

Executive Summary

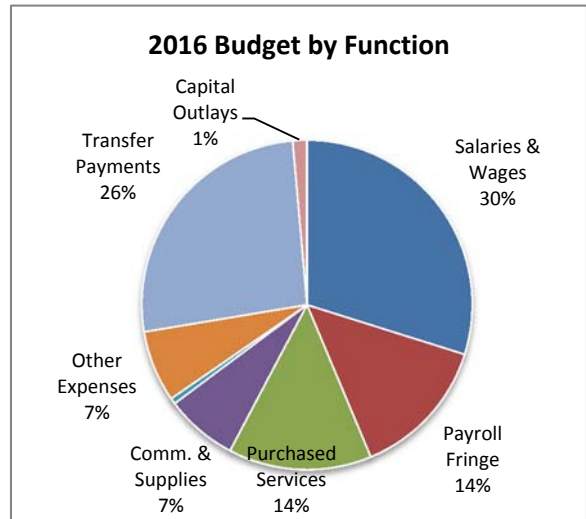
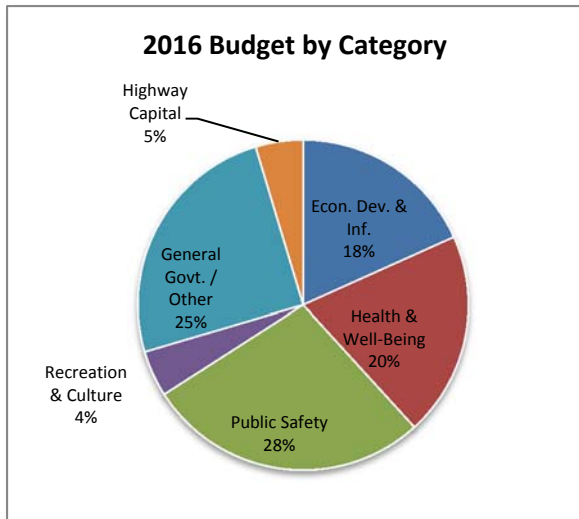
The 2016 budget for all funds is \$679,698,961, an increase of \$20.4 million or 3.1%¹. This budget funds all operating departments of the county, highway capital projects, the Spirit of St. Louis Airport, and debt service obligations. This budget does not include grant funds or trust and agency funds which are budgeted when received.

The charts below illustrate the distribution of the budget by fund type and expenditure category. The budget is dominated by the general funds which account for over 60% of the total and are the main operating funds of county government. Salary and fringe costs make up nearly half of all appropriations.

budgets for these funds can be found later in this summary.

➤ **REVENUES**

An analysis of revenues in the operating funds demonstrates that since the late 2000's recession, revenues have been growing at a steady rate (1.9% average annual growth 2010-2016). This growth was led by sales tax which grew an average of 4.6% per year due to the economic recovery and the creation of two new taxes (Parks "Prop P" and Emergency Communications). The County also began to receive revenue from the River City Casino in 2010, which provides over \$10 million per year in admission and gaming gross receipts taxes.



OPERATING BUDGET

The operating budget supports most county departments and programs and consists of the general funds, special revenue funds, Debt Service Fund, and the Spirit of St. Louis Airport Enterprise Fund. The 2016 budget for these funds totals \$560,155,211, an increase of \$43.3 million or 8.4%. Detailed information on the

Finally, increased permit fees instituted in 2012 are the key contributor to a 6.2% average annual growth in license and permit fees. Other revenues have grown at a slower rate, such as property tax (0.5% per year) and charges for services (0.3% per year).

In 2016, revenues in the operating funds are projected to decrease by \$5.5 million or 1.1% compared to the 2015 estimate. This occurs

¹ Budget changes in this chapter compare the 2016 adopted budget with the 2015 adjusted budget (\$659,318,398)

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due lower aviation fuel prices at the Spirit of St. Louis Airport, and is partially offset by growth in sales tax revenues. Property tax revenue is projected to remain flat.

➤ EXPENDITURES

The second part of the graph (below) is the history of expenditures in the operating funds. Although each fund has its own unique financial position (see Table I document for each fund), overall expenditures have typically fallen within revenues in recent years with the exception of 2014 when the Children's Service Fund spent \$65 million more than it had in 2013 due to the inception of a 2-year grant funding cycle.

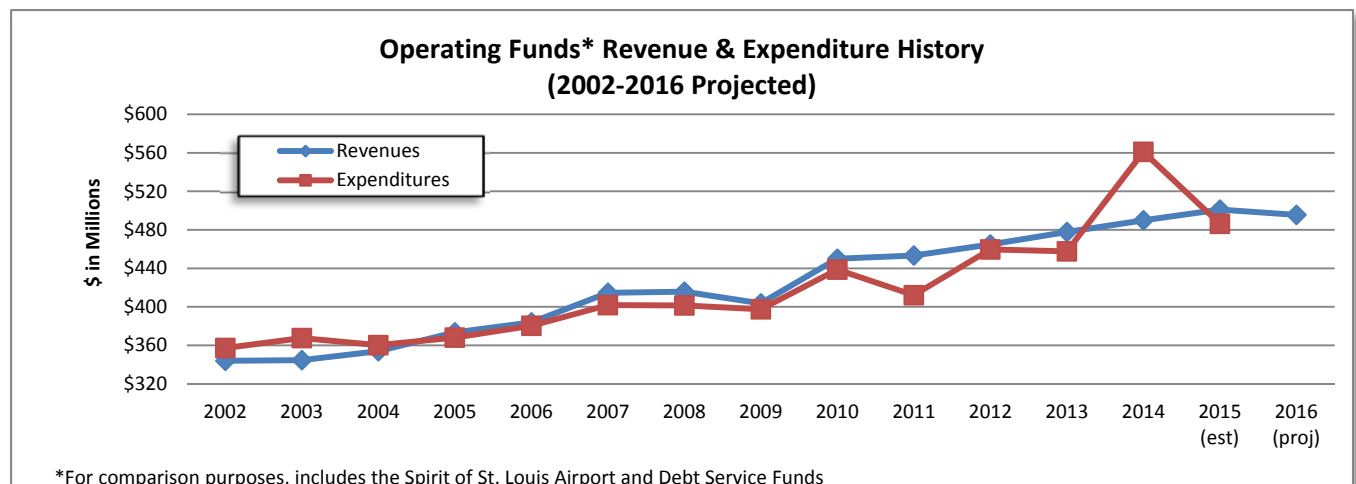
The budget in the operating funds has been redefined in the post-recession economy. During the recession years and into the beginning of the recovery (2009-2012), salaries were frozen due to lack of available funding. At the same time, capital needs such as equipment replacement and facilities maintenance were deferred.

