%	100%	100%
Average Response Time from Time Called Out (Average Snow/Ice Event), Hours	<1 hour	<1 hour	<1 hour	<1 hour
Inches of Snowfall, Annually	3.2	7.1	32	15
Total Number of Lane Miles Treated for Snow/Ice Control	1,685	1,850	2,500	2,000
LEAF & LIMB PICK-UP				
Number of Verified Leaf Misses	2	2	2	2
Number of Verified Limb Misses	2	2	2	2

Service Standards

- Provide chipping of limbs, up to three (3) inches in diameter, during the period from mid-March through mid-October and a mid-winter pick-up.
- Provide leaf collection from early November through December, and each April based on the established collection schedule.
- Complete snow removal within eight (8) hours following a normal storm event of three (3) inches (target time is six (6) hours after the storm stops).
- Complete salt/chloride (CaCl) treatment for snow events less than three (3) inches within four (4) hours following the snow event when it is the only treatment necessary.
- Respond to citizen requests within 48 hours, which includes, but not limited to, removing dead trees and brush in the ROW, cleaning storm inlets and creek debris, repair potholes, missing traffic regulatory signs, or notifying the appropriate agencies as needed.
- Remove or contain emergencies or dangerous conditions within four (4) hours.
- Complete street and sidewalk repairs within five (5) days, material, weather, and work load permitting.
- Maintain all equipment and perform preventive maintenance to minimize downtime.
- Provide an average of (25-35) lane miles of crack sealing per year as per the five-year schedule.
- Water grass, trees, and plants for new city projects, as needed.
- Provide a 24-hour or less average response time to complaints and concerns received from residents.
- Maintain the inventory of city vehicles by updating/keeping current the fleet management software and the corresponding service records on a daily basis.
- Provide at least four (4) pickups* of leaves per residence each year for a total of approximately 19,600 pickups citywide.
- Provide an average of seventeen (17) pickups* of limbs per residence each year for a total of approximately 83,300 pickups citywide.

**A minimum of three (3) leaf pickups per household in fall and one (1) per household in spring. Limb pick up runs continuously from mid-March through mid-October with one (1) mid-winter pick up in January. Pick up estimates based on approximately 4,900 single-family home count.*

Objectives

- Be more proficient at the utilization of the pavement management software to determine the most efficient and cost-effective method to maintain city streets. Furthermore, keep the average Pavement Condition Index (PCI) at or above seventy (70).
- Manage the timetable for the five-year Crack Sealing Program.
- Utilize alternative pavement applications such as micro-surfacing and rejuvenators, to extend the life of city streets.
- Utilize daily log on computer system to develop more detailed cost analysis of everyday tasks.
- Manage maintenance of Olive Boulevard and I-270 Interchange and west Olive landscaping.
- Enter all daily activity electronically.

Fund: 01
Dept: 31-41

- Improve efficiency and productivity of current annual programs.
- Continue in-house programs such as sidewalk and street slab replacements, storm water projects, asphalt pavement preparation for micro-surfacing, etc., to reduce the cost of contracted pavement repairs.

Budget Highlights

- Acct. 6207 – Increase due to hourly rate increase to employ temporary workers shared with Parks and used for additional labor force and leaf and limb services ($121,590).
- Acct. 6210 – Vehicle maintenance repair costs are shared between Streets (75%) and Parks (25%) for improved expense reporting.
- Acct. 6212 – Leaf and Limb Program debris haul off and recycling ($36,000).
- Acct. 6212 – City-resident shared cost street tree plantings ($15,000).
- Acct. 6212 – Ground maintenance for right-of-way mowing ($16,500).
- Acct. 6212 – Emerald Ash Borer Tree Maintenance Program (5-year ash tree removal program) including removal, replacement as well as treatment for a portion of the trees in the city based on the Tree Inventory completed with Trim II Grant funding in FY 2014 and FY 2015 ($45,000).
- Acct. 6212 – Contract services for ground maintenance of the Olive Boulevard and I-270 interchange including mowing services, irrigation start-up, winterization, repairs, spring trimming of fountain grasses, weekly weeding and trash pick-up, traffic control, fertilization and pesticide applications ($46,000).
- Acct. 6251 – Contract services for traffic signal repairs ($12,000).
- Acct. 6251 – Street light maintenance ($115,000).
- Acct. 6251 – Accident repairs/replacements of lights/signals/planters ($13,000).
- Acct. 6253 – Upgrade Foreman cell phone service to include WiFi hotspots to support Ipads for new Asset Management software ($1,560).
- Acct .6254 – Increase in water and sewer costs (irrigation) ($55,000)
- Acct. 6261 – Training courses for employees, safety and operations ($1,500).
- Acct. 6261 – Tuition for diesel mechanic classes ($2,000).
- Acct. 6265 – Annual APWA Snow Conference Training for one (1) supervisor ($2,000).
- Acct. 7303 – Replacement plants for medians and landscaped areas in the city ROW ($9,000).
- Acct. 7303 – Landscape design services for Olive Boulevard/I-270 medians ($3,000).
- Acct. 7303 – Misc. plantings and decorative rocks in the ROW ($6,000).
- Acct. 7303 – Mulch for ROW Landscape areas ($10,000).
- Acct. 7303 – Plants for median infill design ($10,000).
- Acct. 7305 – Material purchases for asphalt, concrete and other supplies for street and sidewalk maintenance repairs due to increase in additional in-house work performed ($60,000).
- Acct. 7307 – Fuel, gasoline and propane ($38,000).
- Acct. 7310 – One-thousand (1,000) tons of de-icing salt through salt co-operative purchase ($65,000).
- Acct. 7310 – Ice Ban as a snow-ice control product ($6,000).
- Acct. 7310 – Snow removal supplies including replacement parts, blades, calcium pumps, etc. ($10,000).
- Acct. 7311 – Stop Sign Replacement Program supplies ($12,000).
- Acct. 9503 – Purchase new lift for maintenance on Police vehicles and Public Works small trucks ($18,000).
- Acct. 9503 – Replace trailer mounted compressor for jack hammer and crack seal program ($18,000).
- Acct. 9503 – Portable scales for used to calibrate salt spreaders ($3,200).

Fund: 01
Dept: 31-41

STREET MAINTENANCE

	Actual Expenditures FY 2017	Actual Expenditures FY 2018	Budgeted Expenditures FY 2019	Projected Expenditures FY 2019	Estimated Requirements FY 2020
PERSONNEL SERVICES:					
5101 Salaries, Permanent Empl.	523,739	493,421	487,754	475,852	483,176
5103 Overtime	24,699	13,360	25,000	25,000	25,000
5105 Longevity Pay	3,936	3,936	3,936	2,880	1,824
5109 Provision for Salary Adj.	-	-	12,812	-	12,589
5111 Cell Phone Allowance	-	-	444	222	-
5115 Taxable Gifts	(25)	-	-	-	-
5230 Hospital & Medical Insurance	122,418	108,891	116,038	113,450	124,405
5231 Self Insured Medical Benefits	-	-	600	1,100	1,200
5233 Dental Insurance	6,313	5,894	6,430	4,720	5,006
5234 Group Life Insurance	2,036	1,945	1,983	1,655	1,735
5235 Accidental Death & Dismem.	407	389	398	350	390
5236 Disability Insurance	1,228	1,501	1,530	1,530	1,620
5240 Social Security Contribution	39,903	37,084	40,541	38,552	39,978
5241 Pension Contribution	107,698	84,841	89,376	103,900	77,216
5243 Worker's Compensation	34,777	37,895	16,395	15,538	16,315
Total Personnel Services	867,131	789,158	803,236	784,749	790,454
OPERATING EXPENSES:					
6202 Technical & Personal Services	15,122	5,537	25,700	20,500	5,500
6207Temporary Personnel Services	91,336	88,738	95,550	95,550	121,590
6210 Vehicle Maintenance	18,395	21,476	25,000	25,000	25,000
6211 Equipment Maintenance	33,935	23,136	30,000	23,000	25,000
6212 Buildings & Grounds Maint.	102,881	133,531	193,642	166,800	175,000
6213 Office Equipment Maintenance	-	-	1,500	1,150	1,150
6250 Electricity	13,116	14,042	14,000	14,000	14,000
6251 Street Lighting	132,862	152,391	139,857	140,000	140,000
6252 Natural Gas	4,231	5,605	5,000	5,000	5,000
6253 Telephone	5,210	3,356	3,156	3,156	4,836
6254 Water and Sewer	30,615	32,841	38,000	55,000	45,000
6261 Education & Training	895	383	3,500	1,500	2,500
6265 Travel & Conferences	308	1,325	2,290	-	2,000
6266 Equipment Rental	2,119	2,035	2,500	2,500	2,500
6271 Medical	245	-	400	400	400
7301 Chemicals & Cleaning	954	562	1,500	1,500	2,000
7302 Small Tools	5,374	2,211	5,500	4,500	4,500
7303 Horticulture Supplies	12,455	13,226	23,000	23,000	29,000
7304 General Supplies	1,397	1,651	2,500	1,700	1,700
7305 Street & Sidewalk Maint.	44,777	40,899	60,000	30,000	60,000
7307 Gasoline & Mileage	31,155	30,996	33,000	38,000	38,000
7308 Wearing Apparel & Linen	10,327	9,737	10,500	10,500	10,500
7310 Snow Removal Supplies	88,464	52,005	58,000	58,000	81,000
7311 Street Signs	20,889	13,247	19,500	19,500	19,500
7318 Small Storm Water Projects	134	12,689	25,000	15,000	15,000
Total Operating Expenses	667,197	661,620	818,595	755,256	830,676

STREET MAINTENANCE

	Actual Expenditures FY 2017	Actual Expenditures FY 2018	Budgeted Expenditures FY 2019	Projected Expenditures FY 2019	Estimated Requirements FY 2020
CAPITAL OUTLAY:					
9501 Building and Improvements	14,867	8,354	-	-	-
9503 Equipment	24,635	24,581	20,000	20,000	21,200
9505 Office Equipment	539	401	500	500	-
Total Capital Outlay	40,041	33,336	20,500	20,500	21,200
TOTAL STREET MAINTENANCE	**1,574,369**	**1,484,114**	**1,642,331**	**1,560,505**	**1,642,330**

STREET MAINTENANCE
CAPITAL OUTLAY DETAIL

9503 Equipment	
Lift for PD Cars (1 Ton)	18,000
Portable Scales for Trucks	3,200
Total Account 9503	21,200
9505 Office Equipment	
(Nothing Budgeted)	-
Total Account 9505	-
TOTAL CAPITAL OUTLAY	**21,200**

Communication: FY20 Preliminary Operating Budget (Unfinished Business)

PUBLIC WORKS DEPARTMENT - HEALTH AND ENVIRONMENT DIVISION

Mission Statement
To control and monitor the removal of refuse and recyclables from within the city limits.

Description
Although this division has no employees, funding for specific services and activities have been assigned to the Health and Environment budget for accounting purposes. The city contracts with a licensed refuse hauler to provide for the removal of refuse, recycling, and yard waste on a weekly basis. The city provides for the collection of all refuse and recyclable materials from single-family residences and participating condominiums.

Performance and Workload Measures

	FY 2017	FY 2018	Projected FY 2019	Estimated FY 2020
External Survey, Percentage of Residents Rating Overall Satisfaction with Refuse Collection as Very Satisfied and Satisfied*	N/A	88%	N/A	N/A
All Recycling (tons)	1,576	1,656	1,650	1,675
All Trash (tons)	3579	3,519	3,500	3,475
All Yard Waste (cubic yards), contracted	5,162	5,237	5,000	5,000
Percentage of Complaints per Total Pick-Ups, All Refuse Services	.04%	.04%	.03%	.02%
Dollar Value of Recycle Rebate	$15,760	$16,564	$16,500	$16,750
Percentage of Residents Enrolled in Rear-Yard Trash Collection	12.2%	12.0%	11.8%	11.5%

**Triennial Resident Survey conducted in FY 2018.*

Service Standards
- Respond to citizen calls within 24 hours of initial contact.
- Replace street name and regulatory signs within 24 hours.
- Patrol streets weekdays and after hours on an as-needed basis to remove carcasses from city streets.
- Provide for the collection of all refuse and recyclable materials from single-family residences and refuse from condominiums weekly, and provide for special pick-up any time during the year, upon request. Complaints are handled swiftly to minimize the potential for health related consequences. Any missed refuse pickups are reported the same day and collected that day or by the next pick-up day.
- Utilize alternative solid waste disposal programs such as source separation, recycling, composting, and increased utilization of recycled materials to comply with state mandated regulations (included in Senate Bill 530). Maintain minimum 50% participation in these programs through public education efforts.

Objectives
Improve city, park, and street identification signs. Evaluate condition of signs and prioritize the replacement of each by staff.

Budget Highlights
- Accts. 6214 – Cost to provide curbside trash and recycle services to single family property residents includes a potential 4% increase in FY 2020 ($789,600).

Fund: 01
Dept: 31-42

HEALTH AND ENVIRONMENT

	Actual Expenditures FY 2017	Actual Expenditures FY 2018	Budgeted Expenditures FY 2019	Projected Expenditures FY 2019	Estimated Requirements FY 2020
OPERATING EXPENSES:					
6214 Refuse Collections	773,227	734,081	775,000	765,000	796,000
6215 Weed Cutting/Tree Removal	1,635	2,600	1,000	3,500	-
6216 Larviciding	2,718	3,960	4,000	3,000	3,400
6253 Telephone	389	390	-	-	-
7301 Chemicals & Cleaning			-	-	-
Total Operating Expenses	777,969	741,031	780,000	771,500	799,400

PUBLIC WORKS DEPARTMENT - PARKS DIVISION

Mission Statement

To maintain city parks and right-of-way (ROW) to promote the enjoyment and safe use of park facilities by all citizens.

Description

The Parks Division consists of an Operation Superintendent and a pool of three (3) Foreman I, a Maintenance II Worker/Mechanic; five (5) Maintenance II Workers; and three (3) Maintenance I Workers, which are shared with the Streets Division, as needed, to complete projects. Related major Parks Division duties and responsibilities include the following:

- Maintenance of the turf and landscaped areas in the city parks, around city entrance signs, medians along Ballas Road and Olive Boulevard, and the Government Center.
- Cleanliness of all seven (7) park facilities and the historic buildings.
- Trash pickup in parks and at the Olive Boulevard bus stops, Ballas Road medians, and other locations.
- Regular cleaning and maintenance of park restrooms and historic buildings.
- Assisting the street department with the leaf, limb, and snow removal programs, in season.
- Oversee contracted park maintenance, ROW maintenance, and Olive Boulevard and I-270 Interchange grounds maintenance.

Performance and Workload Measures

	FY 2017	FY 2018	Projected FY 2019	Estimated FY 2020
Number of Trees Planted/Removed (in-house)*	270	30	125	100/100
Number of Trees Planted/Removed (contracted)*	28	71	150	50/100
Total Percent of Trees and Shrubs Planted/Removed (in-house)*	90%	30%	45%	57%
Number of City Trees in Inventory (includes parks, right-of-ways, streets)*	6,154	6,125	6,000	5,950
Percentage of Public Land Maintained (in-house)	18%	18%	18%	18%
Cost to Maintain Parks (per acre)	$4,253	$ 4,817	$4,913	$5,011

**Emerald Ash Borer Maintenance Program includes removal of 200+ ash trees per year.*

Service Standards

- Clean all of the restrooms and pick up trash twice a week from every park from April through November.
- Cut and trim the Government Center and maintenance facility at least once every 10 days, weather permitting.
- Maintain landscape and natural areas and provide seasonal plantings to improve appearance for the public.
- Maintain historical buildings, fountains, and park lighting for safety and public use.
- Enhance safety and improve quality of facilities through annual improvement projects.
- Ensure all of the irrigation systems are functioning properly and make immediate repairs as needed.
- Manage contract mowing of active use areas in Beirne Park, Lake School Park, Malcolm Terrace Park, Fountain Park, LaVerne Collins Park, Millennium Park including playgrounds, ball fields and parking lot islands, and street medians once per week.

Fund: 01
Dept: 31-43

- Manage contract mowing of passive use areas in LaVerne Collins Park, Fountain Park, Malcolm Terrace Park, and selected city ROWs once every two (2) weeks. These three parks are primarily for walking trails and other passive activities.
- Plant perennials in parks, medians, ROWs, and at the Government Center.

Objectives

- Continue to improve all grass areas in city parks, properties, and medians.
- Improve wildflower areas at Millennium and Conway Parks and the I-270 ROW.
- Continue weed control on west Olive Boulevard, Ballas Road, and Ladue Road medians and park plant areas.
- Improve landscaping on Olive Boulevard by implementing and maintaining new plantings.

Budget Highlights

- Acct. 6202 – Gas pump service contract expenses split between Streets (50%) and Parks (50%) for all city vehicles ($2,500).
- Acct. 6202 – Bounce test for playground safety surfaces ($2,000).
- Acct. 6202 – Tree inventory software maintenance ($2,200).
- Acct. 6207 – Increase due to hourly rate increase to employ temporary workers shared between Streets (75%) and Parks (25%) for additional labor force and leaf and limb services ($36,960).
- Acct. 6210 – Vehicle maintenance expenses shared between Streets (75%) and Parks (25%) budgets ($7,500).
- Acct. 6212 – Contract services to safety prune and remove dead trees in hard-to-reach areas of city parks and ROWs ($5,000).
- Acct. 6212 – Asphalt path repairs ($15,000).
- Acct. 6212 – Emerald Ash Borer (EAB) Tree Management Program includes removal, replacement and treatment of ash trees in city parks. This is a multi-year program ($11,000).
- Acct. 6212 – Mowing contract services for city parks ($38,900).
- Acct. 6224 – Maintenance expenses for the Tappmeyer House in Millennium Park ($6,000).
- Acct. 6253 – Upgrade phones with WiFi hotspots to support Ipads for new Asset Management software ($780).
- Acct. 6254 – Increase to water and sewer costs ($27,000).
- Acct. 7301 – Chemicals and cleaning supplies for park restrooms and shop ($2,500).
- Acct. 7303 – Replace damaged plantings ($2,150).
- Acct. 7307 – Gasoline and propane expenses are shared expenses between Public Works Streets (75%) and Parks (25%) budgets ($6,000).
- Acct. 9503 – Replacement of old playground equipment ($6,000).
- Acct. 9503 – Replacement of miscellaneous worn park furniture ($12,000).
- Acct. 9503 – Replacement of two (2) park drinking fountains ($6,000).
- Acct. 9503 – Replacement Conway Lake fountain ($12,000).

PARKS MAINTENANCE

	Actual Expenditures FY 2017	Actual Expenditures FY 2018	Budgeted Expenditures FY 2019	Projected Expenditures FY 2019	Estimated Requirements FY 2020
PERSONNEL SERVICES:					
5101 Salaries, Permanent Empl.	131,865	154,043	154,559	150,681	141,660
5103 Overtime	5,016	3,999	8,000	17,600	10,000
5104 Vacation Pay	1,085	550	-	-	-
5105 Longevity Pay	1,498	1,498	1,536	1,198	864
5109 Provision for Salary Adj.	-	-	4,648	-	2,268
5230 Hospital & Medical Insurance	36,217	38,387	39,788	34,960	34,791
5231 Self Insured Medical Benefits	-	-	600	600	600
5233 Dental Insurance	2,131	2,229	2,375	1,750	1,521
5234 Group Life Insurance	377	391	403	560	540
5235 Accidental Death & Dismem.	75	78	82	115	108
5236 Disability Insurance	285	285	326	326	455
5240 Social Security Contribution	9,953	11,618	12,909	12,965	11,842
5241 Pension Contribution	26,506	31,375	33,180	30,042	32,362
5243 Worker's Compensation	5,271	5,609	5,223	4,950	5,197
Total Personnel Services	220,281	250,061	263,629	255,747	242,208
OPERATING EXPENSES:					
6202 Technical & Personal Services	-	2,500	6,700	6,700	6,700
6207 Temporary Personnel Services	30,472	29,613	28,750	28,750	36,960
6210 Vehicle Maintenance	6,282	5,740	8,000	7,500	7,500
6211 Equipment Maintenance	10,897	7,014	6,000	6,000	6,000
6212 Building & Ground Maint.	58,131	76,304	71,000	71,000	75,020
6224 Tappemeyer House Maint.	5,271	3,598	6,000	10,153	10,152
6247 Dog Park Expenses	1,125	1,125	-	-	-
6250 Electricity	15,992	14,370	18,000	15,000	15,000
6252 Natural Gas	2,279	4,047	3,000	3,000	3,000
6253 Telephone	293	391	400	800	780
6254 Water & Sewer	19,414	20,924	21,000	28,875	27,000
6261 Education and Training	239	310	500	300	300
6265 Travel & Conferences	-	-	1,000	1,000	1,000
6266 Equipment Rental	1,024	1,260	1,500	1,500	1,500
6271 Medical	50	-	200	200	200
7301 Chemicals & Cleaning	4,725	3,025	2,500	2,000	2,500
7302 Small Tools	1,298	1,148	1,200	1,200	1,200
7303 Horticultural Supplies	10,338	11,880	17,000	13,000	13,000
7304 General Supplies	-	119	10,500	2,000	2,000
7307 Gasoline & Mileage	4,308	5,691	5,000	5,500	5,500
7308 Wearing Apparel & Linen	2,849	3,068	4,365	3,625	3,625
Total Operating Expense	174,986	192,126	212,615	208,103	218,937
CAPITAL OUTLAY:					
9503 Equipment	15,166	15,438	24,000	24,000	36,000
Total Capital Outlay	15,166	15,438	24,000	24,000	36,000
TOTAL PARK MAINTENANCE	**410,433**	**457,624**	**500,244**	**487,850**	**497,145**

Communication: FY20 Preliminary Operating Budget (Unfinished Business)

PARKS MAINTENANCE
CAPITAL OUTLAY DETAIL

9503 Equipment	Annual
Conway Park Fountain	12,000
Drinking Fountain Replacements	6,000
Replace Old Playground Equipment	6,000
Replace Park Furniture - Various Locations	12,000
Total Account 9503	36,000
TOTAL CAPITAL OUTLAY	36,000

Communication: FY20 Preliminary Operating Budget (Unfinished Business)

COMMUNITY DEVELOPMENT

Fiscal Year 2020

COMMUNITY DEVELOPMENT DEPARTMENT – PLANNING DIVISION

Mission

The overall mission is to employ sound urban planning techniques and policies, and offer quality development-related services. The division provides the City Administrator, City Council, and city-appointed committees with information and professional planning expertise to enhance and support decisions on community policies emphasizing both current and advanced planning and development related tasks.

Description

The Planning Division consists of the Community Development Director, a City Planner, a Project Manager, and an Administrative Assistant. The staff members are responsible for all aspects of planning-related activities for Creve Coeur. Primary activities include professional planning support for the City Council, Planning & Zoning (P&Z) Commission, Board of Adjustment, and the Arts, Economic Development, and Energy and Environment committees.

Related major division duties and responsibilities include: assisting residential and commercial residents with approval and compliance issues; administering and updating the Zoning Code; maintaining the official zoning map; developing, maintaining and implementing the Comprehensive Plan; serving as liaison between the City Council and the P&Z Commission; assisting with development of the Capital Improvement Program; facilitating economic opportunities consistent with the community's overall goals and expectations; pursuing projects eligible for federal or state funding to advance the community's identified goals; administering site improvement, sign and fence permits and inspections; and, reviewing business and occupancy permit applications.

Service Standards

- Continue to provide genuine customer service and personal assistance 100% of the time.
- Understand the needs, perspective, and expectations of our customers.
- Update and maintain applications, forms, brochures, and policies to assist users and clarify procedures and steps.
- Meet with our customers (residents, developers, design professionals, and contractors) when requested to assist and facilitate projects and applications, and address issues in a timely fashion.
- Utilize all facets of communication to further the goals of the division.
- Review P&Z applicant submissions in accordance with the predetermined schedule.
- Agendas and reports shall be professional, technically accurate, in accordance with city policies, and distributed to the various committees as necessary.
- Prepare meeting minutes by next packet deadline and provide follow-up communications to applicants the same week.

Performance and Workload Measures

	FY 2017	FY 2018	Projected FY 2019	Estimated FY 2020*
Site Development Plan Applications Reviewed	32	35	35	35
Site Improvement Plan and Residential Development Applications Reviewed	90	66	70	70
Percentage of Site Improvement Plan Applications Reviewed within Five Business Days*	N/A	100%	100%	100%
Sign Permit Applications Reviewed	109	88	130	100
Percentage of Sign Permit Applications Reviewed within Three Business Days*	N/A	100%	100%	100%

**Measurement is based upon the time when an application is submitted and review is completed and permit is issued or comments are sent to the applicant with requested revisions.*

Fund: 01
Dept: 32-11

Objectives

- Provide excellent customer service and professional assistance through all aspects of the division and to develop positive relationships with the development community.
- Continue to enhance current planning activities within the department and provide professional consultation and expertise to the P&Z Commission and City Council.
- Continue to offer superior response and follow-up to the public on stormwater management and site grading concerns.
- Advance and focus on the long-range planning efforts including advancing the downtown form-based code and plant science district concepts.
- Provide professional guidance and leadership in the implementation of the Comprehensive Plan and the Plant Sciences area plan.
- Continue identifying areas facing immediate development pressure and continue analysis of the Comprehensive Plan to determine applicability of potential development proposals.
- Review, analyze, and propose changes, additions, and modification to the Zoning Ordinance and other city codes.
- Continue to identify methods to increase the utilization of the city's Geographic Information System (GIS) as a support tool for land use decisions and analysis.
- Assist in development and utilization of new permit tracking system within the City's Enterprise Software Program to integrate all development applications including site development plans, site improvement plans, and building permitting.
- Continue providing superior public notice of P&Z Commission and Board of Adjustment activities through the city website, city newsletters, posted signs, direct mailing, and newspaper publication(s).
- Provide staff support to Economic Development Committee to further city's economic development efforts as requested.
- Provide staff support to the Energy and Environment Committee.
- Provide staff support to the Arts Committee as requested.
- Review and improve intra-office communication and review processes to reduce errors and improve customer response times.

Budget Highlights

- Acct. 6203 – Web-based GIS service hosting and support fees ($5,000).
- Acct. 6203 – Web-based GIS service for special mapping projects ($5,000).
- Acct. 6204 – Professional consulting services to assist staff with performing necessary zoning code and design guideline revisions as a result of the Comprehensive Plan 2030 ($15,000).

Fund: 01
Dept: 32-11

COMMUNITY DEVELOPMENT-ALL DIVISIONS

	Actual Expenditures FY 2017	Actual Expenditures FY 2018	Budgeted Expenditures FY 2019	Projected Expenditures FY 2019	Estimated Requirements FY 2020
PERSONNEL SERVICES:					
5101 Salaries, Permanent Empl.	845,475	856,589	921,071	895,539	902,364
5102 Salaries, Temporary Empl.	9,582	5,535	9,540	6,420	7,650
5103 Overtime	18,667	21,194	20,000	20,215	20,500
5104 Vacation Pay	12,948	5,743	6,408	7,330	4,436
5105 Longevity Pay	8,160	8,160	9,520	8,160	5,440
5109 Provision for Salary Adj.	-	-	20,863	-	25,222
5110 Auto Allowance	3,600	3,600	4,200	3,600	3,600
5230 Hospital & Medical Insurance	127,382	126,394	132,201	127,009	133,425
5231 Self Insured Medical Benefits	-	-	1,200	1,200	1,200
5233 Dental Insurance	8,572	7,266	5,721	6,550	6,095
5234 Group Life Insurance	2,884	2,954	3,162	3,255	3,403
5235 Accidental Death & Dismem.	577	591	632	647	681
5236 Disability Insurance	2,037	2,716	2,957	2,957	2,642
5240 Social Security Contribution	65,758	67,004	75,432	72,007	74,145
5241 Pension Contribution	182,401	202,169	219,237	234,515	264,279
5243 Worker's Compensation Ins.	20,333	23,498	31,442	27,057	28,410
Total Personnel Services	1,308,375	1,333,412	1,463,587	1,416,461	1,483,492
OPERATING EXPENSES:					
6202 Technical & Personal Services	12,605	6,728	6,700	5,700	5,700
6203 Professional Services	977	19,782	10,000	39,495	186,800
6204 Planning & Design Services	38,453	-	20,000	10,000	15,000
6213 Office Equipment Maint.	622	687	4,740	4,700	8,720
6215 Weed Cutting/Tree Removal	-	-	-	-	3,000
6253 Telephone	7,490	7,292	7,492	7,372	7,372
6260 Advertising	983	1,570	1,600	1,600	1,600
6261 Education & Training	638	3,079	1,914	1,914	2,530
6262 Dues, Memberships & Subsc.	3,320	2,840	2,385	2,395	2,400
6264 In Town Meetings	218	546	1,400	940	1,050
6265 Travel & Conferences	8,349	6,544	11,900	11,513	9,000
7302 Small Tools	978	996	800	800	1,000
7304 General Supplies	8,472	12,181	10,205	10,372	11,250
7307 Gasoline & Mileage	13,012	14,022	13,300	13,100	13,100
7308 Wearing Apparel & Linen	1,033	1,565	1,392	1,392	1,347
Total Operating Expense	97,150	77,832	93,828	111,293	269,869
CAPITAL OUTLAY:					
9504 Office Equipment	1,439	531	750	550	650
Total Capital Outlay	1,439	531	750	550	650
TOTAL COMMUNITY DEVELOPMENT	**1,406,964**	**1,411,775**	**1,558,165**	**1,528,304**	**1,754,011**

Communication: FY20 Preliminary Operating Budget (Unfinished Business)

COMMUNITY DEVELOPMENT - PLANNING DIVISION

	Actual Expenditures FY 2017	Actual Expenditures FY 2018	Budgeted Expenditures FY 2019	Projected Expenditures FY 2019	Estimated Requirements FY 2020
PERSONNEL SERVICES:					
5101 Salaries, Permanent Empl.	270,541	269,854	280,521	278,358	314,136
5102 Salaries, Temporary Empl.	9,582	5,535	9,540	6,420	7,650
5103 Overtime	2,507	1,502	2,000	1,515	1,700
5109 Provision for Salary Adj.	-	-	8,046	-	8,913
5110 Auto Allowance	3,600	3,600	4,200	3,600	3,600
5230 Hospital & Medical Insurance	31,440	32,065	32,709	32,709	37,004
5231 Self-insured Medical Benefits	-	-	600	600	600
5233 Dental Insurance	2,441	2,237	337	2,050	1,993
5234 Group Life Insurance	968	1,008	1,030	1,045	1,184
5235 Accidental Death & Dismem.	194	202	206	209	237
5236 Disability Insurance	486	1,016	1,040	1,040	1,000
5240 Social Security Contribution	21,217	20,647	22,958	22,177	25,704
5241 Pension Contribution	21,945	21,653	22,787	23,100	25,323
5243 Worker's Compensation Ins.	507	596	9,458	8,963	9,411
Total Personnel Services	365,428	359,915	395,433	381,786	438,455
OPERATING EXPENSES:					
6202 Technical & Personal Services	12,605	6,728	6,700	5,700	5,700
6203 Professional Services	977	19,782	10,000	10,000	10,000
6204 Planning & Design Services	38,453	-	20,000	10,000	15,000
6213 Office Equipment Maint.	622	42	-	-	-
6253 Telephone	1,511	1,293	1,392	1,272	1,272
6260 Advertising	983	1,570	1,600	1,600	1,600
6261 Education & Training	10	396	214	214	830
6262 Dues, Memberships & Subsc.	925	1,709	1,115	1,160	1,165
6264 In Town Meetings	203	546	700	540	650
6265 Travel & Conferences	5,557	3,473	6,600	6,213	3,700
7302 Small Tools	-	341	-	-	200
7304 General Supplies	762	976	955	995	2,000
7307 Gasoline & Mileage	1,337	1,074	1,300	1,100	1,100
7308 Wearing Apparel and Linen	-	264	195	195	150
Total Operating Expense	63,946	38,194	50,771	38,989	43,367
CAPITAL OUTLAY:					
9504 Office Equipment	813	95	400	200	300
Total Capital Outlay	813	95	400	200	300
TOTAL PLANNING DEPARTMENT	430,187	398,204	446,604	420,975	482,122

COMMUNITY DEVELOPMENT - PLANNING DIVISION
CAPITAL OUTLAY DETAIL

Capital Outlay Detail	Annual
9504 Office Equipment	
Guest Office Chair (Director) - 2	200
Misc. (Chairs, Shelves, Etc.)	100
Total Account 9504	300
TOTAL CAPITAL OUTLAY	**300**

Communication: FY20 Preliminary Operating Budget (Unfinished Business)

COMMUNITY DEVELOPMENT DEPARTMENT – BUILDING DIVISION

Mission Statement
To ensure adherence to life safety codes and professional construction methods in an efficient, cost-effective, and customer-friendly manner. To accomplish this mission, division personnel must partner with citizens and construction professionals to create an atmosphere of understanding and acceptance of the community's desire for quality building code compliance from the initial plan review to project completion – regardless of project type or size.

Description
The Building Division consists of nine (9) full-time employees including: a Chief Building Official, a Senior Plans Examiner, a Plans Examiner/Building Inspector, two (2) Commercial Building Inspectors, a Residential Building Inspector, an Apartment Re-Occupancy Inspector/Code Enforcement Officer, and two (2) Administrative Assistants. The Building Division is responsible for all aspects of building, energy conservation, property maintenance, apartment re-occupancy, nuisance and zoning code enforcement related activities.

Primary Division activities include:

- Ensuring that life safety codes and professional construction methods are adhered to during the construction process.
- Administering and coordinating all aspects of the residential and commercial building permit submittal, plan review, permit issuance, field inspection, escrow release, and archiving processes.
- Ensuring that all residential and commercial buildings and properties are in compliance with the city's exterior property maintenance, nuisance, and sign codes.
- Ensuring that apartment dwelling units and apartment properties are in compliance with the city's apartment re-occupancy ordinance.
- Maintaining a quality, cooperative relationship with the three (3) governing fire districts.
- Ensuring that St. Louis County provides quality permit issuance and field inspection contractual services pertaining to all electrical, plumbing, and commercial mechanical work completed within the city.
- Providing professional staff support for the Building Code Board of Appeals.

Performance and Workload Measures

	FY 2017	FY 2018	Projected FY 2019	Estimated FY 2020
External Survey, Percentage of Residents Rating Overall Satisfaction with Permit Services as Very Satisfied or Satisfied*	N/A	60%	NA	N/A
Percentage of Residential Building Plans Reviewed within Five (5) Days**	88%	81%	85%	88%
Percentage of Commercial Building Plans Reviewed within 10 Days**	94%	88%	92%	92%
Building Permits Issued	1,224	1,374 *xx*	1,250	1,200
Apartment Re-Occupancy Permits Issued	790	803	800	800
Other Permits Issued	257	288	250	250
Permits Issued per Full-Time Building Staff***	252	274	256	250
Building Inspections Completed	5,978	5,836	6,096	6,000
Other Inspections Completed	826	829	750	825
Apartment Re-Occupancy Inspections Completed	1,258	1,340	1,264	1,300
Value of Residential Building Permits Issued	$37,571,913	$28,814,040	$30,000,000	$30,000,000
Value of Commercial Building Permits Issued	$52,362,303	$85,128,621	$95,000,000	$95,000,000

Fund: 01
Dept: 32-61

[1]*Triennial Resident Survey conducted in FY 2018.*

[2]*Building Permit/Plan Review turn-a-round service level is the number of working days elapsed between the time a building permit is submitted to the time the Building Division either reviews and approves the documents as submitted or reviews and forwards comments to the design professionals for their revisions.*

[3]*Based on nine (9) full-time employees.*

[4]*Most building permits ever issued during any fiscal year in the history of the city.*

Percentage (%) of Recovered Building Code Enforcement Costs

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	5 FY AVG.	Projected FY 2019	Estimated FY 2020
Total Revenue Collected[1]	$537,562	$856,547	$709,073	$651,221	$741,332	$699,147	$683,640	$621,412
Total Expenditures[2]	$752,977	$804,833	$870,391	$925,009	$971,349	$864,912	$1,006,271	$1,065,838
(Loss)/Gain	($215,415)	$51,614	($161,000)	($273,788)	($230,017)	($110,376)	($322,631)	($444,426)
% of Recovered Costs[3]	72%	106%	82%	71%	76%	81%	68%	58%

[1]*The sum total of building permit fees, commercial certificate of occupancy fees, sign permit fees, demolition permit fees, fence permit fees and escrow deductions. It does not include any revenue collected by the Apartment Re-Occupancy Program. Dollar amounts are from fiscal year revenue statements.*

[2]*Total costs for operating the plan submittal, plan review, permit issuance, field inspection, escrow release and archiving processes that make up the building code enforcement program. It also includes any Total Non-Departmental Overhead and Total Municipal Property Overhead. It does not include any operating costs for the Apartment Re-Occupancy Program. Dollar amounts are from fiscal year expenditure statements.*

[3]*The city's goal is to recover at least 80% of its building code enforcement costs each fiscal year. This policy (Ord. 5166) has been in effect since February 1, 2011 and was the last time the city raised its permit fees.*

Service Standards

- Intake and process building permit, demolition permit, certificate of occupancy, fence permit, and excavation permit applications in accordance with department standards and timelines. Applications received are logged into the tracking system within 24 hours.
- Properly schedule building inspection and apartment re-occupancy requests made by a contractor or apartment manager for a specific day. Inspections that are requested by 4:00 PM are made the next business day. A specific time of day may be requested for inspections that involve concrete pours (piers, footings, and foundations) or the testing of fire alarm systems.
- Complete and initiate building plan review comments within five (5) working days for residential projects and 10 working days for small/medium size commercial projects.
- Building permit escrows shall be processed and a check issued within 30 days (per state statutes) of the final inspection approval and issuance of the final certificate of occupancy.
- Work overtime when requested by general contractors to assist them with meeting their construction deadlines.
- Update the Building Division pages on the city website with relevant building code and building permit information on a monthly basis.
- Staff will continue to attend professional training seminars on a regular basis so that their International Code Council inspection and plan review certifications can be renewed every 3 years.

Objectives

- Provide first-class customer service and professional assistance to all customers of the Building Division.
- Enhance permit administration (application coordination, personnel management, permit tracking, inspection scheduling) by continuing to improve the permit tracking system.
- Ensure timely service as well as professional and quality assistance during the building permit submittal, plan review, permit issuance, field inspection, and escrow release processes.

Fund: 01
Dept: 32-61

- Provide quality building code and energy conservation code enforcement by ensuring compliance with established city codes and professional construction methods while fostering a customer-friendly approach.
- Continue to effectively and efficiently enforce the city property maintenance, apartment re-occupancy, zoning, and nuisance codes.
- Further the education and understanding of our customers regarding city policies and procedures on building plan review, inspections, and permit issuance procedures. The Building Division will attempt to host a forum each year with contractors/foremen, architects/engineers, and building owners/property managers with this objective in mind.
- Provide building code related articles to the city's monthly newsletter that highlight the responsibilities and objectives of building division as they relate to residential construction.
- Strive to improve our Insurance Services Office (ISO) rating (Class 1 is the highest attainable rating, Class 10 is the lowest). Every four (4) to six (6) years, the Insurance Services Office evaluates the "building code effectiveness" of every building department in the U.S. In 1998, the Building Division was rated a Class 5 (68.81). In 2002, it was rated a Class 4 (73.51). In May 2008, it was rated a Class 4 (75.62). In August 2013, the Building Division was given a rating of Class 3 (82.74) for residential property and a rating of Class 2 (87.29) for commercial property. The next ISO rating period will be in 2019-20.
- Become familiar with proposed building code changes as they relate to the 2015 International Building Code, the 2015 International Residential Code, and the 2015 International Energy Conservation Code as these will be the next codes to be reviewed by the building division in 2018 and adopted by the city in late 2019 or early 2020. The Building Division presently enforces the 2009 editions of these codes as adopted by the city on August 1, 2013.

Budget Highlights

- Acct. 6213 – Increase due to EnerGov annual maintenance and support fees associated with building inspections and code enforcement ($6,720). Once implemented in FY 2019-20, the software will:
  - Allow contractors and residents to request inspections online.
  - Allow inspectors to enter inspection results directly into this new tracking system at the jobsite and promptly notify contractors/residents of status update.
  - Provide a citizen portal that will allow contractors and residents to view the status of their plan reviews and field inspections.
  - Expedite the escrow release process.
- There is a proposal to raise the city's building permit fees so that the building division may recover more (90% to 100%) of its building code enforcement costs. For the past 5 fiscal years, the building division has recovered approximately 81% of its building code enforcement costs. Building permit fees have not been raised since 2011.
- The city signed a 3-year inspection agreement with BJC Healthcare. This agreement will allow the city to hire another commercial building inspector who will be able to make other commercial building inspections throughout the city so that the city's designated hospital inspector can spend more time making inspections on the Barnes-Jewish West County Hospital Campus as requested by BJC and its contractors.

