

ANNUAL BUDGET 2016



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December 31, 2015

Honorable Mayor and City Councilmembers:

We are pleased to present the Fiscal Year 2016 Budget, adopted by the City Council on December 7, 2015.

ECONOMIC OUTLOOK

Chesterfield is the economic engine for the St. Louis region and continues to grow in this regard, with several new office locations and retail developments to be constructed and open in 2016. The St. Louis Premium Outlets and Taubman Prestige Outlets, both of which opened in August of 2013, continue to be a boost to both the local and regional economy. The Outlet Malls combined to generate approximately 12% of Chesterfield's generated sales taxes and along the Highway 40 corridor there is more than \$2 billion of annual retail sales. Chesterfield continues to be a premier retail destination of the region. As of December 31, 2015, 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 can see a correlation in other shopping, dining and lodging locations benefitting from retail tourism. Other key retailers that opened in 2015 included Gander Mountain and Burlington, both of which provide products to niche markets.

In addition to our attraction of retail tourism, our sports programs at the Chesterfield Valley Athletic Complex and the Hardee's Iceplex draw over 2 million visitors annually. This sports economy also benefits retailers and restaurants and now hotels are taking notice and adding a Marriott Courtyard (112 rooms) and a 100-room Holiday Inn Express in the Chesterfield Valley. This will bring Chesterfield's total hotel room capacity to 1,608.

Healthcare is another strong business sector in Chesterfield, with the opening of Mercy's Virtual Care Center (VCC) in October of 2015. The VCC is the first of its kind in the country using telemedicine, to 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 also serves 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 in the coming years. Additionally, St. Luke's Hospital broke ground on the expansion of their Outpatient Care Center and medical offices.

Chesterfield, like the rest of the country, is experiencing a growth of our aging population as boomers mature and to meet this demand, several new projects were announced this year. The Grove, a 95-bed assisted living facility in Chesterfield Village, will begin construction in 2016. Friendship Village, celebrating their 40th year, has plans to expand their villas to 39 and assisted living to 300 units as well as boasting more than 120 Village Care Center rooms. Additionally, they have filed with the state oversight board for approval of a \$14.1 million new 3-story assisted living facility on the 36-acre Chesterfield campus. The application also asks for approval of 60 additional assisted living beds in single occupancy apartments in a separate building with 15 of those set aside in a special area for memory care needs, which would be constructed in 2017. And finally, St. Anthony's campus, The Willows, is also expanding their assisted living units, having broken ground on this \$27 million project in 2015 that will include 45 independent living apartments.

Monsanto has nearly completed their \$400 million expansion at the company's Research & Development headquarters in Chesterfield, which included a new parking garage, greenhouses, plant & lab space and growth chambers. There are also plans to construct a conference and training facility at the Chesterfield location in early 2017. Other office expansions in 2015 included MiTek, a Berkshire Hathaway Company, which specializes in patented, specialized roofing trusses. This included a \$22 million retention/expansion project of their headquarters facility in Chesterfield, and employs nearly 220. Delmar Gardens is constructing a 126,000 sf office building (Delmar Gardens III) with the primary tenant being Rabo Agrifinance, taking nearly half of the building and retaining 216 jobs and adding 34. The facility will open in 2016.

Backfill projects for the vacancy left by the RGA expansion included:

- Centene – 117,618 square feet of former RGA space. Centene Corp, Centurion Group and Home State Health - 309 employees.
- Edgewell – Energizer Holdings spin off - 50,000 square feet of Personal Care Products (Schick & Playtex).

Housing remains strong in Chesterfield with the average listing price for homes for sale being \$540,474 for the week ending December 2, 2015. Strong school Districts with Parkway and Rockwood, along with low crime rates make Chesterfield a very desirable area. Several new subdivisions were approved this year many of which were along Wild Horse Creek Road including zoning for 47 lots at the Arbors at Wilmas Farm, developed by McBride and Son Homes, and 35 lots at Bur Oaks, developed by Pulte Homes with pricing starting at \$685,000.

Chesterfield's unemployment is low, 3.1% as of November 2015. This compares favorably to the Missouri portion of the St. Louis Metropolitan Statistical Area which is 4.6%. (*Source: Missouri Economic Research & Information Center-MERIC*) With a population of 47,777, a 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 2016 budget, revenues were projected to conservatively increase from 2015 in most cases. As always, the FY2016 budget will allow the City to continue providing high level of services for the residents of Chesterfield. The 2015 updated forecast revealed the City was in sound financial condition. 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 2016 and for years ahead.

Long term projections for revenue and monitoring of financial trends is performed on an ongoing basis by City staff. There are three principal elements of the City of Chesterfield's long term financial health in the Park Sales Tax and General Funds; a variety of revenue streams, a conservative 40% reserve policy, and a low margin of debt (which is currently 3.9% of the legal limit). Planned expenditures of the City's third major fund, the Capital Improvement Sales Tax Fund can be deferred as needed to future years if a drop in revenue is sustained and long term expenses can be adjusted according to new revenue projections. Unlike the other major funds, no reserve policy is set for the Capital Improvement Sales Tax Fund because it is not responsible for significant operational expenditures. If pressing capital improvements are needed, the City maintains a low margin of debt and has the flexibility to issue bonds if needed/appropriate.

The Park Sales Tax Fund, while primarily funded by sales tax revenue, generates significant revenue (19% budgeted in 2016) from charges for services. Because this fund primarily consists of operational expenditures, a minimum Fund Reserve balance of 40% of annual expenditures is maintained to overcome unexpected drops in revenue.

By far, the General Fund has the most robust portfolio of revenue streams, with the largest stream, utility tax revenues, comprising only 33.4% of budgeted revenues in 2016. Sales tax revenues, which are generated through a County-wide pool rather than a point of sale basis, are budgeted to account for only 32.3% of revenues. Over a dozen other sources comprise the remainder of budgeted revenues. As with the Park Sales Tax Fund, the General Fund is primarily used to cover operational expenses and maintains a minimum Fund Reserve balance of 40% of budgeted expenditures.

The Capital Improvement Sales Tax Fund and the Park Sales Tax Fund are special tax funds, established by voter approval. The purposes for expenditure of monies from the two Sales Tax Funds are clearly, and specifically defined by State statute (RSMO 94.577.1 and RSMO 644.032.1 for Capital Improvements and Parks, respectively) and substantially all other expenditures are made out of the General Fund.

BUDGET ASSUMPTIONS

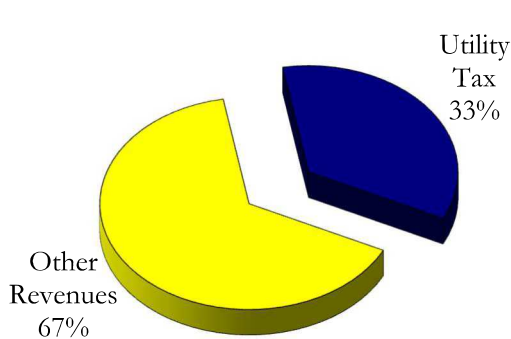
Revenue Assumptions

General Fund

The City's General Fund contains a variety of revenue sources; however, three sources comprise 85.7% 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).

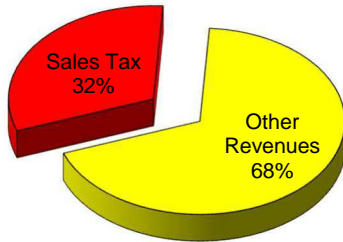
The historical revenue trend for utility tax is shown below. It should be noted that when the wireless settlements took place in 2008 and 2010, utility tax revenues grew significantly due to both one-time payments for back taxes and new annual revenues.

Year	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Amount	4,988,943	8,173,974	7,881,477	7,265,865	7,223,415	7,142,020	7,389,462	7,429,472	7,324,740	7,361,681
% Increase	6.6%	63.8%	-3.6%	-7.8%	-0.6%	-1.1%	3.5%	0.5%	-1.4%	0.5%

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 FY2016 from sales tax are estimated at \$7,110,383, based on estimates of a per capita distribution of about \$150. Due to an overall growth in the local retail economy, sales taxes are expected to grow 3.0% next year.

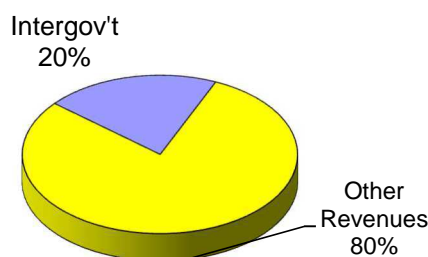
The historical revenue trend for sales tax is shown below.

Year	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Amount	6,143,733	6,097,367	5,572,444	5,560,532	5,823,480	6,124,860	6,225,080	6,796,849	6,903,284	7,110,383
% Increase	3.5%	-0.8%	-8.6%	-0.2%	4.7%	5.2%	1.6%	9.2%	1.6%	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 \$0.17 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 2016 from the motor fuel and motor vehicle sales tax are estimated at \$1,240,907 and \$615,279 respectively. A 3.0% growth in motor vehicle sales tax is predicted based on the recent trend in motor sales. Fuel consumption trends are expected to remain consistent with FY2015, so no change in revenues is projected.

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 FY2016 from cigarette tax are estimated at \$118,961.

The County's Road & Bridge tax is \$0.105 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 and 2015. 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, 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%
January 1, 2015	1,867,873,794	4.7%

The revenue estimated for road and bridge tax for Fiscal Year 2016 is \$2,010,859, based on a conservative projection of 4% growth for residential and commercial properties less a 1% collection fee.

Chesterfield does NOT directly benefit from this growth in assessed valuation. Chesterfield's only property tax, of \$.03/\$100 of assessed valuation, was eliminated at the end of FY2014.

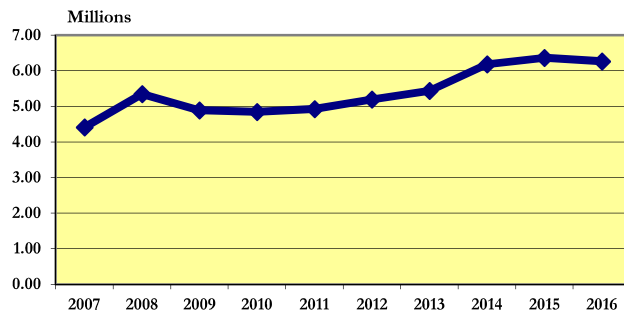
The historical revenue trend for intergovernmental revenues is shown below. Intergovernmental revenues have fluctuated over the years, depending on the amount of grants received.

<u>Year</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Amount	4,668,655	4,331,256	4,287,464	4,382,872	4,288,403	4,223,939	4,071,577	4,191,644	4,298,917	4,402,506
% Increase	12.0%	-7.2%	-1.0%	2.2%	-2.2%	-1.5%	-3.6%	2.9%	2.6%	2.4%

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 FY2016 from this sales tax are estimated at \$6,265,050. 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	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Amount	4,409,115	5,346,882	4,891,301	4,846,144	4,923,643	5,193,200	5,436,601	5,932,325	6,082,573	6,265,050
% Increase	5.5%	21.3%	-8.5%	-0.9%	1.6%	5.5%	4.7%	9.1%	2.5%	3.0%

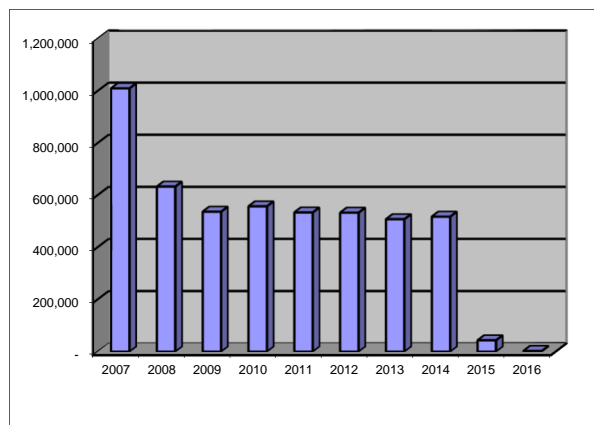
Expenditures include debt service on the bond issue noted above, which was refinanced in 2014. For FY2016, we project debt service payments of \$1,869,750. Please note that we currently project repayment of this debt in 2019, with annual debt service payments fluctuating between \$1.87 million and \$1.94 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 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 represented 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 final level of \$.03/\$100 of assessed valuation. The City Council voted to eliminate the property tax beginning in the 2015 fiscal year.

The historical trend for property tax is as shown below.

Year	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Amount	1,009,792	632,903	536,397	556,968	533,543	532,612	507,631	517,358	43,466	2,500
% Change		-37.3%	-15.2%	3.8%	-4.2%	-0.2%	-4.7%	1.9%	-91.6%	-94.2%

The final debt payment was made in 2015. Revenues in 2015 and subsequent years are due to the collection of delinquent property taxes.

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 \$7,369,485 in 2016. Two retail outlet malls opened in late 2013, and significant growth was experienced in 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	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Amount	5,179,120	6,190,899	5,748,769	5,697,406	5,790,849	6,108,998	6,395,774	6,977,481	7,154,839	7,369,485
% Change		19.5%	-7.1%	-0.9%	1.6%	5.5%	4.7%	9.1%	2.5%	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 FY2016 revenues are budgeted slightly lower than the FY2015 performance of those concession stands and pool revenues. The budgeted decrease is a result of conservative projections and reflects that the FY2015 revenues were higher than expected.

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

Year	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Amount	1,012,857	977,961	1,015,662	1,136,840	1,379,068	1,582,388	1,658,856	1,640,112	1,755,702	1,728,983
% Change		-3.4%	3.9%	11.9%	21.3%	14.7%	4.8%	-1.1%	7.0%	-1.5%

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	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Amount	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	2,923,357
% Change		3.2%	64.5%	2.1%	2.0%	2.0%	2.2%	-2.0%	1.1%	2.0%

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	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Amount	3,487,726	3,681,644	3,515,332	3,730,987	4,637,843	4,853,540	5,118,431	5,492,024	6,994,800	6,151,301
% Change		5.6%	-4.5%	6.1%	24.3%	4.7%	5.5%	7.3%	27.4%	-12.1%

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 FY2016 Budget, total fund reserves are projected to increase to \$2,826,915 and exceed 40% of the annual operational expenditures by \$366,395.

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 2.5% merit pay increase and budgeted increases in medical and dental insurance of 4% and 5%, respectively. In addition, the City has budgeted a personnel savings offset amount in both the General Fund and Parks Sales Tax Fund. Historically, the City has budgeted at full employment resulting in savings due to turnover and vacancies. This year, these projected savings were reflected in the budget by reducing personnel costs in the General Fund and Parks Sales Tax Fund by \$330,000 and \$35,051, respectively. 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 three new positions in FY2016 for the Parks Sales Tax Fund, which includes one Recreation Aide and two CVAC Facility Attendants.

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 2016, capital expenditures are budgeted at \$10.67 million or 24.4%.

The majority or \$10.1 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 \$10.1 million in the Capital Projects Fund, \$3.6 million will be grant funded. Approximately \$2.0 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 FY2016 budget, included the long-term projected impact of these projects.

The General Fund will spend only \$260,200 or 1.3% 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 \$267,900 or 4.4% 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:

2016 – 2020 Grant Funded Projects

2016 Budget					
	Total Cost	Grant Funded		City Cost	
		Portion			
Schoettler Road Bridge ROW	\$ 52,000	\$ 41,600	80%	\$ 10,400	20%
Chesterfield Parkway E Pedestrian Bridge	1,991,000	900,000	45%	1,091,000	55%
South Greentrails Reconstruction	2,223,500	1,556,450	70%	667,050	30%
CNG Grant	1,400,030	1,120,023	80%	280,007	20%
	<u>\$ 5,666,530</u>	<u>\$ 3,618,073</u>	64%	<u>\$ 2,048,457</u>	36%

2017 Budget					
	Total Cost	Grant Funded		City Cost	
		Portion			
Schoettler Road Bridge Reconstruction	\$ 1,741,000	\$ 1,392,880	80%	\$ 348,120	20%

2018 Budget					
	Total Cost	Grant Funded		City Cost	
		Portion			
Schoettler Rd Phase I Design	\$ 438,200	\$ 350,560	80%	\$ 87,640	20%

2019 Budget					
	Total Cost	Grant Funded		City Cost	
		Portion			
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%

2020 Budget					
	Total Cost	Grant Funded		City Cost	
		Portion			
Schoettler Road Phase III Design	\$ 438,200	\$ 350,560	80%	\$ 87,640	20%
Schoettler Rd 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%

Note: The City of Chesterfield plans to apply for STP funding to improve Schoettler Road, beginning near Clayton Road and progressing north. Two previous grant submittals were unsuccessful. If the City is successful in obtaining an STP grant, the design of Phase I would likely begin in 2018 with future phases following as shown above.

FUTURE BUDGET TRENDS

While the 2016 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.

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 2016 it represents 47.8% of all expenditures. A slight increase in total revenues of 0.9% is budgeted as a result of an expected increase in sales and utility tax revenues. A decrease in expenditures of 0.87% is budgeted. Activity in the General Fund is budgeted to generate a \$615,549 surplus that will be added to fund reserves.

