



# 2015 ANNUAL BUDGET



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February 18, 2015

Honorable Mayor and City Councilmembers:

We are pleased to present the Fiscal Year 2015 Budget, presented to the City Council on December 1, 2014 and fully adopted on February 18, 2015.

## **ECONOMIC OUTLOOK**

The economic outlook for Chesterfield for 2015 is highly optimistic. The opening of two Outlet Malls, St. Louis Premium Outlets and Taubman Prestige Outlets, in August of 2013, have proven to be a significant boost to both the local and regional economy. The Outlet Malls combined to generate approximately 10.9% of Chesterfield's 2014 sales tax revenues. Chesterfield continues to be a premier retail destination of the region. As of December 31, 2014, there are 630 licensed retailers, comprising nearly 30% of our total licensed businesses. Shoppers are coming to Chesterfield from within a 150 mile radius, and we are confident that other shopping, dining and lodging locations are beginning to experience a corresponding increase in sales, as well. Despite concerns about the effect that opening the two Outlet Malls would have on the long-standing Chesterfield Mall, 2014 results show that these venues can coexist. The Chesterfield Mall generated approximately 12.2% of the City's 2014 sales which is more than both Outlet Malls combined.

The Reinsurance Group of America (RGA) opened its new world headquarters in 2014, an expansion from its older location in Chesterfield. Capital investment on the project was approximately \$146.8 million. RGA is the largest reinsurance group in the world and plans to add 300 new employees over the next 5 years to their existing local employment base of 1,200.

Additionally, Staff continues to work in partnership with both the State and County Transportation and Economic Development agencies to facilitate infrastructure improvements necessitated by the Mercy Health project, which will be located on a 50-acre tract, at the intersection of I-64 and Clarkson. The Virtual Care Center (VCC) is the first of its kind in the country and will be a four story, 124,000 square foot facility scheduled to open in mid-2015. Through telemedicine, the VCC will accommodate nearly 400 caregivers who will provide care 24 hours a day/7 days a week via audio, video and data connections to locations across Mercy's network. The VCC will also serve as a hub for promoting telemedicine through research and training. Other plans for the campus include an Outpatient Hospital and their Corporate Headquarters – in total the Mercy campus is expected to bring nearly 3,000 new, quality jobs to Chesterfield.

St. Luke's Hospital also plans to expand their Outpatient Care Center and medical offices. Ground breaking on the expansion is set to begin in the spring of 2015 and complete in the summer of 2016.

Chesterfield Mall added several new stores in 2014 and has plans for new-to-market stores such as Lindbergh and Forevermen, both retailers targeted toward men's fashion. Hibbit Sports and Encore Shoe Store will open in early 2015.

Monsanto is progressing on schedule for a \$400 million expansion at the company's Research & Development headquarters in Chesterfield. The parking garage will be completed in January of 2015. In addition, greenhouses, plant & lab space and growth chambers are scheduled to be completed in October of 2016. There are also plans to construct a conference and training facility at the Chesterfield location in early 2017.

Housing remains strong in Chesterfield, as developers purchased and finished out several villa developments since the recession and sold out of McBride's Arbors at Wild Horse - homes offered from \$1 million. McBride is now developing the Arbors at Kehr's Mill, featuring homes from \$650,000 to \$1.5 million. Other major residential developments include the Manor at Schoettler Grove and Bur Oak.

Chesterfield's unemployment is low, 3.6% as of November 2014. This compares favorably to the Missouri portion of the St. Louis Metropolitan Statistical Area which is 7.5%. (*Source: Missouri Economic Research & Information Center*) With a population of 47,484, median household income of \$95,945 (*American Community Survey*), Chesterfield is a place where people want to live and where businesses want to locate.

## **KEY BUDGET DECISIONS & PROCESSES**

While building the 2015 budget, revenues were projected to conservatively increase from 2014 in most cases. 2014 was the first full calendar in which the two Outlet Malls were open, and the City projected significant sales tax increases for both the Parks Sales Tax Fund and the Capital Improvement Sales Tax Fund as a result. As always, the FY2015 budget will allow the City to continue providing high level of services for the residents of Chesterfield.

Chesterfield annually updates a Five-Year Forecast for its General Fund, which provides a basis for long-range fiscal and service level planning. This is typically done when the previous year's revenues have all been received. The 2014 updated forecast revealed the City was in sound financial condition, despite the recent economic downturn. This was a direct result of strong fund reserves built during times of growth. The City fully expects to maintain a sound financial condition in 2015 and for years ahead.

## BUDGET ASSUMPTIONS

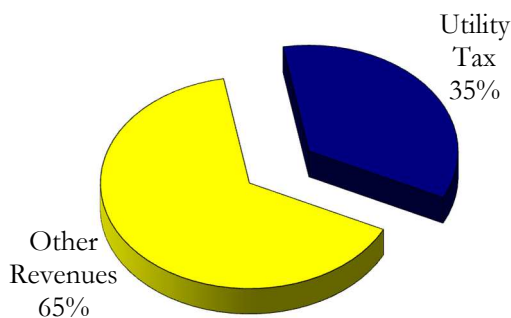
### Revenue Assumptions

#### General Fund

The City's General Fund contains a variety of revenue sources; however, three sources comprise 85.8% of total revenues – Utility Gross Receipts Tax, Sales Tax and Intergovernmental Taxes. 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 the City relies heavily on the County and historic trends for projections. The City receives revenues from the Sales Tax Pool based on our population and not the total amount of retail sales that actually occur within our city limits. 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).

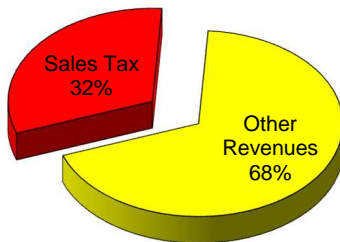
The historical revenue trend for utility tax is shown below. It should be noted that when the wireless settlements took place in 2008 and 2010, utility tax revenues grew significantly due to both one-time payments for back taxes and new annual revenues.

Year	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Amount	4,679,859	4,988,943	8,173,974	7,881,477	7,265,865	7,223,415	7,142,020	7,389,462	7,533,503	7,651,022
% Increase	0.2%	6.6%	63.8%	-3.6%	-7.8%	-0.6%	-1.1%	3.5%	1.9%	1.6%



## 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.



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 and 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 FY2015 from sales tax are estimated at \$6,911,844, based on estimates of a per capita distribution of about \$146. Due to an overall growth in the local retail economy, sales taxes are expected to grow 3.0% next year.

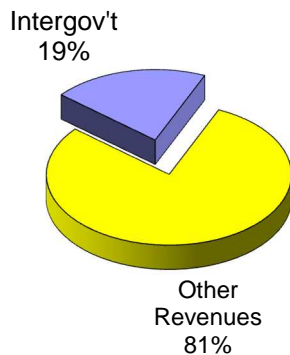
The historical revenue trend for sales tax is shown below.

Year	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Amount	5,937,970	6,143,733	6,097,367	5,572,444	5,560,532	5,823,480	6,124,860	6,225,080	6,709,651	6,911,844
% Increase	-1.5%	3.5%	-0.8%	-8.6%	-0.2%	4.7%	5.2%	1.6%	7.8%	3.0%

## 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 2015 from the motor fuel and motor vehicle sales tax are estimated at \$1,207,907 and \$575,400 respectively. The estimated numbers are based on the projected 2014 tax revenues. A 4.7% growth in motor vehicle sales tax is

predicted based on the recent increase in motor sales. A 1% increase is projected for motor fuel sales due to the recent decline in the price of oil.

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 FY2015 from cigarette tax are estimated at \$119,915.

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. Due to economic conditions, the assessed valuations decreased slightly from 2008 through 2013 before shifting upwards in 2014. 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, 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	1,872,993,165	-0.7%
January 1, 2011	1,781,943,403	-4.9%
January 1, 2012	1,774,842,164	-0.4%
January 1, 2013	1,739,963,816	-2.0%
January 1, 2014	1,784,196,261	2.5%

The revenue estimated for road and bridge tax for Fiscal Year 2015 is \$1,784,932, based on a conservative projection of 2% growth for residential and commercial properties less a 1% collection fee.

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. This tax was eliminated at the end of 2014 as the remaining bond issue will be paid with fund reserves. In order to reinstate a municipal property tax of any kind, a vote by the residents would be required.

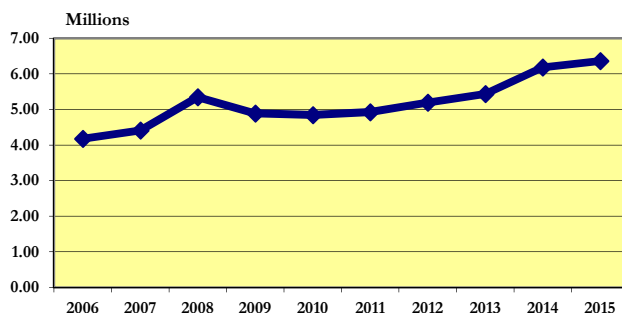
The historical revenue trend for intergovernmental revenues is shown below. Intergovernmental revenues have fluctuated over the years, depending on the amount of grants received. For example, revenues increased in FY2007 due to FEMA money received for several storms.

Year	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Amount	4,169,204	4,668,655	4,331,256	4,287,464	4,382,872	4,288,403	4,223,939	4,071,577	4,076,055	4,196,193
% Increase	5.5%	12.0%	-7.2%	-1.0%	2.2%	-2.2%	-1.5%	-3.6%	0.1%	2.9%

## **Capital Improvement Sales Tax Fund**

### **Sales Tax**

The City of Chesterfield levies a ½-cent sales tax for capital improvements. Voters approved this ½-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 receiving sales tax revenues.



Revenues for FY2015 from this sales tax are estimated at \$6,365,462. The amount of revenue received from this ½-cent sales tax is only 85% of the amount generated within Chesterfield, due to a State law requirement that 15% of this total amount 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 and again in 2014 as the result of two outlet malls opening in August 2013.

Year	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Amount	4,178,612	4,409,115	5,346,882	4,891,301	4,846,144	4,923,643	5,193,200	5,436,601	6,180,060	6,365,462
% Increase	-1.2%	5.5%	21.3%	-8.5%	-0.9%	1.6%	5.5%	4.7%	13.7%	3.0%

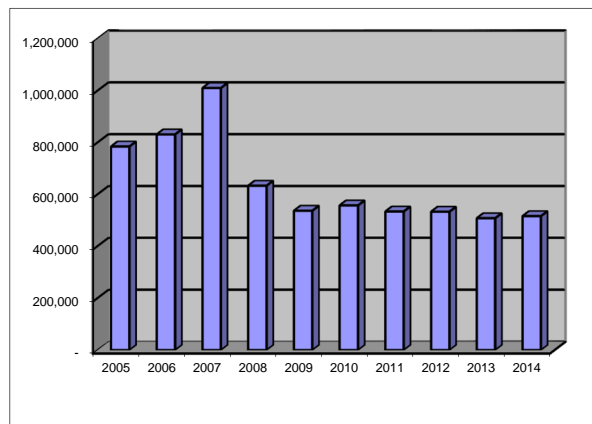
Expenditures include debt service on the bond issue noted above, which was refinanced in 2014. For FY2015, we project a debt service payment of \$1,941,292. The chart that follows lists debt service payments since 2006 from this source. Please note that we currently project repayment of this debt in 2019, with annual debt service payments fluctuating between \$2.00 million and \$2.06 million.

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 FY2011, 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 and vice-versa.

## **Parks Debt Service 1994**

### **Property Tax**

As noted above, the City of Chesterfield levied a \$.03 property tax on all real and personal properties in the City of Chesterfield, which has ended at the beginning of 2015. 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 any other purpose. This property tax represents less than 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. The City Council voted to eliminate the property tax beginning in the 2015 fiscal year. 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	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Amount	784,351	831,000	1,009,792	632,903	536,397	556,968	533,543	532,612	507,631	515,510
% Increase		5.9%	21.5%	-37.3%	-15.2%	3.8%	-4.2%	-0.2%	-4.7%	1.6%

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

<u>Year</u>	<u>Property Tax Rate</u>	<u>Year</u>	<u>Property Tax Rate</u>
2006	\$ 0.06	2011	\$ 0.03
2007	\$ 0.06	2012	\$ 0.03
2008	\$ 0.03	2013	\$ 0.03
2009	\$ 0.03	2014	\$ 0.03
2010	\$ 0.03	2015	\$ 0.00

The final debt payment will be made in 2015.

## **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 \$7,488,514 for 2015. Two retail outlet malls opened in late 2013, and significant growth was forecasted for 2014 as a result. After this one time surge, we now expect growth to stabilize to a more typical, steady rate of growth each year. 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	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Amount	4,907,397	5,179,120	6,190,899	5,748,769	5,697,406	5,790,849	6,108,998	6,395,774	7,270,402	7,488,514
	43.4%	5.5%	19.5%	-7.1%	-0.9%	1.6%	5.5%	4.7%	13.7%	3.0%

### **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.

The City operates its own concession stands within all of its facilities. The FY2015 revenues are budgeted slightly lower than the FY2014 performance of those concession stands and pool revenues. The budgeted decrease is a result of conservative projections and reflects that the FY2014 revenues were higher than expected.

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

Year	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Amount	868,600	1,012,857	977,961	1,015,662	1,136,840	1,379,068	1,582,388	1,658,856	1,534,720	1,528,850
	11.5%	16.6%	-3.4%	3.9%	11.9%	21.3%	14.7%	4.8%	-7.5%	-0.4%

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 the total paid annually by this fund, for debt service.

Year	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Amount	1,527,884	1,569,868	1,620,827	2,666,890	2,723,356	2,777,605	2,832,583	2,894,997	2,837,186	2,867,307
	66.1%	2.7%	3.2%	64.5%	2.1%	2.0%	2.0%	2.2%	-2.0%	1.1%



The following chart details total annual operational expenditures, funded by the revenues detailed above, after subtracting annual debt service payments. A large increase in 2011 occurred as a result of major one-time projects like CVAC improvements and pool improvements.

Year	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Amount	2,881,166	3,487,726	3,681,644	3,515,332	3,730,987	4,637,843	4,853,540	5,118,431	5,865,850	5,960,925
% Increase	8.7%	21.1%	5.6%	-4.5%	6.1%	24.3%	4.7%	5.5%	14.6%	1.6%

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 FY2015 Budget, total fund reserves are projected to increase to \$520,801 and exceed 40% of the annual operational expenditures by \$882,760.

## **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 2015, 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 2015. Contracts and commodities are budgeted at known values and assumed at 2-3% increases, if no actual value is known. Finally, capital items are budgeted at actual surveyed costs.

## **NEW PERSONNEL AND PROGRAMS**

### **New Personnel**

The City is budgeting four new positions in FY2015 for the General Fund, which includes two new police officers, a planning technician, and a building maintenance technician. A new arts superintendent position will be funded by the Park Sales Tax Fund.

### **New Programs**

The City now supports arts programming in-house, through Parks Department staff, including the superintendent position mentioned above. Long-range goals and objectives are being developed in accordance with the City's Arts Master Plan during 2015.

## **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 considers 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 2015, capital expenditures are budgeted at \$7.6 million or 18.3%.

The majority or \$6.4 million of those expenditures, will occur within the Capital Improvement Sales Tax Fund. The Capital Improvement Sales Tax Fund is used to account for significant non-routine capital expenditures. Of the \$6.4 million in the Capital Projects Fund, 70-80% will be grant funded as it is every year. \$1.9 million will be spent on concrete street reconstruction.

Bond issues in 2009 primarily financed the Parks Capital Projects Funds. 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 their long-term maintenance costs. The City will absorb the cost of ongoing maintenance, once the projects are complete, through the Parks Sales Tax Fund. The Five-Year Forecast used to complete the FY2015 budget, included the long-term projected impact of these projects.

The General Fund will spend only \$423,017 or 2.1% of its total budget on capital expenditures. General Fund capital expenditures are considered routine and have no significant impact on the General Fund Budget. Details of these capital asset purchases are in the General Fund section of the budget. The Parks Sales Tax Fund will spend \$432,600 or 7.3% of its total budget on capital expenditures. Details of these purchases are in the Special Revenue section of the budget. 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 and Parks Sales Tax 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 Department of Public Services 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.

## **FIVE-YEAR CAPITAL PLAN**

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. This is a constantly evolving document due to frequent changes in the price of commodities, personnel needs, interest rates, the national and local economy, etc. A summary of the upcoming capital projects budget is as follows:

2015 - 2019 Grant Funded Projects - Capital Improvements Sales Tax Fund

2015 Budget					
	Total Cost	Grant Funded Portion		City Cost	
Schoettler Road Bridge Design	210,000	168,000	80%	42,000	20%
South Greentrails ROW	75,000	52,500	70%	22,500	30%
Appalachian Trail II Reconstruction	1,982,000	1,387,400	70%	594,600	30%
CDGB Handicap Ramps	51,500	50,000	97%	1,500	3%
FY2014 Projects Rollover	62,700	43,890	70%	18,810	30%
	<u>2,381,200</u>	<u>1,701,790</u>	71%	<u>679,410</u>	29%
2016 Budget					
	Total Cost	Grant Funded Portion		City Cost	
Schoettler Road Bridge ROW	52,000	41,600	80%	10,400	20%
South Greentrails Reconstruction	2,223,500	1,556,450	70%	667,050	30%
CDGB Handicap Ramps	53,045	50,000	94%	3,045	6%
	<u>2,328,545</u>	<u>1,648,050</u>	71%	<u>680,495</u>	29%
2017 Budget					
	Total Cost	Grant Funded Portion		City Cost	
Schoettler Rd Phase I Design	438,200	350,560	80%	87,640	20%
Schoettler Rd Phase II ROW	500,000	400,000	80%	100,000	20%
Schoettler Road Bridge Reconstruction	1,741,000	1,392,880	80%	348,120	20%
CDGB Handicap Ramps	53,045	50,000	94%	3,045	6%
	<u>2,732,245</u>	<u>2,193,440</u>	80%	<u>538,805</u>	20%
2018 Budget					
	Total Cost	Grant Funded Portion		City Cost	
Schoettler Rd Phase II Design	438,200	350,560	80%	87,640	20%
Schoettler Road Phase I ROW	500,000	400,000	80%	100,000	20%
	<u>938,200</u>	<u>750,560</u>	80%	<u>187,640</u>	20%
2019 Budget					
	Total Cost	Grant Funded Portion		City Cost	
Schoettler Rd Phase III Design	438,200	350,560	80%	87,640	20%
Schoettler Road Phase II ROW	500,000	400,000	80%	100,000	20%
Schoettler Road Phase I Reconstruction	3,589,400	2,871,520	80%	717,880	20%
	<u>4,527,600</u>	<u>3,622,080</u>	80%	<u>905,520</u>	20%

## **FUTURE BUDGET TRENDS**

While the 2015 Budget is able to continue current service levels and generates a surplus of revenues over expenses for all the operating funds, future budget trends offer a mix of positive developments and new challenges.

