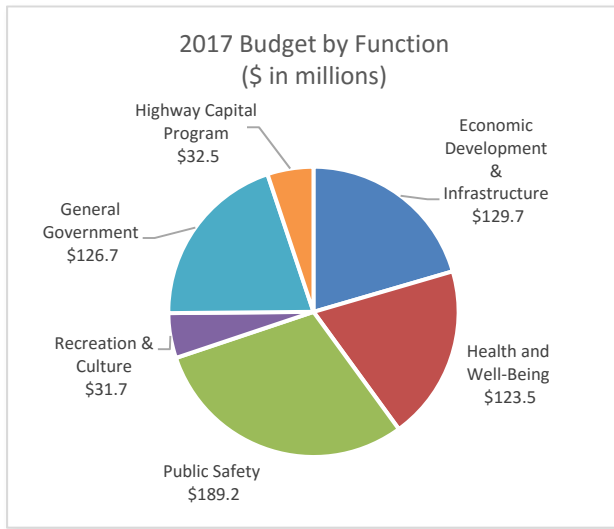


Executive Summary

The 2017 budget for all funds is \$633,240,297, a decrease of \$80.9 million or 11.3%.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 appropriated when received.

The charts below illustrate the distribution of the budget by function and expenditure category. The largest areas of spending are public safety (30%), economic development and infrastructure (21%) and health and well-being (20%). The largest costs are salary and fringe benefits which account for nearly half of the budget.



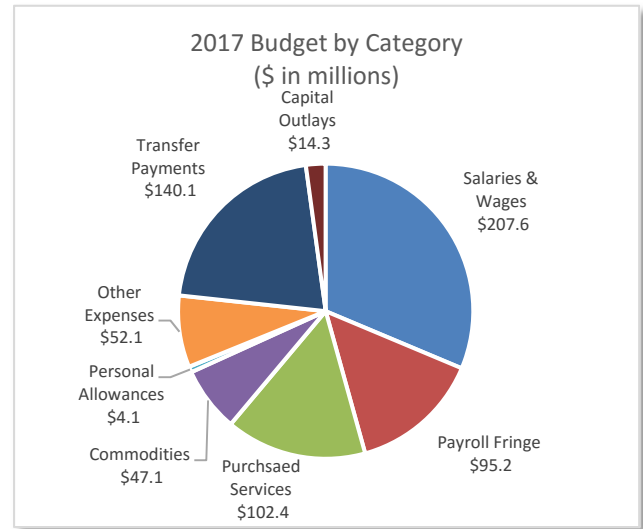
OPERATING BUDGET

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 2017 budget for these

funds is \$555,691,097 a decrease of \$8.4 million or 1.5%.

REVENUES

The graph on the following page details revenues in the operating budget from 2008-2017. An analysis of these revenues demonstrates that since 2010 (post-recession), revenues have been growing at a steady rate (1.9% average annual growth). This growth was led by sales tax which grew an average of 4.1% per year due to the economic recovery and the creation of two new sales 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. Increased permit fees instituted in 2012 are the key contributor to a 5.1% average annual growth in license and permit fees. Finally, other revenues have grown at a slower rate, or even decreased, such as property tax (down 0.5% per year), utility gross receipts tax (down 1.0% per year) and charges for services (down 0.7% per year).

¹ Budget changes in this chapter compare the 2017 adopted budget with the 2016 adjusted budget (\$714,149,081)

EXECUTIVE SUMMARY

In 2017, revenues in the operating funds are projected to increase by \$13.8 million or 2.8% compared to the current 2016 estimate. This is a result of sales tax growth, an increase in the allocation of transportation sales tax from other funds to the Department of Transportation & Public Works, and increases in rents & concessions and intergovernmental revenues.

See the Revenue Forecast chapter of this document for additional revenue information.

➤ EXPENDITURES

The second part of the graph (below) is the expenditure history in the operating funds. Although each fund has its own unique financial plan (see Table I document for each fund in the Summary Tables chapter), overall expenditures have typically fallen within revenues in recent years with the exception of 2014 when the Children's Service Fund spent an additional \$65 million to begin a 2-year grant funding cycle. Spending was within revenues once again in 2015, but it is estimated to exceed revenues again in 2016 and 2017, due to deficits in the General Revenue and Health funds.

