



# **City of Ballwin, Missouri**

## **2018 Budget**



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# **Introduction**



## Budget Message

To the Honorable Mayor, Aldermen and Citizens:

I am pleased to present the Fiscal Year 2018 Budget for your consideration. This document incorporates the priorities of the Board of Aldermen as expressed during their planning sessions, as well as those articulated by the residents in the Comprehensive Community Plan. As has been the practice in the past, multiple opportunities for additional input from the Board and the public are provided by way of several scheduled budget workshop sessions, board meetings and a public hearing.

During 2017 we have made significant progress towards achieving the directives established by the Board.

### Planning/Economic Development

Our new Director of Development arrived early in January and has been busy establishing relationships with commercial property owners, real estate brokers and business owners. Keeping successful businesses in Ballwin and encouraging new businesses to fill vacant lease spaces is critical in terms of maintaining a vibrant economic environment and is one of our highest priorities. In addition to our own efforts to enhance the perception of Ballwin as viewed along Manchester Road, the private sector is also contributing. After an exterior refurbishment of the Ballwin Oaks Plaza, several other commercial developments are also undergoing renovations, helping to bring an updated, fresh look to our section of the Manchester Road corridor.

### Marketing/Communication/Citizen Engagement

Our use of social media has been greatly expanded to better inform and engage residents and businesses within Ballwin. Enhanced marketing of our many recreational facilities and programs has paid off with higher participation and higher recreation revenues. 2017 also marked the introduction of our resident newsletter, Ballwin Life. While some of the content had previously been made available through local newspapers, this newsletter provides much more detail and an in-depth look at all that is involved in running the city. The City website has received a facelift and been enhanced to be easier to navigate and to function better on mobile devices. The police department continues to expand the number of public relations events that it holds in order to maximize community engagement.

### Capital Equipment

The showpiece of physical improvements made to City facilities this year is the new covered and lighted cantilevered police parking structure which protects police vehicles from the elements. A new design concept was employed that, coupled with in-house labor, enabled us to purchase and erect this structure at a dramatically lower cost than more conventional structures. The City plans to expand the use

of this type of covered parking in future years to protect heavy equipment in the public works and parks departments.



The most significant accomplishment in terms of future efficiencies and cost savings for street, sidewalk and curb ramp repairs and replacements was the acquisition of several pieces of equipment in our public works department. For concrete work a 2 ton swap loader truck was purchased which easily converts from a conventional dump truck to a concrete mixer to a plow & salt spreader by swapping various attachments. A cement silo was also constructed in our Public Works yard to store the needed materials for making concrete. For asphalt resurfacing a paver, roller and trailer was also acquired.



Upgrade Park Equipment and Facilities

Park enhancements completed include the resurfacing, sealing and striping of the tennis courts in Vlasis and Holloway parks, resurfacing of the enclosed two story water slide at the North Pointe outdoor aquatic center and repainting of the indoor pool area at The Pointe community center including the slide and play structure. New equipment at The Pointe included all new spinning bikes and new barbells/dumbbells in the free weight area.

**2018 Budget Priorities**

**Streets** The highest priority for the City continues to be the maintenance of its streets. Through repair and resurfacing of the streets themselves as well as the condition of the streets maintained during winter storms, the quality of Ballwin’s streets is a source of pride for the city. Continued focus on repairs over recent years has elevated the overall condition rating of our streets as measured through the pavement condition index.

The allotment for streets in the Operating Fund budget has increased 15.7% or \$177,282 over the 2017 budget. Within this allotment, the allocation between contractual and in-house work has changed significantly in that the amount of in-house work planned has more than tripled. The new street equipment acquired this year will enable the City to complete more slab replacement, curb & gutter replacement and mill & repave work than we were able to accomplish previously. Rather than realizing cost savings in this first year with the new equipment we are increasing our productivity. The budgeted cost (materials only) for in-house work in 2018 is \$301,564. If this work was to be performed contractually it would add additional cost of \$330,466. Also included in the operating street budget is \$150,000 for the reconstruction of Reinke road. This arterial street is being reconstructed through a cost sharing agreement with the City of Ellisville.

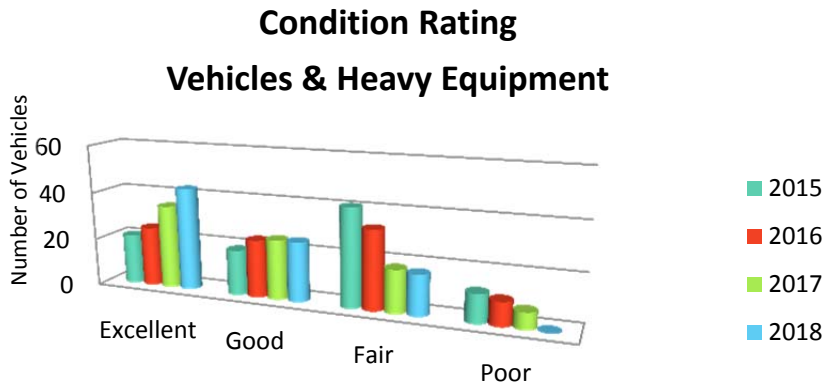
<b>Street / Bridge Work</b>					
	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Estimated</u>	<u>Budget</u>
<b>Contractual:</b>					
Operating budget	\$1,240,959	\$1,442,734	\$1,529,516	\$1,165,152	\$1,001,657
Capital Budget *	118,806	30,429	32,843	368,452	421,120
Total contractual	\$1,359,765	\$1,473,163	\$1,562,359	\$1,533,604	\$1,422,777
<b>In-house, material only:</b>					
Operating budget	-	-	-	\$78,241	\$301,564
Capital Budget	-	-	-	-	-
Grand Total	\$1,359,765	\$1,473,163	\$1,562,359	\$1,611,845	\$1,724,341

\* Net of federal reimbursements

The Capital fund includes the cost for two federally funded culvert replacement projects. The Ries Road culvert had originally been planned for reconstruction in 2017, but unanticipated delays in easement acquisition pushed this project into 2018. The share of cost to the city for both of these projects is expected to be \$414,120 pending favorable construction bid results. The total budget for street and culvert improvements in 2018 between both funds is \$1,724,341 and represents an increase of 7.0% over current year spending.

**Vehicle replacements** After years of deferring vehicle and equipment replacements, the fleet had deteriorated to the point where more than \$2.6 million would be needed over a 5 year

term to replace items with a condition rating of fair or poor. 2018 marks the third year for this replacement program and improvements in the condition of the fleet are substantial. At the beginning of this initiative, 57% of the fleet was rated in fair or poor condition. After budgeted vehicle replacements are made in 2018, just 20% of the fleet will have comparable ratings, with none considered to be in poor condition. Planned replacements are a greens mower, 3 one-ton dump trucks, a chipper to be used with tree trimming and removal, 4 police patrol vehicles, 2 message boards and a building systems maintenance van.



**Tree trimming & removal** An inventory of all City owned trees in the public right of way was taken in 2015 and revealed a large number of trees considered to be in dangerous condition and needing imminent removal or trimming. In addition, the City had 2,000 ash trees. These ash trees are threatened by the emerald ash borer and most will require removal over the next 5 – 10 years. In response to this situation a year round crew has been established which removes and trims as many trees as can be safely managed. A bucket truck was acquired to facilitate this work and a replacement chipper is budgeted for 2018. Trees that are too large or are close to power lines will be removed by a professional tree service. \$30,000 is budgeted for contractual tree removal. Significant progress has been made in the first three years with 910 trees removed thus far, 515 of them being ash trees. An additional 400 trees are projected to be removed in 2018.

**Government Center** Design work on the new Government Center building is nearly complete. Construction is anticipated to begin in late spring of 2018 and be completed in the following spring. This new building will house the administrative offices of the City and will be located in Vlasik Park near to the current building. Through efficiency-oriented schematics, the floor plan will be reduced from the current 12,646 square feet to 8,570 in the new building. Total project expenses are expected to be \$3.5 million including a 10% construction contingency amount. The City has been setting aside fund balance for this project since 2014, and the accumulation of funds is anticipated to cover more than 80% of the cost with the remaining funds to be allocated in the 2019 budget.

**Fund Balance**

The General Fund will be drawing down fund balance in the amount of \$2,357,784, which is a reduction of 21.8%. This amount includes a \$2,710,861 transfer to the Capital Fund of committed fund balance for construction of the Government Center. Excluding this transfer the General Fund will



produce a surplus of \$353,077. We anticipate our unassigned fund balance at the end of 2018 to be \$7,028,764. This amount is 36.9% of our budgeted operating expenditures and exceeds our fund balance reserve policy requirement of 25% by more than \$2.0 million.

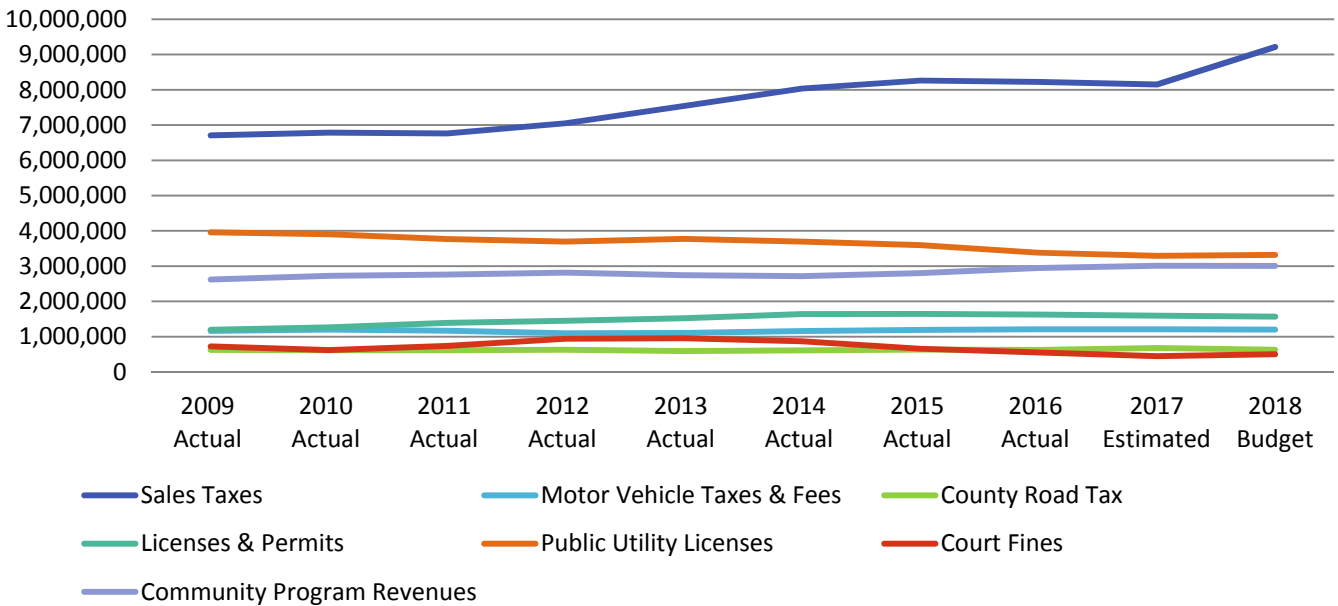
The budget for the Capital Projects Fund will reduce its fund balance by 98.4%. The Capital Project Fund does not have a dedicated revenue source; sales tax revenues are allocated to it on an as needed basis to fund planned projects. The replacement of the Ries Road culvert had been planned for 2017 and tax revenues were allocated to Capital to fund it. With this project now scheduled in 2018, the Capital Projects Fund will close 2017 with fund balance surplus of \$217,554 to be utilized in 2018. Recreation escrow funds of \$195,381 will be used to supplement revenues. Recreation escrow funds are received from new residential developments. These are restricted funds and included in fund balance. Total fund balance to be used by the Capital Projects Fund in 2018 is \$406,320.

The Sewer Lateral, Federal Asset Seizure and P.O.S.T. funds are each budgeted to have a small surplus.

**Revenues**

The largest source of revenue for the City is sales taxes, which make up more than 40% of all revenues. These are allocated to the Capital Projects 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 a new half cent county wide sales tax dedicated for public safety which took effect October 1, 2017. This additional

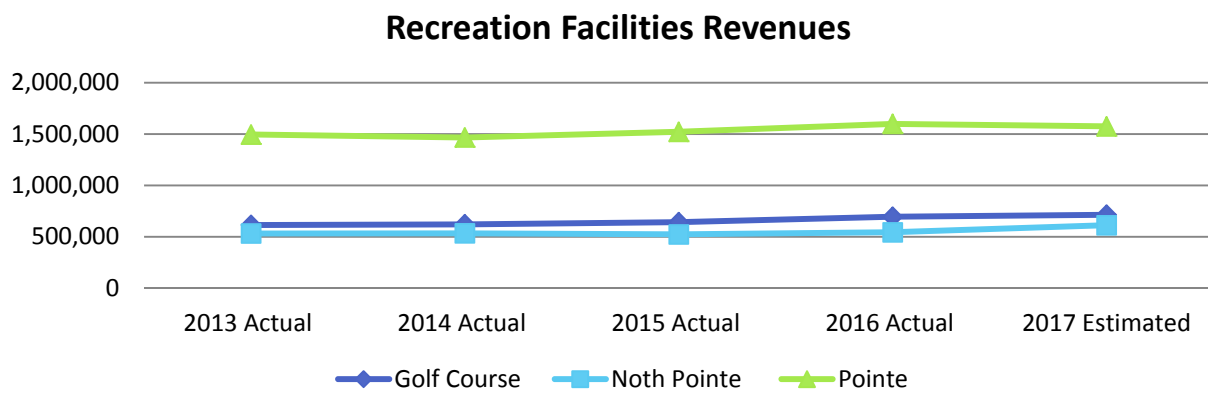
**Major Revenue Trends**



sales tax is anticipated to bring in \$1,404,000 next year. These funds will only be used in support of our police department. Unspent funds received in any fiscal year will be held in fund balance and assigned for public safety.

Current year sales tax collections from existing tax sources are lagging behind 2016 by 5.3%. New legislation (SB 867) changing the distribution formula among pool cities in St. Louis County reduced revenues in 2016 by \$67,603. This revenue redistribution in 2017 is expected to increase by 19%. There are also new cities participating in the pool which reduces distribution amounts for existing participants. Ballwin continues to have commercial vacancies as well. Sales taxes from existing sources are budgeted to be flat compared with 2017 projections with the exception of TIF sales taxes, which will see an increase of \$20,000.

On a more positive note we are experiencing increases in our facilities revenues. Due to facility enhancements, new program offerings and increased marketing efforts our revenues for 2017 are up 12.6% at the North Pointe and we expect revenues at the golf course to surpass our estimates with a 6% increase. Maintaining these increases and attracting more usage is a major focus for 2018 operations.



### 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)	-
Workers Compensation insurance increase	10.0%
General Liability insurance increase	5.0%
Property & Liability insurance increase	5.0%
Electric rate increase	3.0%
Natural gas rate increase	5.0%
Water & sewer rate increase	3.0%
Motor fuel price per gallon increase	3.0%

General fund expenses total \$19,036,521 compared with \$18,160,641 for the 2017 estimate. This is an increase of \$875,880 or 4.8%.

Personnel costs are increasing by \$869,661, compared with \$325,869 in the current year budget. This increase would not be occurring but for the passage of the public safety tax. These funds are dedicated exclusively for the use of the police department. The top priorities to address through these funds as determined by the police department are salary compression, enhancement of pension benefits, additional staff and equipment & training needs. The increase to the budget for the personnel related requests alone add approximately \$475,000 to the budget. Compression adjustments collectively add more than \$240,000 between salaries, payroll taxes and pension expense. In order to enhance the pension benefits for the police, the benefit plan level through LAGERS must be increased for all employees in the plan. Enhancing the pension benefit plan has been proposed as a cost sharing arrangement. The upgrade in benefit level would be accompanied by a required employee contribution of 4% of salary and the vast majority of staff voted in favor of this change. It is budgeted to commence mid-year in 2018, pending Board approval, at an additional cost of \$151,000. Other factors account for the remainder of the \$208,390 increase in LAGERS expense including merit raises and compression adjustments. Funds from the public safety tax are only funding the pension enhancement for the police employees. General sales taxes will fund the increase for all other member employees.

<b>Personnel Costs</b>	<b>2017 Estimated</b>	<b>2018 Budget</b>	<b>Variance</b>
Salaries	\$7,632,558	\$8,089,864	\$457,306
Overtime/Holiday pay	235,838	249,615	13,777
Part-time pay	994,915	1,012,244	17,329
FICA	654,041	717,297	63,256
LAGERS	389,946	598,336	208,390
Workers Comp	340,740	367,386	26,646
Unemployment insurance	16,849	960	(15,889)
Health Insurance	1,258,563	1,340,502	81,939
ACA fees	768	10,120	9,352
Dental Insurance	50,315	53,390	3,075
Life insurance	11,131	11,593	462
HRA	62,964	57,420	(5,544)
Uniforms	57,900	65,050	7,150
Miscellaneous	<u>34,192</u>	<u>36,604</u>	<u>2,412</u>
<b>Total</b>	<b>\$11,740,720</b>	<b>\$12,610,381</b>	<b>\$869,661</b>

An additional dispatcher and a dedicated specialist to address technological needs in the department will be added to the police staff. The position of the golf club manager was not filled after a 2016 retirement. A part time employee is now assigned to manage golf club events, increasing part-time pay.

Police dispatchers and all other non-police staff are budgeted to receive a 3% merit increase on April 1. The cost including payroll taxes and pension for the merit increases is about \$110,000. Uniformed police are receiving compression adjustments in lieu of merit increases. We received a 4% increase in health insurance premiums July 1 rather than the budgeted 5%. We anticipate a 5% increase in July of the upcoming year. A strong focus of the City over the past two years has been the reduction

of workplace injuries to help reduce growing workers compensation premiums. Our increase in 2016 was 39.2%. An updated safety manual and heightened awareness of safe work practices has begun to pay off, with a 2017 rate increase of just .6%. We have projected a 10% increase for 2018 but total dollars for workers compensation increase by just \$26,646.

Some additional police equipment being funded with public safety funds include:

- dictaphone system replacement -\$17,000
- base station receiver upgrade -\$9,100
- replacement message boards (2) - \$30,000
- tasers -\$9,769
- evidence bar coding system - \$15,000
- radar units - \$13,350

The replacement of heavy equipment and automobiles in the 2018 budget totals \$544,000, which is \$151,835 lower than in 2017. Tennis court refurbishment in two parks in 2017 totaled \$103,000, and there is no comparable project budgeted in 2018.

Service levels increased this year. Public Works now has a crew of four which are committed specifically to the trimming and removal of trees in the right of way. Where they previously only trimmed dangerous limbs, they now also respond to resident requests for trimming of right of way trees while they are working on a given street. The number of trees trimmed increased from 54 in 2016 to 369 in 2017.

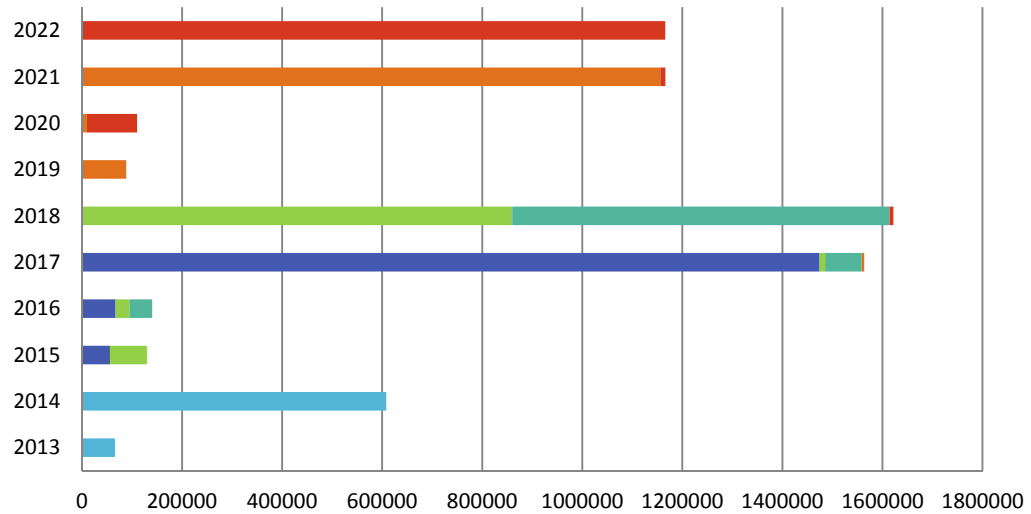
**Capital Projects**

The Capital Projects Fund has two major projects in the construction phase during 2017. Replacement of the Ries Road and Ramsey Lane culverts are both federal projects for which the City will receive matching funds of 80% of the original estimated costs. Funding for the Ries Road culvert was applied for in 2014. Since then, local construction has seen a boom in activity and a subsequent increase in costs. Estimates for construction for this project have been increased; however, the additional cost is not subject to federal reimbursement.

	Original City Cost Share at 20%	Additional City Cost Share	Total City Cost Share
Ries Road Culvert	\$149,200	\$114,000	\$263,200
Ramsey Lane Culvert	\$150,920	\$0	\$150,920
New Ballwin Road	\$7,000	\$0	\$7,000
<b>Total</b>	\$307,120	\$114,000	\$421,120

Revenue from federal reimbursements for both projects total \$1,200,480. Construction costs total \$1,621,600. While this is comparable to spending in 2017 it is higher than what is typically spent in any one year by the City. Normally there are not two projects in construction in the same year. This is illustrated below in a five year look back and look forward at federally funded projects. The City's share of all construction project costs in 2017 is \$421,120.

### Road & Bridge Construction Using Federal Funds



	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Henry Avenue			\$55,971	\$67,132	\$1,474,393					
Holloway Road Culvert	\$65,894	\$608,187								
Ries Road Culvert			\$73,863	\$28,083	\$11,205	\$860,000				
Ramsey Road Culvert				\$45,240	\$72,922	\$754,600				
Holloway Road					\$5,027		\$88,460	\$10,000	\$1,156,040	
New Ballwin Road						\$7,000		\$100,000	\$10,000	\$1,165,637

Construction of the new Government Center will commence in 2018, with expenses of \$2,710,861 anticipated. A transfer of fund balance from the operating fund will completely offset the cost of the project in 2018. This fund balance has accumulated since 2014 through a legislative commitment established by the Board for the express purpose of this project.

Major improvements to the North Pointe Aquatic Center are planned for the 2018 budget year. The "Bucket Falls" water play structure will be replaced with updated equipment and the splash pad will be expanded to include more play features and a shade structure. Cost for this project will be offset by a Municipal Parks grant leaving a net cost to the city of \$315,000.

Two important planning initiatives are being funded next year. A Parks Master Plan will be commissioned to identify the current and future needs of the community as it relates to park spaces, recreation facilities and activity centers. Public meetings will be held to solicit input from residents and other members of the community. Cost is expected to be \$100,000, offset by a small grant. The

Comprehensive Community Plan was last updated in 2007. Typically these plans are revised on a ten year cycle. As with the Parks Master Plan, input from the community will be solicited by means of focus groups, public meetings and other venues to determine community development priorities over the next decade. The objective is to provide a framework for decision making related to land use, subdivision and land development as well as public policy to guide the orderly growth and development of the community. Budgeted cost for this plan is \$135,000.

### **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 slight increase of .4% is budgeted for 2018. All revenues are used to make principal and interest payments on the TIF bonds.

### **TDD**

Revenues are budgeted to increase by just \$5,000 due to tenant turnover in the district. 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 are projected to be flat compared to 2017 revenues. The City attempts to finance as many sewer lateral repairs as funding allows. Although expenses as a whole are essentially unchanged from 2017, the administrative portion will decrease. This will allow 2.5% more to be spent for repairs. Revenues will exceed expenses by \$200.

### **Federal Asset Seizure**

Revenues received from drug enforcement seizures are inconsistent from year to year and difficult to project. 2016 revenues were the highest they have been in the past eight years. Revenues for 2018 are budgeted conservatively and set at \$12,710. Expenses are budgeted at \$10,000. These funds are used to supplement the needs of the Police Department but less will be used in 2018 with the expected infusion of funds from the public safety sales tax. A surplus of \$2,710 is budgeted.

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

Revenues are budgeted to decrease from 2017 levels by 2.7% to \$3,660. Expenditures are budgeted considerably lower than in prior years again because of the availability of public safety tax funds as well as the expanded use of training through an online portal called the Virtual Academy. A small surplus of \$160 is expected.

### **Five Year Projections**

Because the General and Capital Projects 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 above separates discretionary from non-discretionary expenditures. All revenue sources, including sales taxes, are projected flat with neither growth nor decline. Operating expenditures are projected using the same assumptions as were employed for the 2018 budget, but with no merit increases and a 2% per year increase for dental premiums.

Looking at the five year outlook, revenues exceed non-discretionary expenditures in all years projected beyond the current budget year. 2018 reflects a deficit after both non-discretionary and discretionary expenditures due to the planned use of fund balance in both the General and the Capital Projects Funds.

### General and Capital Projects Funds Combined - Five Year Projections

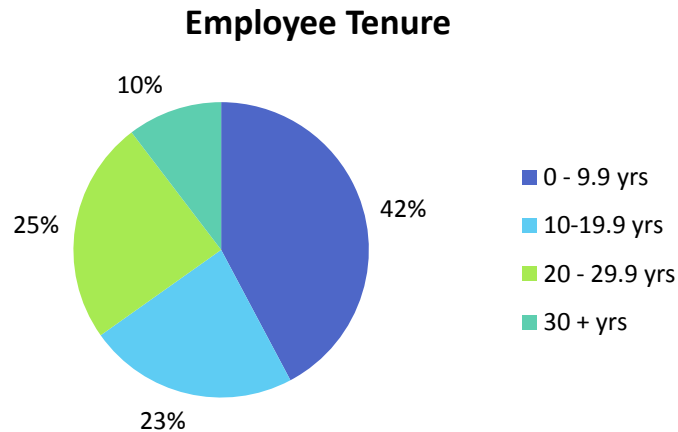
	2018	2019	2020	2021	2022
<b>Revenues</b>					
	\$ 20,203,379	\$ 19,918,000	\$ 19,918,000	\$ 19,918,000	\$ 19,918,000
<b>Capital Expenditures - Non- Discretionary (net of federal matching grants)</b>					
	\$ 3,499,981	\$ 554,628	\$ 90,000	\$ 90,000	\$ 94,000
<b>Operating Expenditures - Non- Discretionary</b>					
	\$ 19,036,521	\$ 18,983,756	\$ 19,037,780	\$ 19,343,967	\$ 19,423,968
<b>Public Safety Funds Carried Forward</b>					
	\$ 351,320	\$ 375,000	\$ 375,000	\$ 375,000	\$ 375,000
<b>Subtotal - Revenues Over (Under) Non-Discretionary Expenditures</b>	<b>\$ (2,684,443)</b>	<b>\$ 4,616</b>	<b>\$ 415,220</b>	<b>\$ 109,033</b>	<b>\$ 25,032</b>
<b>Capital Expenditures - Discretionary (net of grants and federal matching funds)</b>					
Comprehensive Community Plan	\$ 135,000	\$ -	\$ -	\$ -	\$ -
Parks Master Plan	\$ 93,600	\$ -	\$ -	\$ -	\$ -
Ferris Park Redevelopment - Phase 2	\$ -	\$ 325,000	\$ -	\$ -	\$ -
New Ballwin Park Final Design	\$ -	\$ 23,600	\$ -	\$ -	\$ -
New Ballwin Park Construction	\$ -	\$ -	\$ 800,000	\$ -	\$ -
Holloway Park Design / Specs	\$ -	\$ -	\$ 13,600	\$ -	\$ -
Holloway Park Construction	\$ -	\$ -	\$ -	\$ 75,000	\$ -
Vlasis Park Design / Specs	\$ -	\$ -	\$ -	\$ 43,600	\$ -
Vlasis Park Construction	\$ -	\$ -	\$ -	\$ -	\$ 375,000
Holloway Road	\$ 7,000	\$ 17,692	\$ 2,000	\$ 231,208	\$ -
New Ballwin Road	\$ -	\$ -	\$ 20,000	\$ 2,000	\$ 233,127
<b>Subtotal - Discretionary Expenditures:</b>	<b>\$ 235,600</b>	<b>\$ 366,292</b>	<b>\$ 835,600</b>	<b>\$ 351,808</b>	<b>\$ 608,127</b>
<b>Use of Committed Fund Balance</b>	<b>\$ (2,710,861)</b>	<b>\$ (28,466)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Revenues Over (Under) Expenditures:</b>	<b>\$ (209,182)</b>	<b>\$ (333,210)</b>	<b>\$ (420,380)</b>	<b>\$ (242,775)</b>	<b>\$ (583,095)</b>

The City projects operating expenses and budgets with assumptions of full employment and worst case scenarios for insurance increases and repairs. Historically, our actual expenses are lower than budget because of staff turnover, less than perfect weather conditions, favorable premium increases, etc. It is our expectation that favorable budget variances will enable us to grant merit increases in 2019 - 2022.

After discretionary expenditures are taken into account we are reflecting deficits for each year. The larger projected discretionary expenditures are the park redevelopment projects. These are subject to change based on the results of the Parks Master Plan. Furthermore, because they are discretionary,

the City would not move forward with these projects without additional revenue from sales taxes, gross receipts or from additional grants to pay for them. Additional revenues or a reduction of non-discretionary operating expenditures would be needed to fund construction projects in 2021 and 2022 as well.

Because sales tax revenues can be volatile and to free up more funds for discretionary capital projects, the City will continue to explore opportunities for cost savings through efficiencies and resource sharing between departments. The City's workforce, with an average longevity of 14 years, has 16 employees at or near retirement age. This represents 12% of all full time staff. As these retirements occur, some of these positions will not be filled as we look to streamline operations through attrition.



Various wellness initiatives are promoted to the staff to help employees and their families be healthier and better manage chronic health conditions. A healthier workforce is more productive and directly impacts medical premiums. With continued replacement of the older vehicles and heavy equipment in the City's fleet, repair expenses should decline.

From a revenue side, operations at our recreation facilities are being evaluated to increase usage. Fees for inspections and permitting are also being evaluated. During 2017 our inspections department began conducting inspections using a mobile application which connects our ERP software to an iPad. Completed inspection reports can be instantly emailed to homeowners. Inspection data syncs to the database instead of being manually entered by a clerk. This vastly more efficient operation has enabled us to eliminate one inspection clerk position. All departments will continue looking for ways to provide better service to residents and reduce expenses through the utilization of new technology.

### **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, 2017. This is the second 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



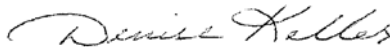
one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

In closing, thank you to the entire administrative team for their assistance and support in the development of the 2018 budget. Additional appreciation is extended to Mayor Pogue and the Board of Alderman for their continued guidance and support throughout the budget process. The continual financial strength of the City is the direct result of the outstanding management and oversight by the Mayor and Board of Aldermen in concert with our dedicated staff on behalf of the citizens of Ballwin.