In the General Fund, the City is able to balance current revenues with increasing service demands. However, sales tax sharing means that the City does not directly benefit from the success of Chesterfield businesses. As we close out FY2014, the City will lose approximately 52% of the 1% County-wide sales tax, generated within its borders, to the Sales Tax Pool.

Due to positive changes in the economy locally, the City budgeted for conservative growth in revenues. As noted, the City has numerous positive developments on-going and on the horizon which will allow Chesterfield to continue on the path of financial stability.

## **FUND HIGHLIGHTS**

### General Fund

The General Fund is the main operating fund of the City and for 2015 it represents 48.5% of all expenditures. A slight increase in total revenues of 1.1% is budgeted as a result of an expected increase in sales and utility tax revenues. An increase in expenditures of only 2.7% is budgeted as there are no major capital projects. Activity in the General Fund is budgeted to generate a \$183,961 surplus that will be added to fund reserves.

### Special Revenue Funds

The Capital Improvement Sales Tax Fund will see revenue decrease in 2015 of 8.1%, due to two, large, one-time grants which were received in 2014. Correspondingly, expenditures will also decrease by 9.6% in 2015. 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 most of its available resources in 2015 as that is the policy for that fund.

The Parks Sales Tax Fund will see 3.4% revenue growth as a result of an increase in sales tax collections. Sales tax revenues grew significantly in 2014 as a result of the two Outlet Malls which opened in August 2013. Growth in this fund is expected to stabilize in 2015 and beyond. 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 2008, 2013, 2014 Parks Bonds. In 2015, the fund anticipates transferring approximately \$2.87 million for those debt payments.

### Capital Project Funds

The City is completing 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 2015.

A Chesterfield Valley Special Allocation Fund is utilized to track the unspent revenues from the TIF funds. In 2015, the fund is anticipated to spend the remaining funds.

### 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 and the debt will be fully paid off by the end of 2015. The remaining debt service payments will be made with Fund Reserves as a property tax will not be assessed during 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, the Capital Improvement Sales Tax Fund finances R&S I and R&S II, and the Parks Sales Tax Fund finances the 2008, 2013, and 2014 Parks Bonds.

This concludes the "executive summary" of the FY2015 Budget. If you have any questions or would like additional information, please let us know.

Sincerely,



Michael G. Herring  
City Administrator



Craig D. White  
Finance Director





## Principal Officials

Mayor

Robert Nation

City Council

Barry Flachsbart  
Nancy Greenwood  
Derek Grier  
Elliot Grissom  
Mike Casey  
Dan Hurt  
Connie Fults  
Bruce DeGroot

Other City Officials:

City Administrator

Michael G. Herring

Police Chief

Ray Johnson

Director of Public Services

Michael O. Geisel

Police Captain, Division of  
Police Operations

Ed Nestor

Police Captain, Division of  
Operational Support

Steve Lewis

Public Works Director/  
City Engineer

James Eckrich

Planning and Development  
Services Director

Aimee Nassif

Parks and Recreation Director

Tom McCarthy

Community Services &  
Economic Development Director

Libbey Tucker

Finance Director

Craig D. White



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## **CITY OF CHESTERFIELD MISSION STATEMENT**

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The City of Chesterfield is dedicated to maintaining a strong, vibrant community that encourages interaction among residents, businesses and civic organizations which is accomplished through on-going 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 protecting, maintaining and 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  
Amended by City Council  
August 24, 2013



## **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:

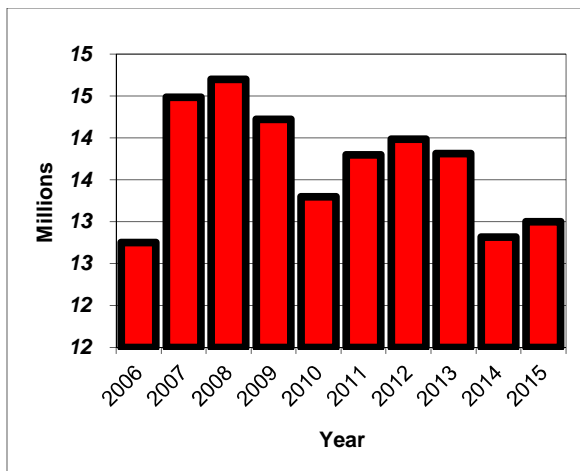
- ✓ Building community consensus
- ✓ Moving in an agreed direction
- ✓ Leader within the St. Louis Region



## 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 (adopted on November 3, 2007). This is considered a prudent reserve level for meeting unanticipated expenditure requirements, a major revenue shortfall, or an emergency. The budget for fiscal year 2015 meets that goal with a 60%, or \$13,002,512, unbudgeted fund balance as of December 31, 2015.



### Pay Structure

The City has adopted a policy of paying in the top five for all cities by position in the region. Market studies are periodically performed and pay grades are updated if necessary. The City adjusts pay scales each January 1<sup>st</sup> based on the prior June's Consumer Price Index (CPI) (policy adopted on July 18, 2002).

### Annual Salary Adjustments

One of the perennial issues for City governments during the budget process concerns annual pay increases for City employees. The 2015 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 of the City.

### 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.

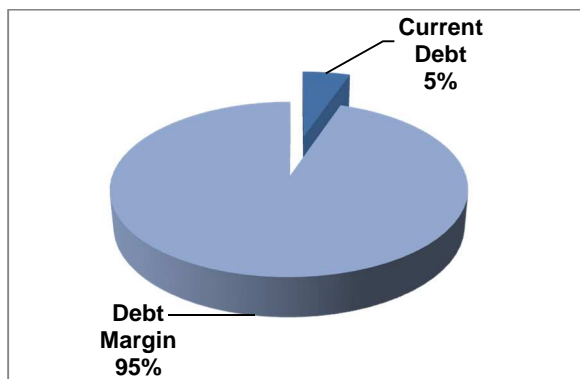
### Debt Management

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

2014 assessed valuation of \$1,784,749,461, the City's legal debt limit is \$178,474,946.

The City has \$885,000 in general obligation bonds for parks and \$9 million in general obligation bonds for street and sidewalk improvements outstanding. \$9.955 million in certificates of participation for the construction of a City Hall and \$31.225 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 \$168,589,946.



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 on-going or regular maintenance.

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 on-going 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, adopted on December 21, 1992 and last revised on October 7, 2002, 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 Finance Director 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 Finance Director to all of the departments. Each of the departments prepares their individual budgets while the Finance Director prepares revenue estimates for the upcoming year.

The Department Heads submit budget requests to the Finance Director who reviews them and requests additional information, if necessary. The City Administrator and Finance Director 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. The work session begins with a review of the City's Mission and Values statements to ensure linkage between the proposed budget and City goals. 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 Finance Director 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 2015 BUDGET CALENDAR

- |  |   |  |
|--|---|--|
| July 1 to<br>July 15, 2014                 | - | Finance Director prepares budget instructions.   |
| July 31, 2014                              | - | Finance Director distributes budget documents and instructions to departments.   |
| August 1, 2014 to<br>September 1, 2014     | - | <p>Management Team conducts internal department meetings to analyze and prepare budget goals and departmental requests.</p> <p>Department of Finance and Administration prepares estimates of personnel costs, fixed charges and non-departmental items and revenue estimates.</p> |
| August 15, 2014                            | - | All departments submit personnel requests to Director of Finance and Administration.   |
| August 15, 2014 to<br>September 11, 2014   | - | Finance Director prepares estimates of 2014 actual and 2015 estimated payroll costs and posts figures in budget program.   |
| September 1, 2014                          | - | <p>Departmental requests for 2015 are returned to the Finance Director</p> <p>All departments submit 2015 budget goals to Finance Director.</p>  |
| September 1, 2014 to<br>September 15, 2014 | - | <p>Department of Administration does preliminary review of budgets and obtains additional information from departments, if needed.</p> <p>Finance Director prepares consolidation of budget requests and finalizes revenue estimates.</p>  |
| September 15, 2014 to<br>October 1, 2014   | - | City Administrator and Finance Director meet with Department Heads to discuss budget requests.   |
| October 3, 2014 to<br>October 13, 2014     | - | Finance Director prepares supplemental information for budget document in conjunction with application for Government Finance Officer's Associations Distinguished Budget Presentation Award.  |

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

City Administrator completes budget message.

- |  |   |  |
|--|---|--|
| October 13, 2014                         | - | City Administrator submits entire proposed budget document to City Council.  |
| November 3, 2014                         | - | City Council meets as an F&A "Committee of the Whole" at a budget workshop.  |
| November 7, 2014                         | - | Finance Director publishes notice of public hearing.   |
| November 4, 2014 to<br>November 11, 2014 | - | Finance Director makes final amendments to budget based on City Council recommendations.                           |
| November 18, 2014                        | - | Entire amended budget document is submitted to City Council.   |
| December 1, 2014                         | - | 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 5, 2014                         | - | Department Heads submit 2014 accomplishments to Finance Director.  |
| January 1, 2015                          | - | Adopted budget is recorded on the books and goes into effect.  |



## **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 2015 has a General Fund, four special revenue funds (Capital Improvement Sales Tax Trust Fund, Parks Sales Tax Fund, Sewer Lateral and Police Forfeiture), eight debt service funds (Parks 1998 Debt Service Fund, R&S Series Bonds Debt Service Fund, City Hall Bonds 2004 Debt Service Fund, 2013 Parks Bonds Debt Service Fund, 2008 Parks Bonds Debt Service Fund, 2009A Parks Bonds Debt Service Fund, 2009B Parks Bonds Debt Service Fund and 2014 Parks Bonds Debt Service Fund) and two capital project funds (Chesterfield Valley Special Allocation Fund and 2009B Parks Construction Phase II 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

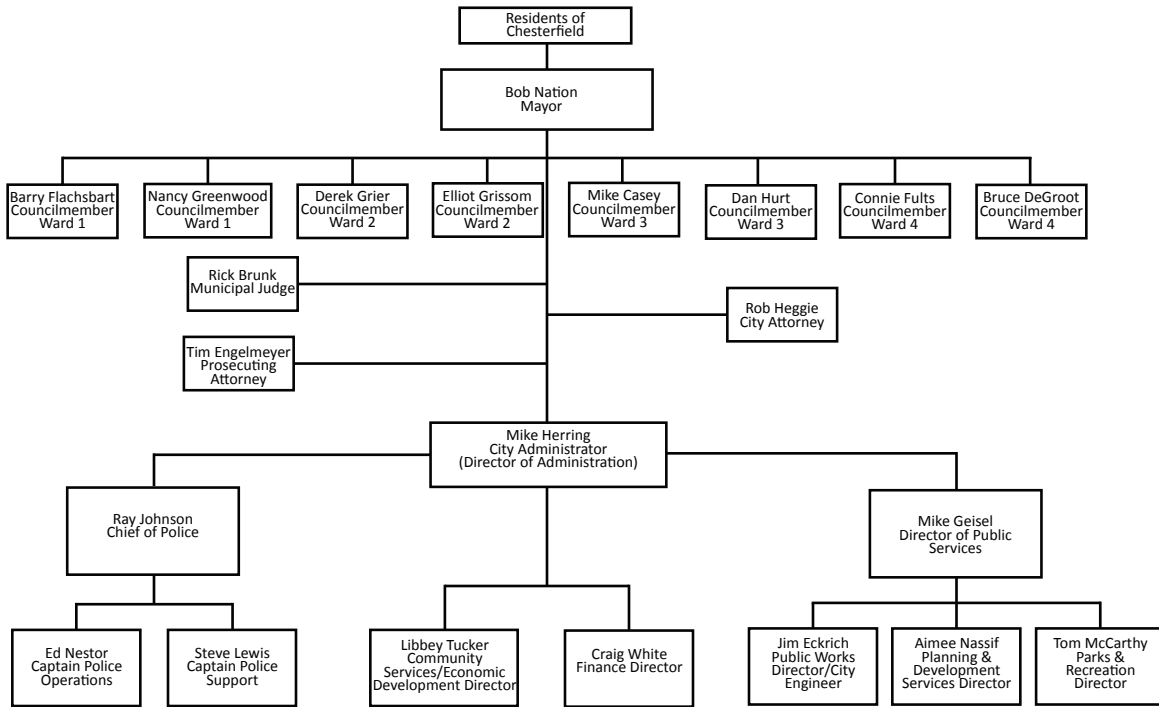
The Government Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Budget Presentation to the City of Chesterfield for its annual budget for the fiscal year beginning January 1, 2014.

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.



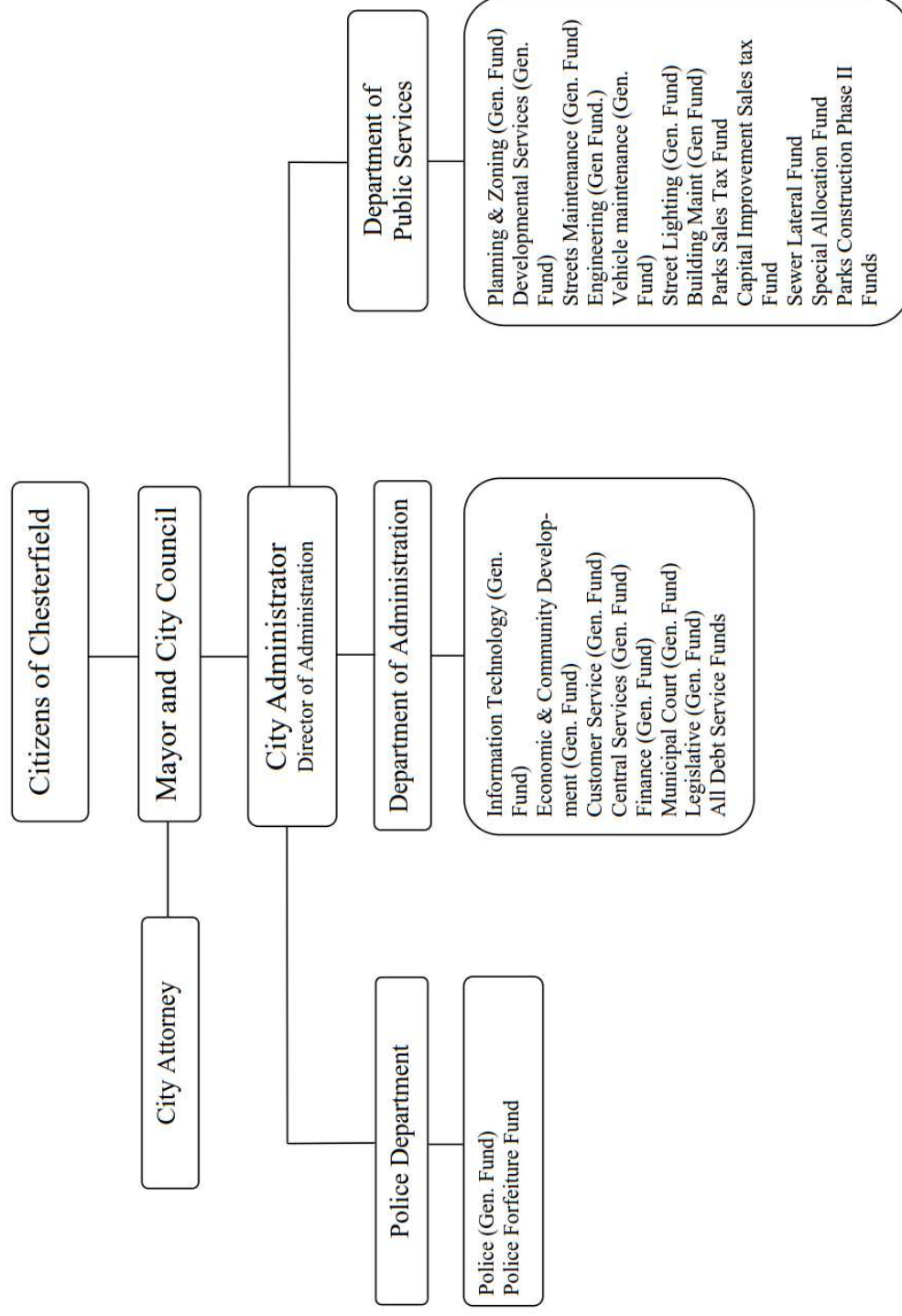
## City of Chesterfield Organizational Chart



### NOTE:

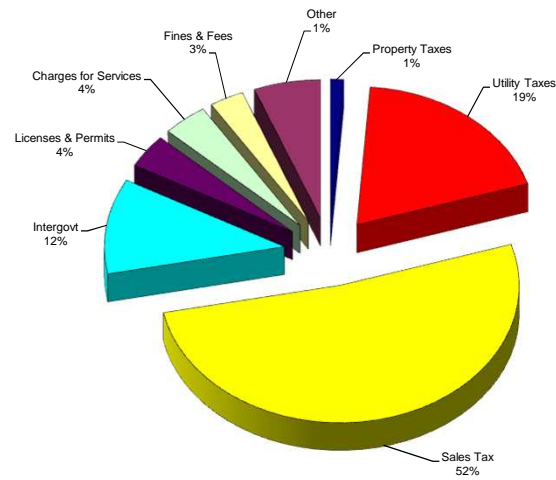
Fire protection services are provided to Chesterfield residents by the Monarch Fire Protection District and Metro West Fire Protection District.

