Finance Committee
Committee Meeting Agenda
May 5, 2020
4:00 PM
Administrative Conference Room

1. **Zoom Meeting Information**

   Due to extreme circumstances regarding the COVID-19 pandemic, this meeting will be held online only. Members of the public may access live audio and/or video at the following link:

   https://us02web.zoom.us/j/82089144159

   Meeting ID: 820 8914 4159 Phone: 1-301-715-8592

2. **Call to Order**

3. **Roll Call**

4. **Approval of Agenda**

5. **Approval of Minutes**

   Approval of April 21, 2020 Finance Committee Meeting Minutes

6. **Reports**

   Chairperson

   Audit Committee

   Pension Board

   Council Liaison

   Staff

7. **Unfinished Business**

   Review Proposed FY21 Budget

   "Our last meeting provided a general overview of the FY21 budget. This meeting will deal with details. Please prepare questions and comments wherever appropriate. Intent is to recommend budget to Council with any reservations or concerns, so issues can be discussed at the following Work Session. If you have specific statements that you would like considered for inclusion in the recommendation letter, please email them to Lori beforehand."

Discussion of COVID-19

Discussion of New Revenue

8. New Business

9. Other Business

FY 2020 Meeting Schedule

10. Public Comments

11. Adjourn

Finance Committee
Committee Meeting Minutes
April 21, 2020
4:00 PM
Online Meeting

1. Call to Order

2. Roll Call

Richard Kutta	Chair	(Remote)
Ronald Abeles	Committee Member	(Remote)
Marjorie Richter	Committee Member	(Remote)
Adam Shulenburger	Vice Chair	(Absent)
Phillip Hellwege	Committee Member	(Remote)
Ted Armstrong	Committee Member	(Remote)
Wesley Perkins	Committee Member	(Remote)
Lori Obermoeller	Director of Finance	(Remote)
Peter Kim	Finance Manager	(Remote)
Mark Perkins	City Administrator	(Remote)
Ellen Lawrence	Council Liaison	(Remote)
Matt Wohlberg	City Engineer	(Remote)
Scott Saunders	Councilman	(Remote)
AJ Wang	Council Member	(Remote)
Tracy Brothers	Finance Clerk	(Remote)

The Committee members, Staff and Council members participated by teleconference

3. Approval of Agenda

Motion to Approve Agenda

RESULT:	**APPROVED [UNANIMOUS]**
MOVER:	Phillip Hellwege, Committee Member
SECONDER:	Marjorie Richter, Committee Member
AYES:	Kutta, Abeles, Richter, Hellwege, Armstrong, Perkins
ABSENT:	Shulenburger

4. Approval of Minutes

Approval of March 31, 2020 Finance Committee Meeting Minutes

Ms. Lawrence requested her statement be changed to say "the RFP would offer a variety of options not just active or passive management".

Finance Committee
Committee Meeting Minutes
April 21, 2020
4:00 PM
Online Meeting

RESULT:	**ACCEPTED AS AMENDED [UNANIMOUS]**
MOVER:	Phillip Hellwege, Committee Member
SECONDER:	Wesley Perkins, Committee Member
AYES:	Kutta, Abeles, Richter, Hellwege, Armstrong, Perkins
ABSENT:	Shulenburger

5. Reports

Chairperson

Audit Committee

Pension Board

Council Liaison

Staff

6. Unfinished Business

7. New Business

Discussion of COVID-19

Mr. Perkins gave an update on how the City is responding to the COVID-19 pandemic. He stated the Staff is still working and providing services to the residents, with some staff working from home. Building inspections are still proceeding but the volume of inspections are down. They are taking precautions as necessary. The City is tracking Covid-19 related expenses which is about $6,000 at this point. The City is watching expenses closely, overtime is down and limited. Positions that are open are not being filled.

Mr. Kutta asked what the Building department was doing during this slow period. Mr. Perkins responded that the City just adopted new codes and inspectors are reviewing and learning the new codes. The City is also encouraging the Inspectors to seek additional certifications.

Ms. Lawrence asked if the grocery store sale receipts were helping offset the loss of the sales revenue. Ms. Obermoeller responded saying the sales tax is not received until two months after the fact and probably will not know the effect until starting with June's receipts.

The Committee and Staff further discussed how Covid-19 pandemic is affecting the restaurants and other businesses in the City. Mr. Abeles asked if we were directing the businesses to apply for the PPP loans available to businesses. The City is not directing them but the businesses that have contacted the City did not feel the loans would help them to remain open.

Finance Committee
Committee Meeting Minutes
April 21, 2020
4:00 PM
Online Meeting

RESULT:	**DEFERRED [UNANIMOUS]**
AYES:	Kutta, Abeles, Richter, Hellwege, Armstrong, Perkins
ABSENT:	Shulenburger

Review Proposed FY21 Budget

Mr. W. Perkins asked what the process is to amend the budget? Mr. Perkins responded that the City Council is responsible for amending the budget. The City Administrator has some power to move money around or add needed additional funds. Mr. Perkins stated the City has done five or six amendments this year to the current budget. The Council and Staff are considering this FY21 budget as flexible due to the uncertainty of the revenue stream. He responded the City will be looking at the budget on a quarterly basis and adjusting as needed. Mr. Perkins also stated the Council and Staff were reviewing the Capital Improvement budget and the street projects that have been budgeted. There are a few projects that are grant funded which will need to be completed but there are other projects that will be put on hold until the summer of 2021. This will allow the City to determine the City's cash flow.

Ms. Obermoeller reviewed how the revenue was projected. The sales tax revenue was reduced by 7.6% for next year, increased 1% in 2022 then remaining flat. Auto sales tax was decreased by 9% overall and increased slightly in 2022. Electric is down .8% and increasing 1% in 2022. Gas tax was decreased by 7% and increasing 1% in 2022. Phone tax has continually been decreasing, the budget reflects a decrease of 8% this year, 6% in 2021 and another 1% the following year. Water is down 6% for this year and staying flat in 2021 and a 1% increase in the following. Gasoline is down 11% this year and remaining flat for 2021. Business License there is 10% decrease in this fiscal year and flat for next year. Ms. Obermoeller reviewed other revenue categories with the Committee stating all this is due to the Covid-19 pandemic. She stated next year's revenue is budgeted to be $300,000 less than this year.

Mr. Kutta asked if the Ice Arena is still open and if the City was maintaining the Ice. Mr. Perkins responded that Ice Arena is closed and at present the ice is still being maintained. He stated the City will continue to monitor the situation. He stated it is costly to take down and bring up the ice and is very labor intensive. Mr. Kutta asked about the daily operating cost of the Ice Arena in terms of the utilities. Mr. Perkins responded they could provide that information for the Committee. The Golf course remains open for walking traffic only and must pay online to play.

Mr. Abeles asked about the budget projections being down for the first quarter of the year and then remaining flat going forward. Ms. Obermoeller stated that the City has projected a decrease in revenue for the last quarter of this fiscal year and the first quarter of the next year, with an overall six months of decreased revenue. He also inquired about a line item in the Police Detectives budget. Ms. Obermoeller stated the increase for next year was due to moving a position from patrol to the detectives.

Mr. Kutta questioned the yard waste that was postponed. Mr. Perkins responded Republic Services will resume yard waste collection the week of May 4th. Mr. Perkins stated that they should be issuing a credit for those that rent a yard waste toter.

Mr. Perkins stated that the City might look at having residents pay for part of their trash and recycling services depending on how this continues to affect the City's revenues. He stated it would be about a $500,000 savings. Ms. Obermoeller stated that Bridgeton is now going to have their residents pay for their trash service as a result of Covid-19 possibly thru the end of the year. The Committee further discussed this option.

Ms. Obermoeller reminded the Committee there will be another meeting to discuss the budget on May 5th, then discussed at City Council's work session on the May 11th, and the public hearing will be held on May 26th.

RESULT:	**DEFERRED [UNANIMOUS]**
AYES:	Kutta, Abeles, Richter, Hellwege, Armstrong, Perkins
ABSENT:	Shulenburger

Review 3rd Quarter Financial Statement

Ms. Obermoeller reviewed the Third Quarter Financial Statement with the Committee. Revenues are down slightly from the previous year mainly due to sales and utility taxes. Expenditures are up slightly. Due to the Covid-19 Pandemic the City's revenues will decrease even more and effect the City's surplus that was budgeted. The City will have a better understanding of the revenues in June. The Enterprise fund revenues are up due to Golf. Golf had another record quarter with the rounds of golf played. The revenues are also up due to the timing of receiving the Rockets payment. Expenditures are up from last year due mostly from ice repairs. The Public Safety sales tax were up due to the City starting to allocate interest to the different funds. Expenditures are up due to the new police building. The City is now allocating funds to pay for the utilities for the new building.

Mr. Hellwege asked about the joint services with other cities. Ms. Obermoeller stated the City is still working on the consolidation of the Courts. The progress has slowed due to the current situation but is still moving forward. Other areas the City is looking at for shared services are police records and building inspections.

Disucssion of New Revenue

The Committee discussed the Business License fee structure, charging based on sales revenue versus square foot. Other sources of revenue the City would like to look into is the use tax and parks and storm water sales tax. The City would not have to share this revenue. The tax revenues can help fund not only the General fund but also the Capital fund. This is not just a tax on the resident but mostly on non-residents.

Ms. Obermoeller reported to the Committee that this would have to be ready to submit to the County Election Board by August to be put on the November ballot.

Mr. Kutta requested that this topic be put on the agenda for the next meeting under unfinished business.

Ms. Lawrence suggested addressing the health insurance changes again.

Mr. Wohlberg stated the Planning and Zoning Committee recommended the draft Capital Improvement budget to the City Council. The Finance Committee confirmed their approval through email with Ms. Obermoeller.

RESULT:	**DEFERRED [UNANIMOUS]**
AYES:	Kutta, Abeles, Richter, Hellwege, Armstrong, Perkins
ABSENT:	Shulenburger

8. Other Business

FY 2020 Meeting Schedule

RESULT:	**DEFERRED [UNANIMOUS]**
AYES:	Kutta, Abeles, Richter, Hellwege, Armstrong, Perkins
ABSENT:	Shulenburger

9. Public Comments

10. Adjourn

Motion to Adjourn

RESULT:	**APPROVED [UNANIMOUS]**
MOVER:	Wesley Perkins, Committee Member
SECONDER:	Ronald Abeles, Committee Member
AYES:	Kutta, Abeles, Richter, Hellwege, Armstrong, Perkins
ABSENT:	Shulenburger

city of CREVE COEUR
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April 27, 2020

Mayor Glantz and Members of the City Council:

I am pleased to present the Fiscal Year 2021 (FY 2021) budget for your consideration. The proposed budget provides the resources necessary to continue to meet the high expectations of our community over the next year.

In recent years, state and local governments everywhere continued to face similar long-term challenges of stagnant revenues and rising costs. However, the COVID-19 (coronavirus) pandemic has not only had devastating impacts on public health, it is also creating major economic challenges for all cities. The depth of the economic impact is unknown, making it very difficult to project revenues in FY 2021 and beyond. The city is facing a deficit in the General Fund in FY 2021for the first time in more than a decade. Given the uncertainty about the timing and extent of a future economic recovery, continued pursuit of cost-cutting measures and opportunities for additional revenue sources will be essential.

Long Range Planning

In developing the annual budget, the city staff relies upon a variety of planning documents, including the city's Strategic Plan, Comprehensive Plan, five-year Capital Improvement Plan, and newly adopted Parks Master Plan. The annual budget provides many of the resources necessary for implementing the long-range objectives as identified in city's planning documents.

The city's Strategic Plan includes the following goals:

Strategic Goal 1: Encourage civic engagement.

The City is dedicated to providing opportunities to bring people together. While the public health precautions related to the pandemic resulted in cancelled events in late FY 2020/early FY 2021, many events were successfully held throughout FY 2020 and are slated to resume in FY 2021 when feasible. These programs and events include the Citizens Police Academy, Citizen Emergency Response Team Training, Creve Coeur Night Out and Coffee with a Cop.

The City-sponsored Creve Coeur Farmer's Market provides residents the opportunity to purchase locally-produced fruits, vegetables, eggs, meat and more. Because local farmers' markets are permitted as an essential function during the pandemic, the City has budgeted to continue this event in FY 2021.

In FY 2020, staff continued work to better engage our residents with timely information on city services and seek to increase involvement on the city's boards and committees. Along these lines, the city hosted a New Resident Forum called, "Creve Coeur 101" in September of 2019, to inform residents of city services, initiatives and volunteer opportunities. We have also continued utilizing low-cost social media and electronic billboard advertising to promote specific City news and events to improve public reach. Also, in FY 2020, residents were encouraged through social media and the newsletter to register their home security systems with the Police Department so they can play an active role in crime prevention in their own neighborhoods.

By late FY 2020, elected and appointed officials, and city staff quickly acclimated to the use of online audio and visual meeting tools necessary for citizens to participate in public meetings due to social distancing restrictions. In FY2021, staff will continue to secure the necessary tools to continue to improve upon our virtual meeting capability as long as the situation necessitates.

In FY 2021, the City is planning on hosting its second Subdivision Trustee Annual Meeting to discuss key issues of interest to the public such as openings on board and committee, deer mitigation strategies, street lighting program and biking and hiking trail opportunities in their area. Also, in FY 2021, "Creve Coeur 101 Course" will be held again to educate new residents about the City's high level of services and volunteer opportunities.

Strategic Goal 2: Enhance parks, parks programs, and green space.

In FY2020, the city's first Parks and Recreation Master Plan was completed, providing a comprehensive review of the city's park facilities and developing a plan for improvements for the next ten years. The plan was based on community input with the advice and consultation of a park planning firm, Planning Design Studio. In FY 2021, city staff will work with the City Council and Parks and Historic Preservation Committee to begin implementation of the plan and identify funding mechanisms in support of the plan objectives.

Also, in FY 2020, construction was completed for improvements to the Creve Coeur Ice Arena, including reinforcement of the Ice Arena roof beams, renovations for the administrative offices, and new boiler, water heaters, sound system, and dasher boards. These improvements were made possible through a Municipal Park Grants reimburse up to $397,600.

A citizen task force was established to make recommendations for memorializing the history of the Dr. H. Phillip Venable Memorial Park. A formal re-dedication of the park is planned for FY 2021.

Fountain Park, located at Olive Boulevard and I-270, was sold to Drury Development Corporation for $749,533 in FY 2020. While the sale eliminated a 1-acre "pocket park" with a non-functioning fountain, the funds from the sale were set aside for future reinvestment in city parks and recreation spaces.

Staff continue researching potential locations to increase the trails system in Creve Coeur to create a more walkable and bike-friendly environment throughout the city which supports the Comprehensive Plan 2030 and Parks Master Plan adopted by City Council in FY 2020. In FY 2020, the Planning and Zoning Commission (P&Z) adopted the 39N Greenways Plan which provides a bike path/pedestrian path connecting Stacy Park in Olivette to the Centennial Greenway north of Creve Coeur connecting both sides of Lindbergh Boulevard.

Also, in late FY 2020, improvements to Lake School are underway to divert storm water from the historic building to ensure its preservation for future generations.

In late FY 2020, the Horticulture, Ecology and Beautification Committee still plans to host its 10th Biennial Beautification Contest to recognize commercial and residential property owners who invest in making Creve Coeur's curb appeal more beautiful with native plants and creative gardens.

Strategic Goal 3: Support a strong and diverse economic base.

The 39 North Agtech District (39N) represents a major opportunity for regional economic growth. The city continues to promote the advancement of the 39N created four years ago which is a 575-acre innovation district in the northeastern corner of Creve Coeur. The city continued its investment in the branding/marketing campaign in FY 2020 as part of a partnership with the St. Louis Economic Development Partnership and St. Louis County to improve pedestrian access, street light and other elements along Old

Olive Street in the 39 North area. Construction in the area is underway for The Edge at BRDG Park, located on the BRDG Park / Donald Danforth Plant Science Center Campus. This 4-story office building will feature Benson Hill as its primary tenant, with as many as 150 employees over the next couple of years. Benson Hill is a fast-growing agtech company which was created in Creve Coeur only eight years ago.

Immediately west of the 39N District on Olive Boulevard, a 20-unit apartment complex proposed by JLA Group has been approved by the City and is expected to be under construction in FY2021.

The city continues partnering with St. Louis County and Missouri Department of Transportation to re-construct the Olive-Lindbergh Interchange, to improve traffic flow, pedestrian access, and to re-utilize land for additional development of the 39N. Reconstruction of the Olive-Lindbergh Interchange will be under construction by early FY 2021. The City continues to seek grant funding to begin implementation of the Old Olive Great Streets plan, and is targeting FY 2023 for construction of the first phase of this plan.

It is still unknown at this writing as to the short- or long-term impacts recent COVID-19 closures will have on restaurants and other businesses in Creve Coeur. Staff anticipates many will reopen while others will close permanently. Having said that, businesses continued to invest in Creve Coeur through most of FY 2020. Three of some of Creve Coeur's largest employers – Bayer, Barnes-Jewish West County Hospital, and Mercy – have either already expanded or are in the process of doing so in FY 2020 and FY 2021. Barnes-Jewish West County completed construction of a new hospital this year with medical buildings to follow in FY 2021. Mercy has received approval for a new medical office building and parking garage south of Conway Road, with construction anticipated for late FY 2021. Finally, Bayer has demonstrated its commitment to the Creve Coeur campus with its announcement of bringing 500 additional jobs to Creve Coeur.

MetLife will be relocating from its South St. Louis County campus to the HBE building at Mosley and Olive, bringing at least 300 new jobs to Creve Coeur.

Strategic Goal 4: Practice and promote sustainability.

The city continues to be one of only three Environmental Protection Agency Green Power Communities in Missouri and one of only 98 in the entire nation. As a Green Power Community, the city and Creve Coeur residents and businesses invest more than 3% of its energy usage to renewable energy resources such as wind and solar power.

In late FY 2019, the Energy and Environment committee (E&E) successfully received a St. Louis County Department of Public Health grant to fund the majority of the cost of a part-time Business Sustainability Coordinator tasked with promoting environmentally friendly practices including recycling and pursuit of Green Business Certification with Creve Coeur businesses. Because of these efforts, four companies received Green Business Certification in FY 2020: Poke Munch, The Compass Wealth Group, Markwort Sporting Goods, and The Post. The E&E intends to re-apply for this grant in FY2021 to allow these worthwhile efforts to continue.

In FY 2020, staff worked with the Horticulture, Ecology and Beautification Committee and a consultant to develop a new landscape design for the North New Ballas medians. The updated landscaping includes the use of more perennials and native plants to reduce costs associated with annual plant replacement for plants better suited for Missouri's climate. Completion of this project anticipated in FY 2021 and when finished will add a decorative element at the road entrance to the Government Center and Police Building.

Strategic Goal 5: Maintain and encourage high quality development.

In second quarter FY 2020, the Police Department proudly opened the doors to the public to the newly constructed police station. The 25,000-square foot, two-story building is $10.7 million bond project and is the crown jewel of the Creve Coeur Government Center property. Most of the year was spent closing out a construction including a smoke evacuation system slated for completion in late FY 2020.

Staff continues to make additional zoning changes as recommended by the 2030 Comprehensive Plan and focus on The East Olive Boulevard Corridor in FY 2021. Staff began soliciting comments from developers for the East Olive Corridor where a special zoning district is considered. Public meetings scheduled for late FY2020 have been delayed, but are anticipated to resume in FY 2021.

Another avenue pursued to maintain and encourage high quality development is through the adoption of new Building Codes. In FY 2021, the City Council adopted the 2015 International Building Code, International Residential Code, International Energy Conservation Code, International Swimming Pool and Space code, and International Property Maintenance Codes. Also, in FY 2020, building permit processes were reviewed and improved following roundtable discussions with residential and commercial developers in late FY 2019. These changes focused on streamlining the permitting process and improved communications, thereby improving the overall customer experience.

The city continues its commitment to support public art. In FY 2020, the Arts Committee continued its membership with the Creative Communities Alliance, and anticipates the installation of a new sculpture at the Dielmann Recreation Complex as part of the Sculpture on the Move program in FY 2020 and two more new sculptures planned for other locations in FY 2021. The Arts Committee also approved the design of a now colorful painted mural with key symbols representing Creve Coeur at New Ballas Place on what was once a prominent, yet plain concrete wall.

Strategic Goal 6: Maintain excellent municipal services.

One of our primary long-term goals is to be a good stewards of public monies by controlling long-term costs whenever possible. In mid-to-late FY 2019, a Finance Task Force consisting of City Council and Finance Committee members evaluated all department expenses to look for cost-cutting measures while maintaining a high level of service. Several of these measures were implemented in FY 2020 such as increasing the employee contribution from 3% to 4% in the legacy defined benefit plan (consistent with the percentage required of employees enrolled in LAGERS), limiting pay in lieu of vacation leave, and switching from a uniform allowance to a Quarter-Master Uniform System for police officers.

Additional expense cuts were made during budget development as the COVID-19 crisis and a projected reduction in revenue has resulted in the elimination of merit increases and salary range adjustments for employees, and the postponement of capital equipment purchases where possible. The city raised recreation fees and building permit fees this year yet these still remain affordable and competitive with other cities. Ongoing discussions will occur in FY 2021 focused on expense reduction, opportunities for increased revenues and review of city service levels.

The city continues to collaborate with Town & Country and Frontenac in providing police dispatch services through the West Central Dispatch Center (WCDC). This collaboration has resulted in savings over $100,000 annually while improving service levels. A similar partnership may come to fruition in FY 2021 with the potential consolidation of municipal court to include Creve Coeur and several neighboring cities. These discussions were ongoing in FY 2020. Staff anticipates improved service levels and fiscal oversight, and eventual costs savings will occur with court consolidation with Missouri State law changes regarding municipal courts in FY 2019/FY 2020.

GENERAL FUND

Long-range revenue and expenditure projections for the General Fund are included in Section 2 of the proposed budget. In FY 2021, operating expenditures are projected to outpace operating revenues by $212,122. After interfund transfers, the fund balance is expected to decrease by $507,287.

The severity of the economic downturn caused by COVID 19, combined with the uncertainty and timing of a recovery, will make it very difficult to accurately project revenues. The FY 2021 budget will be fluid and subject to change based on monthly and quarterly revenue results.

Long-Range Outlook

Despite a very strong local economy in Creve Coeur, the city continued to experience relatively flat revenue growth until March 2020. Prior to March, the city's general fund revenues have increased an average of only .8% for the ten year period through the projected budget for FY 2020. Many of the city's revenue sources have been essentially flat for several years, including sales tax and utility tax, which together combine for approximately 70% of the city's general fund revenue. While the city has done well in holding the line on expenses, increasing an average of 0.6% per year over the same ten year period, this trend will result in future deficits which must be addressed.

The proposed budget includes measures to reduce our costs based upon anticipated revenue declines. The Finance Task Force, comprised of members of the City Council and Finance Committee, developed recommendations for expenditure reductions which have been incorporated into the proposed budget. Additional recommendations from the Task Force will be further reviewed by staff and the Finance Committee for incorporation into future budgets, thereby reducing, but not necessarily eliminating projected operating deficits.

General Fund Reserves

Creve Coeur continues to maintain a substantial reserve in its General Fund, projected at $15.7 million at the end of FY 2021 or 103% of annual operating expenditures. By FY 2025, the city's General Fund unassigned reserves are projected to be reduced to $10.8 million, or 64% of annual operating expenditures. This figure is still well above the city's reserve policy of maintaining at least four months of the previous two years average expenditures, or 33% of annual expenditures. The anticipated reduction in fund reserves is due to projected operating deficits as well as annual transfers for capital projects.

An annual transfer of $400,000 of County Road and Bridge Tax revenues is made each year to the Capital Improvement Fund, consistent with the intended use of these revenues for road improvements and repairs. The balance of these funds support Street Division operations in the General Fund.

In FY 2016, a dedication of $2 million in General Fund reserve was established for future facility needs. These funds could be used to partially pay for future renovations to the Government Center.

In FY 2017, Council dedicated $1 million in General Fund reserves for future street improvements. $800,000 of this was used for an emergency repair to Ladue Road in FY 2018, leaving only $200,000 for future street improvements. These funds can be used for various reconstruction projects in the city that have been identified through our annual street program.

In FY 2019, the City sold Fountain Park ($749,533) and placed the proceeds in the General Fund reserves for future park improvements.

By maintaining a substantial reserve, the city has been able to respond to emergencies (such as current Coronavirus and the recent Ladue Road failure), pursue grant-match opportunities and maintain a triple-A credit rating. However, maintaining this reserve will be substantially more difficult in FY 2021 and possibly in future years due to the economic crisis caused by COVID 19.

General Fund Revenues

The city's revenue stream continues to rely heavily on retail sales tax (32% of General Fund revenues) and utility licenses (38% of General Fund revenues). For FY 2021, operating revenues for the General Fund are projected to decrease 2% from projected FY 2020 revenues due to pandemic (COVID-19) issue.

A brief explanation of revenue projections for FY 2021 is provided below:

Intergovernmental Revenues, which include sales tax, gas tax, and county road and bridge tax, comprise 43% of operating revenue, are projected to increase by .1%. The city sales tax portion of Intergovernmental Revenues, based on the city's sales tax rate of 1.25% but subject to the St. Louis County sharing formula, is projected to be flat at $4,727,143. This projection is based upon an estimated reduction in sales tax of 7.6% in FY 2020.

Public Utility Licenses, which comprise 37.6% of the city's operating revenue, is expected to decrease 1.76% in FY 2021 to $5,650,341. This projection is on the heels of an estimated 2.6% decline in FY 2020, despite recent rate increases. The rate for residential electric service was returned to its previous level of 7% (from 5.5%) in 2019. All commercial rates were increased from 7% to 8%.

The city's **Real Estate Tax** rate per $100 of assessed value is projected to stay the same at $.075 for residential and $.077 for commercial property for FY 2021, which is the maximum rate allowed under the city's existing cap. This will generate about a total of $717,692 in real estate tax revenues for FY 2021. The city's portion of property tax represents less than one percent of the total property tax bill including the school and fire districts and other taxing authorities.

The City of Creve Coeur, unlike all other taxing jurisdictions serving our citizens, does not levy a tax on personal property.

Licenses and Permits are projected to increase by 1.6% to $1,131,012 for FY 2021. Building permit revenues, based on a five-year average, are projected to increase by 1% to $625,000 due to an increase of from $6/$1,000 to $7/$1,000, effective March 1, 2020. Apartment Re-Occupancy permit revenues are projected to be $102,330 in FY 2021.

Business license revenues are projected to be flat in FY 2021, at $202,461. However, this represents an 11% decrease compared to FY 2019 actuals, due largely to COVID-19. The city's business license rates have not been adjusted since the early 1990s.

Municipal Court revenues are projected to increase by 3.6% in FY 2021 to $538,800.

Interest on Investments is expected to decrease in by 32% FY 2021 to $250,000 due to interest rates declining due to COVID-19 pandemic.

Charges for Municipal Facilities are projected to increase to $75,500, but only because FY 2020 had a decrease due to COVID-19 pandemic.

General Fund Expenditures

Fiscal Year 2021 expenditures are projected to be 2.4% lower than budgeted in FY 2020, and essentially even with actual expenditures for FY 2020. As the chart below demonstrates, personnel services comprise 72% of our General Fund budget. In recognition of this, the proposed budget includes a freeze on salaries. Any vacancies which occur throughout the year will be reviewed for potential elimination.

Expenditure Category	FY 2020 Projected	FY 2021 Budget	Percentage Change
Personnel Services	$10,852,100	$11,017,751	1.5%
Operating Expenses	$3,960,811	$3,970,242	.2%
Capital Outlay	$364,676	$217,225	-40.4%
TOTAL	$15,177,587	$15,205,218	0.18%

Personnel Services

The Police Department composes the majority (51%) of the General Fund personnel expenditures. The Public Works Department makes up the next largest portion of the city's personnel costs (13.4%).

Major factors affecting personnel expenditures in FY 2021 are outlined below.

- Since 2008, the city's full-time employee count has been reduced by 14 positions to 106 FTEs in FY 2021. Staff is postponing filling vacant full-time positions, and future vacancies will be reviewed for possible elimination, until more information is available regarding revenue status.

- A long-standing strategic goal of the city is to maintain a competitive pay and benefit package to attract and retain the best talent. However, staff is not proposing any merit increases, market equity adjustments or salary range changes in FY 2021. It has been 11 years (FY 2010) since the last time no merit increases were budgeted.

- Longevity pay has been frozen since FY 2011, and will decline rapidly as long-term employees retire from the city. Only employees hired before August 1, 2004 are eligible for longevity pay and receive $8 pay per month, for each year of service to the city (a 10-year employee receives $80 per month, or $960 per year in longevity pay). For FY 2021, longevity pay will total $40,608, down sharply from $125,542 ten years ago.

- Effective July 1, 2009, the city elected to pool its health insurance with other municipalities in the St. Louis Area Insurance Trust (SLAIT) in an effort to reduce rate volatility and gain more control of the plan from year to year. In FY 2021, rates reflect a 3% increase with an amount of $1,236,841* budgeted for employee health insurance. The city's long-term experience with the SLAIT health pool has been excellent, and future rate volatility should be further mitigated as SLAIT has been able to increase its reserve fund over the years. In addition, SLAIT and the City of Creve Coeur have implemented an ambitious wellness program to encourage healthy life-styles among our workforce

- The city's defined benefit pension plan covers employees hired on or before June 1, 2006. Employee contributions increased in FY 2020 from 3% to 4% for the legacy defined benefit (DB) plan to align with required contribution for those employees in the LAGERS DB plan. This is an estimated city savings of $23,525.

- The employee contribution to the legacy pension plan is projected to generate $94,100 to offset a portion of the city's total contribution to the pension fund, budgeted at $1,347,065*. The city's estimated contribution is $44,007 more than the contribution for FY 2020. The City Council and Pension Board adopted a 10-year amortization schedule to retire the unfunded pension liability, and combined with a reduction in the earnings assumption from 7% to 6.75% in FY 2019, the city has accelerated the funding of the plan by approximately $300,000 annually based on these two changes alone. Additionally, in FY 2021 staff recommended increasing the percentage of transferred funds from the Public Safety Fund to the General Fund to offset some of the expenses associated with police officers in the legacy DB plan. The percentage allocated is 20%. This transfer will offset General Fund pension costs associated with the legacy DB plan by $183,568.

- On August 1, 2017, the city closed its defined contribution plan and transitioned to a defined benefit plan, LT-8(65), with Missouri Local Government Employees Retirement System (LAGERS). Employees hired after June 1, 2006, are in LAGERS and contribute 4% of their salary to the plan. The 4% contribution is projected to generate $176,180*. The city's contribution to LAGERS is budgeted at $327,672*.

  **Combined General Fund, Capital and Enterprise Fund.*

Operating Expenses are projected to increase by only .24% to $3,970,242 in FY 2020. The city's trash and recycling contract represents the city's largest non-personnel related operating cost. This contract, which was recently renewed with Republic Waste for five years, is expected to increase 4% to $793,520. Equipment, building & ground maintenance, street lighting, temporary personnel services and fuel represent other large areas of non-personnel related costs.

Capital Outlay Expenses in the General Fund budget are projected to be $217,225 for FY 2021. This amount represents a 40.4% decrease over the estimated FY 2020 expenditures.

A listing of capital outlay expenditures may be found in the department budget in accounts 9501 through 9505. Capital outlays are generally one-time expenditures or expenditures for items which have a useful life of longer than one year such as building improvements, vehicles, equipment, office machines and furniture and fixtures.

Significant capital outlay expenditures are identified in each of the departmental budgets.

Budget Highlights

Within each departmental budget you will find a section titled "Budget Highlights," describing new or expanded programs, purchases or trends of note.

CAPITAL IMPROVEMENT FUND

The city's capital program reflects an emphasis on preservation of existing infrastructure, and aggressively pursuing outside funding to offset the city's cost where possible.

The five-year plan (FY 2021–FY 2025) includes approximately $17.5 million in total capital outlay with the major emphasis on street reconstruction and resurfacing. Staff evaluates and prioritizes specific streets and types of treatment based on the city's street rating system along with two recent independent contractor pavement condition reports conducted in FY 2016.

The proposed Capital Fund budget is based on the five-year Capital Improvement Plan (FY 2021 – FY 2025) which was approved by City Council on April 27, 2020.

A number of projects scheduled for FY 2021 have been delayed to future years due to projected revenue decreases.

Capital Fund Revenues

Funding sources for infrastructure and city facilities' needs are limited to our capital improvement sales tax, grants and transfers from the general fund. As sales tax revenues have been stagnant over the last decade, transfers from the general fund will continue to be an important revenue source to ensure proper maintenance of our infrastructure.

The half-cent capital improvement sales tax is the major funding source for the Capital Improvement Fund. Capital sales tax revenues are projected to be $2,003,242 at the end of the current fiscal year, down 7.5% from FY 2019. No annual increases in sales tax revenue is projected in years 2021 due to COVID-19 pandemic, but then is projected to increase 1% in 2022 and remain flat through 2025.

General Fund transfers of $400,000 have historically been recommended and are included in the projected budget of the General Fund for FY 2021 – FY 2025. These transfers will provide funding to maintain a robust street maintenance program and is consistent with the intended use of county road and bridge revenues.

The city has been successful in obtaining grant funding for street and park projects, and it is anticipated that we will be able to obtain future grant funding to supplement the plan as presented.

Capital Fund Expenditures

The FY 2021 projects are outlined in detail in the Capital Improvement Program (CIP) budget. Expenditures by major category in the Capital Fund are as follows:

- Building and Improvements - $30,000
- Park Development Projects - $150,500
- Stormwater Projects - $200,000
- Street and Sidewalk Improvements - $3,391,207 (offset approximately $893,000 by grant funding)
- Capital Equipment - $278,700
- Administration - $91,777

POLICE BULDING FUND

In FY 2017, Creve Coeur citizens voted to approve a $10.635 million general obligation bond measure to finance the building of a new police building on the existing property of the Creve Coeur Government Center. Construction was all but completed in FY 2020 with a few final items remaining in late FY 2020.

The vast majority of expenses for construction of the new Police Station occurred by the end of FY19. No expenses are budgeted for FY 2021.

PUBLIC SAFETY SALES TAX FUND

A countywide Public Safety sales tax was approved by voters on April 4, 2017. Cities in St. Louis County will share 5/8 of the revenues based on population. The projected amount to be received by the City of Creve Coeur in FY 2021 is $917,838. These revenues will help offset the increasing cost of providing high quality police services including maintaining required manpower, competitive salaries and benefits, equipment, technology, training, and maintenance and operating expenses for the new Police Station. The city's adopted policy on use of these funds can be found under the "Financial Policies" section of the budget.

FY 2021 includes transfers out of the Public Safety Fund into the General Fund to cover the increase in pension contributions for the Police Department $183,568. This amount increased from 15% to 20% of the sales tax in FY 2021.

Operating expenditures for the new Police Station, including utilities and maintenance, are projected at $133,0456 and have been included in the FY 2021 budget.

Part of the fees collected by municipal court provide funding for police training, but these revenues have been in decline due to Senate Bill 5 and other changes in the municipal court rules. The Public Safety Fund provides another source of training revenue, budgeted at $42,575 in FY 2021.

Other capital items, including mobile license plate recognition, reconstruction equipment and software, and WCCTVS Rapid Deployment Pole Camera and a bomb dog, have been budgeted in this fund for FY 2021.

POLICE BULDING DEBT SERVICE

The debt associated with the Police Building Fund will be paid through real and property tax assessment of $0.08 will sunset after 20 years (2037).

In FY 2021, property tax revenue is estimated to be $903,500, with interest revenue of $2,500.

Interest expense is estimated to be $270,106, and principal expense is anticipated to be $440,000 in FY 2021.

MUNICIPAL ENTERPRISE FUND

The Municipal Enterprise Fund (MEF) includes the operations, maintenance and capital outlay of the city's golf course and ice arena. The fund is comprised of four divisions: Golf Course/Pro Shop, Golf Course/Maintenance, Ice Arena, and Food Services. Overall, Operating Revenues for the Enterprise Fund are projected to increase by 16.27% to $1,139,130. This is primarily due to COVID-19 pandemic decreasing revenues in FY 2020, as well as a projected increase in green fees for FY 2021. Operating Expenses for the Enterprise Fund are anticipated to increase by 4.41% to $1,173,700. This increase is due to an increase in cleaning and painting of the Ice Rink, the purchase of some equipment, as well as an increase in normal operating expenditures. No salary increases are budgeted for FY 2021 due to COVID-19 pandemic.

We continue to strive for the MEF to offset all operating expenses with operating revenues. General Fund transfers of $34,320 will be required to support MEF operations in FY 2021.

Ice Arena

Ice Arena revenues are estimated to increase by 15.83% over projected FY 2020 revenues to $684,090 in FY 2021. Estimated expenses for FY 2021 are projected to increase 8.61% to $567,794 when compared to projected expenses for FY 2020. A slight increase in expenses resulted from an estimated increase in cleaning and painting of the Ice Rink, as well as some needed equipment in FY 2021.

In FY 2021 the city was successful in completing a Municipal Park Grant to make much needed improvements to the Ice Arena administrative offices with grant reimbursement of $397,600 projected in FY 2020.

Golf Course

Golf Course revenues are budgeted to increase in FY 2021 by 16.54% to $393,840 when compared to projected revenues for FY 2020, due to lower revenues caused by COVID-19 as well as fee increases. Estimated expenses for FY 2021 are projected to increase by 1.99% to $558,945 over projected FY 2020 expenses of $548,048.

In FY 2020, the city's golf course has seen a significant increase in rounds of played, for the first time in several years. Efforts to increase revenues will continue in FY 2021 through improved marketing including on-line reservations and sponsorship opportunities. However, during the closures due to stay-in-place orders, while the Ice Arena has been closed, the golf course has remained opened.

The city entered into a 3-year lease agreement for golf carts in FY 2019. The lease arrangement is financially advantageous to the city as well as providing a better level of service to course patrons.

Food Services

Food Service revenues are projected to increase slightly in FY 2021 to $61,200 compared to projected FY 2020 revenues of $51,200. Estimated expenses are projected to decrease to $46,961 compared to projected FY 2020 expenses of $53,265.

Budget highlights and detail for Golf, Food, and Ice are included within the proposed budget.

EMPLOYEE RETIREMENT FUND

The city maintains a legacy defined benefit retirement plan for vested city employees hired prior to June 1, 2006. Contributions are made to the fund annually based on actuarial assumptions and investment performance. The employer contributions for FY 2021 are budgeted at $1,347,065 including interest compared with FY 2020 employer contributions of approximately $1,303,058 plus interest. The City Council adopted a more conservative investment earnings assumption of 6.75%. The FY 2021 budget includes an employee contribution of 4% of salary by participating employees with less than 30 years of service ($94,100) to help offset a portion of the cost of the legacy defined benefit pension plan.

CONCLUSION

Accountability to our citizens is the cornerstone upon which trust and support are built. Continuously setting high standards and determining priorities to meet the expressed needs of our citizens sets Creve Coeur apart from other communities.

The FY 2021 budget is hereby presented for your consideration, setting forth a work plan we believe will provide the services Creve Coeur citizens have come to expect from the city. We look forward to the upcoming budget discussions with the Mayor and City Council and the Finance Committee.

Many members of the staff have worked long hours to prepare this year's budget. They have labored to make it as accurate as possible and organized it so that the budget will serve as both a tool for decision-making and a communicator of policy. Special recognition goes to Finance Director Lori Obermoeller, Finance Manager/Accountant Peter Kim, and Assistant City Administrator Sharon Stott for their diligence in developing this budget for your consideration.

Sincerely,

Mark C. Perkins
City Administrator

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Creve Coeur

Missouri

For the Fiscal Year Beginning

July 1, 2019

Christopher P. Morrill

Executive Director

BILL NO.______________ ORDINANCE NO.______________

AN ORDINANCE ADOPTING THE ANNUAL BUDGET OF THE CITY OF CREVE COEUR FOR THE FISCAL YEAR 2021 COMMENCING JULY 1, 2020 AND APPROPRIATING FUNDS PURSUANT THERETO

WHEREAS, THE ANNUAL BUDGET FOR THE FISCAL YEAR COMMENCING ON JULY 1, 2020 HAS BEEN PROPOSED IN ACCORDANCE WITH STATE LAWS AND THE CITY CHARTER, AND

WHEREAS, THE FINANCE COMMITTEE REVIEWED AND RECOMMENDED APPROVAL OF THE PROPOSED BUDGET, AND

WHEREAS, A COPY OF THE PROPOSED BUDGET HAS BEEN AVAILABLE FOR PUBLIC INSPECTION AT THE CREVE COEUR GOVERNMENT CENTER AND A PUBLIC HEARING ON THE BUDGET WAS CONDUCTED ON MAY 26, 2020, AT WHICH TIME ALL PERSONS WERE GIVEN AN OPPORTUNITY TO BE HEARD IN ACCORDANCE WITH CITY CHARTER REQUIREMENTS AND A NOTICE OF THE PUBLIC HEARING AND A GENERAL SUMMARY OF THE PROPOSED BUDGET WERE PUBLISHED IN THE ST. LOUIS COUNTIAN ON MAY 8, 2020, AND

WHEREAS, A COPY OF THIS ORDINANCE HAS BEEN MADE AVAILABLE FOR PUBLIC INSPECTION PRIOR TO ITS ADOPTION AND THIS BILL WAS READ BY TITLE IN AN OPEN MEETING TWO TIMES BEFORE FINAL PASSAGE.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF CREVE COEUR, MISSOURI AS FOLLOWS:

SECTION 1: THE ANNUAL BUDGET FOR THE CITY OF CREVE COEUR, MISSOURI FOR THE FISCAL YEAR COMMENCING ON JULY 1, 2020, A COPY OF WHICH IS ATTACHED HERETO AND MADE A PART HEREOF AS IF FULLY SET FORTH HEREIN AS AMENDED AS DESCRIBED IN THE STAFF MEMORANDUM DATED MAY 20, 2020, A COPY OF WHICH IS ATTACHED HERETO AND MADE A PART HEREOF AS IF FULLY SET FORTH HEREIN IS HEREBY ADOPTED. PURSUANT TO CHARTER SECTION 9.5(D), ADOPTION OF THE BUDGET CONSTITUTES APPROPRIATION OF THE AMOUNTS SPECIFIED THEREIN AS EXPENDITURES FROM THE FUNDS INDICATED. APPROPRIATION SHALL BE AS SPECIFIED BY ENUMERATED BUDGET LINE ITEM. FURTHER DETAIL WITHIN A BUDGET LINE ITEM EXPLAINS THE INTENDED USE OF FUNDS AS OF THE TIME OF BUDGET DEVELOPMENT, BUT SUCH USES MAY BE CHANGED AS AUTHORIZED BY THE CITY ADMINISTRATOR WITHIN THE LIMITS OF THE BUDGET LINE ITEM.

SECTION 2: AS AUTHORIZED IN RESOLUTION NO. 987 COUNCIL HEREBY APPROVES ASSIGNMENT OF THE SUM OF $2,000,000 OF RESERVE FUNDS FOR THE INTENDED USE OF PAYING FOR PUBLIC FACILITIES DURING OR SUBSEQUENT TO FYE 2017 PER ORDINANCE NO. 5479 ADOPTING THE FY 2017 BUDGET. NONE OF THESE MONIES HAVE BEEN SPENT. IN ADDITION, THE $1,000,000 PREVIOUSLY ASSIGNED FOR STREET IMPROVEMENTS PER ORDINANCE 5479 WAS USED TO FUND THE LADUE ROAD STABILIZATION PROJECT, WITH THE REMAINING FUNDS ($200,000) TO BE UTILIZED FOR FUTURE STREET PROJECTS. LASTLY, THE PROCEEDS FROM THE SALE OF FOUNTAIN PARK ($749,533) WILL BE PUT IN RESERVES FOR THE INTENDED USE OF THE PURCHASE OF LAND OR CONSTRUCTION OF IMPROVEMENTS IN CITY PARKS OR OTHER PUBLIC RECREATIONAL SPACES OR FACILITIES PER ORDINANCE NO. 5380.

SECTION 3: THIS ORDINANCE SHALL BECOME EFFECTIVE PURSUANT TO THE PROVISIONS OF SECTION 3.11(G) OF THE CHARTER.

PASSED THIS 8TH DAY OF JUNE, 2020.

____
ELLEN LAWRENCE
PRESIDENT OF CITY COUNCIL

APPROVED THIS 8TH DAY OF JUNE, 2020.

____
BARRY GLANTZ
MAYOR

ATTEST:

____
DEBORAH RYAN
CITY CLERK

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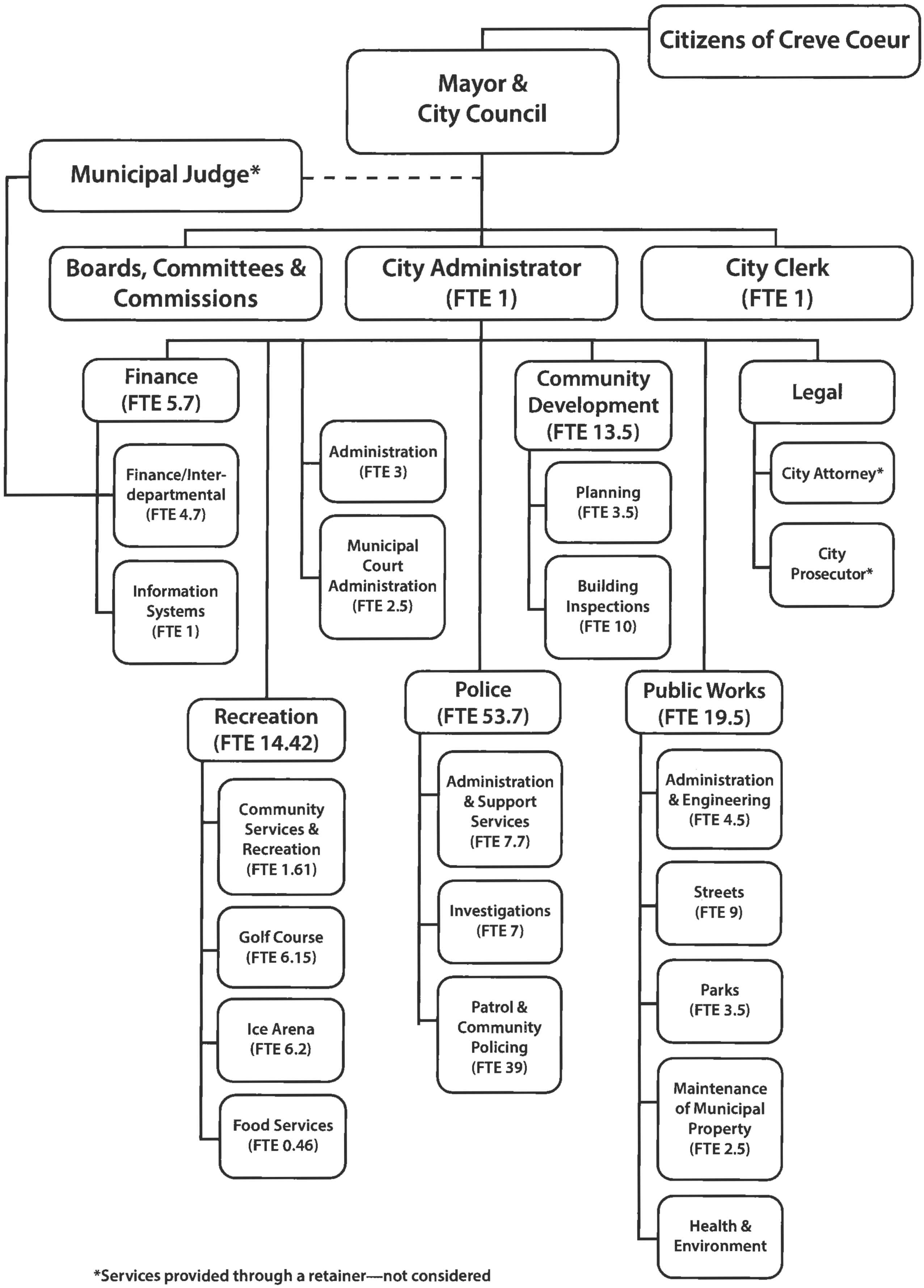
Organizational Chart



*Services provided through a retainer—not considered employees of the city

Communication: Review Proposed FY21 Budget (Unfinished Business)

CITY OFFICIALS

MAYOR
Barry Glantz

CITY COUNCIL

Ward I
Alexis Travers
Heather P. Silverman

Ward II
Ellen Lawrence
Nicole Greer

Ward III
Charlotte D'Alfonso
Bob Hoffman

Ward IV
Dan Tierney
Scott Saunders

APPOINTED OFFICIALS AND ADMINISTRATIVE STAFF

City Administrator	Mark C. Perkins, ICMA-CM
Assistant City Administrator	Sharon M. Stott, MBA
City Attorney	Carl Lumley
Prosecutor Attorney	Stephanie Karr
Alternate Prosecuting Attorney	Melissa Price Smith
Municipal Judge	Timothy Engelmeyer
Provisional Municipal Judge	DeAnna Outlaw
City Clerk	Deborah Ryan, MPCC
Chief of Police	Glenn Eidman
Director of Finance	Lori Obermoeller, MBA, CPFO
Director of Public Works	Jim Heines
Director of Community Development	Jason W. Jaggi, AICP
Chief Building Official	Steve Unser, CBO
Director of Recreation	Jason E. Valvero
Assistant Director of Recreation	Tim Brinks

Budget and Financial Policies

The City of Creve Coeur financial policies compiled below set forth the basic framework for the overall fiscal management of the City. Operating independently of changing circumstances and conditions, these policies assist the decision-making process of the City Council and the Administration. These policies provide guidelines for evaluating both current activities and proposals for future programs.

