EXECUTIVE SUMMARY

FY2011 ANNUAL OPERATING PLAN

Each annual operating plan has as its primary task the charge of allocating resources in a manner that furthers City government's mission namely to provide safe neighborhoods, attractive parks and recreation, affordable housing, efficient transportation, a citizenry of good health and well being, a vibrant and diverse economy and an effective and efficient government.

The task of this year's Annual Operating Plan was to address the significant challenges presented in the current economic climate of budget and revenue shortfalls while preserving core City services and maintaining the commitment to the overall mission of City government. Despite recent signs that economic conditions may be improving, the lingering effects of the past recession, a large number of job losses and continued high unemployment rates are expected to remain a drag on key sources of revenue through the next fiscal year. Meanwhile, the City will continue to face the challenge of funding increases in certain costs, such as employee pensions, which are projected to continue to rise over the next several years. To address these significant challenges, the FY2011 Annual Operating Plan proposes expenditure reductions in many areas of City government, identifies new ways to deliver certain City services, proposes several new fees to recoup the costs of services and reallocates and defers funds for capital improvements. While some of these steps may be temporary in nature reflecting the current budget climate, others are designed more for the long term, where they will contribute to the sustainability of budgets into the future. While budget reductions will occur in most areas of City government, core City services will be preserved, and all fixed commitments and contractual obligations will be met.

FY2011 Budget:

	FY10	FY11p
General Fund	**$453.9M**	**$451.2M**
Special Revenue & Other Funds	**293.2M**	**266.4M**
Enterprise Funds	**220.1M**	**220.0M**
Total	**$967.2M**	**$937.6M**

The FY2011 Annual Operating Plan allocates a total of $937.6 million in all funds toward achieving these objectives. This is a $29.6M decline from the previous fiscal year. The City's general fund, which is the largest component of the budget and provides for the bulk of City services, will also decline compared to the previous year. Even after including a mid-year

reduction of 50 positions at the Airport, the proposed FY2011 budget contains additional reductions of 148 positions in all funds combined, including a net 83 positions from the General Fund. Contained within all these numbers, however, are various proposals to reduce operational expenditures as well as enhance and reallocate revenues that cannot be easily described by a mere comparison of budget totals.

REDUCING EXPENDITURES AND FINDING NEW WAYS TO DELIVER CITY SERVICES

Safe Neighborhoods

Excluding grant funding, the total FY2011 budget for the Police Department including pension costs is $164.5M making it the largest single component unit of the budget. While traditionally, public safety departments have been spared previous reductions, it would be difficult to maintain this approach given the size of the public safety budget. A number of initiatives to reduce costs through the combination of duplicated services between the Police Department and City government are currently being explored. Meanwhile, the Department is to be implementing measures to offset a $3.6M increase in pension costs so that total compensation costs do not rise in the next year. Meanwhile, with the addition of the new American Recovery and Reinvestment Act (ARRA) grant funded officers, the authorized uniformed strength in FY2011 will remain unchanged at 1,345. The City Fire Department will likewise be pursuing ways to reduce costs without impairing response capabilities. In FY2011, Fire pension costs will rise over $5.8M and the department will be reviewing assignment patterns and other components of compensation to reduce staffing requirements to offset these costs. By forgoing new hires and recruit classes it is anticipated that a minimum of $1.4M in savings can be met through attrition. An additional $2M reduction approved during the budget process will require additional reorganization and staff reductions in the Fire Department to further offset the pension cost increase. Other components of Public Safety will see efforts to reduce costs as well. The enhanced pace of processing criminal caseloads has continued to impact operations of the Corrections Division. Corrections has seen a decline in inmate populations over the past year from the budgeted level of 1,600 to an average of just below 1,400. Operational costs of the City's detention facilities are expected to decline $1.6M in FY2011 as a result.

Attractive Parks and Recreation

The City's newest recreation center on the City's south side opened in the fall of last year. While a City owned facility, it is operated through a management agreement with the YMCA. Initial reviews from this public/private partnership have been positive with membership totals reported to be exceeding expectations. Construction of a second recreation center on the City's north side is slated to begin soon. Both projects were made possible through the 1/8 cent sales tax for local parks funds which provides the funds for financing

the debt issued to build the centers. The Department of Parks will see reductions in administrative staffing at the Recreation Division, some reductions in seasonal employment in the Forestry Division and the Parks Division will be seeking to reduce its security costs by replacing existing security contracts with in-house Park rangers. Overall reductions total approximately $900k.

Affordable Housing

The FY2011 budget proposes an Affordable Housing Commission allocation of $4M. This is $1M less than the normal allocation. It is proposed that these funds as well as approximately $600,000 previously under contract but since released, would be made available for helping meet revenue shortfalls in the Local Use Tax Fund. Similarly, the allocation for Building Demolition is proposed at $0.7M, a reduction of $2.3M which will also be made available to assist with the budget gap. The reduction in available housing funds is to be targeted toward those funds typically allocated for development as opposed to social services networks. These funds will also continue to be supplemented with community development block grant funds that will be awarded and appropriated later in the fiscal year.

Efficient Transportation

Capital street and bridge improvements funded with over $20M in federal stimulus funds awarded in 2009 will proceed through the next fiscal year. Meanwhile, projects such as the Tucker Street bridge replacement have begun, with an assistance of funds from the Missouri Dept. of Transportation. The Traffic Division will see a reduction in debt payments to the state DNR of $37,000 on its remaining loan for LED traffic signal replacement. The Streets Division will see a modest reduction of $70,000 for salt and snow chemical supplies due to lighter snowfalls over the past winter season.

Citizenry of Good Health and Well Being

The City's Department of Health and Hospitals will be employing a number of new initiatives that will reduce overall costs while preserving core health services. Such non-core services such as the animal care center will be relocated to privately operated facilities. The City will continue to provide animal control officers to apprehend stray animals and provide supportive care to private facilities dedicated to animal care and rescue. While operational savings will be minimal, the conditions of care for stray animals will markedly improve. The Regional Health Care Commission subsidy will decrease by $200,000 after a one-time expense in FY2010 for the development of a regional master patient index. The Health Division will also seek to enhance the quality of its Communicable disease control efforts with fewer but higher trained and qualified personnel. Finally, the Health Division budget currently assumes the continued maintenance of a local Air Pollution control effort which the City provides through an agreement with the state of Missouri. It is

anticipated that the current $450,000 City subsidy of this function will be offset by new fees paid by local industry. However, the ultimate direction of future state funding and whether this function continues with the City are yet to be determined by the state.

Vibrant and Diverse Economy

It is during the economic downtimes that the importance of maintaining a healthy and diverse local economy becomes all the more clear. Through continued efforts to attract and retain a variety of new businesses and investments in the City, boosted by a more stable job and revenue base, the City itself is better able to weather those inevitable down swings in the national economy. The local development agency, SLDC, continues to be successful in securing funds and incentives that stimulate businesses and real estate development and job creation. In the past year, SLDC secured its third allocation of $65M in New Markets Tax Credits to further such development projects. Examples of proposed projects coming to development in FY2011 include the Park Pacific, Railway Exchange, The Laurel, and The Kiel Performing Arts Center. Additional efforts are underway to retain downtown lease space for major firms such as Lewis Rice, Thompson Coburn and the Polsinelli law firm. Each of these efforts plays a role in securing jobs and providing the revenue base essential for maintaining City services.

Effective and Efficient Government

At no other time is the need for efficiency and effectiveness in City government heightened as in times of economic stress. It is during such times that a balance must be struck between reducing the costs of government while maintaining those services deemed most important to citizens, businesses and visitors alike. The FY2011 Annual Operating Plan includes a number of initiatives to address the costs of government.

- **Employee Pay and Benefits**

As in the previous fiscal year, there will be no increase in City employee salaries. However, as discussed previously with both Police and Fire departments, the cost of employee pensions will continue to rise in FY2011. Across all funds, the costs for non-uniformed pensions is projected to increase $4.8M in FY2011. The general fund share of this increase, excluding civilian employees of the Police Department, amounts to $2.4M. Pay costs were also expected to rise in FY2011 with the expiration of employee furloughs employed as a cost saving measure in the previous fiscal year, offset in part by a small reduction in costs of the City employee health plan. To offset these increases, the FY2011 budget assumes a 3.5% salary savings item in most department budgets. This reduction in budgeted salaries was the amount required to keep overall compensation costs at FY2010 levels. Details of how these savings are to be implemented and achieved will be the subject of pay negotiations.

- **Other Budget Items**

Most administrative offices in City government will see budget and staff reductions. General Government and Finance offices which include offices such as the Board of Aldermen, Mayor, Personnel, City Counselor and Comptroller will see a net reduction of 9 positions and $1.4M in personnel costs and other reductions. Four positions are being relocated to the City Counselor's Office problem properties unit from the Building Division.

FY2011 is an election year with four scheduled elections to take place, a state primary and general election in 2010 and a City primary and general election in 2011. While Election Board costs will increase $700,000 in the coming fiscal year, efficiencies in operation and two proposed staff reductions will help make this cost increase less than it otherwise would be.

The Facilities Management Division under the Board of Public Service will reduce its staff, set priorities for maintenance and custodial services in City buildings and will seek additional utility savings with assistance from a variety of energy efficiency grants, reducing overall costs by $1.2M.

The Equipment Services Division of the Board of Public Service will be reducing its staffing levels by five positions and with reductions in materials and fleet supply purchases, total costs are projected to decline by $1M.

It will continue to be a goal to reduce costs on the administrative side of City government such that funding for essential City services remains the priority.

NEW REVENUES AND SERVICE FEES

Most major sources of revenue particularly to the General Fund have declined from the previous year, with only nominal growth anticipated in FY2011. Compounding the problem of this lack of growth in tax revenue has been that many departmental user fees imposed to recoup the costs of services have not kept up with the cost of providing the service. Over the past year there has been a concerted effort to identify those areas where user fees have not traditionally been charged or where adjustments to rates were overdue.

Refuse Collection

Unlike many municipalities, the City of St. Louis has not charged a service fee for refuse collection. The City currently provides twice weekly refuse pick-up, a once per week collection of yard waste, a once per month collection of bulk waste and the opportunity for additional trash disposal at the City's refuse transfer station. The FY2011 budget anticipates the imposition of a collection fee of $11 per month estimated to generate $10.8M in FY11. With $3M of these proceeds allocated to new recycling and enforcement efforts, net revenues of approximately $7.8M will be available to offset refuse collection and disposal costs.

City Court Fines

Each year, City Courts has a total of approximately 50,000 outstanding failure to appear warrants issued for municipal offenses. Neighboring jurisdictions charge fees in excess of $100 for the additional court costs associated with handling these cases. With a similar fee imposed on these City cases, even with a major portion remaining uncollectible, it is estimated that revenues could total approximately $2M in FY2011.

Emergency Medical Services

City collections of revenues related to emergency medical services continue to trail the cost of providing the service by close to $5M per year. An effort is currently underway to solicit proposals for contracting EMS billing services which would recoup much of this lost revenue. While it is anticipated that these efforts will ultimately be successful, the revenue estimate for FY2011 assumes only a partial year of increased collections estimated at $2.5M.

Recreation Fees

The City's Recreation Division provides recreation programs free of charge to over 14,000 registered participants. In the next fiscal year, it is proposed to initiate an enrollment fee for entering these programs. While allowing provisions for those unable to pay, it is estimated that these new fees will provide $1.0M in revenue in support of continued recreation programming.

Other Service Fees

The City's Health Division serves as the local provider of the state's Air Pollution monitoring program. While the state has reduced its funding, it is proposed that should the function remain within the purview of the local health department, then fees charged to those businesses affected by the program would be used to offset the increased cost of the service to the City. Other service fee increases included in the FY2011 budget include recently enacted and proposed ordinances pertaining to food establishment inspections, street blocking and other street related permits, excise fees and proposed changes to building mechanical and electrical permits. In total, nearly $18M in new or adjusted fee revenues are included in the FY2011 budget.

SPECIAL REVENUE REALLOCATIONS

In addition to the expenditure reductions and new revenues already described, the FY2011 Annual Operating Plan incorporates a number of reallocations of existing special revenues to offset the budget gap. In many instances, special funds are dedicated to supplement existing general fund services and so faced with a decline in these services, the reallocation of the supplemental revenues becomes a necessity. Some of these reallocations, such as deferral of capital expenditures are intended to be temporary in nature while others may be more long term depending on fiscal circumstances.

Reallocation of Capital Fund Revenues

In the Capital Fund, the ½ cent sales for capital improvements is allocated by ordinance; 50% to Wards, 17% to Major Parks, 10% to Police, 3% to Recreation and 20% to Citywide projects. With only 20% for Citywide projects, the City's general fund contributes to the Capital Fund to meet the remaining balance of debt service obligations on City facilities and equipment. Of the ½ cent capital accounts both the Citywide and Police accounts, as well as most of the Forest Park sub-account are restricted by fixed debt service commitments. By reallocating a $4.8M of the remaining balances from the Ward, Parks and Recreation accounts, these funds can offset the general fund's capital obligations. The remaining ward account allocation will total $5.4M comprised of $4.7M in remaining ½ cent sales tax funds, supplemented by a reallocation of $700,000 in 1/8 cent local park funds. This amounts to approximately 75% of what would be the normal allocation in FY2011.

Reallocation of Affordable Housing and Building Demolition Funds

As previously discussed, the FY2011 budget proposes an Affordable Housing Commission allocation of $4M. This is $1M less than the normal allocation. It is proposed that these funds as well as approximately $600,000 previously under contract but since released, would be made available for helping meet revenue shortfalls in the Local Use Tax Fund. Similarly, the allocation for Building Demolition is proposed at $0.7M, a reduction of $2.3M which will also be made available to assist with the budget gap. The reduction in available housing funds is to be targeted toward those funds typically allocated for development as opposed to social services networks. These funds will also continue to be supplemented with community development block grant funds that will be awarded and appropriated later in the fiscal year.

Other Fund Reallocations

While Forest Park capital funds were spared any reductions, the general fund currently pays for utility costs of facilities in the park in the amount of $580,000. It is proposed that the Forest Park Fund, which is funded with concessions and other revenues generated in the park, assume these costs.

The Circuit Drug court is currently funded through a combination of grants and general fund subsidies. In FY2011, City funding is maintained at $209,000, however it is proposed that these costs be funded through the use of crime prevention funds from the ½ cent public safety sales tax which has a budget of $1.0M per year to spend on such programs.

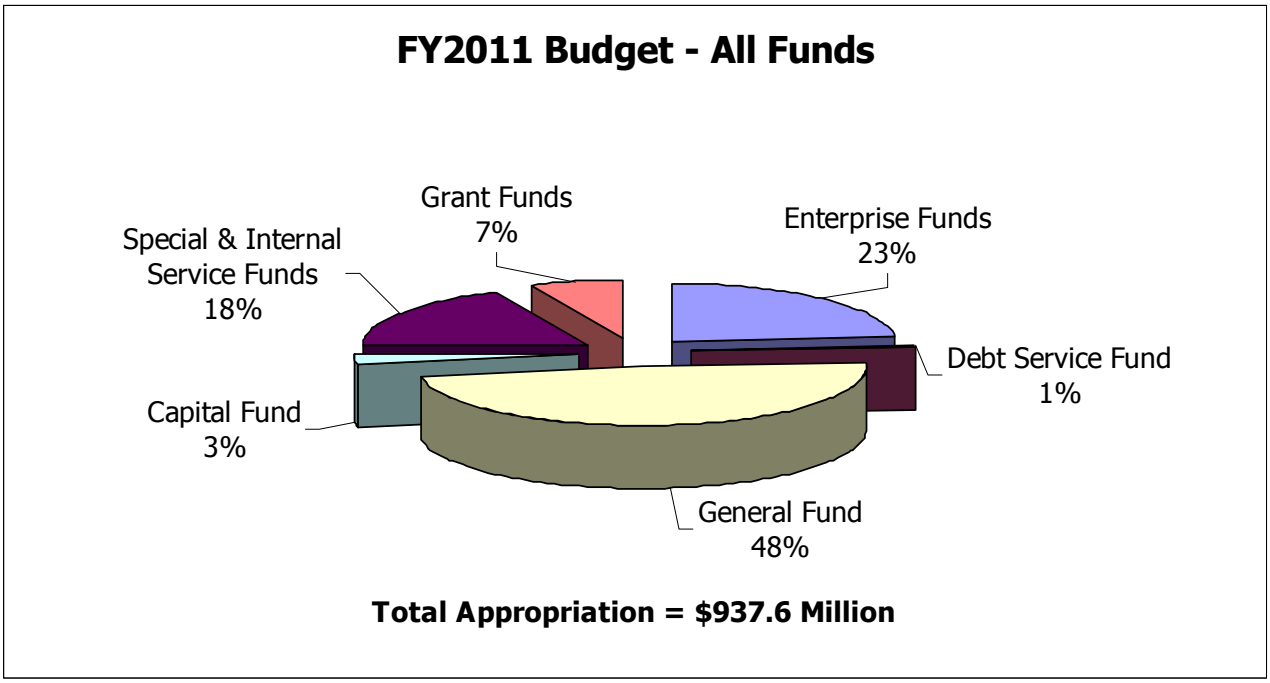
The Public Safety Trust fund was established through an increase in the Graduated Business License to fund among other programs an increase in problem property owner prosecutions. With an existing fund balance in the City Counselor's account, it is proposed that $200,000 general fund

cost of the problem property unit be charged to this account.

Once again, while some of these reallocations may be temporary in nature, other steps taken in this FY2011 Annual Operating Plan, including the proposed expenditure reductions in many areas of City government and new and improved ways to deliver certain City services coupled with new sources of revenue will remain essential components of ensuring sustainable and balanced budgets into the future.

FUND GROUPS

The total recommended budget for FY2011 is $937.6M and is funded by a combination of local tax and fee collections, dedicated funds for enterprise functions and project specific grants. The vast majority of local taxes and fees collected are used in support of general fund activities. The remaining local collections are deposited in special accounts due to legal requirements and are used to augment the services provided by the general fund. These special funds include those containing Local Use Tax proceeds, revenues from gaming operations, the cable television gross receipts tax, the state subsidy for property tax assessment, building demolition, lead abatement and other special funds. In the budget, these amounts are further broken down by departmental activities using specific projects and accounts, with appropriate distinctions being made between operating and capital expenditures.



GENERAL FUND OPERATIONS

The general fund budget, in combination with a variety of special funds, supports those recurring activities necessary for the operation of City government. These activities are supported by a combination of revenues derived from taxes, fees, fines and intergovernmental transfer payments.

At $451.2M, the FY2011 general fund budget is the largest of the City funding units. Of this total, the largest allocation under the general fund is for public safety at $254.8M. Police services including police pension costs amount to $144.9M. The remaining public safety allocation from the general fund provides for fire protection, pre-trial inmate housing, emergency medical services and various permitting, inspection and neighborhoods stabilization activities. The general fund budget also funds the majority of park and recreation operations at $19.3M, streets, traffic and refuse collection at $33.4M and general government and finance operations at $28.9M. Functioning as both a City and County the general fund also includes appropriations for the 22nd judicial circuit of Missouri and a number of county office functions for $54M. Debt service payments for large projects funded through lease arrangements are included in the general fund allocation in the amount of $23.8M. Lease debt payments in FY2011 include the annual lease payments on the Scottrade Center debt and the Convention Center/Stadium complexes. The remainder of the general fund budget can be categorized as paying for public service engineering services, maintenance and operations of public buildings, and fleet services.

SPECIAL FUNDS

Federal and State Grants

The largest category of special funds is grant funds secured from agencies at both the State and Federal level. These funds are included in the proposed budget in the amount of $62.0 million, an 18% increase from the current year. The largest portion of these grant funds are dedicated to health programs and social service programs administered by the Department of Health and the Department of Human Services respectively. In FY2011, the Department of Human Services will continue to administer grants related to HUD programs to end chronic homelessness. Combined with existing health grants, a total of $31.0M in grant funds will be allocated for use by these two departments. Parts of the recently approved federal stimulus package include funds for additional COPS grants for maintaining uniformed Police officer strength as well as juvenile accountability grants (JAG) for other program specific public safety efforts. Public Safety grants are estimated to total $10.3M in FY2011. The remaining grant funds support the City's efforts in the provision of job training services through the St. Louis Agency for Training and Employment and with providing administrative support for the Law Department and the Community Development Agency.