## Fund Organizational Chart



<b>Combined Statement of Budgeted Revenues, Expenditures and Changes in Fund Balance - All Funds</b>			
	<b>2013 ACTUAL</b>	<b>2014 PROJECTED</b>	<b>2015 BUDGET</b>
<b>REVENUES:</b>			
Property Taxes	\$ 931,608	\$ 946,068	\$ 473,759
Utility Taxes	7,453,076	7,574,548	7,651,022
Sales Tax	18,172,466	20,160,113	20,765,820
Intergovernmental Taxes	5,869,607	4,479,548	4,487,662
Licenses and Permits	1,520,132	1,566,682	1,573,888
Charges for Services	1,768,487	1,631,596	1,622,567
Court Receipts	1,272,870	1,236,997	1,238,558
Other Revenues	776,045	2,996,578	2,404,986
<b>TOTAL REVENUE</b>	<b>37,764,291</b>	<b>40,592,130</b>	<b>40,218,262</b>
<b>EXPENDITURES</b>			
<b>Executive &amp; Legislative</b>	<b>72,103</b>	<b>82,404</b>	<b>78,799</b>
<b>Department of Administration</b>			
City Admin/Econ Dev/Cust Svc	697,544	728,030	767,658
Finance and Courts	662,848	703,533	743,927
Information Technology	448,833	487,994	640,441
Central Services	3,040,787	2,984,677	2,806,568
<b>Police Department</b>	<b>8,074,457</b>	<b>10,111,597</b>	<b>9,526,307</b>
<b>Director of Public Services</b>			
Planning and Development	984,692	842,584	963,161
Public Works	8,147,217	12,711,818	9,349,564
Parks	8,058,509	17,879,149	9,197,900
<b>Designated Funds Distributions</b>	<b>1,170,023</b>	<b>930,133</b>	<b>-</b>
<b>Capital Items for All Departments</b>	<b>7,743,638</b>	<b>4,882,144</b>	<b>7,575,512</b>
<b>TOTAL EXPENDITURES</b>	<b>39,100,650</b>	<b>52,344,063</b>	<b>41,649,837</b>
<b>Change in Fund Balance</b>	<b>(1,336,359)</b>	<b>(11,751,933)</b>	<b>(1,431,575)</b>
<b>Other Financing Sources (Uses)</b>	<b>34,161</b>	<b>8,836,605</b>	<b>-</b>
<b>Fund Balance January 1</b>	<b>23,058,786</b>	<b>21,756,588</b>	<b>18,841,260</b>
<b>Fund Balance December 31</b>	<b>\$ 21,756,588</b>	<b>\$ 18,841,260</b>	<b>\$ 17,409,685</b>

**CITY OF CHESTERFIELD  
2015 BUDGETED REVENUE BY SOURCE**

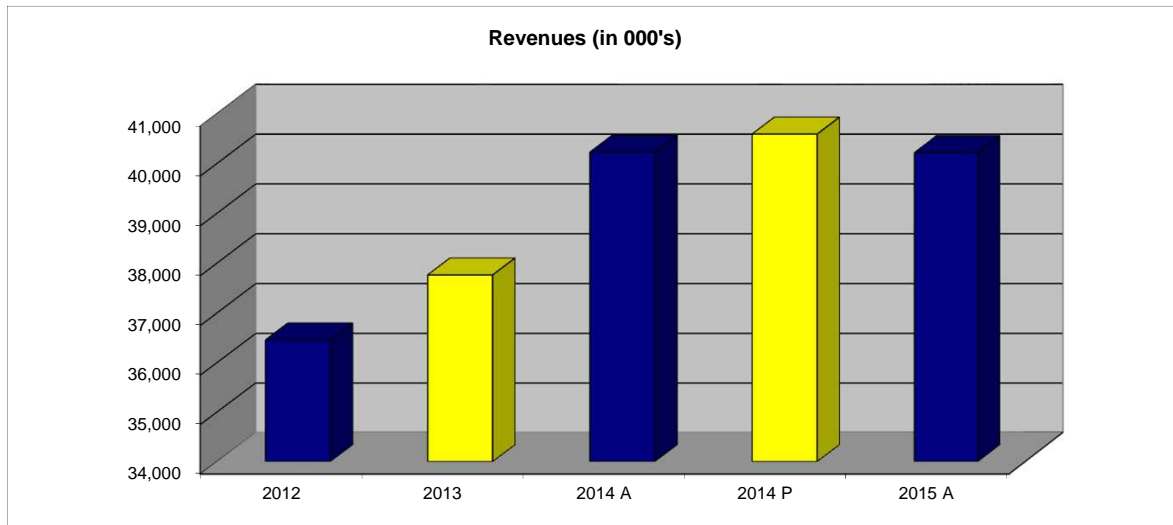


Fund	Property Taxes	Utility Taxes	Sales Tax	Intergovt	Licenses & Permits	Charges for Services	Fines & Fees	Other	Total
General Fund	\$ -	\$ 7,651,022	\$ 6,911,844	\$ 4,196,193	\$ 1,573,888	\$ 93,717	\$ 1,238,558	\$ 201,496	\$ 21,866,718
Capital Improvement Sales Tax	-	-	6,365,462	-	-	-	-	1,701,790	8,067,252
Parks Sales Tax	-	-	7,488,514	231,469	-	1,528,850	-	100,200	9,349,033
Sewer Lateral	473,614	-	-	-	-	-	-	500	474,114
Police Forfeiture Fund	-	-	-	60,000	-	-	-	-	60,000
Parks 1998 Debt Service	145	-	-	-	-	-	-	401,000	401,145
Totals	\$ 473,759	\$ 7,651,022	\$ 20,765,820	\$ 4,487,662	\$ 1,573,888	\$ 1,622,567	\$ 1,238,558	\$ 2,404,986	\$ 40,218,262
Percent of Total	1%	19%	52%	11%	4%	4%	3%	6%	

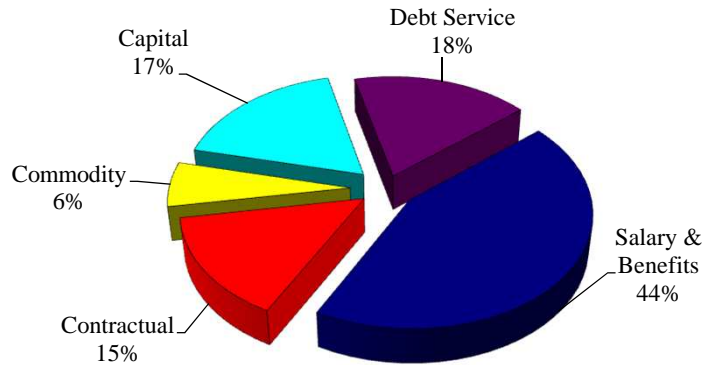


## CITY OF CHESTERFIELD REVENUE SUMMARY BY FUND

FUND	Actual 2012	Actual 2013	Adopted 2014	Projected 2014	Adopted 2015	% Change 2014 to 2015
<b>General</b>						
General fund	\$ 21,004,949	\$ 21,325,089	\$ 21,175,636	\$ 21,635,078	\$ 21,866,718	1.07%
<b>Special Revenue</b>						
Capital Improvement Sales Tax	6,425,733	5,722,559	8,845,989	8,774,820	8,067,252	-8.06%
Parks Sales Tax	7,691,386	8,118,842	8,734,287	9,042,922	9,349,033	3.39%
Sewer Lateral	430,091	424,651	420,500	431,058	474,114	9.99%
Police Forfeiture	52,070	1,550,612	60,000	100,847	60,000	-40.50%
	14,599,280	15,816,664	18,060,776	18,349,647	17,950,399	-2.18%
<b>Capital Projects</b>						
Chesterfield Valley Special Allocation	199,015	5,156	-	72	-	-100.00%
Parks Construction Phase II	1,776	669	-	-	-	0.00%
	200,791	5,825	-	72	-	-100.00%
<b>Debt Service</b>						
Parks 1998 Debt Service	532,612	507,631	892,000	515,510	401,145	-22.18%
2005 Parks Bonds Debt Service	12	3	-	5	-	-100.00%
2008 Parks Bonds Debt Service	3	2	-	-	-	0.00%
2009A Parks Bonds Debt Service	3	2	-	-	-	0.00%
2009B Parks Bonds Debt Service	120,959	109,071	100,891	91,817	-	-100.00%
2014 Parks Bonds Debt Service	-	-	-	1	-	-100.00%
City Hall Bonds 2004 Debt Service	2	4	-	-	-	0.00%
	653,591	616,713	992,891	607,333	401,145	-33.95%
<b>TOTAL</b>	<b>\$ 36,458,611</b>	<b>\$ 37,764,291</b>	<b>\$ 40,229,303</b>	<b>\$ 40,592,130</b>	<b>\$ 40,218,262</b>	<b>-0.92%</b>



**CITY OF CHESTERFIELD**  
**2015 BUDGET EXPENDITURE BY ELEMENT**

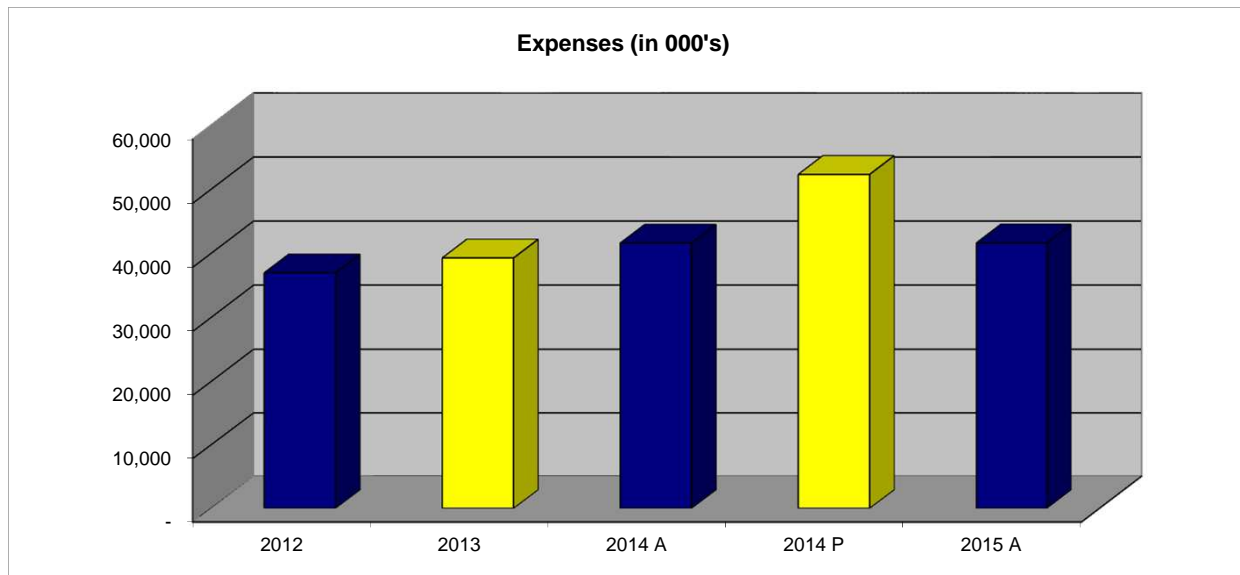


Fund	Salary & Benefits	Contractual Services	Commodities	Capital	Debt Service *	Total
General Fund	\$ 15,026,827	\$ 3,357,758	\$ 1,411,814	\$ 423,017	\$ -	\$ 20,219,416
Capital Improvement Sales Tax	257,021	490,000	-	6,402,000	-	7,149,021
Sewer Lateral	-	450,000	-	-	-	450,000
Parks Sales Tax	2,860,175	1,464,150	1,204,000	432,600	-	5,960,925
Police Forfeiture Fund	-	159,275	-	-	-	159,275
Chesterfield Valley Special Allocation	-	130,624	-	-	-	130,624
Parks Construction Phase II	-	-	-	352,486	-	352,486
Parks 1998 Debt Service	-	-	-	-	898,053	898,053
City Hall Bonds 2004 Debt Service	-	-	-	-	1,521,438	1,521,438
2013 Parks Bonds Debt Service	-	-	-	-	1,908,826	1,908,826
2008 Parks Bonds Debt Service	-	-	-	-	384,531	384,531
2014 Parks Bonds Debt Service	-	-	-	-	573,950	573,950
R&S Series Bonds Debt Service	-	-	-	-	1,941,292	1,941,292
Totals	\$ 18,144,023	\$ 6,051,807	\$ 2,615,814	\$ 7,610,103	\$ 7,228,090	\$ 41,649,837
Percent of Total	44%	15%	6%	18%	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, and 2014 Park Bonds are funded by a transfer from the Parks Sales Tax Fund

## CITY OF CHESTERFIELD APPROPRIATIONS SUMMARY BY FUND

FUND	Actual 2012	Actual 2013	Adopted 2014	Projected 2014	Adopted 2015	% Change 2014 to 2015
<b>General</b>						
General fund	\$ 18,487,845	\$ 18,796,914	\$ 19,637,338	\$ 20,059,278	\$ 20,219,416	0.80%
<b>Special Revenue</b>						
Police Forfeiture	62,920	70,747	265,000	1,702,329	159,275	-90.64%
Sewer Lateral	460,967	435,377	450,000	400,000	450,000	12.50%
Capital improvement sales tax	3,818,445	3,944,478	7,697,992	7,911,131	7,149,021	-9.63%
Parks sales tax	4,853,539	4,987,982	5,542,531	5,865,850	5,960,925	1.62%
	9,195,871	9,438,584	13,955,523	15,879,310	13,719,221	-13.60%
<b>Capital Projects</b>						
Chesterfield Valley Special Allocation	870,900	198,564	158,560	29,500	130,624	342.79%
Parks Construction Phase II	926,523	2,849,744	417,011	215,000	352,486	63.95%
	1,797,423	3,048,308	575,571	244,500	483,110	97.59%
<b>Debt Service</b>						
Parks 1998 Debt Service	892,870	891,540	893,378	893,078	898,053	0.56%
City Hall Bonds 2004 Debt Service	1,439,213	1,464,050	1,492,900	1,492,900	1,521,438	1.91%
2013 Parks Bonds Debt Service	1,828,891	1,881,832	1,937,178	1,848,418	1,908,826	3.27%
2008 Parks Bonds Debt Service	379,388	373,263	376,700	376,700	384,531	2.08%
2009A Parks Bonds Debt Service	397,868	403,140	397,155	2,846,656	-	-100.00%
2009B Parks Bonds Debt Service	347,393	347,393	347,393	6,076,286	-	-100.00%
2014 Parks Bonds Debt Service	-	-	-	613,311	573,950	100.00%
R&S Series Bonds Debt Service	1,981,601	2,015,626	2,013,626	2,013,626	1,941,292	-3.59%
Pub Works 1994 Debt Service	229,248	636,444	-	-	-	0.00%
	7,496,472	8,013,288	7,458,330	16,160,975	7,228,090	-55.27%
<b>TOTAL</b>	\$ 36,977,611	\$ 39,297,094	\$ 41,626,762	\$ 52,344,063	\$ 41,649,837	-20.43%



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

<b>Department</b>	<b>2013 Actual</b>	<b>2014 Actual</b>	<b>2015 Adopted</b>	<b>% Change 2014/2015</b>
Mayor & Council	9.00	9.00	9.00	0%
Administration	19.00	19.50	19.50	0%
Police	97.00	100.00	102.00	2%
Public Works	62.00	62.00	64.00	3%
Parks Sales Tax Fund	40.00	43.50	44.50	2%
Capital Sales Tax Fund	2.00	3.00	3.00	0%
<b>TOTAL</b>	<b>229.00</b>	<b>237.00</b>	<b>242.00</b>	<b>2%</b>

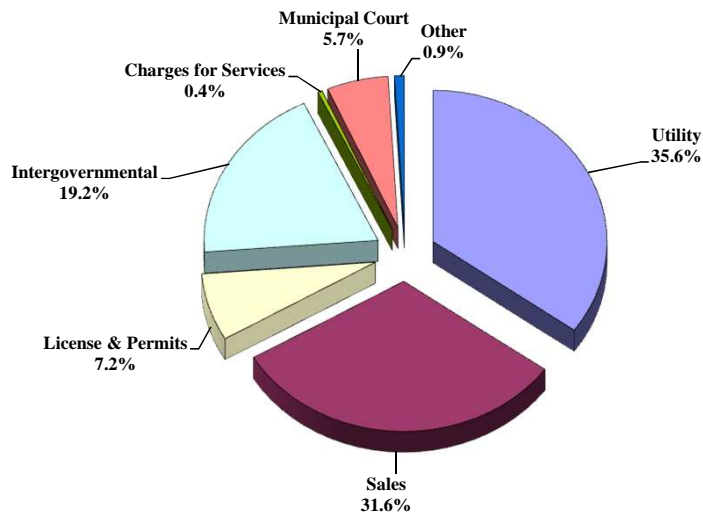
Population:	47,484	47,484	47,484
Employees per 1,000 Residents:	4.82	4.99	5.10

<b>2015 Changes:</b>
The City is budgeting four new positions in FY2015 for the General Fund, which includes two new police officers, a planning technician, and a building maintenance technician. A new arts superintendent position will be funded by the Parks Sales Tax Fund.