Respectfully Submitted,



Eric S. Hanson  
City Administrator



Denise Keller, CPFO  
Finance Officer



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Ballwin**

**Missouri**

For the Fiscal Year Beginning

**January 1, 2017**



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

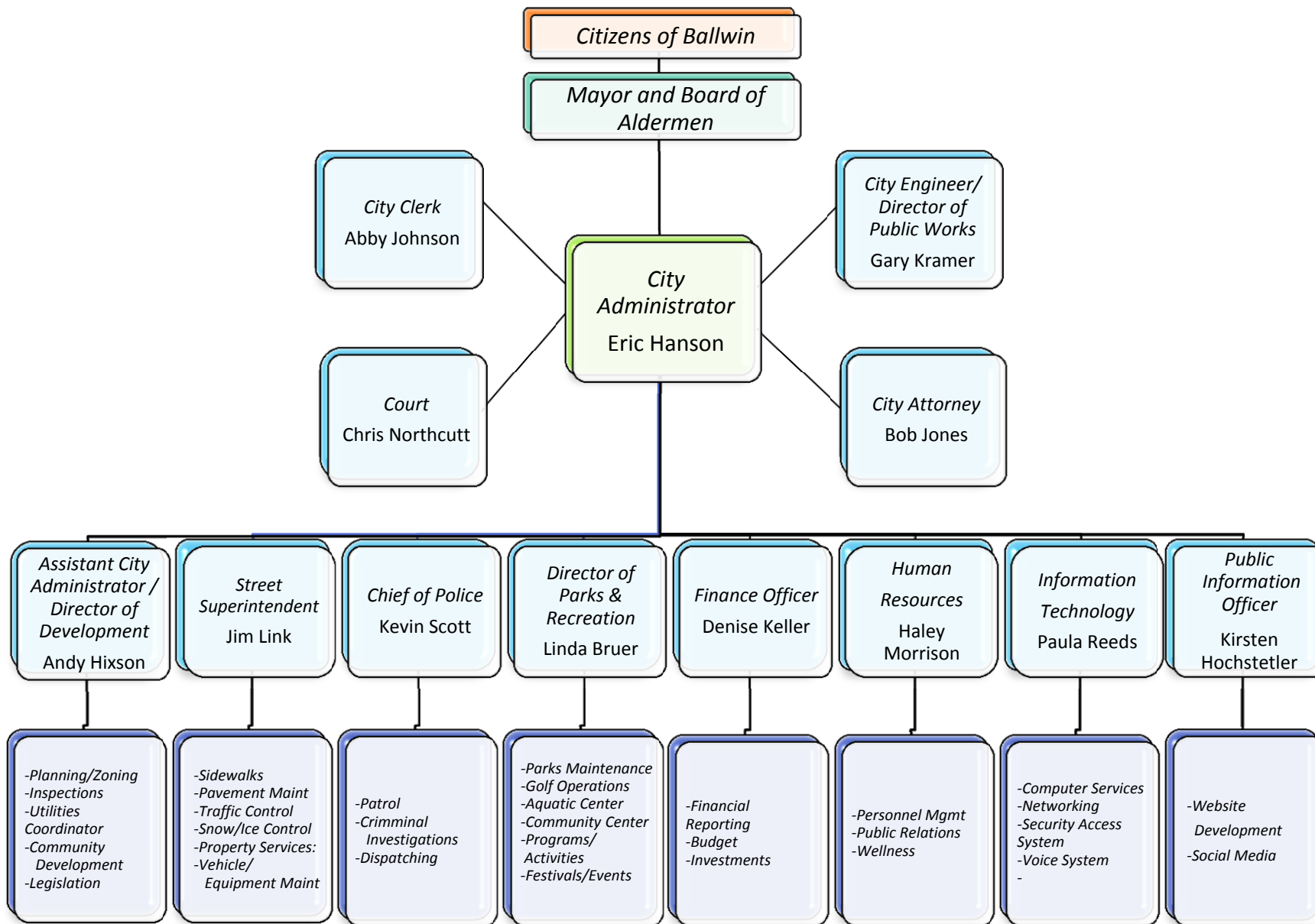
#### BOARD OF ALDERMEN

<b>Ward I</b>	Michael Finley	Jimmy Terbrock
<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	Eric Hanson
City Attorney	Bob Jones
Prosecuting Attorney	Chris Graville
Municipal Judge	Virginia Nye
Assistant City Administrator / Director of Development	Andy Hixson
Chief of Police	Kevin Scott
Finance Officer	Denise Keller
Director of Public Works	Gary Kramer
Director of Parks and Recreation	Linda Bruer

## City of Ballwin 2018 Organizational Structure

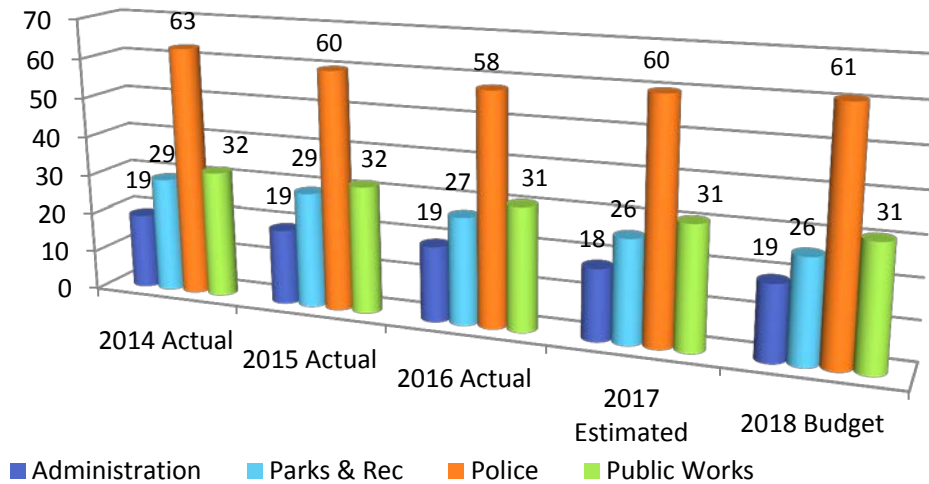


Full-Time Employees as of December 31 by Functions/Programs

<b>Functions/Programs</b>	<b>2016 Actual</b>	<b>2017 Estimated</b>	<b>2018 Budget</b>
<b>General Government:</b>			
City Administrator	1	1	1
Director of Development	0	1	1
Code Enforcement	3	2	2
Inspectors	5	4	4
Finance	4	4	4
Informations Systems	2	2	2
Human Resource Coordinator	1	1	1
Court	2	2	2
Public Information Officer	0	0	1
City Clerk	1	1	1
<b>Police:</b>			
Chief	1	1	1
Captains	0	1	1
Lieutenants	4	3	3
Sergeants	7	7	7
Detectives	6	5	5
Officers	29	31	31
Information Systems	0	0	1
Dispatchers	10	11	11
Administrative Assistant	1	1	1
<b>Public Works:</b>			
Engineer/PW Director	1	1	1
Street Superintendent	1	1	1
Street Foreman	2	1	1
Mechanics	3	3	3
Street Laborers	24	25	25
<b>Parks and Recreation:</b>			
Parks and Recreation Director	1	1	1
Deputy Director of Recreation	1	1	1
Deputy Director of Parks	1	1	1
Recreation Managers	4	4	4
Recreation Specialist	3	2	2
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>135</u>	<u>135</u>	<u>137</u>

\* Excludes vacant positions

**Number of Full Time Employees**



<b>Budget Calendar Fiscal Year 2018</b>	
DATE	ACTION
July 25, 2017	City Administrator holds initial budget preparation meeting with department heads and staff
August 1, 2017	Provide departmental access to 2018 Budget System
August 28, 2017	Present employee compensation to Board of Aldermen
September 13-15, 2017	City Administrator and Finance Officer meet with individual department heads to review departmental budgets
September 25, 2017	Conduct Budget Work Session with Board of Aldermen; present Comprehensive General Fund Budget and Capital Improvement Plan
October 9, 2017	Conduct Budget Work Session with Board of Aldermen
October 23, 2017	Conduct Budget Work Session with Board of Aldermen; present Comprehensive Proposed Budget for all funds to Board of Aldermen
November 22, 2017	Publish Public Hearing Notice
November 27, 2017	Present 2017 Budget Re-appropriation to Board of Aldermen; present final General and Capital Projects Fund revisions
December 4, 2017	Present Capital Improvement Plan for Approval at Planning & Zoning Commission Meeting (as required by State Statute)
December 11, 2017	Conduct Public Hearing on Proposed Budget; Adopt Budget
December 12, 2017	Distribute Approved Budget

## 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.

### Fund Structure

#### 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 Projects Fund and Special Revenue Funds.

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

### 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 Projects Fund: The capital project 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) requiring separate accounting because of legal or regulatory provisions or administrative action. 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.

**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.

# Comprehensive Community Plan

## Planning Process

In the fall of 2005, the City appointed the Comprehensive Plan Steering Committee, made up of 15 members representing different age, geographic, gender, ethnic, political and related elements of Ballwin and its population. The planning process adopted by the steering committee utilized a “values-driven” approach for the preparation of the plan that integrated both the traditional “data-driven” and “vision-planning” approaches. A key component of the chosen approach was a customized public participation program designed to identify the citizens’ perspective of Ballwin’s strengths, weaknesses, opportunities and threats.

Prior to the public participation phase, the consultant team prepared an Existing Conditions Report summarizing the socio-demographic, economic and land use situation of the City. This report set the baseline framework upon which the plan would be created. The next phase of the planning process was public engagement. This effort included living room focus group sessions, town planning charrettes, stakeholder interviews, public meetings of the Comprehensive Plan Steering Committee and work sessions on the latest retail trends and a retail market study of the Ballwin area.

The consultant then developed goals, objectives and implementation strategies, based on the community’s values and vision. Following a public hearing and final amendments, the Ballwin Comprehensive Community Plan was adopted by the Planning and Zoning Commission and the Board of Aldermen in 2007. The budget for 2018 contains funding to update the Comprehensive Community Plan. These plans are typically prepared on a ten year cycle.

## Ballwin’s Vision

The vision, as determined by studying the values and critical issues provided by the residents, is to “remain a family-oriented community of predominantly single-family neighborhoods supported by a unique, well planned commercial—retail business sector.”

- As a community – to protect the resources that makes Ballwin “The Best Place to Live” and provide excellent, cost-effective services and opportunities for all residents and business owners.
- As a group of residential neighborhoods – to maintain the local character and a high quality of life while accommodating the inevitable change.
- As a great place to raise a family – to provide access to a wide range of social, cultural and recreational events and resources so that everyone benefits from an enriched community life.
- As a responsible regional partner – to actively collaborate with its neighbors to promote regional opportunities and solve regional problems.

## **Community Values**

1. Economic Development & Business Stability
2. Quality of Life
3. Housing & Neighborhood Stabilization
4. Transportation
5. Annexation & Future Land Use
6. Parks & Recreation
7. Community Services

## **Comprehensive Long Term Plan Goals**

1. Economic Development & Business Stability
  - Promote investment and redevelopment in the City's commercial districts
  - Revitalize commercial and entertainment opportunities
  - Diversify and strengthen the City's economic base and local employment opportunities
2. Quality of Life
  - Develop programs that promote community beautification, character enhancement and quality of life
  - Prioritize projects that encourage cultural offerings and the development of community organizations that promote civic activities and build professional relationships
  - Promote active living environments, family-oriented lifestyles and excellent community services
3. Housing & Neighborhood Stabilization
  - Preserve the character and stability of existing neighborhoods
  - Encourage a balanced mix and value range of housing options
  - Promote the continued development of diverse, high-quality residential developments
4. Transportation
  - Maintain a safe and efficient road system that provides effective circulation
  - Encourage improvements to existing arterial and collector roads
  - Increase safety and the use of non-motorized transportation modes
5. Annexation & Future Land Use
  - Develop an action plan for the revitalization of Manchester Road
  - Promote land development that preserves existing neighborhoods and the natural landscape
  - Formulate an annexation plan based on the City's ability to provide services



## **Comprehensive Long Term Plan Goals (continued)**

### 6. Parks & Recreation

- Maintain, enhance and expand the City's parks and recreation system
- Expand the City's open spaces to include the construction of bike lanes and paths
- Assess the recreational facilities and programming to determine their adequacy and financial stability

### 7. Community Services

- Continue to evaluate the need for upgraded or improved public services
- Establish mutually beneficial intergovernmental relations with other units of government
- Create more opportunities for meaningful citizen participation through all stages of community development

## Board of Aldermen Planning Directives

The City of Ballwin annually conducts Board planning sessions to discuss issues on an in-depth basis and to set priorities for the City. At their most recent meeting the Board 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.

- Increase annual appropriations for street improvements
- Facilitate targeted development opportunities along Manchester Road
- Replace Government Center building
- Complete a Parks Master Plan
- Upgrade Park equipment and facilities Citywide
- Conduct an outside assessment of the City's computer network

### Capital Equipment

- Acquire equipment to enable more in-house street repair
- Construct facilities for city vehicle storage and protection from the weather

### Planning /Economic Development

- Update the 10 year old Strategic Plan (Comprehensive Community Plan)
- Expand the C-1 overlay district
- Explore opportunities for annexation of commercial districts and residential areas
- Hire Community Development Director to replace retiring staff
- Enhance public perception of Ballwin as viewed through the Manchester Road corridor
- Inspections program: conduct through city staff, maintain a focus of active code enforcement vs. complaint driven enforcement and ensure commercial maintenance

### Marketing/Communication/Citizen Engagement

- Create gathering places for both seniors and non-seniors
- Increase use of social media to engage and communicate with residents and businesses
- Sell the Ballwin market to residents and the surrounding communities
- Maximize police department engagement with the community
- Improve marketing of Parks & Recreation programs
- Attract new programs

### Budget/Finance

- Maintain fund balance reserve policy at 25% of operational expenditures
- Emphasize safe work habits for staff to reduce incidents and worker's compensation insurance premiums

## Financial Management 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 Governmental Accounting Standards Board's (GASB) Statement No. 34 requires Class II cities (those with annual budgets between \$10 million and \$100 million) to report their capital assets on the city's Balance Sheet as of 1/1/03. 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 Finance Department uses fixed asset software to record and track its capital assets. Assets are recorded by the Finance Department as they are purchased throughout the year, and deletions are recorded as items are sold or discarded. This change in assets is reflected at the end of each year on the government-wide balance sheet.

It is the responsibility of each City department to notify the Finance Department of any change in ownership of an asset.

An independent street asset evaluation is performed [every three years] on all city streets. The Public Works Department maintains records on infrastructure improvements costs via an Excel spreadsheet.

Initially, the replacement value for each type of street was computed using 2002 costs per linear foot. The same methodology was applied to existing sidewalks and concrete box culverts. Knowing the year each street, sidewalk or culvert was constructed, the 2002 replacement value was then entered into the Consumer Price Index (CPI) formula, resulting in the original construction cost for that particular infrastructure.

The City has elected to use the *depreciation method* of reporting infrastructure capital assets as this method is more practical during years of budget constraints in regards to infrastructure improvements.

### Thresholds/Useful Lives

The City of Ballwin has an established minimum threshold of \$7,500 for capital assets. The primary objectives of financial reporting generally pertain to valuation, allocation, presentation, and disclosure, whereas the primary objectives of property control generally pertain to efficiency, effectiveness, and safeguarding of assets. Controls designed to prevent or promptly detect a loss of a small value asset, while important operationally, are not necessarily relevant for financial reporting purposes.

NOTE: This policy will be reviewed annually and amendments made per Board approval.

## **Investments**

### Purpose

The purpose of this document is to set forth the City's investment policies and objectives. This statement will outline an overall philosophy that is specific enough for the changing economic conditions and securities markets. The policy will also establish certain investment restrictions, procedures and performance review criteria.

### 1.0 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.

### 2.0 Scope

This Investment Policy applies to all financial assets of the City. These funds are accounted for in the City's financial reports and include:

#### 2.1 Funds

- General Funds

- Capital/Parks Project Funds

- Any new fund created, unless specifically exempted.

#### 2.2 External Management of Funds

Investment through external programs, facilities and professionals operating in a manner consistent with this policy will constitute compliance.

### 3.0 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.

- 3.1 The standard of care to be used by investment officials shall be the “prudent person” standard and shall be applied in the context of managing an overall portfolio. Investment officers acting in accordance with written procedures and this Investment Policy and exercising due diligence shall be relieved of personal liability for an individual security’s credit risk or market price changes, provided deviations from expectations are reported in a timely fashion to the City and the liquidity and the sale of securities are carried out in accordance with the terms of this policy.

### 4.0 Objective

The primary objective, in priority order, of the City’s investment activities shall be:

- 4.1 **Safety:** Safety of principal is the foremost objective of the investment program. Investments of the City shall be undertaken in a manner that seeks to insure the preservation of capital in the overall portfolio. The objective will be to mitigate credit risk and interest rate risk.
  - a. **Credit Risk**

The City of Ballwin will minimize credit risk, the risk of loss due to the failure of the security issuer or backer, by:

    - Pre-qualifying the financial institutions, broker/dealers, intermediaries, and advisors with which the City will do business.
    - Diversifying the portfolio so that potential losses on individual securities will be minimized.
  - b. **Interest Rate Risk**

The City of Ballwin will minimize the risk that the market value of securities in the portfolio will fall due to changes in general interest rates, by:

    - Structuring the investment portfolio so that securities mature to meet cash requirements for ongoing operations, thereby avoiding the need to sell securities on the open market prior to maturity.
    - Investing operating funds primarily in shorter-term securities.
- 4.2 **Liquidity:** The City’s investment portfolio will remain sufficiently liquid to enable the City to meet all operating requirements that might be reasonably anticipated. This is accomplished by structuring the portfolio so that securities mature concurrent with cash needs to meet anticipated demands (static liquidity). Furthermore, since all possible cash demands cannot be anticipated, the portfolio will consist largely of securities with active secondary or resale markets (dynamic liquidity). A portion of the portfolio also will be placed in bank deposits or repurchase agreements that offer same-day liquidity for short-term funds.

- 4.3 Yield (Return on Investments): The City's investment portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, commensurate with the City's investment risk constraints and the cash flow characteristics of the portfolio. Return on investment is of secondary importance compared to the safety and liquidity objectives described above. Securities shall not be sold prior to maturity with the following exceptions:
- A security with declining credit may be sold early to minimize loss of principal.
  - A security swap would improve the quality, yield, or target duration in the portfolio.
  - Liquidity needs of the portfolio require that the security be sold.

#### 5.0 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. Procedures should include references to: safekeeping, repurchase agreements, wire transfer agreements, banking service contracts and collateral/depository agreements. Such procedures shall include explicit delegation of authority to persons responsible for investment transactions. No person may engage in an investment transaction except as provided under the terms of this policy and the procedures established by the City Administrator and Finance Officer. The Finance Officer shall be responsible for all transactions undertaken and shall establish a system of controls to regulate investment activities.

#### 6.0 Ethics and Conflicts of Interest

Officers and employees involved in the investment process shall refrain from personal business activities that could conflict with proper execution of the investment program, or which could impair their ability to make impartial investment decisions. Officers and employees shall disclose to the City Administrator any material financial interest in financial institutions that conduct business within this jurisdiction, and they shall further disclose any large personal financial investment positions that could be related to the performance of the investment portfolio.

#### 7.0 Internal Controls

The Finance Officer is responsible for establishing and maintaining an internal control structure that will be reviewed annually with the City's independent auditors. The internal control structure shall be designed to ensure that the assets of the City are protected from loss, theft or misuse and to provide reasonable assurance that these objectives are met. The concept of reasonable assurance recognizes that (1) the cost of control should not exceed the benefits likely to be derived and (2) the valuation of costs and benefits require estimates and judgments by management.

#### 8.0 Authorized Financial Dealers and Institutions

The Finance Officer will maintain a list of financial institutions authorized to provide investment services. In addition, a list will also be maintained of approved security broker/dealers selected by credit worthiness who are authorized to provide investment services in the State of Missouri. These may include "primary" dealers or regional dealers that qualify under the Securities and Exchange Commission's uniform net capital rule.

The Finance Officer, with the approval of the City Administrator, may bid the service of investment portfolio management to an outside agency, corporation, or individual. Any contract for this service

shall be reviewed by the City Administrator and City Attorney, and authorized by the Board of Aldermen.

All financial institutions and broker/dealers who desire to provide investment and consulting services must supply the Finance Officer with the following: audited financial statements, proof of state registration, proof of National Association of Securities Dealers (NASD) certification and signed declaration of having read the City's Investment Policy.

An annual review of the institution's financial condition and registrations will be conducted by the Finance Officer.

A current audited financial statement is required to be on file for each financial institution and broker/dealer in which the City invests.

#### 9.0 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. This investment policy limits investments to the following:

- 9.1 United States Treasury Securities. The City of Ballwin may invest in obligations of the United States government for which the full faith and credit of the United States are pledged for the payment of principal and interest.
- 9.2 United States Agency Securities. The City of Ballwin may invest in obligations issued or guaranteed as by any agency of the United States as described under *Security Selection*. (9.0)
- 9.3 Repurchase Agreements. The City of Ballwin may invest in contractual agreements between the City and commercial banks or primary government securities dealers. The purchaser in a repurchase agreement (repo) enters into a contractual agreement to purchase U.S. Treasury and government agency securities while simultaneously agreeing to resell the securities at predetermined dates and prices. Funds and securities will be transferred on a delivery vs payment basis.
- 9.4 Collateralized Public Deposits (Certificates of Deposit). Instruments issued by financial institutions which state that specified sums have been deposited for specified periods of time and at specified rates of interest. The certificates of deposit are required to be backed by acceptable collateral securities as dictated by State statute.
- 9.5 CDARS (Certificate of Deposit Account Registry Service) investments.

#### 10.0 Security Selections

- 10.1 U.S. Govt Agency Coupon and Zero Coupon Securities. Bullet coupon bonds with no embedded options.
- 10.2 U.S. Govt Agency Discount Notes. Purchased at a discount with maximum maturities of one (1) year.
- 10.3 U.S. Govt Agency Callable Securities. Restricted to securities callable at par only with final maturities of five (5) years.

10.4 U.S. Govt Agency Step-Up Securities. The coupon rate is fixed for an initial term. At coupon date, the coupon rate rises to a new, higher fixed term. Restricted to securities with final maturities of five (5) years.

#### 11.0 Prohibited Investments and Practices

The City shall avoid any speculative investments and all transactions that might impair the public trust. The investment portfolio will be subject to the following restrictions:

- 11.1 Borrowing for investment purposes (“leverage”) is prohibited.
- 11.2 Instruments known as Structured Notes (e.g. inverse floaters, leveraged floaters, and equity-linked securities) are not permitted/ Investment in any instrument, which is commonly considered a “derivative” instrument (e.g. options, futures, swaps, caps, floors, and collars) is prohibited.
- 11.3 Contracting to sell securities not yet acquired in order to purchase other securities for purposes of speculating on developments or trends in the market is prohibited.
- 11.4 No more than 5% of the total market value of the portfolio may be invested in bankers’ acceptances issued by any one commercial bank and no more than 5% of the total market value of the portfolio may be invested in commercial paper of any one issuer.

#### 12.0 Collateralization

Collateralization will be required on two types of investments – certificates of deposit (unless the bank participates in the Certificate of Deposit Account Registry Service (CDARS) and repurchase agreements. The value of collateral deposited and maintained by a legal depository shall at all times be not less than one hundred percent (100%) of the actual amount of funds on deposit with the depository, less the amount, if any, insured by the Federal Deposit Insurance Corporation.

A clearly marked evidence of ownership (safekeeping receipt) must be supplied to the City within five business days from the settlement date. The City shall have a *depository contract and pledge agreement* with each safekeeping bank that will comply with the Financial Institutions, Reform, Recovery, and Enforcement Act of 1989 (FIRREA). This will ensure that the City’s security interest in collateral pledged to secure deposits is enforceable against the receiver of a failed financial institution.

#### 13.0 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.

The City shall structure and maintain its portfolio so that the allocation in each maturity range shall be within the following minimum and maximum levels:

		<u>MIN</u>	<u>MAX</u>
Short-term	0-3 years	33%	100%
Intermediate	4-7 years	0%	50%
Long-term	8-10 years	0%	10%

#### 14.0 Performance Objectives and Review

The Finance Officer shall review the performance of the City's portfolio on an annual basis to verify that investment activities during the year have conformed to the investment policy.

Monthly investment reports listing investments by date, interest rate, earned interest and maturity date are provided to the City Administrator for review.

#### 15.0 Reporting

The Finance Officer is charged with the responsibility of including market reports on investment activity and returns with the monthly investment reports. Reports will include quantity, description, cost, current market price, percentage of portfolio, realized and unrealized gains and losses, estimated annual income and yields, and a reconciliation of investment balance from opening to closing dates.

#### 16.0 Joint and Severable

If any clause, word, paragraph, section, or other portion of this Investment Policy is held to be invalid, illegal, or unconstitutional for any reason, the remaining portions shall remain in full force and effect.

#### 17.0 Investment Policy Adoption

The City's Investment Policy shall be adopted by ordinance of the City of Ballwin's Board of Aldermen. The policy shall be reviewed annually, and any modifications made thereto must be approved by the Board.



# Budget Summaries



## Summary of All Funds

	2016 Actual	2017 Estimated	2018 Budget	% Change from 2017 Estimated
<b>General Fund</b>				
Revenues	\$ 18,719,273	\$ 18,165,217	\$ 19,389,598	6.7%
Expenditures	(18,144,477)	(18,657,479)	(21,747,382)	16.6%
Revenues over (under) expenditures	\$ 574,796	\$ (492,262)	\$ (2,357,784)	
<b>Capital Fund</b>				
Revenues	\$ 751,744	\$ 2,233,877	\$ 5,061,141	126.6%
Expenditures	(894,756)	(2,452,474)	(5,467,461)	122.9%
Revenues over (under) expenditures	\$ (143,012)	\$ (218,597)	\$ (406,320)	
<b>Special Allocation Fund</b>				
Revenues	\$ 1,511,986	\$ 1,388,200	\$ 1,393,920	0.4%
Expenditures	(1,511,986)	(1,388,200)	(1,393,920)	0.4%
Revenues over (under) expenditures	\$ -	\$ -	\$ -	
<b>Transportation Development District Fund</b>				
Revenues	\$ 138,611	\$ 118,050	\$ 123,045	4.2%
Expenditures	(138,611)	(118,050)	(123,045)	4.2%
Revenues over (under) expenditures	\$ -	\$ -	\$ -	
<b>Sewer Lateral Fund</b>				
Revenues	\$ 297,637	\$ 296,000	\$ 296,000	0.0%
Expenditures	(301,288)	(295,742)	(295,800)	0.0%
Revenues over (under) expenditures	\$ (3,651)	\$ 258	\$ 200	
<b>Federal Asset Seizure Fund</b>				
Revenues	\$ 76,285	\$ 27,039	\$ 12,710	-53.0%
Expenditures	(12,795)	(28,000)	(10,000)	-64.3%
Revenues over (under) expenditures	\$ 63,490	\$ (961)	\$ 2,710	
<b>P.O.S.T. Fund</b>				
Revenues	\$ 4,234	\$ 3,762	\$ 3,660	-2.7%
Expenditures	(3,943)	(5,000)	(3,500)	-30.0%
Revenues over (under) expenditures	\$ 291	\$ (1,238)	\$ 160	
<b>Total Governmental</b>				
Revenues	\$ 21,499,770	\$ 22,232,145	\$ 26,280,074	18.2%
Expenditures	(21,007,856)	(22,944,945)	(29,041,108)	26.6%
Revenues over (under) expenditures	\$ 491,914	\$ (712,800)	\$ (2,761,034)	

### 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>\$ 10,812,039</b> <sup>1</sup>	<b>\$ 412,935</b> <sup>2</sup>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 303,976</b>	<b>\$ 124,825</b>	<b>\$ 89,519</b>	<b>\$ 11,743,294</b>
Revenues	19,389,598	2,350,280	1,192,630	123,045	296,000	12,710	3,660	23,367,923
Transfers In	-	2,710,861	201,290	-	-	-	-	2,912,151
<b>Total Resources</b>	<b>30,201,637</b>	<b>5,474,076</b>	<b>1,393,920</b>	<b>123,045</b>	<b>599,976</b>	<b>137,535</b>	<b>93,179</b>	<b>38,023,368</b>
<b>Less:</b>								
Expenditures	19,036,521	5,467,461	4,500	9,700	295,800	10,000	3,500	24,827,482
Transfers out	2,710,861	-	1,389,420	113,345	-	-	-	4,213,626
<b>Ending Balance</b>	<b>\$ 8,454,255</b>	<b>\$ 6,615</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 304,176</b>	<b>\$ 127,535</b>	<b>\$ 89,679</b>	<b>\$ 8,982,260</b>
<b>Fund Balance Change:</b>								
Amount	\$ (2,357,784)	\$ (406,320)	\$ -	\$ -	\$ 200	\$ 2,710	\$ 160	\$ (2,761,034)
Percent	-21.8%	-98.4%			0.1%	2.2%	0.2%	-23.5%

<sup>1</sup> Includes art commission escrow \$21,482, historical society escrow \$13,311, Lafayette Older Adult Program (LOAP) escrow \$6,646, inmate security escrow \$17,752, sidewalk escrow \$23,795.

<sup>2</sup> Includes recreation escrow \$195,381.

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
<b>Revenues</b>				
Sales and Use Taxes	\$ 8,594,600	\$ 845,500	\$ 618,400	\$ 10,058,500
Public Utility Licenses	3,317,000	29,500	-	3,346,500
Other Taxes	1,898,000	296,000	-	2,194,000
Licenses & Permits	1,566,000	-	-	1,566,000
Federal Grants	-	-	-	-
Grants and Entitlements	37,977	-	1,731,880	1,769,857
Local Government Payments in Lieu of Taxes	-	440,000	-	440,000
Police and Communications	210,693	15,000	-	225,693
False Alarm Fines	7,800	-	-	7,800
Court Fines	500,000	-	-	500,000
Community Programs	3,005,270	-	-	3,005,270
Investment Earnings	55,800	2,045	-	57,845
Donations	10,000	-	-	10,000
Miscellaneous Revenues	171,458	-	-	171,458
Sale of Assets/Property	15,000	-	-	15,000
Transfers In	-	201,290	2,710,861	2,912,151
<b>Total Revenues</b>	<b>\$ 19,389,598</b>	<b>\$ 1,829,335</b>	<b>\$ 5,061,141</b>	<b>\$ 26,280,074</b>
<b>Expenditures - by Function</b>				
Administration	\$ 3,041,778	\$ 1,753,015	2,845,861	\$ 7,640,654
Parks and recreation	4,280,710		940,000	5,220,710
Police	6,100,688	13,500	-	6,114,188
Public Works	4,405,116		1,621,600	6,026,716
Capital Expenditures	1,113,229	-	-	1,113,229
Debt Service	-	-	-	-
TIF Fees & Reimbursements	95,000	-	60,000	155,000
Transfers Out	2,710,861	59,750	-	2,770,611
<b>Total Expenditures</b>	<b>\$ 21,747,382</b>	<b>\$ 1,826,265</b>	<b>\$ 5,467,461</b>	<b>\$ 29,041,108</b>
<b>Revenues over (under) expenses</b>	<b>\$ (2,357,784)</b>	<b>\$ 3,070</b>	<b>\$ (406,320)</b>	<b>\$ (2,761,034)</b>
<b>Estimated Beginning Fund Balance - Jan 1</b>	<b>\$ 10,812,038</b>	<b>\$ 518,320</b>	<b>\$ 412,935</b>	<b>\$ 11,743,293</b>
<b>Estimated Ending Fund Balance - Dec 31</b>	<b>\$ 8,454,254</b>	<b>\$ 521,390</b>	<b>\$ 6,615</b>	<b>\$ 8,982,259</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 88.6% 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:

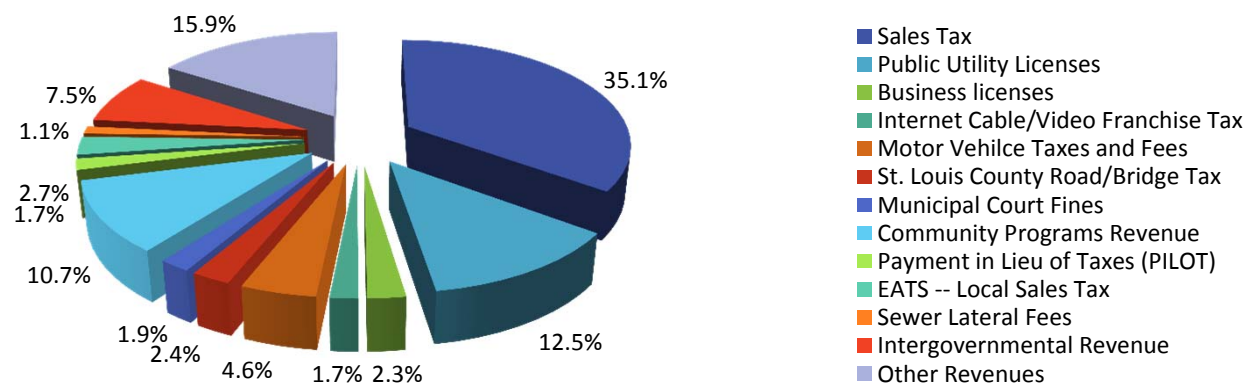
*Legal authorization* - The section of the Missouri Revised Statutes and city ordinances that authorizes the levy or revenue.

*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.

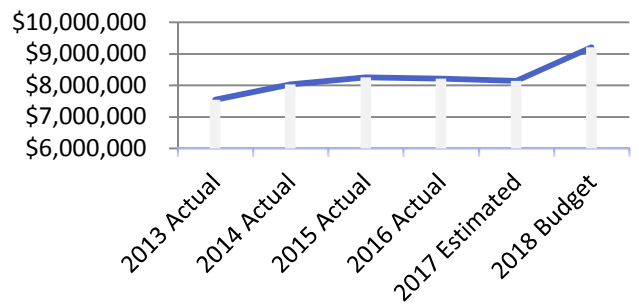
**Basis of Projection & Analysis:**

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

FY18 budget projects no growth on general sales taxes while TIF sales taxes are expected to increase by 4.2%.