COMMUNITY DEVELOPMENT - BUILDING DIVISION

	Actual Expenditures FY 2017	Actual Expenditures FY 2018	Budgeted Expenditures FY 2019	Projected Expenditures FY 2019	Estimated Requirements FY 2020
PERSONNEL SERVICES:					
5101 Salaries, Permanent Empl.	574,934	586,734	640,550	617,181	588,228
5102 Salaries, Temporary Empl.	-	-	-	-	-
5103 Overtime	16,159	19,692	18,000	18,700	18,800
5104 Vacation Pay	12,948	5,743	6,408	7,330	4,436
5105 Longevity Pay	8,160	8,160	9,520	8,160	5,440
5109 Provision for Salary Adj.	-	-	12,817	-	16,309
5230 Hospital & Medical Insurance	95,943	94,329	99,491	94,300	96,421
5231 Self-insured Medical Benefits	-	-	600	600	600
5233 Dental Insurance	6,131	5,029	5,384	4,500	4,102
5234 Group Life Insurance	1,916	1,946	2,132	2,210	2,219
5235 Accidental Death & Dismem.	383	389	426	438	444
5236 Disability Insurance	1,551	1,700	1,917	1,917	1,642
5240 Social Security Contribution	44,541	46,356	52,474	49,830	48,441
5241 Pension Contribution	160,456	180,516	196,450	211,415	238,956
5243 Worker's Compensation	19,826	22,902	21,984	18,094	18,999
Total Personnel Services	942,947	973,496	1,068,153	1,034,675	1,045,037
OPERATING EXPENSES:					
6203 Professional Services	-	-	-	29,495	176,800
6213 Office Equipment Maint.	-	645	4,740	4,700	8,720
6215 Weed Cutting and Tree Removal	-	-	-	-	3,000
6253 Telephone	5,979	5,999	6,100	6,100	6,100
6261 Education & Training	628	2,683	1,700	1,700	1,700
6262 Dues, Memberships & Subsc.	2,395	1,131	1,270	1,235	1,235
6264 In Town Meetings	15	-	700	400	400
6265 Travel & Conferences	2,791	3,071	5,300	5,300	5,300
7302 Small Tools	978	655	800	800	800
7304 General Supplies	7,710	11,205	9,250	9,377	9,250
7307 Gasoline & Mileage	11,675	12,948	12,000	12,000	12,000
7308 Wearing Apparel & Linen	1,033	1,302	1,197	1,197	1,197
Total Operating Expense	33,204	39,639	43,057	72,304	226,502
CAPITAL OUTLAY:					
9504 Office Equipment	626	436	350	350	350
Total Capital Outlay	626	436	350	350	350
TOTAL BUILDING DEPARTMENT	**976,777**	**1,013,571**	**1,111,560**	**1,107,329**	**1,271,889**

COMMUNITY DEVELOPMENT-BUILDING DIVISION
CAPITAL OUTLAY DETAIL

Capital Outlay Detail	Annual
9504 Office Equipment	
Chair	350
TOTAL ACCOUNT 9504	350
TOTAL CAPITAL OUTLAY	**350**

Communication: FY20 Preliminary Operating Budget (Unfinished Business)

CAPITAL IMPROVEMENTS FUND

FUND SUMMARY

In accordance with Section 9.4 and 9.6 of the Creve Coeur City Charter, a Capital Improvements Program and Financial Overview is prepared. The Capital Improvement Program adoption process involves a careful and cautious analysis of community priorities, funding sources, cost-benefit ratios and relationship to overall community goals for all major capital projects.

The annual budget contains funding for those projects identified in the Capital Improvements Program for the current fiscal year. Estimates are made by the City staff as to the percent of completion anticipated during the fiscal year. In addition, other projects are included in the budget as authorized by the City Council.

Pursuant to the provisions of Section 94.890 RSMo., the CIP sales tax was adopted by the voters on November 4, 1997 and took effect on April 1, 1998. The tax revenue is earmarked specifically for capital improvements by state law. The sales tax, combined with CIP fund balances, transfers from the General Fund, federal and state grants, and other sources or revenue is utilitzed to finance the capital budget.

The availability of the sales tax allows the City Council to address the inventory of capital needs, effectively plan for future expenditures, provide for continuing maintenance and upgrading of the city's existing infrastructure from a dedicated revenue source and provide for long term fiscal stability of the City's operating funds. The Capital Improvements Fund separates the funding and accounting for Capital Improvement projects from the remainder of the municipal operations of the City, thereby clearly delineating a difference between regular City operations within the General Fund and major capital projects.

For budgetary purposes, the Capital Improvements Fund is maintained on a modified accrual method of accounting with the following exceptions:

- Budget amounts are encumbered when contracts are signed for goods or services. At year-end, amounts which are encumbered but not yet expended are carried over to be paid when the goods or services are received. These amounts are included in budget-basis expenditures for the fiscal year in which they are encumbered, rather than the year in which goods or services are received and a liability incurred. Appropriations that are not spent or encumbered lapse at the end of the fiscal year. Encumbrances are never classified as expenditures under GAAP basis of accounting.
- Compensated absence liabilities are not budgeted, where they are adjusted annually under the basis of accounting.
- Changes in the fair value of investments are not budgeted, where they are treated as an adjustment to revenue under the basis of accounting.

Capital Budget Policies

1. The City will develop a five-year plan for capital improvements, update this plan annually, and make all capital improvements in accordance with this plan. Efforts will be made to continue to increase the amount of grant funds received for capital improvements.

2. The City will maintain its physical assets at a level adequate to protect the City's capital investments and to minimize future maintenance and replacement costs. The budget will provide for the maintenance and orderly replacement of the City's infrastructure and equipment from current revenues to the extent possible.

3. The City will use the following criteria to evaluate the relative merit of each capital project. Capital investments will foster goals of:

   - *Availability of Outside Funding*: projects that are eligible for and are likely to be considered for grant funding or shared-cost programs.
   - *Beautification:* aesthetic improvements to natural habitats or frequently traveled or visited areas within the City for public enjoyment such as the use of public art on public lands
   - *Citizen Demand*: projects that have received a level of demonstrated citizen support or demand, including support of City departments, boards, committees, and commissions.
   - *Condition of Existing Facility*: improvements that replace or maintain the City's infrastructure, facilities, or equipment so that it remains in a serviceable, safe, and efficient condition.
   - *Coordination (projects, regulations, City-adopted plans)*: projects that fit within planned coordination between multiple projects or agencies to reduce costs or minimize disruption to services, meet state or federal law requirements, or identified in other City-adopted plans.
   - *Economic Growth:* projects focused on maintaining housing values and attracting businesses, residents, or visitors to the City. Projects supporting private development must include return on investment ratios or a fully documented cost/benefit analysis.
   - *Operating Efficiency*: equipment or facilities improvements to streamline work processes or benefit from technological advancements; projects which reduce the cost of operations will receive priority. Projects which increase the cost of operations shall have identified trade-offs to support those additional costs.
   - *Protection & Conservation*: improvements to the City's park system or historical landmarks that allow these facilities to be enjoyed by future generations or projects that reduce the City's environmental impact.
   - *Public Safety*: improvements that focus on preserving and protecting the general public from harm and reducing the City's risk exposure.

Impact of Capital Improvements on FY 2020 Operating Expenditures:

Capital Fund Projects

Accessibility Improvements

FY 2020 Capital Expenses: $20,000 Operating Budget Impact: None

Reimbursed entirely by a Community Development Block Grant, this project includes pedestrian accessibility improvements to one intersection. The new ramps and pedestrian signal equipment are expected to require minimal maintenance, but less maintenance than the existing facilities.

Creve Coeur-Frontenac Missouri Pacific Trail Study

FY 2020 Capital Expenses: $30,000 Operating Budget Impact: None

This study will be completed in cooperation with the City of Frontenac and will explore the layout options and costs associated with a new pedestrian trail between the City's Malcolm Terrace Park and a new park in the City of Frontenac. While the study will not affect the operating budget, maintenance of the future trail will be a new expense.

Millennium Park Trail Study

FY 2020 Capital Expenses: $20,000 Operating Budget Impact: None

This study will review the possibility of expanding the pedestrian trails at Millennium Park and the possible connections to the surrounding subdivisions. The study itself will not have an impact on the operating budget, but improvements that result from the recommendations from this study may require future maintenance.

Golf Course Pond Fountains

FY 2020 Capital Expenses: $25,000 Operating Budget Impact: Low Increase

This project will add a new fountain and aerator for the south pond at the Creve Coeur Golf Course. The operation of the fountain and aerator will result in a slight increase in electricity costs, because the former fountain is not currently operational. The difference in the electricity costs between the old fountain and the new fountain are expected to be negligible.

Dielmann Recreation Complex Parking Lot Lighting

FY 2020 Capital Expenses: $20,000 Operating Budget Impact: None or Low Increase

This project will replace the existing lights for the parking lots at the Dielmann Recreation Complex through a two-year process. The new lights will provide more consistent lighting for the lots and should need little maintenance for the near future. The additional lights may increase electricity costs, but this impact may be able to be reduced or eliminated with the use of LED lights.

Historic Building Rehabilitation and Preservation

FY 2020 Capital Expenses: $35,000 Operating Budget Impact: Low Reduction

This project will be the first phase of exterior improvements to the historic buildings in the City's parks. The FY 2020 project will focus on the Lake School house in Lake School Park. These improvements should reduce operating costs associated with annual cleaning sediment out of the basement of the school house.

Ice Arena Compressor Replacement

FY 2020 Capital Expenses: $30,000 Operating Budget Impact: Reduction

Replacement of one of the three compressors at the Creve Coeur Ice Arena will eliminate planned maintenance and repair costs for the existing, 16-year-old unit. The new unit should also be more efficient than the one it replaces.

Tennis Court Repairs

FY2020 Capital Expenses: $30,000 Operating Budget Impact: Low Reduction

This project will involve minor repairs and repainting of the tennis courts at Conway Park. These repairs will eliminate the need for City staff to complete them and will reduce future maintenance needs.

Middlebrook Drive Stormwater Improvements

FY2020 Capital Expenses: $250,000 Operating Budget Impact: Reduction

This project involves replacing a failing culvert pipe beneath Middlebrook Drive and making associated repairs to the impacted area of the roadway and the stream. City staff has repeatedly patched the roadway pavement above this culvert, with a significant repair in 2014. This project will eliminate this problem and future needs for such maintenance costs in the operating budget for the foreseeable future.

Street and Sidewalk Maintenance Program

FY2020 Capital Expenses: $1,281,250 Operating Budget Impact: None

The cost to repair all of the deficiencies in the City's streets and sidewalks exceeds the capital and operating budgets. Pavement and sidewalk maintenance programs will improve and preserve the City's infrastructure and will eliminate the need for the City's staff to patch potholes or otherwise maintain certain areas. This will allow City staff to focus its maintenance efforts on cracksealing and other roadway preservation and maintenance, which will result in an overall improvement to the City's roadway and sidewalk conditions, but will not reduce the City's operating costs.

Street Reconstruction/Rehabilitation

FY2020 Capital Expenses: $300,000 Operating Budget Impact: Reduction

The FY2020 program will rehabilitate a portion of the Ladue Estates subdivision. The pavement in this area is in poor condition and routinely requires the attention of City staff to patch potholes and to investigate and repair pavement failures. The FY2020 project will eliminate repairs on this street for the foreseeable future.

Signal Enhancement Projects

FY2020 Capital Expenses: $70,000 Operating Budget Impact: Low Increase

In FY2020, the City will partner with St. Louis County and the Missouri Department of Transportation to include black powder coating and illuminated street name signs to two new traffic signals that will be constructed through a County/MoDOT project at the interchange of Olive Boulevard and Lindbergh Boulevard. The City will be responsible for the maintenance of these decorative elements and for the electricity for the illuminated street name signs. These costs are expected to be minimal.

Pavement Condition Ratings Update

FY2020 Capital Expenses: $45,000 Operating Budget Impact: None

The City maintains a record of the pavement conditions for the streets that the City maintains. This project would involve hiring a consultant to update the pavement conditions and ride quality measurements for the City's streets. These services are not expected to impact the City's operating budget.

Emerson Road Improvement Project

FY2020 Capital Expenses: $603,000 Operating Budget Impact: Reduction

This project will partially reconstruct the City's portion of Emerson Road, generally from Old Ballas Road to De Smet Jesuit High School. A federal grant will reimburse the City up to $444,000 for the construction of the roadway and drainage improvements. This project will eliminate frequent calls for patching of several sinking areas within the southbound lane.

Fernview Sidewalk Concept Plan

FY2020 Capital Expenses: $35,000 Operating Budget Impact: None

The City will explore the feasibility, cost, and public support for adding a sidewalk to Fernview Drive, from Fernway Drive to Gallagher Drive. While this study will not have an impact on the operating budget, a future sidewalk would eventually require maintenance and repairs.

Mosley Road Improvement Project

FY2020 Capital Expenses: $20,000 Operating Budget Impact: None

The project involves roadway, sidewalk, and drainage improvements to Mosley Road, from Olive Boulevard to Ladue Road. The City has been awarded a federal grant to reimburse the City up to $760,000 for costs associated with easement acquisition and construction. The FY2020 expenses will involve title reports and appraisals for the easements that are expected to be required for the project. While the current design work will not impact the operating budget, the eventual repaving of Mosley Road will reduce annual patching and other maintenance costs associated with Mosley Road.

Old Olive/Lindbergh Intersection Reconstruction (Design and Grant Match)

FY2019-FY2020 Capital Expenses: $32,000 Operating Budget Impact: None

This project involves the preliminary design for the reconfiguration of the intersection of Lindbergh Boulevard at Old Olive Street Road. State funding and a federal grant are expected to reduce the City's cost of this project to approximately 15% of the total. While the design will not have an impact on the City's operating costs, the project would require that the City assume maintenance responsibility for Old Olive Street Road (currently a state-maintained roadway), which will carry significant operating costs in the future for pavement and sidewalk maintenance, lighting, landscaping, and snow plowing.

Public Works Capital Equipment

FY2020 Capital Expenses: $88,948 Operating Budget Impact: Reduction

Equipment is considered capital equipment if it costs more than $20,000 and has an expected useful life of five years or more. Replacement of older equipment helps reduce the overall annual maintenance and repair costs of the Public Works fleet, maintains the fleet's efficiency, and reduces the chance that vehicle problems will impact the City's ability to provide services for its residents. In FY2020, the plan is to replace a 2003 one-ton work truck that has become decreasingly reliable with its increasingly frequent maintenance needs. The new vehicle is expected to require no repairs in its first few years of use.

Golf Course Sprayer Replacement

FY2020 Capital Expenses: $35,000 Operating Budget Impact: Low Reduction

Equipment is considered capital equipment if it costs more than $20,000 and has an expected useful life of five years or more. The existing spray system relies on a 14-year-old sprayer that is mounted on a 21-year-old chassis, and this system is becoming increasingly costly to maintain at approximately $750 per year. A new system would be more reliable and is expected to require maintenance costs of less than $200 per year for the first five years of operation.

Capital Improvement Program Administration - Project Manager

FY2020 Capital Expenses: $85,075 Operating Budget Impact: No Increase over FY2019

This item includes costs associated with the salary and benefits for a full-time employee in the Department of Public Works to serve as a project manager to oversee the implementation of the Capital Improvement Program. This position was budgeted in the General Fund prior to FY2019. Aspects of this position, including employee training, cell phone, and general supplies, are estimated to total about $1,000 in the annual operating budget.

Police Building Project Bond Fund Projects

In FY2017, Creve Coeur residents voted to approve a $10.69 million bond measure (Prop P) to provide funding to build a new police building at 350 North New Ballas Road and to make accessibility and safety improvements to the existing Government Center, which is located at 300 North New Ballas Road. The bonds were publically sold and the bond revenue received in FY2017.

The debt service expenses associated with the Building Fund will be paid through the real and property taxes for the next 18 years, with an expected sunset in 2037. The debt service expenditures, including interest and principal expenses, are estimated to be approximately $713,006 in FY 2020.

The new police building is expected to be substantially complete toward the end of FY2019, and the Police Department should be moved in and operating in the new building in FY2020.

Police Building Professional Services

FY2020 Project Bond Fund Expenses: $25,000 Operating Budget Impact: None

The City has set aside contingency funding in FY2020 for additional professional services that might be necessary as the building project construction wraps up and as the Police Department moves into and begins to use the new building. These services should not impact the City's operating budget.

Police Building Site Work and Building Construction

FY2020 Project Bond Fund Expenses: $304,313 Operating Budget Impact: None

The City has set aside contingency funding in FY2020 for additional construction services that might be necessary if the building construction extends into FY2020 and as the Police Department moves into and begins to use the new building. These services should not impact the City's operating budget.

CAPITAL IMPROVEMENT FUND
STATEMENT OF ESTIMATED REVENUES AND EXPENDITURES
FOR FISCAL YEAR ENDING JUNE 30, 2020
IN COMPARISON WITH BUDGETED AND PROJECTED TOTALS
AND ACTUAL TOTALS FOR FY 2017 & FY 2018

	Actual FY 2017	Actual FY 2018	Budget FY 2019	Projected FY 2019	Estimated FY 2020	% Change to Projected FY 2020
Revenues:						
Intergovernmental Revenue	2,057,326	2,130,456	2,046,955	2,151,761	2,151,761	0.00%
Other Revenues	675,015	644,530	739,800	368,028	986,600	168.08%
Total Operating Revenues	2,732,341	2,774,986	2,786,755	2,519,789	3,138,361	12.62%
Transfers From General Fund	400,000	1,200,000	400,000	400,000	400,000	0.00%
Total Revenues	3,132,341	3,974,986	3,186,755	2,919,789	3,538,361	21.19%
Expenditures:						
Personnel	-	-	85,000	83,958	89,505	0.00%
Building & Improvements	103,551	94,184	540,100	80,950	20,000	-75.29%
Park Development Projects	163,003	719,279	139,878	528,666	195,000	-63.11%
Storm water Projects	198,457	148,369	250,000	4,264	250,000	5763.04%
Street Overlay/Repair	2,900,591	2,444,554	2,987,875	2,674,600	2,419,250	-9.55%
Capital Equipment	252,121	384,489	440,372	440,372	123,948	-71.85%
Total Expenditures	3,617,720	3,790,873	4,443,224	3,812,810	3,097,703	-18.76%
Other Financing Uses:						
Transfer Out to General Fund	-	-	-	-	-	
TOTAL REVENUES OVER EXPENDITURES AND OTHER FINANCING USES	**(485,378)**	**184,113**	**(1,256,469)**	**(893,021)**	**440,658**	
FUND BALANCE - BEGINNING OF YEAR	2,188,307	1,702,929	1,297,974	1,887,042	994,021	
FUND BALANCE - END OF YEAR	1,702,929	1,887,042	41,505	994,021	1,434,679	

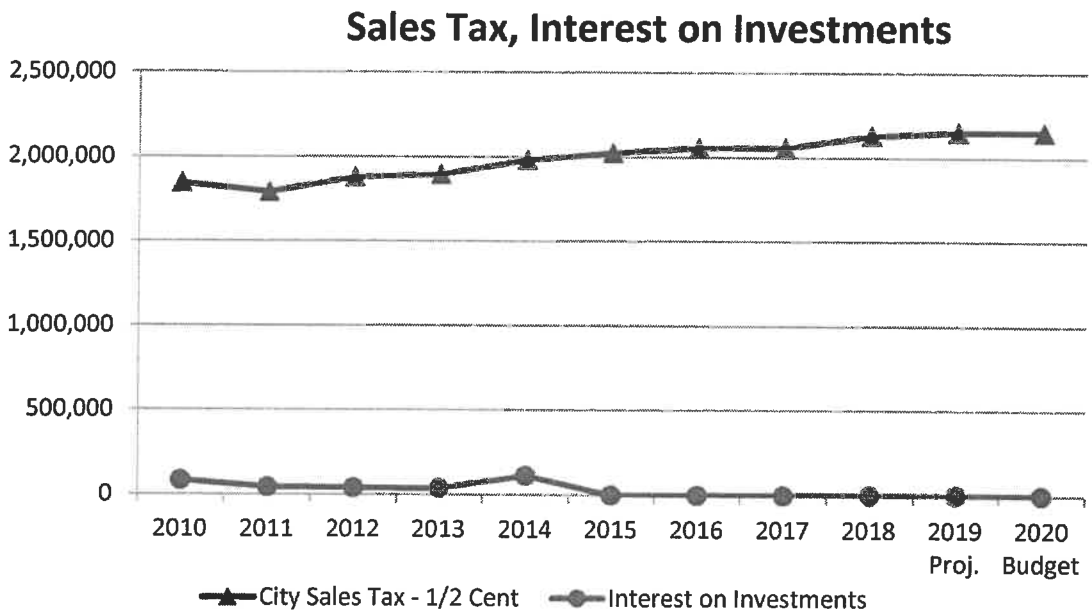
Communication: FY20 Preliminary Operating Budget (Unfinished Business)

CAPITAL IMPROVEMENTS FUND
COMPARISON OF FISCAL YEAR 2019 ESTIMATED REVENUE WITH 2018 PROJECTED AND ACTUAL REVENUES FOR FISCAL YEARS 2016 AND 2017

	Actual Revenues FY 2017	Actual Revenues FY 2018	Budgeted Revenues FY 2019	Projected Revenues FY 2019	Estimated Revenues FY 2020
INTERGOVERNMENTAL REVENUE:					
4301 City Sales Tax - 1/2 Cent	2,057,326	2,130,456	2,046,955	2,151,761	2,151,761
Total Intergovernmental Revenue	2,057,326	2,130,456	2,046,955	2,151,761	2,151,761
OTHER REVENUES:					
4703 Gain (loss) on investments	(371)	(3,263)	-	-	-
4704 Interest on Investments	2,115	2,795	3,800	3,000	3,000
4730 Reimbursements	-	33,565	-	-	-
4737 Other Agency Funding	662,851	611,433	726,000	360,028	983,600
4755 Other revenues	10,420	-	10,000	5,000	-
Total Other Revenues	675,015	644,530	739,800	368,028	986,600
Total Current Year's Revenue	2,732,341	2,774,986	2,786,755	2,519,789	3,138,361
4901 Transfers From Other Funds	400,000	1,200,000	400,000	400,000	400,000
Total Intergovernmental Funding	400,000	1,200,000	400,000	400,000	400,000
TOTAL REVENUES	**3,132,341**	**3,974,986**	**3,186,755**	**2,919,789**	**3,538,361**

REVENUE DESCRIPTION AND HISTORY

Fiscal Year 2020



City Sales Tax - 1/2 Cent

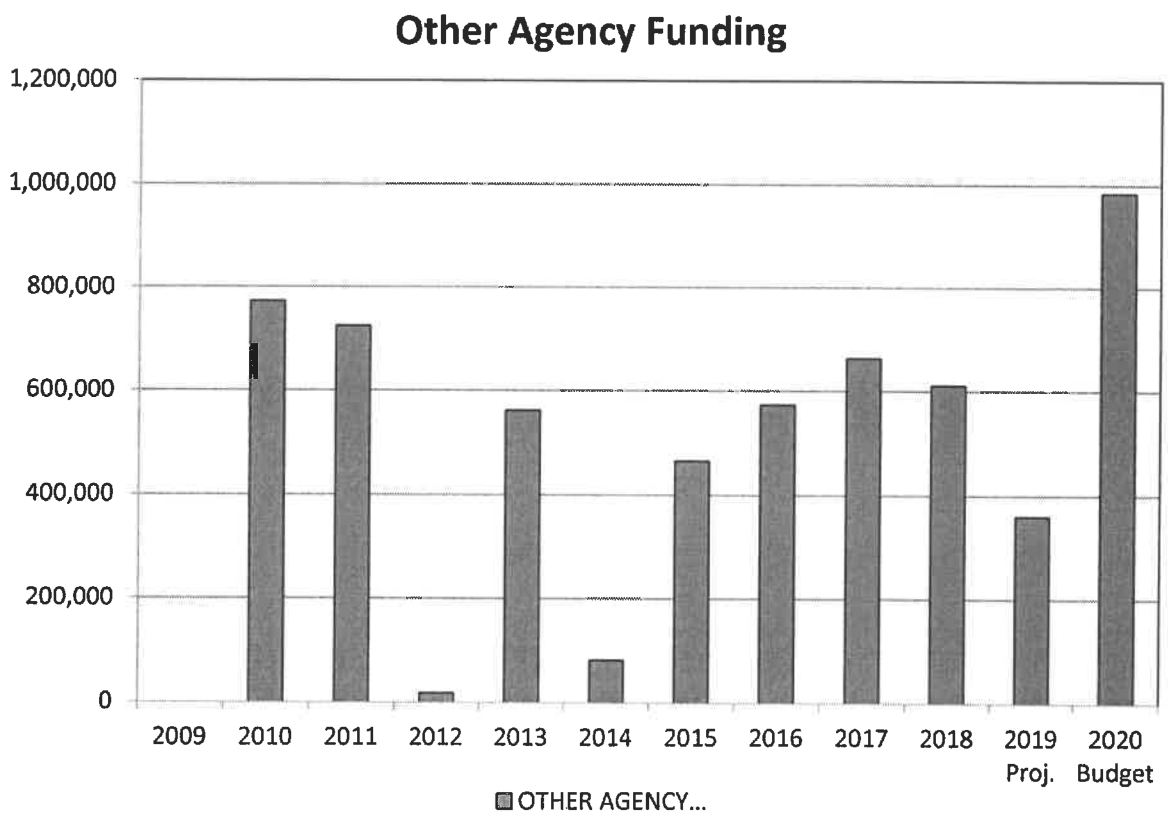
In accordance with City Ordinances a Capital Improvement Sales Tax referendum was presented to and approved by City voters on November 4, 1997. The Capital Improvement Sales Tax is used to support infrastructure investments within the City of Creve Coeur. The FY 2019 budget reflects a flat increase over FY 2018.

Interest on Investments

In accordance with Administrative policy, interest is earned on excess funds available for investment into treasuries and/or federal agencies. The FY 2018 revenue is estimated at $3,760. FY 2019 revenue is estimated to be $3,800.

Fiscal Year	City Sales Tax - 1/2 Cent	Interest on Investments
2010	1,846,033	84,345
2011	1,791,239	45,239
2012	1,879,463	41,238
2013	1,895,865	37,348
2014	1,984,134	113,984
2015	2,026,656	1,253
2016	2,056,301	1,493
2017	2,057,326	2,115
2018	2,130,456	2,795
2019 Proj.	2,151,761	3,000
2020 Budget	2,151,761	3,000

Communication: FY20 Preliminary Operating Budget (Unfinished Business)



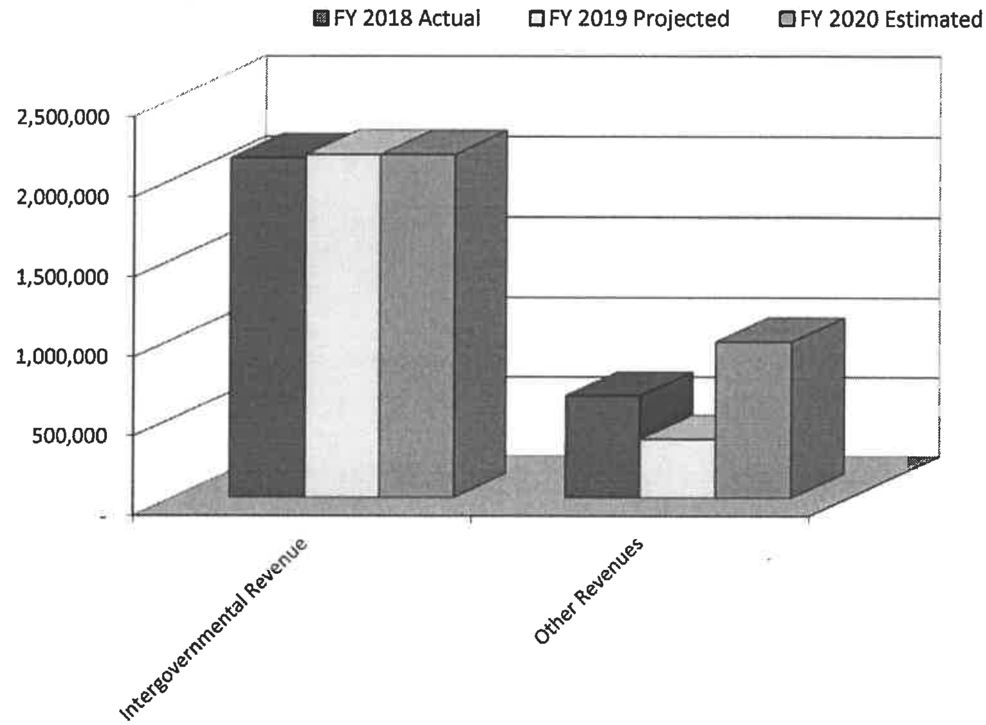
Other Agency Reimbursement

As per Administrative policy, the City shares with other agencies or third parties the costs associated with completion of projects. FY 2020 revenue is estimated at $983,600 and involves the following projects and other participating agencies:

Community Development Block Grant for ADA Improvements- $20,000
Emerson Road Improvement Project-$444,000
Warson Road Improvement Project-$10,000
North New Ballas Sidewalk Improvement Project-$112,000
Ice Arena Improvements-$397,600

Fiscal Year	Other Agency Reimbursement
2009	0
2010	772,607
2011	724,426
2012	17,845
2013	562,325
2014	81,361
2015	465,735
2016	573,672
2017	662,851
2018	611,433
2019 Proj.	360,028
2020 Budget	983,600

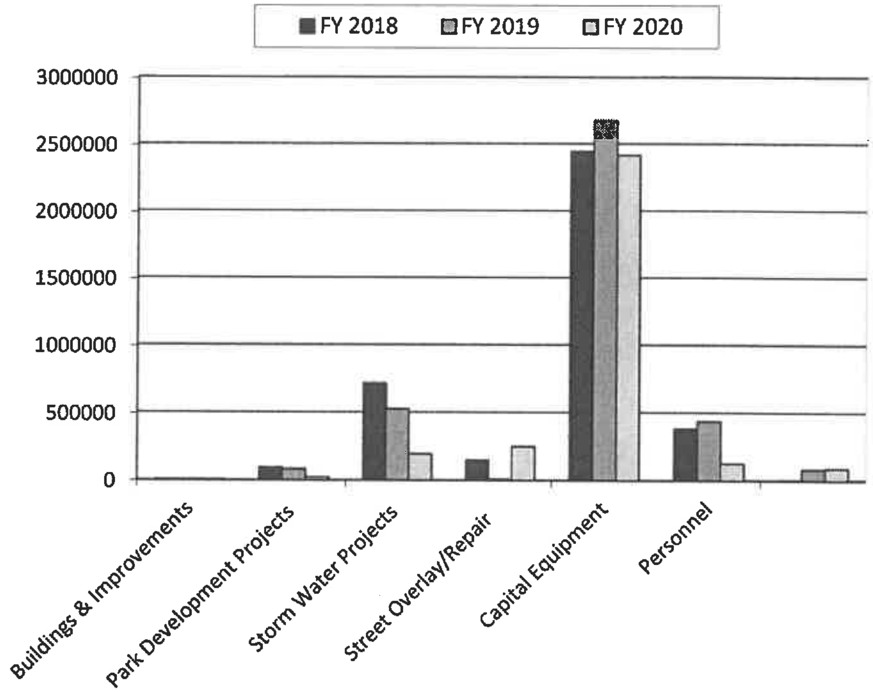
Capital Improvement Fund Revenues



FY 2018 Actual
FY 2019 Projected & FY 2020 Estimated

	FY 2018 Actual	FY 2019 Projected	FY 2020 Estimated
Intergovernmental Revenue	2,130,456	2,151,761	2,151,761
Other Revenues	644,530	368,028	986,600
Total Revenue Sources	$ 2,774,986	$ 2,519,789	$ 3,138,361

Capital Improvement Fund Expenditures

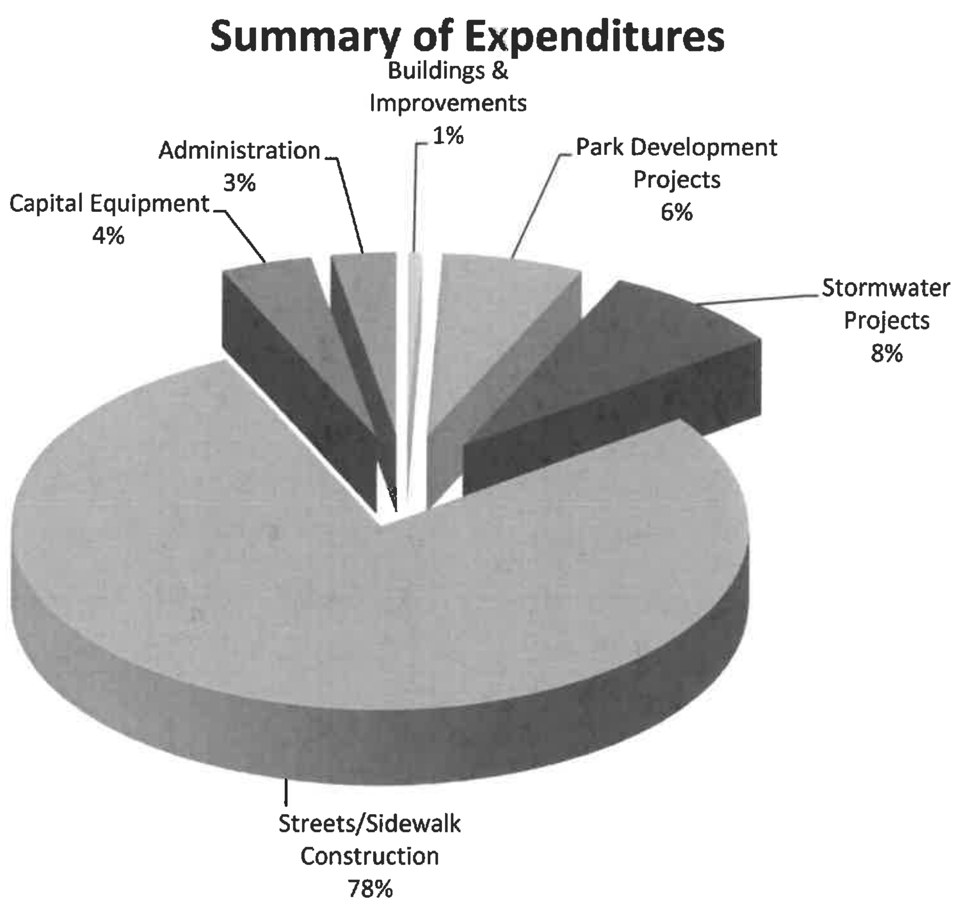


FY 2018 Actual
FY 2019 Projected & FY 2020 Estimated

	FY 2018 Actual	FY 2019 Projected	FY 2020 Estimated
Buildings & Improvements	$ 94,184	$ 80,950	$ 20,000
Park Development Projects	$ 719,279	$ 528,666	$ 195,000
Storm Water Projects	$ 148,369	$ 4,264	$ 250,000
Street Overlay/Repair	$ 2,444,554	$ 2,674,600	$ 2,419,250
Capital Equipment	$ 384,489	$ 440,372	$ 123,948
Personnel	$ -	$ 83,958	$ 89,505
Total Expenditures	$ 3,790,875	$ 3,812,810	$ 3,097,704

CAPITAL IMPROVEMENT FUND
SUMMARY OF APPROPRIATIONS FOR FISCAL YEAR 2020

Category	Capital Expenditures
Buildings & Improvements	$ 20,000
Park Development Projects	$ 195,000
Stormwater Projects	$ 250,000
Streets/Sidewalk Construction	$ 2,419,250
Capital Equipment	$ 123,948
Administration	$ 89,505
Total	$ 3,097,703



Communication: FY20 Preliminary Operating Budget (Unfinished Business)

CAPITAL IMPROVEMENTS FUND
SUMMARY OF CAPITAL OUTLAYS BY ACTIVITY

	Actual Expenditures FY 2017	Actual Expenditures FY 2018	Budgeted Expenditures FY 2019	Projected Expenditures FY 2019	Estimated Requirements FY 2020	
CAPITAL OUTLAY:						
						% of total CI
5101 Salaries, Permanent Empl.	-	-	63,000	63,650	64,890	2.09%
5103 Overtime	-	-	378	200	300	0.01%
5109 Provision for Salary Adj.	-	-	-	-	480	0.02%
5110 Auto Allowance	-	-	-		1,904	0.06%
5230 Hospital & Medical Insurance	-	-	5,632	4,907	5,975	0.19%
5233 Dental Insurance	-	-	642	266	267	0.01%
5234 Group Life Insurance	-	-	144	229	240	0.01%
5235 Accidental Death & Dismem.	-	-	29	46	50	0.00%
5236 Disability Insurance	-	-	120	48	200	0.01%
5240 Social Security Contribution	-	-	4,848	4,884	5,024	0.16%
5241 Pension Contribution	-	-	5,007	4,800	5,000	0.16%
5243 Worker's Compensation	-	-	5,200	4,928	5,175	0.17%
9501 Government Facilities	103,551	94,184	540,100	80,950	20,000	0.65%
9504 Office Equipment	-	-	-	-	-	0.00%
9506 Parks and Recreational Facilities	163,003	719,279	139,878	528,666	195,000	6.29%
9509 Stormwater Projects	198,457	148,369	250,000	4,264	250,000	8.07%
9510 Streets and Sidewalks	2,900,591	2,444,554	2,987,875	2,674,600	2,419,250	78.10%
9516 Capital Equipment	252,121	384,489	440,372	440,372	123,948	4.00%
TOTAL CAPITAL OUTLAYS	**3,617,723**	**3,790,875**	**4,443,225**	**3,812,810**	**3,097,703**	**100%**

CAPITAL IMPROVEMENTS FUND
PROJECTED FY 2020 PROJECTS

9501 Buildings & Improvements	
20102 Accessibility Improvements (CDBG)	20,000
Total Account 9501	20,000
9506 Park Development Projects	
20401 Creve Coeur Frontenace Missouri Pacific Trail Study	30,000
20402 Dielmann Recreation Complex Parking Lot Lighting	20,000
18308 Historic Building Rehabilitation & Preservation	35,000
20403 Ice Arena Compressor Replacement	30,000
20404 Tennis Court Repairs	35,000
20405 Golf Course Pond Fountains	25,000
20406 Millennium Park Trail Study	20,000
Total Account 9506	195,000
9509 Storm Water Projects	
17515 Middlebrook	250,000
Total Account 9509	250,000
9510 Street & Sidewalk Improvements	
20601 Streets & Sidewalks - Asphalt	400,000
20602 Streets & Sidewalks - Concrete	500,000
20605 Pavement Condition Ratings Update	45,000
20603 Sidewalks	150,000
20604 Microsurfacing	231,250
20709 Street Reconstruction	365,000
18701 Emerson Road Improvement Projects	603,000
14708 Mosley Road Improvement Projects	20,000
19701 Fernview Drive Resurfacing	35,000
18801 Signal Enhancement Projects	70,000
Total Account 9510	2,419,250
9516 Capital Equipment	
One-Ton Dump Truck with Plow and Spreader	88,948
Golf Course Sprayer Replacement	35,000
Total Account 9516	123,948
Administration	
Project Manager	89,505
Total Account 9516	89,505
TOTAL CAPITAL IMPROVEMENTS FUND	**$ 3,097,703**

Communication: FY20 Preliminary Operating Budget (Unfinished Business)

FIVE-YEAR
CAPITAL IMPROVEMENT PROGRAM

Fiscal Year 2020
To
Fiscal Year 2024

MAJOR CAPTIAL PROJECTS

DESCRIPTIONS AND FUNDING

CAPTIAL FUND BUDGET

AND

POLICE BUILDING PROJECT FUND BUDGET

FY 2020

Please note these descriptions and funding estimates are based on the FY 2020-2024 Capital Budget, which will be presented to the City Council for approval on April 8, 2019.