Other Special Revenue Funds

The remaining special fund allocations in the budget come from revenues which are legally required to be accounted for separately from the general fund. This category includes the funds such as the 1/2 cent public safety sales tax fund, and the Employee Pension Trust Fund. Other funds include $27.2M expected in FY2011 from the Local Use Tax. Programs funded by the Local Use Tax include health care, building demolition, affordable housing, police services, and neighborhood preservation. This budget also allocates $11.5 million from gaming operations which is used for capital improvements and enhancing the safety of the public visiting the riverfront. Special revenue funds also allocated in this budget include the convention and tourism fund, the assessment fund, communications fund and other miscellaneous special funds for demolition of condemned buildings, and repair of sewer lines.

DEBT SERVICE FUND

The budget allocates $5.7M in debt service payments on the City's outstanding general obligation debt. At the end of the current fiscal year, the City will have just under $50M in general obligation debt outstanding. This outstanding debt relates to issues in 1999 for public safety building improvements and fire engine fleet replacements as well as an additional issue in 2006 targeted for financing matching grants for street and bridge projects as well as floodwall repairs and for public safety communications systems.

CAPITAL IMPROVEMENTS

The Capital Improvements Fund budget allocates $28.6M in funds dedicated to equipment purchases and capital improvements. The sources of capital funds include a dedicated 1/2 cent sales tax, a portion of a 1/10 cent sales tax dedicated to Metro Parks, a portion of the state gasoline tax, gaming admissions receipts, and proceeds from sales of City assets. The Capital Fund budget of $28.6M, includes deferrals of capital projects and is a decrease of $6.9M from the previous year. The capital budget includes a reallocation of $4.8M in ½ cent sales tax funds to offset general fund debt payments on various existing City facilities and will see a decline of approximately $2.1M in sales tax receipts due to falling revenues and a shortfall from the previous year. The Capital Fund budget does provide $500,000 for an estimated first year payment on a lease purchase of $10M to replace and refurbish fire equipment and replace snow plow vehicles.

ENTERPRISE FUND OPERATIONS

The Water Division and the Airport are the City's two enterprise funds. Allocations for these departments are included in the FY2011 budget at $57.6M and $162.4M respectively. The Water Division receives its income from the sale of water to residents of the City and recently from the sale of water to other municipalities in the metropolitan area. Approximately 8% of the Water Division's budget or $4.4 million is devoted to retirement of revenue bonds issued for capital improvements to the divisions' two treatment facilities and an upgrade of the supporting infrastructure. With a

budget of $162.4M, the Airport is the City's second largest cost center and is supported entirely by user fees paid by airlines and concessionaires, along with federal funds. Approximately 42% of the airport's budget is devoted to debt service payments on revenue bonds for Airport expansion and to facilitate repair and maintenance of the runways and terminals. The remaining budget amounts provide for the administration and daily operations of both the Airport and Water Division.

INTERNAL SERVICE FUNDS

The City's internal service funds are funds used to account for the financing of goods or services provided by one department or agency to other departments or agencies. These include the City's mailroom and employee health benefits fund. Appropriations for these funds total $0.8 million and $39.0 million respectively.

SUMMARY

In summary, the total budget appropriation for FY2011 is $937.6 million. The General Fund which serves as the main operating fund for funding major City services totals $451.2M. This represents about 48% of the total amount or just under half of the total budget. City general funds are supplemented by a total of $62.0M in grants from State and Federal Sources. The remainder of the budget comes from a variety of special and enterprise funds maintained by the City in compliance with specific ordinances or agreements. The FY2011 Annual Operating Plan contains a number of initiatives to address the current economic environment of reduced revenues and increased pension costs. These initiatives include cost reductions across most departments of City government, new and improved ways of delivery City services, new revenue proposals as well as reallocations of existing sources of revenue. In taking these steps, the FY2011 Annual Operating Plan is emphasizing the preservation of those services most essential to residents, visitors and businesses alike and that the City's mission of pursuing and ensuring a high quality of life remains sustainable in the years to come.

FY2011 Annual Operating Plan Highlights

Cost Reductions / Service Changes

- $4.4M in salary savings equivalent to 3.5% of salary costs to offset general and other fund employee pension and payroll cost increases.
- $5.9M increase in Fire Pension costs to be offset in part by $2.6M in attrition reductions and other salary saving initiatives and additional $2M in operational reductions in the Fire Department
- Police to maintain total of 1,345 authorized uniformed officer total with $4.6M in savings initiatives to offset $3.6M increase in police pension costs
- $700,000 net increase in costs of the Election Board for administering four elections in the coming fiscal year
- $1.5M net cut in Circuit Court including reduced facility and grounds maintenance costs
- $1.6M decrease in Corrections Division costs related to reduced average inmate population at City detention facilities
- $650,000 reduction in building insurance costs in the Comptrollers Office
- $500,000 decrease in City Wide accounts due to completion of State audit of City operations.
- Health Division to contract animal care to improve care for stray animals
- $1.0M reduction in operating costs of the Equipment Services Division
- $1.2M net reduction in operating costs including energy saving initiatives of the Facilities Management Division

New Revenues / Revenue Reallocations

- $10.8M in net revenues from new refuse collection service fees with $3M allocated toward new recycling and enforcement efforts
- $4.8M in reallocated ½ cent capital revenues to offset citywide capital debt service costs
- $2.5M estimated increase in EMS revenues in effort to enhance billing services
- $1.0M in Affordable Housing and $2M in Building Demolition funds reallocated to offset Local Use Tax shortfalls
- $1.0M in recreation program enrollment fee
- $580,000 in utility costs of Forest Park facilities to be charged to Forest Park Fund
- $2.0M in City Court fines for proposed fee on failure to appear warrants
- $2.0M in other Building, Street and Health Fees
- $209,000 in Drug Court costs to be budgeted utilizing public safety crime prevention funds
- $200,000 cost of problem property unit of City Counselor's office to be charged to Public safety trust fund
- Net decrease of 148 positions in all funds

BUDGET FORMAT

The remainder of this budget document is divided into the following sections:

Budget Overview: This section provides a more detailed discussion of the City's projected revenues and expenditures. The discussion includes an overall economic outlook for the City and includes summary tables illustrating projected revenues and appropriations for all funds. Also included is information regarding the City budget process, vision and goals.

Department and Program Budgets: This section is divided by major City departments. Each department begins with a summary of budget statistics and is followed by division and program budgets within each department.

The division and program budgets are presented in a format that contains narrative information about respective programs and identifies outputs and projected performance levels.

Capital Improvements: The City's FY2011 Capital Budget and Capital Improvement Plan are presented in this section. A detailed discussion of the five-year plan and description for each capital project are being submitted under a separate cover.

Appendix: The appendix includes supplemental information about the City and its budget including debt issues, trends in personnel, etc. Also included are selected demographic, social and economic statistics and indicators.

BUDGET OVERVIEW

FY2011 ANNUAL OPERATING PLAN

BUDGET OVERVIEW

This section presents summary information on the FY2010 Annual Operating Plan for the City of St. Louis. The discussion that follows describes the economic outlook for the City and region in the context of both the national and state perspective and presents a comprehensive review of the general operating fund budget as well as for enterprise and special revenue funds. Also presented in this section are summary tables of sources and uses of funds for all fund groups and descriptions of the major sources of revenue for FY2010.

ECONOMIC OUTLOOK

U. S. Economic Outlook

Real gross domestic output as reported by the U.S. Bureau of Economic Analysis increased at an annual rate of 5.6% in the fourth quarter of 2009. This latest indicator of growth in the national economy seemed to confirm consensus estimates that the latest recession ended sometime in late summer 2009. However, while signs of economic recovery have begun to appear, stubbornly high rates of unemployment continue as a drag on economic growth. The Bureau of Labor Statistics reported that non-farm payroll employment increased by 162,000 in March, 2010, with the national unemployment remaining unchanged at 9.7%. While a positive sign, the increase was noted to be due in part to government hiring of temporary census workers. Increases in employment could also be found in health care industries while financial and informational service industries saw continued declines. After showing little to no growth in the past 12 months, the consumer price index was up 2.1% in February, 2010 over the same period in the previous year, with declines in energy costs being offset by increases in food prices and other items. Recent comments by the president of the Federal Reserve indicate that continued economic growth supported by stimulative monetary policy will gradually improve the employment situation over the next year. Meanwhile, the continued policy of low interest rates to accommodate this economic growth will need to be balanced against the potential for higher inflation. Various economic

Key Economic Indicators

Change in U.S. GDP 4thQ'09	**+5.6%**
Change in CPI 12 mos. ending February,2010	**+2.1%**
Unemployment	
U.S. (Mar'10)	**9.7%**
Missouri (Feb'10p)	**9.4%**
City (Feb'10p)	**11.6%**

Source: U.S. Bureau of Labor Statistics

forecasts over the next twelve to eighteen months project growth in the national gross domestic product to be in the range of 3% with inflation rate remaining slightly over 2% throughout the period. Improvements in the unemployment rate are expected to be gradual with the national rate projected to continue to remain in the 9% range through the first half of 2011.

The Missouri Economy and Outlook

The State of Missouri reports losing a total of 89,000 jobs since the last peak in employment was reached in January, 2008. The Bureau of Labor Statistics reports the state's unemployment rate for February, 2010 was 9.4% or slightly below the national average. This is a level not seen since the early 1980's. Personal income in calendar 2009 was reported to decline by 1%. Economic projections for the state foresee modest growth with unemployment, similar to national trends, declining by approximately 1% in 2010 and personal income increasing by a modest 1.9% over the same period. Economic conditions are expected to improve marginally in calendar 2011, with continued downside risks existing in the struggles of the automotive industries offset by potential recoveries in manufacturing and agricultural exports.

City of St. Louis As Economic Center

The City of St. Louis is at the core of an eleven county metropolitan area covering parts of both Missouri and Illinois, and as such is the employment and entertainment center of an area containing a population of 2.7 million residents. It is also the office center of the region with over 24 million square feet of office space. The metropolitan area and the City are major industrial centers in the Eastern Missouri-Southwestern Illinois area with a broad range of industries. Although the distribution of jobs across industry sectors has resulted in a decline in the City's share, the City remains a significant source of employment in the region with nearly 20% of all the jobs. In spite of the economic climate, new investment is still occurring in the City. The north riverfront is now viewed as a desirable location for manufacturing and warehousing. Two new office buildings were recently completed in the 25 acre Highlands at Forest Park mixed use development leading to more jobs and residents at this highly successful development. The City's development agency, SLDC was recently awarded its third allocation of $65M in New Market Tax Credits which have been used as gap financing for projects such as the Moonrise Hotel, the redevelopment of the Hammermill Building as well as the world headquarters of the 400 employee Solae Company. In the coming year, projects such as Park Pacific, Railway Exchange, Avenida, 600 Washington, the Laurel which will be a mixed use residential and hotel development, and the Kiel Performing Arts Center will be underway or completed in downtown.

City Economic Outlook

The March, 2010 report of St. Louis Federal Reserve indicated mixed economic results in the first quarter of 2010, with some signs of improvement in manufacturing activity while

continued declines in retail sales activity. Automobile sales were reported as flat from the previous year while service industries saw declines from the previous report. The unemployment rate in the City as reported by the Bureau of Labor Statistics was at a seasonally unadjusted 11.6% in February, 2010. This high rate of unemployment has contributed to the decline in retail sales activity as well as declines in employment based revenues. The consumer price index for the St. Louis region declined 0.1% in calendar year 2009 and can be expected to show modest growth following the national trend over the next twelve to eighteen months. While prospects for the economic recovery continue to improve, the continued high rate of unemployment and sluggish growth in the housing and commercial real estate markets will remain as constraints on overall growth in the coming fiscal year.

GENERAL FUND OVERVIEW

SOURCES OF FUNDS

General fund revenues for FY2011 are forecast at $451.2M, an increase of 3.5% over the current year's revised estimate of $435.2 million. After adjusting for one-time sources in FY10 as well as an estimated $15M in revenues from new and increased fees planned for FY11, core revenues are projected to increase a more modest 1.2%. Revenue growth projections for most major tax sources are expected to range from less than 1% in the instance of sales taxes to a modest 1.5% in property tax receipts. Modest increases can be found in areas such as franchise utility taxes and departmental receipts. These estimates reflect the current state of the economy where successive quarterly declines in sales tax receipts and recent negative trends in the City's employment based taxes will keep the prospects for revenue growth quite limited in the next fiscal year.

Earnings and Payroll Tax

The Earnings tax, the largest single revenue producer, after declining close to 2% in the previous fiscal year is predicted to return to minimal growth of about 1.3% over the revised FY2010 estimate. Individual withholding taxes were down 5.7% through the first three quarters of FY2010, reflecting the prevalence of job reductions and one-time severance packages in the prior year. In FY2010, the year over year comparisons are estimated to be more favorable, as the new base employment level is established, however job growth is anticipated to remain weak. Corporate earnings taxes which comprise approximately 15% of Earnings Tax revenues are expected to be more positive as corporate earnings improve with the economy. The Payroll tax, being more heavily weighted toward the private sector, is more recession prone and declined over 5% in the previous year. Payroll tax projections are expected to more closely follow the earnings tax trend in FY2011.

Property Tax

The previous reassessment year saw only a nominal increase in the City's overall assessed value of about $4.5 billion. With a modest

inflationary increase and a rise in delinquent tax collections, property tax revenues in FY2010 are projected to end the year up about 2.5%. In FY2011, assessments are expected to remain flat reflecting a reduced level of construction projects coming to completion. Real property tax receipts are projected to increase a 1.5% for the year. Personal property tax receipts reflecting the decline in new automobile sales over the past eighteen months has been flat as well through FY2010 and is likewise projected to show only a modest pick-up in FY2011 at 1.5%.

Sales Tax

Sales tax receipts have remained the source of major revenue most vulnerable to decline during this last economic downturn. In FY2010, the decline in quarterly sales tax receipt total continued from the previous year peaking at a negative 10% in the second quarter compared to the same period in the previous fiscal year. The sales tax has shown ten successive quarterly declines going back to December 2007. Total tax receipts in FY2010 are projected to finish the year down by over 6.0%. Projections for FY2011 include a minimal return to growth of 0.5% over the revised FY2010 estimate.

Intergovernmental Revenues

After declining significantly in the previous fiscal year, revenues from the state of Missouri representing the city's share of state automobile sales taxes have stabilized in FY2010 where receipts are expected to finish the year mostly flat at $2.7M. The final deduction in a series of adjustments from the state for recouping past collection costs, should also boost results in FY2011, with receipts expected to grow by 3% for the year. Gasoline tax revenues which are based on a statewide tax and ultimately distributed to local government units have remained primarily flat in the current fiscal year and these revenues are expected to remain at the same level in FY2011. Receipts from the state for prisoner reimbursements rebounded to $6.3M in FY2010 after a decline from the previous year related to the timing of release of these revenues to the general fund. At a current reimbursement rate of $21.25 per day, the current reimbursement rate is less than half of the actual cost of housing pre-trial inmates and this source of funds remains susceptible to cutbacks in state funding.

Franchise Utility Taxes

In the Franchise Tax category, telecommunications tax receipts declined in FY2010 due to the receipt of one-time settlement payments of nearly $16M in the prior fiscal year. It had been anticipated that a remaining unsettled case would be resolved in FY2010, however this has been delayed and a final settlement agreement is not anticipated to occur until FY2011. The estimate for telecommunications tax receipts in FY2011, includes this final release of previously protested amounts with revenues to total $20.2M. Once the remaining unsettled case is resolved, recurring telecommunications franchise revenues are estimated to be approximately $16M on an annual basis. Of this amount, $13.5 million will continue to be deposited into the employee pension trust

fund to be used to pay for costs associated with City employee pensions. In other franchise receipts, while Ameren UE increased electric rates 8% in March of 2009, actual electric franchise tax receipts have been tracking up a more modest 4.6% for the fiscal year. Meanwhile, a significant decline in natural gas rates have left natural gas tax receipts down over 18% through the third quarter of the fiscal year. Estimates for both electric and natural gas receipts provide for a 3% increase in revenues over the next fiscal year. Any increases in rates as well as business activity and of course weather factors will have an impact on actual results. Gross receipts revenues from sales of water are projected to increase by over 16% as a result of an additional rate increase proposed by the City's Water Division to pay for the increased costs of water production.

Tourism and Amusement Taxes

Restaurant and hotel tax receipt totals have both shown declines in the past fiscal year. Restaurant tax receipts were down 2.6% through the third quarter of the fiscal year with hotel tax receipts trailing by 7.8% over the same period. The decline in hotel tax receipts in FY2010 was cushioned somewhat with the release of an existing fund balance from the previous fiscal year in the Sports Facility Trust fund in which these revenues are deposited. Looking ahead to FY2011, restaurant and hotel tax receipts are projected to show minimal growth of 1.5% and 1.0% respectively. Amusement tax receipts are down slightly in the current fiscal year with the largest drop being due to a decline from NFL football gate receipts. In FY2011, the amusement tax is projected to reflect a decline of $1.3M due primarily to the phase out of receipts from NHL hockey and other events at Scottrade Center related to the redevelopment agreement of the Kiel Opera House.

Other License Fees

Cigarette taxes have declined 7% through the third quarter of FY2010, accelerating a pattern of gradual decline, and are projected to be down an additional 1.5% in FY2011. The largest category of license fees remains the graduated business license (GBL). The previous fiscal year saw GBL receipts decline 7.7%. Given the timing of receipts, mostly in May and June, results for the current fiscal year are somewhat tentative, however estimated receipts are expected to remain at these reduced levels pending a stronger recovery in the job market.

Departmental Receipts

Revenues derived from service fees and fines collected by various City Departments were down in most areas in FY2010, however these declines were more than offset by a few large one time sources of revenue. Continued struggles in housing and construction were evident as recording fees and building permit fees collectively are projected to be down just under $1M by fiscal year end. A resumption of some large construction projects over the next twelve months is expected to add to permit revenues in FY2011. Additional declines occurred in areas such as the Towing Division which saw a drop of activity from the previous fiscal year as did the Forestry Division

with a drop in collections from weed cutting services. City Court fines were among the few areas which saw increases. The major increase in departmental receipts in FY2010 were due to a final settlement and release of approximately $2M in communications license funds (related to private lines which use public right of way) and some one time funds of approximately $1.6M released by the Police Department related to a recent agreement with a radio service provider. An important component of the effort to address the projected budget gap for FY2011, was to review the existing fees that departments charge for various City services. Some fees which had not been reviewed for a number of years were identified for adjustment while some areas in which service fees had not been previously imposed (e.g. trash collection) were also identified. These new fees and fee adjustments are designed to more fully recoup the cost of providing City services and are a necessary part of the development of a balanced budget. Some of the major fee adjustments proposed for FY2011 are discussed below:

New Refuse Collection Fees

Unlike many municipalities, the City of St. Louis does not charge a service fee for refuse collection. The City currently provides twice weekly refuse pick-up, a once per week collection of yard waste, a once per month collection of bulk waste and the opportunity for additional trash disposal at the City's refuse transfer station. The FY2011 budget anticipates the imposition of a collection fee of a minimum of $11 per month estimated to generate in excess of $10M per year. With an estimated $3M of these proceeds allocated to new recycling and enforcement efforts, net revenues of approximately $7M will be available to offset refuse collection and disposal costs. Though not yet final, it is proposed that this fee be added to the water bill or some other existing billing mechanism to ease collection efforts.

Other New Fees and Fee Adjustments

Each year, City Courts has a total of approximately 50,000 outstanding failure to appear warrants issued for municipal offenses. Neighboring jurisdictions charge fees in excess of $100 for the additional court costs associated with handling these cases. With a similar fee imposed on these City cases, even with a major portion remaining uncollectible, it is estimated that revenues could total approximately $2M in FY2011. City collections of revenues related to emergency medical services continue to trail the cost of providing the service by close to $5M per year. An effort is currently underway to solicit proposals for contracting EMS billing services which would recoup much of this lost revenue. While it is anticipated that these efforts will ultimately be successful, the revenue estimate for FY2011 assumes only a partial year of increased collections estimated at $2.5M. The City's Recreation Division provides recreation programs free of charge to over 14,000 registered participants. In the next fiscal year, it is proposed to initiate enrollment fees for participating in these programs. With provisions for those unable to pay, it is estimated that these new fees will provide $1.0M in revenue in support of continued recreation programming.

