



2012-2013 ANNUAL BUDGET



APPROVED BY THE BOARD OF ALDERMEN
MAY 15, 2012

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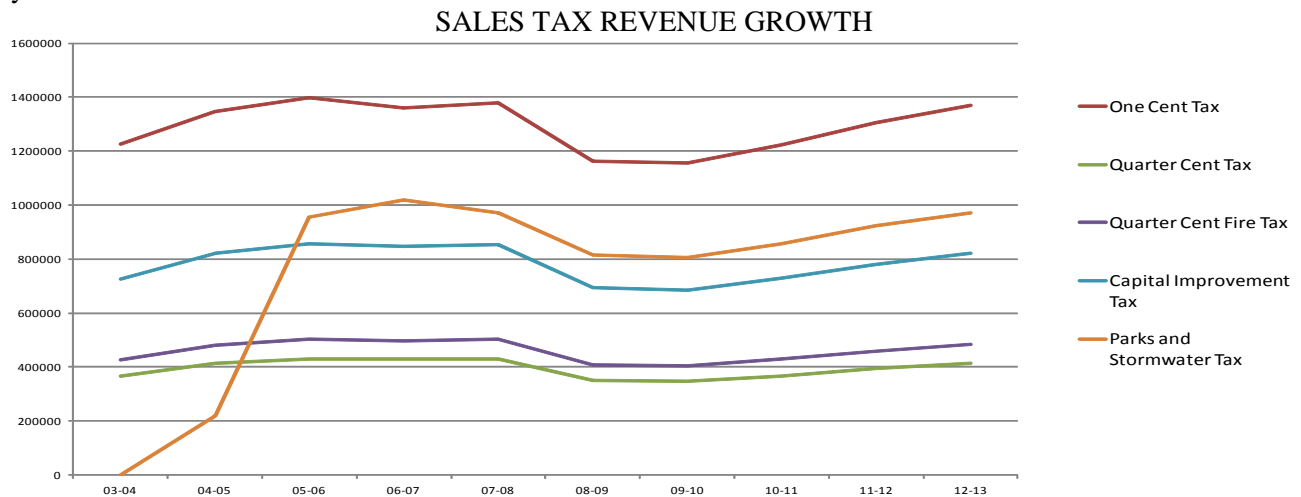
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July 1, 2012

Honorable Mayor Keith Krieg,
Members of the Board of Aldermen,
Members of the Ways and Means Committee
Residents of the City of Frontenac:

Submitted for your reference is the budget for the City of Frontenac's 2012-2013 fiscal year. This budget was recommended for approval by the Ways and Means Committee on Tuesday, May 8, 2012 and approved by the Board of Aldermen on May 15, 2012, following a public hearing. This budget results in no reduction of services to the city's constituents and is enacted under Missouri State Statute 67.010.

The City of Frontenac begins fiscal year 2012-2013 in good financial condition despite lasting affects to the regional and national economy since the 2008 downturn. While other areas are still experiencing slow retail growth recovery, the City's sales tax revenues have increased by over 6% the prior two fiscal years, facilitated in part by the Plaza Frontenac's newly built restaurants, creating momentum for the new fiscal year.



Revenue and expenditure data is of particular interest to the finance officer, management and the finance committee. As part of the financial review process, the city studies sales tax performance and other financial trends on a monthly basis with a thorough process of reviewing financial data to identify variances that may adjust budget outcomes. In addition to monthly evaluation, the city has incorporated a 20-year revenue and expense projection tool as part of its financial review process. This long term projection was first established in April 2008 and is a tool utilized throughout the city's entire budget process to monitor reserve levels during debt service repayment. This tool is updated by applying conservative revenue projections utilizing historical trends yielded from averaging multiple years of revenue history, including a 10-year average for sales tax. The tool also incorporates all planned expenditures to clearly track the city's projected changes to fund balance.

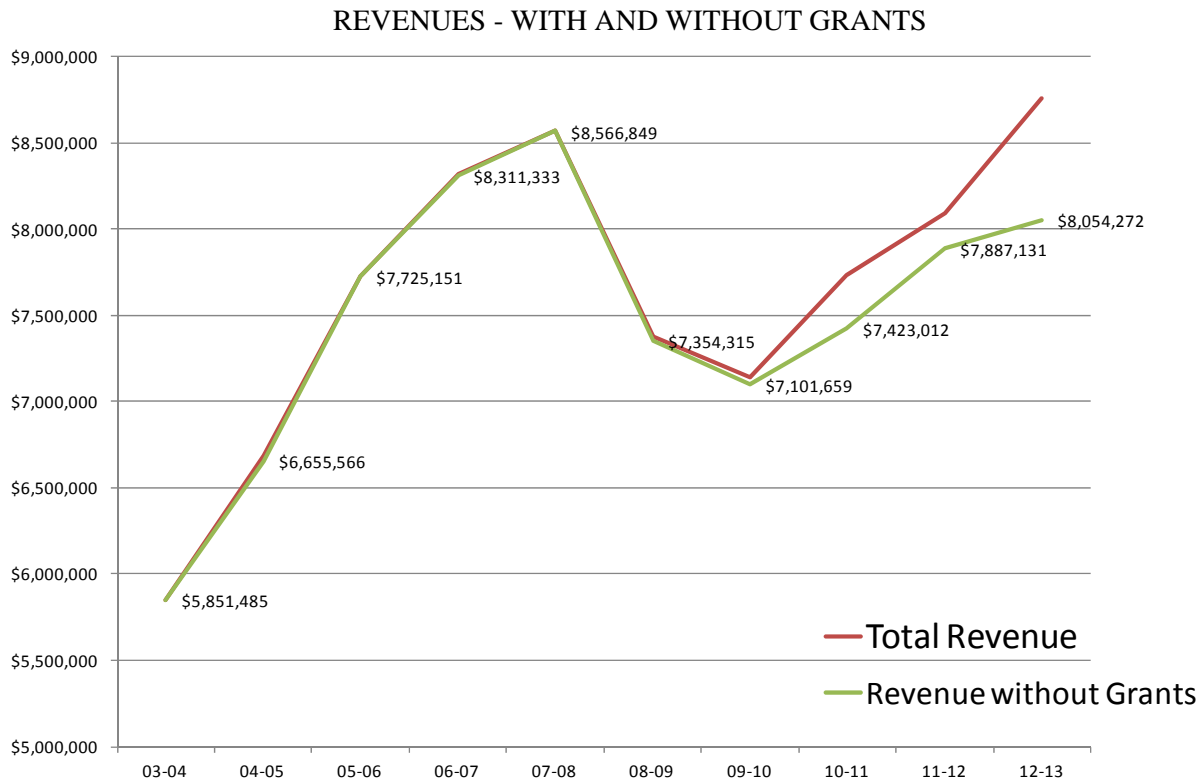
Utilizing this tool, the finance officer, management and the finance committee can better evaluate short term circumstances and forecast the city's long term fiscal health. The projection is updated twice each fiscal year, allowing the city the ability to track and respond to any changes in planned revenues or expenses. This planning tool was instrumental in the city receiving its AAA issuer credit rating assigned by Standard & Poor's in October 2009 with the city's bond issue for construction of the new City Hall project.

The 2012-2013 budget also incorporates the city’s multiple year comprehensive plan and includes key infrastructure improvements and large capital purchases, as well as operational expenses and debt service. The General Fund is poised to subsidize the Capital Improvement Fund for the duration of the debt service and will continue, per the long range projection, until bonds are repaid. The outstanding bonds are the city’s only debt. The current net bonds outstanding total \$4.185 million with the last payment due in year 2029 when the Capital Fund will begin full repayment to the General Fund.

In the 2011-2012 fiscal year the Capital Improvement fund subsidy is estimated at \$544,363. Due to this subsidy, and infrastructure improvements, the General Fund was scheduled for a reduction to fund balance in fiscal year 2011-12 however the net income is currently estimated to exceed combined Capital and General Fund expenses for a total net addition to fund balance of over \$100,000. The 2012-2013 General Fund subsidy to the Capital Improvement Fund is scheduled to cost \$644,083 and the General Fund reserve is expected to reduce by \$363,000. This reduction to reserves is fully identified in the city’s long term financial planning tool, projecting and monitoring reserve levels throughout the debt service period.

NEW CITY HALL BUILDING UPDATE

In October 2010 the city’s fire and police departments moved into the new City Hall building with the Building, Court and Administration departments moving the following February. The building’s construction was complete at the end of spring 2011. The total project cost of \$10.8 million was offset by Capital Fund reserves plus the initial \$4.5 million dollar bond issue. The city’s new building allows ADA compliance for the city’s visitors, a beautifully designed structure more in tune with the city’s overall architecture and a more effective housing of staff including a larger fire department, ambulance service, law enforcement and professional staff. The city’s annual festival is now hosted at the City Hall building site and the building accommodates professional trainings and civic meeting groups from the St. Louis region.



BUDGET OVERVIEW

The City of Frontenac has three major funds: the General Fund, Capital Improvement Fund and the Parks and Stormwater Fund. The City utilizes the money in the General Fund for general operational expenses, while the Capital Improvement and Parks and Stormwater funds are generally used for non-recurring, capital or stormwater expenditures as well as maintenance and operational expenditures related to each fund.

Many of the revenues for fiscal year 2012-2013 incorporate the prior year CPI growth rate in St. Louis of 3.2%. Each revenue item is reviewed individually to discern specific performance characteristics that may affect the performance outcome such as a different growth rate based on a set contract, or a reduction in expectation due to other factors including changes in legislation or policy. All projections are reviewed and approved by the Ways and Means Committee prior to inclusion in the budget document.

For fiscal year 2012-2013, General Fund revenues are projected at \$5,897,693 with General Fund expenditures of \$5,617,448, resulting in net income of \$280,245. Based on these projections, revenues are budgeted to be slightly below 2011-2012 estimates and expenditures are expected to exceed the prior year by \$243,262. The primary driver behind the overall reduction in revenue for the General Fund is caused by a reduction of court revenue projections.

In fiscal year 2012-2013, Capital Improvement Fund revenues are projected at \$1,686,483 with budgeted expenditures of \$2,330,566, resulting in the General Fund subsidy of \$644,083. Capital expenditures of \$725,000 are comprised of street and infrastructure improvements including the replacement of the Geyer Road Bridge which carries an 80% grant offset from a federal pass through grant to the Department of Transportation. In addition to infrastructure, the new budget includes debt service payments of \$385,306, planned department capital purchases of \$309,431 and \$1.195 million in infrastructure maintenance expenses and operational expenses for the Public Works and Municipal Building departments.

Fiscal year 2012-2013 Parks and Stormwater Fund has projected revenues of \$1,170,996 and projected expenses of \$1,334,373 for stormwater projects and departmental operation expenditures. This year's budget results in a reduction to fund reserve levels of \$163,377.

City-wide, Frontenac has planned total projected revenues of \$8,755,172 and total budgeted expenses of \$9,282,387 for a City-wide net reserve reduction of \$527,215.

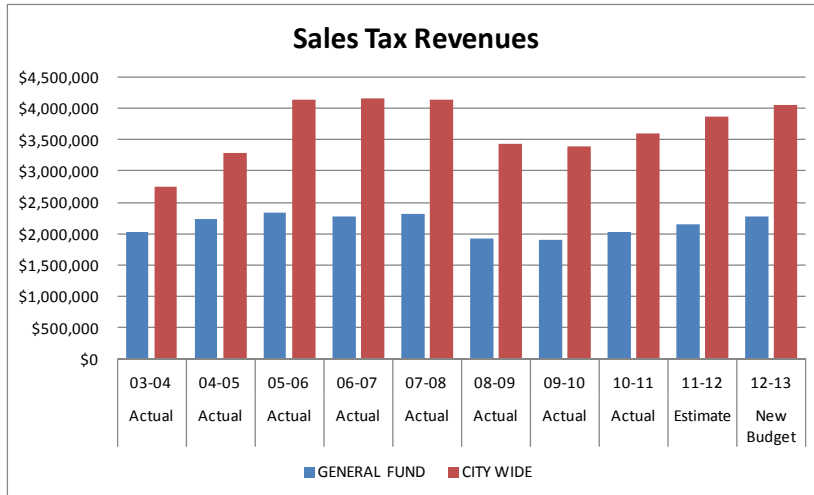
The City's general obligation debt limit is 10% of net assessed valuation, or approximately \$23.8 million. As of June 30, 2012 the general obligation debt outstanding is \$4.185 million, which represents 17.6% of the city's allowable debt limit. As mentioned, the fiscal year 2012-2013 includes debt payments including principal payments of \$180,000 and interest payments of \$205,306.

REVENUES

SALES TAX

The City of Frontenac levies a total sales tax rate of two and one-half percent (2.5%); a one-percent (1%) General Fund sales tax, a quarter-percent (1/4%) General Fund local option sales tax, a quarter-percent (1/4%) Fire Department tax, a half-percent (1/2%) Capital Improvement sales tax and a half-percent (1/2%) Parks and Stormwater sales tax. Sales tax continues as a major source of revenue for the City. For the 2012-2013 fiscal year sales tax has been projected to be increased due to moderate regional recovery and growth of the local economy, as well as a full year of revenue from new plaza outbuildings. While all retail businesses within Frontenac pay sales tax, the City estimates that Plaza Frontenac generates approximately 80% of sales

tax revenue. Another important source of revenue for the City is Payments in Lieu of Taxes (PILOT) Agreements. As discussed later in this letter, PILOTS provide steady and known revenue sources, unlike sales taxes, which vary with market forces.



	General Fund	City-wide
Actual 03-04	\$2,020,321	\$2,746,494
Actual 04-05	\$2,242,360	\$3,283,555
Actual 05-06	\$2,331,080	\$4,142,391
Actual 06-07	\$2,284,789	\$4,151,509
Actual 07-08	\$2,309,437	\$4,133,854
Actual 08-09	\$1,921,596	\$3,431,708
Actual 09-10	\$1,903,306	\$3,395,898
Actual 10-11	\$2,019,874	\$3,607,141
Estimate 11-12	\$2,158,135	\$3,861,885
Budget 12-13	\$2,268,901	\$4,061,805

ESTIMATED CONTRIBUTIONS TO THE ST. LOUIS SALES TAX POOL

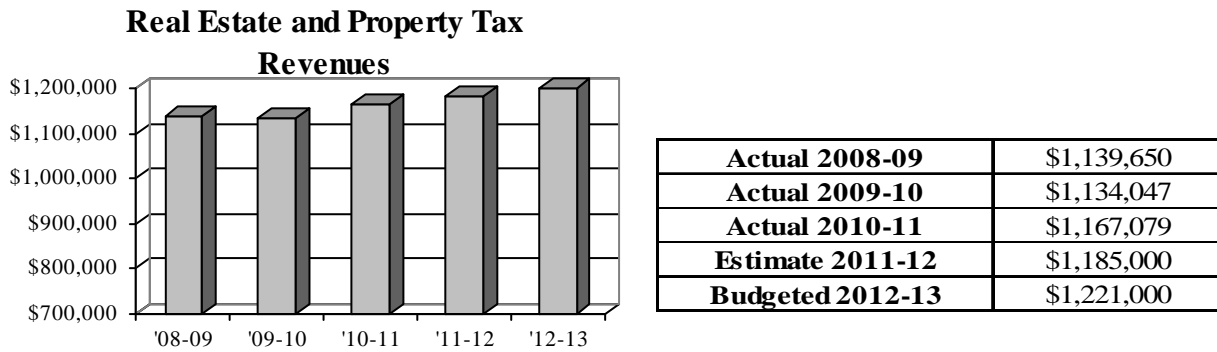
Sales taxes collected within St. Louis County are divided between “point-of-sale” and “pool” cities. Point-of-sale cities receive sales tax revenue only from businesses within their jurisdiction, while pool cities, including unincorporated St. Louis County, pool together their sales tax and then redistribute the wealth based on each municipality’s population. Frontenac is a point-of-sale City and keeps a majority of the sales tax revenue collected within the City limits.

In 1993 the Missouri Legislature approved the Sales Tax Redistribution Plan, which changed the redistribution of sales tax in St. Louis County so that point-of-sale cities have a percentage of their sales tax forfeited to the pool. During the 2012-2013 fiscal year the City estimates it will forfeit approximately \$804,618 to the pool.

	1% - General	1/4% General	1/2% Capital	Total
\$ Contributed to the Pool	\$586,544	\$73,314	\$144,760	\$804,618

REAL ESTATE AND PROPERTY TAXES

The City of Frontenac taxes all residential and commercial real estate, as well as personal property located within the City. The 2011 tax rate for residential property is \$0.489 per one hundred dollars for assessed valuation, the commercial property tax rate is \$0.534 per one hundred dollars of assessed valuation and the personal property tax rate is \$0.553 per one hundred dollars of assessed valuation. Real Estate and Personal Property taxes combine to be the City's second largest revenue source.



Unlike the sales tax revenue sharing under the St. Louis County re-distribution plan, the City keeps all of the money earned from its Real Estate and Personal Property taxes. Over recent years, the City has seen very slight gains in its real estate tax collections while slightly increasing tax rates due to lower overall residential and commercial assessments. Unlike sales tax, which can vary widely depending on the economy, Real Estate and Personal Property taxes tend to provide a steady source of income for the City, increasing every year as illustrated by this chart.

Real estate and personal property tax revenues for the 2012-2013 fiscal year are projected to grow slightly more than 2% and should maintain a long-term increase rate of approximately 2-3% per year. It is important to note that despite fluctuating property values in St. Louis County, the City cannot receive a property tax windfall if assessments were to greatly increase. Per Missouri State Statutes, as the average rate of value of real estate increases in Frontenac, the City must inversely reduce its property tax rates; as a result the City only sees an increase in real estate tax income equal to the rate of inflation plus income from new construction.

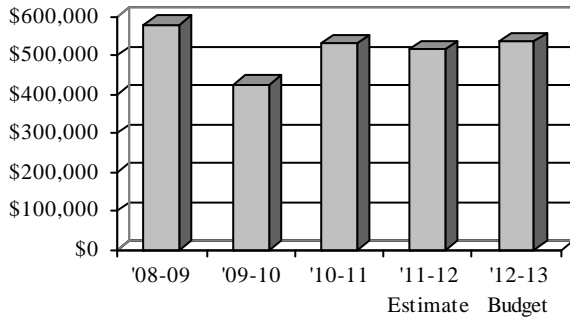
PERMITS AND LICENSES

This heading includes all of the various licenses and permit fees collected, including:

- ❖ Business License Fees, required for all businesses operating within the City-limits;
- ❖ Payments in Lieu of Taxes (PILOTS) - collected in the same budget line-item as business licenses, are agreements with non-tax paying entities that compensate the City for the use of municipal services, such as the police and fire emergency services.
- ❖ Liquor Licenses - as prescribed by Missouri Statutes, all institutions selling liquor must be licensed by the state, county and city where they operate;
- ❖ Building Permits - authorize all construction within the City, ensuring safety and code compliance;
- ❖ Board of Adjustment Fees - fees charged in relation to building permits to cover costs associated with requesting variances;
- ❖ Building Sign License - a fee to cover expenses relating to the annual inspection of every commercial sign within Frontenac; and,

✦ **Massage Therapist Licenses** - the City licenses masseuses and massage salons operating within Frontenac

License and Permit Revenue

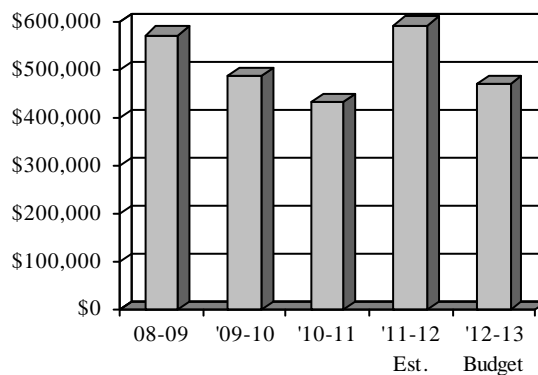


Actual 2008-09	\$579,776
Actual 2009-10	\$424,030
Actual 2010-11	\$529,637
Estimated 2011-12	\$515,070
Budgeted 2012-13	\$534,308

MUNICIPAL COURT FINE REVENUE

Despite declines in 2009-2010 and 2010-2011, court revenue from municipal court fines remain a significant portion of the City’s income. The budget estimate for 2012-2013 has been conservatively set at \$470,000.

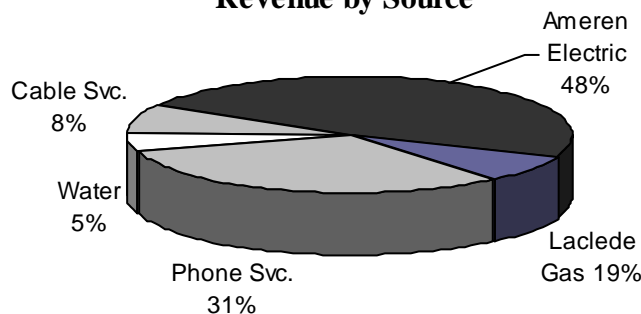
Municipal Court Fine Revenues



UTILITY TAX

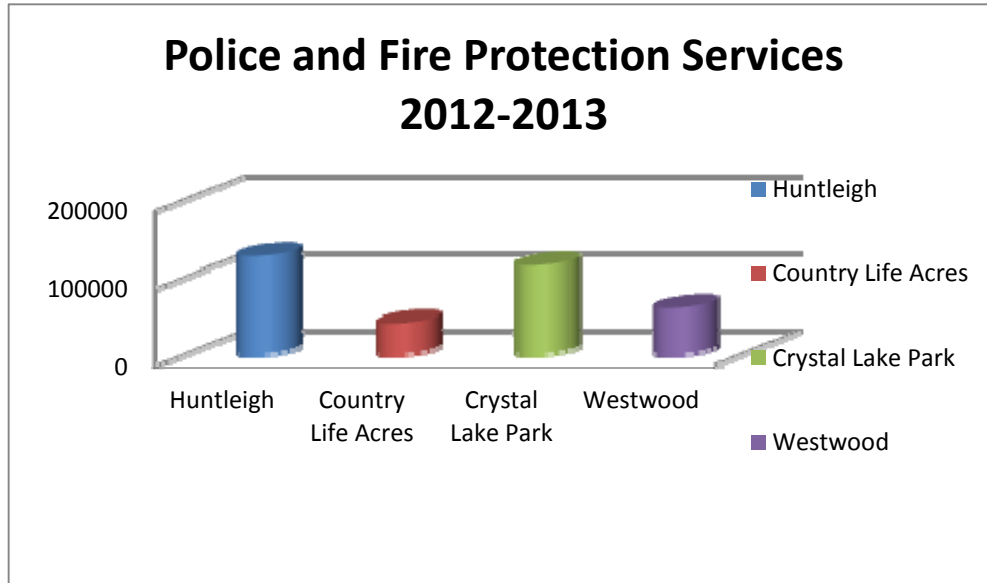
The City imposes a gross receipts tax on all companies that provide electric, water, natural gas, telecommunication and cable services within the City limits. The City has franchise agreements with AT&T and Charter Communications for cable television that allows a 5% tax based on gross receipts within Frontenac. The City maintains a tax of .5% for residential customers and 8% for non-residential customers on all other taxable utilities. Total Utility tax is budgeted at \$576,955 for the 2012-2013 fiscal year.

Estimated 2012-2013 Utility Tax Revenue by Source



POLICE AND FIRE PROTECTION

The City currently has contracts to provide police, fire, emergency medical services (EMS) and prisoner retention for the communities of Huntleigh and Crystal Lake Park. In addition, the City also provides fire protection and EMS services to the Village of Country Life Acres and police services to the Village of Westwood. Revenue increases are based on local CPI rates or contractually set increases and provide an additional, stable source of income for the City.



ROAD AND BRIDGE TAX

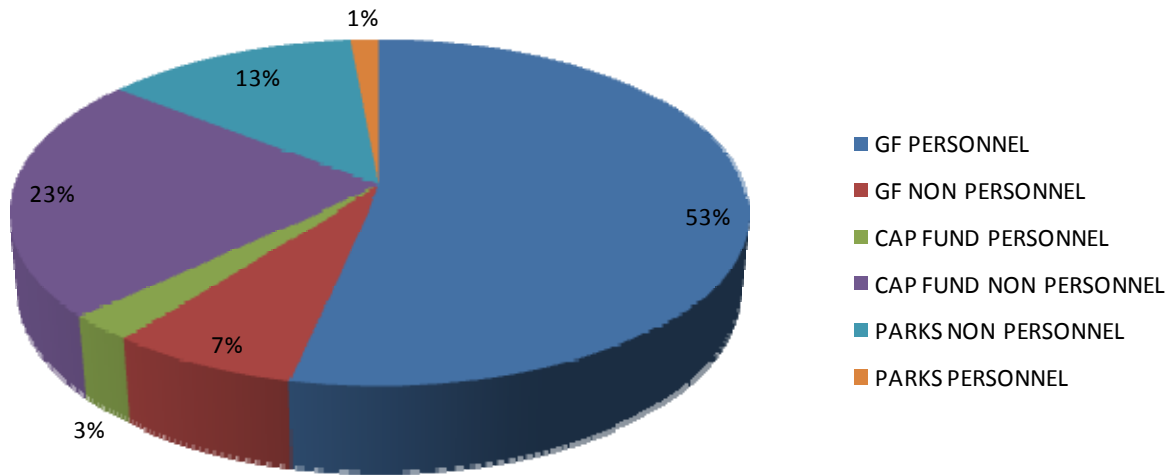
The City receives funds from the State Road and Bridge Tax, \$.1050 per \$100 of assessed valuation of all real estate and personal property. This revenue is restricted for purposes of road and bridge maintenance and construction. The City of Frontenac uses its Road and Bridge Tax revenues to fund the Public Works Department’s capital infrastructure projects and infrastructure maintenance. Fiscal year 2012-2013 Road and Bridge Tax revenues are budgeted at \$261,423.

EXPENSES

PAYROLL AND INSURANCE

The City’s largest expenses relate to payroll and employee benefits/insurance, totaling \$5,317,836 for the 2012-2013 fiscal year. Compensation is reviewed annually by the City and is compared with the salaries paid by peer cities in St. Louis County and based on General Fund revenue and expense projections. By keeping benefits and salaries competitive with neighboring municipalities, Frontenac hopes to attract and retain quality employees and avoid the expenses associated with turnover. In July of 2009, the Board of Aldermen took a big step toward controlling health care costs by joining with other cities in creating a self-insured pool. This pool has reduced health insurance increases by as much as 5-10% annually since inception. In March of 2011 the city joined the new West Central Dispatch and Alarm service which enhanced service while reducing expenses.

Non Personnel vs. Personnel Expenses by Fund-%



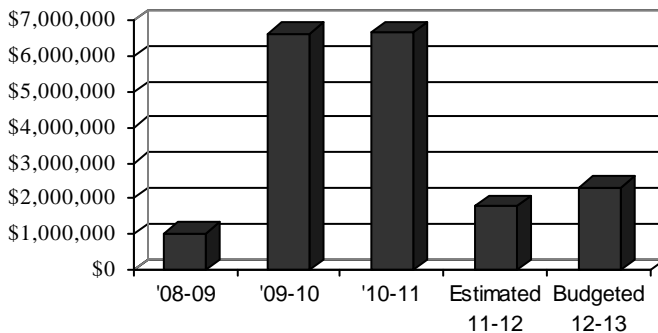
EMPLOYEE HEADCOUNT

The City of Frontenac currently employs 53 full-time employees and 1 part-time employee. The Police Department, the largest of the City's departments, employs 21 people; the Fire Department has 20 employees; the Building Department has 2 employees; the Public Works Department has 3 employees; the Administration Department has 3.5 employees; the Municipal Court has 1 full-time and 1 part-time employee; and the Storm Water Department has 1.5 full time employees.

CAPITAL IMPROVEMENT EXPENSES

Funded by the ½ cent Capital Improvement Sales Tax, the City maintains a Capital Improvement Fund with expenditures restricted by state statute. Annual capital expenditures vary every year, as the City's needs vary and the majority of the funds are typically used for the purchase of equipment, such as vehicles. In Fiscal Year 2008-2009 many capital maintenance items were permanently moved to the Capital fund including vehicle maintenance, fuel and equipment maintenance. In addition the entire Public Works operational budget was moved to Capital Improvement Fund as it relates to maintenance of the City's infrastructure and capital items. Only one expense account was excluded.

Capital Improvement Expenditures



Capital Improvement Expenditures	
Actual 2008-09	\$1,031,037
Actual 2009-10	\$6,640,204
Actual 2010-11	\$6,674,605
Estimate 2011-12	\$1,773,390
Budget 2012-13	\$2,330,566

PARKS AND STORMWATER EXPENSES

Funded by the ½ cent Parks and Stormwater Sales Tax, the City maintains a Parks and Stormwater Fund with expenditures restricted by state statute. Annual expenditures in this fund are anticipated to vary every year as the number of projects undertaken changes. The City of Frontenac and its residents have taken a strong stance against stormwater run-off and plan to spend \$1,636,079 during the 2012-2013 fiscal year on stormwater mitigation.

Construction Projects completed in 2011-2012 include new sidewalks on Spoede Road for storm water run-off control, Oak Gate at Glen Abbey storm project and the Twin Fawns at Timberwyck/Briar Ridge storm project. Projects scheduled to complete in 2012-2013 include the Huntleigh Downs storm project and the Bluespring at Vouga storm project.

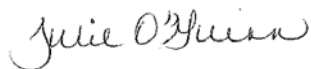
SEWER LATERAL PROGRAM

The voters of the City of Frontenac approved a sewer lateral reimbursement program in April 2001, creating a \$28 per year per household assessment. This revenue is restricted for reimbursement to residents whose homes are in need of sewer lateral repairs. A sewer lateral line extends from the exterior of a home to the sewer main, usually located in or near the street.

Under this program the maximum that can be reimbursed upon meeting the City's qualifications is \$3,400 per request. By placing a cap on the reimbursable amount, the City is able to aid a larger number of residents, while keeping the sewer lateral repair program financially viable.

ACKNOWLEDGEMENTS

The municipal budget is the product of thorough and thoughtful preparation process over several months on the part of the City in consideration of the public service needs of the community, municipal goals and objectives, the utilization of the city's long range planning tool and fiscal resources anticipated to be available. All components of the Municipal Budget were prepared and analyzed by management with subsequent review and deliberation during a series of Ways and Means sessions comprised of a dedicated group of citizens. The culmination of the budget process was a joint budget meeting with the Board of Aldermen to review not only the upcoming fiscal year but the future short-term and long-term financial plan. Frontenac residents and businesses can take pride in the fact that the City maintains an efficient budget that allows for the provision of a high-level of service with the diligent oversight of its representative citizens.



Julie O'Guinn
Finance Officer
City of Frontenac

BILL NO. 2012-1717

ORDINANCE NO. 2012-1681

AN ORDINANCE APPROVING AND ADOPTING A BUDGET FOR THE OPERATION OF THE CITY OF FRONTENAC, MISSOURI, FOR THE FISCAL YEAR BEGINNING JULY 1, 2012, AND ENDING JUNE 30, 2013.

WHEREAS, the Ways and Means Committee of the City of Frontenac, Missouri, has proposed a Budget for the operation of the City of Frontenac for the fiscal year beginning July 1, 2012, and ending June 30, 2013, and said Budget has been prepared and submitted by the Mayor to the Board of Aldermen in his capacity under Section 67.020 of the Revised Statutes of Missouri.

NOW, THEREFORE, BE IT ORDAINED BY THE BOARD OF ALDERMEN OF THE CITY OF FRONTENAC, ST. LOUIS COUNTY, MISSOURI, AS FOLLOWS:

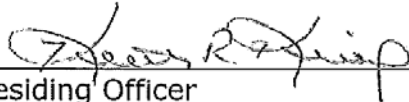
Section One.

The Budget proposed for the operation of the City of Frontenac for the fiscal year beginning July 1, 2012, and ending June 30, 2013, a copy of which is filed in the office of the City Clerk, titled Draft Budget Overview, dated May 8, 2012, and made a part hereof by this reference, is hereby approved and adopted. All such expenditures under the authority of this Ordinance shall be subject to the ordinary rules, regulations, ordinances and controls of the City attendant to the release of funds from the Treasurer or Assistant Treasurer of the City.


Section Two.

This Ordinance shall be in full force and effect as of July 1, 2012, after its passage by the Board of Aldermen and approval by the Mayor.

PASSED BY THE BOARD OF ALDERMEN OF THE CITY OF FRONTENAC, MISSOURI, THIS 15TH DAY OF MAY 2012.



Presiding Officer

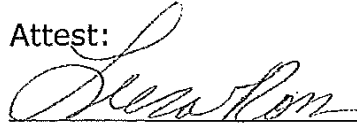
Attest:


Leesa Ross, City Clerk

APPROVED THIS 15TH DAY OF MAY 2012.



Keith R. Krieg, Mayor

Attest:


Leesa Ross, City Clerk

**CITY OF FRONTENAC
CITY OFFICIALS LIST**

Elected Officials:

MAYOR
Keith Krieg

BOARD OF ALDERMEN

Mike Schoedel, Ward I
John O'Connell, Ward I
Margot Martin, Ward II
Bud Guest, Ward II
John Levis, Ward III
Tom Hizar, Ward III

Appointed Positions:

CITY ADMINISTRATOR

Bob Shelton

FIRE CHIEF

John Trout

POLICE CHIEF

Tom Becker

CITY CLERK

Leesa Ross

FINANCE OFFICER

Julie O'Guinn

BUILDING COMMISSIONER

John Morgan

PUBLIC WORKS DIRECTOR

Jeffrey Wappelhorst

**CITY OF FRONTENAC
ACCOUNTING & BUDGET OVERVIEW**

Fund Accounting:

The City of Frontenac organizes its accounts on the basis of fund. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liability, fund equity, revenues and expenditures or expenses.

Since some revenue sources, such as the Parks and Stormwater Sales Tax, have specific spending stipulations, creating separate funds accurately ensures money is used for its intended purpose. These stipulated revenues are deposited into funds known as Special Revenue Funds. For the 2012-2013 fiscal year, the City has two Special Revenue Funds, the Capital Improvement Fund and the Parks and Stormwater Fund.

The budgets of governmental funds, those through which most governmental functions are financed, are prepared on a modified accrual basis. This means that obligations of the City, such as outstanding purchase orders, are budgeted as expenditures, but revenues are recognized only when they are available and measurable. The City's governmental funds include the General Fund and the Special Revenue Funds.

In addition to the City's three governmental funds, the City has two non-appropriated Fiduciary funds, the Court Appearance Bond Account and the Construction Escrow Account. Fiduciary funds account for resources the City holds for the benefit of external parties. Since the City merely acts as temporary steward of these funds, the City collects, holds and releases these funds to the appropriate parties, these accounts are not appropriated in the budget.

Budget Amendments:

State Statute maintains that expenditures cannot exceed budgeted levels within a fund; therefore the City allows for the amendment in funds where expenses exceed budgeted levels. The city may request budget adjustments twice per year, in January and June. Budget adjustments require a recommendation from the Ways and Means Committee and approval by the Board of Aldermen.

**CITY OF FRONTENAC
DESCRIPTION OF FUNDS**

As mentioned throughout this budget document, the City of Frontenac organizes its expenditures and revenues on the basis of funds. A fund is a fiscal and accounting entity with a set of revenue and expenditure accounts that are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations. In Missouri, fourth class cities, such as Frontenac, can only charge taxes and fees if they have been explicitly authorized by the State Legislature through statute. Occasionally, the State Legislature will sanction new funding measures with the express intent that political subdivisions use these funds for specific purposes, such as the funds prescribed for the maintenance and creation of parks and/or stormwater systems.

General Fund:

The City's General Fund is the main operating fund, providing unrestricted funding for all of the City's general programs and day-to-day operations. General Fund revenue sources include general use sales taxes (the use is not specified by State Statute), real estate and personal property taxes, municipal court violations, permits and licenses. General Fund expenses include the personnel, training and the everyday operational costs for the Fire Department, Police Department, Building Department, City Administration and Municipal Court.

