



**Finance and Administration Committee of the Whole
Record of Proceeding
October 3, 2023**

The Finance & Administration Committee of the Whole met on October 3, 2023. Those in attendance included: Chairperson Michael Moore, Ward III; Council Committee Member Barbara McGuinness, Ward I; Council Committee Member Aaron Wahl, Ward II; Council Committee Member Gary Budoor, Ward IV; City Administrator Mike Geisel and Director of Finance Jeannette Kelly. Those also in attendance included: Councilmember Mary Monachella, Ward I; Councilmember Mary Ann Mastorakos, Ward II; Councilmember Dan Hurt, Ward III; Councilmember Merrell Hansen, Ward IV; Director of Information Technology Matt Haug; Director of Public Works/City Engineer Jim Eckrich; Director of Parks, Recreation & Arts T.W. Dieckmann; Police Chief Ray Johnson; Captain Cheryl Funkhouser; Assistant Director of Finance Cathy Pagella and City Clerk Vickie McGownd. There were approximately 5 other attendees.

Chairperson Michael Moore called the meeting to order at 5:32 p.m.

Approval of Minutes

Chairperson Moore asked if there were any comments or changes to the June 27, 2023 Finance & Administration Committee Minutes. Hearing none, Chairperson Moore made a motion, seconded by Councilmember McGuinness, to approve the June 27, 2023 Finance & Administration Committee minutes. A voice vote was taken with a unanimous affirmative result (4-0) and the motion was declared passed.

Special Business District Budget Resolution and Tax Rate Ordinance

City Administrator Mike Geisel requested a motion to recommend to City Council for approval of an ordinance setting the tax rate at zero dollars and a resolution adopting a budget of zero dollars for the Wildhorse Village Special Business District in 2023. He noted that in 2024, the City will need to go through the process again to establish the tax rate and budget amount going forward.

Chairperson Moore made a motion, seconded by Councilmember Budoor, to approve this recommendation. A voice vote was taken with a unanimous affirmative result (8-0) and the motion was declared passed.

County Collection Contract Proposed Ordinance

City Administrator Geisel requested a motion to recommend to City Council for approval of an ordinance authorizing a contract with St. Louis County for collection of tax revenue for the Wildhorse Village Special Business District and the Chesterfield Regional Tax Increment Financing District.

Chairperson Moore made a motion, seconded by Councilmember Budoor, to approve this recommendation. A voice vote was taken with a unanimous affirmative result (8-0) and the motion was declared passed.

Civic Plus – City Website and Customer Interface

City Administrator Geisel stated that staff has been looking into outsourcing the City's website and interface. He indicated that the primary function of the Information Technology Department is network security, and there are multiple benefits to outsourcing, including: improved performance, security, functionality and keeping pace with technology. Outsourcing will also enable the City's website to be compliant with The Americans with Disabilities Act (ADA).

The Executive Staff collectively recommends that City Council authorize the City Administrator to execute agreements with CivicPlus to implement a technology overhaul of the public website and replacement of numerous software solutions. No additional funding is needed for 2023, as current appropriations will be re-directed. Ongoing funding will be included in annual budget submissions.

Questions were asked and answered, and discussion ensued.

Chairperson Moore made a motion, seconded by Councilmember Wahl, to recommend this proposal to City Council for approval. A voice vote was taken with a unanimous affirmative result (8-0) and the motion was declared passed.

Finance 104 – Five Year Projections

City Administrator Geisel presented materials and information related to historical, current and future financial data. He also presented five year projections for the following funds: Sewer Lateral, Public Safety, Capital Improvements, Parks and General (presentation attached).

The five-year forecast was created based on several assumptions related to revenues and expenditures, including:

Revenues Assumptions

- Sales tax revenues are projected to increase 2% per year, which considers the increase in inflation that is offset by the increase in online sales.
- Telephone utility revenues are projected to decrease 5% per year, based on historical declines.
- Water utility revenues include the 2023 projected rate increase (July 2023, January 2024).
- All other utility revenues are projected to increase 1% per year.
- Motor fuel tax revenues are scheduled to increase 2.5 cents per year through 2025, per Missouri legislation that went into effect in October 2021.
- County Road and Bridge tax includes an increase for completion of Wildhorse Village in 2024.
- Franchise fees are projected to decrease 4% per year, due to phase out, per legislation.
- Matching grant revenues were not forecasted.
- Clarkson Valley court services based on Consumer Price Index (CPI) were estimated at 2.5% increase per year.
- Aquatics revenues are forecasted to decrease 0.5% per year, due to aging facility.
- User license fees and concession revenues for Chesterfield Valley Athletic Complex (CVAC) forecasted per agreement with Perfect Game.
- All other license, permit, courts and charges for services were forecasted with no increase.

Expenditures Assumptions

- Forecast includes no additional increases in headcount 2025-2029.
- Salary merit increases were forecast at 4% per year. FOP step increases were proposed at 2.5% for 2024 and 4% for 2025-2029.
- City benefits including medical, dental, life and long term disability were projected to increase 4% per year.
- Workers compensation insurance forecast to increase 10% through 2026 based on significant increases during the past few years – 5% increase projected for 2027-2029.
- Part-time/seasonal staff increases forecast at 2% for 2025-2029.
- General insurance forecast to increase 5% per year 2025-2029.
- Maintenance and repairs contractual services forecast at 3% annual increase.
- Utilities and other contractual services forecast at 3% annual increase; 2023 water utility expense adjusted for 30% increase, announced in May 2023
- Gasoline and oil forecast at 4% annual increase.
- All other commodities forecast at 3% annual increase.

- Capital forecast based on the 10 year plan, based on estimated life of current assets.
- Debt service payments including principal, interest and trustee/agent fees forecast based on scheduled debt payments and planned usage of pre-paid debt reserves.

Mr. Geisel indicated that the City is in a really good financial position; however, there are challenges to be aware of going forward that create additional demands on resources, including:

- Litigation
- Labor Issues
- Phone Utility Taxes (subject to outstanding class action)
- Franchise Fees (reduction)
- Online Sales
- Operational Regulations (unfunded mandates)
- Aging Infrastructure and Amenities (pool, playgrounds, amphitheater)
- Inflation
- Growth (all forms)

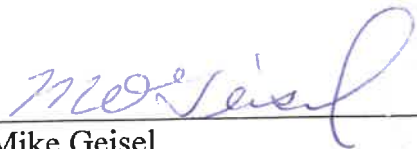
He also noted some things to expect pertaining to the Wildhorse Village Special Business District and Chesterfield Regional Tax Increment Financing District.

Questions were asked and answered, and discussion ensued.


Adjournment

The meeting was adjourned at 8:02 p.m.

Respectfully submitted:



Mike Geisel
City Administrator



Vickie McGownd
City Clerk

APPROVED: 10/10/2023

Finance 104 & Five Year Projections
October 3rd, 2023





CITY OFFICIALS



VISION

Chesterfield is a premier community known for safe and beautiful neighborhoods, high quality development, and great schools, services, and amenities.

MISSION

The City of Chesterfield provides superior municipal services to its residents and businesses through innovation, professional management, and leadership.



VALUES

SERVICE-MINDSET

We are here to serve and we do not drive the agenda. Our goal is to make life in Chesterfield as good as it can be as defined by our residents and public officials.

EXCELLENCE

When we do something, we strive to do it well. The quality of our services is recognized through accreditation from professional associations for Parks, Police, Finance, and Public Works.

PROFESSIONAL

We are highly qualified. Our well-trained and skilled team represents the City and their professions well. We treat the public and each other with respect.

RESPONSIVE

We respond in a timely and comprehensive manner to requests. We do not do the bare minimum. We listen, we offer full explanations, and we are proactive problem-solvers.

APPROACHABLE AND TRANSPARENT

We are an open book. We are approachable and we make information on city business easily accessible to all.



Adopted by City Council November 21, 2022



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

**City of Chesterfield
Missouri**

For the Fiscal Year Beginning

January 01, 2022

Christopher P. Morill

Executive Director

The GFOA Awards Finance Department for Thirty-Third Year

Did you know? For the thirty-third consecutive year, the City of Chesterfield received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA). This is the highest form of recognition in the area of governmental accounting and financial reporting, and its attainment represents a significant accomplishment by a government and its management. The City has received this award from 1989–2021. The City's Finance Department excels in providing clear and transparent financial reports.

Did you know? The City of Chesterfield received their thirty-third consecutive Distinguished Budget Presentation Award from the GFOA. The award represents a significant achievement by the City's Finance Department. Each year, the City prepares an annual budget, conducts multiple budget workshops and hosts a public hearing prior to adoption of the budget. This award reflects the commitment of the Mayor, City Council and staff to meet the highest principles of governmental budgeting and ensuring the public trust. The City has received this award from 1991–2023.

CITY OF CHESTERFIELD OPERATING / CAPITAL FUNDS UNAUDITED REVENUE/EXPENSES STATEMENT FOR THE SIX MONTH PERIOD ENDED 6/30/2023 (in Thousands (000's) of Dollars)		
	OPERATING FUNDS	CAPITAL FUNDS
REVENUES		
Sales Tax	\$ 9,500	\$ 3,336
Utility Taxes	\$ 4,784	\$ -
Intergovernmental	\$ 2,472	\$ -
Licenses and Permits	\$ 1,021	\$ -
Charges for Services	\$ 1,259	\$ -
Court Receipts	\$ 413	\$ -
Property Taxes	\$ -	\$ -
Other Revenues	\$ 737	\$ 580
Transfers In	\$ -	\$ 259
TOTAL REVENUES	\$ 20,186	\$ 4,175
EXPENDITURES		
General Government	\$ 1,844	\$ -
Public Safety	\$ 5,200	\$ -
Public Works	\$ 3,405	\$ 7
Parks	\$ 3,338	\$ 500
Capital	\$ 2,001	\$ -
Debt Service	\$ -	\$ 273
Transfers Out	\$ 259	\$ -
TOTAL EXPENDITURES	\$ 16,048	\$ 781
NET INCREASE / (DECREASE)	\$ 4,138	\$ 3,395
Operating Funds include: General, Public Safety, Parks, Sewer Lateral, Police Forfeiture, and ARPA		
Capital Funds include: Capital and Debt		
Parks Debt Service principal payments (\$3.9M) to be paid in December 2023		
Per Sec. RSMo 77.110, the City of Chesterfield is submitting for publication its financial statement of receipts, expenditures and indebtedness.		



MISCELLANEOUS STATISTICAL AND DEMOGRAPHIC DATA

Date of Incorporation as a third class city	June 1, 1988
Form of Government	Mayor/Council/City Administrator
Area	32 square miles
Miles of public streets maintained by City	183
Miles of public sidewalks maintained by City	254
Police protection:	
Number of full-time employees	112
Commissioned officers	102
Other full-time employees	10
Police Station	1
Total employees, full-time	248

Major Employers within Chesterfield

<u>Company</u>	<u>Type of Business</u>	<u># of Employees</u>
St. Luke's Hospital	Full-service Medical Facility	3,130
Delmar Gardens Family	Skilled Nursing /Retirement	1,528
Parkway School District	Public School District	1,165
Bayer	Bio-Tech Plant Science Research	1,120
Centene	Managed Healthcare Provider	1,096
Reinsurance Group of America, Inc.	Reinsurance for Life Insurance	1,082
Mercy Health	Headquarters of Mercy Health	804
Pfizer	Pharmaceutical Research	704
Bunge	Agribusiness and Food Production	634
Dierberg's Markets	Supermarket Headquarters	330

ASSESSED VALUATION - NO CHESTERFIELD PROPERTY TAX

Name	Assessed Value	% of Total
Chapter 100 St. Louis County	\$68,665,300	2.8%
Bayer Research & Development Service	33,065,750	1.3%
THF Chesterfield Development LLC	30,865,090	1.3%
St. Louis Premium Outlets LLC	13,938,750	0.6%
Friendship Village of West County	13,391,450	0.5%
Baxter Crossing Apartments Associates	12,195,210	0.5%
Passco Chesterfield Dst	12,136,270	0.5%
FSP Timberlakecorp	10,163,900	0.4%
Missouri American Water Co	10,078,710	0.4%
GAHC3 Chesterfield Corporate Plaza LLC	9,916,930	0.4%
St Andrews Episcopal Presbyterian	9,167,860	0.4%
St Lukes Episcopal Presbyterian Hospital	8,726,300	0.4%

Note: Principal taxpayers based on 2022 valuation. Total Assessed Valuation is \$2,464,379,569. The City of Chesterfield does not have a property tax and does not receive any property taxes.

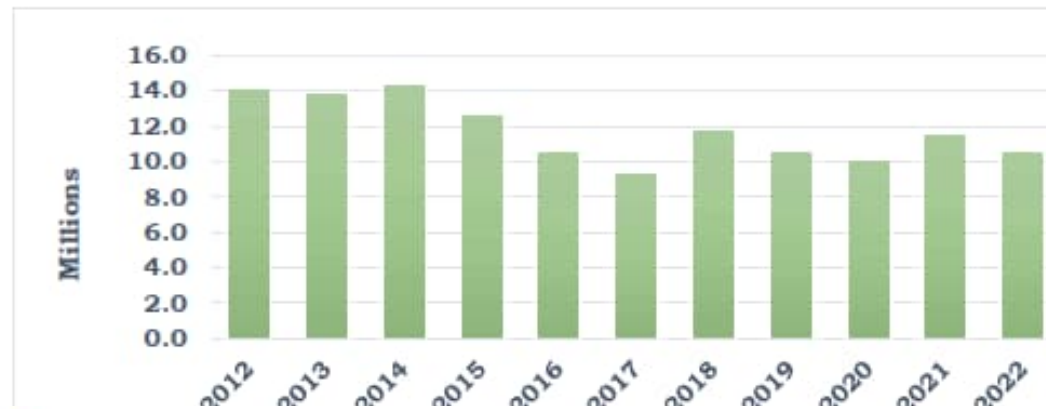
Source: St. Louis County - Top 100 Assessments by Taxing Authority
<https://revenue.stlouisco.com/pdfs/2022/Top100Assessments2022-Muni.pdf>



MAJOR BUDGET POLICIES

Fund Reserve Level

The City attempts to maintain a reserve level of a minimum of 40% of general fund expenditures, including all operating transfers out (adopted on November 3, 2007; reapproved on June 3, 2019). This is considered a prudent reserve level for meeting unanticipated expenditure requirements, a major revenue shortfall, or an emergency. The budget for fiscal year 2023 meets that goal with more than 40%, unbudgeted fund balance as of December 31, 2023.



SUCCESS
General Fund only
40% reserve
\$8.85 M in 2023
2023 EOY FUND
RESERVE
PROJECTED AT
OVER \$16 MILLION

Balanced Budget Defined

In accordance with Missouri Statutes, a balanced budget for the City is defined as available fund reserves plus estimated revenues equal or greater than estimated appropriations.

Revenue Policy

The City attempts to maintain a diversified revenue system to shelter it from short-run fluctuations in any one revenue source. The City considers market rates and charges levied by other public and private organizations for similar services in establishing rates, fees and charges. The City attempts to establish user charges and fees at a level related to the cost of providing the service.

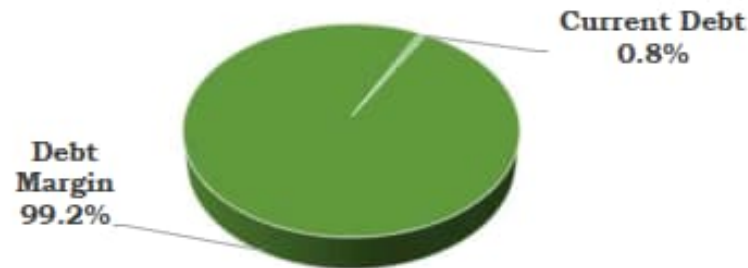
FAIL

SALES TAX MAKES UP
58% OF TOTAL
REVENUES – all funds

Debt Management

Bonded indebtedness is limited by Sections 95.115 and 95.120 of the Missouri Revised Statutes (1986) to 10% of the assessed value of taxable tangible property. Based on the 2022 assessed valuation of \$2,464,379,569, the City's legal debt limit is \$246,437,957.

The City has \$19.13 million in certificates of participation for parks projects and \$0.74 million in limited General Obligation Bonds for the Brandywine NID. The certificates of participation, however, do not count against the City's legal debt limit.



ASSESSED VALUATION – 2023

Chesterfield is the ONLY city in St. Louis County over \$2 Billion.