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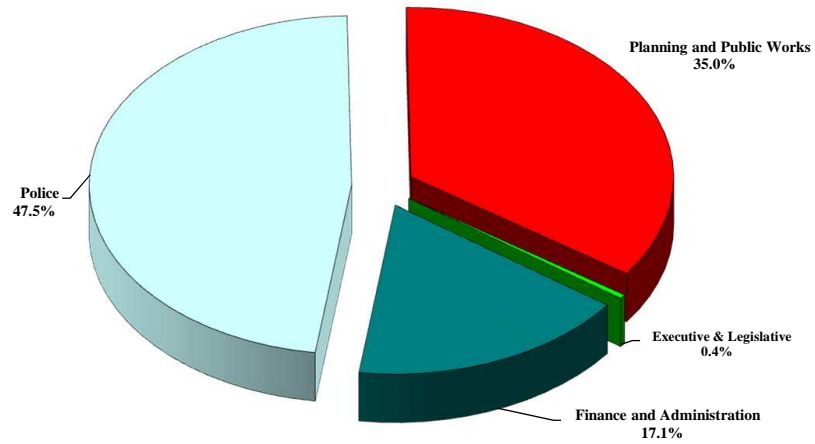
<b>Combined Statement of Budgeted Revenues and Expenditures - General Fund</b>	<b>2013 ACTUAL</b>	<b>2014 PROJECTED</b>	<b>2015 BUDGET</b>
<b>FUND BALANCE, JANUARY 1</b>	14,112,293	13,938,251	12,941,384
<b>REVENUES:</b>			
Utility Taxes	7,453,076	7,574,548	7,651,022
Sales Tax	6,340,091	6,709,651	6,911,844
Intergovernmental	4,145,282	4,059,285	4,196,193
Licenses and Permits	1,520,132	1,566,682	1,573,888
Charges for Services	109,631	96,876	93,717
Court Receipts	1,272,870	1,236,997	1,238,558
Other Revenues	484,007	391,039	201,496
<b>TOTAL REVENUE</b>	21,325,089	21,635,078	21,866,718
<b>TOTAL AVAILABLE FUNDS</b>	35,437,382	35,573,329	34,808,102
<b>EXPENDITURES</b>			
<b>Executive &amp; Legislative</b>	72,103	82,404	78,799
<b>Department of Administration</b>			
City Admin/Econ Dev/Cust Svc	697,544	728,030	767,658
Finance and Courts	662,848	703,533	743,927
Information Technology	448,833	487,994	640,441
Central Services	1,576,737	1,491,777	1,285,130
<b>Police Department</b>	8,003,709	8,409,268	9,367,032
<b>Director of Public Services</b>			
Planning and Development	984,692	842,584	963,161
Public Works	5,200,303	5,918,061	5,950,251
<b>Designated Funds Distributions</b>	1,170,023	930,133	-
<b>Capital Items for All Departments</b>	420,123	465,494	423,017
<b>TOTAL EXPENDITURES</b>	19,236,914	20,059,278	20,219,416
<b>Transfers To/From Other Funds</b>	(2,262,217)	(2,572,667)	(1,463,338)
<b>FUND BALANCE, DECEMBER 31</b>	13,938,251	12,941,384	13,125,348

# CITY OF CHESTERFIELD GENERAL FUND REVENUES BY SOURCE



	Actual 2012	Actual 2013	Adopted 2014	Projected 2014	Adopted 2015	% Change 2014 to 2015	% of Total
<b>Utility Taxes</b>	\$ 7,142,020	\$ 7,453,076	\$ 7,533,503	\$ 7,574,548	\$ 7,651,022	1.0%	34.9%
<b>Sales Taxes</b>	6,124,860	6,340,091	6,411,832	6,709,651	6,911,844	3.0%	31.6%
<b>License &amp; Permits</b>	1,446,273	1,520,132	1,535,052	1,566,682	1,573,888	0.5%	7.2%
<b>Intergovernmental</b>	4,223,938	4,145,282	4,076,055	4,059,285	4,196,193	3.4%	19.2%
<b>Charges for Services</b>	188,655	109,631	102,445	96,876	93,717	-3.3%	0.4%
<b>Municipal Court</b>	1,290,848	1,272,870	1,323,253	1,236,997	1,238,558	0.1%	5.7%
<b>Other</b>	588,355	484,007	193,496	391,039	201,496	-48.5%	0.9%
<b>Total</b>	\$ 21,004,949	\$ 21,325,089	\$ 21,175,636	\$ 21,635,078	\$ 21,866,718	1.07%	

**CITY OF CHESTERFIELD  
GENERAL FUND APPROPRIATIONS SUMMARY**



	Actual 2012	Actual 2013	Adopted 2014	Projected 2014	Adopted 2015	% Change 2014 to 2015	% of Total
<b>General government:</b>							
Executive & Legislative	\$ 70,194	\$ 72,103	\$ 82,475	\$ 82,404	\$ 78,799	-4.4%	0.39%
Administration	3,264,531	3,405,506	3,730,952	3,447,334	3,467,156	0.6%	17.15%
Police	8,083,963	8,246,517	8,990,003	8,647,213	9,606,474	11.1%	47.51%
Public Services	7,069,158	7,072,788	6,833,908	6,952,194	7,066,987	1.7%	34.95%
<b>Total</b>	<b>\$ 18,487,846</b>	<b>\$ 18,796,914</b>	<b>\$ 19,637,338</b>	<b>\$ 19,129,145</b>	<b>\$ 20,219,416</b>	<b>5.70%</b>	



<b>Detail of Capital Assets to be Purchased - General Fund</b>			
<b>Department/Activity</b>	<b>Description</b>	<b>Amount</b>	<b>Activity Total</b>
<b>Administration</b>			
	Server Replacements	<u>\$ 30,000</u>	\$ 30,000
<b>Police</b>			
	Police Patrol Vehicles (10) - Replacements	<u>239,442</u>	239,442
<b>Public Services</b>			
Engineering	4 Traffic Counters - Replacements	8,000	
	Yuma GPS Data Collector Tablet - Replacements	6,950	
	Sign Reflection Measurement Device	<u>11,000</u>	25,950
Street Maintenance	Concrete Breaker Attachment - Replacement	9,000	
	Skid Steer - Replacement	24,000	
	Skid Steer Trailer - Replacement	<u>8,000</u>	41,000
Vehicle Maintenance	Oil Filter Crusher - Replacement	7,000	
	2 Sedans - Replacement	41,500	
	SUV - Replacement	<u>26,500</u>	75,000
Building Maintenance	Replace seat upholstery on chairs at City Hall	<u>11,625</u>	<u>11,625</u>
			<u>\$ 423,017</u>

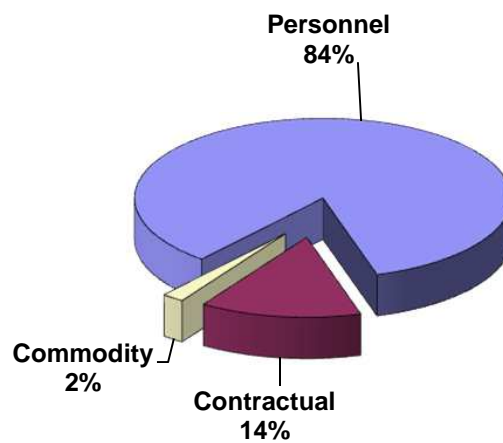
## **Legislative Department**

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	\$66,399	\$10,900	\$1,500	\$0	\$78,799

By Element:



### Legislative Personnel Requirements

Fiscal Year	Actual 2012	Actual 2013	Actual 2014	Adopted 2015	% Change '14 to '15
Legislative	9	9	9	9	0

## DEPARTMENT OF ADMINISTRATION

The City's Department of Administration 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 the City Administrator, Community & Economic Development, Finance, the City Clerk, Information Technologies, and the Municipal Court. Below is a brief highlight of 2014 accomplishments and 2015 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>	
2014 Accomplishments	2015 Goals
The City was given a Aaa Bond Rating by Moody's Investment Services. Chesterfield is the only city in MO with this designation.	Continue to ensure that the finances of the City are effectively managed.
The City was recognized for several things including a 2014 Playful City, and a Top 10 Safest City by Movoto Real Estate.	Continue to foster a team environment where employees can be creative and help them to meet their own department goals for the betterment of the City.
Helped the Veterans' Honor Park Committee to make connections in the community to help with their fundraising goal of matching the City's \$500,000 grant toward the project.	Work to foster relationships and search for various avenues to help raise funds for the Veterans' Honor Park.
By adding the position of Communications Specialist, we were able to streamline and more professionally promote Chesterfield events, accomplishments and initiatives, including developing a marketing plan for Parks & Recreation.	We will continue to utilize new strategies to effectively reach our target audiences and residents for City-sponsored events and disseminating information.
Staff worked with the Older Adult Task Force to recruit new members who worked to develop programs & events for this target population, including hosting a Senior Sampler wellness fair, offered free courses on technology in partnership with CORP, hosted a booth at the West News Magazine Better Living Expo and supplied speakers at this event as well.	Staff will work with the Task Force to continue to offer programs and enrichment activities to enrich the lives of our 55+ population.
The City and the Chesterfield Citizen Committee for the Environment were awarded a Conservation Service Award from the National Wildlife Federation. Their the NWF president and board	Continue to work with the CCE and residents to keep Chesterfield's designation as a Certified Wildlife Habitat Community.

members made the presentation at City Hall and toured native gardens around the city.	
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<b>Partnerships – Forge a sense of community by partnering with residents, businesses, civic organizations and other governments</b>	
2014 Accomplishments	2015 Goals
Developed an agreement with the City of Ballwin to maintain the landscape medians on Clayton Road.	Continue to seek other partnerships that might be beneficial among neighboring communities.
Developed an agreement with Bi-State Metro & the Chesterfield Valley TDD to install bus shelters at appropriate locations in Chesterfield.	Continue to oversee that the shelter locations are determined and installed as soon as possible.
Met regularly with other cities, St. Louis County, School Districts and Chamber of Commerce to identify and recommended partnering opportunities, continuing to take a more active role as an ex-officio member of the Chamber Board.	Continue to create partnership opportunities through the Chamber and other community organizations to ensure Chesterfield remains a community of distinction.
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.
Continued to work with other municipalities to lobby at the State level to change legislation for the St. Louis County Sales Tax Pool.	Continue to seek cooperative opportunities with other governmental entities, resulting in cost-sharing and the delivery of additional services to our residents and businesses.
Staff worked with the Chamber of Commerce to develop and promote the Economic Development Summit, providing a day-long seminar for an overview of economic development.	The City will continue to partner with the Chamber of Commerce to foster business growth, including the continuance of the Economic Development Summit and other programming and partnership opportunities.
The City attended Chamber of Commerce ribbon cuttings and presented proclamations for new businesses in order to welcome them to the community.	The City will continue to have a presence at Chamber events and network with businesses in Chesterfield.
The Citizens Committee for the Environment hosted several events this year including Earth Day at and in partnership with Parkway West High	Staff will work with the Committee to provide various recycling and earth-friendly events in the community and encourage recycling. Earth Day has grown

School. They held the 18 <sup>th</sup> America Recycles Day event, with record recycling volumes collected. They also coordinated a work day at Faust Park to clean up invasive honeysuckle from a Native Garden and other areas of the park.	such that it will now be held at Chesterfield Mall in 2015.
Staff is working with the Veterans' Honor Park Committee to help network to raise funds and also created a web site and marketing to promote the project.	We will continue to work with the VHP committee to fundraise and support promotion of the project.
Fostered our relationship with the Junior Chamber International, including hosting their Board of Directors in January and helping with input on celebrating their 100 <sup>th</sup> anniversary in 2015.	We will continue to work with the JCI on encouraging their important work and helping them have a larger presence in the community.
Worked with the Parkway School District as a member of the Experiential Learning Task Force to help foster business & school relationships for a better learning environment. Helped promote the SPARK! Incubator for students at Chesterfield Mall.	Continue to work with the education community to promote workforce and college-ready study and foster entrepreneurship.

<b>Quality – Provide and seek quality in each area of city services</b>	
2014 Accomplishments	2015 Goals
Remained actively involved as a board member for the St. Louis Area Insurance Trust (SLAIT) health insurance pool, which enables all cities involved to recognizing significant cost savings for them and employees.	Continuously work with employees to find ways to promote a healthy workforce that will, in turn, keep insurance costs low.
Regularly reviewed budget expenditures with the Management Team to ensure that all areas of the City's operations are at their optimum efficiency.	Continue to ensure that our customers receive the highest level of service possible.
Directed staff to develop a review committee for the extension of the waste hauling contract. This resulted in a 7-year contract extension with Republic Services with minimal increases in price and with added community services such as waste cans at bus stops.	Will work with our Environment Committee and staff to ensure that Chesterfield is a sustainable and responsible community.
Directed staff to complete or plan for various major street improvements,	Continue to direct staff to keep our city streets in safe and smooth condition and

including Ladue Road, Schoettler Road Kehr's Mill, S. Green Trails and the replacement of the Timberlake Manor Bridge.	functioning at the highest level possible.
Produced four editions of the Citizen Newsletter which were all 16-page editions and the spring and fall Parks Guides. Additionally, the IT department continued working with Captiva to update the look of the City's Web site which will go live in 2015.	We will work to continue to provide interesting content for the Citizen Newsletter and Parks Guides, with plans to move the layout and design of each in-house with the Communications Specialist.
Information was provided to multiple prospects on demographics, available properties, maps, and the process for opening a business. New tools from the GIS/IT area help with providing this information.	We will continue to work with these projects as the developments near completion to create a seamless path for their business openings.
The IT Division managed the bids and prepared to install a new phone system for City Hall. This will involve software and hardware replacement. Additionally, they worked with Parks to install security cameras and phones at concession stands and the pool. They also facilitated a wireless network for the vendors for the Taste of St. Louis.	IT Staff will continue to provide the highest level of customer service to meet the needs of the City and to maintain the highest level of reliability possible.
The Business Assistance Coordinator processed nearly 150 new business licenses, having over 2300 total licensed businesses.	We will continue to provide excellent customer service to our business community in processing licenses in an efficient and timely manner and with the assistance of GIS reporting, we plan to be able to run a variety of reports about our business community.
Staff worked in collaboration to improve and streamline the Special Activities Permit Process.	Staff will continue to find process improvements and implement them when possible.
Completed transition to General Code/Sullivan Publications for ordinance codification services.	Continue with transition to General Code, online Code, by coordinating training for all users and provide a more complete understanding of features and capabilities.
Hired and trained part time Customer Service Representative. Customer Service productivity, efficiency and service have improved as a result of reorganization of hours and responsibilities.	Review and update Customer Service Procedures Manual to include comprehensive instruction on all job functions.
Communicated with Parks Department to	Continue improving communication with

improve efficiency of Parks activity registration process by modifying certain procedures.	Parks Department, paying close attention to detail, in order to ensure excellent customer service during the registration process for Parks activities.
Provided exceptional service to all customers by consistently exceeding normal service expectations.	Continue searching for ways to improve service and efficiency at the front desk.
Replaced non-recyclable kitchen supplies with recyclable products, in an effort to support the green initiative.	Continue to effectively manage supplies and processes within the central services area.
Began process of ensuring that all businesses are licensed in Chesterfield by conducting an audit and following up with those businesses in default.	Continue to assist those businesses operating without a license to bring them into compliance.

<b>Activity– Providing and encouraging cultural and recreational activities</b>	
2014 Accomplishments	2015 Goals
Supported staff in the grant applications for several Parks projects including those on the Riparian Trail, the new River's Edge Park, playground upgrades and enhancements at the CVAC.	Encourage staff to find grant opportunities to ensure a quality environment in our parks for our residents and patrons.
Directed Staff to develop a plan to incorporate public art and arts programming into City Operations, which was adopted by City Council.	Help oversee staff decisions relative to implementing the plan for arts in City operations to ensure the program's success and ensure a vibrant arts community remains in Chesterfield.
Through promotion in the Citizen Newsletter and social media outlets, we regularly promote activities of community partners such as Stages, the Civic Orchestra, the Butterfly House & Faust Park.	Staff will continue to promote various community events and activities in the community as appropriate through various PR platforms such as print, web calendars and social media.

<b>Investment – Maintain and enhance property values</b>	
2014 Accomplishments	2015 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.
At Council's direction, the City allocated General Fund – Fund Reserves to pay off all remaining debt associated with the Public Works facility bonds. This debt had	As opportunities arise, we will continue to seek ways to effectively manage the taxpayer's funds.



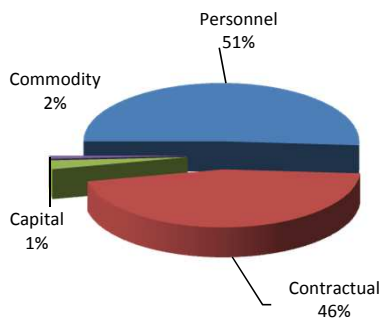
been funded by a 3 cent property tax which will not be levied in 2015 as originally scheduled. As a result, Chesterfield residents will no longer pay any property tax to the City.	
CED staff continued to foster relationships with the business and retail community to keep a pulse on the local economy, 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.
Staff met with several trustee groups to discuss the Neighborhood Improvement District process.	Staff will continue to work with other subdivisions to improve their property values and common area amenities through NID and/or CID financing.

<b>Security – Ensure a responsible and secure environment</b>	
2014 Accomplishments	2015 Goals
Supported Chief Johnson's recommendation to hire additional officers to effectively patrol and protect our residents and business community.	Continue to encourage the police department to enhance its efficiency and effectiveness.
Supported efforts of the Police Department to ban the use of a mobile device for texting and reading the device while driving.	Continue to support the efforts of the police department to implement ideas for a safer community.
The Wellness Committee successfully implemented their annual plan including a walking program (Step it Up), a wellness challenge, blood drive, a successful Health & Benefits Fair and other awareness programs. Once again insurance renewals were low due to low claims.	Staff will continue to expand the Wellness Program to benefit City employees and work with others cities in the SLAIT program to help keep premiums low.
Information was provided to the media and social media outlets involving certain topics from the police, when necessary.	We will continue to work with the police staff in helping to get the word out on various alerts and traffic issues when necessary.

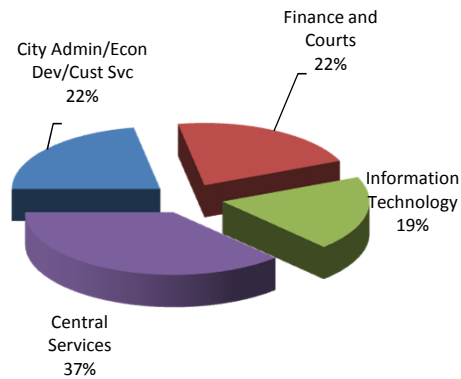
## DEPARTMENT OF ADMINISTRATION APPROPRIATIONS

Division	Personnel	Contractual	Commodity	Capital	Div Total
City Admin/Econ Dev/Cust Svc	\$660,858	\$105,300	\$1,500	\$0	\$767,658
Finance and Courts	\$639,468	\$102,139	\$2,320	\$0	\$743,927
Information Technology	\$344,441	\$243,000	\$53,000	\$30,000	\$670,441
Central Services	\$126,000	\$1,131,130	\$28,000	\$0	\$1,285,130
<b>TOTAL</b>	<b>\$1,770,767</b>	<b>\$1,581,569</b>	<b>\$84,820</b>	<b>\$30,000</b>	<b>\$3,467,156</b>

**By Element:**



**By Division:**



### City Admin/Econ Dev Personnel Requirements

Fiscal Year	Actual 2012	Actual 2013	Actual 2014	Adopted 2015	% Change '14 to '15
City Administrator	2.0	2.0	2.0	2.0	0%
Econ & Comm Development	1.0	1.0	1.5	1.5	0%
Finance	6.0	6.0	6.0	6.0	0%
Information Technology	3.0	4.0	4.0	4.0	0%
Municipal Court	3.0	3.0	3.0	3.0	0%
Customer Service	3.0	3.0	3.0	3.0	0%
<b>Total Positions</b>	<b>18.0</b>	<b>19.0</b>	<b>19.5</b>	<b>19.5</b>	<b>0%</b>



## 2015 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>	
2014 Accomplishments	2015 Goals
Participated in providing security for large scale events in the City of Chesterfield including Blues Fest and the Taste of St. Louis.	Successfully complete the demanding CALEA Re-Accreditation process for the Department's 4 <sup>th</sup> International Re-Accreditation.
Fully staffed a robust Special Enforcement Unit with a sole focus of providing security and police presence in all of the business districts and Chesterfield Parks and Athletic Complexes.	Utilize the Special Enforcement Unit to provide a high level of visibility and service for the City Parks and retail corridor to include all special events and festivals.