Special Revenue Funds

The Capital Improvement Sales Tax Fund will see revenues increase by 28.7% in 2016, due to large, one-time grants. Correspondingly, expenditures will also increase by 31.2% in 2016, which includes certain unfinished projects carried forward from 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 2016 as that is the policy for that fund.

The Parks Sales Tax Fund will see a decrease of 12.1% in revenue as a result of one-time grant revenues received in 2015 that will not be received in 2016. Sales tax revenues grew significantly in 2014 as a result of the two Outlet Malls which opened in August 2013. Growth in this fund has stabilized in 2015 and is expected return to continue stable growth in 2016 and beyond. This ½-cent sales tax funds the entire Parks and Recreation operation as well as debt service payments for the 2008, 2013, 2014 Parks Bonds. In 2016, budgeted debt service payments total approximately \$2.92 million.

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 2016.

A Chesterfield Valley Special Allocation Fund is utilized to track the unspent revenues from the TIF funds. In 2016, the fund is anticipated to spend the remaining funds.

Debt Service Funds

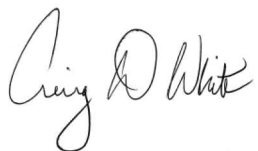
The Parks 1998 Debt Service Fund was fully paid off during 2015 with General Fund – Fund Reserves. All other debt service funds contain only the “payments out” for debt service and a corresponding “transfer in” from another fund. Any other small revenues reflect interest earned on funds between payment 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 FY2016 Budget. If you have any questions or would like additional information, please let us know.

Sincerely,



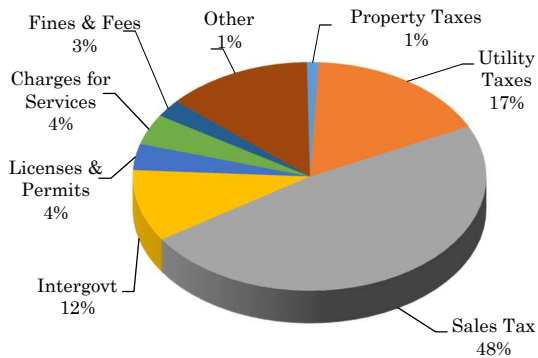
Michael G. Herring
City Administrator



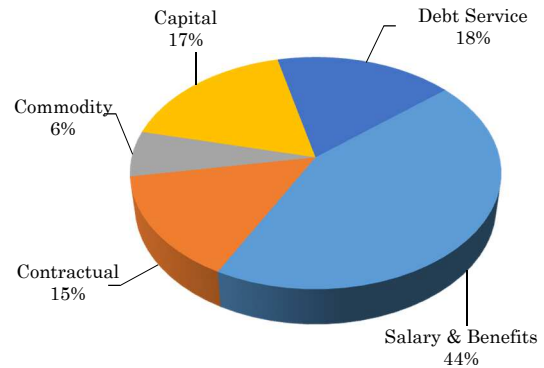
Craig D. White
Finance Director

Financial Summary

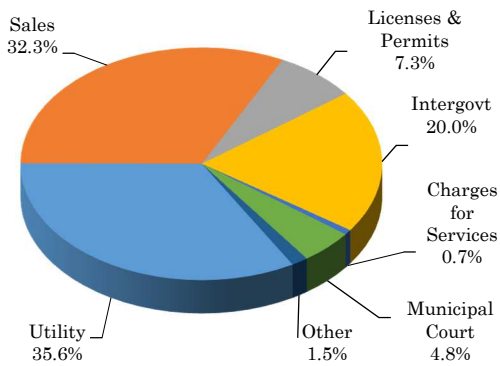
2016 Budgeted Revenue by Source-Page 32



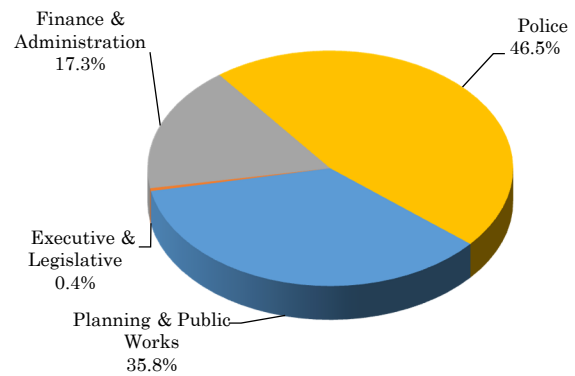
2016 Budget Expenditure by Element-Page 34



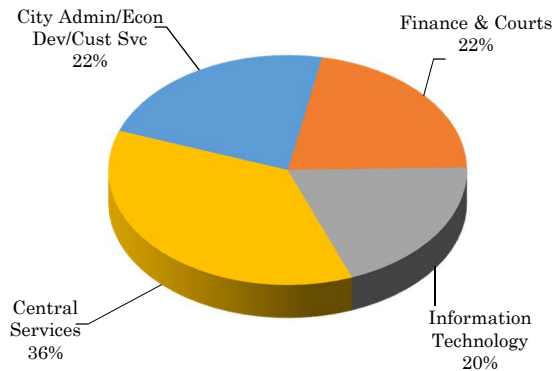
2016 General Fund Revenue by Source-Page 38



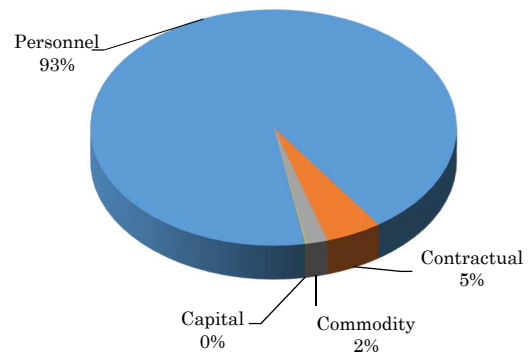
2016 General Fund Appropriations Summary-Page 39



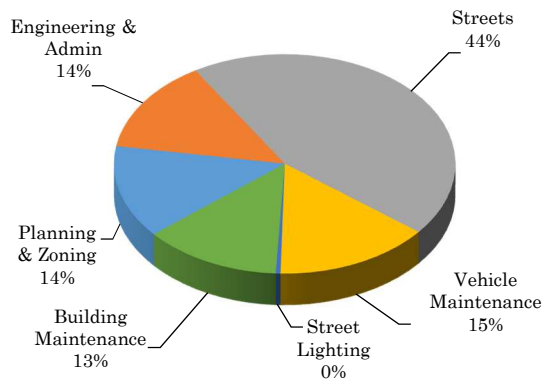
2016 Department of Administration Appropriations-Page 47



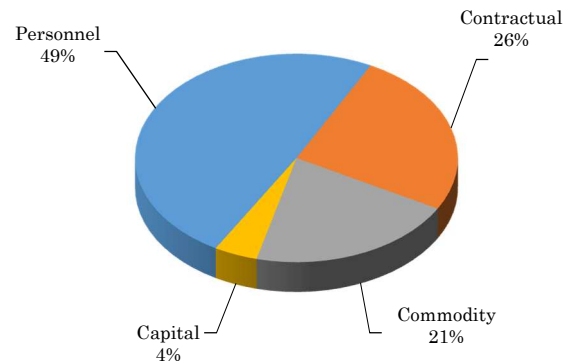
2016 Police Department Appropriations-Page 50



2016 Department of Public Works Appropriations-Page 63



Parks, Recreation & Arts Appropriations-Page 72





Principal Officials

Mayor

Bob Nation

City Council

Barry Flachsbart
Barbara McGuinness
Elliot Grissom
Bridget Nations
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



CITY OF CHESTERFIELD MISSION STATEMENT

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:

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

Quality standards and actions of the City:

10. Quality systems and processes to deliver services
11. Always maintaining and improving services
12. Looking to expand services based on needs and availability of funding sources
13. Interaction with neighborhoods and community groups

STRATEGIC PLAN

FUTURE STATE

Who the City serves:

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

What the City offers:

1. Provide quality municipal services
2. 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
3. Focus resources for community development
 - Innovative in approach to neighborhood design
 - Provide recreational and cultural facilities and programs
4. Continue to develop and maintain the spirit and image of a "community"
5. Maintain and improve external infrastructure
6. Work in partnership with business
 - Provide incentives and support for businesses
7. Provide a friendly environment for diverse educational institutions and partnering with schools
8. Provide recreational and cultural facilities and programs
9. Provide leadership in community consensus building
10. Professionally managed city

Quality standards and actions of the City:

11. Looking for new and innovative ways to improve services
12. Quality systems and processes for all services delivered
13. Interaction with neighborhood, community and business groups

Image people have of Chesterfield:

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

STRATEGIC PLAN

- 17. Recreation and entertainment facilities and businesses
- 18. Open space
- 19. Corporate offices and professional environment

Economic development policy:

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

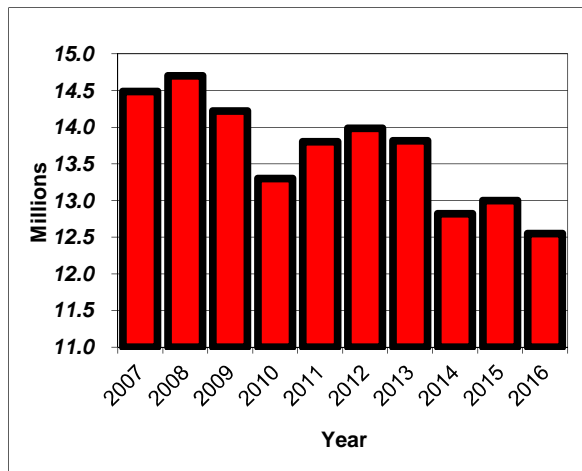
Leadership style of the City:

- 23. Building community consensus
- 24. Moving in an agreed direction
- 25. 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 2016 meets that goal with 60%, or \$12,550,541, unbudgeted fund balance as of December 31, 2016.



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 1st 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 2016 budget includes 2.5% 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.

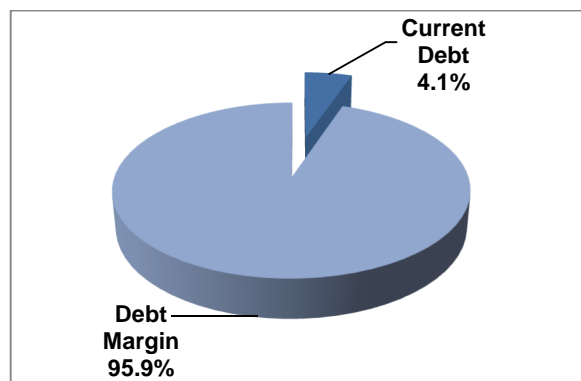
Debt Management

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

2015 assessed valuation of \$1,868,083,674, the City's legal debt limit is \$186,808,367.

The City has \$7.34 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 \$28.465 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 \$179,468,367.



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 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 Finance Director.

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 2016 BUDGET CALENDAR

- | | | |
|--|---|--|
| July 1 to
July 9, 2015 | - | Finance Director prepares budget instructions. |
| July 9, 2015 | - | Finance Director distributes budget documents and instructions to departments. |
| July 13, 2015 to
August 14, 2015 | - | <p>Management Team conducts internal department meetings to analyze and prepare budget goals and departmental requests.</p> <p>Finance Department prepares estimates of personnel costs, fixed charges and non-departmental items and revenue estimates.</p> |
| August 3, 2015 | - | Departments submit personnel requests to Finance Director. |
| August 3, 2015 to
August 10, 2015 | - | Finance Director prepares estimates of 2015 actual and 2016 estimated payroll costs and posts figures in budget program. |
| August 17, 2015 | - | <p>Departmental requests for 2016 are returned to the Finance Director</p> <p>All departments submit 2016 budget goals to Finance Director.</p> |
| August 17, 2015 to
August 28, 2015 | - | <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> |
| August 31, 2015 to
September 14, 2015 | - | City Administrator and Finance Director meet with Department Heads to discuss budget requests. |

September 14, 2015 to October 1, 2015	-	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 1, 2015	-	City Administrator submits entire proposed budget document to City Council.
October 30, 2015	-	Department Heads submit 2015 accomplishments to Finance Director.
November 2, 2015	-	City Council meets as an F&A "Committee of the Whole" at a budget workshop.
November 9, 2015	-	Finance Director publishes notice of public hearing.
November 3, 2015 to November 13, 2015	-	Finance Director makes final amendments to budget based on City Council recommendations.
November 20, 2015	-	Entire amended budget document is submitted to City Council.
December 7, 2015	-	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 8, 2015 to December 23, 2015	-	Budget document is finalized for printing.
December 28, 2015 December 31, 2015	-	Final budget document is sent to printers.
January 1, 2016	-	Adopted budget is recorded on the books and goes into effect.
January 2, 2016	-	Official budget document is distribute



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 2016 has a General Fund, four special revenue funds (Capital Improvement Sales Tax Trust Fund, Parks Sales Tax Fund, Sewer Lateral and Police Forfeiture), six 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, 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

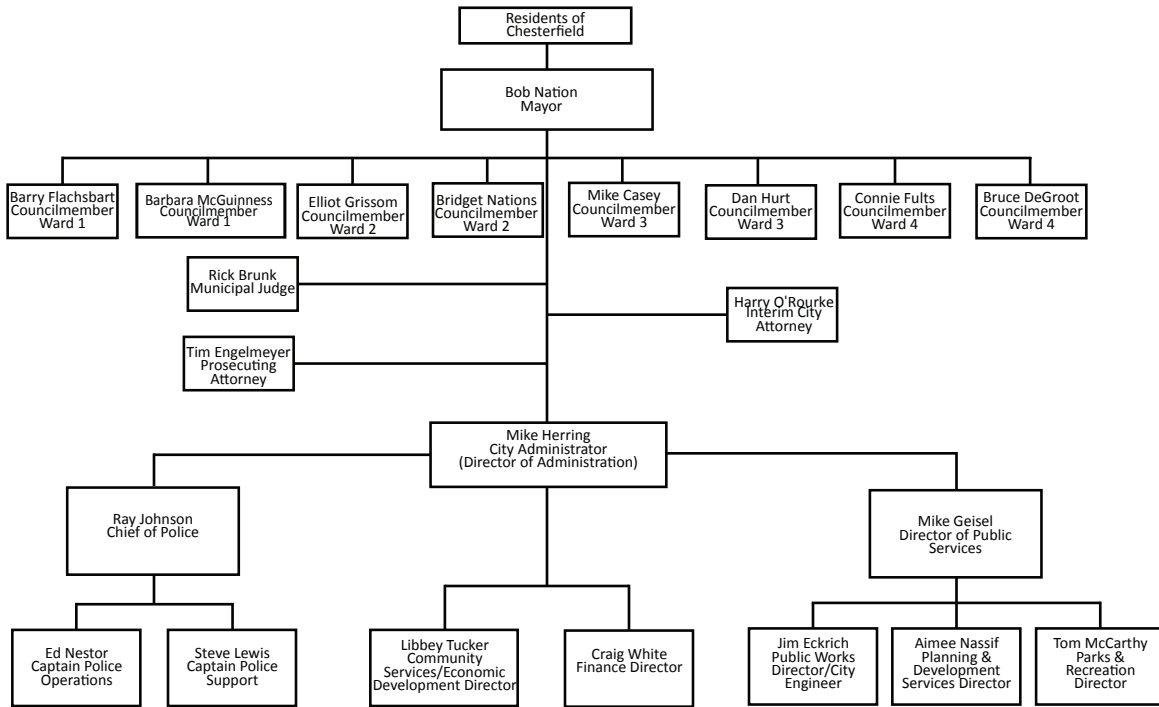
The Government Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Budget Presentation to the City of Chesterfield for its annual budget for the fiscal year beginning January 1, 2015.

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.



