



CITY OF UNIVERSITY CITY, MISSOURI

6801 Delmar Boulevard, University City, MO 63130

314-862-6767 www.icitymo.org



ADOPTED BUDGET FISCAL YEAR 2020

July 1, 2019 to June 30, 2020



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of University City
Missouri**

For the Fiscal Year Beginning

July 1, 2018

Christopher P. Morill

Executive Director

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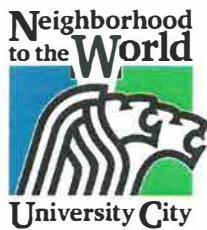
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Gregory Rose, City Manager

6801 Delmar Boulevard, University City, Missouri 63130, Phone: (314) 505-8534, Fax: (314) 863-9146

July 15, 2019

Honorable Terry Crow, City Council,
and Residents of University City, Missouri

On June 24, 2019 the Mayor and Council considered the Proposed Fiscal Year 2019 -2020 Annual Operating Budget and Fiscal Years 2020 – 2024 Capital Improvement Program as presented and made the following amends:

General Fund

Add ITN Program Funding -----	\$5,500
Add Sports Coordinator Position Match-----	\$26,349
Add Economic/Fiscal Impact Study-----	\$50,000

LSBD Fund

Add Strategic Plan Development-----	\$15,000
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FY20- 24 Capital Improvement Program

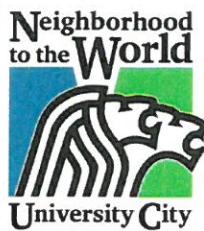
Move Project PW20-02 to FY20-----	\$30,000
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The aforementioned amendments represent the only changes made to the Proposed Fiscal Year 2019 – 2020 Annual Operating Budget and Fiscal Years 2020 – 2024 Capital Improvement Program.

On behalf of staff, I would like to express our appreciation for your leadership and participation in this process. We look forward to a very successful year!

Respectfully submitted,

Gregory Rose, MPA, ICMA-CM
City Manager



Gregory Rose, City Manager

6801 Delmar Boulevard, University City, Missouri 63130, Phone: (314) 505-8534, Fax: (314) 863-9146

April 22, 2019

Honorable Terry Crow, Members of the City Council,
and Residents of the City of University City, Missouri:

In accordance with Article III § 19(2) of the Charter of the City of University City, it is my honor to present the recommended balanced FY2020 Annual Operating Budget and Capital Improvement Program FY2020- FY2024. The proposed budget was prepared with the following priorities in mind:

- Economic Development
- Public Safety
- Improved Infrastructure
- Community Quality of Life and Amenities
- Encourage High Quality Growth
- Prudent Fiscal Management
- Our Employees

This recommended budget continues the trend of lowering the property tax rate as assessed valuations continue to rise. Although we are proposing to lower the tax rate, we have been able to absorb increase costs in areas such as salaries, workers compensation insurance and health care insurance. We are anticipating that workers compensation insurance will increase 20 percent, and health care insurance cost will increase 5 percent. These increases are reflective of the market place and we anticipate slight decreases next fiscal year due to our improving experience rating. Salaries are budgeted to increase due to adjustments made as recommended in the class and compensation study and routine annual raises. Since we recently adjusted the staffing compensation plan so that we are competitive in the market place, I am not recommending a cost of living allowance (COLA) for FY2020. I do, however, anticipate recommending a COLA as a part of the FY2021 Annual Operating Budget.

The objective of this budget is to improve service delivery in certain areas and strengthen the Police and Fire Pension Fund. Although this budget continues to be limited in funding resources, we have been able to be strategic in improving service delivery in certain operations. Following are a few of the budget highlights:

Budget Highlights

- 1) Assumes a reduced tax rate
- 2) Funds In-house EMS Services
- 3) Increases Contribution to Police and Fire Pension Fund
- 4) Funds Internal Parking Garage Management
- 5) Restructures Fleet Operations
- 6) Funds the Capital Improvement Program FY2020-FY2024
- 7) No COLA

Budget Overview:

This section is intended to provide you with a summary and highlight significant recommendations for the funds included in this budget.

General Fund

The General Fund budget is the largest operating budget for the City as it contains the bulk of the expenses and revenues associated with the services we provide. The proposed budget estimates total revenues for General Fund at \$25,714,696. These revenues include transfers in for loan repayments totaling \$743,660. Loan repayments are from Public Safety Fund \$538,700; Parking Garage Fund \$53,220; Golf Course Fund \$53,220; Parks and Storm Water Fund \$41,280; and Sewer Lateral Fund \$57,240. In addition to the loan repayment, General Fund receives a transfer in from the Public Safety Fund of \$726,000 to fund the increased salary cost for public safety employees and a portion of police capital equipment. With regards to expenses, we are budgeting General Fund expenses totaling \$25,036,710, which includes a transfer out from General Fund of \$1,011,900 to the Fleet Fund for the bulk of the expenses associated with this operation. As reflected in the proposed budget, I am recommending transferring fleet operations oversight to the City Manager's Office under the Assistant to the City Manager – Human Resources Director. Fund Balance is budgeted to increase in General Fund by \$677,986 primarily as a result of the loan repayments and payments from the SAFER Grant. Fund Balance is budgeted at 37 percent of expenses, remaining significantly higher than the required 18 percent amount. Following are General Fund Budget highlights:

- Funds Part-time Clerk for Fire Operations
- Funds in-house Pool Operations
- Eliminates Zoning Administrator Funding
- Adds Full Time I.T. Technician
- Eliminates I.T. Technician Contract
- Funds In-House EMS Services
- Maintains Senior Services Operation
- Recommends Purchasing 5 alternative fuel vehicles

Public Safety Sales Tax Fund

The Public Safety Sales Tax Fund was created as a separate fund in FY2019 in an effort to be more transparent relative to the use of these funds. In FY2018 a loan of \$6 million was made to this Fund to cover the initial costs of the evaluation of the Annex, and the design and construction of a new police station. Revenues are estimated at \$1,770,000. Repayment of the loan is scheduled to begin in FY2020 with an initial payment of (\$538,700). In addition to the loan payment, the Public Safety Funds transfers (\$471,000) to General Fund to offset the increase in public safety personnel salaries due to the adjustments made as a result of the information learned from the class and compensation study, and (\$255,000) to offset a portion of the Police Department capital equipment. The total amount of transfer to General Fund is (\$1,264,700). A second transfer of (\$415,000) is recommended from this Fund to the Police and Fire Pension Fund to help strengthen the Fund. Capital projects funded from this fund are the following: Ambulance Purchase (\$250,000); Police Vehicle Purchase (\$140,000); License Plat Reader (\$45,000); Mobile Gun Shot Detection System (\$75,000); and Mobile Data Terminals (\$106,000). Capital Improvement Program projects total \$616,000. These expenditures combined total (\$2,257,700), which includes the debt service of (\$115,000) for a fire truck. The deficit of

(\$778,700) will be absorbed by the Fund's fund balance. We are estimating the ending fund balance for the Public Safety Sales Tax Fund at \$5,621,930. The funding to complete the design and construction of the new police station has been shifted to FY2022 in the CIP. This is recommended because of the unknown relative to the passage of the Better Together Plan.

Golf Course Fund

The Golf Course Fund was created in FY2019 because it meets the definition of an enterprise fund, inasmuch that it operates as a private business. Total revenues for the fund are an estimated \$795,000 with expenditures being (\$852,228). Expenditures include (\$30,000) to fund the construction of a short game practice area, as described in the CIP, and a payment of (\$53,220) on the \$500,000 loan from General Fund. A portion of the Fund's fund balance is proposed to be used to offset the (\$57,228) deficit. Because expenditures continue to exceed revenues in this Fund, we will need to explore a fee increase in green fees in the upcoming fiscal year.

Solid Waste Fund

The Solid Waste Fund is another enterprise fund. Revenues for FY2020 are estimated at \$3,137,082 with expenditures being (\$3,104,941). A rate analysis is underway to evaluate future projected revenues and expenses to ensure that this Fund remains solvent. The Proposed FY2020 Annual Operating Budget is intended to maintain current service levels in this Fund. We are anticipating ending the FY2020 year with a healthy \$1,343,338 fund balance.

Parking Garage Fund

The Parking Garage Fund represents our third enterprise fund. Estimated Revenues for the fund total \$293,235, with expenditures totaling \$234,259. Management of our garage is proposed to be placed under the City's management. As such, expenses for the Fund reflect City management of the parking garage. In addition to normal operating expenses, the Fund starts the repayment of the \$500,000 loan from General Fund with a (\$53,220) payment and funding for the CIP project to replace the security camera system (20,000).

Park and Storm Water Capital Fund

The Parks and Storm Water Fund is used to cover costs such as design, construction, operation, and maintenance associated with capital projects for parks, and storm water. Revenues are estimated at \$1,396,000, with expenditures being \$1,192,985. In addition to maintenance and operation expenses, this Fund provides funding for the following CIP projects: Ash Bore Tree Replacement (\$75,000); Centennial Commons Painting (\$114,000); Heman Park Improvements (\$250,000); and Exercise Equipment Replacement (\$20,000). A final debt service payment of (\$390,532) is scheduled from this Fund, and (\$41,280) is budgeted as a payment on the \$200,000 loan from General Fund in FY2018.

Economic Development Retail Sales Tax Fund

The Economic Development Retail Sales Tax (EDRST) Fund is used to promote economic development in University City. The Proposed FY2020 Annual Operating Budget funds all administrative cost directly from the Fund and does not reflect a transfer to General Fund for these costs. Revenues are estimated for the Fund at \$667,306, with administrative expenditure being \$134,742. Although not yet budgeted, \$532,564 remains available for economic development activity as outlined in our codes.

Fleet Internal Services Fund

Funding for fleet services is proposed for restructuring. Instead of funds being taken from multiple departments, a transfer is being proposed from General Fund to cover all expenses. Vehicle purchases are proposed to be budgeted in the respective department so that the purchases are more easily tracked. Vehicles will no longer be replaced on a scheduled basis, but on an as needed basis. Revenues for the Fleet Internal Services Fund are estimated at \$1,011,900, with expenditures being \$1,011,816. This fund will continue to carry a fund balance of approximately \$1,273,984, which will be available to be drawn down over time for capital purchases.

Sewer Lateral Replacement Fund

The Sewer Lateral Fund provides assistance to residents with sewer lateral repair. The Mayor and Council changed the amount of funding available to residents from this fund to a maximum of \$2,500 in FY2019. A restructuring of the fund was required due to the limited resources coming into the fund. Revenues are estimated at \$575,500, with expenditures at \$572,756. Included in the expenditures is a payment (\$57,240) on the loans made from General Fund to this Fund. We are estimating \$105,407 as the ending fund balance.

Capital Sales Tax Fund

The Capital Sales Tax Fund is used to fund capital improvement, including the operation and maintenance of capital improvement. Revenues for this fund are estimated at \$2,419,701, with expenditures being \$3,026,828. Estimated expenditures include the final debt service payment (\$725,273); and CIP projects (\$2,047,250). The deficit of (\$607,127) will be offset by the Fund's fund balance. A detailed description and cost of the capital projects proposed for funding is included in the Capital Improvement Program section of this proposed budget.

Pension Funds

The uniform and non-uniform pension plans are operating at approximately 80 percent funding levels. Both the uniform and non-uniform plans are under evaluation to determine the appropriate funding levels. Aforementioned was this budget proposes an additional contribution to the uniform plan of \$415,000 from the Public Safety Sales Tax Fund.

Other Funds

The Library Fund, which is included under the Library section of this proposed budget, and the LSBD Fund, and Parkview Gardens Fund, which are included under the Special District section of this budget are all in healthy financial condition. With regards to the LSBD Budget, the Mayor and Council will need to determine if funding is needed for the facilitation of a strategic plan for the Loop, as required by our codes.

CAPITAL IMPROVEMENT PROGRAM

The Proposed Capital Improvement Program FY2020 – FY2024 (CIP) is presented to the Mayor and Council as a part of this proposed annual operating budget. The CIP proposes a total of \$25,818,343 in capital spending over the next five years. The CIP recommends a total of 6 funding sources to cover capital expenses as follows: Capital Improvement Sales Tax Fund (\$10,430,069); Golf Course Fund (\$160,000); Grant Fund (\$8,010,274); Parks and Storm Water Sales Tax (\$1,302,000); Public Safety Sales Tax (\$5,816,000); and Solid Waste Fund (\$100,000). The first year of the CIP is considered the Capital Budget and totals to \$4,006,250 in proposed expenditures.

Acknowledgements

I must express my personal appreciation to the members of the management staff for their diligent efforts in developing a budget that reflects the needs of their departments. Their work and dedication have never been more evident than in dealing with the challenges with which they face. Through this budget process, I believe that the departments have strengthened their understanding and relationships as to the needs and contributions that each provide.

A special recognition and appreciation should go to the Finance Department and Acting Finance Director Keith Cole and his staff. Countless hours have gone into endeavoring to ensure the accuracy of the information provided in this document.

I am confident that the programs included in this budget document reflect the policies and direction of the Mayor and Council and provide the financial plan for a successful year.

Respectfully submitted,

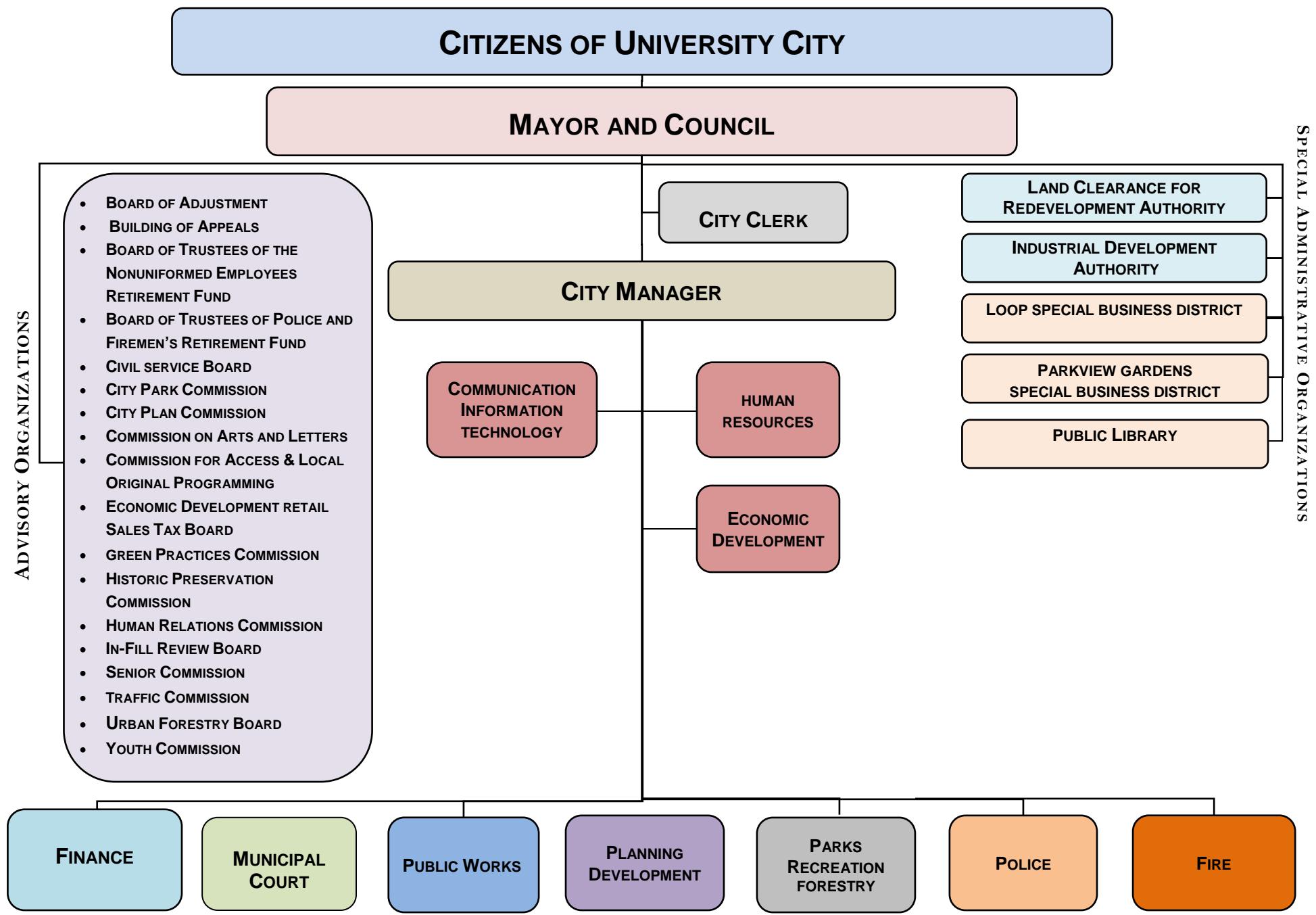
A handwritten signature in blue ink, appearing to read "Gregory Rose".

Gregory Rose
City Manager, MPA, ICMA-CM

Principal Officers

Mayor	Terry Crow	
City Council	Steve McMahon Ward One	Jeff Hales Ward One
	Paulette Carr Ward Two	Tim Cusick Ward Two
	Bwayne Smotherson Ward Three	Stacy Clay Ward Three
City Manager	Gregory Rose	
City Attorney	John Mulligan, Jr.	
Director of Human Resources	Yolanda Howze	
Acting Director of Finance	Keith Cole	
Director of Public Works and Parks	Sinan Alpaslan	
Police Chief	Larry Hampton	
Director of Planning and Development	Cliff Cross	
Fire Chief	William Hinson	
Director of Communications	Allison Bamberger	
Director of Economic Development	Libby Tucker	
Director of Parks Forestry & Recreation	Darren Dunkle	

GOVERNMENT OF THE CITY OF UNIVERSITY CITY, MISSOURI



BUDGET CALENDAR FY 2020

DATE	ACTION	PERFORMED BY
February 1, 2019	Budgeted salaries increases are provided to City Manager and Department Directors	Finance
February 8, 2019	Submit completed Capital Improvement Program (CIP) forms to City Manager and Finance Department	Department Directors
February 18-22, 2019	Entering Department budgets and submit program indicators to Finance	Department Directors
March 18-29, 2019	Conduct Department meeting with Director presenting Proposed Budget	City Manager Department Directors
April 2, 2019	Follow up budget meeting with Department Director	City Manager Department Directors
April 22, 2019	Submit Proposed Budget to City Council	City Manager
June 11, 2019 (Council Meeting)	Hold official public hearing on FY 2020 Budget	City Council
June 17, 2019	Hold Council Budget Study Sessions	City Council City Manager Department Directors
June 24, 2019 (Council Meeting)	Adopt FY 2020 Budget and CIPs	City Council
July 1, 2019	Begin Fiscal Year 2020	All
August 5, 2019	Distribute final printed budget document	Finance

EXECUTIVE SUMMARY

The City is an inner-ring suburb on the western boundary of the City of St. Louis, Missouri. The City is located in St. Louis County. It ranks third and sixth with respect to total population and assessed valuation in St. Louis County. The City was founded by Edward Gardner Lewis and was incorporated in 1906.

The form of government established by Charter is Council-Manager. The City Council is the legislative and governing body of the City. It consists of six Council members and the Mayor, all of whom are elected by the residents of the City. Council members are elected from three wards to serve four-year staggered terms. The Mayor is elected at large and serves a four-year term. The City Council and Mayor appoint the City Manager and City Clerk, and enact legislation to protect the health, safety, and general welfare of the citizens of the City. The City Manager directly supervises all City government agencies and departments, except the Library, while also serving as chief advisor to the City Council. The City is considered a residential community with a diverse population. There are approximately 35,400 residents (U.S. Census Bureau 2010) and 18,000 housing units in the City. The population density is 6,000 inhabitants per square mile. The area of the City is approximately 6 square miles. The City provides a full range of municipal services for its citizens. These include public safety (police and fire), streets, sanitation (solid waste), culture and recreation, public improvements, community development, and general administrative services.

Economic Condition and Outlook

The information presented in the financial statements is perhaps best understood when it is considered from the broader perspective of the specific environment the City operates within.

- **Local economy.** Known for a diverse mix of retail and restaurant establishments and cultural activities, the City is a regional destination in the St. Louis region. It is located north of Washington University Saint Louis, west of the City of St. Louis, and near major transportation corridors making access to City attractions convenient. Most commercial development is located along two major thoroughfares; Olive Boulevard and Delmar Boulevard. These two roadways run parallel to each other, traversing the City from East to West. The City's economy is also supported by secondary business districts and neighborhood serving commercial districts. The City is fully landlocked and developed as a stable residential community with a large variety of housing types that contribute to growth in residential and commercial assessed values. The City's future growth continues to in the development and redevelopment of business and residential areas.
- **Long-term Financial Planning.** Each year the City updates its five-year capital improvement plan. Projects totaling over \$25.8 million are planned for the fiscal years 2020 through 2024. The City confines long-term borrowing to capital improvements or projects that cannot be financed from current revenues, and where the issuance of long-term debt is required. The bonds are paid back within a period not to exceed the expected useful life of the project. Projects for which bonds have been issued include expansion and renovation of the city's recreational facility, renovation of City Hall and renovation of Fire Station #2. A general obligation property tax levy repays a small issuance of debt related to City Hall renovations. The City paid off general obligation bonds in March of 2015. The parking garage revenue is used to repay a portion of the debt. Started in September 2015, the remainder and majority of the debt are paid by capital improvement and park and storm water sales tax revenues.

BUDGET GUIDELINES

This budget document serves two primary but distinct purposes. One purpose is to present the City Council and the public with a clear picture of the services provided by the City of University City and of the policy alternatives that are available. The other purpose is to provide city management with a financial and operating plan that adheres to the City's financial policies. It also communicates the vision of the City Council and leadership team for the City of University City and presents the financial and organizational operations for each of the City's departments.

In an effort to assist users in navigating through this document, the following guide is provided. The document begins with the City Manager's message that provides an overview of the City's budget. The budget calendar and a description of the budget process will help the user understand the time and effort the City puts into developing a budget.

Budget Message

The City Manager's budget message articulates policy issues and priorities for the fiscal year. It also outlines key components of the upcoming budget.

Budget Document Changes

The City strives to simplify and enhance the budget document for readability and also to enhance understanding of the information. FY 2020 is the fourth year that contains substantial changes to the General Fund revenues and expenditures. Below is the listing of reorganization and informational items for the FY 2020 budget.

1. The City has separated the Parks division from Public Works and Recreation from Community Development; combined the two and created a new department as Parks, Recreation and Forestry.
2. The City has created a new special revenue fund, which started in FY 2019:
 - Public Safety Sales Tax – This fund is used to account for a revenue resource from one-half cents Public Safety Sales Tax passed by voters in April 2016.
3. The City has established two capital project funds, which started in FY 2016:
 - Capital Improvement Sales Tax – This fund is used to account for a revenue resource from the one-half cents Capital Improvement Sales Tax passed by voters in April 1996. This revenue is used to pay for an approximately of 65% of principal and interest payments on Certificates of Participation Series 2012 (COPs 2012) as well as the City's capital projects for annual infrastructure maintenance.
 - Parks Sales Tax – This fund is used to account for a revenue resource from the one-half cent Parks Sales Tax passed by voters in November 2001. All parks and recreation activity is tracked in this fund. The remaining of principal and interest payments on Certificates of Participation Series 2012 is made from revenue generated within this fund.
4. In September 2015, the City started outsourcing ambulance services to Gateway Ambulance Service LLC. This transition decreased a significant amount of revenue and related expenditure in

Fire Department. The City Council voted to reinstate the Fire Department Ambulance Services to begin services during FY 2020.

5. In FY 2020, the City reinstated pool operations management back in-house. The City's swim season runs from Memorial Day weekend through the second week in September, which is longer than any other municipal pool. In addition, the hours are extended daily through 8:00pm. This extend operation was implemented at the request of University City residents.

Account Changes

Started in FY 2019, the City changed the accounting for the Golf Course operation from a program in Governmental Fund to be a newly created Enterprise Fund. This operation is part of Parks, Recreation and Forestry Department.

Started in FY 2011, the City changed the accounting for the Solid Waste Fund from a Governmental Fund to an Enterprise Fund. This change resulted in a transfer of an approximately \$250,000 of depreciation expense that would traditionally be allocated to all other departments within the General Fund via the Internal Service Fund (Fleet Fund). In addition, this enterprise fund also has its own bank account effective in December 2014.

In FY 2012, Tax Increment Financing Fund for Olive Central was dissolved. The properties were transferred to the City and were being held for resale to the developers. These properties are worth \$570,000 at the end of FY 2017.

University City Public Library was reclassified as discretely presented component units effective in FY 2014. For the fiscal year ended June 30, 2014, its statement of net position and activities are presented accordingly. The Board of Trustee approves its annual budget. The Library's budget is also included here as information only.

READER'S GUIDE

The FY 2020 Budget Document represents the fiscal year observed by the City of University City, July 1, 2019 through June 30, 2020 (FY 2020). The document is prepared in a format that strives to reduce the level of difficulty for readers not familiar with municipal budgeting systems, yet still provides comprehensive information useful in communicating the overall financial direction and policies of the City of University City. The following pages provide additional narrative, graphics, and financial data at summary and detailed levels in an attempt to assist the reader. The City's annual budget serves as a communication device, a policy document, a resource allocation and accountability tool, and a management tool. Each section of the document and its contents are described below:

Introduction – Provides a profile and brief history of the City including information regarding the local population, climate, and economy. In addition, this section describes the operating structure of the local government, identifies key municipal facilities, and provides a list of current city officials, as well as an organizational chart.

Budget Summary – Describes the budget process, fund structure, and basis of accounting used in the budget document. It also provides a budget message regarding the opportunities and challenges facing the organization, an assessment of the major revenues and expenditures, and various citywide budgetary statements. This section also includes analysis into how the budget relates to adopted key performance areas and goals.

Fund Summaries – The City operates several funds, each with its own appropriated budget. This section provides a statement of purpose and budget summary for each of the City's funds.

Personnel Summary – Full-Time, Part-Time and Full-Time Equivalency (FTE) by department and program.

Department Summaries – The City is organized by department, and as such each department has an authorized expenditure budget, which it must follow. Information for each department including goal statements, descriptive narratives, divisions thereof, and Full-Time Equivalency (FTE) levels are presented in this section. Capital outlay expenditures are shown in the **Capital Improvement Plan** section.

Budget Detail – This section provides a detailed line-item budget sheet for all City departments and/or divisions thereof.

Capital Improvement Plan – This section provides a detailed account of each capital improvement project proposal including descriptions, estimated costs, and anticipated operational impacts.

Appendix –Miscellaneous information that may be useful to readers such as financial policies, a personnel summary, and a glossary of terms and acronyms, are included in this section. The resolution adopting the budget is also included at the end of this section.



INTRODUCTION

BUDGET PROCESS

The annual budget process is designed to meet the requirements of the charter of the City of University City and the statutes of the State of Missouri. The City's fiscal year begins on July 1st and ends on June 30th of the following year. The proposed budget period will be from July 1, 2019 to June 30, 2020 or as referred to in this document, Fiscal Year 2020 (FY 2020).

This process begins by the development of a budget calendar. This calendar outlines the process through budget adoption and implementation. The City Manager distributes the budget calendar and instructions to each department.

Each Department Director is responsible for the preparation of individualized program budget requests and some of the personnel services expenditures. The Director of Finance is responsible for preparation of revenue estimates. Budget requests are submitted to the City Manager who may request additional information from the departments, if necessary. The City Manager meets with each department to review the budget requests. Based on these meetings the City Manager submits a proposed budget to the City Council.

The City Manager holds a public hearing prior to the finalization of the proposed budget to receive comments from the public on the formation of the budget. After receiving the draft budget, the City Council will hold budget work sessions to review the entire proposed budget. In addition, a public hearing is held with the City Council to formally present the proposed budget and receive comments from the public. Notice of the public budget hearings and meetings is provided to the public. The City Council adopts the budget by resolution and final copies of the budget document are prepared. The budget is effective July 1 and is available in the Finance Department, in the City Clerk's Office, at the University City Municipal Library and on the City website at www.uchymo.org.

After the budget is adopted, budget transfers may be approved by the City Manager up to and including \$25,000. Transfers between funds or departments, transfer of contingency funds, transfers incorporating a policy change and budget amendments require City Council approval.

Please refer to the *Budget Calendar* for details on dates and actions taken to prepare this budget document.

BUDGET SUMMARY

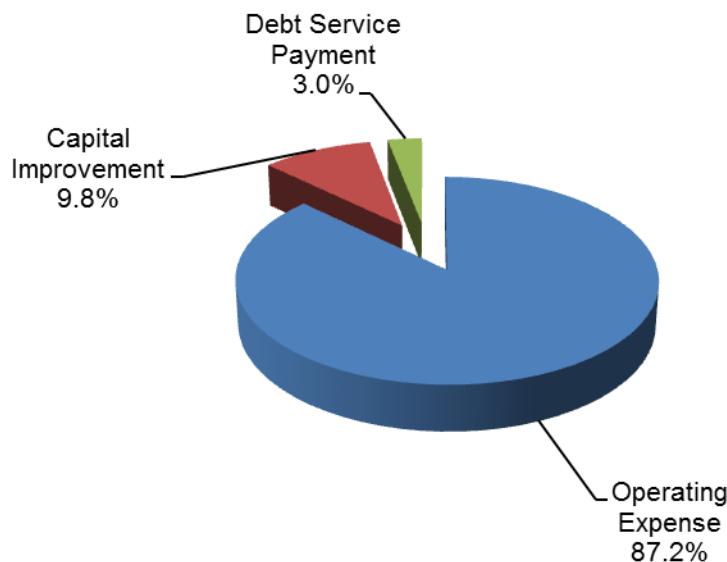
The annual budget for the City of University City is divided into four major components that include all appropriations for the City is explained below:

1. The *operating budget* finances the day-to-day provision of City services totals \$35.6 million.
2. The *capital Improvement budget* funds the construction of city facilities, such as City Hall, Police and Fire stations, in addition to the construction of roads, public amenities and other infrastructure throughout the City. The program totals \$4.0 million, which includes \$834 thousand from grants.
3. The *debt service budget* is used to repay money borrowed by the City, primarily for capital improvements, and amounts to \$1.2 million. This total is a combined total expenditure from the General Fund, Capital Improvement Sales Tax Fund, Park and Storm Water Sales Tax Fund and Public Safety Sales Tax Fund. The City does not have budget for Debt Service Fund due to the General Obligation Bonds Series 2005 was paid off in FY 2015.
4. The *operating transfer in and transfer out* between General Fund and other funds mostly for overhead cost. The details of transfers are presented in the Combined Statement of Revenues, Expenditures and Fund Balance. The transfers in is offset with transfers out, as such they will not have any impact to the total operating expenditures.

The total budget, including all four components, is \$40.8 million for FY 2020. This represents an increase of \$1.9 million from the FY 2019 total budget. This is primarily due to receiving a SAFER grant and the anticipation of bringing back EMS.

As you can see from the pie chart below, the operating (87.2%) and capital improvement (9.8%) appropriations account for 96.9% of the total appropriations. Debt Service is accountable for 3.0%. Operating budget is discussed on the following page. The Capital Improvement Program can be found in the last section of this budget book.

**City of University City
Total FY 2020 Appropriation**



Operating Budget

The development of University City's FY 2020 budget was an open process designed to reflect the needs and desires of the community.

In November, the Finance Department initiated the budget input process for FY 2020, when all departments entered their projected expenditures into the financial management system. The City Manager met with each Department Director. The meetings provided an assessment of current economic trends, the revenue outlook for the upcoming fiscal year, and the City Manager's direction for the development of the budget.

The principal issue to address in developing the FY 2020 budget was the economy and the impact it was having on the City's resources to fund services to the community. One effect was the possible change in the 1% countywide sales tax distribution, due to not only a reduction of University City population based upon the latest census figures, but also a methodology and formula calculation change to the distributed amount. FY 2020 represents the seventh straight year that revenue resources have been moderately increased for the General Fund while demand for city services has remained steady or increased in some areas (e.g., a plan to renovate or construct the new police building), while City property tax revenues have stabilized.

As part of the FY 2020 budget development process, departments proposed reductions to their ongoing General Fund base operating budgets where they could, except for non-salary related items. Each Department Director reviewed all the proposed reductions to ensure core services would continue to be provided, particularly those related to public safety services, as defined by City Council strategic goals.

The entire management team met in January through April to develop the City Manager's recommended budget.

Public Hearing on FY 2020 Budget

The official public hearing was held on June 11, 2019. The Council Study Session was held on June 17, 2019.

Short Term Factors and Budget Guidelines

The objectives of this budget are to preserve the current level of services with declining revenues while making progress towards and implementing the City's long range plans. Significant assumptions include:

- Moderate, but realistic projection of revenues and expenditures. Moderate projections help ensure that adequate resources will be available to meet budgeted obligations.
- Increase in assessed value of the properties in the City has resulted in a higher tax rates. The new construction resulted in the increase of property tax revenue.
- FY 2020 General Fund excess of expenditures over revenues is offset by transfers in from other funds such as Public Safety, Park and Storm Water, Golf Course, and Parking Garage.
- Employee benefits continue to increase specifically for medical insurance.

Budgetary Basis of Accounting

Basis of accounting refers to revenues and expenditures or expenses recognized in the accounts and reported in the financial statements. Basis of accounting relates to the timing of the measurements made, regardless of the measurement focus applied. The City uses the current financial resources measurement focus and the modified accrual basis of accounting for financial reporting for all governmental funds. Under the modified accrual basis of accounting, revenues are recorded when they are both measurable and available. The term "available" is defined as collectible within the current period or soon enough thereafter to be used to pay liabilities for 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 fiscal year. Expenditures generally are recorded when the liability is incurred, as under accrual accounting.

Relationship between Budgetary and GAAP Basis

The budget is adopted on a basis consistent with generally accepted accounting principles (GAAP) except for the fiscal year end. During the year, the departments monitored their budgets through reports generated by financial system which is maintained on the same basis as the adopted budget. The differences between the budgetary basis and GAAP are as follows:

- Some specific expenditures, such as compensated absences, are not recognized for budgetary purposes but are accrued.
- Principal payments on long-term debt within the Proprietary Funds are applied to the outstanding liability on a GAAP basis as opposed to being expended on a budget basis.

Amending the Budget

Once the City Council adopts the annual budget, total expenditures cannot exceed the final appropriation. However, the City Manager may approve the transfer of any unencumbered appropriation balance or portion thereof from one classification of expenditures to another within a department and fund under \$25,000. At the request of the City Manager, the City Council may, by resolution, transfer any unencumbered appropriation balance or portion thereof from one department to another.

The City Charter gives the City Manager the authority to approve transfers of appropriations within the same fund without City Council approval. These types of budget transfer requests are typically reviewed by the relevant operating managers before being sent to executive management for final approval. Line item changes within the same department do not require such approvals. All administrative budget transfers are documented by management and tracked in the City's financial system.

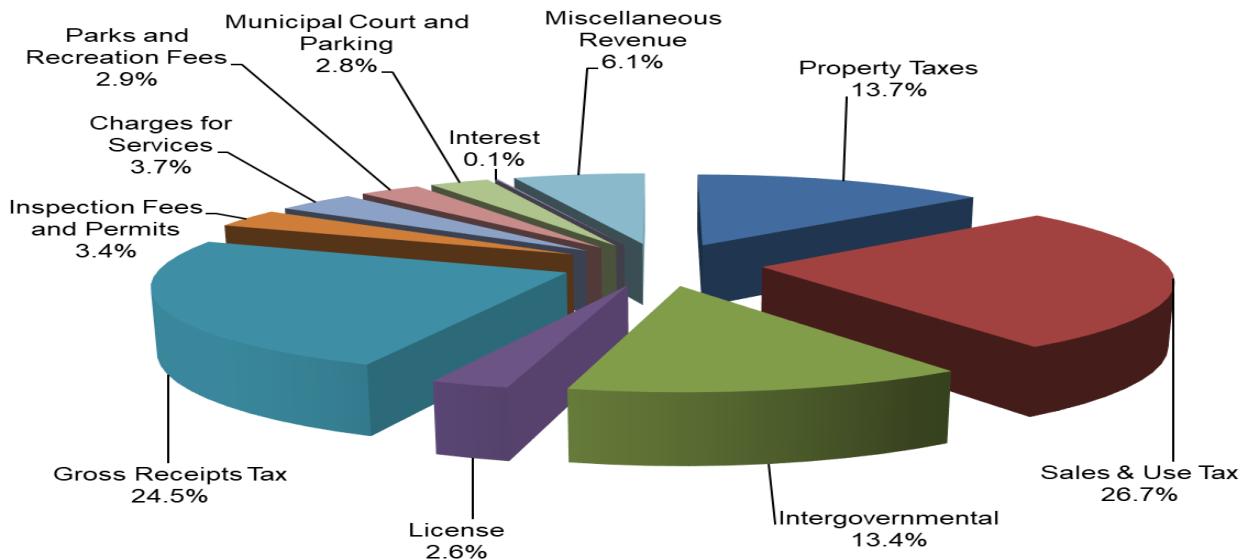
FUND DESCRIPTIONS

The City of University City uses fund accounting to track revenues and expenditures. Some funds, such as Pension Funds, are required by federal legislation. Others were adopted by the city to track and document revenues and expenditures related to specific operations. The City has five (5) main categories of funds: General Fund, Special Revenue Fund, Trust Fund, Enterprise Fund, and Internal Service Fund. These categories are used to track the activity of fourteen (14) separate funds. For example, Enterprise Funds are expected to be self-supporting through revenue for the services provided. For these funds, the City charges a fee for a specific service, such as sanitation collection, parking fees, and golf course fees just like any other business would do.

The City also has the following funds which are not budgeted at this time: Industrial Development Authority and Land Clearance Redevelopment Authority. The two pension funds, Police & Fire Pension and Non-Uniformed Employee Pension are provided in the budget for information only.

General (Fund 01)

The General Fund is a major fund that provides revenues to support general operations of the City. These revenues include property tax, sales tax, intergovernmental revenue, license fees, gross receipts tax, inspection fees, charges for City services, parks and recreation fees, municipal court and parking, interest and miscellaneous revenue.



The largest single source of revenue is the City's share of a county-wide one percent (1%) sales tax. The City's share of the sales tax is based on its per capita sales generated within a pool of certain cities in St. Louis County and unincorporated areas of the County. Other sales taxes received in the General Fund are for local use tax and fire services, combined total is approximately 26.7%. The next largest single source is Gross Receipts Tax, or Utility tax, at 24.5%, followed by Property tax at 13.7%, Intergovernmental at 13.4%, Charges for Services at 3.7%, Inspection Fees and Permits at 3.4%, and Park and Recreation fees at 2.9%. The General Fund is projected to transfer in \$1.469 million from other funds.

Special Revenue Fund Group:

Sewer Lateral (Fund 05)

This fund provides assistance to residents experiencing sewer lateral repair and replacement costs. The source of revenue for this fund is a \$50.00 annual fee added to the property tax bill. For FY 2020, this fund projects revenue and expenditures in the amount of \$575,200 and \$572,756, respectively.

Economic Development and Sales Tax Fund (Fund 11)

University City voters approved a one-quarter cents sales tax on retail sales in University City on August 8, 2006 to increase opportunities for economic development. The sales tax increase does not increase property tax. Funds are used to support improvements along the Olive and Delmar business corridors in University City. The FY 2020 projected revenue for this fund is \$667,306.

Public Safety Sales Tax Fund (Fund 15)

In April 2017, St. Louis County imposed a one-half of one percent sales tax for the purpose of providing funds to improve police and public safety in St. Louis County and each of the municipalities within St. Louis County. The City created the separate fund to track revenue distributed by State. The FY 2020 projected revenue, expenditures and transfer out to the General Fund for this fund are \$1,700,000, \$799,070 and \$1,679,700, respectively.

Grant Funds (Fund 22)

The City created this separate fund to track grants received from various federal, state and county sources. Individual funds allow the City to comply with the specific financial and reporting requirements of each grantor agency. For FY 2020, the City anticipates the total awards from all sources in the amount of \$834,000.

Capital Project Funds:

Capital Improvement Sales Tax Fund (Fund 12)

The City created this separate fund to be used to account for a revenue resource from the one-half cents Capital Improvement sales tax passed by voters in April 1996. This revenue is used to pay for an approximately 65% of principal and interest payments on Certificates of Participation Series 2012 (COPs) as well as the City's capital projects for annual infrastructure maintenance. The FY 2020 projected revenue and expenditures for this fund are \$2,419,000 and \$3,076,828, respectively. This fund was presented as a major fund in FY 2018 CAFR.

Park and Storm Water Sales Tax Fund (Fund 14)

The City created this separate fund to be used to account for a revenue resource from the one-half cents Park and Storm Water sales tax passed by voters in November 2001. This revenue is used to pay for an approximately 35% of principal and interest payments on Certificates of Participation Series 2012 (COPs) as well as the City's capital projects for annual park and storm water maintenance. The FY 2020 projected revenue, expenditures and transfer out for this fund are \$1,396,000, \$1,151,705 and \$41,280, respectively. This fund was presented as a major fund in FY 2018 CAFR.

Fiduciary Funds (For information only):

Police and Fire Pension Fund (Fund 03)

The purpose of this fund is to provide future monies sufficient to pay for pension benefits to all Police & Fire retirees. The source of the revenue is from the proposed property tax levy for 2019 at the rate of \$0.137, \$0.131 and \$0.195 for residential, commercial and personal, respectively.

Non-Uniformed Pension Fund (Fund 10)

The purpose of this fund is to provide future monies sufficient to pay all pension benefits to all non-uniformed retirees.

Enterprise Funds:

Solid Waste (Fund 08)

This fund provides for the billing and physical collection of trash collection, recycling and disposal services to homes and businesses in the City. It is supported through the fees paid by sanitation customers (both residents and businesses). The City implemented the five (5) cycle billing in FY 2013. Revenues are collected on specific months based on the route of services. In 2016, the City increased these fees by 12%. The projected revenue and expenditure for FY 2020 are \$3,137,082 and \$3,104,941 for operation and leaf collection, respectively.

Parking Garage (Fund 27)

This fund provides operations and administration of the 98-space University City Parking Garage in the Loop Special Business District. Funds are also used to pay approximately 14% of the Certificates of Participation, Series 2012. In FY 2018, the General Fund loaned the Parking Garage \$500,000 as an Interfund Loan. In FY 2020, the loan payment is scheduled to be \$53,220 for principle and interest. The revenues and expenditures are projected to be \$293,235 and \$181,039, respectively. The source of revenue comes from the rental of ground floor retail space and parking revenues.

Golf Course (Fund 28)

The Golf Course Fund is a new enterprise fund being created first time in FY 2019. This fund provides operations and administration for the municipal golf course at Ruth Park. In FY 2019, the General Fund loaned the Golf Course \$500,000 as an Interfund Loan. In FY 2020, the loan payment is scheduled to be \$53,220 for principle and interest. In FY 2020, the revenue, expenditures and transfer out are projected to be \$795,000, \$799,068 and \$53,220, respectively. The source of revenue comes from the green fees, driving range and Pro Shop.

Internal Service Fund:

Fleet Management (Fund 02)

This fund is used to track income and expenses of the internal services provided to City departments. The fund specifically covers vehicle maintenance needs and fuel purchased for City vehicles. City departments pay for these services on an actual usage basis. The depreciation expense will be used as replacement funds to allow the city to accumulate the money needed to replace at regular intervals the City's fleet of cars, trucks and other technology related equipment. In FY 2020, this fund anticipates total transfer in and expenditures of \$1,011,900 and \$1,011,816, respectively.

Component Units:

Library (Fund 06)

This fund provides a municipal library to University City residents. The main source of revenue comes from a property tax levy for this purpose. The property tax rates for 2018 are \$0.245 for residential, \$0.225 for commercial and \$0.280 for personal. The FY 2019 projected revenue for the Library is \$3,037,163 and projected expenditure is \$3,032,235.

University City Loop Special Business District (Fund 18)

The City established this fund to account for revenues and expenditures related to promoting retail trade activities and enhancing the environment of a Special Business District (SBD) of the City,

referred to as the Loop. The projected revenue for FY 2020 is \$80,000. This is a combination of property taxes, business license fees, and donations. The property tax rates for 2018 are \$0.404 and \$0.455 for residential and commercial, respectively.

Parkview Gardens Special Business District (Fund 19)

The City established this fund in fiscal year 1997 to account for revenues and expenditures related to enhancing the environment of a SBD of the City. The projected revenue for FY 2020 is \$90,300 which is mainly from property taxes. The projected expenditure is \$90,300. The property tax rate for 2018 are \$0.525 and \$0.850 for residential and commercial, respectively.

FUND BALANCE

Fund balance is net position of governmental fund, a difference between total assets and liabilities. The accumulative excess of revenues over expenditures in a fund at a point in time. With certain limitation, fund balance may be used to balance the subsequent year's budget.

The table below display the status of fund balance of each fund for FY 2020 Budget as percentage of the budgeted expenditures including transfers out:

Fund	FY 2020 Revenues	FY 2020 Expenditures	FY 2020 Transfer In (Out)	Surplus (Deficit)	Beginning Fund Balance	Ending Fund Balance	Fund Balance to Expenditures
General	24,245	24,025	458	678	8,176	8,854	38%
Capital Improvement Sales Tax	2,419	3,077	-	(658)	932	274	9%
Park and Storm Water Sales Tax	1,396	1,152	(41)	203	148	351	29%
Public Safety Sales Tax	1,700	799	(1,680)	(779)	6,401	5,622	227%
Grants	834	834	-	-	-	-	0%
Library	3,037	3,032	-	5	-	5	0%
Internal Service	-	1,012	1,012	-	1,274	1,274	0%
Solid Waste	3,137	3,105	-	32	1,311	1,343	43%
Parking Garage	293	181	(53)	59	503	562	240%
Golf Course	795	799	(53)	(57)	359	302	35%
Loop Business District	80	80	-	-	104	104	130%
Parkview Gardens Special District	90	90	-	-	91	91	101%
Economic Development Sales Tax	667	135	-	532	1,236	1,768	1310%
Sewer Lateral	576	516	(57)	3	102	105	18%
Total	\$ 39,269	\$ 38,837	\$ (414)	\$ 432	\$ 20,637	\$ 20,655	53%

REVENUES AND EXPENDITURES MATRICES

Below is the table illustrates all type of revenue sources generated in the City of University City and relationship to all funds including General Fund. For example, General Fund records 1% of County-wide sales taxes and local use tax. The City continues to receive a ½ % of County-wide sales tax for public safety in FY 2020. This source of revenue is recorded in a separate special revenue fund. Economic Development Sales Tax Fund records ¼ % sales tax, Capital Improvement and Park and Storm Water Sales Tax Funds record ½ % sales tax, respectively. Library, Loop Business and Parkview Garden levied the real and personal property taxes.

ANNUAL OPERATING BUDGET

REVENUES MATRIX

Revenues	General Fund	Sewer Lateral Fund	Economic Development Sales Tax	Capital Improvement Sales Tax	Park and Storm Water Sales Tax	Public Safety Sales Tax	Solid Waste, Parking Garage and Golf Course	Library, SBD Loop, Parkview Garden
Sales Taxes	✓		✓	✓	✓	✓		
Local Use Tax	✓							
Property Taxes	✓	✓						✓
Motor Fuel & Gasoline Tax	✓							
Gross Receipts Tax	✓							
Grant				✓	✓		✓	✓
License	✓							✓
Inspection Fees and Permits	✓							
Charges for Services	✓						✓	
Parks and Recreation Fees	✓						✓	
Municipal Court and Parking	✓							
Interest	✓		✓	✓	✓			
Miscellaneous	✓							

The following table illustrates the relationship between functional units, major funds, and non-major funds. For example, Finance Division allocates staff labor hours to Solid Waste Fund. Engineering Division in Public Works Department allocates staff labor hours to Sewer Lateral, Capital Improvement Sales Tax, Park and Storm Water Sales Tax and Solid Waste Funds.

ANNUAL OPERATING BUDGET

EXPENDITURES MATRIX

Expenditures	General Fund	Sewer Lateral Fund	Economic Development Sales Tax	Capital Improvement Sales Tax	Park and Storm Water Sales Tax	Public Safety Sales Tax	Solid Waste, Parking Garage and Golf Course	Library, SBD Loop and Parkview Garden
Legislation	✓							
General Administration:								
City Manager's Office	✓							
Human Resources	✓							
Administrative Services:								
Finance	✓						✓	
Information Technology	✓							
Municipal Court	✓							
Police	✓							
Fire	✓							
Public Works :								
Engineering	✓	✓					✓	
Facilities Maintenance	✓							
Street Maintenance	✓			✓				
SW - Admin	✓				✓		✓	
SW - Operation							✓	
SW - Leaves Collection							✓	
Planning and Development:								
Administration	✓							
Parks, Forestry and Recreation:	✓							
Maintenance	✓				✓			
Golf	✓				✓		✓	
Recreation:								
Community Center	✓							
Aquatics	✓							
Centennial Commons	✓							
Economic Development			✓					
Public Parking Garage							✓	
Library								✓

STRATEGIC GOALS AND OBJECTIVES

The Strategic Goals and Objectives are the main focus of all City's department during this time period. They highlight the City's challenges and some uncertain influences during the economic recovery times. Each goal may require multiple years to accomplish based on the limitation of the City's resources.

1. Focus on Commercial and Retail Development

- Expand efforts and partnerships to encourage the physical and economic redevelopment of Olive Boulevard and I-170.
- Carryout work-plan activities for business retention, expansion and attraction in all commercial districts.
- Continue improvements to the Olive Boulevard and Delmar Boulevard streetscapes.
- Continue to support existing successful business districts, such as the Loop. Assist with the formation of a Community Improvement District.
- Complete long-range planning efforts; implement where appropriate



2. Preserve and Stabilize Neighborhoods; Encourage Growth



- Continue efforts to attract private developers to suitable residential infill sites. Ensure infill development is contextually sensitive to the neighborhood.
- Continue proactive efforts to ensure properties are well maintained.
- Enhance the physical environment of neighborhoods through infrastructure improvements (streets, sidewalks) and enhancements (bicycle facilities)
- Continue to partner with the University City School District in marketing the City to prospective residents

3. Financial Stability and Long Term Vitality

- Identification of options of service choices (levels and types of services)
- Identification of revenue generation options
- Education of the Council and Citizens on Choices for the Community
- Refocus the philosophy of the community to "pay as you go"
- Maintain the level of the General Fund's fund reserve not only at the recommended level but also build up for the future spending if needed



4. Streamlined and Strengthened Municipal Operations

- Improve the efficiency and streamline City operations and functions.
- Promote coordination of services and expenditures across all departments.
- Promote expanded customer services approaches in all municipal operations.
- Expand support for infrastructure redevelopment and development.

5. Enhance elected official procedures to foster environment conducive to positive visionary leadership today and to the next century



City Council

- Improve the working operations and processes of the City Council.
- Maintain a dynamic and current strategic plan.

6. Focus on Infrastructure

- Maintain and enhance transportation infrastructure to provide safely accessible and acceptable levels of service and accommodate all modes of travel.
- Provide responsible municipal services efficiently and cost effectively.
- Update and maintain park infrastructure to provide safely accessible places for recreation.
- Upgrade to and maintain compliance of all municipal operations with Federal, State, and local laws and regulations.
- Coordinate municipal operations with other jurisdictional public agencies and utilities for health, welfare and safety of the public.



7. Public Safety

- To prevent and repress crime.
- To detect criminal activity and apprehend offenders.
- To protect life and property.
- To facilitate the safe movement of people and vehicles.
- To assist those in danger, those who cannot care for themselves, and those in need of assistance.
- To protect individual constitutional rights.



FINANCIAL POLICIES

The City of University City has an important responsibility to its citizens to carefully account for public funds, manage municipal finances wisely, manage growth, and plan the adequate funding of services desired by the public, including the provision and maintenance of public facilities and infrastructure.

The following financial policies are designed to establish guidelines for the fiscal stability of the City. In addition these policies perform the following functions:

- Demonstrate to the citizens of University City, the investment community, and the bond rating agencies that the City is committed to strong fiscal operations.
- Provide precedents for future policy makers and financial managers on common financial goals and strategies.
- Provide sound financial principles to guide the City Council and Administration in making decisions.
- Provide guidelines for evaluating both current activities and proposals for future programs.

Budget Policy

- 1) The budget is intended to present a complete financial plan for the coming budget year, and includes the following information:
 - a. A budget message describing the important features of the budget and major changes from the preceding year;
 - b. Estimated revenues to be received from all sources for the budget year with a comparative statement of actual or estimated revenues for the preceding two years, itemized by year, fund and source;
 - c. Proposed expenditures for each department, program or office for the budget year, together with a comparative statement of actual or estimated expenditures for the preceding two years, itemized by year, fund, activity and object of expenditure;
 - d. The amount required for the payment of interest, amortization, and debt service charges on any debt of the city;
 - e. A general budget summary.
- 2) Budgets are prepared on a basis consistent with generally accepted accounting principles (GAAP), except that encumbered amounts are treated as expenditures for budgetary purposes.
- 3) Legal budgetary control is at the object level. Budget transfers up to and including \$25,000 are approved by the City Manager. Transfers between funds or departments, transfer of contingency funds, transfers incorporating a policy change and budget amendments require City Council approval.
- 4) The proposed budget and any revised budget must conform to the statutory requirement that the total proposed expenditures from any fund shall not exceed the estimated revenues to be received, including debt issuances, transfers from other funds, and advances from other funds plus any unencumbered balance or less any deficit estimated for the beginning of the budget year.
- 5) The City's fiscal year is July 1 through June 30.

Revenue Policy

- 1) The City will attempt to maintain a diversified and stable revenue system to shelter it from short-term fluctuations in any one revenue source.
- 2) All existing and potential revenue sources will be reviewed annually to ensure revenue trends are kept current.
- 3) The City will establish user charges and fees at a level related to the full cost (operating, direct, indirect and capital) of providing services.
- 4) Monthly reports comparing actual to budgeted revenues will be prepared by the Finance Department and presented for administrative review. Quarterly reports will be presented to the City Council for review.

Accounting, Auditing and Reporting Policy

- 1) The accounts of the City are organized on the basis of funds, each of which is considered a separate accounting entity with self-balancing accounts that comprise its assets, liabilities, equity, revenues, and expenditures.
- 2) The City maintains its records and presents fund financial statements on the modified accrual basis of accounting: revenues are recorded when susceptible to accrual, i.e. measurable and available. Available means collected within the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures are recorded when the liability is incurred.
- 3) An independent audit will be performed annually.
- 4) The City will produce annual financial reports in accordance with GAAP as outlined by the Governmental Accounting Standards Board.
- 5) Financial systems will be maintained to monitor revenues and expenditures/expenses on a monthly basis, with an analysis and adjustment of the annual budget at the appropriate times.

Operating Budget Policy

- 1) When necessary, the City will institute expenditure controls in an attempt to ensure that current operating expenditures/expenses will not exceed current operating revenues.
- 2) Monthly reports comparing actual to budgeted expenditures/expenses will be prepared by the Finance Department and presented for administrative review. Quarterly reports will be presented to the City Council for review.
- 3) The City will maintain a competitive pay and benefits structure for its employees, within budget constraints.
- 4) The City will aggressively seek regional, state and federal grants to support capital and special projects.
- 5) The City will continue to support a scheduled level of maintenance and replacement of its infrastructure and fleet.
- 6) The City will support capital and operational investments which reduce future operating costs.
- 7) The City will strive to maintain a balanced budget in its operating funds.
- 8) The annual financial report and the annual budget will be submitted to the Government Finance Officers Association for the purpose of obtaining the awards presented in each category.

Capital Budget Policy

- 1) The City will prepare for the Council's annual adoption, a five-year Capital Improvement Program (CIP) which will detail each capital project, the estimated cost, the description, and funding source. Future operating costs associated with new capital improvements will be projected and included in the operating budget forecast. Items in the CIP are to consist of construction, installations or acquisitions having a long life expectancy, a fixed nature, and a unit value of \$25,000 or more.
- 2) The City will maintain its physical assets at a level adequate to protect the City's capital investment and minimize future maintenance and replacement costs. The budget will provide for the adequate maintenance and the orderly replacement of the capital plan and equipment from current revenues where possible.
- 3) All projects included in the FY 20 annual budget should have: a) current condition and/or justification of the need of the project, b) a timeframe to determine various anticipated phases of the project, c) financial implication, d) increase or decrease ongoing maintenance cost that has impact to the operating budget.

Cash Management and Investment Policies

- 1) The City will deposit all funds on the same day the funds are received.
- 2) The City will collect revenues aggressively, including past due bills of any type.
- 3) The City invests public funds in a manner that provides the highest investment return with the maximum security while meeting daily cash flow demands and conforming to all state and local statutes governing the investment of public funds.

Debt Policy

- 1) The City does not incur long-term debt to support current operations.
- 2) The City limits long-term borrowing to capital improvements or projects that cannot be financed from current revenues.
- 3) Capital projects financed through bond proceeds shall be financed for a period not to exceed the useful life of the project.

Reserve Policy

The City will maintain an unreserved fund balance in the General Fund which represents 17% of annual expenditures.

Fund Balance Policy

This policy addresses GASB Statement No. 54 which redefines the classification of fund balance in the governmental funds. Statement No. 54 - Fund Balance Reporting and Governmental Fund Type Definitions, was issued in March 2009 to enhance how fund balance information is reported, to improve its usefulness in the decision making process and to provide fund balance categories and classifications that will be more easily understood. Therefore, it is effective for the City of University City's June 30, 2011 financial statements and all subsequent annual financial statements until superseded.

The City of University City has enacted the following policy in an effort to ensure financial security through the maintenance of a healthy reserve fund that guides the creation, maintenance, and use of resources for financial stabilization purposes. The City's primary objective is to maintain a prudent level of financial resources to protect against reducing service levels or raising taxes and fees due to temporary revenue shortfalls or unpredicted one-time expenditures. The City of University City also seeks to maintain the highest possible credit ratings which are dependent, in part, on the City's maintenance of a healthy fund balance.

The classification of fund balance components are the following:

- 1) Fund balance - The excess of assets over liabilities in a governmental fund.
- 2) Non-spendable fund balance - The portion of a governmental fund's net assets that are not in a spendable form (i.e. inventory and prepaid) or are required to be maintained intact.
- 3) Restricted fund balance - The portion of a governmental fund's net assets that are subject to external enforceable legal restrictions (i.e. grant revenue).
- 4) Committed fund balance - The portion of a governmental fund's net assets with self-imposed constraints or limitations that have been placed by the City Council, the highest level of decision making (i.e. encumbrances).
- 5) Assigned fund balance - The portion of a governmental fund's net assets that the City intends to use for a specific purpose, intent expressed by a City Official to which the Council has designated authority.
- 6) Unassigned fund balance - Amounts that are available for any purpose, these amounts are reported only in the General Fund.

Bonded Debt Schedule

The City of University City's Long-term debt includes Special Obligation Bonds and Certificates of Participation. This overview describes each type of debt and provides a picture of the City's indebtedness. The general obligation bonds are to be liquidated by the Debt Service Fund supported by a property tax levy, and the special obligation bonds and the certificates of participation are to be liquidated by the General Fund.

General Obligation Bonds

The City currently does not have outstanding GO Bonds. However, the City may consider issuing one in the near future for a purpose of construction the new police facility. Limitations for bonding capacity are set by state statutes. The Missouri Constitution authorizes cities to incur indebtedness in an amount up to 10% of the assessed value of taxable tangible property by citizen vote to issue general obligation debt. In 2019, the City's proposed assessed value is \$757 million, this would allow the City to borrow approximately \$76 million.

Special Obligation Bonds

These bonds are issued for public improvements and are annually appropriated from the park sales tax. In July 2005, the City issued \$700,000 of special obligation bonds payable for completing the construction, renovation and improvement of recreational facilities in the City's Heman Park. The bonds bear interest at rates ranging from 3.5% to 4.5%. The current outstanding debt on these bonds is \$105,000.

Certificates of Participation

Certificates of Participation have been issued for public improvements and are limited obligations of the City and subject to annual appropriation. In 2003, the City issued \$6,345,000 to refund outstanding certificates related to the City's public parking garage and to provide for the construction, renovation and improvement of recreational facilities in the City's Heman Park, including improvements to the existing swimming pool, fitness center and related security and safety improvements. The certificates bear interest at rates ranging from 2% to 4.1%. In 2004, the City issued \$6,245,000 to renovate, improve, furnish and equip the City's police station, fire stations and City Hall and provide additional funds to complete the construction, renovation and improvement of recreational facilities in the City's Heman Park. The certificates bear interest at rates ranging from 2.5% to 4.6%. In 2012, the City issued \$7,020,000 to current refund outstanding certificates related to the City's public parking garage and advance refund outstanding certificates related to police and fire stations, and construction, renovation and improvement of City Hall and the recreational facilities. The certificates bear interest at rates ranging from 0.55% to 1.65%. The current outstanding debt is \$1,095,000.

For the Years Ended June 30	Special Obligation		Certificates of Participation			Total
	Principal	Interest	Principal	Interest		
2020	\$ 105,000	\$ 4,200	\$ 1,095,000	\$ 20,805	\$ 1,225,005	

Fraud Policy

The City of University City is committed to protecting its revenues, property, information and other assets from any attempt, either by members of the public, contractors, sub-contractors, agents, intermediaries or its own employees, to gain by deceit, financial or other benefits. Examples of fraud and misuse of City assets include but are not limited to:

- 1) Embezzlement
- 2) Misappropriation, misapplication, destruction, removal, or concealment of City of University City property.
- 3) Alteration or falsification of documents (checks, time sheets, contractor agreements, purchase orders, other financial documents) or computer files
- 4) Misappropriation or misuse of City of University City resources, such as funds, supplies, or other assets such as inventory, furniture, fixtures, or equipment
- 5) Authorizing or receiving compensation for goods not received or services not performed.
- 6) Authorizing or receiving compensation for hours not worked.
- 7) Unauthorized use of City of University City logos and trademarks

Interfund Loan

In May 2018, City Council approved a using of interfund loan as opposed to due to-from. Interfund loans will be properly accounted for. All interfund loans and repayments will be promptly recorded in the city's financial system. Interfund loans receivable and interfund loans payable will be reconciled on a quarterly basis. Payables and receivables should be in balance at all times.

Interfund loan payments do not affect revenues or expenditures. The original interfund loan and repayments of the loan are recorded as non expenditure disbursements and nonrevenue receipts. Revenues and expenditures are not affected by the payment or repayment of interfund loans. Loan interest on an interfund loan will be recorded as revenue to the loaning fund and an expenditure of the fund receiving the loan. Loan interest payments are treated as quasi-external transactions.

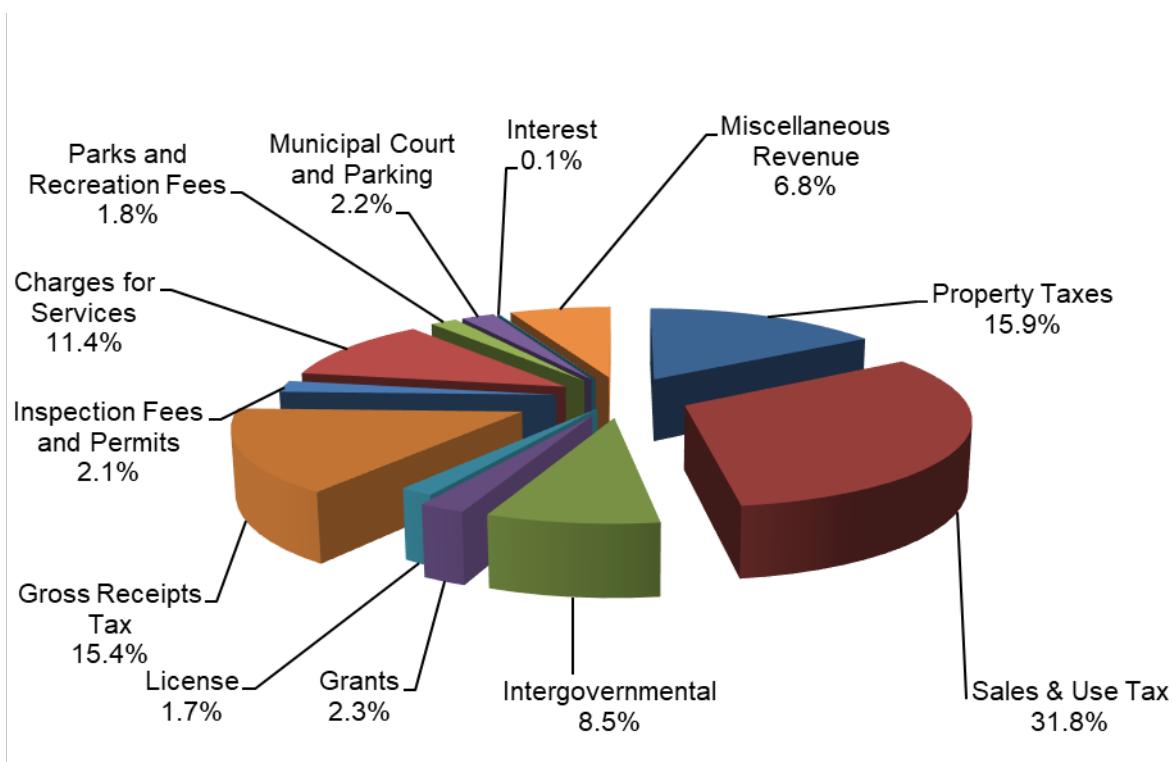
At the end of FY 2018, the General Fund lend the specific amounts to Public Safety, Parking Garage, Golf Course and Park and Storm Water Sales Tax Fund as shown below.

Lending Fund	Borrowing Fund	Amount	Purpose	Interest Rate	Term (Year)
General Fund	Public Safety Sales Tax	\$ 6,000,000	Police Station Design and Construction	1.25%	12
General Fund	Parking Garage	500,000	Operations	1.25%	10
General Fund	Golf Course	500,000	Operations	1.25%	10
General Fund	Park and Storm Water Sales Tax	200,000	Projects in progress	1.25%	5

REVENUES

This section provides a summary and detailed analysis of each major revenue source. Revenues from the Internal Service Fund and the Fiduciary Funds are not included, because they do not represent resources received from outside sources, however, transfers in are included as revenues.

	Amount	Percentage
Property Taxes	\$ 6,512,139	15.9%
Sales & Use Tax	13,049,306	31.8%
Intergovernmental	3,467,290	8.5%
Grants	934,000	2.3%
License	709,000	1.7%
Gross Receipts Tax	6,310,000	15.4%
Inspection Fees and Permits	866,200	2.1%
Charges for Services	4,672,282	11.4%
Parks and Recreation Fees	741,000	1.8%
Municipal Court and Parking	918,400	2.2%
Interest	32,706	0.1%
Miscellaneous Revenue	2,779,200	6.8%
Total Revenue	\$ 40,991,523	100.0%



The revenue sources detailed in this section include over 80% of appropriated revenues. Projections and estimates are prepared by City staff and are based on historical trends, economic forecasts, regulatory decisions and weather. Amounts for FY 2020 are based on estimates through the end of the fiscal year.

SALES TAX

Sales tax revenue in St. Louis County is distributed in two ways: point of sale or pooled. Cities have the option of choosing either method on some types of sales taxes, and on other types the method is set by state statute. University City has taxes that fall under both methods. The State of Missouri collects and administers all sales tax in the state. Businesses remit taxes on a monthly or quarterly basis in the period following the actual transaction. The state distributes the funds one month after they are collected, with pooled funds flowing to the county for distribution.

Municipal Sales Tax:

The City of University City receives a share of a county-wide one-percent (1%) sales tax on retail sales. The City's revenue is based on its per-capita share of sales tax generated within the pool of certain cities in St. Louis County and the unincorporated areas of the County.

The City's percentage share changes after each 10-year census. This occurred for the first time in FY 2012 due to the City faced a 5.0% decrease in population from 37.4 thousand to 35.4 thousand based on the 2010 census.

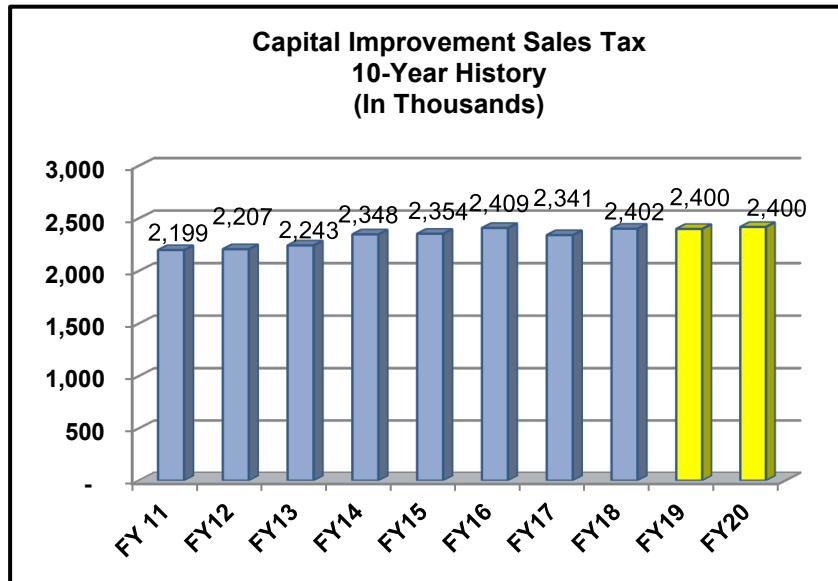
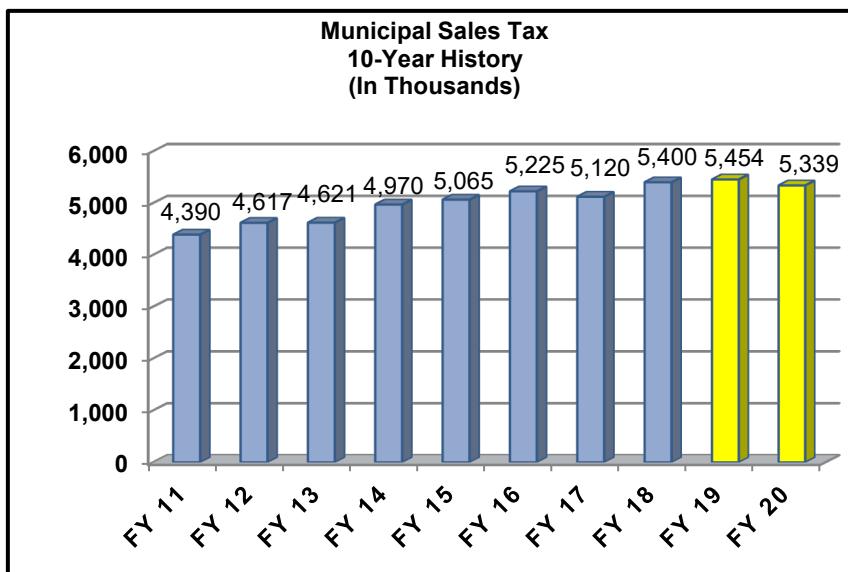
Based on the economy recovery in the region, and the completion of Trolley project, this sales tax is projected to increase from FY 2019 budget.

Some municipalities proposed to modify the formula in order to retain more sales tax revenue generated

locally and share less with others through the pooled distribution. If the alteration to the pooled distribution formula is successful, the City's revenue would be directly affected in the future years.

Capital Improvement Sales Tax:

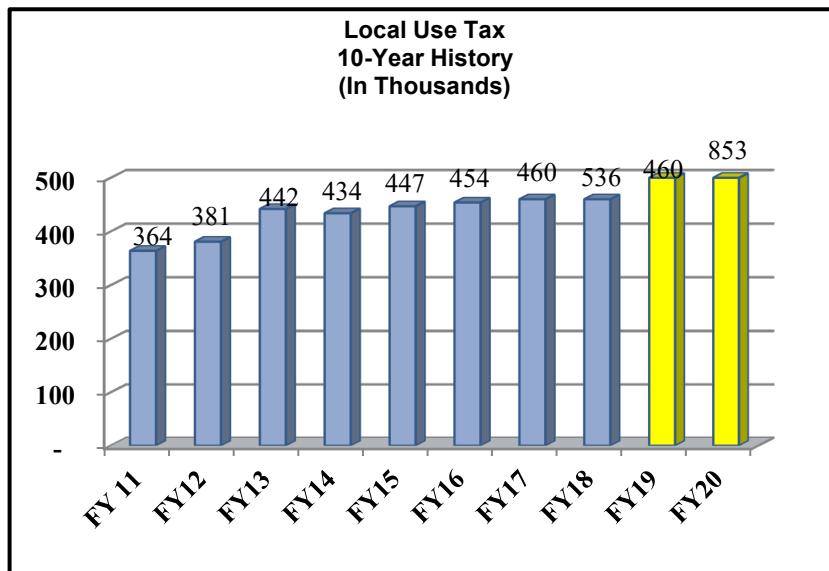
In April 1996, the City of University City levied a one-half (1/2) cent sales tax on retail sales specifically for capital improvements. Cities have an option as to how to receive the sales tax from the County. University City has chosen to pool the sales tax with other cities in the County. The City shares 100% of the generated revenue with all other pooled cities and St. Louis County (Ordinance 6056 adopted in June 1996). The redistributed amount is also based on its per-capita share of sales tax generated in unincorporated areas of the county. This sales tax is projected to be flat with last year.



