

BUDGET PROCESS

Budget as Operating Plan

The budget 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. The fiscal year for the City of St. Louis runs from July 1 to June 30. In accordance with state law, the budget must be balanced when adopted.

Budget Basis

The General Fund and most special fund budgets are formulated on a modified accrual basis. Encumbrances, including outstanding purchase orders, are budgeted as expenses but revenues are recognized only when they are actually received. Enterprise fund appropriations including the Airport and Water Divisions are budgeted on a cash basis. Both expenditures and revenues are recognized when actually paid or received. The City's Comprehensive Annual Financial Report (CAFR) accounts for the City's finances according to generally accepted accounting principles (GAAP). This method differs from the budget basis primarily in that revenues are recognized when they are measurable and available as opposed to actually received and expenditures are recognized when the obligation is incurred rather than paid or encumbered. For this reason, the CAFR also contains financial statements expressed on a "budget" basis so that end-of-year results can be compared with the budget.

The Budget Process

- The budget process begins in the fall when the Budget Division issues a request for departmental revenue estimates. The information submitted by the departments will be incorporated into the Budget Division's initial revenue estimate for the coming fiscal year.
- At the same time the department heads are asked to identify any new initiatives or programs so that they may be included in the budget planning process.
- In January, having arrived at a preliminary revenue estimate for the coming fiscal year and incorporating any new initiatives or areas that will experience an increase in costs, the Budget Division issues budget allocations to departments.
- Departments respond by submitting their budget requests and service level information to the Budget Division.
- In February, the Budget Division holds budget meetings with the departments and the administration to discuss budget requests and, where necessary, reconcile discrepancies between allocations and requests.
- Revenue estimates are continually updated throughout this period. In March, departmental budget proposals are adjusted to reflect the latest revenue projections.

BUDGET PROCESS

- In April, the Budget Division prepares the budget document and submits its proposed budget to the Board of Estimate and Apportionment (E&A), comprised of the Mayor, the Comptroller and the President of the Board of Aldermen. The Board of E&A reviews the proposed budget, holds hearings with departments and conducts a public hearing at which citizens may voice their concerns. Following the hearings, the Board of E&A may recommend changes to the proposed budget.

Next Steps - Charter Requirements

- The Board of E&A must submit its proposed budget to the Board of Aldermen not less than 60 days prior to the beginning of the fiscal year, or May 1.
- During May and June, the Ways and Means Committee of the Board of Aldermen conducts public hearings on each segment of the proposed budget prior to taking any action. The proposed budget is reviewed and then considered by the Board of Aldermen.
- The Board of Aldermen may reduce the amount of any item in a budget bill, except amounts fixed by statute or ordinance obligations. The Board of Aldermen may not increase any appropriation amount nor insert new items unless specifically approved by the Board of E&A. (As a general rule, should increases for particular items be desired, the Ways and Means committee will submit a list of items for the Board of E&A to consider, with which it may or may not agree.)
- If the Board of E&A does not submit its proposed budget to the Board of Aldermen by May 1, the Budget Director would be required to submit a budget directly to the Board of Aldermen.
- If the Board of Aldermen does not approve a budget by the beginning of the fiscal year, the proposed budget by the Board of E&A or, in its absence, the submission by the Budget Director, shall be deemed to have been approved by the Board of Aldermen.

Budget / Operating Plan Administration

- As needs arise during the fiscal year, limited transfers within or among departments or funds may occur with approval of the Board of Estimate and Apportionment. Any accruing or unappropriated City revenue may be appropriated by ordinance recommended by the Board of E&A and passed by the Board of Aldermen.

BUDGET PROCESS

December

Distribution of Budget Manual

January

Departments Submit Revenue Estimates

Departments Submit New Initiative Requests

Revenue Estimates Developed

Budget Allocations Issued to Departments

February

Departments Submit Budget Requests and Service Level Information

March

Budget Meetings with Departments and Administration

April

Budget Division Submits Budget to Board of Estimate and Apportionment (E & A)

E & A Holds Departmental and Public Hearings

May

E & A Approves and Submits Budget to Board of Alderman

Requests for Any Increases or New Items Submitted to E & A for Consideration

Ways and Means Committee Conducts Budget Hearings

Board of Alderman Approve Budget

July

Fiscal Year Begins July 1

CITY DEBT

General Discussion

The City of St. Louis is authorized to issue general obligation bonds payable from unlimited and ad valorem taxes to finance capital improvements upon a two-thirds majority vote of the qualified voters voting on the specific proposition. The Missouri Constitution provides that the amount of bonds payable out of tax receipts (which includes bonds payable from special assessments) shall not exceed 10% of the total assessed valuation of the taxable property of the City. The Constitution permits the City to become indebted for an additional 10% of the value of the taxable tangible property for the purpose of acquiring a right-of-way, constructing, extending and improving a sanitary or storm sewer system. The City is also authorized to issue revenue bonds to finance capital improvements to its water system, sewer system, and airport facilities. These types of revenue bonds require a two-thirds vote of the qualified electorate voting on the specific proposition.

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All revenue bonds issued by the City are payable solely out of the revenue derived from the operation of the facility that is financed from the proceeds of such bonds. Revenue bonds do not pledge the full faith and credit of the City in servicing the bonded indebtedness and such bonds are not considered in determining the legal debt margins resulting from the limitations described above.

The City is also authorized by statute to issue "Tax Increment Financing" obligations pertaining to development projects. In July, 1991, the City issued \$15,000,000 of Tax Increment Revenue Bonds for the St. Louis Marketplace project. Such obligations are secured by increments of revenues attributable to property and other taxes generated by improvements to the project area, and may also be secured by annual appropriations from the City's General Fund. As part of the St. Louis Marketplace financing, the City covenanted to request annual appropriations from the General Fund beginning in fiscal year 1993 to cover any shortfalls in the payments of debt service on these bonds until such time as the aforementioned incremental revenues are at least equal to 150% of the annual debt service payments on said bonds for five consecutive years. Shortfalls in Marketplace debt began in FY06 and continued into FY10 where the subsidy amount was projected at \$0.7 million. Marketplace debt will be retired in FY11 requiring no additional subsidies.

In 2007, the City issued \$16,961,000 of TIF bonds for the One City Centre Redevelopment Project. As in the Marketplace project, these bonds may also be secured by the City's general fund in addition to incremental revenues. No payments from the general fund are anticipated in FY11.

CITY DEBT

Outstanding Debt and Lease Obligations

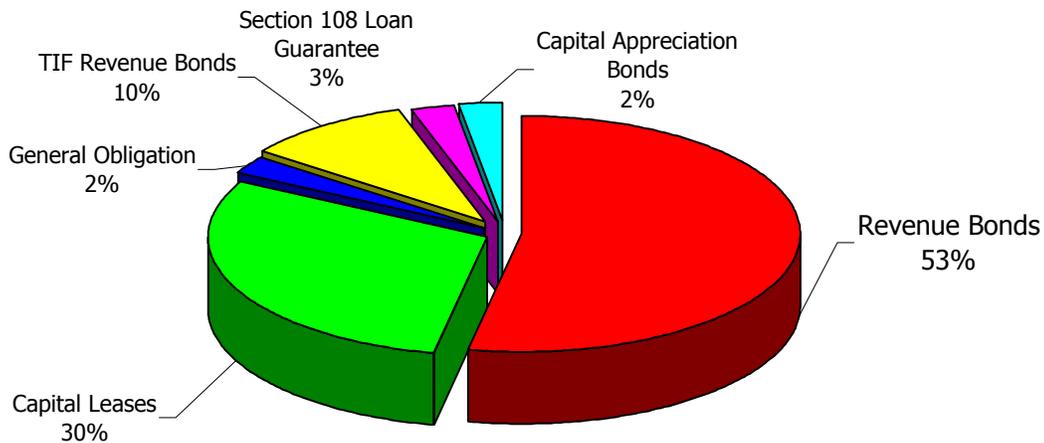
In addition to those financing mechanisms already discussed, the City uses capital leases as a means of financing major development and construction projects. The City's total outstanding debt and lease obligations as estimated as of the end of March, 2010 are approximately \$1.9 billion. This total includes \$182.0M in TIF revenue bonds, most of which are backed solely by project revenues. This amount also includes \$50.1M in Section 108 (HUD) loan guarantees for the convention center hotel and Hope VI housing development projects. As illustrated below, just over 50% of the City's total debt is in the form of revenue bonds issued primarily by the Airport and to a lesser extent the Water and Parking Divisions.