CAPITAL FUND

EXHIBIT A
FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM
FY2020 - FY2024

9501 GOVERNMENT FACILITIES	FY2018 BUDGETED	FY2018 ACTUAL	FY2019 BUDGETED	FY2019 PROJECTED	FY2020 PROJECTED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED
01 Accessibility Improvements (CDBG)	20,000	20,000	20,000	23,850	20,000	20,000	20,000	20,000	20,000
02 Government Center Renovations (Design)	-	-	-	-	-	50,000	-	-	-
03 Police Firing Range Improvements	75,000	-	-	89,201	-	-	-	-	-
Subtotal (Government Facilities)	95,000	20,000	20,000	113,051	20,000	70,000	20,000	20,000	20,000
% of Total Capital Fund Outlay	3%	1%	1%	3%	1%	2%	1%	1%	1%

9506 PARKS AND RECREATIONAL FACILITIES	FY2018 BUDGETED	FY2018 ACTUAL	FY2019 BUDGETED	FY2019 PROJECTED	FY2020 PROJECTED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED
01 Dielmann Recreation Complex HVAC Replacement	-	130,015	-	-	-	-	-	-	-
02 Dielmann Recreation Complex Parking Lot Retaining Wall	25,000	28,899	-	-	-	-	-	-	-
03 Golf Course Cart Path, Bridge & Fence Replacement (Muni Park Grant)	-	516,588	-	-	-				
04 Golf Course Irrigation Replacement (Design and Grant Match)	-	10,500	22,500	-	-	-	-	-	-
05 Ice Arena Office Area Improvements	25,000	-	-	-	-	-	-	-	-
06 Ice Arena Roof Beam Repair	-	94,184	-	-	-	-	-	-	-
07 Ice Arena Improvements (Municipal Park Grant)	-	-	20,000	423,000	-	-	-	-	-
08 Park Bridge Replacement	200,000	32,476	30,000	6,988	-	-	-	-	-
09 Parks Master Plan	-	-	50,000	50,000	-	-	-	-	-
10 Creve-Coeur-Frontenac Missouri Pacific Trail Study	-	-		-	30,000				
11 Millennium Park Trail Study	-	-	-	-	20,000	-	-	-	-
12 Golf Course Pond Fountains	-	-	-	-	25,000	-	-	-	-
13 Dielmann Recreation Complex Parking Lot Lighting	-	-		-	20,000	20,000	-	-	-
14 Historic Building Rehabilitation and Preservation	30,000	-	-	14,093	35,000	100,000	75,000	-	-
15 Ice Arena Compressor Replacement	-	-	-	-	30,000	-	-	-	-
16 Tennis Court Repairs	50,000	800	-	34,585	35,000	-	-	-	-
17 Dielmann Recreation Complex HVAC Replacement - Phase 2	-	-	-	-	-	110,000	-	-	-
18 Ice Arena Refrigerant Switch Over (Grant Match)	-	-	-	-	-	75,000	-	-	-
19 Malcolm Terrace Park Trail Improvements (Grant Match)	-	-	-	-	-	15,000	-	-	-
20 Playground Safety Surface Replacement	-	-	-	-	-	75,000	-	-	100,000
21 City Entrance & Park Identification Signage Master Plan	-	-	20,000	-	-	-	20,000	-	-
22 Ice Arena Floor Replacement	-	-	-	-	-	-	-	200,000	-
23 Tennis Court Replacement Project (Grant Match)	-	-	-	-	-	-	-	30,000	-
Subtotal (Parks and Recreational Facilities)	330,000	813,462	142,500	528,666	195,000	395,000	95,000	230,000	100,000
% of Total Capital Fund Outlay	10%	21%	4%	14%	6%	11%	3%	9%	4%

9509 STORMWATER	FY2018 BUDGETED	FY2018 ACTUAL	FY2019 BUDGETED	FY2019 PROJECTED	FY2020 PROJECTED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED
01 Stormwater Improvements Per Master Plan	-	-	-	-	-	150,000	-	-	150,000
02 Golf Course Dam Stabilization, Pond Siltation Removal Phase I	70,000	-	-	-	-	-	-	-	-
03 Alden Lane Culvert Improvements	-	141,936	-	-	-		-	-	-
04 Middlebrook Drive Stormwater Improvements	250,000	6,434	250,000	-	250,000	-	-	-	-
Subtotal (Stormwater)	320,000	148,370	250,000	-	250,000	150,000	-	-	150,000
% of Total Capital Fund Outlay	9%	4%	8%	0%	8%	4%	0%	0%	6%

153

CAPITAL FUND

EXHIBIT A
FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM
FY2020 - FY2024

9510 STREETS AND SIDEWALKS	FY2018 BUDGETED	FY2018 ACTUAL	FY2019 BUDGETED	FY2019 PROJECTED	FY2020 PROJECTED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED
01 Street and Sidewalk Maintenance Program	1,125,000	1,075,782	1,250,000	1,250,000	1,281,250	1,313,281	1,346,113	1,379,766	1,414,260
02 Street Reconstruction/Rehabilitation	300,000	79,520	300,000	455,039	365,000	300,000	-	300,000	300,000
03 Ladue Road Emergency Repair	-	771,860	-	-	-	-	-	-	-
04 Old Olive Street Road Great Streets Study	50,000	50,000	-	-	-	-	-	-	-
05 North New Ballas Sidewalk Phase 2A (TAP Grant)	25,000	100,616	285,000	140,000	-	-	-	-	-
06 Warson Road Improvement Project (STP Grant)	588,000	235,602	-	340,587	-	-	-	-	-
07 Coeur De Ville Drive Improvements (STP Grant)	20,000	14,592	80,000	67,300	-	-	-	-	-
08 Signal Enhancement Projects	-	95,792	100,000	100,336	**70,000**	-	-	-	-
09 Pavement Condition Ratings Update	-	-	-	-	**45,000**	-	-	-	-
10 Emerson Road Improvement Project (STP Grant)	65,000	20,789	34,508	54,719	603,000	-	-	-	-
11 Fernview Drive Resurfacing (STP Grant)	-	-	50,000	56,423	-	336,000	-	-	-
12 Fernview Sidewalk Concept Plan					**35,000**				
13 Mosley Road Improvement Project (STP Grant)	-	-	150,000	140,596	20,000	130,000	1,245,000	-	-
14 New Ballas Road Improvement Project - Phase 1 (Design & Grant Match)	-	-	-	-	-	**150,000**	**36,000**	**204,000**	-
15 Old Olive/Lindbergh Intersection Reconstruction (Design & Grant Match)	-	-	-	31,088	-	-	**125,000**	**10,000**	**215,000**
16 Craig Road Improvements (Design & Grant Match)	40,000	-	40,000	39,800	-	**50,000**	-	**50,000**	**10,000**
17 New Ballas Road Improvements - Phase 2 (Design & Grant Match)	-	-	-	-	-	-	-	-	**100,000**
Subtotal (Streets and Sidewalks)	**2,213,000**	**2,444,553**	**2,289,508**	**2,675,888**	**2,419,250**	**2,279,281**	**2,752,113**	**1,943,766**	**2,039,260**
% of Total Capital Fund Outlay	**64%**	**64%**	**71%**	**70%**	**78%**	**63%**	**85%**	**74%**	**76%**

9516 CAPITAL EQUIPMENT	FY2018 BUDGETED	FY2018 ACTUAL	FY2019 BUDGETED	FY2019 PROJECTED	FY2020 PROJECTED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED
01 Public Works Capital Equipment	328,638	255,817	312,372	312,372	88,948	609,713	278,075	356,290	297,506
02 Ice Resurfacing Vehicle Replacement	156,000	69,500	-	-	-	-	-	-	-
03 Comprehensive Hardware and Software System - Phase 2	-	59,173	98,000	98,000	-	-	-	-	-
04 Police Investigations Vehicle Replacement	-	-	30,000	30,000	-	-	-	-	-
05 Golf Course Sprayer Replacement	-	-	-	-	35,000	-	-	-	-
06 Phone System Replacement	-	-	-	-	-	**48,500**	-	-	-
Subtotal (Capital Equipment)	**484,638**	**384,490**	**440,372**	**440,372**	**123,948**	**658,213**	**278,075**	**356,290**	**297,506**
% of Total Capital Fund Outlay	**14%**	**10%**	**14%**	**11%**	**4%**	**18%**	**9%**	**13%**	**11%**

ADMINISTRATION	FY2018 BUDGETED	FY2018 ACTUAL	FY2019 BUDGETED	FY2019 PROJECTED	FY2020 PROJECTED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED
Project Manager	-	-	83,000	83,000	85,075	87,202	89,382	91,616	93,907
Subtotal (Administration)	**-**	**-**	**83,000**	**83,000**	**85,075**	**87,202**	**89,382**	**91,616**	**93,907**
% of Total Capital Fund Outlay	**0%**	**0%**	**3%**	**2%**	**3%**	**2%**	**3%**	**3%**	**3%**

CAPITAL FUND

EXHIBIT A
FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM
FY2020 - FY2024

TOTAL CAPITAL FUND OUTLAY	FY2018 BUDGETED	FY2018 ACTUAL	FY2019 BUDGETED	FY2019 PROJECTED	FY2020 PROJECTED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED
	3,442,638	3,810,875	3,225,380	3,840,977	3,093,273	3,639,696	3,234,570	2,641,673	2,700,673

9514 DEBT SERVICE	FY2018 BUDGETED	FY2018 ACTUAL	FY2019 BUDGETED	FY2019 PROJECTED	FY2020 PROJECTED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED
N/A	-	-	-	-	-	-	-	-	-
Subtotal	-	-	-	-	-	-	-	-	-
% of Total Year End Figures	0%	0%	0%	0%	0%	0%	0%	0%	0%

TOTAL YEAR END FIGURES (Capital Outlay & Debt Service) - CAPITAL FUND	FY2018 BUDGETED	FY2018 ACTUAL	FY2019 BUDGETED	FY2019 PROJECTED	FY2020 PROJECTED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED
	3,442,638	3,810,875	3,225,380	3,840,977	3,093,273	3,639,696	3,234,570	2,641,673	2,700,673

CAPITAL FUND REVENUES	FY2018 BUDGETED	FY2018 ACTUAL	FY2019 BUDGETED	FY2019 PROJECTED	FY2020 PROJECTED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED
Beginning Fund Balance (estimated Cash Basis as of July 1)	1,053,493	1,702,929	1,887,040	1,887,040	997,953	1,443,041	722,906	749,897	693,785
Estimated Capital Improvement Sales Tax Revenue (1/2 Cent)	2,108,030	2,130,456	2,130,456	2,151,761	2,151,761	2,151,761	2,151,761	2,151,761	2,151,761
Estimated Interest Revenue	7,500	(468)	3,800	3,000	3,000	3,800	3,800	3,800	3,800
Est. Addtnl Revenue (Outside agencies, grants, reimbursement & other)	407,045	664,998	322,000	392,129	983,600	354,000	696,000	20,000	20,000
Proceeds from Equipment Sales	20,000	-	10,000	5,000	-	10,000	10,000	10,000	10,000
General Fund Transfers In	400,000	1,200,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000
Public Safety Transfer In	125,000	-	-	-	-	-	-	-	-
Total Revenues & General Fund Transfers In - Capital Fund	3,067,575	3,994,986	2,866,256	2,951,890	3,538,361	2,919,561	3,261,561	2,585,561	2,585,561
Total Anticipated Year End Expenditures	3,442,638	3,810,875	3,225,380	3,840,977	3,093,273	3,639,696	3,234,570	2,641,673	2,700,673
Ending Fund Balance (Cash Basis) - Capital Fund	678,430	1,887,040	1,527,916	997,953	1,443,041	722,906	749,897	693,785	578,673

ESTIMATED ADDITIONAL CAPITAL FUND REVENUE (FUNDING SOURCES)	FY2018 BUDGETED	FY2018 ACTUAL	FY2019 BUDGETED	FY2019 PROJECTED	FY2020 PROJECTED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED
Community Development Block Grants for ADA Improvements	20,000	20,000	20,000	23,850	20,000	20,000	20,000	20,000	20,000
Warson Road Improvement Project (STP Grant)	367,045	133,438	-	231,247	10,000	-	-	-	-
STL County Muni Park Grant / Cart Path and Bridge Improvements	-	435,595	-	-	-	-	-	-	-
Emerson Road Improvement Project (STP Grant)	-	-	-	-	444,000	-	-	-	-
Police Firing Range - Proceeds from Police Department Drug Seizures	20,000	-	-	-	-	-	-	-	-
Donations for Police Firing Range Improvements	-	25,000	-	-	-	-	-	-	-
North New Ballas Sidewalk Improvement Project (TAP Grant)		42,400	212,000	-	112,000	-	-	-	-
Fernview Drive Improvement Project (STP Grant)	-	-	-	-	-	250,000	-	-	-
North New Ballas Lighting and Signal Enhancements - Olive TDD	-	-	60,000	62,000	-	-	-	-	-
North New Ballas Signal Enhancements - Development Escrow	-	-	30,000	25,705	-	-	-	-	-
Ladue Court Escrow Reimbursement	-	-	-	17,226	-	-	-	-	-
Ice Arena Improvements - Municipal Park Grant	-	-	-	-	397,600	-	-	-	-
Mosley Road Improvements - North Phase	-	-	-	-	-	84,000	676,000	-	-
Police Firing Range - Capital Fund Reimbursement from Public Safety Fund	-	-	-	32,101	-	-	-	-	-
Insurance Proceeds - Public Works Gate	-	8,565	-	-	-	-	-	-	-
Municipal Park Planning Grant	-	-	6,400	6,400	-	-	-	-	-
Subtotal	407,045	664,998	322,000	392,129	983,600	354,000	696,000	20,000	20,000

Adopted through City Council Resolution 1425 on April 8, 2019.

New or Substantially Modified Projects are in Bold

EXHIBIT A
FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM
FY2020 - FY2024

BUILDING PROJECT BOND FUND (PROP P)

BUILDING PROJECT BOND FUND REVENUES	FY2018 BUDGETED	FY2018 ACTUAL	FY2019 BUDGETED	FY2019 PROJECTED	FY2020 PROJECTED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED
Beginning Fund Balance (estimated Cash Basis as of July 1)	10,465,433	10,465,433	8,739,611	8,739,611	1,649,002	1,326,589	1,330,539	813,430	817,380
Estimated Bond Proceeds		-	-	-	-	-	-	-	-
Estimated Interest Revenue	80,500	125,877	33,600	33,600	6,900	3,950	3,950	3,950	3,950
Transfers In	-		-	-	-	-	-	-	-
Total Revenues & Transfers In	**80,500**	**125,877**	**33,600**	**33,600**	**6,900**	**3,950**	**3,950**	**3,950**	**3,950**

9501 BUILDING DESIGN AND CONSTRUCTION	FY2018 BUDGETED	FY2018 ACTUAL	FY2019 BUDGETED	FY2019 PROJECTED	FY2020 PROJECTED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED
01 Police Building Professional Services	781,320	748,419	200,000	200,000	25,000	-	-	-	-
02 Police Building Site Work and Building Construction	3,935,384	1,103,280	5,460,217	6,924,209	304,313	-	-	-	-
03 Government Center Assessibility & Security Improvements	-	-	-	-	-	-	521,059	-	-
Transfers Out	-		-	-	-	-	-	-	-
Total Anticipated Year End Expenditures & Transfers	**4,716,704**	**1,851,699**	**5,660,217**	**7,124,209**	**329,313**	-	**521,059**	-	-
Ending Fund Balance (Cash Basis) - Building Project Bond Fund (Prop P)	**5,829,229**	**8,739,611**	**3,112,994**	**1,649,002**	**1,326,589**	**1,330,539**	**813,430**	**817,380**	**821,330**

9514 DEBT SERVICE	FY2018 BUDGETED	FY2018 ACTUAL	FY2019 BUDGETED	FY2019 PROJECTED	FY2020 PROJECTED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED
DEBT SERVICE (PROP P) REVENUES									
Beginning Fund Balance (estimated Cash Basis as of July 1)	-	-	258,532	258,532	380,522	509,235	590,129	664,822	738,166
Estimated Property Tax Collection Revenue	769,471	824,154	832,396	832,396	840,719	790,000	790,000	790,000	790,000
Estimated Interest Revenue	400	-	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Total Anticipated Revenues	**769,871**	**824,154**	**833,396**	**833,396**	**841,719**	**791,000**	**791,000**	**791,000**	**791,000**
DEBT SERVICE (PROP P) EXPENSES									
Estimated Expenditures	-	636	-	-	-	-	-	-	-
Estimated Interest Expenses	259,206	244,986	291,406	291,406	283,006	270,106	261,306	247,656	233,556
Estimated Principal Expenses	310,000	320,000	420,000	420,000	430,000	440,000	455,000	470,000	480,000
Total Anticipated Expenditures	**569,206**	**565,622**	**711,406**	**711,406**	**713,006**	**710,106**	**716,306**	**717,656**	**713,556**
Ending Cash Balance	**200,665**	**258,532**	**380,522**	**380,522**	**509,235**	**590,129**	**664,822**	**738,166**	**815,610**

CAPITAL IMPROVEMENT PROGRAM SUMMARY

TOTAL COMBINED CAPITAL PROGRAM (CAPITAL FUND & BUILDING PROJECT BOND FUND)	FY2018 BUDGETED	FY2018 ACTUAL	FY2019 BUDGETED	FY2019 PROJECTED	FY2020 PROJECTED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED
Total Combined Revenues & Transfers In	3,917,946	4,945,017	3,733,252	3,818,885	4,386,980	3,714,511	4,056,511	3,380,511	3,380,511
Total Combined Anticipated Year End Expenditures & Transfers	8,728,548	6,228,196	9,597,003	11,676,592	4,135,592	4,349,802	4,471,935	3,359,329	3,414,229
Ending Fund Balance (Cash Basis) - All Capital Funds	**6,708,324**	**10,885,184**	**5,021,432**	**3,027,477**	**3,278,865**	**2,643,574**	**2,228,149**	**2,249,331**	**2,215,613**

Adopted through City Council Resolution 1425 on April 8, 2019.

New or Substantially Modified Projects are in Bold

ACCESSIBILITY IMPROVEMENTS (CDBG)

Total Project Cost	Outside Funding Source	City Share	Estimated Total Capital Costs						
			Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Future
$20,000	$20,000	$0	$23,850	$20,000	$20,000	$20,000	$20,000	$20,000	

Project Description:
In FY2020, approximately $20,000 of Community Development Block Grant (CDBG) funds have been committed to providing accessibility improvements to the intersection of North New Ballas Road at Magna Carta Drive. This project follows recent efforts to improve pedestrian accessibility along North New Ballas Road and will complement the completion of the Police Building and the pavement improvements to Magna Carta Drive that are expected to will follow.

Existing Condition:
Projects are designed to improve facilities that are out of compliance with the current Americans with Disabilities Act (ADA) regulations.

Justification: *Public Safety; Coordination; Availability of Outside Funding*
Each project seeks to improve ADA compliance through accessibility improvements to government facilities and along public pedestrian routes. The focus of these projects is to provide public safety as well as to upgrade existing facilities.

Operating Budget Impact:
None. Projects that are undertaken as part of this program are relatively small in scope, and the City typically receives 100% reimbursement for the project costs through the CDBG federal grant.

Comments:
The City is designating this funding with the anticipation of receiving grant funding in the amount of $20,000 from the CDBG Commission. This is an annual grant available to municipalities to address accessibility projects. Scheduling of this project is subject to a successful grant application and availability of grant funding.

The funding shown in Prior Years reflects improvements to the pedestrian signal on North New Ballas Road north of Rocky Drive and south of Old Ballas Road in FY2019.

Expenditure Type:		
Planning, Design & Engineering	$	
Land Acquisition	$	
Construction	$	20,000
Equipment	$	
Other	$	
Annual Total	**$**	**20,000**

CREVE-COEUR-FRONTENAC MISSOURI PACIFIC TRAIL STUDY

CAPITAL FUND

Total Project Cost	Outside Funding Source	City Share	Estimated Total Capital Costs						
			Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Future
$30,000	TBD	$30,000	$0	$30,000	$0	$0	$0	$0	TBD

Project Description:
This project will include surveying and engineering services to create a concept-level plan for a possible walking trail along the former Missouri Pacific Railroad corridor between Malcolm Terrace Park and Villa Coublay Drive. The intent of the project will be to determine whether constructing such a path is feasible. This plan would be coordinated with a similar effort by the City of Frontenac to investigate the possibility of a trail from Villa Coublay Drive east.

Existing Condition:
The area to be studied is a wooded utility corridor.

Justification: *Coordination, Availability of Outside Funding, Citizen Demand*
Residents have requested that the City investigate and create new paths and trails through the recent Citizen Survey, and both the Comprehensive Plan Creve Coeur 2030 and the City's Strategic Plan identify such efforts as near-term priorities.

Operating Budget Impact:
A new trail will require maintenance, but the costs of this maintenance are expected to be limited by the use of wood chips as the walking surface.

Comments:
Construction of this trail would qualify for funding through a Municipal Park Grant or a Recreational Trails Grant.

Expenditure Type:		
Planning, Design & Engineering	$	30,000
Land Acquisition	$	
Construction	$	
Equipment	$	
Other	$	
Total	**$**	**30,000**

9506 PARKS AND RECREATIONAL FACILITIES – 11

MILLENNIUM PARK TRAIL STUDY

CAPITAL FUND

Total Project Cost	Outside Funding Source	City Share	Estimated Total Capital Costs						
			Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Future
$20,000	TBD	$20,000	$0	$20,000	$0	$0	$0	$0	TBD

Project Description:
This project will include engineering design services to investigate the feasibility of adding walking trails within Millennium Park and possible pedestrian connections to the adjacent neighborhoods.

Existing Condition:
The areas to be studied are a wooded area with no formal paths, the southeast area of Millennium Park just north of the end of Deland Drive, and the east side of Millennium Park near the Questover subdivision common ground.

Justification: *Coordination, Availability of Outside Funding, Citizen Demand*
Residents have requested that the City investigate and create new paths and trails through the recent Citizen Survey, and both the Comprehensive Plan Creve Coeur 2030 and the City's Strategic Plan identify such efforts as near-term priorities.

Operating Budget Impact:
The study itself will not have any impact on the operating budget. Once constructed, however, any new trails and bridges will require maintenance that will have expenses.

Comments:
Construction of a new trail or a new bridge would qualify for funding through a Municipal Park Grant or a Recreational Trails Grant.

Expenditure Type:		
Planning, Design & Engineering	$	20,000
Land Acquisition	$	
Construction	$	
Equipment	$	
Other	$	
Total	**$**	**20,000**

9506 PARKS AND RECREATIONAL FACILITIES – 12

GOLF COURSE POND FOUNTAINS

CAPITAL FUND

Total Project Cost	Outside Funding Source	City Share	Estimated Total Capital Costs						
			Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Future
$25,000	$0	$25,000	$0	$25,000	$0	$0	$0	$0	$0

Project Description:
This project will involve adding a fountain and an aerator to the south pond at the Creve Coeur Golf Course. In order to do so, the electrical feed needs to be replaced. This project would include replacement of the electrical conduit and wiring that feeds the fountains at all of the ponds.

Existing Condition:
The fountain that was previously used at the south pond of the golf course no longer works, and the electrical feed to this location is not suitable to power a pump, fountain, and aerator for this pond.

Justification: *Beautification; Citizen Demand; Condition of Existing Facility; Protection & Conservation*
The fountains provide an aesthetic appeal to the golf course that has been missed in recent years. A new fountain and an aerator were recommended for the south pond of the golf course as a way to properly circulate the water and help keep the pond healthy following the removal of the silt from the bottom of this pond.

Operating Budget Impact:
The new units will have electricity costs, but this cost is expected to be low relative to the overall electricity budget for the golf course and Dielmann Recreation Complex.

Comments:
Solar power is a consideration for the pump for the aerator and fountain, but staff has some concern that the solar panels could be damaged by golf balls.

Expenditure Type:		
Planning, Design & Engineering	$	
Land Acquisition	$	
Construction	$	15,000
Equipment	$	10,000
Other	$	
Total	**$**	**25,000**

DIELMANN RECREATION COMPLEX PARKING LOT LIGHTING — CAPITAL FUND

Total Project Cost	Outside Funding Source	City Share	Estimated Total Capital Costs						
			Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Future
$40,000	$0	$40,000	$0	$20,000	$20,000	$0	$0	$0	$0

Project Description:
This project will include replacing the existing light fixtures with new and additional LED light fixtures for the two parking lots at the Dielmann Recreation Complex. The purpose of the project is to provide adequate and consistent light for the parking lots to increase safety and functionality of the lots.

Existing Condition:
Currently, the parking lots are lit with light poles that were installed by and are maintained by Ameren. The front parking lot has some older and some newer light fixtures, and the back parking lot only has two light poles, but needs several more to cover the entrance and underserved sections of the lot.

Justification: *Public Safety; Operating Efficiency; Condition of Existing Facility*
The safety of the users of the Dielmann Recreation Complex is a primary concern, and the new lights will help limit the City's risk expose. The current poles provide minimal, inadequate coverage, and these light poles need frequent maintenance. The new poles will have LED fixtures that will provide better, more consistent light output.

Operating Budget Impact:
The project would not change that the City currently pays a monthly fee to Ameren for replacing bulbs that go out and for fixing damages that occur to the poles that are out of the City's control (e.g. wind or storm damage). However, the new LED lights should result in lower monthly electric bills.

Comments:
None.

Expenditure Type:		
Planning, Design & Engineering	$	40,000
Land Acquisition	$	
Construction	$	
Equipment	$	
Other	$	
Total	**$**	**40,000**

9506 PARKS AND RECREATIONAL FACILITIES – 14

HISTORIC BUILDING REHABILITATION AND PRESERVATION

CAPITAL FUND

Total Project Cost	Outside Funding Source	City Share	Estimated Total Capital Costs						
			Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Future
$40,000	$0	$40,000	$14,093	$35,000	$100,000	$75,000	$0	$0	TBD

Project Description:
This project involves the assessment, improvement, and preservation of three locally historic buildings that are located in the City's Parks: Hackman Cabin and Clester Cabin in Conway Park, and Lake School House in Lake School Park. Following an assessment of these buildings in FY2019, building repairs and stabilization efforts are recommended for the preservation of the structures, with Lake School House in FY2020, Hackman Cabin in FY2021, and Clester Cabin in FY2022.

Existing Condition:
All three of the buildings need significant repairs and improvements to help keep rain and/or animals from entering the buildings.

Justification: *Protection and Conservation; Operating Efficiency; Condition of Existing Facility*
The Parks and Historic Preservation Committee requested that the City invest into these buildings, as they are considered to be part of the heritage of Creve Coeur.

Operating Budget Impact:
Structural repairs to stabilize these buildings are expected to decrease future operating costs for building repairs.

Comments:
Funding in prior years includes the assessment of the cabins in FY2019 and the installation of informational signs for these buildings and the Tappmeyer House in FY2019.
A new roof was added to the Lake School House within the past five years.

Expenditure Type:		
Planning, Design & Engineering	$	9,300
Land Acquisition	$	
Construction	$	210,000
Equipment	$	4,793
Other	$	
Total	**$**	**224,093**

ICE ARENA COMPRESSOR REPLACEMENT

CAPITAL FUND

Total Project Cost	Outside Funding Source	City Share	Estimated Total Capital Costs						
			Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Future
$30,000	$0	$30,000	$0	$30,000	$0	$0	$0	$0	$0

Project Description:
The project involves the replacement of one (1) 100-ton ice rink plant compressor that is necessary to create and maintain the ice for the ice arena at the Dielmann Recreation Complex.

Existing Condition:
The existing unit is over its recommended hours use total of 45,000 hours. Furthermore, the compressor has internal damage that cannot be repaired and that is causing it to leak oil.

Justification: *Operating Efficiency; Condition of Existing Facility*
The ice plant is made up of three (3) 100-ton compressors, with two running in service and the third as the backup. The system operates in this fashion to allow for servicing of any one compressor at any time and still have two in service to meet the demands of the rink. The compressor is one of the originals form the major renovation of the Ice Arena in 2003.

Operating Budget Impact:
The new compressor is expected to reduce operating costs by requiring less maintenance. There will be a little savings on time and material by not having to add oil to the compressor.

Comments:
None.

Expenditure Type:		
Planning, Design & Engineering	$	
Land Acquisition	$	
Construction	$	
Equipment	$	30,000
Other	$	
Total	**$**	**30,000**

TENNIS COURT REPAIRS

CAPITAL FUND

Total Project Cost	Outside Funding Source	City Share	Estimated Total Capital Costs						
			Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Future
$70,635	$0	$70,635	$35,635	$35,000	$0	$0	$0	$0	$0

Project Description:
This project involves repairs to and resurfacing of the tennis courts in the City's parks in order to maintain the quality of courts necessary for safe and enjoyable play. Improvements to Conway Park are planned for FY2020. These improvements will include minor repairs, repainting, and conversion of one of the courts into pickleball courts.

Existing Condition:
The courts at Conway Park have held up well to recent park improvements, but these courts are in need of rejuvenation.

Justification: *Condition of Existing Facility; Beautification; Citizen Demand; Public Safety*
Tennis courts need to be meticulously maintained in order to make them suitable for play. Cracks, divots, and other defects can influence the bounce of the ball or cause players to trip, and neither condition encourages use of the courts. There has also been a growing demand to add pickleball courts to the City's parks.

Operating Budget Impact:
Maintenance of the tennis courts has increasingly become the job of the City's Public Works staff. Such work is time consuming. New tennis court surfaces would eliminate the need for significant repair efforts in the near future.

Comments:
Tennis court improvements would qualify for funding through the Municipal Park Grant program, but these funds are being used for other City projects.
The courts at Beirne Park were repaired and repainted in FY2018, the cost of which is listed as "prior years."

Expenditure Type:	
Planning, Design & Engineering	$
Land Acquisition	$
Construction	$ 70,635
Equipment	$
Other	$
Total	**$ 70,635**

MIDDLEBROOK DRIVE STORMWATER IMPROVEMENTS

CAPITAL FUND

Total Project Cost	Outside Funding Source	City Share	Estimated Total Capital Costs						
			Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Future
$292,075	$0	$292,075	$42,075	$250,000	$0	$0	$0	$0	$0

Project Description:
This project involves replacing a failing culvert pipe beneath Middlebrook Drive and making associated repairs to the impacted area of the roadway and the stream. The project will include decorative elements, similar to those included in the Chilton Lane culvert replacement project in 2013. Easements will be required from the adjacent properties in order to complete the project. Trees and bushes will be included in the restoration of disturbed area to replace some of the vegetation that will be removed.

Existing Condition:
The culvert pipe is both undersized and failing, with increasing impact to the pavement of Middlebrook Drive above. In a heavy rain event, the creek flow exceeds the culvert capacity, and the creek overtops the street. The voids around the culvert were addressed in 2014 following a partial collapse of the roadway, but this repair was never expected to last more than a few years.

Justification: *Public Safety; Condition of Existing Facility; Beautification; Coordination*
Analysis of the stream found that the existing culvert pipe does not meet current size requirements, so lining the pipe or in-kind replacement would not be permissible. The Stormwater Committee identified the replacement of this culvert as a high priority in 2016, because the failure of this culvert would limit access to or isolate several homes along Middlebrook Drive. This issue rated highest among reviewed stormwater issues with 175 points, and the project has a benefit-to-cost ratio is 0.6, according to the metrics used in the Stormwater Master Plan.

Operating Budget Impact:
City staff has repeatedly patched the roadway pavement above this culvert, with a significant repair in 2014. This project will eliminate this problem and future needs for such maintenance.

Comments:
The design for this project was completed in FY2013. This project was originally scheduled to be constructed in FY2014; however, the Metropolitan St. Louis Sewer District's (MSD) planned sanitary sewer replacement for this area began in 2016. The City's project was re-scheduled for 2019 (FY2019-FY2020) to allow adequate time for MSD to complete its project and for the City to acquire the easements needed for the project. This project uses funding originally set aside for the FY2019 and FY2020 Stormwater Master Plan projects.

Expenditure Type:		
Planning, Design & Engineering	$	10,000
Land Acquisition	$	1,000
Construction	$	250,000
Equipment	$	
Other (Design FY2013)	$	31,075
Total	**$**	**292,075**

STREET AND SIDEWALK MAINTENANCE PROGRAM

CAPITAL FUND

Total Project Cost	Outside Funding Source	City Share	Estimated Total Capital Costs						
			Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Future
$1,281,250	$0	$1,281,250	$1,250,000	$1,281,250	$1,313,281	$1,346,113	$1,379,766	$1,414,260	$0

Project Description:
The project includes concrete pavement replacement, asphalt pavement resurfacing, asphalt pavement maintenance, microsurfacing, roadway striping, and sidewalk replacement for the annual maintenance of the City's roadway and sidewalk networks.

Existing Condition:
While the majority of the City's pavement network is in good condition, annual and on-going evaluation of pavement and sidewalk conditions find ageing and failing pavement and sidewalks that need to be addressed.

Justification: *Public Safety; Condition of Existing Facility; Coordination; Citizen Demand*
The City uses a pavement management system to track pavement conditions, and the City aims to evaluate the condition of each street on a four-year rotation. The pavement condition data assists with the prioritization of pavement repairs and maintenance and helps the City preserve its existing infrastructure as efficiently as possible. Federal regulations require that sidewalks meet accessibility standards so that all users have an opportunity to travel safely. The City's sidewalk maintenance program follows the federal regulations and supports the City's Pedestrian Plan.

Operating Budget Impact:
Pavement and sidewalk maintenance programs will improve and preserve the infrastructure and will result in a reduction in the number of pothole repairs and other on-going maintenance needs.

Comments:
Approximately 10% of the annual street and sidewalk improvements are directed toward accessibility improvements to the City's sidewalk network in support of the accessibility transition plan. Larger projects, such as grant-funded improvements, are described in separate project sheets.

Expenditure Type:		
Planning, Design & Engineering	$	
Land Acquisition	$	
Construction	$	1,281,250
Equipment	$	
Other	$	
Total (FY2020)	**$**	**1,281,250**

9510 STREETS AND SIDEWALKS – 02

STREET RECONSTRUCTION/REHABILITATION

CAPITAL FUND

Total Project Cost	Outside Funding Source	City Share	Estimated Total Capital Costs						
			Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Future
$365,000	$0	$365,000	$300,000	$365,000	$300,000	$0	$300,000	$300,000	TBD

Project Description:
The City plans to fully or substantially replace sections of failed residential roadways as part of this project. The various needs of the pavement network are evaluated each year to determine which streets will be reconstructed. The FY2018-FY2021 projects involve rehabilitation of the Ladue Estates subdivision, and Winrock Drive was included in the FY2019 project. Funding in FY2022 will be used to offset the costs for the "South Phase" improvements to Mosley Road. Projects in FY2023 and beyond will be determined after future reviews of pavement conditions.

Existing Condition:
Residential streets that are considered for reconstruction have reached the end of their useful lives and are generally in too poor of condition to gain long-term benefits from the City's typical pavement maintenance programs.

Justification: *Public Safety; Condition of Existing Facility; Citizen Demand*
All of the City's streets will eventually reach the end of their useful lives, fail at a structural level, and require reconstruction. This program provides the City with a tool to address some of its residential streets that are in poor or failing condition that typical maintenance programs can no longer improve.

Operating Budget Impact:
Streets with failing pavement typically require frequent maintenance in the form of pothole patching and emergency pavement repairs, which City staff often performs to address the issues as quickly as possible. Allocation of funds for reconstruction also allows for more of the maintenance budget to be used for maintaining and preserving streets that are in better condition. This allows for the needs of more streets and sidewalks to be addressed and will reduce the number of calls for City staff to make repairs.

Comments:
The budget projections are based upon planned roadway replacement and rehabilitation. These plans typically change due to pavement failures or coordination with utilities or other projects. The amount of funding in FY2020 is greater than normal, because it includes $65,000 of surplus funding that resulted from reducing the scope of the FY2018 rehabilitation project at Ladue Estates Drive East.

Expenditure Type:	
Planning, Design & Engineering	$
Land Acquisition	$
Construction	$ 365,000
Equipment	$
Other	$
Total (FY2020)	**$ 365,000**

Street Reconstruction/Rehabilitation Candidate Examples *(in Alphabetical Order)*

Street Name	**Pavement Condition Index (0 – 100)**
Country Fair Lane (Interior Loop)	87
Conway Garden Court	62
Ladue Estates Drive	38
Ladue Estates Drive South	42
Ladue Estates Drive West	52
Ladue Meadows Drive	77
Magna Carta Drive	56
Mosley Road	50
Sherwyn Drive	52
Winrock Drive	50

SIGNAL ENHANCEMENT PROJECTS

CAPITAL FUND

Total Project Cost	Outside Funding Source	City Share	Estimated Total Capital Costs						
			Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Future
$266,128	$87,705	$178,423	$196,128	$70,000	$0	$0	$0	$0	TBD

Project Description:
These projects involve partnerships with the Missouri Department of Transportation (MoDOT), the Olive Boulevard Transportation Development District (Olive TDD), and Saint Louis County to add black powder coat and illuminated street name signs to several traffic signals along Olive Boulevard, Lindbergh Boulevard, and North New Ballas Road. In prior years, MoDOT offered the partnership with the City and the Olive TDD as part of the MoDOT projects to replace the traffic signals at six intersections along Olive Boulevard and Lindbergh Boulevard. The City then partnered with the Olive TDD to add illuminated street name signs to two intersections along New Ballas Road and to complete the Olive TDD's New Ballas sidewalk lighting near Olive Boulevard. The work in FY2020 will involve a partnership with MoDOT and St. Louis County to add black powder coating and illuminated street name signs to two new signalized intersections at a County project to revise the interchange of Olive at Lindbergh.

Existing Condition:
The traffic signals were old and deteriorated at the intersections of Olive at North New Ballas Road, Craig Road, and Mosley Road, and the intersections of Lindbergh at the Chaminade entrance, Ladue Road, and Quailways/Tealbrook. No signals currently exist at the cloverleaf at Olive and Lindbergh.

Justification: *Coordination; Cond. of Existing Facility; Availability of Outside Funding; Beautification*
Including these enhancements to new traffic signals as part of the MoDOT and County projects will be much more cost effective and will result in better products than if completed as part of one or more independent projects to add these enhancements once the traffic signals are in place.

Operating Budget Impact:
The City will be responsible to maintain the illuminated street name signs and the black powder coating on the signal equipment, and the City will be responsible to pay the electric bills for the signs. These costs are expected to be minimal.

Comments:
The outside funding sources include construction reimbursement from the Olive TDD (estimated at $62,000) for the lighting work along New Ballas Road and a development escrow (estimated at $25,705) for illuminated street name signs at the intersections of New Ballas Road at Studt Avenue and at Old Ballas Road. Funding will be added to FY2021 if MoDOT replaces two more signals on Olive that year.

Expenditure Type:		
Planning, Design & Engineering	$	30,592
Land Acquisition	$	
Construction	$	235,536
Equipment	$	
Other	$	
Total	**$**	**266,128**

9510 STREETS AND SIDEWALKS – 09

PAVEMENT CONDITION RATINGS UPDATE

CAPITAL FUND

Total Project Cost	Outside Funding Source	City Share	Estimated Total Capital Costs						
			Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Future
$45,000	$0	$45,000	$0	$45,000	$0	$0	$0	$0	$0

Project Description:
The project involves engineering consulting services to provide an independent assessment of the City's pavement conditions and ride quality. These pavement conditions are used as a tool to guide the recommendations of City staff for the annual pavement improvement programs.

Existing Condition:
The pavement conditions were independently evaluated in FY2016. Since then, City staff have updated the condition ratings of about one quarter of the City's streets each year. The City does not have the equipment to efficiently or effectively measure ride quality.

Justification: *Condition of Existing Facility; Operating Efficiency*
Pavement condition ratings need to be up to date in order for them to be reliable tools for planning pavement repairs and for judging the performance of the pavement management program.

Operating Budget Impact:
None.

Comments:
None.

Expenditure Type:		
Planning, Design & Engineering	$	45,000
Land Acquisition	$	
Construction	$	
Equipment	$	
Other	$	
Total	**$**	**45,000**

9510 STREETS AND SIDEWALKS – 10

EMERSON ROAD IMPROVEMENT PROJECT (FEDERAL STP GRANT) — CAPITAL FUND

Total Project Cost	Outside Funding Source	City Share	Estimated Total Capital Costs						
			Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Future
$678,508	$444,000	$234,508	$75,508	603,000	$0	$0	$0	$0	$0

Project Description:
The project includes pavement widening and resurfacing, new curb and gutter, and enclosed stormwater facilities along the City-maintained section of Emerson Road from Old Ballas Road to De Smet Jesuit High School. In FY2016, the City was awarded a federal grant that will fund up to $444,000, which is approximately 74% of the estimated construction cost for the project.

Existing Condition:
The existing roadway pavement is in marginal condition: its edges are deteriorating, a retaining wall supporting the street is failing, and the street width is insufficient. The City's portion of Emerson Road was found to have an average pavement condition index (PCI) of 44 in 2016, which indicates that the pavement is in need of significant improvements.

Justification: *Public Safety; Condition of Existing Facility; Availability of Outside Funding*
Emerson Road does not meet current standards for width and safety. The project will increase the roadway width and will improve drivers' sight lines by lowering the peak of the hill just north of De Smet Jesuit High School.

Operating Budget Impact:
Fixing the street and the failing headwall will reduce the number of maintenance calls to fix Emerson.

Comments:
The Emerson Road Improvement Project follows a concept plan that was developed for Emerson Road in FY2011. The sidewalk improvements that were part of this concept plan will be completed through the Emerson Road Sidewalk Improvement Project in FY2017, for which the City received a federal grant to assist with construction costs. The Missouri Department of Transportation owns Emerson Road south of De Smet Jesuit High School.

Expenditure Type:		
Planning, Design & Engineering	$	71,508
Land Acquisition	$	4,000
Construction	$	603,000
Equipment	$	
Other	$	
Total	**$**	**678,508**

9510 STREETS AND SIDEWALKS – 12

FERNVIEW SIDEWALK CONCEPT PLAN

CAPITAL FUND

Total Project Cost	Outside Funding Source	City Share	Estimated Total Capital Costs						
			Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Future
$35,000	$0	$35,000	$0	$35,000	$0	$0	$0	$0	TBD

Project Description:
This project will extend the design for the Fernview Drive Improvement Project to review the options for and feasibility of adding a sidewalk along Fernview Drive between Olive Boulevard and Gallagher Road. This will be a separate project from the roadway resurfacing project on Fernview Drive.
This project will involve public outreach, as public support will be essential if easements are necessary to construct the sidewalk.

Existing Condition:
There are no sidewalks along Fernview Drive, a street that carries over 4,000 vehicles on an average day. Most of the subdivisions on the east and west sides of Fernview Drive have sidewalks, but these stop short of Fernview.

Justification: *Public Safety; Availability of Outside Funding; Citizen Demand; Coordination*
Residents have requested that the City add sidewalks and better pedestrian connectivity through the recent Citizen Survey. The addition of sidewalks to Fernview is supported by both the Comprehensive Plan Creve Coeur 2030 and the City's Strategic Plan.

Operating Budget Impact:
None.

Comments:
The City has received a federal grant for improvements to the pavement of Fernview Drive, and a project to add a sidewalk to Fernview would also qualify for grant funding. A "future project" is included in this Capital Improvement Plan for Fernview and Bellerive Estates sidewalks. This study will involve only Fernview Drive.

Expenditure Type:		
Planning, Design & Engineering	$	35,000
Land Acquisition	$	
Construction	$	
Equipment	$	
Other	$	
Total	**$**	**35,000**

MOSLEY ROAD IMPROVEMENT PROJECT (FEDERAL STP GRANT) — CAPITAL FUND

Total Project Cost	Outside Funding Source	City Share	Estimated Total Capital Costs						
			Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Future
$1,622,364	$760,000	$862,364	$227,364	$20,000	$130,000	$1,245,000	$0	$0	$0

Project Description:
Improvements to Mosley Road will involve roadway resurfacing, localized roadway reconstruction adjust the vertical alignment, and sidewalk improvements from Olive Boulevard to Ladue Road. The City was awarded a federal Surface Transportation Program (STP) grant for 80% of the anticipated costs for the right-of-way and construction phases for the improvements between Olive Boulevard and Tureen Drive. The design for the project and the improvements south of Tureen Drive will be fully funded by the City. This project has been included in previous capital improvement plans as two phases. The two phases will be combined into one project to limit certain construction costs and to limit the impact on residents along Mosley Road.

Existing Condition:
Mosley Road is an asphalt street that last saw major roadway work in 2000 with the addition of the existing sidewalk. The pavement is failing in areas, but the general need for the roadway is resurfacing. The roadway width is also inconsistent, with some areas less than 20 feet wide. Mosley Road was found to have an average pavement condition index (PCI) of 54 in 2016, which indicates that the pavement is a good candidate for resurfacing.

Justification: *Public Safety; Condition of Ex. Facility; Citizen Demand; Availability of Outside Funding*
Of the City's principal roadways, the condition of Mosley Road is one of the worst. Complaints are common regarding the pavement condition, poor ride quality, and stormwater drainage issues. A preliminary design completed in FY2015 for Mosley Road also found several areas where the vertical or horizontal alignments do not meet design standards.

Operating Budget Impact:
The City completes significant pavement patching along Mosley Road nearly every year. Completing this project would eliminate this need and expense.

Comments:
A conceptual design for Mosley Road was completed for $86,768 in FY2014-FY2016. FY2022 Roadway Reconstruction funds will be used to offset the cost of the improvements to Mosley south of Tureen Drive.

