



*City of Ballwin, Missouri*

# Working Together

## 2020 Budget

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# **Introduction**

## Budget Message

To the Honorable Mayor, Aldermen and Citizens:

**Year in Review** In April of 2019, the City was proud to hold a ribbon cutting ceremony for its new Government Center building. This 10,500 square foot building houses the administration department of the city, municipal court, inspections, permitting and code compliance. The aldermanic chambers and courtroom which were previously in the police building are now located here. This building was constructed at a cost of \$3.7 million and was paid for entirely with accumulated fund balance.

The building sits in the northeast corner of Vlasik Park on a site previously occupied by a baseball diamond. Many enhancements have been made to the area surrounding the building including a new pond fountain, new statuary next to the playground and the addition of a standalone pre-fabricated restroom. Streetlights which had been adjacent to the old Government Center have been relocated along Seven Trails Drive to enhance parking lot lighting.



The park is also home to the Police building and the public works yard. Engineering is currently underway for an extension of the parking lot located between the Government Center and the Police building to provide additional parking for the playground and tennis courts, board meetings and court sessions. Total cost is estimated at \$175,000 with \$155,500 budgeted in 2020.

A top priority to address next year is the fate of the former Government Center building. Earlier this year a study was conducted by the Urban Land Institute to evaluate and recommend the most viable option for the property. Redevelopment proposals are under consideration.

The Police building has undergone a needs assessment study to address solutions for multiple issues with the current structure. Replacement of the building is being considered, along with site selection either within or adjacent to the park on city owned property. One of the sites being considered is that of the old Government Center building. Design fees are included in the 2020 budget in the Capital Fund.

The City is in the process of an extensive leadership change. During the current year the City has hired a new Parks & Recreation Director, a new Chief of Police and will hire a new City Administrator and a

Director of Public Works & Planning early in 2020. Most of these positions were previously held by employees with an average of 30 years of tenure. As we solidify the new leadership team, and with the adoption this year of a new comprehensive community plan and the first ever parks master plan, the stage is set for innovation.

**2020 Priorities**

**Pavement** The activities of the Public Works department continue to be a primary focus for the City. Whether it be pavement or sidewalk maintenance, leaf collection, or snow and ice removal the quality of the work performed by this department impacts residents and visitors each and every day. The excellent street conditions maintained during winter storms in particular is a source of pride for the City.

<b>Street / Bridge Work</b>					
	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Estimated</u>	<u>Budget</u>
Contractual:					
Operating budget	\$1,529,516	\$1,184,457	\$945,596	\$853,255	\$1,025,113
Capital Budget *	32,843	485,016	232,605	\$36,761	92,454
Total contractual	<u>\$1,562,359</u>	<u>\$1,669,473</u>	<u>\$1,178,201</u>	<u>\$890,016</u>	<u>\$1,117,567</u>
In-house, material only:					
Operating budget	-	\$78,241	\$249,329	\$207,569	\$216,532
Grand Total	<u>\$1,562,359</u>	<u>\$1,747,714</u>	<u>\$1,427,530</u>	<u>\$1,097,585</u>	<u>\$1,334,099</u>

\* Net of federal reimbursements

Street repair work in 2020 is budgeted to increase by \$236,514 or 22% over the current year spending with a greater emphasis on contractual work. Expense for contractual slab replacement is increasing by 38% with a budget of \$700,000. Microsurfacing is increasing by 32% with a budget of \$189,000. Twice as many streets will be microsurfaced in 2020 as compared to 2019.

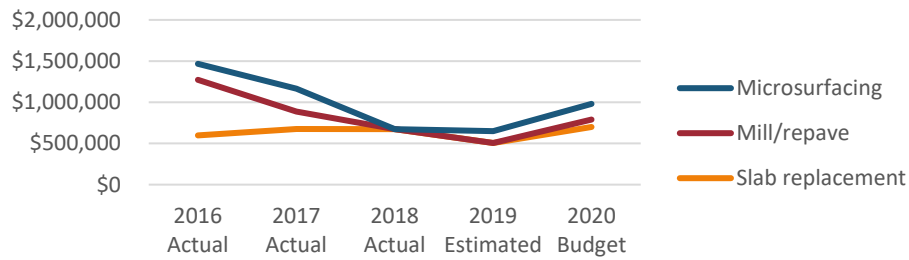
The focus in recent years had been to perform more street repair and replacement work using in-house labor, with significant investments made in a two ton truck with a volumetric cement mixer attachment and asphaltting equipment. Between 2016 and 2019 the amount spent on streets decreased



by a half million dollars but the overall volume of streets repaired increased, with asphalt work tripling. For the upcoming year, however, in-house staff will direct more of its efforts towards fulfillment of work orders such as grinding down sidewalk trippers, filling potholes, etc.

Continued focus on repairs over recent years has elevated the overall condition rating of Ballwin’s streets as measured through the pavement condition index.

## Contractual Work



**Trees** In 2015, the threat of the emerald ash borer came home to Ballwin. This insect is an invasive species that is highly destructive to ash trees. The City had more than 2,000 of these trees in its public right of way, as well as a large number of other trees considered to be in dangerous condition. Contracting this work out was projected in the millions of dollars over a 5 – 10-year period. Instead, the City purchased a bucket truck and established a crew which works on trees throughout the year except for several weeks in summer when street replacement is being conducted and in the fall during leaf collection. In the winter months nearly all the street laborers assist with trees whether it is trimming or stump grinding. Significant progress has been made in the first five years with 1,236 trees removed, 648 of these being ash trees. 2019 saw less progress than in previous years primarily because leaf collection in 2018 extended several months into the winter season of 2019. Additionally, resident requests for the trimming of trees in the right of way have increased dramatically, drawing resources away from tree removal. A second bucket truck has now been added to the fleet, and two additional laborers hired. This will allow for one tree crew to be dedicated to tree trimming and a second crew to perform tree removals.



The Foreman supervising these crews recently earned his certification as an arborist, ensuring a professional care level for the City’s trees. \$10,000 is budgeted for contractual removal of very large trees or ones located too near to power lines.

**Leaves** Curbside leaf collection is a service provided to citizens which probably generates the most inquiries from residents. This has historically been done with in house labor, supplemented with temporary staff. Eight vacuuming crews operate, with two in each ward. In both 2018 and 2019 we have received snow accumulations before leaf collection completed. Beginning with 2019, an outside contractor has been hired to collect leaves in the Meadowbrook Country Club subdivision. This additional service will be evaluated at the end of the season to determine if it will be continued in the subsequent year; \$34,500 has been included in the 2020 budget for it.

**Snow** The acquisition of salt brining equipment several years ago has been a success story for the City's snow and ice removal operation. Pre-treating roads with salt brine before an expected snow storm or freeze is far more efficient because the brine sticks to the road. The moisture also causes salt to work more effectively at preventing ice from forming in the first place. The use of salt brine allows the city to keep roads clear while using less salt, resulting in significant financial savings as well as protecting the environment.



Salt brine will be sprayed on all streets during regular work hours in advanced of a forecasted snow fall, reducing overtime expense as well as reducing overall salt usage. The budget for salt in 2020 is \$180,000.

**Workers compensation** Rising workers compensation premiums have been a major concern over the past few years but are showing signs of improvement. Safety policies have been updated and spending on safety equipment has increased. The organization as a whole has worked on building a culture of safety with a heightened awareness of safe work practices. An increase of 20% in the cost of premiums was expected in 2019 but instead the City received a reduction of 5%. A moderate increase of 3% is budgeted for a total cost of \$837,630.

**City streetlights** Another significant expense to the City is the utility cost to operate city-wide streetlights. \$573,000 is budgeted for 2020. The City continues to work with Ameren to expedite the change-out of fixtures to more energy efficient LED bulbs as well as negotiate for the right to purchase the streetlights. The replacement of Ameren owned lights with City owned LED streetlights is included as part of the New Ballwin Road resurfacing project, which is 80% federally funded. An application for resurfacing of Ries Road will be submitted in 2020 which will also include streetlight replacements.

### **Revenues**

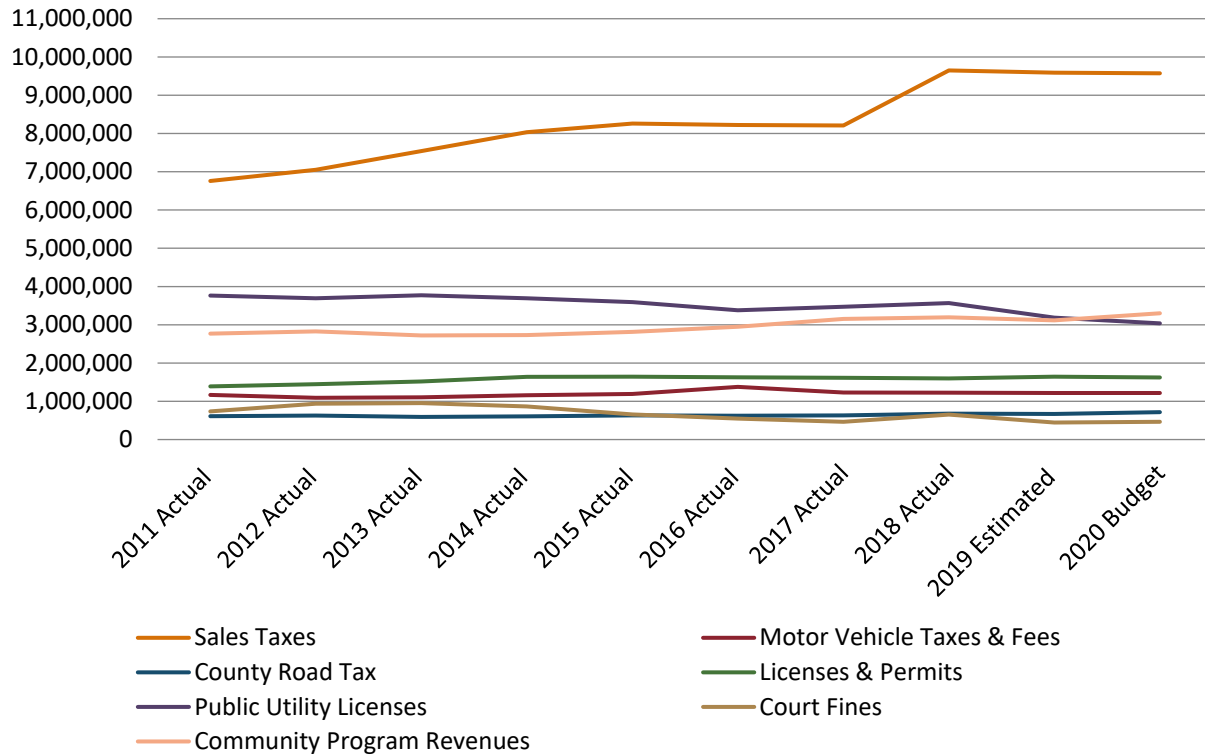
The largest source of revenue for the City is sales taxes, which make up 41.4% of all revenues. These are allocated to the Capital Fund first, if grants and federal matching funds are not sufficient to offset expenditures. The remaining sales taxes are allocated to the General Fund. The dramatic increase in sales tax revenues in 2018 reflected in the graph below is attributable to the new half cent county wide sales tax for public safety which took effect October 1, 2017. These funds will only be used in support of our police department. Unspent funds received in any fiscal year are held in fund balance and restricted for public safety. The City receives approximately half of its general sales taxes from an allocation formula based on population. This revenue source could be increased in the future through potential annexation of adjacent unincorporated residential areas.

Current year sales tax collections are ahead of prior year by 2.1% and increased by 1.9% in 2018 (exclusive of the public safety tax). In 2017, however, collections decreased by 4.6%. Conscious of the ever-increasing growth in internet commerce and the fluctuations in collections from year to year, the City has taken a conservative approach and budgeted sales taxes to be essentially flat in 2020 compared with 2019 projections.



Public utility licenses make up 13% of revenues. One component, telephone tax, has been steadily declining with revenues budgeted to be 54% lower than five years ago. This is attributable to the elimination of home land lines and competition between cellular service providers. Community program revenues and licenses & permits are both on the rise with increases in fees approved during the year.

### Major Revenue Trends



### General Fund Expenditures

Major expenditure assumptions used in preparing the general fund budget are listed in the table below:

#### Major Budget Assumptions

Personnel merit increases (April 1)	3.0%
Health insurance premium increase (July 1)	5.0%
Dental insurance premium increase (June 1)	0.0%
Workers Compensation insurance increase	3.0%
General Liability insurance increase	5.0%
Property & Liability insurance increase	3.0%
Electric rate increase	0.0%
Natural gas rate increase	3.0%
Water rate increase	3.0%
Sewer rate increase	10.6%
Motor fuel price per gallon increase	3.0%

General fund expenses total \$20,150,569 compared with \$18,829,921 for the 2019 estimate. This is an increase of \$1,320,648 or 7.0%. This is nearly all attributable to increased personnel costs, which are up by \$1,245,482. When compared with the 2019 adopted budget, however, the increase in personnel expenses is much lower at \$753,397. The 2020 budget reflects staff at full strength year-round including part time staff working outdoor recreation venues. There was also a great deal of staff turnover in 2019, lowering the expenses for this year far below the normal level.

Management in the Public Works department is being restored to include both a Director of Public Works & Planning and a Superintendent of Streets. Additionally, two new laborers have been hired to create a second tree trimming/removal crew, which represents a service level increase. Combined cost for these three positions is \$253,000.

The next largest component of the personnel increase is a 3% merit raise budgeted for full time employees to be effective April 1. Formal approval of this increase by the Board is contingent on the stability of economic conditions in the spring. Part time pay is budgeted to be 20% higher in 2020. The mandated minimum wage in Missouri is on a five year schedule of increases which will end in 2023. Both entry level employees and more experienced workers will see increases in their rate of pay, the latter because of compression.

Another major component in the increase is the LAGERS pension expense, which is projected to be \$131,523 higher. LAGERS contribution rates are increasing next year on top of the increase in the wage base. A mid-year rise in health insurance premiums of 5% is anticipated.

Personnel Costs	2019 Estimated	2020 Budget	\$ Variance	% Variance
Salaries	\$8,007,097	\$8,638,157	\$631,060	7.9%
Overtime/Holiday pay	267,612	257,870	(\$9,742)	-3.6%
Part-time pay	962,960	1,158,483	\$195,523	20.3%
FICA	684,491	770,118	\$85,627	12.5%
LAGERS	706,107	837,630	\$131,523	18.6%
Workers Comp	366,572	382,188	\$15,616	4.3%
Unemployment insurance	12,829	2,500	(\$10,329)	-80.5%
Health Insurance	1,286,408	1,467,916	\$181,508	14.1%
Dental Insurance	49,292	54,356	\$5,064	10.3%
Life insurance	11,210	11,677	\$467	4.2%
HRA	60,212	60,207	(\$5)	0.0%
Uniforms	64,377	66,100	\$1,723	2.7%
Employee testing	9,875	9,350	(\$525)	-5.3%
College Tuition	17,000	28,000	\$11,000	64.7%
Miscellaneous	10,982	17,954	\$6,972	63.5%
<b>Total</b>	<b>\$12,517,024</b>	<b>\$13,762,506</b>	<b>\$1,245,482</b>	<b>10.0%</b>

Significant non-recurring expenses included in the budget are:

• Replacement/upgrade of firewall appliance for network protection	\$18,000
• Executive search fees	\$26,000
• Golf course pond dredging	\$70,000
• Golf tractor replacement for mowing	\$30,000
• New deck chairs at outdoor pool (half being replaced)	\$45,000
• Upgraded Cybex strength machines in community center fitness area	\$95,000
• Planer, 40" for street work	\$22,000
• Skid steer	\$47,500

Vehicles scheduled to be replaced total \$197,937. They are four police patrol vehicles (\$124,000), a maintenance van for Building Systems (\$22,000), and the bed/body for a two ton dump truck (\$51,937).

### **Capital Fund**

The Capital Improvement Plan has two major road projects in their early phases for 2020. Preliminary engineering for the resurfacing of Holloway Road will be completed in the next year as well as easements. Construction will follow in 2021. Budgeted expense of \$54,230 is offset by an 80% federal reimbursement. Net cost to the City will be \$10,846. Engineering for the resurfacing of New Ballwin Road from Manchester to Twigwood Drive is also planned for 2020. This project will include curb repair, new ADA compliant ramps, street lighting and pedestrian signal upgrades. While this project has received a federal grant, only the construction phase is eligible for 80% federal reimbursement. The full cost of engineering in 2020 will be \$81,608. Construction is planned in 2022.

The existing golf maintenance building is too small to house all of the equipment used in maintaining the city golf course. As we continue to replace and upgrade our equipment, protecting it from the elements is critical in order to maximize the investment. New siding, windows and communications cabling is being done in 2019. \$227,000 is budgeted to renovate the structure and increase the equipment storage capacity.

Phase 2 of the redevelopment of Ferris Park is finally being constructed. Originally designed in 2012, this phase incorporates a new visitor parking lot, outdoor fitness station, multi-use loop trail and handicap accessible drive and walkways to park features. The \$750,000 cost for this project will be offset by the receipt of a Municipal Parks grant in the amount of \$525,000.

Two design projects are planned for 2020. The Police building was originally constructed as a city hall and needs modernization. The building is not fully ADA compliant, the HVAC system is outdated, vital computer systems need to be relocated, the sally port is unsafe due to its size and improper ventilation exists in the evidence locker and the armory. An initial needs assessment was conducted in 2019 and the projected cost to renovate the existing building was not significantly lower than the projected cost for new construction. The next stages are to determine a site, and proceed with detailed building drawings. Funding for these renovations will come from the public safety sales tax. Unspent tax collections from previous years are held as restricted fund balance for this project. An ordinance was passed in 2019 earmarking \$1,000,000 of unassigned fund balance and 50% of operating surplus each year to be committed for major infrastructure projects. These funds may be

used to pay for police building construction also. Debt will also need to be issued in the year of construction.

With the addition of new pieces of equipment and a cement silo, the public works yard has become overcrowded and many trucks are exposed to the elements. While the most expensive pieces are being brought under cover, redesign of this space is needed to include additional covered parking structures and improve overall efficiency. This design project is budgeted at \$25,000, and is a carryover from the prior year.

<b>2020 Budget By Fund</b>					
<b>FUND</b>	<b>REVENUES</b>	<b>EXPENSES</b>	<b>TRANSFERS IN/(OUT)</b>	<b>SURPLUS (DEFICIT)</b>	<b>FUND BALANCE 12/31/20</b>
General	19,833,993	20,095,064	(399,505)	(660,576)	11,454,484
Capital	1,323,384	2,037,838	282,000	(432,454)	9,593
TIF	1,098,005	4,500	(1,093,505)	0	0
TDD	92,102	10,000	(82,102)	0	0
Sewer Lateral	257,176	165,004	0	92,172	693,125
Federal Asset Seizure	14,750	47,000	0	(32,250)	103,125
P.O.S.T.	4,800	6,000	0	(1,200)	89,719
All Funds	22,624,210	22,365,406	(1,293,112)	(1,034,308)	12,350,046

**Special Allocations Fund**

This fund receives its revenues from the top 50% of economic activity taxes (EATS) received from businesses in the TIF district, from PILOTS, and from sales taxes transferred from the TDD fund. A nominal decrease is budgeted for 2020. More PILOTS from higher assessment valuations will be offset by lower collections of EATS due to tenant turnover in the Olde Towne Plaza. All revenues are used to make principal and interest payments on the TIF bonds.

**TDD**

Revenues are budgeted to decrease by 9.8% due to tenant turnover and ongoing vacancies in the Olde Towne Plaza. All funds are transferred to the Special Allocations Fund after paying administrative expenses of the district.

**Sewer Lateral**

Revenues are generated from a \$28 assessment levied against all residences with 6 or fewer dwelling units. These revenues are projected to be down by about \$22,500 from the current year. Refunds of fees are currently being issued to owners in buildings not eligible for the program who have been assessed these fees in error. The City attempts to finance as many sewer lateral repairs each year as possible. Expense for repairs is budgeted at \$150,000 which is up by 30.4% from the current year. Revenues will exceed expenses by \$92,172. After all refunds are completed this program will be evaluated to ensure fund balance stability.

**Federal Asset Seizure**

Revenues received from drug enforcement seizures are inconsistent from year to year and difficult to project. Revenues for 2020 are budgeted conservatively and set at \$14,750. Interest income makes up \$2,750 of this. Body cameras for police officers are budgeted in this fund at a cost of \$37,000 with an additional \$10,000 budgeted for miscellaneous expenses to supplement the needs of the Police Department. Use of \$32,250 of accumulated fund balance is planned.

**P.O.S.T.**

Revenues are budgeted to decrease as court collections decrease. \$4,800 is projected, which is down 15.1% from 2019. Expenditures are budgeted at \$6,000 to spend down accumulated fund balance, which will be reduced by \$1,200.

**Five Year Projections**

Because the General and Capital Funds both derive revenue from the sales taxes received by the City, it is necessary to look at both funds projected over a five-year period to get a true picture of what resources are available to the City. The table below separates discretionary from non-discretionary expenditures. All revenue sources, including sales taxes, are projected flat with neither growth nor decline. The exception is the addition of top half TIF sales taxes in 2023 and 2024 after the TIF bond issue ends. The other revenue fluctuations from year to year represent the changing amount of committed or restricted fund balance transferred in to the Capital Fund for police building and park redevelopment expenses. Use of fund balance has a net effect as an expenditure on the projections however. Operating expenditures

General & Capital Projects Funds Combined - Five Year Projections					
	2020	2021	2022	2023	2024
<b>Revenues</b>					
	\$ 20,932,993	\$ 21,956,458	\$ 21,098,993	\$ 22,013,993	\$ 21,223,993
<b>Capital Expenditures - Non- Discretionary (net of federal matching grants)</b>					
	\$ 297,846	\$ 293,208	\$ 62,000	\$ 62,000	\$ -
<b>Operating Expenditures - Non- Discretionary</b>					
	\$ 20,494,569	\$ 21,170,091	\$ 21,010,586	\$ 21,239,587	\$ 21,559,330
<b>Subtotal - Revenues Over (Under) Non-Discretionary Expenditures</b>	<b>\$ 140,578</b>	<b>\$ 493,159</b>	<b>\$ 26,407</b>	<b>\$ 712,406</b>	<b>\$ (335,337)</b>
<b>Capital Expenditures - Discretionary (net of grants and federal matching funds)</b>					
Golf Maintenance Building	\$ 227,000	\$ -	\$ -	\$ -	\$ -
Police Building Construction	\$ 900,000	\$ 1,897,465	\$ 510,000	\$ 490,000	\$ 470,000
Public Works Yard - Design Phase	\$ 25,000	\$ -	\$ 150,000	\$ 100,000	\$ -
New Ballwin Park Construction	\$ -	\$ 250,000	\$ -	\$ -	\$ -
Holloway Park Construction	\$ -	\$ -	\$ -	\$ -	\$ -
Vlasis Park Construction	\$ -	\$ -	\$ 18,600	\$ 750,000	\$ -
Pointe Expansion	\$ -	\$ -	\$ -	\$ 43,600	\$ 975,000
New Ballwin Road Construction	\$ 81,608	\$ -	\$ 220,341	\$ -	\$ -
<b>Subtotal - Discretionary Expenditures:</b>	<b>\$ 1,233,608</b>	<b>\$ 2,147,465</b>	<b>\$ 898,941</b>	<b>\$ 1,383,600</b>	<b>\$ 1,445,000</b>
<b>Use of Fund Balance</b>	<b>\$ (786,407)</b>	<b>\$ (1,367,465)</b>	<b>\$ (510,000)</b>	<b>\$ (1,040,000)</b>	<b>\$ (250,000)</b>
<b>Revenues Over (Under) Expenditures:</b>	<b>\$ (306,623)</b>	<b>\$ (286,841)</b>	<b>\$ (362,534)</b>	<b>\$ 368,806</b>	<b>\$ (1,530,337)</b>

are projected using the same assumptions as were employed for the 2020 budget. Changes mandated by Missouri statute for minimum wage increases through 2023 are incorporated into part-time pay projections. These add \$327,000 to the projections by 2024.

Looking at the five-year outlook, revenues exceed non-discretionary expenditures until 2024. After discretionary expenditures are factored in, we are reflecting small deficits in years 2020 – 2022 and a large deficit in 2024. Expansion of the community center (The Pointe) is currently slated for 2024. Because this project is discretionary, the City would not move forward with it as currently scaled without an increase in revenues.

The City projects operating expenses and budgets with assumptions of full employment, fair weather and worst case scenarios for repairs and replacements. Historically, our actual expenses have been lower than budget because of more favorable than budgeted premium increases, reduced part-time labor costs when outdoor facilities close because of rain, delays in replacing staff, etc. Actual expenditures have been an average of 5.4% lower than original budgeted expenditures in each of the past five years. Actual revenues have also exceeded budget, bringing budgeted deficits in at year end as surpluses. Given this pattern, unless sales taxes decline significantly it is unlikely that the projected shortfalls in the first three years will materialize.

Revenues Over (Under) Expenditures		
Year	Adopted Budget	Actual
2014	(\$437,642)	\$1,401,824
2015	(\$655)	\$1,244,632
2016	(\$653,090)	\$559,803
2017	(\$426,900)	\$975,199
2018	\$432,077	\$2,602,970

There are two primary concerns for the City regarding future years. The first is the ability to keep pace with increasing personnel costs while collections of sales taxes do not show consistent growth. The City entered into a collective bargaining agreement this year with police officers, which contractually binds the City to an annual schedule of pay increases regardless of less than catastrophic economic fluctuations through 2022. Police officers comprise the largest group of our full-time employees. The second concern is funding major infrastructure improvements. While the police building debt will be paid for with the public safety tax, this revenue source will fall short if collections decline over the life of the debt. One option would be to draw from the newly created major infrastructure fund. Significant park redevelopments and facility expansions will likely need this fund as well.

Looking forward, usage fees for facility memberships and admissions have been increased effective January 2020 to help mitigate the impact of the growing cost of recreation labor. Additional recreational activities will be evaluated to determine if more increases are necessary to cover costs for these services. The City has been expanding the services it provides to school districts and neighboring municipalities. The largest of these had been police dispatching for Manchester. Beginning in October Ballwin began providing policing services to the City of Winchester. It also provides municipal court services, code enforcement, and housing/building permitting for Winchester. Additional opportunities will be explored to further diversify revenues, as recommended in the comprehensive plan. Additionally, the

City is not authorized to collect a use tax but as sales continue to shift to online retailers and depending on the needs for infrastructure, this proposition may need to be taken to Ballwin voters.

**Fund Balance**

The General Fund will be using \$660,576 of accumulated fund balance in 2020, which decreases the balance by 5.5%. A substantial component of this is a \$344,000 transfer to the Capital Fund of restricted fund balance to be used for police building design work. Total fund balance is projected to include \$1.2 million in funds restricted for public safety and \$1.0 million committed for major infrastructure improvements. We anticipate our unassigned fund balance at the end of 2020 to be \$8,178,533. This amount is 40.6% of our budgeted operating expenditures and exceeds our fund balance reserve policy requirement of 25% by more than \$3.1 million.

The Capital Fund budget will use nearly all of its accumulated fund balance of \$442,047 in this budget, ending the year with a nominal balance of \$9,593. The Capital Fund does not have a dedicated revenue source; sales tax revenues are allocated to it on an as needed basis to fund planned projects and to supplement grant revenue.

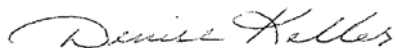
**Budget Award**

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Ballwin, Missouri for its annual budget for the fiscal year beginning January 1, 2019. This is the fourth such award for the City.

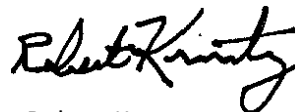
The award reflects the City's commitment to meeting the highest principles of governmental budgeting. This signifies that Ballwin's budget rated proficient in serving as: a policy document, a financial plan, an operations guide, and a communications device. This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

In closing, thank you to the entire management team for their assistance and support in the development of the 2020 budget. Additional appreciation is extended to Mayor Pogue and the Board of Aldermen for their continued guidance and support throughout the budget process. The continual financial strength of the City is the direct result of the guidance and oversight by the Mayor and Board of Aldermen in concert with our dedicated staff on behalf of the citizens of Ballwin.

Respectfully Submitted,



Denise Keller, CPFO  
Finance Officer



Robert Kuntz  
City Administrator



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Ballwin**

**Missouri**

For the Fiscal Year Beginning

**January 1, 2019**

*Christopher P. Morill*

Executive Director



**Form of Government**

The City was incorporated in 1950 as a City of the Fourth Class with a Mayor-Board of Aldermen-City Administrator form of government. The legislative body consists of eight aldermen and the mayor. Aldermen are elected from four wards to serve two year staggered terms, with four aldermen elected every year. The Mayor, elected at large to serve a two-year term, is the presiding officer of the Board of Aldermen (the Board). The Mayor enjoys all the powers and duties as applicable to entities of the 4th class in the State of Missouri. A City Administrator is appointed by the Board with the approval of the Mayor. He serves, under contract, at the will of the Mayor and the Board. The City Administrator is responsible for the day-to-day management of the City’s business and staff. He is also responsible for the employment and discharge of City employees under policies established by the Board.

**City Officials**

**MAYOR**

Tim Pogue

**BOARD OF ALDERMEN**

<b>Ward I</b>	Michael Finley	Mike Utt
<b>Ward II</b>	Kevin Roach	Mark Stallmann
<b>Ward III</b>	Frank Fleming	Jim Leahy
<b>Ward IV</b>	Ross Bullington	Ray Kerlagon

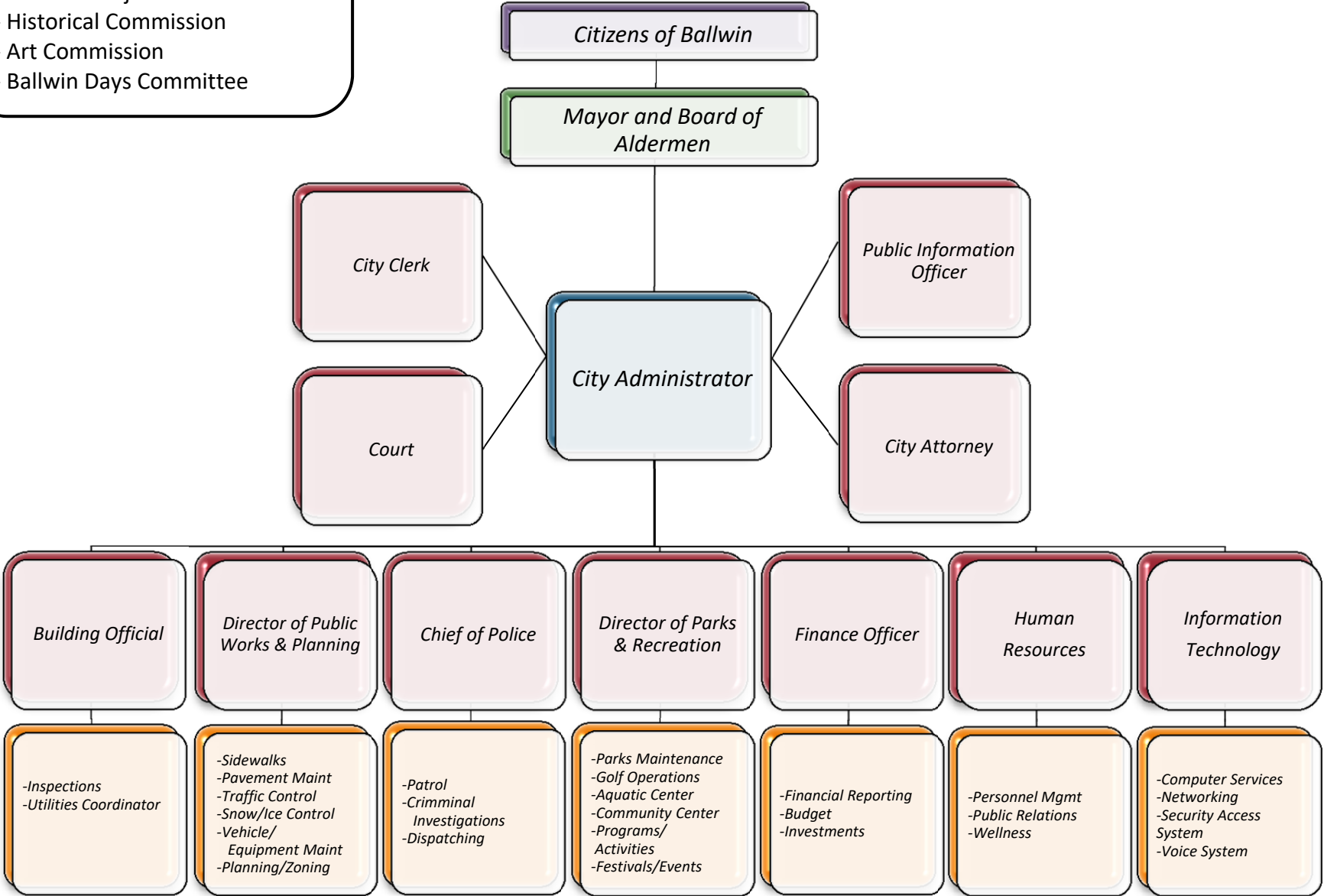
**CITY ADMINISTRATION**

City Administrator	Bob Kuntz
Chief of Police	Doug Schaeffler
Finance Officer	Denise Keller
Director of Public Works and Planning	Vacant
Director of Parks and Recreation	Chris Conway
Human Resources Coordinator	Haley Morrison
Information Technology Manager	Paula Reeds
Public Information Officer	Kennedy Robinson
City Clerk	Polly Moore
City Attorney	Bob Jones
Prosecuting Attorney	Chris Graville
Municipal Judge	Virginia Nye

## City of Ballwin 2020 Organizational Structure

- VOLUNTEER BOARDS & COMMISSIONS**

  - Planning & Zoning Commission
  - Board of Adjustment
  - Historical Commission
  - Art Commission
  - Ballwin Days Committee



## Board of Aldermen Planning Directives

The City of Ballwin conducts Board planning sessions to discuss issues on an in-depth basis and to set priorities for the City. The Board has established a set of goals to be addressed within a 3 – 5 year term. The City will focus on these goals, with the highest priority items set out first.

- Emphasize safe work habits for staff to reduce incidents and worker's compensation insurance premiums
- Explore ways to reduce the cost of city paid street lights
- Pursue deregulation of electric service
- Construct a golf course maintenance building
- Reconfigure the public works yard to provide shelter for vehicles and equipment

### *Budget/Finance/Legislative*

- Increase the City's presence in Jefferson City for legislative representation

### *Capital Equipment*

- Construct facilities for protection of remaining city vehicles from the weather
- Purchase a rubber tire excavator to enable more in-house street repair

### *Planning /Economic Development*

- Explore opportunities for annexation of commercial districts and residential areas
- Facilitate targeted development opportunities along Manchester and Clayton Roads
- Conduct inspections program through city staff to preserve high property values; maintain a focus of active code enforcement while ensuring property owner rights
- Update code of ordinances following comprehensive plan acceptance
- Implement mixed use development codes

### *Operations/Facilities*

- Maximize the use of in-house labor and equipment for street repair and replacement
- Enhance/construct park facilities based on master parks plan priorities
- Upgrade/replace the police facility
- Redevelop/repurpose the site of the existing City Hall
- Expand indoor aquatics center to accommodate a modern competition pool

### *Marketing/Communication/Citizen Engagement*

- Grow the branding of Ballwin for residents and the surrounding communities
- Improve video marketing through equipment purchases

### *Technology*

- Expand regional dispatching services
- Implement body cameras for Police officers



Ballwin’s last comprehensive community plan was adopted in 2007. Municipalities should update their comprehensive plans every 10-15 years. Acceptance of the contract with the i5 Group in February, 2018 began the 15 month process, guided by a resident steering committee. The process involved extensive community engagement with numerous opportunities for resident input. These included focus group meetings with home owner association leadership, open houses, community wide surveys, visual preference surveys, a website and social media. Plan principles, goals and recommendations were developed, a future land use plan was created and an analysis of possible annexation was performed.

The Planning and Zoning Commission adopted the Comprehensive Plan unanimously on June 3, 2019.

*The building blocks of the plan are the community values.*

**Our Community Values**

We value.....

Our high quality of life.

Our high standard of city services.

Our great schools and highly rated schools.

Our state-of-the-art recreation facilities.

Our strong sense of community.

Our increasingly diverse population.

Our location that is accessible to regional destinations and local amenities.

Our diverse range of housing choices.

Our community as being one of the safest in the region.

Our City as being a great place to raise a family.

*The plan principles shape the goals and recommendations of the comprehensive plan.*



**Strong Neighborhoods**

**Key Goals:**

- 1.1 Ensure infill development respects the character and context of the surrounding neighborhood.

- 1.2 Diversify housing choices to ensure a spectrum of residents.
- 1.3 Ensure upkeep and maintenance of homes to preserve property values.

 **A Modern Transportation Network**

**Key Goals:**

- 2.1 Encourage cross-access along Manchester Road commercial properties to relieve stress on Manchester Road.
- 2.2 Increase vehicular connectivity that parallels Manchester Road.
- 2.3 Fill in critical gaps in the Citywide sidewalk system.
- 2.4 Promote a connected bicycle network to connect City destinations and nearby destinations such as Castlewood State Park.
- 2.5 Improve north-south pedestrian and bicycle connection across Manchester Road.
- 2.6 Increase connectivity and safety with new and realigned intersections in Ballwin.
- 2.7 Strengthen resident connections to transit.

 **Resilient Local Economy and City Revenues**

**Key Goals:**

- 3.1 Re-position strategic retail sites along Manchester Road to reflect trends toward mixed-use development.
- 3.2 Support neighborhood commercial nodes that are mixed-use and target local businesses and entrepreneurs.
- 3.3 Continue to diversify City revenues to be less dependent on local sales tax.
- 3.4 Strive to diversify commercial sectors and business base.

 **A Strong Sense of Place**

**Key Goals:**

- 4.1 Integrate place-making into commercial corridors and throughout Ballwin.
- 4.2 Transform the former City hall site to serve as a gateway to Vllasis Park and as the center of Ballwin.
- 4.3 Create welcoming entries into the City and Ballwin Town Center.
- 4.4 Stewardship of the natural resources that define neighborhood and community character.

**Leader in Active Recreation and Healthy Living**

**Key Goals:**

- 5.1 Ensure parks and open space within walking distance of all residents.
- 5.2 Invest in The Pointe and North Pointe to ensure that they remain leading recreation facilities.
- 5.3 Follow recommendations of the Parks and Recreation Master Plan for facilities and programs.
- 5.4 Leverage the City’s location as the gateway to Castlewood State Park.

**A Distinctive Image for Ballwin**

**Key Goals:**

- 6.1 Brand Ballwin as a unique community in West St. Louis County (ie Gateway to Castlewood State Park, etc).
- 6.2 Strive to make Ballwin one of the most diverse communities in West St. Louis County.
- 6.3 Utilize possible annexation to position Ballwin as a leading City in St. Louis County.

**Outstanding Community Services**

**Key Goals:**

- 7.1 Continue excellent services provided by the police department and fire districts.
- 7.2 Be prepared for natural and man-made emergencies and disasters.
- 7.3 Continue the City’s Capital Improvement Program (CIP) that clearly communicates five year priorities.
- 7.4 Provide City services that continue to differentiate Ballwin from neighboring communities.
- 7.5 Coordination with utilities to ensure efficient capital improvements and maintenance.