Capital Improvement Fund:

As approved by the residents of Frontenac in 1995, under Option 1 of Section 1 under the Revised Missouri Statutes Section 94.890 and Chapter 145 of the Frontenac Code of Ordinances, the City charges a one-half of one percent (.5%) sales tax for the purpose of constructing, maintaining or repairing capital projects and capital items. The City's level of Capital Improvement Fund expenditures may fluctuate from year to year depending on a year's level of need. Capital Improvement expenses include personnel and everyday costs for the Public Works Department, Municipal Building Department and the acquisition, maintenance and construction of capital items.

Parks and Stormwater Fund:

As approved by the residents of Frontenac in 2004, and authorized by the Revised Missouri Statutes Section 644.032 and Chapter 145 of the Frontenac Code of Ordinances, the City charges a one-half of one percent (.5%) sales tax for the specific purpose of stormwater control or the creation, maintenance or repair of parks. The City also uses Parks and Stormwater funds to cover the day-to-day costs of running a Stormwater Department. To ensure the best use of the Parks and Stormwater monies, the City has created a 20+ year stormwater master plan that details and allocates future funds for the City's many stormwater needs.

Included in the Parks and Stormwater Budget, the City maintains a sub-fund for its Sewer Lateral Insurance Program. Approved by the voters in 2002, the City's Sewer Lateral Program is funded by a \$28 assessment on every household and provides for the reimbursement of up to \$3,400 in expenses for the repair of a broken sewer lateral. A sewer lateral is the pipe that runs from household drains to the sewer main. A sewer lateral pipe is owned and maintained by the property owner and this insurance program has helped numerous residents repair their broken sewer line.

**CITY OF FRONTENAC
BUDGET SCHEDULE**

JANUARY – SCHEDULE, INFORMATION AND BUDGET DOCUMENTS DISTRIBUTED

FEBRUARY – WAYS AND MEANS COMMITTEE MEETING

- ❖ Preliminary review revenues projections
- ❖ Discussion on budget issues and policies

EARLY MARCH – FINISH BUDGET MEETINGS WITH DEPARTMENT HEADS

MARCH – WAYS AND MEANS COMMITTEE MEETING

- ❖ Secondary review of revenue projections
- ❖ Review proposed department budgets as approved by the City Administrator and Finance Officer.

APRIL – WAYS AND MEANS COMMITTEE MEETING

- ❖ Approval and recommendation of the budget and relevant policies

APRIL – BOARD OF ALDERMEN MEETING

- ❖ Draft/overview budget presentation
- ❖ Discussion of draft budget

EARLY MAY/LATE APRIL – NOTICE OF PUBLIC HEARING PUBLISHED

MAY – BOARD OF ALDERMEN MEETING

- ❖ Public Hearing on proposed budget (prior to Board of Aldermen meeting)
- ❖ Discussion and adoption of the budget and relevant policies

JULY 1 – ADOPTED BUDGET BECOMES EFFECTIVE

**CITY OF FRONTENAC
WAYS & MEANS COMMITTEE
BUDGET PHILOSOPHY**

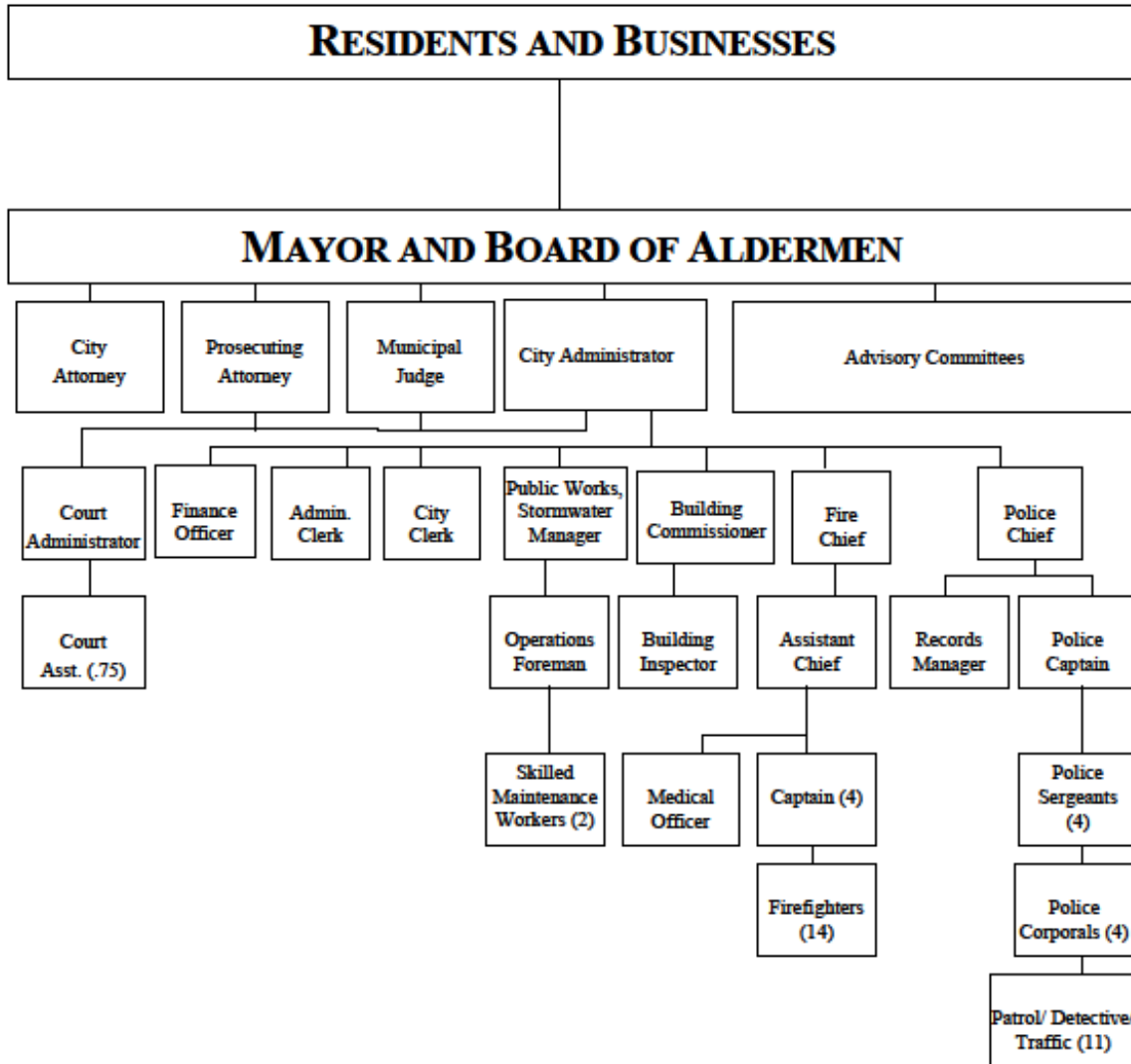
The purpose of this document is to provide a guideline for current and future budgeting processes of the City. The objective of the guideline is to assure a prudent fiscal process that is consistent from year to year and that properly balances the City's short and long term needs to:

- ❖ Maintain its infrastructure at an appropriate level,
- ❖ Attract and retain quality employees, and
- ❖ Effectively serve its citizens.

While departures from the guideline may be appropriate from time to time at the discretion of the Committee, any such departures should be undertaken with care and should be highlighted for the Board of Alderman.

1. The pillar of the budget guideline is that recurring general fund revenues should be sufficient to cover all operating expenses on a year by year basis. In order to maintain this balance between recurring revenue and expenses, the Committee should develop and update its view of the near term growth rate of revenues. It should then work with the City to contain expense growth to a similar rate, adjusted as the Committee sees fit for short term needs or adjustment to general fund reserves.
2. Capital and public improvement expenditures should be charged to the appropriate special fund. Over time, such charges should be in balance with revenues to those funds, but this should be viewed on a multi-year basis with consideration of the existing reserve balances. It is expected that the City will update the long range plan for all expenditures to assist the Committee in making judgments about appropriate reserve levels and any potential need for other forms of financing, if needed.
3. The level of reserve funds should be assessed at least annually and targets established, with due consideration to any long term plan made available by the City. To the extent reserves are not moving in a way that is consistent with the targets, consideration should be given to revenue or expenditure actions that could bring the situation into better balance.
4. Unused eligible sick and vacation time should be accrued and an appropriate reserve established and updated on a regular basis.
5. The Committee should oversee compensation and benefit structure at the City and assure that these reward systems are competitive and also consistent with the budgeting process.

**CITY OF FRONTENAC
ORGANIZATION CHART**



- There is only one employee per position, unless otherwise noted

CITY OF FRONTENAC
PERSONNEL FULL TIME EQUIVALENCIES (FTE)

Head Count by Department by Fiscal Year					
	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget*
Fire Dept	14	14	20	20	20
Police Dept	27	27	27	22	22
Building Dept	2	2	2	2	2
Administration	4	4	4	4	4
Municipal Court	1.75	1.75	1.75	1.75	1.75
Public Works	3	3	3	3	3
Storm Water	1	1	1	1	1
Total	52.75	52.75	58.75	53.75	53.75
<i>.75 represents a part-time employee</i>					

*There are no staffing level changes scheduled for the 2012-2013 budget year.

CITY OF FRONTENAC HISTORY & DEMOGRAPHICS

HISTORY & DEMOGRAPHICS: The City of Frontenac, a fourth class City in Saint Louis County, Missouri, takes its name from Louis de Buade, Comte de Frontenac et de Palluau (the Count of Frontenac), a French courtier and Governor of New France from 1672 to 1682 and from 1689 until his death in 1698. Louis de Buade established a number of forts on the Great Lakes, including Fort Frontenac in what is now Kingston, Ontario, and engaged in a series of battles against the English and the Iroquois.

During their frequent trips to the Quebec region, Mr. and Mrs. Benjamin Wood, owners of what is now the central region of the City, were charmed by the history and namesake of Chateau Frontenac, nearby the fort, and adopted the Frontenac name for their property. Later, the land owned by Mr. and Mrs. Benjamin Wood was sold and several subdivisions of Frontenac were developed. In 1947, the residents of Frontenac Estates, Jaccard Lane and Clayton Terrace petitioned the County Court to become the Village of Frontenac, an area of 217 acres. An annexation in May of 1948 added an additional 967 acres, including West End Park and the yet to be developed areas of Villa Duchesne School and the Retreat House of the Cenacle (now Ballantrae Subdivision). On November 6, 1950, Frontenac voted to become a City of the fourth class.

Today, Frontenac has 3,482 residents, approximately 1,357 homes and comprises 1,944 acres (2.8 square miles). While now a suburb of Saint Louis, Frontenac has not deviated far from its rural roots, maintaining predominately one acre lots with a population density of only 1,221 per square mile (roughly ½ of the County average). With an excellent housing stock, an average household income of \$119,508 (2000 census), easy accessibility to major thoroughfares and a per capita crime rate less than one-third the national average Frontenac remains an extremely desirable community in which to live. [Statistics for this section were taken from the 2010 Census unless otherwise noted.]

In addition to its residential neighborhoods, the City of Frontenac has two thriving commercial areas, the Clayton Road Corridor and the West End Park Commercial Corridor. These shopping areas include Neiman Marcus and Saks Fifth Avenue in Plaza Frontenac, Forshaw’s and Honda of Frontenac in Old Frontenac Square, over twenty-five different businesses in Le Chateau Village and Frontenac Grove. Frontenac continues to be the metropolitan area’s upscale retail destination with a regional draw of several hundred miles.

The City of Frontenac eclipses two public school district; the majority of homes are in the Ladue School District, while some homes in the southern side of Frontenac are in the Kirkwood School District.

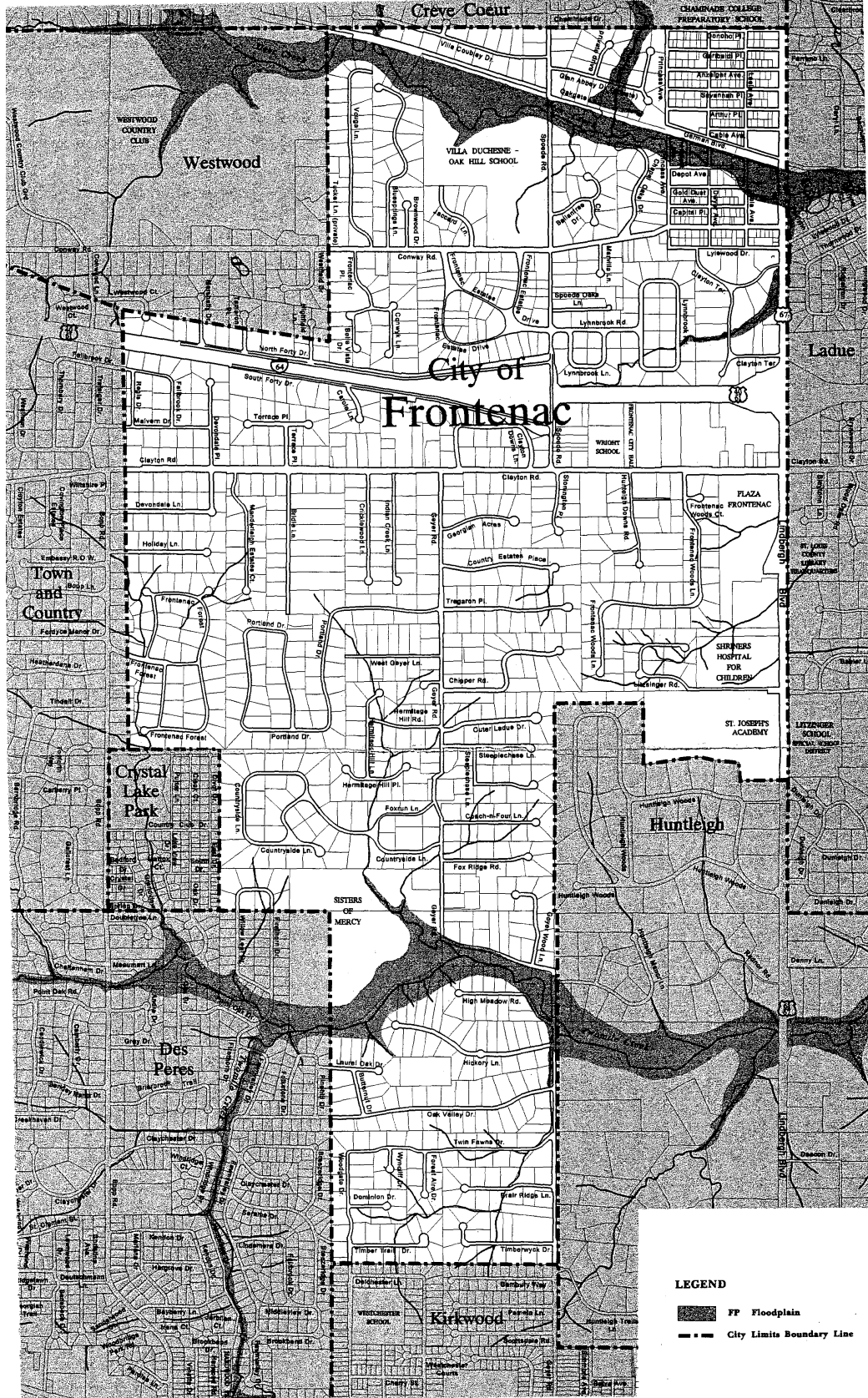
POINTS OF INTEREST: The major points of interest in the City of Frontenac include: the old Des Peres Presbyterian Church and Cemetery, established in 1832 and the first of its kind west of the Mississippi; and the Van Dyke home on Oak Valley Drive.

City of Frontenac			
2011 Top Ten Taxpayers			
		<u>Assessed Valuation</u>	<u>% of City Total Assessed Va</u>
1	PLAZA FRONTENAC ACQUISITION LLC	15,851,940	6.75%
2	ST LOUIS FRONTENAC HILTON	5,392,310	2.30%
3	B & F ENTERPRISES LLC	5,184,240	2.21%
4	THE NEIMAN MARCUS GROUP	3,119,580	1.33%
5	FRONTENAC GROVE LLC	2,451,200	1.04%
6	AMERENUE	1,740,685	0.74%
7	DEER CREEK REAL ESTATE LLC	1,211,670	0.52%
8	OLD FRONTENAC SQUARE LLC	1,141,180	0.49%
9	LINDWAY REALTY CO A MO CORP	809,600	0.34%
10	FRC CLUB LLC	787,250	0.34%

Additional Demographic Information*:

Category	#	%
Population 2010	3,482	
Population 2000	3,483	
Population 1990	3,374	
Population 1980	3,654	
Population 1970	3,920	
Population 1960	3,089	
Population by Sex/Age		
Male	1,659	47.6%
Female	1,823	52.4%
Under 18 years	867	24.9%
18 and over	2615	75%
20 to 24 years	89	2.6%
25 to 34 years	129	3.7%
35 to 49 years	617	17.7%
50 to 64 years	945	27%
65 years and over	741	21%
Total housing units	1,357	
Occupied housing units	1,267	
Vacant housing units	90	
Median House Value from 2000 census	\$444,400	
Median Household Income from 2000 census	\$119,508	

**Statistical information collected from the 2010 census unless otherwise noted*



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CITY OF
FRONTENAC



BUDGET SUMMARIES

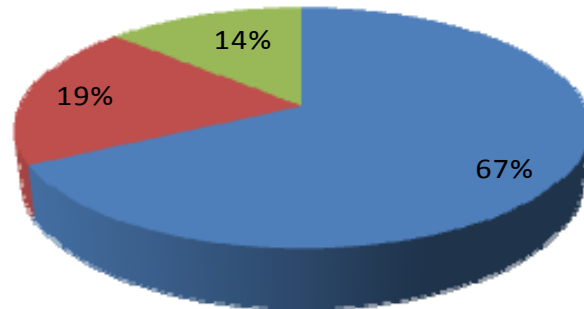
**City of Frontenac
BUDGET SUMMARY
Fiscal Year 2012-13**

Revenues	Actual 08-09	Actual 09-10	Actual 10-11	Budget 11-12	Revised 11-12	Estimate 11-12	New Budget 12-13
General Fund	\$5,679,974	\$5,530,301	\$5,774,866	\$5,721,515	\$5,778,716	\$5,902,523	\$5,897,693
Capital Improvements Fund	\$804,574	\$723,245	\$787,883	\$1,177,613	\$1,205,585	\$1,229,027	\$1,686,483
Parks & Stormwater Fund	\$895,267	\$888,998	\$1,167,291	\$939,589	\$939,589	\$962,553	\$1,170,996
Total Revenues	\$7,379,815	\$7,142,544	\$7,730,040	\$7,838,717	\$7,923,889	\$8,094,103	\$8,755,172
Expenses	Actual 08-09	Actual 09-10	Actual 10-11	Budget 11-12	Revised 11-12	Estimate 11-12	New Budget 12-13
General Fund	\$4,919,673	\$4,931,151	\$5,148,375	\$5,366,770	\$5,374,186	\$5,374,186	\$5,617,448
Capital Improvements Fund	\$1,031,037	\$6,640,204	\$6,674,605	\$1,614,470	\$1,781,222	\$1,773,390	\$2,330,566
Parks & Stormwater Fund	\$603,804	\$1,633,036	\$841,913	\$1,431,669	\$1,428,970	\$1,266,948	\$1,334,373
Total Expenditures	\$6,554,514	\$13,204,391	\$12,664,893	\$8,412,909	\$8,584,378	\$8,414,524	\$9,282,387
Net Income	Actual 08-09	Actual 09-10	Actual 10-11	Budget 11-12	Revised 11-12	Estimate 11-12	New Budget 12-13
General Fund	\$760,301	\$599,150	\$626,491	\$354,745	\$404,530	\$528,337	\$280,245
Capital Improvements Fund	(\$226,463)	(\$5,916,959)	(\$5,886,722)	(\$436,857)	(\$575,637)	(\$544,363)	(\$644,083)
Parks & Stormwater Fund	\$291,463	(\$744,038)	\$325,378	(\$492,080)	(\$489,381)	(\$304,395)	(\$163,377)
Overall Net Income/Expense	\$825,301	(\$5,916,959)	(\$4,934,853)	(\$574,192)	(\$660,489)	(\$320,421)	(\$527,215)
NET INCOME GF/CAP COMBINED:	\$533,838	(\$5,317,809)	(\$5,260,231)	(\$82,112)	(\$171,107)	(\$16,026)	(\$363,838)
Sources and Uses	08-09	09-10	10-11	11-12	11-12	11-12	12-13
GF Transfers In (Out)	\$0	\$114,439	\$0	\$0	\$0	\$0	\$0
Capital Imp Transfers In (Out)	\$0	(\$189,028)	\$0	\$0	\$0	\$0	\$0
Bond Issue-Capital Imp Fund	\$0	\$4,545,107	\$0	\$0	\$0	\$0	\$0
Parks and Storm Transfers In (Out)	\$0	\$74,589	\$0	\$0	\$0	\$0	\$0
Total Other Sources (Uses)	\$0	\$4,545,107	\$0	\$0	\$0	\$0	\$0
Fund Balance on June 30th with Sewer Lateral	Actual 08-09	Actual 09-10	Actual 10-11	Budget 11-12	Revised 11-12	Estimate 11-12	New Budget 12-13
General Fund & Road Fund	\$8,414,016	\$9,127,605	\$9,754,096	\$10,108,841	\$10,158,626	\$10,282,433	\$10,562,678
Capital Improvements Fund	\$4,400,825	\$2,914,534	(\$2,972,188)	(\$3,409,045)	(\$3,547,825)	(\$3,516,551)	(\$4,160,634)
Parks & Stormwater Fund*	\$1,750,946	\$1,074,584	\$1,399,961	\$907,881	\$910,580	\$1,095,566	\$932,189
Total Fund Balance	\$14,565,787	\$13,116,723	\$8,181,869	\$7,607,677	\$7,521,380	\$7,861,448	\$7,334,233
FUND BAL GF/CAP COMBINED	Actual 08-09	Actual 09-10	Actual 10-11	Budget 11-12	Revised 11-12	Estimate 11-12	New Budget 12-13
General Fund Fund Balance	\$8,414,016	\$9,127,605	\$9,754,096	\$10,108,841	\$10,158,626	\$10,282,433	\$10,562,678
Capital Improvements Fund	\$4,400,825	\$2,914,534	(\$2,972,188)	(\$3,409,045)	(\$3,547,825)	(\$3,516,551)	(\$4,160,634)
Combined Fund Balance	\$12,814,841	\$12,042,139	\$6,781,908	\$6,699,796	\$6,610,801	\$6,765,882	\$6,402,044
Sewer Lateral Fund Balance	\$67,676	\$74,589	\$68,901	\$31,901	\$31,901	\$40,901	\$40,901
						50% of 2012-2013 GF Expenditures	\$2,808,724
						50% of 2012-2013 Operational CAP Expenditures	\$885,829
						2-Years' Debt Service (\$385,000 average)	\$770,000
						Total	\$4,464,553
						Net FB as % of N/Y EXP	143%

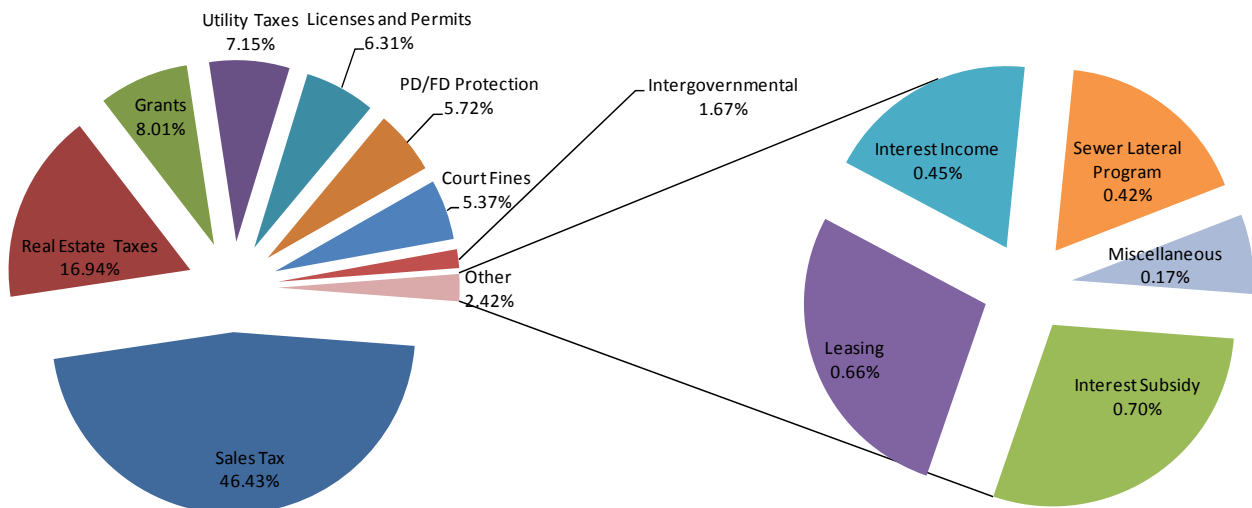
City of Frontenac REVENUE SUMMARY - ALL FUNDS						
	Actual	Orig Budget	Modified	Modified	Estimate	New Budget
	10-11	11-12	11-12	11-12	11-12	12-13
Real Estate Taxes	\$1,167,079	\$1,185,000	\$1,185,000	\$1,185,000	\$1,185,000	\$1,221,000
One Cent Tax	\$1,223,837	\$1,248,346	\$1,248,346	\$1,248,346	\$1,304,522	\$1,368,603
Quarter Cent Tax	\$367,072	\$382,415	\$382,415	\$382,415	\$393,887	\$415,444
Quarter Cent Fire Tax	\$428,965	\$444,609	\$444,609	\$444,609	\$459,726	\$484,854
Road & Bridge Tax*	\$250,369	\$261,423	\$0	\$0	\$0	\$0
Cigarette Tax	\$9,685	\$9,987	\$9,987	\$9,987	\$10,031	\$10,351
Casoline Tax (no longer grouped)	\$97,422	\$108,714	\$108,714	\$108,714	\$96,177	\$99,255
Mo MV Sales Tax	\$20,619	\$21,362	\$21,362	\$21,362	\$20,823	\$21,489
Mo MV Fee Increase	\$15,187	\$16,804	\$16,804	\$16,804	\$14,246	\$14,701
MO Grant Revenue	\$0	\$92,000	\$92,000	\$92,000	\$92,000	\$0
Utility Taxes -Electric	\$274,417	\$303,480	\$303,480	\$303,480	\$281,000	\$298,500
Utility Taxes - Gas	\$60,858	\$47,849	\$47,849	\$47,849	\$48,135	\$49,675
Utility Taxes - Telephone	\$197,712	\$230,161	\$230,161	\$197,361	\$189,686	\$195,755
Utility Taxes - Water	\$27,390	\$31,875	\$31,875	\$31,875	\$32,000	\$33,024
Utility Taxes (no longer grouped)	\$560,377	\$613,364	\$613,364	\$580,565	\$550,821	\$576,955
Cable Franchise Fee	\$49,386	\$45,420	\$45,420	\$45,420	\$46,716	\$48,211
Business Licenses/PILOTS	\$401,524	\$387,975	\$387,975	\$387,975	\$403,494	\$419,634
Liquor Licenses	\$6,768	\$7,980	\$7,980	\$7,980	\$7,980	\$7,980
Bldg. Permits/License.	\$116,835	\$102,599	\$102,599	\$102,599	\$96,816	\$99,914
Reimbursable Fees	\$4,684	\$11,300	\$11,300	\$17,300	\$16,823	\$17,361
Massage Licenses	\$860	\$860	\$860	\$860	\$860	\$860
West End Park*	\$9,950	\$250	\$250	\$250	\$250	\$6,000
Board of Adjustment	\$250	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
Building Sign Fees	\$3,400	\$4,920	\$4,920	\$4,920	\$4,920	\$4,920
Police/Fire Prot.	\$341,375	\$338,470	\$338,470	\$338,470	\$338,470	\$344,140
Alarm Fees/Police Reports	\$35,607	\$23,730	\$23,730	\$23,730	\$34,200	\$35,910
Ambulance Revenue	\$136,694	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000
Court Fines	\$434,050	\$447,000	\$447,000	\$531,000	\$594,653	\$470,000
Interest Income	\$13,747	\$34,300	\$34,300	\$34,300	\$33,000	\$36,000
Leasing	\$60,008	\$58,110	\$58,110	\$58,110	\$58,110	\$58,110
Misc Revenues	\$17,707	\$15,000	\$15,000	\$15,000	\$18,000	\$15,000
Sale of Surplus Assets	\$1,408	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$5,774,866	\$5,982,938	\$5,721,515	\$5,778,715	\$5,902,523	\$5,897,693
Capital Improvement Fund Revenues	Actual	Orig Budget	Modified	Modified	Estimate	New Budget
	10-11	11-12	11-12	11-12	11-12	12-13
Half-Cent Sales Tax	\$729,106	\$758,737	\$758,737	\$758,737	\$781,499	\$820,307
Road & Bridge Tax*			\$261,423	\$261,423	\$261,423	\$261,423
Grant Revenue	\$39,028	\$96,000	\$96,000	\$114,972	\$114,972	\$543,300
Federal Subsidy (BAB bonds)	\$0	\$61,453	\$61,453	\$61,453	\$61,453	\$61,453
Interest Income	\$2,401	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$17,348	\$0	\$0	\$9,000	\$9,680	\$0
Sale of Surplus Assets	\$0	\$0	\$0		\$0	\$0
Total Revenues	\$787,883	\$916,190	\$1,177,613	\$1,205,584	\$1,229,027	\$1,686,483
Parks & Stormwater Fund Revenues	Actual	Orig Budget	Modified	Modified	Estimate	New Budget
	10-11	11-12	11-12	11-12	11-12	12-13
Half-Cent Sales Tax	\$858,161	\$895,389	\$895,389	\$895,389	\$922,251	\$972,596
Grant Revenue	\$268,000	\$0	\$0	\$0	\$0	\$157,600
Sewer Lateral Program	\$37,284	\$37,000	\$37,000	\$37,000	\$37,000	\$37,000
Interest Income	\$3,846	\$7,200	\$7,200	\$7,200	\$3,302	\$3,800
Total Revenues	\$1,167,291	\$939,589	\$939,589	\$939,589	\$962,553	\$1,170,996
Total - ALL FUNDS	\$7,730,040	\$7,838,718	\$7,838,718	\$7,923,889	\$8,094,103	\$8,755,172

2012-2013 REVENUES BY FUND

- GENERAL FUND
- CAPITAL IMPROVEMENT FUND
- PARKS AND STORMWATER



2012-2013 City-Wide Revenue by Source

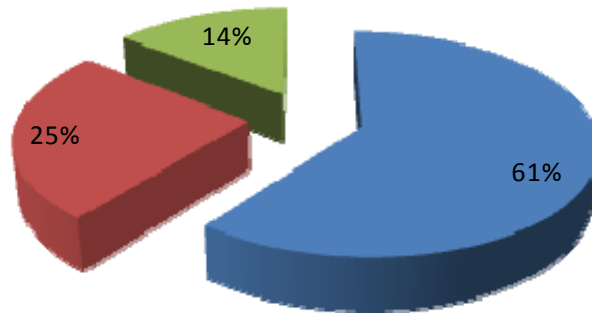


City of Frontenac Expenditure Summary of All Funds
Fiscal Year 2012-2013

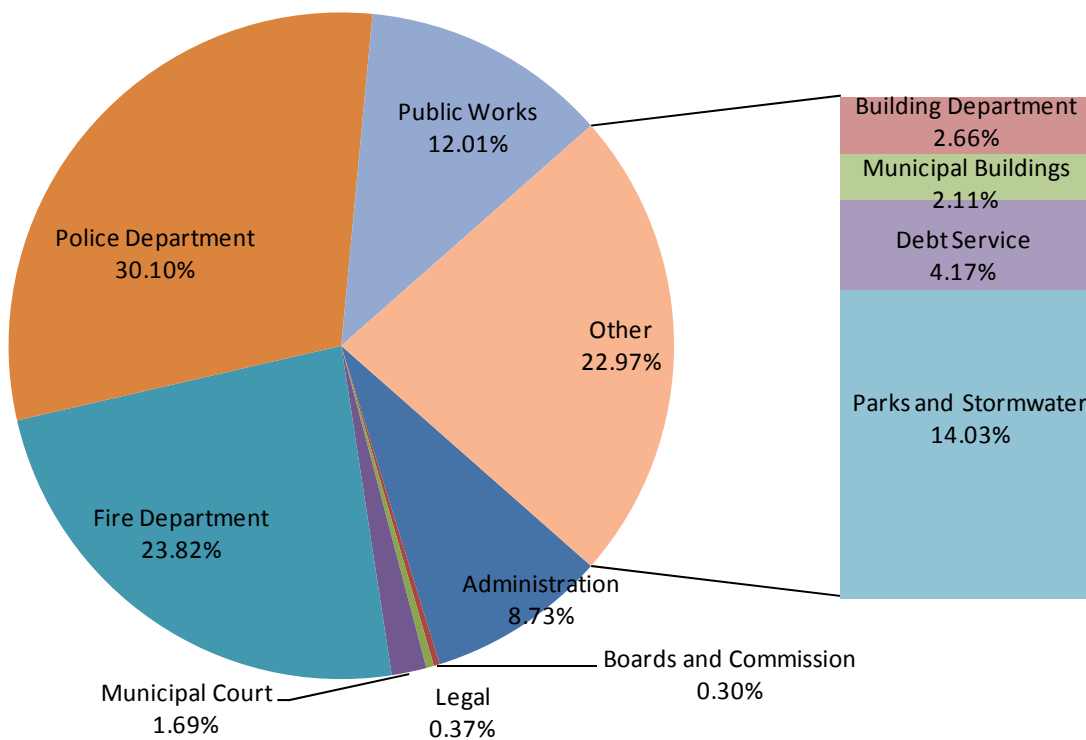
General Fund	Actual 10-11	Revised 11-12	Estimated 11-12	Budgeted 12-13
Administration	\$ 459,108	\$ 589,415	\$ 589,415	\$ 605,539
Boards & Commissions	\$ 15,714	\$ 28,529	\$ 28,529	\$ 27,487
Legal	\$ 34,363	\$ 33,200	\$ 33,200	\$ 34,500
Municipal Court	\$ 131,430	\$ 156,055	\$ 156,055	\$ 153,979
Fire Department	\$ 1,781,274	\$ 1,989,713	\$ 1,989,713	\$ 2,086,107
Police Department	\$ 2,538,306	\$ 2,344,661	\$ 2,344,661	\$ 2,465,715
Public Works	\$ 6,490	\$ 3,635	\$ 3,635	\$ 5,000
Building Department	\$ 181,690	\$ 228,978	\$ 228,978	\$ 239,121
Municipal Buildings	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 5,148,375	\$ 5,374,186	\$ 5,374,186	\$ 5,617,448
Capital Improvement Fund by Department	Actual 10-11	Revised 11-12	Estimated 11-12	Budgeted 12-13
Administration	\$ 239,978	\$ 179,347	\$ 171,515	\$ 201,390
Municipal Court	\$ 3,409	\$ 1,700	\$ 1,700	\$ 2,610
Fire Department	\$ 160,637	\$ 80,091	\$ 80,091	\$ 116,520
Police Department	\$ 127,280	\$ 186,470	\$ 186,470	\$ 317,070
Public Works	\$ 566,974	\$ 727,342	\$ 727,342	\$ 1,105,707
Building Department	\$ 46,729	\$ 4,600	\$ 4,600	\$ 6,775
Municipal Buildings	\$ 149,040	\$ 164,411	\$ 164,411	\$ 195,188
Debt Service	\$ 324,193	\$ 385,556	\$ 385,556	\$ 385,306
New City Hall	\$ 5,056,366	\$ 51,705	\$ 51,705	\$ -
Total Expenditures	\$ 6,674,605	\$ 1,781,222	\$ 1,773,390	\$ 2,330,566
Capital Improvement Fund by Category	Actual 10-11	Revised 11-12	Estimated 11-12	Budgeted 12-13
Operational Expenses	\$ 864,830	\$ 853,740	\$ 844,208	\$ 885,829
Capital Purchases (5-Year Plan)	\$ 429,216	\$ 490,221	\$ 491,921	\$ 1,059,431
Construction/Outfit New City Hall	\$ 5,056,366	\$ 51,705	\$ 51,705	\$ -
Debt Service	\$ 324,193	\$ 385,556	\$ 385,556	\$ 385,306
Total Expenditures	\$ 6,674,605	\$ 1,781,222	\$ 1,773,390	\$ 2,330,566
Parks & Stormwater Fund	Actual 10-11	Revised 11-12	Estimated 11-12	Budgeted 12-13
Stormwtr Expenses without Sew Lat	\$ 798,969	\$ 1,354,970	\$ 1,201,948	\$ 1,297,373
Total Expenses Without Sew. Lat.:	\$ 798,969	\$ 1,354,970	\$ 1,201,948	\$ 1,297,373
Sewer Lateral Program	\$ 42,944	\$ 74,000	\$ 65,000	\$ 37,000
Total Expenses - ALL FUNDS	\$ 12,664,893	\$ 8,584,378	\$ 8,414,524	\$ 9,282,387

2012-2013 Expenditures by Fund

■ General Fund ■ Capital Improvement Fund ■ Parks and Stormwater Fund



2012-2013 Expenditure Budget by Department



**BUDGET SUMMARY
PAYROLL AND INSURANCE**

During the 2005-2006 fiscal year, the City of Frontenac conducted a detailed comprehensive salary and benefit study. As part of the study the City targeted specific compensation components in comparison to ten similar cities: Ladue, Clayton, Richmond Heights, Town & Country, Creve Coeur, Brentwood, Olivette, Kirkwood, Shrewsbury and Des Peres. Analysis of the information gathered during the study illustrates that current compensation and benefit levels were competitive.