In 2012, the County took additional steps to reduce costs by implementing service reductions, including the elimination of 13 positions in Public Works - Code Enforcement, 52 positions in Parks, and 26 positions in other departments. The reductions made in 2012 and prior years moved the county's budget toward a structural balance.

In 2013, employee pay increases were reinstated, structured as flat rate, across-the-board increases. This continued through 2015, with commissioned police officers and supervisors receiving an enhanced increase in that year. The County also began to restore investments in infrastructure and targeted program services. These included deferred capital equipment, facility and road maintenance, job creation initiatives, and human services programs.

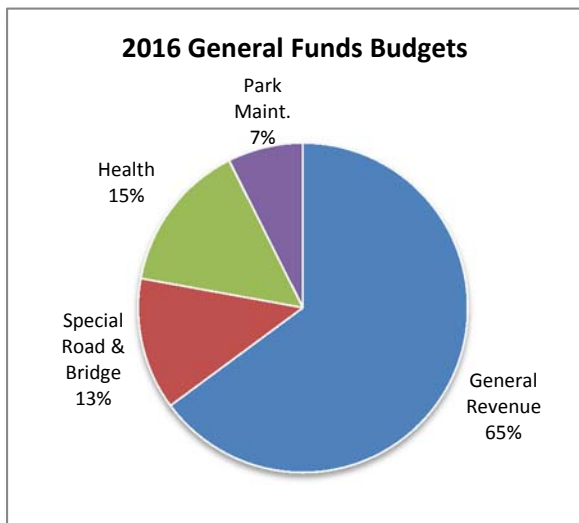
In 2016, the budget funds the continuation of existing services and limited capital needs, however it does not include funding for a pay increase for employees. Major changes/highlights in the budget include:

- \$4.0 million in additional funding for the retirement plans to meet the estimated actuarial required contribution. The total estimated contribution to the plans in 2016 is \$44 million;
- A \$1.7 million increase to fund projected employee health care costs (total budget of \$32.0 million);
- An increase of \$2.4 million to fund elections costs (2016 is a Presidential election year);
- \$1.9 million in additional debt service costs;



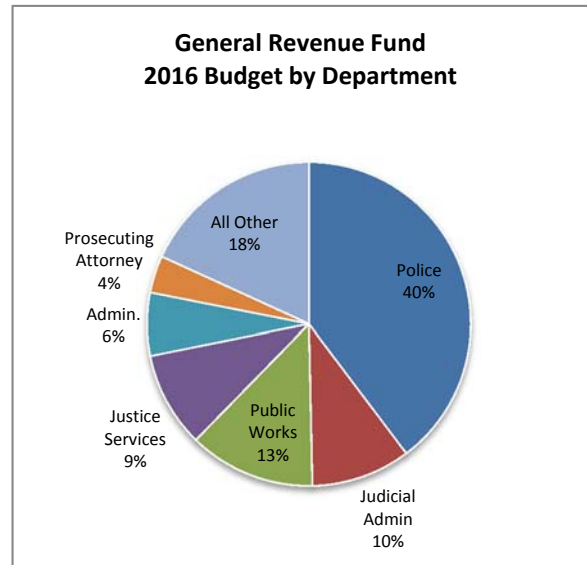
- \$35.0 million in additional appropriations for the Children’s Service Fund (2016 is the first of a two-year funding cycle); and
- \$200,000 to fund the Police Department’s chapter of the National Police Athletic League, which serves children by providing a safe and interactive environment for youth and police to build lasting relationships.

GENERAL FUNDS



The general funds include the General Revenue Fund, Special Road and Bridge Fund, Health Fund, and Park Maintenance Fund. These funds receive the majority of their revenue from property and sales taxes and are the main operating funds of county government. The 2016 budget for the general funds is \$414,859,574, an increase of \$14.1 million or 3.5%.

- **GENERAL REVENUE FUND (1010)**
The General Revenue Fund supports most county departments and programs that administer the general functions of county government.



These functions can broadly be divided into seven categories: general government; elections; administration; public works; revenue; human services; and public safety.

Public safety includes the departments of Police, Municipal Court, Judicial Administration, Justice Services, and Prosecuting Attorney.

The General Government category includes the County Council, County Executive, Public Administrator, County Counselor, Planning, Garage Operations, and Miscellaneous Offices.

The County Emergency Fund is part of the General Revenue Fund, but is not included in any of the above programs.

The 2016 budget for the General Revenue Fund is \$269,108,623, an increase of \$6.4 million or 2.4%. By department, the budget is distributed as detailed in the table below.

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GENERAL REVENUE FUND DEPARTMENT BUDGET COMPARISON				
(\$ in thousands)				
Department/Office	2015	2016		
	Adjusted Budget	Recommended Budget	\$ Change	% Change
County Council	\$ 1,976.7	\$ 1,967.9	\$ (8.8)	-0.4%
County Municipal Courts	1,796.7	2,011.0	214.3	11.9%
Elections	5,757.2	8,348.2	2,591.0	45.0%
Public Administrator	890.6	894.5	3.8	0.4%
Judicial Administration	26,110.8	26,722.8	612.0	2.3%
Prosecuting Attorney	9,637.9	10,026.3	388.3	4.0%
County Executive	1,525.8	1,536.4	10.6	0.7%
County Counselor	3,304.3	3,298.0	(6.3)	-0.2%
Miscellaneous Offices	6,176.2	6,189.7	13.5	0.2%
Administration	16,938.3	16,856.5	(81.8)	-0.5%
Police	105,825.4	106,906.4	1,081.0	1.0%
Planning	1,655.4	1,900.5	245.1	14.8%
Public Works	34,111.4	34,028.7	(82.8)	-0.2%
Revenue	6,686.9	6,910.7	223.8	3.3%
Justice Services	25,052.3	25,652.6	600.4	2.4%
Garage Operations	953.6	971.0	17.4	1.8%
Human Services	8,391.5	8,489.3	97.8	1.2%
Emergency Fund	5,956.6	6,398.0	441.4	7.4%
TOTAL	\$ 262,747.6	\$ 269,108.6	\$ 6,361.0	2.4%

Highlights of the 2016 General Revenue Fund budget include:

- **Salary and Wages**

The salary and wages category increases \$3.7 million or 2.8% despite the lack of a pay increase budgeted in 2016 and a reduction of 23 budget positions (11.40 FTEs). The majority of this change is due to the annualization of the enhanced pay increase provided to commissioned police officers in 2015 which was not budgeted.