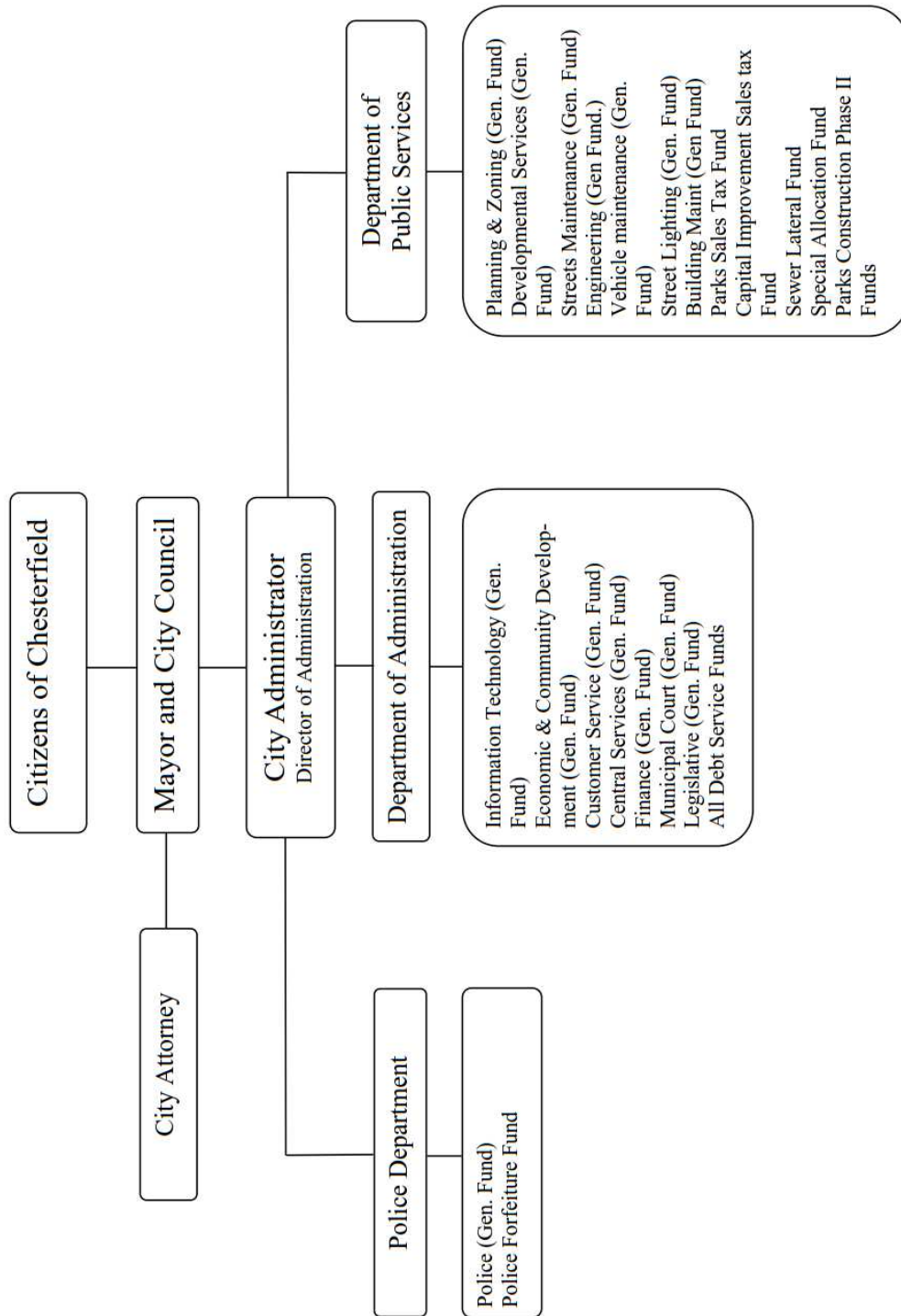
City of Chesterfield Organizational Chart



NOTE:

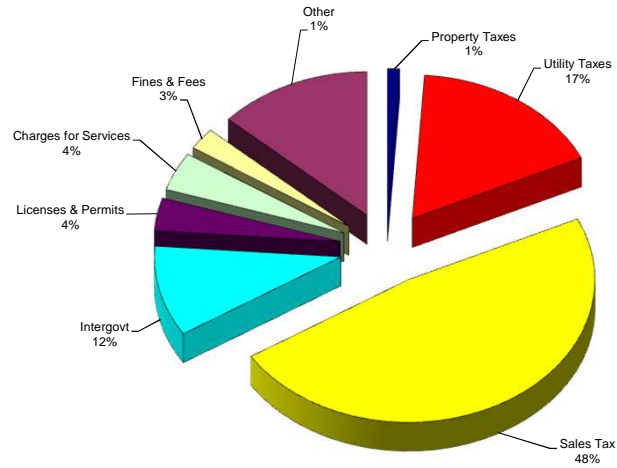
Fire protection services are provided to Chesterfield residents by the Monarch Fire Protection District and Metro West Fire Protection District.

Fund Organizational Chart



Combined Statement of Budgeted Revenues, Expenditures and Changes in Fund Balance - All Funds			
	2014 ACTUAL	2015 PROJECTED	2016 BUDGET
REVENUES:			
Property Taxes	\$ 947,075	\$ 490,372	\$ 453,875
Utility Taxes	7,429,472	7,324,740	7,361,681
Sales Tax	19,706,655	20,140,696	20,744,918
Intergovernmental Taxes	4,600,204	4,936,921	4,402,506
Licenses and Permits	1,605,721	1,580,948	1,597,594
Charges for Services	1,760,674	1,899,856	1,873,237
Court Receipts	1,177,957	1,113,757	1,059,798
Other Revenues	3,711,080	9,765,330	5,775,609
TOTAL REVENUE	40,938,838	47,252,620	43,269,218
EXPENDITURES			
Executive & Legislative	69,300	71,757	78,561
Department of Administration			
City Admin/Econ Dev/Cust Svc	734,550	751,615	775,517
Finance and Courts	709,264	724,745	742,676
Information Technology	450,774	625,082	633,294
Central Services	3,117,059	2,808,968	2,779,028
Police Department	10,280,772	9,089,661	9,391,209
Director of Public Services			
Planning and Development	848,918	924,280	973,379
Public Works	9,425,410	17,219,106	8,885,572
Parks	17,529,611	9,361,607	8,806,758
Designated Funds Distributions	-	-	-
Capital Items for All Departments	7,612,575	9,317,586	10,670,258
TOTAL EXPENDITURES	50,778,233	50,894,407	43,736,252
Change in Fund Balance	(9,839,396)	(3,641,787)	(467,034)
Other Financing Sources (Uses)	8,836,605	(6,439)	-
Fund Balance January 1	21,756,598	20,753,807	17,105,581
Fund Balance December 31	\$ 20,753,807	\$ 17,105,581	\$ 16,638,547

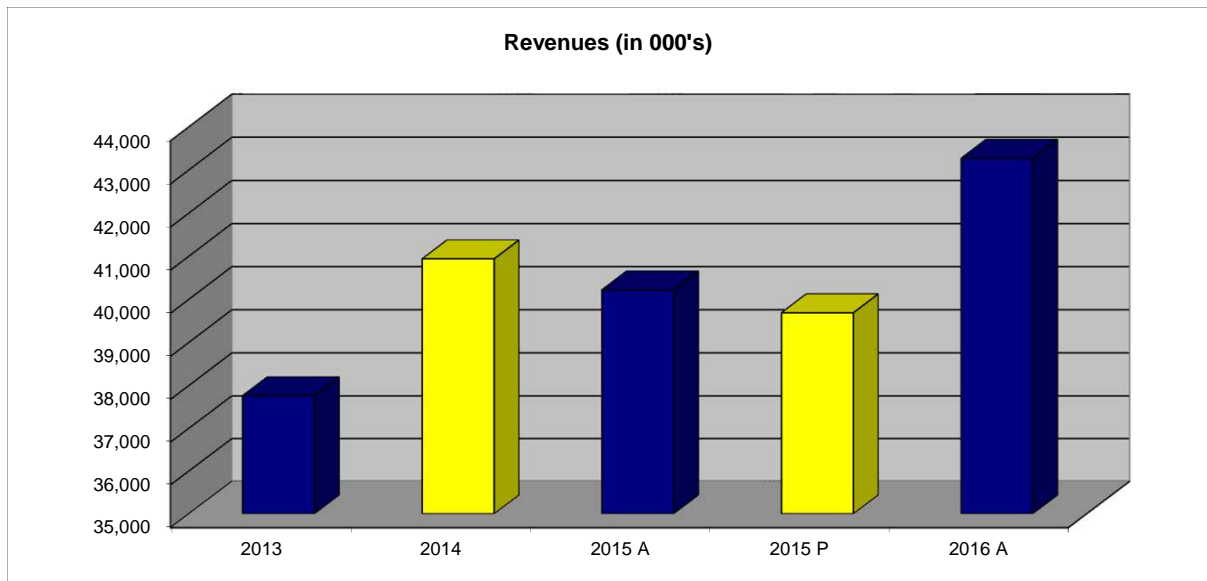
**CITY OF CHESTERFIELD
2016 BUDGETED REVENUE BY SOURCE**



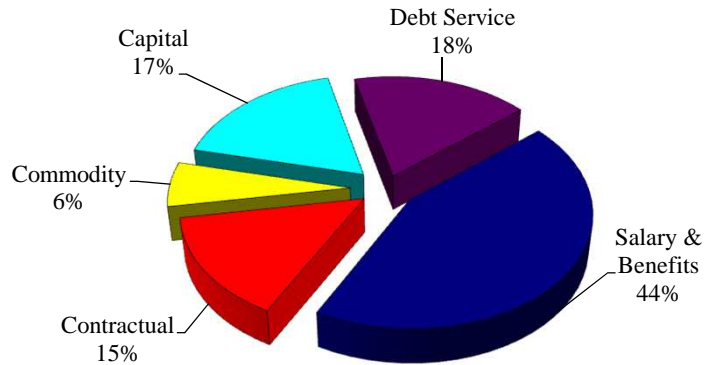
Fund	Property Taxes	Utility Taxes	Sales Tax	Intergovt	Licenses & Permits	Charges for Services	Fines & Fees	Other	Total
General Fund	\$ -	\$ 7,361,681	\$ 7,110,383	\$ 4,402,506	\$ 1,597,594	\$ 144,254	\$ 1,059,798	\$ 338,500	\$ 22,014,716
Capital Improvement Sales Tax	-	-	6,265,050	-	-	-	-	5,395,603	11,660,653
Parks Sales Tax	-	-	7,369,485	-	-	1,728,983	-	41,000	9,139,468
Sewer Lateral	451,375	-	-	-	-	-	-	500	451,875
Parks 1998 Debt Service	2,500	-	-	-	-	-	-	-	2,500
Non-Major Debt Service Funds	-	-	-	-	-	-	-	6	6
Totals	\$ 453,875	\$ 7,361,681	\$ 20,744,918	\$ 4,402,506	\$ 1,597,594	\$ 1,873,237	\$ 1,059,798	\$ 5,775,609	\$ 43,269,218
Percent of Total	1%	17%	48%	10%	4%	4%	2%	13%	

CITY OF CHESTERFIELD REVENUE SUMMARY BY FUND

FUND	Actual 2013	Actual 2014	Adopted 2015	Projected 2015	Adopted 2016	% Change 2015 to 2016
General						
General fund	\$ 21,325,089	\$ 22,178,366	\$ 21,866,718	\$ 21,824,957	\$ 22,014,716	0.87%
Special Revenue						
Capital Improvement Sales Tax	5,722,559	8,765,545	8,067,252	7,680,118	11,660,653	51.83%
Parks Sales Tax	8,118,842	8,800,955	9,349,033	9,588,987	9,139,468	-4.69%
Sewer Lateral	424,651	430,104	474,114	447,406	451,875	1.00%
Police Forfeiture	1,550,612	152,906	60,000	102,956	-	-100.00%
	15,816,664	18,149,510	17,950,399	17,819,467	21,251,996	19.26%
Capital Projects						
Chesterfield Valley Special Allocation	5,156	3,836	-	15	-	-100.00%
Parks Construction Phase II	669	357	-	-	-	0.00%
	5,825	4,193	-	15	-	-100.00%
Debt Service						
Parks 1998 Debt Service	507,631	517,358	401,145	43,466	2,500	-94.25%
2013 Parks Bonds Debt Service	3	7	-	5	5	0.00%
2008 Parks Bonds Debt Service	2	2	-	-	-	0.00%
2009A Parks Bonds Debt Service	2	58	-	-	-	0.00%
2009B Parks Bonds Debt Service	109,071	89,333	-	-	-	0.00%
2014 Parks Bonds Debt Service	-	4	-	1	1	0.00%
City Hall Bonds 2004 Debt Service	4	7	-	5	-	0.00%
	616,713	606,769	401,145	43,477	2,506	-94.24%
TOTAL	\$ 37,764,291	\$ 40,938,838	\$ 40,218,262	\$ 39,687,916	\$ 43,269,218	9.02%



**CITY OF CHESTERFIELD
2016 BUDGET EXPENDITURE BY ELEMENT**

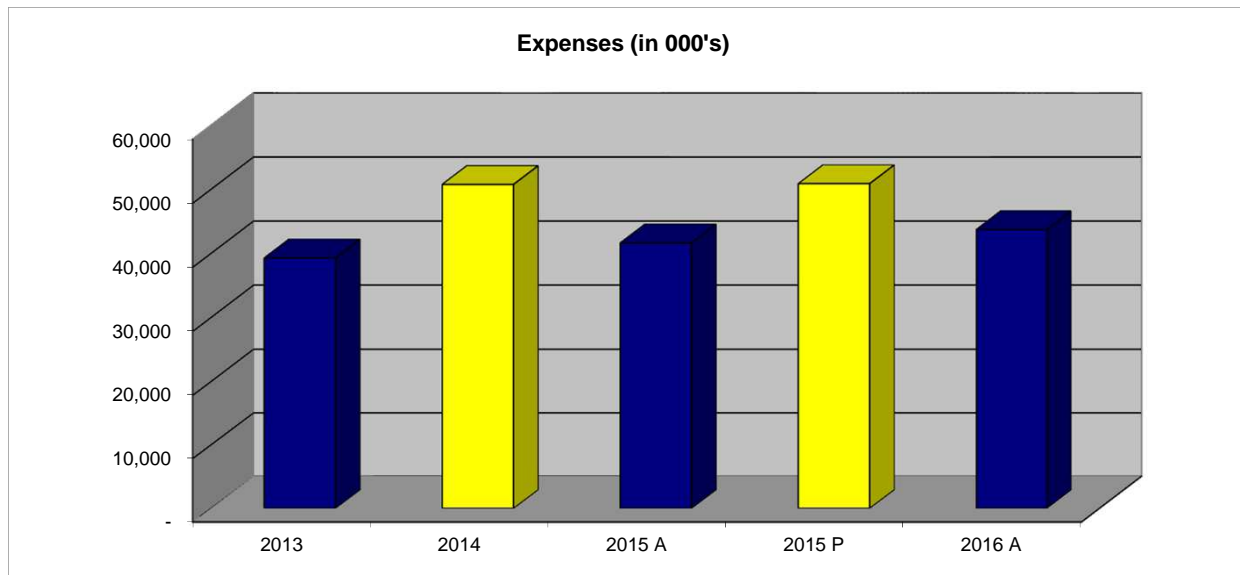


Fund	Salary & Benefits	Contractual Services	Commodities	Capital	Debt Service *	Total
General Fund	\$ 14,869,434	\$ 3,380,120	\$ 1,370,301	\$ 260,900	\$ -	\$ 19,880,755
Capital Improvement Sales Tax	256,492	385,000	-	10,059,030	-	10,700,522
Sewer Lateral	-	450,000	-	-	-	450,000
Parks Sales Tax	3,031,001	1,566,950	1,285,450	267,900	-	6,151,301
Police Forfeiture Fund	-	152,038	-	-	-	152,038
Chesterfield Valley Special Allocation	-	76,145	-	-	-	76,145
Parks Construction Phase II	-	-	-	6,283	-	6,283
City Hall Bonds 2004 Debt Service	-	-	-	-	1,526,101	1,526,101
2013 Parks Bonds Debt Service	-	-	-	-	1,969,476	1,969,476
2008 Parks Bonds Debt Service	-	-	-	-	376,531	376,531
2014 Parks Bonds Debt Service	-	-	-	-	577,350	577,350
R&S Series Bonds Debt Service	-	-	-	-	1,869,750	1,869,750
Totals	\$ 18,156,927	\$ 6,010,253	\$ 2,655,751	\$ 10,594,113	\$ 6,319,208	\$ 43,736,252
Percent of Total	42%	14%	6%	24%	14%	

* In order to clarify expenditure types, operating transfers have been eliminated from debt transactions, it should be noted:
City Hall 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 2013	Actual 2014	Adopted 2015	Projected 2015	Adopted 2016	% Change 2015 to 2016
General						
General fund	\$ 18,796,914	\$ 19,418,639	\$ 20,219,416	\$ 20,079,034	\$ 19,880,755	-0.99%
Special Revenue						
Police Forfeiture	70,747	1,776,021	159,275	28,560	152,038	432.35%
Sewer Lateral	435,377	387,139	450,000	450,000	450,000	0.00%
Capital improvement sales tax	3,944,478	7,327,228	7,149,021	8,152,873	10,700,522	31.25%
Parks sales tax	4,987,982	5,492,024	5,960,925	6,994,800	6,151,301	-12.06%
	9,438,584	14,982,412	13,719,221	15,626,233	17,453,861	11.70%
Capital Projects						
Chesterfield Valley Special Allocation	198,564	31,720	130,624	56,308	76,145	35.23%
Parks Construction Phase II	2,849,744	221,776	352,486	339,772	6,283	-98.15%
	3,048,308	253,496	483,110	396,080	82,428	-79.19%
Debt Service						
Parks 1998 Debt Service	891,540	893,369	898,053	898,321	-	-100.00%
City Hall Bonds 2004 Debt Service	1,464,050	1,491,498	1,521,438	1,521,438	1,526,101	0.31%
2013 Parks Bonds Debt Service	1,881,832	1,849,816	1,908,826	1,908,826	1,969,476	3.18%
2008 Parks Bonds Debt Service	373,263	374,850	384,531	384,531	376,531	-2.08%
2009A Parks Bonds Debt Service	403,140	2,846,656	-	-	-	0.00%
2009B Parks Bonds Debt Service	347,393	6,040,593	-	-	-	0.00%
2014 Parks Bonds Debt Service	-	613,311	573,950	573,950	577,350	100.00%
R&S Series Bonds Debt Service	2,015,626	2,013,593	1,941,292	9,505,994	1,869,750	-80.33%
Pub Works 1994 Debt Service	636,444	-	-	-	-	0.00%
	8,013,288	16,123,686	7,228,090	14,793,060	6,319,208	-57.28%
TOTAL	\$ 39,297,094	\$ 50,778,233	\$ 41,649,837	\$ 50,894,407	\$ 43,736,252	-14.06%