<b>Partnerships – Forge a sense of community by partnering with residents, businesses, civic organizations and other governments</b>	
2014 Accomplishments	2015 Goals
Hosted a large scale community event involving many partners in the community to support the Backstoppers Organization. The event included a major concert and fundraising effort.	Increase the Neighborhood Watch program by 5% in the number of neighborhoods actively participating in neighborhood watch.
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, and the FBI Joint Terrorism Task Force.	Improve upon communications with the public as well as business and civic organizations by utilizing the service of the Community and Economic Development Communications Specialist.

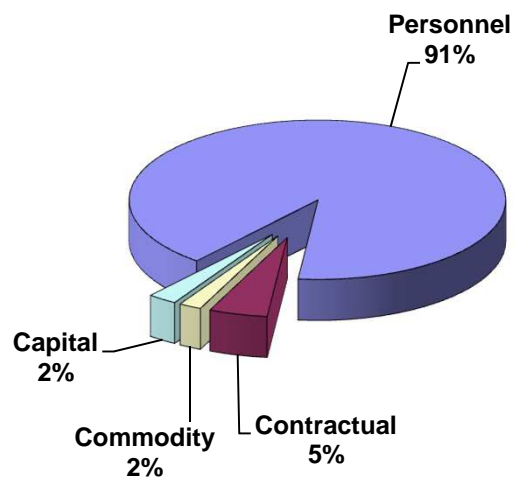
<b>Quality – Provide and seek quality in each area of city services</b>	
2014 Accomplishments	2015 Goals
Conducted hundreds of safety presentations to residents, businesses and civic organizations, as well as Safety Town, the DARE program, Teen and Citizen Police Academies.	Provide quality police services in the areas of patrol, traffic enforcement, public relations and policing.
Several officers were recognized by the Crisis Intervention Coordinating Counsel for their work with persons in crisis and suffering mental illness.	Accept any and all complaints or accolades and investigate them fully to ensure that officers provide the highest level of police service to the community.

<b>Activity– Providing and encouraging cultural and recreational activities</b>	
2014 Accomplishments	2015 Goals
Hosted a large scale concert event to benefit Backstoppers, working with the community, City Departments, and Staff to bring the overall community together in support of a local police charity dealing with the line of duty death of two officers.	Increase police efforts in community programs and outreach such as Missouri Special Olympics, Backstoppers, as well as City festivals and recreational activities.
<b>Investment – Maintain and enhance property values</b>	
2014 Accomplishments	2015 Goals
Increased responses to housing code and neighborhood violations. Resolution to complaints increased to over 450 responses to formal complaints and hundreds more informal complaints.	Fully utilize COPPS (Community Policing Officers) to support overall quality of life issues within the community and problem solve neighborhood issues.
<b>Security – Ensure a responsible and secure environment</b>	
2014 Accomplishments	2015 Goals
Provided two full time Elementary School Resource Officers to work within all elementary schools within the City of Chesterfield to provide safe and secure schools for the communities children.	Secure additional Federal Funding to support the efforts for homeland security and the protection of critical assets.
Conducted 4 DWI checkpoints to ensure the safety and sobriety of drivers throughout the community.	Increase the number of DWI checkpoints to 5 total for the year, as well as conduct aggressive no tolerance policing efforts to combat drunk driving.

## POLICE APPROPRIATIONS

Division	Personnel	Contractual	Commodity	Capital	Div Total
Police	\$8,702,294	\$480,294	\$184,444	\$239,442	\$9,606,474

By Element:



## Police Personnel Requirements

Fiscal Year	Actual 2012	Actual 2013	Actual 2014	Adopted 2015	% Change '14 to '15
Police	92	97	100	102	2%

## Public Services

The Department of Public Services 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, Geographic Information System/mapping services, and development and maintenance of the City's park system and recreation programs. Below is a brief highlight of the Department's 2014 accomplishments and 2015 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>	
2014 Accomplishments	2015 Goals
Completion and adoption of the Unified Development Code (UDC).	Begin work on a revised / new City of Chesterfield Comprehensive Plan.
Worked in cooperation with the City Arborist to perform a variety of landscaping and tree preservation inspections on private development sites.	Using the Landscape and Tree Preservation Manual, continue to enhance landscaping design, increase tree preservation and protect natural open spaces throughout all development. Continue to work in partnership with the City Arborist.
Encouraged development to include areas for both vehicular and pedestrian transportation, increased green space and preservation of existing topography. Encourage sustainability practices.	Continue to review engineering plans and site plans with a focus on both context sensitive design and environmentally conscious design.
Monitored construction activity at over 40 active construction sites for compliance with City ordinances and approved plans. Provided timely and courteous responses to all telephone calls and e-mails from residents regarding development.	Continue to deliver on-site inspection services to ensure quality infrastructure, streets, and buildings.
Worked in cooperation with the Police Department's COPS program on code enforcement violations.	Continue to work in partnership with the COPS Program to ensure compliance with City Code requirements.
All City maintained streets were maintained with a smooth and safe driving surface, free of potholes.	Maintenance crews will continue to view each City maintained street at least once every two months, and promptly address street problems or other issues in the right of way.
Increased communication with state and county officials in an attempt to improve the conditions of area state and county roads.	Maintain dialogue with state and county officials in an effort to improve state and county roads.
Parks and Recreation continued to expand the recreation opportunities for its residents and guests with expanded programming of recreational activities, in the area of special events, sports offerings for youth, adults, and special events.	Continue to build and expand the recreational offerings, special events, quality programs and comprehensive Parks and Recreation system for residents and guest alike to enjoy and take part in.

Continued to make sure City parks and facilities are safe for community use and maintained on a professional basis.	Maintenance and supervisory staff check each City-maintained park and facility at least once per day and address concerns or other issues.
Performed landscape and tree inspections, and site plan review involving tree preservation, replacement and landscape plans within the Parks system. Planted over 100 replacement trees through the 'Residential Street Tree Planting Program.'	Continue to perform landscape and tree inspections and site plan review involving tree preservation, replacement and landscape plans within the Parks system.
Increased field usage to better serve our residents at the Chesterfield Valley Athletic Complex by over 9000 hours this year.	Continue to look at ways to open our fields to residents and their guests to create the opportunity to participate in multiple sporting events throughout the year.

<b>Partnerships – Forge a sense of community by partnering with residents, businesses, civic organizations and other governments</b>	
2014 Accomplishments	2015 Goals
Increased communication with St. Louis County to improve coordination of occupancy permit, temporary occupancy permit and building permit approval. In 2013 the PDS division reviewed over 2,000 permits.	Continue working with St. Louis County to provide more efficient and timely services to residents. Also continue notifying subdivision trustees when building permits for exterior work on residential structures is received.
Encouraged petitioners, developers and land owners to meet with Staff for pre-application meetings to assist them through the development process prior to making formal application. Conducted over 80 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 50 site plans, record plats, rezoning requests and ordinance amendment requests related to development projects.	Continue to provide timely and accurate review for all new development and redevelopment projects.
Served on a committee with the St Louis General Contractors to encourage efficiency in development and to promote development in the region.	Continue to work with the committee to accomplish goals which will increase cooperation and development within the region.
Served on Metropolitan St Louis Sewer District's Roadway Workgroup Committee to review Best Management Practices (BMP) to review water quality standards requirements for road improvement projects and new developments.	Continue to work with the Committee and MSD on water quality requirements in an effort to develop reasonable, yet effective standards.
Worked with multiple entertainment groups and non-profit groups to add events at the amphitheater. Created the successful Jazz Festival and Blues Week event and brought	Work with the PRCAC, YMCA, Chesterfield Chamber of Commerce, Chesterfield Arts, Pat Hagen, Missouri Wildlife Rescue, Ozzie, Kin Folk foundations, both the Parkway and

Taste of St. Louis to Chesterfield.	Rockwood School groups, local radio stations and other entertainment promoters to coordinate efforts for Amphitheater events.
Worked cooperatively with the Chesterfield Chamber of Commerce on the Summer Concert series, notifying businesses of large tournaments, special events and other great events we are both putting on.	Continue to work in cooperation with the Chesterfield Chamber of Commerce on the Summer Concert series through promotion and cross marketing, explore other opportunities for cross marketing with special events, tournaments, and festivals.
Completed dugouts at the CVAC.	Maintain dugouts appropriately and add flatwork around the dugouts.
Worked with PRCAC to start the park review process of our local parks along with getting the word out about what we are doing by manning information booths at our events.	Continue to work with PRCAC to get the word out on our recreation activities, special events park offerings.
Completed maintenance agreements with MoDOT for enhancements to the Chesterfield Parkway Bridge over I-64.	Continue to work with MODOT and St. Louis County to enhance and beautify public right-of-ways within the community.
Worked with East West Gateway MSD, and surrounding communities to jointly obtain LiDAR enhanced 2014 aerial photography and contour data of a 5 county region.	Continue to partner with East West Gateway and governmental agencies to obtain group pricing for regional aerial photography and LiDAR data.
Updated Mutual Aid Agreement with Ballwin, Ellisville, and Manchester.	Market that mutual aid agreement to other cities in the metro area.
Addressed 141 Ladue/ Olive landscaping areas which were left by MODOT in an unacceptable state. Ensured all landscaping areas were beautified.	Continue to maintain the interchanges and fill in where plantings have died.

<b>Quality – Provide and seek quality in each area of city services</b>	
2014 Accomplishments	2015 Goals
Maintained up to date project information on the City's website.	Continue to provide the most accurate and current information on the City's website for public view.
Increased the use of digital formatting for record keeping of projects, meeting packets, correspondence and notifications.	Continue to work on microfilming all project files.
Updated the CID database in order to increase efficiency and data collection on private development projects and escrows.	Continue to monitor our databases and update as necessary to provide the best services and records possible.
The Planner of the Day Program responded to over 1,700 requests and inquiries.	Continue to provide thorough and timely information on all requests. Continue to respond to walk ins, phone call, and email requests.
Worked extensively with GIS coordinator and St Louis County to migrate parcel data from St	Continue with this parcel migration project and complete all related tasks.



Louis County's new system to ensure that our mapping services are up to date.	
Increased functions of our mapping system by incorporating more GIS. Added additional layers for tracking such information as transportation area zones, telecommunication siting permits, and tree inventory. Layers also include information on public utilities now.	Continue to work with GIS coordinator to increase efficiency and abilities on our map server.
Planners responded to over 30 zoning enforcement issues and complaints.	Continue to provide timely response to all code enforcement requests.
Planners and engineers responded to over 40 sunshine requests for information.	Continue to provide timely response to all inquiries.
Provided state of the art repairs & maintenance to City owned Police cars, fleet vehicles, maintenance trucks and equipment. Four of five mechanics obtained Master Certification and Public Works Facility was recognized as a Blue Chip Service Center.	Mechanics to keep up with the latest technology on repair and maintenance of vehicles and equipment and maintain certifications.
Provided facility maintenance services to City Hall, Public Works Facility and the Parks Administration/Maintenance Facility 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 Building Attendants so that they can efficiently and effectively perform their duties.
Prioritized requests for building maintenance based upon urgency, importance and time required to perform the tasks. Building Maintenance personnel responded to 617 work orders in 2014.	Provide timely response to requests for action regarding building maintenance.
Negotiated seven year extension to City solid waste service contract – increasing service and minimizing cost increases over the next seven years.	Work with Republic to ensure high quality of service and that automation functions as intended.
Provided facility maintenance services to all facilities within the Parks system, so the buildings and grounds are safe, attractive and functional for the general public, 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, facilities and right-of-ways, so that these areas are safe, attractive and create an inviting environment for the general public, guest and staff to enjoy.	Continue to update and implement the maintenance operation plans and preventative maintenance plans for concessions equipment in the Parks system at all facilities which will enable the Division to deliver the highest standard of maintenance and overall operation in the delivery of Park and Recreation services.
Maintained CAPRA accreditation.	Continue to maintain CAPRA accreditation by

	updating standards and policies on an on-going basis and prepare for our next certification round.
Worked on social media interaction and initiation to keep the community better informed of Parks and Recreation operations and events with Twitter, Facebook, and Pinterest.	Continue to expand on social media and explore new and upcoming options to keep the general public informed on all media fronts.
Urban Forest Management Plan developed and added to City website. Current tree inventory data is available and goals are described.	Continue to work on the development and implementation of the Urban Forest Management Plan, and continue to update City tree inventory data on an on-going basis.
Worked closely with our new marketing person (Lisa) to expand and enhance our overall marketing program in print, digitally and through the local media on all of our events.	Create an overall marketing program for the department which encompasses all of our facilities, events and parks.
Worked with all professional staff to become accredited and to get professionally involved in MPRA.	Continue to challenge staff to grow and seek CPRP along with going to CEU programs.
Performed maintenance tasks as described in the Parks Natural Resource Plan.	Continue to adjust and improve the Parks Natural Resource Plan as needed.
Natural Resources and Community Forestry pages were created on COC website, and include all available information pertaining to street trees, the City's goals, pruning, tree removal and tree planting.	Continue to maintain and update public informational resources.
Developed better signage in the parks and for a better experience for our park users.	Work on QR codes on plant and tree identification throughout our parks.
Held four Get Active programs throughout the year.	Expand the Get Active program into the schools.
Third year of the Friends of the Parks Program to better inform residents of what Parks and Recreation has to offer and how we can positively impact their lives. This is a part of the 'Did You Know' campaign.	Continue to grow the Friends of the Park Program so we can keep all of our users and guests abreast of what we have going on in Chesterfield with our Parks and Recreation Department.

<b>Activity– Providing and encouraging cultural and recreational activities</b>	
<b>2014 Accomplishments</b>	<b>2015 Goals</b>
Provided support and assistance to other Departments in relation to capital projects.	A multi-disciplinary team addresses engineering issues, zoning, artwork and architectural design for capital projects.
Provided support to Police Department and Parks Department on creation of various posters and other printed media items to promote activities and events.	Continue to provide staff resource and services from our mapping section to help promote events.

Provided staff liaison to Chesterfield Historic and Landmarks Preservation Committee.	Continue to provide staff resource to citizen committee for the promotion and preservation of the city's history.
Work on completion of properties of historic significance and interest inventory list. This list is used to identify structures of interest if zoning, building or demolition permits are submitted for them.	Complete structures of historic interest list.
Collected historic documents and photographs from CHLPC members and others. Created a master inventory list of all items and have started scanning and identifying photos.	Continue to scan and identify all historic photos and documents.
Maintained all signage on City streets in accordance with the Bicycle / Pedestrian Plan.	Encourage MODOT and St. Louis County to appropriately sign their streets.
Provided comprehensive community recreation opportunities for all age groups which included events such as Turkey Trot, St. Luke's Bike Ride, Moonlight Run, older adult programs, Lacrosse, ultimate Frisbee, Staycation, 4th of July Celebration, Swim Programs, Summer Concert Series, bird walks plant identification ,movies, conservation programs.	Continue to plan and implement a Comprehensive Community Recreation Program which is cost effective and maximizes existing community resources and expands the overall benefits to our Chesterfield Residents and their guest.
Continued to work with various athletic associations and tournament providers in the use of the CVAC to grow the youth and adult sports to better serve our residents and guest and realize the full potential of our complex.	Continue to work with various organizations and tournament providers in the use of the CVAC along with implementing new sports options which include, flag football, Ultimate Frisbee, Rugby, Kickball and Cricket.
Worked with the Police on the annual Safety Fair. And Backstopalooza concert.	Explore opportunities to partner with Police and Fire to grow our relationship and better serve the community.
Encouraged more active and passive recreational areas and pedestrian/bicycle travel within the Parks system (Riparian Trail, Levee Trail, and the new River's Edge Park.	Continue to encourage more active and passive recreational areas and pedestrian/bicycle travel within the Parks system and adjoining property's such as the big Muddy, Katy Trail, and Faust park.
Monitored recommendations brought forth by the Arts Master Plan, along with the installation of the new public art piece at the Amphitheater named Aspire.	Work on ways to bring the arts to Chesterfield and incorporate all the arts into our Parks and special events where appropriate.
Worked on Art brochure for art in our parks.	Finish Art brochure describing the public Art Sculptures in our parks with Q R codes and complete information. Expand public Art in our Parks through Art on Loan or other alternatives.
Continued to expand the usage of Central Park amphitheater with new events, multiple rentals	Utilize the amphitheater and Central Park improvements to host additional community

and multiple ticketed events through Pat Hagen, Hubbard Radio, CBS Radio and other local groups.	events. Develop a proactive marketing plan using various media streams, radio, print, websites, Facebook and Twitter to promote recreation activities. Looking forward to hosting additional ticketed event as joint ventures.
Obtained Municipal Parks Grant for Rivers Edge Park. Trail system, pavilion, and fishing dock. Construction scheduled to start in late 2014.	Work on getting River's Edge Park established with the Chesterfield Public and programming for some water activities.
Provided free Conservation and Outdoor Education Programs including multiple Audubon Society Bird Walks, plant identification programs, tree trimming and volunteer stewardship opportunities to remove honeysuckle and replant native species in Park woodlands and the Henry Eberwein Cemetery and the Conway Cemetery.	Continue to provide and expand Conservation and Outdoor Education and Stewardship opportunities.