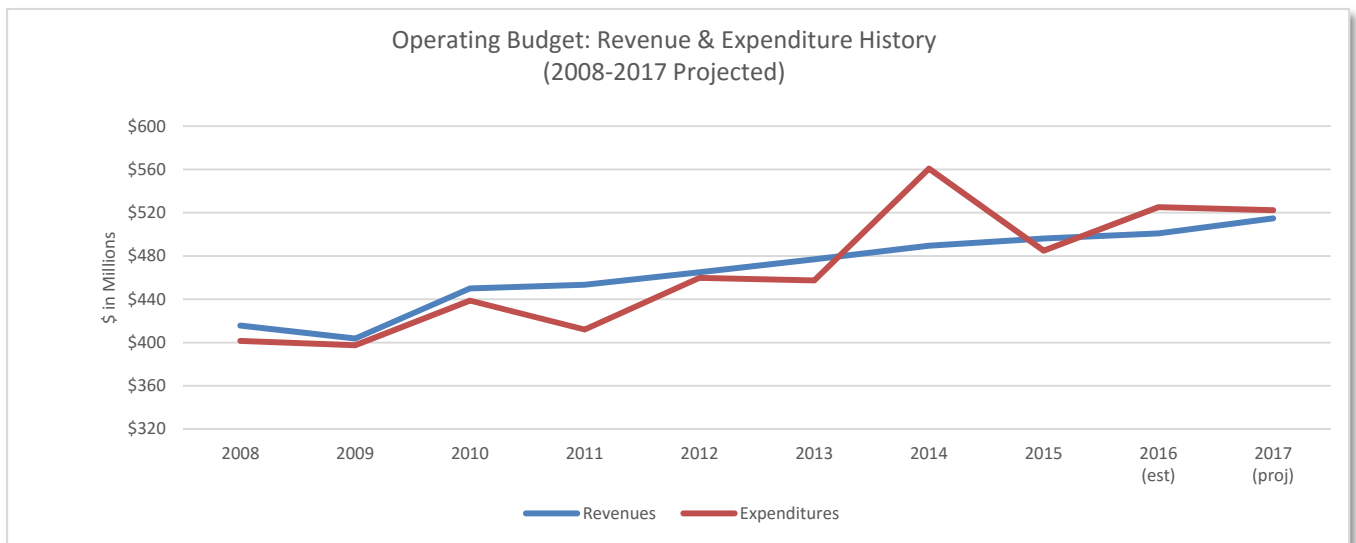
The budget in the operating funds was redefined in the post-recession economy. During the recession years and into the beginning of the recovery (2009-2012), salaries

were frozen due to lack of available funding. At the same time, capital needs such as equipment replacement and facilities maintenance were also 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 for several years.

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 that year. The County also made limited one-time 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 funded the continuation of existing services and limited capital needs. Rising costs in the areas of employee pensions and health care costs coupled with insufficient

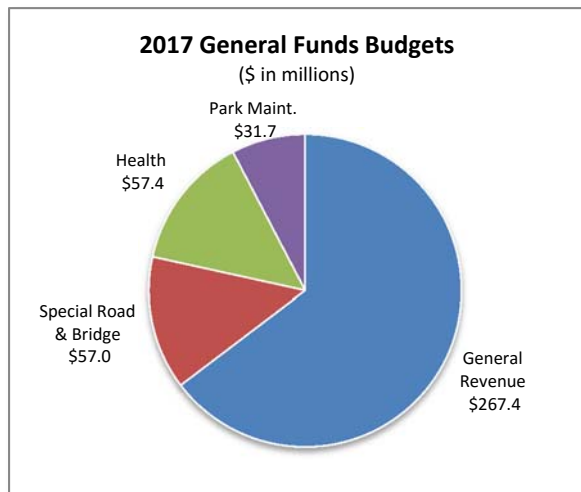


revenues resulted in another employee pay freeze.

In 2017, the budget supports the continuation of existing programs and services, however revenues remain insufficient to support a salary increase. In two of the largest funds, the General Revenue Fund and the Health Fund, fund balance must be used to cover the shortfall in available revenue. This “structural deficit” must be corrected before the County can consider addressing employee pay issues and concerns.