The new Public Safety sales tax is anticipated at \$1,404,000 in 2018.

**Financial Trend**



By Fund						
Collection/ Distribution Year	General Fund		Capital Fund		Total	Annual Percentage Change
2013 Actual	6,376,909	84.6%	1,164,343	15.4%	7,541,252	
2014 Actual	7,245,739	90.2%	787,940	9.8%	8,033,679	6.5%
2015 Actual	7,934,220	96.0%	326,938	4.0%	8,261,157	2.8%
2016 Actual	7,633,208	92.9%	587,532	7.1%	8,220,739	-0.5%
2017 Estimated	7,259,000	89.1%	890,000	10.9%	8,149,000	-0.9%
2018 Budget	8,594,600	93.3%	618,400	6.7%	9,213,000	13.1%

### 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  
 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. Protested telephone gross receipts which tend to be erratic are not included here to avoid distorting the revenues.

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

**Basis of Projection & Analysis:**

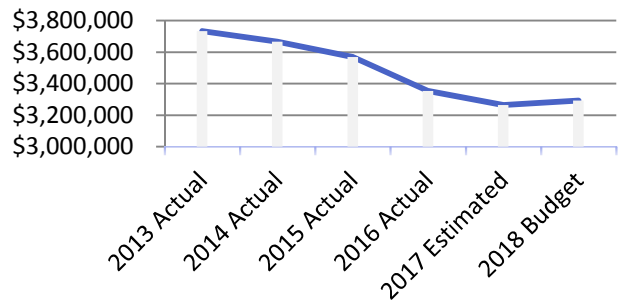
Natural gas is projected very conservatively in keeping with recent revenues.

Water is projected at the five year average.

Telephone tax receipts continues to decline; a reduction of almost 9% is projected for FY18.

The electric utility is projected high in anticipation of rate increases and higher usage.

**Financial Trend**



General Fund Category						
Collection/	Gas	Water	Telephone	Electric	Total	Annual
2013 Actual	808,665	318,392	1,044,991	1,560,905	3,732,953	
2014 Actual	863,840	332,147	917,618	1,553,207	3,666,812	-1.8%
2015 Actual	776,376	322,720	846,309	1,623,742	3,569,147	-2.7%
2016 Actual	695,424	336,938	746,833	1,575,353	3,354,548	-6.0%
2017 Estimated	704,900	338,400	663,900	1,557,200	3,264,400	-2.7%
2018 Budget	719,300	329,500	604,200	1,640,500	3,293,500	0.9%

### Business Licenses

**Legal Authorization:**

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

**Account Codes:**

502001

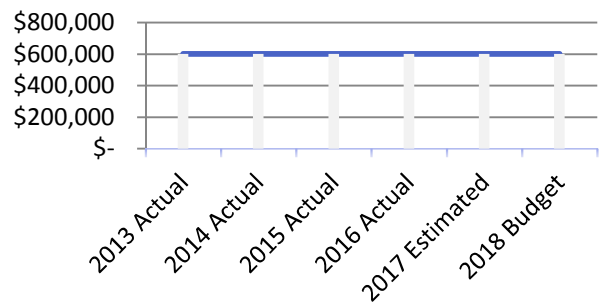
**Description:**

This is a fee instituted 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 notes.

**Financial Trend**



General Fund Category			
Collection/ Distribution Year	Business Licenses		Annual Percentage
2013 Actual	600,751	100.0%	
2014 Actual	626,204	100.0%	4.2%
2015 Actual	624,719	100.0%	-0.2%
2016 Actual	666,966	100.0%	6.8%
2017 Estimated	664,000	100.0%	-0.4%
2018 Budget	664,000	100.0%	0.0%

### Internet Cable/Video Franchise Tax

**Legal Authorization:**

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

**Account Codes:**

501025

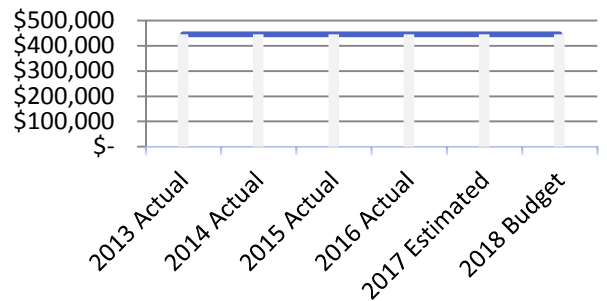
**Description:**

A franchise fee of 5% is imposed on cable television companies. Each company or Corporation engaged in the business of supplying publi, 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 2018 are anticipated to increase slightly after a planned cable franchise fee audit.

**Financial Trend**



General Fund Category			
Collection/ Distribution Year	Cable TV Franchise		Annual Percentage
2013 Actual	445,817	100.0%	
2014 Actual	489,740	100.0%	9.9%
2015 Actual	501,031	100.0%	2.3%
2016 Actual	483,859	100.0%	-3.4%
2017 Estimated	430,000	100.0%	-11.1%
2018 Budget	440,000	100.0%	2.3%



**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 where the vehicle is titled.

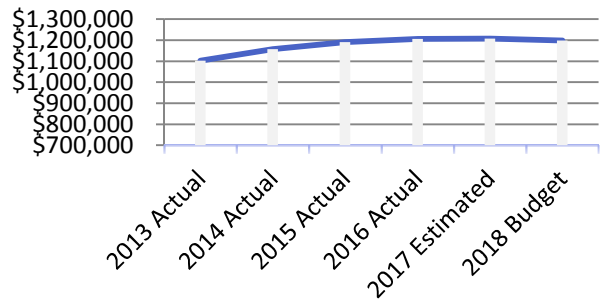
**Motor Vehicle Fees:** This fee is the City share of the State of Missouri vehicle license and transfer fees assessed. Allocation is based on a city's population according to the last Federal decennial census. Funds derived from this revenue source are to be used solely for "construction, reconstruction, 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 increases are anticipated for motor vehicle sales or vehicle fees for FY18.

**Financial Trend**



General Fund Category					
Collection/ Distribution Year	Motor Fuel Tax	Motor Vehicle Sales Tax	Motor Vehicle Fees	Total	Change
2013 Actual	770,562	205,542	126,315	1,102,420	
2014 Actual	792,846	236,345	128,154	1,157,345	5.0%
2015 Actual	804,601	252,106	134,334	1,191,041	2.9%
2016 Actual	816,954	259,528	130,006	1,206,487	1.3%
2017 Estimated	820,000	260,000	128,000	1,208,000	0.1%
2018 Budget	810,000	260,000	128,000	1,198,000	-0.8%

### St. Louis County Road/Bridge Tax

**Legal Authorization:**

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

**Account Codes:**

500040

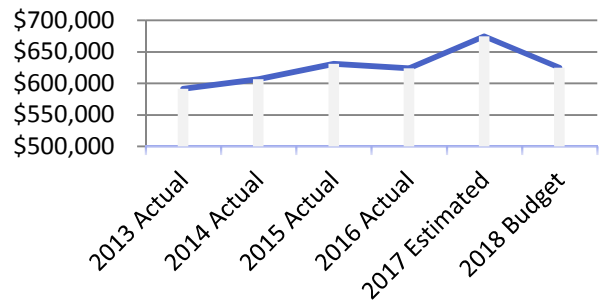
**Description:**

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 considerable increase in 2017. FY18 revenues from this source are budgeted conservatively, however.

**Financial Trend**



General Fund Category			
Collection/ Distribution Year	County Road Tax		Annual Percentage
2013 Actual	591,456	100.0%	
2014 Actual	606,890	100.0%	2.6%
2015 Actual	631,045	100.0%	4.0%
2016 Actual	623,937	100.0%	-1.1%
2017 Estimated	675,000	100.0%	8.2%
2018 Budget	625,000	100.0%	-7.4%

### Municipal Court Fines

**Legal Authorization:**

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

**Account Codes:**

503005

**Description:**

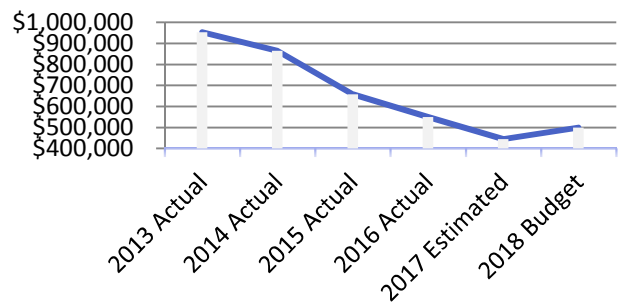
Revenue is received from the fines levied by the Ballwin Municipal Judge in the adjudication of tickets and citations issued by the Ballwin Police and Code Enforcement personnel.

**Basis of Projection & Analysis:**

The State of Missouri enacted legislation in 2015 that has resulted in a reduction in revenues collected through the municipal court.

FY18 revenue is anticipated to average the prior two years results.

**Financial Trend**



General Fund Category			
Collection/ Distribution Year	Municipal Court Fines		Annual Percentage
2013 Actual	952,511	100.0%	
2014 Actual	865,474	100.0%	-9.1%
2015 Actual	658,412	100.0%	-23.9%
2016 Actual	549,680	100.0%	-16.5%
2017 Estimated	445,000	100.0%	-19.0%
2018 Budget	500,000	100.0%	12.4%

### Community Programs Revenue

**Legal Authorization:**

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

**Account Codes:**

Various

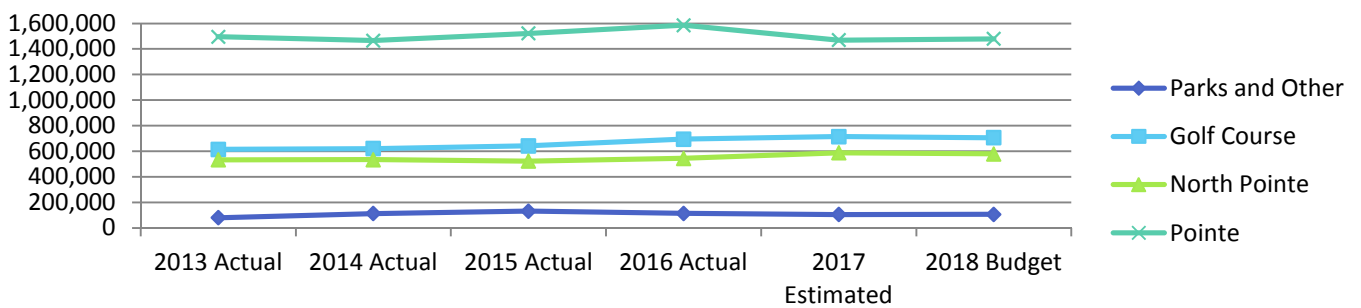
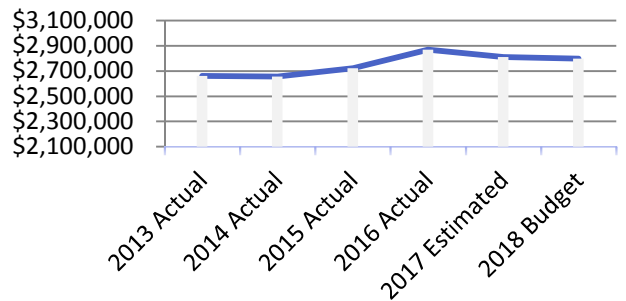
**Description:**

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 conservatively.

**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:**

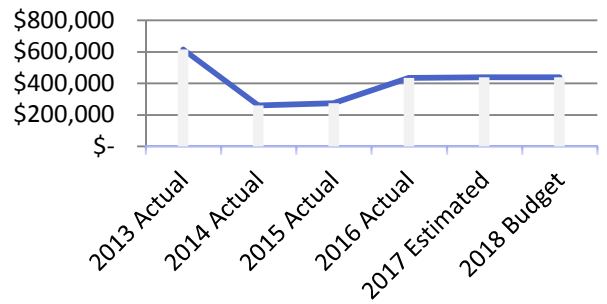
Tax Increment Financing (TIF) - encourages development of blighted, substandard, or economically under-utilized areas that would not develop without public assistance; the PILOTs are made by property owners in the redevelopment area on the increase in current equalized assessed valuation of each such 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 or 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.

**Financial Trend**



Special Revenue Fund Category			
Collection/ Distribution Year	PILOTs		Annual Percentage
2013 Actual	614,990	100.0%	
2014 Actual	260,302	100.0%	-57.7%
2015 Actual	275,077	100.0%	5.7%
2016 Actual	435,175	100.0%	58.2%
2017 Estimated	440,000	100.0%	1.1%
2018 Budget	440,000	100.0%	0.0%

**EATS -- Local Sales Tax**

**Legal Authorization:**

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

**Account Codes:**

500501

**Description:**

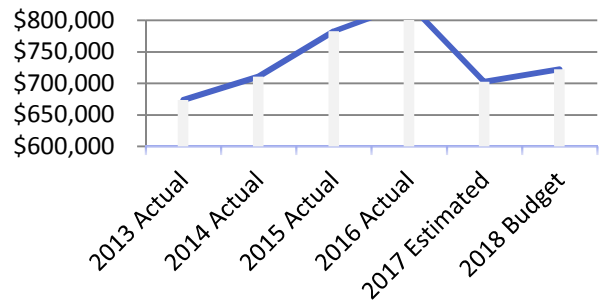
For redevelopment projects approved by ordinance after August 31, 1991, fifty percent of the total additional revenue from taxes, penalties and interest which are imposed by the municipality or other taxing districts, and which are generated by economic activities within the area over a determined base 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:**

An amusement venue and restaurant opened during 2017. A full year of revenues in FY18 is expected to generate an additional \$20,000 in taxes.

**Financial Trend**



Special Revenue Fund Category			
Collection/ Distribution Year	PILOTs		Annual Percentage
2013 Actual	673,989	100.0%	
2014 Actual	710,712	100.0%	5.4%
2015 Actual	782,725	100.0%	10.1%
2016 Actual	826,348	100.0%	5.6%
2017 Estimated	702,600	100.0%	-15.0%
2018 Budget	722,500	100.0%	2.8%

### Sewer Lateral Fees

**Legal Authorization:**

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

**Account Codes:**

500050

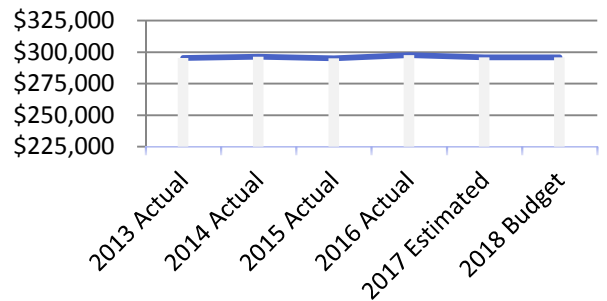
**Description:**

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 stable reflecting the small number of new homes built each year in Ballwin.

**Financial Trend**



Sewer Lateral Fund Category			
Collection/ Distribution Year	Sewer Lateral Fees		Annual Percentage
2013 Actual	295,440	100.0%	
2014 Actual	296,468	100.0%	0.3%
2015 Actual	295,192	100.0%	-0.4%
2016 Actual	297,637	100.0%	0.8%
2017 Estimated	296,000	100.0%	-0.5%
2018 Budget	296,000	100.0%	0.0%

**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	\$9,750	
	Seatbelt Enforcement	3,977	
	Traffic Services	7,000	
	Youth Alcohol	2,750	
Dept. of Justice	Drug enforcement	14,500	
	General Fund - Grants	<u>37,977</u>	
<b><u>Service Contract</u></b>	<b><u>Entity</u></b>		
Police Communications	City of Manchester	128,643	
School Resource Officer	Selvidge Middle School	<u>60,000</u>	
		<u>188,643</u>	
Total General Fund			<u><u>226,620</u></u>
<b><u>Grant/Reimbursement</u></b>	<b><u>Project</u></b>		
Federal STP	Ries Road Bridge	596,800	
	Ramsey Lane Bridge	<u>603,680</u>	
		<u>1,200,480</u>	
<b><u>Program/Project</u></b>	<b><u>Entity</u></b>		
Aquatic Center Improvements	Municipal Park Commission	<u>525,000</u>	
Total Capital Fund			<u><u>1,731,880</u></u>
Police Federal Asset Seizure Fund			<u><u>12,000</u></u>
Police Officers Standards Training Fund			<u><u>3,000</u></u>
Total Intergovernmental - All Funds			<u><u>\$1,967,100</u></u>





# **General Fund Overview**

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

	2016 Actual	2017 Estimated	2018 Budget
<b>Fund Balance January 1</b>	\$ 10,665,475	\$ 7,540,140	\$ 7,035,207
<b>Revenues</b>	\$ 18,719,273	\$ 18,165,217	\$ 19,389,598
<b>Expenditures</b>			
Administration:	\$ 2,934,317	\$ 3,044,432	\$ 3,213,773
Parks:	\$ 4,711,116	\$ 4,437,472	\$ 4,525,280
Police:	\$ 5,516,090	\$ 5,659,026	\$ 6,295,407
Public Works:	\$ 4,982,954	\$ 5,019,711	\$ 5,002,061
<b>TOTAL:</b>	<b>\$ 18,144,477</b>	<b>\$ 18,160,641</b>	<b>\$ 19,036,521</b>
<b>Transfer (To)/From</b>			
<b>Capital Projects Fund</b>	\$ -	\$ (496,838)	\$ (2,710,861)
<b>Other Restricted Funds</b> (Inmate Security, Hist Society, Art, LOAP and Sidewalk escrows)	\$ (15,432)	\$ (3,525)	\$ (8,200)
<b>Fund Balance December 31</b>	<b>\$ 11,224,839</b>	<b>\$ 7,044,353</b>	<b>\$ 4,669,223</b>
<b>Less Restricted/Committed for</b>			
Prepaid Expenses	\$ (389,900)	\$ -	\$ -
Inventory	\$ (310,372)	\$ -	\$ -
Government Center Improvements	\$ (2,984,427)	\$ 245,100	\$ 2,710,861
<b>Less Assignment for Public Safety</b>		\$ (254,246)	\$ (351,320)
			\$ -
<b>Unassigned Fund Balance December 31</b>	<b>\$ 7,540,140</b>	<b>\$ 7,035,207</b>	<b>\$ 7,028,764</b>

Anticipated Unassigned Fund Balance 12/31/17:

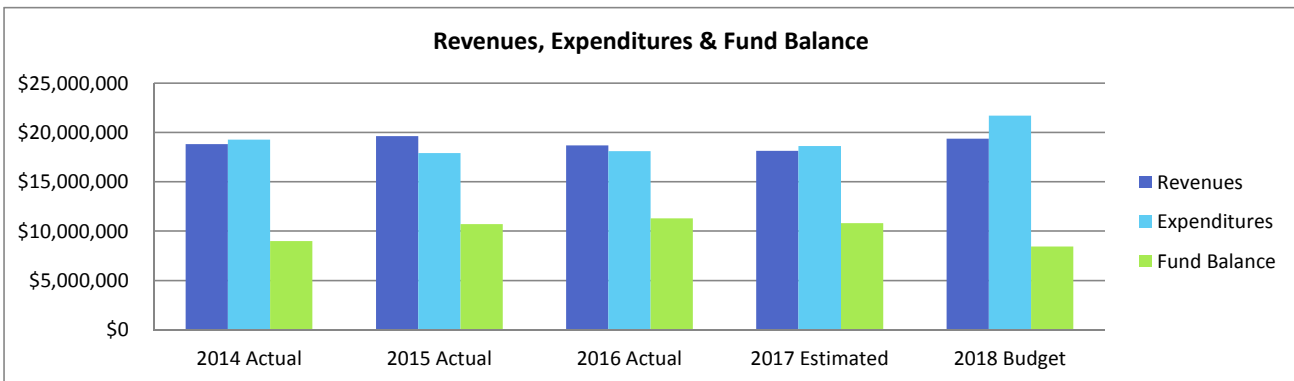
38.74% of 2017 Estimated Expenditures

Anticipated Unassigned Fund Balance 12/31/18:

36.92% of 2018 Budget Expenditures

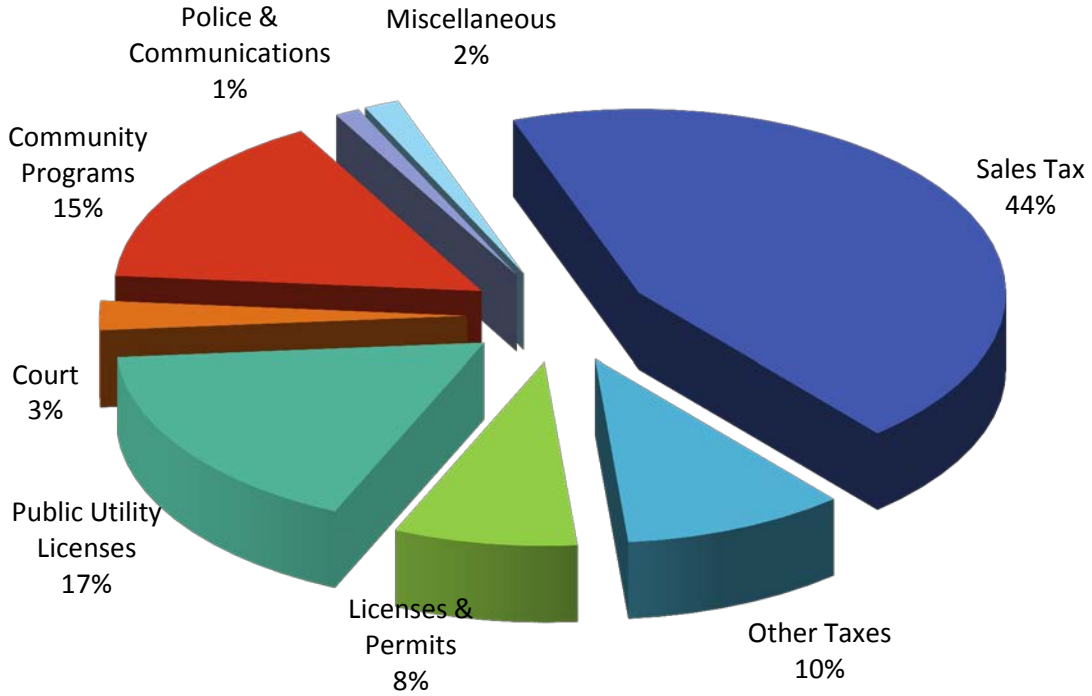
**General Fund Budget Summary**

	2014 Actual	2015 Actual	2016 Actual	2017 Estimated	2018 Budget
<b>Revenues</b>					
Sales and Use Taxes	\$ 7,245,739	\$ 7,934,220	\$ 7,633,208	\$ 7,259,000	\$ 8,594,600
Public Utility Licenses	3,694,478	3,594,146	3,378,851	3,287,900	3,317,000
Other Taxes	1,842,919	1,909,498	1,913,549	1,958,000	1,898,000
Licenses & Permits	1,637,987	1,643,613	1,626,337	1,591,928	1,566,000
Grants and Entitlements	47,860	72,588	60,354	42,445	37,977
Police and Communications	230,802	228,066	220,800	203,368	210,693
False Alarm Fines	7,850	8,550	8,275	6,800	7,800
Court Fines	865,474	658,412	549,680	445,000	500,000
Community Programs	2,732,022	2,816,489	2,944,815	3,006,028	3,005,270
Investment Earnings	96,793	86,917	79,515	71,100	55,800
Donations	17,377	21,383	11,670	12,205	10,000
Miscellaneous Revenues	236,510	633,672	223,160	251,443	171,458
Sale of Assets/Property	110,170	32,158	69,059	30,000	15,000
Transfers In	72,598	-	-	-	-
<b>Total Revenues</b>	<b>\$ 18,838,579</b>	<b>\$ 19,639,712</b>	<b>\$ 18,719,273</b>	<b>\$ 18,165,217</b>	<b>\$ 19,389,598</b>
<b>Expenditures - by Function</b>					
Administration	\$ 2,742,769	\$ 2,715,749	\$ 2,731,617	\$ 2,849,830	\$ 3,041,778
Parks and recreation	4,014,359	4,075,036	4,015,847	4,266,282	4,280,710
Police	5,332,598	5,442,579	5,365,155	5,537,553	6,100,688
Public Works	3,198,392	3,240,942	3,820,668	3,978,490	4,405,116
Capital Expenditures	1,923,077	2,367,163	2,126,926	1,422,534	1,113,229
Debt Service	42,792	-	-	-	-
TIF Fees & Reimbursements	73,042	83,726	84,264	105,952	95,000
Transfers Out	1,975,326	-	-	496,838	2,710,861
<b>Total Expenditures</b>	<b>\$ 19,302,355</b>	<b>\$ 17,925,195</b>	<b>\$ 18,144,477</b>	<b>\$ 18,657,479</b>	<b>\$ 21,747,382</b>
<b>Revenues over (under) expenses</b>	<b>\$ (463,776)</b>	<b>\$ 1,714,517</b>	<b>\$ 574,796</b>	<b>\$ (492,262)</b>	<b>\$ (2,357,784)</b>
<b>Fund Balance, Beginning of Year</b>	<b>\$ 9,478,763</b>	<b>\$ 9,014,987</b>	<b>\$ 10,729,504</b>	<b>\$ 11,304,300</b>	<b>\$ 10,812,038</b>
<b>Fund Balance, End of Year</b>	<b>\$ 9,014,987</b>	<b>\$ 10,729,504</b>	<b>\$ 11,304,300</b>	<b>\$ 10,812,038</b>	<b>\$ 8,454,254</b>
<b>Net Unassigned Fund Balance</b>	<b>\$ 6,466,471</b>	<b>\$ 7,242,752</b>	<b>\$ 7,540,140</b>	<b>\$ 7,035,207</b>	<b>\$ 7,028,764</b>

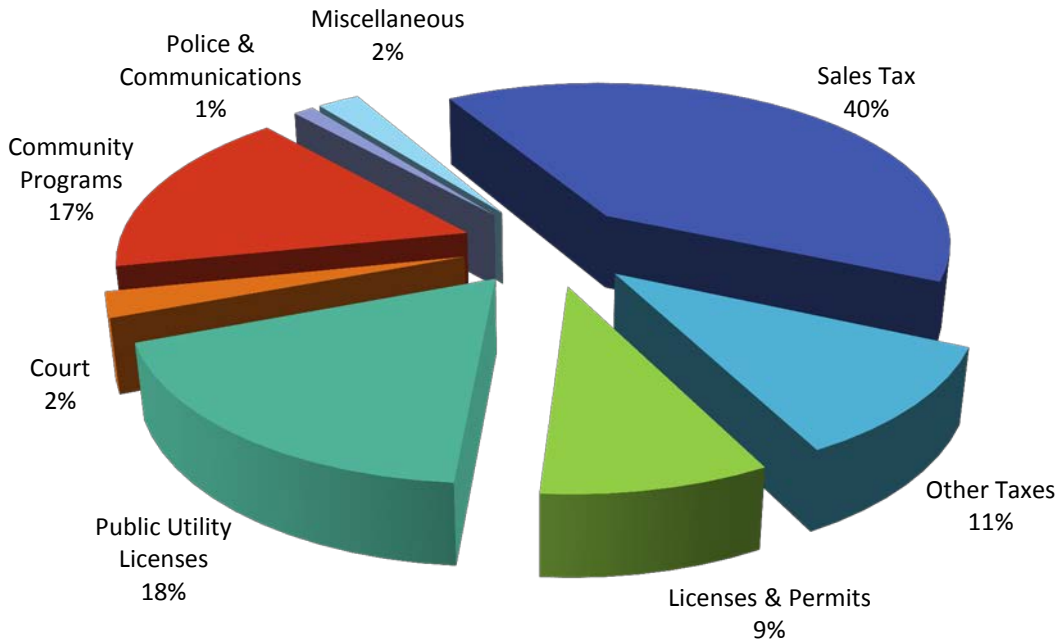


### General Revenues

#### 2018 Budget



#### 2017 Estimated



## General Fund Revenues

Account Description	2016 Actual	2017 Estimated	2018 Budget
<b>Fund: General</b>			
<u>Revenues</u>			
Sales and Use Taxes			
500001 Sales tax	7,244,366	6,954,000	8,349,600
500005 Sales tax - TIF 2A	388,842	305,000	245,000
<b>Total: Sales and Use Taxes</b>	<b>7,633,208</b>	<b>7,259,000</b>	<b>8,594,600</b>
Other Taxes			
500002 Sales tax - vehicles	259,528	260,000	260,000
500025 Cigarette tax	83,124	75,000	75,000
500030 Motor vehicle fees	130,006	128,000	128,000
500040 County road tax	623,937	675,000	625,000
500045 Motor fuel tax	816,954	820,000	810,000
<b>Total: Other Taxes</b>	<b>1,913,549</b>	<b>1,958,000</b>	<b>1,898,000</b>
Licenses & Permits			
501025 Cable TV franchise fees	483,859	430,000	440,000
501026 Tower franchise fees	69,774	90,600	65,000
502001 Business Licenses	666,966	664,000	664,000
502005 Contractor Licenses	44,440	43,000	43,000
502010 Liquor Licenses	19,618	18,000	18,000
502025 Electrical Tests	25	100	50
503001 Petition fees	15,250	6,000	7,000
504001 Housing inspections	65,675	63,000	63,000
504005 Apartment inspections	20,570	18,000	18,000
504010 Commercial inspections	4,028	3,000	3,000
504015 Occupancy permits	380	400	400
504100 Building permits	80,994	95,000	82,000
504101 Contracted building permits	-	10,500	17,000
504102 Mechanical permits	39,455	35,000	35,000
504103 Electrical permits	44,587	46,000	44,500
504104 Demolition permits	800	500	500
504105 Plumbing permits	26,392	28,000	28,000
504110 Sign permits	8,011	5,000	5,000
504115 Fence permits	4,515	4,000	4,000
504120 Excavation permits - others	4,600	4,500	4,500
504125 Excavation permits - utilities	4,850	4,000	4,000
504130 Site/grading permits/fees	10,463	11,388	10,000
504150 Reinspection fees	225	50	50
504160 Solicitation permits	9,410	9,890	8,000
504199 Miscellaneous permits	1,450	2,000	2,000
<b>Total: Licenses &amp; Permits</b>	<b>1,626,337</b>	<b>1,591,928</b>	<b>1,566,000</b>

## General Fund Revenues

Account Description	2016 Actual	2017 Estimated	2018 Budget
<b>Public Utility Licenses</b>			
501001 Gas gross receipts	689,662	700,000	714,000
501002 Water gross receipts	335,255	337,000	328,000
501003 Telephone gross receipts	742,181	660,000	600,000
501004 Electric gross receipts	1,555,127	1,540,000	1,622,000
501006 Protest Telephone gross receipts	24,303	23,500	23,500
501007 TIF util gross receipts - gas	5,762	4,900	5,300
501008 TIF util gross receipts - water	1,683	1,400	1,500
501009 TIF util gross receipts - phone	4,652	3,900	4,200
501010 TIF util gross receipts - electric	20,226	17,200	18,500
<b>Total: Public Utility Licenses</b>	<b>3,378,851</b>	<b>3,287,900</b>	<b>3,317,000</b>
<b>Investment Earnings</b>			
505001 Bank account interest	442	1,100	800
505050 Investment income	79,073	70,000	55,000
<b>Total: Investment Earnings</b>	<b>79,515</b>	<b>71,100</b>	<b>55,800</b>
<b>Donations</b>			
506003 Sponsorships	11,420	7,750	10,000
506005 Tree donations	250	-	-
506010 Sidewalk contributions	-	4,455	-
<b>Total: Donations</b>	<b>11,670</b>	<b>12,205</b>	<b>10,000</b>
<b>Grants and Entitlements</b>			
506500 Miscellaneous grants	43,244	27,945	23,477
506501 OCDETF/FBI ot reimbursement	17,110	14,500	14,500
<b>Total: Grants and Entitlements</b>	<b>60,354</b>	<b>42,445</b>	<b>37,977</b>
<b>Court Fines</b>			
503005 Court fines	549,680	445,000	500,000
<b>Total: Court Fines</b>	<b>549,680</b>	<b>445,000</b>	<b>500,000</b>
<b>Sale of Assets/Property</b>			
508100 Sale of surplus property	13,474	5,000	5,000
508150 Sale of capital assets	55,585	25,000	10,000
<b>Total: Sale of Assets/Property</b>	<b>69,059</b>	<b>30,000</b>	<b>15,000</b>
<b>False Alarm Fines</b>			
530002 False alarm fines	8,275	6,800	7,800
<b>Total: False Alarm Fines</b>	<b>8,275</b>	<b>6,800</b>	<b>7,800</b>