Legal Debt Margin		
Est. as of June 30, 2010		
	City Purposes Basic Limit	Streets & Sewers Additional Limit
2009 Assessed Value:	4,550,150,269	4,550,150,269
<u>Debt Limit</u>		
10% of AV:	455,015,027	455,015,026
Less: General Obligation Bonds	46,300,000	0
Legal Debt Margin	\$408,715,027	\$455,015,026

Note: Legal Debt Margin refers to only tax supported debt; other forms of debt including revenue bonds or lease debt do not fall under the constitutional limitation.

Source: Office of the Comptroller

TOTAL CITY DEBT AND LEASE OBLIGATIONS



Total Obligations = \$1.9 bil.

Estimated obligations outstanding as of 3/31/10 per Office of the Comptroller

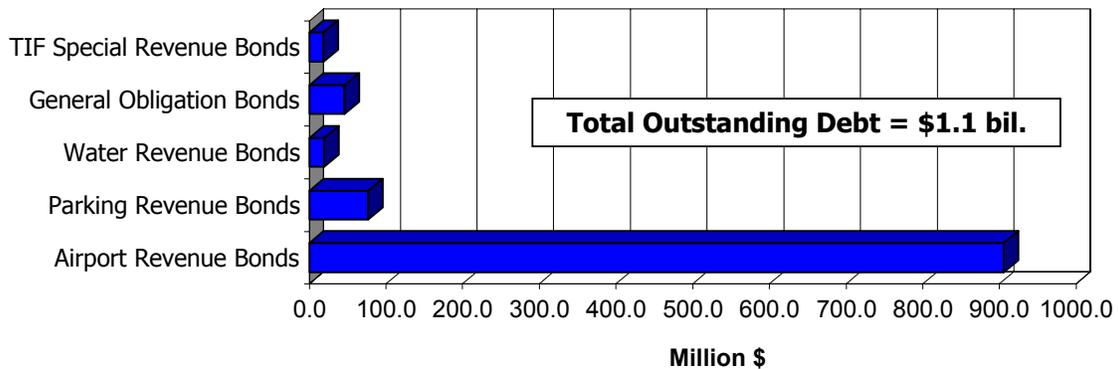
CITY DEBT

General Obligation and Revenue Bonds

Payments on general obligation debt are made from ad valorem property tax and license receipts. In 1999, the City issued \$65 million in general obligation bonds. With the bond proceeds, the City's Fire Department replaced its existing fire fighting fleet and conducted renovations to its firehouses. The St. Louis Police Department received funds to upgrade its crime lab and make improvements to its headquarters building on Clark Street. The bonds also provided \$11 million for the demolition of abandoned and derelict buildings throughout the City. An additional \$13.0 million in G.O. debt was issued in 2006 to provide matching funds for road and bridge projects, floodwall improvements and public safety communications systems. Another debt instrument known as revenue bonds are limited obligations of the City payable solely from the revenues of the department or facility financed by the bonds. By far the largest component of debt in this or any other debt category are the revenue bonds related to the Airport expansion and various improvement projects.

Bond Type	Estimated Outstanding as of March 31, 2010
General Obligation Bonds	\$46,300,000
Water Revenue Bonds	19,585,000
Parking Revenue Bonds	76,975,000
Airport Revenue Bonds	905,405,000
TIF Revenue Bonds (gen fund backed)	18,624,979
Total	\$1,066,889,979

OUTSTANDING DEBT



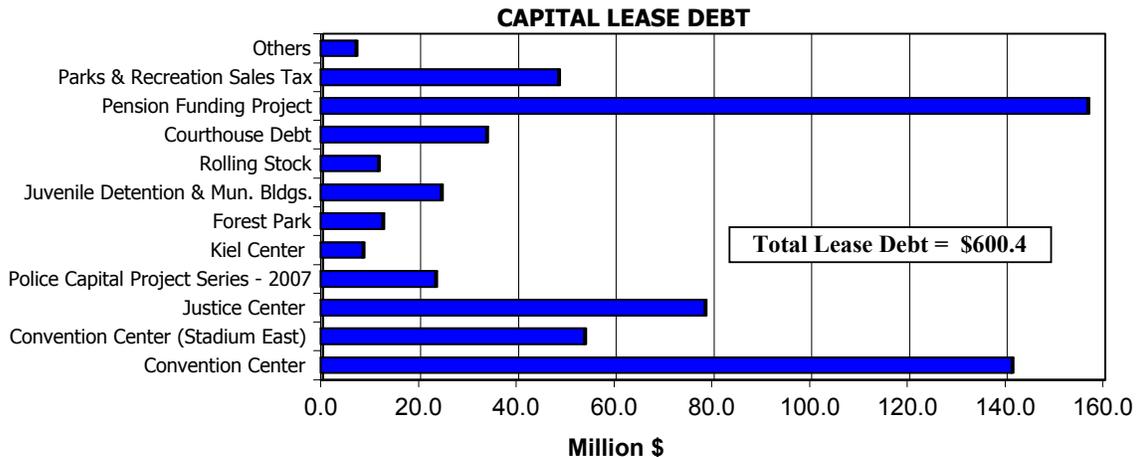
CITY DEBT

Capital Leases

The City has a number of outstanding lease-purchase agreements which can be characterized as capital leases. In capital lease financing, a non-profit authority issues debt to fund a project. This debt is secured by lease payments to the authority by a municipality leasing the project or equipment that is being financed. A list of the City's major existing agreements is presented below.

Description	Est. Outstanding June 30, 2010	Remaining Term In Years	Issue Date
Civil Courts Building Project	10,090,000	4	Jun-94
Convention Center (East) ¹	53,873,959	12	Feb-97
Convention Cntr Leasehold Refunding - 2003	55,130,000	5	Jun-93
Convention Center Capital Improvements - 2008	21,850,000	28	Nov-08
Convention Center Capital Improvements - 2009	31,016,922	28	Jul-09
Convention Cntr Leasehold Refunding - 2010	33,254,003	28	Mar-10
Kiel Center Refunding	8,530,000	12	Aug-97
Police Capital Project Series - 2007	23,360,000	27	Dec-07
Justice Center - 2009	8,495,000	2	Aug-96
Justice Center - 2001	55,090,000	9	Sep-01
Justice Center - 2005	14,860,000	10	Aug-05
Forest Park - 2004	12,595,000	12	Mar-97
Carnahan Courthouse	23,710,000	17	Apr-02
Parks & Recreation Sales Tax	48,515,000	27	Jul-07
Pension Funding Project - 2007	140,030,000	27	Sep-07
Public Safety Sales Tax Pension Funding -2008	16,725,000	9	Jun-08
Juvenile Detention / Mun Bldg. Funding - 2008	24,615,000	28	Jun-08
1520 Market (Abram) Building	2,958,928	8	Jun-07
Rolling Stock	11,612,651	5	Mar-00
MTFC Multimodal Direct Loan	3,778,864	8	Oct-07
MDNR Energy Efficiency Program	320,774	3	Jul-01
Total	\$600,411,101		

¹ Includes \$1M per year in asset preservation funds to the Regional Convention and Sports Authority through the term of the bo



Outstanding capital lease debt est. as/of 6/30/10 per Office of the Comptroller.