Started in FY 2016, this revenue is recorded in Capital Improvement Sales Tax Fund. Growth in this revenue source had been small, but steady over the past few years, until the recent economic downturn which caused sales tax receipts to be less in FY 2010 and 2011. In FY 2016 the economy seemed to grow at a modest pace, and this revenue has stayed consistent over the past several years.

Local Use Tax:

In April 1998, the City of University City imposed a local use tax at the rate of 5.725% (an additional of 1.5% to the State rate of 4.225%). This tax is imposed on the storage, use or consumption of tangible personal property in the City.



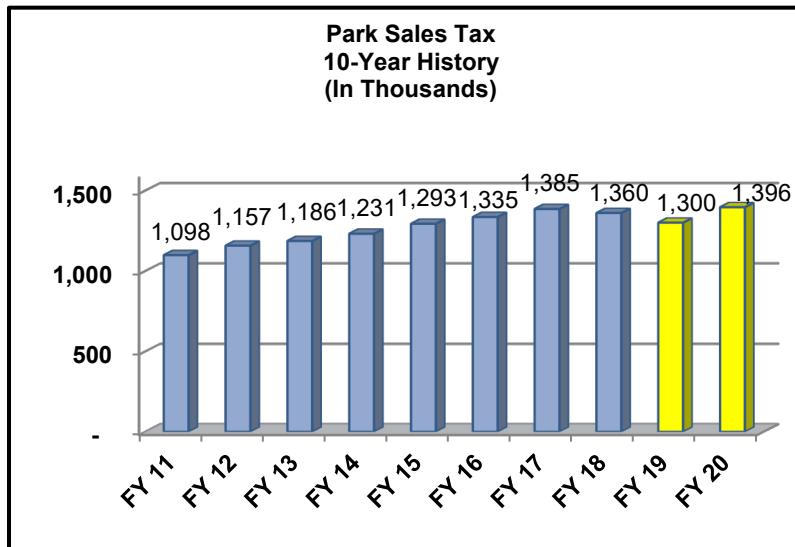
The amount of use tax due on a transaction depends on the combined (local and state) use tax rate. This tax is in effect at University City where the tangible personal property is stored, used or consumed. The City has designated this tax to be used for general operation purposes. Growth in this revenue source has been steady, with slight fluctuations over the past few years. This revenue is projected to have a sizeable increase from the actual received in FY 2018.

Park Sales Tax:

In November 2001, the City of University City levied a one-half (1/2) percent sales tax on retail sales to be used for Park and Storm water purposes.

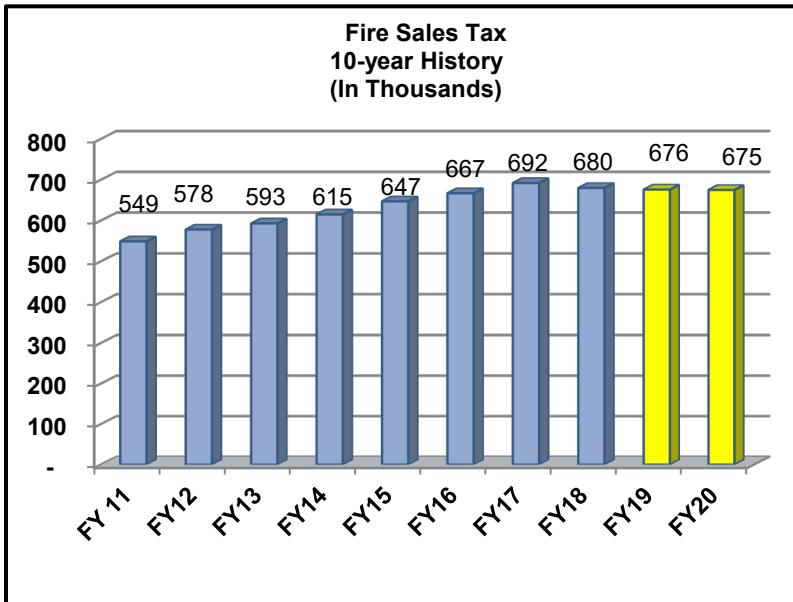
The City has designated this tax to be used solely for park and recreation improvement purposes. The City's revenue is based on the amount of sales tax generated through point-of-sale within the City limits.

Growth in this revenue source has been steady, with slight fluctuations over the past few years. The recent economic growth has increased this sales tax revenue. This revenue is projected to be slightly higher in FY 2020 from FY 2019 budget. Started in FY 2016, this revenue is recorded in Park and Storm Water Sales Tax Fund.



Fire Service Sales Tax:

In November 2001, the City of University City levied a one-quarter (1/4) percent sales tax on retail sales to be used for fire services. The City's revenue is based on the amount of sales tax generated through point of sale within the City limits.

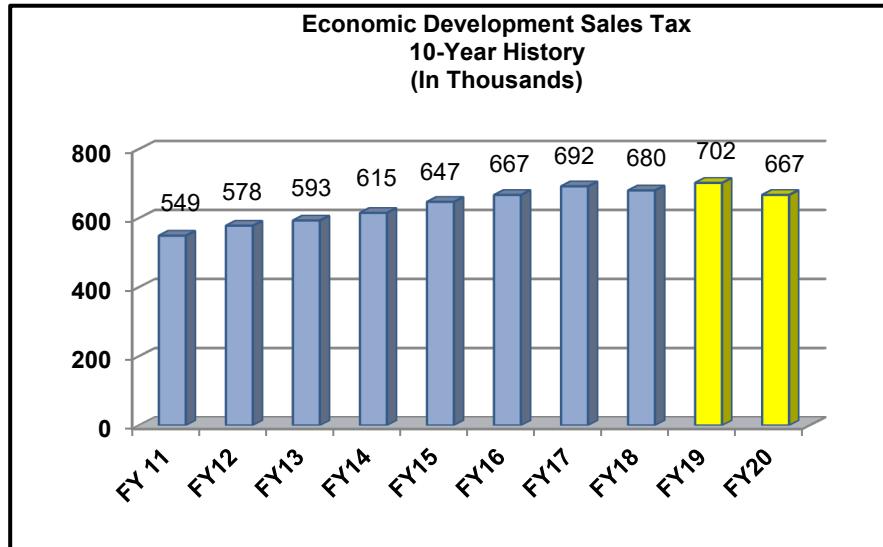


This revenue source has been steady, with slight fluctuations over the past few years. The recent economic recovery has increased sales tax receipts to be higher than the original budget in FY 2015 and is projected to be flat in FY 2020.

Economic Development Sales Tax:

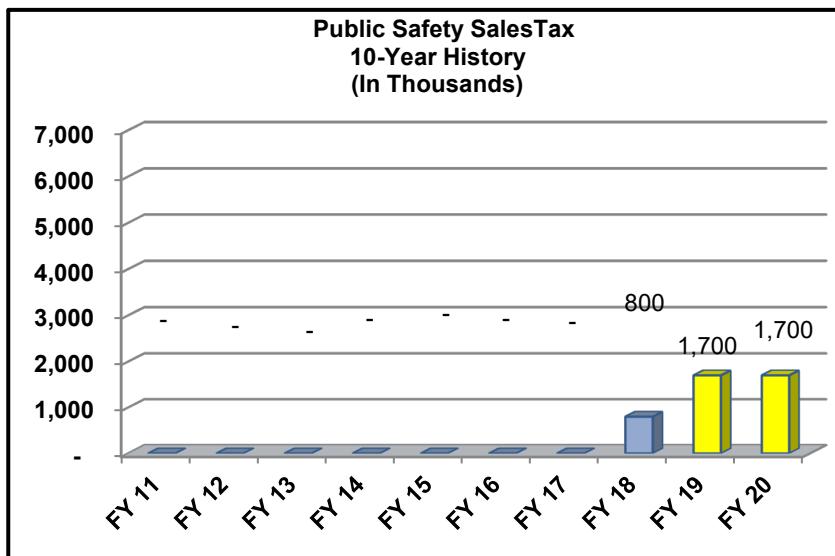
In August 2006, the City of University City levied a one-quarter (1/4) percent sales tax on retail sales to be used for economic development purposes. The City's revenue is based on the amount of sales tax generated through point of sale within the City limits.

The economic conditions are characterized by disappointed gross domestic product growth in FY15 and FY16, then started to pick up in the second half of FY17. The projected amount in FY20 based on the actual in FY18 decreased by 1.9%.



Public Safety Sales Tax:

In April 2017, St. Louis County impose a one-half of one percent sales tax for the purpose of providing funds to improve police and public safety in St. Louis County and each of the municipalities within St. Louis County. This sales tax is estimated to generate \$80 million a year.

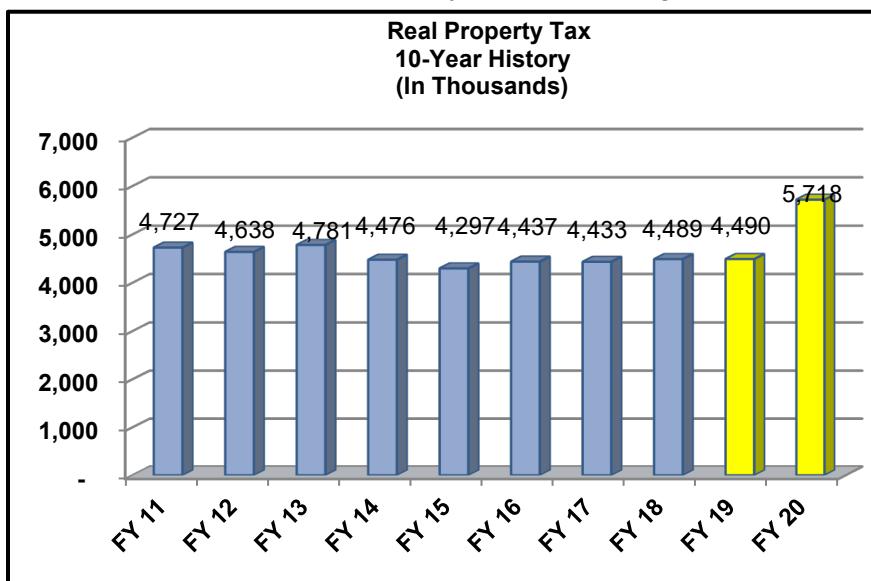


The City's revenue is based on the population size. City of University City expected to receive an approximately \$1.7 million in a year.

PROPERTY TAXES

Real Property Tax:

The City levies a tax on real property in accordance with Missouri statutes. This ad valorem tax is levied on all real property within the boundaries of the City. The tax is based on the assessed valuation of property as established by the St. Louis County Assessor. Residential property is assessed at 19% of its market value, commercial property at 32%, and agricultural property at 12%. The City has no agricultural property. Taxes are collected by St. Louis County and distributed to the City. Properties are reassessed in odd-numbered years. The 2019 estimated levy for real property was \$.465 for residential property and \$.479 for commercial property.



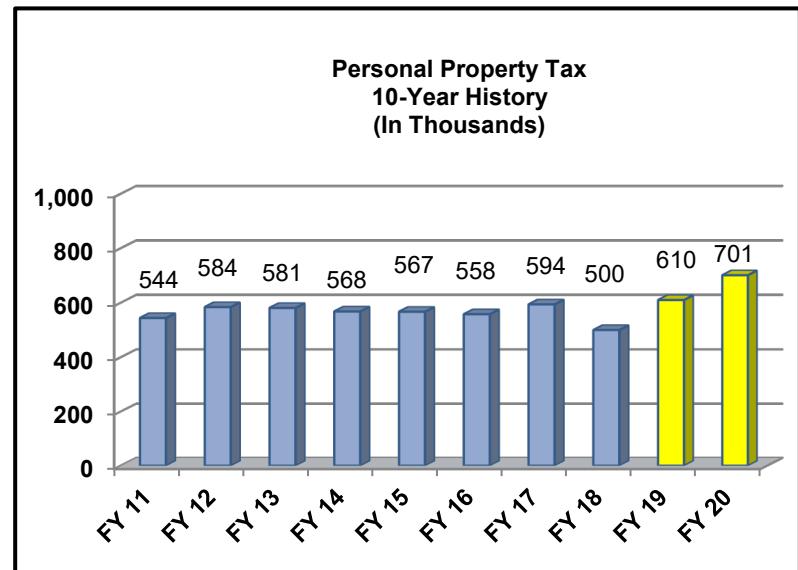
Real property tax revenues have decreased from previous year. Cities in Missouri are required to rollback tax rates when properties are reassessed to a higher value. University City is only able to increase revenue by new construction and increase percentage of the Consumer Price Index (CPI).

In FY 2008 the City reinstated the levy for the Police & Firefighter Retirement Plan. In 2014, the assessed value of the properties had declined, the City chose to maintain the same rates. As a result, the property tax for FY 2015 was 4% less than previous year.

Personal Property Tax:

The City levies a tax on personal property in accordance with Missouri statutes. This tax is levied on all personal property within the boundaries of the City. The tax is assessed at 33.3% of the valuation of property as established by the St. Louis County Assessor. Taxes are collected by St. Louis County and distributed to the City. The 2019 estimated levy for personal property was \$.680.

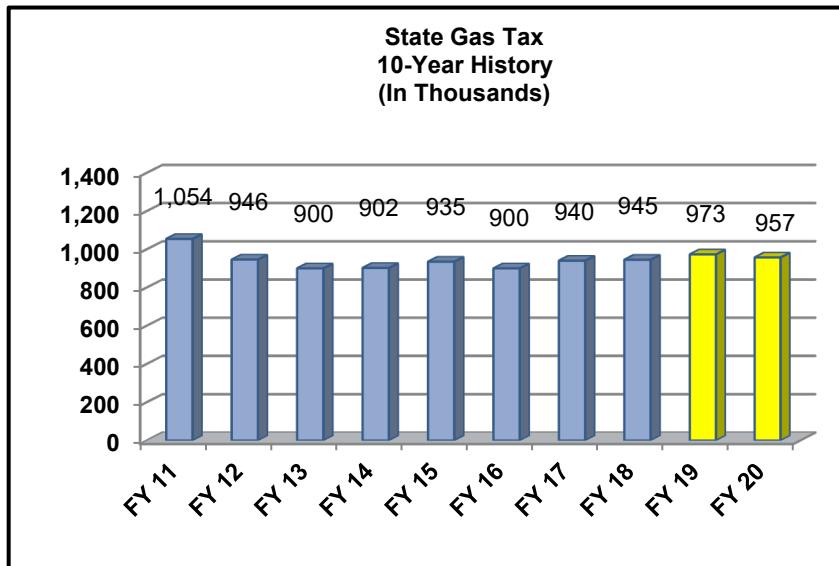
Personal Property tax revenue has been very steady for several years. University City is only able to increase property tax revenue by the percentage of the CPI increase. In FY 2020, this revenue is projected to be higher than the actual amount received in FY 2018.



INTERGOVERNMENTAL TRANSFERS AND GRANTS

State Gas Tax:

The State of Missouri imposes and collects a seventeen-cent (\$0.17) per gallon tax on motor fuel. The state distributes this tax according to a ratio of the City's population to the total state population.

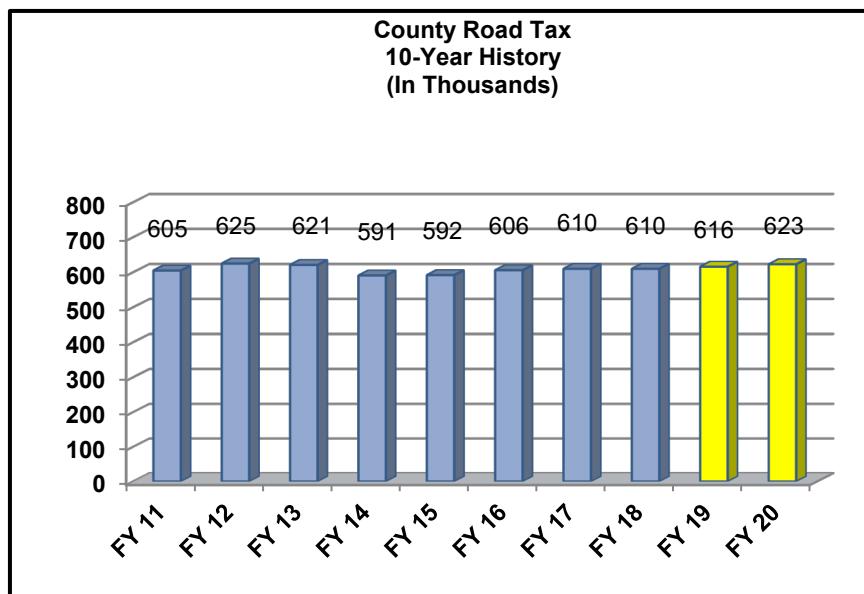


The tax is imposed on a per gallon rate, therefore usage alone, not price, determines the amount of state revenue to be distributed. The gas tax had been stable for many years, but began a slight decline based on less consumption due to higher motor fuel prices. Since this tax is also distributed based on population, the FY 2020 revenue is estimated to be slightly lower from the previous year budget.

County Road Tax:

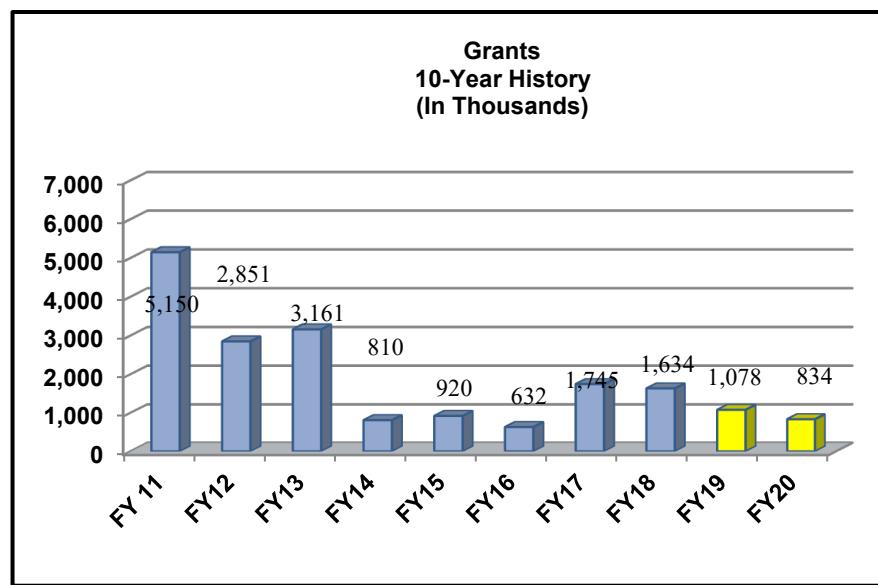
St. Louis County annually levies a Road and Bridge property tax on both real and personal property. The County allocates the proceeds to municipalities at \$0.105 per \$100 of assessed valuation. Taxes are collected by St. Louis County and distributed to the City based on assessed value. The tax must be used for road and bridge maintenance.

This tax revenue has had consistent growth through FY 09 until assessed valuations across the county fell during the economic downturn. The FY 2014 and 2015 revenues started to drop below previous years. FY 2020 revenue is projected to be flat with the previous year actual and budget.



Grants:

Grants represent intergovernmental funds from the Federal, State, or Local governments or affiliation of the governments, awarded to the City for specific purposes. The City has successfully received significant funds in the past to assist in street and bridge rehabilitation, park improvements, recycling and police activity.



Grant revenue fluctuates each year based on the amount awarded and the construction schedule of the project. On most grants, the City is required to expend a local grant match of funds. The City had multiple large one-time projects which were grant-funded in FY 2011, with significantly lesser grants for FY 2012 for known grants at this time. In FY 2013 the City had a couple of large projects, namely constructing the new fire house, and Flood buyout. In FY 2014 and 2015, all grants awarded are related to capital improvement projects and Police over-time. In FY 2020, the City anticipates \$.8 million award for

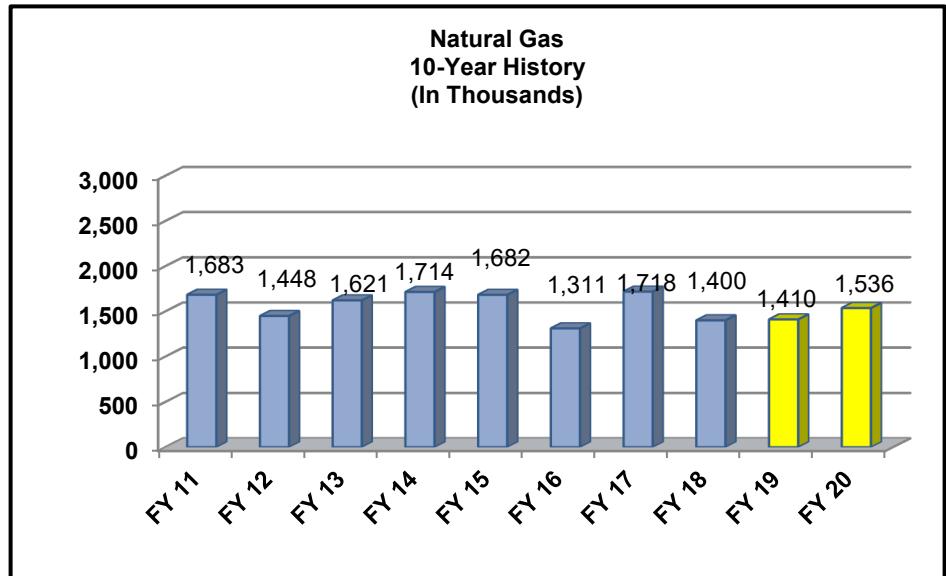
Fogarty Park Improvements, Playground Equipment Replacement, Westgate Ave., and Curb and Sidewalk replacement including solid waste projects.

GROSS RECEIPTS TAX (UTILITY TAX)

Natural Gas Gross Receipts:

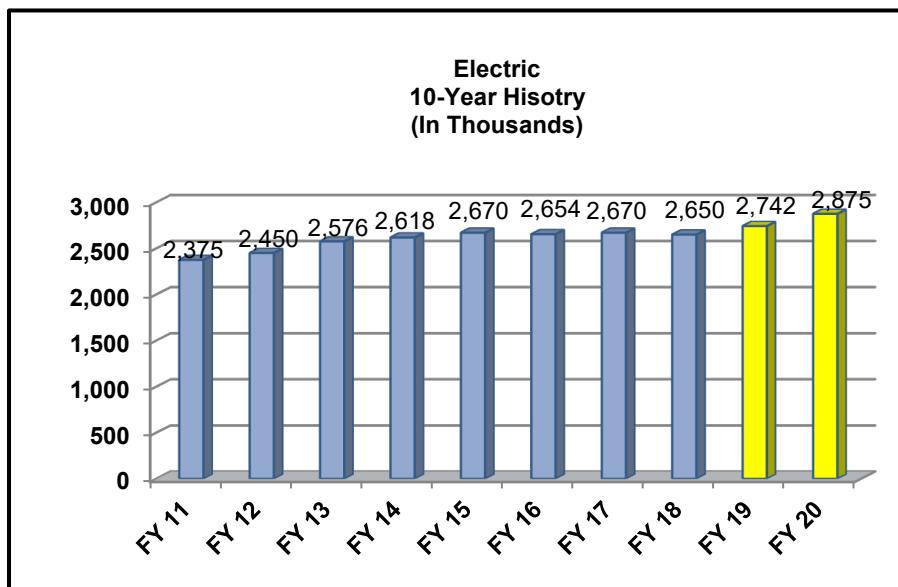
The City levies a 9% gross receipts tax on utilities providing natural gas services in the City. Laclede Gas provides the majority of gas utility services in the City, with a small amount being provided through a consortium. This tax is passed on to customers by the utility company and remitted to the City each subsequent month.

This revenue is based on the price of natural gas, as well as usage. The revenue fluctuates based on weather, business activity and rates. Revenue projections are based on a significant rate decrease which occurred in FY 2010, and decreased even more for FY 2011. In FY 2012 this revenue dropped at the lowest level during these ten (10) years because of the combination of the lower rate and the mild winter. In FY 2020, this revenue is projected to be higher than FY 2019.



Electric Gross Receipts:

The City levies a 9% gross receipts tax on utilities providing electric services in the City. AmerenUE provides the electric utility services in the City. This tax is passed on to customers by the utility company and remitted to the City each subsequent month.

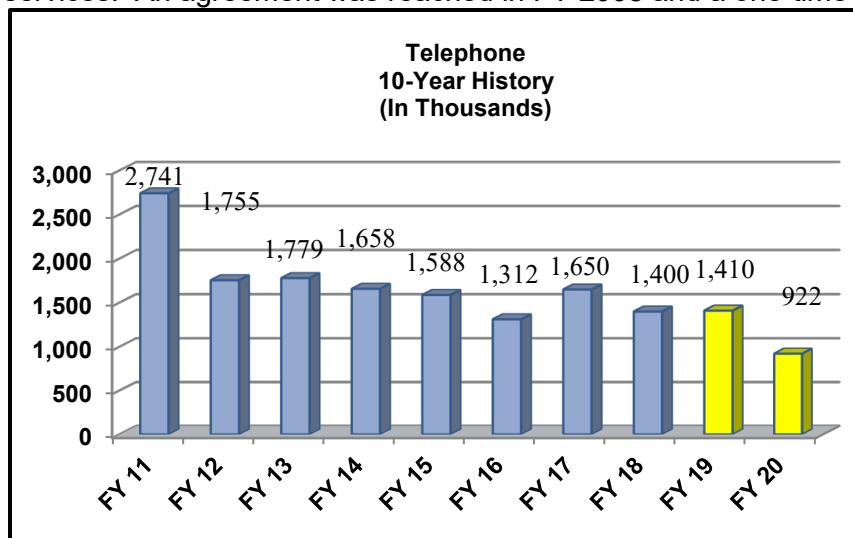


This revenue is based on the price of electricity, as well as usage. The revenue fluctuates based on weather, business activity and rates. The actual tax received in FY 2015 was higher than estimated. In FY 2020, this revenue is projected to be slightly higher than FY 2019.

Telephone Gross Receipts:

The City levies a 9% gross receipts tax on telephone services in the City. These services are provided by multiple providers with the largest being AT&T. This tax is passed on to customers by the utility company and remitted to the City each subsequent month.

Revenues had been declining substantially as land line services decreased and cell phone services increased. The telephone companies had not paid gross receipts tax on cell phone services. The City partnered with other cities in a lawsuit against the telecommunication companies to require the companies to pay gross receipts tax on cell phone services. An agreement was reached in FY 2008 and a one-time settlement amount was paid at that time and another one was paid in FY 2011. In FY 2009 and succeeding years the companies will be paying gross receipts tax on cell phone services and a higher amount of revenue will be collected. Revenue for FY 2010 included a one-time settlement amount for additional landline service with a small amount of additional on-going revenue. From FY 2012 through 2015, the revenues were considered normal without one-time settlement. In FY 2020, this revenue is projected to be lower from the projected in FY 2019.

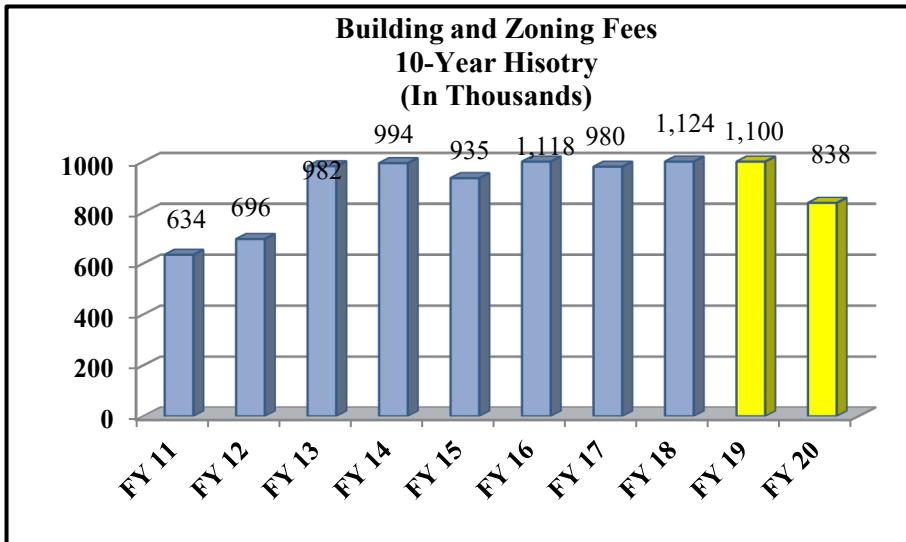


INSPECTION FEES AND CHARGES FOR CITY SERVICES

Building and Zoning Fees:

The City performs building, electrical, plumbing and mechanical inspections and issues permits for construction and remodeling of properties. Fees are calculated on a sliding scale based on the value of construction and are collected by the City at the time of application. Residential and commercial inspections are performed at a change in tenant, and occupancy permits are also issued at that time.

The majority of this revenue is stable with fluctuations related to any large, new developments. Due to the economic downturn the FY2009 revenue was the lowest during these ten years. FY 2013 was also an unusual year that Washington University in St. Louis had started the new



residential life. Since FY 2013, this revenue started rising for the next few years. In FY 2020, this revenue is projected to be lower from the projected in FY 2019.

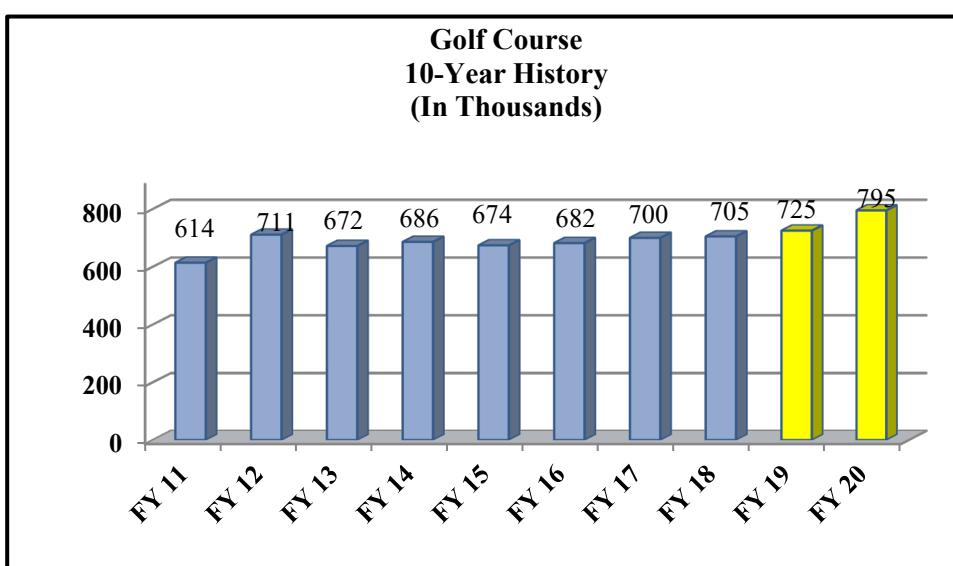
PARKS AND RECREATION FEES

Golf Course:

This revenue consists of fees for rounds of golf, cart rental, driving range use, merchandise, concessions and other miscellaneous revenue related to the course.

Prior to FY 2008, the City had contracted for the management of the golf course. Beginning in FY 2008 all of the revenue and expenditures of the course were now included in the City's general fund. This significantly increased revenue. A golf driving range was added at the course in mid-year in FY 2009 and

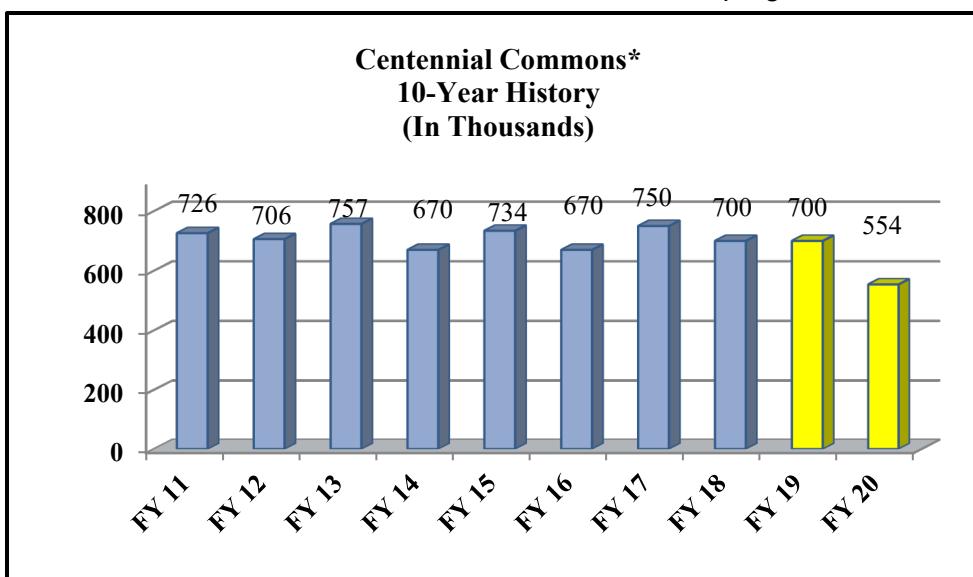
began operations which increased revenues for the year. FY 10 was the first full year of. This revenue remained at a stable level for the past few years. In FY 2020, revenues are projected to be slightly higher than actual amount received in FY 2018.



Centennial Commons (Recreation Activities):

This revenue is comprised of various fees related to recreation opportunities at Centennial Commons, the City's recreation complex. These fees include the fitness center, recreation and athletic programs.

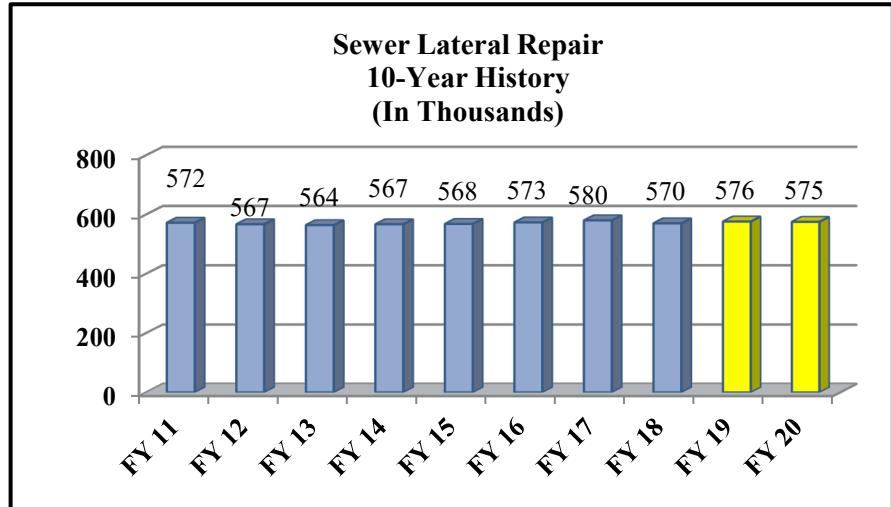
Centennial Commons opened in January 2005. Memberships and activities have grown to a stable level. The decrease in FY 2009 revenue was caused by less membership renewals during the economic downturn. In FY 2010, day camp revenue was moved to this program with no actual growth in revenue. Revenue in FY 2020 is projected to be lower from actual revenue received in FY 2018.



Sewer Lateral Repair Fund:

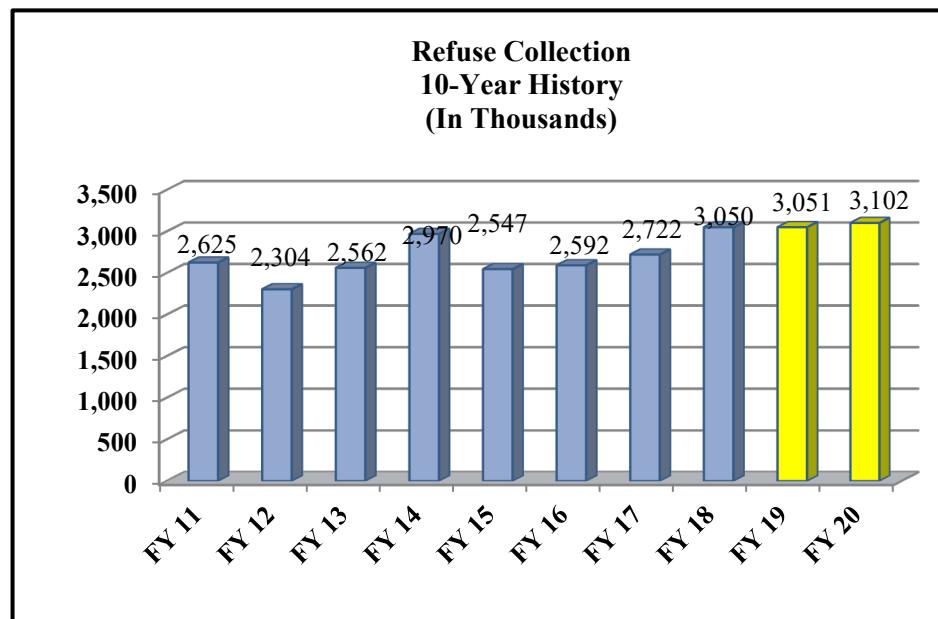
The City receives an annual fee of \$50 per residential property of six (6) units or less to fund a sewer lateral repair program. St. Louis County collects the fee from eligible property owners and distributes the fund to the City.

This fee was \$28 per unit until FY 2005 when the fee was increased to \$50 per unit. In FY 2020, this revenue is projected to be flat compared to what was budgeted in FY 2019.



Refuse Collection Fees:

The City performs solid waste collection services for residents, including collection of trash, recycling, yard waste and bulk items. The City charges for these services using a semi-annual billing process.



In the last few years, rates have increased on an annual basis. The City has also established a collection enhancement program to encourage past due accounts to become current. Additional revenue was received in FY 2008 and FY 2009 due to this program. In 2016, the City increased the fees by 12%. The revenue showed an increase in FY 2018. As a result, the revenues are projected to increase in FY 2020.



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The following section displays three budget schedules and combined statement of governmental funds:

- (I) The All Fund Budget Summary provides an overview of all City revenues and expenditures for fourteen (14) separate funds including component units. They are listed below:
1. General Fund (1)
 2. Special Revenue Fund (4)
 3. Capital Project Fund (2)
 4. Internal Service Fund (1)
 5. Enterprise Fund (3)
 6. Component Unit (3)

The revenues and expenditures in this schedule include Transfers In and Out.

- (II) The General Fund Budget by Department shows operating expenditures supported by unrestricted revenues. All departments and divisions are listed below:
1. Legislative Services
 2. General Administration
 - a. City Manager's Office
 - b. Human Resources
 - i. Fleet Maintenance
 - c. Economic Development
 - i. Public Parking Garage
 - d. Communication
 - i. Information Technology
 3. Finance
 4. Municipal Court
 5. Police
 6. Fire
 7. Public Works
 - a. Administration and Engineering
 - b. Street Maintenance
 - c. Facilities Maintenance
 - d. Solid Waste
 - i. Solid Waste Administration
 - ii. Solid Waste Operations
 - iii. Leaf Collection
 - e. Sewer Lateral Repair
 8. Planning & Development
 - a. Planning & Development Administration
 - b. Planning and Zoning
 - c. Construction Services
 9. Parks, Recreation and Forestry
 - a. Park Maintenance
 - b. Recreation
 - i. Community Center
 - ii. Aquatics
 - iii. Centennial Commons
 - c. Golf Course

The revenues and expenditures in this schedule include Transfers In and Out.

- (III) The City-Wide Operating Budget displays the entire budget for each department. This includes all General Fund items, as well as any other Funds that are administered by each department (for example Sewer Lateral Fund, Solid Waste Fund, Capital Improvement Sales Tax and Park and Storm Water Sales Tax are administered by Public Works).

The revenues and expenditures in this schedule include Transfers In and Out.

- (IV) Combined Statement of Revenues, Expenditures and Fund Balances
- a. Governmental Fund
 - b. Internal Service and Enterprises Funds

(I) All Funds Budget Summary

Revenues	FY 2017 Actual	FY 2018 Actual	FY 2019 Original	FY 2019 Amended	FY 2019 Estimated	FY 2020 Budget	% over FY 2019
General	21,558,343	24,006,177	23,860,800	23,860,800	23,860,800	25,714,696	8%
Capital Improvement	2,340,865	2,377,150	2,402,000	2,402,000	2,402,000	2,419,000	1%
Park and Stormwater	1,334,993	1,334,993	1,301,000	1,301,000	1,301,000	1,396,000	7%
Public Safety	-	1,397,576	1,700,000	1,700,000	1,700,000	1,700,000	0%
Grants	1,468,839	89,137	1,077,700	1,077,700	1,077,700	834,000	-23%
Golf Course	751,860	790,692	725,000	725,000	725,000	795,600	10%
Library	143,866	105,443	152,400	152,400	152,400	3,037,163	1893%
Fleet Maintenance	1,581,853	1,551,041	1,559,900	1,559,900	1,559,900	1,011,900	-35%
Solid Waste	3,053,106	3,136,131	3,122,500	3,122,500	3,122,500	3,137,082	0%
Public Parking Garage	214,952	127,095	161,200	161,200	161,200	293,235	82%
Loop Business District	215,352	230,722	150,000	150,000	150,000	80,000	-47%
Parkview Gardens Special District	93,413	96,045	95,300	95,300	95,300	90,300	-5%
Economic Development Sales Tax	692,359	673,405	703,400	703,400	703,400	667,306	-5%
Sewer Lateral	574,442	573,083	576,000	576,000	576,000	575,500	0%
Total Revenues include Transfers In	34,024,243	36,488,689	37,587,200	37,587,200	37,587,200	41,751,782	11%

Expenditures	FY 2017 Actual	FY 2018 Actual	FY 2019 Original	FY 2019 Amended	FY 2019 Estimated	FY 2020 Budget	% over FY 2019
General	21,896,840	23,469,877	23,655,700	23,655,700	23,655,700	25,036,710	6%
Capital Improvement	1,886,731	1,486,628	3,597,800	3,597,800	3,597,800	3,076,828	-14%
Park and Stormwater	1,128,704	675,211	1,413,400	1,413,400	1,413,400	1,192,985	-16%
Public Safety	-	-	2,099,300	2,099,300	2,099,300	2,478,770	18%
Grants	741,070	1,199,372	1,077,700	1,077,700	1,077,700	834,000	-23%
Golf Course	580,935	636,915	865,800	865,800	865,800	852,288	-2%
Library	1,842,696	1,758,240	1,839,100	1,839,100	1,839,100	3,032,235	65%
Fleet Maintenance	1,646,915	1,954,749	1,534,000	1,534,000	1,534,000	1,011,816	-34%
Solid Waste	2,762,031	3,654,202	3,338,600	3,338,600	3,338,600	3,104,941	-7%
Public Parking Garage	171,051	197,852	158,500	158,500	158,500	234,259	48%
Loop Business District	164,134	204,477	142,300	142,300	142,300	79,900	-44%
Parkview Gardens Special District	108,778	88,654	94,800	94,800	94,800	90,300	-5%
Economic Development Sales Tax	467,142	252,480	702,400	702,400	702,400	134,742	-81%
CALOP	8,551	-	-	-	-	-	0%
Sewer Lateral	865,381	922,908	576,000	576,000	576,000	572,756	-1%
Total Expenditures include Transfers Out	34,270,959	36,501,564	41,095,400	41,095,400	41,095,400	41,732,530	2%



(II) General Fund Budget Summary

Revenues	FY 2017 Actual	FY 2018 Actual	FY 2019 Original	FY 2019 Amended	FY 2019 Estimated	FY 2020 Budget	% over FY 2019
Property Taxes	3,440,429	3,510,950	3,525,500	3,525,500	3,525,500	3,524,700	0%
Sales & Use Tax	6,299,097	6,513,180	6,666,000	6,666,000	6,666,000	6,867,000	3%
Intergovernmental	2,143,350	2,167,110	2,177,000	2,177,000	2,177,000	3,452,300	59%
Licenses	690,043	682,864	715,000	715,000	715,000	679,000	-5%
Gross Receipts Tax	6,117,081	7,477,927	6,469,300	6,469,300	6,469,300	6,310,000	-2%
Inspection Fees and Permits	962,181	881,943	1,125,000	1,125,000	1,125,000	866,200	-23%
Service Charges	238,886	264,519	250,000	250,000	250,000	959,700	284%
Parks & Recreation Fees	807,209	1,589,218	892,000	892,000	892,000	741,000	-17%
Municipal Court and Parking	715,778	793,379	808,500	808,500	808,500	713,000	-12%
Interest	20,516	28,468	50,000	50,000	50,000	31,336	-37%
Miscellaneous Revenue	123,773	96,619	124,500	124,500	124,500	1,570,460	1161%
Total	21,558,343	24,006,177	22,802,800	22,802,800	22,802,800	25,714,696	13%
Revenues include Transfers In							

Expenditures	FY 2017 Actual	FY 2018 Actual	FY 2019 Original	FY 2019 Amended	FY 2019 Estimated	FY 2020 Budget	% over FY 2019
Legislative	221,917	224,067	211,000	211,000	211,000	221,461	5%
City Manager's Office	1,078,977	1,002,617	1,081,000	1,081,000	1,081,000	624,850	-42%
Communications	-	-	-	-	-	258,720	100%
Human Resources	127,726	106,982	212,800	212,800	212,800	1,325,980	523%
Information Technology	461,059	514,644	696,900	696,900	696,900	623,940	-10%
Finance	665,811	638,957	885,900	885,900	885,900	697,770	-21%
Municipal Court	308,136	291,206	361,700	361,700	361,700	348,720	-4%
Police	8,674,103	9,305,864	8,571,000	8,571,000	8,571,000	9,031,062	5%
Fire	3,160,139	3,386,709	3,773,000	3,773,000	3,773,000	4,917,849	30%
Planning & Development	1,613,472	1,510,683	1,767,900	1,767,900	1,767,900	1,529,517	-13%
Park Recreation & Forestry	2,748,709	2,100,497	2,915,600	2,915,600	2,915,600	2,823,387	-3%
Public Works	2,793,769	4,215,065	3,116,500	3,116,500	3,116,500	2,628,254	-16%
Debt Service	60,213	172,587	62,400	62,400	62,400	5,200	-92%
Capital Improvement/Outlay	(17,191)	-	-	-	-	-	0%
Total	21,896,840	23,469,877	23,655,700	23,655,700	23,655,700	25,036,710	6%
Expenditures include Transfers Out							



(III) City-Wide Operating Budget by Department

Revenues	FY 2017 Actual	FY 2018 Actual	FY 2019 Original	FY 2019 Amended	FY 2019 Estimated	FY 2020 Budget	% over FY 2019
Property Taxes	5,104,103	5,246,110	5,210,500	5,210,500	5,210,500	6,512,139	25%
Sales & Use Tax	10,717,075	12,308,265	12,768,400	12,768,400	12,768,400	13,049,306	2%
Intergovernmental	2,143,350	2,167,110	2,177,000	2,177,000	2,177,000	3,467,290	59%
Grants	1,612,705	194,580	1,137,700	1,137,700	1,137,700	934,000	-18%
Licenses	720,902	711,822	745,000	745,000	745,000	709,000	-5%
Gross Receipts Tax	6,117,081	7,477,927	6,469,300	6,469,300	6,469,300	6,310,000	-2%
Inspection Fees and Permits	962,181	881,943	1,125,000	1,125,000	1,125,000	866,200	-23%
Service Charges	3,808,774	3,362,870	3,876,500	3,876,500	3,876,500	4,672,282	21%
Parks & Recreation Fees	807,209	1,589,218	1,617,000	1,617,000	1,617,000	741,000	-54%
Municipal Court and Parking	715,778	886,310	915,500	915,500	915,500	918,400	0%
Interest	20,497	34,279	58,500	58,500	58,500	32,706	-44%
Miscellaneous Revenue	554,185	321,911	560,300	560,300	560,300	2,779,200	396%
Total	33,283,839	35,182,344	36,660,700	36,660,700	36,660,700	40,991,523	12%
Revenues include Transfers In							

Expenditures	FY 2017 Actual	FY 2018 Actual	FY 2019 Original	FY 2019 Amended	FY 2019 Estimated	FY 2020 Budget	% over FY 2019
Legislative	221,917	224,067	211,000	211,000	211,000	221,461	5%
City Manager's Office	1,078,977	1,002,617	1,081,000	1,081,000	1,081,000	624,850	-42%
Communications	-	-	-	-	-	258,720	100%
Economic Development	-	-	-	-	-	369,001	100%
Human Resources	127,726	106,982	212,800	212,800	212,800	1,325,980	523%
Information Technology	461,059	514,644	696,900	696,900	696,900	623,940	-10%
Finance	674,362	650,344	885,900	885,900	885,900	697,770	-21%
Municipal Court	308,136	291,206	361,700	361,700	361,700	348,720	-4%
Police	8,710,397	9,311,676	9,592,300	9,592,300	9,592,300	9,397,062	-2%
Fire	3,160,139	3,386,709	4,053,000	4,053,000	4,053,000	5,167,849	28%
Planning & Development	2,251,666	1,961,015	2,628,800	2,628,800	2,628,800	1,529,517	-42%
Park Recreation & Forestry	2,803,101	2,100,497	3,631,400	3,631,400	3,631,400	2,823,387	-22%
Public Works	9,436,616	10,954,013	12,122,400	12,122,400	12,122,400	9,000,959	-26%
Debt Service	96,119	211,514	62,400	62,400	62,400	1,236,005	1881%
Component Units:							
Library	117,753	100,958	68,600	68,600	68,600	3,032,235	4320%
Loop Business District	164,134	204,477	142,300	142,300	142,300	79,900	-44%
Parkview Gardens	108,778	88,654	94,800	94,800	94,800	90,300	-5%
Total	29,703,689	31,109,373	35,845,300	35,845,300	35,845,300	36,827,656	3%
Expenditures include Transfers Out							

Governmental Funds**Combined Statement of Budgeted Revenues, Expenditures,
and Changes in Fund Balance**

	General	Capital Improvement	Park and Stormwater	Public Safety	Sewer Lateral
Revenues:					
Property Taxes	\$ 3,524,700	\$ -	\$ -	\$ -	\$ -
Sales Tax	6,867,000	2,419,000	1,396,000	1,700,000	-
Intergovernmental	3,452,300	-	-	-	-
Grants	-	-	-	-	-
Licenses	679,000	-	-	-	-
Gross Receipts Tax	6,310,000	-	-	-	-
Inspection Fees	866,200	-	-	-	-
Charges for City Services	959,700	-	-	-	575,200
Parks & Recreation Fees	741,000	-	-	-	-
Municipal Court & Parking	713,000	-	-	-	-
Interest	31,336	-	-	-	300
Miscellaneous Revenue	100,800	-	-	-	-
Total Revenues	24,245,036	2,419,000	1,396,000	1,700,000	575,500
Expenditures:					
Legislative	221,461	-	-	-	-
City Manager's Office	624,850	-	-	-	-
Communications	258,720	-	-	-	-
Human Resources	314,080	-	-	68,070	-
Information Technology	623,940	-	-	-	-
Finance	697,770	-	-	-	-
Municipal Court	348,720	-	-	-	-
Police	9,031,062	-	-	366,000	-
Fire	4,917,849	-	-	250,000	-
Planning & Development	1,529,517	-	-	-	-
Parks, Recreation & Forestry	2,823,387	-	302,173	-	-
Public Works	2,628,254	304,305	-	-	-
Debt Service	5,200	725,273	390,532	115,000	-
Other	-	-	-	-	515,516
Capital Improvement	-	2,047,250	459,000	-	-
Total Expenditures	24,024,810	3,076,828	1,151,705	799,070	515,516
Excess (deficiency) of revenues over (under) expenditures					
	220,226	(657,828)	244,295	900,930	59,984
Other Financing Sources (Uses):					
Operating transfer in	1,469,660	-	-	-	-
Operating transfer out	1,011,900	-	41,280	1,679,700	57,240
Changes in Fund Balance FY 20	677,986	(657,828)	203,015	(778,770)	2,744
Fund Balance July 1, 2019 (Est.)	8,176,119	931,669	147,914	6,400,700	102,663
Fund Balance June 30, 2020	\$ 8,854,105	\$ 273,840	\$ 350,929	\$ 5,621,930	\$ 105,407

Governmental Funds**Combined Statement of Budgeted Revenues, Expenditures,
and Changes in Fund Balance**

	Economic Development Sales Tax	Loop Special Business	Parkview Garden	Grant	Total
Revenues:					
Property Taxes	\$ -	\$ 50,000	\$ 90,000	\$ -	\$ 3,664,700
Sales Tax	667,306	-	-	-	13,049,306
Intergovernmental	-	-	-	-	3,452,300
Grants	-	-	-	834,000	834,000
Licenses	-	30,000	-	-	709,000
Gross Receipts Tax	-	-	-	-	6,310,000
Inspection Fees	-	-	-	-	866,200
Charges for City Services	-	-	-	-	1,534,900
Parks & Recreation Fees	-	-	-	-	741,000
Municipal Court & Parking	-	-	-	-	713,000
Interest	-	-	300	-	31,936
Miscellaneous Revenue	-	-	-	-	100,800
Total Revenues	667,306	80,000	90,300	834,000	32,007,142
Expenditures:					
Legislative	-	-	-	-	221,461
City Manager's Office	-	-	-	-	624,850
Communications	-	-	-	-	258,720
Human Resources	-	-	-	-	382,150
Information Technology	-	-	-	-	623,940
Finance	-	-	-	-	697,770
Municipal Court	-	-	-	-	348,720
Police	-	-	-	-	9,397,062
Fire	-	-	-	-	5,167,849
Community Development	-	-	-	-	1,529,517
Parks, Recreation & Forestry	-	-	-	-	3,125,560
Public Works	-	-	-	-	2,932,559
Debt Service	-	-	-	-	1,236,005
Other	134,742	79,900	90,300	834,000	1,654,458
Capital Improvement	-	-	-	-	2,506,250
Total Expenditures	134,742	79,900	90,300	834,000	30,706,871
Excess (deficiency) of revenues over (under) expenditures	532,564	100	-	-	1,300,271
Other Financing Sources (Uses):					
Operating transfer in	-	-	-	-	1,469,660
Operating transfer out	-	-	-	-	2,790,120
Changes in Fund Balance FY 18	532,564	100	-	-	(20,189)
Fund Balance July 1, 2019 (Est.)	1,236,000	103,500	90,500	-	17,189,065
Fund Balance June 30, 2020	\$ 1,768,564	\$ 103,600	\$ 90,500	\$ -	\$ 17,168,876

Proprietary Funds
**Combined Statement of Budgeted Revenues, Expenditures,
and Changes in Fund Balance**

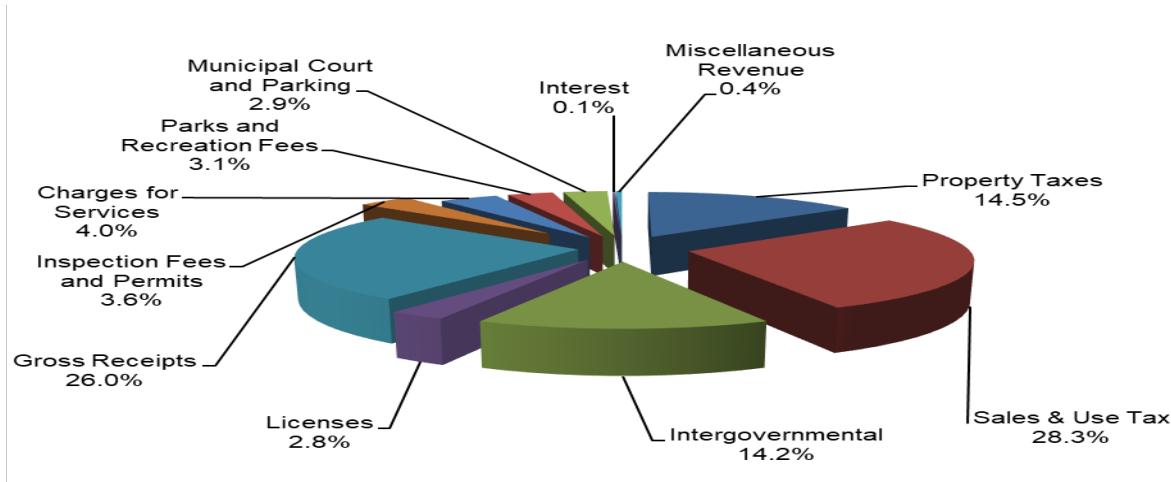
	Internal Services	Solid Waste	Parking Garage	Golf Course	Total
Revenues:					
Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Sales Tax	-	-	-	-	-
Intergovernmental	-	-	-	-	-
Grants	-	-	-	-	-
Licenses	-	-	-	-	-
Gross Receipts Tax	-	-	-	-	-
Inspection Fees	-	-	-	-	-
Charges for City Services	-	3,137,082	-	-	3,137,082
Parks & Recreation Fees	-	-	-	795,000	795,000
Municipal Court & Parking	-	-	293,235	-	293,235
Interest	-	-	-	-	-
Miscellaneous Revenue	-	-	-	-	-
Total Revenues	-	3,137,082	293,235	795,000	4,225,317
Expenditures:					
Legislative	-	-	-	-	-
City Manager's Office	-	-	-	-	-
Communications	-	-	-	-	-
Human Resources	-	-	-	-	-
Information Technology	-	-	-	-	-
Finance	-	-	-	-	-
Municipal Court	-	-	-	-	-
Police	-	-	-	-	-
Fire	-	-	-	-	-
Planning & Development	-	-	-	-	-
Parks, Recreation & Forestry	-	-	-	769,068	769,068
Public Works	1,011,816	3,104,941	-	-	4,116,757
Debt Service	-	-	-	-	-
Other	-	-	181,039	-	181,039
Capital Improvement	-	-	-	30,000	30,000
Total Expenditures	1,011,816	3,104,941	181,039	799,068	5,096,864
Excess (deficiency) of revenues					
over (under) expenditures	(1,011,816)	32,141	112,196	(4,068)	(871,547)
Other Financing Sources (Uses):					
Operating transfer in	1,011,900	-	-	-	1,011,900
Operating transfer out	-	-	53,220	53,220	106,440
Changes in Fund Balance FY 18	84	32,141	58,976	(57,288)	33,913
Fund Balance July 1, 2019 (Est.)	1,273,900	1,311,197	502,700	359,200	3,446,997
Fund Balance June 30, 2020	\$ 1,273,984	\$ 1,343,338	\$ 561,676	\$ 301,912	\$ 3,480,910

BUDGET HIGHLIGHT – GENERAL FUND

Revenues

Total Revenue for the General Fund, the City's operating fund, will increase to \$24,245,036 from the prior year original budgeted amount of \$22,802,800 or 6.3%. This change is due to the Fire Department being awarded a Safer Grant in addition to the anticipation of receiving Ambulance Service revenue from EMS billing. The graph below illustrates General Fund revenue projections by type or category of revenue.

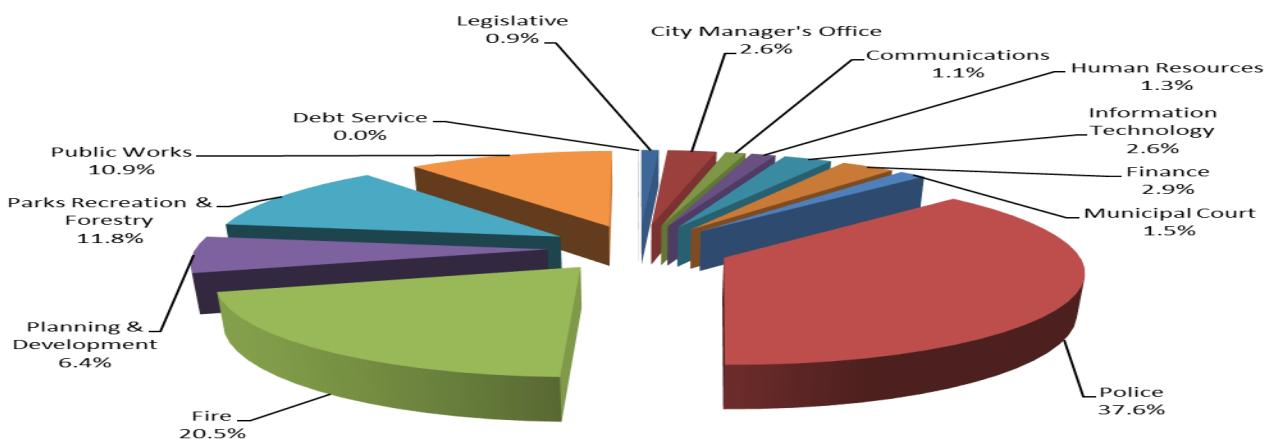
GENERAL FUND REVENUES BY TYPE



Expenditures

General Fund expenditures are projected to increase to \$24,024,810 from the prior year estimated amount of \$23,744,300 or 1.2%. These changes are resulted by hiring additional firefighters/paramedics due to bringing back EMS in house in addition to equipment purchase for EMS operations. The graph below illustrates projected expenditures by department.

GENERAL FUND EXPENDITURES BY DEPARTMENT





GENERAL FUND REVENUES

	Actual Revenue FY 2017	Actual Revenue FY 2018	Projected Revenue FY 2019	Budget Revenue FY 2020	% Change to Projected FY 2019
Property Taxes					
4001 Real Property-Current	2,874,734	2,950,263	2,966,989	2,961,000	-0.2%
4005 Real Property-Delinquent	74,746	70,314	94,993	70,000	-26.3%
4010 Personal Property-Current	377,897	378,804	377,475	383,000	1.5%
4015 Personal Property-Delinquent	43,101	46,461	55,441	40,500	-26.9%
4020 Intangible Property	532	163	523	200	-61.8%
4025 Railroad & Other Utilities	69,419	64,674	69,494	70,000	0.7%
Sub-Total Property Taxes	3,440,429	3,510,679	3,564,915	3,524,700	
Sales and Use Tax					
4101 Local Use Tax	536,352	669,928	692,261	853,000	23.2%
4105 County-wide Sales Tax (Pool)	5,070,375	5,169,777	5,034,500	5,339,000	6.0%
4115 Fire Sales Tax (Pt. of Sale)	692,371	673,476	718,886	675,000	-6.1%
Sub-Total Sales & Use Taxes	6,299,098	6,513,181	6,445,647	6,867,000	
Inter Governmental					
4150 State Gas Tax	958,771	946,810	948,384	957,000	0.9%
4155 State Motor Vehicle Sales Tax	466,582	479,607	509,093	486,000	-4.5%
4160 County Road Fund	608,521	631,215	628,685	623,000	-0.9%
4165 Cigarette Tax	109,477	109,477	109,598	110,000	0.4%
4540.05 Safer Grant	-	-	-	1,276,300	100.0%
Sub-Total Intergovernmental	2,143,351	2,167,109	2,195,760	3,452,300	
Licenses					
4301 Business Licenses	512,404	506,396	505,447	501,000	-0.9%
4305 Motor Vehicle Fees	140,377	140,274	145,116	142,000	-2.1%
4315 Dog Licenses & Redemption Fees	1,687	2,094	2,074	2,000	-3.6%
4320 Liquor	35,350	34,100	36,429	34,000	-6.7%
Sub-Total License	689,818	682,864	689,066	679,000	
Gross Receipts Tax					
4401 Electric	2,698,144	3,014,978	2,710,531	2,875,000	6.1%
4405 Natural Gas	1,354,091	1,555,826	1,598,645	1,536,000	-3.9%
4410 Water	527,590	540,168	630,576	543,000	-13.9%
4415 Telephone	1,258,826	1,026,482	892,859	922,000	3.3%
4420 Cable-Television	278,430	271,566	266,797	270,000	1.2%
4425 Fiber Optic & Cell Phone	-	-	-	72,000	100.0%
4430 Right-of-way Use	-	1,068,906	636,343	92,000	-85.5%
Sub-Total Gross Receipts Tax	6,117,081	7,477,926	6,735,751	6,310,000	
Inspection Fees and Permits					
4501 Excavation & Driveway	14,512	41,592	23,741	25,000	5.3%
4503 Rental Property	4,345	4,125	3,250	3,200	-1.5%
4505 Building & Zoning	943,324	836,225	763,107	838,000	9.8%
Sub-Total Fees & Permits	962,181	881,942	790,098	866,200	



GENERAL FUND REVENUES (Continued)

	Actual Revenue FY 2016	Actual Revenue FY 2017	Projected Revenue FY 2018	Budget Revenue FY 2019	% Change to Projected FY 2018
Service Charges					
4540 Ambulance Services	13,162	16,456	1,909	725,000	37878.0%
4545 Weed & Debris-Current	3,000	16,114	10,858	8,700	0.0%
4550 Weed & Debris-Delinquent	24,724	34,179	25,657	28,000	9.1%
4565 Police Services Contributions	197,999	197,999	197,999	198,000	0.0%
Sub-Total Service Charges	238,885	264,748	236,423	959,700	
Parks and Recreation Fees					
4601 Golf Course	674,159	790,692	-	-	0.0%
4610 Aquatics	88,034	110,591	86,447	100,000	15.7%
4615 Community Center	79,700	90,726	89,139	87,000	-2.4%
4620 Centennial Commons	733,984	597,209	560,563	554,000	-1.2%
Sub-Total Parks & Rec. Fees	1,575,877	1,589,218	736,149	741,000	
Municipal Court and Parking					
4701 Parking Meter Collections	149,061	136,261	139,620	132,000	-5.5%
4703 Parking Fines	137,031	270,616	259,778	160,000	-38.4%
4705 Court Fines	356,598	296,219	363,666	324,000	-10.9%
4710 Court Costs	59,865	76,723	38,244	80,000	109.2%
4715 Misc. Court Receipts	47	52	262	500	90.8%
4725 Bond Forfeiture	12,140	12,301	13,400	15,000	11.9%
4730 Crime Victim Compensation	1,036	1,207	1,274	1,500	17.7%
Sub-Total Muni Court & Parking	715,778	793,379	816,244	713,000	
Interest					
4852 Interest-Investment	20,516	27,681	65,627	26,000	-60.4%
4859 Interfund Loan-Interest	-	521	95,821	5,336	-94.4%
Sub-Total Interest	20,516	28,202	161,448	31,336	
Miscellaneous					
4180 Special Assessment	72,407	31,793	50,000	50,000	0.0%
4804 Misc. Operating Revenue	16,051	28,731	64,154	16,000	-75.1%
4807 Non-Operating Income	4,104	5,850	4,676	6,100	30.5%
4808 Credit Card Fees	11,499	11,502	12,214	10,000	-18.1%
4815 Police Officer Std & Tra (POST)	-	2,346	2,806	2,500	-10.9%
4816 Police Training Fees	5,286	6,160	6,116	6,600	7.9%
4819 Police Seizure & Impoundment	18	78	-	-	0.0%
4822 Rental of Property	-	1,550	3,544	1,500	-57.7%
4841 False Alarms	4,814	8,919	7,772	8,100	4.2%
Sub-Total Miscellaneous	114,179	96,929	101,282	100,800	
Sub Total	\$ 22,317,193	\$ 24,006,177	\$ 22,472,783	24,245,036	7.9%
4900 Transfer In*				1,469,660	
Total				\$ 25,714,696	
* Details of Transfer In:					
1. From Public Safety Sales Tax	\$ 1,264,700				
2. From Parks and Stormwater Fund	41,280				
3. From Golf Course Fund	53,220				
4. From Parking Garage Fund	53,220				
5. From Sewer Lateral Fund	57,240				
			\$ 1,469,660		



GENERAL FUND EXPENDITURES

BY MAJOR EXPENDITURE CATEGORY

	Personnel Services	Contractual Services	Commodities	Capital Outlay	Total
Legislative Services	111,816	105,305	4,340	-	221,461
City's Manager's Office	301,700	318,150	5,000	-	624,850
Communications	137,115	121,365	240	-	258,720
Human Resources	202,100	89,740	22,240	-	314,080
Finance	479,500	201,520	16,750	-	697,770
Information Technology	186,050	332,390	18,500	87,000	623,940
Municipal Court	258,800	85,920	4,000	-	348,720
Total General Government	1,677,081	1,254,390	71,070	87,000	3,089,541
Police	8,315,270	604,192	111,600	-	9,031,062
Fire	4,333,250	286,694	158,305	139,600	4,917,849
Total Public Safety	12,648,520	890,886	269,905	139,600	13,948,911
Admin. and Engineering	335,992	94,243	6,900	-	437,135
Street Maintenance	656,515	692,213	16,850	-	1,365,578
Facilities Maintenance	485,700	308,441	21,400	10,000	825,541
Total Public Works	1,478,207	1,094,897	45,150	10,000	2,628,254
Planning & Development	1,335,823	182,944	10,750	-	1,529,517
Total Planning & Development					
Parks Maintenance	957,150	422,000	67,850	21,000	1,468,000
Recreations:					
Community Center	93,681	65,750	5,150	-	164,581
Aquatics	263,260	73,544	48,500	-	385,304
Centennial Commons	433,000	287,902	44,550	40,050	805,502
Total Parks, Recreation & Forestry	3,082,914	1,032,140	176,800	61,050	2,823,387
Debt Service (Special Obligation Bonds)	-	-	-	-	5,200
Sub Total	\$ 18,886,722	\$ 4,272,313	\$ 562,925	\$ 297,650	\$ 24,024,810
Transfer Out**					1,011,900
Total					\$ 25,036,710

** Details of Transfer Out:

1. To Fleet Internal Service Fund

\$ 1,011,900



Five Year Projected General Fund Revenues and Expenditures
(Amount expressed in thousands)

Revenues	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
	Actual	Actual	Estimated	Budget	Projected	Projected	Projected	Projected
Property Taxes	\$ 3,440	\$ 3,511	\$ 3,565	\$ 3,525	\$ 3,525	\$ 3,535	\$ 3,535	\$ 3,545
Sales & Use Tax	6,299	6,513	6,446	6,867	6,936	7,005	7,075	7,146
Intergovernmental	2,143	2,167	2,196	3,452	3,487	3,521	3,557	3,592
Licenses	690	683	689	679	686	693	700	707
Gross Receipts Tax	6,117	7,478	6,736	6,310	6,373	6,437	6,501	6,566
Inspection Fees and Permits	962	882	790	866	875	883	892	901
Service Charges*	239	265	236	960	970	979	989	999
Parks & Recreation Fees	807	1,589	776	741	748	756	763	771
Municipal Court and Parking	716	793	816	713	720	727	735	742
Interest	21	28	161	31	31	32	32	32
Miscellaneous Revenue	124	97	101	101	102	103	104	105
Transfer In	-	-	1,058	1,470	1,485	1,500	1,515	1,530
Total Revenue	\$ 21,558	\$ 24,006	\$ 23,570	\$ 25,715	\$ 25,937	\$ 26,171	\$ 26,397	\$ 26,636

Expenditures	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
	Actual	Actual	Estimated	Budget	Projected	Projected	Projected	Projected
Legislative	\$ 222	\$ 224	\$ 155	\$ 221	\$ 225	\$ 228	\$ 230	\$ 235
City Manager's Office	1,079	1,003	1,107	625	638	644	650	663
Communications	-	-	57	259	264	267	269	275
Human Resources	128	107	231	314	320	323	327	333
Information Technology	461	515	555	624	636	643	649	662
Finance	666	639	619	698	712	719	726	741
Municipal Court	308	291	306	349	356	360	363	370
Police	8,674	9,306	8,810	9,031	9,212	9,304	9,397	9,585
Fire	3,160	3,387	4,073	4,918	5,016	5,067	5,117	5,220
Planning & Development	1,613	1,510	1,537	1,530	1,561	1,576	1,592	1,624
Park, Recreation & Forestry	2,881	2,100	2,662	2,823	2,879	2,908	2,937	2,996
Public Works	2,794	4,215	3,035	2,628	2,681	2,707	2,734	2,789
Debt Service**	60	173	62	5	-	-	-	-
Transfer Out	-	-	-	1,012	1,012	1,022	1,032	1,043
Total	\$ 22,046	\$ 23,470	\$ 23,209	\$ 25,037	\$ 25,512	\$ 25,768	\$ 26,025	\$ 26,535
Change in FB	\$ (488)	\$ 536	\$ 361	\$ 678	\$ 425	\$ 403	\$ 372	\$ 101

* Revenue increase due to adding service charge from Ambulance Services.