Expenditure Type:		
Planning, Design & Engineering	$	227,364
Land Acquisition	$	150,000
Construction	$	1,245,364
Equipment	$	
Other	$	
Total	**$**	**1,622,364**

9516 CAPITAL EQUIPMENT - 01

PUBLIC WORKS CAPITAL EQUIPMENT

CAPITAL FUND

Total Project Cost	Outside Funding Source	City Share	Estimated Total Capital Costs						
			Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Future
$88,948	$0	$88,948	$312,372	$88,948	$609,713	$278,075	$356,290	$297,506	$0

Project Description:
Capital equipment includes City equipment costing greater than $20,000 and having a useful life of at least five years based on replacement schedule. The Public works equipment listed below is for the replacement of existing equipment that is 16 years old.

Existing Condition:
The current equipment has reached the end of its useful and dependable life. Significant maintenance costs can be expected if this equipment is kept in service.

Justification: *Public Safety; Condition of Existing Facility; Operating Efficiency*
Replacement of the equipment noted below is necessary to provide services to the residents and repair the City's infrastructure. Without replacement, it will not only have an effect on public safety, it will also affect the City's operating efficiency due to down time for equipment repairs.

Operating Budget Impact:
Replacement of older equipment helps reduce the overall annual maintenance costs of the Public works fleet. Holding on to older equipment will likely result in significant increases in repair bills and a reduction in efficiency and ability to provide service to the residents due to an increase in downtime cause by equipment failure.

Comments:
The following major equipment purchases are planned for FY2020 as replacements for older equipment:

- One-ton Dump Truck with Plow and Spreader .... $ 88,948

$ 88,948

Public Works staff plans to trade-in or sell the replaced equipment at auction after the new replacement vehicle arrives. The amount of revenue from the auctioned equipment will help offset the cost to purchase new equipment.

Expenditure Type:		
Planning, Design & Engineering	$	
Land Acquisition	$	
Construction	$	
Equipment	$	88,948
Other	$	
Total (FY2020)	**$**	**88,948**

9516 CAPITAL EQUIPMENT – 05

GOLF COURSE SPRAYER REPLACEMENT

CAPITAL FUND

Total Project Cost	Outside Funding Source	City Share	Estimated Total Capital Costs						
			Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Future
$35,000	$0	$35,000	$0	$35,000	$0	$0	$0	$0	$0

Project Description:
Purchase a new sprayer to replace the current combination of a 1997 Toro 3100 workman and 2004 Toro Spray system.

Existing Condition:
The current spray system and chassis are aging, and replacement should occur in FY21. The current chassis is 21 years old and has 3394 hours operating time, with an average of approximately 130 hours per year. The life expectancy of the chassis is 12 to 14 years. The current spray system is 14 years old, with an average life expectancy of 10 to 12 years.

Justification: *Condition of Existing Unit; Operating Efficiency*
The current chassis and sprayer combination has passed its useful life and is becoming costly and time-consuming to maintain. The operating efficiency of the course would increase by use of new sprayer technologies such as speed and turn control, spraying accuracy as well as reduced emissions.

Operating Budget Impact:
Maintenance and repair costs are approximately $750 annually; however, as the unit ages the cost of maintenance can substantially increase. The anticipated annual maintenance costs for a newer unit for the first 5 years is less than $200 per year.

Comments:
The city only has one sprayer and the downtime caused by maintenance repairs can impact pesticide control on all turf areas. Increased pressure from disease and weeds will have a negative impact on turf conditions and can deter golfers from play. Greens are sprayed every 10 to 14 days throughout the growing season to prevent disease pathogens from infecting play areas, as well as foliar fertilizer application. Greens are sprayed around 10 times annually to apply pre and post emergence weed and insect control. Fairways, tees, and rough areas are sprayed as much as 10 times annually to prevent and cure disease, insects, and weeds. A new sprayer is preferred to a used one due to lack of quality used sprayers available to purchase. Upon arrival of purchased sprayer, the old spray system would be traded in or sent to auction to help offset cost. The current chassis would be used by golf maintenance staff as a material handler.

Expenditure Type:		
Planning, Design & Engineering	$	
Land Acquisition	$	
Construction	$	
Equipment	$	35,000
Other	$	
Total	**$**	**35,000**

PROJECT MANAGER

CAPITAL FUND

Total Project Cost	Outside Funding Source	City Share	Estimated Total Capital Costs						
			Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Future
$85,075	N/A	$85,075	$83,000	$85,075	$87,202	$89,382	$91,616	$93,906	$0

Description:
This item includes the costs associated with the full-time salary and benefits for a Project Manager to oversee projects in the Capital Improvement Fund.

Existing Condition:
The project manager assists the Public Works Department-Administration Division with monitoring construction activity, preparing contract documents, performing design surveys, and developing review processes in order to ensure compliance with codes and specifications for capital improvement projects for the City of Creve Coeur.

Justification: *Operating Efficiency*
The responsible and effective administration of the City's capital improvement projects, and grant-related projects in particular, requires significant staff time. Projects often have similar schedules, and multiple projects often require immediate attention at the same time. The City's Public Works Administration staff is too small to consistently accommodate the demands of these projects while also meeting the expectations for the various other services provided by the Department of Public Works.

Operating Budget Impact:
Annual costs for this position may include ongoing employee training, city equipment, cell phone, and general supplies, which are anticipated to be approximately $1,000 per year.

Comments:
Prior to FY2019, this position was fully funded through the General Fund – Public Works/Administration operating budget.

Expenditure Type:		
Planning, Design & Engineering	$	
Land Acquisition	$	
Construction	$	
Equipment	$	
Other	$	85,075
Total (FY2020)	**$**	**85,075**

9501 POLICE BUILDING CONSTRUCTION – 01

PROPOSITION P

PROFESSIONAL SERVICES

BUILDING PROJECT BOND FUND

Total Project Cost	Outside Funding Source	City Share	Estimated Total Capital Costs						
			Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Future
$1,200,914	$0	$1,200,914	$1,175,914	$25,000	$0	$0	$0	$0	

Project Description:
Professional services for the construction of the new Police Department building are required for site survey, building design, site layout, permitting, bidding, and construction inspection. These services include the consultant hired as the City's representative and project manager for the project. A majority of the design was completed in in FY2017 and FY2018. Construction-related services began in FY2018 and are expected to be finished with the anticipated completion of the building in FY2019. Some design costs may extend into FY2020.

Existing Condition:
None.

Justification: *Public Safety; Citizen Demand; Coordination; Operating Efficiency*
These services are necessary for the Police Building Project, and staff does not have the capacity to provide these services.

Operating Budget Impact:
None.

Comments:
The residents of Creve Coeur passed Proposition P in FY17 to provide funding for a new police station and accessibility, safety, and security improvements to the Creve Coeur Government Center.

Expenditure Type:		
Police Building Design Services	$	712,322
Owner Rep/Project Manager	$	345,374
Survey & Other Design Services	$	62,500
Land Acquisition	$	
Construction	$	
Equipment	$	
Other (Contingency)	$	80,718
Total	**$**	**1,200,914**

SITE WORK AND BUILDING CONSTRUCTION

BUILDING PROJECT BOND FUND

Total Project Cost	Outside Funding Source	City Share	Estimated Total Capital Costs						
			Prior Years	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Future
$8,331,802	$0	$8,331,802	$8,027,489	$304,313	$0	$0	$0	$0	$0

Project Description:
This phase of the project includes all aspects of the site work, building construction, finishes, and furnishing of the new building for the Police Department. The City has hired United Construction to complete the majority of these construction services. Site work is expected to be complete in FY2018, and the building is expected to be complete, fully functional, and occupied in FY2019.

Existing Condition:
The existing Police Department is housed in the Creve Coeur Government Center building, and the existing facilities were found to be inadequate and inefficient to renovate.

Justification: *Public Safety; Citizen Demand; Coordination; Operating Efficiency*
A new police building was found to be the most appropriate means to provide for the current and future needs of the Police Department, which will allow the Police Department to continue to provide excellent services to the residents of Creve Coeur.

Operating Budget Impact:
None.

Comments:
None.

Expenditure Type:		
Planning, Design & Engineering	$	
Land Acquisition	$	
Construction	$	7,642,489
Equipment	$	385,000
Other (Contingency)	$	304,313
Total	**$**	**8,331,802**

POLICE BUILDING FUND

FUND SUMMARY

In 2016 the citizens of Creve Coeur approved Proposition P which authorized the levying of a property tax to provide funding for the construction of a new facility for the Police Department and associated improvements at the current government center.

This fund will be responsible for accounting for all revenues and expenditures associated with the construction of the police facility and related improvements of the government center. It is estimated this project will be completed at the end of FY 2019.

For budgetary purposes, the Police Building Fund is maintained on modified accrual method of accounting with the following exceptions:

- Budget amounts are encumbered when contracts are signed for goods or services. At year-end, amounts which are encumbered but not yet expended are carried over to be paid when the goods or services are received. These amounts are included in budget-basis expenditures for the fiscal year in which they are encumbered, rather than the year in which goods or services are received and a liability incurred. Appropriations that are not spent or encumbered lapse at the end of the fiscal year. Encumbrances are never classified as expenditures under GAAP basis of accounting.
- Compensated absence liabilities are not budgeted, where they are adjusted annually under the basis of accounting.
- Changes in the fair value of investments are not budgeted, where they are treated as an adjustment to revenue under the basis of accounting.

POLICE BUILDING FUND

	Actual Revenue FY 2017	Actual Revenue FY 2018	Budgeted Revenue FY 2019	Projected Revenue FY 2019	Estimated Revenue FY 2020
OPERATING REVENUES					
4704 Interest Revenue	1,179	125,877	25,000	9,500	200
Total Operating Revenues	1,179	125,877	25,000	9,500	200
OTHER REVENUES					
4908 Bond Proceeds	10,635,000	-	-	-	-
4909 Premium from Bond Proceeds	208,381	-	-	-	-
Total Other Revenue	10,843,381	-	-	-	-
TRANSFERS					
4901 Transfer From Other Funds	-	-	-	-	-
Total Transfers	-	-	-	-	-
TOTAL POLICE BUILDING FUND REVENUES	10,844,559	125,877	25,000	9,500	200

POLICE BUILDING FUND

	Actual Expenditures FY 2017	Actual Expenditures FY 2018	Budgeted Expenditures FY 2019	Projected Expenditures FY 2019	Estimated Requirements FY 2020
OPERATING EXPENSES:					
6203 Professional Services	227,495	748,419	128,881	200,000	25,000
6299 Quality and Control Testing			15,000	-	-
9501 Building & Improvement Projects		1,103,280	5,460,217	6,924,209	304,313
9515 Bond Issuance Costs	151,631	-	-	-	-
TOTAL POLICE BUILDING FUND OPERATING EXPENDITURES	379,126	1,851,699	5,604,098	7,124,209	329,313
Total Transfers Out	-	-	-	-	-
TOTAL POLICE BUILDING FUND EXPENDITURES AND TRANSFERS OUT	379,126	1,851,699	5,604,098	7,124,209	329,313
EXCESS OF REVENUES OVER EXPENDITURES	10,465,433	(1,725,822)	(5,579,098)	(7,114,709)	(329,113)
FUND BALANCE - BEGINNING OF YEAR	-	10,465,433	6,330,939	8,739,611	1,624,902
FUND BALANCE - END OF YEAR	10,465,433	8,739,611	751,841	1,624,902	1,295,789

CAPITAL IMPROVEMENT PROJECTS
POLICE BUILDING FUND

Capital Improvement Projects	
17107 Police Building	329,313
Total Capital Improvement Projects	329,313

PUBLIC SAFETY SALES TAX FUND

FUND SUMMARY

In April of 2017, St. Louis County voters approved a .5 cent Public Safety Sales Tax. This tax is to provide funding for improving policing in St. Louis County. Five-eights of the revenues are distributed to municipalities on a per capita basis to be used for police and public safety.

For budgetary purposes, the Public Safety Sales Tax Fund is maintained on a modified accrual basis of accounting with the following exceptions:

- Budget amounts are encumbered when contracts are signed for goods or services. At year-end, amounts which are encumbered but not yet expended are carried over to be paid when the goods or services are received. These amounts are included in budget-basis expenditures for the fiscal year in which they are encumbered, rather than the year in which goods or services are received and a liability incurred. Appropriations that are not spent or encumbered lapse at the end of the fiscal year. Encumbrances are never classified as expenditures under GAAP basis of accounting.
- Compensated absence liabilities are not budgeted, where they are adjusted annually under the basis of accounting.
- Changes in the fair value of investments are not budgeted, where they are treated as an adjustment to revenue under the basis of accounting.

PUBLIC SAFETY SALES TAX FUND

Fund Description

In April of 2017, St. Louis County voters approved a .5 cent Public Safety Sales Tax. This tax is to provide funding for improving policing in St. Louis County. Five-eighths (5/8th) of the revenues are distributed to municipalities on a per capita basis to be used for police and public safety. The City of Creve Coeur share is estimated to generate approximately $850,000 per year.

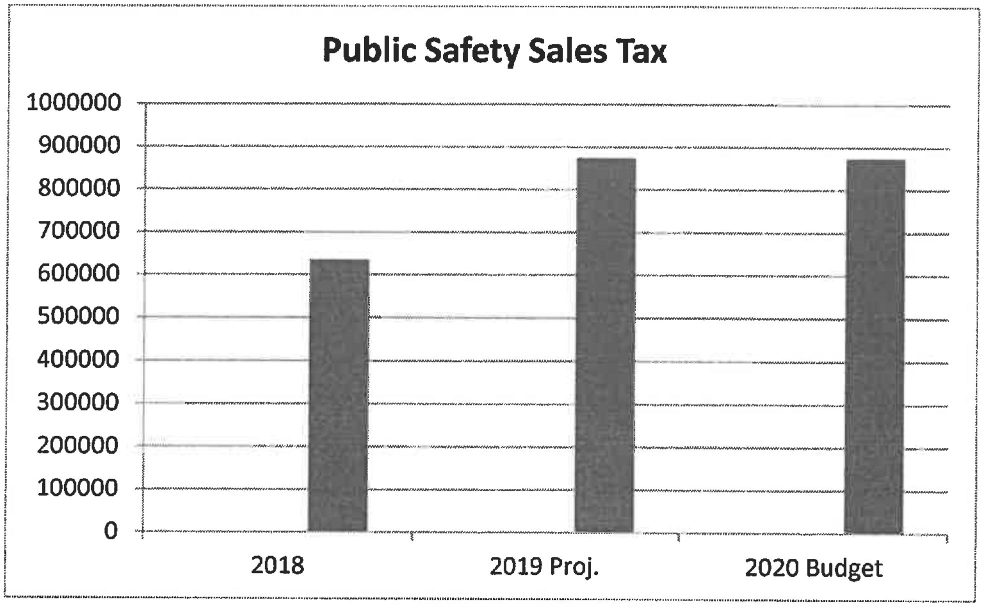
Missouri statutes require revenues from the law enforcement sales tax to be used for police and public safety purposes. The city policy on the use of funds will be as follows, subject to annual review by the City Council:

1) Police Operating Expenditures – 45%-55%
    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%-25%
    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 Expenditures - 10%-20%
4) Reserve for Police Pension Liability – 15-25%

Budget Highlights

- Acct. 5241 – Contribution toward police pension plan ($131,250).
- Acct. 6250 – Electricity expenses anticipated for new Police Building in FY20 ($12,000).
- Acct. 6252 – Natural Gas expenses anticipated for new Police Building in FY20 ($12,000).
- Acct. 6254 – Water and Sewer expenses anticipated for new Police Building in FY20 ($3,625).
- Acct. 6203 – Major Case Squad Investigations ($1,500).
- Acct. 6265 – Police officer attendance at Drug Recognition Expert Conference as a result of new medical marijuana law ($3,000).
- Acct. 6265 – Police officer attendance at Drone Conference ($2,300).
- Acct. 6265 – Three (3) Police officers attendance at FBI NAA Conference/Retrainer – Patrol ($1,575).
- Acct. 6265 – Police officer attendance at Crisis Intervention Team Conference ($1,050).
- Acct. 6265 – Two (2) Police officers attendance at St. Louis University ME School ($3,700).
- Acct. 7313 – Practice range supplies ($10,000).
- Acct. 9503 – Two (2) new security camera systems for City parks ($4,500).
- Acct. 9503 – Eight (8) Body cameras for Police Department ($13,160).
- Acct. 9503 – Toughbook computer for emergency command vehicle ($5,000).
- Acct. 9503 – One (1) Advanced Commercial Drone UAV ($19,500).
- Acct. 9503—One (1) New Mobile License Plate Recognition System ($15,000)
- Acct. 9503 – EvidenceOnQ bar coding system for property and evidence management ($22,500); annual software maintenance agreement ($3,150); and server to host software and data ($3,500).
- Acct. 9503 – Replacement of sixteen (16) tasers that have reached the end of their serviceable life ($22,326).

Fund: 19
Dept: 21-11



In April of 2017, St. Louis County voters approved a .5 cent Public Safety Sales Tax. This tax is to provide funding for improving policing in St. Louis County. Five-eights of the revenues are distributed to municipalities on a per capita basis to be used for police and public safety. Creve Coeur's share is estimated to be $875,000 for FY 2019. Revenue is projected to be flat at $875,000 for FY 2020.

Fiscal Year	Public Safety Sales Tax
2018	634,959
2019 Proj.	875,000
2020 Budget	875,000

PUBLIC SAFETY SALES TAX FUND - REVENUES

	Actual Revenue FY 2017	Actual Revenue FY 2018	Budgeted Revenue FY 2019	Projected Revenue FY 2019	Estimated Revenue FY 2020
OPERATING REVENUES					
4301 Public Safety Sales Tax	-	634,959	850,000	875,000	875,000
4704 Interest	-	-	1,000	1,000	1,000
Total Operating Revenues	-	634,959	851,000	876,000	876,000
TRANSFERS					
4901 Transfer In From Other Funds	-	-	-	-	-
Total Transfers	-	-	-	-	-
TOTAL PUBLIC SAFETY SALES TAX REVENUES		634,959	851,000	876,000	876,000

Communication: FY20 Preliminary Operating Budget (Unfinished Business)

PUBLIC SAFETY SALES TAX FUND - EXPENDITURES

	Actual Expenditures FY 2017	Actual Expenditures FY 2018	Budgeted Expenditures FY 2019	Projected Expenditures FY 2019	Estimated Requirements FY 2020
PERSONNEL SERVICES:					
5241 Pension Contribution	-	-	-	-	131,250
Total Personnel Services	-	-	-	-	131,250
OPERATING EXPENSES:					
6211 Equipment Maintenance	-	-	-	-	2,500
6212 Building and Grounds Main.	-	-	7,500	-	7,500
6250 Electricity	-	-	7,000	2,000	12,000
6252 Natural Gas	-	-	583	500	12,000
6253 Telephone	-	2,300	-	-	-
6254 Water and Sewer	-	-	3,625	2,300	3,625
6260 Advertising	-	-	-	-	800
6261 Education & Training	-	-	27,000	26,800	27,000
6265 Travel & Conferences	-	-	6,800	7,593	7,925
7304 General Supplies	-	-	-	-	1,000
7313 Range Supplies	-	-	-	-	10,000
7331 Computer Hardware	-	-	4,500	4,525	5,000
Total Operating Expense	-	2,300	57,008	43,718	89,350
CAPITAL OUTLAY:					
9501 Buildings & Improvements	-	-	47,211	47,211	-
9502 Vehicles	-	-	-	-	56,000
9503 Equipment	-	-	30,130	30,013	78,610
Total Capital Outlay	-	-	77,341	77,224	134,610
Other Financing Uses:					
Transfer Out to General Fund	-	-	139,202	131,167	135,102
Transfer Out to Capital Improvements	-	-	-	-	-
Total Other Financing Uses	-	-	139,202	131,167	135,102
TOTAL PUBLIC SAFETY EXPENDITURES	-	2,300	273,551	252,109	490,312
REVENUES OVER (UNDER) EXPENDITURES	-	632,659	577,449	623,891	385,688
FUND BALANCE - BEGINNING OF YEAR	-	-	500,000	632,659	1,256,550
FUND BALANCE - END OF YEAR	-	632,659	1,077,449	1,256,550	1,642,238

CAPITAL IMPROVEMENT PROJECTS
PUBLIC SAFETY SALES TAX FUND

Capital Outlay Detail	Annual
9502 Vehicles	
2020 Ford Interceptor Utility Patrol Vehicle-Admin	36,000
Harley Davidson Motorcycle Replacement	20,000
Total Account 9502	56,000
9503 Equipment	
Advanced Commercial Drone UAV	19,500
Body Cameras and Options	13,160
Equipment for Change Over-Admin	1,800
EvidenceOnQ-Barcoding System-2yr Maint.	25,650
EvidenceOnQ Server	3,500
New Mobile License Plate Recognition System	15,000
Total Account 9503	78,610
Total Capital Outlay	134,610

SEWER LATERAL FUND

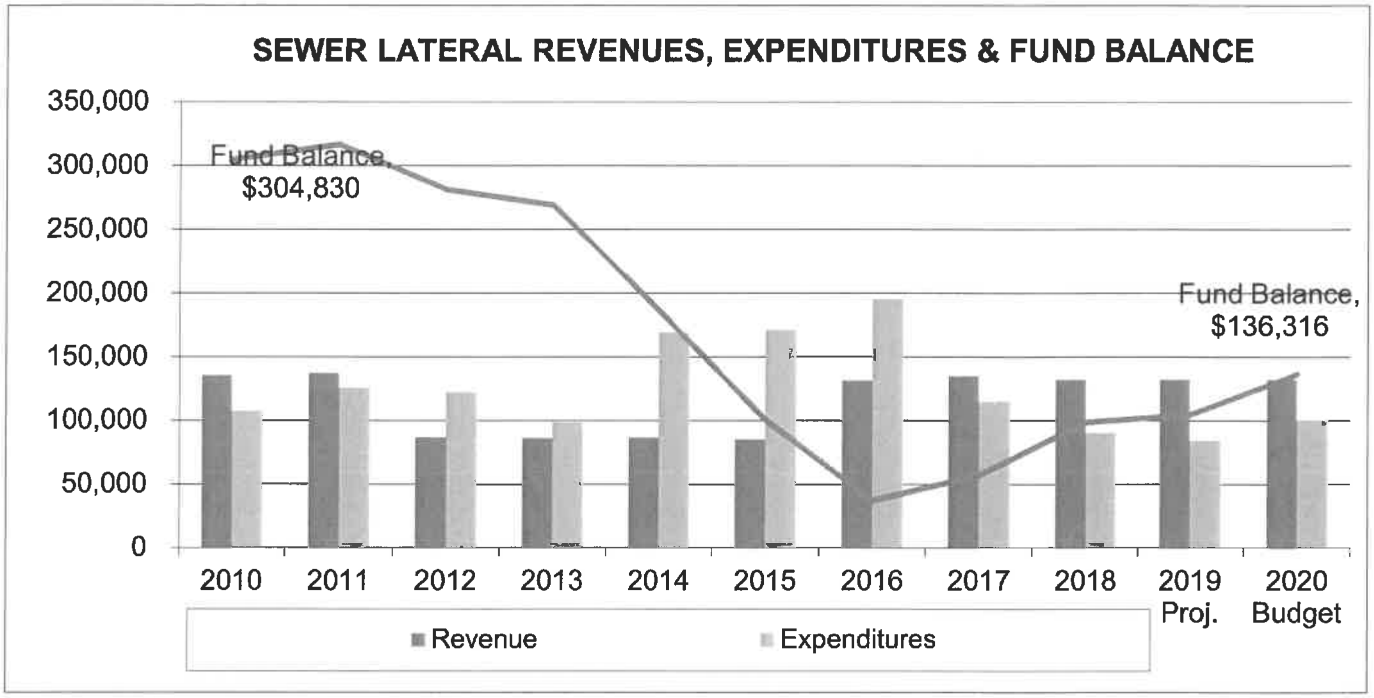
FUND SUMMARY

In 1999, residents of the City of Creve Coeur approved Proposition S establishing the Sanitary Sewer Lateral Repair Program. Effective FY 1999, a $28 property tax charge was assessed on all residential properties. Effective FY 2012, the assessment was decreased from $28 to $18 due to a significant increase in the fund balance. Effective FY 2016, the assessment was increased back to the $28 due to the fund balance decreasing.

Effective FY 1999, this program provided reimbursement of 80% or up to $7,500 for costs associated with collapsed or broken residential sewer lateral service lines. Effective January 1, 2017, the reimbursement percentage was lowered from 80% to 50% due to a significant increase in the number of reimbursements. The expenditures budgeted for this program include the video inspection and the construction costs for the sewer lateral line repair.

While the reduction of the reimbursable percentage has provided relief to the fund, other alternatives, such as increasing the sewer lateral fee to an annual charge of $50 may need to be addressed in the future. Increasing the annual charge will require voter approval.

For budgetary purposes, the Sewer Lateral Fund is maintained on a modified accrual basis of accounting.



SEWER LATERAL REVENUES, EXPENDITURES AND FUND BALANCE

Fiscal Year	Fee	Revenue	Expenditures	Surplus/Deficit	Fund Balance	Reimbursement % Up to $7,500
2010	$28	135,311	107,614	27,697	$304,830	80%
2011	$28	137,267	125,500	11,767	$316,597	80%
2012	$18	86,810	122,252	(35,442)	$281,155	80%
2013	$18	86,320	98,365	(12,045)	$269,110	80%
2014	$18	86,574	169,184	(82,610)	$186,500	80%
2015	$18	85,162	170,980	(85,818)	$100,682	80%
2016	$28	131,711	195,268	(63,557)	$37,125	80%
2017	$28	134,821	115,030	19,791	$56,916	50%
2018	$28	132,200	90,339	41,861	$98,777	50%
2019 Proj.	$28	132,200	84,500	47,700	$104,616	50%
2020 Budget	$28	132,200	100,500	31,700	$136,316	50%

SEWER LATERAL FUND
SUMMARY OF REVENUE BY ACTIVITY
FOR FISCAL YEAR ENDING JUNE 30, 2020

	Actual FY 2017	Actual FY 2018	Budgeted FY 2019	Projected FY 2019	Estimated FY 2020
DISTRICT OPERATING REVENUE:					
4101 Real Property, Current	134,821	134,540	132,000	132,000	132,000
Total Property Taxes	134,821	134,540	132,000	132,000	132,000
OPERATING REVENUES					
4704 Interest Revenue	-	-	200	200	200
Total Operating Revenues	-	-	200	200	200
TOTAL SEWER LATERAL FUND	**134,821**	**134,540**	**132,200**	**132,200**	**132,200**

Communication: FY20 Preliminary Operating Budget (Unfinished Business)

SEWER LATERAL FUND
SUMMARY OF OPERATING EXPENSES BY ACTIVITY
FOR FISCAL YEAR ENDING JUNE 30, 2020

	Actual FY 2017	Actual FY 2018	Budgeted FY 2019	Projected FY 2019	Estimated FY 2020
PERSONNEL SERVICES:					
5101 Salaries, Permanent Empl.	2,106	-	-	-	-
5230 Hospital & Medical Insurance	385	-	-	-	-
5233 Dental Insurance	-	-	-	-	-
5234 Group Life Insurance	-	-	-	-	-
5235 Accidental Death & Dismem.	-	-	-	-	-
5236 Disability Insurance	-	-	-	-	-
5240 Social Security Contribution	143	-	-	-	-
5241 Pension Contribution	190	-	-	-	-
Total Personnel Services	2,823	-	-	-	-
OPERATING EXPENSES:					
6202 Technical & Personal Services	-	-	1,500	500	500
7307 Gasoline and Propane	-	-	-	-	-
7370 Sewer Lateral refunds	-	-	-	-	-
9315 Sewer Lateral reimbursements	112,207	90,339	110,000	84,000	100,000
Total Operating Expenses	112,207	90,339	111,500	84,500	100,500
TOTAL SEWER LATERAL EXPENDITURES	**115,030**	**90,339**	**111,500**	**84,500**	**100,500**
FUND BALANCE - BEGINNING OF YEAR	37,125	56,916	88,916	101,116	148,816
FUND BALANCE - END OF YEAR	56,916	101,116	109,616	148,816	180,516

DEBT SERVICE

FUND SUMMARY

In 2016 the citizens of Creve Coeur approved Proposition P which authorized the levying of a property tax to provide funding for the construction of a new facility for the police department and associated improvements at the current government center.

This project was funded through the issuance of General Obligation Bonds in April 2017 for $10,635,000. These bonds will be repaid with interest over a twenty-year period with funding provided by an annual levy of Real and Personal Property tax. The outstanding bonds bear interest at rates ranging from 2% - 3.125%. This fund will account for all revenues and expenditures (interest and principal) related to repayment of the city's outstanding debt.

For budgetary purposes, the Debt Service Fund is maintained on a modified accrual of accounting.

DEBT SERVICE FUND

	Actual Revenue FY 2017	Actual Revenue FY 2018	Budgeted Revenue FY 2019	Projected Revenue FY 2019	Estimated Revenue FY 2020
OPERATING REVENUES					
4101 Property Taxes	-	713,195	725,000	713,000	781,000
4104 Personal Property Taxes	-	110,959	-	117,000	119,000
4704 Interest Revenue	-	-	500	1,000	1,000
Total Operating Revenues	-	824,154	725,500	831,000	901,000
OTHER REVENUES					
	-	-	-	-	-
Total Other Revenues	-	-	-	-	-
TOTAL OPERATING FUND REVENUES	-	824,154	725,500	831,000	901,000

DEBT SERVICE FUND

	Actual Expenditures FY 2017	Actual Expenditures FY 2018	Budgeted Expenditures FY 2019	Projected Expenditures FY 2019	Estimated Requirements FY 2020
OPERATING EXPENSES:					
6202 Technical & Personal Services	-	636	-	-	-
8410 Interest Expenditures	-	244,986	291,406	291,406	283,006
9514 Principal Expenditures	-	320,000	420,000	420,000	430,000
Total Operating Expenses	-	565,622	711,406	711,406	713,006
TOTAL DEBT SERVICE FUND EXPENDITURES	-	565,622	711,406	711,406	713,006
EXCESS OF DEBT SERVICE REVENUES OVER EXPENDITURES	-	258,532	14,094	119,594	187,994
FUND BALANCE - BEGINNING OF YEAR	-	-	-	258,532	378,126
FUND BALANCE - END OF YEAR	-	258,532	14,094	378,126	566,120

MUNICIPAL ENTERPRISE FUND

FUND SUMMARY

This budget accounts for the revenues, personnel and operating costs and capital expenditures of the City's Ice Arena and Golf Course, collectively the Dielmann Recreation Complex. The purpose of this independent, self-balancing fund is to provide for separate accounting for these Enterprise activities and to meet national governmental accounting standards for municipal accounting practices. In addition, the organization of these separate funds with the City budget follows recommendations by the City's auditing firm and will comply with the format utilized by the city's auditors.

For budgetary purposes, the Municipal Enterprise Fund is maintained on an accrual method of accounting with the following exceptions:

- Depreciation and amortization, which are considered expenses on the accrual basis of accounting, are ignored under the budget basis because these items do not require an expenditure of funds.

DIELMANN COMPLEX
CASH BASIS
ANNUAL SURPLUS/DEFICIT BY DEPARTMENT
2011-2020

YEAR	2011			2012			2013			2014*		
DEPT	OPERATING REVENUES	OPERATING EXPENSES	SURPLUS/ (DEFICIT)	OPERATING REVENUES	OPERATING EXPENSES	SURPLUS/ (DEFICIT)	OPERATING REVENUES	OPERATING EXPENSES	SURPLUS/ (DEFICIT)	OPERATING REVENUES	OPERATING EXPENSES	SURPLUS/ (DEFICIT)
ICE	520,226	456,338	**63,888**	525,561	454,477	**71,084**	533,718	465,131	**68,587**	522,415	517,501	**4,914**
GOLF	364,203	493,388	**(129,185)**	430,814	449,227	**(18,413)**	370,245	468,753	**(98,508)**	424,687	437,457	**(12,770)**
FOOD	54,569	43,143	**11,426**	57,871	38,353	**19,518**	49,446	35,832	**13,614**	55,473	38,629	**16,844**

YEAR	2015*			2016*			2017*			2018*		
DEPT	OPERATING REVENUES	OPERATING EXPENSES	SURPLUS/ (DEFICIT)	OPERATING REVENUES	OPERATING EXPENSES	SURPLUS/ (DEFICIT)	OPERATING REVENUES	OPERATING EXPENSES	SURPLUS/ (DEFICIT)	OPERATING REVENUES	OPERATING EXPENSES	SURPLUS/ (DEFICIT)
ICE	562,286	449,047	**113,238**	615,392	518,700	**96,692**	787,584	562,035	**225,550**	620,484	497,863	**122,621**
GOLF	378,840	418,922	**(40,082)**	397,348	473,966	**(76,618)**	383,155	487,583	**(104,428)**	383,923	514,336	**(130,414)**
FOOD	52,497	40,597	**11,900**	55,854	49,922	**5,932**	58,080	48,201	**9,879**	56,759	54,843	**1,916**

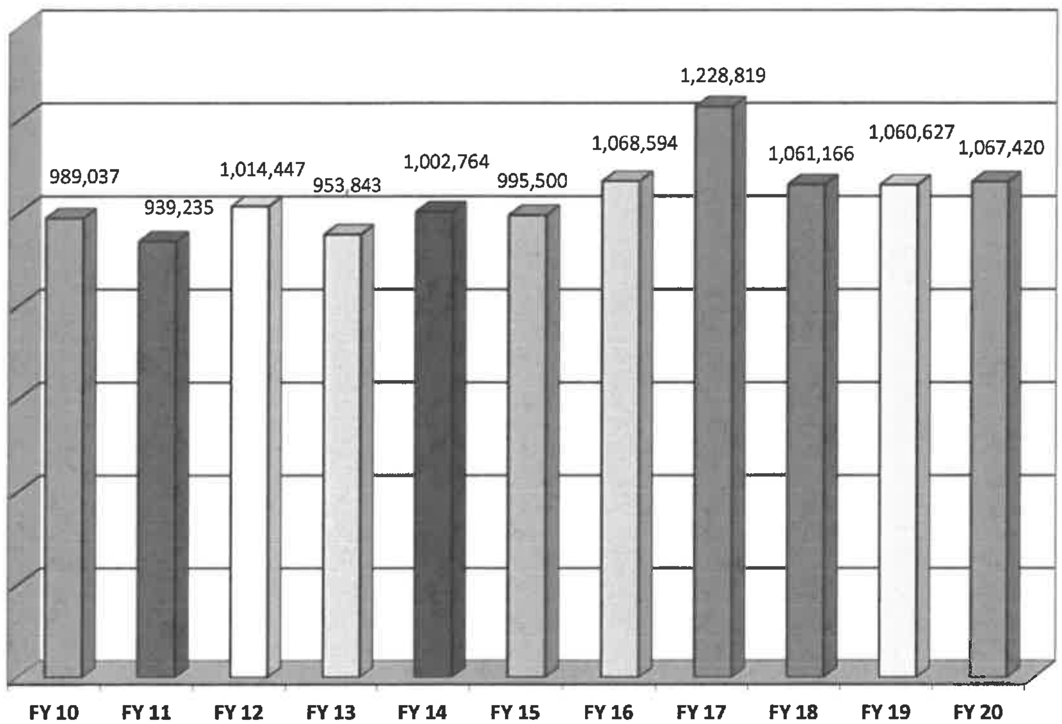
YEAR	2019 Projected*			2020 Budget*			10 Year Average (2011-2020)			5 Year Average (2016-2020)		
DEPT	OPERATING REVENUES	OPERATING EXPENSES	SURPLUS/ (DEFICIT)	OPERATING REVENUES	OPERATING EXPENSES	SURPLUS/ (DEFICIT)	OPERATING REVENUES	OPERATING EXPENSES	SURPLUS/ (DEFICIT)	OPERATING REVENUES	OPERATING EXPENSES	SURPLUS/ (DEFICIT)
ICE	645,788	507,676	**138,112**	643,185	519,152	**124,033**	597,664	494,792	**102,872**	662,487	521,085	**141,402**
GOLF	358,339	517,078	**(158,739)**	363,535	529,151	**(165,616)**	385,509	478,986	**(93,477)**	377,260	504,423	**(127,163)**
FOOD	56,500	51,902	**4,598**	60,700	53,066	**7,634**	55,775	45,449	**10,326**	57,579	51,587	**5,992**

*** Operating expenses for both Golf and Ice do not include interest payments on interfund debt in these years. These payments were discontinued in FY 2014**

MUNICIPAL ENTERPRISE FUND
STATEMENT OF ESTIMATED REVENUE AND EXPENSES
FOR FISCAL YEAR ENDING JUNE 30, 2020
IN COMPARISON WITH BUDGETED AND PROJECTED TOTALS
AND ACTUAL TOTALS FOR FY 2017 & FY 2018

	Actual FY 2017	Actual FY 2018	Budget FY 2019	Projected FY 2019	Estimated FY 2020	% Change to Projected FY 2020
Revenues:						
Ice Arena	787,584	620,484	687,388	645,788	643,185	-0.40%
Golf Course	383,155	383,923	380,038	358,339	363,535	1.45%
Food Service	58,080	56,759	59,600	56,500	60,700	7.43%
Total Operating Revenues	1,228,819	1,061,166	1,127,026	1,060,627	1,067,420	0.64%
Utilization of Retained Earnings	-	-	-	-	-	-
Transfer from General Fund	-	-	-	-	-	
Total Revenues	1,228,819	1,061,166	1,127,026	1,060,627	1,067,420	0.64%
Expenses:						
Ice Arena	562,035	497,863	524,895	507,676	519,152	2.26%
Golf Course	487,583	514,336	528,994	517,078	529,151	2.33%
Food Service	48,201	54,843	48,201	51,902	53,066	2.24%
Total Operating Expenses	1,097,818	1,067,043	1,102,090	1,076,656	1,101,369	2.30%
Total Expenses	1,097,818	1,067,043	1,102,090	1,076,656	1,101,369	2.30%
TOTAL REVENUES OVER EXPENSES	**131,001**	**(5,877)**	**24,936**	**(16,029)**	**(33,949)**	

MUNICIPAL ENTERPRISE FUND - TOTAL REVENUES



Fiscal Year		Total revenues	Amount of Change	Percent Change
FY 10		989,037	(28,490)	-2.8%
FY 11		939,235	(49,802)	-5.0%
FY 12		1,014,447	75,212	8.0%
FY 13		953,843	(60,604)	-6.0%
FY 14		1,002,764	48,921	5.1%
FY 15		995,500	(7,264)	-0.7%
FY 16		1,068,594	73,094	7.3%
FY 17		1,228,819	160,225	15.0%
FY 18		1,061,166	(167,653)	-13.6%
FY 19	**Projected**	1,060,627	(539)	-0.1%
FY 20	**Budgeted**	1,067,420	6,793	0.6%

Factors impacting variances:

FY 2010 A small decrease of 2.8% occurred in FY 2010. Revenues increased in the Ice Arena due to full operations. However revenues from the golf Course and Snack Bar declined.

FY 2011 Revenues decreased 5.0% in FY 2011. This is primarily to decrease in golf Course and Snack Bar revenues. Ice Arena revenues were slightly higher that budgeted. The decrease in golf revenues is an alarming trend which is continuing over a number of years.

FY 2012 Revenues increased by 8.0% in FY 2012. This is primarily due to an increase in golf related revenues which rebounded to closer to FY 2010 numbers. Ice revenues were up slightly.

FY 2013 A decrease of 6.0% is occurred in FY 2013. revenues decreased in golf related activities primarily due to weather related conditions. Ice Arena revenues were up.

FY 2014 An increase of 5.1% ocurred primarily as a result of a one-time write off of credit accounts to Golf revenues and increase in Golf play. This increase offset a decrease in Ice Revenues due to a 2- week

FY 2015 A decrease of .7% in Revenues occurred in FY 2015. Revenues at the Golf Course and Snack Bar were down , primarily due to decreased usage and a one-time accounting adjustment in FY 2014 for Skating lessons and Figure Skating Contracts.

FY 2016 An increase of 7.3% in revenues as a result of increase in Revenues at the Ice Arena, especially in Hockey. The increase was partially offset by decreases at the Golf Course and in Food Service.

FY 2017 An increase of 15% in revenues primarily resulting from a large upfront one-time tower lease renewal payment which was credited to the Ice Arena. Otherwise Revenues only increased 3.8% from FY 2016.

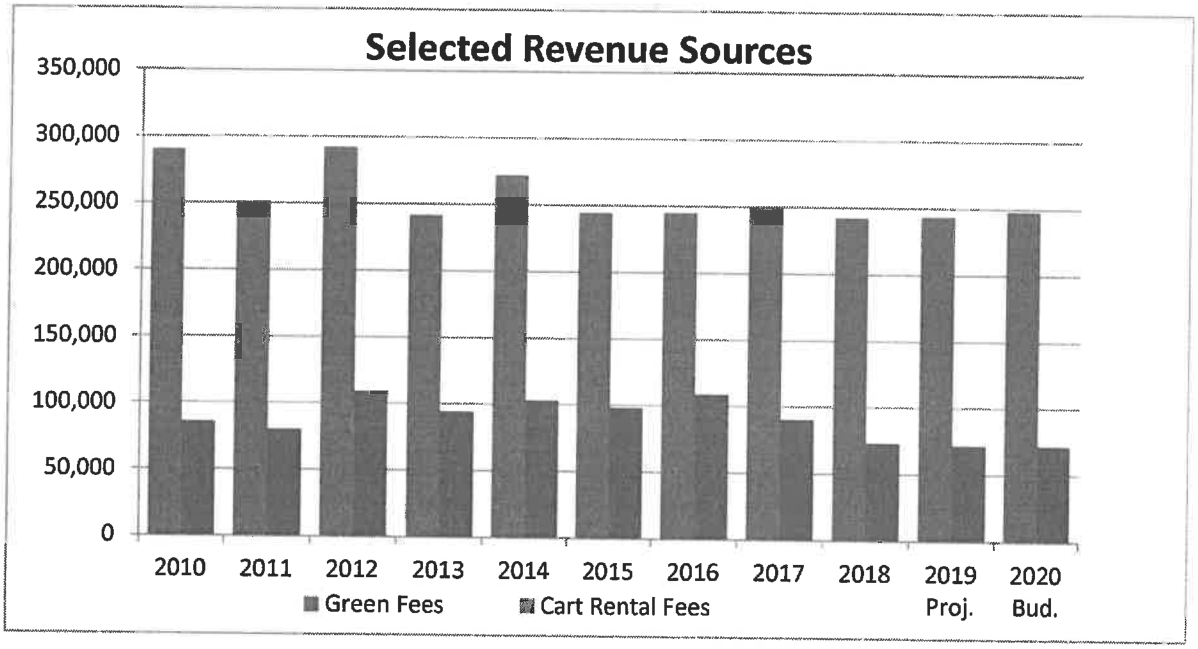
FY 2018 A decrease of 13.6% in revenues primarily resulting from a large upfront one-time tower lease renewal payment which was credited to the Ice Arena in FY 2017.