The City's Health Division serves as the local provider of the state's Air Pollution monitoring program. While the state has reduced its funding, it is proposed that should the function remain within the purview of the local health department, then fees charged to those businesses affected by the program would be used to offset the increased cost of the service to the City. Other service fee increases included in the FY2011 budget include recently enacted and proposed ordinances pertaining to food establishment inspections, street blocking and other street related permits, excise fees and changes to building mechanical and electrical permits.

In total, approximately $17.5M in new or adjusted fee revenues are included in the FY2011 budget as summarized in the following table:

Major New and Adjusted Fees in FY2011

Refuse Collection Fee	$10.8M
City Courts Fines	$ 2.0M
EMS Revenues	$ 2.5M
Recreation Memberships	$ 1.0M
Health Div. Fees	$ 1.0M
Street Permits	$ 0.4M
Building Permits	$ 0.6M
Total	**$18.3M**

The FY2011 general fund budget is proposed at $451.2M, a decrease of approximately 1.0% from the budget for FY2010. The following are some of the highlights of the proposed general fund budget.

Employee Pay and Benefits

Approximately 75% of the general fund budget is related to salary and benefit costs of employees. Therefore during times of economic recession and declines in revenue, it would be difficult to balance the budget without taking some steps to limit the costs of employee compensation. While budget circumstances have precluded the provision of any cost of living pay increases over the past fiscal year or the next, compensation costs, however have continued to rise. Over the last several years, the largest contributing factor to the rise in these costs has been employee pensions. In FY2011, the general fund share of the costs of the City's three pension systems will increase by a total of $11.5M. In addition, the previous FY2010 budget had incorporated savings from employee furloughs and vacation accrual reductions in excess of $3.0M from the various employee groups. One positive note is that the recently negotiated health insurance package will reduce the City's general fund cost of health insurance by $200,000 with employees also to share in the savings. The FY2011 budget proposes to offset the net increase in pension and pay costs as much as possible with like reductions in other payroll costs. To facilitate this, a salary savings provision equal to 3.5% of payroll has been added to most department budgets. Amounting to approximately $4.0M, it has been sized to equal the amount of the employee pension increase and previous furlough amounts. Likewise, the Police and Fire Departments will also be seeking to implement pay provisions that help offset the costs of their respective pension increases. The details and form

these salary savings will take will be the subject of pay negotiations.

Police and Public Safety

The Police Department and other departments of Public Safety represent over 57% of the total general fund budget. The Police Department at $144.9M in operating and pension costs represents over 32% of the budget and is the largest component unit of Public Safety. In FY2010, the Police Department received an award of 50 officers as part of the American Recovery and Reinvestment Act of 2009 (ARRA) which combined with other local funding sources leaves the department with an authorized uniform strength of 1,345 officers. This strength level will remain unchanged in FY2011. In the Fire Department, a total of $2.6M in savings will be realized through a decrease in staffing levels through attrition as well as other reductions in compensation. An additional $2M reduction approved in the budget process will require additional reorganization and staff reductions in the department all directed toward helping offset the $5.9M increase in firefighter pension costs. The Division of Corrections has seen an overall reduction in the census population of inmates at both the City Justice Center and Medium Security Institution. While the budget for FY2010 assumed an average population of 1,600 inmates, current projections for the next fiscal year average just below 1,400. Additionally, the operations of the Probation and Parole unit of Corrections have been consolidated with the Municipal Courts. Operational costs at the Corrections Division both in staffing and contractual services are expected to decline by $1.6M. Other minor decreases, including the elimination of vacant positions in the Building Division, are scattered throughout the Department of Public Safety.

Judicial Offices and County Offices

With four scheduled Citywide elections in the next fiscal year, the Board of Elections budget will increase $700,000, which in addition to the election costs also includes some reductions in the cost of the Board's operations. The Circuit Court offices including Juvenile Detention have reduced costs totaling approximately $1.5M. These include reductions in contractual services for custodial and maintenance contracts as well as the elimination of four vacant positions. The FY2011 budget also proposes that the $209,000 funding for the Drug Court subsidy be provided through crime prevention funds of the ½ cent public safety sales tax. The budget for City Courts contains the addition of five positions related to the remaining probation and parole function transferred from the Corrections Division. City Courts will also provide $93,000 in match funding for completion for a new mobile ticketing initiative that in conjunction with the Police Department will result in automation of how ticket information is transferred from the Police to City Courts. This will result in administrative savings in City Courts where three clerical positions will be eliminated offsetting the initial cost of the capital outlay. Ongoing operational savings are expected in future years. City Courts and other City department clients of the Regional Justice Information System (REJIS)

will be looking to reduce operating costs of this service and have targeted a reduction of $120,000 in the coming fiscal year.

City Wide Accounts

City-Wide Accounts refers to those items that are not department specific. These include payments for debt service on the outstanding debt of the City's convention center as well as payments to the Capital fund for other existing lease debt obligations. In reallocating ½ cent sales tax revenues within the capital fund, the City's general fund debt obligations will decrease by $3.7M in FY2011. With the State Auditor's office completing its audit of City operations in the past fiscal year, this cost of $500,000 will not recur in the coming fiscal year. Meanwhile, the subsidy for the office of the Assessor which benefited from an existing fund balance in the previous year will increase by $300,000 and special subsidies for programs such as Teach for America and ARCHS totaling $175,000 have been eliminated.

Parks Department

In the Department of Parks, Recreation and Forestry, Parks plans to add 7 park rangers to provide security currently provided through a private contract. Other reductions in the Parks Department consist of a reduction in administrative costs of the Recreation Division where 4 positions have been eliminated and a $200,000 reduction in projected per performance crew spending in the Forestry Division. The City's subsidy toward Tower Grove Park has also been reduced by $30,550 or about the same reduction in percentage terms as the cost of the Parks Department.

Street Department

The City Refuse Division of the Department of Streets will be implementing the new refuse collection fee. These funds will not only provide revenue to offset the cost of refuse collection and disposal but also provide the means necessary for initiating a new citywide recycling plan. It is anticipated that with these new source of funds a viable and responsible recycling program will redirect much of the municipal waste currently being deposited in landfills. A total of $3M of the new revenues has been set aside for both recycling and enforcement efforts. The Traffic Division of the Department of Streets will a see a scheduled reduction of about $37,000 for remaining debt payments to the state of Missouri DNR related to the traffic light LED conversion project. The Streets Division will see a modest reduction of about $70,000 for salt and snow chemicals due to a relatively lighter use of stockpiles over the past winter season. With the elimination of 10 vacant positions scattered throughout the department, the Street Department will see a net budget reduction of approximately $500,000.

Health and Human Services

The Health and Human Services departments are funded primarily with local use tax special revenues and grant funds and thus do not represent a significant portion of the general fund budget.

Board of Public Service

The Board of Public Service has responsibility for providing engineering services as well as maintaining and servicing the City's public buildings and rolling stock fleet. The FY2011 budget for the Facilities Management Division incorporates the costs of operations of the newly occupied municipal building at 1520 Market previously budgeted as a separate unit under the Comptroller's office. Facilities Management will be pursuing a number of initiatives related to improving energy efficiency of municipal buildings. A $35,000 energy efficiency grant from Ameren U.E. is helping with an evaluation of energy usage at the City Justice Center while a recent award of $3.7M in energy efficiency and conservation block grant funds will be utilized to improve operations at both City Hall and the Carnahan Courthouse. Facilities Management also proposes reductions in its custodial and maintenance operations, with a total reduction of 15 positions. Overall, these initiatives will result in a net reduction of $1.2M in general fund budget costs. Additionally, it is proposed that $580,000 in utility costs for facilities within Forest Park be charged to the Forest Park Fund. The Equipment Services Division anticipates some operational savings related to reduced operations in other departments and has eliminated a total of 5 positions with total budget reductions estimated at $1M.

General Government and Finance

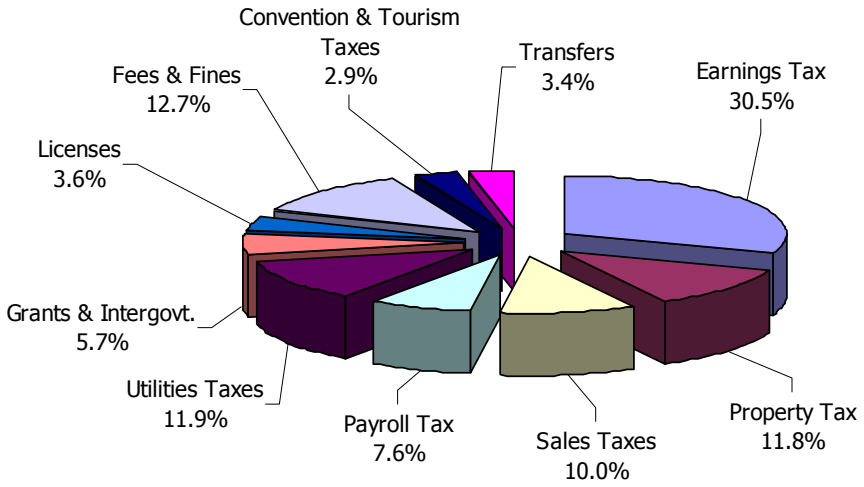
As with other City departments, general government departments have not been spared reductions with a vacant position eliminated from the budget of the Board of Aldermen, salary savings reductions taken in the budget for the office of the Mayor, a reduction of three positions in the Department of Personnel and other minor reductions contained within smaller government offices. The City Counselor's office is eliminating a vacant attorney position and includes the reallocation of two positions from its problem property unit to be funded utilizing approximately $200,000 in funds from the public safety trust fund. Four positions are also being relocated to the City Counselor's Office problem properties unit from the Building Division. In addition to the transfer of the operations at 1520 Market to the Facilities Management Division, the Comptroller's office through a recent bidding process will see the cost of insurance premiums on City buildings decline by approximately $650,000.

The combination of expenditures reductions as well as new sources of revenue and revenue reallocations contained within this annual operating plan is designed to produce a general fund budget that while preserving core City services remains balanced. A number of these initiatives will not only contribute to a balanced budget in the FY2011 fiscal year but will also provide the means for achieving sustainable balanced budgets in the future as well.

FY2011 General Fund Budget Highlights

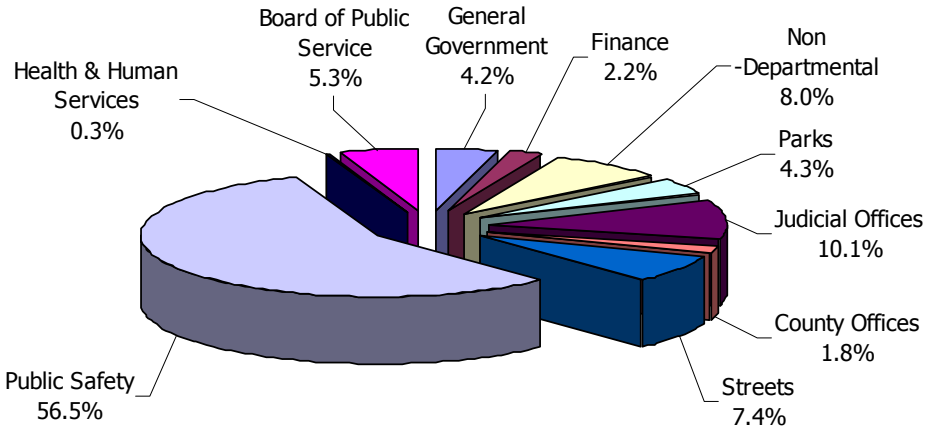
- $10M in net revenues from new refuse collection service fees with $3M allocated toward new recycling and enforcement efforts
- $4M in salary savings equivalent to 3.5% of salary costs to offset general employee pension and other payroll cost increases
- $5.9M increase in Fire Pension costs to be offset in part by $2.6M in attrition reductions and other salary saving initiatives as well as $2M in operational reductions in the Fire Department
- Police to maintain total of 1,345 authorized uniformed officer total with salary savings initiatives to offset $3.6M increase in police pension costs
- $3.7M reduction in City Wide debt service payments due to reallocation of ½ Cent Capital fund revenues
- $650,000 reduction in building insurance costs in the Comptrollers Office
- $500,000 decrease in City Wide accounts due to completion of State audit of City operations
- $300,000 increase in Assessor subsidy after use of one-time balance in FY2010
- $200,000 cost of problem property unit of City Counselor's office to be charged to Public safety trust fund
- $580,000 in utility costs of Forest Park facilities to be charged to Forest Park Fund
- $700,000 net increase in costs of the Election Board for administering four city wide elections in the coming fiscal year
- $1.5M net reduction in Circuit Court operations including reduced facility and grounds maintenance contract services
- $209,000 in drug court subsidy to be funded with public safety sales tax crime prevention funds
- $1.6M decrease in Corrections Division costs related to reduced average inmate population at City detention facilities
- $1.2M net reduction in operating costs including energy saving initiatives of the Facilities Management Division
- $1.0M reduction in operating costs of the Equipment Services Division
- Net decrease of 83 general fund positions

FY2011 General Fund Revenues



Total General Fund Revenues = $451.2 Million

FY2011 General Fund Budget by Department



Total General Fund Budget = $451.2 Million

GENERAL FUND

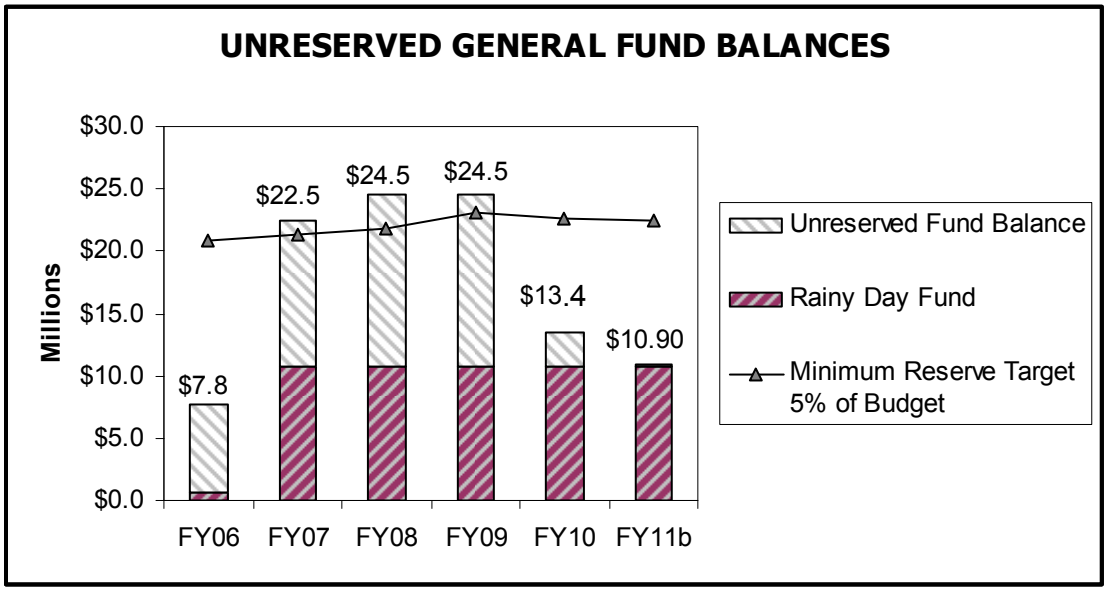
Projected Operating Results

The adjacent table presents the projected general fund operating results for FY2011. The proposed general fund appropriation is balanced at $451.2M. During FY2010, with continued declines in major tax revenues, it was estimated that revenues would fall short of budget by approximately $20M. A series of steps involving hiring slowdowns, capital fund transfers and a curb in discretionary spending were implemented to narrow this gap. While these measures have narrowed the projected gap considerably, the unreserved general fund balance is projected to decline by a minimum of $2.5M going into the next fiscal year. The budget for FY2011 is balanced without drawing any further upon these reserves.

FY2011

General Fund Projected Operating Results

Estimated Revenue	$451,203,575
General Fund Appropriation	451,178,720
Operating Balance	$ 24,855



OTHER FUNDS

Projected Operating Results

While much of the budgetary focus is placed on discretionary spending of the General Fund, the operating balances of other funds can also have an impact on budget development.

In the Special Funds category, the Local Use Tax Fund exhibited a significant decline in its tax base over the past year, with use tax receipts declining over 18% through the end of the third quarter. These results impact the general fund budget as more of the burden of services funded with excess use tax funds depends upon general revenue support. Appropriations in the Local Use tax fund will decline by $8.1M to accommodate the reduction in revenue. With a fund balance in the Assessment Fund used to offset the general fund subsidy in the prior year, the general fund subsidy for the Assessor's office will rise by $300,000 in FY2011. Revenues from gross receipts tax payments in the Communications Fund are expected to rise to $300,000 over receipts in the previous year. In addition to funding operations of the City's public access channel, the Communications Fund appropriates all excess revenues as a supplement to general revenue. While gaming fund revenues have exceeded original estimates in FY2010, it is anticipated that these additional funds estimated at $1.6M will be appropriated as part of the effort to curb the budget gap in the current fiscal year. Total gaming fund appropriations will decline by over $4M in FY2011, reflecting the expenditure of previous fund balances and an estimated $2M decline in gaming revenues from the planned closing of the President casino.

In the Enterprise Funds, the Water Division continues to see increases in the cost of water production while at the same time many large users have reduced consumption. The Water Division is developing a rate proposal that will ensure that water revenues are sufficient to cover the costs associated with water production and maintain balanced operating budgets. The Airport generally formulates a budget that is less than projected revenues in order to address any contingencies or emergency expenditures that may arise during the fiscal year.

Declines in sales tax revenues also have an impact on the Capital fund where the ½ cent sales tax for capital improvements as well as the 1/10 sales tax for metro park improvements are major funding sources. When projected shortfalls in sales tax occur in the previous year, the subsequent year's appropriation is reduced accordingly. In FY2011, these negative adjustments will total $1.1M.

CAPITAL IMPROVEMENTS

The City of St. Louis Capital Committee has developed a five-year Capital Improvements Plan containing projects that have an estimated cost of $320M. These projects will be funded through a combination of local, state and federal funds. Over the five year period, an estimated $216M will be appropriated for cash payments and debt service requirements and in some cases the local matching share for road and bridge repair projects and major flood protection projects. The FY2011 Capital Budget funds the first year of the plan with a recommended appropriation of $28.6M. This is a reduction of $6.87M from the prior year. Given the significant challenge in balancing the City's general fund budget, a total of $3.86M in ½ cent capital sales tax revenues from ward, major parks and recreation center accounts is proposed to be reallocated to offset existing debt payment obligations of the general fund. An additional $2.6M in debt service payments will be offset with available bond funds that have been released but remain restricted for debt service purposes. Due to declines in sales tax receipts over the last fiscal year, approximately $1M in next year's receipts will be required offset negative beginning balances in the various capital accounts. Other revenues supporting the capital budget include $5.28M from projected gaming revenues, $1.4M in courthouse restoration fees, $630,000 in gasoline tax revenue, $350,000 in projected proceeds from the sale of City assets and $700,000 in previously unallocated receipts from the special parks fund and $761,000 reallocated from recreation center project funds.

Capital expenses planned for FY2011 include those for projects designed to further the City's goal of stabilizing neighborhoods as well as increasing the efficiency of service delivery through replacement of vital equipment required to deliver those services. Funding policy established by the Capital Committee sets a high priority on leveraging non-city funds to the maximum extent possible to effect major improvements to roads and bridges.

Ward Improvements - $5.4M

Each of the City's 28 wards will be allocated $191,400 in FY2011 revenues which includes their portion of any interest earnings and the $525,000 shortfall in revenues from the previous fiscal year. The allocation from the local Parks fund, which is already included, will provide an additional $25,000 for park improvements in each ward. These funds will be allocated for projects such as neighborhood park improvements, street resurfacing, sidewalk replacement, and refuse container replacement. Actual projects are recommended by the ward alderman subject to approval by the Board of Estimate and Apportionment.

Parks and Recreation Centers - $2.9M

The City's six major parks, Forest Park, Tower Grove, Carondelet, Fairgrounds, O'Fallon and Willmore will share $2.9M in ½ cent sales tax and metro parks improvement tax funds. Planned

projects include roadway repairs, equipment replacement and improvements to playgrounds. Of this total Park allocation, $859,000 in Metro parks funds will be allocated to neighborhoods parks for similar capital improvements.