During the 2010-2011 fiscal year the City, with the assistance of the Ways and Means Committee, conducted an update to this survey to ensure that the City's current compensation levels are in-line with the peer cities.

Salaries and Overtime: This line-item provides funds for all personnel salaries and budgeted overtime. Fiscal year 2012-2013 salary numbers include a 2.5% pay increase for all employees, as well as any appropriate salary step-increases.

Holiday Pay: These funds provide for non-salaried personnel in the Fire Department and Police Department to receive extra pay for the ten observed City holidays per year.

Longevity: Additional compensation in the form of a "Longevity Pay Plan" is given to employees hired prior to July 1, 2011. The Plan is frozen at the amount the eligible employee received as of June 30, 2011. Under this Plan the annual compensation for those employees is Eighty Dollars (\$80.00) for each completed year of past service, beginning on the first anniversary date of service with the City and concluding June 30, 2011.

Time-in-Rank: Additional compensation in the form of a "Time in Rank Pay Plan" was adopted for employees hired prior to July 1, 2011. The Plan applies only to those employees who have met the qualifications prior to June 30, 2011. This plan was applicable to permanent employees of the city based upon the employee's length of service in rank or position. Under this Plan the annual compensation of permanent employees who completed at least ten (10) years of service with the City of Frontenac in their current rank or position would receive additional pay equal to two (2) percent of that employee's base salary, all beginning on the tenth anniversary of the employee's employment in the applicable rank or position.

Education Pay: An achievement bonus for completion of Education and Training programs is effective for any employees hired prior to February 18, 2009 at the below rates:

- a. Upon the satisfactory completion of eleven (11) semester hours of instruction in career related courses approved by their Department Head at any approved and accredited junior college, college or university by any employee, that employee shall thereafter receive an achievement bonus of fifteen dollars (\$15.00) monthly; upon the satisfactory completion of twenty-two (22) such semester hours, the sum of thirty dollars (\$30.00) monthly; upon the satisfactory completion of thirty-three (33) such semester hours, the sum of forty-five dollars (\$45.00) monthly.
- b. Upon the satisfactory completion of courses resulting in an associate's degree or a higher degree from any accredited junior college, college or university by an employee who has been employed by the City for more than forty-two (42) months, that employee shall receive an achievement bonus of one hundred dollars (\$100.00) per month.

Payroll Taxes: Payroll taxes include the City's matching share of Social Security and Medicare which is 7.65% of gross salary.

Pension: The City of Frontenac participates in the LT8-65 plan with the Missouri Local Government Employees Retirement System (LAGERS). LAGERS is a defined benefit pension program that provides a 1.5% benefit factor for

the entire length of retirement and an additional temporary benefit factor of 0.50% payable until age 65. Current pension contributions for some departments are lower than they are expected to be in the long term future and can therefore be interpreted as deceptively low compared to the projected, actual, long-term cost of the pension. The city's 20-year planning document includes a 1% increase to the multiplier for every future year. One percent is the maximum annual increase allowed by the plan. This allows for the full potential liability and cost of this benefit to be recorded.

Workers' Compensation Insurance: The City participates in the St. Louis Area Insurance Trust (SLAIT), a self-insurance pool among 22 local municipalities for Workers' Compensation Insurance. The benefit of the self-insurance pool arises out of lower premiums and a potential refund of excess premiums from previous years. Because the potential for a refund is uncertain, this money is not budgeted and is recorded in the miscellaneous revenue line-item.

Unemployment: These funds are set aside to reimburse the state when a former employee files for unemployment benefits. The City of Frontenac is classified as a reimbursable account.

Health Insurance and Dental Insurance: This line item provides money for the subsidized purchase of health and dental insurance coverage for all full-time personnel. The city pays 90% of individual and 60% of dependents' medical insurance coverage costs and dental costs. The City participates in the St. Louis Area Insurance Trust (SLAIT), a self-insurance pool among 16 local municipalities for Health Insurance.

Life Insurance: As a benefit to its employees, the City provides a \$50,000 Life Insurance policy for all full-time employees.

Employee Assistance Program: The City of Frontenac is deeply concerned with the emotional and physical well being of all employees. In order to put this commitment into practice, the Employee Assistance Program (EAP) was created in 1996 for all employees and their immediate family members. The EAP is a resource for employees to use when they have a personal problem they cannot solve on their own. Through the EAP, employees receive free, confidential and objective assessment and referral services. This program is important because the City is well served when an employee's judgment and performance is not compromised because of serious personal problems. The EAP is offered through PAS (Personal Assistance Services).

Disability: The City holds a long-term disability insurance policy that compensates a disabled employee 60% of their monthly salary after a 180-day waiting period. This benefit resulted from the City seeking to provide assistance to its employees during a prolonged medical absence.

Personnel Expenses							
	11-12	11-12	11-12	STEP	12-13 WITH	COST OF	BUDGET WITH
City-wide	ORIG BUDGET	REVISED	MID YR/EST	INCREASES	STEP ONLY	2.5% INCREASE	STEP AND 2.5%
Salary	\$3,564,678	\$3,582,415	\$3,582,415	\$25,940	\$3,608,355	\$90,209	\$3,698,564
Holiday Pay	\$90,041	\$90,041	\$90,041	\$440	\$90,941	\$2,291	\$93,232
Longevity Pay	\$46,990	\$46,990	\$42,802	\$0	\$42,802	\$0	\$42,802
Time-in-Rank	\$18,022	\$18,022	\$18,022	\$0	\$18,022	\$232	\$18,254
Education	\$27,641	\$27,641	\$27,641	\$0	\$27,641	\$0	\$27,641
Overtime	\$97,578	\$97,578	\$97,578	\$0	\$115,528	\$0	\$115,528
Payroll Taxes	\$295,975	\$297,332	\$297,304	\$2,018	\$300,456	\$8,012	\$308,468
Health Ins	\$429,491	\$429,491	\$441,091	\$0	\$460,782	\$0	\$460,782
Dental Ins	\$38,261	\$38,261	\$40,961	\$0	\$43,240	\$0	\$43,240
Life and Disability Insurance	\$23,813	\$23,813	\$23,813	\$1	\$29,807	\$0	\$29,807
Pension	\$260,526	\$262,318	\$269,483	\$1,933	\$304,423	\$7,277	\$311,700
Employee Assistance Program	\$1,760	\$1,760	\$1,760	\$0	\$1,760	\$0	\$1,760
Workers' Comp. Insurance	\$140,890	\$140,930	\$138,229	\$1,014	\$144,602	\$3,441	\$148,043
Unemployment Benefits	\$18,000	\$18,000	\$13,000	\$0	\$0	\$0	\$0
Liability Insurance & Bonding	\$17,154	\$17,154	\$17,154	\$0	\$18,012	\$0	\$18,012
Dispatch Consortium	\$0	\$0	\$0	\$0	\$0	\$1	\$2
TOTAL	\$5,070,820	\$5,091,746	\$5,101,295	\$31,346	\$5,206,373	\$111,463	\$5,317,836

CITY OF
FRONTENAC



GENERAL FUND

GENERAL FUND

GENERAL FUND REVENUES

General Fund revenues are allocated for the day-to-day operations of the City. Unlike the revenue sources for the Capital Improvements Fund and Parks & Stormwater Fund, General Fund revenues are not restricted to a particular activity. These funds may be used for any activity, as needed by the city.

SUMMARY OF ACCOUNTS

Real Estate Taxes: Real estate and personal property taxes are derived from a tax on real estate and personal property. St. Louis County collects these taxes for Frontenac and the City receives 98.5% of all collections (1.5% is paid to the County Collector and Assessor for their services). Per the Hancock amendment, the real estate and personal property tax rates are analyzed and rolled back, so that the City will not receive a windfall from rising property values. The City's 2011 tax rate for residential property is \$.489 per \$100 of assessed valuation, commercial property is \$.534 per \$100 of assessed valuation, and personal property is \$.553 per \$100 of assessed valuation. The 2012 annual rates will be set in September.

West End Park Reimbursement: This line-item specifically tracks reimbursements from the West End Park neighborhood of the City. Because the West End Park neighborhood is not a subdivision and therefore unable to collect subdivision dues, the City, acting on behalf of the homeowners, makes repairs to the streets and then subsequently bills individual homeowners for their portion of the costs.

Gasoline Taxes: The gasoline tax consists of three parts: a municipal portion of the State's motor fuel tax, distributed on a per capita basis; sales tax collection on the purchase of vehicles by Frontenac residents; and a percentage of the State's vehicle licensing fees.

Business Licenses/PILOTS: The City requires all businesses operating in Frontenac to obtain a business license. License fees are based on the following criteria:

- ✦ Banks, banking corporations, trust companies, real estate brokers and sales agencies, land and building management firms, insurance companies, manufacturers representatives, professional search firms, and stock, bond and investment brokers, pay an annual fee of fifty cents (\$.50) per square foot of occupied space, but not less than one hundred dollars;
- ✦ Home businesses are subject to a license fee of one dollar for each \$1,000 of gross annual sales from the previous year with a minimum \$35 fee
- ✦ Generally, all other businesses pay a license fee of one dollar for each \$1,000 of gross annual sales from the previous year with a minimum fee of \$100

Payments in Lieu of Taxes (PILOT) agreements are signed between the City and a non-tax paying entity, including tax exempt nonprofit organizations and medical facilities, which are exempt by state statute from paying local business license taxes. PILOTS have been included in this account since 2004, when the City signed a PILOT agreement allowing CDI, St. Luke's Center for Diagnostic Imaging, to operate a small medical facility along Clayton Road. It wasn't until the 2006-2007 fiscal year that PILOT payments contributed a substantial percentage to this line item. PILOT agreements with the Sisters of Mercy the Frontenac Grove Surgery Center, Beal Bank and Nayak Plastic Surgery are estimated to generate \$110,000 in revenue for the 2012-2013 fiscal year.

Liquor Licenses: The City regulates the sale and distribution of alcoholic beverages within its limits and all businesses selling liquor or beer must obtain a liquor license, renewable annually.

Utility Taxes: The City imposes a gross receipts tax on companies that provide electric, water, natural gas, and telecommunication services within the City limits. For the use of Frontenac's public right-of-ways residential customers pay a 0.5% tax of utility gross receipts and non-residential customers pay an 8% tax.

Building Permits: For all construction, additions, alterations or remodeling, whether commercial or residential, the City charges a permit fee to cover costs of the plan review and inspections. Permit fees are assessed in accordance with City Ordinance Section 500.030, based on the estimated cost of construction. These fees were adjusted in the 2008-2009 year to be comparable with nearby cities.

Board of Adjustment: The City charges \$250 to applicants requesting a variance hearing with the Board of Adjustment.

Reimbursed Fees: In addition to Board of Adjustment filing fees and permit fees, the City bills applicants for the reimbursement of any other expenses that are incurred in relation to their project. One common review for construction projects is an engineer's storm water review. The building commissioner bills these and other reimbursable fees to the contractor/applicant as soon as a cost is incurred on their project.

Building Sign Fees: The City charges a fee to cover the annual inspection costs of all building and commercial signs within the City. This line-item is fairly constant, as the number of signs in the community remains relatively stable.

Massage Therapist Licenses: The City collects an annual fee and licenses all massage therapist and massage salons operating within the community. This annually renewing fee is \$35 per operator.

Interest Income: This line item tracks interest income earned on balances held in reserve. The city's policy outlines investments that are acceptable for the finance officer to utilize. With reduced interest rates and the corresponding reduction in interest income, the investment policy also requires a review of the investment plan with the finance committee after the budget is finalized for the next year. The current investment plan takes advantage of longer term, fully insured certificates of deposit. The investment plan also includes recording the earnings credit as interest earnings and the related banking fees they offset as expense.

Police/Fire Protection: Revenue in this account is generated by providing police and fire services to the Cities of Huntleigh and Crystal Lake Park, as well as fire service to Country Life Acres and police service to the city of Westwood. The provision of police and fire protection services provides a stable source of income for the City that increases annually based on the either the prior year's CPI increase or a contractually agreed rate of increase.

Ambulance Revenues: Fees for ambulance service are billed through the Med3000 billing service for a flat rate of 5.9% on all collected revenues. Accounts older than 90 days are referred to RMA Collection services. This service adds 25% to the amount due to pay for their services. The net revenue expected in the 2012-2013 year for this account is \$120,000.

Municipal Court Fines: Fines are assessed and collected by the Frontenac Municipal Court for violations of City Ordinances. The volume of traffic safety citations can vary due to staffing levels, however the past two budgets have included a special overtime budget specifically for safety patrol.

Alarm Fees and Police Reports: The City collects fees for directly monitoring residents' security alarm systems and providing copies of police reports. Alarm monitoring fees are billed annually at a rate of \$75 per resident. Police reports are billed as requested.

One-Cent and Quarter-Cent Option Sales Taxes: The City has a one-cent and a quarter-cent option tax on all retail sales within the city limits of Frontenac. Sales tax is the largest source of revenue for the City and varies with changing economic conditions.

Under Missouri State Statute, cities in Saint Louis County are either Point-of-Sale cities, in which the City would receive the bulk of the One-Cent and 88% of the Quarter-Cent Option sales tax collected within the City, or a Pool City, where the collected funds from all pool cities are combined and then redistributed on a per-capita basis. The City of Frontenac is a Point-of-Sale City and therefore keeps the majority of the General Sales Tax collected within Frontenac's City limits; while the remaining percentages by law are placed in the pool. The portion of sales tax from the One-Cent General Tax that Frontenac contributes to the pool varies annually based on our population and the total predicted general sales tax amounts for Saint Louis County. The percentage of one cent sales tax that the city expects to share for the 2012-2013 is estimated to be in excess of 30% or \$585,000.

Quarter-Cent Fire Department Tax: Revenue produced by this sales tax is earmarked specifically to offset the costs of the Fire Department.

Cigarette Tax: St. Louis County imposes a 5% cigarette tax by County ordinance, which is distributed on a per capita basis to all municipalities within St. Louis County. This revenue stream is projected to decline at a slow rate as fewer people smoke and as smoking bans become more popular.

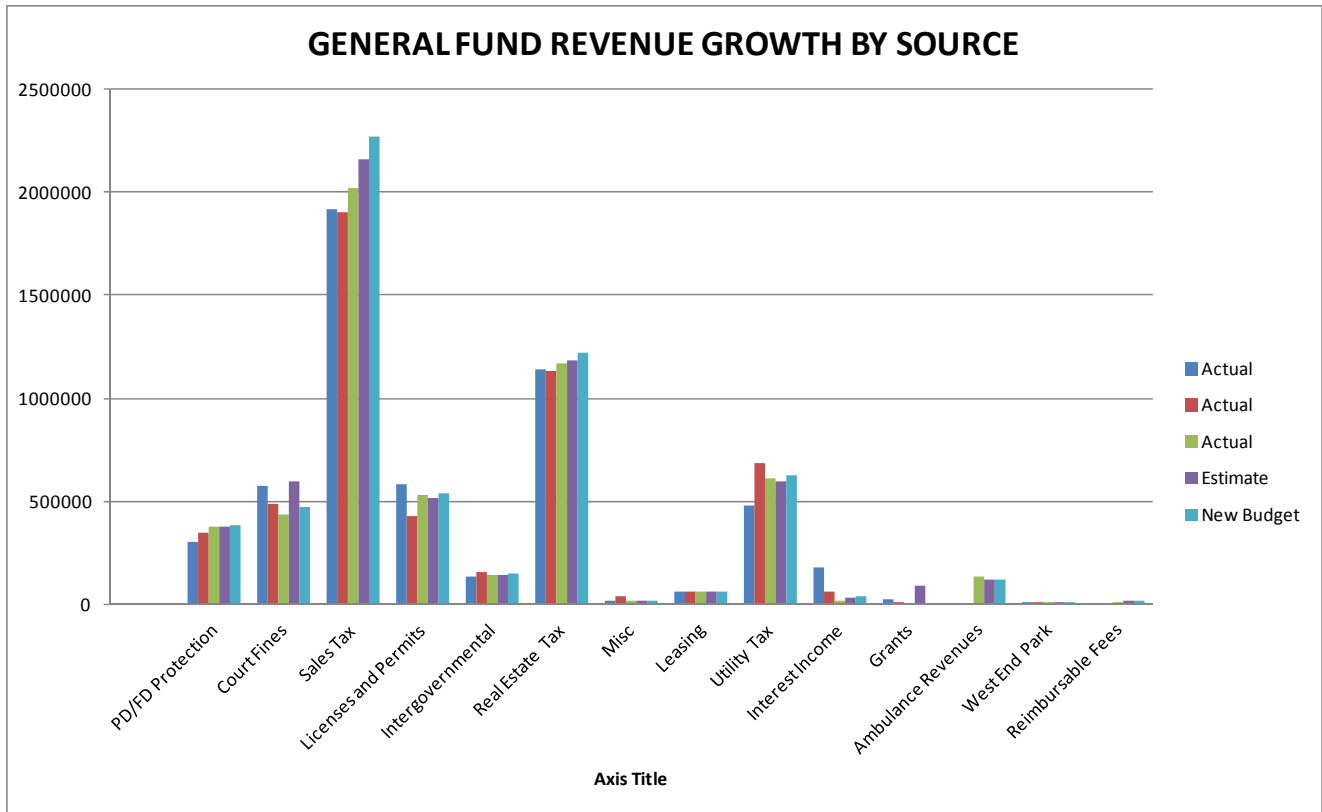
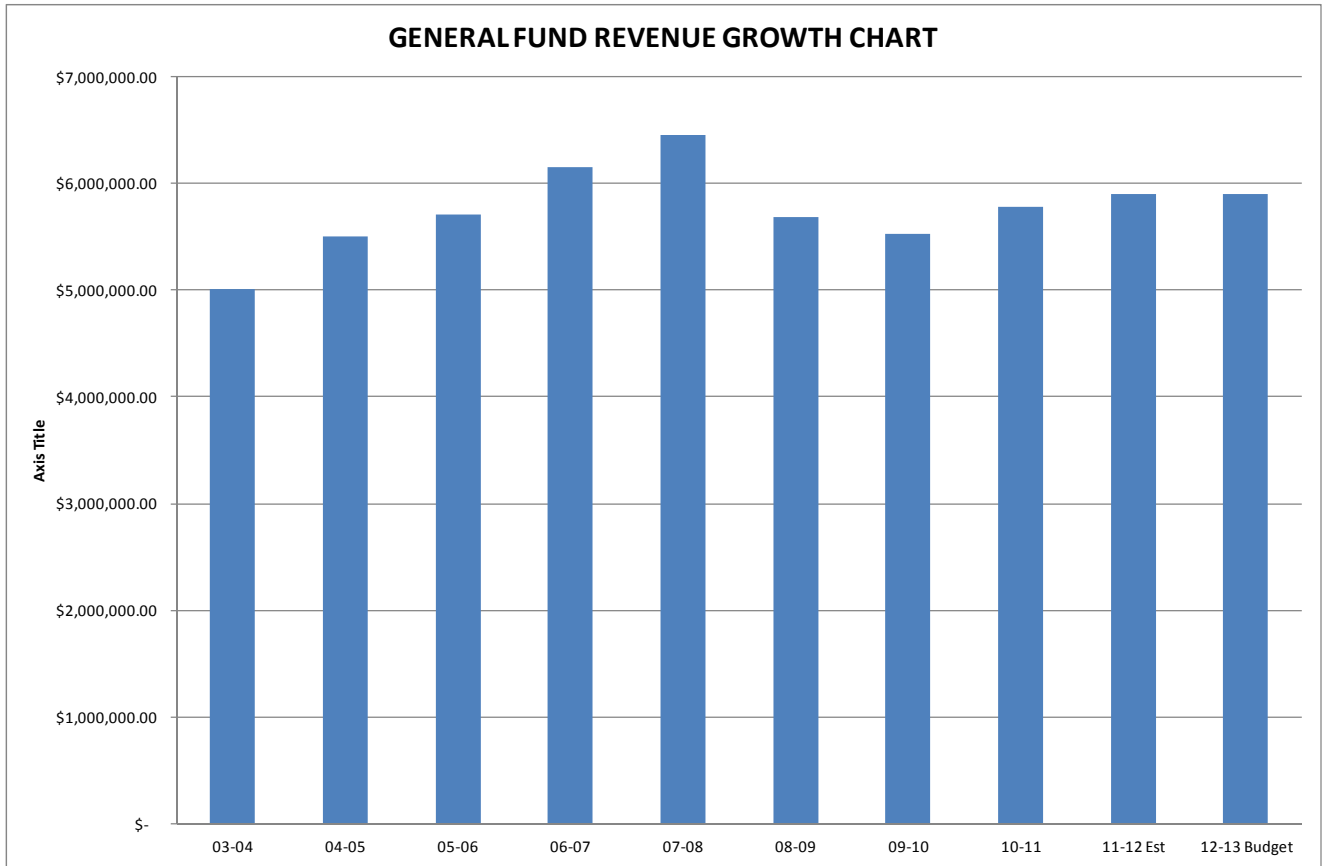
Cable Franchise Fee: As compensation for the use of public rights-of-way, the City imposes a 5% franchise fee, based on gross receipts within Frontenac, on cable TV providers. Satellite dishes are not taxable under this fee. In addition to Charter Communications, the legacy provider, AT&T introduced cable services to the community in 2009. Revenue from the City's Cable Franchise agreements increased slightly that one year as cable competition increased the number of subscribers and the amount of services that are utilized.

Leasing: The City leases land at the Municipal Complex to two communications towers, who use this land to provide cellular and personal communication service to users in the Frontenac, Ladue and Town & Country area.

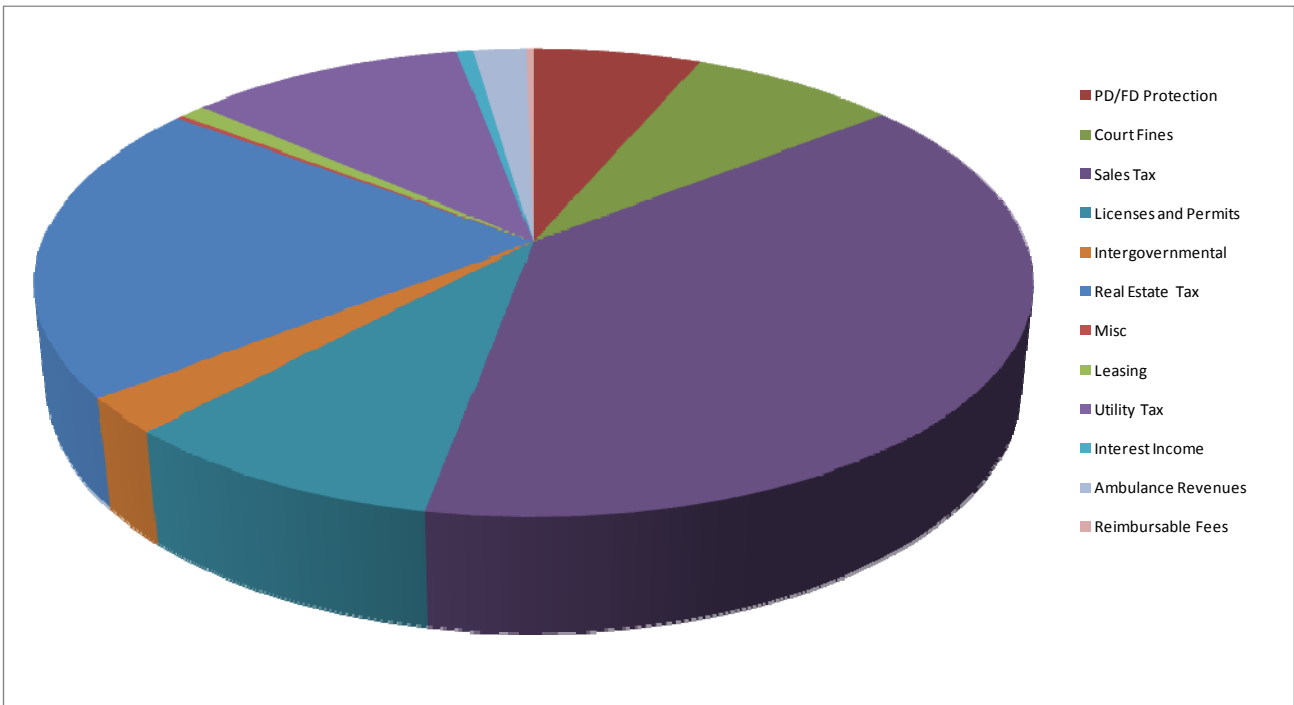
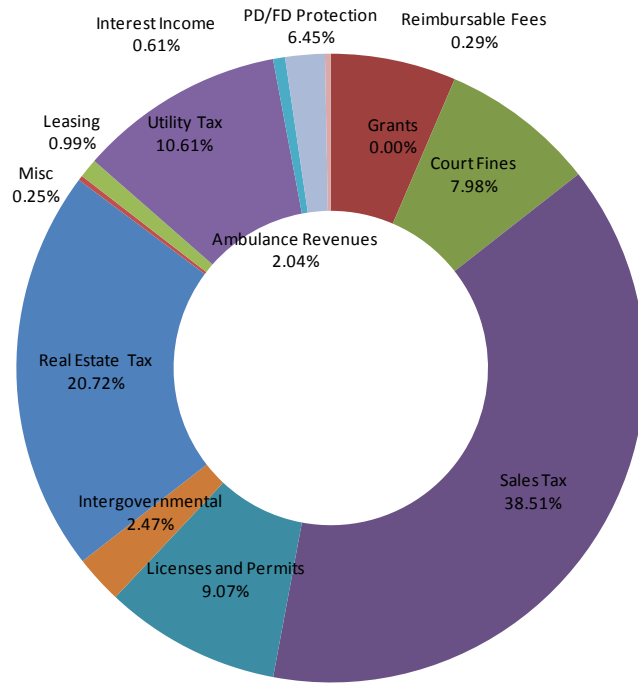
Miscellaneous Revenues: This account records the collection of miscellaneous fees resulting from occupancy permits, conditional use permits, room rentals by Crystal Lake Park, SLAIT Worker's Compensation refunds, returned check fees and all other minor revenue sources not listed.

Sale of Surplus Items: When the City no longer utilizes its capital assets, these assets are disposed via auction. Revenues derived from the auction are credited to this account.

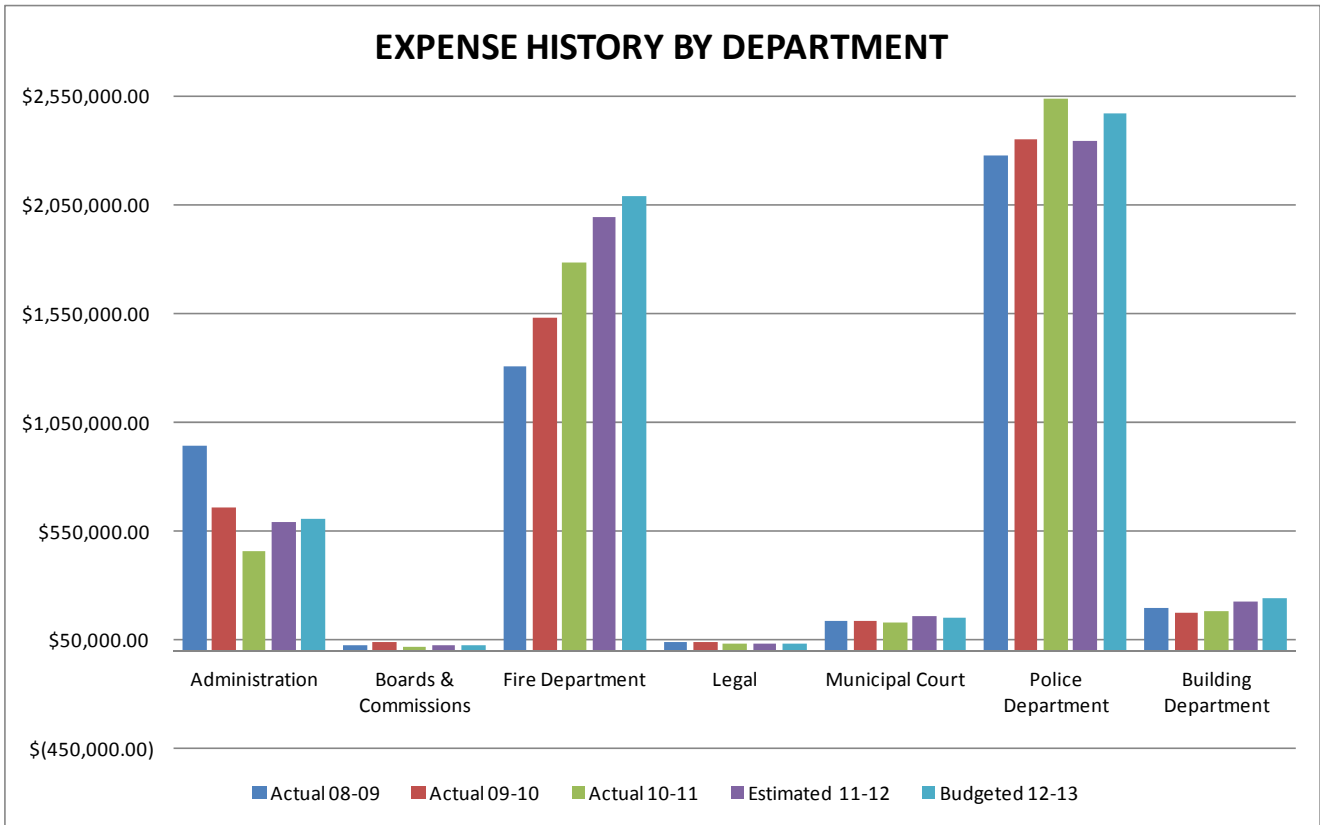
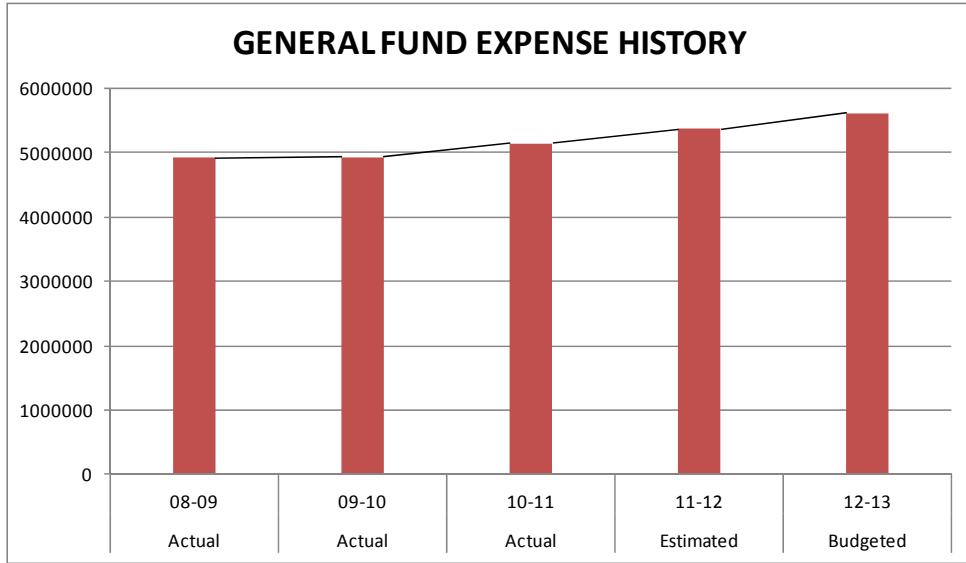
City of Frontenac GENERAL FUND REVENUE SUMMARY						
	Actual	Orig Budget	Modified	Modified	Estimate	New Budget
	10-11	11-12	11-12	11-12	11-12	12-13
Real Estate Taxes	\$1,167,079	\$1,185,000	\$1,185,000	\$1,185,000	\$1,185,000	\$1,221,000
One Cent Tax	\$1,223,837	\$1,248,346	\$1,248,346	\$1,248,346	\$1,304,522	\$1,368,603
Quarter Cent Tax	\$367,072	\$382,415	\$382,415	\$382,415	\$393,887	\$415,444
Quarter Cent Fire Tax	\$428,965	\$444,609	\$444,609	\$444,609	\$459,726	\$484,854
Road & Bridge Tax*	\$250,369	\$261,423	\$0	\$0	\$0	\$0
Cigarette Tax	\$9,685	\$9,987	\$9,987	\$9,987	\$10,031	\$10,351
Gasoline Tax (no longer grouped)	\$97,422	\$108,714	\$108,714	\$108,714	\$96,177	\$99,255
Mo MV Sales Tax	\$20,619	\$21,362	\$21,362	\$21,362	\$20,823	\$21,489
Mo MV Fee Increase	\$15,187	\$16,804	\$16,804	\$16,804	\$14,246	\$14,701
MO Grant Revenue	\$0	\$92,000	\$92,000	\$92,000	\$92,000	\$0
Utility Taxes -Electric	\$274,417	\$303,480	\$303,480	\$303,480	\$281,000	\$298,500
Utility Taxes - Gas	\$60,858	\$47,849	\$47,849	\$47,849	\$48,135	\$49,675
Utility Taxes - Telephone	\$197,712	\$230,161	\$230,161	\$197,361	\$189,686	\$195,755
Utility Taxes - Water	\$27,390	\$31,875	\$31,875	\$31,875	\$32,000	\$33,024
Utility Taxes (no longer grouped)	\$560,377	\$613,364	\$613,364	\$580,565	\$550,821	\$576,955
Cable Franchise Fee	\$49,386	\$45,420	\$45,420	\$45,420	\$46,716	\$48,211
Business Licenses/PILOTS	\$401,524	\$387,975	\$387,975	\$387,975	\$403,494	\$419,634
Liquor Licenses	\$6,768	\$7,980	\$7,980	\$7,980	\$7,980	\$7,980
Bldg. Permits/License.	\$116,835	\$102,599	\$102,599	\$102,599	\$96,816	\$99,914
Reimbursable Fees	\$4,684	\$11,300	\$11,300	\$17,300	\$16,823	\$17,361
Massage Licenses	\$860	\$860	\$860	\$860	\$860	\$860
West End Park*	\$9,950	\$250	\$250	\$250	\$250	\$6,000
Board of Adjustment	\$250	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
Building Sign Fees	\$3,400	\$4,920	\$4,920	\$4,920	\$4,920	\$4,920
Police/Fire Prot.	\$341,375	\$338,470	\$338,470	\$338,470	\$338,470	\$344,140
Alarm Fees/Police Reports	\$35,607	\$23,730	\$23,730	\$23,730	\$34,200	\$35,910
Ambulance Revenue	\$136,694	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000
Court Fines	\$434,050	\$447,000	\$447,000	\$531,000	\$594,653	\$470,000
Interest Income	\$13,747	\$34,300	\$34,300	\$34,300	\$33,000	\$36,000
Leasing	\$60,008	\$58,110	\$58,110	\$58,110	\$58,110	\$58,110
Misc Revenues	\$17,707	\$15,000	\$15,000	\$15,000	\$18,000	\$15,000
Sale of Surplus Assets	\$1,408	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$5,774,866	\$5,982,938	\$5,721,515	\$5,778,715	\$5,902,523	\$5,897,693