<b>Investment – Maintain and enhance property values</b>	
2014 Accomplishments	2015 Goals
Worked with City Arborist to assist with enforcement of Tree Preservation and Landscape requirements. Conducted almost 30 landscape inspections.	Continue cooperative assistance and review of plans and violations involving trees and vegetation with the City's Arborist.
Began work on updates to Wild Horse Creek Road Sub Area.	Complete all necessary changes and updates to this Sub Area.
Reviewed over 1,300 Municipal Zoning Applications which are required in order to obtain a building permit.	Continue to maintain City standards with professional and responsive code enforcement and plan review.
The Unified Development Code has been completed and adopted. The UDC codifies all development requirements and zoning standards into one document to assist with new development and redevelopment projects.	Continue to educate the public on new UDC.
Worked on creation of the Development Manual to explain the planning and zoning process.	Complete manual and make available to residents, property owners and developers.
Provide formal proposal for new Comprehensive Plan.	Begin working on public engagement to identify goals and objectives for the community for inclusion in the Comprehensive Plan.
Reviewed over 1,000 business licenses, home occupation licenses, and special activity permits.	Continue to work with other departments within the City to maintain city standards for new businesses and special events.

Began work on removal of dead trees and planting of replacement trees at the Reserve at Chesterfield Village.	Complete landscaping and tree removal project.
Provide safe travel through City rights of way.	Keep trees trimmed for passage through streets and on sidewalks. Keep sidewalks in good condition.
Responded to 513 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 99 laterals.	Continue to administer the Residential Sanitary Sewer Lateral Repair Program in an expeditious manner, in order to effectively and efficiently address defects in the sewer laterals.
Street Tree Removals: Contracted= 256 In house= 141 Trees that were removed in 2014 include dead, declining, diseased, nuisance, or hazardous trees per City policy. This includes trees that have reached the end of a healthy life and show signs of root damage or decay due to outgrowing the available right-of-way space.	Continue utilizing data from the tree inventory and pursue the 'Ash Management Program' to reduce the Ash population by another 8%, from 18% to 10%. Watch List: inspect and update information on all watch list trees to assist us in effectively managing our street tree, budget and plan removals, schedule tree maintenance, and increase species diversity, which will provide for a healthier urban forest.
Bid and constructed 4.14 miles of concrete pavement slab replacement, 0.95 miles of asphalt overlay, and replaced 1.7 miles of sidewalks.	Continue to administer the Capital Street and Sidewalk Program.
Managed the City's STP Projects, including Appalachian Trail Phase II, South Greentrails, Ladue Road, Timberlake Manor Bridge, and Schoettler Road Bridge. These projects are 70-80% funded through East West Gateway.	Construct Appalachian Trail Phase II. Acquire necessary right of way for South Greentrails. Oversee design of Schoettler Road Bridge.
Applied for three grants – South Outer I-64, Schoettler Road Phase I, and CNG. South Outer I-64 was rescinded at Mercy's request.	Apply for grant funding for South Outer I-64 (Chesterfield Parkway to Clarkson), Schoettler Road Phase I, and CNG.
Vacated Old Wilson Road right of way near Clarkson Road.	Initiate vacation process for other city owned rights of way which are not in the public's interest to maintain.
Initiated design of the next phase (VI) of the Monarch-Chesterfield Levee Trail.	Complete design of Phase VI, including easement acquisition and correction of the path under I-64.
Applied for grant to design / construct Phase I of Schoettler Road.	Create an alternate plan in case Schoettler Road grant is again denied.
Applied for grant to begin conversion of City fleet to CNG.	Apply for grant again and develop a CNG initiation strategy.

Updated 5-year plan capital plan for streets.	Continue to improve and enhance the capital street plan. Incorporate a maintenance component so that plan is comprehensive.
Initiated windrow removal program for disabled residents.	Monitor program to determine whether it is effective, what it costs, and whether it should be continued.
Continued to improve the Eberwein Park with honey suckle removal, tree plantings Prairie enhancement and trail stabilization. Completed first phase of the prairie rehab project.	Continue to improve Eberwein park, remedy drainage issues on the trail. Improve pond to include the establishment of an amphibious education pond with signage, aquatic plants and a board walk.
Received MDC Stewardship grant \$9500 for prairie and native flower restoration at Eberwein park.	Implement MDC grant on Prairie restoration and native flower enhancement at Eberwein Park.
Were awarded the Municipal Parks grant to install trails, gazebo and fishing dock at River's Edge Park. The grant cost \$297,383.	Continue park enhancements at Rivers Edge and program the park.
Stabilized hillside at the amphitheater with a new boulder wall and plantings.	Maintain and add to vegetated hillside at the amphitheater.
Added walking path footage and wall on the West Stream walk at the Amphitheater.	Complete the additional footage on stream walk winter/spring of 2015.
Added raised flower beds throughout the CVAC complex.	Maintain and enhance flower beds to beautify the CVAC.

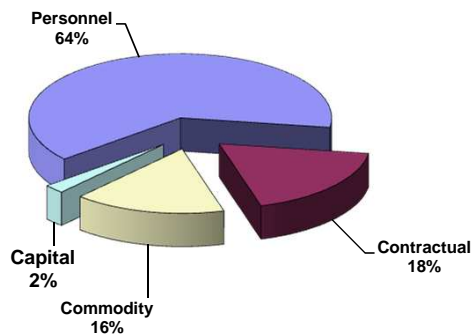
<b>Security – Ensure a responsible and secure environment</b>	
2014 Accomplishments	2015 Goals
Sent copies of Architectural Review Board submittals to the Police Dept. for review of Crime Prevention through Environmental Design (CPTED).	Continue receiving feedback from the Police Department on CPTED.
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 clear by removing snow and ice promptly and addressing downed trees after storms. At least one Street Division employee was on call 24/7.	Respond to inclement weather in a pro-active way by applying de-icing materials before snow and ice storm reach area.
Utilized the City's traffic model to review the impacts of various new development proposals on the existing transportation network.	Continue to use the City's traffic model and other tools to review the impact on proposed developments on the existing network and provide recommendations on traffic improvements to accommodate said proposals.
Worked with the Police Department to hire	Looking forward to working with police

police to monitor Parks and spend more time at the CVAC, amphitheater, pool and other parks during regular hours of operation.	patrols on a more regular basis now with Police specifically hired to be in the parks and interact with residents and guest.
Installed security system at the CVAC in concession stand and thought the complex.	Continue to work with Police on security and safety issues throughout our parks system.
Installed Public Address system at the CVAC.	Continue to improve usage and early storm detection warnings at the CVAC.

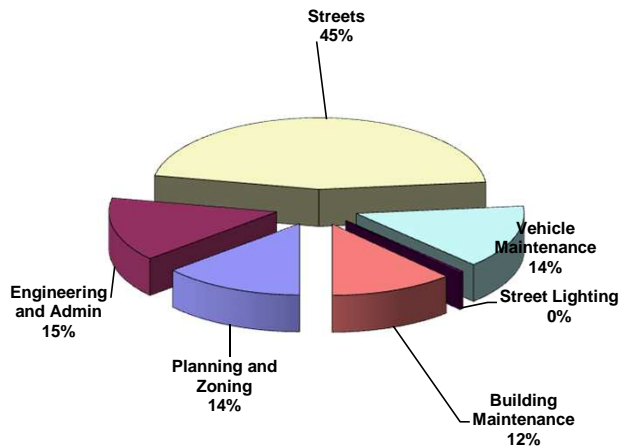
## PUBLIC WORKS APPROPRIATIONS

Division	Personnel	Contractual	Commodity	Capital	Div Total
Planning and Zoning	\$890,711	\$68,550	\$3,900	\$0	\$963,161
Engineering and Admin	\$894,036	\$88,020	\$15,350	\$25,950	\$1,023,356
Streets	\$1,882,336	\$680,925	\$594,000	\$41,000	\$3,198,261
Vehicle Maintenance	\$374,559	\$86,700	\$477,500	\$75,000	\$1,013,759
Street Lighting	\$0	\$27,000	\$1,500	\$0	\$28,500
Building Maintenance	\$445,725	\$333,800	\$48,800	\$11,625	\$839,950
<b>TOTAL</b>	<b>\$4,487,367</b>	<b>\$1,284,995</b>	<b>\$1,141,050</b>	<b>\$153,575</b>	<b>\$7,066,987</b>

**By Element:**



**By Division:**



## Public Works Personnel Requirements

Fiscal Year	Actual 2012	Actual 2013	Actual 2014	Adopted 2015	% Change '14 to '15
Planning and Zoning	8.5	8.5	8.5	9.5	12%
Development Services	6.0	6.0	6.0	6.0	0%
Engineering and Admin	7.5	7.5	7.5	7.5	0%
Streets and Sewer Const.	29.0	29.0	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	6.0	6.0	6.0	7.0	17%
<b>Total Positions</b>	<b>62.0</b>	<b>62.0</b>	<b>62.0</b>	<b>64.0</b>	<b>3%</b>



### 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 Filed	Warrants Issued	Trials Set	Court Sessions
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	\$ 1,256,000	11,462	2,236	75	34
2012	\$1,291,823	11,521	2,586	104	52
2013	\$1,297,514	12,121	2,417	52	44
2014	\$1,265,143	12,485	2,801	86	44
2015	\$1,250,000	13,000	2,500	80	44

#### Police

Year	Calls for Service	Arrests	DWI Arrests	Accidents	Tickets	Warnings
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	47,621	1,589	163	1,612	10,532	1,531
2012	50,042	1,830	168	1,649	11,530	2,279
2013	51,543	1,505	170	1,705	12,666	2,565
2014	55,966	1,647	179	1,757	11,908	5,191
2015	57,645	1,696	184	1,810	12,265	5,347

#### Community Services and Economic Development

Year	Qualified Business Prospects	New Licensed Businesses	Media Releases
2006	6	224	11
2007	9	125	23
2008	15	195	36
2009	20	152	43
2010	19	170	29
2011	17	180	32
2012	20	164	25
2013	20	164	25
2014	18	263	14
2015	31	185	54

**General Fund Performance Measurements (Continued)**

**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
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	48
2011	167	370	736	64
2012	252	386	882	145
2013	264	407	907	86
2014	266	400	921	151

**Public Works - Completed Work Orders**

Year	Curbs	Partial Depth patching	Property Restoration	Sidewalks	Signs	Slab Replacement
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	39	17	197	79	309	13
2012	31	22	35	169	565	22
2013	23	17	129	92	373	16
2014	45	33	88	95	348	24
2015	50	35	90	60	350	30

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

Year	Storm Sewer	Street Repair	Tree Trimming	Undermine
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	23	60	534	5
2012	26	52	509	8
2013	43	64	220	635
2014	62	94	466	10
2015	65	100	470	15

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## **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 2015 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 (refunded in 2013), 2008, 2009, and 2014 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.

<b><i>Combined Statement of Budgeted Revenues and Expenditures - Capital Improvement Sales Tax Fund</i></b>	<b>2013 ACTUAL</b>	<b>2014 PROJECTED</b>	<b>2015 BUDGET</b>
<b>FUND BALANCE, JANUARY 1</b>	\$ 1,826,314	\$ 2,267,616	\$ 1,365,179
<b>REVENUES:</b>			
Sales Tax	5,436,601	6,180,060	6,365,462
Other Revenues	285,958	2,594,760	1,701,790
<b>TOTAL REVENUE</b>	5,722,559	8,774,820	8,067,252
<b>TOTAL AVAILABLE FUNDS</b>	7,548,873	11,042,436	9,432,431
<b>EXPENDITURES</b>			
Public Works	3,944,478	7,911,131	7,149,021
<b>TOTAL EXPENDITURES</b>	3,944,478	7,911,131	7,149,021
<b>TRANSFERS TO/FROM OTHER FUNDS</b>	(1,336,779)	(1,766,126)	(1,941,292)
<b>FUND BALANCE, DECEMBER 31</b>	\$ 2,267,616	\$ 1,365,179	\$ 342,118

**Detail of Expenditures - Capital Improvement Sales Tax Fund**

Department/Activity	Description	Amount	Activity Total
<b>Public Works</b>			
Capital Expenditures	Wheeled Loader Replacement	\$ 160,000	
	S-109, 2.5 Ton Dump Replacement	142,000	
	S-70, 1.5 Ton Dump Replacement	109,000	
	S-74, 1.5 Ton Dump Replacement	109,000	
	Riparian Trail Channel Stabilization	1,000,000	
	Appalachian Trail Phase II (STP Grant)	1,982,000	
	Asphalt Overlays	125,000	
	Concrete Street Reconstruction	1,900,000	
	Selective Slab Replacement	250,000	
	Wilson Road Culvert	405,000	
	Trench Grate Replacement	20,000	
	Sidewalk Replacement (CDGB Grant)	200,000	
	<b>Total Capital</b>		\$ 6,402,000
Personnel	Salaries/Benefits	257,021	
	<b>Total Personnel</b>		257,021
Contractual	CNG grant application	10,000	
	Inspection/Testing Services - slab / sidewalk	115,000	
	Misc. design	25,000	
	Misc. Inspection and Construction Testing	25,000	
	Schoettler Bridge design (STP Grant)	210,000	
	Schoettler Phase I grant application	10,000	
	South Green Trails ROW (STP Grant)	75,000	
	South Outer I-64 Phase I grant application	20,000	
	<b>Total Contractual</b>		490,000
<b>Grand Total Expenditures</b>			<b>\$ 7,149,021</b>

<b>Combined Statement of Budgeted Revenues and Expenditures - Parks Sales Tax Fund</b>			
	<b>2013 ACTUAL</b>	<b>2014 PROJECTED</b>	<b>2015 BUDGET</b>
<b>FUND BALANCE, JANUARY 1</b>	\$ 2,721,627	\$ 2,426,443	\$ 2,766,329
<b>REVENUES:</b>			
Sales Tax	6,395,774	7,270,402	7,488,514
Intergovernmental	59,736	227,600	231,469
Parks and Recreation	1,658,856	1,534,720	1,528,850
Other Revenues	4,476	10,200	100,200
<b>TOTAL REVENUE</b>	8,118,842	9,042,922	9,349,033
<b>TOTAL AVAILABLE FUNDS</b>	10,840,469	11,469,365	12,115,362
<b>EXPENDITURES</b>			
Parks	4,987,982	5,865,850	5,960,925
<b>TOTAL EXPENDITURES</b>	4,987,982	5,865,850	5,960,925
<b>TRANSFERS TO/FROM OTHER FUNDS</b>	(3,426,044)	(2,837,186)	(2,867,307)
<b>FUND BALANCE, DECEMBER 31</b>	\$ 2,426,443	\$ 2,766,329	\$ 3,287,130

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

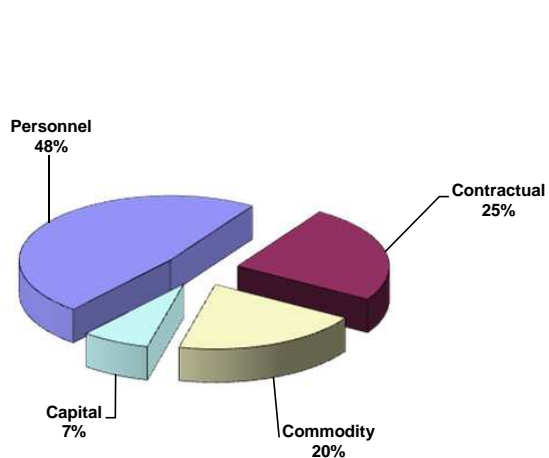
Department/Activity	Description	Amount	Activity Total
<b>Parks</b>			
Parks & Recreation	Additional Concrete at CVAC	\$ 30,000	
	Additional Concrete at Eberwein	30,000	
	Additional Concrete Walls for Yard	20,000	
	Amph deck Cover	16,000	
	Arrow/Message Board	15,000	
	Blower - Replacement	6,400	
	Reel Mower - Replacement	39,000	
	Ride on Aerator	8,900	
	Ride on Painter - Replacement	11,500	
	Tractor - Replacement	39,500	
	Turf Roller	8,400	
	Utility Cart- Replacement	6,500	
	Vertidrain - Replacement	24,700	
	Zero Turn Mower - Replacement	9,000	
	1.5 Ton Dump Truck - Replacement	83,800	
	1/2 Ton Truck - Replacement	27,500	
	1/2 Ton Truck - Replacement	27,500	
	Pool Vehicle - Replacement	22,500	
	Fryer - Replacement	6,400	
		<hr/>	
<b>Total Capital</b>			<b>\$ 432,600</b>



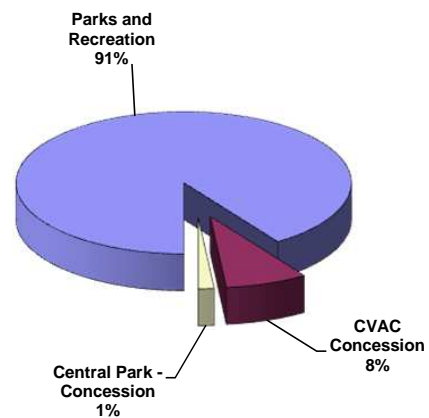
## PARKS AND RECREATION APPROPRIATIONS

Division	Personnel	Contractual	Commodity	Capital	Div Total
Parks and Recreation	\$2,595,410	\$1,427,875	\$948,650	\$426,200	\$5,398,135
CVAC Concession	\$227,087	\$29,750	\$215,350	\$0	\$472,187
Central Park - Concession	\$37,678	\$6,525	\$40,000	\$6,400	\$90,603
<b>TOTAL</b>	<b>\$2,860,175</b>	<b>\$1,464,150</b>	<b>\$1,204,000</b>	<b>\$432,600</b>	<b>\$5,960,925</b>

**By Element:**



**By Division:**



### Parks and Recreation Personnel Requirements

Fiscal Year	Actual 2012	Actual 2013	Actual 2014	Adopted 2015	% Change '14 to '15
Parks and Recreation	32.0	34.0	37.5	38.5	3%
CVAC Concession	3.5	4.5	4.5	4.5	0%
Central Park - Concession	1.5	1.5	1.5	1.5	0%
<b>Total Positions</b>	<b>37.0</b>	<b>40.0</b>	<b>43.5</b>	<b>44.5</b>	<b>2%</b>

<b>Combined Statement of Budgeted Revenues and Expenditures - Sewer Lateral Fund</b>	<b>2013 ACTUAL</b>	<b>2014 PROJECTED</b>	<b>2015 BUDGET</b>
<b>FUND BALANCE, JANUARY 1</b>	\$ 762,370	\$ 693,629	\$ 682,954
<b>REVENUES:</b>			
Property Taxes	423,977	430,558	473,614
Other Revenues	674	500	500
<b>TOTAL REVENUE</b>	424,651	431,058	474,114
<b>TOTAL AVAILABLE FUNDS</b>	1,187,021	1,124,687	1,157,068
<b>EXPENDITURES</b>			
Public Works	435,377	400,000	450,000
<b>TOTAL EXPENDITURES</b>	435,377	400,000	450,000
<b>TRANSFERS TO/FROM OTHER FUNDS</b>	(58,015)	(41,733)	(58,100)
<b>FUND BALANCE, DECEMBER 31</b>	\$ 693,629	\$ 682,954	\$ 648,968

<b>Combined Statement of Budgeted Revenues and Expenditures - Police Forfeiture Fund</b>			
	<b>2013 ACTUAL</b>	<b>2014 PROJECTED</b>	<b>2015 BUDGET</b>
<b>FUND BALANCE, JANUARY 1</b>	\$ 70,893	\$ 1,700,757	\$ 99,275
<b>REVENUES:</b>			
Intergovernmental	1,550,612	100,847	60,000
<b>TOTAL REVENUE</b>	1,550,612	100,847	60,000
<b>TOTAL AVAILABLE FUNDS</b>	1,621,505	1,801,604	159,275
<b>EXPENDITURES</b>			
Police	70,748	1,702,329	159,275
<b>TOTAL EXPENDITURES</b>	70,748	1,702,329	159,275
<b>TRANSFERS TO/FROM OTHER FUNDS</b>	150,000	-	-
<b>FUND BALANCE, DECEMBER 31</b>	\$ 1,700,757	\$ 99,275	\$ -
<p>The fund balance was high at the beginning of 2014 due to a \$1,470,000 forfeiture that needed to be remitted to RCEEG.</p>			

## 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 anticipate using the operating budget of the General Fund to maintain any of these projects.