Chesterfield	\$2.40 B
Clayton	\$1.25 B
Maryland Heights	\$1.17 B
Wildwood	\$1.30 B
Creve Coeur	\$1.15 B
Kirkwood	\$1.10 B
Town & Country	\$.929 B

2023 TOTAL Real Estate assessment roll

DOES NOT INCLUDE PERSONAL PROPERTY



GENERAL FUND PERFORMANCE MEASURES AND METRICS

City Metrics and Obligations

Year	Public Street Mileage	Street Lights	Marked Patrol Units	Parks Acreage	Baseball / Softball Diamonds	Multi-Purpose Fields	Field Rental Hours	Aquatic Center Attendance	Municipal Zoning Approvals	Property Tax Rate
2012	172	230	30	372	29	15	17,785	52,001	1,149	\$0.03
2013	172	230	30	372	29	15	17,489	35,699	1,506	\$0.03
2014	175	237	31	571	29	15	19,049	35,648	1,243	\$0.03
2015	175	237	33	571	29	15	19,058	39,282	1,252	\$0.00
2016	176	237	34	571	29	15	17,472	39,996	1,340	\$0.00
2017	176	237	34	571	29	15	17,127	38,267	1,421	\$0.00
2018	176	237	38	571	29	14	15,571	36,314	1,423	\$0.00
2019	176	237	38	589	29	14	13,530	35,136	1,380	\$0.00
2020	176	244	38	593	31	14	1,433	closed/COVID	1,420	\$0.00
2021	183	244	38	611	31	14	18,758	36,821	1,425	\$0.00
2022	183	244	38	611	31	14	20,904	39,790	1,420	\$0.00

Municipal Courts

Year	Fines/Costs	Cases Filed	Warrants Issued	Trials Set	Court Sessions
2012	\$1,290,848	11,728	2,586	252	52
2013	\$1,272,870	12,669	2,474	186	52
2014	\$1,177,957	12,485	2,801	211	44
2015	\$1,065,157	9,665	2,617	105	44
2016	\$837,953	9,133	2,955	117	44
2017	\$711,087	7,872	3,152	141	44
2018	\$847,725	9,148	3,422	92	44
2019	\$779,665	8,405	3,747	89	44
2020	\$558,107	6,531	387	9	10
2021	\$782,360	6,615	2,957	20	18
2022	\$895,394	7,807	2,338	54	33



2023 BUDGET – FUND ACCOUNTING

How do you turn \$8.7 million into \$17 million?

City receives \$8,730,941 in general tax revenues. (RECORDED AS REVENUE) 2023 approved budget GF Transfer to Public Safety

General Fund transfers out, \$8,730,941 to subsidize Public Safety Fund - (RECORDED AS EXPENSE)

Public Safety Fund then again MUST recognize the transfer in, as revenue 2ND TIME

Public Safety then spends those \$\$\$\$ (personnel, supplies, and/or capital items) EXPENSE A 2ND TIME

Total revenues \$17,461,882 Total expenses \$17,461,882

2023 budget also included:

\$1,100,000 transferred to Parks Fund for turfed fields (EXPENSED TWICE: AS TRANSFER AND IN PARKS FOR TURF CONTRACT)

\$1,000,000 transferred to Debt Service debt payoff (DOUBLE REVENUE, EXPENSE OVER MULTIPLE YEARS)

\$1,400,000 Court settlement transferred for debt payoff (DOUBLE REVENUE, EXPENSE OVER MULTIPLE YEARS)

\$3.5 million SHOWS AS \$7.0 million in REVENUES AND EXPENDITURES

Scheduled Debt Service:

	Principal & Interest			
	General Fund - City Hall Debt	General Fund - Land Acquisition	Parks Sales Tax Fund	Total Scheduled Debt Service
2023	-	\$1,073,625	\$3,374,028	\$4,447,653
2024	-	\$1,003,025	\$3,446,128	\$4,449,153
2025	-	\$768,625	\$3,525,928	\$4,294,553
2026	-	\$546,312	\$1,361,591	\$1,907,903
2027	-	\$550,863	\$1,363,040	\$1,913,903
2028	-	\$551,299	\$1,365,736	\$1,917,035
2029	-	\$172,038	\$1,397,337	\$1,569,375
	-	\$4,665,787	\$15,833,788	
GOING INTO 2023:		TOTAL	\$20,499,575	

CLASS ACTION LITIGATION – FINAL JUDGEMENT

Mike Geisel
City Administrator



690 Chesterfield Pkwy W
Chesterfield MO 63017
Phone 636-537-4711
Fax 636-537-4798

OFFICE OF THE CITY ADMINISTRATOR

TO: Mayor & City Council (F&A Committee)

Date: June 10, 2023

RE: Charter Class Action Settlement

The City of Chesterfield was one of 188 Missouri municipalities as named parties in a class action lawsuit brought by the City of Winchester against Charter, who was not paying gross receipt taxes for the provision of Voice Over Internet Protocol (VOIP) phone service. The original complaint was filed in 2010 and was later certified as a class action in 2016. The lower court ruled in favor of the municipalities in 2021, ordering payment of back taxes with interest.

Charter subsequently appealed the judgement and withheld payment of the award pending a decision on the appeal. In the fall of 2022, the Missouri Court of Appeals affirmed the prior judgment in favor of the municipalities and Charter filed an appeal with the Missouri Supreme Court.

In March of this year, the Missouri Supreme Court rejected Charter's appeal and ordered payment of the prior award. Charter agreed to distribute the previously awarded payments, under protest and with notice that Charter intended to file a writ of Certiorari with the Federal Supreme Court and reserved the right to recover said payments. Charter's deadline to file for the writ was Monday, June 5th and Charter had not filed for the writ. Accordingly, the original judgement is final and Chesterfield can deposit the payment without concern of re-payment.

While the judgement was in Chesterfield's favor in the amount of \$1.418 million, we anticipate an additional payment representing interest accrued since the appeal. Further, and possibly most importantly, Charter is required to remit the gross receipts taxes for their VOIP phone service going forward, resulting in increased tax revenues to the City. At this juncture, we have no way of knowing what that amount will be on an annual basis.

As you know, we have seen our gross receipts tax on phone services drop \$1.7 million since 2010, so this is a welcome outcome.

THE FACE OF THIS CHECK IS PRINTED BLUE - THE BACK CONTAINS A SIMULATED WATERMARK

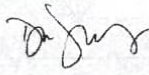
CHARTER ADVANCED SERVICES (MO) LLC PH: 314-543-2390 12405 POWERSCOURT DRIVE ST. LOUIS MO 63131-3674	CAPITAL ONE, N.A. P.O. BOX 61540 NEW ORLEANS, LA 701610000	NO. 15425086
---	---	---------------------


VOID 180 DAYS AFTER ISSUE 542058412 84-72/652

CHECK DATE	CHECK NUMBER	CHECK AMOUNT
04/24/2023	15425086	1,418,467.00

PAY
*** One Million Four Hundred Eighteen Thousand Four Hundred Sixty-Seven And 00/100-Dollars *** **\$** 1,418,467.00 ****

TO THE ORDER OF
CITY OF CHESTERFIELD
FINANCE DEPARTMENT
690 CHESTERFIELD PARKWAY WEST
CHESTERFIELD, MO 630170670


Account No: 32-0400433
Invoice No: MO2518



Litigation addressed Charter's VOIP
phone service beginning in 2005

18 years later!

**COUNCIL DIRECTED US TO PUT THIS MONEY
AWAY TO PAY OFF EXISTING DEBT.**

**WILL SHOW ON OUR FINANCIAL
REPORTS AS A \$1.4
UNBUDGETED EXPENSE;**

Most people would agree;
 Paying off debt is a good thing!

Pre Paid Debt Reserves:											
	City Hall			GF Land Acquisition		Parks COP			Total Parks/GF Land Acquisition		
	Additions	Usage	Balance	Additions	Balance	Additions	Usage	Balance	Additions	Usage	Balance
2016	412,588	-	412,588	-	-	206,482	-	206,482	206,482	-	206,482
2018	1,612,460	-	2,025,048	-	-	1,887,540	-	2,094,022	1,887,540	-	2,094,022
2019	1,073,870	-	3,098,918	-	-	926,130	-	3,020,152	926,130	-	3,020,152
2020	-	(588,918)	2,510,000	538,200	538,200	-	-	3,020,152	538,200	-	3,558,352
2021	-	(1,485,000)	1,025,000	363,282	901,482	3,637,493	(253,606)	6,404,040	4,000,775	(253,606)	7,305,522
2022	-	(1,025,000)	-	953,506	1,854,988	1,566,893	(1,315,684)	6,655,249	2,520,399	(1,315,684)	8,510,237
2023	-	-	-	439,293	1,810,109	1,979,174	(2,060,000)	6,574,423	2,418,467	(2,544,172)	8,384,532
2024	-	-	-	-	1,163,495	-	(2,465,353)	4,109,070	-	(3,111,967)	5,272,565
2025	-	-	-	-	751,281	-	(2,545,153)	1,563,917	-	(2,957,367)	2,315,198
2026	-	-	-	-	561,379	-	(380,817)	1,183,100	-	(570,718)	1,744,479
2027	-	-	-	-	366,927	-	(382,266)	800,835	-	(576,718)	1,167,761
2028	-	-	-	-	172,038	-	(384,962)	415,873	-	(579,851)	587,911
2029	-	-	-	-	-	-	(415,873)	0	-	(587,911)	0
	\$3,098,918										
								\$2,324,281			
											\$10,283,710

Since 2016 have
 used \$15,706,909

ACCELERATED payoff
 from 2032 to 2029

SETTING MONEY ASIDE, SHOWS UP AS AN EXPENSE
 WITHOUT AN OFF-SETTING REVENUE SOURCE

Current set aside has REDUCED OUR REMAINING DEBT SERVICE BY MORE THAN \$11 MILLION

Scheduled Debt Service:

	Principal & Interest			Total Scheduled Debt Service
	General Fund - City Hall Debt	General Fund - Land Acquisition	Parks Sales Tax Fund	
2023	-	\$1,073,625	\$3,374,028	\$4,447,653
2024	-	\$1,003,025	\$3,446,128	\$4,449,153
2025	-	\$768,625	\$3,525,928	\$4,294,553
2026	-	\$546,312	\$1,361,591	\$1,907,903
2027	-	\$550,863	\$1,363,040	\$1,913,903
2028	-	\$551,299	\$1,365,736	\$1,917,035
2029	-	\$172,038	\$1,397,337	\$1,569,375
	-	\$4,665,787	\$15,833,788	
		TOTAL	\$20,499,575	

Effective Debt Service:

	Principal & Interest			Total Scheduled Debt Service
	General Fund - City Hall Debt	General Fund - Land Acquisition	Parks Sales Tax Fund	
2023	-	\$589,453	\$1,314,028	\$1,903,481
2024	-	\$350,411	\$970,890	\$1,321,301
2025	-	\$350,411	\$966,890	\$1,317,301
2026	-	\$350,410	\$966,890	\$1,317,300
2027	-	\$350,410	\$966,890	\$1,317,300
2028	-	\$350,410	\$966,890	\$1,317,301
2029	-	\$0	\$966,889	\$966,889
	-	\$2,341,506	\$7,119,367	
		TOTAL	\$9,460,873	

\$11,038,702

\$15,706,909
Incl. City Hall Debt

Scheduled & Planned Effective Debt Service

Scheduled Debt Service:

	Principal & Interest		
	General Fund - Land Acquisition	Parks Sales Tax Fund	Total Scheduled Debt Service
2024	1,003,025	3,446,128	4,449,153
2025	768,625	3,525,928	4,294,553
2026	546,312	1,361,591	1,907,903
2027	550,863	1,363,040	1,913,903
2028	551,299	1,365,736	1,917,035
2029	172,038	1,397,337	1,569,375
	3,592,162	12,459,760	
	TOTAL	16,051,922	

Effective Debt Service:

	Principal & Interest		
	General Fund - Land Acquisition	Parks Sales Tax Fund	Total Scheduled Debt Service
2024	350,411	970,890	1,321,301
2025	350,411	966,890	1,317,301
2026	350,410	966,890	1,317,300
2027	350,410	966,890	1,317,300
2028	350,410	966,890	1,317,301
2029	-	966,889	966,889
	1,752,053	5,805,339	
	TOTAL	7,557,392	

- \$8.5 million in Prepaid Debt Reserve as of 12/31/2023
- Debt service effectively reduced from \$4.4M to \$1.3M in 2024 (\$3,127,852)



BUDGET



2024 BUDGETED REVENUES AND EXPENDITURES BY FUND

(in Thousands (000's) of Dollars)

	General Fund	Special Revenue						Capital Projects		Limited GO Bond	Debt Service					Total Government
		Public Safety Fund	Capital Improvements Fund	Parks Fund	Sewer Lateral Fund	Police Forfeiture Fund	ARPA Fund	Chesterfield Valley Special Allocation	Parks 2020	Brandywine NID	City Hall Bonds 2004	2013 Parks Bonds	2016 Parks Bonds	2020 A/B Parks Bonds	Parks Debt Reserve (Pre-Paid)	
Fund Balance, January 1 12/31/2023	\$16,009	\$25	\$3,107	\$2,675	\$392	\$68	\$128	\$3,677	\$1,016	\$75	\$0	(\$0)	\$0	\$0	\$8,435	\$35,606
Revenues																
Sales Tax	\$8,740	\$3,160	\$6,660	\$7,850	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$26,410
Utility Taxes	\$6,972	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$6,972
Intergovernmental	\$4,805	\$638	\$0	\$0	\$0	\$10	\$1,283	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$6,736
Licenses and Permits	\$1,381	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,381
Charges for Services	\$135	\$474	\$0	\$1,526	\$430	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,566
Court Receipts	\$777	\$28	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$804
Property Taxes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Revenues	\$623	\$0	\$55	\$100	\$0	\$0	\$10	\$30	\$0	\$52	\$0	\$0	\$0	\$0	\$60	\$930
Total Revenue	\$23,433	\$4,299	\$6,715	\$9,476	\$430	\$10	\$1,293	\$30	\$0	\$52	\$0	\$0	\$0	\$0	\$60	\$45,799
Expenditures																
Executive & Legislative	\$75						\$0									\$75
Department of Administration																
City Administrator	\$676						\$0									\$676
Finance	\$767						\$0									\$767
Information Technology	\$1,158						\$0									\$1,158
Courts	\$329						\$0									\$329
Central Services	\$1,540						\$0									\$1,540
Customer Service	\$104						\$0									\$104
Police Department		\$12,730					\$38									\$12,767
Public Services																
Planning and Development	\$990						\$0									\$990
Public Works	\$6,437		\$1,193		\$430		\$0									\$8,070
Capital Improvements							\$0									\$0
Parks Department																
Parks and Recreation				\$5,349			\$0									\$6,366
Arts and Entertainment				\$732			\$835									\$1,566
Aquatics				\$520			\$0									\$520
CVAC Concession				\$0			\$0									\$0
Central Park Concession				\$86			\$0									\$86
Sports and Wellness				\$576			\$0									\$576
Capital Items for All Departments	\$196	\$493	\$7,226	\$237	\$0	\$0	\$495									\$8,647
Debt Service												\$350	\$1,590	\$0		\$4,506
Total Expenditures	\$12,273	\$13,223	\$8,419	\$7,500	\$430	\$38	\$1,330					\$350	\$1,590	\$0		\$48,744
Transfers To / (From) Other Funds	\$9,262	(\$8,911)	\$0	\$975	\$0	\$0	\$0					(\$350)	(\$1,590)	\$3,128		\$0
Change in Fund Balance throughout 2024	\$1,898	(\$12)	(\$1,704)	\$1,002	\$0	(\$28)	(\$36)						\$0	\$0	(\$3,068)	(\$2,945)
Fund Balance, December 31 12/31/2024	\$17,907	\$13	\$1,403	\$3,677	\$392	\$40	\$92	\$3,697	(\$0)	\$74	\$0	(\$0)	\$0	\$0	\$5,367	\$32,661

~ 30 Independent Funds

\$46 M Revenues

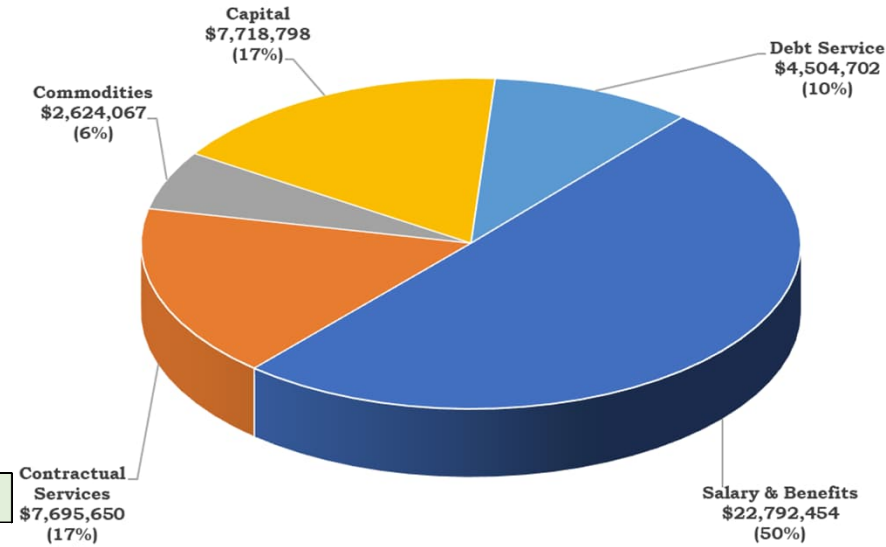
\$49 M Expenditures includes ARPA

\$5 M TOTAL Debt Service

Inter-Fund Transfers

Estimated end of 2024

2023 EXPENDITURES BY FUND



Fund	Salary & Benefits	Contractual Services	Commodities	Capital	Debt Service	Total
General Fund	64% \$7,565,579	\$2,841,521	\$1,108,052	\$274,800	\$0	\$11,789,952
Capital Improvement Sales Tax	5% 303,708	326,000	-	5,481,000	-	6,110,708
Parks Sales Tax	59% 4,100,065	1,543,631	1,175,450	122,500	-	6,941,646
Public Safety	85% 10,823,102	1,157,371	291,343	490,000	-	12,761,816
Sewer Lateral	-	430,000	-	-	-	430,000
Police Forfeiture	-	-	24,222	-	-	24,222
ARPA	-	1,327,127	25,000	454,570	-	1,806,697
Chesterfield Valley Special Alloc	-	10,000	-	-	-	10,000
Parks 2020 Construction	-	60,000	-	895,928	-	955,928
Brandywine NID	-	-	-	-	53,199	53,199
2013 Parks Bonds Debt Service	-	-	-	-	2,436,250	2,436,250
2016 Parks Bonds Debt Service	-	-	-	-	346,378	346,378
2020A Parks Bonds Debt Service	-	-	-	-	95,075	95,075
2020B Parks Bonds Debt Service	-	-	-	-	1,573,800	1,573,800
Totals	\$22,792,454	\$7,695,650	\$2,624,067	\$7,718,798	\$4,504,702	\$45,335,671
Percent of Total	50%	17%	6%	17%	10%	

City-wide:
 Note the differences between functional business units.