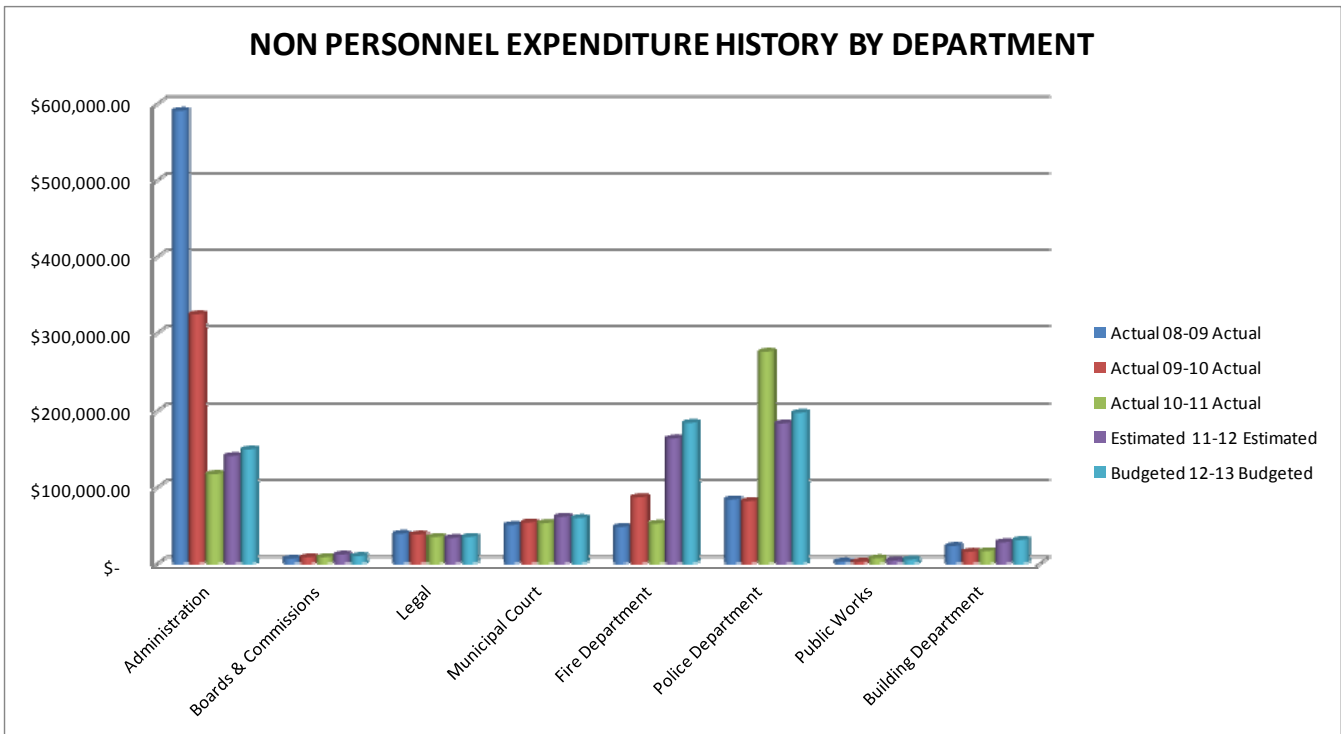
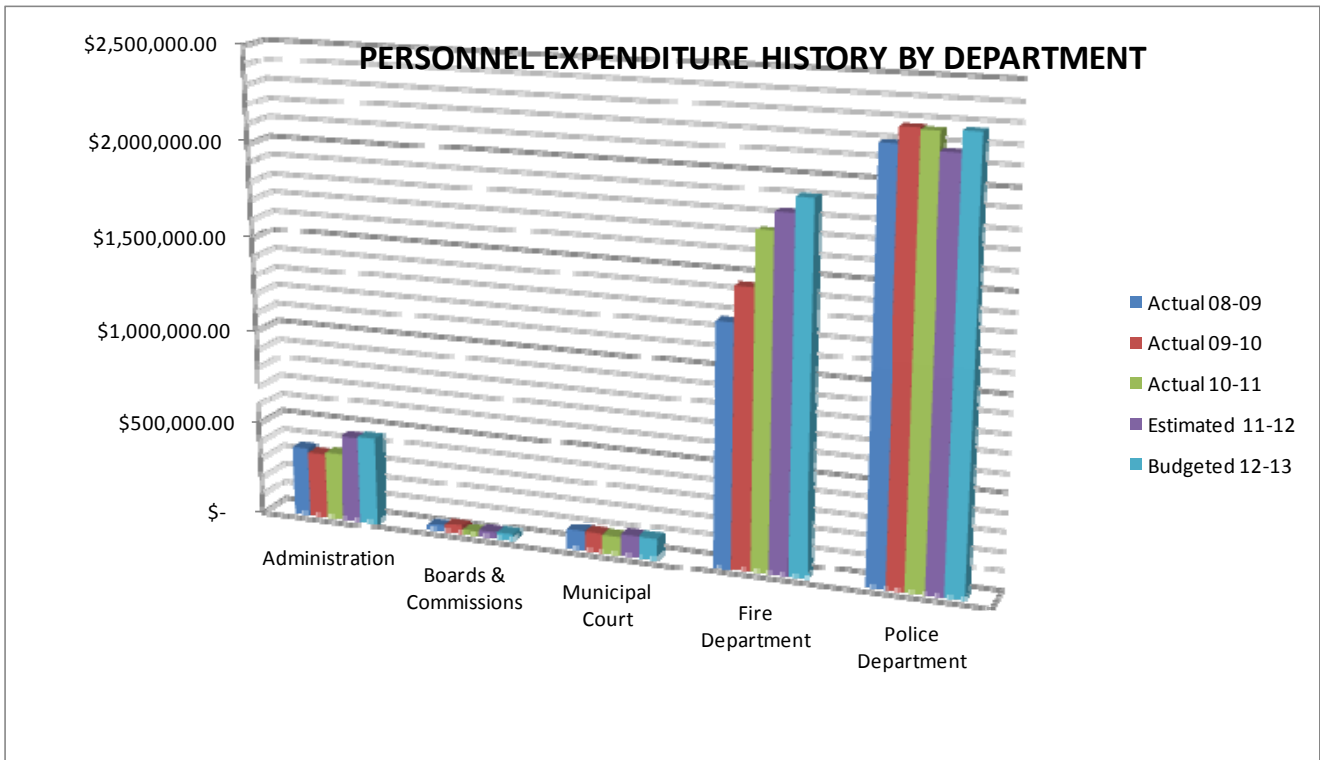


2012-2013 General Fund Revenue by Source

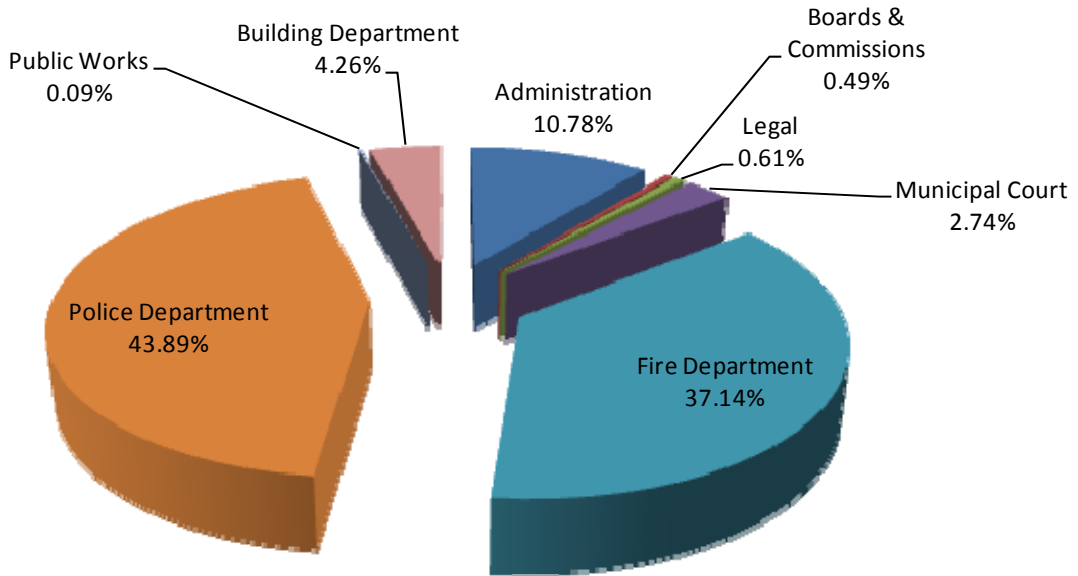


City of Frontenac General Fund Expense Summary				
Fiscal Year 2012-13				
	Actual	Actual	Estimated	Budgeted
	09-10	10-11	11-12	12-13
General Fund Revenues	\$5,530,301	\$5,773,457	\$5,902,523	\$5,897,693
Sale of Surplus Assets		\$1,408		
General Fund Revenues	\$5,530,301	\$5,774,866	\$5,902,523	\$5,897,693
Non-Personnel Expenditures				
<i>Administration</i>	\$324,004	\$116,777	\$140,449	\$148,930
<i>Boards & Commissions</i>	\$7,891	\$7,872	\$11,375	\$9,475
<i>Legal</i>	\$37,678	\$34,363	\$33,200	\$34,500
<i>Municipal Court</i>	\$53,372	\$52,608	\$60,930	\$59,219
<i>Fire Department</i>	\$86,466	\$51,936	\$163,441	\$183,766
<i>Police Department</i>	\$81,310	\$276,910	\$183,011	\$196,932
<i>Public Works</i>	\$2,163	\$6,490	\$3,635	\$5,000
<i>Building Department</i>	\$14,977	\$15,909	\$27,450	\$30,450
<i>Municipal Buildings</i>	\$0	\$0	\$0	\$0
	\$607,861	\$562,865	\$623,491	\$668,272
Personnel & Salary Expenditures				
<i>Administration</i>	\$330,939	\$342,331	\$448,966	\$456,609
<i>Boards & Commissions</i>	\$30,834	\$7,842	\$17,154	\$18,012
<i>Legal</i>	\$0	\$0	\$0	\$0
<i>Municipal Court</i>	\$83,930	\$78,822	\$95,125	\$94,760
<i>Fire Department</i>	\$1,444,248	\$1,729,338	\$1,826,272	\$1,902,341
<i>Police Department</i>	\$2,270,376	\$2,261,396	\$2,161,650	\$2,268,783
<i>Public Works</i>	\$0	\$0	\$0	\$0
<i>Building Department</i>	\$162,963	\$165,781	\$201,528	\$208,671
<i>Municipal Buildings</i>	\$0	\$0	\$0	\$0
	\$4,323,290	\$4,585,510	\$4,750,695	\$4,949,176
Combined Expenditures				
<i>Administration</i>	\$654,943	\$459,108	\$589,415	\$605,539
<i>Boards & Commissions</i>	\$38,725	\$15,714	\$28,529	\$27,487
<i>Legal</i>	\$37,678	\$34,363	\$33,200	\$34,500
<i>Municipal Court</i>	\$137,302	\$131,430	\$156,055	\$153,979
<i>Fire Department</i>	\$1,530,714	\$1,781,274	\$1,989,713	\$2,086,107
<i>Police Department</i>	\$2,351,686	\$2,538,306	\$2,344,661	\$2,465,715
<i>Public Works</i>	\$2,163	\$6,490	\$3,635	\$5,000
<i>Building Department</i>	\$177,940	\$181,690	\$228,978	\$239,121
<i>Municipal Buildings</i>	\$0	\$0	\$0	\$0
	\$4,931,151	\$5,148,375	\$5,374,186	\$5,617,448
NET INCOME	\$599,150	\$626,491	\$528,337	\$280,245
Transfer In From Cap Fund for NCH Salary Costs	\$114,439			
Fund Balance	\$9,127,605	\$9,754,096	\$10,282,433	\$10,562,678
LAW ENFORC.TRAINING FUND (LET) BALANCE	\$28,069	\$36,258	\$44,447	\$46,000





2012-2013 SUMMARY OF GENERAL FUND EXPENSES



CITY OF
FRONTENAC



LEGAL

**GENERAL FUND
LEGAL BUDGET**

The expenditures incurred during the fiscal year for the services of the City Attorney and other, non-municipal court, legal matters are paid out of this portion of the budget. The Legal Department is responsible for the review and preparation of ordinances, resolutions, contracts, and any other documents considered for adoption by the Mayor and Board of Aldermen during the year. In addition, the Legal Department pays for all costs associated with the City Attorney or any appointed attorney to represent the City in court for legal disputes.

SUMMARY OF ACCOUNTS

City Attorney Retainer: This account provides funds for the monthly salary retainer for the City Attorney. The monthly retainer is \$1,500.

City Attorney Legal Services: This line item funds hourly legal expenses incurred by the City for services not included in the monthly retainer.

Outside Legal Services: This line item funds hourly legal expenses incurred by the City for expenses resulting in the need for outside legal advice (legal services performed by an attorney other than the contracted city attorney).

2012-2013 Fiscal Year				
Legal Budget				
General Fund				
	Account	Actual 2010-2011	Estimated 2011-2012	Budget 2012-2013
10-5-30-310-00	City Attorney Retainer	\$ 18,000	\$ 18,000	\$ 18,000
10-5-30-311-00	City Attorney Legal Services	\$ 15,394	\$ 14,000	\$ 14,000
10-5-30-312-00	Outside Legal & Professional	\$ 969	\$ 2,500	\$ 2,500
	Totals	\$ 34,363	\$ 34,500	\$ 34,500

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CITY OF
FRONTENAC



BOARDS AND
COMMISSIONS

**GENERAL FUND
BOARDS AND COMMISSIONS BUDGET**

The Missouri State Statutes define the overall structure of Fourth Class Cities within the State, and in particular, specify the electoral process and the details constituting the legislative structure at the local government level. The Mayor functions as the executive branch, while Board of Aldermen function as the legislative branch of the City. In that capacity, the Board of Aldermen establishes the overall policy for the City, while the Mayor leads discussion on the City's goals and direction. The Boards and Commissions budget provides funds for expenditures related to the elected and appointed officials of the City.

In addition to the Board of Aldermen, the City has five standing committees/commissions as mandated by City ordinances: the Planning & Zoning Commission, the Ways & Means Committee, the Public Works Committee, the Board of Adjustment and the Architectural Review Board.

The budget for this department ensures that the City's legislative and executive branches operate efficiently and with materials and supplies necessary.

SUMMARY OF ACCOUNTS

Meetings and Seminars: This account provides for the Mayor and Board of Alderman to attend St. Louis County Municipal League training sessions and meetings, as well as the Missouri Municipal League Conference. This account includes mileage to and from events.

Printing and Advertising: This account provides funds for special printings, Board and Commission supplies, awards, plaques, nameplates and other materials specific to the Board of Aldermen, Planning & Zoning Commission, Ways & Means Committee, the Board of Adjustment and any other committee or commission. This account also includes costs associated with the digitization and online hosting of the City's municipal codes.

Court Reporter: This line item accounts for Court reporters for the Board of Adjustment or other instances where official transcripts are necessary.

Liability Insurance and Bonding: This account provides funds for the liability insurance coverage costs respective to the City's elected officials, as well as any costs involved in obtaining various bonds for elected/appointed officials and employees as required by city ordinances.

Elections: All costs related to municipal elections or special elections, sponsored by the City, are deducted from this account. The only municipal election anticipated for the 2012-2013 fiscal year is the April 2, 2013 election.

Memberships and Subscriptions: This account provides funds to cover the City's membership in various organizations, including: The Town & Country/Frontenac Chamber of Commerce, St. Louis County Municipal League, the Missouri Municipal Leagues, Backstoppers and PublicSalary.com (the SLACMA Salary Survey).

Office Supplies: This line item provides funds for the purchase of miscellaneous office supplies.

Boards & Commissions Budget				
Non-Personnel				
General Fund				
Account #	Account	Actual 2010-11	Estimated 2011-12	Budget 2012-13
10-5-20-222-00	Memberships & Subscriptions	\$ 2,876	\$ 2,915	\$ 2,915
10-5-20-225-00	Elections	\$ 1,495	\$ 1,500	\$ 1,500
10-5-20-245-00	Meetings & Seminars	\$ 521	\$ 3,250	\$ 2,400
10-5-20-253-00	Printing & Advertising	\$ 2,889	\$ 3,000	\$ 2,560
10-5-20-270-01	Office Supplies	\$ 91	\$ 100	\$ 100
10-5-20-340-00	Court Reporter	\$ -	\$ 600	\$ -
		\$ 7,872	\$ 11,365	\$ 9,475
Personnel				
10-5-20-235-01	Liability Insurance & Bonding	\$ 7,842	\$ 17,154	\$ 18,012
	Totals	\$ 15,714	\$ 28,519	\$ 27,487

CITY OF
FRONTENAC



FIRE DEPARTMENT

**GENERAL FUND
FIRE DEPARTMENT BUDGET**

The Fire Department budget provides funds for the costs of fire protection, emergency paramedic response and rescue operations within the cities of Frontenac, Crystal Lake Park, Huntleigh and Country Life Acres.

MISSION:

The City Of Frontenac Fire Department is committed to protecting the people, property and environment within the community. This Department is responsive to the needs of our citizens by providing rapid, professional, humanitarian services essential to the health, safety, and well being of the community.

GOALS:

- ❖ Prevention
- ❖ Education
- ❖ Fire Suppression
- ❖ Medical Services
- ❖ Hazard Mitigation
- ❖ Active participation in the community, serving as role models

METHODS TO ACHIEVE GOALS:

- ❖ Maintain and continually improve the quality of fire prevention/protection and EMS services to the residents and businesses in the City of Frontenac, Crystal Lake Park, Huntleigh and Country Life Acres.
- ❖ Improvement in the area of fire prevention will be accomplished through communication with and the education of residents; accomplished through tours, voluntary home inspections, appearances at subdivision meetings, the newsletter, the city's website and information sessions at the annual Frontenac Festival.
- ❖ To ensure quick suppression and response to medical emergencies, the department will continue to distribute fire safety and fire prevention pamphlets, Knox Boxes, smoke detectors and batteries.
- ❖ Another important part of suppression and safety is the City's emphasis on using the best equipment available. Updates and the purchase of new equipment ensure the safety of our residents while minimizing possible losses.
- ❖ The department is also continuing it's long-term production of detailed pre-plans and mapping.
- ❖ A vital part of ensuring the safety of our community is the quick delivery of the proper life-saving or fire suppression techniques. As a result, for the 2012-2013 fiscal year the City continues to place great emphasis on ensuring adequate training and development of all personnel. The department will continue to work toward increasing mutual aid training with neighboring departments, live burn sessions involving tactical operations at vacant homes, rescue operations and extrication due to motor vehicle accidents. In addition, the City intends to continue the increased attendance of firefighters at regional classes and seminars to ensure the department is ready for all types of emergencies.
- ❖ The best way to prevent a catastrophic fire is to ensure it never starts; therefore, the Fire Chief and Assistant Fire Chief will continue to inspect all new construction during the process and before occupancy, as well as routinely inspect commercial properties throughout the community to ensure code compliance.

SIGNIFICANT ACTIVITIES: 2012-2013 FISCAL YEAR

The General Fund budget for the Fire Department will be utilized to outfit the department with the operational supplies required by the department. The major operational accounts are described below.

The capital budget, which is listed in the Capital Improvement section, has designated budget allocations for the department's capital items. Using these funds the fire department plans to continue to supplement or replace needed EMS equipment, Computer Equipment, Tools, Training Aids and Emergency Operations supplies. The department also plans to purchase Automatic Defibrillation Devices for all police vehicles and day room furniture for the department's living area. A fire hose is scheduled for replacement as part of a 10-year replacement plan and a thermal imaging camera is also scheduled for replacement. The Fire Chief has applied for a grant for these last two items.

SUMMARY OF ACCOUNTS

Meetings and Seminars: This account provides for the continuing education and re-certification of Fire Department personnel. Firefighters are regularly sent to special conferences and seminars in order to learn new techniques in the areas of emergency response, hazardous materials, rescue operations, and other fire related activities.

Mileage: Mileage reimbursement is used when Fire Department employees travel to seminars, meetings and official trips. The mileage rate matches the federal government rate.

Fuel: This account pays for fuel used by the Fire Pumpers, ambulance and support vehicles and has continued to increase due to the higher cost of gasoline and diesel fuel. This account was moved to the Capital Improvement fund in 2008-2009.

Tires: This line item funds the purchase of tires for the Fire Pumpers and support vehicles. This account was moved to the Capital Improvement fund in 2008-2009.

Uniforms and Turnout Gear: Funds are budgeted for the purchase of uniforms for Fire Department personnel. The department allocates \$450 per year per firefighter. These funds provide for the replacement of shoes, fire gear, boots, gloves, badges, and other items relating to their uniforms. Additional funds are provided for new personnel and the replacement of worn turnout gear (special fire coats/pants).

EMS Supplies: provides funds for those basic supplies, which are essential to the operations of the Fire Department and the EMS program. EMS supplies include supplies and equipment needed for emergency medical treatment. Examples of such items are oxygen, equipment batteries, gloves, face shields, gowns and other materials.

Training: This account provides for job specific and continuing education training classes. These classes are essential for both a firefighter's protection and the City's protection. Classes are used to ensure that skills are kept up to date and that ACLS, PHTLS and PALS certification requirements are met.

Memberships and Subscriptions: These funds provide for dues and membership to professional organizations and job related subscriptions. Memberships include Fire Chief's Association, ISFSI, Back Stoppers, IAFC, MABOI and NFPA.

Miscellaneous: These funds provide for the miscellaneous costs of conducting Fire Department and EMS business that are not specified in other line items.

Service Contracts and Repairs: These funds are budgeted for the costs associated with City service contracts. These types of contracts are established for office equipment, paramedic equipment, oxygen tanks, and other instruments essential to Fire Department activities. These service contracts provide a cost-effective alternative to waiting for repairs to occur. Proper service checks and routine maintenance reduce the potential for major repairs and prevent unwarranted downtime to the Department. This account was moved to the Capital Improvement fund in 2008-2009.

Public Relations: This line item provides for printed handouts, public relation programs and fire safety and prevention materials.

Physical exams: This line item provides funds for pre-employment physicals, hepatitis vaccinations, fit-for-duty examinations, and annual physical examinations.

Vehicle Maintenance: These funds provide for the maintenance of the department's vehicles and equipment. Vehicle maintenance supplies include oil, anti-freeze, washer fluid, cleaning materials and other necessary vehicle supplies. In providing service to more than 1,694 homes in four communities, fire vehicles must maintain a high level of service and response time. Providing required periodic engine checks, tune-ups, oil changes, and other maintenance activity reduces the potential for large vehicle repairs and periods of down vehicle time. Also, funds are provided for repairs to saws, nozzles, hoses, fans, extinguishers, and other emergency fire equipment stored on the Fire Pumps.

Radio Maintenance: These funds provide for the periodic maintenance and repair of communication equipment located in fire vehicles and in the Fire Department building. This maintenance reduces the potential of costly repairs and ensures that all communications equipment is operating properly on a 24 hour 7 days per week cycle. This account was moved to the Capital Improvement fund in 2008-2009.

Professional Services: This account provides department with annual funds to pay for professional fees such as grant writing on an as-needed basis.

Dispatch Services: This account provides the budget for police dispatch services from West Central Dispatch as well as fire and EMS dispatch services from Central County Emergency 911 Dispatch. This cost is shared equally by both the Fire and Police departments.

Capital Purchases: This account provides revenue for the purchase of capital addition items such as vehicles, printers and similar purchases. . This account is located in the Capital Improvement fund.

2012-2013 Fiscal Year				
Fire Department Non-Personnel Budget				
General Fund				
	Account	Actual 2010-11	Estimated 2011-12	Budget 2012-13
10-5-50-207-00	Public Relations	\$ 1,793	\$ 1,800	\$ 1,800
10-5-50-222-00	Memberships & Subscriptions	\$ 3,143	\$ 4,870	\$ 5,390
10-5-50-226-00	EMS Supplies & Equipment	\$ 8,406	\$ 8,500	\$ 8,500
10-5-50-227-00	Emergency Operations		-	-
10-5-50-245-00	Meetings and Seminars	\$ 2,932	\$ 3,025	\$ 4,525
10-5-50-246-00	Miscellaneous	\$ 5,840	\$ 5,500	\$ 6,000
10-5-50-247-00	Mileage	\$ 774	\$ 1,500	\$ 1,500
10-5-50-251-00	Physical Exams	\$ 5,659	\$ 8,890	\$ 6,080
10-5-50-279-00	Training	\$ 13,424	\$ 11,800	\$ 19,448
10-5-50-285-00	Uniforms	\$ 9,965	\$ 9,300	\$ 9,300
10-5-50-350-00	Professional Services	\$ -	\$ 500	\$ 500
10-5-50-290-00	Dispatch Consortium (1/2)		\$ 107,756	\$ 120,723
	Non-Personnel Totals:	\$ 51,936	\$ 163,441	\$ 183,766

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CITY OF
FRONTENAC



POLICE DEPARTMENT

**GENERAL FUND
POLICE DEPARTMENT BUDGET**

The Frontenac Police Department is a 24-hour, full service public safety organization which provides quality policing to the residents and businesses of Frontenac, Crystal Lake Park, Huntleigh, and Westwood. The twenty-one sworn officers and civilian staff member are committed to the established departmental Mission and Values that frame our partnership with the community we serve. It is this partnership, and the dedication of Police Department personnel, that fosters the wonderful quality of life that those who live and work in our area enjoy. The Police Department's high level of service is supported through the funds provided in the Police Department's budget.

MISSION STATEMENT:

It is the Mission of Frontenac Police Professionals to:

- ❖ Provide an enhanced level of service and protection to all people with respect and compassion;
- ❖ Maintain a high level of training and expertise in public safety matters;
- ❖ Continually educate the public regarding meaningful public safety issues; and
- ❖ Create and maintain the highest level of pride, teamwork and integrity possible.

GOALS

- ❖ Increase positive citizen contacts and citizen awareness of our partnership in the police department's mission to serve the community
- ❖ Increase the use of technology necessary for the department to remain effective and efficient in fulfilling its mission
- ❖ Ensure a consistent, enhanced level of performance by department personnel
- ❖ Ensure positive, valuable, professional working relationships with business and government partners in our region
- ❖ Enable robust investigative and crime prevention methods, including the effective patrol of all neighborhoods

METHODS TO ACHIEVE GOALS:

- ❖ Actively solicit and maintain open, effective communications with citizens and business partners. Remain aware of, and receptive to, the changing needs of our community through constant dialogue and interaction with those inside and outside of our region.
- ❖ Continually value honesty, candor, and ethical behavior. Uphold the public trust by maintaining the highest standards as set forth in the Law Enforcement Code of Ethics.
- ❖ Create an environment of respect for the worth, diversity, dignity, and rights of those we serve. Reflect this approach in all that we do.
- ❖ Provide ongoing training in the latest policing methods and strategies to all department staff.
- ❖ Continually re-evaluate and prioritize department management principles and resources to best address the needs and desires of the community we serve.
- ❖ Continue to develop and maintain a robust, interactive Internet website for the Frontenac Police Department. Use this tool and other opportunities to educate, communicate, and interact with the citizens we serve. Publish special notices such as "Child Safety When Using the Internet", Police-Citizens Academy notices, new ordinance information, etc.

SIGNIFICANT ACTIVITIES: 2012-2013 FISCAL YEAR

During the 2012-2013 fiscal year the Police Department will continue to focus on training and resources to update its technology, and to develop and equip its most important asset, the department staff members. This will ensure that the department can meet the rigorous demands of modern law enforcement, and the needs and desires of the community we serve. This investment will include in-car digital video equipment, more fuel-efficient patrol vehicles, Records Management software enhancements, computer replacement, and traffic laser and radar units for speed enforcement. The Department's continued efforts towards raising the bar for professional law enforcement in our region has helped us maintain contracts to serve the cities of Crystal Lake Park, Huntleigh, and Westwood, where many of these resources will be employed. The department has also been at the forefront of establishing the West Central Dispatch Center with other area cities, and this initiative has been called a model for our region in improving services while also saving taxpayer monies.

SUMMARY OF ACCOUNTS

Fuel: This account pays for fuel used by Police vehicles, which operate 24 hours a day. The department continues to utilize fuel saving driving methods and practices continued use of patrol vehicles with active fuel management engine systems. This account was moved to the Capital Improvement fund in 2008-2009.

Communications: This account provides funds to cover miscellaneous costs associated with dispatching police, fire, and ambulance crews in addition to dispatching service fees from the newly created West Central Dispatch (of which the City is a charter member) and Central County Emergency 911 Dispatch. This includes the costs associated with the REJIS (Regional Justice Information Services) computer network used by police and court staff members. This line item now also includes the previous budget category of "Radio Maintenance/Repairs", which provides funds for the periodic servicing and repair of communications equipment located in police vehicles and in the Police Department building. This maintenance reduces the likelihood of costly repairs and system down-time, ensuring that all equipment is fully operational 24-hours a day. Merging of these two categories creates more flexibility in fiscal management, and should prevent the need for mid-year budget adjustments to this category, barring any unusual circumstances.

Uniforms: These funds are budgeted for the purchase of uniforms and duty apparel for Police Department personnel.

Training: This account provides for job specific and continuing education training classes. These classes are essential for officer effectiveness and safety, and to ensure the highest level of service to the City. Classes are attended to ensure that skills are kept up to date and Missouri state mandated certifications are maintained.

Memberships & Subscriptions: These funds provide for dues and memberships to professional organizations including the International, Missouri and St Louis Police Chiefs Association; the FBI National Academy; the Police Executive Research Forum; the Backstoppers; the Missouri Juvenile Justice Association; the regional Crisis Intervention Team, and the St. Louis Major Case Squad.

Office supplies: This line item provides funds for the purchase of Police Department office supplies, such as toner cartridges, paper, and miscellaneous supplies.

Traffic Safety Unit: This account provides for the Traffic Safety Unit, which is essential for the education and protection of individuals and residents traveling on the City's roadways. One officer is assigned to this unit. The traffic safety officer utilizes laser, radar, a radar information speed notification trailer, and other technology and techniques to ensure Frontenac's traffic safety ordinances are understood and respected.

Prisoner expenses: This line item covers expenses related to the housing and processing of prisoners. This account has been reduced over the years due to our successful method of preparing in-house, microwavable meals, and the recent inception of digital booking. Digital booking eliminates the department's need to

purchase and maintain expensive film processing methods, and creates less labor-intensive efforts to capture prisoner records in the department's records management system.

Detective Bureau: These funds provide for Detective Bureau needs, including fingerprint and other crime scene processing supplies, Police ID cards, report forms, batteries, and other miscellaneous supplies.

Patrol: These funds provide for Patrol and related supplies and accessories, including protective and reflective vests, flashlights, traffic gloves, road flares, door shields, first aid kits, portable breath test (DWI) kits, and materials for community policing efforts and crime prevention programs. These items ensure that our patrol officers are equipped to provide the highest level of service and protection to the community.

Miscellaneous: These funds provide for the miscellaneous costs of conducting Police Department business that is not specified in other line items. Such items may include "team-building" efforts by department management and liaison efforts during such events as Citizens Police Academies.

Service Contracts & Repairs: This line item provides funds for maintenance and service contracts on such equipment as the NICE telecommunications recording system, security systems, and other expenses. Service contracts provide a cost-effective alternative to waiting for unplanned, costly repairs to occur. Proper service checks and routine maintenance reduce the potential for major repairs and prevent unwarranted downtime for the Department, and ultimately save money. This account was moved to the Capital Improvement fund in 2008-2009.

Physical Exams: This line item provides funds for pre-employment psychological examinations, pre-employment physicals, hepatitis vaccinations, fit-for-duty examinations, and post-accident drug testing for department employees.

Vehicle Maintenance: These funds provide for the maintenance of the department's vehicles and equipment. In patrolling the more than 60 subdivisions in our four communities, police vehicles must maintain a high level of readiness and response time. This vehicle maintenance category includes provisions for such items as oil, engine coolant, washer fluid, cleaning materials, and other police vehicle supplies. It also provides for required periodic engine checks, tune-ups, oil changes, and other preventative and necessary maintenance activity to reduce the potential for large vehicle repair bills and periods of vehicle "down" time. Adherence to recommended maintenance schedules also ensures the highest resale value of police vehicles at trade-in. This line item also funds the purchase of tires for the Police Department vehicles. This account was moved to the Capital Improvement fund in 2008-2009.

Radio Maintenance: This account is being merged into the "Communications" category to create more flexibility in fiscal management. This merger should also prevent the need for mid-year budget adjustments to this category, barring any unusual circumstances. This account was moved to the Capital Improvement fund in 2008-2009.

Dispatch Services: This account provides the budget for police dispatch services from West Central Dispatch as well as fire and EMS dispatch services from Central County Emergency 911 Dispatch. This cost is shared equally by both the Fire and Police departments.

Capital Purchases: This account provides revenue for the purchase of capital addition items such as vehicles, printers and similar purchases. . This account is located in the Capital Improvement fund.

2012-2013 Fiscal Year					
Police Department Non-Personnel Budget					
General Fund					
	Account	Actual 2010-11	Estimated 2011-12	Budget 2012-13	
	10-5-60-206-00	Communications-GF Acct.	\$ 31,987	\$ 31,800	\$ 31,800
	10-5-60-220-00	Detective Bureau	\$ 482	\$ 500	\$ 500
	10-5-60-222-00	Memberships & Subscriptions	\$ 1,305	\$ 1,480	\$ 1,520
	10-5-60-246-00	Miscellaneous	\$ 402	\$ 400	\$ 800
	10-5-60-250-00	Patrol	\$ 7,453	\$ 7,200	\$ 7,500
	10-5-60-251-00	Physical Exams	\$ 201	\$ 300	\$ 275
	10-5-60-254-00	Prisoner Expenses	\$ 547	\$ 600	\$ 600
	10-5-60-270-02	Office Supplies	\$ 5,451	\$ 5,800	\$ 5,800
	10-5-60-277-00	Traffic Safety Unit	\$ 925	\$ 825	\$ 825
	10-5-60-279-00	Training	\$ 11,143	\$ 13,440	\$ 14,814
	10-5-60-285-00	Uniforms	\$ 12,737	\$ 11,775	\$ 11,775
	10-5-60-290-00	Dispatch Consortium (1/2)	\$ 199,756	\$ 107,756	\$ 120,723
		Non-Personnel Totals	\$ 272,389	\$ 181,876	\$ 196,932

CITY OF
FRONTENAC



BUILDING DEPARTMENT

BUILDING/PLANNING AND ZONING DEPARTMENT BUDGET

The City's building and zoning codes are designed to protect the public as users and occupants of buildings from problems, such as fire safety, explosion risk, health hazards and other dangers inherent in the construction field. It is the duty of the Building / Planning and Zoning Department employees to enforce these codes quickly and effectively. The City has adopted the International Property Maintenance Code, International Building Code, International Residential Code, International Fire Code as well as its own ordinances pertaining to signage, development storm water control and remediation, swimming pools, fences, emergency power generators, site development, new construction, fire damage restoration and health and sanitation, all of which are overseen and enforced by the Building / Planning and Zoning Department. The Building Commissioner also provides administration of the City Flood Plain Ordinance.

MISSION STATEMENT:

To provide for the protection of public health, safety and welfare in a courteous and professional manner by performing zoning and building plan reviews, issuing permits, and performing inspections of new construction and existing building sites to ensure compliance with all codes and property maintenance requirements in order to maintain the high standard of living and quality of life for the residents and visitors of the City of Frontenac. To provide administration of the flood plain ordinance.