** Special Obligation Bonds will be paid off in FY 2020.

Full-Time Personnel Summary by Department/Program	FY2018 Authorized	FY2019 Authorized	FY2020 Authorized
Legislative Services			
Legislative Services			
City Clerk	1.0	1.0	1.0
Legislative Services Personnel Total	1.0	1.0	1.0
General Administration			
City Manager's Office			
City Manager	1.0	1.0	1.0
Secretary to City Manager	1.0	1.0	1.0
Asst. to City Mgr./Director of Communications	-	1.0	1.0
Asst. to City Mgr./Director of Economic Dev.	-	1.0	1.0
City Manager's Office Personnel Total	2.0	4.0	4.0
Fleet Maintenance			
Fleet Manager	-	-	1.0
Lead Mechanic	-	-	1.0
Mechanic	-	-	4.0
Fleet Maintenance Personnel Total	-	-	6.0
Human Resources			
Director of Human Resources			
Director of Human Resources	-	1.0	-
Asst. to City Mgr./Director of Human Resources**	-	-	1.0
Human Resources Generalist**			
Human Resources Manager	1.0	1.0	-
Print Shop Operator	-	-	1.0
Human Resources Personnel Total	1.0	2.0	3.0
Information Technology			
Information Technology Coordinator			
Information Technology Coordinator	-	-	-
Information Technology Specialist*	-	-	1.0
Information Technology Manager**	-	-	1.0
Information Technology Personnel Total	-	-	2.0
General Administration Personnel Total	3.0	6.0	15.0
Finance			
Director of Finance			
Director of Finance	1.0	1.0	1.0
Assistant Director of Finance	-	1.0	1.0
Financial Analyst			
Financial Analyst	1.0	1.0	1.0
Senior Accountant			
Senior Accountant	1.0	1.0	1.0
Accountant			
Accountant	2.0	1.0	1.0
Accounts Payable Specialist			
Accounts Payable Specialist	1.0	1.0	1.0
Administrative Assistant			
Administrative Assistant	1.0	1.0	1.0
Account Clerk II			
Account Clerk II	1.0	1.0	1.0
Print Shop Operator			
Print Shop Operator	1.0	1.0	-
Information Technology			
Information Technology Coordinator			
Information Technology Coordinator	1.0	1.0	-
Finance Personnel Total	10.0	10.0	8.0
Municipal Court			
Court Administrator			
Court Administrator	1.0	1.0	1.0
Court Clerk II	2.0	2.0	2.0
Municipal Court Personnel Total	3.0	3.0	3.0

Full-Time Personnel Summary by Department/Program	FY2018 Authorized	FY2019 Authorized	FY2020 Authorized
Police			
Police Chief	1.0	1.0	1.0
Police Captain	2.0	2.0	2.0
Police Lieutenant	4.0	4.0	4.0
Police Sergeant	6.0	6.0	6.0
Police Officer	66.0	66.0	66.0
Supervisory Dispatcher	3.0	3.0	3.0
Administrative Analyst	1.0	1.0	1.0
Executive Secretary to Chief	1.0	1.0	1.0
Dispatcher	9.0	9.0	9.0
Crime Analyst	1.0	1.0	1.0
Advanced Clerk Typist	3.0	3.0	3.0
Assistant to the Prosecutor	-	1.0	1.0
Parking Attendant	1.0	1.0	1.0
Police Personnel Total	98.0	99.0	99.0
Fire			
Fire Chief	1.0	1.0	1.0
Assistant Fire Chief/Fire Marshal	1.0	1.0	1.0
Battalion Chief	3.0	3.0	3.0
Paramedic Fire Captain	6.0	6.0	6.0
Paramedic Firefighter	24.0	24.0	37.0
Fire Personnel Total	35.0	35.0	48.0
Public Works and Parks			
<i>Administration & Engineering</i>			
Director of Public Works	1.0	1.0	1.0
Senior Public Works Manager	1.0	1.0	1.0
Project Manager II	2.0	2.0	1.0
Project Manager I	2.0	2.0	2.0
Executive Secretary to Department Director	1.0	1.0	1.0
Advanced Clerk Typist	1.0	1.0	1.0
<i>Administration & Engineering Personnel Total</i>	<i>8.0</i>	<i>8.0</i>	<i>7.0</i>
<i>Streets Maintenance</i>			
Streets Superintendent	1.0	1.0	1.0
Crew Leader	2.0	2.0	1.0
Heavy Equipment Operator	3.0	3.0	4.0
Equipment Operator	4.0	4.0	4.0
Laborer-Light Equipment Operator	2.0	2.0	2.0
<i>Streets Maintenance Personnel Total</i>	<i>12.0</i>	<i>12.0</i>	<i>12.0</i>
<i>Fleet Maintenance</i>			
Fleet Manager	1.0	1.0	-
Lead Mechanic	1.0	1.0	-
Mechanic	4.0	4.0	-
<i>Fleet Maintenance Personnel Total</i>	<i>6.0</i>	<i>6.0</i>	<i>-</i>
<i>Facilities Maintenance</i>			
Facilities Maintenance Supervisor	1.0	1.0	-
Custodian	6.0	6.0	6.0
General Maintenance Worker	2.0	2.0	2.0
<i>Facilities Maintenance Personnel Total</i>	<i>9.0</i>	<i>9.0</i>	<i>8.0</i>

Full-Time Personnel Summary by Department/Program	FY2018 Authorized	FY2019 Authorized	FY2020 Authorized
<i>Solid Waste Management</i>			
Sanitation Superintendent	1.0	1.0	1.0
Crew Leader	2.0	2.0	2.0
Heavy Equipment Operator	10.0	10.0	10.0
Laborer	1.0	1.0	1.0
<i>Solid Waste Management Personnel Total</i>	14.0	14.0	14.0
Public Works Department Personnel Total	49.0	49.0	41.0
<i>Planning and Development</i>			
Director of Planning and Development	1.0	1.0	1.0
Deputy Director of Construction & Facilities Maint/Bldg. Commissioner	1.0	1.0	-
Deputy Director of Economic & Community Development	1.0	1.0	-
Senior Plans Examiner/Deputy Building Commissioner	1.0	1.0	1.0
Planner	2.0	2.0	1.0
Multi-Discipline Inspector	5.0	5.0	5.0
Lead Inspector	-	-	1.0
Inspector II	2.0	2.0	-
Inspector I	3.0	3.0	5.0
Executive Secretary to Director	1.0	1.0	1.0
Advanced Clerk Typist	3.0	3.0	3.0
<i>Economic Development</i>			
Economic Development Manager	1.0	-	-
Planning and Development Personnel Total	21.0	20.0	18.0
<i>Parks, Recreation and Forestry</i>			
<i>Parks and Forestry Maintenance</i>			
Parks Maintenance Superintendent	1.0	1.0	1.0
Forestry Supervisor	1.0	1.0	1.0
Crew Leader	3.0	3.0	2.0
General Maintenance Worker	3.0	3.0	3.0
Heavy Equipment Operator	1.0	1.0	1.0
Tree Trimmer	2.0	2.0	2.0
Equipment Operator	5.0	5.0	5.0
Laborer-Light Equipment Operator	2.0	2.0	2.0
<i>Parks and Forestry Maintenance Personnel Total</i>	18.0	18.0	17.0
<i>Golf Course Maintenance and Recreation</i>			
Golf Maintenance Superintendent	1.0	1.0	1.0
Golf Manager	1.0	1.0	1.0
Equipment Operator	1.0	1.0	1.0
<i>Golf Course Maintenance and Recreation Personnel Total</i>	3.0	3.0	3.0
<i>Recreation</i>			
Director of Parks, Recreation & Forestry	-	1.0	1.0
Deputy Director of Recreation	1.0	1.0	1.0
Recreation Supervisor II	2.0	2.0	2.0
Recreation Supervisor I	1.0	1.0	1.0
<i>Recreation Personnel Total</i>	4.0	5.0	5.0
Parks, Recreation and Forestry Personnel Total	25.0	26.0	25.0



PERSONNEL SUMMARY

Full-Time Personnel Summary by Department/Program	FY2018 Authorized	FY2019 Authorized	FY2020 Authorized
Library			
Library Director	1.0	1.0	1.0
Assistant Library Director	1.0	1.0	1.0
Youth Services Librarian	1.0	1.0	1.0
MLC System Administrator	1.0	1.0	1.0
Librarian II	3.0	3.0	3.0
Librarian I	2.0	2.0	2.0
Paraprofessional Librarian	2.0	2.0	2.0
Library Assistant II	2.0	2.0	2.0
Library Assistant I	-	-	-
Building Supervisor	2.0	2.0	2.0
Administrative Assistant	1.0	1.0	1.0
Library Personnel Total	16.0	16.0	16.0
All Full-Time Personnel Total	261.0	265.0	274.0

* FY20 New Position

Information Technology Specialist

** FY20 Position Title Change/Reclassification

Asst. to City Mgr./Director of Human Resources

Asst. Fire Chief/Fire Marshal

Human Resources Generalist

Information Technology Manager

PERSONNEL SUMMARY

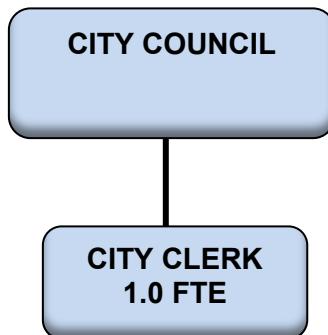
Part-Time Personnel Summary by Department/Program	FY2018 Authorized	FY2019 Authorized	FY2020 Authorized
Police			
Dispatcher	0.8	0.8	1.3
Parking Attendant	1.6	1.6	0.7
Traffic Escort	1.6	1.6	0.6
Police Personnel Total	4.0	4.0	2.7
Fire			
Executive Secretary to the Chief	-	-	0.7
Fire Personnel Total	-	-	0.7
Public Works			
<i>Administration & Engineering</i>			
Advanced Clerk Typist	0.7	0.5	0.7
Public Works Inspector	-	0.5	0.7
<i>Administration & Engineering Personnel Total</i>	<i>0.7</i>	<i>1.0</i>	<i>1.4</i>
<i>Streets Maintenance</i>			
Laborer	0.9	-	0.7
<i>Streets Maintenance Personnel Total</i>	<i>0.9</i>	<i>-</i>	<i>0.7</i>
<i>Facilities Maintenance</i>			
Custodian	-	-	1.4
<i>Facilities Maintenance Personnel Total</i>	<i>-</i>	<i>-</i>	<i>1.4</i>
<i>Fleet Maintenance</i>			
Laborer	0.7	0.7	-
<i>Fleet Maintenance Personnel Total</i>	<i>0.7</i>	<i>0.7</i>	<i>-</i>
<i>Solid Waste Management</i>			
Laborer	1.8	1.8	2.8
<i>Solid Waste Management Personnel Total</i>	<i>1.8</i>	<i>1.8</i>	<i>2.8</i>
Public Works Department Personnel Total	4.1	3.5	6.3
Planning and Development			
<i>Planning and Development</i>			
Senior Services Coordinator	0.5	0.5	-
Clerk Typist	0.5	0.5	0.6
Planning and Development Personnel Total	1.0	1.0	0.6
Parks, Recreation and Forestry			
<i>Parks Maintenance</i>			
Laborer	1.8	2.1	0.8
Park Attendant	0.2	0.2	-
<i>Parks Maintenance Personnel Total</i>	<i>2.0</i>	<i>2.3</i>	<i>0.8</i>
<i>Golf Course Maintenance & Recreation</i>			
Golf Course Attendant	3.6	3.6	3.6
Laborer	0.5	0.5	0.5
<i>Golf Course Maintenance & Recreation Personnel Total</i>	<i>4.1</i>	<i>4.1</i>	<i>4.1</i>
<i>Recreation</i>			
Custodian	0.8	0.8	-
Senior Services Coordinator	0.5	0.5	0.5
Recreation Program Supervisor	1.3	1.3	-
Recreation Program Leader	0.4	0.4	-



PERSONNEL SUMMARY

Part-Time Personnel Summary by Department/Program	FY2018 Authorized	FY2019 Authorized	FY2020 Authorized
Camp Director	0.2	0.2	0.2
Assistant Camp Director	0.4	0.4	0.4
Inclusion Counselor	0.5	0.5	0.5
Camp Counselor	1.8	1.8	2.0
Recreation Specialist III	1.4	1.4	-
Recreation Specialist II	11.4	11.4	-
Recreation Specialist I	4.5	4.5	-
Facility Attendant	-	-	2.5
Facility Attendant II	-	-	0.8
Child Care Assistant	-	-	0.8
Control Desk Associate	-	-	2.5
<i>Recreation Personnel Total</i>	23.2	23.2	10.1
<i>Aquatics</i>			
Pool Manager	-	-	0.3
Assistant Pool Manager	-	-	0.5
Pool Technician	-	-	0.1
Head Lifeguard	-	-	0.6
Lifeguards	-	-	4.9
Swim Instructors	-	-	0.4
Cashiers	1.1	1.1	2.7
<i>Aquatics Personnel Total</i>	1.1	1.1	9.5
Parks, Recreation and Forestry Personnel Total	26.6	26.9	21.0
All Part-Time Personnel Total	35.7	35.4	31.2

LEGISLATIVE SERVICES



The City Council is the legislative and governing body of the City and consists of seven (7) members, six Councilmembers and the Mayor. The Council appoints the City Manager and City Clerk, and enacts legislation to protect the health, safety and general welfare of the citizens of University City.

The City Clerk keeps the journal of City Council proceedings and authenticates and records all ordinances and resolutions passed by the City Council. All regular meetings of the City Council are transcribed. The City Clerk is responsible for the following duties:

- Coordinating all municipal elections with the St. Louis County Board of Election Commissioners
- Keeping records of official contracts and agreements
- Registering voters
- Notarizing documents
- Registering domestic partnerships
- Overseeing all boards and commissions
- Preparing Council agenda and postings
- Updating legislative news on website

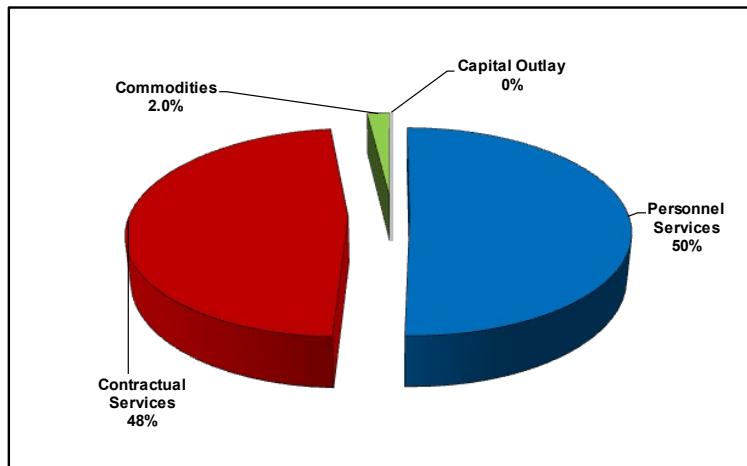
PERSONNEL SUMMARY

	FY 2018 Authorized	FY 2019 Authorized	FY 2020 Authorized
Legislative Services			
City Clerk	1.0	1.0	1.0
Legislative Services Personnel Total	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>

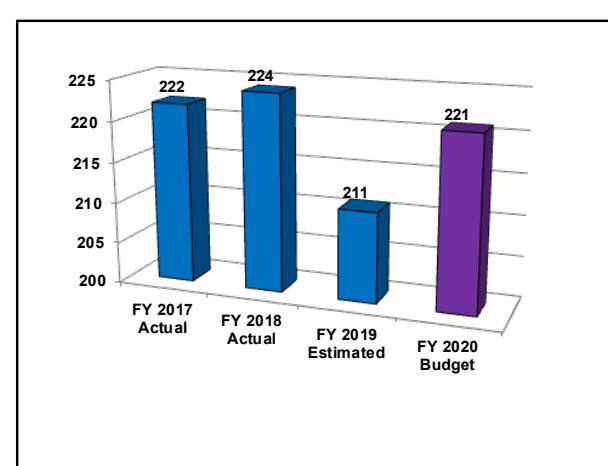
BUDGET EXPENDITURES

	FY 2017 Actual	FY 2018 Actual	FY 2019 Original	FY 2019 Amended	FY 2019 Estimated	FY 2020 Budget	% over FY 2019
Personnel Services	105,844	116,761	110,800	110,800	110,800	111,816	1%
Contractual Services	114,480	106,300	96,100	96,100	96,100	105,305	10%
Commodities	1,593	1,007	4,100	4,100	4,100	4,340	6%
Capital Outlay	-	-	-	-	-	-	0%
Total	221,917	224,068	211,000	211,000	211,000	221,461	5%

FY 2020 BUDGET



TOTAL EXPENDITURES ('000)



GOALS

1. Work to make all City Council communications electronically.
2. Work with staff members throughout City Hall to ensure that all agenda materials are submitted in sufficient time to be distributed for the first packet mailing, which occur ten (10) days before scheduled regular Council meetings.
3. Continue to streamline the Board of Commission appointment process.
4. Work with staff Board of Commission liaisons to ensure that Board and Commission minutes are posted on the Website in a timely fashion.
5. Continue to archive older public records in electronic media. Work with other staff to develop formal records retention policy.
6. Continue effort to streamline the search process on City website for ordinances, resolutions, etc.

PERFORMANCE MEASUREMENTS

City Council and City Clerk held number of meetings, including regular, special both closed and open, and Council study session. During FY 2019, there were more meetings than previous year; it is projected to be about same in FY 2020.

	FY2017 Actual	FY2018 Actual	FY2019 Estimated	FY2020 Projected
Council Meetings	50	60	63	63
Ordinances & Resolutions Processed	30	47	48	48

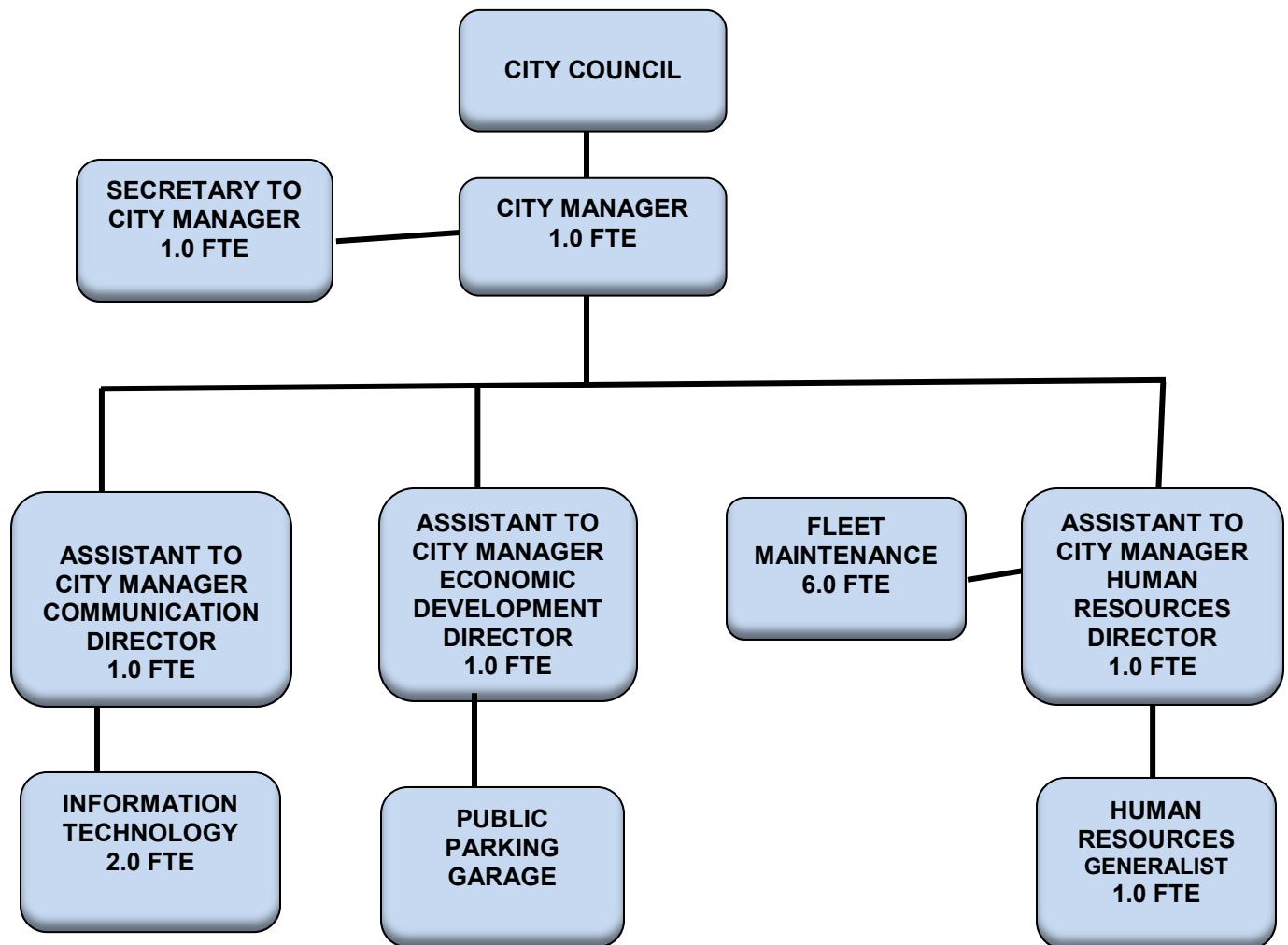


Department	Legislative Services
Program	Legislative

Fund	General
Account Number	01-10-02

	FY 2017 Actual	FY 2018 Actual	FY 2019 Original	FY 2019 Amended	FY 2019 Estimated	FY 2020 Budget	% over FY 2019
Personnel Services							
5001 Salaries - Full-Time	67,284	74,992	65,000	65,000	65,000	70,500	8%
5340 Salaries - Part-Time & Temp	18,200	18,400	20,000	20,000	20,000	19,200	-4%
5420 Workers Compensation	107	128	200	200	200	216	8%
5460 Medical Insurance	4,791	5,950	6,000	6,000	6,000	6,600	10%
5660 Social Security Contributions	5,254	5,676	5,000	5,000	5,000	5,600	12%
5740 Pension Contribution Nonunif.	9,000	9,000	13,400	13,400	13,400	8,400	-37%
5860 Unemployment	-	1,280	-	-	-	-	0%
5900 Medicare	1,207	1,337	1,200	1,200	1,200	1,300	8%
Sub-Total Personnel Services	105,844	116,762	110,800	110,800	110,800	111,816	1%
Contractual Services							
6010 Professional Services	53,576	17,390	12,500	12,500	12,500	16,500	32%
6011 Settlement	-	15,915	-	-	-	-	0%
6040 Events & Receptions	70	-	600	600	600	845	41%
6110 Mileage Reimbursement	282	117	500	500	500	120	-76%
6112 Travel Reimbursement	-	2,654	-	-	-	860	100%
6115 Mayor & City Council Travel	8,343	2,400	2,000	2,000	2,000	-	-100%
6120 Professional Development	655	1,040	2,000	2,000	2,000	1,605	-20%
6130 Advertising & Public Notices	75	101	500	500	500	600	20%
6170 Insurance - Liability	3,645	4,600	4,500	4,500	4,500	4,800	7%
6220 Insurance - Public Officials	28,500	30,000	30,000	30,000	30,000	30,900	3%
6270 Telephone & Pagers	486	83	1,300	1,300	1,300	325	-75%
6400 Office Equipment Maintenance	-	407	1,000	1,000	1,000	1,000	0%
6560 Technology Services	-	1,800	-	-	-	2,000	100%
6610 Staff Training	197	-	1,200	1,200	1,200	950	-21%
6650 Membership & Certification	8,001	7,775	15,000	15,000	15,000	18,800	25%
6720 Election Costs	10,650	22,015	25,000	25,000	25,000	26,000	4%
Sub-Total Contractual Services	114,480	106,299	96,100	96,100	96,100	105,305	10%
Commodities							
7001 Office Supplies	570	470	1,000	1,000	1,000	1,500	50%
7050 Publications	331	211	600	600	600	240	-60%
7090 Office & Computer Equip.	523	-	1,000	1,000	1,000	1,000	0%
7330 Food	42	-	-	-	-	600	100%
7335 Business Meeting	127	-	500	500	500	500	0%
7850 Awards & Gifts	-	326	1,000	1,000	1,000	500	-50%
Sub-Total Commodities	1,593	1,007	4,100	4,100	4,100	4,340	6%
Total	221,917	224,068	211,000	211,000	211,000	221,461	5%

GENERAL ADMINISTRATION





GENERAL ADMINISTRATION

General Administration consists of the City Manager's Office, Human Resources, Fleet Maintenance and Information Technology which provide internal services to other City departments.

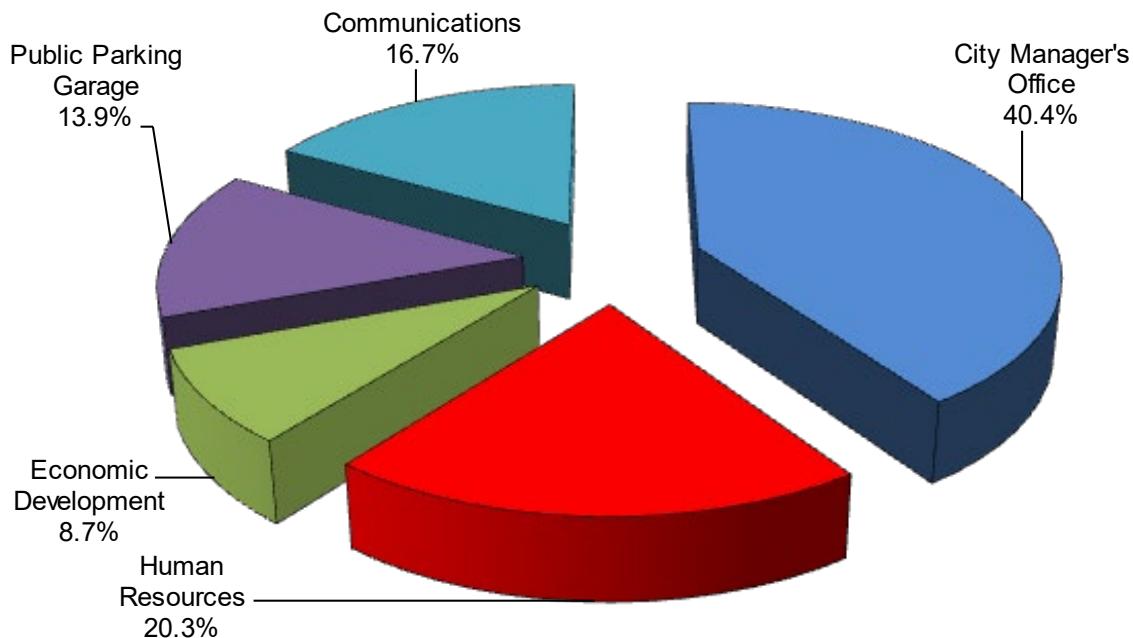
PERSONNEL SUMMARY Full-Time

	FY2018 Authorized	FY2019 Authorized	FY2020 Authorized
General Administration Personnel			
City Manager	1.0	1.0	1.0
Secretary to City Manager	1.0	1.0	1.0
Asst. to City Mgr./Director of Communications	-	1.0	1.0
Asst. to City Mgr./Director of Economic Dev.	-	1.0	1.0
<i>City Manager's Office Personnel Total</i>	<u>2.0</u>	<u>4.0</u>	<u>4.0</u>
<i>Fleet Maintenance</i>			
Fleet Manager	-	-	1.0
Lead Mechanic	-	-	1.0
Mechanic	-	-	4.0
<i>Fleet Maintenance Personnel Total</i>	<u>-</u>	<u>-</u>	<u>6.0</u>
<i>Human Resources</i>			
Director of Human Resources	-	1.0	-
Asst. to City Mgr./Director of Human Resources	-	-	1.0
Human Resources Generalist	-	-	1.0
Human Resources Manager	1.0	1.0	-
Print Shop Operator	-	-	1.0
<i>Human Resources Personnel Total</i>	<u>1.0</u>	<u>2.0</u>	<u>3.0</u>
<i>Information Technology</i>			
Information Technology Coordinator	1.0	1.0	-
Information Technology Specialist	-	-	1.0
Information Technology Manager	-	-	1.0
<i>Information Technology Personnel Total</i>	<u>1.0</u>	<u>1.0</u>	<u>2.0</u>
<i>General Administration Personnel Total</i>	<u>3.0</u>	<u>6.0</u>	<u>15.0</u>

PROGRAM AS A PERCENTAGE OF DEPARTMENT BUDGET

Program	Personnel	Contractual	Commodities	Other	Total
City Manager's Office	301,700	318,150	5,000		624,850
Human Resources	202,100	89,740	22,240		314,080
Economic Development	118,397	16,345	-		134,742
Public Parking Garage	35,522	125,167	350	53,220	214,259
Communications	137,115	121,365	240		258,720
Total	794,834	670,767	27,830	53,220	938,930

Expenditures Pie Chart



CITY MANAGER'S OFFICE

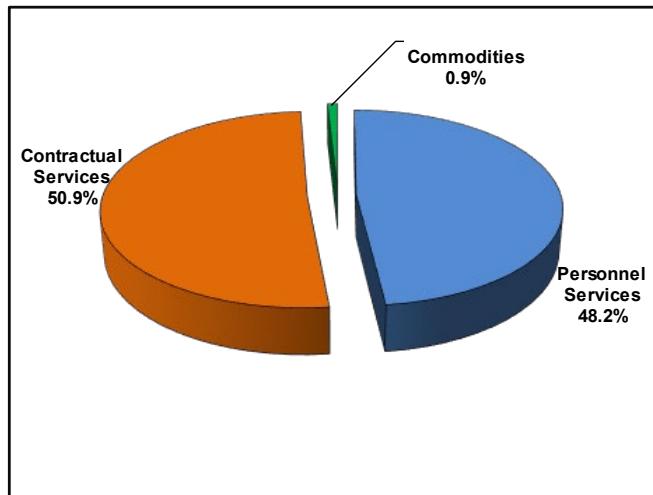
The City of University City uses the Council-Manager form of government, under which elected City Council members hire the City Manager to carry out the following responsibilities:

- Ensure that the municipal code and policies approved by elected officials are implemented and equitably enforced throughout the city.
- Prepare the annual budget, submit it to elected officials for review and approval, and implement it once approved.
- Supervise department heads and other city employees.
- Submit policy proposals to elected officials and provide them with facts and advice on matters of policy as a basis for making decisions.
- Manage the day-to-day operations of the city.

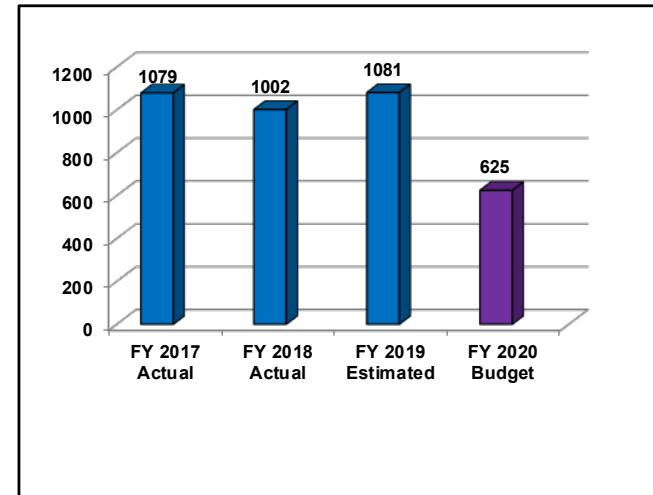
BUDGET EXPENDITURES

	FY 2017 Actual	FY 2018 Actual	FY 2019 Original	FY 2019 Amended	FY 2019 Estimated	FY 2020 Budget	over FY 2019
Personnel Services	360,408	249,626	561,400	561,400	561,400	301,700	-46%
Contractual Services	716,727	747,601	515,900	515,900	515,900	318,150	-38%
Commodities	1,841	5,390	3,700	3,700	3,700	5,000	35%
Total	1,078,976	1,002,617	1,081,000	1,081,000	1,081,000	624,850	-42%

FY 2020 Budget



Total Expenditures ('000)



GOALS

- Continue to work toward maintaining University City as a place for people to enjoy the cultural activities.
- Ensure that University City is a welcoming place for people of all races and backgrounds.
- Continue to ensure that our customers receive the highest level of service possible.
- Continue to communicate with the residents and businesses through the newsletters and other media outlets.
- Continue to provide the residents and businesses the City annual calendar.

SIGNIFICANT CHANGES OVER FY 2019

1. Assigned oversight of Fleet Operations and Print Shop to Assistant to the City Manager – Human Resources Director
2. Absorbed Human Resources into City Manager's Office.
3. Provides funding for Strategic Planning Advance.



Department	General Administration	Fund	General
Program	City Manager's Office	Account Number	01-12-05

	FY 2017 Actual	FY 2018 Actual	FY 2019 Original	FY 2019 Amended	FY 2019 Estimated	FY 2020 Budget	% over FY 2019
Personnel Services							
5001 Salaries - Full-Time	279,082	184,819	411,000	411,000	411,000	228,000	-45%
5300 Car Allowance	-	2,100	4,200	4,200	4,200	-	-100%
5340 Salaries - Part-Time & Temp	31,794	14,338	40,000	40,000	40,000	4,800	-88%
5380 Overtime	628	-	-	-	-	-	0%
5420 Workers Compensation	477	369	500	500	500	550	10%
5460 Medical Insurance	11,067	11,501	33,200	33,200	33,200	23,600	-29%
5660 Social Security Contributions	11,392	5,790	28,000	28,000	28,000	14,150	-49%
5740 Pension Contribution Nonunif.	22,900	23,000	38,000	38,000	38,000	27,300	-28%
5860 Unemployment	-	6,400	-	-	-	-	0%
5900 Medicare	3,068	1,308	6,500	6,500	6,500	3,300	-49%
Sub-Total Personnel Services	360,408	249,626	561,400	561,400	561,400	301,700	-46%
Contractual Services							
6010 Professional Services	127,637	109,652	111,000	111,000	111,000	30,000	-73%
6010.01 Professional Services - A & L	-	0	-	-	-	-	0%
6011 Settlement	57,000	25,000	-	-	-	-	0%
6020 Legal Services	358,297	476,615	210,000	210,000	210,000	246,000	17%
6020.02 Legal Services-County-Wide Sales Tax	2,115	3,057	5,000	5,000	5,000	-	-100%
6040 Events & Receptions	6,900	-	2,000	2,000	2,000	1,200	-40%
6040.01 Events & Receptions - A & L	19,202	-	-	-	-	-	0%
6050 Maintenance Contracts	5,000	8,069	8,000	8,000	8,000	-	-100%
6070 Temporary Labor	-	11,470	-	-	-	-	0%
6090 Postage	22,396	19,703	30,000	30,000	30,000	-	-100%
6105 Relocation Expense	-	11,425	-	-	-	-	0%
6110 Mileage Reimbursement	104	-	-	-	-	1,000	100%
6120 Professional Development	-	829	2,000	2,000	2,000	3,100	55%
6130 Advertising & Public Notices	-	195	-	-	-	300	100%
6130.01 Advertising & Public Notices - A & L	-	-	-	-	-	-	0%
6135 Public Relations Programs	30,000	-	30,000	30,000	30,000	-	-100%
6150 Printing Services	57,600	41,694	51,600	51,600	51,600	-	-100%
6150.01 Printing Services A & L	-	-	-	-	-	-	0%
6170 Insurance - Liability	3,150	3,600	4,500	4,500	4,500	3,700	-18%
6190 Insurance - Miscellaneous	-	249	-	-	-	-	0%
6220 Insurance - Public Officials	17,035	25,000	25,000	25,000	25,000	25,750	3%
6270 Telephone & Pagers	990	2,508	1,200	1,200	1,200	1,400	17%
6400 Office Equipment Maintenance	-	-	1,000	1,000	1,000	-	-100%
6560 Technology Services	-	-	30,000	30,000	30,000	-	-100%
6610 Staff Training	-	288	1,000	1,000	1,000	3,000	200%
6650 Membership & Certification	9,272	8,247	3,600	3,600	3,600	2,700	-25%
6700 Misc. Operating Services	30	-	-	-	-	-	0%
Sub-Total Contractual Services	716,727	747,601	515,900	515,900	515,900	318,150	-38%
Commodities							
7001 Office Supplies	563	613	1,000	1,000	1,000	2,500	150%
7050 Publications	70	551	500	500	500	1,000	100%
7051 Senior Commission Expense	29	-	-	-	-	-	0%
7090 Office & Computer Expense	-	3,900	-	-	-	-	0%
7130.01 Agricultural Supplies - A & L	-	-	-	-	-	-	0%
7330 Food	-	5	-	-	-	-	0%
7335 Business Meeting	949	321	1,200	1,200	1,200	1,500	25%
7810.01 Sign Supplies - A & L	-	-	-	-	-	-	0%
7850 Awards & Gifts	230	-	1,000	1,000	1,000	-	-100%
7855 Promotional Items	-	-	-	-	-	-	0%
Sub-Total Commodities	1,841	5,390	3,700	3,700	3,700	5,000	35%
Total	1,078,977	1,002,617	1,081,000	1,081,000	1,081,000	624,850	-42%

Communications

This program area is responsible for communicating internally, with the public and with community stakeholders. This is accomplished through the use of traditional earned media such as print articles or television interviews, direct mailing of ROARS and other flyers, social media and the website.

Communications is an essential piece of good, effective government because it engages the public with their governing body, and provides necessary information for the delivery of services. It also enhances the quality of life of constituents through increased access to information and services.

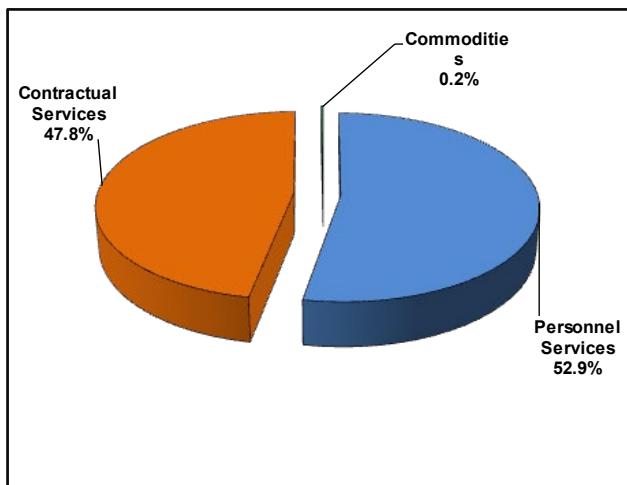
Mission Statement

Communications strives to provide timely, honest and transparent communications to residents and stakeholders, as well as the media and increasing public awareness of initiatives, programs and events in University City. Communications seeks to build trust with the community through consistent updates on projects and programs.

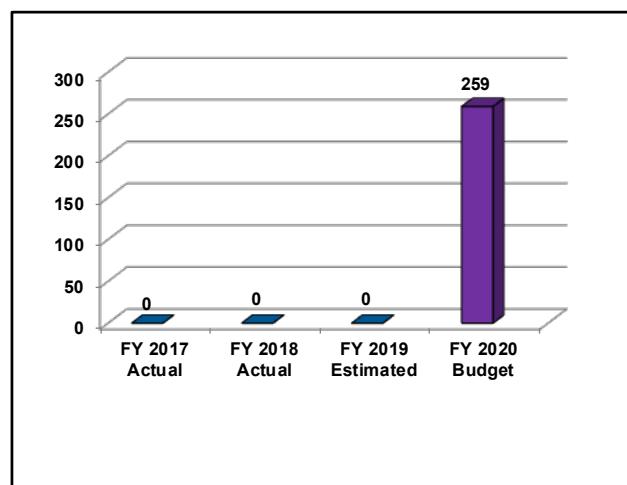
BUDGET EXPENDITURES

	FY 2017 Actual	FY 2018 Actual	FY 2019 Original	FY 2019 Amended	FY 2019 Estimated	FY 2020 Budget	over FY 2019
Personnel Services	-	-	-	-	-	137,115	100%
Contractual Services	-	-	-	-	-	121,365	100%
Commodities	-	-	-	-	-	240	100%
Total	-	-	-	-	-	258,720	100%

FY 2020 Budget



Total Expenditures ('000)



GOALS

1. Create Video content for distribution on the website and social media
2. Continue to publish ROARS bi-monthly
3. Website redesign
4. Employee communications training

2019 Performance Summary

1. Hired Communications Director Allison Bamberger
2. Averaged 10 posts on social media weekly, including Nextdoor, Instagram, Facebook and Twitter
3. Began making videos to promote University City
4. Improved community outreach including the University City School District, Washington University, the business community and others.
5. Initiated an effort to reduce costs by offering residents to opt in to email copies of ROARS
6. Ensured transparency by overseeing video recordings of council meetings, study sessions and the state of the city address.



Department	General Administration
Program	Communications

Fund	General
Account Number	01-12-04

	FY 2017 Actual	FY 2018 Actual	FY 2019 Original	FY 2019 Amended	FY 2019 Estimated	FY 2020 Budget	% over FY 2019
Personnel Services							
5001 Salaries - Full-Time	-	-	-	-	-	104,129	100%
5420 Workers Compensation	-	-	-	-	-	250	100%
5460 Medical Insurance	-	-	-	-	-	12,300	100%
5660 Social Security Contributions	-	-	-	-	-	6,456	100%
5740 Pension Contribution Nonunif.	-	-	-	-	-	12,470	100%
5860 Unemployment	-	-	-	-	-	-	0%
5900 Medicare	-	-	-	-	-	1,510	100%
Sub-Total Personnel Services	-	-	-	-	-	137,115	100%
Contractual Services							
6010 Professional Services	-	-	-	-	-	30,000	100%
6040 Events & Receptions	-	-	-	-	-	-	0%
6050 Maintenance Contracts	-	-	-	-	-	-	0%
6090 Postage	-	-	-	-	-	30,000	100%
6110 Mileage Reimbursement	-	-	-	-	-	-	0%
6120 Professional Development	-	-	-	-	-	1,500	100%
6130 Advertising & Public Notices	-	-	-	-	-	4,000	100%
6135 Public Relations Programs	-	-	-	-	-	-	0%
6150 Printing Services	-	-	-	-	-	55,000	100%
6170 Insurance - Liability	-	-	-	-	-	-	0%
6190 Insurance - Miscellaneous	-	-	-	-	-	-	0%
6220 Insurance - Public Officials	-	-	-	-	-	-	0%
6270 Telephone & Pagers	-	-	-	-	-	720	100%
6400 Office Equipment Maintenance	-	-	-	-	-	-	0%
6560 Technology Services	-	-	-	-	-	-	0%
6610 Staff Training	-	-	-	-	-	-	0%
6650 Membership & Certification	-	-	-	-	-	145	100%
6700 Misc. Operating Services	-	-	-	-	-	-	0%
Sub-Total Contractual Services	-	-	-	-	-	121,365	100%
Commodities							
7001 Office Supplies	-	-	-	-	-	-	0%
7050 Publications	-	-	-	-	-	240	100%
7051 Senior Commission Expense	-	-	-	-	-	-	0%
7090 Office & Computer Expense	-	-	-	-	-	-	0%
7130.01 Agricultural Supplies - A & L	-	-	-	-	-	-	0%
7330 Food	-	-	-	-	-	-	0%
7335 Business Meeting	-	-	-	-	-	-	0%
7810.01 Sign Supplies - A & L	-	-	-	-	-	-	0%
7850 Awards & Gifts	-	-	-	-	-	-	0%
7855 Promotional Items	-	-	-	-	-	-	0%
Sub-Total Commodities	-	-	-	-	-	240	100%
Total	-	-	-	-	-	258,720	100%

INFORMATION TECHNOLOGY (IT)

This program area is responsible for maintaining the City's centralized network, hardware and software support, telephone and telecommunications systems, administration of citywide applications and department-specific software and coordinates technology projects. This program also provides consulting on technology issues, communication, data and voice tools, software, and equipment to assist departments in providing efficient services to the public.

Goals are defined and developed by an Information Technology Core Committee (ITCC) composed of representatives from all City departments. The goals are translated into objectives by a member of the ITCC responsible for the management of IT. Additional support is provided by Tech Electronics when circumstances require more assistance.

The IT program supports the City's network which has five (5) physical servers, twenty-four (24) virtual servers, one hundred sixty (160) personal computers, eight (8) laptop computers, and other technology equipment. In addition, the program provides technical assistance and procurement for the Police Department.

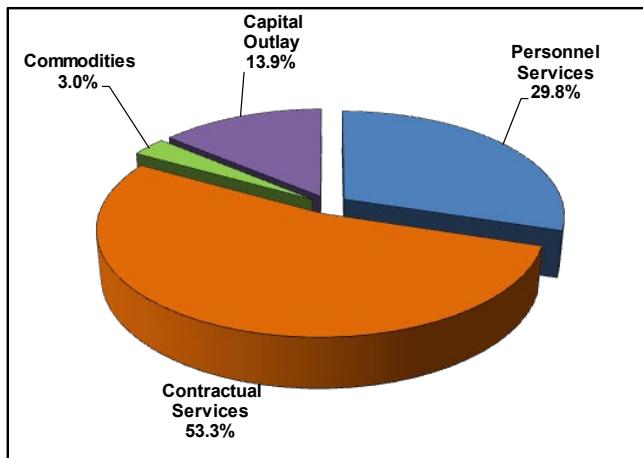
Mission Statement

Information Technology has become a vital component in every department's service delivery methods. As strategic plans are developed for each facet of the City, Information Technology plays a key role in ensuring the advancement of the overall organizational goals. The adoption of new technology is driven by the organizational need and the necessity to provide public service that is significantly more effective.

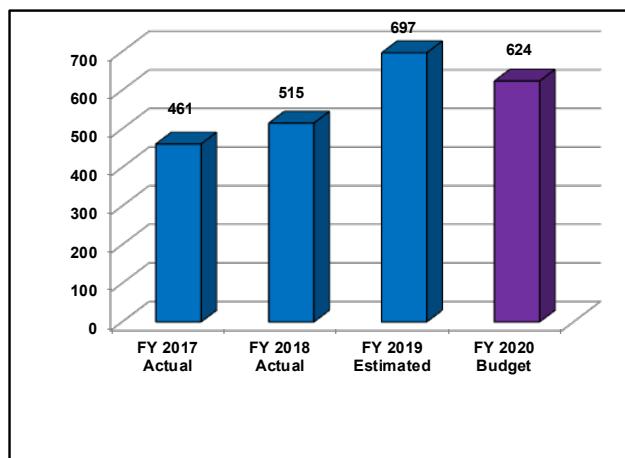
BUDGET EXPENDITURES

	FY 2017 Actual	FY 2018 Actual	FY 2019 Original	FY 2019 Amended	FY 2019 Estimated	FY 2020 Budget	% over FY 2019
Personnel Services	101,542	105,839	112,200	112,200	112,200	186,050	66%
Contractual Services	328,886	364,456	427,700	427,700	427,700	332,390	-22%
Commodities	26,788	29,272	21,000	21,000	21,000	18,500	-12%
Capital Outlay	3,842	15,076	136,000	136,000	136,000	87,000	-36%
Total	461,058	514,643	696,900	696,900	696,900	623,940	-10%

FY 2020 Budget



Total Expenditures ('000)



GOALS

1. Upgrade network infrastructure to provide more security and throughput
2. Migration of Desktop PCs from Windows 7 to Windows 10
3. Server migration from aging 2008 to 2019 OS
4. Hiring of Internal IT Staff
5. Website Redesign

FISCAL YEAR 2019 PEFORMANCE SUMMARY

IT provides support for multiple projects and long-term goals. Below is a list of accomplishments in fiscal year 2019:

- **5th Floor A/V Improvements** – Updated Sound System, Digital Recorder and ability to Live Stream meetings in Council Chambers
- **Primary Domain Controller** – Updated Active Directory Environment to better support Windows 10 PC's and Functionality.
- **Office 365 Migration** – Migrated City Email to Office 365 providing all F/T employees with email accessibility
- **ESXi Host Upgrade** – Replaced the 3 aging ESXi Hosts with updated systems.



Department	General Administration	Fund	General
Program	Information Technology	Account Number	01-18-11

	FY 2017 Actual	FY 2018 Actual	FY 2019 Original	FY 2019 Amended	FY 2019 Estimated	FY 2020 Budget	% over FY 2019
Personnel Services							
5001 Salaries - Full-Time	71,693	74,207	75,700	75,700	75,700	129,600	71%
5380 Overtime	-	-	-	-	-	-	0%
5420 Workers Compensation	2,986	3,106	3,000	3,000	3,000	7,300	143%
5460 Medical Insurance	13,733	15,224	14,900	14,900	14,900	23,700	59%
5660 Social Security Contributions	4,161	4,298	4,700	4,700	4,700	8,050	71%
5740 Pension Contribution Nonunif.	8,000	8,000	12,700	12,700	12,700	15,500	22%
5860 Unemployment	-	-	-	-	-	-	0%
5900 Medicare	968	1,005	1,200	1,200	1,200	1,900	58%
Sub-Total Personnel Services	101,542	105,839	112,200	112,200	112,200	186,050	66%
Contractual Services							
6010 Professional Services	82,730	83,208	100,000	100,000	100,000	10,000	-90%
6050 Maintenance Contracts	46,934	95,132	100,000	100,000	100,000	95,400	-5%
6070 Temporary Labor	-	-	-	-	-	-	0%
6120 Professional Development	-	-	1,200	1,200	1,200	1,500	25%
6130 Advertising & Public Notices	-	-	-	-	-	-	0%
6170 Insurance - Liability	-	-	-	-	-	-	0%
6175 Privacy Liability & Network Security	5,252	5,232	5,500	5,500	5,500	6,000	9%
6270 Telephone & Pagers	41,036	41,684	60,000	60,000	60,000	35,340	-41%
6320 Internet Services	18,174	16,707	15,000	15,000	15,000	17,400	16%
6400 Office Equipment Maintenance	76,034	74,247	78,500	78,500	78,500	68,800	-12%
6560 Technology Services	58,727	48,246	65,000	65,000	65,000	92,500	42%
6610 Staff Training	-	-	1,500	1,500	1,500	4,000	167%
6650 Membership & Certification	-	-	1,000	1,000	1,000	1,450	45%
Sub-Total Contractual Services	328,886	364,456	427,700	427,700	427,700	332,390	-22%
Commodities							
7001 Office Supplies	(13)	-	1,000	1,000	1,000	1,000	0%
7050 Publications	33	-	-	-	-	-	0%
7090 Office & Computer Equip.	26,768	29,272	20,000	20,000	20,000	17,500	-13%
Sub-Total Commodities	26,788	29,272	21,000	21,000	21,000	18,500	-12%
Capital Outlay							
8120 Computer Equipment	637	2,999	56,000	56,000	56,000	85,000	52%
8140 Software Systems	3,205	12,077	70,000	70,000	70,000	-	-100%
8180 Office Furniture & Equip.	-	-	10,000	10,000	10,000	2,000	-80%
Sub-Total Capital Outlay	3,842	15,076	136,000	136,000	136,000	87,000	-36%
Total	461,059	514,643	696,900	696,900	696,900	623,940	-10%

ECONOMIC DEVELOPMENT

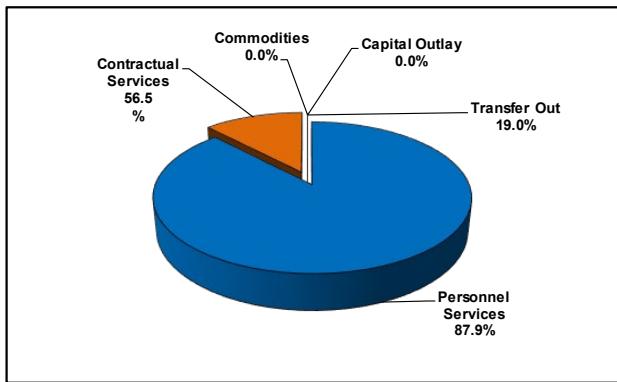
This Division works in partnership with the community and other city departments to grow the city's economic base by facilitating efforts in business retention, expansion and attraction efforts as well as being a resource for entrepreneurial growth. Specific tasks include the creation and adherence to a strategic plan for economic development, being a liaison to the business community, connecting and providing resources for businesses including links to financing resources, venture capital, physical space needs and business planning. This division is also responsible for managing the City's four-story parking garage on Delmar Blvd and the street-level retail spaces.

This Division also helps administer the City's one quarter (1/4) percent sales tax on retail sales to be used for economic development purposes ("Economic Development Retail Sales Tax – EDRST"). The budget expenditures detailed below represent projects and programs using EDRST funds.

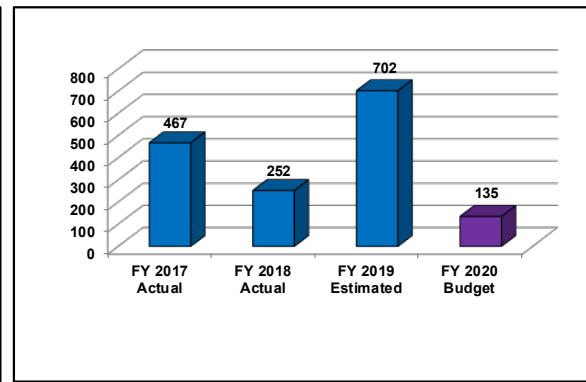
BUDGET EXPENDITURES (ECONOMIC DEVELOPMENT RETAIL SALES TAX FUND)

	FY 2017 Actual	FY 2018 Actual	FY 2019 Original	FY 2019 Amended	FY 2019 Estimated	FY 2020 Budget	% over FY 2019
Personnel Services	88,097	9,377	-	-	-	118,397	100%
Contractual Service	254,538	215,850	397,000	397,000	397,000	16,345	-96%
Commodities	(4,540)	-	10,000	10,000	10,000	-	-100%
Capital Outlay	129,047	27,254	162,400	162,400	162,400	-	-100%
Transfer Out	-	-	133,000	133,000	133,000	-	-100%
Total	467,142	252,481	702,400	702,400	702,400	134,742	-81%

FY 2020 Budget



Total Expenditures ('000)



GOALS

1. Completion and Implementation of a Strategic Plan for Economic Development.
2. Conduct a Hotel Feasibility Study to determine the community's potential to attract hotel operators and identify areas where they might locate.
3. Identify highest and best use of city-owned property located at Olive & Midland and attract a buyer and/or issue RFP.
4. Continue to streamline regulations to improve the City's systems and business climate, including the business license process.
5. Ensure that the parking garage operates at an optimal level and monitor income and expenses as an enterprise fund.
6. Fill all street-level retail spaces at 6321-6325 Delmar and maintain tenant relations. Closely monitor revenues associated with these spaces.
7. Partner with various economic development agencies such as the STL Economic Development Alliance, the St. Louis Economic Development Partnership and the State Department of Economic Development.
8. Continue to identify process improvements and tracking mechanisms for the Economic Development Retail Sales Tax (EDRST) and ensure projects meet the criteria outlined by state statute. Assist the EDRST Board in adhering to these criteria.
9. Create new economic development marketing materials, including print and digital.
10. Create new information for web site for economic development including a property database.
11. Regularly meet with business owners in the community as part of business retention efforts.

2020 BUDGET DETAILS - EDRST

Budget details for the 2020 EDRST budget include funds to cover the salary and benefits for the Economic Development position to carry out city-wide economic development activities and administer the use of the EDRST. Criteria for other uses for the funds must meet the following criteria:

- Alignment with the City's Comprehensive Plan
- Ability to leverage additional resources
- Ability to be long-lasting and value added
- Ability to redevelop vacant properties
- Potential to act as a catalyst for additional development
- Potential to provide employment opportunity
- Appropriate alignment of business fit in the target area.

Additionally, the use of EDRST funds must be in accordance with Section 120.520 of the municipal code. Funds are allocated to City departments, organizations or toward projects that assist the City in attaining economic development goals.

FISCAL YEAR 2019 PERFORMANCE SUMMARY

- The Assistant to the City Manager/Director of Economic Position was filled February 4 by Libbey Tucker, CEcD.
- A compilation of available properties within the City was prepared with plans to publish on the updated web site.
- Began research and preparation for taking over operations of the parking garage on Delmar Blvd., including staffing, maintenance, revenue management and transitioning from St. Louis Parking.
- Staff provided support for the Economic Development Retail Sales Tax Board and administration of sales tax funds.
- Business retention visits were conducted to assist current businesses with needs and concerns.
- An RFP for a Strategic Plan and Hotel Study were prepared.
- Assisted with a real estate tour in April to showcase available properties in the Delmar Loop.
- Evaluated best uses for the City's retail properties at 6321-6325 Delmar and monitored revenues.
- Evaluation of the business license process.

PERFORMANCE MEASUREMENTS

	2018 Actual	2019 Through 4/15	2020 Projected
Existing Business Outreach Visits	-	13	48
Prospect Interactions	-	15	75
Total Business Licenses	808	770 Projected	780
New Business Licenses	92	68	80
Business License Revenues	\$506,395	\$500,000* Projected	\$501,000



Department	City Manager	Fund	Econ Dev
Program	Economic Dev Sales Tax Operation	Account Number	11-45-78

	FY 2017 Actual	FY 2018 Actual	FY 2019 Original	FY 2019 Amended	FY 2019 Estimated	FY 2020 Budget	% over FY 2019
Personnel Services							
5001 Salaries - Full-Time	75,525	5,528	-	-	-	93,716	100%
5420 Workers Compensation	2,166	11	-	-	-	225	100%
5460 Medical Insurance	1,610	428	-	-	-	6,030	100%
5660 Social Security Contributions	4,366	327	-	-	-	5,810	100%
5740 Pension Contribution Nonunif.	3,400	3,000	-	-	-	11,216	100%
5900 Medicare	1,031	83	-	-	-	1,400	100%
Sub-Total Personnel Services	88,097	9,376	-	-	-	118,397	100%
Contractual Services							
6001 Auditing & Accounting	1,000	1,000	1,000	1,000	1,000	1,000	0%
6010 Professional Services	47,250	32,860	80,000	80,000	80,000	2,000	-98%
6040 Events and Receptions	118,538	119,432	150,000	150,000	150,000	2,000	-99%
6050 Maintenance Contracts	65,433	60,288	90,000	90,000	90,000	-	-100%
6120 Professional Development	-	-	-	-	-	8,000	100%
6130 Advertising & Public Notices	-	1,000	50,000	50,000	50,000	-	-100%
6150 Printing Services	12,123	1,270	26,000	26,000	26,000	-	-100%
6270 Telephone & Pagers	194	-	-	-	-	720	100%
6400 Office Equipment Maintenance	-	-	-	-	-	1,100	100%
6650 Memberships and Certifications	-	-	-	-	-	1,525	100%
6795 Forgivable Loan - Loop Trolley	10,000	-	-	-	-	-	0%
Sub-Total Contractual Services	254,538	215,850	397,000	397,000	397,000	16,345	-96%
Commodities							
7535 Decorative Supplies	(4,540)	-	-	-	-	-	0%
7810 Sign Supplies	-	-	-	-	-	-	0%
7850 Awards & Gifts	-	-	-	-	-	-	0%
7855 Promotional Supplies	-	-	10,000	10,000	10,000	-	-100%
Sub-Total Commodities	(4,540)	-	10,000	10,000	10,000	-	-100%
Capital Outlay							
8100 Misc. Improvements	129,047	27,254	162,400	162,400	162,400	-	-100%
Sub-Total Capital Outlay	129,047	27,254	162,400	162,400	162,400	-	-100%
Transfer Out							
To GF - Economic Development Position	-	-	133,000	133,000	133,000	-	-100%
Sub-Total Transfer Out	-	-	133,000	133,000	133,000	-	-100%
Total	467,142	252,480	702,400	702,400	702,400	134,742	-81%

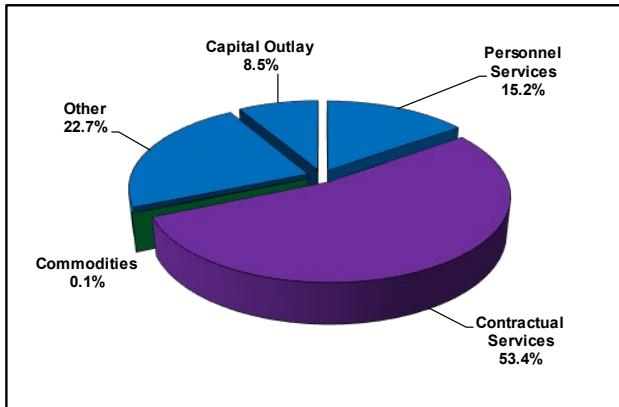
PUBLIC PARKING GARAGE FUND

The City operates a three-level, 120 space parking garage at 6319 Delmar Boulevard. In 2012, the City issued \$7,020,000 in Certificates of Participation, Series 2012 to refund outstanding Certificates of Participation, Series 2003 and 2004. The proceeds of the Certificates were used to pay a portion of the construction cost and to equip the municipal parking facility (together with retail space constructed on the ground floor of the parking facility), to fund a debt service reserve fund for the Certificates, and to pay the cost of issuing the Certificates. Parking permits and meter revenue, along with leased rental space on the ground floor of the parking facility, pay the debt service of \$459,000 on the certificates. As of February 2019, the outstanding balance was liquidated by this fund.

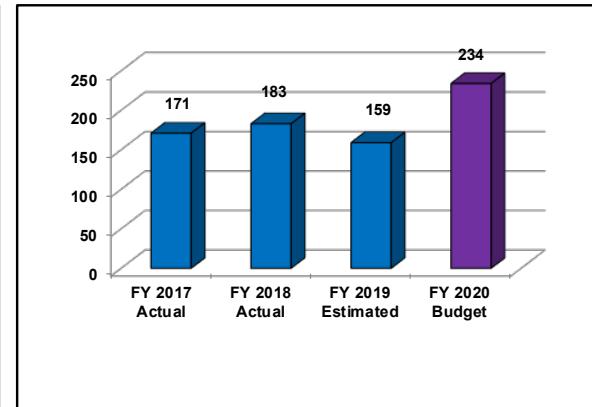
BUDGET EXPENDITURES

	FY 2017 Actual	FY 2018 Actual	FY 2019 Original	FY 2019 Amended	FY 2019 Estimated	FY 2020 Budget	% over FY 2019
Personnel Services	-	-	-	-	-	35,522	100%
Contractual Services	166,198	180,303	147,500	147,500	147,500	125,167	-15%
Commodities	2,109	1,499	500	500	500	350	-30%
Other	2,744	904	10,500	10,500	10,500	53,220	407%
Capital Outlay	-	-	-	-	-	20,000	100%
Total	171,051	182,706	158,500	158,500	158,500	234,259	48%

FY 2020 Budget



Total Expenditures ('000)



GOALS

1. To continue to maintain the Garage; identify short and long-term facility maintenance, repair and capital needs.
2. To continue to fully tenant the first floor retail space.
3. To ensure the facility is safe and secure.
4. To identify additional rental income through parking space rentals.
5. To evaluate the existing parking management company; seek new firm if warranted.

2019 BUDGET DETAILS

There are few expenditure and revenue changes between the FY18 and FY19 budget mainly of the revenue side. Security cameras were installed to provide an additional level of security for the retail tenant and garage areas.

FISCAL YEAR 2019 PERFORMANCE SUMMARY

- Fully tenanted the first floor commercial space with retail activities that help ensure a mix of businesses in the Delmar Loop.
- Continued to rent a portion of the parking spaces available on a long term basis.



Department	Non Departmental	Fund	Parking Garage
Program	Public Parking Garage	Account Number	27-70-81

	FY 2017 Actual	FY 2018 Actual	FY2019 Original	FY2019 Amended	FY2019 Estimated	FY 2020 Budget	% over FY 2019
Personnel Services							
5001 Salaries - Full-Time	-	-	-	-	-	10,412	100%
5220 Injury Leave	-	-	-	-	-	-	0%
5230 Injury Leave - Taxable	-	-	-	-	-	-	0%
5340 Salaries - Part-Time & Temp	-	-	-	-	-	20,000	100%
5380 Overtime	-	-	-	-	-	-	0%
5420 Workers Compensation	-	-	-	-	-	840	100%
5460 Medical Insurance	-	-	-	-	-	670	100%
5660 Social Security Contributions	-	-	-	-	-	1,900	100%
5740 Pension Contribution Nonunif.	-	-	-	-	-	1,250	100%
5860 Unemployment	-	-	-	-	-	-	0%
5900 Medicare	-	-	-	-	-	450	100%
Sub-Total Personnel Services	-	-	-	-	-	35,522	100%
Contractual Services							
6001 Accounting & Auditing	1,000	1,000	1,000	1,000	1,000	1,000	0%
6010 Professional Services	1,308	1,007	2,000	2,000	2,000	28,000	1300%
6050 Maintenance Contracts	31,882	39,082	30,000	30,000	30,000	5,000	-83%
6080 Accounting Fees	6,110	5,694	6,000	6,000	6,000	500	-92%
6160 Insurance-Property & Auto	20,000	13,000	10,000	10,000	10,000	13,390	34%
6170 Insurance-Liability	10,898	12,580	9,000	9,000	9,000	12,957	44%
6270 Telephone & Pagers	2,449	2,536	2,500	2,500	2,500	720	-71%
6310 Utilities	7,715	7,922	6,000	6,000	6,000	8,600	43%
6340 Safety/Security Services	8,919	10,446	8,000	8,000	8,000	-	-100%
6430 Misc Maintenance & Repairs	1,642	5,292	1,500	1,500	1,500	21,000	1300%
6440 Maintenance & Repairs	1,055	2,892	1,500	1,500	1,500	-	-100%
6490 Depreciation Equipment	62,157	62,157	60,000	60,000	60,000	-	-100%
6540 Equipment Rental	-	62	-	-	-	-	0%
6670 Cashier's Over/Under	1,047	2,714	-	-	-	-	0%
6700 Misc Operating Services	668	1,030	1,000	1,000	1,000	-	-100%
6740 Payroll Taxes	4,124	4,352	4,000	4,000	4,000	-	-100%
6810 Lot Cleaning	5,224	8,536	5,000	5,000	5,000	34,000	580%
Sub-Total Contractual Services	166,198	180,303	147,500	147,500	147,500	125,167	-15%
Commodities							
7001 Office Supplies	2,109	1,499	500	500	500	-	-100%
7810 Sign Supplies	-	-	-	-	-	350	100%
Sub-Total Commodities	2,109	1,499	500	500	500	350	-30%
Capital Outlay							
8001 Building Improvements	-	-	-	-	-	20,000	100%
Sub-Total Capital Outlay	-	-	-	-	-	20,000	100%
Other							
9200 Debt Service - Interest	2,744	383	1,300	1,300	1,300	-	-100%
9201 Interfund Loan - Interest	-	521	-	-	-	-	0%
9202 Interfund Loan- Principal	-	-	-	-	-	-	0%
9250 Amortization Expense	-	-	9,200	9,200	9,200	-	-100%
Sub-Total Other	2,744	904	10,500	10,500	10,500	-	-100%
Transfer Out							
9950 To GF- Interfund Loan	-	-	-	-	-	53,220	100%
Sub-Total Transfer Out	-	-	-	-	-	53,220	100%
Total	171,051	182,706	158,500	158,500	158,500	234,259	48%



HUMAN RESOURCES

The Human Resources Office administers personnel policies of the City and the civil service rules and regulations. It is the goal of the city to provide exceptional internal and external human resource services with confidentiality and fairness. Base level services include:

1. Talent Management/Full Cycle Recruiting – solicitation, acquisition, onboarding, performance, employee relations and retention, internal and external transitions, and retention
2. Total Compensation – salary and benefits administration
3. Risk Management – workers' compensation, safety, liability, wellness, drug and alcohol testing
4. Labor Relations
5. Training and Development
6. Leave Administration
7. Compliance – Federal, state, local, civil service and administrative regulations
8. Employee Recognition – events, awards, programs and activities
9. Oversight of internal Printing, Mail Services and Parking Meters collection and maintenance
10. Oversight of Fleet Management
11. Support for the City's two Pension Boards, Civil Service Board and Human Relations Board

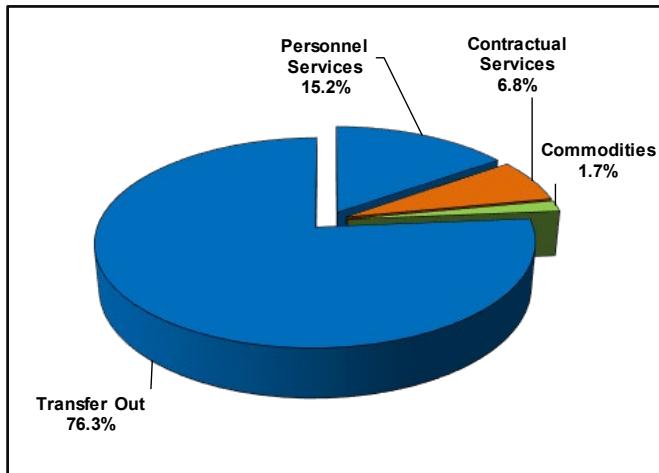
Mission Statement

The Human resources department supports the City of University City's total operation in meeting its goals through its most valuable resource—PEOPLE. Human Resources serves as a strategic partner to develop, implement and support programs, processes and outcomes that add value to the City of University City and its employees, leading to improved welfare, morale, safety, empowerment, growth and retention, while committed to the City's management and prosperity for its citizens, employees, and stakeholders, and in support of the City's values: Integrity, Customer Services, Collaboration, Accountability, Respect, and Empowerment.

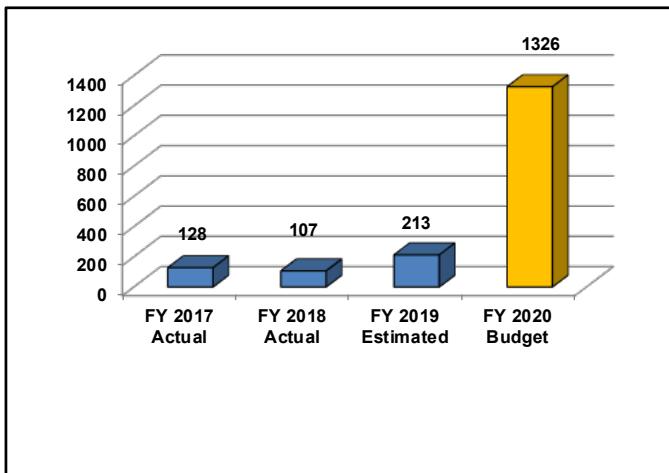
BUDGET EXPENDITURES

	FY 2017 Actual	FY 2018 Actual	FY 2019 Original	FY 2019 Amended	FY 2019 Estimated	FY 2020 Budget	% over FY 2019
Personnel Services	76,414	74,570	149,500	149,500	149,500	202,100	35.2%
Contractual Services	42,514	26,724	52,800	52,800	52,800	89,740	70.0%
Commodities	8,797	5,686	10,500	10,500	10,500	22,240	111.8%
Transfer Out	-	-	-	-	-	1,011,900	100.0%
Total	127,725	106,980	212,800	212,800	212,800	1,325,980	523.1%

FY 2020 Budget



Total Expenditures ('000)



GOALS

1. Continue moving HR from transactional to transformational
2. Implement Citywide Employee Evaluation Process and Tool
3. Performance Management Training
4. Evaluate and implement human resources management technology modules- applicant tracking and onboarding
5. Explore and implement employee electronic self-service opportunities
6. Establish Safety Team to review and evaluate incidents and make policy, procedure and training recommendations to improve safety and mitigate risk
7. Reinstate Wellness Program
8. Work with Communications to re-establish Employee Newsletter
9. Review and update the Administrative Regulations, Employee Handbook, and assist with Civil Service Rules updates
10. Provide employee compliance training and other organizationally aligned training opportunities
11. Review Fleet Management policies and procedures and make improvements as appropriate

FISCAL YEAR 2019 PERFORMANCE SUMMARY

The Human Resources department is an internal services department providing support and leadership throughout the organization through human resources and administrative programs and systems and active communication. Below are the accomplishments in FY 2019:

- Began the process of moving HR from transactional to transformational
- Recruited, hired, and on boarded a number of key positions including Asst. to City Manager/Director Human Resources, Asst. to City Manager/Director of Communications, Asst. to City Manager/Director of Economic Development, Director of Planning and Development, Director of Parks, Recreation and Forestry, Human Resources Generalist, Financial Analyst, a number of Police Officers and Police Officer Trainees, and—simultaneously—13 Paramedic Firefighters for resuming ambulance services with the assistance of the SAFER grant
- Completed comprehensive compensation and classification study
- Implemented new pay plan at the 75th percentile as a result of compensation and benefits study results
- Implemented Employee Navigator – Online employee benefits enrollment
- Hosted Supervisor Safety Training for all supervisory levels



Department	General Administrative	Fund	General
Program	Human Resources	Account Number	01-14-07

	FY 2017 Actual	FY 2018 Actual	FY 2019 Original	FY 2019 Amended	FY 2019 Estimated	FY 2020 Budget	% over FY 2019
Personnel Services							
5001 Salaries - Full-Time	55,258	50,931	111,000	111,000	111,000	148,400	34%
5340 Salaries - Part-Time & Temp	-	-	1,000	1,000	1,000	-	-100%
5420 Workers Compensation	43	109	1,200	1,200	1,200	2,000	67%
5460 Medical Insurance	2,106	5,950	9,000	9,000	9,000	15,300	70%
5465 Medical Insurance - Retirees	-	-	-	-	-	-	0%
5540 EAP	6,683	6,683	7,200	7,200	7,200	7,200	0%
5660 Social Security Contributions	3,262	2,907	7,100	7,100	7,100	9,200	30%
5740 Pension Contribution Nonunif.	8,300	7,000	11,300	11,300	11,300	17,800	58%
5860 Unemployment	-	311	-	-	-	-	0%
5900 Medicare	763	680	1,700	1,700	1,700	2,200	29%
Sub-Total Personnel Services	76,414	74,570	149,500	149,500	149,500	202,100	35%
Contractual Services							
6010 Professional Services	528	7,549	14,000	14,000	14,000	2,000	-86%
6030 Medical Service	4,967	1,654	5,000	5,000	5,000	6,505	30%
6050 Maintenance Contracts	12,753	7,900	11,000	11,000	11,000	18,500	68%
6070 Temporary Labor	-	-	-	-	-	-	0%
6090 Postage	-	-	-	-	-	30,000	100%
6110 Mileage Reimbursement	-	-	-	-	-	300	100%
6120 Professional Development	-	-	1,500	1,500	1,500	6,500	333%
6130 Advertising & Public Notices	7,515	-	5,000	5,000	5,000	3,000	-40%
6150 Printing Service	-	-	-	-	-	700	100%
6170 Insurance - Liability	3,505	4,000	4,500	4,500	4,500	4,120	-8%
6190 Insurance - Miscellaneous	7,076	-	-	-	-	-	0%
6220 Insurance - Public Officials	5,700	5,000	5,800	5,800	5,800	5,800	0%
6270 Telephone & Pagers	-	-	-	-	-	650	100%
6400 Office Equipment Maintenance	-	-	1,000	1,000	1,000	-	-100%
6600 Tuition Reimbursement	-	-	1,000	1,000	1,000	750	-25%
6610 Staff Training	144	360	3,000	3,000	3,000	4,000	33%
6650 Membership & Certification	263	72	500	500	500	1,415	183%
6660 Laundry Services	-	-	-	-	-	500	100%
6700 Misc. Operating Services	63	189	500	500	500	5,000	900%
Sub-Total Contractual Services	42,514	26,724	52,800	52,800	52,800	89,740	70%
Commodities							
7001 Office Supplies	265	-	1,000	1,000	1,000	1,000	0%
7050 Publications	1,499	192	500	500	500	500	0%
7090 Office & Computer Equip.	-	-	1,000	1,000	1,000	1,000	0%
7330 Food	3,608	3,705	4,000	4,000	4,000	5,000	25%
7650 Parking Meter Parts	-	-	-	-	-	4,500	100%
7770 Uniform & Safety Gear	-	-	-	-	-	540	100%
7850 Awards & Gifts	3,424	1,788	4,000	4,000	4,000	9,700	143%
Sub-Total Commodities	8,796	5,685	10,500	10,500	10,500	22,240	112%
Other							
9950 Operating Transfer Out to Fleet	-	-	-	-	-	1,011,900	100%
	-	-	-	-	-	1,011,900	100%
Total	127,725	106,980	212,800	212,800	212,800	1,325,980	523%

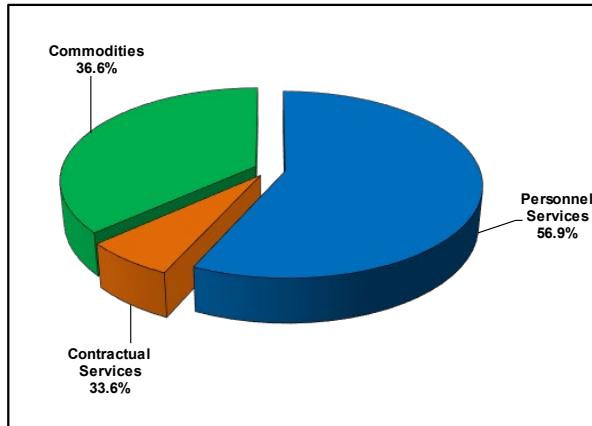
FLEET MAINTENANCE

The objective of the Fleet Maintenance Division is to provide vehicles, equipment, fuel, and maintenance for City operational needs. Fleet Maintenance charges all operating departments a rental fee that recovers all cost of operations on an Internal Service Fund basis.