## Budget Overview

The City of Ballwin presents, on a calendar year basis, a consolidated budget that includes an operating budget, a five year capital improvement plan (CIP), and other non-major fund budgets. Each budget has its own revenues and planned expenditures. No transfer of funds between budgets is allowed unless approved by the Board of Aldermen through amendment. This is primarily because many revenue sources are dedicated by law or agreement to be spent on specific types of expenditures.

The City’s operations are reflected in the General Fund. The operating budget generally includes recurring annual expenditures for such items as needed to keep the City operational – primarily personnel costs. Other expenditures such as capital equipment and vehicle purchases, as well as park and street improvements, are also included in this budget.

The CIP is a projection of the City’s anticipated capital improvement expenditures for a five year period. It is both a fiscal and planning tool which allows the City to monitor capital projects costs, funding sources, departmental responsibilities, and timing. Items included in the CIP may include land/building acquisition, major land/building improvements totaling \$250,000 or more, systems reconstruction/ replacement totaling \$250,000 or more, and any major street reconstruction projects offset by federal grants.

### Fiscal Year

The City operates on a calendar fiscal year, beginning January 1 and ending on December 31.

### Governmental Fund Types

Governmental Funds are those which rely on taxes for support. The taxes are deposited into the revenue accounts of the General Fund, Capital Fund and Special Revenue Funds.

Governmental Fund Types		
<u>General</u>	<u>Capital</u>	<u>Special Revenue</u>
General	Capital	Special Allocation Fund TDD Revenue Fund Sewer Lateral Fund Federal Asset Seizure Fund POST Fund

### Funds Excluded from Adopted Budget

There was one fund that was not appropriated in the current year’s budget – the Town Center Debt Service Fund. It is used to account for the debt service activity for the tax increment bonds. This fund is included, however, as part of the City’s audited financial statements.

### Budget Basis

Formal budgetary accounting is employed for all funds of the City. Annual operating budgets are adopted each fiscal year through passage of a budget ordinance. All unencumbered budget

appropriations lapse at the end of each fiscal year. If encumbered funds are needed to complete a project in the next fiscal year, they must be re-budgeted.

The budget for all Governmental Fund Types is prepared on a modified accrual basis with certain exceptions. Under this basis of accounting, revenues are recognized when susceptible to accrual (i.e., when they become measurable and available). “Measurable” means the amount of the transaction can be determined and “available” means collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the City considers revenues to be available if they are collected within 60 days of the end of the current fiscal period. Expenditures generally are recorded when a liability is incurred, as under accrual accounting. However, debt service expenditures, as well as expenditures related to claims and judgments and compensated absences, are recorded only when payment is due.

Those revenues susceptible to accrual are franchise taxes, licenses, and interest. Sales taxes collected and held by the state at year-end on behalf of the City are also recognized as revenue. Only the portion of special assessments receivable due within the current fiscal period is considered to be susceptible to accrual as revenue of the current period. All other revenue items are considered to be measurable and available only when cash is received by the City.

Budgets are adopted on a department basis consistent with accounting principles generally accepted in the United States of America (GAAP), except that the other financing source and related capital outlay of capital leases and debt issues in the year the city enters into the agreement are not budgeted.

The City’s Comprehensive Annual Financial Report (CAFR) shows the status of the City’s finances on the basis of GAAP. Governmental Accounting Standards Board (GASB) Statement 34 requires the City to account for its capital assets, including infrastructure such as streets, culverts, sidewalks, rights-of-way, equipment, vehicles, buildings and land, as well as construction in progress. The City depreciates all capital assets on an annual basis using the straight-line method over the useful lives of the various classes of assets.

**Basis of Accounting and Budgeting**

<u>Fund Type</u>	<u>Accounting Basis</u>	<u>Budgeting Basis</u>
General Fund	Modified Accrual	Modified Accrual
Capital Projects Fund	Modified Accrual	Modified Accrual
Special Revenue Funds	Modified Accrual	Modified Accrual

**Budget Preparation, Review and Adoption**

The annual budget process typically begins in August of each year. General revenues are projected by the Finance Officer and parks and recreation revenues are projected by that department. Each department head submits a proposed budget, representing their respective department, which is reviewed and edited by the City Administrator and Finance Officer before being presented to the Board of Aldermen. A 5-year capital improvement plan is first reviewed by the City’s Planning and Zoning Commission before being presented to the Board of Aldermen for approval. The budget is legally enacted by ordinance in December after public hearings are held to obtain taxpayer comments.



### Budget Amendments and Transfers

A balanced budget is a budget with total expenditures not exceeding total revenues and monies available in the unassigned fund balance. The City's goal is to budget expenditures that total less than budgeted revenues. Revenues and expenditures are monitored throughout the fiscal year.

No transfer of funds between budgets, reappropriation of funds within a budget, or addition/deletion to a budget is allowed without approval of the Board of Aldermen. Transfers within a department program are allowed with approval by a department head, but any scope of change to a budget outside the program level must have Board approval.

The City's budget policy sets expenditure control at the program level within a department. The Finance Officer monitors the budget on a monthly basis. A budget amendment is generally processed towards the end of the fiscal year before adoption of the succeeding year's budget, with possible additional amendments processed during the year if an unforeseen expenditure or revenue source requires such an amendment.

### Budget Calendar Fiscal Year 2020

DATE	ACTION
August 12, 2019	Provide departmental access to 2020 Budget System
August 13, 2019	City Administrator holds initial budget preparation meeting with department heads and staff
September 23, 2019	Present employee compensation to Board of Aldermen
October 2-4, 2019	City Administrator and Finance Officer meet with individual department heads to review departmental budgets
October 14, 2019	Conduct Budget Work Session with Board of Aldermen; present General Fund Budget Expenditures and Capital Improvement Plan
October 28, 2019	Present General Fund Budget Revenues to Board of Aldermen
November 11, 2019	Present Comprehensive Proposed Budget for all funds to Board of Aldermen
November 25, 2019	Present 2019 Budget re-appropriation to Board of Aldermen
November 27, 2019	Publish Public Hearing Notice
December 2, 2019	Present Capital Improvement Plan for approval at Planning & Zoning Commission Meeting (as required by State Statute)
December 9, 2019	Conduct Public Hearing on Proposed Budget; Adopt Budget
December 10, 2019	Distribute Approved Budget

## Financial Policies

### Operating Budget Policy

It is the City of Ballwin's policy to present an annual budget that incorporates expenditure items necessary to insure that its citizens receive the best service possible with available revenues.

**Policy Purpose.** It is the aim of the City to follow sound financial practices and to maintain a strong credit rating by dictating that budgets be balanced, regularly monitored, and responsive to changes in economic conditions or service demands.

**Policy Statement.** Annual budgets will be adopted for all funds of the City including operating funds, special allocation (TIF/TDD) funds, and capital funds as do currently exist or may be established by the Board of Aldermen in the future.

**Policy Guidelines.** The City's fiscal year shall be January 1 to December 31 and the annual budgets are to be prepared on the modified accrual basis of accounting.

Under the modified accrual basis, most revenues are budgeted based upon the accounting period to which they relate and not according to the accounting period in which they are received. For example, sales tax revenues are budgeted to include monies to be received during January and February of the following year because the January and February receipts from the State of Missouri cover sales taxes collected by retailers during the previous November and December. Some revenues, such as recreation passes and court fines are posted according to when they are received. This precludes full accrual accounting.

Expenditures are budgeted based on the period purchases are made and not when paid. For example, payments made to vendors during each January are primarily for goods and services incurred in December, therefore these

payments are posted to December. Encumbrances are used as a budgetary tool during the course of the year, but are closed at year-end and the funds returned to fund balance. Any outstanding unpaid purchase orders at year-end require Board of Alderman authorization for re-appropriation in the next year's budget.

Annual operating budgets will be adopted based on the requirements of Missouri Revised Statutes Section 67.010. Such requirements include:

- 1) All operating budgets are adopted on a balanced basis whereby expenditures cannot exceed revenues plus beginning fund balance.
- 2) A budget message must be included in the budget.
- 3) Revenues must include actual results for the preceding year as well as estimates for the current year.
- 4) Expenditures must include actual results for the preceding year as well as estimates for the current year.
- 5) The budget must include a debt service schedule listing the amount of principal and interest for all outstanding debt of the City.
- 6) A general budget summary must be included for each budgeted fund that details the actual fund balance of each fund for the preceding two years as well as estimates for the current year and proposed years.

Unassigned fund balance in each fund may be appropriated as part of the adopted budget.

The City of Ballwin declares that:

- financial systems will be maintained to monitor expenditures, revenues and program performance on an ongoing basis.
- no department will realize expenses beyond those budgeted – unless authorized by the Board of Aldermen through a budget re-appropriation or budget amendment.

- all department program expenses will be monitored to insure that program's fiscal feasibility.
- outsourcing of programs/services will be evaluated to best serve the citizens of Ballwin.
- all available revenue sources will be reviewed and evaluated to offset expenses and maintain city service standards.

### Capital Improvement Plan and Debt Budget Policy

The Mayor and Board of Aldermen, along with the Planning and Zoning Commission, are responsible for the comprehensive planning of growth, development and conservation in the city. A *comprehensive plan*, adopted and revised about every ten years, includes the composite vision of the city and the guidelines to bring this vision to fruition.

The City of Ballwin will evaluate capital expenditure needs on an annual basis and develop a budget based upon these needs and anticipated capital revenues. Many capital projects are the result of citizen survey requests.

- The City declares that available funds will first be dedicated to pay outstanding bond debt.
- The City declares that no new bond debt will be considered before the payoff of a current issue unless a new revenue source is found for that purpose.
- The City declares that capital projects financed through the issuance of bonds will be financed for a period not to exceed the expected useful life of the project.

A final proposed budget is submitted to the Planning and Zoning Commission for their review at a meeting prior to adoption by the Board at a public hearing.

### Budget Amendments / Re-appropriation

The budgets are closely monitored by the Finance Officer. A mid-year review will be conducted. Unanticipated overages or additional expenditures that would cause a department to exceed its budget will not be approved until a re-appropriation of funds from another program or department, or a budget amendment, has been approved by the Board of Aldermen by ordinance.

### Fund Balance Policy

This policy establishes guidelines to be used during the preparation and execution of the annual budget to ensure that sufficient reserves are maintained for unanticipated expenditures or revenue shortfalls. This policy is based on a long-term perspective with a commitment to maintaining a strong fiscal position that will allow the City to be prepared for emergency situations and negative economic conditions.

#### Background

Statement No. 54 of the Governmental Accounting Standards Board (GASB 54) establishes accounting and financial reporting standards for all entities that report governmental funds. GASB 54 establishes criteria for classifying fund balances and clarifies definitions for governmental fund types.

GASB 54 establishes five (5) fund balance categories: Nonspendable, Restrictable, Committed, Assigned and Unassigned.

- 1) Nonspendable Fund Balance: Consists of funds that cannot be spent due to their form (i.e. inventories and prepaids) or funds that legally or contractually must be maintained intact.
- 2) Restricted Fund Balance: Consists of funds that are mandated for a specific purpose by external parties, constitutional provisions or enabling legislation.
- 3) Committed Fund Balance: Consists of funds that are set aside for a specific purpose by the City's Board of

Aldermen. Formal action must be taken prior to the end of the fiscal year. The same formal action must be taken to remove or change the limitations placed on the funds.

- 4) Assigned Fund Balance: Consists of funds that are set aside with the intent to be used for a specific purpose. Intent is expressed by a governing body, a body (budget or finance committee) or an official that has been given the authority to assign funds. Assigned funds may be residual amounts in governmental funds other than the general fund. Assigned funds cannot cause a deficit in unassigned fund balance.
- 5) Unassigned Fund Balance: Consists of excess funds that have not been classified in the previous four (4) categories. All funds in this category are considered spendable resources. This category also provides the resources necessary to meet unexpected expenditures and revenue shortfalls. The general fund should be the only fund that reports a positive unassigned fund balance amount. In other governmental funds, if expenditures incurred for specific purposes exceeded the amounts restricted, committed, or assigned to those purposes, it may be necessary to report a negative unassigned fund balance.

#### Actions Leading to Restricted, Committed and Assigned Fund Balances

The Board of Aldermen has the authority to set aside funds for a specific purpose. Commitments are authorized by the ordinance approving the City's proposed annual budget before the current fiscal year ending December 31.

Adoption of a budget where fund balance is used as a source to balance the budget will require the Finance Officer to record the needed amount as Assigned Fund Balance.

#### Order of Spending

When both restricted and unrestricted funds are available for expenditure, restricted funds should be spent first unless legal requirements prohibit this.

When committed, assigned and unassigned funds are available for expenditure, committed funds should be spent first, assigned funds second and unassigned funds last.

#### Minimum Unrestricted Fund Balance

The City recognizes that the maintenance of a fund balance is essential to provide for unforeseen expenses or emergencies and to provide working capital in the beginning of a fiscal year until sufficient revenues are available to fund operations. The maintenance of an appropriate level of fund balance is necessary to make designated purchases and cover operational expenditures, as well as to demonstrate the financial stability necessary to preserve or enhance its bond rating.

The unassigned fund balance in the General Fund will be maintained at a level sufficient to provide the resources required to meet operating cost needs, to allow for unforeseen emergencies, and to permit orderly adjustment to changes resulting from fluctuations in revenues. The City's policy is to maintain a minimum unassigned fund balance no less than 25% of total operating expenditures at the end of each annual fiscal period (December 31).

The annual proposed budget will include a projection of the year-end unassigned fund balance for the current year as well as the projected budget year.

If, for any reason, the unassigned general fund balance should fall below the minimum balance, the City will develop a plan to replenish the unassigned fund balance to the established minimum level within two (2) years.

## Capital Asset Policy

Capital assets are major tangible or intangible assets that have a cost equal to or greater than an established capitalization threshold, are used in operations, and have an initial useful life that extends beyond a single reporting period. These assets include land, improvements to land, easements, buildings, building improvements, vehicles, equipment, furniture, computer software, infrastructure, and works of art and historical treasures.

Purpose The purpose of this policy is to establish a framework for the management and control of City of Ballwin capital assets.

Policy The City of Ballwin, in compliance with *Generally Accepted Accounting Principles (GAAP)*, reports capital assets at historical cost when possible. In the absence of historical cost information, the City estimates this cost using the Consumer Price Index (CPI) and backtrending.

The historical cost of infrastructure and buildings includes ancillary charges (such as title searches, architect fees, legal fees, engineering fees, appraisals, surveying fees, and environmental assessments, demolition of existing structures-less salvage, utility relocation or removal, land fill or grading) necessary to place an asset in its intended location, capitalized interest if the asset is financed, and subsequent additions or improvements to the asset. Donated assets are recorded at their fair market value as of the date donated. The City of Ballwin has an established minimum threshold of \$7,500 for capital assets

## Investments

Policy It is the policy of the City of Ballwin to invest public funds in a manner that will provide the highest investment return with the cash flow demands of the City and conform to all state and local statutes governing the investment of public funds.

Prudence Investments shall be made with judgment and care – under circumstances then prevailing – which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived.

Objective The primary objective, in priority order, of the City's investment activities shall be Safety, Liquidity and Yield.

Delegation of Authority Authority to manage the City's investment program is derived from the Board of Aldermen. Management responsibility is hereby delegated to the City Administrator and Finance Officer, who shall establish written procedures for the operation of the investment program consistent with this investment policy. The Finance Officer shall be responsible for all transactions undertaken and shall establish a system of controls to regulate investment activities.

## Authorized and Suitable Investments

In the opinion of the City's legal counsel, the City may make investments permitted by statutes applicable to other state officers and agencies.

Diversification Parameters To the extent possible, the City will attempt to match its investments with anticipated cash flow requirements. Unless matched to a specific cash flow, the City will not directly invest in securities maturing more than 10 years from the date of purchase. However, the City may collateralize its repurchase agreements using longer dated investments not to exceed 20 years to maturity.

Reserve funds may be invested in securities exceeding 10 years if the maturity of the investments coincide as nearly as practicable with the expected use of the funds.

## Fund Structure

The City has established separate funds for the purpose of reporting and accounting for all financial transactions. Each fund represents a separate financial and accounting entity established for the purpose of carrying out a specific set of activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations that pertain to the operations or resources of the fund. Below is a definition of each fund type that includes a list of the funds contained in the following financial pages.

### Fund Organization

The General Fund: This fund includes budgets for four departments that provide the critical services to our residents, such as police protection, street maintenance, planning, codes, court, park maintenance and general administration of the City. The departments are comprised of multiple program budgets. Three of the departments have employees whose salaries and benefits are allocated among various programs within the department. Several programs, primarily recreational, receive fees to assist in offsetting program expenditures. The operations and programs included in the General fund are:

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>1) Administration               <ul style="list-style-type: none"> <li>a. Planning and Zoning</li> <li>b. Inspections</li> <li>c. Community Services</li> <li>d. Legal &amp; Legislative</li> <li>e. Support Services</li> <li>f. Information Services</li> <li>g. Court</li> <li>h. Finance</li> </ul> </li> <li>2) Public Works               <ul style="list-style-type: none"> <li>a. Engineering</li> <li>b. Streets &amp; Sidewalks</li> <li>c. Snow &amp; Ice Control</li> <li>d. Property Services</li> <li>e. Support Services</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>3) Police               <ul style="list-style-type: none"> <li>a. Management/Administration</li> <li>b. Field Operations</li> <li>c. Communications</li> <li>d. Criminal Investigations</li> </ul> </li> <li>4) Parks &amp; Recreation               <ul style="list-style-type: none"> <li>a. Parks</li> <li>b. Golf Operations</li> <li>c. Aquatic Center Operations</li> <li>d. Community Center</li> <li>e. Building Systems</li> <li>f. Ballwin Days</li> </ul> </li> </ul> |
|---|---|

Capital Fund: The capital fund is used to account for the acquisition or construction of major capital facilities. The City's capital projects are funded by a variety of different sources. Primarily funding comes from a ½ cent capital improvement tax, a ½ cent parks tax, federal matching grants and municipal grants.

*Special Revenue Funds* are used to account for the proceeds of specific revenue sources (other than major capital projects) that are legally restricted to expenditure for a specific purpose. These include the following:

Special Allocations Fund: A tax increment financing (TIF) district was formed to finance the construction of the Ballwin Town Center retail development. Certain taxes generated in this district are captured for payment of TIF bond debt.

TDD Fund: Sales taxes imposed by the Ballwin Town Center Transportation Development District are received in this fund from the State of Missouri and passed through to the TIF bond trustee for debt payments.

Sewer Lateral Fund: Assessed fees on residential properties are collected and used to fund disbursements for repairs of lateral sewer service lines of the dwelling units.

Federal Asset Seizure Fund: This fund accounts for money seized in drug related incidents as well as the forfeiture of those funds and authorized expenditures.

POST Fund: An assessment added to municipal court costs are allocated through the State of Missouri for credit to the Peace Officer Standards and Training commission. These funds may be used for training for law enforcement employees.

**Use of Funds**

The City of Ballwin uses a number of funds to finance various city services. However, to clarify which city departments have access to the various funds of the city to finance their relative expenditures, a table is presented below.

Use of Funds by Departments

Department	General	Capital	Sewer Lateral	Federal Asset Seizure	P.O.S.T.
Administration	✓	✓	✓		
Parks & Recreation	✓	✓			
Police	✓	✓		✓	✓
Public Works	✓	✓			

The Special Allocations Fund and the TDD Fund are not a part of the above as they do not provide direct benefit to any of the above departments.



# **Budget Summaries**



## Summary of All Funds

	2018 Actual	2019 Estimated	2020 Budget	% Change from 2019 Estimated
<b>General Fund</b>				
Revenues	\$ 20,568,972	\$ 20,085,086	\$ 19,833,993	-1.3%
Expenditures	(20,772,312)	(19,496,097)	(20,494,569)	5.1%
Revenues over (under) expenditures	\$ (203,340)	\$ 588,989	\$ (660,576)	
<b>Capital Fund</b>				
Revenues	\$ 4,912,497	\$ 1,612,822	\$ 1,667,384	3.4%
Expenditures	(5,442,205)	(948,354)	(2,099,838)	121.4%
Revenues over (under) expenditures	\$ (529,708)	\$ 664,468	\$ (432,454)	
<b>Special Allocation Fund</b>				
Revenues	\$ 1,475,382	\$ 1,267,793	\$ 1,261,510	-0.5%
Expenditures	(1,475,382)	(1,267,793)	(1,261,510)	-0.5%
Revenues over (under) expenditures	\$ -	\$ -	\$ -	
<b>Transportation Development District Fund</b>				
Revenues	\$ 113,696	\$ 102,132	\$ 92,102	-9.8%
Expenditures	(113,696)	(102,132)	(92,102)	-9.8%
Revenues over (under) expenditures	\$ -	\$ -	\$ -	
<b>Sewer Lateral Fund</b>				
Revenues	\$ 306,208	\$ 279,674	\$ 257,176	-8.0%
Expenditures	(223,110)	(143,324)	(165,004)	15.1%
Revenues over (under) expenditures	\$ 83,098	\$ 136,350	\$ 92,172	
<b>Federal Asset Seizure Fund</b>				
Revenues	\$ 6,064	\$ 14,930	\$ 14,750	-1.2%
Expenditures	(4,744)	(6,230)	(47,000)	654.4%
Revenues over (under) expenditures	\$ 1,320	\$ 8,700	\$ (32,250)	
<b>P.O.S.T. Fund</b>				
Revenues	\$ 4,986	\$ 5,656	\$ 4,800	-15.1%
Expenditures	(4,600)	(4,707)	(6,000)	27.5%
Revenues over (under) expenditures	\$ 386	\$ 949	\$ (1,200)	
<b>Total Governmental</b>				
Revenues	\$ 27,387,805	\$ 23,368,093	\$ 23,131,715	-1.0%
Expenditures	(28,036,049)	(21,968,637)	(24,166,023)	10.0%
Revenues over (under) expenditures	\$ (648,244)	\$ 1,399,456	\$ (1,034,308)	

**Changes In Fund Balances**

	General	Capital	Special Allocation	TDD	Sewer Lateral	Federal Asset Seizure	P.O.S.T.	Total
<b>Est. Beginning Balance</b>	<b>\$ 12,115,060</b>	<b>\$ 442,047</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 600,953</b>	<b>\$ 135,375</b>	<b>\$ 90,919</b>	<b>\$ 13,384,354</b>
Revenues	19,833,993	1,323,384	1,098,005	92,102	257,176	14,750	4,800	22,624,210
Transfers In	-	344,000	163,505	-	-	-	-	507,505
Total Resources	31,949,053	2,109,431	1,261,510	92,102	858,129	150,125	95,719	36,516,069
<b>Less:</b>								
Expenditures	20,095,064	2,037,838	4,500	10,000	165,004	47,000	6,000	22,365,406
Transfers out	399,505	62,000	1,257,010	82,102	-	-	-	1,800,617
<b>Ending Balance</b>	<b>\$ 11,454,484</b>	<b>\$ 9,593</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 693,125</b>	<b>\$ 103,125</b>	<b>\$ 89,719</b>	<b>\$ 12,350,046</b>
<b>Fund Balance Change:</b>								
Amount	\$ (660,576)	\$ (432,454)	\$ -	\$ -	\$ 92,172	\$ (32,250)	\$ (1,200)	\$ (1,034,308)
Percent	-5.5%	-97.8%			15.3%	-23.8%	-1.3%	-7.7%

<sup>1</sup> Includes art commission escrow \$19,593, historical society escrow \$15,576, Lafayette Older Adult Program (LOAP) escrow \$5,672, inmate security escrow \$25,873, sidewalk escrow \$23,795.

The art commission, historical society and LOAP escrows represent funds held by the City on behalf of community groups to conduct programs. The inmate security escrow, authorized by Missouri State Statute, is funded through a \$2.00 court cost assessment to defray the expense of housing prisoners. Sidewalk escrows are paid to the City by subdivision developers for future sidewalk construction as authorized by ordinance. Recreation escrows represent fees paid by residential developers in lieu of dedication of land for open space parks or recreational facilities as authorized by ordinance. All escrow funds are restricted.

Budget Summary Schedule

	General			Special Revenue			Capital Projects			Total	
	2018	2019	2020	2018	2019	2020	2018	2019	2020	2018	2019
	Actual	Estimated	Budget	Actual	Estimated	Budget	Actual	Estimated	Budget	Actual	Estimated
<b>Revenues</b>											
Sales and Use Taxes	\$ 8,958,996	\$ 9,171,000	\$ 8,816,000	\$ 806,565	\$ 725,700	\$ 685,000	\$ 689,366	\$ 420,000	\$ 755,000	\$ 10,454,927	\$ 10,316,700
Other Taxes	1,966,017	1,951,000	1,991,000	299,158	274,174	251,676	-	-	-	2,265,175	2,225,174
Licenses & Permits	1,596,691	1,643,249	1,621,745	-	-	-	-	-	-	1,643,249	1,621,745
Public Utility Licenses	3,568,388	3,184,900	3,037,200	30,178	23,000	23,000	-	-	-	3,598,566	3,207,900
Investment Earnings	103,482	118,133	97,200	5,750	7,537	6,757	-	-	-	109,232	125,670
Donations	8,250	3,107	4,000	-	-	-	-	-	-	8,250	3,107
Federal Grants	-	-	-	-	-	-	49,133	35,384	43,384	49,133	35,384
Grants and Entitlements	36,475	34,000	33,750	-	-	-	1,182,189	491,262	525,000	1,218,664	525,262
Local Government PILOTS	-	-	-	565,296	440,000	480,000	-	-	-	565,296	440,000
Court Fines	652,914	445,000	465,000	-	-	-	-	-	-	652,914	445,000
Sale of Assets/Property	31,844	48,900	15,000	-	-	-	-	-	-	31,844	48,900
False Alarm Fines	5,075	6,500	6,800	-	-	-	-	-	-	5,075	6,500
Police and Communications	214,882	253,111	376,835	7,275	15,631	14,900	-	-	-	222,157	268,742
Community Programs	3,194,891	3,113,759	3,300,800	7,050	5,500	5,500	-	-	-	3,194,891	3,113,759
Miscellaneous Revenues	231,067	112,427	68,663	185,064	178,643	163,505	2,991,809	666,176	344,000	238,117	117,927
Transfers In	-	-	-	1,906,336	1,670,185	1,630,338	4,912,497	1,612,822	1,667,384	3,176,873	844,819
<b>Total Revenues</b>	<b>\$ 20,568,972</b>	<b>\$ 20,085,086</b>	<b>\$ 19,833,993</b>	<b>\$ 1,906,336</b>	<b>\$ 1,670,185</b>	<b>\$ 1,630,338</b>	<b>\$ 4,912,497</b>	<b>\$ 1,612,822</b>	<b>\$ 1,667,384</b>	<b>\$ 27,387,805</b>	<b>\$ 23,368,093</b>
<b>Expenditures - by Function</b>											
Administration	\$ 2,907,543	\$ 3,062,874	\$ 3,216,602	\$ 223,110	\$ 143,324	\$ 165,004	\$ -	\$ -	\$ -	\$ 3,130,653	\$ 3,206,198
Parks and recreation	4,024,388	4,222,856	4,551,527	-	-	-	-	-	-	4,024,388	4,222,856
Police	5,897,286	6,171,061	6,588,569	9,344	10,937	53,000	-	-	-	5,906,630	6,181,998
Public Works	4,029,719	4,238,021	4,755,254	-	-	-	-	-	-	4,029,719	4,238,021
Capital Expenditures	1,036,578	1,075,174	983,112	-	-	-	5,198,931	880,646	2,037,838	6,235,509	1,955,820
Debt Service	-	-	-	-	-	-	-	-	-	-	-
TIF Fees & Reimbursements	80,371	59,935	55,505	1,532,278	1,318,925	1,307,612	47,893	67,708	62,000	1,660,542	1,446,568
Transfers Out	2,796,427	666,176	344,000	56,800	51,000	46,000	195,381	-	-	3,048,608	717,176
<b>Total Expenditures</b>	<b>\$ 20,772,312</b>	<b>\$ 19,496,097</b>	<b>\$ 20,494,569</b>	<b>\$ 1,821,532</b>	<b>\$ 1,524,186</b>	<b>\$ 1,571,616</b>	<b>\$ 5,442,205</b>	<b>\$ 948,354</b>	<b>\$ 2,099,838</b>	<b>\$ 28,036,049</b>	<b>\$ 21,968,637</b>
<b>Revenues over (under) expenses</b>	<b>\$ (203,340)</b>	<b>\$ 588,989</b>	<b>\$ (660,576)</b>	<b>\$ 84,804</b>	<b>\$ 145,999</b>	<b>\$ 58,722</b>	<b>\$ (529,708)</b>	<b>\$ 664,468</b>	<b>\$ (432,454)</b>	<b>\$ (648,244)</b>	<b>\$ 1,399,456</b>
<b>Beginning Fund Balance - Jan 1</b>	<b>\$ 11,729,411</b>	<b>\$ 11,526,071</b>	<b>\$ 12,115,060</b>	<b>\$ 596,444</b>	<b>\$ 681,248</b>	<b>\$ 827,247</b>	<b>\$ 307,287</b>	<b>\$ (222,421)</b>	<b>\$ 442,047</b>	<b>\$ 12,633,142</b>	<b>\$ 11,984,898</b>
<b>Ending Fund Balance - Dec 31</b>	<b>\$ 11,526,071</b>	<b>\$ 12,115,060</b>	<b>\$ 11,454,484</b>	<b>\$ 681,248</b>	<b>\$ 827,247</b>	<b>\$ 885,969</b>	<b>\$ (222,421)</b>	<b>\$ 442,047</b>	<b>\$ 9,593</b>	<b>\$ 11,984,898</b>	<b>\$ 13,384,354</b>

### Revenue Projections

This section provides a detailed analysis of each major revenue source. All recurring revenues in excess of \$150,000 are included. In total, over 93.5% of all taxes, fees, user charges, grants, contracts, licenses, assessments, etc. are covered by this section.

Revenue is estimated based upon historical data, current economic conditions and any new or discontinued revenue source. The City of Ballwin applies a conservative approach when budgeting revenues and considers factors such as retail businesses that may be closing, new retail businesses and fee increases. Weather trends are even considered in relation to golf course and aquatic center revenues.

The City has had a zero property tax rate in place since 1987, so it is primarily reliant on sales taxes, utility gross receipt taxes, and recreation fees from its recreation / community center, aquatic center, and golf course.

Each revenue page is divided into the following sections:

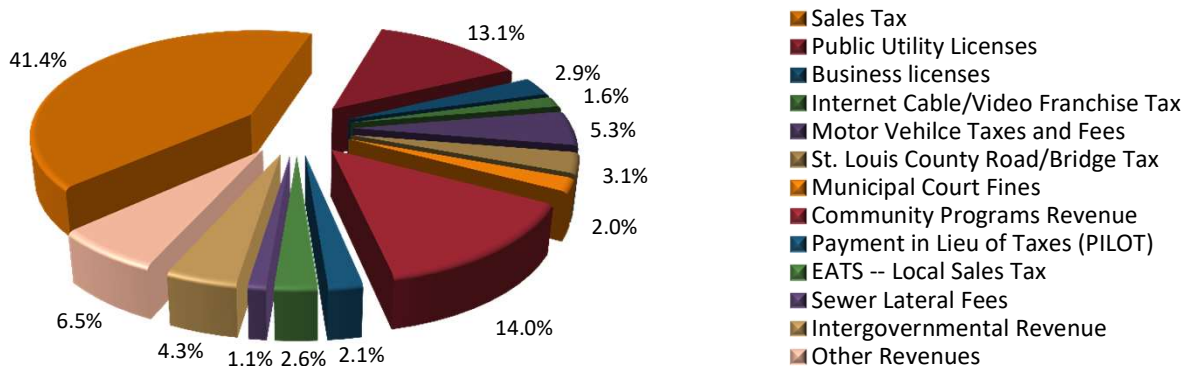
*Legal authorization* - The section of the Missouri Revised Statutes and city ordinances that authorizes the levy or revenue.

*Account Codes* - The general ledger account to which the revenue source(s) is posted in the accounting system.

*Description* - A brief explanation of the source, rate and calculation of the revenue.

*Basis of Projection & Analysis* - Factors included by the city in the forecast of the revenue.

*Financial Trend* - This is a graphical display of the last four years, current year estimate and next year's budget.



### Sales Tax

**Legal Authorization:**

**State Statute:** Sections 94.500 and Chapter 144  
**City Ordinance:** Section 27-1

**Account Codes:**

500001, 500005

**Description:**

St. Louis County collects a 1 cent general sales tax from retailers on sales of tangible personal property and certain taxable services and distributes this tax among themselves and the municipalities within the County. Municipalities are labeled “Group A” - sales tax revenues based on point-of-sales, and “Group B”- sales tax revenues shared with a “pool” based upon population. Ballwin is a combined “A/B” municipality and collects both point-of-sale taxes and pooled taxes.

City residents voted to approve a ½ cent Capital Improvement tax in 1996 which may only be used for the funding, operation or maintenance of a capital improvement and the repayment of bonds to finance a capital improvement. Ballwin receives a distribution of 85% of this tax with the remaining 15% going to the “pool”. City residents voted to approve a ½ cent Parks tax in 2001. This tax may only be used for any park-related purpose. Ballwin receives the entire distribution.

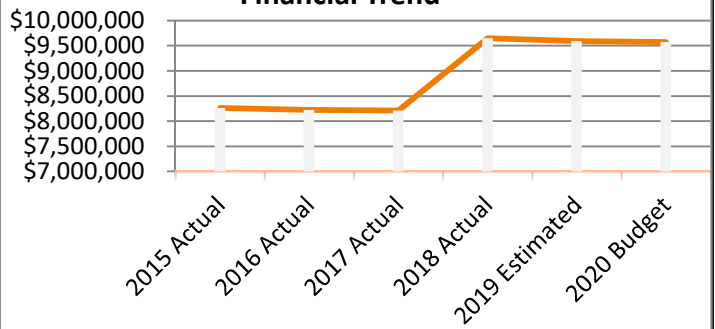
County residents approved a ½ cent Public Safety tax in 2017. This tax may only be used for any police-related purpose.

**Basis of Projection & Analysis:**

Sales taxes are allocated first to the Capital Fund based on project funding needs and then to the General Fund.

FY20 budget projects a decrease of \$20,000 on TIF sales taxes due to tenant vacancies in the Olde Towne Plaza District. There is no growth projected for general sales taxes.

**Financial Trend**



By Fund						
Collection/ Distribution Year	General Fund		Capital Fund		Total	Annual Percentage Change
2015 Actual	7,934,220	96.0%	326,938	4.0%	8,261,157	
2016 Actual	7,633,208	92.9%	587,532	7.1%	8,220,739	-0.5%
2017 Actual	7,309,027	89.0%	900,917	11.0%	8,209,944	-0.1%
2018 Actual	8,958,996	92.9%	689,366	7.1%	9,648,362	17.5%
2019 Estimated	9,171,000	95.6%	420,000	4.4%	9,591,000	-0.6%
2020 Budget	8,816,000	92.1%	755,000	7.9%	9,571,000	-0.2%

### Public Utility Licenses

**Legal Authorization:**

**State Statute:** Sections 94.110 - 94.120  
**City Ordinance:** 14-206, 14-231, 14-251, 14-271

**Account Codes:**

501001, 501002, 501003, 501004, 501006  
 501007, 501008, 501009, 501010

**Description:**

The City's second major source of revenue comes from a gross receipts tax imposed on both public and private utility companies conducting business within the City limits but having no physical location here. These fees are assessed for the continued use of the public right-of-way. Utilities include electric, gas, water and telephone.

The City increased its utility gross receipts tax rate to 7% in 2008.

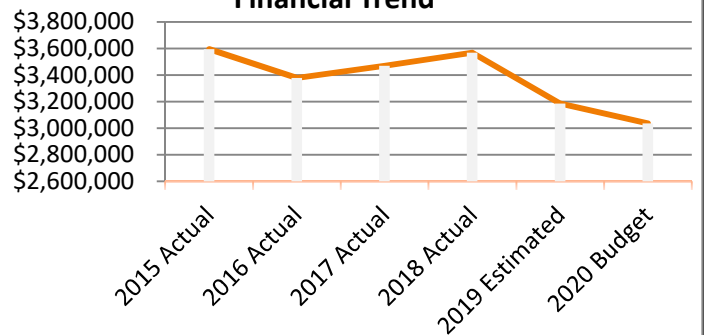
**Basis of Projection & Analysis:**

Natural gas and water are projected at a five year average.

Telephone tax receipts continue to decline; a reduction of more than 19% is projected for FY20.

The electric utility reduced its residential rates in 2018 by 6% through 2020. No change in receipts is expected from 2019 levels.

**Financial Trend**



General Fund Category						
Collection/	Gas	Water	Telephone	Electric	Total	Annual
2015 Actual	776,376	322,720	871,308	1,623,742	3,594,146	
2016 Actual	695,424	336,938	771,136	1,575,353	3,378,851	-6.0%
2017 Actual	732,656	378,991	693,223	1,665,291	3,470,161	2.7%
2018 Actual	817,218	426,342	649,948	1,674,880	3,568,388	2.8%
2019 Estimated	809,100	371,200	490,400	1,514,200	3,184,900	-10.7%
2020 Budget	760,100	366,200	396,700	1,514,200	3,037,200	-4.6%

### Business Licenses

**Legal Authorization:**

**State Statute:** 67.2689, Chapter 89  
**City Ordinance:** 14-76

**Account Codes:**

502001

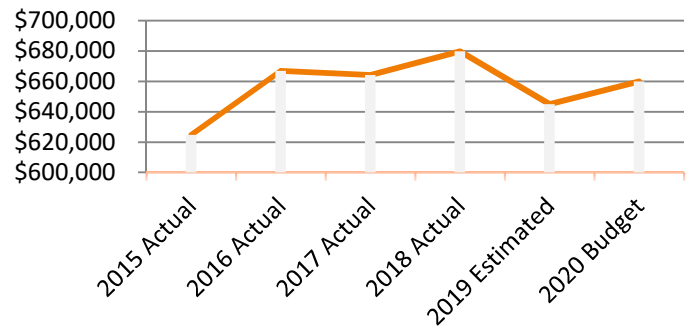
**Description:**

This is a fee instituted for maintaining a business within the City and is due and payable by the business, trade, occupation or avocation at the time of commencing operations with an annual renewal on or before the first day of April of each year. The City of Ballwin fee for retail businesses is assessed at \$1.00/\$1,100 of retail gross receipts with a minimum fee of \$100. Non-retail businesses pay \$0.10/square foot of floor space also with a minimum fee of \$100. The Hancock amendment requires that an increase in business license fees must be put before a vote of the people.

**Basis of Projection & Analysis:**

Change in this revenue source is based on projected commercial growth and occupancy rates.