Most of the policies represent long-standing principles, traditions and practices that have guided the City in the past and have helped maintain a financially stable community. They are reviewed annually. Minor changes have been made in wording and organization to clarify the intent of some of the policies.

Operating Budget Policies	**Performance Against Policies**
• The City will maintain at least minimum cash reserve levels established by the Fund Reserve Policy. Per Ordinance 2286, the City will maintain a minimum fund balance reserve in the General Operating Fund which represents 4 months of the last two years average expenditures.	• The City complies with this policy. FY 2021 Unassigned Fund Balance is 83.97%.
• Medical insurance is a shared responsibility between the City and its employees. The City shall diligently seek cost containment measures while maintaining a competitive benefit structure.	• The City complies with this policy.
• Overtime expenditures shall be no more than 2% of personnel costs.	• The City projects 1.2% overtime expenditures in FY2020. The City also projects 6% decrease in FY2021.
• The City shall aggressively seek regional and national financial partners to support major capital projects. Shared services with our citizens, the business community and other local jurisdictions shall be encouraged.	• The City pursues federal, state and county grant every year. We have become quite successful with STP, CDBG, TAP, and Muni-Park grants to name a few.
• The City shall continue to support a scheduled level of maintenance and replacement of its infrastructure and fleet. Expansions to the fleet must be offset through reductions in other equipment and/or costs.	• The City supports a robust maintenance pavement maintenance program for City owned streets. Our fleet has been reduced in past years to a level which allows staff to provide basic services and programs. Our superior fleet maintenance program is what allows our equipment to remain in service throughout the year.
• The City shall support investments which reduce future operating costs.	• The City complies with this policy.
• The City will strive to maintain a balanced budget in its operating funds.	• The City forecasts \$62K deficit in FY2020, and \$514K deficit in FY2021 due to pandemic (COVID-19) issue.

Budget and Financial Policies (Continued)

Revenue Policies	Performance Against Policies
• The City will attempt to maintain a diversified and stable revenue system to shelter it from short-run fluctuations in any one revenue source.	• The City complies with this policy. The City has Sales Tax, Utility Tax, Property Tax, User Fees, Grants, Business License Tax, etc.
• The City will attempt to obtain additional major revenue sources as a way of ensuring a balanced budget.	• The City is actively studying for additional revenue sources – Gross Receipts Tax, Business License Fees, Parks & Stormwater Sales Tax, Local Option Use Tax, and Real Estate Tax.
• The City will establish all user charges and fees at a level related to the full costs (operating, direct, indirect and capital) of providing the service.	• The City evaluates our costs and sets fees to cover all of our costs.
• The City will review fees/charges annually and will design or modify revenue systems to include provisions that automatically allow charges to grow at a rate that keeps pace with the cost of providing the service.	• The City evaluates and updates fees about every 3 years. Most recently updated on March 1, 2020.
• The City will consider market rates and charges levied by other public and private organizations for similar services in establishing tax rates, fees and charges.	• As part of the evaluation process we will poll surrounding cities to determine their permitting fees for similar services.
• The City will not rely on municipal court revenues other than to partly offset the costs of fulfilling police and court responsibilities.	• The City complies with this policy.
Cash Management/Investment Policies	**Performance Against Policies**
• The City will deposit all funds on the same day the funds are received.	• The City complies with this policy.
• Investments of City funds will emphasize preservation of principal; the yield objective will be in accordance with the City's Investment Policy.	• The City complies with this policy.
• The City will collect revenues aggressively, including past due bills of any type.	• The City complies with this policy.

Budget and Financial Policies (Continued)

Reserve Policies	Performance Against Policies
• Per Ordinance 2286, the City will maintain a minimum fund balance reserve in the General Operating Fund which represents 4 months of the last two years average expenditures.	• The City complies with this policy. FY 2021 Unassigned Fund Balance is 83.97%.
• The City will annually review its fund balance reserve and consider the allocation of reserves beyond the required minimum levels for the Capital Improvement Program.	• The City complies with this policy.
Accounting, Auditing and Financial Reporting Policies	**Performance Against Policies**
• An independent audit will be performed annually.	• The City complies with this policy.
• The City will produce annual financial reports in accordance with Generally Accepted Accounting Principles (GAAP) as outlined by the Governmental Accounting Standards Board.	• The City complies with this policy.
• The City will maintain a strong internal audit capability.	• The City complies with this policy.
• Performance measures will be utilized in financial reporting to evaluate the city's effectiveness and efficiency in providing services.	• The City complies with this policy in the Budget Document.

Budget and Financial Policies (Continued)

Debt Policies Purpose: The purpose of this policy is to establish debt issuance guidelines. Scope: This policy is applicable to all debt issuance for the City of Creve Coeur.	**Performance Against Policies**
• The City will seek to maintain, and if possible, improve its current bond rating so its borrowing costs are minimized and its access to credit is preserved. Sound financial practices, debt management and capacity, and competent management support the maintenance of the City's current bond rating. In its relations with rating agencies and the investment community, the City will follow a policy of full disclosure, as required by legal and professional practices.	• The City complies with this policy.
• The City will have a specific set of debt issuance guidelines consistent with Federal, State, and local laws and policies. The debt guidelines will recognize how much debt the community can support, not only based on debt of the City, but debt of overlapping jurisdictions as well. Debt should not be used for the provision of routine operation unless it is only for cash flow purposes or the borrowing costs are less than the rate of invested funds. Debt should never be issued for a period longer than the estimated useful life of an improvement or asset.	• The City complies with this policy.
• Credit Worthiness (a) The City will maintain good communications about its financial condition with bond and credit rating institutions. (b) The City will follow a policy of full disclosure for all disclosure documents, which meets or exceeds the disclosure guidelines as developed by the Government Finance Officers Association.	• The City complies with this policy.

Debt Policies	Performance Against Policies
• Debt Repayment (a) When the City uses long-term debt financing, it will repay the debt within a period not to exceed the useful life of the improvements or equipment. (b) Whenever possible debt shall be self-supporting, and will be revenue debt, or revenue-backed with a general obligation pledge. (c) The general obligation pledge will be used only for projects that have a general benefit to City residents that cannot be self-supporting. (d) Neighborhood Improvement Bonds may be issued for extra-territorial assessments. Such bonds shall be secured by the assessment payments and by reserves funded from other payments made by the benefited parties. The term of the bonds shall match the projected cash flow from assessment payments and foreclosure sales. (e) Advance refunding will be undertaken only when the net present value savings exceeds 4% or when the restructuring of debt is in the City's financial interest. (f) Lease purchase debt, including certificates of participation, will be considered as an alternative to long-term vendor leases when cost effective. Such debt will be subject to annual appropriation and administered by the Finance Department. (g) Long-term lease purchases for buildings and facilities will be used when the cost of lease purchases is lower than other options or if deemed appropriate because of time constraints, etc.	• The City complies with this policy.

Budget and Financial Policies (Continued)

Debt Policies	Performance Against Policies
• Conduit Financing (a) Recognizing that the City is able to issue debt for broad purposes, it may be appropriate to issue on behalf of another party when the City Council after a complete review process, determines that the proposed project will provide a general benefit to City residents. (b) The City will consider issuing conduit financing which will not impair the City's credit rating. Any financing issued through the City shall qualify for an investment grade rating by one or both of the two top rating agencies. (c) All expenses related to conduit financing will be borne by the applicants. The City shall establish review procedures for projects, including public contracting and financial fees. (d) In order to facilitate future economic development within the City, all applicants for conduit financing will pay to the City one percent (1%) of the total conduit-financing amount.	• The City complies with this policy. The City does not have any Conduit Financing.
Public Safety Sales Tax Policies	**Performance Against Policies**
• The City will allocate the Public Safety Sales Tax revenue based on the following guidelines: a) Police operating costs – 45-55% • Future police compensation increases as may be needed to maintain competitive salaries and benefits. • Training. • Contractual and other expenditures to maintain police service levels. b) Public safety capital expenditures – 15-25% • Police equipment and capital improvements, including technology and communication upgrades, enhanced in-car cameras. • Public safety improvements such as security enhancements at city facilities or parks; or future improvements to the new police station. c) Police building maintenance and operating costs – 10-20% d) Reserve for police pension liability – 15-25%	• The City complies with this policy as stated below: a) 30.18% b) 7.31% c) 13.4% d) 20%

DEVELOPMENT OF PRIORITIES AND LONG-TERM GOALS

A strategic plan was adopted by City Council on April 13, 2017, establishing the following goals and action steps for four years (FY 2018-FY 2020).

VISION
The City of Creve Coeur will be an exceptional place to live, work and play: a vibrant, sustainable and progressive community, home to thriving residential neighborhoods and diverse businesses, superior community amenities and world class research, technology and health centers.

MISSION STATEMENT
The City of Creve Coeur serves its citizens by providing superior municipal services and being a leader for continuous community improvement.

VALUES
Service Delivery
- Quality. We seek to be the best in all we do, applying best practices in delivery of municipal service.
- Commitment. We are committed to doing things right and working hard to deliver excellent service to our community.

People Centered
- Responsive. We seek to understand and be responsive to the needs of residents and businesses through ongoing dialogue.
- Employees. We value the employees who deliver municipal services and seek to be an employer of choice in order to keep and attract a talented workforce.
- Celebrating diversity. We embrace the diversity in Creve Coeur's population and consider it a strength of our community.

Decision Making
- Flexibility. We are open to new ideas and willing to try new ways of doing business.
- Community-mindedness. We consider the impact of our decisions on the city as a whole, as well as those immediately impacted.
- Forward-thinking. While mindful of current needs, we work to anticipate the future needs of Creve Coeur's residents and businesses and plan accordingly.

Stewardship
- Fiscal responsibility. We are good stewards of the City's financial resources, committed to long-term financial stability of the City.
- Sustainability. We seek to incorporate sustainability into decision making, both within municipal operations and as a leader in the community at large.
- Resiliency. We are strong and have systems in place that allow us to recover quickly from difficulties.

DEVELOPMENT OF PRIORITIES AND LONG-TERM GOALS (Cont'd)

GOALS & OBJECTIVES

Goal 1: Encourage civic engagement.

a. Communicate effectively with citizens.
b. Bring people together.
c. Maximize participation in elected and appointed bodies.

Goal 2: Enhance parks, parks programs, and green space.

a. Develop more parks programs.
b. Promote parks and parks programs.
c. Increase the number of parks and parks amenities.

Goal 3: Support a strong and diverse economic base.

a. Implement the 39 North Plan.
b. Consider strategies to keep and attract desired businesses.
c. Promote Creve Coeur.

Goal 4: Practice and promote sustainability.

a. Update and implement bicycle and pedestrian plans.
b. Integrate sustainability into municipal operations.
c. Serve as a community leader in sustainability.

Goal 5: Maintain and encourage high quality development.

a. Support development of a town center.
b. Maintain high quality housing.
c. Support high quality demand-driven housing options.
d. Support public art.
e. Update regulatory framework for development.

Goal 6: Maintain excellent municipal services.

a. Control long-term costs.
b. Use technology to improve municipal services.
c. Ensure a competitive work environment.

SHORT TERM TO LONG TERM GOALS

STRATEGIC GOAL 1
ENCOURAGE CIVIC ENGAGEMENT

1a. Communicate effectively with citizens.

	Implementation Lead	Schedule	Staff Notes/Updates
Review new resident guide and update as needed.	Public Information Officer	FY18, Priority 1	• Updated no less than annually 2017-2019; scheduled for June 2020 following Mayor/Council election.
Conduct triennial citizen survey.	Public Information Officer	FY18, Priority 1	• Citizen Survey completed in June 2018. • Next survey postponed to FY 2022 due to anticipated significant Council turnover.
Build social media following thru low cost advertising.	Public Information Officer	FY18, Priority 2	• Promoting select Facebook posts has helped reach a broader audience. Cost typically ranges from $5 to $30 per promotion. • 22 Facebook ads purchased ($260) in FY19. Paid content reaches 20%-500% more individuals (approx. 500-5,000 more individuals), depending on how much is spent. • Police social media: Facebook (7,451 followers), Twitter (2,134 followers), Instagram (1,219 Followers), NextDoor (3,874 members), and Neighbors Social Media Apps.

STRATEGIC PLAN: SHORT-TERM AND LONG-TERM GOALS (Continued)

	Implementation Lead	Schedule	Staff Notes/Updates
Compile lists of community boards; post fliers for at least three high priority events each year.	Public Information Officer	FY18, Priority 2 (create lists) Ongoing, Priority 2 (post fliers)	• Community bulletin board list compiled in FY19. Flyers hung for two city events during 2019 (Summer Concert Series and Silver Screen Series) • Revisit opportunities for use of Nextdoor and subdivision trustees. • Electronic billboard advertising utilized at Page/Lindbergh and posted yard signs along New Ballas to promote Business Awards in FY 2020.
Investigate and make recommendation for funding of electronic signage outside of the government center – include grants and Capital Improvement Plan as options. $	Public Works Director	FY19, Priority 2	• Will be considered as part of Government Center Renovation. Staff has investigated the current lighting in the sign and found that it will require a complete rebuild to get internal lighting to work.
Form working group to make recommendation regarding new directional signage in government center lobby to improve wayfinding by visitors to City Hall.	Public Works Director	FY20, Priority 1	• Way finding signage will be part of the Government Center renovation project. • New laminated maps placed in the main lobby to direct visitors to the court office on the lower level. • New Directional sign has been placed in lobby in 2020.
Subdivision Trustee Annual/ Semi Annual Meeting - to improve community engagement and communication about key issues (i.e., opening on boards and committees, deer mitigation, street lighting program, biking and hiking trail opportunities in their area	City Clerk/PIO	Ongoing	• The inaugural Subdivision Trustee Meeting was held in May, 2019; approx. 35 trustees attended • Next event anticipated for summer 2020.

	Implementation Lead	Schedule	Staff Notes/Updates
Inform citizens on regional governance initiative and potential impact on Creve Coeur (New Item as of February 2019)	Administration/PIO/City Council	FY19-FY20, Priority 1	• "Coffee with the Mayor" public forum with Professor Terry Jones was held in June 2019. • Initiative stalled in FY20; unknown if, and/or when it will resume.

1b. Bring people together.

See objective 3b for action items related to community events including a Food Festival/Art Fair and Food Truck Friday.

	Implementation Lead	Schedule	Staff Notes/Updates
Maintain or increase attendance in existing events that educate citizens about government: CERT, Citizens' Police Academy, RAD training, National Night Out.	Police Chief	Ongoing, Priority 1	• FY19 Outreach: RAD Class for residents; Coffee with a Cop, Coffee with the Cop • FY20 Outreach Past and Future: Residential Security Class; Safety Around the Home; Personal Safety; Creve Coeur Days; Active Shooter Presentations; Shop with Co; DARE Class; Advanced Citizens Academy; Identity Theft Presentations; Creve Coeur Night Out; DEA Drug Take Back; AARP Driver Safety • FY21 Outreach: Events will be rescheduled as needed due to COVID-19.

	Implementation Lead	Schedule	Staff Notes/Updates
Invite local bands to open for at least two City events to assess impact on attendance. Continue if successful.	Recreation Director	FY18, Priority 2	• FY19 Farmer's Market hosted weekly musicians • Possible band added to future Arbor Day Celebrations (event cancelled in FY20 due to COVID-19).
~~Create a Creve Coeur Leadership Course to educate citizens about all aspects of City government.~~	~~Administration~~	~~FY19, Priority 1~~	• ~~Research of similar courses implemented in other/local cities commenced in FY18, recommendation for course agenda and possible implementation in FY19.~~ • [Removed following City Council Work Session on 7/23/18]
Create a Creve Coeur 101 Course for new residents annually or semi-annually (resident id cards, services overview, boards and commission openings, street light and sewer lateral program -- see new resident guide, amenities)	City Clerk/PIO	ongoing	• Inaugural Creve Coeur 101 Course held September 2019; approx. 20 residents in attendance. • Next course anticipated to be September 2020.

1c. Maximize participation in elected and appointed bodies.

	Implementation Lead	Schedule	Staff Notes/Updates
Utilize community bulletin boards and promotion through civic organizations to attract new and more diverse membership in boards/committees/ commissions. Enlist City staff and elected officials to advertise through their networks.	Public Information Officer	Ongoing, Priority 1	• PIO is posting Committee openings through Facebook and Nextdoor. By promoting openings online, the City would potentially reach broader demographics. • As previously noted, PD uses social media platform to share schedules and events. • Implemented use of video conferencing for elected & appointed officials and staff meetings in response to COVID-19.
Create a guide for new council members, providing "Creve Coeur Government 101" education that helps them acclimate quickly.	City Council, City Clerk	FY18, Priority 1	• Completed - shared with new council in April 2018. • Distribution with Council turnover scheduled in June 2020.
Explore ways to bring the perspective of young people into the city's decision making perhaps. Make recommendation to City Council.	City Clerk	FY19, Priority 2	• City Clerk to contact Ladue and Parkway North High Schools in fall 2020 to inform them of city's interest in ex-officio student representation boards, committees and commissions.
Form working group to consider consolidation of boards/commissions/committees and make recommendation to City Council. Consider policy for creation of additional appointed bodies.	City Administrator, Mayor, City Clerk	FY20, Priority 3	• New Venable Park Task Force formed in FY20. • Postponed until after new Council is established in FY21.

STRATEGIC GOAL 2

ENHANCE PARKS, PARKS PROGRAMS, AND GREEN SPACE

2a. Develop more parks programs.

	Implementation Lead	Schedule	Staff Notes/Updates
Bring Public Works/Parks Maintenance and Parks and Recreation staff together two times/year to evaluate programming.	Public Works Director, Recreation Director	Ongoing, Priority 1	• Previous discussion included past projects, current projects and future projects public use or programming. • Completed items include historical information signs, Bernie Park tennis court refinishing, Millennium Park playground surface replacement. Future project of adding electric to the pavilions, playground replacement, use of the Muni Grant funds, trail and bridge issues at MTP that were either resolved or added to the future list due to priority projects in 5-year CIP.

	Implementation Lead	Schedule	Staff Notes/Updates
Consider recommendations (in process) of the Golf Task Force. Include related action items in next annual Strategic Plan update.	Recreation Director, City Administrator	FY18, Priority 1	• Staff has promoting course through social media, increasing participant numbers in Jr. Golf Camps, adding Footgolf and additional tournaments • Created Hole Sponsorship Program, 2 sold in fall 2019. • Created golf course website. • Offered two Jr. PGA events. • Additional youth camps added in FY19 and in FY20. • FootGolf on last Saturday of each month, activity has been low. • Golf Course reviews remain high, averaging 4.0 out of 5.0.
Consider recommendations of Parks and Historic Preservation Committee.	Recreation Director, City Administrator	FY19, Priority 1	• Completed Park Master Plan in 2019. • Prioritize projects within the Park Master Plan • Staff presented to Council several trials/walkways in FY 2019. • Informational display signs for historical buildings installed 2018. • Collaborate with other committees as opportunities present themselves.
Create GIS layer for parks facilities. $	Public Works Director, Recreation Director	FY20, Priority 3	• Park property layer complete in FY18. • Changed name of Bernie Park to Dr. H. Phillip Venable Memorial Park.

2b. Promote parks and parks programs.

	Implementation Lead	Schedule	Staff Notes/Updates
Promote Dielmann Recreation Center and programs to local businesses in monthly business newsletter to increase program participation and facility usage.	Recreation Director	Ongoing, Priority 1	• Special events, facility space to rent and the golf course are promoted in the residential and business newsletters ongoing.
Develop a map and list of park amenities and include in recreation guide.	Recreation Director	FY18, Priority 1	• Updated 2018 map with Dr. H. Phillip Venable Memorial Park on website and any materials used for other maps or rental forms.
Cross-promote parks and recreation opportunities through clubs and organizations that utilize City facilities (those that serve residents but are not operated by the City).	Recreation Director	FY18, Priority 1	• Staff contacted clubs and organizations to discuss opportunities. • Relocated the market to the American Legion Post for 2019 & 2020 seasons to improve customer experience and visibility. • Staff has promoted opportunities to weekly rental groups, including a church, networking groups, AA, etc.
Develop and implement a plan for signage in parks. $	Public Works Director, Recreation Director	FY18, Priority 1 (develop) FY19, Priority 1 (implement)	• City staff to work with PHP and P&Z on updating park identification signage. • Park Master Signage plan may be revisited while designing new Venable Park signs
Offer special rate to businesses/employers within Creve Coeur. Consider a punch card option.	Recreation Director	FY19, Priority 2	• Staff to research winter 2020.
Target 10 new businesses: request involvement and sponsorship in community events like Farmers Market and Summer Concert Series.	Recreation Director	FY19, Priority 2	• Staff has approached 5 new businesses to date, resulting in a sponsor for the Heart to Heart event ($300) and first Golf Hole Sponsor ($1,000).

	Implementation Lead	Schedule	Staff Notes/Updates
Use television monitor to stream recreation program information behind counter at Dielmann Recreation Complex. $	Recreation Director	FY19, Priority 2	• Installation of TV in October, 2018; • Streaming recreation information, as well as other City information that would benefit the visitors of the facility (ex. PD classes).

2c. Increase the number of parks and park amenities.

	Implementation Lead	Schedule	Staff Notes/Updates
Review capital improvement needs related to parks and identify priorities.	Recreation Director, Public Works Director	Ongoing, Priority 2	• Park Master Plan completed in fall 2019. Priority projects to be incorporated into CIP with PHP recommendations and available funding. • PW provides annual update to 5-year plan on Capital replacement for park equipment and infrastructure. • Consider additional funding sources in light of capital replacement needs and desire for new facilities. • Cabin/Lake School assessment completed February 2019.

	Implementation Lead	Schedule	Staff Notes/Updates
Evaluate need for additional city parks and make recommendation to City Council.	Public Works Director, Parks Director, Parks and Historic Preservation Committee, City Council	FY18, Priority 2	• Park Master Plan completed in September 2019; plan stated Creve Coeur does meet the standards for calculating park acres per capita when including parks in close proximity to Creve Coeur. • Sale of Fountain Park in FY 2020; funds earmarked for additional parks and recreation improvements within three years.

STRATEGIC GOAL 3
SUPPORT A STRONG AND DIVERSE ECONOMIC BASE

3a. Implement the 39 North Plan.
Planning in the 39 North project area is being led by the St. Louis Economic Development Partnership (SLEDP) in cooperation with the Danforth Foundation. Implementation of the plan will be a joint effort of these entities, private developers, and others; the City of Creve Coeur will play an active supporting role.
As implementation moves forward, additional City-led actions may be defined and added via updates to the Strategic Plan.

	Implementation Lead	Schedule	Staff Notes/Updates
Promote the Plan.	SLEDP, City	Ongoing, Priority 1	• Joint Marketing/Branding is entering its 3rd year. A stand-alone web site for 39N was launched in late 2019. • Street banners installed in corridor in 2018.
Adopt 39 North Plan.	Planning and Zoning Commission	FY18, Priority 1	• Adopted by P&Z on June 5, 2017 as amendment to Creve Coeur 2030 Comp Plan.
Identify priority projects to support infrastructure improvements. Requests may include Olive/Lindbergh intersection improvements, bike/pedestrian connections to the Centennial Greenway, others.	SLEDP, City	FY18, Priority 1	• Construction on Olive/Lindbergh Interchange overhaul to begin in 2020. • City staff has identified state grants for partial funding Phase 1 of Old Olive Great Streets Plan, construction of new intersection at Old Olive and Lindbergh. Construction projected for 2023-24, pending grant award. • 39 North Greenways Plan under review by Planning & Zoning Commission for final approval in January 2020.

	Implementation Lead	Schedule	Staff Notes/Updates
Develop and adopt zoning changes as recommended in the 39 North Plan.	Community Development, Planning and Zoning Commission, City Council	FY19, Priority 2	• 39 N Master Plan and Old Olive Great Street Plan recommends establishing overlay zoning district along Old Olive. Staff to conduct thorough zoning analysis review after E. Olive updates are completed.

3b. Consider strategies to keep and attract desired businesses.

	Implementation Lead	Schedule	Staff Notes/Updates
Identify sought after businesses, including but not limited to, locally owned and chef owned restaurants. Encourage them to come to Creve Coeur and understand any barriers they face.	Economic Development Committee, Administration	FY18, Priority 1	• In FY 2019, EDC met with commercial real estate brokers to review their sign code amendment recommendations. • Also in FY 2019, EDC and staff met with commercial developers real estate agents to discuss zoning changes to East Olive Blvd. • P&Z and Council approved sign code amendments in 2017. • Zoning text amendment to eliminate the 40% limitation for restaurants within the CB District public hearing at PZ scheduled for 1-22-19. • Staff anticipates revisiting codes related to drive-thru restaurants in FY 2021.

	Implementation Lead	Schedule	Staff Notes/Updates
Explore a food-truck Friday at a City park.	Recreation Director, Arts Committee	FY18, Priority 1	• City staff investigated and research shows events are competing against larger events throughout St. Louis. • City's largest parks do not have high visibility. • Vendors are looking for larger crowds than what the City events draw at concert series and farmer's market.
Prepare white paper on establishing a voter-approved use tax to level playing field for brick and mortar businesses. Present to City Council.	Finance Director, City Council	FY20, Priority 1	• Finance Committee is currently reviewing the use tax, scheduled for 2020 meetings.
Have a local food festival to encourage more locally owned restaurants and micro-breweries to come to Creve Coeur. Combine it with an art fair. $	Recreation Director, Arts Committee, EDC, City Council	FY20, Priority 2	• Recreation staff looking at possible 1-day event in Fall 2020

3c. Promote Creve Coeur.

	Implementation Lead	Schedule	Staff Notes/Updates
Use all community events to promote and reinforce community brand.	Recreation Director	Ongoing, Priority 1	• PHP had booth at select activities and events, attending Dog Egg Hunt, Arbor Day, H2H and other events in 2019. • Joint efforts among appointed committees continues with Arbor Day, sustainability efforts, Green Business Awards

	Implementation Lead	Schedule	Staff Notes/Updates
Identify ways to improve participation in business awards nominations.	Economic Development Committee, Administration, Public Information Officer	FY18, Priority 1	• EDC added a new Green Business Award to recognize organizations with sustainable business practices-awards in 2018; award offered annually. • City partnered with Chamber on awards program in 2019; event scheduled for May 2020 may be postponed. • Increased promotion in 2020 expanded to include paid billboard and Facebook advertising, yard signs, and cross promotion with Chamber, and solicitation of nominations process of Green Business Award through Green Business Certification program.
Develop a branding/marketing strategy to promote Creve Coeur.	Administration, Economic Development Committee	FY19, Priority 3	• Branding/marketing efforts have focused on 39N as noted above. • Ongoing branding through all city events, residential and business newsletters.

	Implementation Lead	Schedule	Staff Notes/Updates
Develop marketing tools for outreach and promotion to new businesses and residents. Consider creating videos that are virtual tours of what the city has to offer: parks, shopping, housing, businesses.	Administration/Public Information Officer /EDC	FY20, Priority 1	• Creation 2 short videos on major city projects in FY19. • EDC held a forum for the commercial real estate and development industry in spring 2019. • EDC held roundtables for obtaining feedback on inspection process in summer 2019, in follow up to ongoing surveys.

STRATEGIC GOAL 4
PRACTICE AND PROMOTE SUSTAINABILITY

4a. Update and implement bicycle and pedestrian plans.

	Implementation Lead	Schedule	Staff Notes/Updates
As opportunities arise, participate in regional bicycle/pedestrian planning including (but not limited to) efforts by Great Rivers Greenway and St. Louis County.	Community Development	TBD, Priority 1	• Coordinated pedestrian crossing on Warson Road to connect Stacy Park to 39N. • Old Olive Great Streets Plan has been completed, grant sources are being sought to complete Phase 1 in 2023-2024.
Install bike racks at all City properties that do not currently have them. $	Public Works Director	FY18, Priority 1	• Completed
Review Comprehensive Plan and existing bikeways plan to determine priorities for bicycle and pedestrian infrastructure.	Community Development Director, Public Works Director	FY18, Priority 1	• 39 North Greenways Plan completed and adopted as a component of the 39 North Plan by P&Z. • Pursued potential trail using Ameren easement to connect Malcolm Terrace Park and Spoede Road. However, City of Frontenac declined to participate.
Explore a bike/pedestrian trail between Mason and Bellerive School through Creekside at Mason. Create a concept plan for the trail, recommended implementation steps and funding required. Request funds. $	Public Works Director, City Council	FY19, Priority 1	• Concept plan completed. • Met with residents and trustees of Bellerive Est. Subdivision; received lukewarm reception to plan.
Identify funding for new bicycle/pedestrian paths. $	Public Works Director, Recreation Director, City Council	FY19, Priority 1	• Recreational Trails Program grant, Muni-Parks grant, and Land and Water Conservation grant identified as potential funding source for future projects.

	Implementation Lead	Schedule	Staff Notes/Updates
Identify a test project to connect parks through trails and seek public comment.	Public Works Director	FY19, Priority 3	• The Ameren ROW from Malcolm Terrace Park to Spoede was identified but no longer desired by Frontenac. • Connections to Millennium Park from neighboring subdivisions has been explored and will be discussed as part of the 5-year CIP.

4b. Integrate sustainability into municipal operations.

	Implementation Lead	Schedule	Staff Notes/Updates
Incorporate energy efficiency into all building renovations at public facilities, to the extent practical.	Public Works Director	Ongoing, Priority 1	• Energy efficiency measures have been incorporated in the Police Building design and communicated on the city website. • Finance Committee recommended and City Council approved acquisition at $0 additional cost for Dielmann Recreation Complex solar panel following expiration of lease in FY20.

	Implementation Lead	Schedule	Staff Notes/Updates
Pursue emissions reductions in government buildings as established by Phase 2 of the Climate Action Plan.	Public Works Director	Ongoing, Priority 1	• Energy efficiency and emissions reduction are priorities when building equipment is replaced.
Evaluate electric and other alternative fuels for new City vehicles. Make recommendation to City Administrator and share findings with Energy and Environment Committee.	Public Works Director, Energy and Environment Committee	FY18, Priority 1	• Staff annually reviews the technology improvements in alternative fuels for city equipment and make recommendations for fleet purchases.
Evaluate use of car chargers at government facilities. Make recommendation to City Administrator and share findings with Energy and Environment Committee.	Public Works Director	FY20, Priority 3	• To be evaluated as part of Government Center Renovation Project.

4c. Serve as a community leader in sustainability.

	Implementation Lead	Schedule	Staff Notes/Updates
~~Encourage restaurants to join Green Dining Alliance.~~	~~Energy and Environment Committee~~	~~FY18, Priority 1 (& ongoing)~~	~~• City Council has recommended participation in Green Dining Alliance when applications are presented at Council.~~ ~~• Green Dining Alliance to be further promoted in Business Newsletter.~~
Draft, adopt and implement a stormwater ordinance. Use permit process and permit guidelines to implement a better tear-down solution for residential redevelopment.	Community Development Director	FY18, Priority 1 (draft) FY19, Priority 1 (adopt)	• Residential stormwater ordinance adopted by Council. • New requirements being incorporated into qualifying improvement permits.

STRATEGIC PLAN: SHORT-TERM AND LONG-TERM GOALS (Continued)

	Implementation Lead	Schedule	Staff Notes/Updates
Continue to promote the Climate Action Plan and recognize community success.	Energy and Environment Committee, Public Information Officer	Ongoing, Priority 2	• FY 2019 E&E recommended Green Business Award to EDC to recognize organizations with sustainability practices. • Recycling best practices have been promoted in city newsletter and social media. • E&E to develop a plan for assisting Commercial Businesses and Apartment housing to recycle. • E&E developed the Green Business Certification program in 2018 to recognize businesses making meaningful efforts to reduce their environmental impacts. Three businesses have received Green Business Certification thus far. • A temporary part-time Business Sustainability Coordinator was hired in September 2019 to promote recycling, waste reduction, and Green Business Certification. This position is funded by a grant from St. Louis County through June 2020; anticipation of reapplication for grant in late FY 2020.

	Implementation Lead	Schedule	Staff Notes/Updates
Compile a master list of City's environmental commitments; track progress. As needed, identify priorities for implementation and ways departments can work together.	Administration/E&E	FY18, Priority 2	• USGBC-St. Louis Gateway Chapter representatives spoke to E&E August 2018 re: energy benchmarking as recommended in Climate Action Plan Phase 2. • February 2018 staff gave re-only access to USGBC-St. Louis Gateway to city's Energy Star Portfolio • FY 2020 City Council approved acquisition ($0) of Dielmann Recreation Complex solar panel array following expiration of 5-year lease agreement.
Draft a sustainable development ordinance.	Community Development Energy and Environment	FY20, Priority 3	• Sustainable development practices are being incorporated as part of the zoning code rewrite in the form of a site coverage bonus. Will be a component of the East Olive zoning updates.

STRATEGIC GOAL 5
MAINTAIN AND ENCOURAGE HIGH QUALITY DEVELOPMENT

5a. Support development of a town center and other locations for community gathering.

	Implementation Lead	Schedule	Staff Notes/Updates
Work with citizen committee to consider community amenities as part of the Police Building and Government Center renovation projects. Ideas include a walking path, amphitheater, flexible interior space, small library and art.	Facilities Needs Assessment Task Force, Public Works Director, Community Development Director, Administration	FY18-20, Priority 1	• Public art area installed by PD building entrance at SW corner. • Little Library installed in Millennium Park 2019, additional under construction as a Boy Scout project.
Finalize and adopt form based code for downtown.	Community Development Director, Planning and Zoning Commission	FY18, Priority 2	• No progress. Focus for zoning revisions is on East Olive and 39 North.

5b. Maintain high quality housing.

	Implementation Lead	Schedule	Staff Notes/Updates
Maintain code enforcement to preserve the character of neighborhoods as they age.	Community Development Director, Planning and Zoning Commission	Ongoing, Priority 1	• City staff reviewed possibility of an occupancy inspection program for condominiums which was discussed at work session December 2017. • Additional inspector hired in 2019 due to anticipated retirements in 2021; additional manpower will allow for greater focus on exterior code enforcement. • Adoption of 2015 Building Codes approved by City Council in April 2020.

	Implementation Lead	Schedule	Staff Notes/Updates
Minimize impact to residential property in areas where commercial development is nearby.	Community Development Director, Planning and Zoning Commission	Ongoing, Priority 1	• Review of buffering standards is part of the zoning code rewrite process. East Olive update includes specific requirements for buffering.

5c. Support high quality demand-driven housing options.

	Implementation Lead	Schedule	Staff Notes/Updates
Meet with developers to discuss housing needs in the community and the desire for a variety of housing options.	Community Development Director	FY19, Priority 3	• Planning staff held preliminary meetings with two developers considering attached townhomes and patio homes on two separate sites in the City. • Zoning code amendment leading to a townhome project on Lindbergh was denied by City Council. • Construction of a 20-unit apartment project application within East Olive corridor commenced in FY 2020.
Consider zoning changes as recommended in the Comprehensive Plan to address housing needs in the community including desire to attract/keep age-in-place seniors and young professionals.	Community Development, Planning and Zoning Commission	FY20, Priority 1	• Planning staff with P&Z to review planned development ordinance, which could facilitate additional housing development opportunities on East Olive.

5d. Support public art.

	Implementation Lead	Schedule	Staff Notes/Updates
Acquire community public art that will serve as an identifier for the city.	Arts Committee, City Council	Ongoing	• City has been a member of the Creative Communities Alliance since 2017 and has expanded its participation to a total of three art-on-loan locations, the most recent location added outside the new Police Station in FY 2020; rotation of art planned for two location in FY 2020/FY 2021. • Mural with symbols depicting Creve Coeur completed on retaining wall, 425 N. New Ballas, by property owner, Dec. 2019.
As part of effort to explore zoning incentives, consider ways to encourage installation of public art.	Arts Committee, Planning and Zoning Commission	Ongoing	• This goal will be included for discussion as part of a future zoning code update. • Sculpture on the Move artwork replaced at Shoppes at Westgate in 2019, per a two-year rotation schedule.
Host a city photo contest (pictures of Creve Coeur): display finalists in City Hall.	Arts Committee	FY19, Priority 1	• PHP hosted a photo contest in the fall of 2017 for recreation and parks; participation was low.

5e. Update regulatory framework for development.

	Implementation Lead	Schedule	Staff Notes/Updates
Review and revise existing commercial design guidelines to be consistent with Comprehensive Plan.	Community Development Director, Planning and Zoning Commission	2018, Priority 1 (consider revisions) 2019, Priority 1 (adopt changes)	• Design guidelines to be a component of East Olive and 39 North overlay drafts.

	Implementation Lead	Schedule	Staff Notes/Updates
Revise zoning incentives to encourage high quality development, calibrating incentives to Comprehensive Plan goals.	Community Development Director, Planning and Zoning Commission	2018, Priority 2 (consider revisions) 2019, Priority 2 (adopt changes)	• Planned Development Ordinance is under review as noted above. • EDC hosted forum for commercial real estate industry and developers to obtain input on East Olive redevelopment constraints and opportunities in FY 2019.
Review regulatory processes to identify efficiencies and service improvements, including, but not limited to, process for approval of Conditional Use Permits.	Community Development Director	FY19, Priority 2	• A review of the allowable uses will be a component of drive - thru ordinance review in 2020. • EDC hosted builder roundtables for building inspection process improvements, 2019. Resulting process changes include call-ahead for all residential inspections as requested, and focus on improved communication between inspectors and contractors in FY 2020.

5f. Building Permitting Process.*

	Implementation Lead	Priority	Staff Notes/Updates
Identify improvements to building permitting and inspection processes; to improve citizen satisfaction level and reduce inspection volume. *(Item Added July 2018)*	Administration Director of Community Development Chief Building Official	FY19, Priority 1	• Required inspector calls ahead by staff and implemented reduced number of inspections on smaller residential projects. • Changes to phone system and procedures have been implemented to reduce reliance on voicemail to improve customer service • Inspection procedures for windows and door permits review and improved in early 2020. • Additional inspector hired as part of transition coming due to 3 anticipated retirements in 2021.

STRATEGIC GOAL 6
MAINTAIN EXCELLENT MUNICIPAL SERVICES

6a. Control long-term costs.

	Implementation Lead	Priority	Staff Notes/Updates
Continue to reduce unfunded pension liability for the defined benefit plan.	Administration, Finance Director	Ongoing, Priority1	• Pension Board/Council agreed to more conservative interest earnings assumption (6.75%). • Completed a voluntary buyout for 9 of 30 non-active vested legacy plan participants in FY 2020.
Continue long-range forecasting to anticipate revenue and expenditure challenges in advance.	Finance Director	Ongoing, Priority1	• Finance Task Force developed cost-saving or revenue increasing measures; subsequently incorporated into the FY 2020 budget. • The Finance Committee and staff reviewed 'Year 2' recommendations in FY 2020 with some recommendations included in FY 2021 budget.
Seek grant opportunities to support municipal services.	All Departments	Ongoing	• Staff has received and will continue to pursue several road improvement grants and Municipal Parks grants as noted in CIP and budget document each year.
Seek opportunities for shared municipal services **(new in 2020)	All Departments	2020, Priority 1, and ongoing	• Staff continues to explore shared municipal court services with 2-3 other cities; phased implementation possible in FY 2021. • WCDC continues to have discussions with neighboring cities on expansion opportunities.

6b. Use technology to improve municipal services.

	Implementation Lead	Priority	Staff Notes/Updates
Improve efficiency of municipal operations through software.	Department Heads, Information Technology	FY18, Priority1	• Phase 1 - Incode 10 Finance/HR/Payroll live October, 2018, implementation substantially complete. • Phase 2 - Energov - Permits/Public Works - implementation ongoing in FY20 and subsequently cancelled due to software inability to deliver cost/benefit as promised. • Recreation Department software update completed fall 2018 to Max Galaxy.
Develop new procedure to regularly review website and solicit updates to keep site current.	Department Heads, Public Information Officer	FY18, Priority 1	• PIO performs quarterly website review procedure to ensure all pages are reviewed and updated if necessary at least once per year - ongoing.
Explore record archiving system to better manage City records.	City Clerk	FY18, Priority 2	• Temporary PT records clerk completed purge of Building Department records up to 12/31/15 in FY18. • Ongoing Chief Bldg. Official purging large drawings. • Surplus equipment being sold or disposed of, ongoing. • Administration began uploading personnel records into new software system in late FY2020; ongoing.

6c. Ensure a competitive work environment.

	Implementation Lead	Priority	Staff Notes/Updates
Conduct annual salary and benefit review.	Administration	Ongoing, Priority 1	• Completed transition from defined contribution to LAGERS defined benefit effective 8/1/2017. • Ongoing annual review of local area cities benefit/salaries. • Salary range increases to some or all 2018-2020; market equity adjustments to some positions 2018-2020; merits and salary range changes cancelled for FY 2021. • PD transitioned to 12-hour shifts in 2018 per request. • Completed two bid processes resulting in a new Dental carrier in 2019 and Life & AD&D carrier in 2020 resulting in cost savings to the City.

STRATEGIC PLAN: SHORT-TERM AND LONG-TERM GOALS (Continued)

	Implementation Lead	Priority	Staff Notes/Updates
Continue to provide opportunities for professional development including tuition reimbursement and membership in professional organizations.	Administration, Department Heads	Ongoing, Priority 1	• Funding for position-specific memberships and professional development included in annual budget allocations. • Ongoing, Administration partners with Employee Assistance Program, PD, IT and other external companies to offer in-house trainings to employees. • FY19-20 training opportunities for personal and professional improvement including, but not limited to: Implicit/Explicit Bias, Diversity Training, The Holocaust Tragedy, Crisis & Stress Management, Understanding FMLA Rights, Drug Free Workplace, Biennial Ethics, Understanding Your LAGERS Benefit; Planning for Retirement; Understanding Medicare, and more. • Staff trainings ongoing in FY 2020/FY 2021 related to new laws pertaining to Families First Coronavirus Response Act.

	Implementation Lead	Priority	Staff Notes/Updates
Create standardized onboarding plan for new employees.	Department Heads, Administration	FY19, Priority 1	• Completed - checklist updated in FY18 to ensure orientation is consistent with all new employees. • Began implementing virtual onboarding as needed in FY 2020 due to COVID-19. This method may be utilized moving forward when practical to do so. • Team-based approach to promote city employment opportunities to diverse audience; including, but not limited to: social media, Indeed, word-of-mouth; referral bonuses (Recreation-FY20); professional memberships, specialty print/online magazines & newsletters; posters/flyers; trade schools; universities & colleges; website.
Prepare an employee directory with updated/more detailed organizational chart; make available in print and online; share with all new employees. Consider making it available to community via website as well.	Administration	FY19, Priority 2	• Due to Administration staff turnover in 2019 and COVID-19 in 2020, action item postponed and rescheduled for late summer/fall 2020.

6d. Renovations to the Government Center to improve safety, accessibility, functionality and efficiency **

	Implementation Lead	Priority	Staff Notes/Updates
The Government Center has not been renovated since the 1980s. A renovated facility will improve safety, accessibility, functionality and efficiency. Begin planning process for renovation.	Administration / Public Works Director	FY20, Priority 1	• Review and update 2014 Government Center Needs Study proposed for FY 2021. • Design was included in CIP FY 2021, but is postponed until FY 2022.

New in July 2018
****New in January 2020***

Fund Description
City of Creve Coeur

General Fund	The general operating fund of the city. It is used to account for all financial resources except those required to be accounted for in another fund.
Special Revenue Funds	Funds used to account for proceeds from specific revenue sources (other than expendable trusts of major capital projects) that are legally restricted specific purposes. Sewer Lateral Fund – This fund is used to account for use of funds collected from property tax to repair use of sewer laterals as outlined in the city policy. Public Safety Fund - This fund is used to account for use of funds collected from the .5 cent public safety sales tax to be used for public safety expenditures.
Capital Fund	Funds from the .5 cent capital sales tax used to account for the purchase and construction of major capital facilities and equipment whose value exceeds $20,000 which is not financed by proprietary funds.
Police Building Fund	Funds used to account for the construction of a new police building and to make accessibility and security improvements to the government center.
Debt Service Fund	Funds from the property tax debt levy used to retire the interest and principle of the City's outstanding debt for the Police Building.
Enterprise Fund	Funds used to account for operations that are financed and operated in a manner similar to private business enterprises. This fund accounts for the operations at the city's ice arena and golf course.
Fiduciary (Trust) Fund	Funds used to account for assets held by the city in a trustee capacity.
City Employees Retirement Fund	Funds used to account for assets held in a trustee capacity for the city's eligible employees.

USE OF FUNDS BY DEPARTMENT

<u>The following table shows which funds each Department/Division is a part of:</u>

Fund Categories	Governmental Funds						Proprietary Fund	Fiduciary Funds	
Department	General Fund	Capital Fund	Sewer Lateral Fund	Public Safety Fund	Police Building Fund	Debt Service Fund	Enterprise Fund	City EE Retire. Fund	Escrow & Court Bonds
Legislative	X	X							
Administrative	X	X						X	
Legal	X	X							
Information Systems	X	X							
Finance	X	X							
Municipal Court	X	X						X	X
Interdepartmental	X					X			
Police Administrative	X	X		X	X			X	
Police Investigations	X	X		X				X	
Patrol	X	X		X				X	
Community Services	X	X							
Public Works Administrative	X	X	X					X	
Public Works Street Maintenance	X	X						X	
Public Works Health & Environment	X								
Public Works Parks Maintenance	X	X						X	
Public Works Main. of Muni. Prop.	X	X						X	
Community Dev. Planning	X	X							
Community Dev. Building	X	X						X	X
Ice							X		
Golf							X		
Food							X		

Communication: Review Proposed FY21 Budget (Unfinished Business)

Basis of Accounting and Budgeting

Basis of Accounting

For financial reporting purposes, the Governmental Funds use the modified accrual basis of accounting, under which revenues are recognized as soon as they are both measurable and available. Revenues are considered to be measurable and available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the City considers revenues to be available if they are collected within 60 days of the end of the current fiscal period. Expenditures are recorded when a liability is incurred. However, debt service expenditures and expenditures related to compensated absences are recorded only when payment is due.

Proprietary and Fiduciary Funds use the accrual basis of accounting under which revenues are recognized when earned, and expenses are recorded when the liabilities are incurred.

Budgetary Basis of Accounting

The City uses a budget basis for expenditures that differs from the accounting basis used in reporting under Generally Accepted Accounting Principles (GAAP) in the following ways.