CITY DEBT

Capital Leases (continued)

While General Obligation debt is funded through property tax revenues and revenue debt is paid through the revenues of the project being financed, capital lease debt does not specifically have a dedicated revenue source for making lease payments. These payments are generally obligations of the City's General Fund. In as much as possible, the City has sought to lessen this burden on the general fund by pursuing new sources of revenue that may directly or indirectly be linked to the particular project being financed. The southern expansion of the convention center for instance, was accompanied by the successful propositions of a 1/2 cent restaurant tax and a hotel sales tax, with the idea that these two industries are the most likely beneficiaries of increased convention activity. The civil courts building improvement financing was followed by the imposition of a fee on court cases to help offset the cost of debt service. Likewise, the debt service on the Justice Center is being funded in part by reimbursements the City receives from the state for holding prisoners charged with state criminal violations.

Police Department, Forest Park and Recreation leases are funded utilizing sales tax proceeds that are dedicated to those departments. In 2007 and 2008, the City issued \$158M in pension bonds supported in part by a new 1/2 cent public safety sales tax approved by voters in February, 2008. Issues related to Recreation Center construction and Police Capital Improvements were also issued last year utilizing sales taxes dedicated for those purposes. Over half of the lease debt service requirements of \$63.7 million in FY11 are supported by direct and indirect sources of revenue. Below are debt service requirements for the ensuing fiscal year. From time to time when economically viable, refinancing of some of these issues may occur.

Schedule of Lease Debt Payments - FY2011	
Cervantes Convention Center - 1993 (refinanced)	16,463,000
Civil Courts Lease - 1994	2,741,000
Convention Center East / Stadium - 1997 ¹	6,000,000
CCC Energy Lighting Debt	388,000
Pension Funding Project (2007 & 2008)	13,564,000
Juvenile Detention Ctr./ Mun. Bldgs. - 2008	1,546,000
Forest Park Lease - 1997	1,368,000
Parks & Recreation Lease - 2007	3,240,000
Justice Center Lease	11,124,000
Kiel Center - 1997	908,000
Police Capital Improvements - 2007	1,389,000
Rolling Stock Lease / ITSA 2000-08	2,377,000
Carnahan Courthouse -2006	1,134,000
911 System Upgrades	239,000
1520 Market (Abram) Building	491,000
Multimodal Station	568,000
MDNR Loan - 2001	133,000
Total	<u>\$63,673,000</u>

¹ includes asset preservation payment

CITY DEBT

Tax Increment Financing Projects

Tax Increment Financing (TIF) is a funding mechanism used to support financing of development projects. In a TIF financing, bonds are issued to finance infrastructure and other improvements related to a development project. A portion of the incremental tax revenues resulting from the development are then dedicated to service the debt. In most instances, the debt remains an obligation of the developer and debt service is dependent solely on the incremental taxes to be generated by the project. The City's first TIF project known as St. Louis Marketplace and a more recent project for One City Centre are unique in that City general revenue is to be made available should there be any shortfall in project revenue. So, while the outstanding debt table listed earlier includes all outstanding TIF debt, only the Marketplace debt (to be retired in FY11) and One City Centre debt remain a potential obligation of the City. Listed below are outstanding estimated debt totals as of the end of FY10 for those TIF projects that have issued debt.

<u>TIF Project</u>	<u>Debt Outstanding</u>	<u>TIF Project</u>	<u>Debt Outstanding</u>
Marketplace #1	\$1,665,000	Catlin Townhomes #40	379,000
Cupples #3		0 Shenandoah Place #41	217,699
Chouteau Compton #6	2,467,204	1133 Washington #42	954,000
Edison Brothers #8	3,818,000	Maryland Plaza S. #43	4,133,176
100 N. Condo #10	101,027	410 N. Jefferson #44	1,664,000
Emerging Technologies #11	459,000	Warehouse/Fixtures #4	5,785,000
3800 Park #12	382,703	Maryland Plaza N. #47	878,242
Gravois Plaza #13	4,049,000	Marquette Building #48	4,311,000
4200 Laclede #17	830,400	Gaslight Sq. East #49	1,561,000
MLK Plaza #18	2,275,000	1136 Washington #50	3,261,000
Tech Electronics #19	900,000	Wash. East Condo #51	7,740,521
1505 Missouri #20	654,540	Auto Row I #53	1,316,000
Grand Center #21	13,849,000	1300 Conv. Plz. #55	899,000
Walter Knoll Florist #22	979,761	Mississippi Place #56	825,000
Luoderman Building #23	2,263,103	Loughborough #57	17,705,000
920/1000 Olive #24	2,667,732	5700 Arsenal #58	1,098,000
Grace Lofts #25	1,586,725	East Bank #61	1,456,825
Paul Brown Building #26	3,264,200	2300 Locust #62	1,503,088
1141-1151 So. 7th Street #27	1,048,600	Pet Building #63	3,008,500
Terra Cotta Lofts #28	3,505,000	Moon Bros. #65	1,481,000
1312 Washington #29	318,000	Ely Walker Lofts #69	5,478,000
Southtowne Centre #30	7,563,998	Packard Lofts #72	1,160,000
Soulard Apts. #32	4,400,000	Bee Hat Lofts #73	1,313,000
Printers Lofts #33	4,410,000	Syndicate Building #79	7,903,766
City Hospital #34	2,633,000	Ludwig Lofts #80	1,080,000
Fashion Square Lofts #35	3,696,000	600 Washington #85	16,961,000
1601 Washington #36	3,313,000	4100 Forest Park #87	6,046,000
1619 Washington #37	1,879,000	Grand /Cozens /Evans	
Highlands At Forest Park #38	2,248,000	#88	1,645,000
Security Building #39	3,045,000	Total	\$182,035,810

CITY DEBT

Principal and Interest Requirements on Direct Debt

as of June 30, 2009

Fiscal Year	General Obligation Bonds		
	Principal	Interest	Total
2010-2011	3,615,000	2,055,860	5,670,860
2011-2012	3,730,000	1,940,266	5,670,266
2012-2013	3,905,000	1,778,629	5,683,629
2013-2014	4,090,000	1,590,941	5,680,941
2014-2015	4,275,000	1,412,421	5,687,421
2015-2016	4,485,000	1,209,821	5,694,821
2016-2017	4,720,000	993,051	5,713,051
2017-2018	4,990,000	771,001	5,761,001
2018-2019	5,270,000	543,127	5,813,127
2019-2020	885,000	297,325	1,182,325
2020-2021	930,000	261,927	1,191,927
2021-2022	975,000	224,726	1,199,726
2022-2023	1,025,000	184,751	1,209,751
2023-2024	1,080,000	142,471	1,222,471
2024-2025	1,135,000	97,650	1,232,650
2025-2026	1,190,000	49,980	1,239,980
	<u>\$46,300,000</u>	<u>\$13,553,947</u>	<u>\$59,853,947</u>

Source: Office of the Comptroller, City of St. Louis

Debt Ratios

estimate as of June 30, 2009

	Net Debt Per Capita
Direct Debt (incl. G.O. & Lease debt)	\$2,030
Direct Debt (above plus Revenue Bonds)	\$4,862

Source: City of St. Louis Budget Division: based on 2006 revised U.S. census population of 353,837