**Financial Trend**



General Fund Category			
Collection/ Distribution Year	Business Licenses		Annual Percentage
2015 Actual	624,719	100.0%	
2016 Actual	666,966	100.0%	6.8%
2017 Actual	664,221	100.0%	-0.4%
2018 Actual	679,836	100.0%	2.4%
2019 Estimated	645,000	100.0%	-5.1%
2020 Budget	660,000	100.0%	2.3%

### Internet Cable/Video Franchise Tax

**Legal Authorization:**

**State Statute:** 67.2689  
**City Ordinance:** 14-206

**Account Codes:**

501025

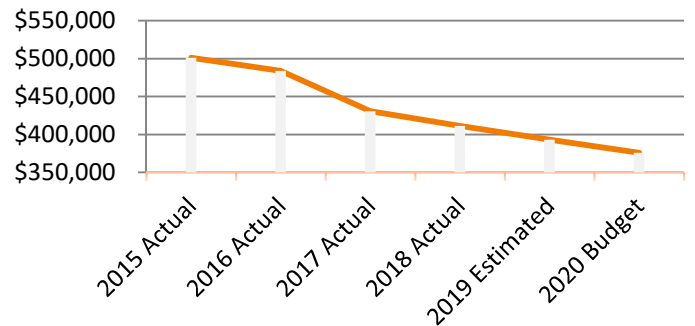
**Description:**

A franchise fee of 5% is imposed on cable television companies. Each company or corporation engaged in the business of supplying public, non-municipal cable services to the citizens pays an annual franchise tax of five percent (5%) of the gross receipts collected from the sale of this public utility service within the City limits.

**Basis of Projection & Analysis:**

Collections in 2020 are anticipated to decrease by 4.3% as customers of AT&T continue to convert to a satellite based service.

**Financial Trend**



General Fund Category			
Collection/ Distribution Year	Cable TV Franchise		Annual Percentage
2015 Actual	501,031	100.0%	
2016 Actual	483,859	100.0%	-3.4%
2017 Actual	430,864	100.0%	-11.0%
2018 Actual	411,363	100.0%	-4.5%
2019 Estimated	393,000	100.0%	-4.5%
2020 Budget	376,000	100.0%	-4.3%



### Motor Vehicle Taxes and Fees

#### FUEL TAX, SALES TAX, & LICENSE /TRANSFER FEES

**Legal Authorization:**

**State Statute:** Article IV, Section 30(a);  
 Article VII, Section 94.560; Article X,  
 Chapter 142, Section 144.069  
**City Ordinance:** N/A

**Account Codes:**

500002, 500045, 500030

**Description:**

**Motor Fuel Tax:** This State imposed 17¢ per gallon tax reflects a 15% distribution, divided among all Missouri cities, of all State taxes collected on the sale of motor fuel. The distribution is based on the last federal decennial census.

**Motor Vehicle Sales Tax:** This tax is on the purchase price of a motor vehicle, trailers, boats and outboard motors. Sales tax rate is determined by where the vehicle is titled.

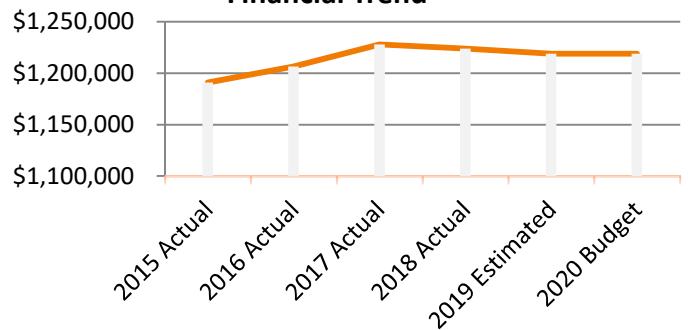
**Motor Vehicle Fees:** This fee is the City share of the State of Missouri vehicle license and transfer fees assessed. Allocation is based on a city's population according to the last Federal decennial census. Funds derived from this revenue source are to be used solely for "construction, reconstruction, maintenance, repair, policing, signing, lighting, cleaning of roads, and for the payment and interest on indebtedness on account of road and street purposes and uses thereof".

**Basis of Projection & Analysis:**

**Motor Fuel Tax:** Revenue from this tax source decreases when gas prices rise as consumers lower their consumption, and increases as gas prices fall. No change is anticipated for 2020 as fuel price increases are expected to be nominal.

No increases are anticipated for motor vehicle sales or vehicle fees for FY20.

**Financial Trend**



General Fund Category					
Collection/ Distribution Year	Motor Fuel Tax	Motor Vehicle Sales Tax	Motor Vehicle Fees	Total	Change
2015 Actual	804,601	252,106	134,334	1,191,041	
2016 Actual	816,954	259,528	130,006	1,206,487	1.3%
2017 Actual	819,499	273,139	135,126	1,227,765	1.8%
2018 Actual	815,719	271,339	136,798	1,223,856	-0.3%
2019 Estimated	812,000	273,000	134,000	1,219,000	-0.4%
2020 Budget	812,000	273,000	134,000	1,219,000	0.0%

### St. Louis County Road/Bridge Tax

**Legal Authorization:**

**State Statute:** 137.558  
**City Ordinance:** N/A

**Account Codes:**

500040

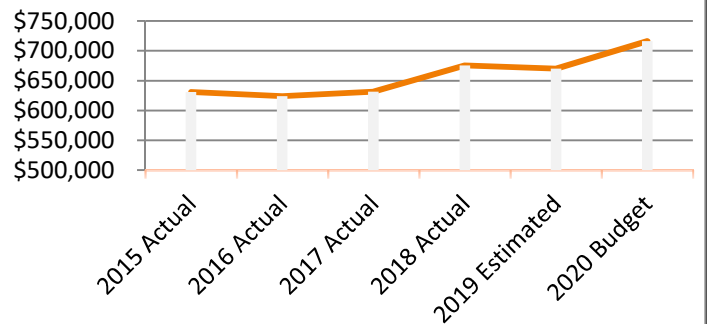
**Description:**

St. Louis County's Road and Bridge tax levy is \$0.103 per \$100 assessed valuation of residential and commercial real property and \$0.105 for personal property within the City. It is distributed to the City based on the City's assessed valuation and is billed along with other property tax assessments. This revenue must be used for the improvement and repair of public roads, streets and bridges within the municipality.

**Basis of Projection & Analysis:**

Assessment values have been increasing since 2013, with a 10% increase in value over the prior year.

**Financial Trend**



General Fund Category			
Collection/ Distribution Year	County Road Tax		Annual Percentage
2015 Actual	631,045	100.0%	
2016 Actual	623,937	100.0%	-1.1%
2017 Actual	631,718	100.0%	1.2%
2018 Actual	675,661	100.0%	7.0%
2019 Estimated	670,000	100.0%	-0.8%
2020 Budget	716,000	100.0%	6.9%

### Municipal Court Fines

**Legal Authorization:**

**State Statute:** Chapter 479  
**City Ordinance:** Chapter 15-17

**Account Codes:**

503005

**Description:**

Revenue is received from the fines levied by the Ballwin Municipal Judge in the adjudication of tickets and citations issued by the Ballwin Police and Code Enforcement personnel.

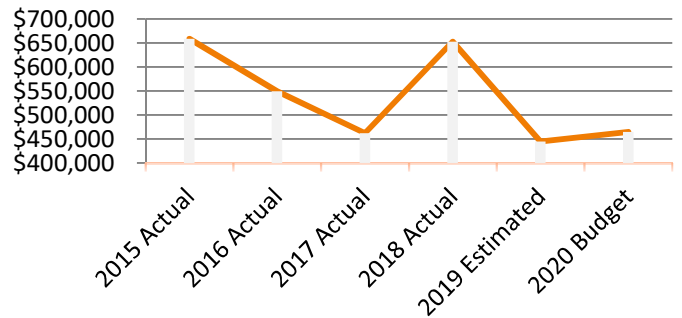
**Basis of Projection & Analysis:**

The State of Missouri enacted legislation in 2015 that has reduced the amount of revenue that can be collected through the municipal court.

Ticket volume fluctuates from year to year.

A modest increase of 4.5% is budgeted.

**Financial Trend**



General Fund Category			
Collection/ Distribution Year	Municipal Court Fines		Annual Percentage
2015 Actual	658,412	100.0%	
2016 Actual	549,680	100.0%	-16.5%
2017 Actual	462,383	100.0%	-15.9%
2018 Actual	652,914	100.0%	41.2%
2019 Estimated	445,000	100.0%	-31.8%
2020 Budget	465,000	100.0%	4.5%

### Community Programs Revenue

**Legal Authorization:**

**State Statute:** N/A  
**City Ordinance:** N/A

**Account Codes:**

Various

**Description:**

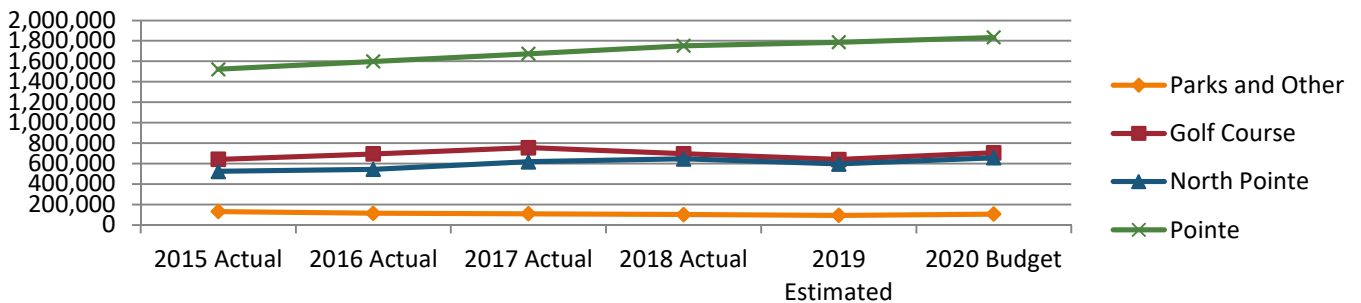
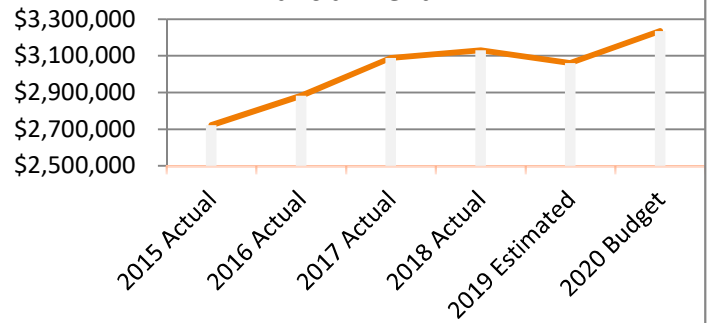
The City of Ballwin has three major recreation facilities from which it receives revenues. The Pointe at Ballwin Commons Community Center houses a fitness center, indoor track, gymnasium and natatorium. Programs ranging from water aerobics classes to arts & crafts to race events are offered. The North Pointe Aquatic Center is open from Memorial Day to Labor Day. This water park features slides, a competitive and leisure pool, Tree Swing, Bucket Falls and a Lazy River. Revenue is also received from the City's nine-hole golf course, snack bar and its banquet center, which is rented out the entire year.

**Basis of Projection & Analysis:**

Revenue from outdoor facilities fluctuate with weather conditions and are projected generally at a five year average.

Membership fees and daily admission rates will increase January 1, 2020 to help offset the impact of scheduled minimum wage increases.

**Financial Trend**



### Payment in Lieu of Taxes (PILOT)

**Legal Authorization:**

**State Statute:** Section 99.800 to 99.865  
**City Ordinance:** N/A

**Account Codes:**

500502

**Description:**

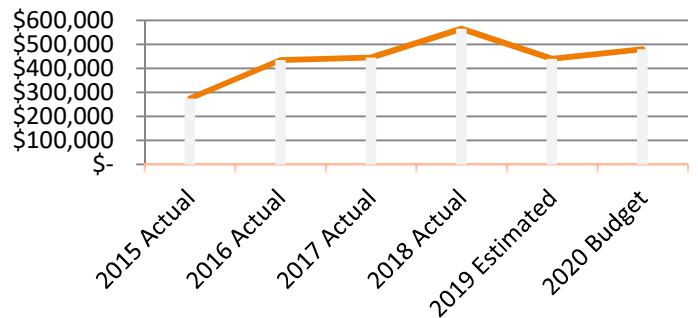
Tax Increment Financing (TIF) - encourages development of blighted, substandard, or economically under-utilized areas that would not develop without public assistance; the PILOTs are made by property owners in the redevelopment area on the increase in current equalized assessed valuation of each such parcel, and such payments are deposited into the special allocation fund; payments to the fund may be used to pay for the redevelopment project costs or to repay any obligations (i.e., bonds or promissory notes) issued by the municipality to pay for the redevelopment project costs.

**Basis of Projection & Analysis:**

Olde Towne Plaza TIF revenues are reflected in the Special Revenue Funds category below. The PILOTs are generated pursuant to the terms of the Real Property Tax Increment Allocation Redevelopment Act.

Revenues fluctuate based on the success of real estate assessment value appeals filed by major tenants in the development. Assessment values increased by 10% in FY19.

**Financial Trend**



Special Revenue Fund Category			
Collection/ Distribution Year	PILOTs		Annual Percentage
2015 Actual	275,077	100.0%	
2016 Actual	435,175	100.0%	58.2%
2017 Actual	445,455	100.0%	2.4%
2018 Actual	565,296	100.0%	26.9%
2019 Estimated	440,000	100.0%	-22.2%
2020 Budget	480,000	100.0%	9.1%

### EATS -- Local Sales Tax

**Legal Authorization:**

**State Statute:** Section 99.820, 99.845  
**City Ordinance:** N/A

**Account Codes:**

500501

**Description:**

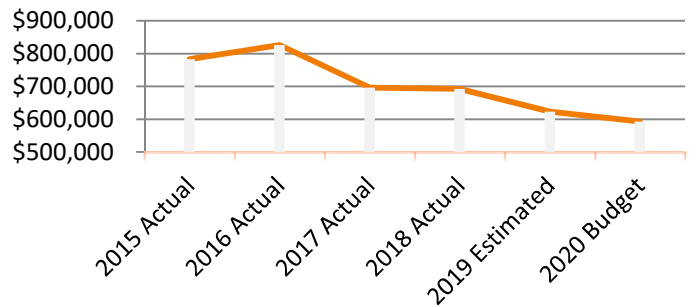
For redevelopment projects approved by ordinance after August 31, 1991, fifty percent of the total additional revenue from taxes, penalties and interest which are imposed by the municipality or other taxing districts, and which are generated by economic activities within the area over a determined base amount, but exclude certain taxes, shall be allocated to, and paid to the municipality, who shall deposit such funds in a separate segregated account within a special allocation fund.

Ballwin has one active TIF redevelopment project which generates economic activity taxes (EATS) - Olde Towne Plaza.

**Basis of Projection & Analysis:**

Several tenant vacancies exist in the Plaza. FY20 revenues are projected to decline by almost 5%.

**Financial Trend**



Special Revenue Fund Category			
Collection/ Distribution Year	EATs		Annual Percentage
2015 Actual	782,725	100.0%	
2016 Actual	826,348	100.0%	5.6%
2017 Actual	696,862	100.0%	-15.7%
2018 Actual	692,965	100.0%	-0.6%
2019 Estimated	623,700	100.0%	-10.0%
2020 Budget	593,000	100.0%	-4.9%

### Sewer Lateral Fees

**Legal Authorization:**

**State Statute:** 249-422  
**City Ordinance:** 99-46

**Account Codes:**

500050

**Description:**

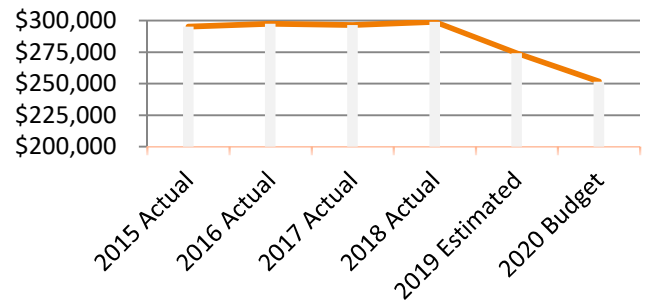
The City of Ballwin receives an annual fee of \$28 on all residential property having six or less dwelling units to fund a sewer lateral repair program. This fee was approved by Ballwin voters in April 1999. St Louis County collects the fee from eligible property owners.

**Basis of Projection & Analysis:**

This revenue is generally stable reflecting the small number of new homes built each year in Ballwin.

Refunds of fees assessed and collected in error on units not eligible for the program are being made in FY19 and FY20.

**Financial Trend**



Sewer Lateral Fund Category			
Collection/ Distribution Year	Sewer Lateral Fees		Annual Percentage
2015 Actual	295,192	100.0%	
2016 Actual	297,637	100.0%	0.8%
2017 Actual	296,500	100.0%	-0.4%
2018 Actual	299,158	100.0%	0.9%
2019 Estimated	274,174	100.0%	-8.4%
2020 Budget	251,676	100.0%	-8.2%

**Intergovernmental Revenue**

**Description:**

The City of Ballwin enters into various service contracts with other governmental agencies and political subdivisions that provide grants and reimbursements of city incurred costs. These revenues are not considered recurring since they are dependent on programs or projects that may or may not be continued.

		Amount	Fund Total
<b><u>Grant</u></b>	<b><u>Program</u></b>		
MO Dept of Transportation	DWI Enforcement	\$6,000	
	Seatbelt Enforcement	3,500	
	Traffic Services	7,000	
	Youth Alcohol	2,750	
Dept. of Justice	Drug Enforcement	14,500	
		<u>33,750</u>	
<b><u>Service Contract</u></b>	<b><u>Entity</u></b>		
Policing Services	City of Winchester	153,792	
Police Communications	City of Manchester	137,469	
School Resource Officer	Selvidge Middle School	61,224	
Municipal Court	City of Winchester	12,000	
Housing/Building Permits	City of Winchester	12,000	
Code Enforcement	City of Winchester	4,200	
Prisoner Housing	City of Ellisville	1,000	
		<u>381,685</u>	
Total General Fund			<u><u>415,435</u></u>
<b><u>Grant/Reimbursement</u></b>	<b><u>Project</u></b>		
Federal STP	Holloway Road	<u>43,384</u>	
<b><u>Program/Project</u></b>	<b><u>Entity</u></b>		
Ferris Park Improvements	Municipal Park Commission	<u>525,000</u>	
Total Capital Fund			<u><u>568,384</u></u>
Police Federal Asset Seizure Fund			<u><u>12,000</u></u>
Police Officers Standards Training Fund			<u><u>2,900</u></u>
Total Intergovernmental - All Funds			<u><u>\$998,719</u></u>





# **General Fund Overview**

**Combined Statement of Revenues and Expenditures - General Fund**

	2018 Actual	2019 Estimated	2020 Budget
<b>Fund Balance January 1</b>	\$ 11,639,136	\$ 8,856,363	\$ 8,498,309
<b>Revenues</b>	\$ 20,568,972	\$ 20,085,086	\$ 19,833,993
<b>Expenditures</b>			
Administration:	\$ 3,064,409	\$ 3,225,427	\$ 3,371,407
Parks:	\$ 4,234,432	\$ 4,627,385	\$ 5,021,402
Police:	\$ 6,084,468	\$ 6,263,098	\$ 6,747,769
Public Works:	\$ 4,592,576	\$ 4,714,011	\$ 5,009,991
<b>TOTAL:</b>	\$ 17,975,885	\$ 18,829,921	\$ 20,150,569
<b>Transfer (To)/From</b>			
<b>Capital Projects Fund</b>	\$ (2,796,427)	\$ (666,176)	\$ (344,000)
<b>Other Restricted Funds</b>	\$ (3,948)	\$ 3,714	\$ (3,200)
(Inmate Security, Hist Society, Art, LOAP and Sidewalk escrows)			
<b>Fund Balance December 31</b>	\$ <b>11,431,848</b>	\$ <b>9,449,066</b>	\$ <b>7,834,533</b>
<b>Less Restricted/Committed for</b>			
Prepaid Expenses	\$ (478,773)	\$ -	\$ -
Inventory	\$ (292,282)	\$ -	\$ -
Government Center Improvements	\$ (892,707)	\$ 666,176	\$ -
Public Safety	\$ (911,723)	\$ (616,933)	\$ 344,000
Capital/Major Infrastructure	\$ -	\$ (1,000,000)	\$ -
<b>Unassigned Fund Balance December 31</b>	\$ <b>8,856,363</b>	\$ <b>8,498,309</b>	\$ <b>8,178,533</b>

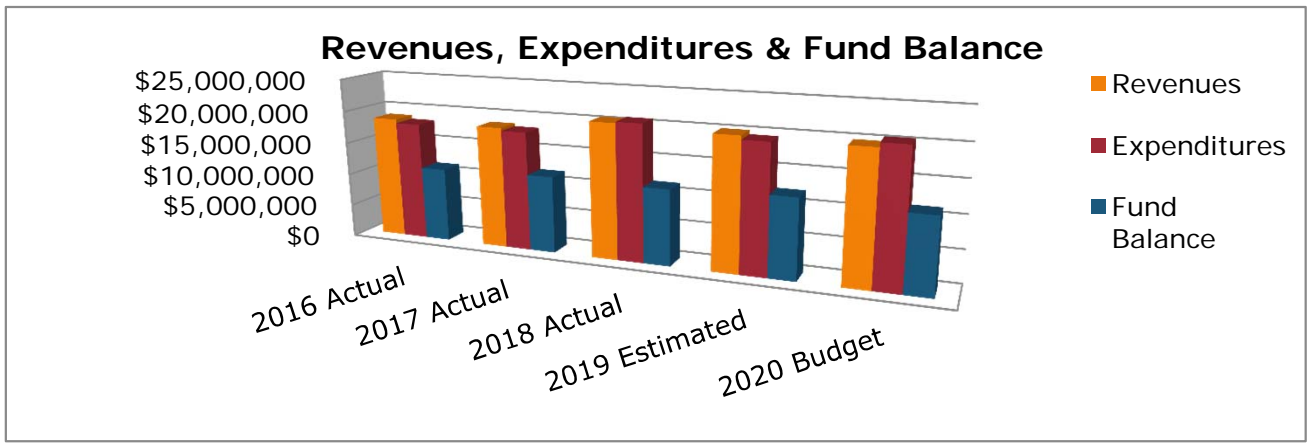
Anticipated Unassigned Fund Balance 12/31/19: 45.13% of 2019 Estimated Expenditures

Anticipated Unassigned Fund Balance 12/31/20: 40.59% of 2020 Budget Expenditures

Note: Fund balances exclude other restricted funds

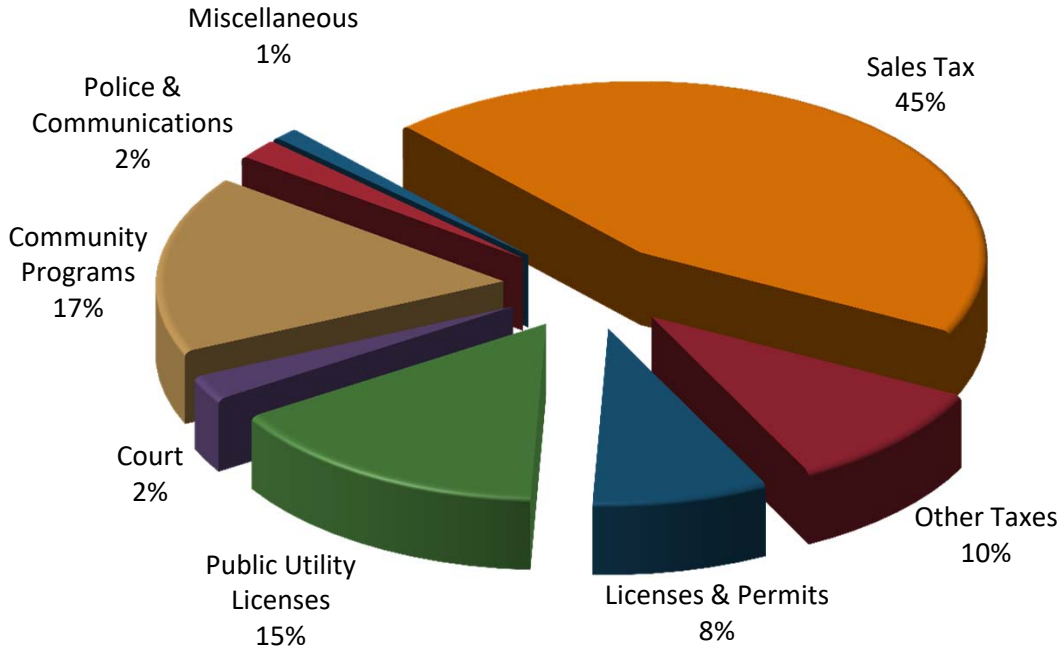
**General Fund Budget Summary**

	2016 Actual	2017 Actual	2018 Actual	2019 Estimated	2020 Budget
<b>Revenues</b>					
Sales and Use Taxes	\$ 7,633,208	\$ 7,309,027	\$ 8,958,996	\$ 9,171,000	\$ 8,816,000
Other Taxes	1,913,549	1,934,328	1,966,017	1,951,000	1,991,000
Licenses & Permits	1,626,337	1,616,033	1,596,691	1,643,249	1,621,745
Public Utility Licenses	3,378,851	3,470,161	3,568,388	3,184,900	3,037,200
Investment Earnings	79,515	92,470	103,482	118,133	97,200
Donations	11,670	13,660	8,250	3,107	4,000
Grants and Entitlements	60,354	54,356	36,475	34,000	33,750
Court Fines	549,680	462,383	652,914	445,000	465,000
Sale of Assets/Property	69,059	25,729	31,844	48,900	15,000
False Alarm Fines	8,275	6,550	5,075	6,500	6,800
Police and Communications	220,800	203,882	214,882	253,111	376,835
Community Programs	2,944,815	3,154,462	3,194,891	3,113,759	3,300,800
Miscellaneous Revenues	223,160	248,445	231,067	112,427	68,663
Transfers In	-	-	-	-	-
<b>Total Revenues</b>	<b>\$18,719,273</b>	<b>\$18,591,486</b>	<b>\$20,568,972</b>	<b>\$20,085,086</b>	<b>\$19,833,993</b>
<b>Expenditures - by Function</b>					
Administration	\$ 2,731,617	\$ 2,746,971	\$ 2,907,543	\$ 3,062,874	\$ 3,216,602
Parks and recreation	4,015,847	4,173,103	4,024,388	4,222,856	4,551,527
Police	5,365,155	5,413,603	5,897,286	6,171,061	6,588,569
Public Works	3,820,668	3,836,897	4,029,719	4,238,021	4,755,254
Capital Expenditures	2,126,926	1,414,714	1,036,578	1,075,174	983,112
Debt Service	-	-	-	-	-
TIF Fees & Reimbursements	84,264	105,952	80,371	59,935	55,505
Transfers Out	-	475,135	2,796,427	666,176	344,000
<b>Total Expenditures</b>	<b>\$18,144,477</b>	<b>\$18,166,375</b>	<b>\$20,772,312</b>	<b>\$19,496,097</b>	<b>\$20,494,569</b>
<b>Revenues over (under) expenses</b>	<b>\$ 574,796</b>	<b>\$ 425,111</b>	<b>\$ (203,340)</b>	<b>\$ 588,989</b>	<b>\$ (660,576)</b>
<b>Fund Balance, Beginning of Year</b>	<b>\$10,729,504</b>	<b>\$11,304,300</b>	<b>\$11,729,411</b>	<b>\$11,526,071</b>	<b>\$12,115,060</b>
<b>Fund Balance, End of Year</b>	<b>\$11,304,300</b>	<b>\$11,729,411</b>	<b>\$11,526,071</b>	<b>\$12,115,060</b>	<b>\$11,454,484</b>
<b>Net Unassigned Fund Balance</b>	<b>\$ 7,540,140</b>	<b>\$ 7,730,577</b>	<b>\$ 8,856,363</b>	<b>\$ 8,498,309</b>	<b>\$ 8,178,533</b>

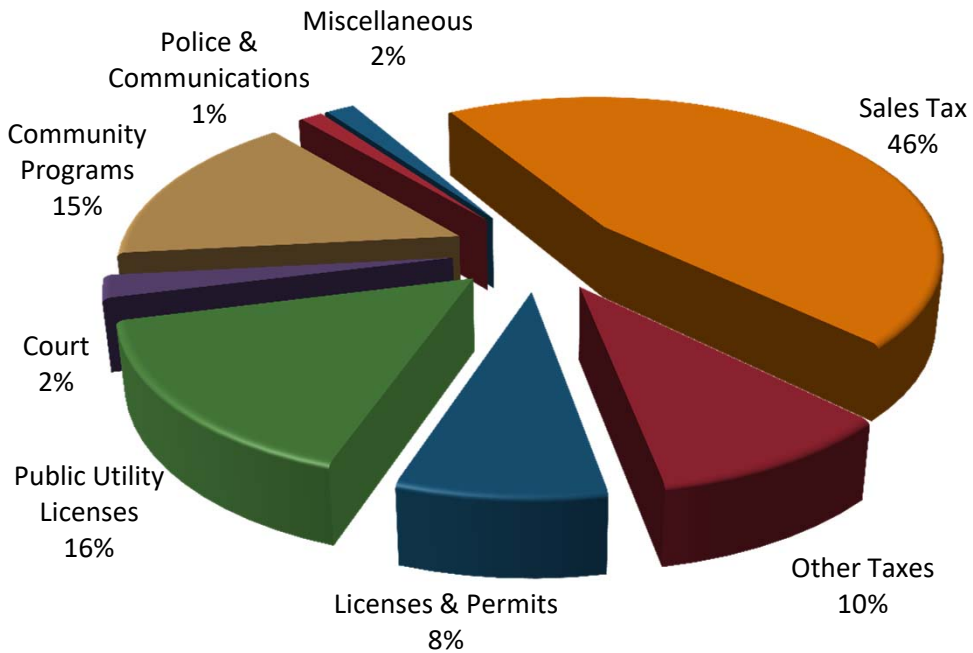


### General Revenues

#### 2020 Budget



#### 2019 Estimated



## General Fund Revenues

Account Description	2018 Actual	2019 Estimated	2020 Budget
<b>Fund: General</b>			
<u>Revenues</u>			
Sales and Use Taxes			
500001 Sales tax	8,730,339	8,966,000	8,631,000
500005 Sales tax - TIF 2A	228,657	205,000	185,000
<b>Total: Sales and Use Taxes</b>	<b>8,958,996</b>	<b>9,171,000</b>	<b>8,816,000</b>
Other Taxes			
500002 Sales tax - vehicles	271,339	273,000	273,000
500025 Cigarette tax	66,500	62,000	56,000
500030 Motor vehicle fees	136,798	134,000	134,000
500040 County road tax	675,661	670,000	716,000
500045 Motor fuel tax	815,719	812,000	812,000
<b>Total: Other Taxes</b>	<b>1,966,017</b>	<b>1,951,000</b>	<b>1,991,000</b>
Licenses & Permits			
501025 Cable TV franchise fees	411,363	393,000	376,000
501026 Tower franchise fees	70,751	79,236	75,250
502001 Business Licenses	679,836	645,000	660,000
502005 Contractor Licenses	47,420	48,000	47,000
502010 Liquor Licenses	17,487	18,338	18,000
502025 Electrical Tests	100	50	70
503001 Petition fees	6,500	3,500	3,500
504001 Housing inspections	65,775	72,000	73,000
504005 Apartment inspections	18,270	18,000	18,000
504010 Commercial inspections	2,905	2,700	2,700
504015 Occupancy permits	375	300	300
504100 Building permits	107,289	156,000	139,000
504101 Contracted building permits	12,518	12,000	12,000
504102 Mechanical permits	42,785	47,000	45,000
504103 Electrical permits	51,748	62,000	68,000
504104 Demolition permits	1,000	1,000	1,000
504105 Plumbing permits	32,442	63,000	59,000
504110 Sign permits	6,505	7,700	7,700
504115 Fence permits	4,865	5,200	5,200
504120 Excavation permits - others	3,150		
504125 Excavation permits - utilities	5,450	7,200	5,500
504130 Site/grading permits/fees	3,112	-	-
504150 Reinspection fees	45	25	25
504160 Solicitation permits	3,100	-	3,500
504199 Miscellaneous permits	1,900	2,000	2,000
<b>Total: Licenses &amp; Permits</b>	<b>1,596,691</b>	<b>1,643,249</b>	<b>1,621,745</b>

## General Fund Revenues

Account Description	2018 Actual	2019 Estimated	2020 Budget
<b>Public Utility Licenses</b>			
501001 Gas gross receipts	811,838	805,000	756,000
501002 Water gross receipts	424,770	370,000	365,000
501003 Telephone gross receipts	620,568	460,000	368,000
501004 Electric gross receipts	1,655,997	1,500,000	1,500,000
501006 Protest Telephone gross receipts	25,038	26,900	25,200
501007 TIF util gross receipts - gas	5,380	4,100	4,100
501008 TIF util gross receipts - water	1,571	1,200	1,200
501009 TIF util gross receipts - phone	4,343	3,500	3,500
501010 TIF util gross receipts - electric	18,883	14,200	14,200
<b>Total: Public Utility Licenses</b>	<b>3,568,388</b>	<b>3,184,900</b>	<b>3,037,200</b>
<b>Investment Earnings</b>			
505001 Bank account interest	2,452	133	1,200
505050 Investment income	99,145	118,000	96,000
505100 Realized and unrealized gains	1,885	-	-
<b>Total: Investment Earnings</b>	<b>103,482</b>	<b>118,133</b>	<b>97,200</b>
<b>Donations</b>			
506003 Sponsorships	7,950	3,107	4,000
506005 Tree donations	300	-	-
506010 Sidewalk contributions	-	-	-
<b>Total: Donations</b>	<b>8,250</b>	<b>3,107</b>	<b>4,000</b>
<b>Grants and Entitlements</b>			
506500 Miscellaneous grants	18,758	19,500	19,250
506501 OCDETF/FBI ot reimbursement	17,717	14,500	14,500
<b>Total: Grants and Entitlements</b>	<b>36,475</b>	<b>34,000</b>	<b>33,750</b>
<b>Court Fines</b>			
503005 Court fines	652,914	445,000	465,000
<b>Total: Court Fines</b>	<b>652,914</b>	<b>445,000</b>	<b>465,000</b>
<b>Sale of Assets/Property</b>			
508100 Sale of surplus property	4,874	8,900	5,000
508150 Sale of capital assets	26,970	40,000	10,000
<b>Total: Sale of Assets/Property</b>	<b>31,844</b>	<b>48,900</b>	<b>15,000</b>

## General Fund Revenues

Account Description	2018 Actual	2019 Estimated	2020 Budget
False Alarm Fines			
530002 False alarm fines	5,075	6,500	6,800
<b>Total: False Alarm Fines</b>	<b>5,075</b>	<b>6,500</b>	<b>6,800</b>
Police and Communications			
530003 Police reports	3,824	4,000	4,500
530004 Police record checks	354	300	350
530006 Police training fees	8,972	6,500	8,500
530007 Prisoner fit for confinement reimb	1,900	100	500
530010 Fingerprinting fees	3,060	2,250	2,500
530052 Inmate security funds	8,940	7,000	7,000
530100 Communications - Manchester	127,755	132,147	137,469
530102 Prisoner housing contract	675	1,200	1,000
530103 Police services - Winchester	-	38,448	153,792
530110 Police services - Rockwood	59,402	61,166	61,224
<b>Total: Police and Communications</b>	<b>214,882</b>	<b>253,111</b>	<b>376,835</b>
Community Programs - Recreation			
540001 Pavilion rentals	11,646	11,500	9,500
540005 Ball field rentals	1,100	1,000	1,500
540200 Art commission funds	70	3,511	4,000
540205 Historical society funds	2,077	2,400	2,000
540215 L.O.A.P. funds	21,326	22,000	24,000
<b>Total: Community Programs - Recreation</b>	<b>36,219</b>	<b>40,411</b>	<b>41,000</b>
Community Programs - Golf Course			
541001 Resident greens fees	132,458	100,400	130,000
541005 Non-resident greens fees	282,117	290,000	310,000
541006 Tournament greens fees	18,631	13,700	17,000
541009 Permanent tee times	1,600	1,920	1,900
541010 Golf carts	133,894	124,000	125,000
541015 Pull carts	2,782	3,000	3,200
541016 Golf carts - tournaments	9,522	6,800	7,000
541060 Junior golf/swim pass - res	525	525	525
541065 Junior golf/swim pass - n/res	700	525	525
541250 Golf programs	2,613	1,169	4,000
541301 Golf course advertising	-	2,000	2,000
<b>Total: Community Programs - Golf Course</b>	<b>584,842</b>	<b>544,039</b>	<b>601,150</b>

## General Fund Revenues

Account Description	2018 Actual	2019 Estimated	2020 Budget
Community Programs - Pro Shop Snack Bar			
541505 Soda fountain sales	8,676	7,200	8,500
541506 On course soda machine	1,441	1,300	1,500
541515 Beer sales	24,931	25,000	25,000
541520 Deli sales	2,831	1,950	4,000
541521 Snack sales	1,824	1,600	3,000
541525 Food/beverages - tournaments	2,416	2,200	2,500
541900 Receipts overages/(shortages)	20	-	-
541950 Golf club misc revenues	710	-	-
<b>Total: Community Programs - Pro Shop Snack Bar</b>	<b>42,849</b>	<b>39,250</b>	<b>44,500</b>
Community Programs - Banquet Center			
541510 Beverage sales	41,722	30,000	33,000
541600 Rental fees	24,488	24,000	24,000
541650 Preferred catering fees	1,079	1,800	1,800
<b>Total: Community Programs - Banquet Center</b>	<b>67,289</b>	<b>55,800</b>	<b>58,800</b>
Community Programs - Aquatic Center			
542001 Daily fees - res adult	25,970	21,992	23,000
542005 Daily fees - res child	17,345	14,004	16,000
542010 Daily fees - non res	245,868	225,023	260,000
542015 Pool pass - res indiv	3,690	3,592	5,000
542016 Pool pass - res sing+1	2,235	2,580	3,000
542017 Pool pass - non res sing+1	570	1,140	1,200
542020 Pool pass - non res indiv	1,415	2,149	2,300
542023 Pool pass - res snr cpl	635	1,138	1,200
542024 Pool pass - non res snr cpl	205	1,149	1,300
542025 Pool pass - res family	55,853	63,000	75,000
542030 Pool pass - non res family	20,890	24,417	33,000
542051 Pointe plus pass - res	22,763	18,900	-
542053 Pointe plus pass - non res	7,842	5,900	-
542060 Junior golf/swim pass - res	150	150	300
542065 Junior golf/swim pass - non res	400	300	300
542070 Platinum pass - res	24,746	21,000	28,000
542072 Platinum pass - non res	11,583	11,000	13,000
542098 Wildwood swim passes	8,011	9,255	7,500
542100 Swim lessons	10,267	9,256	10,100
542200 Aqua fitness	1,121	974	1,000
542250 Pool programs	13,613	9,851	10,000
542300 Swim team	15,375	11,907	14,000
542500 Concessions	141,141	122,932	135,000



