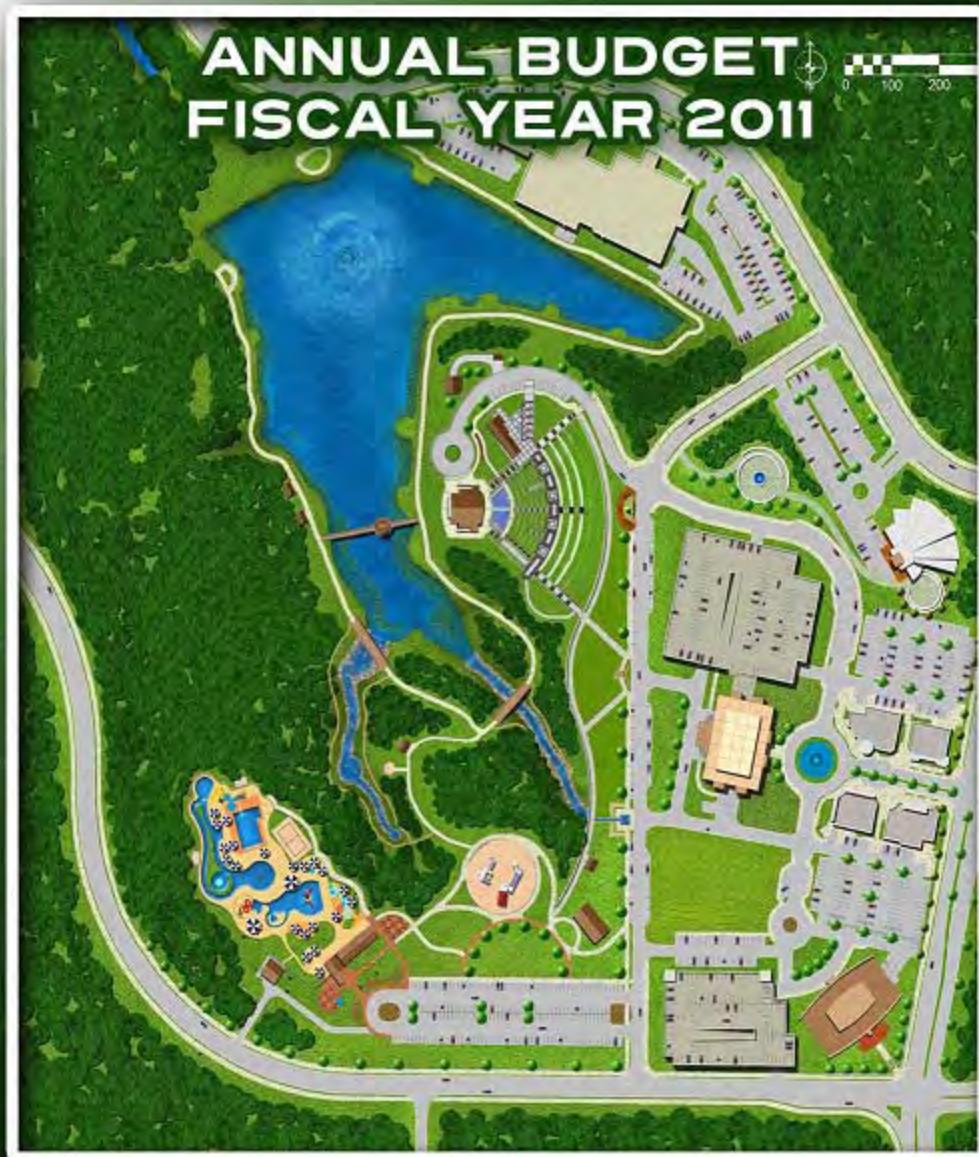


# CITY OF CHESTERFIELD, MISSOURI



CHESTERFIELD CENTRAL PARK



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December 31, 2010

Honorable Mayor and City Councilmembers:

We are pleased to present the Fiscal Year 2011 Budget, adopted by City Council on December 6, 2010.

## ECONOMIC OUTLOOK

The economic outlook for 2011 in Chesterfield is positive with an anticipated stabilizing of retail sales and the addition of jobs to the area. THF Realty is filling mid-box space previously occupied by Circuit City with the addition of a Big Lots discount store. Additionally, they will be building two new retail facilities on the only green-space left in the two-mile long power center, between Lowe's and Home Depot. Aldi's is entering the market with a new grocery store and Gordman's department store will be constructing a facility there as well, though relocating from within the existing market. Verizon will be relocating 100 positions from Weldon Spring to the UBS building on Chesterfield Airport Road early in 2011 also, which should have a significant impact on daytime population and spending. Additionally, there are solid prospects for the construction of new businesses the north side of I-64 in 2011, near the Boone's Crossing intersection. Lead generation picked up during the third and fourth quarter of 2010, which could result in local expansions and new construction of the addition high tech and light-manufacturing jobs in 2011.

Construction of new homes rose slightly in Chesterfield, with 75 permits issued for new construction in 2010 from 50 permits in 2009. The homes were built in The Reserve at Chesterfield Village and in the Brunhaven, Kendall Bluffs and Paddington Hill subdivisions. Senior living facilities continue to expand in the area, following the national trend for an aging population. The 2010 American Community Survey census population estimates released in December, showed a slight increase in our population, up to 46,332 from 46,096 in 2009. We highly anticipate receiving complete census results in early 2011.

The west end of the Chesterfield Valley offers the most land for continued development and the completion of various infrastructure improvements in the past two years in this area, makes it prime for business growth. Developers and City economic development staff continue to cultivate relationships with prospects that have shown an interest in this area for significant projects that we hope to bring forth in 2011.

A survey of small & middle-market business owners in St. Louis by PNC Bank in the 3<sup>rd</sup> quarter of 2010 revealed that the slightly worse economic conditions in St. Louis are reflected in a more cautious outlook by owners here relative to their counterparts nationwide. The findings indicated:

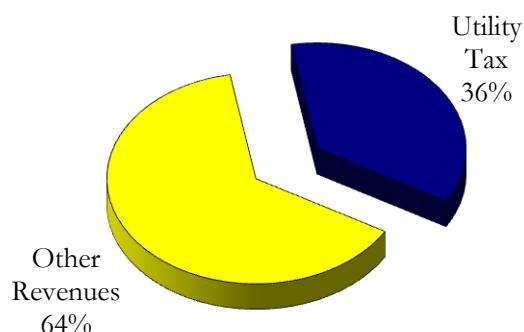
- **Less Optimism About Own Company:** Three in 10 St. Louis business owners (30%) are pessimistic about their own company's prospects during the next six months, well above the national average (20%). However, one in five (22%) are optimistic about their own business, just above the national average (20%).
- **Top Challenges, Own Sales and Washington Policy:** Weak sales top the list for both St. Louis (40%) and nationwide small businesses (34%) as their most important challenge. Government policy uncertainty is second nationwide (21%), but for St. Louis taxes take second at 16%.
- **Hiring Outlook Remains Cautious:** Only 12% of St. Louis businesses expect to hire full-time employees during the next six months compared to 22% nationwide.
- **Capital Spending Plans:** Nearly half (49%) of St. Louis businesses plan to increase capital spending compared to 63% nationwide. Technology equipment spending leads the list of capital spending.

## KEY BUDGET DECISIONS & PROCESSES

The economic downturn resulted in lower revenue collections in 2010, as compared to 2009. While building the 2011 budget, revenues were projected to remain at 2010 levels. These decreased revenues led to many tough decisions regarding current year and ongoing expenditures. Despite these tough decisions, the FY2011 budget will allow the City to continue providing the high level of services for the residents of Chesterfield.

Chesterfield annually updates a Five-Year Forecast for its General Fund, to provide a basis for long-range fiscal and service level planning. A copy of the forecast is available at the City's website: [www.chesterfield.mo.us](http://www.chesterfield.mo.us). The 2010 updated forecast revealed the City was in sound financial condition despite the economic downturn; this was a direct result of strong fund reserves built during times of growth and the expenditure reductions made during 2010. The City fully expects to maintain a sound financial condition in 2011 and years ahead.

## BUDGET ASSUMPTIONS



### Revenue Assumptions

#### General Fund

The City's General Fund contains a variety of revenue sources; however, three sources comprise 84% of total revenues. Those sources

are discussed in more detail below. The City tracks major revenue sources on a monthly basis and uses trend analysis and other relevant information to project budget revenues. As noted below, utility taxes are very much weather and rate-dependent. Sales tax revenues, within the General Fund, are a reflection of the fact that Chesterfield is currently part of a county-wide pool, so we rely heavily on the County and historic trends for projections. Intergovernmental revenues are often tied to a base formula, therefore we project based upon that formula and its known parts.

### Utility Gross Receipts Tax

The City of Chesterfield levies a 5% gross receipts tax on electric, gas, telephone, and water companies within the City. The utility tax is collected by the utility companies at the time of their monthly billing and is remitted to the City within twenty (20) days following the last day of each month.

Revenue from the utility gross receipts tax is currently estimated based on the City's experience, as well as information supplied by the utility companies. As noted above, revenues from utility taxes, especially electric and gas utilities, are dependent on weather conditions. Utility taxes are also greatly impacted by rulings by the Missouri Public Service Commission (PSC).

The historical revenue trend for utility tax is shown below. Overall, growth in utility taxes has been fairly consistent, with the exception of 2005, when rate increases for natural gas provided an unusual amount of revenues. When the wireless settlements took place, in 2008 and 2009, utility tax revenues grew significantly, due to both one-time payments for back taxes and new annual revenues.

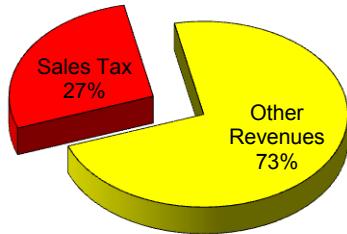
| Year       | 2002      | 2003      | 2004      | 2005      | 2006      | 2007      | 2008      | 2009      | 2010      | 2011      |
|------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Amount     | 4,028,656 | 4,181,849 | 4,158,515 | 4,671,771 | 4,679,859 | 4,988,943 | 8,173,974 | 7,881,477 | 7,145,539 | 7,154,672 |
| % Increase | -8.3%     | 3.8%      | -0.6%     | 12.3%     | .2%       | 6.6%      | 63.8%     | -3.5%     | -9.3%     | .1%       |

### Sales Tax

There are two ways in which cities in St. Louis County receive sales tax distributions. One is through a point-of-sale method; the other is through a county-wide sales tax pool. Cities under the point-of-sale method receive actual taxes collected within their city. Cities in the pool receive a shared amount, based upon each city's population, as a percentage of the pool population. Population figures are adjusted decennially based upon the latest census figures. Interim changes, other than growth resulting from annexations, are not made. Sales tax distributions were adjusted based on the new census figures for 2000 as of January 2002.

The City of Chesterfield receives a share of the county-wide 1% tax on retail sales through a pool comprised of unincorporated St. Louis County and many of the cities throughout St. Louis County. Under Missouri statutes, the City of Chesterfield does not have the option to choose the method by which it receives sales tax. Cities incorporated after March 19, 1984, or areas annexed after March 19, 1984, are automatically included in the sales tax pool under State law, with no

option of withdrawal. Although the City has taken legal action to attempt to challenge this law, it has so far been unsuccessful.



In addition, under legislation passed in 1994, pool cities receive a share of the sales tax generated in point-of-sale cities, based on a county-wide redistribution formula.

Sales tax is collected by the State of Missouri, distributed to St. Louis County, which administers the sales tax redistribution formula and wire-transfers the appropriate amount to each City. The amount collected varies due to fluctuations in sales and the fact that some businesses make quarterly contributions. Revenues for FY2011 from sales tax are estimated at \$5,405,272, based on estimates of a per capita distribution of about \$115. Due to indications of a slow recovery in the St. Louis County economy in 2011, sales tax revenues are budgeted at the same level as total projected 2010 sales tax revenues.

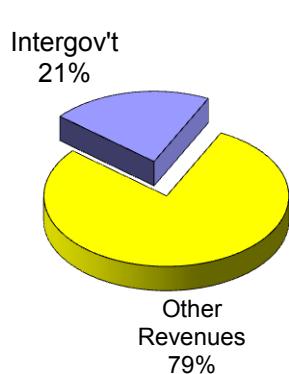
The historical revenue trend for sales tax is shown below. Revenues were higher in 2002 because of the decennial census adjustment to the distributions, noted above. Overall, growth has been steady over a ten-year period except for the downturn that began in 2008. You will note that our projected revenues, from this source, are actually lower than the amounts received almost ten years ago.

| Year       | 2002      | 2003      | 2004      | 2005      | 2006      | 2007      | 2008      | 2009      | 2010      | 2011      |
|------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Amount     | 5,692,537 | 5,576,628 | 5,714,766 | 6,031,161 | 5,937,970 | 6,143,733 | 6,097,367 | 5,572,444 | 5,405,272 | 5,405,272 |
| % Increase | 5.0%      | -2.0%     | 2.5%      | 5.5%      | -1.6%     | 3.5%      | -.8%      | -8.6%     | -3.0%     | 0.0%      |

### Intergovernmental Taxes

Intergovernmental taxes include the motor fuel tax, motor vehicle sales tax, cigarette tax, the County road & bridge tax, and several miscellaneous grants.

Motor fuel and motor vehicle sales taxes are collected by the State of Missouri and remitted to the City for the purpose of maintaining roads and bridges. Receipts are distributed on a monthly basis.



Motor fuel tax revenue is generated based on a charge of \$.17 per gallon. Motor fuel tax is distributed based on population. Motor vehicle sales tax is generated from State-imposed fees for licenses, plates, and sales tax and is remitted to cities based on the

consumer's residence and city population. Revenues for Fiscal Year 2011 from the motor fuel and motor vehicle sales tax are estimated at \$1,321,829 and \$456,809 respectively. The estimated numbers are based on the projected 2010 tax revenues with no growth predicted due to economic conditions.

Cigarette taxes are also collected by the State of Missouri and distributed to cities based on population. These receipts are wired monthly to the City. In St. Louis County, all municipalities share in a five-cent County cigarette tax levy. Revenues for FY2011 from cigarette tax are estimated at \$140,680.

The County's road and bridge tax is \$.105 per \$100 of assessed valuation and is distributed to the City based on the City's assessed valuation. It is billed along with other property tax assessments in the fall of each year and is due December 31. It is distributed to the cities (net of a 1% collection fee) as received and is intended, as its name states, for roads and bridges. Billings for the tax year are based on the assessed value of property as of January 1 of each year. Assessed valuation within the City of Chesterfield has grown steadily over the last several years, partially due to growth in the community and partially due to reassessment (mandated State reassessment takes place in even-numbered years). Due to economic conditions, the assessed valuations decreased slightly in 2009 and 2010. However, Chesterfield's total assessed valuation remains the HIGHEST of any city in St. Louis County.

| <u>Date Assessed</u> | <u>Valuation</u> | <u>Percent Increase</u> |
|----------------------|------------------|-------------------------|
| January 1, 2000      | \$1,137,971,730  | 8.7%                    |
| January 1, 2001      | \$1,275,903,642  | 12.1%                   |
| January 1, 2002      | \$1,308,820,798  | 2.6%                    |
| January 1, 2003      | \$1,359,291,971  | 3.9%                    |
| January 1, 2004      | \$1,385,266,830  | 1.9%                    |
| January 1, 2005      | \$1,579,043,920  | 14.0%                   |
| January 1, 2006      | \$1,597,093,708  | 1.1%                    |
| January 1, 2007      | \$1,735,540,000  | 8.7%                    |
| January 1, 2008      | \$1,942,764,073  | 11.9%                   |
| January 1, 2009      | \$1,886,264,185  | -2.9%                   |
| January 1, 2010      | \$1,876,131,525  | -0.5%                   |

As described in greater detail below, Chesterfield does NOT directly benefit from this growth in assessed valuation. Chesterfield's only property tax, of \$.03/\$100 of assessed valuation, is dedicated for debt service on a previous parks bond issue and cannot be used by the General Fund. Due to the overall growth in the total assessed valuation, over the years, that tax has been reduced by the Mayor and the City Council. In 2008, the Chesterfield City Council lowered the property tax rate by 50%, from \$.06/\$100 to its current level.

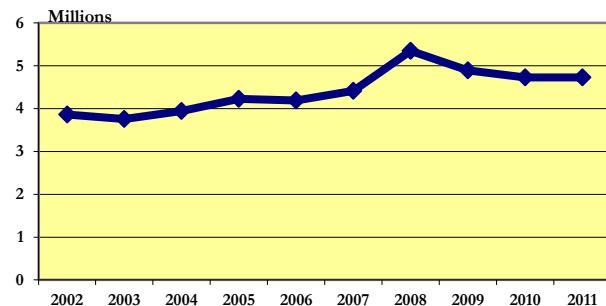
The revenue estimated for road and bridge tax for Fiscal Year 2011 is \$1,858,297, based on a conservative projection of no growth for residential and commercial properties and less a 1% collection fee and 4% allowance for uncollectible taxes.

The historical revenue trend for intergovernmental revenues is shown below. Intergovernmental revenues have fluctuated over the years, depending on the amount of grants received. For

example, grants were significantly higher due to a Municipal Parks grant in 2004. Revenues increased in FY2007 due to FEMA money received for several storms.

| Year       | 2002      | 2003      | 2004      | 2005      | 2006      | 2007      | 2008      | 2009      | 2010      | 2010      |
|------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Amount     | 3,691,602 | 3,779,685 | 4,185,129 | 3,951,450 | 4,169,204 | 4,668,655 | 4,331,256 | 4,287,464 | 4,314,365 | 4,198,796 |
| % Increase | -0.9%     | 2.4%      | 10.7%     | -5.6%     | 5.5%      | 12.0%     | -7.2%     | -1.0%     | 0.6%      | -2.7%     |

## Capital Improvement Sales Tax Fund



receiving sales tax revenues.

## Sales Tax

The City of Chesterfield levies a  $\frac{1}{2}$ -cent sales tax for capital improvements. Voters approved this  $\frac{1}{2}$ -cent sales tax, along with a \$29,355,000 general obligation bond issue for street and sidewalk improvements in November 1996 (Propositions R&S). In April 1997, the City of Chesterfield began

Revenues for FY2011, from this sales tax, are estimated at \$4,728,203. The amount generated by this  $\frac{1}{2}$  cent sales tax is only 85% of the amount generated by the Parks Sales Tax (see below), due to a State law requirement that 15% of this total amount will be shared with the Sales Tax Pool.

The historical trend for this sales tax is as shown below. Revenues increased significantly in 2008 due to the closure of the Chesterfield Valley TIF.

| Year       | 2002      | 2003      | 2004      | 2005      | 2006      | 2007      | 2008      | 2009      | 2010      | 2011      |
|------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Amount     | 3,860,073 | 3,761,895 | 3,940,005 | 4,230,947 | 4,178,612 | 4,409,115 | 5,346,882 | 4,891,301 | 4,728,203 | 4,728,203 |
| % Increase | 0.1%      | -2.5%     | 4.7%      | 7.4%      | -1.2%     | 5.5%      | 21.3%     | -8.5%     | -3.3%     | 0.0%      |

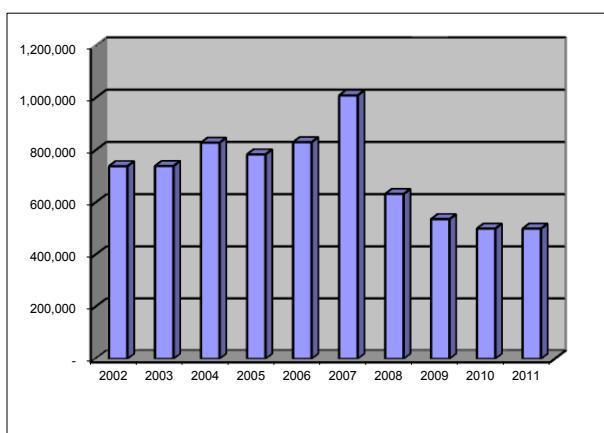
Expenditures include debt service on the bond issue, noted above. For FY2011, we project a debt service payment of \$1,996,601. The chart that follows lists debt service payments, since 2002, from this source. Please note that we currently project repayment of this debt in 2019, with annual debt service payments fluctuating between \$1.99 million and \$2.06 million.

| Year       | 2002      | 2003      | 2004      | 2005      | 2006      | 2007      | 2008      | 2009      | 2010      | 2011      |
|------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Amount     | 2,115,557 | 2,115,557 | 2,120,255 | 2,115,478 | 2,112,287 | 2,051,119 | 1,987,398 | 1,986,728 | 1,978,376 | 1,996,601 |
| % Increase | 0.0%      | 0.0%      | 0.2%      | -0.2%     | -0.2%     | -2.9%     | -3.1%     | 0.0%      | -0.4%     | 0.9%      |

The remaining revenue, from this source, is used annually to fund a variety of capital improvement projects, including major upgrades/improvements to streets and sidewalks, throughout the city. City Council made a policy decision, during FY2010, that, in terms of capital expenditures, this fund would “live within its means”. When revenues increase, the amount spent annually for capital expenditures will also increase.

## **Parks Debt Service 1994**

### Property Tax



The City of Chesterfield levies a \$.03 property tax on all real and personal properties in the City of Chesterfield. Voters approved a property tax in 1994 to pay debt service for \$11 million of general obligation bonds for parks; however, revenue from this source cannot be used for anything else. Property tax revenues for Fiscal Year 2010 are anticipated to be \$500,000. This property tax represents less than  $\frac{1}{2}$  of 1% of the total property tax rate paid by Chesterfield residents, whether they reside in the Parkway or Rockwood School Districts.

There has been significant growth in property taxes, resulting from growing assessed valuations, with the exception of planned reductions in the property tax rate in 2000 and 2008. In 2008, due to this overall growth, the Chesterfield City Council lowered the property tax rate from \$.06/\$100 to its current level of \$.03/\$100 of assessed valuation. See the discussion in intergovernmental taxes for the General fund for a history of assessed valuation for the City.

The historical trend for property tax is as shown below.

| Year       | 2002    | 2003    | 2004    | 2005    | 2006    | 2007      | 2008    | 2009    | 2010    | 2011    |
|------------|---------|---------|---------|---------|---------|-----------|---------|---------|---------|---------|
| Amount     | 739,206 | 740,000 | 829,209 | 784,351 | 831,000 | 1,009,792 | 632,903 | 536,397 | 500,000 | 500,000 |
| % Increase | 0.9%    | 0.1%    | 12.1%   | -5.4%   | 5.9%    | 21.5%     | -37.3%  | -15.2%  | -6.8%   | 0.0%    |

Over the last ten years, the property tax rates have been set as shown below:

| <b>Year</b> | <b>Property<br/>Tax Rate</b> |
|-------------|------------------------------|
| 2002        | \$ 0.06                      |
| 2003        | \$ 0.06                      |
| 2004        | \$ 0.06                      |
| 2005        | \$ 0.06                      |
| 2006        | \$ 0.06                      |
| 2007        | \$ 0.06                      |
| 2008        | \$ 0.03                      |
| 2009        | \$ 0.03                      |
| 2010        | \$ 0.03                      |
| 2011        | \$ 0.03                      |

We anticipate repayment of this entire debt by 2015. At that time, unless action is taken by City Council, this property tax will end.

## **Parks Sales Tax Fund**

### **Sales Tax**

Residents of the City of Chesterfield approved a ½-cent sales tax for parks, in November, 2004. This new tax was levied on April 1, 2005, with actual receipts being received, starting in June, 2005. Sales Tax revenue is projected to be \$5,613,799 for 2011. A conservative approach was taken when projecting 2011 revenues, given current economic conditions. Unlike the ½-cent sales tax for Capital Improvements, the City is able to capture 100% of the revenue, from this source, less a 1% collection fee assessed by the State.

The historical trend of Parks Sales Tax is shown below.

| Year       | 2005      | 2006      | 2007      | 2008      | 2009      | 2010      | 2011      |
|------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Amount     | 3,422,207 | 4,907,397 | 5,179,120 | 6,190,899 | 5,748,769 | 5,613,799 | 5,613,799 |
| % Increase |           | 43.4%     | 5.5%      | 19.5%     | -7.1%     | -2.3%     | 0.0%      |

### **Parks and Recreation Fees**

The City's Parks and Recreation Department charges user fees for both the Chesterfield Valley Athletic Complex and the Family Aquatic Center. Those fees are reflected as revenues, within this fund.

In 2005, the City began operating its own concession stands within all of its facilities. Those revenues are also reflected in the FY2011 budget and are based upon the FY2010 performance of those concession stands.

The historical trend of Parks user fees and concession operations is shown below.

| Year       | 2005    | 2006    | 2007      | 2008    | 2009      | 2010      | 2011      |
|------------|---------|---------|-----------|---------|-----------|-----------|-----------|
| Amount     | 778,846 | 868,600 | 1,012,857 | 977,961 | 1,015,662 | 1,037,145 | 1,025,474 |
| % Increase |         | 11.5%   | 16.6%     | -3.4%   | 3.9%      | 2.1%      | -1.1%     |

Total revenues within this fund are budgeted to cover debt service payments and operational expenses. Several bond issues have been approved by City Council, which are financing the dramatic growth of our Parks and Recreation infrastructure. For each issuance, we have included the amount of annual debt service and the projected date by which this debt will be retired in the debt service section of this report. Shown below is a summary of total paid annually by this fund, for debt service.

| Year       | 2005    | 2006      | 2007      | 2008      | 2009      | 2010      | 2011      |
|------------|---------|-----------|-----------|-----------|-----------|-----------|-----------|
| Amount     | 920,050 | 1,527,884 | 1,569,868 | 1,620,827 | 2,666,890 | 2,723,356 | 2,777,605 |
| % Increase |         | 66.1%     | 2.7%      | 3.2%      | 64.5%     | 2.1%      | 2.0%      |

The following chart details total annual operational expenditures, funded by the revenues detailed above, after subtracting annual debt service payments.

| Year       | 2005      | 2006      | 2007      | 2008      | 2009      | 2010      | 2011      |
|------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Amount     | 2,651,297 | 2,881,166 | 3,487,726 | 3,681,644 | 3,515,332 | 3,678,717 | 3,899,126 |
| % Increase |           | 8.7%      | 21.1%     | 5.6%      | -4.5%     | 4.6%      | 6.0%      |

Any amount of total annual revenues exceeding total annual expenditures is added, per City Council direction, to Fund Reserves within this Fund. With the adoption of the FY2011 Budget, total fund reserves are projected to increase to \$3,413,126, with \$723,363 available, above City Council's "40% Policy."

## **Expenditure Assumptions**

The City utilizes the same set of expenditure assumptions for all of its funds. Personnel costs are budgeted at the position level and include a budgeted increase of 3% for 2011, with the exception of health insurance which is assumed to increase 10% and the cost of employees who become eligible for the retirement plan in 2010. Contracts and commodities are budgeted at known values and assumed at 3% increases, if no actual value is known. Finally, capital items are budgeted at actual surveyed costs, plus 3% for inflation, prior to purchase.

### **NEW PERSONNEL AND PROGRAMS**

#### **New Personnel**

The City is budgeting for no new personnel in FY2011

#### **New Programs**

The City plans to finish Phase II of the Parks Master Plan. The costs of the daily operation of this plan are included in the Parks Sales Tax Fund. Parts of the plan will generate revenue during the year and in future years. However, these amounts are unknown and unpredictable at this point in time. So they were not included in the budgeted revenues. Any excess revenues will be used to build up reserves.

### **CAPITAL EXPENDITURES AND THE EFFECT OF OPERATIONS FROM CAPITAL EXPENDITURES**

The City defines capital expenditures as items with an expected life of over one year and a value over \$5,000, with the exception of infrastructure assets. Infrastructure assets are defined as streets with a cost of at least \$250,000 and sidewalks with a cost of at least \$50,000. The City does consider infrastructure maintenance as a capital expenditure even if the maintenance does not create a new asset. Capital expenditures represent the second largest portion of the City's

budget as a whole. In 2011, capital expenditures are budgeted at \$14.2 million or 33% of total expenditures.

The vast majority, or \$10.9 million of those expenditures, will occur within the Capital Projects Funds. The Capital Projects Funds are used to account for significant non-routine capital expenditures. Bond issues in 2005, 2008, and 2009 primarily financed the Capital Projects Funds. \$0.9 million will be spent on completing infrastructure in the Chesterfield Valley and \$10.0 million will be spent on Parks Construction Phase II. Parks Construction Phase II projects are detailed in the Capital Projects Fund section. The City initiates these projects based on resident feedback and careful deliberation by the City Council. Many of these projects are planned years in advance with careful attention paid to the cost of maintaining them in the future. The City will absorb the cost of ongoing maintenance, once the projects are complete, through the Capital Improvement Sales Tax Fund and the Parks Sales Tax Fund. The five year forecast used to complete the FY2011 budget, included the long-term projected impact of these projects.