Facility Improvements - $14.9M

Funds categorized as being for facility improvements will service previously incurred debt for construction and renovations of several City facilities. Major facilities include the City Justice Center, Civil Courthouse and Carnahan Courthouse buildings, the Juvenile Detention Center as well as the renovated City building at 1520 Market St.

Equipment Replacement - $2.8M

$2.8M has been allocated to service debt payment requirements of existing rolling stock lease agreements necessary to replace vehicles in such areas as refuse collection, street cleaning, and animal regulation functions. In FY2009, a line of credit was obtained and has been used for a replacement of rolling stock up to a pre-set credit limit. In FY11, a planned $10M lease debt issue is planned to replace and refurbish fire engine equipment and purchase replacement trucks used for the City's Street Department.

MAJOR FUND TYPES

GOVERNMENTAL FUNDS

Governmental funds are those through which most governmental functions are financed. Governmental fund categories include:

General Fund - the City's main operating fund through which the majority of City services such as police and fire protection, emergency medical services, and parks and streets maintenance are funded. Most tax receipts and other revenues not required to be accounted for in another fund are considered general revenue. General Fund expenditures account for about one-half of all City expenditures.

Special Revenue Funds - used to account for specified taxes, fees, grants or other sources of revenue that are dedicated by ordinance for a specific purpose. Funds contained in this category include government grants, the Local Use Tax Fund, the Convention and Tourism Fund, Gaming Fund, Assessment Fund, Lateral Sewer Fund, Tax Increment Financing Funds, Transportation Fund and other miscellaneous special funds.

Debt Service Fund - used to account for revenues and expenses related to the City's existing general obligation (property tax supported) debt.

Capital Project Funds – used to account for revenues and expenditures related to capital equipment purchases, public infrastructure improvements or public projects. The sources of capital funds vary from a dedicated ½ cent sales tax, to proceeds from bond issues and appropriations from the general fund.

PROPRIETARY FUNDS

Proprietary funds are used to account for activities that are similar to those found in the private sector. Proprietary fund categories include:

Enterprise Funds – used to account for funds operated similar to private business type activities; this would include the Airport and City Water Division. The Meter Division is also operated as an enterprise fund and is separately appropriated.

Internal Service Funds - used to account for activities that provide services for certain City programs and operations. These include the City mailroom, workers' compensation and employee health insurance programs.

FIDUCIARY FUNDS

Fiduciary Funds are used to account for resources held for the benefit of individuals or units outside of the City. The City serves as a trustee or has fiduciary responsibilities for the assets. These include the City's various pension funds. While contributions to these funds are appropriated, the activities of the funds themselves are not part of the appropriation process.

Detailed descriptions of funds within each of these fund groups can be found in the glossary in the Appendix of this document.

The tables on the following pages contain summary budget information for all funds. A more detailed discussion of the general fund budget and descriptions of trends in major sources of revenue follow.

FY11 REVENUE SUMMARY - ALL FUNDS (in millions)

	FY09 Actual	FY10 Revised	FY11 Budget	% Change FY10-11
General Fund				
Earnings Tax	$138.4	$135.8	$137.5	1.3%
Property Tax	51.1	52.5	53.2	1.5%
Sales Tax	48.0	45.0	45.2	0.5%
Payroll Tax	35.5	33.7	34.1	1.3%
Franchise (Utilities) Taxes	61.4	48.2	53.8	11.5%
License Fees	17.3	17.4	16.1	-7.6%
Grants & Intergovernmental Revenues	25.0	25.4	25.6	0.7%
Department User Fees and Fines	38.1	42.3	57.4	35.7%
Transfers	28.2	35.0	28.3	-19.1%
	443.0	435.2	451.2	3.7%
Special Revenue Funds				
Property Tax	2.0	1.7	1.8	2.9%
Franchise (Utilities) Taxes	4.6	4.9	5.0	2.1%
Local Use Tax	31.5	25.7	27.2	6.2%
Sales Tax	18.3	20.4	20.5	0.5%
Other Taxes	20.3	16.4	17.1	3.8%
Grants & Intergovernmental Revenues	75.1	91.8	75.7	-17.5%
Department User Fees and Fines	23.7	26.1	26.3	0.8%
Transfers	3.5	3.0	3.5	16.9%
Fund Balances and Other Resources	7.1	3.6	16.1	342.2%
	186.0	193.5	193.0	-0.2%
Debt Service Fund				
Property Tax	5.4	5.7	5.7	0.2%
Capital Improvement Funds				
1/2 Cent Sales Tax	17.4	16.4	16.5	0.6%
Metro Parks Sales Tax	1.6	1.5	1.5	0.6%
Grants & Intergovernmental Revenues	0.6	0.6	0.6	0.0%
Department User Fees and Fines	1.7	1.5	1.4	-7.9%
Transfers	5.8	14.5	8.7	-40.4%
Other Resources	0.5	0.4	0.4	0.0%
Balances / Surpluses Previous Years	0.0	0.3	-0.4	-240.0%
	27.6	35.2	28.6	-18.6%
Enterprise Funds				
Franchise (Utilities) Taxes	4.4	5.1	5.8	13.7%
Enterprise Revenues	204.2	214.5	215.5	0.5%
	208.5	219.6	221.3	0.8%
Internal Service Funds				
Department User Fees and Fines	37.9	42.8	39.8	-7.1%
Total General Appropriation	**$908.5**	**$932.0**	**$939.7**	**0.8%**
Funds Appropriated Separately				
Community Development & Housing Grants[1]	$17.6	$15.4	$19.3	24.8%
Street Improvement Fund	4.8	4.7	4.8	3.0%
Transportation Fund Revenues	26.5	25.2	31.7	25.9%
Parking Division Revenues	16.7	16.6	13.5	-18.5%
	65.7	61.8	69.2	12.0%
Total All Sources	**$974.1**	**$993.9**	**$1008.9**	**1.5%**

[1] *Excluding CDBG in general appropriations*

FY11 BUDGET SUMMARY - ALL FUNDS (in millions)

	FY09 Actual	FY10 Budget	FY11 Budget	% Change FY10-11
General Fund	$453.1	$453.9	$451.2	-0.6%
Special Revenue Funds				
Assessment Fund	4.4	4.3	4.0	-7.2%
Convention and Tourism Fund	4.5	4.5	4.6	1.3%
Public Safety Trust Fund	17.1	20.5	19.1	-6.9%
Neighborhood Parks Fund	7.2	8.1	8.6	5.5%
Convention and Sport Facility Trust Fund	5.9	6.2	6.1	-2.1%
Lateral Sewer Fund	3.0	3.1	3.1	-2.3%
Cable Communications Fund	1.6	1.5	1.0	-34.6%
Port Authority	3.6	3.0	2.7	-9.8%
Riverfront Gaming Fund	9.0	15.6	11.5	-26.1%
Local Use Tax Fund	39.2	33.5	25.4	-24.3%
Other Special Revenue Funds	36.7	32.9	46.2	40.5%
	132.3	133.4	132.2	-0.9%
Grant Funds				
St. Louis Agency on Training and Employment	11.2	16.4	10.0	-38.8%
Community Development (excl. separate approp.)	10.9	13.0	9.3	-28.5%
Health and Human Services	25.1	32.8	31.0	-5.3%
Police Department	6.7	10.8	9.2	-15.2%
Other Grants	3.2	2.9	2.5	-15.3%
	57.1	75.9	62.0	-18.3%
Debt Service Fund	6.2	5.7	5.7	0.2%
Capital Funds	31.0	35.5	28.6	-19.4%
Enterprise Funds				
Water Division	50.1	57.8	57.6	-0.2%
Airport Authority	154.2	162.3	162.4	0.0%
	204.3	220.1	220.0	0.0%
Internal Service Funds				
Mail Room	0.5	0.8	0.8	-1.0%
Employee Benefits Fund	35.8	42.1	37.1	-11.9%
	36.3	42.9	37.9	-11.7%
Total General Appropriation	**$920.3**	**$967.4**	**$937.6**	**-3.1%**
Funds Appropriated Separately				
Community Development & Housing Grants[1]	$17.6	$15.4	$19.3	24.8%
Street Improvement Fund	4.8	4.7	4.8	3.0%
Transportation Fund Revenues	26.5	25.2	31.7	25.9%
Parking Division Revenues	16.7	16.6	13.5	-18.5%
	65.7	61.8	69.2	12.0%
Total All Sources	**$986.0**	**$1029.2**	**$1006.9**	**-2.2%**

[1] *Excluding CDBG admin. portion*

FY11 BUDGET SUMMARY - ALL FUNDS BY DEPARTMENT

Dept. #	Department	General Fund	Special Funds Revenue	Special Funds Grant	Enterprise Funds	Total Funds
GENERAL GOVERNMENT						
110	Board of Aldermen	2,675,765	-	-	-	2,675,765
120	Mayor's Office	1,773,446	-	-	-	1,773,446
121	St. Louis Agency on Training and Emp.	-	-	9,920,624	-	9,920,624
123	Department of Personnel	2,773,116	117,513	-	-	55,518,043
	Employee Benefits Fund	-	39,127,414	-	-	-
	Employee Pension Trust Fund	-	13,500,000	-	-	-
124	Register	167,595	-	-	-	167,595
126	Civil Rights Enforcement Agency	307,778	-	172,267	-	480,045
127	Information Tech. Service Agency	5,445,434	-	-	-	5,445,434
137	Budget Division	431,943	-	-	-	431,943
139	City Counselor	5,392,976	917,335	874,753	-	7,185,064
141	Planing and Urban Design	117,514	-	1,571,377	-	1,688,891
142	Comm. Development Administration	-	-	3,629,147	-	3,629,147
143	Affordable Housing Commission	-	4,528,120	-	-	4,528,120
	Subtotal	**19,085,567**	**58,190,382**	**16,168,168**	**-**	**93,444,117**
FINANCE						
160	Comptroller	7,665,536	-	-	-	34,855,963
	Gateway Transportation Ctr.	-	1,168,413	-	-	-
	Lateral Sewer Fund	-	56,464	-	-	-
	Tax Increment Financings	-	3,395,768	-	-	-
	Trustee Lease Fund	-	16,130,910	-	-	-
	Grant and Other Funds	-	5,690,860	748,012	-	-
162	Municipal Garage	316,925	-	-	-	316,925
163	Microfilm	325,896	-	-	-	325,896
170	Supply Commissioner	648,580	-	-	-	648,580
171	Multigraph	875,051	-	-	-	875,051
172	Mail Room	-	807,834	-	-	807,834
180	Assessor	-	4,022,346	-	-	4,022,346
	Subtotal	**9,831,988**	**31,272,595**	**748,012**	**-**	**41,852,595**
NON-DEPARTMENTAL						
190	City Wide Accounts	35,873,030	-	-	-	47,466,030
	Convention and Tourism Fund	-	4,603,000	-	-	-
	Riverfront Gaming Fund	-	6,990,000	-	-	-
	Subtotal	**35,873,030**	**11,593,000**	**-**	**-**	**47,466,030**
PARKS, RECREATION & FORESTRY						
210	Dir. Parks, Recreation, and Forestry	478,925	7,856,504	-	-	8,335,429
213	Division of Recreation	1,556,447	94,732	-	-	1,651,179
214	Division of Forestry	7,024,096	246,907	-	-	7,271,003
215	Operation Brightside	-	-	290,632	-	290,632
220	Division of Parks	9,280,751	2,417,074	-	-	11,697,825
225	Soulard Market	226,018	-	-	-	226,018
250	Tower Grove Park	694,450	-	-	-	694,450
	Subtotal	**19,260,687**	**10,615,217**	**290,632**	**-**	**30,166,536**
JUDICIAL OFFICES						
310	Circuit Clerk	946,169	-	-	-	946,169
311	Circuit Court	7,186,318	-	-	-	7,186,318
312	Circuit Attorney	6,590,275	2,807,650	1,037,013	-	10,434,938
313	Board of Jury Supervisors	1,446,601	-	-	-	1,446,601
314	Probate Court	56,690	-	-	-	56,690
315	Sheriff	8,786,525	-	-	-	8,786,525
316	City Courts	2,643,118	-	-	-	2,643,118
317	City Marshal	1,366,450	-	-	-	1,366,450
320	Probation and Juvenile Detention	16,667,667	360,724	370,218	-	17,398,609
321	Circuit Drug Court	-	-	-	-	-
	Subtotal	**45,689,813**	**3,168,374**	**1,407,231**	**-**	**50,265,418**

FY11 BUDGET SUMMARY - ALL FUNDS BY DEPARTMENT

Dept. #	Department	General Fund	Special Funds Revenue	Special Funds Grant	Enterprise Funds	Total Funds
COUNTY OFFICES						
330	Tax Equalization Board	12,400	-	-	-	12,400
331	License Collector	-	6,070,000	-	-	6,070,000
333	Recorder of Deeds	2,589,846	-	-	-	2,589,846
334	Board of Election Commissioners	3,191,686	-	-	-	3,191,686
335	Medical Examiner	1,824,958	-	225,000	-	2,049,958
340	Treasurer	699,986	-	-	-	699,986
	Subtotal	**8,318,876**	**6,070,000**	**225,000**	**-**	**14,613,876**
PUBLIC UTILITIES						
401	Communications Division	-	990,682	-	-	990,682
415	Water Division	-	-	-	57,513,558	57,513,558
420	Airport Authority	-	-	-	162,359,379	162,359,379
	Subtotal	**-**	**990,682**	**-**	**219,872,937**	**220,863,619**
STREETS						
510	Director of Streets	870,757	45,428	-	-	3,451,020
	Lateral Sewer Fund	-	2,534,835	-	-	-
511	Traffic and Lighting	8,377,152	-	-	-	8,377,152
513	Auto Towing and Storage	1,501,780	-	-	-	1,501,780
514	Street Division	6,087,360	769,769	-	-	6,857,129
516	Refuse Division	16,515,172	1,151,386	363,407	-	18,029,965
520	Port Authority	-	2,727,149	-	-	2,727,149
	Subtotal	**33,352,221**	**7,228,567**	**363,407**	**-**	**40,944,195**
PUBLIC SAFETY						
610	Director of Public Safety	645,836	1,471,000	-	-	2,116,836
611	Fire Department	49,767,301	355,000	-	-	50,122,301
612	Firefighter's Retirement System	16,386,898	5,500,000		-	21,886,898
614	Office of Special Events	163,958				163,958
616	Excise Commissioner	406,717	-	-	-	406,717
620	Building Commissioner	7,118,865	5,717,999	1,530,531	-	14,367,395
622	Neighborhood Stabilization	2,455,185	-	11,339	-	2,466,524
625	CEMA	275,633		250,000		525,633
632	Medium Security Institution	15,256,476	-	0	-	15,256,476
633	City Justice Center	17,417,718	-	-	-	17,417,718
650	Police Department	129,432,562	14,107,940	9,192,325	-	152,732,827
651	Police Retirement System	15,418,329	5,500,000	-	-	20,918,329
	Subtotal	**254,745,478**	**32,651,939**	**10,984,195**	**-**	**298,381,612**
HEALTH AND HOSPITALS						
700	Director, Health and Hospitals	-	1,858,683	1,519,231	-	3,377,914
710	Health Commissioner	-	313,890	-	-	313,890
711	Communicable Disease Control	-	1,733,310	9,406,513	-	11,139,823
714	Animal Care and Control	-	1,044,473	11,519	-	1,055,992
715	Environmental Health Services	-	1,739,310	1,428,354	-	3,167,664
719	Family/Community/School Health	-	881,233	619,919	-	1,501,152
737	Health Care Trust Fund	-	5,000,000	-	-	5,000,000
	Subtotal	**-**	**12,570,899**	**12,985,536**	**-**	**25,556,435**
HUMAN SERVICES						
800	Director of Human Services	1,269,277	865,568	18,733,009	-	20,867,854
	Subtotal	**1,269,277**	**865,568**	**18,733,009**	**-**	**20,867,854**
BOARD OF PUBLIC SERVICE						
900	President, Board of Public Service	2,447,829	823,832	-	-	3,271,661
903	Facilities Management	10,024,309	-	-	-	10,024,309
910	Equipment Services Division	11,134,567	-	-	-	11,134,567
930	Soldier's Memorial	145,078	-	-	-	145,078
	Subtotal	**23,751,783**	**823,832**	**-**	**-**	**24,575,615**

FY11 BUDGET SUMMARY - ALL FUNDS BY DEPARTMENT

Dept. # Department	General Fund	Special Funds Revenue	Special Funds Grant	Enterprise Funds	Total Funds
CAPITAL IMPROVEMENTS FUND	-	28,629,500	-	-	28,629,500
DEBT SERVICE FUND	-	5,690,860	-	-	5,690,860
TOTAL BUDGET	**$451,178,720**	**$210,361,415**	**$61,905,190**	**$219,872,937**	**$937,627,402**

FY11 BUDGET SUMMARY - ALL DEPARTMENTS BY FUND

Fund	Dept. #	Department	FY09 Actual	FY10 Budget	FY11 Budget
General Fund					
1010	110	Board of Aldermen	2,612,488	2,677,769	2,675,765
1010	120	Mayor's Office	1,874,266	1,910,009	1,773,446
1010	121	SLATE	225,046	-	-
1010	123	Department of Personnel	3,420,425	2,921,038	2,773,116
1010	124	Register	169,260	168,563	167,595
1010	126	Civil Rights Enforcement Agency	366,609	366,212	307,778
1010	127	Information Tech. Services Agency	5,067,009	5,576,675	5,445,434
1010	137	Division of the Budget	466,694	441,089	431,943
1010	139	City Counselor	5,645,158	5,516,593	5,392,976
1010	141	PDA	131,874	129,968	117,514
1010	160	Comptroller	9,324,419	10,188,853	7,665,536
1010	162	Municipal Garage	308,767	316,187	316,925
1010	163	Microfilm Section	305,019	331,153	325,896
1010	170	Supply Commissioner	655,236	644,167	648,580
1010	171	Multigraph Section	1,007,641	913,969	875,051
1010	190	City Wide Accounts	41,861,396	39,445,475	35,873,030
1010	210	Director, Parks, Recreation & Forestry	456,915	391,057	478,925
1010	213	Division of Recreation	2,080,884	1,985,815	1,556,447
1010	214	Division of Forestry	7,148,991	7,210,483	7,024,096
1010	220	Division of Parks	8,528,020	10,023,742	9,280,751
1010	225	Soulard Market	275,972	226,101	226,018
1010	250	Tower Grove Park	750,000	725,000	694,450
1010	310	Circuit Clerk	921,565	996,030	946,169
1010	311	Circuit Court (General)	7,889,124	8,000,074	7,186,318
1010	312	Circuit Attorney	6,739,934	6,519,859	6,590,275
1010	313	Board of Jury Supervisors (Cir. Judges)	1,595,738	1,607,785	1,446,601
1010	314	Probate Court (Probate Judge)	55,953	67,505	56,690
1010	315	Sheriff	8,993,558	8,910,132	8,786,525
1010	316	City Courts	2,808,959	2,535,404	2,643,118
1010	317	City Marshal	1,331,933	1,387,027	1,366,450
1010	320	Probation Dept. & Juvenile Detention Ctr	17,092,289	16,930,006	16,667,667
1010	321	Circuit Drug Court	280,780	325,825	-
1010	330	Tax Equalization Board	12,594	12,400	12,400
1010	333	Recorder of Deeds	2,650,857	2,597,106	2,589,846
1010	334	Election and Registration	3,967,697	2,441,786	3,191,686
1010	335	Medical Examiner	1,770,487	1,806,066	1,824,958
1010	340	Treasurer	716,723	721,538	699,986
1010	510	Director of Streets	1,084,486	991,458	870,757
1010	511	Traffic and Lighting Division	8,565,322	8,564,414	8,377,152
1010	513	Auto Towing and Storage	1,614,008	1,556,018	1,501,780
1010	514	Street Division	6,166,729	6,141,247	6,087,360
1010	516	Refuse Division	13,532,396	13,580,115	16,515,172
1010	610	Director of Public Safety	740,347	687,384	645,836
1010	611	Fire Department	55,051,966	53,016,716	49,767,301
1010	612	Firefighters Retirement System	6,175,201	10,504,590	16,386,898
1010	614	Office of Special Events	38,216	170,575	163,958
1010	616	Excise Commissioner	401,945	401,053	406,717
1010	620	Building Commissioner	7,760,914	7,535,930	7,118,865
1010	622	Neighborhood Stabilization	2,377,208	2,436,474	2,455,185
1010	625	CEMA	274,675	278,593	275,633
1010	632	Corrections / MSI	16,667,336	16,479,351	15,256,476
1010	633	City Justice Center	19,123,223	17,739,556	17,417,718