FY 2019 Staff projects a slight decrease of .1% in revenue as a result anticipated decrease in room rental.

FY 2020 Staff projects a slight increase of .6% in revenue as a result anticipated increase in green fees and a slight increase in concessions.

REVENUES

Fiscal Year 2020



Green Fees

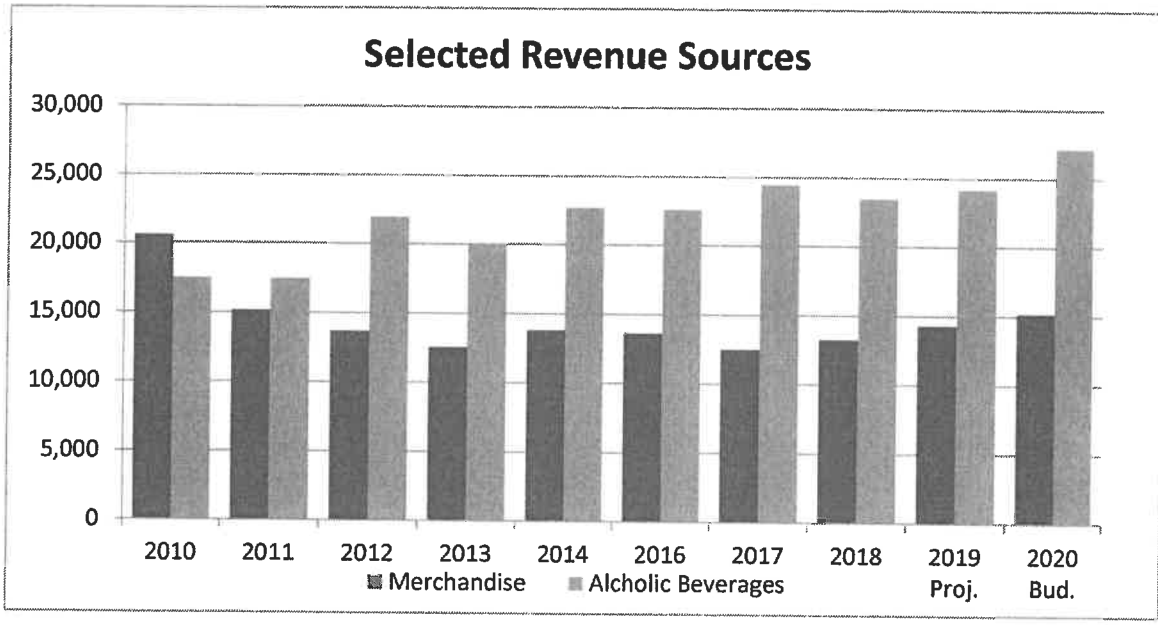
In accordance with City Ordinance, a fee is charged for all users of the Golf Course. The FY 2020 revenue is estimated at $248,000. The greens fees revenues are based upon projected usage of the course during the peak season. The following fees are currently in effect:

	Resident	Non-Resident
Weekdays	9.99 - 14.99	12.00 - 16.99
Weekdays, Senior or Junior	9.99 - 11.99	12.00 - 14.99
Weekdays, Add'l 9 Holes	12.50	12.50
Weekdays, Add'l 9 Holes, Senior or Junior	12.50	12.50
Weekend	9.99 - 16.99	16.00-23.99
Weekend, Additional 9 Holes	12.50	12.50

Cart Rental Fees

In accordance with City Ordinance, a rental fee is charged for use of golf carts. The current rental fee is $8 per player per round. FY 2019 revenue is estimated at $72,000. The FY 2020 revenue is based on projected usage during FY 2019 with no increase in usage.

Fiscal Year	Green Fees	Cart Rental Fees
2010	290,326	86,205
2011	250,823	80,411
2012	292,349	109,290
2013	242,090	94,440
2014	272,152	103,358
2015	244,658	98,116
2016	245,123	109,110
2017	249,279	90,590
2018	242,498	73,352
2019 Proj.	244,000	72,000
2020 Bud.	248,000	72,000



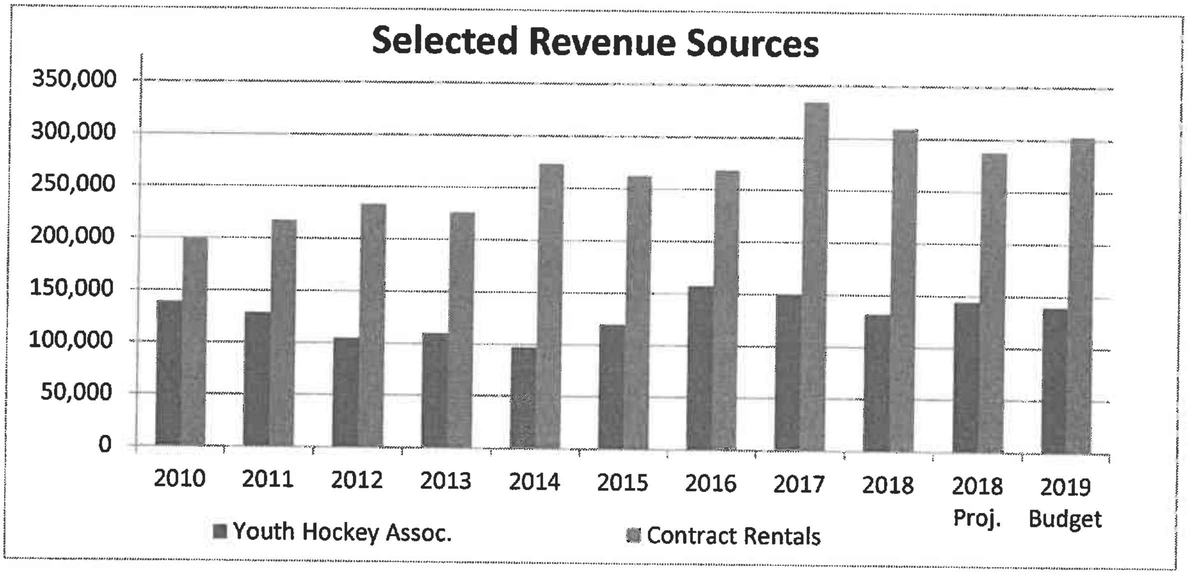
Merchandise

In accordance with City Ordinance No. 1280 and Administrative Policy, golf merchandise is made available to patrons of the Golf Course. Various items available for sale are golf clubs, golf balls, hats, gloves and golfing apparel. The FY 2020 revenue is estimated at $15,200. This represents a slight increase over the previous fiscal year.

Alcoholic Beverages

In accordance with Administrative Policy, sales of alcoholic beverages (beer & wine only) are made available to patrons of the Golf Course. The FY 2020 revenue is estimated at $27,200.

Fiscal Year	Merchandise	Alcoholic Beverages
2010	20,614	17,504
2011	15,170	17,475
2012	13,683	21,955
2013	12,547	19,985
2014	13,816	22,733
2016	13,632	22,640
2017	12,491	24,486
2018	13,267	23,496
2019 Proj.	14,301	24,200
2020 Bud.	15,200	27,200



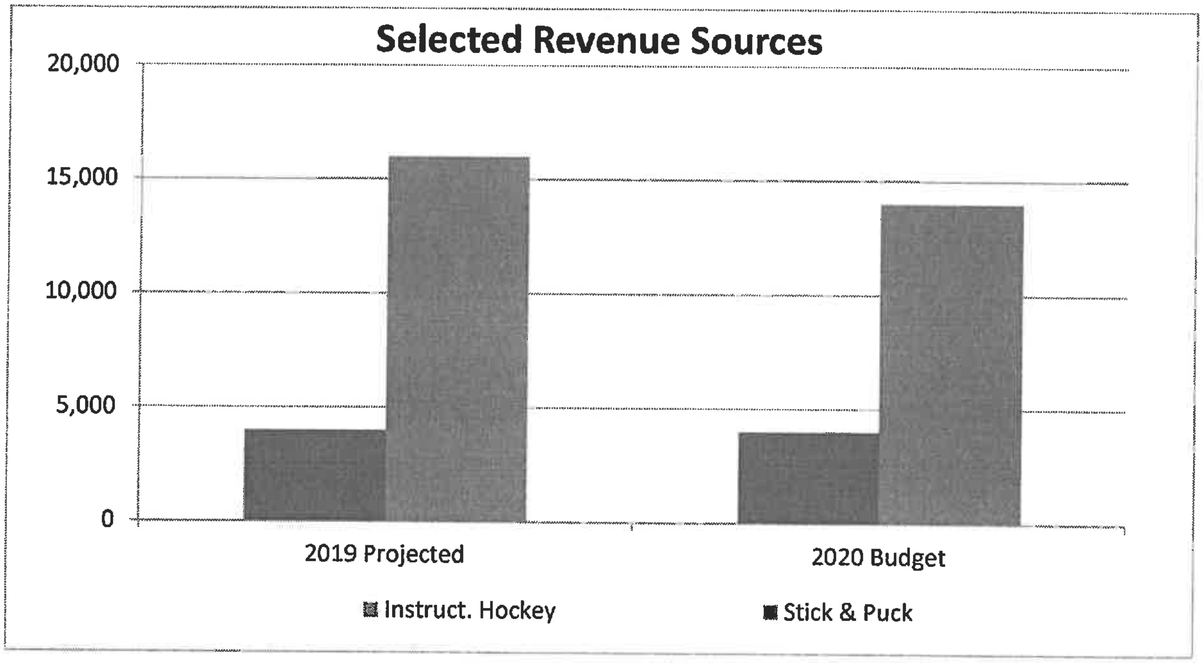
Youth Hockey Association

The Hockey Association pays a user fee for rental of ice time. FY 2019 Ice rental for the Hockey Association is based upon a rental of 651 hours at an average rate of $215 per hour. FY 2020 revenue is estimated at $140,000. Instructional Hockey was included in here, but was moved out in FY 2019.

Hockey Contract Rentals

In accordance with City Ordinance, a user fee is charged for rental of ice time. The hourly charge for ice rental increased to an average of $220 per hour in FY 2019. FY 2019 revenue is estimated at $288,000. FY 2020 revenue is based on 1377 hours of ice time or estimated at $303,200. Stick & Puck was included in here, but was split out in FY 2019.

Fiscal Year	**Youth Hockey Assoc.**	**Contract Rentals**
2010	138,758	199,268
2011	128,529	217,276
2012	105,070	233,542
2013	110,264	226,148
2014	97,302	273,437
2015	119,854	262,474
2016	157,361	268,877
2017	150,046	334,391
2018	131,987	309,711
2018 Proj.	144,500	288,000
2019 Budget	140,000	303,200



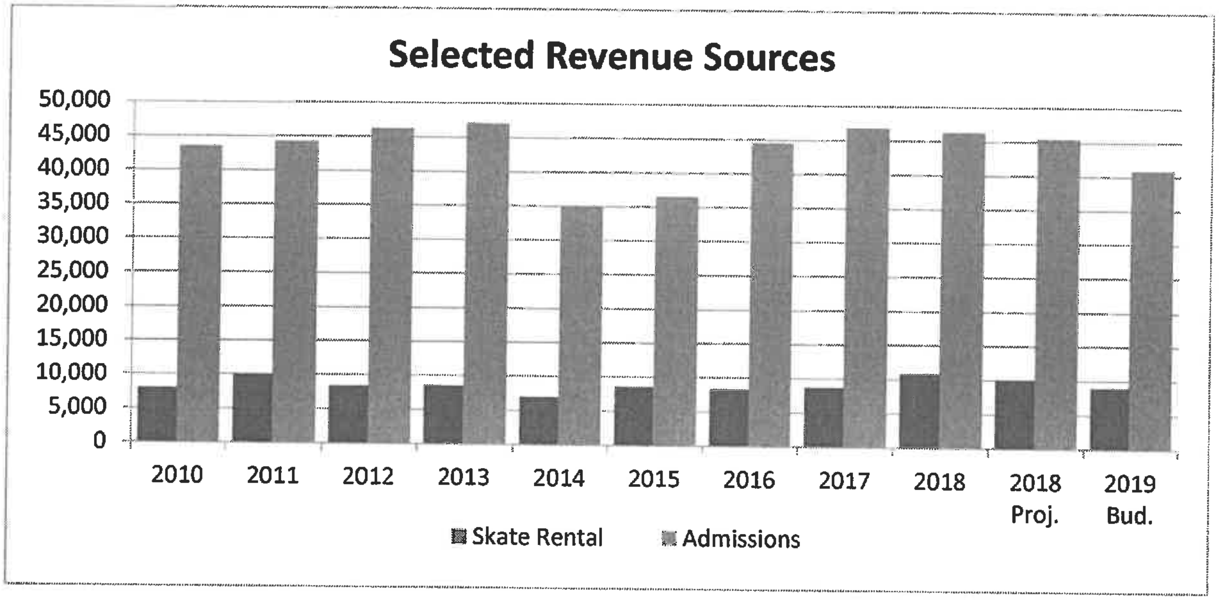
Instructional Hockey

Fees for instructional hockey are $8 per person. FY 2020 revenue is estimated at $4,000.

Stick & Puck

FY 2020 Revenue for Stick & Puck is estimated at $14,000.

Fiscal Year	Instruct. Hockey	Stick & Puck
2019 Projected	4,000	16,000
2020 Budget	4,000	14,000



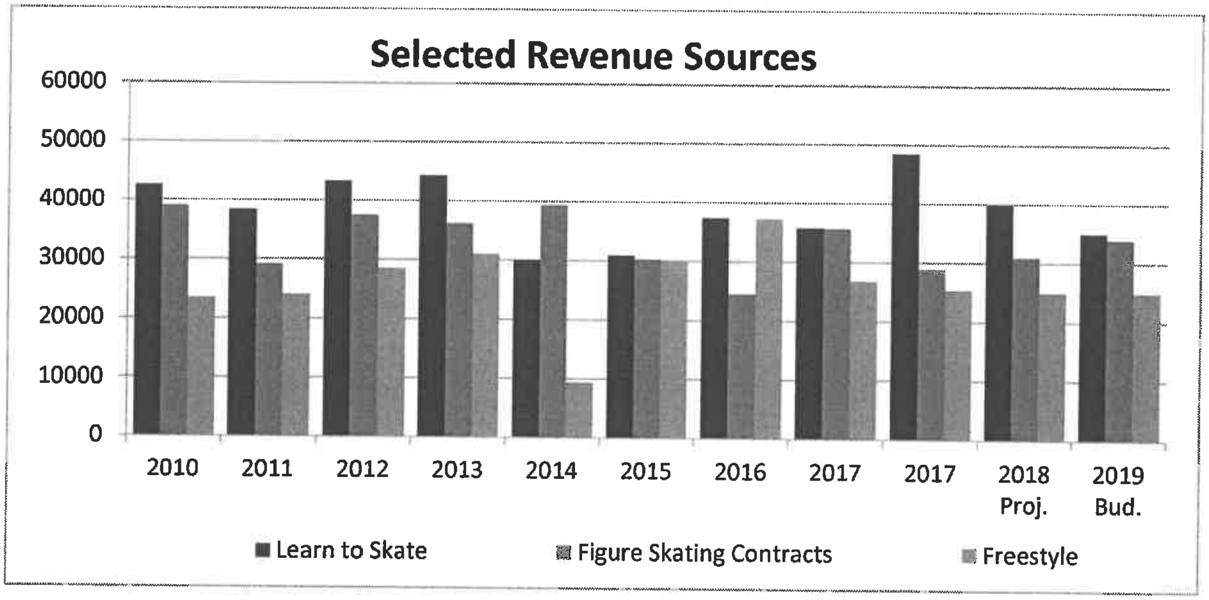
Admissions

In accordance with City Ordinance, a user fee is charged for admission to the Ice Arena to skate. Estimated FY 2019 is projected at $45,500. The FY 2020 admission revenues are estimated to decrease to $41,000.

Skate Rental

In accordance with City Ordinance, a fee is charged for rental of skates. Rental fee is $2.00 per pair. FY 2019 revenue is estimated at $10,100. The projected skate rental revenues for FY 2020 are $9,000.

Fiscal Year	Admissions	Skate Rental
2010	43,534	8,023
2011	44,290	9,976
2012	46,265	8,441
2013	47,095	8,546
2014	35,151	6,979
2015	36,624	8,623
2016	44,557	8,344
2017	46,837	8,727
2018	46,372	10,902
2018 Proj.	45,500	10,100
2019 Bud.	41,000	9,000



Learn to Skate

In accordance with administrative policy, fees are charged for group skating lessons through the City's Learn-to-Skate program. Group lessons are $75 for a 6 week session per person.
FY 2019 revenue is estimated at $40,000. The FY 2020 revenues are estimated to be $35,000.

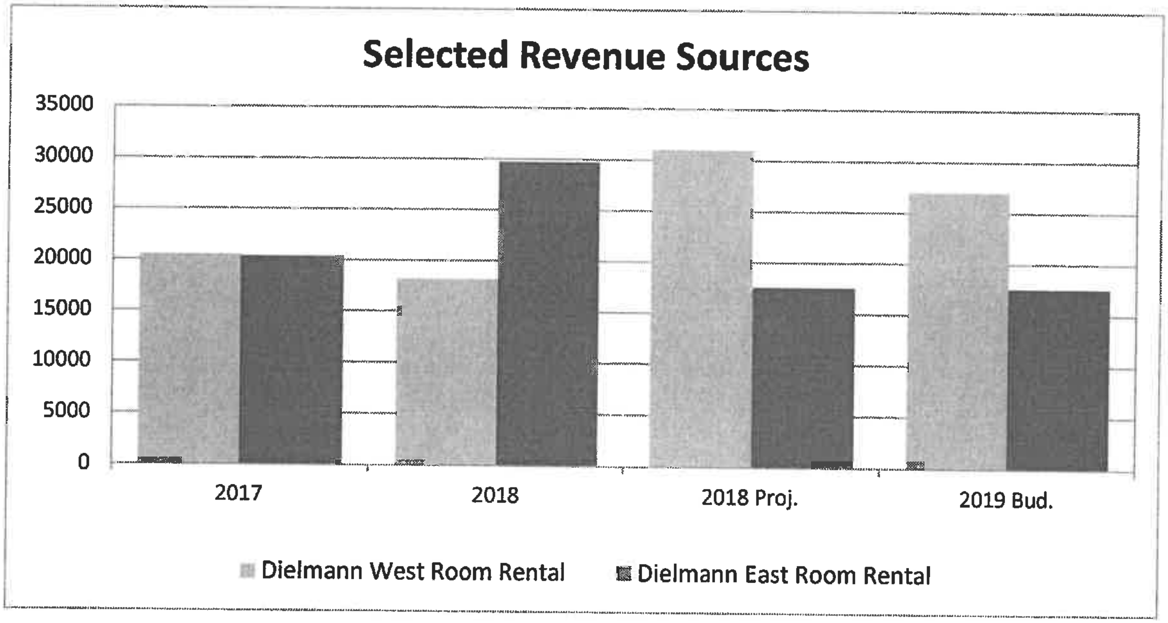
Figure Skating Contracts

In accordance with City Ordinance, a user fee is charged to the Creve Coeur Figure Skating Club. The user fee is an average $215 per hour. FY 2020 revenue is estimated at $34,000.

Freestyle

In accordance with City Ordinance, a $5 per half hour fee is charged for ice skating.

Fiscal Year	Learn to Skate	Figure Skating Contracts	Freestyle
2010	42,620	39,109	23,493
2011	38,449	29,180	24,053
2012	43,356	37,585	28,572
2013	44,326	36,214	31,106
2014	29,972	39,431	9,433
2015	30,954	30,274	30,145
2016	37,433	24,505	37,327
2017	35,783	35,691	26,849
2017	48,476	28,893	25,370
2018 Proj.	40,000	31,000	25,000
2019 Bud.	35,000	34,000	25,000



Dielmann West Room Rental

FY 2019 revenue is estimated at $31,000. The FY 2020 revenues are estimated to be $27,000.

Dielmann East Room Rental

FY 2019 revenue is estimated at $17,600. The FY 2020 revenues are estimated to be $17,600.

Fiscal Year	Dielmann West Room Rental	Dielmann East Room Rental
2017	20,516	20,321
2018	18,220	29,726
2018 Proj.	31,000	17,600
2019 Bud.	27,000	17,600

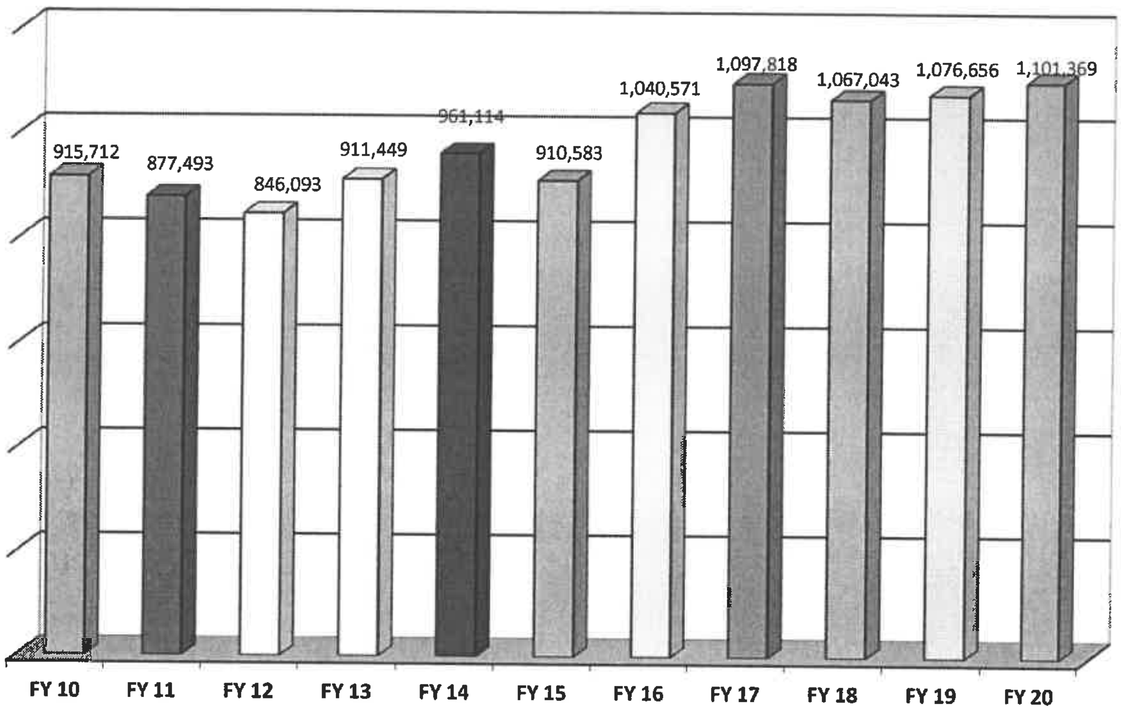
MUNICIPAL ENTERPRISE FUND
COMPARISON OF FISCAL YEAR 2019 ESTIMATED REVENUE WITH 2018 PROJECTED
AND ACTUAL REVENUES FOR FISCAL YEAR 2016 AND 2017

	Actual Revenue FY 2017	Actual Revenue FY 2018	Budgeted Revenue FY 2019	Projected Revenue FY 2019	Estimated Revenue FY 2020	% Change to Projected FY 2020
CHARGES FOR MUNICIPAL FACILITIES:						
Ice Arena:						
4519 Hockey Merchandise	254	461	350	250	250	0.00%
4520 Admissions	46,372	46,837	42,000	45,500	41,000	-9.89%
4521 Youth Hockey Association	150,046	131,987	143,750	144,500	140,000	-3.11%
4522 Hockey Contract Rentals	334,391	309,711	336,000	288,000	303,200	5.28%
4523 Skate Rental	8,727	10,902	8,500	10,100	9,000	-10.89%
4524 Skate Sharpening	786	636	600	500	500	0.00%
4525 Learn to Skate	35,783	48,476	41,000	40,000	35,000	-12.50%
4527 Figure Skating Contracts	35,691	28,893	34,000	31,000	34,000	9.68%
4528 Miscellaneous Revenue	124,551	18,220	-	-	-	#DIV/0!
4529 Birthday Parties	443	480	-	-	-	0.00%
4530 Freestyle	26,849	25,370	27,000	25,000	25,000	0.00%
4532 Dielmann Tower Lease Payments	-	-	9,888	9,888	10,185	0.00%
4533 Instructional Hockey	-	-	5,250	4,000	4,000	0.00%
4534 Stick & Puck	-	-	14,000	16,000	14,000	-12.50%
4540 Dielmann West Meeting Room Rental	20,516	(1,508)	25,000	31,000	27,000	-12.90%
4546 Donations/Sponsorships	3,120	-	-	-	-	0.00%
4704 Interest on Investments	57	19	50	50	50	0.00%
4730 Reimbursements	-	-	-	-	-	0.00%
Total Ice Arena	787,584	620,484	687,388	645,788	643,185	-0.40%
Golf Course:						
4500 Green Fees	249,279	242,498	250,000	244,000	248,000	1.64%
4501 Cart Rental	90,590	73,352	83,000	72,000	72,000	0.00%
4502 Equipment Rental	430	568	600	500	500	0.00%
4506 Misc. Golf Course Revenue	30,307	24,492	9,888	9,888	10,185	3.00%
4509 Merchandise Revenue	12,491	13,267	14,500	14,301	15,200	6.29%
4532 Dielmann Tower Lease Payments	-	-	-	-	-	0.00%
4541 Dielmann East Meeting Room Rental	-	29,726	22,000	17,600	17,600	0.00%
4704 Interest on Investments	58	19	50	50	50	0.00%
Total Golf Course	383,155	383,923	380,038	358,339	363,535	1.45%
Food Service:						
4504 Alcoholic Beverages	24,486	23,496	25,500	24,200	27,200	12.40%
4505 Sandwiches & Hotdogs	7,399	6,349	7,500	7,600	7,500	-1.32%
4507 Coffee, Tea, Soft drinks	17,744	18,824	18,000	17,500	18,000	2.86%
4508 Snacks	8,451	8,091	8,600	7,200	8,000	11.11%
Total Food Service	58,080	56,759	59,600	56,500	60,700	7.43%
Total Municipal Facilities	1,228,819	1,061,166	1,127,026	1,060,627	1,067,420	0.64%
TOTAL MUNICIPAL ENTERPRISE FUND	**1,228,819**	**1,061,166**	**1,127,026**	**1,060,627**	**1,067,420**	

EXPENDITURES

Fiscal Year 2020

MUNICIPAL ENTERPRISE FUND - TOTAL EXPENDITURES



Fiscal Year		Total Expenditures	Amount of Change	Percent Change
FY 10		915,712	44,662	5.1%
FY 11		877,493	(38,219)	-4.2%
FY 12		846,093	(31,400)	-3.6%
FY 13		911,449	65,356	7.7%
FY 14		961,114	49,665	5.4%
FY 15		910,583	(50,531)	-5.3%
FY 16		1,040,571	79,457	8.7%
FY 17		1,097,818	57,247	5.5%
FY 18		1,067,043	(30,776)	-2.8%
FY 19	**Projected**	1,076,656	9,613	0.9%
FY 20	**Budgeted**	1,101,369	24,713	2.3%

Factors impacting variances:

FY 2010 Expenditures increased by 5.12% in FY 2010. These expenditures increased as a result higher personnel costs especially for health insurance and pension.

FY 2011 Expenditures decreased by 4.2% in FY 2011. Most of the reduction in expenditures was due to reductions in operating costs at the Golf Course.

Communication: FY20 Preliminary Operating Budget (Unfinished Business)

MUNICIPAL ENTERPRISE FUND
EXPENDITURES (CONT.)

FY 2012 A decrease in expenditures of 3.6% occurred in 2012. Normal increase in salary and benefits is budgeted for FY 2012 but are offset by a full year of savings from the staff reduction. Capital costs for FY 2012 were less than in FY 2011.

FY 2013 A increase in expenditures of 7.7% occurred in FY 2013. Normal increase in salary and benefits took place in FY 2013. Also increases in equipment maintenance, electricity and water and sewer were higher than anticipated.

FY 2014 An increase in expenditures of 5.4% occurred in FY 2014. Normal increases in salary and benefits occurred in 2014. In addition a large one time repair occurred in December of FY 2014 These additional expenses were offset by savings in such areas as debt service in excess of $43,000 and capital.

FY 2015 A decrease of 5.3% occurred in FY 2015. This is primarily due to the large one time repair expenditure that occurred at the Ice Arena in FY 2014. This decrease offset an increase in cost due to increased staffing at the Golf Course. Capital costs at the Golf Course were also decreased.

FY 2016 A increase of 8.7% occurred in FY 2016. This is primarily due to increases in all divisions of the Recreation complex, Ice, Golf and Food. These increases are primarily due to normal personnel cost increases and other costs such as Maintenance, Temp Employees, Electricity and Ice Repairs. In addition Golf Maintenance Capital increase in FY 2016. Also Walters Golf Management was hired.

FY 2017 An increase of 5.5% occurred in FY 2017. Overall operating costs increased due primarily to increases in operating costs at the Ice Arena and increased management and contractual costs at the Golf Course.

FY 2018 A decrease of 2.8% occurred in FY 2018 due to a decrease in ice repairs

FY 2019 An increase of .9% is projected for FY 2019. This increase is due to normal increases in personnel costs, including a new part-time recreation supervisor, as well as a slight increase in capital equipment.

FY 2020 An increase of 2.3% is projected for FY 2020. This increase is due to normal increases in personnel costs, as well as an increase in utility costs and a slight increase in capital equipment.

MUNICIPAL ENTERPRISE FUND
SUMMARY OF DEPARTMENTAL APPROPRIATIONS
BY MAJOR EXPENDITURE CATEGORY

Department/Division	Personnel Services	Operating Expenses	Capital Outlay	Capital Improvement	Total
Ice Arena	275,208	232,214	11,730	-	519,152
Golf Course	122,875	86,478	31,224	-	240,577
Golf Course Maintenance	198,592	77,282	12,700	-	288,574
Food Service	9,463	36,103	7,500	-	53,066
Total Operations	606,138	432,077	63,154	-	1,101,369
TOTAL OPERATING EXPENSES MUNICIPAL ENTERPRISE FUND	**606,138**	**432,077**	**63,154**	**-**	**1,101,369**

RECREATION DEPARTMENT - ICE ARENA

Mission Statement

To provide safe, friendly, family oriented service for patrons of all ages and abilities.

Description

The city manages a year-round indoor Ice Arena providing ice time from approximately 6:00 a.m. to midnight daily during the primary season. A limited schedule is offered during the summer months. The Learn-to-Skate program operates under the recreation director and a professional skating staff. The program provides instruction to children and adults of all abilities and from the beginner to the competitive skater. Birthday parties are also offered at the Ice Arena. The arena is home to the St. Louis Rockets, an amateur hockey club, the Creve Coeur Figure Skating Club and the St. Louis Curling Club. In addition, several high schools and men's groups utilize the Ice Arena for hockey practice and competitive play. National and local skating organizations also use the arena for special events. The "I Skate" program, which operates under the "St. Louis Society" umbrella, provides special needs skating opportunities.

Performance and Workload Measures

	FY 2017	FY 2018	Projected FY 2019	Estimated FY 2020
Ice Arena Operating Revenues Per Operating Expenditures (i.e. Revenues Per Dollar Spent)*	$1.40	$1.25	$1.27	1.24
Participants in Public Skating Sessions	8,591	9,200	10,000	9,000
Participants in Figure Skating, Stick & Puck, and Instructional Hockey*	9,214	9,000	8,500	8,500
Participants in Learn to Skate Program*	346	534	525	500

*Ice rink was shut down for 5-weeks due to an emergency repair to one of the ceiling beams. As a result, revenue was down, as well as the number of participants in the programs and actives (stick-n-puck, freestyle, instructional hockey).

Service Standards

- Provide the maximum use possible of the Ice Arena while focusing on efficiency, profitability and best ice surface with minimal down time.
- Observe and operate all details of cash control with checks, balances and records consistent with city policies and procedures.
- Uphold resurface schedule to ensure quality ice and safety of all customers.
- Continuity of information and knowledge regarding the entire recreation complex through cross training of employees.

Objectives

- Continue to use guest satisfaction surveys for rentals and programs, designed to record guest response to Dielmann Complex facilities, activities and services to insure excellent satisfaction levels.
- Continual updating of all points of contact to provide quality guest service.
- Conduct a cost/benefit analysis for all ice rink programs to improve the profitability of all programs offered.
- Comply with safety program, first aid training and objectives for all workers at the ice arena to control loss and prevent accidents.
- Review and update maintenance standards and records to improve building maintenance, cleanliness and to reduce operating expenditures and maximize revenues.
- Commit time and space to customer awareness of the ice arena through in-house literature, phone messaging, and customer service.

Fund: 06
Dept: 14-31

Budget Highlights

- Acct. 5102 – Reflects $0.25 hourly rate increases for part-time employees due to minimum wage increase.
- Acct. 6203 – Decrease due to transfer of preventative maintenance agreement from Acct. 6203 to Acct. 6211 ($4,480).
- Acct. 6211 – Increase due to aforementioned account transfer ($4,480).
- Acct. 7301 – Increase in custodian cleaning supplies ($1,000).
- Acct. 9501 – Increase due to parking lot wall repair on golf side ($3,500).
- Acct. 9501 – Increase due to front door frame replacement on ice rink entrance ($13,000). At this writing, this expense is under consideration as part of a larger existing FY19 Municipal Park Grant and, if approved, expense and applicable revenue would be allocated to Capital Improvement Fund budget.
- Acct. 9501 – Increase due to addition of ice rink shutdown supplies ($1,000).
- Acct. 9503 – Decrease due to replacement of electric ice edger purchased in FY19 ($7,000).
- Acct. 9503 – Decrease due to hot water heater included in Municipal Park Grant in FY19 ($8,000).

Fund: 06
Dept: 14-31

ICE ARENA

	Actual Expenditures FY 2017	Actual Expenditures FY 2018	Budgeted Expenditures FY 2019	Projected Expenditures FY 2019	Estimated Requirements FY 2020
PERSONNEL SERVICES:					
5101 Salaries, Permanent Empl.	125,174	127,631	128,447	132,203	132,800
5102 Salaries, Temporary Empl.	72,494	62,517	88,276	76,000	$79,999
5103 Overtime	1,886	2,730	4,000	1,400	2,000
5104 Vacation Pay	-	-	-	-	-
5109 Provision for Salary Adj.	-	-	3,449	-	3,993
5110 Auto Allowance	2,880	2,880	2,880	2,880	2,880
5115 Taxable Gifts	25	-	-	-	-
5230 Hospital & Medical Insurance	26,245	17,895	17,645	17,645	18,351
5233 Dental Insurance	1,894	1,353	1,148	1,148	1,041
5234 Group Life Insurance	450	415	464	479	498
5235 Accidental Death & Dismem.	90	91	95	96	100
5236 Disability Insurance	245	300	311	403	419
5240 Social Security Contribution	14,713	14,459	17,369	17,369	17,461
5241 Pension Contribution	6,767	8,773	9,030	10,835	10,828
5243 Worker's Compensation	6,504	8,005	4,862	4,608	4,838
Total Personnel Services	259,366	247,048	277,975	265,066	275,208
OPERATING EXPENSES:					
6202 Technical & Personal Services	4,446	5,609	4,900	5,780	5,900
6203 Professional Services	696	597	5,480	6,140	1,000
6211 Equipment Maintenance	32,658	15,205	29,850	25,000	32,980
6212 Building & Ground Maint.	16,657	20,630	10,088	13,400	13,298
6213 Office Equipment Maint.	2,393	2,680	3,950	3,950	3,950
6220 Liability Insurance	12,500	12,500	12,500	12,500	12,500
6250 Electricity	83,102	87,216	79,000	84,000	83,700
6252 Natural Gas	16,001	23,111	17,000	21,000	19,000
6253 Telephone	1,486	1,263	1,248	1,248	1,248
6254 Water & Sewer	17,729	21,139	19,000	15,323	15,000
6255 Cable TV	2,440	2,428	2,400	2,400	2,400
6260 Advertising	494	310	500	650	530
6261 Education and Training	785	2,246	1,500	1,400	1,400
6262 Dues, Memberships & Subsc.	1,609	1,417	3,370	1,521	1,670
6266 Equipment Rental	-	395	-	-	-
6268 Ice Repairs	75,166	31,412	20,000	20,000	20,000
6271 Medical	-	615	480	480	300
7301 Chemicals & Cleaning	5,364	5,328	4,000	6,000	6,000
7302 Small Tools	11	431	200	500	500
7304 General Supplies	2,837	1,348	1,730	1,210	1,330
7307 Gasoline & Mileage	8,187	9,368	8,000	8,900	8,500
7308 Wearing Apparel and Linen	1,498	1,024	1,008	1,308	1,008
6229 Learn to Curl	-	-	-	-	-
Total Operating Expenses	286,059	246,270	226,204	232,710	232,214
CAPITAL OUTLAY:					
9501 Buildings & Improvements	6,878	3,895	1,000	1,000	5,950
9503 Equipment	9,732	650	19,716	8,900	5,780
Total Capital Outlay	16,610	4,545	20,716	9,900	11,730
TOTAL ICE ARENA	**562,035**	**497,863**	**524,895**	**507,676**	**519,152**

Communication: FY20 Preliminary Operating Budget (Unfinished Business)

ICE ARENA
CAPITAL OUTLAY DETAIL

Capital Outlay Detail	Annual
9501 Building and Improvements	
Brick Wall Repair - Golf Side	3,500
Interior Signage	450
Rink Shutdown Supplies	2,000
Total Account 9501	5,950
9503 Equipment	
Hockey Goals	2,400
Office Desk & Credenza	1,600
Rental Skates	1,780
Total Account 9503	5,780
Total Capital Outlay	**11,730**

RECREATION DEPARTMENT – GOLF COURSE MAINTENANCE

Mission Statement
To properly maintain the Creve Coeur municipal golf course to a standard that makes it a safe and enjoyable place to play.

Description
The 55-acre golf course is maintained year-round by a Golf Course Maintenance Superintendent, a Maintenance Worker II, a Maintenance Worker, and part-time seasonal Greenskeepers. Maintenance includes attention to the tees, fairways, greens, roughs, irrigation system, creeks, lakes, landscapes, hardscapes, parking lots and vegetation. During peak season, a variety of cultural and chemical practices are utilized to maintain turf and other landscape areas on a regular basis. Construction activities are undertaken during the off season to improve the condition of the course. Pruning, planting, and fertilizing are important to maintaining the overall health of the vegetation on the course.

Service Standards
- Provide proactive and efficient maintenance of the course year round to ensure a safe, enjoyable customer experience.
- Integrate environmentally responsible practices such as organic fertilization with traditional course maintenance procedures, maintain course at the highest level possible with the use of daily mowing schedules, cultural practices, fertilization, irrigation, pest control, and other activities designed to ensure healthy turf grass.
- Maintain an accident free work environment through proper equipment and materials handling and storage procedures.

Objectives
- Maintain all equipment in proper working condition to ensure worker safety and equipment availability and to maximize the life of the equipment.
- Continue to enhance the overall appearance of the course through landscaping and turf quality. New and replacement trees will be added along with landscaped areas containing perennial and annual plantings. Turf quality will continue to improve with our cultural, chemical, and over-seeding programs.
- Expand and nurture natural habitats throughout the golf course utilizing native vegetation.
- Routinely perform course inspections to ensure safety of patrons.
- Install drain pipe in fairways for better playability during inclement weather.
- Continue to complete projects in the spirit of Audubon Certification for the course.

Budget Highlights
- Acct. 6202 – Increase due to biennial soil tests ($240) and one-time cost of Goose Roundup ($2,500).
- Acct. 6254 – Water and sewer expenses ($29,000).
- Acct. 9502 – Increase due to purchase of new golf utility cart ($5,500)
- Acct. 9503 – Increase due to fountain repairs ($15,000).