## General Fund Revenues

Account Description	2016 Actual	2017 Estimated	2018 Budget
<b>Police and Communications</b>			
530003 Police reports	4,461	4,500	4,500
530004 Police record checks	246	250	250
530006 Police training fees	7,658	6,500	6,500
530007 Prisoner fit for confinement reimb	1,184	300	300
530010 Fingerprinting fees	3,240	2,500	2,500
530052 Inmate security funds	7,740	6,000	8,000
530100 Communications - Manchester	142,111	127,755	128,643
530110 Police services - Rockwood	54,160	55,563	60,000
<b>Total: Police and Communications</b>	<b>220,800</b>	<b>203,368</b>	<b>210,693</b>
<b>Community Programs - Recreation</b>			
540001 Pavilion rentals	11,690	12,785	12,000
540005 Ball field rentals	2,070	2,045	1,000
540007 Tennis court reservation fees	140	-	-
540200 Art commission funds	8,050	5,000	6,000
540205 Historical society funds	3,075	3,500	3,500
540215 L.O.A.P. funds	15,130	16,200	13,000
<b>Total: Community Programs - Recreation</b>	<b>40,155</b>	<b>39,530</b>	<b>35,500</b>
<b>Community Programs - Golf Course</b>			
541001 Resident greens fees	124,368	130,000	132,000
541005 Non-resident greens fees	319,029	320,000	317,000
541006 Tournament greens fees	15,861	16,000	17,500
541009 Permanent tee times	1,350	1,170	1,170
541010 Golf carts	128,472	136,000	130,000
541015 Pull carts	3,821	3,500	3,500
541016 Golf carts - tournaments	7,929	7,500	9,000
541060 Junior golf/swim pass - res	1,225	1,575	1,575
541065 Junior golf/swim pass - n/res	525	350	350
541250 Golf programs	3,278	2,270	2,600
541301 Golf course advertising	2,081	1,500	1,000
<b>Total: Community Programs - Golf Course</b>	<b>607,939</b>	<b>619,865</b>	<b>615,695</b>

## General Fund Revenues

Account Description	2016 Actual	2017 Estimated	2018 Budget
Community Programs - Pro Shop Snack Bar			
541505 Soda fountain sales	11,321	10,000	10,000
541506 On course soda machine	2,670	2,000	2,000
541515 Beer sales	26,206	26,000	24,000
541520 Deli sales	3,926	3,700	3,600
541521 Snack sales	2,683	2,350	2,100
541525 Food/beverages - tournaments	2,002	2,000	2,000
541555 Misc tournament revenues	7	-	-
541900 Receipts overages/(shortages)	37	-	-
541950 Golf club misc revenues	321	640	300
<b>Total: Community Programs - Pro Shop Snack Bar</b>	<b>49,173</b>	<b>46,690</b>	<b>44,000</b>



## General Fund Revenues

Account Description	2016 Actual	2017 Estimated	2018 Budget
Community Programs - Banquet Center			
541510 Beverage sales	22,992	30,000	30,000
541600 Rental fees	14,000	17,000	15,000
541650 Preferred catering fees	420	500	500
<b>Total: Community Programs - Banquet Center</b>	<b>37,412</b>	<b>47,500</b>	<b>45,500</b>
Community Programs - Aquatic Center			
542001 Daily fees - res adult	21,807	28,090	29,000
542005 Daily fees - res child	16,966	14,797	16,500
542010 Daily fees - non res	212,782	243,262	243,000
542015 Pool pass - res indiv	2,120	2,525	2,300
542016 Pool pass - res sing+1	1,770	3,660	3,000
542017 Pool pass - non res sing+1	669	1,350	1,000
542020 Pool pass - non res indiv	1,725	425	500
542023 Pool pass - res snr cpl	702	895	750
542024 Pool pass - non res snr cpl	185	185	200
542025 Pool pass - res family	42,843	51,000	52,000
542030 Pool pass - non res family	14,244	17,710	17,000
542051 Pointe plus pass - res	25,602	21,000	16,000
542053 Pointe plus pass - non res	12,409	4,700	4,000
542055 Pointe plus pass - business	790	-	-
542060 Junior golf/swim pass - res	350	450	400
542065 Junior golf/swim pass - non res	300	200	350
542070 Platinum pass - res	42	17,000	14,000
542072 Platinum pass - non res	41	7,200	6,500
542098 Wildwood swim passes	4,657	7,267	6,000
542100 Swim lessons	9,725	7,833	9,000
542200 Aqua fitness	2,187	1,507	1,500
542250 Pool programs	9,383	13,842	13,000
542300 Swim team	15,106	15,553	16,000
542500 Concessions	128,361	131,200	128,000
542600 Rental fees	2,815	3,285	3,000
542601 Party rental fees	16,270	17,362	17,000
542800 Items for resale	155	202	-
542900 Receipts overage/(shortage)	(17)	-	-
<b>Total: Community Programs - Aquatic Center</b>	<b>543,989</b>	<b>612,500</b>	<b>600,000</b>

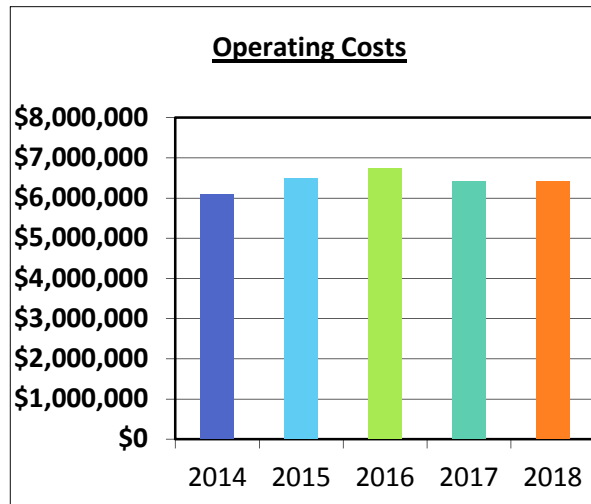
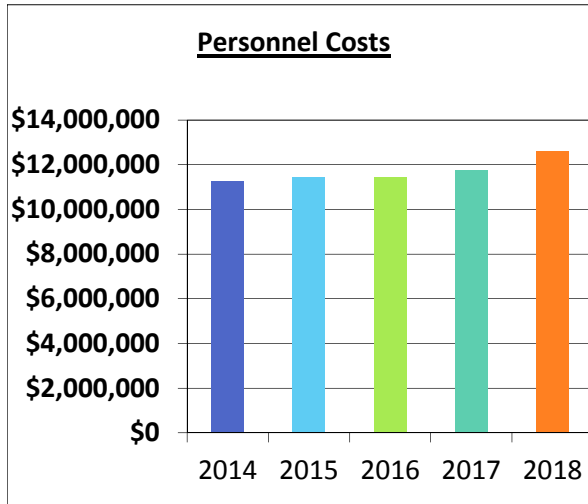
## General Fund Revenues

Account Description	2016 Actual	2017 Estimated	2018 Budget
Community Programs - Community Center			
545001 Daily fees - res	13,944	17,000	18,000
545002 Daily fees - non res	63,092	70,000	75,000
545005 Punch card - res	34,573	24,000	25,000
545006 Punch card - non res	33,203	29,000	29,000
545010 Pass - res	523,064	505,000	505,000
545011 Pass - non res	202,248	190,000	195,000
545051 Pointe plus pass - res	70,338	40,000	40,000
545053 Pointe plus pass - non res	30,825	10,000	10,000
545055 Business memberships	11,442	13,000	12,000
545070 Platinum pass - res	7,299	70,000	75,000
545072 Platinum pass - non res	4,992	35,000	35,000
545100 Swim lessons	77,344	78,000	78,000
545175 Lifeguard cert fees	6,540	4,500	6,000
545200 Aqua fitness	47,543	25,000	25,000
545250 Indoor pool special programs	1,651	2,489	2,000
545400 Program fees - res	54,789	50,000	50,000
545405 Program fees - snr	2,081	6,000	3,500
545410 Program fees - non res	44,666	43,000	48,000
545425 Babysitting	13,184	1,500	2,000
545450 Summer camp fees - res	110,082	137,017	135,000
545460 Summer camp fees - non res	97,476	96,936	98,000
545475 Personal trainer	37,153	25,000	25,000
545476 Spinning class fees	160	-	-
545500 Concessions	2,732	2,500	3,000
545506 Soda machine revenue	9,503	10,000	11,000
545550 Vending machine revenue	3,430	3,000	3,000
545600 Rental fees	46,164	44,000	44,000
545602 Birthday parties - res	12,044	13,000	12,000
545603 Birthday parties - non res	17,965	13,000	13,000
545610 Lock-ins	8,206	6,560	7,000
545700 ID fees	10,374	10,000	10,000
545800 Items for resale	79	85	75
545900 Receipts overage/(shortage)	(50)	-	-
545950 Miscellaneous	15	-	-
<b>Total: Community Programs - Community Ctr</b>	<b>1,598,151</b>	<b>1,574,587</b>	<b>1,594,575</b>
Community Programs - Ballwin Days			
547001 Ballwin Days	67,996	65,356	70,000
<b>Total: Community Programs - Ballwin Days</b>	<b>67,996</b>	<b>65,356</b>	<b>70,000</b>

## General Fund Revenues

Account Description	2016 Actual	2017 Estimated	2018 Budget
Miscellaneous Revenues			
503010 Zoning maps/books	2	-	-
504200 Sewer lateral admin fees	33,516	33,240	26,800
506510 Residential tree cost share	5,200	-	-
506750 Insurance/damage reimbursement	30,198	5,120	1,000
508001 Rent income	19,500	15,300	15,300
508105 History book sales/royalties	-	20	-
508110 Advertising sales	5,250	13,000	15,000
508200 Admin service charges	2,386	3,200	3,100
508210 Bond processing fees	20	-	-
508211 Notary service	162	70	70
508300 Previous year collections	117,320	134,368	101,463
508400 IT services	-	100	350
508450 Contracted code enforcement	-	2,450	4,200
508900 Miscellaneous	9,459	4,000	4,000
508910 Misc construction reimbursement	-	40,400	-
528506 Soda machine revenue	147	175	175
<b>Total: Miscellaneous Revenues</b>	<b>223,160</b>	<b>251,443</b>	<b>171,458</b>
<b>Revenues Total</b>	<b>18,719,273</b>	<b>18,165,217</b>	<b>19,389,598</b>

### Personnel and Operating Cost History



Year	Fulltime	Personnel	Percent of Budget	Other	Percent of Budget	Total Budget	
	Employee Count	Costs (Incl P/T)		Operating Costs			
2014	143	\$11,246,495	65%	\$6,084,534	35%	\$17,331,029	Actual
2015	140	\$11,423,410	64%	\$6,501,785	36%	\$17,925,195	Actual
2016	135	\$11,414,853	63%	\$6,729,624	37%	\$18,144,477	Actual
2017	135	\$11,740,720	65%	\$6,419,921	35%	\$18,160,641	Estimated
2018	137	\$12,610,381	66%	\$6,426,140	34%	\$19,036,521	Budgeted

## General Fund Expenditures

Description	2016 Actual	2017 Estimated	2018 Budget
<b>Personnel Costs</b>			
Wages and Salaries	8,683,832	8,867,511	9,355,923
Benefits	2,731,021	2,873,209	3,254,458
<b>Personnel Costs Total</b>	<b>11,414,853</b>	<b>11,740,720</b>	<b>12,610,381</b>
<b>Operating Costs</b>			
Travel & Training	36,200	48,619	60,450
Utilities	415,109	463,530	467,365
Communications	68,078	61,276	92,340
Rentals	7,253	11,445	11,995
Public Relations - Internal	5,048	10,000	9,250
Public Relations - External	23,234	49,855	52,815
Insurance	292,656	280,911	283,303
Advertising	23,110	19,485	20,000
Repairs & Maintenance	199,972	368,316	287,580
General Supplies	405,166	404,674	418,790
Dues & Subscriptions	30,978	33,752	35,006
Vehicle Expenses	231,126	228,640	237,232
Maintenance Materials	355,340	462,137	818,065
Contractual	2,370,644	2,373,993	2,334,255
Other Operating Expenses	49,003	59,802	74,465
Contingency	5,517	15,000	15,000
<b>Operating Costs Total</b>	<b>4,518,434</b>	<b>4,891,435</b>	<b>5,217,911</b>
<b>Capital Costs</b>			
Computer Hardware/Software	118,898	91,795	85,090
Equipment, Furniture & Vehicles	1,080,602	1,060,695	850,639
Land & Facility Improvements	252,947	58,175	27,500
Streets	674,479	211,869	150,000
Other Capital Expenses	-	-	-
<b>Capital Costs Total</b>	<b>2,126,926</b>	<b>1,422,534</b>	<b>1,113,229</b>
<b>TIF Fees &amp; Reimbursements</b>	84,264	105,952	95,000
<b>Transfers Out</b>	-	496,838	2,710,861
<b>Grand Total</b>	<b>18,144,477</b>	<b>18,657,479</b>	<b>21,747,382</b>



# **General Fund Department Budgets**

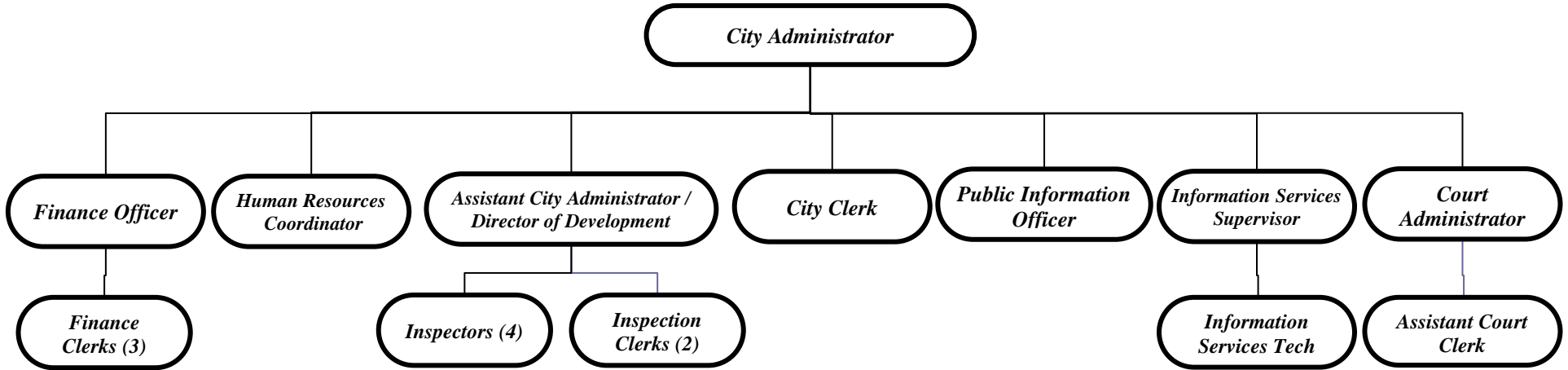
# Administration

## Mission Statement

The Board of Aldermen and the entire City staff are committed to excellence:

- By creating a positive environment which makes Ballwin the City of choice within the St. Louis region;
- By maintaining an open and honest dialogue with residents and businesses within our community;
- By delivering top quality services in a cost efficient manner;
- By providing and encouraging cultural and recreational opportunities for all age groups;
- By enhancing property values by continuing to improve and maintain the public infrastructure;
- By ensuring a safe and secure environment for all residents, businesses, and visitors to our community;
- By treating all customers and constituents as we expect to be treated — in a fair, courteous and equitable manner;
- By working positively and constructively with our neighboring communities, agencies, and organizations to foster and promote high quality of life for our mutual constituents.

**ADMINISTRATION DEPARTMENT  
2018 ORGANIZATIONAL STRUCTURE**





## Administration Department

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. Organizationally, the department includes the following functions: city administration, human resources, finance, code enforcement, planning (community development), information services and municipal court.

### PLANNING AND ZONING

#### PROGRAMS & GOALS

The functions of this program involve comprehensive planning, rezoning, subdivision approval, zoning compliance, 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 accuracy.
- Commission and provide oversight of the decennial comprehensive community planning process to produce an updated Comprehensive Community Plan. (Capital Projects Fund)
- Evaluate the opportunities for potential annexation of unincorporated areas with Ballwin adjacencies. An updated plan for annexation is required to be submitted to the St. Louis County Boundary Commission every five years.

### INSPECTIONS

#### PROGRAMS & GOALS

This program reviews construction plans, issues building, electrical, plumbing, mechanical, fence and sign permits for all such construction, and conducts all 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, housing and zoning, occupancy and most nuisance regulations of the city. Building occupancy and code enforcement is 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.
- Work to improve the City's Insurance Standards Organization (ISO) rating through building code updates and policy changes.
- Establish a program for ongoing technical training for inspectors to be performed by senior staff.
- Re-examine and update the training incentive program for inspectors to encourage their continuing education and achievement of certifications.

## **COMMUNITY SERVICES**

### PROGRAMS & GOALS

The Community Services program encompasses functions oriented toward community relations. Of particular budgetary note in this regard are the new quarterly publication of the Ballwin Life Magazine and the cost of operating streetlights on public streets throughout the community.

Goals for the program include:

- Expand communication with and engagement of residents and businesses by means of social media and the city website.
- Continue outreach to the community through the quarterly resident publication *Ballwin Life*, offsetting costs with additional advertising revenue.
- Seek new technologies and providers of street lighting equipment and systems to limit cost growth without sacrificing illumination quality or the dispersion of the service evenly throughout the city.

### SIGNIFICANT BUDGETARY ISSUES

1. Utility costs for operating city-wide streetlights are expected to increase by \$20,000.

2. The Communications Specialist position previously in the Parks and Recreation department is now part of the Administration department, disseminating public information on a city-wide basis, managing the website and marketing programs to the community.

**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.
- Administer salaries and benefits and provide oversight of all city personnel.
- 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 and the board room at the “Red” Loehr Police and Court Center.

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.
- Monitor all recurrent purchases of services and consumables such as utilities, office supplies, paper, generator maintenance, fire extinguisher service, etc for proper consumption rates and optimization of purchasing opportunities.
- Review periodic billings upon coding to assure consistency with maintenance agreements and consumption norms.

**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. The need for 24/7 uninterrupted functionality of the network because of the critical nature of the police department’s utilization and the mandate for the security of stored data and building access requires Information Services staff to 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 on line 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 system.

- Develop a procedure or handbook that allows police dispatch and other 24/7 computer system users to follow a basic diagnostic procedure to identify and correct minor system problems prior to calling for assistance from IS.
- Design and implement redundant platforms for critical services.

### SIGNIFICANT BUDGETARY ISSUES

1. Implement new Google for Business Suite to increase productivity and accessibility. Expected cost is \$28,600.
2. Contract with local service provider to increase bandwidth availability throughout the operation.
3. \$25,000 is budgeted for both software and hardware for the upgrade of the document management system.

## 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, sentencings, 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.
- Identify and scan all closed case files with 12 and 50 year retention requirements for future microfiche project so paper files can be destroyed.
- 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.

**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 promulgates 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:

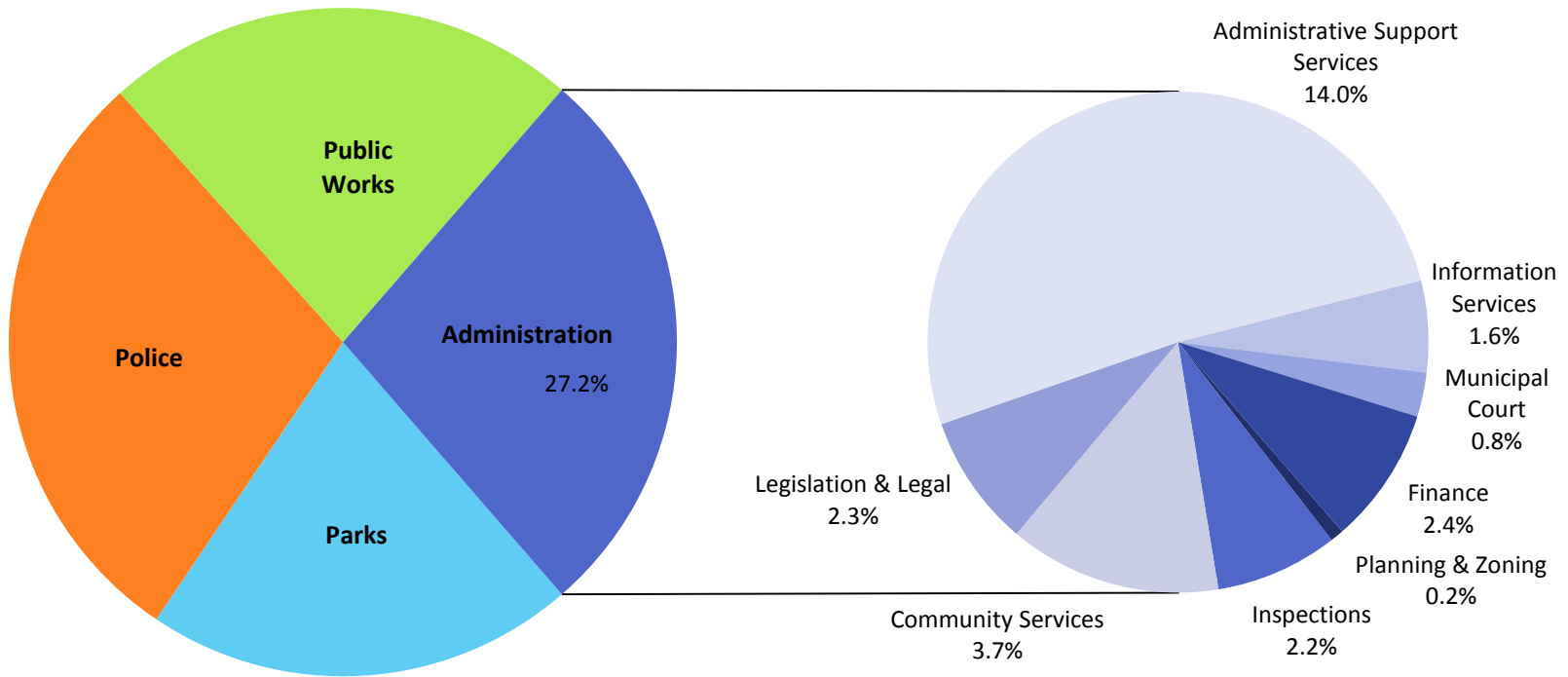
- Assure prudent use of public funds through the utilization of established and recognized accounting techniques and effective procurement procedures.
- Maximize investment yields and minimize debt costs through ongoing analysis of internal and external economic influences.
- Maintain the financial transparency of the city through disbursement of the monthly financial reports and maintaining public on-line 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.
- Implement updated record retention guidelines with the goal of eliminating as much paper document storage as possible in anticipation of downsized office space in the new government center building.

**SIGNIFICANT BUDGETARY ISSUES**

1. Costs for microfilming documents that must be permanently retained are budgeted at \$20,000 in 2018. This project is anticipated to span three years.
2. An OPEB actuarial valuation will be required this year in conjunction with the financial audit at an estimated cost of \$5,100.

<b>Workload Measures</b>	<b>2016 Actual</b>	<b>2017 Estimated</b>	<b>2018 Budget</b>
Residential occupancy inspections	1,324	1,225	1,353
Commercial occupancy inspections	24	62	67
Building permits	509	580	512
Zoning petitions	18	4	15
Tickets processed	5,178	5,400	6,000
Warrants issued	648	635	700
Cases closed	5,524	4,500	5,000
Business licenses issued	331	343	338

## Administration Budget Expenditures





### Administration General Budget Expenditures

Description	2016 Actual	2017 Estimated	2018 Budget
<b>Personnel Costs</b>			
Wages and Salaries	1,283,414	1,244,065	1,326,268
Benefits	366,363	379,561	461,794
<b>Personnel Costs Total</b>	<b>1,649,777</b>	<b>1,623,626</b>	<b>1,788,062</b>
<b>Operating Costs</b>			
Travel & Training	11,238	21,161	27,700
Utilities	14,354	14,930	15,740
Communications	21,717	27,800	32,150
Rentals	1,303	1,320	1,320
Public Relations - Internal	4,556	9,500	8,750
Public Relations - External	16,488	41,729	41,215
Insurance	65,227	64,550	65,732
Advertising	6,473	8,200	7,700
Repairs & Maintenance	6,204	7,442	6,850
General Supplies	13,899	16,014	15,800
Dues & Subscriptions	16,696	17,270	18,765
Vehicle Expenses	6,913	8,780	8,852
Maintenance Materials	2,466	5,450	6,250
Contractual	891,474	976,898	991,732
Other Operating Expenses	182	160	160
Contingency	2,650	5,000	5,000
<b>Operating Costs Total</b>	<b>1,081,840</b>	<b>1,226,204</b>	<b>1,253,716</b>
<b>Capital Costs</b>			
Computer Hardware/Software	100,540	85,650	73,445
Equipment, Furniture & Vehicles	17,896	2,000	2,550
Land & Facility Improvements	-	1,000	1,000
<b>Capital Costs Total</b>	<b>118,436</b>	<b>88,650</b>	<b>76,995</b>
<b>TIF Fees &amp; Reimbursements</b>	84,264	105,952	95,000
<b>Transfers Out</b>	-	245,100	2,710,861
<b>Administration Total</b>	<b>2,934,317</b>	<b>3,289,532</b>	<b>5,924,634</b>

## General Budget Expenditures by Program

Account Number	Description	2016 Actual	2017 Estimated	2018 Budget
<b>Department: Administration</b>				
<b>Program: Planning and Zoning</b>				
Personnel Costs				
100001	Regular pay	35,044	37,506	33,846
107000	Workers' compensation ins	1,480	1,167	1,411
108000	FICA expense	2,623	2,757	2,589
109000	Health insurance	2,535	4,436	4,222
109005	HRA funding	1,806	2,545	2,273
109010	HRA fees	287	317	337
109050	ACA/PCORI fees	419	33	460
109500	Dental insurance	161	133	116
110001	LAGERS pension	861	746	1,607
111000	Life insurance	27	3	25
Total: Personnel Costs		45,243	49,643	46,886
Operating Costs				
201050	Misc conferences/meetings	60	935	3,500
201100	Misc seminars/training	0	500	400
206001	Gen/auto liability	701	532	497
206003	Property liability	525	384	450
206004	Cyber liability insurance	10	20	22
210001	APA/AICP	575	485	500
210002	PAS	890	0	0
Total: Operating Costs		2,761	2,856	5,369
<b>Program Total: Planning and Zoning</b>		<b>48,004</b>	<b>52,499</b>	<b>52,255</b>

## General Budget Expenditures by Program

Account Number	Description	2016 Actual	2017 Estimated	2018 Budget
<b>Program: Inspections</b>				
Personnel Costs				
100001	Regular pay	340,456	305,016	325,210
100002	Overtime pay	0	76	0
100010	Part time pay	8,734	0	0
107000	Workers' compensation ins	10,955	13,428	13,556
108000	FICA expense	26,009	22,586	24,879
109000	Health insurance	43,108	44,911	52,814
109005	HRA funding	1,806	2,545	2,273
109010	HRA fees	287	317	337
109050	ACA/PCORI fees	418	35	460
109500	Dental insurance	2,405	2,234	2,476
110001	LAGERS pension	8,994	6,147	16,610
111000	Life insurance	489	437	538
120001	Inspector uniforms	0	1,100	1,100
120100	College tuition	636	636	5,000
120105	Tests & certifications	0	1,000	750
Total: Personnel Costs		444,297	400,468	446,003
Operating Costs				
201012	Inspection conferences	1,266	1,500	1,500
201100	Misc seminars/training	138	500	500
203100	Cellular phones	900	1,200	1,700
206001	Gen/auto liability	5,133	4,926	4,779
206003	Property liability	3,858	4,403	4,322
206004	Cyber liability insurance	80	192	214
209010	Small tools	168	175	200
209011	Ref & annex materials	23	50	25
210003	ICC	646	160	1,500
210004	MABOI	175	175	175
210005	MACA	155	25	155
211050	Misc vehicle maintenance	2,292	2,000	2,000
211100	Motor fuel	3,508	4,900	5,050
213002	Microfilming	4,931	5,000	600
213007	Ameren UE reports	150	150	150
213011	Weed cutting	0	0	100
Total: Operating Costs		23,423	25,356	22,970
Capital Costs				
221501	Automobiles	17,490	0	0
Total: Capital Costs		17,490	0	0
<b>Program Total: Inspections</b>		<b>485,210</b>	<b>425,824</b>	<b>468,973</b>

## General Budget Expenditures by Program

Account Number	Description	2016 Actual	2017 Estimated	2018 Budget
<b>Program: Community Services</b>				
Personnel Costs				
100001	Regular pay	93,735	76,246	113,002
107000	Workers' compensation ins	3,456	2,903	4,710
108000	FICA expense	6,475	5,534	8,645
109000	Health insurance	11,358	9,776	18,342
109005	HRA funding	1,806	2,545	2,273
109010	HRA fees	287	317	337
109050	ACA/PCORI fees	419	35	460
109500	Dental insurance	404	301	638
110001	LAGERS pension	2,376	1,519	5,360
111000	Life insurance	87	57	139
Total: Personnel Costs		120,403	99,233	153,906
Operating Costs				
205103	Employee appreciation	431	3,400	4,000
205104	Employee recognition	3,138	3,100	500
205106	Employee wellness	767	2,500	3,500
205150	Misc internal public relations	219	500	750
205203	Community Publications	15,695	40,000	40,000
205250	Misc external public relations	78	1,014	500
206001	Gen/auto liability	1,631	1,283	1,660
206003	Property liability	1,223	948	1,502
206004	Cyber liability insurance	25	49	74
213005	Streetlight maintenance	566,120	585,000	605,000
213050	Misc contractual services	1,695	2,090	2,090
215023	Missouri One Call	182	160	160
Total: Operating Costs		591,204	640,044	659,736
<b>Program Total: Community Services</b>		<b>711,607</b>	<b>739,277</b>	<b>813,642</b>

## General Budget Expenditures by Program

Account Number	Description	2016 Actual	2017 Estimated	2018 Budget
<b>Program: Legal and Legislative</b>				
Personnel Costs				
100001	Regular pay	148,500	174,950	208,924
100003	City officials pay	42,000	42,000	42,000
100055	Auto allowance	4,200	4,200	4,200
107000	Workers' compensation ins	7,901	9,184	10,459
108000	FICA expense	13,257	16,487	19,196
109000	Health insurance	15,534	19,799	25,613
109005	HRA funding	1,806	2,545	2,273
109010	HRA fees	287	317	337
109050	ACA/PCORI fees	419	35	460
109500	Dental insurance	584	576	762
110001	LAGERS pension	4,187	3,984	11,267
111000	Life insurance	125	107	165
Total: Personnel Costs		238,800	274,184	325,656
Operating Costs				
201013	Legislative conferences	3,304	10,000	10,000
201050	Misc conferences/meetings	2,214	2,000	2,000
206001	Gen/auto liability	3,668	3,528	3,687
206003	Property liability	2,763	3,020	3,335
206004	Cyber liability insurance	60	137	165
206006	Public officials liability	22,564	22,602	23,167
210007	MML	3,480	3,440	3,440
210009	StL Co Municipal League	7,122	7,700	7,700
210010	West County Chamber	520	520	520
210050	Misc dues & subscriptions	150	0	0
211004	Titles & licenses	0	100	100
211050	Misc vehicle maintenance	0	600	500
211100	Motor fuel	1,073	880	900
213004	Election expense	7,298	12,766	12,000
213008	Legal services	77,076	125,000	75,000
213009	Code book update	5,910	7,500	2,500
213087	Prosecutor services	0	35,000	35,000
Total: Operating Costs		137,202	234,793	180,014
<b>Program Total: Legal and Legislative</b>		<b>376,002</b>	<b>508,977</b>	<b>505,670</b>

## General Budget Expenditures by Program

Account Number	Description	2016 Actual	2017 Estimated	2018 Budget
<b>Program: Support Services</b>				
Personnel Costs				
100001	Regular pay	129,075	119,348	100,668
100004	Holiday pay	138	0	0
100010	Part time pay	8,826	0	0
107000	Workers' compensation ins	5,143	5,105	4,196
108000	FICA expense	9,813	8,644	9,589
109000	Health insurance	18,971	19,216	15,902
109005	HRA funding	1,806	2,545	2,273
109010	HRA fees	287	317	337
109050	ACA/PCORI fees	419	35	460
109500	Dental insurance	715	560	650
110001	LAGERS pension	3,293	2,421	4,815
111000	Life insurance	178	151	141
112000	Employee assistance expense	901	901	901
120003	Admin staff shirts	28	100	100
120502	Physicals & drug testing	913	3,000	2,000
120503	Functional capacity testing	1,400	1,050	1,100
120504	Psychological testing	2,970	3,450	3,500
120505	Reference checking	399	500	500
120507	DOT testing	2,882	3,000	3,000
120509	Hepatitis vaccinations	0	272	1,000
Total: Personnel Costs		188,157	170,615	151,132