FY11 BUDGET SUMMARY - ALL DEPARTMENTS BY FUND

Fund	Dept. #	Department	FY09 Actual	FY10 Budget	FY11 Budget
1010	650	Police Department	129,645,557	128,887,662	129,432,562
1010	651	Police Pension Fund	8,073,967	11,813,173	15,418,329
1010	800	Director of Human Services	1,267,140	1,346,412	1,269,277
1010	900	President, Board of Public Service	2,992,118	2,690,904	2,447,829
1010	903	Facilities Management	9,535,581	9,861,117	10,024,309
1010	910	Equipment Services Division	12,269,196	12,076,396	11,134,567
1010	930	Soldier's Memorial Building	189,970	161,271	145,078
		Subtotal	**453,057,781**	**453,888,870**	**451,178,720**
Local Use Tax Fund					
1110	123	Department of Personnel	117,912	115,266	117,513
1110	143	Affordable Housing Commission	7,175,035	5,538,766	4,528,120
1110	516	Refuse Division - Bulky Pick-up	1,273,848	1,146,453	1,151,386
1110	620	Bldg. Comm. - Housing Conservation	2,210,500	2,338,497	2,161,592
1110	620	Bldg. Comm. - Building Demolition	2,878,339	3,000,000	1,000,000
1110	650	Police Department	11,073,000	7,950,000	3,776,000
1110	700	Director, Health & Hospitals	1,454,002	1,185,378	1,730,683
1110	710	Health Commissioner	1,410,511	1,300,883	313,890
1110	711	Communicable Disease Control	2,087,494	1,831,663	1,651,101
1110	713	Public Health Laboratory	295	-	-
1110	714	Animal Care and Control	1,280,732	1,192,469	1,035,473
1110	715	Environmental Health Services	1,884,604	1,778,078	1,739,310
1110	719	Family / Community / School Health	909,219	859,885	881,233
1110	737	Health Care Trust Fund	5,075,000	5,000,000	5,000,000
1110	800	Director of Human Services	323,706	301,523	295,568
1110	900	President, Board of Public Service	-		
		Subtotal	**39,154,197**	**33,538,861**	**25,381,869**
Convention and Tourism Fund					
1111	160	Convention and Tourism	4,546,000	4,545,000	4,603,000
		Subtotal	**4,546,000**	**4,545,000**	**4,603,000**
Convention and Sports Authority Trust Fund					
1111	331	Convention & Sports Facility Trust	5,890,000	6,200,000	6,070,000
		Subtotal	**5,890,000**	**6,200,000**	**6,070,000**
Demolition Fund					
1113	214	Division of Forestry	55,005	-	-
1113	620	Bldg. Comm. - Bldg. Demolition	916,478	-	-
		Subtotal	**971,483**	**-**	**-**
Assessment Fund					
1115	180	Assessor	4,383,882	4,332,887	4,022,346
		Subtotal	**4,383,882**	**4,332,887**	**4,022,346**

FY11 BUDGET SUMMARY - ALL DEPARTMENTS BY FUND

Fund	Dept. #	Department	FY09 Actual	FY10 Budget	FY11 Budget
Special Revenue Funds					
1116	1231000	City Employees Pension Trust Fund	13,500,000	13,500,000	13,500,000
1116	139	City Counselor	256,192	259,421	263,318
1116	1600013	Comptroller-Abram Building Operations	127,567	-	-
1116	1600019	Comptroller-Gateway Transportation	884,420	1,164,193	1,168,413
1116	210	Director PRF - Forest Park Fund	2,135,236	1,667,000	1,680,000
1116	214	Division of Forestry	180,475	243,901	246,907
1116	312	Circuit Attorney (Inspire Me School)	9,366	27,451	-
1116	312	Circuit Attorney (Training Fund)	2,500	2,500	2,500
1116	312	Circuit Attorney (Tax Unit)	141,008	158,880	154,200
1116	312	Circuit Attorney (Child Support Unit)	1,845,342	2,116,323	2,093,417
1116	312	Circuit Attorney (HUD Unit)	62,150	63,288	71,861
1116	320	Probation Dept. & Juvenile Detention	346,892	356,686	360,724
1116	510	Dir. of Streets - Excavation/Restoration	203,916	162,188	45,428
1116	514	Street Div. - Excavation/Restoration	247,683	258,750	282,413
1116	520	Port Administration Division	2,451,767	3,022,085	2,727,149
1116	620	Bldg. Comm. - Code Enforcement	2,406,015	1,141,217	811,401
1116	620	Bldg. Comm. - Demolition & Board-Up	1,921,311	3,337,532	2,078,655
1116	650	Police Dept. - Peace Officer Training	64,804	100,000	100,000
1116	6500001	Police Dept. - Communication Support	36,702	240,474	240,500
1116	700	Director, Health & Hospitals	-	128,000	128,000
1116	7000001	Health Provider Reimbursement	49,180	250,000	-
1116	714	Animal Care and Control	7,469	9,000	9,000
1116	800	Director of Human Services	262,094	408,000	570,000
1116	900	President, Board of Public Service	-	982,841	823,832
1413	160	Tax Increment Financing	6,122,386	2,893,406	3,395,768
1218	160	Trustee Lease Fund	7,087,205	3,247,415	16,130,910
		Subtotal	**40,351,680**	**35,740,551**	**46,884,396**
Communications Fund					
1117	127	Information Tech. Services Agency	149,959	150,679	-
1117	401	Communications Division	1,497,993	1,364,585	990,682
		Subtotal	**1,647,952**	**1,515,264**	**990,682**
Lateral Sewer Fund					
1118	160	Comptroller - Lateral Sewer Line	73,370	55,650	56,464
1118	510	Director of Streets - Lateral Sewer	2,594,229	2,581,966	2,534,835
1118	514	Street Division	374,926	512,132	487,356
		Subtotal	**3,042,525**	**3,149,748**	**3,078,655**
Other Special Revenue Funds - Special Authorizations					
1119	139	City Counselor	248,894	-	-
1119	210	Director PRF - Forest Park Fund	30,862	-	-
1119	213	Division of Recreation	14,298	-	-
1119	214	Division of Forestry	29,132	-	-
1119	220	Division of Parks	146,790	-	-
1119	312	Circuit Att. (Contingency & Tax Fund)	33,744	-	-
1119	315	Sheriff - Auction Proceeds	-	-	-
1119	320	Probation Dept. & Juvenile Detention	81,194	-	-
1119	321	Circuit Drug Court	2,409	-	-

FY11 BUDGET SUMMARY - ALL DEPARTMENTS BY FUND

Fund	Dept. #	Department		FY09 Actual	FY10 Budget	FY11 Budget
1119	334	Election and Registration		453,203	-	-
1119	401	Communications Division		149,490	-	-
1119	511	Transportation and Traffic Division		191,562	-	-
1119	520	Port Administration Division		1,155,187	-	-
1119	611	Fire Department		40,936	-	-
1119	632	Corrections/MSI		55,149	-	-
1119	650	Police Dept. - Police Judgements		476,756	-	-
1119	711	Communicable Disease Control		3,556	-	-
1119	714	Animal Care and Control		-	-	-
1119	800	Director of Human Services		-	-	-
1119	930	Soldier's Memorial Building		11,073	-	-
			Subtotal	**3,124,235**	**-**	**-**
Public Safety Fund						
1120	139	City Counselor		209,293	336,115	551,526
1120	312	Circuit Attorney		522,470	533,348	485,672
1120	650	Police - Public Safety Trust Fund		2,398,151	2,100,000	2,350,000
			Subtotal	**3,129,914**	**2,969,463**	**3,387,198**
Riverboat Gaming Fund						
1121	190	City Wide - Riverfront Gaming		6,650,000	10,350,000	6,990,000
1121	611	Fire Dept. - Riverfront Gaming		22,775	25,000	25,000
1121	650	Police Dept. - Riverfront Gaming		2,350,000	5,200,000	4,500,000
			Subtotal	**9,022,775**	**15,575,000**	**11,515,000**
Parks and Recreation Special Fund						
1122	210	Dir. of Parks - 1/8 Cent Sales Tax		3,565,984	4,575,482	4,576,505
1122	210	Dir. of Parks - Neighborhood Parks		1,813,403	1,600,000	1,599,999
1122	220	Parks Division - Barnes/City Trust		1,832,550	1,970,357	2,007,074
1122	220	Parks Division - 1/8 Cent Sales Tax		-	-	410,000
			Subtotal	**7,211,937**	**8,145,839**	**8,593,578**
Public Safety Sales Tax Fund						
1123	610	Public Safety-Crime Prevention		749	1,999,250	1,471,000
1123	6110023	Fire Department		450,000	680,000	330,000
1123	6120023	Fire - Public Safety Pension Trust		5,493,578	5,500,000	5,500,000
1123	6500023	Police Department		1,260,000	1,878,000	1,500,000
1123	6500123	Police Department		1,290,000	1,971,319	1,390,000
1123	6510023	Police - Public Safety Pension Trust		5,496,937	5,500,000	5,500,000
			Subtotal	**13,991,264**	**17,528,569**	**15,691,000**
Grant Funds						
1140	650	Police Department - Misc. Grants		6,704,967	10,839,065	9,192,325
			Subtotal	**6,704,967**	**10,839,065**	**9,192,325**
1161	900	President, Board of Public Service		98,000	-	-
			Subtotal	**98,000**	**-**	**-**
1162	121	SLATE		11,090,372	16,244,867	9,920,624
1162	160	Comptroller		103,948	126,684	102,903
			Subtotal	**11,194,320**	**16,371,551**	**10,023,527**

FY11 BUDGET SUMMARY - ALL DEPARTMENTS BY FUND

Fund	Dept. #	Department		FY09 Actual	FY10 Budget	FY11 Budget
1163	139	City Counselor		291,419	801,072	-
1163	141	Planning and Urban Design		832,910	-	-
1163	142	Comm. Development Administration		577,089	-	-
1163	160	Comptroller		224,779	445,349	-
1163	213	Division of Recreation		(90,335)	113,231	94,732
1163	316	City Courts - Problem Properties		8,377	-	-
1163	620	Building Commissioner		210,758	347,784	-
1163	622	Neighborhood Stabilization		9,798	10,708	11,339
1163	800	Director of Human Services		147,633	384,000	354,000
1163	900	President, Board of Public Service		124,896	-	-
			Subtotal	**2,337,324**	**2,102,144**	**460,071**
1164	141	Planning and Urban Design		284,207	-	-
1164	142	Comm. Development Administration		1,325,293	1,105,700	1,542,640
1164	620	Bldg. Commissioner		4,029,768	4,165,806	1,186,300
1164	700	Director, Health & Hospitals		(2,465)	1,575,305	515,397
1164	716	Lead Poisoning Control		795,160	-	-
1164	719	Family / Community / School Health		-	167,110	-
1164	900	President, Board of Public Service		-	-	-
			Subtotal	**6,431,963**	**7,013,921**	**3,244,337**
1165	139	City Counselor		265,572	-	810,751
1165	141	Planning and Urban Design		436,571	1,647,664	1,571,377
1165	142	Comm. Development Administration		816,788	2,219,332	2,086,507
1165	160	Comptroller		192,067	-	474,881
1165	213	Division of Recreation		121,407	-	-
1165	215	Operation Brightside		-	-	290,632
1165	316	City Courts - Problem Properties		9,133	-	-
1165	620	Building Commissioner		141,969	-	344,231
1165	622	Neighborhood Stabilization - Grant		6,674	-	-
1165	1165	Director of Human Services		120,357	-	-
			Subtotal	**2,110,538**	**3,866,996**	**5,578,379**
1166	160	Comptroller - Health Grant Auditing		-	144,194	118,144
1166	700	Director, Health & Hospitals		1,137,303	1,189,504	1,003,834
1166	710	Health Commissioner		-	-	-
1166	711	Communicable Disease Control		8,477,053	11,161,423	9,406,513
1166	714	Animal Care and Control		-	6,001	11,519
1166	715	Environmental Health Services		1,286,971	1,436,864	1,428,354
1166	716	Lead Poisoning Control		475,886	-	-
1166	719	Family / Community / School Health		371,509	407,914	619,919
			Subtotal	**11,748,722**	**14,345,900**	**12,588,283**
1167	160	Comptroller		-	53,345	52,084
1167	632	Corrections/MSI		-	49,161	-
1167	800	Director of Human Services		13,355,980	18,321,593	18,379,009
			Subtotal	**13,355,980**	**18,424,099**	**18,431,093**
1168	126	CREA - EEOC Contract		48,908	51,361	35,657
1168	126	CREA-HUD Contract		70,827	137,389	136,610
1168	139	City Counselor		3,445	-	-
1168	160	Comptroller		187,450	-	-
1168	210	Director of Parks		40,202		-
1168	214	Division of Forestry		22500	-	-

FY11 BUDGET SUMMARY - ALL DEPARTMENTS BY FUND

Fund	Dept. #	Department		FY09 Actual	FY10 Budget	FY11 Budget
1168	220	Division of Parks		97,430		-
1168	312	Circuit Att. - Domestic Violence		524,614	604,118	576,966
1168	320	Probation Dept. & Juvenile Det. Cntr.		664,328	-	-
1168	321	Circuit Drug Court		302,217	-	-
1168	334	Election and Registration		(2,625)	-	-
1168	335	Medical Examiner		983	225,000	225,000
1168	516	Refuse Division - Recycling		158,111	470,460	363,407
1168	610	Director of Public Safety		136,181	-	-
1168	611	Fire Department		-	-	-
1168	620	Building Commissioner		-	-	-
1168	900	President, Board of Public Service		10,747	-	-
			Subtotal	**2,265,318**	**1,488,328**	**1,337,640**
1169	139	City Counselor		-	-	64,002
1169	220	Division of Parks		-	129,859	-
1169	312	Circuit Att. (LLEBG/JAG/PSN)		-	162,666	460,047
1169	316	City Courts - Community Courts		-	-	-
1169	320	Probation Dept. & Juvenile Det. Cntr.		233,149	44,099	370,218
1169	321	Circuit Drug Court		-	-	-
1169	335	Medical Examiner		-	-	-
1169	610	Director of Public Safety		-	18,364	-
1169	611	Fire Department		61,596	-	-
1169	622	Neighborhood Stabilization - Grants		685,941	837,083	-
1169	625	City Emergency Management Agency		-	250,000	250,000
			Subtotal	**980,686**	**1,442,071**	**1,144,267**
			Subtotal	**57,227,818**	**75,894,075**	**61,999,922**
Capital Funds						
1217	160	Capital Improv. - Regular Sources		9,700,000	17,081,000	10,334,500
1219	160	Metro Parks - Sales Tax		1,613,222	1,617,800	1,432,000
1220	160	Capital Improv. - Sales Tax		19,728,000	16,807,700	16,863,000
			Subtotal	**31,041,222**	**35,506,500**	**28,629,500**
Debt Service Fund						
1311	160	G.O. Debt Service (Public Safety)		6,232,059	5,681,310	5,690,860
			Subtotal	**6,232,059**	**5,681,310**	**5,690,860**
Enterprise Funds						
1510	415	Water Division		50,070,345	57,756,832	57,641,340
1511	420	City of St. Louis Airport Comm.		154,201,038	162,305,185	162,359,379
			Subtotal	**204,271,383**	**220,062,017**	**220,000,719**
Internal Service Funds						
1611	172	Mail Room		505,980	816,006	807,834
1613	123	Personnel - Employee Benefits		5,004,102	6,783,070	6,946,290
1713	123	Personnel - Employee Benefits		30,753,962	35,245,457	32,053,342
1719	123	Personnel		-	101,212	-
1719	123	City Counselor		-	-	102,491
			Subtotal	**36,264,044**	**42,945,745**	**39,909,957**
		Subtotal All Funds		**$924,562,151**	**$967,219,699**	**$937,627,402**

FY11 BUDGET SOURCES AND USES OF FUNDS SUMMARY (in millions)

Sources and Uses	1010 General Fund	1110 Local Use Tax Fund	Tourism Fund	Convention & Sports Facility	Assessment Fund	1116 Special Funds	Communications Fund	Lateral Sewer Fund	Public Safety Trust Fund	Riverboat Gaming Fund	Special Park Funds	Public Safety Sales Tax Fund
Beginning Fund Balance	**$10.900**	**$0.126**	**$0.041**	**$0.002**	**$0.000**	**$2.019**	**$0.010**	**$2.668**	**$0.502**	**$0.292**	**$3.123**	**($0.705)**
Revenues												
Earnings Tax	137.510	-	-	-	-	-	-	-	-	-	-	-
Property Tax	53.248	-	-	-	1.760	-	-	-	-	-	-	-
Sales & Use Taxes	45.188	27.235	-	-	-	-	-	-	-	-	4.020	16.432
Motor Vehicle Sales Tax	2.856	-	-	-	-	-	-	-	-	-	-	-
Gasoline Tax	9.580	-	-	-	-	-	-	-	-	-	-	-
Payroll Tax	34.096	-	-	-	-	-	-	-	-	-	-	-
Franchise (Utilities) Taxes	53.811	-	-	-	-	-	2.400	2.576	-	-	-	-
Restaurant Taxes	2.400	-	4.573	-	-	-	-	-	-	-	-	-
3.5% Hotel Sales Tax	-	-	-	6.070	-	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-	-	-	-	-	-
License Fees	16.089	-	-	-	-	-	-	-	-	-	-	-
Grants / Intergovernmental	13.127	-	-	-	0.340	-	-	-	3.041	10.249	-	-
User Fees, Fines & Other	50.090	-	-	-	0.073	26.216	-	-	-	-	-	-
Transfers In	33.209	-	-	-	1.850	1.141	-	-	-	-	1.600	-
Other Resources	0.000	-	-	-	-	-	-	-	-	1.000	2.000	-
Total Sources of Funds	**$451.204**	**$27.235**	**$4.573**	**$6.070**	**$4.023**	**$27.357**	**$2.400**	**$2.576**	**$3.041**	**$11.249**	**$7.620**	**$16.432**
Appropriations												
Personal Services	336.227	13.517	-	-	3.416	6.301	0.897	0.943	3.336	4.500	2.511	5.492
Materials & Supplies	18.351	0.203	-	-	0.032	0.532	0.036	0.035	0.024	0.010	0.137	0.000
Rental & Non Capital Leases	2.869	0.070	-	-	0.010	0.118	0.004	0.085	0.000	0.000	0.009	0.000
Non Capital Equipment	0.702	0.013	-	-	0.004	0.058	0.004	0.000	0.004	0.010	0.000	0.000
Capital Assets	0.566	0.000	-	-	0.000	0.037	0.000	0.115	0.006	0.000	0.000	0.000
Contractual & Other Services	62.105	11.579	0.135	-	0.561	20.112	0.050	1.900	0.017	1.005	2.661	1.471
Debt Service	26.667	0.001	-	-	-	-	-	-	-	-	2.576	8.728
Transfers Out :												
Capital Lease Payments	0.241	-	-	-	-	-	-	-	-	-	-	-
Other Transfers Out	3.450	-	4.468	6.070	-	0.200	1.420	-	-	5.990	0.700	-
Total Uses of Funds	**$451.178**	**$25.383**	**$4.603**	**$6.070**	**$4.022**	**$27.357**	**$2.410**	**$3.078**	**$3.387**	**$11.515**	**$8.594**	**$15.691**
Ending Fund Balance	**$10.926**	**$1.978**	**$0.011**	**$0.002**	**$0.001**	**$2.019**	**$0.000**	**$2.166**	**$0.156**	**$0.026**	**$2.149**	**$0.036**

FY11 BUDGET SOURCES AND USES OF FUNDS SUMMARY (in millions)