- **Employee Benefits**

The budget for fringe benefits increases \$3.2 million or 5.3%. This increase is due to increased retirement costs (\$2.3 million), and higher costs of providing employee health insurance (\$1.1 million).

- **Purchased Services**

The purchased services category decreases \$1.2 million or 3.8% due to the elimination of funding for one-time costs budgeted in 2015. This reduction is partially offset by increases in postage and vehicle maintenance/repair costs.

- **Commodities and Supplies**

The commodities and supplies category decreases \$196,171 or 2.0%. This reduction is mainly due to the elimination of funding for one-time office furniture and equipment purchases made by the Police Department during 2015.



SCHEDULE OF POSITION CHANGES - GENERAL REVENUE FUND

Department	2015 Adj. Budget		2016 Recomm Budget		Change		Notes
	Positions	FTE	Positions	FTE	Positions	FTE	
County Council	26	25.75	26	25.75	-	-	
County Municipal Court	26	27.00	26	27.00	-	-	
Board of Elections	96	80.44	90	82.88	(6)	2.44	Additional Assistant Director position (1) and Election Clerks (2). Reduced Special Election Clerks (8); Transferred IT manager to Administration
Public Administrator	9	9.00	9	9.00	-	-	
Judicial Administration	369	335.70	367	334.89	(2)	(0.81)	Eliminated intermittent IT manager position and one part-time law clerk position
Prosecuting Attorney	106	107.50	108	109.50	2	2.00	New Attorney I and System Support Analyst position
County Executive	13	12.68	13	12.68	-	-	
County Counselor	31	31.00	31	31.00	-	-	
Miscellaneous Offices	6	6.00	6	6.00	-	-	
Department of Administration	147	127.93	145	125.87	(2)	(2.06)	Eliminate intermittent Accountant II and Secretary position
County Police	1,108	1,082.09	1,102	1,080.74	(6)	(1.35)	Vacant dispatcher positions.
Department of Planning	21	20.06	21	20.06	-	-	
Department of Public Works	270	261.90	270	261.90	-	-	
Department of Revenue	98	79.27	96	77.97	(2)	(1.30)	Intermittent Office Supervisor eliminated; Office Service Specialist not funded
Department of Justice Services	350	340.27	349	339.93	(1)	(0.34)	Vacant, part-time Office Service Representative not funded
Garage Operations	6	6.90	6	6.90	-	-	
Department of Human Services	166	142.36	162	134.38	(4)	(7.98)	Eliminated case manager, cook, office manager, and residential services director in Women & Children Services.
TOTAL	2,848	2,695.85	2,827	2,686.45	(21)	(9.40)	

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- **Personal Allowances**
The personal allowance category decreases by \$67,148 or 2.1%. This decrease is due to lower request for employee travel and training.
- **Other Expenses**
The other expenses category increases by \$326,207 or 2.1%. This change is due to an additional \$441,351 required to be set aside in the Emergency Fund appropriation and an additional \$270,365 in required debt service payments. These increases are partially offset by a \$357,848 decrease in insurance costs.
- **Transfer Payments**
The transfer payments category increases by \$2.3 million or 30.3% to fund elections during 2016, a Presidential election year.
- **Capital Outlays**
The capital outlay category decreases by \$1.5 million or 36.6% due to the elimination of funding for one-time purchases made by the Police department.
- **Expenditure Transfer & Reimbursement**
Expenditure transfers and reimbursements received by the General Revenue Fund increase by \$261,213 or 4.8% in 2016. This is due to additional IT services budgeted by departments (which is then transferred to the Department of Administration budget), and additional grant reimbursements budgeted by the Department of Human Services.

General Revenue Fund Department Summaries

County Council

The St. Louis County Council is the elected legislative body of the County and exercises all powers set forth in Article II of the St. Louis County Charter, as well as all other powers set out in laws related to county commissions not superseded by the charter. The Council consists

of seven council members representing seven geographic council districts.

The department provides administrative services to the Council; maintains various permanent records of the County and provides requested public information and documents to other county departments and the public; receives and takes appropriate action on various petitions as prescribed by law; produces a video of each council meeting for replay on public access cable television; produces and posts notice of all council meetings and hearings as prescribed by law; maintains a web site with information regarding each council district and member; administers the oath of office for new or renewal notary public commissions and to various board and commission appointees as prescribed by law; provides an independent internal audit function of county operations; and provides a telephone hotline and internet feedback page for citizens to report concerns of improper and/or illegal behavior.

The 2016 budget of \$1,967,889 is a decrease of \$8,766 or 0.4%. This decrease is due to the turnover of staff within the office.



St. Louis County Council

County Municipal Court

The Municipal Court seeks to provide efficient court-related customer service to the citizens of St. Louis County and assist those citizens in their efforts to resolve violations resulting from the adjudication of court cases filed.



The Court is focused on increasing timeliness and accuracy of information provided to the public and other government agencies as well as continuing the expansion of case processing activities to include comprehensive use of information technology.

The 2016 budget for the Municipal Court is \$2,010,985, an increase of \$214,327 or 11.9%. This increase is due to salary and fringe benefit costs and replacement of the Court's recording system.

Board of Election Commissioners

The Board of Election Commissioners is responsible for the registration of all qualified voters of primary, general and special elections. The



Board is also responsible for receiving and certifying the candidates and issues to be voted upon and it appoints election judges, clerks and deputy election commissioners to serve at elections. The Board designates and contracts for appropriate polling place locations, maintains accurate township and precinct boundary lines and keeps a complete, updated list of all qualified voters in the county and various political subdivisions.

The Board serves as a depository for all campaign finance information required by the Missouri Campaign Finance Disclosure Law, prepares all publications of elections for political subdivisions and provides all necessary services and functions within the purview of Missouri election laws. The Board is responsible for conducting elections on six major election dates a year and other dates, when allowed by law. The Board is also required to verify signatures on all petitions submitted or required by law.

The 2016 budget for the board is \$8,348,241, an increase of \$2.6 million or 45.0%. This increase is due to \$2.4 million to fund state and county elections scheduled for 2016 (Presidential primary, County primary and general election).

Public Administrator

The Office of the Public Administrator is established by state law which provides that the public administrator take into his/her charge and custody the estates of all deceased persons, the estates of minors and the estates and/or person of incapacitated and disabled persons in the County as indicated by law and procedures.