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

Department	2014 Actual	2015 Actual	2016 Adopted	% Change 2015/2016
Mayor & Council	9.00	9.00	9.00	0%
Administration	19.50	19.50	19.50	0%
Police	100.00	102.00	102.00	0%
Public Works	62.00	64.00	64.00	0%
Parks Sales Tax Fund	43.50	44.50	47.50	7%
Capital Sales Tax Fund	3.00	3.00	3.00	0%
TOTAL	237.00	242.00	245.00	1%

Population:	47,484	47,484	47,484
Employees per 1,000			
Residents:	4.99	5.10	5.16

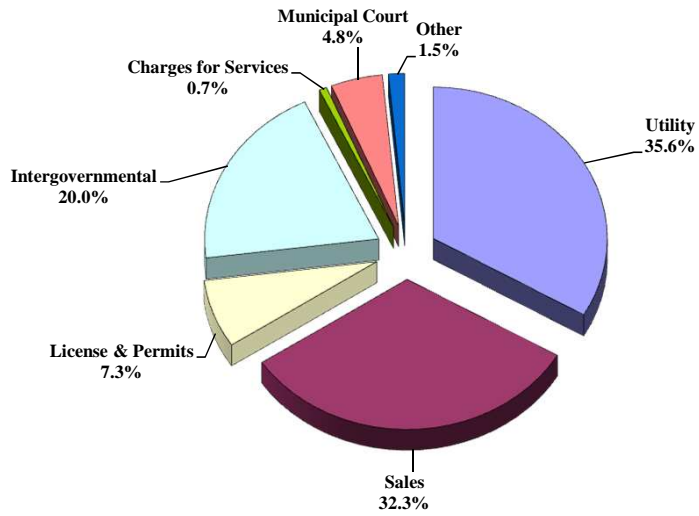
2016 Changes:

The City is budgeting three new positions in FY2016 for the Parks Sales Tax Fund, which includes two new CVAC Facility Attendants and a Recreation Aide.

Functions/Programs	Full-time Equivalent Employees as of December 31,									
	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
General Fund										
Executive & Legislative Administration	9	9	9	9	9	9	9	9	9	9
City Administrator	2	2	2	2	2	2	2	2	2	2
Customer service	3	4	4	3	3	3	3	3	3	3
Finance	7	7	7	6	6	6	6	6	6	6
Information systems	3	3	3	4	3	3	4	4	4	4
Court	3	3	3	3	3	3	3	3	3	3
Economic Development	1	3	3	1	1	1	1	2	2	2
Total Administration	19	22	22	19	18	18	19	20	20	20
Police:										
Officers	86	89	89	84	84	84	89	92	94	94
Civilians	10	9	9	8	8	8	8	8	8	8
Total Police	96	98	98	92	92	92	97	100	102	102
Public works:										
Engineering	15	20	20	14	14	14	14	14	14	14
Planning	11	11	11	9	9	9	9	9	10	10
Street maintenance	30	31	31	29	29	29	29	29	29	29
Vehicle maintenance	5	5	5	5	5	5	5	5	5	5
Building maintenance	6	7	7	6	6	6	6	6	7	7
Total Public Works	67	74	74	62	62	62	62	62	64	64
Total General Fund	191	202	202	182	181	181	187	191	195	195
Parks Sales Tax Fund										
Parks and recreation	26	30	30	33	33	37	40	44	45	48
Capital Improv. Sales Tax Fund										
Public works	2	2	2	2	2	2	2	3	3	3
Total	219	234	234	217	216	220	229	237	242	245

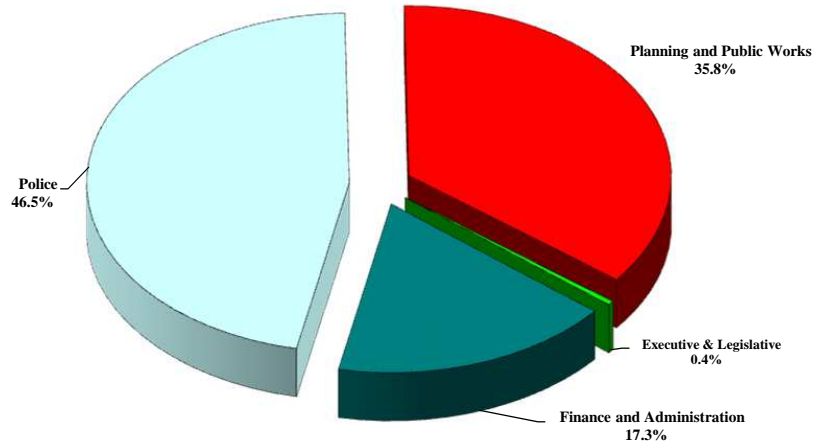
Combined Statement of Budgeted Revenues and Expenditures - General Fund	2014 ACTUAL	2015 PROJECTED	2016 BUDGET
FUND BALANCE, JANUARY 1	\$ 13,938,251	\$ 14,347,922	\$ 12,018,792
REVENUES:			
Utility Taxes	7,429,472	7,324,740	7,361,681
Sales Tax	6,796,849	6,903,284	7,110,383
Intergovernmental	4,191,644	4,298,917	4,402,506
Licenses and Permits	1,605,721	1,580,948	1,597,594
Charges for Services	120,562	144,154	144,254
Court Receipts	1,177,957	1,113,757	1,059,798
Other Revenues	856,161	459,157	338,500
TOTAL REVENUE	22,178,366	21,824,957	22,014,716
TOTAL AVAILABLE FUNDS	36,116,617	36,172,879	34,033,508
EXPENDITURES			
Executive & Legislative	69,300	71,757	78,561
Department of Administration			
City Admin/Econ Dev/Cust Svc	734,550	751,615	775,517
Finance and Courts	709,264	724,745	742,676
Information Technology	450,774	625,082	633,294
Central Services	1,625,561	1,287,530	1,252,927
Police Department	8,504,751	9,061,101	9,239,171
Director of Public Services			
Planning and Development	848,918	924,280	973,379
Public Works	5,897,193	5,962,946	5,924,330
Capital Items for All Departments	578,328	669,978	260,900
TOTAL EXPENDITURES	19,418,639	20,079,034	19,880,755
Transfers To/From Other Funds	(2,350,056)	(4,075,053)	(1,472,212)
FUND BALANCE, DECEMBER 31	\$ 14,347,922	\$ 12,018,792	\$ 12,680,541

CITY OF CHESTERFIELD GENERAL FUND REVENUES BY SOURCE



	Actual 2013	Actual 2014	Adopted 2015	Projected 2015	Adopted 2016	% Change 2015 to 2016	% of Total
Utility Taxes	\$ 7,453,076	\$ 7,429,472	\$ 7,651,022	\$ 7,324,740	\$ 7,361,681	0.5%	33.4%
Sales Taxes	6,340,091	6,796,849	6,911,844	6,903,284	7,110,383	3.0%	32.3%
License & Permits	1,520,132	1,605,721	1,573,888	1,580,948	1,597,594	1.1%	7.3%
Intergovernmental	4,145,282	4,191,644	4,196,193	4,298,917	4,402,506	2.4%	20.0%
Charges for Services	109,631	120,562	93,717	144,154	144,254	0.1%	0.7%
Municipal Court	1,272,870	1,177,957	1,238,558	1,113,757	1,059,798	-4.8%	4.8%
Other	484,000	856,161	312,281	459,157	338,500	-26.3%	1.5%
Total	\$ 21,325,082	\$ 22,178,366	\$ 21,977,503	\$ 21,824,957	\$ 22,014,716	0.87%	

**CITY OF CHESTERFIELD
GENERAL FUND APPROPRIATIONS SUMMARY**



	Actual 2013	Actual 2014	Adopted 2015	Projected 2015	Adopted 2016	% Change 2015 to 2016	% of Total
General government:							
Executive & Legislative	\$ 72,103	\$ 69,300	\$ 78,799	\$ 71,757	\$ 78,561	9.5%	0.40%
Administration	3,405,236	3,673,321	3,467,156	3,428,972	3,444,414	0.5%	17.33%
Police	8,246,517	8,742,696	9,606,474	9,543,329	9,245,471	-3.1%	46.50%
Public Services	7,072,788	6,933,322	7,066,987	7,034,976	7,112,309	1.1%	35.77%
Total	\$ 18,796,644	\$ 19,418,639	\$ 20,219,416	\$ 20,079,034	\$ 19,880,755	-1.00%	

<i>Detail of Capital Assets to be Purchased - General Fund</i>			
Department/Activity	Description	Amount	Activity Total
Police			
Equipment	In Car Computer for SEU Supervisor	\$ 2,200	
	Car Cameras for SEU Units	<u>12,600</u>	
			\$ 14,800
Information Technology			
	SAN Fabric Upgrades	10,000	
	SAN Replacement	<u>30,000</u>	
			40,000
Public Services			
Engineering	Concrete Screed	12,000	
	Skid Steer	25,000	
	Skid Steer Trailer	14,400	
	Tack Distributor	<u>10,000</u>	
			61,400
Vehicle Maintenance	BG-1 - Replacement (CNG)	38,000	
	2 Sedans - Replacement	41,500	
	SUV - Replacement	<u>26,500</u>	
			106,000
Building Maintenance	Replace West Gate Operator PW Facility	6,000	
	HAVAC Unit - PW Facility	<u>32,000</u>	
			38,000
			<u>\$ 260,200</u>

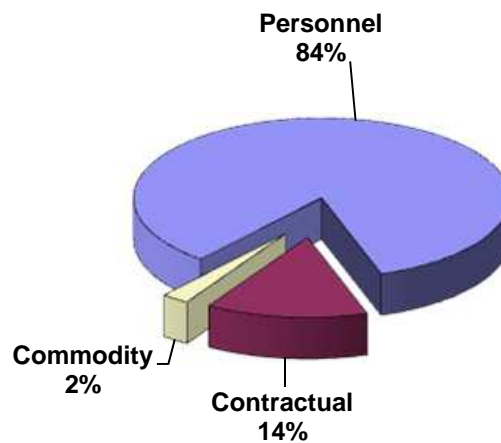
Legislative Department

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	\$65,811	\$10,900	\$1,850	\$0	\$78,561

By Element:



Legislative Personnel Requirements

Fiscal Year	Actual 2013	Actual 2014	Actual 2015	Adopted 2016	% Change '15 to '16
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 2015 accomplishments and 2016 goals to further advance the City's Mission Statement.

Distinction – Be a City of choice in St. Louis Region to live, work, play and visit	
2015 Accomplishments	2016 Goals
(11) Promoted the City's amenities in numerous area publications, web sites, calendars, and social media outlets resulting in record turnouts at various events.	(3) Our goal is to do more promotion by short videos for Social Media channels to showcase upcoming events or activities.
(4) The Chesterfield Older Adult Task Force organized the 2 nd Annual Senior Sampler Wellness event at the West County Family YMCA with over 200 in attendance	(4) The Task Force is planning to refine this event by adding more food and other quality vendors. Also, they are looking at more educational programs and also social programs such as a Last Comic Standing for older adults.
(7) The City was recognized in several ranking lists including: <ul style="list-style-type: none"> • #1 Safest Place to Live in MO by <i>Movato Real Estate</i> • #3 "Happiest Places to Live in Missouri" by <i>Movoto Real Estate</i> • 50 Best Suburbs in America (47th)- <i>Business Insider</i> • 7th Best Place to Start a Business in MO by <i>Nerdwallet</i> <i>We will monitor these rankings and track the changes in the future.</i>	(1) Staff will work to maximize these rankings and track success of on-line advertising click-through rates to ensure we are reaching our audiences.
(12) The City worked to develop an APP for Parks, Recreation & Arts to enhance communications to users.	(12) We will work to refine the printed communications of the Parks Guide, potentially mailing it separate from the newsletter to create more awareness.
(11) The Business Assistance Coordinator continued to assist business in obtaining business licenses.	(12) Will continue to provide excellent customer service to new and potential businesses owners.

Parenthetical numbers correspond to Present State (2015 Accomplishments) and Future State (2016 Goals) Strategic Plan items on pages 17-19.

New Business Licenses Processed: 2014 Actual: 142 2015 Projected: 228	
Total Business Licenses: 2013 Actual: 2,212 2014 Actual: 2,252 2015 Projected: 2,386 2016 Estimate: 2,400	
(9) Provided Demographic Information and assisted in site selection for new business prospects. Major project wins included regional expansion of Rabo Agrifinance \$34.1 million investment, 34 new jobs, retaining 220. (Delmar Gardens III facility)	(6) Continue to work with Dept. of Economic Development & St. Louis Eco Dev Partnership to grow and retain businesses in Chesterfield.
Prospect Leads Assisted: 2013 Actual: 18 2014 Actual: 31 2015 Projected: 33 2016 Estimate: 35	

Partnerships – Forge a sense of community by partnering with residents, businesses, civic organizations and other governments	
2015 Accomplishments	2016 Goals
(13) The City’s Older Adult Task Force formed a partnership with OASIS to offer classes at City Hall for older adults. They now offer 20 classes and have an average of 30 per class. St. Louis County’s CORP also held 3 technology classes for older adults at City Hall.	(4) We will work with the Older Adult Task Force to explore the potential of an older adult transportation system in Chesterfield, involving partner organizations.
(13) The Citizens Committee for the Environment hosted a cleanup day in Faust Park with over 60 Boy and Girl Scouts attending to help.	(6) The Committee will explore partnerships with Ameren to foster sustainable environmental practices through native plantings and potential trails under transmission lines.

Quality – Provide and seek quality in each area of city services	
2015 Accomplishments	2016 Goals
(13) Published 4 quarterly resident newsletters and two Parks Guides, and increased our communications by sending weekly e-mails for City events. We also began sending e-mails to older adults directly promoting their programs and events.	(3) 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.
Chesterfield Community News & Events – Subscribers: 541 Open Rate: 31.8% Older Adult News & Events – Subscribers: 374 Open Rate: 50.5% Get Active & Friends of the Park – Subscribers: 403 Open Rate: 33.5% <i>2015 is the first full year of tracking and past data is not available at this time. Our goal is to increase sub subscriptions by 10% and open rates by 5% in 2016.</i>	

Parenthetical numbers correspond to Present State (2015 Accomplishments) and Future State (2016 Goals) Strategic Plan items on pages 17-19.

(11) Information was provided to multiple prospects on demographics, available properties, maps, and the process for opening a business.	(6) We will continue to work with these projects as the developments near completion to create a seamless path for their business openings.
(11) The IT Division rolled out a new version of the City's web site and also our internal intranet site. They also oversaw the installation of a new phone system at City Hall, including software replacement.	(12) Plans are to upgrade data storage and transmission equipment in 2016 to ensure reliability and quick service well into the future.
(10) The IT Division responded to 338 Help Desk Tickets.	(12) The IT staff will remain responsive to their customers and address all requests in a timely manner.
(11) Completed transition to General Code, online e360 Code of Ordinance. Coordinated two webinar training sessions for users, thereby providing a basic understanding of its features and capabilities.	(12) Continue acting as liaison between users and General Code, offering assistance with navigation and function of the online code.
(11) Revised Public Works Policy No. 44 (City Hall Rental and Use) in order to bring the policy in-line with current procedures and fee structure.	(10) As needed, when a policy does not match current procedure, review and recommend revisions to bring the policy in-line with the procedure.
(12) Improved efficiency of Parks activity registration process through ongoing communication and cooperation between Customer Service and Communications Specialist, Lisa Bobrzynski.	(10) Continue improving communication with all departments, working to provide excellent service based on each individual department's needs.
(12) Hired and trained full time Customer Service Representative. Productivity, efficiency and morale have improved as a result. There has also been a noted improvement in communication and cooperation with the Parks Department.	(1) Provide on-going training opportunities to Customer Service Representatives in order to enhance Customer Service skills.
(11) Updated Customer Service Procedures Manual to include current comprehensive instruction on all job functions.	(11) Continuously update information and search for ways to improve service and efficiency within the Customer Service department.
(7) The City Clerk, Vickie Hass, achieved Certified Municipal Clerk (CMC) designation through International Institute of Municipal Clerks (IIMC).	(10) Continue to increase depth of knowledge and training in pursuit of obtaining Missouri Registered City Clerk (MRCC) designation through Missouri City Clerks and Finance Officers Association (MOCCFOA), as well as obtaining Master Municipal Clerk (MMC) designation through International Institute

Parenthetical numbers correspond to Present State (2015 Accomplishments) and Future State (2016 Goals) Strategic Plan items on pages 17-19.

	of Municipal Clerks (IIMC).
Activity– Providing and encouraging cultural and recreational activities	
2015 Accomplishments	2016 Goals
(13) 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.	(3) 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.
(12) In partnership with the Older Adult Task Force, the Parks Division started a senior walking program at Central Park in the Fall, which was very successful with up to 15 participants weekly. Additionally, they began a Pickle ball program at the CVAC which was very popular with older adults.	(4) Continue the programs in 2016 and find other opportunities for older adults to remain active with feedback from existing participants and the Older Adult Task Force.