PERSONNEL REQUIREMENTS

(Full Time Equivalents)

Department	2020 Actual	2021 Actual	2022 Actual	2023 Adopted	% Change 2022/2023
Mayor & Council	9	9	9	9	0%
Administration	25	25	26	26	0%
Police	111	111	111	112	1%
Public Works	62	62	62	62	0%
Parks Sales Tax Fund	45	46	46	46	0%
Capital Sales Tax Fund	3	3	3	3	0%
TOTAL	254	255	256	257	0%

Population:	47,484	47,484	49,999	49,999
Employees per 1,000 Residents:	5.35	5.37	5.12	5.14

2023 Changes:

City Council approved the addition of (1) Police Officer.

2023 - Essentially replaced officer on permanent assignment to a task force, fully funded

2024 draft budget:

Proposes expanding 1 half-time parks employee to full time

Finance proposes expanding 1 half-time position to full time, funded by SBD and TIF

TOTAL REVENUES – ALL FUNDS

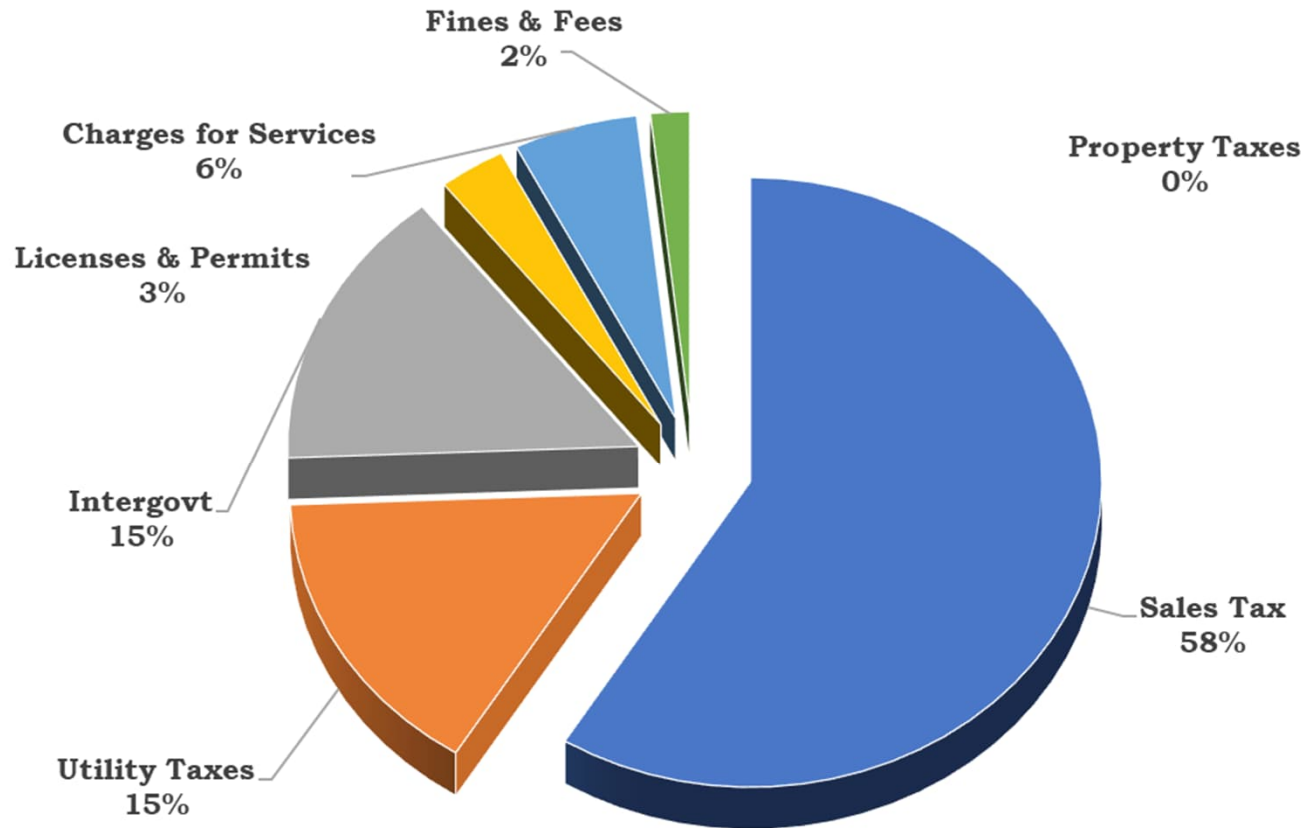
2023 BUDGETED REVENUE BY SOURCE

All Amounts in Thousands (000's)

	Fund	Sales Tax	Utility Taxes	Intergovt	Licenses & Permits	Charges for Services	Fines & Fees	Property Taxes	Other	Total
001	General Fund	\$8,740	\$6,972	\$4,805	\$1,381	\$135	\$777	\$0	\$623	\$23,433
120	Capital Improvement	\$6,660	\$0	\$0	\$0	\$0	\$0	\$0	\$55	\$6,715
119	Parks Sales Tax	\$7,850	\$0	\$0	\$0	\$1,526	\$0	\$0	\$100	\$9,476
121	Public Safety	\$3,160	\$0	\$638	\$0	\$474	\$28	\$0	\$0	\$4,299
110	Sewer Lateral	\$0	\$0	\$0	\$0	\$430	\$0	\$0	\$0	\$430
114	Police Forfeiture	\$0	\$0	\$10	\$0	\$0	\$0	\$0	\$0	\$10
111	Special Allocation	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$30	\$30
137	ARPA	\$0	\$0	\$1,283	\$0	\$0	\$0	\$0	\$10	\$1,293
020	Brandywine NID	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$52	\$52
	Non-Major Debt Service	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Totals	\$26,410	\$6,972	\$6,736	\$1,381	\$2,566	\$804	\$0	\$870	\$45,739
	Percent of Total	58%	15%	15%	3%	6%	2%	0%	2%	

TOTAL REVENUES – ALL FUNDS

2023 BUDGETED REVENUE BY SOURCE

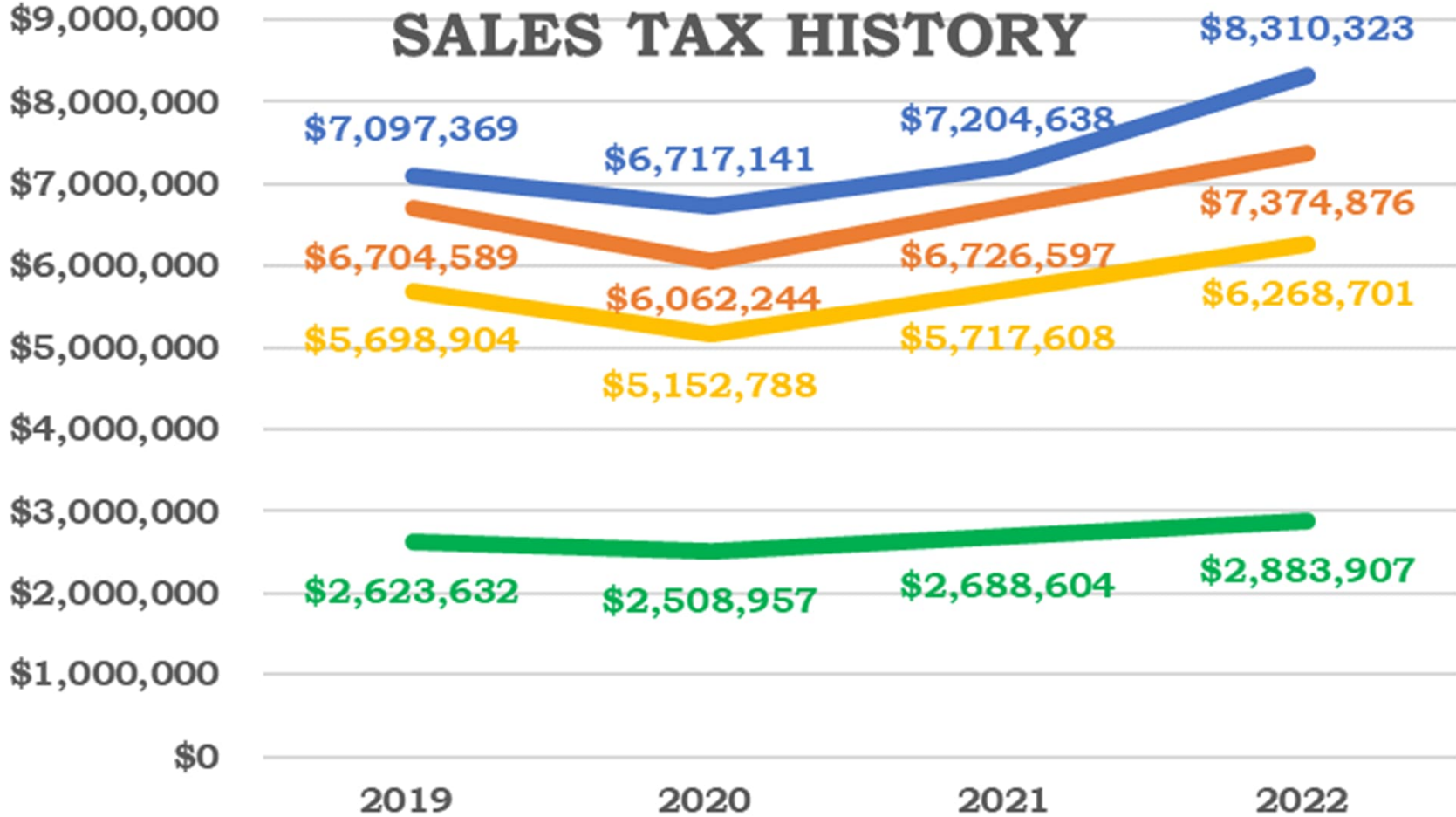


Volatile, unhealthy reliance on sales tax, multiple sources:

SALES TAXES

County pool - \$7.6 M
Prop P - \$2.9 M
Parks – local \$7.1 M
Capital – local \$6.1 M

SALES TAX HISTORY



General Fund

Parks Fund

Public Safety

Capital Projects

General Fund - Pooled Sales Tax

General Fund - Pooled Sales Tax						General Fund - Pooled Sales Tax						PRIOR	
Sales Tax						Monthly	Cumulative	Monthly	Current month	Monthly	Cumulative	Cumulative	5 YEAR AVG
FY's 2013-2017	Actual	Actual	Actual	Actual	Actual	% incr/decr	% incr/decr	Budget	to	% incr/decr	Balance to	% incr/decr	MONTH PROP
Revenues	2019	2020	2021	2022	2023	from 2022	from 2022	2023	Budget	to BUDGET	Budget	to BUDGET	OF BUDGET
January	\$546,623	\$512,350	\$426,783	\$500,384	\$633,022	26.51%	26.51%	\$523,501	\$109,521	20.92%	\$109,521	-4.42%	6.89%
February	\$489,247	\$619,993	\$435,992	\$674,256	\$786,399	16.63%	20.84%	\$603,970	\$182,429	30.21%	\$291,950	4.18%	7.95%
March	\$781,521	\$610,317	\$554,396	\$595,326	\$585,215	-1.70%	13.26%	\$674,228	(\$89,013)	-13.20%	\$202,938	-1.76%	8.87%
April	\$530,052	\$489,212	\$512,832	\$633,360	\$650,285	2.67%	10.47%	\$563,075	\$87,211	15.49%	\$290,148	1.63%	7.41%
May	\$405,484	\$455,944	\$443,734	\$550,659	\$583,984	6.05%	9.65%	\$483,242	\$100,742	20.85%	\$390,890	3.72%	6.36%
June	\$624,799	\$535,475	\$701,829	\$668,312	\$783,184	17.19%	11.04%	\$646,335	\$136,848	21.17%	\$527,739	3.66%	8.50%
July	\$658,266	\$537,056	\$636,281	\$586,411	\$655,569	11.79%	11.14%	\$651,645	\$3,925	0.60%	\$531,663	1.51%	8.57%
August	\$499,699	\$491,401	\$591,995	\$787,664	\$812,468	3.15%	9.88%	\$602,550	\$209,918	34.84%	\$741,582	5.22%	7.93%
September	\$777,310	\$731,675	\$843,967	\$748,677	\$825,098	10.21%	9.92%	\$799,945	\$25,152	3.14%	\$766,734	3.54%	10.53%
October	\$571,231	\$572,558	\$688,156	\$669,801		-100.00%	-1.55%	\$643,002	(\$643,002)	-100.00%	\$123,732	3.61%	8.46%
November	\$533,344	\$490,643	\$578,810	\$1,100,350		-100.00%	-15.97%	\$665,676	(\$665,676)	-100.00%	(\$541,944)	9.60%	8.76%
December	\$679,794	\$670,518	\$789,863	\$795,124		-100.00%	-24.01%	\$743,081	(\$743,081)	-100.00%	(\$1,285,025)	9.34%	9.78%
	\$7,097,369	\$6,717,141	\$7,204,638	\$8,310,323	\$6,315,225			\$7,600,250	adopted 2023 budget				100.00%

Public Safety

Public Safety						Public Safety						PRIOR	
Sales Tax						Monthly	Cumulative	Monthly	Current month	Monthly	Cumulative	Cumulative	5 YEAR AVG
FY's 2013-2017	Actual	Actual	Actual	Actual	Actual	% incr/decr	% incr/decr	Budget	to	% incr/decr	Balance to	% incr/decr	MONTH PROP
Revenues	2019	2020	2021	2022	2023	from 2022	from 2022	2023	Budget	to BUDGET	Budget	to BUDGET	OF BUDGET
January	\$234,611	\$232,003	\$194,297	\$210,513	\$272,587	29.49%	29.49%	\$227,383	\$45,204	19.88%	\$45,204	-7.42%	7.83%
February	\$195,645	\$214,506	\$185,369	\$238,617	\$281,830	18.11%	23.44%	\$228,314	\$53,516	23.44%	\$98,720	-1.44%	7.86%
March	\$270,763	\$243,488	\$234,390	\$241,414	\$217,108	-10.07%	11.73%	\$274,158	(\$57,050)	-20.81%	\$41,670	-5.39%	9.44%
April	\$212,548	\$194,379	\$203,799	\$220,379	\$271,765	23.32%	14.53%	\$226,946	\$44,819	19.75%	\$86,490	-4.79%	7.82%
May	\$157,889	\$177,418	\$170,105	\$209,055	\$228,204	9.16%	13.53%	\$194,826	\$33,377	17.13%	\$119,867	-2.75%	6.71%
June	\$241,967	\$206,346	\$264,857	\$264,647	\$281,684	6.44%	12.17%	\$261,738	\$19,946	7.62%	\$139,812	-2.03%	9.01%
July	\$244,721	\$193,418	\$234,027	\$240,506	\$248,207	3.20%	10.85%	\$259,078	(\$10,871)	-4.20%	\$128,941	-2.83%	8.92%
August	\$178,514	\$174,355	\$215,292	\$295,274	\$300,100	1.63%	9.43%	\$230,178	\$69,922	30.38%	\$198,863	0.93%	7.93%
September	\$275,284	\$262,290	\$283,221	\$274,166	\$302,909	10.48%	9.56%	\$296,968	\$5,941	2.00%	\$204,803	-0.23%	10.23%
October	\$190,788	\$203,694	\$238,336	\$198,231		-100.00%	0.48%	\$227,225	(\$227,225)	-100.00%	(\$22,421)	-1.40%	7.83%
November	\$183,373	\$170,739	\$197,246	\$231,459		-100.00%	-8.38%	\$208,565	(\$208,565)	-100.00%	(\$230,986)	-0.42%	7.18%
December	\$237,529	\$236,322	\$267,664	\$259,647		-100.00%	-16.63%	\$268,370	(\$268,370)	-100.00%	(\$499,356)	-0.68%	9.24%
Total	\$2,623,632	\$2,508,957	\$2,688,604	\$2,883,907	\$2,404,394			\$2,903,750	adopted 2023 budget				100.00%