The 2016 budget for the Office of the Public Administrator is \$894,455, an increase of \$3,845 or 0.4%. This increase is due higher costs for employee fringe benefits.

Judicial Administration

The mission of the Department of Judicial Administration is to resolve disputes, try cases, administer justice in a timely and fair fashion, and effectively comply with all statutes, ordinances, and regulations. The department is comprised of the Court en Banc, Circuit Clerk, Sheriff, Family Court, and Law Library. Funding, other than salaries and benefits for judges and Circuit Clerk personnel and costs of the Law Library, is provided by the County as mandated by state law.

The 2016 budget for the Department of Judicial Administration is \$26,722,801, an increase of \$611,953 or 2.3%. This increase is due to higher fringe benefit costs.

Prosecuting Attorney

The Prosecuting Attorney represents the citizens of St. Louis County by fairly and effectively prosecuting cases of alleged violations, by promoting public safety, and by

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advocating and protecting the rights of victims.

The 2016 budget for the Prosecuting Attorney's Office is \$10,026,263, an increase of \$388,342 or 4.0%. This increase is due to fringe benefit increases and the addition of one attorney and one information technology position to address the operational needs of the office.

County Executive

The County Executive is the chief executive officer with all executive powers of the County vested in his office. Article III of the St. Louis County Charter outlines the duties and responsibilities of the executive. Beginning in 2015, the Budget Office and the Office of Strategy and Innovation report to the County Executive's Office, however their funding remains within their former departments (Administration and Planning, respectively).

The 2016 budget for the office is \$1,536,419, an increase of \$10,632 or 0.7%. This increase is due to higher fringe benefit costs.

County Counselor

The office of the County Counselor conducts all the civil law business of the County, assisting county government in carrying out its policies and operations in an efficient and legally appropriate manner by providing advice and counsel to the various departments and ensuring that all federal, state, and local laws are met, all to promote the health, safety, and welfare of the community.

The 2016 budget for the office is \$3,298,036, a decrease of \$6,303 or 0.2%. This decrease is due to staff turnover in 2015.

Miscellaneous Offices

Miscellaneous Offices includes budgets for the University of Missouri Extension Center, Special Projects, Fire Standards Commission, Boundary Commission, and the St. Louis Economic

Development Partnership.

The University of Missouri Extension Center (\$235,709) provides office space, clerical, administrative and program support for all University Outreach and Extension activities conducted in St. Louis County. The center provides university resources, educational materials and expertise in ten major program categories: Business and Industry, Community and Economic Development; Continuing Professional Development; Family Resource Development; Nutrition Programs; 4-H Youth Programs; Horticulture; Housing and Environmental Impact; Labor Education; and Urban Youth and Family Issues.

The Special Projects budget (\$1,085,789) includes funding to support the county's interest in various agencies, organizations, and services as well as debt service for outstanding Hazelwood Commerce Center Road Improvement Bonds (Series 2009B) and a portion of the debt service for outstanding Residential Energy Efficiency Loan Program Bonds (Series 2011 A/B) and 2015 Capital Project Bonds (Series 2015 C/D).

The Fire Standards Commission (\$183,373) was established in the County Charter to provide minimum training and educational standards for firefighters. The commission also issues regulations for any person performing the duties of a firefighter for any municipality, fire protection district or other public agency in St. Louis County.

The St. Louis County Boundary Commission (\$175,627) is an independent commission established by state law to review proposed changes in boundaries. St. Louis County must pay reasonable costs of operation including professional staff, clerical support, legal services, and the basic office expenses of space rental, utilities and supplies.

The St. Louis Economic Development



Partnership (\$3,936,700) is the lead economic development partner for St. Louis County and St. Louis City. The Partnership's broad range of services includes business retention/expansion, international trade support, small business resources, business finance, and real estate and community development. Also appropriated in the Economic Development Partnership section of the budget is debt service (\$568,545) for Business Incubator Project Bonds (Series 2010 C/D).

The 2016 budget for all Miscellaneous Offices is \$6,189,743, an increase of \$13,500 or 0.2%.

Administration

The Department of Administration seeks to promote the vision and values of St. Louis County government by facilitating the effective delivery of services, and providing leadership and support to county departments while insuring prudent use of resources for the constituents of the county. The department provides administrative services to all St. Louis County offices and departments as well as the general public.

These services include the management of: accounts payable; accounts receivable; payroll; capital assets inventory; procurement; telecommunication; information technology; risk and insurance; safety; human resources; employee benefits; retirement plan administration; investments; sales tax administration; banking relationships; centralized cashiering; records retention; imaging services; mail and courier services; central receiving; the county's integrated financial, procurement and human resource system (CAPS); front desk and telephone support for the main county information telephone line (615-5000); and publishing employee newsletters. The department also prepares and publishes the annual financial reports.

Providing assistance and guidance in the administrative process are the Civil Service Commission, Retirement Board of Trustees, Fund Investment Advisory Committee, and the Employee Benefits Advisory Committee.

The 2016 budget for the department is \$16,856,529, a decrease of \$81,780 or 0.5%.

Police

The mission of the St. Louis County Police Department is to work cooperatively with the public, and within the framework of the Constitution to enforce the laws, preserve the peace, reduce fear and provide a safe environment in our neighborhoods.



The department provides law enforcement services to the citizens of unincorporated St. Louis County and to contracted municipalities. This includes responding to 911 calls, deterring crime through visible patrol services, and investigating crimes. In addition, the Police Department provides countywide law enforcement services such as Tactical Operations, Metro Air Support, Police Crime Laboratory services, and Crime Scene/Investigative services for serious crimes against persons and property.

The strategic priorities of the department include: enhancing community relationships and community engagement efforts; strengthening department operations to further the mission; strengthening the department's role as the regional's leader in personnel development; expanding the recruitment and selection process to meet the demands of 21st century policing; and striving to provide the

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best law enforcement infrastructure assets for the St. Louis region.

The 2016 budget for the department is \$106,906,445, an increase of \$1,081,031 or 1.0%. The majority of this increase is due to annualization of the enhanced pay increase for commissioned officers approved but not budgeted in 2015 as well as fringe benefit changes. These increases are partially offset by the removal of several one-time costs funded in 2015. The budget also includes \$200,000 to fund two positions and related costs to staff the department's chapter of the National Police Athletic League. The league serves children by providing a safe and interactive environment for youth and police to build lasting relationships.

Planning

The mission of the Department of Planning is to foster healthy communities by guiding development and reinvestment, developing long-range plans, promoting citizen engagement and using data and information technology to guide public policy.