The General Fund will spend only \$754,400 or 4.2% of its total budget on capital expenditures. General Fund capital expenditures are considered routine and have no significant impact on the General Fund Budget. The vast majority of General Fund capital expenditures will be for replacement vehicles for Public Works and Police. The City strives to maintain all purchased assets and continue their life span for as long as possible to reduce capital expenditures in the General fund. The City maintains a replacement plan for all City assets and that plan, along with physical evaluation of the equipment, was used in the creation of this budget and the five-year forecast.

The remaining portion of capital expenditures is incurred by the Capital Improvement Sales Tax Fund and the Parks Sales Tax Fund. The Capital Improvement Sales Tax Fund is budgeted to spend \$2.4 million in 2011. The majority of this money will be used for street reconstruction. The Department of Planning and Public Works monitors and analyzes the inventory and condition rating of the City's infrastructure. They use this analysis to establish priorities during development of the reconstruction plan. The maintenance plan was used in the creation of this budget and the five-year forecast. The Parks Sales Tax Fund is budgeted to spend \$168,000 on replacement equipment. This equipment is part of the replacement plan described above.

## FUTURE BUDGET TRENDS

While 2011 is focused on continuing current service levels and maintaining a balanced budget, future budget trends offer a mix of positive developments and new challenges.

In the General Fund, the City continues to be challenged with balancing current revenues with increasing service demands. Sales tax sharing means that the City does not directly benefit from the success of Chesterfield businesses. As we close out FY2010, the City will lose just over one-half of the 1% County-wide sales tax, generated within its borders, to the Sales Tax Pool.

As we enter 2011, the United States economy is exiting a severe economic downturn. Due to these economic conditions, the City has budgeted for no increase in sales tax compared to 2010

projected numbers, which were significantly impacted by the recession. The City will actively monitor sales tax receipts throughout 2011 and amend the budget if necessary.

## FUND HIGHLIGHTS

### General Fund

The General Fund is the main operating fund of the City and for 2011 it represents 41.3% of all expenditures. The 13.0% decrease in expenditures from 2010 to 2011 represents a reduction in planned capital item purchases, a significant commitment to monitor expenses by all departments and reductions made, during 2010, due to a conscious effort to “right-size” our organization.

### Special Revenue Funds

The Capital Improvement Sales Tax Fund saw revenue decreases in 2010 of 20.9%, due to the recession’s impact on sales tax and a large one-time grant that was received in 2009. The fund uses the ½-cent sales tax it collects to fund street and sidewalk projects, on a citywide basis, in addition to funding debt service payments for outstanding debt issues R&S I and R&S II. The Capital Improvement Sales Tax Fund is projected to spend its available resources in 2011.

The Parks Sales Tax Fund saw a revenue decrease of 2.2%. This was due to a slight decrease in sales tax from 2009 but an increase in charges for services from parks facilities. The fund uses the ½-cent sales tax it collects to fund the entire Parks and Recreation operation as well as to fund debt service payments, for the 2005, 2008, 2009A and 2009B Parks Bonds. In 2011, the fund anticipates transferring approximately \$2.8 million for those debt payments.

### Capital Project Funds

A Parks Construction Fund is utilized to track the proceeds of the 2005 Parks Bond Issue. It is anticipated that this fund will expend all of its available resources in 2011.

The City recently began Phase II of the Parks Construction Plan. Near the end of 2008, the City issued \$4.7 million in debt to finance the initial phase of construction. In addition, the City issued \$10.3 million in debt to finance the rest of the construction. The debt will be serviced by the ½-cent parks sales tax already in place. The City anticipates spending all available resources in these funds during 2011.

A Chesterfield Valley Special Allocation Fund is utilized to track the unspent revenues from the TIF funds. In 2011, the fund is anticipated to spend the remaining funds for TIF projects.

### Debt Service Funds

The Parks 1998 Debt Service Fund collects revenues from the City’s only property tax levy (currently \$.03 per \$100 of assessed valuation) to finance annual debt service payments. The proceeds of the original debt issue were used to purchase what is now Central Park in the City. The bond was refinanced in 2008. The debt is scheduled to be retired in 2015.

All other debt service funds contain only the “payments out” for debt service and a corresponding “transfer in” from another fund. Any other small revenues reflect interest earned on funds between payment dates. The General Fund transfers funds for the Public Works Facility and City Hall debt service funds, the Capital Improvement Sales Tax Fund finances R&S I and R&S II, and the Parks Sales Tax Fund finances the 2005, 2008, 2009A, and 2009B Parks Bonds.

That concludes the “executive summary” of the FY2011 Budget. If you have any questions or would like additional information, please let us know.

Sincerely,



Michael G. Herring  
City Administrator



Kelly L. Vaughn  
Director of Finance and Administration



## **Principal Officials**

Acting Mayor

Barry Flachsbart

City Council

Barry Flachsbart  
Matt Segal  
Bruce Geiger  
Lee Erickson  
Mike Casey  
Randy Logan  
Connie Fults  
Robert Nation

### **Other City Officials:**

City Administrator

Michael G. Herring

Assistant City Administrator-  
Community Services & Economic Dev

Libbey Malberg

Director of Finance & Administration

Kelly L. Vaughn

Police Chief

Ray Johnson

Director of Planning and Public Works/  
City Engineer

Michael O. Geisel

City Clerk

Judy Naggiar



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## CITY OF CHESTERFIELD MISSION STATEMENT

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The City of Chesterfield is a strong, vibrant community that encourages interaction among residents, businesses and civic organizations which is accomplished through innovative approaches to community and neighborhood planning.

The City of Chesterfield is committed to excellence in service and overall quality of life:

- By being the City of choice in the St. Louis Region within which to live, work, play and visit;
- By partnering with residents, businesses, civic organizations and governments to forge a sense of community;
- By providing and seeking quality in each area of service;
- By providing and encouraging cultural and recreational facilities and activities;
- By enhancing property values;
- By ensuring a secure and responsible environment.

Mission Statement  
Adopted by City Council  
July 31, 1999  
Amended by City Council  
October 6, 2001



## STRATEGIC PLAN

### PRESENT STATE

#### Who the City serves:

- #1 Residents
- #2 Businesses
- #3 Visitors

#### What the City offers:

- ✓ Good municipal services (but limited)
- ✓ Fiscally responsible policies and management
- ✓ Good property values
- ✓ Government provides forum for leadership to build, accomplish and shape community consensus
- ✓ City with direction both internally (operations) and within the region
- ✓ Cost control of city operations
- ✓ Quality
- ✓ Professionally managed city
- ✓ Encouragement for a variety of housing and economic development opportunities

#### Quality standards and actions of the City:

- ✓ Quality systems and processes to deliver services
- ✓ Always maintaining and improving services
- ✓ Looking to expand services based on needs and availability of funding sources
- ✓ Interaction with neighborhoods and community groups

## **STRATEGIC PLAN**

### **FUTURE STATE**

#### Who the City serves:

- #1 Residents
- #2 Businesses
- #3 Visitors

#### What the City offers:

- ✓ Provide quality municipal services
- ✓ Enhance and preserve property values:
  - Emphasize quality residential areas and diversity of businesses
  - Continue to encourage reinvestment in commercial real estate and housing
  - Support and maintain rehabilitation for housing
- ✓ Focus resources for community development
  - Innovative in approach to neighborhood design
  - Provide recreational and cultural facilities and programs
- ✓ Continue to develop and maintain the spirit and image of a "community"
- ✓ Maintain and improve external infrastructure
- ✓ Work in partnership with business
  - Provide incentives and support for businesses
- ✓ Provide a friendly environment for diverse educational institutions and partnering with schools
- ✓ Provide recreational and cultural facilities and programs
- ✓ Provide leadership in community consensus building
- ✓ Professionally managed city

#### Quality standards and actions of the City:

- ✓ Looking for new and innovative ways to improve services
- ✓ Quality systems and processes for all services delivered
- ✓ Interaction with neighborhood, community and business groups

#### Image people have of Chesterfield:

- ✓ Safe and secure community
- ✓ Place of first choice to live, work and play; family-oriented community with excellent schools
- ✓ Regional leader

## **STRATEGIC PLAN**

- ✓ Recreation and entertainment facilities and businesses
- ✓ Open space
- ✓ Corporate offices and professional environment

### Economic development policy:

- ✓ Mix of business types, sizes; broad and expanded revenue base and employment
- ✓ More focus on small business and independently-owned businesses, with opportunities for corporate development; in office parks
- ✓ Little dependence on large businesses

### Leadership style of the City:

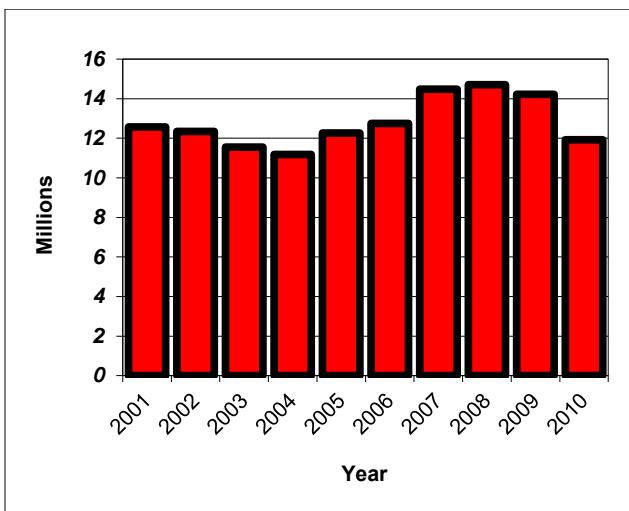
- ✓ Building community consensus
- ✓ Moving in an agreed direction
- ✓ Leader within the St. Louis Region



## MAJOR BUDGET POLICIES

### Fund Reserve Level

The City attempts to maintain a reserve level of a minimum of 40% of general fund expenditures including all operating transfers out. This is considered a prudent reserve level for meeting unanticipated expenditure requirements, a major revenue shortfall, or an emergency. The budget for fiscal year 2011 meets that goal with a 68% or \$12,270,439 unbudgeted fund balance as of December 31, 2011.



### Pay Structure

The City has adopted a policy of paying in the top five for all cities by position in the region. A market study is completed and pay grades are updated periodically. The City adjusts pay scales each January 1 based on the prior June Consumer Price Index (CPI).

### Annual Salary Adjustments

One of the perennial issues for City governments during the budget process concerns annual pay increases for City employees. The 2011 budget includes 3% for merit pay increases, as recommended by the City Council during the preparation of the budget.

### Capital Asset Expenditure

Expenditures of \$5,000 or more on items having an expected life of over a year are normally considered to be capital assets for the purpose of classification of expenditures. The City budget appropriates General Fund monies for those capital assets used to provide services within the normal operation.

### Revenue Policy

The City attempts to maintain a diversified revenue system to shelter it from short-run fluctuations in any one revenue source. The City considers market rates and charges levied by other public and private organizations for similar services in establishing rates, fees and charges. The City attempts to establish user charges and fees at a level related to the cost of providing the service.

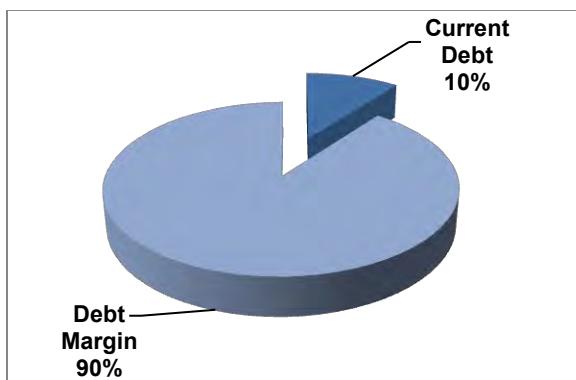
### Debt Management

Bonded indebtedness is limited by Sections 95.115 and 95.120 of the Missouri Revised Statutes (1986) to 10% of the assessed value of taxable tangible property. Based on the

2010 assessed valuation of \$1,876,131,525, the City's legal debt limit is \$187,613,152.

The City has \$4.170 million in general obligation bonds for parks and \$15.155 million in general obligation bonds for street and sidewalk improvements outstanding. In addition, the City has \$0.99 million in certificates of participation for the construction of a Public Works Facility, \$13.48 million in certificates of participation for the construction of a City Hall and \$36.67 million in certificates of participation for parks projects. The certificates of participation, however, do not count against the City's legal debt limit.

The City has a legal debt margin of \$168,288,152.



The City reviews each potential issue of debt either in house or through an independent financial advisor on a case-by-case basis.

The maintenance of a high fund balance in the General Fund provides the necessary cash to avoid the need for short-term borrowing.

The City confines long-term borrowing to capital improvements or projects that cannot be financed from current revenues, and where the issuance of long-term debt is required, it pays back the bonds within a period not to

exceed the expected useful life of the project.

The City attempts to keep the average maturity of general obligation bonds at or below 20 years which approximates the useful life of assets built with debt proceeds.

When practical, the City uses special assessments, revenues, tax increment or other self-supporting bonds.

The City does not incur long-term debt to support current operations.

The City maintains a sound relationship with all bond-rating agencies and keeps them informed about current capital projects.

## Capital Improvement Projects

The City appropriates funds from the General Fund for the planning, acquisition, and construction of major capital facilities. In addition, the City uses its ½-cent Capital Improvement Sales Tax Fund for streets and sidewalks. This includes reconstructing streets, sidewalks, storm sewers, and highway beautification projects. These projects are not normally considered ongoing or regular maintenance.

In addition, the City has issued general obligation bonded debt and certificates of participation for the planning, acquisition, and construction of major capital facilities. This includes buildings, storm sewers, and highway beautification projects. These projects are not normally considered ongoing or regular maintenance either.

The financial integrity of the City's operating debt service and capital improvement budgets are maintained in order to provide services, construct and maintain public facilities, streets and utilities.

The City updates its five-year forecast on an annual basis to plan for the acquisition of capital equipment and resources to pay for those acquisitions. The City coordinates decision making for the capital improvement budget with the operating budget to make effective use of the City's limited resources for operating and maintaining existing services and facilities.

The City attempts to maintain all of its assets at a level adequate to protect the City's capital investments and to minimize future maintenance and replacement costs.

### **Cash and Investment Policy**

State statutes authorize Missouri local governments to invest in obligations of the United States Treasury and United States agencies, obligations of the State of Missouri, or the City itself, time deposit certificates and repurchase agreements. It is the policy of the City of Chesterfield to invest public funds in a manner which will provide the highest investment return with the maximum security while meeting the daily cash flow demands of the City and conforming to all state and local statutes governing the investment of public funds.

The City has a formal cash and investment policy on file that stipulates the objectives, delegation of authority, ethics and conflicts of interest, authorized financial dealers and institutions, authorized and suitable investments, collateralization, safekeeping and custody, diversification, maximum maturities, internal controls, performance standards, and reporting requirements.

### **Balanced Budget Defined**

In accordance with Missouri Statutes, a balanced budget for the City is defined as

available fund reserves plus estimated revenues equal or greater than estimated appropriations.



## BUDGET PROCESS

The annual budget process is designed to meet the requirements of the ordinances of the City of Chesterfield and the statutes of the State of Missouri.

During the beginning of July of each year, the Director of Finance and Administration prepares a budget calendar, a copy of which is included in this document. This calendar outlines the process through budget adoption and implementation.

The budget documents and instructions are distributed by the Director of Finance and Administration to all of the departments. Each of the departments prepares their individual budgets while the Director of Finance and Administration prepares revenue estimates for the upcoming year.

The Department Heads submit budget requests to the Director of Finance and Administration who reviews them and requests additional information, if necessary. The City Administrator and Director of Finance and Administration meet with each Department Head to review the budget requests. Based on these meetings, the City Administrator submits a proposed budget to the Mayor and City Council.

The Mayor and City Council hold a budget work session as a Finance and Administration Committee-of-the-Whole to review the entire proposed budget. In addition, the City Council holds a public hearing to formally present the budget. Notice of this hearing is given by publication in a newspaper of general circulation in the City at least one week prior to the time of the hearing. A copy of the budget document is available for public inspection in the Department of Finance and Administration for at least 10 days prior to the passage of the budget by City Council.

Following the work session and a public hearing, the City Council adopts the budget by resolution, which goes into effect on the first day of January.

After the budget is adopted, it can be amended as shown below:

The annual budget may be revised by voice motion by a majority vote of the City Council. No revision of the budget is allowed to increase the budget in the event that funds are not available.

Department Heads may make transfers within their department budget up to \$2,500 with prior approval of the Director of Finance and Administration.

Department Heads may make transfers within their department from \$2,500 up to \$5,000 with prior approval of the Director of Finance and Administration and the City Administrator.

Transfers within department budgets over \$5,000 may be made only with prior approval of a majority of the City Council by voice motion.

Budget transfers between departments must be approved by a majority of the members of the City Council by voice motion.

Budget transfers from contingency accounts must be approved prior thereto by a majority of the members of the City Council by voice motion.



## FISCAL YEAR 2011 BUDGET CALENDAR

- |   |   |
|---|---|
| August 1 to<br>August 31, 2011              | - Director of Finance and Administration prepares budget instructions.  |
| September 1, 2011                           | - Director of Finance and Administration distributes budget documents and instructions to departments.  |
| September 1, 2011 to<br>September 23, 2011  | - Department Heads/Supervisors conduct internal department meetings to analyze and prepare budget goals and departmental requests.<br><br>Department of Finance and Administration prepares estimates of personnel costs, fixed charges and non-departmental items and revenue estimates. |
| September 12, 2011                          | - All departments submit personnel requests to Director of Finance and Administration.  |
| September 13, 2011 to<br>September 21, 2011 | - Director of Finance and Administration prepares estimates of 2011 actual and 2012 estimated payroll costs and posts figures in budget program.  |
| September 22, 2011                          | - Departmental requests for 2012 are returned to the Director of Finance and Administration.<br><br>All departments submit 2012 budget goals to Director of Finance and Administration.   |
| September 22, 2011 to<br>September 28, 2011 | - Department of Finance and Administration does preliminary review of budgets and obtains additional information from departments, if needed.<br><br>Director of Finance and Administration prepares consolidation of budget requests and finalizes revenue estimates.                    |
| September 29, 2011 to<br>October 11, 2011   | - City Administrator and Director of Finance and Administration meet with Department Heads to discuss budget requests.  |
| October 11, 2011 to<br>October 19, 2011     | - Director of Finance and Administration prepares supplemental information for budget document in conjunction with application for Government Finance   |

Officer's Associations Distinguished Budget Presentation Award.

City Administrator and Director of Finance and Administration meet to review revenue estimates and budget document prior to submission to City Council.

City Administrator completes budget message.

- October 20, 2011
  - City Administrator submits entire proposed budget document to City Council.
- October 24, 2011
  - Finance and Administration Committee reviews budget
- November 7, 2011
  - City Council meets as an F&A "Committee of the Whole" at a budget workshop.
- November 11, 2011
  - Director of Finance and Administration publishes notice of public hearing.
- November 11, 2011 to November 15, 2011
  - Director of Finance and Administration makes final amendments to budget based on City Council recommendations.
- November 21, 2011
  - Entire amended budget document is submitted to City Council.
- December 5, 2011
  - City Administrator presents proposed budget at a Public Hearing prior to regularly scheduled City Council meeting.
- 
- Budget adopted at regular City Council meeting by resolution.
- December 9, 2011
  - Department Heads submit 2011 accomplishments to Director of Finance and Administration.
- December 2, 2011 to December 23, 2011
  - Budget document is finalized for printing.
- December 26, 2011
  - Final budget document is sent to printers.
- December 31, 2011
  -
- January 1, 2012
  - Adopted budget is recorded on the books and goes into effect.
- January 2, 2012
  - Official budget document is distributed.



## BASIS OF BUDGETING

The City of Chesterfield's accounts are organized on the basis of fund and account groups, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liability, fund equity, revenues and expenditures or expenses.

The budgets of governmental funds (for example, the General Fund, special revenue funds, debt service funds and capital project funds) are prepared on a modified accrual basis. Briefly, this means that obligations of the City (for example, outstanding purchase orders) are budgeted as expenditures, but revenues are recognized only when they are available and measurable.

The City of Chesterfield's proposed budget for 2011 has a General Fund, four special revenue funds (Parks Sales Tax Fund, Capital Improvement Sales Tax Trust Fund, Sewer Lateral and Police Forfeiture), nine debt service funds (Parks, Public Works Facility, R&S I, R&S II, City Hall, 2008 Parks Phase II, 2009A Parks Phase II, 2009B Parks Phase II and Prop P) and five capital project funds (Parks Construction Fund, 2008 Parks Construction Phase II Fund, 2009A Parks Construction Phase II Fund, 2009B Parks Construction Phase II Fund, and Special Allocation Fund). The capital project funds are used to account for general capital improvement projects in the City which are not specifically required to be accounted for separately because of long-term financing. The budgets for these funds are also prepared on a modified accrual basis.

Encumbrance accounting, under which purchase orders, contracts, and other commitments for the expenditure of funds are recorded in order to reserve that portion of the applicable appropriation, is employed in the governmental fund types. Since appropriations lapse at year end, outstanding encumbrances are reappropriated in the subsequent fiscal year's budget to provide for the liquidation of the prior commitments.

In Proprietary Funds (Enterprise Funds and Internal Service Funds), the accrual basis of accounting is used. Revenues are recognized in the accounting period in which they are earned. Expenses are recognized in the accounting period in which they are incurred. The City of Chesterfield does not currently have any Proprietary Funds.

The Comprehensive Annual Financial Report (CAFR) shows the status of the City's finances on the basis of "generally accepted accounting principles" (GAAP). In most cases, this conforms to the way the City prepares its budget. The only exception is compensated absences that are expected to be liquidated with expendable available financial resources which are accrued as earned by employees (GAAP) as opposed to being expended when paid (Budget). In addition, gains or losses on investments, depreciation and amortization are not considered budgetary accounts and are excluded from the budgeting system.

## BUDGET PRESENTATION AWARD

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Budget Presentation to the City of Chesterfield for its annual budget for the fiscal year beginning January 1, 2010.

In order to receive this award, a government unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications device.

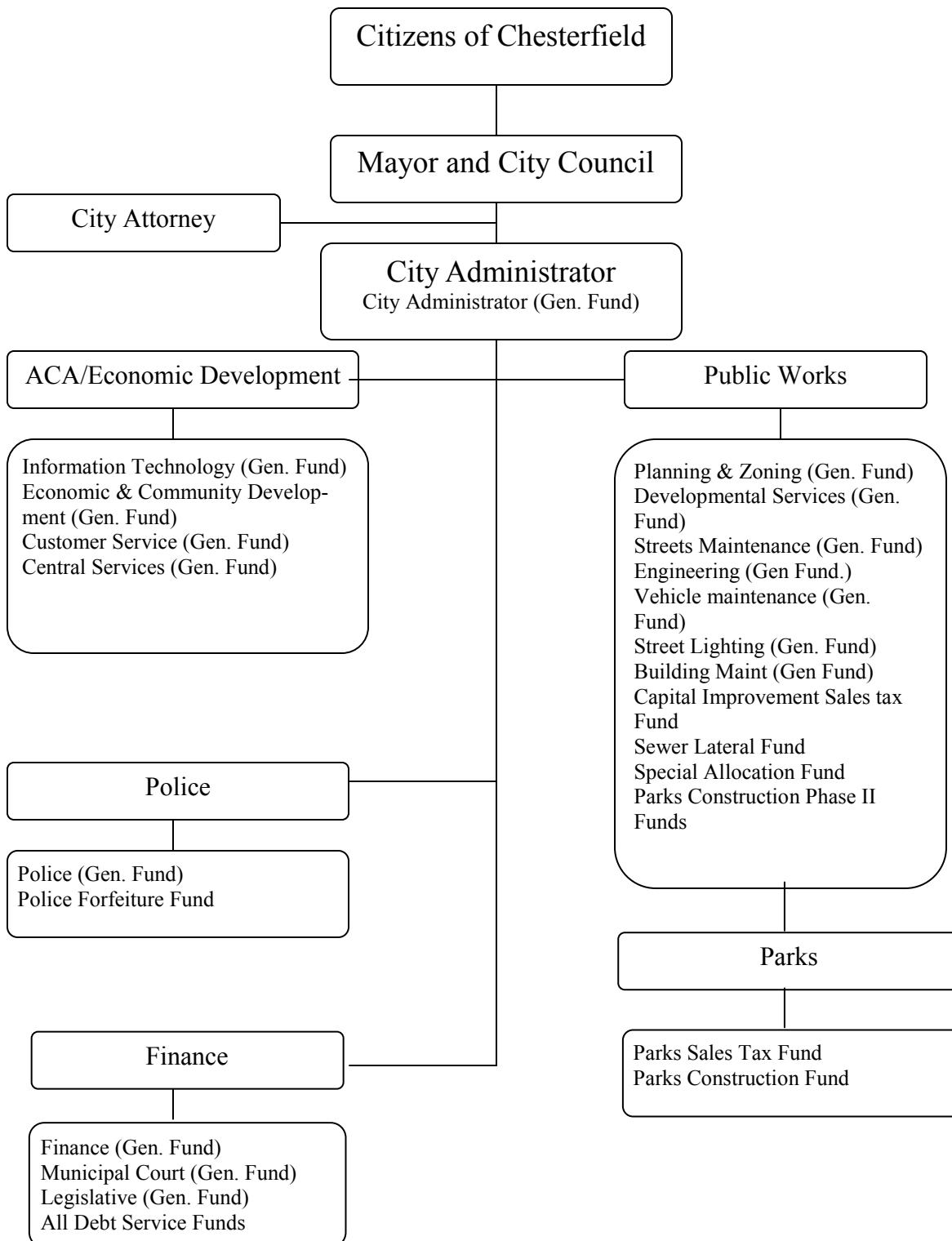
The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to the GFOA to determine its eligibility for another award.