## General Fund Revenues

Account Description	2018 Actual	2019 Estimated	2020 Budget
Community Programs - Aquatic Center (Continued)			
542600 Rental fees	1,415	565	2,000
542601 Party rental fees	12,819	12,589	15,000
542800 Items for resale	137	73	100
542900 Receipts overage/(shortage)	-	-	-
<b>Total: Community Programs - Aquatic Center</b>	<b>646,059</b>	<b>594,836</b>	<b>657,300</b>
Community Programs - Community Center			
545001 Daily fees - res	15,857	16,000	18,000
545002 Daily fees - non res	63,166	66,000	70,000
545005 Punch card - res	27,010	27,000	41,000
545006 Punch card - non res	27,741	25,000	44,000
545010 Pass - res	576,989	575,000	600,000
545011 Pass - non res	246,426	240,000	250,000
545051 Pointe plus pass - res	46,396	40,000	-
545053 Pointe plus pass - non res	13,163	13,500	-
545055 Business memberships	16,683	15,000	16,000
545070 Platinum pass - res	81,189	80,000	82,000
545072 Platinum pass - non res	40,109	40,000	43,000
545100 Swim lessons	80,099	80,000	84,000
545175 Lifeguard cert fees	4,165	6,500	6,500
545200 Aqua fitness	29,920	28,000	-
545250 Indoor pool special programs	2,716	1,500	2,500
545400 Program fees - res	51,434	55,000	55,000
545405 Program fees - snr	5,174	6,000	6,000
545410 Program fees - non res	36,417	43,000	48,000
545425 Babysitting	964	1,000	1,000
545450 Summer camp fees - res	140,157	157,698	192,000
545460 Summer camp fees - non res	111,943	130,222	140,000
545475 Personal trainer	37,753	44,000	36,000
545500 Concessions	962	330	500
545506 Soda machine revenue	9,279	9,000	9,500
545550 Vending machine revenue	2,746	3,000	3,000
545600 Rental fees	47,945	47,000	47,000
545602 Birthday parties - res	11,934	11,000	11,000
545603 Birthday parties - non res	10,032	10,000	11,000
545610 Lock-ins	4,925	6,735	6,500
545700 ID fees	8,990	8,600	9,500
545800 Items for resale	46	25	50
545900 Receipts overage/(shortage)	(32)	(8)	-
545950 Miscellaneous	-	-	-
<b>Total: Community Programs - Community Ctr</b>	<b>1,752,298</b>	<b>1,786,102</b>	<b>1,833,050</b>

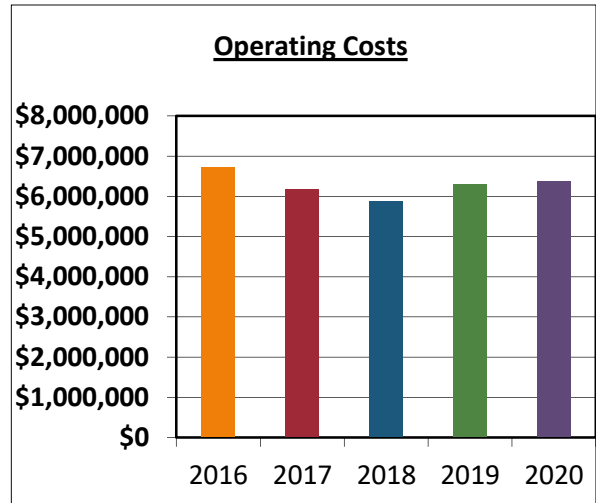
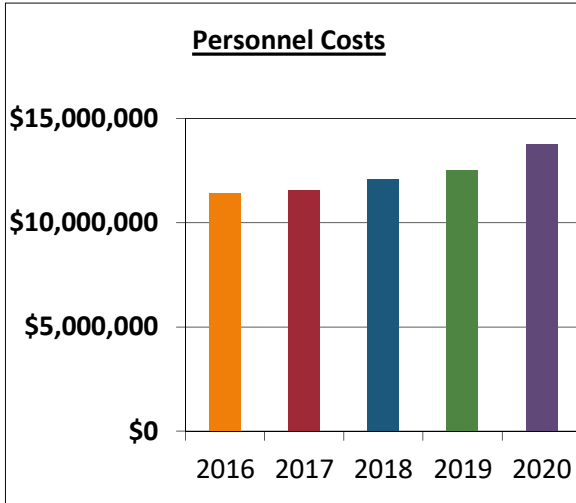
## General Fund Revenues

Account Description	2018 Actual	2019 Estimated	2020 Budget
Community Programs - Ballwin Days			
547001 Ballwin Days	65,335	53,321	65,000
<b>Total: Community Programs - Ballwin Days</b>	<b>65,335</b>	<b>53,321</b>	<b>65,000</b>
Miscellaneous Revenues			
504200 Sewer lateral admin fees	26,800	28,324	15,004
506510 Residential tree cost share	-	-	-
506750 Insurance/damage reimbursement	38,644	1,078	1,000
508001 Rent income	15,300	15,300	15,300
508105 History book sales/royalties	171	-	-
508110 Advertising sales	18,530	14,700	14,000
508200 Admin service charges	2,835	2,775	2,400
508211 Notary service	40	36	44
508300 Previous year collections	89,737	33,981	2,500
508400 IT services	200	200	200
508450 Contracted code enforcement	4,200	4,200	4,200
508500 Contracted court services	-	6,833	12,000
508900 Miscellaneous	34,610	5,000	2,015
508910 Misc construction reimbursement	-	-	-
528506 Soda machine revenue	-	-	-
<b>Total: Miscellaneous Revenues</b>	<b>231,067</b>	<b>112,427</b>	<b>68,663</b>
<b>Revenues Total</b>	<b>20,568,972</b>	<b>20,085,086</b>	<b>19,833,993</b>

## General Fund Expenditures

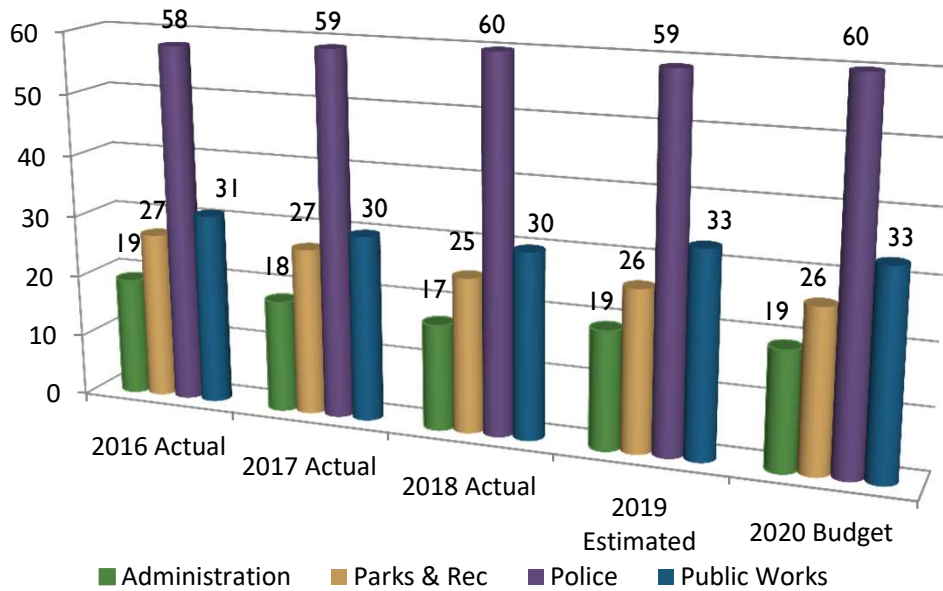
Description	2018 Actual	2019 Estimated	2020 Budget
<b>Personnel Costs</b>			
Wages and Salaries	9,000,269	9,237,669	10,057,660
Benefits	3,083,775	3,279,355	3,704,846
<b>Personnel Costs Total</b>	<b>12,084,044</b>	<b>12,517,024</b>	<b>13,762,506</b>
<b>Operating Costs</b>			
Travel & Training	43,867	50,904	65,490
Utilities	499,966	516,628	534,480
Communications	85,385	65,851	67,655
Rentals	10,155	14,335	15,375
Public Relations - Internal	4,931	8,000	7,450
Public Relations - External	44,965	48,900	54,075
Insurance	283,568	287,968	291,953
Advertising	16,548	17,232	21,105
Repairs & Maintenance	234,610	286,168	268,700
General Supplies	389,490	428,649	446,800
Dues & Subscriptions	30,456	31,434	33,109
Vehicle Expenses	260,385	266,922	263,434
Maintenance Materials	674,387	616,891	701,600
Contractual	2,132,461	2,462,975	2,491,727
Other Operating Expenses	62,491	74,931	76,493
Contingency	1,227	-	10,000
<b>Operating Costs Total</b>	<b>4,774,892</b>	<b>5,177,788</b>	<b>5,349,446</b>
<b>Capital Costs</b>			
Computer Hardware/Software	80,207	117,530	106,300
Equipment, Furniture & Vehicles	783,862	790,575	551,312
Land & Facility Improvements	22,509	167,069	234,500
Streets	150,000	-	91,000
Other Capital Expenses	-	-	-
<b>Capital Costs Total</b>	<b>1,036,578</b>	<b>1,075,174</b>	<b>983,112</b>
<b>TIF Fees &amp; Reimbursements</b>	<b>80,371</b>	<b>59,935</b>	<b>55,505</b>
<b>Transfers Out</b>	<b>2,796,427</b>	<b>666,176</b>	<b>344,000</b>
<b>Grand Total</b>	<b>20,772,312</b>	<b>19,496,097</b>	<b>20,494,569</b>

**Personnel and Operating Cost History**



Year	Fulltime Employee Count	Personnel Costs (Incl P/T)	Percent of Budget	Other Operating Costs	Percent of Budget	Total Budget	Status
2016	135	\$11,414,853	63%	\$6,729,624	37%	\$18,144,477	Actual
2017	134	\$11,521,312	65%	\$6,169,928	35%	\$17,691,240	Actual
2018	132	\$12,084,044	67%	\$5,891,841	33%	\$17,975,885	Actual
2019	137	\$12,517,024	66%	\$6,312,897	34%	\$18,829,921	Estimated
2020	138	\$13,762,506	68%	\$6,388,063	32%	\$20,150,569	Budgeted

**Number of Full Time Employees**



Full-Time Employees as of December 31 by Functions/Programs

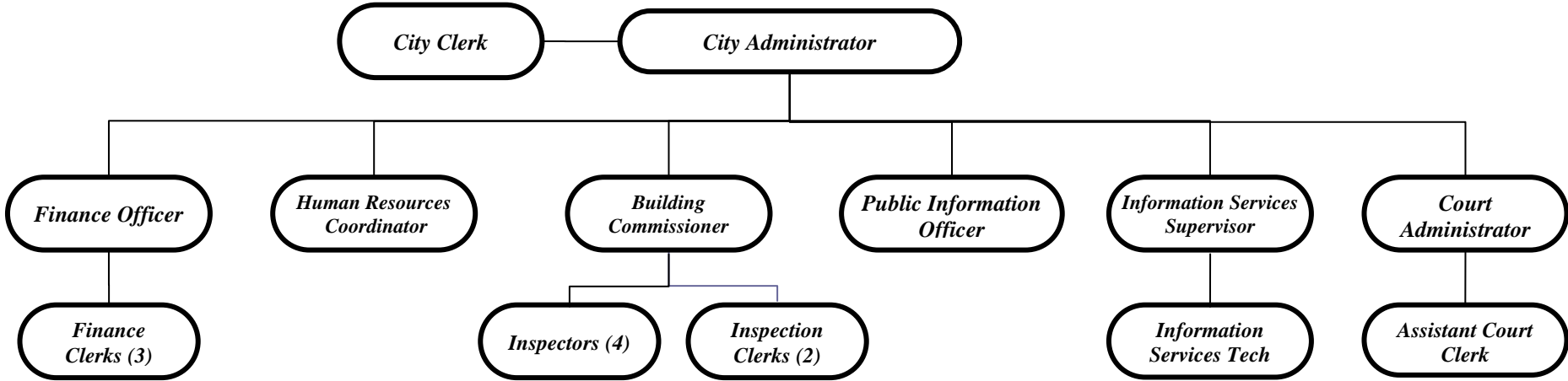
Functions/Programs	2018 Actual	2019 Estimated	2020 Budget
<b>General Government:</b>			
City Administrator	0	1	1
Director of Development	1	0	0
Code Enforcement	2	2	2
Inspectors	4	5	5
Finance	4	4	4
Informations Systems	2	2	2
Human Resource Coordinator	1	1	1
Court	2	2	2
Public Information Officer	1	1	1
City Clerk	0	1	1
<b>Police:</b>			
Chief	1	1	1
Captains	1	1	1
Lieutenants	3	3	3
Sergeants	7	7	7
Detectives	5	5	5
Officers	30	30	31
Information Systems	1	0	0
Dispatchers	11	11	11
Administrative Assistant	1	1	1
<b>Public Works:</b>			
Public Works Director	1	0	1
Street Superintendent	0	1	1
Administrative Assistant	0	1	0
Street Foreman	2	2	2
Mechanics	3	3	3
Street Laborers	24	26	26
<b>Parks and Recreation:</b>			
Parks and Recreation Director	0	1	1
Superintendant of Recreation	1	1	1
Superintendant of Parks	1	1	1
Recreation Managers	4	5	5
Recreation Specialist	2	1	1
Building Laborers	3	3	3
Park Laborers	5	5	5
Custodians	4	4	4
<b>Golf Shop:</b>			
Golf Professional	1	1	1
<b>Golf Course:</b>			
Golf Course Superintendent	1	1	1
Asst Golf Course Superintendent	1	1	1
Golf Mechanic	1	1	1
Golf Laborers	1	1	1
	<u>132</u>	<u>137</u>	<u>138</u>

\* Excludes vacant positions



# **General Fund Department Budgets**

**ADMINISTRATION DEPARTMENT  
2020 ORGANIZATIONAL STRUCTURE**



**Administration Department**

The City of Ballwin Administration Department includes eight programs:

- Planning & Zoning
- Inspections
- Community Services
- Legal & Legislative
- Support Services
- Information Services
- Court
- Finance

- The Department of Administration, through the authority of the Mayor, Board of Aldermen and the City Administrator is responsible for the overall supervision and coordination of the operations of all city departments. This includes advising the Mayor and Board of Aldermen on policy and operational issues, implementing the policies and directives of the Board of Aldermen, enforcing all city codes and ordinances, implementing the annual budget, administering the personnel system, maintaining all city records, being the primary source of information about the City and its activities and the primary point of contact for residents.

**PLANNING AND ZONING**

**PROGRAMS & GOALS**

The functions of this program involve comprehensive planning, subdivision approval, zoning, development plan review, variance petition review and associated issues and documentation. Additionally, this program provides staff support to elected and appointed boards and commissions which includes the coordination of Planning and Zoning Commission and Board of Adjustment meetings, the preparation of meeting minutes and the maintenance of all associated documents and records.

Goals for the program include:

- Review of the petition submittal and review processes and procedures to improve efficiency and customer service.
- Receive and assess the newly updated Comprehensive Community Plan for direction and guidance with development as well as long term planning.
- Evaluate the opportunities for potential annexation of unincorporated areas with Ballwin adjacencies.

**INSPECTIONS**

**PROGRAMS & GOALS**

This program reviews construction plans, issues building, electrical, plumbing, mechanical, fence and sign permits for such construction, and conducts inspections pursuant to such permits. The conducting



of occupancy inspections and the issuance of occupancy permits upon change in occupancy or property ownership are also the responsibility of this program. Staff is responsible for identifying, investigating and addressing complaints about alleged violations of the building, zoning, occupancy and most nuisance regulations of the city. Building occupancy and code enforcement is also performed for the City of Winchester on a contractual basis.

Goals for the program include:

- Fully implement the capabilities of the ERP software to enable contractors and residents to apply and pay for mechanical and occupancy permits via the city's website.
- Continue to explore ways to provide public accessibility to issuance of other permit types.
- Review of the permit submittal and review processes and procedures to improve efficiency and customer service.
- Minimize inspection request and plan review wait times.
- Continue to step up code enforcement efforts on problem houses in the community.

#### SIGNIFICANT BUDGETARY ISSUES

1. An additional inspector was added mid-year in 2019. Salary increases associated with new certifications as well as testing fees increase the personnel costs by 16%.

### **COMMUNITY SERVICES**

#### PROGRAMS & GOALS

The Community Services program encompasses functions oriented toward community relations, which includes, but is not limited to, the Ballwin Life Magazine quarterly publication, Constant Contact email newsletters, Social Media channels, and the operation of public streetlights.

Goals for the program include:

- Continued enhancement of the website to make it more user friendly in terms of both content and structure.
- Strengthen outreach to the community through our quarterly publication, the Ballwin Life Magazine, and through our Constant Contact email newsletters.
- Grow the Shop Ballwin First network of participating businesses and increase promotion of this program to residents.
- Implement proactive and modern social media strategies to further grow the City's social media channels and increase reach and engagement among members of the community.

- Design and distribute welcome materials and information to new members of the City's residential and business communities.

**LEGAL AND LEGISLATIVE**

PROGRAMS & GOALS

This budgetary program includes the legislative, administrative and legal activities of the City. The powers of the City, as established by state and local law, are vested in the Mayor and the Board of Aldermen who are elected for two year terms of office. These are the only elected officials in the City of Ballwin. The terms of office for the two aldermen representing each ward are overlapping so only one alderman is subject to the election cycle each year.

The City Administrator is the chief executive officer of the City. This position is responsible to the Board of Aldermen for all administrative, operational and financial functions of the city.

The City Attorney is the chief legal advisor to the City. The position represents the City in all legal matters and advises the Board of Aldermen and the City Administrator. For purposes of budgetary simplicity the legislative, legal and administrator functions are consolidated in this program.

Goals for the program include:

- Conduct all meetings of the Board of Aldermen in accordance with city policies and applicable laws.
- Carry out all Aldermanic policies and directives.
- Prepare, retain and manage all city records and administer sunshine law requests.
- Provide legal advice and direction to the City.
- Maintain transparency in all aspects of the city government.
- Coordinate with St. Louis Board of Election Commission to conduct annual municipal elections.

**SUPPORT SERVICES**

PROGRAMS & GOALS

The support services program is responsible for the administration of the day-to-day operational functions of the department. This includes maintenance of the Government Center building.

Goals for the program include:

- Maintain an annual budget allocation for training at a sufficient level to assure that all employees subject to professional certification are able to maintain their certification.
- Administer salaries and benefits and provide oversight of all city personnel.
- Monitor all recurrent purchases of services and consumables such as utilities, office supplies, paper, generator maintenance, etc for proper consumption rates and optimization of purchasing opportunities.
- Review periodic billings upon coding to assure consistency with maintenance agreements and consumption norms.

#### SIGNIFICANT BUDGETARY ISSUES

1. Executive search fees add \$26,000 to the program to replace the retiring City Administrator.

### INFORMATION SERVICES

#### PROGRAMS & GOALS

Information Services is responsible for design, maintenance and upgrades to the city network, telephone services, and building access systems. This includes the selection, integration and maintenance of all hardware components and software systems that are part of the overall computer network. Information Services staff should be knowledgeable of all components of these systems and able to maintain service contracts and working relationships with equipment providers to be able to assure the availability and functionality of the systems under its jurisdiction.

Goals for the program include:

- Provide and maintain reliable and secure computer and communication systems for the City.
- Maintain a high level of security and disaster recovery potential in these systems.
- Investigate opportunities to expand and facilitate Ballwin’s online availability and data access.
- Coordinate with other departments with regard to their plans to expand or replace existing computer software or add new equipment or software systems that will interact or integrate with the existing software or computer systems.
- Design and implement redundant platforms for critical services.

#### SIGNIFICANT BUDGETARY ISSUES

1. Install/replace new computer desktops/server and mobile computers throughout the city facilities to replace older equipment budgeted at \$32,500.

2. Implement online cybersecurity training to educate and prevent staff from accessing malicious websites, clicking on malicious hyperlinks, opening email phishing scams, etc. Reports will be generated to identify users needing more education and expose vulnerabilities in usage. This will be an ongoing program extending 3 years at \$7,500.
3. Replace and upgrade current firewall(s). Recommending the preferred appliance be more robust in resources and abilities. Secondary unit to be used for high availability. Budgeted cost is \$18,000.

## **COURT**

### PROGRAMS & GOALS

The Ballwin Municipal Court is a division of the State of Missouri 21st Judicial Circuit and has jurisdiction to hear and rule on all violations of city ordinances pursuant to the rules established by state statute. The municipal court maintains all files and documents necessary to schedule and conduct hearings, pre-trial hearings, sentencing, probation revocation hearings and post-trial motions related to violations of city ordinances. The mission of the court is to provide fair and efficient administration of justice, to promulgate equal justice to all, to be respectful and courteous to the public and to encourage respect for the rule of law.

Goals for the program include:

- Continue to ensure compliance with mandated revisions to state laws and operating guidelines promulgated by the Missouri Supreme Court for the administration of municipal courts.
- Complete continuing education requirements necessary for certification maintenance.
- Continue to collect outstanding fines owed to the Court by encouraging the use of online payments, utilizing monthly payment plans, and issuing warrants on a timely basis.
- Fully implement Show –Me Courts (SMC) court automation software and accompanying mandated operational changes.

## **FINANCE**

### PROGRAMS & GOALS

The Finance Program provides internal support services, administration and management for all facets of Ballwin's finances and cash management. The program directs and coordinates financial planning, budgeting, accounting, payroll, receipting, cash and debt management and purchasing. The program includes the maintenance of all financial records of the city and submits monthly financial reports to the City Administrator and the Board of Aldermen. The program is responsible for meeting all federal, state and local laws governing municipal financial procedures and recordkeeping. To meet these requirements, finance implements internal controls and procedures for the safekeeping of assets, efficient investing, and the timely collection of revenues, vendor payments and procurement.

Goals for the program include:

- Assure prudent use of public funds through the utilization of established and recognized accounting techniques and effective procurement procedures.
- Maximize investment yields and minimize debt costs through ongoing analysis of internal and external economic influences.
- Maintain the financial transparency of the City through disbursement of the financial reports and maintaining public online access opportunities for the review and understanding of Ballwin’s financial position and records.
- Securely, efficiently and effectively manage cash receipts, receivables, payables and licensing functions.

SIGNIFICANT BUDGETARY ISSUES

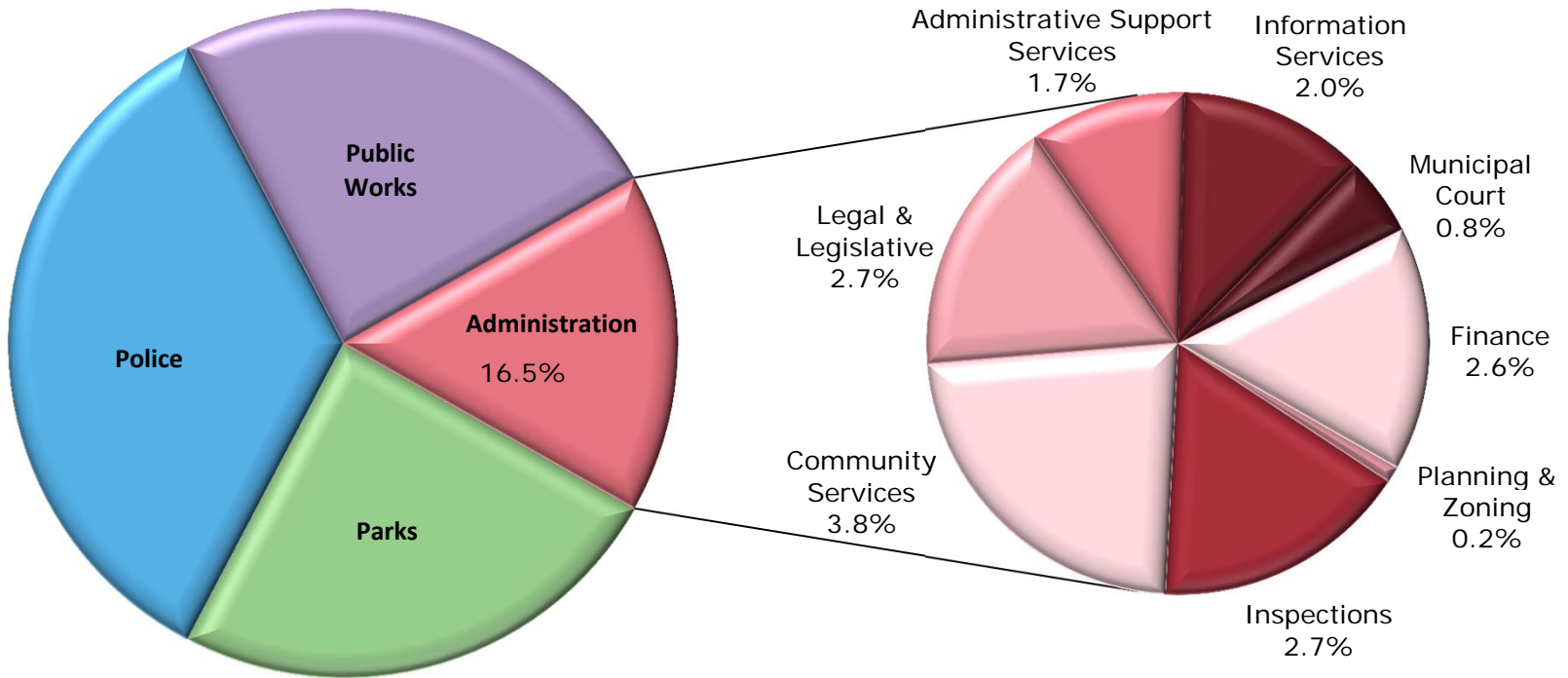
1. An OPEB actuarial valuation will be required this year in conjunction with the financial audit at an estimated cost of \$7,500.

PRIOR YEAR GOALS

The City’s Insurance Standards Organization (ISO) ratings have progressed significantly after the adoption of new building codes in December, 2018. Additionally, a program has been established where senior staff provide technical training to inspectors at staff meetings which are held monthly. In conjunction with the relocation to the newly constructed Government Center building, a substantial number of the paper documents with lengthy or permanent retention schedules has been either scanned or microfilmed.

<b>Workload Measures</b>	<b>2018 Actual</b>	<b>2019 Estimated</b>	<b>2020 Budget</b>
Residential occupancy inspections	1,326	1,323	1,325
Commercial occupancy inspections	58	60	60
Building permits	621	597	600
Other permits	2,456	2,500	2,500
Zoning petitions	7	7	7
Tickets processed	6,220	4,645	4,850
Warrants issued	737	649	650
Cases closed	5,875	4,722	4,700
Business licenses issued	339	326	326

## Administration Budget Expenditures



### Administration General Budget Expenditures

Description	2018 Actual	2019 Estimated	2020 Budget
<b>Personnel Costs</b>			
Wages and Salaries	1,297,329	1,316,385	1,403,060
Benefits	422,709	438,786	504,679
<b>Personnel Costs Total</b>	<b>1,720,038</b>	<b>1,755,171</b>	<b>1,907,739</b>
<b>Operating Costs</b>			
Travel & Training	15,296	18,975	26,990
Utilities	20,240	49,310	53,928
Communications	28,691	24,425	26,800
Rentals	1,091	850	850
Public Relations - Internal	4,559	7,500	6,750
Public Relations - External	36,055	37,510	39,475
Insurance	65,863	67,059	67,950
Advertising	5,397	4,745	6,300
Repairs & Maintenance	4,553	3,165	6,650
General Supplies	11,683	15,434	18,825
Dues & Subscriptions	18,280	15,933	16,002
Vehicle Expenses	7,235	6,516	8,714
Maintenance Materials	674	915	2,250
Contractual	967,794	1,055,266	1,022,279
Other Operating Expenses	94	100	100
Contingency	-	-	5,000
<b>Operating Costs Total</b>	<b>1,187,505</b>	<b>1,307,703</b>	<b>1,308,863</b>
<b>Capital Costs</b>			
Computer Hardware/Software	74,048	98,700	94,300
Equipment, Furniture & Vehicles	1,331	2,800	1,000
Land & Facility Improvements	1,117	1,118	4,000
<b>Capital Costs Total</b>	<b>76,495</b>	<b>102,618</b>	<b>99,300</b>
<b>TIF Fees &amp; Reimbursements</b>	<b>80,371</b>	<b>59,935</b>	<b>55,505</b>
<b>Transfers Out</b>	<b>2,796,427</b>	<b>666,176</b>	<b>-</b>
<b>Administration Total</b>	<b>5,860,836</b>	<b>3,891,603</b>	<b>3,371,407</b>

## General Budget Expenditures by Program

Account Number	Description	2018 Actual	2019 Estimated	2020 Budget
<b>Department: Administration</b>				
<b>Program: Planning and Zoning</b>				
Personnel Costs				
100001	Regular pay	33,873	29,658	18,913
107000	Workers' compensation ins	1,410	1,422	775
108000	FICA expense	2,491	2,174	1,447
109000	Health insurance	4,137	3,175	4,454
109005	HRA funding	2,439	2,524	2,524
109010	HRA fees	311	343	343
109050	ACA/PCORI fees	14	15	15
109500	Dental insurance	116	92	116
110001	LAGERS pension	1,609	1,986	1,456
111000	Life insurance	25	22	25
Total: Personnel Costs		46,425	41,411	30,068
Operating Costs				
201050	Misc conferences/meetings	61	-	750
201100	Misc seminars/training	-	20	150
206001	Gen/auto liability	493	505	270
206003	Property liability	417	452	237
206004	Cyber liability insurance	20	22	12
209009	Maps	-	-	500
210001	APA/AICP	480	-	2,500
210002	PAS	517	517	600
Total: Operating Costs		1,988	1,516	5,019
<b>Program Total: Planning and Zoning</b>		<b>48,413</b>	<b>42,927</b>	<b>35,087</b>



## General Budget Expenditures by Program

Account Number	Description	2018 Actual	2019 Estimated	2020 Budget
<b>Program: Inspections</b>				
Personnel Costs				
100001	Regular pay	293,707	357,505	382,354
100002	Overtime pay	592	3,525	-
100010	Part time pay	-	957	-
107000	Workers' compensation ins	13,546	13,232	15,658
108000	FICA expense	21,713	26,632	29,958
109000	Health insurance	46,215	58,296	65,934
109005	HRA funding	2,439	2,524	2,524
109010	HRA fees	311	343	343
109050	ACA/PCORI fees	14	15	15
109500	Dental insurance	1,974	2,279	2,360
110001	LAGERS pension	13,970	21,615	28,729
111000	Life insurance	424	543	538
120001	Inspector uniforms	759	1,050	1,250
120100	College tuition	2,500	2,500	-
120105	Tests & certifications	440	700	2,950
Total: Personnel Costs		398,604	491,716	532,613
Operating Costs				
201012	Inspection conferences	1,728	2,500	3,000
201100	Misc seminars/training	191	544	900
203100	Cellular phones	1,412	925	1,000
206001	Gen/auto liability	4,734	4,694	5,450
206003	Property liability	4,376	4,208	4,794
206004	Cyber liability insurance	216	205	239
209010	Small tools	137	170	200
209011	Ref & annex materials	-	136	1,000
210003	ICC	1,914	755	135
210004	MABOI	140	155	125
210005	MACA	-	155	125
210050	Misc dues & subscriptions	-	50	50
211011	Car washes	-	-	350
211050	Misc vehicle maintenance	1,654	500	1,700
211100	Motor fuel	5,259	5,357	5,518
213002	Microfilming	1,319	-	-
213007	Ameren UE reports	161	175	175
213011	Weed cutting	100	100	100
213050	Misc contractual services	-	27,280	-
213065	Vehicle GPS maintenance	419	531	600
Total: Operating Costs		23,760	48,440	25,461
<b>Program Total: Inspections</b>		<b>422,364</b>	<b>540,156</b>	<b>558,074</b>

## General Budget Expenditures by Program

Account Number	Description	2018 Actual	2019 Estimated	2020 Budget
<b>Program: Community Services</b>				
Personnel Costs				
100001	Regular pay	113,888	106,931	108,083
107000	Workers' compensation ins	4,707	4,780	4,426
108000	FICA expense	7,911	7,983	8,268
109000	Health insurance	17,637	9,028	14,520
109005	HRA funding	2,439	2,524	2,524
109010	HRA fees	311	343	343
109050	ACA/PCORI fees	14	15	15
109500	Dental insurance	619	387	638
110001	LAGERS pension	5,382	5,451	8,322
111000	Life insurance	134	112	139
Total: Personnel Costs		153,042	137,554	147,278
Operating Costs				
205103	Employee appreciation	2,799	4,000	2,000
205104	Employee recognition	729	-	1,250
205106	Employee wellness	702	3,000	3,000
205150	Misc internal public relations	328	500	500
205203	Community Publications	34,839	31,200	36,000
205250	Misc external public relations	501	5,500	2,500
206001	Gen/auto liability	1,645	1,695	1,541
206003	Property liability	1,225	1,520	1,355
206004	Cyber liability insurance	60	74	68
213005	Streetlight maintenance	576,799	570,000	573,000
213050	Misc contractual services	2,085	5,073	2,085
215023	Missouri One Call	94	100	100
Total: Operating Costs		621,806	622,662	623,399
<b>Program Total: Community Services</b>		<b>774,848</b>	<b>760,216</b>	<b>770,677</b>

## General Budget Expenditures by Program

Account Number	Description	2018 Actual	2019 Estimated	2020 Budget
<b>Program: Legal and Legislative</b>				
Personnel Costs				
100001	Regular pay	209,371	130,670	202,007
100003	City officials pay	42,000	47,100	52,800
100010	Part time pay	-	-	12,854
100055	Auto allowance	3,850	-	3,150
107000	Workers' compensation ins	10,451	10,279	10,435
108000	FICA expense	17,233	13,721	20,717
109000	Health insurance	24,436	5,444	17,864
109005	HRA funding	2,439	2,524	2,524
109010	HRA fees	311	344	343
109050	ACA/PCORI fees	14	15	15
109500	Dental insurance	660	309	704
110001	LAGERS pension	11,008	9,843	18,812
111000	Life insurance	166	60	165
Total: Personnel Costs		321,939	220,309	342,390
Operating Costs				
201013	Legislative conferences	7,199	4,500	7,500
201050	Misc conferences/meetings	1,452	6,500	6,000
206001	Gen/auto liability	3,652	3,646	3,632
206003	Property liability	3,179	3,268	3,195
206004	Cyber liability insurance	157	159	159
206006	Public officials liability	23,565	24,216	25,067
210007	MML	3,440	3,440	3,440
210009	StL Co Municipal League	7,122	7,122	7,122
210010	West County Chamber	520	520	520
211050	Misc vehicle maintenance	-	-	500
211100	Motor fuel	330	490	500
213004	Election expense	20,338	12,605	15,000
213008	Legal services	81,270	110,000	105,000
213009	Code book update	5,233	3,400	7,500
213087	Prosecutor services	27,888	33,000	35,000
Total: Operating Costs		185,345	212,866	220,135
<b>Program Total: Legal and Legislative</b>		<b>507,284</b>	<b>433,175</b>	<b>562,525</b>

## General Budget Expenditures by Program

Account Number	Description	2018 Actual	2019 Estimated	2020 Budget
<b>Program: Support Services</b>				
Personnel Costs				
100001	Regular pay	101,373	117,577	97,075
107000	Workers' compensation ins	4,193	4,273	3,975
108000	FICA expense	7,381	8,690	7,426
109000	Health insurance	15,251	12,172	13,729
109005	HRA funding	2,439	2,524	2,524
109010	HRA fees	311	343	343
109050	ACA/PCORI fees	14	15	15
109500	Dental insurance	428	479	437
110001	LAGERS pension	4,812	7,318	7,475
111000	Life insurance	142	147	141
112000	Employee assistance expense	901	966	966
115000	Unemployment ins	-	1,525	-
120003	Admin staff shirts	340	300	400
120502	Physicals & drug testing	1,050	4,000	2,000
120503	Functional capacity testing	1,050	525	1,100
120504	Psychological testing	2,200	2,100	3,000
120505	Reference checking	219	250	250
120507	DOT testing	3,196	3,000	3,000
120509	Hepatitis vaccinations	68	100	300
<b>Total: Personnel Costs</b>		<b>145,368</b>	<b>166,304</b>	<b>144,156</b>

## Operating Costs

201014	City manager conferences	1,677	1,247	2,000
201061	SLACMA meetings	50	220	250
201100	Misc seminars/training	236	200	200
202010	Electric	14,536	42,000	45,000
202020	Gas	3,074	3,000	4,635
202030	Sewer	651	2,010	2,151
202040	Water	1,979	2,300	2,142
203001	Telephone	2,261	2,800	1,000
203003	Postage	6,494	6,000	6,500
203100	Cellular phones	2,874	2,400	2,400
204001	Postage meter rental	1,091	850	850
206001	Gen/auto liability	1,465	1,516	1,384
206003	Property liability	1,512	1,359	1,217
206004	Cyber liability insurance	75	66	61
206007	Bonds	4,499	4,500	4,500
206009	Auto deductibles	500	500	-
207001	Job opening notices	50	550	300
207002	Public hearings, bids, etc	5,347	4,195	6,000
208004	Fire extinguishers maintenance	54	200	200
208005	Generators maintenance	1,032	275	1,800

## General Budget Expenditures by Program

Account Number	Description	2018 Actual	2019 Estimated	2020 Budget
<b>Program: Support Services</b>				
Operating Costs (Continued)				
208050	Misc equipment maintenance	1,602	40	1,500
209001	Coffee supplies	383	500	500
209002	Copy paper	909	1,250	1,250
209004	Office supplies	4,841	6,500	6,000
209005	Printing	2,489	3,000	3,000
209014	Govt Center operating supplies	-	203	200
210016	SLACMA	100	50	50
210017	ICMA	2,194	934	1,300
210018	MCMA	75	75	75
210050	Misc dues & subscriptions	1,448	1,400	1,500
210066	Notary fees	-	-	200
212026	Building maintenance materials	674	800	2,000
212029	Ornamentals/trees	-	115	250
213010	Great Streets Project	5,829	-	-
213045	Exterminator	587	650	650
213050	Misc contractual services	19,820	44,000	26,000
213051	Copier maintenance	3,276	2,800	3,000
226001	Contingency	-	-	5,000
Total: Operating Costs		93,684	138,505	135,065
Capital Costs				
219060	Misc office furniture	-	2,500	1,000
223520	Bldg equipment & fixtures	175	118	3,000
Total: Capital Costs		175	2,618	4,000
TIF Fees & Reimbursements				
226002	TIF municipal revenues funding	80,371	59,935	55,505
Total: TIF Fees & Reimbursements		80,371	59,935	55,505
Transfers Out				
280005	Transfers out	2,796,427	666,176	-
Total: Transfers Out		2,796,427	666,176	-
<b>Program Total: Support Services</b>		<b>3,116,025</b>	<b>1,033,538</b>	<b>338,726</b>

## General Budget Expenditures by Program

Account Number	Description	2018 Actual	2019 Estimated	2020 Budget
<b>Program: Information Services</b>				
Personnel Costs				
100001	Regular pay	137,834	142,129	147,390
107000	Workers' compensation ins	5,719	5,786	6,036
108000	FICA expense	10,189	10,484	11,275
109000	Health insurance	19,003	19,576	20,458
109005	HRA funding	2,439	2,524	2,524
109010	HRA fees	311	344	343
109050	ACA/PCORI fees	14	15	15
109500	Dental insurance	774	774	774
110001	LAGERS pension	6,545	9,780	11,349
111000	Life insurance	168	168	168
Total: Personnel Costs		182,996	191,580	200,332
Operating Costs				
201100	Misc seminars/training	-	-	1,000
203010	Internet access	15,648	12,300	15,900
206001	Gen/auto liability	1,998	2,052	2,101
206003	Property liability	1,793	1,840	1,848
206004	Cyber liability insurance	89	90	92
208002	Computer maintenance	823	500	1,000
208025	Printer maintenance	320	500	500
208027	Security access maintenance	594	1,500	1,500
208050	Misc equipment maintenance	128	150	150
209006	Telephone system	500	1,000	500
209010	Small tools	-	75	75
209050	Misc operating supplies	90	250	250
210050	Misc dues & subscriptions	200	200	200
211050	Misc vehicle maintenance	-	27	-
211100	Motor fuel	(8)	142	146
213014	Telephone system maintenance	4,632	5,000	5,000
213050	Misc contractual services	49,842	51,490	80,830
213059	GIS contractual services	2	500	500
Total: Operating Costs		76,651	77,616	111,592
Capital Costs				
219001	Computer software/upgrades	418	2,000	1,500
219002	Computer hardware/parts	3,434	17,800	2,000
219003	Printers	824	1,400	1,200
219004	Computers/servers	49,323	68,200	77,800
219040	Licenses	13,312	7,800	10,300
223520	Bldg equipment & fixtures	941	1,000	1,000
Total: Capital Costs		68,252	98,200	93,800
<b>Program Total: Information Services</b>		<b>327,899</b>	<b>367,396</b>	<b>405,724</b>