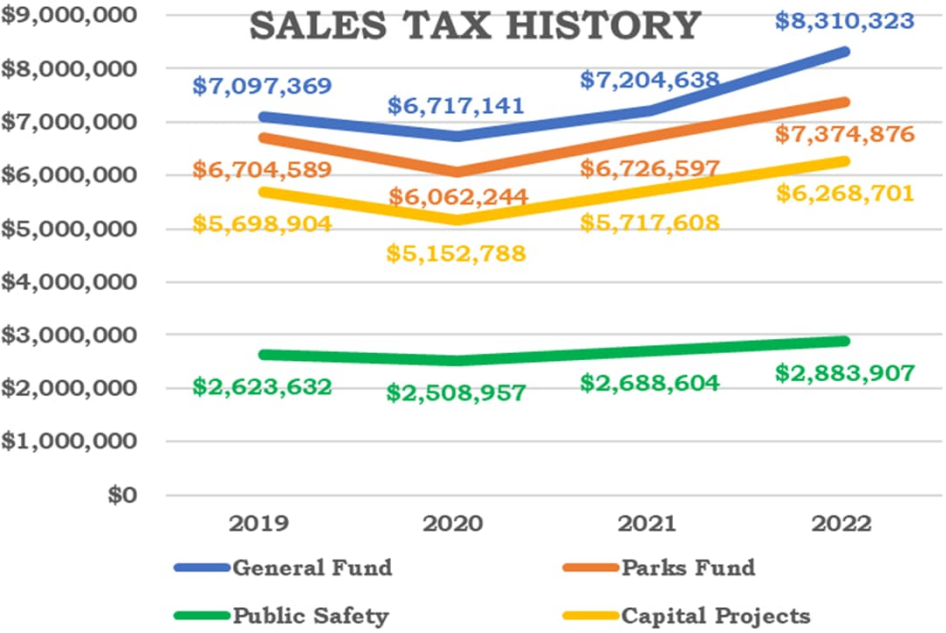
Park Sales Tax Fund

Park Sales Tax Fund							Park Sales Tax Fund					PRIOR	
Sales Tax FY's 2013-2017	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Actual 2023	Monthly % incr/decr from 2022	Cumulative % incr/decr from 2022	Monthly Budget 2023	Current month to Budget	Monthly % incr/decr to BUDGET	Cumulative Balance to Budget	Cumulative % incr/decr to BUDGET	5 YEAR AVG MONTH PROP OF BUDGET
Revenues													
January	\$592,664	\$594,364	\$493,932	\$525,233	\$714,740	36.08%	36.08%	\$576,495	\$138,245	23.98%	\$138,245	-8.89%	8.08%
February	\$596,918	\$607,500	\$489,277	\$637,960	\$744,424	16.69%	25.44%	\$634,509	\$109,915	17.32%	\$248,160	-3.95%	8.89%
March	\$646,180	\$592,994	\$597,351	\$570,115	\$549,022	-3.70%	15.86%	\$654,764	(\$105,743)	-16.15%	\$142,418	-7.10%	9.18%
April	\$513,996	\$470,077	\$480,136	\$610,848	\$612,660	0.30%	11.80%	\$550,333	\$62,327	11.33%	\$204,744	-2.98%	7.71%
May	\$397,312	\$394,532	\$408,605	\$488,250	\$534,363	9.44%	11.40%	\$455,374	\$78,989	17.35%	\$283,734	-1.36%	6.38%
June	\$589,028	\$447,233	\$644,785	\$694,312	\$769,759	10.87%	11.29%	\$622,040	\$147,719	23.75%	\$431,453	0.95%	8.72%
July	\$615,709	\$404,914	\$559,587	\$589,479	\$575,215	-2.42%	9.33%	\$601,882	(\$26,667)	-4.43%	\$404,786	0.51%	8.43%
August	\$505,833	\$438,003	\$543,513	\$722,467	\$720,425	-0.28%	7.89%	\$571,827	\$148,599	25.99%	\$553,384	3.67%	8.01%
September	\$675,012	\$606,822	\$731,850	\$663,519	\$706,818	6.53%	7.73%	\$706,178	\$639	0.09%	\$554,024	2.40%	9.90%
October	\$491,866	\$489,394	\$620,205	\$618,201		-100.00%	-3.15%	\$584,922	(\$584,922)	-100.00%	(\$30,898)	2.72%	8.20%
November	\$482,983	\$477,662	\$477,662	\$601,874		-100.00%	-11.82%	\$527,571	(\$527,571)	-100.00%	(\$558,469)	3.64%	7.39%
December	\$597,087	\$567,880	\$679,696	\$652,619		-100.00%	-19.63%	\$649,755	(\$649,755)	-100.00%	(\$1,208,224)	3.35%	9.11%
Total	\$6,704,589	\$6,062,244	\$6,726,597	\$7,374,876	\$5,927,426			\$7,135,650	adopted 2023 budget				100.00%

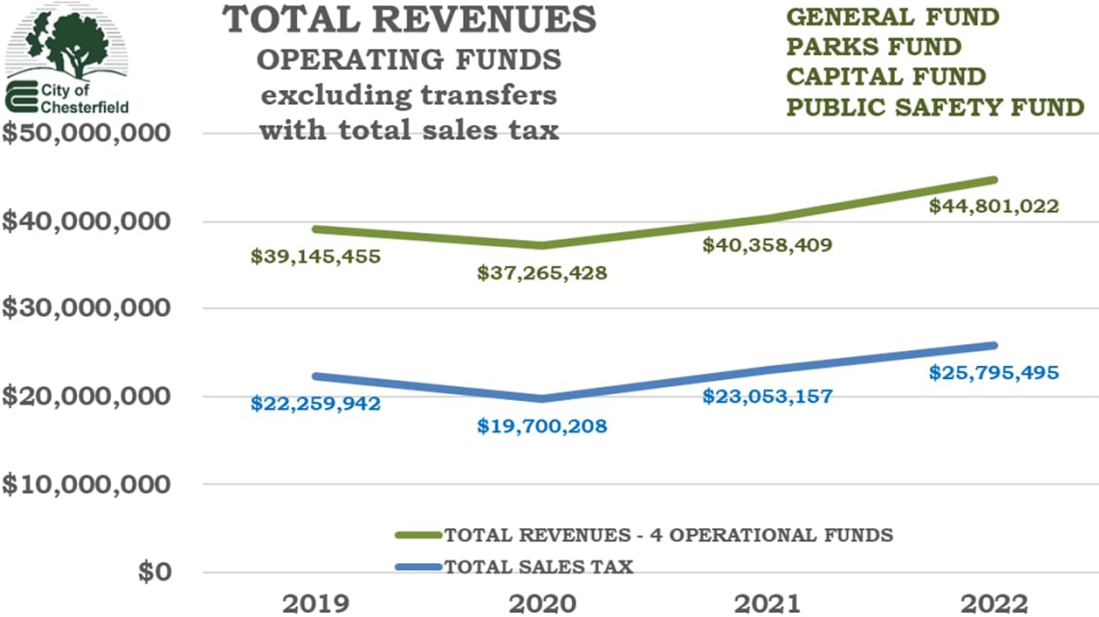
Capital Improvement Sales Tax Fund

Capital Improvement Sales Tax Fund							Capital Improvement Sales Tax Fund					PRIOR	
Sales Tax FY's 2013-2017	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Actual 2023	Monthly % incr/decr from 2022	Cumulative % incr/decr from 2022	Monthly Budget 2023	Current month over Budget	Monthly % incr/decr to BUDGET	Cumulative Balance to Budget	Cumulative % incr/decr to BUDGET	5 YEAR AVG MONTH PROP OF BUDGET
Revenues													
January	\$503,765	\$505,210	\$419,842	\$446,448	\$607,529	36.08%	36.08%	\$444,584	\$162,945	36.65%	\$162,945	0.42%	8.08%
February	\$507,380	\$516,375	\$415,886	\$542,322	\$632,760	16.68%	25.44%	\$489,343	\$143,418	29.31%	\$306,363	5.87%	8.89%
March	\$549,253	\$504,045	\$507,748	\$484,598	\$466,668	-3.70%	15.85%	\$504,944	(\$38,276)	-7.58%	\$268,087	2.40%	9.18%
April	\$436,897	\$399,566	\$408,115	\$519,220	\$520,761	0.30%	11.80%	\$424,409	\$96,352	22.70%	\$364,439	6.94%	7.71%
May	\$337,716	\$335,352	\$347,314	\$415,012	\$454,209	9.44%	11.39%	\$351,177	\$103,031	29.34%	\$467,470	8.72%	6.38%
June	\$500,675	\$380,149	\$548,067	\$590,165	\$654,295	10.87%	11.29%	\$479,708	\$174,588	36.39%	\$642,058	11.27%	8.72%
July	\$523,353	\$344,177	\$475,649	\$501,057	\$488,933	-2.42%	9.33%	\$464,163	\$24,770	5.34%	\$666,828	10.78%	8.43%
August	\$429,959	\$372,182	\$461,986	\$614,097	\$612,362	-0.28%	7.89%	\$440,961	\$171,401	38.87%	\$838,229	14.27%	8.01%
September	\$573,760	\$515,798	\$622,072	\$563,991	\$600,795	6.53%	7.73%	\$544,594	\$56,201	10.32%	\$894,430	12.86%	9.90%
October	\$418,086	\$415,985	\$527,174	\$525,471		-100.00%	-3.15%	\$451,082	(\$451,082)	-100.00%	\$443,348	13.22%	8.20%
November	\$410,537	\$381,252	\$406,013	\$511,593		-100.00%	-11.82%	\$406,854	(\$406,854)	-100.00%	\$36,494	14.24%	7.39%
December	\$507,524	\$482,698	\$577,741	\$554,726		-100.00%	-19.63%	\$501,081	(\$501,081)	-100.00%	(\$464,587)	13.92%	9.11%
Total	\$5,698,904	\$5,152,788	\$5,717,608	\$6,268,701	\$5,038,313			\$5,502,900	adopted 2023 budget				100.00%

SALES TAX HISTORY



TOTAL REVENUES OPERATING FUNDS excluding transfers with total sales tax



INDIVIDUAL FUND PERFORMANCE



The image features a title card for 'ARPA FUND'. The background is a gradient of light blue on the left and light green on the right, separated by a large, semi-transparent circular graphic composed of multiple overlapping, slightly offset rings. The text 'ARPA FUND' is centered in a dark blue, sans-serif font.

ARPA FUND

ARPA FUNDS – coming to conclusion

ALL ARPA FUNDS HAVE TO BE OBLIGATED BY END OF 2024

RECOMMENDED STRATEGY:

All expenses must meet the ARPA eligibility criteria.
 Receipt of ARPA funds occurs in the first two years (2021-2022)
 Expenditures must be incurred prior to December 31st 2024.

THREE DIMENSIONAL strategy
MONEY IN, MONEY OUT, TIMING OF EX

1) **Establish a new, segregated fund for rec transactions**, where all Federal ARPA recei accounted for.
 a. This segregates the funding from the
 b. This provides for continued annual c without having to explain large spike

2) **Fund those programs which otherwise w Fund – Fund Reserves**, due to Loss of Pub items that will have to be addressed, not will have to be funded in the relatively n \$4 million of the total ARPA alloca for the purpose of funding Police Offi period. This in turn, directly reduc from the General Fund – Fund Res Safety fund revenues. Police com

Fund those essential, unfunded prog annual budget. (E.g. \$1.685 million reconstruction, Emerald Ash Boree Reimbursement program)

3) **Fund governmental operations that have or otherwise deferred** due to Loss of Publi Pandemic. \$2,275,500 24%

The public was impacted by the panc programs, and events; Fund new, m and improvements that directly bene the loss of services, programs, and fa response, loss of revenue, and health Pickleball courts, Fall festival, Hol Senior programs, Archery range, E

Fund deferred maintenance, repair, e have been sacrificed due to limited re Utilize the one-time funding for allow have been deferred, delayed, or other City's financial constraints. Physical

New	New		UNMET NEEDS
PUBLIC FACING ADDITIONS	FACILITY ADDITIONS & IMPROVE.	ITEMS THAT HAVE TO OR WOULD OTHERWISE BE FUNDED	UNMET NEEDS

APPROVED STRATEGY

- Public facing additions
- Facility additions & improvements
- Items that have been deferred or delayed. Would otherwise be funded

1st Year	Second Year	Third Year	Fourth Year
2021	2022	2023	2024
000,000	\$1,000,000	\$1,000,000	
	\$600,000		
	\$575,000		
	\$170,000	\$170,000	\$170,000
	\$120,000		
35,000	\$35,000	\$35,000	\$35,000
25,000			
10,000			
	\$150,000		
	\$32,000		
	\$60,000		
	\$60,000		
	\$45,000		
	\$28,000		
	\$25,000		
	\$50,000		
	\$25,000		
	\$5,500		
	\$5,500		
	\$5,500		
	\$240,000	\$240,000	
	\$66,000		
	\$23,000		
	\$14,000		
	\$19,000		
	\$11,000		
35,625			
	\$125,000		
	\$300,000		
17,000			
40,000	\$40,000	\$40,000	\$40,000
	\$25,000	\$25,000	\$25,000
	\$500,000		
8,000			
8,500			
	\$450,000		
	\$25,000		
	\$375,000		
	\$55,000	\$55,000	\$55,000
	\$45,000		
	\$37,000		
	\$10,000	\$50,000	
12,500	\$12,500	\$12,500	\$12,500
191,625	\$5,364,000	\$1,627,500	\$337,500
1st Year	Second Year	Third Year	Fourth Year
2021	2022	2023	2024
		\$9,520,625	
		Net Difference	
		\$71,858	



ARPA FUND
STATEMENT OF REVENUES AND EXPENDITURES

	2020 ACTUAL (AUDITED)	2021 ACTUAL (AUDITED)	2022 ACTUAL (AUDITED)	2023 PROJECTED	2024 BUDGET (PROPOSED)
FUND BALANCE, JANUARY 1	\$0	\$0	\$3,416	\$47,989	\$127,989
REVENUES:					
Intergovernmental	\$0	\$2,055,100	\$3,559,069	\$2,787,337	\$1,283,410
Other Revenues	\$0	\$3,417	\$44,573	\$80,000	\$10,000
TOTAL REVENUE	\$0	\$2,058,517	\$3,603,642	\$2,867,337	\$1,293,410
EXPENDITURES:					
Department of Administration					
Information Technology	\$0	\$12,500	\$0	\$0	\$0
Police Department	\$0	\$0	\$110,714	\$0	\$0
Public Services					
Public Works	\$0	\$0	\$139,477	\$130,000	\$0
Capital Improvements	\$0	\$0	\$0	\$0	\$0
Parks Department					
Parks and Recreation	\$0	\$20,233	\$117,417	\$149,239	\$0
Arts and Entertainment	\$0	\$7,798	\$51,095	\$348,280	\$834,629
Aquatics	\$0	\$0	\$19,809	\$1,349	\$0
Sports and Wellness	\$0	\$0	\$500,000	\$0	\$0
Capital Items for All Departments	\$0	\$13,913	\$1,620,541	\$1,158,434	\$495,000
TOTAL EXPENDITURES	\$0	\$54,444	\$2,559,054	\$1,787,302	\$1,329,629
TRANSFERS TO / (FROM) OTHER FUNDS	\$0	\$2,000,656	\$1,000,015	\$1,000,035	\$0
TOTAL EXPENDITURES AND TRANSFERS	\$0	\$2,055,100	\$3,559,069	\$2,787,337	\$1,329,629
Net Change in Fund Balance	\$0	\$3,416	\$44,573	\$80,000	(\$36,219)
FUND BALANCE, DECEMBER 31	<u>\$0</u>	<u>\$3,416</u>	<u>\$47,989</u>	<u>\$127,989</u>	<u>\$91,770</u>

The background features a gradient from light blue on the left to light green on the right. A large, semi-transparent white circle is centered on the page, overlapping the gradient. The text is centered within this circle.

SEWER LATERAL FUND

FIVE YEAR PROJECTION



SEWER LATERAL FUND
STATEMENT OF REVENUES AND EXPENDITURES

	2020 ACTUAL (AUDITED)	2021 ACTUAL (AUDITED)	2022 ACTUAL (AUDITED)	2023 PROJECTED	2024 BUDGET (PROPOSED)	FORECAST 2025	FORECAST 2026	FORECAST 2027	FORECAST 2028	FORECAST 2029
FUND BALANCE, JANUARY 1	\$ 378,442	\$ 373,587	\$ 411,351	\$ 362,097	\$ 392,097	\$ 392,097	\$ 414,097	\$ 427,937	\$ 433,454	\$ 430,481
REVENUES:										
Sales Tax	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Services	437,375	437,762	426,636	430,000	430,000	430,000	430,000	430,000	430,000	430,000
TOTAL REVENUE	\$ 437,375	\$ 437,762	\$ 426,636	\$ 430,000	\$ 430,000	\$ 430,000	\$ 430,000	\$ 430,000	\$ 430,000	\$ 430,000
EXPENDITURES:										
Public Services										
Public Works	\$ 442,230	\$ 399,998	\$ 475,890	\$ 400,000	\$ 430,000	\$ 408,000	\$ 416,160	\$ 424,483	\$ 432,973	\$ 441,632
Capital Items for All Departments	-	-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURES	\$ 442,230	\$ 399,998	\$ 475,890	\$ 400,000	\$ 430,000	\$ 408,000	\$ 416,160	\$ 424,483	\$ 432,973	\$ 441,632
TRANSFERS TO / (FROM) OTHER FUNDS										
TOTAL EXPENDITURES AND TRANSFERS	\$ 442,230	\$ 399,998	\$ 475,890	\$ 400,000	\$ 430,000	\$ 408,000	\$ 416,160	\$ 424,483	\$ 432,973	\$ 441,632
Net Change in Fund Balance	(4,855)	37,764	(49,254)	30,000	-	22,000	13,840	5,517	(2,973)	(11,632)
FUND BALANCE, DECEMBER 31	<u>\$ 373,587</u>	<u>\$ 411,351</u>	<u>\$ 362,097</u>	<u>\$ 392,097</u>	<u>\$ 392,097</u>	<u>\$ 414,097</u>	<u>\$ 427,937</u>	<u>\$ 433,454</u>	<u>\$ 430,481</u>	<u>\$ 418,848</u>

The logo features a large, stylized circular shape composed of multiple overlapping, semi-transparent rings in shades of blue, teal, and light green. The rings are arranged in a way that creates a sense of depth and movement, with some rings appearing to curve inward and others outward. The background is a gradient of light green to light blue.