# City of Chesterfield, Missouri

## Organizational Chart

### 2011 Budget

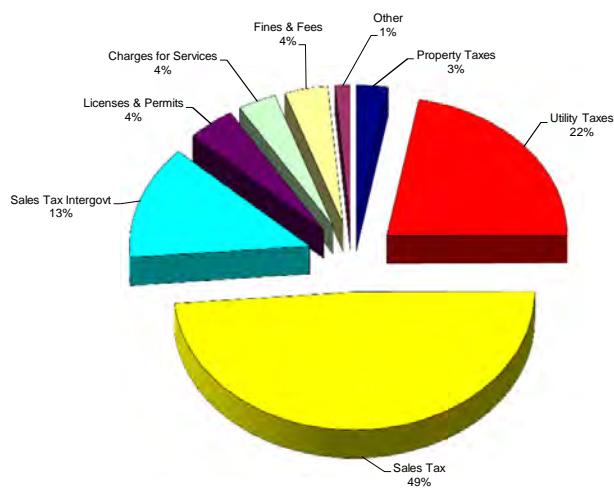




## 2011 Annual Budget

| <b>Combined Statement of Budgeted<br/>Revenues, Expenditures and Changes in<br/>Fund Balance - All Funds</b> | <b>2009<br/>ACTUAL</b> | <b>2010<br/>PROJECTED</b> | <b>2011<br/>BUDGET</b> |
|--|------------------------|---------------------------|------------------------|
| <b>REVENUES:</b>   |                        |                           |                        |
| Property Taxes   | 955,549                | 900,000                   | 920,000                |
| Utility Taxes  | 7,881,477              | 7,145,539                 | 7,154,672              |
| Sales Tax  | 16,212,514             | 15,747,274                | 15,747,274             |
| Intergovernmental Taxes  | 4,360,541              | 4,496,322                 | 4,319,753              |
| Licenses and Permits   | 1,315,006              | 1,372,262                 | 1,392,792              |
| Charges for Services   | 1,145,326              | 1,170,767                 | 1,111,873              |
| Court Receipts   | 1,318,916              | 1,255,368                 | 1,255,372              |
| Other Revenues   | 2,910,787              | 1,246,282                 | 436,393                |
| <b>TOTAL REVENUE</b>   | <b>36,100,116</b>      | <b>33,333,814</b>         | <b>32,338,129</b>      |
| <b>EXPENDITURES</b>  |                        |                           |                        |
| Executive & Legislative  | 79,561                 | 78,298                    | 77,716                 |
| Finance and Administration   | 3,455,393              | 3,918,489                 | 3,728,889              |
| Police   | 8,000,280              | 8,260,306                 | 7,778,885              |
| CA & ACA/Comm Serv and Econ Dev & Cust   | 740,853                | 730,225                   | 650,875                |
| Planning and Public Works  | 28,953,399             | 13,845,179                | 12,837,510             |
| Parks  | 21,127,020             | 12,772,845                | 17,699,838             |
| Capital Items for all dept.  | 1,771,347              | 2,112,336                 | 754,400                |
| <b>TOTAL EXPENDITURES</b>  | <b>64,127,853</b>      | <b>41,717,678</b>         | <b>43,528,113</b>      |
| <b>Change in Fund Balance</b>  | <b>-28,027,737</b>     | <b>-8,383,864</b>         | <b>-11,189,984</b>     |
| <b>Other Financing Sources (Uses)</b>  | <b>10,316,188</b>      | <b>-</b>                  | <b>-</b>               |
| <b>Fund Balance January 1</b>  | <b>54,590,326</b>      | <b>36,878,777</b>         | <b>28,494,913</b>      |
| <b>Fund Balance December 31</b>  | <b>36,878,777</b>      | <b>28,494,913</b>         | <b>17,304,929</b>      |

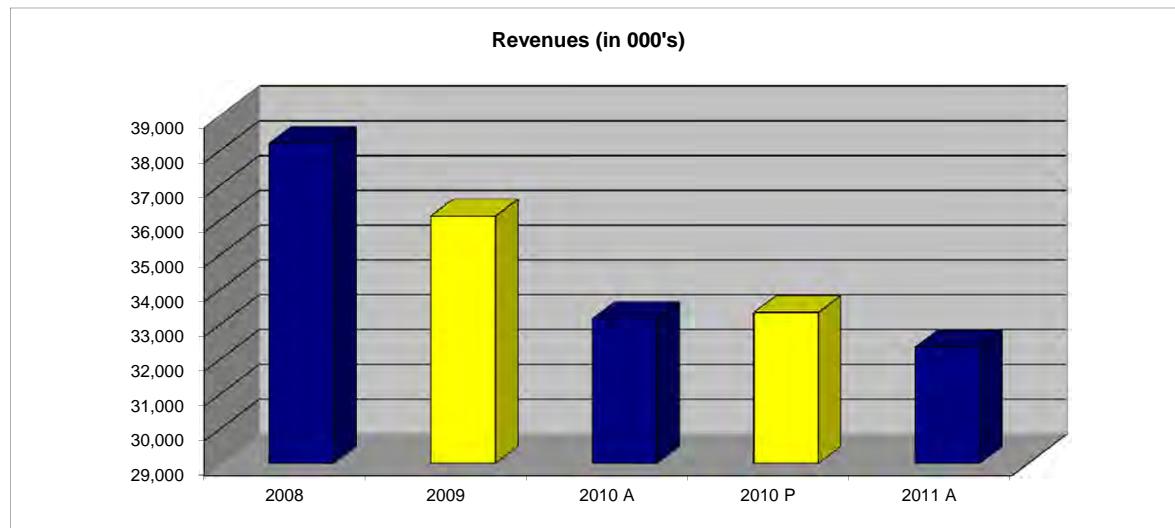
**CITY OF CHESTERFIELD  
2011 BUDGETED REVENUE BY SOURCE**



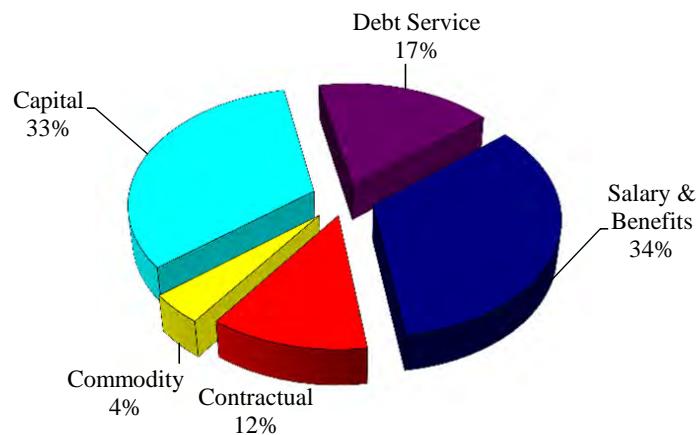
| Fund                                   | Property Taxes | Utility Taxes    | Sales Tax         | Intergovt        | Licenses & Permits | Charges for Services | Fines & Fees     | Other          | Total             |
|--|----------------|------------------|-------------------|------------------|--------------------|----------------------|------------------|----------------|-------------------|
| General Fund                           | -              | 7,154,672        | 5,405,272         | 4,198,796        | 1,392,792          | 86,399               | 1,255,372        | 307,928        | 19,801,231        |
| Capital Improvement Sales Tax          | -              | -                | 4,728,203         | -                | -                  | -                    | -                | 80,500         | 4,808,703         |
| Sewer Lateral                          | 420,000        | -                | -                 | -                | -                  | -                    | -                | 2,000          | 422,000           |
| Parks Sales Tax                        | -              | -                | 5,613,799         | -                | -                  | 1,025,474            | -                | 33,600         | 6,672,873         |
| Parks Construction                     | -              | -                | -                 | -                | -                  | -                    | -                | -              | -                 |
| Parks Construction Phase II            | -              | -                | -                 | -                | -                  | -                    | -                | 1,350          | 1,350             |
| Chesterfield Valley Special Allocation | -              | -                | -                 | -                | -                  | -                    | -                | 6,000          | 6,000             |
| Parks 1998 Debt Service                | 500,000        | -                | -                 | -                | -                  | -                    | -                | 5,000          | 505,000           |
| Non-Major Debt Service Funds           | -              | -                | -                 | 120,957          | -                  | -                    | -                | 15             | 120,972           |
| <b>Totals</b>                          | <b>920,000</b> | <b>7,154,672</b> | <b>15,747,274</b> | <b>4,319,753</b> | <b>1,392,792</b>   | <b>1,111,873</b>     | <b>1,255,372</b> | <b>436,393</b> | <b>32,338,129</b> |
| Percent of Total                       | 3%             | 22%              | 49%               | 13%              | 4%                 | 4%                   | 4%               | 1%             |                   |

**CITY OF CHESTERFIELD**  
**REVENUE SUMMARY BY FUND**

| FUND                                   | Actual<br>2008    | Actual<br>2009    | Adopted<br>2010   | Projected<br>2010 | Adopted<br>2011   | % Change<br>2010 to<br>2011 |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|-----------------------------|
| <b>General</b>                         |                   |                   |                   |                   |                   |                             |
| General fund                           | 22,950,505        | 21,845,126        | 20,218,654        | 20,787,810        | 19,801,231        | -4.75%                      |
|  | <u>22,950,505</u> | <u>21,845,126</u> | <u>20,218,654</u> | <u>20,787,810</u> | <u>19,801,231</u> | <u>-4.75%</u>               |
| <b>Special Revenue</b>                 |                   |                   |                   |                   |                   |                             |
| Police Forfeiture                      | 13,466            | 40,901            | -                 | 61,000            | -                 | -100.00%                    |
| Sewer Lateral                          | 428,148           | 420,269           | 425,400           | 400,000           | 422,000           | 5.50%                       |
| Capital Improvement Sales Tax          | 5,431,544         | 5,978,855         | 5,049,542         | 4,728,203         | 4,808,703         | 1.70%                       |
| Parks Sales Tax                        | 7,402,247         | 6,832,607         | 6,785,051         | 6,685,246         | 6,672,873         | -0.19%                      |
|  | <u>13,275,405</u> | <u>13,272,632</u> | <u>12,259,993</u> | <u>11,874,449</u> | <u>11,903,576</u> | <u>0.25%</u>                |
| <b>Capital Projects</b>                |                   |                   |                   |                   |                   |                             |
| Chesterfield Valley Special Allocation | 277,218           | 205,169           | 25,000            | 16,254            | 6,000             | -63.09%                     |
| Parks Construction                     | 249,831           | 6,315             | 5,000             | 15,000            | -                 | -100.00%                    |
| Parks Construction Phase II            | -                 | 25,665            | 15,000            | 14,289            | 1,350             | -90.55%                     |
|  | <u>527,049</u>    | <u>237,149</u>    | <u>45,000</u>     | <u>45,543</u>     | <u>7,350</u>      | <u>-83.86%</u>              |
| <b>Debt Service</b>                    |                   |                   |                   |                   |                   |                             |
| Parks 1998 Debt Service                | 659,790           | 539,252           | 506,000           | 505,000           | 505,000           | 0.00%                       |
| 2005 Parks Bonds Debt Service          | 1,017             | 32                | -                 | 2                 | -                 | -100.00%                    |
| 2008 Parks Bonds Debt Service          | -                 | 6                 | -                 | -                 | -                 | 0.00%                       |
| 2009B Parks Bonds Debt Service         | -                 | 22,176            | 120,957           | 120,989           | 120,957           | -0.03%                      |
| City Hall Bonds 2004 Debt Service      | 666               | 2                 | -                 | 2                 | -                 | -100.00%                    |
| R&S Series Bonds Debt Service          | 765,018           | 182,743           | -                 | 4                 | -                 | -100.00%                    |
| Pub Works 2002 Debt Service            | 6,651             | 998               | 1,000             | 15                | 15                | 0.00%                       |
|  | <u>1,433,142</u>  | <u>745,209</u>    | <u>627,957</u>    | <u>626,012</u>    | <u>625,972</u>    | <u>-0.01%</u>               |
| <b>TOTAL</b>                           | <b>38,186,101</b> | <b>36,100,116</b> | <b>33,151,604</b> | <b>33,333,814</b> | <b>32,338,129</b> | <b>-2.99%</b>               |



**CITY OF CHESTERFIELD**  
**2011 BUDGET EXPENDITURE BY ELEMENT**



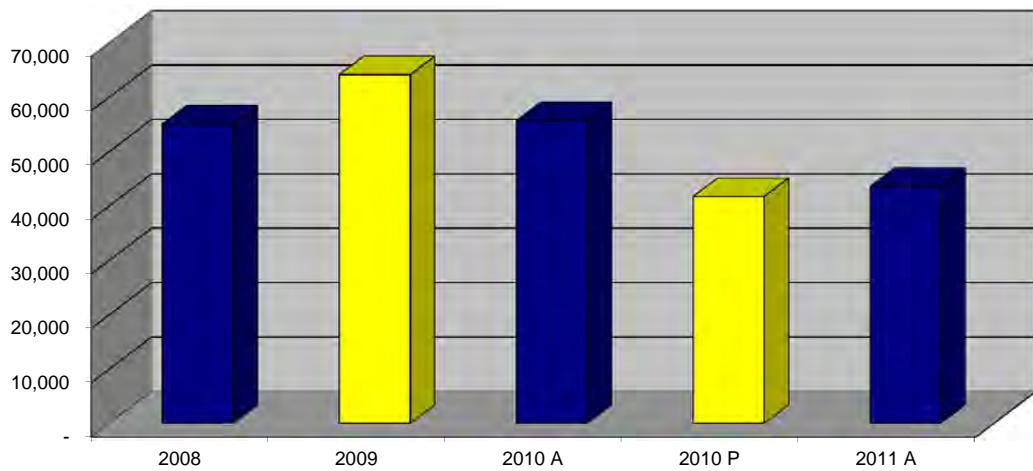
| Fund                                   | Salary & Benefits | Contractual Services | Commodities      | Capital           | Debt Service *   | Total             |
|--|-------------------|----------------------|------------------|-------------------|------------------|-------------------|
| General Fund                           | 12,649,828        | 3,308,942            | 1,267,535        | 754,400           | -                | 17,980,705        |
| Capital Improvement Sales Tax          | 179,869           | 330,000              | -                | 2,375,000         | -                | 2,884,869         |
| Sewer Lateral                          | -                 | 450,000              | -                | -                 | -                | 450,000           |
| Parks Sales Tax                        | 1,904,606         | 1,241,320            | 585,200          | 168,000           | -                | 3,899,126         |
| Chesterfield Valley Special Allocation | -                 | -                    | -                | 882,086           | -                | 882,086           |
| Parks Construction Phase II            | -                 | -                    | -                | 10,009,783        | -                | 10,009,783        |
| Parks 1998 Debt Service                | -                 | -                    | -                | -                 | 892,367          | 892,367           |
| City Hall Bonds 2004 Debt Service      | -                 | -                    | -                | -                 | 1,408,500        | 1,408,500         |
| 2005 Park Bonds Debt Service           | -                 | -                    | -                | -                 | 1,776,742        | 1,776,742         |
| 2008 Park Bonds Debt Service           | -                 | -                    | -                | -                 | 372,900          | 372,900           |
| 2009A Park Bonds Debt Service          | -                 | -                    | -                | -                 | 401,528          | 401,528           |
| 2009B Park Bonds Debt Service          | -                 | -                    | -                | -                 | 347,392          | 347,392           |
| R&S Series Bonds Debt Service          | -                 | -                    | -                | -                 | 1,997,228        | 1,997,228         |
| Pub Works 2002 Debt Service            | -                 | -                    | -                | -                 | 224,887          | 224,887           |
| <b>Totals</b>                          | <b>14,734,303</b> | <b>5,330,262</b>     | <b>1,852,735</b> | <b>14,189,269</b> | <b>7,421,544</b> | <b>43,528,113</b> |
|  | Percent of Total  | 34%                  | 12%              | 4%                | 33%              | 17%               |

\* In order to clarify expenditure types, operating transfers have been eliminated from debt transactions, it should be noted:  
 City Hall and Pub Works bonds are funded by transfers from the General Fund  
 R&S Series bonds are funded by transfers from the Capital Improvement Sales Tax Fund  
 2005, 2008, 2009A, and 2009B Park Bonds are funded by a transfer from the Parks Sales Tax Fund

**CITY OF CHESTERFIELD**  
**APPROPRIATIONS SUMMARY BY FUND**

| FUND                                   | Actual<br>2008 | Actual<br>2009 | Adopted<br>2010 | Projected<br>2010 | Adopted<br>2011 | % Change<br>2010 to<br>2011 |
|--|----------------|----------------|-----------------|-------------------|-----------------|-----------------------------|
| <b>General</b>                         |                |                |                 |                   |                 |                             |
| General fund                           | 19,097,132     | 19,529,413     | 19,212,405      | 20,676,277        | 17,980,705      | -13.04%                     |
|  | 19,097,132     | 19,529,413     | 19,212,405      | 20,676,277        | 17,980,705      | -13.04%                     |
| <b>Special Revenue</b>                 |                |                |                 |                   |                 |                             |
| Police Forfeiture                      | 28,589         | 25,039         | -               | 30,211            | -               | 0.00%                       |
| Sewer Lateral                          | 586,047        | 427,305        | 430,000         | 400,000           | 450,000         | 12.50%                      |
| Capital improvement sales tax          | 4,440,923      | 4,863,748      | 3,600,687       | 3,746,072         | 2,884,869       | -22.99%                     |
| Parks sales tax                        | 3,681,644      | 3,515,332      | 3,793,806       | 3,678,717         | 3,899,126       | 5.99%                       |
|  | 8,737,203      | 8,831,424      | 7,824,493       | 7,855,000         | 7,233,995       | -7.91%                      |
| <b>Capital Projects</b>                |                |                |                 |                   |                 |                             |
| Chesterfield Valley Special Allocation | 9,546,174      | 4,543,378      | 1,926,079       | 500,000           | 882,086         | 76.42%                      |
| Parks Construction                     | 5,715,782      | 10,350,793     | 6,100,838       | 2,259,622         | -               | -100.00%                    |
| Parks Construction Phase II            | 123,289        | 4,107,258      | 13,293,340      | 3,107,308         | 10,009,783      | 222.14%                     |
|  | 15,385,245     | 19,001,429     | 21,320,257      | 5,866,930         | 10,891,869      | 85.65%                      |
| <b>Debt Service</b>                    |                |                |                 |                   |                 |                             |
| Parks 1998 Debt Service                | 6,177,538      | 464,166        | 882,278         | 882,853           | 892,367         | 1.08%                       |
| City Hall Bonds 2004 Debt Service      | 1,035,373      | 1,062,210      | 1,387,590       | 1,386,994         | 1,408,500       | 1.55%                       |
| 2005 Parks Bonds Debt Service          | 1,621,480      | 1,672,179      | 1,720,928       | 1,724,327         | 1,776,742       | 3.04%                       |
| 2008 Parks Bonds Debt Service          | -              | 375,265        | 373,100         | 373,100           | 372,900         | -0.05%                      |
| 2009A Parks Bonds Debt Service         | -              | 578,668        | 399,028         | 399,526           | 401,528         | 0.50%                       |
| 2009B Parks Bonds Debt Service         | -              | 63,359         | 345,592         | 347,392           | 347,392         | 0.00%                       |
| R&S Series Bonds Debt Service          | 2,784,636      | 12,321,937     | 1,978,376       | 1,979,002         | 1,997,228       | 0.92%                       |
| Pub Works 1994 Debt Service            | 230,359        | 227,803        | 225,563         | 226,277           | 224,887         | -0.61%                      |
|  | 11,849,386     | 16,765,587     | 7,312,455       | 7,319,471         | 7,421,544       | 1.39%                       |
| <b>TOTAL</b>                           | 55,068,966     | 64,127,853     | 55,669,610      | 41,717,678        | 43,528,113      | 4.34%                       |

**Expenses (in 000's)**



**City of Chesterfield**  
**Personnel Requirements**  
**(Full Time Equivalents)**

| Department             | 2009<br>Actual | 2010<br>Actual | 2011<br>Adopted | % Change<br>2010/2011 |
|------------------------|----------------|----------------|-----------------|-----------------------|
| Mayor & Council        | 9.00           | 9.00           | 9.00            | 0%                    |
| Finance & Admin.       | 13.50          | 12.00          | 12.00           | 0%                    |
| Police                 | 98.00          | 92.00          | 92.00           | 0%                    |
| City Admin/Econ Dev    | 4.50           | 3.00           | 3.00            | 0%                    |
| Cust Serv/Central Serv | 4.00           | 3.00           | 3.00            | 0%                    |
| Public Works           | 71.00          | 62.00          | 62.00           | 0%                    |
| Parks Sales Tax Fund   | 34.00          | 33.00          | 34.00           | 3%                    |
| Capital Sales Tax Fund | 2.50           | 2.00           | 2.00            | 0%                    |
| <b>TOTAL</b>           | <b>236.50</b>  | <b>216.00</b>  | <b>217.00</b>   | <b>0%</b>             |

|                                   |        |        |        |
|-----------------------------------|--------|--------|--------|
| Population:                       | 46,802 | 46,802 | 46,802 |
| Employees per 1,000<br>Residents: | 5.05   | 4.62   | 4.64   |

**2011 Changes:**

The City anticipates hiring 1 parks employee in 2011.

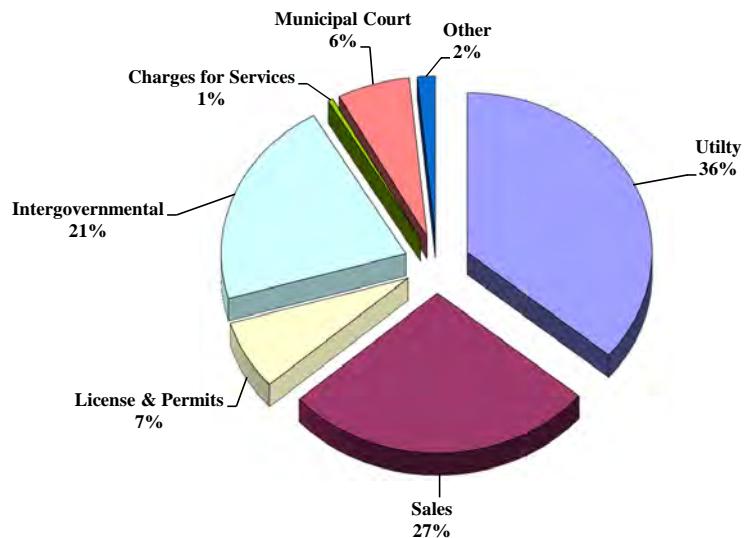
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## 2011 Annual Budget

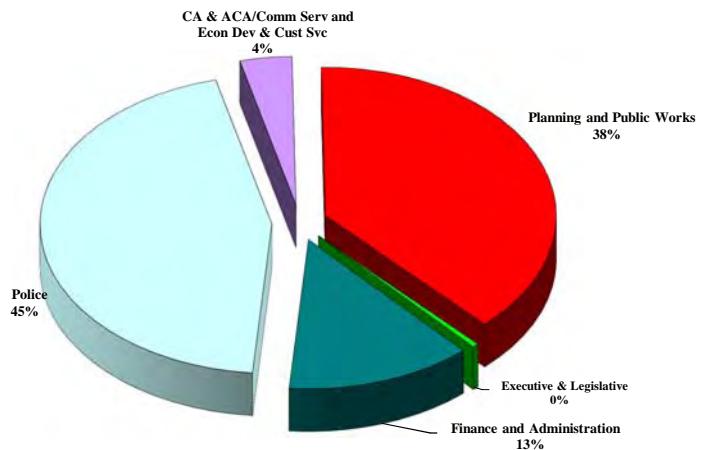
| <b>Combined Statement of Budgeted<br/>Revenues and Expenditures -<br/>General Fund</b> | <b>2009<br/>ACTUAL</b> | <b>2010<br/>PROJECTED</b> | <b>2011<br/>BUDGET</b> |
|--|------------------------|---------------------------|------------------------|
| <b>FUND BALANCE, JANUARY 1</b>   | 14,701,316             | 14,223,588                | 11,993,927             |
| <b>REVENUES:</b>   |                        |                           |                        |
| Utility Taxes  | 7,881,477              | 7,145,539                 | 7,154,672              |
| Sales Tax  | 5,572,444              | 5,405,272                 | 5,405,272              |
| Intergovernmental  | 4,287,464              | 4,314,365                 | 4,198,796              |
| Licenses and Permits   | 1,315,006              | 1,372,262                 | 1,392,792              |
| Charges for Services   | 129,664                | 133,622                   | 86,399                 |
| Court Receipts   | 1,318,916              | 1,255,368                 | 1,255,372              |
| Other Revenues   | 1,340,155              | 1,161,382                 | 307,928                |
| <b>TOTAL REVENUE</b>   | 21,845,126             | 20,787,810                | 19,801,231             |
| <b>TOTAL AVAILABLE FUNDS</b>   | 36,546,442             | 35,011,398                | 31,795,158             |
| <b>EXPENDITURES</b>  |                        |                           |                        |
| Executive & Legislative  | 79,561                 | 78,298                    | 77,716                 |
| Finance and Administration   | 2,393,183              | 2,531,495                 | 2,320,389              |
| Police   | 7,975,241              | 8,230,095                 | 7,778,885              |
| CA & ACA/Comm Serv and Econ Dev & Cust Svc   | 740,853                | 730,225                   | 650,875                |
| Planning and Public Works  | 6,569,228              | 6,993,828                 | 6,398,440              |
| Capital Items for all dept.  | 1,771,347              | 2,112,336                 | 754,400                |
| <b>TOTAL EXPENDITURES</b>  | 19,529,413             | 20,676,277                | 17,980,705             |
| <b>Transfers To/From Other Funds</b>   | (2,793,441)            | (2,341,194)               | (1,544,014)            |
| <b>FUND BALANCE, DECEMBER 31</b>   | 14,223,588             | 11,993,927                | 12,270,439             |

## CITY OF CHESTERFIELD GENERAL FUND REVENUES BY SOURCE



|                              | Actual<br>2008 | Actual<br>2009 | Adopted<br>2010 | Projected<br>2010 | Adopted<br>2011 | % Change<br>2009 to<br>2010 | % of<br>Total |
|------------------------------|----------------|----------------|-----------------|-------------------|-----------------|-----------------------------|---------------|
| <b>Utility Taxes</b>         | 8,173,974      | 7,881,477      | 6,981,053       | 7,145,539         | 7,154,672       | 0.13%                       | 36.13%        |
| <b>Sales Taxes</b>           | 6,097,367      | 5,572,444      | 5,756,509       | 5,405,272         | 5,405,272       | 0.00%                       | 27.30%        |
| <b>License &amp; Permits</b> | 1,325,225      | 1,315,006      | 1,323,714       | 1,372,262         | 1,392,792       | 1.50%                       | 7.03%         |
| <b>Intergovernmental</b>     | 4,331,256      | 4,287,464      | 4,325,016       | 4,314,365         | 4,198,796       | -2.68%                      | 21.20%        |
| <b>Charges for Services</b>  | 110,150        | 129,664        | 101,574         | 133,622           | 86,399          | -35.34%                     | 0.44%         |
| <b>Municipal Court</b>       | 1,195,231      | 1,318,916      | 1,346,969       | 1,255,368         | 1,255,372       | 0.00%                       | 6.34%         |
| <b>Other</b>                 | 1,717,302      | 1,340,155      | 383,819         | 1,161,382         | 307,928         | -73.49%                     | 1.56%         |
| <b>Total</b>                 | 22,950,505     | 21,845,126     | 20,218,654      | 20,787,810        | 19,801,231      | -4.75%                      |               |

**CITY OF CHESTERFIELD**  
**GENERAL FUND APPROPRIATIONS SUMMARY**



|  | Actual<br>2008    | Actual<br>2009    | Adopted<br>2010   | Projected<br>2010 | Adopted<br>2011   | % Change<br>2009 to<br>2010 | % of<br>Total |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|-----------------------------|---------------|
| <b>General government:</b>                 |                   |                   |                   |                   |                   |                             |               |
| Executive & Legislative                    | 74,314            | 79,561            | 80,382            | 78,298            | 77,716            | -0.74%                      | 0.43%         |
| Finance and Administration                 | 2,216,688         | 2,393,183         | 2,338,261         | 2,580,995         | 2,336,389         | -9.48%                      | 12.99%        |
| Police                                     | 7,987,751         | 8,351,212         | 8,436,649         | 8,532,830         | 8,050,185         | -5.66%                      | 44.77%        |
| CA & ACA/Comm Serv and Econ Dev & Cust Svc | 709,285           | 740,853           | 754,095           | 730,225           | 650,875           | -10.87%                     | 3.62%         |
| Planning and Public Works                  | 8,109,094         | 7,964,604         | 7,603,018         | 8,753,929         | 6,865,540         | -21.57%                     | 38.18%        |
| <b>Total</b>                               | <b>19,097,132</b> | <b>19,529,413</b> | <b>19,212,405</b> | <b>20,676,277</b> | <b>17,980,705</b> | <b>-13.04%</b>              |               |



## 2011 Annual Budget

| <b>Detail of Capital Assets to be Purchased - General Fund</b> |   |         |                |
|--|---|---------|----------------|
| Department/Activity  | Description                                 | Amount  | Activity Total |
| <b>Information Technology</b>                                  |   |         |                |
|  | Servers (2) - Replacements                  | 16,000  |                |
|  |   | 16,000  |                |
| <b>Police</b>  |   |         |                |
|  | In-Car video Systems (4) - Replacements     | 20,800  |                |
|  | Radar Speed Display Trailer - Replacement   | 18,500  |                |
|  | Police Patrol Cars (10) - Replacements      | 232,000 |                |
|  |   | 271,300 |                |
| <b>Public Works</b>  |   |         |                |
|  | HPT1200 Plotter - Replacement               | 11,500  |                |
|  | Roadside Traffic Counters - Replacements    | 7,000   |                |
|  | Air Compressor, 185 CFM - Replacement       | 15,000  |                |
|  | Brush Chipper - Replacement                 | 53,000  |                |
|  | Compaction Roller - Replacement             | 14,000  |                |
|  | Planer to Mount on Skid Steer - Replacement | 12,000  |                |
|  | Salt Conveyor - Replacement                 | 70,000  |                |
|  | Skid Steer - Replacement                    | 20,000  |                |
|  | Skid Steer Trailer - Replacement            | 6,000   |                |
|  | Paint PWF Exterior - Replacement            | 35,000  |                |
|  | 2.5 Ton Dump truck - Replacement            | 126,000 |                |
|  | 1 Ton Flat Bed truck - Replacement          | 64,000  |                |
|  | Administrative Vehicle Replacements         | 33,600  |                |
|  |   | 467,100 |                |
|  |   | 754,400 |                |

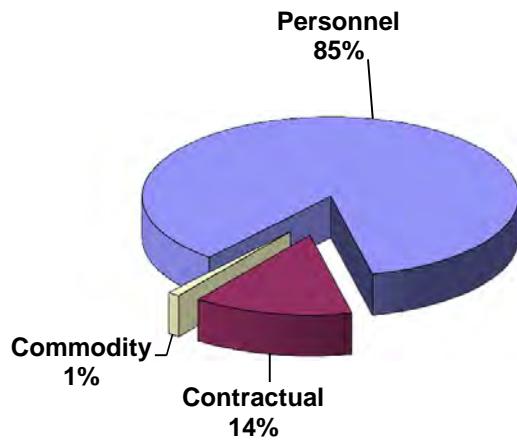
## **Legislative Department**

The legislative department accounts for the Mayor and City Council. The Mayor is the Chief Executive Officer of the City. He presides at City Council meetings and may vote on legislation to break a tie. The Mayor is elected at large for a four year term. The eight Councilmembers are the legislative branch of the City Government responsible for the adoption of the budget, the passage of local ordinances, and the establishment of policy. Councilmembers are elected to serve two-year overlapping terms; one Councilmember from each of the four wards is elected each year.