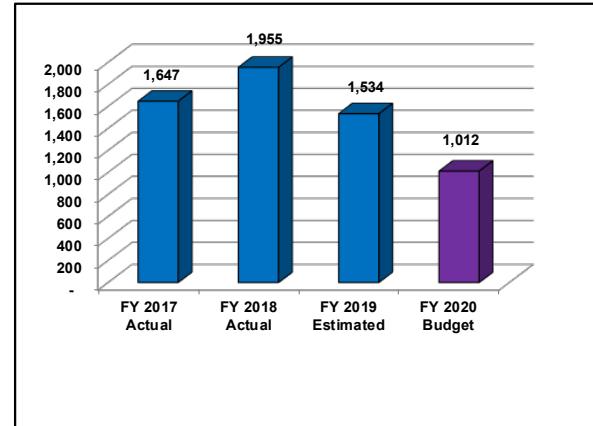
BUDGET EXPENDITURES

	FY 2017 Actual	FY 2018 Actual	FY 2019 Original	FY 2019 Amended	FY 2019 Estimated	FY 2020 Budget	% over FY 2019
Personnel Services	499,214	550,746	508,400	508,400	508,400	575,240	13%
Contractual Services	660,763	793,567	568,200	568,200	568,200	66,176	-88%
Commodities	486,939	610,436	457,400	457,400	457,400	370,400	-19%
Total	1,646,916	1,954,749	1,534,000	1,534,000	1,534,000	1,011,816	-34%

FY 2020 Budget



Total Expenditures ('000)



FISCAL YEAR 2019 PERFORMANCE SUMMARY

Vehicles/Equipment: 165
 Units Serviced: 2,200
 Preventive Maintenance: 310
 Tire Replacement: 150
 Service Calls: 35



Department	Human Resources	Fund	Internal Service Fund
Program	Fleet Services	Account Number	02-40-62

	FY 2017 Actual	FY 2018 Actual	FY2019 Original	FY2019 Amended	FY2019 Estimated	FY 2020 Budget	% over FY 2019
Personnel Services							
5001 Salaries - Full-Time	343,017	367,163	350,100	350,100	350,100	387,600	11%
5340 Salaries - Part-Time & Temp	-	-	-	-	-	-	0%
5380 Overtime	3,276	2,321	3,000	3,000	3,000	3,790	26%
5420 Workers Compensation	11,178	11,633	12,000	12,000	12,000	15,350	28%
5460 Medical Insurance	73,065	75,575	77,100	77,100	77,100	92,300	20%
5660 Social Security Contributions	19,430	18,563	22,800	22,800	22,800	24,100	6%
5740 Pension Contribution Nonunif.	44,700	42,000	38,000	38,000	38,000	46,400	22%
5900 Medicare	4,548	4,325	5,400	5,400	5,400	5,700	6%
Sub-Total Personnel Services	499,214	521,580	508,400	508,400	508,400	575,240	13%
Contractual Services							
6001 Auditing & Accounting	2,500	2,000	2,500	2,500	2,500	2,500	0%
6050 Maintenance Contract	-	-	-	-	-	249	100%
6070 Temporary Labor	-	-	-	-	-	-	0%
6120 Professional Development	-	20	-	-	-	-	0%
6130 Advertising & Public Notices	-	-	500	500	500	500	0%
6160 Insurance - Property & Auto	81,299	100,700	90,000	90,000	90,000	-	-100%
6170 Insurance - Liability	4,166	4,852	4,500	4,500	4,500	4,998	11%
6210 Insurance - Flood	6,314	6,630	8,000	8,000	8,000	6,829	-15%
6250 Natural Gas	1,871	2,236	10,000	10,000	10,000	3,000	-70%
6260 Electricity	10,771	11,064	12,000	12,000	12,000	12,000	0%
6270 Telephone & Pagers	702	702	700	700	700	700	0%
6280 Water	6,123	3,147	2,500	2,500	2,500	5,000	100%
6290 Sewer	2,989	4,232	3,500	3,500	3,500	4,000	14%
6360 Building Maintenance	7,962	8,512	10,000	10,000	10,000	2,000	-80%
6380 Equipment Maintenance	4,937	4,767	5,000	5,000	5,000	5,000	0%
6400 Office Equipment Maintenance	-	10	400	400	400	400	0%
6430 Misc. Repairs & Maintenance	960	-	2,000	2,000	2,000	1,000	-50%
6460 Vehicle Maintenance	129,126	83,482	80,000	80,000	80,000	-	-100%
6480 Depreciation - Roof	-	-	-	-	-	-	0%
6490 Depreciation - Equipment	389,131	545,165	314,100	314,100	314,100	-	-100%
6500 Depreciation - Building	4,673	4,673	4,500	4,500	4,500	-	-100%
6520 Depreciation - Shop Equip	-	-	-	-	-	-	0%
6560 Technology Services	-	4,283	10,000	10,000	10,000	10,000	0%
6600 Tuition Reimbursement	-	-	-	-	-	-	0%
6610 Staff Training	-	-	1,000	1,000	1,000	1,000	0%
6650 Membership & Certification	499	105	500	500	500	500	0%
6660 Laundry Services	4,715	4,975	4,500	4,500	4,500	4,500	0%
6700 Misc. Operating Services	2,025	2,011	2,000	2,000	2,000	2,000	0%
Sub-Total Contractual Services	660,763	793,567	568,200	568,200	568,200	66,176	-88%
Commodities							
7001 Office Supplies	42	21	100	100	100	100	0%
7050 Publications	-	-	-	-	-	-	0%
7090 Office & Computer Equip.	321	-	-	-	-	-	0%
7210 Chemicals	9,032	4,969	6,000	6,000	6,000	6,000	0%
7370 Institutional Supplies	2,139	4,766	1,000	1,000	1,000	4,000	300%
7490 Building Materials	-	-	-	-	-	-	0%
7530 Medical Supplies	104	260	300	300	300	300	0%
7570 Hardware & Hand Tools	6,561	9,108	9,000	9,000	9,000	9,000	0%
7610 Fuel, Oil, and Lubricants	254,680	297,584	230,000	230,000	230,000	250,000	9%
7770 Uniforms & Safety Gear	841	591	1,000	1,000	1,000	1,000	0%
7850 Awards & Gifts	17	-	-	-	-	-	0%
7930 Vehicle Parts	213,202	293,137	210,000	210,000	210,000	100,000	-52%
Sub-Total Commodities	486,939	610,436	457,400	457,400	457,400	370,400	-19%
Other							
5741 Pension Expense	-	29,166	-	-	-	-	0%
9950 Operating Transfer Out	-	-	-	-	-	-	0%
Sub-Total Other	-	29,166	-	-	-	-	0%
Total	1,646,915	1,954,749	1,534,000	1,534,000	1,534,000	1,011,816	-34%

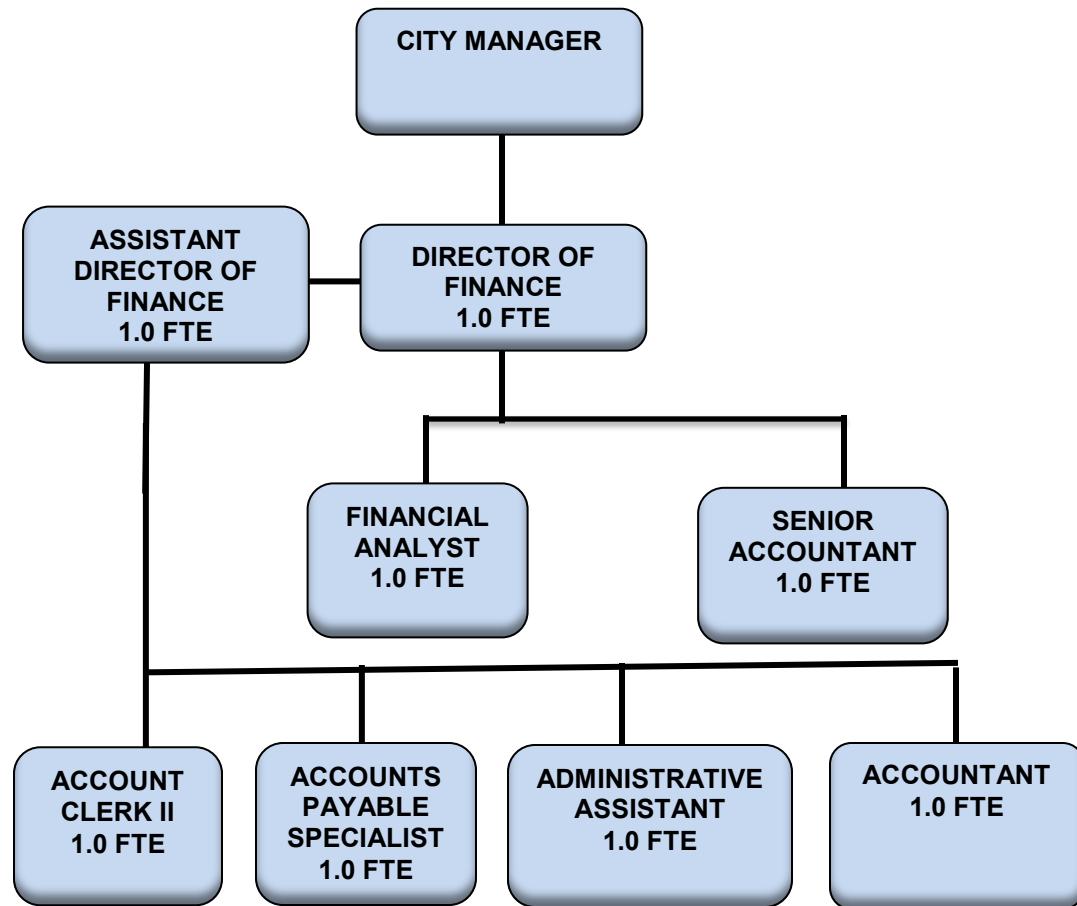


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FINANCE



The Finance Department, under the direction of the Director of Finance, is charged with administering all financial affairs and resources of the City consistent with federal, state and municipal laws and regulations, and generally accepted accounting principles. Managing the finances of the City includes several components:

Cashiering and Collections Services

- Annually received over 26,000 payments by customers for City collection services, of which, 21,900 payments were from refuse collections, and 2,400 payments were from on-line bill pay
- Process annually over \$11.0 million of revenue for off-site locations including parking meters revenue, and deposit funds daily in the bank
- Process and collect miscellaneous receivables for weeds, demolition/clean up, street improvements, and various other miscellaneous billings, and follow up on delinquent accounts, and answer payment questions
- Process payments for gross receipts taxes in the amount of approximately \$6.4 million
- Provide overall supervision of Cashiering and Collections staff

Fiscal Services

- Provide billing services for approximately 11,000 accounts for trash collection for five (5) route billing cycle and miscellaneous billing for approximately 400 throughout the year
- Process delinquent trash collection notices for five (5) route billing cycle
- Manage the refuse on-line bill pay and paperless billing to our residents
- Establish property tax levies and coordinate tax collection
- Administer City insurance programs
- Manage the delivery of the Municipal Services billing statement
- Provide quality customer service to both internal and external customers
- Provide property record requests and filings for title searches and lien recordings and releases
- Maintain over 700 business license records and 60 liquor license records
- Oversee and provide guidance to departments in the procurement of goods and services to ensure compliance with City Municipal Codes and Administrative Regulations
- Process nearly 450 purchase requisitions within a seven-day turnaround period
- Manage on-going procurement programs including the lease programs

Administration

- Provide policy direction, vision, and leadership enabling the department to achieve its goals while complying with federal, state, local and other requirements
- Oversee and coordinate long-term financial plan
- Promote sound fiscal policies and protect local revenues
- Ensure competent use of financial, human, and material resources

Accounting Services

- Prepare the Comprehensive Annual Financial Report and coordinate the annual audit with independent auditors
- Prepare the Annual Schedule of Financial Accounting for compliance with Federal Single audit guidelines
- Prepare the Administrative Annual Report
- Maintain the general ledger and various reconciliations
- Maintain inventory of capital assets of the City and establish depreciation schedules

- Process nearly 8,500 accounts payable invoices within thirty days (30) of receipt and achieve less than one percent of voided checks
- Maintain accounts payable records and respond to departmental and vendor inquiries
- Process supplemental retirement payments and subsidies according to the required timelines
- Process over 13,000 payroll advices and checks annually
- Produce and distribute W-2's, 1099R's and 1099Misc's annually
- Provide updates for New World Systems (accounting software) user security and training to other departments
- Maintain and trouble shoot problems in New World Systems

Budget Management Division

- Manage and co-ordinate the annual budget preparation process
- Maintain the budget manual and coordinate the budget development process with departments by preparing consolidated budget requests for review by the City Manager
- Conduct budgetary analysis as needed
- Assist departments with budget monitoring and control

PERSONNEL SUMMARY

Full-Time

	FY 2018 Authorized	FY 2019 Authorized	FY 2019 Authorized
Finance Personnel			
Director of Finance	1.0	1.0	1.0
Assistant Director of Finance	-	1.0	1.0
Financial Analyst	1.0	1.0	1.0
Senior Accountant	1.0	1.0	1.0
Accountant	2.0	1.0	1.0
Accounts Payable Specialist	1.0	1.0	1.0
Administrative Assistant	1.0	1.0	1.0
Account Clerk II	1.0	1.0	1.0
Print Shop Operator	1.0	1.0	-
Finance Personnel Total	9.0	9.0	8.0

FINANCE

The Finance Department administers all financial affairs and resources of the City consistent with federal, state and municipal laws and regulations, and generally accepted accounting principles. Management of City finances includes several components: maintenance of the financial management system; budget preparation and control; property tax levies oversight; fund investment; revenue collection; disbursement control; purchasing and contract administration; payroll; payment of pension benefits; internal controls; audit of records; financial reporting; administering City insurance programs; risk management; fixed asset management; project accounting management; and coordinating Federal, State, Local, and Community Development Block Grants. The Director of Finance, under the supervision of the City Manager, manages all functions of the Finance Department.

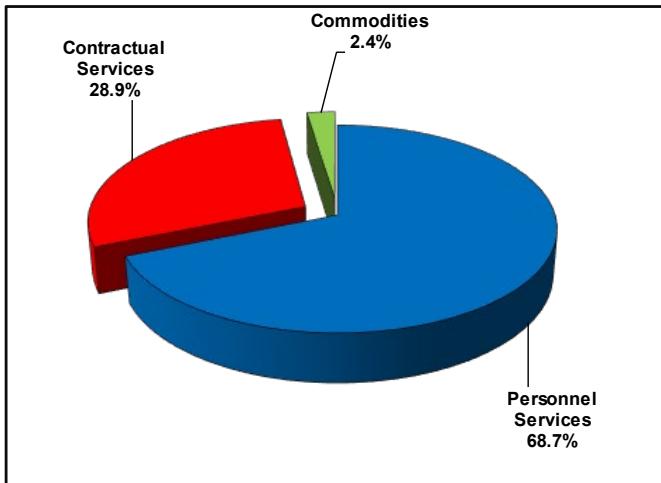
Mission Statement

Finance strives for long-term financial stability and health of University City; protects the City's financial integrity and credibility and maintains AA+ or improve to AAA bond rating; and strengthens the department for continued excellence. Finance leads and coordinates the development and execution of the City's annual Budget and five-year Capital Improvement Program (CIP) Plan, including development, monitoring and reporting. Prepare financial projection, long-range planning and financial reporting.

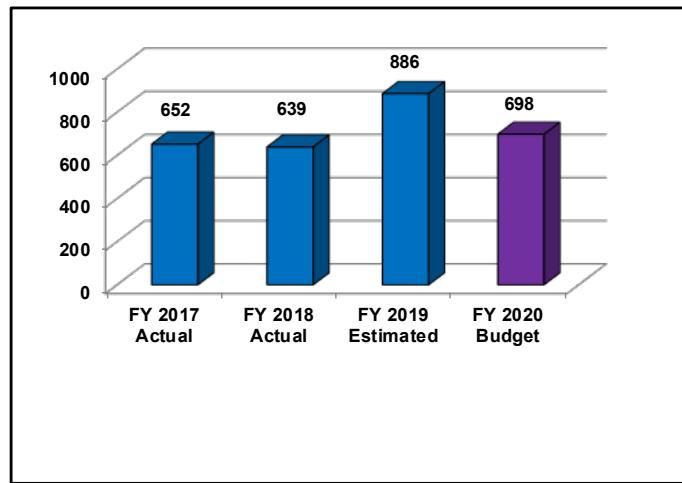
BUDGET EXPENDITURES

	FY 2017 Actual	FY 2018 Actual	FY 2019 Original	FY 2019 Amended	FY 2019 Estimated	FY 2020 Budget	% over FY 2019
Personnel Services	422,745	429,970	661,600	661,600	661,600	479,500	-28%
Contractual Services	210,429	190,464	203,800	203,800	203,800	201,520	-1%
Commodities	19,290	18,523	20,500	20,500	20,500	16,750	-18%
Total	652,464	638,957	885,900	885,900	885,900	697,770	-21%

FY 2020 Budget



Total Expenditures ('000)



GOALS

1. Provide timely quarterly financial reporting to post on the City's website for the public.
2. Continue to improve workflow, timeliness and accuracy both within Finance and other departments.
3. Continue to perform internal audits focus on "cash", to assist in fraud assessment control.
4. Monitor government affairs at both state and federal levels for potential cost/benefit to City operations.
5. Complete the FY 2019 Comprehensive Annual Financial Report by December 31, 2019 and submit for the Government Finance Officers Association's (GFOA) Certificate of Achievement for Excellence in Financial Reporting.
6. Complete the FY 2020 Budget and submit for the Distinguish Budget Presentation Award.
7. Maintain quality customer service in all telephone and personal contact with individuals interacting with the Finance staff.
8. Continue to encourage professional development of Finance personnel by active participation in professional associations and training activities to increase productivity, performance and competency.
9. Continue to promote eUtilities (Refuse On-Line Bill Pay) and eBilling (paperless bills) to our residents. By signing up, this would help reduce both postage and printing expenses.
10. Develop additional strategies for revenue collections on delinquent accounts.
11. Continue to pursue delinquent refuse and miscellaneous billing accounts owed to the City.
12. Continue to audit and reconcile business licenses by ensuring the statuses of active businesses are current; and further, locating businesses operating without licenses for the purpose of licensing them properly and bringing them into compliance with City code.
13. Continue to review and analyze current policies and procedures, data, and performance indicators within the department in order to improve the efficiency and effectiveness of the department.
14. To adopt a "paperless" concept by stop printing payroll checks, W-2, etc.

15. To work with City of St. Louis and other neighboring Cities in attempt to convert parking meters to "Pay Station", in order to enhance the parking revenue.
16. Monitor the budget in order to maintain the level of the General Fund's fund balance.

FISCAL YEAR 2019 PERFORMANCE SUMMARY

- Received the Certificate of Achievement for Excellence in Financial Reporting for the Comprehensive Annual Financial Report for the Fiscal Year ended June 30, 2018.
- Continued collecting delinquent refuse and miscellaneous bills owed to the City. Continue to work with collection agencies Valley Collection Services, LLC and Account Resolution Corporation, to collect on unpaid refuse and ambulance bills.
- Continued to coordinate a calendar basis delinquent refuse account shut-off cycle with the Public Works and Parks Department, Sanitation Division. The shut-off cycles continues to be encouraging, resulting in a nominal number of accounts paid in full and/or signing up for payment agreements.
- Continued to improve the budget document to ensure it is comprehensible to the public.
- Continued oversight and coordination of the City's calendar.
- Continued to convert paper records to electronic records.

PERFORMANCE MEASUREMENTS

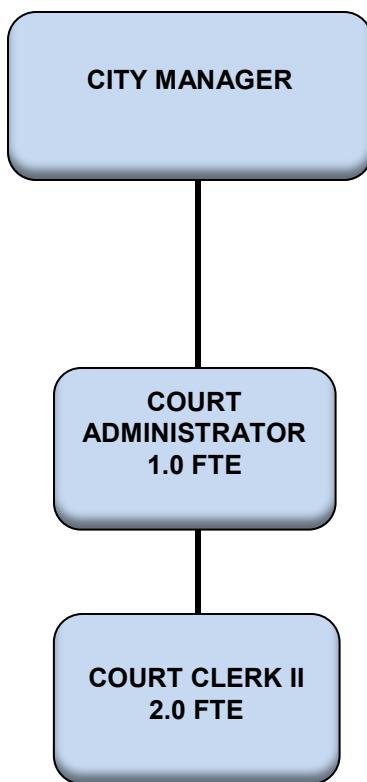
	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected
Checks Issued	4,733	5,695	5,500	5,500
Refuse unit bills generated	20,527	22,303	22,000	22,000
Purchase Orders	313	389	350	350
Invoices (processed and paid)	6,198	8,431	7,000	7,000
Business Licenses Issued	643	808	770	780
Liquor Licenses Issued	113	63	100	100



Department	Finance	Fund	General
Program	Finance Administration	Account Number	01-16-08

	FY 2017 Actual	FY 2018 Actual	FY 2019 Original	FY 2019 Amended	FY 2019 Estimated	FY 2020 Budget	% over FY 2019
Personnel Services							
5001 Salaries - Full-Time	299,762	301,831	465,000	465,000	465,000	368,100	-21%
5340 Salaries - Part-Time & Temp	-	-	10,000	10,000	10,000	-	-100%
5380 Overtime	181	2,807	1,500	1,500	1,500	1,000	-33%
5420 Workers Compensation	1,729	1,937	2,800	2,800	2,800	900	-68%
5460 Medical Insurance	23,709	26,046	65,700	65,700	65,700	37,000	-44%
5660 Social Security Contributions	17,813	18,110	29,000	29,000	29,000	23,000	-21%
5740 Pension Contribution Nonunif.	74,400	75,000	80,900	80,900	80,900	44,100	-45%
5860 Unemployment	960	-	-	-	-	-	0%
5900 Medicare	4,191	4,240	6,700	6,700	6,700	5,400	-19%
Sub-Total Personnel Services	422,745	429,970	661,600	661,600	661,600	479,500	-28%
Contractual Services							
6001 Auditing & Accounting	46,380	52,999	50,000	50,000	50,000	50,400	1%
6010 Professional Services	14,123	36,488	10,000	10,000	10,000	-	-100%
6040 Events & Receptions	300	-	-	-	-	-	0%
6050 Maintenance Contracts	75,345	44,371	75,000	75,000	75,000	78,300	4%
6070 Temporary Labor	17,435	-	15,000	15,000	15,000	15,000	0%
6090 Postage	28,278	37,613	20,000	20,000	20,000	7,000	-65%
6110 Mileage Reimbursement	-	16	-	-	-	-	0%
6120 Professional Development	2,324	1,965	3,200	3,200	3,200	2,600	-19%
6130 Advertising & Public Notices	150	-	3,000	3,000	3,000	3,000	0%
6150 Printing Services	3,165	711	4,500	4,500	4,500	4,500	0%
6170 Insurance - Liability	3,505	3,800	4,500	4,500	4,500	3,920	-13%
6190 Insurance - Miscellaneous	6,000	-	-	-	-	1,050	100%
6220 Insurance - Public Officials	6,707	2,186	7,000	7,000	7,000	26,000	271%
6400 Office Equipment Maintenance	-	587	4,000	4,000	4,000	3,000	-25%
6560 Technology Services	3,238	4,335	3,500	3,500	3,500	4,500	29%
6650 Membership & Certification	935	1,241	1,500	1,500	1,500	-	-100%
6660 Laundry Services	381	380	500	500	500	1,150	130%
6670 Cashier's Over/Under	-	-	-	-	-	-	0%
6700 Misc. Operating Services	731	2,690	1,000	1,000	1,000	-	-100%
6730 Lien Recording Fees	-	-	-	-	-	-	0%
6770 Bank & Credit Card Fees	1,432	1,082	1,100	1,100	1,100	1,100	0%
Sub-Total Contractual Services	210,429	190,464	203,800	203,800	203,800	201,520	-1%
Commodities							
7001 Office Supplies	15,542	15,092	15,000	15,000	15,000	15,000	0%
7050 Publications	-	-	500	500	500	500	0%
7090 Office & Computer Equip.	468	289	2,000	2,000	2,000	750	-63%
7330 Food	-	-	-	-	-	-	0%
7410 License Plates & Badges	219	219	500	500	500	500	0%
7570 Hardware & Hand Tools	-	-	200	200	200	-	-100%
7650 Parking Meter Parts	3,061	2,923	2,000	2,000	2,000	-	-100%
7770 Uniform and Safety Gear	-	-	300	300	300	-	-100%
Sub-Total Commodities	19,290	18,523	20,500	20,500	20,500	16,750	-18%
Total	652,464	638,957	885,900	885,900	885,900	697,770	-21%

MUNICIPAL COURT



MUNICIPAL COURT

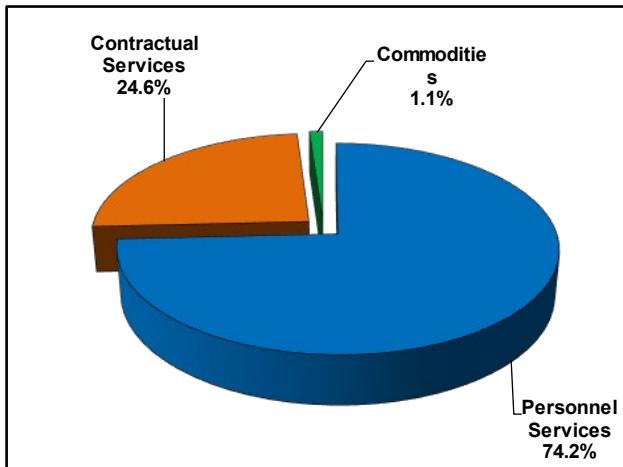
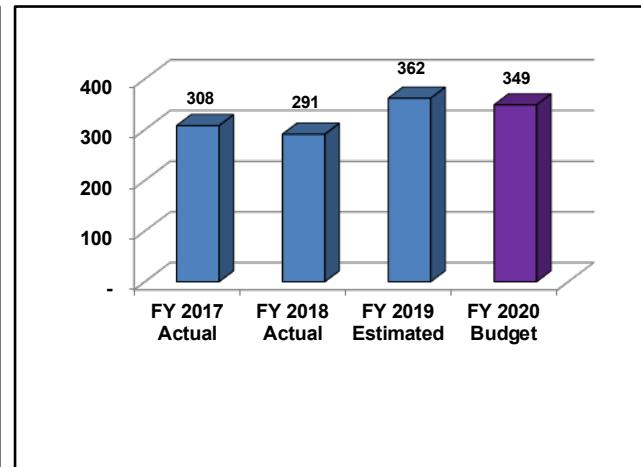
The Municipal Court staff processes violation complaints, collect fines, prepares the dockets for the court sessions, and prepares arrest warrants. Violations of the municipal code processed by this office include traffic and parking, housing, environmental, assault, trespassing and theft cases. Members of the staff also attend court sessions to collect fines and record disposition of the cases.

Mission Statement

University City Municipal Court implements the policies and procedures established by the Judiciary and the State Legislature in a professional and dedicated manner. The Clerks of the Court's office accurately maintain, safeguard and store all Court documents as well as collect and disburse all monies as directed by legal mandates. This is accomplished through a knowledgeable and certified staff that strives to serve all who use this office to ensure accessibility, fairness and courtesy.

BUDGET EXPENDITURES

	FY 2017 Actual	FY 2018 Actual	FY 2019 Original	FY 2019 Amended	FY 2019 Estimated	FY 2020 Budget	% over FY 2019
Personnel Services	207,643	211,408	262,200	262,200	262,200	258,800	-1%
Contractual Services	92,469	78,502	93,000	93,000	93,000	85,920	-8%
Commodities	8,025	1,296	6,500	6,500	6,500	4,000	-38%
Total	308,137	291,206	361,700	361,700	361,700	348,720	-4%

FY 2020 Budget

Total Expenditures ('000)


PERFORMANCE MEASUREMENTS

	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected
Fines & Court costs	\$594,000	\$797,669	\$818,300	\$818,500
Parking Tickets issued	8,000	8,476	10,241	10,500
Moving violations (filed)	3,877	4,635	3,675	4,000
Housing & Environmental violations (filed)	800	281	517	550
Other violations (filed)	815	957	1,200	1,300
Total number of new court cased (filed)	13,492	14,349	15,633	16,350
Total number of trials set	350	420	475	575
Total number of trials heard	300	395	425	525

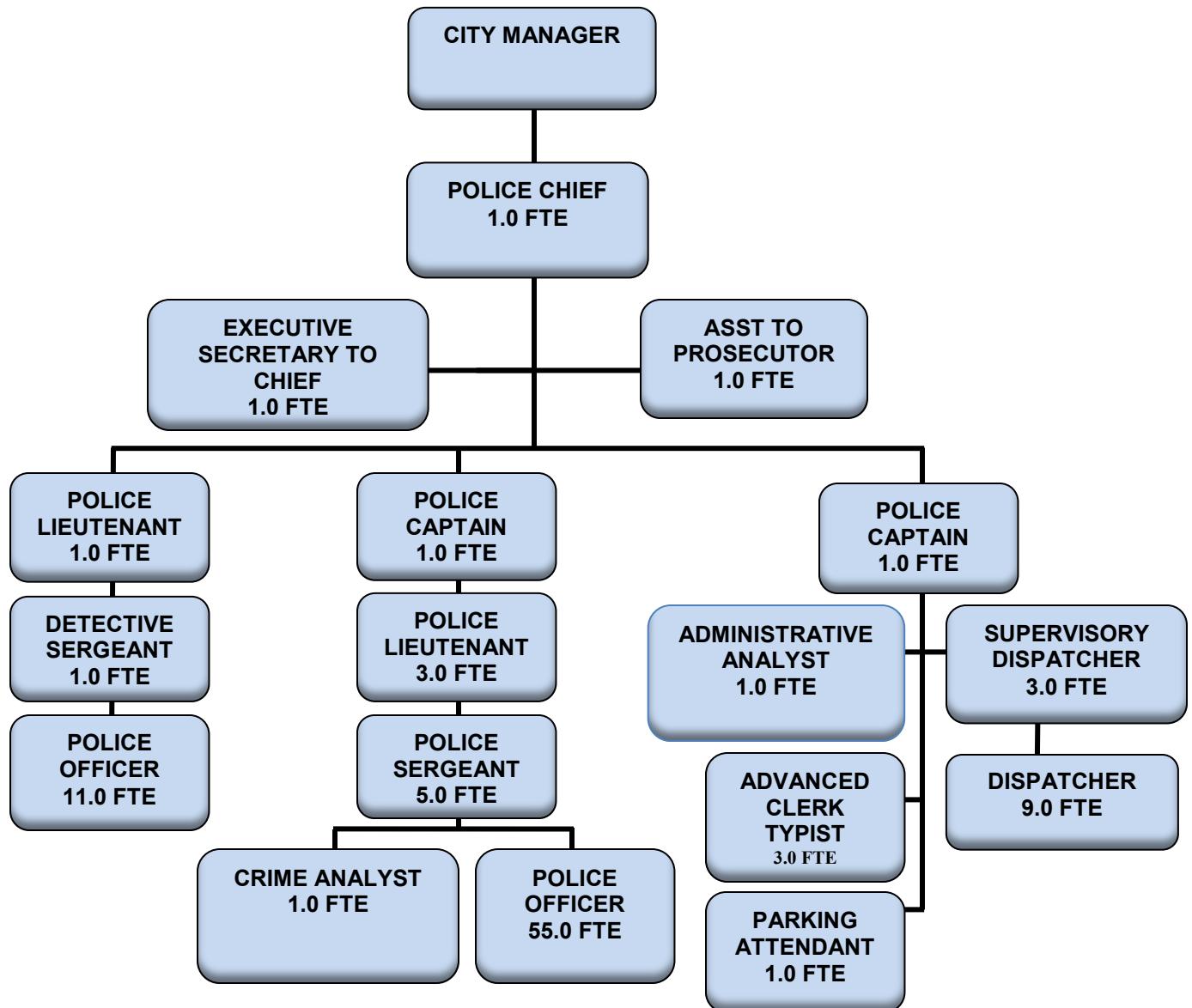


Department	Municipal Court
Program	Municipal Court

Fund	General
Account Number	01-20-14

	FY 2017 Actual	FY 2018 Actual	FY 2019 Original	FY 2019 Amended	FY 2019 Estimated	FY 2020 Budget	% over FY 2019
Personnel Services							
5001 Salaries - Full-Time	138,026	138,856	180,000	180,000	180,000	148,900	-17%
5220 Injury Leave	-	(2,775)	-	-	-	-	0%
5340 Salaries - Part-Time & Temp	-	4,500	5,000	5,000	5,000	34,500	590%
5380 Overtime	4,487	4,741	5,000	5,000	5,000	5,300	6%
5420 Workers Compensation	311	331	600	600	600	500	-17%
5460 Medical Insurance	34,624	35,044	33,900	33,900	33,900	38,000	12%
5660 Social Security Contributions	7,783	7,871	11,100	11,100	11,100	11,100	0%
5740 Pension Contribution Nonunif.	20,600	21,000	23,800	23,800	23,800	17,900	-25%
5900 Medicare	1,812	1,840	2,800	2,800	2,800	2,600	-7%
Sub-Total Personnel Services	207,643	211,408	262,200	262,200	262,200	258,800	-1%
Contractual Services							
6010 Professional Services	45,975	41,601	32,000	32,000	32,000	31,000	-3%
6050 Maintenance Contracts	270	-	15,000	15,000	15,000	-	-100%
6110 Mileage Reimbursement	84	-	-	-	-	200	0%
6120 Professional Development	1,832	1,984	2,500	2,500	2,500	3,250	30%
6150 Printing Services	781	3,792	5,000	5,000	5,000	8,750	75%
6170 Insurance - Liability	5,995	7,000	4,500	4,500	4,500	7,210	60%
6400 Office Equipment Maintenance	-	-	2,000	2,000	2,000	2,000	0%
6560 Technology Services	33,404	19,780	25,000	25,000	25,000	28,850	15%
6600 Tuition Reimbursement	-	-	-	-	-	-	0%
6650 Membership & Certification	25	-	1,000	1,000	1,000	1,160	16%
6670 Cashier's Over/Under	-	-	-	-	-	-	0%
6700 Misc. Operating Services	939	1,081	1,000	1,000	1,000	-	-100%
6770 Bank & Credit Card Fees	3,164	3,266	5,000	5,000	5,000	3,500	-30%
Sub-Total Contractual Services	92,469	78,503	93,000	93,000	93,000	85,920	-8%
Commodities							
7001 Office Supplies	1,774	1,296	1,500	1,500	1,500	1,500	0%
7090 Office & Computer Equip.	6,251	-	5,000	5,000	5,000	2,500	-50%
Sub-Total Commodities	8,025	1,296	6,500	6,500	6,500	4,000	-38%
Total	308,137	291,206	361,700	361,700	361,700	348,720	-4%

POLICE DEPARTMENT



The University City Police Department provides quality police services to the community 24 hours a day, seven days a week. This includes, but is not limited to, answering calls for service, community policing initiatives, crime prevention, enforcement of laws, and protecting persons and property within the City limits.

Mission

The Police Department has embraced the “community policing philosophy” in its efforts to provide the highest level of service to all its citizens and those it is sworn to serve. By reaching out to partner with the community in our everyday pursuits, this agency can move forward with a vision and purpose.

Professionalism and competence are barometers in determining our success. In changing times and demands, the Department must continue to be versatile and mindful of the feelings and attitudes of our citizens as we answer the calls for service. With increase training needs and demands, the Department will be including the opportunities for all staff to enhance their skills.

Administration

The Chief of Police, as executive officer and Director of the Department, is responsible for all aspects of managing the Police Department in an efficient and effective manner and shall execute the policies established by the City Manager, pursuant to their statutory duties. The Chief shall be responsible for the observance and enforcement of all laws, ordinances, and regulations the Department has authority to execute, seeing that these rules are strictly observed and enforced.

The Chief of Police has a civilian Executive Secretary assigned to his/her office.

The Police Department functions through three (3) bureaus which report directly to the Chief of Police:

- (1) Bureau of Field Operations (BFO);
- (2) Bureau of Investigation (BOI); and
- (3) Bureau of Services (BOS);

Which are further subdivided into areas of expertise, manned by specially-trained personnel.

Bureau of Field Operations (BFO):

The Bureau of Field Operations shall provide for the routine, systematic patrol of the City under such patrol plans as may be adopted by the Chief of Police and shall:

- Provide for the booking, custody and release of prisoners;
- Enforce traffic ordinances and laws;
- Investigate incidents, criminal and non-criminal, and make reports where necessary;
- Preserve the public peace;
- Prevent crime and arrest offenders;
- Assist other governmental agencies when required; and
- Enforce all laws and ordinances.

The Police Department does not currently support a dedicated Traffic Enforcement Unit. Traffic enforcement and traffic crash investigation are the responsibility of the patrol units. Patrol Units may be assigned to special traffic details when needed. The BFO Commander/Inspector shall:

- Conduct investigations of a confidential nature into matters involving deficiencies of, and accusations made against, commissioned or civilian Department personnel;
- Initiate investigations into areas of possible internal deficiencies in order to avoid or remedy adverse situations;
- Control and coordinate the Department's disciplinary procedures; and
- Serve as the Department Safety Officer/Inspector.

The BFO is commanded by a Commander, who reports directly to the Chief of Police. The Patrol Section of this Bureau is staffed by:

1. (2) Lieutenants (Platoon Commanders)
2. (6) Sergeants (Platoon Supervisors)
3. (51) Patrol Officers
4. (2) Community Action Team Officers
5. (2) Police Canine Officers
6. (1) Crime Analyst/Grant Writer
7. (3) Resource/D.A.R.E. Police Officers
8. (1)Parking Controller
9. (2) Police Chaplains

The Juvenile Division is responsible for both general and juvenile investigations. D.A.R.E./Resource Officers are uniformed officers that help to provide safety and security to the school as well as teach the Drug Abuse Resistance Education programs, as well as other programs.

The BFO is a 24-hour operation, divided into two 12-hour shifts. Additional shifts may be created as needed to meet special demands. Personnel are divided equally among the two shifts, with one platoon working each shift. The Patrol Commander is responsible for the police work therein and shall have control over all personnel attached to his/her command.

- Platoon Commanders (Lieutenants) are responsible for the operation of their platoon and the actions of their officers. They report directly to Bureau Commander.
- Attendance of monthly meetings of the city Neighborhood Watch Focus Group.

Patrol Supervisors (Sergeants) are responsible for the proper functioning of the patrol officers under his/her supervision. Patrol Supervisors are responsible to their Patrol Supervisors/Platoon Commanders.

The University City Police Department's Canine Unit (2 man) is a valuable resource utilized by UCPD personnel. A canine team consists of an on-duty canine police officer and his assigned Department canine dog. The team is available for assignments 24-hours per day. Canine team duties include conducting building searches for hidden offenders, locating missing persons, tracking suspects who have fled the scene of a crime, performing article searches, detecting narcotics or explosives, and conducting public service canine demonstrations.

The Police Chaplain Program creates a partnership with various faith-based leaders of a community to respond and assist police and other law enforcement agencies providing an overall better quality to the citizens of cities and communities.

The goal is that by having the Police and Clergy working together during times of crisis or incidents, that a more comprehensive response will be given to those in need.

The Community Action Team (CAT) uses a two pronged approach in responding to the concerns of citizens in the City. The first approach is directed patrol which uses uniformed CAT officers to respond in the high crime areas of the City or areas that are experiencing specific problems. This gives a greater police presence in these areas, which helps prevent crime and increases the chances of catching criminals. This approach gives the platoon commander more flexibility in responding to crime trends in the precinct ranging from speeding cars, burglaries in a neighborhood, and drug dealing on a street corner, without affecting services to the community.

The second approach uses the expertise of the CAT Team's "plain clothes"/ undercover to respond to neighborhood drug problems. The approach can be very effective because officers work closely with the community receiving complaints about drug houses and drug dealing. The CAT Team also investigates disorderly houses and illegal liquor and cigarette sales.

This two pronged approach creates a highly responsive and effective team for the citizens.

The Crime Analyst prepares weekly crime reports and alerts for patterns of crime. The Analyst also serves the Department by researching and writing grants that will assist the mission of the agency.

The philosophy of the University City Police Department is to promote the safe operation of motor vehicles throughout the city through its traffic enforcement program. This is accomplished through traffic enforcement at locations determined to be high crash locations by crash surveys, by monitoring data from collection units, and citizen complaints.

Office of the Inspector:

The Bureau of Professional Standards Inspector is responsible for evaluating and overseeing all aspects of officer accountability; evaluating training protocols relative to officer performance; and ensuring the fairness and effectiveness of the disciplinary process. The Bureau of Professional Standards consists of the Inspector.

The Bureau of Professional Standards reports directly to the Office of the Chief of Police. It is charged with the responsibility to monitor and maintain members' compliance with Department rules and procedures.

The Internal Affairs Division is responsible for investigating alleged or suspected violations of statutes, ordinances, and Department rules and directives, and for detecting corrupt practices involving Department members.

It is the policy of the University City Police Department to appropriately investigate and record all complaints and information against Department personnel, regardless of the source of such complaints or information and promptly adjudicate. Investigation of these complaints or information through standardized procedures will demonstrate the Department's desire to provide honest, efficient police service

and will inspire public confidence in its personnel and ensure the integrity of the Department and its personnel. The Bureau of Field Operations Commander (Internal Affairs Inspector) will conduct these investigations in an effort to gain a full understanding of the issue and bring it to an appropriate conclusion.

Bureau of Investigation (BOI):

The Bureau of Investigation is responsible for the investigation of criminal activities including, but not limited to:

- Conducting such criminal investigation of offenses which require advanced skills and training;
- Providing specialized, technical investigative services in specific areas of criminal activity;
- Assisting with matters involving juveniles;
- Identifying and investigating specific crimes, such as white collar crimes, gang crimes, narcotic crimes, organized criminal crimes, and/or related incidents.
- Providing home and business security audits;
- Assistance with safety concerns and crime statistics for neighborhoods and businesses;

The BOI is co-commanded by two (2) Lieutenants, who report to the Chief of Police and the Inspector. The Lieutenants have supervisory responsibility over the Detectives. The Lieutenants shall have command over:

1. (8) Detectives
 - a. Detective detached to the St. Louis County Multi-Jurisdictional Drug Task Force

Bureau of Services (BOS)

The Bureau of Services is under the direct command of a Commander. The Commander of the BOS shall have the responsibility of providing support services to include:

- Maintenance and issuance of uniforms and equipment, stationery and other related items;
- Emergency communications, records, facilities, supplies and materials as may be required by the various components to enable them to perform their duties;
- Department vehicle maintenance, computer equipment, radio and telephone equipment and service;
- Maintain an efficient record system, providing security and effortless retrieval;
- Staff a communications system, which will receive information, assess it, then determine the need for police service based on that assessment and dispatch accordingly; and
- Maintaining a secure storage space for property and evidence, and keeps records to assure the integrity and accessibility of the property and/or evidence.
- Accreditation Coordinator preparing for the accreditation process through the Missouri Police Chiefs Association.

The BOS Commander shall have direct control over:

1. (3) Advanced Clerk Typists
2. (9) Dispatchers
3. (3) Lead Dispatchers
4. (1) Administrative Support Assistant
5. (1) Assistant to the Prosecutor

Advanced Clerk Typists are responsible for all Record Room activities. The Records Department serves as the central repository for all reports generated by other units of the Police Department and duties include, but are not limited to:

- Processing of all offense/accident/arrest reports and traffic citations;
- Processing all requests for report information from other government and law enforcement agencies, insurance companies, and citizens;
- Processing and forwarding State-mandated records, such as DWI and accident reports to the State's central records repository in Jefferson City, MO;
- Monthly submission of the Uniform Crime Report (UCR) to the State of Missouri for contribution to Federal Bureau of Investigation (FBI) crime statistics;
- Providing professional and courteous service to all customers at the Department information window.

Dispatchers will be under the command of Supervisory Dispatchers, who shall be responsible for the proper operation of the Communications Section, and report to the Commander of the BOS. The Administrative Support Assistant serves as the IT coordinator, evidence custodian, and school crossing Traffic Escort coordinator. The Parking Controller provided parking enforcements in designated areas of the City and assist with school crossings.

The BOS Commander is also the City's Neighborhood Watch and Accreditation/Certification Manager. This position includes:

- Training of Neighborhood Watch Units and attendance at established Neighborhood Watch Meetings;
- National Night Out Against Crime coordination;
- Providing crime statistics to Neighborhood Watch Units.

Accreditation

Accreditation is a process by which an independent certifying organization will inspect a police department's site, policies, records, and actions to verify compliance with a given set of established standards for conduct. The two agencies generally used in this geographic area are CALEA and Missouri Police Chiefs Association.

A contract was signed in 2016, by the outgoing administration for accreditation through the Missouri Police Chiefs Law Enforcement Certification Program, a three year process.

Due to change in the police department administration, a one year extension was granted, moving the deadline for our department's on-site inspection to late 2019.

PERSONNEL SUMMARY

Full-Time

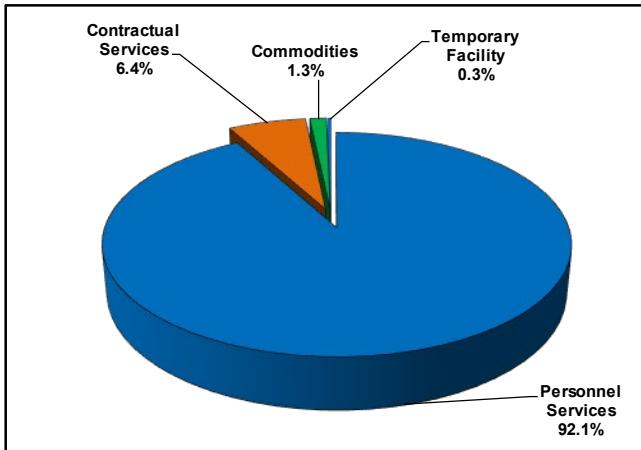
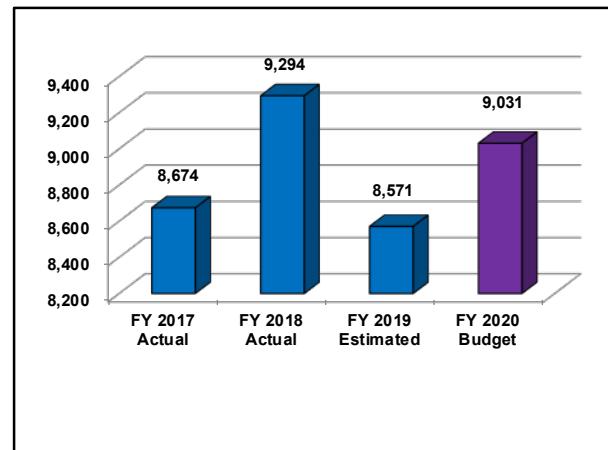
	FY 2018 Authorized	FY 2019 Authorized	FY 2020 Authorized
Police			
<i>Police Operations</i>			
Police Chief	1.0	1.0	1.0
Police Captain	2.0	2.0	2.0
Police Lieutenant	4.0	4.0	4.0
Police Sergeant	6.0	6.0	6.0
Police Officer	66.0	66.0	66.0
Supervisory Dispatcher	3.0	3.0	3.0
Administrative Analyst	1.0	1.0	1.0
Executive Secretary to Chief	1.0	1.0	1.0
Dispatcher	9.0	9.0	9.0
Crime Analyst	1.0	1.0	1.0
Advanced Clerk Typist	3.0	3.0	3.0
Assistant to the Prosecutor	-	1.0	1.0
Parking Controller	1.0	1.0	1.0
<i>Police Operations Personnel</i>			
Total	98.0	99.0	99.0
Police Personnel Total	98.0	99.0	99.0

Part-Time

	FY 2018 Authorized	FY 2019 Authorized	FY 2020 Authorized
Police			
<i>Police Operations</i>			
Dispatcher	0.8	0.8	1.3
Parking Controller	1.6	1.6	0.7
Traffic Escort	1.6	1.6	0.6
<i>Police Operations Part-Time Personnel Total</i>	4.0	4.0	2.7
Police Personnel Total	4.0	4.0	2.7

BUDGET EXPENDITURES

	FY 2017 Actual	FY 2018 Actual	FY 2019 Original	FY 2019 Amended	FY 2019 Estimated	FY 2020 Budget	% over FY 2019
Personnel Services	6,852,632	7,087,873	7,438,700	7,438,700	7,438,700	8,315,270	12%
Contractual Services	1,708,468	2,117,981	1,020,700	1,020,700	1,020,700	573,748	-44%
Commodities	113,003	88,522	111,600	111,600	111,600	111,600	0%
Temporary Facility	-	-	-	-	-	30,444	100%
Total	8,674,103	9,294,376	8,571,000	8,571,000	8,571,000	9,031,062	5%

FY 2020 Budget

Total Expenditures ('000)

GOALS
A. Continued Improvement of Services to the Citizens

This Goal can be accomplished by achieving the following objectives:

1. Develop programs that include education and interdiction strategies, as well as arrest strategies. These programs should reach various groups within the community to include the elderly, the young, the business community, the property owner, and all residents.
2. Find New Opportunities for Community Engagement
3. The department will continue to find new opportunities to engage with our community. We want the people we serve to know and trust their police department. During this year, we will find new ways to communicate and collaborate.
4. Focus on Community Quality of Life.

5. We will focus on ways in which we can improve the quality of life in our community. As examples, our officers will continue to improve the sense of safety while our community shops, assist our homeless population to connect with services, and intervene to stop crimes of violence.
6. UCPD will continue to utilize the free home and business audit for citizens and business within University City. The audit assists citizens in protecting themselves and their property in an effort to reduce victimization.

B. Continue with an Effective and Fair Evaluation System for the Police Department

This goal can be accomplished by achieving the following objectives:

1. Bi-annual staff reviews are utilized to ensure personnel are in adherence to the mission statement, goals, and objectives for the department, understanding all policies, programs, and direction of UC evaluation system to evaluate personnel on conduct, proficiency, and behavior. These criteria are established by selecting outstanding officers to develop conduct proficiency, and behavior standards for the department.
2. Focus on employee Wellness and Development
 - a. Employees should find satisfaction, enjoyment, growth and health in their work. This year, we will create more opportunities in each of these categories. We will focus on employee training, opportunity and fitness.

C. Reduce Exposure to Liability

This goal can be accomplished by achieving the following objectives:

1. Continue with the accreditation process with the Missouri Police Chiefs Association.
2. Review and update the pursuit and emergency driving policies.
3. Continue development of a training program for officers that assure that firearms qualifications, emergency driving, self-defense, first aid, department policy review, emergency fire suppression techniques, arrest, detention, stops, searches and seizures, and reviews of interview and interrogation techniques are taught and reviewed yearly.
4. Develop and implement an individual training and development program for each officer.

D. Reinforce Communication and Collaboration

This goal can be accomplished by achieving the following objectives:

1. Our agency works best when we share the same vision and innovate when the policing environment demands it. In particular, we will focus on bringing ideas forward in the organization and sharing the decision making.
2. Embrace Emerging (and Existing) Technology

The current state of technology allows for greater flexibility and freedom from traditional workspaces. This year, the department will focus on ways to enable officers to work from their location of choice, improve our ability to connect with community members, and increase our department's accountability.

E. Increase Amount of Revenue Generated by UCPD through Grants

This goal can be accomplished by achieving the following objectives:

1. Finding corporate sponsors for crime prevention and substance abuse programs.
2. Apply for applicable federal government, state government, local government, and private grants.

Fiscal Year 2019 Performance Summary

- Hired (11) Probationary Police Officers
- Transfer of (2) Bureau Commanders.
- Added two (2) new neighborhood watch units to the existing thirty-eight (38).
- Conducted (50) security audits of residences and businesses.
- Added 10 new members to the University City Focus Group.
- Two (2) University City Police Department Hiring Events.
- Graduated five (5) recruits from the St. Louis County Municipal Police Academy.
- Toy Giveaway to children in University City.
- 2 classes of the University City Citizens Academy
- School Resource Officer event “Pizza with the Police”
- Implemented University City Police Department Employee of the Month
- Added 1 new School Resource Officer
- Female Officer Support Group entitled “Ladies Encouraging Others”, prom sponsorship of (2) students.
- Crime Prevention material was provided to the following:
 - Participants at safety meetings, training sessions, and security audits.
 - Attendees of the annual National Crime Night Out Against Crime/Back to School Rally Event, Fair U. City, and Washington University.
 - Participants at Focus Group Meetings.
 - Residents of University City.
- Continued implementation of security camera project.
- Participated with the University City School District and the Police Athletics League Summer program.
- Active Shooter Training with police personnel at University City High School
- Implementation of University City Police UAS (Drone) Program.
- Continued training of departmental personnel:
 - Computer aided automated records and report writing system.
 - Uniformed Crime Reporting System.
 - Missouri Incident Based Reporting.
- Received the 2018 Award from the Anti-Defamation League

Department	Police	Fund	General
Program	Police Operations	Account Number	01-30-20

	FY 2017 Actual	FY 2018 Actual	FY 2019 Original	FY 2019 Amended	FY 2019 Estimated	FY 2020 Budget	% over FY 2019
Personnel Services							
5001 Salaries - Full-Time	5,103,258	5,220,783	5,700,000	5,700,000	5,700,000	6,340,000	11%
5220 Injury Leave	46,066	(4,630)	-	-	-	-	0%
5230 Injury Leave - Taxable	-	1,818	-	-	-	-	0%
5340 Salaries - Part-Time & Temp	49,742	71,827	50,000	50,000	50,000	72,000	44%
5380 Overtime	434,656	509,670	450,000	450,000	450,000	500,000	11%
5420 Workers Compensation	180,396	192,170	180,000	180,000	180,000	266,300	48%
5460 Medical Insurance	758,317	813,059	765,000	765,000	765,000	848,000	11%
5620 Educational Incentive Pay	-	-	-	-	-	-	0%
5660 Social Security Contributions	62,416	59,778	60,000	60,000	60,000	62,700	4%
5700 Clothing Allowance	4,731	3,485	6,000	6,000	6,000	6,000	0%
5740 Pension Contribution Nonunif.	125,900	126,000	117,000	117,000	117,000	112,370	-4%
5745 Pension Contribution P&F	-	-	-	-	-	-	0%
5780 Residency Allowance	13,291	14,786	20,000	20,000	20,000	15,000	-25%
5860 Unemployment	-	855	-	-	-	-	0%
5900 Medicare	73,860	78,272	90,700	90,700	90,700	92,900	2%
Sub-Total Personnel Services	6,852,632	7,087,873	7,438,700	7,438,700	7,438,700	8,315,270	12%
Contractual Services							
6010 Professional Services	20,674	19,667	20,600	20,600	20,600	21,950	7%
6030 Medical Service	2,161	1,253	3,000	3,000	3,000	3,000	0%
6050 Maintenance Contracts	90,198	51,116	70,000	70,000	70,000	74,023	6%
6110 Mileage Reimbursement	-	111	-	-	-	-	0%
6120 Professional Development	2,956	3,466	3,500	3,500	3,500	3,500	0%
6130 Advertising & Public Notices	340	84	500	500	500	500	0%
6150 Printing Services	4,367	4,410	6,500	6,500	6,500	6,500	0%
6160 Insurance-Property & Auto	-	-	-	-	-	11,633	100%
6170 Insurance - Liability	11,725	13,000	15,000	15,000	15,000	13,390	-11%
6190 Insurance - Miscellaneous	-	-	-	-	-	384	100%
6230 Insurance - Police Liability	24,383	28,800	25,000	25,000	25,000	29,664	19%
6260 Electricity	9,455	25,586	12,000	12,000	12,000	30,000	150%
6270 Telephone & Pagers	16,052	15,535	18,000	18,000	18,000	18,000	0%
6280 Water	1,552	2,778	1,800	1,800	1,800	2,761	53%
6290 Sewer	-	1,051	1,000	1,000	1,000	875	-13%
6380 Equipment Maintenance	1,353	4,143	3,000	3,000	3,000	3,000	0%
6390 Radio Equipment Maintenance	-	19,436	-	-	-	-	0%
6400 Office Equipment Maintenance	11,646	42,488	45,000	45,000	45,000	45,000	0%
6530 Fleet Service & Replacement ¹	393,522	454,816	400,300	400,300	400,300	-	-100%
6545 Property Rental	965,831	1,262,041	225,000	225,000	225,000	138,000	-39%
6560 Technology Services	123,872	135,830	130,000	130,000	130,000	130,000	0%
6570 Miscellaneous Rentals	415	1,140	2,000	2,000	2,000	2,000	0%
6600 Tuition Reimbursement	3,164	2,250	3,500	3,500	3,500	3,028	-13%
6610 Staff Training	17,063	21,170	24,500	24,500	24,500	26,040	6%
6650 Membership & Certification	2,592	2,250	3,000	3,000	3,000	3,000	0%
6680 Subdivision Fees & Taxes	3,260	2,409	3,500	3,500	3,500	3,500	0%
6700 Misc. Operating Services	1,425	2,072	1,500	1,500	1,500	1,500	0%
6780 Investigation Expenses	463	1,081	2,500	2,500	2,500	2,500	0%
Sub-Total Contractual Services	1,708,468	2,117,981	1,020,700	1,020,700	1,020,700	573,748	-44%
Commodities							
7001 Office Supplies	8,611	7,948	10,000	10,000	10,000	10,000	0%
7050 Publications	483	132	1,500	1,500	1,500	1,500	0%
7090 Office & Computer Equip.	4,202	3,835	10,500	10,500	10,500	10,500	0%
7210 Chemicals	370	697	600	600	600	600	0%
7330 Food	5,546	7,263	8,000	8,000	8,000	8,000	0%
7370 Institutional Supplies	4,320	7,751	3,000	3,000	3,000	3,000	0%
7410 License Plates & Badges	2,507	749	3,000	3,000	3,000	3,000	0%
7450 Photographic Supplies	1,548	-	1,000	1,000	1,000	1,000	0%
7490 Building Materials	1,722	1,807	1,500	1,500	1,500	1,500	0%
7530 Medical Supplies	1,071	2,365	1,500	1,500	1,500	1,500	0%
7570 Hardware & Hand Tools	38,187	26,445	30,000	30,000	30,000	30,000	0%
7610 Fuel, Oil & Lubricants	898	996	-	-	-	-	0%
7770 Uniforms & Safety Gear	42,701	27,895	40,000	40,000	40,000	40,000	0%
7810 Sign Supplies	-	-	-	-	-	-	0%
7850 Awards & Gifts	838	639	1,000	1,000	1,000	1,000	0%
Sub-Total Commodities	113,003	88,522	111,600	111,600	111,600	111,600	0%
Total	8,674,103	9,294,376	8,571,000	8,571,000	8,571,000	9,000,618	5%

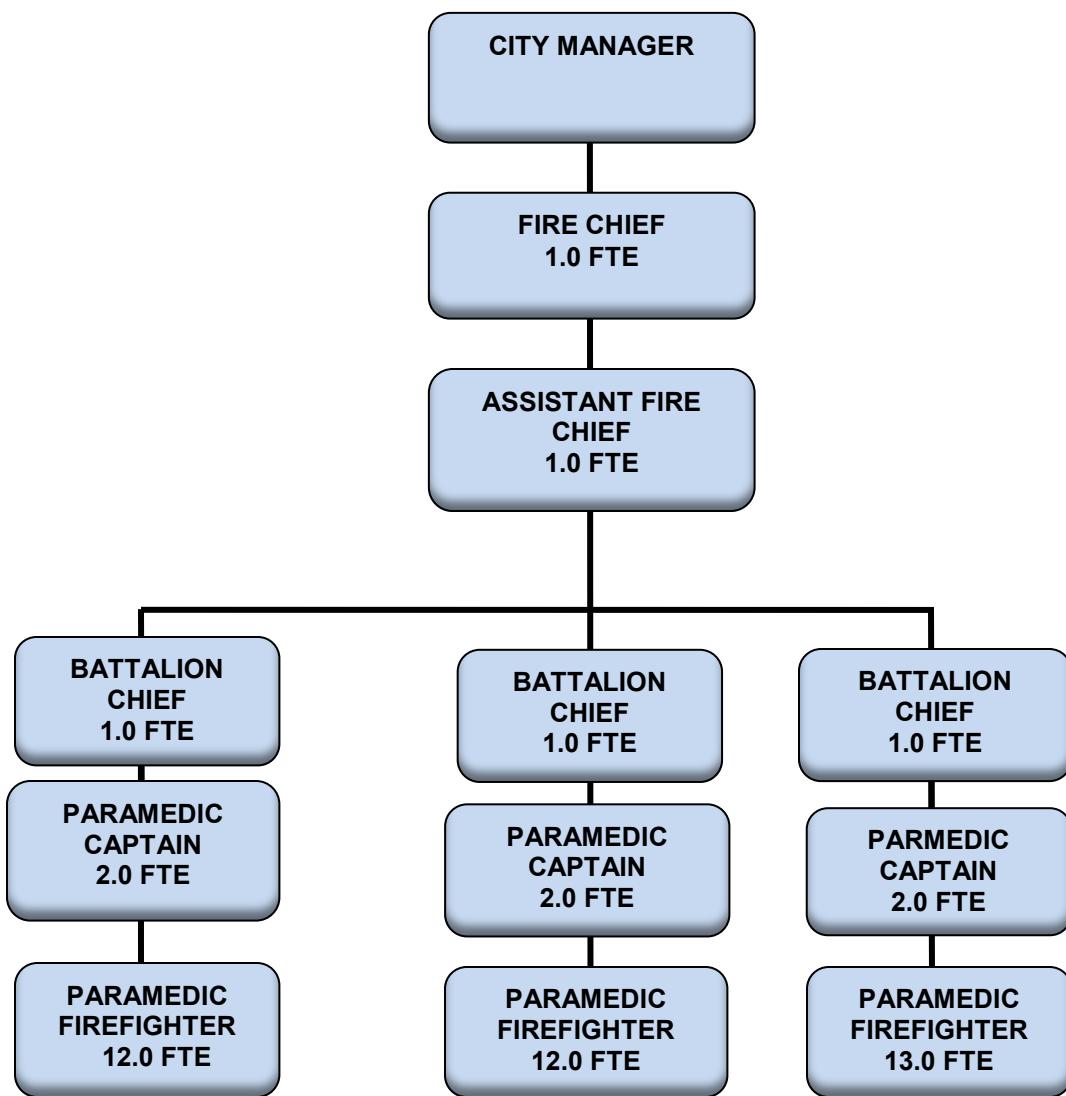


Department	Police
Program	Police Temporary Facility

Fund	General
Account Number	01-30-21

	FY 2017 Actual	FY 2018 Actual	FY 2019 Original	FY 2019 Amended	FY 2019 Estimated	FY 2020 Budget	% over FY 2019
Contractual Services							
6050 Maintenance Contracts	-	(22,784)	-	-	-	3,392	100%
6160 Insurance-Property & Auto	-	11,294	-	-	-	27,052	100%
Sub-Total Contractual Services	-	(11,490)	-	-	-	30,444	100%
Total	-	(11,490)	-	-	-	30,444	100%

FIRE DEPARTMENT



The University City Fire Department provides emergency services, emergency medical care, fire prevention guidance, and safety education in a professional, progressive, and economical manner to the citizens we serve.

The Fire Department protects the citizens and property of University City against the hazards of fire, natural or man-made disasters, and provides Emergency Medical Services and transportation. The Fire Department also plans, develops, and implements procedures, practices, and guidelines for the safety and welfare of the citizens.

Mission Statement

The University City Fire Department is a team of dedicated professionals who strive to provide quality emergency services, emergency medical care, fire prevention, and safety education in a professional and economical manner to the citizens and visitors we serve.

Slogan

“Let’s Roll!” We are dedicated professional firefighter/paramedics striving to eliminate the loss of life and property due to fire, accidents, and disasters, whether man-made or natural.

Capability

The City of University City, under the statewide mutual aid agreement, operates as a mutual aid partner with all municipalities and/or fire districts in St. Louis County, St. Louis City, Franklin, and St. Charles County areas, as well as statewide if requested.

By staffing and maintaining the fire apparatus, emergency medical and firefighting equipment, the department members are equipped with the tools, competency, and skills necessary to provide the citizens and visitors to the community with a high level of emergency services expected of a high quality department.

Many of the firefighters further the basic fire and safety training by attending advanced level training and certifications such as rescue technicians, hazard material Technicians, Instructors, Investigators, and Inspectors. All of which provide the citizens with a high level of service. We are proud to be able to incorporate these specializations into the daily safety of the community.

Objective

The University City Fire Department provides emergency services, emergency medical care, fire prevention guidance, and safety education in a professional, progressive, and economical manner to the community we serve.

The Fire Department protects the citizens and property of University City against the hazards of fire, natural and man-made disasters, as well as provides Emergency Medical Service response. Planning, developing, and implementing the procedures, practices, and guidelines outlining safety and welfare concerns of the citizens is our top priority.

Department Goals

Encourage further Missouri Division of Fire Safety certification's in areas of interest or necessity (for promotion) of fire department employees. Examples are Fire Instructor, Officer I or II, Inspector, Investigator, Technical Rescue, Driver/Operator, and Hazardous Materials Technician. These certifications will prove have a positive impact on not only the department itself, but to the community.

Re-establishing EMS service provided by the firefighter/paramedics of the department to ensure high quality care given to all citizens and visitors to our community.

Re-establishing the Fire Marshal position to greater ensure the safety of the citizens as well as the firefighters, through public education, pre plan development and a greatly enhanced safety inspection program.

Fire Prevention

While fire departments are known for the obvious, fighting fires, the University City Fire Department also conducts fire prevention activities throughout the year, with the intent of preventing fires before they start.

In addition to the safety and fire prevention talks performed at each school, public and private, during *Fire Prevention Week*, conducting fire safety talks, fire evacuation drills, and fire extinguisher classes for several businesses and multi-resident buildings within the City is routine for the fire crews.

The free smoke detector program for City residents, established a number of years ago, provides for the installation of smoke detectors, as well as replacement batteries at no costs to City residents and has become a very popular and effective fire prevention tactic. Working smoke detectors in residential occupancies has proven, world-wide, to alert occupants to the presence of a dangerous condition which may have gone undetected without such devices. We are now a partner with Red Cross to provide ten year battery life smoke detectors as well as modified (bed shaker) smoke detectors used for the hearing impaired. Along with installing these detectors, the fire department is evaluating the residence and designing an escape (fire) plan for these homes.

Community Involvement

The Fire Department participates in numerous ongoing public relations events throughout the year. Among these are the serious CPR and First Aid classes, evacuation drills, and safety talks to a multitude of community groups.

The firefighters also have the honor and privilege of more lighthearted events throughout the year such as leading a number of parades, attending block parties and children's birthday parties, as well as other community events in which the public is given the opportunity to interact, ask questions to the paramedics and firefighters, and view the tools and equipment used daily.

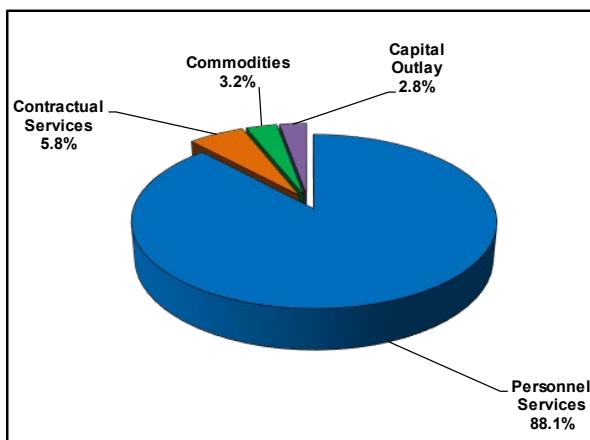
PERSONNEL SUMMARY

	FY 2018 Authorized	FY 2019 Authorized	FY 2020 Authorized
Fire			
<i>Fire Operations</i>			
Fire Chief	1.0	1.0	1.0
Assistant Fire Chief	1.0	1.0	1.0
Battalion Chief	3.0	3.0	3.0
Paramedic Fire Captain	6.0	6.0	6.0
Paramedic Firefighter	24.0	24.0	37.0
Firefighter	-	-	-
Executive Secretary to Chief	-	-	-
Fire Personnel Total	<u>35.0</u>	<u>35.0</u>	<u>48.0</u>

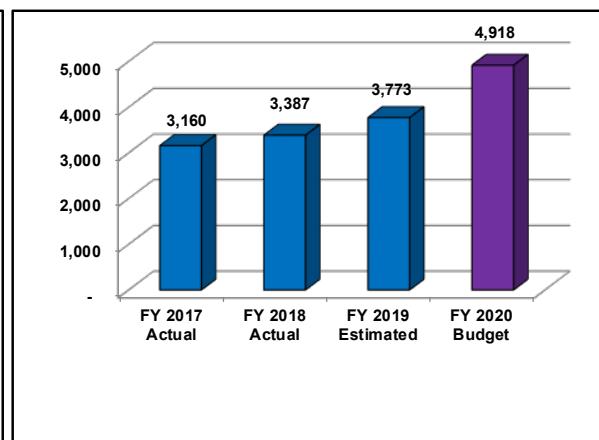
BUDGET EXPENDITURES

	FY 2017 Actual	FY 2018 Actual	FY 2019 Original	FY 2019 Amended	FY 2019 Estimated	FY 2020 Budget	% over FY 2019
Personnel Services	2,749,326	2,871,384	3,179,600	3,179,600	3,179,600	4,333,250	36%
Contractual Services	284,142	378,161	455,800	455,800	455,800	286,694	-37%
Commodities	118,644	107,029	137,600	137,600	137,600	158,305	15%
Capital Outlay	8,026	30,135	-	-	-	139,600	100%
Total	<u>3,160,139</u>	<u>3,386,709</u>	<u>3,773,000</u>	<u>3,773,000</u>	<u>3,773,000</u>	<u>4,917,849</u>	<u>30%</u>

FY 2020 Budget



Total Expenditures ('000)



SIGNIFICANT CHANGES IN FY 2020 BUDGET

1. For FY20, The department is adding ambulances back to the fleet. We are purchasing a second new ambulance and having one of the former units completely gone over to be road ready for the EMS start up. In summary we will have 2 new primary units and an already owned back up unit.
2. With the addition of the ambulances, we have added 13 new personnel to man these units. They come to use cross trained as firefighter/paramedics and are going through rigorous training within the department to be sure that they are top notch.
3. With the Assistant Chief taking on the Duties as the Fire Marshal and the addition of the EMS coming back to the department. We are adding a part time administrative assistant to make sure we stay on top of the increased paperwork and to help us maintain an efficient operation.