PUBLIC SAFETY FUND



FIVE YEAR PROJECTION

PUBLIC SAFETY FUND STATEMENT OF REVENUES AND EXPENDITURES

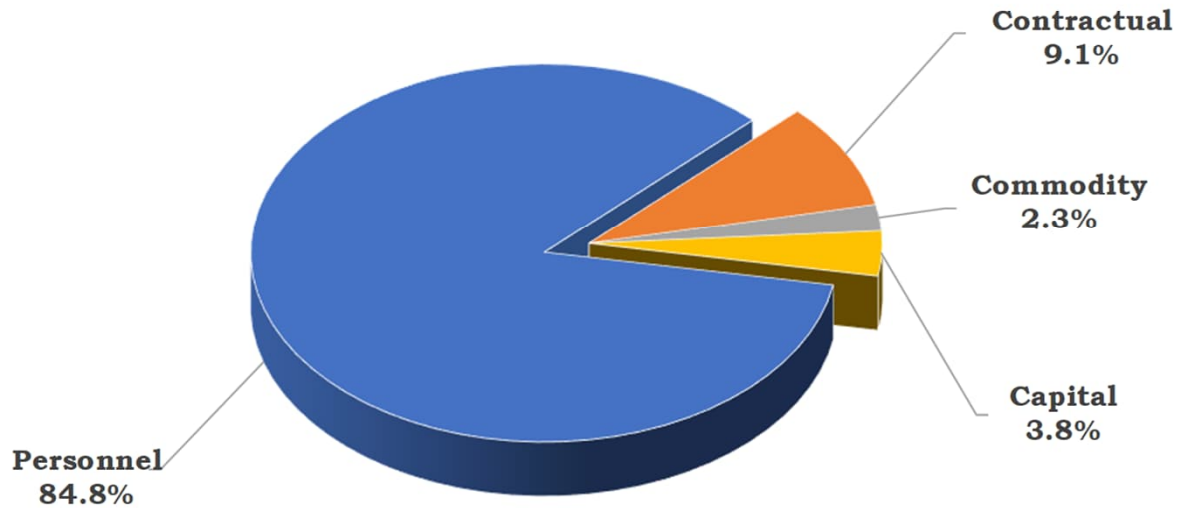
	2020 ACTUAL (AUDITED)	2021 ACTUAL (AUDITED)	2022 ACTUAL (AUDITED)	2023 PROJECTED	2024 BUDGET (PROPOSED)	FORECAST 2025	FORECAST 2026	FORECAST 2027	FORECAST 2028	FORECAST 2029
FUND BALANCE, JANUARY 1	\$ (310,187)	\$ 51,636	\$ 52,767	\$ 39,348	\$ 25,065	\$ 13,085	\$ 0	\$ 0	\$ 0	\$ 0
REVENUES:										
Sales Tax	2,442,115	2,758,312	3,034,530	3,100,000	3,160,000	3,223,200	3,287,664	3,353,417	3,420,486	3,488,895
Intergovernmental	3,801,549	664,606	559,630	585,800	637,700	637,700	637,700	637,700	637,700	637,700
Charges for Services	447,862	520,779	541,171	500,762	474,100	474,100	474,100	474,100	474,100	474,100
Court Receipts	15,501	23,538	27,231	26,100	27,500	27,500	27,500	27,500	27,500	27,500
TOTAL REVENUE	\$ 6,707,026	\$ 3,967,235	\$ 4,162,562	\$ 4,212,662	\$ 4,299,300	\$ 4,362,500	\$ 4,426,964	\$ 4,492,717	\$ 4,559,786	\$ 4,628,195
EXPENDITURES:										
Police Department	10,713,791	10,906,572	11,234,654	12,302,991	12,729,576	13,220,786	13,733,839	14,244,208	14,774,884	15,326,682
Capital Items	365,711	366,549	356,673	496,562	493,176	507,971	523,210	538,907	555,074	571,726
TOTAL EXPENDITURES	\$ 11,079,502	\$ 11,273,120	\$ 11,591,327	\$ 12,799,553	\$ 13,222,752	\$ 13,728,757	\$ 14,257,050	\$ 14,783,115	\$ 15,329,958	\$ 15,898,408
TRANSFERS TO / (FROM) OTHER FUNDS	(4,734,299)	(7,307,016)	(7,415,347)	(8,572,608)	(8,911,472)	(9,353,172)	(9,830,086)	(10,290,398)	(10,770,172)	(11,270,213)
TOTAL EXPENDITURES AND TRANSFERS	\$ 6,345,203	\$ 3,966,105	\$ 4,175,981	\$ 4,226,945	\$ 4,311,280	\$ 4,375,585	\$ 4,426,964	\$ 4,492,717	\$ 4,559,786	\$ 4,628,195
% of Annual Budget Spent based on historical trends	98%			Est. Ann. Savings		274,575	285,141	295,662	306,599	317,968
Net Change in Fund Balance	361,824	1,130	(13,418)	(14,283)	(11,980)	(13,085)	-	-	-	-
FUND BALANCE, DECEMBER 31	\$ 51,636	\$ 52,767	\$ 39,348	\$ 25,065	\$ 13,085	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Fund Balance includes restricted funds of \$25,065 as of 12/31/2023 (estimated) for POST Commission and Inmate Security										
Anticipate restricted balance to be used by 12/31/2025. All future years forecasted to consume restricted funds in year revenues earned										



POLICE DEPARTMENT APPROPRIATIONS

Division	Personnel	Contractual	Commodity	Capital	Division Total
Police Department	\$10,823,102	\$1,157,371	\$291,343	\$490,000	\$12,761,816
	84.8%	9.1%	2.3%	3.8%	

By Element





PUBLIC SAFETY FUND PERFORMANCE MEASURES

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

Police Department						
Year	Calls for Service	Arrests	DWI Arrests	Accidents	Tickets	Warnings
2012	50,042	1,830	168	1,649	11,530	2,279
2013	51,543	1,505	170	1,705	12,666	2,565
2014	55,966	1,647	179	1,757	11,908	5,191
2015	57,645	1,696	184	1,810	12,265	5,347
2016	53,874	1,557	110	1,914	8,574	7,111
2017	50,532	1,698	129	1,824	7,179	6,616
2018	55,816	1,620	126	1,620	8,267	8,519
2019	59,009	1,143	131	1,594	7,299	9,820
2020	50,815	710	118	943	5,422	7,034
2021	57,101	684	88	1,175	5,799	6,624
2022	73,779	1,007	127	1,196	7,018	8,116

The background features a horizontal gradient from light blue on the left to light green on the right. A large, semi-transparent white circle is centered on the page, overlapping the gradient. The text is centered within this circle.

CAPITAL PROJECTS FUND



FIVE YEAR PROJECTION

CAPITAL IMPROVEMENTS FUND STATEMENT OF REVENUES AND EXPENDITURES

	2020 ACTUAL (AUDITED)	2021 ACTUAL (AUDITED)	2022 ACTUAL (AUDITED)	2023 PROJECTED	2024 BUDGET (PROPOSED)	FORECAST 2025	FORECAST 2026	FORECAST 2027	FORECAST 2028	FORECAST 2029
FUND BALANCE, JANUARY 1	\$680,939	\$247,996	\$2,237,356	\$4,483,054	\$3,106,609	\$1,402,739	\$817,897	\$1,015,222	\$973,073	\$1,284,179
REVENUES:										
Sales Tax	\$4,966,930	\$5,871,160	\$6,520,217	\$6,530,000	\$6,660,000	\$6,793,200	\$6,929,064	\$7,067,645	\$7,208,998	\$7,353,178
Other Revenues	\$63,599	\$157,052	\$1,027,660	\$41,900	\$55,000	\$165,000	\$1,487,500	\$565,000	\$545,000	\$545,000
TOTAL REVENUE	\$5,030,529	\$6,028,213	\$7,547,876	\$6,571,900	\$6,715,000	\$6,958,200	\$8,416,564	\$7,632,645	\$7,753,998	\$7,898,178
EXPENDITURES:										
Public Services										
Public Works	\$851,683	\$865,588	\$689,069	\$933,345	\$1,193,370	\$710,042	\$793,239	\$686,794	\$650,893	\$665,558
Capital Items	\$5,507,675	\$4,019,198	\$4,888,109	\$7,015,000	\$7,225,500	\$6,833,000	\$7,426,000	\$6,988,000	\$6,792,000	\$6,792,000
TOTAL EXPENDITURES	\$6,359,359	\$4,884,786	\$5,577,178	\$7,948,345	\$8,418,870	\$7,543,042	\$8,219,239	\$7,674,794	\$7,442,893	\$7,457,558
TRANSFERS TO / (FROM) OTHER FUNDS	(\$895,885)	(\$845,934)	(\$275,000)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EXPENDITURES AND TRANSFERS	\$5,463,473	\$4,038,852	\$5,302,178	\$7,948,345	\$8,418,870	\$7,543,042	\$8,219,239	\$7,674,794	\$7,442,893	\$7,457,558
Net Change in Fund Balance	(\$432,944)	\$1,989,360	\$2,245,699	(\$1,376,445)	(\$1,703,870)	(\$584,842)	\$197,325	(\$42,149)	\$311,105	\$440,621
FUND BALANCE, DECEMBER 31	<u>\$247,996</u>	<u>\$2,237,356</u>	<u>\$4,483,054</u>	<u>\$3,106,609</u>	<u>\$1,402,739</u>	<u>\$817,897</u>	<u>\$1,015,222</u>	<u>\$973,073</u>	<u>\$1,284,179</u>	<u>\$1,724,799</u>

* Fund balance has developed since the Capital Sales Tax receipts have outperformed expectations.



FIVE YEAR PROJECTION

CAPITAL IMPROVEMENTS FUND STATEMENT OF REVENUES AND EXPENDITURES

	2024 BUDGET (PROPOSED)	FORECAST 2025	FORECAST 2026	FORECAST 2027	FORECAST 2028	FORECAST 2029
FUND BALANCE, JANUARY 1	\$3,106,609	\$1,402,739	\$817,897	\$1,015,222	\$973,073	\$1,284,179
REVENUES:						
Sales Tax	\$6,660,000	\$6,793,200	\$6,929,064	\$7,067,645	\$7,208,998	\$7,353,178
Other Revenues	\$55,000	\$165,000	\$1,487,500	\$565,000	\$545,000	\$545,000
TOTAL REVENUE	\$6,715,000	\$6,958,200	\$8,416,564	\$7,632,645	\$7,753,998	\$7,898,178
EXPENDITURES:		WILSON AVENUE GRANT PROJECT IMPACTS BOTH REVENUES AND EXPENDITURES				
Public Services						
Public Works	\$1,193,370	\$710,042	\$793,239	\$686,794	\$650,893	\$665,558
Capital Items	\$7,225,500	\$6,833,000	\$7,426,000	\$6,988,000	\$6,792,000	\$6,792,000
TOTAL EXPENDITURES	\$8,418,870	\$7,543,042	\$8,219,239	\$7,674,794	\$7,442,893	\$7,457,558
TRANSFERS TO / (FROM) OTHER FUNDS	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EXPENDITURES AND TRANSFERS	\$8,418,870	\$7,543,042	\$8,219,239	\$7,674,794	\$7,442,893	\$7,457,558
Net Change in Fund Balance	(\$1,703,870)	(\$584,842)	\$197,325	(\$42,149)	\$311,105	\$440,621
FUND BALANCE, DECEMBER 31	\$1,402,739	\$817,897	\$1,015,222	\$973,073	\$1,284,179	\$1,724,799



The background features a gradient from light blue on the left to light green on the right. A large, semi-transparent white circle is centered on the page, overlapping the gradient. The text "PARKS FUND" is centered within this circle.

PARKS FUND



PARKS FUND
STATEMENT OF REVENUES AND EXPENDITURES

FIVE YEAR PROJECTION

	2020 ACTUAL (AUDITED)	2021 ACTUAL (AUDITED)	2022 ACTUAL (AUDITED)	2023 PROJECTED	2024 BUDGET (PROPOSED)	FORECAST 2025	FORECAST 2026	FORECAST 2027	FORECAST 2028	FORECAST 2029
FUND BALANCE, JANUARY 1	\$2,325,576	\$1,545,482	\$2,407,472	\$2,765,153	\$2,675,147	\$3,276,882	\$2,940,409	\$2,748,921	\$2,371,030	\$2,173,054
REVENUES:										
Sales Tax	\$5,843,589	\$6,907,181	\$7,670,843	\$7,695,000	\$7,850,000	\$8,007,000	\$8,167,140	\$8,330,483	\$8,497,092	\$8,667,034
Intergovernmental	\$201,963	\$6,400	\$0	\$525,000	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$255,067	\$2,210,479	\$2,139,579	\$1,861,405	\$1,526,465	\$1,600,360	\$1,624,261	\$1,673,167	\$1,747,078	\$1,795,995
Other Revenues	\$27,616	\$28,247	\$144,638	\$165,753	\$100,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
TOTAL REVENUE	\$6,328,235	\$9,152,308	\$9,955,060	\$10,247,158	\$9,476,465	\$9,657,360	\$9,841,401	\$10,053,649	\$10,294,170	\$10,513,029
EXPENDITURES:										
Parks Department										
Parks and Recreation	\$2,955,875	\$3,787,596	\$6,270,551	\$6,098,565	\$5,349,232	\$5,876,540	\$6,063,309	\$6,250,752	\$6,445,320	\$6,647,288
Arts and Entertainment	\$196,025	\$540,720	\$564,923	\$745,996	\$731,739	\$757,033	\$783,265	\$809,825	\$837,308	\$865,745
Aquatics	\$70,424	\$346,659	\$356,061	\$464,875	\$519,790	\$539,145	\$559,833	\$580,454	\$601,851	\$624,053
CVAC Concession	\$85,423	\$323,582	\$332,827	\$3,750	\$0	\$0	\$0	\$0	\$0	\$0
Central Park Concession	\$0	\$69,493	\$72,254	\$88,493	\$86,435	\$89,848	\$93,408	\$96,943	\$100,614	\$104,427
Sports and Wellness	\$0	\$332,888	\$369,540	\$529,235	\$576,025	\$597,853	\$620,576	\$643,396	\$667,072	\$691,636
Capital Items for All Departments	\$972,490	\$74,385	\$371,549	\$163,525	\$236,769	\$762,673	\$543,708	\$681,380	\$471,191	\$401,847
TOTAL EXPENDITURES	\$4,280,237	\$5,475,323	\$8,337,705	\$8,094,439	\$7,499,990	\$8,623,092	\$8,664,099	\$9,062,751	\$9,123,356	\$9,334,996
TRANSFERS TO / (FROM) OTHER FUNDS	\$2,678,092	\$2,714,994	\$1,159,674	\$1,802,250	\$974,740	\$970,740	\$968,789	\$968,789	\$968,790	\$967,838
TOTAL EXPENDITURES AND TRANSFERS	\$6,958,329	\$8,190,318	\$9,497,379	\$9,896,689	\$8,474,730	\$9,593,833	\$9,632,889	\$10,031,540	\$10,092,147	\$10,302,834
Net Change in Fund Balance	(\$630,094)	\$961,990	\$457,681	\$350,469	\$1,001,735	\$63,527	\$208,512	\$22,109	\$202,024	\$210,195
Contribution to Restricted Fund - Synthetic Field Repla	(\$150,000)	(\$100,000)	(\$100,000)	(\$150,000)	(\$400,000)	(\$400,000)	(\$400,000)	(\$400,000)	(\$400,000)	(\$400,000)
Contribution to Restricted Fund - CVAC Improvements				(\$290,475)						
FUND BALANCE, DECEMBER 31 (Unrestricted)	\$1,545,482	\$2,407,472	\$2,765,153	\$2,675,147	\$3,276,882	\$2,940,409	\$2,748,921	\$2,371,030	\$2,173,054	\$1,983,249
Restricted Fund Balance - Synthetic Field Replacement - \$500,000 as of 12/30/2023										
Restricted Fund Balance - CVAC Improvements - \$290,475 as of 12/30/2023										