Detailed information about the budget for each fund and department can be found below and within department narratives.

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 2017 budget for the general funds is \$413,522,211, a decrease of \$3.7 million or 0.9%.

➤ **GENERAL REVENUE FUND (1010)**

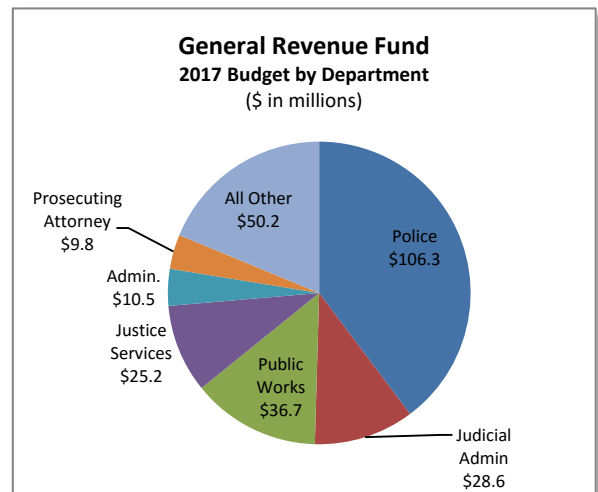
The General Revenue Fund supports most county departments and programs that administer the general functions of county government.

The 2017 budget for the General Revenue Fund is \$267,381,155, a decrease of \$3.6 million or 1.3%. By department, the budget is distributed as detailed in the table on the following page.

Highlights of the 2017 budget for the General Revenue Fund include:

- **Salary and Wages**

The salary and wages category decreases by \$598,000 or 0.4% due to the elimination of 43 vacant positions and 69 positions at the Lakeside Center. This decrease is offset by



a 4% increase in the budget for overtime. Positions supported by the General Revenue Fund are detailed below.

- **Employee Benefits**

The budget for fringe benefits increases by \$396,900 or 0.6%. This increase is due to higher employee health insurance costs.

- **Purchased Services**

The purchased services increases by \$835,100 or 2.5% due to the addition of \$2.0 million to the Family Court budget for residential treatment services.

EXECUTIVE SUMMARY

- Commodities and Supplies**
 The commodities and supplies category decreases by \$624,936 or 6.2%. This reduction is due to lower fuel costs and a reduction in the budget for food, furniture and equipment.
- Personal Allowances**
 The personal allowance category increases by \$45,500 or 1.5%. This increase is due to the addition of parking charges for Family Court employees moving into the Clayton complex.
- Other Expenses**
 The other expenses category increases by \$1.4 million or 9.7%. This change is due to an additional \$662,206 required to be set aside in the Emergency Fund appropriation, an additional \$472,000 for insurance, and \$252,210 in additional funding for debt service payments on outstanding bonds.
- Transfer Payments**
 The transfer payments category increases by \$854,900 or 7.7% due to additional funding allocations for the St. Louis Economic Development Partnership and funding for the April 2017 sales tax election.

GENERAL REVENUE FUND DEPARTMENT BUDGET COMPARISON				
(\$ in thousands)				
Department/Office	2016 Adjusted	2017	\$	%
	Budget	Adopted Budget	Change	Change
County Council	\$ 1,967.9	\$ 1,904.7	\$ (63.2)	-3.2%
County Municipal Courts	2,011.0	1,861.5	(149.5)	-7.4%
Elections	8,698.2	6,157.2	(2,541.0)	-29.2%
Public Administrator	894.5	884.1	(10.4)	-1.2%
Judicial Administration	26,722.8	28,601.9	1,879.1	7.0%
Prosecuting Attorney	10,026.3	9,844.2	(182.1)	-1.8%
County Executive	1,540.9	1,550.8	9.9	0.6%
County Counselor	3,298.0	3,304.5	6.5	0.2%
Miscellaneous Offices	6,189.7	6,497.7	307.9	5.0%
Information Technology	6,310.9	6,289.0	(21.9)	-0.3%
Administration	10,643.0	10,525.0	(118.0)	-1.1%
Police	107,810.8	106,310.6	(1,500.2)	-1.4%
Planning	1,900.5	1,976.5	76.0	4.0%
Public Works	35,369.8	36,694.0	1,324.1	3.7%
Revenue	6,910.7	7,339.7	429.0	6.2%
Justice Services	25,652.6	25,241.1	(411.6)	-1.6%
Garage Operations	971.0	929.0	(42.0)	-4.3%
Human Services	8,634.3	5,399.6	(3,234.7)	-37.5%
Emergency Fund	5,408.0	6,070.2	662.2	12.2%
TOTAL	\$ 270,960.9	\$ 267,381.2	\$ (3,579.8)	-1.3%