The department administers zoning and subdivision ordinances for unincorporated areas, monitors annexations and boundary changes, provides data analysis, coordinates transportation policy, and administers federal grant programs.

The 2016 budget for the Department of Planning is \$1,900,526, an increase of \$245,147 or 14.8%. This increase is due to salary and fringe benefit costs.

Transportation & Public Works

Note: The Public Works' and Garage Operations portions of the department's budget are funded in the General Revenue Fund. See the Special Road and Bridge Fund section for information about transportation functions.

The mission of the Department of Transportation and Public Works is to promote the health, safety and well-being of St. Louis County residents by: providing an exceptional transportation system that supports multi-modes and promotes regional growth and opportunity; enforcing internationally accepted building and property maintenance codes reasonably and judiciously; and promoting growth and stability through responsive neighborhood services.

Staff within the Public Works divisions enforce codes for residential and commercial construction, property maintenance, re-occupancy, mechanical periodics, land disturbance and zoning in unincorporated St. Louis County and under contract for 82 of the county's 90 municipalities. Through plan review, permit issuance and inspections, department staff play a vital role in ensuring that proper electrical, plumbing, mechanical and general construction practices are followed for both new construction and existing residential and commercial structures.

Code Enforcement staff issue approximately 50,500 construction permits every year. They perform approximately 16,500 plan reviews and approximately 135,000 construction inspections annually to ensure code compliance. Through its enforcement of property maintenance codes and St. Louis County's re-occupancy inspection program, Neighborhood Services staff work daily to keep neighborhoods' property values stable and homes safe to occupy. Neighborhood Services staff manage the County's Sewer Lateral Repair and Water Service Line programs which have dramatically reduce homeowner costs to repair broken sewer and water systems. Neighborhood Services staff also manage St. Louis County's Waste District Program, under which more than 82,000 households in unincorporated St. Louis County receive affordable and reliable recycling and trash removal service. Facilities Management staff maintain 81 County-owned



or leased facilities (including radio towers) in Clayton and throughout St. Louis County. Finally, staff maintain and operate two County-owned parking garages.



Construction of the new County Courts Building

The 2016 General Revenue Fund budget for the Department of Transportation and Public Works (excluding garage operations, discussed below) is \$34,028,664, a decrease of \$82,759 or 0.2%. The budget decreases due to the elimination of one-time costs despite an increase in fringe benefit costs. This budget does not include funding for \$5.5 million in facilities maintenance costs identified by the department.

The 2016 budget for Garage Operations, excluding the expenditure reimbursement account, is \$2,528,234, an increase of \$45,154 or 1.8%. This increase is due to fringe benefit costs and additional funds budgeted for repair and maintenance of County garages. The net budget for this office (after accounting for \$1.6 million in reimbursements from other departments) is an increase of \$17,434 or 1.8%. Garage operations will take in additional parking reimbursement with Family Court staff scheduled to move into the garage in the 4th quarter of 2016.

Revenue

The mission of the Department of Revenue is to effectively and efficiently administer the

county’s tax collection, document recording, and liquor and amusement licensing functions. To support its mission, the department strives to exhibit the highest level of integrity in meetings its statutory obligations, operate in an efficient manner, provide the highest level of customer service possible to residents and taxpayers, and be recognized throughout the state as an example of exemplary county administration.

The 2016 budget for the Department of Revenue is \$6,910,686, an increase of \$233,787 or 3.3%. This increase occurs as the budget adjusts to staffing changes instituted during 2015 and increased fringe benefit costs.

Justice Services

The mission of the Department of Justice Services is to serve and protect the community by providing custody, supervision and guidance to those persons who, by state statute and county ordinance, are mandated to county jurisdiction.

The department provides:

- An environment which encourages and provides resources for each inmate to better themselves physically, vocationally, socially, and academically while incarcerated;
- Educational, vocational, recreational, and religious programs;
- Constructive supervision and leadership to develop staff; and
 - Opportunities for inmates to improve their behavior and lifestyle before returning to the community.

The 2016 budget for the Department of Justice Services is \$25,652,641, an increase of \$600,389 or 2.4%. This increase is due to higher fringe benefit costs and the replacement of capital equipment.



Buzz Westfall Justice Center

Human Services

The Department of Human Services is committed to providing the support, services, and resources that help individuals of all ages live safely, productively, and independently. The department provides employment services, a residential treatment center for youth, a domestic violence shelter for abused women and their children, as well as provides services for homeless individuals, youth, older residents, and veterans.

The 2016 budget for the Department of Human Services is \$8,489,297, an increase of \$97,841 or 1.2%. This increase is due to higher fringe benefit costs in 2016.

Emergency Fund

The Emergency Fund is a statutorily-required appropriation in an amount not less than 3% of total estimated general income. The County Council may, by resolution at any time upon the recommendation of the County Executive, make transfers from the emergency fund to any other account within the General Revenue Fund. Transfers may only be made for unforeseen emergencies and upon unanimous vote of the County Council. The 2016 appropriation for the Emergency Fund is \$6,397,970.

➤ SPECIAL ROAD & BRIDGE FUND (1020) Department of Transportation & Public Works

Note: The Public Works' and Garage Operations portions of the department's budget are funded in the General Revenue Fund (see above).

The mission of the Department of Transportation & Public Works is to promote the health, safety and well-being of St. Louis County residents by: providing an exceptional transportation system that supports multi-modes and promotes regional growth and opportunity; enforcing internationally accepted building and property maintenance codes reasonably and judiciously; and promoting growth and stability through responsive neighborhood services.

The Special Road and Bridge Fund budget includes the operations, maintenance and construction costs for the county road and bridge system in unincorporated St. Louis County and designated arterial roads throughout St. Louis County. The department's 2016 budget of \$53,827,258 is an increase of \$4.4 million or 8.8%.



Paving operations on Hoffmeister Avenue

Highlights of the 2016 budget include:

- Overseeing approximately \$42.5 million (including carryover) in major road and bridge construction projects and existing pavement maintenance programs;



- Overseeing \$13 million in subdivision concrete replacement, \$1.7 million for county road system road rehabilitation in unincorporated St. Louis County, and \$12.2 million in major resurfacing projects on the County Road Systems;
- Increasing the Intelligent Transportation System backbone in the County through \$5.2M in contracts to allow for more coordinated traffic flow, improved fuel efficiency for commuters and greater mobility;
- Constructing approximately \$1.5 million in Americans with Disabilities Act (ADA) compliance improvements in accordance with our ADA Transition Plan;
- Continuing the construction of the new County Courts Project; and
- A \$2.7 million increase to replace capital equipment that has exceeded its useful life.