In the Governmental Funds, the City uses the modified accrual basis of accounting with the following exception:

- Budget amounts are encumbered when contracts are signed for goods or services. At year-end, amounts which are encumbered but not yet expended are carried over to be paid when the goods or services are received. These amounts are included in budget-basis expenditures for the fiscal year in which they are encumbered, rather than the year in which goods or services are received and a liability incurred. Appropriations that are not spent or encumbered lapse at the end of the fiscal year. Encumbrances are never classified as expenditures under GAAP basis of accounting.
- Compensated absence liabilities are not budgeted, where they are adjusted annually under the basis of accounting.
- Changes in the fair value of investments are not budgeted, where they are treated as an adjustment to revenue under the basis of accounting.

In Proprietary and Fiduciary Funds, the City uses the accrual basis of accounting with the following exceptions:

- Depreciation and amortization, which are considered expenses on the accrual basis of accounting, are ignored under the budget basis because these items do not require an expenditure of funds.

Budget Preparation Process

The budget preparation process begins in January of each year. The Finance Department begins by preparing the employee-related personnel costs such as salary and fringe benefits for the budget year for each Department. At the same time, the Finance Department develops revenue projections for all funds and submits them to the City Administrator for review. Once the personnel-related costs are completed, these figures are entered on to the Department budget spreadsheets and e-mailed to each department. The departments are requested to enter their future budget requests and current projected expenditure for each non-personnel line item on the spreadsheet. The departmental spreadsheets are then returned to the Finance department and reviewed for accuracy and completeness. The Finance department also estimates current year personnel costs and enters all current projected costs into the budget sheets.

Each department is then scheduled for a meeting with the City Administrator and the Director of Finance to discuss the next fiscal years budget. These meetings take approximately two (2) weeks. After the departmental meetings, the City Administrator and Director of Finance adjust the budget requests for presentation to the City Council and the Finance Committee. By charter the City Administrator is required to submit the annual operating budget to City Council no later than the last regular council meeting in April.

After submission of the budget, the Finance Committee meets one to two times to review and discuss the proposed budget and to give recommendations to the City Council. The City Council holds at least two (2) work sessions to review and discuss the proposed budget. Both the Finance Committee and the City Council meetings are open to the public. Any changes requested by the City Council are made to the proposed budget and it is submitted to the City Council for the 1st reading of the appropriation ordinance at the 1st City Council meeting in June. At that meeting a public hearing is held. The budget is then adopted at the 2nd meeting in June and becomes effective no later than July 1st.

The City Administrator and the Director of Finance schedule quarterly meetings with all city departments during the fiscal year to evaluate progress on annual objectives and to review compliance with the budget. The Director of Finance also provides quarterly financial reports to the City Council.

Budget Amendments

City Council is permitted by City Charter to amend the Budget Ordinance at any time during the fiscal year. These amendments must continue to adhere to the balanced budget statutory requirements and cannot change the property tax levy or in any manner alter a taxpayer's liability.

The City of Creve Coeur Budget is a program-based budget, but is adopted by funds. As per Section 9.8 of the City's Charter the budget amendment process is as follows:

(a) *Supplemental appropriations*: If, during the fiscal year, the City Administrator certifies that there are available for appropriation revenues in excess of those estimated in the budget, the City Council by ordinance may make supplemental appropriations for the year in an amount equal to actual revenue in excess of budget revenue, plus uncommitted surplus.

(b) *Reduction of appropriations*: If at any time during the fiscal year it appears probable to the City Administrator that the revenue and uncommitted surplus available will be insufficient to meet the amount appropriated, he or she shall report to the City Council without delay, indicating the estimated amount of the deficit, any remedial action taken by him or her and his or her recommendations as to any other steps to be taken. The City Council shall then take such action, as it deems necessary to prevent or minimize any deficit and for that purpose it may by ordinance reduce one or more appropriations.

(c) *Transfer of appropriations*: At any time during the fiscal year the City Administrator may transfer part or all of any unencumbered appropriation balance, not including salaries or capital expenditures, among programs within a department, office or agency and, upon written request by the City Administrator, the City Council may by ordinance transfer part or all of any unencumbered appropriation balance from one department, office or agency to another, or within departments with respect to salary and capital expenditures.

(d) *Emergency appropriations; effective date*: The supplemental appropriations and reduction or transfer of appropriations authorized by this section may be made effective immediately upon adoption and may be made by emergency ordinance in accordance with the provisions of Section 3.11(f). (Ord. No. 112, & 1 (Prop. 7), 12-16-85)

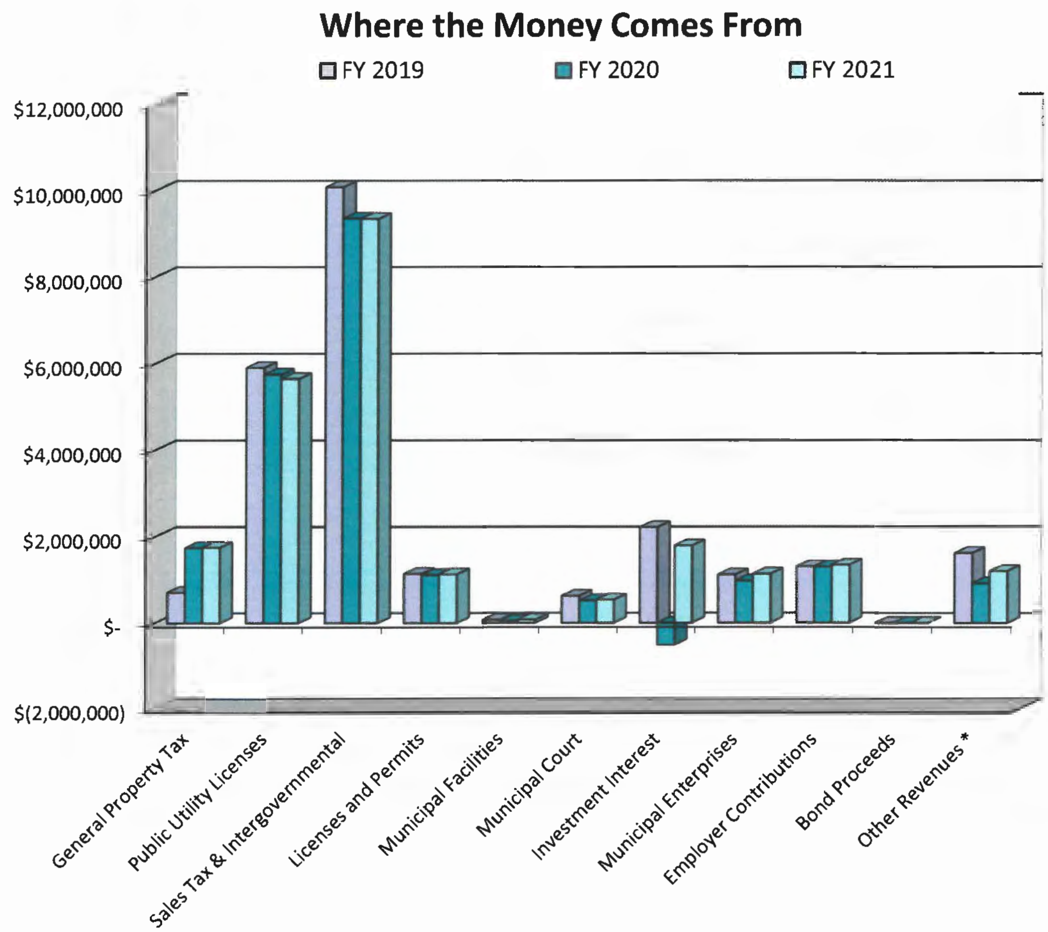
CITY OF CREVE COEUR
PRELIMINARY OPERATING BUDGET CALENDAR
FISCAL YEAR 2021

February 19, 5:00 p.m.	Complete Operating Budget Requests due to Director of Finance office.
Feb 19 to March 6	Finance review of departmental budget submissions.
March 6	Finance office submits FY 2021 preliminary revenue projections to City Administrator's Office.
March 9	Work Session with Finance Committee & City Council to discuss future budget goals and direction.
March 9 to March 13	Budget reviews and discussions between City Administrator's Office, Finance Office and Operating Departments.
March 16 to April 10	FY 2021 Preliminary Budget prepared by Finance and City Administrator Office.
April 17	Submission of FY 2021 Preliminary Operating Budget to Council and Finance Committee.
April 21	Review of Budget by Finance Committee.
May 5	Second Review of Budget by Finance Committee.
May 8	Advertise Public Hearing on Proposed FY 2021 Operating Budget.
May 11	Work Session on Preliminary Operating Budget by City Council.
May 12 to May 22	Staff adjustments to preliminary Operating Budget.
May 26	Second Work Session on Preliminary Operating Budget by City Council.
May 26	Public Hearing on FY 2021 Operating Budget before City Council. First Reading on Budget Ordinance.
June 8	Final Reading on Budget Ordinance.
July 1, 2020	Effective Date for adopted FY 2021 Budget.

CITY OF CREVE COEUR
SUMMARY OF ESTIMATED REVENUES AND EXPENDITURES - ALL FUNDS
AND PROJECTED FUND BALANCE
FOR THE FISCAL YEAR ENDING JUNE 30, 2021

	PROJECTED JUNE 30 2020 UNASSIGNED FUND BALANCE	REVENUES	TRANSFERS FROM OTHER FUNDS	UTILIZATION OF FUND BALANCE	TOTAL REVENUE	ESTIMATED EXPENDITURES	TRANSFERS TO OTHER FUNDS	SURPLUS/ DEFICIT	PROJECTED JUNE 30 2021 FUND BALANCE	
General Fund	$ 13,274,662	$ 14,993,097	$ 139,155	$ 507,287	$ 15,639,538	$ 15,205,218	$ 434,320	$0	$ 12,767,376	(1)
Capital Improvement Fund	1,656,266	2,916,242	400,000	0	3,316,242	4,142,184	0	(825,942)	830,324	
Police Building Fund	1,247,350	12,000	0	0	12,000	275,000	0	(263,000)	984,350	
Public Safety Fund	1,666,113	937,838	0	0	937,838	501,552	139,155	297,131	1,963,245	
Sewer Lateral Fund	179,989	134,000	0	0	134,000	100,500	0	33,500	213,489	
Debt service Fund	552,380	903,500	0	0	903,500	710,356	0	193,144	745,524	
Municipal Enterprise Fund	250	1,139,130	34,320	0	1,173,450	1,173,700	0	(250)	0	
City Employees Retirement Fund	24,713,599	2,941,165	0	0	2,941,165	2,074,790	0	866,375	25,579,974	
TOTAL - ALL FUNDS	**$ 43,290,609**	**$ 23,976,972**	**$ 573,475**	**$ 507,287**	**$ 25,057,733**	**$ 24,183,300**	**$ 573,475**	**$ 300,959**	**$ 43,084,281**	

"(1) Total Fund Balance Adjusted for $2,949,533 of Fund Balance to be assigned for City Facilities ($2M), Streets ($200K) & Park Improvements ($749,533)



All Fund Revenues
FY 2019 Actual, FY 2020 Projected & FY 2021 Estimated

	FY 2019 Actual	FY 2020 Projected	FY 2021 Estimated
General Property Tax	$ 710,164	$ 1,745,586	$ 1,750,692
Public Utility Licenses	5,905,257	5,751,595	5,650,341
Sales Tax & Intergovernmental	10,078,428	9,350,664	9,346,674
Licenses and Permits	1,142,843	1,112,884	1,131,012
Municipal Facilities	72,462	49,500	75,500
Municipal Court	628,209	519,844	538,800
Investment Interest	2,220,332	(510,215)	1,796,600
Municipal Enterprises	1,121,200	979,620	1,139,030
Employer Contributions	1,307,755	1,303,058	1,347,065
Bond Proceeds	-	-	-
Other Revenues *	1,620,978	922,297	1,201,258
Total Revenue Sources	$ 24,807,629	$ 21,224,833	$ 23,976,972

*Includes grants seen on the following pages.

Communication: Review Proposed FY21 Budget (Unfinished Business)

Other Revenues

Other Revenue includes, but is not limited to, grants from federal, state, and other agencies to offset personnel, equipment, or major capital improvement expenses. Below is a brief summary of grants awarded or received in FY20. Individual grant reimbursements may occur over several budget years.

Missouri Department of Transportation – Highway Safety Division

- *Speed-HMV Enforcement Grant (not to exceed $3,000)*: Approved in FY2020 for overtime costs to increase speed and hazardous moving violations on state designed routes within city limits. Grant year runs October 1-September 30. Grant status: open.
- *Click-it or Ticket Grant (not to exceed $3,000)*: Approved in FY2020 for reimbursement for police officer overtime costs to conduct the Seat Belt Enforcement Program. Grant year is October 1-September 30. Grant status: open.
- *Blueprint Grant (not to exceed $8,000).* Approved in FY2020 for Occupant Protection, DWI and Hazardous Moving Violation Enforcement Program and Equipment. Grant year is June 1-May 31. Grant status: open.

The Bureau of Justice Assistance (BJA) Grant

- The purpose of the BJA Bulletproof Vest Partnership (BVP) Program is to reimburse states, counties, federally recognized tribes, cities, and local jurisdiction up to 50% of the cost of body armor vests purchased for law enforcement officers. This award for $3,100 will cover 50% of the cost of eight ballistic vests for police officers.

Parkway School District

- *Three-year agreement (not to exceed $154,338):* For the period beginning FY2017 through FY2019 to reimburse salary for school resource officer for Parkway Northwest Middle School. Agreement status: open.

Missouri Police Chiefs Association (grant not to exceed $4,000)

- The Virtual Academy Training Management System (TMS) is fully integrated, cloud-based training management software solution that has over 200 hours of top quality courses. The system allows public safety agencies to deliver high-quality, on-line training necessary for police officers. Grant status: open.

Missouri State Highway Patrol as the Grant Admininistrator (grant not to exceed $1,866)

- The MPCA funded the maintenance and support fees for the LiveScan Device. Maintenance coverage is February 2019-January 2020. Grant status: open.

Housing and Urban Development

- *Community Development Block Grant (grant not to exceed $23,395).* Grant approved in FY2018 for construction in FY2020. Project involves accessibility improvements to the signalized intersection of North New Ballas Road at the office buildings of 555 North New Ballas Road and the medical offices at 456 North New Ballas Road. The total project cost was $24,104, making the City's cost $709. Grant status: open.

Other Revenues (continued)

- *Community Development Block Grant (grant not to exceed $20,000).* Grant approved in FY2019 for construction in FY2021. Project involves new curb ramps and pedestrian signal equipment at the intersection of North New Ballas Road at Magna Carta Drive. The total project cost is estimated to be $20,000; City cost $0. Grant status: open.
- *Community Development Block Grant (grant not to exceed $20,000).* Grant approved in FY2020 and funds received in FY2021. Project involves accessibility improvements to the parking lot at Malcolm Terrace Park, which will be completed in conjunction with trail improvements at the park. The parking lot improvement cost is estimated to be $20,000; City cost $0. Grant status: open.

Municipal Park Grant Commission

- *Municipal Park Grant (grant not to exceed $357,600).* Grant awarded in FY2019 for improvements to the Creve Coeur Ice Arena, including reinforcement of the Ice Arena roof beams, renovations for the administrative offices, and new facility front doors, boiler, water heaters, sound system, and dasher boards. Construction began in FY2019 and will be finished in FY2020, with reimbursement in FY2020. The total project cost is estimated to be $347,841 with the City's share being $25,400. Grant status: open.
- *Planning Grant (grant not to exceed $6,400).* Grant awarded in FY2019 to assist with the cost of developing a master plan for improvements to the City's parks. The master plan was completed in FY2020 and the grant reimbursement was received in FY2020. Grant status: closed.

Federal Highway Administration

- *Surface Transportation Program (grant not to exceed $428,800):* Grant awarded in FY2015 for the design and construction of roadway and sidewalk improvements to the City's portion of Warson Road, from Olive Boulevard to Mary Institute and Country Day School. Design occurred in FY2016-FY2018. Construction was completed in FY2018-FY2019. The total project cost was $673,555, making the City's share $244,755. The final grant funds were received by the City in FY2020. Grant status: closed.
- *Transportation Alternatives Program (grant not to exceed $254,400):* Grant awarded in FY2017 for reimbursement of costs related to right of way and easement acquisition and construction for a new sidewalk along North New Ballas Road from Ladue Road to De Smet Jesuit High School. Design was not included in the grant. The total cost of the project was $271,622, and the grant reimbursement was $164,580, making the City's share $107,042. Grant reimbursement was applied for in FY2019 and received in FY2020. Grant status: closed.
- *Surface Transportation Program (grant not to exceed $444,000):* Grant awarded in FY2017 for the construction of roadway and stormwater improvements to Emerson Road, from De Smet Jesuit High School to Old Ballas Road. Design and easement acquisition were not included in this grant. Design will be completed in FY2021, and construction is scheduled for FY2021. Grant reimbursement is expected in FY2021. Grant status: open.
- *Surface Transportation Program (grant not to exceed $250,000):* Grant awarded in FY2018 for the construction of roadway improvements to Fernview Drive, from Gallagher Drive to Olive Boulevard. Design was not included in this grant. Design was completed in FY2020, and construction is scheduled for FY2021. Grant status: open.
- *Surface Transportation Program (grant not to exceed $760,000):* Grant awarded in FY2019 for the construction of roadway and sidewalk improvements to Mosley Road, from Olive Boulevard to Tureen Drive, and for the acquisition of right of way and easements needed for these improvements. Design was not included in this grant in order to expedite the process. Design will be completed in FY2020-FY2022, and construction is scheduled for FY2022-FY2023. Grant reimbursement is expected in FY2021-FY2023. Grant status: open.

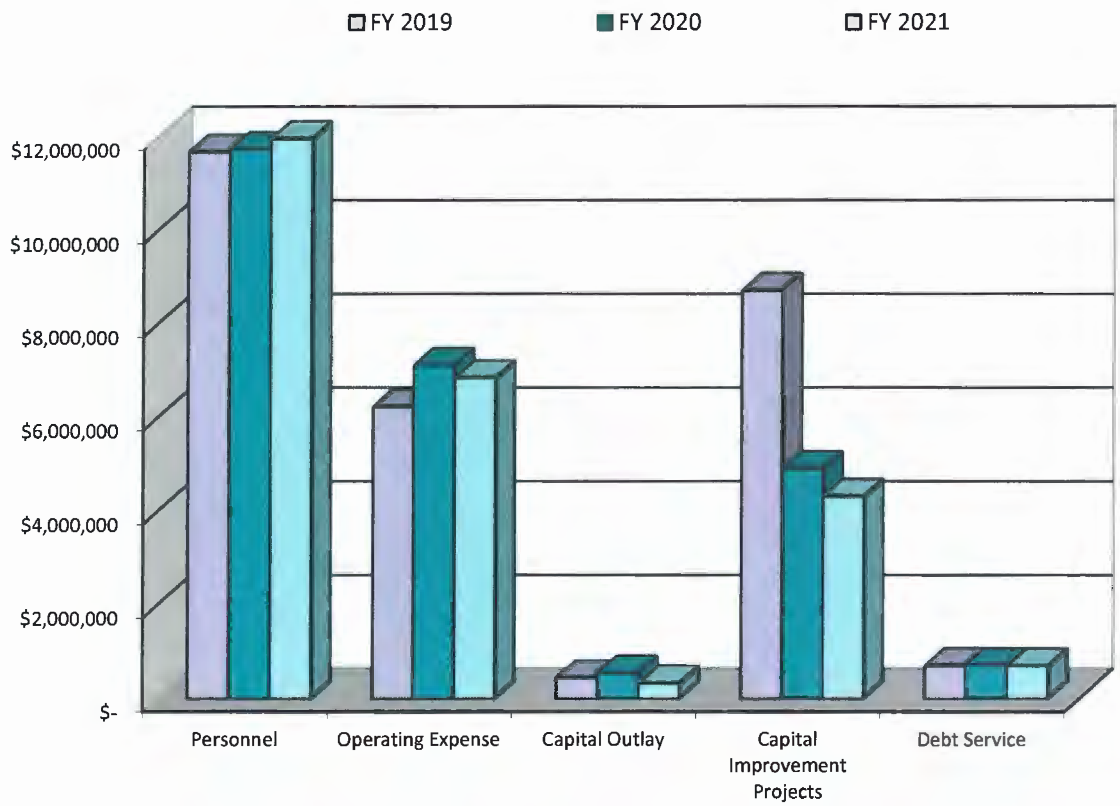
Other Revenues (continued)

- *Surface Transportation Program (grant not to exceed $960,000):* Grant awarded in FY2020 for the construction of roadway and sidewalk improvements to North New Ballas Road, from Olive Boulevard to Craig Road, and for the acquisition of right of way and easements needed for these improvements. Design was not included in this grant. Design will be completed in FY2021-FY2023, and construction is scheduled for FY2023-FY2024. Grant reimbursement is expected in FY2022-FY2024. Grant status: open.

State of Missouri

- *State Cost Share Program (grant not to exceed $1,005,250):* Grant awarded in FY2020 for the design, acquisition of easements, construction, and construction inspection of the partial reconstruction of the intersection of Lindbergh Boulevard at Old Olive Street Road and the addition of a signal at this intersection. Design is scheduled to begin in FY2021, and construction is scheduled for FY2023-FY2024. Grant reimbursement is expected FY2021-FY2024. Grant Status: open.
- *Governor's Transportation Cost-Share Program (grant not to exceed $575,100)*: Grant awarded in FY2020 for the construction phase of the partial reconstruction and signalization of the intersection of Lindbergh Boulevard at Old Olive Street Road. The grant will be available if construction can occur in FY2022, and grant reimbursement would be expected in FY2022. Grant status: open.

Where the Money Goes



All Fund Expenditures
FY 2019 Actual, FY 2020 Projected & FY 2021 Estimated

	FY 2019 Actual	FY 2020 Projected	FY 2021 Estimated
Personnel	$ 11,673,010	$ 11,724,366	$ 11,961,113
Operating Expense	6,235,382	7,113,729	6,851,545
Capital Outlay	446,437	546,511	334,879
Capital Improvement Projects	8,721,292	4,913,479	4,325,407
Debt Service	711,656	713,256	710,356
Total Expenditures	$ 27,787,776	$ 25,011,341	$ 24,183,299

Combined Statement of Budgeted Revenues and Expenditures - All Funds
For the Fiscal Year Ending June 30, 2021

	General Fund	Capital Improvement Fund	Police Building Fund	Public Safety Fund	Sewer Lateral Fund	Debt Service Fund	Municipal Enterprise Fund	City Employees Retirement Fund	Total
Revenues									
General Property Tax	717,692				132,000	901,000			1,750,692
Public Utility Licenses	5,650,341								5,650,341
Intergovernmental Revenue	6,425,594	2,003,242		917,838					9,346,674
Licenses and Permits	1,131,012								1,131,012
Municipal Facilities	75,500								75,500
Municipal Court	538,800								538,800
Investment Interest	250,000	10,000	12,000	20,000	2,000	2,500	100	1,500,000	1,796,600
Golf Course & Ice Arena							1,139,030		1,139,030
Bond Proceeds									-
Employer Contributions								1,347,065	1,347,065
Employee Contributions								94,100	94,100
Other Revenues	204,158	903,000						-	1,107,158
Total Revenues	14,993,097	2,916,242	12,000	937,838	134,000	903,500	1,139,130	2,941,165	23,976,972
Expenditures									
Personnel	11,017,751	91,777		183,568			668,017		11,961,113
Operating Expense	3,970,242			260,884	100,500		445,129	2,074,790	6,851,545
Capital Outlay	217,225			57,100			60,554		334,879
Capital Improvement Projects		4,050,407	275,000						4,325,407
Debt Service						710,356			710,356
Total Expenditures	15,205,218	4,142,184	275,000	501,552	100,500	710,356	1,173,700	2,074,790	24,183,300
Transfers In	139,155	400,000					34,320	-	573,475
Transfers (Out)	(434,320)			(139,155)					(573,475)
Change in Fund Balance	(507,287)	(825,942)	(263,000)	297,131	33,500	193,144	(250)	866,375	(206,328)
Fund Balance, July 1, 2020	16,224,195	1,656,266	1,247,350	1,666,113	179,989	552,380	250	24,713,599	46,240,142
Fund Balance, June 30, 2021	15,716,909	830,324	984,350	1,963,245	213,489	745,524	0	25,579,974	46,033,814

GENERAL FUND
FINANCIAL PROJECTIONS

The General Fund is used to account for all activities associated with the general government of the City, and it funds all services except those services attributed to the Capital Improvement Fund, Employees Retirement Fund, Municipal Enterprise Fund, Sewer Lateral Fund and Public Safety Fund (new FY 2018).

FY 2020 budget revenues and transfers-in to the General Fund are estimated to be less than budgeted expenditures and transfers out by $62,232. This is primarily due to revenues decreasing due to COVID-19. Overall, revenues for FY 2020 are projected to be a lot less than anticipated due to COVID-19 decreasing Sales Tax, Gasoline Tax, Utility Tax, Interest, Court and other revenue line items for FY 2020 and FY 2021. Most revenues will then slightly increase in FY 2022 and then remain pretty flat throughout FY2025.

FY 2021 General Fund budget anticipates a $507,287 deficit including transfers. Revenues are anticipated to decrease 1.91% in FY 2021 due to COVID-19 affecting many of the revenue line items. Expenditures for FY 2021 are expected to increase by only .18%. No salary increases are budgeted and many items were deferred or cut to try to reduce the deficit for FY 2021 as much as possible.

The following table and graph shows the position of the General Fund balance over the next five years, based on estimated numbers as of June 30, 2020 and incorporates the following assumptions:

- No Salary increases for FY 2021 due to COVID-19, but then they are projected to increase 3% throughout FY2025.
- Total Salary & Benefit expenditures will increase an average of 2.46% through FY 2025.
- Health and other insurance benefits are budgeted to increase 3% over the next 5 years.
- Pension for the LAGERS Plan is budgeted to decrease slightly in FY 2021, and then increase 5% each year thereafter. start decreasing by FY 2023. Overall average decrease of 3.84% over the next 5 years.
- Legacy Pension Plan contributions from employees increased from 3% to 4% on 7/1/19.
- The amount of Public Safety Sales Tax Money use for Police Pension will increase from 15% to 20% in FY 2021; therefore, the costs to the General Fund will decrease by this amount of $183,568 in FY 2021.
- Operating expenditures will increase 1.5% for contractual services, 4% for Refuse and 2% for commodities annually.
- Overall expenditures will increase .18% in FY 2021 and then on an average of to 2.48% from FY 2022 through FY 2025.
- $2M of GF Balance is reserved for City Facilities. $200K of the GF Balance is Reserved for Street Reconstructions.
- $749,533 of the GF Balance is Reserved for Future Park Improvements (sale of Fountain Park).
- Transfer out $400K every year to the Capital Fund from the County Road & Bridge Tax revenue which must be used for the improvement and repair of public roads, streets and bridges within the City. The balance of these funds remain in the General Fund to support the Street Division operation.
- Transfer out to Enterprise Fund in FY 2021 of $34,320 to cover operating deficit.

	FY 2020	FY 2021	FY 2022
Revenues	15,285,553	14,993,097	15,162,818
Expenditures	(15,177,587)	(15,205,218)	(15,601,005)
Revenue over (under) Expenditures	107,966	(212,122)	(438,187)
Operating transfers - In (Public Safety)	229,802	139,155	143,330
Operating transfers - out (Enterprise)	0	(34,320)	(23,845)
Operating transfers - out (Capital)	(400,000)	(400,000)	(400,000)
Net Change in Fund Balance	(62,232)	(507,287)	(718,702)
Fund Balance - Beginning of year	16,286,427	16,224,195	15,716,909
FUND BALANCE - End of the Year	16,224,195	15,716,909	14,998,206
Less RESERVE GF BALANCE FOR CAPITAL CONST.	2,200,000	2,200,000	2,200,000
Less RESERVE GF BALANCE FOR PARK IMPROVEMEN	749,533	749,533	749,533
Unassigned Fund Balance	13,274,662	12,767,376	12,048,673

	FY 2023	FY 2024	FY 2025
Revenues	15,205,990	15,258,671	15,307,333
Expenditures	(15,993,675)	(16,375,077)	(16,769,486)
Revenue over (under) Expenditures	(787,684)	(1,116,406)	(1,462,153)
Operating transfers - In (Public Safety)	147,630	152,058	156,620
Operating transfers - out (Enterprise)	(35,303)	(25,289)	(37,488)
Operating transfers - out (Capital)	(400,000)	(400,000)	(400,000)
Net Change in Fund Balance	(1,075,358)	(1,389,637)	(1,743,021)
Fund Balance - Beginning of year	14,998,206	13,922,849	12,533,212
FUND BALANCE - End of the Year	13,922,849	12,533,212	10,790,191
Less RESERVE GF BALANCE FOR CAPITAL CONST.	2,200,000	2,200,000	2,200,000
Less RESERVE GF BALANCE FOR PARK IMPROVEMEN	749,533	749,533	749,533
Unassigned Fund Balance	10,973,316	9,583,679	7,840,658

CAPITAL IMPROVEMENTS FUND
FINANCIAL PROJECTIONS

The Capital Improvements Fund is used to account for all activities related to capital improvements in the City. The major source of revenue for the fund is the one-half cent sales tax for capital items passed by the voter in 1997. The City adopts a five-year capital plan in the spring of each year prior to the budget process.

The following table shows the position of the Capital Improvement Fund balance over the next several years, based on available information at June 30, 2020 and incorporates the following assumptions:

- Assume transfer of funds from the General Fund as outlined in the Current Five Year Plan.
- Additional revenues will increase in accordance with Five-Year Financial Plan assumptions.
- Sales tax decreases for FY 2020 and FY 2021 due to COVID-19, but then increases 1% in FY 2022 and then remains flat throughout FY 2025.
- Capital Improvements will be performed in accordance with the Five-Year Capital Improvement Plan.
- Assumes the City continues to aggressively pursue grants for infrastructure improvements. There are projections for grant revenues in FY 2021, 2022, 2023 & 2024, but not in FY 2025 since they are not secured grants that far in the future.
- Project Manager was moved from General Fund and added in Capital Fund in FY2019 and is projected throughout the next 5 years in the Capital Fund.

	FY 2020	FY 2021	FY 2022
Revenues	2,502,414	2,916,242	2,895,774
Expenditures	(3,244,866)	(4,142,184)	(3,970,630)
Revenue over (under) Expenditures	(742,452)	(1,225,942)	(1,074,856)
Operating transfers – In (General Fund)	400,000	400,000	650,000
Operating transfers - Out	0	0	0
Net Change in Fund Balance	(342,452)	(825,942)	(424,856)
Fund Balance - Beginning of year	1,998,718	1,656,266	830,324
FUND BALANCE-End of the Year	1,656,266	830,324	405,468

	FY 2023	FY 2024	FY 2025
Revenues	2,911,974	2,935,824	2,063,274
Expenditures	(3,586,826)	(3,355,727)	(2,478,796)
Revenue over (under) Expenditures	(674,852)	(419,903)	(415,522)
Operating transfers – In (General Fund)	400,000	400,000	400,000
Operating transfers - Out	0	0	0
Net Change in Fund Balance	(274,852)	(19,903)	(15,522)
Fund Balance - Beginning of year	405,468	130,616	110,714
FUND BALANCE-End of the Year	130,616	110,714	95,192

MUNICIPAL ENTERPRISE FUND
FINANCIAL PROJECTIONS

The Municipal Enterprise Fund is used to account for all activities associated with the City's golf course and ice arena.

FY 2020 budgeted revenues for the Municipal Enterprise Fund are estimated to be less than expenses by $144,369. There are no transfers in or out of the Municipal Enterprise Fund.

The following table shows the position of the Municipal Enterprise Fund Balance over the next five years and incorporates the following assumptions:

- Revenues for FY 2021 are expected to increase 16.3%, and then increase 2.4% for FY 2022 - 2025.
- FY 2020 Revenues include an increase in Room Rentals, Ice Rink, Golf Merchandise and Concessions.
- FY 2022 and FY 2024 Revenues include an increase in Ice Rink and Meeting Room Fees.
- No Salary increases for FY 2021 due to COVID-19. Then Salaries are projected to increase 3% in FY 2022 - FY2025.
- Health and other insurance benefits are budgeted to increase 3% over the next 5 years.
- Pension for the Lagers Plan is budgeted to decrease slightly in FY 2020, and then increase 5% each year thereafter.
- Operating expenditures will increase 1.5% for contractual services and 2% for commodities annually.
- Overall expenditures will increase 4.41% mainly due to building improvements and the purchase of equipment.
- The ice arena performs at full capacity and does not require abnormal maintenance.
- The golf course experiences normal weather patterns.
- Transfers of $34,320 from the General Fund will be needed in FY 2021 and every year thereafter.

	FY 2020	FY 2021	FY 2022
Revenues	979,720	1,139,130	1,178,217
Expenditures	(1,124,089)	(1,173,700)	(1,202,062)
Revenue over (under) Expenditures	(144,369)	(34,570)	(23,845)
Operating transfers - Out	0	0	0
Operating transfers - In	0	34,320	23,845
Net Change in Fund Balance	(144,369)	(250)	(0)
Fund Balance - Beginning of year	144,619	250	0
FUND BALANCE - End of the Year	250	0	(0)

	FY 2023	FY 2024	FY 2025
Revenues	1,195,890	1,235,829	1,254,366
Expenditures	(1,231,194)	(1,261,116)	(1,291,854)
Revenue over (under) Expenditures	(35,303)	(25,288)	(37,488)
Operating transfers - Out	0	0	0
Operating transfers - In	35,303	25,289	37,488
Net Change in Fund Balance	(0)	1	(0)
Fund Balance - Beginning of year	(0)	(1)	0
FUND BALANCE - End of the Year	(1)	0	0

CITY EMPLOYEES RETIREMENT FUND
FINANCIAL PROJECTIONS

The City Employees Retirement Fund is used to account for all activities associated with the Creve Coeur Defined Benefit Pension Plan.

The City's annual contribution decreased $4,697 in FY 2020 from $1,307,755 to $1,303,058. In FY 2021 it is projected to increase $44,007. However, 20% of the Public Safety Sales Tax Fund will be applied to the employer's portion of the police department's expense. FY 2022 and FY 2023, it will increase slightly, but then starting in FY 2024 it is projected to decrease thereafter. This is based on continued positive market performance in the future.

FY 2020 included a voluntary one-time lump-sum buyout offer to participants who had separated from service with a vested accrued benefit and who had not yet begun to receive retirement benefits. 29 were eligible, 8 took the buyout offer which amounted to approximately $500,000.

The following table shows the position of the Employees Retirement Fund over the next five years, based on estimated numbers as of June 30, 2020 and incorporates the following assumptions:

- Operating expenses are projected to increase 6% annually. This increase is due an increase in employees eligible to retire.
- Assumes variable annual increase in investment manager fees based on Fund balance.
- Assumes retirements based upon cash flow projections from Actuary.
- Assumes Employee Contribution of 4% starting in FY 2020, up from 3%. The projections are based upon the estimated rate of return of 6.75%, down from 7% prior to June 2018, and an amortization period for liability of 10 years fixed.

	FY 2020	FY 2021	FY 2022
Revenues	401,158	2,941,165	3,110,756
Expenditures	(2,406,480)	(2,074,790)	(2,177,034)
Revenue over (under) Expenditures	(2,005,322)	866,375	933,723
Transfers-In General Fund	0	0	0
Net Change in Fund Balance	(2,005,322)	866,375	933,723
Fund Balance - Beginning of year	26,718,921	24,713,599	25,579,974
FUND BALANCE-End of the Year	24,713,599	25,579,974	26,513,697

	FY 2023	FY 2024	FY 2025
Revenues	$ 3,170,360	$ 3,203,871	$ 3,233,149
Expenditures	(2,284,345)	(2,396,975)	(2,515,189)
Revenue over (under) Expenditures	886,015	806,896	717,960
Transfers-In General Fund	0	0	0
Net Change in Fund Balance	886,015	806,896	717,960
Fund Balance - Beginning of year	26,513,697	27,399,712	28,206,608
FUND BALANCE-End of the Year	$ 27,399,712	$ 28,206,608	$ 28,924,568

PUBLIC SAFETY SALES TAX FUND
FINANCIAL PROJECTIONS

The Public Safety Sales Tax Fund is used to account for all activities associated with Public Safety of the City. The major source of revenue for the fund is the one-half cent sales tax passed by voters in St. Louis County in 2017.

Fiscal year 2020 budget revenues are estimated to be $221,973 more than expenditures and transfers out.

Pursuant to the Public Safety Sales Tax Policy, below are how the funds will be allocated over the next five years:

- FY2020 includes a transfer out to the General Fund ($229,802) to cover the cost of transitioning the police department to 12-hour shifts & transitioning holiday pay to be per each holiday instead of once per year. Only the amount for transitioning to the 12-hour shifts will be increased and included in the budget every year.
- For specialized training.
- For the new police building's maintenance and operating costs, including utilities.
- 20% of the sales tax revenue in FY 2021 ($183,568) will be used to offset the Police Pension costs and will also be included in the budget every year thereafter.

Some of the major public safety capital items included in FY 2021 are as follows:

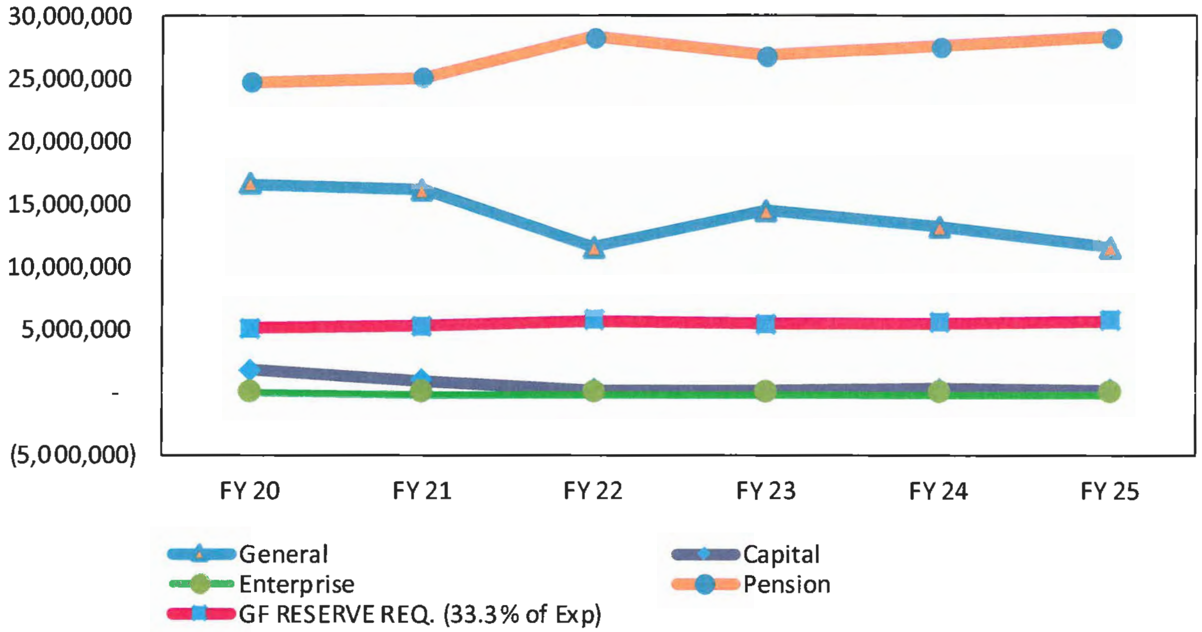
- Firing Range Lead Abatement
- Bomb Dog
- Fixed Mobile License Plate Recognition System
- Reconstruction Equipment and Software
- WCCTVS Rapid Deployment Pole Camera

FY 2021 - 2024 includes a 3.05% increase in expenditures, even though these numbers vary greatly year to year.

	FY 2020	FY 2021	FY 2022
Revenues	937,838	937,838	952,201
Expenditures	(486,063)	(511,552)	(524,340)
Revenue over (under) Expenditures	451,775	426,286	427,861
Operating transfers - In	0	0	0
Operating transfers - out (General Fund)	(229,802)	(139,155)	(139,155)
Net Change in Fund Balance	221,973	287,131	288,706
Fund Balance - Beginning of year	1,444,140	1,666,113	1,953,245
FUND BALANCE - End of the Year	1,666,113	1,953,245	2,241,950

	FY 2023	FY 2024	FY 2025
Revenues	952,579	952,579	952,579
Expenditures	(537,449)	(550,885)	(564,657)
Revenue over (under) Expenditures	415,130	401,694	387,922
Operating transfers - In	0	0	0
Operating transfers - out (General Fund)	(139,155)	(139,155)	(139,155)
Net Change in Fund Balance	275,975	262,539	248,767
Fund Balance - Beginning of year	2,241,950	2,517,925	2,780,464
FUND BALANCE - End of the Year	2,517,925	2,780,464	3,029,231

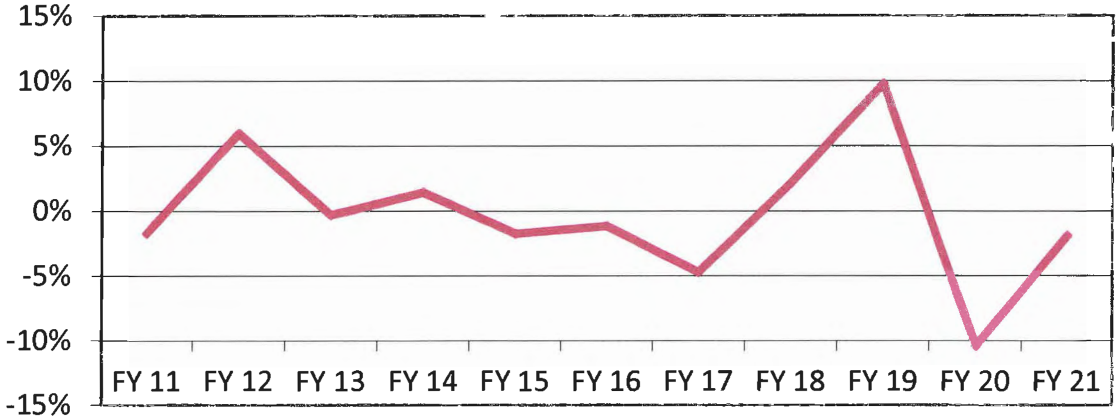
Fund Balance and Retained Earnings Projections
FY 2020 - 2025



STATEMENT OF ESTIMATED REVENUE AND EXPENDITURES
FOR FISCAL YEAR ENDING JUNE 30, 2021
IN COMPARISON WITH BUDGETED AND PROJECTED TOTALS FOR FY 2020
AND ACTUAL TOTALS FOR FY 2018 & FY 2019

	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Estimated FY 2021	% Change to Estimated FY 2020
Revenues:						
General Property Taxes	569,870	710,164	696,369	710,586	717,692	1.00%
Public Utility Licenses	6,023,630	5,905,257	6,073,309	5,751,595	5,650,341	-1.76%
Intergovernmental Revenue	6,679,034	6,869,212	6,810,348	6,429,584	6,425,594	-0.06%
Licenses & Permits	1,169,663	1,142,843	1,030,951	1,112,884	1,131,012	1.63%
Charges for Municipal Facilities	81,432	72,462	75,500	49,500	75,500	52.53%
Municipal Court Fines	482,945	628,209	690,062	519,844	538,800	3.65%
Interest on Investments	131,186	596,122	200,000	366,535	250,000	-31.79%
Other Revenues	399,666	1,135,939	393,399	345,025	204,158	-40.83%
Total Operating Revenue	15,537,425	17,060,207	15,969,939	15,285,553	14,993,097	-1.91%
Other Financing Sources:						
Utilization of Fund Balance	298,860	-	-	62,232	507,287	
Transfers in from Public Safety	-	131,167	135,102	229,802	139,155	
Total Other Financing Sources	298,860	131,167	135,102	292,034	646,442	
Total Operating Revenues and Other Financing Sources	15,836,285	17,191,374	16,105,041	15,577,587	15,639,538	
Expenditures:						
Legislative Services	453,734	229,225	239,879	252,412	229,529	-9.07%
Legal Services	-	168,678	208,168	178,127	182,261	0.00%
Administrative Services	597,654	581,901	649,483	613,258	633,882	3.36%
Information Systems	286,194	328,960	240,358	263,147	250,714	-4.72%
Finance Department	551,982	506,024	519,522	492,692	478,770	-2.83%
Municipal Court	234,560	259,423	267,389	263,985	260,049	-1.49%
Interdepartmental	485,341	519,313	517,725	523,699	565,914	8.06%
Community Services	113,419	125,660	124,856	117,099	124,203	6.07%
Maintenance of Municipal Property	333,128	351,698	363,191	406,470	408,109	0.40%
Police Department	6,938,113	7,188,970	7,233,997	7,216,718	7,195,500	-0.29%
Public Works	3,230,384	3,219,697	3,458,263	3,313,101	3,327,675	0.44%
Planning Department	398,204	420,454	482,122	389,141	395,183	1.55%
Building Department	1,013,571	1,085,902	1,271,889	1,147,737	1,153,429	0.50%
Total Operating Expenditures	14,636,285	14,985,904	15,576,842	15,177,587	15,205,218	0.18%
Total Revenues and Other Financing Sources Over Expenditures	1,200,000	2,205,470	528,199	400,000	434,320	
Other Financing Uses:						
Transfer Out to Enterprise Fund	-	-	-	-	34,320	
Transfer Out to Capital Improvements	1,200,000	400,000	400,000	400,000	400,000	
Total Other Financing Uses	1,200,000	400,000	400,000	400,000	434,320	
Total Revenues and Other Financing Sources Over Expenditures and Other Financing Uses	-	1,805,470	128,199	-	-	

Percentage Change in General Fund Revenues
FY 2011 - 2021



Fiscal Year		Total Revenue	Amount of Change	Percent Change
FY 11		$ 15,372,375	$ (273,867)	-1.8%
FY 12		16,284,142	911,767	5.9%
FY 13		16,228,416	(55,726)	-0.3%
FY 14		16,454,596	226,180	1.4%
FY 15		16,164,882	(289,714)	-1.8%
FY 16		15,974,518	(190,363)	-1.2%
FY 17		15,218,026	(756,492)	-4.7%
FY 18		15,537,425	319,399	2.1%
FY 19		17,060,207	1,522,782	9.8%
FY 20	**Projected**	15,285,553	(1,774,654)	-10.4%
FY 21	**Budgeted**	14,993,097	(292,456)	-1.9%

FY 2011 A decrease of 1.8% in revenue occurred in FY 2011. This results primarily from decreases due to the one-time Telecom settlement received in FY 2010. There was some Sales Tax and Utility Tax growth, however Interest Revenues will be less than anticipated.

FY 2012 An increase of 5.9% in revenue occurred in FY 2012. This resulted primarily from an increase in sales tax revenues as a result of the additional .25% sales tax approved by the voters in FY 2011. In addition, sales tax and utility taxes increased slightly and a new occupancy permit requirement for rental property generated additional revenue.

FY 2013 General Fund revenues decreased 0.3% in FY 2013. Decreases occurred in Property taxes, Licenses and Permits, Court fines and other revenues. These decreases are partially offset by increases in sales tax, electric and water gross receipts. Overall revenues decreased slightly from the prior year.

GENERAL FUND REVENUES (Cont.)

FY 2014 Revenues increased 1.4% in FY 2014. Significant increases occurred in Sales Tax, Building Permits, Electric Gross Receipts and Gas Gross Receipts. This offset significant decreases in Telephone Gross Receipts, and decrease in automated traffic safety tools due to suspension of the program in December.

FY 2015 Revenues decreased 1.8% in FY 2015. Increases occurred in Sales Tax, Building Permits, and charges from Municipal Services. Substantial decrease in Court Fines occurred due to cancellation of automated traffic safety tools program. Revenues also decreased in Electric Gross Receipts, Telephone Gross Receipts, and Water Gross Receipts due to a one time tax rebate to customers.

FY 2016 Revenues decreased slightly in FY 2016. Revenues increased in Sales Tax, Road and Bridge Tax, Telephone and Water Utility Tax and Interest Revenue. These increases were largely offset by decreases in Building Permits, Court Revenues and charges for Municipal Services.