Fund: 06
Depth: 14-32

GOLF COURSE - MAINTENANCE

	Actual Expenditures FY 2017	Actual Expenditures FY 2018	Budgeted Expenditures FY 2019	Projected Expenditures FY 2019	Estimated Requirements FY 2020
PERSONNEL SERVICES:					
5101 Salaries, Permanent Empl.	119,655	122,860	122,155	125,265	126,636
5102 Salaries, Temporary Empl.	10,100	13,786	15,389	14,000	14,504
5103 Overtime	1,648	1,747	2,500	500	500
5104 Vacation Pay	743	2,588	-	-	-
5109 Provision for Salary Adj.	-	-	3,695	-	3,925
5115 Taxable Gifts	-	-	-	-	-
5230 Hospital & Medical Insurance	18,570	18,143	20,612	22,900	23,816
5231 Self-Insured Medical Benefit	-	-	1,200	600	600
5233 Dental Insurance	1,197	1,040	1,230	1,072	973
5234 Group Life Insurance	422	481	459	460	479
5235 Accidental Death & Dismem.	84	88	102	92	96
5236 Disability Insurance	253	353	367	387	403
5240 Social Security Contribution	9,662	10,418	10,996	11,005	11,327
5241 Pension Contribution	8,278	9,867	10,500	10,413	10,454
5243 Worker's Compensation Ins.	1,935	2,252	4,903	4,647	4,879
Total Personnel Services	172,545	183,622	194,108	191,341	198,592
OPERATING EXPENSES:					
6202 Technical & Personal Services	261	2,406	2,530	3,000	1,000
6210 Vehicle Maintenance	1,603	1,470	1,500	1,500	1,500
6211 Equipment Maintenance	4,617	5,992	7,017	4,960	6,052
6212 Building & Ground Maint.	13,391	8,645	8,450	8,450	8,450
6250 Electricity	1,573	1,737	1,944	1,764	1,944
6253 Telephone	797	629	636	636	636
6254 Water & Sewer	21,913	38,219	29,000	24,600	29,000
6261 Education and Training	85	-	200	305	210
6262 Dues, Memberships & Subsc.	855	980	980	980	980
6266 Equipment Rental	-	-	100	100	100
6271 Medical	-	-	100	100	100
7301 Chemicals & Cleaning	372	170	400	400	400
7302 Small Tools	632	530	600	600	600
7303 Horticultural Supplies	20,711	21,481	21,600	21,600	21,600
7304 General Supplies	-	27	-	-	-
7307 Gasoline & Mileage	3,292	4,878	3,200	4,000	4,000
7308 Wearing Apparel & Linen	446	580	710	710	710
Total Operating Expense	70,546	87,743	78,967	73,705	77,282
CAPITAL OUTLAY:					
9501 Buildings & Improvements	1,120	5,034	6,000	5,000	7,200
9502 Vehicles			-	-	5,500
9503 Equipment	(1,500)	424	7,400	7,379	-
Total Capital Outlay	(380)	5,458	13,400	12,379	12,700
TOTAL GOLF COURSE	**242,711**	**276,824**	**286,475**	**277,425**	**288,574**

GOLF COURSE - MAINTENANCE
CAPITAL OUTLAY DETAIL

Capital Outlay Detail	Annual
9501 Building and Improvements	
Deep Tine Greens Aeration	1,200
Tree plantings	1,500
Tree Removal	1,500
Landscaping	3,000
Total Account 9501	7,200
9502 Vehicles	
Turf Utility Vehicle	5,500
Total Account 9502	5,500
Total Capital Outlay	12,700

RECREATION DEPARTMENT – GOLF COURSE PRO SHOP

Mission Statement
To provide a pleasurable experience for our golfers by increasing customer service to higher levels.

Description
The city operates a 9-hole, par 35, golf course on 55 rolling acres. The slope rating for the course is 111. The course record is 29. The course offers individual play, league opportunities, and golf clinics/lessons provided by contracted professional. The check in desk also provides general merchandise from gloves to golf clubs. Special events may be arranged for groups of all sizes including tournaments and "Glow Golf" events. The course also is home to a 9-hole foot golf course available during specific times, as well as tournaments, birthday parties, and special events. Food service is available to complement group outings.

Service, Performance and Workload Levels

	FY 2017	FY 2018	Projected FY 2019	Estimated FY 2020
Operating Rev Per Operating Exp (i.e., Revenues per Dollar Spent)*	$0.75	$0.69	$0.72	$0.71
Rounds Played	21,558	22,138	21,821	22,320
Total Revenues per Round Played	$17.15	$16.05	$17.41	$16.48
Total Expenditures per Round Played	$22.99	$23.23	$24.24	$22.34
Estimated Number Resident Rounds	6,868	5,783	6,275	6,300
Program Participants (Camps, Leagues)	162	174	186	190
Group Outings Held (Corporate/Private)	34	36	37	36
Website Visits (Sessions)**	14,000	26,349	27,500	28,500
Website Bookings	3,231	3,908	4,100	4,500
Website Visits to Bookings, Conversion**	4.33%	6.74%	6.70%	5.8%
Overall Customer Ratings (1-5)**	N/A	4.00	4.00	4.00
Revenue Per Available Tee Time	$4.35	$4.03	$4.31	$4.18
Weather, Days 90+ degrees	46	82	80	78
Total Number of playable days**	227	222	200	220
Total Precipitation (inches)	56.10	35.05	41.00	37.00

**Includes all expenditures for Golf Pro Shop and Golf Maintenance.*
*** Information provided by GolfNow.*

Service Standards

- Provide outstanding personal service to our customers including ongoing training in guest service, point of sales, effective golf cart management, merchandising, leagues, and corporate and private golf outings:
  - Guest service training involves commitment to ensure golfers a pleasant experience whether they call in or are at the golf course. Guests are serviced promptly.
  - Well-maintained golf cart fleet to ensure a pleasant playing experience for customers. Carts are available for rent at all times.
  - Effective merchandising program includes providing an appropriate variety of merchandise to choose from which is fairly priced and properly displayed.
  - Effective instructional programs designed to meet and exceed customer expectations, including the opportunity to participate in leagues, junior camps, tournaments, and special events. New, innovative programs are constantly encouraged to continue to promote the game of golf to future generations.

Fund: 06
Dept: 14-33

- Tee times are scheduled up to one week in advance. Creve Coeur residents receive one extra day as a resident preference when scheduling tee times.
- Continue reciprocal agreements with Ballwin and University City golf courses, and Maryland Heights during the summer.
- Standard of play is an average 2 hours and 15 minutes per 9-hole round.
- Two water coolers located on golf course in operation from mid-April until mid-October.
- Coordinate calendar so that leagues, public, group outings and high school golf teams, soccer teams and families all have an opportunity to play golf at Creve Coeur Golf Course.

Objectives

- Continue to implement new database, marketing tools, and promotions.
- Continue to work with Finance to insure that Pro Shop inventory records are accurate and up-to-date.
- Continue to expand junior golf playing opportunities through new targeted marketing strategies including working to develop relationships for play with area high schools, and community and Professional Golf Association programs, as well as the Junior PGA-Midwest Section.
- Improve on marketing of group outings and events with new catering options to improve the tournament margin and increase player experience.
- Continue to monitor and analyze monthly reports and other information to determine how to streamline operations for more profitability and/or to create improved service opportunities.
- Additional marketing golf deals including working with 101 ESPN, St. Louis Post Dispatch, as well as Imo's and Pei Wei restaurants.
- Continue contract with GolfNow, includes tee sheet, website, tiered pricing and data base in exchange for two (2) trade times per day.

Budget Highlights

- Revenues are anticipated to have a slight increase with GolfNow online booking engine due to raising daily online rates. Average online rate will increase approximately $1.00 across the tee sheet.
- Acct. 8324 – Increase in golf ball merchandise expenses due to increase in sales ($5,500).
- Acct. 9503 – New three year lease for golf cart fleet ($30,144).

Fund: 06
Dept: 14-33

GOLF COURSE-PRO SHOP

	Actual Expenditures FY 2017	Actual Expenditures FY 2018	Budgeted Expenditures FY 2019	Projected Expenditures FY 2019	Estimated Requirements FY 2020
PERSONNEL SERVICES:					
5101 Salaries, Permanent Empl.	61,013	60,630	61,188	63,137	63,137
5102 Salaries, Temporary Empl.	29,339	28,909	30,300	29,000	31,006
5103 Overtime	8	89	-	-	-
5104 Vacation Pay	2,273	3,059	4,414	1,215	1,252
5109 Provision for Salary Adj.	-	-	1,836	-	1,896
5230 Hospital & Medical Insurance	11,065	10,402	10,610	10,610	11,035
5233 Dental Insurance	811	681	715	623	566
5234 Group Life Insurance	216	223	231	229	238
5235 Accidental Death & Dismem.	43	45	52	46	48
5236 Disability Insurance	162	176	184	192	200
5240 Social Security Contribution	6,745	6,960	7,477	6,969	7,512
5241 Pension Contribution	5,318	5,029	5,460	5,460	5,014
5243 Worker's Compensation Ins.	172	204	975	924	971
Total Personnel Services	117,166	116,406	123,441	118,405	122,875
OPERATING EXPENSES:					
6202 Technical & Personal Services	13,424	15,765	14,000	14,600	15,000
6203 Professional Services	14,000	-	-	-	-
6210 Vehicle Maintenance	1,172	2,570	2,150	1,900	1,300
6211 Equipment Maintenance	279	973	500	500	500
6212 Building & Ground Maint.	499	598	-	-	-
6213 Office Equipment Maint.	841	834	1,000	1,000	1,000
6220 Liability and Property Insurance	12,550	12,500	12,500	12,500	12,500
6250 Electricity	24,024	23,614	26,000	24,000	23,000
6252 Natural Gas	5,334	9,284	6,504	9,500	8,000
6254 Water and Sewer	2,448	3,899	4,735	4,735	5,300
6255 Cable TV	928	809	-	843	898
6260 Advertising	3,658	3,099	3,500	3,500	3,500
6262 Dues, Memberships & Subsc.	960	510	1,110	1,110	610
6264 In Town Meetings	25	-	125	125	125
6265 Travel & Conferences	-	-	410	410	410
6266 Equipment Rental	570	820	500	500	500
7301 Chemicals & Cleaning	504	236	-	150	150
7302 Small Tools	177	100	225	225	75
7304 General Supplies	4,113	5,322	4,700	5,950	5,450
7308 Wearing Apparel and Linen	355	361	360	360	-
8320 Merchandise	8,793	10,746	8,110	7,960	8,160
Total Operating Expense	94,654	92,039	86,429	89,868	86,478
CAPITAL OUTLAY:					
9501 Buildings & Improvements	-	-	200	200	200
9503 Equipment	31,553	29,068	32,249	30,980	30,824
9504 Office Equipment	1,499	-	200	200	200
Total Capital Outlay	33,052	29,068	32,649	31,380	31,224
TOTAL GOLF COURSE	**244,872**	**237,513**	**242,519**	**239,653**	**240,577**

GOLF COURSE - PRO SHOP
CAPITAL OUTLAY DETAIL

Capital Outlay Detail	Annual
9501 Buildings & Improvements	
Misc. Renovation Projects	200
Total Account 9501	200
9503 Equipment	
Golf Cart Lease	30,144
Pull Carts	280
Misc. Items for Golf Shed	200
Foot Golf Equipment	200
Total Account 9503	30,824
9504 Office Equipment	
Misc.	200
Total Account 9504	200
Total Capital Outlay	31,224

RECREATION DEPARTMENT – FOOD SERVICES

Mission Statement
To provide quality menu options and customer service for patrons of the Creve Coeur Golf Course and Ice Arena.

Description
The division provides food service for patrons of the Golf Course and Ice Arena with lunch specials throughout the golf season and concession services for Ice Arena events as well as catering for special events.

Performance and Workload Measures

	FY 2017	FY 2018	Projected FY 2019	Estimated FY 2020
Operating Food Services Revenues Per Operating Expenditures (Revenue per Dollar Spent)	$1.19	$1.30	$1.17	$1.20

Service Standards
- Day-to-day operations include preparing and serving customers quality food and drink, maintaining a clean concession stand, and reporting accurate daily receipts.
- Maintain food service, quality, cleanliness, and customer satisfaction at the highest levels possible.
- Continue to seek vendors for highest quality products at competitive pricing.
- Train food service personnel in proper food storage, food preparation, kitchen maintenance, cleanliness, courtesy, safety, opening and closing procedures, stocking and waste reduction.
- Institute and follow sound inventory control by use of expiration and attention to shelf life.
- Increase revenues by reducing waste, bulk purchasing and increased marketing efforts.

Objectives
- Establish and maintain sound inventory control and purchasing policies, provide for rotation of stock to ensure high quality food service, scheduling of trained personnel to ensure quality customer service, and routine maintenance of equipment.
- Continue to provide "Grade A" inspection by scheduling quarterly staff meetings to review Missouri Restaurant Association guidelines and to ensure that all personnel comply with these standards. Train staff and provide proper supervision to ensure sanitation procedures are followed.
- Maintain sufficient inventory for outings and daily sales to provide fresh products and lower costs thereby reducing waste through proper handling, inventory rotation and purchase of bulk sale products.
- Train staff on proper guidelines for sale of alcoholic beverages.
- Make staff knowledgeable on the SMART food/beverage program.

Budget Highlights
- Acct. 9503 – Increase due to replacement of failed refrigerator in concession stand ($3,500) and tables and chairs for concession area ($1,500).

Fund: 06
Dept: 14-34

FOOD SERVICES

	Actual Expenditures FY 2017	Actual Expenditures FY 2018	Budgeted Expenditures FY 2019	Projected Expenditures FY 2019	Estimated Requirements FY 2020
PERSONNEL SERVICES:					
5101 Salaries, Permanent Empl.	54	54	-	-	-
5102 Salaries, Temporary Empl.	8,092	8,687	8,075	9,040	$8,550
5230 Hospital & Medical Insurance			-	-	-
5233 Dental Insurance			-	-	-
5234 Group Life Insurance			-	-	-
5235 Accidental Death & Dismem.			-	-	-
5236 Disability Insurance			-	-	-
5240 Social Security Contribution	623	669	618	618	654
5241 Pension Contribution			-	-	-
5243 Worker's Compensation	15	17	260	246	259
Total Personnel Services	8,784	9,427	8,953	9,904	9,463
OPERATING EXPENSES:					
6202 Technical & Personal Services	445	845	695	695	695
6211 Equipment Maintenance	450	937	600	1,200	600
6212 Building & Ground Maint.	-	145	300	300	300
6261 Education and Training	-	-	250	250	250
7301 Chemicals & Cleaning	354	544	508	508	508
7302 Small Tools	-	22	50	50	50
7304 General Supplies	246	923	300	300	300
7308 Wearing Apparel & Linen		114	100	100	100
8310 Food For Resale	36,717	39,624	32,000	34,500	32,000
8321 Miscellaneous Supplies	1,106	2,063	1,300	950	1,300
Total Operating Expense	39,317	45,216	36,103	38,853	36,103
CAPITAL OUTLAY:					
9503 Equipment	99	200	3,145	3,145	7,500
Total Capital Outlay	99	200	3,145	3,145	7,500
TOTAL FOOD SERVICES	**48,201**	**54,843**	**48,201**	**51,902**	**53,066**

FOOD SERVICE
CAPITAL OUTLAY DETAIL

Capital Outlay Detail	Annual
9503 Equipment	
Commercial Fridge for Storage-Dual	6,000
Tables & Chairs for Concession Area	1,500
Total Account 9503	7,500
Total Capital Outlay	7,500

CITY EMPLOYEES RETIREMENT FUND

FUND SUMMARY

The City has a legacy defined benefit pension plan covering full-time employees hired before June 1, 2006. Employees hired after June 1, 2006 are covered by Missouri Local Government Employees Retirement System (LAGERS) and are recorded in the General Fund. The City makes annual contributions to the plan equal to the amounts accrued for pension costs, including amortization of past service cost over ten years. The budget funds management and professional consulting expenses for the Retirement Fund directly from fund assets rather than through the General Fund of the City.

Operations of the fund are governed by the Pension Board of Trustees. The Board of Trustees was reconstituted in 1991 to include Creve Coeur citizens, employees and council members as members.

The City contribution is based on the recommended contribution of the actuarial study conducted annually. This contribution is made to keep the pension fund on track financially to provide the benefits to retired city employees as mandated in the city code. The contributions are anticipated to increase from FY 2018 to FY 2020 then decrease slightly each year for FY 2021 through FY 2024.

The Employee Pension Board of Trustees approved two changes in methodology for calculating the recommended annual city contribution to the pension plan for the year beginning with the FY 2016 Plan year. These are:

1. The assumed rate of return from investments was reduced from 7.5% to 7.0%.

2. The amortization of the unfunded liability determined by an actuarial contribution calculation in October 2015 was changed from a rolling 15-year period to a fixed 10-year period. Any changes to the unfunded liability after the July 2015 calculation are amortized on a rolling 15-year basis.

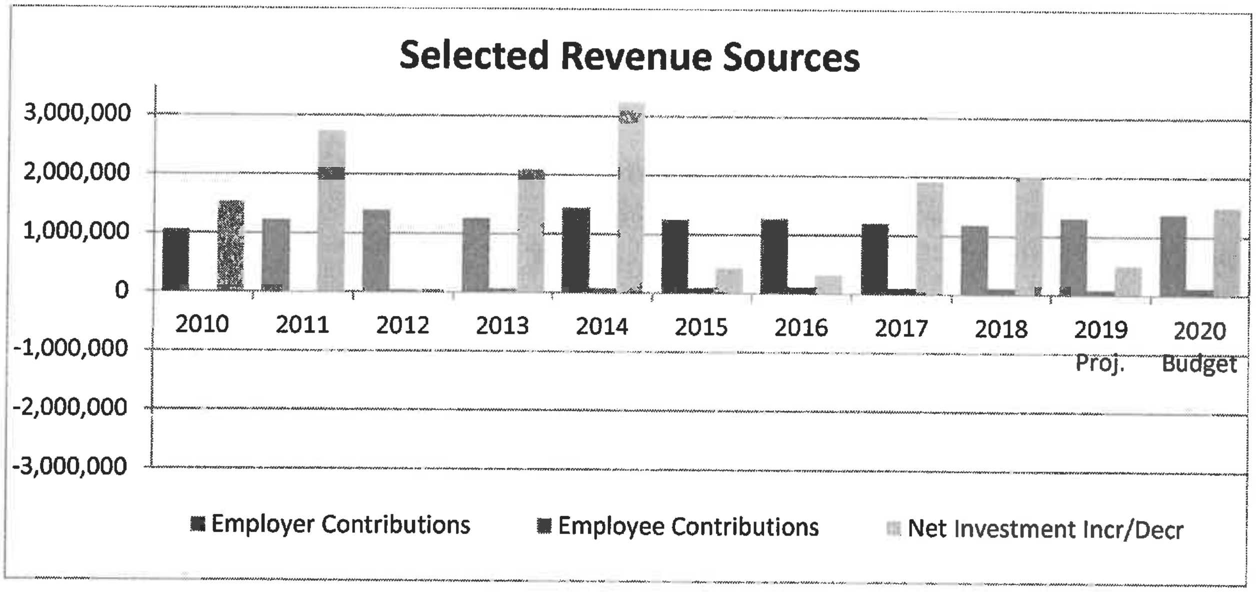
The Employee Pension Board of Trustees approved the following change in methodology for calculating the recommended annual city contribution to the pension plan for the year beginning with the FY 2019 Plan year. These are:

1. The assumed rate of return from investments was reduced from 7.0% to 6.75%.

For budgetary purposes, the City Employees Retirement Fund is maintained on an accrual method of accounting.

CITY EMPLOYEES RETIREMENT FUND
STATEMENT OF ESTIMATED REVENUES AND EXPENDITURES
FOR FISCAL YEAR ENDING JUNE 30, 2020
IN COMPARISON WITH BUDGETED AND PROJECTED TOTALS FOR FY 2019
AND ACTUAL TOTALS FOR FY 2017 & FY 2018

	Actual FY 2017	Actual FY 2018	Budget FY 2019	Projected FY 2019	Estimated FY 2020
Revenues:					
Employer Contributions-Public Safety Sales Tax Fun(	-	-	-	-	131,250
Employer Contributions-General Fund	1,200,992	1,188,826	1,248,267	1,307,755	1,242,815
Employee Contributions	107,272	99,041	104,000	90,178	119,676
Other Revenues	2,565,367	1,913,863	1,561,682	1,000,000	1,500,000
Total Operating Revenues	3,873,631	3,201,730	2,913,949	2,397,933	2,993,741
Operating Transfer	-	-	-	-	-
Total Revenues	3,873,631	3,201,730	2,913,949	2,397,933	2,993,741
Expenditures:					
Professional Services	29,873	21,102	24,000	30,000	30,000
Investment Manager Fees	35,969	43,056	42,145	45,000	45,320
Employee Benefits Expense	1,544,910	1,657,855	1,733,120	1,849,902	2,000,000
Total Expenditures	1,610,752	1,722,012	1,799,265	1,924,902	2,075,320
TOTAL REVENUES OVER (UNDER) EXPENDITURES	**2,262,879**	**1,479,718**	**1,114,684**	**473,031**	**918,421**



Employer Contributions

In accordance with the City's legacy Defined Benefit Retirement Plan Document, the City contributes to the Employee's Retirement Fund for the benefit of participating employees as determined by the City's Actuary. It is estimated that the FY 2020 Employer Contribution will be $1,374,065. However, $131,250 of this amount will be paid from the Public Safety Sales Tax Fund. This will be the 5th year using the reduced amortization period (10 year-fixed). The interest rate earnings assumptions was lowered to 6.75% in June 2018.

Employee Contributions

Employee contributions began in FY 2012 at 1% on base pay plus longevity, and have increased gradually to 3%. FY 2020 the contribution rate will increase to 4%. The estimated contribution for FY 2020 is $119,676.

Net Investment Incr/Decr

In accordance with Section 140.060 of the Cities Codified Ordinances, the City receives earnings from various investment instruments. In addition, funds invested with Commerce Bank and Fiduciary advisors incur earnings, realized and unrealized. The estimated increased value of the Pension Fund in FY 2020 is $1,500,000.

Fiscal Year	Employer Contributions	Employee Contributions	Net Investment Incr/Decr
2010	1,057,900		1,540,884
2011	1,225,000		2,740,299
2012	1,389,538	40,580	37,260
2013	1,261,350	58,698	2,093,063
2014	1,444,717	74,173	3,245,641
2015	1,254,457	93,100	426,117
2016	1,270,402	112,251	319,990
2017	1,200,992	99,041	1,913,863
2018	1,188,826	107,272	1,998,901
2019 Proj.	1,307,755	90,178	500,000
2020 Budget	1,374,065	119,676	1,500,000

Communication: FY20 Preliminary Operating Budget (Unfinished Business)

CITY EMPLOYEES RETIREMENT FUND
COMPARISON OF FISCAL YEAR 2019 ESTIMATED REVENUES WITH 2018 PROJECTED
AND ACTUAL REVENUES FOR FISCAL YEAR 2016 AND 2017

	Actual Revenue FY 2017	Actual Revenue FY 2018	Budgeted Revenue FY 2019	Projected Revenue FY 2019	Estimated Revenue FY 2020	
INTERGOVERNMENTAL REVENUES:						
4307 Employer Contributions-Public Safety Sales Ta:	-	-	-	-	131,250	1
4308 Employer Contributions-General Fund	1,200,992	1,188,826	1,248,267	1,307,755	1,242,815	1
	1,200,992	1,188,826	1,248,267	1,307,755	1,374,065	
Total Intergovernmental Revenue	1,200,992	1,188,826	1,248,267	1,307,755	1,374,065	
OTHER REVENUES:						
4309 Employee Contributions	107,272	99,041	104,000	90,178	119,676	
4704 Investment Income-Other	566,466	642,170	550,000	500,000	500,000	2
4709 Unrealized Gains	1,998,901	1,271,693	1,011,682	500,000	1,000,000	2
Total Other Revenues	2,672,639	2,012,904	1,665,682	1,090,178	1,619,676	
Operating Transfers In	-	-	-	-	-	
Total Current Year's						
Total Current Year's Revenues	3,873,631	3,201,730	2,913,949	2,397,933	2,993,741	
TOTAL CITY EMPLOYEES RETIREMENT FUND	**3,873,631**	**3,201,730**	**2,913,949**	**2,397,933**	**2,993,741**	

1 - Employer contributions are determined through a discussion with the Actuary based upon investment performance as of 3/31/18. As with any estimate, the actual contribution will fluctuate. The actual contribution will be based upon the annual actuarial valuation to be completed in the fall.

2 - Investments earnings are estimated using actuarial assumptions. Actual earnings will fluctuate.

CITY EMPLOYEES RETIREMENT FUND
BENEFITS AND OPERATING EXPENDITURES

	Actual Expenditures FY 2017	Actual Expenditures FY 2018	Budgeted Expenditures FY 2019	Projected Expenditures FY 2019	Estimated Requirements FY 2020
6203 Professional Services	29,873	21,102	34,010	30,000	30,000
6205 Investment Manager Fees	35,969	43,056	45,320	45,000	45,320
6206 Employee Benefits Expense	1,544,910	1,657,855	1,752,000	1,849,902	2,000,000
TOTAL BENEFITS AND OPERATING EXPENDITURES	**1,610,752**	**1,722,012**	**1,831,330**	**1,924,902**	**2,075,320**
FUND BALANCE - BEGINNING OF YEAR	21,987,223	24,250,102	25,729,820	25,729,820	26,202,851
FUND BALANCE - END OF YEAR	24,250,102	25,729,820	26,812,439	26,202,851	27,121,272

City of Creve Coeur, Missouri
General Information and Statistical Data

Form of Government

The city is located in St. Louis County approximately 15 miles west of downtown St. Louis. It is the home of the world-renowned Monsanto Corporation, Missouri Baptist University, and two of the areas largest medical centers. Initially a farming community, the city has developed into a thriving community in central St. Louis County with beautiful homes, acres of parkland, hundreds of businesses, and a number of high-tech office parks. The city was one of many unincorporated communities that grew along Olive Street Road. Its name, which means broken heart in French, comes from nearby Creve Coeur Lake. Legend has it that an Indian princess fell in love with a French fur trapper, but the love was not returned. According to the story, she then leapt from a ledge overlooking Creve Coeur Lake, the lake then formed itself into a broken heart. When the city was incorporated in December 1949, less than one square mile housed a population of 1,900 citizens. Today, the population of the city is 17,833 spanning 10.27 square miles with approximately 8,400 housing units.

The city was incorporated in December 1949 as a Fourth Class City under state law. On February 10, 1976, the citizens of Creve Coeur adopted a Home Rule Charter and the Council-Administrator form of government. Comprised of four wards, citizens are represented by eight Council Members, two per ward, and a Mayor elected at large. The Creve Coeur Government Center houses the Police Department as well as Department of Administrative Services, Finance, Municipal Court, Public Works, Community Development and the Community Center. In last month of FY 2019, the Police Department hopes to move into the new building.

Regular City Council meetings are generally held on the second and fourth Monday of each month at 7:00 p.m. Planning and Zoning Commission meetings are generally held on the first and third Monday of each month at 7:00 p.m. Municipal Court sessions are held on Wednesday evenings.

Area:

Square Miles	10.27
Acres	6,573
Housing Units[1]	8,433
Persons Per Square Mile[1]	1,564
Persons Per Acre	2.70

Population Growth

1945 (Upon Incorporation)	1,878
1960	5,122
1970	8,967
1980	11,757
1990	12,304
2000	16,759
2010	17,833

General Information and Statistical Data (Cont'd)

Median Family Income[1]	128,954
Median Household Income[1]	88,350
Median Age (years)[1]	44

Age of Residents[1]

Birth - 9	10.0%	55 - 64	14.3%
10 - 19	14.5%	65 - 84	16.1%
20 - 34	16.5%	Over 85	3.0%
35 - 54	25.5%		

Education[1]

Percentage-High School Graduate or higher	9.6%
Percentage-Bachelors Degree or higher	64.2%

Occupation[1]

Management and Professional	65.4%
Sales and Office	21.7%
Service	7.8%
Production & Transportation	3.0%
Construction & Maintenance	2.2%
Farming, Fishery & Forest	0.0%

Ethnicity[1]

Caucasian	81.6%
African-American	6.2%
Asian	9.5%
Other	2.7%

Housing[1]

Owner Occupied	73.4%
Renter Occupied	26.6%

Centerline Miles of Streets:

Public	76.7
Private	17.9
State Highway	12.3
County Arterials	5.6
Total Miles of Streets	112.5

General Information and Statistical Data (Cont'd)

Police Protection

Number of employees	
Commissioned	49
Noncommissioned	3

General Information and Statistical Data (Cont'd)

Parks and Recreation:

Number of Parks	7
Acres of Parks	95
Number of Tennis Courts	8
Indoor Ice Arena (Year-round operations; includes private rentals, programs &	1
9-Hole Golf Course	1

Land Use[3]

Residential	57%
Commercial	16%
Light Industrial	3%
Institutional	16%
Parks	8%

Largest Employers (number of employees)[4]

Mercy Hospital St. Louis	5,994
Monsanto	4,170
Daugherty Systems, Inc.	542
Barnes West County Hospital	482
SSM Health Care Corporation	450
Reuters Information Technology, Inc.	386
The Climate Corporation	261
Busey Bank	250
Advanced ICU Care Inc.	225
Commerce Bank	225

Number of City of Creve Coeur Authorized Full-Time Employees	104

[1] *Per U.S. Census Bureau, Census, 2010 and 2000*

[2] *Per American Community Survey 2009-2013*

[3] *Per Creve Coeur Planning Department, 2019*

[4] *Per 2018 CAFR (Creve Coeur Finance Department 2018 Business Licenses)*

CITY OF CREVE COEUR, MISSOURI
COMPUTATION OF LEGAL DEBT MARGIN
June 30, 2018

Net Assessed Value: as of January 1, 2017		$ 1,030,494,507
Debt Limit: 10% of Assessed Value		103,049,451
Total Bonded Debt	10,511,123	
Less: Assets in Debt Service Fund	-	
Total Amount of General Obligation Debt Applicable to Debt Limit		10,511,123
Legal Debt Margin		$ 92,538,328

Note: Bonded indebtedness is limited by Section 95.115 and 95.120 of the Missouri Revised Statutes to 10% of the assessed value of taxable tangible property.

The calculation above demonstrates the City's capacity to issue debt if needed. It has been the City's policy to operate on a "pay as you go" basis and avoid debt if possible.

In April 2017, the City issued $10,635,000 in General Obligation Bonds, the proceeds of which are to be used for the construction of a new police building and for certain renovations to the existing government center. The General Obligation Bonds are to be repaid from property tax levies. The outstanding bonds bear interest at rates ranging from 2.0 - 3.125% and mature in 2037.

The annual principal and interest requirements to maturity of the General Obligation Bonds as of June 30, 2018 are as follows:

Years Ending June 30,	Principal	Interest
2018	420,000	291,406
2019	430,000	283,006
2020	440,000	270,106
2021	455,000	261,306
2022	470,000	247,656
2023	480,000	233,556
2024	490,000	223,956
2025	505,000	209,256
2026	515,000	197,894
2027	530,000	185,018
2028	550,000	169,118
2029	565,000	152,618
2030	580,000	135,668
2031	600,000	118,268
2032	620,000	100,268
2033	635,000	81,668
2034	655,000	62,618
2035	675,000	42,968
2036	700,000	21,876
2037	0	0
	10,315,000	3,288,230

Source: 2018 CAFR

Communication: FY20 Preliminary Operating Budget (Unfinished Business)

CITY OF CREVE COEUR, MISSOURI
DIRECT AND OVERLAPPING GOVERNMENTAL ACTIVITIES DEBT
JUNE 30, 2018

Name of Governmental Unit	Debt Outstanding	Percentage Applicable To City of Creve Coeur	Amount Applicable To City Of Creve Coeur
St. Louis County	92,215,000	4.22%	3,909,916
Parkway School District	178,945,000	14.16%	24,944,933
Ladue School District	134,720,000	18.47%	25,839,296
Pattonville School District	72,905,000	3.27%	2,478,770
Monarch Fire District	-	4.39%	-
West Overland Fire District	2,636,125	10.76%	254,913
Creve Coeur Fire	11,675,000	63.14%	7,382,103
Sub-total	493,096,125		64,809,931
City of Creve Coeur	10,511,123	100.00%	10,511,123
Total Direct and Overlapping Debt	503,607,248		75,321,054

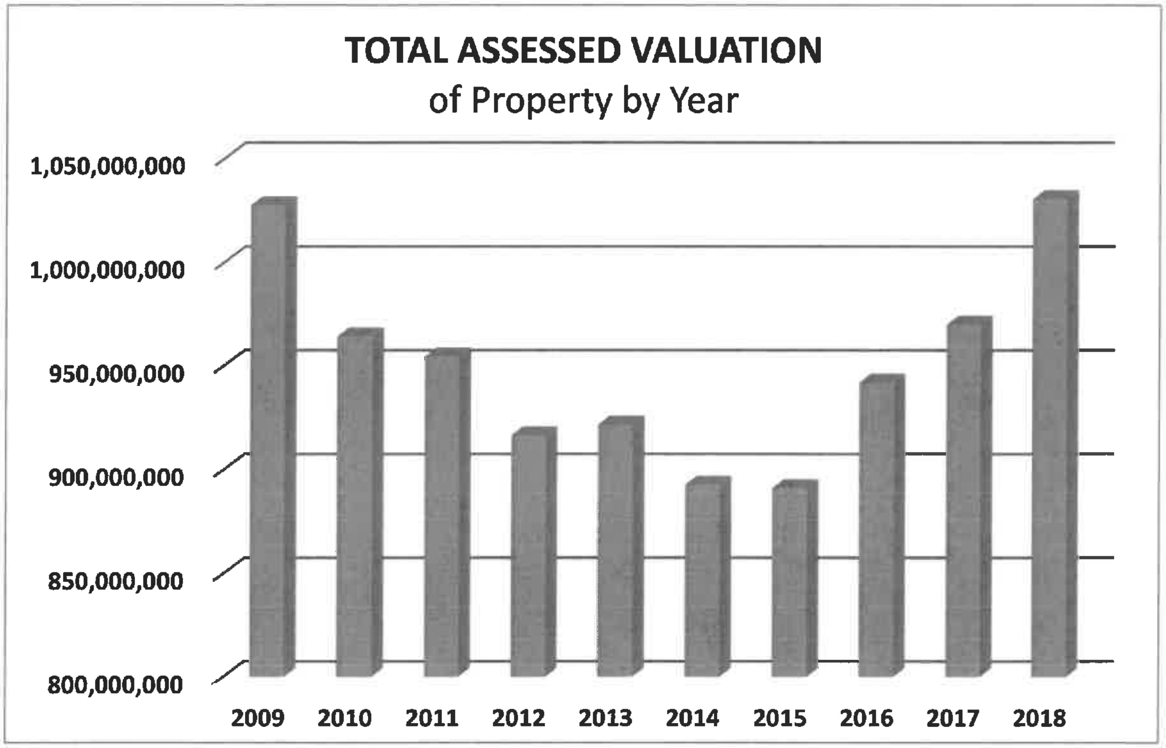
Source: 2018 CAFR
The percentage applicable to the City of Creve Coeur is based
on the jurisdiction's assessed value within the boundaries of Creve Coeur.

CITY OF CREVE COEUR
PRINCIPAL REAL ESTATE TAXPAYERS (1)
JUNE 30, 2018

Taxpayer	Type of Business	2017 Assessed Valuation	Percent of Total (2)
Monsanto	Regional Headquarters	69,626,500	6.76 %
RNSI City Place Owner LLC	Developers	37,538,350	3.64
Emerson Rd LLC (formerly I & G Direct Real Estate 18, LP)	Developers	23,922,050	2.32
Waterfront Creve Coeur MO LLC (Formerly Cross Creek Multifamily Apartments LP)	Rental Apartments	13,151,750	1.28
MRES CP6 Holdings LP	Real Estate	11,335,520	1.10
Asbury Automotive St. Louis, LLC	Retail auto sales	8,383,750	0.81
Cove West Creve Coeur MO LLC	Rental Apartments	7,647,500	0.74
Joe H. Scott Sr./Scott Properties	Rental Apartments	6,549,880	0.64
AVBH VICINO LLC	Real Estate	6,080,020	0.59
St. Josephs Convent of Mercy	Education	5,814,560	0.56
		$ 190,049,880	18.44 %

(1) Source - 2018 CAFR

(2) Total assessed value of the City was $1,030,494,507 as of January 1, 2018.



Fiscal Year	Real Property	Personal	Railroad & Utilities	Total
2009	866,688,010	152,722,290	7,937,228	1,027,347,528
2010	816,204,740	139,612,080	8,489,480	964,306,300
2011	815,184,540	131,034,600	8,380,539	954,599,679
2012	789,377,830	118,568,180	8,651,648	916,597,658
2013	787,933,000	125,405,530	8,522,313	921,860,843
2014	759,807,910	124,352,250	8,768,479	892,928,639
2015	760,034,050	122,154,990	9,028,873	891,217,913
2016	809,126,200	123,143,860	9,884,656	942,154,716
2017	822,297,210	138,314,730	9,469,166	970,081,106
2018	881,346,730	139,396,990	9,750,787	1,030,494,507

Note: Assessed values are based on the following valuations: Residential 19%, Agriculture 12%, Commercial and Industrial 32%, Personal Property 33 1/3% and Railroad & Utilities 32%.

Demographic Statistics
Last Ten Fiscal years

Fiscal Year	Population (1)	Median Age (1)	Median Household Income (1)	Total Personal Income (1)	Per Capita Income (1)	Unemployment Rate (2)
2009	16,500	43.1	75,032	790,432,500	47,905	9.7
2010	16,500	43.1	75,032	790,432,500	47,905	9.3
2011	17,833	44.3	91,642	1,044,585,808	58,576	8.9
2012	17,833	44.3	94,852	1,060,992,168	59,496	6.9
2013	17,833	44.3	94,852	1,106,644,648	59,496	7.0
2014	17,833	44.3	94,852	1,055,624,435	59,496	6.9
2015	17,868	44.3	92,033	1,055,624,435	59,009	7.0
2016	17,833	44.3	88,350	1,055,624,435	59,195	5.1
2017	17,833	44.3	88,350	1,055,624,435	59,195	3.7
2018	17,833	44.3	88,350	1,055,624,435	59,195	3.1

(1) Source - 2018 CAFR (2010 & 2000 U.S. Bureau of Census)

(2) Source - 2018 CAFR (Missouri Division of Employment Security)

Property Value and Construction
Last Ten Fiscal Years

		New Construction (2)				Alterations and Additions		Building Demolitions
		Commercial		Residential				
Fiscal Year	Total Estimated Actual Value (1)	Number Of Permits	Estimated Cost Of Construction	Number Of Permits	Estimated Cost Of Construction	Number Of Permits	Estimated Cost Of Construction	Number Of Permits
2009	4,258,496,506	7	100,799,623	23	15,416,103	715	67,193,355	31
2010	3,986,706,707	6	12,107,508	5	2,441,000	566	35,345,655	12
2011	3,959,734,130	7	38,597,941	10	4,227,269	724	35,604,238	15
2012	3,799,272,970	1	130,000	7	3,758,881	750	45,549,635	13
2013	3,815,929,320	3	13,277,459	9	6,925,444	930	57,907,117	11
2014	3,713,371,407	2	18,389,042	14	6,381,607	1042	48,245,467	26
2015	3,695,388,826	5	52,602,986	55	27,205,217	1060	56,975,739	26
2016	3,912,975,119	7	30,974,548	48	22,179,779	1102	48,216,828	23
2017	4,045,195,714	1	5,366,000	32	16,073,170	1191	68,495,046	29
2018	4,315,659,767	6	31,341,876	18	8,763,246	1350	73,837,539	23

(1) Source - 2018 CAFR (St. Louis County Assessor)

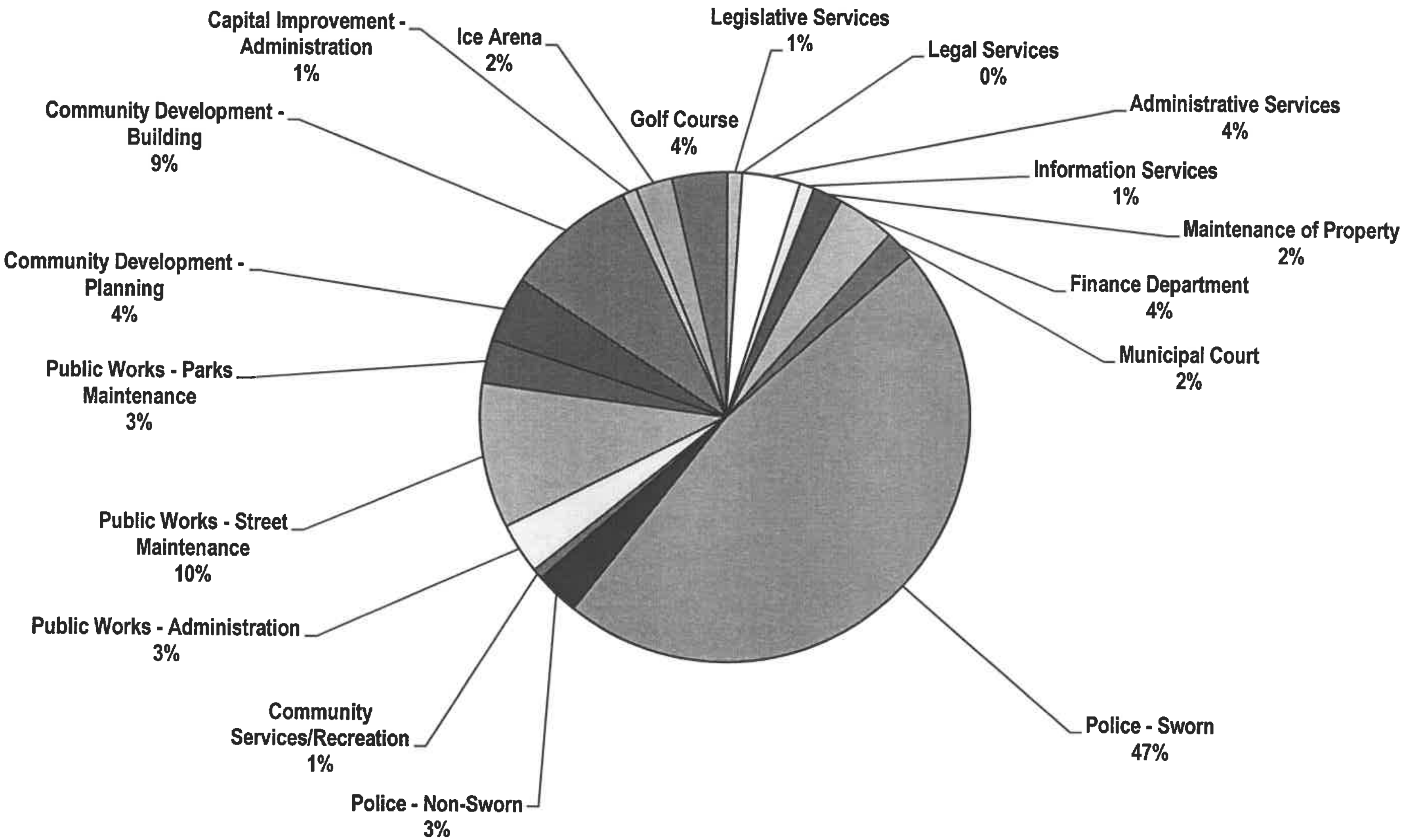
(2) Source - 2018 CAFR (City of Creve Coeur Building Department)