➤ **HEALTH FUND (1030)**

The Department of Public Health strives to keep St. Louis County one of the best places in the region to live, work, or visit. This is accomplished by regularly assessing the health and environment of the county and responding with sound policies that help assure the availability of high quality public health services for everyone.

Strategic priorities of the department for 2016 include:

- Implementing the department’s five-year strategic plan, focusing on six key strategic goals.
- Continuing to pursue national accreditation through the Public Health Accreditation Board to ensure that the services provided by the department meet national expectations for both quality and comprehensiveness.
- Creating an Asthma Clinic to address a major health care/public health need identified in St. Louis County.

- Developing a strong professional collaborative with academic and community based partners to focus on issues of health disparity, health equity, school based health services, alleviation of poverty, chronic disease prevention and the development of safe and prosperous communities.
- Focusing on the growing problem of childhood and adult obesity, as identified in the Health Needs Assessment.
- Enabling the department’s three health centers to ensure provision of the highest quality of clinical services to the residents of the St. Louis region.

The 2016 budget for the Department of Public Health is \$61,178,053, an increase of \$2.0 million 3.4%. The budget includes \$1.5 million for the newly created Division of Health Promotion and Public Health Research which will address all chronic disease surveillance and prevention issues as well as the integration of the department’s health promotion message.



South County Hazardous Household Waste Disposal Facility

➤ **PARK MAINTENANCE FUND (1050)**

The mission of the Department of Parks and Recreation is to provide high quality parks, facilities, and recreation services that enhance residents’ lives through responsible and effective management of resources.

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The Department of Parks and Recreation is the steward of 12,723 acres of developed and undeveloped land. This system includes 71 park sites, trails, roadways, lakes, athletic fields, buildings and other park facilities. The department provides facilities, programs and events to offer diverse recreation, sport and cultural programs for all ages and abilities. The department also provides safe park experiences by patrolling and responding to public concerns regarding trails, shelters, recreation complexes and other public areas. The department also effectively plans, designs and delivers capital improvement and renovation projects by using internal staff or by contracting with outside firms.

The 2016 budget for the department is \$30,745,640, an increase of \$1.3 million or 4.5%. Highlights of the budget include:

- Continuing to partner with Great Rivers Greenway to develop new trails within the county park system. Designs will be completed in 2015 for Cliff Cave, Lemay, Creve Coeur, and Bellefontaine Parks for new trail developments;
- Completing a master plan with the assistance of Great Rivers Greenway;
- Operating and staffing the new Pavilion at Lemay which opened in May, 2015;
- Installing four new marquee signs at recreation complexes to advertise the facilities and program offerings;
- Starting on the Design/Construction of a new fifteen field synthetic turf Soccer Park at Creve Coeur Park;
- Resurfacing multiple roadways, walkways, and parking lots throughout the park system in order to improve safety and accessibility;
- Replacing the Ice Rink at the Wayne C. Kennedy Recreation Complex.
- Repairing roofs of three buildings within the park system;
- Improving the Jarville Garden Greenhouse site, including converting the potting shed into a unisex bathroom;

- Implementing playground replacements and improvements at seven park locations.
- Continuing the hazardous tree removal program;
- Renovating the Powder Magazine Patio at Jefferson Barracks Park through a private/public partnership; and
- Completing athletic field and game court upgrades at six parks.

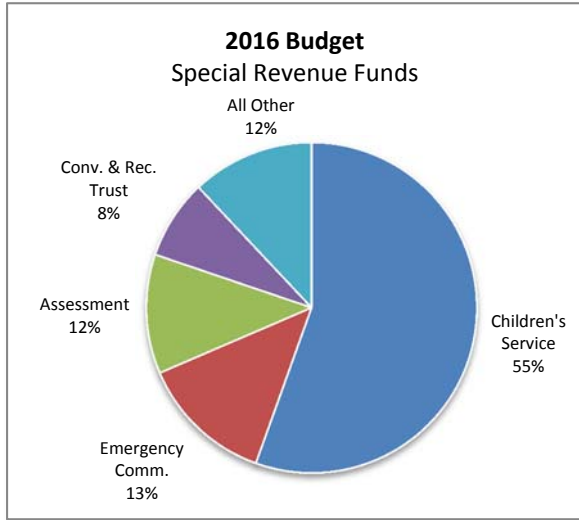


Fishing at Spanish Lake Park

SPECIAL REVENUE FUNDS

Special revenue funds are used to account for specific revenues that are legally restricted to expenditures for particular purposes. The 2016 budget for all special revenue funds is \$114,686,245, an increase of \$36.9 million or 47.4%.





➤ ASSESSMENT FUND (5570)

The Assessment Fund supports operations of the County Assessor’s Office. The Assessor is responsible for establishing a fair market value for all real and personal property within St. Louis County.

The St. Louis County Assessor's Office discovers, identifies, classifies and assesses all real and personal property within the county.

The Assessor is required by Missouri State Law to determine the fair market value of all personal property as of January 1 each year, and all real property as of January 1 of every odd year (e.g. 2013 and 2015). This information is provided to taxing districts – such as municipalities and school districts – which establish their individual tax rates. The collector of revenue then applies these rates to the assessed value to determine the amount of tax levied against a property.

The reassessment process involves establishing the value of nearly 400,000 parcels of real property, providing owners the opportunity to appeal, then finalizing, certifying and communicating the values to the individual taxing districts.

The Assessment Fund is supported by a per-parcel reimbursement from the State of Missouri and a ½ of 1% tax collection fee.

The 2016 budget for the Assessment Fund is \$13,379,339, a decrease of \$38,532 or 0.3%. This decrease occurs because 2016 is a non-reassessment year which results in lower costs of operations. This decrease is partially offset by increases in fringe benefit costs for department employees.

➤ SEWER LATERAL FUND (5580)

The Sewer Lateral Repair Program section of the Department of Public Works is responsible for administering repair contracts on

➤ POLICE CIVIL DEFENSE GRANT FUND (3450)

The Police Civil Defense Grant Fund is used to record revenues and expenditures of the Police Department for administration of the County Civil Preparedness Program.

The 2016 budget for the fund is \$428,450, an increase of \$11,801 or 2.8%.

➤ ST. LOUIS COUNTY & MUNICIPAL POLICE ACADEMY FUND (5300)

The St. Louis County & Municipal Police Academy Fund is used to record revenues and expenditures of the Police Academy for specialized police training for County and Municipal Participants.