GOALS:

- ❖ Protect the public health, safety, welfare and property
- ❖ Promote public awareness and understanding of the department
- ❖ Provide planning and zoning reviews in a timely manner
- ❖ Maintain up to date building codes
- ❖ Preserve the character of Frontenac's buildings
- ❖ Ensure that all land disturbance activities are in compliance with city ordinances including flood plain administration

METHODS TO ACHIEVE GOALS:

- ❖ Ensure a high level of service and safety through professional certifications, continuing education classes and training.
- ❖ Protect the public health, safety, welfare and property through routine property maintenance inspections.
- ❖ Ensure safety by performing plan review and inspections on buildings, swimming pools, signs, fences and other structures to guarantee compliance with the building code, zoning code and other city ordinances.
- ❖ Work with the City's Architectural Review Board to ensure all development and construction requests fit the quality and aesthetic standards of the community.
- ❖ Insure that the storm water design for all proposed land disturbance activities comply with the Frontenac Storm Water Regulations and work closely with the Frontenac contract engineer on plan reviews and design. Coordinate with the Frontenac Public Works Department regarding any possible conflicts between development storm water plans and the Frontenac Storm Water Master Plan.
- ❖ Expedite plan review by meeting with developers, residents, subdivision trustees, architects and other interested parties to clarify City ordinances and building codes.
- ❖ Survey city commercial and residential properties on a regular basis to insure all property complies with the property maintenance code, sending notices of violation and re-inspect when necessary.
- ❖ Advise other city departments regarding building codes and communicate regularly with those departments to keep them informed as to code developments and other issues.
- ❖ Update the building section of the city webpage in order to provide up to date information for the general public.

SIGNIFICANT ACTIVITIES: 2012-2013 FISCAL YEAR

- ❖ Continue to rewrite construction pamphlets that provide an aide to residents, contractors and designers. Publish the pamphlets to the website and provide a professional look to the pamphlets for distribution to residents and contractors.
- ❖ Complete the rework of the building department webpage.
- ❖ Complete digitizing old construction plans and permits. Digitize all of the completed 2011 major permits and related plans (new homes, major residential additions and remodels, commercial work).
- ❖ Coordinate the adoption of the 2012 construction codes with the adoption of related codes by St. Louis County.
- ❖ Continue the rework of the building department filing and tracking system of permits, property maintenance activities and all other related files.
- ❖ Work closely with developers, landowners and consultants on proposed redevelopment areas.

SUMMARY OF ACCOUNTS

Meetings and Seminars: This account provides funds for the Building Commissioner and Zoning Administrator and the Building Inspector/Plan Reviewer to attend meetings and educational seminars.

Mileage: Mileage reimbursement is used when Building Department employees travel to seminars, meetings and official trips.

Uniforms: This account provides the funds for the purchase of uniforms and wearable safety equipment for Building Department personnel.

Printing and Advertising: This account provides funds for printing public hearings information, 3-part NCR forms, informational pamphlets, construction hour signs and other miscellaneous forms and notifications.

Professional Services: This line items accounts for professional services and consulting services that the City may require. Much of the revenue used from this account is reimbursed back to the general fund by developers, contractors and residents through the permitting process.

Training: This line item provides for job specific and computer training for Building Department employees, including college courses and certification testing.

Memberships and Subscriptions: These funds provide for dues and membership to professional organizations and job related subscriptions. Memberships include ICC, MABOI, MACE and other job related professional associations.

Office supplies: This line item provides funds for the purchase of Building Department office supplies, such as toner cartridges, paper and miscellaneous supplies.

Fuel: This account provides fuel for the two building department vehicles. This account was moved to the Capital Improvement fund in 2008-2009

Vehicle Maintenance: These funds provide for the maintenance of the department's vehicles and equipment. Vehicle maintenance supplies include oil, anti-freeze, washer fluid, cleaning materials and other necessary vehicle supplies. This account was moved to the Capital Improvement fund in 2008-2009.

Capital Purchases: This account provides revenue for the purchase of capital addition items such as vehicles, printers and similar purchases. . This account is located in the Capital Improvement fund.

2012-2013 Fiscal Year				
Building Department Non-Personnel Budget				
General Fund				
Account #	Account	2010-2011 Actual	2011-2012 Estimate	2012-2013 Budget
10-5-80-210-00	Computer Maintenance	\$ -	\$ -	\$ -
10-5-80-222-00	Memberships & Subscriptions	\$ 170	\$ 550	\$ 550
10-5-80-245-00	Meetings & Seminars	\$ 1,139	\$ 1,500	\$ 2,500
10-5-80-247-00	Mileage	\$ -	\$ 400	\$ 750
10-5-80-253-00	Printing & Advertising	\$ 383	\$ 2,000	\$ 2,000
10-5-80-270-02	Office Supplies	\$ 2,211	\$ 3,000	\$ 3,000
10-5-80-279-00	Training	\$ 210	\$ 2,000	\$ 2,000
10-5-80-285-00	Uniforms	\$ 566	\$ 650	\$ 650
10-5-80-350-00	Professional Services	\$ 11,228	\$ 19,000	\$ 19,000
	Non Personnel Totals:	\$ 15,907	\$ 29,100	\$ 30,450

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CITY OF
FRONTENAC



ADMINISTRATION
DEPARTMENT

**GENERAL FUND
ADMINISTRATION DEPARTMENT BUDGET**

Personnel administration, preparation of the annual budget, financial management and services, contract negotiations, investments, and public relations represent a small fraction of the services the Administration Department provides.

MISSION STATEMENT:

To ensure the effective and efficient management of all City government functions in accordance with the Frontenac City Code and State of Missouri Statutes. To provide the Mayor and Board of Aldermen with the necessary information, allowing them to make informed decisions for the City of Frontenac. To ensure the needs of each City resident and employee are responded to quickly and to develop an atmosphere that encourages interpersonal communication, innovation, and employee initiative.

GOALS:

- ❖ Maintain the level of citizen satisfaction
- ❖ Respond to community concerns quickly
- ❖ Create efficiencies throughout the City without hindering services
- ❖ Promote service and public understanding of the department's operation.

METHODS TO ACHIEVE GOALS:

- ❖ Improve communication to the residents by increasing the frequency of the City's mailings, emails and newsletter, as well as enhancing the City's website – www.cityoffrontenac.org.
- ❖ Continue to seek alternative programs and services that will improve the lines of communications between the residents and the City. In addition to the planned improvements to the City's website, we will examine other communications tools and additional publications. Alternative programs, such as the Frontenac Festival, have been successful in not only creating a community feeling, but by allowing residents to interact with staff City-wide.
- ❖ Continuously acquire new technology that allows the City to deliver services better and faster.
- ❖ Strive to reach high levels of professionalism while improving staff communication to make employees more informed, enthusiastic and efficient.
- ❖ Continue to work on the City's investment policy providing guidelines for investing revenues not specifically allocated for immediate need. Use of this investment policy will allow the City to increase income without raising taxes or fees

SIGNIFICANT ACTIVITIES: 2012-2013 FISCAL YEAR

During the 2012-2013 fiscal year the Administration will continue to provide a high level of service to the community and departments. The department plans to acquire a new server system for the city and a remote server backup program. The Administration department has also approved a request to purchase additional equipment for the city's weight room. A rower, weights and mats are planned purchases for the 2012-2013 budget year. These capital expense items are budgeted in the Capital Improvement Fund and are listed in that section of this book.

SUMMARY OF ACCOUNTS

Meetings and Seminars: This account provides funds for the City Clerk, Finance Officer and City Administrator to attend professional meetings and seminars.

Mileage: Mileage reimbursement is used when City Hall employees travel to seminars, meetings and official trips.

Printing and Advertising: This account provides funds for the publication of public hearing notices, advertisements for bids, City Newsletters, recruitment ads for all departments, budget publications and other City printing requirements.

Postage: This account pays for the entire City's postage needs and has increased to match increased postage rates.

Computer Maintenance: This line item provides for the maintenance of all City computers, as well as the City servers and other equipment. Additionally this line item allocates funds for revisions and maintenance to the City's website (www.cityoffrontenac.org). This account was moved to the Capital Improvement Fund in the 2008-2009 fiscal year.

Professional Services: This line items accounts for professional services and consulting services that the City may require.

Auditing and Accounting: This line item provides funds for all of the City's auditing and accounting requirements, including the City's annual audit and monthly sales tax reports from the Department of Revenue.

Liability Insurance: This line item provides funds for the City-wide insurance premiums for Liability, Sales Tax insurance and performance Bonds.

Property Insurance: This line item provides funds for the City-wide insurance premiums for Property Insurance. This account was moved to the Capital Improvement Fund in the 2008-2009 fiscal year.

Employee Assistance Program: This line item provides a benefit for all full and part-time employees by providing anonymous assistance for any life concerns.

Training/Continuing Education: This account provides for job specific and computer training for City Hall employees, as well as reimbursement for college-level classes taken in a career related field.

Memberships and Subscriptions: These funds provide for dues and membership to professional organizations and job related subscriptions. Memberships include IIMC, GFOA, CCFOA and SLACMA.

Office supplies: This line item provides funds for the purchase of City Hall office supplies, such as toner cartridges, paper and miscellaneous supplies.

Miscellaneous: These funds provide for the miscellaneous costs of conducting City business that are not specified in other line items. Currently this account is utilized to pay for bereavement plants and delivery services for the city.

Equipment Contracts: This lines item provides funds for maintenance and service contract on the City's postage machine, copiers and other miscellaneous equipment. This account was moved to the Capital Improvement Fund in the 2008-2009 fiscal year.

Public Relations: This line item covers the City's expense for throwing a city-wide, Frontenac Festival, an annual function that enhances the community atmosphere by allowing residents to mingle and enjoy themselves, while meeting the City's employees and learning about City services.

Banking Fees: This account provides for the fees associated with banking activities. Currently the city's Reserve fund receives an earnings credit that offsets these fees in total however the current ECR rate of .7% will expire in the 2012-2013 fiscal year and will result in a higher net cost for banking fees.

Capital Purchases: This account provides revenue for the purchase of capital addition items such as vehicles, printers and similar purchases. . This account is located in the Capital Improvement fund.

Administration / City Hall Budget				
2012-2013 Fiscal Year				
General Fund				
	Account	2010-2011 Actual	2011-2012 Estimate	2012-2013 Budget
	10-5-10-207-00 Public Relations	\$ 4,208.00	\$ 5,500.00	\$ 6,500.00
	10-5-10-222-00 Memberships & Subscriptions	\$ 740.00	\$ 1,005.00	\$ 1,280.00
	10-5-10-235-00 Liability Insurance	\$ 53,792.00	\$ 58,374.00	\$ 57,600.00
	10-5-10-244-00 Banking Fees	\$ -	\$ 18,000.00	\$ 21,000.00
	10-5-10-245-00 Meetings & Seminars	\$ 7,358.00	\$ 6,330.00	\$ 10,530.00
	10-5-10-246-00 Miscellaneous	\$ 8,863.00	\$ 6,200.00	\$ 6,200.00
	10-5-10-247-00 Mileage	\$ 972.00	\$ 1,340.00	\$ 1,500.00
	10-5-10-252-00 Postage	\$ 8,050.00	\$ 7,800.00	\$ 7,800.00
	10-5-10-253-00 Printing & Advertising	\$ 6,224.00	\$ 7,000.00	\$ 7,000.00
	10-5-10-270-02 Office Supplies	\$ 4,077.00	\$ 5,500.00	\$ 5,500.00
	10-5-10-279-00 Training/Continuing Ed	\$ 2,119.00	\$ 4,600.00	\$ 4,600.00
	10-5-10-300-00 Auditing & Accounting	\$ 16,908.00	\$ 17,150.00	\$ 15,420.00
	10-5-10-350-00 Professional Services	\$ 3,466.00	\$ 4,000.00	\$ 4,000.00
	Totals	\$ 117,925.00	\$ 144,559.00	\$ 148,930.00

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CITY OF
FRONTENAC



MUNICIPAL COURT

**GENERAL FUND
MUNICIPAL COURT BUDGET**

The Frontenac Municipal Court is a division of the 21st Judicial Circuit Court of the State of Missouri and is responsible for hearing and determining all offenses against the ordinances of the City. The Municipal Court consists of the Municipal Judge, the Municipal Court Administrator and a part-time Court Assistant. In the activities of the Municipal Court, the Prosecuting Attorney represents the City on all violations of City Ordinances.

The Municipal Judge is the chief judicial officer of the municipal court and, as such, assumes the primary responsibility of the adjudication process. All municipal violations are heard before the court. All traffic charges excluding Driving While Suspended, Driving While Revoked, No Operator License, Driving While Intoxicated and charges related to an accident, are set under the Violations Bureau, which is established by the Municipal Judge. The duties of the judge include joint supervision of court staff, and ensuring complete and accurate case records are maintained.

The Municipal Court Administrator is responsible for the day-to-day operations of the court including filing cases, maintaining case records and accounting for all money due and paid to the court. The Municipal Court Administrator is also responsible for preparing the pre-court and post-court dockets. Other duties include record transfer/destruction, reporting to the Missouri State Highway Patrol, and reporting to the Missouri State Department of Revenue.

MISSION STATEMENT:

The Court will continue to provide efficient court services as established in the MISSOURI BENCH BOOK Circuit Court - Municipal Divisions and the Missouri Municipal Clerk Manual. All traffic cases, excluding quasi-criminal cases will be handled through the Traffic Violations Bureau, which is established by the judge.

GOALS:

- ❖ Create a friendly, customer service oriented court
- ❖ Continue to process cases as quickly as possible, while ensuring accuracy
- ❖ Utilize technology to make the Court more efficient

METHODS TO ACHIEVE GOALS:

- ❖ The Court will continue its technology upgrade to the Rejis IMDS Plus court system in the 2012-2013 fiscal year.

SIGNIFICANT ACTIVITIES: 2012-2013 FISCAL YEAR

During the 2012-2013 fiscal year the Court will increase its use of technology in all facets of the Court. The Frontenac Municipal Court has been chosen as a beta test site for the roll out of the IMDS Plus court version for smaller cities. This implementation is expected to occur over a period of 6-8 months starting in the 2012-13 fiscal year and includes conversion of old court records from the current system and parallel operations on both court systems until the implementation is complete.

SUMMARY OF ACCOUNTS

Meetings and Seminars: This account provides funds for the Court Clerk, Municipal Judge and Prosecuting Attorney to attend professional meetings and seminars. These meetings and seminars include MSLACA meetings, the MACA Court Spring Education Program, Municipal Judges Conference and the Prosecuting Attorney Conference.

Mileage: Mileage reimbursement is used when Court employees travel to seminars, meetings and official trips.

Printing and Advertising: This line item provides funds for court receipts, court checks, court envelopes, court summons and other miscellaneous court forms

Computer Maintenance: This line item pays for the City maintenance agreement and repairs with REJIS Network (Regional Justice Information System).

Judge Retainer: The Judge earns a retainer of \$500 per court or \$1,000 per month. This account also provides for provisional judge services if needed.

Legal Services-Prosecuting Attorney: This line item provides additional funds for legal expenses that are incurred by the City for cases handled at the St Louis County Court.

Prosecuting Attorney Retainer: The prosecuting Attorney's retainer is \$750 per court or \$1500 per month.

Court Education: This account provides for job specific and computer training for Court employees, as well as reimbursement for college-level classes taken in a career related field.

Memberships and Subscriptions: These funds provide for dues and membership to professional organizations and job related subscriptions. Memberships include MACA, MSLACA and the Missouri Judges Association.

Office Supplies: These funds provide for the purchase of Court office supplies, such as toner cartridges, paper and other miscellaneous supplies.

Prisoner Expenses: These funds cover expenses related to the housing and processing of prisoners. It costs the City \$30 per day to house a prisoner at the St Louis County Justice Center.

Miscellaneous: These funds provide for the miscellaneous costs of conducting Municipal Court business that are not specified in other line items. Such miscellaneous costs include the Court interpreters and translators.

Credit Card Banking Fees: This account is utilized to pay for the fees associated with accepting credit cards as a form of payment.

Capital Purchases: This account provides revenue for the purchase of capital addition items such as vehicles, printers and similar purchases. . This account is located in the Capital Improvement fund.

2012-2013 Fiscal Year				
Court Budget				
General Fund				
	Account	Actual 2010-2011	Estimated 2011-2012	Budget 2012-2013
10-5-40-210-00	Computer Maint & Upgrade	\$ 5,471	\$ 5,800	\$ 5,800
10-5-40-222-00	Memberships & Subscriptions	\$ 90	\$ 300	\$ 300
10-5-40-244-00	Banking Fees			\$ 2,400
10-5-40-245-00	Meetings & Seminars	\$ 1,798	\$ 1,600	\$ 1,600
10-5-40-246-00	Miscellaneous	\$ 85	\$ 1,300	\$ 1,300
10-5-40-247-00	Mileage	\$ 414	\$ 250	\$ 250
10-5-40-253-00	Printing & Advertising	\$ 3,067	\$ 2,830	\$ 3,719
10-5-40-255-00	Prisoner Expenses	\$ 4,320	\$ 5,000	\$ 5,000
10-5-40-270-02	Office Supplies	\$ 2,074	\$ 2,050	\$ 2,050
10-5-40-279-00	Court Education	\$ 174	\$ 300	\$ 300
10-5-40-320-00	Prosecuting Attorney Retainer	\$ 16,500	\$ 18,000	\$ 18,000
10-5-40-321-00	Legal Services - Prosecuting Attn.	\$ 6,616	\$ 6,500	\$ 6,500
10-5-40-325-00	Judge's Salary	\$ 12,000	\$ 12,000	\$ 12,000
	Totals	\$ 52,609	\$ 55,930	\$ 59,219

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CITY OF
FRONTENAC



PUBLIC WORKS

**GENERAL FUND
PUBLIC WORKS BUDGET**

During the 2008-2009 fiscal year, the operating budget of the Frontenac Public Works Department budget was moved from the General Fund to the **Capital Improvement Fund**. One exception is the expense account for West End Park expenses.

West End Park Expenses: This lines item provides funds, which will be reimbursed during subsequent years, for the maintenance and minor repair of roadways in the West End Park Neighborhood.

2012-2013 Fiscal Year				
Public Works Budget				
General Fund				
Account		Actual	Estimated	Budget
		2010-11	2011-12	2012-13
10-5-70-290-00	WEP Expenses	\$ 6,490	\$ 5,000	\$ 5,000

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CITY OF
FRONTENAC



CAPITAL IMPROVEMENT
FUND

CAPITAL IMPROVEMENT FUND

CAPITAL IMPROVEMENT FUND REVENUES

Capital Improvement Fund Sales Tax

The Capital Improvement Fund is a restricted fund. Revenues are derived from the Capital Improvements Sales Tax (a half-cent sales tax), interest earned on the balance and any capital oriented grant. Since these funds can only be used for capital purchases the City maintains a separate fund to properly track the receipt and allocation of this revenue.

Under State law, a city can either be a Point-of-Sale City, receiving 85% of the Capital Improvement sales tax collected within the City, or become a Pool City, where the collected funds from all pool cities are combined and then redistributed on a per-capita basis. The City has elected to be a Point-of-Sale City and keep 85% of the sales tax collected within Frontenac's City limits; while the remaining 15% by law is placed in the pool.

Since General Fund revenues are not restricted revenues and can be used to pay for any service or item, in the interest of fiscal responsibility, every effort is taken to ensure that capital outlays are spent from the Capital Improvement Fund and not the General Fund. After the completion of the New City Hall project, the General Fund will be utilized to subsidize the Capital Improvement Fund until bond debt is paid. At that time the Capital Fund will then start to actively repay the General Fund for any subsidies.

Road and Bridge Tax

The Road and Bridge tax is received from the State and is \$.105 per \$100 of assessed valuation tax imposed on all real estate and personal property that is redistributed to cities on a City-wide assessment basis. The Road and Bridge Tax funds are restricted monies and can only be used for roadway construction and maintenance. Beginning in the 2006-2007 fiscal year, the City merged the Road Fund into the General Fund. The primary revenue source for the Road Fund was traditionally the State Road and Bridge Tax. However, because this tax never generated enough money to fully cover the expenses of the City of Frontenac's Public Works/Street Department, the Road Fund was reliant on the General Fund to cover the department's necessary expenditures. Therefore, in an effort to eliminate inefficiencies and to consolidate the City's operating accounts into one fund, the decision was made with the support of the Ways and Means Committee to consolidate the Road Fund into the General Fund.

In fiscal year 2008-2009 the operational budget for the Public Works department was moved to the Capital Improvement Fund and subsequently the Road and Bridge Tax was also moved to the Capital Improvement Fund to correctly offset the department that provides support and maintenance to the city's infrastructure and to fund capital infrastructure repairs and improvements.

Federal Interest Subsidy

The city receives an interest subsidy on the Build America Bonds that were issued in October of 2009. This subsidy will continue until those bonds are paid, with the last payment scheduled for March of 2029.

CAPITAL EXPENSE BUDGETS

Expenses for the Capital Improvement Fund are cordoned into separate accounts by department. This separation requires each department to be responsible for their budget estimates and subsequent expenditures. All Capital related items including fuel and equipment maintenance items were moved to the Capital Improvement Fund in 2008-2009 including the operational budget for Public Works and Municipal Buildings

**GENERAL FUND
PUBLIC WORKS BUDGET**

During the 2008-2009 fiscal year, the operating budget of the Frontenac Public Works Department budget was moved from the General Fund to the **Capital Improvement Fund**.

The Public Works Department is responsible for the maintenance and repair of 11.575 lane miles of public streets, hundreds of street signs, four electrical signals, pavement markings, and the general appearance of public rights-of-way. The Department also handles snow removal and ice control. These services work to complement the elegant homes and neighborhoods in Frontenac, through the maintenance and beautification of public property and right-of-ways.

GOALS:

- ❖ Maintain the public infrastructure
- ❖ Ensure the safety of motorists during inclement weather
- ❖ Enhance the community's appearance

METHODS TO ACHIEVE GOALS:

- ❖ Whenever possible Public Works employees patch potholes or re-stripe City roadways to ensure our streets remain passable and safe during all weather conditions.
- ❖ Continually maintain or surpass road standards established for the St. Louis area.
- ❖ Respond quickly to all weather related issues, whether snow, ice, sleet or severe thunderstorm.
- ❖ Every spring, summer and fall the department works hard to ensure that City right-of-ways are properly maintained and trimmed, the public flowerbeds are colorful and mosquito populations are properly controlled, all of which helps to maintain the community image Frontenac residents expect.

SIGNIFICANT ACTIVITIES: 2012-2013 FISCAL YEAR

The Public Works Department will oversee the redesign/repair of Spoede Bridge, install sidewalks on Conway Road utilizing a grant, complete the replacement of the Geyer Bridge. A bobcat replacement is also planned and included in this budget. The department also budgets repairs for road patching as needed.

SUMMARY OF ACCOUNTS

Mileage: Mileage reimbursement is used when Public Works employees travel to seminars, meetings and official trips.

Fuel: This account provides funds for the purchase of diesel fuel and gasoline to operate the four trucks and other fuel burning equipment used by the Public Works Department.

Tires: This line item provides funds to purchase tires for Public Works Department equipment.

Street Materials and Maintenance: This account provides funds for contract services that include storm sewer repairs, bridge maintenance, street sweeping, hazardous tree removal and other necessary maintenance items.

Traffic Signal Maintenance: This account covers expenses used for the maintenance and repair of traffic signals within the City. Currently the City maintains five signals at Conway & Spoede, Clayton & Spoede, Clayton & Geyer, Clayton & the Fire Department and Clayton & the Plaza.

Road Signs: This account provides for the purchase of all road signs on publicly maintained roadways, including: stop and yield signs, green roadway name signs and City welcome signs.

Road Salt: These funds will be utilized for the purchasing of salt, calcium chloride and other ice removal materials used by the City to keep City streets and the Municipal Complex clear of ice and snow.

Uniforms: This account provides the funds for the purchase of uniforms and wearable safety equipment for Public Works Department personnel.

Equipment Rental: This line item provides funds that will be used for the rental of specialized equipment necessary for miscellaneous street projects. This account will also include the rental of Bobcat attachments, such as a milling machine or jack hammer.

Mosquito Control: These expenses fund the annual mosquito control program performed by the St. Louis County Health Department, division of Vector Control. Due to the dangerous continuance of the West Nile Virus the City plans to maintain an aggressive approach in its mosquito control efforts.

Road Paint: This line item provides for the striping of City streets, curbs and walk ways.

Street and Signal Lights: This account provides funds for the cost of electricity used by the streetlights and traffic signals on City owned property.

Professional Services: These funds provide for contracting with private contractors or other professionals when assessing projects, performing feasibility studies or other consulting services for the City. In addition to general engineering services, it is expected legal and surveying services may be necessary.

Training: This line item provides for job specific and computer training for Public Works Department employees.

Drug and Alcohol Screening: This account will cover expenses related to the Missouri Department of Transportation's random drug and alcohol testing policy.

Memberships and Subscriptions: These funds provide for memberships to professional organizations, as well as subscriptions to job related publications. Memberships include APWA and the Concrete Council.

Miscellaneous: This line item covers miscellaneous costs associated with the conducting of Public Works business, including oil, special lubricants, wood, and other miscellaneous materials.

Service Contracts & Repairs: These funds are allocated for the operation and maintenance of various pieces of street equipment. Also, this account provides additional funds for the removal of refuse and other wastes that cannot be disposed of through the City's refuse collector.

Small Tools: This account provides funds for purchasing replacement tools which break or wear out during the normal course of their use.

Vehicle/Equipment Maintenance: This account provides funds for the costs of repairing the four Public Works Department vehicles and more than 50 pieces of equipment. Much of the maintenance and replacement of parts is completed by Public Works Department personnel, which reduces down-time or larger expense repairs.

2012-2013 Fiscal Year				
Public Works Budget				
Capital Improvement Fund				
Account	Actual 2010-11	Estimated 2011-12	Budget 2012-13	
12-5-70-106-00	Overtime	\$5,966	\$5,175	\$5,175
12-5-70-221-00	Drug & Alcohol Screening	\$270	\$800	\$800
12-5-70-222-00	Memberships & Subscriptions	\$141	\$300	\$300
12-5-70-228-00	Equipment Rental	\$528	\$2,000	\$2,000
12-5-70-230-00	Fuel	\$8,671	\$13,000	\$15,500
12-5-70-240-03	Vehicle Maintenance & Repair	\$11,492	\$13,700	\$13,700
12-5-70-246-00	Miscellaneous	\$3,237	\$3,300	\$3,300
12-5-70-247-00	Mileage Reimbursement	\$0	\$700	\$700
12-5-70-248-00	Mosquito Control	\$2,772	\$4,400	\$4,400
12-5-70-261-00	Road Paint	\$0	\$5,000	\$7,300
12-5-70-262-00	Road Salt	\$ 13,363	\$ 14,500	\$ 14,500
12-5-70-263-00	Road Signs	\$ 3,781	\$ 3,000	\$ 3,000
12-5-70-265-00	Equipment & Service Contracts	\$ 8,309	\$ 8,550	\$ 7,580
12-5-70-268-00	Street & Signal Lights	\$ 2,550	\$ 3,240	\$ 3,240
12-5-70-269-00	Street Materials & Maintenance	\$ 7,882	\$ 15,800	\$ 15,800
12-5-70-275-00	Vehicle Tires	\$ 875	\$ 1,500	\$ 1,500
12-5-70-276-00	Small Tools	\$ 1,417	\$ 1,500	\$ 1,500
12-5-70-278-00	Traffic Signal Maintenance	\$ 2,038	\$ 1,700	\$ 2,000
12-5-70-279-00	Training	\$ 70	\$ 7,700	\$ 7,700
12-5-70-285-00	Uniforms	\$ 2,801	\$ 4,100	\$ 4,100
12-5-70-291-00	Reimbursable Services	\$ -	\$ -	\$ 5,000
12-5-70-299-02	Capital Purchase Acct.	\$ 270,368	\$ 290,825	\$ 750,000
12-5-70-350-00	Professional Services	\$ 4,982	\$ 7,000	\$ 7,000
	CAP Totals (without Personnel)	\$345,547	\$402,615	\$870,920

MUNICIPAL BUILDING DEPARTMENT BUDGET

During the 2010-2011 fiscal year the City moved the expenses of the Municipal Building Department Budget from the General Fund to the **Capital Improvement Fund**.

The Municipal Building Department provides for the general maintenance and repair of the entire Municipal Complex. These accounts provide for the heating, air conditioning, cleaning/janitorial services and repairing of these facilities, as well as the costs associated with utilities and internet access.

SIGNIFICANT ACTIVITIES: 2012-2013 FISCAL YEAR

During the 2012-2013 year, the Municipal Building budget will be used to pay for any expenses related to the maintenance of buildings. The capital expense budget will pay for the continued lease for Shoretel phone equipment (lease to own) and the purchase of additional monitoring equipment for the city hall public areas and city hall board room.

SUMMARY OF ACCOUNTS

Maintenance & Repair: This line item provides funds for the repair and general maintenance on the Municipal Complex, including buildings, telephones, generators and lighting.

Building Supplies: This account funds the purchase for all departments of general supplies, such as bathroom supplies, hand towels, soap and other consumable supplies.

Natural Gas, Electric, Water & Sewer and Telephone & Internet: City-wide utilities are paid out of these accounts.

Cleaning Services Contract: The City currently has a cleaning and janitorial contract that is up for bid in year 2012-2013.

Miscellaneous: These funds provide for the miscellaneous costs associated with the City's buildings that are not specified in other line items.

Generator Fuel: This account will be used to ensure fuel is available for the generator's testing as well as to provide fuel for the generator function in a power outage.

2012-2013 Fiscal Year			
Municipal Complex Budget			
Capital Improvement Fund			
Account	2010-2011 Actual	2011-2012 Estimate	2012-2013 Budget
12-5-90-205-00 Cleaning Service	\$ 18,383	\$ 32,200	\$ 33,700
12-5-90-230-00 Generator Fuel	\$ -	\$ 5,000	\$ 5,000
12-5-90-240-00 Maintenance & Repair	\$ 12,793	\$ 15,000	\$ 29,637
12-5-90-246-00 Miscellaneous	\$ 305	\$ 300	\$ 1,140
12-5-90-270-00 Building Supplies,	\$ 5,200	\$ 4,500	\$ 4,500
12-5-90-286-00 Electric	\$ 61,711	\$ 57,600	\$ 57,600
12-5-90-286-01 Natural Gas	\$ 5,637	\$ 4,700	\$ 6,500
12-5-90-286-02 Telephone & Internet	\$ 27,776	\$ 27,000	\$ 27,000
12-5-90-286-03 Water & Sewer	\$ 5,589	\$ 5,500	\$ 5,500
	\$ 137,394	\$ 151,800	\$ 170,577
12-5-90-299-03 Capital Expense	\$ 11,646	\$ 17,611	\$ 24,611
Totals	\$ 149,040	\$ 169,411	\$ 195,188

CAPITAL PURCHASE ITEMS/SIGNIFICANT ACTIVITIES: 2012-2013 FISCAL YEAR

All Capital purchase items are listed in the City's 5-year and 20-year capital plan. The 5-year plan is represented at the end of this section.

Administration:

During the 2012-2013 fiscal year the Administration will acquire a new server system for the city and a remote server backup program. The Administration department has also approved a request to purchase additional equipment for the city's weight room. A rower, weights and mats are planned purchases for the 2012-2013 budget year.

Municipal Court:

During the 2012-2013 fiscal year the Court plans to replace electronic equipment such as two monitors and a printer. In addition, the court plans modifications to the Court Assistant's workstation.

Fire Department:

The fire department plans to continue to supplement or replace needed EMS equipment, Computer Equipment, Tools, Training Aids and Emergency Operations supplies. The department also plans to purchase Automatic Defibrillation Devices for all police vehicles and day room furniture for the department's living area. A fire hose is scheduled for replacement as part of a 10-year replacement plan and a thermal imaging camera is also scheduled for replacement. The Fire Chief has applied for a grant for these last two items.

Fire Department:

The fire department plans to continue to supplement or replace needed EMS equipment, Computer Equipment, Tools, Training Aids and Emergency Operations supplies. The department also plans to purchase Automatic Defibrillation Devices for all police vehicles and replace fire hose as part of a 10-year replacement plan. A thermal imaging camera is also scheduled for replacement as well as day room furniture for the department's living area

Police Department:

The police department's budget includes five fuel efficient patrol vehicles and two command vehicles. In addition, the department plans to make the following replacements to update old equipment: one computer printer, five computer replacements, one in-car laptop computer and the replacement or upgrade of radar detectors as needed. The department also plans to purchase physical evidence software and hopes to receive grant funding to offset a portion of this expense.

Public Works Department:

The Public Works Department will replace the Geyer Road Bridge. The department also budgeted the engineering for the Spoede Bridge repair and a sidewalk installation is planned for Conway Road. The department plans to receive a grant to offset the sidewalk expense. The department budgeted repairs for any required street patching as well as a necessary bobcat replacement.

Building Department:

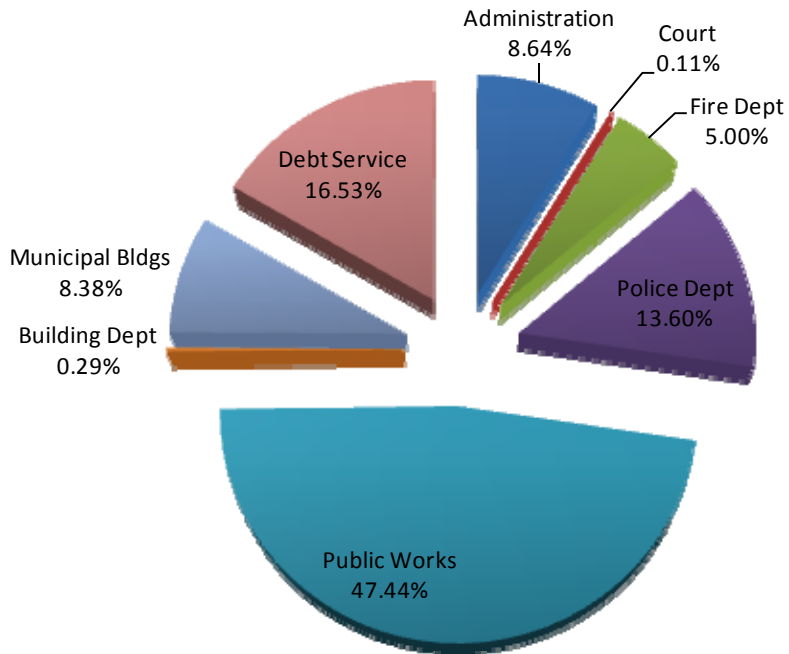
A required purchase for 2012-2013 is a replacement computer for the building commissioner which will help the department operate more efficiently.