## General Budget Expenditures by Program

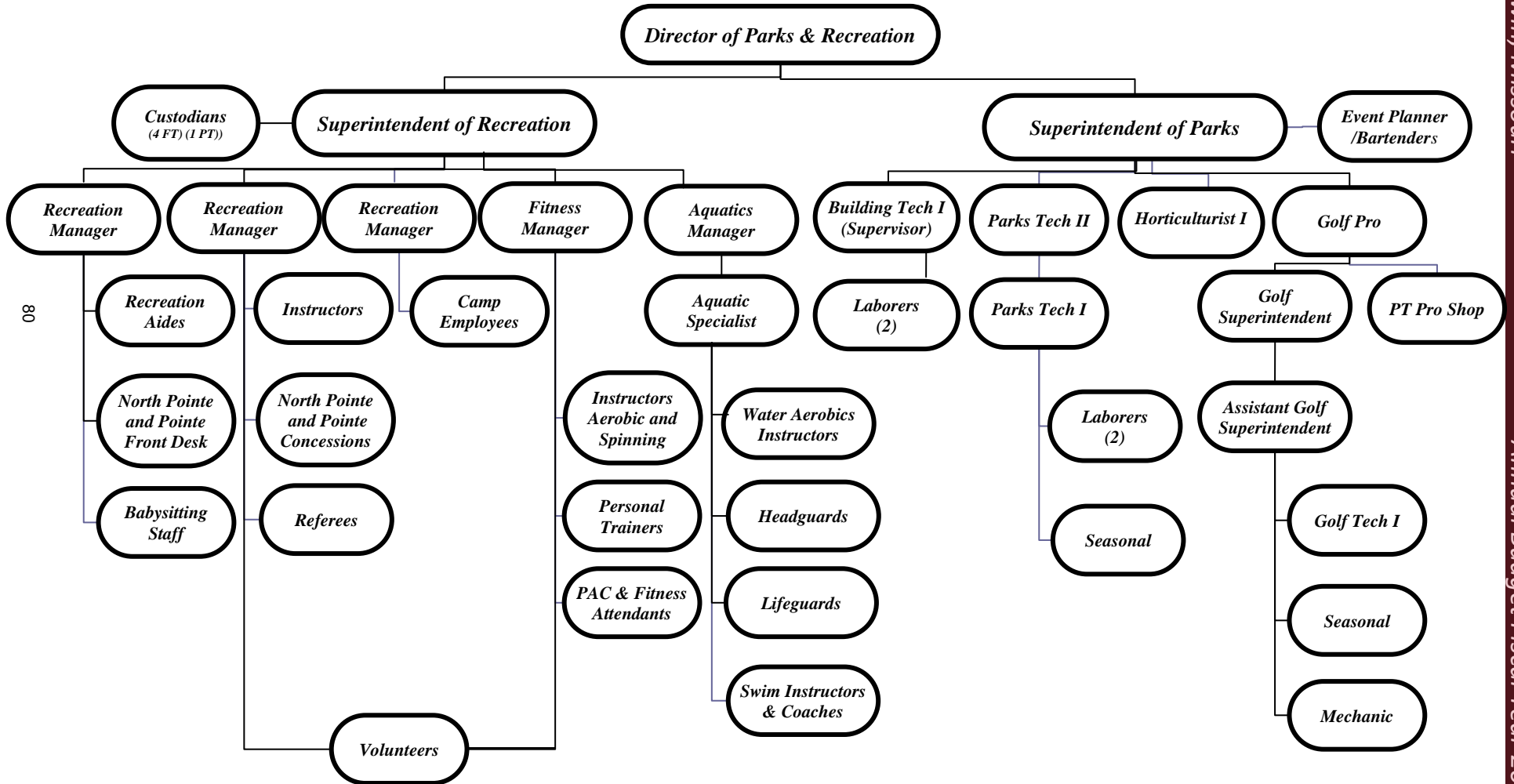
Account Number	Description	2018 Actual	2019 Estimated	2020 Budget
<b>Program: Court</b>				
Personnel Costs				
100001	Regular pay	95,659	100,856	93,376
100005	Court officials pay	14,992	15,423	17,522
100010	Part time pay	-	6,107	-
107000	Workers' compensation ins	4,661	4,714	5,068
108000	FICA expense	8,380	9,242	8,484
109000	Health insurance	5,213	6,739	11,225
109005	HRA funding	2,439	2,524	2,524
109010	HRA fees	311	344	343
109050	ACA/PCORI fees	14	15	15
109500	Dental insurance	774	645	774
110001	LAGERS pension	4,542	5,561	7,190
111000	Life insurance	168	148	168
115000	Unemployment ins	-	3,840	-
Total: Personnel Costs		137,153	156,158	146,689
Operating Costs				
201037	Court conferences	1,319	1,600	2,000
201038	Judge conferences	615	627	640
201100	Misc seminars/training	71	100	200
206001	Gen/auto liability	1,629	1,672	1,764
206003	Property liability	1,463	1,499	1,552
206004	Cyber liability insurance	72	73	77
209005	Printing	947	1,600	1,600
209050	Misc operating supplies	231	200	200
210049	StL Assn of Court Administrators	40	40	40
210051	MO Assn of Court Administrators	120	120	120
210065	Judges association	100	100	100
213036	REJIS	8,063	8,011	8,032
213040	Prisoner incarceration	(225)	870	1,000
213050	Misc contractual services	1,418	1,323	-
213058	Mental health court	300	1,000	1,000
213063	Router contract	1,260	1,260	1,260
213066	Record retention/destruction	140	140	150
213084	Public Defender	3,712	2,070	3,500
213085	Interpreter	-	250	250
Total: Operating Costs		21,275	22,555	23,485
Capital Costs				
219099	Misc equipment <\$7500	-	300	-
Total: Capital Costs		-	300	-
<b>Program Total: Court</b>		<b>158,428</b>	<b>179,013</b>	<b>170,174</b>

## General Budget Expenditures by Program

Account Number	Description	2018 Actual	2019 Estimated	2020 Budget
<b>Program: Finance</b>				
Personnel Costs				
100001	Regular pay	250,190	257,726	267,536
100002	Overtime pay	-	221	-
107000	Workers' compensation ins	10,381	10,502	10,956
108000	FICA expense	18,387	18,951	20,467
109000	Health insurance	39,025	40,205	39,888
109005	HRA funding	2,439	2,524	2,524
109010	HRA fees	311	344	343
109050	ACA/PCORI fees	14	15	15
109500	Dental insurance	1,548	1,548	1,548
110001	LAGERS pension	11,880	17,767	20,600
111000	Life insurance	336	336	336
Total: Personnel Costs		334,511	350,139	364,213
Operating Costs				
201016	Finance conferences	414	467	1,700
201100	Misc seminars/training	284	450	700
205250	Misc external public relations	715	810	975
206001	Gen/auto liability	3,628	3,725	3,814
206003	Property liability	3,242	3,340	3,354
206004	Cyber liability insurance	160	163	167
209005	Printing	665	500	1,000
209015	History books	11	50	50
210014	GFOA	250	250	250
210015	GFOA-MO	100	50	50
213002	Microfilming	13,124	24,000	-
213012	Finance software support	56,416	58,778	61,717
213015	Annual financial audit	21,100	17,930	20,000
213017	Sales tax reports	80	80	80
213018	Banks service charges	(667)	900	1,000
213019	Credit card service charges	57,824	64,000	61,800
213057	Financial advisory services	5,650	8,050	8,050
Total: Operating Costs		162,996	183,543	164,707
Capital Costs				
219001	Computer software/upgrades	1,810	1,500	1,500
220001	Software	4,927	-	-
219099	Misc equipment <\$7500	1,331	-	-
Total: Capital Costs		8,068	1,500	1,500
<b>Program Total: Finance</b>		<b>505,575</b>	<b>535,182</b>	<b>530,420</b>
<b>Department Total: Administration</b>		<b>5,860,836</b>	<b>3,891,603</b>	<b>3,371,407</b>



# PARKS AND RECREATION DEPARTMENT 2020 ORGANIZATIONAL STRUCTURE



80

**Parks and Recreation Department**

The City of Ballwin Administration Department includes six programs:

- Parks
- Golf Course
- North Pointe Aquatic Center
- The Pointe at Ballwin Commons
- Building Services
- Ballwin Days Festival

The Department of Parks and Recreation is responsible for building community by positively impacting the lives of citizens of all ages through the delivery of leisure services; promoting healthy and active lifestyles as well as creating and operating attractive facilities and open spaces. Managing the use of and maintaining the parks and community facilities while coordinating on-going community recreation programs are responsibilities of the department. With fiscal responsibility a priority, the budget is divided into six program areas to more efficiently budget and track revenues and expenditures associated with particular facilities and programs.

Department staff includes 26 full time employees and approximately 300 part time employees on a seasonal basis.

**PARKS**

**PROGRAMS & GOALS**

The parks budget program involves the maintenance of all parks located within the city as well as mowing some specified common ground areas. In addition, the program is responsible for maintenance of all landscaped medians in the city as well as the historical log home in Vlasis Park and the original Ballwin School House located on Jefferson Avenue.

Goals for the program include:

- Maintain parks for the safety and enjoyment of residents.
- Shift focus on park improvements to make smaller impactful improvements to Holloway and New Ballwin Parks.
- Continue work to improve turf.
- Improve North Pointe/Holloway Park landscaping in parking lot peninsulas.
- Utilize Park Masterplan as a guide to park improvements.

**SIGNIFICANT BUDGETARY ISSUES**

- Complete phase II of the Ferris Park Master Plan with the addition of multi-use paths, parking lot expansion and fitness station \$750,000. This is budgeted in the Capital fund.
- An additional parking lot adjacent to the new Government Center building is being constructed in Vlasis Park. \$155,500 is budgeted. Engineering is being performed in 2019.
- New Ballwin Park’s restroom roof will be painted - \$4,500.

PRIOR YEAR’S GOALS

The multipurpose court at New Ballwin Park was repaired and striped for pickle ball play. While turf quality is improving, the department will continue working on this goal. Much of the signage in the parks was replaced to match current branding of the City of Ballwin.

Efficiency Measures	2018 Actual	2019 Estimate	2020 Budget
Maintain Tree City USA status by meeting all criteria	100%	100%	100%

**GOLF COURSE**

PROGRAMS & GOALS

The golf club budget program includes the maintenance of the nine hole course and operation of the golf club including the pro shop, concessions, and banquet room.

Goals for the program include:

- Strive for golf course budgeted cost recovery of 80% annually.
- Improve golf cart paths for safety and aesthetic purposes.
- Maintain up to date fleet of rental carts to provide good service and maximize rental income.
- Improve cost recovery on food and beverage items in pro shop.
- Create more Ballwin Golf Course awareness through marketing and special events.
- Improve course aesthetics by dredging pond.
- Replace old pull carts.
- Complete golf maintenance building renovations to include new office area, breakroom and restroom, HVAC and semi protected outdoor equipment storage.

SIGNIFICANT BUDGETARY ISSUES

- Dredging of the pond will require \$70,000. In sections it is just two feet deep currently.
- \$14,000 is being budgeted for the purchase and trade in of six golf cars.
- Replacement of a 30 year old tractor for mowing will cost \$30,000.
- \$227,000 will be carried over in the Capital Fund to finalize the Golf Maintenance building remodel.

Workload Measures	2018 Actual	2019 Estimate	2020 Budget
Golf course rounds	31,509	30,000	33,000
Efficiency Measures			
Cost Recovery	77%	71%	72%

PRIOR YEAR’S GOALS

A leaf blower was purchased to help improve course conditions to increase play in the fall and spring. A new chemical sprayer was acquired at a cost of \$43,695 to replace two outdated existing ones. Enhancements to the Pro Shop were continued with replacement of the refrigerator. New golf carts were purchased to ensure that the rental cart fleet is up to date and provides good service to maintain/improve revenue.

**NORTH POINTE AQUATIC CENTER**

PROGRAMS & GOALS

The North Pointe Aquatic Center is an outdoor waterpark that serves approximately 85,000 guests annually. The budget program includes revenues involved with program registrations, concession, and admissions as well as expenses that provide for the maintenance and operation of the facility.

Goals for the program include:

- Continue to maintain and operate the facility in a way that ensures public safety and visitor enjoyment.
- Provide upgraded facilities to enhance visitor enjoyment and revenue.

SIGNIFICANT BUDGETARY ISSUES

1. Efficient scheduling is critical due to increases in the state minimum wage. The cost for part time pay is budgeted to increase by 28.3% over the current year.
2. Pointe Plus membership passes have been discontinued. We anticipate an increase in sales of Pool passes and Platinum passes.
3. Replace water treatment controls (BECS System) to improve water treatment efficiencies.
4. Replace 50% of the deck chairs for the first time since opening to improve the customer experience. \$45,000 is budgeted.

<b>Workload Measures</b>	<b>2018 Actual</b>	<b>2019 Estimate</b>	<b>2020 Budget</b>
Membership Revenue	\$160,987	\$165,670	\$171,100
Attendance	58,339	64,000	68,000
Swim Team Participation	172	138	140
Swim Lesson Revenue	\$10,267	\$9,256	\$10,100
<b>Efficiency Measures</b>			
Cost Recovery	105%	93%	87%

PRIOR YEAR’S GOALS

Pool grates were replaced on their ten year cycle as mandated by federal and county government requirements. Filter media (sand) was replaced at the same time as it was original to the construction of the pool. The concession stand was upgraded with the purchase of a new higher volume Quick n Crispy air fryer.

**THE POINTE AT BALLWIN COMMONS**

PROGRAMS & GOALS

The Pointe at Ballwin Commons budget program includes the operation of the city’s 66,000 square foot community recreation center as well as the budget to plan, market, and implement a variety of recreation programs that occur at The Pointe and throughout the community.

Goals for the program include:

- Continue to maintain the facility for the enjoyment of visitors and to enhance revenue.
- Keep fitness equipment up to date in order to better serve guests and keep the facility competitive with other centers.
- Convert underutilized Pointe Activity Center to a multi-use space for fitness classes, personal training and meetings.
- Enhance the guest experience and the member benefit by improving the childcare facility.
- Utilize park master plan as a guide for significant budgetary decisions.

SIGNIFICANT BUDGETARY ISSUES

1. Replace the Cybex line of strength machines originally purchased in 2006. \$95,000 is budgeted.

<b>Workload Measures</b>	<b>2018 Actual</b>	<b>2019 Estimate</b>	<b>2020 Budget</b>
Program Registrations	33,511	37,400	39,000
Pointe Attendance	254,539	255,000	280,000
Silver Sneakers/ Renew Active Memberships	2,200	2,566	2,700
Camp Revenue	\$252,100	\$287,920	\$332,000
Day Camp Participation	1,771	1,959	2,159
Membership Revenue	\$1,020,955	\$1,003,500	\$991,000
<b>Efficiency Measures</b>			
Cost Recovery	114%	104%	99%
Swim Lesson Registrations	940	1,110	1,160



PRIOR YEAR’S GOALS

In keeping with an annual upgrade of fitness equipment, ten treadmills were replaced. The gymnasium flooring was stripped, sanded, sealed and restriped over a five week period. Two drinking fountains were enhanced with the addition of water bottle fillers. Pool grates were replaced on their ten year cycle, along with the filter media, as mandated by federal and county government requirements.

**BUILDING SERVICES**

PROGRAMS & GOALS

The Building Services program includes expenses involved with staff, equipment, and materials used to clean and maintain city facilities including The Pointe, North Pointe Aquatic Center, the Government Center, the Police Building, the Golf Club, Public Works facility, Ballwin School House, and Schmidt-Dahlke Log Home.

Goals for the program include:

1. Continuation of routine preventative maintenance plan at all city facilities.
2. Continue to respond to requests from all city departments for building repairs, maintenance, and assistance with projects.
3. Provide safe and reliable transportation for employees when responding to work sites.

SIGNIFICANT BUDGETARY ISSUES

- \$22,000 is budgeted for the replacement of a maintenance van that has been deemed in poor condition in the vehicle fleet report.

**BALLWIN DAYS FESTIVAL**

PROGRAMS & GOALS

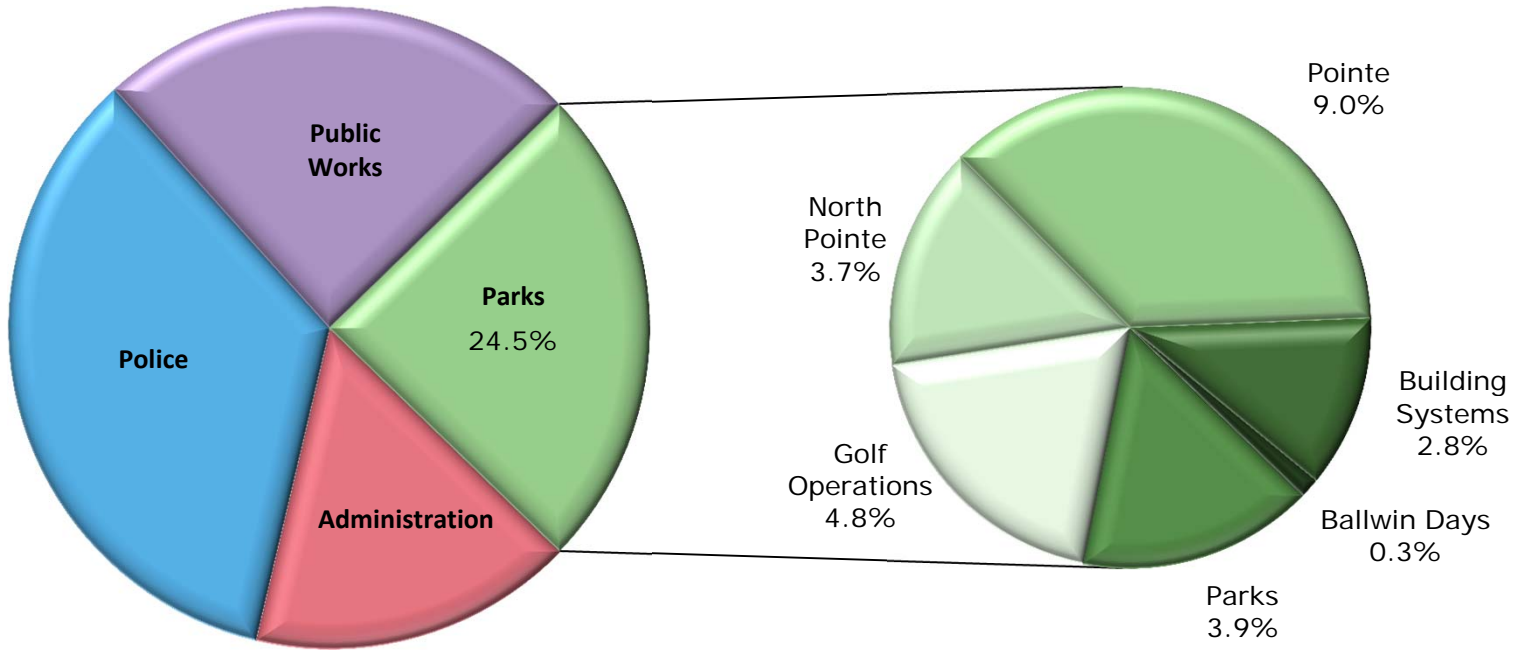
The Ballwin Days Festival program includes revenues and expenses associated with this three day annual community festival held in Vllasis Park.

Goals for the program include:

1. Provide three day family friendly event that is safe and promotes community pride.
2. Work to increase revenue to equal expenses for festival operations.
3. Continue to work to recruit new volunteers to plan and work the festival.
4. Develop community survey to ensure event format is relevant to the community.

Efficiency Measures	2018 Actual	2019 Estimate	2020 Budget
Cost Recovery	95%	84%	100%

### Parks & Recreation Budget Expenditures



## Parks &amp; Recreation General Budget Expenditures

Description	2018 Actual	2019 Estimated	2020 Budget
<b>Personnel Costs</b>			
Wages and Salaries	2,250,711	2,313,882	2,556,648
Benefits	595,741	651,926	728,156
<b>Personnel Costs Total</b>	<b>2,846,452</b>	<b>2,965,808</b>	<b>3,284,804</b>
<b>Operating Costs</b>			
Travel & Training	2,863	7,087	9,400
Utilities	429,386	413,860	427,502
Communications	11,652	12,900	11,925
Rentals	-	1,119	1,250
Public Relations - External	4,630	5,190	7,750
Insurance	71,127	72,129	73,148
Advertising	10,961	12,087	14,405
Repairs & Maintenance	128,897	180,000	135,450
General Supplies	259,383	275,970	300,175
Dues & Subscriptions	5,543	6,459	7,440
Vehicle Expenses	28,885	25,100	27,523
Maintenance Materials	76,552	70,676	85,500
Contractual	122,765	139,710	137,462
Other Operating Expenses	24,065	34,761	27,793
Contingency	1,227	-	-
<b>Operating Costs Total</b>	<b>1,177,936</b>	<b>1,257,048</b>	<b>1,266,723</b>
<b>Capital Costs</b>			
Equipment, Furniture & Vehicles	188,652	243,578	244,375
Land & Facility Improvements	21,392	160,951	225,500
<b>Capital Costs Total</b>	<b>210,044</b>	<b>404,529</b>	<b>469,875</b>
<b>Transfers Out</b>	-	-	-
<b>Parks and Recreation Total</b>	<b>4,234,432</b>	<b>4,627,385</b>	<b>5,021,402</b>



## General Budget Expenditures by Program

Account Number	Description	2018 Actual	2019 Estimated	2020 Budget
<b>Department: Parks and Recreation</b>				
<b>Program: Parks</b>				
Personnel Costs				
100001	Regular pay	287,438	295,025	322,911
100002	Overtime pay	1,184	5,000	6,500
100004	Holiday pay	58	300	300
100010	Part time pay	7,803	8,898	11,040
107000	Workers' compensation ins	14,077	14,189	14,263
108000	FICA expense	21,859	22,768	26,067
109000	Health insurance	46,223	48,003	49,987
109005	HRA funding	2,439	2,524	2,524
109010	HRA fees	311	343	343
109050	ACA/PCORI fees	14	15	15
109500	Dental insurance	1,838	1,744	1,934
110001	LAGERS pension	12,051	20,517	24,696
111000	Life insurance	466	466	475
120009	Uniforms - parks	2,239	2,200	2,500
120100	College tuition	-	2,500	2,500
Total: Personnel Costs		398,000	424,492	466,055
Operating Costs				
201041	MPRA conference	712	792	1,100
201050	Misc conferences/meetings	783	1,500	1,500
201100	Misc seminars/training	280	120	600
202010	Electric	17,445	17,000	17,000
202020	Gas	1,039	1,075	1,107
202030	Sewer	2,401	2,200	2,300
202040	Water	7,939	8,300	10,400
203001	Telephone	224	300	500
203108	Two way radios	1,018	500	525
204050	Misc equipment rentals	-	619	250
205225	Historical Society	175	250	250
205230	Arts Commission	21	500	500
206001	Gen/auto liability	5,720	5,798	5,756
206003	Property liability	4,391	4,531	4,384
206004	Cyber liability insurance	276	219	218
208004	Fire extinguishers maintenance	66	200	200
208014	Wildlife maintenance	4,590	4,250	6,000
208050	Misc equipment maintenance	5,758	6,500	6,500
208061	Holloway Park maintenance	2,209	4,000	5,000
208062	New Ballwin Park maintenance	4,249	25,000	8,200

## General Budget Expenditures by Program

Account Number	Description	2018 Actual	2019 Estimated	2020 Budget
<b>Program: Parks</b>				
Operating Costs (Continued)				
208063	Vlasis Park maintenance	17,217	49,650	20,000
208064	Ferris Park maintenance	3,733	5,000	3,000
208065	Greenfield Commons maintenance	5,362	8,500	5,000
208068	Log cabin maintenance	426	300	500
208069	Historical school house maint	37	100	250
209001	Coffee supplies	11	100	300
209010	Small tools	251	400	400
209026	Insecticides/pesticides	2,222	2,000	3,000
209029	Safety equipment	786	1,000	2,000
210052	NPRA	425	-	450
210053	MPRA	-	1,000	1,000
211050	Misc vehicle maintenance	4,037	2,700	3,600
211100	Motor fuel	7,319	7,219	7,436
212014	Bandwagon maintenance	-	100	500
212030	Median maintenance materials	15	1,000	1,000
213050	Misc contractual services	2,730	3,000	3,000
213083	Median Maintenance Services	11,686	22,000	22,000
215026	Art Commission expenses	735	4,725	500
215028	Trees purchased	1,670	2,500	4,000
215030	Historical Society escrow expenses	104	1,300	-
215033	L.O.A.P. escrow expenses	20,855	25,100	22,000
226001	Contingency	1,227	-	-
Total: Operating Costs		140,144	221,348	172,226
Capital Costs				
219050	Misc equipment <\$7500	11,605	1,600	2,900
222050	Misc capital equipment	9,800	7,940	-
224020	Vlasis Park improvements	-	101,000	-
224041	Path/parking lot improvements	-	19,500	155,500
Total: Capital Costs		21,405	130,040	158,400
<b>Program Total: Parks</b>		<b>559,549</b>	<b>775,880</b>	<b>796,681</b>

## General Budget Expenditures by Program

Account Number	Description	2018 Actual	2019 Estimated	2020 Budget
<b>Program: Golf Operations</b>				
Personnel Costs				
100001	Regular pay	326,961	320,776	336,403
100002	Overtime pay	8,553	11,775	10,500
100004	Holiday pay	1,994	1,707	1,600
100016	Part time - golf course	30,540	37,066	33,000
100017	Part time - pro shop	76,407	72,626	76,500
107000	Workers' compensation ins	18,772	18,939	19,170
108000	FICA expense	33,152	33,162	35,037
109000	Health insurance	47,816	54,914	58,848
109005	HRA funding	2,439	2,524	2,524
109010	HRA fees	311	343	343
109050	ACA/PCORI fees	14	15	15
109500	Dental insurance	2,076	2,157	2,205
110001	LAGERS pension	13,877	22,572	26,835
111000	Life insurance	451	451	542
120010	Uniforms - golf operations	638	1,000	1,000
120509	Hepatitis vaccinations	150	75	200
Total: Personnel Costs		564,151	580,102	604,722
Operating Costs				
201100	Misc seminars/training	205	400	500
202010	Electric	17,523	18,000	18,000
202020	Gas	5,907	5,485	5,650
202030	Sewer	6,857	9,000	7,370
202040	Water	67,230	50,500	45,900
203001	Telephone	2,212	2,500	2,000
204010	Golf operations rentals	-	-	500
205250	Misc external public relations	1,229	1,500	4,000
206001	Gen/auto liability	7,627	7,739	7,737
206003	Property liability	5,742	6,048	5,892
206004	Cyber liability insurance	362	293	293
206011	Liquor liability insurance	1,500	1,500	1,500
208004	Fire extinguishers maintenance	150	200	200
208050	Misc equipment maintenance	19,349	20,000	20,000
208051	Path/parking lot maintenance	-	-	5,000
209001	Coffee supplies	-	100	200
209004	Office supplies	1,497	1,100	1,000
209005	Printing	802	2,500	2,200
209010	Small tools	160	300	300
209028	Food/beverages-tournaments	106	100	200
209030	Golf cart parts	842	1,350	1,350
209031	Beer	14,458	13,900	13,000
209032	Liquor	4,909	4,400	4,400
209033	Soda	8,039	5,600	5,600

## General Budget Expenditures by Program

Account Number	Description	2018 Actual	2019 Estimated	2020 Budget
<b>Program: Golf Operations</b>				
Operating Costs (Continued)				
209034	Food	4,479	5,000	6,000
209035	Paper products	1,572	1,200	1,200
209036	Course fixtures	4,545	4,250	4,150
209045	Misc programs supplies	200	100	1,000
209050	Misc operating supplies	59	500	400
210054	GCSAA	-	190	190
210055	USGA	150	150	150
210057	PGA	574	571	575
210059	Metro Amateur Golf	-	150	150
210061	Mississippi Valley Turf	300	300	300
211100	Motor fuel	11,083	7,504	7,729
211150	Motor oil	471	1,000	1,000
212017	Sand	3,839	4,004	4,000
212018	Herbicides/insecticides	13,909	16,638	17,000
212019	Fungicides	16,124	16,400	16,000
212020	Fertilizers	8,335	8,909	9,000
212021	Paint	114	500	500
212022	Golf course repairs	1,867	2,000	2,000
212026	Building maintenance materials	155	500	500
212027	Sod replacement	3,616	3,500	5,000
212028	Sod/seed	2,569	600	1,000
212029	Ornamentals/trees	2,369	1,315	3,000
212050	Misc maintenance materials	10,518	3,000	7,000
213025	HVAC repairs	3,328	1,000	1,000
213045	Exterminator	950	900	900
213050	Misc contractual services	6,133	8,000	8,000
213060	Software maintenance	900	900	900
213082	Media access	1,450	1,500	1,500
215024	Licenses	529	768	800
Total: Operating Costs		266,844	243,864	253,736
Capital Costs				
219099	Misc equipment <\$7500	3,236	14,130	1,300
222050	Misc capital equipment	14,233	43,695	30,000
222510	Mowers	35,337	-	-
222515	Golf carts	11,557	11,420	14,000
223520	Bldg equipment & fixtures	6,429	-	-
223530	Bldg construct/remodel	-	3,451	70,000
Total: Capital Costs		70,792	72,696	115,300
<b>Program Total: Golf Operations</b>		<b>901,787</b>	<b>896,662</b>	<b>973,758</b>

## General Budget Expenditures by Program

Account Number	Description	2018 Actual	2019 Estimated	2020 Budget
<b>Program: Aquatic Center Operations</b>				
Personnel Costs				
100001	Regular pay	22,396	25,077	26,526
100002	Overtime pay	462	644	1,000
100004	Holiday pay	6,984	7,859	12,120
100014	Part time - aquatics	176,925	181,395	230,900
100030	Part time - front desk	21,888	20,791	25,431
100031	Part time - concessions	35,557	33,010	45,428
107000	Workers' compensation ins	13,700	13,122	14,290
108000	FICA expense	20,167	20,589	26,117
109000	Health insurance	3,110	2,685	4,291
109005	HRA funding	2,439	2,524	2,524
109010	HRA fees	311	343	343
109050	ACA/PCORI fees	14	15	15
109500	Dental insurance	136	193	232
110001	LAGERS pension	721	1,162	3,744
111000	Life insurance	31	42	34
120012	Uniforms - pool	2,510	2,927	3,000
120105	Tests & certifications	1,334	1,228	2,000
120509	Hepatitis vaccinations	-	-	75
<b>Total: Personnel Costs</b>		<b>308,685</b>	<b>313,606</b>	<b>398,070</b>
Operating Costs				
202010	Electric	46,649	44,000	48,000
202030	Sewer	49,326	50,000	54,770
202040	Water	46,826	48,000	54,060
205250	Misc external public relations	997	940	1,000
206003	Property liability	4,341	4,190	4,392
206004	Cyber liability insurance	272	203	218
207050	Miscellaneous advertising	468	520	525
208004	Fire extinguishers maintenance	214	250	250
208050	Misc equipment maintenance	36,832	15,000	20,000
209004	Office supplies	1,765	1,630	1,600
209029	Safety equipment	2,053	1,678	1,600
209033	Soda	5,033	6,736	10,000
209034	Food	43,382	47,000	48,000
209037	Chemicals	17,620	20,000	22,000
209038	Recreation supplies	-	32	-
209045	Misc programs supplies	2,513	4,700	4,000
209048	Birthday party supplies	2,953	2,419	4,500
209050	Misc operating supplies	730	1,050	700
210062	Swim league	3,630	3,000	3,500

### General Budget Expenditures by Program

Account Number	Description	2018 Actual	2019 Estimated	2020 Budget
<b>Program: Aquatic Center Operations</b>				
Operating Costs (Continued)				
213045	Exterminator	-	-	150
213046	American Red Cross	-	300	300
213050	Misc contractual services	-	-	1,400
213060	Software maintenance	3,520	4,000	3,762
215024	Licenses	75	75	100
215025	Items for resale	89	-	100
Total: Operating Costs		269,288	255,723	284,927
Capital Costs				
219050	Signage	1,104	500	1,000
219099	Misc equipment <\$7500	14,867	18,000	23,700
219420	Pool equipment	23,707	48,500	48,200
Total: Capital Costs		39,678	67,000	72,900
<b>Program Total: Aquatic Center Operations</b>		<b>617,651</b>	<b>636,329</b>	<b>755,897</b>

## General Budget Expenditures by Program

Account Number	Description	2018 Actual	2019 Estimated	2020 Budget
<b>Program: Community Center</b>				
Personnel Costs				
100001	Regular pay	365,963	375,588	407,123
100002	Overtime pay	2,718	2,500	2,500
100004	Holiday pay	11,509	18,000	21,210
100011	Part time - Pointe	262,094	276,000	305,552
100012	Part time - daycamp	91,430	89,354	122,994
100014	Part time - aquatics	161,506	162,000	173,992
100015	Part time - lock-ins	1,933	3,644	2,838
107000	Workers' compensation ins	40,758	40,839	43,586
108000	FICA expense	67,395	69,915	79,270
109000	Health insurance	65,297	67,202	71,803
109005	HRA funding	2,439	2,524	2,524
109010	HRA fees	311	343	343
109050	ACA/PCORI fees	14	15	15
109500	Dental insurance	2,444	2,554	2,824
110001	LAGERS pension	15,588	24,335	33,174
111000	Life insurance	527	568	512
112000	Employee assistance expense	901	966	966
115000	Unemployment ins	-	-	2,500
120050	Uniforms - misc staff	2,502	2,000	2,500
120100	College tuition	-	-	5,000
120105	Tests & certifications	1,334	4,700	5,000
120509	Hepatitis vaccinations	-	-	100
Total: Personnel Costs		1,096,663	1,143,047	1,286,326
Operating Costs				
201041	MPRA conference	387	2,000	1,200
201050	Misc conferences/meetings	72	1,200	3,600
201094	Am Red Cross instructor training	220	875	700
201095	Metro parks meetings	205	200	200
202010	Electric	123,463	125,000	125,000
202020	Gas	1,446	1,000	1,030
202030	Sewer	17,683	16,800	19,065
202040	Water	17,655	17,500	17,850
203001	Telephone	4,938	6,200	5,100
203003	Postage	509	500	750
203108	Two way radios	1,706	2,200	2,300
204050	Misc equipment rentals	-	500	500
205250	Misc external public relations	2,208	2,000	2,000
206001	Gen/auto liability	16,420	16,600	17,503
206003	Property liability	12,926	12,972	13,331

## General Budget Expenditures by Program

Account Number	Description	2018 Actual	2019 Estimated	2020 Budget
<b>Program: Community Center</b>				
Operating Costs (Continued)				
206004	Cyber liability insurance	373	631	665
207050	Miscellaneous advertising	9,711	11,000	13,280
208004	Fire extinguishers maintenance	136	500	500
208018	Exercise equipment maintenance	2,441	4,000	4,000
208023	Aquarium maintenance	1,750	3,500	3,700
208024	Water testing	701	1,000	1,100
208050	Misc equipment maintenance	23,677	32,000	26,000
209001	Coffee supplies	-	150	300
209004	Office supplies	6,790	6,000	7,000
209005	Printing	1,245	3,200	3,200
209010	Small tools	111	150	100
209029	Safety equipment	-	-	500
209033	Soda	5,357	5,000	8,000
209034	Food	774	-	500
209037	Chemicals	4,586	5,000	6,500
209039	Pool program supplies	1,054	1,500	1,200
209040	ID supplies	770	1,150	1,200
209041	Fitness supplies	2,088	2,000	2,300
209042	Game room/athletic supplies	1,462	2,000	1,700
209043	Babysitting supplies	284	500	2,000
209044	Daycamp supplies	32,376	28,500	33,000
209045	Misc programs supplies	37,310	43,000	46,000
209048	Birthday party supplies	5,559	5,500	5,500
209049	Senior programs supplies	2,831	6,000	6,500
210050	Misc dues & subscriptions	464	598	625
210053	MPRA	-	500	500
211050	Misc vehicle maintenance	159	1,073	1,000
211100	Motor fuel	883	1,050	1,082
212026	Building maintenance materials	724	400	6,500
213045	Exterminator	981	1,100	1,100
213049	Instructor services	23,045	26,000	28,000
213050	Misc contractual services	13,271	14,000	12,265
213051	Copier maintenance	2,054	3,000	3,000
213053	ADA services	8,500	11,198	9,900
213071	Software Maintenance	7,577	7,500	8,045
213082	Media access	4,796	4,900	5,040
215024	Licenses	-	193	193
215025	Items for resale	6	100	100
<b>Total: Operating Costs</b>		<b>403,684</b>	<b>439,440</b>	<b>462,224</b>



### General Budget Expenditures by Program

Account Number	Description	2018 Actual	2019 Estimated	2020 Budget
Capital Costs				
219050	Signage	-	-	1,000
219099	Misc equipment <\$7500	5,565	9,000	3,000
219420	Pool equipment	16,338	30,000	1,000
219455	Workout Equipment	13,024	57,800	95,000
223530	Bldg construct/remodel	14,964	37,000	-
Total: Capital Costs		49,891	133,800	100,000
<b>Program Total: Community Center</b>		<b>1,550,238</b>	<b>1,716,287</b>	<b>1,848,550</b>