SCHEDULE OF POSITION CHANGES - GENERAL REVENUE FUND

Department	2016 Adj. Budget		2017 Adopted Budget		Change		Notes
	Positions	FTE	Positions	FTE	Positions	FTE	
County Council	26	25.75	26	25.75	-	-	
County Municipal Court	26	26.00	25	25.00	(1)	(1.00)	Eliminate one Court Clerk vacancy
Board of Elections	97	81.98	77	76.40	(20)	(5.58)	Eliminate 18 temporary Special Election Clerk positions, 1 Deputy Director position, and 1 Election Clerk position
Public Administrator	10	9.31	10	9.31	-	-	
Judicial Administration	372	334.97	367	333.30	(5)	(1.68)	Eliminated 3 intermittent positions, 1 Law Clerk position, and 1 on-call Deputy Juvenile Officer position
Prosecuting Attorney	107	109.00	107	107.00	-	(2.00)	Change in how Police Officer costs are paid
County Executive	13	12.68	13	13.00	-	0.32	Reclassified part-time position to full-time
County Counselor	31	31.00	31	31.00	-	-	
Miscellaneous Offices	6	6.00	6	5.75	-	(0.25)	Reduced one position to part-time
Department of Information Technology	55	54.30	55	53.61	-	(0.69)	Reclass one position from full-time to intermittent
Department of Administration	104	100.98	101	99.37	(3)	(1.61)	Eliminate 2 intermittent positions and 1 account services specialist position
County Police	1,132	1,113.48	1,127	1,112.04	(5)	(1.44)	Misc. technical adjustments to position and FTE levels.
Department of Planning	21	20.00	20	19.75	(1)	(0.25)	Eliminate 1 part-time intern position
Department of Public Works	268	259.39	268	259.39	-	-	
Department of Revenue	97	81.44	95	80.20	(2)	(1.24)	Transfer 1 position to the Record Preservation Fund and eliminate 1 intermittent position.
Department of Justice Services	348	341.27	347	340.42	(1)	(0.85)	Reduce 1 case manager position
Garage Operations	6	6.84	6	6.84	-	-	
Department of Human Services	164	142.06	90	77.32	(74)	(64.74)	Closure of the Lakeside Center, Eliminate vacant Cook, Director of Residential Services, Office Manager, Funding Administrator, and Resource Center Support Worker position.
TOTAL	2,883	2,756.45	2,771	2,675.45	(112)	(81.00)	

• **Capital Outlays**

The capital outlay category decreases by \$924,300 or 23.9% due to lower budgeted purchasing of motor vehicle, communication, and other capital equipment.

• **Expenditure Transfer & Reimbursement**

Expenditure transfers and reimbursements received by the General Revenue Fund increase by \$5.0 million or 62.1% in 2017. This is due to a change in how funding for the County Police Metrolink Unit is recorded.

EXECUTIVE SUMMARY

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 2017 budget of \$1,904,693, a decrease of \$63,196 or 3.2%. This decrease is due to savings generated by the turnover of staff as well as changes in fringe benefit costs.



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 2017 budget for the Municipal Court is \$1,861,507, a decrease of \$149,478 or 7.4%. This decrease occurs due to reductions in various operating accounts to align the budget with the Court's needs.



Board of Election Commissioners

The mission of the St. Louis County Board of Election Commissioners (BOEC) is to conduct fair and honest elections, and to serve the voters of St. Louis County.



The BOEC will:

- Ensure that all eligible citizens have the opportunity to register and vote;
- Educate the electorate regarding their rights and responsibilities as a voter;
- Protect the integrity of the voting process; and
- Conduct all elections pursuant to the provisions of federal and state laws.

The 2017 budget for the board is \$6,157,210, a decrease of \$2.5 million or 29.2%. This decrease occurs because there is only one election budgeted in 2017.