Sources and Uses	Police Grants	SLATE	1163-65 CDA*	1166-9 Grant Funds	Street Improve-ment Fund*	1217-22 Capital Improve-ments	General Oblig. Debt Service	Tax Increment Financing	Water Division Enterprise Fund	Airport Enter-prise Fund	Mail Internal Service Fund	Employee Health & Hospital Funds
Beginning Fund Balance	**n/a**	**n/a**	**n/a**	**n/a**	**$1.175**	**($1.147)**	**$7.241**	**$0.000**	**$3.052**	**$11.469**	**$0.000**	**$1.705**
Revenues												
Property Tax	-	-	-	-	-	-	5.691	-	-	-	-	-
Sales & Use Taxes	-	-	-	-	-	17.980	-	-	-	-	-	-
Motor Vehicle Sales Tax	-	-	-	-	0.650	-	-	-	-	-	-	-
Gasoline Tax	-	-	-	-	-	0.630	-	-	-	-	-	-
Franchise (Utility) Taxes	-	-	-	-	4.149	-	-	-	5.800	-	-	-
Other Taxes	-	-	-	-	-	-	-	3.396	-	-	-	-
License Fees	-	-	-	-	-	-	-	-	-	-	-	-
Enterprise Revenues	-	-	-	-	-	-	-	-	49.297	172.017	-	-
Grants / Intergovernmental	10.839	10.023	28.534	33.501	-	-	-	-	-	-	-	-
User Fees, Fines & Other	-	-	-	-	-	1.400	-	-	-	-	0.808	39.104
Transfers In	-	-	-	-	-	9.420	-	-	-	-	-	-
Other Resources	-	-	-	-	-	0.350	-	-	-	-	-	-
Total Sources of Funds	**$10.839**	**$10.023**	**$28.534**	**$33.501**	**$4.799**	**$29.780**	**$5.691**	**$3.396**	**$55.097**	**$172.017**	**$0.808**	**$39.104**
Appropriations												
Personal Services	9.192	3.241	6.815	6.785	2.006	1.090	-	0.455	23.343	42.152	0.325	0.568
Materials & Supplies	-	0.075	0.070	0.439	2.026	-	-	0.015	11.136	5.629	0.008	0.072
Rental & Non Capital Leases	-	0.306	0.570	0.008	0.029	-	-	-	0.526	0.139	0.008	0.005
Non Capital Equipment	-	0.000	0.028	0.412	0.008	-	-	0.010	0.130	0.257	-	0.009
Capital Assets	-	0.000	0.036	0.075	0.080	-	-	0.005	1.060	3.019	0.000	0.000
Contractual & Other Services	-	6.401	21.016	25.782	0.651	6.916	-	0.008	17.022	43.750	0.468	38.450
Debt Service	-	-	-	-	-	20.625	5.691	2.903	4.425	67.412	-	-
Transfers Out :												
Capital Lease Payments	-	-	-	-	-	-	-	-	-	-	-	-
Other Transfers Out	-	-	-	-	-	-	-	-	-	-	-	-
Total Uses of Funds	**$9.192**	**$10.023**	**$28.534**	**$33.501**	**$4.800**	**$28.630**	**$5.691**	**$3.396**	**$57.642**	**$162.358**	**$0.808**	**$39.104**
Ending Fund Balance	**$1.647**	**$0.000**	**$0.000**	**$0.000**	**$1.174**	**$0.003**	**$7.241**	**$0.000**	**$0.507**	**$21.128**	**$0.000**	**$1.705**

* CDBG funds and Street Improvement funds are appropriated on a calendar year basis and are under separate appropriating ordinances. Fund balances rollover and do not require reaappropriation.

CITY OF ST. LOUIS
GENERAL FUND REVENUE ESTIMATE

Revenue Category	Actual Receipts FY09	Projected Receipts FY10	Projected Receipts FY11	Percent Change
Earnings Tax	138,402,392	135,760,000	137,510,000	1.3%
Sales Taxes	48,018,310	44,963,000	45,188,000	0.5%
Property Tax	51,087,165	52,456,100	53,248,100	1.5%
Payroll Expense Tax	35,531,482	33,675,000	34,096,000	1.3%
Franchise / Utility Taxes:				
Electricity	23,155,317	24,225,000	24,952,000	3.0%
Natural Gas	10,953,963	9,187,000	9,462,000	3.0%
Telephone	16,488,504	2,945,000	6,649,000	125.8%
Water	4,375,825	5,100,000	5,800,000	13.7%
Airport	5,603,589	5,975,000	6,110,000	2.3%
All Other franchise fees	836,721	814,000	838,000	2.9%
Subtotal	61,413,919	48,246,000	53,811,000	11.5%
Intergovernmental Revenues:				
Gasoline Tax	9,631,013	9,580,000	9,580,000	0.0%
Health Care Payments	5,086,542	4,500,000	4,600,000	2.2%
Prisoner Housing Reimbursement	4,580,475	6,320,000	6,300,000	-0.3%
Juvenile Detention Reimbursements	2,254,425	2,176,000	2,176,000	0.0%
Motor Vehicle Sales Tax	2,775,347	2,770,000	2,856,000	3.1%
Intangible Tax	629,928	51,000	51,000	0.0%
Subtotal	24,957,730	25,397,000	25,563,000	0.7%
Licenses:				
Graduated Business License	7,323,906	7,350,000	7,350,000	0.0%
Cigarette Occupational License	1,804,562	1,675,400	1,650,400	-1.5%
Sports and Amusement	3,584,160	3,554,500	2,252,500	-36.6%
Automobile	1,332,781	1,370,000	1,370,000	0.0%
Parking Garages and Lots	2,220,612	2,270,200	2,270,200	0.0%
Other Licenses	1,047,502	1,190,525	1,196,525	0.5%
Subtotal	17,313,523	17,410,625	16,089,625	-7.6%
Departmental Revenues:				
Fines and Forfeits	9,150,873	9,162,150	10,693,150	16.7%
Building and Occupancy Permits	6,812,286	6,442,500	8,212,800	27.5%
Departmental User Fees & Other	22,108,842	26,707,085	38,503,900	44.2%
Subtotal	38,072,001	42,311,735	57,409,850	35.7%

CITY OF ST. LOUIS
GENERAL FUND REVENUE ESTIMATE

Revenue Category	Actual Receipts FY09	Projected Receipts FY10	Projected Receipts FY11	Percent Change
Convention and Tourism Taxes:				
Hotel / Motel Gross Receipts [1]	5,890,000	6,630,000	6,070,000	-8.4%
Restaurant Gross Receipts - 1 cent [1]	4,311,000	4,370,000	4,468,000	2.2%
Restaurant Gross Receipts - 1/2 cent	2,449,688	2,365,000	2,400,000	1.5%
Subtotal	12,650,688	13,365,000	12,938,000	-3.2%
All other revenues and transfers	15,539,274	8,121,000	1,850,000	
Employee Pension Trust transfer	0	13,500,000	13,500,000	
Subtotal	15,539,274	21,621,000	15,350,000	
TOTAL GENERAL FUND REVENUES	**$442,986,484**	**$435,205,460**	**$451,203,575**	**3.7%**

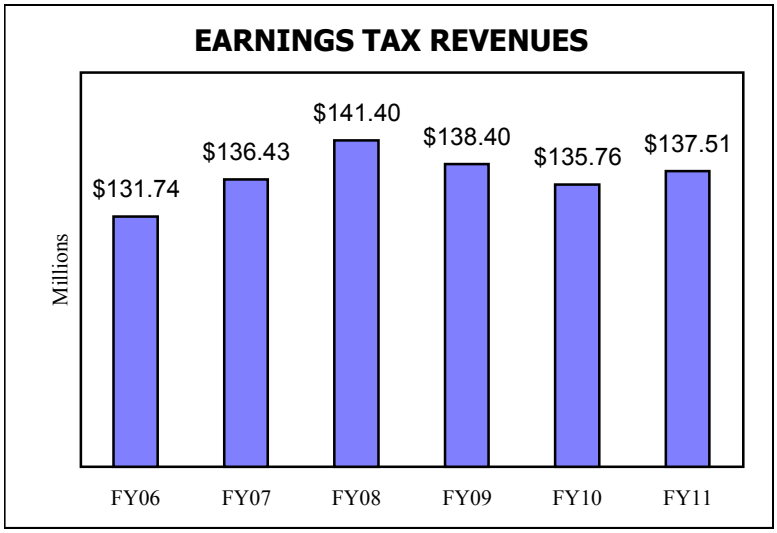
[1] Transfers from convention and sports facility trust fund and convention and tourism fund respectively

EARNINGS TAX

Definition

A one percent tax levied against employee gross compensation and business net profits.

The tax applies to all residents of the City of St. Louis regardless of where they work. It also applies to the earnings of non-residents who work within the city limits.



Discussion

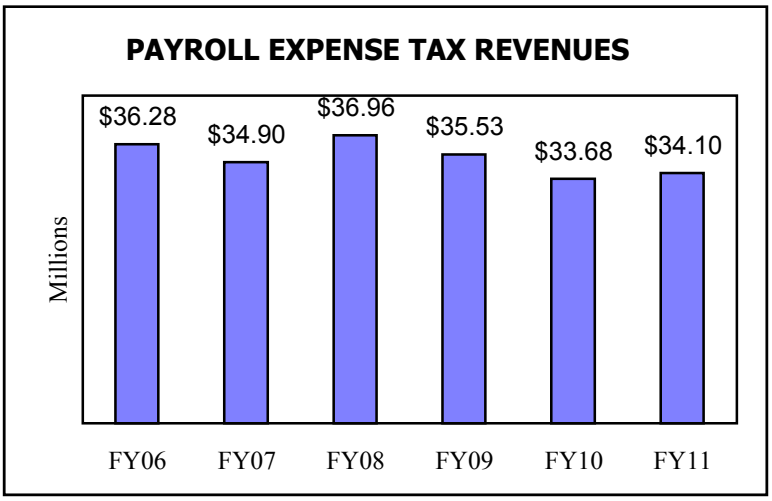
The city earnings tax is the most significant single source of general fund revenues, comprising approximately 31% of the total revenues. Receipts from individual taxpayers comprise about 85 percent of total earnings tax revenues, with businesses paying the remaining 15 percent. The Collector of Revenue is authorized by State law to retain a percentage of collections to pay for office operations. Funds not used for operations, including interest, are returned to the city.

The performance of the earnings tax in the last two fiscal years has been reflective of the economic environment. Beginning in FY09, job losses and the drop in corporate earnings resulted in a decline in earnings tax revenues offset only in part by one time payments related to severance pay packages. In FY10, as job cuts from the prior year and related severances waned, the earnings tax settled into a lower base with individual earnings taxes declining in the 4.5% range, offset only in part by modest improvement in corporate receipts. (These results exclude a large one-time release from escrow of approx. $7M due from the previous fiscal year.) In FY11, it is projected that a slowly improving economy will provide the basis for a modest increase of 1.3% in earnings tax revenues.

PAYROLL EXPENSE TAX

Definition

A tax of one-half of one percent of total compensation paid by a business to its employees for work performed in the City of St. Louis. Not-for-profit charitable or civic organizations are exempt from the payroll expense tax.



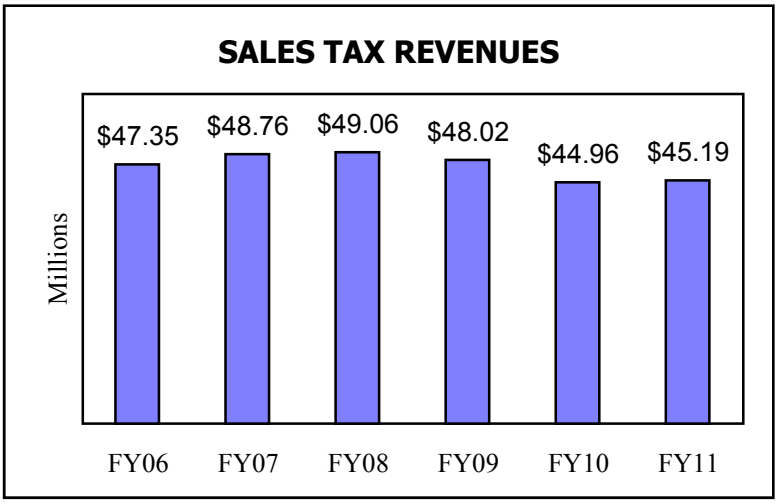
Discussion

The payroll expense tax was implemented in 1988 as part of an overall tax reform package, the aim of which was to redesign the city revenue base to be more attuned to changes in the economy. Payroll expense tax receipts follow trends in earnings tax collections, but can grow at a different rate, due to a somewhat different base and exemptions noted above. This difference has been especially pronounced in the recent downturn, as the drop in payrolls being more concentrated in the private for profit sector has led to a decline in the payroll tax at over twice the rate of the overall earnings tax. In FY11, it is estimated that revenues will stabilize and with the earnings tax rise 1.5%.

SALES TAX

Definition

A one and three-eighths percent tax levied on retail sales in the City of St. Louis. Sales tax is not levied on certain items, including motor fuels, prescription drugs, food purchased with food stamps, all sales by or to not for profit organizations and residential utility charges.



Discussion

The sales tax remains the source of revenue most vulnerable to economic downturns. After the previous year's decline of about 2%, FY10 is expected to end further down by over 6%. Estimates for FY11 project a return to minor growth of 0.5%.

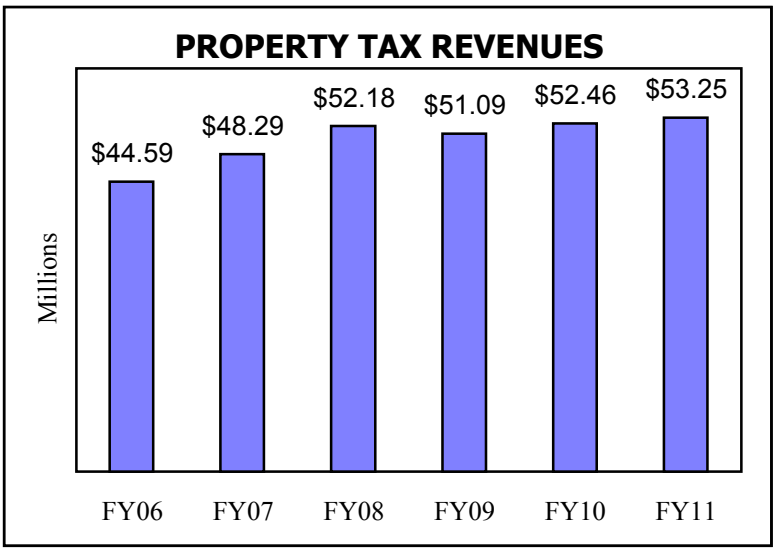
The City imposes other sales taxes for specific purposes with the most recent of these being a 1/2 cent sales tax for public safety approved in February, 2008. Combined with rates imposed by the State of Missouri and the Bd. Of Education the total sales tax rate as of July 1, 2010 can be illustrated as follows:

Sales Tax Rate in City		
City - General & Capital Funds	1.875%	
City - Metro	0.750%	
City - Regional Parks	0.100%	
City - Local Parks	0.125%	
City -Public Safety	0.500%	
		3.350%
State Rates	4.225%	
Bd. Of Education	0.666%	
		4.891%
Total Sales Tax Rate:		**8.241%**

REAL AND PERSONAL PROPERTY TAXES

Definition

A tax levied on the assessed value of all real and personal property. The current tax rate is $6.6465 per $100 assessed value.



Discussion

Real and personal property tax revenues are distributed to the following taxing jurisdictions.

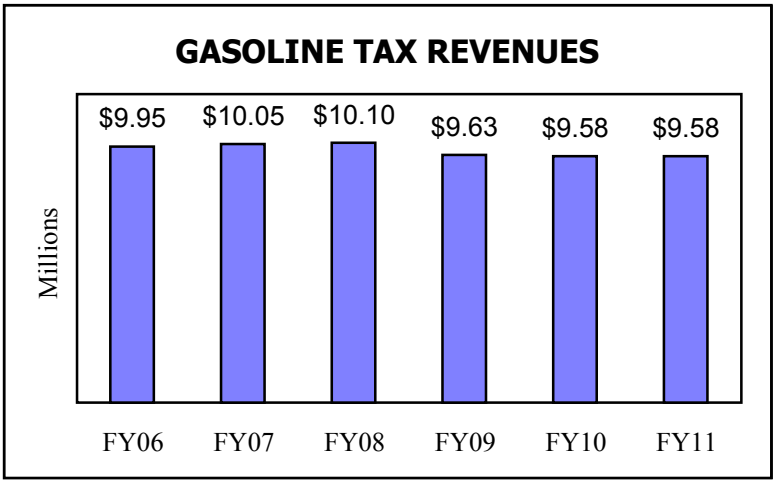
State	$0.0300
Schools	3.8943
Community College	0.2136
Library	0.5019
Zoo, Museum, Garden District	0.2493
Sewer District	0.0000
Sheltered Workshop	0.1346
Community Mental Health	0.0800
Community Children's Services Fund	0.1827
City - General Purposes	1.2788
City - Public Debt	0.0813
TOTAL	$6.6465

Taxes are levied on all real and personal property owned as of January 1 in each year. Tax bills are normally mailed in November and payment is due by December 31, after which taxes become delinquent. Assessment ratios are 19% for residential property, 32% for commercial property, and 12% for agricultural real estate. Personal property is assessed at 33.3% of the appraised market value. In addition to the rate shown, commercial real property is taxed at a rate of $1.64 per $100 assessed valuation, as a replacement for the Manufacturer's Inventory tax. 2009 was a reassessment year with total assessments in the City remaining primarily flat at $4.5 billion. With the addition of some minor construction projects and inflationary adjustments, property tax receipts are expected to rise 1.5% in FY11.

GASOLINE TAX

Definition

A per unit tax levied on the sale of motor fuel purchased statewide. The gasoline tax is levied by the state and remitted monthly to local jurisdictions based on the proportionate share of the total population.



Discussion

The gasoline tax rate imposed by the State of Missouri is $0.17 per gallon. The City receives distributions from the state both for its status as a city and a county. The formula for distribution for these revenues is based on the jurisdiction's population as a percentage of all jurisdictions.

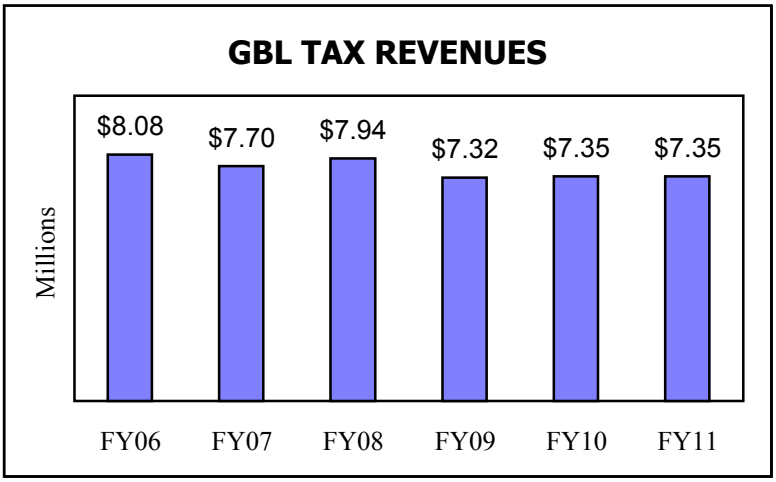
Amounts depicted in the chart above represent the city's allocation based on its status as a city and are deposited to the general fund to offset the cost of maintaining streets and highways. An additional $0.6 million is received based on the city's status as a county and is deposited to the capital fund to offset the cost of road and bridge projects.

Gasoline tax receipts have remained flat over the past two fiscal years and are projected to remain so in FY11.