## LEGISLATIVE APPROPRIATIONS

| Division    | Personnel | Contractual | Commodity | Capital | Div Total |
|-------------|-----------|-------------|-----------|---------|-----------|
| Legislative | \$66,316  | \$10,600    | \$800     | \$0     | \$77,716  |

**By Element:**



### Legislative Personnel Requirements

| Fiscal Year | Actual 2008 | Actual 2009 | Actual 2010 | Adopted 2011 | % Change '10 to '11 |
|-------------|-------------|-------------|-------------|--------------|---------------------|
| Legislative | 9           | 9           | 9           | 9            | 0                   |

## **Finance and Administration Department**

The Finance and Administration Department of the City provides a wide range of services to support and deliver services externally to the community and internally to other departments. It includes the divisions of Finance and Municipal Court. Below is a brief highlight of 2010 accomplishments and 2011 goals to further advance the City's Mission Statement.

| <b>Distinction – Be a City of choice in St. Louis Region to live, work, play and visit</b>  |   |
|---|---|
| <b>2010 Accomplishments</b>   | <b>2011 Goals</b>   |
| Maintained an Aaa rating from Moody's for outstanding general obligation bonds which is the highest of any municipality in the State of Missouri. | Continue to maintain the highest debt rating of any municipality in Missouri. |
| Produced a popular annual financial report for the City to increase overall awareness of services performed.                                      | Continue to improve the annual financial report for the City.                 |

| <b>Partnerships – Forge a sense of community by partnering with residents, businesses, civic organizations and other governments</b> |  |
|--|--|
| <b>2010 Accomplishments</b>  | <b>2011 Goals</b>  |
| Worked with St. Louis County and State of Missouri in the completion of TDD projects.  | Continue to work with St. Louis County and State of Missouri in the completion of TDD projects.                |
| Worked with Monarch-Chesterfield Levee District in the repayment of Levee TIF notes.   | Continue to work with Monarch-Chesterfield Levee District in the completion of TIF projects.                   |
| Attended regular meetings of the Governmental Finance Officers Association and hosted one meeting.                                   | Continue to attend regular meetings of the Governmental Finance Officers Association.                          |
| Hosted a user group of surrounding Cities for training/networking on new financial software.   | Continue to work with surrounding cities to form user group for training/networking on new financial software. |

| <b>Quality – Provide and seek quality in each area of city services</b>                          |  |
|--|--|
| <b>2010 Accomplishments</b>  | <b>2011 Goals</b>  |
| Changed the payment system at the Pool and CVAC area to allow credit card payments for services. | Continue to work to improve payment method at all locations.   |
| Improved the monthly financial report to be used by all stakeholders of the City.                | Continue to improve all areas of financial communication in order to provide high quality financial documents. |
| Successfully converted to a new court software system.   |  |

|  |  |
|--|--|
| Worked with Information Systems Department to increase on-line payment system for various City charges.                          | Develop on-line payment for routine traffic tickets.                                       |
| Completed annual budget and audit process receiving GFOA recognition for both.   | Continue to complete budget and audit processes in conjunction with GFOA award guidelines. |
| Completed extensive training on software and various governmental financial issues.  | Continue to maintain and develop a qualified and competent F&A staff.                      |
| Evaluated the procedures and functions of the F&A positions to ensure efficiency in the department. Updated them where necessary | Continue to monitor and evaluate all procedures to ensure efficiency.                      |

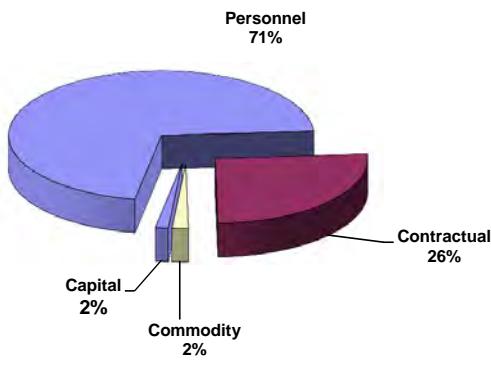
| <b>Activity– Providing and encouraging cultural and recreational activities</b>   |  |
|---|--|
| <b>2010 Accomplishments</b>   | <b>2011 Goals</b>  |
| Assisted Parks Department in use and implementation of financial software.  | Continue to assist Parks Department in use and implementation of financial software. |
| Work with Parks, Recreation & Arts Department to review the Spring and Fall Brochures for accuracy before printing and review public web site for accuracy and ease of use. |  |

| <b>Security – Ensure a responsible and secure environment</b>   |  |
|---|--|
| <b>2010 Accomplishments</b>   | <b>2011 Goals</b>  |
| Provided computer security for online services. Also ensured the security of all credit card transactions made at City locations. | Enhance the City's technology in order to provide safe networking capabilities for internal users, as well as outside users. |

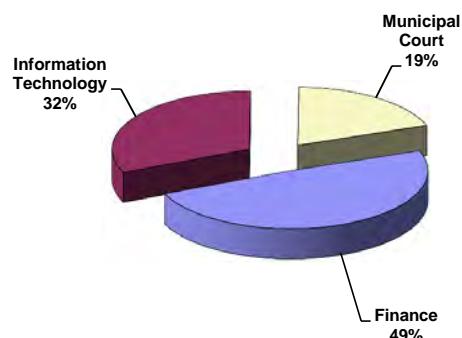
## FINANCE AND ADMINISTRATION APPROPRIATIONS

| Division               | Personnel        | Contractual      | Commodity       | Capital         | Div Total          |
|------------------------|------------------|------------------|-----------------|-----------------|--------------------|
| Finance                | \$444,567        | \$133,088        | \$3,275         | \$0             | \$580,930          |
| Information Technology | \$230,109        | \$112,500        | \$16,600        | \$16,000        | \$375,209          |
| Municipal Court        | \$168,179        | \$60,115         | \$400           | \$0             | \$228,694          |
| <b>TOTAL</b>           | <b>\$842,855</b> | <b>\$305,703</b> | <b>\$20,275</b> | <b>\$16,000</b> | <b>\$1,184,833</b> |

By Element:



By Division:



### Finance and Administration Personnel Requirements

| Fiscal Year            | Actual 2008 | Actual 2009 | Actual 2010 | Adopted 2011 | % Change '10 to '11 |
|------------------------|-------------|-------------|-------------|--------------|---------------------|
| Finance                | 7.5         | 7.5         | 6.0         | 6.0          | 0%                  |
| Information Technology | 3.0         | 3.0         | 3.0         | 3.0          | 0%                  |
| Municipal Court        | 3.0         | 3.0         | 3.0         | 3.0          | 0%                  |
| Total Positions        | 13.5        | 13.5        | 12.0        | 12.0         | 0%                  |

## CITY ADMINISTRATOR DEPARTMENT

The City Administrator is the Chief Appointed Officer of the City, responsible to the Mayor and City Council for the administration of all affairs of the City coming under his jurisdiction. He supervises all departments, sees that all laws and ordinances are enforced and all contracts are kept and performed and makes recommendations to the City Council regarding City operations and policy.

| <b>Distinction – Be a City of choice in St. Louis Region to live, work, play and visit</b>  |  |
|---|--|
| <b>2010 Accomplishments</b>   | <b>2011 Goals</b>  |
| Helped facilitate resources to assist with various art-related projects to distinguish Chesterfield as a destination for art, including the placement of the San Marco II bronze horse sculptures in front of City Hall and matching funding to assist with the Levee Wall Mural project. | Will continue to work toward maintaining Chesterfield as a place for people to enjoy public art and art experiences. |

| <b>Partnerships – Forge a sense of community by partnering with residents, businesses, civic organizations and other governments</b>   |   |
|--|---|
| <b>2010 Accomplishments</b>  | <b>2011 Goals</b>   |
| Met regularly with other cities, St. Louis County, School Districts and Chamber of Commerce to identify and recommended partnering opportunities which led to several opportunities throughout the year in the area of arts, recycling, and business attraction/retention. | Continue to partner with Chamber of Commerce and Progress 64 West to create educational and business assistance opportunities for entrepreneurs. Suggest ways for Progress 64 West to increase their membership base from municipal leadership. |
| Met with a wide-range of residents, business owners and developers in assessing community needs and desires. Instrumental in facilitating discussions with major developers interested in the Chesterfield area.   | Continue actively communicating with City stakeholders to assess needs and concerns.  |
| Facilitated the use of fund reserves to be used for improvements and amenities at the Highway 141/Ladue and Olive interchanges.  | Continue to work with area entities to partner on transportation projects to enhance the region.  |
| Along with other municipalities, assisted in securing grant funding to upgrade to energy efficient lighting at City Hall.  | Continue to seek cooperative opportunities with other governmental entities, resulting in cost-sharing and the delivery of additional services to our residents and businesses.   |

| <b>Quality – Provide and seek quality in each area of city services</b>  |   |
|--|---|
| <b>2010 Accomplishments</b>  | <b>2011 Goals</b>   |
| Remained actively involved as a board member for the St. Louis Area Insurance Trust (SLAIT) health insurance pool, which enables all 12 cities involved to recognizing significant cost savings and savings to employees. Wellness initiatives were increased.   | Continuously work with employees to find ways to promote a healthy workforce that will, in turn, keep insurance costs low.                  |
| Regularly review budget expenditures with Department Heads to ensure that all areas of the City's operations are running at their optimum efficiency and made difficult, but necessary adjustments during this economic downturn.  | Continue to ensure that our customers receive the highest level of service possible.  |
| In agreement with Director of Finance & Admin, Kelly Vaughn, approved funding and installation of new municipal court software.  |   |
| Finalized the installation of the Parkway median enhancements.   | Continue to seek ways in which to enhance and beautify the city.  |
| Worked with representatives from Allied Waste to ensure that customer service is a top priority and assisted in promoting curbside recycling. Also engaged in first full year of electronics recycling on a monthly basis at our Parks Administration facility parking lot.<br><br>Funding was approved and installation occurred of the solar-thermal project at City Hall, designed to reduce natural gas consumption. | Work with the Citizens Committee for the Environment and staff to continually find new ways to be as environmentally efficient as possible. |
| Facilitated the authorization of using Parks Bond Proceeds to fund the Lydia Hill Drive extension project.   |   |

| <b>Activity– Providing and encouraging cultural and recreational activities</b>  |   |
|--|---|
| <b>2010 Accomplishments</b>  | <b>2011 Goals</b>   |
| Facilitated approval of a donation of land from the Rockwood School District, located adjacent to Wilson Road, for use as a possible park. | Will continue to encourage staff to find the most cost effective solutions possible for capital projects. |

|  |  |
|--|--|
| Encouraged the use of our staff to design the layout of Eberwein Park without expending funds for a consultant.  |  |
| Assisted Director Planning & Public Works, Mike Geisel, in administering Prop. P funds for the addition of Phase II projects in Central parking, including the construction of the Amphitheater, trails, streamwalks, and other amenities. Additionally, used these funds for the construction of trailheads for the Monarch-Chesterfield Levee Trail. | Oversee the funding mechanisms to provide for the Phase II improvements and oversee the fulfillment of these projects in the coming years. |
| Assisted in facilitating an agreement with Sachs Properties regarding a donation of land used for the construction of the Riparian Trail.  |  |

| <b>Investment – Maintain and enhance property values</b>  |   |
|---|---|
| 2010 Accomplishments  | 2011 Goals  |
| Recommended continued infrastructure maintenance and improvements through the capital improvements sales tax fund.  | Continue to review and recommend infrastructure improvements to maintain and enhance appearance of the community.   |
| Assisted in facilitating Chesterfield's first Neighborhood Improvement District for Chesterfield Hill subdivision for improvements to their non-functioning detention basins. | Will continue to support residential subdivisions that are able to utilize the NID/CID financing mechanisms to make public improvements to their neighborhoods. |

| <b>Security – Ensure a responsible and secure environment</b>   |   |
|---|---|
| 2010 Accomplishments  | 2011 Goals  |
| Supported the Police Department's requirements to gain recertification under the CALEA designation and supported the appointment of Chief Ray Johnson to become a CALEA Commissioner. | Continue to encourage the police department to enhance its efficiency and effectiveness.  |
| Encouraged the installation of additional security cameras inside and outside of City Hall to ensure the safety of our employees and customers.                                       | Will continue to monitor the effects of the security equipment at City Hall to ensure a safe work environment for employees and City Council members. |
| Supported grant funding obtained to cover the entire cost of operating DWI sobriety checkpoints, resulting in a number of citations.  |   |

The **Community Services and Economic Development Department** of the City provides a wide range of services our citizens through our customer service representatives, the City Clerk and our public relations functions such as the residents newsletter, *The Chesterfield Citizen*. In addition, the area works to attract and retain businesses within our community and develop programs to assist entrepreneurs. Below is a brief highlight of 2010 accomplishments and 2011 goals to further advance the City's Mission Statement.

| <b>Distinction – Be a City of choice in St. Louis Region to live, work, play and visit</b>  |  |
|---|--|
| <b>2010 Accomplishments</b>   | <b>2011 Goals</b>  |
| A Strategic Plan for Community Services & Economic Development was created by staff with the assistance of the Chesterfield Development Advisory Council and approved by City Council on October 18, 2010.  | In accordance with direction from the City Administrator and available funding, we will work to carry out the goals and objectives in the Strategic Plan, reviewing them every six months.   |
| CSED worked with Chesterfield Arts to promote many art events in the community including the installation of the San Marco II horses in front of City Hall, the preparation of the Levee Wall Mural project, and many other community art events and gallery openings.  | Staff will continue to work to forge a sense of community and place through continuing to partner with area organizations and other various avenues.   |
| Staff worked with the Chamber of Commerce to update the Chesterfield Community Map and Membership Directory which are used to market the Chesterfield Community to prospective and current residents and businesses. Staff also assisted the Chamber in the publication process of their "Out & About" Magazine, used to market Chesterfield events and businesses. | In 2011 we will continue to develop partnerships with local organizations that publicize Chesterfield and assist in whatever way possible to maximize impact and spread the message of Chesterfield being a choice location to live, work, play and visit. |
| We began hand delivering welcome packets to all newly-licensed businesses in Chesterfield. The effort was well received and resulted in several new relationships in the business community.  | We will continue to make every effort to welcome new businesses in the community.  |
| Staff worked to create a welcome video on the City's web site to portray a welcoming view of Chesterfield and an E-Notification feature was added to keep residents informed on information they sign up to receive information about.  | We will continue to find ways to enhance information available on the City's Web Site.   |

| <b>Partnerships – Forge a sense of community by partnering with residents, businesses, civic organizations and other governments</b>  |   |
|---|---|
| 2010 Accomplishments  | 2011 Goals  |
| Continued to partner with the Chamber of Commerce to offer the Fundamentals of Small Business program to micro-businesses and entrepreneurs. The fifth class had 16 graduates who are now armed with information to succeed and grow their business. A Linked In Group was created. | We will continue to enhance the Fundamentals of Small Business Program by adding value to those already in the program and finding ways to reach those who could benefit as well. |
| We partnered with the University of Missouri Small Business Development Office to offer the PeerSpectives Roundtable for high-growth businesses. However, the initiative did not meet the required registration goals.  | We will continue to seek ways to assist the high-growth business community.   |
| The Department worked with Metro to provide public meetings for residents and businesses, as well as, published information on Metro services in the Citizen Newsletter. With the passage of the sales tax, five bus routes now serve Chesterfield.                                 | We will continue to work with Metro and other regional officials to promote the importance of public transportation for economic development purposes.                            |
| Staff worked to promote community events such as the Fireball Run and Strassenfest to ensure successful and smoothly-run events.  | We will continue to seek ways to promote the City and partnering organizations through speaking engagements and other public relations opportunities.                             |

| <b>Quality – Provide and seek quality in each area of city services</b>  |   |
|--|---|
| 2010 Accomplishments   | 2011 Goals  |
| Demographic materials were updated to provide a comprehensive listing of information for users.  | We will work to ensure we have the most up to date demographic information available to promote Chesterfield to potential businesses and residents. |
| A monthly development update report was sent to a targeted list of individuals, utilizing information from the Planning & Development Services Area and also information from the economic | Plans are to upgrade this report to use a “Constant Contact” e-mail newsletter format to portray a more professional image of the information.      |

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| development area.<br>The IS Department bid out and obtained new copy machines for the entire City at a significant savings and increase in productivity for employees. |  |
| IT Staff began offering extended coverage hours from 7 a.m. – 6 p.m. daily to be more responsive to employee needs.  |  |

| <b>Activity– Providing and encouraging cultural and recreational activities</b>   |   |
|---|---|
| <b>2010 Accomplishments</b>   | <b>2011 Goals</b>   |
| Worked with the Citizens Committee for the Environment to promote the family friendly and recreational activities at an expanded Earth Day event, Arbor Day and America Recycles Day. Staff also aided in promoting several recycling opportunities throughout the community and helped in adding two student liaisons from Parkway Central and Marquette High Schools. | Staff will continue to work with the CCE Committee to enhance their programs within the community, promote environmental awareness. Plans are to move Earth Day to Veterans' Place Drive and have more of a festival feel with expanded exhibitors. |
| Promoted various community activities throughout Chesterfield with partner organizations.   | We will continue to help promote community events and activities with partner organizations.  |
| An cross-department committee was created to begin planning for the opening of the amphitheater and subsequent programming as well. Staff begin to actively market the venue to potential users in the area.  | This cross-department team will expand and continue to work toward ensuring that the amphitheater is successful.  |

| <b>Investment – Maintain and enhance property values</b>   |  |
|--|--|
| <b>2010 Accomplishments</b>  | <b>2011 Goals</b>  |
| City Staff worked with the trustees of the Chesterfield Hills subdivision to create our first Neighborhood Improvement District to make repairs to their two detention ponds. Due to the small size of the project, the City is managing and funding the project rather than utilizing a bond issue. | Staff will continue to work with residents on ways to improve the quality of their neighborhoods through financing mechanisms that may be available. |
| The CED Department has worked on many  | The CED Department will continue to  |

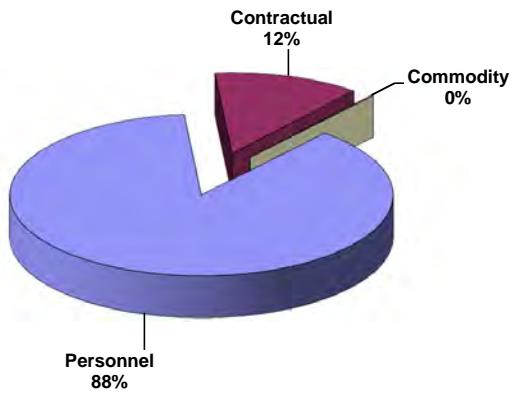
|   |   |
|---|---|
| fine art related projects that are expected to have a positive economic impact and increase the look and feel of the community, which should promote investment in the community and positively impact property values. | work with partners on increasing the image of the City as a Public Art destination.   |
| CED staff continued to foster relationships with the business and retail community to keep a pulse on the local economy, assist with connections to resources and track occupancy rates of commercial properties.       | As directed, the CED Department will work with the Mayor and Council to identify ways to maintain and enhance Chesterfield's property values. |
|   |   |

| <b>Security – Ensure a responsible and secure environment</b>  |   |
|--|---|
| 2010 Accomplishments   | 2011 Goals  |
| Worked with the Police Department to coordinate security/traffic control for Strassenfest and the Fireball Run.  | The CED Division will continue to work with the Police Department to coordinate security/traffic control for 2011 community events and festivals that we help plan. |
| Staff continued to provide elements of a Wellness Program, to include the Lunch n' Learn health speaker series, health fair-including free flu shots and comprehensive blood work, and weight management incentive programs. | Staff will continue to expand the Wellness Program to benefit City employees.   |
| An updated personnel manual was made available to all employees.   | Staff will continue to assist with personnel and human resource functions as needed, in efforts to create a safe, productive, and professional work environment.    |

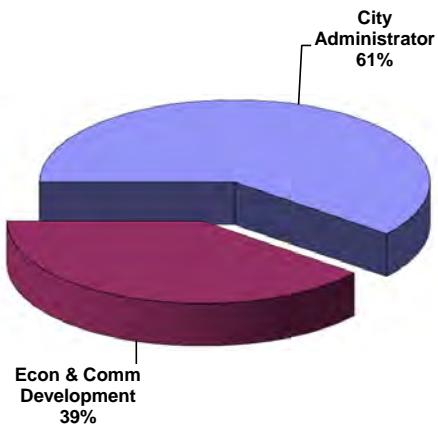
## CITY ADMINISTRATOR / ECONOMIC DEVELOPMENT APPROPRIATIONS

| Division                | Personnel        | Contractual     | Commodity    | Capital    | Div Total        |
|-------------------------|------------------|-----------------|--------------|------------|------------------|
| City Administrator      | \$254,616        | \$9,665         | \$125        | \$0        | \$264,406        |
| Econ & Comm Development | \$125,577        | \$44,250        | \$500        | \$0        | \$170,327        |
| <b>TOTAL</b>            | <b>\$380,193</b> | <b>\$53,915</b> | <b>\$625</b> | <b>\$0</b> | <b>\$434,733</b> |

By Element:



By Division:



### City Admin/Econ Dev Personnel Requirements

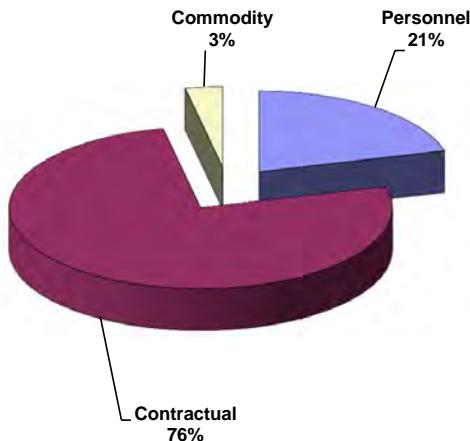
| Fiscal Year             | Actual 2008 | Actual 2009 | Actual 2010 | Adopted 2011 | % Change '10 to '11 |
|-------------------------|-------------|-------------|-------------|--------------|---------------------|
| City Administrator      | 2.0         | 2.0         | 2.0         | 2.0          | 0%                  |
| Econ & Comm Development | 2.5         | 2.5         | 1.0         | 1.0          | 0%                  |
| Total Positions         | 4.5         | 4.5         | 3.0         | 3.0          | 0%                  |

| <b>City Clerk/Customer Service Center</b>  |   |
|--|---|
| <b>Distinction – Be a City of choice in St. Louis Region to live, work, play and visit</b>   |   |
| 2010 Accomplishments   | 2011 Goals  |
| Assisted public by providing information and brochures on community, Chamber and City events, recycling/e-cycling, conservation, and parks and recreation programs.  | Continue to provide the public with informational brochures and maintain a database of current community and City activities.   |
| <b>Partnerships – Forge a sense of community by partnering with residents, businesses, civic organizations and other governments</b>   |   |
| 2010 Accomplishments   | 2011 Goals  |
| Developed “Request for Public Records” form for public web site to provide pertinent information to City staff for expedient processing of request.  | Periodically review public web site and “Customer Help List” created by City departments to ensure accuracy of information for clients.   |
| <b>Quality – Provide and seek quality in each area of city services</b>  |   |
| 2010 Accomplishments   | 2011 Goals  |
| Trained Deputy City Clerk to perform all aspects of City Clerk position, which increased responsiveness to City Departments and the public.  | Evaluate functions and procedures in the Customer Service Center to ensure optimum efficiency with reduction in staff.  |
| <b>Activity – Providing and encouraging cultural and recreational activities</b>   |   |
| 2010 Accomplishments   | 2011 Goals  |
| Assisted residents and general public with Turkey Trot, pool pass registration and other parks and recreation program registration, pavilion and pool rental; and a variety of City and community events.  | Communicate with Parks and Recreation Division, Chamber of Commerce, and Chesterfield Arts regarding City and community events to assist clients by providing accurate information. |
| <b>Investment – Maintain and enhance property values</b>   |   |
| 2010 Accomplishments   | 2011 Goals  |
| Submitted Requests for Action for sidewalk, street and street sign repair/replacement; tree trimming; engineering analysis; and code enforcement violations; updated subdivision trustee information; assisted residents with Residential Street Tree Program. | Communicate with applicable City employees regarding status of Requests for Action/Work Orders to respond to resident inquiries.  |
| <b>Security – Ensure a responsible and secure environment</b>  |   |
| 2010 Accomplishments   | 2011 Goals  |
| Reviewed/revised Solicitor and Itinerant Merchant License applications with Chief of Police to readily provide information to the Police Department; and provided recycling, e-cycling and conservation information to residents.                              | Review Solicitor and Itinerant Merchant License applications to ensure they contain pertinent information to safeguard residents.   |

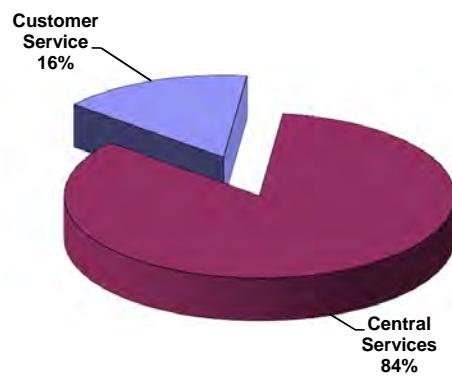
## CUSTOMER SERVICE / CENTRAL SERVICES APPROPRIATIONS

| Division         | Personnel        | Contractual        | Commodity       | Capital    | Div Total          |
|------------------|------------------|--------------------|-----------------|------------|--------------------|
| Customer Service | \$164,217        | \$51,475           | \$450           | \$0        | \$216,142          |
| Central Services | \$120,000        | \$989,056          | \$42,500        | \$0        | \$1,151,556        |
| <b>TOTAL</b>     | <b>\$284,217</b> | <b>\$1,040,531</b> | <b>\$42,950</b> | <b>\$0</b> | <b>\$1,367,698</b> |

By Element:



By Division:



### Customer Service/Central Services Personnel Requirements

| Fiscal Year      | Actual 2008 | Actual 2009 | Actual 2010 | Adopted 2011 | % Change '10 to '11 |
|------------------|-------------|-------------|-------------|--------------|---------------------|
| Customer Service | 4.0         | 4.0         | 3.0         | 3.0          | 0%                  |
| Central Services | 0.0         | 0.0         | 0.0         | 0.0          | 0%                  |
| Total Positions  | 4.0         | 4.0         | 3.0         | 3.0          | 0%                  |



## 2010 POLICE DEPARTMENT ACCOMPLISHMENTS AND GOALS

The Police Department of the City is responsible for the security and protections of the citizens of Chesterfield and all those who work and travel within its borders.

| <b>Distinction – Be a City of choice in St. Louis Region to live, work, play and visit</b>  |  |
|---|--|
| <b>2010 Accomplishments</b>   | <b>2011 Goals</b>  |
| Provided enhanced enforcement of traffic law and trained specialized officers in advanced traffic accident reconstruction enhancing crash response. | Target high accident locations for specific violations identified as contributing factors. Increase related traffic enforcement efforts by five percent. |
| Participated in two drug take back programs to assist citizens with the safe disposal of prescription drugs.  | Participate in and provide three events involving drug take back programs or similar community enhancing activity.                                       |

| <b>Partnerships – Forge a sense of community by partnering with residents, businesses, civic organizations and other governments</b>   |  |
|--|--|
| <b>2010 Accomplishments</b>  | <b>2011 Goals</b>  |
| Worked with regional task forces such as Major Case Squad, Regional Computer Crime Education and Enforcement Group, DEA Task Force and the St. Louis County Drug Task Force. | Continue partnerships with local, state and federal law enforcement agencies to provide the highest level of services. Add liaison position to the FBI Joint Terrorism Task Force                |
| Supported the neighborhood watch program and continued support of National Night out and similar programs to foster safe neighborhoods and a sense of community.             | Petition National Night Out Organizers to move National Night Out in Chesterfield from August to October to increase participation by 100 percent.   |
| Conducted over 130 safety presentations to residents, businesses and civic organizations, as well as Safety Town, the DARE program, Teen and Citizen Police Academies.       | Return to conducting a citywide Safety Fair in conjunction with other major community functions. Continue the high level of service by providing presentations and programs throughout the year. |