MOBILE EQUIPMENT

Quantity	Year	Make	Model	Description	Replacement Schedule In Years
1	2016	Chevrolet	Suburba	Command Vehicle Asst. Fire	5
1	2015	Chevrolet	Tahoe	Chief/Investigations	5
1	2014	Chevrolet	Tahoe	Fire Chief 75', 1500 GPM	5
1	2014	Sutphen	SL75	Rescue Ladder 1500 GPM Rescue	15
1	2012	Pierce	Velocity	Pumper	10
1	2019	Freightliner	Osage	ALS Ambulance	8
1	2009	Chevrolet	MedTech	ALS Ambulance	8
1	2004	Chevrolet	2500	Utility Pick-up Truck	10
1	2019	Freightliner	Osage	ALS Ambulance 1500 GPM Rescue	8
1	1999	Saulsbury	Spartan	Pumper	10
1	2013	Kubota	UTV	Mobile Medical Unit	15

PERFORMANCE MEASUREMENTS

	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected
Fires:			
Residential	87	60	29
Commercial	9	17	15
Vehicle	16	10	6
Rubbish	16	3	10
Outside, Other	18	6	8
Natural Vegetation	2	8	2
All other fires	50	32	35
Total Fires	198	136	135
Classification of All Fire Calls:			
Fires	198	136	135
Rescue & Emergency Medical Assist	660	647	478
Hazardous Conditions (no fire)	161	125	125
All Other Responses	644	482	539
False Alarms & False Calls	374	307	294
Assist to Other Departments	274	100	132
Assist from Other Departments	581	94	145
Total Classification of All Fire Calls	2,892	1,891	1,848
Fire With Estimated Dollar Loss:			
Fire/Explosion	\$ -	\$ -	\$ -
Structure Fire	268,613	228,220	181,300
Outside of Structure Fire	200	-	24,550
Vehicle Fire	23,500	3	47,500
Natural Vegetation	-	-	-
Rubbish	-	-	-
Cooking	-	-	17,800
Fire, Other	20,100	32,050	6,750
Total Estimated Loss Value	\$ 312,413	\$ 260,273	\$ 277,900



Department	Fire
Program	Fire Operations

Fund	General
Account Number	01-35-25

	FY 2017 Actual	FY 2018 Actual	FY 2019 Original	FY 2019 Amended	FY 2019 Estimated	FY 2020 Budget	% over FY 2019
Personnel Services							
5001 Salaries - Full-Time	2,250,700	2,307,963	2,600,000	2,600,000	2,600,000	3,474,800	34%
5022 Education Leave	248	2,016	-	-	-	-	0%
5220 Injury Leave	10,136	3,486	-	-	-	-	0%
5230 Injury Leave - Taxable	-	-	-	-	-	-	0%
5340 Salaries - Part-Time & Temp	13,891	-	25,000	25,000	25,000	29,750	19%
5380 Overtime	43,811	79,724	50,000	50,000	50,000	50,000	0%
5420 Workers Compensation	158,935	162,187	160,000	160,000	160,000	251,400	57%
5460 Medical Insurance	215,535	269,965	281,000	281,000	281,000	454,000	62%
5660 Social Security Contributions	4,520	-	-	-	-	1,900	100%
5700 Clothing Allowance	20,100	11,677	21,000	21,000	21,000	20,400	-3%
5740 Pension Contribution Nonunif.	-	-	-	-	-	-	0%
5745 Pension Contribution P&F	-	-	-	-	-	-	0%
5860 Unemployment	-	1,482	-	-	-	-	0%
5900 Medicare	31,450	32,884	42,600	42,600	42,600	51,000	20%
Sub-Total Personnel Services	2,749,326	2,871,384	3,179,600	3,179,600	3,179,600	4,333,250	36%
Contractual Services							
6010 Professional Services	14,328	9,322	25,600	25,600	25,600	31,540	23%
6011 Settlement	-	55,220	-	-	-	-	0%
6030 Medical Service	19,605	13,742	8,000	8,000	8,000	300	-96%
6040 Events & Receptions	78	-	1,000	1,000	1,000	1,000	0%
6050 Maintenance Contract	-	-	24,100	24,100	24,100	24,839	3%
6070 Temporary Labor	-	-	-	-	-	-	0%
6110 Mileage Reimbursement	-	-	-	-	-	-	0%
6120 Professional Development	1,279	595	6,800	6,800	6,800	6,960	2%
6150 Printing Services	132	758	600	600	600	650	8%
6160 Insurance - Property & Auto	32,013	50,200	35,000	35,000	35,000	51,700	48%
6170 Insurance - Liability	3,963	4,800	5,000	5,000	5,000	4,944	-1%
6210 Insurance - Flood	1,225	1,225	1,300	1,300	1,300	1,262	-3%
6250 Natural Gas	3,593	4,713	6,000	6,000	6,000	6,000	0%
6260 Electricity	64,025	53,970	65,000	65,000	65,000	65,000	0%
6270 Telephone & Pagers	17,931	14,720	15,200	15,200	15,200	15,079	-1%
6280 Water	3,065	3,132	3,000	3,000	3,000	3,000	0%
6290 Sewer	1,676	2,015	1,000	1,000	1,000	1,300	30%
6360 Building Maintenance	13,205	27,330	15,000	15,000	15,000	15,000	0%
6380 Equipment Maintenance	7,614	15,859	15,000	15,000	15,000	19,000	27%
6400 Office Equipment Maintenance	153	267	3,000	3,000	3,000	3,000	0%
6530 Fleet Service & Replacement	63,260	82,159	70,500	70,500	70,500	-	-100%
6545 Property Rental	-	-	115,000	115,000	115,000	-	-100%
6560 Technology Services	3,988	4,147	4,200	4,200	4,200	5,900	40%
6600 Tuition Reimbursement	1,740	3,668	6,000	6,000	6,000	6,000	0%
6610 Staff Training	27,928	22,201	23,900	23,900	23,900	17,590	-26%
6640 Exterminations	539	508	600	600	600	630	5%
6650 Membership & Certification	2,675	6,276	4,000	4,000	4,000	4,000	0%
6700 Misc. Operating Services	127	1,334	1,000	1,000	1,000	2,000	100%
Sub-Total Contractual Services	284,142	378,161	455,800	455,800	455,800	286,694	-37%
Commodities							
7001 Office Supplies	874	1,093	1,000	1,000	1,000	1,000	0%
7050 Publications	3,608	5,873	8,700	8,700	8,700	9,420	8%
7090 Office & Computer Equip.	700	4,468	2,500	2,500	2,500	2,500	0%
7210 Chemicals	1,519	3,316	7,000	7,000	7,000	7,000	0%
7330 Food	635	982	1,000	1,000	1,000	1,000	0%
7370 Institutional Supplies	4,076	10,034	11,400	11,400	11,400	27,260	139%
7410 License Plates & Badges	-	670	-	-	-	-	0%
7450 Photographic Supplies	-	27,201	-	-	-	1,000	100%
7530 Medical Supplies	43,259	22,937	43,600	43,600	43,600	36,000	-17%
7570 Hardware & Hand Tools	40,074	30,110	15,600	15,600	15,600	40,225	158%
7770 Uniforms & Safety Gear	23,519	-	45,800	45,800	45,800	31,900	-30%
7850 Awards & Gifts	380	347	1,000	1,000	1,000	1,000	0%
Sub-Total Commodities	118,644	107,029	137,600	137,600	137,600	158,305	15%
Capital Outlay							
8001 Building Improvements	-	-	-	-	-	-	0%
8120 Computer Equipment	-	-	-	-	-	-	0%
8200 Vehicles & Equipment	8,026	30,135	-	-	-	139,600	100%
Sub-Total Capital Outlay	8,026	30,135	-	-	-	139,600	100%
Total	3,160,139	3,386,709	3,773,000	3,773,000	3,773,000	4,917,849	30%



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PUBLIC SAFETY SALES TAX FUND

In 2017, a one-half cent public safety sales tax was approved by St. Louis County voters. In FY 2018, this sales tax is recorded in the General Fund. In FY 2019, the City creates a new special revenue fund and record this sales tax revenue separately.

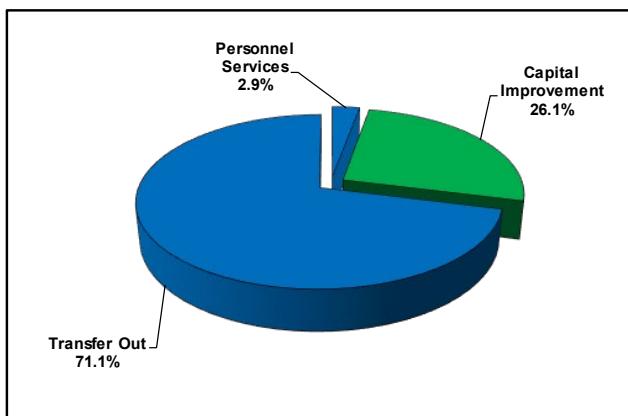
PERSONNEL SUMMARY

	FY 2018 Authorized	FY 2019 Authorized	FY 2020 Authorized
Human Resources			
Human Resources Director	-	0.5	0.5
Police			
Victim Advocate	-	1.0	1.0
Public Safety Sales Tax Personnel Total	<u>-</u>	<u>1.5</u>	<u>1.5</u>

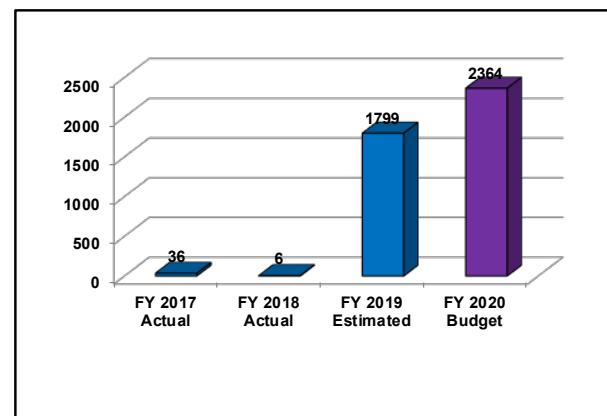
BUDGET EXPENDITURES

	FY 2017 Actual	FY 2018 Actual	FY 2019 Original	FY 2019 Amended	FY 2019 Estimated	FY 2020 Budget	% over FY 2019
Personnel Services	20,716	5,811	103,000	103,000	103,000	68,070	-34%
Commodities	1,019	-	30,000	30,000	30,000	-	-100%
Capital Improvement	14,559	-	1,666,300	1,666,300	1,666,300	616,000	-63%
Transfer Out	-	-	-	-	-	1,679,700	100%
Total	36,294	5,811	1,799,300	1,799,300	1,799,300	2,363,770	31%

FY 2020 Budget



Total Expenditures





Department	Human Resources
Program	Human Resources

Fund	Public Safety
Account Number	15-14-07

	FY 2017 Actual	FY 2018 Actual	FY 2019 Original	FY 2019 Amended	FY 2019 Estimated	FY 2020 Budget	% over FY 2019
Personnel Services							
5001 Salaries- Full Time	-	-	-	-	-	53,900	100%
5420 Workers Compensations	-	-	-	-	-	130	100%
5460 Medical Insurance	-	-	-	-	-	3,400	100%
5660 Social Security Contributions	-	-	-	-	-	3,400	100%
5740 Pension Contribution Nonunif	-	-	-	-	-	6,450	100%
5900 Medicare	-	-	-	-	-	790	100%
Sub-Total Personnel Services	-	-	-	-	-	68,070	100%
Total	-	-	-	-	-	68,070	100%



Department	Police
Program	Police Operations

Fund	Public Safety
Account Number	15-30-20

	FY 2017 Actual	FY 2018 Actual	FY 2019 Original	FY 2019 Amended	FY 2019 Estimated	FY 2020 Budget	% over FY 2019
Transfer Out							
9950 To GF-Interfund Loan	-	-	-	-	-	1,679,700	100%
Sub-Total Transfer Out	-	-	-	-	-	1,679,700	100%
Total	-	-	-	-	-	1,679,700	100%



Department	Police
Program	Capital Improvement

Fund	Public Safety
Account Number	15-30-90

	FY 2017 Actual	FY 2018 Actual	FY 2019 Original	FY 2019 Amended	FY 2019 Estimated	FY 2020 Budget	% over FY 2019
Personnel Services							
5380 Overtime	20,716	5,811	-	-	-	-	0%
Sub-Total Personnel Services	20,716	5,811	-	-	-	-	0%
Commodities							
7570 Hardware & Hand Tools	1,019	-	-	-	-	-	0%
Sub-Total Commodities	1,019	-	-	-	-	-	0%
Capital Outlay							
8000 Building	-	-	-	-	-	-	0%
8100 Misc Improvements	-	-	-	-	-	75,000	100%
8120 Computer Equipment	14,559	-	-	-	-	106,000	100%
8200 Vehicles & Equipment	-	-	-	-	-	185,000	100%
	14,559	-	-	-	-	366,000	100%
Total	36,294	5,811	-	-	-	366,000	100%

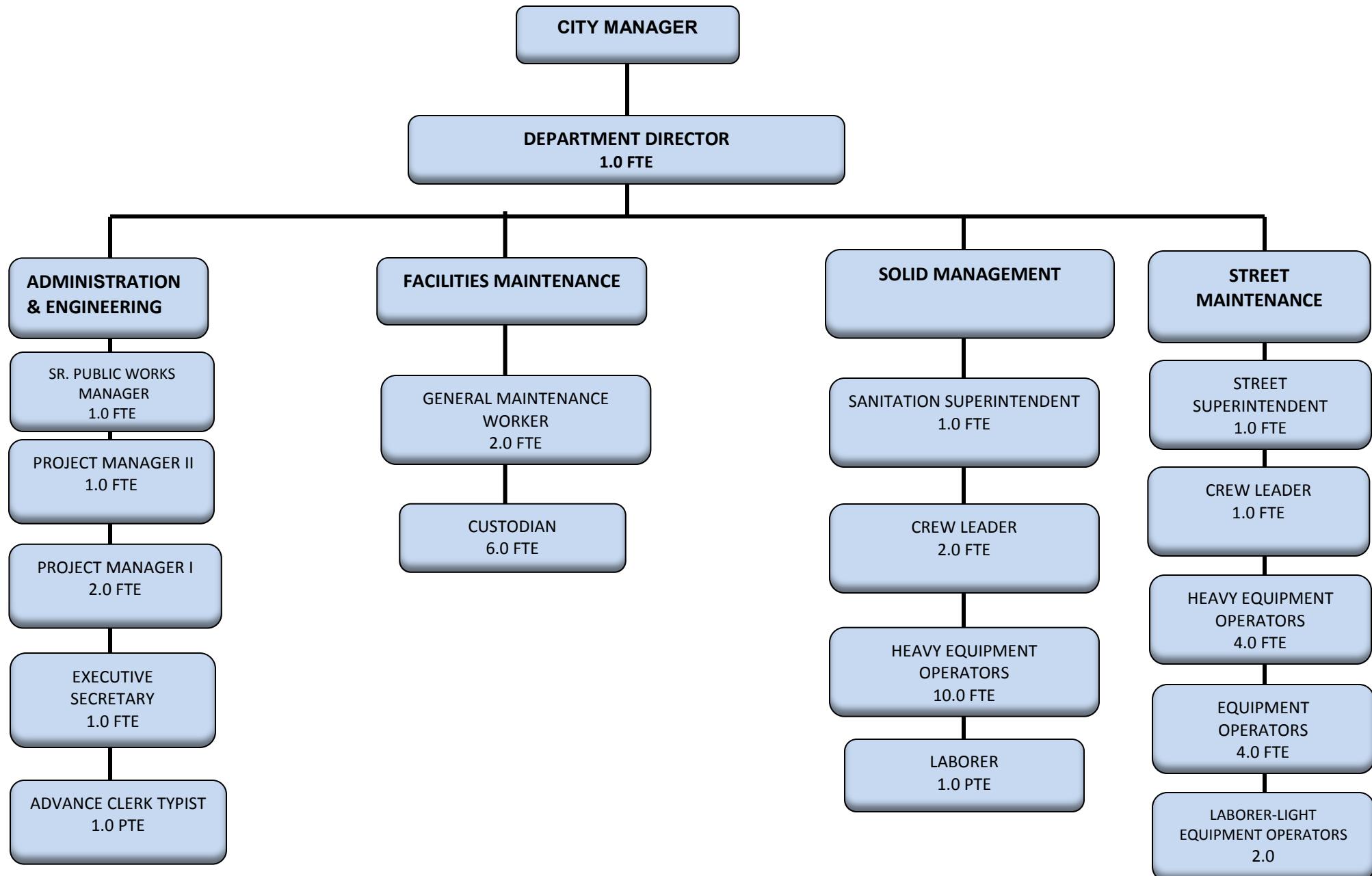


Department	Fire
Program	Capital Improvement

Fund	Public Safety
Account Number	15-35-90

	FY 2017 Actual	FY 2018 Actual	FY 2019 Original	FY 2019 Amended	FY 2019 Estimated	FY 2020 Budget	% over FY 2019
Capital Outlay							
8000 Building	-	-	-	-	-	-	0%
8001 Building Improvements	-	-	-	-	-	-	0%
8180 Office Furniture & Equip	-	-	-	-	-	-	0%
8200 Vehicles & Equipment	-	-	-	-	-	250,000	100%
8260 Grant Expense	-	-	-	-	-	-	0%
Sub-Total Capital Outlay	-	-	-	-	-	250,000	100%
Total	-	-	-	-	-	250,000	100%

PUBLIC WORKS



The Public Works Department provides the physical facilities (infrastructure) and services that serve public needs.

Mission Statement

The Public Works Department maintains the integrity of all public systems and services vital to the health, safety, and quality of life of our community.

The Department is organized into four divisions:

1. Administration & Engineering
2. Streets Maintenance
3. Facilities Maintenance
4. Solid Waste Management

Many traditional city services are provided by the Public Works Department. These services include: administration & engineering design, construction management, snow and ice control, leaf collection, street and on-street bike trail maintenance, street lighting and traffic control, solid waste and recycling services, and maintenance of city facilities. Fleet service and maintenance responsibility is discontinued in the Public Works Department as of the FY 2020 and is now assumed by the Assistant City Manager/ Human Resources department.

The major infrastructure facilities and properties include:

- 81 centerline miles of street
- 7 miles of alley
- 24 bridges
- 4 parking lots
- 5 miles of bike trails
- 115 miles of sidewalk
- 160 vehicles
- 513 city-owned street lights
- 5,400 regulatory/street name signs
- 8 traffic signals
- 1 community center
- 1 recreation facility including gymnasium
- 1 indoor soccer field
- 1 pool house
- 1 police temporary station
- 2 fire engine houses
- 1 golf pro shop
- 1 gold maintenance building
- 1 fleet shop
- 1 solid waste transfer station
- 1 municipal operations building
- 1 park maintenance building
- 1 sign shop
- 1 city hall
- 1 Trinity Building
- 1 City Hall Annex

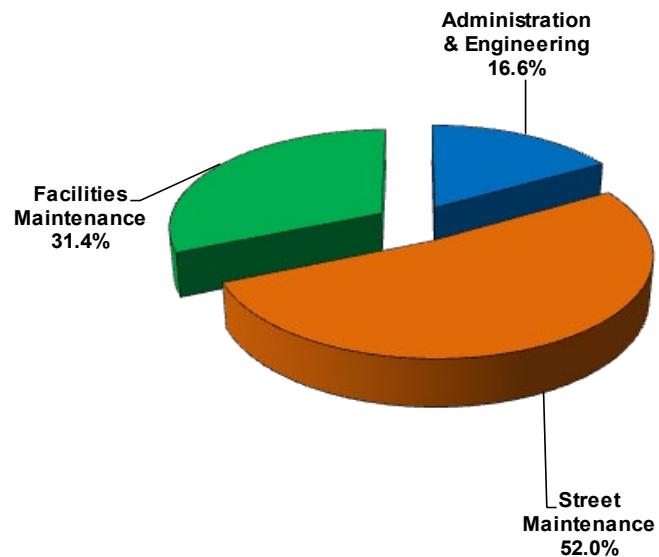
PERSONNEL SUMMARY

Full-Time Personnel Summary by Department/Program	FY 2018 Authorized	FY 2019 Authorized	FY 2020 Authorized
Public Works and Parks			
<i>Administration & Engineering</i>			
Director of Public Works	1.0	1.0	1.0
Senior Public Works Manager	1.0	1.0	1.0
Project Manager II	2.0	2.0	1.0
Project Manager I	2.0	2.0	2.0
Executive Secretary to Department Director	1.0	1.0	1.0
Advanced Clerk Typist	1.0	1.0	1.0
<i>Administration & Engineering Personnel Total</i>	8.0	8.0	7.0
<i>Streets Maintenance</i>			
Streets Superintendent	1.0	1.0	1.0
Crew Leader	2.0	2.0	1.0
Heavy Equipment Operator	3.0	3.0	4.0
Equipment Operator	4.0	4.0	4.0
Laborer/Light Equipment Operator	2.0	2.0	2.0
<i>Streets Maintenance Personnel Total</i>	12.0	12.0	12.0
<i>Facilities Maintenance</i>			
Facilities Maintenance Supervisor	1.0	1.0	-
Custodian	6.0	6.0	6.0
General Maintenance Worker	1.0	2.0	2.0
<i>Facilities Maintenance Personnel Total</i>	8.0	9.0	8.0
<i>Fleet Maintenance</i>			
Fleet Manager	1.0	1.0	-
Lead Mechanic	1.0	1.0	-
Mechanic	4.0	4.0	-
<i>Fleet Maintenance Personnel Total</i>	6.0	6.0	-
<i>Solid Waste Management</i>			
Sanitation Superintendent	1.0	1.0	1.0
Crew Leader	2.0	2.0	2.0
Heavy Equipment Operator	10.0	10.0	10.0
Laborer	1.0	1.0	1.0
<i>Solid Waste Management Personnel Total</i>	14.0	14.0	14.0
Public Works Department Personnel Total	49.0	49.0	41.0

Part-Time Personnel Summary by Department/Program	FY 2018 Authorized	FY 2019 Authorized	FY 2020 Authorized
Public Works Department			
Advance Clerk Typist	0.7	0.5	0.7
Public Works Inspector	-	0.5	0.7
<i>Administration & Engineering Personnel Total</i>	<u>0.7</u>	<u>1.0</u>	<u>1.4</u>
<i>Streets Maintenance</i>			
Streets Laborer	0.9	-	0.7
<i>Streets, Parks, and Forestry Maintenance Personnel Total</i>	<u>0.9</u>	<u>-</u>	<u>0.7</u>
<i>Facility Maintenance</i>			
Custodian	-	-	1.4
<i>Facility Maintenance Personnel Total</i>	<u>-</u>	<u>-</u>	<u>1.4</u>
<i>Fleet Maintenance</i>			
Fleet Laborer	0.7	0.7	-
<i>Fleet Maintenance Personnel Total</i>	<u>0.7</u>	<u>0.7</u>	<u>-</u>
<i>Solid Waste Management</i>			
Laborer	1.8	1.8	2.8
<i>Solid Waste Management Personnel Total</i>	<u>1.8</u>	<u>1.8</u>	<u>2.8</u>
Public Works and Parks Department Personnel Total	<u>1.4</u>	<u>3.5</u>	<u>6.3</u>

PROGRAM AS A PERCENTAGE OF DEPARTMENT BUDGET (General Fund)

Program	Personnel	Contractual Commodities	Capital Outlay	Total
Engineering	335,992	94,243	6,900	- 437,135
Street Maintenance	656,515	692,213	16,850	- 1,365,578
Facilities Maintenance	485,700	308,441	21,400	10,000 825,541
Total	1,478,207	1,094,897	45,150	10,000 2,628,255



ADMINISTRATION & ENGINEERING

The Administration/Engineering Division of the Public Works Department is divided into two areas: Administration and Engineering.

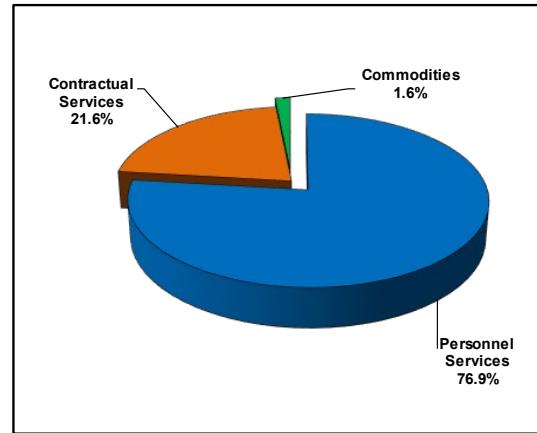
Administration manages functions such as human resources, approval of purchases and procurements, priority of work, annual goal setting, overall strategic planning, and department budget proposal development. Administration interprets existing city policies and guides the development of new policies to effectively implement the directions of the City Manager and City Council.

Engineering includes management, design, construction, and review of all projects containing public infrastructure and involving City right-of-way. Engineering oversees long-range planning of infrastructure improvements, plan review for development projects, and coordination with utilities and negotiation of easements.

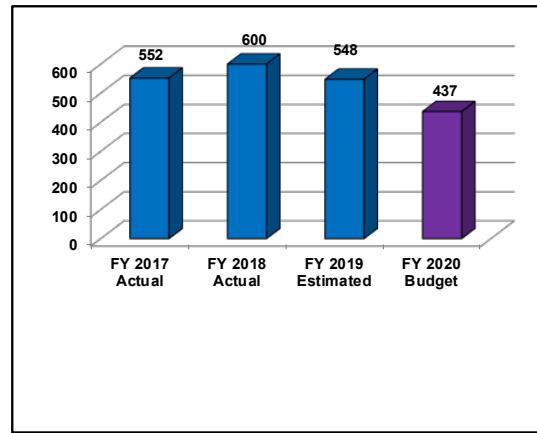
BUDGET EXPENDITURES

	FY 2017 Actual	FY 2018 Actual	FY 2019 Original	FY 2019 Amended	FY 2019 Estimated	FY 2020 Budget	% over FY 2019
Personnel Services	480,292	487,443	426,000	426,000	426,000	335,992	-21%
Contractual Services	68,787	108,692	113,800	113,800	113,800	94,243	-17%
Commodities	3,267	3,628	7,700	7,700	7,700	6,900	-10%
Total	552,346	599,763	547,500	547,500	547,500	437,135	-20%

FY 2020 Budget



Total Expenditures



SIGNIFICANT BUDGETARY ISSUES

1. Manual on Uniform Traffic Control Devices (MUTCD) requires upgrade on all city signs.
2. Aging infrastructure requires additional work and upgrading of sidewalk facilities to mandatory compliance with Americans with Disabilities Act.
3. Clean Water Act and Metropolitan St. Louis Sewer District Storm Water Phase II permit compliance requires more resources for monitoring and regulating land disturbance sites, and municipal operations & maintenance upgrades.
4. Program control systems development for the construction program requires expenditure of initial resources but with anticipated savings in accurate record keeping and access to project information, as well as, more streamlined project financial accounting and auditing.
5. MSD Project Clear and water and natural gas utility infrastructure upgrade projects, as well as, wireless telecommunications infrastructure deployment requires increased use of resources for right-of-way work oversight and coordination/inspections.

FISCAL YEAR 2019 PERFORMANCE SUMMARY

Right-of-Way Permits Issued: 293

Special Use Permits Issued: 32

ADA Placards Issued: 64

ADA Ramps Improved: 68

Number of Street Blocks (Sidewalk and Pavement) Improved: 30



Department	Public Works	Fund	General
Program	Admin & Engineering	Account Number	01-40-30

	FY 2017 Actual	FY 2018 Actual	FY 2019 Original	FY 2019 Amended	FY 2019 Estimated	FY 2020 Budget	% over FY 2019
Personnel Services							
5001 Salaries - Full-Time	311,477	327,082	241,500	241,500	241,500	199,900	-17%
5340 Salaries - Part-Time & Temp	28,700	22,707	33,000	33,000	33,000	44,992	36%
5380 Overtime	249	-	500	500	500	500	0%
5420 Workers Compensation	4,471	4,107	7,500	7,500	7,500	4,100	-45%
5460 Medical Insurance	37,439	37,576	48,700	48,700	48,700	44,000	-10%
5660 Social Security Contributions	21,917	22,249	17,100	17,100	17,100	15,000	-12%
5740 Pension Contribution Nonunif.	68,700	65,000	73,700	73,700	73,700	24,000	-67%
5860 Unemployment	2,240	3,566	-	-	-	-	0%
5900 Medicare	5,100	5,155	4,000	4,000	4,000	3,500	-12%
Sub-Total Personnel Services	480,292	487,443	426,000	426,000	426,000	335,992	-21%
Contractual Services							
6010 Professional Services	31,330	44,815	47,000	47,000	47,000	34,000	-28%
6040 Events & Receptions	-	-	-	-	-	-	0%
6050 Maintenance Contracts	-	3,000	5,100	5,100	5,100	4,000	-22%
6070 Temporary Labor	4,954	29,021	6,000	6,000	6,000	6,000	0%
6090 Postage	-	110	500	500	500	500	0%
6110 Mileage Reimbursement	111	20	500	500	500	500	0%
6120 Professional Development	3,446	2,530	7,200	7,200	7,200	10,200	42%
6130 Advertising & Public Notices	3,982	3,554	8,500	8,500	8,500	4,000	-53%
6140 Photo - Blueprinting Services	-	-	1,000	1,000	1,000	1,000	0%
6150 Printing Services	217	68	1,000	1,000	1,000	500	-50%
6170 Insurance - Liability	3,490	4,800	4,500	4,500	4,500	4,944	10%
6260 Electricity	-	-	-	-	-	-	0%
6270 Telephone & Pagers	3,024	5,018	5,700	5,700	5,700	5,699	0%
6380 Equipment Maintenance	-	-	-	-	-	-	0%
6400 Office Equipment Maintenance	270	-	3,600	3,600	3,600	3,600	0%
6560 Technology Services	-	-	-	-	-	-	0%
6610 Staff Training	2,260	3,495	4,000	4,000	4,000	4,000	0%
6650 Membership & Certification	2,286	2,039	5,200	5,200	5,200	3,000	-42%
6700 Misc. Operating Services	13,417	10,221	14,000	14,000	14,000	12,300	-12%
6730 Lien Recording Fees	-	-	-	-	-	-	0%
Sub-Total Contractual Services	68,787	108,692	113,800	113,800	113,800	94,243	-17%
Commodities							
7001 Office Supplies	2,699	2,121	2,500	2,500	2,500	2,500	0%
7050 Publications	277	50	900	900	900	900	0%
7090 Office & Computer Equip.	291	697	2,200	2,200	2,200	2,200	0%
7330 Food	-	-	-	-	-	-	0%
7450 Photographic Supplies	-	-	-	-	-	-	0%
7530 Medical Supplies	-	-	-	-	-	-	0%
7570 Hardware & Hand Tools	-	-	-	-	-	-	0%
7770 Uniforms & Safety Gear	-	760	1,800	1,800	1,800	1,000	-44%
7850 Awards & Gifts	-	-	300	300	300	300	0%
Sub-Total Commodities	3,267	3,628	7,700	7,700	7,700	6,900	-10%
Total	552,346	599,763	547,500	547,500	547,500	437,135	-20%

STREETS MAINTENANCE

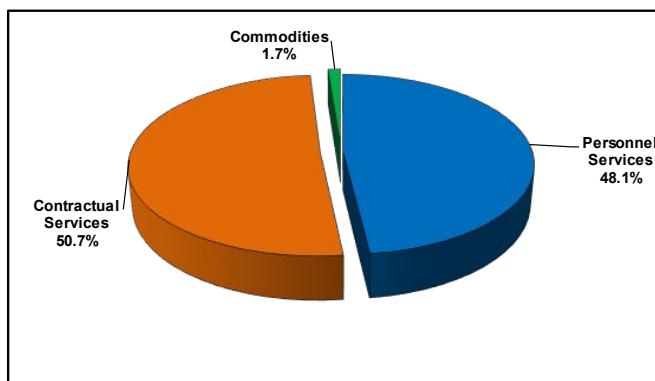
The Street Maintenance Division focuses on public infrastructure, including streets, sidewalks and alleys throughout the City.

Streets' major emphasis is on street maintenance and the preservation of streets, sidewalks, bridges, streetlights and traffic signs and signals throughout the City. Street Personnel is also responsible for spring and fall curbside Leaf Collection, residential street sweeping and snow removal.

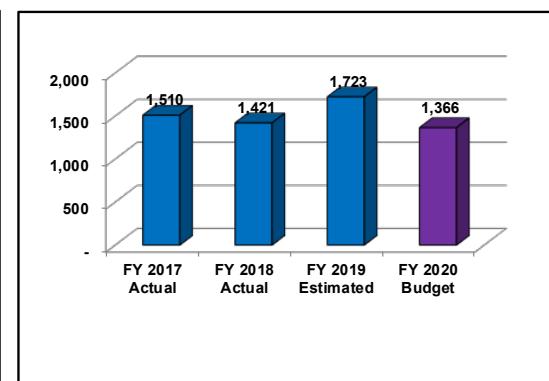
BUDGET EXPENDITURES

Street Maintenance	FY 2017 Actual	FY 2018 Actual	FY 2019 Original	FY 2019 Amended	FY 2019 Estimated	FY 2020 Budget	% over FY 2019
Personnel Services	322,983	439,016	443,400	443,400	443,400	656,515	48%
Contractual Services	1,137,389	957,138	1,198,500	1,198,500	1,198,500	692,213	-42%
Commodities	49,566	25,071	80,700	80,700	80,700	16,850	-79%
Total	1,509,938	1,421,225	1,722,600	1,722,600	1,722,600	1,365,578	-21%

FY 2020 Budget



Total Expenditures



FISCAL YEAR 2019 PERFORMANCE SUMMARY

Potholes repaired: 2,000

Signs install, posts removed: 500

Snow events, salt used, brine used: 10, 675 tons, 10,000 gallons

Ameren light inspection: 167

Special event sign display: 11

Street pavement cave-in requests: 23

Sewer inlet/drains cleaned: 31



Department	Public Works
Program	Street Maintenance

Fund	General
Account Number	01-40-32

	FY 2017 Actual	FY 2018 Actual	FY2019 Original	FY2019 Amended	FY2019 Estimated	FY 2020 Budget	% over FY 2019
Personnel Services							
5001 Salaries - Full-Time	190,769	254,930	247,400	247,400	247,400	431,100	74%
5220 Injury Leave	4,296	1,697	-	-	-	-	0%
5230 Injury Leave - Taxable	-	1,058	-	-	-	-	0%
5340 Salaries - Part-Time & Temp	-	18,187	20,000	20,000	20,000	20,000	0%
5380 Overtime	1,539	4,312	10,000	10,000	10,000	10,000	0%
5420 Workers Compensation	13,240	18,520	15,000	15,000	15,000	36,900	146%
5460 Medical Insurance	38,982	51,166	64,800	64,800	64,800	72,315	12%
5660 Social Security Contributions	11,374	16,395	17,200	17,200	17,200	28,000	63%
5740 Pension Contribution Nonunif.	60,100	69,000	65,000	65,000	65,000	51,600	-21%
5860 Unemployment	-	-	-	-	-	-	0%
5900 Medicare	2,683	3,751	4,000	4,000	4,000	6,600	65%
Sub-Total Personnel Services	322,983	439,016	443,400	443,400	443,400	656,515	48%
Contractual Services							
6010 Professional Services	-	-	3,000	3,000	3,000	3,000	0%
6050 Maintenance Contracts	226,212	82,426	195,000	195,000	195,000	-	-100%
6070 Temporary Labor	69,845	28,889	45,000	45,000	45,000	24,000	-47%
6120 Professional Development	477	-	1,000	1,000	1,000	1,000	0%
6140 Photo & Blueprinting Services	-	-	-	-	-	-	0%
6150 Printing Services	-	-	-	-	-	154	100%
6170 Insurance - Liability	4,963	5,300	5,000	5,000	5,000	5,459	9%
6250 Natural Gas	1,875	2,117	3,000	3,000	3,000	3,000	0%
6260 Electricity	631,424	633,608	620,000	620,000	620,000	620,000	0%
6270 Telephone & Pagers	1,582	1,746	2,400	2,400	2,400	2,400	0%
6290 Sewer	1,320	1,278	1,500	1,500	1,500	1,500	0%
6330 Decorative Street Lights	-	-	-	-	-	-	0%
6340 Public Utility Services	-	-	-	-	-	-	0%
6370 Street & Sidewalk Repairs	-	-	-	-	-	2,000	100%
6380 Equipment Maintenance	4,703	11,027	6,000	6,000	6,000	6,000	0%
6410 Traffic Signal Maintenance	12,993	8,940	8,000	8,000	8,000	8,000	0%
6530 Fleet Service & Replacement ¹	176,387	173,886	293,400	293,400	293,400	-	-100%
6540 Equipment Rental	626	1,971	1,000	1,000	1,000	1,000	0%
6570 Miscellaneous Rentals	10	305	2,000	2,000	2,000	2,000	0%
6600 Tuition Reimbursement	-	-	-	-	-	-	0%
6610 Staff Training	747	165	5,000	5,000	5,000	5,000	0%
6650 Membership & Certification	20	189	500	500	500	500	0%
6660 Laundry Services	3,940	5,229	6,000	6,000	6,000	7,000	17%
6710 Waste Dumping Fees	265	62	700	700	700	200	-71%
Sub-Total Contractual Services	1,137,389	957,138	1,198,500	1,198,500	1,198,500	692,213	-42%
Commodities							
7001 Office Supplies	339	606	700	700	700	700	0%
7090 Office and Computer Equipment	-	69	400	400	400	400	0%
7130 Agriculture Supplies	18	58	1,000	1,000	1,000	1,000	0%
7170 Asphalt Products	-	(2)	-	-	-	-	0%
7210 Chemicals	38,109	14,392	45,000	45,000	45,000	-	-100%
7290 Concrete & Clay Products	-	-	-	-	-	-	0%
7330 Foods	252	319	300	300	300	500	67%
7370 Institutional Supplies	249	576	500	500	500	1,000	100%
7490 Building Materials	-	-	-	-	-	-	0%
7530 Medical Supplies	392	565	200	200	200	450	125%
7570 Hardware & Hand Tools	6,978	5,002	6,500	6,500	6,500	7,500	15%
7730 Metal Supplies	103	1,419	2,000	2,000	2,000	2,000	0%
7770 Uniforms & Safety Gear	3,126	2,067	3,300	3,300	3,300	3,300	0%
7810 Sign Supplies	-	-	20,800	20,800	20,800	-	-100%
7850 Awards & Gifts	-	-	-	-	-	-	0%
Sub-Total Commodities	49,566	25,071	80,700	80,700	80,700	16,850	-79%
Total	1,509,938	1,421,225	1,722,600	1,722,600	1,722,600	1,365,578	-21%

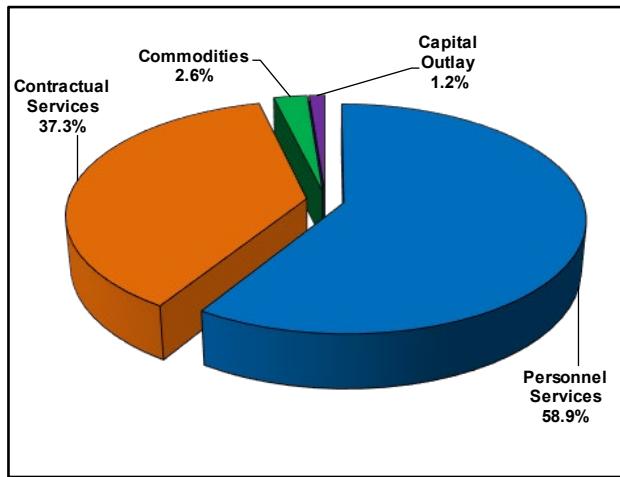
FACILITIES MAINTENANCE

The Facilities Maintenance Division ensures the proper maintenance, operation and custodial services for City-owned buildings and facilities. This division identifies, investigates, and responds to complaints concerning the buildings. It also is responsible for coordinating and setting up meeting space in various City-owned buildings and facilities.

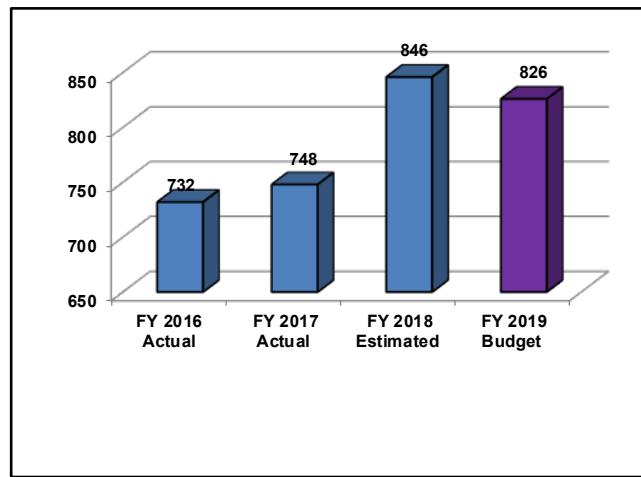
BUDGET EXPENDITURES

Services and Facilities Maintenance	FY 2017 Actual	FY 2018 Actual	FY 2019 Original	FY 2019 Amended	FY 2019 Estimated	FY 2020 Budget	% over FY 2019
Personnel Services	447,025	451,579	549,000	549,000	549,000	485,700	-12%
Contractual Services	263,307	282,692	277,000	277,000	277,000	308,441	11%
Commodities	18,496	11,143	18,400	18,400	18,400	21,400	16%
Capital Outlay	3,137	2,880	2,000	2,000	2,000	10,000	400%
Total	731,965	748,294	846,400	846,400	846,400	825,541	-2%

FY 2020 Budget



Total Expenditures



FISCAL YEAR 2019 PERFORMANCE SUMMARY

- Staff responded to routine and long-term repair work at City facilities.
- Staff improved the bid solicitation process and documentation for small facility needs.
- Staff coordinated major repairs to Centennial Commons and City Hall.



Department	Public Works	Fund	General
Program	Facilities Maintenance	Account Number	01-40-36

	FY 2017 Actual	FY 2018 Actual	FY 2019 Original	FY 2019 Amended	FY 2019 Estimated	FY 2020 Budget	% over FY 2019
Personnel Services							
5001 Salaries - Full-Time	283,401	295,582	360,000	360,000	360,000	335,500	-7%
5340 Salaries - Part-time & Temp	29,163	13,177	25,000	25,000	25,000	-	-100%
5380 Overtime	4,094	8,499	4,000	4,000	4,000	4,000	0%
5420 Workers Compensation	12,616	12,817	13,000	13,000	13,000	16,100	24%
5460 Medical Insurance	53,961	56,794	64,000	64,000	64,000	64,300	0%
5660 Social Security Contributions	18,322	17,299	24,200	24,200	24,200	20,800	-14%
5740 Pension Contribution Nonunif.	41,200	41,000	53,100	53,100	53,100	40,100	-24%
5860 Unemployment	-	2,334	-	-	-	-	0%
5900 Medicare	4,269	4,076	5,700	5,700	5,700	4,900	-14%
Sub-Total Personnel Services	447,025	451,579	549,000	549,000	549,000	485,700	-12%
Contractual Services							
6010 Professional Services	27,072	-	30,000	30,000	30,000	45,000	50%
6050 Maintenance Contracts	17,383	42,164	20,000	20,000	20,000	15,000	-25%
6070 Temporary Labor	-	25,903	-	-	-	30,000	100%
6160 Insurance - Property & Auto	79,965	70,985	80,000	80,000	80,000	73,115	-9%
6170 Insurance - Liability	3,557	4,200	4,500	4,500	4,500	4,326	-4%
6250 Natural Gas	14,711	23,724	15,000	15,000	15,000	15,000	0%
6260 Electricity	55,377	57,627	60,000	60,000	60,000	50,000	-17%
6270 Telephone & Pagers	702	702	1,000	1,000	1,000	1,000	0%
6280 Water	19,551	21,527	20,000	20,000	20,000	20,000	0%
6290 Sewer	19,904	20,425	20,000	20,000	20,000	20,000	0%
6360 Building Maintenance	9,752	6,947	10,000	10,000	10,000	15,000	50%
6380 Equipment Maintenance	12,631	7,458	13,000	13,000	13,000	15,000	15%
6610 Staff Training	-	-	500	500	500	2,000	300%
6640 Exterminations	1,052	1,030	1,000	1,000	1,000	1,000	0%
6650 Membership & Certification	18	-	-	-	-	-	0%
6660 Laundry Services	1,630	-	2,000	2,000	2,000	2,000	0%
Sub-Total Contractual Services	263,307	282,692	277,000	277,000	277,000	308,441	11%
Commodities							
7001 Office Supplies	33	-	200	200	200	200	0%
7090 Office & Computer Equipment	-	-	-	-	-	-	0%
7210 Chemicals	33	-	500	500	500	500	0%
7370 Institutional Supplies	12,147	7,083	11,000	11,000	11,000	12,000	9%
7490 Building Materials	2,253	728	2,500	2,500	2,500	3,000	20%
7530 Medical Supplies	-	165	200	200	200	200	0%
7570 Hardware & Hand Tools	3,529	3,167	3,500	3,500	3,500	5,000	43%
7610 Fuel, Oil, & Lubricants	501	-	500	500	500	500	0%
7810 Sign Supplies	-	-	-	-	-	-	0%
Sub-Total Commodities	18,496	11,143	18,400	18,400	18,400	21,400	16%
Capital Outlay							
8001 Building Improvements	3,137	(2,825)	2,000	2,000	2,000	10,000	400%
8100 Misc. Improvements	-	273	-	-	-	-	0%
8180 Offfce Furniture & Equip.	-	5,432	-	-	-	-	0%
Sub-Total Capital Outlay	3,137	2,880	2,000	2,000	2,000	10,000	400%
Total	731,965	748,294	846,400	846,400	846,400	825,541	-2%

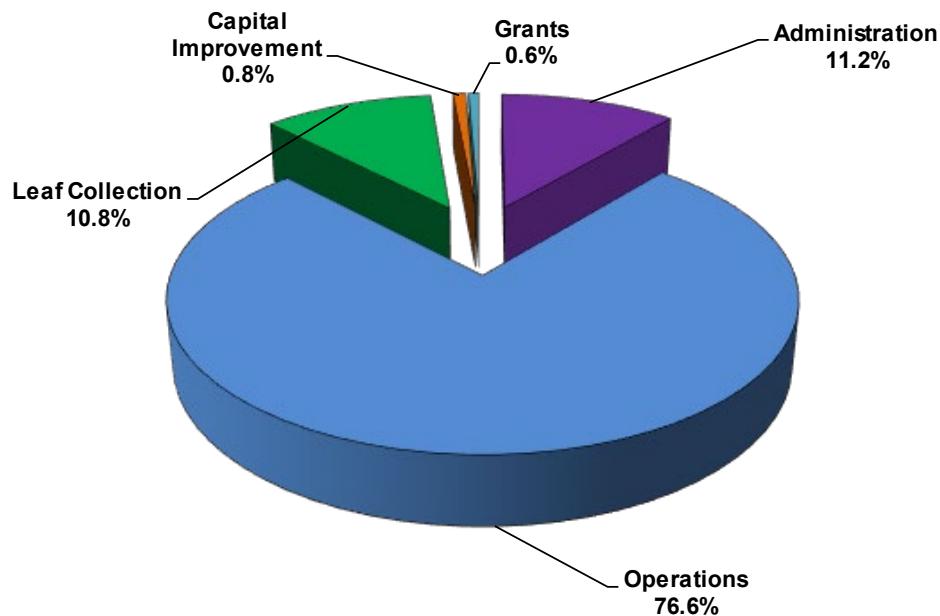
SOLID WASTE FUND

The City provides residential solid waste, recycling collection and disposal services to residents and non-residential properties. The Division collects, recycles, and disposes of trash, recyclables, and yard waste from approximately 11,000 residential and commercial accounts, including city facilities each week. Bulk items such as furniture and appliances are collected twice annually. Other services include:

- Operation and maintenance of the transfer station and recycling drop-off center;
- Transportation of solid waste to the landfill or recycling vendors;
- Maintenance and repair of solid waste equipment, including trash/recycling collection containers (carts), dumpsters and roll-offs;
- Coordination of special trash collection programs for neighborhood events, block parties, and special trash collection requests by delivering and removing trash/recycling containers;
- Provision of special back door trash collection for 80 residential accounts with qualifying medical conditions;
- Coordination with the Finance Department and removal and replacement of trash and recycling containers for shut-off accounts as a part of the Delinquent Trash Program;
- Tracking and reporting of trash volume and recycling materials to regulating agencies;
- Preparation of invoice and revenue reports for transfer station and special trash/recycling programs;
- City wide leaf collection twice per year;
- City wide residential street sweeping three times per year.
- City wide Special street sweeping nine times per year.
- City wide alley sweeping twice per year.
- City wide Christmas tree pick-up.
- Community outreach on trash and waste diversion programs.

BUDGET EXPENDITURES

Program	Personnel	Contractual	Commodities	Capital Outlay	Total
Administration	288,821	54,969	3,000	-	346,790
Operations	1,240,738	1,008,812	123,275	6,000	2,378,825
Leaf Collection	143,160	190,166	1,000	-	334,326
Capital Improvement	-	21,000	4,000	-	25,000
Grants	-	-	-	20,000	20,000
Total	1,672,719	1,253,947	127,275	6,000	3,104,941



GOALS

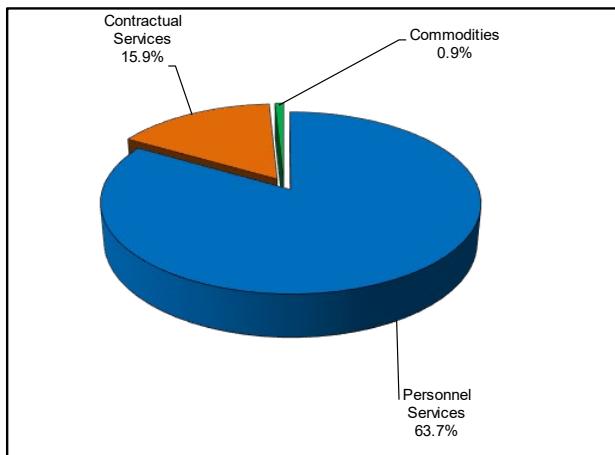
1. Efficiently operate and maintain the Transfer Station and Recycling Drop-off Center. Keep the areas clean of litter, debris and foul odors. Ensure that the City passes the monthly St. Louis County Department of Health Facility Inspections.
2. Track and report solid waste volume including trash, recycling, yard waste and bulk household items, as required by St. Louis County Department of Health.
3. Explore opportunities to work with adjacent communities and organizations to provide public education about community solid waste programs/services and resources to properly dispose and recycle hard to manage materials.
4. Increase recycling education to reduce contamination.

Solid Waste Administration

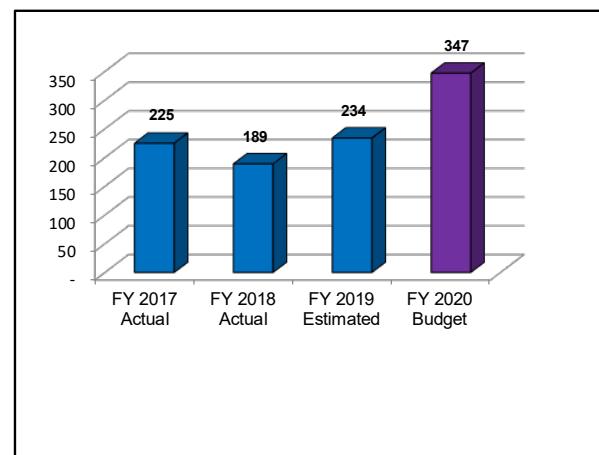
BUDGET EXPENDITURES

Administration	FY 2017 Actual	FY 2018 Actual	FY 2019 Original	FY 2019 Amended	FY 2019 Estimated	FY 2020 Budget	% over FY 2019
Personnel Services	166,642	147,651	172,200	172,200	172,200	288,821	68%
Contractual Service	58,833	41,616	60,200	60,200	60,200	54,969	-9%
Commodities	-	-	2,000	2,000	2,000	3,000	50%
Total	225,475	189,267	234,400	234,400	234,400	346,790	48%

FY 2020 Budget



Total Expenditures





Department	Public Works - Solid Waste	Fund	Solid Waste
Program	Solid Waste Administration	Account Number	08-40-64

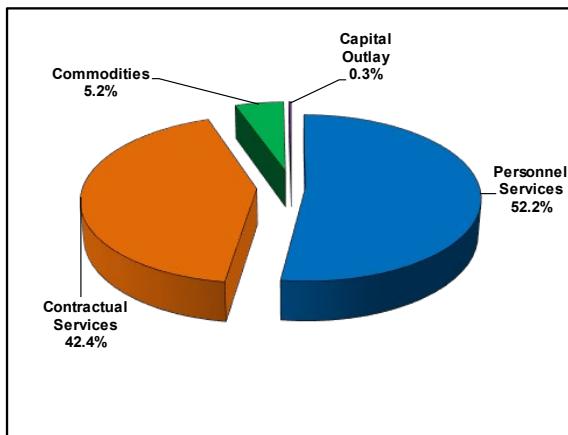
	FY 2017 Actual	FY 2018 Actual	FY2019 Original	FY2019 Amended	FY2019 Estimated	FY 2020 Budget	% over FY 2019
Personnel Services							
5001 Salaries - Full-Time	132,482	108,270	135,100	135,100	135,100	213,911	58%
5340 Salaries - Part-Time & Temp	266	-	-	-	-	-	0%
5380 Overtime	277	396	-	-	-	-	0%
5420 Workers Compensation	1,046	570	1,000	1,000	1,000	2,682	168%
5460 Medical Insurance	22,125	25,793	20,000	20,000	20,000	30,200	51%
5660 Social Security Contributions	6,036	6,187	8,900	8,900	8,900	13,265	49%
5740 Pension Contribution Nonunif.	3,000	5,000	5,000	5,000	5,000	25,618	412%
5900 Medicare	1,410	1,435	2,200	2,200	2,200	3,145	43%
Sub-Total Personnel Services	166,642	147,651	172,200	172,200	172,200	288,821	68%
Contractual Services							
6001 Auditing & Accounting	2,500	3,000	2,500	2,500	2,500	2,500	0%
6005 Collection Fees	6,818	6,107	10,000	10,000	10,000	6,500	-35%
6010 Professional Services	-	(7,894)	-	-	-	-	0%
6040 Events and Receptions	-	-	-	-	-	-	0%
6050 Maintenance Contracts	-	-	-	-	-	-	0%
6070 Temporary Labor	-	-	-	-	-	-	0%
6090 Postage	11,092	9,450	15,400	15,400	15,400	10,000	-35%
6130 Advertising & Public Notices	-	-	-	-	-	-	0%
6150 Printing Services	-	-	5,000	5,000	5,000	5,000	0%
6160 Insurance - Property & Auto	-	-	-	-	-	-	0%
6170 Insurance - Liability	11,593	12,300	12,000	12,000	12,000	12,669	6%
6270 Telephone & Pagers	91	35	500	500	500	500	0%
6650 Memberships & Certifications	895	-	600	600	600	600	0%
6730 Lien Recording Fees	904	1,212	1,200	1,200	1,200	1,200	0%
6770 Bank & Credit Card Fees	24,939	17,406	13,000	13,000	13,000	16,000	23%
Sub-Total Contractual Services	58,833	41,616	60,200	60,200	60,200	54,969	-9%
Commodities							
7001 Office Supplies	-	-	1,000	1,000	1,000	2,000	100%
7090 Office & Computer Equip.	-	-	1,000	1,000	1,000	1,000	0%
Sub-Total Commodities	-	-	2,000	2,000	2,000	3,000	50%
Total	225,475	189,267	234,400	234,400	234,400	346,790	48%

Solid Waste Operations

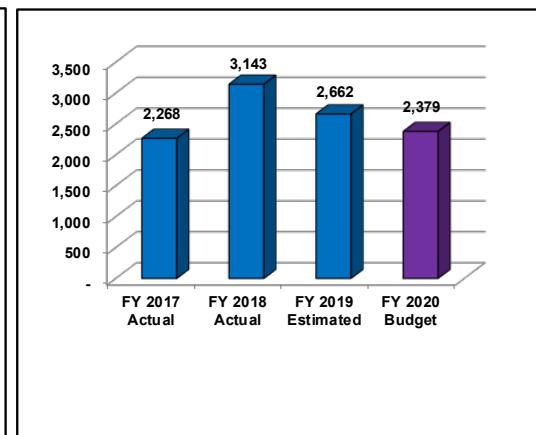
BUDGET EXPENDITURES

Operations	FY 2017 Actual	FY 2018 Actual	FY 2019 Original	FY 2019 Amended	FY 2019 Estimated	FY 2020 Budget	% over FY 2019
Personnel Services	939,644	1,000,608	975,700	975,700	975,700	1,240,738	27%
Contractual Services	1,389,908	1,780,472	1,434,500	1,434,500	1,434,500	1,008,812	-30%
Commodities	54,200	117,065	232,900	232,900	232,900	123,275	-47%
Capital Outlay	(115,912)	244,389	19,000	19,000	19,000	6,000	-68%
Total	2,267,840	3,142,534	2,662,100	2,662,100	2,662,100	2,378,825	-11%

FY 2020 Budget



Total Expenditures





Department	Public Works- Solid Waste	Fund	Solid Waste
Program	Solid Waste Operations	Account Number	08-40-66

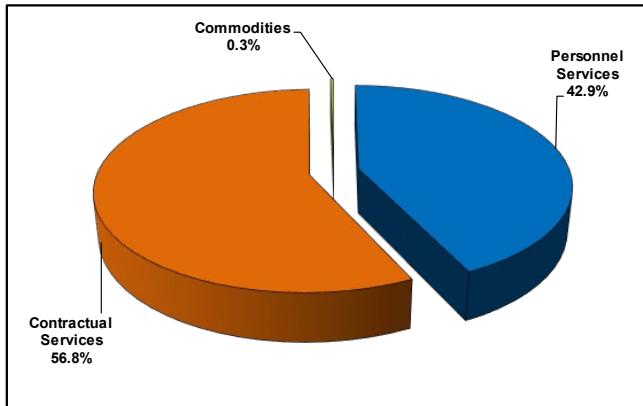
	FY 2017 Actual	FY 2018 Actual	FY2019 Original	FY2019 Amended	FY2019 Estimated	FY 2020 Budget	% over FY 2019
Personnel Services							
5001 Salaries - Full-Time	606,437	624,456	595,000	595,000	595,000	794,777	34%
5220 Injury Leave	4,590	4,405	-	-	-	-	0%
5230 Injury Leave - Taxable	550	660	-	-	-	-	0%
5340 Salaries - Part-Time & Temp	-	37,820	60,000	60,000	60,000	37,000	-38%
5380 Overtime	38,884	37,611	40,000	40,000	40,000	40,000	0%
5420 Workers Compensation	55,112	59,013	45,000	45,000	45,000	92,511	106%
5460 Medical Insurance	95,136	106,261	102,000	102,000	102,000	117,500	15%
5660 Social Security Contributions	37,501	40,868	39,400	39,400	39,400	51,620	31%
5740 Pension Contribution Nonunif.	86,300	80,000	85,000	85,000	85,000	95,220	12%
5860 Unemployment	6,400	-	-	-	-	-	0%
5900 Medicare	8,734	9,515	9,300	9,300	9,300	12,110	30%
Sub-Total Personnel Services	939,644	1,000,608	975,700	975,700	975,700	1,240,738	27%
Contractual Services							
6010 Professional Services	967	(585)	5,000	5,000	5,000	5,000	0%
6050 Maintenance Contracts	15,500	138,514	145,000	145,000	145,000	145,000	0%
6070 Temporary Labor	182,976	183,383	90,000	90,000	90,000	50,000	-44%
6090 Postage	6,479	5,490	10,000	10,000	10,000	10,000	0%
6120 Professional Development	922	1,087	2,500	2,500	2,500	2,500	0%
6130 Advertising & Public Notices	-	988	500	500	500	500	0%
6150 Printing Services	10,284	13,588	10,200	10,200	10,200	14,000	37%
6160 Insurance - Property & Auto	15,500	45,500	48,000	48,000	48,000	46,865	-2%
6170 Insurance - Liability	8,026	9,900	10,000	10,000	10,000	10,197	2%
6210 Insurance - Flood	6,315	6,631	6,800	6,800	6,800	6,830	0%
6260 Electricity	4,280	4,924	4,500	4,500	4,500	4,500	0%
6270 Telephone & Pagers	2,245	1,804	4,100	4,100	4,100	4,620	13%
6360 Building Maintenance	5,264	7,999	10,000	10,000	10,000	8,000	-20%
6380 Equipment Maintenance	7,855	2,808	10,000	10,000	10,000	6,000	-40%
6400 Office Equipment Maintenance	-	-	500	500	500	500	0%
6490 Depreciation - Rental Equipment	295,454	387,239	203,100	203,100	203,100	-	-100%
6530 Fleet Service & Replacement	302,340	436,066	411,200	411,200	411,200	-	-100%
6610 Staff Training	-	-	1,500	1,500	1,500	1,500	0%
6650 Membership & Certification	577	768	1,500	1,500	1,500	1,500	0%
6660 Laundry Services	6,939	9,087	10,000	10,000	10,000	10,000	0%
6700 Misc. Operating Services	6,384	2,473	9,100	9,100	9,100	1,300	-86%
6710 Waste Dumping Fees	511,601	522,808	441,000	441,000	441,000	680,000	54%
Sub-Total Contractual Services	1,389,908	1,780,472	1,434,500	1,434,500	1,434,500	1,008,812	-30%
Commodities							
7001 Office Supplies	336	1,773	1,500	1,500	1,500	1,500	0%
7090 Office & Computer Equipment	800	1,147	2,000	2,000	2,000	2,000	0%
7210 Chemicals	-	4,735	2,000	2,000	2,000	2,000	0%
7250 Solid Waste Supplies	45,416	97,199	210,000	210,000	210,000	100,000	-52%
7370 Institutional Supplies	3,107	4,302	2,500	2,500	2,500	2,500	0%
7490 Building Materials	42	-	3,500	3,500	3,500	3,500	0%
7530 Medical Supplies	321	413	900	900	900	900	0%
7570 Hardware & Hand Tools	552	1,155	5,500	5,500	5,500	5,500	0%
7770 Uniform & Safety Gear	3,627	6,341	5,000	5,000	5,000	5,375	8%
Sub-Total Commodities	54,200	117,065	232,900	232,900	232,900	123,275	-47%
Capital Outlay							
8001 Building Improvements	-	-	1,000	1,000	1,000	1,000	0%
8100 Misc. Improvement	-	(8,725)	18,000	18,000	18,000	5,000	-72%
8120 Computer Equipment	-	-	-	-	-	-	0%
8200 Vehicles & Equipment	(115,912)	253,114	-	-	-	-	-
Sub-Total Capital Outlay	(115,912)	244,389	19,000	19,000	19,000	6,000	-68%
Total	2,267,840	3,142,534	2,662,100	2,662,100	2,662,100	2,378,825	-11%

Leaf Collection

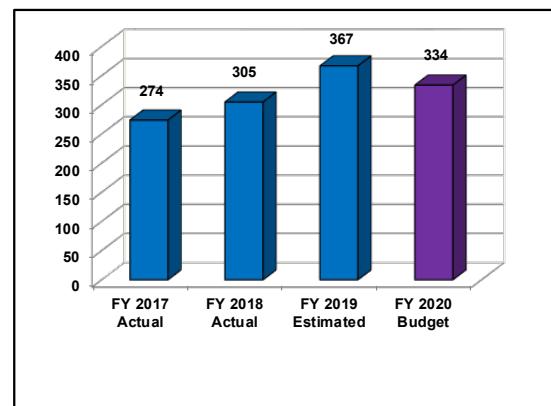
BUDGET EXPENDITURES

Leaf Collection	FY 2017 Actual	FY 2018 Actual	FY 2019 Original	FY 2019 Amended	FY 2019 Estimated	FY 2020 Budget	% over FY 2019
Personnel Services	118,870	120,278	175,600	175,600	175,600	143,160	-18%
Contractual Services	155,173	183,635	190,500	190,500	190,500	190,166	0%
Commodities	225	1,474	1,000	1,000	1,000	1,000	0%
Total	274,268	305,387	367,100	367,100	367,100	334,326	-9%

FY 2020 Budget



Total Expenditures



FISCAL YEAR 2019 PERFORMANCE SUMMARY

Waste Tonnage:

11,481	Tons of solid waste (landfill)
2,979	Tons of residential single stream (mixed) materials recycled



Department	Public Works- Solid Waste	Fund	Solid Waste
Program	Solid Waste Leaf Collection	Account Number	08-40-68

	FY 2017 Actual	FY 2018 Actual	FY2019 Original	FY2019 Amended	FY2019 Estimated	FY 2020 Budget	% over FY 2019
Personnel Services							
5001 Salaries	83,549	80,651	142,000	142,000	142,000	88,248	-38%
5220 Injury Leave	1,967	1,214	-	-	-	-	0%
5230 Injury Leave - Taxable	2,623	513	-	-	-	-	0%
5340 Salaries - Part-time & Temp	-	5,448	-	-	-	-	0%
5380 Overtime	1,666	1,810	10,000	10,000	10,000	10,000	0%
5420 Workers Compensation	5,015	4,726	6,000	6,000	6,000	5,800	-3%
5460 Medical Insurance	17,887	20,008	6,000	6,000	6,000	21,700	262%
5740 Pension Contribution Nonunif	-	-	-	-	-	10,572	100%
5660 Social Security Contributions	4,995	4,789	9,400	9,400	9,400	5,550	-41%
5900 Medicare	1,168	1,118	2,200	2,200	2,200	1,290	-41%
Sub-Total Personnel Services	118,870	120,278	175,600	175,600	175,600	143,160	-18%
Contractual Services							
6050 Maintenance Contracts	119,650	153,650	150,000	150,000	150,000	155,000	3%
6070 Temporary Labor	35,287	29,727	40,000	40,000	40,000	34,934	-13%
6260 Electricity	138	156	500	500	500	153	-69%
6270 Telephone & Pagers	98	102	-	-	-	79	100%
Sub-Total Contractual Services	155,173	183,635	190,500	190,500	190,500	190,166	0%
Commodities							
7570 Hardware & Hand Tools	225	1,474	1,000	1,000	1,000	1,000	0%
Sub-Total Commodities	225	1,474	1,000	1,000	1,000	1,000	0%
Total	274,268	305,387	367,100	367,100	367,100	334,326	-9%

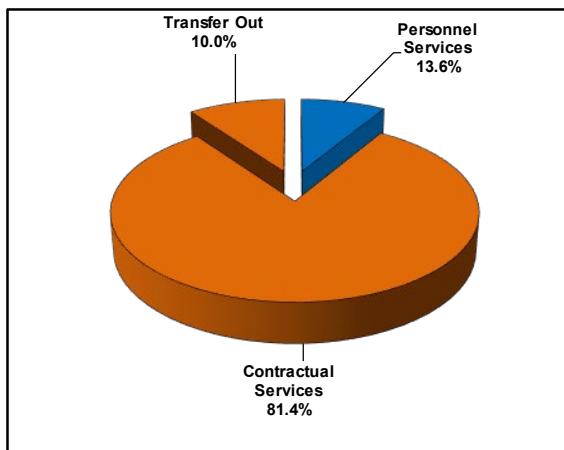
SEWER LATERAL REPAIR FUND

This program involves assessing, preparing specifications, soliciting bidders and overseeing the repair of sewer laterals from residential units of 6 units or less. The program reviews information obtained from homeowners and licensed plumbers to determine any defects and ensures the repairs are competitively bid and the sewer lateral repaired and the right-of-way restored to City specifications.

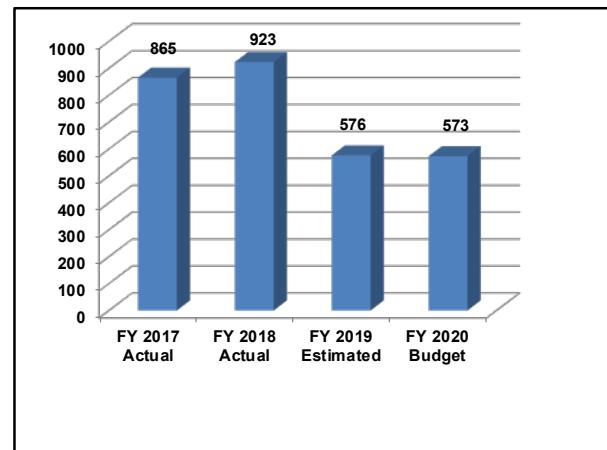
BUDGET EXPENDITURES

	FY 2017 Actual	FY 2018 Actual	FY 2019 Original	FY 2019 Amended	FY 2019 Estimated	FY 2020 Budget	% over FY 2019
Personnel Services	49,009	56,262	78,800	78,800	78,800	50,072	-36%
Contractual Services	816,371	866,646	497,200	497,200	497,200	465,444	-6%
Transfer Out	-	-	-	-	-	57,240	100%
Total	865,380	922,908	576,000	576,000	576,000	572,756	-1%

FY 2020 Budget



Total Expenditures



FISCAL YEAR 2019 PERFORMANCE SUMMARY

Number of repair completed: 153



Department	Publick Works
Program	Sewer Lateral Repair

Fund	Repair
Account Number	05-40-82

	FY 2017 Actual	FY 2018 Actual	FY2019 Original	FY2019 Amended	FY2019 Estimated	FY 2020 Budget	% over FY 2019
Personnel Services							
5001 Salaries - Full-Time	36,227	48,221	69,200	69,200	69,200	38,700	-44%
5220 Injury Leave	-	-	-	-	-	-	0%
5230 Injury Leave - Taxable	-	-	-	-	-	-	0%
5420 Workers Compensation	1,351	514	1,400	1,400	1,400	111	-92%
5460 Medical Insurance	4,806	1,890	3,000	3,000	3,000	3,700	23%
5660 Social Security Contributions	2,133	1,732	4,200	4,200	4,200	2,400	-43%
5740 Pension Contribution Nonunif.	4,000	3,500	-	-	-	4,600	100%
5900 Medicare	492	405	1,000	1,000	1,000	561	-44%
Sub-Total Personnel Services	49,009	56,262	78,800	78,800	78,800	50,072	-36%
Contractual Services							
6090 Postage	-	-	-	-	-	-	0%
6110 Mileage Reimbursement	-	-	-	-	-	-	0%
6150 Printing Services	-	-	-	-	-	-	0%
6170 Insurance - Liability	3,963	4,800	4,500	4,500	4,500	4,944	10%
6270 Telephone & Pagers	298	274	500	500	500	500	0%
6450 Sewer Lateral Expenses	812,110	861,572	492,200	492,200	492,200	460,000	-7%
6610 Staff Training	-	-	-	-	-	-	0%
Sub-Total Contractual Services	816,371	866,646	497,200	497,200	497,200	465,444	-6%
Transfer Out							
9950 To GF- Interfund Loan	-	-	-	-	-	57,240	100%
Sub-Total Transfer Out	-	-	-	-	-	57,240	100%
Total	865,380	922,908	576,000	576,000	576,000	572,756	-1%

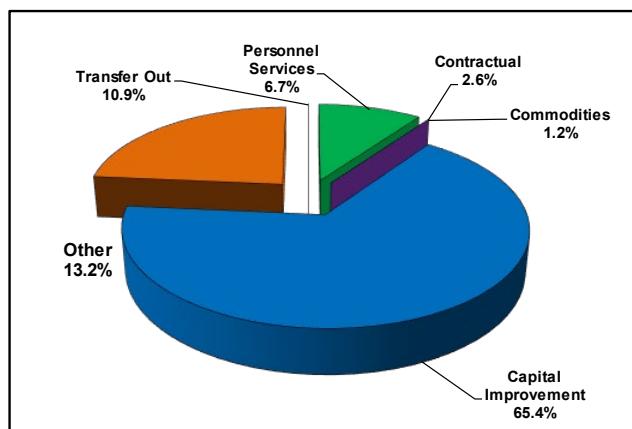
CAPITAL IMPROVEMENT SALES TAX FUND

Capital Improvement Sales Tax Fund is used to account for a revenue resource from the one-half cents Capital Improvement sales tax passed by voters in April 1996. This revenue is used to pay for an approximately of 65% of principal and interest payments on Certificates of Participation Series 2012 (COPs 2012) as well as the City's capital projects for annual infrastructure maintenance.