The 2016 budget for the fund is \$529,273, a decrease of \$376,532 or 41.6% due to the shifting of costs from this fund to the General Revenue Fund.

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unincorporated residential sewer laterals in St. Louis County.

The program utilizes fees collected in conjunction with annual real estate taxes. In addition, the department administers a program for municipalities who contract with the County for this service.

The 2016 budget for the Sewer Lateral Fund is \$2,948,441, a decrease of \$101,792 or 3.3%.

- **LAMBERT EAST PERIMETER TIF FUND (5670)**
The Lambert East Perimeter TIF Fund receives Payments in Lieu of Taxes (PILOTs) and Economic Activity Taxes (EATS) associated with the Lambert Airport Eastern Perimeter Redevelopment Project. Funds are used to pay debt service costs associated with taxable annual appropriation-supported tax increment revenue bonds (Series 2011A) and NorthPark TIF Project bonds (Series 2015 A/B). The 2016 budget for the fund is \$2,637,952, an increase of \$1.0 million or 64.7%. This amount is sufficient to fund debt service requirements in 2016.

- **RECORD PRESERVATION FUND (5710)**
The Record Preservation Fund is used for records storage, microfilming, and preservation from a portion of fees collected by the Recorder of Deeds on all recorded instruments.

The 2016 budget for the Fund is \$510,266, a decrease of \$151,331 or 22.9%.

- **POLICE AIR SUPPORT PROGRAM FUND (5740)**
The Police Air Support Fund supports the budget for a collaborative Air Support Unit that provides aerial support for the entire St. Louis region. Primary duties include proactive and preventative patrols, anti-terrorism patrol of vital infrastructure and other soft targets, surveillance of drug activities, and search and

rescue including high rise and swift water rescues. The mission of the Air Support Unit is to provide quality services to the community and to assist law enforcement agencies achieve their primary goal of preservation of life.



The 2016 budget for the Police Air Support Program Fund is \$250,000, a decrease of \$51,000. Funding for salaries and benefits for St. Louis County's six assigned personnel is included in the General Revenue Fund budget of the Police Department. The budget is also supported by funding received from St. Charles County and the City of St. Louis.

- **EMERGENCY COMMUNICATIONS FUND (5800)**
The St. Louis County Emergency Communications Commission (ECC) was formed to provide a coordinated council of department leaders from public safety agencies and local government entities, with an emphasis on providing interoperable communications that would allow firefighters, emergency management services, police, and other groups to better manage incidents by sharing vital information in a rapid fashion.

The Emergency Communications Fund was created in 2010 to record revenues received from the countywide 0.10% sales tax approved by St. Louis County voters on November 3, 2009. Revenues from this tax shall be used to establish, operate, and maintain an emergency communications system within the county.



The 2016 budget for the fund is \$14,980,857, an increase of \$640,540 or 4.5%. This appropriation will fund the required \$8.6 million debt service payment for Emergency Communication Special Obligation Bonds as well as the operational needs of the Commission.

➤ COUNTY SHERIFF REVOLVING FUND (5830)

The County Sheriff Revolving Fund is used to record revenues and expenditures of the Police Department for administration of the concealed carry permit program. Prior to 2015, these costs were recorded in the General Revenue Fund.

The 2016 budget for the fund is \$486,915, a decrease of \$3,085 or 0.6%.

➤ NORTHPOINTE FOREST SUBDIVISION NID FUND (5840)

The Northpointe Forest Subdivision Neighborhood Improvement District (NID) Fund is used to record revenues from a special assessment to property owners of the Northpointe Forest Subdivision and associated debt service costs of the Northpointe Forest Water Project (Series 2009 A/B). The project consists of a water main extension to serve the residents of the subdivision. The 2016 budget for the fund is \$38,860, an increase of \$4,295 or 12.4%. The fund's budget is adequate to support required 2016 debt service payments.

➤ RESIDENTIAL ENERGY LOAN PROGRAM FUND (5860)

The Residential Energy Efficiency Loan Program Fund is used to record revenue from the repayment of loans from the St. Louis County SAVES™ (Sustainable and Verifiable Energy Savings) Program, and pay costs related to taxable special obligation bonds issued in 2011 to finance the program (Series 2011 A/B). The

2016 budget for the fund is \$1,126,360, a decrease of \$18,000 or 1.6% due to slight changes in debt service requirements for 2016.

➤ CHILDREN'S SERVICES FUND (5900)

The mission of the Children's Service Fund is to improve the lives of children, youth, and families in St. Louis County by strategically investing in the creation and maintenance of an integrated system of care that delivers effective and quality mental health and substance abuse services.

In November 2008, St. Louis County voters approved a quarter-cent sales tax which created a community children's service fund to provide mental health and substance abuse services for St. Louis County children and youth ages nineteen and under. The St. Louis County Children's Service Fund is the administrator of the fund and strategically allocates resources to local nonprofit and governmental agencies to deliver mental health support and substance abuse services to the children, youth, and families of St. Louis County.

The 2016 budget for the Children's Service Fund is \$63,624,306, an increase of \$35.8 million or 128.9%. This increase occurs because 2016 is the beginning of a two-year core funding cycle.

➤ CABLE TV-GOVERNMENT ACCESS FUND (6710)

The Cable TV-Government Access Fund is used to manage monies received from Charter Communications to provide for cable casting of public, educational, and governmental programming including public hearings, special meetings, and other events; police department public safety information; and highways and traffic department information. Revenue is currently limited to interest earned on the fund balance. The 2016 budget for the fund is \$85,000 – the same as 2015. This appropriation will fund changes to the audio/visual system in

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the Council Chambers and the Council Conference Room.

➤ **CONVENTION & RECREATION TRUST FUND (8630)**

The 2016 budget for the Convention & Recreation Trust Fund of \$8,930,230 meets St. Louis County's obligation for the rent, fees, or charges payable for the regional convention and sports complex and the Cardinals Ballpark stadium bonds. Revenues for this fund are generated by a 3.5% sales tax on hotel/motel rooms.

➤ **WATER SERVICE LINE FUND (8640)**

The Water Service Line Repair Program of the Department of Public Works is responsible for administering repair contracts on unincorporated and incorporated residential water service lines in St. Louis County. The program was authorized by county voters in November 2000 to begin on July 1, 2001. The program utilizes a \$1.00 per month program fee, collected by the water service provider on the water bill, for the repair or replacement of water lines extending from the water main to the residential dwelling due to breakage in the line or for road relocation. Funds accrued for this program may be used to fund a citizen's portion of construction projects on private property and in the right-of-way.