Investment – Maintain and enhance property values	
2015 Accomplishments	2016 Goals
(12) The City joined two Clean Energy Districts – PACE and Pace Equity, to offer businesses tools to finance energy efficiency upgrades or new construction.	(21) Promote these economic development programs for businesses to promote usage of these tools.
(4) A Neighborhood Improvement District was approved for the Broadmoor Condominiums by Ordinance 2857 for street improvements up to \$1.5 million. Public Works will bid and manage the project in 2016.	(3) Staff will continue to work with other subdivisions to improve their property values and common area amenities through NID and/or CID financing.

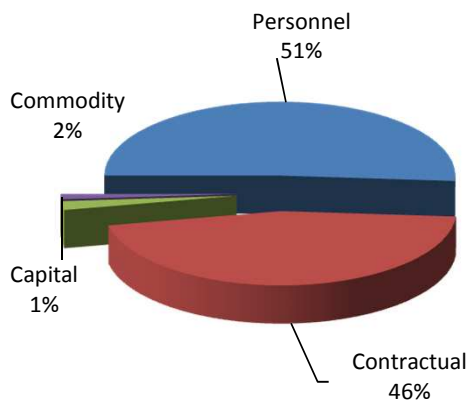
Security – Ensure a responsible and secure environment	
2015 Accomplishments	2016 Goals
(6) The Wellness Committee successfully implemented their annual plan including a Biggest Loser contest, which results in 18 employees losing a total of 189 pounds! Low insurance claims resulted in a decrease in our health insurance rates for 2015-2016.	(1) The Wellness Committee has planned to incorporate Fit Bits, utilizing SLAIT grant funds, to encourage participation. Other plans are for a plot at the community garden and organized walking programs in the parks.

Parenthetical numbers correspond to Present State (2015 Accomplishments) and Future State (2016 Goals) Strategic Plan items on pages 17-19.

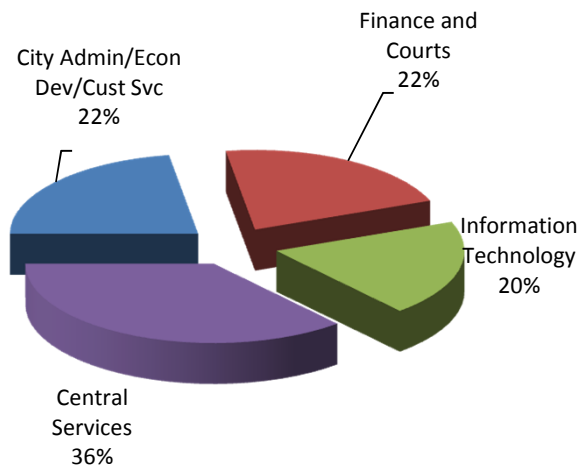
DEPARTMENT OF ADMINISTRATION APPROPRIATIONS

Division	Personnel	Contractual	Commodity	Capital	Div Total
City Admin/Econ Dev/Cust Svc	\$662,102	\$111,915	\$1,500	\$0	\$775,517
Finance and Courts	\$633,198	\$106,278	\$3,200	\$0	\$742,676
Information Technology	\$347,794	\$251,500	\$34,000	\$40,000	\$673,294
Central Services	\$119,217	\$1,105,710	\$28,000	\$0	\$1,252,927
TOTAL	\$1,762,311	\$1,575,403	\$66,700	\$40,000	\$3,444,414

By Element:



By Division:



City Admin/Econ Dev Personnel Requirements

Fiscal Year	Actual 2013	Actual 2014	Actual 2015	Adopted 2016	% Change '15 to '16
City Administrator	2.0	2.0	2.0	2.0	0%
Econ & Comm Development	1.0	1.5	1.5	1.5	0%
Finance	6.0	6.0	6.0	6.0	0%
Information Technology	4.0	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%
Total Positions	19.0	19.5	19.5	19.5	0%



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.

Distinction – Be a City of choice in St. Louis Region to live, work, play and visit	
2015 Accomplishments	2016 Goals
(8) Achieved International Reaccreditation for the 4 th time receiving a perfect onsite inspection of the Agency and receiving Accreditation with Excellence honors.	(16) Seek additional training and recognition for the agency members while maintaining strict adherence to Accreditation Standards.
Department employees with 40+ hours of training: 2013 Actual – 60 2014 Actual – 70 2015 Projected – 75 2016 Goal - 80	
(11) Provided Safety and Security for major concert events and large scale events such as the Taste of St. Louis which brought to Chesterfield 150,000 visitors over a 3 day period.	(14) Prepare and plan for major events to include preparation for the safety and security of the Blue Angels Air Show in early 2016 which will draw an additional 150,000 people to the Chesterfield Valley.

Partnerships – Forge a sense of community by partnering with residents, businesses, civic organizations and other governments	
2015 Accomplishments	2016 Goals
(13) Held a successful fund raiser for Backstoppers raising in excess of \$50,000 for charity, through partnerships with Parks, Police, Public Works, the Monarch Fire Department and local businesses.	(9) Increase the Neighborhood Watch program by 5% in the number of neighborhoods actively participating in neighborhood watch.
Number of Neighborhood Watch programs: 2013 Actual – 53 2014 Actual – 57 2015 Projected – 66 2016 Goal - 72	
(5) 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.	(11) Expand the use of Social Media, Facebook and Twitter to communicate with the residents and visitors to Chesterfield.

Quality – Provide and seek quality in each area of city services	
2015 Accomplishments	2016 Goals
(13) Added two DARE trained officers as well as increased the number of Crisis Intervention Trained Officers to address all facets of presentations and response to police needs.	(12) Ensure training of all officers in Biased Based Policing and Implicit Bias Training to ensure diversity and increased communication skills of all officers.
Percent of officers with bias training: 2013 Actual – 0 2014 Actual – 0 2015 Projected – 10 2016 Goal - 70	

Parenthetical numbers correspond to Present State (2015 Accomplishments) and Future State (2016 Goals) Strategic Plan items on pages 17-19.

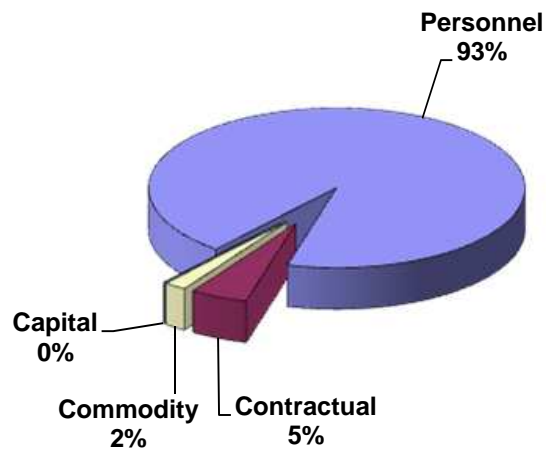
(7) Several officers were recognized by the Crisis Intervention Coordinating Counsel for their work with persons in crisis and suffering mental illness.	(16) Support International Training Conferences on CALEA and the FBI National Academy being held in St. Louis by attending training sessions and improved management training for Command personnel
Activity– Providing and encouraging cultural and recreational activities	
2015 Accomplishments	2016 Goals
(1) Provided security for all facets of major events occurring in Chesterfield, including athletics complexes, parks and recreation facilities, major tournaments and cultural functions such as Art Walks, The Scottish Games, and Pedal the Cause.	(14) Increase the police presence in the athletic complexes, parks and special events by implementing a schedule which enhances manpower during major events and at high parks and recreation use times.
Investment – Maintain and enhance property values	
2015 Accomplishments	2016 Goals
(3) Successfully problem solved each property code violation presented to Code Enforcement as well as utilized alternative court and enforcement to ensure adherence to high property maintenance standards.	(2) Hire and Train a new Code enforcement Inspector to continue enforcement of nuisance violations making the City of Chesterfield the best possible living environment.
Number of Code violations successfully resolved: 2013 Actual – 452 2014 Actual – 439 2015 Projected – 440 2016 Goal - 450	
Security – Ensure a responsible and secure environment	
2015 Accomplishments	2016 Goals
(12) Added two Elementary School Resource Positions to bring to four the total number of officers providing direct security to all elementary schools within the City of Chesterfield.	(15) Provide even greater visible patrols and presence in the Parks, Shopping Districts and Neighborhoods ensuring a sense of community and safety for all.
Man hours attributed to Special Enforcement Unit 2013 Actual – 3600 2014 Actual – 6841 2015 Projected – 7903 2016 Goal - 8900	
(11) Conducted additional DWI checkpoints to ensure the safety and sobriety of drivers throughout the community bringing the total number of checkpoints to 5 for the year.	(16) Work with regional organizations such as MIAC (Missouri Information Analysis Center) and MORCA (Missouri Organized Retail Crime Association) to stay ahead of crime trends and issues.
Number of Submissions to MIAC and MORCA 2013 Actual – 100 2014 Actual – 140 2015 Projected – 160 2016 Goal – 180 Number of regional organizational meetings attended 2013 Actual – 7 2014 Actual – 8 2015 Projected – 10 2016 Goal – 12 Number of Participants in regional training sessions 2013 Actual – 140 2014 Actual – 175 2015 Projected – 225 2016 Goal - 300	

Parenthetical numbers correspond to Present State (2015 Accomplishments) and Future State (2016 Goals) Strategic Plan items on pages 17-19.

POLICE APPROPRIATIONS

Division	Personnel	Contractual	Commodity	Capital	Div Total
Police	\$8,608,733	\$456,437	\$174,001	\$6,300	\$9,245,471

By Element:



Police Personnel Requirements

Fiscal Year	Actual 2013	Actual 2014	Actual 2015	Adopted 2016	% Change '15 to '16
Police	97	100	102	102	0%

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 2015 accomplishments and 2016 goals that further advance the City's Mission Statement.

Distinction – Be a City of choice in St. Louis Region to live, work, play and visit	
2015 Accomplishments	2016 Goals
(All) With UDC now complete, have started working on identifying projects and tasks for Comprehensive Plan re-write	(10) Begin work on new City of Chesterfield Comprehensive Plan.
(9) Worked in cooperation with the City Arborist to perform a variety of landscaping and tree preservation inspections on private development sites.	(4) Using the UDC, 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.
(9) Encouraged development to include areas for both vehicular and pedestrian transportation, increased green space and preserve existing topography. Language was added to the UDC for the Urban Core District to further encourage and promote pedestrian connectivity.	(6) Continue to review engineering plans and site plans with a focus on internal circulation and pedestrian connectivity both internal to the site and between developments.
(9) Encourage sustainability practices on all new development and redevelopment projects.	(6) Using the UDC, continue to review plans looking for ways to encourage sustainability such as minimizing of land disturbance, tree removal, ensure sites are not over-parked.
(10) Monitored construction activity at over 35 active construction sites for compliance with City ordinances and approved plans. Provided timely and courteous responses to all telephone and e-mail citizen concerns and requests regarding development construction.	(5) Continue to deliver on-site inspection services to ensure quality infrastructure, streets, and buildings.
(3) Worked in cooperation with the Police Department's COPS program on code enforcement violations.	(3) Continue to work in partnership with the COPS Program to ensure compliance with City Code requirements.
(1) All City maintained streets are free of potholes, and provide a smooth and safe driving surface.	(12) Maintenance crews to view each City maintained street at least once a month and address street problems or other issues in the right of way.
(6) Parks and Recreation was given the opportunity to bring the Arts back in-house	(3) Continue to build and expand the recreational and art offerings, special events,

Parenthetical numbers correspond to Present State (2015 Accomplishments) and Future State (2016 Goals) Strategic Plan items on pages 17-19.

this past year so we have expanded the recreation and art opportunities for our residents and guests with additional programming, events, public art, art experiences, recreational activities, and sport offerings for youth and adults.	quality programs and comprehensive Parks, Recreation and Arts for our residents and guests alike to enjoy, create memories and participate in.
(12) Worked with businesses and corporations within Chesterfield to find ways for them to market their business through sponsorships or vending rights.	(3) Continue to grow these relationships with the cooperation in the community which better enhance our events.
(12) Continue to make sure City parks and facilities are safe for community use and maintained on an on-going basis.	(3) Maintenance and supervisory staff check each City-maintained park and facility at least once per day and address concerns or other issues.
(1) Performed tree / landscaping inspections for hazardous and nuisance trees throughout the City. Conducted site plan review for tree preservation and placement for all parks and private development.	(2) Continue to inspect landscaping and trees to determine whether trees are hazardous and should be removed. Perform site plan review on parks and private development to ensure appropriate tree preservation. Administer nuisance tree removal program and street tree planting program.
Replacement trees planted through Residential Street Tree Planting Program: 2013 Actual: 141 2014 Actual: 268 2015 Projected: 151 2016 Estimate: 150	
(11) Field usage continues to increase with our more active role in providing quality sports fields to serve our residents at the Chesterfield Valley Athletic Complex for the outdoor sports season year round.	(17) Continue to look at ways to open our fields to residents and guests and partner with groups to expand the opportunity to participate in multiple sporting events throughout the year.
Field Rental Hours 2013 Actual: 17,489 2014 Actual: 19,049 2015 Projected: 19,058 2016 Estimate: 19,100	

Partnerships – Forge a sense of community by partnering with residents, businesses, civic organizations and other governments	
2015 Accomplishments	2016 Goals
(1) Increased communication with St. Louis County to improve coordination of occupancy permit, temporary occupancy permit and building permit approval.	(12) 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.
Municipal Zoning Approval Applications Processed: 2013 Actual: 1,506 2014 Actual: 1,243 2015 Projected: 1,249 2016 Estimate: 1,245	
(4) Encouraged petitioners, developers and land owners to meet with Staff for pre-application meetings to assist them through	(6) Continue to provide developers and land owners the opportunity to meet with planners and engineers for pre-application meetings to

Parenthetical numbers correspond to Present State (2015 Accomplishments) and Future State (2016 Goals) Strategic Plan items on pages 17-19.

the development process prior to making formal application. Had over 100 pre-application meetings.	provide education and assistance through the development process.
(1) Reviewed over 50 site plan, record plat, rezoning and ordinance amendment development projects.	(6) Continue to provide timely and accurate review for all new development and redevelopment projects.
(13) Held a Meet the Planner evening at the St Louis County Public Library and talked with residents about most frequently asked questions we receive.	(13) Continue to similar community outreach efforts to work with the community
(8) Served on Metropolitan St Louis Sewer District's Roadway Workgroup Committee to review Best Management Practices (BMP) to review water quality standards requirements for new developments.	(16) Continue to work with the Committee and MSD on water quality requirements.
(12) Worked with multiple entertainment and non-profit groups to add events at the amphitheater along with exploring the opportunity to do more partnerships and widen our reach and exposure for our residents.	(6) Work with the PRCAC, YMCA, JCCA, Chesterfield Chamber of Commerce, Arts Unleashed, Taste of St. Louis, Stages, Vintage Market Days, the Silverman Group, Pedal the Cause, Missouri Wildlife Rescue, Ozzie Smith, Kin Folk Foundation, Hubbsrd Radio, and both the Parkway and Rockwood School groups, to coordinate efforts for amphitheater events and multiple radio stations plus other event management groups.
(5) Continue to expand our monthly reports to generate a better communication tool so other departments and City Council can see what Parks, Recreation and Arts is working on.	(1) Expand monthly report to give accurate and professional information on what is going on in Parks, Recreation and Arts so we can make sure everyone is better informed and has the most up-to-date information.
(13) Worked cooperatively with the Chesterfield Chamber of Commerce on the Summer Concert series, notifying businesses of large tournaments, special events and other events that we are both putting on. We also had our first Chamber Concert at the amphitheater this year.	(6) Continue to work in cooperation with the Chesterfield Chamber of Commerce on the Summer Concert series through promotion and cross-marketing. We will continue to explore other opportunities for cross-marketing with special events, tournaments, and festivals.
(13) Created our own Parks, Recreation and Arts App which allows people to review our information on their Smart Phone.	(11) Keep expanding and pushing the envelope with our App and social media.
(11) Worked with Arts Unleashed for an Arts benefit concert at the amphitheater this year.	(3) Will again do a benefit concert at the amphitheater for the Arts in 2016.
(11) Worked with PRCAC to get them to take more of an active role in volunteering at our special events, such as our Summer Concert	(3) Continue to work with PRCAC to get the word out on our Parks, Recreation and Arts

Parenthetical numbers correspond to Present State (2015 Accomplishments) and Future State (2016 Goals) Strategic Plan items on pages 17-19.

series, Orchestra series, Movies in the Park, Taste of St. Louis and Trucktober.	activities, public sculptures, special events and park offerings.
(11) Opened River's Edge Park this year which now allows us to do some water activities such as paddleboarding, canoe and kayak classes. The park also has a wonderful walking trail, pavilion and boat dock that has opened up outdoor fishing for us.	(11) Will explore opportunities to increase usage of the lake and enhance the conservation aspects of the park. Continue to develop our outdoor recreation programs at River's Edge Park.
(11) Worked with the YMCA and Delmar Gardens on enhancing our Senior Sizzlers group by providing additional events for our active seniors.	(11) Continue working with the YMCA and Delmar Gardens on growing the Senior Sizzler Program and provide more opportunities for them in 2016.
(4) Helped create NID to allow Broadmoor Subdivision to reconstruct its street.	(9) Manage Broadmoor Project in 2016 and work with other private subdivisions to implement NIDs where appropriate.
(11) Introduced an Orchestra series this year at the Amphitheater on Thursday nights which included five free concerts during the spring and early summer.	(3) Work on getting the attendance up at the concerts.
(6) Working with Public Works and Parks to take over all mowing in the City.	(18) Work on making these new areas that we are responsible for cutting cleaner and more visually pleasing to our residents and guests of Chesterfield.