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 2017 budget for the Office of the Public Administrator is \$884,053, a decrease of \$10,402 or 1.2%. This decrease is due to staff turnover.

Judicial Administration

The 21st Judicial Circuit serves the citizens of St. Louis County by providing access to a fair, impartial, prompt, and cost-effective system of justice that ensures that all are treated with courtesy and dignity, and that fosters the

respect and confidence of the public in an independent judicial system. 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 2017 budget for the Department of Judicial Administration is \$28,601,919, an increase of \$1.9 million or 7.0%. This decrease is due to the addition of \$2.0 million to the Family Court budget for residential treatment services. These services were previously provided at the Lakeside Center (Department of Human Services' budget) which was closed at the end of 2016.

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 advocating and protecting the rights of victims.

The 2017 budget for the Prosecuting Attorney's Office is \$9,844,203, a decrease of \$182,060 or 1.8%. This decrease is due to lower fringe benefit and temporary salary costs.

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 2017 budget for the office is \$1,550,773, an increase of \$9,854 or 0.6%.

EXECUTIVE SUMMARY

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 departments and ensuring that all federal, state, and local laws are met, all to promote the health, safety, and welfare of the community.

The 2017 budget for the office is \$3,304,528, an increase of \$6,492 or 0.2%.

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 (\$210,996) 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 (\$1,047,063) 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 (\$185,957) 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 (\$176,038) 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 (\$4,311,700) 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 (\$565,920) for Business Incubator Project Bonds (Series 2010 C/D).

The 2017 budget for all Miscellaneous Offices is \$6,497,674, an increase of \$307,931 or 5.0%. This increase occurs due to an additional \$375,000 allocated to the St. Louis Economic Development Partnership to support Project Vault and an Agriculture Corridor.

Information Technology

The Department of Information Technology was created during 2016 by ordinance #26,532 with a mission of providing secure, reliable and integrated technology solutions in alignment with county goals, while striving to deliver excellence in customer service.



The 2017 budget for the department is \$6,289,034, a decrease of \$21,900 or 0.3%.

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; 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.

In 2017, information technology funding was removed to form the new Department of Information Technology. After adjusting for this transfer, the 2017 budget for the Department of Administration is \$10,524,999, a decrease of \$117,963 or 1.1%.

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

The 2017 budget for the department is \$106,310,580, a decrease of \$1.5 million or 1.4%. This decrease occurs due to the removal of one-time costs included in the 2016 budget.

EXECUTIVE SUMMARY

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 2017 budget for the Department of Planning is \$1,976,524, an increase of \$75,999 or 4.0%. The budget includes \$250,000 to create a formal Lean process improvement function within county government. Lean is a process improvement method designed to identify and eliminate waste and deliver better value to the county's customers.

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 50,700 construction permits every year. They perform approximately 15,600 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.



Construction of the new County Courts Building



Finally, staff maintain and operate two County-owned parking garages.

The 2017 General Revenue Fund budget for the Department of Transportation and Public Works (excluding garage operations, discussed below) is \$36,693,964, an increase of \$1.3 million or 3.7%. This increase is necessary to fund required facility maintenance and operations costs.

The 2017 budget for Garage Operations, excluding the expenditure reimbursement account, is \$2,554,791, an increase of \$26,557 or 1.1%. The net budget for this office (after accounting for \$1.6 million in reimbursements from other departments) is a decrease of \$42,043 or 4.3%. Garage operations will take in additional parking reimbursement with Family Court staff scheduled to move into the downtown Clayton garages in 2017.

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, and provide the highest level of customer service possible to residents and taxpayers

The 2017 budget for the Department of Revenue is \$7,339,703, an increase of \$429,017 or 6.2%. Budget increases are due to reassessment year cost increases as well as an increase in State Tax Commission appeals.

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 2017 budget for the Department of Justice Services is \$25,251,064, a decrease of \$411,578 or 1.6%. This decrease is due to lower fringe benefit costs.



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.

EXECUTIVE SUMMARY

The 2017 budget for the Department of Human Services is \$5,399,562, a decrease of \$3.2 million or 37.5%. This decrease is due to the closure of the Lakeside Center during 2016.