FY 2017 Revenues decreased 4.7% in FY 2017. The primary decrease was due to Court Revenues. This appears largely due to the new Court regulations from the State. Telecom utility taxes also declined.

FY 2018 Revenues increased 2.1% in FY 2018. Electric, Water and Gas were up due to harsher weather conditions and due to a one-time lawsuit settlement for $190,000 from the Electric Co. Business licenses and building permits were up quite a bit as well. Telephone gross receipt taxes, court revenues and charges for municipal facilities, however, were down.

FY 2019 Revenues increased 9.8% in FY 2019. The main reason for this $1,522,792 increase is due to the sale of property for around $750K. In addition, there was an increase in assessed valuations, an increase in commercial utility tax rates from 7% - 8% in November 2018, and increase in the residential electric from 5.5% to 7% in March 2019. Plus, transferred $131,167 from Public Safety Sales Tax Fund to cover the additional costs needed to transition to 12-hour shifts in the Police Department.

FY 2020 It is anticipated revenues will decrease 10.4% in FY 2020 due to COVID-19. This virus is effecting Sales Tax, Gasoline Tax, Utility Taxes, Interest, Permits, Court, Recreational Activities, etc.

FY 2021 Since it is unknown how long COVID-19 will last, we are projecting at least 3 more months of decreased revenues. Therefore, most of the revenues are remaining flat. However, some will continue to decrease, such as interest rates; therefore, overall interest revenue is expected to be less than FY2020. Telephone and cable receipts are also continuing to decrease, as well as Electric due to Ameren dropping their rates again April 2020.

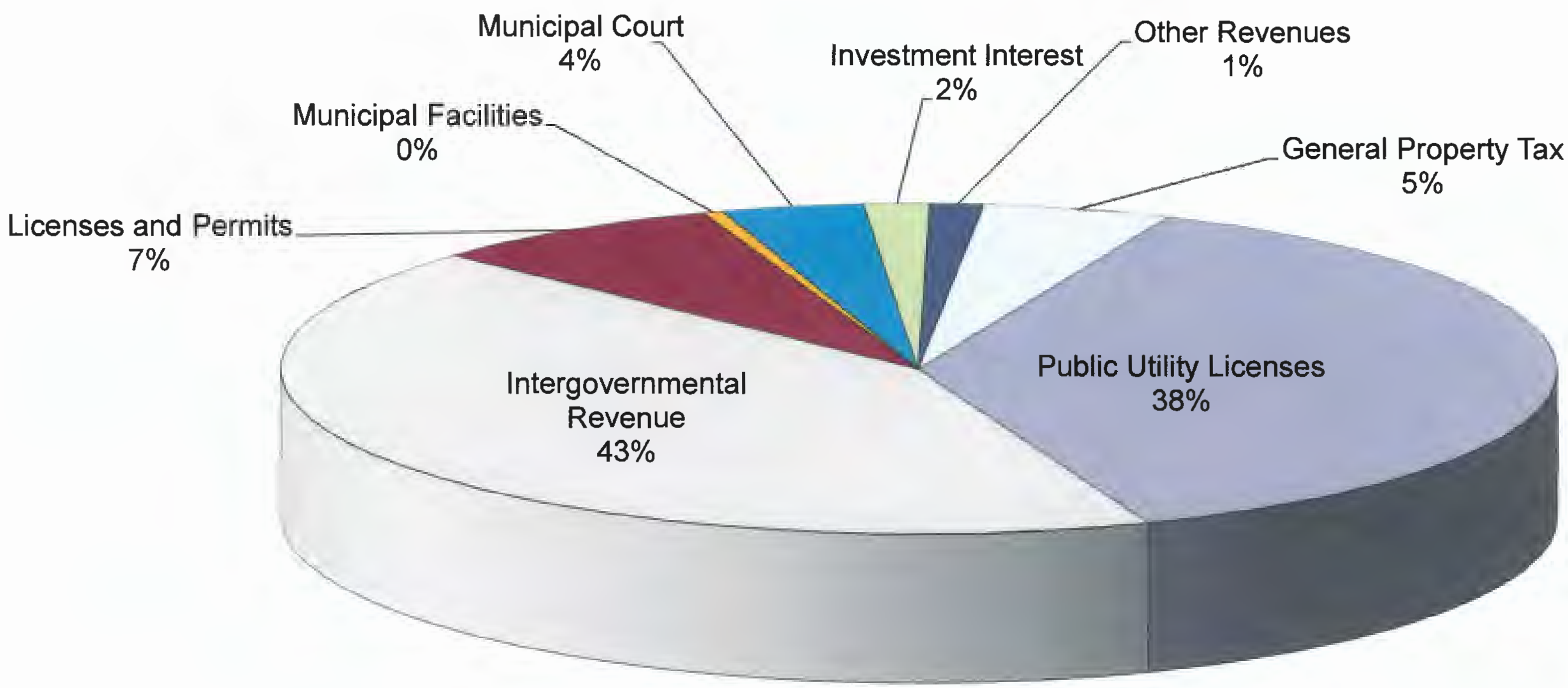
GENERAL FUND REVENUES

	Actual Revenue FY 2018	Actual Revenue FY 2019	Budgeted Revenue FY 2020	Projected Revenue FY 2020	Estimated Revenue FY 2021	% Change to Estimated FY 2020
GENERAL PROPERTY TAXES:						
4101 Real Property-Current	569,870	710,164	696,369	710,586	717,692	1.00%
Total General Property Tax	569,870	710,164	696,369	710,586	717,692	1.00%
PUBLIC UTILITY LICENSES:						
4201 Electric	3,317,383	3,302,341	3,602,900	3,321,363	3,294,576	-0.81%
4202 Gas (Natural)	620,800	661,422	659,258	614,669	614,669	0.00%
4203 Telephone	1,245,526	1,049,606	967,513	986,617	927,420	-6.00%
4204 Water	442,886	500,365	453,893	470,243	470,243	0.00%
4207 Cable TV Franchise Fee	325,539	321,040	317,694	314,203	307,919	-2.00%
4208 Fiber Optics Franchise Fees	71,496	70,482	72,051	44,500	35,514	-20.19%
Total Public Utility Licenses	6,023,630	5,905,257	6,073,309	5,751,595	5,650,341	-1.76%
INTERGOVERNMENTAL REVENUE:						
4301 City Sales Tax	4,950,256	5,119,738	5,042,143	4,727,143	4,727,143	0.00%
4302 City Sales Tax-Auto	245,103	234,406	230,116	212,553	212,553	0.00%
4303 Cigarette Tax	40,798	36,382	38,214	35,575	33,085	-7.00%
4304 Gasoline Tax	477,353	478,147	478,447	425,112	425,112	0.00%
4305 County Road & Bridge Tax	965,524	1,000,539	972,928	1,003,899	1,013,938	1.00%
4747 Other Agency Funding	-	-	48,500	25,303	13,764	
Total Intergovernmental Revenue	6,679,034	6,869,212	6,810,348	6,429,584	6,425,594	-0.06%
LICENSES & PERMITS:						
4402 Business License	223,858	227,555	222,930	202,461	202,461	0.00%
4404 Liquor License	39,281	37,628	39,138	38,640	38,640	0.00%
4405 Vending Machine License	2,760	2,600	2,424	2,630	2,630	0.00%
4406 Emergency Alarm License	175	150	100	125	125	0.00%
4415 Dog Park License Fees	13,183	13,201	13,685	13,150	13,150	0.00%
4420 Building Permits	648,249	608,059	525,000	600,000	625,000	4.17%
4422 Apartment Re-Occupancy Fee	-	102,025	96,907	97,000	102,330	5.49%
4424 Escrow Deductions	77,723	91,068	79,145	82,806	82,806	
4426 Occupancy Permits	110,820	11,506	9,267	9,165	9,165	0.00%
4427 Sign Permits	7,170	8,351	8,000	10,275	8,000	-22.14%
4431 Street Excavation Fees	6,480	6,020	4,665	24,950	24,950	0.00%
4444 Misc.	11,582	5,137	7,500	630	630	0.00%
4450 Planning & Zoning Application Fees	21,628	9,950	10,000	9,625	9,625	0.00%
4457 Site Improvement Permits	-	15,913	6,000	15,627	6,000	0.00%
4536 Farmers Market	6,754	3,681	6,191	5,800	5,500	0.00%
Total Licenses and Permits	1,169,663	1,142,843	1,030,951	1,112,884	1,131,012	1.63%

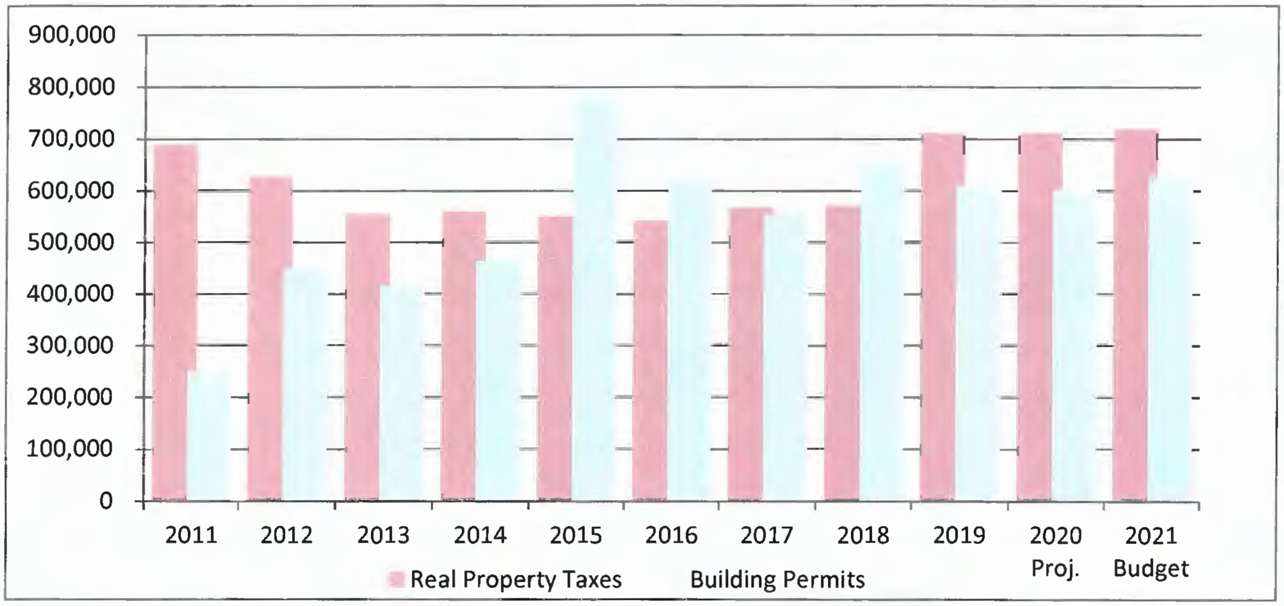
GENERAL FUND REVENUES

	Actual Revenue FY 2018	Actual Revenue FY 2019	Budgeted Revenue FY 2020	Projected Revenue FY 2020	Estimated Revenue FY 2021	% Change to Estimated FY 2020
CHARGES FOR MUNICIPAL FACILITIES (Community Services):						
4540 Multi-Purpose Rental	20,608	14,241	15,000	14,000	18,000	28.57%
4541 Meeting Room Rental	7,906	7,743	7,500	5,000	5,000	0.00%
4542 Gymnasium Rental	20,000	16,220	21,000	18,000	20,000	11.11%
4544 Recreational Programs	10,651	10,891	17,500	4,000	18,000	350.00%
4545 Miscellaneous Revenue	6,770	-	-	-	-	26.47%
4546 Donations/Sponsorships	1,434	4,550	1,500	1,500	1,500	26.47%
4554 Park Rentals	14,063	18,817	13,000	7,000	13,000	0.00%
Total Charges For Municipal Facilities (Community Services)	81,432	72,462	75,500	49,500	75,500	52.53%
MUNICIPAL COURT:						
4601 Municipal Court Fines	37,365	45,084	51,869	37,448	38,800	3.61%
4602 Traffic Violations Bureau	445,580	583,125	638,193	482,397	500,000	3.65%
Total Municipal Court	482,945	628,209	690,062	519,844	538,800	3.65%
4704 Investment Income	**131,186**	**596,122**	**200,000**	**366,535**	**250,000**	**-31.79%**
OTHER REVENUES:						
4425 WCDC Accounting Service Fee	3,300	3,300	3,600	3,600	3,600	
4459 BJC Agreement	-	27,880	176,800	72,951	-	0.00%
4604 Police Misc. Revenue	10,030	17,043	9,000	14,500	14,000	-3.45%
4606 Police Service Contract	51,431	39,730	53,639	84,712	75,043	-11.41%
4608 False Alarm Charges	9,769	9,355	9,166	9,530	9,530	0.00%
4610 Copies of Police Reports	10,500	9,793	9,630	13,805	13,805	0.00%
4710 Misc. Non Operating Revenue	6,204	-	-	-	-	0.00%
4723 Surplus Property	1,261	339	1,000	2,027	1,000	0.00%
4729 Miscellaneous Revenue	27,637	789,665	14,064	44,775	16,691	-62.72%
4730 Reimbursements	157,641	148,664	80,000	46,602	34,000	-96.60%
4747 Police Reimbursements	67,127	21,289	1,500	1,488	1,488	-53.48%
4749 Inmate Security	-	7,322	5,000	6,833	5,000	-53.48%
4750 Law Enforcement Training (LET)	-	7,349	5,000	6,860	5,000	-53.48%
4771 Sale of Fixed Assets	54,765	54,210	25,000	37,340	25,000	0.00%
Total Other Revenues	399,666	1,135,939	393,399	345,025	204,158	-40.83%
Total Current Year's Revenue	15,537,425	17,060,207	15,969,939	15,285,553	14,993,097	-1.91%
8000 Other Financing Sources	-	131,167	135,102	292,034	646,442	
TOTAL GENERAL FUND	**15,537,425**	**17,191,374**	**16,105,041**	**15,577,587**	**15,639,538**	0.40%

FY 2021 GENERAL FUND REVENUES BY CLASS



Real Property Taxes and Building Permits



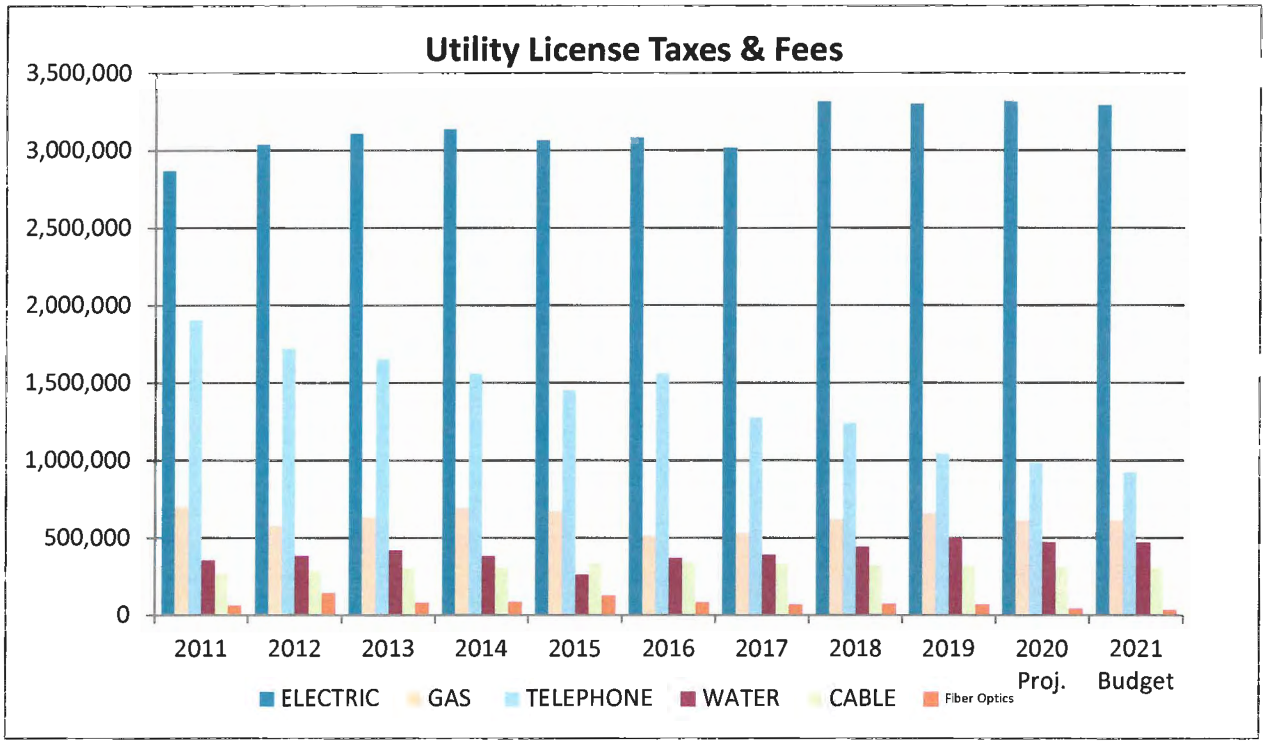
Real Property Taxes

In accordance with Missouri Statute - Chapter 148, Section 94.030 an ad valorem tax is levied on all real property within the boundaries of the City of Creve Coeur. The tax is based on the assessed valuation of property as established by the St. Louis County Assessor. The County assesses the property as follows: Residential 19%, Agriculture 12%, Commercial/Industrial 32%. The City's current operating budget levy per $100 of assessed value is .075 cents per residential and .077 cents for commercial property. Real estate property taxes are billed and collected by the county collector's office and subsequently remitted to the City. Reassessment of property values occurs in odd numbered years. The total FY 2021 revenue is estimated at $717,692. This estimate is based upon small anticipated growth.

Building Permits

In accordance with Title V of City Code of Ordinances a permit fee is required for all construction or alterations to all structures within the City. Per City Ordinance a fee of $7.00 per $1,000 of construction value for residential and commercial was established effective March 1, 2020 (up from $6.00 per $1,000. The cost of the permit includes all inspection fees. FY 2021 revenues are estimated at $625,000 based upon development projections.

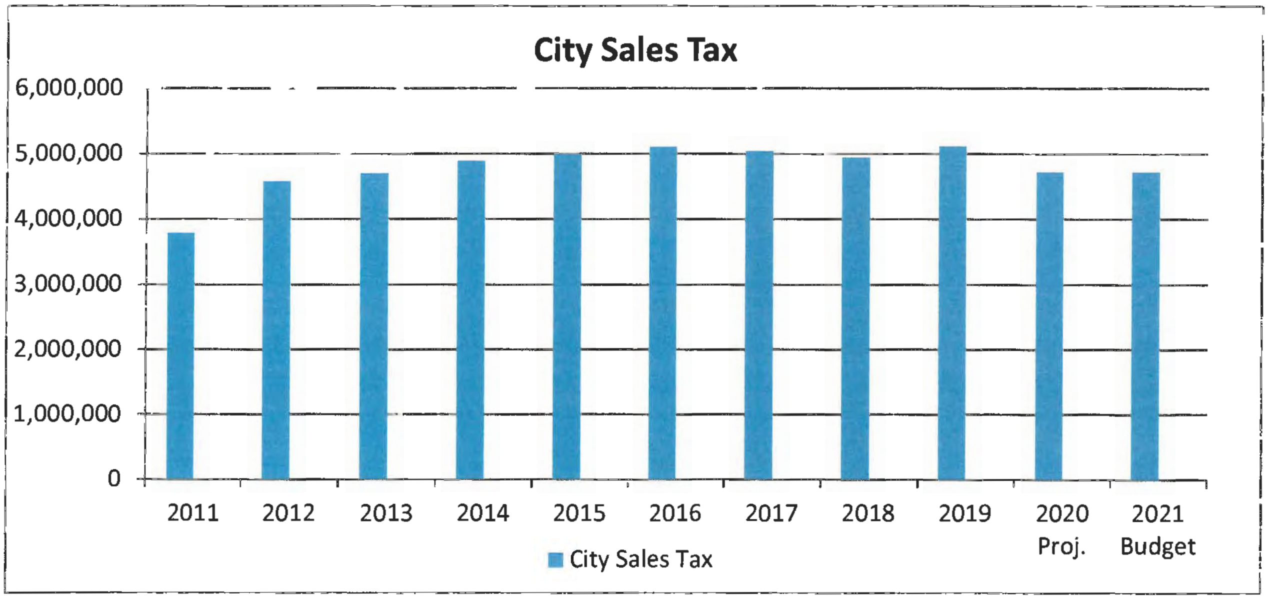
Fiscal Year	Real Property Taxes	Building Permits
2011	686,693	247,741
2012	624,866	446,640
2013	553,207	413,804
2014	558,972	461,715
2015	549,217	778,984
2016	540,881	618,616
2017	565,888	550,801
2018	569,870	648,249
2019	710,164	608,059
2020 Proj.	710,586	600,000
2021 Budget	717,692	625,000



Utility License Fees

In accordance with Chapter 635 of the City Code of Ordinances a tax is levied on the utility gross receipts from business within the City of Creve Coeur. The gross receipt tax rate was increased from 7.0% of monthly gross receipts for commercial to 8% in November 2018. Residential Electric was increased March 2019 from 5.5% to 7%. Significant changes in the revenue are detailed below. FY 2021 revenues are based upon a full year of the increased rates.

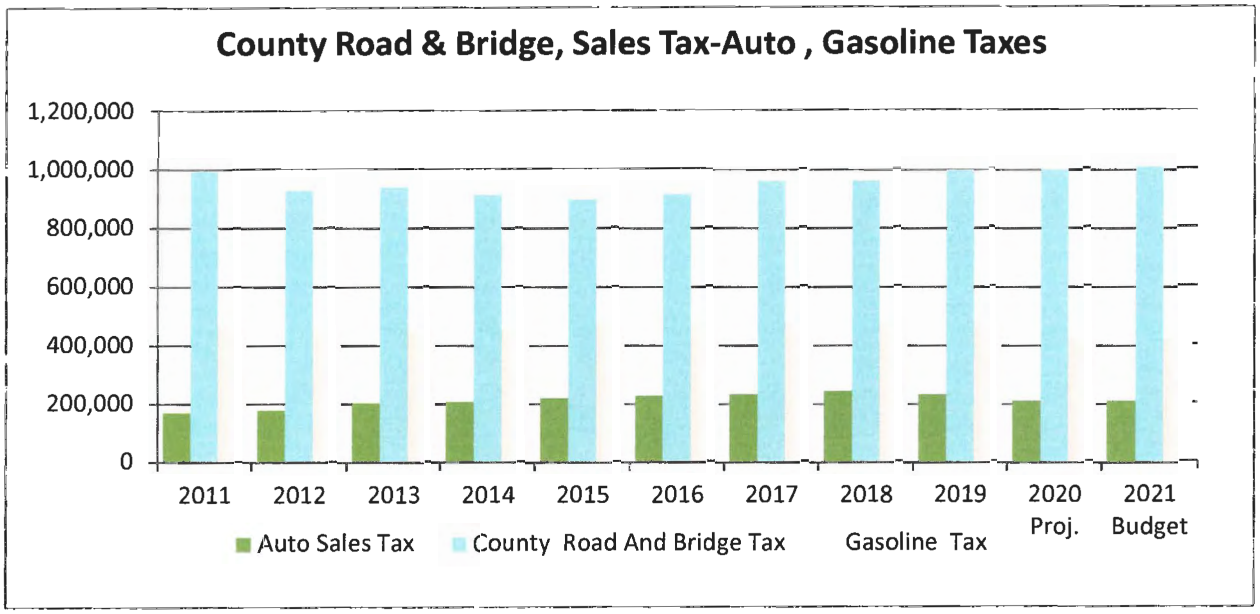
			TAXES & LICENSE FEES			
Fiscal Year	**ELECTRIC**	**GAS**	**TELEPHONE**	**WATER**	**CABLE**	**Fiber Optics**
2011	2,872,390	698,686	1,907,914	350,970	266,929	59,796
2012	3,037,555	577,893	1,722,470	381,047	289,211	139,302
2013	3,110,606	635,295	1,656,356	420,182	304,133	78,413
2014	3,137,959	694,032	1,562,401	380,642	311,338	85,033
2015	3,069,232	673,046	1,457,574	261,093	338,596	125,583
2016	3,085,154	516,861	1,565,192	368,658	346,508	82,061
2017	3,019,789	535,069	1,282,109	390,060	335,699	67,986
2018	3,317,383	620,800	1,245,526	442,886	325,539	71,496
2019	3,302,341	661,422	1,049,606	500,365	321,040	70,482
2020 Proj.	3,321,363	614,669	986,617	470,243	314,203	44,500
2021 Budget	3,294,576	614,669	927,420	470,243	307,919	35,514



City Sales Tax

In accordance with Chapter 145 of the City Code of Ordinances the city levies a $.0125 sales tax on all goods and commodities within the City limits. In accordance with Missouri State Statutes "A" cities are point of sale cities and "B" cities are pooled cities, meaning that sales tax collected are shared with other cities in the "B" pool on a per capita basis. The City of Creve Coeur is a point of sale city, except for areas annexed after June 1, 1990. The FY 2021 $.0125 point of sale revenue is estimated at $4,772,899 less $916,519 for sharing with "B" pooled cities. The "B" pooled areas of the City are expected to produce revenue of $873,555 for FY 2021. Therefore, total FY 2021 revenue is estimated at $4,727,143. The projections are based on a slight decrease in FY 2021.

Fiscal Year	City Sales Tax
2011	3,786,291
2012	4,579,249
2013	4,702,872
2014	4,892,009
2015	4,998,086
2016	5,110,088
2017	5,050,621
2018	4,950,256
2019	5,119,738
2020 Proj.	4,727,143
2021 Budget	4,727,143



County Road & Bridge Tax

In accordance with section 137.558 RSMo and City Ordinance No. 1089, a tax is levied by the County and distributed directly to the City for each calendar tax year. The tax is based on the assessed valuation of real property, personal property and railroad property as established by the County Collectors office and subsequently remitted to the City. The tax is $.105/hundred assessed valuation. Reassessment of property values occurs in odd numbered years. Total FY 2020 revenue estimated at $1,003,899. The revenue estimates for 2021 are projected to increase slightly to $1,013,938. These revenues must be used for the improvement and repair of public roads, streets and bridges within the city, which are listed under the Street Maintenance Division.
There is $400,000 transferred out of the General Fund to the Capital Fund to cover street projects.

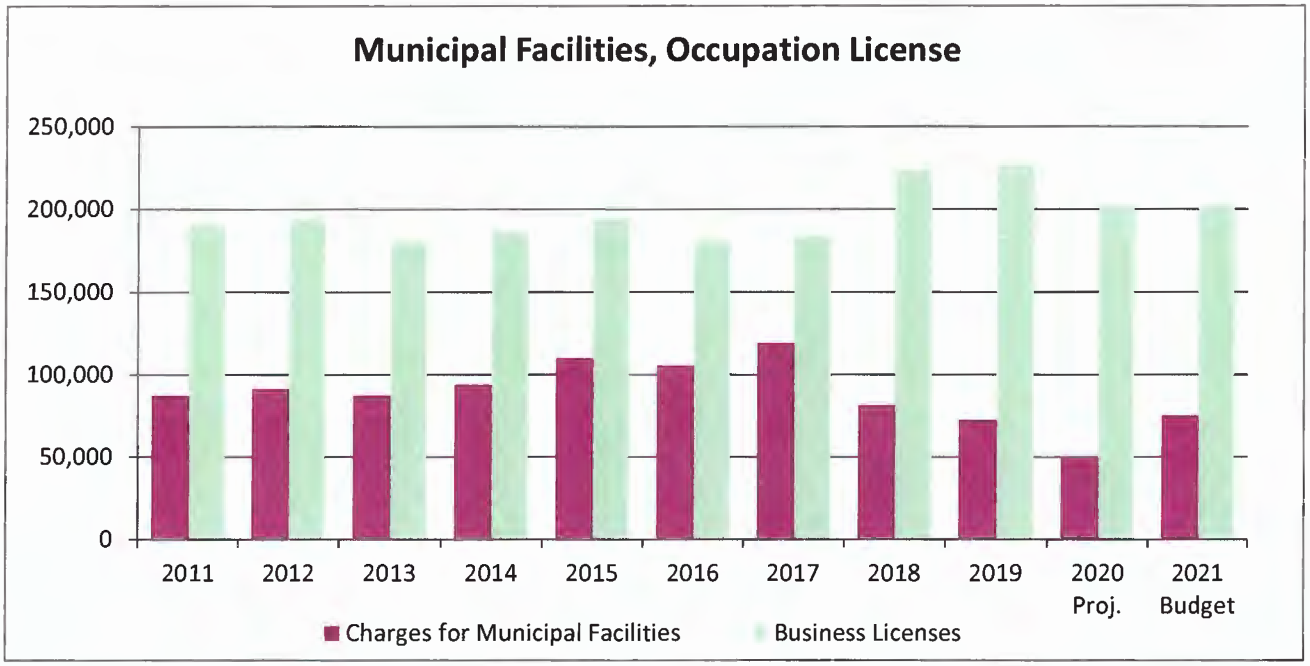
City Sales Tax - Auto

In accordance with Missouri Statute - 66.630 Revised, sales tax is collected by the State on motor vehicles. Taxes are distributed based on a formula set forth In sections 66.620 and 66.630. The FY 2020 revenue is estimated at $212,553. The projected FY 2021 revenues are estimated at $212,553. The FY 2021 revenues reflect stagnant sales tax collections.

Gasoline Tax

In accordance with Art 4 section 30(a) of the Missouri Constitution and City Ordinance No. 1048, a tax is imposed by the State on each gallon of motor fuel sold to provide funds for the construction, maintenance, repair, policing, signing, lighting and cleaning roads and streets and for the payment of indebtedness on account of road and street purposes. Fifteen percent of the tax is distributed to cities on a per capita basis. Currently the tax is $.17 per gallon of fuel. Collections are made by the State and remitted each month to the City. The FY 2020 revenue is estimated at $425,112 and based on an average monthly revenue stream of $35,426/month. The 2021 estimated revenues of $425,112 based primarily upon no change in projected travel.

Fiscal Year	Auto Sales Tax	County Road And Bridge Tax	Gasoline Tax
2011	170,685	995,235	461,522
2012	179,163	931,686	454,903
2013	203,875	943,393	449,769
2014	208,569	916,689	454,765
2015	221,193	899,309	471,805
2016	229,531	920,432	473,937
2017	234,378	964,827	483,384
2018	245,103	965,524	477,353
2019	234,406	1,000,539	478,147
2020 Proj.	212,553	1,003,899	425,112
2021 Budget	212,553	1,013,938	425,112



Charges for Municipal Facilities

In accordance with City Policy, the City charges fees for the usage of various City Facilities. These Facilities include the Multipurpose room, meeting rooms (2), and the Gymnasium. Charges for Municipal facilities also includes fees for recreation programs such as sports camps, tennis lessons, art and craft camps and other Recreation programs plus Miscellaneous Revenues. The 2021 revenues are based upon no anticipated growth. However, FY 2021 has an increase due to a loss of revenue in FY 2020 due to COVID-19 pandemic.

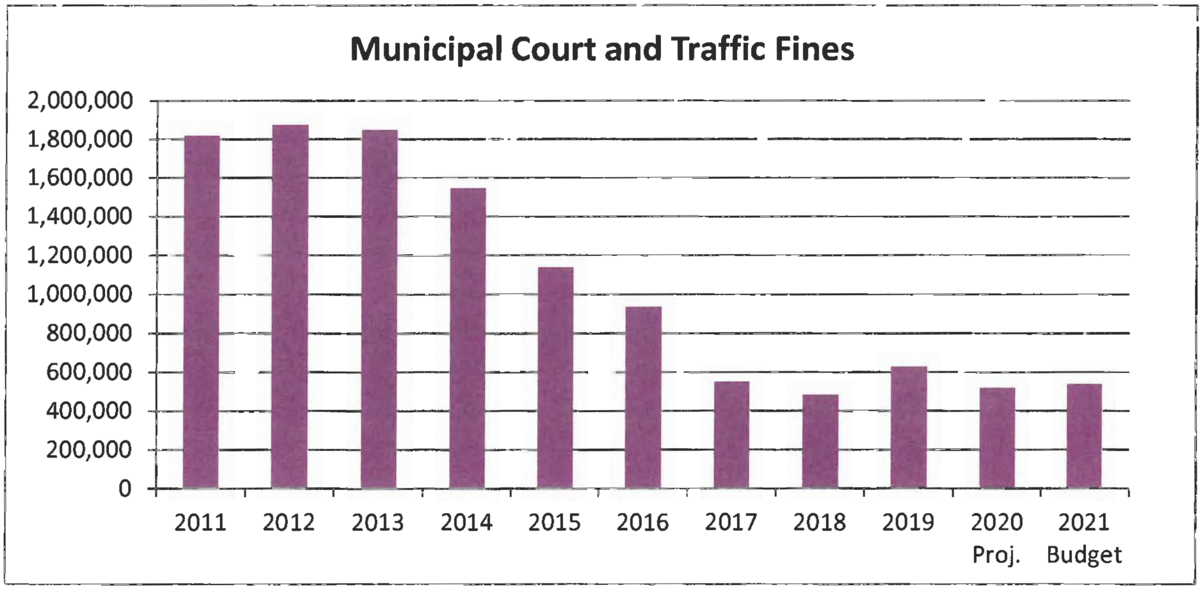
Business Licenses

In accordance with Chapter 605 of City Code of Ordinances a fee is charged all for-profit businesses operating in the City. The business license fee is based on the following:

Manufacturers/Warehouses	$20 per 1,000 square feet, or any portion thereof, rounded to the next highest 1,000 square feet.
Not for Profit Businesses	No fee is required.
All Other Businesses	$30 per 1,000 square feet, or any portion thereof, rounded to the next highest 1,000 square feet. These fees also pertain to massage licenses and permits.

The FY 2021 revenue is estimated at $202,461

Fiscal Year	Charges for Municipal Facilities	Business Licenses
2011	87,175	191,174
2012	91,142	194,108
2013	87,131	180,545
2014	93,749	186,032
2015	109,861	194,632
2016	105,417	180,631
2017	118,999	184,113
2018	81,432	223,858
2019	72,462	227,555
2020 Proj.	49,500	202,461
2021 Budget	75,500	202,461

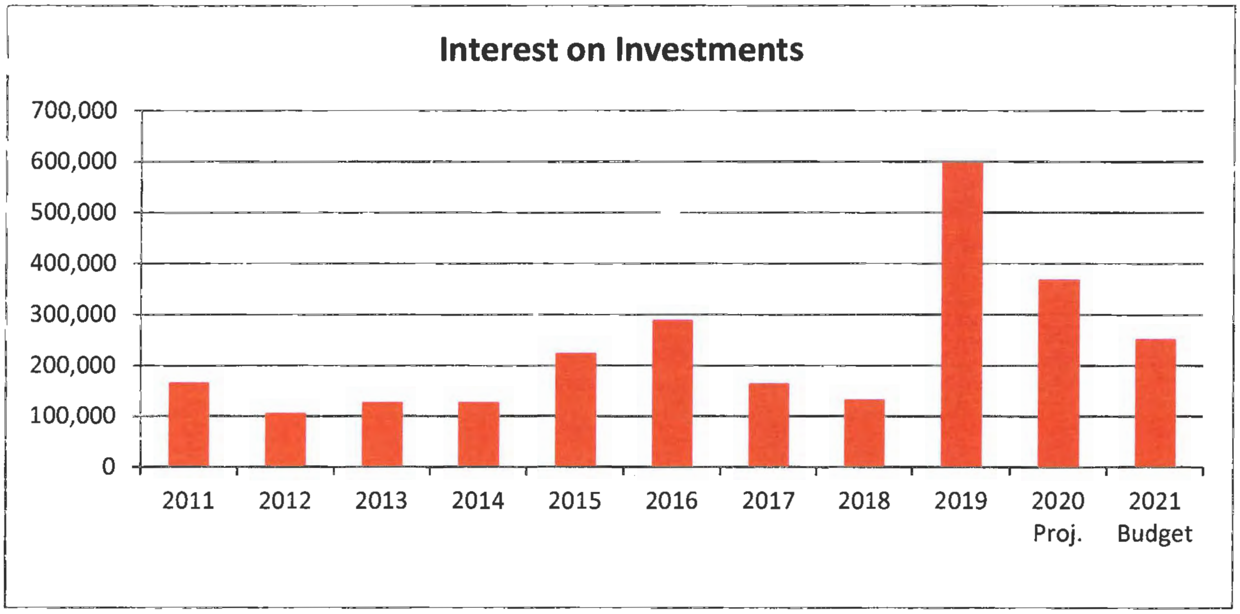


Municipal Court and Traffic Fines

Fines consists of two components.

In accordance with Chapter 135 of the City Code of Ordinances the City's Municipal Court Judge may assess fines and court costs for cases heard before the Court. In accordance with Chapter 135 of City Code of Ordinances, fines and costs are assessed for traffic violations in the City. Traffic violations and Municipal Court Fines are estimated to be $519,844 for FY 2020. Total FY 2021 revenue is estimated at $538,800. Revenues have decreased due to an decrease in violations being issued.

Fiscal Year	Municipal Court and Traffic Fines
2011	1,817,655
2012	1,873,236
2013	1,847,565
2014	1,546,945
2015	1,137,912
2016	933,402
2017	550,811
2018	482,945
2019	628,209
2020 Proj.	519,844
2021 Budget	538,800

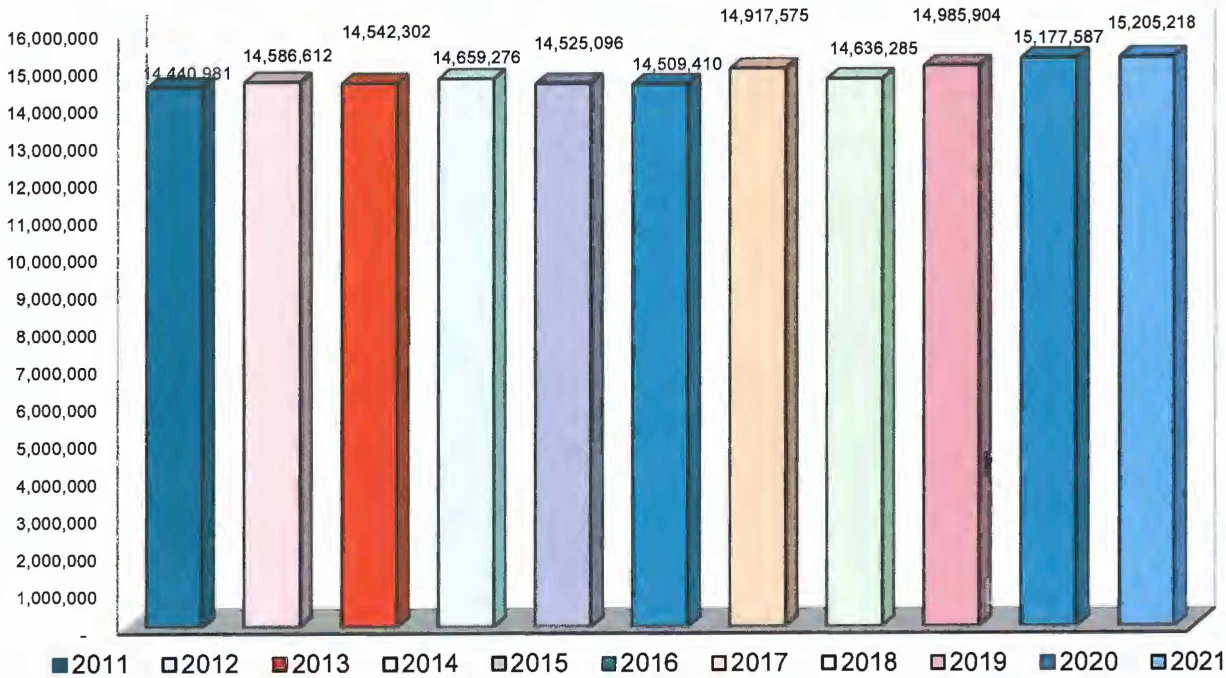


Interest on Investments

In accordance with Administrative policy, interest is earned on excess monies invested in Treasuries and/or agencies.
Total FY 2021 revenue is estimated at $250,000, which is a decrease from FY 2020 due to interest rates dropping in March 2020 due to COVID-19 pandemic.

Fiscal Year	Interest on Investments
2011	163,728
2012	103,510
2013	125,273
2014	125,273
2015	221,639
2016	286,652
2017	162,158
2018	131,186
2019	596,122
2020 Proj.	366,535
2021 Budget	250,000

GENERAL FUND - TOTAL EXPENDITURES



Fiscal Year		Total Expenditures	Amount of Change	Percent Change
2011		14,440,981	191,264	1.3%
2012		14,586,612	145,631	1.0%
2013		14,542,302	(44,310)	-0.3%
2014		14,659,276	116,974	0.8%
2015		14,525,096	(134,180)	-0.9%
2016		14,509,410	(15,686)	-0.1%
2017		14,917,575	408,166	2.8%
2018		14,636,285	(281,290)	-1.9%
2019		14,985,904	349,619	2.4%
2020	**Projected**	15,177,587	191,683	1.3%
2021	**Budgeted**	15,205,218	27,631	0.2%

Major causes of change:

FY 2011 A small increase of 1.3% occurred in FY 2011. This small increase resulted primarily from a wage freeze. In addition vacancies and turnover in several departments reduced costs. In addition health Insurance did not increase as much as projected.

FY 2012 A 1.0% increase in expenditures occurred FY 2012. Normal increases for salary and benefits occurred in FY 2012. Pension costs increased dramatically but were offset by personal vacancies, savings in snow removal, and health insurance.

GENERAL FUND EXPENDITURES (continued)

FY 2013 A 0.3% decrease in expenditures occurred in FY 2013. Normal increases for salary and benefits occurred in FY 2013. Pension costs decreased and vacancies in Personnel kept the personnel cost down. Health insurance premiums only increased by 4%.

FY 2014 Overall expenses increased by 0.8% in FY 2014. Personnel costs increased due to annual salary increase and salary adjustments for market equity, and benefit costs except for Pension increased. Personnel vacancies, especially in Police, and reduced pension costs offset increases. Also red light safety program costs were reduced due to suspension of the program. Costs for temporary workers increased but were offset by elimination of PT employees.

FY 2015 Overall expenses decreased by 0.9% in FY 2015. Personnel costs increased due to annual salary increases, salary adjustments and increased benefit costs. Snow removal costs increased dramatically due to the harsh winter. Comp Plan costs increased in 2015. Suspension of the red light safety program for the entire year in 2015 offset these increases. Also, vacancies and retirements reduces some costs.

FY 2016 Overall expenses decreased by 0.1% in FY 2016. Personnel costs increased due to annual salary increases, salary adjustments and increased benefit costs. In addition 2 new positions were added, one in PW Admin and one in Building Inspection. Costs were reduced primarily due to the new refuse/recycling contract which reduced costs about one-third.

FY 2017 Overall expenses increased by 2.8% in FY 2017. Personnel costs increased due to annual salary increases, salary adjustments and increased benefit costs.

FY 2018 Overall expenses decreased 1.9% in FY 2019. Personnel costs increased due to annual salary increases, salary adjustments and increased benefit costs. However, a few positions were not filled when they became vacant. Building maintenance also decreased substantially due to a major repair in FY2017.

FY 2019 Overall expenses increased by 2.4% in FY 2019. Salary increases included a 3% increase and approximately 6.0% increase in benefit costs. A commercial building inspector was hired for the BJC project (contractual agreement) for two months. Refuse collections increased 4%. Several expensive emergency repairs were made to the Government Center. Capital expenditures increased 65% in the police department due to an increase in police vehicle expenditures. 1 of those vehicles was purchased due to a totalled vehicle. Most of the financial software purchase occurred in FY 2019 is one of the biggest reasons for the increase.

FY 2020 Overall expenses are anticipated to increase by 1.3% in FY 2020, but all of it is in Personnel & Benefit Costs. Two full-time positions were eliminated, salary increases included a 3% increase and there was an approximately 4.25% increase in benefit costs. A contractual agreement with BJC ($176,800) was anticipated for a full year; however, it ended October 2019. Operational Costs actually decreased slightly.

FY 2021 Expenditures are only expected to increase .2%. Due to the COVID-19 virus, no salary increases are budgeted for the year and a lot of expenditures were cut to reduce the deficit as much as possible.