Bond Ratings

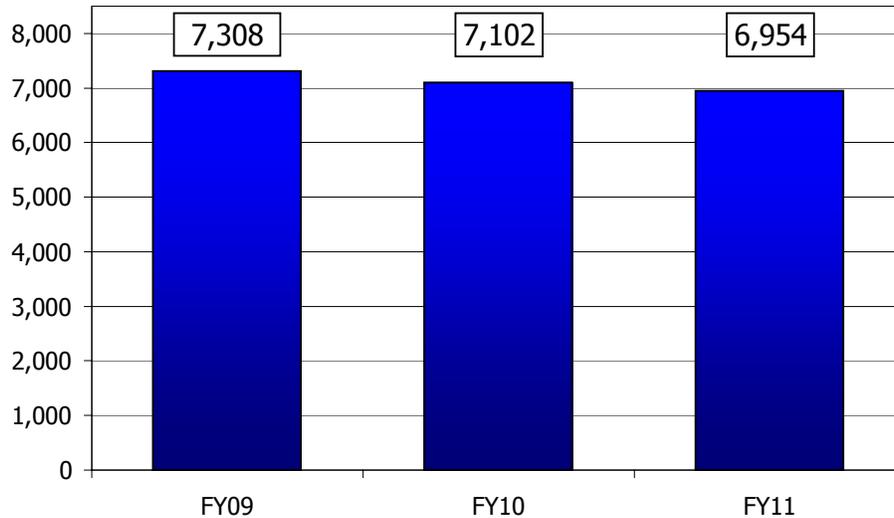
Moody's	A2
Standard & Poor's	A+
Fitch	A

CITY DEBT

In November, 2005, City voters approved additional general obligation debt of \$13 million. Issued in 2006, the total outstanding general obligation debt is now \$46.3 million. In total, the City remains well under the 10% cap established by the Missouri Constitution. Direct debt supported by property tax levies and City general and capital fund revenue totals \$2,104 per capita. Adding outstanding revenue bonds (primarily Airport) brings the debt per capita to \$4,723. The City's ability to manage its finances and maintain positive fund balances are key to the City's debt issuance policy. On May 19, 2008, Standard and Poor's Ratings Service upgraded the City's credit rating from A to A+ with a stable outlook and Fitch Ratings upgraded its rating from A- to A. Moody's Investors Service upgraded its rating on City debt from A3 to A2 on May 27, 2008. These improved ratings allow the City to borrow money at lower interest rates thus resulting in decreased costs. These ratings also serve as a positive indicator for companies and investors looking to do business in the City of St. Louis.

PERSONNEL SUMMARY

PERSONNEL TOTALS FY09 - FY11



Personnel Trends FY10 - FY11

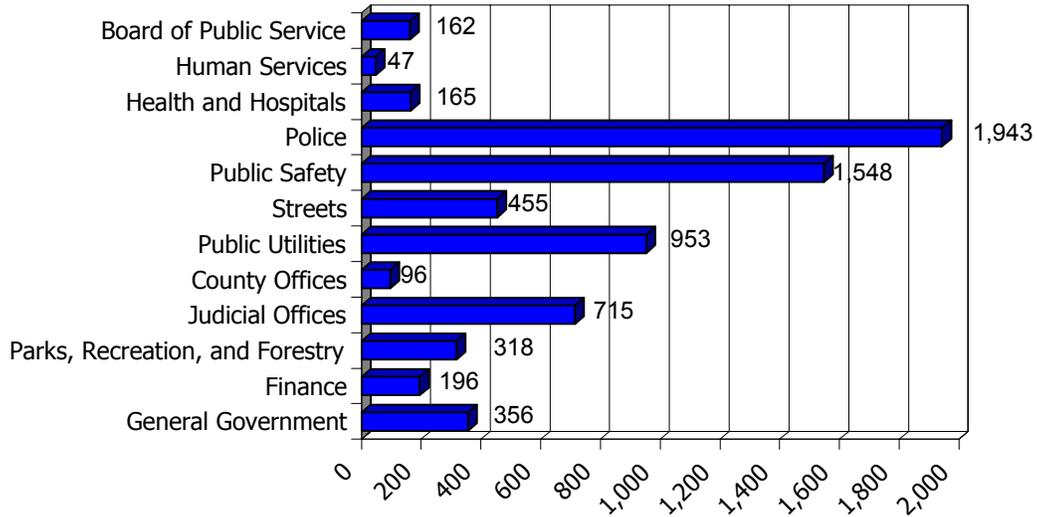
The FY2011 budget proposes an overall reduction in staffing in all funds by a net total of 148 positions. Of this total, 83 positions are in the General Fund. The Corrections Division will see a net reduction of 28 positions, Facilities Management will decline by 12 positions, and the Department of Parks, Recreation and Forestry will see a net reduction of 4 positions. Other general fund reductions are scattered across most departments.

Among special funds, there is a total reduction of 18 positions in the Local Use Tax fund, most of these are in the Health Department and Building Division. Minor decreases in special funds are scattered across various departments.

There is a net reduction of 7 positions among grant funds. Among the enterprise funds, the City's Water Division staff total has been reduced by 19 positions while the Airport will be reducing its staff by 3 positions in the next fiscal year.

PERSONNEL SUMMARY

FY11 Personnel Totals by Department All Funds

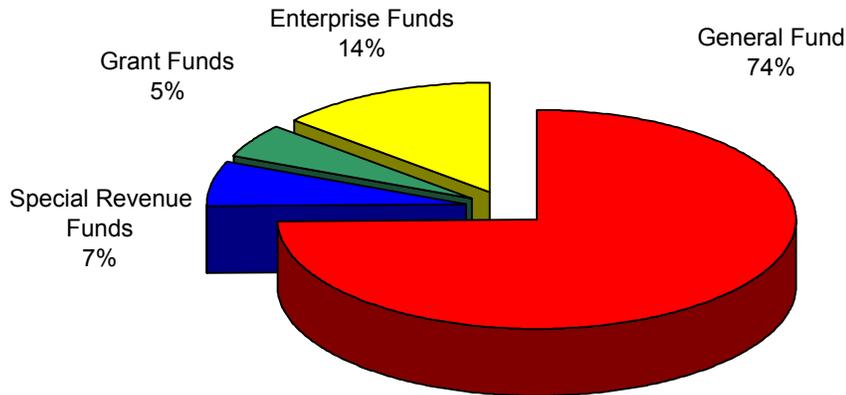


Authorized Full-Time Personnel Totals - By Department All Funds

Department	FY09	FY10	FY11
General Government	359.00	361.00	356.00
Finance	205.00	204.00	196.00
Parks, Recreation, and Forestry	332.00	322.00	318.00
Judicial Offices	721.00	709.00	715.00
County Offices	101.00	98.00	96.00
Public Utilities	1,033.00	979.00	953.00
Streets	463.00	464.00	455.00
Public Safety	1,644.00	1,604.00	1,548.00
Police	1,992.00	1,937.00	1,943.00
Health and Hospitals	214.00	194.00	164.54
Human Services	48.00	46.00	47.00
Board of Public Service	196.00	184.00	162.00
Totals	7,308.00	7,102.00	6,953.54

PERSONNEL SUMMARY

FY11 Personnel by Fund



Authorized Full-Time Personnel Totals - By Fund

Fund	FY09	FY10	FY11
General Fund	5,392.61	5,270.48	5,187.40
Special Revenue and Other Funds			
Local Use Tax Funds	209.40	187.18	169.17
Assessment Fund	71.00	69.00	66.00
Communications Fund	18.00	18.00	12.00
Lateral Sewer Fund	18.26	18.26	18.50
1116-9 Special Funds	153.00	146.00	134.00
Surface Transportation Projects Fund	1.00	1.00	1.00
Street Improvements Fund	41.00	40.00	41.00
Tax Increment Financing Fund	6.85	6.45	6.10
Mail Center - Special Fund	7.27	7.27	7.27
Employees Health and Hospital Fund	9.15	8.15	8.15
Public Safety Trust Fund	12.00	11.50	13.50
Grant Funds			
SLATE	42.00	55.15	54.90
Community Development Block Grant	76.65	77.38	75.67
Other Grant Funds	226.31	216.68	211.88
Enterprise Funds			
Comptroller	3.50	3.50	3.00
Water Division	383.00	383.00	364.00
Airport	637.00	583.00	580.00
Totals	7,308.00	7,102.00	6,953.54