Quality – Provide and seek quality in each area of city services	
2015 Accomplishments	2016 Goals
(7) Planning and Development Services Division assisted with PW accreditation from APWA in 2015.	(1) Work towards obtaining accreditation from APWA for PDS division in 2016.
(8) Monitored UDC for compliance with new state or federal laws pertaining to land use. Wrote draft language for new Wireless Communication permit reviews and requirements per new House Bill passed in 2015. Currently reviewing Sign Code of UDC against new US Supreme Court ruling this summer.	(12) Complete draft of Wireless Communications ordinance and present to City Council. Prepare recommendation and draft of new sign ordinance in compliance with new US Supreme Court ruling. Continue monitoring for other new planning laws and court cases which would impact the City's Codes.
(4) Maintained up to date information on planning & development projects on the City's website.	(12) Continue to provide the most accurate and current information on the City's website for public view.
(6) Increased the use of digital formatting for record keeping of planning projects, meeting packets, correspondence and notifications.	(12) Continue to work on microfilming all planning and engineering project files.

Parenthetical numbers correspond to Present State (2015 Accomplishments) and Future State (2016 Goals) Strategic Plan items on pages 17-19.

(6) Worked with the planners, engineers, and Mapping services and IT division to update our CID, IRS, and GIS database in order to increase efficiency and data collection on private development projects and escrows	(12) Continue to monitor our databases and update as necessary to provide the best services and records possible.
(10) Updated CID to include all parking worksheets, sign packages, and conditional use permits and zoning verifications by Development/Subdivision	(12) Continue to monitor and update CID as needed. Finish work to include parking reduction/modification approvals in the system
(10) The Planner of the Day Program responded to over 2,000 requests and inquiries in 2015. Also created a POD brochure to help provide information to the public.	(12) Continue to provide thorough and timely information on all requests. Continue to respond to walk ins, phone call, and email requests.
(10) Worked extensively with GIS coordinator and St Louis County to migrate parcel data from St Louis County's new system so that our mapping services are up to date	(12) Continue with this parcel migration project and complete all tasks.
(10) Increase usability of our mapping system with GIS. Added additional layers for tracking such information as transportation area zones, telecommunication siting permits, tree inventory. Layers also include information on public utilities now.	(12) Continue to work with GIS coordinator to increase efficiency and abilities on our map server.
(3) Planners responded to over 100 zoning enforcement issues and complaints.	(14) Continue to provide timely response to all code enforcement requests.
(4) Planners and engineers responded to over 30 sunshine requests for information	(12) Continue to provide timely response to all inquiries.
(6) Provided state of the art repairs & maintenance to City owned Police cars, maintenance trucks and equipment. Four of five mechanics obtained Master Certification and Public Works Facility was recognized as a Blue Chip Service Center.	(12) Mechanics to keep up with the latest technology on repair and maintenance of vehicles and equipment and maintain certifications.
(6) 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.	(12) 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.
(6) Prioritized requests for building maintenance based upon urgency, importance and time required to perform the tasks.	(12) Provide timely response to requests for action regarding building maintenance.
Maintenance Work Orders* : 2015 Projection: 643	

Parenthetical numbers correspond to Present State (2015 Accomplishments) and Future State (2016 Goals) Strategic Plan items on pages 17-19.

<p>Penetrative Maintenance Actions* :</p> <p>2015 Projection: 917</p> <p>* : Due to a change in the tracking software used, data prior to 2015 is not available.</p>	
(11) Provided facility maintenance services to all facilities within the Parks system, so that the buildings and grounds are safe, attractive and functional for the general public, public officials and staff.	(12) 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.
(7) Became 100 th agency in North America to become accredited through the American Public Works Association	(10) Work to maintain accreditation and implement policies / procedures created during the accreditation process.
(7) Won Excellence in Paving Award from APPA for Ladue Road project	(16) Continue to ensure City standards are of the highest quality and recognized by others.
(7) Maintained CAPRA accreditation.	(16) Continue to maintain CAPRA accreditation and complete our recertification in summer of 2016.
(13) Worked on social media interaction and initiation to keep the community better informed of Parks, Recreation and Arts operations and events with Twitter, Facebook, and Pinterest.	(11) Continue to expand on social media and explore new and upcoming options to keep the general public informed on all media fronts. Expand usage on our Parks, Recreation and Arts App.
(12) Urban Forest Management Plan developed and added to City website. Current tree inventory data is available and goals are described.	(12) 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.
(7) Work with all professional staff to become accredited and to get professionally involved in MPRA.	(16) Continue to challenge staff to grow and seek CPRP along with going to CEU programs. We should start looking at staff doing presentations at the state conference.
(11) Performed maintenance tasks as described in the Parks Natural Resource Plan.	(12) Continue to adjust and improve the Parks Natural Resource Plan as needed.
(1) 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.	(12) Continue to maintain and update public informational resources.
(11) Created walking map routes with mileage for Central Park and is now available on the website.	(12) Continue to expand maps and usage of parks for walking and running with proper signs showing mileage of trails.
(11) Continued to push out 'Did You Know' information in the parks, brochures and on swag items.	(12) Expand 'Did You Know' program throughout the parks at programs and through the Arts.
(13) This is our third year of the Friends of the Parks Program which is to better inform residents of what Parks, Recreation and Arts	(4) 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

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has to offer and how we can positively impact their lives. This is a part of the 'Did You Know' campaign.	Chesterfield with our Parks, Recreation and Arts Division.
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Activity– Providing and encouraging cultural and recreational activities	
2015 Accomplishments	2016 Goals
(6) Provided support and assistance to other Departments in relation to capital projects.	(12) A multi-disciplinary team addresses engineering issues, zoning, artwork and architectural design for capital projects.
(11) Provided support to Police Department and Parks Department on creation of various posters and other printed media items to promote activities and events.	(12) Continue to provide staff resource and services from our mapping section to help promote events.
(4) Provided staff liaison to Chesterfield Historic and Landmarks Preservation Committee	(4) Continue to provide staff resource to citizen committee for the promotion and preservation of the city's history.
(12) Completed an update to the structures of historical interest.	(4) Continue to update and maintain this list and take appropriate action when structures on this list come in to the division for any type of permits or reviews.
(13) 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.	(3) Continue to scan and identify all historic photos and documents.
(12) Encourage new development proposals to include artwork where and when feasible for the enjoyment of the public	(8) Continue working with developers on inclusion of artwork as part of their project submissions
(11) Maintained all signage on City streets to ensure compliance with the City's Bicycle / Pedestrian Plan for Bike Routes and Warning Accommodations.	(12) Encourage MODOT and St. Louis County to appropriately sign their streets.
(11) Obtained grant to constructed Bike / Ped Bridge on Chesterfield Parkway East	(12) Continue to pursue grants whenever possible. Work toward construction of said bridge.
(11) Reconstructed dugouts and flatwork in D Quad at CVAC	(17) Continue flatwork in Quad E and road improvements near the Miracle Field
(11) Bid and managed the reconstruction of CVAC concession Stand B	(17) Recommend other park improvements where necessary, including improvement of rock paths in Eberwein Park.
(11) Commenced design of Phase VI of the Monarch-Chesterfield Levee Trail. This section will run from I-64 to the Hardee's Ice Complex.	(17) Continue the trail design and work with majority property owner and Levee District to pursue construction.

Parenthetical numbers correspond to Present State (2015 Accomplishments) and Future State (2016 Goals) Strategic Plan items on pages 17-19.

(12) Provided comprehensive community recreation opportunities for all age groups which included events such as Turkey Trot, older adult programs, Lacrosse, Ultimate Frisbee, 4th of July Celebration, swim programs, Summer Concert series, orchestra and movie series, bird walks with plant identification, Senior Sizzlers and conservation programs.	(8) Continue to plan and implement a Comprehensive Community Recreation and Arts Program which is cost effective and maximizes existing community resources and expands the overall benefits to our Chesterfield residents and their guests.
(12) The Entertainment and Arts Superintendent has started laying the ground work for writing grants for next year.	(11) Aggressively go after grants to enhance our art offerings for the City of Chesterfield through the Missouri Arts Council, Regional Arts Council and NRPA.
(12) Implemented an art component at the Earth Day event this year in place of Chesterfield Arts.	(8) In 2016 we will expand the art happenings at Earth Day and coordinate the overall entertainment for the event.
(12) Implemented gallery shows at City Hall to advance the Arts in Chesterfield.	(8) Will continue to hang shows and expand the art shows at City Hall.
(12) Continue 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 guests and realize the full potential of our complex.	(15) 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, Lacrosse and kickball.
(11) Worked with the Police on the annual Safety Fair and the third year of the Backstoppalooza fundraiser.	(14) Continue to work with the Police and Fire District on the annual Safety Fair and combine it with other special events to get a better turnout. Increase awareness of the Backstoppalooza event in October.
(12) Encouraged more active and passive recreational areas and pedestrian/bicycle travel within the Parks system (Riparian Trail, Levee Trail, the new River's Edge Park and Rail Road Park).	(8) Continue to encourage more active and passive recreational areas and pedestrian/bicycle travel within the Parks system and adjoining property such as the Big Muddy, Faust Park and the Beckemeier Conservation Area.
(12) Implemented our Art-On-Loan Program this year and have acquired three new public art pieces for our parks on a temporary basis.	(8) Continue to expand the Art-On-Loan Program.
(10) Monitored recommendations brought forth by the Arts Master Plan.	(8) Work with Arts Unleashed to expand their visibility in the community.
(11) Continued to expand the usage of Central Park amphitheater with new events, multiple rentals and additional ticketed events through local and regional users.	(3) Utilize the amphitheater and Central Park improvements to host additional community events. Continue to expand the marketing plan using various media streams, radio, print, websites, Facebook, Twitter and our App to

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	promote recreation and art activities. Looking forward to hosting additional ticketed events in 2016.
(11) Started cutting a passive walking trail system through the grass at Railroad Park.	(8) Will promote the usage of the Railroad Park area as we get the path better developed.
(7) Enhance native plantings in the parks for butterfly habitat at Central Park, Eberwein Park and the CVAC.	(16) Continue to enhance pollinator areas and Monarch Flyway Habitat. Initiate NRPA Monarch Planting Program in additional areas in our parks.
(12) 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.	(8) Continue to provide and expand Conservation and Outdoor Education and Stewardship opportunities. Put on a City-wide campout as a parks event at River's Edge Park and possibly Railroad Park.

Investment – Maintain and enhance property values	
2015 Accomplishments	2016 Goals
(10) Worked with City Arborist to assist with enforcement of Tree Preservation and Landscape requirements. Conducted almost 30 landscape inspections.	(12) Continue cooperative assistance and review of plans and violations involving trees and vegetation with the City's Arborist.
(10) Reviewed all commercial, industrial, office, retail and residential proposals for compliance with architectural review standards of the UDC. Trained new ARB member in 2015.	(12) Continue to review projects for compliance with architectural standards and continue working in cooperation with Architectural Review Board on those items requiring their review and recommendation.
(11) Successfully completed necessary updates to Wild Horse Creek Road Sub Area	(12) Utilize this sub area regulations to review all plans and proposal which are submitted for this area.
(10) Reviewed over 1,300 Municipal Zoning Applications which is required in order to obtain a building permit.	(12) Continue to maintain City standards with professional and responsive code enforcement and plan review.
(5) Keep up with current trends and standards in planning and development	(11) Identify areas of UDC which may need to be updated to incorporate latest planning trends.
(10) Worked on creation of the Development Manual to explain the planning and zoning process.	(9) Complete manual and make available to residents, property owners and developers.
(8) Provide formal proposal for new Comprehensive Plan.	(12) Begin working on public engagement to identify goals and objectives for the community for inclusion in the Comprehensive Plan.

Parenthetical numbers correspond to Present State (2015 Accomplishments) and Future State (2016 Goals) Strategic Plan items on pages 17-19.

(11) Reviewed over 1,000 business licenses, home occupation licenses, and special activity permits.	(6) Continue to work with other departments within the City to maintain city standards for new businesses and special events.
(11) Monitored and inspected over 20 sites for compliance with landscape agreements and plans. Successfully completed landscaping efforts at the Reserve at Chesterfield Village per the approved landscape plans.	(12) Continue to monitor and inspect development sites to ensure landscaping is installed and maintained as required in bonds and landscape agreements.
(11) Provide safe travel through City's 175 miles of public rights of way. Responded to 2,025 street maintenance related work orders.	(3) Keep streets and sidewalks in good condition. Ensure trees are trimmed to allow passage through streets and sidewalks.
(11) Responded to 407 Missouri One Call tickets to determine if pending excavation would be in close proximity to City owned underground utility facilities.	(2) Continue responding to Missouri One Call tickets. By identifying potential conflicts prior to construction, investment in the existing utility system is preserved.
(3) Administered and inspected the Residential Sanitary Sewer Lateral Repair Program.	(2) 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.
Sewer Lateral Repairs: 2013 Actual: 111 2014 Actual: 108 2015 Projection: 123 2016 Estimate: 112	
(3) Street Trees were removed in 2015 include dead, declining, diseased, hazardous, or nuisance trees in accordance with City Policy.	(12) Continue utilizing data from the tree inventory and pursue the 'Ash Management Program' to reduce the Ash population by another 2%, from 28% to 26%. Continue to remove dead, hazardous, and nuisance trees.
Street Trees Removed 2013 Actual: 374 2014: 474 2015 Projection: 304 2016: 325	
(3) Bid and constructed 3.34 miles of concrete slab replacement, 0.36 miles of asphalt overlay, and replaced 2.1 miles of sidewalks.	(5) Continue to administer the Capital Street and Sidewalk Program.
(3) Replaced 19 ADA sidewalk ramps through CDBG Program at no cost to the City of Chesterfield	(5) Continue to participate in CDBG program and utilize funds to replace ADA Sidewalk ramps.
(3) Managed the City's STP Projects, including Appalachian Trail Phase II, Greentrails Drive South, Chesterfield Parkway East Pedestrian Bridge, and Schoettler Road Bridge. These projects are 70-80% funded through East West Gateway.	(5) Construct Greentrails Drive South and Chesterfield Parkway East Pedestrian Bridge. Acquire necessary right of way for Schoettler Bridge.
(6) Secured grant for Compressed Natural Gas Station and truck conversions.	(5) Apply for grant funding for South Outer I-64 (Chesterfield Parkway to Clarkson) and Schoettler Road Phase I.

Parenthetical numbers correspond to Present State (2015 Accomplishments) and Future State (2016 Goals) Strategic Plan items on pages 17-19.

(6) Began design of Compressed Natural Gas Station near Public Works Facility.	(12) Pursue construction of facility and vehicle conversions in accordance with terms of CMAQ grant.
(2) Contracted for the replacement of all HVAC units at City Hall.	(12) Ensure all HVAC units at all facilities are maintained appropriately.
(8) Updated comprehensive five year plan for all capital projects, including concrete street construction, asphalt overlays, and sidewalks.	(5) Continue to improve and enhance the five year capital plan.
(11) Continue to improve Eberwein Park with honeysuckle removal, tree plantings, prairie enhancement and trail stabilization.	(8) Continue to improve Eberwein Park, remedy drainage issues on the trails, and work on Dog Park drainage and worn out areas.
(11) Working on pond enhancements at Eberwein Park with removal of honeysuckle and non-native species, cleaning up the pond and working on completing project.	(8) Will finish this project in 2016 with the board walk as the final phase.
(11) Implemented MDC Stewardship Grant and plantings are in for prairie and native flower restoration at Eberwein Park in the field adjacent to the Dog Park.	(12) Monitor and complete MDC Stewardship Grant on prairie restoration and native flower enhancement at Eberwein Park.
(11) Received Municipal Parks Grant to install rubberized surface at the playground in Central Park and the CVAC main playground.	(15) Continue to maintain playground surfaces.