DEBT SERVICE ENDS 2029

FUNDS RESERVED FOR TURF REPLACEMENT

\$10 million Aquatics Center expenditure not included in forecast



PARKS FUND
STATEMENT OF REVENUES AND EXPENDITURES

FIVE YEAR PROJECTION
PARKS FUND
PROJECTS GROWING
FUND BALANCES

	2024 BUDGET (PROPOSED)	FORECAST 2025	FORECAST 2026	FORECAST 2027	FORECAST 2028	FORECAST 2029
FUND BALANCE, JANUARY 1	\$2,675,147	\$3,276,882	\$2,940,409	\$2,748,921	\$2,371,030	\$2,173,054
REVENUES:						
Sales Tax	\$7,850,000	\$8,007,000	\$8,167,140	\$8,330,483	\$8,497,092	\$8,667,034
Intergovernmental	\$0	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$1,526,465	\$1,600,360	\$1,624,261	\$1,673,167	\$1,747,078	\$1,795,995
Other Revenues	\$100,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
TOTAL REVENUE	\$9,476,465	\$9,657,360	\$9,841,401	\$10,053,649	\$10,294,170	\$10,513,029
EXPENDITURES:						
Parks Department						
Parks and Recreation	\$5,349,232	\$5,876,540	\$6,063,309	\$6,250,752	\$6,445,320	\$6,647,288
Arts and Entertainment	\$731,739	\$757,033	\$783,265	\$809,825	\$837,308	\$865,745
Aquatics	\$519,790	\$539,145	\$559,833	\$580,454	\$601,851	\$624,053
CVAC Concession	\$0	\$0	\$0	\$0	\$0	\$0
Central Park Concession	\$86,435	\$89,848	\$93,408	\$96,943	\$100,614	\$104,427
Sports and Wellness	\$576,025	\$597,853	\$620,576	\$643,396	\$667,072	\$691,636
Capital Items for All Departments	\$236,769	\$762,673	\$543,708	\$681,380	\$471,191	\$401,847
TOTAL EXPENDITURES	\$7,499,990	\$8,623,092	\$8,664,099	\$9,062,751	\$9,123,356	\$9,334,996
TRANSFERS TO / (FROM) OTHER FUNDS	\$974,740	\$970,740	\$968,789	\$968,789	\$968,790	\$967,838
TOTAL EXPENDITURES AND TRANSFERS	\$8,474,730	\$9,593,833	\$9,632,889	\$10,031,540	\$10,092,147	\$10,302,834
Net Change in Fund Balance	\$1,001,735	\$63,527	\$208,512	\$22,109	\$202,024	\$210,195
Contribution to Restricted Fund - Synthetic Field Replacement	(\$400,000)	(\$400,000)	(\$400,000)	(\$400,000)	(\$400,000)	(\$400,000)
Contribution to Restricted Fund - CVAC Improvements						
FUND BALANCE, DECEMBER 31 (Unrestricted)	\$3,276,882	\$2,940,409	\$2,748,921	\$2,371,030	\$2,173,054	\$1,983,249
Restricted Fund Balance - Synthetic Field Replacement - \$500,000						
Restricted Fund Balance - CVAC Improvements - \$290,475 as of 12/30/2023						

\$10 million Aquatics Center expenditure not included in forecast

DOES NOT INCLUDE
FUNDING FOR:

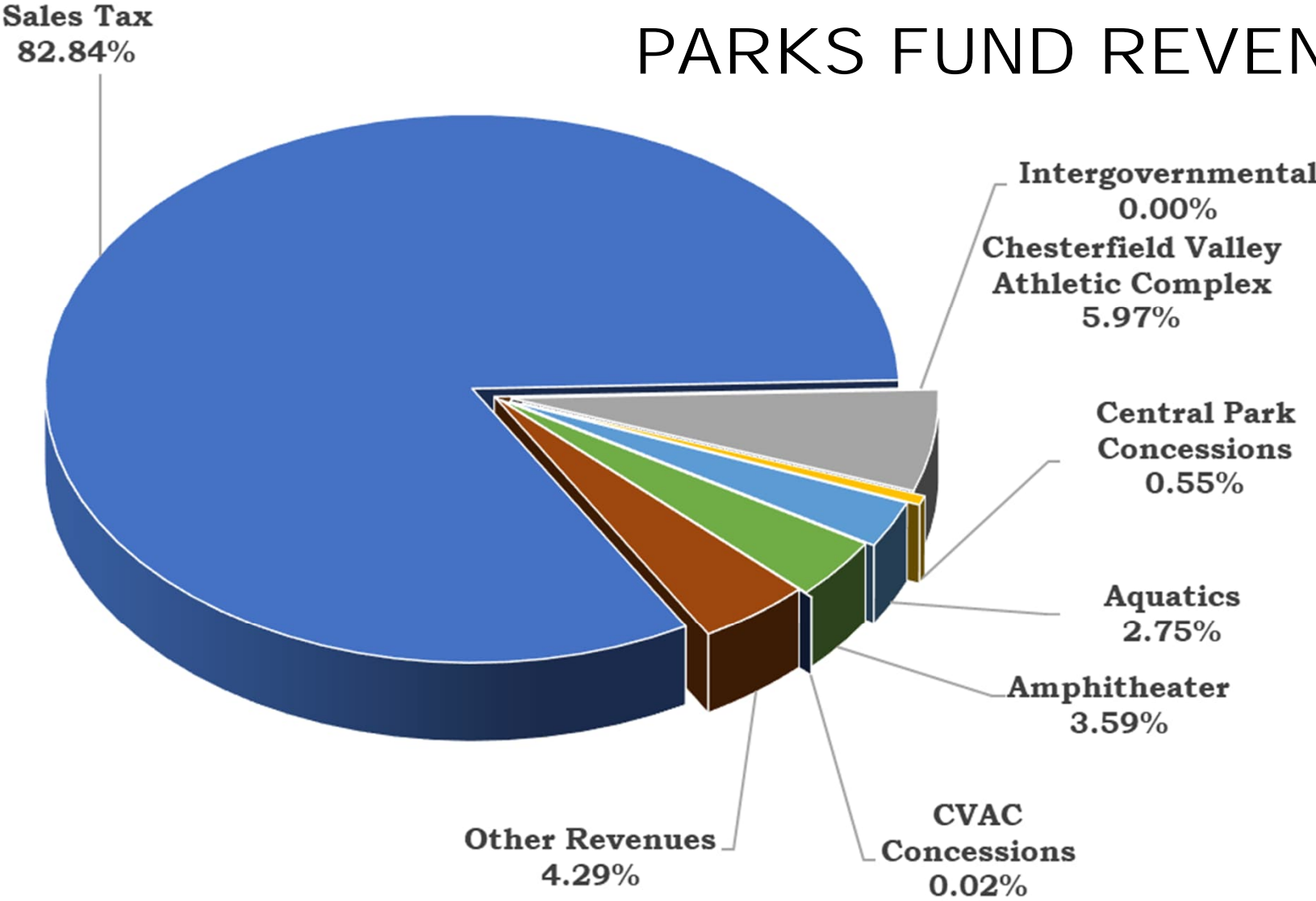
- AQUATIC FACILITY
- AMPHITHEATER
- CENTRAL PARK
- PICKLEBALL
- PLAYGROUND
- LAND ACQUISITION
- DEVELOPMENT OF POTENTIAL DONATED GROUND FROM (TSG)
- CAPITAL REPLACEMENTS

PARKS FUND REVENUES BY SOURCE

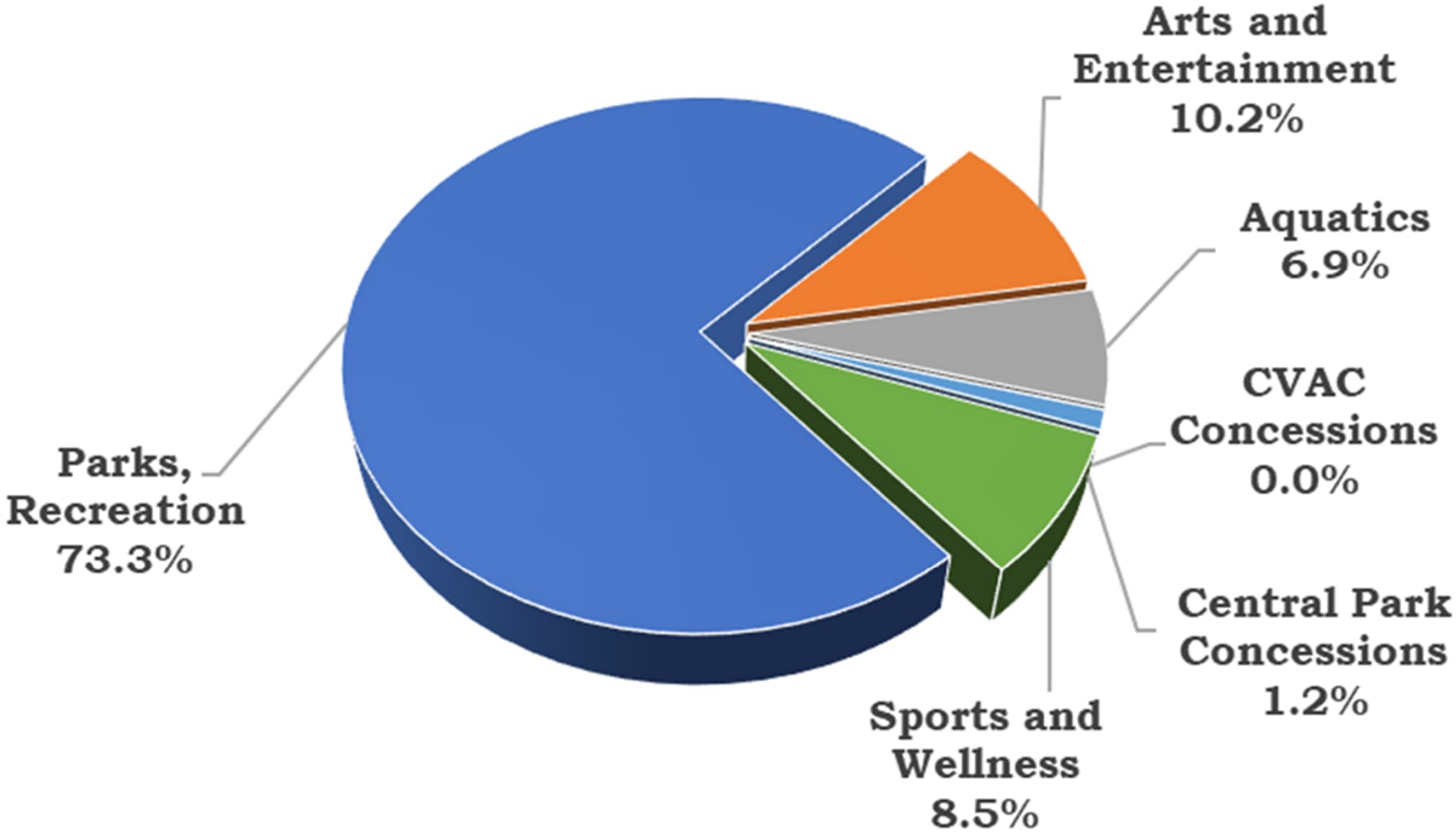
	Actual 2020	Actual 2021	Projected 2022	Adopted 2023	% Change 2022 to 2023	% of Total
Sales Tax	\$5,843,589	\$6,907,181	\$7,695,000	\$7,850,000	2.01%	82.84%
Intergovernmental (Grants)	\$201,963	\$6,400	\$525,000	\$0	-100.00%	0.00%
Chesterfield Valley Athletic Complex	\$23,013	\$465,596	\$835,222	\$566,000	-32.23%	5.97%
Central Park Concessions	\$98	\$53,568	\$54,500	\$52,000	-4.59%	0.55%
Aquatics	(\$18)	\$257,020	\$268,547	\$260,500	-3.00%	2.75%
Amphitheater	\$1,832	\$518,184	\$395,000	\$340,000	-13.92%	3.59%
CVAC Concessions	\$30,402	\$426,454	\$6,086	\$1,500	-75.35%	0.02%
Other Revenues	\$227,357	\$517,904	\$467,803	\$406,465	-13.11%	4.29%
			\$1.63 MILLION REVENUES INTERNALLY GENERATED			
TOTAL	\$6,328,235	\$9,152,308	\$10,247,158	\$9,476,465	-7.52%	

Due to the Pandemic in 2020, the Parks facilities were closed per St. Louis County mandates.
The Chesterfield Valley Athletic Complex (CVAC) was briefly opened (within County restrictions) in the fall.

PARKS FUND REVENUES



PARKS FUND EXPENSES





GENERAL FUND



**GENERAL FUND
STATEMENT OF REVENUES AND EXPENDITURES**

FIVE YEAR PROJECTION

	2020 ACTUAL (AUDITED)	2021 ACTUAL (AUDITED)	2022 ACTUAL (AUDITED)	2023 PROJECTED	2024 BUDGET (PROPOSED)	FORECAST 2025	FORECAST 2026	FORECAST 2027	FORECAST 2028	FORECAST 2029
FUND BALANCE, JANUARY 1	\$10,648,380	\$10,049,646	\$11,487,049	\$13,896,607	\$16,008,647	\$17,906,825	\$18,875,838	\$19,170,465	\$18,791,296	\$17,705,285
REVENUES:										
Sales Tax	\$6,447,574	\$7,516,503	\$8,569,905	\$8,570,000	\$8,740,000	\$8,914,800	\$9,093,096	\$9,274,958	\$9,460,457	\$9,649,666
Utility Taxes	\$6,344,049	\$6,551,257	\$7,007,908	\$8,295,000	\$6,972,000	\$6,875,950	\$6,909,085	\$6,944,332	\$6,981,623	\$7,020,896
Intergovernmental	\$3,994,013	\$4,279,837	\$4,575,438	\$4,695,000	\$4,805,000	\$4,897,000	\$4,969,602	\$5,025,809	\$5,082,738	\$5,140,399
Licenses and Permits	\$1,426,233	\$1,430,736	\$1,485,720	\$1,428,020	\$1,381,000	\$1,360,850	\$1,341,799	\$1,323,804	\$1,306,829	\$1,284,746
Charges for Services	\$120,575	\$143,147	\$141,431	\$203,894	\$135,067	\$136,319	\$137,602	\$138,917	\$140,265	\$141,646
Court Receipts	\$523,107	\$740,150	\$846,570	\$776,750	\$776,750	\$776,750	\$776,750	\$776,750	\$776,750	\$776,750
Other Revenues	\$344,085	\$549,025	\$270,002	\$767,381	\$622,969	\$313,969	\$313,969	\$313,969	\$313,969	\$313,969
TOTAL REVENUE	\$19,199,636	\$21,210,654	\$22,896,973	\$24,736,045	\$23,432,786	\$23,275,638	\$23,541,902	\$23,798,539	\$24,062,631	\$24,328,072
% Increase	-8.58%	10.47%	7.95%	8.03%	2.34%	-6.38%	1.14%	1.09%	1.11%	1.10%
EXPENDITURES:										
Executive & Legislative	\$66,223	\$69,565	\$70,146	\$71,416	\$74,968	\$75,066	\$75,477	\$75,894	\$76,324	\$76,768
Department of Administration										
City Administrator	\$448,265	\$460,817	\$437,232	\$545,276	\$676,110	\$702,507	\$728,930	\$756,332	\$784,822	\$814,443
Finance	\$584,308	\$591,297	\$636,293	\$715,264	\$767,184	\$841,212	\$873,827	\$907,651	\$942,810	\$979,356
Information Technology	\$836,569	\$843,546	\$1,018,547	\$1,172,675	\$1,157,530	\$1,201,280	\$1,246,655	\$1,293,600	\$1,342,280	\$1,392,760
Courts	\$267,425	\$273,289	\$276,262	\$326,367	\$328,640	\$338,544	\$348,813	\$359,439	\$370,456	\$381,881
Central Services	\$1,242,747	\$1,222,295	\$1,229,227	\$1,479,678	\$1,540,362	\$1,603,711	\$1,670,560	\$1,740,348	\$1,815,038	\$1,891,173
Customer Service	\$65,546	\$70,385	\$83,264	\$98,384	\$104,440	\$108,607	\$112,941	\$117,438	\$122,115	\$126,978
Public Services										
Planning and Development	\$714,779	\$743,177	\$740,790	\$894,246	\$990,280	\$1,028,509	\$1,068,262	\$1,109,491	\$1,152,353	\$1,196,914
Public Works	\$4,913,907	\$5,077,876	\$5,473,056	\$6,391,378	\$6,436,810	\$6,853,733	\$7,106,964	\$7,359,091	\$7,620,801	\$7,892,468
Capital Items for All Departments	\$310,532	\$230,498	\$380,329	\$333,000	\$196,401	\$375,000	\$378,800	\$381,654	\$385,564	\$390,531
TOTAL EXPENDITURES	\$9,450,301	\$9,582,745	\$10,345,146	\$12,027,684	\$12,272,725	\$13,128,169	\$13,611,228	\$14,100,937	\$14,612,562	\$15,143,271
TRANSFERS TO / (FROM) OTHER FUNDS	\$10,348,068	\$10,190,507	\$10,142,268	\$10,096,321	\$9,261,883	\$9,703,583	\$10,180,496	\$10,640,808	\$11,120,582	\$11,270,213
TOTAL EXPENDITURES AND TRANSFERS	\$19,798,370	\$19,773,252	\$20,487,414	\$22,124,005	\$21,534,608	\$22,831,751	\$23,791,724	\$24,741,745	\$25,733,144	\$26,413,484
% of Annual Budget Spent based on historical trends		96%		Est. Ann. Savings		\$525,127	\$544,449	\$564,037	\$584,502	\$605,731
Net Change in Fund Balance	(\$598,733)	\$1,437,402	\$2,409,558	\$2,612,040	\$1,898,178	\$969,013	\$294,627	(\$379,169)	(\$1,086,011)	(\$1,479,681)
Contribution to Restricted Fund - Pickleball Construction				(\$500,000)						
FUND BALANCE, DECEMBER 31	\$10,049,646	\$11,487,049	\$13,896,607	\$16,008,647	\$17,906,825	\$18,875,838	\$19,170,465	\$18,791,296	\$17,705,285	\$16,225,604
40% GENERAL FUND RESERVE POLICY				\$8,849,602	\$8,613,843	\$9,132,701	\$9,516,690	\$9,896,698	\$10,293,258	\$10,565,394
Over / (Under) General Fund Reserve Policy				\$7,159,045	\$9,292,982	\$9,743,138	\$9,653,775	\$8,894,598	\$7,412,027	\$5,660,210