PERSONNEL SUMMARY

Department (All Funds)	FY09	FY10	FY11
General Government			
110 Board of Aldermen	45.00	45.00	44.00
120 Mayor's Office	24.00	24.00	24.00
121 St. Louis Agency on Training and Employment	45.00	53.00	53.00
123 Personnel	53.00	51.00	47.00
124 Register	3.00	3.00	3.00
126 Civil Rights Enforcement Agency	7.00	7.00	6.00
127 Information Technology Service Agency	45.00	44.00	41.00
137 Budget Division	6.00	5.00	5.00
139 City Counselor	62.00	59.00	63.00
141 Planning and Urban Design	20.00	20.00	20.00
142 Community Development Administration	45.00	45.00	45.00
143 Affordable Housing Commission	4.00	5.00	5.00
Total General Government	359.00	361.00	356.00
Finance			
160 Comptroller	93.00	94.00	89.00
162 Municipal Garage	7.00	7.00	7.00
163 Microfilm	7.00	7.00	7.00
170 Supply Commissioner	9.73	9.73	9.73
171 Multigraph	10.00	10.00	10.00
172 Mail Room	7.27	7.27	7.27
180 Assessor	71.00	69.00	66.00
Total Finance	205.00	204.00	196.00
Parks, Recreation and Forestry			
210 Director, Parks, Recreation, and Forestry	6.00	6.00	8.00
213 Recreation	26.00	26.00	21.00
214 Forestry	121.00	113.00	112.00
215 Operation Brightside	0.00	3.00	3.00
220 Parks	175.00	172.00	172.00
225 Soulard Market	4.00	2.00	2.00
Total Parks, Recreation and Forestry	332.00	322.00	318.00
Circuit Clerk and Court En Banc			
310 Circuit Clerk	1.00	1.00	1.00
311 Circuit Court	73.00	72.00	71.00
313 Board of Jury Supervisors	10.00	10.00	9.00
314 Probate Court	0.00	0.00	0.00
320 Probation and Juvenile Detention Center	240.00	240.00	244.00
Total Circuit Clerk and Court En Banc	324.00	323.00	325.00

PERSONNEL SUMMARY

Department (All Funds)	FY09	FY10	FY11
Other Judicial Offices			
312 Circuit Attorney	152.00	146.00	150.00
315 Sheriff	183.00	180.00	178.00
316 City Courts	36.00	35.00	37.00
317 City Marshal	26.00	25.00	25.00
Total Other Judicial Offices	397.00	386.00	390.00
County Offices			
330 Tax Equalization Board	0.00	0.00	0.00
333 Recorder of Deeds	47.00	46.00	46.00
334 Election and Registration	32.00	30.00	28.00
335 Medical Examiner	12.00	12.00	12.00
340 Treasurer	10.00	10.00	10.00
Total County Offices	101.00	98.00	96.00
Public Utilities			
401 Communications Division	16.00	16.00	12.00
415 Water Division	380.00	380.00	361.00
420 Airport Commission	637.00	583.00	580.00
Total Public Utilities	1,033.00	979.00	953.00
Streets			
510 Director of Streets	26.00	26.00	25.00
511 Traffic and Lighting	88.00	92.00	88.00
513 Auto Towing	29.00	28.00	27.00
514 Street Division	154.00	154.00	151.00
516 Refuse	166.00	164.00	164.00
Total Streets	463.00	464.00	455.00
Public Safety			
610 Director, Public Safety	8.63	9.00	8.00
611 Fire Department	830.00	830.00	829.00
614 Office of Special Events	0.00	2.00	2.00
616 Excise Commissioner	6.00	6.00	6.00
620 Building Commissioner	245.00	231.00	207.00
622 Neighborhood Stabilization	41.37	42.00	41.00
625 City Emergency Management Agency	5.00	4.00	4.00
632 Corrections/ MSI	231.00	228.00	207.00
633 City Justice Center	277.00	252.00	244.00
Total Public Safety	1,644.00	1,604.00	1,548.00
Police			
650 Police	1,992.00	1,937.00	1,943.00
Total Police Department	1,992.00	1,937.00	1,943.00

PERSONNEL SUMMARY

Department (All Funds)	FY09	FY10	FY11
Health and Hospitals			
700 Director, Health and Hospitals	36.00	47.00	29.00
710 Health Commissioner	22.00	2.00	2.00
711 Communicable Disease Control	50.00	51.00	47.00
714 Animal Care and Control	27.00	24.00	16.54
715 Community Environmental Health Services	58.00	52.00	51.00
719 Family/ Community/ School Health	21.00	18.00	19.00
Total Health and Hospitals	214.00	194.00	164.54
Human Services			
800 Human Services	48.00	46.00	47.00
Total Human Services	48.00	46.00	47.00
Board of Public Service			
900 President, Board of Public Service	68.00	59.00	53.00
903 Facilities Management	46.00	48.00	37.00
910 Equipment Service Division	79.00	75.00	70.00
930 Soldiers' Memorial	3.00	2.00	2.00
Total Board of Public Service	196.00	184.00	162.00
TOTALS	7,308.00	7,102.00	6,953.54

CITY OF ST. LOUIS , MISSOURI CITY PROFILE

City Narrative

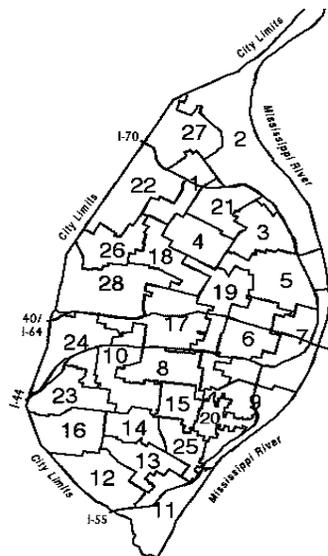
The City of St. Louis is located on the Mississippi River, the eastern boundary of the State of Missouri, just below its confluence with the Missouri River. The City occupies 61.74 square miles of land and its area has remained constant since 1876. The City, a constitutional charter city not part of any county, is organized and exists under and pursuant to its Charter and the Constitution and laws of the State of Missouri.

The City is popularly known as the "Gateway of the West," due to its central location and historic role in the nation's westward expansion. Commemorating this role is the 630 foot stainless steel Gateway Arch, the world's tallest man made monument, which is the focal point of the 86 acre Jefferson National Expansion Memorial on the downtown riverfront.

While the City was originally incorporated as a town in 1809 and a city in 1823, the current City charter was adopted in 1923 by the electorate.

Source: City of St. Louis website

St. Louis's
28 Wards



Civic Timeline

<u>Year</u>	<u>Event</u>
1764	St. Louis founded by Pierre Laclede.
1823	City of St. Louis incorporated as a City.
1832	Municipal water distribution begins.
1857	City Fire Department established.
1861	Metropolitan Police System founded.
1876	City separation from St. Louis County.
1904	St. Louis hosts the 1904 World's Fair & Olympics.
1935	Bond Issue for Jefferson National Expansion Memorial approved.
1954	Metropolitan Sewer District created.
1963	Transit operations assumed by Bi-State Development Agency.
1965-66	Downtown building boom begins with completion of Gateway Arch and Busch Memorial Stadium.
1985-86	St. Louis Union Station & Historic Old Courthouse complete renovations.
1993	MetroLink light-rail system opens first line.
1994-95	Scottrade Center (formerly Kiel) & Edward Jones Dome (formerly TWA Dome) completed.
2000-02	St. Louis reverses decades of population declines. Eagleton Federal Courthouse & St. Louis Justice Center completed.
2008	Gateway Transportation Center, multi-modal facility opened downtown.