2012-2013 City of Frontenac Capital Improvement Fund Budget			
Revenues	Actual	Estimated	Budgeted
	2010-2011	2011-2012	2012-2013
Half-Cent Sales Tax	\$729,106	\$781,499	\$820,307
Road and Bridge Tax		\$261,423	\$261,423
Grant Revenue	\$39,028	\$114,972	\$543,300
Federal Interest Subsidy (10-11 offset expense)	\$0	\$61,453	\$61,453
Miscellaneous Revenue	\$17,348	\$9,680	\$0
Interest Income	\$2,401	\$0	\$0
Total Revenues:	\$787,883	\$1,229,027	\$1,686,483
Expenses	Actual	Estimated	Budgeted
	2010-2011	2011-2012	2012-2013
Administration			
Computer Replacement (if necessary)	\$11,204	\$1,500	\$0
Positive Pay Module-Incode		\$1,000	
New Server for City (includes installation)			\$19,400
Equipment for Weight Room (Rower, weights, mats)			\$3,100
Remote Server Back Up			\$1,200
5-year plan items	\$11,204	\$2,500	\$23,700
Salary Reallocation-End of Year NCH	\$64,132	\$0	\$0
Admin Computers	\$39,594	\$28,000	\$28,000
Property Insurance	\$8,637	\$21,000	\$26,500
Leaf Collection	\$99,000	\$103,200	\$103,200
Equipment Contracts/Repair	\$17,411	\$16,815	\$19,990
Total Administration	\$239,978	\$171,515	\$201,390
Municipal Court			
Computer/Printer Replacement (if necessary)	\$3,409	\$1,700	\$0
Printer replacement			\$500
Monitors			\$500
Monitor arms			\$310
Modify Court Assistant Work Station			\$1,300
5-year plan items	\$3,409	\$1,700	\$2,610
Total Municipal Court	\$3,409	\$1,700	\$2,610
Fire Department			
EMS Equipment		\$2,500	\$2,000
Computer Equip		\$3,600	\$3,600
Training Aids		\$3,000	\$3,000
Federal Grant/Matching Funds		\$3,600	\$5,000
Emergency Operations		\$500	\$500
Tools		\$3,000	\$3,000
AED's for Police Vehicles			\$10,000
Ten Year Fire Hose Replacement			\$17,000
Thermal Imaging Camera			\$10,000
Replace Day Room Furniture			\$6,000
5-year plan items	\$93,094	\$16,200	\$60,100
Salary Reallocation-End of Year NCH	\$18,367	\$0	\$0
Fuel	\$13,003	\$20,000	\$14,700
Radio Maintenance	\$3,681	\$5,540	\$4,100
Vehicle Maintenance	\$22,155	\$22,600	\$22,600
Service Contracts	\$10,336	\$10,951	\$12,200
Vehicle Tires	\$0	\$4,800	\$2,820
Total Fire Department	\$160,637	\$80,091	\$116,520

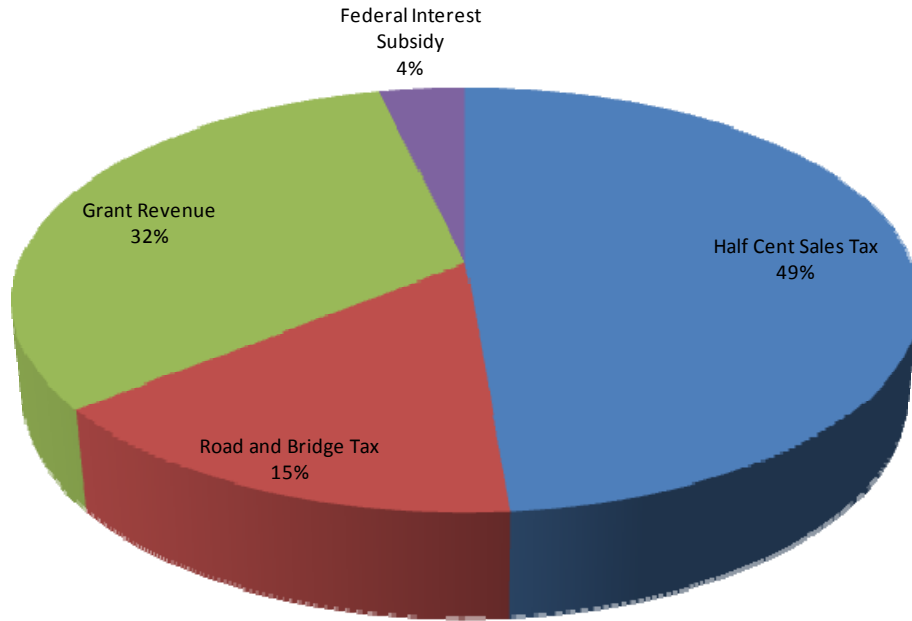
Expenses Continued	Actual 2010-2011	Estimated 2011-2012	Budgeted 2012-2013
Police Department			
Police Vehicles		\$32,900	\$96,000
Command Vehicles			\$49,000
Vehicle Equipment-Misc.		\$2,000	\$7,000
Printer Replacement		\$800	\$450
Vehicle Marking		\$300	\$1,500
Vehicle Equip. Changeover		\$3,950	\$11,000
Ballistic Vests - Grant Funding for 1/2)		\$8,000	\$0
Desktop Computer Replacement		\$3,685	\$3,685
Replace/Upgrade Laser Radar Units		\$6,200	\$3,500
Car Laptop Computer Replacements		\$1,850	\$1,500
In Car Digital Video System		\$3,400	
Training and Duty Ammunition		\$3,050	\$3,000
Physical Evidence Software			\$16,000
Patrol Rifle and accessories/secure vehicle mount			\$2,100
Zebra Mobile Ticket Printers			\$2,000
5-year plan items	\$21,539	\$66,135	\$196,735
Salary Reallocation-End of Year NCH	\$18,126	\$0	\$0
Communications	\$5,097	\$7,710	\$7,710
Fuel	\$46,275	\$59,500	\$62,500
Vehicle Equip/Maintenance	\$11,371	\$15,225	\$14,225
Service Contracts	\$21,905	\$37,900	\$35,900
Tires	\$2,967	\$0	\$0
Total Police Department	\$127,280	\$186,470	\$317,070
Public Works			
Overlay of Spoede		\$130,000	
Geyer Bridge Engineering, Repair & Maint.		\$135,825	\$582,000
Street Patching		\$25,000	\$25,000
Mower		\$8,950	
Spoede Overlay Conway to City Limits		\$88,000	
Spoede Bridge Engineering & Repair			\$90,000
Bobcat Replacement			\$33,000
Conway Sidewalks Grant Match			\$20,000
5-year plan items	\$270,368	\$387,775	\$750,000
Drug & Alcohol Screening	\$270	\$800	\$800
Memberships/Subscriptions	\$141	\$300	\$300
Equipment Rental	\$528	\$3,365	\$2,000
Fuel	\$8,671	\$13,000	\$15,500
Vehicle Maintenance and Repair	\$11,492	\$13,700	\$13,700
Miscellaneous	\$3,237	\$3,300	\$3,300
Mileage Reimbursement	\$0	\$700	\$700
Mosquito Control	\$2,772	\$2,324	\$4,400
Road Paint	\$0	\$5,000	\$7,300
Road Salt	\$13,363	\$14,500	\$14,500
Road Signs	\$3,781	\$3,000	\$3,000
Equipment and Service Contracts	\$8,309	\$10,626	\$7,580
Street & Signal Lights	\$2,550	\$3,240	\$3,240
Street Materials/Maint	\$7,882	\$15,800	\$15,800
Vehicle Tires	\$875	\$1,500	\$1,500
Small Tools	\$1,417	\$1,500	\$1,500
Traffic Signal Maint	\$2,038	\$1,700	\$2,000
Training	\$70	\$7,700	\$7,700
Uniforms	\$2,801	\$4,100	\$4,100
Professional Services	\$4,982	\$7,000	\$7,000
Supplies for Reimbursable Services			\$5,000
Sub Total	\$75,179	\$113,155	\$120,920
Personnel Expenses (see Personnel Summary)	\$221,427	\$226,412	\$234,787
Total Public Works	\$566,974	\$727,342	\$1,105,707

Expenses Continued	Actual 2010-2011	Estimated 2011-2012	Budgeted 2012-2013
Building Department			
Desktop Computer Replacement		\$0	\$1,675
5-year plan items	\$17,956	\$0	\$1,675
Salary Reallocation-End of Year NCH	\$25,876	\$0	\$0
Fuel	\$2,218	\$3,600	\$3,600
Vehicle Maintenance	\$679	\$1,000	\$1,500
Building Department Total	\$46,729	\$4,600	\$6,775
Municipal Buildings			
Shoretel Phone System-Lease to Own	\$11,646	\$11,646	\$11,646
Additional Phone Equip-Lease to Own		\$5,965	\$5,965
Additional Monitoring Equipment-one time purchase			\$7,000
5-year plan items	\$11,646	\$17,611	\$24,611
Cleaning Service	\$18,383	\$32,200	\$33,700
Generator Fuel	\$0	\$0	\$5,000
Maint & Repair	\$12,793	\$15,000	\$29,637
Miscellaneous	\$305	\$300	\$1,140
Building Supplies	\$5,200	\$4,500	\$4,500
Electrical	\$61,711	\$57,600	\$57,600
Natural Gas	\$5,637	\$4,700	\$6,500
Telephone and Internet	\$27,776	\$27,000	\$27,000
Water & Sewer	\$5,589	\$5,500	\$5,500
Total Municipal Buildings	\$149,040	\$164,411	\$195,188
Debt Service			
Semi Annual Payments	\$385,646	\$385,556	\$385,306
Issuance Expense	-\$61,453	\$0	\$0
Total Debt Service	\$324,193	\$385,556	\$385,306
New City Hall Construction			
Other Owner Costs		\$51,705	\$0
Total New City Hall	\$5,056,366	\$51,705	\$0
Five Year Plan Totals:	\$429,216	\$491,921	\$1,059,431
Sub-Total Expenses Without NCH/Debt Svc:	\$1,294,046	\$1,336,129	\$1,945,260
Total Expenses:	\$6,674,605	\$1,773,390	\$2,330,566
Net Income:	-\$5,886,722	-\$544,363	-\$644,083
Fund Balance (Prior Year: \$2,914,534)	-\$2,972,188	-\$3,516,551	-\$4,160,634

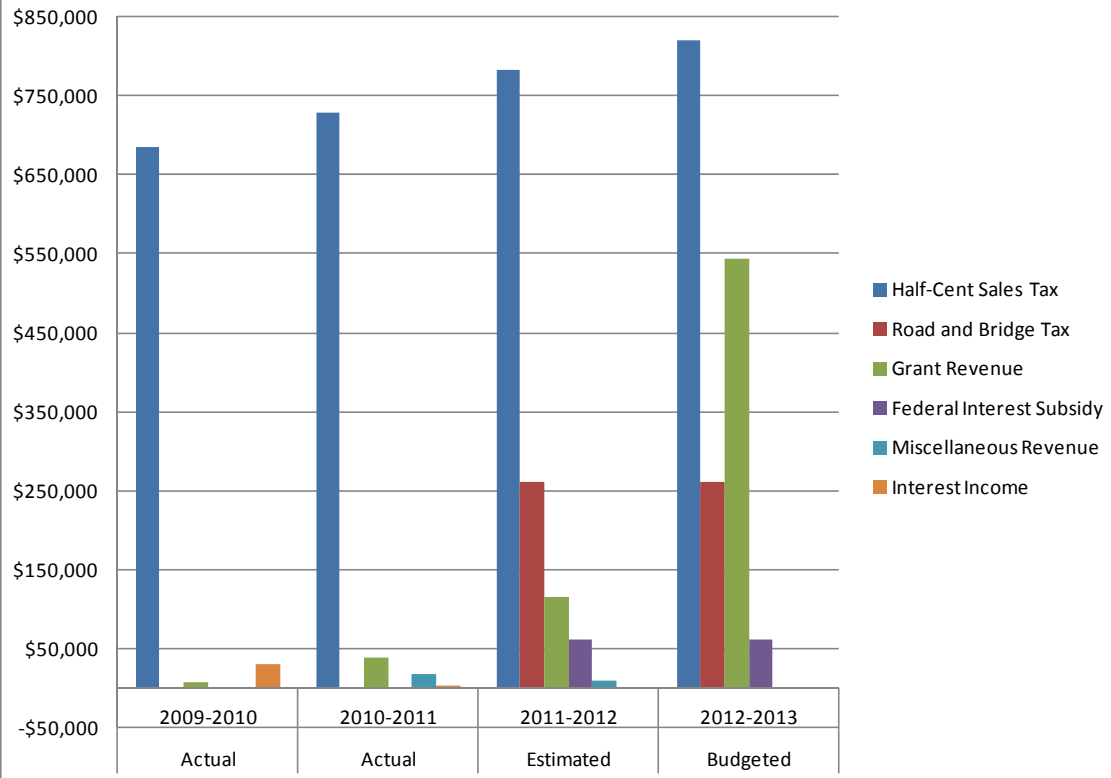
2012-2013 Capital Expenditure Budget by Dept



Capital Improvement Fund Revenues by Source



Capital Improvement Fund Revenues



CAPITAL IMPROVEMENT FUND – LONG TERM PLANNING

To aid the City in future year budgeting and forecasting, a 5-Year and 20-Year Long-Range Plan is reviewed annually. It is important to note that while the Long-Range Capital Plan is a forecasting document, in no way does it represent actual future costs or capital items that will be budgeted and purchased. The items listed and associated costs are only estimates and can differ from actual authorized purchases and appropriated amounts in any respective year.

**CAPITAL IMPROVEMENT FUND
FIVE-YEAR PLAN**

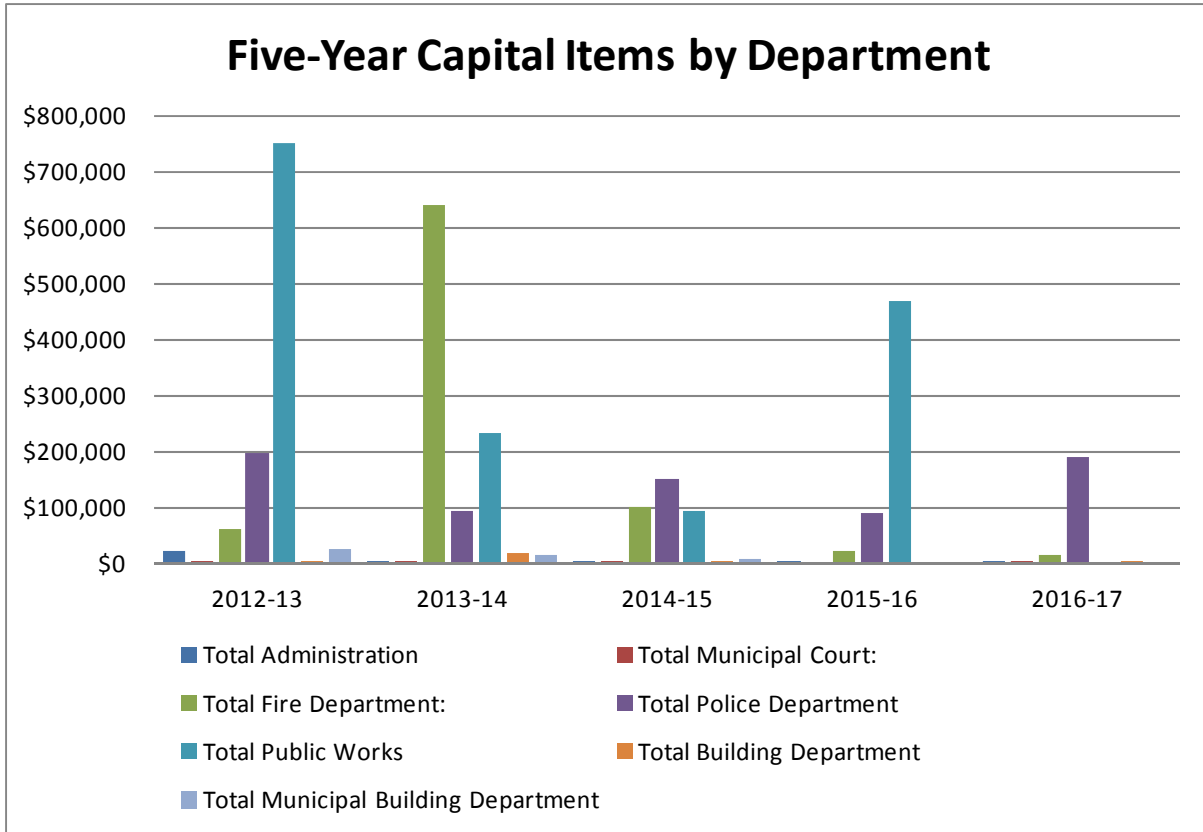
	2012-13	2013-14	2014-15	2015-16	2016-17
Administration					
Printers		\$500	\$500	\$500	
Computer Replacement		\$2,400		\$1,200	
Remote Back up Costs	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200
Server Replacement	\$19,400				
Work out Equipment	\$3,100				
Total Administration	\$23,700	\$4,100	\$1,700	\$2,900	\$1,200
Municipal Court					
Regular Computer Replacement		\$1,200			\$1,200
Laptop Computer Replacement			\$1,200		\$1,200
Printer Replacement	\$500				
Monitors	\$500				
Monitor Arms	\$310	\$1,200	\$1,200	\$0	\$2,400
Modify Court Assistant Work station	\$1,300				
Total Municipal Court:	\$2,610	\$2,400	\$2,400	\$0	\$4,800
Fire Department					
AED (automatic external defibrillator)	\$10,000	\$0	\$0	\$4,000	
Computer Equipment	\$3,600	\$3,000	\$3,000	\$3,000	\$3,000
Emergency Operations Equipment	\$500	\$500	\$500	\$500	\$500
Heart Monitors		\$0	\$0		
EMS Equipment	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
Fire Equipment - Grant Match	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
New Fire Rescue Pumper	\$0	\$600,000	\$0		
Replacement Ambulance	\$0	\$0	\$0		
Radio Equipment	\$0	\$0	\$0		
Replace Haz-Mat Utility Vehicle \$4000 TI)	\$0	\$0	\$0		
Replacement of Chief Command Vehicle (\$6000TI)	\$0		\$24,000		
Vehicle Replacement (command) \$6000&\$5000 TI)		\$24,000	\$0		
Replacement of Day Room Furniture	\$6,000	\$0			
Thermal Imaging Camera	\$10,000	\$0	\$0		
Replacement Self Contained Breathing Apparatus units		\$0	\$60,000		
Ten Year Fire Hose Replacement	\$17,000	\$0	\$0		
Ten Year replacement Turnout Gear					
Fire Hose	\$0	\$0	\$0		
Tools	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
Training Aids	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
Extended Pumper Warranty for pumper 2914	\$0	\$0	\$0		
Copier					
Total Fire Department:	\$60,100	\$640,500	\$100,500	\$20,500	\$16,500

CAPITAL IMPROVEMENT FUND -FIVE-YEAR PLAN CONTINUED

	2012-13	2013-14	2014-15	2015-16	2016-17
Police Department					
Patrol Vehicles (includes trade in average of \$5000)	\$96,000	\$39,200	\$102,900	\$20,500	\$128,000
Vehicle Equipment/Misc. for Vehicles	\$7,000	\$550	\$375	\$400	\$12,500
Replace Chief / Command Vehicles	\$49,000	\$0	\$0	\$0	\$0
Vehicle Marking	\$1,500	\$300	\$1,600	\$325	\$2,000
Vehicle Changeover	\$11,000	\$2,900	\$9,000	\$2,200	\$11,500
Vehicle Equipment and Technology Upgrades			\$3,500		\$5,000
In-Car Digital Video Systems	\$0	\$12,300	\$0	\$12,500	\$0
Technology improvement	\$16,000	\$5,000	\$5,500	\$6,000	\$6,500
Computer replacement	\$3,685	\$5,500	\$8,500	\$8,500	\$8,500
Portable Radio Replacement (2)	\$0	\$0	\$0	\$0	\$12,000
In-car laptop computer replacement	\$1,500	\$6,000	\$6,000	\$6,000	\$2,000
Patrol Rifle and accessories	\$2,100	\$600	\$600	\$750	\$800
Taser Replacement	\$0	\$2,300	\$2,500	\$2,500	\$0
Printer Replacement	\$450	\$500	\$1,900	\$1,500	\$0
Heavy Duty Shredder	\$0	\$600	\$0	\$0	\$0
New Copier plus 1-year Service	\$0	\$7,500	\$0	\$0	\$0
Visual Statement Software	\$0	\$0	\$0	\$0	\$0
Zebra Mobile Ticket Printers	\$2,000	\$2,100	\$2,100	\$3,300	\$0
Replace & Upgrade Laser Units	\$3,500	\$5,000	\$5,000	\$5,000	\$0
Body Armor	\$0	\$0	\$0	\$18,000	\$0
Armory	\$3,000	\$2,000	\$2,000	\$2,000	\$2,200
Total Police Department	\$196,735	\$92,350	\$151,475	\$89,475	\$191,000
	2012-13	2013-14	2014-15	2015-16	2016-17
Public Works					
Spoeede Chip Seal/Overlay					
Geyer Bridge Engineering & Repair	\$582,000				
Spoeede Bridge Engineering & Repair /Maint	\$90,000				
Engineering for Clayton Road					
Clayton Road Overlay					
Engineering Geyer Rd.				\$25,000	
Geyer Road Chip Seal/Overlay				\$350,000	
Conway Sidewalks Grant Match	\$20,000	\$115,000			
Street patching	\$25,000			\$25,000	
Engineering - Conway Rd.					
Conway Road Chip Seal/Overlay					
550 Dump Truck					
Backhoe replacement		\$70,000			
Chipper		\$36,000			
Replace Bob Cat	\$33,000				
Leaf Vac			\$20,000		
Two Ton Dump truck (\$10,000 TI)			\$75,000		
450 Dump Truck				\$70,000	
Computer Replacement		\$1,500			
Mower		\$9,000			
Total PW / Street Department:	\$750,000	\$231,500	\$95,000	\$470,000	\$0

CAPITAL IMPROVEMENT FUND -FIVE-YEAR PLAN CONTINUED

	2012-13	2013-14	2014-15	2015-16	2016-17
Building Department					
Pick up Truck-Bldg Inspector (\$5000 TI)					
Replace Bldg. Commissioner Vehicle (\$8000 TI)		\$19,000			
Computer Replacement Inspector			\$1,250		
Computer Replacement Building Commissioner	\$1,250				\$1,250
Digital Camera			\$450		
Lap Top Computer					\$1,250
Printer Replacement (2)	\$425	\$425			\$425
Total Building Department	\$1,675	\$19,425	\$1,700	\$0	\$2,925
	2012-13	2013-14	2014-15	2015-16	2016-17
Municipal Building					
City Hall Telephone System	\$11,646	\$11,646	\$7,764	\$0	\$0
Additional Phone Equipment-NCH	\$5,964	\$4,970	\$0	\$0	\$0
Monitoring Equipment-City Hall	\$7,000				
Total Municipal Building Department	\$24,611	\$16,616	\$7,764	\$0	\$0
Total:	\$1,059,431	\$1,006,891	\$360,539	\$582,875	\$216,425
*Total with Inflation:	\$1,059,431	\$1,027,029	\$367,750	\$595,990	\$221,295
Inflation Rate:	0.00%	2.00%	2.00%	2.25%	2.25%



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CITY OF
FRONTENAC



PARKS AND
STORMWATER FUND

PARKS AND STORMWATER FUND

PARKS AND STORMWATER FUND REVENUES

Approved by the voters in November 2004, the City began receiving the half-cent (\$0.005) sales tax in April 2005. Unlike the Capital Improvement tax, Parks and Stormwater sales tax is not pooled, meaning that absent the collection fee charged by the State, the City receives 100% of the tax collected by Frontenac businesses.

The Parks and Stormwater Fund is a restricted fund; revenues derived from the half-cent Parks and Stormwater Sales Tax can only be used for park maintenance and acquisition and stormwater mitigation; therefore, the City maintains a separate fund to properly track the receipt and allocation of this revenue.

PARKS AND STORMWATER FUND EXPENSES

The long-term goal of the Parks and Stormwater fund is to mitigate the many stormwater and water-flow problems that currently hamper the City, while taking steps to ensure new problems do not arise.

In an effort to address the fund's primary purpose, the Board of Aldermen deemed it appropriate to have a Director/Project Manager oversee this fund's expenditures. Additionally, the Administration Department's Administrative Clerk assists with filing and other office work related to stormwater mitigation. Approximately ½ of the Administrative Clerk's salary and all of the Director/Project Manager's salary are charged to the Stormwater Fund.

In the 2006-2007 fiscal year the City completed its first stormwater project on Arthur Place in the West End Park neighborhood. The Arthur project was so successful in stopping basement flooding and other water run-off issues, that in the 2007-2008 fiscal year the City had three projects scheduled to start construction on Holiday Lane, Lynnbrook subdivision and the enlargement of the Spoede Road/I-64 retention basin (done in cooperation with MoDOT's rebuilding of the highway).

Stormwater Projects for the 2008-2009 year included the completion of the Lynnbrook project and the Donoho/Anzeiger project plus the engineering project at Bitternut at Laurel Oaks. Projects were started at the following locations: Glen Abbey and Oak Gate, Geyer Road (street stabilization), Conway at Spoede, Twin Fawns at Timberwyck and Oak Valley at Hickory/Geyer.

Construction Projects completed in 2009-2010 include Conway at Spoede detention project, Oak Valley at Hickory Geyer project, Geyer at Shepherd Street Stabilization project, and the continuation or start of projects on Twin Fawn, Oak Gate/Glen Abbey and Chipper/Geyer Street Drainage.

In 2010-2011 the department completed the storm water project at 2009 North Geyer. Projects that continued in 2010-2011 include the Oak Gate/Glen Abbey storm project, Twin Fawns at Timberwyck and Briar Ridge storm project, Chipper at Geyer storm project, Bluespring at Vouga South storm project, engineering for Bluespring at Vouga North bio-retention project, Huntleigh Downs storm project, Coach N Four storm project and the Geyer Road Bridge re-design and rebuild.

Projects completed in 2011-12 include Conway sidewalks for storm water run-off control, Oak Gate at Glen Abbey and the Twin Fawns at Timberwyck and Briar Ridge storm project. Engineering was started in 2011-12 on the following project locations: Savannah at Anzeiger, Carol Lane and High Meadow.

Projects scheduled to complete in 2012-2013 include Coach N Four storm project, Chipper at Geyer storm project and the Geyer Bridge redesign and rebuild. Projects that continue for the 2012-2013 year

include the Frontenac Grant Program, Vouga to Bluespring South and Oak Valley Monitoring per the Corp of Engineer requirements. Construction scheduled to start include the Bluespring at Vouga-North storm and bio retention project, the Huntleigh Downs storm project and the High Meadow and North Geyer storm project. In 2012-2013 the engineering design will begin for the storm project on Villa Coublay.

SEWER LATERAL PROGRAM

State law allows the assessment of up to \$50 per year, \$12.50 per quarter, to fund expenses related to repair of broken residential sewer lateral lines within the community. Since 2002, the City has imposed only a \$28 per household fee to fully fund this insurance style program.

A sewer lateral line extends from a residence to the sewer main, usually located in or near the street. The City has developed operating procedures and forms to ensure that when a residential sewer lateral line ruptures, it is properly fixed before dispersing funds, ensuring the maximum number of residents receive the benefit. The City only provides sewer lateral payments as a reimbursement with a \$3,400 payout limit per break. In 2011-12 the City reimbursed \$33,600 in sewer lateral repairs.

SUMMARY OF ACCOUNTS

Computer Maintenance: This line item provides for the maintenance or replacement of the stormwater computers and computer related items.

Memberships and Subscriptions: These funds provide for memberships to professional organizations, as well as subscriptions to job related publications.

Fuel: This account provides funds for refueling the stormwater vehicle.

Vehicle Maintenance: Provides funds for the costs of obtaining service and repair on the stormwater vehicle.

Meetings and Seminars: This account provides funds for stormwater personnel to attend professional meetings and seminars.

Miscellaneous: This line item covers costs for miscellaneous supplies required by the stormwater department.

Mileage: Mileage reimbursement is used when City employees travel to seminars, meetings and official trips and the use of a City vehicle is impractical or not possible.

Printing and Advertising: This account provides funds for printing public notices, forms, signs and other miscellaneous notifications.

Office Supplies: This line item provides funds for the purchase of stormwater office supplies, such as toner cartridges, paper and miscellaneous supplies.

Uniforms: This account provides the funds for the purchase of uniforms and wearable safety equipment for the Stormwater Department.

Vehicle Acquisition: This account provides funds for the purchase of the vehicle operated by the Director/Project Manager.

Municipal Grant Program:

The Municipal Stormwater Grant Program allows residents with stormwater problems to apply for matching funds from the City's stormwater fund to aid in approved project completion.

Project Engineering: This account provides funds for stormwater project engineering. Additionally, these funds are used for updates to the City's stormwater master plan.

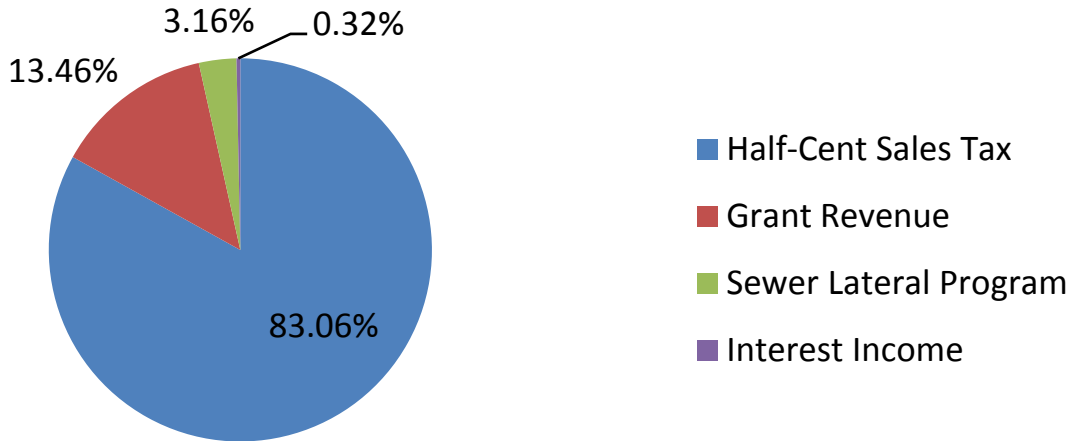
Project Construction: This line item provides funds for the physical construction of stormwater remediation projects.

Stormwater Phase II Compliance: This line item provides funds for the ongoing compliance requirements associated with the Missouri Department of Natural Resources stormwater requirements.

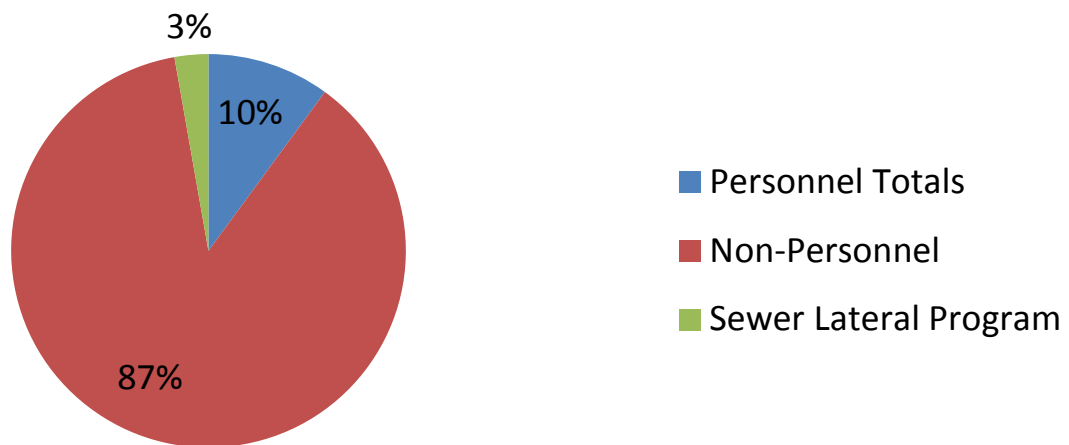
**Parks and Stormwater Fund Budget
2012-2013 Fiscal Year**

Revenues	Actual 2010-2011	Original 2011-2012	Estimated 2011-2012	Budgeted 2012-2013
Half-Cent Sales Tax	\$858,161	\$895,389	\$922,251	\$972,596
Grant Revenue	\$268,000	\$0	\$0	\$157,600
Sewer Lateral Program	\$37,284	\$37,000	\$37,000	\$37,000
Interest Income	\$3,846	\$7,200	\$3,302	\$3,800
Total Revenues	\$1,167,291	\$939,589	\$962,553	\$1,170,996
Expenses	Actual 2010-2011	Original 2011-2012	Estimated 2011-2012	Budgeted 2012-2013
Salaries	\$95,859	\$97,159	\$97,159	\$100,018
Longevity	\$884	\$640	\$640	\$920
Overtime	\$439	\$803	\$803	\$803
Payroll Taxes	\$7,207	\$7,543	\$7,543	\$7,783
Health Insurance	\$9,089	\$11,200	\$11,200	\$11,648
Dental Insurance	\$544	\$852	\$852	\$877
Pension	\$7,646	\$9,959	\$9,959	\$11,293
Worker's Comp	\$318	\$3,184	\$484	\$529
Personnel Totals	\$121,987	\$131,339	\$128,639	\$133,873
Sewer Lateral Program	\$42,944	\$74,000	\$65,000	\$37,000
Computer Maintenance	\$0	\$1,500	\$500	\$1,500
Memberships and Subscriptions	\$496	\$400	\$350	\$400
Fuel	\$2,103	\$3,500	\$3,500	\$4,700
Vehicle Maintenance	\$112	\$1,500	\$1,200	\$1,500
Meetings & Seminars	\$2,170	\$2,700	\$2,700	\$2,700
Miscellaneous	\$0	\$500	\$500	\$500
Mileage	\$0	\$0	\$0	\$0
Printing & Advertising	\$941	\$3,000	\$3,000	\$3,000
Office Supplies	\$584	\$2,000	\$2,000	\$2,000
Uniforms	\$406	\$500	\$500	\$500
Vehicle Acquisition	\$0	\$0	\$0	\$0
Municipal Grant Program	\$4,057	\$50,000	\$8,500	\$50,000
Project Construction	\$431,622	\$1,009,600	\$983,059	\$789,000
Project Engineering	\$234,491	\$148,130	\$64,500	\$304,700
Storm Water Phase II Compliance	\$0	\$3,000	\$3,000	\$3,000
Non-Personnel Without Sewer Lateral	\$676,982	\$1,226,330	\$1,073,309	\$1,163,500
Non-Personnel With Sewer Lateral	\$719,926	\$1,300,330	\$1,138,309	\$1,200,500
Total Expenses Without Sewer Lateral	\$798,969	\$1,357,669	\$1,201,948	\$1,297,373
Total Expenses With Sewer Lateral	\$841,913	\$1,431,669	\$1,266,948	\$1,334,373
Transfer In (Transfer Sewer Lateral)2009-10	\$74,589			
Net Income Without Sewer Lateral	\$331,038	-\$455,080	-\$276,395	-\$163,377
Net Income With Sewer Lateral	\$325,378	-\$492,080	-\$304,395	-\$163,377
Fund Balance With Sewer Lat:	\$1,399,961	\$907,881	\$1,095,566	\$932,189
Sewer Lateral Fund Balance:	\$68,901	\$31,901	\$40,901	\$40,901
Stormwater Projects for FY 2012-13 Include:				
ENGINEERING		CONSTRUCTION		
Stormwater Master plan update	\$ 30,000.00	#3Huntleigh Storm and Road crossing	\$ 310,000.00	
Miscellaneous	\$ 10,000.00	Blue springs Vouga North	\$ 372,000.00	
Grant evaluations	\$ 5,000.00	High Meadow Storm	\$ 107,000.00	
Frontenac Meetings	\$ 11,000.00			Totals : \$ 789,000
High Meadow and North Geyer 2011 start	\$ 35,000.00			
Blue Springs/ Vouga North storm 2011 start	\$ 7,500.00			
#3 Huntleigh Downs and road crossing 2011 start	\$ 3,300.00			
Carole Lane Storm	\$ 41,400.00			
Sanannah Anzeiger Storm	\$ 66,500.00			
Vouga to Blue Springs South Storm	\$ 75,000.00			
11 Villa Coublay	\$ 20,000.00			
	\$ 304,700.00			

Parks and Stormwater Revenues by Source



Parks and Stormwater Budgeted Expenses for 2012-2013



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CITY OF
FRONTENAC



STRATEGIC PLAN

CITY OF FRONTENAC BRANDING DOCUMENT AND STRATEGIC PLANS

The City's Branding Document and Strategic Plan were first established in June 2010. Both documents are currently in the process of being updated and are presented in the August 2012 draft format.

CITY OF FRONTENAC STRATEGIC PLAN BRANDING DOCUMENT FOR CITY OF FRONTENAC

Background: Frontenac is a desirable residential community surrounded by other desirable residential communities. It is comprised largely (70%) of residential housing with upscale homes situated on large wooded lots. Less than 4% is dedicated to commercial. The commercial areas primarily consist of high-end specialty retailers who are the largest contributor to the City's revenue base. Sales tax alone provides 51% of the City's total revenue. When combined with business license fees, commercial property taxes and utilities, the business community provides approximately 75% of the City's total revenue. Residents choose to live in Frontenac because of the safe neighborhoods, quality homes, proximity to Metro St. Louis and major thoroughfares, stability of real estate values and quality of City services. While residents have identified areas where they believe improvements can be made, their major interest is to insure that the City's current character is maintained.