Security – Ensure a responsible and secure environment	
2015 Accomplishments	2016 Goals
(11) Sent copies of Architectural Review Board submittals to the Police Dept. for review of Crime Prevention through Environmental Design (CPTED)	(12) Continue receiving feedback from the Police Department on CPTED.
(11) Responded to zoning code enforcement matters in a timely fashion.	(12) Continue responding to code enforcement matters and requests for action in a timely manner and work with COPS program.
(9) Perform traffic impact reviews and require traffic impact studies as needed for new development projects to determine impact on existing roadways and necessary network improvements. Worked with MoDOT and St Louis County on such projects as St Lukes, Monsanto, Highland on Conway, and McGrath Plaza.	(12) 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. Continue working with area agencies in this effort.
(11) Successfully completed updates to the City's TAZ (transportation area zone) and created traffic layer update to GIS map in	(14) Provide information to City's traffic consultant to update and calibrate City's traffic model.

Parenthetical numbers correspond to Present State (2015 Accomplishments) and Future State (2016 Goals) Strategic Plan items on pages 17-19.

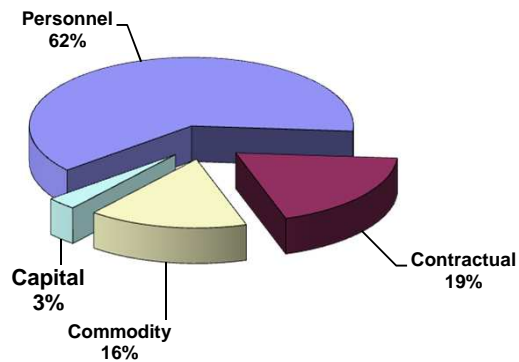
anticipation of working on updates to the City's Traffic Model.	
(1) Kept streets clear by removing snow and ice promptly and addressing downed trees after storms. At least one Street Division employee was on call 24/7.	(14) Respond to inclement weather in a proactive way by applying de-icing materials before snow and ice storm reach area.
(7) Implemented windrow removal program on private drive approaches for qualifying residents to ensure emergency access.	(14) Assess trial program and determine whether program should be continued in future years.
(11) Implemented Stand By Duty for Streets and Buildings to ensure an employee is always available during emergency situations.	(14) Review Stand by Duty to ensure it is functioning as intended.
(11) Police Department has park monitoring program in place to spend more time at the CVAC, amphitheater, pool and other parks during regular hours of operation.	(14) Will partner with police patrols on a more regular basis now with Police specifically hired to be in the parks and interact with residents and guests to ensure a safe and enjoyable experience in our parks and at our events.

Parenthetical numbers correspond to Present State (2015 Accomplishments) and Future State (2016 Goals) Strategic Plan items on pages 17-19.

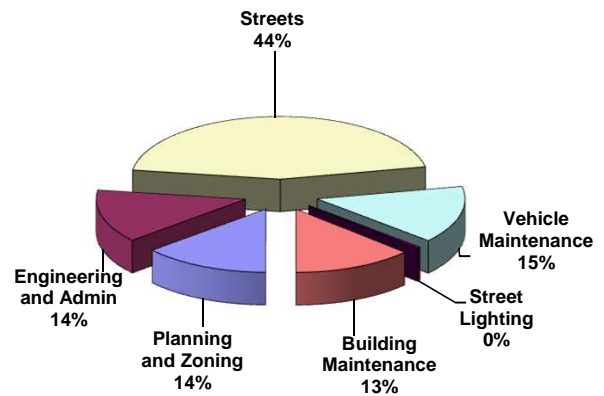
PUBLIC WORKS APPROPRIATIONS

Division	Personnel	Contractual	Commodity	Capital	Div Total
Planning and Zoning	\$897,139	\$72,090	\$4,150	\$0	\$973,379
Engineering and Admin	\$865,619	\$87,665	\$17,700	\$0	\$970,984
Streets	\$1,820,023	\$706,125	\$566,000	\$70,600	\$3,162,748
Vehicle Maintenance	\$380,572	\$81,700	\$477,500	\$106,000	\$1,045,772
Street Lighting	\$0	\$32,000	\$0	\$0	\$32,000
Building Maintenance	\$469,226	\$357,800	\$62,400	\$38,000	\$927,426
TOTAL	\$4,432,579	\$1,337,380	\$1,127,750	\$214,600	\$7,112,309

By Element:



By Division:



Public Works Personnel Requirements

Fiscal Year	Actual 2013	Actual 2014	Actual 2015	Adopted 2016	% Change '15 to '16
Planning and Zoning	8.5	8.5	9.5	9.5	0%
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	7.0	7.0	0%
Total Positions	62.0	62.0	64.0	64.0	0%

General Fund Performance Measurements

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

Courts

Year	Fines/Cost	Cases 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	224	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
2015	244	388	939	62

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 2016 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 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, and 2009 (refunded in 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.

<i>Combined Statement of Budgeted Revenues and Expenditures - Capital Improvement Sales Tax Fund</i>	2014 ACTUAL	2015 PROJECTED	2016 BUDGET
FUND BALANCE, JANUARY 1	\$ 2,267,616	\$ 1,726,802	\$ 1,482,755
REVENUES:			
Sales Tax	5,932,325	6,082,573	6,265,050
Other Revenues	2,833,220	1,597,545	5,395,603
TOTAL REVENUE	8,765,545	7,680,118	11,660,653
TOTAL AVAILABLE FUNDS	11,033,161	9,406,920	13,143,408
EXPENDITURES			
Public Works	1,127,485	1,300,166	641,492
Capital Items	6,199,743	6,852,707	10,059,030
TOTAL EXPENDITURES	7,327,228	8,152,873	10,700,522
TRANSFERS TO/FROM OTHER FUNDS	(1,979,130)	228,708	(1,869,750)
FUND BALANCE, DECEMBER 31	\$ 1,726,802	\$ 1,482,755	\$ 573,136

Detail of Expenditures - Capital Improvement Sales Tax Fund

Department/Activity	Description	Amount	Activity Total
Public Works			
Capital Expenditures	Greentrails Drive South	\$ 2,225,000	
	Chesterfield Pkwy East Pedestrian Bridge	1,991,000	
	Concrete Street Reconstruction	1,950,000	
	(7) 2.5 Ton Dump Replacement CNG	1,330,000	
	Design and Construction of CNG Station	1,048,030	
	Wilson Road culvert replacement	420,000	
	Selective Slab Replacement	250,000	
	(3) 1.5 Ton Flat Bed Replacement CNG	246,000	
	Asphalt Overlays	225,000	
	Sidewalk Replacement (CDGB Grant)	200,000	
	(2) 1 Ton Flat Bed Replacement CNG	154,000	
	Trench Grate Replacement	20,000	
	Total Capital		\$ 10,059,030
Personnel	Salaries/Benefits	256,492	
	Total Personnel		256,492
Contractual	Inspection/Testing - slab/sidewalk/asphalt	115,000	
	Crack sealing	105,000	
	Schoettler Rd Bridge ROW Acquisitions	55,000	
	Culvert Repair/Fencing	25,000	
	Misc. Inspection and Construction Testing	25,000	
	Misc. design	20,000	
	South Outer I-64 Phase I Grant Application	20,000	
	Misc. Capital Contracts	10,000	
	Schoettler Rd Phase I Grant Application	10,000	
	Total Contractual		385,000
	Grand Total Expenditures		<u>\$ 10,700,522</u>

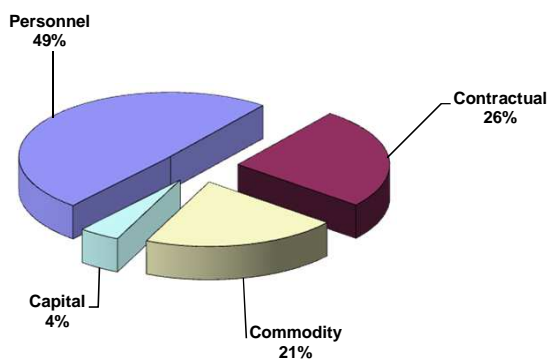
Combined Statement of Budgeted Revenues and Expenditures - Parks Sales Tax Fund			
	2014 ACTUAL	2015 PROJECTED	2016 BUDGET
FUND BALANCE, JANUARY 1	\$ 2,426,443	\$ 2,935,225	\$ 2,762,105
REVENUES:			
Sales Tax	6,977,481	7,154,839	7,369,485
Intergovernmental	166,443	535,048	-
Parks and Recreation	1,640,112	1,755,702	1,728,983
Other Revenues	16,919	143,398	41,000
TOTAL REVENUE	8,800,955	9,588,987	9,139,468
TOTAL AVAILABLE FUNDS	11,227,398	12,524,212	11,901,573
EXPENDITURES			
Parks	4,911,016	5,595,979	5,883,401
Capital Items	581,008	1,398,821	267,900
TOTAL EXPENDITURES	5,492,024	6,994,800	6,151,301
TRANSFERS TO/FROM OTHER FUNDS	(2,800,149)	(2,767,307)	(2,923,357)
FUND BALANCE, DECEMBER 31	\$ 2,935,225	\$ 2,762,105	\$ 2,826,915

<i>Detail of Capital Assets to be Purchased - Parks Sales Tax Fund</i>			
Department/Activity	Description	Amount	Activity Total
Parks			
Parks & Recreation	Compost Spreader - New	\$ 6,300	
	Fraise Mower - New	39,000	
	Trailer - replacement	7,000	
	Utility Cart - New	7,500	
	Walk Behind Mower - Propane - replacement	20,100	
	1/2 Ton Truck - replacement	27,500	
	Pool Vehicle - replacement	23,500	
	Light pole globes at Aquatic center	10,000	
	B7- Renovation	30,000	
	Concrete - Pool deck	25,000	
	Utility Free Toilet - Rivers Edge	27,000	
	Amphitheater Marquis	25,000	
	Amphitheater Plaza Upgrades	20,000	
		Total Capital	<u>\$ 267,900</u>

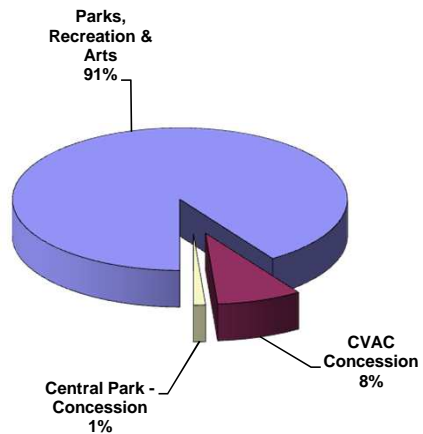
PARKS, RECREATION AND ARTS APPROPRIATIONS

Division	Personnel	Contractual	Commodity	Capital	Div Total
Parks, Recreation & Arts	\$2,752,147	\$1,529,800	\$1,026,350	\$267,900	\$5,576,197
CVAC Concession	\$252,442	\$29,250	\$222,350	\$0	\$504,042
Central Park - Concession	\$26,412	\$7,900	\$36,750	\$0	\$71,062
TOTAL	\$3,031,001	\$1,566,950	\$1,285,450	\$267,900	\$6,151,301

By Element:



By Division:



Parks, Recreation and Arts Personnel Requirements

Fiscal Year	Actual 2013	Actual 2014	Actual 2015	Adopted 2016	% Change '15 to '16
Parks, Recreation & Arts	34.0	37.5	38.5	40.5	5%
CVAC Concession	4.5	4.5	4.5	5.5	22%
Central Park - Concession	1.5	1.5	1.5	1.5	0%
Total Positions	40.0	43.5	44.5	47.5	7%

Combined Statement of Budgeted Revenues and Expenditures - Sewer Lateral Fund	2014 ACTUAL	2015 PROJECTED	2016 BUDGET
FUND BALANCE, JANUARY 1	\$ 693,629	\$ 686,425	\$ 625,731
REVENUES:			
Property Taxes	429,717	446,906	451,375
Other Revenues	387	500	500
TOTAL REVENUE	430,104	447,406	451,875
TOTAL AVAILABLE FUNDS	1,123,733	1,133,831	1,077,606
EXPENDITURES			
Public Works	387,139	450,000	450,000
TOTAL EXPENDITURES	387,139	450,000	450,000
TRANSFERS TO/FROM OTHER FUNDS	(50,169)	(58,100)	(53,889)
FUND BALANCE, DECEMBER 31	\$ 686,425	\$ 625,731	\$ 573,717

Combined Statement of Budgeted Revenues and Expenditures - Police Forfeiture Fund			
	2014 ACTUAL	2015 PROJECTED	2016 BUDGET
FUND BALANCE, JANUARY 1	\$ 1,700,757	\$ 77,642	\$ 152,038
REVENUES:			
Intergovernmental	152,906	102,956	-
TOTAL REVENUE	152,906	102,956	-
TOTAL AVAILABLE FUNDS	1,853,663	180,598	152,038
EXPENDITURES			
Police	1,776,021	28,560	152,038
TOTAL EXPENDITURES	1,776,021	28,560	152,038
TRANSFERS TO/FROM OTHER FUNDS	-	-	-
FUND BALANCE, DECEMBER 31	\$ 77,642	\$ 152,038	\$ -

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 2016, 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 (subsequently refinanced with the 2014 Certificates of Participation) 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.

Combined Statement of Budgeted Revenues and Expenditures - Chesterfield Valley Special Allocation Fund			
	2014 ACTUAL	2015 PROJECTED	2016 BUDGET
FUND BALANCE, JANUARY 1	\$ 160,052	\$ 132,438	\$ 76,145
REVENUES:			
Intergovernmental	-	-	-
Other Revenues	3,836	15	-
TOTAL REVENUE	3,836	15	-
TOTAL AVAILABLE FUNDS	163,888	132,453	76,145
EXPENDITURES			
Public Works	31,720	56,308	76,145
TOTAL EXPENDITURES	31,720	56,308	76,145
TRANSFERS TO/FROM OTHER FUNDS	270	-	-
FUND BALANCE, DECEMBER 31	\$ 132,438	\$ 76,145	\$ -

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.

Combined Statement of Budgeted Revenues and Expenditures - Parks Construction Phase II 2009B Fund			
	2014 ACTUAL	2015 PROJECTED	2016 BUDGET
FUND BALANCE, JANUARY 1	\$ 567,486	\$ 346,055	\$ 6,283
REVENUES:			
Other Revenues	357	-	-
TOTAL REVENUE	357	-	-
TOTAL AVAILABLE FUNDS	567,843	346,055	6,283
EXPENDITURES			
Parks	221,776	339,772	6,283
TOTAL EXPENDITURES	221,776	339,772	6,283
TRANSFERS TO/FROM OTHER FUNDS	(12)	-	-
FUND BALANCE, DECEMBER 31	\$ 346,055	\$ 6,283	\$ -

These funds are related to parks phase II and are expected be fully spent by the end of FY2016.

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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, 2015 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>	
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
	\$ 7,340,000	\$ 300,000	\$ 38,460,000	\$ 9,811,414	\$ 55,911,414

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 used General Fund - Fund Reserves to make the final debt service payments on the Parks Bond during 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, 2015 was \$7,340,000 for 2015 street and sidewalk refunding bonds. The debt service schedule is shown on the following pages.

Debt Burden - Chesterfield's outstanding general obligation debt is well within statutory limits. Based on the City's 2015 assessed valuation of \$1,868,083,674 the City's legal debt margin is \$179,468,367. 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 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>
2/15/2016	\$ 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>\$ 300,000</u>	<u>\$ 7,640,000</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, 2015 was \$8,910,000.

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, 2015 was \$18,190,000.

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, 2015 was \$3,490,000.

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, 2015 was \$7,870,000.

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>
2/15/2016	\$ 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>\$ 8,910,000</u>		<u>\$ 1,578,664</u>	<u>\$ 10,488,664</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>
6/1/2016			\$ 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>\$ 18,190,000</u>		<u>\$ 4,464,606</u>	<u>\$ 22,654,606</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>
6/1/2016			\$ 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>\$ 3,490,000</u>		<u>\$ 1,387,856</u>	<u>\$ 4,877,856</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>
6/1/2016			\$ 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>\$ 7,870,000</u>		<u>\$ 2,380,288</u>	<u>\$ 10,250,288</u>	

Combined Statement of Budgeted Revenues and Expenditures - Parks 1998 Debt Service			
	2014 ACTUAL	2015 PROJECTED	2016 BUDGET
FUND BALANCE, JANUARY 1	\$ 476	\$ 498,465	\$ (21,114)
REVENUES:			
Property Tax	517,358	43,466	2,500
Other Revenues	-	-	-
TOTAL REVENUE	517,358	43,466	2,500
TOTAL AVAILABLE FUNDS	517,834	541,931	(18,614)
EXPENDITURES			
Parks	893,369	898,321	-
TOTAL EXPENDITURES	893,369	898,321	-
TRANSFERS TO/FROM OTHER FUNDS	874,000	335,276	-
FUND BALANCE, DECEMBER 31	\$ 498,465	\$ (21,114)	\$ (18,614)

This fund collected a property tax to make debt service payments on debt that matured in 2016. The negative fund balance will be eliminated as delinquent property tax payments are collected over the next 10 years.