## Operating Costs

201014	City manager conferences	1,630	2,000	2,500
201061	SLACMA meetings	205	180	250
201100	Misc seminars/training	51	200	200
202010	Electric	10,426	11,000	11,630
202020	Gas	2,876	2,800	2,940
202030	Sewer	458	530	550
202040	Water	595	600	620
203001	Telephone	2,254	2,000	2,000
203003	Postage	7,481	7,000	7,200
203100	Cellular phones	1,407	1,400	2,250
204001	Postage meter rental	1,303	1,320	1,320
206001	Gen/auto liability	2,475	1,957	1,479
206003	Property liability	1,838	1,675	1,338
206004	Cyber liability insurance	33	76	66
206007	Bonds	4,588	4,352	4,700
206009	Auto deductibles	0	500	0
207001	Job opening notices	50	200	200
207002	Public hearings, bids, etc	6,423	8,000	7,500
208004	Fire extinguishers maintenance	45	200	200
208005	Generators maintenance	510	732	1,000

## General Budget Expenditures by Program

Account Number	Description	2016 Actual	2017 Estimated	2018 Budget
<b>Program: Support Services</b>				
Operating Costs (Continued)				
208050	Misc equipment maintenance	2,402	2,500	2,000
209001	Coffee supplies	774	750	500
209002	Copy paper	1,192	1,264	1,500
209004	Office supplies	5,669	6,000	6,000
209005	Printing	1,949	3,500	3,000
209014	Govt Center operating supplies	0	200	200
210016	SLACMA	100	100	200
210017	ICMA	1,218	2,140	2,250
210018	MCMA	75	115	115
210050	Misc dues & subscriptions	849	1,600	1,400
212026	Building maintenance materials	2,466	5,200	6,000
212029	Ornamentals/trees	0	250	250
213010	Great Streets Project	0	10,000	5,000
213045	Exterminator	630	500	500
213050	Misc contractual services	1,893	753	153
213051	Copier maintenance	3,172	3,000	3,000
226001	Contingency	2,650	5,000	5,000
Total: Operating Costs		69,687	89,594	85,011
Capital Costs				
219060	Misc office furniture	406	2,000	1,000
Total: Capital Costs		406	2,000	1,000
TIF Fees & Reimbursements				
226002	TIF municipal revenues funding	84,264	105,952	95,000
Total: TIF Fees & Reimbursements		84,264	105,952	95,000
Transfers Out				
280005	Transfers out	0	245,100	2,710,861
Total: Transfers Out		0	245,100	2,710,861
<b>Program Total: Support Services</b>		<b>342,514</b>	<b>613,261</b>	<b>3,043,004</b>

## General Budget Expenditures by Program

Account Number	Description	2016 Actual	2017 Estimated	2018 Budget
<b>Program: Information Services</b>				
Personnel Costs				
100001	Regular pay	131,195	133,622	137,301
107000	Workers' compensation ins	4,686	5,347	5,723
108000	FICA expense	9,703	9,862	10,504
109000	Health insurance	17,702	18,453	19,371
109005	HRA funding	1,806	2,545	2,273
109010	HRA fees	287	317	337
109050	ACA/PCORI fees	419	35	460
109500	Dental insurance	768	774	774
110001	LAGERS pension	3,527	2,723	6,546
111000	Life insurance	168	168	168
Total: Personnel Costs		170,261	173,846	183,457
Operating Costs				
201100	Misc seminars/training	0	500	3,250
203010	Internet access	9,674	16,200	19,000
206001	Gen/auto liability	2,194	2,037	2,017
206003	Property liability	1,650	1,744	1,825
206004	Cyber liability insurance	34	80	90
208002	Computer maintenance	1,285	1,500	1,500
208025	Printer maintenance	500	860	500
208027	Security access maintenance	1,401	1,500	1,500
208050	Misc equipment maintenance	61	150	150
209006	Telephone system	1,443	500	500
209010	Small tools	67	75	75
209050	Misc operating supplies	252	250	250
210050	Misc dues & subscriptions	200	200	200
211050	Misc vehicle maintenance	0	250	250
211100	Motor fuel	41	50	52
213014	Telephone system maintenance	3,474	5,790	4,750
213050	Misc contractual services	32,742	28,550	59,673
213059	GIS contractual services	0	500	500
Total: Operating Costs		55,018	60,736	96,082
Capital Costs				
219001	Computer software/upgrades	248	1,850	1,000
219002	Computer hardware/parts	7,000	3,500	3,500
219003	Printers	1,938	1,000	1,000
219004	Computers/servers	40,452	61,000	49,750
219040	Licenses	16,793	14,300	13,400
223520	Bldg equipment & fixtures	0	1,000	1,000
Total: Capital Costs		66,431	82,650	69,650
<b>Program Total: Information Services</b>		<b>291,710</b>	<b>317,232</b>	<b>349,189</b>



## General Budget Expenditures by Program

Account Number	Description	2016 Actual	2017 Estimated	2018 Budget
<b>Program: Court</b>				
Personnel Costs				
100001	Regular pay	91,052	92,736	95,289
100005	Court officials pay	14,270	16,306	16,602
107000	Workers' compensation ins	3,830	4,356	4,664
108000	FICA expense	7,982	8,139	8,560
109000	Health insurance	6,368	8,763	9,195
109005	HRA funding	1,806	2,545	2,273
109010	HRA fees	287	317	337
109050	ACA/PCORI fees	418	35	460
109500	Dental insurance	768	774	774
110001	LAGERS pension	2,448	1,890	4,543
111000	Life insurance	168	168	168
Total: Personnel Costs		129,397	136,029	142,865
Operating Costs				
201037	Court conferences	1,004	1,250	1,500
201038	Judge conferences	601	606	600
201100	Misc seminars/training	51	75	200
206001	Gen/auto liability	1,794	1,662	1,644
206003	Property liability	1,348	1,423	1,487
206004	Cyber liability insurance	28	65	74
209005	Printing	1,487	1,500	2,000
209050	Misc operating supplies	150	300	300
210049	StL Assn of Court Administrators	40	40	40
210051	MO Assn of Court Administrators	100	120	120
210065	Judges association	100	100	100
213008	Legal services	39,150	0	0
213036	REJIS	10,734	10,734	10,734
213040	Prisoner incarceration	870	1,000	1,500
213058	Mental health court	600	1,000	1,500
213063	Router contract	1,260	3,096	3,096
213066	Record retention/destruction	135	140	200
213084	Public Defender	675	1,500	1,500
213085	Interpreter	0	250	250
Total: Operating Costs		60,127	24,861	26,845
<b>Program Total: Court</b>		<b>189,524</b>	<b>160,890</b>	<b>169,710</b>

## General Budget Expenditures by Program

Account Number	Description	2016 Actual	2017 Estimated	2018 Budget
<b>Program: Finance</b>				
Personnel Costs				
100001	Regular pay	236,189	242,059	249,226
107000	Workers' compensation ins	8,460	9,625	10,389
108000	FICA expense	17,148	17,604	19,066
109000	Health insurance	40,690	40,607	42,639
109005	HRA funding	1,806	2,545	2,273
109010	HRA fees	287	317	337
109050	ACA/PCORI fees	419	35	460
109500	Dental insurance	1,535	1,548	1,548
110001	LAGERS pension	6,349	4,932	11,883
111000	Life insurance	336	336	336
Total: Personnel Costs		313,219	319,608	338,157
Operating Costs				
201016	Finance conferences	450	415	400
201100	Misc seminars/training	263	500	900
205250	Misc external public relations	715	715	715
206001	Gen/auto liability	3,962	3,670	3,662
206003	Property liability	2,978	3,143	3,312
206004	Cyber liability insurance	62	142	164
209005	Printing	716	1,400	1,200
209015	History books	11	50	50
210014	GFOA	250	250	250
210015	GFOA-MO	50	100	100
213002	Microfilming	0	0	20,000
213012	Finance software support	47,982	53,726	54,510
213015	Annual financial audit	17,600	17,600	21,100
213017	Sales tax reports	850	920	920
213018	Banks service charges	2,437	2,500	2,500
213019	Credit card service charges	55,267	58,000	60,000
213026	Internet auction fees	3,163	2,000	2,000
213050	Misc contractual services	0	1,250	0
213051	Copier maintenance	262	283	306
213057	Financial advisory services	5,400	1,300	5,600
Total: Operating Costs		142,418	147,964	177,689
Capital Costs				
219001	Computer software/upgrades	1,200	0	0
219099	Misc equipment <\$7500	0	0	1,550
220001	Software	32,909	4,000	4,795
Total: Capital Costs		34,109	4,000	6,345
<b>Program Total: Finance</b>		489,746	471,572	522,191
<b>Department Total: Administration</b>		2,934,317	3,289,532	5,924,634

# Parks and Recreation

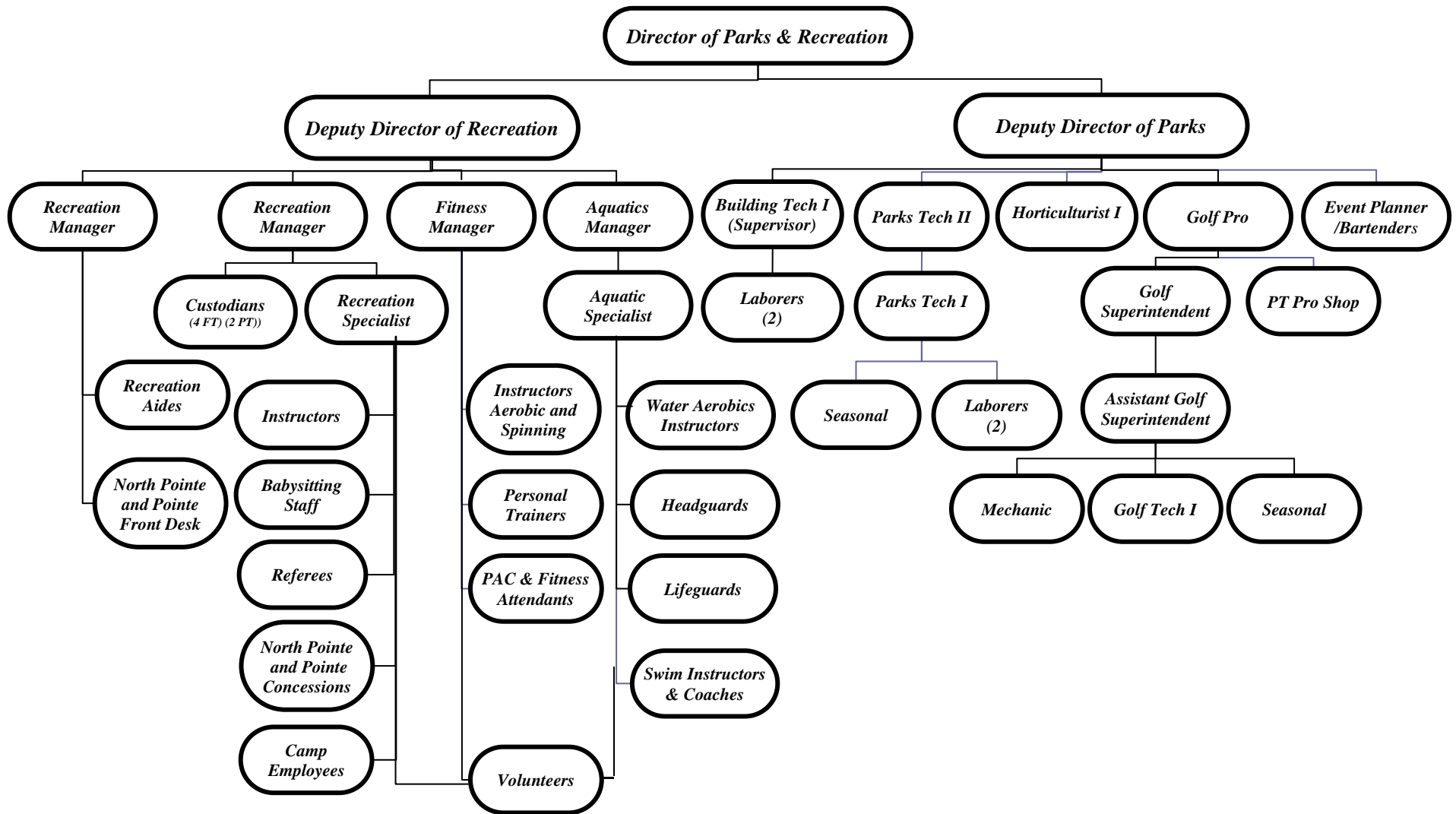
## Mission Statement

**The Ballwin Parks and Recreation Department creates opportunities for our community to discover and grow by bringing people together in a healthy and enjoyable environment.**

**As a staff, we value...**

**healthy lifestyles, integrity, innovation, environmental consciousness and those we serve**

**PARKS AND RECREATION DEPARTMENT  
2018 ORGANIZATIONAL STRUCTURE**



## Parks and Recreation Department

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. The six budget program areas include Parks, Golf Club, and The Pointe at Ballwin Commons, North Pointe Aquatic Center, Building Services, and the Ballwin Days Festival.

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 Vlasik 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.
- Improve opportunities for outdoor Pickleball play by re-surfacing and striping court at New Ballwin Park.
- Complete parks master planning process to guide future park maintenance and redevelopment (Capital Projects Fund).

#### SIGNIFICANT BUDGETARY ISSUES

1. Contract for repair of the walking path and multi-purpose court at New Ballwin Park; stripe for pickle ball at a cost of \$17,000.
2. Acquire new utility vehicle costing \$11,000 to replace 14 year old Gator.

#### PRIOR YEAR'S GOALS

Park plantings were improved by adding five flower beds to Vlasik Park, plantings at Ferris Park, and improved landscaping at the North Pointe Aquatic Center. Bulbs were planted in the fall for

spring blooming at The Pointe. Tennis playing conditions have been upgraded by re-surfacing Holloway and Vlasis tennis courts. In addition, Pickleball lines and nets were added at Holloway to meet the needs of those players.

**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.
- Make improvements to the surface of the golf course patio for safety and aesthetics.
- Improve golf car paths for safety and aesthetic purposes.
- Maintain up to date fleet of rental cars to provide good service and maximize rental income.
- Ensure future playing surface of #9 tee box.
- Improve visibility by adding signage to the south side of the golf club building.

SIGNIFICANT BUDGETARY ISSUES

- The trade in and acquisition of six golf cars will cost \$12,000.
- Assistance with banquet room rentals will be performed by a part time employee. Pay will increase by \$14,000.
- Supplies in the amount of \$11,000 will be needed to repair erosion to #9 tee box.
- The greens mower will be replaced at a cost of \$37,000.
- A new top-dresser for greens maintenance will be purchased for \$13,000.

<b>Workload Measures</b>	<b>2016 Actual</b>	<b>2017 Estimate</b>	<b>2018 Budget</b>
Golf course rounds	33,303	34,900	34,000
<b>Efficiency Measures</b>			
Cost Recovery	88%	87%	80%

PRIOR YEAR’S GOALS

The cost recovery goal of 80% for 2017 is expected to be surpassed. A cost recovery of 90% is anticipated. The re-construction of #9 tee box has been deferred to 2018 in order to further study the situation. The golf course patio was reconstructed to provide a more accessible and aesthetically pleasing entrance to the pro shop. Signage was added to the south side of the golf club building to improve visibility and display the Ballwin brand. New golf cars were purchased to ensure that the rental car fleet is up to date and provides good service.

**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 insures public safety and visitor enjoyment.
- Provide upgraded facilities to enhance visitor enjoyment and revenue.
- Replace Kiddie Pool play structure and splash pad with grant assistance from the Municipal Park Grant Commission (Capital Projects Fund).

SIGNIFICANT BUDGETARY ISSUES

1. Sandblast and paint kiddie pool, leisure pool and water slide at an estimated expense of \$16,500.
2. Purchase a soft serve ice cream machine for \$6,000.

<b>Workload Measures</b>	<b>2016 Actual</b>	<b>2017 Estimate</b>	<b>2018 Budget</b>
Membership Revenue	\$108,450	\$135,567	\$124,000
Attendance	70,861	69,231	75,000
Swim Team Participation	175	170	180
Swim Lesson Revenue	\$9,725	\$7,833	\$9,000
<b>Efficiency Measures</b>			
Cost Recovery	92%*	92%	89%

\* Excludes repair costs reimbursed through insurance claims.

**THE POINTE AT BALLWIN COMMONS**

PROGRAMS & GOALS

The Pointe at Ballwin Common’s 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 enhance revenue.
- Keep fitness equipment up to date in order to better serve guests and keep the facility competitive with other centers.
- Improve safety for guests by installing two additional parking lot lights and bringing elevator into compliance with current regulations.

SIGNIFICANT BUDGETARY ISSUES

1. Re-finish gym and aerobics room floors \$6,500
2. Elevator maintenance is expected to cost \$4,500.
3. Two additional parking lot lights will be installed at a cost of \$6,000.
4. \$8,500 will be spent to replace original concession tables and chairs on the pool deck.
5. A retractable, ceiling mounted volleyball net will be installed in the gymnasium for \$17,000.
6. \$25,500 is budgeted for the replacement of several pieces of fitness equipment.

<b>Workload Measures</b>	<b>2016 Actual</b>	<b>2017 Estimate</b>	<b>2018 Budget</b>
Program Registrations	75,989	76,000	76,500
Pointe Attendance	315,326	315,000	315,000
Silver Sneakers Memberships	1,696	1,750	1,800
Camp Revenue	\$207,558	\$233,953	\$233,000
Sponsorships	\$11,420	\$7,750	\$10,000
Membership Revenue	\$850,208	\$863,000	\$867,000
<b>Efficiency Measures</b>			
Cost Recovery	97%*	96%	96%

\* Excludes repair costs reimbursed through insurance claims.



**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 and Courts 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

- Purchase a replacement van for Building Systems staff at an expected cost of \$27,000.
- Replace the floor scrubber costing \$8,000 to clean city buildings.

**BALLWIN DAYS FESTIVAL**

PROGRAMS & GOALS

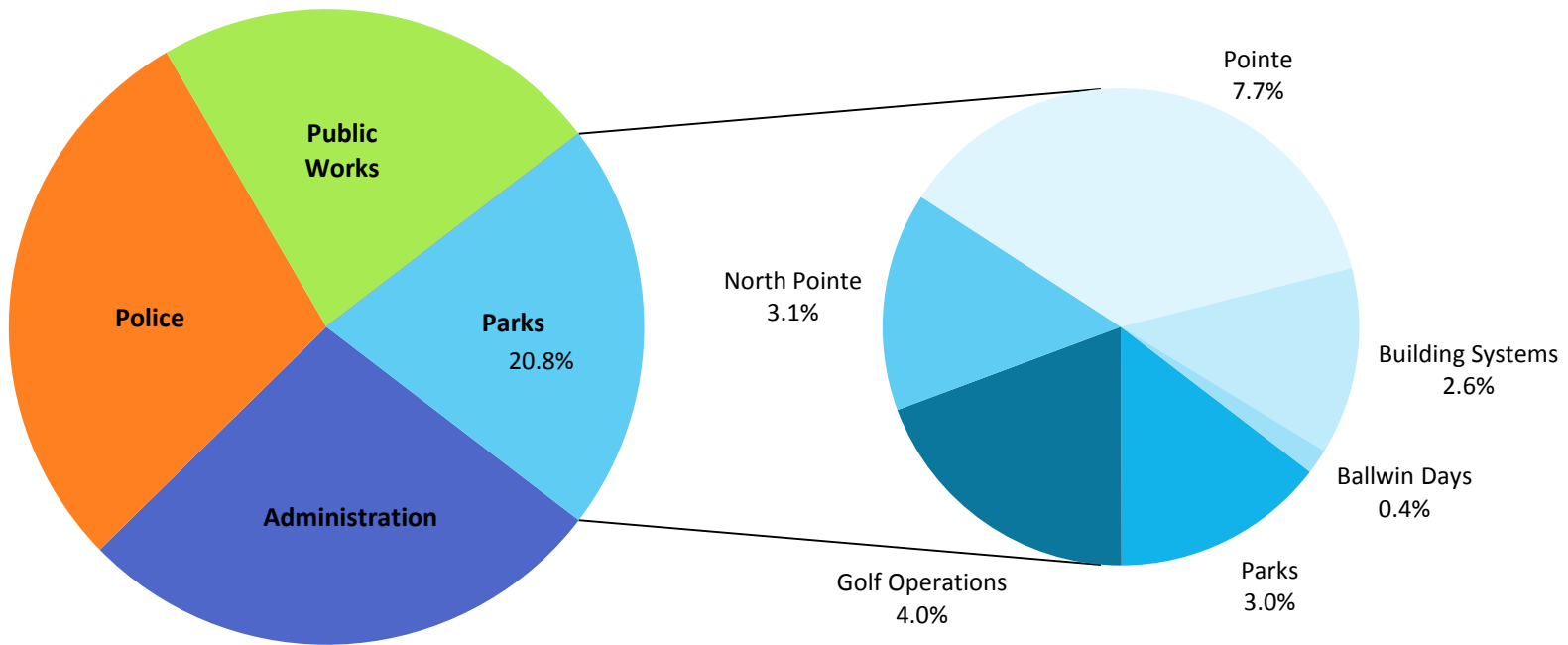
The Ballwin Days Festival program includes revenues and expenses associated with this three day annual community festival held in Vlasik Park.

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.

Efficiency Measures	2016 Actual	2017 Estimate	2018 Budget
Cost Recovery	77%	91%	92%

## Parks & Recreation Budget Expenditures



## Parks &amp; Recreation General Budget Expenditures

Description	2016 Actual	2017 Estimated	2018 Budget
<b>Personnel Costs</b>			
Wages and Salaries	2,246,696	2,392,732	2,407,255
Benefits	568,627	596,301	649,984
<b>Personnel Costs Total</b>	<b>2,815,323</b>	<b>2,989,033</b>	<b>3,057,239</b>
<b>Operating Costs</b>			
Travel & Training	10,037	7,422	7,750
Utilities	353,487	397,350	399,160
Communications	12,492	11,116	13,620
Rentals	256	1,050	1,250
Public Relations - External	3,470	4,776	4,750
Insurance	72,571	70,806	72,182
Advertising	16,263	10,904	11,900
Repairs & Maintenance	98,611	239,936	146,280
General Supplies	286,410	281,909	290,500
Dues & Subscriptions	6,468	8,084	7,759
Vehicle Expenses	23,488	27,360	28,675
Maintenance Materials	75,815	69,652	86,670
Contractual	213,712	115,519	130,910
Other Operating Expenses	27,444	26,365	17,065
Contingency	-	5,000	5,000
<b>Operating Costs Total</b>	<b>1,200,524</b>	<b>1,277,249</b>	<b>1,223,471</b>
<b>Capital Costs</b>			
Equipment, Furniture & Vehicles	442,322	114,015	218,070
Land & Facility Improvements	252,947	57,175	26,500
<b>Capital Costs Total</b>	<b>695,269</b>	<b>171,190</b>	<b>244,570</b>
<b>Transfers Out</b>	-	251,738	-
<b>Parks and Recreation Total</b>	<b>4,711,116</b>	<b>4,689,210</b>	<b>4,525,280</b>

## General Budget Expenditures by Program

Account Number	Description	2016 Actual	2017 Estimated	2018 Budget
<b>Department: Parks and Recreation</b>				
<b>Program: Parks</b>				
Personnel Costs				
100001	Regular pay	298,912	296,370	311,537
100002	Overtime pay	2,595	3,000	5,000
100004	Holiday pay	66	300	300
100010	Part time pay	1,865	9,128	12,840
107000	Workers' compensation ins	12,695	13,188	14,088
108000	FICA expense	22,830	23,432	24,357
109000	Health insurance	48,228	46,950	47,890
109005	HRA funding	1,806	2,545	2,273
109010	HRA fees	287	317	337
109050	ACA/PCORI fees	418	35	460
109500	Dental insurance	2,076	1,838	2,186
110001	LAGERS pension	7,552	6,056	14,568
111000	Life insurance	476	483	475
115000	Unemployment ins	4,480	1,920	0
120009	Uniforms - parks	2,322	2,200	2,200
Total: Personnel Costs		406,608	407,762	438,511
Operating Costs				
201041	MPRA conference	395	790	800
201050	Misc conferences/meetings	1,726	1,500	1,500
201100	Misc seminars/training	2,668	600	600
202010	Electric	18,606	21,000	21,630
202020	Gas	1,017	1,000	1,050
202030	Sewer	1,346	1,250	1,300
202040	Water	5,849	6,500	6,700
203001	Telephone	222	250	250
203108	Two way radios	1,358	1,000	1,500
204050	Misc equipment rentals	0	250	250
205225	Historical Society	189	200	250
206001	Gen/auto liability	6,757	6,207	5,774
206003	Property liability	4,461	4,249	4,521
206004	Cyber liability insurance	98	205	223
208004	Fire extinguishers maintenance	211	220	220
208014	Wildlife maintenance	5,732	5,700	5,900
208050	Misc equipment maintenance	5,261	6,500	6,500
208051	Path/parking lot maintenance	0	13,393	0

## General Budget Expenditures by Program

Account Number	Description	2016 Actual	2017 Estimated	2018 Budget
<b>Program: Parks</b>				
Operating Costs (Continued)				
208061	Holloway Park maintenance	1,591	61,500	6,500
208062	New Ballwin Park maintenance	1,865	3,700	22,300
208063	Vlasis Park maintenance	22,940	65,500	30,000
208064	Ferris Park maintenance	3,463	3,500	6,600
208065	Greenfield Commons maintenance	5,828	9,400	6,600
208068	Log cabin maintenance	703	500	500
208069	Historical school house maint	523	200	250
209001	Coffee supplies	0	0	300
209010	Small tools	87	300	300
209026	Insecticides/pesticides	1,104	250	1,000
209029	Safety equipment	1,066	1,100	1,100
210052	NPRA	425	425	425
210053	MPRA	565	1,100	1,100
211050	Misc vehicle maintenance	2,779	3,500	3,500
211100	Motor fuel	6,895	7,200	7,420
212014	Bandwagon maintenance	0	373	500
212030	Median maintenance materials	9	1,000	1,000
213041	Tree maintenance service	60,265	0	0
213050	Misc contractual services	7,003	3,000	3,000
213083	Median Maintenance Services	23,073	17,000	22,000
215026	Art Commission expenses	40	3,880	0
215028	Trees purchased	15,542	4,000	4,000
215030	Historical Society escrow expenses	142	200	0
215033	L.O.A.P. escrow expenses	10,821	17,250	12,000
226001	Contingency	0	5,000	5,000
Total: Operating Costs		222,625	280,692	194,363
Capital Costs				
219099	Misc equipment <\$7500	14,449	1,890	15,000
221502	Trucks	144,111	26,620	0
222050	Misc capital equipment	4,836	0	11,000
Total: Capital Costs		163,396	28,510	26,000
Transfers Out				
280005	Transfers out	0	251,738	0
Total: Transfers Out		0	251,738	0
<b>Program Total: Parks</b>		<b>792,629</b>	<b>968,702</b>	<b>658,874</b>

## General Budget Expenditures by Program

Account Number	Description	2016 Actual	2017 Estimated	2018 Budget
<b>Program: Golf Operations</b>				
Personnel Costs				
100001	Regular pay	347,004	320,864	330,521
100002	Overtime pay	9,835	8,500	7,000
100004	Holiday pay	1,387	1,607	1,600
100010	Part time pay	1,026	660	0
100016	Part time - golf course	24,638	32,765	32,000
100017	Part time - pro shop	55,579	69,500	68,500
107000	Workers' compensation ins	16,579	17,029	18,786
108000	FICA expense	33,156	33,200	33,631
109000	Health insurance	44,266	43,367	45,496
109005	HRA funding	1,806	2,545	2,273
109010	HRA fees	287	317	337
109050	ACA/PCORI fees	418	35	460
109500	Dental insurance	2,282	2,108	2,108
110001	LAGERS pension	9,448	6,593	16,164
111000	Life insurance	490	458	542
120010	Uniforms - golf operations	1,319	1,200	1,200
120509	Hepatitis vaccinations	385	385	200
Total: Personnel Costs		549,905	541,133	560,818
Operating Costs				
201100	Misc seminars/training	375	500	500
202010	Electric	16,728	18,000	18,540
202020	Gas	3,293	4,000	4,200
202030	Sewer	2,679	3,200	3,300
202040	Water	29,627	62,000	44,300
203001	Telephone	1,529	1,700	1,650
204010	Golf operations rentals	256	500	500
205250	Misc external public relations	650	1,500	1,500
206001	Gen/auto liability	9,066	7,555	7,700
206003	Property liability	5,924	5,436	6,029
206004	Cyber liability insurance	115	252	297
206011	Liquor liability insurance	1,500	1,500	1,500
208004	Fire extinguishers maintenance	107	210	210
208050	Misc equipment maintenance	19,379	20,000	20,000
208051	Path/parking lot maintenance	0	9,000	0
209001	Coffee supplies	297	200	200
209004	Office supplies	526	850	600
209005	Printing	2,145	2,200	2,200
209010	Small tools	92	300	300
209028	Food/beverages-tournaments	302	0	0
209030	Golf cart parts	740	1,200	1,200

## General Budget Expenditures by Program

Account Number	Description	2016 Actual	2017 Estimated	2018 Budget
<b>Program: Golf Operations</b>				
Operating Costs (Continued)				
209031	Beer	12,223	13,000	12,000
209032	Liquor	3,662	3,500	3,500
209033	Soda	5,881	9,000	7,200
209034	Food	5,324	5,800	5,500
209035	Paper products	1,557	1,800	1,700
209036	Course fixtures	3,975	4,000	4,500
209045	Misc programs supplies	753	250	500
209050	Misc operating supplies	99	250	200
210054	GCSAA	190	190	190
210055	USGA	370	370	370
210057	PGA	509	509	509
210059	Metro Amateur Golf	0	150	150
210061	Mississippi Valley Turf	210	315	315
211100	Motor fuel	7,498	9,200	9,500
211150	Motor oil	374	500	500
212017	Sand	4,150	4,500	4,500
212018	Herbicides/insecticides	13,649	14,000	14,000
212019	Fungicides	15,926	16,000	16,000
212020	Fertilizers	8,509	8,500	8,500
212021	Paint	265	300	1,000
212022	Golf course repairs	3,337	500	1,500
212026	Building maintenance materials	0	500	500
212027	Sod replacement	4,548	5,000	5,000
212028	Sod/seed	984	1,000	1,000
212029	Ornamentals/trees	1,465	1,002	3,750
212050	Misc maintenance materials	4,036	4,000	11,420
213025	HVAC repairs	2,413	500	500
213045	Exterminator	874	874	900
213050	Misc contractual services	11,724	8,000	8,000
213060	Software maintenance	700	1,300	900
213082	Media access	1,539	1,550	1,550
215024	Licenses	765	765	765
Total: Operating Costs		212,839	257,228	241,145

### General Budget Expenditures by Program

Account Number	Description	2016 Actual	2017 Estimated	2018 Budget
Capital Costs				
219099	Misc equipment <\$7500	1,284	1,500	3,700
222050	Misc capital equipment	17,104	0	13,000
222510	Mowers	0	0	37,000
222515	Golf carts	9,714	14,510	12,000
223520	Bldg equipment & fixtures	0	0	9,500
223530	Bldg construct/remodel	0	7,033	0
Total: Capital Costs		28,102	23,043	75,200
<b>Program Total: Golf Operations</b>		<b>790,846</b>	<b>821,404</b>	<b>877,163</b>