### **Quality – Provide and seek quality in each area of city services**

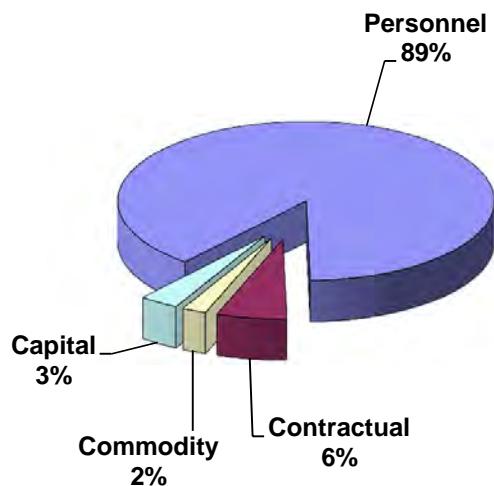
| <b>2010 Accomplishments</b>  | <b>2011 Goals</b>  |
|--|--|
| Maintained CALEA status and continued to be recognized as a Flagship agency and one of the top law enforcement agencies in the Country.  | Maintain professional standards and Accredited status to continue the high level of professionalism within the Chesterfield Police Department. |
| Added state of the art criminal investigation equipment to aid in the detection of DNA and fingerprint evidence through lab quality fuming station and evidence processing center. | Provide advanced training to specialized officers to enhance knowledge and skills in the processing of evidence.                               |

| <b>Activity– Providing and encouraging cultural and recreational activities</b>  |   |
|--|---|
| <b>2010 Accomplishments</b>  | <b>2011 Goals</b>   |
| Participated in several job fairs including targeting diverse workforces and recruiting minorities into the police department.                                       | Increase representation of minority candidates for application to the police department.  |
| Provided extra security for family events such as the Strassenfest, Fourth of July Celebration, Turkey Trot and other recreational events.                           | Continue the high level of service in providing safety and security for major events as well as increasing police presence at the new downtown Chesterfield Development with foot and Segway patrols. |
| <b>Investment – Maintain and enhance property values</b>   |   |
| <b>2010 Accomplishments</b>  | <b>2011 Goals</b>   |
| Added responsibility for code enforcement on quality of life issues in neighborhoods and reassigned civilian code inspector to address community needs.              | Use the code inspector position to increase the quality of life for residents through the active enforcement of nuisance violations.  |
| Fully staffed the Community Oriented Problem Solving positions within the police department to address neighborhood issues and respond with ongoing police services. | Decrease the number of ongoing community problems by twenty percent for 2011.   |
| <b>Security – Ensure a responsible and secure environment</b>  |   |
| <b>2010 Accomplishments</b>  | <b>2011 Goals</b>   |
| Implemented the use of two Automated License Plate Recognition Systems to enhance the ability of officers to identify criminal offenders.                            | Increase patrols in the business districts ensuring safe commerce in all areas of the City of Chesterfield.   |
| Increased alcohol and tobacco enforcement efforts targeting both juvenile offenders and liquor establishments.   | Seek grants to increase enforcement of laws pertaining to underage drinking and alcohol violations.   |

## POLICE APPROPRIATIONS

| Division | Personnel   | Contractual | Commodity | Capital   | Div Total   |
|----------|-------------|-------------|-----------|-----------|-------------|
| Police   | \$7,127,872 | \$483,808   | \$167,205 | \$271,300 | \$8,050,185 |

**By Element:**



### Police Personnel Requirements

| Fiscal Year | Actual 2008 | Actual 2009 | Actual 2010 | Adopted 2011 | % Change '10 to '11 |
|-------------|-------------|-------------|-------------|--------------|---------------------|
| Police      | 98          | 98          | 92          | 92           | 0%                  |

## **Planning and Public Works Department**

The Department of Planning and Public Works is responsible for long and short range planning, review and inspection of new development, enforcement of City code, development and maintenance of the City infrastructure, floodplain management, capital improvements, facility maintenance, and Geographic Information System and mapping services. Below is a brief highlight of the Department's 2010 accomplishments and 2011 goals that further advance the City's Mission Statement.

| <b>Distinction – Be a City of choice in St. Louis Region to live, work, play and visit</b>  |  |
|---|--|
| <b>2010 Accomplishments</b>   | <b>2011 Goals</b>  |
| Worked on creation of new Unified Development Code for the City which will replace the existing Zoning Ordinance and consolidate all requirements and regulations pertaining to planning and development.   | Complete Unified Development Code and engage the public once the document is finalized.  |
| Worked in cooperation with the City Arborist to perform a variety of landscaping and tree preservation inspections.   | Using the tree manual, continue to enhance landscaping design, increase tree preservation and protect natural open space throughout all development. Continue to work in partnership with the City Arborist. |
| Encouraged sustainable development design by including areas for both vehicular and pedestrian transportation, increased green space and reduce land disturbance.   | Continue to review engineering plans and design plans with a focus on both context sensitive design and sustainability.  |
| Monitored construction activity at approximately 65 active construction sites for compliance with City ordinances and approved plans. Provided timely and courteous responses to all telephone and e-mail citizen concerns and requests regarding development construction. | Continue to deliver on-site inspection services to ensure quality infrastructure, streets, and buildings.  |
| All City maintained streets are free of potholes, and provide a smooth & safe driving surface.  | Maintenance crews to view each City maintained street at least once a month and address street problems or other issues in the right of way.   |
|   |  |

**Partnerships – Forge a sense of community by partnering with residents, businesses, civic organizations and other governments**

| 2010 Accomplishments   | 2011 Goals   |
|--|--|
| Worked on creation of the Master Design Plan for the Eberwein Park Site with various interest groups, committees and citizens.   | Continue to engage the public in the public participation process for this community park. Up to date reports and information are provided on the City's website.                                    |
| Increased communication with St. Louis County to improve coordination of occupancy permit, temporary occupancy permit and building permit approval.                                      | Continue working with St. Louis County to provide more efficient and timely services to residents.   |
| Encouraged petitioners, developers and land owners to meet with Staff for pre-application meetings to assist them through the development process. Had over 35 pre-application meetings. | Continue to provide developers and land owners the opportunity to meet with planners and engineers for pre-application meetings to provide education and assistance through the development process. |
| Reviewed over 65 site plan, record plat, rezoning and ordinance amendment development projects.  | Continue to provide timely and accurate review for all new development and redevelopment projects.   |

**Quality – Provide and seek quality in each area of city services**

| 2010 Accomplishments  | 2011 Goals  |
|---|---|
| Provided state of the art repairs & maintenance to City owned Police cars, maintenance trucks and equipment   | Mechanics to keep up with the latest technology on repair and maintenance of vehicles and equipment.  |
| Provided facility maintenance and custodial services to City Hall, Public Works Facility and Parks Administration/Maintenance Facility to ensure a safe, productive and clean work environment. | Continue to develop and upgrade our preventive maintenance and safety programs. Provide training and promote personal aspiration for Building Attendants so that they can efficiently and effectively perform their duties. |
| Maintained up to date information on planning projects on the City's website.   | Continue to provide the most accurate and current information on the City's website for public view.  |
| Prioritized requests based upon urgency, importance and time required to perform the tasks. The Public Works Division responded to over 1,500 work orders.                                      | Provide timely response to requests for action.   |
| Increased the use of digital formatting for record keeping of planning projects, meeting packets, correspondence and notifications.   | Continue to work on microfilming all planning and engineering project files.  |
| The Planner of the Day Program has responded to over 2,200 requests and inquiries.  | Continue to provide thorough and timely information on all requests. Continue to respond to walk ins, phone call, and email   |

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|  | requests.  |
| Planning and Development Services is responsible for overseeing zoning compliance for all developments. This includes compliance with architectural elevations, sign regulations, temporary structures, etc. | Continue to provide timely response to all zoning enforcement requests and work in cooperation with the COPS program of the Police Department. |
| Now offer same day review for residential and commercial interior finish MZAs. All other MZA requests are reviewed and completed within 1-3 days.  | Continue working to improve the efficiency and turn around time for permit and license reviews.  |

| <b>Activity– Providing and encouraging cultural and recreational activities</b>                                    |  |
|--|--|
| <b>2010 Accomplishments</b>  | <b>2011 Goals</b>  |
| Provided support and assistance to other Departments in relation to capital projects.                              | Create a multi-disciplinary team to address engineering issues, zoning, artwork and architectural design for capital projects. |
| Developed a Bicycle/Pedestrian master plan for the community.  | Begin implementing projects identified within the master plan.   |
| Developed the Master Design Plan for Eberwein Park Development to create a low intensity, neighborhood style park. | Construction of Eberwein Park which includes a trail system, community garden, and 2 acre dog park.                            |

| <b>Investment – Maintain and enhance property values</b>  |   |
|---|---|
| <b>2010 Accomplishments</b>   | <b>2011 Goals</b>   |
| Drafted new architectural review ordinance to update architectural review process and requirements.   | Continue to review architectural elevations against the new ordinance and procedural requirements.  |
| Worked with City Arborist to assist with enforcement Tree Preservation and Landscape requirements. Conducted over 60 landscape inspections. | Continue cooperative assistance and review of plans and violations involving trees and vegetation with the City's Arborist.   |
| Reviewed over 1,000 Municipal Zoning Applications which is required in order to obtain a building permit.                                   | Continue to maintain City standards with professional and responsive code enforcement and plan review.  |
| Completed work on City Wide Parking Study to determine parking need and demand for mixed use commercial developments.                       | Results from this work help us to regulate parking requirements more effectively and efficiently.   |
| Provide safe travel through the right of way of the city.   | Keep trees trimmed for passage through streets and on sidewalks.<br>Keep sidewalks in good condition eliminating trip hazards.<br>Erecting regulatory and street identification |

|   |  |
|---|--|
|   | signs as needed.   |
| Responded to over 500 Missouri One Call tickets to determine if pending excavation would be in close proximity to City owned underground utility facilities.                        | Continue responding to Missouri One Call tickets. By identifying potential conflicts prior to construction, investment in the existing utility system is preserved.  |
| Administered and inspected the Residential Sanitary Sewer Lateral Repair Program, involving repairs to over 95 laterals.  | Continue to administer the Residential Sanitary Sewer Lateral Repair Program in an expeditious manner, in order to quickly identify and address defects in the sewer laterals.                                       |
| Completed inventory of all street trees located within city right of way.<br>Developed a tree management plan.  | Continue utilizing data to assist us in effectively managing our street trees, budget and plan removals, schedule tree maintenance, and increase species diversity, which will provide for a healthier urban forest. |
| Bid and constructed 2.5 miles of street reconstruction projects, and replaced 1 mile of sidewalks.  | Continue to administer the Capital Street and Sidewalk Program.  |
| Began construction of the extension of Lydia Hill Drive from Central Park to August Hill Drive.   | Complete construction and open roadway to traffic.   |
| Engaged consultant to design a pedestrian bridge over I-64/40 at Chesterfield Parkway East.   | Complete design, and investigate all potential funding sources for construction, including grant opportunities.  |
| Completed construction of landscape enhancements to the medians within Chesterfield Parkway.  | Incorporate medians into the maintenance schedule of the Parks Maintenance Division.   |
| Constructed Phase IIA & IIIA of the Monarch-Chesterfield Levee Trail. This 2.5 mile section is located at the west end of the Valley.   | Continue the design and easement acquisition for the remaining 9 miles of the trail system.  |
| Constructing improvements to the "F" Quad at the CVAC. Improvements include four new softball fields, concessions stand, and landscaping.   | Complete construction and have fields ready to play in the Spring of 2011.   |
| Began construction of the Amphitheater, stream walks, pedestrian bridges and linear park at Central Park.   | Complete construction, and open improvements for use by the public.  |
| Began construction of Phase I of the Riparian Trail. This .5 mile trail will begin near Lake 1 in the Oaks/Sycamore development, and will run to the extension of Lydia Hill Drive. | Complete construction, and open the trail for use by the public.   |
| Prioritized infrastructure improvements in Chesterfield Valley. Updated/developed 5-  | Plan and develop infrastructure to support orderly development in the City.  |

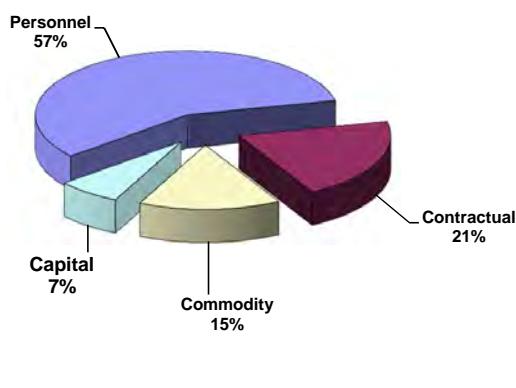
|  |  |
|--|--|
| year plan for concrete street construction and asphalt overlays. |  |
|--|--|

| <b>Security – Ensure a responsible and secure environment</b>  |   |
|--|---|
| 2010 Accomplishments   | 2011 Goals  |
| Sent copies of Architectural Review Board submittals to the Police Dept. for review of Crime Prevention through Environmental Design (CPTED) | Continue receiving feedback from the Police Department on CPTED.  |
| Responded to zoning code enforcement matters in a timely fashion.  | Continue responding to code enforcement matters and requests for action in a timely manner and work with COPS program.  |
| Kept streets clean of obstacles by responding in a timely manner.  | Respond to inclement weather in a proactive way by applying de-icing materials before snow and ice storm reach area. Keep snow plows operating until city maintained streets are clear for safe travel. Remove trees and limbs from right of ways that have been knocked down by storms in a timely manner. |
| Implement use of the traffic model to investigate the impacts of various development access proposals on the existing transportation system. | Continue using traffic model to assess and evaluate the impact of existing conditions and future proposals.   |

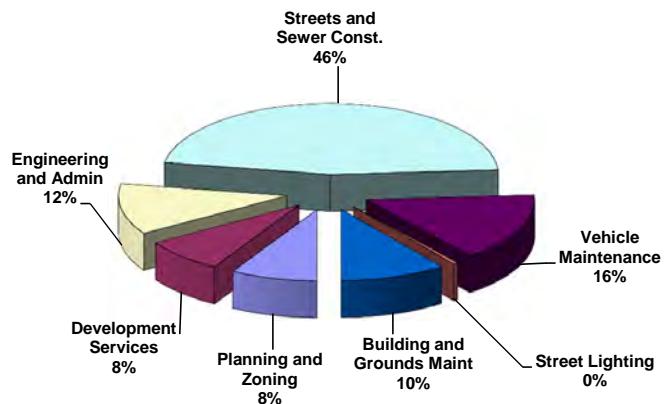
## PUBLIC WORKS APPROPRIATIONS

| Division                   | Personnel          | Contractual        | Commodity          | Capital          | Div Total          |
|----------------------------|--------------------|--------------------|--------------------|------------------|--------------------|
| Planning and Zoning        | \$536,300          | \$33,975           | \$2,000            | \$0              | \$572,275          |
| Development Services       | \$449,462          | \$77,480           | \$8,500            | \$0              | \$535,442          |
| Engineering and Admin      | \$623,756          | \$136,855          | \$15,500           | \$18,500         | \$794,611          |
| Streets and Sewer Const.   | \$1,656,275        | \$578,775          | \$526,180          | \$415,000        | \$3,176,230        |
| Vehicle Maintenance        | \$337,859          | \$263,300          | \$427,500          | \$33,600         | \$1,062,259        |
| Street Lighting            | \$0                | \$24,500           | \$2,500            | \$0              | \$27,000           |
| Building and Grounds Maint | \$344,723          | \$299,500          | \$53,500           | \$0              | \$697,723          |
| <b>TOTAL</b>               | <b>\$3,948,375</b> | <b>\$1,414,385</b> | <b>\$1,035,680</b> | <b>\$467,100</b> | <b>\$6,865,540</b> |

By Element:



By Division:



### Public Works Personnel Requirements

| Fiscal Year                | Actual 2008 | Actual 2009 | Actual 2010 | Adopted 2011 | % Change '10 to '11 |
|----------------------------|-------------|-------------|-------------|--------------|---------------------|
| Planning and Zoning        | 11.0        | 11.0        | 8.5         | 8.5          | 0%                  |
| Development Services       | 11.0        | 10.0        | 6.0         | 6.0          | 0%                  |
| Engineering and Admin      | 8.0         | 8.0         | 7.5         | 7.5          | 0%                  |
| Streets and Sewer Const.   | 31.0        | 30.0        | 29.0        | 29.0         | 0%                  |
| Vehicle Maintenance        | 5.0         | 5.0         | 5.0         | 5.0          | 0%                  |
| Street Lighting            | 0.0         | 0.0         | 0.0         | 0.0          | 0%                  |
| Building and Grounds Maint | 7.0         | 7.0         | 6.0         | 6.0          | 0%                  |
| Total Positions            | 73.0        | 71.0        | 62.0        | 62.0         | 0%                  |

## General Fund Performance Measurements

In addition to financial measurements, the City also uses performance measurements as an objective measurement of the progress made to achieve the City's goals.

### Courts

| Year | Fines/Cost   | Cases  |                 | Court Sessions |          |
|------|--------------|--------|-----------------|----------------|----------|
|      |              | Filed  | Warrants Issued | Trials Set     | Sessions |
| 2005 | \$ 878,669   | 10,262 | 2,097           | 263            | 34       |
| 2006 | \$ 887,932   | 11,595 | 1,928           | 277            | 33       |
| 2007 | \$ 992,665   | 11,443 | 2,035           | 170            | 33       |
| 2008 | \$ 1,195,231 | 14,095 | 2,331           | 188            | 34       |
| 2009 | \$ 1,318,916 | 13,476 | 1,826           | 172            | 34       |
| 2010 | \$ 1,255,368 | 12,748 | 1,997           | 161            | 33       |
| 2011 | \$ 1,255,372 | 14,000 | 2,200           | 175            | 34       |

### Police

| Year | Calls for Service |         | DWI       |         |          |      |
|------|-------------------|---------|-----------|---------|----------|------|
|      | Arrests           | Arrests | Accidents | Tickets | Warnings |      |
| 2005 | 53,761            | 1,489   | 205       | 1,852   | 10,270   | 805  |
| 2006 | 54,745            | 1,256   | 200       | 1,691   | 10,694   | 1206 |
| 2007 | 54,096            | 1,380   | 192       | 1,856   | 10,017   | 1284 |
| 2008 | 55,902            | 2,149   | 160       | 1,500   | 12,470   | 1699 |
| 2009 | 56,033            | 1,868   | 171       | 1,465   | 13,360   | 1981 |
| 2010 | 55,893            | 1,423   | 170       | 1,544   | 13,140   | 1646 |
| 2011 | 55,893            | 1,423   | 170       | 1,544   | 13,140   | 1646 |

### Community Services and Economic Development

| Year | Qualified Business Prospects | New Licensed Businesses | Graduates of Small Bus. Program | Media Releases |
|------|------------------------------|-------------------------|---------------------------------|----------------|
|      | Prospects                    | Businesses              | Program                         | Releases       |
| 2005 | 8                            | 275                     | NA                              | 6              |
| 2006 | 6                            | 224                     | NA                              | 11             |
| 2007 | 9                            | 125                     | 20                              | 23             |
| 2008 | 15                           | 195                     | 38                              | 36             |
| 2009 | 20                           | 152                     | 17                              | 43             |
| 2010 | 19                           | 170                     | 13                              | 29             |
| 2011 | 19                           | 170                     | 13                              | 29             |

### Community Services - Recycling and Solid Waste Statistics

| Year | Monthly Tons of Yard Waste | Monthly Tons of Recycling | Monthly Tons of Solid Waste | Tons of Electronics Recycled |
|------|----------------------------|---------------------------|-----------------------------|------------------------------|
|      | Yard Waste                 | Recycling                 | Solid Waste                 | Recycled                     |
| 2005 | 187                        | 217                       | 1,111                       | NA                           |
| 2006 | 228                        | 225                       | 1,107                       | NA                           |
| 2007 | 250                        | 261                       | 1,166                       | NA                           |
| 2008 | 250                        | 270                       | 1,124                       | NA                           |
| 2009 | 271                        | 297                       | 964                         | 37                           |
| 2010 | 206                        | 346                       | 923                         | 73                           |
| 2011 | 206                        | 346                       | 923                         | 73                           |

### General Fund Performance Measurements (Continued)

#### **Public Works - Completed Work Orders**

| Year | Curbs | Partial Depth patching | Property Restoration | Sidewalks | Signs | Slab Replacement |
|------|-------|------------------------|----------------------|-----------|-------|------------------|
| 2005 | 22    | 38                     | 51                   | 113       | 295   | 17               |
| 2006 | 44    | 55                     | 78                   | 224       | 365   | 9                |
| 2007 | 28    | 46                     | 89                   | 131       | 190   | 11               |
| 2008 | 35    | 30                     | 375                  | 100       | 200   | 10               |
| 2009 | 6     | 29                     | 41                   | 43        | 228   | 10               |
| 2010 | 21    | 25                     | 39                   | 94        | 250   | 13               |
| 2011 | 21    | 25                     | 39                   | 94        | 250   | 13               |

#### **Public Works - Completed Work Orders, Continued**

| Year | Storm Sewer | Street Repair | Tree Trimming | Undermine |
|------|-------------|---------------|---------------|-----------|
| 2005 | 28          | 60            | 601           | 24        |
| 2006 | 33          | 47            | 714           | 10        |
| 2007 | 43          | 37            | 861           | 9         |
| 2008 | 60          | 75            | 1,100         | 10        |
| 2009 | 38          | 50            | 750           | 12        |
| 2010 | 60          | 65            | 843           | 12        |
| 2011 | 60          | 65            | 843           | 12        |

## **SPECIAL REVENUE FUNDS FUND SUMMARY**

The City of Chesterfield utilizes special revenue funds to account for specific revenues that are legally restricted to expenditures for specific purposes. For the 2011 budget, the City has four special revenue funds in place. They are identified and discussed below with their approved budgets following.

The **Capital Improvement Sales Tax Trust** special revenue fund (Capital Sales) is used to account for the accumulation of resources from the one-half cent capital improvement sales tax passed by voters in 1997. The revenues are used to pay for principal and interest payments on R&S I and R&S II series bonds, as well as the City's capital projects for annual infrastructure maintenance. A list of the type of maintenance is listed in the Detail of Capital Projects sheet in this tab. Infrastructure projects are determined by evaluating the condition of all City maintained streets, which in turn is used to establish priorities during development of the pavement maintenance plan.

The **Parks Sales Tax** special revenue fund is used to account for the accumulation of resources from the one-half cent parks sales tax passed by voters in 2004. All parks and recreation activity is tracked in this fund. The principal and interest payments on the Parks Bonds issued in 2005, 2008 and 2009 are made from revenues generated within this fund.

The **Sewer Lateral** fund is used to account for special revenues received which are specifically earmarked for expenditures for repairs to residential sanitary sewer laterals.

The **Police Forfeiture** fund is used to account for special revenues received which are specifically earmarked for future expenditures in the area of public safety.



## 2011 Annual Budget

| <b>Combined Statement of Budgeted Revenues and Expenditures - Cap Imp Sales Tax Fund</b> |  | <b>2009</b> | <b>2010</b> | <b>2011</b> |
|--|--|-------------|-------------|-------------|
|  |  | ACTUAL      | PROJECTED   | BUDGET      |
| <b>FUND BALANCE, JANUARY 1</b>   |  | 882,563     | 418,438     | 168,918     |
| <b>REVENUES:</b>   |  |             |             |             |
| Sales Tax  |  | 4,891,301   | 4,728,203   | 4,728,203   |
| Other Revenues   |  | 1,087,554   | -           | 80,500      |
| <b>TOTAL REVENUE</b>   |  | 5,978,855   | 4,728,203   | 4,808,703   |
| <b>TOTAL AVAILABLE FUNDS</b>   |  | 6,861,418   | 5,146,641   | 4,977,621   |
| <b>EXPENDITURES</b>  |  |             |             |             |
| Public Works   |  | 4,863,748   | 3,746,072   | 2,884,869   |
| <b>TOTAL EXPENDITURES</b>  |  | 4,863,748   | 3,746,072   | 2,884,869   |
| <b>TRANSFERS TO/FROM OTHER FUNDS</b>   |  | (1,579,232) | (1,231,651) | (1,997,228) |
| <b>FUND BALANCE, DECEMBER 31</b>   |  | 418,438     | 168,918     | 95,524      |



*2011 Annual Budget*

***Detail of Expenditures - Cap Imp Sales Tax Fund***

| Department/Activity | Description                      | Amount                  | Activity Total |
|---------------------|----------------------------------|-------------------------|----------------|
| <b>Public Works</b> |                                  |                         |                |
| Capital Projects    | Salt Dome Roof Replacement       | 50,000                  |                |
|                     | Asphalt Overlays                 | 125,000                 |                |
|                     | Concrete Street Reconstruction   | 2,000,000               |                |
|                     | Sidewalk Replacement             | 200,000                 |                |
|                     | <b>Total Capital</b>             | <u>2,375,000</u>        |                |
| Personnel           | Salaries/Benefits                | 179,869                 |                |
|                     | <b>Total Personnel</b>           | <u>179,869</u>          |                |
| Contractual         | Cracksealing                     | 100,000                 |                |
|                     | Appalachian Trail Design         | 115,000                 |                |
|                     | Slab Inspection Services/Testing | 115,000                 |                |
|                     | <b>Total Contractual</b>         | <u>330,000</u>          |                |
|                     | <b>Grand Total Expenditures</b>  | <u><u>2,884,869</u></u> |                |



## 2011 Annual Budget

| <b>Combined Statement of Budgeted Revenues and Expenditures - Parks Sales Tax Fund</b> |                        |                           |                        |
|--|------------------------|---------------------------|------------------------|
|  | <b>2009<br/>ACTUAL</b> | <b>2010<br/>PROJECTED</b> | <b>2011<br/>BUDGET</b> |
| <b>FUND BALANCE, JANUARY 1</b>   | 3,653,980              | 3,152,803                 | 3,464,660              |
| <b>REVENUES:</b>   |                        |                           |                        |
| Sales Tax  | 5,748,769              | 5,613,799                 | 5,613,799              |
| Intergovernmental  | 10,000                 | -                         | -                      |
| Parks and Recreation   | 1,015,662              | 1,037,145                 | 1,025,474              |
| Other Revenues   | 58,176                 | 34,302                    | 33,600                 |
| <b>TOTAL REVENUE</b>   | 6,832,607              | 6,685,246                 | 6,672,873              |
| <b>TOTAL AVAILABLE FUNDS</b>   | 10,486,587             | 9,838,049                 | 10,137,533             |
| <b>EXPENDITURES</b>  |                        |                           |                        |
| Parks  | 3,515,332              | 3,678,717                 | 3,899,126              |
| <b>TOTAL EXPENDITURES</b>  | 3,515,332              | 3,678,717                 | 3,899,126              |
| <b>TRANSFERS TO/FROM OTHER FUNDS</b>   | (3,818,452)            | (2,694,672)               | (2,825,281)            |
| <b>FUND BALANCE, DECEMBER 31</b>   | 3,152,803              | 3,464,660                 | 3,413,126              |



## 2010 Annual Budget

### **Detail of Capital Assets to be Purchased - Parks Sales Tax Fund**

| Department/Activity | Description  | Amount               | Activity Total |
|---------------------|--|----------------------|----------------|
| <b>Parks</b>        |  |                      |                |
| Parks & Recreation  | Walk Behind Spreader/Sprayer - Replacement           | 7,500                |                |
|                     | Arrow/Msg Board -Add'l PKWY Medians - Replacement    | 17,500               |                |
|                     | Back Hoe Attachment - New                            | 11,000               |                |
|                     | Overseeder / Aerator - New                           | 10,000               |                |
|                     | Trailer - New  | 7,000                |                |
|                     | Utility Cart - Amphitheater - New                    | 20,000               |                |
|                     | Utility Cart - Replacement                           | 7,000                |                |
|                     | Dugout Reconstruction                                | 32,000               |                |
|                     | 3/4 Chevy Truck - Replacement                        | 28,000               |                |
|                     | Compact SUV - New                                    | 20,500               |                |
|                     |  |                      | 160,500        |
| CVAC Concession     | Utility Cart - New (New Athletic Fields/Concessions) | 7,500                |                |
|                     |  |                      | 7,500          |
|                     |  | <b>Total Capital</b> | <b>168,000</b> |

## PARKS AND RECREATION DEPARTMENT

The Department of Parks and Recreation is responsible for development and maintenance of the City park systems and recreation programs. The Department includes the divisions of Parks Maintenance Operations, Recreation and Facility Operations, and Natural Resource Operations. Below is a brief highlight of the Department's 2010 accomplishments and 2011 goals that further advance the City's Mission Statement.