GRADUATED BUSINESS LICENSE TAX

Definition

A flat rate tax on businesses based on the number of persons a business employs within the city limits. The tax rate ranges from $200 for employers with two or fewer employees to $37,500 for employers with more than five hundred employees.
(Graph illustrates general fund only)



Discussion

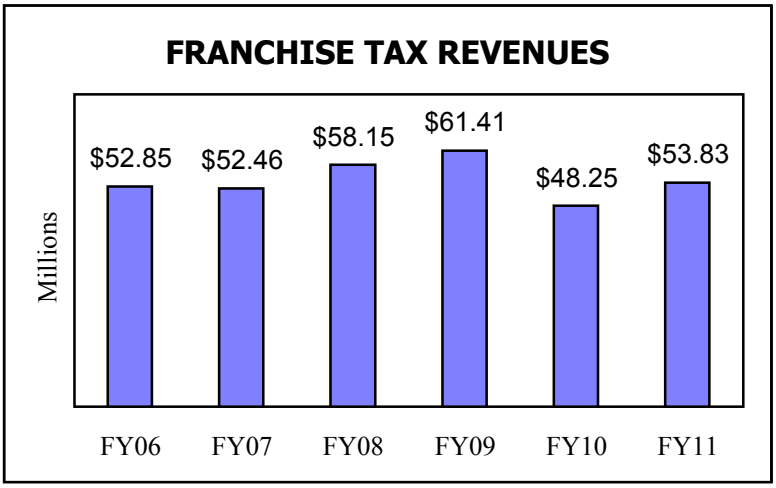
The decline in business activity is readily apparent in results from the GBL. FY09 saw a significant decline in receipts indicating the decline in jobs and employment. With most receipts from the GBL received in the 4th quarter of the fiscal year, receipts for FY10 and FY11 are projected to continue at this lower base. The current license fee schedule, including the increase approved by voters in 2006 and allocated to the Public Safety Trust fund is as follows:

Number of Employees	GBL Tax
501 or more	$37,500
401-500	$34,500
301-400	$30,000
201-3002	$25,500
151-200	$20,250
101-150	$15,000
76-100	$11,250
51-75	$7,500
41-50	$4,500
31-40	$3,000
21-30	$2,250
11-20	$1,500
6-10	$675
3-5	$325
2 or fewer	$200

FRANCHISE TAX

Definition

A tax on the gross receipts of utility companies operating within the city, including sales of electricity, natural gas, telephone services, water and steam, and on the gross receipts of the Airport.



Discussion

The tax rate for companies supplying natural gas and electricity is 10% of the gross receipts from their commercial customers and 4% of the gross receipts from residential customers. Companies supplying steam and water are taxed at 10% of their gross receipts from all customers. The taxes are passed on to the ultimate consumers. As part of a new settlement agreement with telecommunication companies, the City reduced its tax on telecommunications from 10% to 7.5% effective November 1, 2007. In return the companies agreed to apply the new lower rate to wireless communications receipts previously protested under the old rate. Results from FY10 are skewed somewhat by the release of protest amounts in FY09. A release of a final settlement is anticipated in FY11. Both electric utility receipts (46% of total) and natural gas receipts have risen and declined respectively with electric and natural gas rates. Also susceptible to variations in weather, receipts are projected to increase 3% in FY11.

CITY OF ST. LOUIS
SPECIAL AND OTHER FUNDS REVENUE ESTIMATE

Revenue Category	Actual Receipts FY09	Projected Receipts FY10	Projected Receipts FY11	Percent Change
SPECIAL AND OTHER FUND REVENUES:				
Local Use Tax Fund				
Local Use Tax	31,246,314	25,620,000	27,200,000	6.2%
Interest & Misc.	209,170	35,000	35,000	0.0%
	31,455,484	25,655,000	27,235,000	6.2%
Convention and Tourism Fund				
Restaurant Gross Receipts Tax (1%)	4,776,371	4,650,000	4,720,000	1.5%
License Commission	-148,854	-145,000	-147,000	1.4%
	4,627,517	4,505,000	4,573,000	1.5%
Convention and Sports Facility Fund				
Hotel and Motel Sales Tax (3.5%)	6,673,621	6,150,000	6,212,000	1.0%
License Commission	-160,345	-141,000	-142,000	0.7%
	6,513,276	6,009,000	6,070,000	1.0%
Assessment Fund				
Real Estate Tax	2,034,983	1,710,000	1,760,000	2.9%
State Reimbursements	827,172	763,000	340,000	-55.4%
Other	73,173	72,500	72,500	0.0%
General Fund Subsidy	1,900,000	1,350,000	1,850,000	37.0%
Balances / Previous Year Surpluses	0	400,000	0	-100.0%
	4,835,328	4,295,500	4,022,500	-6.4%
Miscellaneous Special Funds (1116)				
City Employee Pension Trust Fund	13,500,000	13,500,000	13,500,000	0.0%
1520 Market Bldg (Abram) Fund	-164,906	0	0	
Gateway Transportation Fund	149,296	1,082,000	1,082,000	0.0%
Forest Park Funds	1,458,720	1,388,500	1,586,000	14.2%
Circuit Attorney - Misc. Special Funds	254,112	271,700	220,000	-19.0%
Circuit Attorney - Child Support Unit	2,045,027	2,075,000	2,075,000	0.0%
Street Excavation Fund	308,465	240,000	240,000	0.0%
Port Authority (incl. gaming lease)	2,146,359	2,916,150	2,254,150	-22.7%
Building Commissioner - Lead Remediation	1,095,057	1,000,000	1,432,000	43.2%
Building Commisioner - Bldg. Demolition	1,508,598	1,300,000	1,732,000	33.2%
Police Officer Training Fund	77,663	78,000	78,000	0.0%
Health Division - Other Special Revenue	16,080	22,000	20,500	-6.8%
Equitable Relief from Utility Tax	291,424	300,000	300,000	0.0%

CITY OF ST. LOUIS
SPECIAL AND OTHER FUNDS REVENUE ESTIMATE

Revenue Category	Actual Receipts FY09	Projected Receipts FY10	Projected Receipts FY11	Percent Change
Battered Persons / Domestic Viol. Funds	84,934	83,750	83,750	0.0%
Other Special Revenue Funds	843,584	1,840,000	1,690,500	-8.1%
	23,614,413	26,097,100	26,293,900	0.8%
Communications Fund				
Cable Television Gross Receipts Tax	1,955,968	2,300,000	2,400,000	4.3%
	1,955,968	2,300,000	2,400,000	4.3%
Lateral Sewer Fund				
Tax receipts and interest	2,534,992	2,530,000	2,530,000	0.0%
Interest	32,952	5,000	5,000	0.0%
Surplus Commissions	41,125	41,000	41,000	0.0%
	2,609,069	2,576,000	2,576,000	0.0%
Public Safety Trust Fund				
Graduated Business License Tax	3,047,416	3,041,000	3,041,000	0.0%
	3,047,416	3,041,000	3,041,000	0.0%
Riverfront Gaming Revenues (excl. port lease)				
Adjusted Gross Receipts Tax (2.1%)	4,154,302	4,592,000	3,673,000	-20.0%
Admissions Tax ($1)	8,181,509	8,425,000	6,575,000	-22.0%
Interest / Misc.	15,608	1,100	1,001,000	
	12,351,419	13,018,100	11,249,000	-13.6%
Local Parks Funds				
1/8 Cent Sales Tax	4,280,064	4,000,000	4,020,000	0.5%
Neighborhood Parks Fund (Gen Fund Trnsfr)	1,600,000	1,600,000	1,600,000	0.0%
BJC / City Trust Fund	2,008,258	2,000,500	2,000,500	0.0%
	7,888,322	7,600,500	7,620,500	0.3%
Public Safety Sales Tax Fund				
1/2 Cent Public Safety Sales Tax	13,993,873	16,350,000	16,432,000	0.5%
	13,993,873	16,350,000	16,432,000	0.5%

CITY OF ST. LOUIS
SPECIAL AND OTHER FUNDS REVENUE ESTIMATE

Revenue Category	Actual Receipts FY09	Projected Receipts FY10	Projected Receipts FY11	Percent Change
Government Grant Fund Revenues				
St. Louis Agency on Training & Employment	11,657,874	16,372,000	10,024,000	-38.8%
Police Department Grants	6,914,519	10,839,000	9,192,000	-15.2%
Community Dev. - (excl. separate. approp)	10,879,825	12,983,000	9,283,000	-28.5%
Other Government Grants	30,447,019	35,700,000	33,501,000	-6.2%
	59,899,237	75,894,000	62,000,000	-18.3%
Capital Improvements Funds				
1/2 Cent Sales Tax	17,420,001	16,350,000	16,450,000	0.6%
Metro Parks Sales Tax	1,585,237	1,520,550	1,530,000	0.6%
Gasoline Tax	630,000	630,000	630,000	0.0%
Previous Year Surpluses	0	0	-1,146,000	
Income From Sale Of City Assets & Other	142,507	350,000	350,000	0.0%
Transfers from General and Other Funds	5,750,630	14,531,000	8,659,000	-40.4%
Courthouse Restoration Funds	1,709,936	1,520,000	1,400,000	-7.9%
Previous Appropriation Rollover	0	275,000	761,000	176.7%
Interest Earnings	358,370	0	0	
	27,596,681	35,176,550	28,634,000	-18.6%
Debt Service Fund				
Property Taxes	5,411,297	5,685,000	5,695,000	0.2%
	5,411,297	5,685,000	5,695,000	0.2%
Tax Increment Financing	6,122,386	2,893,000	3,396,000	17.4%
Trustee Lease Fund - Interest & DSR Earnings	7,087,205	3,248,000	16,131,000	396.6%
Mail Services Internal Service Fund	787,371	816,000	808,000	-1.0%
Employee Benefits Funds	37,145,622	42,029,000	39,000,000	-7.2%
	37,145,622	42,029,000	39,000,000	-7.2%
Subtotal Special and Other Fund Revenues	**256,941,884**	**277,188,750**	**267,176,900**	**-3.6%**

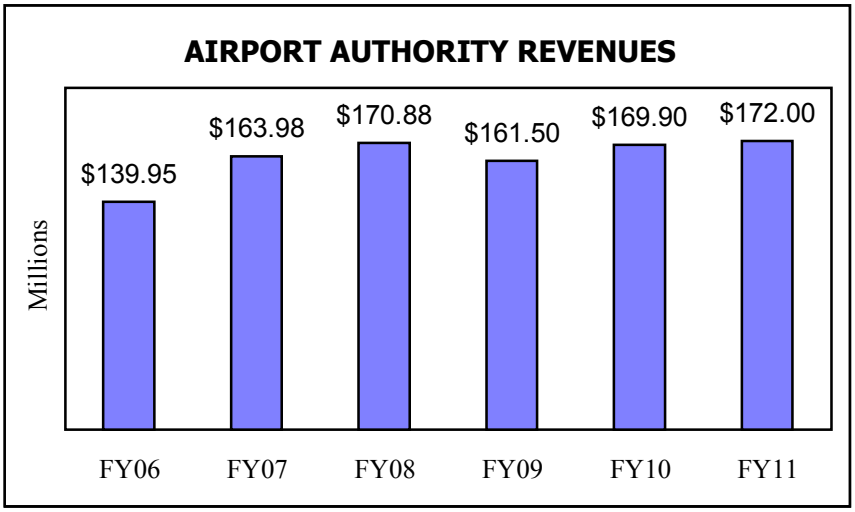
CITY OF ST. LOUIS
SPECIAL AND OTHER FUNDS REVENUE ESTIMATE

Revenue Category	Actual Receipts FY09	Projected Receipts FY10	Projected Receipts FY11	Percent Change
ENTERPRISE FUND REVENUES:				
Water Division				
Net Sales of Water	43,633,061	46,945,000	46,595,000	-0.7%
All Other Income	3,408,469	2,792,400	2,702,000	-3.2%
	47,041,530	49,737,400	49,297,000	-0.9%
Lambert St. Louis Airport				
Landing Fees	68,859,000	70,272,000	70,636,000	0.5%
Rents	27,602,040	28,856,000	30,120,000	4.4%
Utilities and Charges	552,960	545,000	566,000	3.9%
Concessions	22,008,000	21,571,000	20,000,000	-7.3%
Interest	2,952,000	3,024,000	3,500,000	15.7%
Parking and Miscellaneous	15,428,000	18,500,000	20,000,000	8.1%
Pledged PFC Revenues	24,096,000	27,135,000	27,195,000	0.2%
	161,498,000	169,903,000	172,017,000	1.2%
Subtotal Enterprise Funds	**208,539,530**	**219,640,400**	**221,314,000**	**0.8%**
Total Special and Enterprise Revenues	**$465,481,414**	**$496,829,150**	**$488,490,900**	**-1.7%**
Revenues Appropriated Separately:				
Street Improvement Fund				
Motor Vehicle Sales Tax	628,973	630,000	650,000	3.2%
Franchise (Utility) Taxes	4,098,710	4,017,000	4,138,000	3.0%
Interest	53,298	10,000	10,000	0.0%
	4,780,981	4,657,000	4,798,000	3.0%
Community Dev. Block Grants / Housing Grants (excluding appropriations listed above)	17,643,273	15,430,000	19,252,000	24.8%
Transportation Fund	26,509,847	25,177,000	31,700,000	25.9%
Parking Division Fund	16,721,608	16,562,000	13,491,000	-18.5%
Total All Special and Other Fund Revenues	**$531,137,123**	**$558,655,150**	**$557,731,900**	**-0.2%**

AIRPORT AUTHORITY
(Lambert-St. Louis International Airport)

Definition

Airport revenue comes from Signatory Airline Fees, Concession Revenues, Interest Income and Parking fees, in addition to funds provided by the Federal Aviation Administration.



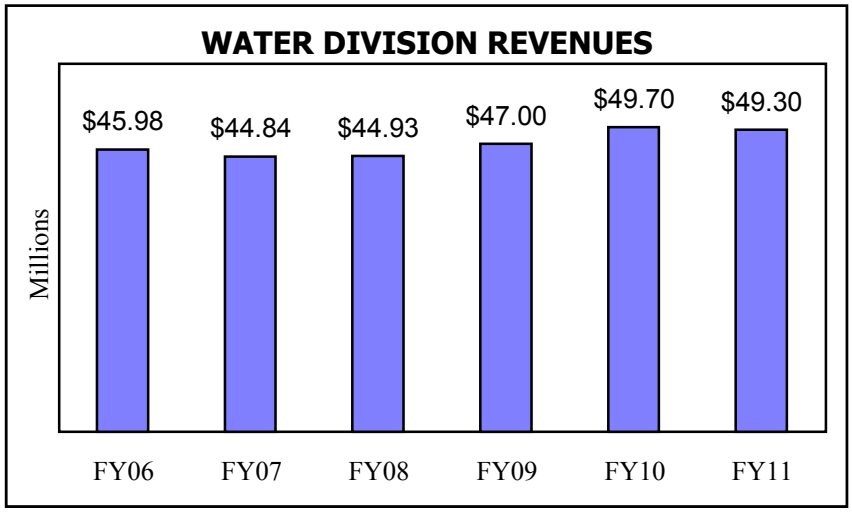
Discussion

Lambert - St. Louis International Airport receives just over half of its operating revenues from signatory airlines in the form of landing fees and terminal rents. Signatory airlines are those airlines serving the Airport who have signed use agreements and include: American, America West, Continental, Delta, Frontier, Northwest, USAir, Southwest, Trans States and United. The Airport also receives revenues from concessions that operate on Airport property. Concession fees include revenues from the following activities: food & beverage sales, gift shops, coin devices, ground transportation, public parking, car rentals, space rental, in-flight catering and other concession revenues. Other revenues include non-signatory airline fees, cargo, hangar, tenant improvement surcharges, employee lot, gain on sale of investments and other miscellaneous revenues. Airport revenues are projected to increase a modest 1.2% in FY11 due mainly to projected increases in rents and parking receipts. Landing fees are expected to remain close to FY10 levels.

WATER DIVISION

Definition

Water Division revenues include sales of water to residential and commercial customers and to other jurisdictions, along with miscellaneous charges for service.



Discussion

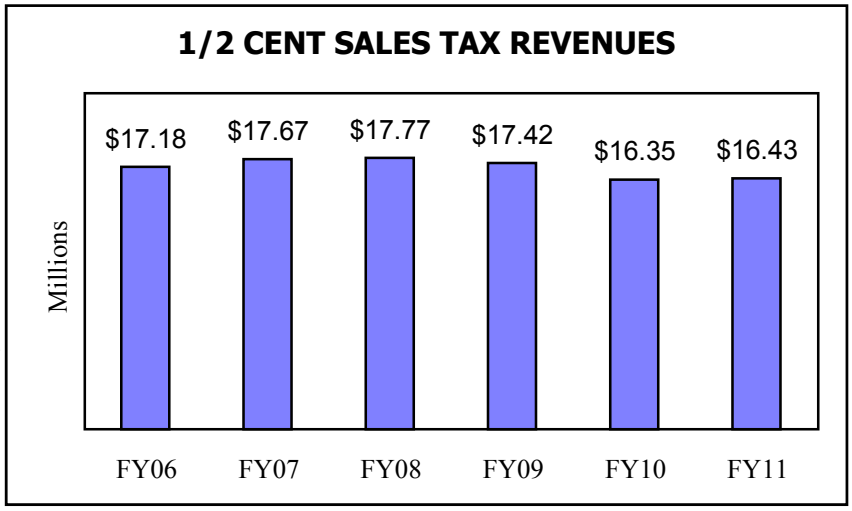
Revenues from net sales of Water include sales to flat-rate and metered customers and sales to other governmental jurisdictions. While the number of metered and unmetered customers has decreased reflecting the city's population decline, increases in the sales to other governmental jurisdictions has offset some of the decrease. The other miscellaneous income is mostly revenue from services the Water Division performs, such as repairing damaged fire hydrants or tapping water lines for new buildings and interest income from investments.

While water revenues increased in FY10 following the second phase of a rate increase from the previous year, this increase in receipts was offset in part due to declines in overall volume of water sales.

1/2 CENT CAPITAL SALES TAX

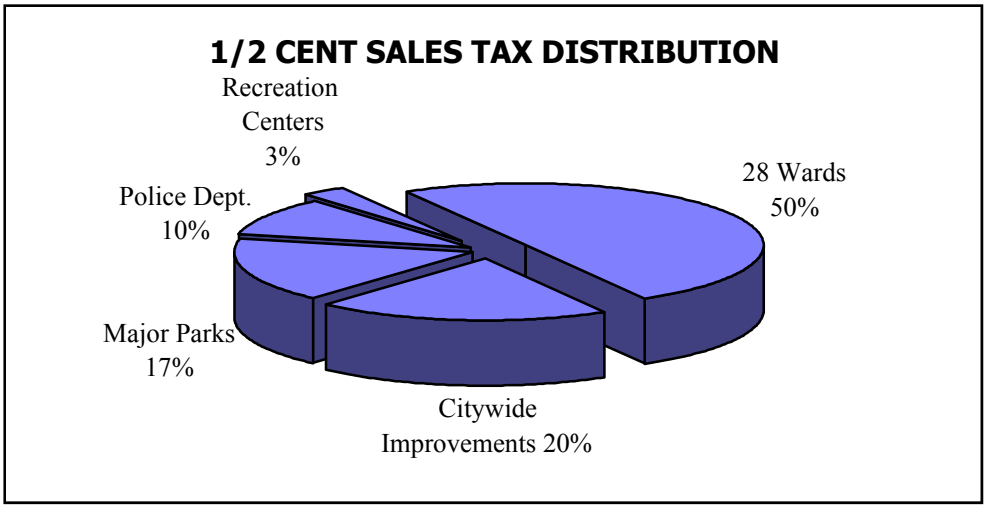
Definition

A one half percent tax levied on retail sales in the City of St. Louis is dedicated to Capital expenditures. The sales tax is not levied on certain items, including motor fuels, prescription drugs, food purchased with food stamps, all sales by or to not for profit organizations and residential utility charges.



Discussion

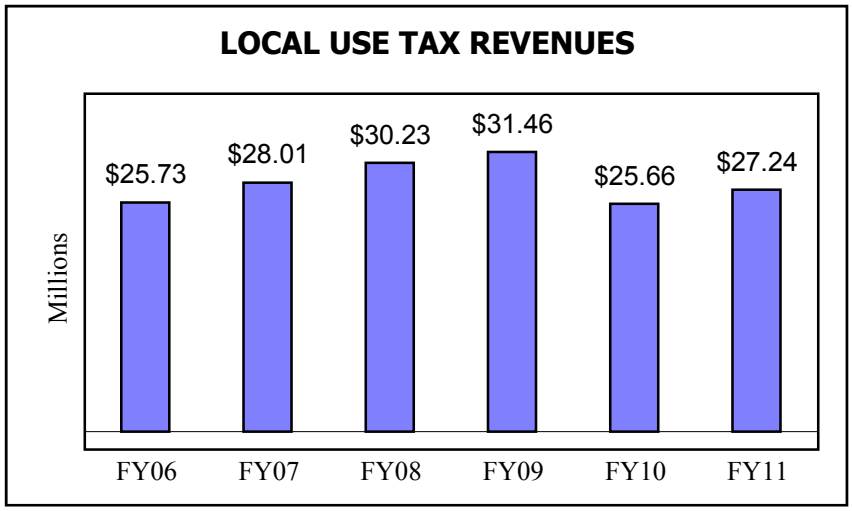
City voters approved the 1/2 cent sales tax for capital improvements in August, 1993. Projected revenue for FY11 is projected to level off at approx. $16.5M following declines in the past two fiscal years. The City ordinance authorizing the 1/2 cent sales tax included a formula for allocating the proceeds among various capital spending areas. This allocation is illustrated in the pie chart below.