GENERAL FUND
SUMMARY OF DEPARTMENTAL APPROPRIATIONS
BY MAJOR EXPENDITURE CATEGORY
FOR FISCAL YEAR ENDING JUNE 30, 2021

DEPARTMENT/DIVISION	Personnel Services	Operating Expense	Capital Outlay	Total
Legislative Services	158,256	71,273	-	229,529
Legal Services	-	181,961	300	182,261
Administrative Services	565,388	68,244	250	633,882
Information Systems	106,436	144,278	-	250,714
Finance Department	411,515	67,080	175	478,770
Municipal Court	218,780	40,770	500	260,049
Insurance, Benefits, Non-Depart.	224,000	341,914	-	565,914
Community Services	93,774	29,829	600	124,203
Municipal Property	197,784	183,625	26,700	408,109
Police Department - Administration	961,031	705,158	1,000	1,667,189
Police Department - Investigations	819,649	31,892	12,340	863,881
Police Department - Patrol	4,312,469	202,701	149,260	4,664,430
Public Works Administration	491,847	61,930	-	553,777
Street Maintenance	726,764	770,268	6,500	1,503,532
Health & Welfare	-	796,920	-	796,920
Parks Maintenance	258,053	196,643	18,750	473,446
Planning Department	361,752	32,931	500	395,183
Building Department	1,110,254	42,825	350	1,153,429
Totals	11,017,751	3,970,242	217,225	15,205,218
Transfers To Other Funds	-	-	-	-
TOTAL GENERAL FUND	**11,017,751**	**3,970,242**	**217,225**	**15,205,218**

CITY OF CREVE COEUR
ALL DEPARTMENTS FOR GENERAL FUND-FY21

ACCOUNT NUMBER AND DESCRIPTION	2020 Budget	2020 Projected	2021 Request	% Change From Budget	% Change From Projected
5101 Salaries, Permanent Empl.	6,704,164	6,754,609	6,928,001	3.34%	2.57%
5102 Salaries, Temporary Empl.	165,714	135,874	86,285	-47.93%	-36.50%
5103 Overtime	145,825	141,065	135,025	-7.41%	-4.28%
5104 Vacation Pay	23,483	17,633	17,633	-24.91%	0.00%
5105 Longevity Pay	38,848	40,664	40,608	4.53%	-0.14%
5106 Holiday Pay	124,150	206,190	124,150	0.00%	-39.79%
5107 Uniform Allowance	13,400	13,212	15,300	14.18%	15.80%
5109 Provision for Salary Adj.	168,674	0	2,163	-98.72%	0.00%
5110 Auto Allowance	16,320	16,320	16,320	0.00%	0.00%
5111 Cell Phone Allowance	3,000	2,680	2,520	-16.00%	-5.97%
5230 Hospital & Medical Insurance	1,119,985	1,070,143	1,153,395	2.98%	7.78%
5231 Self Insured Medical Benefits	14,550	12,050	11,400	-21.65%	-5.39%
5233 Dental Insurance	43,679	42,904	45,656	4.53%	6.41%
5234 Group Life Insurance	24,716	23,599	23,178	-6.22%	-1.78%
5235 Accidental Death & Dismem.	5,041	3,572	2,448	-51.44%	-31.47%
5236 Disability Insurance	20,951	18,324	19,294	-7.91%	5.29%
5240 Social Security Contribution	566,378	560,611	563,652	-0.48%	0.54%
5241 Pension Contribution	1,531,176	1,516,750	1,522,966	-0.54%	0.41%
5242 Deferred Retirement Comp.	18,340	18,430	19,165	4.50%	3.99%
5243 Worker's Compensation Ins.	230,396	207,470	238,593	3.56%	15.00%
5244 Unemployment Comp.	12,800	15,000	15,000	17.19%	0.00%
5246 Insurance Deductible	34,000	35,000	35,000	2.94%	0.00%
6201 Legal Services	224,960	198,311	201,221	-10.55%	1.47%
6202 Technical & Personal Services	693,088	701,462	727,240	4.93%	3.67%
6203 Professional Services	279,326	135,612	96,720	-65.37%	-28.68%
6204 Planning & Design Services	15,000	0	10,000	-33.33%	0.00%
6207 Temporary Personnel Services	158,550	158,550	158,550	0.00%	0.00%
6209 Accounting Services	27,000	27,000	27,000	0.00%	0.00%
6210 Vehicle Maintenance	90,900	93,900	82,275	-9.49%	-12.38%
6211 Equipment Maintenance	77,366	119,504	109,400	41.41%	-8.46%
6212 Building & Ground Maint.	315,694	306,694	291,612	-7.63%	-4.92%
6213 Office Equipment Maint.	142,782	129,443	136,711	-4.25%	5.61%
6214 Refuse Collections	796,000	763,000	793,520	-0.31%	4.00%
6215 Weed Cutting/Tree Removal	3,000	3,000	3,000	0.00%	0.00%
6216 Larviciding	3,400	3,400	3,400	0.00%	0.00%
6220 Liability Insurance	85,000	82,279	92,636	8.98%	12.59%
6222 Pub. Officials Liab.Ins.	33,775	33,376	38,347	13.54%	14.89%
6223 Tappemeyer House.	10,152	10,152	8,500	-16.27%	-16.27%
6225 Surety Bonds	1,750	1,699	1,865	6.57%	9.77%
6226 Property & Auto Insurance	50,000	57,966	66,661	33.32%	15.00%
6230 Farmers Market	4,150	3,800	2,700	-34.94%	-28.95%
6250 Electricity	103,000	98,000	98,000	-4.85%	0.00%
6251 Street Lighting	140,000	118,000	118,000	-15.71%	0.00%
6252 Natural Gas	15,200	15,200	15,200	0.00%	0.00%
6253 Telephone	68,379	71,429	73,359	7.28%	2.70%
6254 Water & Sewer	88,000	93,000	93,000	5.68%	0.00%
6255 Cable TV	7,840	7,900	7,900	0.77%	0.00%
6260 Advertising	7,700	6,925	7,325	-4.87%	5.78%
6261 Education & Training	47,160	26,110	39,050	-17.20%	49.56%

CITY OF CREVE COEUR
ALL DEPARTMENTS FOR GENERAL FUND-FY21

ACCOUNT NUMBER AND DESCRIPTION	2020 Budget	2020 Projected	2021 Request	% Change From Budget	% Change From Projected
6262 Dues, Memberships & Subsc.	37,050	32,720	34,524	-6.82%	5.51%
6263 Election Expense	9,000	11,500	9,000	0.00%	-21.74%
6264 In Town Meetings	15,139	13,723	16,018	5.81%	16.72%
6265 Travel & Conferences	60,915	35,424	34,390	-43.54%	-2.92%
6266 Equipment Rental	8,300	6,880	6,820	-17.83%	-0.87%
6269 Postage	38,500	29,000	32,000	-16.88%	10.34%
6271 Medical	12,727	13,960	15,157	19.10%	8.57%
6272 Employee Relations	9,550	7,570	9,550	0.00%	26.16%
6281 5K Run Expenses	6,850	6,850	6,850	0.00%	0.00%
7301 Chemicals & Cleaning	6,300	4,500	4,800	-23.81%	6.67%
7302 Small Tools	11,420	11,942	11,175	-2.15%	-6.43%
7303 Horticultural Supplies	42,000	38,000	35,000	-16.67%	-7.89%
7304 General Supplies	40,525	38,436	35,915	-11.38%	-6.56%
7305 Street and Sidewalk Maintenance	60,000	45,000	30,000	-50.00%	-33.33%
7306 Memorials & Plaques	1,800	1,400	1,400	-22.22%	0.00%
7307 Gasoline & Mileage	119,380	125,505	123,455	3.41%	-1.63%
7308 Wearing Apparel & Linen	52,378	52,228	55,481	5.92%	6.23%
7309 Food For Prisoners	800	314	0	-100.00%	-100.00%
7310 Snow Removal Supplies	81,000	87,000	92,000	13.58%	5.75%
7311 Street Signs	19,500	16,000	16,000	-17.95%	0.00%
7312 Office Supplies	31,000	30,000	30,000	-3.23%	0.00%
7313 Range Supplies	12,885	12,445	13,225	2.64%	6.27%
7314 Crime Prevention	3,700	3,694	3,700	0.00%	0.16%
7315 Special Events	15,100	10,165	13,500	-10.60%	32.81%
7317 SLAIT Wellness	0	5,300	0	0.00%	0.00%
7318 Small Storm Water Projects	15,000	5,000	5,000	-66.67%	0.00%
7331 Computer Hardware	28,360	38,111	23,640	-16.64%	-37.97%
7332 Computer Software	3,510	12,430	8,450	140.74%	-32.02%
9501 Buildings & Improvements	0	0	17,500	0.00%	0.00%
9502 Vehicles	147,040	169,357	75,040	-48.97%	-55.69%
9503 Equipment	164,103	187,960	121,610	-25.89%	-35.30%
9504 Office Equipment	6,250	5,409	3,075	-50.80%	-43.15%
9505 Office Machines	2,000	1,950	0	0.00%	0.00%
	15,576,842	15,177,587	15,205,219	-2.39%	0.18%

LEGISLATIVE DEPARTMENT

Mission Statement
Establish citywide policies protecting and promoting the health, safety, and general welfare of the community.

DESCRIPTION

Mayor and Council
The Mayor and City Council are elected by the citizens. The Mayor is elected at large for a three-year term. Eight (8) Council Members are elected to three-year terms. The members of the City Council elect one (1) member to serve as President of the City Council each year.

City Clerk
The City Clerk is charged with the responsibility of keeping the journal of Council proceedings, as well as authenticating and recording all ordinances and resolutions passed by the Council. The City Clerk retains custody of the City seal and is the official custodian of all legal papers, records and documents. The City Clerk administers oaths or affirmations, is responsible for the codification of city ordinances, and coordinates all city elections.

The City Clerk maintains records and ordinances, archives with a proper indexing system, researches city records for attorneys, businesses, and residents and provides information to city staff members on various subjects.

Objectives
- Maintain city records in compliance with state law and the Missouri municipal records manual.
- Provide for public access to meetings and official records in accordance with the city's adopted policy in compliance with the open meetings and records law of the state of Missouri.
- Ensure notification to citizens of scheduled public hearings and meetings in accordance with adopted city policy.
- Provide secretarial support to the Mayor and City Council in an efficient manner to ensure Council effectiveness.
- Work with the City Administrator and staff to ensure Council meeting agendas are prepared and delivered on time and ensure all items of business requiring Council action are included on the agenda with appropriate supportive information provided to the Council.

Budget Highlights
- Acct. 5102 – Decrease in part-time salary expenses due to completion of a St. Louis County Waste Reduction grant received in FY20 which included funding for a part-time Temporary Business Sustainability Coordinator position ($24,500).
- Acct. 5102 – Decrease due to cost associated with removal of temporary, part-time archivist.
- Acct. 6203 – April (postponed to June) election expenses ($9,000).
- Acct. 6213 – Agenda management software support and maintenance fees ($11,355).
- Acct. 6262 – City membership for St. Louis County Missouri Municipal League ($5,500).
- Acct. 6262 – City membership for Missouri Municipal League ($2,200).
- Acct. 6264 – Food for City Council meetings ($5,400).
- Acct. 6265 – Decrease due to cancellation of out of state conference travel in FY21.
- Acct. 7315 – Annual Mayor's Holiday Appreciation event for appointed officials ($8,500).
- Acct. 7315 – Annual Mayor's Golf Invitational event for appointed officials ($1,000).

Fund: 01
Dept: 11-12

LEGISLATIVE SERVICES

	Actual Expenditures FY 2018	Actual Expenditures FY 2019	Budgeted Expenditures FY 2020	Projected Expenditures FY 2020	Estimated Requirements FY 2021
PERSONNEL SERVICES:					
5101 Salaries, Permanent Empl.	157,457	126,189	125,200	127,578	126,785
5102 Salaries, Temporary Empl.	3,920	8,800	5,280	22,843	-
5103 Overtime	333	-	-	-	-
5104 Vacation Pay	1,499	917	1,575	-	-
5105 Longevity Pay	513	-	-	-	-
5109 Provision for Salary Adj.	-	-	1,992	-	-
5110 Auto Allowance	-	1,200	1,200	1,200	1,200
5111 Cell Phone Allowance	-	600	600	600	600
5230 Hospital & Medical Insurance	11,093	5,744	5,975	5,859	6,035
5231 Self Insured Medical Benefits	-	600	600	600	600
5233 Dental Insurance	1,311	837	760	760	779
5234 Group Life Insurance	819	781	300	752	736
5235 Accidental Death & Dismem.	117	57	60	45	30
5236 Disability Insurance	307	260	255	236	234
5240 Social Security Contribution	12,338	10,333	10,393	11,645	9,837
5241 Pension Contribution	18,271	6,480	6,540	6,500	6,650
5243 Worker's Compensation Ins.	238	4,386	4,606	4,148	4,770
Total Personnel Services	208,215	167,184	165,336	182,766	158,256
OPERATING EXPENSES:					
6201 Legal Services	171,266	-	-	-	-
6202 Technical & Personal Services	1,932	925	3,200	3,200	3,200
6203 Professional Services	14,788	6,655	7,000	6,500	6,500
6213 Office Equipment Maint.	-	12,294	11,355	11,355	11,355
6253 Telephone	444	-	-	652	480
6260 Advertising	530	916	500	1,525	1,525
6261 Education & Training	556	268	100	100	100
6262 Dues, Memberships & Subsc.	8,187	8,957	10,000	9,728	9,825
6263 Election Expense	11,901	6,522	9,000	11,500	9,000
6264 In Town Meetings	7,359	7,871	8,288	8,248	8,288
6265 Travel & Conferences	2,260	3,850	8,700	2,473	5,700
7304 General Supplies	732	101	700	3,100	700
7306 Memorials & Plaques	196	353	600	600	600
7307 Gasoline & Mileage	-	-	-	500	500
7315 Special Events	14,484	12,824	15,100	10,165	13,500
Total Operating Expenses	234,637	61,535	74,543	69,646	71,273
CAPITAL OUTLAY:					
9504 Office Equipment	10,883	506	-	-	-
Total Capital Outlay	10,883	506	-	-	-
TOTAL LEGISLATIVE SERVICES	**453,734**	**229,225**	**239,879**	**252,412**	**229,529**

LEGISLATIVE SERVICES
CAPITAL OUTLAY DETAIL

Capital Outlay Detail	Annual
9504 Office Equipment	
(Nothing Budgeted)	-
Total Account 9504	-
TOTAL CAPITAL IMPROVEMENTS	-

LEGAL DEPARTMENT

DESCRIPTION

City Attorney
The City Attorney reports to the City Administrator and advises the Mayor, City Council, City Administrator and staff concerning questions of law relating to their official duties or matters affecting the city. The City Attorney also examines all contracts, deeds and bonds and drafts ordinances at the request of the City Administrator. The City Attorney represents the city in legal matters and performs other legal duties as the City may request or require. The City Attorney works as an independent contractor.

Objectives
- Keep City Administrator, Mayor, City Council, and appropriate staff informed about pending matters and pertinent changes in law.
- Timely attend to legal needs of the City of Creve Coeur.
- Attend meetings as directed.
- Represent the City of Creve Coeur in a disciplined and ethical manner.

City Prosecutor
As part of the Law Department, the City Prosecutor and Alternate City Prosecutor report to the City Attorney and the City Administrator and prosecute city ordinance violations. An Administrative Assistant to Prosecutor provides support to the City Prosecutor and Special Prosecutor. The prosecutors and the Administrative Assistant serve as independent contractors.

Objectives
- Review, prosecute and try Municipal Court cases in compliance with applicable City ordinances and state laws.
- Prosecute cases forwarded to St. Louis County Circuit Court for jury trial or Trial De Novo.
- Communicate effectively and clearly with a diverse population.
- Represent the City of Creve Coeur in a disciplined and ethical manner.
- Maintain records in appropriate manner and handle public requests for documents.

Budget Highlights
- Acct. 6201 – Independent contractor fees for legal services associated with City Attorney, City Prosecutor, Special Prosecutor and Administrative Assistant to Prosecutor ($170,000).
- Acct. 6262 – All dues and fees associated with Prosecuting Attorney Management Systems (PAMS) software ($5,961).
- Acct. 9501 – Additional filing cabinet necessary for the Prosecutor's Office located in the Police Building for warrant record retention ($300).

Fund: 01
Dept: 12-10

LEGAL SERVICES

	Actual Expenditures FY 2018	Actual Expenditures FY 2019	Budgeted Expenditures FY 2020	Projected Expenditures FY 2020	Estimated Requirements FY 2021
PERSONNEL SERVICES:					
5101 Salaries, Permanent Empl.	-	-	-	-	-
5102 Salaries, Temporary Empl.	-	-	-	-	-
5103 Overtime	-	-	-	-	-
5104 Vacation Pay	-	-	-	-	-
5105 Longevity Pay	-	-	-	-	-
5109 Provision for Salary Adj.	-	-	-	-	-
5230 Hospital & Medical Insurance	-	-	-	-	-
5233 Dental Insurance	-	-	-	-	-
5234 Group Life Insurance	-	-	-	-	-
5235 Accidental Death & Dismem.	-	-	-	-	-
5236 Disability Insurance	-	-	-	-	-
5240 Social Security Contribution	-	-	-	-	-
5241 Pension Contribution	-	-	-	-	-
5243 Worker's Compensation Ins.	-	1,483	-	-	-
Total Personnel Services	-	1,483	-	-	-
OPERATING EXPENSES:					
6201 Legal Services	-	167,195	199,960	172,800	175,100
6262 Dues, Memberships & Subsc.	-	-	8,208	5,127	5,961
6265 Travel & Conferences	-	-	-	200	900
Total Operating Expenses	-	167,195	208,168	178,127	181,961
CAPITAL OUTLAY:					
9504 Office Equipment	-	-	-	-	300
Total Capital Outlay	-	-	-	-	300
TOTAL LEGISLATIVE SERVICES	**-**	**168,678**	**208,168**	**178,127**	**182,261**

LEGAL SERVICES
CAPITAL OUTLAY DETAIL

Capital Outlay Detail	Annual
9504 Office Equipment	
Filing Cabinet for Record Retention-PD Office	300
Total Account 9504	300
TOTAL CAPITAL IMPROVEMENTS	**300**

ADMINISTRATIVE SERVICES DEPARTMENT

Mission Statement
Ensure the policies, programs and services of the city, as established by the City Council, are implemented in an effective and efficient manner.

Description
The Mayor and City Council appoint the City Administrator to oversee the day-to-day operations of the city, provide recommendations to the City Council on policy matters, and provide direction and leadership to city departments. In addition, Administrative Services provides human resources to all departments, benefits administration and policy analysis.

The department consists of the City Administrator, Assistant City Administrator, Public Information Officer & Management Analyst, and Human Resources & Management Analyst. The Administrative Services Department has one additional division: Municipal Court.

Performance and Workload Measures

	FY 2018	FY 2019	Projected FY 2020	Estimated FY 2021
PERSONNEL				
Average Years of Service, All Full-Time Employees	11.3	10.8	11.3	11
Percentage of Full-Time Turnover, All[1]	3.7%	5.7%	3.8%	4.4%
Percentage of Full-Time Turnover, Sworn Only[1]	2%	4.1%	6.1%	4.1%
Number of New Employee Orientations, All	24	30	30	28
Number of Employee Candidate Interviews Conducted, Non-Sworn Only	34	37	37	36
Number of Employee Training & Wellness Events Provided	18	19	14[2]	19
COMMUNICATIONS				
External Survey, Percentage of Residents Rating Overall Satisfaction with Resident Newsletter as Very Satisfied and Satisfied[3]	88%	N/A	N/A	N/A
Website Visits, External	214,297	215,835	216,000	216,000
Press Releases, All	39	21	25	25
Facebook Posts[4]	205	213	215	215
Twitter Posts[4]	199	210	200	200
Videos Posted to Website/YouTube	3	3	4	4
Business Newsletter Open Rate	28%	34.63%	34%	34%
Business Newsletter Click-Through Rate	12%	13.78%	13%	13%

[1]Turnover does not include retirement, death or employees not completing probation per International City-County Management Association (ICMA) Open Access Benchmarking: Key Performance Indicators.
[2]Reduction in employee wellness events due to COVID-19 in FY20.
[3]Triennial Resident Survey last conducted in FY 2018; postponed to FY 2022.
[4]City Facebook and Twitter accounts only (does not include Police or Recreation accounts).

Service Standards
- Provide relevant and timely information and recommendations to the Mayor and City Council to assist in decision making. Weekly CA Reports are provided every Friday and council meeting packets are provided Thursday prior to Council meetings.

Fund: 01
Dept: 12-11

- Provide administrative function for all employee benefits, including selection and service for healthcare, dental, life, disability, vision, LAGERS pension plan, and other ancillary benefits.
- Maintain up-to-date employee records on all full-time and part-time employees.
- Be responsive to the human resource needs of the operating departments and provide the necessary resources to meet service provision goals. In particular, provide responses on policy questions and personnel requests within 24 to 48 hours.
- Publish monthly citizen newsletter for delivery to residents by the fifth day of the month.
- Produce monthly electronic newsletter for city businesses by the first day of the month.
- Maintain effective media relations with reporters covering the city, issue press releases, and monitor press coverage received by the city on a daily basis.
- Keep information posted to the website up-to-date at all times.

Objectives

- Continue to review and improve performance measurement benchmark indicators for key city services to enable the city to track its operations and effectiveness over time and improve service quality.
- Provide recognition of exceptional employee performance. Continue employee of the quarter and employee of the year programs to recognize employees and improve morale.
- Continue development of website to provide more interactive elements.
- Continue to provide high employee benefits while balancing employee/city costs.
- Continue to improve the overall quality of informational publications offered by the city.

Budget Highlights

- Acct. 6203 – Continue Memorandum of Understanding among the St. Louis Economic Development Partnership, the Donald Danforth Plant Science Center, the Jewish Community Center, the City of Olivette and the City of Creve Coeur for a joint branding marketing campaign for the 39 North District area which commenced in FY19 ($5,000).
- Acct. 6213 – Decrease due to one-time purchase of replacement camera for Public Information Officer and Management Analyst in FY20.
- Acct. 6264 – Increase due to Public Information Officer & Management Analyst attendance at the City-County Marketing & Communications Association (3CMA) National Conference held in state (St. Louis) in FY21 ($650).
- Acct. 6265 – Decrease due to cancellation of out of state conference travel in FY21.

Fund: 01
Dept: 12-11

ADMINISTRATIVE SERVICES

	Actual Expenditures FY 2018	Actual Expenditures FY 2019	Budgeted Expenditures FY 2020	Projected Expenditures FY 2020	Estimated Requirements FY 2021
PERSONNEL SERVICES:					
5101 Salaries, Permanent Empl.	374,956	354,122	380,637	379,338	387,400
5102 Salaries, Temporary Empl.	398	1,600	-	-	-
5105 Longevity Pay	1,056	1,056	1,056	1,056	1,056
5109 Provision for Salary Adj.	-	-	4,980	-	-
5110 Auto Allowance	6,600	6,600	6,600	6,600	6,600
5230 Hospital & Medical Insurance	14,079	9,573	18,135	5,859	6,035
5231 Self Insured Medical Benefits	-	1,650	1,950	1,450	1,800
5233 Dental Insurance	940	588	800	535	548
5234 Group Life Insurance	1,146	1,108	1,210	1,120	1,112
5235 Accidental Death & Dismem.	226	183	280	175	120
5236 Disability Insurance	719	711	1,175	820	925
5240 Social Security Contribution	25,433	25,078	30,085	29,605	30,222
5241 Pension Contribution	73,984	86,370	95,321	91,935	98,125
5242 Deferred Retirement Comp.	17,348	17,780	18,340	18,430	19,165
5243 Worker's Compensation Ins.	786	11,293	11,858	10,678	12,280
Total Personnel Services	517,670	517,713	572,427	547,601	565,388
OPERATING EXPENSES:					
6202 Technical & Personal Services	212	593	744	648	648
6203 Professional Services	58,330	45,462	50,051	44,110	47,545
6253 Telephone	1,102	1,162	1,320	1,320	1,320
6260 Advertising	1,147	1,407	2,100	1,400	1,400
6261 Education & Training	100	1,269	1,800	1,300	1,800
6262 Dues, Memberships & Subsc.	6,875	6,165	6,735	6,511	6,682
6264 In Town Meetings	1,846	1,279	1,700	1,119	2,119
6265 Travel & Conferences	6,369	3,785	8,130	5,282	3,230
6271 Medical	3,561	2,767	3,326	3,017	3,100
7304 General Supplies	401	176	500	300	300
7307 Gasoline & Mileage	41	124	50	50	100
Total Operating Expenses	79,984	64,188	76,456	65,057	68,244
CAPITAL OUTLAYS:					
9504 Office Equipment	-	-	600	600	250
Total Capital Outlay	-	-	600	600	250
TOTAL ADMINISTRATIVE SERVICES	**597,654**	**581,901**	**649,483**	**613,258**	**633,882**

Capital Outlay Detail	Annual
9504 Office Equipment	
Misc. Office Equipment	250
Total Account 9504	250
TOTAL CAPITAL OUTLAY	**250**

ADMINISTRATIVE DEPARTMENT – MUNICIPAL COURT DIVISION

Mission Statement

Municipal Division staff will uphold policy and judicial rulings within the Municipal Division of the City of Creve Coeur with the utmost integrity and dignity abiding by all rules of judicial procedure and ethical standards as established by court rule and law.

Description

The Creve Coeur Municipal Court is considered a division of the St. Louis County Circuit Court within the 21st Judicial Circuit of the State of Missouri. Operations of the Municipal Division are governed by Missouri Supreme Court Operating Rules, local Circuit Court Rules and procedures and Orders as established by the Presiding Judge of the 21st Judicial Circuit and the Presiding Judge of the Municipal Division. Municipal and state law further govern the authority and operations of the Municipal Division within the City of Creve Coeur and the State of Missouri.

The Municipal Judge and a permanent Provisional Judge serve as independent contractors for the City and are governed by rules of judicial procedures as authorized by the Missouri Supreme Court. The Municipal Court Department personnel consists of a full-time Court Administrator and Court Clerk, and a part-time Court Assistant who are considered city employees for purposes of employment practices, and clerks of the State Judicial System, for purposes of governance over court rules and procedures. Municipal Court personnel are considered City of Creve Coeur employees reporting to the City Administrator/Assistant City Administrator in the Administration Department.

The Municipal Division holds two to three court sessions monthly and maintains the Creve Coeur Violations Bureau during normal operating hours. The Municipal Judges and Court Administrator are available to conduct court hearings outside of regular office hours as required by Court Rule. The Court Administrator is responsible for daily and yearly operations of the Municipal Division and supervision of court staff. Court staff duties include, but are not limited to, processing all city ordinance and traffic code violations, recording dispositions and case history information, collecting fines and court costs as well as the operation of the Integrated Metropolitan Docketing System (IMDSPlus) and the ShowMeCourt software systems. Payment processing and legal filings are conducted daily. In addition, the Court reports case dispositions to the Missouri State Highway Patrol, Missouri Department of Revenue, Presiding Judge of St. Louis County, and Office of State Court Administrator as required by law. The Court conducts all other judicial and customer service operations during regular business hours.

Service Standards

- Serve the public with consistency and integrity.
- Maintain complete and accurate court records.
- Maintain court records in a manner best befitting access for the public in search of open information.
- Complete payment transactions quickly for walk-in traffic at the Violations Bureau and process payments on a daily basis.
- Prepare dockets on a timely basis and ensure information is transferred to the electronic format accurately.
- Routinely conduct evaluations of court staff actions and procedures to ensure accuracy and accessibility of records in order to efficiently facilitate compliance with court orders for those sentenced within the municipal court system.
- Provide court-appointed attorney for indigent defendants.
- Represent the Municipal Court at training and administrative functions throughout the State of Missouri in an official manner.
- Abide by all ethical standards as established by the State of Missouri Judiciary.

Fund: 01
Dept: 13-14
FY 20-21

Objectives

- Ensure the court office and procedures are in compliance with local and state law and such compliance is properly demonstrated under Senate Bill 5, Senate Bill 572 and Missouri Supreme Court Operating Rule requirements.
- Operate all court policy and procedures in a manner which is compliant with Missouri Supreme Court Minimum Operating Standards.
- Periodically re-evaluate court procedures and practices to ensure compliance with case-flow management and better court-community communication.
- Continue to manage the inventory of court records, undertaking efforts to routinely discard and destroy records eligible for destruction according to state law and the Public Records Management Manual.
- Explore methods of information technology management in efforts to increase productivity.
- Continue professional development of Court personnel by active participation in professional associations and training activities to promote a better understanding of official duties, responsibilities, and obligations to the public and governmental staff.
- Perform self-audits to verify compliance with internal standards set by court management and the Core Competencies of the National Association for Court Management.
- Explore additional training opportunities for Court staff to ensure consistent performance levels.
- Investigate opportunities provided by electronic means for filing court cases and integration of multiple software programs as currently operating for court case processing.
- Continue to pursue alternative methods of Court operation for all aspects of daily case flow management.
- Be a proactive voice in the Community in which the Municipal Division serves to educate and assist the public with knowledge of, understanding and confidence in the judicial process and system.
- Continue to pursue alternatives to court operations which may be fiscally beneficial to the Municipality in which the court serves.

Budget Highlights

- Acct 6202 – Decrease in REJIS user fees due to the elimination of the law enforcement interface within the court software's legacy program.

MUNICIPAL COURT

	Actual Expenditures FY 2018	Actual Expenditures FY 2019	Budgeted Expenditures FY 2020	Projected Expenditures FY 2020	Estimated Requirements FY 2021
PERSONNEL SERVICES:					
5101 Salaries, Permanent Empl.	127,895	129,521	128,712	132,690	131,321
5102 Salaries, Temporary Empl.	6,482	14,509	14,355	15,249	14,614
5103 Overtime	4,758	9,859	9,725	9,725	9,725
5104 Vacation Pay	2,213	-	1,140	1,129	1,129
5105 Longevity Pay	2,304	2,304	2,304	2,304	2,304
5109 Provision for Salary Adj.	-	-	3,264	-	-
5230 Hospital & Medical Insurance	5,699	6,273	5,975	5,859	6,035
5231 Self Insured Medical Benefits	-	600	600	600	600
5233 Dental Insurance	325	322	267	267	274
5234 Group Life Insurance	478	471	485	465	465
5235 Accidental Death & Dismem.	96	94	100	75	50
5236 Disability Insurance	382	396	410	390	385
5240 Social Security Contribution	10,691	11,851	12,202	12,324	12,171
5241 Pension Contribution	25,713	31,037	33,804	32,000	35,000
5243 Worker's Compensation Ins.	295	4,328	4,545	4,093	4,707
Total Personnel Services	187,330	211,566	217,888	217,170	218,780
OPERATING EXPENSES:					
6201 Legal Services	23,800	24,713	25,000	25,511	26,121
6202 Technical & Personal Services	15,796	15,127	10,850	10,065	5,089
6213 Office Equipment Maint.	4,097	3,787	4,296	3,048	3,240
6261 Education & Training	-	180	200	200	200
6262 Dues, Memberships & Subsc.	325	435	435	435	435
6264 In Town Meetings	17	85	220	220	195
6265 Travel & Conferences	1,744	973	2,800	2,025	3,100
7304 General Supplies	1,137	1,607	2,500	2,111	2,390
7307 Gasoline & Mileage	-	-	-	-	-
Total Operating Expenses	46,916	46,906	46,301	43,615	40,770
CAPITAL OUTLAY:					
9503 Equipment	315	950	3,200	3,200	500
Total Capital Outlay	315	950	3,200	3,200	500
TOTAL MUNICIPAL COURT	**234,560**	**259,423**	**267,389**	**263,985**	**260,049**

MUNICIPAL COURT
CAPITAL OUTLAY

Capital Outlay Detail	Annual
9503 Equipment	
Misc. Purchases for ShowMe Court to Comply with State	500
Total Account 9503	500
TOTAL CAPITAL OUTLAY	**500**

FINANCE DEPARTMENT

Mission Statement
To accurately record, report, and safeguard the financial assets and activities of the city.

Description
The Finance Department consists of a Director of Finance, a Finance Manager/Accountant, an Accounting Associate, a Payroll Associate, and a part-time Accounting Clerk. The department is responsible for processing revenues and expenditures for all city activities and reporting timely results to all key decision makers. In addition, the department is the primary contact for citizen customer service, handles all risk management functions, and processes merchant licenses. The Finance Department consists of two additional divisions: Municipal Court and Interdepartmental.

Performance and Workload Measures (City-Wide)

	FY 2018	FY 2019	Projected FY 2020	Estimated FY 2021
Workers Compensation Claims	10	12	7	8
Workers Comp Claims per 100 FTEs	9.17	11.32	6.73	7.62
Workers Comp Days Lost to Injury per 100 FTEs	12.84	4.72	103.85	5
Vehicle Liability Claims	5	4	4	4

Service Standards
- Reconcile accounts by the 15th of the following month and reports will be distributed to departments by the 25th of that month.
- Complete financial audit and annual budget in accordance with a predetermined schedule.
- Complete accounts payable and payroll information in accordance with the procedures and timelines established by the Internal Revenue Service.
- Perform quarterly budget reviews with each department head and City Administrator.

Objectives
- Prepare cash-handling procedures manual for all city departments.
- Perform periodic internal audits of cash and controls to ensure proper compliance with city policies.
- Perform fixed asset inventories in city departments.

Budget Highlights
- Acct. 5101 – Decrease in full-time salaries due transition of one (1) full-time position to a part-time position.
- Acct. 5102 – Increase due to aforementioned position transition.
- Acct. 6265 – Decrease due to cancellation of out of state conference travel in FY21.

Fund: 01
Dept: 13-11

FINANCE DEPARTMENT

	Actual Expenditures FY 2018	Actual Expenditures FY 2019	Budgeted Expenditures FY 2020	Projected Expenditures FY 2020	Estimated Requirements FY 2021
PERSONNEL SERVICES:					
5101 Salaries, Permanent Empl.	328,424	292,149	290,961	304,236	287,560
5102 Salaries, Temporary Empl.	18,326	38,893	40,335	22,003	25,170
5103 Overtime	2,422	12,230	2,500	2,500	2,500
5104 Vacation Pay	605	889	916	1,506	1,055
5105 Longevity Pay	704	-	-	-	-
5109 Provision for Salary Adj.	-	-	8,810	-	-
5230 Hospital & Medical Insurance	41,055	35,964	39,640	40,515	34,932
5231 Self Insured Medical Benefits	-	1,200	1,200	1,550	1,200
5233 Dental Insurance	2,309	1,626	1,595	1,934	1,600
5234 Group Life Insurance	1,135	965	1,100	1,235	995
5235 Accidental Death & Dismem.	227	210	220	196	108
5236 Disability Insurance	557	840	930	755	830
5240 Social Security Contribution	26,010	25,792	26,280	25,264	24,196
5241 Pension Contribution	54,599	24,186	24,700	23,000	20,500
5243 Worker's Compensation Ins.	711	9,995	10,495	9,451	10,869
Total Personnel Services	477,085	444,940	449,682	434,145	411,515
OPERATING EXPENSES:					
6202 Technical & Personal Services	3,117	1,640	1,510	1,590	1,770
6209 Accounting Services	27,500	26,210	27,000	27,000	27,000
6213 Office Equipment Maint.	35,357	24,629	22,227	21,780	25,523
6253 Telephone	629	527	648	642	648
6261 Education & Training	173	517	6,560	250	4,250
6262 Dues, Memberships & Subsc.	1,070	373	615	619	619
6264 In Town Meetings	264	195	535	450	670
6265 Travel & Conferences	2,775	3,837	6,095	1,904	3,225
7304 General Supplies	3,114	2,556	3,800	3,542	3,150
7307 Gasoline & Mileage	25	10	50	25	25
7308 Wearing Apparel & Linen	-	-	-	-	200
7332 Computer Software	458	-	-	-	-
Total Operating Expenses	74,482	60,493	69,040	57,802	67,080
CAPITAL OUTLAYS:					
9504 Office Equipment	415	590	800	745	175
Total Capital Outlay	415	590	800	745	175
TOTAL FINANCE DEPARTMENT	**551,982**	**506,024**	**519,522**	**492,692**	**478,770**

FINANCE DEPARTMENT
CAPITAL OUTLAY DETAIL

Capital Outlay Detail

9504 Office Equipment	**Annual**
Wireless Headset	175
Total Account 9504	175
TOTAL CAPITAL OUTLAY	175

FINANCE DEPARTMENT - INFORMATION SYSTEMS DIVISION

Mission Statement

The Information Systems Division (IS) seeks to develop, implement, support, and manage computing, networking, and telecommunication services as effectively and efficiently as possible and provides reliable technological resources enhancing the efficiency of the provision of city services.

Description

FY 2021 will see the continued partnership with an IT management contracting company in conjunction with a city IS employee to manage and facilitate IS services for the city. There will be a full-time Information Systems Coordinator and an Information Technology Contractor. Primary functions include the following: managing the effective use of the city's computer, telecommunications, and electronic office automation resources; improving organizational productivity, customer service, and access to information; maintaining the local and wide area networks; maintaining computer related items including servers, computers, printers, peripherals, telecommunications equipment, and other related technology; maintaining knowledge of current technology and security as well as an in-depth awareness of emerging technology and products in order to determine appropriate specifications for equipment; securing and administering leases, licenses, and maintenance agreements for the city's hardware, software, and peripherals.

Service Standards

- Provide responsive service to departments in the maintenance of computer hardware and software by responding to help desk calls within eight hours; 95% of requests are resolved within 24 hours. Calls for assistance from Police receive immediate priority.
- Complete maintenance of databases every 24 hours, five days a week.
- Complete telephone and voice mail issues within 24 hours, precluded service repairs performed by an outside agency which is arranged within 24 hours but may require additional time to be completed.
- Begin computer repair the same business day. Normal response and corrections within 12 to 24 hours.
- Act upon security attempts and virus attacks against the city as soon as the issue is known. Resolve issues of this nature without delay.

Objectives

- Maintain the network and computing systems for the city.
- Maintain telecommunications system, both voice mail and telephones, to ensure systems provide appropriate tools for the provision of quality customer services.
- Assist department personnel in evaluating technology needs and developing plans for implementing technology purchases. Coordinate all technology purchases to ensure the most efficient and effective use of city resources.

Budget Highlights

- Acct. 6202 – Information technology contract services ($50,300).
- Acct. 6213 – CivicPlus website hosting ($12,030).
- Acct. 6213 – Annual Google Apps subscription for email, email archiving and file storage ($18,000).
- Acct. 7331 – Nine (9) replacement desktops: one (1) in Public Works; one (1) in Recreation; seven (7) in Community Development ($15,300).
- Acct. 7331 – One (1) replacement HP black/white LaserJet printer ($2,000).
- Acct. 7331 – Two (2) replacement iPads for building inspectors ($1,000).
- Acct. 7331 – Two (2) small servers: one (1) for Police Department terminal server; and one (1) IT domain controller (total $2,200).

FUND: 01
DEPT: 12-51

INFORMATION SYSTEMS

	Actual Expenditures FY 2018	Actual Expenditures FY 2019	Budgeted Expenditures FY 2020	Projected Expenditures FY 2020	Estimated Requirements FY 2021
PERSONNEL SERVICES:					
5101 Salaries, Permanent Empl.	65,969	68,285	68,285	73,157	73,157
5103 Overtime	1,196	706			-
5104 Vacation Pay	2,533	2,622	1,351	1,405	1,405
5109 Provision for Salary Adj.	-	-	2,119	-	-
5230 Hospital & Medical Insurance	15,703	16,017	16,660	16,337	16,827
5233 Dental Insurance	914	837	760	760	779
5234 Group Life Insurance	237	246	260	254	254
5235 Accidental Death & Dismem.	47	67	52	40	28
5236 Disability Insurance	189	189	220	215	215
5240 Social Security Contribution	5,225	5,164	5,489	5,704	5,704
5241 Pension Contribution	5,564	5,651	5,450	5,700	5,850
5243 Worker's Compensation Ins.	138	2,039	2,141	1,928	2,217
Total Personnel Services	97,716	101,823	102,787	105,500	106,436
OPERATING EXPENSES:					
6202 Technical & Personal Services	43,440	45,612	47,900	47,893	50,300
6213 Office Equipment Maint.	49,102	48,709	56,445	57,619	60,530
6253 Telephone	749	650	756	995	758
6261 Education & Training	-	-	600	600	600
7331 Computer Hardware	26,904	18,875	28,360	38,111	23,640
7332 Computer Software	67,508	113,292	3,510	12,430	8,450
Total Operating Expenses	187,703	227,137	137,571	157,647	144,278
CAPITAL OUTLAYS:					
9504 Office Equipment	776	-	-	-	-
Total Capital Outlay	776	-	-	-	-
TOTAL INFORMATION SYSTEMS	**286,194**	**328,960**	**240,358**	**263,147**	**250,714**

INFORMATION SYSTEMS
CAPITAL OUTLAY

Capital Outlay Detail	Annual
9504 Office Equipment	
(Nothing Budgeted)	-
Total Account 9504	-
TOTAL CAPITAL OUTLAY	-

Communication: Review Proposed FY21 Budget (Unfinished Business)

FINANCE DEPARTMENT – INTERDEPARTMENTAL

Mission Statement
To accurately record and report activities which are shared throughout city departments and divisions.

Description
The Interdepartmental account is utilized to account for general administrative costs that serve all departments. The departmental budget contains appropriations for all of the City's auto, property and liability insurance, public official's liability, unemployment costs, retiree medical insurance, and self-insured deductible expenses for employee health insurance. In addition, the department maintains a centralized office supply account that is utilized to obtain bulk purchasing of office supplies for all city departments.

Significant line items in the interdepartmental fund include general police and auto liability insurance, public official liability insurance, property insurance, retiree health insurance, and telephone and postage expenditures.

Budget Highlights

- Acct. 5230 – Increase in health insurance costs due to anticipated retirements of eligible full-time employees.
- Acct. 6203 – City share of investment and retirement planning consultation services for employees ($18,000). Employee share 50% of the cost for these services.
- Acct. 6220 – General, police & auto liability, cyber liability, liquor liability and deductibles include a 15% increase for FY 2021 ($92,637).
- Acct. 6222 – Public official liability and Director of Finance bond insurance fees include a 15% increase for FY 2021 ($38,347).
- Acct. 6226 – Property and auto insurance fees include a 15% increase ($66,661).
- Acct. 7312 – General office supplies necessary for day-to-day operations ($30,000).

INTERDEPARTMENTAL

	Actual Expenditures FY 2018	Actual Expenditures FY 2019	Budgeted Expenditures FY 2020	Projected Expenditures FY 2020	Estimated Requirements FY 2021
PERSONNEL SERVICES:					
5230 Hospital & Medical Insurance	140,018	162,758	158,127	158,127	174,000
5244 Unemployment Comp.	2,507	10,359	12,800	15,000	15,000
5246 Insurance Deductible	28,739	33,537	34,000	35,000	35,000
5297 Misc. Payroll Expense	-	3,461	-	-	-
Total Personnel Services	171,263	210,115	204,927	208,127	224,000
OPERATING EXPENSES:					
6202 Technical & Personal Services	114	1,150	-	708	708
6203 Professional Services	15,577	17,789	16,775	18,030	18,775
6211 Equipment Maintenance	-	-	400	-	300
6213 Office Equipment Maint.	5,147	4,821	3,928	3,880	4,180
6220 Liability Insurance	78,887	87,602	85,000	82,279	92,636
6222 Pub. Officials Liab.Ins.	31,514	32,731	33,775	33,376	38,347
6225 Surety Bonds	1,536	1,699	1,750	1,699	1,865
6226 Property & Auto Insurance	49,680	49,831	50,000	57,966	66,661
6253 Telephone	25,127	32,609	28,940	33,104	33,392
6255 Cable TV	7,392	8,396	7,840	7,900	7,900
6262 Dues, Memberships & Subsc.	1,260	1,275	1,330	1,340	1,340
6265 Travel & Conferences	-	-	-	-	800
6266 Equipment Rental	1,620	1,620	1,660	1,620	1,560
6269 Postage	36,428	30,366	38,500	29,000	32,000
6272 Employee Relations	8,627	7,387	9,550	7,570	9,550
7304 General Supplies	2,288	1,627	2,350	1,800	1,900
7312 Office Supplies	33,763	29,813	31,000	30,000	30,000
7317 SLAIT Wellness	5,471	483	-	5,300	-
Total Operating Expense	304,431	309,198	312,798	315,572	341,914
CAPITAL OUTLAY:					
9504 Office Equipment	9,646	-	-	-	-
Total Capital Outlay	9,646	-	-	-	-
TOTAL INTERDEPARTMENTAL	**485,341**	**519,313**	**517,725**	**523,699**	**565,914**

RECREATION DEPARTMENT - COMMUNITY SERVICES

Mission Statement
Provide residents with quality recreational programs, special events, and access to city park and recreation facilities to improve the leisure aspect of their lives.

Description
The department coordinates all recreational programs and many special events for the city and partners with other organizations and cities to offer additional recreational services. The Community Service staff consists of a shared full-time Director of Recreation (Community Service 20%/Ice Arena 80%), a shared full-time Administrative Assistant and a Recreation Supervisor (Community Services 50%/Ice Arena 50%), and shared part-time Receptionists and Community Center Monitors (Community Services 50%/Ice Arena 50%).

The department oversees the Community Center and offers a variety of programs, facilities and events that will allow residents to get away from the stress of daily life and enjoy outdoor and/or indoor leisure activities adding to the quality of life. The Community Center includes the gymnasium, a large meeting room with a warming kitchen and two smaller meeting rooms. This department also coordinates the management of the two meeting rooms at the Dielmann Complex and the Tappmeyer House at Millennium Park.

Performance and Workload Measures

	FY 2018	FY 2019	Projected FY 2020[2]	Estimated FY 2021[2]
Programs Offered[1]	11	11	15	21
Participants in Program/Classes	195	335	300	350
Participants in Heart to Heart Run	194	267	325	350
Participants in Farmers Market	5,000	5,500	5,500	5,500
Participants in Summer Concert Series	900	325	450	650

[1]*Programs include, but not limited to, tennis lessons, specialty camps, Daddy Daughter Dance, dog obedience lessons, Mommy and Me Tea Party and programming for seniors.*

[2]*Due to the COVID-19 Pandemic, programs and events offered by the City and subsequent participation may be reduced in FY 2020 and FY 2021; however, extent to which is yet to be determined at this writing; therefore projected and estimated are pre-pandemic estimates.*

Service Standards
- Reservations for the Community Center rooms are accepted on a first-come, first-served basis. The goal is to send a confirmation email within 24 hours of applications being received, Monday through Friday. Revenues collected at time of registration or room rental booking. The only facilities that take a $250 deposit are the Multi-Purpose Room and the Tappmeyer House.
- Recreational programs are taken on a first-come, first-served basis.

Fund: 01
Dept: 14-11

- Residents are allowed to rent the pavilions and fields during the months of January and February before the sites are open to non-residents on March 1.
- Provide high quality customer service to encourage customers to return and use facility or enroll in another recreation program.
- Conduct ongoing cost/benefit analysis for all recreation programs to ensure operating costs are being covered by the user fees.
- Survey users of rooms and programs to gain feedback on customer satisfaction.
- Provide a diverse offering of recreational programs such as sports camps, tennis lessons, science and magic camps, dance, hockey, skate camp and art classes for citizens of all ages and abilities.

Objectives

- Increase resident knowledge of parks by including a city map with locations of the parks and summary of the amenities in the annual recreation guide.
- Implement post-program surveys to compile feedback that will help improve and grow programs.

Budget Highlights

- Accts. 5101-5243 – Increase in full-time salaries due to part-time Recreation Supervisor position transitioning to full-time position with benefits in FY 2021.
- Acct. 5102 – Decrease in part-time salaries due to transition of aforementioned Recreation Supervisor position which will assume some of the essential functions previously filled by part-time positions in FY 2020.
- Acct. 6265 – Decrease due to cancellation of out-of-state conference travel in FY 2021.

Fund: 01
Dept: 14-11

COMMUNITY SERVICES/RECREATION

	Actual Expenditures FY 2018	Actual Expenditures FY 2019	Budgeted Expenditures FY 2020	Projected Expenditures FY 2020	Estimated Requirements FY 2021
PERSONNEL SERVICES:					
5101 Salaries, Permanent Empl.	35,607	36,420	36,420	38,620	57,399
5102 Salaries, Temporary Empl.	26,480	33,819	27,581	26,261	9,469
5103 Overtime	521	20	100	100	300
5104 Vacation Pay	-	-	-	346	346
5109 Provision for Salary Adj.	-	-	1,129	-	-
5110 Auto Allowance	720	720	720	720	720
5230 Hospital & Medical Insurance	10,412	10,122	10,540	10,333	13,661
5233 Dental Insurance	560	587	532	532	600
5234 Group Life Insurance	128	131	140	134	161
5235 Accidental Death & Dismem.	23	24	30	22	17
5236 Disability Insurance	104	112	120	113	123
5240 Social Security Contribution	4,552	5,102	5,045	5,053	5,220
5241 Pension Contribution	2,897	2,927	3,000	3,100	3,500
5243 Worker's Compensation Ins.	126	2,076	2,180	1,963	2,258
Total Personnel Services	82,130	92,060	87,537	87,296	93,774
OPERATING EXPENSES:					
6202 Technical & Personal Services	12,419	8,080	10,510	9,510	9,510
6203 Professional Services	611	559	1,200	400	800
6213 Office Equipment Maint.	2,585	3,025	4,230	2,954	2,670
6230 Farmers Market	3,002	6,417	4,150	3,800	2,700
6260 Advertising	1,795	2,837	2,000	2,000	2,000
6261 Education & Training	-	-	800	100	700
6262 Dues, Memberships & Subsc.	170	275	745	745	745
6264 In Town Meetings	22	-	44	44	44
6265 Travel & Conferences	-	1,185	1,750	390	750
6266 Equipment Rental	2,890	1,510	2,640	1,760	1,760
6281 5K Run Expenses	5,975	7,329	6,850	6,850	6,850
7304 General Supplies	1,085	2,384	1,800	650	1,300
7307 Gasoline & Mileage	-	-	-	-	-
Total Operating Expense	30,554	33,599	36,719	29,203	29,829
CAPITAL OUTLAY:					
9503 Equipment	735	-	600	600	600
Total Capital Outlay	735	-	600	600	600
TOTAL COMMUNITY SERVICES	**113,419**	**125,660**	**124,856**	**117,099**	**124,203**

COMMUNITY SERVICES/RECREATION
CAPITAL OUTLAY DETAIL

Capital Outlay Detail	Annual
9503 Equipment	
Basketball Nets, Soccer Nets, Balls, Etc.	100
Replacement Tables for the Multi-Purpose Room	500
Total Account 9503	600
TOTAL CAPITAL IMPROVEMENTS	**600**

MAINTENANCE OF MUNICIPAL PROPERTY

Mission Statement
To work cooperatively with all city departments in maintaining a clean, safe, and efficiently operating Government Center and Police Building.

Description
The Maintenance Division is comprised of a full-time Building Maintenance Worker II, a Building Maintenance Worker, and a shared Parks/Building Maintenance Worker (50% Building Maintenance/50% Public Works-Parks). Division is responsible for equipment maintenance, minor electrical and plumbing repairs, painting, meeting room set-up, and minor custodial duties in the Police Building, Meeting Rooms, and Gymnasium. Ground maintenance of trees, lawn, and planting beds at the Government Center and Police Building complex are included in the Division responsibilities. The Director of Public Works is responsible for the overall administration of the department. The City outsources most of the custodial services throughout the Government Center and Police Building. The division generally operates approximately 10 hours per day, Monday through Friday. In addition, part-time employees supplied by the Recreation Department assist in monitoring, cleaning, and setting up meeting rooms on weekends.