**GENERAL FUND
STATEMENT OF REVENUES AND EXPENDITURES**

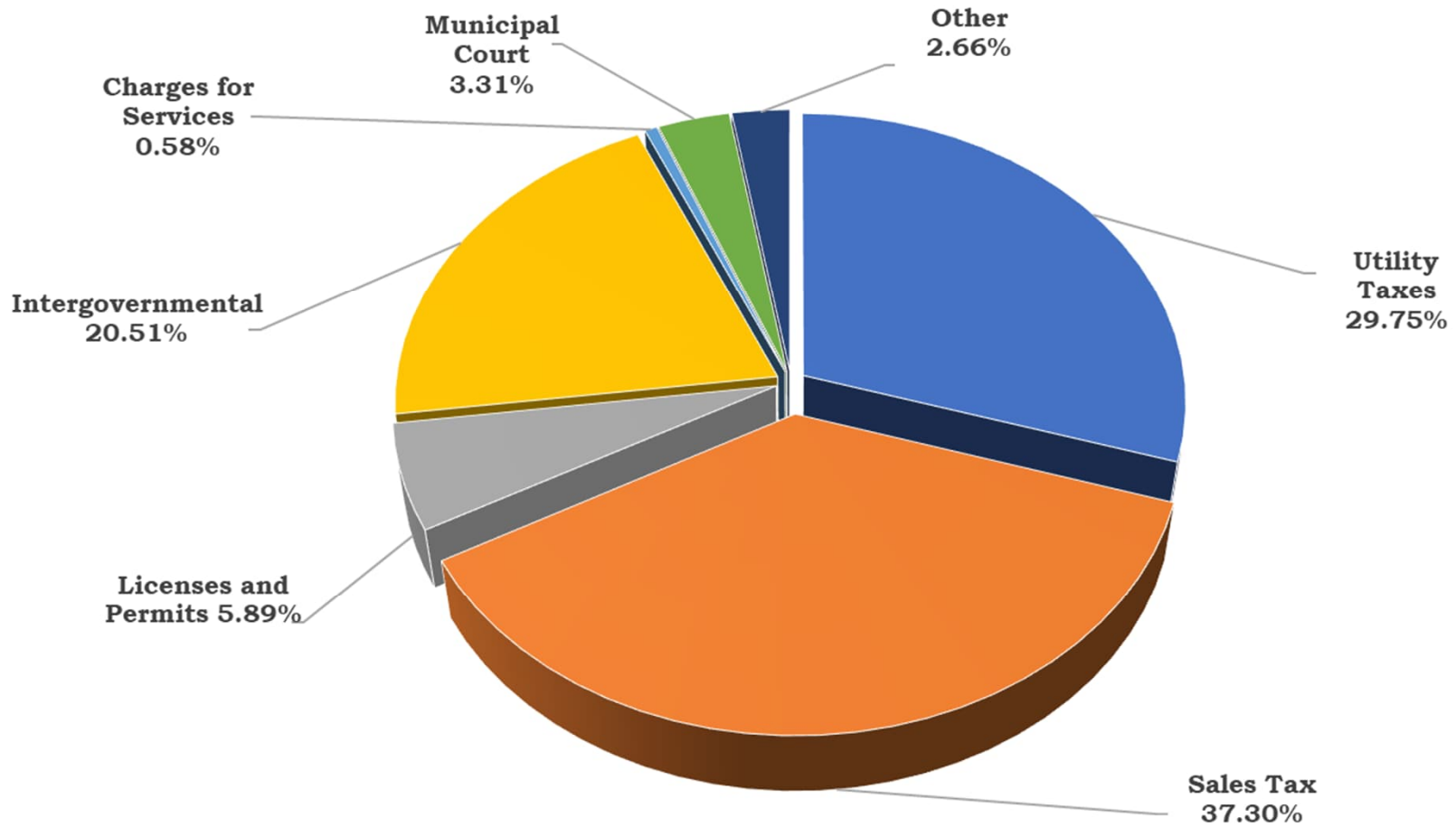
FIVE YEAR PROJECTION

	2024 BUDGET (PROPOSED)	FORECAST 2025	FORECAST 2026	FORECAST 2027	FORECAST 2028	FORECAST 2029
FUND BALANCE, JANUARY 1	\$16,008,647	\$17,906,825	\$18,875,838	\$19,170,465	\$18,791,296	\$17,705,285
REVENUES:						
Sales Tax	\$8,740,000	\$8,914,800	\$9,093,096	\$9,274,958	\$9,460,457	\$9,649,666
Utility Taxes	\$6,972,000	\$6,875,950	\$6,909,085	\$6,944,332	\$6,981,623	\$7,020,896
Intergovernmental	\$4,805,000	\$4,897,000	\$4,969,602	\$5,025,809	\$5,082,738	\$5,140,399
Licenses and Permits	\$1,381,000	\$1,360,850	\$1,341,799	\$1,323,804	\$1,306,829	\$1,284,746
Charges for Services	\$135,067	\$136,319	\$137,602	\$138,917	\$140,265	\$141,646
Court Receipts	\$776,750	\$776,750	\$776,750	\$776,750	\$776,750	\$776,750
Other Revenues	\$622,969	\$313,969	\$313,969	\$313,969	\$313,969	\$313,969
TOTAL REVENUE	\$23,432,786	\$23,275,638	\$23,541,902	\$23,798,539	\$24,062,631	\$24,328,072
% Increase	2.34%	-6.38%	1.14%	1.09%	1.11%	1.10%
EXPENDITURES:						
Executive & Legislative	\$74,968	\$75,066	\$75,477	\$75,894	\$76,324	\$76,768
Department of Administration						
City Administrator	\$676,110	\$702,507	\$728,930	\$756,332	\$784,822	\$814,443
Finance	\$767,184	\$841,212	\$873,827	\$907,651	\$942,810	\$979,356
Information Technology	\$1,157,530	\$1,201,280	\$1,246,655	\$1,293,600	\$1,342,280	\$1,392,760
Courts	\$328,640	\$338,544	\$348,813	\$359,439	\$370,456	\$381,881
Central Services	\$1,540,362	\$1,603,711	\$1,670,560	\$1,740,348	\$1,815,038	\$1,891,173
Customer Service	\$104,440	\$108,607	\$112,941	\$117,438	\$122,115	\$126,978
Public Services						
Planning and Development	\$990,280	\$1,028,509	\$1,068,262	\$1,109,491	\$1,152,353	\$1,196,914
Public Works	\$6,436,810	\$6,853,733	\$7,106,964	\$7,359,091	\$7,620,801	\$7,892,468
Capital Items for All Departments	\$196,401	\$375,000	\$378,800	\$381,654	\$385,564	\$390,531
TOTAL EXPENDITURES	\$12,272,725	\$13,128,169	\$13,611,228	\$14,100,937	\$14,612,562	\$15,143,271
TRANSFERS TO / (FROM) OTHER FUNDS	\$9,261,883	\$9,703,583	\$10,180,496	\$10,640,808	\$11,120,582	\$11,270,213
TOTAL EXPENDITURES AND TRANSFERS	\$21,534,608	\$22,831,751	\$23,791,724	\$24,741,745	\$25,733,144	\$26,413,484
% of Annual Budget Spent based on historical tre:		\$525,127	\$544,449	\$564,037	\$584,502	\$605,731
Net Change in Fund Balance	\$1,898,178	\$969,013	\$294,627	(\$379,169)	(\$1,086,011)	(\$1,479,681)
Contribution to Restricted Fund - Pickleball Construction						
FUND BALANCE, DECEMBER 31	\$17,906,825	\$18,875,838	\$19,170,465	\$18,791,296	\$17,705,285	\$16,225,604
40% GENERAL FUND RESERVE POLICY	\$8,613,843	\$9,132,701	\$9,516,690	\$9,896,698	\$10,293,258	\$10,565,394
Over / (Under) General Fund Reserve Policy	\$9,292,982	\$9,743,138	\$9,653,775	\$8,894,598	\$7,412,027	\$5,660,210



GENERAL FUND REVENUES BY SOURCE

	Actual 2020	Actual 2021	Projected 2022	Adopted 2023	% Change 2022 to 2023	% of Total
Utility Taxes	\$6,344,049	\$6,551,257	\$8,295,000	\$6,972,000	-15.95%	29.75%
Sales Tax	\$6,447,574	\$7,516,503	\$8,570,000	\$8,740,000	1.98%	37.30%
Licenses and Permits	\$1,426,233	\$1,430,736	\$1,428,020	\$1,381,000	-3.29%	5.89%
Intergovernmental	\$3,994,013	\$4,279,837	\$4,695,000	\$4,805,000	2.34%	20.51%
Charges for Services	\$120,575	\$143,147	\$203,894	\$135,067	-33.76%	0.58%
Municipal Court	\$523,107	\$740,150	\$776,750	\$776,750	0.00%	3.31%
Other	\$344,085	\$549,025	\$767,381	\$622,969	-18.82%	2.66%
TOTAL	\$19,199,636	\$21,210,654	\$24,736,045	\$23,432,786	-5.27%	

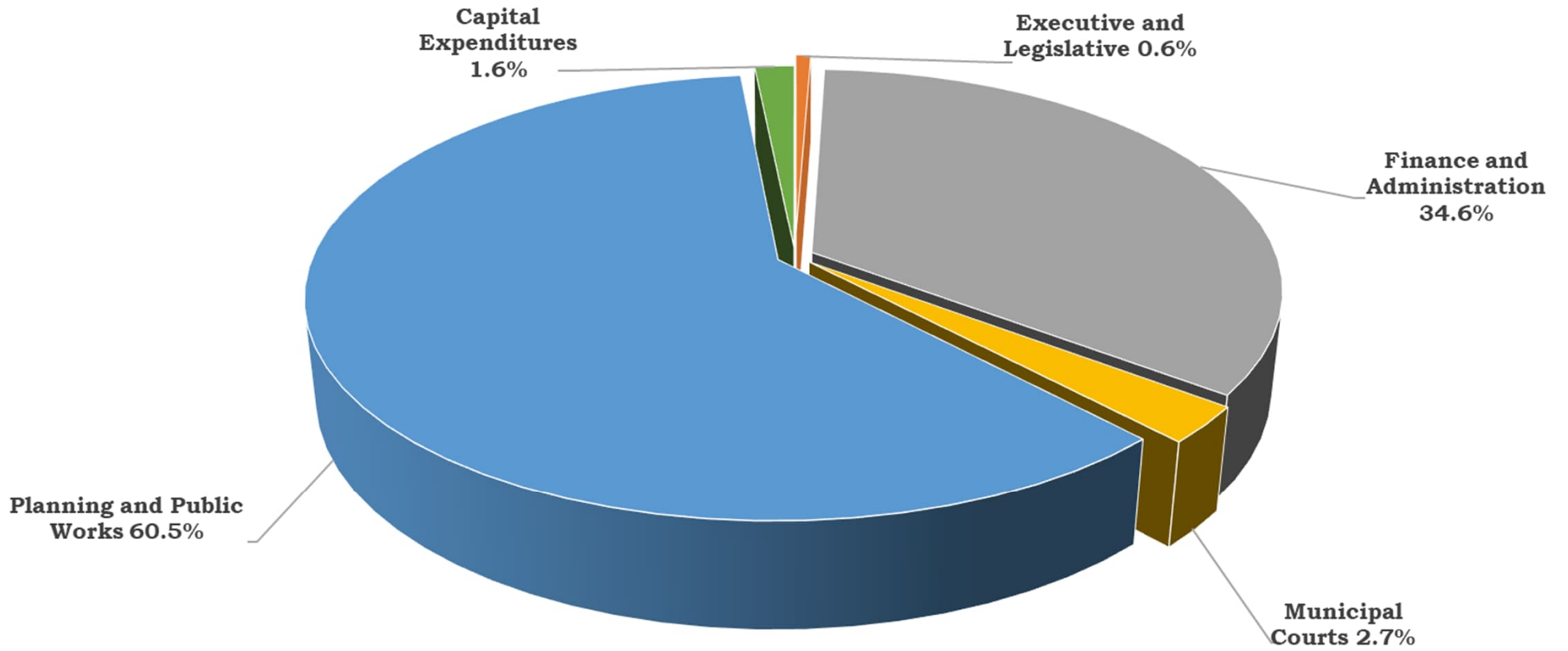


GENERAL FUND REVENUE SOURCES



GENERAL FUND APPROPRIATIONS SUMMARY

	Actual 2019	Actual 2020	Actual 2021	Projected 2022	Adopted 2023	% Change 2022 to 2023	% of Total
GENERAL GOVERNMENT:							
Executive and Legislative	\$70,788	\$66,223	\$69,565	\$71,416	\$74,968	4.97%	0.6%
Finance and Administration	\$3,147,110	\$3,177,435	\$3,188,341	\$4,011,277	\$4,245,626	5.84%	34.6%
Municipal Courts	\$254,155	\$267,425	\$273,289	\$326,367	\$328,640	0.70%	2.7%
Planning and Public Works	\$6,539,223	\$5,628,686	\$5,821,053	\$7,285,624	\$7,427,090	1.94%	60.5%
Capital Expenditures	\$224,790	\$310,532	\$230,498	\$333,000	\$196,401	-41.02%	1.6%
TOTAL	\$10,236,066	\$9,450,301	\$9,582,745	\$12,027,684	\$12,272,725	2.04%	



GENERAL FUND EXPENDITURES

WHAT TO EXPECT GOING FORWARD

Special Business District

Wildhorse Village SBD was approved in August 2023

Tax collections will begin in 2024 tax year

Improvements accepted January 1, 2025

Chesterfield Regional Tax Increment Financing District

Begin receiving **LIMITED** revenue increments end of 2023

Accounts receivable\payable

Administration, oversight, legal

Project management

Dillards litigation delays financing and projects

Development agreement for Chesterfield Mall (RPA 1a, 1b, 1c, & 1d)

Issuance of TIF bonds for RPA 2, Wildhorse Village (FIRST TRANCHE)

Public Parking in WH Village

Library expansion

Central Park improvements

Parks Administration and Parking fields (building and site acquisition)

TIF Project list (\$298,360,000)

Non-Development oriented local projects \$168,360,000

- North Outer 40 connection to Chesterfield Valley
- **Sachs Public Library expansion**
- Clarkson Road – Baxter Interchange
- Baxter Road bridge at Edison Avenue
- Reconstruct Chesterfield Parkway
- **Central Park\Aquatic Facility\Amphitheater**
- Pedestrian and Multi-modal connections
- **YMCA shared Parking Structure**
- **Central Park Parking and Administration**

1st tranche financing

Wildhorse Village \$25,000,000

- **Parking Garage (NW Corner Chesterfield Pkwy W and Burkhardt Place)**

Chesterfield Mall Public Infrastructure \$105,000,000

- Utilities
- Parking Garages – Public Use
- Public Roads
- Demolition
- Off-site Road improvements/connections



CHALLENGES

THREATS

- Litigation
- Labor
- Phone utility taxes
- Franchise Fees
 - ~\$600K Revenue Loss
- On-line sales
- Operational regulations
 - Unfunded mandates
- Aging Infrastructure and amenities
 - Pool
 - Playgrounds
 - Amphitheater
- Inflation
- Growth - all forms



EASTERN MISSOURI COALITION OF POLICE
FRATERNAL ORDER OF POLICE, LODGE 15
2110 COLLIER CORPORATE PARKWAY, ST. CHARLES, MO 63303
PHONE: (636) 757-3916 FAX: (636) 757-3918
WWW.MOFOPL5.COM



June 1, 2023

Sent via USPS and Email: cbg@gravillelaw.com


Chris Graville
Graville Law Firm, LLC
13354 Manchester Rd., Suite 210
Des Peres, MO 63131

Re: Resuming Collective Bargaining Negotiations between FOP Lodge 15 and the
City of Chesterfield

Dear Chris,

Pursuant to Article 22 of the Collective Bargaining Agreements for the Officers and Sergeants of the City of Chesterfield Police Department, the Eastern Missouri Coalition of Police, Fraternal Order of Police, Lodge 15 desires to negotiate modifications to the agreements. Please consider this the official notice of reopening negotiations to the City of Chesterfield sent at least ninety days prior to the expiration date as required by the Agreements.