CITY OF ST. LOUIS , MISSOURI CITY PROFILE

Demographic & Social Characteristics



Population

2008	356,730
2007	355,663
2006	353,837
2005	352,572
2004	350,705
2003	348,039

<u>Population By Age</u>	<u>2008</u>	<u>2006</u>
Under 5	7.2%	7.6%
5 to 19	20.6%	21.1%
20 to 34	19.5%	20.1%
35 to 44	15.1%	14.7%
45 to 54	15.6%	14.9%
55 to 64	10.7%	9.8%
65 & over	11.3%	11.8%
Median	36.7%	35.6%

<u>Race</u>	<u>2008</u>	<u>2006</u>
White	44.6%	43.5%
Black	47.8%	50.0%
Asian	1.9%	2.2%
Hispanic	2.9%	2.6%
Other	2.7%	0.7%

<u>Educational Attainment (>25 years of age)</u>	<u>2008</u>	<u>2006</u>
Graduate / Professional Degree	10.4%	9.6%
Bachelor's Degree	15.6%	14.1%
Associate's Degree	5.4%	5.5%
Some College (no degree)	23.7%	18.3%
High School Diploma	25.2%	29.6%
No Diploma	19.7%	22.7%

<u>Households By Type</u>	<u>2008</u>	<u>2006</u>
Total Households	142,299	139,929
Family households	49.2%	51.9%
w/ own children under 18	21.5%	24.9%
Married-couple family	24.9%	25.1%
w/ own children under 18	8.5%	9.8%
Male householder, no wife present	5.4%	5.4%
w/ own children under 18	2.0%	2.7%
Female householder, no husband present	19.0%	21.4%
w/ own children under 18	10.9%	12.4%
Nonfamily households	50.8%	48.1%
Householder living alone	43.7%	42.5%
65 years and over	11.9%	10.9%

Source: 2008 U.S. Census American Community Survey

CITY OF ST. LOUIS , MISSOURI CITY PROFILE

Economic and Employment Data

<u>Top Employers</u>	<u>2008 Employees</u>	<u>2007 Employees</u>
BJC Health Systems	15,864	16,447
Washington University	13,538	13,381
St. Louis University	9,603	9,399
City of St. Louis	9,272	8,682
St. Louis Board of Education	5,477	5,811
State of Missouri	4,912	5,052
Anheuser-Busch Companies, Inc.	4,718	5,164
AT&T Services, Inc.	4,609	5,917
U.S. Postal Service	4,560	5,109
National Finance Center	4,460	3,883
Defense, Finance, and Accounting Service	3,852	3,191
St. Louis Children's Hospital	3,336	na
Wachovia	2,840	4,811
Ameren Corporation	2,736	2,523

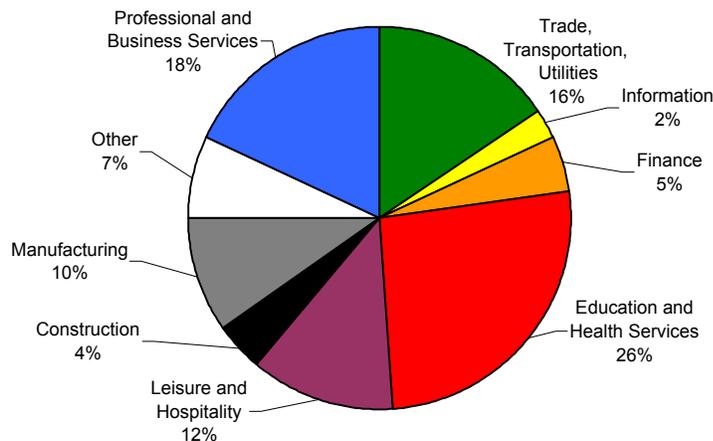
Source: City of St. Louis, Collector of Revenue

<u>Income and Employment</u>		<u>Most Recent</u>	<u>%</u>	<u>Previous Year</u>
		<u>Period</u>	<u>Change</u>	<u>Period</u>
Per Capita Personal Income	08/ 07 ¹	\$32,214	5.6%	\$30,494
Average Annual Pay	08/ 07 ²	\$57,696	18.0%	\$48,914
Total Employment	Sept. 09(p)/ 08 ²	219,537	-7.2%	236,558
Establishments	3rd Qtr 09(p)/ 08 ²	8,553	0.6%	8,498
Total Wages (In Thousands)	" "	\$2,575,705	-9.8%	\$2,854,515
Civilian Labor Force	Mar. 10/ 09 ²	153,660	0.0%	153,728
Unemployment Rate	" "	10.2%	1.2%	9.0%

Source: ¹ U.S. Bureau of Economic Analysis

² U.S. Bureau of Labor Statistics (p): Preliminary

Employment by Industry

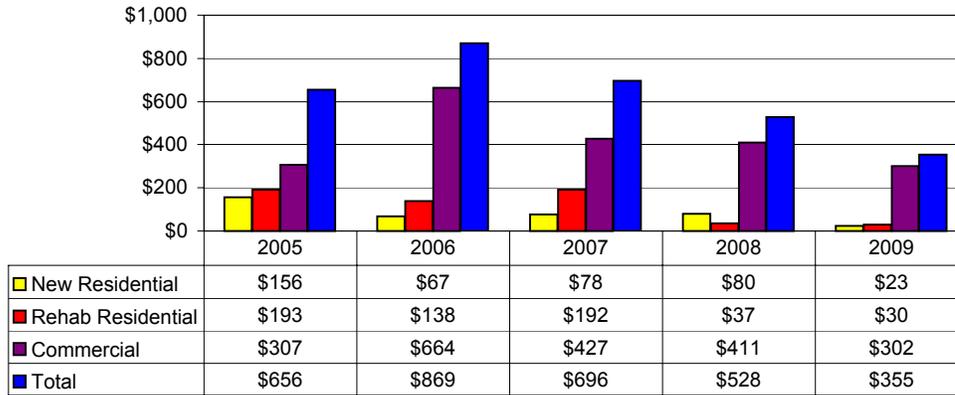


Source: U.S. Census, Quarterly Workforce Indicators, Q2 2009

CITY OF ST. LOUIS , MISSOURI CITY PROFILE

Economic and Employment Data

Construction Activity (In Millions)



Source: Building Division, City of St. Louis

Tourism

<u>Tourist Attractions</u>	<u>2009 Attendance</u>	<u>% Change</u>	<u>2008 Attendance</u>
St. Louis Cardinals	3,343,252	-2.5%	3,430,403
St. Louis Zoo	3,101,830	3.8%	2,988,058
Jefferson National Memorial (Arch)	2,360,109	20.7%	1,954,810
Missouri Botanical Garden	970,218	0.9%	961,490
St. Louis Science Center	965,083	-9.9%	1,071,690
St. Louis Rams	441,901	-7.9%	479,843
City Museum	748,000	10.0%	680,079
Fox Theatre	539,100	-0.1%	539,803
St. Louis Art Museum	409,585	8.8%	376,507
The Muny	371,764	-1.6%	377,705

Source: Respective Organizations / Professional Leagues

St. Louis Convention & Visitors Commission

The St. Louis Convention & Visitors Commission is the official destination marketing organization for St. Louis City and St. Louis County for visitors of all types.

<u>CVC Activities</u>	<u>FY2009</u>	<u>FY2008</u>
Hotel Rooms Booked (non-leisure)	506,600	554,031
Visitors' Centers Attendance	113,891	117,774
CVC Volunteer Hours	15,819	13,380



Source: CVC / CVC Annual Report 2009, 2008

GLOSSARY

Accrual Basis of Accounting

Accounting method where revenues and expenditures are recognized when incurred as opposed to actually received or paid. The City's general fund and most special fund budgets use a modified accrual basis where encumbrances, including outstanding purchase orders, are budgeted as expenses but revenues are recognized only when they are actually received. (see also cash basis of accounting)

Affordable Housing Trust Fund

Fund created in 2001 from a portion of receipts of the local use tax. Funds are dedicated to providing for the development and preservation of affordable and accessible housing in the City. Loan and grant programs are administered by the Affordable Housing Commission. In November 2002, City voters replaced the existing local use tax with a new local use tax. Under a new allocation formula, a total of \$5.0 million per year is to be allocated to the Affordable Housing Trust Fund.