Performance and Workload Measures

	FY 2018	FY 2019	Projected FY 2020	Estimated FY 2021
Estimated Number of Hours Meeting Rooms, Gym, and Multipurpose Room Requiring Room Set-up by Staff	4,924[1]	3404[2]	3500[2]	3500[2]
HVAC Failures/Repairs	16	21	18	19
Roof Repairs/Patches	2	5	3	4

[1]*Reduced rentals due to parking shortage during construction of the new Police Building.*

[2]*Government Center room rental anticipated to decrease slightly with availability of a new Emergency Operations Center/Training Room at the Police Building. Also, due to the COVID-19 Pandemic, rentals may be reduced, but the extent to which is yet unknown at this writing.*

Service Standards
- Daily cleaning of offices, meeting rooms, restrooms, and jail facilities.
- Daily inspection of areas cleaned by outsourced custodial service.
- Set-up for group meetings.
- Daily mail delivery and pick-up.
- Daily laundering of prisoner blankets and custodial linens (mops, towels and rags).
- Weekly inspection and operation of emergency generator.
- Weekly inspections of the boilers, pumps, and hot water system.
- Weekly set-up for Municipal Court.
- Semi-monthly set-up for City Council and Planning & Zoning Commission meetings.
- Monthly inspection and maintenance of HVAC system, water cooling tower, sewer lines and drains.
- Quarterly defrosting of refrigerators and freezers.
- Quarterly inventory of custodial supplies.
- Semi-annual St. Louis County inspections for elevator, emergency generator, and exhaust fans.
- Semi-annual roof inspections.
- Annual back-flow test of water system and inspection of fire suppression system.
- Seasonal snow removal, window cleaning, and painting.
- Day-to-day repairs on plumbing, electrical, HVAC, and building fixtures.
- Remodeling of interior spaces (wall repair, paint, carpet, tile, electrical and plumber relocations, etc.).

Fund: 01
Dept: 16-11

Objectives

- Track HVAC services following proper service standards.
- Track day-to-day activities and tabulate time spent on each task in an effort to improve efficiency.
- Repair plumbing, drywall, paint, electrical repairs, troubleshoot HVAC, and perform preventative maintenance on all mechanical equipment in the building.

Budget Highlights

- Acct. 6211 – Emergency Repairs to glycol loop piping in Government Center ($10,000).
- Acct. 6212 – Government Center share of contract cleaning services which are also utilized for the new Police Building and budgeted for in Police-Administration ($25,000).
- Acct. 9501 – Replacement of carpeting in MultiPurpose Room with vinyl or composite flooring ($17,000).
- Acct. 9503 – Replacement of one (1) small heat pump at the Government Center ($9,000). One unit failed in FY 2020 while several others are at the end of their life cycle.

MAINTENANCE OF MUNICIPAL PROPERTY

	Actual Expenditures FY 2018	Actual Expenditures FY 2019	Budgeted Expenditures FY 2020	Projected Expenditures FY 2020	Estimated Requirements FY 2021
PERSONNEL SERVICES:					
5101 Salaries, Permanent Empl.	81,801	76,393	92,796	112,630	119,997
5103 Overtime	2,253	1,770	2,000	2,000	2,000
5104 Vacation Pay	3,139	2,092	1,078	1,081	1,081
5105 Longevity Pay	2,630	2,023	1,344	1,344	1,344
5109 Provision for Salary Adj.	-	-	1,920	-	-
5230 Hospital & Medical Insurance	15,390	14,500	18,133	24,946	26,448
5231 Self Insured Medical Benefits	-	-	-	300	300
5233 Dental Insurance	810	701	761	1,194	1,224
5234 Group Life Insurance	304	267	374	417	403
5235 Accidental Death & Dismem.	61	53	75	65	45
5236 Disability Insurance	243	224	315	290	350
5240 Social Security Contribution	6,892	6,067	7,585	8,955	9,518
5241 Pension Contribution	27,670	35,909	29,312	27,350	32,200
5243 Worker's Compensation Ins.	3,267	2,643	2,775	2,499	2,874
Total Personnel Services	144,461	142,643	158,468	183,071	197,784
OPERATING EXPENSES:					
6202 Technical & Personal Services	-	-	-	1,500	-
6211 Equipment Maintenance	27,555	34,590	23,523	30,829	24,000
6212 Building & Ground Maint.	57,814	65,569	65,674	65,674	57,174
6250 Electricity	71,593	71,039	74,000	71,000	71,000
6252 Natural Gas	7,197	7,871	7,200	7,200	7,200
6253 Telephone	391	328	420	840	840
6254 Water & Sewer	15,940	21,658	16,000	16,000	16,000
6261 Education & Training	-	-	300	300	300
6271 Medical	95	-	100	100	100
7301 Chemicals & Cleaning	1,719	3,194	1,200	1,200	1,200
7302 Small Tools	174	51	300	300	300
7304 General Supplies	4,221	3,992	4,200	4,200	4,200
7307 Gasoline & Mileage	1,305	-	1,100	550	550
7308 Wearing Apparel & Linen	212	313	706	706	761
Total Operating Expense	188,216	208,605	194,723	200,399	183,625
CAPITAL OUTLAY:					
9501 Buildings & Improvements	-	-	-	-	17,000
9503 Equipment	450	450	10,000	23,000	9,700
Total Capital Outlay	450	450	10,000	23,000	26,700
TOTAL MAINTENANCE OF MUNICIPAL PROPERTY	**333,128**	**351,698**	**363,191**	**406,470**	**408,109**

MAINTENANCE OF MUNICIPAL PROPERTY
CAPITAL OUTLAY DETAIL

Capital Outlay Detail	Annual
9501 Building Improvements	
New Flooring in Multi-purpose Room	17,000
Total Account 9501	17,000
9503 Equipment	
Commercial Vacuum	700
Small Heat Pump HVAC Units	9,000
Total Account 9503	9,700
TOTAL CAPITAL OUTLAY	**26,700**

POLICE DEPARTMENT – ADMINISTRATIVE DIVISION

Mission Statement:
The Creve Coeur Police Department is committed to safeguarding the lives and property of the people we serve. We strive to reduce the incidence and fear of crime and to enhance public safety while working tirelessly to provide a better quality of life in the workplace and community. The Police Department continues to achieve these goals by working as a team with other city departments, government agencies and our community.

Administrative and Support Division:
The Administrative Division includes a full-time Chief of Police, two (2) Captains, two (2) Records Associates, a Support Services/Fleet Maintenance Assistant and an Executive Assistant to the Chief of Police. The Administration Division also includes a part-time Evidence Custodian.

Department Description
Administrative and Support Services is directly supervised by a Captain who reports to the Chief of Police. The Captain oversees and supervises the Records Room, the Records Associates, Support Services/Fleet Maintenance Assistant and administrative part-time employee, as well as all emergency management policies and practices. The Captain and the Administrative and Support Services employees are responsible for:

- Fleet purchasing, maintenance and surplus vehicle disposal
- Records management
- Driving While Intoxicated Tracking System (DWITS)
- Records purging
- Fingerprinting services
- Training coordinator
- In-car & body worn camera video system maintenance
- Sale/collection/maintenance of all police records, reports, data and statistics
- Deer mitigation program
- Emergency preparedness, including policies, practices and procedures
- Management of officer and department equipment
- False alarm reviews and follow-ups
- Building maintenance and security, including surveillance cameras and in-house phone recording
- Sunshine Law and Discovery Requests
- Liquor Licenses
- Massage Licenses
- Solicitors Permits
- Garage Sale Permits

The Bureau of Professional Standards is supervised by a Captain, who reports directly to the Chief of Police. He is responsible for updating Standard Operating Procedures, while working towards the

Fund: 01
Dept: 21-11

four-year international re-accreditation process. The policies and procedures manual reflect best practices, integrating a professional format and defensible action plans for high risk, high liability tasks. The Police Department underwent an on-site assessment in December of 2017. In March 2018, upon review from the CALEA Commission, the Police Department received its third re-accreditation using the Gold Standard review.

Additional duties of the Bureau of Professional Standards Captain include:

- Supervising the evidence function: including the operations of the evidence room, to include evidence and property submission, packaging, storage and disposal through court ordered destruction.
- Supervising the Evidence Custodian (part-time position)
- Management of crime scene and evidence photograph files
- Managing the CALEA Accreditation process
- Professional Standards: Investigating all department complaints, internal and external
- License Plate Recognition (LPR) maintenance
- Coordination of the hiring process for commissioned and reserve Police Officers
- Coordination of the Internship Program

The Bureau of Professional Standards works cooperatively with the Patrol Division to provide an efficient hiring process, perform administrative and legal research, maintain accurate records, provide a professional level of police communications and successfully complete CALEA re-certification processes.

Benchmarking/Budgetary Savings
The consolidation of services through the West Central Dispatch Center (WCDC) continues to realize a cost savings of over $100,000 annually in personnel and equipment costs, when compared to self-providing dispatch services since its inception in 2011. Additionally, the Police Department benefits from a highly professional level of service from the dispatch center.

It is the responsibility of the Chief of Police to review all essential job functions of department personnel in order to ensure that efficient and professional services are provided to the public. Staff reports and assessments of services are regularly provided to the City Administrator for review to ensure that this is achieved.

Service Standards

- Maintain professional and polite demeanor in all phone contacts with the public and radio contacts with officers and other police agencies. Operate within FCC regulations, with no violations.
- Accurately enter law enforcement computer data with no “sunshine” or “right of privacy” violations.
- Manage active criminal wanted entries and wanted cancellations. Immediate notification to personnel regarding Adult Abuse Court Orders. Immediate entry of arrest records (booking

Fund: 01
Dept: 21-11

sheets). Update and/or dispose of arrest files and reports according to Missouri retention laws.

- Process police reports, arrest files and traffic tickets on a daily basis.
- Respond to public requests for reports within 72 hours.
- Offer fingerprinting to residents and business personnel five (5) days a week for a minimal fee.
- The WCDC remotely monitors prisoners. Immediate notification of prisoner emergencies is handled through the WCDC. Prisoner feeding is in accordance with established timelines.
- Respond to citizen complaints within 24 hours, with the goal of resolving most internal investigations within 30 days.
- Complete required monthly crime statistics reports within 10 days. Submit all DWI reports within 15 days and all accident reports within 20 days to the proper authority. Submit quarterly financial status reports relative to federal Community Oriented Policing and Problem Solving (COPPS) grants within 15 days.
- Enter "false alarm" incidents in the alarm database within 48 hours. Submit false alarm reports and distribute false alarm notifications semi-monthly.
- Schedule equipment and fleet maintenance in accordance with the schedule and vehicle service plan. Schedule repairs within one business day, when possible.
- Conduct annual inventory of fixed assets and non-expendable items by April 30.
- Administer and complete the hiring process within 90 days from application processing and testing.
- Provide support to patrol division for purchases of equipment, overseeing repair, replacement, and updates of equipment necessary for daily job performance.
- Update Standard Operating Procedures, as well as complete four-year CALEA re-accreditation process.

WCDC Consortium Standards

- Answer and dispatch 911 calls immediately. Answer all non-emergency calls as soon as practical, not to exceed three (3) rings, if at all possible. Dispatch non-emergency calls as soon as practical, based on priority. Immediately call back and dispatch a patrol unit on "911" hang-ups. Re-contact and inform the complainant if priorities prevent dispatching non-emergency calls within five (5) minutes.
- Maintain immediate response or acknowledgement to radio calls from police officers. Immediately dispatch assists units in accordance with department policy.
- Provide regular reports and assessments to the Chief of Police and City Administrator of calls for service, records updates and budgetary expenditures.

Objectives

- Continue to reduce storage costs and paper usage by managing records through the use of Computer Assisted Report Entry (CARE).
- Continue to manage dispatch operating costs through the partnership of the WCDC.
- Offer online purchases accident reports, as well as walk-in services five days a week, 9.5 hours a day.

Fund: 01
Dept: 21-11

- Maintain Police Department vehicles and equipment in excellent condition providing the best equipment and technology available. Provide monthly reports of expenditures for vehicle maintenance and upkeep.
- Continue to maximize the use of mobile ticketing by officers and sergeants. The use of mobile ticketing by officers and sergeants is at the 99th percentile. Mobile ticketing is a computer application available through REJIS, which allows officers to electronically issue traffic tickets. The tickets download directly into the court system, eliminating the need to enter the tickets into the municipal court docket system.
- Recruit high quality applicants for police officer positions.
- Review building requirements and department procedures for CALEA compliance.
- Continue to upgrade and monitor the security of the Police Department, Government Center, and the Community Center.

Budget Highlights

- Accts. 5101-5243 – Increase in full-time salaries and benefits due to reclassification of a part-time Support Services/Fleet Maintenance Associate to a full-time position in FY 2021.
- Acct. 6202 – Expenses associated with continued participation in WCDC ($548,000).
- Acct. 6202 – Annual fee for CALEA certification process ($6,000).
- Acct. 6261 – Evidence Custodian Supervisor Class (IAPE) increase to cover new certification ($2,000).
- Acct. 6265 – Decrease due to cancellation of out-of-state conference travel in FY 2021.

Fund: 01
Dept: 21-11

POLICE - ALL DIVISIONS

	Actual Expenditures FY 2018	Actual Expenditures FY 2019	Budgeted Expenditures FY 2020	Projected Expenditures FY 2020	Estimated Requirements FY 2021
PERSONNEL SERVICES:					
5101 Salaries, Permanent Empl.	3,672,964	3,780,030	3,754,777	3,778,481	3,905,234
5102 Salaries, Temporary Empl.	29,272	44,853	70,512	42,768	29,382
5103 Overtime	95,847	69,378	75,000	73,365	74,000
5104 Vacation Pay	21,622	14,936	8,779	6,211	6,662
5105 Longevity Pay	29,231	24,133	23,520	22,616	22,560
5106 Holiday Pay	123,984	123,702	124,150	206,190	124,150
5107 Uniform Allowance	61,202	52,889	13,400	13,212	15,300
5109 Provision for Salary Adj.	-	2,160	95,978	-	-
5111 Cell Phone Allowance	-	-	2,400	2,080	1,920
5230 Hospital & Medical Insurance	514,087	501,092	522,375	520,485	564,295
5231 Self Insured Medical Benefits	-	5,900	6,600	4,900	4,200
5233 Dental Insurance	28,447	25,731	23,927	23,974	25,971
5234 Group Life Insurance	13,228	13,585	14,070	13,245	13,171
5235 Accidental Death & Dismem.	2,640	2,683	2,825	2,025	1,390
5236 Disability Insurance	9,235	10,160	11,880	10,650	10,910
5240 Social Security Contribution	298,533	304,156	318,893	317,087	319,709
5241 Pension Contribution	896,413	982,994	868,229	879,720	838,316
5243 Worker's Compensation Ins.	146,290	125,056	131,310	118,242	135,979
Total Personnel Services	5,942,994	6,083,438	6,068,625	6,035,251	6,093,149
OPERATING EXPENSES:					
6202 Technical & Personal Services	537,375	574,199	594,474	608,324	637,865
6203 Professional Services	14,008	7,678	10,500	8,500	9,000
6210 Vehicle Maintenance	57,147	52,861	58,400	52,900	49,775
6211 Equipment Maintenance	29,976	12,612	22,443	16,175	13,100
6213 Office Equipment Maint.	15,523	16,807	19,511	19,171	22,413
6253 Telephone	19,419	16,668	20,187	19,587	20,667
6260 Advertising	-	273	1,000	1,000	1,000
6261 Education & Training	39,318	23,259	30,470	17,730	23,220
6262 Dues, Memberships & Subsc.	2,110	1,939	5,492	4,725	5,317
6264 In Town Meetings	2,214	2,120	3,102	2,892	3,602
6265 Travel & Conferences	10,298	9,851	16,740	10,540	8,285
6266 Equipment Rental	1,644	822	-	-	-
6271 Medical	7,025	5,296	8,701	10,243	11,357
7301 Chemicals & Cleaning	298	748	600	600	900
7302 Small Tools	4,549	2,928	4,220	4,212	3,875
7304 General Supplies	4,670	6,580	9,525	8,383	7,825
7306 Memorials & Plaques	598	489	1,200	800	800
7307 Gasoline & Mileage	59,405	69,426	60,580	65,580	65,780
7308 Wearing Apparel & Linen	2,926	5,429	35,500	35,500	38,045
7309 Food For Prisoners	410	347	800	314	-
7313 Range Supplies	11,434	15,035	12,885	12,445	13,225
7314 Crime Prevention	3,235	3,820	3,700	3,694	3,700
Total Operating Expense	823,581	829,187	920,029	903,316	939,751

POLICE - ALL DIVISIONS

	Actual Expenditures FY 2018	Actual Expenditures FY 2019	Budgeted Expenditures FY 2020	Projected Expenditures FY 2020	Estimated Requirements FY 2021
CAPITAL OUTLAY:					
9501 Buildings & Improvements	-	-	-	-	500
9502 Vehicles	136,155	152,008	147,040	169,357	75,040
9503 Equipment	35,008	117,409	93,103	103,880	85,560
9504 Office Equipment	337	6,928	3,200	2,964	1,500
9505 Office Machines	39	-	2,000	1,950	-
Total Capital Outlay	171,538	276,345	245,343	278,151	162,600
TOTAL POLICE DEPARTMENT	**6,938,113**	**7,188,970**	**7,233,997**	**7,216,718**	**7,195,500**

POLICE - ADMINISTRATION

	Actual Expenditures FY 2018	Actual Expenditures FY 2019	Budgeted Expenditures FY 2020	Projected Expenditures FY 2020	Estimated Requirements FY 2021
PERSONNEL SERVICES:					
5101 Salaries, Permanent Empl.	503,131	495,019	489,253	531,671	570,535
5102 Salaries, Temporary Empl.	14,200	44,853	70,512	42,768	29,382
5103 Overtime	3,867	4,739	5,000	7,365	6,000
5104 Vacation Pay	8,799	3,764	1,939	451	902
5105 Longevity Pay	9,628	9,408	9,408	8,400	8,352
5107 Uniform Allowance	3,819	3,985	4,600	3,900	4,100
5109 Provision for Salary Adj.	-	-	13,239	-	-
5230 Hospital & Medical Insurance	65,885	60,121	57,550	61,075	79,734
5231 Self Insured Medical Benefits	-	1,000	1,200	600	600
5233 Dental Insurance	3,875	3,407	3,080	3,080	3,936
5234 Group Life Insurance	1,795	1,763	1,820	1,776	1,873
5235 Accidental Death & Dismem.	359	323	370	280	190
5236 Disability Insurance	1,353	1,477	1,550	1,420	1,600
5240 Social Security Contribution	39,965	41,478	45,438	45,483	47,374
5241 Pension Contribution	155,468	194,199	177,680	177,000	187,973
5243 Worker's Compensation	13,557	16,995	17,845	16,069	18,480
Total Personnel Services	825,700	882,532	900,484	901,338	961,031
OPERATING EXPENSES:					
6202 Technical & Personal Services	527,020	564,042	583,321	596,707	626,198
6203 Professional Services	10,436	4,678	6,500	5,000	5,000
6210 Vehicle Maintenance	4,922	2,596	4,400	4,400	3,600
6211 Equipment Maintenance	850	289	1,650	725	1,050
6213 Office Equipment Maint.	15,023	16,307	18,571	18,121	18,773
6253 Telephone	11,415	11,326	12,687	12,687	13,227
6260 Advertising	-	273	1,000	1,000	1,000
6261 Education & Training	17,031	10,539	15,775	12,020	9,500
6262 Dues, Memberships & Subsc.	1,340	1,450	2,572	2,280	2,332
6264 In Town Meetings	1,840	1,691	2,652	2,442	3,152
6265 Travel & Conferences	7,069	4,517	8,505	6,207	2,975
6266 Equipment Rental	1,644	822	-	-	-
6271 Medical	5,514	3,871	6,000	7,416	8,521
7302 Small Tools	2,785	625	1,400	1,400	1,200
7304 General Supplies	2,094	3,297	4,350	4,308	3,350
7306 Memorials & Plaques	598	489	1,200	800	800
7307 Gasoline & Mileage	2,178	2,945	2,480	2,480	2,480
7308 Wearing Apparel & Linen	1,796	2,131	2,550	2,550	2,000
7309 Food For Prisoners	410	347	800	314	-
Total Operating Expense	613,963	632,233	676,413	680,856	705,158

Communication: Review Proposed FY21 Budget (Unfinished Business)

POLICE - ADMINISTRATION

	Actual Expenditures FY 2018	Actual Expenditures FY 2019	Budgeted Expenditures FY 2020	Projected Expenditures FY 2020	Estimated Requirements FY 2021
CAPITAL OUTLAY:					
9501 Buildings & Improvements	-	-	-	-	500
9502 Vehicles	17,447	-	-	-	-
9503 Equipment	248	-	-	-	-
9504 Office Equipment	-	6,284	1,950	1,800	500
9505 Office Machines	39	-	2,000	1,950	-
Total Capital Outlay	17,733	6,284	3,950	3,750	1,000
TOTAL POLICE ADMINISTRATIVE DIVISION	**1,457,397**	**1,521,049**	**1,580,847**	**1,585,945**	**1,667,189**

POLICE - ADMINISTRATION
CAPITAL OUTLAY DETAIL

Capital Outlay Detail	Annual
9501 Buildings and Improvements	
Parking and Building Signs	500
Total Account 9501	500
9502 Vehicles	
(Nothing Budgeted)	0
Total Account 9502	0
9504 Office Equipment	
	0
2 Replacement Chairs	500
Total Account 9505	500
9505 Office Machines	
(Nothing Budgeted)	0
	0
Total Account 9505	0
TOTAL CAPITAL OUTLAYS	**1,000**

POLICE DEPARTMENT – INVESTIGATIONS DIVISION

Mission Statement
The mission of the Investigations Division is to investigate, deter, prevent crimes whenever possible, and solve crimes through arrest and recovery of property. The Investigations Unit has accomplished this by working in conjunction with the citizens of the city, victims, and witnesses as well as working with all Divisions within the Police Department. Furthermore, our detectives continue to enhance their effectiveness in their investigations by networking with other local, state, and federal law enforcement agencies.

Department Description
The Investigations Unit consists of a full-time Lieutenant, five (5) Detectives and a School Resource Officer. In addition to a daily criminal investigation caseload, the Investigations Unit has the responsibility of investigating all liquor and massage therapy license requests, as well as background investigations on new applicants. Three (3) Detectives are certified Major Case Squad Investigators. The Unit Lieutenant is a Deputy Report Writer for Major Case Squad. The Investigations Unit is supervised by a Lieutenant who reports directly to the Chief of Police.

Investigators utilize two (2) interview and interrogation rooms for interviewing crime victims, witnesses and suspects. These rooms are equipped with a closed-circuit monitoring and recording system. The Investigations Division maintains and operates a computer voice stress analyzer (CVSA), with two (2) Detectives serving as certified operators. The Division also has the ability to conduct covert surveillance operations.

Performance and Workload Measures

	FY 2018	FY 2019	Projected FY 2020	Estimated FY 2021
Total Case Assignments	404	417	418	415
Percentage of Clearance Rate for Cases Assigned	47%	51%	45%	47%
Percentage of Part I Clearance Rate (violent crimes)	52%	85%	75%	75%
Total Arrests	102	69	75	80
Property Value Recovery	$269,634	$543,570	$455,000	$450,000
Percentage of Property Value Recovery	32%	53%	50%	47%

During this fiscal year, Detectives were assigned to assist with Major Case Squad homicide investigations in Hazelwood, Calverton Park, Pine Lawn, Overland, and Bellefontaine Neighbors. The Lieutenant served as a Deputy Report Writer for a Major Case Squad Homicide investigation in Vinita Park. Detectives also investigated and solved several burglaries, robberies and assaults during the past year within the City of Creve Coeur.

Service Standards
- Assign all completed crime reports to a Detective/Investigator within 48 hours.

Fund: 01
Dept: 21-21

- Contact crime victims within 48 hours and provide a case progress report within ten (10) days. Detectives update victims regularly during active investigations. Unsolved and cold cases are reviewed every three (3) months.
- Complete warrant applications in a timely manner, not to exceed 30 days after arrest, pending lab results.
- Complete liquor license background investigations within one (1) week of receiving. documentation and fees, and massage business/therapist will be completed within two (2) weeks of receiving documentation and fees.
- Complete pre-employment background investigations within three weeks of being assigned to an Investigator.

Goals/Objectives

- Maintain a 30% or greater clearance rate for Part I crimes.
- Ensure completion and certification of Reid Interviewing training for one Detective.
- Ensure completion and certification in Medic-logical Death training for two Detectives through St. Louis University. This comprehensive certification and training delve into many aspects of suicide, homicide, assault and other crimes dealing with victims and suspects.
- Research implementing a "dark room"/clean room for future cyber-crime investigations following new Police Building construction completion.
- Continue to improve our peer and constituent network by attending meetings with local, state, and federal agencies.
- Continue to pursue use of technology including, but not limited to, DNA, facial recognition and license plate recognition (LPR).
- Continue skill advancement of our investigators through training that focuses on interview/interrogation, sex crimes, white collar crime, cybercrime, and death investigations.
- Re-open the cold case homicides at Covenant Seminary and AMC Movie theatre in order to leverage advancements in technological capabilities.
- Plan for succession by assigning new officers to assist detectives on investigations for familiarization and development of investigative skills, when timing and staffing allows.
- Eliminate the need to transport seized narcotics out of state for court-ordered destruction and dispense with the ongoing cost of disposal from $800-$1,000 per occurrence by providing our own on-site disposal method with a drug incinerator.
- Refine evidence transfer process by providing a means for citizens, laboratory analysis and court hearings to take custody of evidence through a mobile transfer platform (MobileOnQ) that is compliant with our new evidence tracking system.

Budget Highlights

- Accts. 5101-5243 – Increase due to division transfer of salary and benefits for a full-time SRO from Police-Administration (2111) to Police-Investigations (2121).
- Acct. 6213 – FileOnQ evidence annual software maintenance ($3,200).
- Acct. 6261 – Reid Interview Training for one (1) Detective ($795).
- Acct. 6261 – Evidence Custodian Supervisor Class (IAPE) increase to cover new certification ($2,000).
- Acct. 6265 – Decrease due to cancellation of out-of-state conference travel in FY 2021.
- Acct. 9503 – Purchase of mobile platform "MobileOnQ" for evidence entry into evidence tracking system ($4,300).

Fund: 01
Dept: 21-21

- Acct. 9503 – One (1) security camera support pole ($5,000).
- Acct. 9503 – One (1) drug incinerator to switch from utilizing off site equipment to onsite disposal ($5,500).

Fund: 01
Dept: 21-21

POLICE - INVESTIGATIONS

	Actual Expenditures FY 2018	Actual Expenditures FY 2019	Budgeted Expenditures FY 2020	Projected Expenditures FY 2020	Estimated Requirements FY 2021
PERSONNEL SERVICES:					
5101 Salaries, Permanent Empl.	346,762	331,711	515,832	393,000	540,143
5103 Overtime	18,488	14,407	15,000	13,000	15,000
5104 Vacation Pay	-	-	-	1,920	1,920
5105 Longevity Pay	2,560	1,440	1,440	2,444	2,784
5106 Holiday Pay	16,555	15,370	15,850	20,590	15,850
5107 Uniform Allowance	5,876	5,635	8,800	6,288	8,800
5109 Provision for Salary Adj.	-	-	13,639	-	-
5111 Cell Phone Allowance	-	2,160	2,400	2,080	1,920
5230 Hospital & Medical Insurance	69,994	40,714	49,780	38,878	40,045
5231 Self Insured Medical Benefits	-	1,200	1,200	1,800	1,800
5233 Dental Insurance	3,993	2,544	2,615	2,158	2,212
5234 Group Life Insurance	1,661	1,161	1,500	1,384	1,337
5235 Accidental Death & Dismem.	332	232	305	215	150
5236 Disability Insurance	1,331	976	1,280	1,160	1,150
5240 Social Security Contribution	28,585	27,666	43,832	33,608	44,861
5241 Pension Contribution	74,173	84,897	82,654	78,720	126,871
5243 Worker's Compensation	14,764	13,617	14,298	12,875	14,806
Total Personnel Services	585,074	543,730	770,425	610,120	819,649
OPERATING EXPENSES:					
6202 Technical & Personal Services	3,677	3,500	3,798	4,262	4,162
6203 Professional Services	3,571	3,000	4,000	3,500	4,000
6210 Vehicle Maintenance	4,328	3,237	4,000	3,500	4,000
6211 Equipment Maintenance	-	-	750	450	150
6213 Office Equipment Maint.	500	500	940	1,050	3,640
6253 Telephone	2,527	565	650	50	590
6261 Education & Training	4,866	3,463	3,695	3,230	6,020
6262 Dues, Memberships & Subsc.	525	265	1,515	1,040	1,105
6264 In Town Meetings	332	333	350	350	350
6265 Travel & Conferences	143	816	2,925	-	1,500
7301 Chemicals & Cleaning	-	135	300	300	300
7302 Small Tools	187	223	320	320	300
7304 General Supplies	1,601	1,931	3,175	2,075	2,475
7307 Gasoline & Mileage	1,654	2,351	2,100	2,100	2,300
7308 Wearing Apparel & Linen	316	-	550	550	500
7313 Range Supplies	-	-	-	-	500
Total Operating Expense	24,227	20,319	29,068	22,777	31,892
CAPITAL OUTLAY:					
9502 Vehicles	-	-	-	-	-
9503 Equipment	2,839	2,693	4,390	12,640	11,840
9504 Office Equipment	201	328	750	664	500
Total Capital Outlay	3,040	3,021	5,140	13,304	12,340
TOTAL POLICE INVESTIGATIONS DIVISION	**612,341**	**567,071**	**804,633**	**646,201**	**863,881**

POLICE - INVESTIGATIONS
CAPITAL OUTLAY DETAIL

Capital Outlay Detail	Annual
9501 Buildings and Improvements	
(Nothing Budgeted)	-
Total Account 9501	-
9502 Vehicles	
(Nothing Budgeted)	
Total Account 9502	-
9503 Equipment	
ABA Ballistic Vest Covers (2)	240
Vehicle Equipment for New Investigation Vehicle	800
Mobile Evidence Tracking System	4,300
Drug Incinerator	5,500
Equipment for Change Over	1,000
Total Account 9503	11,840
9504 Office Equipment	
Office Chairs (Replacement) - 2	500
Total Account 9504	500
TOTAL CAPITAL OUTLAY	**12,340**

POLICE DEPARTMENT – PATROL & COMMUNITY POLICING DIVISION

Mission Statement
The Mission of the Patrol & Community Policing Division is to work cooperatively with the public, all Divisions within the Police Department, and other law enforcement agencies. Our mission is the preservation of life, property, and human rights for all people, by patrolling the city with a purpose, responding to calls for service and applying the basic principles of Problem Oriented Policing and our Law Enforcement responsibilities.

Department Description
The Police Department consists of 49 commissioned officers, and one (1) reserve officer. The Patrol Division consists of two full-time (2) Lieutenants which serve as division commanders; eight (8) Sergeants; four (4) Traffic Safety Officers; two (2) Crime Prevention Officers; and twenty-three (23) Patrol Officers. The Lieutenants are responsible for overall supervision of police operations, including community policing, crime prevention and traffic safety. This entails the daily operations of the Patrol Division to include purchases, maintaining the continuity of police operations and professional services. In addition, the Lieutenants oversee the coaching and performance of all police personnel which includes the officers and supervisors in the Patrol Division. Field Operations oversees the daily scheduling, purchasing, payroll and any significant operations, such as civilian demonstrations and community affairs events. The Police Patrol Division transitioned from 8-hour shifts to 12-hour shifts in FY 2019.

The Community Policing and Crime Prevention Unit is responsible for these areas of operation:

- Crime prevention programs, including the Drug Abuse Resistance Education (DARE) program
- Community problem solving
- Traffic safety and traffic management
- Traffic surveys and studies
- Proactive crime prevention education and training
- Crime prevention through environmental design (CPTED)
- Crime statistics and analysis
- Citizen's Police Academy

Performance and Workload Measures
Performance measures are a means of comparing Police Department activity from year to year. The Police utilizes a performance evaluation program that is intended to reinforce behavior and conduct that is consistent with the Department's mission, creates an awareness of deficiencies, and assists management in formulating decisions such as market adjustments, position assignments, promotions and retention.

The evaluation measures performance levels are as follows:

- Meets Expectations
- Marginally Meets Expectations
- Below Expectations

Fund: 01
Dept: 21-22

Service Standards

	FY 2018	FY 2019	Projected FY 2020	Estimated FY 2021
External Survey, Percentage of Residents Surveyed Rating Overall Satisfaction of Local Police Protection as Very Satisfied and Satisfied[1]	95%	N/A	N/A	N/A
Average Response Time (Priority I)	4 min.	4 min.	4 min.	4 min.
Average Response Time (Priority II)	4 min.	4 min.	4 min.	4 min.
Crime Rate[2]	20.2	19.8	19.4	19.6
Total Maintenance and Preventative Expenditures per Vehicle	$1,230	$1,100	$900	$1,000
Total Vehicle Maintenance Expenditures per Mile Driven	$0.08	$0.05	$0.05	$0.06
Arrests	848	889	970	1,000
Total Arrests per Police Officer[3]	17.3	18.1	19.8	20.4
Traffic Citations	4,211	4,414	5,116	5,200
Traffic Citations per Police Officer[3]	84	90	104	106
Sobriety Checkpoints (loss of state funding for Sobriety Checkpoints)	0	0	0	0
Total DWI Arrests	115	89	88	87
Total Driving While Intoxicated (DWI) Arrests per 1,000 population	6.4	4.9	4.7	4.7
Total DWI Arrests per Police Officer[3]	2.3	1.8	1.8	1.8
DWI Arrests from Sobriety Checkpoints	0	0	0	0
Citizen Police Academy Sessions	2	2	2	2

[1]*The Triennial Resident Survey was conducted in FY 2018.*
[2]*Offenses per 1,000 population (FY 2016 population estimate of 18,612).*
[3]*Based on authorized personnel of 49 commissioned officers which includes 5 commanders and 1 Chief of Police (49-6 = 43).*

Customer Service

- Ensure all contacts with the public are handled in a polite, courteous, professional, and legal manner while recognizing the needs of all involved.
- Acknowledge citizen complaints within 24 hours and resolve complaints as soon as practical.

Calls for Service

- Respond to calls promptly and safely with an average response time of four (4) minutes.
- Provide life-saving first aid and seek immediate medical attention for sick or injured persons.
- Maintain a minimum staffing level of four (4) patrol sectors on a daily basis.
- Continue improving patrol availability through full staffing of five (5) patrol sectors.

Fund: 01
Dept: 21-22

- Operate patrol vehicles in a safe and responsible manner.
- Notify the Street Department and MoDOT immediately of emergency road conditions.
- Tow any vehicles within 48 hours when abandoned along state roadways. Tow unresolved derelict vehicles on private property within seven (7) days.

Crash Reduction

- Monitor, survey, and analyze traffic issues, taking action to promote the safe and efficient movement of traffic through education and enforcement, when necessary.
- Conduct a quarterly assessment of high crash locations and the crash enforcement index.
- Direct enforcement efforts to reduce crashes.
- Complete most crash and incident reports within 24 hours, not to exceed 72 hours.

Crime Prevention Activities

- Perform residential vacation checks on a daily basis, prior to 6:00 PM.
- Perform overnight business security patrols; completing them by 6:00 AM daily.
- Partner with local banking facilities to review and improve hold-up and notification procedures.
- Review reported criminal activity looking for patterns, ensuring all patrol officers and citizens are informed of criminal information and activity within the city.
- Perform quarterly analysis of crime trends, offering solutions and crime prevention methods to patrol officers.
- Educate the general public in crime prevention methods to limit exposure to becoming a victim.
- Provide timely alerts about criminal activity occurring in the local area.
- Provide frequent patrols at all schools in the city, helping to provide students, teachers, and parents a real sense of security for children.
- Present DARE program in accordance with established national standards.
- Conduct CERT classes in accordance with Federal Emergency Management Agency (FEMA) standards.
- Conduct Citizen Police Academy classes to educate residents on the complexities of police work.
- Conduct Rape Aggression Defense training to educate females on self-defense techniques and strategies to escape an attack.
- Conduct safety assessments for homeowners and educate subdivision associations about crime prevention in their neighborhoods.
- Conduct safety assessments for businesses, notifying them of criminal activity and trends.

Legal Compliance

- Comply with all laws, regulations, procedures, and reporting requirements pertaining to: radio communications, access to and dissemination of protected information and public records, the Safe Schools Act, adult abuse, and racial profiling laws and civil rights.
- Make direct referrals of adult abuse to Victim's Service Council.
- Submit racial profiling annual report to Attorney General by March 1st.
- Comply with mandatory Missouri Peace Officer Standards and Training (POST) regulations for commissioned police officers for each annual POST cycle by offering in-service and computer-based in-house training, in addition to instruction at the St. Louis County and Municipal Police Academy (CMPA).
- Provide emergency court orders for victims of domestic violence.

Fund: 01
Dept: 21-22

Holding Facility

- Administer holding facilities in accordance with Department of Justice and Missouri Juvenile Justice Association standards. Continue to remotely monitor prisoners through the West Central Dispatch Center (WCDC).
- Accept bail bonds for the city and other jurisdiction, while processing bonds by 9:00 AM each business day.
- Execute arrest notifications from other jurisdictions within 48 hours.
- Obtain in-custody warrants on serious felony crimes within 24 hours.
- Provide bailiff services for Municipal Court three (3) times a month.
- Maintain a safe and secure holding facility for housing prisoners.
- Provide in-custody holding through a contract with the St. Louis County Jail for felons in-custody until formal charges are issued.

Equipment and Facilities

- Perform required testing and maintenance of speed measuring instruments and monthly maintenance of alcohol breath testing instruments.
- Monitor all city-owned property, to include patrols of all city parks, daily.
- Assist visitors to city facilities when needed.
- Continue to provide a high level of safety and security for City Council, Municipal Court, and other Government Center meetings and functions, as needed.

Objectives

- Continue efforts to reduce traffic collisions, with a goal of reducing opportunities for conflicts which lead to crashes. This will be accomplished through identification of high crash locations, roadway engineering improvement recommendations, education, and enforcement in those problem areas.
- Continue to develop tactical training and response. The Police Department's goal is to have two (2) practical exercises a year and continue participation in regional Multi Assault Counter Terrorism Action Capabilities (MACTAC) training.
- Continue our credentialing and training in the application of civil disturbances, riot training, de-escalation training, and a resolute awareness of those protesting and their civil rights.
- Continue to develop a Crisis Intervention Team (CIT) program to deal effectively with mentally and emotionally disturbed individuals with a goal to have at least 85% of patrol officers CIT certified.
- The continuation of a fitness standard based on the essential job functions through a certified fitness program that has been accredited through Standard and Associates.
- Increase patrol and investigative effectiveness. The overall goal is to reduce incidences of crimes against persons and property and be attentive to problems, through extra patrols which are assigned at daily briefings.
- Promote safe driving, awareness, and training in order to reduce officer involved collisions.
- Promote consistent and effective response to domestic violence incidents. Our goal is to reduce recurring incidents, whenever possible. Eight officers are trained to issue 'after hours' court orders of protection.
- Increase patrol availability by being fully staffed, to the extent possible.

Fund: 01
Dept: 21-22

Budget Highlights

- Acct. 6262 – FAA licensing fees for UAV-drone pilots ($1,440).
- Acct. 9502 – Two (2) Ford Interceptors to replace older fleet vehicles ($75,000), which includes one (1) Hybrid. Cost for vehicle purchase will be offset by estimated trade-in value of retired vehicles ($16,000) and reduced annual gasoline usage.
- Acct. 9503 – Increase due to addition of windshield emergency lights to two (2) department motorcycles ($1,500).
- Acct. 9503 – Increase due to replacement of expired ballistic shields and blankets ($8,000).
- Acct. 9503 – New emergency running board lights for two (2) traffic cars ($1,600).
- Acct. 9503 – Purchase of two (2) new emergency light bars for police vehicles ($3,500).
- Acct. 9503 – Purchase of two (2) vehicle prisoner partitions w/ reverse seatbelts ($1,200).
- Acct. 9503 – Fifteen (15) replacement tasers ($18,000).

Fund: 01
Dept: 21-22

POLICE - PATROL

	Actual Expenditures FY 2018	Actual Expenditures FY 2019	Budgeted Expenditures FY 2020	Projected Expenditures FY 2020	Estimated Requirements FY 2021
PERSONNEL SERVICES:					
5101 Salaries, Permanent Empl.	2,823,071	2,953,301	2,749,692	2,853,810	2,794,556
5102 Salaries, Temporary Empl.	15,072	-	-	-	-
5103 Overtime	73,492	50,232	55,000	53,000	53,000
5104 Vacation Pay	12,823	11,172	6,840	3,840	3,840
5105 Longevity Pay	17,043	13,285	12,672	11,772	11,424
5106 Holiday Pay	107,429	108,332	108,300	185,600	108,300
5107 Uniform Allowance	51,508	43,268	-	3,024	2,400
5109 Provision for Salary Adj.	-	-	69,100	-	-
5230 Hospital & Medical Insurance	378,208	400,258	415,045	420,532	444,516
5231 Self Insured Medical Benefits	-	3,700	4,200	2,500	1,800
5233 Dental Insurance	20,578	19,780	18,232	18,736	19,823
5234 Group Life Insurance	9,772	10,660	10,750	10,085	9,961
5235 Accidental Death & Dismem.	1,948	2,127	2,150	1,530	1,050
5236 Disability Insurance	6,552	7,707	9,050	8,070	8,160
5240 Social Security Contribution	229,983	235,012	229,623	237,995	227,474
5241 Pension Contribution	666,772	703,899	607,895	624,000	523,472
5243 Worker's Compensation	117,969	94,444	99,167	89,298	102,693
Total Personnel Services	4,532,220	4,657,176	4,397,716	4,523,792	4,312,469
OPERATING EXPENSES:					
6202 Technical and Personal Services	6,678	6,657	7,355	7,355	7,505
6210 Vehicle Maintenance	47,897	47,028	50,000	45,000	42,175
6211 Equipment Maintenance	29,126	12,324	20,043	15,000	11,900
6253 Telephone	5,477	4,777	6,850	6,850	6,850
6261 Education & Training	17,421	9,257	11,000	2,480	7,700
6262 Dues, Memberships & Subsc.	245	224	1,405	1,405	1,880
6264 In Town Meetings	42	96	100	100	100
6265 Travel & Conferences	3,086	4,518	5,310	4,333	3,810
6271 Medical	1,510	1,425	2,701	2,827	2,836
7301 Chemicals & Cleaning	298	613	300	300	600
7302 Small Tools	1,577	2,080	2,500	2,492	2,375
7304 General Supplies	975	1,352	2,000	2,000	2,000
7307 Gasoline & Mileage	55,573	64,130	56,000	61,000	61,000
7308 Wearing Apparel & Linen	814	3,298	32,400	32,400	35,545
7313 Range Supplies	11,434	15,035	12,885	12,445	12,725
7314 Crime Prevention	3,235	3,820	3,700	3,694	3,700
Total Operating Expense	185,390	176,635	214,549	199,683	202,701
CAPITAL OUTLAY:					
9501 Buildings & Improvements	-	-	-	-	-
9502 Vehicles	118,708	152,008	147,040	169,357	75,040
9503 Equipment	31,921	114,716	88,713	91,240	73,720
9504 Office Equipment	136	316	500	500	500
Total Capital Outlay	150,765	267,040	236,253	261,097	149,260
TOTAL PATROL DIVISION	**4,868,375**	**5,100,850**	**4,848,517**	**4,984,572**	**4,664,430**

POLICE - PATROL
CAPITAL OUTLAY DETAIL

Capital Outlay Detail	Annual
9502 Vehicles	
2020 Hybrid Ford Interceptor Utility Patrol Vehicle (1)	39,040
2020 Ford Interceptor Utility Patrol Vehicle (1)	36,000
Total Account 9502	75,040
9503 Equipment	
Center Radio Consoles for 2 New Patrol Vehicles	1,400
Equipment Boxes for 2 New Patrol Vehicles	500
Equipment/Ballistic Blankets	0
Equipment/Ballistic Shields	3,500
Fold-Up Equipment Trays for 2 New Patrol Vehicles	450
Laser Truspeed 100 Reim Blue Print Grant	-
Male and Female Ballistic Vests	8,000
Mobile Ticket Printers Cradles and Installation	6,000
Motorcycle Change Over Equipment	0
Motorola APX6000 Walkie Talkie	6,400
Personal Gun Safe for Home Use	240
Pistol Magazines	200
Portable Breath Test Unit (Reimburse by Blue Print Grant)	400
Prisoner Partitions for 2 New Patrol Vehicles	4,000
Push Bumpers for 2 New Patrol Vehicles	800
Radar Units(Reimbursed by Grant)	6,400
Replacement Duty Holsters	1,200
Retro-Fitting for New Patrol Vehicles	0
Reverse Seatbelt System for Patrol Cars	0
Rumbler Sirens for 2 New Patrol Vehicles	1,020
Running Board Lights for 2 New Patrol Vehicles	1,600
Siren Boxes for 2 New Patrol Vehicles	900
Siren Speakers for 2 New Patrol Vehicles	900
Sound-Off Lightbars for 2 New Patrol Vehicles	3,400
Tasers	18,000
Tasers Four Year Extended Warranties	5,190
Traffic Cones (ANSI Compliant Cones)	220
Vehicle Equipment for 2 New Patrol Vehicles	3,000
Total Account 9503	73,720
9504 Office Equipment	
Office Chairs (Replacement) - 2	500
Total Account 9504	500
TOTAL CAPITAL OUTLAY	**149,260**

PUBLIC WORKS DEPARTMENT – ADMINISTRATION DIVISION

Mission Statement

To provide engineering services, project management, and contract administration for the construction and maintenance of all city infrastructures from design to construction completion.

Description

The Department of Public Works consists of the following five (5) divisions: Administration, Building Maintenance, Street Maintenance, Parks Maintenance, and Health and Environment. The Director of Public Works oversees the activities of these divisions. The Director of Public Works enforces codes, specifications, standards and regulations on engineering matters. Public Works-Administration includes a full-time Public Works Director, an Assistant Public Works Director/City Engineer, a Civil Engineer,[1] Project Manager and a shared Administrative Supervisor (Public Works-Administration 50%/Community Development-Planning 50%).

[1]The Civil Engineer position is expensed to the Capital Improvement Fund Administration account to manage those projects.

Related major Division duties and responsibilities include the following:

- Recommend contracts for city construction projects.
- Oversee the execution of professional services including engineering, surveying, appraisal, and title service for public improvement projects.
- Administer the Sanitary Sewer Lateral Program.
- Develop cost estimates for the Capital Improvement Program.
- Project Management of Facility Improvement Projects
- Provide technical assistance to the Planning & Zoning Commission (P&Z), the Stormwater, Horticulture, Ecology and Beautification, Parks and Historic Preservation, Arts, and Police and Safety committees and the Tappmeyer Homestead Foundation.
- Manage the annual street repair/replacement programs, trash/recycling/yard waste, leaf hauling, limb chipping, and lawn maintenance.
- Oversee the Street Tree Planting Program.
- Facility Management of the Government Center.
- Inspect all subdivision and public improvement projects to ensure compliance with all applicable codes and ordinances.
- Apply for and manage Department grant projects.
- Maintain right-of-ways (ROWs).
- Manage Site Development Reviews/Permits/Inspections on private developments.

Performance and Workload Measures

	FY 2018	FY 2019	Projected FY 2020	Estimated FY 2021
Number of Open Engineering and Construction Projects (includes all capital)	45	43	55	40
Dollar Amount of Grants Awarded[1]	$524,000	$1,177,600	$2,560,350	$1,659,200
Average Hours of Training per Employee, All Department Divisions	48	50	50	52

Fund: 01
Dept: 31-11

Total Number of Workman's Compensation Claims, All Department Divisions	2	4	0	0
Total Days of Missed Work Due to On-The-Job Injuries, All Department Divisions	0	5	0	0
Dollar Amount of Spending Through Cooperative Purchasing, All Divisions (i.e. vehicles, salt, micro-surfacing)	$536,800	$ 538,050	$507,000	$575,000

[1]Grant funding approved for project application during Fiscal Year specified.