ALL FUNDS
SUMMARY OF FULL-TIME AUTHORIZED PERSONNEL
BY DEPARTMENT

DEPARTMENT/DIVISION	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
GENERAL FUND:					
Legislative Services	1	1	1.7	1	1
Legal Services	0	0	0	1	0
Administrative Services	4	4	4	4	4
Information Services	1	1	1	1	1
Maintenance of Property	1.67	1.67	1.67	1.67	2.00
Finance Department	5	5	5	4	4
Municipal Court	3	3	2	2	2
Police - Sworn	50	50	50	50	49
Police - Non-Sworn	4	4	4.3	3	3
Community Services/Recreation	0.70	0.70	0.70	0.70	0.70
Public Works - Administration	5	5	5	4	3.5
Public Works - Street Maintenance	11	11	11	10	10
Public Works - Parks Maintenance	3.33	3.33	3.33	3.33	3
Community Development - Planning	4	4	4	4	4.5
Community Development - Building	9.0	9	9	9	9
Subtotal*	102.70	102.70	102.70	98.70	96.70
CAPITAL IMPROVEMENT FUND:					
Capital Improvement - Administration	0	0	0	1	1
Subtotal**	0	0	0	1	1
MUNICIPAL ENTERPRISE FUND:					
Ice Arena	2.50	2.50	2.50	2.50	2.50
Golf Course	3.80	3.80	3.80	3.80	3.80
Subtotal*	6.30	6.30	6.30	6.30	6.30
TOTAL AUTHORIZED FULL-TIME EMPLOYEES:	**109.00**	**109.00**	**109.00**	**106.00**	**104.00**

** Decimals are due to sharing of some full-time positions among more than one department. See section on "Authorized Positions" for additional detail.*

Summary of Personnel by Department - FY 2020



CITY OF CREVE COEUR
FISCAL YEAR 2020
FULL-TIME SALARIES BY GRADE

	ANNUAL SALARY			MONTHLY SALARY		
Grade	Min	Mid	Max	Min	Mid	Max
1	26,748	32,088	37,428	2,229	2,674	3,119
2	28,608	34,314	40,020	2,384	2,860	3,335
3	30,588	36,678	42,768	2,549	3,057	3,564
4	32,868	39,432	45,996	2,739	3,286	3,833
5	34,752	41,676	48,600	2,896	3,473	4,050
6	36,816	44,160	51,504	3,068	3,680	4,292
7	39,264	47,100	54,936	3,272	3,925	4,578
8	41,952	50,322	58,692	3,496	4,194	4,891
9	45,768	54,900	64,032	3,814	4,575	5,336
10	51,744	62,076	72,408	4,312	5,173	6,034
10a	59,688	68,616	77,544	4,974	5,718	6,462
11	57,936	69,504	81,072	4,828	5,792	6,756
12	64,764	77,700	90,636	5,397	6,475	7,553
12a	75,348	85,254	95,160	6,279	7,105	7,930
13	71,352	85,590	99,828	5,946	7,133	8,319
13a	78,096	88,962	99,828	6,508	7,414	8,319
14	76,584	91,854	107,124	6,382	7,655	8,927
14a	84,084	95,604	107,124	7,007	7,967	8,927
15	82,392	98,850	115,308	6,866	8,238	9,609
16	88,596	106,296	123,996	7,383	8,858	10,333
17	95,436	114,486	133,536	7,953	9,541	11,128
18	103,248	123,864	144,480	8,604	10,322	12,040

CITY OF CREVE COEUR
FISCAL YEAR 2020
FULL-TIME EMPLOYEE CLASSIFICATION PLAN AND PAY RANGES

GRADE	POSITION TITLE	DEPARTMENT/DIVISION	MONTHLY PAY RANGE Min	Max
5	Currently Vacant		2,839	3,970
6	Maintenance Worker	Building Maintenance, Golf Course, Ice Arena, Public Works – Parks, Streets	3,007	4,207
7	Accounting Associate	Finance	3,207	4,488
	Administrative Assistant	Building, Community Development, Finance, Planning, Recreation		
	Building Maintenance Technician	Community Services, Ice Arena		
	Records Associate	Police – Administration		
	Maintenance Worker I	Golf Course, Public Works – Parks, Streets		
8	Administrative Supervisor	Public Works – Administation, Community Development – Planning	3,427	4,795
	Apartment Re-Occupancy Inspector/Code Enforcement Officer	Community Development – Building		
	Court Clerk I	Municipal Court		
	Executive Assistant - Chief of Police	Police – Administration		
	Maintenance Worker II	Streets, Golf Course, Parks, Building Maintenance		
	Maintenance Worker II/Mechanic	Public Works – Streets		
	Payroll Associate	Finance		
9	Court Clerk II		3,739	5,231
	Human Resources Generalist	Administrative Services		
	Public Works Foreman I	Public Works – Parks, Streets		
	Police Academy Recruit	Police – Patrol		
	Residential Building Inspector	Community Development – Building		
10	Assistant Recreation Director	Golf Course	4,227	5,915
	Commercial Building Inspector	Community Development – Building		
	Court Administrator	Municipal Court		
	Golf Maintenance Superintendent	Golf Course		
	Plans Examiner/Building Inspector	Community Development – Building		
	Project Manager	Community Development – Planning, Public Works – Administration, Capital Improvement – Administration		
	Public Information Officer &	Administrative Services		
	Public Works Foreman II	Public Works – Streets, Parks		

CITY OF CREVE COEUR
FISCAL YEAR 2020
FULL-TIME EMPLOYEE CLASSIFICATION PLAN AND PAY RANGES

GRADE	POSITION TITLE	DEPARTMENT/DIVISION	MONTHLY PAY RANGE Min	Max
10a	Police Officer Police Officer – Special Assignment Police Officer – Detective	Police – Patrol Police – Patrol Police – Investigations	4,876	6,335
11	City Clerk City Planner Civil Engineer Information Systems Coordinator Senior Plans Examiner	Legislative Department Community Development – Building Public Works – Administration Administration – Information Systems Community Development – Building	4,733	6,623
12	Finance Manager/Accountant Chief Building Official Operations Superintendent	Finance Community Development – Building Public Works – Parks, Streets	5,291	7,404
12a	Sergeant – Administrative Sergeant – CALEA Sergeant	Police – Administration Police – Administration Police – Patrol, Investigations	6,155	7,774
13	Assistant City Administrator Director of Recreation City Engineer	Administrative Services Ice Arena, Community Services Public Works – Administration	5,829	8,155
13a	Lieutenant Lieutenant – CALEA	Police – Administration, Patrol Police – Administration	6,380	8,155
14	Currently Vacant		6,256	8,751
14a	Captain	Police – Administration, Investigations, Patrol	6,869	8,751
15	Community Development Director	Community Development – Planning	6,731	9,420
16	Public Works Director Finance Director	Public Works – Administration Finance	7,238	10,130
17	Chief of Police	Police – Administration	7,797	10,909

** Note: Grades 10a, 12a, 13a, and 14a denote commissioned officer higher minimum salaries than grades 10, 12, 13, and 14 based on market pay.*

CITY OF CREVE COEUR
FISCAL YEAR 2020
MERIT-BASED PAY:
MERIT PAY ALLOCATIONS BY DEPARTMENT

> *"The purpose of merit-based pay is to recognize outstanding performers, provide incentives to do a better job – collectively as a city organization – to cost-effectively meet the needs of our citizens."*

Merit-Based Pay recognizes outstanding performers and provides incentives for employees to do a better job serving the needs of our citizens. Employee compensation is based on a review of individual employee performance. The Merit-Based Pay System is set up to give higher compensation to employees who perform at a level superior to their peers or who exceed established job performance criteria and achieve developmental goals for the year.

Through the Merit-Based Pay System, each department is allocated a percentage of its payroll. This percentage is uniform among departments unless it is determined that a specific department (or a group of jobs within a department) should receive a different percentage based on market factors. The allocated percentage is based on a survey of average salary increases among comparator cities in the region.

Each department distributes its merit allocation among its employees based on individual employee performance. All non-probationary employees are evaluated and rated during the month of May for their performance during the previous 12 months (May 1 through April 30). Each department then calibrates its employee performance ratings and determines the distribution of its merit allocation among employees. Superior-performers receive a higher-than-average percentage increase while fair-performers receive a lower-than-average increase. For example, if the department's allocation were 3% of payroll, a superior-performing employee might receive a 4% salary increase while a fair-performing employee might receive a 2% increase. The department may not exceed its budgeted allocation of 3% of payroll.

FY 2020 Department Allocation
During budget deliberations each year, the Council considers a management recommendation for the adoption of the merit pay allocation that reflects labor market conditions and fiscal realities. The City Council adopts the merit pay allocation with the annual budget.

The merit salary allocation for FY 2020 is budgeted at 3% of payroll excluding employees who are not eligible for a salary increase as a result of having reached the top of their pay grades.

Employees who reach the top of their pay grade are eligible for a lump-sum merit bonus. The merit bonus allocation for FY 2020 is budgeted at 1.5% of salaries of employees who have reached the top of their pay grades. The merit-bonus allocation is distributed among employees in the same manner as the merit-salary allocation (i.e. employees are evaluated; evaluations are calibrated, and the department distributes its allocation among employees based on individual merit).

When employees initially reach the top of their pay grades, they do not receive the full merit increase amount that they would receive otherwise. For example, if an employee is 1% under the ceiling and receives a performance score that would normally result in a 3% merit pay increase, the employee can only receive a 1% increase as a result of reaching the top of the grade.

Under the merit bonus system, employees are eligible for a bonus in addition to the increase in base salary. The merit bonus allocation is half of the merit salary allocation; therefore, employees are eligible to receive in bonus pay half of the amount of the merit salary increase that would increase salary above the top of the grade. For example, if an employee receives a performance score that would normally equate to a 3% pay increase (but is 1% under the top of the grade), the employee receives a 2% increase to base salary plus a .5% one-time bonus (half of the remaining 1%).

Rating Levels*
Employee performance is evaluated using four rating levels:

- Superior (4 score)
- Good (3 score)
- Fair (2 score)
- Unsatisfactory (1 score)

Supervisors rate each job category or essential job function in an employee's evaluation using a whole number, 1, 2, 3, or 4. The scores for each essential job function are weighted with the final evaluation score being the sum of weighted scores. The total of the weighted scores is categorized into one of four (4) overall rating levels:

Performance Rating Score*	Final Evaluation Score
4 – Superior	3.50 – 4.00
3 – Good	2.80 – 3.49
2 – Fair	2.00 – 2.79
1 – Unsatisfactory	1.00 – 1.99

**Rating score does not apply to patrol officers in the Police Department.*

"Superior" performance is defined as performance that exceeds that of most other peers and/or exceeds the standards set forth in the job description.

"Good" performance is defined as a performance that consistently meets the standards set forth in the job description and/or performs at a level comparable to most peers.

"Fair" performance is defined as performance below that of most peers and/or performance that fails to meet the standards set forth in the job description.

"Unsatisfactory" performance represents a significant failure to perform. Disciplinary action may include rating performance as "unsatisfactory".

Police Department Patrol Officer Rating Levels
Patrol officers are rated using three rating levels:

Performance Rating Score	Final Evaluation Score
3 – Meets Expectations	3
2 – Marginally Meets Expectations	2
1 – Below Expectations	1

The Police Department reviewed and improved its Performance Management System in response to statutory revisions in recent years. The Performance Management System includes opportunities for patrol officers to fulfill the Police Department mission, increase workplace efficiency, improve work quality and establish a level of accountability. The three foundations of Constitutional Policing are: 1) good, clear and tested policy development; 2) training to ensure employees know the policies and procedures; and 3) effective supervision.

The Police Department strives to maintain a high level of competency and trust from the community. This is accomplished by following best practices, the CALEA (Commission on Accreditation for Law Enforcement Agencies) accreditation process, a level of accountability based on a Code of Conduct and the essential job functions performed on a daily basis.

The Police Department's Performance Management System for patrol officers are based on four performance factors: 1) competence/safety; 2) relationships/attitudes; 3) reports; and 4) use of work time.

"Meets Expectations" is defined as performance that consistently meets the standards set forth in the job description and/or performs at a level comparable to most peers.

"Marginally Meets Expectations" is defined as performance that sometimes meets expectations, but not consistently, or occasionally fails to meet expectations.

"Below Expectations" is defined as performance that represents a significant failure to perform.

PREMIUM PAY FY 2020

Police Field Training Pay
Police Officers are occasionally requested to assume the additional assignment of training a new officer in the field. This requires specialized training and represents additional effort and responsibility beyond the normal scope of the Police Officer job description, and as such warrants a marginal pay increase. A Police Officer shall receive an additional $2.00 per hour for each day when assigned as a field trainer. Such assignments and pay shall be subject to the approval of the Chief of Police. See Section 8.8 (2) of the Personnel Policy and Procedures Manual.

Police On-Call Pay
Detectives shall be required to be on-call and response ready to report for duty for any major crimes, crime scene processing, prisoner interviews and interrogations. When assigned/required to be the on-call detective, they shall receive one (1) hour of pay.

When receiving a subpoena for Municipal Court, officers shall remain on-call and prepared to report for duty should their testimony be needed for Court. When assigned or receiving a subpoena or told by the Court to be prepared for appearance in court, they shall receive one (1) hour of pay.

Police Supervisor Premium Pay
Regular full-time commissioned non-supervisory personnel requested by the Chief of Police to serve in a temporary supervisory capacity shall receive a premium in the amount of $16 per work shift. Serving in a supervisory capacity shall mean that the employee is placed in effective charge of non-supervisory personnel and required to perform all normal supervisory functions for that work group during the assigned work shift. See Section 8.8 (1) of the Personnel Policy and Procedures Manual.

Police Academy Recruit Pay
The Police Department will occasionally sponsor an applicant through the St. Louis County and Municipal Police Academy. The Police Academy is a six-month commitment of education, physical fitness, defensive tactics, as well as an acclimation of all state laws and procedures. The recruit is an employee of the City of Creve Coeur while attending the academy. The pay range for a Police Recruit is a Grade 9. The City provides medical, dental, life and accidental death and dismemberment insurance for a recruit while attending the academy at the same premium rates paid by other City employees. The recruit is eligible to enroll in other ancillary insurance benefits and deferred compensation offered to other City employees. The recruit is not eligible to accumulate vacation time, compensatory time and sick time until graduation from the Police Academy as well as becoming Peace Officer Standards and Training (POST) certified. Once graduating from the Academy, the recruit is reclassified to a Police Officer Grade 10(a).

CITY SELF-INSURED PORTION OF HEALTH INSURANCE DEDUCTIBLE FY 2020

The City reimburses (self-insures) up to $1,100 of the $1,500 individual deductible and up to $2,200 of the $3,000 family/dependent deductible to employees enrolled in the City's health insurance plan. The employee is responsible for paying the first $400 of the individual deductible and the first $800 of the family/dependent plan deductible. Reimbursement claims are submitted in accordance with procedures established by the Office of the City Administrator. Employees hired before July 1, 2001 who have retired and are receiving the benefit of City payment of a percentage of premium of the City health insurance plan are also eligible to participate in the City' self-insurance of the deductible on the same terms and conditions as an active employee. The City Council may amend these provisions by resolution at any time in its discretion.

CITY OF CREVE COEUR
FY 2020 PAY SCHEDULE

SALARIES OF ELECTED AND APPOINTED OFFICIALS

POSITION TITLE		
Mayor	600.00	Per Month
City Council	400.00	Per Month
Planning & Zoning Commission Chairperson	150.00	Per Month
Planning & Zoning Commission Member	45.00	Per Session
Board of Adjustment Member	45.00	Per Session
Municipal Court Judge*	20,000.00	Per Year
Provisional Judge*	300.00	Per Session
Prosecuting Attorney*	2,500.00	Per Month
Alternate Prosecuting Attorney*	400.00	Per Session

HOURLY PAY RANGES FOR PART TIME AND SEASONAL EMPLOYEES

	PER HOUR
GENERAL	
Clerk	10.00 - 15.00
Intern	8.60 - 15.00
FINANCE	
Accountant	20.00 - 25.00
Accounting Clerk	17.00 - 25.00
COMMUNITY DEVELOPMENT	
Planner	20.00 - 25.00
PUBLIC WORKS	
Seasonal Snow Plow Driver	20.00 - 32.00
GOLF COURSE	
Greenskeeper II	9.00 - 15.00
Concession Attendant	8.60 - 12.00
Greenskeeper I	8.60 - 12.00
Recreation Aide-Golf	8.60 - 12.00

**Independent contractor*

CITY OF CREVE COEUR
FY 2020 PAY SCHEDULE

HOURLY POSITIONS *(CONT.)*	PER HOUR
ICE ARENA	
Learn to Skate Instructor	15.00 - 26.00
Recreation Supervisor-Ice	14.00 - 19.00
Front Desk Supervisor-Ice	12.00 - 16.00
Building Supervisor-Ice	9.00 - 15.00
Custodian-Ice	9.00 - 15.00
Learn to Skate Coordinator	9.00 - 15.00
Receptionist	9.00 - 15.00
Intern	8.60 - 12.00
Recreation Aide-Ice	8.60 - 12.00
COMMUNITY SERVICES	
Recreation Supervisor-Community Services	14.00 - 19.00
Market Manager	12.00 - 16.00
Receptionist	9.00 - 15.00
Community Center Recreation Monitor	8.60 - 12.00
Recreation Aide-Community Services	8.60 - 12.00
Intern	8.60 - 12.00
POLICE	
Administrative Assistant	18.00 - 25.00
Evidence Custodian	18.00 - 25.00
Support Services /Fleet Maintenance Assistant	18.00 - 25.00

GENERAL FUND
DETAIL OF AUTHORIZED FULL-TIME EQUIVALENTS (FTEs)
BY DEPARTMENT FY 2020

DEPARTMENT	POSITION TITLE	FY 2019 AUTHORIZED FTEs		FY 2020 AUTHORIZED FTEs	
FULL-TIME POSITIONS					
LEGISLATIVE SERVICES					
	City Clerk	1		1	
		1.00		1.00	
PART-TIME POSITIONS					
LEGISLATIVE SERVICES			HRS		H
	Intern - Archiving	0.42	880	0.23	4
		0.42	880	0.23	4
FULL-TIME POSITIONS					
LEGAL SERVICES					
	Administrative Assistant to Prosecutor	1		0	
		1.00		0.00	
FULL-TIME POSITIONS					
ADMINISTRATIVE SERVICES					
	City Administrator	1		1	
	Assistant City Administrator	1		1	
	Public Information Officer & Management	1		1	
	Human Resources Generalist	1		1	
		4		4	
FULL-TIME POSITIONS					
ADMINISTRATIVE SERVICES - MIS OPERATIONS					
	Information Systems Coordinator	1		1	
		1		1	
FULL-TIME POSITIONS					
FINANCE - ADMINISTRATION					
	Director of Finance	1		1	
	Finance Manager/Accountant	1		1	
	Payroll Associate	1		1	
	Accounting Associate	1		1	
		4		4	
PART-TIME POSITIONS					
FINANCE - ADMINISTRATION			HRS		HI
	Accounting Clerk	0.60	1250	0.60	12
	Clerk	0.60	1250	0.60	12
		1.20	2500	1.20	25

FULL-TIME POSITIONS
FINANCE - MUNICIPAL COURT

Court Administrator	1	1
Court Clerk	1	1
	2	2

PART-TIME POSITIONS
FINANCE - MUNICIPAL COURT

		HRS		H
Clerk	0.34	700	0.50	10
	0.34	700	0.50	10

FULL-TIME POSITIONS
COMMUNITY SERVICES - ADMINISTRATION

(1) Recreation Director	0.20	0.20
(1) Administrative Assistant	0.50	0.50
	0.70	0.70

PART-TIME POSITIONS
COMMUNITY SERVICES - ADMINISTRATION

		HRS		H
Community Center Monitor	0.04	75	0.02	5
Market Manager	0.41	850	0.40	8
(1) Recreation Supervisor	0.31	650	0.31	6
(1) Receptionist - Comm. Serv./Ice	0.48	988	0.29	6
	1.23	2563	1.02	21

FULL-TIME POSITIONS
MAINTENANCE OF MUNICIPAL FACILITIES

(2) Building Maint./PW-Parks Maint.	0.67	0
Building Maintenance Worker II	1	1
Building Maintenance Worker I	0	1
	1.67	2

FULL-TIME POSITIONS
POLICE - ADMINISTRATION

Chief of Police	1	1
Police Captain-Administrative	1	1
Police Lieutenant-CALEA	1	0
Police Sergeant-CALEA	0	1
Administrative Assistant to Police Chief	1	0
Records Associate	2	2
Executive Assistant to Police Chief	0	1
	6	6

PART-TIME POSITIONS
POLICE - ADMINISTRATION

		HRS		HR
Support Services/Fleet Maintenance Asst.	0.60	1248	0.60	12
Records Clerk	0.40	832	0.00	0
Administrative Support Specialist	0.60	1248	0.00	0
Evidence Custodian	0.00	0	0.40	83
Administrative Assistant	0.00	0	0.60	12
	1.60	3328	1.60	33

FULL-TIME POSITIONS
POLICE - INVESTIGATIONS

Police Lieutenant	0	1
Police Sergeant	1	1
Police Detective	5	5
	6	7

FULL-TIME POSITIONS
POLICE - PATROL

Police Captain	1	1
Police Lieutenant	1	1
Police Sergeant	7	6
Police Officer	26	25
Police Lieutenant - COPPS	1	1
Police Officer - TSO	2	2
Police Officer - SRO	1	1
Police Officer - CPO	2	2
	41	39

FULL-TIME POSITIONS
PUBLIC WORKS - ADMINISTRATION

Director of Public Works	1	1
City Engineer	1	1
Project Manager - Engineering	1	1
(3) Administrative Supervisor	0	0.5
Administrative Assistant	1	0
	4	3.5

FULL-TIME POSITIONS
PUBLIC WORKS - STREET MAINTENANCE

Operations Superintendent	1	1
Foreman II	1	0
Foreman I - Streets	1	2
Maintenance Worker II	4	4
Maintenance Worker II/Mechanic	1	1
Maintenance Worker I	2	2
	10	10

FULL-TIME POSITIONS
PUBLIC WORKS - PARKS MAINTENANCE

Foreman I - Parks/Arborist	1	1
Maintenance Worker II	1	1
Maintenance Worker I	1	1
(2) Building Maintenance/Public Works - Parks	0.33	0
	3.33	3

FULL-TIME POSITIONS
PLANNING DEPARTMENT

	Community Development Director	1		1
	City Planner	1		1
	Project Manager - Planning	1		1
(3)	Administrative Supervisor	0		0.5
	Administrative Assistant	1		1
		4		4.5

FULL-TIME POSITIONS
BUILDING DEPARTMENT

Chief Building Official	1		1
Senior Plans Examiner	1		1
Plans Examiner/Building Inspector	1		1
Commercial Building Inspector	2		2
Residential Building Inspector	1		1
Apartment Re-Occupancy Inspector/Code	1		1
Administrative Assistant	2		2
	9		9

GENERAL FUND TOTAL FULL-TIME (FTEs)	**98.70**	*	**96.70**	*
GENERAL FUND TOTAL PART-TIME (FTEs)	**4.79**		**4.55**	

Communication: FY20 Preliminary Operating Budget (Unfinished Business)

CAPITAL IMPROVEMENT FUND
DETAIL OF AUTHORIZED FULL-TIME EQUIVALENTS (FTEs)
BY DEPARTMENT FY 2020

DEPARTMENT	POSITION TITLE	FY 19 AUTHORIZED FTEs	FY 20 AUTHORIZED FTEs
FULL-TIME POSITIONS			
ADMINISTRATION			
	Project Manager-Engineering	1	1
		1	1
CAPITAL FUND FULL-TIME FTEs		1.00	1.00
CAPITAL FUND PART-TIME FTEs		0.00	0.00

MUNICIPAL ENTERPRISE FUND
DETAIL OF AUTHORIZED FULL-TIME EQUIVALENTS (FTEs)
BY DEPARTMENT FY 2020

DEPARTMENT	POSITION TITLE	FY 19 AUTHORIZED FTEs		FY 20 AUTHORIZED FTEs	
FULL-TIME POSITIONS ICE ARENA					
	[1] Recreation Director	0.8		0.8	
	[1] Administrative Assistant	0.5		0.5	
	Building Maintenance Technician	1		1	
	[4] Maintenance Worker	0.2		0.2	
		2.5		2.5	
PART-TIME POSITIONS ICE ARENA			HRS		HRS
	[1] Recreation Supervisor	0.31	650	0.31	650
	[1] Receptionist-Comm. Serv./Ice	0.48	988	0.29	600
	Building Supervisor - Ice	0.38	780	1.59	330
	Custodian - Ice	1.59	3301	0.30	624
	Recreation Aide - Ice	0.81	1695	0.70	145
	Learn to Skate Coordinator	0.12	240	0.12	240
	Learn to Skate Instructor	0.23	480	0.23	480
		3.91	8134	3.53	735
FULL-TIME POSITIONS GOLF COURSE - MAINTENANCE					
	Golf Maintenance Superintendent	1		1	
	Maintenance Worker I	1		1	
	[4] Maintenance Worker	0.8		0.8	
		2.80		2.80	
PART-TIME POSITIONS GOLF COURSE - MAINTENANCE			HRS		HRS
	Greenskeeper I	0.44	915	0.43	900
	Greenskeeper II	0.31	640	0.29	603
		0.75	1555	0.72	150
FULL-TIME POSITIONS GOLF COURSE - PRO SHOP					
	Asst. Recreation Director	1		1	
		1		1	
PART-TIME POSITIONS GOLF COURSE - PRO SHOP			HRS		HRS
	Recreation Aide - Golf	1.54	3200	1.61	3352
		1.54	3200	1.61	3352

PART-TIME POSITIONS				
GOLF COURSE - FOOD SERVICES		**HRS**		**HR**
Concession Attendant	0.43	900	0.46	95
	0.43	900	0.46	95
ENTERPRISE FUND TOTAL FULL-TIME (FTEs)	**6.30**		**6.30**	
ENTERPRISE FUND TOTAL PART-TIME (FTEs)	**6.63**		**6.32**	
TOTAL FULL-TIME FTEs (ALL FUNDS)	**106.00**		**104.00**	
TOTAL PART-TIME FTEs (ALL FUNDS)	**11.42**		**10.88**	

Notes: (1) Shared between Community Services and Ice Arena
(2) Shared between Building Maintenance and Public Works-Parks
(3) Shared between Public Works-Administration and Community Development-Planning
(4) Shared between Golf Maintenance and Ice Arena

CITY OF CREVE COEUR
CHART OF ACCOUNTS

PERSONNEL SERVICES

5101 SALARIES - PERMANENT EMPLOYEES
Includes base salary of permanent employees and officials.
5102 SALARIES - TEMPORARY EMPLOYEES
Includes all wages paid to part-time, seasonal and temporary employees including paid commission members.
5103 OVERTIME
Includes all overtime for all personnel, plus special meeting allowances.
5104 VACATION PAY
Includes wages paid in lieu of vacation.
5105 LONGEVITY PAY
5106 HOLIDAY PAY
5107 UNIFORM ALLOWANCE
5109 PROVISION FOR SALARY ADJUSTMENT
Includes all provisions for salary adjustments of permanent employees and officials.
5110 AUTOMOBILE ALLOWANCE
5111 CELL PHONE ALLOWANCE
5230 HOSPITAL AND MEDICAL INSURANCE
5231 SELF-INSURED MEDICAL BENEFITS
5233 DENTAL INSURANCE
5234 GROUP LIFE INSURANCE
5235 ACCIDENTAL DEATH AND DISMEMBERMENT
5236 DISABILITY INSURANCE
5240 SOCIAL SECURITY CONTRIBUTION
5241 PENSION CONTRIBUTION
5242 DEFERRED RETIREMENT COMPENSATION
5243 WORKERS' COMPENSATION
5244 UNEMPLOYMENT COMPENSATION
5245 EMPLOYEE INCENTIVE
5246 HEALTH INSURANCE DEDUCTIBLE REIMBURSEMENT

OPERATING EXPENSES

6201 LEGAL SERVICES
Includes city attorney fees, special counsel.
6202 TECHNICAL AND PERSONAL SERVICES
Includes towel service and dry cleaning, towing and storage, recording and filing fees, docket fees and car titles, burglar alarm service, professional photography, court reporter services for public hearings and court proceedings, blueprint service, plumbing inspections, REJIS user fees and other technical services.
6203 PROFESSIONAL SERVICES
Includes data processing service, real estate abstracts from County Department of Revenue, codification of ordinances, title search, consulting services, psychological services, land surveys, architectural service, newsletter printing and mailing.
6204 PLANNING AND DESIGN SERVICES
Professional park and master plan development, site planning, landscape planning or engineering service.
6205 INVESTMENT MANAGER FEES
6206 RETIRED EMPLOYEES BENEFITS
6207 TEMPORARY PERSONNEL SERVICES
Includes salaries and fees for temporary or seasonal labor contracted through an independent employment agency.
6208 ADMINISTRATIVE COSTS
6209 ACCOUNTING SERVICES
6210 VEHICLE MAINTENANCE
Includes lubricating oils, grease, anti-freeze, parts and minor accessories, tires, and garage repairs on autos, trucks and golf carts.

OPERATING EXPENSES (Cont'd)

6211 EQUIPMENT MAINTENANCE
Includes parts, petroleum products, service contracts and contracted repair costs on radios, video systems, tape recording systems, self-powered equipment other than trucks, cars, or golf carts.

6212 BUILDING AND GROUNDS MAINTENANCE
Includes all contracts for building maintenance or grounds maintenance including carpet cleaning, pruning services, pest control, preventative maintenance on non-mechanical building fixtures, landscaping, parking lot maintenance, plumbing and electrical systems.

6213 OFFICE EQUIPMENT MAINTENANCE
Includes service contracts and parts directly related to maintenance of typewriters, copiers, calculators, tape recorders, projectors, computer hardware, computer software, etc.

6214 REFUSE COLLECTIONS
Cost of refuse collection contract.

6215 WEED CUTTING AND TREE REMOVAL
Cost of contracted weed cutting and tree removal.

6216 LARVICIDING
Contract with St. Louis County for spraying creeks for insects.

6217 RECYCLING
Cost of recycling contract.

6219 OLIVE BOULEVARD LANDSCAPING

6220 LIABILITY INSURANCE

6221 EXCESS LIABILITY INSURANCE

6222 PUBLIC OFFICIALS LIABILITY INSURANCE

6223 FIRE AND EXTENDED COVERAGES

6224 BOILER INSURANCE

6225 SURETY BONDS

6226 PROPERTY INSURANCE (PROP/AUTO)

6227 WEST COUNTY DISPATCH CENTER

6230 FARMER'S MARKET

6249 PRISONER HOUSING EXPENSE

6250 ELECTRICITY
Includes all city facilities, park lighting and city-owned parking lots.

6251 STREET LIGHTING
Does not include parking lot or street lighting in parks.

6252 NATURAL GAS
All natural gas expenditures.

6253 TELEPHONE

6254 WATER & SEWER

6255 CABLE TV

6260 ADVERTISING
Includes all legal and other public notices published in newspapers and on other advertising media.

6261 EDUCATION AND TRAINING
Includes lodging per diem, travel, registration or tuition, books for educational seminars, classes or training.

6262 DUES, MEMBERSHIPS, AND SUBSCRIPTIONS

6263 ELECTION EXPENSE
Includes pay for election assistance and voting machines.

6264 INTOWN MEETINGS
In town meeting expense including business meetings during meal periods in St. Louis metro area.

6265 TRAVEL AND CONFERENCES
Includes travel to state or national conferences or meetings not properly defined as seminars (which includes mileage or travel cost, per diem, lodging and conference registration), out-of-town investigation of felonies and transporting prisoners.

OPERATING EXPENSES (Cont'd)

6266 EQUIPMENT RENTAL
Includes rental of copiers, postage meter, self-powered and other equipment such as backhoes and computers.

6268 ICE REPAIRS

6269 POSTAGE

6271 MEDICAL
Includes medical care for prisoners, physical examinations, drug screens, psychological evaluations, medicines, prescriptions, oxygen, bandages and first aid kits.

6272 EMPLOYEE RELATIONS
Includes employee recognition lunch, service awards, and wellness committee expenses.

6281 5K RUN EXPENSES

6283 SILVER SCREEN FILM SERIES

7301 CHEMICALS AND CLEANING
Includes paints, mixes, thinners, chlorine, commercial chemicals, pesticides, fire extinguisher recharge, intoximeter supplies, fingerprint powder, soaps, hand cleaners, janitorial and cleaning supplies, floor oils, floor waxes, toilet paper and hand towels.

7302 SMALL TOOLS
Includes small tools and instruments under $250 cost including utensils and items subject to loss and rapid depreciation such as drafting instruments, flashlights, wrenches, hammers, axes, shovels, dishes and glassware, staplers, hoses, sprinklers, fire extinguishers, screwdrivers, etc.

7303 HORTICULTURAL SUPPLIES
Includes seeds, plants, flowers, shrubs, trees, flower pots, boxes, fertilizer, plant foods, etc.

7304 GENERAL SUPPLIES
Includes books, pamphlets and manuals used for instruction, information, or general purposes, such as printed reports, maps, blue line, recreational activity supplies and materials, microfilm, slides, training film, cassette tapes, CDs, preprinted forms, soda for city hall soda machines, and printing devices.

7305 STREET AND SIDEWALK MAINTENANCE
Includes concrete, asphalt, tar, rock, caulking or other materials for repair of cracks, potholes, or minor repairs. Does NOT include widening, reconstruction, overlay, or new paving of streets or sidewalks.

7306 MEMORIALS AND PLAQUES
Includes flowers, wreaths, and various mementos to deceased or retiring city officials or member of immediate families, as set by city policy.

7307 GASOLINE, PROPANE, MILEAGE
Includes mileage expenses.

7308 WEARING APPAREL AND LINENS
Includes special occupational accessories, boots and shoes, safety glasses, gloves, helmets, sheets, blankets and prisoner uniforms.

7309 FOOD FOR PRISONERS
Includes all costs associated with the feeding of prisoners.

7310 SNOW REMOVAL SUPPLIES
Includes all costs associated with supplies and acquisition of salt for snow removal activities.

7311 STREET SIGNS
Includes blank signs, printed signs, brackets, and poles.

7312 OFFICE SUPPLIES
Includes office stationery and supplies, printer, copier, fax paper and toner and items of office equipment or furniture costing less than $250 per item.

7313 RANGE SUPPLIES
Includes ammunition, targets and other expendable target range supplies.

7314 CRIME PREVENTION
Includes all supplies and information required for Neighborhood Watch and D.A.R.E. programs.

7315 SPECIAL EVENTS
Includes invitation golf tournament, appreciation dinner, Creve Coeur Days Banquet, etc.

7318 SMALL STORMWATER PROJECTS

CITY OF CREVE COEUR
CHART OF ACCOUNTS

OPERATING EXPENSES (Cont'd)

7320 DEPRECIATION EXPENSE
7331 COMPUTER HARDWARE
7332 COMPUTER SOFTWARE
8000 OTHER FINANCING SOURCES
8315 SANDWICHES AND HOT DOGS
8316 BEER
8317 COFFEE, TEA AND SOFT DRINKS
8319 SNACKS
8321 MISCELLANEOUS FOOD SUPPLIES
8323 GOLF CLUB MERCHANDISE
8324 GOLF BALL MERCHANDISE
8325 GOLF APPAREL MERCHANDISE
8326 GOLF BAG MERCHANDISE
8327 MISCELLANEOUS GOLF MERCHANDISE
8328 LADIES APPAREL MERCHANDISE
8401 TIF I LOAN PAYABLE
8402 TIF II LOAN PAYABLE
8403 OBLIGATIONS PAYABLE

CAPITAL OUTLAY AND CAPITAL IMPROVEMENTS

8410 DEBT INTEREST PAYMENT
Includes interest paid on inter-fund loan debt between the General Fund and the Enterprise Fund.

9501 BUILDINGS AND IMPROVEMENTS
Includes all expenditures for materials or contracts covering new acquisitions or construction, or additions to or major repairs of existing facilities.

9502 VEHICLES
Includes automobiles, trucks, tractors and attachments including radios.

9503 EQUIPMENT
Includes machinery, instruments, apparatus, mowers, boats, etc. which cost $250 or more and have a life expectancy of 1 year or more.

9504 OFFICE EQUIPMENT
Includes desks, lamps, tables, cabinets, etc., which may cost more than $250.

9505 OFFICE MACHINES
Includes adding machines, calculators, typewriters, computers and software, etc., any item which may cost more than $250.

9506 PARK DEVELOPMENT PROJECTS
Includes landscaping, seeding, grading, sprinkling, and construction of athletic facilities, playgrounds, or park buildings. Also includes cost of related engineering, architecture or planning.

9507 TECHNOLOGY IMPROVEMENTS

9508 BEAUTIFICATION PROJECTS
Includes forestry or beautification projects NOT related to a park.

9509 STORM WATER PROJECTS
This includes matching funds for joint MSD - City drainage improvements, equipment and materials directly used for drainage projects performed by force account. Also includes related cost for engineering studies.

9510 STREET OVERLAY/REPAIR
Includes overlay or slurry seal of streets; also major repairs on a concrete street, also paving or repaving of sidewalks. Also includes related cost for engineering and right-of-way acquisition.

9511 SIGNALIZATION PROJECTS

CAPITAL OUTLAY AND CAPITAL IMPROVEMENTS (Cont'd)

9512 STREETS/SIDEWALK CONSTRUCTION
Includes reconstruction, construction or widening of streets. Also includes related cost such as engineering and right-of-way acquisition.

9513 REPORTS AND FEASIBILITY STUDIES

9514 DEBT SERVICE

9515 BOND ISSUANCE COSTS

9516 CAPITAL EQUIPMENT

9521 LAND/R.O.W. ACQUISITION

9522 CONSTRUCTION COSTS

GLOSSARY OF BUDGET-RELATED TERMS
FOR THE CITY OF CREVE COEUR

Actual Revenue and Expenditures: The actual revenue and expenditures incurred in previous fiscal years.

Accrual Basis: Indicates revenues as recorded when they are earned (whether or not cash is received at the time and expenditures are recorded when goods and services are received, whether cash disbursements are made at the time or not.

ADA: American Disabilities Act of 1990.

Adopted Budget: Refers to the budget amounts as originally approved by the City Council at the beginning of the year and also to the budget document which consolidates all beginning-of-the-year operating appropriations and new capital project appropriations.

Appropriation: The legal authorization made by the City Council to the department, offices, and agencies of the City which approves their budgets and allows them to make expenditures and incur obligations for specific purposes within the amounts approved.

Assessed Valuations: A valuation set upon real estate and certain personal property by the County Assessor as a basis for levying property taxes.

Assets: Property owned by the City which has monetary value.

Balanced Budget: Budget in which budgeted revenues are equal to or exceed budgeted appropriations.

Budget: A plan of financial operation embodying an estimate or proposed revenue and expenditures for a given year. It is the primary means by which most of the expenditure and service delivery activities of the City are controlled.

Budget Appropriation: The immediate previous fiscal year budget appropriation.

Budget Calendar: The schedule of key dates or milestones which the City departments follow in the preparation, adoption and administration of the budget.

Budget Message: The opening section for the budget which provides the City Council and the public with a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and the views and recommendations of the City Administrator.

Budgeted Revenue: The immediate previous fiscal year budgeted revenue.

Capital: An asset item with a value of $250 or more.

Capital Improvement Fund: A fund created for the purpose of setting forth major capital projects identified for funding within the new fiscal year.

Capital Improvements: Expenditures which result in the acquisition of land, construction costs for streets, sidewalks or curbs, or improvements to land or buildings.

Capital Improvement Program: A long-range plan for providing capital improvements to the City's infrastructure.

Capital Outlays: Expenditures for equipment, vehicles or machinery that results in the acquisition or addition to fixed assets. Normally has a value of $250 or more.

Cash Basis: Indicates transactions are recognized only when cash is increased or decreased.

Cash Management: The management of cash necessary to pay for government services while investing temporary cash excesses in order to earn interest revenue. Cash management refers to the activities of forecasting the inflows and outflows of cash, mobilizing cash to improve its availability for investment, establishing and maintaining banking relationships, and investing funds in order to achieve the highest interest and return available for temporary cash balances.

CDBG: Community Development Block Grant.

Chart of Accounts: A listing of all City revenue and expenditure accounts with account descriptions.

GLOSSARY OF BUDGET-RELATED TERMS
FOR THE CITY OF CREVE COEUR

C.I.P.: Capital Improvement Program.

Consolidated Omnibus Budget Reconciliation Act (COBRA): Federal legislation requiring group health plans to offer covered employees and dependents the opportunity to purchase continued group health coverage under certain circumstances.

D.A.R.E.: Drug Abuse Resistance Education (DARE) is a drug awareness program that is taught to grade school students in six Creve Coeur schools, by a specially trained Creve Coeur Police Officer. The principle behind this program is that when a child is educated about the dangers of drug use, they will make intelligent decisions to avoid drug use.

Debt Service Payment: The payment required for repayment of a general obligation debt owed by a public entity which consists of interest and principal.

Depreciation: (1) Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence. (2) As an expense during a particular period. Governmental accounting shows depreciation only in the Proprietary Funds.

Economic Activity Taxes (EATS): Taxes which are generated from an economic activity such as, sales tax or utility gross receipt taxes.

Employee's Retirement Fund: A fund created for the purpose of accounting for all employee pension transactions, clearly delineating these transactions from General Fund activities.

Employee Benefits: These include social security, retirement, group health, dental and life insurance, worker's compensation, and disability insurance.

Employee Pension Fund Board of Trustees: A committee consisting of five members and two ex-officio members charged with review of the City's Employee Pension Fund investment policy, investment managers, annual actuarial audit, and pension fund enhancement recommendations.

Encumbrance: An amount of money committed and set aside, but not yet expended, for the purpose of acquiring specific goods or services.

Estimated Requirements: The estimated budget appropriation for the new fiscal year.

Estimated Revenue: The estimated budgeted revenue for the new fiscal year.

Expenditures: An actual payment made by City warrant (check) or by inter-fund transfer for internal City bills.

Fair Labor Standards Act (FLSA): Federal legislation regulating minimum wage, overtime, record keeping, child labor standards and prohibiting sexual discrimination in pay. 1985 amendments applied FLSA to state and local governments.

Fees: A general term used for any charge levied by government associated with providing a service, permitting an activity or imposing a fine or penalty. Major types of fees include business and non-business licenses, fines, and user charges.