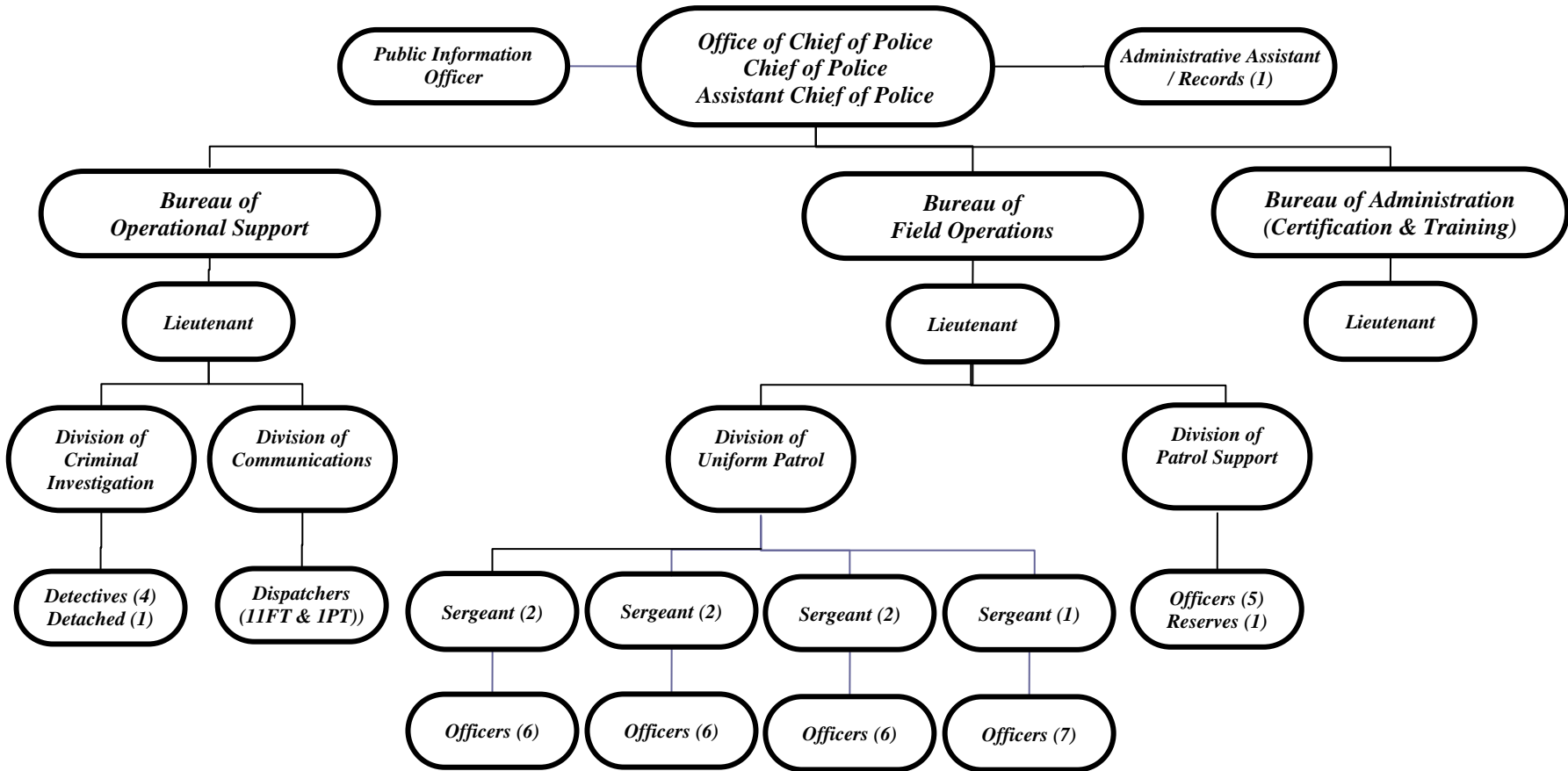
## General Budget Expenditures by Program

Account Number	Description	2018 Actual	2019 Estimated	2020 Budget
<b>Program: Building Services</b>				
Personnel Costs				
100001	Regular pay	317,744	325,187	333,700
100002	Overtime pay	1,005	1,000	2,000
100004	Holiday pay	1,029	1,300	1,300
100010	Part time pay	19,736	27,713	33,280
107000	Workers' compensation ins	15,483	15,541	15,703
108000	FICA expense	24,558	25,933	28,326
109000	Health insurance	67,359	66,370	69,363
109005	HRA funding	2,439	2,524	2,524
109010	HRA fees	311	344	343
109050	ACA/PCORI fees	14	15	15
109500	Dental insurance	2,702	2,476	2,863
110001	LAGERS pension	13,971	22,480	25,949
111000	Life insurance	586	592	622
120002	Building services uniforms	1,824	1,800	1,800
Total: Personnel Costs		468,761	493,275	517,788
Operating Costs				
203108	Two way radios	1,045	700	750
206001	Gen/auto liability	6,153	6,267	6,255
206003	Property liability	4,721	4,897	4,764
206004	Cyber liability insurance	303	241	240
208004	Fire extinguishers maintenance	-	50	50
209010	Small tools	459	300	300
209018	Janitorial supplies	21,084	22,000	22,000
209021	Building supplies	298	225	225
209029	Safety equipment	163	100	200
211050	Misc vehicle maintenance	857	500	1,500
211100	Motor fuel	4,076	4,054	4,176
213050	Misc contractual services	-	5,500	-
Total: Operating Costs		39,159	44,834	40,460
Capital Costs				
219099	Misc equipment <\$7500	511	993	1,275
222050	Misc capital equipment	27,767	-	22,000
Total: Capital Costs		28,278	993	23,275
<b>Program Total: Building Services</b>		<b>536,198</b>	<b>539,102</b>	<b>581,523</b>

## General Budget Expenditures by Program

Account Number	Description	2018 Actual	2019 Estimated	2020 Budget
<b>Program: Ballwin Days Program</b>				
Personnel Costs				
100002	Overtime pay	8,896	9,647	10,000
108000	FICA expense	680	738	765
110001	LAGERS pension	616	901	1,078
Total: Personnel Costs		10,192	11,286	11,843
Operating Costs				
207050	Miscellaneous advertising	782	567	600
209033	Soda	1,786	1,561	1,500
209054	Committee stand	491	530	550
209059	Hospitality	1,189	3,093	1,300
209060	Kids Korner	2,110	1,870	1,500
209064	Parking/security	4,547	4,813	5,000
209065	Pretty baby contest	240	-	-
209066	Run	3,120	2,368	3,000
209072	Car show	311	315	-
212025	Facility set-up	12,398	11,810	12,500
213055	Entertainment	31,843	24,912	27,200
Total: Operating Costs		58,817	51,839	53,150
<b>Program Total: Ballwin Days Program</b>		<b>69,009</b>	<b>63,125</b>	<b>64,993</b>
<b>Department Total: Parks and Recreation</b>		<b>4,234,432</b>	<b>4,627,385</b>	<b>5,021,402</b>

# POLICE DEPARTMENT 2020 ORGANIZATIONAL STRUCTURE



## Police Department

The Ballwin Police Department is responsible for providing police services to the community and those who travel to Ballwin to shop or work. These services go beyond answering calls for service. We focus on community policing initiatives, crime prevention, enforcement of laws, investigating criminal offenses and assisting other law enforcement agencies at all jurisdictional levels. The Chief of Police manages and supervises all police programs. Our current management structure consists of a Captain, who is designated as the Assistant Chief of Police and has daily oversight of the main divisional components. Three lieutenants each command a division of the Ballwin Police Department. The divisions are classified as follows:

- Division of Administrative Support    Division of Operational Support  
Division of Uniform Patrol/Patrol Support

These divisions correlate to the budget programs as illustrated below.



### **DIVISION OF ADMINISTRATIVE SUPPORT**

#### PROGRAMS & GOALS

The Division of Administrative Support is responsible for recruitment, personnel, facilities, the Missouri Police Chiefs’ Certification Program, equipment procurement, Missouri POST Training and Use of Force Training.

Goals for the division include:

- The management of the Ballwin Police Department’s State Law Enforcement Certification, awarded by the Missouri Police Chiefs’ Charitable Foundation in December of 2016. We are in

year three of the three year certification cycle. We expect to be recertified by the end of the year.

- Continued enhancement of Use of Force Training through the utilization of the state of the art local training facility (The Range West). This will allow for versatility in training to assure compliance with all current state training mandates pertaining to deadly and less-lethal deployments. We have increased our training cycles from two to three each year. Due to the 12 hour shifts, we have been able to improve training without impacting our overtime budget.
- Administrative Support will coordinate all in-service training mandates through the three primary police academies in our region, as well as supplement training requirements through the use of "Virtual Academy," an in-house virtual training program, meeting Missouri POST requirements.
- Seek out new opportunities for the recruitment of police officers and dispatchers through more proactive recruitment techniques such as job fairs and college and police academy presentations.

#### SIGNIFICANT BUDGETARY ISSUES

1. A police station needs assessment has been completed by an architectural firm with a recommendation of building a new facility. The next step is site selection and building design work which is estimated to cost \$900,000.
2. Department salaries are projected to rise by 3% in 2020 which will be a \$130,293 increase to our costs.

#### **DIVISION OF UNIFORM PATROL**

##### PROGRAMS & GOALS

The Division of Uniform Patrol is the largest, most visible division of the Ballwin Police Department. Uniform Patrol is the primary patrol component of the Department. The employees include 36 commissioned officers and 7 sergeants divided into four patrol squads serving the Cities of Ballwin and Winchester with a combined population of 31,904. Functions include responding to calls for service, business patrols, monitoring traffic flow and conducting traffic enforcement, assisting with medical emergencies and accidents, enforcement of all laws and providing courtroom testimony, as well as assisting citizens when needed.

Goals for the division include:

- All officers and supervisors maintaining Crisis Intervention Training (CIT) certification.
- Ensure all patrol officers are current on Standard Field Sobriety Test Training.
- All patrol level officers maintain their basic crime scene processing certification.

- All four patrol squads will have an assigned Firearms/TASER Instructor, and two Field Training Instructors.
- Remaining as a priority is the realization of a continued reduction in officer involved motor crashes by maintaining our in-service regiment of simulation training, focusing on defensive driving tactics in conjunction with the City's insurance carrier, as well as increased awareness.
- Promote the cultivation of police/community partnerships and a customer based philosophy by all line personnel, not just by a designated unit or department component.
- Continued efforts to reduce the number of overall motor vehicle crashes by pursuing and obtaining MoDOT overtime grant funding to focus sustained efforts on the enforcement of hazardous moving violations, which directly contribute to motor vehicle crash frequency.

#### SIGNIFICANT BUDGETARY ISSUES

1. The replacements of four patrol vehicles through rotation with the goal of eliminating Ford Taurus vehicles from the fleet – \$124,000.
2. The third of five yearly installments of the TASER 60 Program providing a personally assigned TASER X26P to each commissioned patrol officer and supervisor. Our 2020 payment will be \$14,845.
3. Increases in the ammunition budget to account for the third range session each year, totaling \$9,922.

#### **DIVISION OF PATROL SUPPORT**

##### PROGRAMS & GOALS

This Division is comprised of Community Affairs/Public Relations, Traffic Safety and the School Resource Officer Program. This Division includes 2 Community Affairs Officers, 2 Traffic Safety Officers and 2 School Resource Officers. Patrol Support is an ancillary component of the Division of Uniform Patrol and is commanded by the Field Operations Commander.

Goals for the division include:

- The School Resource Officer (SRO) component of this Division will help to support and address school issues as it relates to the Rockwood and Parkway School Districts, as well as Holy Infant School. One of the SROs will remain assigned to Selvidge Middle School on a full-time basis under a contractual relationship. To enhance elementary level security, directly impacting our Ballwin customer base, the second SRO will remain mobile, working with the 5 elementary schools and 1 parochial school within Ballwin.
- The Traffic Safety component is comprised of 2 full-time officers who prioritize reducing accidents that result in personal injury, death and property damage. They accomplish this

mission through traffic law enforcement, education and recommending traffic sign changes. They respond to citizen complaints by conducting surveys, deploying speed awareness trailers, and collecting data with the Speed Spy devices. The Traffic Safety Officers also conduct crash investigations.

- The Community Affairs component is staffed by 2 full-time police officers, who prioritize addressing quality of life issues impacting Ballwin residents or businesses. Neighbor mediation, community outreach and partnerships remain the priority. Public relations and social media engagement will continue to be expanded as our efforts to build social capital continue and community confidence is top priority.

## **DIVISION OF OPERATIONAL SUPPORT**

The Division of Operational Support encompasses two primary components of police operations: the Communications Unit and the Criminal Investigation Unit.

### **Communications**

#### PROGRAMS & GOALS

The Communications Unit facilitates the dispatching of police and emergency communication to patrol officers and other police and emergency departments. The Ballwin Police Communications Unit is a fully functioning call-taking center. All 911 calls are initially received by the Communications Center. It is up to the dispatcher to disseminate the call(s) to its proper destination, whether it is police or fire related. Eleven full-time dispatchers staff the Communications Center. Dispatching services are also provided contractually to the Cities of Manchester and Winchester which makes the total population served 49,700 residents.

Goals for the Unit include:

- Fine tune aspects of the new cloud based Computer Aided Dispatch (CAD) to improve communications between dispatchers and officers on patrol.
- Work with the Emergency Communications Commission (ECC) on the expected implementation of the Next Generation 911 in 2020.

### **Criminal Investigations**

#### PROGRAMS & GOALS

The Criminal Investigation Unit is the primary investigative component of the Department. Functions of this Unit include following up on incidents originally investigated by Uniform Patrol, processing advanced crime scenes, working in collaboration with the Major Case Squad on major criminal cases and working with the St. Louis County Multi-Jurisdictional Drug Task Force. The unit is staffed with 5 full-



time detectives, 4 of which are in-house and 1 is detached to the St. Louis County Multi-Jurisdictional Drug Task Force.

Goals for the Unit include:

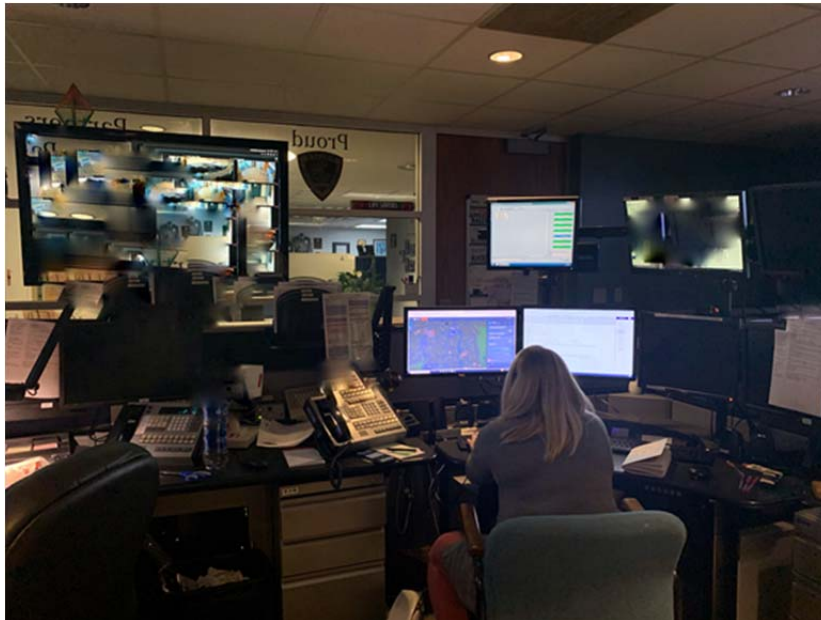
- Train officers on the 2020 implementation of the mandatory National Incident Based Reporting System (NIBRS). NIBRS is a more accurate method of reporting crimes.
- Increase the Department’s ability to remotely monitor areas where crimes sprees have been identified through the purchase/use of Wi-Fi enabled surveillance cameras.

Goal	Performance Measures	2018 Actual	2019 Estimate	2020 Budget	Five Year Target
Maintain A Safe and Family Oriented Community	Overall calls for service	37,098	33,015	38,000	40,000
	Crime Scenes Processed. More scenes processed, greater chance of solving crime.	390	325	400	400
	Police / Community Events	267	250	300	300
	Remain in the Top 10 Safest Cities in Missouri based upon FBI Statistics	#1 Ranking	#1 Ranking	#1 Ranking	#1 Ranking
Utilize Effective Traffic Enforcement To Ensure the Safety of Ballwin Motorists	Traffic Citations & Warnings Issued	8,735	6954	8,800	9,600
	Traffic crash investigations	625	451	350	10% reduction
Remain in Compliance with All state Accreditation	Percentage of Commissioned Officers completing 24 Hours of POST training	100%	100%	100%	100%
	Remain a State Certified Agency	Yes	Yes	Yes	Maintain State Certification

## PRIOR YEAR'S GOALS

In 2019, the Department met several goals that were outlined in the 2019 budget overview. We completed our state accreditation self-evaluation and are preparing for the on-site audit.

We also completed the installation of a cloud based Computer Aided Dispatch (CAD) system. The system allows our dispatchers to see the location of our officers, in real time, while they are patrolling your neighborhoods. The SOMA Global platform allows officers and supervisors to see call information on their smartphones or tablets, in addition to the laptop computers in their patrol cars. The Ballwin



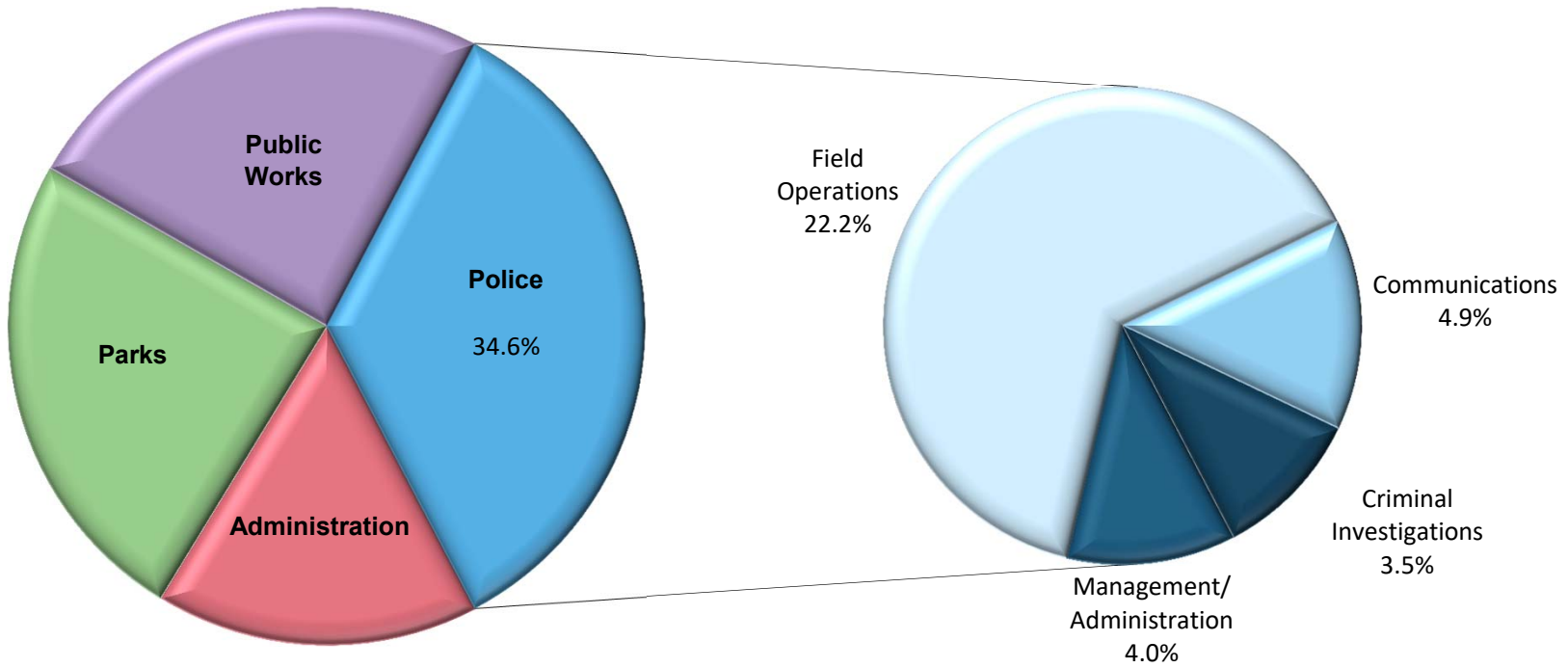
Police Department is one of the first agencies in the State of Missouri to use a cloud based dispatching system. A cloud based system was selected to ensure continuity of service during a disaster. If our police station was damaged during a disaster, our dispatchers would still be able to dispatch calls from any location with an internet connection and telephone service.

On October 1, 2019, the Ballwin Police Department began providing police services to the City of Winchester. This added

1,500 citizens to our policing population. This contract is in addition to the dispatching contract with the City of Manchester and the prisoner housing contract with the City of Ellisville. The Ballwin Police Department continues to seek out opportunities for providing policing services to our surrounding municipal partners.

Through safety awareness, the Ballwin Police Department reduced the number of on the job injuries and officer involved crashes. In 2019, every Ballwin Police Officer received driver training which included operating a car in congested traffic and driving defensively.

# Police Budget Expenditures



### Police General Budget Expenditures

Description	2018 Actual	2019 Estimated	2020 Budget
<b>Personnel Costs</b>			
Wages and Salaries	3,894,998	4,017,927	4,237,800
Benefits	1,483,158	1,551,833	1,704,619
<b>Personnel Costs Total</b>	<b>5,378,156</b>	<b>5,569,760</b>	<b>5,942,419</b>
<b>Operating Costs</b>			
Travel & Training	22,515	19,970	24,600
Utilities	28,388	28,608	28,810
Communications	20,302	19,335	19,970
Rentals	681	725	775
Public Relations - Internal	372	500	700
Public Relations - External	4,280	6,200	6,850
Insurance	101,818	103,374	104,795
Advertising	190	400	400
Repairs & Maintenance	28,196	24,603	38,600
General Supplies	6,303	11,945	14,000
Dues & Subscriptions	6,633	9,042	9,567
Vehicle Expenses	93,676	99,047	103,650
Maintenance Materials	30,224	5,250	30,250
Contractual	137,453	234,132	209,883
Other Operating Expenses	38,099	38,170	48,300
Contingency	-	-	5,000
<b>Operating Costs Total</b>	<b>519,130</b>	<b>601,301</b>	<b>646,150</b>
<b>Capital Costs</b>			
Computer Hardware/Software	683	1,330	2,000
Equipment, Furniture & Vehicles	186,499	90,707	157,200
<b>Capital Costs Total</b>	<b>187,182</b>	<b>92,037</b>	<b>159,200</b>
<b>Transfers Out</b>	-	-	344,000
<b>Police Total</b>	<b>6,084,468</b>	<b>6,263,098</b>	<b>7,091,769</b>

## General Budget Expenditures by Program

Account Number	Description	2018 Actual	2019 Estimated	2020 Budget
<b>Department: Police</b>				
<b>Program: Management/Administration</b>				
Personnel Costs				
100001	Regular pay	297,893	316,861	262,906
100002	Overtime pay	-	60	-
107000	Workers' compensation ins	11,497	11,383	9,247
108000	FICA expense	22,320	23,903	20,112
109000	Health insurance	22,926	19,995	24,561
109005	HRA funding	2,439	2,524	2,524
109010	HRA fees	311	343	343
109050	ACA/PCORI fees	14	15	15
109500	Dental insurance	774	674	774
110001	LAGERS pension	26,631	30,401	29,912
111000	Life insurance	315	301	252
112000	Employee assistance expense	901	966	966
115000	Unemployment ins	-	2,560	-
120006	Uniforms - police	628	850	1,500
Total: Personnel Costs		386,649	410,836	353,112
Operating Costs				
201031	Chief's conferences	470	500	2,000
201034	Police clerks conference	100	100	1,000
201081	Chief/mgmt meetings	374	600	600
201086	Police academy training	600	460	460
201100	Misc seminars/training	301	300	300
202010	Electric	22,731	21,400	21,400
202020	Gas	2,314	3,088	3,180
202030	Sewer	698	820	860
202040	Water	2,645	3,300	3,370
203001	Telephone	417	595	340
203003	Postage	912	600	1,050
203100	Cellular phones	1,096	900	1,000
204001	Postage meter rental	272	300	350
205150	Misc internal public relations	372	500	700
205209	Police community relations	3,174	3,500	4,000
206001	Gen/auto liability	4,641	4,662	3,720
206003	Property liability	3,534	3,620	2,831
206004	Cyber liability insurance	174	176	141
208004	Fire extinguishers maintenance	288	300	500
208005	Generators maintenance	1,245	1,245	1,500
208007	HVAC maintenance	1,706	2,500	2,500

## General Budget Expenditures by Program

Account Number	Description	2018 Actual	2019 Estimated	2020 Budget
<b>Program: Management/Administration</b>				
Operating Costs (Continued)				
208050	Misc equipment maintenance	973	500	500
209001	Coffee supplies	490	500	500
209002	Copy paper	1,028	1,100	1,200
209004	Office supplies	2,544	3,000	3,000
209029	Safety equipment	-	1,995	2,200
209050	Misc operating supplies	220	250	300
210025	LEO	20	-	20
210026	MO Police Chiefs Association	275	275	275
210028	IACP	150	150	150
210030	SLAPCA	50	50	50
210050	Misc dues & subscriptions	-	25	50
210066	Notary fees	-	1,500	555
211050	Misc vehicle maintenance	829	1,500	2,500
211100	Motor fuel	1,467	1,260	1,298
212026	Building maintenance materials	30,134	5,000	30,000
212045	Postage machine maintenance	90	250	250
213039	Accreditation	1,500	3,500	2,000
213051	Copier maintenance	4,022	3,850	4,000
213066	Record retention/destruction	89	100	200
215004	Halloween treats	242	250	250
215005	Prisoner meals	835	1,000	1,300
215006	Prisoner medical exams	600	500	2,500
215049	Charity fundraiser expense	550	500	1,200
226001	Contingency	-	-	5,000
Total: Operating Costs		94,172	76,521	111,100
Capital Costs				
219060	Misc office furniture	-	-	2,000
Total: Capital Costs		-	-	2,000
Transfers Out				
280005	Transfers out	-	-	344,000
Total: Transfers Out		-	-	344,000
<b>Program Total: Management/Administration</b>		<b>480,821</b>	<b>487,357</b>	<b>810,212</b>

## General Budget Expenditures by Program

Account Number	Description	2018 Actual	2019 Estimated	2020 Budget
<b>Program: Field Operations</b>				
Personnel Costs				
100001	Regular pay	2,586,780	2,649,308	2,822,431
100002	Overtime pay	1,371	17,000	17,000
100004	Holiday pay	55,360	67,042	70,025
100007	Special overtime pay	14,393	18,000	18,000
107000	Workers' compensation ins	99,017	97,065	102,965
108000	FICA expense	194,669	203,157	223,950
109000	Health insurance	411,485	404,021	428,987
109005	HRA funding	2,439	2,524	2,524
109010	HRA fees	311	343	343
109050	ACA/PCORI fees	14	15	15
109500	Dental insurance	15,346	14,959	15,668
110001	LAGERS pension	281,113	316,228	353,011
111000	Life insurance	3,346	3,283	3,360
120006	Uniforms - police	27,839	30,000	30,000
120100	College tuition	3,515	10,000	16,500
Total: Personnel Costs		3,696,998	3,832,945	4,104,779
Operating Costs				
201081	Chief/mgmt meetings	-	200	300
201086	Police academy training	12,300	9,430	9,430
201087	Firearms training	1,523	1,700	2,000
201100	Misc seminars/training	748	1,200	1,200
203001	Telephone	417	595	340
203100	Cellular phones	13,481	12,200	12,000
205209	Police community relations	184	1,600	1,600
205211	D.A.R.E. materials	921	1,000	1,100
205250	Misc external public relations	-	100	150
206001	Gen/auto liability	39,968	39,750	41,427
206003	Property liability	30,665	30,861	31,525
206004	Cyber liability insurance	1,514	1,500	1,571
206009	Auto deductibles	4,838	5,000	5,000
207050	Miscellaneous advertising	190	400	400
208011	Vehicle & equipment maintenance	14,270	11,000	22,000
208013	Buckle Bear maintenance	-	85	100
208016	Portable radios maintenance	3,339	1,450	3,000
208017	Radar repairs & certification	1,878	2,000	2,100
208019	Prisoner processing equip maint	2,360	2,500	2,500
208050	Misc equipment maintenance	1,134	1,200	1,500
209005	Printing	742	2,000	3,500

## General Budget Expenditures by Program

Account Number	Description	2018 Actual	2019 Estimated	2020 Budget
<b>Program: Field Operations</b>				
Operating Costs (Continued)				
210025	LEO	20	-	-
210032	Firearms range	2,000	2,000	2,500
210050	Misc dues & subscriptions	-	75	75
211010	Auto detailing	1,861	8,500	8,500
211011	Car washes	1,200	1,500	2,000
211045	Stock items	991	1,500	1,500
211049	Bicycle maintenance	-	200	200
211050	Misc vehicle maintenance	15,401	15,000	16,000
211100	Motor fuel	68,706	65,000	66,951
211150	Motor oil	462	450	500
213034	CARE	5,670	5,670	5,700
213042	Livescan maintenance	8,022	7,000	8,000
213060	Software maintenance	496	424	642
213081	Laptop maintenance	-	50	1,000
215007	Ammunition	12,944	18,000	18,000
215008	Batteries	800	1,000	2,000
215009	Breathalyzer solution	-	200	200
215018	Training fund expense	3,748	3,000	5,000
215031	Shooting range supplies	2,450	2,450	2,450
215050	Misc other expense	565	-	500
<b>Total: Operating Costs</b>		<b>255,808</b>	<b>257,790</b>	<b>284,461</b>
Capital Costs				
219001	Computer software/upgrades	330	330	500
219002	Computer hardware/parts	353	1,000	1,500
219042	Missouri statutes	-	1,100	-
219099	Misc equipment <\$7500	31,308	16,000	23,000
219312	Bullet resistant vests	5,425	6,975	7,200
221501	Automobiles	119,746	65,632	124,000
222050	Misc capital equipment	29,385	-	-
<b>Total: Capital Costs</b>		<b>186,547</b>	<b>91,037</b>	<b>156,200</b>
<b>Program Total: Field Operations</b>		<b>4,139,353</b>	<b>4,181,772</b>	<b>4,545,440</b>



## General Budget Expenditures by Program

Account Number	Description	2018 Actual	2019 Estimated	2020 Budget
<b>Program: Communications</b>				
Personnel Costs				
100001	Regular pay	495,084	479,528	546,633
100002	Overtime pay	6,459	15,200	11,000
100004	Holiday pay	11,502	15,307	12,731
100010	Part time pay	-	498	1,000
107000	Workers' compensation ins	19,222	19,155	20,096
108000	FICA expense	37,404	37,493	43,709
109000	Health insurance	98,671	95,302	119,183
109005	HRA funding	2,439	2,524	2,524
109010	HRA fees	311	343	343
109050	ACA/PCORI fees	14	15	15
109500	Dental insurance	3,675	3,450	4,256
110001	LAGERS pension	22,047	32,134	43,918
111000	Life insurance	889	968	924
Total: Personnel Costs		697,717	701,917	806,332
Operating Costs				
201086	Police academy training	1,100	1,100	1,430
201100	Misc seminars/training	-	-	1,000
203001	Telephone	820	1,550	2,600
206003	Property liability	5,942	6,092	6,153
206004	Cyber liability insurance	294	296	307
208002	Computer maintenance	120	500	800
208022	Surveillance camera maintenance	-	423	600
208050	Misc equipment maintenance	883	900	1,000
209004	Office supplies	1,127	2,300	2,300
209005	Printing	151	200	300
209050	Misc operating supplies	-	200	200
210041	APCO	92	92	92
213032	Base station maintenance	9,071	-	-
213035	CAD maintenance	19,530	123,574	81,000
213036	REJIS	63,330	65,000	68,261
213050	Misc contractual services	2,175	4,359	5,000
213052	UPS maintenance	2,080	2,205	2,700
213062	Dictaphone leasing	13,513	6,400	18,000
213063	Router contract	4,078	6,000	7,000
213082	Media access	1,369	1,500	1,500
215011	Prisoners suits/hygiene	2,975	3,500	5,000
Total: Operating Costs		128,650	226,191	205,243
<b>Program Total: Communications</b>		<b>826,367</b>	<b>928,108</b>	<b>1,011,575</b>

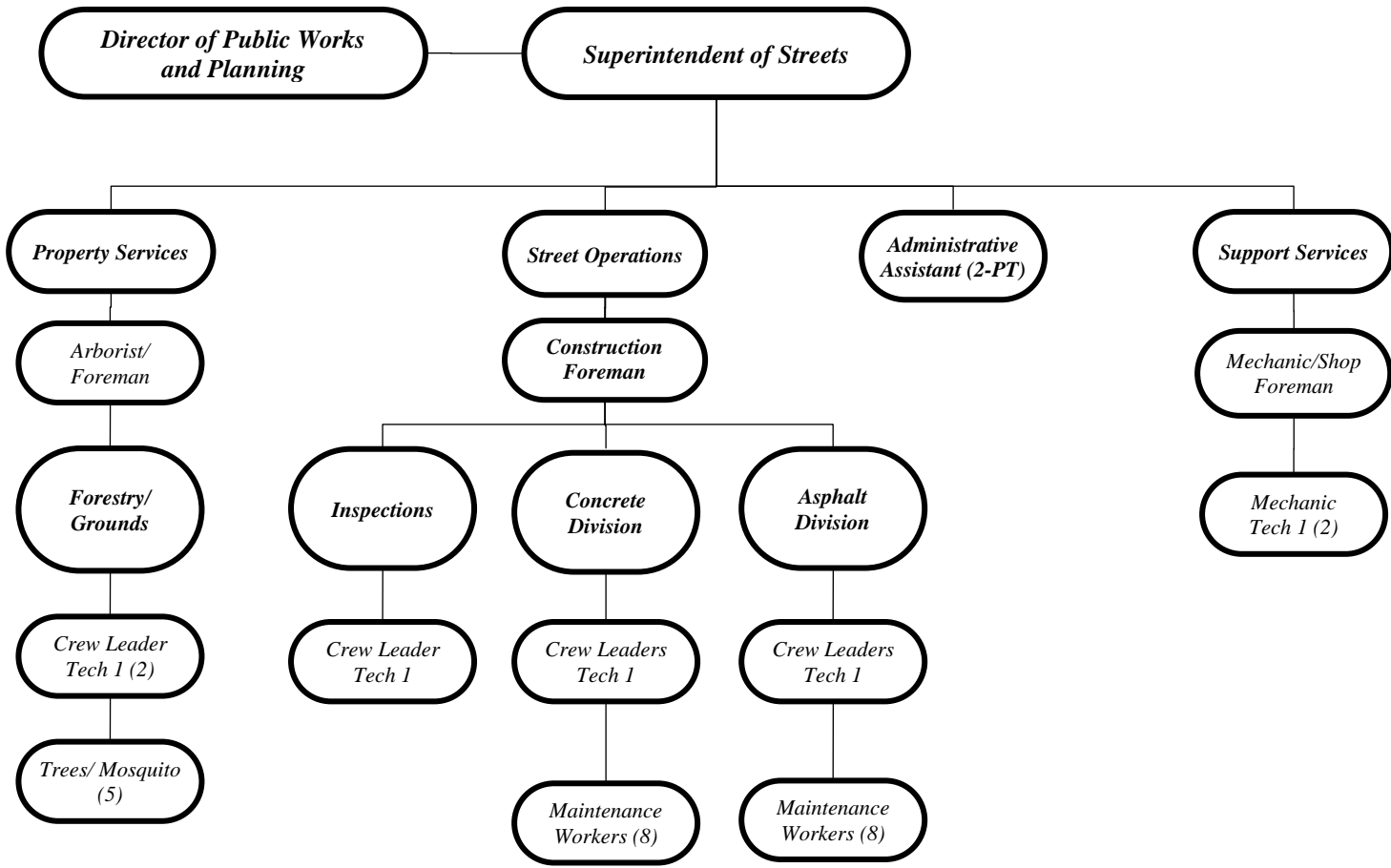
## General Budget Expenditures by Program

Account Number	Description	2018 Actual	2019 Estimated	2020 Budget
<b>Program: Criminal Investigations</b>				
Personnel Costs				
100001	Regular pay	398,037	410,623	447,490
100002	Overtime pay	8,860	8,000	8,000
100004	Holiday pay	-	500	584
100007	Special overtime pay	19,260	20,000	20,000
107000	Workers' compensation ins	13,438	15,366	16,745
108000	FICA expense	31,119	32,119	36,420
109000	Health insurance	71,842	77,359	83,944
109005	HRA funding	2,439	2,524	2,524
109010	HRA fees	311	343	343
109050	ACA/PCORI fees	14	15	15
109500	Dental insurance	2,257	2,257	2,321
110001	LAGERS pension	45,500	51,316	56,156
111000	Life insurance	490	490	504
120008	Detective uniform/clothing	3,225	3,150	3,150
Total: Personnel Costs		596,792	624,062	678,196
Operating Costs				
201036	Detective conference	3,200	3,000	3,500
201086	Police academy training	1,800	1,380	1,380
203001	Telephone	418	595	340
203100	Cellular phones	2,741	2,300	2,300
204008	S&W ident-a-kit	408	425	425
206001	Gen/auto liability	5,424	6,293	6,737
206003	Property liability	4,598	4,886	5,127
206004	Cyber liability insurance	227	238	256
209005	Printing	-	400	500
210042	Major case squad	225	475	500
210044	MOCIC	200	200	200
210050	Misc dues & subscriptions	3,408	4,000	4,900
210067	West Co Criminal Exchange	193	200	200
211050	Misc vehicle maintenance	288	2,000	2,000
211100	Motor fuel	2,471	2,137	2,201
213060	Software maintenance	2,508	4,500	4,880
215012	Evidence supplies	11,455	2,000	4,000
215013	Investigative fund	-	970	500
215015	Infectious waste disposal	556	800	900
215050	Misc other expense	380	4,000	4,500
Total: Operating Costs		40,500	40,799	45,346

**General Budget Expenditures by Program**

Account Number	Description	2018 Actual	2019 Estimated	2020 Budget
<b>Program: Criminal Investigations</b>				
Capital Costs				
219030	Cameras	635	1,000	1,000
Total: Capital Costs		635	1,000	1,000
<b>Program Total: Criminal Investigations</b>		637,927	665,861	724,542
<b>Department Total: Police</b>		6,084,468	6,263,098	7,091,769

**PUBLIC WORKS DEPARTMENT  
2020 ORGANIZATIONAL STRUCTURE**



## Public Works Department

The City of Ballwin Public Works Department includes five programs:

- Engineering
- Streets and Sidewalks
- Snow & Ice Control
- Property Services
- Support Services

The Director of Public Works, a Street Superintendent and three Public Works Foremen (Construction, Fleet and Property Services) handle work detail, work schedules, priority of work, and requests for service. In addition the department also includes five Crew Leaders, twenty-one Maintenance Workers, two Mechanics and two part-time Administrative Assistants.

### **ENGINEERING**

#### PROGRAMS & GOALS

The services performed include engineering plan review and construction inspections of city-owned infrastructure and private land development projects. Engineering services will be evaluated on an as-needed basis. The goals include:

- Review plans for subdivision and commercial site development to ensure compliance with appropriate engineering principles as well as city construction standards and specifications.
- Review and/or prepare plans and specifications for city projects.
- Process and issue excavation permits.
- Inspect excavations within city rights-of-way to ensure restoration complies with city standards and specifications.
- Pursue federal funding for street improvements.

### **STREETS AND SIDEWALKS**

#### PROGRAMS & GOALS

Street pavements are maintained in a manner that provides safe travel for motorists. The goals include:

- Repair and fill potholes.
- Replace deteriorated concrete slabs.
- Sweep streets four times per year.
- Repair deteriorated concrete pavement joints.
- Seal cracks and joints on concrete and asphalt pavements.
- Overlay asphalt streets.
- Inspect contractual street and sidewalk improvement projects for conformance to the bid specifications.