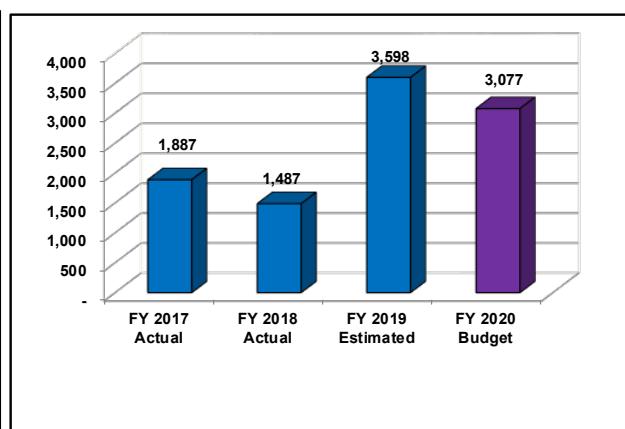
BUDGET EXPENDITURES

	FY 2017 Actual	FY 2018 Actual	FY 2019 Original	FY 2019 Amended	FY 2019 Estimated	FY 2020 Budget	% over FY 2019
Personnel Services	94,125	89,944	145,900	145,900	145,900	304,305	109%
Contractual Services	93,108	196,023	101,000	101,000	101,000	-	-100%
Commodities	41,940	43,614	45,000	45,000	45,000	-	-100%
Capital Outlay	1,083,968	647,671	2,418,000	2,418,000	2,418,000	2,047,250	-15%
Other	573,590	509,376	487,900	487,900	487,900	725,273	49%
Transfer Out	-	-	400,000	400,000	400,000	-	-100%
Total	1,886,731	1,486,628	3,597,800	3,597,800	3,597,800	3,076,828	-14%

FY 2020 Budget



Total Expenditures ('000)





Department	Public Works	Fund	Capital Impr Sales Tax
Program	Capital Improvement	Account Number	12-40-90

	FY 2017 Actual	FY 2018 Actual	FY 2019 Original	FY 2019 Amended	FY 2019 Estimated	FY 2020 Budget	% over FY 2019
Personnel Services							
5001 Salaries - Full-Time	66,612	60,282	116,000	116,000	116,000	204,500	76%
5220 Injury Leave	2,818	1,286	-	-	-	-	0%
5230 Injury Leave - Taxable	-	660	-	-	-	-	0%
5340 Salaries- Part-time & Temp	-	-	-	-	-	36,400	100%
5380 Overtime	1,084	1,444	1,000	1,000	1,000	1,000	0%
5420 Workers Compensation	5,238	4,664	5,000	5,000	5,000	6,840	37%
5460 Medical Insurance	13,616	13,583	15,000	15,000	15,000	15,400	3%
5660 Social Security Contributions	3,853	3,588	7,200	7,200	7,200	12,700	76%
5740 Pension Contribution Nonunif.	-	3,600	-	-	-	24,500	100%
5860 Unemployment	-	-	-	-	-	-	0%
5900 Medicare	904	837	1,700	1,700	1,700	2,965	74%
Sub-Total Personnel Services	94,125	89,944	145,900	145,900	145,900	304,305	109%
Contractual Services							
6001 Auditing & Accounting	650	2,200	-	-	-	-	0%
6010 Professional Services	2,725	132,674	20,000	20,000	20,000	-	-100%
6270 Telephone & Pagers	120	130	200	200	200	-	-100%
6530 Fleet Service & Replacement	89,613	61,019	80,800	80,800	80,800	-	-100%
Sub-Total Contractual Services	93,108	196,023	101,000	101,000	101,000	-	-100%
Commodities							
7170 Asphalt Products	19,382	18,674	-	-	-	-	0%
7290 Concrete & Clay Products	2,252	6,784	20,000	20,000	20,000	-	-100%
7490 Building Materials	20,306	-	10,000	10,000	10,000	-	-100%
7810 Sign Supplies	-	18,156	15,000	15,000	15,000	-	-100%
Sub-Total Commodities	41,940	43,614	45,000	45,000	45,000	-	-100%
Capital Outlay							
8001 Building Improvement	350	30,025	700,000	700,000	700,000	500,000	-29%
8040 Bridge Construction	6,868	99	-	-	-	-	0%
8060 Curbs, Sidewalk & Alleys	438,557	5,487	450,000	450,000	450,000	500,000	11%
8080 Street Construction	637,476	604,482	978,000	978,000	978,000	777,250	-21%
8100 Misc. Improvement	-	7,578	290,000	290,000	290,000	170,000	-41%
8200 Vehicles and Equipment	-	-	-	-	-	100,000	100%
8220 Computer Equipment	717	-	-	-	-	-	0%
Sub-Total Capital Outlay	1,083,968	647,671	2,418,000	2,418,000	2,418,000	2,047,250	-15%
Other							
9100 Debt Service - Expense	1,750	685	-	-	-	-	0%
9150 Debt Service - Principal	538,000	480,350	466,700	466,700	466,700	711,750	53%
9200 Debt Service - Interest	33,840	28,341	21,200	21,200	21,200	13,523	-36%
Sub-Total Other	573,590	509,376	487,900	487,900	487,900	725,273	49%
Transfer Out							
To General Funds - Police Vehicles	-	-	285,000	285,000	285,000	-	-100%
To General Funds - Fire Truck	-	-	115,000	115,000	115,000	-	-100%
Sub-Total Transfer Out			400,000	400,000	400,000		-100%
Total	1,886,731	1,486,628	3,597,800	3,597,800	3,597,800	3,076,828	-14%

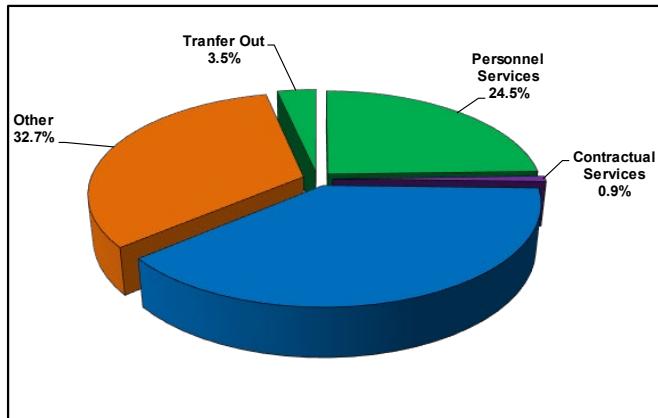
PARK AND STORM WATER SALES TAX FUND

Parks Sales Tax Fund is used to account for a revenue resource from the one-half cent parks sales tax passed by voters in November 2001. All parks and recreation activity is tracked in this fund. The remaining of principal and interest payments on Certificates of Participation Series 2012, approximately 35% is made from revenue generated within this fund.

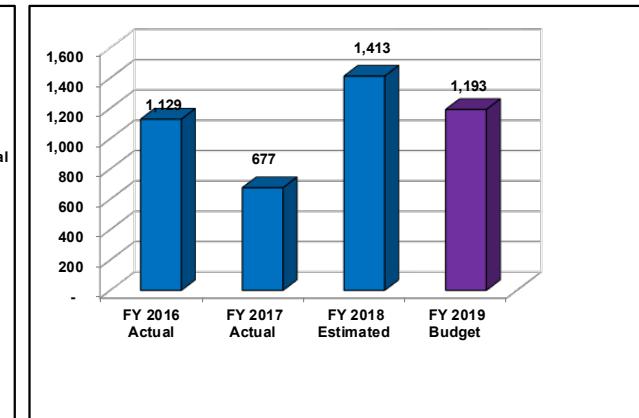
BUDGET EXPENDITURES

	FY 2017 Actual	FY 2018 Actual	FY 2019 Original	FY 2019 Amended	FY 2019 Estimated	FY 2020 Budget	% over FY 2019
Personnel Services	268,906	258,895	223,600	223,600	223,600	291,873	31%
Contractual Services	100,598	89,793	69,300	69,300	69,300	10,300	-85%
Capital Outlay	449,154	54,018	857,800	857,800	857,800	459,000	-46%
Other	310,046	274,274	262,700	262,700	262,700	390,532	49%
Transfer Out	-	-	-	-	-	41,280	100%
	1,128,704	676,980	1,413,400	1,413,400	1,413,400	1,192,985	-16%

FY 2020 Budget



Total Expenditures





Department	Public Works	Fund	Park and Strm Sales Tax
Program	Capital Improvement	Account Number	14-40-90

	FY 2017 Actual	FY 2018 Actual	FY 2019 Original	FY 2019 Amended	FY 2019 Estimated	FY 2020 Budget	% over FY 2019
Personnel Services							
5001 Salaries - Full-Time	200,527	185,369	192,500	192,500	192,500	195,520	2%
5220 Injury Leave	731	(302)	-	-	-	-	0%
5230 Injury Leave - Taxable	-	340	-	-	-	-	0%
5340 Salaries- Part-time & Temp	3,966	3,974	4,000	4,000	4,000	3,000	-25%
5380 Overtime	3,944	3,144	3,000	3,000	3,000	3,000	0%
5420 Workers Compensation	8,990	8,433	9,000	9,000	9,000	9,113	1%
5460 Medical Insurance	35,907	38,927	-	-	-	42,800	100%
5660 Social Security Contributions	12,038	10,942	12,300	12,300	12,300	12,150	-1%
5740 Pension Contribution Nonunif.	-	5,500	-	-	-	23,410	100%
5860 Unemployment	-	-	-	-	-	-	0%
5900 Medicare	2,804	2,568	2,800	2,800	2,800	2,880	3%
Sub-Total Personnel Services	268,906	258,895	223,600	223,600	223,600	291,873	31%
Contractual Services							
6001 Auditing & Accounting	650	1,100	-	-	-	-	0%
6010 Professional Services	725	-	-	-	-	10,000	100%
6050 Maintenance Contracts	-	411	-	-	-	-	0%
6270 Telephone & Pagers	374	18,742	-	-	-	300	100%
6330 Decorative Street Lights	13,038	-	-	-	-	-	-
6530 Fleet Service & Replacement	85,812	69,540	69,300	69,300	69,300	-	-100%
Sub-Total Contractual Services	100,598	89,793	69,300	69,300	69,300	10,300	-85%
Commodities							
7001 Office Supplies	-	-	-	-	-	-	0%
Sub-Total Commodities	-	-	-	-	-	-	0%
Capital Outlay							
8010 Parks Improvement	294,030	(6,827)	442,800	442,800	442,800	-	-100%
8020 Golf Improvement	100,904	(21,944)	-	-	-	-	0%
8100 Misc. Improvement	54,220	82,788	415,000	415,000	415,000	459,000	11%
8120 Computer Equipment	-	-	-	-	-	-	0%
8130 Flood Mitigation Assistance	-	-	-	-	-	-	0%
Sub-Total Capital Outlay	449,154	54,018	857,800	857,800	857,800	459,000	-46%
Other							
9100 Debt Service - Expense	1,750	364	-	-	-	-	0%
9150 Debt Service - Principal	290,000	258,650	251,300	251,300	251,300	383,250	53%
9200 Debt Service - Interest	18,296	15,260	11,400	11,400	11,400	7,282	-36%
Sub-Total Other	310,046	274,274	262,700	262,700	262,700	390,532	49%
Transfer Out							
9950 To GF - Interfund Loan	-	-	-	-	-	41,280	100%
Sub - Total Transfer Out	-	-	-	-	-	41,280	-
Total	1,128,704	676,980	1,413,400	1,413,400	1,413,400	1,192,985	-16%

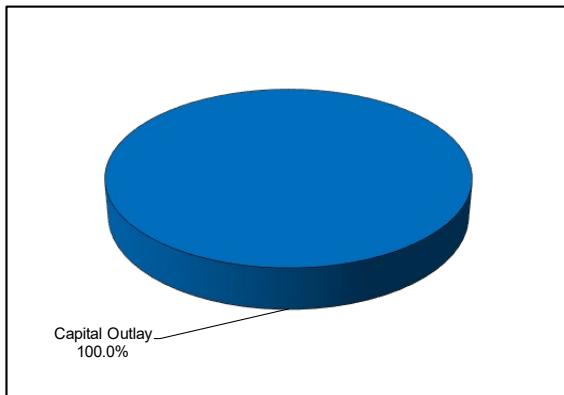
PUBLIC WORKS AND PARKS GRANTS

This program provides for various Public Works and Parks Grants. The number and amount of grants will fluctuate from year to year.

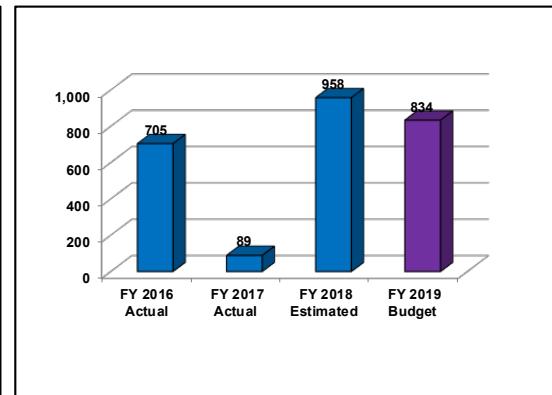
BUDGET EXPENDITURES

Public Works Grants	FY 2017 Actual	FY 2018 Actual	FY 2019 Original	FY 2019 Amended	FY 2019 Estimated	FY 2020 Budget	% over FY 2019
Capital Outlay	704,776	89,137	957,700	957,700	957,700	834,000	87%
Total	704,776	89,137	957,700	957,700	957,700	834,000	87%

FY 2020 Budget



Total Expenditures



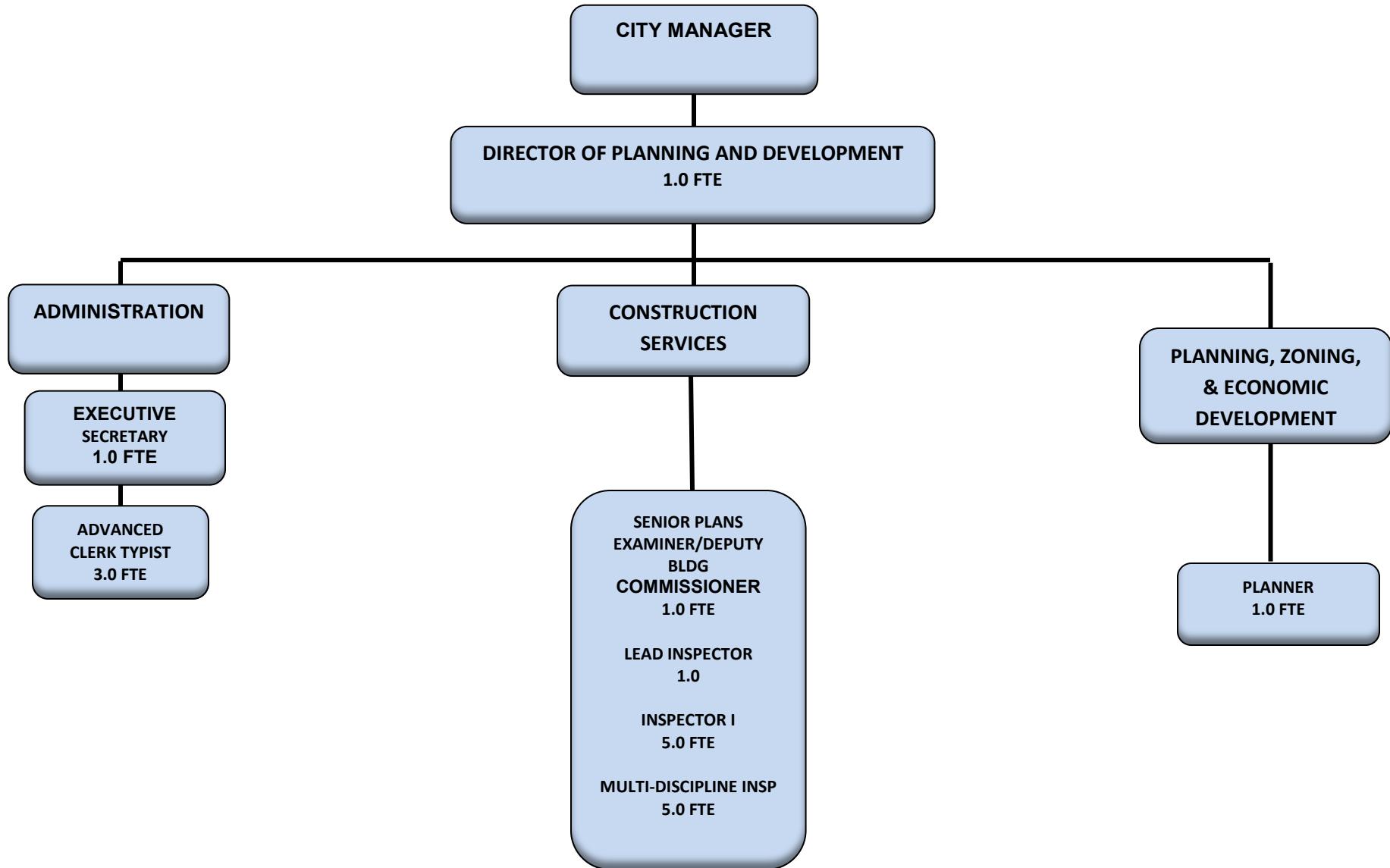


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PLANNING AND DEVELOPMENT





PLANNING AND DEVELOPMENT

The Planning and Development Department is responsible for a wide range of functions related to community change, enhancement and preservation. Areas of responsibility include planning and zoning, housing and community development, building inspection and plan review services.

The Department provides staff support for a number of boards, commissions, and authorities that serve in an advisory capacity to City Council or City staff. These bodies are comprised of citizens who participate in University City processes as per the enabling Charter or ordinance, and help shape public policy. The Department coordinates short range and long range planning efforts of the City thru its partnership with the appointed Planning Commission and Historic Preservation Commission. Together, these interrelated functions help ensure that University City is a strategically planned and sustainable community that provides its citizens a high quality of life.

The Planning and Development Department Services are offered in 3 Divisions:

- (1) Administration
 - a. Occupancy Permits
 - b. Customer Service
- (2) Construction Services
 - a. Plan Review
 - b. Building Permits & Inspections
 - c. Property Maintenance & Housing
- (3) Planning and Zoning Division
 - a. Short Range Planning Functions
 - b. Long Range Planning Functions
 - c. Zoning Administration

Mission Statement

The Planning and Development Department is committed to providing high quality, equitable and efficient services to enhance University City's livability, in keeping with community values and vision.



PLANNING AND DEVELOPMENT

PERSONNEL SUMMARY

Full-Time			
	FY 2018 Authorized	FY 2019 Authorized	FY 2020 Authorized
Planning and Development Personnel			
<i>Community Development Operations</i>			
Director of Planning & Development	1.0	1.0	1.0
Deputy Director of Construction & Facilities Maintenance	1.0	1.0	-
Deputy Director of Economic & Community Development	1.0	1.0	-
Senior Plans Examiner/Deputy Building Commissioner	1.0	1.0	1.0
Planner	2.0	2.0	1.0
Multi-Discipline Inspector	5.0	5.0	5.0
Lead Inspector	-	-	1.0
Inspector II	2.0	2.0	-
Inspector I	3.0	3.0	5.0
Executive Secretary to Director	1.0	1.0	1.0
Advanced Clerk Typist	3.0	3.0	3.0
<i>Economic Development</i>			
Economic Development Manager	1.0	-	-
<i>Planning & Development Operations Personnel Total</i>	21.0	20.0	18.0

Part-Time			
	FY 2018 Authorized	FY 2019 Authorized	FY 2020 Authorized
Planning and Development Personnel			
<i>Planning & Development Operations</i>			
Senior Services Coordinator	0.5	0.5	-
Clerk Typist	0.5	0.5	0.6
<i>Planning and Development Personnel Total</i>	1.0	1.0	0.6

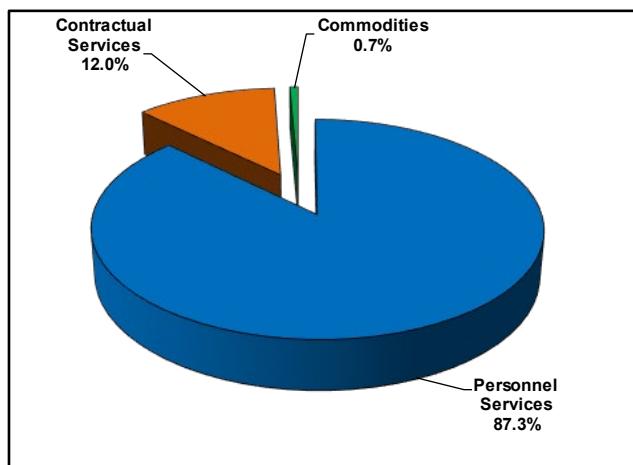
ADMINISTRATION DIVISION

The Administrative Division directs the Department's work plan to ensure that it achieves community goals and objectives. Specific task areas include support services for construction services, customer service activities, and general clerical and office management work. The Planning & Development Director supervises the day-to-day activities of the department, and reports to the City Manager.

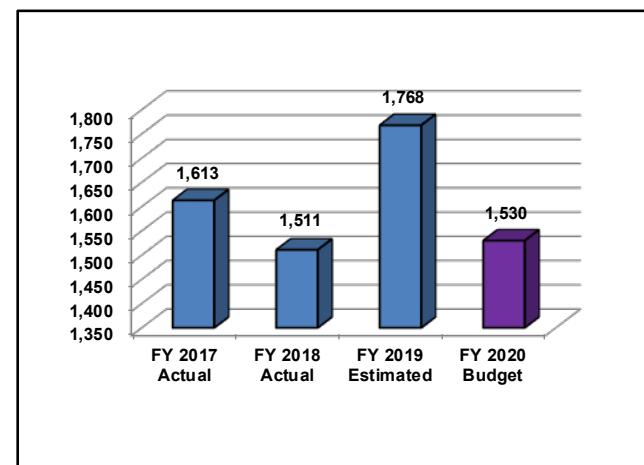
BUDGET EXPENDITURES

Administration	FY 2017 Actual	FY 2018 Actual	FY 2019 Original	FY 2019 Amended	FY 2019 Estimated	FY 2020 Budget	over FY 2019
Personnel Services	1,388,048	1,310,272	1,518,200	1,518,200	1,518,200	1,335,823	-12%
Contractual Services	216,837	191,080	235,700	235,700	235,700	182,944	-22%
Commodities	8,587	9,331	14,000	14,000	14,000	10,750	-23%
Total	1,613,472	1,510,683	1,767,900	1,767,900	1,767,900	1,529,517	-13%

FY 2020 Budget



Total Expenditures



GOALS

1. To maintain excellent customer service; to continue to be respectful public servants who are responsive to the diverse needs and customers of our department.
2. To maintain expedient permit processing and inspection scheduling time.
3. To continue to streamline the permitting processes; improve online opportunities for scheduling and project tracking.
4. To continue to improve reporting systems for finance and inspections.
5. To improve clerical support for professional staff.
6. To update our Policy and Procedures manual.
7. To evaluate position descriptions and Civil Service classifications; propose adjustments as necessary.
8. To increase training of software (Tyler Technologies/New World/MyGov/ESRI GIS)
9. To prepare a Department specific new employee manual and training schedule.

2020 BUDGET DETAILS

Budget details for the 2020 Planning and Development Administrative Division program accounts include contractual services to continue the MyGov permitting system, continued training to improve customer service, evaluation and updates to forms and applications.

FISCAL YEAR 2019 PERFORMANCE SUMMARY

- Staff processed over several thousand permit applications and collected over \$1.1 million in permit and inspection fees.
- Staff increased level of administrative support for Boards and Commissions.
- Staff improved Board and Commission orientation materials.
- Staff worked with City Departments to improve enforcement policy.
- Staff increased software training and knowledge
- Staff standardized some Department administrative procedures and forms.

CONSTRUCTION SERVICES DIVISION

Construction Services

The Construction Services Division facilitates the construction of development projects and ensures compliance with building, mechanical, plumbing, electrical and property maintenance codes. Specific task areas include building plan review, permitting and inspections and occupancy permitting and inspections. The division also identifies, investigates and responds to complaints concerning property maintenance, storm water, environmental and animal control issues. The Construction Services personnel and operational functions are included in the Planning and Development Department division budget.

GOALS

1. To continue to administer standards and codes in a balanced, consistent, efficient, professional and timely manner.
2. To continue to educate the public and contractors about codes through regular attendance at Focus Group meetings, individual project meetings and enhanced publications.
3. To continue to increase the number of professional certifications held by property maintenance and construction inspectors.
4. To adopt the 2018 building and property maintenance codes.
5. To continue to review national and international codes and recommend new processes for ensuring compliance.
6. To continue to cross-train staff on plans review.
7. To continue regular, proactive exterior inspections, particularly along Olive Boulevard.
8. To continue to maintain the problem properties list; focus enforcement as needed.
9. To continue to implement technology initiatives to provide better access to project information and permits.

2020 BUDGET DETAILS

Budget details for the 2020 Construction Division program accounts include updated building codes and improved utilization of fleet vehicles and technology. An additional focus will be on staff training and updating of policies and procedures to improve departmental efficiency and service.

FISCAL YEAR 2019 PERFORMANCE SUMMARY

- Staff performed over 25,000 construction and property maintenance inspections and re-inspections.
- Continued education and understanding of Codes.
- Staff enhanced the problem properties inspection and monitoring system.
- Staff continued to conduct exterior inspections, perform animal control duties, tow derelict vehicles from private property, and administer the building and property maintenance codes, including permitting and inspections. Environmental inspections (i.e. excessive vegetation, tall grass, litter, etc.) were also conducted.
- Assistance in Zoning Regulations.
- Staff continued to increase the number of professional certifications in the building and property maintenance industries. These certifications assist in the City's Insurance Services Office (ISO) rating.

PERFORMANCE MEASUREMENTS

	FY 2016	FY 2017	FY 2018	FY 2019
	Actual	Actual	Estimated	Projected
Inspections:				
Property Maintenance Inspections/Re-inspection	12,909	13,000	12,000	13,000
Commercial inspections	150	150	100	200
Inspection of building exteriors	1,200	1,200	1,000	1,200
Construction inspections	12,900	13,000	12,400	13,500
Building and Occupancy Permits:				
Building/Plumbing/Mechanical Permits	3,825	3,850	3,200	3,900
Electrical permits issued	1,210	1,250	1,000	1,500
Residential occupancy permits/amendments	4,225	4,225	4,200	4,500
Commercial occupancy permits issued	110	110	100	100
Vacant building registrations	115	115	110	150
Environmental inspections	9,080	9,000	8,500	9,500
Facilities Maintenance Calls (minor, custodial, heating, air conditioning, plumbing and electrical)	4,500	4,500	4,000	4,500

PLANNING AND ZONING DIVISION

Planning and Zoning

This Division facilitates land use planning efforts for the City consistent with local, state and federal ordinances and statutes. Specific tasks include the administration and enforcement of the zoning code, preparation and implementation of the City's Comprehensive Plan, Neighborhood Revitalization Plans and grant acquisition and administration.

GOALS

1. To update and adopt a new 2040 Comprehensive Plan.
2. To initiate adjustments to the Zoning Code to address the most pressing issues.
3. To continue to work with Economic Development Department to attract, retain and expand business and industry.
4. To partner with organizations to promote infill development.
5. To identify priority sites for redevelopment and issue Requests For Proposals when appropriate.
6. To provide education and training to Boards and Commissions on various topics associated with state laws and ethical practices.
7. To obtain and administer state and federal grant opportunities.
8. To streamline regulations to improve the City's systems and business climate.
9. To continue to improve technology resources such as GIS, NewWorld, etc.
10. To expand upon the City's community development, housing and neighborhood revitalization and redevelopment programs through a comprehensive planning process and efforts.

2020 BUDGET DETAILS

Budget details for the 2020 Planning and Zoning Division program accounts include the adoption of a new 2040 Comprehensive Plan, completion of a Neighborhood Revitalization Plan and completion of an Olive Corridor Plan. Additional departmental projects will include text amendments and updates to the zoning ordinance and land development regulations along with continued administration of the current codes.

FISCAL YEAR 2019 PERFORMANCE SUMMARY

- Staff prepared material and RFP for 2040 Comprehensive Plan.
- Text Amendments to Zoning Ordinance.
- Identified potential locations for land use associated with state legislation.
- Continued Community Outreach concerning projects.
- Identified potential land banking program.
- Coordinated Plan Review within Department and Neighborhood Associations.
- Identified potential funding sources such as CDBG, HUD, EDA, etc.

PERFORMANCE MEASUREMENTS

	FY 2017 Actual	FY 2018 Actual	FY 2019 Year to Date
Zoning and Land Use Permits			
Site Plan Review	5	5	0
Conditional Use Permit	2	6	1
Variance	4	6	0
Appeal	0	0	0
Rezoning	3	2	0
Subdivisions	0	3	1
Text Amendments	1	2	10

Note: Cases addressed by staff and commissions but not necessarily adopted or acted on.



Department	Planning & Development
Program	Planning & Development

Fund	General
Account Number	01-45-40

	FY 2017 Actual	FY 2018 Actual	FY 2019 Original	FY 2019 Amended	FY 2019 Estimated	FY 2020 Budget	% over FY 2019
Personnel Services							
5001 Salaries - Full-Time	983,667	909,160	1,070,600	1,070,600	1,070,600	961,523	-10%
5220 Injury Leave	245	1,246	-	-	-	-	0%
5340 Salaries - Part-time & Temp	19,145	1,243	20,000	20,000	20,000	20,000	0%
5380 Overtime	504	30,498	2,000	2,000	2,000	2,000	0%
5420 Workers Compensation	28,241	-	35,000	35,000	35,000	41,900	20%
5460 Medical Insurance	134,673	27,616	148,000	148,000	148,000	123,000	-17%
5660 Social Security Contributions	58,993	124,573	67,800	67,800	67,800	58,600	-14%
5740 Pension Contribution Nonunif.	148,800	55,863	158,900	158,900	158,900	115,100	-28%
5860 Unemployment	-	147,000	-	-	-	-	0%
5900 Medicare	13,779	13,073	15,900	15,900	15,900	13,700	-14%
Sub-Total Personnel Services	1,388,048	1,310,272	1,518,200	1,518,200	1,518,200	1,335,823	-12%
Contractual Services							
6010 Professional Services	13,620	13,804	16,500	16,500	16,500	10,000	-39%
6010 Professional Services -NOVUS Project	-	9,464	-	-	-	-	0%
6020 Legal Services	4,072	7,505	9,000	9,000	9,000	9,000	0%
6050 Maintenance Contracts	97,795	76,254	98,000	98,000	98,000	83,000	-15%
6070 Temporary Labor	-	-	-	-	-	-	0%
6090 Postage	-	-	-	-	-	-	0%
6110 Mileage Reimbursement	23,345	21,532	24,000	24,000	24,000	9,000	-63%
6120 Professional Development	1,136	299	3,000	3,000	3,000	3,000	0%
6130 Advertising & Public Notices	514	3,214	1,000	1,000	1,000	1,000	0%
6140 Photo & Blueprinting Services	-	-	-	-	-	-	0%
6150 Printing Services	1,895	646	3,000	3,000	3,000	3,000	0%
6170 Insurance - Liability	3,963	4,800	4,500	4,500	4,500	4,944	10%
6270 Telephone & Pagers	15,288	15,157	14,700	14,700	14,700	14,000	-5%
6400 Office Equipment Maintenance	515	-	3,000	3,000	3,000	-	-100%
6510 Demolition & Board Up	13,388	-	15,000	15,000	15,000	10,000	-33%
6530 Fleet Service & Replacement ¹	10,472	8,140	8,000	8,000	8,000	-	-100%
6560 Technology Services	-	-	-	-	-	-	0%
6600 Tuition Reimbursement	-	-	700	700	700	700	0%
6610 Staff Training	3,128	3,982	5,000	5,000	5,000	5,000	0%
6650 Membership & Certification	586	1,640	5,000	5,000	5,000	5,000	0%
6670 Cashier's Over/Under	-	-	-	-	-	-	0%
6680 Subdivision Fees & Taxes	-	3,598	-	-	-	-	0%
6700 Misc. Operating Services	4,789	-	5,000	5,000	5,000	5,000	0%
6730 Lien Recording Fees	-	24	300	300	300	300	0%
6770 Bank & Credit Card Fees	22,331	21,021	20,000	20,000	20,000	20,000	0%
Sub-Total Contractual Services	216,837	191,080	235,700	235,700	235,700	182,944	-22%
Commodities							
7001 Office Supplies	3,039	2,191	3,000	3,000	3,000	3,000	0%
7050 Publications	1,782	2,869	5,000	5,000	5,000	2,000	-60%
7090 Office & Computer Equip.	-	-	2,000	2,000	2,000	2,000	0%
7330 Food	578	349	500	500	500	-	-100%
7450 Photographic Supplies	-	-	-	-	-	250	100%
7570 Hardware & Hand Tools	879	2,575	1,000	1,000	1,000	1,000	0%
7770 Uniform & Safety Gear	2,310	1,347	2,500	2,500	2,500	2,500	0%
7851 Home Rehabilitation Grants	-	-	-	-	-	-	0%
Sub-Total Commodities	8,587	9,331	14,000	14,000	14,000	10,750	-23%
Total	1,613,472	1,510,683	1,767,900	1,767,900	1,767,900	1,529,517	-13%

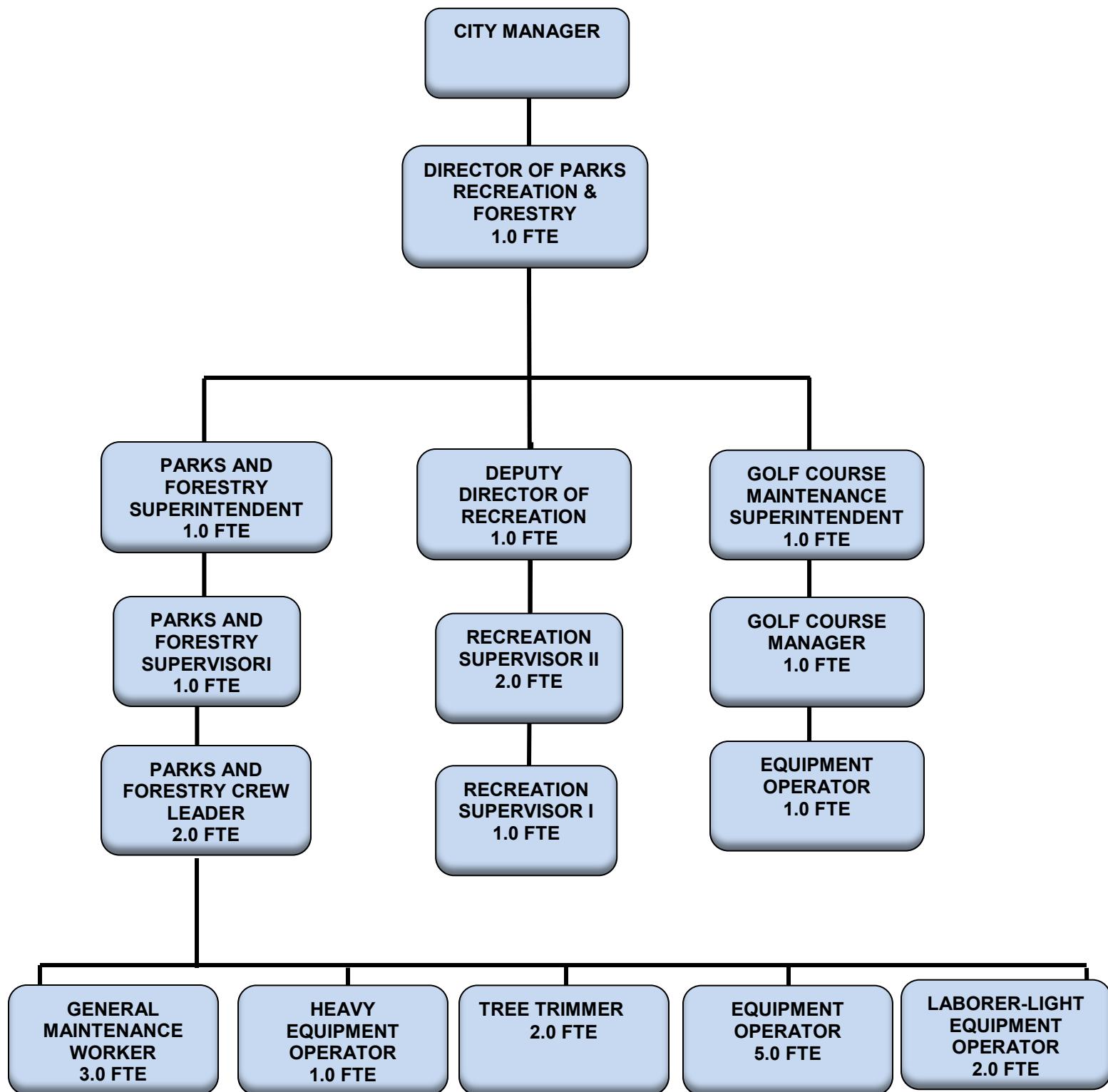


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PARKS, RECREATION AND FORESTRY





PARKS RECREATION AND FORESTRY

PARKS, RECREATION AND FORESTRY

The Parks, Recreation and Forestry Department provides programs and facilities to support citizens' diverse interest in parks, recreation, and culture. The department's core services are dispersed throughout the City to enable access to all residents of the community, ranging from toddler to senior adult. The core service areas are Administration, Recreation Services, Park Maintenance, Forestry and the Golf Course.

PERSONNEL SUMMARY

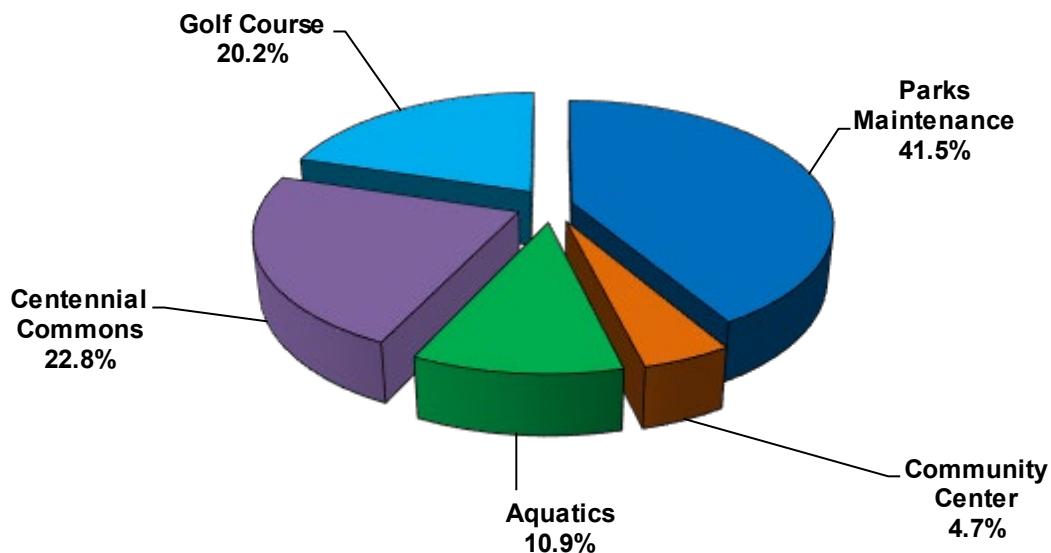
Full-Time Personnel Summary	FY2018 Authorized	FY2019 Authorized	FY2020 Authorized
<i>Parks and Forestry Maintenance</i>			
Parks Maintenance Superintendent	1.0	1.0	1.0
Forestry Supervisor	1.0	1.0	1.0
Crew Leader	3.0	3.0	2.0
General Maintenance Worker	3.0	3.0	3.0
Heavy Equipment Operators	1.0	1.0	1.0
Tree Trimmer	2.0	2.0	2.0
Equipment Operator	5.0	5.0	5.0
Laborer-Light Equipment Operator	2.0	2.0	2.0
<i>Parks and Forestry Maintenance Personnel Total</i>	18.0	18.0	17.0
<i>Golf Course Maintenance & Recreation</i>			
Golf Course Superintendent	1.0	1.0	1.0
Golf Course Manager	1.0	1.0	1.0
Equipment Operator	1.0	1.0	1.0
<i>Golf Course Maintenance & Recreation Personnel Total</i>	3.0	3.0	3.0
<i>Recreation</i>			
Director of Parks, Recreation & Forestry	-	1.0	1.0
Deputy Director of Recreations	1.0	1.0	1.0
Recreation Supervisor II	2.0	2.0	2.0
Recreation Supervisor I	1.0	1.0	1.0
<i>Recreation Personnel Total</i>	4.0	5.0	5.0
Parks, Recreation and Forestry Full-Time Total	25.0	26.0	25.0



PARKS RECREATION AND FORESTRY

Part-Time Personnel Summary	FY2018 Authorized	FY2019 Authorized	FY2020 Authorized
<i>Park Maintenance</i>			
Laborer	1.8	2.1	0.8
Park Attendant	0.2	0.2	-
<i>Park Maintenance Personnel Total</i>	2.0	2.3	0.8
<i>Golf Course Maintenance & Recreation</i>			
Golf Course Attendant	3.6	3.6	3.6
Laborer	0.5	0.5	0.5
<i>Golf Course Maintenance & Recreation Total</i>	4.1	4.1	4.1
<i>Recreation</i>			
Custodian	0.8	0.8	-
Senior Services Coordinator	0.5	0.5	0.5
Recreation Program Supervisor	1.3	1.3	-
Recreation Program Leader	0.4	0.4	-
Camp Director	0.2	0.2	0.2
Assistant Camp Director	0.4	0.4	0.4
Inclusion Counselor	0.5	0.5	0.5
Camp Counselor	1.8	1.8	2.0
Recreation Specialist III	1.4	1.4	-
Recreation Specialist II	11.4	11.4	-
Recreation Specialist I	4.5	4.5	-
Facility Attendant	-	-	2.5
Facility Attendant II	-	-	0.8
Child Care Assistant	-	-	0.8
Control Desk Associate	-	-	2.5
<i>Recreation Personnel Total</i>	23.2	23.2	10.1
<i>Aquatics</i>			
Pool Manager	-	-	0.3
Assistance Pool Manager	-	-	0.5
Pool Technician	-	-	0.1
Head Lifeguard	-	-	0.6
Life Guards	-	-	4.0
Swim Instructors	-	-	0.4
Cashiers	1.1	1.1	2.7
	1.1	1.1	9.5
Parks, Recreation and Forestry Part-Time Total	26.6	26.9	21.0

Program	Personnel	Contractual	Commodities	Capital	Total
Parks Maintenance	957,150	422,000	67,850	21,000	1,468,000
Community Center	93,681	65,750	5,150	-	164,581
Aquatics	263,260	73,544	48,500	-	385,304
Centennial Commons	433,000	287,902	44,550	40,050	805,502
Golf Course	341,500	184,900	117,400	72,000	715,800
Total	2,088,591	1,034,096	283,450	133,050	3,539,187



GOALS

1. Institute efficient and effective overall management of park facilities
2. Improve Heman Park Facility
3. Identify events that would enhance resident quality of life
4. Continue tree replacement program

SIGNIFICANT CHANGES OVER FY 2019

1. Creation of a New Department
2. Creation of Golf Course Enterprise Fund

PARKS MAINTENANCE AND FORESTRY

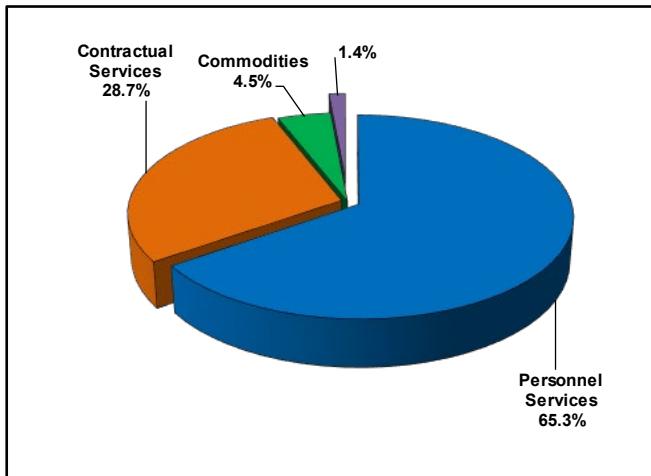
Park Maintenance and Forestry is responsible for the development and maintenance of the parks and greenways of the City. There are approximately 150 City-owned parcels (comprising 232 acres) which require grass trimming, snow removal, trash/litter collection; fixtures repaired and painted, trees and shrubs trimmed; buildings/facilities, roads, trails and bridges maintained; tennis and basketball courts, ball diamonds, soccer and football fields maintained and marked for play. The Division is responsible for the maintenance and repair of 391 City owned street and pedestrian lights; as well as working with the reporting process for Ameren UE street light outages.

This Division is also responsible for the care and maintenance of all trees on public property and for the enforcement of the City's ordinance governing hazardous trees on private property. This includes removal and replacement of dead and diseased trees, pruning, storm damage cleanup, regular watering of new trees, and stump removal.

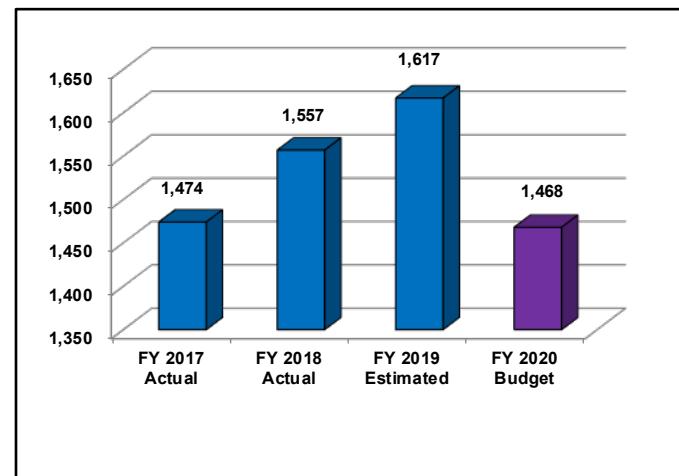
BUDGET EXPENDITURES

Parks & Forestry	FY 2017 Actual	FY 2018 Actual	FY 2019 Original	FY 2019 Amended	FY 2019 Estimated	FY 2020 Budget	% over FY 2019
Personnel Services	882,970	868,963	985,700	985,700	985,700	957,150	-3%
Contractual Services	540,576	628,701	571,000	571,000	571,000	422,000	-26%
Commodities	50,924	59,498	56,900	56,900	56,900	67,850	19%
Capital Outlay	-	-	3,000	3,000	3,000	21,000	600%
Total	1,474,470	1,557,162	1,616,600	1,616,600	1,616,600	1,468,000	-9%

FY 2020 Budget



Total Expenditures





PARKS RECREATION AND FORESTRY

GOALS

1. Replace deteriorating playground equipment at Rabe, Metcalfe and Ackert Parks
2. Continue to upgrade park facilities to meet ADA compliance
3. Acquire St. Louis County Municipal Park Grant for playground replacement and improvements
4. Continue six year ash tree replacement plan
5. Upgrade facilities to meet Metropolitan Sewer District MS4 requirements

SIGNIFICANT BUDGETARY ISSUES

1. An assessment of our parks and playgrounds published by Mid-County Region indicate numerous suggestions to become compliant to meet Americans with Disabilities Act Guidelines.
2. The recent discovery of Emerald Ash Bore disease in St. Louis City and County will increase the number of tree removals and replanting needed in University City over the next several years.

FISCAL YEAR 2019 PERFORMANCE SUMMARY

1. Removed deteriorated tennis court at Fogerty Park
2. Acquired St. Louis County Municipal Grant for phase II improvements at Fogerty Park.
3. Completed Phase I renovations at Majerus Park, which included playground replacement and trail improvements
4. Skinned dirt infields were renovated at Jack Buck Field and #6 Softball in Heman Park
5. Replaced main drain valves and repaired broken 8" return line at Heman Pool
6. Converted light fixtures in the Centennial Commons to LED



Department	Parks, Forestry & Recreation
Program	Park Maintenance

Fund	General
Account Number	01-50-45

	FY 2017 Actual	FY 2018 Actual	FY 2019 Original	FY 2019 Amended	FY 2019 Estimated	FY 2020 Budget	% over FY 2019
Personnel Services							
5001 Salaries - Full-Time	563,743	560,748	637,500	637,500	637,500	628,600	-1%
5220 Injury Leave	1,994	(1,247)	-	-	-	-	0%
5230 Injury Leave - Taxable	-	956	-	-	-	-	0%
5340 Salaries - Part-Time & Temp	27,303	19,191	22,000	22,000	22,000	25,000	14%
5380 Overtime	13,059	11,128	10,000	10,000	10,000	10,000	0%
5420 Workers Compensation	26,359	25,734	25,000	25,000	25,000	31,300	25%
5460 Medical Insurance	97,307	113,967	130,000	130,000	130,000	137,000	5%
5660 Social Security Contributions	35,135	33,997	41,500	41,500	41,500	40,500	-2%
5740 Pension Contribution Nonunif.	109,900	95,000	110,000	110,000	110,000	75,250	-32%
5860 Unemployment	-	1,510	-	-	-	-	0%
5900 Medicare	8,169	7,978	9,700	9,700	9,700	9,500	-2%
Sub-Total Personnel Services	882,970	868,963	985,700	985,700	985,700	957,150	-3%
Contractual Services							
6010 Professional Services	-	-	5,000	5,000	5,000	5,000	0%
6050 Maintenance Contracts	144,988	186,232	175,000	175,000	175,000	172,000	-2%
6070 Temporary Labor	130	11,552	5,000	5,000	5,000	5,000	0%
6120 Professional Development	355	412	3,300	3,300	3,300	6,500	97%
6160 Insurance- Property & Auto	-	-	-	-	-	60,000	100%
6170 Insurance - Liability	15,639	6,602	12,000	12,000	12,000	12,000	0%
6210 Insurance - Flood	10,627	11,153	10,000	10,000	10,000	10,000	0%
6250 Natural Gas	3,966	4,707	3,000	3,000	3,000	3,000	0%
6260 Electricity	48,576	43,591	45,000	45,000	45,000	40,000	-11%
6270 Telephone & Pagers	2,970	2,727	3,000	3,000	3,000	3,000	0%
6280 Water	46,065	48,634	45,000	45,000	45,000	45,000	0%
6290 Sewer	19,995	16,681	20,000	20,000	20,000	15,000	-25%
6330 Decorative Street Lights	1,176	-	-	-	-	-	0%
6380 Equipment Maintenance	7,538	18,002	7,000	7,000	7,000	5,000	-29%
6400 Office Equipment Maintenance	-	-	-	-	-	500	100%
6530 Fleet Service & Replacement ¹	209,308	241,203	208,000	208,000	208,000	-	-100%
6540 Equipment Rental	182	-	700	700	700	700	0%
6570 Miscellaneous Rentals	520	223	1,000	1,000	1,000	1,000	0%
6610 Staff Training	190	-	700	700	700	1,000	43%
6650 Membership & Certification	185	308	200	200	200	200	0%
6660 Laundry Services	6,542	6,856	6,700	6,700	6,700	6,700	0%
6680 Subdivision Fees & Taxes	21,604	29,799	20,000	20,000	20,000	30,000	50%
6710 Waste Dumping Fees	20	20	400	400	400	400	0%
6770 Bank & Credit Card Fees	-	-	-	-	-	-	0%
Sub-Total Contractual Services	540,576	628,701	571,000	571,000	571,000	422,000	-26%
Commodities							
7001 Office Supplies	179	264	300	300	300	300	0%
7130 Agriculture Supplies	13,043	11,133	14,000	14,000	14,000	14,000	0%
7210 Chemicals	4,409	2,348	2,500	2,500	2,500	2,500	0%
7290 Concrete & Clay Products	1,949	3,884	5,800	5,800	5,800	6,000	3%
7330 Food	-	-	-	-	-	50	100%
7370 Institutional Supplies	2,771	4,082	2,500	2,500	2,500	3,200	28%
7490 Building Materials	5,301	7,431	8,000	8,000	8,000	8,000	0%
7530 Medical Supplies	353	367	400	400	400	400	0%
7570 Hardware & Hand Tools	10,462	11,909	10,000	10,000	10,000	10,000	0%
7610 Fuel, Oil, and Lubricants	116	-	-	-	-	10,000	100%
7690 Recreational Supplies	9,021	14,430	10,000	10,000	10,000	10,000	0%
7730 Metal Supplies	408	352	400	400	400	400	0%
7770 Uniform & Safety Gear	2,746	3,296	2,500	2,500	2,500	2,500	0%
7810 Sign Supplies	166	-	500	500	500	500	0%
Sub-Total Commodities	50,924	59,498	56,900	56,900	56,900	67,850	19%
Capital Outlay							
8100 Misc. Improvements	-	-	3,000	3,000	3,000	6,000	100%
8140 Software Systems	-	-	-	-	-	15,000	100%
Sub-Total Capital Outlay	-	-	3,000	3,000	3,000	21,000	600%
Total	1,474,470	1,557,162	1,616,600	1,616,600	1,616,600	1,468,000	-9%



PARKS RECREATION AND FORESTRY

RECREATION

The Recreation Division includes:

- (1) Heman Park Community Center
- (2) Heman Park Pool
- (3) Centennial Commons Recreation Center

Heman Park Community Center

The Heman Park Community Center provides space for meetings and activities for City Boards and Commissions and other organizations and private rentals. Weekend rentals are primarily for special occasions such as birthday, graduation, retirement, and wedding receptions. In 2016, Mid-East Area Agency on Aging relocated from Centennial Commons to Heman Park Community Center and utilizes the facility weekdays to provide lunch and activities for our area's older adult population.

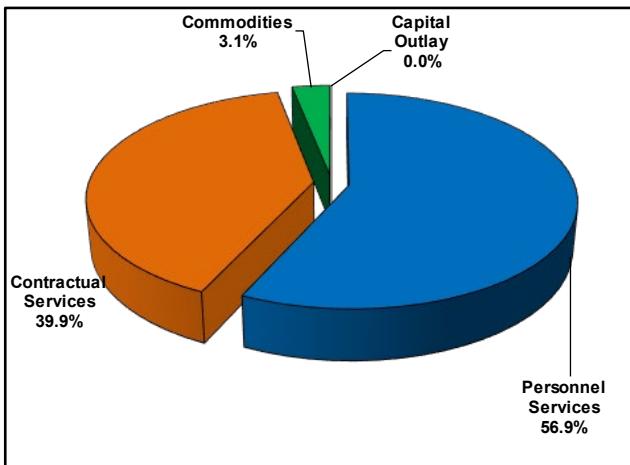
2020 BUDGET DETAILS

Building improvements and cosmetic enhancements are needed to ensure the facility continues to be an attractive meeting and private event venue.

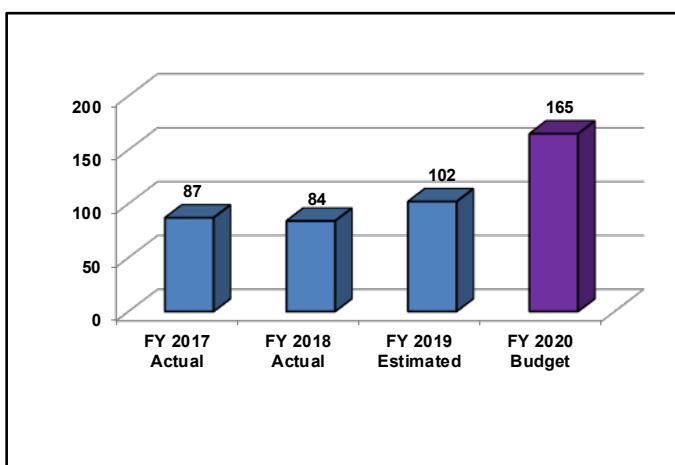
BUDGET EXPENDITURES

Community Center	FY 2017 Actual	FY 2018 Actual	FY 2019 Original	FY 2019 Amended	FY 2019 Estimated	FY 2020 Budget	% over FY 2019
Personnel Services	15,116	27,689	29,600	29,600	29,600	93,681	216%
Contractual Services	52,748	43,950	52,500	52,500	52,500	65,750	25%
Commodities	10,338	8,087	6,500	6,500	6,500	5,150	-21%
Capital Outlay	9,027	4,033	13,000	13,000	13,000	-	-100%
Total	87,229	83,759	101,600	101,600	101,600	164,581	62%

FY 2020 Budget



Total Expenditures



GOALS

1. To increase paid facility rentals for Heman Park Community Center.
2. To increase marketing and promotion efforts to increase membership.
3. To improve the physical appearance of the facility; improve maintenance.
4. To develop a plan for the long-term use of the facility.

Aquatics Programs

The Recreation division operates the Heman Park municipal swimming pool during the summer months, and the public swimming program offered at the University City High School Natatorium throughout the fall and winter. Heman Park municipal pool offers public swim, group and private swim instruction, lifeguard training, morning lap swim, concessions, and other aquatic recreational programs.

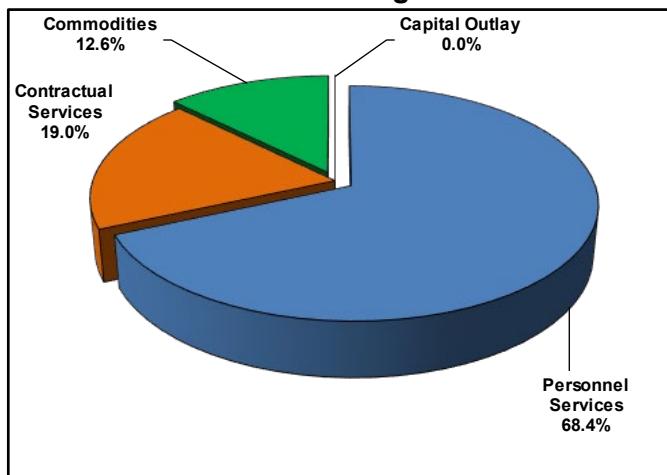
2020 BUDGET DETAILS

Budget details for the 2020 Heman Park Community Center and Aquatics program accounts include bringing lifeguard services in-house: addressing building improvements at Centennial Commons (tile repairs, painting) and at Heman Park pool house.

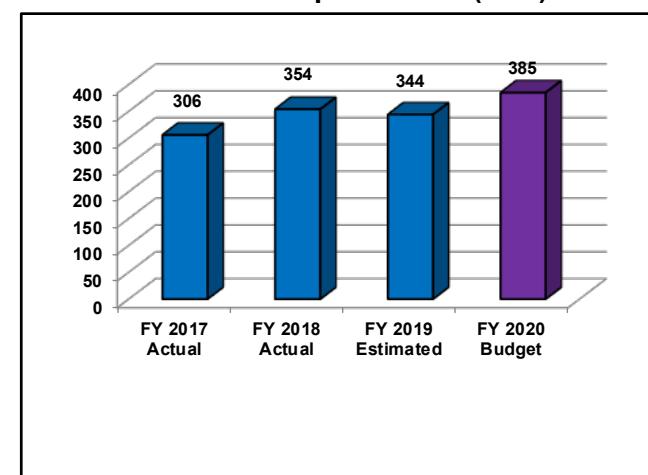
BUDGET EXPENDITURES

Aquatics	FY 2017 Actual	FY 2018 Actual	FY 2019 Original	FY 2019 Amended	FY 2019 Estimated	FY 2020 Budget	% over FY 2019
Personnel Services	101,708	35,287	-	-	-	263,260	100%
Contractual Services	138,440	273,189	290,500	290,500	290,500	73,544	-75%
Commodities	63,515	28,940	45,100	45,100	45,100	48,500	8%
Capital Outlay	2,107	16,922	8,000	8,000	8,000	-	-100%
Total	305,770	354,338	343,600	343,600	343,600	385,304	12%

FY 2020 Budget



Total Expenditures ('000)



GOALS

1. To provide additional family friendly activities such as Toddler Time, Participation in the National World's Largest Swim Lesson, collaborating with Municipal Commission on Arts/Letters to co-sponsor Family Dive-In movies and more.
2. To increase programs offerings such as free Silver Sneakers aquatic exercise classes and more.
3. To increase marketing efforts for Heman Park pool and its programming.
4. To improve the structural integrity, appearance and modernization of the Heman pool bathhouse.
5. To identify opportunities to develop partnerships with other communities for reciprocal pool use.



PARKS RECREATION AND FORESTRY

Centennial Commons Recreation Center

The Recreation Division provides operational support and planning, organizing and programming for activities that occur at Centennial Commons Recreation Center. The facility has an indoor soccer facility, fitness area, free weight area, two full size gymnasiums, meeting rooms, an indoor track, a teen room and a child care area. The Division is responsible for the rental of gymnasiums, indoor soccer field, tennis courts, outdoor athletic fields, meeting rooms, park pavilions, and the mobile stage. The Division coordinates facility usage and programming with the University City Sports Association and the University City Soccer Club to provide youth athletic opportunities for football and soccer; as well as coordination of School District of University City indoor and outdoor facility usage for various middle and high school sports programs.

In 2017, the Division collaborated with the University City School District and community stakeholders to create the District Athletic Committee, which provides youth athletic opportunities for basketball and free Redbird Rookies summer sports programs (tee ball, baseball and softball) sponsored by the St. Louis Cardinals – Cardinal Care organization.

The Division also maintains fitness equipment, programs and manages fitness classes, personal training, summer day camp, birthday parties, special events and other recreational programs.

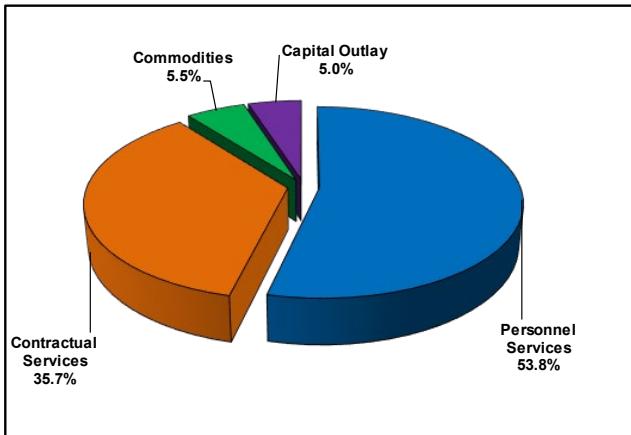
2020 BUDGET DETAILS

Budget details for the 2020 include continuing contracted fitness programs and classes; replacing fitness equipment, the creation of a member game/lounge area, relocating the child care are to convert the space to an additional multipurpose room, as well as addressing building improvements such as painting, floors, and restroom updates.

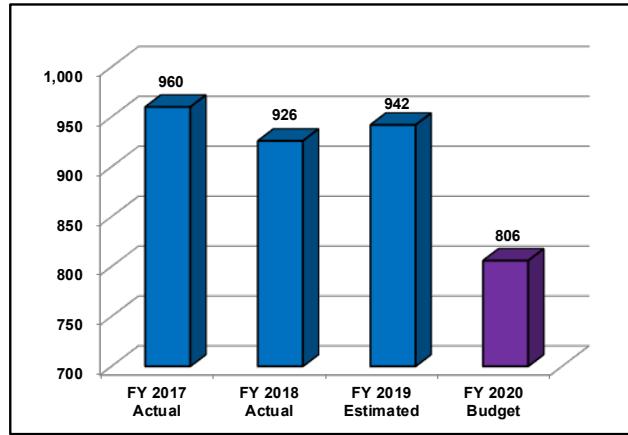
BUDGET EXPENDITURES

Centennial Commons	FY 2017 Actual	FY 2018 Actual	FY 2019 Original	FY 2019 Amended	FY 2019 Estimated	FY 2020 Budget	% over FY 2019
Personnel Services	532,866	503,498	581,200	581,200	581,200	433,000	-25%
Contractual Services	321,051	328,532	300,400	300,400	300,400	287,902	-4%
Commodities	36,027	46,401	38,300	38,300	38,300	44,550	16%
Capital Outlay	70,159	47,162	22,500	22,500	22,500	40,050	78%
Total	960,103	925,593	942,400	942,400	942,400	805,502	100%

FY 2020 Budget



Total Expenditures



GOALS

1. To identify new incentives to increase facility usage.
2. To expand programs, course offerings, including special events (minimum of one per quarter, i.e. family fun dive-in movie) and community projects (minimum of one per quarter, i.e. collection for Brittany Woods “Brittany Boutique”).
3. To increase marketing and promotion efforts. Identify target populations not currently utilizing the facility, such as surrounding municipalities with few or recreational facilities available.
4. To continue to upgrade/maintenance of fitness and cardio equipment.
5. To increase free and/or reduced membership and exercise programs for the senior citizen population.
6. To increase summer camp attendance and offerings. Seek partners when appropriate and feasible.

FISCAL YEAR 2019 PERFORMANCE SUMMARY

- Staff coordinated ‘Go Red for Women, National World’s largest swim lesson, Member appreciation week, Fitness Friday workout challenge and several “pop-up” special events.
- Staff increased marketing footprints through the availability of several social media sites and on-line placement of the annual recreation guide.
- Staff improved offerings for senior citizens, including free Silver Sneakers and Silver ‘n Fit and RenewActive facility memberships and added three (3) free Silver Sneakers exercise programs.
- Staff coordinated community service projects such as “The Giving Tree” (collected/donated cold weather items for University City High School students) and “Little Hats, Big Hearts” (collecting knitted infant hats with donations to the American Heart Association).



PARKS RECREATION AND FORESTRY

PERFORMANCE MEASUREMENTS

	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Projected
Community Center Bookings	150	150	250	200
Citizens attending community center activities	25,000	25,000	24,200	23,000
Attendance at Heman Park Pool	52,000	52,200	50,000	40,000
Attendance at Natatorium	1,200	1,200	2,010	2,000
Attendance at Centennial Commons	160,000	160,000	150,000	100,000
Hours of field rentals	1,400	1,400	1,000	1,000
Daily users	12,000	12,000	10,000	11,000
Day camp attendance	6,500	6,500	6,600	6,000



Department	Parks, Forestry & Recreation	Fund	General
Program	Community Center	Account Number	01-50-49

	FY 2017 Actual	FY 2018 Actual	FY 2019 Original	FY 2019 Amended	FY 2019 Estimated	FY 2020 Budget	% over FY 2019
Personnel Services							
5001 Salaries - Full-Time	4,328	14,247	16,000	16,000	16,000	45,600	185%
5340 Salaries - Part-Time & Temp	3,551	3,124	5,000	5,000	5,000	29,431	489%
5420 Workers Compensation	315	713	500	500	500	2,500	400%
5460 Medical Insurance	651	2,362	2,000	2,000	2,000	6,700	235%
5660 Social Security Contributions	466	1,008	900	900	900	3,200	256%
5740 Pension Contribution Nonunif.	5,700	6,000	5,000	5,000	5,000	5,500	10%
5900 Medicare	106	234	200	200	200	750	275%
Sub-Total Personnel Services	15,116	27,689	29,600	29,600	29,600	93,681	216%
Contractual Services							
6010 Professional Services	-	-	-	-	-	20,000	100%
6050 Maintenance Contracts	965	947	1,000	1,000	1,000	1,400	40%
6090 Postage	-	-	-	-	-	4,550	100%
6170 Insurance - Liability	3,505	4,200	4,000	4,000	4,000	5,000	25%
6210 Insurance - Flood	4,898	4,941	5,000	5,000	5,000	5,000	0%
6250 Natural Gas	5,686	7,031	6,000	6,000	6,000	6,000	0%
6260 Electricity	13,739	15,507	14,000	14,000	14,000	13,000	-7%
6270 Telephone & Pagers	40	125	-	-	-	-	0%
6280 Water	3,765	834	4,500	4,500	4,500	1,000	-78%
6290 Sewer	3,793	2,112	4,000	4,000	4,000	2,000	-50%
6360 Building Maintenance	9,588	2,712	8,000	8,000	8,000	2,000	-75%
6380 Equipment Maintenance	3,273	3,909	4,000	4,000	4,000	2,000	-50%
6430 Misc. Repairs & Maintenance	2,492	915	1,000	1,000	1,000	3,000	200%
6640 Exterminations	1,004	719	1,000	1,000	1,000	800	-20%
Sub-Total Contractual Services	52,748	43,950	52,500	52,500	52,500	65,750	25%
Commodities							
7001 Office Supplies	-	-	-	-	-	1,000	100%
7370 Institutional Supplies	8,323	7,542	5,000	5,000	5,000	4,000	-20%
7490 Building Materials	271	48	500	500	500	-	-100%
7570 Hardware & Hand Tools	1,745	496	1,000	1,000	1,000	150	-85%
7770 Uniforms & safety Gear	-	-	-	-	-	-	0%
7810 Sign Supplies	-	-	-	-	-	-	0%
Sub-Total Commodities	10,338	8,087	6,500	6,500	6,500	5,150	-21%
Capital Outlay							
8001 Building Improvements	8,244	3,859	5,000	5,000	5,000	-	-100%
8100 Misc. Improvements	783	174	8,000	8,000	8,000	-	-100%
Sub-Total Capital Outlay	9,027	4,033	13,000	13,000	13,000	-	-100%
Total	87,230	83,759	101,600	101,600	101,600	164,581	62%



Department	Parks, Recreation & Forestry	Fund	General
Program	Aquatics	Account Number	01-50-51

	FY 2017 Actual	FY 2018 Actual	FY 2019 Original	FY 2019 Amended	FY 2019 Estimated	FY 2020 Budget	% over FY 2019
Personnel Services							
5001 Salaries - Full-Time	-	-	-	-	-	46,300	100%
5340 Salaries - Part-Time & Temp	89,083	32,607	-	-	-	177,800	100%
5380 Overtime	2,833	3	-	-	-	-	0%
5420 Workers Compensation	2,648	198	-	-	-	10,700	100%
5460 Medical Insurance	-	-	-	-	-	5,760	100%
5660 Social Security Contributions	5,696	2,022	-	-	-	13,900	100%
5740 Pension Contribution Nonunif.	-	-	-	-	-	5,500	100%
5860 Unemployment	-	-	-	-	-	-	0%
5900 Medicare	1,448	457	-	-	-	3,300	100%
Sub-Total Personnel Services	101,708	35,287	-	-	-	263,260	100%
Contractual Services							
6050 Maintenance Contracts	75,638	209,264	215,000	215,000	215,000	4,300	-98%
6060 Instructors & Sports Officials	-	1,680	-	-	-	5,000	100%
6120 Professional Development	-	-	-	-	-	-	0%
6170 Insurance - Liability	3,963	4,800	4,500	4,500	4,500	4,944	10%
6250 Natural Gas	633	648	800	800	800	700	-13%
6260 Electricity	27,061	31,477	28,000	28,000	28,000	25,000	-11%
6270 Telephone & Pagers	-	-	-	-	-	-	0%
6280 Water	8,699	11,110	13,000	13,000	13,000	10,000	-23%
6290 Sewer	7,537	8,166	10,000	10,000	10,000	12,000	20%
6360 Building Maintenance	5,267	1,656	10,000	10,000	10,000	1,500	-85%
6380 Equipment Maintenance	4,614	2,302	5,000	5,000	5,000	4,000	-20%
6400 Office Equipment Maintenance	-	-	-	-	-	-	0%
6430 Misc. Repairs & Maintenance	3,679	905	3,500	3,500	3,500	4,000	14%
6610 Staff Training	1,152	1,069	500	500	500	2,000	300%
6640 Exterminations	196	112	200	200	200	100	-50%
Sub-Total Contractual Services	138,440	273,189	290,500	290,500	290,500	73,544	-75%
Commodities							
7001 Office Supplies	-	156	-	-	-	250	100%
7090 Office & Computer Equip.	50	-	-	-	-	300	100%
7210 Chemicals	27,922	3,020	20,000	20,000	20,000	7,000	-65%
7330 Food	18,598	13,683	15,000	15,000	15,000	14,000	-7%
7370 Institutional Supplies	7,528	4,701	3,000	3,000	3,000	2,000	-33%
7490 Building Materials	4,299	3,218	2,000	2,000	2,000	4,000	100%
7530 Medical Supplies	82	158	100	100	100	12,000	11900%
7570 Hardware & Hand Tools	994	739	1,000	1,000	1,000	1,000	0%
7690 Recreational Supplies	2,941	2,359	3,000	3,000	3,000	3,000	0%
7770 Uniform & Safety Gear	1,100	906	1,000	1,000	1,000	4,700	370%
7810 Sign Supplies	-	-	-	-	-	250	100%
Sub-Total Commodities	63,515	28,940	45,100	45,100	45,100	48,500	8%
Capital Outlay							
8001 Building Improvements	-	-	8,000	8,000	8,000	-	-100%
8100 Misc. Improvements	2,107	16,922	-	-	-	-	0%
Sub-Total Capital Outlay	2,107	16,922	8,000	8,000	8,000	-	-100%
Total	305,769	354,338	343,600	343,600	343,600	385,304	12%



Department	Parks, Recreation & Forestry			Fund	General	
Program	Centennial Commons			Account Number	01-50-53	

	FY 2017 Actual	FY 2018 Actual	FY 2019 Original	FY 2019 Amended	FY 2019 Estimated	FY 2020 Budget	% over FY 2019
Personnel Services							
5001 Salaries - Full-Time	208,081	201,566	242,000	242,000	242,000	218,200	-10%
5340 Salaries - Part-Time & Temp	219,740	201,296	220,000	220,000	220,000	122,000	-45%
5380 Overtime	492	1,154	-	-	-	-	0%
5420 Workers Compensation	12,294	11,654	15,000	15,000	15,000	16,300	9%
5460 Medical Insurance	25,568	22,872	26,500	26,500	26,500	24,400	-8%
5660 Social Security Contributions	25,676	24,267	30,000	30,000	30,000	21,100	-30%
5740 Pension Contribution Nonunif.	34,300	35,000	40,700	40,700	40,700	26,100	-36%
5860 Unemployment	712	(25)	-	-	-	-	0%
5900 Medicare	6,001	5,714	7,000	7,000	7,000	4,900	-30%
Sub-Total Personnel Services	532,866	503,498	581,200	581,200	581,200	433,000	-25%
Contractual Services							
6010 Professional Services	54,725	42,662	20,000	20,000	20,000	24,000	20%
6040 Events & Receptions	9,386	69	9,000	9,000	9,000	8,000	-11%
6040.01 Events for Arts & Letters	-	14,347	20,000	20,000	20,000	20,000	0%
6050 Maintenance Contracts	16,679	21,041	13,000	13,000	13,000	32,702	152%
6060 Instructors & Sports Officials	113,229	91,603	100,000	100,000	100,000	60,000	-40%
6090 Postage	208	-	2,000	2,000	2,000	1,000	-50%
6110 Mileage reimbursement	-	-	-	-	-	100	100%
6120 Professional Development	1,818	1,690	2,000	2,000	2,000	2,000	0%
6130 Advertising & Public Notices	481	351	2,000	2,000	2,000	2,000	0%
6150 Printing Services	-	101	1,000	1,000	1,000	15,000	1400%
6170 Insurance - Liability	3,854	4,000	4,500	4,500	4,500	7,100	58%
6210 Insurance - Flood	13,983	14,685	14,000	14,000	14,000	5,000	-64%
6250 Natural Gas	3,002	8,244	4,500	4,500	4,500	8,000	78%
6260 Electricity	65,093	73,443	65,000	65,000	65,000	60,000	-8%
6270 Telephone & Pagers	1,586	1,410	1,000	1,000	1,000	1,000	0%
6290 Sewer	-	-	-	-	-	5,000	100%
6360 Building Maintenance	4,227	22,757	10,000	10,000	10,000	15,000	50%
6380 Equipment Maintenance	11,281	12,174	12,000	12,000	12,000	9,000	-25%
6400 Office Equipment Maintenance	550	550	1,000	1,000	1,000	1,000	0%
6430 Misc. Repairs & Maintenance	2,942	2,022	2,000	2,000	2,000	500	-75%
6540 Equipment Rental	252	-	500	500	500	-	-100%
6560 Technology Services	3,062	3,090	3,000	3,000	3,000	3,000	0%
6610 Staff Training	185	40	200	200	200	2,000	900%
6640 Exterminations	1,272	1,141	1,200	1,200	1,200	1,000	-17%
6650 Membership & Certification	1,705	1,720	1,500	1,500	1,500	3,000	100%
6700 Misc. Operating Services	6,373	3,233	1,000	1,000	1,000	1,000	0%
6770 Bank & Credit Card Fees	5,157	8,159	10,000	10,000	10,000	1,500	-85%
Sub-Total Contractual Services	321,051	328,533	300,400	300,400	300,400	287,902	-4%
Commodities							
7001 Office Supplies	5,271	4,207	5,000	5,000	5,000	4,000	-20%
7050 Publications	306	-	500	500	500	200	-60%
7330 Food	3,994	3,107	4,000	4,000	4,000	2,050	-49%
7370 Institutional Supplies	16,092	19,182	15,000	15,000	15,000	20,000	33%
7490 Building Materials	1,350	917	1,500	1,500	1,500	600	-60%
7530 Medical Supplies	774	733	500	500	500	650	30%
7570 Hardware & Hand Tools	1,295	1,546	1,200	1,200	1,200	2,000	67%
7610 Fuel, Oil & Lubricants	329	323	300	300	300	300	0%
7690 Recreational Supplies	3,429	12,604	5,800	5,800	5,800	8,000	38%
7690.01 jRecreational Supplies- DAC	-	-	-	-	-	2,500	100%
7770 Uniform & Safety Gear	2,886	3,582	4,500	4,500	4,500	4,000	-11%
7810 Sign Supplies	300	28	-	-	-	250	100%
7850 Awards & Gifts	-	172	-	-	-	-	0%
Sub-Total Commodities	36,027	46,401	38,300	38,300	38,300	44,550	16%
Capital Outlay							
8001 Building Improvements	67,137	2,765	10,000	10,000	10,000	-	-100%
8100 Misc. Improvements	-	17,102	7,500	7,500	7,500	40,050	434%
8180 Office Furniture & Equip	3,022	27,295	5,000	5,000	5,000	-	-100%
Sub-Total Capital Outlay	70,159	47,162	22,500	22,500	22,500	40,050	78%
Total	960,102	925,595	942,400	942,400	942,400	805,502	-15%

GOLF COURSE MAINTENANCE AND RECREATION

Ruth Park is a nine-hole golf course that covers nearly 70 acres and serves the University City golfing public and is open to non-residents as well. The course includes a 25 hitting station driving range.