Emergency Fund

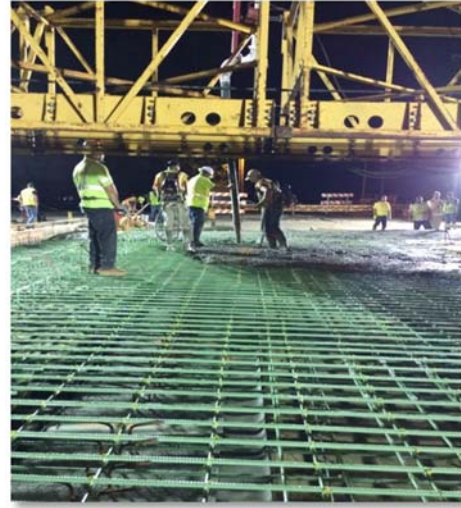
The Emergency Fund is a statutorily-required appropriation in an amount not less than 3% of total estimated general income. The County Council may, by resolution at any time upon the recommendation of the County Executive, make transfers from the emergency fund to any other account within the General Revenue Fund. Transfers may only be made for unforeseen emergencies and upon unanimous vote of the County Council. The 2017 appropriation for the Emergency Fund is \$6,070,176.

- **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 2017 budget of \$57,020,472 is an increase of \$3.1 million or 5.8%.



Conway Road Bridge construction

Highlights of the 2017 budget include:

- Overseeing major road and bridge projects and pavement maintenance programs as reflected in the 2017 Capital Improvement Program (CIP);
- Overseeing \$6.5 million in subdivision concrete replacement, \$4 million for County Road System road rehabilitation in unincorporated St. Louis County, and \$11.4 million in major resurfacing projects on the County Road Systems;
- Continued construction of the Shackelford Road Project to address safety and congestion concerns;
- Increasing the Intelligent Transportation System backbone in the County through \$3.5 million in contracts to allow for more coordinated traffic flow, improved fuel efficiency for commuters and greater mobility; and
- Constructing approximately \$500,000 in Americans with Disabilities Act (ADA)



compliance improvements in accordance with our ADA Transition Plan.

➤ **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.

The 2017 budget for the Department of Public Health is \$57,446,744, a decrease of \$3.9 million or 6.4%. This decrease is mainly due to the elimination of 24 vacant positions. The budget sets-aside \$150,000 for continuation of the Prescription Drug Monitoring Program.

➤ **PARK MAINTENANCE FUND (1050)**

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

The department 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 effectively plans, designs and delivers capital improvement and renovation projects by using internal staff or by contracting with outside firms.



In 2015, the Department of Public Health opened a new Household Hazardous Waste Disposal Facility in north St. Louis County.

The 2017 budget for the department is \$31,673,840, an increase of \$641,260 or 2.1%.

Highlights of the budget include:

- Continuing to partner with Great Rivers Greenway to develop new trails within the county park system. Construction for trails designed in 2016 will begin in 2017 for Cliff Cave, Lemay, Creve Coeur, and Bellefontaine Parks;
- Continuing development of a master plan with the assistance of Great Rivers Greenway;
- Starting construction of a new 14-field synthetic turf soccer complex at Creve Coeur Park;
- \$601,000 for resurfacing of multiple roadways, walkways, and parking lots throughout the park system in order to improve safety and accessibility;
- Continuing the replacement of restrooms at Creve Coeur and Tilles Parks with the renovation of four existing restrooms;
- Implementing playground replacements and improvements;
- Continuing the hazardous tree removal program; and
- Renovating the Powder Magazine Patio at Jefferson Barracks Park through a private/public partnership.

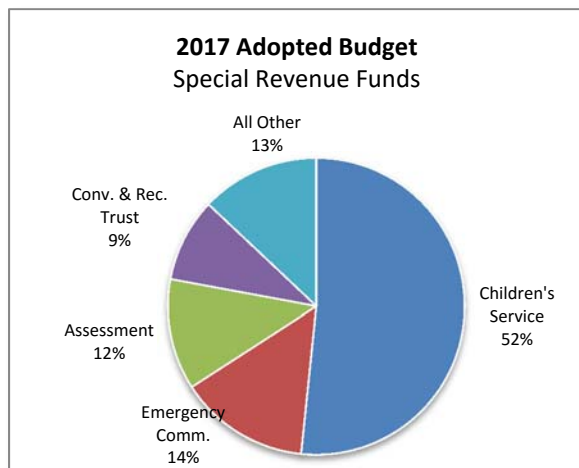
EXECUTIVE SUMMARY



Tails & Trails Dog Park at Queeny Park – Opened May 2016

SPECIAL REVENUE FUNDS

Special revenue funds are used to account for specific revenues that are legally restricted to expenditures for particular purposes. The 2017 budget for all special revenue funds is \$112,402,329, a decrease of \$3.7 million or 3.2%.