## General Budget Expenditures by Program

Account Number	Description	2016 Actual	2017 Estimated	2018 Budget
<b>Program: Aquatic Center Operations</b>				
Personnel Costs				
100001	Regular pay	24,948	24,912	26,351
100002	Overtime pay	0	1,000	1,000
100004	Holiday pay	9,155	12,000	12,120
100014	Part time - aquatics	184,749	219,500	215,000
100030	Part time - front desk	17,363	24,196	19,635
100031	Part time - concessions	36,064	45,862	46,739
107000	Workers' compensation ins	10,747	12,356	13,711
108000	FICA expense	20,776	25,011	25,120
109000	Health insurance	4,026	4,031	6,591
109005	HRA funding	1,806	2,545	2,273
109010	HRA fees	287	317	337
109050	ACA/PCORI fees	384	35	460
109500	Dental insurance	192	174	232
110001	LAGERS pension	670	650	2,475
111000	Life insurance	42	39	34
120012	Uniforms - pool	2,717	2,900	3,000
120105	Tests & certifications	1,823	2,520	875
120509	Hepatitis vaccinations	0	0	75
<b>Total: Personnel Costs</b>		<b>315,749</b>	<b>378,048</b>	<b>376,028</b>
Operating Costs				
202010	Electric	43,757	44,000	48,410
202030	Sewer	37,208	40,000	41,200
202040	Water	45,586	46,000	46,350
205250	Misc external public relations	498	733	1,000
206003	Property liability	3,819	4,266	4,400
206004	Cyber liability insurance	77	185	217
207050	Miscellaneous advertising	553	500	500
208004	Fire extinguishers maintenance	45	200	250
208050	Misc equipment maintenance	12,677	18,000	17,000
209004	Office supplies	1,556	1,625	1,600
209029	Safety equipment	1,133	1,170	1,000
209033	Soda	7,221	8,769	10,000
209034	Food	49,956	55,725	47,000
209037	Chemicals	22,894	17,000	22,000
209045	Misc programs supplies	2,531	1,832	2,500
209048	Birthday party supplies	4,362	4,220	4,500
209050	Misc operating supplies	393	244	600
210062	Swim league	2,775	3,325	3,000

### General Budget Expenditures by Program

Account Number	Description	2016 Actual	2017 Estimated	2018 Budget
<b>Program: Aquatic Center Operations</b>				
Operating Costs (Continued)				
213045	Exterminator	0	0	150
213046	American Red Cross	300	0	300
213060	Software maintenance	3,417	3,250	3,900
215024	Licenses	0	75	100
215025	Items for resale	80	120	100
<b>Total: Operating Costs</b>		<b>240,838</b>	<b>251,239</b>	<b>256,077</b>
Capital Costs				
219050	Signage	0	0	1,500
219099	Misc equipment <\$7500	32,474	13,338	17,920
219420	Pool equipment	56,665	22,250	19,500
<b>Total: Capital Costs</b>		<b>89,139</b>	<b>35,588</b>	<b>38,920</b>
<b>Program Total: Aquatic Center Operations</b>		<b>645,726</b>	<b>664,875</b>	<b>671,025</b>

## General Budget Expenditures by Program

Account Number	Description	2016 Actual	2017 Estimated	2018 Budget
<b>Program: Community Center</b>				
Personnel Costs				
100001	Regular pay	405,637	416,829	392,183
100002	Overtime pay	0	500	2,000
100004	Holiday pay	13,442	21,000	21,210
100011	Part time - Pointe	250,451	273,015	275,608
100012	Part time - daycamp	78,532	94,273	92,401
100014	Part time - aquatics	138,069	160,271	160,140
100015	Part time - lock-ins	3,057	2,800	2,904
107000	Workers' compensation ins	33,300	38,907	40,788
108000	FICA expense	66,816	73,026	72,691
109000	Health insurance	71,934	78,011	80,426
109005	HRA funding	1,806	2,545	2,273
109010	HRA fees	287	317	337
109050	ACA/PCORI fees	418	35	460
109500	Dental insurance	2,842	2,979	2,669
110001	LAGERS pension	10,342	8,805	19,802
111000	Life insurance	643	652	512
112000	Employee assistance expense	901	901	901
115000	Unemployment ins	0	4,479	0
120050	Uniforms - misc staff	1,965	1,500	2,000
120105	Tests & certifications	269	2,750	700
120509	Hepatitis vaccinations	0	225	100
Total: Personnel Costs		1,080,711	1,183,820	1,170,105
Operating Costs				
201041	MPRA conference	1,901	2,432	2,500
201050	Misc conferences/meetings	2,232	750	1,000
201094	Am Red Cross instructor training	650	700	700
201095	Metro parks meetings	90	150	150
202010	Electric	118,924	121,000	131,840
202020	Gas	1,681	2,200	2,310
202030	Sewer	13,821	11,200	11,550
202040	Water	13,366	16,000	16,480
203001	Telephone	4,907	5,100	5,200
203003	Postage	628	600	1,200
203108	Two way radios	2,305	1,550	2,350
204050	Misc equipment rentals	0	300	500
205250	Misc external public relations	2,133	2,343	2,000
206001	Gen/auto liability	17,870	16,764	16,576
206003	Property liability	11,706	12,806	12,980
206004	Cyber liability insurance	241	566	644
207050	Miscellaneous advertising	15,679	10,000	11,000

## General Budget Expenditures by Program

Account Number	Description	2016 Actual	2017 Estimated	2018 Budget
<b>Program: Community Center</b>				
Operating Costs (Continued)				
208004	Fire extinguishers maintenance	173	368	1,000
208018	Exercise equipment maintenance	2,954	4,000	4,000
208023	Aquarium maintenance	1,099	1,500	1,400
208024	Water testing	684	1,000	1,000
208050	Misc equipment maintenance	13,332	15,500	16,000
209004	Office supplies	5,627	6,500	7,000
209005	Printing	1,398	1,200	1,200
209010	Small tools	116	100	100
209033	Soda	8,125	6,000	8,000
209034	Food	892	1,000	1,500
209037	Chemicals	5,054	6,500	10,000
209039	Pool program supplies	517	500	500
209040	ID supplies	999	1,000	1,000
209041	Fitness supplies	1,983	2,000	2,000
209042	Game room/athletic supplies	943	500	1,500
209043	Babysitting supplies	832	400	500
209044	Daycamp supplies	28,938	26,836	28,000
209045	Misc programs supplies	48,532	40,000	45,500
209048	Birthday party supplies	10,611	10,500	5,500
209049	Senior programs supplies	2,118	3,000	5,000
210050	Misc dues & subscriptions	399	500	500
210053	MPRA	1,025	1,200	1,200
211050	Misc vehicle maintenance	779	750	1,000
211100	Motor fuel	936	1,000	1,030
212026	Building maintenance materials	5,995	0	6,000
213045	Exterminator	825	1,000	1,050
213049	Instructor services	14,801	16,500	15,000
213050	Misc contractual services	11,421	12,000	19,730
213051	Copier maintenance	2,634	3,000	3,000
213053	ADA services	7,860	8,000	8,500
213071	Rectrac software support	12,999	7,850	6,970
213082	Media access	4,667	4,960	4,960
215025	Items for resale	52	75	100
Total: Operating Costs		407,454	389,700	428,720

### General Budget Expenditures by Program

Account Number	Description	2016 Actual	2017 Estimated	2018 Budget
Capital Costs				
219050	Signage	0	0	500
219099	Misc equipment <\$7500	10,232	3,350	8,850
219420	Pool equipment	1,951	6,269	13,000
219455	Workout Equipment	147,963	21,588	29,100
223530	Bldg construct/remodel	252,947	50,142	17,000
Total: Capital Costs		413,093	81,349	68,450
<b>Program Total: Community Center</b>		<b>1,901,258</b>	<b>1,654,869</b>	<b>1,667,275</b>

## General Budget Expenditures by Program

Account Number	Description	2016 Actual	2017 Estimated	2018 Budget
<b>Program: Building Services</b>				
Personnel Costs				
100001	Regular pay	303,534	308,023	320,413
100002	Overtime pay	745	1,000	1,000
100004	Holiday pay	809	1,200	1,200
100010	Part time pay	23,354	29,430	32,053
107000	Workers' compensation ins	12,378	13,925	15,495
108000	FICA expense	23,778	23,935	27,132
109000	Health insurance	66,878	69,237	71,956
109005	HRA funding	1,806	2,545	2,273
109010	HRA fees	287	317	337
109050	ACA/PCORI fees	418	35	460
109500	Dental insurance	2,761	2,766	2,863
110001	LAGERS pension	7,790	5,995	15,383
111000	Life insurance	615	545	622
120002	Building services uniforms	1,413	1,800	1,800
Total: Personnel Costs		446,566	460,753	492,987
Operating Costs				
203108	Two way radios	1,542	850	1,400
206001	Gen/auto liability	6,550	6,040	6,212
206003	Property liability	4,298	4,568	4,864
206004	Cyber liability insurance	89	207	245
208004	Fire extinguishers maintenance	45	45	50
209010	Small tools	408	300	300
209018	Janitorial supplies	24,329	26,500	26,500
209021	Building supplies	411	220	200
209029	Safety equipment	98	100	100
211050	Misc vehicle maintenance	523	1,110	1,500
211100	Motor fuel	3,705	4,100	4,225
Total: Operating Costs		41,998	44,040	45,596
Capital Costs				
219099	Misc equipment <\$7500	1,539	2,700	1,000
222050	Misc capital equipment	0	0	35,000
Total: Capital Costs		1,539	2,700	36,000
<b>Program Total: Building Services</b>		<b>490,103</b>	<b>507,493</b>	<b>574,583</b>

## General Budget Expenditures by Program

Account Number	Description	2016 Actual	2017 Estimated	2018 Budget
<b>Program: Ballwin Days Program</b>				
Personnel Costs				
100002	Overtime pay	13,881	14,227	16,000
108000	FICA expense	1,062	1,088	1,224
110001	LAGERS pension	841	802	1,366
120016	Committee staff shirts	0	1,400	200
Total: Personnel Costs		15,784	17,517	18,790
Operating Costs				
203003	Postage	0	66	70
207050	Miscellaneous advertising	31	404	400
209033	Soda	2,038	1,713	2,000
209054	Committee stand	523	436	500
209059	Hospitality	978	1,300	1,300
209060	Kids Korner	2,365	2,290	2,500
209063	Parade	231	205	0
209064	Parking/security	5,454	4,853	5,000
209065	Pretty baby contest	215	190	200
209066	Run	2,670	3,038	2,500
209068	Tennis/Pickleball	37	17	200
209070	Community Recognition	90	126	100
209072	Car show	0	0	300
212025	Facility set-up	12,941	12,977	12,000
213054	Janitorial services	475	500	500
213055	Entertainment	46,722	26,235	30,000
Total: Operating Costs		74,770	54,350	57,570
<b>Program Total: Ballwin Days Program</b>		<b>90,554</b>	<b>71,867</b>	<b>76,360</b>
<b>Department Total: Parks and Recreation</b>		<b>4,711,116</b>	<b>4,689,210</b>	<b>4,525,280</b>

# Police

## Mission Statement

**It is the mission of the Ballwin Police Department to provide an exemplary level of service, ensuring safety and a peaceful quality of life to the residents and businesses of the City of Ballwin and to all those who may visit our community.**

## Vision Statement

**The men and women of the Ballwin Police Department envision a future in which the citizenry will enjoy an enhanced quality of life.**

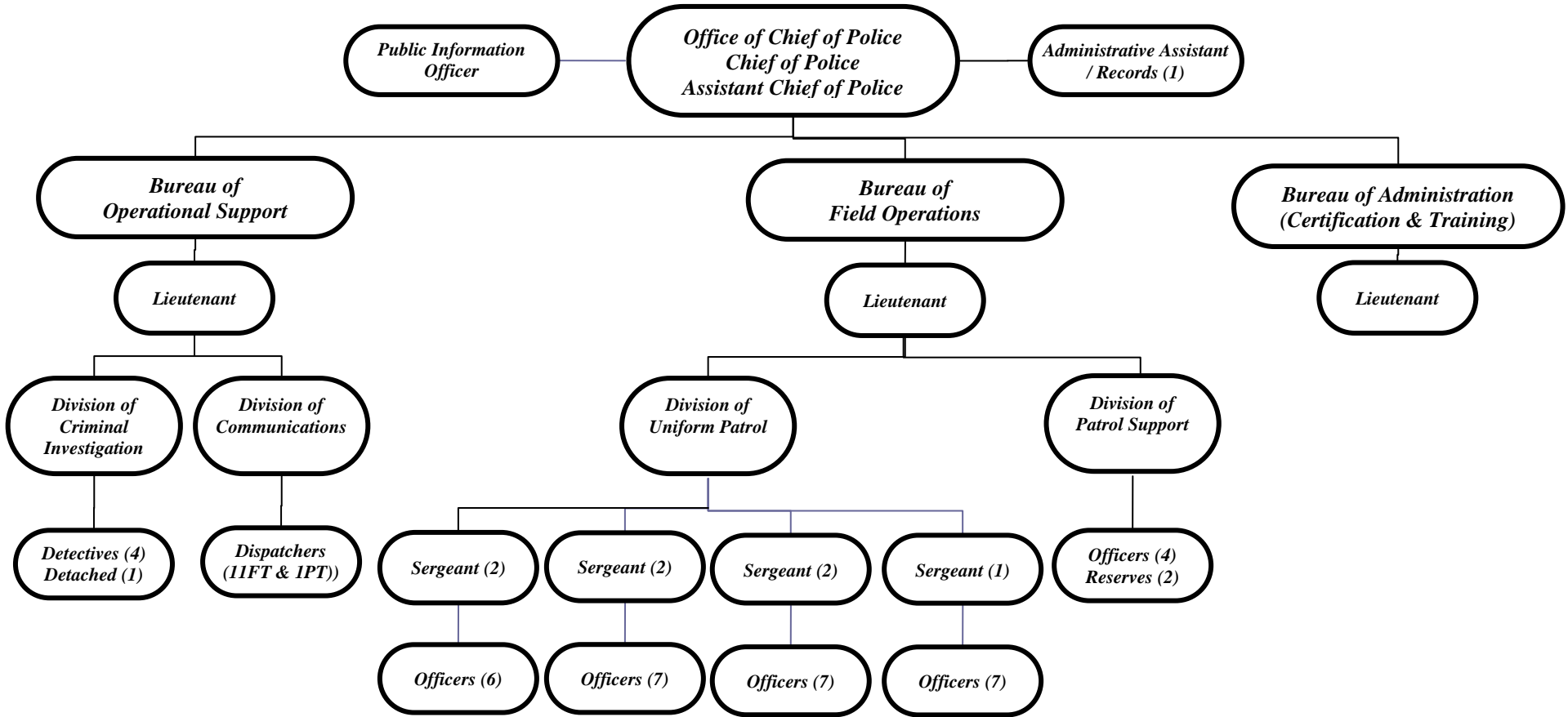
**We will serve the community through professional conduct at all times without prejudice or bias. To accomplish this, we will work to establish partnerships among our residents, businesses, elected officials and other City Departments to ensure a safe environment for all. We will utilize education and advanced technology during the course of our duties, along with emphasizing problem solving and conflict resolution.**

**The Ballwin Police Department will honor the established principals of a democratic society. Among these is the most profound reverence for human life, the value of which far exceeds that of any property. In view of this, it is essential that every action of this Department and each of its members be consistent with that responsibility.**

**Our pledge to the community is to continually strive to achieve these goals and to promote an organization based on excellence.**



**POLICE DEPARTMENT  
2018 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, command a division of the Ballwin Police Department. The divisions are classified as follows:

Division of Administrative Support  
 Division of Uniform Patrol/Patrol Support

Division of Operational Support

These divisions correlate to the budget programs as illustrated below.



### DIVISION OF ADMINISTRATIVE SUPPORT

#### PROGRAMS & GOALS

The Division of Administrative Support oversees 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 one of the three year certification cycle.

- 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. Combined with our current 12-hour schedule, we should not realize any overtime impact.
- 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. Police salary increases totaling \$215,488 to adjust compressed sections of the police pay structure.
2. LAGERS Pension adjustment from Level 3 to Level 12 (4% employee contribution), totaling \$385,163.
3. The addition of a full-time dedicated Police IT Specialist.

#### **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 34 commissioned officers divided into four patrol squads serving a population of 30,404. 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 being certified in basic crime scene processing.
- All four patrol squads will have an assigned Traffic Safety Officer, a 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 4 patrol vehicles through rotation with the goal of eliminating Chevrolet Impala vehicles from the fleet – \$120,000.
2. The replacement of our aging TASERs with the purchase of 45 TASER X26P systems through the TASER 60 Program over 5 years, providing a personally assigned TASER to each commissioned officer. Our 2018 payment will be \$9,769.
3. The acquisition and deployment of ballistic steel plate carriers and helmets to outfit 17 vehicles at a cost of \$4,650.
4. The purchase of 8 vehicle GPS units, \$6,000, for installation in police vehicles not equipped with camera systems.
5. The replacement of 2 disabled mobile display boards used to disseminate public information at a cost of \$30,000.

#### DIVISION OF PATROL SUPPORT

##### PROGRAMS & GOALS

This division is comprised of Community Affairs/Public Relations and the School Resource Officer Program. This Division includes 2 Community Affairs 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 fulltime 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 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 will remain the priority. Public relations and social media engagement will 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 and one part-time dispatchers staff the Communications Center. Dispatching services are also provided contractually to the City of Manchester which makes the total population served 48,498 residents.

Goals for the Unit include:

- The complete replacement of the consoles and radio components in conjunction with the ongoing St. Louis County Emergency Communications Commission (ECC) upgrade efforts. We will also paint and re-floor the communications room prior to the installation of the new equipment - \$3,500 of the project to be covered by the City of Ballwin. This is a holdover project from 2017, due to the ECC delay of the NexGen911 installation. As a result, this unit's primary goals have not changed for 2018.
- The realization of the implementation and training of the next generation 911, county-wide CAD and voice recording systems by the ECC. This project, delayed on the part of the ECC, is planned for early 2018.
- The replacement of the in-house phone recording system, covering all of the non-emergency and administrative police phone lines. Our current Dictaphone system is no longer supportable.

#### SIGNIFICANT BUDGETARY ISSUES

1. The purchase and implementation of a new Dictaphone recording system which will cover the police non-emergency and administrative phone lines - \$17,000. This project was

originally budgeted in 2017, but was postponed due to the St. Louis County Emergency Communications Commission’s delay of the NexGen911 system installation.

2. A Base Station Digital Receiver upgrade for \$9,100 to enable transmitting and receiving in the police station basement level, which houses the locker rooms, armory, exercise facility, virtual training room and criminal evidence processing room.

**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:

- Increase clearance rate of Part 1 and Part 2 crimes as identified in the Uniform Crime Report. Note: Criminal offenses are divided into two categories, Part 1 offenses are violent crimes and felony property crimes and Part 2 offenses and misdemeanor chargeable crimes.
- Continued increase in specialized training in areas of crime scene processing and evidence gathering, computer/cyber based crimes and electronic recovery and preservation.
- In addition to the two detectives holding International Crime Scene Certifications, we will begin the same testing processes with the 2 remaining in-house detectives.

**SIGNIFICANT BUDGETARY ISSUES**

1. The purchase of an Evidence Bar Coding System, \$15,000, for the enhanced packaging and tracking of criminal evidence, as well as general property control.

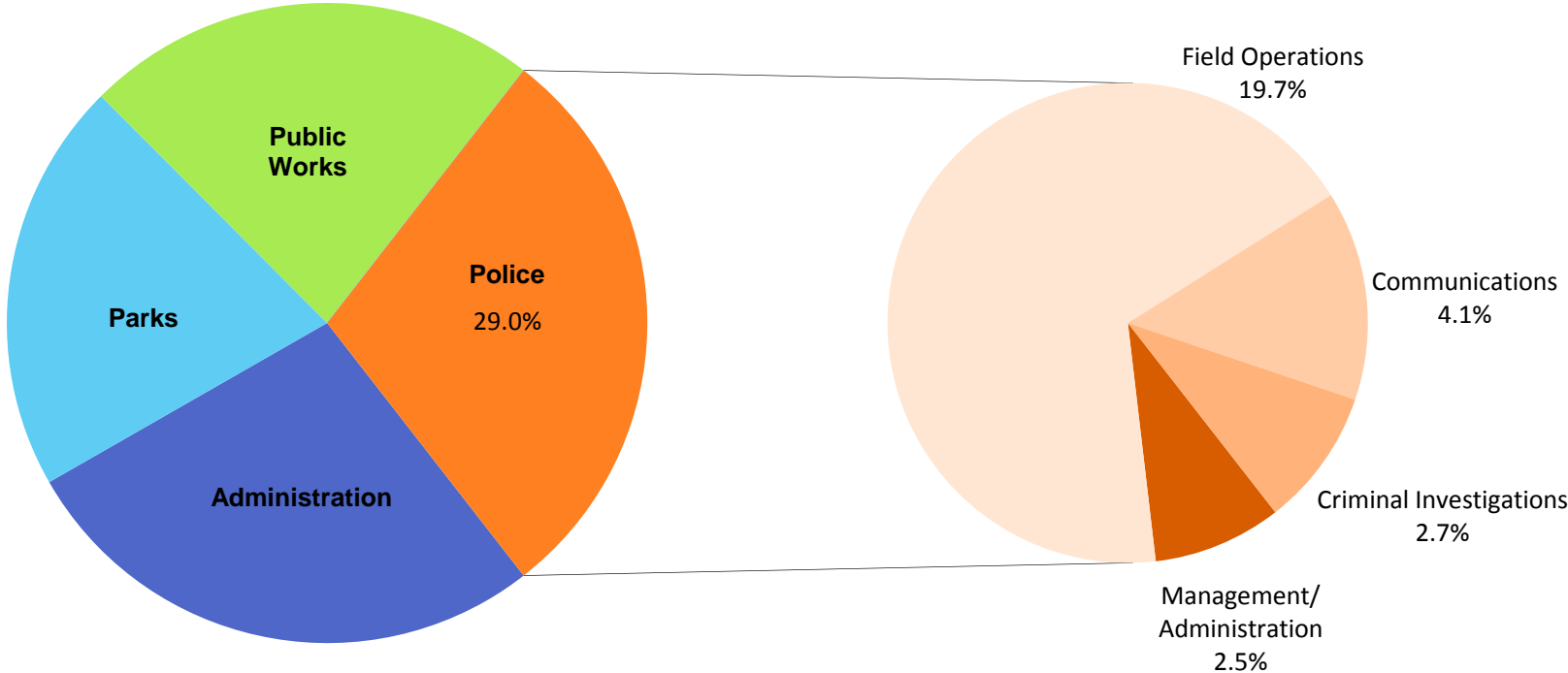
Workload Measures	2016 Actual	2017 Estimate	2018 Budget
Total Police Actions	35,298	36,098	37,000
Adult Arrests	455	760	800
Juvenile Arrests	67	52	55
Traffic Citations & Warnings	6,213	7,603	8,400
Traffic Accidents	501	441	460
Crime Scenes Processed	225	172	210
Training Hours	2,800	3,413	3,500
Public Relations Events	211	240	260

**PREVIOUS YEAR 2017 GOALS**

In 2017, the Department began the first full year of our 3 year Missouri State Certification period. Our goal was to fully satisfy each individual standard for 2017 by the end of the year,

which was accomplished. We were able to complete the purchase and in-house installation of the steel cantilevered cover parking system under budget. In 2017, we accomplished Critical Incident Training for all police officers and supervisors and implemented a new firearms training program through the utilization of a local indoor training facility. Our 12-hour schedule has allowed operational flexibility with this training, so no overtime impact was realized. Lastly, we enhanced our School Resource Officer (SRO) Program by dedicating a mobile elementary level SRO to cover 5 elementary schools and 1 parochial school within Ballwin. This deployment has enhanced elementary level security, as well as positively impacting our Ballwin customer base.

**Police Budget Expenditures**





### Police General Budget Expenditures

Description	2016 Actual	2017 Estimated	2018 Budget
<b>Personnel Costs</b>			
Wages and Salaries	3,617,942	3,653,029	3,978,665
Benefits	1,272,431	1,343,367	1,524,576
<b>Personnel Costs Total</b>	<b>4,890,373</b>	<b>4,996,396</b>	<b>5,503,241</b>
<b>Operating Costs</b>			
Travel & Training	12,692	17,921	19,550
Utilities	26,468	28,150	28,520
Communications	27,595	20,275	23,540
Rentals	673	825	925
Public Relations - Internal	492	500	500
Public Relations - External	3,276	3,350	6,850
Insurance	109,170	100,513	98,449
Advertising	374	381	400
Repairs & Maintenance	21,307	23,930	38,650
General Supplies	10,625	12,876	13,500
Dues & Subscriptions	6,983	8,398	8,482
Vehicle Expenses	87,252	93,900	100,130
Maintenance Materials	20,281	60,245	35,245
Contractual	123,745	131,808	160,606
Other Operating Expenses	20,982	33,085	57,100
Contingency	2,867	5,000	5,000
<b>Operating Costs Total</b>	<b>474,782</b>	<b>541,157</b>	<b>597,447</b>
<b>Capital Costs</b>			
Computer Hardware/Software	14,408	1,500	2,000
Equipment, Furniture & Vehicles	136,527	119,973	192,719
<b>Capital Costs Total</b>	<b>150,935</b>	<b>121,473</b>	<b>194,719</b>
<b>Police Total</b>	<b>5,516,090</b>	<b>5,659,026</b>	<b>6,295,407</b>

## General Budget Expenditures by Program

Account Number	Description	2016 Actual	2017 Estimated	2018 Budget
<b>Department: Police</b>				
<b>Program: Management/Administration</b>				
Personnel Costs				
100001	Regular pay	206,048	227,154	319,487
107000	Workers' compensation ins	8,333	9,783	11,505
108000	FICA expense	15,401	16,931	24,441
109000	Health insurance	22,868	18,453	33,444
109005	HRA funding	1,806	2,545	2,273
109010	HRA fees	287	317	337
109050	ACA/PCORI fees	419	35	460
109500	Dental insurance	483	774	1,548
110001	LAGERS pension	12,821	19,232	27,377
111000	Life insurance	172	252	336
112000	Employee assistance expense	901	901	901
120006	Uniforms - police	1,150	1,150	1,500
Total: Personnel Costs		270,689	297,527	423,609
Operating Costs				
201031	Chief's conferences	0	2,000	2,000
201034	Police clerks conference	0	467	1,000
201081	Chief/mgmt meetings	205	300	600
201086	Police academy training	300	300	300
201100	Misc seminars/training	72	300	300
202010	Electric	21,561	22,500	22,660
202020	Gas	1,673	2,000	2,100
202030	Sewer	423	650	670
202040	Water	2,810	3,000	3,090
203001	Telephone	445	475	480
203003	Postage	300	1,000	1,000
203100	Cellular phones	1,392	650	1,050
204001	Postage meter rental	299	400	500
205150	Misc internal public relations	492	500	500
205209	Police community relations	358	500	4,000
206001	Gen/auto liability	4,496	4,301	4,685
206003	Property liability	2,939	3,394	3,668
206004	Cyber liability insurance	61	147	182
208004	Fire extinguishers maintenance	767	500	500
208005	Generators maintenance	945	1,245	1,245
208007	HVAC maintenance	2,015	1,500	2,000

## General Budget Expenditures by Program

Account Number	Description	2016 Actual	2017 Estimated	2018 Budget
<b>Program: Management/Administration</b>				
Operating Costs (Continued)				
208050	Misc equipment maintenance	0	500	1,500
208051	Path/parking lot maintenance	0	5,700	0
209001	Coffee supplies	1,439	500	500
209002	Copy paper	1,424	1,500	1,500
209004	Office supplies	3,063	3,500	4,000
209029	Safety equipment	1,880	2,000	2,000
209050	Misc operating supplies	0	300	300
210024	FBI	85	0	0
210025	LEO	0	20	20
210026	MO Police Chiefs Association	275	275	275
210028	IACP	150	150	150
210029	IACP Model Policies	0	50	50
210030	SLAPCA	50	50	50
210066	Notary fees	75	0	0
211050	Misc vehicle maintenance	1,424	2,500	2,500
211100	Motor fuel	1,411	1,200	1,240
212026	Building maintenance materials	20,161	60,000	35,000
212045	Postage machine maintenance	120	245	245
213039	Accreditation	2,103	1,500	1,500
213051	Copier maintenance	4,644	3,650	3,850
213066	Record retention/destruction	89	200	200
215004	Halloween treats	247	250	250
215005	Prisoner meals	523	800	800
215006	Prisoner medical exams	2,472	4,000	4,000
215049	Charity fundraiser expense	0	2,000	2,000
226001	Contingency	2,867	5,000	5,000
Total: Operating Costs		86,055	142,019	119,460
Capital Costs				
219060	Misc office furniture	1,576	1,700	1,700
Total: Capital Costs		1,576	1,700	1,700
<b>Program Total: Management/Administration</b>		<b>358,320</b>	<b>441,246</b>	<b>544,769</b>

## General Budget Expenditures by Program

Account Number	Description	2016 Actual	2017 Estimated	2018 Budget
<b>Program: Field Operations</b>				
Personnel Costs				
100001	Regular pay	2,456,195	2,417,721	2,650,673
100002	Overtime pay	16,202	17,000	17,000
100004	Holiday pay	61,937	57,311	65,930
100007	Special overtime pay	14,321	18,000	18,000
107000	Workers' compensation ins	81,834	90,399	99,091
108000	FICA expense	188,059	184,320	210,498
109000	Health insurance	372,100	366,822	395,750
109005	HRA funding	1,806	2,545	2,273
109010	HRA fees	287	317	337
109050	ACA/PCORI fees	418	35	460
109500	Dental insurance	14,943	14,787	15,862
110001	LAGERS pension	213,769	236,263	296,304
111000	Life insurance	3,433	3,262	3,444
115000	Unemployment ins	0	5,440	960
120006	Uniforms - police	28,816	30,000	33,500
120100	College tuition	2,500	6,000	7,500
Total: Personnel Costs		3,456,620	3,450,222	3,817,582
Operating Costs				
201081	Chief/mgmt meetings	105	300	300
201086	Police academy training	6,300	6,300	6,150
201087	Firearms training	1,315	1,500	1,700
201100	Misc seminars/training	1,434	1,054	1,200
203001	Telephone	445	475	480
203100	Cellular phones	16,834	12,200	13,300
205209	Police community relations	1,753	1,600	1,600
205211	D.A.R.E. materials	1,108	1,100	1,100
205250	Misc external public relations	57	150	150
206001	Gen/auto liability	44,015	39,757	40,348
206003	Property liability	28,871	29,610	31,591
206004	Cyber liability insurance	587	1,338	1,565
206009	Auto deductibles	10,179	4,000	0
207050	Miscellaneous advertising	374	381	400
208011	Vehicle & equipment maintenance	12,172	7,300	21,820
208013	Buckle Bear maintenance	85	85	85
208016	Portable radios maintenance	0	0	3,900
208017	Radar repairs & certification	1,665	2,100	2,100
208019	Prisoner processing equip maint	2,000	2,500	2,500
208050	Misc equipment maintenance	226	1,000	1,500
209005	Printing	779	2,000	2,000
210025	LEO	10	20	20

## General Budget Expenditures by Program

Account Number	Description	2016 Actual	2017 Estimated	2018 Budget
<b>Program: Field Operations</b>				
Operating Costs (Continued)				
210032	Firearms range	675	2,000	2,000
210050	Misc dues & subscriptions	0	75	75
211010	Auto detailing	1,149	1,800	2,000
211011	Car washes	1,400	2,000	2,300
211045	Stock items	2,357	1,250	2,000
211049	Bicycle maintenance	150	150	200
211050	Misc vehicle maintenance	24,779	22,000	22,000
211100	Motor fuel	51,174	57,000	61,800
211150	Motor oil	0	1,000	1,000
213034	CARE	5,670	5,670	5,670
213042	Livescan maintenance	7,415	7,519	7,500
213050	Misc contractual services	290	0	0
213060	Software maintenance	456	642	642
213081	Laptop maintenance	4,002	1,500	2,500
215007	Ammunition	5,279	8,079	13,000
215008	Batteries	820	2,000	2,000
215009	Breathalyzer solution	35	200	200
215010	Mace	865	0	0
215018	Training fund expense	4,362	5,000	5,000
215031	Shooting range supplies	1,173	2,450	2,450
215050	Misc other expense	0	500	500
Total: Operating Costs		242,365	235,605	266,646
Capital Costs				
219001	Computer software/upgrades	330	500	500
219002	Computer hardware/parts	14,078	1,000	1,500
219042	Missouri statutes	1,080	1,069	0
219099	Misc equipment <\$7500	4,227	4,530	33,769
219312	Bullet resistant vests	7,750	6,200	6,500
221501	Automobiles	121,785	83,100	120,000
222050	Misc capital equipment	0	0	30,000
Total: Capital Costs		149,250	96,399	192,269
<b>Program Total: Field Operations</b>		<b>3,848,235</b>	<b>3,782,226</b>	<b>4,276,497</b>