Service Standards

- Prepare bid documents for grounds maintenance in city parks, Olive and I-270 interchange, and medians.
- Prepare bid documents for asphalt materials (cold patch, crack seal, etc.), concrete, asphalt overlays, micro-surfacing, road and sidewalk construction, and lane striping for bidding.
- Maintain an average Pavement Condition Index (PCI) of 65 for all of the city-maintained streets without exceeding budget.
- Provide the highest quality of customer service.
- Prepare bid documents for equipment, building improvements, pavement improvements, grounds maintenance, mowing, tree planting, trash and recycle service, and hauling leaves for spring/fall pickups.
- Respond to resident complaints within 48 hours and resolve such matters that are within the city jurisdiction.
- Review Planning and Zoning Commission (P&Z) matters/communication with P&Z Chairman in the time frame requested by the Director of Community Development.
- Process ROW permit applications within 48 hours of the submission date.
- Execute grant applications for Community Development Block Grant (CDBG), Municipal Parks, Surface Transportation Program (STP), Safe Routes to School (SRTS), Congestion Mitigation and Air Quality (CMAQ), Transportation Alternative Program (TAP), Land and Water Conservation (LWC) and Tree Resource Improvement and Maintenance II (TRIM II) and other miscellaneous grants as they become available.
- Manage construction projects as related to successful grant applications.

Objectives

- Manage Capital Improvement Program (CIP) pavement replacement programs.
- Create a multi-year pavement management plan.
- Improve the utilization of the Geographical Information System (GIS) software. Produce more maps that will help with planning, cost estimating, design, and emergency management.
- Prepare bid specifications for CIP and grant projects.
- Apply for grants to seek funding for projects that have been placed on the CIP five-year and future project list.
- Work with the Stormwater Committee to review stormwater issues and recommend corrective projects.
- Create a three- to five-year planning schedule for projects and goals.
- Administrative Maintenance of in-house programs:
    - Concrete sidewalk replacement/grinding programs

- Proper tree/plant care programs
- Storm sewer replacement programs (small and large projects)
- Decorative lighting maintenance
- Asphalt milling/replacement (small projects)

Budget Highlights

- Accts. 5101-5243 – Includes 50%-50% cost share of one (1) full-time Administrative Supervisor position with Community Development-Planning (3211).
- Acct. 6202 – Weather or Not Forecasting service ($5,600).
- Acct. 6203 – On-call GIS special project consulting services per the Strategic Plan ($500).
- Acct. 6211 – Increase due associated with traffic signal replacement/repairs transferred from Public Works-Streets (3141) to centralize all expenses associated with traffic signal locates and maintenance ($30,000).
- Acct. 6213 – Copier lease and maintenance fees ($4,000).
- Acct. 6265 – Decrease due to cancellation of out-of-state conference travel in FY 2021.

PUBLIC WORKS - ALL DIVISIONS

	Actual Expenditures FY 2018	Actual Expenditures FY 2019	Budgeted Expenditures FY 2020	Projected Expenditures FY 2020	Estimated Requirements FY 2021
PERSONNEL SERVICES:					
5101 Salaries, Permanent Empl.	998,403	918,515	924,012	900,173	922,588
5103 Overtime	17,359	38,008	36,000	43,400	38,500
5104 Vacation Pay	6,735	6,401	4,208	4,212	4,212
5105 Longevity Pay	8,506	6,779	5,184	5,184	5,184
5109 Provision for Salary Adj.	-	-	23,260	-	2,163
5110 Auto Allowance	4,200	4,200	4,200	4,200	4,200
5111 Cell Phone Allowance	-	222	-	-	-
5230 Hospital & Medical Insurance	190,781	167,008	191,000	159,191	167,705
5231 Self Insured Medical Benefits	-	2,300	2,400	1,775	2,100
5233 Dental Insurance	10,854	8,643	8,182	7,302	7,843
5234 Group Life Insurance	3,528	3,387	3,374	3,222	3,186
5235 Accidental Death & Dismem.	706	660	718	499	360
5236 Disability Insurance	2,721	2,475	3,004	2,355	2,652
5240 Social Security Contribution	76,386	71,333	76,261	73,223	74,729
5241 Pension Contribution	201,086	241,239	200,541	192,800	208,025
5243 Worker's Compensation Ins.	46,645	30,549	32,076	28,885	33,218
Total Personnel Services	1,567,909	1,501,719	1,514,420	1,426,421	1,476,664
OPERATING EXPENSES:					
6202 Technical & Personal Services	12,369	18,920	18,200	15,350	15,350
6203 Professional Services	1,565	7,720	7,000	3,000	4,100
6207 Temporary Personnel Services	118,351	140,384	158,550	158,550	158,550
6210 Vehicle Maintenance	27,216	32,397	32,500	41,000	32,500
6211 Equipment Maintenance	30,150	30,174	31,000	72,500	72,000
6212 Building & Ground Maint.	209,835	206,533	250,020	241,020	234,438
6213 Office Equipment Maint.	5,035	4,989	12,070	4,800	4,800
6214 Refuse Collections	734,081	762,233	796,000	763,000	793,520
6215 Weed Cutting/Tree Removal	2,600	2,760	-	-	-
6216 Larviciding	3,960	2,749	3,400	3,400	3,400
6223 Tappemeyer House.	3,598	19,883	10,152	10,152	8,500
6250 Electricity	28,412	26,611	29,000	27,000	27,000
6251 Street Lighting	152,391	142,300	140,000	118,000	118,000
6252 Natural Gas	9,653	8,406	8,000	8,000	8,000
6253 Telephone	7,392	7,526	8,736	6,653	7,418
6254 Water & Sewer	53,765	82,598	72,000	77,000	77,000
6260 Advertising	356	-	500	200	200
6261 Education & Training	772	2,524	3,800	3,300	4,250
6262 Dues, Memberships & Subsc.	386	1,130	1,090	1,090	1,110
6264 In Town Meetings	83	220	200	200	200
6265 Travel & Conferences	2,408	1,155	7,700	4,810	2,400
6266 Equipment Rental	3,295	2,585	4,000	3,500	3,500
6271 Medical	-	349	600	600	600
7301 Chemicals & Cleaning	3,587	1,883	4,500	2,700	2,700
7302 Small Tools	3,798	4,845	5,900	6,400	6,200
7303 Horticultural Supplies	25,106	24,823	42,000	38,000	35,000
7304 General Supplies	2,751	3,665	3,900	3,100	2,900

PUBLIC WORKS - ALL DIVISIONS

	Actual Expenditures FY 2018	Actual Expenditures FY 2019	Budgeted Expenditures FY 2020	Projected Expenditures FY 2020	Estimated Requirements FY 2021
OPERATING EXPENSES (CONT'D):					
7305 Street and Sidewalk Maintenance	40,899	13,046	60,000	45,000	30,000
7307 Gasoline & Mileage	37,874	42,157	44,500	47,500	44,000
7308 Wearing Apparel & Linen	13,316	13,652	14,825	14,825	15,125
7310 Snow Removal Supplies	52,005	55,678	81,000	87,000	92,000
7311 Street Signs	13,247	18,831	19,500	16,000	16,000
7318 Small Storm Water Projects	12,689	519	15,000	5,000	5,000
Total Operating Expense	1,612,945	1,683,244	1,885,643	1,828,650	1,825,761
CAPITAL OUTLAY:					
9501 Buildings & Improvements	8,354	-	-	-	-
9502 Vehicles	401	-	-	-	-
9503 Equipment	40,019	34,639	57,200	57,280	25,250
9504 Office Equipment	756	95	1,000	750	-
Total Capital Outlay	49,530	34,734	58,200	58,030	25,250
TOTAL PUBLIC WORKS	**3,230,384**	**3,219,697**	**3,458,263**	**3,313,101**	**3,327,675**

PUBLIC WORKS ADMINISTRATION

	Actual Expenditures FY 2018	Actual Expenditures FY 2019	Budgeted Expenditures FY 2020	Projected Expenditures FY 2020	Estimated Requirements FY 2021
PERSONNEL SERVICES:					
5101 Salaries, Permanent Empl.	350,938	313,263	299,176	308,273	305,327
5103 Overtime	-	1,961	1,000	4,400	1,500
5104 Vacation Pay	6,186	6,401	4,208	4,212	4,212
5105 Longevity Pay	3,072	2,701	2,496	2,496	2,496
5109 Provision for Salary Adj.	-	-	8,403	-	-
5110 Auto allowance	4,200	4,200	4,200	4,200	4,200
5230 Hospital & Medical Insurance	43,503	34,478	31,804	33,812	37,524
5231 Self-insured Medical Benefits	-	600	600	875	600
5233 Dental Insurance	2,732	1,913	1,655	2,046	2,339
5234 Group Life Insurance	1,192	1,217	1,099	1,153	1,116
5235 Accidental Death & Dismem.	238	226	220	179	125
5236 Disability Insurance	935	810	929	800	862
5240 Social Security Contribution	27,685	24,332	24,441	24,754	24,307
5241 Pension Contribution	84,870	104,073	90,963	88,300	96,300
5243 Worker's Compensation	3,141	10,061	10,564	9,513	10,940
Total Personnel Services	528,691	506,235	481,758	485,013	491,847
OPERATING EXPENSES:					
6202 Technical & Personal Services	4,332	106	6,000	6,000	6,000
6203 Professional Services	1,565	7,720	7,000	3,000	4,100
6210 Vehicle Maintenance	-	5	-	-	-
6211 Equipment Maintenance	-	-	-	40,500	40,000
6213 Office Equipment Maint.	5,035	4,989	10,920	4,800	4,800
6253 Telephone	3,255	3,432	3,120	3,120	3,120
6260 Advertising	356	-	500	200	200
6261 Education & Training	79	713	1,000	500	1,000
6262 Dues, Memberships & Subsc.	386	1,130	1,090	1,090	1,110
6264 In Town Meetings	83	220	200	200	200
6265 Travel & Conferences	1,083	1,155	4,700	4,810	-
7302 Small Tools	439	155	200	200	200
7304 General Supplies	(145)	462	200	200	200
7307 Gasoline & Mileage	1,188	539	1,000	500	500
7308 Wearing Apparel & Linen	511	481	700	700	500
7332 Computer Software	-	-	-	-	-
Total Operating Expense	18,168	21,106	36,630	65,820	61,930
CAPITAL OUTLAY:					
9504 Office Equipment	756	95	1,000	750	-
Total Capital Outlay	756	95	1,000	750	-
TOTAL PUBLIC WORKS ADMINISTRATION	**547,614**	**527,436**	**519,388**	**551,583**	**553,777**

PUBLIC WORKS - ADMINISTRATION
CAPITAL OUTLAY DETAIL

Capital Outlay Detail	Annual
9504 Office Equipment	
(Nothing Budgeted)	-
Total Account 9504	-
TOTAL CAPITAL OUTLAY	-

PUBLIC WORKS DEPARTMENT - STREET MAINTENANCE DIVISION

Mission Statement

To provide for enhanced public safety through maintenance, care, and repair of all city streets, sidewalks and right-of-ways (ROWs). To perform limb and leaf collection and ice and snow removal services during the appropriate season for the safety and convenience of city residents.

Description

The Street Division consists of an Operation Superintendent and a pool of three (3) Foreman I, a Maintenance II Worker/Mechanic; four (4) Maintenance II Workers; and three (3) Maintenance I Workers which are shared with the Parks Division as needed to complete projects. Related Streets Division duties and responsibilities include the following:

- Maintain approximately 180 lane miles of city-maintained streets.
- Provide snow removal, leaf/limb pickup for approximately 32 privately owned lane miles.
- Maintain and/or construct sidewalks, road pavement and right-of-way (ROW).
- Remove snow and treat streets for emergency ice control.
- Perform seasonal curbside limb and leaf collection.
- Install and maintain catch basins and storm inlet systems.
- Help maintain creeks to ensure they are free and clear of blockage to assist in flood control.
- Maintain vehicle and equipment fleets.
- Help coordinate and inspect concrete/asphalt/mudjacking contractors during construction.

Performance and Workload Measures

	FY 2018	FY 2019	Projected FY 2020	Estimated FY 2021
FLEET				
Average Age, Heavy-Duty Vehicles (>19,500 GVW)	8.5	9	9.5	9.5
Average Miles Driven, Heavy-Duty Vehicles	2,096	4,325	3,000	3,000
Average Age, Medium-Duty Vehicles (10,000-19,500 GVW)	7.4	8.5	7	7.25
Average Miles Driven, Medium-Duty Vehicles	3,066	3,761	3,200	3,520
Average Age, Light Vehicles (<10,000 GVW)	7.4	8	8.5	7.5
Average Miles Driven, Light-Duty Vehicles	6,487	7859	6,750	7,000
Total Fleet Maintenance Expenditures, In-House (Parts and Supplies only)	$20,725	$ 25,107	$32,500	$24,000
Total Fleet Maintenance Expenditures, (Contracted)	$2,020	$3,000	$2,500	$1,500
Percentage of Contracted-Out Fleet Maintenance	9.5%	10.7%	7.1%	5.9%
Number of Dead Animal Pick-Ups (In-House)	30	28	30	30
Number of Signs Replaced, Fixed or Repaired	110	178	180	160
STREETS/SIDEWALKS				
Expenditures (In-House), Road Rehabilitation, Per Lane Mile	$300	$81	$225	$325
Expenditures, Road Rehabilitation (Contracted)	$1,881,000	$1,422,000	$1,815,000	$2,340,000

Fund: 01
Dept: 31-41

Expenditures, Sidewalk Rehabilitation (Contracted)	$254,000	$335,000	$161,000	$220,000
Expenditures, (Contracted) Road Rehabilitation, Per Lane Mile	$10,450	$7,900	$10,083	$13,000
Paved Lane Miles Assessed as Being Satisfactory or Better	137	132	133	134
Percentage of Streets with Pavement Index of Rating 65 or Higher (By Square Yard Area)	75%	73%	73%	74%
SNOW & ICE REMOVAL				
Percentage of Streets Cleared within Eight (8) Hours of Normal Snowfall Stop	100%	100%	100%	100%
Average Response Time from Time Called Out (Average Snow/Ice Event), Hours	<1 hour	<1 hour	<1 hour	<1 hour
Inches of Snowfall, Annually	7.1	8.0	9.0	16
Total Number of Lane Miles Treated for Snow/Ice Control	1,850	3,134	2,500	2,000
LEAF & LIMB PICK-UP				
Number of Verified Leaf Misses	2	3	2	2
Number of Verified Limb Misses	2	2	2	2

Service Standards

- Provide chipping of limbs, up to three (3) inches in diameter, during the period from mid-March through mid-October and a mid-winter pick-up.
- Provide leaf collection from early November through December, and each April based on the established collection schedule.
- Complete snow removal within eight (8) hours following a normal storm event of three (3) inches.
- Complete salt/chloride (CaCl) treatment for snow events less than three (3) inches within six (6) hours following the snow event when it is the only treatment necessary.
- Respond to citizen requests within 48 hours, which includes, but not limited to, removing dead trees and brush in the ROW, cleaning storm inlets and creek debris, repair potholes, missing traffic regulatory signs, or notifying the appropriate agencies as needed.
- Remove or contain emergencies or dangerous conditions within four (4) hours.
- Complete street and sidewalk repairs within five (5) days as materials, weather, and workload permit.
- Maintain all equipment and perform preventive maintenance to minimize downtime.
- Provide an average of (25-35) lane miles of crack sealing per year as per the five-year schedule.
- Water grass, trees, and plants for new city projects, as needed.
- Provide a 24-hour or less average response time to complaints and concerns received from residents.
- Maintain an up-to-date inventory of city vehicles on the fleet management software and the corresponding service records on a daily basis.
- Provide at least four (4) pickups[1] of leaves per residence each year for a total of approximately 19,600 pickups citywide.
- Provide an average of seventeen (17) pickups[1] of limbs per residence each year for a total of approximately 83,300 pickups citywide.

- Repair asphalt roads in preparation for annual microsurface application.

[1]*A minimum of three (3) leaf pickups per household in fall and one (1) per household in spring. Limb pick up runs continuously from mid-March through mid-October with one (1) mid-winter pick up in January. Pick up estimates based on approximately 4,900 single-family home count.*

Objectives

- Be more proficient at the utilization of the pavement management software to determine the most efficient and cost-effective method to maintain city streets. Furthermore, keep the average Pavement Condition Index (PCI) at or above sixty-five (65).
- Manage the timetable for the five-year Crack Sealing Program.
- Utilize alternative pavement applications such as micro-surfacing and rejuvenators, to extend the life of city streets.
- Utilize computer system to log and perform cost analysis of daily work assignments.
- Manage maintenance of Olive Boulevard and I-270 Interchange and west Olive landscaping.
- Enter all daily activity electronically.
- Improve efficiency and productivity of current annual programs.
- Continue in-house programs such as sidewalk and street slab replacements, stormwater projects, asphalt pavement preparation for micro-surfacing, etc., to reduce the cost of contracted pavement repairs.

Budget Highlights

- Acct. 6207 – Costs associated with temporary workers which are shared with Parks to provide additional labor force and leaf and limb services ($121,590).
- Acct. 6210 – Vehicle maintenance repair costs are shared between Streets (75%) and Parks (25%) for improved expense reporting ($25,000).
- Acct. 6211 – Equipment maintenance repair costs are shared between Streets (75%) and Parks (25%) for improved expense reporting. ($30,000).
- Acct. 6212 – Leaf and Limb Program debris haul off and recycling ($31,000).
- Acct. 6212 – City-resident shared cost street tree plantings ($10,000).
- Acct. 6212 – Ground maintenance for right-of-way mowing ($17,000).
- Acct. 6212 – Emerald Ash Borer Tree Maintenance Program (5-year ash tree removal program) including removal, replacement as well as treatment for a portion of the trees in the city based on the Tree Inventory completed with Trim II Grant funding in FY 2014 and FY 2015 ($20,000).
- Acct. 6212 – Contract services for ground maintenance of the Olive Boulevard and I-270 interchange including mowing services, irrigation start-up, winterization, repairs, spring trimming of fountain grasses, weekly weeding and trash pick-up, traffic control, fertilization and pesticide applications ($55,000).
- Acct. 6251 – Decrease due to transfer of costs associated with traffic signal repairs to Public Works-Administration (3111) to centralize traffic signal costs ($13,000).
- Acct. 6253 – Smartphone cell phone service for Operation Superintendent and Foremen ($1,980).
- Acct .6254 – Water and sewer costs associated with irrigation ($50,000).
- Acct. 6261 – Training courses for employees, safety and operations ($2,500).
- Acct. 6265 – Decrease due to cancellation of all out-of-state conference travel in FY 2021.
- Acct. 7303 – Replacement plants for medians and landscaped areas in the city ROW ($6,000).

- Acct. 7303 – Misc. plantings and decorative rocks in the ROW ($6,000).
- Acct. 7303 – Mulch for ROW Landscape areas ($10,000).
- Acct. 7303 – Plants for median infill design ($10,000).
- Acct. 7305 – Material purchases for asphalt, concrete and other supplies for street and sidewalk maintenance repairs due to increase in additional in-house work performed ($30,000).
- Acct. 7307 – Fuel, gasoline and propane ($38,000).
- Acct. 7310 – One-thousand (1,000) tons of de-icing salt through salt co-operative purchase ($70,000).
- Acct. 7310 – Ice Ban as a snow-ice control product ($12,000).
- Acct. 7310 – Snow removal supplies including replacement parts, blades, calcium pumps, etc. ($10,000).
- Acct. 7311 – Stop Sign Replacement Program supplies ($16,000).
- Acct. 9503 – Desk, printer/copier replacement ($1,500).

STREET MAINTENANCE

	Actual Expenditures FY 2018	Actual Expenditures FY 2019	Budgeted Expenditures FY 2020	Projected Expenditures FY 2020	Estimated Requirements FY 2021
PERSONNEL SERVICES:					
5101 Salaries, Permanent Empl.	493,421	467,202	483,176	459,700	453,507
5103 Overtime	13,360	23,793	25,000	28,000	25,000
5105 Longevity Pay	3,936	2,880	1,824	1,824	1,824
5109 Provision for Salary Adj.	-	-	12,589	-	2,163
5111 Cell Phone Allowance	-	222	-	-	-
5230 Hospital & Medical Insurance	108,891	103,468	124,405	98,236	103,733
5231 Self Insured Medical Benefits	-	1,100	1,200	600	600
5233 Dental Insurance	5,894	5,256	5,006	3,929	4,007
5234 Group Life Insurance	1,945	1,684	1,735	1,572	1,518
5235 Accidental Death & Dismem.	389	337	390	245	170
5236 Disability Insurance	1,501	1,257	1,620	1,135	1,310
5240 Social Security Contribution	37,084	35,903	39,978	37,449	36,911
5241 Pension Contribution	84,841	106,762	77,216	74,500	79,125
5243 Worker's Compensation	37,895	15,538	16,315	14,692	16,896
Total Personnel Services	789,158	765,401	790,454	721,882	726,764
OPERATING EXPENSES:					
6202 Technical & Personal Services	5,537	15,881	5,500	5,500	5,500
6207Temporary Personnel Services	88,738	103,109	121,590	121,590	121,590
6210 Vehicle Maintenance	21,476	25,108	25,000	32,500	25,000
6211 Equipment Maintenance	23,136	24,502	25,000	26,000	26,000
6212 Buildings & Grounds Maint.	133,531	166,504	175,000	166,000	172,318
6213 Office Equipment Maintenance	-	-	1,150	-	-
6250 Electricity	14,042	14,105	14,000	14,000	14,000
6251 Street Lighting	152,391	142,300	140,000	118,000	118,000
6252 Natural Gas	5,605	4,564	5,000	5,000	5,000
6253 Telephone	3,356	2,862	4,836	3,132	3,660
6254 Water and Sewer	32,841	57,574	45,000	50,000	50,000
6261 Education & Training	383	1,618	2,500	2,500	2,500
6265 Travel & Conferences	1,325	-	2,000	-	2,400
6266 Equipment Rental	2,035	1,292	2,500	2,000	2,000
6271 Medical	-	270	400	400	400
7301 Chemicals & Cleaning	562	1,052	2,000	1,200	1,200
7302 Small Tools	2,211	3,067	4,500	5,000	4,500
7303 Horticulture Supplies	13,226	10,709	29,000	25,000	22,000
7304 General Supplies	1,651	2,024	1,700	2,400	2,200
7305 Street & Sidewalk Maint.	40,899	13,046	60,000	45,000	30,000
7307 Gasoline & Mileage	30,996	35,658	38,000	38,000	38,000
7308 Wearing Apparel & Linen	9,737	10,007	10,500	10,500	11,000
7310 Snow Removal Supplies	52,005	55,678	81,000	87,000	92,000
7311 Street Signs	13,247	18,831	19,500	16,000	16,000
7318 Small Storm Water Projects	12,689	519	15,000	5,000	5,000
Total Operating Expenses	661,620	710,280	830,676	781,722	770,268

	Actual Expenditures FY 2018	Actual Expenditures FY 2019	Budgeted Expenditures FY 2020	Projected Expenditures FY 2020	Estimated Requirements FY 2021
CAPITAL OUTLAY:					
9501 Building and Improvements	8,354	-	-	-	-
9503 Equipment	24,581	19,926	21,200	21,280	6,500
9505 Office Equipment	401	-	-	-	-
Total Capital Outlay	33,336	19,926	21,200	21,280	6,500
TOTAL STREET MAINTENANCE	**1,484,114**	**1,495,607**	**1,642,330**	**1,524,884**	**1,503,532**

STREET MAINTENANCE
CAPITAL OUTLAY DETAIL

9503 Equipment	
Office Equipment Replacement - Desk, Printer, Copier	1,500
Traffic Control Devices	5,000
Total Account 9503	6,500
9505 Office Equipment	
(Nothing Budgeted)	-
Total Account 9505	-
TOTAL CAPITAL OUTLAY	**6,500**

PUBLIC WORKS DEPARTMENT - HEALTH AND ENVIRONMENT DIVISION

Mission Statement

To control and monitor the removal of refuse and recyclables from within the city limits.

Description

Although this division has no employees, funding for specific services and activities have been assigned to the Health and Environment budget for accounting purposes. The city contracts with a licensed refuse hauler to provide for the removal of refuse, recycling, and yard waste on a weekly basis. The city provides for the collection of all refuse and recyclable materials from single-family residences and participating condominiums.

Performance and Workload Measures

	FY 2018	FY 2019	Projected FY 2020	Estimated FY 2021
External Survey, Percentage of Residents Rating Overall Satisfaction with Refuse Collection as Very Satisfied and Satisfied[1]	88%	N/A	N/A	N/A
All Recycling (tons)	1,656	1576	1,650	1,675
All Trash (tons)	3519	3301	3,500	3,475
All Yard Waste (cubic yards), contracted	5,237	2751	5,000	5,000
Percentage of Complaints per Total Pick-Ups, All Refuse Services	.04%	.04%	.03%	.02%
Dollar Value of Recycle Rebate	$16,564	$15,764	$16,500	$16,750
Percentage of Residents Enrolled in Rear-Yard Trash Collection	12.0%	12.2%	11.8%	11.5%

[1] *Triennial Resident Survey conducted in FY 2018.*

Service Standards

- Respond to citizen calls within 24 hours of initial contact.
- Provide for the collection of all refuse and recyclable materials from single-family residences and refuse from condominiums weekly. Provide special pick-up any time during the year, upon request. Complaints are handled swiftly to minimize the potential for health related consequences. Any missed refuse pickups are reported the same day and collected that day or by the next pick-up day.
- Utilize alternative solid waste disposal programs such as source separation, recycling, composting, and increased utilization of recycled materials to comply with state mandated regulations (included in Senate Bill 530). Maintain minimum 50% participation in these programs through public education efforts.

Objectives

Provide trash and recycle services to residents. Contract with St. Louis County Vector Control to provide mosquito control service.

Fund: 01
Dept: 31-42

Budget Highlights

- Accts. 6214 – Cost to provide curbside trash and recycle services to single family property residents and dumpster service to multi-family condominium buildings, includes a potential 4% increase in FY 2021 ($795,000). The City entered into a new 5-year contract effective FY 2021.

HEALTH AND ENVIRONMENT

	Actual Expenditures FY 2018	Actual Expenditures FY 2019	Budgeted Expenditures FY 2020	Projected Expenditures FY 2020	Estimated Requirements FY 2021
OPERATING EXPENSES:					
6214 Refuse Collections	734,081	762,233	796,000	763,000	793,520
6215 Weed Cutting/Tree Removal	2,600	2,760	-	-	-
6216 Larviciding	3,960	2,749	3,400	3,400	3,400
6253 Telephone	390	361	-	-	-
7302 Small Tools	-	126	-	-	-
Total Operating Expenses	741,031	768,230	799,400	766,400	796,920
CAPITAL OUTLAY:					
9502 Vehicles			-	-	-
9503 Equipment	-	-	-	-	-
Total Capital Outlay	-	-	-	-	-
TOTAL HEALTH & WELFARE	**741,031**	**768,230**	**799,400**	**766,400**	**796,920**

PUBLIC WORKS DEPARTMENT - PARKS DIVISION

Mission Statement
To maintain city parks and right-of-way (ROW) to promote the enjoyment and safe use of park facilities by all citizens.

Description
The Parks Division consists of an Operation Superintendent and a pool of three (3) Foreman I, a Maintenance II Worker/Mechanic; four (4) Maintenance II Workers, three (3) Maintenance I Workers, which are shared with the Streets Division, and a Parks/Building Maintenance Worker who is shared (50%) with the Building Maintenance to complete projects as needed. Related major Parks Division duties and responsibilities include the following:

- Maintenance of the turf and landscaped areas in the city parks, around city entrance signs, medians along Ballas Road and Olive Boulevard, and the Government Center.
- Cleanliness of all six (6) parks, park facilities and the historic buildings.
- Trash pickup in parks and at the Olive Boulevard bus stops, Ballas Road medians, and other locations.
- Regular cleaning and maintenance of park restrooms and historic buildings.
- Assisting the street department with the leaf, limb, and snow removal programs, in season.
- Oversee contracted park maintenance, ROW maintenance, and Olive Boulevard and I-270 Interchange grounds maintenance.
- Maintain landscape on medians along Olive Blvd, new Ballas Rd., Ladue Rd., and other city owned facilities.

Performance and Workload Measures

	FY 2018	FY 2019	Projected FY 2020	Estimated FY 2021
Number of Trees Planted/Removed (in-house)[1]	230	100	225	250
Number of Trees Planted/Removed (contracted)[1]	71	130	150	175
Total Percent of Trees and Shrubs Planted/Removed (in-house)[1]	77%	44%	60%	59%
Number of City Trees in Inventory (includes parks, right-of-ways, streets)[1]	6,125	7,694	7,650	7,550
Percentage of Public Land Maintained (in-house)	18%	18%	18%	15%
Cost to Maintain Parks (per acre)	$4,817	$ 4558	$4,900	$5,000

[1]*Emerald Ash Borer Maintenance Program includes removal of 200+ ash trees per year.*

Service Standards
- Clean all of the restrooms and pick up trash three times a week from every park from April through November, and twice a week the other months of the year.
- Cut and trim the Government Center and maintenance facility at least once every 10 days, weather permitting.

Fund: 01
Dept: 31-43

- Maintain landscape and natural areas and provide seasonal plantings to improve appearance for the public.
- Maintain historical buildings, fountains, and park lighting for safety and public use.
- Enhance safety and improve quality of facilities through annual improvement projects.
- Ensure all of the irrigation systems are functioning properly and make immediate repairs as needed.
- Manage contract mowing of active use areas in Dr. H. Phillip Venable Park, Lake School Park, Malcolm Terrace Park, LaVerne Collins Park, Millennium Park including playgrounds, ball fields and parking lot islands, and street medians once per week, April-October.
- Manage contract mowing of passive use areas in LaVerne Collins Park, Malcolm Terrace Park, and selected city ROWs once every two (2) weeks. These two parks are primarily for walking trails and other passive activities.
- Plant perennials in parks, medians, ROWs, and at the Government Center.

Objectives

- Continue to improve all grass areas in city parks, properties, and medians.
- Improve wildflower areas at Millennium and Conway Parks and the I-270 ROW.
- Continue weed control on west Olive Boulevard, New Ballas Road, and Ladue Road medians and park plant areas.
- Improve landscaping on Olive Boulevard by implementing and maintaining new plantings.
- Maintain landscape, trees and lawn at the Government Center and Police Building property.

Budget Highlights

- Acct. 6202 – Bounce test for playground safety surfaces ($1,350).
- Acct. 6202 – Tree inventory software maintenance ($2,200).
- Acct. 6207 – To employ temporary workers shared between Streets (75%) and Parks (25%) for additional labor force and leaf and limb services ($36,960).
- Acct. 6210 – Vehicle maintenance expenses shared between Streets (75%) and Parks (25%) budgets ($7,500).
- Acct. 6211 – Equipment maintenance expenses shared between Streets (75%) and Parks (25%) budgets ($6,000).
- Acct. 6212 – Contract services to safety prune and remove dead trees in hard-to-reach areas of city parks and ROWs ($2,000).
- Acct. 6212 – Asphalt path repairs ($6,000).
- Acct. 6212 – Emerald Ash Borer (EAB) Tree Management Program includes removal, replacement and treatment of ash trees in city parks. This is a multi-year program ($2,000).
- Acct. 6212 – Mowing contract services for city parks ($38,000).
- Acct. 6224 – Maintenance expenses for the Tappmeyer House in Millennium Park ($8,500).
- Acct. 6253 – Forman phone to support better communications ($399).
- Acct. 6254 – Water and sewer costs ($27,000).
- Acct. 7301 – Chemicals and cleaning supplies for park restrooms and shop ($2,500).
- Acct. 7303 – Replace damaged plantings ($1,150).
- Acct. 7307 – Gasoline and propane expenses are shared expenses between Public Works Streets (75%) and Parks (25%) budgets ($6,000).
- Acct. 9503 – Replacement of old playground equipment ($6,000).
- Acct. 9503 – Replacement of miscellaneous worn park furniture ($12,000).

PARKS MAINTENANCE

	Actual Expenditures FY 2018	Actual Expenditures FY 2019	Budgeted Expenditures FY 2020	Projected Expenditures FY 2020	Estimated Requirements FY 2021
PERSONNEL SERVICES:					
5101 Salaries, Permanent Empl.	154,043	138,050	141,660	132,200	163,754
5103 Overtime	3,999	12,255	10,000	11,000	12,000
5104 Vacation Pay	550	-	-	-	-
5105 Longevity Pay	1,498	1,198	864	864	864
5109 Provision for Salary Adj.	-	-	2,268	-	-
5230 Hospital & Medical Insurance	38,387	29,062	34,791	27,143	26,448
5231 Self Insured Medical Benefits	-	600	600	300	900
5233 Dental Insurance	2,229	1,475	1,521	1,327	1,497
5234 Group Life Insurance	391	486	540	497	552
5235 Accidental Death & Dismem.	78	97	108	75	65
5236 Disability Insurance	285	408	455	420	480
5240 Social Security Contribution	11,618	11,099	11,842	11,021	13,511
5241 Pension Contribution	31,375	30,404	32,362	30,000	32,600
5243 Worker's Compensation	5,609	4,950	5,197	4,680	5,382
Total Personnel Services	250,061	230,083	242,208	219,527	258,053
OPERATING EXPENSES:					
6202 Technical & Personal Services	2,500	2,933	6,700	3,850	3,850
6207 Temporary Personnel Services	29,613	37,275	36,960	36,960	36,960
6210 Vehicle Maintenance	5,740	7,284	7,500	8,500	7,500
6211 Equipment Maintenance	7,014	5,673	6,000	6,000	6,000
6212 Building & Ground Maint.	76,304	40,030	75,020	75,020	62,120
6224 Tappemeyer House Maint.	3,598	19,883	10,152	10,152	8,500
6247 Dog Park Expenses	-	-	-	-	-
6250 Electricity	14,370	12,506	15,000	13,000	13,000
6252 Natural Gas	4,047	3,842	3,000	3,000	3,000
6253 Telephone	391	871	780	401	638
6254 Water & Sewer	20,924	25,024	27,000	27,000	27,000
6261 Education and Training	310	192	300	300	750
6265 Travel & Conferences	-	-	1,000	-	-
6266 Equipment Rental	1,260	1,292	1,500	1,500	1,500
6271 Medical	-	80	200	200	200
7301 Chemicals & Cleaning	3,025	831	2,500	1,500	1,500
7302 Small Tools	1,148	1,497	1,200	1,200	1,500
7303 Horticultural Supplies	11,880	14,113	13,000	13,000	13,000
7304 General Supplies	1,244	1,178	2,000	500	500
7307 Gasoline & Mileage	5,691	5,961	5,500	9,000	5,500
7308 Wearing Apparel & Linen	3,068	3,163	3,625	3,625	3,625
Total Operating Expense	192,126	183,628	218,937	214,708	196,643
CAPITAL OUTLAY:					
9503 Equipment	15,438	14,713	36,000	36,000	18,750
Total Capital Outlay	15,438	14,713	36,000	36,000	18,750
TOTAL PARK MAINTENANCE	**457,624**	**428,424**	**497,145**	**470,235**	**473,446**

PARKS MAINTENANCE
CAPITAL OUTLAY DETAIL

9503 Equipment	Annual
Drinking Fountain Replacements	-
Irrigation Controllers	750
Replace Old Playground Equipment	6,000
Replace Park Furniture - Various Locations	12,000
Total Account 9503	18,750
TOTAL CAPITAL OUTLAY	18,750

COMMUNITY DEVELOPMENT DEPARTMENT – PLANNING DIVISION

Mission

The overall mission is to employ sound urban planning techniques and policies, and offer quality development-related services. The division provides the City Administrator, City Council, and city-appointed committees with information and professional planning expertise to enhance and support decisions on community policies emphasizing both current and advanced planning and development related tasks.

Description

The Planning Division consists of the Community Development Director, a City Planner, an Administrative Assistant, and an Administrative Supervisor shared (50%) with Public Works-Administration (3111). The staff members are responsible for all aspects of planning-related activities for Creve Coeur. Primary activities include professional planning support for the City Council, Planning & Zoning (P&Z) Commission, Board of Adjustment, and the Arts, Economic Development committees.

Related major division duties and responsibilities include: assisting residential and commercial residents with approval and compliance issues; administering and updating the Zoning Code; maintaining the official zoning map; developing, maintaining and implementing the Comprehensive Plan; serving as liaison between the City Council and the P&Z Commission; assisting with development of the Capital Improvement Program; facilitating economic opportunities consistent with the community's overall goals and expectations; pursuing projects eligible for federal or state funding to advance the community's identified goals, sign and fence permits and inspections; and, reviewing business and occupancy permit applications.

Service Standards

- Continue to provide genuine customer service and personal assistance 100% of the time.
- Understand the needs, perspective, and expectations of our customers.
- Update and maintain applications, forms, brochures, and policies to assist users and clarify procedures and steps.
- Meet with our customers (residents, developers, design professionals, and contractors) when requested to assist and facilitate projects and applications, and address issues in a timely fashion.
- Utilize all facets of communication to further the goals of the division.
- Review P&Z applicant submissions in accordance with the predetermined schedule.
- Agendas and reports shall be professional, technically accurate, in accordance with city policies, and distributed to the various committees as necessary.
- Prepare meeting minutes by next packet deadline and provide follow-up communications to applicants the same week.

Performance and Workload Measures

	FY 2018	FY 2019	Projected FY 2020	Estimated FY 2021*
Site Development Plan Applications Reviewed	35	33	33	35
Site Improvement Plan Reviewed	66	73	30	40

Fund: 01
Dept: 32-11

Percentage of Site Improvement Plan Applications Reviewed within Five Business Days*	100%	100%	100%	100%
Sign Permit Applications Reviewed	88	133	87	120
Percentage of Sign Permit Applications Reviewed within Three Business Days*	100%	100%	100%	100%

**Measurement is based upon the time when an application is submitted and review is completed and permit is issued or comments are sent to the applicant with requested revisions. Residential Development applications are no longer reviewed in the Planning Division due to Department restructuring.*

Objectives

- Provide excellent customer service and professional assistance through all aspects of the division and to develop positive relationships with the development community.
- Continue to enhance current planning activities within the department and provide professional consultation and expertise to the P&Z Commission and City Council.
- Continue to offer superior response and follow-up to the public on stormwater management and site grading concerns.
- Advance and focus on the long-range planning efforts including advancing the downtown form-based code and plant science district concepts.
- Provide professional guidance and leadership in the implementation of the Comprehensive Plan and the Plant Sciences area plan.
- Continue identifying areas facing immediate development pressure and continue analysis of the Comprehensive Plan to determine applicability of potential development proposals.
- Review, analyze, and propose changes, additions, and modification to the Zoning Ordinance and other city codes.
- Continue to identify methods to increase the utilization of the City's Geographic Information System (GIS) as a support tool for land use decisions and analysis.
- Assist in development and utilization of new permit tracking system within the City's Enterprise Software Program to integrate all development applications including site development plans, site improvement plans, and building permitting.
- Continue providing superior public notice of P&Z Commission and Board of Adjustment activities through the city website, city newsletters, posted signs, direct mailing, and newspaper publication(s).
- Provide staff support to Economic Development Committee to further City's economic development efforts as requested.
- Provide staff support to the Arts Committee as requested.
- Review and improve intra-office communication and review processes to reduce errors and improve customer response times.

Budget Highlights

- Accts. 5101-5243 – Decrease in salaries and benefits due to the elimination of one (1) full-time Project Manager-Planning position. Associated expenses transferred to the Building Division (3261) to add an additional full-time Residential Inspector.
- Acct. 6203 – Web-based GIS service hosting and support fees ($5,000).
- Acct. 6203 – Web-based GIS service for special mapping projects ($5,000).

- Acct. 6204 – Professional consulting services to assist staff with performing necessary zoning code and design guideline revisions as a result of the Comprehensive Plan 2030 ($10,000).
- Acct. 6261 – Professional consulting services for employee training in conflict management and team building ($1,400).

COMMUNITY DEVELOPMENT-ALL DIVISIONS

	Actual Expenditures FY 2018	Actual Expenditures FY 2019	Budgeted Expenditures FY 2020	Projected Expenditures FY 2020	Estimated Requirements FY 2021
PERSONNEL SERVICES:					
5101 Salaries, Permanent Empl.	856,589	889,609	902,364	907,706	916,560
5102 Salaries, Temporary Empl.	5,535	6,300	7,650	6,750	7,650
5103 Overtime	21,194	18,193	20,500	9,975	8,000
5104 Vacation Pay	5,743	6,474	4,436	1,743	1,743
5105 Longevity Pay	8,160	8,160	5,440	8,160	8,160
5109 Provision for Salary Adj.	-	-	25,222	-	-
5110 Auto Allowance	3,600	3,600	3,600	3,600	3,600
5230 Hospital & Medical Insurance	126,394	120,445	133,425	122,632	137,422
5231 Self Insured Medical Benefits	-	1,200	1,200	875	600
5233 Dental Insurance	7,266	6,513	6,095	5,646	6,038
5234 Group Life Insurance	2,954	3,046	3,403	2,755	2,695
5235 Accidental Death & Dismem.	591	576	681	430	300
5236 Disability Insurance	2,716	2,710	2,642	2,500	2,670
5240 Social Security Contribution	67,004	69,292	74,145	71,752	72,347
5241 Pension Contribution	202,169	245,333	264,279	254,645	274,800
5243 Worker's Compensation Ins.	23,498	27,082	28,410	25,583	29,421
Total Personnel Services	1,333,412	1,408,534	1,483,492	1,424,752	1,472,006
OPERATING EXPENSES:					
6202 Technical & Personal Services	6,728	2,675	5,700	2,675	2,800
6203 Professional Services	19,782	42,696	186,800	55,072	10,000
6204 Planning & Design Services	-	-	15,000	-	10,000
6213 Office Equipment Maint.	687	2,788	8,720	4,836	2,000
6215 Weed Cutting/Tree Removal	-	-	3,000	3,000	3,000
6253 Telephone	7,292	7,926	7,372	7,636	7,836
6260 Advertising	1,570	1,097	1,600	800	1,200
6261 Education & Training	3,079	1,259	2,530	2,230	3,630
6262 Dues, Memberships & Subsc.	2,840	2,142	2,400	2,400	2,490
6264 In Town Meetings	546	200	1,050	550	900
6265 Travel & Conferences	6,544	8,886	9,000	7,800	6,000
7302 Small Tools	996	529	1,000	1,030	800
7304 General Supplies	12,181	12,546	11,250	11,250	11,250
7307 Gasoline & Mileage	14,022	13,383	13,100	11,300	12,500
7308 Wearing Apparel & Linen	1,565	1,080	1,347	1,197	1,350
Total Operating Expense	77,832	97,205	269,869	111,776	75,756
CAPITAL OUTLAY:					
9504 Office Equipment	531	616	650	350	850
Total Capital Outlay	531	616	650	350	850
TOTAL COMMUNITY DEVELOPMENT	**1,411,775**	**1,506,355**	**1,754,011**	**1,536,878**	**1,548,612**

COMMUNITY DEVELOPMENT - PLANNING DIVISION

	Actual Expenditures FY 2018	Actual Expenditures FY 2019	Budgeted Expenditures FY 2020	Projected Expenditures FY 2020	Estimated Requirements FY 2021
PERSONNEL SERVICES:					
5101 Salaries, Permanent Empl.	269,854	287,929	314,136	270,700	258,276
5102 Salaries, Temporary Empl.	5,535	6,300	7,650	6,750	7,650
5103 Overtime	1,502	1,010	1,700	280	1,000
5109 Provision for Salary Adj.	-	-	8,913	-	-
5110 Auto Allowance	3,600	3,600	3,600	3,600	3,600
5230 Hospital & Medical Insurance	32,065	32,709	37,004	33,054	36,743
5231 Self-insured Medical Benefits	-	600	600	275	-
5233 Dental Insurance	2,237	2,048	1,993	1,604	1,632
5234 Group Life Insurance	1,008	1,038	1,184	800	775
5235 Accidental Death & Dismem.	202	208	237	125	85
5236 Disability Insurance	1,016	870	1,000	700	750
5240 Social Security Contribution	20,647	22,109	25,704	21,522	20,695
5241 Pension Contribution	21,653	23,000	25,323	20,300	20,800
5243 Worker's Compensation Ins.	596	8,963	9,411	8,475	9,746
Total Personnel Services	359,915	390,385	438,455	368,185	361,752
OPERATING EXPENSES:					
6202 Technical & Personal Services	6,728	2,675	5,700	2,675	2,800
6203 Professional Services	19,782	14,816	10,000	10,000	10,000
6204 Planning & Design Services	-	-	15,000	-	10,000
6213 Office Equipment Maint.	42	48	-	-	-
6253 Telephone	1,293	1,068	1,272	636	636
6260 Advertising	1,570	1,097	1,600	800	1,200
6261 Education & Training	396	602	830	530	1,930
6262 Dues, Memberships & Subsc.	1,709	1,117	1,165	1,165	1,165
6264 In Town Meetings	546	200	650	150	500
6265 Travel & Conferences	3,473	5,902	3,700	2,500	2,200
7302 Small Tools	341	-	200	200	-
7304 General Supplies	976	750	2,000	2,000	2,000
7307 Gasoline & Mileage	1,074	1,279	1,100	300	500
7308 Wearing Apparel and Linen	264	202	150	-	-
Total Operating Expense	38,194	29,757	43,367	20,956	32,931
CAPITAL OUTLAY:					
9504 Office Equipment	95	312	300	-	500
Total Capital Outlay	95	312	300	-	500
TOTAL PLANNING DEPARTMENT	**398,204**	**420,454**	**482,122**	**389,141**	**395,183**

COMMUNITY DEVELOPMENT - PLANNING DIVISION
CAPITAL OUTLAY DETAIL

Capital Outlay Detail	Annual
9504 Office Equipment	
Office Chairs (Planner & Administrative Assistant)	500
Total Account 9504	500
TOTAL CAPITAL OUTLAY	**500**

COMMUNITY DEVELOPMENT DEPARTMENT – BUILDING DIVISION

Mission Statement

To ensure adherence to life safety codes and professional construction methods in an efficient, cost-effective, and customer-friendly manner. To accomplish this mission, division personnel must partner with citizens and construction professionals to create an atmosphere of understanding and acceptance of the community's desire for quality building code compliance from the initial plan review to project completion – regardless of project type or size.

Description

The Building Division consists of ten (10) full-time employees including: a Chief Building Official, a Senior Plans Examiner, a Plans Examiner/Building Inspector, two (2) Commercial Building Inspectors, two (2) Residential Building Inspectors, an Apartment Re-Occupancy Inspector/Code Enforcement Officer, and two (2) Administrative Assistants. The Building Division is responsible for all aspects of building, energy conservation, property maintenance, apartment re-occupancy, nuisance and zoning code enforcement related activities.

Primary Division activities include:

- Ensuring that life safety codes and professional construction methods are adhered to during the construction process.
- Administering and coordinating all aspects of the residential and commercial building permit submittal, plan review, permit issuance, field inspection, escrow release, and archiving processes.
- Ensuring that the Stormwater Management Ordinance is complied with when stormwater management plans are required for the construction of new homes, swimming pools and room additions.
- Ensuring that all residential and commercial buildings and properties are in compliance with the city's exterior property maintenance, nuisance, and sign codes.
- Ensuring that apartment dwelling units and apartment properties are in compliance with the city's apartment re-occupancy ordinance.
- Maintaining a quality, cooperative relationship with the three (3) governing fire districts.
- Ensuring that St. Louis County provides quality permit issuance and field inspection contractual services pertaining to all electrical, plumbing, and commercial mechanical work completed within the city.
- Providing professional staff support for the Building Code Board of Appeals.