Airport, City of St. Louis

An enterprise fund used to account for the revenues and expenses of Lambert-St. Louis International Airport. The Airport is owned by the City of St. Louis and operated by an Airport Commission. The use of Airport revenues, derived primarily from airline payments for use of the facilities, parking fees and interest earnings, are limited to purposes of the Airport.

Aldermen, Board of

28 elected individuals representing the 28 wards of the City and a President elected citywide who make up the City's legislative body.

Appropriation

A legal authorization to make expenditures and incur obligations for specific purposes.

Assessment

The valuation of property for the purpose of taxation.

Assessment Fund

Fund which supports the operations of the Assessor's office.

Balanced Budget

A budget in which resources available for appropriation equal planned expenditures.

Battered Persons Shelter Fund

Established by ordinance in 1992, the Battered Persons Shelter fund is used solely for providing operating expenses for shelters for battered persons. The fund is supported by a \$1.00 fee imposed on municipal ordinance violations cases filed in municipal court.

BJC / City Trust Fund

Fund used to account for operating and maintenance costs for Forest Park, funded through lease revenues from Barnes-Jewish Community Hospital.

GLOSSARY

Bond Issue

Debt instrument used to fund large capital projects or other obligations for a period of more than one year. The debt is typically repaid following a fixed schedule of principal and/or interest payments over the term of the debt issued.

Budget

A financial plan based on anticipated revenues and expenditures for a given period.

Budget Transfer

The act of moving appropriated funds from one expenditure account to another. The budget transfer is used to adjust the budget to meet changes in planned expenditures that may occur during the fiscal year.

Building Demolition Fund

Fund established to finance the demolition and board-up of dangerous buildings. The Building Demolition Fund is funded through a fee of \$2.00 per \$1,000 estimated value of any building permit issued by the City.

Capital Improvements Fund

Fund for long-term improvements and maintenance of the City's infrastructure and/or acquisition of equipment or property for public use.

Capital Improvement Plan (CIP)

A document prepared each year concurrently with the City's annual budget that identifies planned capital improvement expenditures and resources available to fund those expenditures over the next five years.

Capital Improvement Expenditures

Any action or expenditure taken or made to replace, install, refurbish, rehabilitate, reconstruct, update or otherwise improve the City's public infrastructure, including but not limited to, roads, bridges, parks and other public places, sidewalks, arterial streets, alleys and municipal buildings and efforts or expenditures taken or made to improve the quality of the City's fleet of rolling stock or other major equipment items.

Capital Improvement Sales Tax Trust Fund

Fund established for revenues received from the one-half cent sales tax for capital improvements. This fund consists of the following five accounts: Ward Capital Improvements Account (50%), Major Park Capital Improvements Account (17%), Recreation Center Capital Improvements Account (3%), Citywide Capital Improvements Account (20%) and Police Department Capital Improvements Account (10%).

Capital Lease Debt

A form of financing where a non-profit authority issues debt to fund a project. The debt is secured by lease payments to the authority by the municipality leasing the project or equipment that is being financed.

GLOSSARY

Cash Basis of Accounting

Accounting method where revenues and expenses are recognized when actually received or paid. The City's enterprise funds are budgeted on a cash basis. (see also accrual basis of accounting)

Child Support Unit (Parent Locator Fund)

State supported fund through which the Circuit Attorney's Office conducts its program for recovering child support payments.

City Employee Pension Trust Fund

Fund established by City of St. Louis Ordinance 67815, effective January 27, 2008 used to account for \$13.5M of annual revenues from the City's gross receipts tax on telephone companies. Commencing with the fiscal year beginning July 1, 2008, payments from this fund will be used to pay debt service on Employee Retirement System (ERS) related bond issues and any additional actuarially required contributions to ERS.

Columbia Bottoms Fund

Fund established to account for transactions relating to Columbia Bottoms, a parcel of land along the Missouri River which the City owns and leases out for private farming. With the recent sale of most of the property to the Missouri Department of Conservation, activity in this fund has been significantly reduced.

Communications (Cable) Fund

Fund established for the purpose of overseeing the cable television and communications industry in the city and establishing and managing a government access channel and necessary studio facilities. The Cable Division is funded through a 5% franchise fee imposed on Cable operators.

Community Development Agency

City agency responsible for planning and implementing the housing and economic development plans of the City of St. Louis. CDA also oversees operation, administration and programmatic and compliance monitoring of the Community Development Block Grant program as well as other federal housing programs.

Community Development Block Grant (CDBG)

A variety of funds received from the Federal Government for providing housing, community and economic development programs to economically distressed neighborhoods and segments of the population. The annual appropriation of CDBG program funds is typically approved in December of each year, separate from the City's overall general budget.

Comprehensive Annual Financial Report (CAFR)

The audited financial report containing statements and reports of the City's financial activity for a given fiscal year.

Convention and Tourism Fund

Fund established to foster and promote the City's convention and tourism industry. Expenditures from the fund are approved by members of the C & T Board consisting of the Mayor, the Comptroller and the President of the Board of Aldermen.

GLOSSARY

Convention and Sports Facility Trust Fund

Fund established to help pay for the construction of the convention center expansion project. Revenues to the fund consist of the 3.5% gross receipts tax on hotel/motel receipts. These revenues are transferred to the City's General Fund and used to help pay the City's debt on the convention facility.

Debt Service

Expenditures for principal and interest payments on loans, notes and bonds.

Debt Service Fund

Fund used to specifically track payments of principal, interest and expenses on general obligation debt.

Department

Major unit of organization in the City comprised of subunits called divisions.

Earnings Tax

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.

Efficiency Measure

A performance measure used to gauge the amount of resources / time required to deliver a given unit of service.

Employee Health & Hospital (Benefits) Fund

A fund financed jointly by the City, its employees and retirees to ensure adequate health and hospital care for employees and retirees of the City. The income for this fund is derived from appropriations made in other City funds.

Encumbrance

An obligation for which payment is anticipated but has not yet been made. Typically encumbrances represent outstanding purchase orders or contracts. The funds appropriated for these expenses are set aside in a reserve for payment. An item will remain an encumbrance until the obligation is paid or otherwise released.

Enterprise Fund

A fund used to account for operations that are financed and operated in a manner similar to private business enterprises - where the intent of the governing body is that the cost of providing goods or services to the public on a continuing basis be financed or recovered primarily through user charges. The City's Airport, Water and Parking Meter Divisions are enterprises.

Estimate and Apportionment, Board of

The City's chief fiscal body - comprised of the Mayor, the Comptroller and the President of the Board of Aldermen.

GLOSSARY

Expenditure

Money actually spent by the City for the programs and projects included in the approved budget.

Federal Mandate

A regulation or requirement imposed on state or local governments by the Federal government. Federal mandates include the Clean Air Act, Clean Water Act, Americans with Disabilities Act and Underground Storage Tank Regulations.

Fee Office

Office which by State statute is funded by a commission fee or portion of the revenues it is charged to collect. Fee offices are not included in annual City appropriations. Fee offices in the City include the Collector of Revenue, License Collector and Public Administrator.

Fiscal Year

Twelve month period to which the budget applies. In St. Louis this is July 1 to June 30.

Franchise Tax

Any one of a series of taxes on the gross receipts of utility companies operating within the City, including sales of electricity, natural gas, telephone services, water, steam and on the gross receipts of the Airport.

Fund Balance

The level of funds remaining as measured generally at the conclusion of a fiscal year, after allocating for all encumbrances and other commitments. The fund balance often includes reserves set-aside to meet future obligations, (e.g. 27th pay reserve, rainy day reserve). From a fiscal policy standpoint, emphasis is often placed on the level of "unreserved" fund balance as an indicator of fiscal stability. The City's policy is to achieve and maintain an unreserved general fund balance at a minimum of 5% of the general fund budget.