| <b>Distinction – Be a City of choice in St. Louis Region to live, work, play and visit</b>   |   |
|--|---|
| <b>2010 Accomplishments</b>  | <b>2011 Goals</b>   |
| Continued to deliver a quality comprehensive parks and recreation system.  | Continue to deliver a quality comprehensive parks and recreation system.  |
| All City maintained parks are safe for community use.  | Maintenance crews to view each City maintained park at least once per day and address problems or other issues.   |
| All City rights-of-way medians are free of debris and are aesthetically pleasing.  | Maintenance crews to view each City maintained median at least once per week and address problems or other issues.  |
| Worked with the Beautification Committee and Public Works to oversee the construction and development of the Chesterfield Parkway West Medians       | Assist in facilitating the work and goals of the Beautification Committee.  |
| Performed landscape and tree inspections, and site plan review involving tree preservation, replacement and landscape plans within the parks system. | Continue to perform landscape and tree inspections, and site plan review involving tree preservation, replacement and landscape plans within the parks system |

| <b>Partnerships – Forge a sense of community by partnering with residents, businesses, civic organizations and other governments</b> |  |
|--|--|
| <b>2010 Accomplishments</b>  | <b>2011 Goals</b>  |
| Continued to facilitate the Beautification Committee on activities related to the planning and activities of the Garden Tour.        | Assist in facilitating the work and goals of the Beautification Committee. Will work with the Beautification Committee on the planning and development of the Garden Tour. |
| Worked with the CCE in promoting recycling programs, and Earth, Tree and Arbor Day Event.  | Continue to work with the CCE in the promotion of recycling programs, as well as the Earth, Tree and Arbor Day Event.  |
| Worked with the PRCAC on the development of goals and priorities.  | Work with the PRCAC to coordinate efforts to market amphitheater.  |

|  |  |
|--|--|
| Worked with Chesterfield Arts in the planning and implementation of the placement of sculptures at City Hall   | Continue to work with Chesterfield Arts on the planning and placement of future art work and sculptures within the Parks System.                               |
| Worked cooperatively with the Chesterfield Chamber of Commerce on the Summer Concert series.   | Continue to work in cooperation with the Chesterfield Chamber of Commerce on the Summer Concert series.  |
| Worked with the Rockwood School District and municipalities within the Rockwood School District on possible partnerships and/or cooperative efforts. | Continue to work with the Rockwood School District and municipalities within the Rockwood School District on possible partnerships and/or cooperative efforts. |

| <b>Quality – Provide and seek quality in each area of city services</b>   |  |
|---|--|
| <b>2010 Accomplishments</b>   | <b>2011 Goals</b>  |
| Provided facility maintenance services to all facilities within the parks system, so that the buildings and grounds are safe, attractive and functional for the general public, public officials and staff. | Continue to develop and implement work standards, schedules and preventive maintenance programs. Provide training to all employees so that they can efficiently and effectively perform their duties.      |
| Provided grounds and facility maintenance services to Parks and Rights-of-Ways, so that these areas are safe, attractive and creates an inviting environment for the general public and staff to enjoy.     | Continue to update and implement the maintenance operation plan for the Parks System that enables the division to institute a high standard of maintenance and operation in the delivery of Park Services. |
| Prioritized requests based upon urgency, importance and time required to perform task.  | Provide timely response to requests for action.  |
| Made application to gain CAPRA accreditation.   | Gain CAPRA accreditation.  |
| Continued to work on the development of an overall parks forestry plan.   | Continue to work on the development and implementation of an overall parks forestry plan.  |
| Continued to work on the development of an overall parks natural resource plan.   | Continue to work on the development and implementation of an overall parks natural resource plan.  |
|   |  |
|   |  |

| <b>Activity– Providing and encouraging cultural and recreational activities</b>  |  |
|--|--|
| <b>2010 Accomplishments</b>  | <b>2011 Goals</b>  |
| Provided a comprehensive community recreation program which included events such as Turkey Trot, 4 <sup>th</sup> of July Celebration, and Swim Programs. | Continue to plan and implement a comprehensive community recreation program which is cost effective and maximizes existing community resources.                |
| Worked with various athletic associations in the use of the CVAC, which resulted in over 14,000 hours of usage.  | Continue to work with various organizations in the use of the CVAC.  |
| Worked with the Police on the annual Safety Fair.  | Continue to work with the Police on the annual Safety Fair.  |
| Worked with Planning and Public Works to encourage more active and passive recreational areas and pedestrian/bicycle travel within the parks system.     | Continue to work with Planning and Public Works to encourage more active and passive recreational areas and pedestrian/bicycle travel within the parks system. |
| Monitored and analyzed recommendations brought forth by the Arts Master Plan, as they pertain to the parks system.                                       | Will monitor and analyze recommendations brought forth by the Arts Master Plan, as they pertain to the parks system.   |
| Worked with Planning and Public Works to oversee the construction and development of the Central Park amphitheater and linear park.                      | Utilize the amphitheater and Central Park improvements to host community events  |

| <b>Investment – Maintain and enhance property values</b>  |  |
|---|--|
| <b>2010 Accomplishments</b>   | <b>2011 Goals</b>  |
| Made enhancements to the CVAC which has provided additional parking, sidewalks, and turn lanes.   | Continue to work with Planning and Public Works on the Phase Two improvements at the CVAC. These improvements shall include loop road and upgrades to existing buildings.                |
| Worked with Planning and Public Works on the development of the “park road” at Central Park.  | Continue to work with Planning and Public Works on the engineering and design details associated with Central Park.  |
| Continued to work with Planning and Public Works on the Phase Two improvements at the Central Park. These improvements shall include the amphitheater, stream walks, and the linear park. | Continue to work with Planning and Public Works on the Phase Two improvements at the Central Park. These improvements shall include the amphitheater, stream walks, and the linear park. |
| Continued to work with Planning and Public Works on the Phase Two improvement of the Riparian Corridor Trail.   | Continue to work with Planning and Public Works on the Phase Two improvement of completion of the Riparian Corridor Trail.   |

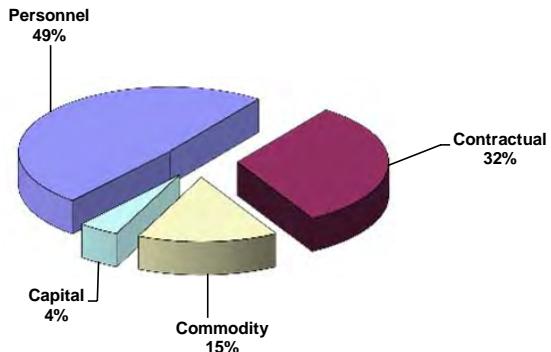
|  |  |
|--|--|
| Worked with Planning and Public Works on the development of a Bicycle/Pedestrian Master Plan.    | Work with Planning and Public Works on the implementation of the Bicycle/Pedestrian Master Plan. |
| Work with Planning and Public Works on the site master plan for the development of Eberwein Park | Work with Planning and Public Works on implementation of improvements at Eberwein Park.          |

| <b>Security – Ensure a responsible and secure environment</b>   |   |
|---|---|
| 2010 Accomplishments  | 2011 Goals  |
| Continued to work with Public Works in responding in a timely manner to inclement weather.  | Continue to work with Public Works in responding to inclement weather in a proactive way by applying de-icing materials before snow and ice storms reach area. Keep snow plows operating until city maintained streets are clear for safe travel. Remove trees and limbs from right of ways that have been knocked down by storms in a timely manner. |
| Continued to respond in a timely manner to all reports of downed trees or limbs from rights-of-way medians and parks that have been knocked down by storms. | Continue to remove trees and limbs from right of ways that have been knocked down by storms in a timely manner.   |
| Continued working relationship with the Police Department on patrols and response times to all areas of the parks system.                                   | Continue to have a working relationship with the Police Department on patrols and response times to all areas of the parks system.  |
| Worked with the Police and the VIP patrols of the CVAC to ensure a safe environment.  | Continue to work with the Police and the VIP patrols of the CVAC to ensure a safe environment.  |

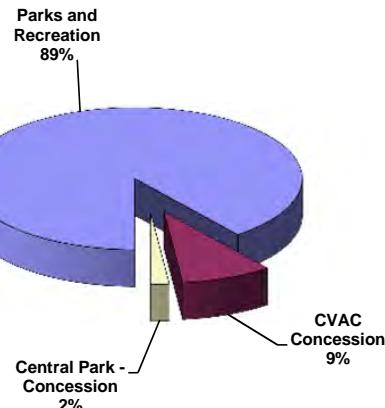
## PARKS AND RECREATION APPROPRIATIONS

| Division                  | Personnel          | Contractual        | Commodity        | Capital          | Div Total          |
|---------------------------|--------------------|--------------------|------------------|------------------|--------------------|
| Parks and Recreation      | \$1,719,306        | \$1,237,745        | \$370,800        | \$160,500        | \$3,488,351        |
| CVAC Concession           | \$149,841          | \$3,050            | \$181,500        | \$7,500          | \$341,891          |
| Central Park - Concession | \$35,459           | \$525              | \$32,900         | \$0              | \$68,884           |
| <b>TOTAL</b>              | <b>\$1,904,606</b> | <b>\$1,241,320</b> | <b>\$585,200</b> | <b>\$168,000</b> | <b>\$3,899,126</b> |

By Element:



By Division:



### Parks and Recreation Personnel Requirements

| Fiscal Year               | Actual 2008 | Actual 2009 | Actual 2010 | Adopted 2011 | % Change '09 to '10 |
|---------------------------|-------------|-------------|-------------|--------------|---------------------|
| Parks and Recreation      | 19.0        | 29.0        | 28.0        | 29.0         | 4%                  |
| CVAC Concession           | 3.5         | 3.5         | 3.5         | 3.5          | 0%                  |
| Central Park - Concession | 1.5         | 1.5         | 1.5         | 1.5          | 0%                  |
| Total Positions           | 24.0        | 34.0        | 33.0        | 34.0         | 3%                  |



## 2011 Annual Budget

| <b>Combined Statement of Budgeted<br/>Revenues and Expenditures -<br/>Sewer Lateral Fund</b> | <b>2009<br/>ACTUAL</b> | <b>2010<br/>PROJECTED</b> | <b>2011<br/>BUDGET</b> |
|--|------------------------|---------------------------|------------------------|
| <b>FUND BALANCE, JANUARY 1</b>   | 725,748                | 708,272                   | 666,539                |
| <b>REVENUES:</b>   |                        |                           |                        |
| Property Taxes   | 419,152                | 400,000                   | 420,000                |
| Other Revenues   | 1,117                  | -                         | 2,000                  |
| <b>TOTAL REVENUE</b>   | 420,269                | 400,000                   | 422,000                |
| <b>TOTAL AVAILABLE FUNDS</b>   | 1,146,017              | 1,108,272                 | 1,088,539              |
| <b>EXPENDITURES</b>  |                        |                           |                        |
| Public Works   | 427,305                | 400,000                   | 450,000                |
| <b>TOTAL EXPENDITURES</b>  | 427,305                | 400,000                   | 450,000                |
| <b>TRANSFERS TO/FROM OTHER FUNDS</b>   | (10,440)               | (41,733)                  | (41,733)               |
| <b>FUND BALANCE, DECEMBER 31</b>   | 708,272                | 666,539                   | 596,806                |



## 2011 Annual Budget

| <b>Combined Statement of Budgeted Revenues and Expenditures - Police Forfeiture Fund</b> |  | <b>2009</b> | <b>2010</b> | <b>2011</b> |
|--|--|-------------|-------------|-------------|
|  |  | ACTUAL      | PROJECTED   | BUDGET      |
| <b>FUND BALANCE, JANUARY 1</b>   |  | 38,128      | 53,990      | 84,779      |
| <b>REVENUES:</b>   |  |             |             |             |
| Intergovernmental  |  | 40,901      | 61,000      | -           |
| <b>TOTAL REVENUE</b>   |  | 40,901      | 61,000      | -           |
| <b>TOTAL AVAILABLE FUNDS</b>   |  | 79,029      | 114,990     | 84,779      |
| <b>EXPENDITURES</b>  |  |             |             |             |
| Police   |  | 25,039      | 30,211      | -           |
| <b>TOTAL EXPENDITURES</b>  |  | 25,039      | 30,211      | -           |
| <b>TRANSFERS TO/FROM OTHER FUNDS</b>   |  | -           | -           | -           |
| <b>FUND BALANCE, DECEMBER 31</b>   |  | 53,990      | 84,779      | 84,779      |

## **CAPITAL PROJECT FUNDS FUND SUMMARY**

The City of Chesterfield utilizes capital project funds to account for the acquisition and construction of major capital items. These funds represent the vast majority of all capital projects in the City. Projects are determined based on resident feedback and careful deliberation by the City Council. The City believes all approved projects will enhance the quality of life in the City.

As with all large projects, money will be needed for up-keep of these enhancements in the future. The City has planned for these future expenditures and believes the dedicated sales tax monies provided by the Capital Improvement Sales Tax Fund and Parks Sales Tax Fund will be sufficient to cover the up-keep in future years. Furthermore, the City does not foresee needing to use the operating budget of the General Fund to maintain any of these projects.

The City will utilize five separate capital project funds in 2011. Each is discussed below:

The **Chesterfield Valley Special Allocation Fund** is focused on completing infrastructure and transportation projects in the Chesterfield Valley as well as Levee Match projects and miscellaneous legal expenses. In 2011, the City intends to spend the remaining funds on completing infrastructure projects in the Chesterfield Valley.

The **Parks Construction Fund** is used to account for financial resources from the 2005 Parks Bonds issue. These funds were originally designated for the purchase of additional parks land and the construction of several capital assets. In 2010, the City spent the remaining funds.

The **Parks Construction Phase II Fund – Series 2008** is used to account for financial resources from the 2008 Parks Bonds issue. In 2010, the City spent the remaining funds.

The **Parks Construction Phase II Fund – Series 2009A** is used to account for financial resources from the 2009A Parks Bonds issue. In 2011, this Fund will be used on the following items:

- Development of trails, amphitheater, streams, and open space at Central Park.
- Development of four baseball/softball fields, parking, concession stand, and concession stand upgrades at the Chesterfield Valley Athletic Project.
- Development of the Riparian Corridor Trail.
- Continue partnership with the Great Rivers Greenway District to complete additional phases of the Monarch-Chesterfield Levee Trail.

The **Parks Construction Phase II Fund – Series 2009B** is used to account for financial resources from the 2009B Parks Bonds issue. These funds were designated to assist in the completion of the projects listed in the Series 2009A Fund.



## 2011 Annual Budget

| <b>Combined Statement of Budgeted<br/>Revenues and Expenditures -<br/>Chesterfield Valley Special Allocation Fund</b> |  | <b>2009</b> | <b>2010</b> | <b>2011</b> |
|---|--|-------------|-------------|-------------|
|   |  | ACTUAL      | PROJECTED   | BUDGET      |
| <b>FUND BALANCE, JANUARY 1</b>  |  | 5,698,041   | 1,359,832   | 876,086     |
| <b>REVENUES:</b>  |  |             |             |             |
| Property Taxes  |  | -           | -           | -           |
| Other Revenues  |  | 205,169     | 16,254      | 6,000       |
| <b>TOTAL REVENUE</b>  |  | 205,169     | 16,254      | 6,000       |
| <b>TOTAL AVAILABLE FUNDS</b>  |  | 5,903,210   | 1,376,086   | 882,086     |
| <b>EXPENDITURES</b>   |  |             |             |             |
| Public Works  |  | 4,543,378   | 500,000     | 882,086     |
| <b>TOTAL EXPENDITURES</b>   |  | 4,543,378   | 500,000     | 882,086     |
| <b>TRANSFERS TO/FROM OTHER FUNDS</b>  |  |             |             |             |
| <b>FUND BALANCE, DECEMBER 31</b>  |  | 1,359,832   | 876,086     | -           |



## 2011 Annual Budget

| <b>Combined Statement of Budgeted Revenues and Expenditures - Parks Construction Fund</b> |                        |                           |                        |
|---|------------------------|---------------------------|------------------------|
|   | <b>2009<br/>ACTUAL</b> | <b>2010<br/>PROJECTED</b> | <b>2011<br/>BUDGET</b> |
| <b>FUND BALANCE, JANUARY 1</b>  | 12,589,099             | 2,244,622                 | -                      |
| <b>REVENUES:</b>  |                        |                           |                        |
| Other Revenues  | 6,315                  | 15,000                    | -                      |
| <b>TOTAL REVENUE</b>  | 6,315                  | 15,000                    | -                      |
| <b>TOTAL AVAILABLE FUNDS</b>  | 12,595,414             | 2,259,622                 | -                      |
| <b>EXPENDITURES</b>   |                        |                           |                        |
| Parks   | 10,350,793             | 2,259,622                 |                        |
| <b>TOTAL EXPENDITURES</b>   | 10,350,793             | 2,259,622                 | -                      |
| <b>TRANSFERS TO/FROM OTHER FUNDS</b>  | 1                      | -                         | -                      |
| <b>FUND BALANCE, DECEMBER 31</b>  | 2,244,622              | -                         | -                      |



## 2011 Annual Budget

| <b>Combined Statement of Budgeted<br/>Revenues and Expenditures -<br/>Parks Construction Phase II 2008 Fund</b> |  | <b>2009</b> | <b>2010</b> | <b>2011</b> |
|---|--|-------------|-------------|-------------|
|   |  | ACTUAL      | PROJECTED   | BUDGET      |
| <b>FUND BALANCE, JANUARY 1</b>  |  | 4,605,967   | 3,095,925   | 206         |
| <b>REVENUES:</b>  |  |             |             |             |
| Other Revenues  |  | 25,360      | 11,589      | -           |
| <b>TOTAL REVENUE</b>  |  | 25,360      | 11,589      | -           |
| <b>TOTAL AVAILABLE FUNDS</b>  |  | 4,631,327   | 3,107,514   | 206         |
| <b>EXPENDITURES</b>   |  |             |             |             |
| Parks   |  | 3,796,292   | 3,107,308   | 206         |
| <b>TOTAL EXPENDITURES</b>   |  | 3,796,292   | 3,107,308   | 206         |
| <b>OTHER FINANCING SOURCES/USES</b>   |  |             |             |             |
| Transfers in  |  | 2,260,890   | -           | -           |
| <b>FUND BALANCE, DECEMBER 31</b>  |  | 3,095,925   | 206         | -           |



## 2011 Annual Budget

| <b>Combined Statement of Budgeted<br/>Revenues and Expenditures -<br/>Parks Construction Phase II 2009A Fund</b> |  | <b>2009<br/>ACTUAL</b> | <b>2010<br/>PROJECTED</b> | <b>2011<br/>BUDGET</b> |
|--|--|------------------------|---------------------------|------------------------|
| <b>FUND BALANCE, JANUARY 1</b>   |  | -                      | 4,356,540                 | 4,357,740              |
| <b>REVENUES:</b>   |  |                        |                           |                        |
| Other Revenues   |  | 133                    | 1,200                     | 600                    |
| <b>TOTAL REVENUE</b>   |  | 133                    | 1,200                     | 600                    |
| <b>TOTAL AVAILABLE FUNDS</b>   |  | 133                    | 4,357,740                 | 4,358,340              |
| <b>EXPENDITURES</b>  |  |                        |                           |                        |
| Parks  |  | 193,593                | -                         | 4,358,340              |
| <b>TOTAL EXPENDITURES</b>  |  | 193,593                | -                         | 4,358,340              |
| <b>OTHER FINANCING SOURCES/USES</b>  |  |                        |                           |                        |
| Transfers in   |  | -                      | -                         | -                      |
| Bond Proceeds  |  | 4,550,000              | -                         | -                      |
| <b>FUND BALANCE, DECEMBER 31</b>   |  | 4,356,540              | 4,357,740                 | -                      |



## 2011 Annual Budget

| <b>Combined Statement of Budgeted<br/>Revenues and Expenditures -<br/>Parks Construction Phase II 2009B Fund</b> |  | <b>2009<br/>ACTUAL</b> | <b>2010<br/>PROJECTED</b> | <b>2011<br/>BUDGET</b> |
|--|--|------------------------|---------------------------|------------------------|
| <b>FUND BALANCE, JANUARY 1</b>   |  | -                      | 5,648,987                 | 5,650,487              |
| <b>REVENUES:</b>   |  |                        |                           |                        |
| Other Revenues   |  | 172                    | 1,500                     | 750                    |
| <b>TOTAL REVENUE</b>   |  | 172                    | 1,500                     | 750                    |
| <b>TOTAL AVAILABLE FUNDS</b>   |  | 172                    | 5,650,487                 | 5,651,237              |
| <b>EXPENDITURES</b>  |  |                        |                           |                        |
| Parks  |  | 117,373                | -                         | 5,651,237              |
| <b>TOTAL EXPENDITURES</b>  |  | 117,373                | -                         | 5,651,237              |
| <b>OTHER FINANCING SOURCES/USES</b>  |  |                        |                           |                        |
| Transfers in   |  | -                      | -                         | -                      |
| Bond Proceeds  |  | 5,695,000              | -                         | -                      |
| Bond Premium   |  | 71,188                 | -                         | -                      |
| <b>FUND BALANCE, DECEMBER 31</b>   |  | 5,648,987              | 5,650,487                 | -                      |



## BONDED DEBT SCHEDULE

The City of Chesterfield, Missouri's general long-term debt includes General Obligation Bonds, Certificates of Participation, and notes payable. This overview describes each type of debt, provides a picture of the City's indebtedness and discusses policies for new debt. The total debt to maturity outstanding as of December 31, 2010 is as shown below.

| <b>General Obligation Bonds</b> |                  |                 | <b>Certificates of Participation</b> |                 |               |
|---------------------------------|------------------|-----------------|--------------------------------------|-----------------|---------------|
| <u>Year</u>                     | <u>Principal</u> | <u>Interest</u> | <u>Principal</u>                     | <u>Interest</u> | <u>Totals</u> |
| 2011                            | 2,215,000        | 673,393         | 2,210,000                            | 2,190,377       | 7,288,770     |
| 2012                            | 2,270,000        | 603,871         | 2,375,000                            | 2,114,953       | 7,363,824     |
| 2013                            | 2,375,000        | 531,565         | 2,530,000                            | 2,033,839       | 7,470,404     |
| 2014                            | 2,455,000        | 451,354         | 2,700,000                            | 1,946,528       | 7,552,882     |
| 2015                            | 2,545,000        | 367,279         | 2,870,000                            | 1,844,433       | 7,626,712     |
| 2016                            | 1,715,000        | 282,301         | 2,845,000                            | 1,727,799       | 6,570,100     |
| 2017                            | 1,805,000        | 203,326         | 3,085,000                            | 1,602,923       | 6,696,249     |
| 2018                            | 1,930,000        | 126,213         | 3,305,000                            | 1,466,211       | 6,827,424     |
| 2019                            | 2,015,000        | 42,600          | 3,550,000                            | 1,320,627       | 6,928,227     |
| 2020                            |                  |                 | 3,805,000                            | 1,162,577       | 4,967,577     |
| 2021                            |                  |                 | 3,885,000                            | 980,931         | 4,865,931     |
| 2022                            |                  |                 | 3,670,000                            | 802,649         | 4,472,649     |
| 2023                            |                  |                 | 2,875,000                            | 649,458         | 3,524,458     |
| 2024                            |                  |                 | 3,085,000                            | 511,010         | 3,596,010     |
| 2025                            |                  |                 | 3,315,000                            | 362,180         | 3,677,180     |
| 2026                            |                  |                 | 780,000                              | 216,082         | 996,082       |
| 2027                            |                  |                 | 815,000                              | 180,806         | 995,806       |
| 2028                            |                  |                 | 855,000                              | 143,620         | 998,620       |
| 2029                            |                  |                 | 895,000                              | 104,634         | 999,634       |
| 2030                            |                  |                 | 930,000                              | 69,002          | 999,002       |
| 2031                            |                  |                 | 755,000                              | 30,918          | 785,918       |
|                                 | 19,325,000       | 3,281,902       | 51,135,000                           | 21,461,557      | 95,203,459    |

### General Obligation Bonds

**Definition** - General obligation bonds are backed by the full faith and credit of a jurisdiction. General obligation bonds are payable from ad valorem property taxes and other general revenues.

**Debt Limitations** - Bonded indebtedness is limited by Sections 95.115 and 95.120 of the Missouri Revised Statutes (1986) to 10% of the assessed value of taxable tangible property.

**Existing Debt** - The City's outstanding general obligation debt as of December 31, 2010 was \$4,170,000 for Parks bonds dated 2008 refunding May 19, 1998 general obligation bonds and \$15,155,000 for street and sidewalk refunding bonds dated 2005 for a total of \$19,325,000. The debt service schedules are shown on the following pages.

**Debt Burden** - Chesterfield's outstanding general obligation debt is well within statutory limits. Based on the City's 2010 assessed valuation of \$1,876,131,525 the City's legal debt margin is \$187,613,152. The City reviews each potential issue of debt either in-house or through an independent financial advisor on a case-by-case basis.

**Bond Rating** – Chesterfield's general obligation bonds have an Aaa rating from Moody's Investors Services.

**CITY OF CHESTERFIELD, ST. LOUIS COUNTY, MISSOURI**  
**General Obligation Refunding Bonds, Series 2008 (Refunding 1998)**  
**DEBT SERVICE SCHEDULE**  
**\$5,225,000**

| <u>Date</u> | <u>Principal</u> | <u>Coupon</u> | <u>Interest</u> | <u>Period Total</u> | <u>Fiscal Total</u> |
|-------------|------------------|---------------|-----------------|---------------------|---------------------|
| 2/15/2011   | 790,000          | 2.30          | 55,438          | 845,438             |                     |
| 8/15/2011   |                  |               | 46,354          | 46,354              | 891,792             |
| 2/15/2012   | 810,000          | 2.50          | 46,354          | 856,354             |                     |
| 8/15/2012   |                  |               | 36,229          | 36,229              | 892,583             |
| 2/15/2013   | 830,000          | 2.70          | 36,228          | 866,228             |                     |
| 8/15/2013   |                  |               | 25,024          | 25,024              | 891,252             |
| 2/15/2014   | 855,000          | 2.80          | 25,024          | 880,024             |                     |
| 8/15/2014   |                  |               | 13,054          | 13,054              | 893,078             |
| 2/15/2015   | 885,000          | 2.95          | 13,053          | 898,053             |                     |
| 8/15/2015   |                  |               | -               | -                   | 898,053             |
|             | 4,170,000        |               | 296,758         | 4,466,758           |                     |

**CITY OF CHESTERFIELD, ST. LOUIS COUNTY, MISSOURI**  
**General Obligation Bonds, Series 2005 (Refunding of R&S I and R&S II)**  
**DEBT SERVICE SCHEDULE**  
**\$17,760,000**

| <u>Date</u> | <u>Principal</u> | <u>Coupon</u> | <u>Interest</u> | <u>Period Total</u> | <u>Fiscal Total</u> |
|-------------|------------------|---------------|-----------------|---------------------|---------------------|
| 2/15/2011   | 1,425,000        | 3.00%         | 298,988         | 1,723,988           |                     |
| 8/15/2011   |                  |               | 272,613         | 272,613             | 1,996,601           |
| 2/15/2012   | 1,460,000        | 3.13%         | 272,613         | 1,732,613           |                     |
| 8/15/2012   |                  |               | 248,675         | 248,675             | 1,981,288           |
| 2/15/2013   | 1,545,000        | 3.50%         | 248,675         | 1,793,675           |                     |
| 8/15/2013   |                  |               | 221,638         | 221,638             | 2,015,313           |
| 2/15/2014   | 1,600,000        | 3.75%         | 221,638         | 1,821,638           |                     |
| 8/15/2014   |                  |               | 191,638         | 191,638             | 2,013,276           |
| 2/15/2015   | 1,660,000        | 3.50%         | 191,638         | 1,851,638           |                     |
| 8/15/2015   |                  |               | 162,588         | 162,588             | 2,014,226           |
| 2/15/2016   | 1,715,000        | 5.00%         | 162,588         | 1,877,588           |                     |
| 8/15/2016   |                  |               | 119,713         | 119,713             | 1,997,301           |
| 2/15/2017   | 1,805,000        | 4.00%         | 119,713         | 1,924,713           |                     |
| 8/15/2017   |                  |               | 83,613          | 83,613              | 2,008,326           |
| 2/15/2018   | 1,930,000        | 4.25%         | 83,613          | 2,013,613           |                     |
| 8/15/2018   |                  |               | 42,600          | 42,600              | 2,056,213           |
| 2/15/2019   | 2,015,000        | 4.00%         | 42,600          | 2,057,600           |                     |
|             |                  |               |                 |                     | 2,057,600           |
|             | <hr/> 15,155,000 |               | <hr/> 2,985,144 |                     | <hr/> 18,140,144    |

## Certificates of Participation

**Definition** - Certificates of Participation are securities that represent a share of an issuer's lease payment. When a municipality finances a public facility through a lease-purchase transaction, the interest in that government's lease payment often is assigned to a third party that issues Certificates of Participation. The Certificates represent a share of the lease payment received by the investor.

**Debt Limitations** - There are no statutory limits on Certificates of Participation. These obligations are not considered debt under state law and are subject to annual appropriations by the Mayor and City Council.

**Existing Debt** - The City began a Master Lease Program funded through the sale of Certificates of Participation for the construction of a Public Works Facility. On August 1, 1995, the City issued \$2,950,000 in Certificates of Participation. The City did a current refunding of this debt on November 19, 2002 in order to take advantage of the low interest rate environment. The City's outstanding debt related to the issue as of December 31, 2010 was \$990,000.

The City issued \$17,565,000 in Certificates of Participation to fund the acquisition of land and the construction of City Hall on April 15, 2000. The City did a current refunding of this debt on August 30, 2004 in order to take advantage of the low interest rate environment. The City's outstanding debt related to the issue as of December 31, 2010 was \$13,475,000.

On January 27, 2005, the City issued \$25,710,000 in Certificates of Participation to fund acquisition of Park land and Parks improvements. The City's outstanding debt related to the issue as of December 31, 2010 was \$22,895,000.

In 2008, the City issued \$4,720,000 in Certificates of Participation to fund parks construction phase II. The City's outstanding debt related to the issue as of December 31, 2010 was \$3,000.

In 2009, the City issued \$4,550,000 in Certificates of Participation to fund parks construction phase II. The City's outstanding debt related to the issue as of December 31, 2010 was \$3,690,000.

In 2009, the City issued \$5,695,000 in Build America Bonds to fund parks construction phase II. The City's outstanding debt related to the issue as of December 31, 2010 was \$5,695,000.

**Debt Burden** - As noted above, there is no statutory limitations for Certificates of Participation. As is the case with general obligation bonds, the City reviews each potential issue of debt either in-house or through an independent financial advisor on a case-by-case basis.