The Capital Project Funds are 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 2015, the City intends to spend the remaining funds on completing infrastructure projects in the Chesterfield Valley.

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

- 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.

<b>Combined Statement of Budgeted Revenues and Expenditures - Chesterfield Valley Special Allocation Fund</b>			
	<b>2013 ACTUAL</b>	<b>2014 PROJECTED</b>	<b>2015 BUDGET</b>
<b>FUND BALANCE, JANUARY 1</b>	\$ 353,460	\$ 160,052	\$ 130,624
<b>REVENUES:</b>			
Intergovernmental	4,908	-	-
Other Revenues	248	72	-
<b>TOTAL REVENUE</b>	5,156	72	-
<b>TOTAL AVAILABLE FUNDS</b>	358,616	160,124	130,624
<b>EXPENDITURES</b>			
Public Works	198,564	29,500	130,624
<b>TOTAL EXPENDITURES</b>	198,564	29,500	130,624
<b>TRANSFERS TO/FROM OTHER FUNDS</b>	-	-	-
<b>FUND BALANCE, DECEMBER 31</b>	\$ 160,052	\$ 130,624	\$ -

This is money that was set-aside in prior years and has significant restrictions on its usage. The funds have primarily been used for wetland mitigation.

<b>Combined Statement of Budgeted Revenues and Expenditures - Parks Construction Phase II 2009B Fund</b>			
	<b>2013 ACTUAL</b>	<b>2014 PROJECTED</b>	<b>2015 BUDGET</b>
<b>FUND BALANCE, JANUARY 1</b>	\$ 2,866,053	\$ 567,486	\$ 352,486
<b>REVENUES:</b>			
Other Revenues	669	-	-
<b>TOTAL REVENUE</b>	669	-	-
<b>TOTAL AVAILABLE FUNDS</b>	2,866,722	567,486	352,486
<b>EXPENDITURES</b>			
Parks	2,849,744	215,000	352,486
<b>TOTAL EXPENDITURES</b>	2,849,744	215,000	352,486
<b>TRANSFERS TO/FROM OTHER FUNDS</b>	550,508	-	-
<b>FUND BALANCE, DECEMBER 31</b>	\$ 567,486	\$ 352,486	\$ -

The funds are related to parks phase II. In 2013, \$550,508 was transferred to the fund from the Parks Sales Tax Fund, primarily for projects related to Central Park. Those funds are expected be fully spent by the end of FY2015.

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## BONDED DEBT SCHEDULE

The City of Chesterfield, Missouri's general long-term debt includes General Obligation Bonds and Certificates of Participation. 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, 2014 is as shown below.

<u>Year</u>	<u>General Obligation Bonds</u>		<u>Certificates of Participation</u>		<u>Totals</u>
	<u>Principal</u>	<u>Interest</u>	<u>Principal</u>	<u>Interest</u>	
2015	\$ 2,545,000	\$ 293,994	\$ 2,720,000	\$ 1,656,695	\$ 7,215,689
2016	1,740,000	129,400	2,880,000	1,557,408	6,306,808
2017	1,795,000	94,050	3,110,000	1,445,270	6,444,320
2018	1,880,000	57,300	3,310,000	1,324,882	6,572,182
2019	1,925,000	19,250	3,555,000	1,179,672	6,678,922
2020			3,810,000	1,022,372	4,832,372
2021			3,885,000	841,872	4,726,872
2022			3,680,000	668,696	4,348,696
2023			2,885,000	517,896	3,402,896
2024			3,090,000	381,972	3,471,972
2025			3,270,000	283,182	3,553,182
2026			785,000	178,066	963,066
2027			815,000	147,156	962,156
2028			850,000	113,445	963,445
2029			890,000	78,275	968,275
2030			915,000	49,350	964,350
2031			730,000	21,900	751,900
	\$ 9,885,000	\$ 593,994	\$ 41,180,000	\$ 11,468,109	\$ 63,127,103

**General Obligation Bonds** are composed of a 1994 Parks Bond to purchase Central Park and R&S I & II bonds series for road and sewer construction. The 1994 Parks bond is funded by property tax revenues and R&S issues are funded by Capital Improvement sales tax revenues. The City will use General Fund - Fund Reserves to make the final debt service payments on the Parks Bond in 2015.

**Certificates of Participation** are composed of debt for the building of the City Hall and Proposition "P". Both public works and city hall are funded from the general fund, while Prop. "P" bonds are funded through the Parks sales tax.



## 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, 2014 was \$885,000 for Parks bonds dated 2008 refunding May 19, 1998 general obligation bonds and \$9,000,000 for street and sidewalk refunding bonds dated 2005 and 2015 for a total of \$9,885,000. The City has an agreement in place to close on a refunding of the 2008 General Obligation Bonds on January 6, 2015 in order to take advantage of the low interest rate environment. The City's outstanding debt related to the remaining principal payment on the 2008 bonds and 2015 bonds as of December 31, 2014 was \$1,660,000 and \$7,340,000, respectively. 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 2014 assessed valuation of \$1,784,749,461 the City's legal debt margin is \$178,474,946. 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>
2/15/2015	\$ 885,000	2.95	\$ 13,053	\$ 898,053	
8/15/2015			-	-	\$ 898,053
	<u>\$ 885,000</u>		<u>\$ 13,053</u>	<u>\$ 898,053</u>	

**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>
2/15/2015	\$ 1,660,000	3.50%	\$ 191,638	\$ 1,851,638	\$ 1,851,638

**CITY OF CHESTERFIELD, ST. LOUIS COUNTY, MISSOURI**  
**General Obligation Bonds, Series 2015 (Refunding of R&S I and R&S II)**  
**DEBT SERVICE SCHEDULE**  
**\$7,340,000**

<u>Date</u>	<u>Principal</u>	<u>Coupon</u>	<u>Interest</u>	<u>Period Total</u>	<u>Fiscal Total</u>
2/15/2015					
8/15/2015			\$ 89,303	\$ 89,303	\$ 89,303
2/15/2016	\$ 1,740,000	2.00%	73,400	1,813,400	
8/15/2016			56,000	56,000	1,869,400
2/15/2017	1,795,000	2.00%	56,000	1,851,000	
8/15/2017			38,050	38,050	1,889,050
2/15/2018	1,880,000	2.00%	38,050	1,918,050	
8/15/2018			19,250	19,250	1,937,300
2/15/2019	1,925,000	2.00%	19,250	1,944,250	
					1,944,250
	<u>\$ 7,340,000</u>		<u>\$ 389,303</u>	<u>\$ 7,729,303</u>	

### **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 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, 2014 was \$9,955,000.

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 did a current refunding of this debt in November 2013 in order to take advantage of the low interest rate environment. The City's outstanding debt related to the issue as of December 31, 2014 was \$19,335,000.

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, 2014 was \$3,690,000.

In 2009, the City issued \$4,550,000 in Certificates of Participation to fund parks construction phase II. In 2009, the City issued \$5,695,000 in Build America Bonds to fund parks construction phase II. The City concurrently refunded these debt issuances in September 2014 in order to take advantage of the low interest rate environment. The City's outstanding debt related to the issue as of December 31, 2014 was \$8,200,000.

**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 2004 (City Hall)**  
**DEBT SERVICESCHEDULE**  
**\$15,820,000**

<u>Date</u>	<u>Principal</u>	<u>Coupon</u>		<u>Interest</u>	<u>Period Total</u>	<u>Fiscal Total</u>
2/15/2015	\$ 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
	<u>\$ 9,955,000</u>			<u>\$ 2,050,902</u>	<u>\$ 12,005,902</u>	

**CITY OF CHESTERFIELD, ST. LOUIS COUNTY, MISSOURI**  
**Certificates of Participation, Series 2013 (Refunding of 2005 Parks)**  
**DEBT SERVICE SCHEDULE**  
**\$20,360,000**

<u>Date</u>	<u>Principal</u>	<u>Coupon</u>	<u>Interest</u>	<u>Period Total</u>	<u>Fiscal Total</u>
6/1/2015			\$ 380,663	\$ 380,663	
12/1/2015	\$ 1,145,000	3.00%	380,663	1,525,663	\$ 1,906,326
6/1/2016			363,488	363,488	
12/1/2016	1,240,000	3.00%	363,488	1,603,488	1,966,976
6/1/2017			344,888	344,888	
12/1/2017	1,340,000	3.00%	344,888	1,684,888	2,029,776
6/1/2018			324,788	324,788	
12/1/2018	1,440,000	4.00%	324,788	1,764,788	2,089,576
6/1/2019			295,988	295,988	
12/1/2019	1,565,000	4.00%	295,988	1,860,988	2,156,976
6/1/2020			264,688	264,688	
12/1/2020	1,695,000	5.00%	264,688	1,959,688	2,224,376
6/1/2021			222,313	222,313	
12/1/2021	1,850,000	**	222,313	2,072,313	2,294,626
6/1/2022			177,750	177,750	
12/1/2022	2,005,000	5.00%	177,750	2,182,750	2,360,500
6/1/2023			127,625	127,625	
12/1/2023	2,180,000	5.00%	127,625	2,307,625	2,435,250
6/1/2024			73,125	73,125	
12/1/2024	2,365,000	3.00%	73,125	2,438,125	2,511,250
6/1/2025			37,650	37,650	
12/1/2025	2,510,000	3.00%	37,650	2,547,650	2,585,300
12/31/2025					
	<u>\$ 19,335,000</u>		<u>\$ 5,225,932</u>	<u>\$ 24,560,932</u>	

\*\* Principal of \$225,000 has a 3.50% coupon and principal of \$1,625,000 has a 5.00% coupon.

**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>
6/1/2015			\$ 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
	<u>\$ 3,690,000</u>		<u>\$ 1,570,537</u>	<u>\$ 5,260,537</u>	

**CITY OF CHESTERFIELD, ST. LOUIS COUNTY, MISSOURI**  
**Refunding Certificates of Participation, Series 2014**  
**DEBT SERVICE SCHEDULE**  
**\$8,600,000**

<u>Date</u>	<u>Principal</u>	<u>Coupon</u>	<u>Interest</u>	<u>Period Total</u>	<u>Fiscal Total</u>
6/1/2015			\$ 120,225	\$ 120,225	
12/1/2015	\$ 330,000	2.00%	120,225	450,225	\$ 570,450
6/1/2016			116,925	116,925	
12/1/2016	340,000	2.00%	116,925	456,925	573,850
6/1/2017			113,525	113,525	
12/1/2017	350,000	2.00%	113,525	463,525	577,050
6/1/2018			110,025	110,025	
12/1/2018	355,000	3.00%	110,025	465,025	575,050
6/1/2019			104,700	104,700	
12/1/2019	365,000	3.00%	104,700	469,700	574,400
6/1/2020			99,225	99,225	
12/1/2020	375,000	3.00%	99,225	474,225	573,450
6/1/2021			93,600	93,600	
12/1/2021	385,000	3.00%	93,600	478,600	572,200
6/1/2022			87,825	87,825	
12/1/2022	410,000	3.00%	87,825	497,825	585,650
6/1/2023			81,675	81,675	
12/1/2023	430,000	3.00%	81,675	511,675	593,350
6/1/2024			75,225	75,225	
12/1/2024	435,000	3.00%	75,225	510,225	585,450
6/1/2025			68,700	68,700	
12/1/2025	455,000	3.00%	68,700	523,700	592,400
6/1/2026			61,875	61,875	
12/1/2026	465,000	3.00%	61,875	526,875	588,750
6/1/2027			54,900	54,900	
12/1/2027	475,000	3.25%	54,900	529,900	584,800
6/1/2028			47,181	47,181	
12/1/2028	495,000	3.25%	47,181	542,181	589,363
6/1/2029			39,138	39,138	
12/1/2029	890,000	3.25%	39,138	929,138	968,275
6/1/2030			24,675	24,675	
12/1/2030	915,000	3.00%	24,675	939,675	964,350
6/1/2031			10,950	10,950	
12/1/2031	730,000	3.00%	10,950	740,950	751,900
	<u>\$ 8,200,000</u>		<u>\$ 2,620,738</u>	<u>\$ 10,820,738</u>	

<b>Combined Statement of Budgeted Revenues and Expenditures - Parks 1998 Debt Service</b>			
	<b>2013 ACTUAL</b>	<b>2014 PROJECTED</b>	<b>2015 BUDGET</b>
<b>FUND BALANCE, JANUARY 1</b>	\$ 343,885	\$ 476	\$ 496,908
<b>REVENUES:</b>			
Property Tax	507,631	515,510	145
Other Revenues	-	-	401,000
<b>TOTAL REVENUE</b>	507,631	515,510	401,145
<b>TOTAL AVAILABLE FUNDS</b>	851,516	515,986	898,053
<b>EXPENDITURES</b>			
Parks	891,540	893,078	898,053
<b>TOTAL EXPENDITURES</b>	891,540	893,078	898,053
<b>TRANSFERS TO/FROM OTHER FUNDS</b>	40,500	874,000	-
<b>FUND BALANCE, DECEMBER 31</b>	\$ 476	\$ 496,908	\$ -

This fund collected a property tax to make debt service payments and debt that will mature in 2015. The City Council voted to stop the property tax a year early and finance the remaining debt service with transfers from General Fund - Fund Reserves.

<b>Combined Statement of Budgeted Revenues and Expenditures - R&amp;S Series Bonds Debt Service</b>	<b>2013 ACTUAL</b>	<b>2014 PROJECTED</b>	<b>2015 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>			
Public Works	2,015,626	2,013,626	1,941,292
<b>TOTAL EXPENDITURES</b>	2,015,626	2,013,626	1,941,292
<b>TRANSFERS TO/FROM OTHER FUNDS</b>	2,015,626	2,013,626	1,941,292
<b>FUND BALANCE, DECEMBER 31</b>	\$ -	\$ -	\$ -



<b>Combined Statement of Budgeted Revenues and Expenditures - City Hall Bonds 2004 Debt Service</b>	<b>2013 ACTUAL</b>	<b>2014 PROJECTED</b>	<b>2015 BUDGET</b>
<b>FUND BALANCE, JANUARY 1</b>	\$ 1	\$ 1	\$ 1
<b>REVENUES:</b>			
Other Revenues	4	-	-
<b>TOTAL REVENUE</b>	4	-	-
<b>TOTAL AVAILABLE FUNDS</b>	5	1	1
<b>EXPENDITURES</b>			
Debt Service	1,464,050	1,492,900	1,521,438
<b>TOTAL EXPENDITURES</b>	1,464,050	1,492,900	1,521,438
<b>TRANSFERS TO/FROM OTHER FUNDS</b>	1,464,046	1,492,900	1,521,438
<b>FUND BALANCE, DECEMBER 31</b>	\$ 1	\$ 1	\$ 1

<b>Combined Statement of Budgeted Revenues and Expenditures - 2013 Parks Bonds Debt Service</b>	<b>2013 ACTUAL</b>	<b>2014 PROJECTED</b>	<b>2015 BUDGET</b>
<b>FUND BALANCE, JANUARY 1</b>	\$ 20	\$ 23	\$ 28
<b>REVENUES:</b>			
Other Revenues	3	5	-
<b>TOTAL REVENUE</b>	3	5	-
<b>TOTAL AVAILABLE FUNDS</b>	23	28	28
<b>EXPENDITURES</b>			
Parks	1,881,832	1,848,418	1,908,826
<b>TOTAL EXPENDITURES</b>	1,881,832	1,848,418	1,908,826
<b>TRANSFERS TO/FROM OTHER FUNDS</b>	1,881,832	1,848,418	1,908,826
<b>FUND BALANCE, DECEMBER 31</b>	\$ 23	\$ 28	\$ 28

<b>Combined Statement of Budgeted Revenues and Expenditures - 2008 Parks Bonds Debt Service</b>	<b>2013 ACTUAL</b>	<b>2014 PROJECTED</b>	<b>2015 BUDGET</b>
<b>FUND BALANCE, JANUARY 1</b>	\$ 1,861	\$ 1,851	\$ 1,851
<b>REVENUES:</b>			
Other Revenues	2	-	-
<b>TOTAL REVENUE</b>	2	-	-
<b>TOTAL AVAILABLE FUNDS</b>	1,863	1,851	1,851
<b>EXPENDITURES</b>			
Parks	373,263	376,700	384,531
<b>TOTAL EXPENDITURES</b>	373,263	376,700	384,531
<b>TRANSFERS TO/FROM OTHER FUNDS</b>	373,251	376,700	384,531
<b>FUND BALANCE, DECEMBER 31</b>	\$ 1,851	\$ 1,851	\$ 1,851

<b>Combined Statement of Budgeted Revenues and Expenditures - 2009A Parks Bonds Debt Service</b>	<b>2013 ACTUAL</b>	<b>2014 PROJECTED</b>	<b>2015 BUDGET</b>
<b>FUND BALANCE, JANUARY 1</b>	\$ 6	\$ 2	\$ -
<b>REVENUES:</b>			
Other Revenues	2	-	-
<b>TOTAL REVENUE</b>	2	-	-
<b>TOTAL AVAILABLE FUNDS</b>	8	2	-
<b>EXPENDITURES</b>			
Parks	403,140	2,846,656	-
<b>TOTAL EXPENDITURES</b>	403,140	2,846,656	-
<b>TRANSFERS TO/FROM OTHER FUNDS</b>	403,134	2,846,654	-
<b>FUND BALANCE, DECEMBER 31</b>	\$ 2	\$ -	\$ -

Refunded with 2014 COPS during FY2014.