Sidewalk maintenance includes ADA curb ramp maintenance and construction along all city-owned streets, Route 100 (Manchester Road) and Clayton Road which are both maintained by the State and St. Louis County. Goals include:

- Grind sidewalks to eliminate tripping hazards of less than 2 inches vertical differential.
- Replace sidewalks to eliminate tripping hazards 2 inches or greater vertical differential.
- Replace curb ramps to meet current ADA regulations.
- Construct new sidewalks as needed.
- Pursue federal funding for street improvements to include the upgrading of affected sidewalks and ramps to comply with current ADA regulations.

Traffic control assures safe travel by motorists by maintaining traffic signals, signs and pavement markings to include striping, crosswalks, turn lane arrows, and stop bars. The goals include:

- Contract for the servicing of traffic signal equipment for:
  - New Ballwin Road, Reinke Road and Old Ballwin Road intersection
  - Henry Ave and Glenmeadows Drive intersection
- Replace street signs as needed to comply with the MUTCD reflectivity standards.
- Install new street signs as directed by city ordinances.
- Annually repaint turn arrows, stop bars, and crosswalks with department resources.
- Annually restripe centerline and lane lines on a contractual basis.
- Collect traffic volume and speed data as needed.

#### SIGNIFICANT BUDGETARY ISSUES

- Sidewalk replacement to eliminate tripping hazards in addition to the upgrading of curb ramps to current ADA standards are included as contractual street projects in order to comply with federal regulations. Combined cost including slab replacement in 2020 is budgeted at \$715,113.
- Restriping will be accomplished under contractual arrangements with private contractors. Crosswalks, stop bars, and turn arrows will continue to be painted annually with Public Works personnel.
- 2020 equipment purchases:
 

a. Planer, 40"	\$ 22,000
b. Concrete Breaker	\$ 5,000
c. Sweeper Attachment	\$ 3,500
d. Backpack Blower	\$ 1,300
- Crack sealing in the amount of \$30,000 is budgeted for 2020. Streets completed in 2019 will receive crack sealing in the 2020 Budget Year. Additional streets will also be evaluated for crack sealing.
- Micro surfacing is budgeted for 2020 at \$189,000. This is an increase of 31.5% over the current year.

Workload Measurement	2018 Actual	2019 Estimated	2020 Budget
Sidewalk replacement sq. ft.	15,340	18,621	30,000
Street asphalt repairs tons	1,543	3,157	2,000

### **SNOW & ICE REMOVAL**

This program includes the treatment and plowing of city-owned streets to allow for reasonable travel. The goals include:

#### PROGRAMS & GOALS

- Ensure adequate supply of de-icing salt, salt brine, and calcium chloride for the 2020 winter season.
- Pre-treat all city streets with salt brine during regular work hours prior to forecast winter storms when needed.
- Maintain sufficiently clear pavement for emergency vehicles during winter storm event.
- Clear all streets to accommodate for two-way traffic after the winter storm has ended.
- Clear all streets curb-to-curb when short-term forecast warrants.
- Wash and service all snow/ice equipment after each snow/ice event.

### **PROPERTY SERVICES**

#### PROGRAMS & GOALS

This program consists of pest (mosquitoes) control, storm drainage, leaf collection, and street tree maintenance.

Pest Control intends to minimize mosquito nuisance throughout the City. The goals include:

- Fog both public and private streets weekly from mid-May through mid-October.
- Utilize larvacide tablets in standing water locations under contract with St. Louis County.

Storm Drainage includes the maintenance of roadway bridge/culvert structures and the proactive removal of blockages to reduce flooding potential. The goals include:

- Notify MSD of blocked or damaged storm sewer pipes and structures.
- Clear debris that blocks roadway bridges and culverts.
- Notify MSD of fallen trees blocking flow.
- Participate in MoDOT inspections of city bridges and culverts every two years.
- Submit for federal funding to replace or rehabilitate deficient bridges and culverts.

Leaf Collection includes the collection and disposal of property owners' leaves that are raked to the curb. The goals include:

- Begin collecting leaves raked to the curb by the residents on the Monday of the last week of October with the final collection occurring approximately at the end of the first week of December.
- Operate up to eight vacuuming crews.
- Supplement full-time employees with contractual temporary laborers.
- Limit curbside leaf collection to property owners whose solid waste is collected through the city-wide trash hauling contract. Apartment complexes and commercial properties are excluded from this program.
- Load collected leaves into large roll-off boxes provided by and disposed of by the city-wide waste hauler (Republic Services) at no cost to the City.

Street Tree Maintenance includes street tree trimming and/or removal of street trees. Tree removal will continue to focus on removing ash trees due to the Emerald Ash Borer issue. Additionally, resident requests for trimming of trees in the right-of-way have risen.

SIGNIFICANT BUDGETARY ISSUES

1. A leaf collection service is budgeted to be used in the Meadowbrook Country Club subdivision at a cost of \$34,500 to supplement staff during periods of heavy volume.
2. An additional \$11,640 is budgeted for the cost of temporary labor hired during leaf collection season. This increase over the current year budget of \$21,000 is due to the rising minimum wage.
3. Two additional maintenance workers have been added to staff the new bucket truck at a cost of \$122,000 including all benefits. The 2020 budget includes \$10,000 for contractual tree removal

Workload Measurement	2018 Actual	2019 Estimated	2020 Budget
Tree Removals	198	128	300
Tree Trimmed	1,393	380	600
Efficiency Measures			
Man Hours per Tree Removed	3.1	2.3	3.0
Man Hours per Tree Trimmed	1.8	2.1	2.0

PRIOR YEAR’S GOALS

A second bucket truck was purchased in 2019 at a cost of \$110,980, and additional staff have been hired to enable the department to operate two tree crews. Due to unusually late leaf dropping in the fall of 2018, the leaf collection season extended through the end of February 2019. Because the majority of tree work is conducted in the winter, this resulted in far fewer trees being removed and trimmed in 2019 than in the prior year.

SUPPORT SERVICES

PROGRAMS & GOALS

This program includes servicing the city’s fleet of vehicles and all equipment, as well as the maintenance of all required departmental records. Program includes the Director of Public Works, the Street



Superintendent, two part-time administrative assistants, one fleet foreman and two mechanics. The goals include:

- Maintaining all required departmental records.
- Accept and direct citizen calls to the appropriate party.
- Maintain work request records.
- Maintain all city automobiles, vans, trucks, heavy construction equipment, and small power driven hand operated equipment.

SIGNIFICANT BUDGETARY ISSUES

1. Bed / body for two ton truck will be \$51,937. The cab/chassis was delivered in 2019.
2. One skidsteer totaling \$47,500 will be acquired to replace an older unit.

**STREET & SIDEWALK BUDGET**

CONTRACTUAL						
SLABS (CONTRACTUAL)						
Street	PCI	Ward 1	Ward 2	Ward 3	Ward 4	
Chowning Ct.	3		\$30,532.50			
Eagle Glen	3		\$47,165.00			
Eagles Landing	3		\$60,125.00			
Fairwood Forest	3		\$45,145.00			
Oakwood Farms (Phase 3)	6		\$96,250.00			
Barham Down	3			\$57,875.00		
Clayton Meadows	3			\$27,465.00		
Old Oaks	5			\$11,400.00		
Rotherham	2			\$124,125.00		
Castle Ridge	6				\$135,125.00	
West Glen Village	6				\$63,375.00	
<b>SLABS (CONTRACTUAL) TOTALS</b>		<b>\$0.00</b>	<b>\$279,217.50</b>	<b>\$220,865.00</b>	<b>\$198,500.00</b>	<b>\$698,582.50</b>

MICROPAVING (CONTRACTUAL)						
Street	PCI	Ward 1	Ward 2	Ward 3	Ward 4	
Lock Dr.	6	\$20,615.00				
Holly Garden Ct.	7	\$10,666.67				
Holly Green Dr.	6	\$16,625.00				
Holly Green Ct.	7	\$2,777.78				
Holly Haven Dr.	5	\$6,833.33				
Magnolia Trace Dr.	5	\$15,003.33				
Maple Ln.	6	\$11,876.67				
Holly Bend Dr.	7	\$10,250.00				
Holly Bend Ct.	7	\$5,180.56				
Holly Bush Ct.	7	\$3,777.78				
Holly Leaf Dr.	7	\$11,680.56				
Old Woods Mill	6	\$31,260.00				
Applestone	7				\$20,027.78	
Talbert Ct.	6				\$18,555.56	
<b>MICROPAVING (CONTRACTUAL) TOTALS</b>		<b>\$115,286.68</b>	<b>\$0.00</b>	<b>\$31,260.00</b>	<b>\$38,583.34</b>	<b>\$185,130.02</b>

CRACKSEALING (CONTRACTURAL)						
Street	PCI	Ward 1	Ward 2	Ward 3	Ward 4	
Clear Meadows Dr.	8	\$3,019.89				
Amberjack Dr.	8	\$1,694.13				
Portwind Pl.	9	\$1,794.51				
Timka	9	\$2,097.54				
Towercliffe Dr.	9	\$1,109.85				
Treasure Cove	8	\$1,155.30				
Country Club	9			\$2,889.20		
Cedar Run	7				\$1,316.29	
Country Downs	8				\$337.12	
Down Hill	7				\$705.49	
Echo Hill Ct. & Dr.	7				\$871.21	
Far Hill	7				\$511.36	
Great Hill	7				\$1,212.12	
Harvest Hill	7				\$731.06	
Twigwood	9				\$4,957.39	
Walnut Point	7				\$1,630.68	
Amberjack Ct.	8	\$237.88				
Joyce Ct.	10	\$293.94				
Balero	9				\$243.94	
Baywillow	10				\$405.30	
Coronado	10				\$864.39	
Norwood Circle	10				\$502.27	
<b>CRACKSEALING (CONTRACTURAL) TOTALS</b>		<b>\$11,403.04</b>	<b>\$0.00</b>	<b>\$2,889.20</b>	<b>\$14,288.62</b>	<b>\$28,580.87</b>

SIDEWALKS						
SIDEWALKS & CURB RAMPS (CONTRACTURAL)						
Street	PCI	Ward 1	Ward 2	Ward 3	Ward 4	
Barham Down	3			\$2,968.00		
Clayton Meadows	3			\$2,407.50		
Old Oaks	5			\$2,407.50		
Rotherham	2			\$7,330.00		
<b>SIDEWALKS (IN-HOUSE) TOTALS</b>				<b>\$15,113.00</b>		<b>\$15,113.00</b>

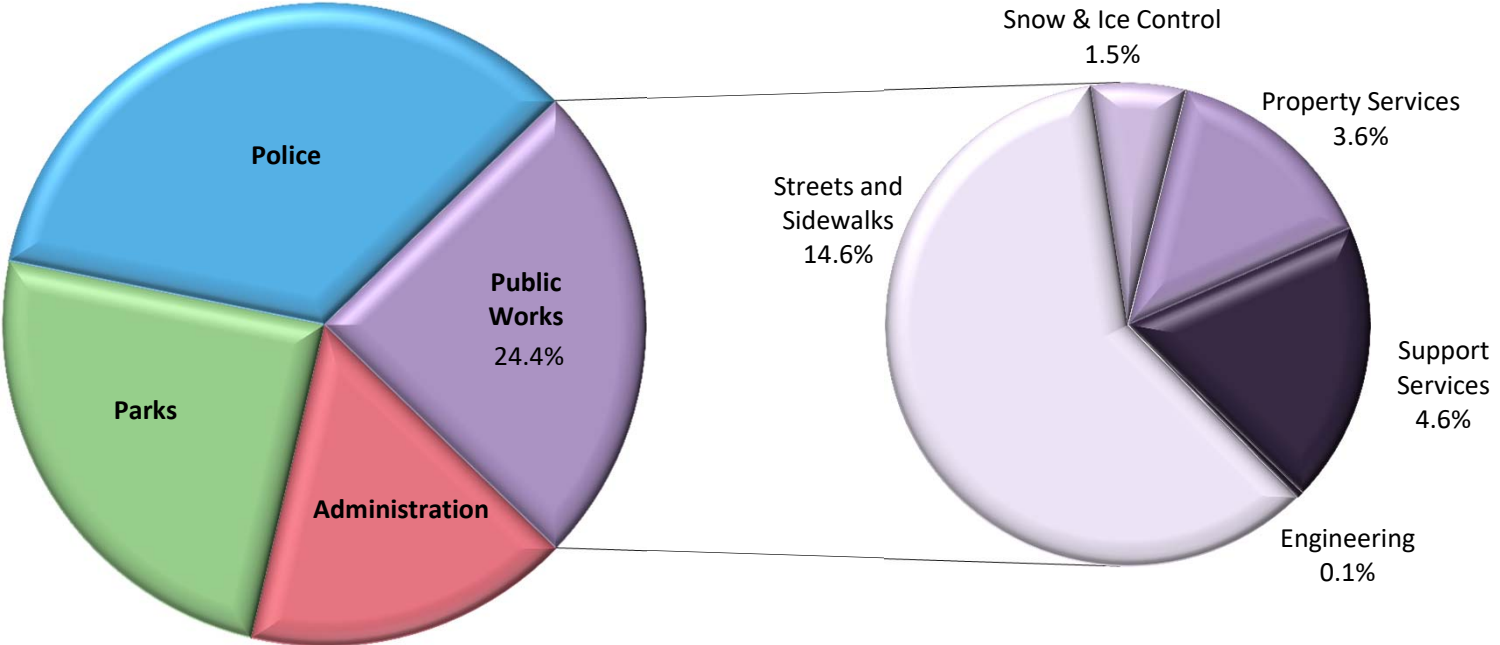
**IN HOUSE**

MILL/REPAVE (IN-HOUSE)						
Street	PCI	Ward 1	Ward 2	Ward 3	Ward 4	
Jasmine Park	6	\$10,642.50				
Sunnyside	2	\$38,884.00				
Robin Hill	5	\$44,230.00				
Lark Hill	4	\$40,145.50				
Warbler Ct.	5	\$4,532.50				
Mimosa	7		\$29,650.00			
Maymont	4			\$40,876.00		
Newfield	3			\$7,571.00		
Mobilization (cold-milling)						\$90,537.33
<b>MILL/REPAVE (IN-HOUSE) TOTALS</b>		<b>\$138,434.50</b>	<b>\$29,650.00</b>	<b>\$48,447.00</b>	<b>\$0.00</b>	<b>\$216,531.50</b>

COMBINED CONTRACTUAL + IN-HOUSE TOTALS					
	Ward 1	Ward 2	Ward 3	Ward 4	
<b>Total Streets (contractual + in-house)</b>	<b>\$265,124.22</b>	<b>\$308,867.50</b>	<b>\$318,574.20</b>	<b>\$251,371.97</b>	
<b>% of streets in ward</b>	<b>23%</b>	<b>27%</b>	<b>28%</b>	<b>22%</b>	
<b>% of budget by ward</b>	<b>23.18%</b>	<b>27.00%</b>	<b>27.85%</b>	<b>21.97%</b>	

**TOTAL STREET BUDGET \$1,143,937.89**

# Public Works Budget Expenditures



## Public Works General Budget Expenditures

Description	2018 Actual	2019 Estimated	2020 Budget
<b>Personnel Costs</b>			
Wages and Salaries	1,557,231	1,589,475	1,860,152
Benefits	582,167	636,810	767,392
<b>Personnel Costs Total</b>	<b>2,139,398</b>	<b>2,226,285</b>	<b>2,627,544</b>
<b>Operating Costs</b>			
Travel & Training	3,193	4,872	4,500
Utilities	21,952	24,850	24,240
Communications	24,740	9,191	8,960
Rentals	8,383	11,641	12,500
Insurance	44,760	45,406	46,060
Repairs & Maintenance	72,964	78,400	88,000
General Supplies	112,121	125,300	113,800
Dues & Subscriptions	-	-	100
Vehicle Expenses	130,589	136,259	123,547
Maintenance Materials	566,937	540,050	583,600
Contractual	904,449	1,033,867	1,122,103
Other Operating Expenses	233	1,900	300
Contingency	-	-	-
<b>Operating Costs Total</b>	<b>1,890,321</b>	<b>2,011,736</b>	<b>2,127,710</b>
<b>Capital Costs</b>			
Computer Hardware/Software	5,476	17,500	10,000
Equipment, Furniture & Vehicles	407,381	453,490	148,737
Land & Facility Improvements	-	5,000	5,000
Streets	150,000	-	91,000
<b>Capital Costs Total</b>	<b>562,857</b>	<b>475,990</b>	<b>254,737</b>
<b>Public Works Total</b>	<b>4,592,576</b>	<b>4,714,011</b>	<b>5,009,991</b>

## General Budget Expenditures by Program

Account Number	Description	2018 Actual	2019 Estimated	2020 Budget
<b>Department: Public Works</b>				
<b>Program: Engineering</b>				
Personnel Costs				
100001	Regular pay	89,009	-	-
107000	Workers' compensation ins	4,656	-	-
108000	FICA expense	6,645	-	-
109000	Health insurance	5,227	-	-
109005	HRA funding	1,804	-	-
109010	HRA fees	311	-	-
109050	ACA/PCORI fees	14	-	-
109500	Dental insurance	258	-	-
110001	LAGERS pension	2,544	-	-
111000	Life insurance	37	-	-
<b>Total: Personnel Costs</b>		<b>110,505</b>	<b>-</b>	<b>-</b>
Operating Costs				
201021	APWA state conferences	446	500	500
201100	Misc seminars/training	1,085	2,500	2,500
203003	Postage	25	100	100
206001	Gen/auto liability	1,627	-	-
206004	Cyber liability insurance	72	-	-
209004	Office supplies	2,002	2,500	2,500
209005	Printing	588	500	500
209050	Misc operating supplies	198	100	600
210019	APWA	-	-	100
211100	Motor fuel	8,982	9,064	9,336
<b>Total: Operating Costs</b>		<b>15,025</b>	<b>15,264</b>	<b>16,136</b>
Capital Costs				
219099	Misc equipment <\$7500	-	2,000	-
224502	Project/architect engineering	-	5,000	5,000
<b>Total: Capital Costs</b>		<b>-</b>	<b>7,000</b>	<b>5,000</b>
<b>Program Total: Engineering</b>		<b>125,530</b>	<b>22,264</b>	<b>21,136</b>

## General Budget Expenditures by Program

Account Number	Description	2018 Actual	2019 Estimated	2020 Budget
<b>Program: Streets and Sidewalks</b>				
Personnel Costs				
100001	Regular pay	871,934	870,292	923,505
100002	Overtime pay	7,063	3,101	4,000
100010	Part time pay	19,425	25,567	40,320
107000	Workers' compensation ins	36,430	36,937	35,793
108000	FICA expense	65,124	65,366	74,039
109000	Health insurance	188,480	185,027	192,615
109005	HRA funding	2,439	2,524	2,524
109010	HRA fees	311	343	343
109050	ACA/PCORI fees	14	15	15
109500	Dental insurance	6,878	6,635	7,235
110001	LAGERS pension	36,297	57,411	70,088
111000	Life insurance	1,609	1,524	1,571
Total: Personnel Costs		1,236,004	1,254,742	1,352,048
Operating Costs				
202013	Electric - traffic signals	553	550	550
206001	Gen/auto liability	12,730	13,101	12,459
206004	Cyber liability insurance	565	571	546
208050	Misc equipment maintenance	15,233	17,500	17,500
209010	Small tools	5,102	6,300	4,500
209022	Stock items	22,162	14,600	14,600
209023	Cutter blades	-	2,000	2,000
209024	Ice	2,048	1,600	1,600
211100	Motor fuel	43,966	44,464	45,798
212001	Concrete	113,996	110,000	105,000
212002	Asphalt & primer	292,410	242,000	234,000
212003	Traffic paint	9,377	8,000	8,000
212004	Sign materials	27,097	30,000	30,000
212008	Crushed rock	19,140	11,000	13,000
212032	Earth backfill	2,419	4,000	4,000
213006	Trash/dumping fees	4,737	8,500	7,500
213027	Traffic signal maintenance	1,314	15,000	1,500
213028	Striping	25,881	27,000	30,000
213050	Misc contractual services	26,623	30,000	35,000
213061	Study/consulting services	-	8,562	-
213069	Slab replacement	674,151	505,730	700,000
213075	Microsurfacing	-	143,750	189,000
213077	Cracksealing	-	25,000	30,000
213078	Curb & gutter replacement	49,104	155,000	-
213086	Sidewalk replacement	72,342	23,775	15,113
213088	Material hauling	10,644	25,000	25,000
Total: Operating Costs		1,431,594	1,473,003	1,526,666

### General Budget Expenditures by Program

Account Number	Description	2018 Actual	2019 Estimated	2020 Budget
<b>Program: Streets and Sidewalks</b>				
Capital Costs				
219099	Misc equipment <\$7500	7,020	4,408	8,500
219404	Backpack blowers	-	740	1,300
222999	Misc equip over \$10,000	56,324	10,000	22,000
223007	Street reconstruction	150,000	-	-
223008	Mill/repave	-	-	91,000
Total: Capital Costs		213,344	15,148	122,800
<b>Program Total: Streets and Sidewalks</b>		2,880,942	2,742,893	3,001,514

## General Budget Expenditures by Program

Account Number	Description	2018 Actual	2019 Estimated	2020 Budget
<b>Program: Snow &amp; Ice Control</b>				
Personnel Costs				
100001	Regular pay	40,339	30,399	46,840
100002	Overtime pay	7,744	36,151	25,000
107000	Workers' compensation ins	2,654	2,805	2,657
108000	FICA expense	3,534	4,927	5,496
109000	Health insurance	6,624	12,101	9,668
109005	HRA funding	2,439	2,524	2,524
109010	HRA fees	311	343	343
109050	ACA/PCORI fees	14	15	15
109500	Dental insurance	261	609	360
110001	LAGERS pension	2,049	4,489	5,485
111000	Life insurance	20	39	78
Total: Personnel Costs		65,989	94,402	98,466
Operating Costs				
201050	Misc conferences/meetings	-	271	-
206001	Gen/auto liability	927	995	925
206004	Cyber liability insurance	41	44	41
208008	Plows & spreaders maintenance	6,691	8,000	8,000
208050	Misc equipment maintenance	3,513	5,000	3,500
209001	Coffee supplies	483	800	800
209022	Stock items	1,690	4,000	1,500
209034	Food	-	500	200
211100	Motor fuel	7,461	7,542	7,768
212005	Calcium chloride	-	3,500	3,700
212006	Salt	82,409	120,000	180,000
212050	Misc maintenance materials	311	550	300
213030	Weather forecasting service	1,594	-	-
Total: Operating Costs		105,120	151,202	206,734
Capital Costs				
219220	Plows/equipment	14,705	20,000	10,000
Total: Capital Costs		14,705	20,000	10,000
<b>Program Total: Snow &amp; Ice Control</b>		<b>185,814</b>	<b>265,604</b>	<b>315,200</b>



## General Budget Expenditures by Program

Account Number	Description	2018 Actual	2019 Estimated	2020 Budget
<b>Program: Property Services</b>				
Personnel Costs				
100001	Regular pay	255,986	341,927	416,606
100002	Overtime pay	4,393	3,042	2,500
107000	Workers' compensation ins	12,096	14,915	15,500
108000	FICA expense	18,919	25,655	32,062
109000	Health insurance	51,874	69,163	99,662
109005	HRA funding	2,439	2,524	2,524
109010	HRA fees	311	343	343
109050	ACA/PCORI fees	14	15	15
109500	Dental insurance	1,836	3,390	3,273
110001	LAGERS pension	14,601	25,217	32,083
111000	Life insurance	464	612	711
Total: Personnel Costs		362,933	486,803	605,279
Operating Costs				
206001	Gen/auto liability	4,227	5,290	5,395
206004	Cyber liability insurance	188	231	237
208050	Misc equipment maintenance	12,408	11,000	7,000
209010	Small tools	4,467	5,000	5,000
209022	Stock items	6,405	11,400	4,000
209026	Insecticides/pesticides	5,200	5,500	6,000
211100	Motor fuel	15,066	15,189	15,645
212007	Pipe & masonry	7,224	-	500
212008	Crushed rock	523	-	100
212050	Misc maintenance materials	6,772	-	-
213006	Trash/dumping fees	100	100	100
213033	Temporary labor	11,408	21,000	32,640
213041	Tree maintenance service	585	200	10,000
213050	Misc contractual services	17,794	34,500	34,500
Total: Operating Costs		92,367	109,410	121,117
Capital Costs				
219099	Misc equipment <\$7500	10,340	5,000	5,000
222999	Misc equip over \$10,000	83,408	128,715	-
Total: Capital Costs		93,748	133,715	5,000
<b>Program Total: Property Services</b>		<b>549,048</b>	<b>729,928</b>	<b>731,396</b>

## General Budget Expenditures by Program

Account Number	Description	2018 Actual	2019 Estimated	2020 Budget
<b>Program: Support Services</b>				
Personnel Costs				
100001	Regular pay	242,286	260,931	358,027
100002	Overtime pay	915	422	0
100004	Holiday pay	-	309	0
100010	Part time pay	18,137	17,334	43,354
107000	Workers' compensation ins	10,243	11,328	14,844
108000	FICA expense	19,383	20,889	30,706
109000	Health insurance	33,018	29,631	66,932
109005	HRA funding	2,439	2,524	2,524
109010	HRA fees	311	343	343
109050	ACA/PCORI fees	14	15	15
109500	Dental insurance	1,535	1,681	3,060
110001	LAGERS pension	11,426	17,623	27,568
111000	Life insurance	336	338	412
112000	Employee assistance expense	901	966	966
115000	Unemployment ins	2,299	4,904	0
120005	Uniforms - garages	18,492	19,100	19,000
120100	College tuition	2,232	2,000	4,000
Total: Personnel Costs		363,967	390,338	571,751

## Operating Costs

201100	Misc seminars/training	1,661	1,601	1,500
202010	Electric	11,758	11,700	11,700
202020	Gas	5,726	7,300	7,500
202030	Sewer	3,079	3,400	3,590
202040	Water	837	1,900	900
203001	Telephone	440	535	260
203100	Cellular phones	3,344	2,300	2,600
203108	Two way radios	20,931	6,256	6,000
204003	Cylinders rental	2,502	2,500	2,500
204004	Waste disposal	4,520	4,000	5,000
204050	Misc equipment rentals	1,362	5,141	5,000
206001	Gen/auto liability	3,580	4,018	5,167
206003	Property liability	20,649	20,981	21,063
206004	Cyber liability insurance	153	175	227
208004	Fire extinguishers maintenance	407	400	500
208011	Vehicle & equipment maintenance	32,212	35,000	50,000
208014	Wildlife maintenance	2,500	1,500	1,500
209010	Small tools	6,853	7,500	7,000
209012	Tires	14,288	20,000	20,000
209022	Stock items	23,851	25,000	25,000

### General Budget Expenditures by Program

Account Number	Description	2018 Actual	2019 Estimated	2020 Budget
<b>Program: Support Services</b>				
Operating Costs (Continued)				
209027	Garage & yard maint supplies	1,893	3,000	3,000
209029	Safety equipment	14,889	15,000	15,000
211050	Misc vehicle maintenance	55,114	60,000	45,000
212026	Building maintenance materials	5,260	11,000	5,000
213050	Misc contractual services	1,234	3,000	3,000
213051	Copier maintenance	-	250	250
213064	Generator services	2,177	1,500	2,000
213065	Vehicle GPS maintenance	4,762	6,000	6,500
215003	Commercial drivers licenses	233	1,900	300
<b>Total: Operating Costs</b>		<b>246,215</b>	<b>262,857</b>	<b>257,057</b>
Capital Costs				
219001	Computer software/upgrades	5,476	17,500	10,000
219099	Misc equipment <\$7500	5,164	8,800	2,500
221502	Trucks	230,354	219,506	51,937
222050	Misc capital equipment	66	-	-
222999	Misc equip over \$10,000	-	54,321	47,500
<b>Total: Capital Costs</b>		<b>241,060</b>	<b>300,127</b>	<b>111,937</b>
<b>Program Total: Support Services</b>		<b>851,242</b>	<b>953,322</b>	<b>940,745</b>
<b>Department Total: Public Works</b>		<b>4,592,576</b>	<b>4,714,011</b>	<b>5,009,991</b>



# **Capital Improvement Plan**

### CAPITAL IMPROVEMENT PLAN

Capital improvements are physical improvements to public infrastructure that include storm water systems, bridges, parks, recreational facilities and other government facilities.

A Five-Year Capital Plan allows the City to proactively plan future capital needs. The first year of the plan reflects projects included in the current fiscal year budget. The remaining four years represent a projected schedule and estimate of future capital needs with projected offsetting revenue. This projected schedule is listed by year and is updated annually with the adoption of each year’s budget.

Revenues for the Capital Improvement Plan (CIP) come primarily from a ½ cent Capital Improvement Tax adopted by voters in 1996, a ½ cent Park Sales Tax adopted by voters in 2001, a ½ cent Public Safety Tax adopted by voters in 2017, federal matching grants and municipal grants.

Projects included in the CIP include land/building acquisition, major land/building improvements (\$250,000 and over) and systems reconstruction/replacement (\$250,000 and over). Also included in the CIP is major street reconstruction projects offset by federal grants. Street improvements (other than the major projects previously referred to) are not included in the CIP, but are included in the City’s General Budget to allow flexibility for changing the scope of the improvements as needed. Minor construction/renovation projects, as well as capital equipment less than \$250,000, will be included in the General Budget.

The CIP groups projects by departments under a project title and a project description (location, scope of work). The project cost is the total remaining cost expected during the five year period. The overall impact on the operating budget, if any, is also listed.

The Capital Improvement Plan is presented to the Planning and Zoning Commission before being presented to the Board of Aldermen for approval.



### Combined Statement of Revenues and Expenditures - Capital Fund

	2018 Actual	2019 Estimated	2020 Budget
<b>Fund Balance, January 1</b>	\$ 307,287	\$ (222,421)	\$ 442,047
<b>Revenues</b>			
Capital Improvement Sales Tax	\$ 338,254	\$ 10,000	\$ -
Capital Improvement TIF Sales Tax	\$ 95,445	\$ 85,000	\$ 85,000
Park Sales Tax	\$ 128,952	\$ 185,000	\$ -
Park TIF Sales Tax	\$ 126,715	\$ 115,000	\$ 115,000
Police Sales Tax	\$ -	\$ 25,000	\$ 555,000
Misc Project Reimbursement	\$ 49,133	\$ 35,384	\$ 43,384
Misc Parks Grants	\$ 525,000	\$ 6,400	\$ 525,000
Stormwater Grants	\$ 657,189	\$ 484,862	\$ -
<b>TOTAL</b>	<b>\$ 1,920,688</b>	<b>\$ 946,646</b>	<b>\$ 1,323,384</b>
<b>Expenditures</b>			
Administration:	\$ 2,933,984	\$ 689,534	\$ 20,000
Parks:	\$ 1,161,119	\$ 77,550	\$ 1,019,000
Police:	\$ -	\$ 24,000	\$ 900,000
Public Works:	\$ 1,347,102	\$ 157,270	\$ 160,838
<b>TOTAL</b>	<b>\$ 5,442,205</b>	<b>\$ 948,354</b>	<b>\$ 2,099,838</b>
<b>Transfer (To)/From</b>			
<b>Operating Fund</b>	\$ 2,796,428	\$ 666,176	\$ 344,000
<b>Other Restricted Funds</b> (Recreation, streetlight escrows)	\$ 195,381	\$ -	\$ -
<b>Fund Balance, December 31</b>	<b>\$ (222,421)</b>	<b>\$ 442,047</b>	<b>\$ 9,593</b>

**2020-2024 CAPITAL IMPROVEMENT PLAN**

	2020	2021	2022	2023	2024
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<b>Revenues</b>					
Capital Improvement Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Improvement TIF Sales Tax	85,000	-	-	-	-
Park Sales Tax	-	-	-	-	-
Park TIF Sales Tax	115,000	-	-	-	-
Public Safety Tax	555,000	530,000	510,000	490,000	470,000
Miscellaneous Project Reimbursement	43,384	924,832	652,863	-	-
Miscellaneous Park Grants	525,000	250,000	531,400	256,400	525,000

**Revenue Totals: \$ 1,323,384 \$ 1,704,832 \$ 1,694,263 \$ 746,400 \$ 995,000**

**Transfers In from Operating Fund Balance**

Police Building Construction	\$ 344,000	\$ 1,367,465	\$ 510,000	\$ 290,000	\$ -
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**Grand totals: \$ 1,667,384 \$ 3,072,297 \$ 2,204,263 \$ 1,036,400 \$ 995,000**

**Expenditures/Project By Department**

**Administration**

TIF Municipal Revenue Funding	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ -
<b>Totals:</b>	<b>\$ 20,000</b>	<b>\$ 20,000</b>	<b>\$ 20,000</b>	<b>\$ 20,000</b>	<b>\$ -</b>

**Parks & Recreation**

Golf Maintenance Building	\$ 227,000	\$ -	\$ -	\$ -	\$ -
Ferris Park Redevelopment - Phase 2	750,000	-	-	-	-
New Ballwin Park Construction	-	500,000	-	-	-
Holloway Park Construction	-	-	500,000	-	-
Vlasis Park Design / Specs	-	-	50,000	-	-
Vlasis Park Construction	-	-	-	1,000,000	-
Pointe Expansion Design / Specs	-	-	-	50,000	-
Pointe Expansion	-	-	-	-	1,500,000
TIF Municipal Revenue Funding	42,000	42,000	42,000	42,000	-
<b>Totals:</b>	<b>\$ 1,019,000</b>	<b>\$ 542,000</b>	<b>\$ 592,000</b>	<b>\$ 1,092,000</b>	<b>\$ 1,500,000</b>

**Police**

Police Building - Design	\$ 900,000	\$ 200,000	\$ -	\$ -	\$ -
Police Building Construction	\$ -	\$ 1,697,465	\$ 510,000	\$ 490,000	\$ 470,000
<b>Totals:</b>	<b>\$ 900,000</b>	<b>\$ 1,897,465</b>	<b>\$ 510,000</b>	<b>\$ 490,000</b>	<b>\$ 470,000</b>

**Public Works**

Holloway Rd. - Engineering	\$ 44,230	\$ -	\$ -	\$ -	\$ -
Holloway Rd. - Easements	10,000	-	-	-	-
Holloway Rd. - Construction	-	1,156,040	-	-	-
New Ballwin Rd. - Engineering	81,608	-	57,125	-	-
New Ballwin Rd. - Construction	-	-	816,079	-	-
Public Works Yard - Needs Assessment	25,000	-	150,000	100,000	-
<b>Totals:</b>	<b>\$ 160,838</b>	<b>\$ 1,156,040</b>	<b>\$ 1,023,204</b>	<b>\$ 100,000</b>	<b>\$ -</b>

**Expense Totals: \$ 2,099,838 \$ 3,615,505 \$ 2,145,204 \$ 1,702,000 \$ 1,970,000**

**Revenues Over/ (Under) Expenditures: \$ (432,454) \$ (543,208) \$ 59,059 \$ (665,600) \$ (975,000)**

**Projects for 2020 - 2024**

**Administration**

**TIF Municipal Revenue Funding**

**\$80,000**

Per TIF indentures, the City is required to pay 35% of their bottom half of TIF revenues up to a cap of \$250,000 each year. This amount correlates to the TIF tax collected from the Capital Improvement sales tax.

**Overall Impact on Operating Budget**

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**TIF Municipal Revenue Funding - None.**

**Projects for 2020 - 2024**

**Parks & Recreation**

**Golf Maintenance Building**

**\$227,000**

Existing golf building is insufficient for housing all golf course equipment. Office area, restroom and break room for staff will be updated. Propane heating will be replaced with electric. Semi proected outdoor equipment storge to be added.



**Overall Impact on Operating Budget**

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**Golf Maintenance Building** - An extended life is expected for all vehicles and equipment, delaying replacement cost and reducing repair expenses. Utility savings will be realized with change in heating source.



**Projects for 2020 - 2024**

**Parks & Recreation**

**Ferris Park Redevelopment - Phase 2**

**\$750,000**

Construction will include a handicap accessible drive and walkways to park features. A new visitor parking lot with rain garden will decrease run-off into nearby Fishpot Creek. A multi-use loop trail and shaded outdoor fitness station will be added.



**New Ballwin Park Playground/Shelter**

**\$500,000**

Replace 30+ year old playground, shelter, and plaza area with updated play structure and safety surfacing. Park plan would address various usage areas of the park including the pond, pavilion, walking path, etc.



**Projects for 2020 - 2024**

**Parks & Recreation**

**Holloway Park**

**\$500,000**

Replace 30+ year old playground with updated play structure and safety surfacing. Add restroom, improve connectivity to Holloway Road and replace rusted tennis court fencing.



**Vlasis Park Construction**

**\$1,050,000**

Based on park masterplan, re-develop Vlasis Park based on community recreation need. Improvements could include an amphitheater, pond improvements, and playground improvements.



**Overall Impact on Operating Budget**

**Ferris Park Redevelopment - Phase 2** - additional maintenance expense of \$250 for landscaping will be needed due to the addition of a bioswale.

**New Ballwin and Holloway Parks** - None.

**Vlasis Park Construction** - \$5,000 annually will be saved from not replacing worn out playground surface tiles.

**Projects for 2020 - 2024**

**Parks & Recreation**

**Pointe Expansion**

**\$1,550,000**

Based on community input, the expansion of fitness, gymnasium, meeting, swimming and multipurpose spaces is needed.



**TIF Municipal Revenue Funding**

**\$168,000**

Per TIF indentures, the City is required to pay 35% of their bottom half of TIF revenues up to a cap of \$250,000 each year. This amount correlates to the TIF tax collected from the Parks sales tax.

**Overall Impact on Operating Budget**

**Pointe Expansion** -An increase in utilities and payroll expenses is expected. There is potential to earn more recreation and fitness program and rental revenue with the facility addition. Expansion plans are not defined enough to quantify these amounts.

**TIF Municipal Revenue Funding** - None.

**Projects for 2020 - 2024**

**Police**

**Police Building Replacement**

**\$4,267,465**

The police department is housed in a building which was originally constructed as a city hall. It has been remodeled and expanded multiple times but has a number of inefficiencies. A preliminary needs assessment has been completed along with basic design work. Detailed drawings for the correction of these inefficiencies and modernization of the building is planned. Prop P funds will be used to finance this project; debt is anticipated to be issued.



**Overall Impact on Operating Budget**

**Police Building Replacement** - Utility costs are estimated to increase by \$5,800 with a new building which has sub-grade portions. The current structure has a full basement.

**Projects for 2020 - 2024**

**Public Works**

**Holloway Rd. Engineering, Easements, Construction**

**\$1,210,270**

Holloway Road pavement and curb and gutters have deteriorated. Engineering will occur in 2019, easements in 2020, and construction in 2021. Benefits include smoother driving surface, the reduction of liability from tripping and compliance with federal regulations.



**Projects for 2020 - 2024**

**Public Works**

**New Ballwin Rd. Engineering, Construction (Manchester Rd. to Twigwood) \$954,812**

New Ballwin Road pavement and curb and gutters have deteriorated. Engineering will occur in 2020, and construction in 2022. Benefits include a smoother driving surface, upgraded and more cost efficient street lighting and intersection pedestrian signals.



**Public Works Yard - Design and Reconfiguration \$275,000**

The layout of the yard shared by public works, building maintenance and parks staff is congested and inefficient. Newly replaced vehicles and heavy equipment are exposed to the elements. Design work is the first phase of this project to reallocate space and provide covered parking for equipment.



**Overall Impact on Operating Budget**

**Holloway Rd. Engineering, Easements, Construction** - Reduction of street maintenance costs projected at \$97,500 over 10 years.