## General Budget Expenditures by Program

Account Number	Description	2016 Actual	2017 Estimated	2018 Budget
<b>Program: Communications</b>				
Personnel Costs				
100001	Regular pay	437,328	462,314	509,660
100002	Overtime pay	8,674	11,000	11,000
100004	Holiday pay	12,813	11,049	12,497
100010	Part time pay	4,261	1,164	1,000
107000	Workers' compensation ins	15,040	17,079	19,236
108000	FICA expense	33,972	35,965	40,863
109000	Health insurance	76,350	92,463	107,564
109005	HRA funding	1,806	2,545	2,273
109010	HRA fees	287	317	337
109050	ACA/PCORI fees	418	35	460
109500	Dental insurance	3,229	3,546	4,256
110001	LAGERS pension	11,487	9,724	26,131
111000	Life insurance	791	861	924
115000	Unemployment ins	6,400	0	0
Total: Personnel Costs		612,856	648,062	736,201
Operating Costs				
201086	Police academy training	600	500	600
201100	Misc seminars/training	0	500	1,000
203001	Telephone	3,505	3,400	3,650
206003	Property liability	5,301	5,733	6,131
206004	Cyber liability insurance	108	254	304
208002	Computer maintenance	468	600	600
208050	Misc equipment maintenance	964	900	900
209004	Office supplies	1,475	2,300	2,300
209005	Printing	0	261	300
209050	Misc operating supplies	400	200	200
210041	APCO	0	92	92
213032	Base station maintenance	0	0	9,100
213035	CAD maintenance	19,862	19,530	19,530
213036	REJIS	61,928	58,050	68,261
213050	Misc contractual services	2,676	4,878	2,677
213052	UPS maintenance	1,255	9,193	2,700
213062	Dictaphone leasing	6,588	10,000	27,000
213063	Router contract	2,220	3,096	3,096
213082	Media access	1,662	1,500	1,500
215011	Prisoners suits/hygiene	2,499	3,000	3,000
Total: Operating Costs		111,511	123,987	152,941
<b>Program Total: Communications</b>		<b>724,367</b>	<b>772,049</b>	<b>889,142</b>

## General Budget Expenditures by Program

Account Number	Description	2016 Actual	2017 Estimated	2018 Budget
<b>Program: Criminal Investigations</b>				
Personnel Costs				
100001	Regular pay	373,544	401,772	344,860
100002	Overtime pay	8,854	8,000	8,000
100004	Holiday pay	0	544	558
100007	Special overtime pay	17,765	20,000	20,000
107000	Workers' compensation ins	14,162	15,625	13,448
108000	FICA expense	29,415	30,847	28,566
109000	Health insurance	63,898	73,830	61,590
109005	HRA funding	1,806	2,545	2,273
109010	HRA fees	287	317	337
109050	ACA/PCORI fees	418	35	460
109500	Dental insurance	2,145	2,429	1,934
110001	LAGERS pension	33,861	40,673	40,253
111000	Life insurance	467	518	420
120008	Detective uniform/clothing	3,586	3,450	3,150
Total: Personnel Costs		550,208	600,585	525,849
Operating Costs				
201036	Detective conference	1,462	3,500	3,500
201086	Police academy training	900	900	900
203001	Telephone	445	475	480
203100	Cellular phones	4,229	1,600	3,100
204008	S&W ident-a-kit	374	425	425
206001	Gen/auto liability	7,542	6,873	5,476
206003	Property liability	4,965	4,876	4,287
206004	Cyber liability insurance	106	230	212
209005	Printing	164	315	400
210042	Major case squad	225	225	225
210044	MOCIC	250	200	200
210047	MOIAI	85	60	125
210048	Prof Fire & Fraud Invest Assn	0	100	100
210050	Misc dues & subscriptions	4,945	4,900	4,900
210067	West Co Criminal Exchange	157	181	200
211050	Misc vehicle maintenance	1,277	2,000	2,000
211100	Motor fuel	2,131	3,000	3,090
213060	Software maintenance	2,886	4,880	4,880
215012	Evidence supplies	616	925	20,000
215013	Investigative fund	0	500	500
215015	Infectious waste disposal	748	881	900
215050	Misc other expense	1,344	2,500	2,500
Total: Operating Costs		34,851	39,546	58,400

### General Budget Expenditures by Program

Account Number	Description	2016 Actual	2017 Estimated	2018 Budget
<b>Program: Criminal Investigations</b>				
Capital Costs				
219030	Cameras	109	720	750
221501	Automobiles	0	22,654	0
Total: Capital Costs		109	23,374	750
<b>Program Total: Criminal Investigations</b>		<b>585,168</b>	<b>663,505</b>	<b>584,999</b>
<b>Department Total: Police</b>		<b>5,516,090</b>	<b>5,659,026</b>	<b>6,295,407</b>

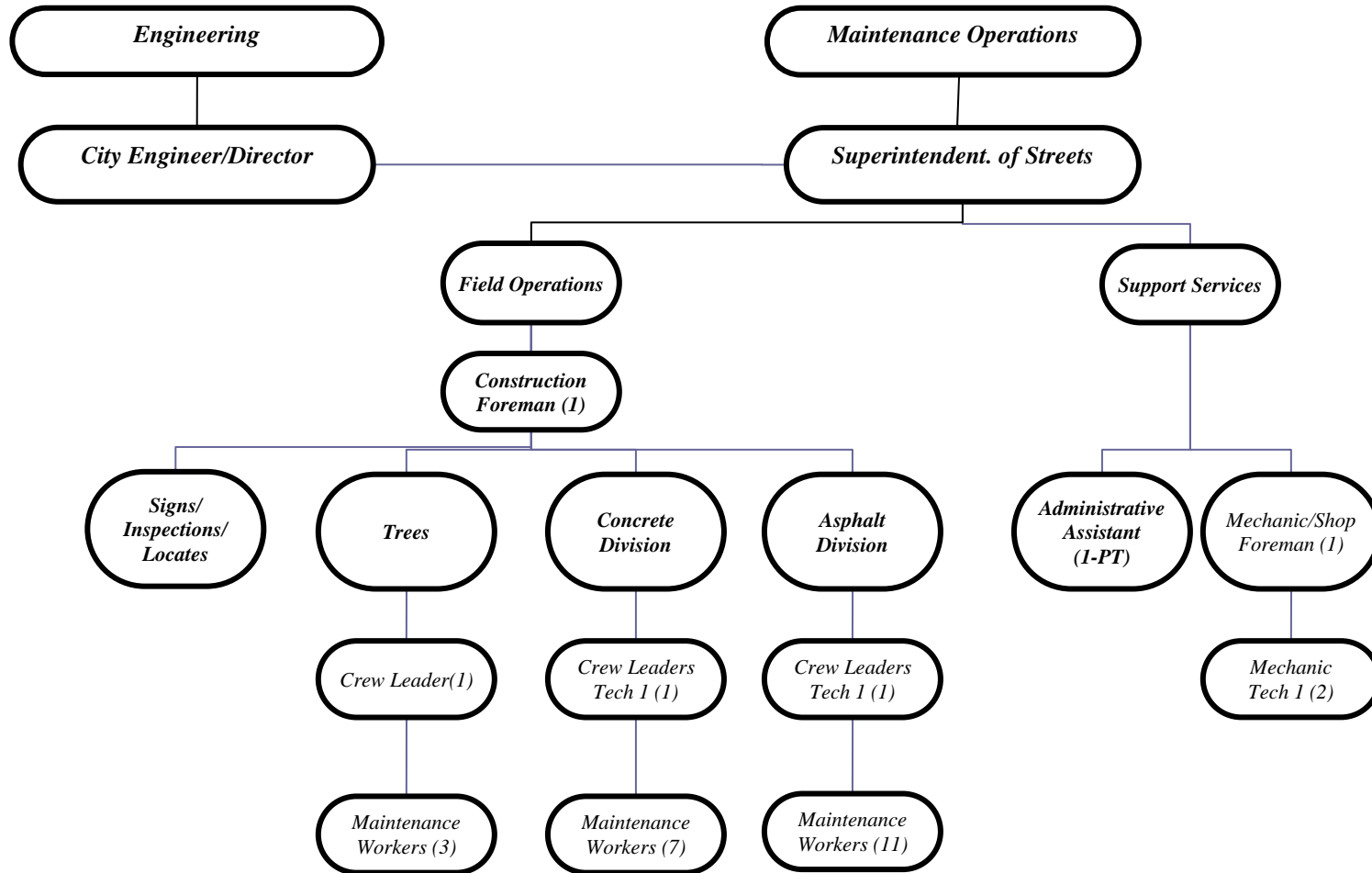


# Public Works

## Mission Statement

**The Public Works Department mission is to maintain the city's infrastructure in order to provide for the safe travel of all motorists and pedestrians. This requires routine maintenance of streets including snow and ice control, sidewalks, signage, traffic signals, and city's fleet. Fall leaves are collected at the curb to provide for a more efficient storm drainage system.**

PUBLIC WORKS DEPARTMENT  
2018 ORGANIZATIONAL STRUCTURE



## Public Works Department

The Public Works Department consists of five programs: Engineering & Inspections, Streets & Sidewalks, Snow & Ice Control, Property Services, and Support Services. The City Engineer also serves as the Director of Public Works. The Superintendent of Streets (Superintendent) handles the work detail, work schedules, priority of work, and requests for service. The Department is comprised of the City Engineer/Director of Public Works, Superintendent of Streets, one construction foreman, 3 crew leaders, 22 maintenance workers, three mechanics, and one part-time administrative assistant.

### **ENGINEERING & INSPECTIONS**

#### PROGRAMS & GOALS

The services performed include engineering plan review and construction inspections of city-owned infrastructure and private land development projects. The goals include:

- Review plans for subdivision and commercial site development for compliance with good engineering principles and 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 assure restoration in accordance with city standards and specifications.
- Inspect site and land disturbance (grading) activities for conformance with the approval plans.
- Inspect contractual street and sidewalk improvement projects for conformance to the bid specifications.

### **STREETS AND SIDEWALKS**

#### PROGRAMS & GOALS

In 2017 the sidewalk, pavement, and traffic control programs were combined into one program named "Streets & Sidewalks".

Sidewalk maintenance includes curb ramp maintenance and construction along city-owned streets, State Route 100 (Manchester Road) and St. Louis County's Clayton Road. 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.

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.
- Pursue federal funding for street improvements including upgrading affected sidewalks and ramps to ADA regulations.

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

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

**SIGNIFICANT BUDGETARY ISSUES**

1. In order to comply with federal regulations, sidewalk replacement to eliminate tripping hazards and upgrading of curb ramps to current ADA standards are included as part of contractual street projects. Sidewalks along Henry Avenue with cross slopes exceeding ADA standards will be replaced in 2018.
2. The following equipment for this program will be purchased in 2018.
  - a. Stump grinder \$19,000
  - b. Trailers (2) \$25,000
  - c. Tack sprayer \$14,000
  - d. Sweeper attachment \$4,100
  - e. Demo saw \$1,300
  - f. Hammer drill \$1,100
3. No cracksealing or microsurfacing is budgeted for 2018.

Workload Measurement	2016 Actual	2017 Estimated	2018 Budget
Sidewalk replacement sq. ft.	5,940	12,782	8,100
Street asphalt repairs tons	1,090	1,497	1,826

**SNOW AND ICE REMOVAL**

**PROGRAMS & GOALS**

This program involves the treating and plowing of city-owned streets to provide clear safe streets. The goals include:

- Assure adequate supply of deicing salt, salt brine, and calcium chloride for the coming winter season. Pre-treat all city streets during regular work hours with salt brine prior to forecast winter storm.

- Maintain sufficient clear pavement for emergency vehicles during winter storm event.
- Clear all streets sufficiently for two-way traffic after the winter storm ceases.
- Clear all streets curb-to-curb when short-term forecast warrants.
- Wash and service all snow equipment after the event.

#### SIGNIFICANT BUDGETARY ISSUES

1. Salt brine equipment was installed in 2015, but due to mild winters in 2016 and early 2017 it was not fully tested. Salt brine will be used to treat streets during regular business hours ahead of forecasted snow events. This combined with policy changes implemented in late 2015 on the use of compensatory time is expected to reduce overtime pay for snow removal services by \$20,000 compared with expenses prior to these changes.

#### **PROPERTY SERVICES**

##### PROGRAMS & GOALS

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

Pest Control: Minimize mosquito nuisance throughout the city. The goals include:

- Fog public and private streets on a weekly basis between mid-May and mid-October.
- Place larvacide tablet in standing water locations under contract with St. Louis County.

Storm Drainage: Maintain roadway bridge/culvert structures and remove blockage to avoid flooding. 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.
- Accompany MoDOT every two years while they inspect city bridges and culverts.
- Submit for federal funding to replace or rehabilitate deficient bridges and culverts.

Leaf Collection: To aid in improving the general appearance of the neighborhoods, leaves raked to the curb are collected and disposed of. The goals include:

- Begin collecting leaves raked to the curb by the resident on the Monday of the last full week of October with the final collection following the Thanksgiving holiday.
- Operate up to seven 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:** With the purchase of a bucket truck in 2016, street tree trimming and removal were transferred to the Public Works Department. Stump grinding continues to be performed by the Parks Department staff.

**SIGNIFICANT BUDGETARY ISSUES**

1. The 2018 budget includes \$30,000 for contractual tree removal. Tree removal efforts will continue to focus on removing ash trees damaged by to the Emerald Ash Borer.
2. A storm drainage system will be installed by Department staff between the sidewalk and street pavement to prevent rainwater flowing into the yards of homes on the west side of Woods Mill Road.
3. The following equipment for this program will be purchased in 2018.
  - a. Leaf vacuum \$10,000
  - b. Chipper \$90,000
  - c. Chainsaws (4) \$2,400
  - d. Mosquito fogger \$9,300

<b>Workload Measurement</b>	<b>2016 Actual</b>	<b>2017 Estimated</b>	<b>2018 Budget</b>
Tree Removals	491	226	400
Tree Planting	64	4	5
Trees Trimmed	54	369	600

**SUPPORT SERVICES**

**PROGRAMS & GOALS**

This program includes servicing city’s fleet and equipment and maintains all Department records. Program includes the Superintendent, one part-time clerical person, and three mechanics. The goals include:

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

**SIGNIFICANT BUDGETARY ISSUES**

1. The following equipment for this program will be purchased in 2018.
  - a. One-ton trucks (3) \$240,000
  - b. Additional two-way radios (9) \$21,200
  - c. Sign shop mapping software \$5,000
  - d. Hoist for welding (\$3,000)
  - e. Magnetic drill (\$1,300)

## STREET BUDGET

### CONTRACTUAL

SLABS & CURB & GUTTER (CONTRACTUAL)						
Street	PCI	Ward 1	Ward 2	Ward 3	Ward 4	
Windcliffe (concrete portion)	5	\$130,265				\$130,265
Orkney	6			\$32,800		\$32,800
Fieldstone	7			\$61,245		\$61,245
Trailwood	6			\$64,615		\$64,615
Caprice Gardens	5			\$82,530		\$82,530
Oakwood Farms (dead end-Oakbriar Farm)-Phase 1	6/7		\$150,305			\$150,305
Castle Pines-Phase 1	6/7				\$222,030	\$222,030
Old Ballwin Road Curb & Gutter	5	\$39,100	\$52,134		\$13,033	\$104,267
Mobilization (contractual work)		\$750	\$750	\$750	\$750	\$3,000
Advertising (contractual work)		\$150	\$150	\$150	\$150	\$600
<b>SLABS &amp; CURB/GUTTERS (CONTRACTUAL) TOTALS</b>		<b>\$170,265</b>	<b>\$203,339</b>	<b>\$242,090</b>	<b>\$235,963</b>	<b>\$851,657</b>

IN-HOUSE							ESTIMATED COST BY CONTRACT
SLAB & CURB & GUTTER (IN-HOUSE)							
Street	PCI	Ward 1	Ward 2	Ward 3	Ward 4		
Kehrs Mill Trail	6	\$7,333				\$7,333	\$36,000
Holloway Ridge Ct	7	\$2,037				\$2,037	\$10,002
Village Meadows	6		\$19,681			\$19,681	\$97,415
Wetherburn	7		\$16,308			\$16,308	\$82,826
Fairway Lake	6		\$10,743			\$10,743	\$61,890
<b>SLABS &amp; CURB &amp; GUTTER (IN-HOUSE) TOTALS</b>		<b>\$9,370</b>	<b>\$46,732</b>	<b>\$0</b>	<b>\$0</b>	<b>\$56,102</b>	<b>\$288,133</b>
<b>ESTIMATED IN-HOUSE SAVINGS</b>						<b>\$232,031</b>	

MILL/REPAVE (IN-HOUSE)							ESTIMATED COST BY CONTRACT
Street	PCI	Ward 1	Ward 2	Ward 3	Ward 4		
Windcliffe (asphalt over concrete portion)	5	\$27,423				\$27,423	\$37,767
Royal Oaks	5	\$21,832				\$21,832	\$30,067
Manorcrest	5			\$24,639		\$24,639	\$33,933
Ironwood	5			\$28,294		\$28,294	\$38,967
Sunstone	6			\$24,615		\$24,615	\$33,900
Old Ballwin Road (materials only)	5	\$43,372	\$57,830		\$14,457	\$115,659	\$159,264
Mobilization (cold-milling)		\$750	\$750	\$750	\$750	\$3,000	\$10,000
<b>MILL/REPAVE (IN-HOUSE) TOTALS</b>		<b>\$93,377</b>	<b>\$58,580</b>	<b>\$78,299</b>	<b>\$15,207</b>	<b>\$245,462</b>	<b>\$343,897</b>
<b>ESTIMATED IN-HOUSE SAVINGS</b>						<b>\$98,435</b>	
<b>TOTAL ESTIMATED IN-HOUSE SAVINGS</b>						<b>\$330,466</b>	

COMBINED CONTRACTUAL + IN-HOUSE TOTALS						
	Ward 1	Ward 2	Ward 3	Ward 4		
<b>Total Streets (contractual + in-house)</b>	<b>\$273,012</b>	<b>\$308,650</b>	<b>\$320,389</b>	<b>\$251,171</b>	<b>\$1,153,221</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>23.7%</b>	<b>26.8%</b>	<b>27.8%</b>	<b>21.8%</b>		

RECONSTRUCTION (CONTRACTUAL)		
Street	PCI	
Reinke Road (cost-sharing with Ellisville)	8	\$150,000
<b>RECONSTRUCTION TOTALS</b>		<b>\$150,000</b>

<b>TOTAL STREET BUDGET</b>	<b>\$1,310,221</b>
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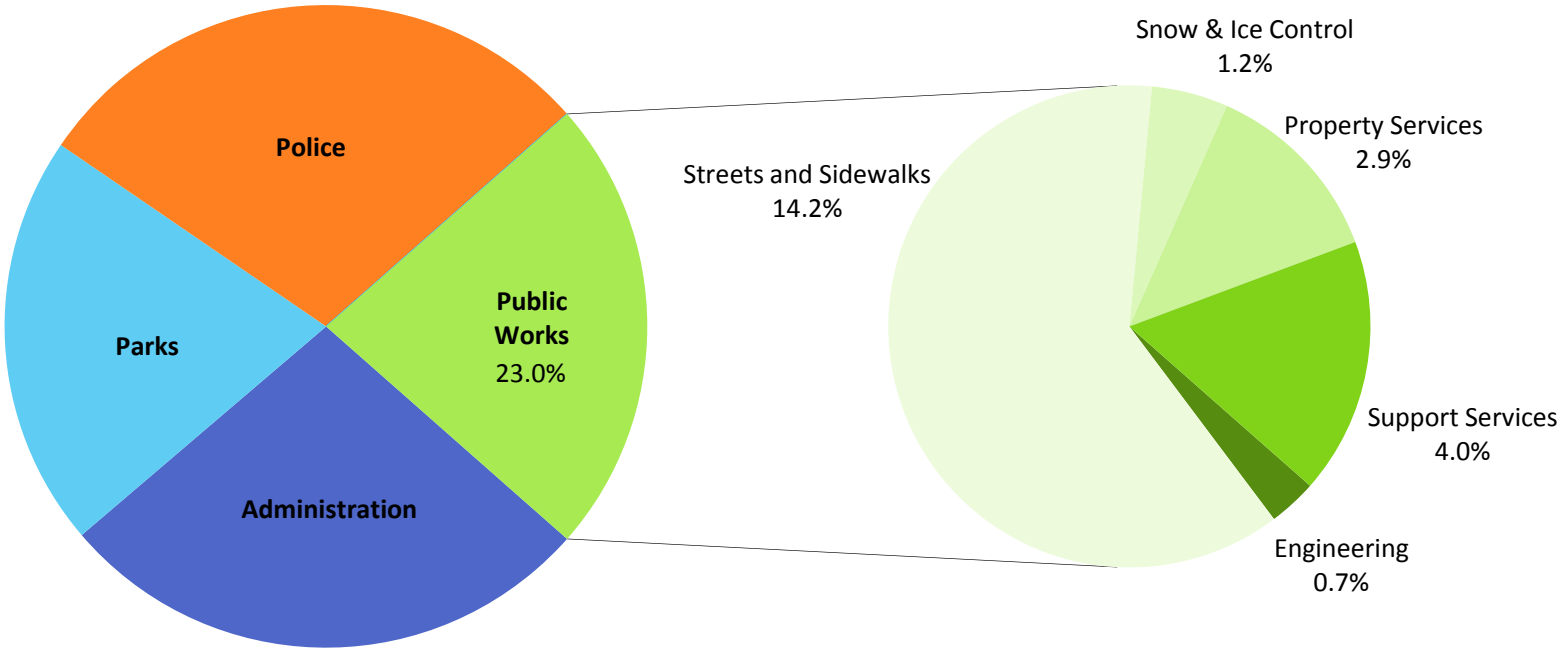
## **SIDEWALK & CURB RAMPS**

WARD	CONTRACTUAL	IN-HOUSE
1	Windcliffe	
2		Village Meadows
2		Fairway Lake
2	Oakwood Farms (dead end-Oakbriar)-Phase 1	
3	Orkney	
3	Caprice Gardens	
3	Manorcrest	
3		Ironwood
3		Henry
3		Sunstone
3		Fieldstone
4	Castle Pines- phase 1	
1,2,4	Old Ballwin	





# Public Works Budget Expenditures



## Public Works General Budget Expenditures

Description	2016 Actual	2017 Estimated	2018 Budget
<b>Personnel Costs</b>			
Wages and Salaries	1,535,780	1,577,685	1,643,735
Benefits	523,600	553,980	618,104
<b>Personnel Costs Total</b>	<b>2,059,380</b>	<b>2,131,665</b>	<b>2,261,839</b>
<b>Operating Costs</b>			
Travel & Training	2,233	2,115	5,450
Utilities	20,800	23,100	23,945
Communications	6,274	2,085	23,030
Rentals	5,021	8,250	8,500
Insurance	45,688	45,042	46,940
Repairs & Maintenance	73,850	97,008	95,800
General Supplies	94,232	93,875	98,990
Dues & Subscriptions	831	-	-
Vehicle Expenses	113,473	98,600	99,575
Maintenance Materials	256,778	326,790	689,900
Contractual	1,141,713	1,149,768	1,051,007
Other Operating Expenses	395	192	140
Contingency	-	-	-
<b>Operating Costs Total</b>	<b>1,761,288</b>	<b>1,846,825</b>	<b>2,143,277</b>
<b>Capital Costs</b>			
Computer Hardware/Software	3,950	4,645	9,645
Equipment, Furniture & Vehicles	483,857	824,707	437,300
Streets	674,479	211,869	150,000
<b>Capital Costs Total</b>	<b>1,162,286</b>	<b>1,041,221</b>	<b>596,945</b>
<b>Public Works Total</b>	<b>4,982,954</b>	<b>5,019,711</b>	<b>5,002,061</b>

## General Budget Expenditures by Program

Account Number	Description	2016 Actual	2017 Estimated	2018 Budget
<b>Department: Public Works</b>				
<b>Program: Engineering</b>				
Personnel Costs				
100001	Regular pay	151,826	112,527	115,626
100002	Overtime pay	147	200	200
107000	Workers' compensation ins	5,403	4,345	4,660
108000	FICA expense	11,518	8,624	8,861
109000	Health insurance	12,409	8,763	9,195
109005	HRA funding	1,806	2,545	2,273
109010	HRA fees	287	317	337
109050	ACA/PCORI fees	419	35	460
109500	Dental insurance	701	387	387
110001	LAGERS pension	4,235	2,293	5,523
111000	Life insurance	127	55	84
<b>Total: Personnel Costs</b>		<b>188,878</b>	<b>140,091</b>	<b>147,606</b>
Operating Costs				
201021	APWA state conferences	767	800	1,200
201022	APWA national conference	0	0	2,500
201100	Misc seminars/training	937	615	250
203003	Postage	49	50	50
206001	Gen/auto liability	2,531	1,978	1,643
206004	Cyber liability insurance	39	75	74
209004	Office supplies	1,214	2,000	2,100
209005	Printing	252	65	90
209050	Misc operating supplies	607	500	600
210019	APWA	831	0	0
211100	Motor fuel	6,664	6,700	6,900
<b>Total: Operating Costs</b>		<b>13,891</b>	<b>12,783</b>	<b>15,407</b>
Capital Costs				
219099	Misc equipment <\$7500	0	4,253	0
<b>Total: Capital Costs</b>		<b>0</b>	<b>4,253</b>	<b>0</b>
<b>Program Total: Engineering</b>		<b>202,769</b>	<b>157,127</b>	<b>163,013</b>

## General Budget Expenditures by Program

Account Number	Description	2016 Actual	2017 Estimated	2018 Budget
<b>Program: Streets and Sidewalks</b>				
Personnel Costs				
100001	Regular pay	785,430	962,074	865,372
100002	Overtime pay	516	824	500
100010	Part time pay	27,210	20,410	40,320
107000	Workers' compensation ins	29,374	34,239	36,457
108000	FICA expense	59,743	71,431	69,324
109000	Health insurance	153,113	212,814	183,599
109005	HRA funding	5,418	2,545	2,273
109010	HRA fees	862	317	337
109050	ACA/PCORI fees	1,255	35	460
109500	Dental insurance	6,424	8,228	7,235
110001	LAGERS pension	20,587	18,832	41,275
111000	Life insurance	1,425	1,931	1,571
Total: Personnel Costs		1,091,357	1,333,680	1,248,723
Operating Costs				
202013	Electric - traffic signals	627	550	570
206001	Gen/auto liability	13,763	12,909	12,852
206004	Cyber liability insurance	210	495	576
208050	Misc equipment maintenance	7,096	18,000	16,900
209010	Small tools	1,992	3,500	4,500
209022	Stock items	6,341	12,000	14,600
209023	Cutter blades	778	200	200
209024	Ice	906	2,000	1,600
211100	Motor fuel	32,381	34,200	35,225
212001	Concrete	67,730	122,000	136,000
212002	Asphalt & primer	53,771	100,000	355,000
212003	Traffic paint	3,711	5,500	8,000
212004	Sign materials	13,504	18,000	30,000
212008	Crushed rock	2,393	6,000	12,000
212032	Earth backfill	1,575	2,000	2,500
213006	Trash/dumping fees	10,506	8,000	12,000
213027	Traffic signal maintenance	1,298	600	1,000
213028	Striping	21,211	22,220	24,000
213050	Misc contractual services	157,539	37,400	28,000
213069	Slab replacement	598,008	675,520	747,390
213075	Microsurfacing	194,392	277,763	0
213077	Cracksealing	62,637	0	0
213078	Curb & gutter replacement	0	0	104,267
213086	Sidewalk replacement	0	22,670	52,000
213088	Material hauling	0	0	25,000
Total: Operating Costs		1,252,369	1,381,527	1,624,180

### General Budget Expenditures by Program

Account Number	Description	2016 Actual	2017 Estimated	2018 Budget
<b>Program: Streets and Sidewalks</b>				
Capital Costs				
219099	Misc equipment <\$7500	10,071	11,400	6,400
219404	Backpack blowers	965	1,200	1,300
222501	Heavy equipment	0	137,676	0
222999	Misc equip over \$10,000	0	20,000	58,000
223007	Street reconstruction	0	0	150,000
223008	Mill/repave	674,479	211,869	0
Total: Capital Costs		685,515	382,145	215,700
<b>Program Total: Streets and Sidewalks</b>		<b>3,029,241</b>	<b>3,097,352</b>	<b>3,088,603</b>

## General Budget Expenditures by Program

Account Number	Description	2016 Actual	2017 Estimated	2018 Budget
<b>Program: Snow &amp; Ice Control</b>				
Personnel Costs				
100001	Regular pay	34,546	26,635	41,017
100002	Overtime pay	16,297	25,000	25,000
107000	Workers' compensation ins	4,171	2,509	2,656
108000	FICA expense	3,681	2,634	5,050
109000	Health insurance	7,583	8,430	8,499
109005	HRA funding	1,806	2,545	2,273
109010	HRA fees	287	317	337
109050	ACA/PCORI fees	384	35	460
109500	Dental insurance	323	331	337
110001	LAGERS pension	1,179	1,266	3,205
111000	Life insurance	24	73	73
Total: Personnel Costs		70,281	69,775	88,907
Operating Costs				
206001	Gen/auto liability	1,981	1,138	936
206004	Cyber liability insurance	32	53	42
208008	Plows & spreaders maintenance	4,901	17,000	17,000
208050	Misc equipment maintenance	2,656	1,000	1,000
209001	Coffee supplies	837	1,360	1,000
209022	Stock items	868	500	500
209034	Food	43	200	200
211100	Motor fuel	5,538	6,100	5,500
212005	Calcium chloride	0	3,200	3,500
212006	Salt	110,221	66,640	123,000
212050	Misc maintenance materials	342	350	300
213030	Weather forecasting service	6,735	6,920	0
Total: Operating Costs		134,154	104,461	152,978
Capital Costs				
219220	Plows/equipment	30,962	49,780	15,000
Total: Capital Costs		30,962	49,780	15,000
<b>Program Total: Snow &amp; Ice Control</b>		<b>235,397</b>	<b>224,016</b>	<b>256,885</b>

## General Budget Expenditures by Program

Account Number	Description	2016 Actual	2017 Estimated	2018 Budget
<b>Program: Property Services</b>				
Personnel Costs				
100001	Regular pay	288,284	178,874	298,399
100002	Overtime pay	72	2,500	2,500
107000	Workers' compensation ins	8,573	11,319	12,106
108000	FICA expense	20,935	13,615	23,019
109000	Health insurance	62,330	35,333	67,280
109005	HRA funding	1,806	2,545	2,273
109010	HRA fees	287	317	337
109050	ACA/PCORI fees	384	35	460
109500	Dental insurance	2,567	1,534	2,522
110001	LAGERS pension	7,218	3,578	14,351
111000	Life insurance	587	239	548
Total: Personnel Costs		393,043	249,889	423,795
Operating Costs				
206001	Gen/auto liability	4,047	4,145	4,267
206004	Cyber liability insurance	63	158	191
208050	Misc equipment maintenance	5,055	12,000	8,800
209010	Small tools	2,656	3,500	4,800
209022	Stock items	4,865	4,300	2,800
209026	Insecticides/pesticides	4,400	3,750	5,000
211100	Motor fuel	11,169	11,600	11,950
212001	Concrete	0	0	500
212007	Pipe & masonry	0	0	8,000
212008	Crushed rock	0	0	2,300
212050	Misc maintenance materials	0	0	5,400
213006	Trash/dumping fees	0	45	100
213033	Temporary labor	11,225	13,500	14,000
213041	Tree maintenance service	0	0	30,000
213050	Misc contractual services	61,405	74,470	0
Total: Operating Costs		104,885	127,468	98,108
Capital Costs				
219099	Misc equipment <\$7500	0	0	11,700
222999	Misc equip over \$10,000	19,343	19,803	100,000
Total: Capital Costs		19,343	19,803	111,700
<b>Program Total: Property Services</b>		<b>517,271</b>	<b>397,160</b>	<b>633,603</b>

## General Budget Expenditures by Program

Account Number	Description	2016 Actual	2017 Estimated	2018 Budget
<b>Program: Support Services</b>				
Personnel Costs				
100001	Regular pay	226,863	236,700	241,697
100002	Overtime pay	89	0	0
100010	Part time pay	4,500	11,941	13,104
107000	Workers' compensation ins	7,572	8,922	10,251
108000	FICA expense	17,100	18,369	19,492
109000	Health insurance	32,163	34,098	33,124
109005	HRA funding	1,806	2,545	2,273
109010	HRA fees	287	317	337
109050	ACA/PCORI fees	419	35	460
109500	Dental insurance	1,504	1,534	1,513
110001	LAGERS pension	6,076	4,822	11,528
111000	Life insurance	331	336	328
112000	Employee assistance expense	901	901	901
115000	Unemployment ins	0	5,010	0
120005	Uniforms - garages	13,806	11,100	15,300
120100	College tuition	2,404	1,600	2,500
<b>Total: Personnel Costs</b>		<b>315,821</b>	<b>338,230</b>	<b>352,808</b>
Operating Costs				
201100	Misc seminars/training	530	700	1,500
202010	Electric	11,029	12,000	12,360
202020	Gas	6,005	6,800	7,140
202030	Sewer	2,348	2,900	3,000
202040	Water	792	850	875
203001	Telephone	400	425	430
203100	Cellular phones	5,825	1,610	1,350
203108	Two way radios	0	0	21,200
204003	Cylinders rental	3,024	2,500	2,500
204004	Waste disposal	1,926	5,250	5,000
204050	Misc equipment rentals	71	500	1,000
206001	Gen/auto liability	3,548	3,338	3,614
206003	Property liability	19,420	20,124	21,083
206004	Cyber liability insurance	54	129	162
206009	Auto deductibles	0	500	1,000
206010	Insurance deductibles	0	0	500
208004	Fire extinguishers maintenance	470	308	500
208011	Vehicle & equipment maintenance	51,272	47,000	50,000
208014	Wildlife maintenance	2,400	1,700	1,600
209010	Small tools	6,471	7,500	7,000



## General Budget Expenditures by Program

Account Number	Description	2016 Actual	2017 Estimated	2018 Budget
<b>Program: Support Services</b>				
Operating Costs (Continued)				
209012	Tires	18,009	20,000	20,000
209022	Stock items	24,280	20,000	25,000
209027	Garage & yard maint supplies	6,815	1,500	2,000
209029	Safety equipment	12,897	11,000	7,000
211050	Misc vehicle maintenance	57,720	40,000	40,000
212026	Building maintenance materials	3,531	3,100	3,400
213050	Misc contractual services	7,647	2,500	5,000
213051	Copier maintenance	124	160	250
213064	Generator services	3,779	2,000	2,000
213065	Vehicle GPS maintenance	5,207	6,000	6,000
215003	Commercial drivers licenses	395	192	140
<b>Total: Operating Costs</b>		<b>255,989</b>	<b>220,586</b>	<b>252,604</b>
Capital Costs				
219001	Computer software/upgrades	3,950	4,645	9,645
219099	Misc equipment <\$7500	14,814	18,145	4,900
221502	Trucks	407,702	562,450	240,000
<b>Total: Capital Costs</b>		<b>426,466</b>	<b>585,240</b>	<b>254,545</b>
<b>Program Total: Support Services</b>		<b>998,276</b>	<b>1,144,056</b>	<b>859,957</b>
<b>Department Total: Public Works</b>		<b>4,982,954</b>	<b>5,019,711</b>	<b>5,002,061</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, 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 lists each project/need under a Project Title, with a Project Description (location, scope of work) and a Project Justification (why needed). Justification generally states reasons such as: (a) enhance efficiency; (b) public safety; (c) improve public infrastructure; (d) provide higher quality service; (e) availability of grants. The funding method for each project/need is also stated (ex: sales tax, grant).