Combined Statement of Budgeted Revenues and Expenditures - R&S Series Bonds Debt Service	2014 ACTUAL	2015 PROJECTED	2016 BUDGET
FUND BALANCE, JANUARY 1	\$ -	\$ -	\$ 2
REVENUES:			
Other Revenues	-	-	-
Bond Proceeds	-	7,340,000	-
Premium on issuance	-	224,704	-
TOTAL REVENUE	-	7,564,704	-
TOTAL AVAILABLE FUNDS	-	7,564,704	2
EXPENDITURES			
Public Works	2,013,593	9,505,994	1,869,750
TOTAL EXPENDITURES	2,013,593	9,505,994	1,869,750
TRANSFERS TO/FROM OTHER FUNDS	2,013,593	1,941,292	1,869,750
FUND BALANCE, DECEMBER 31	\$ -	\$ 2	\$ 2

Combined Statement of Budgeted Revenues and Expenditures - City Hall Bonds 2004 Debt Service	2014 ACTUAL	2015 PROJECTED	2016 BUDGET
FUND BALANCE, JANUARY 1	\$ 1	\$ 2	\$ 7
REVENUES:			
Other Revenues	7	5	-
TOTAL REVENUE	7	5	-
TOTAL AVAILABLE FUNDS	8	7	7
EXPENDITURES			
Debt Service	1,491,498	1,521,438	1,526,101
TOTAL EXPENDITURES	1,491,498	1,521,438	1,526,101
TRANSFERS TO/FROM OTHER FUNDS	1,491,492	1,521,438	1,526,101
FUND BALANCE, DECEMBER 31	\$ 2	\$ 7	\$ 7

Combined Statement of Budgeted Revenues and Expenditures - 2013 Parks Bonds Debt Service	2014 ACTUAL	2015 PROJECTED	2016 BUDGET
FUND BALANCE, JANUARY 1	\$ 20	\$ 27	\$ 32
REVENUES:			
Other Revenues	7	5	5
TOTAL REVENUE	7	5	5
TOTAL AVAILABLE FUNDS	27	32	37
EXPENDITURES			
Parks	1,849,816	1,908,826	1,969,476
TOTAL EXPENDITURES	1,849,816	1,908,826	1,969,476
TRANSFERS TO/FROM OTHER FUNDS	1,849,816	1,908,826	1,969,476
FUND BALANCE, DECEMBER 31	\$ 27	\$ 32	\$ 37

Combined Statement of Budgeted Revenues and Expenditures - 2008 Parks Bonds Debt Service Fund	2014 ACTUAL	2015 PROJECTED	2016 BUDGET
FUND BALANCE, JANUARY 1	\$ 1,864	\$ 1,866	\$ 1,866
REVENUES:			
Other Revenues	2	-	-
TOTAL REVENUE	2	-	-
TOTAL AVAILABLE FUNDS	1,866	1,866	1,866
EXPENDITURES			
Parks	374,850	384,531	376,531
TOTAL EXPENDITURES	374,850	384,531	376,531
TRANSFERS TO/FROM OTHER FUNDS	374,850	384,531	376,531
FUND BALANCE, DECEMBER 31	\$ 1,866	\$ 1,866	\$ 1,866

Combined Statement of Budgeted Revenues and Expenditures - 2009A Parks Bonds Debt Service Fund			
	2014 ACTUAL	2015 PROJECTED	2016 BUDGET
FUND BALANCE, JANUARY 1	\$ 2	\$ 59	\$ -
REVENUES:			
Other Revenues	58	-	-
TOTAL REVENUE	58	-	-
TOTAL AVAILABLE FUNDS	60	59	-
EXPENDITURES			
Parks	40,828	-	-
Payments to bond escrow agent	2,805,828	-	-
TOTAL EXPENDITURES	2,846,656	-	-
TRANSFERS TO/FROM OTHER FUNDS	2,846,655	(59)	-
FUND BALANCE, DECEMBER 31	\$ 59	\$ -	\$ -

Refunded with 2014 COPS during FY2014.

Combined Statement of Budgeted Revenues and Expenditures - 2009B Parks Bonds Debt Service Fund			
	2014 ACTUAL	2015 PROJECTED	2016 BUDGET
FUND BALANCE, JANUARY 1	\$ 1	\$ 123	\$ -
REVENUES:			
Other Revenues	122	-	-
Intergovernmental	89,211	-	-
TOTAL REVENUE	89,333	-	-
TOTAL AVAILABLE FUNDS	89,334	123	-
EXPENDITURES			
Parks	172,796	-	-
Payments to bond escrow agent	5,867,797	-	-
TOTAL EXPENDITURES	6,040,593	-	-
TRANSFERS TO/FROM OTHER FUNDS	5,951,382	(123)	-
FUND BALANCE, DECEMBER 31	\$ 123	\$ -	\$ -

Refunded with 2014 COPS during FY2014.

Combined Statement of Budgeted Revenues and Expenditures - 2014 Parks Bonds Debt Service Fund	2014 ACTUAL	2015 PROJECTED	2016 BUDGET
FUND BALANCE, JANUARY 1	\$ -	\$ 756	\$ 939
REVENUES:			
Other Revenues	4	1	1
Bond Proceeds	8,600,000	-	-
Premium on issuance	236,605	-	-
TOTAL REVENUE	8,836,609	1	1
TOTAL AVAILABLE FUNDS	8,836,609	757	940
EXPENDITURES			
Parks	613,311	573,950	577,350
TOTAL EXPENDITURES	613,311	573,950	577,350
TRANSFERS TO/FROM OTHER FUNDS	(8,222,542)	574,132	577,350
FUND BALANCE, DECEMBER 31	\$ 756	\$ 939	\$ 940

Refunded 2009 A & B COPS during FY2014.



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.....	102
Commissioned officers.....	92
Other full-time employees.....	10
Police Station.....	1
Total employees, full-time.....	231

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	94,263

Per capita income:

1987	\$ 21,912
2000	43,288
2014	52,010

Principal Taxpayers:

<u>Name</u>	<u>Assessed Value</u>
THF Chesterfield Development LLC	\$ 49,867,170
Monsanto Company	33,749,460
Chesterfield Mall	28,144,320
St. Louis Premium Outlets	14,659,460
Taubman Prestige Outlets	11,622,080
St. Lukes Episcopal Presbyterian	10,193,630
FSP Timerlake Corp.	8,645,830
Baxter Crossing Apartments Associates	8,138,160
G&E Healthcare REIT Chesterfield Rehab	6,892,740
St. Andrews Episcopal Presbyterian Foundation	6,681,490

Principal taxpayers based on 2014 valuations. 2015 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	3,850
Reinsurance Group of America	Reinsurance for Life Insurance Companies	1,200
Parkway School District	Public School District	1,165
Monsanto	Bio-Tech Plant Science Research and Development	1,146
Mercy Health	Headquarters of Mercy Health	894
Delmar Gardens Enterprises	Skilled Nursing Centers and Retirement Communities	819
Dierbergs	Supermarket Headquarters & Local Stores	485
Builder's Bloc	Residential & Commercial Construction Subcontractor	485
MOHELA	Missouri Higher Education Loan Authority	439
Rose International	Workforce and Technology Solution Provider	433

The City of Chesterfield 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, and State of Missouri and St. Louis County parks.

The City was incorporated under Missouri law as a third class city on June 1, 1988, and has operated under a mayor/council/administrator form of government since that time. Policy-making and legislative authority are vested in a governing council consisting of the Mayor and eight City Council members. The City Council is responsible, among other things, for passing ordinances, adopting the budget, appointing committees, and hiring the City Administrator, City Attorney, Judge, and Prosecuting Attorney. The City Administrator is responsible for carrying out the policies and ordinances of the City Council, for overseeing the day-to-day operations of the City and for appointing the heads of the various departments. The City Council is elected on a non-partisan basis. Council members serve two-year staggered terms, with four Council members elected each year. The Mayor is elected at-large to serve a four-year term. The City provides a full range of municipal services. These services include legislative, administrative, police services, judicial, planning, public works, and parks and recreation.

Additional information on the City of Chesterfield can be obtained on the City's website: www.chesterfield.mo.us.

RESOLUTION # 418

**A RESOLUTION ADOPTING THE BUDGET FOR THE CITY OF
CHESTERFIELD FOR THE YEAR BEGINNING ON JANUARY 1, 2016 AND
ENDING ON DECEMBER 31, 2016**

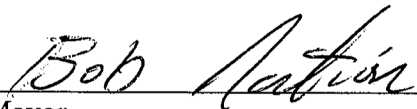
WHEREAS, the City of Chesterfield has adopted an ordinance providing for a fiscal year which begins on January 1 of each year and ends on December 31 of each year, and

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, 2016 and ending December 31, 2016,

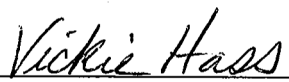
**NOW THEREFORE BE IT RESOLVED THAT THE CITY OF
CHESTERFIELD** adopts the attached budget as its budget for the fiscal year beginning January 1, 2016 and ending December 31, 2016.

Passed and adopted this 7th day of December 2015.



Mayor

Attest:



City Clerk

NOTE:

Resolution No. 418 was approved by City Council, by a unanimous vote, after being amended to remove funding for employee holiday food vouchers. This expenditure, totaling \$46,200, has been removed from the General Fund - Central Services budget.

CITY OF CHESTERFIELD, MISSOURI
PRESS RELEASE
FOR IMMEDIATE RELEASE – DECEMBER, 7, 2015
PROPOSED FISCAL YEAR 2016 BUDGET HIGHLIGHTS

Introduction

As provided by City ordinances, the City Administrator will submit the proposed budget for Fiscal Year 2016 (FY2016) to City Council at a Public Hearing, scheduled for 6:30 p.m. on Monday, December 7, 2015. This proposed budget reflects all changes approved by City Council, during a Finance and Administration “Committee-of-the-Whole” budget workshop, on November 16th, during which Staff’s projections regarding the 12/31/2015 performance of all Funds, in addition to the proposed FY2016, were discussed.

Year-end projections – FY2015 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 12/31/15, are expected to total \$7,680,118; of that \$6,082,573 is from sales taxes. Expenditures, as of 12/31/15, are expected to total \$7,912,873 which includes numerous capital construction projects citywide. The debt service payments regarding the previously-mentioned bond issue, which funded various capital construction projects citywide, are expected to total \$1,941,292. Current projections indicate that fund reserves, as of 12/31/15, are projected to be \$1,482,756. 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 budgeted FY2015 expenditures:

Asphalt Overlays	\$ 167,000
Concrete Street Reconstruction Program	1,950,000
Ladue Road Construction	2,490,000
Timberlake Bridge Construction	900,000
Trench Grate Replacement	20,000
Sidewalk Replacement	200,000
Radios	55,000
Olive and Woodsmille	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
Salaries/Benefits	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 Road	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 2015, this Fund enabled the reconstruction of 3.3 miles of streets, the replacement of 2.1 miles of sidewalks, the construction/installation of 19 ADA-compliant curb ramps, and 0.4 miles of asphalt overlays.

FY2016 – 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 FY2016, is projected to total \$1,869,750. This payment reflects savings realized due to the City's recent decision to refinance this debt. In FY2016, revenues are projected to total approximately \$9,883,623, which includes \$6,265,050 in sales tax and \$3,618,073 in grant funds for the Schoettler Road Bridge Right-of-Way, Greentrails Reconstruction, Chesterfield Parkway East Pedestrian Bridge and the CNG Conversion. 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 FY2016 are \$10,059,030. The following schedule includes budgeted FY2016 expenditures:

Greentrails Drive South	\$ 2,225,000
Chesterfield Pkwy East Pedestrian Bridge	1,991,000
Concrete Street Reconstruction	1,950,000
(7) 2.5 Ton Dump Replacement CNG	1,330,000
Design and Construction of CNG Station	1,048,030
Wilson Road culvert replacement	420,000
Selective Slab Replacement	250,000
(3) 1.5 Ton Flat Bed Replacement CNG	246,000
Asphalt Overlays	225,000
Sidewalk Replacement (CDGB Grant)	200,000

(2) 1 Ton Flat Bed Replacement CNG	154,000
Trench Grate Replacement	20,000
Salaries/Benefits	256,492
Inspection/Testing - slab/sidewalk/asphalt	115,000
Crack sealing	105,000
Schoettler Rd Bridge ROW Acquisitions	55,000
Culvert Repair/Fencing	25,000
Misc. Inspection and Construction Testing	25,000
Misc. design	20,000
South Outer I-64 Phase I Grant Application	20,000
Misc. Capital Contracts	10,000
Schoettler Rd Phase I Grant Application	10,000
	<hr/>
	\$ 10,700,522
	<hr/>

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 FY2016, Fund Reserves should be reduced to a balance of just \$573,137, as of 12/31/16. FYI, the City is responsible for 182 centerline miles of public streets.

Year-end projections – FY2015 – 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 12/31/15, indicate total revenue of \$9,588,987, which is within 2% of original budget projections. Total expenditures of \$6,994,800 are projected to finish 1.2% below budget. Debt service payments, during FY2015, totaled \$2,867,307 and reflect savings realized by a City Council-authorized refinancing. Current projections, indicate that ending fund reserves, as of 12/31/15, will be \$2,762,105, with \$377,735 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 2015 there were approximately 1,000,000 visitors at the Chesterfield Valley Athletic Complex and 40,000 visitors at the Family Aquatic Center.

FY2016 – Parks Sales Tax Fund - Budget

During FY2016, the Parks Sales Tax is estimated to generate approximately \$9,139,468 in revenue. FY2016 sales taxes are projected to increase by 3.0% for a total of \$7,369,485. 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 18% of total revenues and are anticipated to total \$1,728,983.

FY2016 expenditures are projected to total \$9,074,658 (\$6,151,301 for the operating budget, \$2,923,357 in debt service payments and related fees). Three new positions, a Recreation Aide and two CVAC Facility Attendants are proposed to be added, during FY2016. Total revenues are projected to be \$64,810 above expenditures, including transfers and debt payments, and fund reserves are projected to increase to \$2,826,915, or \$366,395 above the “40% policy”.

Year-end projections – FY2015 Budget – General Fund

The FY2015 General Fund Budget currently projects revenues to total \$21,824,957, or 0.7% below the original budget. General Fund expenditures and transfers are projected to total \$19,687,022 and \$1,469,777, respectively. Total expenditures are projected to finish 3.6% below budget. During FY2015, City Council approved a planned use of Fund Reserves, above the “40% Policy”, to cover a number of one-time expenditures totaling \$2,657,288 and included items such as the new HVAC system at City hall and the Chesterfield Parkway East Pedestrian Bridge.

FY2016 General Fund Budget

General Fund revenues are estimated to total \$22,014,716 for FY2016. Revenues from sales tax and utility gross receipts taxes represent 32.3% and 33.4%, 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 20% of the City’s total revenues. The remaining 14.3% is made up of licenses and permits (7.3%), charges for services (0.7%), court receipts (4.8%) and other miscellaneous sources (1.5%).

Projected FY2016 revenues, of \$22,014,716, represent an increase of 0.9% from our 2015 budget. Sales taxes are projected to grow 3% in 2015 and utility taxes are projected to increase by just 0.5%. We believe this growth is conservative based on historical trends and the current economic climate. Slow growth in utility taxes is primarily driven by decreases in phone utility tax as landlines are abandoned and no taxes are collected on cellular data plans.

The general fund budget for FY2016, excluding operating transfers out, reflects total estimated expenditures of \$19,926,955. This number is comprised of operating expenses and capital equipment purchases for the various departments of the City. Including net operating transfers of \$1,472,212, General Fund expenditures will total \$21,399,167. “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 \$615,549 in FY2016. The proposed FY2016 Budget includes funding for no new positions, but will now fund an existing police officer position whose salary and benefits were previously paid for via a grant that no longer exists.

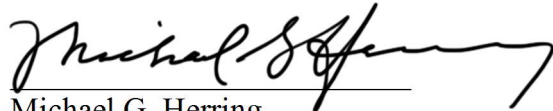
The City’s two largest areas of operation, Police and Public Services, comprise the majority of all operating expenditures, totaling a combined 82.1% of the proposed budget (excluding transfers out). The Police budget, at \$9,245,471, represents 46.4% of the budget and the Public Services budget at \$7,112,309, represents 35.7% of the budget. If, however, the total amount budgeted for the Capital Improvement Sales Tax Fund, for FY2016, is added to the Public Services budget, the total amount budgeted in support of public infrastructure increases by \$10,700,522, reflecting a total commitment of \$17,812,831. Capital equipment purchases in the General Fund total \$260,200 for the various departments of the City.

Fund Reserves are projected to increase by \$615,549, to \$12,974,603 as of 12/31/2016. 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 \$8,559,667 must be set aside and not spent.

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 or by phone at 636-537-4711 or Craig White, Finance Director, at 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.