Goal: To increase the desirability of Frontenac as a place to live and raise families among (1.) residents and (2.) visitors.

1. The City's heritage dates back to 1928 when Benjamin and Lora Wood assembled parcels of land and subdivided this into 26 two-acre estates that they named "Frontenac." They named it after the Chateau Frontenac having become very enamored with the look and history of that part of Quebec. Later, in 1947, Frontenac Estates, Clayton Terrace and Jaccard Lane petitioned the County Court to become the Village of Frontenac.
2. Recent qualitative research among residents, designed to build a comprehensive plan, provided further direction. This research showed that residents felt that the City could be improved by creating a unique, elegant and consistent look for the City's commercial areas, (with particular emphasis on the north side of Clayton Road between Lindbergh and Spoede). The recommendations created further direction for future residential development that would be consistent with the current character of the City.

The position set forth in this branding document grows out of resident input and the strengths of our City.

FRONTENAC: A HERITAGE OF GRACIOUS LIVING, SHOPPING AND DINING.

This branding document will confine its scope to the most immediate projects; city signs, the new municipal complex and communication vehicles. Other sections of the Strategic Plan will:

1. Include strategic direction for future commercial areas, which will likely be guided by the strategy developed for City buildings and signs.
2. Include direction for residential development. This is important as the City, while mature, is currently going through the upgrading phase that all desirable cities experience where existing homes are rehabbed, expanded or replaced with newer homes. This direction should represent guidance to future design review commissioners and subdivisions interested in updating their indentures.
3. Other factors that could substantially influence the future desirability of Frontenac include improvements in City infrastructure, services and other amenities.

Branding Strategy for the City of Frontenac’s municipal complex, signs and communication vehicles:

City Welcome Signs:

Our city welcome signs play an important role in both creating a favorable impression on visitors and in reinforcing the community pride residents enjoy. The goals for city welcome signs include:

- Be consistent with the French architecture.
- Be consistent with the wrought iron look of many of our current City signs. (A look that has gained favor among residents.)
- Be unique in our sign design so as not to be confused with subdivision or street signs (typically pole signs) or business signs (typically monument signs).
- Be easily readable by passing motorists.

City Communication Vehicles:

Our communication with residents is important as it represents the major source of information for most residents about City activities and plans. To effectively meet this need, our communications need to be easily recognizable by residents. To become easily recognizable, several standards need to be established.

- A selection and consistent use of a single type style for the name: Frontenac.
- A selection and consistent use of a style for the Fleur de Les symbol.
- The use of a City positioning (FRONTENAC: A HERITAGE OF GRACIOUS LIVING, SHOPPING AND DINING) at the end of each communication. Our comprehensive plan clearly showed that residents wanted us to protect and build on our current strengths.
- We should also investigate the use of a consistent color for our communications.

Draft Executive Summary

Listed below are several key recommendations the Strategic Plan could be amended by the Board of Aldermen since its original adoption in 2007.

- Strategy 1 places an emphasis on updating the web site which was last revamped more than six years ago. The cost to retool the site to provide better navigation and information to residents, visitors and businesses is \$18,000 and would be budgeted in 2013-14 unless mid-year 2012-13 funding becomes available.
- Strategy 2 includes an emphasis on supporting state legislation that would curtail the increasing amount (currently at 30%) the city shares of our sales tax.
- Strategy 3 defines the Ways and Means Committee role with the annual audit and internal controls which have been strengthened.
- Strategy 4 is under review by the ARB. Staff recommendation is to **require** commercial trash dumpster enclosures for existing properties.
- Strategy 5 is also under review by the ARB. Staff recommendation is to amend the building code requiring 60% of the front building material in the R-2. Also recommend requiring landscape plans be submitted with all new construction plans.
- Strategy 6 emphasizes working with MSD to utilize \$1 million in funding for stormwater projects.
- Strategy 7 includes a section on trash, recycle and yard waste collection which impacts every resident.
- Department strategies now contain priorities and percentage of the budget allocated to tasks.

STRATEGY 1 GUIDELINES FOR IMPROVED COMMUNICATIONS

A. Strategy: Continually improve Communication and Relations with Residents, Businesses and Visitors

Ensure that residents and businesses are kept fully informed about City services and issues on a regular basis and continue to build confidence in the City government by enhancing our reputation of being courteous and responsive to the needs of residents, visitors, commercial residents and developers.

B. Tactical Plan for Achieving Strategy:

Weekly E-Mail:

The City distributes a weekly e-mail with timely information to residents:

1. Police and fire safety alerts and tips
2. Upcoming meeting agendas
3. News from businesses, churches and schools
4. Recycle and trash news
5. Emergency road closures and trash delays due to weather

Website:

Revamp the city web site to provide easy access to current and reference/archive information.

1. Each department assigns an individual to update their section of the web site at least monthly.
2. All meeting minutes and agendas are posted in a timely manner (agendas posted 4 days prior to meeting).
3. Simplify searchable codes and ordinances and update annually.
4. Interactive applications, forms and check lists especially for building and police departments.
5. Posted current events on home page.
6. Ensure that web site is informative, updated and easy to navigate.
7. Link to Friday e-mail and past newsletters.
8. Create a searchable business directory by category with website links.

Customer Relations Service:

Ensure all employees are courteous and responsive to residents and visitors.

1. Provide training and information to employees for interpersonal skills and dealing with challenges.
2. Insure policies dictate good relations and provide discipline for poor treatment.

3. Recognize exceptional performance with incentives, public recognition at meetings or in newsletter.
4. Provide easy access for feedback complaint/comments on-line and through surveys from residents, businesses and customers.

Post Cards:

The City will use post cards to communicate specific and timely information to residents.

1. Leaf vacuuming
2. Festivals or special events
3. Special limb collections
4. Road construction or closures

Semi-Annual Newsletter:

The City will publish a newsletter the spring and winter of each year to be mailed to each resident. Content to include articles about:

1. Current legislation
2. Actions of the Board of Aldermen
3. Storm water projects
4. Police and fire safety tips
5. Community events
6. Highlight web site listings

Media Relations:

Build and maintain positive relations with media representatives.

1. Promptly return phone calls and requests for information.
2. Prepare a media release for all important events and distribute/e-mail to media representatives.
3. Meet in person with reporters prior to and during major projects.

Performance Measurement:

Present quarterly report with information from departments to Board of Aldermen including positive and negative news stories, e-mails, phone calls and all other feedback and follow-up response to feedback from all departments. Encourage feedback from residents through the web site and newsletters.

Responsibility: Primary: **City Administrator**; Secondary: **Department Heads**

**STRATEGY 2 GUIDELINES FOR PROTECT AND GROW SALES TAX BASE
AND DEVELOP NEW REVENUE SOURCES**

A. Strategy: Prudently Protect and Grow Sales Tax Base **Be responsive to opportunities for quality development in commercially zoned areas of the City, (such as German Blvd. and others identified in the Comprehensive Plan), in order to better serve the residents and maintain revenues to meet growing operating expenses. Projects should be respectful of the rights of existing businesses and residents.**

B. Tactical Plan for Achieving Strategy:

Provide opportunity for sales tax.

1. **Insure Shriner's Hospital (14.8 acres), Ladue ECC (8.66 acres) and property at the corner of Clayton and Lindbergh are the highest and best use.**
2. **Create codes that are business friendly while maintaining quality standards.**
3. **Encourage new businesses with an established base that will provide continuity to the business community.**
4. **Provide an opportunity and participate in business promotion such as business expos.**
5. **Meet with businesses to define any assistance the City can provide including creating a better business environment or overcoming obstacles the City may cause.**
6. **Transition General Commercial zoning to Planned Development or Planned High Fashion District, to provide for high quality projects and a more successful business climate.**
7. **Review personal property tax records to be sure vehicles purchased by Frontenac residents are credited.**
8. **Work with the Missouri Municipal League and legislators to allow a public safety sales tax.**

Utilize new commercial projects to create recreational space.

While less than 5% of the City is zoned commercial, our commercial partners generate approximately 75% of the City's revenue. It is incumbent on City government to both work with existing commercial interests to ensure that they have every opportunity to succeed and to be receptive to working with successful developers to encourage first class projects.

Our commercial interests have been highly successful as they typically represent high-end businesses that were successful prior to coming to Frontenac. We should continue to encourage high-end, quality retail which also provides community amenities.

While our primary goal is to create a climate for successful high-end businesses, a secondary goal is to recognize that it is possible to work with developers to incorporate other benefits into their development. Such things as:

- **Enhanced landscape, art and water features**
- **Walking paths**

- **Park areas**
- **Sidewalks**
- **Buried utilities**
- **Decorative lighting**
- **Improved access to shopping areas**
- **Street, signage and traffic signal improvements**

Performance Measurement:

Annual report from the finance officer included in the budget report on the results of the City's effort to work with existing commercial interests and any feedback we are getting from the businesses. Annually report on progress to more fully develop commercial interests in areas currently zoned commercial. Participate in Chamber of Commerce meetings to network with businesses. Survey businesses with annual business license renewal.

Timing: Shriner's 2014, Ladue ECC 2012, Clayton and Lindbergh 2012

Cost: No additional cost

Responsibility: German Blvd., Primary: An Aldermanic Task Force, Secondary: City Administrator

STRATEGY 3 GUIDELINES FOR CONTROL OF REVENUE AND EXPENSES

“When pay-out exceeds pay-in, balance is maintained only by the weight of illusion...”
(Source: Mark Helprin, WSJ 1-22-10)

Background: The City of Frontenac’s collected revenue has not been growing at the rate of inflation. The result will be expenditures exceeding revenues in a relatively few years without a change to revenues or expenses. While a strong efficiency program can delay this, it cannot prevent it.

Additionally, there are potentially major outside events that can negatively impact and/or expenses which requires that solutions be identified to address these events, (identified in Section B) when they occur. By identifying all the tools that can be used, it can speed up the reaction time, and reduce the need to rely simply on reserves.

A. Tactical Plan for Controlling Revenues and Expenses Under Normal Conditions:

1. Budget Development and Review

- a. Develop annual budget addressing needs identified in the strategic plan with input from Department Heads and review from Ways & Means committee.
- b. Continue to provide monthly top-line report to Ways & Means committee and Board of Aldermen highlighting significant changes by percentage in monthly revenues and expenses compared to budget and the same period the previous year.
- c. Make adjustments to keep expenses at or below budget, based on top-line report. (Recognizing that combined revenues are not growing as fast as inflation)
- d. Preview financial statements and variances in revenues or expenses during department head and Ways and Means meetings.
- e. Annually review the 20-year financial tool developed by Ways & Means (and adjust if necessary) based on actual revenues and expenses.

2. Enhance Revenues

- a. Encourage new developments to include retail businesses consistent with the 2006 Comprehensive Plan and encourage medical and service providers to pay a PILOT for services received.
- b. Maintain and expand service contracts for police/fire and additional departments, (such as public works for subdivisions) if revenue exceeds the cost of providing the service or reduces expenses to the City.
- c. Review all fee structures annually during the budget process including court fines, building permits, PILOTs, business licenses, etc to insure they are consistent with fees in peer cities and are covering the cost of providing the service.
- d. Apply for grant funding for projects and expenses that are necessary and do not result in permanent unbudgeted expenses.
- e. Review revenue assumptions in 20-year plan such as Shriner’s redevelopment.

- f. Maintain annual review of sales tax “sharing” formula provided by St. Louis County. Attached Addendum 1 shows the City annually forfeits approximately 30% of the 1% sales tax (City’s largest source of revenue) and 15% of the ½% Capital improvement sales tax which together cost the City more than \$275,000 in sales tax in 2011. (See Addendum 1)
- g. Review investment plan annually after budget for opportunity to increase interest income.

3. Manage Expenses

- a. Follow the 20-year plan for capital purchases if capital revenues are available.**
- b. Combine purchasing power, share resources for cost savings with other cities, organizations and departments, and cover expenses when loaning equipment.**
- c. For major capital items and personnel, share equipment or resources to form alliances with public or private organizations while maintaining our level of service.
- d. Analyze the cost/benefit of outsourcing of services.

4. Develop Systems to Improve Employee Efficiencies and Productivity

- a. Educate all employees on the benefits of cost reduction.
- b. Provide incentives for safety/accident prevention programs and wellness programs which result in accident reduction and cost savings.
- c. Implement systems that do the work (including financial reports) by limiting revisions and allowing staff greater opportunity for analysis.

5. Internal Controls and Audit

- a. In conjunction with the Ways and Means Committee, perform an annual audit review of the accounting procedures, purchasing policy, and testing of internal controls.
- b. Educate employees on the fraud prevention policy
- c. Maintain system functions to achieve secure financial transactions.

B. Tactical Plan for Reacting to Significant Downward Pressure On Budget:

- 1. Address significant events (listed below and others) that would threaten the City’s ability to provide the quality services residents and our commercial partners expect.
 - a. Our inability to control the amount of revenues we share.
 - b. It is unlikely that our sales tax revenues will grow at historic rates due to a decline in consumer spending, increase in non-taxable internet sales, etc.
 - c. Un-funded mandates increase expenses such as ISO requirements for additional firefighters.
 - d. Encourage revisions to sales tax sharing laws and internet sales.

Solutions:

1. Maintain reserves at the stated goal of 50% of the annual operating budget plus 2 years debt service payments while not going below 25% to meet cyclical revenue demands which will:
 - a. Maintain interest revenue from investing reserves.
 - b. Avoid borrowing and paying interest on the money borrowed.
2. In the event of increased permanent expenses, or loss of revenue which cannot be funded from the existing budget, propose taxes in order to fund the mandate (it not only funds the mandate but informs the residents of the requirement and its cost to them). These funding sources protect reserves which would be depleted if used to fund permanent expenses or revenue short falls.
 - a. Propose to voters a residential utility tax which is currently at ½%. 95% of peer cities have a utility tax of 7% to 8%, which could generate an estimated \$300,000 annually and be adjusted based on estimated shortfalls in revenue. Would require approval of voters.
 - b. Propose to voters a property tax increase above the current 49 cents. Residential property tax generates approximately \$800,000 in revenue, or less than 9% of the City's annual budget. Voters previously approved a tax rate of 62 cents which cannot be levied by the City due to prior roll backs and the Hancock amendment.
3. For events that are likely to reduce revenues or cause additional expense for a predictable or short period of time, the following solutions could apply:

Internal Solutions (If Necessary):

- a. Provide early retirement incentive resulting in cost savings by hiring new employees at less salary.
- b. Place a hold on employee pay increases for a defined period of time. Consider one-time bonus payments instead of pay increases which compound. Cap the combined increase created by merit/step and across the board increases.
- c. Reduce City portion of medical insurance cost subsidies. Encourage SLAIT Health to initiate a high deductible health savings account to reduce premiums.
- d. Furlough employee hours/pay without impacting emergency services.
- e. Eliminate/limit out of state travel and reduce in-state travel except required training.
- f. Annually review staffing levels compared to work load and required minimums.

External Solutions (If Necessary):

- a. Short term tax increase or specific bond issue to address the issue.
- b. Require residents to pay for services previously offered for free for a period of time (i.e. leaf pickup, after storm pickup).
- c. Initiate a fee for Fire Marshal plan review and inspections.

10 Year General Fund Trends

Fiscal Year ended June	Property Taxes Collected	GF Sales Taxes Collected	Sales Tax Change	General Fund Revenues	General Fund Revenues Change	Sales Tax% of Revenue	General Fund Expenses	General Fund Expense Change
2004	\$939,707	\$2,020,32		\$5,013,32		40.30%	\$5,284,91	
2005	\$983,635	\$2,242,36	10.99%	\$5,501,65	10.83%	40.76%	\$4,810,49	-8.98%
2006	\$1,033,82	\$2,331,08	3.96%	\$5,713,19	3.19%	40.80%	\$5,365,77	11.54%
2007	\$1,071,87	\$2,284,78	-1.99%	\$6,155,83	19.20%	37.12%	\$5,461,55	1.79%
2008	\$1,127,62	\$2,309,43	1.08%	\$6,454,76	7.81%	35.78%	\$5,508,85	0.87%
2009	\$1,139,65	\$1,921,59	-16.79%	\$5,679,97	-13.22%	33.83%	\$4,919,67	-10.70%
2010	\$1,134,04	\$1,903,30	-0.95%	\$5,530,30	-4.80%	34.42%	\$4,931,15	0.23%
2011	\$1,167,07	\$2,019,87	6.12%	\$5,774,86	3.81%	34.98%	\$5,148,37	4.41%
2012 Est	\$1,185,00	\$2,158,13	6.85%	\$5,902,52	-1.10%	36.56%	\$5,374,18	4.39%
2013	\$1,221,00	\$2,268,90	5.13%	\$5,897,69	-5.92%	38.47%	\$5,617,44	4.53%

12 Year 1 Cent Sales Tax Sharing

Year	1% Sales	% Change	% Shared	Amount Shared	Net Revenue	% Change
2000	\$1,785,878		30.40%	\$544,011	\$1,241,867	
2001	\$1,785,186	-0.04%	30.20%	\$539,965	\$1,245,220	0.27%
2002	\$1,798,814	0.76%	30.10%	\$541,746	\$1,257,070	0.95%
2003	\$1,708,911	-5.00%	29.40%	\$502,991	\$1,205,920	-4.07%
2004	\$1,846,494	8.05%	30.70%	\$567,550	\$1,278,944	6.06%
2005	\$2,100,810	13.77%	32.60%	\$685,706	\$1,415,104	10.65%
2006	\$1,907,227	-9.21%	31.10%	\$592,495	\$1,314,732	-7.09%
2007	\$2,090,634	9.62%	32.40%	\$677,906	\$1,412,728	7.45%
2008	\$1,869,202	-10.59%	30.70%	\$573,140	\$1,296,062	-8.26%
2009	\$1,574,821	-15.75%	28.00%	\$440,689	\$1,134,132	-12.49%
2010	\$1,666,946	5.85%	29.36%	\$489,386	\$1,177,560	3.83%
2011	\$1,771,395	6.27%	30.29%	\$536,579	\$1,234,816	4.86%

1% sales tax sharing is calculated based on county wide total sales revenue divided on a per capita basis of our population. Higher sales and lower population results in more sharing.

- | | |
|------------------------------------|----------------------------|
| 1 Cent General Fund | 30% Average Share Per Year |
| 1/4 Cent Local Option General Fund | 14% Fixed Shared Monthly |
| 1/2 Cent Capital Improvement | 15% Fixed Shared Monthly |
| 1/4 Cent Fire Safety | No Sharing |
| 1/2 Cent Parks and Stormwater | No Sharing |

STRATEGY 4 GUIDELINES FOR COMMERCIAL BUILDING DEVELOPMENT

A. **Strategy:** To ensure that future commercial construction conforms to the guidelines of the Comprehensive Plan (consistent, unique and upscale). Implementation of the three member Architectural Review Board (ARB) will provide a qualified panel to review design and materials.

B. **Tactical Plan for Achieving Strategy:**

Buildings should be traditional in style. Along the Clayton corridor, it would be preferred that this be French traditional architecture. A design brochure should be developed by the building department to clearly demonstrate design preferences.

Building Material:

High quality materials (i.e. masonry) should be used. This same material should be used for all sides of the building.

Roof/Overhang:

Preference is for the roof not to be a flat roof (gable or hip). If a flat roof is used, it should utilize some architectural treatment (i.e. faux mansard or balustrade) that adds to the appearance of the building and forms a visual shield (from either neighboring residences or street) for any mechanical equipment that may be on the roof. Preference is for a high-pitched roof. Also, the overhang should be sufficient to provide protection for the building.

Site Planning:

Site planning should integrate mature, native trees and existing vegetation into the site plan and building design.

Landscaping:

Landscaping Plan should:

1. Create a park-like appearance with particular emphasis on the front of the building.
2. Include a combination of both deciduous and conifers in order to create a pleasing appearance in all seasons.
3. Sod should be used rather than seeding.
4. Larger developments are encouraged to create park-like areas that are environmentally friendly, and can be enjoyed by employees, customers and residents.
5. Irrigation systems are encouraged.

Parking Lots:

Whenever possible, the parking lot should be placed behind the building in order to showcase the building and create a pedestrian-friendly environment. Additionally:

1. A berm should be incorporated (where possible to run the length of the parking lot to insure that the visual concentration is on the building and not the parking lot).
2. Islands (and berms) should be landscaped with both deciduous and conifer trees and shrubs to insure that the landscaping is attractive during all seasons.
3. The city code should be updated to require parking lot landscaping.

Building Height:

Buildings should not exceed three stories or 40 feet in the Planned High Fashion District or three stories or 35 feet in the Planned District.

Utility Service:

Wiring should be buried from utility poles to buildings. For larger developments, the utility poles should be eliminated all together.

Trash Enclosures:

The Board of Aldermen with input from the Planning and Zoning Commission should consider requiring trash dumpsters to be enclosed with a deadline to comply.

Energy Conservation:

Projects should be designed in order to include energy conservation elements whenever economically practical in order to demonstrate awareness and to help eliminate additional strain on already strained area energy sources.

Performance Measurement:

Architectural Review Board (ARB) and Building Commissioner report annually or earlier when conditions dictate. Building Department to develop a questionnaire to obtain feedback from builders and developers when obtaining final approval or occupancy

Timing: **On-going**

Cost: **No additional cost to City**

Responsibility: Primary: Building Department, Secondary: Planning & Zoning, Design Review Commissioners

STRATEGY 5 GUIDELINES FOR RESIDENTIAL BUILDINGS

A. Strategy: **To maintain Frontenac’s reputation for creating beautiful residential areas and to ensure that guidelines are developed for maintaining our real estate values. Utilize the expertise of the three member Architectural Review Board (ARB) to maintain design quality and consistency.**

B. Tactical Plan for Achieving Strategy:

Utilize the following design guidelines for homeowners and developers to create homes that are simultaneously compatible with existing neighborhoods while still providing opportunities for diversity in style. Provide detailed upfront information about guidelines, objectives, ordinances (including storm water) and schedules, and update building department packets for new construction, additions, fences, pools, etc.

Building Material:

High quality building materials should be used (i.e. masonry or wood/hardy board [the exception would be soffits where non-maintenance materials may be selected]) for all new construction. One principle building material should be used on all elevations of the building. All home expansions and outbuildings should utilize the same building materials and colors used for the main structure and in the R-1 are required to use 60% of the front material. (ARB)

Roof/Overhang:

Roofs should be either a gable or hip roof. Preference is for a high-pitched roof with an overhang that is consistent with the architectural style and large enough to provide sufficient weather protection for the building. Additional interest can be created and is encouraged by such things as changes in plane through the use of gables, hips or dormers. (ARB)

Site Planning:

Site planning should integrate mature, native trees and existing vegetation into the site plan and building design. Large, mature trees should be protected during the building/grading phases whenever possible and maintained following construction. Information on tree protection will be available in Building Guidelines Packets.

Landscaping:

The Board of Aldermen with the ARB should consider requiring landscaping plans to be submitted for both new construction and home expansion plans. These plans should indicate plans for all significant removal of trees to be removed during construction. Trees should not be removed prior to gaining an approved plan for stormwater run-off and landscaping unless approved by the Building Commissioner and in conformance with the tree preservation ordinance.

Utility Service:

Buried utility lines to the home during new construction, and during major remodeling involving electrical panel replacement.

Performance Measurement:

Review monthly report from Building Commissioner for construction permits and obtain feedback from subdivision trustees on new construction review and information provided from the City. Chart timeline for permits/review process from start to finish. Insure permit fees are covering the cost of reviews.

Timing: **On-going**

Cost: **\$5,000 - \$8,000 for code consultants**

Responsibility: **Primary: Building Dept., Secondary: Design Review Commissioners**

STRATEGY 6 GUIDELINES FOR MANAGING STORM WATER PLAN

- A. Strategy: **Manage storm water projects and execute storm water master plan.**
- B. Tactical Plan for Achieving Strategy: **Maintain Standards for new construction and accomplish priority projects while continuing to design future projects.**
1. **Ensure all new construction has an approved stormwater plan.**
 2. **Enforce stormwater guidelines and have consultant review all new construction stormwater plans for compliance.**
 3. **Provide on-going education through the newsletter, on the web site and in e-mails in conjunction with the Missouri Botanical Gardens project to help residents minimize runoff through landscaping, and when making minor renovations.**
 4. **Follow master plan schedule funded by 1/2% sales tax.**
 5. **Maintain balance of projects under way and in design.**
 6. **Communicate with subdivisions and residents prior to and during stormwater project design.**
 7. **Design stormwater projects to minimize tree taking.**
 8. **Update master plan hydraulics when impacted by a new project.**
 9. **Continue to partner with MSD on \$1 million grant funds/shared projects begun in Spring 2012.**
 10. **Fund \$50,000 annually for small project matching fund grants.**
 11. **Educate about clean water act compliance such as not dumping in streams and into storm inlets through e-mail, direct mailers and newsletter articles for all residents.**
 12. **Use web site to easily communicate stormwater plan.**
 13. **Maintain compliance with MS4 Clean Water Act through MSD.**

Performance Measurement:

Quarterly report on status of projects and future plans. Survey residents and trustees who have granted easements for projects immediately following construction and follow-up for performance of improvements.

Timing: **On-going**

Cost: **\$800,000 annual Stormwater funds**

Responsibility: **Primary: Public Works Staff and Stormwater Consultant, Secondary: Stormwater Consultant, Public Works Commission**

**STRATEGY 7 GUIDELINES FOR IMPROVING PROVIDED UTILITY AND
INFRASTRUCTURE SERVICES**

- A. **Strategy: Quality Control of Services. Insure that utilities are meeting resident’s expectations for the quality of utility services being offered.**
- B. **Tactical Plan for Achieving Strategy: Create an effective relationship with the various utilities that serve the City in order to improve the quality of the services and response provided by the utilities. Coordinate with the Public Works Commission Vision 2020.**
1. **Identify areas the utility can improve.**
 - a. **Coordinate with Missouri American Water to improve domestic water service and increase pressure to hydrants for fire suppression.**
 - b. **Continue matching funds program with MSD to accelerate storm water remediation projects.**
 - c. **Coordinate with Ameren to improve electric delivery and reduce outages including burying lines.**
 2. **Identify areas the City can improve delivery of utility services.**
 - a. **Clearly identify who approves maintenance repair permits.**
 3. **Identify where residents can improve their service.**
 4. **Communicate to residents how they can improve reliability such as tree trimming and burying during construction projects.**
- C. **Ensure we are getting the same level of comparable services offered to other cities.**
1. **Meet with utilities annually.**
 2. **Develop programs to work cooperatively and set goals to get same or better service and address existing problems.**
 3. **Obtain reports from utilities.**
- D. **Coordinate trash, recycle and yard waste services.**
1. **Contract with a hauler who will provide the best service at the lowest cost to the residents.**
 2. **Maintain communication with drivers and customer service for any missed pick-ups.**
 3. **Inform residents about the benefits of recycling and reducing yard waste.**
- E. **Coordinate with Laclede Gas, Missouri American Water and other major service providers prior to any city street work and stormwater projects.**

- F. Coordinate with the Public Works Commission on the implementation of the Vision 2020 document attached as an addendum. Vision 2020 addresses road and sidewalk maintenance and opportunities for enhancement.**

Performance Measurement:

A minimum of one annual formal review meeting with each utility to review performance and discuss what can be done by the utilities, City or by residents to improve existing service. Request resident feedback on amount of outages and report utility information to the residents.

Timing: Quarterly contact with each utility

Cost: No additional cost

Responsibility: City Administrator, Alderman Hizar, Public Works Commission.

STRATEGY 8 GUIDELINES FOR MAINTAINING THE QUALITY OF CITY GOVERNMENT

A. Strategy: **Maintain the quality of City Government, and recruit and retain exceptional committee members and employees to provide a high level of service to the residents and businesses.**

B. Tactical Plan for Achieving Strategy:

Continue to appoint volunteers and committees that capitalize on the many talents of our residents in order to create a more effective city government while ensuring that changes represent the view of a broad spectrum of residents. Educate committee members and provide opportunities for training of volunteers.

Current Committees and desirable strengths of the members:

1. Board of Adjustment: **Real estate, legal or planning experience**
2. Planning and Zoning: **Architecture, real estate, legal, planning or construction experience**
3. Public Works: **Engineering or construction experience**
4. Ways and Means: **Finance, accounting or general business experience**
5. Architectural Review Board (ARB): **Architecture, home building or construction.**

C. Recruit and retain exceptional employees.

1. **Continue to provide compensation, benefits and training competitive with peer cities.**
2. **Promote internally when prudent.**
3. **Maintain a positive and safe work environment.**
4. **Recognize exceptional performance.**

Performance Measurement: **Annual report and appointments by the Mayor with consultation of the Board as vacancies develop. Annual update from City Clerk on vacancies and remaining terms of office.**

Timing: **On-going**

Cost: **No additional cost**

Responsibility: **Mayor/City Administrator**

STRATEGY 9 GUIDELINES FOR INCREASE THE SENSE OF COMMUNITY

A. **Strategy:** Increase the Sense of Community.

B. **Tactical Plan for Achieving Strategy:**

Continue the practice of community events to acquaint residents with City services, facilities and personnel and begin to establish events for residents to become better acquainted with other residents and for businesses to create opportunities for interaction with residents.

1. Subdivision meetings and picnics
2. Trustee meetings hosted by the City and make available city employees and officials
3. Attend and participate in events in Crystal Lake Park, Country Life Acres, Huntleigh and Westwood and provide communication such as crime reports to contract Cities
4. Encourage garden clubs to landscape City-maintained areas of the community. Advertise for interested groups and individuals.
5. Promote the annual Frontenac Festival as an opportunity for community networking.

Performance Measurement:

Obtain feedback from residents and trustees for desired improvements. Share information with Board of Aldermen quarterly.

Timing: **On-going**

Cost: **No additional cost**

Responsibility: **City Administrator**

Department Goals, Strategies and Tactics

The purpose of this section is to state the department's goals and the strategies and the tactics for achieving those goals in priority order and percentage of budget allocated.

GUIDELINES FOR POLICE DEPARTMENT

A. **Police Department Strategy:** Provide police service and protection to educate our residents and to safeguard the lives and property of Frontenac residents, businesses, and visitors.

B. **Tactical Plan for Achieving Strategy:**

1. Major Services (Estimated budget allocated to service) 2012-13 Operating budget \$2.2 million -- Capital \$200,000

- a. Call response for emergency and routine assistance (25%)
 - b. Neighborhood patrol and self-initiated investigations (25%)
 - c. Enforcement of safety related laws and ordinances (20%)
 - d. Crime prevention, community problem-solving, crisis intervention and public safety education (20%)
 - e. Disaster preparedness and response (5%)
 - f. Marketing departmental services (5%)
2. Opportunity for Improvement
- a. Continually assess and improve technology and training to deliver quick, safe, and effective services for residents, businesses, and visitors and maintain officer safety.
 - b. Train and educate residents to protect themselves and their property through preparedness and precautions.
 - c. Continue to recruit and retain high-quality police officers to protect those we serve and enhance each officer's safety.
 - d. Provide information through direct contact with residents to increase the number of residents in partnerships such as the city alarm monitoring system and vacation watch requests, and to facilitate liaisons with trustee and neighborhood watch organizations.
 - e. Utilize mobile (computer-printed) ticketing to keep officers off busy roads by allowing for quicker issuing of citations.
 - f. Coordinate safety and security of City buildings and meetings.
 - g. Continue to develop and maintain a robust role in evaluating and coordinating the many resources of our West Central Dispatch Center partnership. Recognize that diligence in areas of software, hardware, and inter-agency and staff development will positively affect the services provided to our residents, and the professional relationships with public safety officers and dispatchers.
3. Tactical Solutions
- a. Increase citizen contacts and partnerships to understand concerns and to provide crime prevention, problem-solving, and safety information. Utilize Citizens-Police Academy, Weekly City Newsletter forums, personalized contact, and NIXLE emergency alerts to keep residents, visitors, and businesses informed. Note that the Police Department considers everyone in our partner contract cities as "our residents."
 - b. Maintain attractiveness of department as a desirable work place through competitive pay, excellent training, and potential for advancement and/or

placement into specialty positions for career enhancement and professional fulfillment.

- c. Pursue any available grant funding to enhance all operations within the department.
- d. Sponsor or coordinate with other police departments and agencies to obtain training and information to allow our personnel to provide the highest level of safety to the public, and to the Department staff. Encourage physical fitness of staff members to ensure highest level of public safety readiness.
- e. Focus and direct trained Crisis Intervention Team officers for maximum effectiveness during current times of dwindling, available mental health resources in our region. Explore partnership in St. Louis County Mental Health Court.
- f. Coordinate outreach efforts for juvenile liaisons as educational and preventative measures. This will include continued effective working relationships with local school officials, and interaction with our student population through safety presentations such as self defense and drug awareness.
- g. Promote City alarm monitoring to provide faster response for Frontenac residents and service communities at less cost than commercial monitoring services.
- h. Encourage physical fitness of staff members to ensure highest level of public safety readiness.
- i. Utilize traffic patrols to enhance traffic safety and general safety of residents, businesses and property. In the state of Missouri from 2008-2010 there were 1,239 traffic fatalities resulting from aggressive drivers. Of those fatalities, 41% resulted from exceeding the speed limit, 55% resulted from driving too fast for conditions, and over 4% were caused by following too closely. On a daily basis, over 150,000 vehicles travel our section of I-64, and many of these vehicles travel on Lindbergh Boulevard, Clayton Road, and our other arterial roadways. Our pledge to our residents is to conduct effective enforcement of traffic laws, which carries the following noted benefits:
 - Recognized visibility of patrols to deter crime
 - Effective traffic enforcement reduces vehicle accidents
 - Patrol officers on each shift use opportunity of patrolling through every neighborhood to assess traffic safety issues and to evaluate roadway conditions
 - Directed, intelligence-led speed and traffic patrol at high accident locations
 - Log state mandated racial profiling reports for each traffic stop to ensure that high police department standards and values are maintained

Performance Measurement: Recognize the special relationship the police department has with residents, and the opportunity this relationship creates for a strong and positive bond between City government departments and each resident. Regular reports to community via presentations, City Newsletter briefs, or event participation, regarding new initiatives, crime prevention techniques, and security problems/solutions that may affect them. Annual status of goals achieved.

Attachment 1 – Police fleet management and replacement policy

GUIDELINES FOR FIRE DEPARTMENT

A. Fire Department Strategy: Identify important services, strengths and opportunity for improved service of the fire department.

B. Tactical Plan for Achieving Strategy:

1. Major Services (Estimated budget allocated to service) 2012-13 Operating budget \$1.9 million -- Capital \$184,000.

Emergency medical response and transportation of patients	(30%)
Emergency fire suppression	(30%)
Fire safety enforcement and education	(15%)
Marketing departmental services	(10%)
Review plans for new construction and renovations and conduct new and existing building inspections to ensure compliance with the current adopted codes and other applicable standards	(10%)
Disaster preparedness and response	(5%)
2. Opportunity for Improvement
 - a. Monitor EMS responses and staffing levels.
 - b. Maintain open dialogue for opportunities for shared fire and EMS services.
 - c. Continue to recruit and retain-quality paramedics and firefighters.
 - d. Continue to offer educational and training opportunities for all members of the fire department to prepare them for promotions at management levels, as officers.
 - e. Maintain relationships with Central County E911 dispatching service to insure our residents always receive top line services including EMD (Emergency Medical Dispatch) services and PIA (Pre-arrival instructions)
 - f. Offer CPR classes to residents and businesses with the community,

3. Tactical Solutions

- a. Prepare newsletter and weekly e-mail articles on fire and personal safety.
- b. Review website content monthly for any updates.
- c. Customer Relations and Marketing of Departmental Services.
- d. Distribute batteries for smoke detectors, life safety information and public awareness literature
- e. Attend neighborhood events with equipment.
- f. Provide tours and educational materials for school groups.
- g. Promote free home fire safety inspections.
- h. Promote Mercy Hospital as a list of babysitter and other certifications programs.
- i. Maintain on-going updates to the operations manual to provide high standards for personnel.
- j. Conduct annual safety inspections of all schools, institutions and commercial buildings.
- k. Maintain relations with Missouri American Water Company to keep hydrant lines open and improve water services to areas that are underserved.
- l. Work with Ameren regarding downed lines and Laclede Gas for safety issues.
- m. Apply for grant funding through STARRS, Homeland Security, FEMA, public and private companies in the areas of staffing, equipment and training.