General Fund

The main operating fund of the City.

General Obligation Bonds

Debt issue that is supported by the full faith and credit of the City's taxing authority. Debt issuance requires approval of two-thirds of voters. Retirement of general obligation debt is funded through a levy of the property tax.

Generally Accepted Accounting Principles (GAAP)

The common set of accounting standards and procedures for reporting financial activity.

Health Care Trust Fund

Fund created in 2001 from a portion of receipts from the local use tax. Funds are dedicated to providing public health care services within the City of St. Louis. In November 2002, voters replaced the existing local use tax with a new local use tax.

Intergovernmental Revenue

Revenue received from federal, state or other governmental agencies.

GLOSSARY

Internal Service Fund

Funds used to account for the financing of goods or services provided by one department or agency to other departments or agencies on a cost reimbursement basis.

Lateral Sewer Repair Fund

Fund established in 1989 to provide the cost of the repairs of leaking lateral sewer service lines on residential properties. The Lateral Sewer Repair Program is funded by a \$28.00 annual fee on all residential property having six or less dwelling units.

Local Use Tax

Originally approved by City voters in April, 2001, the local use tax is a tax imposed on purchases made from out of state vendors. The local use tax rate is equal to the City's local sales tax rate. The local use tax was replaced by voters in November, 2002 with a new local use tax. Proceeds from the new local use tax are to be allocated each fiscal year in the amount of \$5 million each to the Health Care Trust Fund and the Affordable Housing Trust Fund, \$3 million for derelict building demolition and any excess amounts shall be dedicated collectively to any of the following: derelict building demolition, public safety, neighborhood preservation, development and preservation of affordable and accessible housing and public health care services.

Local Parks Fund

Fund used to account for revenues and expenses from the 1/8th cent sales tax approved by voters in November, 2006. The proceeds of the tax are to be used for the financing of two new recreation centers in the City, improvements to existing recreation centers and to provide additional recreation programming.

Outcome Measure

A performance measure used to gauge how well a given service results in a desired outcome.

Output Measure

A performance measure used to gauge workload or units of service provided through or by a program.

Parking Funds

Funds used to track revenues and expenses of the Parking Meter Division and Kiel Parking Facility. Both of these operations are managed as separate enterprise funds by the Treasurer's Office.

Payroll Expense Tax

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. Non-for-profit charitable or civic organizations are exempt from the payroll expense tax.

Performance Measure

Any one of a number of measures used to gauge a program's efficiency, outcome or output.

Personal Services

Account group of expenditures related to salaries, overtime, social security payments, health

GLOSSARY

insurance and other fringe benefit costs of personnel.

Port Authority Fund

Fund established to manage all phases of the harbor and wharves operation including enforcement of all regulations with the guidance of a Port Development Commission.

Program

A set of activities conducted by a department or division to provide a specific service.

Property Tax

A tax levied on the assessed value of property (e.g. personal, real estate).

Public Facilities Protection Corporation

A not-for-profit corporation established to provide the City with Surety Bond and Insurance coverage and general protection from judgments rendered against the City. Each year the City makes a contribution to PFPC out of the General Fund.

Public Safety Sales Tax (1/2 Cent)

Part of Proposition S, approved by voters on February 5, 2008, a one-half of one percent sales tax on all retail sales made in the City of St. Louis. Revenues collected by the tax are deposited into the Public Safety Trust Fund, from which payments are made to fund the police and fire pension systems, crime prevention programs to be administered by resolution of the Board of Aldermen, as well as salary increases for firefighters, police and civilian employees of the police department.

Public Safety Trust Fund

Funds used to account for receipts and expenditures from an increase in the Graduated Business License tax rates approved by voters in August, 2006. The proceeds are allocated as follows: 75% to the Police Department for new policing initiatives, 15% for the Circuit Attorney's Office for the establishment of a Career Criminal Unit and 10% for the City Counselor's Office for enhancing the problem properties unit.

Revenue

Income received by the City government from sources, such as taxes, fees, user charges, grants and fines, which is used to support the government's facilities and services to the community.

Revenue Bonds

Debt issue used to finance capital improvements payable solely out of the revenue derived from the facility that is financed from the proceeds of the bonds. Most often used by enterprise funds (e.g. Water Division, Airport)

Riverboat Gaming Fund

Fund established to account for revenues from riverboat gaming. Appropriations from this fund are used for three primary purposes, 1) public safety on the riverfront, 2) capital expenditures (i.e. local bridge match, etc.) and 3) economic development. Revenue from riverboat gaming leases is received through the Port Authority Fund.

GLOSSARY

Special Revenue Fund

A fund used to account for the proceeds of specific revenue sources (other than special assessments, expendable trusts, or major capital projects) that are legally restricted to expenditures for specified purposes.

Street Improvement Fund (St. Louis Works)

A street and sidewalk improvement program funded primarily from a portion of City utility taxes and State motor vehicle sales tax revenues. St. Louis Works funds are appropriated under a separate ordinance on a calendar year basis.

Tax Increment Financing

Funding mechanism that uses the tax benefits generated by a development to pay the debt for improvements related to the development.

Transportation Fund

Fund used to account for revenues and appropriations from the 0.5% transportation sales tax and the 0.25% Metrolink sales tax. All revenues into the transportation fund are currently appropriated to the Bi-State Development Agency that operates the regional mass transit system.

Trust and Agency Funds

Funds used to account for assets held by a government unit in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and/or funds.

Twenty-Seventh Pay Reserve

Reserve set aside for fiscal years in which a 27th pay day occurs. With bi-weekly pay periods, a 27th pay day will occur once every 11 years. The last 27th pay period occurred in FY06 and the next one will occur in FY17.

Unreserved Fund Balance

That portion of the fund balance that does not include reserves set-aside to meet future obligations (see also fund balance).

User Fees

Fees paid directly by citizens for a service used (i.e. park fees, bus fares).

Water Division Fund

An enterprise fund used to account for the revenues and expenses of the Water Division, which is owned and operated by the City and funded primarily through water sales.

GLOSSARY

COMMON ACRONYMS

ADA	Americans with Disabilities Act	FRS	Firemen’s Retirement System
BPS	Board of Public Service	GTC	Gateway Transportation Center
CAFR	Comprehensive Annual Financial Report	HCD	Housing Conservation District
CDA	Community Development Agency	ITSA	Information Technology Services Agency
CDBG	Community Development Block Grant	ISTEA	Inter-modal Surface Transportation Efficiency Act
CEMA	City Emergency Management Agency	LLEBG	Local Law Enforcement Block Grant
CIP	Capital Improvement Plan	MBE	Minority Business Enterprise
CJC	City Justice Center	MSI	Medium Security Institution
COPS	Community Oriented Policing Services	NSO/T	Neighborhood Stabilization Officer/Team
CORR	Community Outreach for Risk Reduction	PFPC	Public Facilities Protection Corporation
CREA	Civil Rights Enforcement Agency	PRS	Police Retirement System
C&T	Convention and Tourism Fund	REJIS	Regional Justice Information Service
CSB	Citizens’ Service Bureau	SLAA	St. Louis Area Agency on Aging
E&A	Board of Estimate and Apportionment	SLATE	St. Louis Agency on Training and Employment
EMS	Emergency Medical Service	SLDC	St. Louis Development Corporation
ERS	Employee Retirement System	SLPD	St. Louis Metropolitan Police Department
ESD	Equipment Services Division		

GLOSSARY

STRATUM	Street Tree Resource Analysis Tool for Urban Forestry Managers
TIF	Tax Increment Financing
TRIM	Tree Resource Improvement and Management
WBE	Women's Business Enterprise