➤ 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 2017 budget for the fund is \$594,229, an increase of \$64,956 or 12.3%.

➤ 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. 2015 and 2017). 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 2017 budget for the Assessment Fund is \$13,555,360, a decrease of \$136,979 or 1.0%.

- **SEWER LATERAL FUND (5580)**
The Sewer Lateral Repair Program section of the Department of Public Works is responsible for administering repair contracts on 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 2017 budget for the Sewer Lateral Fund is \$3,000,349, an increase of \$51,908 or 1.8%. This increase will fund additional repairs.

- **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 2017 budget for the fund is \$3,352,279, an increase of \$714,327 or 27.1%. This amount is sufficient to fund debt service requirements in 2017.

- **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 2017 budget for the Fund is \$789,433, an increase of \$50,482 or 6.8%. This increase is due to the shift of one position from the General Revenue Fund to the Record Preservation Fund in 2017.

- **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 2017 budget for the Police Air Support Program Fund is \$250,000 which is the same as the prior year's budget. 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

EXECUTIVE SUMMARY

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 2017 budget for the fund is \$15,984,794, an increase of \$1.0 million or 6.7%. This increase includes \$500,000 for additional costs of implementing Next Generation 9-1-1 services and an additional \$305,000 for siren system upgrades.

➤ 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 2017 budget for the fund is \$484,932, a decrease of \$1,983 or 0.4%. This decrease occurs due to lower fringe benefit costs in 2017.

➤ 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 2017 budget

of \$37,920 is adequate to fund debt service payments on the project bonds.

➤ 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 2017 budget of \$1,106,360 is adequate to fund debt service payments on the project bonds.

➤ CHILDREN'S SERVICES FUND (5900)

The Children's Service Fund seeks 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 2017 budget for the Children's Service Fund is \$58,039,758, a decrease of \$5.6 million or 8.8%. This budget will support the operating and grant expenses of the fund, including the \$102 million 2016-2017 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 2017 budget for the fund is \$59,000, a decrease of \$26,000 or 30.6%. This decrease occurs because a one-time audio/visual system upgrade for the Council Chambers and the Council Conference Room was funded in 2016 and has been removed from the budget.

➤ CONVENTION & RECREATION TRUST FUND (8630)
 The 2017 budget for the Convention & Recreation Trust Fund of \$10,265,363 meets St. Louis County’s obligation for the rent, fees, or charges payable for the regional convention and sports complex, the Cardinals Ballpark stadium bonds, and Creve Coeur Soccer Complex 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 2017 budget for the Water Service Line Fund is \$3,180,552, an increase of \$67,556 or 2.2%. This increase will fund additional repairs.

➤ 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 2017 budget for the Solid Waste Management Fund is \$1,702,000, an increase of \$67,000 or 4.1%.

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 transportation facility for the St. Louis region while continuing to be a responsive and responsible neighbor to the surrounding community.

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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 2017 budget for the Spirit of St. Louis Airport Fund is \$22,037,300, a decrease of \$889,860 or 3.9% due to the completion of capital projects and a decrease in the budget for aviation fuel.

➤ DEBT SERVICE FUND (1110)

The 2017 budget for the Debt Service Fund is \$7,729,257, a decrease of \$2,975. 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.

The 2017 budget of \$12,000 represents the County's overhead charge to the fund. The County will carry-over appropriations made in 2016 to provide funding to Metro for public transportation and to the County Police for Metro security services through June 30th. In addition, the County Council may choose to make additional appropriations in 2017 for Metro to support their July 2017 – June 2018 fiscal year.

In addition to appropriated amounts, some of the half-cent transportation sales tax revenues are allocated to the Department of Transportation and Public Works detailed below. The revenue and expense associated with these allocations are recorded in the destination fund.