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

	2016 Actual	2017 Estimated	2018 Budget
<b>Fund Balance, January 1</b>	\$ 277,705	\$ 5,054	\$ 217,554
<b>Revenues</b>			
Capital Improvement Sales Tax	\$ -	\$ 581,000	\$ 240,000
Capital Improvement TIF Sales Tax	\$ -	\$ 40,000	\$ 115,000
Park Sales Tax	\$ 437,325	\$ 139,000	\$ 128,400
Park TIF Sales Tax	\$ 150,207	\$ 130,000	\$ 135,000
Recreation Contribution	\$ 56,600	\$ 148,782	\$ -
Misc Project Reimbursement	\$ 53,738	\$ 1,118,257	\$ -
Misc Parks Grants	\$ -	\$ -	\$ 531,400
Stormwater Grants	\$ 53,874	\$ 76,838	\$ 1,200,480
<b>TOTAL</b>	<b>\$ 751,744</b>	<b>\$ 2,233,877</b>	<b>\$ 2,350,280</b>
<b>Expenditures</b>			
Administration:	\$ 25,307	\$ 245,100	\$ 2,855,861
Parks:	\$ 728,994	\$ 643,827	\$ 990,000
Police:	\$ -	\$ -	\$ -
Public Works:	\$ 140,455	\$ 1,563,547	\$ 1,621,600
<b>TOTAL</b>	<b>\$ 894,756</b>	<b>\$ 2,452,474</b>	<b>\$ 5,467,461</b>
<b>Transfer (To)/From</b>			
<b>Operating Fund</b>	\$ -	\$ 496,838	\$ 2,710,861
<b>Other Restricted Funds</b> (Recreation, streetlight escrows)	\$ (129,639)	\$ (65,742)	\$ 195,381
<b>Fund Balance, December 31</b>	<b>\$ 5,054</b>	<b>\$ 217,554</b>	<b>\$ 6,615</b>

## 2018-2022 CAPITAL IMPROVEMENT PLAN

	2018	2019	2020	2021	2022
<b>Revenues</b>					
Capital Improvement Sales Tax	\$ 240,000	\$ -	\$ -	\$ -	\$ -
Capital Improvement TIF Sales Tax	115,000	-	-	-	-
Park Sales Tax	128,400	-	-	-	-
Park TIF Sales Tax	135,000	-	-	-	-
Miscellaneous Project Reimbursement	1,200,480	70,768	88,000	932,832	932,510
Miscellaneous Park Grants	531,400	531,400	106,400	531,400	625,000
<b>Revenue Totals:</b>	<b>\$ 2,350,280</b>	<b>\$ 602,168</b>	<b>\$ 194,400</b>	<b>\$ 1,464,232</b>	<b>\$ 1,557,510</b>
<b>Transfers In</b>					
Transfer In from Operating Fund Balance	2,710,861	28,466	-	-	-
Use of Restricted Funds - Recreation Escrow	195,381	-	-	-	-
<b>Totals:</b>	<b>\$ 2,906,242</b>	<b>\$ 28,466</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand totals:</b>	<b>\$ 5,256,522</b>	<b>\$ 630,634</b>	<b>\$ 194,400</b>	<b>\$ 1,464,232</b>	<b>\$ 1,557,510</b>

## Expenditures/Project By Department

<b>Administration</b>					
Comprehensive Community Plan	\$ 135,000	\$ -	\$ -	\$ -	\$ -
Gov't Center - Design/Build	160,861	18,628	-	-	-
Gov't Center - Construction	2,550,000	450,000	-	-	-
TIF Municipal Revenue Funding	10,000	28,000	30,000	30,000	32,000
<b>Totals:</b>	<b>\$ 2,855,861</b>	<b>\$ 496,628</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>	<b>\$ 32,000</b>
<b>Parks &amp; Recreation</b>					
Parks Master Plan	\$ 100,000	\$ -	\$ -	\$ -	\$ -
North Pointe Improvements	840,000	-	-	-	-
Ferris Park Redevelopment - Phase 2	-	850,000	-	-	-
New Ballwin Park Final Design	-	30,000	-	-	-
New Ballwin Park Construction	-	-	900,000	-	-
Holloway Park Design / Specs	-	-	20,000	-	-
Holloway Park Construction	-	-	-	600,000	-
Vlasis Park Design / Specs	-	-	-	50,000	-
Vlasis Park Construction	-	-	-	-	1,000,000
TIF Municipal Revenue Funding	50,000	58,000	60,000	60,000	62,000
<b>Totals:</b>	<b>\$ 990,000</b>	<b>\$ 938,000</b>	<b>\$ 980,000</b>	<b>\$ 710,000</b>	<b>\$ 1,062,000</b>
<b>Public Works</b>					
Ries Rd. Culvert - Construction	\$ 860,000	\$ -	\$ -	\$ -	\$ -
Ramsey Ln. Culvert - Construction	754,600	-	-	-	-
Holloway Rd. - Engineering	-	88,460	-	-	-
Holloway Rd. - Easements	-	-	10,000	-	-
Holloway Rd. - Construction	-	-	-	1,156,040	-
New Ballwin - Federal Funding Fee	7,000	-	-	-	-
New Ballwin - Engineering	-	-	100,000	-	-
New Ballwin - Easements	-	-	-	10,000	-
New Ballwin - Construction	-	-	-	-	1,165,637
<b>Totals:</b>	<b>\$ 1,621,600</b>	<b>\$ 88,460</b>	<b>\$ 110,000</b>	<b>\$ 1,166,040</b>	<b>\$ 1,165,637</b>
<b>Expense Totals:</b>	<b>\$ 5,467,461</b>	<b>\$ 1,523,088</b>	<b>\$ 1,120,000</b>	<b>\$ 1,906,040</b>	<b>\$ 2,259,637</b>
<b>Revenues Over/ (Under) Expenditures:</b>	<b>\$ (210,939)</b>	<b>\$ (892,454)</b>	<b>\$ (925,600)</b>	<b>\$ (441,808)</b>	<b>\$ (702,127)</b>

**Projects for 2018 - 2022**

**Administration**

**Comprehensive Community Plan**

**\$135,000**

Comprehensive community planning is a process that provides an opportunity for constructive public input and public participation to determine community goals and aspirations in terms of community development. The outcome is a Plan which provides a framework for decision making related to land use, subdivision and land development as well as public policy to guide the orderly growth and development of the community over the next ten years.

**Government Center Replacement**

**\$3,179,489**

Renovation / replacement of the Government Center to maximize utilization of the space, energy efficiency and access. Current facilities do not appropriately accommodate the functions contained in the building. Needed are enhanced safety for staff, public restrooms, and the ability to meet current state and federal regulations for secure record storage and access.

**TIF Municipal Revenue Funding**

**\$130,000**

Per TIF indentures, the City is required to pay 35% of their bottom half of TIF revenues or 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**

---

**Comprehensive Community Plan**

None

**Government Center Replacement**

Utility costs are anticipated to decrease by \$1,500 annually.

**TIF Municipal Revenue Funding**

None

**Projects for 2018 - 2022****Parks & Recreation****Parks Master Plan** **\$100,000**

A comprehensive planning process that will address the current and future parks and recreation needs of the community including parks, recreation activities, and activity centers by inventoring current conditions, holding public meetings to assess needs, and listing recommendations for future improvements to parks and facilities as well as operations and services.

**North Pointe Improvements** **\$840,000**

Replace the 15+ year old "Bucket Falls" water play structure and splash pad with updated equipment. Splash to include more play features as well as shade structure.

**Ferris Park Redevelopment - Phase 2** **\$850,000**

Construction of handicap accessible drive and walkways to park features. Construction of new visitor parking lot with permeable pavement and rain garden to decrease run-off into nearby Fishpot Creek. Anticipate receiving Muni Park Grant to partially off-set construction expense.

**New Ballwin Park Playground/Shelter** **\$930,000**

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, sports courts, walking path, etc.

**Holloway Park Play Area Renovation** **\$620,000**

Replace 30+ year old playground with updated play structure and safety surfacing; 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.

**TIF Municipal Revenue Funding** **\$290,000**

Per TIF indentures, the City is required to pay 35% of their bottom half of TIF revenues or 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****North Pointe Improvements****Ferris Park Redevelopment - Phase 2****New Ballwin Park Playground/Shelter****Holloway Park Play Area Renovation****Vlasis Park Construction****TIF Municipal Revenue Funding**

None

**Projects for 2018 - 2022****Public Works****Ries Road Culvert Construction** **\$860,000**

The existing concrete culvert is deteriorating and needs to be replaced. This project encompasses the replacement of the existing 4-cell concrete box culvert and related roadway work. The project will be 80% offset by federal funding. Benefits include reducing the risk of structural failure and the improvement of creek flow.

**Ramsey Culvert Construction** **\$754,600**

The existing concrete 4-cell culvert is deteriorating and needs to be replaced. Replacement of the existing concrete box culvert and related roadway work. The project will be 80% offset by federal funding. Benefits include reducing the risk of structural failure and the improvement of creek flow.

**Holloway Rd. Engineering, Easements, Construction** **\$1,254,500**

Holloway Rd. pavement and curb and gutters have deteriorated. Engineering 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.

**New Ballwin Engineering, Easements, Construction** **\$1,282,637**

Existing curb and gutter and asphalt pavement have deteriorated. Expect to submit application for 80% federal funding in 2018 with engineering funded in 2020. Easement acquisition in 2021. Construction in 2022. Benefits include smoother driving surface, compliance with ADA standards for curb ramps and elimination of uneven sidewalk sections.

**Overall Impact on Operating Budget****Ries Road Culvert Easements, Construction**

None

**Ramsey Culvert Engineering, Easements, Construction**

None

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

Reduction of street maintenance costs projected at \$97,500 over 10 years.

**New Ballwin Engineering, Easements, Construction**

Reduction of street maintenance costs projected at \$200,000 over 10 years.





# **Special Revenue Funds**

## Special Allocations Fund

### Old Towne TIF

For the Fiscal Year Ending December 31, 2018

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.

	2016 Actual	2017 Estimated	2018 Budget
<b>Fund Balance, January 1</b>	\$0	\$0	\$0
<b>Revenues</b>			
Economic Activity Taxes (EATS)	\$858,672	\$730,000	\$752,000
Payments in Lieu of Taxes (PILOTS)	\$435,175	\$440,000	\$440,000
Interest Income	330	675	630
<b>Total Revenues</b>	<b>\$1,294,177</b>	<b>\$1,170,675</b>	<b>\$1,192,630</b>
<b>Expenditures</b>	<b>\$4,500</b>	<b>\$4,500</b>	<b>\$4,500</b>
<b>Revenues over Expenditures</b>	<b>\$1,289,677</b>	<b>\$1,166,175</b>	<b>\$1,188,130</b>
<b>Other Financing Sources (Uses)</b>			
Transfers in (TDD Revenues-top half)	\$69,294	\$59,000	\$59,750
Transfers in (Municipal Revenues)	\$148,515	\$158,525	\$141,540
<b>Total Other Financing Sources</b>	<b>\$217,809</b>	<b>\$217,525</b>	<b>\$201,290</b>
<b>Transfers out for TIF 2-A Bond Payments</b>	<b>(\$1,507,486)</b>	<b>(\$1,383,700)</b>	<b>(\$1,389,420)</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 vacancy created by SteinMart was filled in May by the Flying Spider. Senor Pique’s closed in January and was replaced with Texas Roadhouse in August. In May HomeGoods relocated to another retail center and this space currently is still vacant. The following is a list of current Olde Towne tenants:

iTechshark	Big Lots
Check Into Cash	Clarkson Eyecare
Fed Ex Kinko’s	Flying Spider
Lowe’s Home Improvement	Marshall’s
McAlister’s Deli	Shoe Carnival
Sports Clips	Starbuck’s
Texas Roadhouse	

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 8.363%. This tax is broken down as follows:

State taxes	4.225%
St. Louis County taxes	3.388%
Ballwin taxes	1.000%
Transportation Development District tax	<u>0.250%</u>
Total:	8.863%

The TIF and TDD bond financing was provided by Wells Fargo Advisors. The bond trustee is Commerce Bank of Kansas City. In 2017 the District made an unscheduled draw from the debt service reserve fund of \$394,106.83. Unscheduled draws were also made in 2016, 2015, 2014 and 2013. Based on historical data and economic forecasts, an additional draw in 2018 is anticipated.

**Ballwin Towne Center Transportation Development District**  
For the Fiscal Year Ending December 31, 2018

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.

	<b>2016 Actual</b>	<b>2017 Estimated</b>	<b>2018 Budget</b>
<b>Fund Balance, January 1</b>	\$0	\$0	\$0
<b>Revenues</b>			
Sales Taxes <sup>1</sup>	\$138,587	\$118,000	\$123,000
Interest Income	24	50	45
<b>Total TDD Revenues</b>	<b>\$138,611</b>	<b>\$118,050</b>	<b>\$123,045</b>
<b>Expenditures</b>			
Administrative Fees	\$7,089	\$7,200	\$7,200
Audit Fees	2,350	2,500	2,500
<b>Total TDD Expenditures</b>	<b>\$9,439</b>	<b>\$9,700</b>	<b>\$9,700</b>
<b>Revenues over Expenditures</b>	<b>\$129,172</b>	<b>\$108,350</b>	<b>\$113,345</b>
<b>Other Financing Sources (Uses)</b>			
Transfers Out – EATs Fund <sup>2</sup>	(\$69,294)	(\$59,000)	(\$59,750)
Transfers Out – TDD Revenues Fund <sup>3</sup>	(\$59,878)	(\$49,350)	(\$53,595)
<b>Total Other Financing Sources</b>	<b>(\$129,172)</b>	<b>(\$108,350)</b>	<b>(\$113,345)</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 Commerce 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, 2018

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.

	2016 Actual	2017 Estimated	2018 Budget
<b>Fund Balance, January 1</b>	\$ 307,369	\$ 303,718	\$ 303,976
<b>Revenues</b>			
Sewer Lateral Fees	\$ 297,637	\$ 296,000	\$ 296,000
<b>Total Sewer Lateral Revenues</b>	<b>\$ 297,637</b>	<b>\$ 296,000</b>	<b>\$ 296,000</b>
<b>Expenditures</b>			
Administrative Fees	\$ 33,516	\$ 33,242	\$ 26,800
Sewer Lateral Repair Costs	267,772	262,500	269,000
<b>Total Sewer Lateral Expenditures</b>	<b>\$ 301,288</b>	<b>\$ 295,742</b>	<b>\$ 295,800</b>
<b>Revenues Over Expenditures</b>	<b>\$ (3,651)</b>	<b>\$ 258</b>	<b>\$ 200</b>
<b>Other Financing Sources (Uses)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Fund Balance, December 31</b>	<b>\$ 303,718</b>	<b>\$ 303,976</b>	<b>\$ 304,176</b>

**Federal Asset Seizure Fund**

For the Fiscal Year Ending December 31, 2018

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.

	2016 Actual	2017 Estimated	2018 Budget
<b>Fund Balance, January 1</b>	\$ 62,296	\$ 125,786	\$ 124,825
<b>Revenues</b>			
Intergovernmental Revenues	\$ 75,960	\$ 26,274	\$ 12,000
Interest Income	\$ 325	\$ 765	\$ 710
<b>Total Revenues</b>	<u>\$ 76,285</u>	<u>\$ 27,039</u>	<u>\$ 12,710</u>
<b>Expenditures</b>			
Fed Asset Seizure Expenses	\$ 12,795	\$ 28,000	\$ 10,000
<b>Total Expenditures</b>	<u>\$ 12,795</u>	<u>\$ 28,000</u>	<u>\$ 10,000</u>
<b>Revenues Over Expenditures</b>	\$ 63,490	\$ (961)	\$ 2,710
<b>Other Financing Sources (Uses)</b>	\$ -	\$ -	\$ -
<b>Fund Balance, December 31</b>	\$ 125,786	\$ 124,825	\$ 127,535

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

For the Fiscal Year Ending December 31, 2018

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.

	2016 Actual	2017 Estimated	2018 Budget
<b>Fund Balance, January 1</b>	\$ 90,466	\$ 90,757	\$ 89,519
<b>Revenues</b>			
Intergovernmental Revenues	\$ 3,971	\$ 3,052	\$ 3,000
Interest Income	\$ 263	\$ 710	\$ 660
<b>Total Revenues</b>	<u>\$ 4,234</u>	<u>\$ 3,762</u>	<u>\$ 3,660</u>
<b>Expenditures</b>			
Training	\$ 3,943	\$ 5,000	\$ 3,500
<b>Total Expenditures</b>	<u>\$ 3,943</u>	<u>\$ 5,000</u>	<u>\$ 3,500</u>
<b>Revenues Over Expenditures</b>	\$ 291	\$ (1,238)	\$ 160
<b>Other Financing Sources (Uses)</b>	\$ -	\$ -	\$ -
<b>Fund Balance, December 31</b>	\$ 90,757	\$ 89,519	\$ 89,679



# 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 is paid through the Capital fund.

#### Legal Debt Margin

Legal Debt Margin Calculation for Fiscal Year 2017

Assessed Value	<u>\$ 678,589,952</u>
Debt Limit (10% of total assessed value)	\$ 67,858,995
Debt applicable to limit:	<u>-</u>
Legal Debt Margin	<u>\$ 67,858,995</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 2018 fiscal year.

**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 12/31/17:			\$ (10,525,000)
Redemptions			\$ (305,000)
<b>Total TIF Debt 12/31/17:</b>			<b>\$ 9,270,000</b>
Payments Due in 2018:			
04/1/18 Interest:	\$ 279,653		
10/1/18 Interest/Principal:	\$ 279,653	\$ 1,420,000	
<b>Total TIF Reduction Requirements for 2018:</b>			<b>\$ 1,979,306</b>
<b>Total TIF Indebtedness 12/31/18:</b>			<b>\$ 7,850,000</b>
<b>TOTAL CITY DEBT REQUIREMENTS FOR 2018 (excluding TIF):</b>			<b>\$ -</b>
<b>TOTAL CITY DEBT REQUIREMENTS FOR 2018 (including TIF):</b>			<b>\$ 1,979,306</b>

CAPITAL LEASES	
<b>Total Capital Lease Indebtedness 12/31/17:</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
2018	\$ -	\$ -	\$ 1,420,000	\$ 559,306	\$ 1,420,000	\$ 559,306
2019	\$ -	\$ -	\$ 1,550,000	\$ 474,019	\$ 1,550,000	\$ 474,019
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>\$ 9,270,000</b>	<b>\$ 1,858,644</b>	<b>\$ 9,270,000</b>	<b>\$ 1,858,644</b>

# Appendix

### Municipal Facilities

Government Center  
14811 Manchester Road  
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

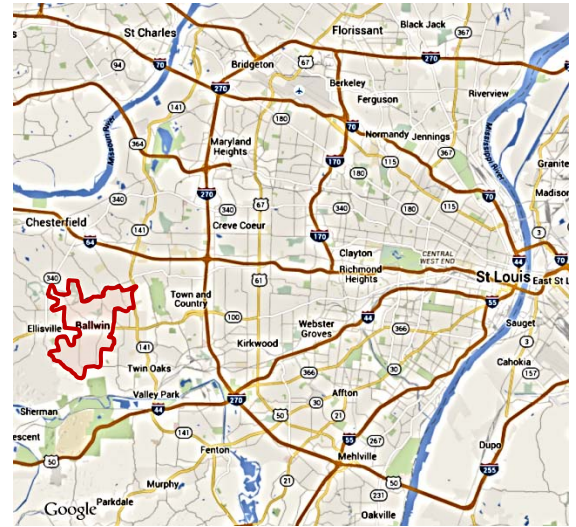
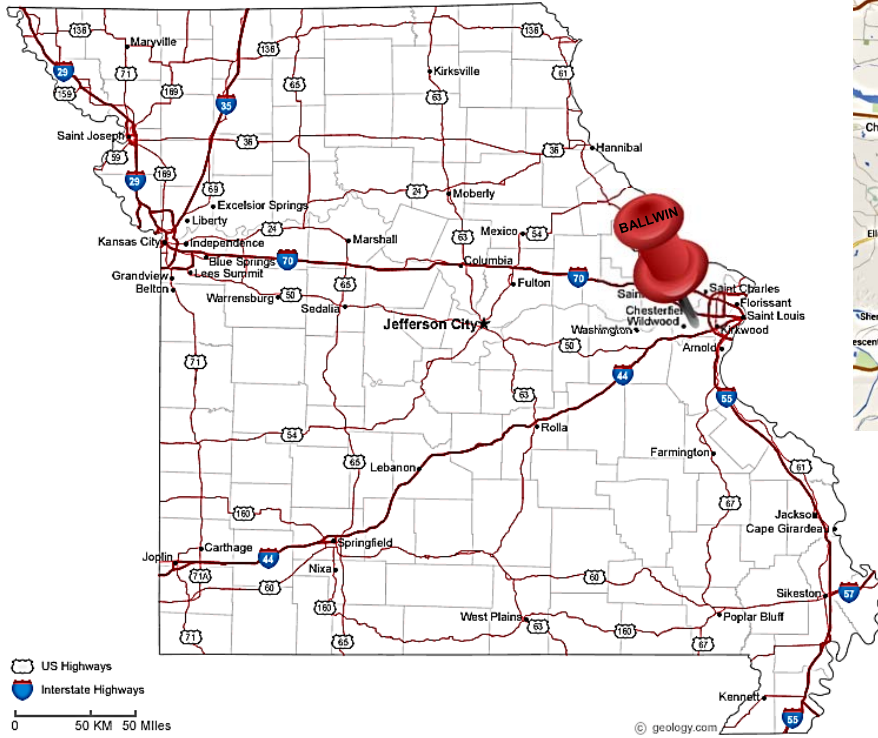


The Pointe at Ballwin Commons  
#1 Ballwin Commons Circle  
Ballwin, MO 63021  
Phone: 636-227-8590  
TTY 1-800-735-2966

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



Demographic	City of Ballwin	St. Louis County	State of Missouri	United States of America
Population	30,404	998,954	5,988,927	308,745,538
Per Capita Income	\$41,060	\$35,570	\$26,259	\$28,930
Median Age	41.2	39.9	37.9	37.2
Households	11,351	401,839	2,364,688	116,926,305
Average Household Size	2.69	2.44	2.48	2.64
Median Household Income	\$87,373	\$59,755	\$48,173	\$53,889
Median Value Owner-Occupied Housing Units	\$240,400	\$173,400	\$138,400	\$178,600

## 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 squaremiles
Miles of streets maintained by City.....	126
Miles of sidewalks maintained by City .....	162
Population: .....	30,404
Total Housing Units .....	12,581
Park Acreage .....	66
Number of Businesses.....	327
Total employees, full time .....	135

### ***Police protection:***

Ballwin is served by its own police force located in the Donald "Red" Loehr Police and Court Center. There are 48 police officers. Dispatching services are also provided both for Ballwin and neighboring 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 October 1, 2017**

Description	Rate	Percent of Total Tax
State of Missouri - General Fund	3.000%	34.8%
State of Missouri - Education	1.000%	11.6%
State of Missouri - Conservation	0.125%	1.4%
State of Missouri - Parks & Soil Conservation	0.100%	1.2%
St. Louis County - Transportation	1.000%	11.6%
St. Louis County - Metro Parks / Recreation	0.100%	1.2%
St. Louis County - Children's Services	0.250%	2.9%
St. Louis County - Emergency Services	0.100%	1.2%
St. Louis County - Arch Initiative	0.188%	2.2%
St. Louis County-wide (pooled)	1.000%	11.6%
St. Louis County-Public Safety	0.500%	5.8%
Metrolink	0.250%	2.9%
Ballwin - Capital Improvements	0.500%	5.8%
Ballwin - Parks	0.500%	5.8%
<b>TOTAL</b>	<b>8.613%</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%	8.863%
Clarkson Kehrs Mill	1.0%	9.613%
Seven Trails Drive	1.0%	9.613%

**DEMOGRAPHIC AND ECONOMIC STATISTICS  
LAST TEN FISCAL YEARS**

Fiscal Year	Population	Personal Income	Per Capita Personal Income	Median Age	Educational Attainment: Percentage With Bachelor's Degree Or Higher	School Enrollment		Unemployment Rate
						Parkway School District	Rockwood School District	
2007	31,283	\$ 923,474,160	\$ 29,520	37.6	46.7 %	18,432	22,245	2.6 %
2008	31,283	923,474,160	29,520	37.6	46.7	18,031	22,412	3.1
2009	31,283	923,474,160	29,520	37.6	46.7	17,467	22,285	7.1
2010	30,404	1,150,821,804	37,851	41.2	54.0	17,386	22,382	6.8
2011	30,404	1,150,821,804	37,851	41.2	54.0	17,456	22,568	6.0
2012	30,404	1,150,821,804	37,851	41.2	54.0	17,351	22,268	4.9
2013	30,404	1,150,821,804	37,851	41.2	54.0	17,274	22,018	4.6
2014	30,404	1,150,821,804	37,851	41.2	54.0	17,148	21,609	3.8
2015	30,404	1,150,821,804	37,851	41.2	54.0	17,229	21,360	2.5
2016	30,404	1,150,821,804	37,851	41.2	54.0	17,302	21,140	2.6

Sources: Population, personal income, median age, and educational attainment based on U.S. Census Bureau data.  
 School enrollment information provided by the school districts.  
 Unemployment information obtained from the Missouri Department of Economic Development.

**PRINCIPAL EMPLOYERS  
CURRENT YEAR AND NINE YEARS AGO**

Employer	2016			2007		
	Employees	Rank	Percentage Of Total City Employment	Employees	Rank	Percentage Of Total City Employment
Schnuck's	214	1	N/A	125	3	N/A
ELCO Chevrolet	188	2	N/A	120	4	N/A
Target	181	3	N/A	204	1	N/A
Meadowbrook Country Club	145	4	N/A	105	5	N/A
Lowe's Home Improvement	126	5	N/A	140	2	N/A
Jay Wolfe Toyota	112	6	N/A	82	6	N/A
Holy Infant Catholic Church	110	7	N/A	77	7	N/A
Dean Team of Ballwin	106	8	N/A	70	8	N/A
Brookdale of West County	85	9	N/A	-	-	N/A
Circle 7	60	10	N/A	-	-	N/A
Applebee's	-	-	N/A	59	9	N/A
Buffalo Wild Wings	-	-	N/A	44	10	N/A

Source: The City's business license database



**OPERATING INDICATORS BY FUNCTIONS/PROGRAMS  
LAST TEN FISCAL YEARS**

<b>FUNCTIONS/PROGRAMS</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
<b>Administration:</b>										
Business licenses issued	326	326	326	328	332	338	314	327	332	331
Liquor licenses issued	58	65	63	63	72	74	82	81	81	80
<b>Community Development:</b>										
Single family occupancy inspections	602	550	505	504	483	558	648	650	659	692
Multi-family occupancy inspections	683	805	590	763	772	640	662	617	759	632
Commercial occupancy inspections	45	29	37	36	30	33	33	26	32	24
Building permits	415	332	327	308	322	400	449	434	496	509
Zoning petitions	23	16	14	22	13	11	27	11	17	18
<b>Municipal Court:</b>										
Tickets processed	9,017	7,931	8,049	7,387	8,783	8,875	9,460	7,665	6,781	5,178
Warrants issued	1,119	1,154	939	892	1,065	1,020	1,071	1,152	616	648
Cases closed	8,883	8,125	7,973	7,204	8,194	8,587	9,149	8,382	7,670	5,524
<b>Parks:</b>										
Total program registrations	69,207	30,552	36,893	62,837	68,942	64,869	66,371	73,370	74,636	75,989
Community Center admissions	393,933	333,927	353,751	367,245	376,713	340,941	394,202	319,700	349,069	315,326
Aquatic Center admissions	N/A	81,234	63,978	81,915	83,600	80,360	66,509	80,505	64,225	70,861
Golf course rounds	38,459	34,472	36,736	32,004	31,360	35,148	31,435	30,317	32,801	33,303
<b>Police:</b>										
Adult arrests	1,009	930	720	862	899	747	766	512	446	455
Juvenile arrest	86	57	127	69	112	64	93	56	73	67
Traffic citations and warnings	10,326	8,964	8,830	8,111	9,317	9,819	10,134	8,063	7,619	6,213
Total police actions	34,985	31,488	29,298	30,993	32,205	32,752	33,718	33,477	33,659	35,298
<b>Public Works:</b>										
Sidewalk replacement sq. ft.	5,696	11,808	10,736	5,680	12,336	15,616	13,536	13,264	9,152	5,940
Street asphalt repairs tons	1,614	1,567	1,347	1,424	2,279	2,612	2,662	1,576	2,305	1,090
Street crack sealing miles	2	4	9	18	23	17	18	15	13	13

Notes:

(1) Software for tracking registration and admissions to Parks facilities was acquired in 2007.

Source: Various City departments.

**CAPITAL ASSETS STATISTICS BY FUNCTIONS/PROGRAMS  
LAST TEN FISCAL YEARS**

<b>FUNCTIONS/PROGRAMS</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
<b>General Government:</b>										
Government Center square footage	13,056	13,056	13,056	13,056	13,056	13,056	13,056	13,056	13,056	13,056
<b>Police:</b>										
Police and Court Center	1	1	1	1	1	1	1	1	1	1
Vehicles	23	24	27	27	27	27	26	26	26	25
<b>Public Works:</b>										
Miles of streets maintained	123	123	123	123	123	124	124	124	124	126
Miles of sidewalks (miles)	157	157	158	158	158	160	160	160	163	162
Number of streets	520	520	524	525	528	530	531	531	533	534
Vehicles	27	27	29	29	29	29	29	29	30	29
<b>Parks and Recreation:</b>										
Community Center	1	1	1	1	1	1	1	1	1	1
Aquatic Center	1	1	1	1	1	1	1	1	1	1
Golf Course	1	1	1	1	1	1	1	1	1	1
Parks	5	5	5	5	5	5	5	5	5	5
Park acreage	65	65	65	65	65	65	65	65	65	65
<b>Planning and Development:</b>										
Vehicles	6	6	6	6	6	6	6	6	6	5

Sources: Various City departments and capital asset schedules

## 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  
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  
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  
OCDETF-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 Equivalent (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.