LOCAL USE TAX

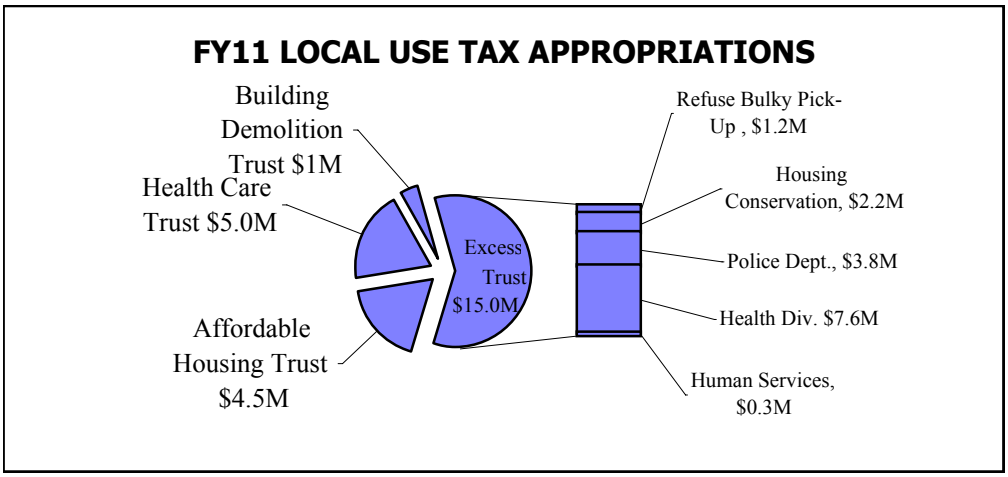
Definition

The Local Use Tax is a tax applied, in lieu of the local sales tax, on transactions that individuals and businesses conduct with out-of-state vendors, including catalog and direct market sales. The use tax rate is equal to the total local sales tax rate imposed by the City. With the passage of a new 1/4 cent sales tax for Metro the use tax rate will increase 3.35% to 3.6%.



Discussion

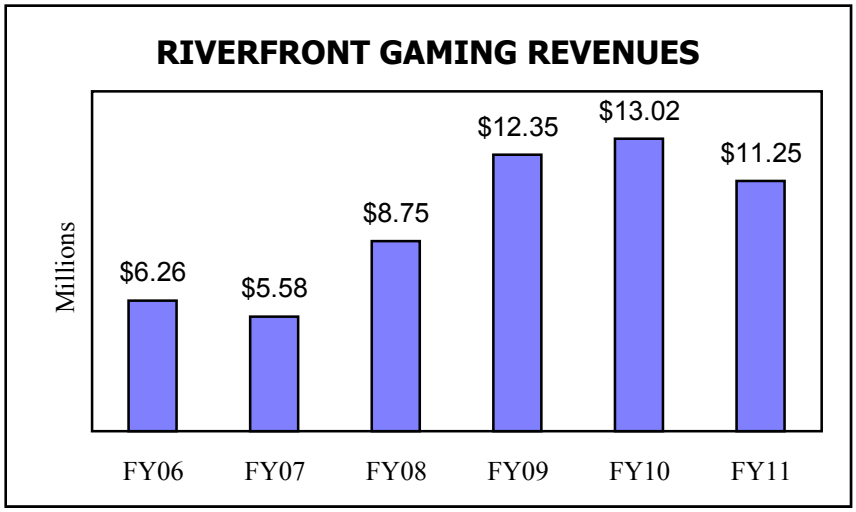
City voters approved the current Local Use Tax in November, 2002. The local use tax rate has increased since with increases in the City's sales tax rate, 1/8 cent in 2007 and the 1/2 cent increase approved in February, 2008. In July 2010, the rate will increase by an 1/4 cent with the recent approval of the additional Metro sales tax, bringing the total use tax rate to 3.6%. Paid mostly by businesses, local use tax receipts have fallen sharply in the past fiscal year, projected to end down over 18% in FY10. FY11 assumes an increase of less than 1% over this reduced base plus an addiitonal $1.1M from the increase in rates. It is anticipated that due to the significant shortage in use tax receipts in the past year, a total of $1.6M in housing development funds and $2.0M in demolition funds will be reallocated to help offset this decline.



RIVERFRONT GAMING

Definition

Riverfront Gaming revenues come primarily from three sources: 1) the local share of the state gaming tax, 2) the local share of the state admissions tax equal and 3) the lease agreement with the City Port Authority



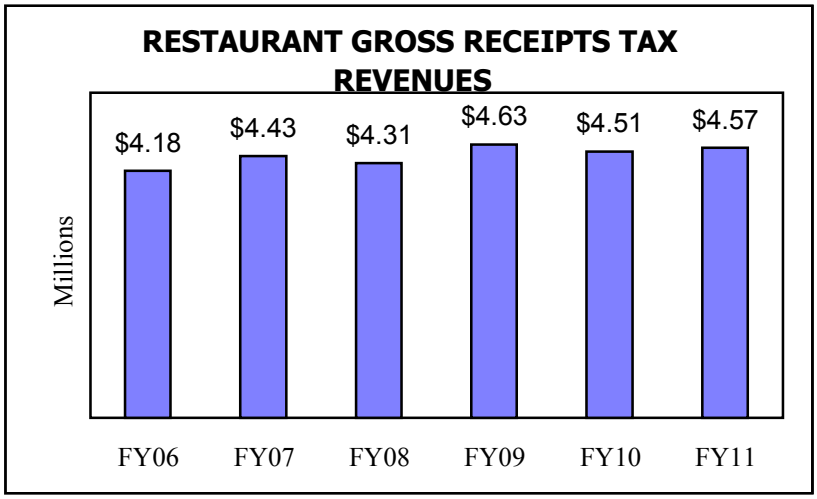
Discussion

In December 2007, Lumiere Place, a new gaming facility operated by Pinnacle Casinos opened on Laclede's Landing. The new facility though not subject to Port lease payments due to its location led to a more than doubling of gaming revenues in FY09 over the two years prior. In 2008, Missouri voters approved removing loss limits as well as a 1% increase in the state tax rate on adjusted gross receipts (AGR). Now at 21% of AGR, the City receives 10% of this amount, or 2.1% of AGR. In addition, the City continues to receive $1 of the state imposed $2 head tax on the number of admissions. With the recent announcement of the closing of the older President casino on July 1, 2010, it is estimated the City will lose a total of approx. $2M in gaming and port lease revenues. In addition, the recent opening of the new Pinnacle casino in south St. Louis county is expected to draw business from the exisiting Lumiere operation. As part of the development agreement of this second casino Pinnacle will be making annual payments to the City of $1M which will help offset this reduction in gaming receipts.

RESTAURANT GROSS RECEIPTS TAX

Definition

A 1% tax levied on the gross receipts of restaurants, excluding the sale of alcoholic beverages.



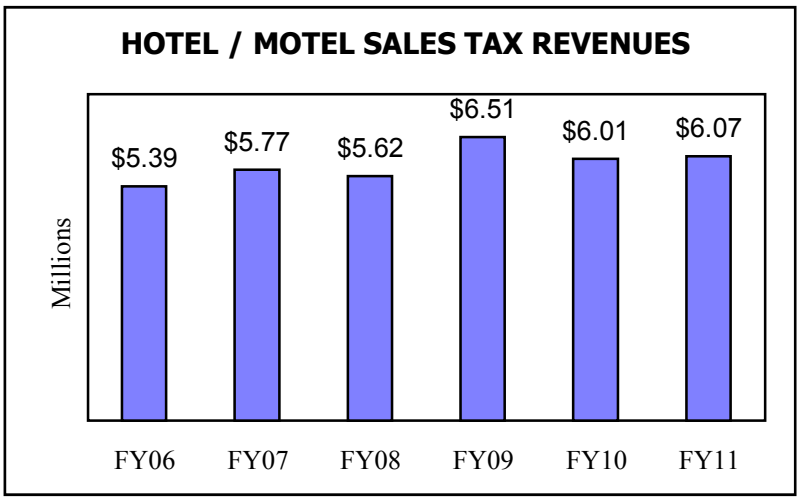
Discussion

The 1% restaurant gross receipts tax serves as the source of revenue to the City's Convention and Tourism Fund. The fund was established to foster and promote the City's convention and tourism industry. Revenues from this source together with hotel tax receipts from the Convention and Sports Facility Fund are used to offset debt service payments on the Convention Center as well as minor subsidies to convention and tourism related organizations. In FY10, restaurant gross receipt revenues are projected to finish the year down by 2.6% with a slow resumption of growth in FY11 at 1.5%.

HOTEL / MOTEL SALES TAX

Definition

A 3.5% tax levied on the price of a hotel room.



Discussion

Hotel Tax receipts have exhibited consistent growth with the addition of hotel developments in the downtown and central corridor areas. Proceeds from this tax are deposited into a Convention and Sports Facility trust fund and together with restaurant tax revenues are used to offset debt payments on the convention center. Declines in visitors and tourism activity took its toll on revenues in FY10 with revenues declining 7.8% through the third quarter. Little growth is anticipated in FY11 with receipts estimated to rise in the range of 1% for the year.

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FINANCIAL AND BUDGETARY POLICIES

CITY VISION AND PROGRAM VISIONS

CITY OF ST. LOUIS, MISSOURI

FINANCIAL AND BUDGETARY POLICIES

The budget document for the City is an Annual Operating Plan serving as the guidebook for the fiscal year. It sets policy, identifies new initiatives and allocates the resources necessary to maintain City services and meet the objectives of the fiscal year.

A summary of the new initiatives and how the budget allocates this year's resources is described in the Executive Summary section of the budget document. Financial and budgetary policies as well as a draft vision statement and summary of program missions are outlined on the following pages.

BUDGET PREPARATION AND ADMINISTRATION

1) Annual budgets will be developed for the general and special funds by the Budget Division for review by the Board of Estimate and Apportionment.

2) A five-year expense and revenue projection will be developed for the general fund and the capital improvements fund to match revenue capacity with expenditure needs as a planning and decision tool.

3) Appropriations will be based on reasonable estimates of revenue.

4) Revenues and expenditures will be accounted for on a modified accrual basis for budgetary services.

5) The City will prepare a Comprehensive Annual Financial Report which it believes will meet all of the guidelines necessary to receive the Certificate for Excellence in Financial Reporting from the Government Finance Officers Association.

6) Annual budget appropriations will be made in a timely manner. In accordance with the City Charter, the Board of Estimate and Apportionment shall submit a balanced budget proposal to the Board of Aldermen at least sixty days before the beginning of the new fiscal year.

FINANCIAL AND BUDGETARY POLICIES

GENERAL FUND BUDGET

1) Revenue estimates will be developed for the ensuing fiscal year by the Budget Division, with independent review and commentary provided by the staff of the City Comptroller.

2) A revenue manual will be developed and updated annually with information concerning the assumptions underlying the revenue projections.

3) The City will maintain the unreserved portion of the general Fund Balance at a minimum of 5% of the total General Fund Budget.

4) The general fund budget for ongoing operations will be developed to match recurring revenues.

5) Revenues will be monitored monthly with official review and updates provided to the Board of Estimate and Apportionment on a quarterly basis.

6) Apparent shortfalls in revenue will be analyzed for their impact on future years.

7) Expenditures will be monitored monthly and apparent overspending will be handled on a departmental basis.

8) Known cyclical costs such as the 27th pay, which occurs every eleven years, will be funded at an appropriate amount in each budget.

9) Appropriations will be made annually to cover the expenses of the self-insurance fund.

10) Each request for a new program must be accompanied by an analysis that shows the long term impact of the program on existing revenue sources and on existing programs.

FINANCIAL AND BUDGETARY POLICIES

CAPITAL IMPROVEMENTS

1) The City shall prepare a five-year Capital Improvements Plan and a Capital Budget annually, in accordance with its Policy and Procedures manual.

2) The five-year Capital Improvements Plan shall identify sources of funding.

3) For major capital projects, an analysis should accompany the proposed projects with information on expected annual operating costs, projected revenue benefits (if any) and other indirect costs or benefits to the City.

4) The City shall fund capital projects with resources made available to the Capital Fund including, but not limited to, the proceeds from the 1/2 cent sales tax.

CITY DEBT

1) Bonding should be used to finance / refinance only those long-term assets or projects that benefit a significant portion of citizens in the City and for which repayment sources have been identified.

2) The scheduled maturity of bond issues shall not exceed the expected useful life of the capital project or asset financed.

3) For property tax supported bonds, the Comptroller will strive for a debt service reserve in an amount not less than the succeeding year principal and interest requirements. Reserve requirements for other bonds will be set forth in respective bond covenants.

4) Long term debt shall be structured with prepayment options, except when alternative structures are more advantageous to the City. The City will consider prepayments when available resources are identified.

5) Bond refunding shall be considered if one or more following conditions exist:
   A) present value savings of 3% of par value of the refunding bonds
   B) bond covenants are restrictive or outdated
   C) restucturing debt is deemed desirable; desire to keep debt payments level from year to year, opportunity to release excess debt service reserves etc.

6) Bond insurance shall be considered when present value of debt service savings is equal to or greater than the insurance premium.

7) The City will take all steps necessary to maintain its credit rating on outstanding debt and comply with bond covenants.

8) The Comptroller will select underwriters and bond counsel from a pre-qualified list to be revised at least every two years.

CITY VISION AND PROGRAM MISSIONS

The City of St. Louis is a city of safe neighborhoods, attractive parks and recreation, affordable housing, desirable neighborhoods, good schools and efficient transportation and utilities. The City is a home to citizens of good health and well being, a vibrant and diverse economy and an efficient government.

SAFE NEIGHBORHOODS

1) Pursue a community oriented policing strategy that protects the public from the occurrence of crime and increases public safety both in perception and reality.

2) Ensure the administration of justice through a fair and efficient judicial system.

3) Prepare the City's government, emergency responders, private agencies and citizens to prevent, respond to and recover from disasters and other emergency events.

4) Operate a community-based Fire Department that improves the quality of life in and around the City by protecting life, health, propertty, commerce and the environment.

5) Enforce the building codes and ordinances of the City honestly, fairly and efficiently.

6) Protect the safety of the public and preserve neighborhoods through the removal of structurally unsound and derelict buildings.

7) Protect the safety of the public through professional management of adult detention facilities and the delivery of comprehensive correctional and rehabilitative services.

ATTRACTIVE PARKS AND RECREATION

1) Provide a full range of recreational and educational activities to City residents, particularly City youth, through recreation centers, recreation outposts and summer day camps.

2) Ensure the attractiveness, safety and quality of parks and neighborhoods through the maintenance and care of the urban forest.

3) Provide safe, attractive and accessible parks and open spaces within the confines of a densely populated urban center conducive to a variety of active and passive recreational opportunities.

CITY VISION AND PROGRAM MISSIONS

AFFORDABLE HOUSING AND DESIRABLE NEIGHBORHOODS

1) Promote neighborhood preservation through building, environmental, health and nuisance laws.

2) Promote City living and neighborhood stabilization through the preservation of affordable and accessible housing and support services that enhance the quality of life for those in need.

3) Promote neighborhood preservation and enhanced quality of life through an aggressive program of weed and debris removal.

4) Remove derelict vehicles that are in violation of City ordinances.

5) Provide City residents with courteous and efficient collection and disposal of solid waste in an environmentally safe manner.

6) Promote conservation of housing stock via a comprehensive inspection program to enforce all applicable building codes.

7) Work with citizens and government to improve and sustain a quality environment in City neighborhoods through problem solving, addressing public safety needs and other issues related to the delivery of City services.

EFFICIENT TRANSPORTATION AND UTILITIES

1) Efficiently provide a plentiful supply of the highest quality drinking water to City residents, businesses and other valued customers.

2) Provide an airport (Lambert-St. Louis International Airport) known for superior safety, operational efficiency and service to customers and one that meets both current and future air travel needs of the St. Louis metropolitan area.

3) Oversee and evaluate public right-of-way conditions for streets, sidewalks and ramps and provide for efficient repair and maintenance programs.

4) Manage the City's street signage, signals and lighting in a manner that efficiently and effectively moves traffic through the City.

5) Provide City commuters with safe, clean, and well-maintained streets, alleys and bridges in a cost effective manner.

6) Provide an efficient and well-maintained infrastructure for intermodal shipping through the City's port district.

CITY VISION AND PROGRAM MISSIONS

CITIZENRY OF GOOD HEALTH AND WELL BEING

1) Develop and maintain a world class EMS system to provide the best possible pre-hospital emergency medical care.

2) Provide the City with significant, proactive lead poisoning prevention services through inspection, abatement and clinical efforts.

3) Help City residents live longer, healthier and happier lives through health promotion and disease prevention efforts.

4) Protect the public from biting incidents, animal nuisances and the potential for the spread of disease through the enforcement of animal related ordinances.

5) Protect the public from insect and rodent borne disease through efficient prevention and treatment efforts.

6) Promote clean air through air monitoring and emissions inspection efforts.

7) Inspect food establishments, producers and retail outlets to prevent food borne illness and ensure that foods produced and distributed in the City are safe and wholesome.

8) Enhance the quality of life of citizens through the provision of social service programs to the aged, homeless, veterans, disabled, youth and families in need.

VIBRANT AND DIVERSE ECONOMY

1) Provide leadership and promote collaboration among public and private partners to develop a quality workforce that meets the economic and labor market needs of the St. Louis metropolitan area.

2) Enhance quality of life and economic vitality of the City through preparation of citywide neighborhood plans, preservation of cultural resources and provision of research graphics and design standard capabilities.

3) Promote neighborhood growth and or stabilization through federal funds administered by the U.S. Department of Housing and Urban Development (HUD).

4) Promote economic vitality through continued maintenance and preservation of the City's convention and sports related venues.

5) Promote a favorable environment for economic development through a judicious use of TIFs and other economic incentives.

CITY VISION AND PROGRAM MISSIONS

EFFICIENT AND EFFECTIVE GOVERNMENT

1) Provide a well-qualified, diverse City workforce utilizing progressive human resource programs based on merit and equal employment opportunity principles.

2) Utilize Information Technology to enhance the efficency and effectiveness of City services.

3) Ensure effective legal representation of City departments and agencies.

4) Ensure the effective monitoring of the City's fiscal affairs through a modern and efficient accounting, payroll and auditing system.

5) Ensure a continuous and uninterrupted supply of materials, goods, services and equipment to support City departments and agencies.

6) Provide for an effective and efficient system for assessing and collecting City revenues.

7) Promote Citywide voter registration and ensure fair and well run public elections.

8) Effectively register and route City service requests in an efficient and customer friendly way and provide City depatmments with statistics as needed.

9) Ensure an equitable public contracting and procurement environment within City government in which ready, willing and able Minority / Women / Disadvantaged Business Enterprises are able to participate.

10) Provide for a well maintained public infrastructure.

11) Provide safe, comfortable, clean and well maintained City-owned facilities.

12) Ensure the service capabilities of City departments by repairing and maintaining an effective and efficient rolling stock and equipment fleet.

CITY VISION AND PROGRAM MISSIONS

MATRIX OF PRIMARY CITY GOALS BY DEPARTMENT

The table below provides an illustration of departmental responsibility for the implementation and reaching of FY2011 Goals. Please refer to the following corresponding Departmental Sections of this document for specific programmatic goals and activities being undertaken in support of these goals.

DEPARTMENT	*Safe Neighborhoods*	*Attractive Parks & Recreation*	*Affordable Housing & Desirable Neighborhoods*	*Efficient Transportation & Utilities*	*Citizenry of Good Health & Well Being*	*Vibrant and Diverse Economy*	*Efficient & Effective Government*
General Government			X			X	X
Finance							X
Parks, Recreation & Forestry		X					
Judicial Offices	X						X
County Offices							X
Public Utilities				X			
Streets				X			
Public Safety	X		X				
Health & Hospitals					X		
Human Services			X		X		
Board of Public Service				X			X