- \$40,758,596 to the Special Road and Bridge Fund to support the Arterial Road System and;
- \$2,043,740 to the Special Road and Bridge Fund for debt service costs;
- \$13,500,000 to the Transportation Highway Fund to support the Highway Capital Construction Program; and
- \$5,000,000 to the Federal Aid Urban Trust 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 2017 budget of \$45,067,300 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 \$90.1 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 2017.

➤ HIGHWAY CAPITAL CONSTRUCTION FUNDS (5080 AND 5590)

The 2017 budget for the Highways and Traffic Capital Construction Program (CCP) is \$32,469,900, an increase of \$510,800 or 1.6%. To support capital activity, the county will use funds from the following sources:

- \$17,640,400 from the Federal Aid Urban Trust Fund (5080); and



- \$14,829,500 from the Transportation Highway Fund (5590).

These appropriations require an allocation of \$18.5 million of revenue from the half-cent transportation sales tax.

Table A provides a summary of the 2017 Work Plan and shows the budget. The budget is in accordance with the Department of Highways and Traffic's 5-year CCP. The total 2017 CCP funding request supports \$62.0 million of construction activity, including \$30.3 million of construction work on 2016 and prior year awarded construction projects. The 2017 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) projects.

Table B conveys the 2017 Capital Rehabilitation Budget as compared to the 2016 budget.

The 2017 CCP continues to support the County's strategic plan by including projects and programs that enhance mobility and connectivity throughout the County. These projects and programs include Complete Streets improvements related to sidewalks, trails and transit, as well as ongoing efforts to improve ADA compliance within the county's right of way. The department will complete nearly \$3.5 million of pedestrian and bicycle improvements in 2016, and the budget will support a similar amount of activity in 2017.

The department is committed to maximizing the impact of every taxpayer dollar. They will continue to work to obtain funding from alternative sources for all candidate projects to maximize their ability to provide a safe, flexible, efficient, and well-maintained transportation system. This includes the utilization of federal

funding programs such as the Surface Transportation Program (STP), Congestion Mitigation and Air Quality Program (CMAQ) and the Highway Bridge Program (HBP) whenever prudent.

Despite a transportation work plan of more than \$242 million over the next five years, there are still more than \$200 million of unfunded projects that also need to be addressed within the next 5-10 years. These include major projects such as the West Florissant Great Streets Project and Aubuchon Road improvements as well as long standing bridge needs on major roadways such as Reavis Barracks Road and Big Bend Boulevard. In addition, the department's backlog of surfacing and pavement rehabilitation continues to grow. Current estimates indicate that a sustained annual appropriation of \$55 million is necessary to ensure that all county-maintained roadways receive a significant rehabilitation project once every 15 years.

More information regarding the Highway Capital Construction Program may be found in the Capital Improvement Program chapter.

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TABLE A: HIGHWAYS CCP 2017 WORK PLAN FUNDING SUMMARY

(\$ in thousands)

	2016 & Prior Year Approp. Balance	Other Funds Applied*	2017 Adopted Budget	2017 Work Plan
Professional Services	\$555.0	\$0.0	\$500.0	\$1,055.0
Right-of-Way	224.5	0.0	831.1	1,055.6
Construction**	30,278.4	611.5	31,138.8	62,028.7
TOTAL	\$31,057.9	\$611.5	\$32,469.9	\$64,139.3

*Traffic Generation Assessment (TGA) funds applied in 2017. Does not include Special Road & Bridge Funds.

**Includes utility adjustments

TABLE B: CAPITAL REHABILITATION PROGRAM BUDGET

(\$ in thousands)

Fund	Rehabilitation Project	2016 Budget	2017 Budget
5080	CRS Concrete Replacement*	\$9,000.0	\$2,400.0
5080	CRS Resurfacing**	4,527.5	3,652.8
5080	ARS Resurfacing	112.8	0.0
5590	ARS Resurfacing	8,428.8	11,423.0
TOTAL		\$22,069.1	\$17,475.8

*\$6.5 million total CRS Concrete Replacement Program including \$4.1 million of carryover funds from prior years' appropriations

**\$4.0 million total CRS Resurfacing Program including \$350,000 of carryover funds from prior year's appropriations.