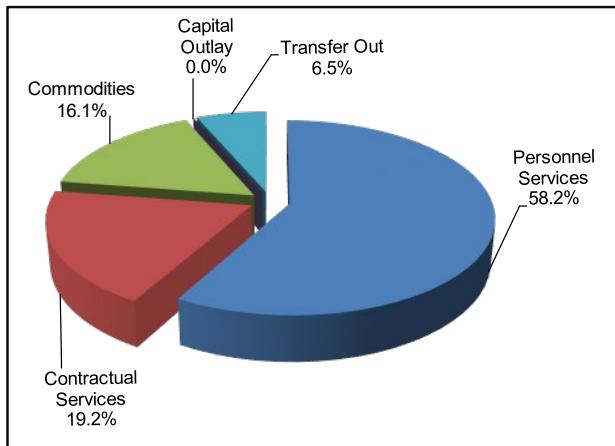
The golf course maintenance division is responsible for the development, and maintenance of the golf course grounds. The maintenance crew carries out a comprehensive maintenance program which includes: mowing, fertilizing, aerification, top-dressing, weed control, disease control, insect control, water management, seeding, sodding, irrigation system maintenance, equipment maintenance, tree planting/pruning, erosion control, drainage, and snow removal.

The golf course recreation is responsible for coordinating all league and individual play times as well as hosting tournaments and providing instructional classes.

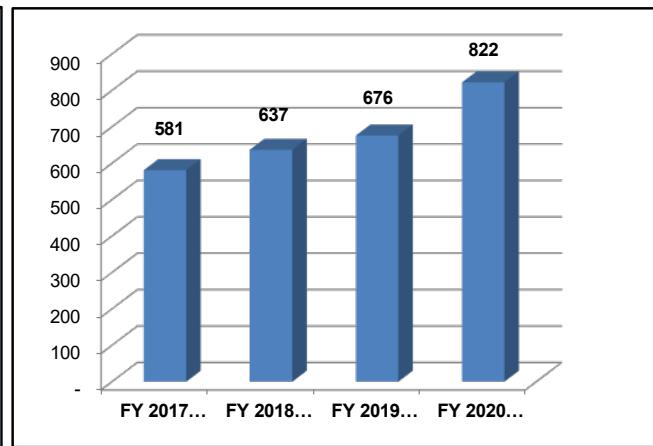
BUDGET EXPENDITURES

	FY 2017 Actual	FY 2018 Actual	FY 2019 Original	FY 2019 Amended	FY 2019 Estimated	FY 2020 Budget	% over FY 2019
Personnel Services	282,506	296,279	341,500	341,500	341,500	478,394	40%
Contractual Services	160,606	190,421	184,900	184,900	184,900	158,274	-14%
Commodities	137,455	142,815	117,400	117,400	117,400	132,400	13%
Capital Outlay	368	7,400	32,000	32,000	32,000	-	-100%
Transfer Out	-	-	-	-	-	53,220	100%
Total	580,935	636,915	675,800	675,800	675,800	822,288	22%

FY 2020 Budget



Total Expenditures



GOALS

1. Continue long range plan to make Ruth Park the premiere public practice facility with the addition of an indoor teaching center, and berm restoration.
2. Install forward tee boxes on #1 and #9 holes as per the “play it forward” initiative
3. Continue native area reestablishment project phase III
4. Plant trees in mulched area south of #3 tee
5. Continue wet pond improvements
6. Develop a reforesting plan for the course

SIGNIFICANT BUDGETARY ISSUES

1. Future necessary improvements and renovations of the golf club house
2. The addition of new golf amenities needed to increase revenues

FISCAL YEAR 2019 PERFORMANCE SUMMARY

1. Designed, constructed and sodded two additional tees on #6 hole
2. Completed phase II Native Area Reestablishment
3. Installed additional back tee at #8 hole
4. A new circle cart path was installed adjacent to the driving range
5. Expanded Junior Golf Program and tournament play

Department	Parks, Forestry & Recreation			Fund	Golf Course
Program	Golf Course			Account Number	28-50-47

	FY 2017 Actual	FY 2018 Actual	FY2019 Original	FY2019 Amended	FY2019 Estimated	FY 2020 Budget	% over FY 2019
Personnel Services							
5001 Salaries - Full-Time	153,757	153,774	189,500	189,500	189,500	194,400	3%
5340 Salaries - Part-Time & Temp	49,802	59,902	67,000	67,000	67,000	183,690	174%
5380 Overtime	5,016	5,328	5,000	5,000	5,000	6,000	20%
5420 Workers Compensation	4,329	6,622	4,500	4,500	4,500	8,050	79%
5460 Medical Insurance	25,984	29,909	30,700	30,700	30,700	34,054	11%
5660 Social Security Contributions	12,177	12,778	16,200	16,200	16,200	23,400	44%
5740 Pension Contribution Nonunif.	28,600	25,000	24,800	24,800	24,800	23,300	-6%
5900 Medicare	2,841	2,966	3,800	3,800	3,800	5,500	45%
Sub-Total Personnel Services	282,506	296,279	341,500	341,500	341,500	478,394	40%
Contractual Services							
6010 Professional Services	193	193	-	-	-	305	100%
6050 Maintenance Contracts	12,763	10,350	7,000	7,000	7,000	13,265	90%
6060 Instructors & Sports Officials	6,215	7,583	12,000	12,000	12,000	9,144	-24%
6070 Temporary Labor	151	-	2,000	2,000	2,000	-	-100%
6110 Mileage Reimbursement	888	762	1,000	1,000	1,000	600	-40%
6120 Professional Development	240	105	4,500	4,500	4,500	2,250	-50%
6130 Advertising & Public Notices	10,150	10,465	15,000	15,000	15,000	10,000	-33%
6150 Printing Services	1,426	1,185	1,300	1,300	1,300	800	-38%
6160 Insurance - Property & Auto	20,000	-	20,000	20,000	20,000	-	-100%
6165 Insurance - Liquor	-	-	-	-	-	813	100%
6170 Insurance - Liability	4,020	4,200	4,500	4,500	4,500	4,326	-4%
6250 Natural Gas	2,393	3,104	2,500	2,500	2,500	2,380	-5%
6260 Electricity	6,924	8,249	7,000	7,000	7,000	6,693	-4%
6270 Telephone & Pagers	1,000	1,020	1,000	1,000	1,000	963	-4%
6280 Water	25,917	53,929	20,000	20,000	20,000	20,000	0%
6290 Sewer	964	988	1,000	1,000	1,000	1,000	0%
6360 Building Maintenance	1,910	3,222	2,500	2,500	2,500	8,000	220%
6380 Equipment Maintenance	7,737	13,220	13,000	13,000	13,000	13,000	0%
6430 Misc. Repairs & Maintenance	2,901	6,023	4,000	4,000	4,000	5,000	25%
6530 Fleet Service & Replacement ¹	18,090	15,118	14,000	14,000	14,000	20,000	43%
6540 Equipment Rental	18,991	19,098	21,500	21,500	21,500	20,000	-7%
6560 Technology Services	799	3,813	6,200	6,200	6,200	5,570	-10%
6570 Miscellaneous Rentals	1,136	1,152	1,200	1,200	1,200	1,076	-10%
6610 Staff Training	30	185	1,000	1,000	1,000	1,000	0%
6650 Membership & Certification	1,899	2,414	2,000	2,000	2,000	1,500	-25%
6660 Laundry Services	215	223	-	-	-	-	0%
6670 Cashier's Over/Under	-	20	-	-	-	-	0%
6700 Misc. Operating Services	-	-	200	200	200	589	195%
6710 Waste Dumping Fees	-	20	500	500	500	-	-100%
6770 Bank & Credit Card Fees	13,655	23,780	20,000	20,000	20,000	10,000	-50%
Sub-Total Contractual Services	160,606	190,421	184,900	184,900	184,900	158,274	-14%
Commodities							
7001 Office Supplies	1,379	1,716	1,400	1,400	1,400	1,000	-29%
7130 Agriculture Supplies	17,601	24,082	20,000	20,000	20,000	32,000	60%
7210 Chemicals	10,941	8,948	9,000	9,000	9,000	15,000	67%
7290 Concrete & Clay Products	2,631	2,281	3,600	3,600	3,600	3,600	0%
7330 Food	22,935	25,923	24,000	24,000	24,000	24,000	0%
7370 Institutional Supplies	2,242	3,140	2,700	2,700	2,700	2,000	-26%
7490 Building Materials	360	865	1,000	1,000	1,000	1,000	0%
7530 Medical Supplies	234	158	200	200	200	200	0%
7570 Hardware & Hand Tools	3,934	5,169	5,000	5,000	5,000	3,000	-40%
7610 Fuel, Oil, and Lubricants	7,039	7,654	8,000	8,000	8,000	8,000	0%
7690 Recreational Supplies	65,814	61,363	40,000	40,000	40,000	40,000	0%
7730 Metal Supplies	36	600	100	100	100	100	0%
7770 Uniform & Safety Gear	1,112	276	1,400	1,400	1,400	2,000	43%
7810 Sign Supplies	1,196	640	1,000	1,000	1,000	500	-50%
Sub-Total Commodities	137,455	142,815	117,400	117,400	117,400	132,400	13%
Capital Outlay							
8100 Misc. Improvements	368	-	27,000	27,000	27,000	-	-100%
8200 Vehicles & Equipment	-	-	5,000	5,000	5,000	-	-100%
8240 Recreational Equipment	-	7,400	-	-	-	-	0%
Sub-Total Capital Outlay	368	7,400	32,000	32,000	32,000	-	-100%
Transfer Out							
9950 To GF- Interfund Loan	-	-	-	-	-	53,220	100%
Sub-Total Transfer Out	-	-	-	-	-	53,220	100%
Total	580,935	636,915	675,800	675,800	675,800	822,288	22%

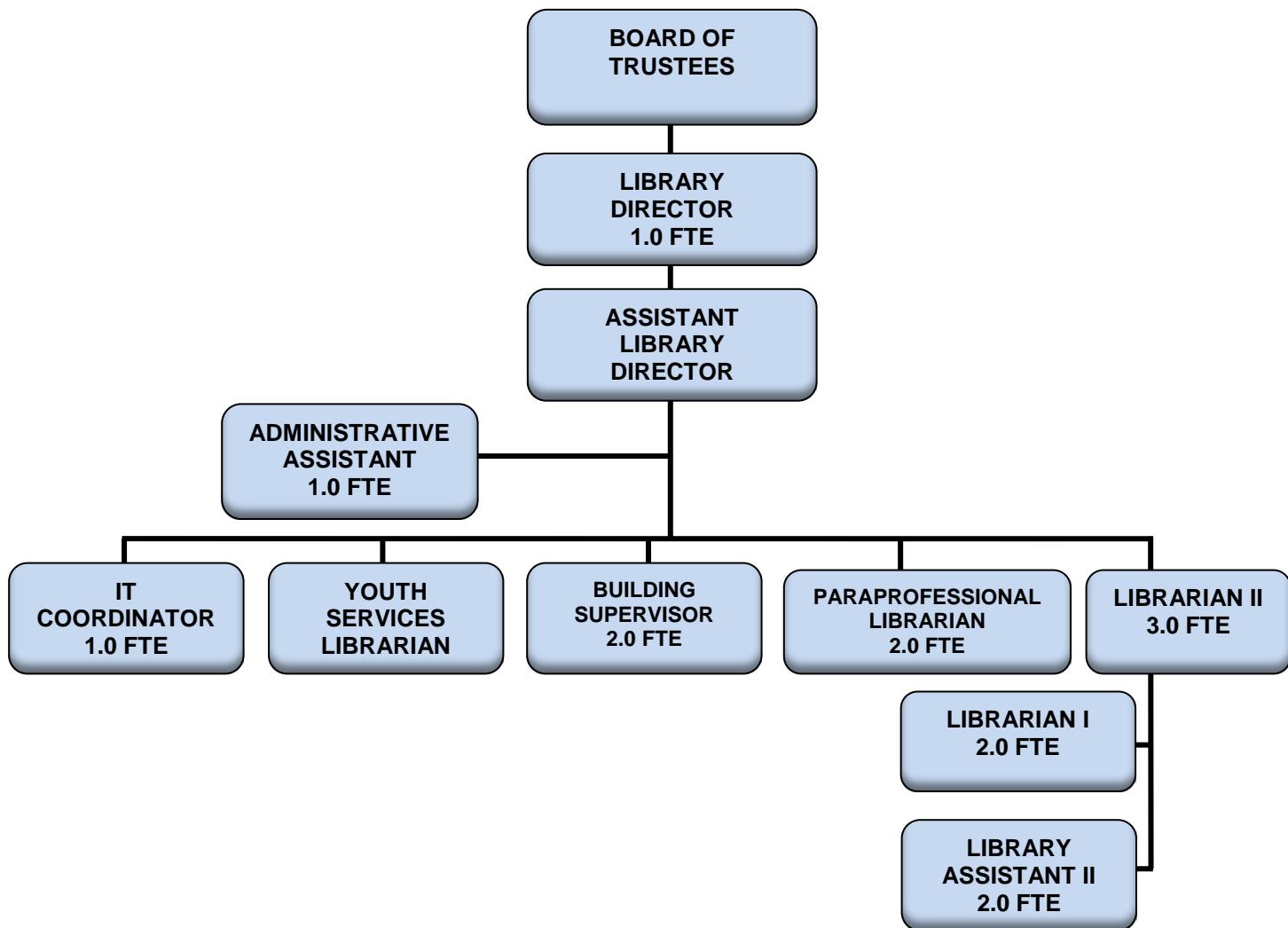


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LIBRARY



The University City Public Library selects, organizes, and makes available library materials in print and electronic formats for the recreational, informational, educational, and cultural needs of all our citizens, from preschool through maturity. The Library strives to achieve its vision and its goals with a philosophy that embraces change and supports superior service.

The Library Director hires and administers the staff, develops the annual budget, initiates policy, and reports to the Library Board of Trustees.

The Reference and Adult Services Staff provides information that is quick and accurate, utilizing print and electronic resources effectively. They deliver the information in the format preferred by the patron. They offer a wide variety of computer-related and eReader classes, lead book discussion groups, and plan and host interesting and informative programs for adults and seniors.

The Technical Services Department orders, receives, processes, and catalogs library materials in a timely manner so that new materials are constantly available to our patrons.

The Information Technology Department maintains the computer networks the library depends upon. They are responsible for implementing our technology grant projects with new equipment and software. They help the rest of the library staff keep abreast of new technology and new ways of delivering library service.

The Circulation Staff gives efficient, friendly service at the circulation desk, helping patrons find and check out the books, movies, music and other items they require.

The Youth Services Department serves children and young adults, as well as their parents, caregivers and teachers. They provide print materials, audio-visual and computer resources, and special activities, including storytimes, gaming nights, and our fantastic Summer Reading Program.

The Home Services staff, along with our volunteers, provides library materials to University City residents who, due to health reasons, are not able to come to the Library in person.

The Building Supervisor maintains the building and grounds as an attractive and inviting destination for our citizens.

Those librarians charged with materials' evaluation select the best of new and classic materials using traditional and non-traditional reviewing sources and respond to requests from patrons. The library serves special populations such as homebound patrons, new adult readers, patrons with special physical needs, and those who speak English as a second language. The Library director and staff are always open to opportunities to improve service through collaboration with the library systems of neighboring communities and seek to engage in partnerships with other community groups and organizations.

PERSONNEL SUMMARY

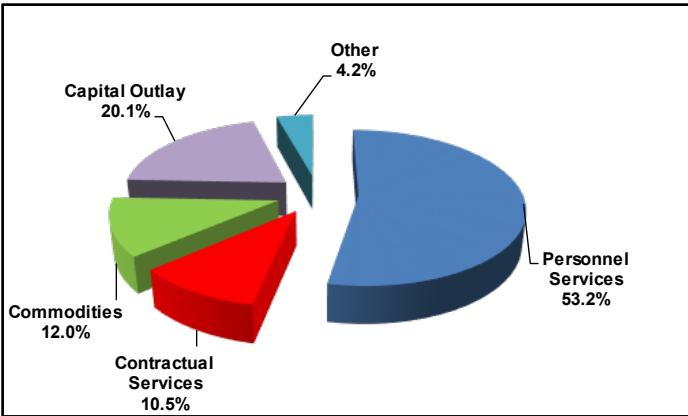
Full-Time

	FY 2018 Authorized	FY 2019 Authorized	FY 2020 Authorized
Library			
<i>Library Operations</i>			
Library Director	1.0	1.0	1.0
Assistant Library Director	1.0	1.0	1.0
Youth Services Librarian	1.0	1.0	1.0
MLC System Administrator	1.0	1.0	1.0
Librarian II	3.0	3.0	3.0
Librarian I	2.0	2.0	2.0
Paraprofessional Librarian	2.0	2.0	2.0
Library Assistant II	2.0	2.0	2.0
Library Assistant I	-	-	-
Building Supervisor	2.0	2.0	2.0
Administrative Assistant	1.0	1.0	1.0
Library Personnel Total	16.0	16.0	16.0

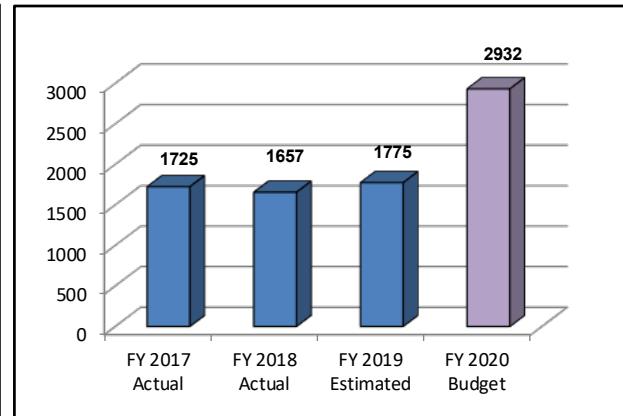
BUDGET EXPENDITURES

	FY 2017 Actual	FY 2018 Actual	FY 2019 Original	FY 2019 Amended	FY 2019 Estimated	FY 2020 Budget	% over FY 2019
Personnel Services	1,200,100	1,187,338	1,241,600	1,241,600	1,241,600	1,559,513	26%
Contractual Services	239,101	231,052	243,200	243,200	243,200	306,474	26%
Commodities	281,743	238,891	285,700	285,700	285,700	351,470	23%
Capital Outlay	-	-	-	-	-	590,778	100%
Other	4,000	-	4,000	4,000	4,000	124,000	3000%
Total	1,724,944	1,657,281	1,774,500	1,774,500	1,774,500	2,932,235	65%

FY 2020 Budget



Total Expenditures



GOALS

1. Overall
 - Work with the Library Board and the community on planned building renovations.
 - Conduct survey of University City residents regarding the Library and its services.
 - Continue to address issues raised in strategic plan as we begin work on future planning.
 - Continue to improve circulating collection.
2. Building and Grounds
 - Upgrade electrical, phone, alarm, and lighting systems.
 - Improve sealing at large window and waterproofing of building exterior.
 - Plan for interior renovations.
 - Upgrade HVAC and mechanical systems.
3. Community Relations and Marketing
 - Improve the promotion of library collections, programs, and services.
 - Continue to improve the library's social media presence.
4. Technology
 - Improve technology available in both meeting rooms.
 - Increase technology resources available for University City Public Library.
 - Plan for replacement of the Library's alarm system.
 - Explore RFID solutions for
5. Customer Service
 - Through increased and more effective staff training, increase our patrons' satisfaction with the Library.
 - Emphasize, through all we do, that our patrons are the Library's first priority.

6. Programming

- Increase literacy outreach to day care and preschools in University City.
- Increase library outreach to senior living facilities.
- Continue to improve Big Book Summer Reading and Youth Summer Reading.
- Increase the number of programs that promote lifelong learning.
- Continue to work with community groups on cooperative programs.

7. Resource Sharing

- Work with the Municipal Library Consortium to offer our users the best catalog system possible.
- Work with the Municipal Library Consortium and other Library organizations to offer the widest array of resources possible to our residents and library users.

SIGNIFICANT CHANGES SINCE FY 18

In the past fiscal year the University City Public Library has made the following improvements:

- A grant from CALOP allowed the Library to provide video and editing equipment and videomaking classes for our patrons.
- An LSTA grant allowed the Library to purchase new servers and adaptive equipment for library operations and for our patrons to use.
- UCPL replaced the carpeting in Lil's Treehouse.
- Thanks to the Friends of the Library we were able to install new drinking fountains by the auditorium.
- The Library has added a Classics book discussion group and a Middle School book discussion to our programming.

SIGNIFICANT BUDGETARY ISSUES

- The Library was successful in passing a new tax rate in April, 2019.
- The Library will adjust its budget to improve services, repair and renovate the facilities and build sufficient reserves for operations, on-going maintenance and repairs, and other long-term obligations.

PERFORMANCE SUMMARY

In the 2017-2018 fiscal year the Library loaned 340,338 traditional materials, 31,320 eBooks and downloadable audio, had 30,841 uses of our databases, 41,640 computers sessions and 48,632 wifi sessions. The Library had, at its location and off-site, 289 early literacy programs with 8,976 attendees, and 11,281 children and young adults attended 416 programs in the library. Adult programs such as book clubs, author events, gallery openings, and discussions were attended by 4,941 people. As of June 30, 2018, UCPL had 42,168 active cardholders. The library loaned 30,483 items to other libraries through direct borrowing and interlibrary loan and borrowed 22,009 items from other libraries including those in our consortium. These requested materials are delivered by delivery service five days a week, often arriving within a day of the patron's placing the hold.

The Summer Reading Program kept the Youth Services staff on the go during much of June and July. 765 children enjoyed weekly special programs while working toward their reading goals, and 574 children finished with at least 12 hours read. The staff was assisted by 99 teen volunteers. During the school year, frequent story times, after-school movies, and other activities engaged youngsters. The Friends of the Library continued to present programs for adults featuring several well-received readings and book signings by local authors. They also make an annual financial contribution to the library at their April Annual meeting. This last year, they gave the library \$14,000 to support this past year's *Libraries Rock* summer reading program and to help with the adult summer reading program. The library also presented a wide variety of programs for adults, including our eighth annual summer reading program for adults, the *Invisible Man* book discussion series; our *Wednesday Night* and *Classics* book groups; movie nights; the regular book club meetings; as well as several cooperative programs with other organizations.

The library continues to receive generous donations from patrons to help support our materials budget. This year through these donations and the generous support from our Friends organization, University City resident and local businesses, performers, and restaurants, the Library raised close to \$40,000. UCPL received many other donations as well, often in memory or in honor of a friend or loved one, these gifts have allowed us to add many new titles to our collection. The Library was also pleased to receive a gift from the University City High School class of 1966. The library also supplements its income by applying for competitive grants and through participation in the annual University City Memorial Day Run. The library cooperates with the Green Center, and U. City in Bloom to coordinate this popular annual event, which netted over \$10,000 for the library this past May. We were also very gratified to MOREnet and Washington University as we closed out our multi-year MOREnet technology grant. Over the past year, the library received over \$140,000 in grant income.



Department	Library	Fund	Library
Program	Library Operations	Account Number	06-65-60

	FY 2017 Actual	FY 2018 Actual	FY 2019 Original	FY 2019 Amended	FY 2019 Estimated	FY 2020 Budget	% over FY 2019
Personnel Services							
5001 Salaries - Full-Time	653,638	596,821	699,400	699,400	699,400	850,000	22%
5206 Alternative Transportation	-	-	-	-	-	-	0%
5340 Salaries - Part-Time & Temp	243,752	290,459	242,400	242,400	242,400	400,340	65%
5380 Overtime	25,263	27,023	32,800	32,800	32,800	33,000	1%
5420 Workers Compensation	4,754	4,856	5,000	5,000	5,000	5,000	0%
5460 Medical Insurance	76,216	79,229	82,600	82,600	82,600	82,600	0%
5540 EAP	455	455	500	500	500	500	0%
5660 Social Security Contributions	54,052	53,692	60,500	60,500	60,500	66,545	10%
5740 Pension Contribution Nonunif.	118,900	114,000	95,600	95,600	95,600	95,600	0%
5820 Defined Contribution Plan	8,758	8,257	7,700	7,700	7,700	9,366	22%
5860 Unemployment	1,713	-	1,000	1,000	1,000	1,000	0%
5900 Medicare	12,599	12,545	14,100	14,100	14,100	15,562	10%
Sub-Total Personnel Services	1,200,100	1,187,338	1,241,600	1,241,600	1,241,600	1,559,513	26%
Contractual Services							
6001 Auditing & Accounting	1,500	1,500	1,500	1,500	1,500	5,250	250%
6010 Professional Services	38,454	23,308	28,800	28,800	28,800	41,572	44%
6020 Legal Services	-	-	-	-	-	8,750	100%
6040 Events & Receptions	-	879	4,000	4,000	4,000	4,050	1%
6050 Maintenance Contracts	33,552	31,649	34,800	34,800	34,800	40,139	15%
6090 Postage	4,165	586	1,500	1,500	1,500	1,514	1%
6120 Professional Development	8,008	7,155	6,600	6,600	6,600	8,200	24%
6130 Advertising & Public Notices	828	280	500	500	500	500	0%
6150 Printing Services	7,248	747	400	400	400	750	88%
6160 Insurance - Property & Auto	20,000	20,000	20,000	20,000	20,000	20,000	0%
6170 Insurance - Liability	4,301	5,000	5,000	5,000	5,000	5,150	3%
6250 Natural Gas	8,342	11,812	9,000	9,000	9,000	6,591	-27%
6260 Electricity	51,390	53,081	48,000	48,000	48,000	44,131	-8%
6270 Telephone & Pagers	6,411	7,031	5,900	5,900	5,900	16,796	185%
6280 Water	3,267	4,345	3,500	3,500	3,500	4,718	35%
6290 Sewer	1,668	2,158	2,000	2,000	2,000	3,589	79%
6320 Internet Service	-	14,554	4,300	4,300	4,300	30,318	605%
6360 Building Maintenance	27,894	16,402	16,100	16,100	16,100	22,111	37%
6420 MLC Repairs & Maintenance	16,270	13,707	18,700	18,700	18,700	26,543	42%
6550 Office Equipment Rental	3,082	5,102	5,300	5,300	5,300	4,341	-18%
6560 Technology Services	-	8,446	23,300	23,300	23,300	7,505	-68%
6610 Staff Training	-	-	1,000	1,000	1,000	1,400	40%
6640 Exterminations	710	649	400	400	400	523	31%
6650 Membership & Certification	1,064	1,471	1,700	1,700	1,700	1,464	-14%
6700 Misc. Operating Services	0	1,190	-	-	-	-	0%
6770 Bank and Credit Card Fees	947	-	900	900	900	569	-37%
Sub-Total Contractual Services	239,101	231,052	243,200	243,200	243,200	306,474	26%
Commodities							
7001 Office Supplies	14,504	10,860	9,200	9,200	9,200	12,138	32%
7050 Publications	236,316	207,283	252,000	252,000	252,000	326,400	30%
7090 Office & Computer Equip.	14,251	10,146	6,000	6,000	6,000	2,362	-61%
7130 Agriculture Supplies	4,000	-	5,000	5,000	5,000	-	-100%
7330 Food	1,904	1,450	1,200	1,200	1,200	2,512	109%
7370 Institutional Supplies	6,448	6,331	6,300	6,300	6,300	4,968	-21%
7570 Hardware & Hand Tools	4,320	2,704	6,000	6,000	6,000	3,090	-49%
7850 Awards & Gifts	-	118	-	-	-	-	0%
Sub-Total Commodities	281,743	238,891	285,700	285,700	285,700	351,470	23%
Capital Outlay							
8001 Building Improvements	-	-	-	-	-	590,778	100%
Sub-Total Capital Outlay	-	-	-	-	-	590,778	100%
Other							
9050 Contingency	-	-	-	-	-	124,000	100%
9950 Operating Transfer Out	4,000	-	4,000	4,000	4,000	-	-100%
Sub-Total Other	4,000	-	4,000	4,000	4,000	124,000	3000%
Total	1,724,943	1,657,281	1,774,500	1,774,500	1,774,500	2,932,235	65%

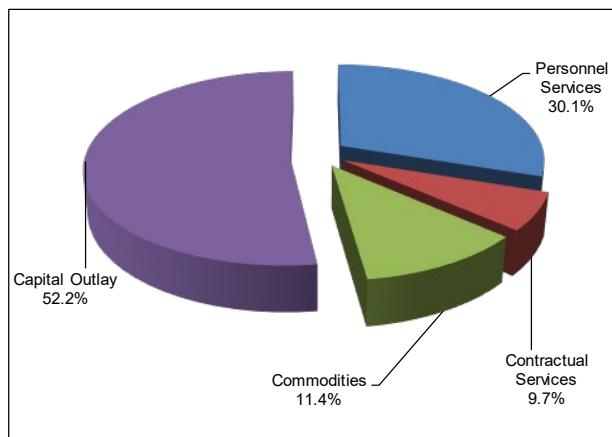
LIBRARY GRANTS

This program provides for various Library grants. The number of grants will fluctuate from year to year. The Library will continue to seek Library Services and Technology Act (LSTA) grants through the Missouri State Library, programming grants from the American Library Association (ALA) and the Regional Arts Commission (RAC), and grants from other agencies.

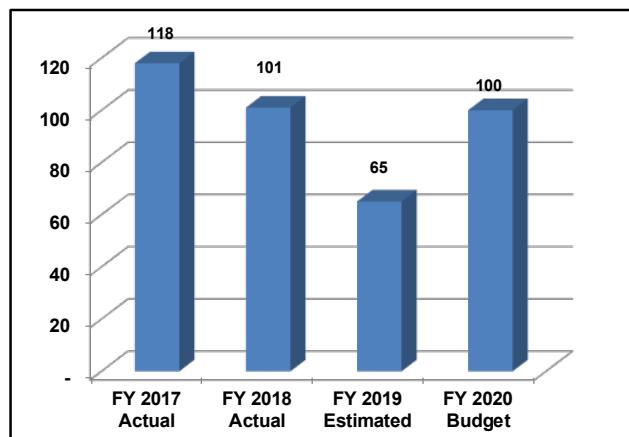
BUDGET EXPENDITURES

	FY 2017 Actual	FY 2018 Actual	FY 2019 Original	FY 2019 Amended	FY 2019 Estimated	FY 2020 Budget	% over FY 2019
Personnel Services	66,629	55,249	28,600	28,600	28,600	30,100	5%
Contractual Service	-	-	12,000	12,000	12,000	6,300	-48%
Commodities	-	-	24,000	24,000	24,000	11,400	-53%
Capital Outlay	51,124	45,709	-	-	-	52,200	52%
Total	117,753	100,958	64,600	64,600	64,600	100,000	55%

FY 2020 Budget



Total Expenditures



So far, in fiscal year 2016-2017, the Library had been awarded and/or completed the following grants:

• CALOP Summer Video Programs	\$9,187
• CALOP Equipment and Classes	\$68,379
• Regional Arts Commission Grant	\$12,000
• LSTA Technology Mini-Grant	\$15,459
• LSTA Summer Reading Program	\$13,964



Department	Library Grants
Program	Library Grants

Fund	Library
Account Number	06-65-95

		FY 2017 Actual	FY 2018 Actual	FY 2019 Original	FY 2019 Amended	FY 2019 Estimated	FY 2020 Budget	% over FY 2019
Personnel Services								
5001	Salaries Full time	41,829	42,665	-	-	-	15,000	100%
5340	Salaries- Part Time & Temp	11,880	1,147	26,500	26,500	26,500	15,000	-43%
5380	Overtime	1,677	82	-	-	-	-	0%
5420	Workers Compensation	122	96	200	200	200	100	-50%
5460	Medical Insurance	7,446	8,273	-	-	-	-	0%
5660	Social Security Contributions	2,982	2,417	1,500	1,500	1,500	-	-100%
5820	Defined Contribution Plan	-	-	-	-	-	-	0%
5900	Medicare	693	569	400	400	400	-	-100%
Sub-Total Personnel Services		66,629	55,249	28,600	28,600	28,600	30,100	5%
Contractual Services								
6010	Professional Services	-	-	-	-	-	2,000	100%
6090	Postage	-	-	1,800	1,800	1,800	2,000	11%
6120	Professional Development	-	-	-	-	-	-	0%
6150	Printing Services	-	-	9,000	9,000	9,000	2,300	-74%
6610	Staff Training	-	-	1,200	1,200	1,200	-	-100%
Sub-Total Contractual Services		-	-	12,000	12,000	12,000	6,300	-48%
Commodities								
7001	Office Supplies	-	-	-	-	-	400	100%
7050	Publications	-	-	1,500	1,500	1,500	1,000	-33%
7090	Office & Computer Equip.	-	-	22,500	22,500	22,500	10,000	-56%
7130	Agriculture Supplies	-	-	-	-	-	-	0%
7330	Food	-	-	-	-	-	-	0%
Sub-Total Commodities		-	-	24,000	24,000	24,000	11,400	-53%
Capital Outlay								
8260	Grant Expenses	51,124	45,709	-	-	-	52,200	100%
Sub-Total Capital Outlay		51,124	45,709	-	-	-	52,200	100%
Total		117,753	100,958	64,600	64,600	64,600	100,000	55%



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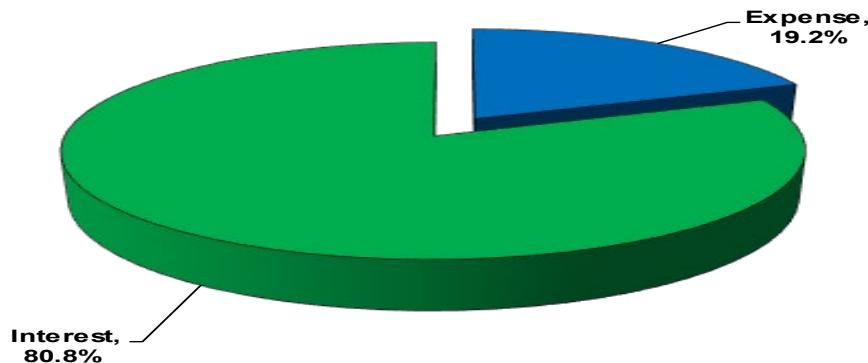
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DEBT SERVICE AND CONTINGENCY (General Fund)

In accordance with provisions from the City Manager, this account provides for the repayment of debt from Certificates of Participation and Special Obligation Bonds. It also provides for a contingency for emergency expenditures. See the introduction section of this document for debt schedule.

BUDGET EXPENDITURES

	FY 2017 Actual	FY 2018 Actual	FY 2019 Original	FY 2019 Amended	FY 2019 Estimated	FY 2020 Budget	% over FY 2019
Expense	-	750	1,000	1,000	1,000	1,000	0%
Principal	50,000	50,000	55,000	55,000	55,000	-	-100%
Interest	10,213	8,338	6,400	6,400	6,400	4,200	-34%
Total	60,213	59,088	62,400	62,400	62,400	5,200	-92%

Expenditure Pie Chart


Date	Principal	Coupon	Interest	Total P & I	Fiscal Interest	Fiscal Total
8/1/2019			2,100	2,100		
2/1/2020	105,000	4.00%	2,100	107,100	4,200	109,200
	\$ 105,000		\$ 4,200	\$ 109,200	\$ 4,200	\$ 109,200



Department	Debt Service & Contingency
Program	Special Obligation Bonds 2005

Fund	General
Account Number	01-60-98

	FY 2017 Actual	FY 2018 Actual	FY 2019 Original	FY 2019 Amended	FY 2019 Estimated	FY 2020 Budget	% over FY 2019
Other							
9100 Debt Service - Expense	-	750	1,000	1,000	1,000	1,000	0%
9150 Debt Service - Principal	50,000	50,000	55,000	55,000	55,000	-	-100%
9200 Debt Service - Interest	10,213	8,338	6,400	6,400	6,400	4,200	-34%
Sub-Total Other	60,213	59,088	62,400	62,400	62,400	5,200	-92%
Total	60,213	59,088	62,400	62,400	62,400	5,200	-92%



DEBT SERVICE

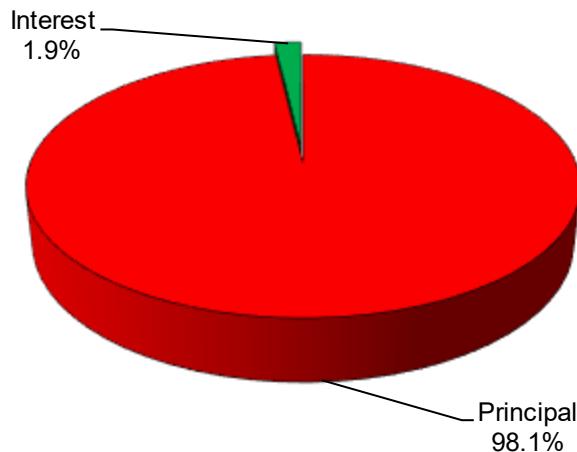
DEBT SERVICE (Capital Improvement Sales Tax Fund)

In accordance with City Council directions, this account provides for the repayment of 65% of principal and interest on Certificates of Participation Series 2012.

BUDGET EXPENDITURES

	FY 2017 Actual	FY 2018 Actual	FY 2019 Original	FY 2019 Amended	FY 2019 Estimated	FY 2020 Budget	% over FY 2019
Expense	1,750	685	-	-	-	-	0%
Principal	538,000	480,350	466,700	466,700	466,700	711,750	53%
Interest	33,840	28,341	21,200	21,200	21,200	13,523	-36%
Total	573,590	509,376	487,900	487,900	487,900	725,273	49%

Expenditure Pie Chart



Certificates of Participation Series 2012 Payment Made from Capital Improvement Sales Tax Fund

Date	Principal	Coupon	Interest	Total P & I	Fiscal Interest	Fiscal Total
8/1/2019			6,761	6,761		
2/1/2020	711,750	1.90%	6,762	718,512	13,524	725,273
	\$ 711,750		\$ 13,523	\$ 725,273	\$ 13,524	\$ 725,273



Department	Debt Service & Contingency
Program	Certificates of Participation 2012

Fund	Capital
Account Number	12-40-90

	FY 2017 Actual	FY 2018 Actual	FY2019 Original	FY2019 Amended	FY2019 Estimated	FY 2020 Budget	% over FY 2019
Other							
9100 Debt Service - Expense	1,750	685	-	-	-	-	0%
9150 Debt Service - Principal	538,000	480,350	466,700	466,700	466,700	711,750	53%
9200 Debt Service - Interest	33,840	28,341	21,200	21,200	21,200	13,523	-36%
Sub-Total Other	573,590	509,376	487,900	487,900	487,900	725,273	49%
Total	573,590	509,376	487,900	487,900	487,900	725,273	49%



DEBT SERVICE

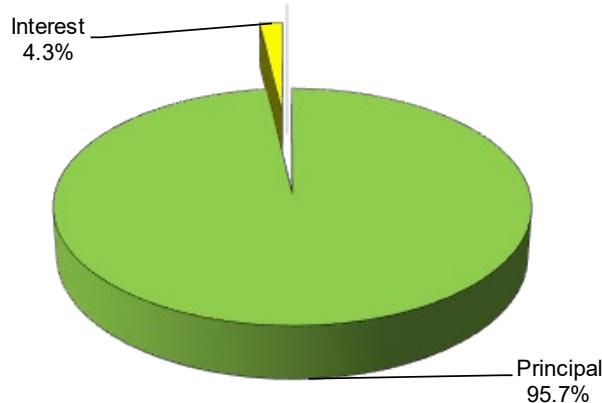
DEBT SERVICE (Park and Storm Water Sales Tax Fund)

In accordance with City Council directions, this account provides for the repayment of 35% of principal and interest on Certificates of Participation Series 2012.

BUDGET EXPENDITURES

	FY 2017 Actual	FY 2018 Actual	FY 2019 Original	FY 2019 Amended	FY 2019 Estimated	FY 2020 Budget	% over FY 2019
Expense	1,750	365	-	-	-	-	0%
Principal	290,000	258,650	251,300	251,300	251,300	383,250	53%
Interest	18,296	15,261	11,400	11,400	11,400	7,282	(0)
Total	310,046	274,276	262,700	262,700	262,700	390,532	49%

Expenditure Pie Chart



Certificates of Participation Series 2012 Payment Made from Park and Storm Water Sales Tax Fund							
Date	Principal	Coupon	Interest	Total P & I	Fiscal Interest	Fiscal Total	
8/1/2019			3,641	3,641			
2/1/2020	383,250	1.90%	3,641	386,891	7,282	390,532	
	\$ 383,250		\$ 7,282	\$ 390,532	\$ 7,282	\$ 390,532	



Department	Debt Service & Contingency	Fund	Park
Program	Certificates of Participation 2012	Account Number	14-40-90

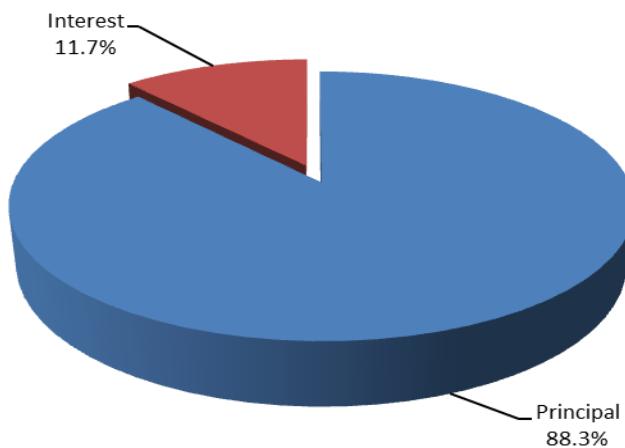
	FY 2017 Actual	FY 2018 Actual	FY2019 Original	FY2019 Amended	FY2019 Estimated	FY 2020 Budget	% over FY 2019
Other							
9100 Debt Service - Expense	1,750	365	-	-	-	-	0%
9150 Debt Service - Principal	290,000	258,650	251,300	251,300	251,300	383,250	53%
9200 Debt Service - Interest	18,296	15,261	11,400	11,400	11,400	7,282	-36%
Sub-Total Other	310,046	274,276	262,700	262,700	262,700	390,532	49%
Total	310,046	274,276	262,700	262,700	262,700	390,532	49%

DEBT SERVICE (Public Safety Sales Tax Fund)

In accordance with provisions from the City Manager, this account provides for the repayment of debt from a capital lease agreement to finance the purchase of a fire ladder truck.

BUDGET EXPENDITURES

	FY 2017 Actual	FY 2018 Actual	FY 2019 Original	FY 2019 Amended	FY 2019 Estimated	FY 2020 Budget	% over FY 2019
Principal	-	-	98,586	98,586	98,586	101,062	3%
Interest	-	-	15,825	15,825	15,825	13,349	-16%
Total	-	-	114,411	114,411	114,411	114,411	0%

Expenditure Pie Chart


Capital Lease Payment Made from Public Safety Sales Tax Fund						
Date	Principal	Interest	Total P & I	Fiscal Interest	Fiscal Total	
9/1/2019	101,062	13,349	114,411	13,349	114,411	
9/1/2020	103,601	10,810	114,411			
9/1/2021	106,204	8,207	114,411			
9/1/2022	108,872	5,539	114,411			
9/1/2023	111,607	2,804	114,411			
	\$ 531,346	\$ 40,709	\$ 572,055	\$ 13,349	\$ 114,411	



Department	Public Safety Sales Tax
Program	Capital Lease

Fund	Public Safety
Account Number	15-35-90

	FY 2017 Actual	FY 2018 Actual	FY 2019 Original	FY 2019 Amended	FY 2019 Estimated	FY 2020 Budget	% over FY 2019
Other							
9150 Debt Service - Principal	-	-	98,586	98,586	98,586	101,062	3%
9200 Debt Service - Interest	-	-	15,825	15,825	15,825	13,349	-16%
Sub-Total Other	-	-	114,411	114,411	114,411	114,411	0%
Total	-	-	114,411	114,411	114,411	114,411	0%



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ARTICLE XVII – UNIVERSITY CITY LOOP SPECIAL BUSINESS DISTRICT

It is the intention of the City Council to establish a University City Loop Special business district as a mechanism whereby local merchants and property owners can collectively enhance their environment and promote retail trade activities, as provided by Chapter 71, Sections 71.790 through 71.808 inclusive, RSMo.

SPECIAL BUSINESS DISTRICT: A body corporate and politic, and a political subdivision of the State of Missouri, whose main purpose is the improvement of the environment and the promotion of business in the area it encompasses.

REVENUES

For the purpose of paying for all costs and expenses incurred in the operation of the district, and/or the provision of services and improvement authorized in Section 120.960:

1. The business and individuals licensed by the City to do business within the district, except vendors at the Market in the Loop, shall be subject to additional business license tax of fifty percent (50%) over any other business license taxes levied by the City; and
2. The real property in the district shall be subject to an additional tax of eighty-five cents (\$0.85) per one hundred dollar (\$100.00) assessed valuation; and
3. The special assessment provided for by this Chapter shall be collected by the City and held in a special account for dispersal to the district with the approval by the City Council.

TAX ABATEMENT

No real property within the district subject to partial tax abatement under the provision of the Urban Redevelopment Ordinance No. 5085, and/or the Urban Redevelopment Corporations Law of Missouri, shall be exempt from the taxes levied in Section 120.910.

BONDS

For the purpose of paying all costs and expenses to be incurred in the acquisition, construction improvement and/or expansion of any of the facilities of the district, the district may incur indebtedness and issue general obligation and/or revenue bonds, or notes for the payment thereof, subject to the requirements for such instruments found in the RSMo 2011, 2.56.060.

ALLOWABLE IMPROVEMENTS AND ACTIVITIES

The funds of the district may be used for any of the following improvements and activities with the approval of the City Council:

1. To close existing streets or alleys or to open new streets and alleys to widen or narrow existing streets and alleys in whole or in part;
2. To construct or install pedestrian or shopping malls, plazas, sidewalks or moving sidewalks, parks, meeting and display facilities convention centers, arena, bus stop shelters, lighting benches or other seating furniture, sculptures, telephone booths, traffic signs, fire hydrants, kiosks, trash receptacles, marquees, awnings, canopies, walls and barriers, paintings, murals, alleys, shelters, display cases, fountains, restrooms, information booths, aquariums, aviaries, tunnels and ramps,

3. pedestrian and vehicular overpasses and underpasses, and each and every other useful or necessary or desired improvement;
4. To landscape and plant trees, bushes and shrubbery, flowers and each and every other kind of decorative planting;
5. To install and operate, or to lease, public music and news facilities;
6. To purchase and operate buses, minibuses, mobile benches, and other modes of transportation;
7. To construct and operate child care facilities;
8. To lease space within the district for sidewalk café tables and chairs;
9. To construct lakes, dams and waterways of whatever size;
10. To provide special police or cleaning facilities and personnel for the protection and enjoyment of the property owners and the general public using the facilities of such business district;
11. To maintain, as hereinafter provided, all City-owned streets, alleys, malls, bridges, ramps, tunnels, lawns, trees and decorative plantings of each and every nature, and every structure or object of any nature whatsoever constructed or operated by the said municipality;
12. To grant permits for newsstands, sidewalk cafes, and each and every other useful or necessary or desired private usage of public or private property;
13. To prohibit or restrict vehicular traffic on such streets within the business district as the Governing Body may deem necessary and to provide the means for access by emergency vehicles to or in such areas;
14. To lease, acquire, construct, reconstruct, extend, maintain or repair parking lots or parking garages, both above and below ground, or other facilities for the parking of vehicles, including the power to install such facilities in public area, whether such areas are owned in fee or by easement;
15. To promote business activity in the district by, but not limited to, advertising, decoration of any public place in the area, promotion of public events which are to take place on or in public places, furnishing of music in any public place, and the general promotion of trade activities in the district.

For FY 2019, the district set the tax rate at \$0.407 per \$100.00 for residential properties and \$0.454 per \$100.00 for commercial property. The district projected the property tax to be \$50,000 and business license of \$30,000.

BUDGET REVENUES

Property Tax	FY 2017 Actual	FY 2018 Actual	FY 2019 Original	FY 2019 Amended	FY 2019 Estimated	FY 2020 Budget	% over FY 2019
Real Property	44,174	47,665	38,000	38,000	38,000	50,000	32%
Business License	30,859	28,958	30,000	30,000	30,000	30,000	0%
Miscellaneous	-	30,444	-	-	-	-	0%
Donation/Transfer In	140,259	131,976	139,000	139,000	139,000	-	-100%
Total	215,292	239,043	207,000	207,000	207,000	80,000	-61%

LOOP SPECIAL BUSINESS DISTRICT

The University City Loop Special Business District (LSBD) was created by an ordinance of the City Council, organized and existing under the laws of the State of Missouri.

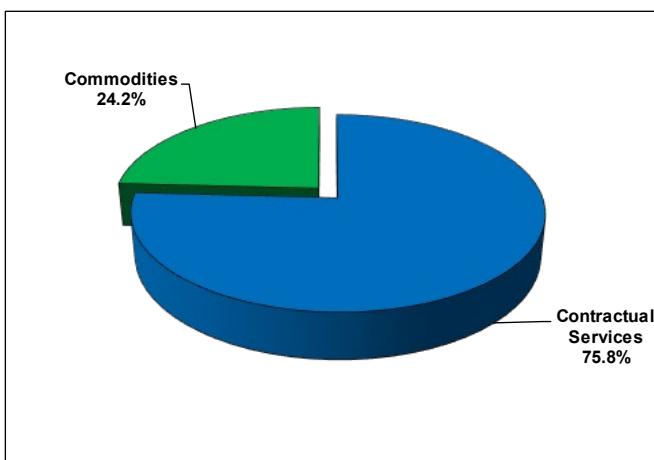
The City Council is responsible for imposing business license fees for the LSBD and for levying dedicated taxes to provided funding for the entity. Additionally, the City Council, through the district board, has discretion as to how the revenues of the entity are to be utilized.

This component unit is legally separate from the City, however, its governing body is substantively the same as the City's and, consequently, it is, in substance, the same as the primary government.

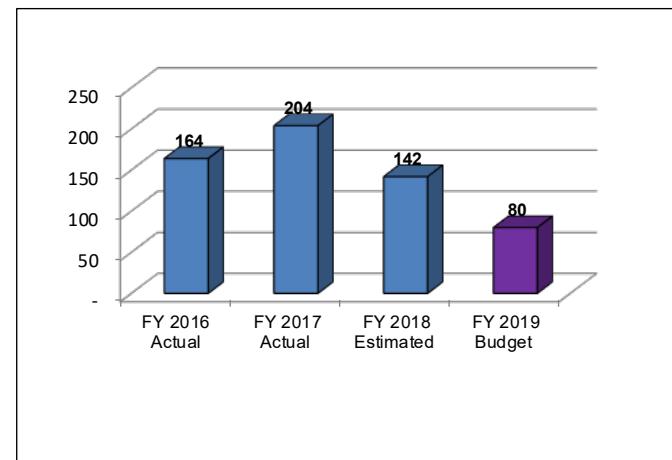
BUDGET EXPENDITURES

	FY 2017 Actual	FY 2018 Actual	FY 2019 Original	FY 2019 Amended	FY 2019 Estimated	FY 2020 Budget	% over FY 2019
Contractual Services	156,708	204,185	134,300	134,300	134,300	60,600	-55%
Commodities	7,426	290	8,000	8,000	8,000	19,300	141%
Total	164,134	204,475	142,300	142,300	142,300	79,900	-44%

FY 2020 Budget



Total Expenditures





Department	Non-Department	Fund	Loop Business District
Program	Loop Business District	Account Number	18-70-74

	FY 2017 Actual	FY 2018 Actual	FY 2019 Original	FY 2019 Amended	FY 2019 Estimated	FY 2020 Budget	% over FY 2019
Contractual Services							
6001 Auditing & Accounting	600	600	600	600	600	3,000	400%
6010 Professional Services	57,075	12,398	40,000	40,000	40,000	42,100	5%
6040 Events & Receptions	53,788	90,687	40,000	40,000	40,000	-	-100%
6050 Maintenance Contracts	1,635	22,133	10,000	10,000	10,000	8,400	-16%
6070 Temporary Labor	-	380	2,000	2,000	2,000	1,000	-50%
6090 Postage	1,273	120	1,000	1,000	1,000	500	-50%
6130 Advertising & Public Notices	35,367	46,302	35,000	35,000	35,000	-	-100%
6136 Marketing and Promotional	-	150	-	-	-	-	0%
6150 Printing Services	4,346	3,574	2,000	2,000	2,000	1,000	-50%
6190 Insurance Misc	-	-	-	-	-	1,500	-
6260 Electricity	-	-	-	-	-	-	0%
6270 Telephone & Pagers	463	468	500	500	500	100	-80%
6320 Internet Services	1,500	1,489	2,000	2,000	2,000	2,000	0%
6650 Membership & Certification	620	7,000	1,000	1,000	1,000	1,000	0%
6700 Misc. Operating Services	41	1,816	200	200	200	-	-100%
6705 Misc. Non-Operating Services	-	17,068	-	-	-	-	0%
Sub-Total Contractual Services	156,708	204,185	134,300	134,300	134,300	60,600	-55%
Commodities							
7001 Office Supplies	876	290	1,000	1,000	1,000	1,300	30%
7130 Agriculture Supplies	6,550	-	5,000	5,000	5,000	8,000	60%
7690 Recreational Supplies	-	-	1,000	1,000	1,000	2,000	100%
7850 Awards & Gifts	-	-	500	500	500	-	-100%
7890 Miscellaneous	-	-	500	500	500	8,000	1500%
Sub-Total Commodities	7,426	290	8,000	8,000	8,000	19,300	141%
Total	164,134	204,475	142,300	142,300	142,300	79,900	-44%

ARTICLE XVI - PARKVIEW GARDENS SPECIAL BUSINESS DISTRICT

The City Council of the City of University City makes the following finds, determinations and statements:

1. The City Council adopted a resolution on January 9, 1996, as the resolution of intention to establish a Parkview Gardens special business district pursuant to which the ordinance codified in this Chapter is adopted; and
2. The City Council held a hearing on January 22, 1996, in the Council Chambers, City Hall, 6801 Delmar Boulevard, University City, Missouri to consider the formation of the Parkview Gardens special business district; and
3. The Parkview Gardens special business district shall have a boundary as described on file in the City Offices.

RATE OF PROPERTY LEVY

The initial rate of levy to be imposed upon property lying within the Parkview Gardens special business district shall be eighty-five (\$0.85) on the one hundred dollar (\$100.00) assessed valuation and there is imposed, subject to the requisite majority of the qualified voters of the Parkview Gardens voting thereon, upon all real property lying within the district.

USE OF REVENUE

The uses to which the additional revenue shall be put shall be:

1. Marketing and promotion;
2. Neighborhood/district beautification;
3. Youth recreation programs; and
4. Crime prevention programs

For FY 2019, the district set the tax rate at \$0.524 per \$100.00 for residential properties and \$0.850 per \$100.00 for commercial property. The district projected the revenue to be \$90,300.

BUDGET REVENUE

Property Tax	FY 2017 Actual	FY 2018 Actual	FY 2019 Original	FY 2019 Amended	FY 2019 Estimated	FY 2020 Budget	% over FY 2019
Real Property	93,413	96,046	95,300	95,300	95,300	90,300	-5%
Total	93,413	96,046	95,300	95,300	95,300	90,300	-5%

PARKVIEW GARDENS SPECIAL BUSINESS DISTRICT

As mentioned in the previously, the Parkview Gardens Special Business District was created by an ordinance of the City Council, organized and existing under the laws of the State of Missouri. The District was established to provide for a mechanism for property owners to enhance their environment.

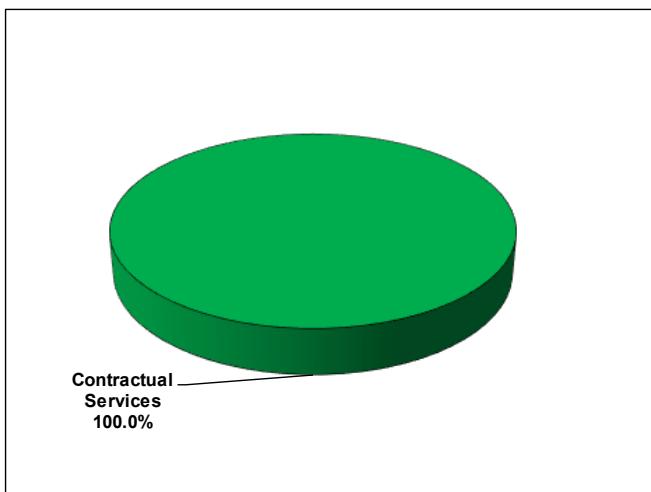
The City Council is responsible for levying dedicated taxes to provide funding for the entity. Additionally, the City Council, through the district board, has the discretion as to how the revenues of the entity are to be utilized.

This component unit is legally separate from the City, however, its governing body is substantively the same as the City's and, consequently, it is, in substance, the same as the primary government.

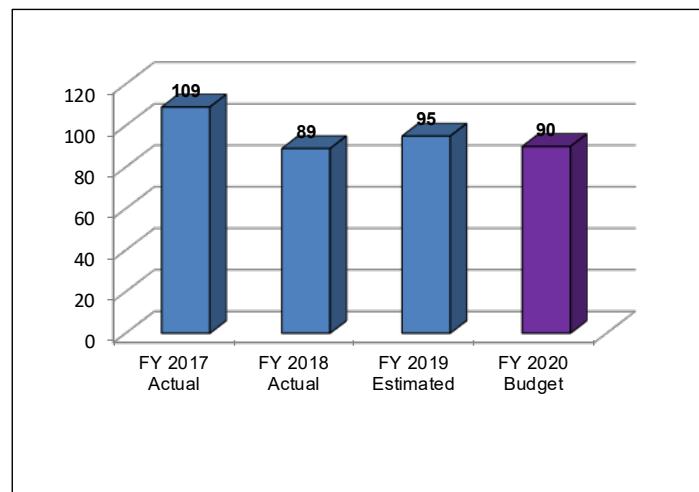
BUDGET EXPENDITURES

	FY 2017 Actual	FY 2018 Actual	FY 2019 Original	FY 2019 Amended	FY 2019 Estimated	FY 2020 Budget	% over FY 2019
Contractual Services	44,111	48,489	44,800	44,800	44,800	90,300	102%
Commodities	64,667	40,165	50,000	50,000	50,000	-	-100%
Total	108,778	88,654	94,800	94,800	94,800	90,300	-5%

FY 2020 Budget



Total Expenditures





Department	Non- Departmental
Program	Parkview Garden Special District

Fund	Parkview Gardens
Account Number	19-70-76

	FY 2017 Actual	FY 2018 Actual	FY2019 Original	FY2019 Amended	FY2019 Estimated	FY 2020 Budget	% over FY 2019
Contractual Services							
6001 Auditing & Accounting	600	600	600	600	600	300	-50%
6010 Professional Services	4,268	2,590	4,200	4,200	4,200	7,000	67%
6050 Maintenance Contracts	20,488	25,343	20,000	20,000	20,000	11,000	-45%
6090 Postage	4,590	-	4,500	4,500	4,500	-	-100%
6130 Advertising & Public Notices	10,505	15,733	12,000	12,000	12,000	19,000	58%
6150 Printing Services	3,300	3,974	3,000	3,000	3,000	-	-100%
6360 Building Maintenance	360	250	500	500	500	-	-100%
6700 Misc Operating Services	-	-	-	-	-	53,000	100%
6770 Bank & Credit Card Fees	-	-	-	-	-	-	0%
Sub-Total Contractual Services	44,111	48,489	44,800	44,800	44,800	90,300	102%
Commodities							
7850 Awards & Gifts	64,667	40,165	50,000	50,000	50,000	-	-
Sub-Total Commodities	64,667	40,165	50,000	50,000	50,000	-	-100%
Total	108,778	88,654	94,800	94,800	94,800	90,300	-5%

POLICE AND FIRE PENSION

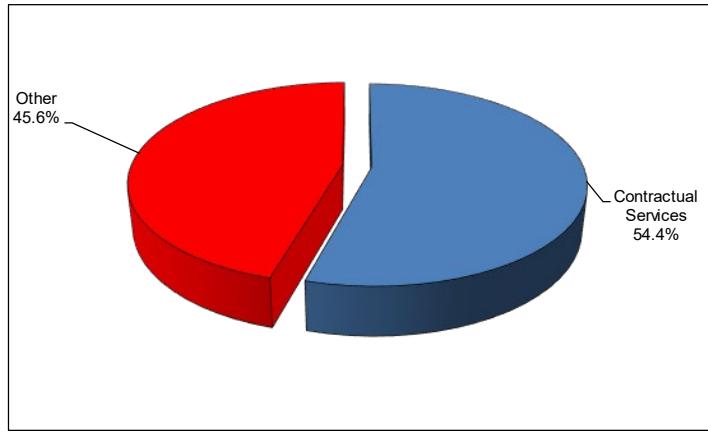
The *Pension Administration* program provides retirement benefit administration for all eligible sworn police and firefighters of the City, including benefits for their survivors.

This program is not part of the City's operating budget, and is provided for information only. Costs are based on retirees, survivors, and other estimated expenses.

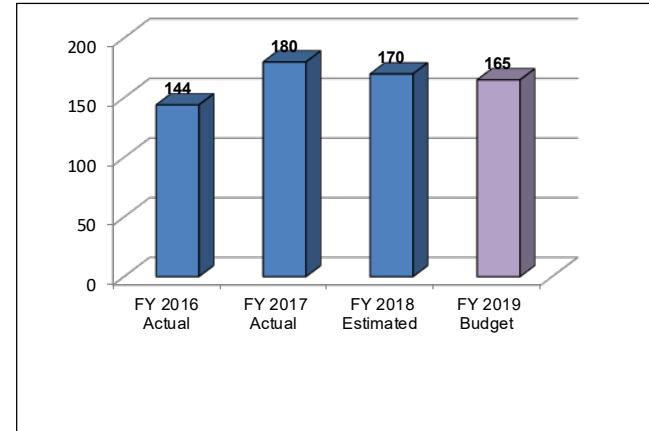
BUDGET EXPENDITURES

	FY 2017 Actual	FY 2018 Actual	FY 2019 Original	FY 2019 Amended	FY 2019 Estimated	FY 2020 Budget	% over FY 2019
Contractual Services	77,149	100,252	94,500	94,500	94,500	89,500	-5%
Other	66,471	80,159	75,000	75,000	75,000	75,000	0%
Total	143,620	180,411	169,500	169,500	169,500	164,500	-3%

FY 2020 Budget



Total Expenditures





Department	Uniformed Pension
Program	Pension Administration

Fund	Police & Fire Pension
Account Number	03-73-85

	FY 2017 Actual	FY 2018 Actual	FY2019 Original	FY2019 Amended	FY 2019 Estimated	FY 2020 Budget	% over FY 2019
Contractual Services							
6001 Auditing & Accounting	2,500	2,500	2,500	2,500	2,500	2,500	0%
6010 Professional Services	16,345	35,163	25,000	25,000	25,000	27,000	8%
6020 Legal Services	-	-	5,000	5,000	5,000	1,000	-80%
6130 Advertising & Public Notices	-	-	500	500	500	-	-100%
6240 Insurance - Disability	32,215	36,286	32,500	32,500	32,500	33,000	2%
6245 Group Life	22,650	22,763	25,000	25,000	25,000	22,000	-12%
6580 Insurance - Fiduciary	3,439	3,540	4,000	4,000	4,000	4,000	0%
6770 Bank & Credit Card Fees	-	-	-	-	-	-	0%
Sub-Total Contractual Services	77,149	100,252	94,500	94,500	94,500	89,500	-5%
Other							
9500 Administrative Expenses	66,471	80,159	75,000	75,000	75,000	75,000	0%
Sub-Total Other	66,471	80,159	75,000	75,000	75,000	75,000	0%
Total	143,620	180,411	169,500	169,500	169,500	164,500	-3%

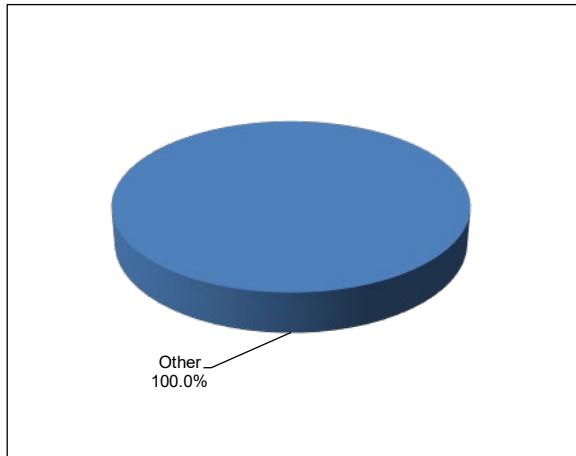
The *Pension Benefits* program provides retirement benefits for all eligible sworn police and firefighters of the City and also provides benefits for the survivors of uniformed employees.

This program is not part of the City's operating budget, and is provided for information only. Costs are based on retirees, survivors and other estimated expenses.

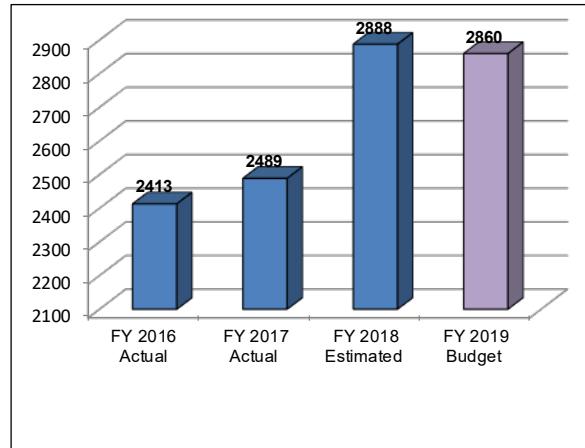
BUDGET EXPENDITURES

	FY 2017 Actual	FY 2018 Actual	FY 2019 Original	FY 2019 Amended	FY 2019 Estimated	FY 2020 Budget	% over FY 2019
Other	2,412,822	2,489,162	2,888,000	2,888,000	2,888,000	2,859,688	-1%
Tot	2,412,822	2,489,162	2,888,000	2,888,000	2,888,000	2,859,688	-1%

FY 2020 Budget



Total Expenditures





Neighborhood
to the World
University City

Department	Uniformed Pension
Program	Pension Benefits

Fund	Police & Fire Pension
Account Number	03-73-86

	FY 2017 Actual	FY 2018 Actual	FY2019 Original	FY2019 Amended	FY2019 Estimated	FY 2020 Budget	% over FY 2019
Other							
9300 Retirement Benefits	2,058,101	2,096,136	2,400,000	2,400,000	2,400,000	2,400,000	0%
9350 Disability Benefits	120,533	120,533	125,000	125,000	125,000	120,000	-4%
9400 Survivor's Benefits	101,779	96,329	100,000	100,000	100,000	100,000	0%
9450 Death Benefits	-	11,085	13,000	13,000	13,000	11,000	-15%
9750 10-Year City Contribution	132,409	165,079	250,000	250,000	250,000	228,688	-9%
Sub-Total Other	2,412,822	2,489,162	2,888,000	2,888,000	2,888,000	2,859,688	-1%
Total	2,412,822	2,489,162	2,888,000	2,888,000	2,888,000	2,859,688	-1%

NON-UNIFORMED EMPLOYEE PENSION

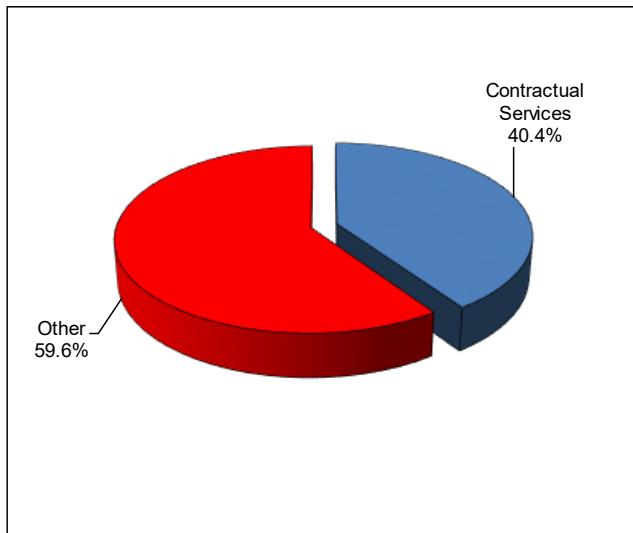
The *Pension Administration* program provides retirement benefit administration for all regular full-time, non-uniformed employees of the City, including benefits for their survivors.

This program is not part of the City's operating budget, and is provided for information only. Costs are based on retirees, survivors and other estimated expenses.