Accordingly, please provide us with some available meeting dates for the City's bargaining team so that we can begin the process promptly. We look forward to resuming meetings to discuss matters of concern to all parties involved. Should you have any questions or concerns, please do not hesitate to contact me directly.

Very truly yours,


GREGORY KLOEPPEL
Chief Legal Counsel

FRATERNAL ORDER OF POLICE
Notice to re-open negotiations,
contract expiration June 2024

Early conversations have been
positive and we maintain an
open dialogue.

<i>2023 Step Plan</i>			
		Increment	
Year	Officers	Officers	Officers
Step A	\$58,500		
Step B	\$59,963	\$1,463	2.50%
Step C	\$61,462	\$1,499	2.50%
Step D	\$62,998	\$1,537	2.50%
Step E	\$64,573	\$1,575	2.50%
Step F	\$66,187	\$1,614	2.50%
Step G	\$67,842	\$1,655	2.50%
Step H	\$69,538	\$1,696	2.50%
Step I	\$71,277	\$1,738	2.50%
Step J	\$73,058	\$1,782	2.50%
Step K	\$74,885	\$1,826	2.50%
Step L	\$76,757	\$1,826	2.50%
Step M/3	\$77,397	\$640	0.83%
Step M 2/3	\$78,036	\$640	0.83%

13 STEPS \$59,963 - \$78,036



Berkeley Police is Now Hiring
Exciting • Rewarding
\$68,750 starting pay

includes salary for 15 paid holidays

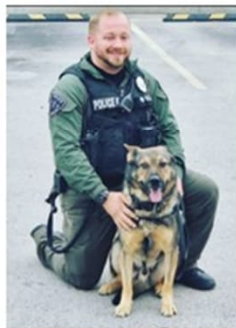
Plus you can earn an additional

\$3,000 incentive added if you own a home in Berkeley
Or \$1,500 additional if you rent a home in Berkeley

- 12 hour shifts - 3 day weekends every other weekend
- New state-of-the art police headquarters
- New and constantly updated police fleet
- All uniforms and equipment supplied by department
- Participation on Major Case Squad
- Berkeley is a large city with both I-70 and I-170
- Home to Boeing and many other large corporations
- We have the most solid tax base in north county
- We have our own dispatch at the police station
- We have a state-of-the art jail and booking area



Active member of the
Major Case Squad



K-9 Unit

**\$68,500 pay to start, with
annual increases in a 10 step
increase program. Patrol
Officers top out at \$90,750 in
step 10.**

Berkley Officers
\$68,750 - \$90,750
15 paid holidays
LAGERS
incentive pay
Current



Florissant Police Dept

June 1 at 8:00 AM · 🌐

...

We are hiring new and experienced police officers!

TOP OUT PAY FOR PATROLMEN AT *\$88,429!

Every other weekend off, *11 paid holiday's, lateral entry for experienced officers, and more...

Qualified applicants can be sponsored in the academy if the training is needed.

Great equipment and facilities.

You can apply at Florissantmo.com



Florissant Officers
\$63,086 - \$88,429
LAGERS
11 paid holidays
Current



Maryland Heights Police Department

5d · 🌐

...

NEW PAY SCALE!

Are you looking for a change? Looking to join a team of professionals? Then join the Maryland Heights Police Department.

We are looking for individuals with excellent problem-solving abilities, strong interpersonal skills, and a desire to be a positive impact on your community. ... [See more](#)



Maryland Heigths
\$65,620 - \$88,822
LAGERS
Current

Now Hiring



Starting Salary
\$69,503

Year 1 \$73,847 Year 2 \$78,191
Year 3 \$82,535 Year 4 \$86,879

Requirements



Ladue Officers
\$69,503
\$86,879 in year 4
Defined Benefit
Current

JOIN OUR TEAM



TOWN AND COUNTRY POLICE DEPARTMENT

- Salary
 - Ten step salary scale
 - Top Officer salary \$87,678
- Benefits
 - 12 hour shifts
 - Every other weekend off
 - Health, vision, and dental

Town & Country
Top pay \$87,678
LAGERS
12 holidays
Current



Clayton Missouri Police Department

March 16 · 🌐

...

🔥 NOW HIRING!!! 🔥

Are you ready for strong community support & the opportunity to build lasting & impactful relationships? The Clayton Police Department is seeking motivated individuals to join our team of dedicated law enforcement professionals.

This opening is for an immediate full-time position! 🚗

- 🔗 The CPD conducts a fast-paced & efficient selection process with remote online testing.
- 🔗 Oral Review Board & Chief's Interviews are held on the same day.
- 🔗 Starting salary for new Clayton officers is \$68,223 + with officers reaching top salary within 7 years!

Through professional, caring, & innovative services, the Clayton Police Department strives to provide a safe & secure environment for all who live, work or play in the City of Clayton.

Are you ready to join us? Apply now: <https://claytonmo.applicantpro.com/jobs/2793447.html>

WE'RE HIRING!



Clayton Officers
 \$68,223
 Defined Benefit
 Current

MAPLEWOOD POLICE



Maplewood Police Department

Now Hiring:

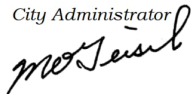
Maplewood
 \$62,290 - \$85,952
 Topy out six years
 LAGERS
 Current

LABOR FORCE

STREET & PARK MAINTENANCE WORKERS

- NOT PERFORMING PREVENTIVE AND/OR ROUTINE MAINTENANCE
- DELAYED OR DEFERRED REPAIRS
 - INEFFICIENT AND INCREASE COSTS
 - PARTIAL DEPTH CONCRETE REPAIRS
 - ASPHALT PATCHING
 - INDIVIDUAL SLAB REPAIRS
 - CRACK SEALING
- IMPACTS EMERGENCY RESPONSE

EMPLOYEE BENEFITS AND PRACTICES - GENERAL

Mike Geisel
City Administrator




690 Chesterfield Pkwy W
Chesterfield MO 63017
Phone 636-537-4711
Fax 636-537-4798

OFFICE OF THE CITY ADMINISTRATOR

TO: Mayor & City Council (F&A Committee 6/27/2023)
Date: June 20th, 2023
RE: Employee Policies and Practices - Recommendations

This communication is intended to describe a set of recommended employee policies and practices to enhance the City's ability to recruit and retain employees. These policies/practices are not intended to represent a comprehensive set of policies, but are to be considered a series of incremental enhancements that our executive staff believe will serve to make the City of Chesterfield more competitive in the current labor market. The need to consider competitive employee policies was described in the City's adopted strategic plan goal #1, which instructs Staff to bring employee centric policies to City Council for implementation. Prior to adoption of the Strategic Plan, City Council discussed the need to address employee policies and practices at their meeting on June 20, 2022. Equally, if not more important, it should be clearly stated and understood **that the quality of City facilities and services is directly related to the City's ability to attract and retain employees. In specific cases, the City's inability to recruit and retain employees has led to significant degradation of City infrastructure and precariously limits our ability to respond to routine emergencies. The City's inability to provide routine and preventive maintenance is proving costly and ineffective.**

Like many employers, the City of Chesterfield is struggling to attract and retain employees. There are a multitude of causes, some of which are specific to individual labor segments, while others apply universally. The proposed set of recommendations have been derived by extensive collaboration across all departments. Each of the individual recommendations are a result of an extended review, development, and with specific objectives. For the purposes of this communication, I will not go into depth as to process, considerations, and multiple iterations of each recommendation, but offer the proposals as a product of the Executive Staff's collective input. If approved by Council, the implementation of the

Employee Benefits
June 21, 2023
Page 2

enhancements will be managed administratively and incorporated into our personnel documentation.

The recommended policy changes will be detailed separately, but are generally described as follows:

Re-classification of Employee "Trades" positions

- o The City is in an extremely precarious situation. We find ourselves non-competitive and unable to recruit or retain candidates for these positions, even those who may lack the minimum experience and skills normally required. Further, due to a lack of staffing, we are unable to perform routine preventive maintenance, resulting in accelerated deterioration of the infrastructure. Instead of cost-effective repair, deferring routine maintenance results in accelerated rates of degradation and exponentially more costly replacement. As if this was not alarming enough, we find ourselves unable to respond to any significant emergency, including severe weather. We cannot even staff a full snow removal response.

Policies/practices apply to all non-represented employees:

- o Reduce employee probationary period from one-year to six months
- o Implement a parental leave program
- o Implement an employee referral program

Program and benefit related investigations

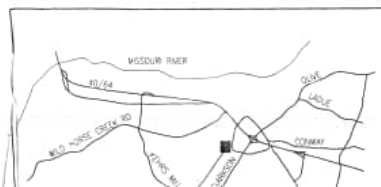
- o Authorize and fund a current actuarial evaluation from LAGERS, in order to be able to provide employees accurate descriptions, analysis, and comparison of the comparable costs and benefits versus the City's current defined contribution plan.
- o Authorize a staff management committee to review and develop recommendations for City Council relative to:
 - i. The City's salary administration plan.
 - ii. Review the City's health insurance premium distribution and employee premium tiers.
 - a) City contribution versus Employee Contribution

CHESTERFIELD CENTRAL CITY PARK
CITY OF CHESTERFIELD, MISSOURI
95-PW09-D

3212-06
3/15/17
10/17

”COST REDUCTION SUPPLEMENT”

LOCATION MAP



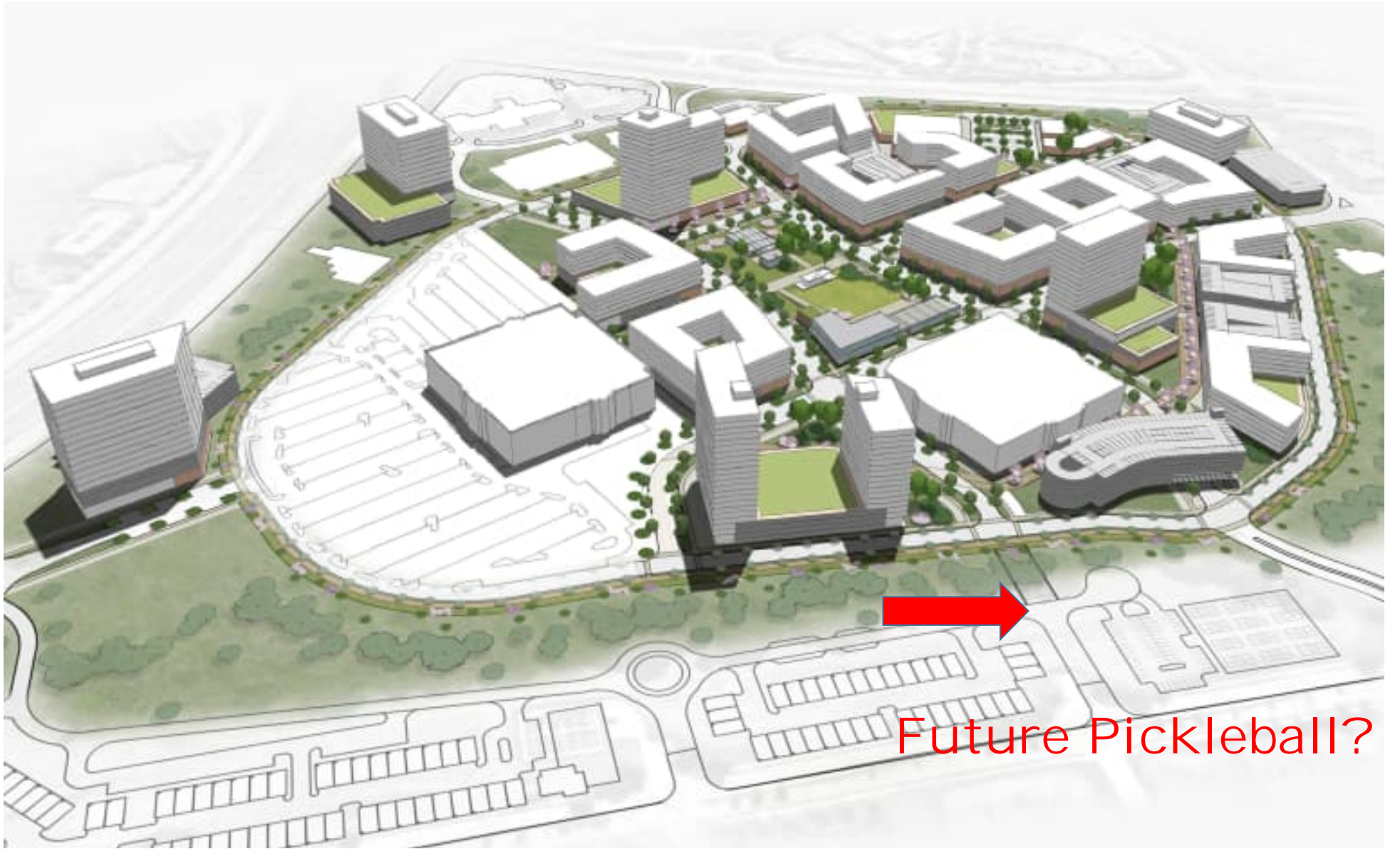
Chesterfield Aquatic Center – 1995

INDEX OF DRAWINGS

SHEET	TITLE
G.1	Cover Sheet/Index to Drawings/Location Map
C1.1	Layout Plan
C1.3	Grading and Erosion Control Plan
C1.4	Site Utility Plan
C1.5	Off-Site Utility Plan
C2.1	Pipe Profiles
L1.1	Planting Plan
SP0.0	Pool Plan

COMPROMISES

INCREMENTAL ADDITIONS



Future Pickleball?

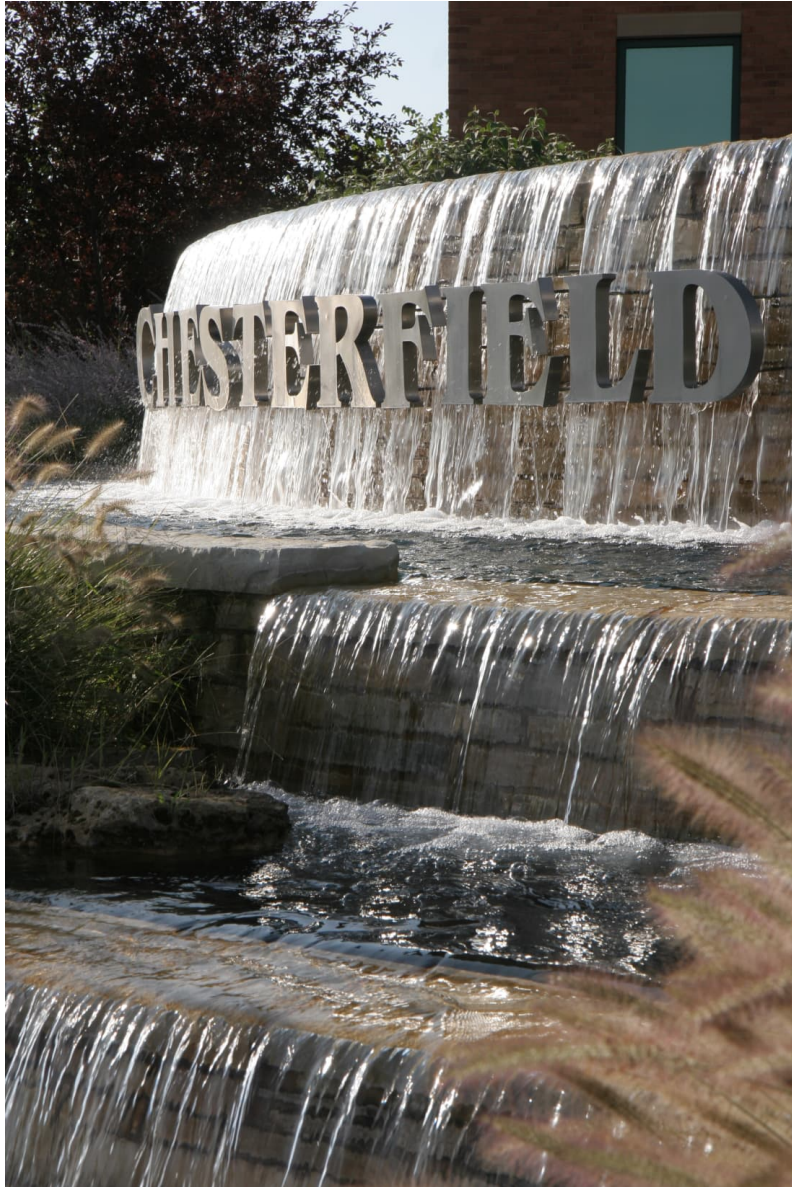


Central Park Playground
good for another 20 years?

RE-INVESTMENT

- CVAC
- AMPHITHEATER

- SPECIAL BUSINESS DISTRICT
- TAX INCREMENT FINANCING
- GROWTH
- LONG ROAD INTERCHANGE



Questions and Discussion