**Bond Rating** – Chesterfield's Certificates of Participation have an Aa1 rating from Moody's Investors Services.

**CITY OF CHESTERFIELD, ST. LOUIS COUNTY, MISSOURI**  
**Certificates of Participation, Series 2002 (PW Facility)**  
**DEBT SERVICE SCHEDULE**  
**\$2,325,000**

| <u>Date</u> | <u>Principal</u> | <u>Coupon</u> | <u>Interest</u> | <u>Period Total</u> | <u>Fiscal Total</u> |
|-------------|------------------|---------------|-----------------|---------------------|---------------------|
| 2/15/2011   |                  |               | 19,586          | 19,586              |                     |
| 8/15/2011   | 185,000          | 3.65%         | 19,586          | 204,586             | 224,173             |
| 2/15/2012   |                  |               | 16,210          | 16,210              |                     |
| 8/15/2012   | 195,000          | 3.80%         | 16,210          | 211,210             | 227,420             |
| 2/15/2013   |                  |               | 12,505          | 12,505              |                     |
| 8/15/2013   | 200,000          | 4.00%         | 12,505          | 212,505             | 225,010             |
| 2/15/2014   |                  |               | 8,505           | 8,505               |                     |
| 8/15/2014   | 210,000          | 4.10%         | 8,505           | 218,505             | 227,010             |
| 2/15/2015   |                  |               | 4,200           | 4,200               |                     |
| 8/15/2015   | 200,000          | 4.20%         | 4,200           | 204,200             | 208,400             |
|             | 990,000          |               | 122,012         | 1,112,013           |                     |

**CITY OF CHESTERFIELD, ST. LOUIS COUNTY, MISSOURI**  
**Certificates of Participation, Series 2004 (City Hall)**  
**DEBT SERVICE SCHEDULE**  
**\$15,820,000**

| <u>Date</u> | <u>Principal</u> | <u>Coupon</u> | <u>Interest</u> | <u>Period Total</u> | <u>Fiscal Total</u> |
|-------------|------------------|---------------|-----------------|---------------------|---------------------|
| 2/15/2011   | 785,000          | 4.00%         | 317,500         | 1,102,500           |                     |
| 8/15/2011   |                  |               | 301,800         | 301,800             | 1,404,300           |
| 2/15/2012   | 850,000          | 4.00%         | 301,800         | 1,151,800           |                     |
| 8/15/2012   |                  |               | 284,800         | 284,800             | 1,436,600           |
| 2/15/2013   | 910,000          | 4.00%         | 284,800         | 1,194,800           |                     |
| 8/15/2013   |                  |               | 266,600         | 266,600             | 1,461,400           |
| 2/15/2014   | 975,000          | 4.00%         | 266,600         | 1,241,600           |                     |
| 8/15/2014   |                  |               | 247,100         | 247,100             | 1,488,700           |
| 2/15/2015   | 1,045,000        | 5.25%         | 247,100         | 1,292,100           |                     |
| 8/15/2015   |                  |               | 225,138         | 225,138             | 1,517,238           |
| 2/15/2016   | 1,100,000        | 5.25%         | 225,138         | 1,325,138           |                     |
| 8/15/2016   |                  |               | 196,763         | 196,763             | 1,521,901           |
| 2/15/2017   | 1,210,000        | 5.25%         | 196,763         | 1,406,763           |                     |
| 8/15/2017   |                  |               | 165,000         | 165,000             | 1,571,763           |
| 2/15/2018   | 1,300,000        | 5.00%         | 165,000         | 1,465,000           |                     |
| 8/15/2018   |                  |               | 132,500         | 132,500             | 1,597,500           |
| 2/15/2019   | 1,400,000        | 5.00%         | 132,500         | 1,532,500           |                     |
| 8/15/2019   |                  |               | 97,500          | 97,500              | 1,630,000           |
| 2/15/2020   | 1,500,000        | 5.00%         | 97,500          | 1,597,500           |                     |
| 8/15/2020   |                  |               | 60,000          | 60,000              | 1,657,500           |
| 2/15/2021   | 1,400,000        | 5.00%         | 60,000          | 1,460,000           |                     |
| 8/15/2021   |                  |               | 25,000          | 25,000              | 1,485,000           |
| 2/15/2022   | 1,000,000        | 5.00%         | 25,000          | 1,025,000           |                     |
| 8/15/2022   |                  |               | -               | -                   | 1,025,000           |
|             | <hr/> 13,475,000 |               | <hr/> 4,321,902 | <hr/> 17,796,902    |                     |

**CITY OF CHESTERFIELD, ST. LOUIS COUNTY, MISSOURI**  
**Certificates of Participation, Series 2005 (Parks)**  
**DEBT SERVICE SCHEDULE**  
**\$25,710,000**

| <u>Date</u> | <u>Principal</u> | <u>Coupon</u> | <u>Interest</u> | <u>Period Total</u> | <u>Fiscal Total</u> |
|-------------|------------------|---------------|-----------------|---------------------|---------------------|
| 6/1/2011    |                  |               | 501,671         | 501,671             |                     |
| 12/1/2011   | 770,000          | 3.50%         | 501,671         | 1,271,671           | 1,773,342           |
| 6/1/2012    |                  |               | 488,196         | 488,196             |                     |
| 12/1/2012   | 850,000          | 3.25%         | 488,196         | 1,338,196           | 1,826,392           |
| 6/1/2013    |                  |               | 474,371         | 474,371             |                     |
| 12/1/2013   | 930,000          | 3.13%         | 474,371         | 1,404,371           | 1,878,742           |
| 6/1/2014    |                  |               | 459,839         | 459,839             |                     |
| 12/1/2014   | 1,015,000        | 3.74%         | 459,839         | 1,474,839           | 1,934,678           |
| 6/1/2015    |                  |               | 440,877         | 440,877             |                     |
| 12/1/2015   | 1,110,000        | 3.80%         | 440,877         | 1,550,877           | 1,991,754           |
| 6/1/2016    |                  |               | 419,787         | 419,787             |                     |
| 12/1/2016   | 1,215,000        | 3.95%         | 419,787         | 1,634,787           | 2,054,574           |
| 6/1/2017    |                  |               | 395,791         | 395,791             |                     |
| 12/1/2017   | 1,325,000        | 4.05%         | 395,791         | 1,720,791           | 2,116,582           |
| 6/1/2018    |                  |               | 368,959         | 368,959             |                     |
| 12/1/2018   | 1,440,000        | 4.00%         | 368,959         | 1,808,959           | 2,177,918           |
| 6/1/2019    |                  |               | 340,159         | 340,159             |                     |
| 12/1/2019   | 1,565,000        | 4.00%         | 340,159         | 1,905,159           | 2,245,318           |
| 6/1/2020    |                  |               | 308,859         | 308,859             |                     |
| 12/1/2020   | 1,695,000        | 5.00%         | 308,859         | 2,003,859           | 2,312,718           |
| 6/1/2021    |                  |               | 266,484         | 266,484             |                     |
| 12/1/2021   | 1,850,000        | 5.00%         | 266,484         | 2,116,484           | 2,382,968           |
| 6/1/2022    |                  |               | 220,234         | 220,234             |                     |
| 12/1/2022   | 2,010,000        | 5.00%         | 220,234         | 2,230,234           | 2,450,468           |
| 6/1/2023    |                  |               | 169,984         | 169,984             |                     |
| 12/1/2023   | 2,185,000        | 5.00%         | 169,984         | 2,354,984           | 2,524,968           |
| 6/1/2024    |                  |               | 115,359         | 115,359             |                     |
| 12/1/2024   | 2,370,000        | 5.00%         | 115,359         | 2,485,359           | 2,600,718           |
| 6/1/2025    |                  |               | 56,109          | 56,109              |                     |
| 12/1/2025   | 2,565,000        | 4.38%         | 56,109          | 2,621,109           | 2,677,218           |
| 12/31/2025  | 22,895,000       |               | 10,053,358      | 32,948,358          |                     |

**CITY OF CHESTERFIELD, ST. LOUIS COUNTY, MISSOURI**  
**Certificates of Participation, Series 2008 (Parks Phase II)**  
**DEBT SERVICE SCHEDULE**  
**\$4,720,000**

| <u>Date</u> | <u>Principal</u> | <u>Coupon</u> | <u>Interest</u> | <u>Period Total</u> | <u>Fiscal Total</u> |
|-------------|------------------|---------------|-----------------|---------------------|---------------------|
| 6/1/2011    |                  |               | 103,950         | 103,950             |                     |
| 12/1/2011   | 165,000          | 3.25%         | 103,950         | 268,950             | 372,900             |
| 6/1/2012    |                  |               | 101,269         | 101,269             |                     |
| 12/1/2012   | 175,000          | 3.50%         | 101,269         | 276,269             | 377,538             |
| 6/1/2013    |                  |               | 98,206          | 98,206              |                     |
| 12/1/2013   | 175,000          | 3.75%         | 98,206          | 273,206             | 371,412             |
| 6/1/2014    |                  |               | 94,925          | 94,925              |                     |
| 12/1/2014   | 185,000          | 3.88%         | 94,925          | 279,925             | 374,850             |
| 6/1/2015    |                  |               | 91,341          | 91,341              |                     |
| 12/1/2015   | 200,000          | 4.00%         | 91,340          | 291,340             | 382,681             |
| 6/1/2016    |                  |               | 87,341          | 87,341              |                     |
| 12/1/2016   | 200,000          | 4.00%         | 87,340          | 287,340             | 374,681             |
| 6/1/2017    |                  |               | 83,341          | 83,341              |                     |
| 12/1/2017   | 210,000          | 4.25%         | 83,340          | 293,340             | 376,681             |
| 6/1/2018    |                  |               | 78,878          | 78,878              |                     |
| 12/1/2018   | 215,000          | 4.40%         | 78,878          | 293,878             | 372,756             |
| 6/1/2019    |                  |               | 74,148          | 74,148              |                     |
| 12/1/2019   | 225,000          | 5.00%         | 74,148          | 299,148             | 373,296             |
| 6/1/2020    |                  |               | 68,523          | 68,523              |                     |
| 12/1/2020   | 240,000          | 5.00%         | 68,523          | 308,523             | 377,046             |
| 6/1/2021    |                  |               | 62,523          | 62,523              |                     |
| 12/1/2021   | 250,000          | 5.00%         | 62,523          | 312,523             | 375,046             |
| 6/1/2022    |                  |               | 56,273          | 56,273              |                     |
| 12/1/2022   | 265,000          | 5.00%         | 56,273          | 321,273             | 377,546             |
| 6/1/2023    |                  |               | 49,648          | 49,648              |                     |
| 12/1/2023   | 275,000          | 5.10%         | 49,648          | 324,648             | 374,296             |
| 6/1/2024    |                  |               | 42,636          | 42,636              |                     |
| 12/1/2024   | 290,000          | 5.10%         | 42,636          | 332,636             | 375,272             |
| 6/1/2025    |                  |               | 35,241          | 35,241              |                     |
| 12/1/2025   | 305,000          | 5.30%         | 35,241          | 340,241             | 375,482             |
| 6/1/2026    |                  |               | 27,158          | 27,158              |                     |
| 12/1/2026   | 320,000          | 5.30%         | 27,158          | 347,158             | 374,316             |
| 6/1/2027    |                  |               | 18,678          | 18,678              |                     |
| 12/1/2027   | 340,000          | 5.38%         | 18,678          | 358,678             | 377,356             |
| 6/1/2028    |                  |               | 9,541           | 9,541               |                     |
| 12/1/2028   | 355,000          | 5.38%         | 9,541           | 364,541             | 374,082             |
|             | 4,390,000        |               | 2,367,237       | 6,757,237           |                     |

**CITY OF CHESTERFIELD, ST. LOUIS COUNTY, MISSOURI**  
**Certificates of Participation, Series 2009A (Parks Phase II)**  
**DEBT SERVICE SCHEDULE**  
**\$4,550,000**

| <u>Date</u> | <u>Principal</u> | <u>Coupon</u> | <u>Interest</u> | <u>Period Total</u> | <u>Fiscal Total</u> |
|-------------|------------------|---------------|-----------------|---------------------|---------------------|
| 6/1/2011    |                  |               | 48,014          | 48,014              |                     |
| 12/1/2011   | 305,000          | 1.20%         | 48,014          | 353,014             | 401,028             |
| 6/1/2012    |                  |               | 46,184          | 46,184              |                     |
| 12/1/2012   | 305,000          | 1.55%         | 46,184          | 351,184             | 397,368             |
| 6/1/2013    |                  |               | 43,820          | 43,820              |                     |
| 12/1/2013   | 315,000          | 1.90%         | 43,820          | 358,820             | 402,640             |
| 6/1/2014    |                  |               | 40,828          | 40,828              |                     |
| 12/1/2014   | 315,000          | 2.20%         | 40,827          | 355,827             | 396,655             |
| 6/1/2015    |                  |               | 37,362          | 37,362              |                     |
| 12/1/2015   | 315,000          | 2.45%         | 37,363          | 352,363             | 389,725             |
| 6/1/2016    |                  |               | 33,504          | 33,504              |                     |
| 12/1/2016   | 330,000          | 2.65%         | 33,504          | 363,504             | 397,008             |
| 6/1/2017    |                  |               | 29,131          | 29,131              |                     |
| 12/1/2017   | 340,000          | 2.90%         | 29,131          | 369,131             | 398,262             |
| 6/1/2018    |                  |               | 24,201          | 24,201              |                     |
| 12/1/2018   | 350,000          | 3.15%         | 24,201          | 374,201             | 398,402             |
| 6/1/2019    |                  |               | 18,689          | 18,689              |                     |
| 12/1/2019   | 360,000          | 3.25%         | 18,689          | 378,689             | 397,378             |
| 6/1/2020    |                  |               | 12,839          | 12,839              |                     |
| 12/1/2020   | 370,000          | 3.35%         | 12,839          | 382,839             | 395,678             |
| 6/1/2021    |                  |               | 6,641           | 6,641               |                     |
| 12/1/2021   | 385,000          | 3.45%         | 6,641           | 391,641             | 398,282             |
|             | 3,690,000        |               | 682,426         | 4,372,426           |                     |

**CITY OF CHESTERFIELD, ST. LOUIS COUNTY, MISSOURI**  
**Build America Bonds, Series 2009B (Parks Phase II)**  
**DEBT SERVICE SCHEDULE**  
**\$5,695,000**

| <u>Date</u> | <u>Principal</u> | <u>Coupon</u> | <u>Interest</u> | <u>Period Total</u> | <u>Fiscal Total</u> |
|-------------|------------------|---------------|-----------------|---------------------|---------------------|
| 6/1/2011    |                  |               | 112,317         | 112,317             |                     |
| 12/1/2011   |                  |               | 112,318         | 112,318             | 224,635             |
| 6/1/2012    |                  |               | 112,317         | 112,317             |                     |
| 12/1/2012   |                  |               | 112,318         | 112,318             | 224,635             |
| 6/1/2013    |                  |               | 112,317         | 112,317             |                     |
| 12/1/2013   |                  |               | 112,318         | 112,318             | 224,635             |
| 6/1/2014    |                  |               | 112,317         | 112,317             |                     |
| 12/1/2014   |                  |               | 112,318         | 112,318             | 224,635             |
| 6/1/2015    |                  |               | 112,317         | 112,317             |                     |
| 12/1/2015   |                  |               | 112,318         | 112,318             | 224,635             |
| 6/1/2016    |                  |               | 112,317         | 112,317             |                     |
| 12/1/2016   |                  |               | 112,318         | 112,318             | 224,635             |
| 6/1/2017    |                  |               | 112,317         | 112,317             |                     |
| 12/1/2017   |                  |               | 112,318         | 112,318             | 224,635             |
| 6/1/2018    |                  |               | 112,317         | 112,317             |                     |
| 12/1/2018   |                  |               | 112,318         | 112,318             | 224,635             |
| 6/1/2019    |                  |               | 112,317         | 112,317             |                     |
| 12/1/2019   |                  |               | 112,318         | 112,318             | 224,635             |
| 6/1/2020    |                  |               | 112,317         | 112,317             |                     |
| 12/1/2020   |                  |               | 112,318         | 112,318             | 224,635             |
| 6/1/2021    |                  |               | 112,317         | 112,317             |                     |
| 12/1/2021   |                  |               | 112,318         | 112,318             | 224,635             |
| 6/1/2022    |                  |               | 112,317         | 112,317             |                     |
| 12/1/2022   | 395,000          | 5.63%         | 112,318         | 507,318             | 619,635             |
| 6/1/2023    |                  |               | 105,097         | 105,097             |                     |
| 12/1/2023   | 415,000          | 5.63%         | 105,097         | 520,097             | 625,194             |
| 6/1/2024    |                  |               | 97,510          | 97,510              |                     |
| 12/1/2024   | 425,000          | 5.63%         | 97,510          | 522,510             | 620,020             |
| 6/1/2025    |                  |               | 89,740          | 89,740              |                     |
| 12/1/2025   | 445,000          | 6.13%         | 89,740          | 534,740             | 624,480             |
| 6/1/2026    |                  |               | 80,883          | 80,883              |                     |
| 12/1/2026   | 460,000          | 6.13%         | 80,883          | 540,883             | 621,766             |
| 6/1/2027    |                  |               | 71,725          | 71,725              |                     |
| 12/1/2027   | 475,000          | 6.13%         | 71,725          | 546,725             | 618,450             |
| 6/1/2028    |                  |               | 62,269          | 62,269              |                     |
| 12/1/2028   | 500,000          | 6.13%         | 62,269          | 562,269             | 624,538             |
| 6/1/2029    |                  |               | 52,317          | 52,317              |                     |
| 12/1/2029   | 895,000          | 6.13%         | 52,317          | 947,317             | 999,634             |
| 6/1/2030    |                  |               | 34,501          | 34,501              |                     |
| 12/1/2030   | 930,000          | 6.30%         | 34,501          | 964,501             | 999,002             |
| 6/1/2031    |                  |               | 15,459          | 15,459              |                     |
| 12/1/2031   | 755,000          | 6.30%         | 15,459          | 770,459             | 785,918             |
|             | 5,695,000        |               | 3,914,622       | 9,609,622           |                     |



## 2011 Annual Budget

| <b>Combined Statement of Budgeted<br/>Revenues and Expenditures -<br/>Debt Service-Parks Fund</b> | <b>2009<br/>ACTUAL</b> | <b>2010<br/>PROJECTED</b> | <b>2011<br/>BUDGET</b> |
|---|------------------------|---------------------------|------------------------|
| <b>FUND BALANCE, JANUARY 1</b>  | 1,303,976              | 1,379,062                 | 1,001,209              |
| <b>REVENUES:</b>  |                        |                           |                        |
| Property Tax  | 536,397                | 500,000                   | 500,000                |
| Other Revenues  | 2,855                  | 5,000                     | 5,000                  |
| <b>TOTAL REVENUE</b>  | 539,252                | 505,000                   | 505,000                |
| <b>TOTAL AVAILABLE FUNDS</b>  | 1,843,228              | 1,884,062                 | 1,506,209              |
| <b>EXPENDITURES</b>   |                        |                           |                        |
| Parks   | 464,166                | 882,853                   | 892,367                |
| <b>TOTAL EXPENDITURES</b>   | 464,166                | 882,853                   | 892,367                |
| <b>FUND BALANCE, DECEMBER 31</b>  | 1,379,062              | 1,001,209                 | 613,842                |



## 2011 Annual Budget

| <b>Combined Statement of Budgeted Revenues and Expenditures - Debt Service-R&amp;S II Fund</b> |  | <b>2009</b> | <b>2010</b> | <b>2011</b> |
|--|--|-------------|-------------|-------------|
|  |  | ACTUAL      | PROJECTED   | BUDGET      |
| <b>FUND BALANCE, JANUARY 1</b>   |  | 10,158,126  | 5,660       | -           |
| <b>REVENUES:</b>   |  |             |             |             |
| Other Revenues   |  | 182,743     | 4           | -           |
| <b>TOTAL REVENUE</b>   |  | 182,743     | 4           | -           |
| <b>TOTAL AVAILABLE FUNDS</b>   |  | 10,340,869  | 5,664       | -           |
| <b>EXPENDITURES</b>  |  |             |             |             |
| Public Works   |  | 11,023,412  | -           | -           |
| <b>TOTAL EXPENDITURES</b>  |  | 11,023,412  | -           | -           |
| <b>TRANSFERS TO/FROM OTHER FUNDS</b>   |  | 688,203     | (5,664)     | -           |
| <b>FUND BALANCE, DECEMBER 31</b>   |  | 5,660       | -           | -           |



## 2011 Annual Budget

| <b>Combined Statement of Budgeted<br/>Revenues and Expenditures -<br/>Debt Service-R&amp;S I and R&amp;S II Fund</b> |  | <b>2009</b> | <b>2010</b> | <b>2011</b> |
|--|--|-------------|-------------|-------------|
|  |  | ACTUAL      | PROJECTED   | BUDGET      |
| <b>FUND BALANCE, JANUARY 1</b>   |  | -           | -           | -           |
| <b>REVENUES:</b>   |  |             |             |             |
| Other Revenues   |  | -           | -           | -           |
| <b>TOTAL REVENUE</b>   |  | -           | -           | -           |
| <b>TOTAL AVAILABLE FUNDS</b>   |  | -           | -           | -           |
| <b>EXPENDITURES</b>  |  |             |             |             |
| Public Works   |  | 1,298,525   | 1,979,002   | 1,997,228   |
| <b>TOTAL EXPENDITURES</b>  |  | 1,298,525   | 1,979,002   | 1,997,228   |
| <b>TRANSFERS TO/FROM OTHER FUNDS</b>   |  | 1,298,525   | 1,979,002   | 1,997,228   |
| <b>FUND BALANCE, DECEMBER 31</b>   |  | -           | -           | -           |



## 2011 Annual Budget

| <b>Combined Statement of Budgeted Revenues and Expenditures - Cert Payment-PWF Fund</b> |                        |                           |                        |
|---|------------------------|---------------------------|------------------------|
|   | <b>2009<br/>ACTUAL</b> | <b>2010<br/>PROJECTED</b> | <b>2011<br/>BUDGET</b> |
| <b>FUND BALANCE, JANUARY 1</b>  | 232,973                | 231,054                   | 230,356                |
| <b>REVENUES:</b>  |                        |                           |                        |
| Other Revenues  | 998                    | 15                        | 15                     |
| <b>TOTAL REVENUE</b>  | 998                    | 15                        | 15                     |
| <b>TOTAL AVAILABLE FUNDS</b>  | 233,971                | 231,069                   | 230,371                |
| <b>EXPENDITURES</b>   |                        |                           |                        |
| Public Works  | 227,803                | 226,277                   | 224,887                |
| <b>TOTAL EXPENDITURES</b>   | 227,803                | 226,277                   | 224,887                |
| <b>TRANSFERS TO/FROM OTHER FUNDS</b>  | 224,886                | 225,564                   | 224,923                |
| <b>FUND BALANCE, DECEMBER 31</b>  | 231,054                | 230,356                   | 230,407                |



## 2011 Annual Budget

| <b>Combined Statement of Budgeted Revenues and Expenditures - Debt Service-CH Fund</b> |                        |                           |                        |
|--|------------------------|---------------------------|------------------------|
|  | <b>2009<br/>ACTUAL</b> | <b>2010<br/>PROJECTED</b> | <b>2011<br/>BUDGET</b> |
| <b>FUND BALANCE, JANUARY 1</b>   | 40                     | 2                         | 2                      |
| <b>REVENUES:</b>   |                        |                           |                        |
| Other Revenues   | 2                      | 2                         | -                      |
| <b>TOTAL REVENUE</b>   | 2                      | 2                         | -                      |
| <b>TOTAL AVAILABLE FUNDS</b>   | 42                     | 4                         | 2                      |
| <b>EXPENDITURES</b>  |                        |                           |                        |
| Finance/Administration   | 1,062,210              | 1,386,994                 | 1,408,500              |
| <b>TOTAL EXPENDITURES</b>  | 1,062,210              | 1,386,994                 | 1,408,500              |
| <b>TRANSFERS TO/FROM OTHER FUNDS</b>   | 1,062,170              | 1,386,992                 | 1,408,500              |
| <b>FUND BALANCE, DECEMBER 31</b>   | 2                      | 2                         | 2                      |



## 2011 Annual Budget

| <b>Combined Statement of Budgeted Revenues and Expenditures - Certificate Payment 05-Parks Fund</b> |                        |                           |                        |
|---|------------------------|---------------------------|------------------------|
|   | <b>2009<br/>ACTUAL</b> | <b>2010<br/>PROJECTED</b> | <b>2011<br/>BUDGET</b> |
| <b>FUND BALANCE, JANUARY 1</b>  | 369                    | 2                         | 4                      |
| <b>REVENUES:</b>  |                        |                           |                        |
| Other Revenues  | 32                     | 2                         | -                      |
| <b>TOTAL REVENUE</b>  | 32                     | 2                         | -                      |
| <b>TOTAL AVAILABLE FUNDS</b>  | 401                    | 4                         | 4                      |
| <b>EXPENDITURES</b>   |                        |                           |                        |
| Parks   | 1,672,179              | 1,724,327                 | 1,776,742              |
| <b>TOTAL EXPENDITURES</b>   | 1,672,179              | 1,724,327                 | 1,776,742              |
| <b>TRANSFERS TO/FROM OTHER FUNDS</b>  | 1,671,780              | 1,724,327                 | 1,776,742              |
| <b>FUND BALANCE, DECEMBER 31</b>  | 2                      | 4                         | 4                      |



## 2011 Annual Budget

| <b>Combined Statement of Budgeted<br/>Revenues and Expenditures -<br/>Certificate Payment 08-Parks Fund</b> | <b>2009<br/>ACTUAL</b> | <b>2010<br/>PROJECTED</b> | <b>2011<br/>BUDGET</b> |
|---|------------------------|---------------------------|------------------------|
| <b>FUND BALANCE, JANUARY 1</b>  | -                      | -                         | -                      |
| <b>REVENUES:</b>  |                        |                           |                        |
| Other Revenues  | 6                      | -                         | -                      |
| <b>TOTAL REVENUE</b>  | 6                      | -                         | -                      |
| <b>TOTAL AVAILABLE FUNDS</b>  | 6                      | -                         | -                      |
| <b>EXPENDITURES</b>   |                        |                           |                        |
| Parks   | 375,265                | 373,100                   | 372,900                |
| <b>TOTAL EXPENDITURES</b>   | 375,265                | 373,100                   | 372,900                |
| <b>TRANSFERS TO/FROM OTHER FUNDS</b>  | 375,259                | 373,100                   | 372,900                |
| <b>FUND BALANCE, DECEMBER 31</b>  | -                      | -                         | -                      |



## 2011 Annual Budget

| <b>Combined Statement of Budgeted<br/>Revenues and Expenditures -<br/>Certificate Payment 09A-Parks Fund</b> | <b>2009<br/>ACTUAL</b> | <b>2010<br/>PROJECTED</b> | <b>2011<br/>BUDGET</b> |
|--|------------------------|---------------------------|------------------------|
| <b>FUND BALANCE, JANUARY 1</b>   | -                      | -                         | -                      |
| <b>REVENUES:</b>   |                        |                           |                        |
| Other Revenues   | -                      | -                         | -                      |
| <b>TOTAL REVENUE</b>   | -                      | -                         | -                      |
| <b>TOTAL AVAILABLE FUNDS</b>   | -                      | -                         | -                      |
| <b>EXPENDITURES</b>  |                        |                           |                        |
| Parks  | 578,668                | 399,526                   | 401,528                |
| <b>TOTAL EXPENDITURES</b>  | 578,668                | 399,526                   | 401,528                |
| <b>TRANSFERS TO/FROM OTHER FUNDS</b>   | 578,668                | 399,526                   | 401,528                |
| <b>FUND BALANCE, DECEMBER 31</b>   | -                      | -                         | -                      |



## 2011 Annual Budget

| <b>Combined Statement of Budgeted<br/>Revenues and Expenditures -<br/>Build America 09B-Parks Fund</b> | <b>2009<br/>ACTUAL</b> | <b>2010<br/>PROJECTED</b> | <b>2011<br/>BUDGET</b> |
|--|------------------------|---------------------------|------------------------|
| <b>FUND BALANCE, JANUARY 1</b>   | -                      | -                         | -                      |
| <b>REVENUES:</b>   |                        |                           |                        |
| Other Revenues   | -                      | 32                        | -                      |
| Intergovernmental  | 22,176                 | 120,957                   | 120,957                |
| <b>TOTAL REVENUE</b>   | <b>22,176</b>          | <b>120,989</b>            | <b>120,957</b>         |
| <b>TOTAL AVAILABLE FUNDS</b>   | <b>22,176</b>          | <b>120,989</b>            | <b>120,957</b>         |
| <b>EXPENDITURES</b>  |                        |                           |                        |
| Parks  | 63,359                 | 347,392                   | 347,392                |
| <b>TOTAL EXPENDITURES</b>  | <b>63,359</b>          | <b>347,392</b>            | <b>347,392</b>         |
| <b>TRANSFERS TO/FROM OTHER FUNDS</b>   | <b>41,183</b>          | <b>226,403</b>            | <b>226,435</b>         |
| <b>FUND BALANCE, DECEMBER 31</b>   | <b>-</b>               | <b>-</b>                  | <b>-</b>               |



## MISCELLANEOUS STATISTICAL AND DEMOGRAPHIC DATA

Date of Incorporation as a third class city.....June 1, 1988

Form of government.....Mayor/Council/City Administrator

Area.....32 square miles

Miles of streets maintained by City.....170

Miles of sidewalks maintained by City.....275

### Police protection:

Number of full-time employees.....92

    Commissioned officers.....82

    Other full-time employees.....10

Police Station.....1

Total employees, full-time.....216

### Fire protection:

The City's coverage is provided by two districts:

    Metro West Fire Protection District

    Monarch Fire Protection District

The City is served by the Parkway and Rockwood School Districts.