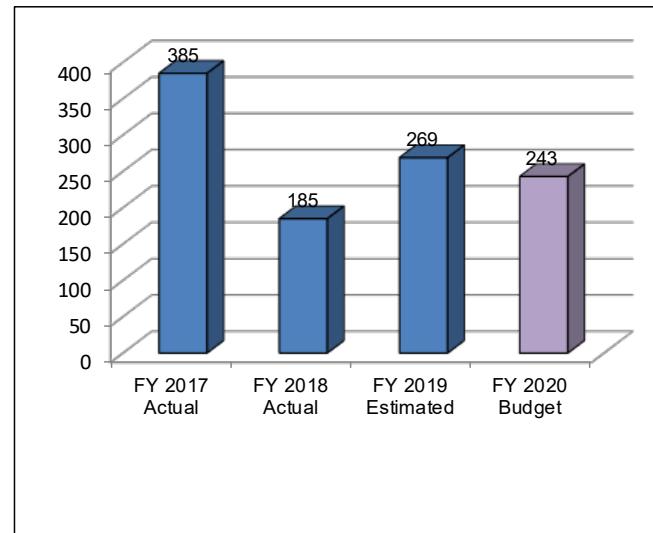
BUDGET EXPENDITURES

	FY 2017 Actual	FY 2018 Actual	FY 2019 Original	FY 2019 Amended	FY 2019 Estimated	FY 2020 Budget	% over FY 2019
Contractual Services	91,339	110,557	94,000	94,000	94,000	98,100	4%
Other	294,052	74,373	175,000	175,000	175,000	145,000	-17%
Total	385,391	184,930	269,000	269,000	269,000	243,100	-10%

FY 2020 Budget



Total Expenditures





Department	Non-Uniformed Pension
Program	Pension Administration

Fund	Non-Uniformed Pension
Account Number	10-74-85

	FY 2017 Actual	FY 2018 Actual	FY2019 Original	FY2019 Amended	FY2019 Estimated	FY 2020 Budget	% over FY 2019
Contractual Services							
6001 Auditing & Accounting	2,500	2,500	2,500	2,500	2,500	2,500	0%
6010 Professional Services	18,334	32,345	25,000	25,000	25,000	26,000	4%
6020 Legal Services	-	-	5,000	5,000	5,000	1,000	-80%
6240 Insurance - Disability	39,373	44,356	32,500	32,500	32,500	40,000	23%
6245 Group Life	27,693	27,817	25,000	25,000	25,000	25,000	0%
6580 Insurance - Fiduciary	3,439	3,539	4,000	4,000	4,000	3,600	-10%
Sub-Total Contractual Services	91,339	110,557	94,000	94,000	94,000	98,100	4%
Other							
9500 Administrative Expenses	58,410	74,373	75,000	75,000	75,000	60,000	-20%
9600 Refund of Contributions	235,642	-	100,000	100,000	100,000	85,000	-15%
Sub-Total Other	294,051	74,373	175,000	175,000	175,000	145,000	-17%
Total	385,391	184,930	269,000	269,000	269,000	243,100	-10%

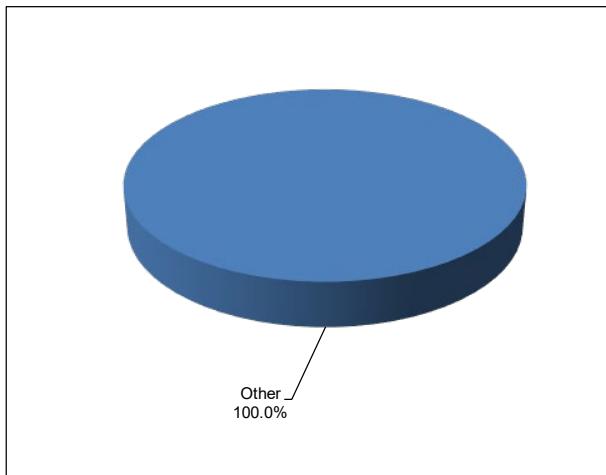
The *Pension Benefits* program provides retirement benefits for all regular full-time, non-uniformed employees of the City, including benefits for their survivors.

This program is not part of the City's operating budget, and is provided for information only. Costs are based on retirees, survivors and other estimated expenses.

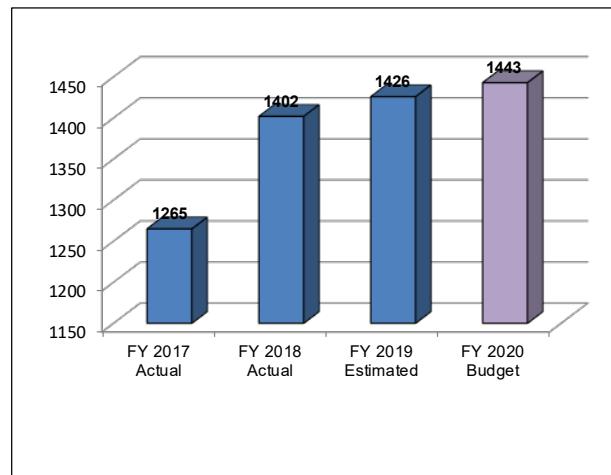
BUDGET EXPENDITURES

	FY 2017 Actual	FY 2018 Actual	FY 2019 Original	FY 2019 Amended	FY 2019 Estimated	FY 2020 Budget	% over FY 2019
Other	1,265,382	1,401,957	1,426,000	1,426,000	1,426,000	1,443,000	1%
	1,265,382	1,401,957	1,426,000	1,426,000	1,426,000	1,443,000	1%

FY 2020 Budget



Total Expenditures





Department	Non-Uniformed Pension
Program	Pension Benefits

Fund Account Number	Non-Uniformed Pension 10-74-86
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	FY 2017 Actual	FY 2018 Actual	FY2019 Original	FY2019 Amended	FY2019 Estimated	FY 2020 Budget	% over FY 2019
Other							
9300 Retirement Benefits	1,130,617	1,283,750	1,300,000	1,300,000	1,300,000	1,300,000	0%
9350 Disability Benefits	5,952	5,952	6,000	6,000	6,000	6,000	0%
9400 Survivor's Benefits	128,813	112,255	120,000	120,000	120,000	127,000	6%
9600 Refund of Contributions	-	-	-	-	-	10,000	100%
Sub-Total Other	1,265,382	1,401,957	1,426,000	1,426,000	1,426,000	1,443,000	1%
Total	1,265,382	1,401,957	1,426,000	1,426,000	1,426,000	1,443,000	



**Capital Improvement Plan
Adopted Budget
Fiscal Year 2020**

The Capital Improvement Plan (CIP) is a five-year roadmap for creating, maintaining and paying for University City's present and future infrastructure needs. The CIP outlines project costs, funding sources and estimated future operating costs associated with each capital improvement. The plan is designed to ensure that capital improvements will be made when and where they are needed, and that the city will have the funds to pay for and maintain them.

Capital improvement projects are non-routine capital expenditures that generally cost more than \$25,000 and result in the purchase of equipment, acquisition of land, design and construction of new assets, or the renovation, rehabilitation or expansion of existing capital assets. Capital projects usually have an expected useful life of at least five years.

Capital improvements make up the bricks and mortar, or infrastructure that all cities must have in place to provide essential services to current residents and support new growth and development. They also are designed to prevent the deterioration of the city's existing infrastructure, and respond to and anticipate the future growth of the city. A wide range of projects comprise capital improvements as illustrated by the examples below:

- Fire and police stations;
- Libraries, court facilities and office buildings;
- Parks, trails, open space, pools, recreation centers and other related facilities;
- Roads, bridges, traffic signals and other traffic control devices including fiber optic infrastructure needed for the operation of intelligent transportation systems;
- Landscape beautification projects;
- Computer software and hardware systems other than personal computers and printers;
- Flood control drainage channels, storm drains and retention basins; and
- Major equipment purchases such as landfill compactors, street sweepers and sanitation trucks.

Municipalities, like University City, face a special set of complex problems. The cities need to maintain roads, repair public amenities such as parks, and expand public safety services to accommodate both residential and non-residential citizens. They also must simultaneously maintain, replace, rehabilitate and/or upgrade existing capital assets such as roads, parks, buildings and underground pipes for the water and sewer system. University City also has completed many capital projects that involved renovating, rehabilitating or expanding existing infrastructure or buildings.

Paying for Capital Improvements

In many respects, the city's planning process for selecting, scheduling and financing capital improvements parallels the way an individual might plan for buying a new house or car. This process entails an assessment of many valid competing needs, a determination of priorities, an evaluation of costs and financing options, and an establishment of realistic completion timeframes.

If the purchase plan moves forward, a decision must be made about the down payment. A good planner might have started a replacement fund a few years ago in anticipation of the need. Other cash sources might include a savings account or a rainy day emergency fund. The city, just like most families, needs to find longer-term financing to cover certain costs for capital improvements. Repayment of the loan might require cutting other expenses like eating at restaurants or increasing income by taking a second part-time job. An unanticipated inheritance may speed up the timetable, a negative event, such as a flood or unanticipated medical expense, might delay the plan.

Similarly, most large capital improvements cannot be financed solely from a single year's revenue stream or by simply increasing income or decreasing expenses.

Guidelines and Policies Used in Developing the CIP

City Council's strategic goals and key objectives and the city's financial policies provide the broad parameters for development of the annual capital plan. Additional considerations include the following:

- Does a project support City Council's strategic goals?
- Does a project qualify as a capital project, i.e., cost more than \$25,000 and have an expected useful life of at least five years?
- Does a project satisfactorily address all federal, state and city legal and financial requirements?
- Does a project support the city's favorable investment ratings and financial integrity?
- Does a project prevent the deterioration of the city's existing infrastructure?
- Does a project respond to and, if possible, anticipate future growth in the city?
- Does a project encourage and sustain quality economic development?
- Can a project be financed through growth in the tax base or fees, when possible, if constructed in response to residential or commercial development?
- Is a project responsive to the needs of residents and businesses within the constraints of reasonable taxes and fees?
- Does a project leverage funds provided by other units of government where appropriate?

Economic forecasts are also a critical source of information and guidance throughout the capital planning process. The forecasts assess external factors such as whether the local economy is growing or contracting, population loss, inflation for construction materials, the value of land, and other variables that may affect the city's ability to finance needed services and capital projects.

University City's Annual CIP Development Process

In conjunction with the annual budgeting process, the Finance Department coordinates the citywide process of revising and updating the city's capital plan. City staff members from all departments participate in an extensive review of projects in the existing plan and the identification of new projects for inclusion in the CIP. The City Council's commitment to the needs and desires of University City's citizens is a critical factor considered during the capital planning process, as well as compliance with legal limits and financial resources.

The first year of the plan is the only year appropriated by Council. The remaining four years are for planning purposes and funding is not guaranteed to occur in the year planned. City Council makes the final decision about whether and when to fund a project. Once projects are selected for inclusion in the capital plan, decisions must be made about which projects should be recommended for inclusion in the first five years of the plan. Determining how and when to schedule projects is a complicated process. It must take into account City Council's strategic goals as well as all of the variables that affect the city's ability to generate the funds to pay for these projects without jeopardizing its ability to provide routine, ongoing services and one-time or emergency services when needed. The City Council reviews the recommended CIP. Council also considers citizen requests and considers the recommendations of staff before making the final decision about which projects should be included in which years of the CIP.

Citizen Involvement in the CIP Process

The CIP is an important financial, planning and public communication tool. It gives residents and businesses a clear and concrete view of the city's long-term direction for capital improvements and a better understanding of the city's ongoing needs for stable revenue sources to fund large or multi-year capital projects. Input into the annual CIP updating process is obtained from citizens who serve on many different city boards and commissions, as well from individual citizens through the public hearing and comment process. Through these public input venues, residents and businesses have alerted staff about infrastructure development and renovation needs, important quality-of-life enhancements, and environmental and historic preservation issues that should be addressed in the capital plan. Citizens have additional opportunities for input when participating in committees that consider voter authorization proposals.

Capital Improvement Plan Budget

The City annually updates the *Five-Year Capital Improvement Program (CIP)* plan, which is now based on FY 2020 through FY 2024 and includes \$25.8 million in projects. **The first year of the plan is the only year appropriated by City Council.** The remaining four years are for planning purposes and funding is not guaranteed to occur in the year planned. The final decision to fund a project is made by City Council. Projects include street, sidewalk and curb improvements including pavement preservation, and police and fire department vehicle replacements.

Fiscal Constraints and Debt

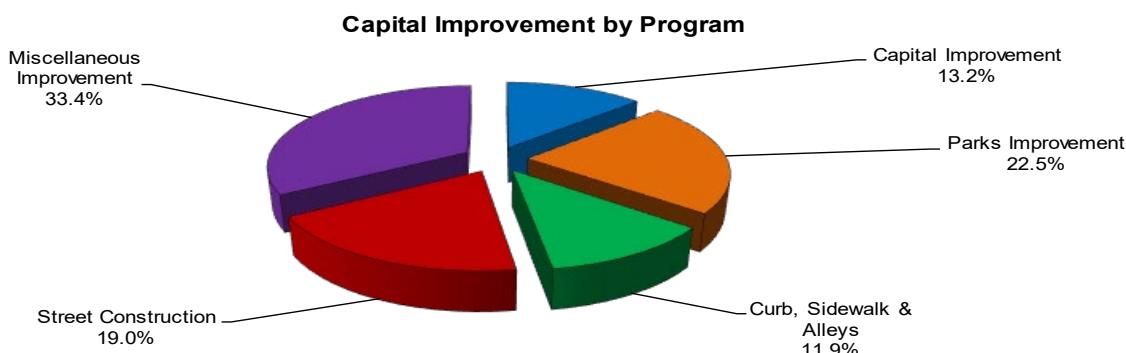
For the last several years, the City has not been able to use current revenues to fund all the capital projects needed. This constraint was a result of the combination of flatten revenues and the City still have to pay debts on Special Obligation (General Fund) and Certificates of Participation (Capital Improvement, Parks and Storm Water Sales Tax Funds and Public Parking Garage Fund). In early 2016, the City had tempted to issue general obligation bonds for street and parks, but the bonds didn't pass by the voters. City Council had approved the using of General Fund reserve not only for matching portion to federal and municipal park grants but also for building and renovation of the Police Facilities. Therefore, these projects affect the operating budget for the next few years or possibly for the life of the facility.

Impact of the CIP on the Operating Budget

University City's operating budget is directly affected by the CIP. Almost every new capital improvement entails additional ongoing expenses for routine operation, repair and maintenance upon completion or acquisition that must be incorporated into the operating budget. Older facilities usually involve higher maintenance and repair costs as well. Grant matching funds also come directly from the operating budget. The cost of future operations and maintenance for new CIP projects are estimated by each department based on a detailed set of cost guidelines that is provided to all departments each year. These guidelines are updated annually in conjunction with the various departments that are experts on different types of operating costs. For fiscal year 2020 to 2024 CIP reflects the following estimated operating cost for capital projects:

	PROGRAM	CAPITAL IMPROVEMENT SALES TAX	GOLF COURSE	GRANT	PARK SALES TAX	PUBLIC SAFETY SALES TAX	SOLID WASTE	TOTAL
	Capital Improvement							
1	City Facilities Improvement	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,000
2	City Wide Energy Efficiency Master Plan	30,000	-	-	-	-	-	30,000
	Curbs, Sidewalk & Alleys							
3	Curb and Sidewalk Replacement	400,000	-	75,000	-	-	-	475,000
	Street Construction							
4	ADA Curb Ramp Design and Construction	50,000	-	-	-	-	-	50,000
5	Westgate Avenue Improvement	2,250	-	9,000	-	-	-	11,250
6	Street Maintenance Program	700,000	-	-	-	-	-	700,000
	Parks Improvement							
7	Fogerty Park Improvements	-	-	100,000	-	-	-	100,000
8	Playground Equipment Replacement	-	-	550,000	-	-	-	550,000
9	Heman Park Pool Improvement	-	-	-	250,000	-	-	250,000
	Miscellaneous Improvement							
10	Ambulance Purchase	-	-	-	-	250,000	-	250,000
11	Short Game Practice Area	-	30,000	-	-	-	-	30,000
12	Police Vehicle Purchase	-	-	-	-	140,000	-	140,000
13	License Plate Reader	-	-	-	-	45,000	-	45,000
14	Mobile Gunshot Detection	-	-	-	-	75,000	-	75,000
15	Mobile Data Terminal	-	-	-	-	106,000	-	106,000
16	Solid Waste Grant Projects	-	-	100,000	-	-	20,000	120,000
17	Purchase 5 Alternative Fuel Vehicles	100,000	-	-	-	-	-	100,000
18	Parking Meter Replacement Program	50,000	-	-	-	-	-	50,000
19	Enhanced Street Lighting	75,000	-	-	-	-	-	75,000
20	Cost Accounting Software Purchase	75,000	-	-	-	-	-	75,000
21	Canion Avenue Fence Improvements	65,000	-	-	-	-	-	65,000
22	Tree Replacement Program	-	-	-	75,000	-	-	75,000
23	Centennial Commons Painting	-	-	-	114,000	-	-	114,000
24	Exercise Equipment Replacement	-	-	-	20,000	-	-	20,000
		\$ 2,047,250	\$ 30,000	\$ 834,000	\$ 459,000	\$ 616,000	\$ 20,000	\$ 4,006,250

Of the total \$4,006,250 impact on the operating budget, \$2,047,250 comes from the Capital Improvement Sales Tax, \$30,000 from Golf Course Fund, \$834,000 from Grant, \$459,000 from Park and Storm Water Sales Tax, \$616,000 from Public Safety Sales Tax and \$20,000 from Solid Waste Fund.





**Summary of
Capital Improvement Program**

	Project #	Priority	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total
ALL CIP PROJECTS								
ADA Curb Ramp Design and Construction	PW20/24-01	2	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000
Ambulance Purchase	FIRE20-01	1	250,000	-	-	-	-	250,000
Basketball Court Resurfacing	PR23-001	3	-	-	-	70,000	-	70,000
Canton Ave Resurfacing and Upgrades	PW21-01	2	-	930,000	-	-	-	930,000
Canton Avenue Fence Improvements	PW20-03	2	65,000	-	-	-	-	65,000
Centennial Commons Painting	PR20-003	2	114,000	-	-	-	-	114,000
Center Drive Reconstruction	PW21-05	3	-	100,000	-	-	-	100,000
City Facilities Improvements	PW20/24-04	1	500,000	500,000	500,000	500,000	500,000	2,500,000
City Wide Energy Efficiency Master Plan	PW20-01	2	30,000	-	-	-	-	30,000
City Wide Space Needs Study	PW20-02	2	-	-	30,000	-	-	30,000
Cost Accounting Software Purchase	PW20-04	2	75,000	-	-	-	-	75,000
Curb and Sidewalk Replacement Program	PW20/24-02	2	475,000	475,000	475,000	475,000	475,000	2,375,000
Drexel Ave Construction	PW22-01	3	-	-	175,000	-	-	175,000
Enhanced Street Lighting	PW20/23-01	3	75,000	75,000	75,000	75,000	75,000	375,000
Exercise Equipment Replacement	PR20-005	2	20,000	-	-	-	-	20,000
Ferguson Avenue Improvements	PW22-02	3	-	-	75,000	500,000	-	575,000
Fogerty Park Improvements	PR20-001	2	100,000	450,000	-	-	-	550,000
Heman Park ADA Improvements	PR22-001	2	-	-	98,000	-	-	98,000
Heman Park Asphalt Trail Repairs	PR21-001	3	-	125,000	-	-	-	125,000
Heman Park Athletic Field Improvements	PR22-002	3	-	-	550,000	-	-	550,000
Heman Park Playground Replacement	PR21-002	3	-	550,000	-	-	-	550,000
Heman Park Pool Improvement	PR20-004	2	250,000	-	-	-	-	250,000
Kaufman Park Improvements	PR23-002	3	-	-	-	350,000	-	350,000
Kempland Bridge Reconstruction	PW21-02	2	-	80,000	800,000	-	-	880,000
Kennedy Street Improvements	PW21-03	2	-	25,000	150,000	-	-	175,000
Kingsland Park Improvements	PR24-001	3	-	-	-	-	250,000	250,000
License Plate Reader	PD20-02	2	45,000	-	-	-	-	45,000
Metcalfe Park Improvements	PR24-002	3	-	-	-	-	550,000	550,000
Mobile Data Terminal	PD20-04	1	106,000	-	-	-	-	106,000
Mobile Gunshot Detection	PD20-03	1	75,000	-	-	-	-	75,000
Parking Lot #3 Resurface	PW24-01	3	-	-	-	-	80,000	80,000
Parking Meter Replacement Program	PW20/21-01	3	50,000	50,000	50,000	-	-	150,000
Pershing Ave Resurfacing and ADA Upgrades	PW21-04	2	-	100,000	-	800,000	-	900,000
Playground Equipment Replacement	PR20-002	2	550,000	-	-	-	-	550,000
Police Station Construction	PD22-01	3	-	-	4,700,000	-	-	4,700,000
Police Vehicle Purchase	PD20-01	1	140,000	-	-	-	-	140,000
Pro Shop Renovation	GLF21-001	2	-	550,000	-	-	-	550,000
Pumper Truck Purchase	FIRE21/22-0	2	-	250,000	250,000	-	-	500,000
Purchase 5 Alternative Fuel Vehicles	PLAN20-01	2	100,000	-	-	-	-	100,000
Ruth Golf Course Lighting Installation	PR20-01	2	-	130,000	-	-	-	130,000
Short Game Practice Area	GLF20-002	2	30,000	-	-	-	-	30,000
Solid Waste Grant Projects	PW20/24-05	2	120,000	120,000	120,000	120,000	120,000	600,000
STP-Westgate Ave Improvement	PW20/21-02	2	11,250	1,014,093	-	-	-	1,025,343
Street Maintenance Program	PW20/24-03	2	700,000	700,000	700,000	700,000	700,000	3,500,000
Tree Replacement Program	PR20/23-01	3	75,000	75,000	75,000	75,000	75,000	375,000

GRAND TOTAL OF CIP PROGRAM

\$ 4,006,250 \$ 6,349,093 \$ 8,873,000 \$ 3,715,000 \$ 2,875,000 \$ 25,818,343



**Summary of
Capital Improvement Program By Fund**

	Project #	Priority	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total
CAPITAL IMPROVEMENT SALES TAX FUND								
Purchase 5 Alternative Fuel Vehicles	PLAN20-01	2	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
Parking Meter Replacement Program	PW20/21-01	3	50,000	50,000	50,000	-	-	150,000
STP-Westgate Ave Improvement	PW20/21-02	2	2,250	202,819	-	-	-	205,069
Enhanced Street Lighting	PW20/23-01	3	75,000	75,000	75,000	75,000	75,000	375,000
ADA Curb Ramp Design and Construction	PW20/24-01	2	50,000	50,000	50,000	50,000	50,000	250,000
Curb and Sidewalk Replacement Program	PW20/24-02	2	400,000	400,000	400,000	400,000	400,000	2,000,000
Street Maintenance Program	PW20/24-03	2	700,000	700,000	700,000	700,000	700,000	3,500,000
City Facilities Improvements	PW20/24-04	1	500,000	500,000	500,000	500,000	500,000	2,500,000
City Wide Energy Efficiency Master Plan	PW20-01	2	30,000	-	-	-	-	30,000
City Wide Space Needs Study	PW20-02	2	-	-	30,000	-	-	30,000
Canton Avenue Fence Improvements	PW20-03	2	65,000	-	-	-	-	65,000
Cost Accounting Software Purchase	PW20-04	2	75,000	-	-	-	-	75,000
Canton Ave Resurfacing and Upgrades	PW21-01	2	-	180,000	-	-	-	180,000
Kempland Bridge Reconstruction	PW21-02	2	-	80,000	-	-	-	80,000
Kennedy Street Improvements	PW21-03	2	-	25,000	150,000	-	-	175,000
Pershing Ave Resurfacing and ADA Upgrades	PW21-04	2	-	-	-	180,000	-	180,000
Center Drive Reconstruction	PW21-05	3	-	100,000	-	-	-	100,000
Drexel Ave Construction	PW22-01	3	-	-	175,000	-	-	175,000
Ferguson Avenue Improvements	PW22-02	3	-	-	-	180,000	-	180,000
Parking Lot #3 Resurface	PW24-01	3	-	-	-	-	80,000	80,000
Total Capital Imp. Sales Tax Fund			2,047,250	2,362,819	2,130,000	2,085,000	1,805,000	10,430,069
GOLF COURSE FUND								
Short Game Practice Area	GLF20-002	2	30,000	-	-	-	-	30,000
Ruth Golf Course Lighting Installation	PR20-01	2	-	130,000	-	-	-	130,000
Total Golf Course Fund			30,000	130,000	-	-	-	160,000
GRANT FUND								
Pro Shop Renovation	GLF21-001	2	-	550,000	-	-	-	550,000
Fogerty Park Improvements	PR20-001	2	100,000	450,000	-	-	-	550,000
Playground Equipment Replacement	PR20-002	2	550,000	-	-	-	-	550,000
Heman Park Playground Replacement	PR21-002	3	-	550,000	-	-	-	550,000
Heman Park Athletic Field Improvements	PR22-002	3	-	-	550,000	-	-	550,000
Kaufman Park Improvements	PR23-002	3	-	-	-	350,000	-	350,000
Metcalfe Park Improvements	PR24-002	3	-	-	-	-	550,000	550,000
STP-Westgate Ave Improvement	PW20/21-02	2	9,000	811,274	-	-	-	820,274
Curb and Sidewalk Replacement Program	PW20/24-02	2	75,000	75,000	75,000	75,000	75,000	375,000
Solid Waste Grant Projects	PW20/24-05	2	100,000	100,000	100,000	100,000	100,000	500,000
Canton Ave Resurfacing and Upgrades	PW21-01	2	-	750,000	-	-	-	750,000
Kempland Bridge Reconstruction	PW21-02	2	-	-	800,000	-	-	800,000
Pershing Ave Resurfacing and ADA Upgrades	PW21-04	2	-	100,000	-	620,000	-	720,000
Ferguson Avenue Improvements	PW22-02	3	-	-	75,000	320,000	-	395,000
Total Grant Fund			834,000	3,386,274	1,600,000	1,465,000	725,000	8,010,274
PARK AND STORM WATER SALES TAX FUND								
Tree Replacement Program	PR20/23-01	3	75,000	75,000	75,000	75,000	75,000	375,000
Centennial Commons Painting	PR20-003	2	114,000	-	-	-	-	114,000
Heman Park Pool Improvement	PR20-004	2	250,000	-	-	-	-	250,000
Exercise Equipment Replacement	PR20-005	2	20,000	-	-	-	-	20,000
Heman Park Asphalt Trail Repairs	PR21-001	3	-	125,000	-	-	-	125,000
Heman Park ADA Improvements	PR22-001	2	-	-	98,000	-	-	98,000
Basketball Court Resurfacing	PR23-001	3	-	-	-	70,000	-	70,000
Kingsland Park Improvements	PR24-001	3	-	-	-	-	250,000	250,000
Total Park and Storm Water Sales Tx Fund			459,000	200,000	173,000	145,000	325,000	1,302,000
PUBLIC SAFETY SALES TAX FUND								
Ambulance Purchase	FIRE20-01	1	250,000	-	-	-	-	250,000
Pumper Truck Purchase	FIRE21/22-01	2	-	250,000	250,000	-	-	500,000
Police Vehicle Purchase	PD20-01	1	140,000	-	-	-	-	140,000
License Plate Reader	PD20-02	2	45,000	-	-	-	-	45,000
Mobile Gunshot Detection	PD20-03	1	75,000	-	-	-	-	75,000
Mobile Data Terminal	PD20-04	1	106,000	-	-	-	-	106,000
Police Station Construction	PD22-01	3	-	-	4,700,000	-	-	4,700,000
Total Public Safety Sales Tax Fund			616,000	250,000	4,950,000	-	-	5,816,000
SOLID WASTE FUND								
Solid Waste Grant Projects	PW20/24-05	2	20,000	20,000	20,000	20,000	20,000	100,000
Total Solid Waste Fund			20,000	20,000	20,000	20,000	20,000	100,000
GRAND TOTAL OF CIP PROGRAM			\$ 4,006,250	\$ 6,349,093	\$ 8,873,000	\$ 3,715,000	\$ 2,875,000	\$ 25,818,343

Summary of Capital Improvement Program by Department		Project #	Priority	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total
FIRE DEPARTMENT									
Ambulance Purchase	FIRE20-01	1	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250,000
Pumper Truck Purchase	FIRE21/22-01	2	\$ -	\$ 250,000	\$ 250,000	\$ -	\$ -	\$ -	\$ 500,000
Total Fire Department			\$ 250,000	\$ 250,000	\$ 250,000	\$ -	\$ -	\$ -	\$ 750,000
GOLF COURSE									
Short Game Practice Area	GLF20-01	2	30,000	-	-	-	-	-	30,000
Pro Shop Renovation	GLF21-01	2	\$ -	\$ 550,000	\$ -	\$ -	\$ -	\$ -	\$ 550,000
Total Golf Course			30,000	550,000	\$ -	\$ -	\$ -	\$ -	\$ 580,000
PARKS AND RECREATION									
Tree Replacement Program	PR20/23-01	3	75,000	75,000	75,000	75,000	75,000	75,000	375,000
Fogerty Park Improvements	PR20-001	2	100,000	450,000	\$ -	\$ -	\$ -	\$ -	\$ 550,000
Playground Equipment Replacement	PR20-002	2	550,000	-	-	-	-	-	\$ 550,000
Centennial Commons Painting	PR20-003	2	114,000	-	-	-	-	-	114,000
Heman Park Pool Improvement	PR20-004	2	250,000	-	-	-	-	-	250,000
Exercise Equipment Replacement	PR20-005	2	20,000	-	-	-	-	-	20,000
Ruth Golf Course Lighting Installation	PR20-01	2	\$ -	130,000	\$ -	\$ -	\$ -	\$ -	130,000
Heman Park Asphalt Trail Repairs	PR21-001	3	\$ -	125,000	\$ -	\$ -	\$ -	\$ -	125,000
Heman Park Playground Replacement	PR21-002	3	\$ -	550,000	\$ -	\$ -	\$ -	\$ -	550,000
Heman Park ADA Improvements	PR22-001	2	\$ -	-	98,000	\$ -	\$ -	\$ -	98,000
Heman Park Athletic Field Improvements	PR22-002	3	\$ -	-	550,000	\$ -	\$ -	\$ -	550,000
Basketball Court Resurfacing	PR23-001	3	\$ -	-	-	70,000	\$ -	\$ -	70,000
Kaufman Park Improvements	PR23-002	3	\$ -	-	-	350,000	\$ -	\$ -	350,000
Kingsland Park Improvements	PR24-001	3	\$ -	-	-	-	250,000	\$ -	250,000
Metcalfe Park Improvements	PR24-002	3	\$ -	-	-	-	550,000	\$ -	550,000
Total Parks and Recreation Department			\$ 1,109,000	\$ 1,330,000	\$ 723,000	\$ 495,000	\$ 875,000	\$ 4,532,000	
PLANNING AND ZONING									
Purchase 5 Alternative Fuel Vehicles	PLAN20-01	2	\$ 100,000	-	-	-	-	-	\$ 100,000
Total Planning and Zoning Department			\$ 100,000	\$ -	\$ 100,000				
POLICE DEPARTMENT									
Police Vehicle Purchase	PD20-01	1	140,000	-	-	-	-	-	140,000
License Plate Reader	PD20-02	2	45,000	-	-	-	-	-	45,000
Mobile Gunshot Detection	PD20-03	1	75,000	-	-	-	-	-	75,000
Mobile Data Terminal	PD20-04	1	106,000	-	-	-	-	-	106,000
Police Station Construction	PD22-01	3	\$ -	-	4,700,000	\$ -	\$ -	\$ -	4,700,000
Total Police Department			\$ 366,000	\$ -	\$ 4,700,000	\$ -	\$ -	\$ -	\$ 5,066,000
PUBLIC WORK DEPARTMENT									
Parking Meter Replacement Program	PW20/21-01	3	50,000	50,000	50,000	\$ -	\$ -	\$ -	150,000
STP-Westgate Ave Improvement	PW20/21-02	2	11,250	1,014,093	\$ -	\$ -	\$ -	\$ -	1,025,343
Enhanced Street Lighting	PW20/23-01	3	75,000	75,000	75,000	75,000	75,000	75,000	375,000
ADA Curb Ramp Design and Construction	PW20/24-01	2	50,000	50,000	50,000	50,000	50,000	50,000	250,000
Curb and Sidewalk Replacement Program	PW20/24-02	2	475,000	475,000	475,000	475,000	475,000	475,000	2,375,000
Street Maintenance Program	PW20/24-03	2	700,000	700,000	700,000	700,000	700,000	700,000	3,500,000
City Facilities Improvements	PW20/24-04	1	500,000	500,000	500,000	500,000	500,000	500,000	2,500,000
Solid Waste Grant Projects	PW20/24-05	2	120,000	120,000	120,000	120,000	120,000	120,000	600,000
City Wide Energy Efficiency Master Plan	PW20-01	2	30,000	-	-	-	-	-	30,000
City Wide Space Needs Study	PW20-02	2	\$ -	-	30,000	\$ -	\$ -	\$ -	30,000
Canton Avenue Fence Improvements	PW20-03	2	65,000	-	-	-	-	-	65,000
Cost Accounting Software Purchase	PW20-04	2	75,000	-	-	-	-	-	75,000
Canton Ave Resurfacing and Upgrades	PW21-01	2	\$ -	930,000	\$ -	\$ -	\$ -	\$ -	930,000
Kempland Bridge Reconstruction	PW21-02	2	\$ -	80,000	800,000	\$ -	\$ -	\$ -	880,000
Kennedy Street Improvements	PW21-03	2	\$ -	25,000	150,000	\$ -	\$ -	\$ -	175,000
Pershing Ave Resurfacing and ADA Upgrades	PW21-04	2	\$ -	100,000	\$ -	800,000	\$ -	\$ -	900,000
Center Drive Reconstruction	PW21-05	3	\$ -	100,000	\$ -	\$ -	\$ -	\$ -	100,000
Drexel Ave Construction	PW22-01	3	\$ -	-	175,000	\$ -	\$ -	\$ -	175,000
Ferguson Avenue Improvements	PW22-02	3	\$ -	-	75,000	500,000	\$ -	\$ -	575,000
Parking Lot #3 Resurface	PW24-01	3	\$ -	-	-	-	80,000.00	\$ -	80,000
Total Public Work Department			\$ 2,151,250	\$ 4,219,093	\$ 3,200,000	\$ 3,220,000	\$ 2,000,000	\$ 14,790,343	
GRAND TOTAL OF CIP PROGRAM									
			\$ 4,006,250	\$ 6,349,093	\$ 8,873,000	\$ 3,715,000	\$ 2,875,000	\$ 25,818,343	

**Capital Improvement Plan
City of University City, Missouri**

FY '20 thru FY '24

Department Fire Department

Contact Fire Chief

Type Equipment

Useful Life 10 years

Category Vehicles

Priority 1 Critical

Project # **FIRE20-01**

Project Name **Ambulance Purchase**

Description

Total Project Cost: \$250,000

This project is for the purchase of an ambulance for the Fire Department. The ambulance is needed to ensure effective ambulance service is provided to our residents.

Justification

The current ambulance is old and unreliable. The new ambulance ensures effective ambulance services can be provided in our community.

Expenditures	FY '20	FY '21	FY '22	FY '23	FY '24	Total
Equip/Vehicles/Furnishings	250,000					250,000
Total	250,000					250,000

Funding Sources	FY '20	FY '21	FY '22	FY '23	FY '24	Total
Public Safety Sales Tax Fund	250,000					250,000
Total	250,000					250,000

Budget Impact/Other

**Capital Improvement Plan
City of University City, Missouri**

FY '20 thru FY '24

Department Golf Course

Contact Parks and Recreation Director

Type Improvement

Useful Life 40 years

Category Golf Course Improvement

Priority 2 Very Important

Project # **GLF20-002**

Project Name **Short Game Practice Area**

Description

Total Project Cost: \$30,000

This project proposes the construction of a short game practice area, which is included in the master plan for the course.

Justification

It is anticipated that the addition of the short game practice area will result in increased revenues for the park.

Expenditures	FY '20	FY '21	FY '22	FY '23	FY '24	Total
Construction/Maintenance	30,000					30,000
Total	30,000					30,000

Funding Sources	FY '20	FY '21	FY '22	FY '23	FY '24	Total
Golf Course Fund	30,000					30,000
Total	30,000					30,000

Budget Impact/Other

**Capital Improvement Plan
City of University City, Missouri**

FY '20 thru FY '24

Department Parks and Recreation

Contact Parks and Recreation Director

Type Improvement

Useful Life 40 years

Category Tree Replacement

Priority 3 Important

Project # **PR20/23-01**

Project Name **Tree Replacement Program**

Description

Total Project Cost: \$375,000

This project will provide a beginning to the systematic removal of Ash trees subject to the Emerald Ash Borer, and offer the residents a replacement tree.

Justification

Emerald Ash Borer has been discovered in St. Louis County and should impact the University City area within five to seven years. Mortality from this insect will be 100 percent.

Expenditures	FY '20	FY '21	FY '22	FY '23	FY '24	Total
Tree Replacement	75,000	75,000	75,000	75,000	75,000	375,000
Total	75,000	75,000	75,000	75,000	75,000	375,000

Funding Sources	FY '20	FY '21	FY '22	FY '23	FY '24	Total
Park and Stormwater Sales	75,000	75,000	75,000	75,000	75,000	375,000
Tax Fund						
Total	75,000	75,000	75,000	75,000	75,000	375,000

Budget Impact/Other

**Capital Improvement Plan
City of University City, Missouri**

FY '20 thru FY '24

Department Parks and Recreation

Contact Parks and Recreation Director

Type Improvement

Useful Life 25 years

Category Park Improvements

Priority 2 Very Important

Project # **PR20-001**

Project Name **Fogerty Park Improvements**

Description

Total Project Cost: \$550,000

This project includes the installation of new pedestrian lighting, construction of an upgraded and larger parking lot, ADA improvements, and a new entrance to the park to the east, and a splash pad.

Justification

New improvements needed to enhance the citizen's experience at the park.

Expenditures	FY '20	FY '21	FY '22	FY '23	FY '24	Total
Planning/Design	100,000					100,000
Construction/Maintenance		450,000				450,000
Total	100,000	450,000				550,000

Funding Sources	FY '20	FY '21	FY '22	FY '23	FY '24	Total
Grant Fund	100,000	450,000				550,000
Total	100,000	450,000				550,000

Budget Impact/Other

**Capital Improvement Plan
City of University City, Missouri**

FY 20 thru FY 24

Department Parks and Recreation
Contact Parks and Recreation Director
Type Equipment
Useful Life 10 years
Category Park Improvements
Priority 2 Very Important

Project # **PR20-002**

Project Name **Playground Equipment Replacement**

Description

Total Project Cost: \$550,000

This project replaces three deteriorating playgrounds; one each at Ackert, Rabe, and Eastgate Parks. The replacement includes a poured in place rubberized safety surface which provides ADA accessibility.

Justification

Replace outdated equipment, improve quality of activities, install ADA accessible safety surface. Playground equipment must be ADA compliant.

Expenditures	FY '20	FY '21	FY '22	FY '23	FY '24	Total
Equip/Vehicles/Furnishings	550,000					550,000
Total	550,000					550,000

Funding Sources	FY '20	FY '21	FY '22	FY '23	FY '24	Total
Grant Fund	550,000					550,000
Total	550,000					550,000

Budget Impact/Other

**Capital Improvement Plan
City of University City, Missouri**

FY '20 thru FY '24

Department Parks and Recreation

Contact Parks and Recreation Director

Type Improvement

Useful Life 20 years

Category Building Renovation

Priority 2 Very Important

Project # **PR20-003**

Project Name **Centennial Commons Painting**

Description

Total Project Cost: \$114,000

Centennial Commons needs a to be painted due to significant use of the facility. The facility has not received a paint job since 2012.

Justification

This item requests funding to paint Centennial Commons in an effort to improve the look of the facility.

Expenditures	FY '20	FY '21	FY '22	FY '23	FY '24	Total
Construction/Maintenance	114,000					114,000
Total	114,000					114,000

Funding Sources	FY '20	FY '21	FY '22	FY '23	FY '24	Total
Park and Stormwater Sales	114,000					114,000
Total	114,000					114,000

Budget Impact/Other

**Capital Improvement Plan
City of University City, Missouri**

FY '20 thru FY '24

Department Parks and Recreation

Contact Parks and Recreation Director

Type Improvement

Useful Life 25 years

Category Pool Improvement

Priority 2 Very Important

Project # **PR20-004**

Project Name **Heman Park Pool Improvement**

Description

Total Project Cost: \$250,000

This project will provide a splash pad at Heman Park Pool. The splash pad was a part of the original pool renovation plan but was removed from the project due to cost.

Justification

The splash pad will provide needed recreational activity for youth between the ages of 5-12.

Expenditures	FY '20	FY '21	FY '22	FY '23	FY '24	Total
Construction/Maintenance	250,000					250,000
Total	250,000					250,000

Funding Sources	FY '20	FY '21	FY '22	FY '23	FY '24	Total
Park and Stormwater Sales	250,000					250,000
Total	250,000					250,000

Budget Impact/Other

**Capital Improvement Plan
City of University City, Missouri**

FY '20 thru FY '24

Department Parks and Recreation

Contact Parks and Recreation Director

Type Equipment

Useful Life 7 years

Category Equipment: Miscellaneous

Priority 2 Very Important

Project # **PR20-005**

Project Name **Exercise Equipment Replacement**

Description

Total Project Cost: \$20,000

This item request funding to replace equipment that is past its user life. Equipment often is out of service due to breakdowns.

Justification

Equipment scheduled for replacement is past its user life.

Expenditures	FY '20	FY '21	FY '22	FY '23	FY '24	Total
Equip/Vehicles/Furnishings	20,000					20,000
Total	20,000					20,000

Funding Sources	FY '20	FY '21	FY '22	FY '23	FY '24	Total
Park and Stormwater Sales	20,000					20,000
Total	20,000					20,000

Budget Impact/Other

**Capital Improvement Plan
City of University City, Missouri**

FY '20 thru FY '24

Department Planning and Zoning Departm

Contact Planning and Zoning Director

Type Equipment

Useful Life 7 years

Category Vehicles

Priority 2 Very Important

Project # **PLAN20-01**

Project Name **Purchase 5 Alternative Fuel Vehicles**

Description

Total Project Cost: \$100,000

Purchase 5 alternative fuel vehicles for housing inspectors. These vehicles will be equipped with GPS devices so that we can have greater connectivity and oversight of the inspectors.

Justification

Inspectors currently drive their respective vehicles to conduct inspections, resulting in a significant wear. The purchase of alternative vehicles for the inspectors will enable us to be more environmentally aware, and provide a safer environment for our employees. The utilization of fleet vehicles will allow for better recognition of our code staff. The development and utilization of a fleet to perform these inspections will allow for increased exposure of our Housing Inspectors throughout the community. Inspector will be more efficient through the use of mounted tablets and other equipment.

Expenditures	FY '20	FY '21	FY '22	FY '23	FY '24	Total
Equip/Vehicles/Furnishings	100,000					100,000
Total	100,000					100,000

Funding Sources	FY '20	FY '21	FY '22	FY '23	FY '24	Total
Capital Improvement Sales Tax Fund	100,000					100,000
Total	100,000					100,000

Budget Impact/Other

None.

**Capital Improvement Plan
City of University City, Missouri**

FY '20 thru FY '24

Department Police Department

Contact

Type Equipment

Useful Life 7 years

Category Unassigned

Priority 1 Critical

Project # **PD20-01**

Project Name **Police Vehicle Purchase**

Description

Total Project Cost: \$140,000

This item requests funding for the purchase of replacement police vehicles so that the fleet is effective in the field. The vehicles being replaced have exceeded the user life.

Justification

New police vehicles are needed to ensure an effective operation. Equipment breakdown in the field could result in significant harm to our officers and residents.

Expenditures	FY '20	FY '21	FY '22	FY '23	FY '24	Total
Equip/Vehicles/Furnishings	140,000					140,000
Total	140,000					140,000

Funding Sources	FY '20	FY '21	FY '22	FY '23	FY '24	Total
Public Safety Sales Tax Fund	140,000					140,000
Total	140,000					140,000

Budget Impact/Other

**Capital Improvement Plan
City of University City, Missouri**

FY '20 thru FY '24

Department Police Department

Contact Police Chief

Type Equipment

Useful Life 10 years

Category Unassigned

Priority 2 Very Important

Project # **PD20-02**

Project Name **License Plat Reader**

Description

Total Project Cost: \$45,000

This project would allow for the purchase of a license plat reader. There is an annual maintenance cost of \$1500.00 that, if approved, will be incorporated into the Police's annual operating budget.

Justification

The license plat reader would enable an officer to read all license plat that approach the license plat reader. Information on warrants would be readily available to the officer and enable her/him to take immediate action.

Expenditures	FY '20	FY '21	FY '22	FY '23	FY '24	Total
Equip/Vehicles/Furnishings	45,000					45,000
Total	45,000					45,000

Funding Sources	FY '20	FY '21	FY '22	FY '23	FY '24	Total
Public Safety Sales Tax Fund	45,000					45,000
Total	45,000					45,000

Budget Impact/Other

Capital Improvement Plan
City of University City, Missouri

FY '20 thru FY '24

Department Police Department

Contact Police Chief

Type Equipment

Useful Life 10 years

Category Equipment: Miscellaneous

Priority 1 Critical

Project # **PD20-03**

Project Name **Mobile Gunshot Detection**

Description

Total Project Cost: \$75,000

This project proposes the purchase of a gunshot detection system to be used as a part of our efforts to deter the firing of weapons within the City. Approval of this project would result in an initial \$75,000 purchase of equipment and an annual \$20,000 operation and maintenance cost. The operation and maintenance cost would be incorporated into the Police annual operating budget.

Justification

Deployment of a gunshot detection system would enable our Police to detect 90 percent of gunfire incidents with a precise location in less than 60 seconds. If approved, this equipment would enhance our ability to detect gunshot and be more proactive in crime prevention, as gunshots often leads to other crimes.

Expenditures	FY '20	FY '21	FY '22	FY '23	FY '24	Total
Equip/Vehicles/Furnishings	75,000					75,000
Total	75,000					75,000

Funding Sources	FY '20	FY '21	FY '22	FY '23	FY '24	Total
Public Safety Sales Tax Fund	75,000					75,000
Total	75,000					75,000

Budget Impact/Other

**Capital Improvement Plan
City of University City, Missouri**

FY '20 thru FY '24

Department Police Department

Contact Police Chief

Type Equipment

Useful Life 10 years

Category Equipment: Computers

Priority 1 Critical

Project # **PD20-04**

Project Name **Mobile Data Terminal**

Description

Total Project Cost: \$106,000

This project proposes the purchase of 20 mobile data terminals (MDT's) that would be used to outfit all police vehicles.

Justification

MDT's enable our officers to be more efficient with their use of time in the field and provide another safety enhancement. MDT's feature a screen on which to view information and a keyboard or keypad for entering information, and may be connected to various peripheral devices. Standard peripherals include two-way radios and taximeters.

Expenditures	FY '20	FY '21	FY '22	FY '23	FY '24	Total
Equip/Vehicles/Furnishings	106,000					106,000
Total	106,000					106,000

Funding Sources	FY '20	FY '21	FY '22	FY '23	FY '24	Total
Public Safety Sales Tax Fund	106,000					106,000
Total	106,000					106,000

Budget Impact/Other

**Capital Improvement Plan
City of University City, Missouri**

FY 20 thru FY 24

Department Public Works Department

Contact Public Works Director

Type Improvement

Useful Life 25 years

Category Equipment: Miscellaneous

Priority 3 Important

Project # **PW20/21-01**

Project Name **Parking Meter Replacement Program**

Description

Total Project Cost: \$150,000

This project includes the installation of state of the art pay station units around the City where currently have out dated parking meters. This project also includes the implementation of pay station units in areas that are source of revenue generators.

Justification

This project proposes to increase revenue from parking meters by introducing new-age technology that makes it more convenient for patrons to pay the meter. We currently have outdated meters in the City that require coin payment and does not allow for debit, credit card, pay pal, or other alternative forms of payment.

Expenditures	FY '20	FY '21	FY '22	FY '23	FY '24	Total
Equip/Vehicles/Furnishings	50,000	50,000	50,000			150,000
Total	50,000	50,000	50,000			150,000

Funding Sources	FY '20	FY '21	FY '22	FY '23	FY '24	Total
Capital Improvement Sales Tax Fund	50,000	50,000	50,000			150,000
Total	50,000	50,000	50,000			150,000

Budget Impact/Other

Additional snowplow, patching and sweeping costs ongoing. Further community involvement should be sought regarding streetscaping aspects (at additional cost).

Budget Items	FY '20	FY '21	FY '22	FY '23	FY '24	Total
Staff Cost		2,000	2,000	2,000	2,000	8,000
Supplies/Materials		200	200	200	200	800
Total		2,200	2,200	2,200	2,200	8,800

**Capital Improvement Plan
City of University City, Missouri**

FY '20 thru FY '24

Department Public Works Department
Contact Public Works Director
Type Improvement
Useful Life 40 years
Category Street Construction
Priority 2 Very Important

Project # **PW20/21-02**

Project Name **STP-Westgate Ave Improvement**

Description

Total Project Cost: \$1,025,343

The proposed improvement includes milling and resurfacing of existing asphalt pavement, installation of permeable paving system for parking area, and sidewalks improved to meet ADA standards.

Justification

Westgate Ave is a City owned and maintained street connecting Delmar and Olive Blvd. The current pavement conditions are deteriorated, and sidewalks need to be made ADA accessible.

Expenditures	FY '20	FY '21	FY '22	FY '23	FY '24	Total
Planning/Design	11,250					11,250
Construction/Maintenance		1,014,093				1,014,093
Total	11,250	1,014,093				1,025,343

Funding Sources	FY '20	FY '21	FY '22	FY '23	FY '24	Total
Capital Improvement Sales Tax Fund	2,250	202,819				205,069
Grant Fund	9,000	811,274				820,274
Total	11,250	1,014,093				1,025,343

Budget Impact/Other

**Capital Improvement Plan
City of University City, Missouri**

FY '20 thru FY '24

Department Public Works Department

Contact Public Works Director

Type Equipment

Useful Life 40 years

Category Street Lighting Improvements

Priority 3 Important

Project # **PW20/23-01**

Project Name **Enhanced Street Lighting**

Description

Total Project Cost: \$375,000

The City provides street lighting on residential and non-residential streets. The street lighting policy dictates a maximum spacing of 300 feet between lights on residential streets, and 250 feet between street lights on non-residential streets.

Justification

Currently 140 segments do not meet street lighting standards.

Expenditures	FY '20	FY '21	FY '22	FY '23	FY '24	Total
Street Lighting Improvement	75,000	75,000	75,000	75,000	75,000	375,000
Total	75,000	75,000	75,000	75,000	75,000	375,000

Funding Sources	FY '20	FY '21	FY '22	FY '23	FY '24	Total
Capital Improvement Sales Tax Fund	75,000	75,000	75,000	75,000	75,000	375,000
Total	75,000	75,000	75,000	75,000	75,000	375,000

Budget Impact/Other

**Capital Improvement Plan
City of University City, Missouri**

FY '20 thru FY '24

Department Public Works Department

Contact Public Works Director

Type Improvement

Useful Life 40 years

Category Curb and Sidewalk Design

Priority 2 Very Important

Project # **PW20/24-01**

Project Name **ADA Curb Ramp Design and Construction**

Description

Total Project Cost: \$250,000

The City is federally mandated to bring its public sidewalk network to ADA standards. This project includes consulting services to assist in design.

Justification

The majority of our current sidewalk inventory does not meet ADA standards.

Expenditures	FY '20	FY '21	FY '22	FY '23	FY '24	Total
Planning/Design	50,000	50,000	50,000	50,000	50,000	250,000
Total	50,000	50,000	50,000	50,000	50,000	250,000

Funding Sources	FY '20	FY '21	FY '22	FY '23	FY '24	Total
Capital Improvement Sales Tax Fund	50,000	50,000	50,000	50,000	50,000	250,000
Total	50,000	50,000	50,000	50,000	50,000	250,000

Budget Impact/Other

**Capital Improvement Plan
City of University City, Missouri**

FY '20 thru FY '24

Department Public Works Department

Contact Public Works Director

Type Improvement

Useful Life 20 years

Category Curb and Sidewalk Improvement

Priority 2 Very Important

Project # **PW20/24-02**

Project Name **Curb and Sidewalk Replacement Program**

Description

Total Project Cost: \$2,375,000

Each year the City performs concrete sidewalk, curb, and alley repairs. The amount of maintenance that can be performed is based on funding levels.

Justification

Every two years all sidewalks and curbs are inspected and rated. The priority given to the replacement of the sidewalks and curbs are based on the rating received. Rating range on a scale of one (Poor) to ten (Excellent).

Expenditures	FY '20	FY '21	FY '22	FY '23	FY '24	Total
Construction/Maintenance	475,000	475,000	475,000	475,000	475,000	2,375,000
Total	475,000	475,000	475,000	475,000	475,000	2,375,000

Funding Sources	FY '20	FY '21	FY '22	FY '23	FY '24	Total
Capital Improvement Sales Tax Fund	400,000	400,000	400,000	400,000	400,000	2,000,000
Grant Fund	75,000	75,000	75,000	75,000	75,000	375,000
Total	475,000	475,000	475,000	475,000	475,000	2,375,000

Budget Impact/Other

None.

**Capital Improvement Plan
City of University City, Missouri**

FY '20 thru FY '24

Department Public Works Department

Contact Public Works Director

Type Improvement

Useful Life 25 years

Category Street Paving

Priority 2 Very Important

Project # **PW20/24-03**

Project Name **Street Maintenance Program**

Description

Total Project Cost: \$3,500,000

More than 95 percent of the City street are constructed of asphalt. Each year, the City performs street resurfacing to improve the condition of the pavement.

Justification

Routine maintenance is required to extend street life and prevent costly reconstruction projects.

Expenditures	FY '20	FY '21	FY '22	FY '23	FY '24	Total
Construction/Maintenance	700,000	700,000	700,000	700,000	700,000	3,500,000
Total	700,000	700,000	700,000	700,000	700,000	3,500,000

Funding Sources	FY '20	FY '21	FY '22	FY '23	FY '24	Total
Capital Improvement Sales Tax Fund	700,000	700,000	700,000	700,000	700,000	3,500,000
Total	700,000	700,000	700,000	700,000	700,000	3,500,000

Budget Impact/Other

Unknown at this time.

**Capital Improvement Plan
City of University City, Missouri**

FY 20 thru FY 24

Department Public Works Department

Contact Public Works Director

Type Improvement

Useful Life 40 years

Category Building Renovation

Priority 1 Critical

Project # **PW20/24-04**

Project Name **City Facilities Improvements**

Description

Total Project Cost: \$2,500,000

This item starts to set aside funding for repairs to our City facilities. This initial project is to fund repairs at City Hall.

Justification

City facilities will continue to erode if they are not maintained.

Expenditures	FY '20	FY '21	FY '22	FY '23	FY '24	Total
Construction/Maintenance	500,000	500,000	500,000	500,000	500,000	2,500,000
Total	500,000	500,000	500,000	500,000	500,000	2,500,000

Funding Sources	FY '20	FY '21	FY '22	FY '23	FY '24	Total
Capital Improvement Sales Tax Fund	500,000	500,000	500,000	500,000	500,000	2,500,000
Total	500,000	500,000	500,000	500,000	500,000	2,500,000

Budget Impact/Other

**Capital Improvement Plan
City of University City, Missouri**

FY '20 thru FY '24

Department Public Works Department
Contact Public Works Director
Type Equipment
Useful Life 10 years
Category Equipment: Miscellaneous
Priority 2 Very Important

Project # **PW20/24-05**
Project Name **Solid Waste Grant Projects**

Description Total Project Cost: \$600,000

Annually staff applies for two solid waste grants to pay for capital items such as carts, dumpsters, hiring of interns, recycling educational materials, etc.

Justification

The goals of the grants are to reduce landfill tonage, resulting in reduced landfill costs. The City paid approximately \$500,000 in cost in FY2017.

Expenditures	FY '20	FY '21	FY '22	FY '23	FY '24	Total
Equip/Vehicles/Furnishings	120,000	120,000	120,000	120,000	120,000	600,000
Total	120,000	120,000	120,000	120,000	120,000	600,000

Funding Sources	FY '20	FY '21	FY '22	FY '23	FY '24	Total
Grant Fund	100,000	100,000	100,000	100,000	100,000	500,000
Solid Waste Fund	20,000	20,000	20,000	20,000	20,000	100,000
Total	120,000	120,000	120,000	120,000	120,000	600,000

Budget Impact/Other

**Capital Improvement Plan
City of University City, Missouri**

FY '20 thru FY '24

Department Public Works Department

Contact Public Works Director

Type Study

Useful Life 25 years

Category Study

Priority 2 Very Important

Project # **PW20-01**

Project Name **City Wide Energy Efficiency Master Plan**

Description

Total Project Cost: \$30,000

Energy efficiency study is needed to establish strategies for reducing our carbon footprint and reducing utility costs.

Justification

Energy efficiency is required for a sustainable future and facilitates cost savings.

Expenditures	FY '20	FY '21	FY '22	FY '23	FY '24	Total
Planning/Design	30,000					30,000
Total	30,000					30,000

Funding Sources	FY '20	FY '21	FY '22	FY '23	FY '24	Total
Capital Improvement Sales Tax Fund	30,000					30,000
Total	30,000					30,000

Budget Impact/Other

**Capital Improvement Plan
City of University City, Missouri**

FY '20 thru FY '24

Department Public Works Department

Contact Public Works Director

Type Improvement

Useful Life 40 years

Category Street Construction

Priority 2 Very Important

Project # **PW20-03**

Project Name **Canton Avenue Fence Improvements**

Description

Total Project Cost: \$65,000

This project proposes improvements to the fence in the area of 7022-7052 Canton Avenue. The hillside has been eroding for some time and the area must be addressed to stabilize it and improve safety. The fence in this area needs upgrades.

Justification

Failure to stabilize this area will result in continued erosion. Fencing improvements are needed for stabilization.

Expenditures	FY '20	FY '21	FY '22	FY '23	FY '24	Total
Construction/Maintenance	65,000					65,000
Total	65,000					65,000

Funding Sources	FY '20	FY '21	FY '22	FY '23	FY '24	Total
Capital Improvement Sales Tax Fund	65,000					65,000
Total	65,000					65,000

Budget Impact/Other

**Capital Improvement Plan
City of University City, Missouri**

FY '20 thru FY '24

Department Public Works Department

Contact Public Works Director

Type Software

Useful Life 20 years

Category Software

Priority 2 Very Important

Project # **PW20-04**

Project Name **Cost Accounting Software Purchase**

Description

Total Project Cost: \$75,000

Cost accounting software is needed to ensure that capital projects are better managed. The software will enable project managers to improve cash flow management, and oversight of capital projects.

Justification

The cost accounting software will enable better management of capital projects.

Expenditures	FY '20	FY '21	FY '22	FY '23	FY '24	Total
Equip/Vehicles/Furnishings	75,000					75,000
Total	75,000					75,000

Funding Sources	FY '20	FY '21	FY '22	FY '23	FY '24	Total
Capital Improvement Sales Tax Fund	75,000					75,000
Total	75,000					75,000

Budget Impact/Other

History of University City, Missouri

The Early Years

In 1902, Edward Gardner Lewis purchased 85 acres of farmland just northwest of the 1904 St. Louis World's Fair Forest Park construction site. Lewis was the publisher of the Woman's Magazine and the Woman's Farm Journal, which had outgrown two locations in downtown St. Louis. The 85-acre area would be the headquarters for the Lewis Publishing Company, as well as the site for a "high-class residential district." Lewis decided to develop the area as a model city, a real "City Beautiful."

Lewis broke ground for the publishing company's headquarters in 1903. The Magazine Building (now City Hall), an ornate octagonal tower standing 135 feet tall, dominated the view of the area. An eight ton beacon beamed from atop the building. Soon, other architecturally significant structures and developments were erected - an austere Egyptian temple, the Lion Gates and the Art Academy.

The first subdivision was carefully designed around the landscape park and private place movements. The design included varying lot sizes, and a great mix of architectural style, size, and price of houses were represented. Before the subdivision was fully developed, it was important to the 1904 St. Louis World's Fair. Instead of letting the acres stand idle, Lewis built a tent city to house families visiting the Fair. The popular "Camp Lewis" offered comfortable and convenient accommodations and catered meals.

A City Realized

The City of University City was formally incorporated in September 1906 and Lewis became the first mayor. The city's name reflected the community's proximity to Washington University, and Lewis' hope was that it would become a center of learning and culture.

Over the next few years with Lewis' guidance, subdivisions developed, and banks opened, and commercial activity prospered. The University City School District formed and in 1915, University City was one of the first cities in the country to develop a junior high school system.

During the 1920s, thousands of people resettled to less populated communities to the west of St. Louis. The 1920 Census revealed that University City had a population of 6,702, an increase of 177% - the largest percent increase recorded during that decade in any Missouri town. Between 1920 and 1930 more than 19,000 people moved to the City, bringing its population to 25,809. Many of the residents were foreign-born.

On February 4, 1947, University City voters adopted home rule charter and firmly established a new Council-Manager form of municipal government. The city expanded to its current boundaries by the 1960s and comprised 5.8 square miles. During the decades following final annexation, the City has seen much population change, development and redevelopment, and political controversy and stability. Robert H. Salisbury, in an introduction to *Legacy of the Lions* wrote the following:

How has University City (or U City as the locals say) maintained this distinctiveness? One factor has been the early realization by Lewis and his successors that housing development would be more interesting, attractive and stable if the bulldozer were restrained, the contours of the land respected, and the residential areas made into viable neighborhoods rather than mere housing tracts. A second force of great importance was (and is) the schools. Early on U. City created a school system, made it a high priority item on the civic agenda, and recognized that excellent schools helped build a first class community. Third, there were some remarkable men and women who gave enormously of themselves to build and sustain a community that they and their children could live in proudly and happily. U City has been, above all, a community of devoted citizens ...

**Assessed Value and Estimated Actual Value of Taxable Property
Last Ten Fiscal Years (amounts expressed in thousands)**

Fiscal Year Ended June 30	Real Property ¹	Personal Property	Railroad and Utilities ²	Total Taxable Assessed Value	Total Direct Tax Rate	Estimated Actual Taxable Value	Assessed Value as a Percentage of
							Estimated Actual Taxable Value
2009	534,918	60,788	8,324	604,030	(see table below)	3,059,619	19.74%
2010	537,172	52,639	8,474	598,285	(see table below)	2,911,594	20.55%
2011	537,029	53,033	8,474	598,536	(see table below)	2,885,607	20.74%
2012	532,495	53,577	9,129	595,201	(see table below)	2,886,720	20.62%
2013	530,263	57,676	8,993	596,932	(see table below)	2,887,085	20.68%
2014	497,822	57,629	9,332	564,783	(see table below)	2,718,366	20.78%
2015	500,437	59,837	9,608	569,882	(see table below)	2,734,643	20.84%
2016	519,947	60,764	10,616	591,327	(see table below)	3,087,680	19.15%
2017	523,841	62,139	9,770	595,750	(see table below)	3,189,787	18.68%
2018	575,383	61,830	9,658	646,871	(see table below)	3,189,787	20.78%

Total Direct Tax Rate

Fiscal Year Ended June 30	Residential	Commercial	Personal Property	Agricultural
2009	0.922	1.069	1.229	0.000
2010	0.987	1.114	1.211	0.000
2011	0.461	0.866	0.923	0.000
2012	0.753	0.892	0.909	0.000
2013	0.753	0.776	0.909	0.000
2014	0.753	0.776	0.909	0.000
2015	0.753	0.731	0.879	0.000
2016	0.734	0.694	0.875	0.000
2017	0.690	0.647	0.875	0.000
2018	0.690	0.647	0.875	0.000

¹ Assessments are based on January 1st valuations. Assessed valuations are determined and certified by the Assessor of St. Louis County.

² Railroad and Utilities are State Assessed. Locally assessed are included in Commercial Real and Personal. Laclede Gas Company and St. Louis County Water Company are included with personal assessments as they are local concerns.

Sources:
St. Louis County Assessor

Demographic and Economic Statistics - Last Ten Years

Fiscal Year	Population ¹	Personal Income ¹	Per Capita		Education		Enrollment ²	Unemployment Rate ³
			Personal Income ¹	Median Age ¹	Education Level %	Bachelor's Degree or Higher Age 25+ ¹		
			Age ¹	High School Graduate Age 25+ ¹	25+ ¹	Public School		
2009	37,428	1,006,850,628	26,901	35.4	87.4%	45.0%	3,135	4.9%
2010	37,428	1,006,850,628	26,901	35.4	87.4%	45.0%	3,141	3.0%
2011	35,371	1,223,624,374	34,594	37.4	91.0%	49.3%	3,160	4.3%
2012	35,371	1,223,624,374	34,594	37.4	91.0%	49.3%	3,160	5.5%
2013	35,371	1,223,624,374	34,594	37.4	91.0%	49.3%	3,155	6.2%
2014	35,371	1,223,624,374	34,594	37.4	91.0%	49.3%	3,160	6.2%
2015	35,371	1,223,624,374	34,594	37.4	91.0%	49.3%	3,067	5.7%
2016	35,371	1,223,624,374	34,594	37.4	91.0%	49.3%	4,943	5.2%
2017	35,371	1,223,624,374	34,594	37.4	91.0%	49.3%	2,709	5.3%
2018	35,371	1,223,624,374	34,594	37.4	91.0%	49.3%	2,647	3.6%

Sources:

¹U.S. Census Bureau 2010

²City of University City School District, 2017-2018

³Missouri Economic Research and Information Center (MERIC)

Principal Employers

Employer	Employees ¹	Rank	Type of Business	Percentage of Total City Employment ²
University City School District	818	1	School District	12.44%
City of University City ³	470	2	Local Government	7.15%
McKnight Place Partnership I LLP DBA Gatesworth	240	3	Retirement/Independent Living/Nursing Community	3.65%
Victor's Home Care LLC	200	4	Home Care Services	3.04%
Winco Window Company Inc	160	5	Manufacturer - Commercial Aluminum Windows	2.43%
Aging Well Healthcare LLC	155	6	Medical/Non-Medical Services	2.36%
McKnight Place Extended Care	150	7	Retirement/Independent Living/Nursing Community	2.28%
Cintas	140	8	Uniform Supply	2.13%
Answer Corporation	137	9	Technological Services	2.08%
Wiese USA Inc	100	10	Industrial Truck Sales and Leasing	1.52%

Sources:

¹Results of survey conducted by University City staff.

²Total City Employment Source: 6,578, U.S. Census Bureau, 2012 Survey of Business Owners

³City of University City total represents full-time, part-time and seasonal staff.

Glossary

Account: A record used in the general ledger to document related revenues and expenditures.

Accounts Payable: A Liability account reflecting amounts on open account owing to private persons or organizations for goods and services received by a government (but not including amounts due to other funds of the same government or to other governments).

Accrual Accounting: A basis of accounting in which revenues are recognized in the accounting period in which they are earned, and expenses are recognized in the accounting period in which they are incurred.

Appropriation: The legal authorization granted by the City Council allowing the City to incur obligations and make expenditures of resources.

Assessed Valuation: Estimated value of property used to levy taxes. Assessed valuation is set by the Assessor of St. Louis County, Missouri.

Assigned Fund Balance: The portion of the net position of a governmental fund that represents resources set aside ("earmarked") by the government for a particular purpose.

Balanced Budget: The principle of financing current expenditures with current revenues and the accumulated unrestricted fund balance.

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

Basis of Budgeting: Method used to determine when revenues and expenditures are recognized for budgetary purposes.

Bonded Debt: That portion of City debt represented by outstanding bonds.

Budget: A financial plan indicating the revenue and expenditures that an organization anticipates for a given time period.

Budget Amendment: A legal procedure utilized by the City staff and City Council to revise a budget appropriation during the fiscal year.

Budget Calendar: The schedule of key dates that the City follows in the preparation and adoption of the budget.

Budget Message: A general discussion of the proposed budget presented in writing as part of the budget document. The budget message explains principal budget issues against the background of the present economy and financial experience in recent years.

Capital Improvement Program (CIP): A long-range plan for the development and/or replacement of long-term assets such as streets, buildings, and park improvements. The City's Capital Budget Policy describes Capital Improvement Program (CIP) as construction, installations, or acquisitions having a long life expectancy, a fixed nature and a unit value of \$25,000 or more.

Capital Expenditures: Capital Expenditure accounts are normally reserved for buying assets which are required for operations which have a relatively short-term use, such as vehicles, computers, and other equipment. These items must be purchased with an initial cost of more than \$5,000 and an estimated useful life in excess of one year that adds a fixed asset to a business or increase the value of an existing fixed asset.

Cash Basis: Basis of accounting that recognizes transactions or events when related cash amounts are received or disbursed.

Certificates of Participation (COP): A form of financing in which investors purchase a share of a lease agreement made by the city. The certificate generally entitles the holder to receive a share, or participation, in the lease payments from a particular project. The lease payments are passed through the lessor to the certificate holders. The lessor typically assigns the lease and lease payments to a trustee, which then distribute the lease payments to the certificate holders.

Committed Fund Balance: The portion of net position of governmental fund that represents resources whose use is subject to a legally binding constraint that is imposed by the government itself at its highest level of decision-making authority and that remain legally binding unless removed in the same manner.

Commodities: Supplies and products purchased by the City.

Community Development Block Grant: Grant funds received by the City and administered through the St. Louis County to help enhance Community Development Block Grant qualified areas.

Contingency: An appropriation of funds used to cover unexpected or extraordinary events.

Contractual Services: Expense incurred for a service provided by a contractor or vendor to the City based on an agreement of terms.

Debt Service: The annual payment of principal and interest on the City's bonded indebtedness.

Debt Service Fund: A fund used to account for the accumulation of resources for, and the payment of, general obligation long-term debt principal, interest, and related cost.

Department: A component of an organization that is comprised of divisions and programs that share a common purpose or perform similar duties.

Enterprise Fund: A fund which accounts for operations that are financed and operated in a manner similar to private business enterprises – where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

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

Fees: A term used for any charge levied by the City for providing a service, permitting an activity, or imposing a fine or penalty.

Fiscal Year: The period used to account for the City's financial activity. The City of University City's fiscal year begins July 1 and continues through June 30 of the following year.

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

Fund Balance: Net position of governmental fund (difference between assets, liabilities). The accumulative excess of revenues over expenditures in a fund at a point in time. With certain limitation, fund balance may be used to balance the subsequent year's budget.

Fund Balance Policy: Policy to maintain fund balance at a predetermined target level.

General Fund: The primary operating fund of the City which is used to account for all financial resources except those required to be accounted for in another fund.

General Obligation Bond (GO Bond): The Missouri Constitution provides that, subject to voter approval, cities may issue general obligation bonds in an amount not exceeding 10% of the total assessed valuation of the taxable property of the City.

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

Governmental Funds: This type of fund accounts for how general government services are financed in the short term and what financial resources remain available for future spending.

Grants: A contribution of assets (usually cash) by one governmental unit or other organization to another. Typically these contributions are made to local governments from the state and federal governments. Grants are usually made for specific purposes.

Gross Receipts Tax: Levy on utility bills paid to electric, gas, telephone, water and sewer companies.

Intergovernmental Revenue: Revenue collected and reimbursed by other governments, such as the county, state, and federal government.

Internal Service Fund: This fund is used to account for services provided to other departments of the City by the Fleet Maintenance division. Charges for services are allocated to various City programs on a cost recovery basis.

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

Modified Accrual Basis: Basis of accounting recommended for use by governmental funds. Revenues are recognized in the period in which they become available and measurable, and expenditures are recognized at the time a liability is incurred pursuant to appropriation authority.

Nonspendable Fund Balance: The portion of the net position of a governmental fund that cannot be spent either because the underlying resources are not in spendable form or because the government is legally or contractually required to maintain the resources intact.

Object Code: An accounting classification which identifies the type of expenditure incurred.

Pay-as-you-go: A governmental unit that finances all of its capital outlays from current revenues rather than by borrowing.

Per Capita: For each person.

Personal Services: Payment of salaries, wages and fringe benefits to and for City employees.

Pooled City: St. Louis County known as County with “Pooled Sales Tax System”. Municipalities are divided into two camps: point-of-sales, or “A” cities; and pool, or “B” cities. Under this system all cities are required to share a portion of their one cent countywide sales tax revenues. St. Louis County distributes this tax on per capita basis.

Program: A budgetary unit which includes specific and distinguishable lines of work carried out by an organization.

Property Tax: An annual tax on the values of certain types of personal or business wealth, represented by real or personal property.

Proposed Budget: The recommended budget presented to City Council by the City Manager.

Restricted Fund Balance: The portion of the net position of a governmental fund that represents resources subject to externally enforceable constraints.

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

Special Obligation Bond: The obligation typically carry higher interest than GO Bond and lease obligations.

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

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

Unassigned Fund Balance: The difference between total fund balance in a governmental fund and its nonspendable, restricted, committed, and assigned components.

Acronyms

CALOP	Commission for Access and Local Original Programming
CDBG	Community Development Block Grant
CID	Community Improvement District
CIP	Capital Improvement Program
EAP	Employee Assistance Program
EDRST	Economic Development Retail Sales Tax
EMS	Emergency Management Services
FED	Federal
FEMA	Federal Emergency Management Agency
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
HEO	Heavy Equipment Operator
LSBD	University City Loop Special Business District
LSV	Life Saving Vehicle
MLC	Municipal Library Consortium of St. Louis County
MSD	Metropolitan St. Louis Sewer District
NID	Neighborhood Improvement District
PGSD	Parkview Gardens Special District
SBD	Special Business District
SEMA	State Emergency Management Agency
SLAIT	St. Louis Area Insurance Trust Pool
TDD	Transportation Development District
U CITY	University City



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