<b>Combined Statement of Budgeted Revenues and Expenditures - 2009B Parks Bonds Debt Service</b>	<b>2013 ACTUAL</b>	<b>2014 PROJECTED</b>	<b>2015 BUDGET</b>
<b>FUND BALANCE, JANUARY 1</b>	\$ 3	\$ 1	\$ -
<b>REVENUES:</b>			
Other Revenues	2	1	-
Intergovernmental	109,069	91,816	-
<b>TOTAL REVENUE</b>	109,071	91,817	-
<b>TOTAL AVAILABLE FUNDS</b>	109,074	91,818	-
<b>EXPENDITURES</b>			
Parks	347,392	6,076,286	-
<b>TOTAL EXPENDITURES</b>	347,392	6,076,286	-
<b>TRANSFERS TO/FROM OTHER FUNDS</b>	238,319	5,984,468	-
<b>FUND BALANCE, DECEMBER 31</b>	\$ 1	\$ -	\$ -

Refunded with 2014 COPS during FY2014.

<b>Combined Statement of Budgeted Revenues and Expenditures - 2014 Parks Bonds Debt Service</b>	<b>2013 ACTUAL</b>	<b>2014 PROJECTED</b>	<b>2015 BUDGET</b>
<b>FUND BALANCE, JANUARY 1</b>	\$ -	\$ -	\$ 4,241
<b>REVENUES:</b>			
Other Revenues	-	1	-
Bond Proceeds	-	8,600,000	-
Premium on issuance	-	236,605	-
<b>TOTAL REVENUE</b>	-	8,836,606	-
<b>TOTAL AVAILABLE FUNDS</b>	-	8,836,606	4,241
<b>EXPENDITURES</b>			
Parks	-	613,311	573,950
<b>TOTAL EXPENDITURES</b>	-	613,311	573,950
<b>TRANSFERS TO/FROM OTHER FUNDS</b>	-	(8,219,054)	573,950
<b>FUND BALANCE, DECEMBER 31</b>	\$ -	\$ 4,241	\$ 4,241
Refunded 2009 A & B COPS during FY2014.			

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## 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.....	175
Miles of sidewalks maintained by City.....	350
Police protection:	
Number of full-time employees.....	100
Commissioned officers.....	90
Other full-time employees.....	10
Police Station.....	1
Total employees, full-time.....	228

### 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
1994	42,325
2000	46,802
2010	47,484

### Median family income:

1986	\$ 61,800
2000	\$ 102,987
2014	\$ 95,945

### Per capita income:

1987	\$ 21,912
2000	\$ 43,288
2014	\$ 52,024



Principal Taxpayers :

<u>Name</u>	<u>Assessed Value</u>
THF Chesterfield Development LLC	\$ 42,021,000
Monsanto Company	\$ 33,749,000
Chesterfield Mall	\$ 28,144,000
St. Louis Premium Outlets	\$ 14,659,000
Taubman Prestige Outlets	\$ 11,622,000
FSP Timerlake Corp.	\$ 8,645,000
Baxter Crossing Apartments Associates	\$ 8,138,000
St. Lukes Episcopalian Presbyterian	\$ 7,706,000
G&E Healthcare REIT Chesterfield Rehab	\$ 6,892,000
St. Andrews Episcopal Presbyterian Foundation	\$ 6,681,000

Principal taxpayers based on 2013 valuations. 2014 valuations by taxpayers were not available in time for publication.

Major Employers in Chesterfield

<u>Company</u>	<u>Type of Business</u>	<u>Employees</u>
St. Luke's Hospital	Full-Service Community Medical Facility	3,499
Parkway School District	Public School District	1,176
Monsanto	Bio-Tech Plant Science Research and Development	1,070
Delmar Gardens Enterprises	Skilled Nursing Centers and Retirement Communities	897
Reinsurance Group of America	Reinsurance for Life Insurance Companies	885
Mercy Health	Headquarters of Mercy Health	500
Dierbergs	Supermarket Headquarters & Local Stores	485
McBride & Sons Companies	Homebuilder, Developer, Contractor	450
Rose International	Workforce and Technology Solution Provider	418
MOHELA	Missouri Higher Education Loan Authority	402

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. 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).

RESOLUTION # 409

**A RESOLUTION ADOPTING THE BUDGET FOR THE CITY OF  
CHESTERFIELD FOR THE YEAR BEGINNING ON JANUARY 1, 2015 AND  
ENDING ON DECEMBER 31, 2015**

**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, 2015 and ending December 31, 2015,

**NOW THEREFORE BE IT RESOLVED THAT THE CITY OF  
CHESTERFIELD** adopts the attached budget as its budget for the fiscal year beginning January 1, 2015 and ending December 31, 2015.

Passed and adopted this 1<sup>st</sup> day of December 2014.

Bob Ration

Mayor

**APPROVED, EXCEPT AS VETOED  
BELOW;**

Attest:

Vickie Hass  
City Clerk

1. AMOUNT ASSOCIATED WITH  
HOLIDAY GIFT CERTIFICATES  $\geq \$100/\text{E}$
2. AMOUNT ASSOCIATED WITH PERCENT  
ALLOCATED FOR EMPLOYEE SALARY  
INCREASES  $\geq 2.5\%$
3. AMOUNT ASSOCIATED WITH  
HIRING OF ADDITIONAL POLICE  
OFFICERS  $\geq 1$  OFFICER.
4. AMOUNT ASSOCIATED WITH  
PROMOTION AND HIRING OF  
PERSONNEL FOR ARTS MANAGEMENT.

**NOTE:**

All vetoes were overridden and  
budget was fully adopted on  
February 18, 2015.

**CITY OF CHESTERFIELD, MISSOURI**  
**PRESS RELEASE**  
**FOR IMMEDIATE RELEASE – DECEMBER, 1, 2014**  
**PROPOSED FISCAL YEAR 2015 BUDGET HIGHLIGHTS**

**Introduction**

As provided by City ordinances, the City Administrator will submit the proposed budget for Fiscal Year 2015 (FY2015) to City Council at a Public Hearing, scheduled for 6:30 p.m. on Monday, December 1, 2014. This proposed budget reflects all changes approved by City Council, during a Finance and Administration "Committee-of-the-Whole" budget workshop, on November 17<sup>th</sup>, during which Staff's projections regarding the 12/31/2014 performance of all Funds, in addition to the proposed FY2015, were discussed.

**Year-end projections – FY2014 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. Those ballot issues were known as Propositions R&S. These funds cannot be used for any other purpose and cannot be used to supplement the City's General Fund. This tax is collected on a point-of-sale basis. However, the City loses 15% of the amount generated, to the St. Louis County Sales Tax Pool. Revenue projections, through 12/31/14, are expected to total \$8,774,820 of that \$6,180,060 is from sales taxes. Expenditures, as of 12/31/14, are expected to total \$7,911,131 which includes numerous capital construction projects, citywide, as well as debt service payments regarding the previously-mentioned bond issue, which funded various capital construction projects, citywide. Current projections indicate that fund reserves, as of 12/31/14, are projected to be \$1,365,179. 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. The following is a detailed list of FY2014 projected expenditures:

Concrete Street Reconstruction Program	\$1,950,000
Ladue Road Construction	2,490,000
Timberlake Bridge Construction	900,000
Asphalt Overlays	167,000
Trench Gate Replacement	20,000
Sidewalk Replacement	200,000
Radios	55,000
Olive and Woodsmill	24,000
Route 141 Beautification	157,000
Misc Landscaping Improvements	102,582
PW Facility Waste Oil Heaters (2)	24,800
Tandem Dump Truck	148,102
2.5 Ton Dump Truck	131,670
1 Ton Flatbed Truck	58,183
1.5 Ton Dump Truck	68,000
Truck Equipment	59,100
Personnel Costs	214,569
Crack sealing	147,000
Seal Parking Garage Deck	65,000
South Greentrails Drive Design	183,000

App Trail Phase 2 Design	120,000
Wilson Road Design *	160,000
Kehrs Mill / Long Rd	49,000
Inspection/Testing Services	273,000
Veterans Honor Park	46,000
TDD Beautification	65,000
Grant Applications	23,000
Other Design	10,125
	<u>\$7,911,131</u>

In 2014, this Fund enabled the reconstruction of 2.6 miles of streets, the replacement of 1.7 miles of sidewalks, the construction/installation of 63 ADA-compliant curb ramps, 44.5 miles of crack-sealing, and .97 miles of asphalt overlays.

#### **FY2015 – Capital Improvement Sales Tax Fund – Budget**

This ½-cent sales tax funds the projects noted below, as well as the annual debt service payment, on that \$30 million bond issue, which, for FY2015, is projected to total \$1,940,942. This payment reflects savings realized due to the City's recent decision to refinance this debt. In FY2015, revenues are projected to total approximately \$8,067,252, which includes \$6,365,462 in sales tax and \$1,701,790 in grant funds, for the Schoettler Road Bridge design, Greentrails Right-of-Way, Appalachian Trails II reconstruction, and CDGB Handicap Ramps. City Staff has been aggressive in seeking grant funds to supplement dollars from this Fund, which are used for major capital improvement projects. Proposed capital expenditures for FY2015 are \$7,149,021. The following schedule includes FY2015 budgeted expenditures:

Riparian Trail Channel Stabilization *	\$1,000,000
Concrete Street Reconstruction	1,900,000
Appalachian Trail Phase II	1,982,000
Wilson Road Culvert *	405,000
Asphalt Overlays	125,000
Selective Slab Replacement	250,000
Wheeled Loader Replacement	160,000
S-109, 2.5 Ton Dump Replacement	142,000
S-70, 1.5 Ton Dump Replacement	109,000
S-74, 1.5 Ton Dump Replacement	109,000
Trench Grate Replacement	20,000
Sidewalk Replacement (CDGB Grant)	200,000
Personnel Costs	257,021
CNG Grant application	10,000
Inspection/Testing Services – slab/sidewalk	115,000
Misc. design	25,000
Misc. Inspection and Construction Testing	25,000
Schoettler Bridge Design (STP Grant)	210,000
Schoettler Phase I Grant Application	10,000
South Green Trails ROW (STP Grant)	75,000
South Outer I-64 Phase I grant application	20,000
	<u>\$7,149,021</u>

\* Carryforward from FY2014 Budget

As previously noted, it is City Council's policy to spend all funds available, within this Fund, on an annual basis. Based upon the projects scheduled for completion, during FY2015, Fund Reserves should be reduced to a balance of just \$342,118, as of 12/31/15. FYI, the City is responsible for 182 centerline miles of public streets.

### **Year-end projections – FY2014 – 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 and the Capital Improvement Sales Tax, the city receives 100% of the revenue from this tax, which is generated on a point-of-sale basis. Staff projections for 12/31/14, indicate total revenue of \$9,042,922, which is approximately 0.4% above original budget projections. Total expenditures of \$5,865,850 are projected to finish 1.4% below budget. Debt service payments, during FY2014, totaled \$2,824,981 and reflect savings realized by a City Council-authorized refinancing. Current projections, indicate that ending fund reserves, as of 12/31/14, will be \$2,766,329, with \$399,989 available, above the City's "40% Policy".

The Parks Sales Tax Fund enabled the initial acquisition and on-going maintenance of 488.5 acres of parkland. Our Parks and Recreation Division maintains rights-of-way landscaping on the Parkway and Clayton Rd. medians, and the interchanges at Timberlake, Clarkson/Olive, Boone's Crossing, as well as 141 at Olive and Ladue. In 2014 there were approximately 950,000 visitors at the Chesterfield Valley Athletic Complex and 36,125 visitors at the Family Aquatic Center.

### **FY2015 – Parks Sales Tax Fund - Budget**

During FY2015, the Parks Sales Tax is estimated to generate approximately \$9,349,033 in revenue. During FY2015, sales taxes are projected to increase by 3.0% for a total of \$7,488,514. It should be noted that revenues generated by "user fees", at recreation facilities, like the Chesterfield Valley Athletic Complex and Family Aquatic Center, represent approximately 1/6 of total revenues and are anticipated to total \$1,528,850.

FY2015 expenditures are projected to total \$8,828,232 (\$5,960,925 for the operating budget, \$2,867,307 in debt service payments and related fees. Again, the debt service payments reflect savings realized, due to a refinancing that occurred, in 2014). One new position, a Recreation Specialist, will be added, during FY2015. Total revenues are projected to be \$520,801 above expenditures, including transfers and debt payments, and fund reserves are projected to increase to \$3,287,130, or \$882,760 above the "40% policy".

### **Year-end projections – FY2014 Budget – General Fund**

The FY2014 General Fund Budget currently projects revenues to total \$21,635,078, or 2.1% above the original budget. General Fund expenditures and transfers are projected to total \$19,041,645 and \$1,543,033, respectively. Total expenditures are projected to finish 4.1% below budget. During FY2014, City Council approved a planned use of Fund Reserves, above the "40% Policy", to cover a number of one-time expenditures. Those additional expenditures would have reduced the Fund Balance by \$2,222,979. However, due to the better-than-anticipated

performance of the General Fund, during calendar year 2014, the actual reduction in Fund Balance is now only projected to total \$996,867. NOTE: A set-aside of Fund Reserves, to cover a debt service payment, scheduled for FY2015 and funding of a partial conversion of our Public Works fleet were both approved, by City Council, at the November 17 Budget Workshop. Designating funds for a debt service payment will have the ultimate effect of enabling City Council to eliminate the City's \$.03/\$100 property tax rate, in 2015.

### **FY2015 General Fund Budget**

General Fund revenues are estimated to total \$21,866,718 for FY2015. Revenues from sales tax and utility gross receipts taxes represent 31.6% and 35.0%, 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 19.2% of the City's total revenues. The remaining 14.2% is made up of licenses and permits (7.2%), court receipts (5.7%) and other miscellaneous sources (1.3%).

Projected FY2015 revenues, of \$21,866,718, represent an increase of 3.3% from our 2014 budget. Sales taxes are projected to grow 3% in 2015 and utility taxes are projected to increase by just 1.0%. We believe this growth is conservative based on historical trends and the current economic climate.

The general fund budget for FY2015, excluding operating transfers out, reflects total estimated expenditures of \$20,219,416. This number is comprised of operating expenses and capital equipment purchases for the various departments of the City. Including net operating transfers, of \$1,463,338, General Fund expenditures will total \$21,682,754, a 4.2% increase from 2014. "Operating transfers" include debt service payments for our City Hall and additional minor transfers. Based on the revenue and expenditure projections, General Fund - Fund Reserves will increase by \$183,964 in FY2015. The proposed FY2015 Budget includes funding for four new positions: (1) Planning Technician; (1) Building Maintenance Technician; and, (2) Police Officers.

The City's two largest areas of operation, Police and Public Services, comprise the majority of all operating expenditures, totaling a combined 82.5% of the proposed budget (excluding transfers out). The Police budget, at \$9,606,474, represents 47.5% of the budget and the Public Services budget at \$7,066,987, represents 35.0% of the budget. If, however, the total amount budgeted for the Capital Improvement Sales Tax Fund, for FY2015, is added to the Public Services budget, the total amount budgeted in support of public infrastructure increases by \$7,149,021, reflecting a total commitment of \$14,216,008. Capital equipment purchases in the General Fund total \$410,067 for the various departments of the City.

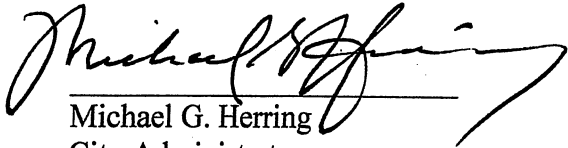
Fund Reserves are projected to increase by \$183,964, to \$13,125,348, as of 12/31/2015, reflecting currently projected unallocated dollars, within the context of the proposed budget. The City of Chesterfield remains fiscally strong and maintains General Fund - Fund Reserves of over 40% of the City's operating budget. This policy was put in place by the City Council to ensure the financial strength of the City. The 40% policy means that \$8,696,342 must be set aside and not spent. \$1,288,836 of the \$4,429,006 has previously been encumbered for specific purposes, which leaves \$3,140,170 available to fund additional projects, as reviewed/approved by City Council, during FY2015 and beyond. At the request/direction of the Finance and Administration Committee, Staff previously identified and forwarded to City Council a list of large capital

projects, which could be funded via the use of these funds, over the next 5-10 years. These "available dollars" have tentatively been committed for that purpose.

### **Summary**

This proposed budget reflects the commitment of our elected officials to maintain the level and quality of all services provided by the City, which our residents and businesses have come to expect. Their fiscally-conservative leadership, coupled with a commitment to live within our means, allows the City of Chesterfield to remain in an excellent position fiscally.

For additional information, contact Michael Herring, City Administrator, at [mherring@chesterfield.mo.us](mailto:mherring@chesterfield.mo.us) or by phone at 636-537-4711 or Craig White, Finance Director, at [cwhite@chesterfield.mo.us](mailto:cwhite@chesterfield.mo.us) or by phone at 636-537-4000.

A handwritten signature in black ink, appearing to read "Michael G. Herring", written over a horizontal line.

Michael G. Herring  
City Administrator  
City of Chesterfield

## 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.