EMS

- a. Implement a standardized survey to send out to residents after EMS and Fire related alarms to measure our services.
- b. Increase the number, type, and formats of EMS training opportunities which will keep all employees current with state and federal licensing.
- c. Incorporate all new equipment in accordance within department guidelines and EMS Protocols as directed by Medical Control (Mercy Hospital).
- d. Track number of transported patients with improvement
- e. Track number of patients transported to a medical facility
- f. Track number of non-emergency medical transports provided
- g. Track number of and analyze EMS Service response quality control inspections completed

FIRE & RESCUE

- a. Review and evaluate pre-incident plans to provide fire crew arrival information for buildings/occupancies
- b. Maintain and upgrade computers in identified emergency response units as part of the Pre-Incident Plan/CAD Program as supported by CCE911
- c. Review drills to confirm the accuracy of pre-plan information
- d. Track dollar value of fire damage in commercial and residential building and property.

Performance Measurement:

By using the below measurement tools the Frontenac Fire Department will ensure a competent EMS /Fire service to our residents and guests and businesses.

- a. Assess risks and develop long-range plans.
- b. Evaluate fire department performance and use resources cost-effectively.
- c. Promote public awareness of fire safety.
- d. Ensure fire code enforcement.
- e. Develop effective communications systems within the City, residents and first responders.
- f. Plan for on-scene responses.
- g. A full and complete vehicle maintenance program for all unit and equipment.

GUIDELINES FOR PUBLIC WORKS

A. Public Works Strategy: Through public works and street department, maintain the infrastructure of public streets and buildings / Right of Ways / City Signage / Road Striping

B. Tactical Plan for Achieving Strategy:

- 1. Major Services (Allocated buy time/man hours varies seasonally)
2012-13 Operating Budget \$235,000 / Capital \$1.1 million
 - a. Maintain city streets, sidewalks and right of ways including trash pick-up, road striping, city sign and signal maintenance, plowing and right of way mowing and brush clearing 30%
 - b. Maintain City facilities buildings and green space 40%
 - c. Manage the stormwater program per strategy 6 12%
 - d. Coordinate the sewer lateral repair program 10%
 - e. Support leaf collection 2%

- f. Market departmental services being provided to the subdivisions including street patching. Provide street maintenance to Crystal Lake Park and snow plowing for Westwood. 2%
 - g. Coordinate with utility companies to repair streets and right of way after work has been completed 2%
 - h. Disaster preparedness and response 2%
2. Opportunity for improvement
- a. Assist subdivision trustees with soliciting street maintenance proposals
 - b. Provide minor street repairs for subdivisions to offset operating and capital expenses
 - c. Maintain employee safety programs
 - d. Enhance I-64 interchange landscape at Spoede and Lindbergh
3. Tactical Solutions
- a. Upgrade employee education regarding road pavement and maintenance techniques and safety
 - b. Upgrade street and road maintenance schedules and evaluations for future planned road projects, street beautification and ADA compliance consistent with Vision 2020.
 - c. Cross train personnel to operate and service all equipment
 - d. Work with MoDOT and sponsors to provide enhancement to landscaping along I-64

Performance Measurement: Quarterly report to City Administrator, Board and trustees on new initiatives for street maintenance, trimming and plowing. Annual status of goals achieved. Chart all calls, e-mails, etc. with compliments and complaints and action taken on complaints.

GUIDELINES FOR BUILDING DEPARTMENT

A. Building Department Strategy:

B. Tactical Plan for Achieving Strategy:

- 1. Major Services (Estimated budget allocated to service) 2012 Operating budget \$200,000 Capital \$30,000.
 - a. Process all requests for residential and commercial construction permits 40%
 - b. Provide timely inspections of work being performed 30%
 - c. Assist residents and contractors up front with the building process 15%
 - d. Continue property maintenance, sign and code enforcement 15%

2. Opportunity for improvement
 - a. **Develop and update pamphlets and post on the web site to walk through building projects including fences, swimming pools, stormwater compliance, etc.**
 - b. **Create check-lists and post on the web site for building department activities**
 - c. **Ensure building and permit fees are competitive and cover the cost of inspections**
3. Tactical Solutions
 - a. Coordinate all applications for Planning and Zoning, Board of Adjustment and Architectural Review Board
 - b. Conduct all construction plan review and construction inspections utilizing international building code and stormwater management
 - c. Conduct all property maintenance enforcement
 - d. Utilize technology to track building activities
 - e. Continue to provide quality staff education through local associations and state agencies.
 - f. Enforce stormwater regulations during construction

CITY OF
FRONTENAC



POLICIES AND
SUPPLEMENTAL
INFORMATION

**CITY OF FRONTENAC
FINANCIAL & OPERATIONAL POLICIES**

Compiled in this document are the City of Frontenac's financial and operational policies, created to ensure the overall fiscal well-being and the maintenance of high service levels for the City. These policies represent the principals and practices used to guide the City and maintain its financial stability.

FINANCIAL POLICIES

Accounting, Auditing and Financial Reporting:

1. An independent audit is completed annually. The audit report will be presented to and reviewed by the Ways & Means Committee and the Board of Aldermen. Periodic bids will be accepted for these services, normally every three to five years, to determine an appropriate audit firm. After nine years with Hochschild, Bloom & Company, the City of Frontenac contracted with Schowalter and Jabouri, PC for audit services 2004-2005 to 2007-2008 and Schmersahl and Treloar 2008-2009 to present.
2. The City will produce modified accrual annual financial reports in accordance with U.S. Generally Accepted Accounting Principles (GAAP) as outlined by the Governmental Accounting Standards Board.
3. The City will publish semi-annually in a newspaper of general circulation a financial report of the City's revenue and expense position during the prior six month period as required by state law.

Internal Controls:

1. All cash, checks and other payments received by the City shall immediately be receipted with one copy of the receipt offered to the individual making the payment and another copy filed with the appropriate City paperwork.
2. All payments in excess of those required or returnable to the payee should be refunded immediately. A copy of the returned check should be maintained in the appropriate file with an explanation as to why the check was returned.
3. To the greatest extent possible, the City will strive to ensure that a proper separation of duties exists with regard to cash/check handling. To the extent possible, the money shall be receipted, input into the accounting system and deposited by different individuals – in line with best practices.

Revenue Policies:

1. The City will attempt to maintain a diversified and stable revenue system to shelter it from short-term fluctuations in any single revenue source. Diversification of City revenue sources include the introduction and signing of Payment in Lieu of Taxes (PILOT) agreements with local non-taxable entities (the Center for Diagnostic Imaging, the Sisters of Mercy Frontenac Grove Surgery Center, Beal Bank and Nayak Plastic Surgery).
2. Each fiscal year the City will strive to present a budget balanced by the current fiscal year's revenues, relying on City surpluses only for special projects. A balanced budget shall have, whenever possible, revenues exceeding or identical to proposed fund expenditures. When not possible, the City shall ensure that it has adequate reserves to cover any short-term deficit spending and establish plans to

minimize future deficits. Unbalanced budgets, requiring the expenditure of surplus funds, shall be in compliance with the City's General Fund reserve level policy.

3. Market rates and charges levied by other public and private organizations for similar services will be considered in establishing rates, fees and charges for City services.
4. The City will actively seek the timely collection of all revenue that is owed to the City. When accounts are past due, the City will consider legal alternatives, including lawsuits and tax liens, to ensure collection.
5. The City will invest all surplus funds with an emphasis on preservation of principal. Funds will be invested per the Investment and Reserve Policy adopted by the Board of Aldermen. Subject to requirements of state law, all surplus revenue, regardless of the Fund from which derived, may be pooled for investment purposes.

OPERATIONAL POLICIES

1. The stable and reliable delivery of public services to the citizens is the primary goal and in the absence of a fiscal crisis, the City's priority is to continually provide superior levels of service to its citizens and businesses.
2. The City shares the responsibility with employees for medical and dental insurance coverage costs. The City currently provides 90% of coverage costs for employees and 60% of the coverage costs for dependants' insurance in a medical and dental plan approved by the Board of Aldermen. The City will review this policy on an annual basis to ensure competitiveness and affordability.
3. The City will fund a defined-benefit retirement plan for all full-time employees. The City will review this policy on an annual basis to ensure competitiveness and affordability. The City of Frontenac participates in the Missouri LAGERS pension plan; employees are vested according to a LAGERS schedule approved for the level of plan adopted by the City. In addition, employees have the opportunity to make additional contributions of their own funds into a 457 non-matched retirement plan to the extent allowed by law.
4. Employees have the opportunity to make pre-tax contributions to a Flexible Spending Plan for the funding of medical premiums and childcare expenses to the extent allowed by law.
5. The City will support investments that reduce future operating costs, or improve the efficient and effective delivery of services to the citizens.
6. The City has the authority under the Missouri Constitution and revised statutes to issue long-term debt. The City's debt limit is 10% of the net assessed value. On October 26, 2009 the City issued \$1.46 million of Tax Exempt bonds and \$3.06 million of BAB bonds with a 20-year service period.
7. Increases in personnel must be justified. The addition of personnel will be considered only after review of the duties and responsibilities of the position, as well as consideration of the projected workload for the new employee. Examples of justification include citizen demand for services, increases in crime, specialized or focused service directed at identified problem areas or specific needs. The City will conduct a long and short-term affordability test, prior to the hiring of additional personnel.

CAPITAL EQUIPMENT/IMPROVEMENT POLICIES:

1. The City will create a long-range, multi-year schedule of capital equipment and improvement projects to ensure the necessary identification and anticipation of expenses for future capital item acquisition. The schedule will list the item, the anticipated year of the expense, and the item's projected cost.
2. The City will continue to support a scheduled level of maintenance and replacement of its infrastructure, fleet and other large capital expenses. With the exception of smaller projects, infrastructure repairs or replacement will be completed by professional firms under contract to the City. Contracts will be awarded after the completion of an open bid process, following the guidelines of the Purchasing Policy, and will be approved by the Board of Aldermen through resolution.
3. Replacement of fleet vehicles will be accomplished near the end of the projected useful life of the vehicle, or when significant anticipated repair expenses dictate that replacement rather than repair is warranted.
4. The City will maintain its physical assets at a level adequate to protect the City's capital investment and minimize future maintenance and replacement costs.
5. The City has normally been able to fully finance capital improvements and capital equipment on a year-to-year basis from projected revenues. For any given year, if the total revenues are less than the total expenditures in the Capital Improvement Fund, reserves in that fund ought to be used. If insufficient reserve funds exist in the Capital Improvement Fund, the City can either allocate money from the General Fund, investigate the issuance of debt instruments or delay expenditures until the Capital Improvement Fund has sufficient resources available to fully fund the requested purchases.

**CITY OF FRONTENAC
INVESTMENT AND
GENERAL FUND RESERVE LEVEL POLICY**

The City of Frontenac holds its responsibility as a steward of public funds in the highest regard; therefore; it is the policy of the City of Frontenac to invest and manage its funds in a manner which will provide the highest investment return with the lowest risk, while ensuring that the daily cash flow demands of the City and all state and local statutes governing the investment of public funds are fulfilled.

INVESTMENT POLICY

This investment policy applies to all investment activities of the City for all funds.

Funds of the City will be invested in accordance with Missouri Revised Statutes Section 30.270 with principal safety as the foremost objective. Each investment transaction shall seek to maximize returns while avoiding all capital losses, whether from securities defaults or erosion of market value.

DELEGATION OF AUTHORITY & INVESTMENT PRUDENCE

The Finance Officer, under the direction of the City Administrator, is designated as investment officer of the City. The standard of prudence to be applied by the investment officer and the City Administrator shall be the “prudent investor” rule, which states, “Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived.” The prudent investor rule shall be applied in the context of managing the overall portfolio.

The investment officer, acting in accordance with these written procedures and exercising due diligence, shall not be held personally responsible for the specific credit risk or market price changes of a security, provided these deviations are reported immediately and appropriate action is taken to control adverse development.

APPROVED INVESTMENT INSTRUMENTS

Funds of the City shall only be invested in:

- a) U. S. Treasury Bills, Notes, and Bonds
- b) U. S. Government Agency Securities and Instrumentality Obligations
- c) Repurchase Agreements Collateralized by Government Securities
- d) Certificates of Deposit -collateralized
- e) Savings or Checking accounts

COLLATERALIZATION

All investments which exceed the financial institution’s insurance limits must be secured by collateral with market value of equal to or greater than the value of the investment instrument after any costs associated with the insurance coverage. Eligible investments for collateralization include any securities which would otherwise be qualified for purchase under this policy and which are on the State of Missouri, Office of State Treasurer’s list of Securities Acceptable as Collateral to Secure State Deposits.

MATURITIES

Investments must ensure the availability of funds on a timely and adequate basis for payments of general expenditures and capital outlay projects. Consideration to the long and short-term capital needs of the City is necessary to guarantee that the demands of current and future administrations are not limited by excessively long-term investments. Investments shall in no case exceed five years in duration. Any

investment term in excess of three years must have prior authorization by the Board of Aldermen.

INTERNAL CONTROLS AND REPORTING

The Investment Officer shall present to the Ways and Means Committee, as part of the monthly financial statements, a full and complete listing of all investments, the names of the issuing financial institutions, terms to maturity, balances of those investments and rates of return. The Ways and Means Committee shall annually review investments and make recommendations to the Board of Aldermen ninety days after budget adoption.

The Finance Officer shall also establish an annual process of independent review by an external auditor. This review will provide internal control by assuring compliance with policies and procedures.

GENERAL FUND RESERVE THRESHOLDS

To ensure adequate funds to pay current and future warrants, as well as to guarantee the funds necessary to maintain an adequate level of service to its residents through periods of revenue seasonality and decline, the City should adhere to the following General Fund reserve level thresholds: 1) an absolute minimum reserve level of 25% of the current fiscal year's budgeted General Fund and Capital Improvement Fund's operational expenditures plus two years' debt service; and 2) a target minimum reserve level of 50% of the current General Fund and Capital Improvement Fund's operational expenditures plus two years' debt service;

The absolute minimum reserve level shall be established so that without approval by Board of Aldermen of its violation, no expenditure shall reduce the General Fund reserve level below 25% of the current fiscal year's General Fund budgeted expenditures.

The target minimum reserve level shall be established, so that without explicit knowledge of the Board of Aldermen, no annual budget will lower the General Fund reserve levels below 50% of the fiscal year's General Fund budgeted expenditures, as measured on the last day of the current fiscal year.

Prior to the approval and recommendation of the annual budget, the Ways and Means Committee with assistance from the Finance Officer, shall determine the absolute and target minimum reserve levels to ensure compliance.

INVESTMENT AND RESERVE LEVEL POLICY ADOPTION

The City's investment and reserve level policies shall be adopted by resolution of the Board of Aldermen and any modifications made thereto must be approved by the Board of Aldermen.

**CITY OF FRONTENAC
PURCHASING POLICY**

The basic goals of the City of Frontenac purchasing policy are to:

- ❖ Comply with the legal requirements of public purchasing.
- ❖ Ensure the integrity of public procurement in the City of Frontenac.
- ❖ Reassure vendors and service providers that equal and impartial treatment will be afforded to all who wish to do business with the City of Frontenac.
- ❖ Obtain the most cost-effective value for each public dollar that is spent.
- ❖ Provide the City with goods and services in the proper amounts and at the proper time.

I. Guidelines

No purchase, purchases or contracts for services of any kind or description, payment for which is to be made from funds of the City, shall be made by the purchasing agent, or any officer, employee or agent of the City, except in the manner hereinafter set forth.

- A. For any budgeted purchase or contract for services which is \$2500 or less, the City may order the item or items as needed without formality, however, the approval of the department director or the City Administrator is required.
- B. Any budgeted purchase or contract for services which is \$2501 to \$7500, shall, whenever possible, be based on at least three competitive bids for the items or services. Such solicitations may be obtained orally with follow up confirmation in writing. The City may purchase items or contract for services from the lowest responsible or best-qualified bidder. A written memo listing the received bids and purchase request must be submitted to the department director. Final approval for such purchases requires the approval of the department director and City Administrator.
- C. Any budgeted purchase or contract for services which is \$7501 to \$15,000, shall be based on at least three written bids for the items or services. A written memo listing the received bids and purchase request must be submitted by the department director to the City Administrator. The City may purchase items or contract for services from the lowest responsible or best-qualified bidder. Final approval for such purchases requires the approval of the department director, City Administrator, and by a resolution passed by the Board of Aldermen.
- D. For any budgeted purchase or contracts for services, which is \$15,001 or more, there shall be published, in one issue of a newspaper of general circulation in the City of Frontenac, a notice inviting bids. Said notices shall be published at least seven (7) working days prior to date set for the receipt of the bids. The notice herein required shall include a general description of the articles to be purchased or services performed and the time and place for opening bids. In addition, a notice shall be posted in the City Hall of Frontenac, Missouri, inviting bids. Also, the notice may be mailed or faxed to any responsible prospective suppliers of the items to be purchased or services performed, who call the City requesting information on the bid. A written memo listing the received bids and purchase request must be submitted by the department director, with a recommendation, to the City Administrator. The City may purchase items or contract for services from the lowest responsible or best-qualified bidder. Final approval for such purchases requires the approval of the department director, City Administrator, and by a resolution passed by the Board of Aldermen.

- E. Unbudgeted purchases that are \$5,000 or less require approval of the department head and the City Administrator.
- F. Unbudgeted purchases that are \$5,001 or more require approval of the department director, City Administrator, and by a resolution, which identifies the funds, by account number to be reallocated to cover the purchase, passed by the Board of Aldermen.
- G. Purchases, which will cause a specific expense account to exceed the fiscal year's budgeted amounts, shall require approval by a resolution, which identifies the funds, by account number, to be reallocated to cover the purchase, passed by of the Board of Aldermen.
- H. The City holds charge cards and business charge accounts from a limited number of vendors. These vendors are primarily used for small day-to-day purchases. The Finance Office at City Hall shall maintain a listing of all business charge or credit card accounts. This list shall identify those employees who are authorized to use these accounts. Authorization of purchases that utilize these accounts shall follow the procedures as outlined in the above items A through D. Department Directors are required to have a written policy for any charge/credit card use within their departments.
- I. All capital expenditures of \$5,000 or more are required to be recorded as a fixed asset of the City. Department directors are directed to maintain an up-to-date fixed asset report, which should be submitted, to the Finance Officer on an annual basis. The Finance Officer is responsible for maintaining a complete listing of all of the fixed assets for the City. The City Finance Officer will also maintain a copy and insure that it is available for the City's annual audit.
- J. The City recognizes there are certain expenses, which occur on a regular basis, are of a small enough scope, or within the terms of a pre-approved contract, where their delayed payment, awaiting for Board of Aldermen Warrant List approval, would create inefficiencies. These types of expenses include, but are not limited to: utility bills, payroll and payroll related bills, insurance payments, pension payments, refuse collection, all expenses under \$5000 and any expense that falls under the terms of a Board approved contract. These expenditures require the approval of the City Administrator or Mayor provided that the expense is appropriated in the current budget.

II. Petty Cash

Often there is a need for immediate availability of funds. The following departments may carry up to these petty cash amounts:

Fire Department	\$150
Police Department	\$150
Administration	\$150
Municipal Court	\$300

Petty cash funds should be used for small purchases at businesses where no business account is established, for seminars, meals, or other purchases under \$50.00. Receipts are to be obtained for all petty cash purchases and should be provided to the person responsible for the petty cash fund in each department. The individuals responsible for the petty cash must ensure that the amount, description of item, budget account number, signatures of the persons receiving the funds and the

signature of the person issuing the funds are recorded on a sheet maintained with the petty cash. This sheet should be provided to the Finance Officer on a quarterly basis. The Departments, through the Finance Officer as needed, will replenish petty cash funds. They will be audited semiannually by the City's Finance Officer.

III. Bidding Process

The City and all parties contracting with the City shall follow the procedure set forth in the City's Bids procedures manual and hereinafter set forth in relation to all bids except as otherwise noted.

- A. The City shall have the authority to reject any and all bids and parts of all bids, and if necessary, to re-advertise or re-solicit bids.
- B. Unless there is an exercise of the right of rejection, the purchase or contract shall be made from and with the lowest responsible or best qualified bidder for any article or to the lowest responsible or best-qualified bidder for the entire purchase or contract for any part thereof. In determining the lowest responsible or best-qualified bidder, the following shall be considered:
 - 1. The ability, capacity or skill of the bidder to perform the contract or provide the service promptly within the time specified.
 - 2. The character, integrity, reputation, judgment, experience and efficiency of the bidder.
 - 3. The quality of performance of previous contracts or services.
 - 4. The previous and existing compliance by the bidder with laws and ordinances of the City relating to the contract or services.
 - 5. The sufficiency of the financial resources and ability of the bidder to perform the contract or provide the services.
 - 6. The quality, availability and adaptability of the supplies, or contractual services to the particular use required.
 - 7. The ability of the bidder to provide future maintenance and service.
- C. When the purchase is to be made from a vendor other than the low bidder, the reasons shall be documented by the department director and forwarded to the City Administrator.
- D. In situations where submitted bids are the same, preference will be given to local businesses or contractors. Local businesses and contractors shall mean a business or contractor, which has a regular and established place of business within the limits of the City of Frontenac and is licensed in accordance with the provisions of the City of Frontenac Code of Ordinances.
- E. For the process of handling bids required in Section I-D, the following shall apply:
 - 1. All notices and solicitation of bids shall state the time and place for opening.
 - 2. All bids shall be submitted sealed and shall be identified as bids on the envelope.

3. All bids shall be opened in public at the time and place stated in the public notice.
 4. In the procurement of engineering, architectural and land surveying services, the City shall, in their request for proposals to secure such services, set forth a written draft of the scope of desired services and require the following items:
 - a. A resume of the firm's qualifications and performance data.
 - b. The capacity and capability of the firm to perform the work in question, including specific services, within the time limitations fixed for the completion of the project, including full cost proposals.
 - c. Past record of the performance of the firm with respect to such factors as control of costs, quality of work and ability to meet schedules.
 - d. The firm's proximity to and familiarity with the area in which the project is located.
- F. The City shall have the authority to require a performance bond, in cash or otherwise, for such amount as it may deem sufficient to secure the execution of the contract of furnishing supplies or services for the best interest of the City.

IV. Exceptions from Bidding Procedures

When certain commodities or unique services are available on an extremely limited basis, the City Administrator may approve exceptions from the bidding requirements for items/services \$7,500 or less. The Board of Aldermen must approve any exceptions for any items/services for \$7,501 or more.

A few examples of other types of purchases or contracts, which by their nature, may be impossible to award by competitive bidding, are exempt from the bidding procedures, including, but not limited to, are:

- A. Professional services, including, but not limited to accountants, architects, attorneys, physicians or other services requiring expert or specialized knowledge or skill.
- B. Consultants including, but not limited to insurance advisors and brokers, landscape architects and designers.
- C. A commodity or service by its very nature is available locally from only one source.
- D. A commodity or service the City has standardized for use.

V. Emergency Purchases

In case of an emergency which requires immediate purchases of supplies or services and time is of the essence, the City Administrator shall be empowered to authorize or secure the services needed without complying with the procedures as set forth above. In the event that the City Administrator is not available, the Department Director may authorize such purchase or service. A full written report of the circumstances requiring the emergency purchase or service shall be filed by the City Administrator with the Mayor and Board of Aldermen within thirty (30) days.

VI. Cooperative Purchasing Plans

Nothing in this policy shall be construed to limit or prohibit the City from joining with other units of government in cooperative purchasing plans. All contracts awarded by the state or Saint Louis County for the purchases of supplies, materials or contracted services may be used in lieu of the procedures set out in this policy when the best interests of the City would be served thereby.

VII. Forms

The City Administrator shall prescribe and maintain such forms, as he/she shall find necessary to implement the above listed purchasing policy.

VIII. Purchasing Process

The following steps should be followed when purchasing an item:

- A. An employee determines that a purchase is necessary or allowed under the current fiscal budget.
- B. The employee obtains the proper authorization and bids as outlined in Section I (Guidelines), paragraphs A through D.
- C. After approval of purchase or service, the purchase is made using the established business account, credit card, purchase order, or letter accepting charges. In situations where payment must be made ahead of time, a memo shall be written to the Finance Officer outlining the purchase, approval, and amount so that a check for payment can be written.
- D. When the invoice is received by the Department or employee, the Department Director or designated purchasing official shall make sure the item(s) was received, pricing is accurate, and appropriate authorization was given before the purchase was made. The Department Director or designated purchasing official shall assign the appropriate budget account number for the charges.
- E. All invoices/bills shall be forwarded to the Finance Officer for payment. The Finance Officer shall ensure that the invoice is in order and that the appropriate budget account number has been identified. The Finance Officer shall notify the City Administrator of any discrepancies.
- F. A check for payment is prepared and signed by the City Treasurer or Mayor and attested by the City Administrator or City Clerk. Before these officials sign the check, they shall review the invoice to ensure the amounts on both the invoice and check are the same.
- G. All checks written shall be listed on a warrant list that is provided to the Board of Aldermen for their review and approval at each regular monthly meeting.

IX. Oversight by Outside Auditor

As an additional oversight, an accounting firm shall annually review purchases and procedures to ensure compliance to the above listed purchasing policy.

X. Conflicts of Interest

Every City officer, board member, commission member or employee is expressly prohibited from accepting directly or indirectly from any person, company, firm or corporation, to which any

purchase order or contract is or might be awarded, any rebate, gift, money or anything of value whatsoever except where given for use or benefit of the City, except as provided for or allowed by the Revised Statutes of the State of Missouri as amended.

**CITY OF FRONTENAC
GLOSSARY OF TERMS**

A

A.D.A. - The 1990 Americans with Disabilities Act, as enacted by Congress, signed by the President, and promulgated by the United States Department of Justice. The A.D.A. requires facilities and services are accessible to persons with disabilities.

Accrual Basis of Accounting – The method of accounting under which revenues are recorded when they are earned (whether or not cash is received at that time) and expenditures are recorded when goods and services are received (whether cash disbursements are made at that time or not).

A.P.W.A. - American Public Works Association, a professional association of nation-wide Public Works officials.

Assessed Valuation - The aggregate assessed value of all real property within the City. For taxing purposes, real property is taxed at its assessed value, as opposed to its market value. The assessed value is derived as a percentage of the market value, where the assessed value of residential property is 19% of its market value and the assessed value of commercial property is 32% of its market value.

The tax rate, or levy, is then applied against the *assessed* value of a property to determine the individual tax liability.

B

BackStoppers Organization - Started in 1959, The BackStoppers provides needed support and financial assistance to the spouses and children of all local and county police officers, firefighters, publicly-funded paramedics and EMTs and volunteer fire protection units, who have lost their lives performing their duty. The regional offices for the BackStoppers is in Le' Chateau Village.

Board of Adjustment - A quasi-judicial board of the City comprised of Frontenac residents; responsible for hearing individual requests for variances to the City's zoning ordinances, and rendering decisions on such matters.

C

Capital Expenditures – Expenditures for the acquisition of capital assets or goods and maintenance thereof. Capital items include infrastructure, real property, buildings, office equipment, furnishings, machinery and vehicles.

C.C.F.O.A. - City Clerks and Finance Officers Association; a professional association of municipal clerks and finance officers nationwide; the Missouri chapter of the organization is referred to M.O.C.C.F.O.A.

C.V.C. - Crime Victims Compensation, the State of Missouri requires that an additional \$5.00 court cost be assessed for each violation of criminal law and for infractions of municipal ordinances, excluding non-moving traffic violations. \$4.75 (or 95%) of this fee is paid to the State of Missouri's Crime Victims Compensation Fund, which is designed to aid crime victims. The City is permitted to retain the remaining \$0.25 (or 5%) for its use.

D

D.N.R. - The State of Missouri's Department of Natural Resources, responsible for establishing and regulating all environmental control standards within Missouri. All corporations, businesses,

governments, individuals, etc. in Missouri are subject to D.N.R. standards in any activity that they participate. Violations of D.N.R. regulations can result in significant liabilities, legal or otherwise, to the offender(s).

E

Easement - A right held to make specific, limited use of land owned by another person. An easement is granted by the owner of the property for the convenience, or ease, of the person using the property. Common easements include the right to pass across the property, the right to construct and maintain a roadway across the property, the right to construct a pipeline under the land, or a power line over the land.

Employee Assistance Program (E.A.P.) - programs implemented by organizations to assist employees affected by personal problems, including substance abuse. These are comprehensive programs tailored to meet the needs of the individual and include individual and group counseling, medical and psychological counseling as well as outside referral when warranted. These programs have proven extremely successful, resulting in lower absenteeism, health care costs, sickness benefits, and on-the-job accidents.

EMS – Emergency Medical Service, medical service that is preformed pre-hospital preformed by paramedics, emergency medical technicians (EMT’s) or first responders.

Expenditure/Expense - The outflow of funds paid or to be paid for acquisition of goods or services.

F

FICA - Acronym for social security payroll taxes, which consists of two basic components: (i) social security for the aged and disabled, and (ii) Medicare for hospitalization. While payroll taxes are automatically deducted from an employee’s paycheck, the City must also match that same portion with funds of its own. As a result, the City budgets an expenditure line-item in each department for FICA/Payroll Taxes, which must be made to the federal government after each pay period.

Fiscal Year - A period of 12 months to which the annual operating budget applies. The City of Frontenac’s fiscal year is from July 1 through June 30.

Flood Plain: An area designated as a special flood hazard area on the Flood Hazard Boundary Map. The flood plain includes the flood way and flood risk zones.

Franchise Fee - An ongoing fee charged to a franchisee (utility company) for operating within the City’s right-of-way. The fee is based on a percentage of gross receipts, and utility companies often pass these fees along to their customers in the form of a gross receipts tax which is collected by the utility company and paid to the City on a monthly or quarterly basis.

Fund - A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with the related liabilities and residual equities and balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations. The City of Frontenac operates three accounting funds, General Fund, Capital Improvement Fund, Parks & Stormwater Fund.

Fund Accounting - The accounts of the City are organized on the basis of funds, departments, and programs (budgetary units) and are used to demonstrate legal compliance and to aid in financial management by segregating financial transactions of various City functions and activities.

Fund Balance - The amount by which the reported value of the City's assets exceeds the reported value of its liabilities in a particular fund. The fund balance is reduced for appropriated expenditures and increased for recorded revenues. Generally, a fund balance represents the amount of unrestricted funds and cash on hand that is available for future budgetary appropriation.

F.Y. – see Fiscal Year

G

General Fund - main operating account of a nonprofit entity, such as a state or local government agency. The General Fund is comprised of monies that can be used for any expenses, including those related to the day-to-day operations of the City.

General Liability Insurance - coverage for an insured party when negligent acts and/or omissions result in bodily injury and/or property damage on the premises of the city.

G.F.O.A. - Government Finance Officers Association, a professional association of municipal finance officers, nationwide.

Gross Receipts - the total amount received or receivable from the sale of goods or the performance of services. The term gross receipts is generally used in correlation with a tax on those receipts.

H

I

I.A.C.P. - International Association of Chiefs of Police; a professional association of Police Chiefs and law enforcement directors worldwide.

I.C.C. – International Code Council, is a member focused association dedicated to helping the building safety community and construction industry provide safe, sustainable and affordable construction through the development of codes (referred to as I-Codes) and standards used in the design, build and compliance process.

I.B.C. – International Building Code which provides minimum safe guards for people in all buildings except one and two family dwellings and town houses.

I.P.M.C. – International Property Maintenance Code which establishes minimum requirements for the maintenance of property, structures and buildings.

I.R.C. – International Residential Code which provides minimum safe guards for people in one and two family dwellings and town houses not more than three stories above grade plain with separate means of egress.

I.C.M.A. - The International City/County Management Association, a professional association of city and county managers worldwide.

I.I.M.C. - International Institute of Municipal Clerks; a professional association of municipal clerks, worldwide.

J

K

L

L.A.G.E.R.S. - The Missouri Local Government Employees Retirement System, a State pension plan to which the City participates for the benefit of its employees.

L.E.T.S.A.C. - Law Enforcement Traffic Safety Advisory Council, an advisory council that provides training and education to police departments

M

M.A.B.O.I. - Missouri Association of Building Officials and Inspectors, a professional organization of building and code officials.

M.A.C.A. – Missouri Association of Court Administrators, a professional state-wide organization of court clerks and court administrators.

M.A.C.E. – Missouri Association of Code Enforcement, a professional state-wide organization of code enforcement officers, building inspectors and building officials.

M.M.L. - Missouri Municipal League, an organization representing Missouri municipalities in matters of technical assistance, policy analysis, and political lobbying in the interest of Missouri cities.

Modified Accrual Accounting - A basis of accounting in which expenditures are accrued but revenues are accounted for on a cash basis. This accounting technique is a combination of cash and accrual accounting since expenditures are immediately incurred as a liability when a purchase is authorized while revenue are not recorded until they are received

MSD - The Metropolitan Sewer District, which is a political subdivision of the State charged with administering and operating the sanitary sewer and stormwater systems in St. Louis City and most of St. Louis County, including Frontenac.

M.S.L.A.C.A. – Metro-St Louis Area Court Administrators, a professional local organization of court clerks and court administrators.

N

N.F.P.A. – The National Fire Protection Association, a national professional organization of fire department and building officials that works to prevent fires through safety and prevention.

O

P

Planning and Zoning Commission - A quasi-judicial board of the City comprised of Frontenac residents. The board is responsible for hearing any petition which falls under the auspices of the City's zoning ordinance, including any rezoning, use permits, or amendments to the zoning ordinance itself, and rendering and forwarding such recommendations to the Board of Aldermen.

Q

R

R.E.J.I.S. - The Regional Justice Information Service data system, which provides confidential information on the background history of individuals for law enforcement purposes. This service is essential for identifying individuals and determining their criminal history, when needed.

Revenue - Amounts the City receives and/or earns as income including, but not limited to, such items as taxes, user fees, licenses, permits, rents, grants, fines, and interest earnings.

Right of Way - the easement dedicated to a municipal use on either side of a street. Right of ways typically include sidewalks or curbing.

S

Sewer Lateral - A sewer lateral is an underground fixture that connects a building to the sewer main. Older sewer laterals were made out of clay and sometimes break causing sewer back ups and other problems in the building. Sewer laterals are often expensive to repair since they are underground. The City of Frontenac offers a Sewer Lateral Insurance program to aid the residents in their repair of a broken lateral line.

S.L.A.C.M.A. - The St. Louis Area City Management Association, a professional association of city and county managers in the St. Louis area.

S.L.A.I.T. - The St. Louis Area Insurance Trust, a self-insurance workers compensation pool consisting of approximately twenty-three (23) professionally managed cities in the St. Louis area.

T

U

V

Variance – A decision rendered by the Board of Adjustment which allows a variation from the zoning regulations or other regulations as assigned to the board or from an interpretation of the zoning regulations by a city official or body.

W

Wage and Salary Survey - survey conducted with other employers in the same market to determine pay levels for specific job categories. Generally, wage and salary surveys are conducted in the surrounding community or metropolitan area for the purposes of comparability.

Wellness Program – In 2006-2007 the City started creating a wellness program, initially for the Fire Department, but eventually implemented for all City personnel. A wellness program is an employee-centered program featuring proactive personal fitness programs, including physical examinations, and individualized diet and exercise programs. Wellness programs have been very effective in improving employee productivity while reducing absenteeism and health care cost.

West End Park – a neighborhood of approximately 160 homes and numerous businesses located in the northeastern corner of the City. West End Park is the oldest neighborhood in Frontenac, originally platted in the late 19th century. However because the neighborhood never incorporated as a subdivision, the City incurs costs associated with road repairs and maintenance and than bills those charges back to the homeowners.

Workmen's Compensation Insurance - insurance for injuries sustained by employees in the course of employment; benefits generally include hospital and other medical payments and compensation for loss of income.

X

Y

Year-To-Date (YTD) - Accumulation of accounts from the start of the fiscal year to the latest available period.

Z

Zoning - legislative action that divides municipalities into districts for the purposes of regulating the use of private property and the construction of buildings within the established zones. Used for the furthering of the health, morals, safety, or general welfare of the community.