The 2016 budget for the Water Service Line Fund is \$3,112,996, a decrease of \$188,162 or 5.7% due to lower projected demand for program services.

➤ **SOLID WASTE MANAGEMENT FUND (8650)**

The Office of the Solid Waste Coordinator develops and administers programs to stimulate waste reduction initiatives, provide community outreach regarding proper solid waste management, fund community-based recycling and waste reduction programs, and promote

local markets for recyclables and purchase of recycled-content products. The department implements household hazardous waste programs to divert this material from the waste stream and coordinates programs promoting efforts to achieve volume reduction in the solid waste stream.

The 2016 budget for the Solid Waste Management Fund is \$1,617,000, a decrease of \$149,467 or 8.5%.

OTHER FUNDS

➤ **SPIRIT OF ST. LOUIS AIRPORT FUND (1100)**



The mission of the Spirit of St. Louis Airport is to provide a safe, efficient, dependable, and attractive first class public facility that professionally serves the users and tenants. The Airport strives to maintain its role as a major air transportation facility for the St. Louis region while continuing to be a responsive and responsible neighbor to the surrounding community.

The Airport serves as a major public transportation system and is a part of the National Plan of Integrated Airport System. The facility is an FAA Air Carrier Certified Airport and offers a 7,485 foot all-weather runway, a 5,000 foot parallel runway, precision Instrument Landing System (ILS) approaches, a FAA Control Tower, 24-hour United States Customs Service, 24-hour Airport Police Service, and 24-hour Aircraft Rescue Firefighting response service. All costs incurred by the Airport are funded by income generated from the airport's business operations.



The 2016 budget for the Spirit of St. Louis Airport Fund is \$22,877,160, a decrease of \$7.6 million or 25.0%. This decrease is due to lower fuel costs.

➤ DEBT SERVICE FUND (1110)

The 2016 budget for the Debt Service Fund is \$7,732,232, an increase of \$600. This budget supports the required principal, interest, and fee payments for the county's outstanding general obligation bonds (Courthouse Projects, Series 2012 and 2013).

➤ TRANSPORTATION TRUST FUND (5600)

The Transportation Trust Fund receives revenue from a half-cent sales tax and is used to support transportation activities, including public mass transit (half of all revenues are passed through to Metro) and highway projects. The fund also supports the operations of the Office of Transportation.

The 2016 budget of \$43,615,150 represents half of the sales tax revenue received by the fund. These funds will be passed-through to Metro upon County Council's approval of the contract with Metro which typically occurs in June.

The other half of sales tax revenues are allocated to the Department of Transportation as follows:

- \$26,098,000 to the Special Road and Bridge Fund to support the Arterial Road System and;
- \$2,041,989 to the Special Road and Bridge Fund for debt service costs; and
- \$14,137,400 to the Transportation Highway Fund to support the Highway Capital Construction Program.

➤ PUBLIC MASS TRANSIT FUND (5620)

The Public Mass Transit Fund receives revenue from the quarter-cent and half-cent public mass transit sales taxes. The 2016 budget of

\$44,339,500 reflects estimated revenue received from the quarter-cent sales tax which is distributed to Metro as it is received.

Revenues from the half-cent sales tax to support public transportation (estimated to be \$88.6 million) will be appropriated upon the County Council's review and approval of an annual contract with Metro which is expected to be submitted by Metro in June 2016.

➤ HIGHWAY CAPITAL CONSTRUCTION FUNDS (5080 AND 5590)

The 2016 budget for the Highways and Traffic Capital Construction Program (CCP) is \$31,589,100, a decrease of \$9.2 million or 22.5%. To support capital activity, the county will use funds from the following sources:

- \$22,828,186 from the Federal Aid Urban Trust Fund (5080); and
- \$14,137,400 from the Transportation Highway Fund (5590).

The appropriation of the Transportation Trust Fund requires an allocation of \$14.1 million transportation sales tax revenues from the Transportation Trust Fund.

Table A provides a summary of the 2016 Work Plan and shows the budget. The budget is in accordance with the Department of Highways and Traffic's 5-year CCP. The total 2016 CCP funding request will support \$42.0 million of construction activity, including \$10.6 million of construction work on 2015 and prior year projects. The 2016 appropriation will allow the Department of Transportation to commence or continue road, sidewalk, and bridge right-of-way activities; let construction contracts (including those for resurfacing projects); and proceed with addressing traffic safety, traffic congestion reduction, Complete Streets, and Americans with Disabilities Act (ADA)

Table B conveys the 2016 Capital Rehabilitation Budget as compared to the 2015 budget.

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The 2016 CCP supports the county's strategic plan by including projects and programs that enhance mobility and connectivity throughout St. Louis County. These projects and programs include Complete Streets improvements related to sidewalks, trails, and transit, as well as ongoing efforts to improve Americans with Disabilities Act (ADA) compliance within the county's right of way.

Despite a work plan of nearly \$250 million over the next five years, there are still more than \$175 million of unfunded projects that also need to be addressed within this time frame. These needs include the construction of the West Florissant Great Streets Project, which is of national significance, as well as major regional needs such as the elimination of the flash flooding hazard on Aubuchon Road. In addition, the Department of Transportation's backlog of resurfacing and pavement rehabilitation projects continues to grow.

More information regarding the Highway Capital Construction Program may be found in the Capital Improvement Program section of this document.

TABLE A: HIGHWAYS CCP 2016 WORK PLAN FUNDING SUMMARY

(\$ in thousands)

	2015 & Prior Year Approp. Balance	Other Funds Applied*	2016 Budget	2016 Work Plan
Professional Services	\$4,859.2	\$0.0	\$988.3	\$5,847.5
Right-of-Way	424.7	5.0	741.8	1,171.5
Construction**	10,581.6	1,573.3	29,859.0	42,013.9
TOTAL	\$15,865.5	\$1,578.3	\$31,589.1	\$49,032.9

*Traffic Generation Assessment (TGA) funds applied in 2016. Does not include Special Road & Bridge Funds.

**Includes utility adjustments



TABLE B: CAPITAL REHABILITATION PROGRAM BUDGET

(\$ in thousands)

Fund	Rehabilitation Project	2015 Budget	2016 Budget
5080	CRS Concrete Replacement	\$12,000.0	\$9,000.0
5080	CRS Resurfacing	3,209.6	4,527.5
5080	ARS Resurfacing	1,726.5	112.8
5590	ARS Resurfacing	4,447.6	8,428.8
	TOTAL	\$21,383.7	\$22,069.1