Finance Committee: A committee consisting of seven members and one City Council liaison, as required by City Charter, section 9.4 and 9.6, charged with review of the City's Annual Budget, Audit and Capital Improvement Program and other matters so directed by the City Council.

Fiscal Year: The period used for the accounting year. The City of Creve Coeur has a fiscal year of July 1 through the following June 30.

Fund Balance: The amount left over after the expenditures are subtracted from revenues. Each fund begins and ends each fiscal year with a positive or negative fund balance.

General Fund: A fund created to account for all financial resources for the general operating revenue and expenditures of the City.

General Obligation Debt: Debt owed by a public entity which is secured unconditionally by the full faith, credit and taxing powers of the public entity.

GLOSSARY OF BUDGET-RELATED TERMS
FOR THE CITY OF CREVE COEUR

GFOA: Government Finance Officers Association.

Intergovernmental Revenues: Revenue collected and reimbursed by other governments, primarily the State and County governments.

I-9: Employment eligibility verification form required by the Immigration and Naturalization Service under the Federal Immigration Reform and Control Act of 1986 of all newly hired or rehired employees.

ISTEA: Intermodal Surface Transportation Efficiency Act of 1991.

Missouri Neighborhood Improvements District Act: Sections 67.453 through 67.475 RSMo. Authorize the establishment of general obligation debt for the purpose of performing identified improvements in a given subdivision or neighborhood within the City limits when petitioned by the affected property owners requesting such an action be taken on their behalf.

Modified Accrual: The method under which revenues and other financial resource increments are recognized when they become susceptible to accrual, which is when they become both "measurable" and "available" to finance expenditures of the current period. "Available" means collection in the current period or soon enough thereafter to be used to pay the liabilities of the current period.

MSD: Metropolitan St. Louis Sewer District.

Neighborhood Watch: The Neighborhood Watch Program is another part of the Community Oriented Policing Program. Established in 1989, it assists and educates residents and business people of the community in the principles and concerns of pro-active crime prevention.

Object Classification: Indicates the type of expenditure being made, i.e. personnel services, operating expense and capital outlays.

Objective (departmental): For departments under the City Administrator, departmental objectives for the upcoming year are prepared and submitted along with the department's budget request. The proposed objectives are reviewed by the City Administrator and are considered in budget negotiations.

Operating Budget: The annual budget and process which provides a financial plan for the operation of government and the provision of services for the year.

Operating Expenses: Expenditures for services of outside vendors pertaining to the general operation of the City where a service may be purchased in conjunction with a supply for operational purposes. Included in this classification are non-departmental expenditures for general insurance.

Operation Gateway: Operation Gateway is a metropolitan traffic enforcement program that involves state, county and municipal law enforcement agencies from Missouri and Illinois. These agencies conduct high visibility traffic enforcement on designated dates, sponsor traffic safety programs, and support traffic legislation through the Missouri Division of Highway Safety.

Personnel Services: Compensation to City employees in the form of salaries, wages, overtime, health insurance, pension and other benefits.

PILOTS: Payments in lieu of taxes.

Projected Expenditures and Revenues: The projected expenditures and revenues that are anticipated by the close of the current budget year.

Property Tax: An annual tax on the values of certain types of personal or business wealth, represented by real or personal property.

Proposed Budget: The recommended City budget submitted by the City Administrator to the City Council in June of each year.

REJIS: Regional Justice Information System.

Revised Budget: Budget figures which include budget amendments made, by City Council resolution, in the following fiscal period.

GLOSSARY OF BUDGET-RELATED TERMS
FOR THE CITY OF CREVE COEUR

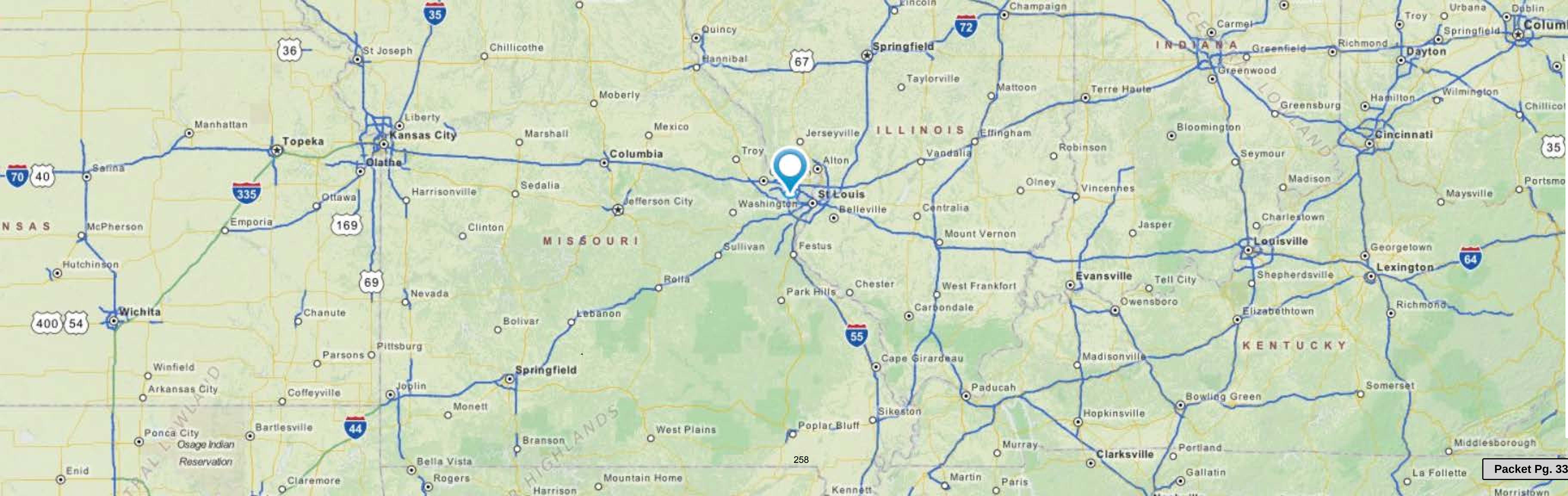
School Resource Officer (SRO): This is a program, under the department's Community Oriented Policing Program, which places a Police Officer in schools to deal with law enforcement issues that arise on a day to day basis and teach citizenship as it relates to law enforcement issues.

Special Purpose Funds: These funds are used to account for the proceeds of specific revenue sources (other than major capital projects) that are legally restricted to expenditures for specific purposes.

Tappmeyer Homestead Foundation: This is a not-for-profit corporation whose purpose is to promote and support the preservation, maintenance and renovation of the Tappmeyer family residence as a municipal resource of the City and for the benefit of the community at large. The Tappmeyer Homestead Foundation is promoted through efforts focused on public relations and education, and through fundraising activities which provide financial support.

Tax Increment Financing (TIF) District Fund: A fund created for the purpose of increasing real property values through the physical improvement of a specific redevelopment area as authorized by Missouri Statute RSMo. 99,800 - 99.865.

Trust and Agency Funds: Funds used to account for assets held by the City in a trustee capacity or as an agent for individuals, private organizations and other governmental units. The City's fiduciary funds include the City's Pension Trust Fund, Escrow and Court Bond funds and the Employee Deferred Compensation Fund. Agency funds are custodial in nature (assets equal liabilities) and do not involve measurement of results of operations.



Communication: FY20 Preliminary Operating Budget (Unfinished

Report of the Fiscal Analysis Team on the Better Together Consolidation Plan
Financial Projection: A First Step

Mark Tranel
Terry Jones
Jim Brasfield

April 9, 2019

Executive Summary

Proponents of Better Together's proposed constitutional amendment claim the new Metro City will reduce expenditures by up to $3.2 billion from 2023 to 2032, and create a revenue surplus of $1.7 billion during the period. By adding the two estimated numbers, they claim a ten-year savings of $4.9 billion dollars. By 2032, according to the Better Together projections, there will be yearly budget surpluses in the hundreds of millions of dollars. This is a fantasy. The analysis below projects annual budget deficits in the tens of millions that would require significant cuts in key services, like public safety and public works. That is reality.

This report examines separately the revenue and expenditure claims of the amendment's proponents. The two streams are then compared on a yearly basis. We make no attempt to add annual savings or deficits to produce a ten-year number, because this defies local government budget practice.

Why? If surpluses begin to accumulate, they will not be put in a bank account or buried in the back yard. Service and capital needs will lead to citizen demand for additional expenditures, or taxes will be reduced to return the surplus to voters. If expenditures increase faster than revenues, either new taxes will be proposed or expenditures will be reduced. Neither short-term surpluses nor deficits continue indefinitely. Adding projected yearly surpluses or deficits for a ten-year total is an uninformed fabrication.

Multiple studies of past city-county consolidations have consistently found little or no cost savings after consolidation. Better Together boosters have offered Indianapolis and Louisville as examples of consolidations which produce public services at a lower per capita rate than St. Louis. These differentiations are fraught with problems, because each local environment is different rendering comparison across jurisdictions prone to erroneous conclusions. The best yardstick is the before-and-after comparisons within jurisdictions.

This revenue analysis below examines property and sales tax, since these were the focus of the Better Together fiscal projections. They projected annual property tax increases of 2% per year. Historic assessment trends and the biennial reassessment casts doubt on this revenue assumption. In this report property tax increase is projected based on a 1% increment in reassessment years and .5% in alternative years. This produces $20 to $30 million dollars a year less revenue over the decade.

The Better Together sales tax projection is critical to the revenue base of the proposed Metro City. This report does not dispute the possibility of an annual 1% increase in sales tax predicted by Better Together. However, because the Metro City will rely on sales tax for over 50% of its revenue, there is a danger of serious shortfalls over the decade if that standard is not met. On-line sales, shopping center decline, and economic downturns may cause serious sales tax revenue shortfalls over the decade. This report's more prudent scenario of an annual .5% increase leads to about $20 to $25 million less dollars a year in revenues for Metro City.

Under the plan existing municipal sales taxes would be captured by the Metro City. It is unclear legally whether some of those taxes could be spent for general fund purposes rather than the special function for which they were authorized, further endangering the budget projections.

Finally, the Better Together proposal eliminates the City of St. Louis earnings and payroll taxes and reduces the "county purposes" property tax in both the City and County. By 2032, this translates into a revenue loss of over $250 million annually.

There is a much sharper difference between this analysis and the claims of Better Together proponents with respect to expenditures. They project a decline of 1% per year over the decade with the status quo as the 2023 baseline. However, it appears that this baseline is in fact the level of expenditures for the 2017/18 period, not 2022, meaning the five years of no increases would precede the ten years of annual 1% reductions.

This report projection begins with 2018 and increases spending for all entities (City, County, municipalities) on services through 2022, which produces an almost $200 million-dollar baseline difference. To achieve this realistic projected 2023 baseline starting point would require draconian cuts in the first year of operation of the Metro City.

Better Together claims the annual 1% expenditure reduction claims will be accomplished through employee attrition, service consolidation, and new technology. However, no details are provided. Employee attrition may not occur in expendable positions. Most urban government costs are to provide labor intensive services. Reduction in personnel leads directly to service decline. Unless judges, police officers, or street workers are replaced by robots, it is hard to understand how technology will lead to the level of cost savings projected.

The Better Together expenditure projection also assumes once existing debt is retired, no new debt will be incurred and thus it does not budget any funds for debt service payments. We cannot find any major city in the country with no debt to finance long-term capital projects. It is financial folly to assume that the current buildings and other infrastructure will last forever.

Assumptions matter. If the citizens of the City of St. Louis and St. Louis County want the lower levels of government spending projected by Better Together, they will need to accept massive reductions in services, such as public safety and public works.

Introduction

The Better Together Consolidation Plan Fiscal Note was submitted to the Auditor and Secretary of State of the State of Missouri as part of the process for certifying the constitutional amendment ballot language. In the Fiscal Note and other documents, a number of claims were made relative to the revenue flows, expenditure patterns, and projected savings resulting from the consolidation. A Fiscal Analysis Team (Team) consisting of

Professor Emeritus E. Terrence Jones, University of Missouri- St. Louis
Director Emeritus Mark Tranel, University of Missouri- St. Louis
Professor Emeritus James Brasfield, Webster University

analyzed the fiscal claims, and our conclusions are contained in this report.

The Team consulted several current city managers/finance directors in the process of this academic assessment of the likely financial impact of consolidation on public services and taxes. This report is an initial summary of this analysis. The Team expects to examine in greater detail other elements of the consolidation proposal in the near future.

Since any attempt to examine the path of public spending more than a decade into the future is fraught with uncertainty, we fully expect readers will find issues with our work and conclusions. This is why the subtitle reads, “A First Step”. We wish to hear from those who read this first report, and take issue with our methodology or conclusions. We presume there will be a need for future adjustments. Our aspiration is to contribute to the community dialog on this proposal in the coming months and expect that discussion will lead to some modification of our initial conclusions.

This report begins with a review of the substantial academic literature on city-county consolidation. This is followed by an assessment of the pitfalls of attempting to compare revenues and expenditures of cities/counties in different parts of the country. The next section examines the claims of savings asserted by consolidation advocates by analyzing the revenue and expenditure assumptions inherent in the fiscal projections. In the conclusion the Team evaluates the projected consolidation savings and presents the results of its own projections based on a somewhat different set of assumptions.

Academic Studies of City-County Consolidations

Studies of city-county consolidations consistently show that there have been little or no cost savings realized.

After examining nine city-county consolidations in

(Nashville/Davidson County, Tennessee; Virginia Beach/Princess Anne County, Virginia; Jacksonville/Duval County, Florida; Carson City/Ormsby County, Nevada;

Lexington/Fayette County, Kentucky; Butte/Silver Bow County, Idaho; Lynchburg/Moore County, Virginia; Athens/Clarke County, Georgia; Kansas City/Wyandotte County, Kansas),

the study directors conclude "*there is no support for the hypothesis that consolidations predictably lead to increased efficiency in local government*"

Suzanne M. Leland and Kurt Thurmaier, *City-County Consolidations: Promises Made, Promises Kept?*, Georgetown University Press, 2010, pages 282-283.

H.V. Savitch and Ronald Vogel, the leading scholars on the Louisville/Jefferson County (Kentucky) merger, examined the pre-merger (1999/2000 – 2002/2003) and post-merger (2003-2004 to 2008-2009) experience. They found that

> "*in general any reductions in budgets, personnel, and costs have been small (about 1%)*" and that "*the basic pattern has been for expenditures to modestly recede for a short period only to climb back to previous levels*"

(H.V. Savitch, Ronald Vogel, and Lin Ye, "Louisville Transformed but Hardly Changed: A Survey of a City Before and After Merger," in Don Phares, editor, *Governing Metropolitan Regions in the 21st Century*, M.E. Sharpe, 2009, page 174).

Philadelphia completed a full city-county merger in 1952 According to an Allegheny Institute for Public Policy report that also examined Indianapolis and Louisville, the study notes:

> "W*henever talks centers on city-county mergers, the city that is least likely to come up is Philadelphia. However, it is one of the few complete models in the country. It is more complete than Metro Louisville and Indianapolis in that there are no remaining cities or towns and one consolidated government is providing all functions and services. The reason it is not mentioned is that it has been under a state appointed fiscal oversight board and is beset by high taxes and low economic performance. It does suggest caution against the belief that a large, merged government is necessarily more cost effective.*

(Frank Gamraz and Jake Haulk, *Merging Governments: Lessons from Louisville, Indianapolis, and Philadelphia,* Allegheny Institute for Public Policy, 2005, page 15).

Although the City of Indianapolis merged with Marion County in 1970, the Indianapolis Police Department and the Marion County Sheriff's Department were not consolidated into the single Indianapolis Metropolitan Police Department until 2007. Proponents estimated the annual savings would be $8.8 million. A 2013-2014 study of the police consolidation commissioned by the Indianapolis City-County Council (Unigov) concluded that:

A considerable and diverse set of factors mitigated the ability to achieve the estimated cost savings Administrative staffing changes and turnover, unavoidable contract obligations, legacy personnel costs, legislative and judicial decisions, and changing public safety responsibilities of the Indianapolis Metropolitan Police Department and the Marion County Sheriff's Department prevented the realization of anticipated immediate cost savings.

(*Consolidated City of Indianapolis and Marion County: Law Enforcement Consolidation Review*, KSM Consulting, 2014.)

A 2011 summary of consolidation studies in the United States finds that:

Previous studies have examined the impact of city-county consolidation using a variety of research methods from cases studies to econometric techniques, and they have found that consolidation has little impact on local government spending or economic development outcomes. The results of the models presented in this book concur with the previous research. We found that there are no pre- or post-consolidation differences in the employment, payroll, or expenditures of consolidated local governments.

(Dagney Faulk and Michael Hicks, Local *Government Consolidation in the United States*, Cambria Press, 2011).

Challenges of Local Government Fiscal Comparisions

There are a number of challenges in examining the fiscal operation of consolidated city-county governments and projecting the outcome for a consolidation in St. Louis. While there are 40 consolidated city-county governments in the U.S., the National League of Cities has separated them into three categories:[1]

- governments legally designated as city-counties and operating primarily as cities
- areas designated as metropolitan governments and operating primarily as cities
- areas having certain types of county offices, but as part of another government (city, township, special district, state)

One of the impacts of these varying government forms is the specific services that are the responsibility of any one of these 40 governments is not exactly the same as any of the others. While there are some services that are consistently provided, such as police and public works, there are other services that are not provided in some cases or are delivered by a special district or some other arrangement. One approach to determining these differences is to examine the organization charts in Comprehensive Annual Financial Reports (CAFR).

CAFR's is a set of U.S. government financial statements comprising the financial reports of a county or municipal governmental entity that complies with the accounting requirements

[1] https://www.nlc.org/list-of-consolidated-city-county-governments

promulgated by the Governmental Accounting Standards Board (GASB). The organization charts for the 40 consolidated city-county governments shows a wide range of services and service structures that make comparison across governments very difficult.

For example, comparing the governments in the City of St. Louis and St. Louis County to Louisville-Jefferson County should account for the St. Louis Port Authority functioning as one of the 12 Development Boards of the municipal government of the City of St. Louis whereas The Louisville and Jefferson County Riverport Authority is a legally separate entity that was established in order to develop and maintain an industrial riverport complex on a self-supporting basis utilizing a rate structure designed to produce revenues sufficient to fund debt service requirements, operating expenses and adequate working capital.[2]

Similarly, the Parking Commission of the City of St. Louis is a part of the City government whereas in Louisville-Jefferson County the Parking Authority of River City, Inc. is a separate non-profit corporation.

Comparing St. Louis to Indianapolis is similarly complex. Despite the moniker Unigov, the structure of local government in Marion County Indiana is perplexingly complex. While Unigov consolidated the City of Indianapolis and Marion County as the primary governmental unit, there are a number of component units that perform discrete functions and are outside the direct governance of the consolidated City of Indianapolis and Marion County. Examples of components of Unigov include: Capital Improvement Board of Managers, Health and Hospital Corporation of Marion County, Indiana, Indianapolis-Marion County Building Authority. These component units each have their own source of tax and other revenues separate from the Consolidated City of Indianapolis/Marion County.

While there are potential lessons to be learned by a metropolitan area through contrasting the cost, quality, and impact of its governmental structure, there are many factors which must be accounted for to have confidence in the veracity of the analysis.

Revenue Estimation

The claims of fiscal savings as a result of the monumental consolidation of local government proposed by Better Together are derived from a set of revenue and expenditure projections in the post consolidation world. This section examines the revenue assumptions and projections contained in the fiscal note submitted to the Missouri Auditor by Better Together.

The major revenue assumptions can be summarized as:[3]

> Property tax collections will increase 2% per year in all jurisdictions combined beginning in 2018

[2] https://www.naseo.org/Data/Sites/1/documents/committees/financing/resources/qecb/statements/Louisvillle.pdf

[3] This revenue section does not include Fire District revenue since that will be the subject of a subsequent report.

Sales tax collections will increase 1% per year in all jurisdictions combined beginning in 2018 after accounting for the increase in aggregate sales tax as result of Prop P approval in both City and County.

The earnings tax/payroll tax in the City of St. Louis will be phased out beginning in 2021.

There will be a reduction in property tax rate in St Louis County and elimination of the "county services" property tax in the City.

The Fiscal Analysis Team (Team) built a spreadsheet model to analyze the impact of these revenue assumptions on the resources available to provide services in 2021 and subsequent years until 2032. The analysis details both the Better Together projections as well as the working assumptions of the Team. The Team employed slightly different assumptions to some of the key elements.

Property Tax

A flat 2% per year increment in property tax seems inappropriate on two grounds. First, the history of assessed valuation over both a ten year and five-year period of time in both the City and County does not support the premise that values will rise 2% a year over the next fifteen years. The combined City/County assessment in 2009 was $29.5 billion dollars, which decreased to $29.0 billion in 2017[4]. Between the 2015 reassessment and 2017 reassessments, the increase was 7.9% over the two-year period. Of course, actual revenue from the property tax is a function of assessed valuation and the tax rate.

Second, property reassessment occurs every other year. A pattern of yearly increase by the same metric is particularly questionable. Thus, the compounding effect of yearly increases absent voter approved rate increases overstates the cumulative impact. The Team employed a metric of 1% increase for assessment years, and .5% increase for non-assessment years.[5]

Sales Tax

Estimates of future revenues from sales tax is especially important for this analysis. Currently, sales tax accounts for 38% of all revenue for the City/County/Municipalities combined. However, in the projected metro city budget sales tax would account for more than 50% of the revenue of the Metro City. Thus, a small inaccuracy in revenue projection over a decade can either sharply reduce or increase the estimation, and this could be cumulative.

For purposes of projection one can utilize either sales tax collected or total taxable sales as a metric. The Better Together projection employs a 1% increase per year on sales tax collected, as the basis for the fifteen-year projection.

[4] CAFR St Louis City and County

[5] As this report was being prepared newspaper accounts indicated that reassessments in 2019 were indicating a significant increase in both City and County. To reflect these preliminary estimates the Team employed a 2% increment for 2019 only.

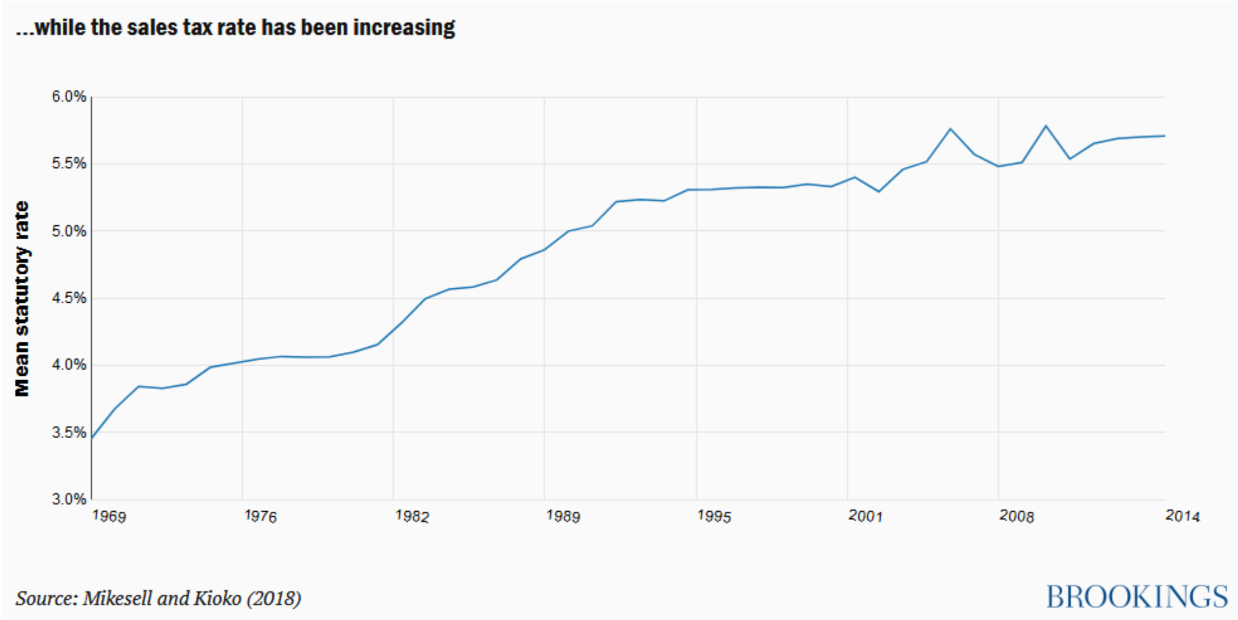
The aggregate sales tax collection metric can be skewed by changes in the rate or number of entities collecting sales tax. There are a variety of local option sales taxes available and used by the individual entities. In the future, increments to the rates and number of sales taxes utilized would require a positive vote of the entire metro city rather than an existing municipality, which may be more challenging.

Several factors might negatively impact the fifteen-year projection of growth at a compounded 1% per year. Online sales have clearly reduced the growth of "brick and mortar" retail location sales. There is little reason to conclude this pattern will change in the next decade, and ample evidence to infer that the trend will continue. One of the inevitable consequences of this trend is the decline in the number of malls and "big box" retail stores, which generate a major share of the total sales tax.

The Brookings Institution documented the historical trends in the sales tax base and the sales tax rate in the 2018 report *The History and Future of the Retail Sales Tax*.[6] Sales tax collections historically have been maintained only by increasing the tax rate because the tax base has been shrinking. There is every reason to expect a similar future for Metro City, since its largest source of revenue will be sales tax, starting at 42 percent in 2023 and increasing to over 50% percent in 2032.

[6] https://www.brookings.edu/blog/up-front/2018/07/16/the-history-and-future-of-the-retail-sales-tax/

Communication: Budgeting for Proposed Municipal Consolidation (Unfinished Business)



A decade ago a significant recession caused sales tax revenues to drop precipitously. Almost a decade later total taxable sales are just returning to the pre-recession level. Hopefully, there will not be another recession of this magnitude in the next fifteen years, but is it realistic to presume no economic downturn?

Because of the importance of sales tax to the overall revenue projections for the Metro City, the team has undertaken three projections of sales tax. The base assumption is the optimistic one (1% per year) used by Better Together. The alternative assumption is a more conservative (.5% per year) projection that seeks to reflect changes because of either online sales or a recession or both over the fifteen-year period. Because the sales tax revenue will be the most critical segment of revenue for the Metro City, the Team has a base projection of 1% increase per year (following the Better Together metric), but have also explored the impact of a .5% increase and a .75% increase.

Table 1
Taxable Sales- St. Louis City and County 2014-2017

	2017	2016	2015	2014
County	$16,910,882,473	$17,075,262,610	$16,844,027,084	$16,300,797,027
City	$4,714,503,278	$4,663,675,173	$4,683,668,511	$4,577,453,173
Combined	$21,625,385,751	$21,738,937,783	$21,527,695,595	$20,878,250,200
% Increase	-0.5%	1.0%	3.0%	
% Incr 2014-17	3.6%			

Source: Missouri Department of Revenue

Historic statistics on actual sales tax revenues is an alternative approach to projecting future income.

Table 2
Sales Tax Revenue Increases- St Louis City/County

	2017	2016	2015
County	2.5%	0.9%	2.8%
City	9.3%	0.4%	0.6%

There is a volatility for annual sales tax generation that reflects variations in spending patterns. This is why the Team used alternative scenarios to assess the impact of declining taxable sales.

Finally, it should be noted that total county and municipal sales taxes currently collected are authorized by a variety of statutes some of which specify a dedicated use for the tax. The plan appears to assume in the future the Metro City will receive all sales taxes and use them as general revenue. This is a potential point of legal challenge. Since the Metro City budget will rely heavily on sales tax revenue, the earmarked nature of some of the sales taxes may render yearly budgeting more difficult and less flexible.

<u>Other Revenue</u>

The Better Together fiscal note offers no increment on the other revenue sources, except to gradually eliminate the earnings/payroll tax in the City, and project an initial reduction in the court fines/fees. These items are kept at the same level for the entire fifteen-year period. This is probably unrealistic. License fees and utility tax together represent 16% of the total revenue in the base year. However, since the Better Together projection did not add an inflation factor to these items, the Team also decided to not adjust them. This allows for a focus on Sales and Property tax in the comparative analysis.

Revenue conclusions

The Team's Revenue projections employed the same approach as Better Together for all revenue items except Property Tax and Sales Tax. This is a presumption of no increase beyond the 2017 status quo. We also assumed the phase out of the City earnings/payroll tax over ten years, and the one-time reduction in court fines.

We adjusted property tax revenue to account for greater increases in assessment years. The Hancock Amendment constrains excessive increases caused by reassessment. Our approach was to increment revenue by 1% in assessment years and .5% in other years. We also reduced revenues in 2024 to account for the reduction of the City tax for county services and the reduction in the County rate stipulated in the Better Together fiscal note. With these adjustments the Team's projection finds $123 million dollars less than the Better Together projection for property tax in 2032 with a shortfall of about $100 million dollars a year throughout the period.

The sales tax pattern is slightly different. It appears that the Team's estimate of Prop P addition to the sales tax yield after 2017[7] is slightly higher than the Better Together estimate. This produces a slightly higher sales tax yield for the Team across the projection period when both use the 1% yearly increment.

The Team is comfortable with the 1% metric based on recent historic trends, but recognizes there is a volatility to sales tax that renders long-term projection troublesome. Therefore, we did alternative projections of .5% and .75% per year. In these scenarios $20 to $25 million dollars less is collected per year over the projection period.

When all revenues are included, the Team projects $40 million dollars less revenue per year than the Better Together projection for 2032 with similar differentials each year. If the Team alternative scenario #1 (annual .5% sales tax increase) becomes more accurate, the revenue differential may approach $150,000,000.

The Team has not undertaken a "status quo" projection, but notes that both projections assume elimination of the earnings/payroll tax over ten years and reductions in property tax in both City and County. In 2017 the earnings/payroll tax was nearly $200 million dollars. The Team estimated the property tax reductions to be in the neighborhood of $70 million dollars.

Assuming other revenue sources remain the same in a status quo projection, this will remove almost $300 million dollars a year now utilized to provide public services.

Expenditure Estimation

This section examines the pre and post consolidation expenditure projections of Better Together as published in the fiscal note submitted.

[7] Better Together used 2017 as the base year. At this point most of the Prop P money was yet to be collected. The Team adjusted 2019 sales tax revenues to fully reflect Prop P collections, and this enhanced number became part of the base in 2022.

The Better Together major expenditure assumptions can be summarized as:

Pro forma 2023 Metro City Budget nearly identical to 2017 Status Quo Expenditures projected forward to 2032 with 1% annual decrease. (expressed as 3% reduction offset by 2% inflation)

Specific cost reduction areas are unspecified.

Municipal district expenditures will decrease over time to reflect limited responsibility

The Fiscal Analysis Team (Team) built a spreadsheet model to analyze the impact of these expenditure assumptions on the provision of services in 2023 and subsequent years until 2032. This analysis examines both the Better Together expenditure projections as well as the working assumptions of the Team. The Team employed somewhat different assumptions related to key elements.

<u>Treatment of Baseline Expenditures in Pro Forma Budget</u>

The baseline initial expenditures for the 2023 and beyond pro forma budget appears to use the 2017 status quo expenditures as a starting point.[8] The Table 3 below illustrates expenditures by category remain fundamentally the same despite the five-year gap between 2017 and 2023.[9] The Team sought to present a more realistic view of an appropriate baseline expenditures for year one of the Metro City. In the Team model, the Status Quo 2017 expenditures were grouped according to function and entity.[10]

County Functions were those listed as exclusive of STL County and/or City with no municipal expenditures. Board of Elections and Assessor are examples of this function currently provided by both City and County, but not by municipalities.

Judicial Functions were those involving Courts, Prosecutors, and Jails in the City and County.

Municipal Functions, such as police and parks, were those performed by City, County, and municipalities with listed expenditures for each.

[8] Reference 3 of the Fiscal Note (p 3 of Better Together Fiscal Note Spreadsheet) in referring to Revenue cites the FY 18 for City, FY17 County, 16-17 CAFRs for municipalities. Status quo expenditures (p4 of Better Together Fiscal Note Spreadsheet) do not list a source, but it appears to be the same 2016-18 data sets used for revenue baseline.
[9] The fire district expenditures have been included in the total because the fiscal note spreadsheet (p9) includes fire protection (districts and municipal) as first year expenditures, although the Metro City will not directly provide fire service. We anticipate a closer analysis of fire service finances in a subsequent report.
[10] The fire district expenditures have been included in the total because the fiscal note spreadsheet (p9) includes fire protection (districts and municipal) as first year expenditures, although the Metro City will not directly provide fire service. We anticipate a closer analysis of fire service finances in a subsequent report.

This division does not consistently divide all expenditures into appropriate categories[11], but does provide a sense of expenditures related to functional activities. The share of expenditures in each functional category are:

County Functions 22%
Judicial Functions 6%
Municipal Functions 72%

The expenditures by function were subject to different annual increments for each entity (City, County, Municipalities) for the years 2018 through 2022.[12] [13] The Status Quo expenditures did not appear to account for the new spending attributed to the public safety sales tax for each entity. Most of the expenditures associated with the tax were salary increases that become part of the base budget and not easily reduced compared to capital expenditures.[14]

In the Team budget projection, annual public safety sales tax revenue was added to the previous police expenditures in addition to the annual increment to reflect this addition to the base budget.[15]

Table 3
Status Quo vs First Year Expenditures
In Better Together Fiscal Note

	StatusQuo 2017	Team2018	Team2019	Team2020	Team2021	Team2022	BT 1st Yr 2023 Tot	Diff 2023/2022	Diff 2023/2017
COUNTY FUNCTIONS	$539,371,973	$546,381,512	$553,663,414	$561,069,624	$568,602,416	$576,264,106	$541,976,203	($34,287,903)	$2,604,230
JUDICIAL FUNCTIONS	$144,369,963	$146,415,422	$148,493,371	$150,604,376	$152,749,012	$154,927,866	$144,369,963	($10,557,903)	$0
MUNICIPAL FUNCTIONS	$1,733,912,710	$1,756,322,545	$1,856,350,819	$1,880,729,309	$1,905,487,004	$1,930,630,053	$1,787,762,486	($142,867,567)	$53,849,776
ALL FUNCTIONS	$2,417,654,646	$2,449,119,479	$2,558,507,604	$2,592,403,309	$2,626,838,432	$2,661,822,025	$2,474,108,652	($187,713,373)	$56,454,006

The table illustrates the difference between the Team projection of status quo expenditures in 2022 and the Better Together first year projection of expenditures. The Better Together 2023 expenditures are almost identical to the Status Quo 2017 baseline. The differences are a reduction in costs for municipal courts, addition of the emergency fund, additional fire protection money for the new St. Louis Fire District, and reduction in the "Other" category for the City of St. Louis. Most the additional expenditures are accounted for by additional debt service and new fire protection dollars.

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[11] For example the catchall category of "Administration" includes areas of spending that may be attributed to other functions.
[12] City 1% per year, County 2% per year, Municipalities, 1.5% per year.
[13] Not all categories were subject to an increment. Those categories where the service provided was unclear were kept at the 2017 level. The county item for "Convention and Recreation" is an example
[14] A body camera purchase, for example, is a one-time expense. A base salary increase is a continuing expense.
[15] Since not all public safety sales tax revenue was dedicated to salary, the tax was multiplied by .75 in the 2019 base year, and this new amount became part of the baseline expenses going forward.

Communication: Budgeting for Proposed Municipal Consolidation (Unfinished Business)

The more significant difference is in the comparison between the Team projection of spending for all functions in 2022 and the 2023 Better Together projection spending for all functions in 2023. This analysis found a significant shortfall in every function category with a total difference of $187.7 million-dollar difference between projected 2022 spending and the first year Metro City expenditures. This represents an approximately 7% reduction from 2022 to 2023.

For example, police expenditures are the largest single item representing 20% of all expenditures. The police shortfall represents about $116 million dollars. If police expenditures in 2023 were maintained at the level of 2022 spending to avoid a reduction in officers for this critical service, all other functions might need to be reduced by 20% to meet the target total expenditure.

In a scenario in which the Better Together 2023 proforma expenditures are used with a decrease of 1% a year across the board produces a much smaller yearly expenditure total than a scenario in which the Team projection of the status quo in 2022 is used for future estimations.

The Team finds the proposition that a yearly reduction in expenditures equal to 1% per year to be unrealistic. Police, public works, parks, and fire protection represent well over 50% of all expenditures, and these are labor intensive services. Annual budget reductions over a decade in these popular services seems unlikely.

Recent press reports indicate Louisville faces a significant budget shortage with police cuts among areas subject to reduction. Consolidation does not guarantee a world free of budget problems.[16]

The Team did not attempt to project an increase in debt service beyond the plan to reduce debt, especially with use of the earnings tax during the phase out period. The Better Together plan does not appear to provide for any future debt service over the first decade. Comparable cities across the country routinely use new debt for essential capital improvements. Road and bridge improvements, building retrofitting, and other capital projects will not be undertaken without the additional debt.

Projected Savings

A hallmark of the Better Together fiscal plan is projected savings of $55,000,000 annually with a cumulative savings of up to $1 billion annually. Our analysis leads to an opposite conclusion. We estimate that expenditures will quickly exceed revenues leading to either deficits or substantial reductions in service. Table 4 below is our comparative summary of revenue and expenditure projections from 2023 to 2032.

[16] https://www.courier-journal.com/story/news/politics/metro-government/2019/04/05/louisville-budget-belle-louisville-city-pools-other-summer-impacts/3369447002/

Table 4 Summary Comparison of Team and Better Together Financial Projections

Summary	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
BT Revenue Projection	$2,321,663,940	$2,316,018,827	$2,295,754,852	$2,290,336,792	$2,308,320,990	$2,285,468,439	$2,276,206,868	$2,271,883,046	$2,267,791,480	$2,285,110,465
Team Revenue Projection	$2,337,799,484	$2,328,112,119	$2,297,543,509	$2,287,804,717	$2,302,760,104	$2,263,050,260	$2,255,195,797	$2,246,038,239	$2,230,746,916	$2,242,921,447
Difference(BT-Team)	($16,135,544)	($12,093,292)	($1,788,657)	$2,532,075	$5,560,886	$22,418,179	$21,011,071	$25,844,807	$37,044,564	$42,189,018
BT Expenditure Projection	$2,175,686,739	$2,119,049,199	$2,153,102,342	$2,092,835,310	$2,079,985,394	$2,067,368,664	$2,054,888,718	$1,919,070,939	$1,906,955,912	$1,895,068,110
Team Expenditure Projection	$2,363,400,111	$2,450,254,637	$2,365,543,332	$2,316,540,994	$2,315,076,317	$2,313,766,324	$2,312,715,960	$2,311,819,474	$2,311,182,906	$2,310,699,487
Difference (Team -BT))	$187,713,373	$331,205,437	$212,440,990	$223,705,684	$235,090,923	$246,397,660	$257,827,242	$392,748,536	$404,226,994	$415,631,377
BT Surplus Revenue/Expenditudres	$145,977,201	$196,969,628	$142,652,510	$197,501,482	$228,335,596	$218,099,775	$221,318,150	$352,812,107	$360,835,568	$390,042,355
Team Surplus Revenue/Expenditures	($25,600,627)	($122,142,518)	($67,999,823)	($28,736,277)	($12,316,213)	($50,716,063)	($57,520,163)	($65,781,235)	($80,435,990)	($67,778,040)
Difference BT - Team	**$171,577,828**	**$319,112,146**	**$210,652,333**	**$226,237,759**	**$240,651,809**	**$268,815,839**	**$278,838,313**	**$418,593,342**	**$441,271,558**	**$457,820,395**

In the early years the Team revenue estimates are higher than the Better Together projections. The subsequent reversal comes from less optimistic property tax estimates. If, however, the Team sales tax scenario #1 (using a .5% rather than a 1% yearly increment) is more accurate, the gap would be considerably higher.

However, the most significant difference is on the expenditure side. As noted above, the Team concluded the Better Together 2023 expenditure starting point is artificially low. If the 2017 starting point is projected forward with a modest inflationary increment and full accounting for expenditures relating to the voter approved public safety sales tax, then the 2023 baseline expenditures will be considerably higher.

The differences in expenditure projection in the early years are in the range of $200 to $250 million dollars a year. These, of course, would be unsustainable. Balanced budgets would quickly require large expenditure reductions in essential services. The Better Together analysis assumes an annual and cumulative expenditure reduction of 1% a year across the board for a decade. The Team basic analysis also assumes a 1% per year reduction after inflation adjustment, but finds higher levels of expenditure because of the larger baseline.

Conclusion

This report represents a first attempt to systematically analyze the financial projections of the Better Together merger plan. The Team did not find evidence to support the claim of tens of millions of dollars of annual savings with no loss of essential public services.

The Team revenue projections are somewhat higher than those of Better Together in the near term, but less in the later years. The baseline expenditure budget in the Better Together plan appears to start at an unrealistically low point, even before anticipated budget reductions attributed to economies of scale and employee attrition.

The Team's analysis concludes with the projection of an operating deficit of between $50 and $80 million dollars a year during the first decade, even with the projected 1% per year reduction. We do not believe such a shortfall would be sustainable over that period of time. Either new tax increases would be necessary, or major service cuts beyond 1% per year will be required.

Police, Public Works, and Parks represent 45% of all expenditures. The Judicial functions, including jails, account for another 6%, and the dedicated tax support for mass transit an additional 8%. It is difficult to reduce expenditures in these service areas, but the Metro City will not be able to balance its budget without cutbacks in these services.

The Team welcomes comments and critiques of its methodology and conclusions.

Please contact: Jim Brasfield jimbrasfield@mac.com

Your comments will be reviewed by the entire team.

City of Creve Coeur
Finance Committee
FY19 Meeting Schedule

DATE	TOPIC
September 4, 2018	Review of 4th Qtr Financials and Year-End,
October 9, 2018	Discussion of Cost Reductions
November 6, 2018	Review of 1st Quarter Financials,
February 12, 2019	Review of 2nd Quarter Financials, Policy Reviews
March 5, 2019	Review of Proposed 5-Year Capital Plan
March 19, 2019	Review of Proposed 5-Year Capital Plan
April 23, 2019	Review Proposed Budget Preview
May 7, 2019	Review of Proposed Budget, Review 3rd Quarter Financials
June 4, 2019	Further Review of Proposed Budget

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.