The City's electricity is supplied by Ameren UE Company; natural gas is supplied by Laclede Gas Company; water is provided by Missouri-American Water Company; sewer service is provided by Metropolitan St. Louis Sewer District. All four of the aforementioned companies are publicly held utilities.

The libraries serving the City of Chesterfield are the Daniel Boone, Samuel C. Sachs and the Thornhill branches of the St. Louis County Library System.

### Population:

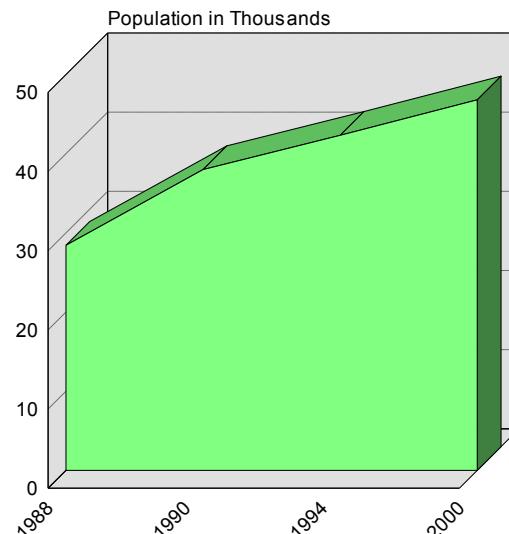
|      |        |
|------|--------|
| 1988 | 28,436 |
| 1990 | 37,990 |
| 1994 | 42,325 |
| 2000 | 46,802 |

### Median family income:

|      |           |
|------|-----------|
| 1986 | \$ 61,800 |
| 2000 | \$102,987 |

### Per capita income:

|      |           |
|------|-----------|
| 1979 | \$ 12,686 |
| 1987 | \$ 21,912 |
| 2000 | \$ 43,288 |



Principal Taxpayers :

| <u>Name</u>                              | <u>Assessed Value</u> |
|--|-----------------------|
| THF Chesterfield Development LLC         | \$ 45,930,000         |
| Pfizer, Inc.                             | \$ 40,819,000         |
| Chesterfield Mall                        | \$ 27,870,000         |
| Pharmacia                                | \$ 23,928,000         |
| FSP Timberlake Corp.                     | \$ 18,269,000         |
| Chesterfield Village, Inc.               | \$ 12,136,000         |
| G&E Healthcare REIT Chesterfield Rehab H | \$ 8,197,000          |
| NNN Once Chesterfield Place LLC          | \$ 8,121,000          |
| St. Lukes Episcopalian Presbyterian      | \$ 7,706,000          |
| Scott Family Properties                  | \$ 7,318,000          |

Principal taxpayers based on 2009 valuations. 2010 valuations by taxpayers were not available in time for publication.

Major Employers within Chesterfield:

| <u>Company</u>                     | <u>Type of Business</u>                           | <u>Employees</u> |
|------------------------------------|---|------------------|
| St. Luke's Hospital                | Full-service Community Medical Facility           | 3,645            |
| Delmar Gardens Enterprises         | Skilled Nursing & Retirement Centers              | 1,039            |
| Parkway School District            | Public School District                            | 1,027            |
| McBride & Son Management Co.       | Homebuilder/Developer/Contractor                  | 700              |
| Reinsurance Group of America, Inc. | Reinsurance for Life Insurance Companies          | 607              |
| Amdocs, Inc.                       | Billing/Customer Relationship Management Software | 550              |
| Monsanto Company                   | Agricultural Research                             | 380              |
| Rockwood School District           | Public School District                            | 363              |
| Technology Partners, Inc.          | IT Staffing Services                              | 300              |
| IKON Office Solutions              | Document Management Systems and Services          | 293              |

The City of Chesterfield was Incorporated in 1988 and covers approximately 32 square miles in suburban St. Louis County. The City is a thriving residential and business community.

Twenty-two miles from downtown St. Louis, the City of Chesterfield is located on the western edge of the St. Louis County metropolitan area. Six-lane I-64 (U.S. Hwy. 40) connects the City with the Mississippi and Missouri waterfronts. A network of other roadways serves the community providing access to work schools, churches, shopping, the State of Missouri and St. Louis County parks.

Additional information on the City of Chesterfield can be obtained on the City's website:  
[www.chesterfield.mo.us](http://www.chesterfield.mo.us).

**PRESS RELEASE**  
**FOR IMMEDIATE RELEASE – DECEMBER, 6, 2011**  
**PROPOSED FISCAL YEAR 2011 BUDGET HIGHLIGHTS**

**Introduction**

As provided by City ordinances, the City Administrator will submit the proposed budget for Fiscal Year 2011 (FY2011) to City Council at a Public Hearing scheduled for 6:30 p.m. on Monday, December 6, 2010. This proposed budget reflects changes approved by City Council, during a Finance and Administration “Committee-of-the-Whole” budget workshop, on November 15<sup>th</sup>, which was called specifically to discuss and finalize the proposed budget.

**Year-end projections – FY2010 Budget – Capital Improvements Sales Tax Fund**

In conjunction with a \$30 million bond issue, approved by the voters of Chesterfield in 1996, for improvements to public rights-of-way, voters also approved a ½-cent sales tax for capital improvements, which provides all revenue for this fund. These funds, however, cannot be used for any other purpose and cannot supplement the City’s General Fund. The City receives 85% of the revenue generated by this tax, within the City of Chesterfield. This Fund ‘lives within its means’ and does not rely on monies from other parts of the City. Revenue projections, as of 12/31/10, are expected to total \$4,728,203, from sales taxes. Accumulated fund reserves within this Fund that we planned to spend, during FY2010 amount to \$249,520. Expenditures, as of 12/31/10, are expected to total \$4,977,723 which includes numerous capital construction projects, citywide, as well as debt service payments on the previously-mentioned bond issue on various capital construction projects, citywide. Current projections, for 12/31/10, indicate that ending fund reserves at 12/31/10 will be \$168,918. It should be noted that revenues for the months of October, November and December have not yet been received and could impact the ending fund balance, within this Fund.

**FY2011 – Capital Improvement Sales Tax Fund – Projected Revenues/Expenditures**

This ½-cent sales tax funds most projects noted below, as well as annual debt service payments, on that \$30 million bond issue, which, for FY2011 are projected to total \$1,996,601 and trustee fees of \$627. In FY2011, revenues are projected to total approximately \$4,808,703, which includes \$4,728,203 in sales tax and \$80,500 in grant funds, for the Appalachian Trail grant. Even though both the Parks Sales Tax Fund and this fund are supported by a ½ cent sales tax, the amount captured by this fund is less than the annual amount to be realized by the Parks Sales Tax Fund, due to a statutory requirement that the City “share” fifteen (15%) percent of the total with the St. Louis County sales tax pool.

Proposed expenditures for Fiscal Year 2011 are \$2,884,869. The various projects to be funded include the following:

|                                |              |
|--------------------------------|--------------|
| Concrete Street Reconstruction | \$ 2,000,000 |
| Appalachian Trail Design       | \$ 115,000   |
| Sidewalk Replacements          | \$ 200,000   |

|                                  |            |
|----------------------------------|------------|
| Slab Inspection Services/Testing | \$ 115,000 |
| Cracksealing                     | \$ 100,000 |
| Salt Dome Roof Replacement       | \$ 50,000  |
| Asphalt Overlays                 | \$ 125,000 |

Personnel expenditures in the Capital Improvement Sales Tax Fund total \$179,869 which includes the salary and fringe benefits for two full time employees.

It should be noted that total expenditures and transfers out for debt service of \$1,997,228 will exceed total projected revenues, by approximately \$73,394. There is enough in Fund Reserves to cover this shortfall and ending Fund Reserves will be \$95,524.

### **Year-end projections – FY2010 Budget – General Fund**

During the budget preparation process, the City Administrator worked with Staff to develop firm projections regarding 12/31/10 totals, for both revenues and expenditures. The FY2010 General Fund Budget, adopted by City Council, in December of 2009, projected General Fund revenues to total \$20,218,654. As of 12/31/10, Staff projects revenues to total \$20,787,810, or 2.8% above original projections. This increase is due to the anticipated receipt of revenues resulting from the settlement of litigation with T-Mobile and one-time revenues paid to the City by the Great Rivers Greenway District (GRGD) and the City's Transportation Development District (TDD). Even though General Fund expenditures are projected to total \$23,017,471, which includes \$2,341,194 for debt service payments and other operating transfers, actual departmental expenditures excluding one-time capital expenditures like the new City Hall solar panels are below budget. Our current projections are that total expenditures will exceed total revenues by approximately \$2,229,661, which will be covered via a transfer from General Fund Fund Reserves.

### **FY2011 General Fund Budget – Projected Revenues**

General Fund revenues are estimated to total \$19,801,231 for Fiscal Year 2011. Revenues from sales tax and utility gross receipts taxes represent 27.3% and 36.2%, respectively, of the City's total revenue. Intergovernmental revenues, including motor fuel taxes, motor vehicle sales taxes, cigarette taxes, road and bridge taxes, and other grant sources represent 21.2% of the City's total revenues. The remaining 15.4% is made up of licenses and permits (7.0%), court receipts (6.3%) and other miscellaneous sources (2.0%).

Even though we have seen some positive signs, recently, of increased economic activity, we are projecting that General Fund revenues, for FY2011 will total just \$19,801,231, or a reduction of \$986,579 or -4.7% below our 12/31/10 projections. The biggest reason for this reduction is the reduction in our projections for revenue is due to TDD and GRGD reimbursements not being included as budgeted revenue (approx. \$803,232) and the subtraction of the one-time payment from T-Mobile. The TDD and GRGD reimbursements cannot be reasonably estimated and are completely offset by expenditures or directly offset the designated fund reserves. Almost all revenues are projected to remain 'flat' during 2011. The City did not feel it was prudent to budget for a revenue increase and instead decided to balance the budget through expenditure reductions.

### **FY2011 General Fund Budget – Projected Expenditures**

The general fund budget for fiscal year 2011, excluding operating transfers out, reflects total estimated expenditures of \$17,974,705. This number is comprised of operating expenses and capital equipment purchases for the various departments of the City. Including net operating transfers, of \$1,544,014, General Fund expenditures will total \$19,518,719. "Operating transfers" include debt service payments for our City Hall and Public Works Maintenance Facility and additional minor transfers. Expenditures are projected to be 13.1% below our current estimates for 12/31/10. Based on the revenue and expenditure projections, General Fund Fund Reserves will increase by \$282,512 in FY2011. The expenditure reduction was done through a necessary 'right-sizing' made during 2010. These cuts while painful and difficult to make, make the City financially sustainable.

The City's two largest areas of operation, Police and Public Works, comprise the majority of all operating expenditures, totaling a combined 83.5% of the proposed budget (excluding transfers out). The Police budget, at \$8,050,185, represents 44.8% of the budget and the Public Works budget at \$6,865,540, represents 38.2% of the budget. In descending order, other expenditures are as follows:

|  |              |       |
|--|--------------|-------|
| Finance & Administration                   | \$ 2,330,389 | 13.0% |
| CA & ACA/Comm Serv and Econ Dev & Cust Svc | \$ 650,875   | 3.6%  |
| Executive/Legislative                      | \$ 77,716    | 0.4%  |

Capital equipment purchases in the General Fund total \$799,400 for the various departments of the City.

### **Fund Reserves**

As noted previously, General Fund Fund Reserves were needed to supplement revenues, within the General Fund in order to balance the FY2010 Budgets for both funds. However, due to the 'right-sizing' mentioned above the City will increase fund reserves during 2011. The City of Chesterfield remains fiscally strong and has been able to weather the fiscal downturn while still maintaining General Fund Fund Reserves of over 40% of the City's operating budget. This policy was put in place by the City Council to ensure the financial strength of the City. Funding the 2010 revenue shortfalls noted above will still leave substantial resources above the City's 40% policy. As of 12/31/11, General Fund Reserves are projected to total approximately \$12,276,439 and provides substantial resources above the required 40% fund reserve policy. These funds can only be spent as approved by City Council.

### **Year-end projections – FY2010 – Parks Sales Tax Fund**

The passage of Proposition P, in November 2004, resulted in the creation of a Parks Sales Tax Fund, which now funds all parks and recreation activities. The Parks Fund is supported by a ½-cent sales tax and, unlike the General Fund Sales Tax, the city receives 100% of the revenue from this tax. Staff projections for 12/31/10, indicate total revenues of \$6,716,093, which are approximately 1.5% below original budget projections, due largely to lower than projected

revenues from sales tax, which represents eight-five (84%) percent of the total revenue for this fund. Through efficiencies of operation and manual reduction to expenditures, total expenditures are projected to finish 3.0% below budget, as of 12/31/10, which means that total revenues are actually projected to exceed total expenditures and transfers out, within this Fund, by approximately \$311,857.

### **FY2011 – Parks Sales Tax Fund – Projected Revenues**

During FY2011, the Parks Sales Tax is estimated to generate approximately \$5,613,799. This represents no change from our FY2010 projections. This is in line with our intentions to budget revenues conservatively for 2011. During FY2011, total revenues are projected to be \$6,672,873, (\$5,613,799 sales tax + \$1,059,074 other revenues). “Other revenues” includes \$1,025,474 in revenue from recreation facilities, like the Family Aquatic Center and \$33,600 in projected interest earnings. Total revenues projected for FY2011 represents a slight decrease of .2%, below Projected FY2010.

### **FY2011 – Parks Sales Tax Fund – Projected Expenditures**

FY2011 expenditures are projected to total \$6,724,407 (\$3,899,126 for the operating budget, \$2,777,605 in debt service payments, and a transfer of \$47,676 to the General Fund for Parks Maintenance Building personnel.). Revenues are projected at \$51,534 below expenditures and fund reserves were projected to be \$3,413,126. These fund reserves are \$58,276 above our forecasted target when Phase II of the parks plan was initiated.

### **Summary**

As detailed above, the City of Chesterfield has taken a conservative approach to its budget, for FY2011, and has engaged in a series of expenditure reductions to ensure the City’s fiscal health. However, the budget still enables us to continue the same level and quality of services, during FY2011, that our residents and businesses have come to expect. This proposed budget reflects the commitment of our elected officials to maintain the level and quality of all services provided by the City and, due to their fiscally-conservative leadership, the City remains in an excellent position fiscally.

For additional information, contact Kelly Vaughn, Director of Finance & Administration, at (636) 537-4713.

Michael G. Herring  
City Administrator

**RESOLUTION # 377**

**A RESOLUTION ADOPTING THE BUDGET FOR THE CITY OF  
CHESTERFIELD FOR THE YEAR BEGINNING ON JANUARY 1, 2011 AND  
ENDING ON DECEMBER 31, 2011**

**WHEREAS**, the City of Chesterfield has adopted an ordinance providing for a fiscal year which begins on January 1 of each year and ends on December 31 of each year, and

**WHEREAS**, the City of Chesterfield, by ordinance, has directed the City Administrator to prepare a proposed budget, and

**WHEREAS**, the City has held a public hearing with regard to the adoption of the budget for the year beginning January 1, 2011 and ending December 31, 2011,

**NOW THEREFORE BE IT RESOLVED THAT THE CITY OF  
CHESTERFIELD adopts the attached budget as its budget for the fiscal year beginning  
January 1, 2011 and ending December 31, 2011.**

Passed and adopted this 6<sup>th</sup> day of December 2010.



\_\_\_\_\_  
Barry H. Holbert  
Mayor

Attest:



Judith A. Naggian  
City Clerk



## GLOSSARY AND ACRONYMS OF FREQUENTLY USED TERMS

**Account Number** - A numerical code identifying revenues and expenditures by fund, department, activity, type and object.

**Accounting Period** - See **Fiscal Period**.

**Accrual Basis** - The recording of the financial effects on a government of transactions and other events and circumstances that have cash consequences for the government in the periods in which those transactions, events and circumstances occur, rather than only in the periods in which cash is received or paid by the government.

**Activity** - One of the tasks, goals, etc., of a departmental program.

**Ad Valorem Tax** - A tax based on value.

**Agency Fund** - A fund normally used to account for assets held by a government as an agent for individuals, private organizations or other governments and/or other funds.

**Amended Budget** - Refers to the budget approved by the City Council, as most recently amended.

**Annual Budget** - A budget applicable to a single fiscal year. See **Budget** and **Operating Budget**.

**Appropriation** - An authorization granted by the City Council to make expenditures and to incur obligations for purposes specified in the Budget.

**Assessed Valuation** - A value set on real estate or other property as a basis for levying taxes. The assessed valuation is set by the County Assessor, who is charged with determining the taxable value of property according to a formula set by the State of Missouri.

**Asset** - A comprehensive plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them.

**Basis of Accounting** - A term used to refer to when revenues, expenditures, expenses, and transfers and the related assets and liabilities are recognized in the accounts and reported in the financial statements.

**Beginning Fund Balance** - Fund balance available in a fund from the end of the prior year, for use in the following year.

**Bond** - A written promise to pay a specified sum of money at a specified date in the future together with periodic interest at a specified rate.

**Bonded Debt** - The portion of indebtedness represented by outstanding bonds.

**Budget** - A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them.

**Budget Calendar** - The schedule for completion of the various phases in the preparation of the budget, the calendar begins with the preparation of the budget forms and ends with the implementation of the budget.

**Budget Document** - The instrument used by the budget-making authority to present a comprehensive financial program to the appropriating government body.

**Budget Message** - The opening section of the budget which provides City Council and the public with a general summary of the most important aspects of the budget, changes from previous years and the recommendation of the City Administrator.

**Budgetary Control** - The control or management of a government or enterprise in accordance with an approved budget to keep expenditures within the limitations of available appropriations and revenues.

**Build America Bonds** – Taxable municipal bonds that carry federal subsidies for the issuer.

**Capital** - An expenditure for a good that has an expected life of more than one (1) year and the cost of which is in excess of \$5,000. Capital items include real property, office equipment, furnishings and vehicles.

**Capital Improvement Program** - See **Capital Program**.

**Capital Improvement Sales Tax Trust Fund** - A special revenue fund used to account for the accumulation of resources from the one-half cent capital improvement sales tax, which is used to pay for principal and interest payments on the general obligation bonds (Series 1997) issued for street and sidewalk improvements.

**Capital Program** - A plan for capital expenditures to be incurred each year over a fixed period of years to meet capital needs arising from the long-term work program or other capital needs. It sets forth each project or other contemplated expenditures in which the government is to have a part and specifies the resources estimated to be available to finance the projected expenditures.

**Capital Projects Fund** - A fund that is used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds and trust funds).

**CDBG** - Community Development Block Grant; a flexible program that provides communities with resources to address a wide range of unique community development needs. Community Development Block Grant;

**Certificate Payment Fund** - A fund used to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest payments on the Public Works Facility

Certificates of Participation Series 1995.

**Certificates of Participation (COPS)** - Securities which represent a share of an issuer's lease payment. When a municipality finances a public facility through a lease-purchase transaction, the interest in that government's lease payment often is assigned to a third party that issues Certificates of Participation. The Certificates represent a share of the lease payment received by the investor.

**Contingency** - An appropriation of funds to cover unforeseen events that occur during the Fiscal Year, such as flood emergencies, extraordinary snowstorms, etc. (also used to meet revenue shortfalls). Funds are transferred to other budgetary accounts as authorized by the City Council.

**Contractual Service** - An expenditure for services performed by a non-employee. For example: Legal services, Utilities, insurance.

**COPS** – See Certificates of Participation.

**Chesterfield Valley Tax Increment Financing Fund (Chesterfield Valley TIF Fund)** - A capital projects fund used to account for all revenues and expenditures related to redevelopment in Chesterfield Valley.

**Debt Limit** - The maximum amount of outstanding gross or net debt legally permitted.

**Debt Service Fund** - A fund used to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest payments on the General Obligation Parks Bond Issue Series 1995.

**Deferred Revenue** - Amounts for which asset recognition criteria have been met, but for which revenue recognition criteria have not been met. Under the modified accrual basis of accounting, amounts that are measurable but not available are one example of deferred revenue.

**Department** - The Department is the primary unit in city operations. Each unit is managed by a Department Head. Departments are generally composed of divisions and programs which share a common purpose or which perform similar duties.

**Encumbrance** - Commitments related to unperformed contracts for goods or services.

**Expendable Trust Fund** - A trust fund whose resources, including both principle and earnings, may be expended. Expendable trust funds are accounted for in essentially the same manner as governmental funds.

**Expenditure** - An expenditure is a decrease in net financial resources. This includes current operating expenses requiring the present or future use of current assets.

**Fiscal Period** - Any period at the end of which a government determines its financial position and the results of its operations. See **Accounting Period**.

**Fiscal Year** - The twelve month period on which the city operates its financial affairs. The City of Chesterfield's fiscal year is January 1 through December 31.

**Franchise** - A special privilege granted by a government permitting the continued use of public property, such as city streets, and usually involving the elements of monopoly and regulation.

**Fringe Benefits** - Fringe benefits include the City's contribution to Social Security, Medicare, workers compensation, health insurance, life insurance, disability insurance, and the City's pension plan.

**Fund** - A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources which are segregated for the purpose of carrying on specific activities or attaining certain objectives.

**Fund Balance** - The equity of a fund. Oftentimes incorrectly referred to as "surplus." Each fund begins each year with a positive or negative fund balance.

**GAAP** - See Generally Accepted Accounting Principles.

**GASB** – see Governmental Accounting Standards Board.

**General Fund** - A fund used to account for all financial resources, except those required to be accounted for in another fund. The operating fund of the City.

**General Obligation Bonds** - Debt backed by the full faith and credit of a jurisdiction. General obligation bonds are payable from ad valorem property taxes and other general revenues.

**Generally Accepted Accounting Principles (GAAP)** - Uniform minimum standards and guidelines for financial accounting and reporting. They govern the form and content of the financial statements of an entity. GAAP encompass the practice at a particular time. They include not only broad guidelines of general application, but also detailed practices and procedures. GAAP provide a standard by which to measure financial presentations. The primary authoritative body on the application of GAAP to state and local governments is the GASB.

**GFOA** - Government Finance Officers Association of the United States and Canada; An association to enhance and promote the professional management of governments for the public benefit by identifying and developing financial policies and practices and promoting them through education, training and leadership.

**GO Bonds** – see General Obligation bonds.

**Governmental Accounting Standards Board (GASB)** - A board that establishes and improves standards of state and local governmental accounting and financial reporting that will result in

useful information for users of financial reports and guides and educates the public, including issuers, auditors, and users of those financial reports--setting body for government entities.

**Governmental Fund Type** - Funds used to account for the acquisition, use and balances of expendable financial resources and the related current liabilities except those accounted for in proprietary funds and fiduciary funds.

**Intergovernmental Revenues** - Revenues from other governments, primarily Federal, State and County grants, but also includes payments from other taxing jurisdictions.

**Investments** - Most commonly, securities held for the production of revenues in the form of interest. The term does not include fixed assets used in government operations.

**Levy** - The total amount of taxes, special assessments or service charges imposed by a government.

**Line Item** - An individual expenditure category listing in the budget (salary, supplies, etc.).

**Modified Accrual Basis** - The basis of accounting adapted to the governmental fund type. This basis measures resources available to the City.

**Municipal** - In its broadest sense, an adjective denoting the state and all subordinate units of government. In a more restricted sense, an adjective denoting a city or village as opposed to other local governments.

**Notes Payable** - In general, an unconditional written promise signed by the maker to pay a certain sum of money on demand or at a fixed or determinable time either to the bearer or to the order of a person designated therein.

**Object** - The smallest unit of budgetary accountability and control. For example: Regular Salaries, Postage, Equipment Rental.

**Operating Budget** - Plans of current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing, acquisition, spending and service delivery activities of a government are controlled.

**Operating Expenses/Expenditures** - The annual budget which provides a financial plan for the operation of government and the provision of services for the year. Excluded from the operating expenses are capital equipment and capital projects which are determined by a separate but interrelated process.

**Ordinance** - A formal legislative enactment by the governing board of a municipality.

**Other Financing Sources** - Governmental fund general long-term debt proceeds, amounts equal to the present value of minimum lease payments arising from capital leases, proceeds from the sale of general fixed assets.

**Parks Sales Tax Fund** - A special revenue fund used to account for the accumulation of resources from the one-half cent parks sales tax passed in 2004 and effective April 2005. All parks and recreation activity is tracked in this fund.

**Parks Construction Fund** - A capital projects fund used to pay for the acquisition of land for parks and capital improvements to parks funded with the Parks General Obligation Bond Issue Series 1995.

**Per Capita** - By or for each person.

**Personnel Services** - All costs associated with employee compensation. For example: salaries, pension, health insurance.

**P.O.S.T.** - Police Officer Standards and Training; An academy that provides citizens with ethical, physically and psychologically competent, well educated, professionally trained, career oriented, motivated peace officers who are sensitive to the needs of the public.

**PRACAC** - Parks, Recreation & Arts Citizens Advisory Committee; a committee to assist in the development and implementation of a comprehensive parks and recreation program.

**Program** - A budgetary unit which encompasses specific and distinguishable lines of work performed by an organizational entity. For example: Police Administration, Street and Sewer Maintenance, Central Services.

**Proposed Budget** - The recommended City budget submitted by the City Administrator to the City Council.

**Propositions R&S** - Propositions placed on the November 1996 ballot for the passage of a one-half percent capital improvement sales tax and the passage of \$29,350,000 general obligation bonds for street (road) and sidewalk improvements. See **R&S**.

**Public Works Facility Construction Fund** - A capital projects fund used to account for the construction of a Public Works Facility funded with Public Works Facility Certificates of Participation Series 1995.

**R&S** - Propositions placed on the November 1996 ballot for the passage of a one-half cent capital improvement sales tax and the passage of \$29,350,000 general obligation bonds for street (road) and sidewalk improvements. See **Propositions R&S**.

**R&S Construction Fund** - A capital projects fund used to account for the capital improvements to streets and sidewalks funded under Propositions R&S.

**Refunding** - Refund or refinance of debt for a variety of reasons, most frequently to take advantage of more favorable interest rates. In other cases, debt is refinanced to change the structure of debt service payments or to escape unfavorable bond covenants.

**Advance Refunding** - Refunding by taking proceeds of new debt and placing them in an escrow account that is subsequently used: to meet periodic principal and interest payments until call date or maturity; to pay the call premium (if redemption is at call date); and to redeem debt at call date or maturity. The City did advance refunding on the 1995 Parks bond issue in 1998 to take advantage of the low interest rates and saved nearly \$800,000 over the life of the original debt. This refunding result in “bond defeasance.”

**Current Refunding** - Refunding by paying off bondholders directly with proceeds of refunding debt. The situation may occur when refinancing takes place after the call date or at the debt’s maturity. The City did current refunding on Certificates of Participation for the construction of the Public Works Facility in 2002 and realized over \$240,000 in savings.

**Reporting Entity** - The oversight unit and all of its component units, if any, that are combined in the comprehensive annual financial report and general purpose financial statements.

**Resolution** - An informal establishment of policy by the governing board of a municipality.

**Revenue** - An increase in fund balance caused by an inflow of assets, usually cash.

**Special Revenue Fund** - A fund used to account for the proceeds of specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditure for specific purposes. GAAP only require the use of special revenue funds when legally mandated.

**Statute** - A written law enacted by a duly organized and constituted legislative body.

**Tax Increment Financing** - Financing secured by the anticipated incremental increase in tax revenues, resulting from the redevelopment of an area.

**Taxes** - Compulsory charges levied by a government to finance services performed for the common benefit.

**Third Class City** - All cities and towns in the State of Missouri containing three thousand or more inhabitants, not having adopted its own charter form of government.

**TIF** - Tax Increment Financing; a tool which has been used for redevelopment and community improvement projects.

**Transfer** - A transfer is a movement of monies from one fund, activity, department, or account to another. This includes budgetary funds and/or movement of assets.

**Trust Fund** - Funds used to account for assets held by a government in a trustee capacity for individuals, private organizations, other governments and/or other funds.

**User Charge** - The payment of a fee for direct receipt of a public service by the party benefiting from the service.

**Work Order** - A written order authorizing and directing the performance of a certain task and issued to the person who is to direct the work. Among the items of information included on the order are the nature and location of the job, specifications of the work to be performed and a job number, which is referred to in reporting the amount of labor, materials and equipment used.