**New Ballwin Rd. Engineering, Construction** - Reduction of street maintenance costs projected at \$97,500 over 10 years. New energy efficient street lighting will save \$5,700 per year.

**Public Works Yard - Design / Reconfiguration** - Initially none, but upon completion of the covered parking structures an extended life is expected for all vehicles and equipment, delaying replacement cost and reducing repair expenses.



# **Special Revenue Funds**

## Special Allocations Fund

### Old Towne TIF

For the Fiscal Year Ending December 31, 2020

The City of Ballwin approved \$20,100,000 in Tax Increment Financing (TIF) Bonds, in 2002, to help construct the Olde Towne retail center and construct a connector road that flows north and south of Manchester Road to assist in traffic flow. TIF allows taxes generated in the district to be captured to pay this bond debt. Only the top half of city sales and utility taxes generated in the district are captured. The City's only other contribution to this debt payment is a cap of \$250,000 per year from the bottom half of tax revenues received from the district.

	2018 Actual	2019 Estimated	2020 Budget
<b>Fund Balance, January 1</b>	\$0	\$0	\$0
<b>Revenues</b>			
Economic Activity Taxes (EATS)	\$723,143	\$646,700	\$616,000
Payments in Lieu of Taxes (PILOTS)	\$565,296	\$440,000	\$480,000
Interest Income	1,879	2,450	2,005
<b>Total Revenues</b>	<b>\$1,290,318</b>	<b>\$1,089,150</b>	<b>\$1,098,005</b>
<b>Expenditures</b>	<b>\$4,500</b>	<b>\$4,500</b>	<b>\$4,500</b>
<b>Revenues over Expenditures</b>	<b>\$1,285,818</b>	<b>\$1,084,650</b>	<b>\$1,093,505</b>
<b>Other Financing Sources (Uses)</b>			
Transfers in (TDD Revenues-top half)	\$56,800	\$51,000	\$46,000
Transfers in (Municipal Revenues)	\$128,264	\$127,643	\$117,505
Transfers out for TIF 2-A Bond Payments	(\$1,470,882)	(\$1,263,293)	(\$1,257,010)
<b>Total Other Financing Sources</b>	<b>(\$1,285,818)</b>	<b>(\$1,084,650)</b>	<b>(\$1,093,505)</b>
<b>Fund Balance, December 31</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

### Tax Increment Financing Overview Olde Towne Plaza

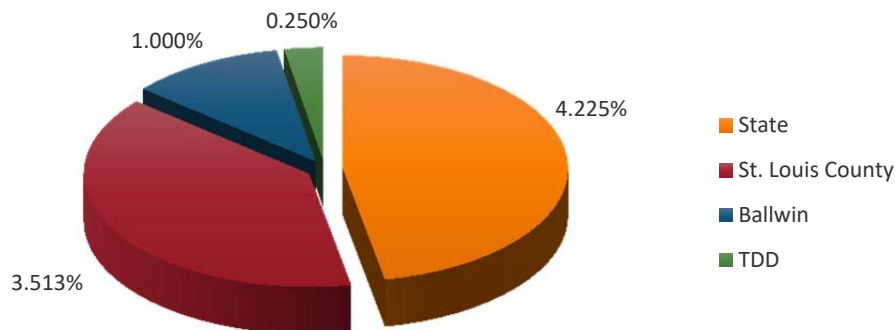
The City of Ballwin has one active Tax Increment Financing (TIF) District – Olde Towne Plaza which opened in 2001-2002.

A Redevelopment Plan was adopted in 1999 to establish a retail center with sixteen (16) units available for commercial occupancy on the south side of Manchester Road in downtown Ballwin. Zelman Retail Partners, Inc. submitted a redevelopment proposal for Redevelopment Project 2-A on July 14, 1999. \$13,665,000 of the project’s cost was authorized to be covered by TIF bonds. The development agreement was transferred to Regency/DS Ballwin LLC, in June, 2000, and subsequently sold to DLC Management Corporation of Tarrytown, New York, in December, 2002. The development was again sold in April, 2006, to The Bedrin Organization of New Jersey.

The space vacated by HomeGoods is still vacant. Crave Beauty Academy occupied the former Shoe Carnival space in January 2019. Big Lots closed in January and Marshall’s closed in March of 2019. Both spaces remain vacant. The following is a list of current Olde Towne tenants:

- |  |   |
|--|---|
| iTechshark<br>Clarkson Eyecare<br>Fed Ex Kinko’s<br>Lowe’s Home Improvement<br>Sports Clips<br>Texas Roadhouse | Check Into Cash<br>Crave Beauty Academy<br>Defy St. Louis<br>McAlister’s Deli<br>Starbuck’s |
|--|---|

The plaza has 265,245 square feet of retail space. The tenant mix is 10% service and 90% retail. The sales tax rate, which includes a \$.25 Transportation Development District (TDD) tax, is 8.988%. This tax is broken down as follows:



The TIF and TDD bond financing was provided by Wells Fargo Advisors. The bond trustee is UMB Bank. In 2019 the District made a final unscheduled draw from the debt service reserve fund, bringing the balance to zero. Unscheduled draws were also made in years 2013 - 2018. A portion of the principal due in 2019 was paid pro-rata together with accrued interest. A pro-rata payment of principal is anticipated again in 2020, 2021 and 2022.



**Ballwin Towne Center Transportation Development District**  
For the Fiscal Year Ending December 31, 2020

The Olde Towne Transportation Development District (TDD) was formed in 2001 to impose a one-quarter percent (.25%) sales tax on all retail sales from businesses located within the District. This sales tax was imposed to assist in financing the construction of a connector road north and south of the retail area in the District that was designed to help alleviate traffic congestion on Manchester Road. The District has a board comprising of five (5) members that usually meet annually.

The sales tax is collected by the State of Missouri, forwarded to the City and passed through to the TIF bond trustee for debt payments.

	2018 Actual	2019 Estimated	2020 Budget
<b>Fund Balance, January 1</b>	\$0	\$0	\$0
<b>Revenues</b>			
Sales Taxes <sup>1</sup>	\$113,600	\$102,000	\$92,000
Interest Income	96	132	102
<b>Total TDD Revenues</b>	<b>\$113,696</b>	<b>\$102,132</b>	<b>\$92,102</b>
<b>Expenditures</b>			
Administrative Fees	\$9,528	\$7,200	\$7,500
Audit Fees	2,500	2,500	2,500
<b>Total TDD Expenditures</b>	<b>\$12,028</b>	<b>\$9,700</b>	<b>\$10,000</b>
<b>Revenues over Expenditures</b>	<b>\$101,668</b>	<b>\$92,432</b>	<b>\$82,102</b>
<b>Other Financing Sources (Uses)</b>			
Transfers Out – EATs Fund <sup>2</sup>	(\$56,800)	(\$51,000)	(\$46,000)
Transfers Out – TDD Revenues Fund <sup>3</sup>	(\$44,868)	(\$41,432)	(\$36,102)
<b>Total Other Financing Sources</b>	<b>(\$101,668)</b>	<b>(\$92,432)</b>	<b>(\$82,102)</b>
<b>Fund Balance, December 31</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

<sup>1</sup>Estimated transportation development district sales tax ("TDD Sales Tax") in the amount of ¼ of one cent imposed on retail sales within the District.

<sup>2</sup>Top fifty percent (50%) of TDD Sales Tax receipts, as required by TIF Act, is deposited into the EATs Account of the Special Allocation Fund under Trust Indenture ("Indenture") between City of Ballwin, Missouri and UMB Bank, N.A., as trustee, and used to pay TIF Bonds (as defined in Indenture).

<sup>3</sup>Remaining TDD Sales Tax revenues appropriated and applied as provided in Intergovernmental Cooperation Agreement between District and City of Ballwin, Missouri. TDD Sales Tax revenues do not include (i) any amount paid under protest until the protest is withdrawn or resolved against the taxpayer and (ii) any sum received by the District which is the subject of a suit or other claim communicated to the District, which suit or claim challenges the collection of such sum.

**Sewer Lateral Fund**

For the Fiscal Year Ending December 31, 2020

The Sewer Lateral Fund was established in 1999, by voter approval, to enter into a contract with St. Louis County for the collection of a maximum per annum fee of \$28 on all residential property having six or less dwelling units to provide funds to pay the cost of certain repairs of defective lateral sewer service lines of those dwelling units.

Fees are assessed each year with property taxes and are distributed, minus a 1% collection fee, from St. Louis County to the City of Ballwin on a monthly basis. Residents sign up to receive a maximum of \$3,000 from this fund and are awarded these funds as they become available.

	2018 Actual	2019 Estimated	2020 Budget
<b>Fund Balance, January 1</b>	\$ 381,505	\$ 464,603	\$ 600,953
<b>Revenues</b>			
Sewer Lateral Fees	\$ 299,158	\$ 274,174	\$ 251,676
Administrative Service Charges	\$ 7,050	\$ 5,500	\$ 5,500
<b>Total Sewer Lateral Revenues</b>	<u>\$ 306,208</u>	<u>\$ 279,674</u>	<u>\$ 257,176</u>
<b>Expenditures</b>			
Administrative Fees	\$ 26,800	\$ 28,324	\$ 15,004
Sewer Lateral Repair Costs	196,310	115,000	150,000
<b>Total Sewer Lateral Expenditures</b>	<u>\$ 223,110</u>	<u>\$ 143,324</u>	<u>\$ 165,004</u>
<b>Revenues Over Expenditures</b>	\$ 83,098	\$ 136,350	\$ 92,172
<b>Other Financing Sources (Uses)</b>	\$ -	\$ -	\$ -
<b>Fund Balance, December 31</b>	\$ 464,603	\$ 600,953	\$ 693,125

**Federal Asset Seizure Fund**

For the Fiscal Year Ending December 31, 2020

The Department of Justice governs the equitable sharing of federally forfeited property due to drug enforcement seizures. Ballwin is a participant in the DOJ Equitable Sharing Program from which we receive transfers of our share of federal seizure funds through the St. Louis County Multi-Jurisdictional Drug Task Force.

Federal Asset Seizure funds may be used toward training for investigators, prosecutors, and law enforcement support personnel, as well as for equipment, firearms, detention facilities, and other qualified non-budgeted expenses.

	2018 Actual	2019 Estimated	2020 Budget
<b>Fund Balance, January 1</b>	\$ 125,355	\$ 126,675	\$ 135,375
<b>Revenues</b>			
Intergovernmental Revenues	\$ 3,856	\$ 12,000	\$ 12,000
Interest Income	\$ 2,208	\$ 2,930	\$ 2,750
<b>Total Revenues</b>	<u>\$ 6,064</u>	<u>\$ 14,930</u>	<u>\$ 14,750</u>
<b>Expenditures</b>			
Fed Asset Seizure Expenses	\$ 4,744	\$ 6,230	\$ 47,000
<b>Total Expenditures</b>	<u>\$ 4,744</u>	<u>\$ 6,230</u>	<u>\$ 47,000</u>
<b>Revenues Over Expenditures</b>	\$ 1,320	\$ 8,700	\$ (32,250)
<b>Other Financing Sources (Uses)</b>	\$ -	\$ -	\$ -
<b>Fund Balance, December 31</b>	\$ 126,675	\$ 135,375	\$ 103,125

**P.O.S.T. Fund**

For the Fiscal Year Ending December 31, 2020

Missouri Revised Statutes Section 488.5336 allows the municipal court to assess a surcharge of one dollar for each criminal case involving violations of municipal ordinances, provided that the defendant has not been dismissed by the court or when costs are to be paid by the municipality. The collections of this assessment are submitted to the State treasury to the credit of the Peace Officer Standards and Training commission (P.O.S.T.). The State of Missouri then allocates Ballwin's funds annually.

P.O.S.T. funds may be used toward any training provided in Missouri Revised Statutes sections 590.100 to 590.180 and additional training for other law enforcement employees appointed by Ballwin. Meals and lodging, in conjunction with training that meets the continuing education requirements, may be charged to the fund. Equipment to be used in classroom training of certified peace officers, and contract services for training, may also be charged to this fund.

	2018 Actual	2019 Estimated	2020 Budget
<b>Fund Balance, January 1</b>	\$ 89,584	\$ 89,970	\$ 90,919
<b>Revenues</b>			
Intergovernmental Revenues	\$ 3,419	\$ 3,631	\$ 2,900
Interest Income	\$ 1,567	\$ 2,025	\$ 1,900
<b>Total Revenues</b>	<u>\$ 4,986</u>	<u>\$ 5,656</u>	<u>\$ 4,800</u>
<b>Expenditures</b>			
Training	\$ 4,600	\$ 4,707	\$ 6,000
<b>Total Expenditures</b>	<u>\$ 4,600</u>	<u>\$ 4,707</u>	<u>\$ 6,000</u>
<b>Revenues Over Expenditures</b>	\$ 386	\$ 949	\$ (1,200)
<b>Other Financing Sources (Uses)</b>	\$ -	\$ -	\$ -
<b>Fund Balance, December 31</b>	\$ 89,970	\$ 90,919	\$ 89,719



# **Debt Service**

### Debt Obligations

The City of Ballwin is committed to providing citizens with a wide range of quality programs and services. In addition, growth through development and annexation has increased demands for infrastructure. Meeting these commitments has necessitated the construction of new facilities and the improvement of roadways. The City has completed many capital projects using various financing methods. These include general obligation bonds, certificates of participation, lease/purchase agreements and tax increment financing bonds.

The City’s objective in debt management is to keep the level of indebtedness within available resources and to comply with legal debt limitations established by Missouri Statutes.

During 2002, the City issued \$8,210,000 Certificates of Participation to construct an aquatic center. During 2011, the City defeased \$2,655,000 of these certificates. The remaining certificates were paid in full in September 2013.

During 2002, the City issued \$20,100,000 Tax Increment Refunding and Improvement Revenue Bonds to help construct the Olde Towne retail center and construct a connector road to assist in traffic flow. It is scheduled to retire in October 2022.

The tax increment bonds are paid through the Special Allocation fund while the lease agreement was paid through the Capital fund.

### Legal Debt Margin

#### Legal Debt Margin Calculation for Fiscal Year 2019

Assessed Value	<u>\$ 747,439,418</u>
Debt Limit (10% of total assessed value)	\$ 74,743,942
Debt applicable to limit:	<u>-</u>
Legal Debt Margin	<u>\$ 74,743,942</u>

The Constitution of the State of Missouri under Article VI, Sections 26 (b) and (c) permits the City through a vote of the electorate to incur indebtedness in an amount not to exceed ten percent of the value of taxable tangible property therein as shown by the last completed assessment.

The City has no general obligation bonds to be applied towards the legal debt limit. There are no plans by the City to issue general obligation debt in the 2020 fiscal year.

While the tax increment bonds do not constitute a general obligation or indebtedness of the City, an annual appropriation of the lessor of 35% of its portion of economic activity tax revenues or \$250,000 is made for repayment of the bonds. In 2020 this amount is budgeted to be \$117,505. After this bond issue ends, the City will no longer make this appropriation and the funds will be available for operations of the government. The City will also receive the top half of the incremental sales taxes currently dedicated for bond repayment. In 2020 this amount would be \$385,000.

**Long Term Debt Obligations**

TAX INCREMENT REFUNDING & IMPROVEMENT REVENUE BONDS			
Olde Towne Plaza			
Original Issue - 6/1/02; debt retirement - 10/1/22			\$ 20,100,000
Payments thru 12/31/19:			\$ (12,955,000)
Redemptions			\$ (305,000)
<b>Total TIF Debt 12/31/19:</b>			<b>\$ 6,840,000</b>
Payments Due in 2020:			
10/1/19 Principal:			\$ 540,000
04/1/20 Interest:	\$ 190,485		
10/1/20 Interest/Principal:	\$ 190,484		\$ 1,715,000
<b>Total TIF Reduction Requirements for 2020:</b>			<b>\$ 2,635,969</b>
<b>Total TIF Indebtedness 12/31/20:</b>			<b>\$ 4,585,000</b>
<b>TOTAL CITY DEBT REQUIREMENTS FOR 2020 (excluding TIF):</b>			<b>\$ -</b>
<b>TOTAL CITY DEBT REQUIREMENTS FOR 2020 (including TIF):</b>			<b>\$ 2,635,969</b>

CAPITAL LEASES	
<b>Total Capital Lease Indebtedness 12/31/19:</b>	<b>\$ -</b>

LONG-TERM DEBT MATURITIES							
For The Years Ended December 31	CAPITAL LEASES		TAX INCREMENT BONDS		TOTAL LONG-TERM DEBT		
	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	
2019	\$ -	\$ -	\$ 540,000	*	\$ 540,000	\$ -	
2020	\$ -	\$ -	\$ 1,715,000	\$ 380,969	\$ 1,715,000	\$ 380,969	
2021	\$ -	\$ -	\$ 1,860,000	\$ 278,019	\$ 1,860,000	\$ 278,019	
2022	\$ -	\$ -	\$ 2,725,000	\$ 166,331	\$ 2,725,000	\$ 166,331	
<b>Total:</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 6,840,000</b>	<b>\$ 825,319</b>	<b>\$ 6,840,000</b>	<b>\$ 825,319</b>	

\* A portion of the principal of the bonds were paid pro-rata together with interest accrued to the payment date 10-1-19. The residual amount of unpaid principal is \$540,000.



# **Appendix**



## Municipal Facilities

Government Center  
1 Government Center  
Ballwin, MO 63011  
Phone: 636-227-9000  
Relay Missouri: 711



Police  
300 Park Drive  
Ballwin, MO 63011  
Phone: 636-227-9636  
After Hours Non-emergency: 636 227-2941  
Emergency: 911

Public Works Department  
200 Park Drive  
Ballwin, MO 63011  
Phone: 636-227-9000

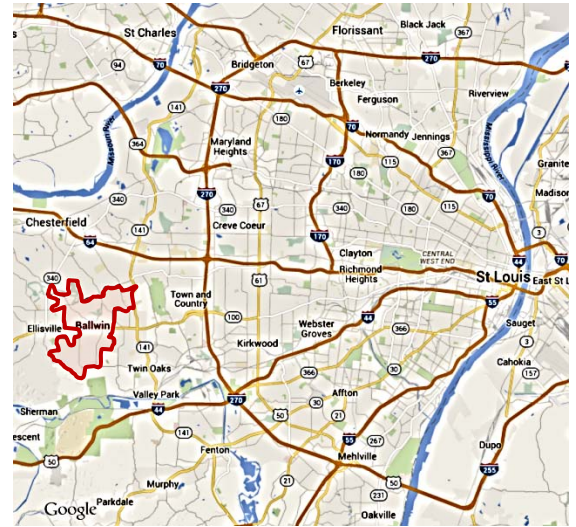
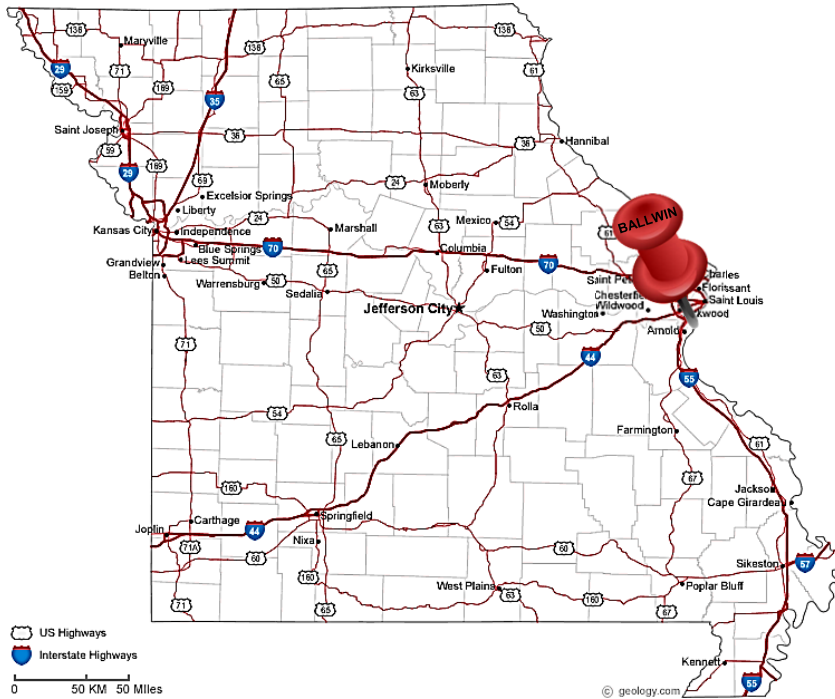


The Pointe at Ballwin Commons  
1 Ballwin Commons Circle  
Ballwin, MO 63021  
Phone: 636-227-8590  
TTY 1-800-735-2966

Ballwin Golf Course and Club  
333 Holloway Road  
Ballwin, MO 63011  
Pro Shop: 636-227-1750  
Hall Reservations: 636-207-2355



North Pointe Aquatic Center  
335 Holloway Road  
Ballwin, MO 63011  
Phone: 636-227-2981



### Major Employers

Employer	Product/Service	Number of Employees
1 Schnuck's	Grocery Store	204
2 Meadowbrook Country Club	Leisure	200
3 Elco Chevrolet	Auto Dealership	188
4 Target	Retail	186
5 Texas Roadhouse	Restaurant	173
6 Lowe's	Home Improvement	143
7 City of Ballwin	Government	132
8 RN Services	Health Care	116
9 Jay Wolfe Toyota	Auto Dealership	112
10 Holy Infant Catholic Church	Church	110

Source: City's business license database

### Income Statistics

#### Ballwin

\$43,347 per capita

\$88,913 median household

#### St. Louis County

\$38,081 per capita income

\$62,931 median household

#### State of Missouri

\$28,282 per capita

\$51,542 median household

#### United States

\$31,177 per capita

\$57,652 median household

### Unemployment Figures

	2016	2017	2018	2019
<b>Ballwin</b>				
Total Labor Force	17,137	16,733	16,845	17,400
Unemployed	454	412	366	303
Unemployment Rate	2.6%	2.5%	2.2%	1.7%
<b>St. Louis County</b>				
Total Labor Force	533,040	522,081	526,276	542,407
Unemployed	18,949	15,891	15,206	12,149
Unemployment Rate	3.6%	3.0%	2.9%	2.2%
<b>State of Missouri</b>				
Total Labor Force	3,039,742	3,032,631	3,046,032	3,125,603
Unemployed	117,834	98,688	93,192	73,949
Unemployment Rate	3.9%	3.3%	3.1%	2.4%

Source: Missouri Economic Research & Information Center (MERIC).  
 The unemployment data for 2019 is as of September, 2019.

### Housing

#### Median value owner occupied housing

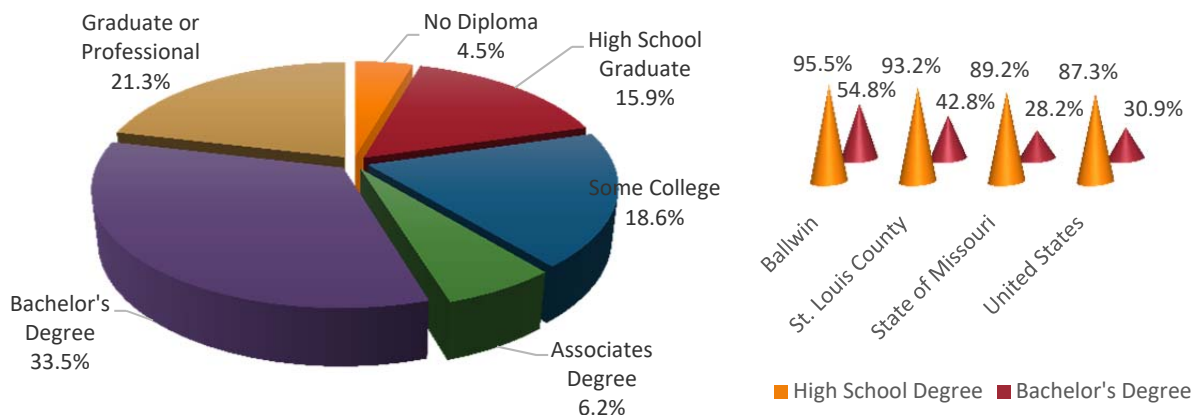
Ballwin **\$241,800**

St. Louis County **\$181,100**

State of Missouri **\$145,400**

United States **\$193,500**

#### Educational Attainment of Ballwin Residents Age 25 & Over



### Community Profile

Date of Incorporation as a fourth class city .....	December 29, 1950
Form of government.....	Mayor/Board of Aldermen/City Administrator
Land Area.....	9.5 square miles
Miles of streets maintained by City .....	126
Miles of sidewalks maintained by City.....	162
Population: .....	30,404
Total Housing Units.....	12,570
Park Acreage.....	66
Number of Businesses. ....	312
Total employees, full time .....	137

**Police protection :**

Ballwin is served by its own police force located in the Donald “Red” Loehr Police Center. There are 48 police officers. Policing services are also provided for neighboring Winchester; dispatching services are provided for Ballwin, Winchester and Manchester.

**Fire protection:**

The City's coverage is provided by three fire districts: Metro West Fire Protection District, Monarch Fire Protection District and West County EMS and Fire Protection District.

**Public Education:**

The City is served by the Parkway and Rockwood School Districts, both of which are AAA rated. Ballwin is within 30 minutes of 5 major universities and colleges.

**Utilities:**

The City does not provide any utilities; all are through publically held companies. Ameren UE Company supplies electricity and Laclede Gas Company supplies natural gas. Missouri-American Water Company supplies water and sewer service is provided by the Metropolitan St. Louis Sewer District. Republic Services is the contractor for trash service.

**Sales Tax Rate  
As of April 1, 2019**

Description	Rate	Percent of Total Tax
State of Missouri - General Fund	3.000%	34.3%
State of Missouri - Education	1.000%	11.5%
State of Missouri - Conservation	0.125%	1.4%
State of Missouri - Parks & Soil Conservation	0.100%	1.1%
St. Louis County - Transportation	1.000%	11.5%
St. Louis County - Metro Parks / Recreation	0.100%	1.1%
St. Louis County - Children's Services	0.250%	2.9%
St. Louis County - Emergency Services	0.100%	1.1%
St. Louis County - Arch Initiative	0.188%	2.2%
St. Louis County-wide (pooled)	1.000%	11.5%
St. Louis County-Public Safety	0.500%	5.7%
St. Louis County-Zoological	0.125%	1.4%
Metrolink	0.250%	2.9%
Ballwin - Capital Improvements	0.500%	5.7%
Ballwin - Parks	0.500%	5.7%
<b>TOTAL</b>	<b>8.738%</b>	<b>100.0%</b>

Note: There are three Transportation Development Districts (TDD's) in the City that also levy a sales tax: Ballwin Olde Towne Center, Clarkson Kehrs Mill, and Seven Trails Drive. The sales tax rates in these TDD's are as illustrated below:

TDD Name	TDD Rate	Total Rate
Ballwin Olde Towne Center	.25%	8.988%
Clarkson Kehrs Mill	1.0%	9.738%
Seven Trails Drive	1.0%	9.738%

## List of Acronyms

ACA-Affordable Care Act  
ADA-Americans with Disabilities Act  
AICP-American Institute of Certified Planners  
APA-American Planning Association  
APWA-American Public Works Association  
CAFR-Comprehensive Annual Financial Report  
CBA-Collective Bargaining Agreement  
CDBG-Community Development Block Grant  
CIP-Capital Improvement Program  
COBRA-Consolidated Omnibus Budget Reconciliation Act  
COPs-Community Oriented Policing; Certificates of Participation  
DARE-Drug Abuse Resistance Education  
EATS-Economic Activity Taxes  
FBI-Federal Bureau of Investigation  
FEMA-Federal Emergency Management Association  
FICA-Federal Insurance Contributions Act  
FTE-Full Time Equivalent  
FY-Fiscal Year  
GAAP-Generally Accepted Accounting Principles  
GASB-Governmental Accounting Standards Board  
GFOA-Government Finance Officers Association  
GIS-Geographic Information System  
GPS-Global Positioning System  
HRA-Health Reimbursement Arrangement  
HVAC-Heating, Ventilation, and Air Conditioning  
IACP-International Association of Chiefs of Police  
ICC-International Code Council  
ICMA-International City Management Association  
LOAP-Lafayette Older Adult Program  
LEO-Law Enforcement Officials

MABOI-Missouri Association of Building Officials and Inspectors MACA

MACA-Missouri Association of Code Administrators

MCMA-Missouri City Management Association

MML-Missouri Municipal League

MPRA-Missouri Parks and Recreation Association

MSD-Metropolitan Sewer District

NPRA-National Parks and Recreation Association

OCDEF-Organized Crime Drug Enforcement Task Force

PILOTS-Payments in Lieu of Taxes

PCORI- Patient-Centered Outcomes Research Institute

POST-Peace Officer Standards and Training Commission

REJIS-Regional Justice Information System

RSMo-Missouri Revised Statutes

SLACMA-St. Louis Area City Management Association

SLAIT-St. Louis Area Insurance Trust

SLAPCA-St. Louis Area Police Chiefs Association

TDD-Transportation Development District

TRIM-Tree Resource Improvement and Maintenance

UPS-Uninterruptible Power Supply

US-United States

## Budget Glossary

**Account Number** – A numbering system identifying accounts, such as revenues and expenditures, by fund, department, program and activity.

**Accounting Period** – See **Fiscal Period**.

**Accrual Accounting** – A basis of accounting in which revenues are recognized in the accounting period that they are earned and expenditures are recognized in the period that they are incurred.

**Activity** – A task, goal or service of a departmental program.

**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** – Budgets approved by the Board of Aldermen subsequent to the original budget in a fiscal period.

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

**Appropriation** – The process by which the Board of Aldermen authorizes city management to incur obligations and make expenditures from financial resources as specified in the budget.

**Assessed Valuation** – A value set on real estate or other property as a basis for levying taxes. This value is set within the City of Ballwin by the St. Louis County Assessor, who is charged with determining the taxable value of property according to a formula set by the State of Missouri.

**Asset** – Property held or owned by the City of Ballwin.

**Assigned Fund Balance** – Fund balances that are constrained by the Board of Alderman's intent to be used for specific purposes, but which are neither restricted nor committed. See **Restricted Fund Balance** and **Committed Fund Balance**.

**Audit** – (See **Financial Audit**)

**Balanced Budget** - Annual financial plan in which expenses do not exceed revenues.

**Base Budget** – The same level of expenditures required to maintain the same services offered in the current budget year.

**Basis of Accounting** – A term used to refer to the method used to determine the fiscal period in which revenues, expenditures, transfers, and assets and liabilities are recognized and reported in the financial statements.

**Beginning Fund Balance** – The available funds at the end of a fiscal year for use in the following fiscal 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 issued.

**Bond Refunding** – The payoff of old bonds through the issuance of new bonds in order to obtain better interest rates and/or improved bond covenants.

**Board of Aldermen** – The governing body of the City of Ballwin as elected by the citizens of the City of Ballwin. The Board consists of a Mayor and two Aldermen from each of four wards.

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

**Budget Basis** – The basis of accounting used to formulate the budget. This usually takes one of three forms – GAAP basis, cash basis, or modified accrual basis.

**Budget Calendar** – The schedule of projected dates associated with the preparation and completion of the budget.

**Budget Document** – The written instrument used by management to present a comprehensive financial plan of operation to the Board of Aldermen and the citizens of the City of Ballwin.

**Budget Message** – The introduction to the budget, usually authored by the City Administrator, that provides a general summary of the most important aspects of the budget, changes from previous years, and an overview of pertinent budget information.

**Budget Ordinance** – The official adoption by the Board of Aldermen of the annual budget(s) document(s) to authorize management to collect revenues and make expenditures.

**Budgetary Control** – Measures in place for the purpose of monitoring expenditures to ensure that they are within the limitations of available revenues or resources.

**Capital Asset** – Any property of the City of Ballwin that costs in excess of \$7,500 per unit and has an useful life expectancy of more than one year.

**Capital Improvement Plan** – A written plan containing major projects and/or improvements in excess of \$250,000. Expenditures include the acquisition, expansion or rehabilitation of infrastructure assets.

**Capital Lease** – A contractual agreement between the City of Ballwin and a vendor to finance the purchase of a capital asset. The lease generally lasts for the life of the asset, with the present value of lease payments covering the price of the asset.

**Certificates of Participation (C.O.P.S.)** – Securities which represent a share of an issuer's lease payment. The public facility that is being purchased or improved by means of this financing source serves as collateral for the financing. The Certificates represent a share of the lease payment received by the investor

**Charges for Services** – Revenue generated by charging a fee to those using a service or program.

**Committed Fund Balance** – A formal action of the Board of Alderman can designate fund balances to be used for a specific purpose. Only the Board may modify or rescind the commitment.

**Consumer Price Index (CPI)** – A statistical description of price levels provided by the U.S. Department of Labor. This index measures the increase in the cost of living (COLA).

**Contingency** – An appropriation of funds to cover unforeseen events that occur during the fiscal year, such as natural disaster emergencies, legal expenses, etc.

**Contractual Service** – A contractual agreement of expenditures for service performed by someone other than the employees of the City of Ballwin. For example, legal services, banking and audit services, and maintenance agreements.

**Debt Limit** – The maximum amount of outstanding gross or net debt legally permitted by State Statute.

**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.

**Dedicated Tax** – A tax that can only be spent on specific government programs, such as Capital Improvement and Parks Sales taxes.

**Deferred Revenue** – (Sometimes referred to as Unearned or Unavailable Revenue.) Using the modified accrual basis of accounting, this liability serves as an offset to an asset recognized in a current fiscal year but not available to finance expenditures of the same fiscal year.

**Department** – A primary unit within the City of Ballwin. Each department is managed by a Department Head. The City's four departments include Administration, Parks and Recreation, Police and Public Works. The four departments are each comprised of multiple programs.

**Depreciation** – The process of recognizing the physical deterioration of capital assets over a period of time. All capital assets are assigned an estimated useful life at the time of acquisition, and a portion of the acquisition cost is charged off each year in recognition of the decreased value of the asset through use and age.

**Disbursement** – The expenditure of financial resources from approved budget accounts.

**Employee** – A person that is hired by and paid through the payroll system of the City of Ballwin.

**Employee (Fringe) Benefits** – Contributions, partial premiums, or premiums paid by the City of Ballwin for social security, pension, health, dental and life insurance for its employees.

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

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

**FEMA** – Federal Emergency Management Administration.

**Financial Audit** – A review of the City’s financial records from a contracted outside accounting firm.

**Fines & Forfeitures** – Revenues generated from penalties levied for violations of city ordinances.

**Fiscal Period** – Any time period for which a government determines its financial position and the results of its operation.

**Fiscal Policy** – Any adopted statement of principles by the City of Ballwin with respect to financial management.

**Fiscal Year** – The twelve month period of financial operations and reporting. The City of Ballwin operates on a January 1 – December 31 fiscal year.

**Full Time Equivalents (FTE)** – Equal to one person based on 2080 hours a year.

**Fund** – A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, that are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

**Fund Balance** – The difference between assets, liabilities and deferred inflows of resources reported in a governmental fund, or equity. In fund financial statements, governmental funds report fund balance classifications that comprise a hierarchy based on the extent to which the City is bound to honor constraints on how those funds can be spent.

**General Fund (Operating Fund)** – A fund used to account for all financial resources with the exception of those required to be segregated to another fund. This fund is used to finance the general operations of the City of Ballwin.

**General Obligation Bonds** – Debt backed by the full faith and credit of a jurisdiction and payable from property tax 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. These principles are established by the Governmental Accounting Standards Board (GASB).

**Government Finance Officers Association (GFOA)** – The professional organization of finance officers that offers guidance on the implementation of GAAP, training, and offers the opportunity to share and exchange information with peers at local meetings.

**Governmental Accounting Standards Board (GASB)** – The authoritative accounting and financial reporting standard-setting body for governmental entities.

**Governmental Funds** –Funds used to account for the City’s basic services, and which include the General fund, Special Revenue Funds and the Debt Service Fund. These funds report information on a modified accrual basis of accounting and current financial resources measurement focus.

**Grant** – A contribution by another government or agency to support a specific function or project.

**Interfund Transfer** – A transfer of resources between two different funds of the same government.

**Intergovernmental Revenue** – Revenue received from federal, state or local governmental entities, or other taxing jurisdictions.

**Infrastructure** – Long-lived capital assets that normally are stationary in nature and normally can be preserved for a significantly greater number of years than most capital assets. Examples of infrastructure assets include roads, bridges, and water and sewer systems.

**Investments** – Securities held with banking institutions for the production of interest revenue. The City of Ballwin primarily invests in short-term CDs.

**LAGERS** – The Missouri Local Government Employees Retirement System that is funded for all City employees through contributions made by the City. This is a defined benefit plan for which the contribution rate is based on annual actuarial evaluations.

**Line Item** – An individual expenditure category listing the budget (salaries, supplies, etc.)

**Modified Accrual Basis** – The basis of accounting used in conjunction with the current financial resources measurement focus that adapts to governmental fund accounting by modifying the accrual basis of accounting. This basis measures resources available to the City.

**Nonspendable Fund Balance** – Fund balances that cannot be spent because they are either not in spendable form or legally or contractually required to be maintained intact. Examples of nonspendable items are prepaid expenses and inventories.

**Operating Budget** – The plan of financial operation for a fiscal year. This budget is the primary means by which most of the financing, acquisition, spending and service delivery activities of a government are controlled.

**Operating Expenditures** – The cost of personnel, services, materials and supplies required for the general operations of a municipality.

**Ordinance** – A formal legislative enactment by the Board of Aldermen that has the full force and effect of law within the boundaries of the City of Ballwin.

**Other Financing Sources** – This is any increase in current financial resources that is reported separately from revenues to avoid distorting revenue trends. This would include any debt proceeds, monies received and held in escrows for a specific purpose, and any proceeds from the sale of capital assets.

**Park Sales Tax** – A special ½ cent tax voted in by citizens in 2001 to be used exclusively towards Park and Recreation purposes, including bond debt payments.

**Program** – A budgetary unit which encompasses specific and distinguishable purposes within a department. For example: Finance is a program of the Administration Department.

**Public Hearing** – An open meeting of the Board of Aldermen wherein members of the public may express their opinions and provide information on an issue, such as budgets, that is being considered by the Board.

**Refunding** – The refinancing of debt primarily to take advantage of more favorable interest rates, to change the structure of debt service payments, or to escape unfavorable bond covenants.

**Reserves** – An amount or percentage of the general fund, established by policy of a governing body, required to be maintained as unassigned fund balance. GASB suggests that this balance be no less than 5 to 15 percent of regular general fund operating revenues or no less than one to two months of regular general fund operating expenditures.

**Restricted Fund Balance** – The portion of fund balances which have limitations imposed on their use either through external parties such as grantors or creditors or through enabling legislation.

**Revenue** – Resources received by the City of Ballwin as a part of daily operations.

**Sales Tax** – A tax placed on the value of goods sold within the city limits of the City of Ballwin. The City collects a ½ cent Capital Improvement Tax, a ½ cent Parks Sales Tax, and shares in a 1% St. Louis County general sales tax.

**Special Revenue Fund** – A fund used to report specific revenue sources that are limited to being used for a particular purpose.

**Tax Increment Financing (TIF)** – An economic development tool used to pay for development costs within a specific area of the City. One half of sales taxes and 100% of property taxes (above those collected in an established base year) are used to finance the repayment of bonds issued to construct a retail shopping center within the confines of the TIF District.

**Unassigned Fund Balance** – The portion of general fund balance that is not assigned or restricted to be used for a specific purpose and that can be used for general operations.