Performance and Workload Measures

	FY 2018	FY 2019	Projected FY 2020	Estimated FY 2021
External Survey, Percentage of Residents Rating Overall Satisfaction with Permit Services as Very Satisfied or Satisfied (1)	60%	NA	NA	N/A
Percentage of Residential Building Plans Reviewed within Five (5) Days (2)	81%	74%	80%	85%
Percentage of Commercial Building Plans Reviewed within 10 Days (2)	88%	78%	85%	90%
Building Permits Issued	1,374 (4)	1,356	1,400	1,300
Apartment Re-Occupancy Permits Issued	803	879	850	825
Other Permits Issued	288	393	325	300
Permits Issued per Full-Time Building Staff (3)	274	292	280	270
Building Inspections Completed	5,836	7,716	6,800	6,500
Other Inspections Completed	829	1,017	900	850
Apartment Re-Occupancy Inspections Completed	1,340	1,533	1,400	1,400
Value of Residential Building Permits Issued	$28,814,040	$31,566,182	$30,000,000	$30,000,000
Value of Commercial Building Permits Issued	$85,128,621	$66,507,054	$80,000,000	$80,000,000

[1]*Triennial Resident Survey conducted in FY 2018; scheduled for FY 2021.*

[2]*Building Permit/Plan Review turn-a-round service level is the number of working days elapsed between the time a building permit is submitted to the time the Building Division either reviews and approves the documents as submitted or reviews and forwards comments to the design professionals for their revisions.*

[3]*Based on nine (9) full-time employees. Staff increased to ten (10) full-time employees in December 2019.*

[4]*Most building permits ever issued during any fiscal year in the history of the city.*

Percentage (%) of Recovered Building Code Enforcement Costs

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	5 FY AVG.	Projected FY 2020	Estimated FY 2021
Total Revenue Collected[1]	$856,547	$709,073	$651,221	$741,332	$718,894	$735,413	$750,000	$750,000
Total Expenditures[2]	$804,833	$870,391	$925,009	$971,349	$1,031,029	$920,522	$1,100,000	$1,200,000
(Loss)/Gain	$51,614	($161,318)	($273,788)	($230,017)	($312,045)	($185,110)	($350,000)	($450,000
% of Recovered Costs[3]	106%	82%	71%	76%	70%	79%	68%	62%

[1]*The sum total of building permit fees, commercial certificate of occupancy fees, sign permit fees, demolition permit fees, fence permit fees and escrow deductions. It does not include any revenue collected by the Apartment Re-Occupancy Program. Dollar amounts are from fiscal year revenue statements.*

[2]*Total costs for operating the plan submittal, plan review, permit issuance, field inspection, escrow release and archiving processes that make up the building code enforcement program. It also includes any Total Non-Departmental Overhead and Total Municipal Property Overhead. It does not include any operating costs for the Apartment Re-Occupancy Program. Dollar amounts are from fiscal year expenditure statements.*

[3]*The city's goal is to recover at least 80% of its building code enforcement costs each fiscal year. This policy (Ord. 5166) has been in effect since February 1, 2011.*

Service Standards

- Intake and process building permit, demolition permit, certificate of occupancy, fence permit, and excavation permit applications in accordance with department standards and timelines. Applications received are logged into the tracking system within 24 hours.
- Properly schedule building inspection and apartment re-occupancy requests made by a contractor or apartment manager for a specific day. Inspections that are requested by 4:00 PM are made the next business day. A specific time of day may be requested for inspections that involve concrete pours (piers, footings, and foundations) or the testing of fire alarm systems.
- Complete and initiate building plan review comments within five (5) working days for residential projects and 10 working days for small/medium size commercial projects.
- Building permit escrows shall be processed and a check issued within 30 days (per state statutes) of the final inspection approval and issuance of the final certificate of occupancy.
- Work overtime when requested by general contractors to assist them with meeting their construction deadlines.
- Update the Building Division pages on the city website with relevant building code and building permit information on a monthly basis.
- Staff will continue to attend professional training seminars on a regular basis so that their International Code Council inspection and plan review certifications can be renewed every 3 years.

Objectives

- Provide first-class customer service and professional assistance to all customers of the Building Division.
- Enhance permit administration (application coordination, personnel management, permit tracking, inspection scheduling) by continuing to improve the permit tracking system.
- Ensure timely service as well as professional and quality assistance during the building permit submittal, plan review, permit issuance, field inspection, and escrow release processes.
- Provide quality building code and energy conservation code enforcement by ensuring compliance with established city codes and professional construction methods while fostering a customer-friendly approach.
- Continue to effectively and efficiently enforce the city property maintenance, apartment re-occupancy, zoning, and nuisance codes.
- Further the education and understanding of our customers regarding city policies and procedures on building plan review, inspections, and permit issuance procedures. The Building Division will attempt to host a forum each year with contractors/foremen, architects/engineers, and building owners/property managers with this objective in mind.
- Provide building code related articles to the city's monthly newsletter that highlight the responsibilities and objectives of building division as they relate to residential construction.
- Strive to improve our Insurance Services Office (ISO) rating (Class 1 is the highest attainable rating, Class 10 is the lowest). Every four (4) to six (6) years, the Insurance Services Office evaluates the "building code effectiveness" of every building department in the U.S. In 1998, the Building Division was rated a Class 5 (68.81). In 2002, it was rated a Class 4 (73.51). In May 2008, it was rated a Class 4 (75.62). In August 2013, the Building Division was given a rating of Class 3 (82.74) for residential property and a rating of Class 2 (87.29) for commercial property. The next ISO rating period will be in 2019-20.
- Become familiar with proposed building code changes as they relate to the 2015 International Building Code, the 2015 International Residential Code, the 2015 International Energy Conservation Code, the 2015 International Swimming Pool & Spa Code and the 2015 International Property Maintenance Code as these will be the next codes to be adopted by the city during May, 2020.

Budget Highlights

- Building permit fees were raised on March 1, 2020 (per Ordinance No. 5679) so that the Building Division may recover up to 80% of its building code enforcement costs. Building permit fees had not been raised since 2011. For the past five (5) fiscal years, the Building Division has recovered approximately 79% of its building code enforcement costs.
- Accts. 5101-5243 - Increase due to a second residential building inspector added mid FY 2020 in anticipation of two to three division retirements in FY 2021 to help with an orderly transition of personnel. This position was made possible by reallocating funds from a full-time position which was eliminated in the Community Development-Planning Division.

COMMUNITY DEVELOPMENT - BUILDING DIVISION

	Actual Expenditures FY 2018	Actual Expenditures FY 2019	Budgeted Expenditures FY 2020	Projected Expenditures FY 2020	Estimated Requirements FY 2021
PERSONNEL SERVICES:					
5101 Salaries, Permanent Empl.	586,734	601,680	588,228	637,006	658,284
5102 Salaries, Temporary Empl.	-	-	-	-	-
5103 Overtime	19,692	17,182	18,800	9,695	7,000
5104 Vacation Pay	5,743	6,474	4,436	1,743	1,743
5105 Longevity Pay	8,160	8,160	5,440	8,160	8,160
5109 Provision for Salary Adj.	-	-	16,309	-	-
5230 Hospital & Medical Insurance	94,329	87,736	96,421	89,578	100,679
5231 Self-insured Medical Benefits	-	600	600	600	600
5233 Dental Insurance	5,029	4,465	4,102	4,042	4,406
5234 Group Life Insurance	1,946	2,008	2,219	1,955	1,920
5235 Accidental Death & Dismem.	389	369	444	305	215
5236 Disability Insurance	1,700	1,840	1,642	1,800	1,920
5240 Social Security Contribution	46,356	47,183	48,441	50,230	51,652
5241 Pension Contribution	180,516	222,333	238,956	234,345	254,000
5243 Worker's Compensation	22,902	18,119	18,999	17,108	19,675
Total Personnel Services	973,496	1,018,149	1,045,037	1,056,567	1,110,254
OPERATING EXPENSES:					
6203 Professional Services	-	27,880	176,800	45,072	-
6213 Office Equipment Maint.	645	2,740	8,720	4,836	2,000
6215 Weed Cutting and Tree Removal	-	-	3,000	3,000	3,000
6253 Telephone	5,999	6,858	6,100	7,000	7,200
6261 Education & Training	2,683	657	1,700	1,700	1,700
6262 Dues, Memberships & Subsc.	1,131	1,025	1,235	1,235	1,325
6264 In Town Meetings	-	-	400	400	400
6265 Travel & Conferences	3,071	2,984	5,300	5,300	3,800
7302 Small Tools	655	529	800	830	800
7304 General Supplies	11,205	11,795	9,250	9,250	9,250
7307 Gasoline & Mileage	12,948	12,103	12,000	11,000	12,000
7308 Wearing Apparel & Linen	1,302	878	1,197	1,197	1,350
Total Operating Expense	39,639	67,448	226,502	90,820	42,825
CAPITAL OUTLAY:					
9504 Office Equipment	436	304	350	350	350
Total Capital Outlay	436	304	350	350	350
TOTAL BUILDING DEPARTMENT	**1,013,571**	**1,085,902**	**1,271,889**	**1,147,737**	**1,153,429**

COMMUNITY DEVELOPMENT-BUILDING DIVISION
CAPITAL OUTLAY DETAIL

Capital Outlay Detail	Annual
9504 Office Equipment	
Plan Review Table for Building Inspector	350
TOTAL ACCOUNT 9504	350
TOTAL CAPITAL OUTLAY	**350**

Capital Budget Policies

1. The City will develop a five-year plan for capital improvements, update this plan annually, and make all capital improvements in accordance with this plan. Efforts will be made to continue to increase the amount of grant funds received for capital improvements.

2. The City will maintain its physical assets at a level adequate to protect the City's capital investments and to minimize future maintenance and replacement costs. The budget will provide for the maintenance and orderly replacement of the City's infrastructure and equipment from current revenues to the extent possible.

3. The City will use the following criteria to evaluate the relative merit of each capital project. Capital investments will foster goals of:
   - *Availability of Outside Funding*: projects that are eligible for and are likely to be considered for grant funding or shared-cost programs.
   - *Beautification:* aesthetic improvements to natural habitats or frequently traveled or visited areas within the City for public enjoyment such as the use of public art on public lands
   - *Citizen Demand*: projects that have received a level of demonstrated citizen support or demand, including support of City departments, boards, committees, and commissions.
   - *Condition of Existing Facility*: improvements that replace or maintain the City's infrastructure, facilities, or equipment so that it remains in a serviceable, safe, and efficient condition.
   - *Coordination (projects, regulations, City-adopted plans)*: projects that fit within planned coordination between multiple projects or agencies to reduce costs or minimize disruption to services, meet state or federal law requirements, or identified in other City-adopted plans.
   - *Economic Growth:* projects focused on maintaining housing values and attracting businesses, residents, or visitors to the City. Projects supporting private development must include return on investment ratios or a fully documented cost/benefit analysis.
   - *Operating Efficiency*: equipment or facilities improvements to streamline work processes or benefit from technological advancements; projects which reduce the cost of operations will receive priority. Projects which increase the cost of operations shall have identified trade-offs to support those additional costs.
   - *Protection & Conservation*: improvements to the City's park system or historical landmarks that allow these facilities to be enjoyed by future generations or projects that reduce the City's environmental impact.
   - *Public Safety*: improvements that focus on preserving and protecting the general public from harm and reducing the City's risk exposure.

Impact of Capital Improvements on FY2021 Operating Expenditures:

Capital Fund Projects

Court Office Renovation

FY2021 Capital Expenses: $30,000 Operating Budget Impact: None or Low Decrease

This project will renovate the existing court offices and several former police offices to create a larger and more functional space for the court staff. The new lighting in the renovated offices will be more energy efficient, which will result in slightly lower energy costs.

Dielmann Recreation Complex Parking Lot Lighting

FY2021 Capital Expenses: $30,000 Operating Budget Impact: None or Low Decrease

This project will replace the existing lights along the parking lots at the Dielmann Recreation Complex. The new lights will provide more consistent lighting for the lots and should need little maintenance for the near future. The new, LED lights will slightly reduce electricity costs.

Millennium Park Playground Replacement

FY2021 Capital Expenses: $30,500 (grant match) Operating Budget Impact: Decrease

The City plans to apply for a $475,000 Municipal Park Grant to replace the playgrounds at Millennium Park. These playgrounds were installed in the early 2000's, and the playgrounds and the safety surfaces beneath them require increasing levels of maintenance. The new equipment and surfaces are expected to need less maintenance.

Ice Arena Refrigerant Switchover

FY2021 Capital Expenses: $15,000 Operating Budget Impact: None

The FY2021 phase of this project involves the design for either retrofitted or new refrigeration equipment to handle a new type of coolant once freon is no longer available. While the design itself will not impact operating costs, the new or retrofitted system is expected to offer considerable savings with the anticipated increase in prices for freon.

Malcolm Terrace Park Trail Improvements

FY2021 Capital Expenses: $75,000 Operating Budget Impact: Low Reduction

This project will be funded in part by a $20,000 Community Development Block Grant. The work involves improvements to the park's parking lot and asphalt paths. The paths, in particular, have deteriorated and have begun to need more frequent maintenance.

Middlebrook Drive Culvert Rehabilitation

FY2021 Capital Expenses: $200,000 Operating Budget Impact: Reduction

This project involves replacing a failing culvert pipe beneath Middlebrook Drive and making associated repairs to the impacted area of the roadway and the stream. City staff has repeatedly patched the roadway pavement above this culvert, with a significant repair in 2014 and frequent monitoring of the on-going culvert failure over the past two years. This project will eliminate any significant maintenance costs for the foreseeable future.

Impact of Capital Improvements on FY2021 Operating Expenditures (Continued):

Street and Sidewalk Maintenance Program

FY2021 Capital Expenses: $1,313,300 Operating Budget Impact: None

The cost to repair all of the deficiencies in the City's streets and sidewalks exceeds the capital and operating budgets. Pavement and sidewalk maintenance programs will improve and preserve the City's infrastructure and will eliminate the need for the City's staff to patch potholes or otherwise maintain certain areas. This will allow City staff to focus its maintenance efforts on cracksealing and other roadway preservation and maintenance, which will result in improvements to the City's roadway and sidewalk conditions, but will not necessarily reduce the City's operating costs.

Street Reconstruction/Rehabilitation

FY2021 Capital Expenses: $300,000 Operating Budget Impact: Reduction

The FY2021 program will rehabilitate the fourth and final portion of the Ladue Estates subdivision. The pavement in this area is in poor condition and routinely requires the attention of City staff to patch potholes and to investigate and repair pavement failures. The FY2021 project will eliminate repairs on this street for the foreseeable future.

New Ballas Median Plantings

FY2021 Capital Expenses: $300,000 Operating Budget Impact: Low Increase

This project will introduce new landscaping in the medians of New Ballas Road in the vicinity of the Creve Coeur Government Center. The cost to irrigate and maintain the new flowers and bushes is expected to be slightly more than the cost to maintain the grass and trees in the current medians.

Signal Enhancement Projects

FY2021 Capital Expenses: $240,000 Operating Budget Impact: Decrease

In FY2021, the City will partner with the Missouri Department of Transportation to include black powder coating and illuminated street name signs to several new traffic signals that will be constructed along Olive Boulevard through two MoDOT projects. One of these projects will replace all of the illuminated street name signs on Olive between Cross Creek and Mason, signs which have recently begun to wear out. Replacement of the signs through the MoDOT project will be less expensive than replacing these as one or several separate projects though the City's annual on-call signal maintenance program.

Emerson Road Improvement Project

FY2021 Capital Expenses: $605,000 Operating Budget Impact: Decrease

This project will partially reconstruct the City's portion of Emerson Road, generally from Old Ballas Road to De Smet Jesuit High School. A federal grant will reimburse the City up to $444,000 for the construction of the roadway and drainage improvements. This project will eliminate frequent calls for patching and repairs.

Fernview Drive Resurfacing Project

FY2021 Capital Expenses: $336,000 Operating Budget Impact: Low Decrease

This project involves pavement repairs and the removal and replacement of the top two inches of asphalt pavement along Fernview Drive, from Olive Boulevard south to Gallagher Road. A federal grant will reimburse the City up to $250,000 for this project. The new asphalt surface will eliminate the need for pavement repairs in the near future.

Impact of Capital Improvements on FY2021 Operating Expenditures (Continued):

Mosley Road Improvement Project

FY2021 Capital Expenses: $236,907 Operating Budget Impact: None

The FY2021 phase of the Mosley Road project involves the completion of the roadway design and the acquisition of the right of way and easements needed to complete the project. This phase of the work will not have an impact on the operating budget, but construction in FY2022 will reduce the annual need for pavement repairs. The City has been awarded a federal grant to reimburse the City up to $760,000 for costs associated with easement acquisition and construction.

New Ballas Road Improvements – Phase 1

FY2021 Capital Expenses: $150,000 Operating Budget Impact: None

The FY2021 phase of the New Ballas Road Improvements Project involves the development of construction plans for roadway and sidewalk improvements to New Ballas Road, from Olive Boulevard to Craig Road. The design of the project will not impact the operating budget, but the eventual construction of the project will eliminate the need for frequent joint patching along this busy roadway. The City has been awarded a federal grant to reimburse the City up to $960,000 for costs associated with easement acquisition and construction.

Lindbergh-Old Olive Intersection Reconstruction

FY2021 Capital Expenses: $190,000 Operating Budget Impact: None

This project involves adding a traffic signal at the intersection of Lindbergh Boulevard and Old Olive Street Road, which is considered the critical first step toward enacting the Great Streets plan and new connectivity envisioned for Old Olive. The FY2021 phase involves the development of construction plans for the project. The State of Missouri has committed to funding up to 50% of the cost of this design. While the design will not have an impact on the City's operating costs, the project will require that the City assume maintenance responsibility for Old Olive Street Road (currently a state-maintained roadway), which is expected to carry significant operating costs in the future for pavement and sidewalk maintenance, lighting, landscaping, and snow plowing.

Public Works Capital Equipment

FY2021 Capital Expenses: $243,700 Operating Budget Impact: Reduction

Equipment is considered capital equipment if it costs more than $20,000 and has an expected useful life of five years or more. Replacement of older equipment helps reduce the overall annual maintenance and repair costs of the Public Works fleet, maintains the fleet's efficiency, and reduces the chance that vehicle problems will impact the City's ability to provide services for its residents. In FY2021, the plan is to replace a 2008 two-ton dump truck, a 2010 leaf vacuum, and a 2011 leaf vacuum that have become decreasingly reliable with increasingly frequent maintenance needs. The new vehicles are expected to require minimal repairs in their first few years of use.

Public Works Facility Gasoline System Replacement

FY2021 Capital Expenses: $35,000 Operating Budget Impact: Reduction

The existing fuel pumps and tank-monitoring system were installed when the site was developed in 1999. These systems are becoming obsolete and need frequent repairs. The new system will be more reliable and more accessible, and it will require less maintenance.

Impact of Capital Improvements on FY2021 Operating Expenditures (Continued):

Capital Improvement Program Administration - Project Manager

FY2021 Capital Expenses: $91,777 Operating Budget Impact: None

This item includes costs associated with the salary and benefits for a full-time employee in the Department of Public Works to serve as a project manager to oversee the implementation of the Capital Improvement Program. Aspects of this position, including employee training, cell phone, and general supplies, are estimated to total about $1,000 in the annual operating budget, which is equal to the operating costs from FY2020.

Building Project Bond Fund Projects

In FY2017, Creve Coeur residents voted to approve a $10.69 million bond measure (Prop P) to provide funding to build a new police building at 350 North New Ballas Road and to make accessibility and safety improvements to the existing Government Center, which is located at 300 North New Ballas Road. The bonds were publically sold and the bond revenue received in FY2017.

The debt service expenses associated with the Building Fund will be paid through the real and property taxes for the next 17 years, with an expected sunset in 2037. The debt service expenditures, including interest and principal expenses, are estimated to be approximately $710,356 in FY2021.

The new police building was substantially completed in FY2020, and the Police Department now almost fully operates from that building.

Government Center Electrical Switchgear Replacement

FY2021 Project Bond Fund Expenses: $150,000 Operating Budget Impact: None

This project involves the replacement of the aging electrical switchgear that serves the Creve Coeur Government Center. This project is not expected to have a significant impact on the City's operating budget.

CAPITAL IMPROVEMENT FUND
STATEMENT OF ESTIMATED REVENUES AND EXPENDITURES
FOR FISCAL YEAR ENDING JUNE 30, 2021
IN COMPARISON WITH BUDGETED AND PROJECTED TOTALS
AND ACTUAL TOTALS FOR FY 2018 & FY 2019

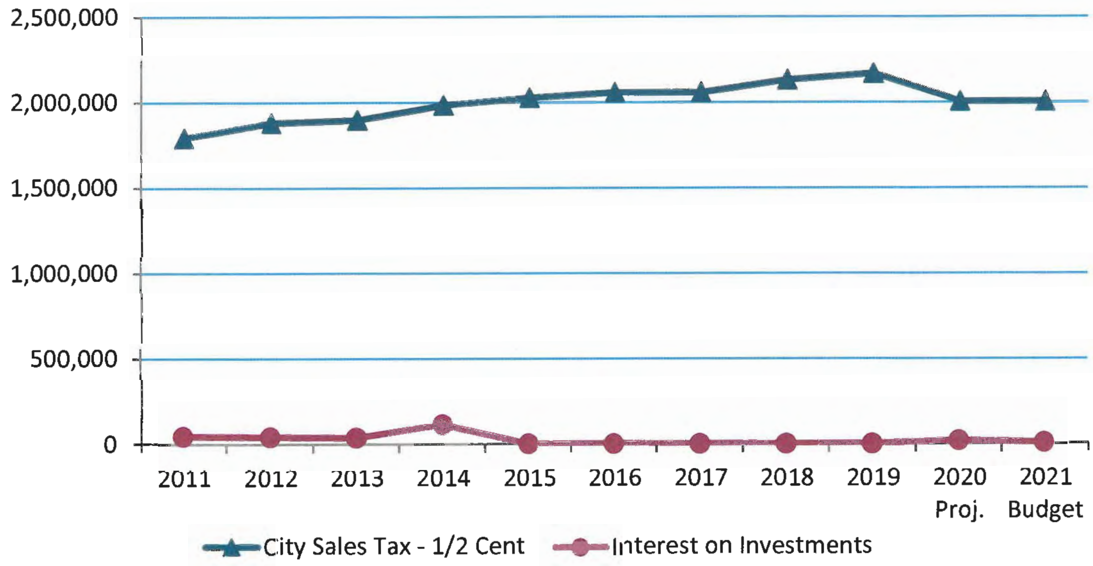
	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Estimated FY 2021	% Change to Projected FY 2020
Revenues:						
Intergovernmental Revenue	2,130,456	2,167,326	2,151,761	2,003,242	2,003,242	0.00%
Other Revenues	644,530	407,629	986,600	499,172	913,000	82.90%
Total Operating Revenues	2,774,986	2,574,955	3,138,361	2,502,414	2,916,242	-7.08%
Transfers From General Fund	1,200,000	400,000	400,000	400,000	400,000	0.00%
Total Revenues	3,974,986	2,974,955	3,538,361	2,902,414	3,316,242	14.26%
Expenditures:						
Personnel	-	83,612	89,505	90,387	91,777	0.00%
Building & Improvements	94,184	324,254	81,100	56,030	30,000	-46.46%
Park Development Projects	719,279	100,596	195,000	221,431	150,500	-32.03%
Storm water Projects	148,369	3,174	250,000	60,000	200,000	233.33%
Street Overlay/Repair	2,444,554	2,034,781	2,469,250	2,611,883	3,391,207	29.84%
Capital Equipment	384,489	316,865	210,306	205,135	278,700	35.86%
Total Expenditures	3,790,873	2,863,279	3,295,160	3,244,866	4,142,184	27.65%
Other Financing Uses:						
Transfer Out to General Fund	-	-	-	-	-	
TOTAL REVENUES OVER EXPENDITURES AND OTHER FINANCING USES	**184,113**	**111,676**	**243,201**	**(342,452)**	**(825,942)**	
FUND BALANCE - BEGINNING OF YEAR	1,702,929	1,887,042	1,191,479	1,998,718	1,656,266	
FUND BALANCE - END OF YEAR	1,887,042	1,998,718	1,434,680	1,656,266	830,324	

Communication: Review Proposed FY21 Budget (Unfinished Business)

CAPITAL IMPROVEMENTS FUND
COMPARISON OF FISCAL YEAR 2021 ESTIMATED REVENUE WITH 2020 PROJECTED AND ACTUAL REVENUES FOR FISCAL YEARS 2018 AND 2019

	Actual Revenues FY 2018	Actual Revenues FY 2019	Budgeted Revenues FY 2020	Projected Revenues FY 2020	Estimated Revenues FY 2021
INTERGOVERNMENTAL REVENUE:					
4301 City Sales Tax - 1/2 Cent	2,130,456	2,167,326	2,151,761	2,003,242	2,003,242
Total Intergovernmental Revenue	2,130,456	2,167,326	2,151,761	2,003,242	2,003,242
OTHER REVENUES:					
4703 Gain (loss) on investments	(3,263)	7,499	-	-	-
4704 Interest on Investments	2,795	1,704	3,000	20,000	10,000
4730 Reimbursements	33,565	-	-	-	-
4737 Other Agency Funding	611,433	363,426	983,600	479,172	893,000
4755 Other revenues	-	35,000	-	-	10,000
Total Other Revenues	644,530	407,629	986,600	499,172	913,000
Total Current Year's Revenue	2,774,986	2,574,955	3,138,361	2,502,414	2,916,242
4901 Transfers From Other Funds	1,200,000	400,000	400,000	400,000	400,000
Total Intergovernmental Funding	1,200,000	400,000	400,000	400,000	400,000
TOTAL REVENUES	**3,974,986**	**2,974,955**	**3,538,361**	**2,902,414**	**3,316,242**

Sales Tax, Interest on Investments



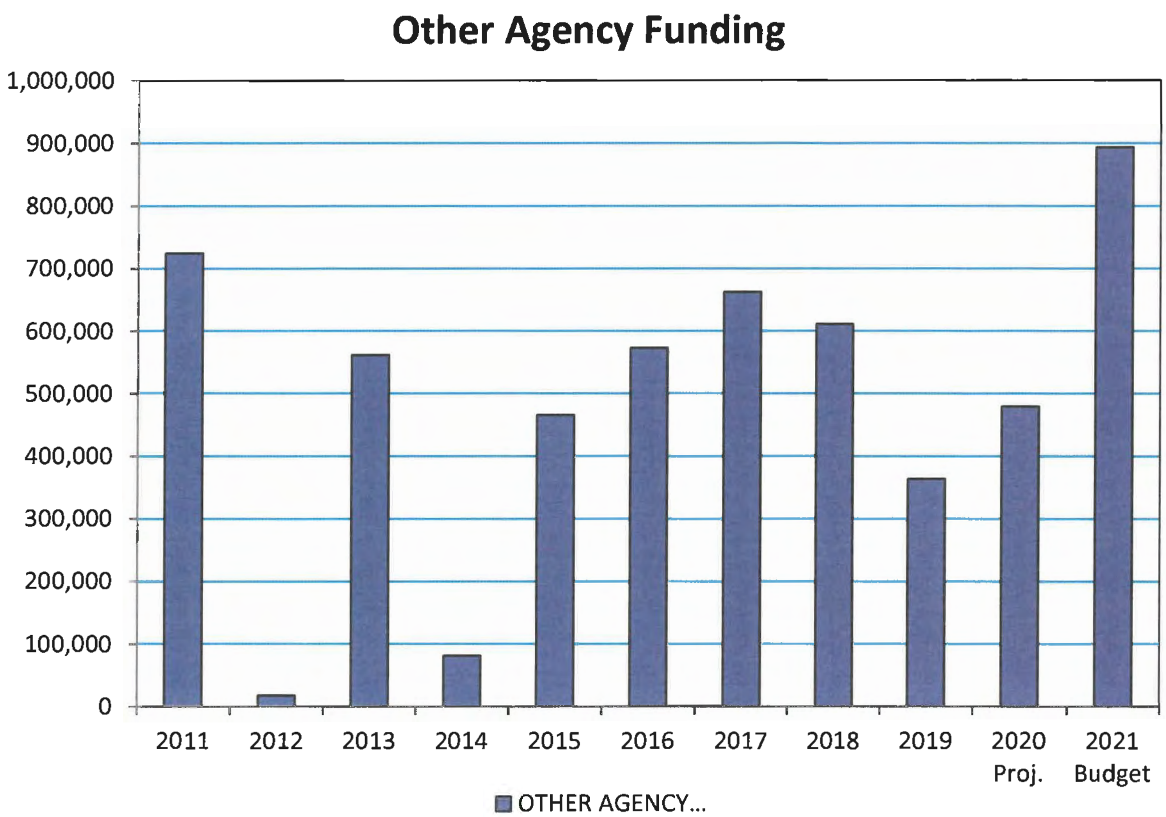
City Sales Tax - 1/2 Cent

In accordance with City Ordinances a Capital Improvement Sales Tax referendum was presented to and approved by City voters on November 4, 1997. The Capital Improvement Sales Tax is used to support infrastructure investments within the City of Creve Coeur. The FY 2021 budget reflects a flat increase over FY 2020.

Interest on Investments

In accordance with Administrative policy, interest is earned on excess funds available for investment into treasuries and/or federal agencies. The FY 2020 revenue is estimated at $20,000. FY 2021 revenue is estimated to be $10,000.

Fiscal Year	City Sales Tax - 1/2 Cent	Interest on Investments
2011	1,791,239	45,239
2012	1,879,463	41,238
2013	1,895,865	37,348
2014	1,984,134	113,984
2015	2,026,656	1,253
2016	2,056,301	1,493
2017	2,057,326	2,115
2018	2,130,456	2,795
2019	2,167,326	1,704
2020 Proj.	2,003,242	20,000
2021 Budget	2,003,242	10,000

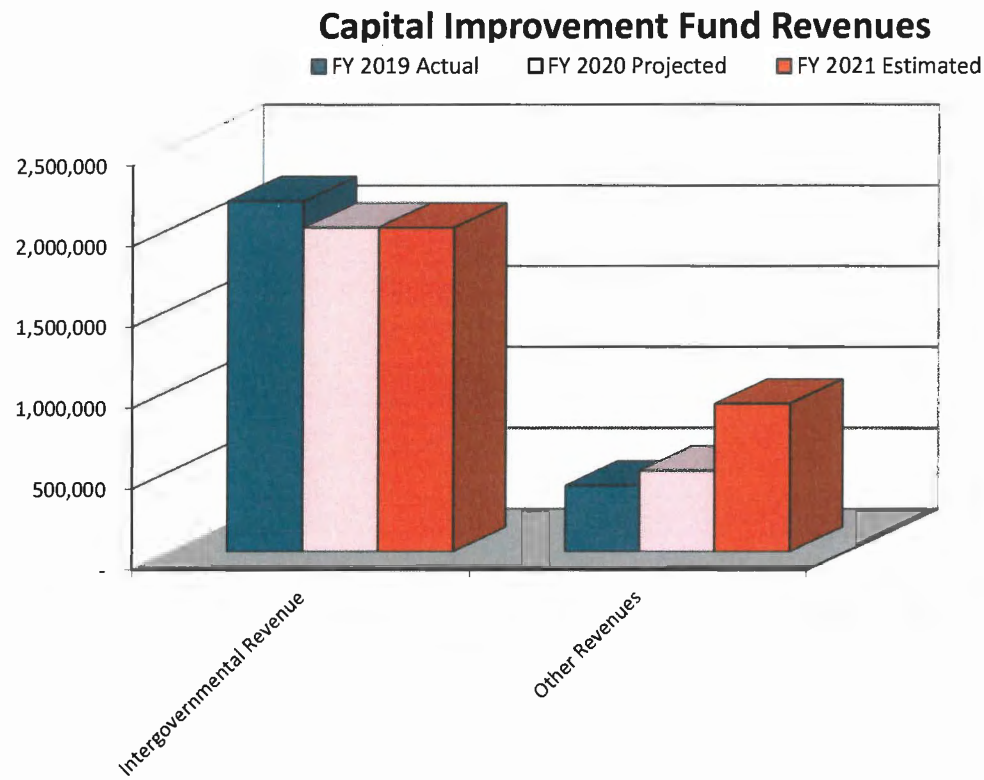


Other Agency Reimbursement

As per Administrative policy, the City shares with other agencies or third parties the costs associated with completion of projects. FY 2021 revenue is estimated at $893,000 and involves the following projects and other participating agencies:

Community Development Block Grant for ADA Improvements- $20,000
Emerson Road Improvement Project-$444,000
Fernview Drive Improvement Project-$250,000
Mosley Road Improvement Project-$84,000
Lindbergh-Old Olive Intersection Improvements-$95,000

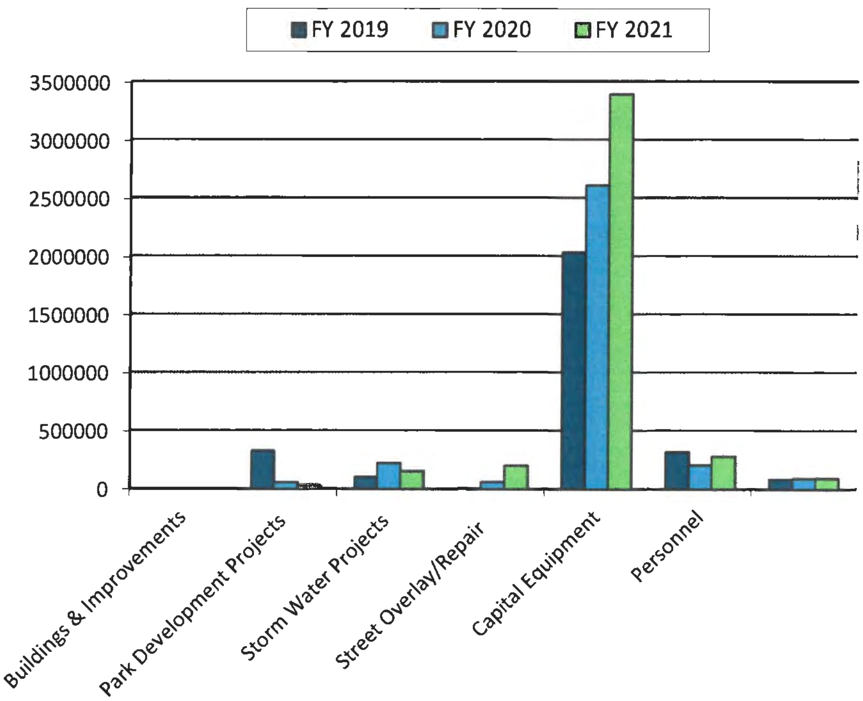
Fiscal Year	Other Agency Reimbursement
2011	724,426
2012	17,845
2013	562,325
2014	81,361
2015	465,735
2016	573,672
2017	662,851
2018	611,433
2019	363,426
2020 Proj.	479,172
2021 Budget	893,000



FY 2019 Actual, FY 2020 Projected & FY 2021 Estimated

	FY 2019 Actual	FY 2020 Projected	FY 2021 Estimated
Intergovernmental Revenue	2,167,326	2,003,242	2,003,242
Other Revenues	407,629	499,172	913,000
Total Revenue Sources	$ 2,574,955	$ 2,502,414	$ 2,916,242

Capital Improvement Fund Expenditures



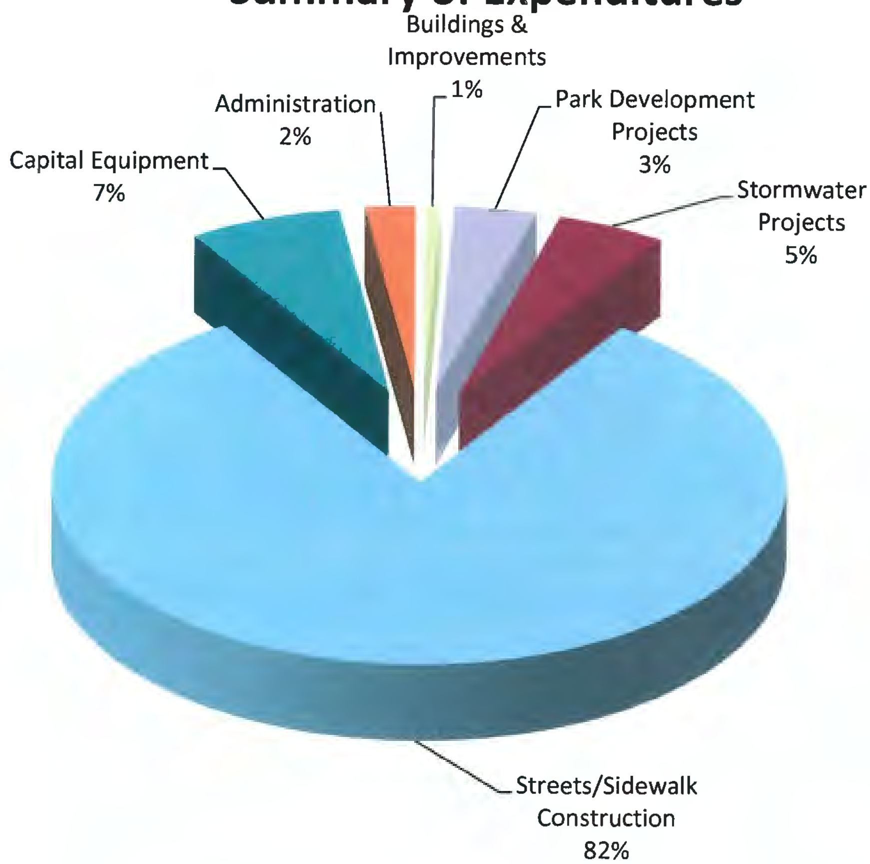
FY 2019 Actual, FY 2020 Projected & FY 2021 Estimated

	FY 2019 Actual		FY 2020 Projected		FY 2021 Estimated
Buildings & Improvements	324,254	$	56,030	$	30,000
Park Development Projects	100,596	$	221,431	$	150,500
Storm Water Projects	3,174	$	60,000	$	200,000
Street Overlay/Repair	2,034,781	$	2,611,883	$	3,391,207
Capital Equipment	316,865	$	205,135	$	278,700
Personnel	83,612	$	90,387	$	91,777
Total Expenditures	$ 2,863,281	$	3,244,866	$	4,142,185

CAPITAL IMPROVEMENT FUND
SUMMARY OF APPROPRIATIONS FOR FISCAL YEAR 2021

Category	Capital Expenditures
Buildings & Improvements	30,000
Park Development Projects	150,500
Stormwater Projects	200,000
Streets/Sidewalk Construction	3,391,207
Capital Equipment	278,700
Administration	91,777
Total	$ 4,142,184

Summary of Expenditures



CAPITAL IMPROVEMENTS FUND
SUMMARY OF CAPITAL OUTLAYS BY ACTIVITY

	Actual Expenditures FY 2018	Actual Expenditures FY 2019	Budgeted Expenditures FY 2020	Projected Expenditures FY 2020	Estimated Requirements FY 2021	% of total CI
CAPITAL OUTLAY:						
5101 Salaries, Permanent Empl.	-	63,613	64,890	68,575	68,575	1.66%
5103 Overtime	-	148	300	-	300	0.01%
5109 Provision for Salary Adj.	-	-	480	-	-	0.00%
5110 Auto Allowance	-	-	1,904		-	0.00%
5230 Hospital & Medical Insurance	-	5,744	5,975	5,859	6,035	0.15%
5233 Dental Insurance	-	294	267	267	274	0.01%
5234 Group Life Insurance	-	208	240	240	240	0.01%
5235 Accidental Death & Dismem.	-	42	50	40	25	0.00%
5236 Disability Insurance	-	48	200	200	200	0.00%
5240 Social Security Contribution	-	4,800	5,024	5,246	5,269	0.13%
5241 Pension Contribution	-	3,788	5,000	5,300	5,500	0.13%
5243 Worker's Compensation	-	4,928	5,175	4,660	5,359	0.13%
9501 Government Facilities	94,184	324,254	81,100	56,030	30,000	0.72%
9506 Parks and Recreational Facilities	719,279	100,596	195,000	221,431	150,500	3.63%
9509 Stormwater Projects	148,369	3,174	250,000	60,000	200,000	4.83%
9510 Streets and Sidewalks	2,444,554	2,034,781	2,469,250	2,611,883	3,391,207	81.87%
9516 Capital Equipment	384,489	316,865	210,306	205,135	278,700	6.73%
TOTAL CAPITAL OUTLAYS	**3,790,875**	**2,863,281**	**3,295,161**	**3,244,866**	**4,142,184**	**100%**

CAPITAL IMPROVEMENTS FUND
PROJECTED FY 2020 PROJECTS

9501 Buildings & Improvements		
	Government Center Renovations	-
21101	Court Office Renovations	30,000
	Total Account 9501	30,000
9506 Park Development Projects		
20402	Dielmann Recreation Complex Parking Lot Lighting	30,000
21401	Millennium Park Playground Replacement (Grant Match)	30,500
	Dielmann Recreation Complex HVAC Replacement - Phase 3	-
21402	Ice Arena Refrigerant Switch Over (Design & Grant Match)	15,000
21403	Malcolm Terrace Park Trail Improvements (CDBG Grant)	75,000
	Historical Building Rehabilitation & Preservation	-
	Total Account 9506	150,500
9509 Storm Water Projects		
17515	Middlebrook Drive Culvert Rehabilitation	200,000
	Ballas Culvert Erosion Rehabilitation (Design)	-
	Total Account 9509	200,000
9510 Street & Sidewalk Improvements		
20601	Streets & Sidewalks - Asphalt	450,000
20602	Streets & Sidewalks - Concrete	413,300
20603	Sidewalks	200,000
20604	Microsurfacing	250,000
20709	Street Reconstruction	300,000
18701	Emerson Road Improvement Projects (STP Grant)	605,000
14708	Mosley Road Improvement Project (STP Grant)	236,907
21404	New Ballas Median Plantings	20,000
21701	New Ballas Road Improvements - Phase 1 (STP Grant)	150,000
21702	Lindbergh-Old Olive Intersection (State Cost-Share; STP Grant Match)	190,000
19701	Fernview Drive Resurfacing (STP Grant)	336,000
18801	Signal Enhancement Projects	240,000
	Total Account 9510	3,391,207
9516 Capital Equipment		
	1 - Two-Ton Dump Truck with Plow and Spreader	137,500
	Crack Seal Machine	-
	Leaf Vacuum (25 CY Capacity)	54,500
	Leaf Vacuum (14 CY Capacity)	51,700
	Phone System Replacement	-
	Olive Median Street Light Stock	-
	Public Works Facility Gasoline System Replacement	35,000
	Total Account 9516	278,700
Administration		
	Project Manager	91,777
	Total Account 9516	91,777
TOTAL CAPITAL IMPROVEMENTS FUND		**$ 4,142,184**

$1,313,30

Communication: Review Proposed FY21 Budget (Unfinished Business)

MAJOR CAPTIAL PROJECTS

DESCRIPTIONS AND FUNDING

CAPTIAL FUND BUDGET

AND

BUILDING PROJECT FUND BUDGET

FY 2021

Please note these descriptions and funding estimates are based on the FY 2021-2025 Capital Budget, which was presented to the City Council for approval on April 13, 2020.

DRAFT 4/13/2020

EXHIBIT A
FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM
FY2021 - FY2025

CAPITAL FUND

9501 GOVERNMENT FACILITIES	FY2019 BUDGETED	FY2019 ACTUAL	FY2020 BUDGETED	FY2020 PROJECTED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED	FY2025 PROJECTED
01 Accessibility Improvements (CDBG Grant)	20,000	23,850	20,000	20,000	-	20,000	20,000	20,000	20,000
02 Police Firing Range Improvements	57,000	57,000	-	-	-	-	-	-	-
03 Government Center Gym HVAC Replacement	-	-	-	**36,030**	-	-	-	-	-
04 Government Center Renovations (Design)	-	-	-	-	-	**250,000**	-	-	-
05 Court Office Renovation				-	**30,000**	-	-	-	-
Subtotal (Government Facilities)	**77,000**	**80,850**	**20,000**	**56,030**	**30,000**	**270,000**	**20,000**	**20,000**	**20,000**
% of Total Capital Fund Outlay	**2%**	**3%**	**1%**	**2%**	**1%**	**7%**	**1%**	**1%**	**1%**

9506 PARKS AND RECREATIONAL FACILITIES	FY2019 BUDGETED	FY2019 ACTUAL	FY2020 BUDGETED	FY2020 PROJECTED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED	FY2025 PROJECTED
01 Golf Course Irrigation Replacement (Design and Grant Match)	22,500	-	-	-	-	-	-	-	-
02 Park Bridge Replacement	30,000	6,988	-	-	-	-	-	-	-
03 Parks Master Plan	50,000	48,000	-	2,000	-	-	-	-	-
04 Ice Arena Improvements (Municipal Park Grant)	20,000	267,254	-	111,237	-	-	-	-	-
05 Creve-Coeur-Frontenac Missouri Pacific Trail Study	-	-	30,000	-	-	-	-	-	-
06 Tennis Court Repairs	-	35,635	35,000	-	-	-	-	-	-
07 Millennium Park Trail Study	-	-	20,000	9,135	-	-	-	-	-
08 Golf Course Pond Fountain	-	-	25,000	25,000	-	-	-	-	-
09 Ice Arena Compressor Replacement	-	-	30,000	24,059	-	-	-	-	-
10 Historic Building Rehabilitation and Preservation	-	9,973	35,000	**10,000**	-	**25,000**	-	-	-
11 Playground Safety Surface Replacement	-	-	-	30,000	-	-	-	100,000	-
12 Dielmann Recreation Complex Parking Lot Lighting	-	-	20,000	10,000	30,000	-	-	-	-
13 Millennium Park Playground Replacement (Grant Match)	-	-	-	-	**30,500**	-	-	-	-
14 Ice Arena Refrigerant Switch Over (Design and Grant Match)	-	-	-	-	15,000	-	75,000	-	-
15 Malcolm Terrace Park Trail Improvements (CDBG Grant)	-	-	-	-	75,000	-	-	-	-
16 Dielmann Recreation Complex HVAC Replacement - Phase 2	-	-	-	-	-	110,000	-	-	-
17 City Entrance & Park Identification Signage Master Plan	20,000	-	-	-	-	20,000	-	-	-
18 Ice Arena Floor Replacement	-	-	-	-	-	-	200,000	-	-
19 Venable Memorial Park Improvements (Grant Match)	-	-	-	-	-	-	-	150,000	-
20 Tennis Court Replacement Project (Grant Match)	-	-	-	-	-	-	-	-	30,500
Subtotal (Parks and Recreational Facilities)	**142,500**	**367,850**	**195,000**	**221,431**	**150,500**	**155,000**	**275,000**	**250,000**	**30,500**
% of Total Capital Fund Outlay	**4%**	**13%**	**8%**	**7%**	**4%**	**4%**	**8%**	**7%**	**1%**

9509 STORMWATER	FY2019 BUDGETED	FY2019 ACTUAL	FY2020 BUDGETED	FY2020 PROJECTED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED	FY2025 PROJECTED
01 Stormwater Improvements Per Master Plan	-	-		-	-	-	-	-	-
02 Middlebrook Drive Culvert Rehabilitation	250,000	3,174	50,000	50,000	200,000	-	-	-	-
03 Balcon Estates Culvert Improvements	-	-	**18,250**	**10,000**	-	-	-	-	-
04 Ballas Culvert Erosion Rehabilitation (Design)	-	-	-	-	-	**50,000**	-	-	-
Subtotal (Stormwater)	**250,000**	**3,174**	**68,250**	**60,000**	**200,000**	**50,000**	**-**	**-**	**-**
% of Total Capital Fund Outlay	**8%**	**0%**	**3%**	**2%**	**5%**	**1%**	**0%**	**0%**	**0%**

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Preliminary Budget FY 2021 - 4/17/20

Communication: Review Proposed FY21 Budget (Unfinished Business)

EXHIBIT A
FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM
FY2021 - FY2025

CAPITAL FUND

9510 STREETS AND SIDEWALKS	FY2019 BUDGETED	FY2019 ACTUAL	FY2020 BUDGETED	FY2020 PROJECTED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED	FY2025 PROJECTED
01 Street and Sidewalk Maintenance Program	1,250,000	1,185,389	1,331,250	1,456,500	1,313,300	1,333,000	1,353,000	1,373,300	1,293,900
02 Street Reconstruction/Rehabilitation	300,000	**141,605**	365,000	483,993	300,000	-	200,000	-	300,000
03 North New Ballas Sidewalk Phase 2A (TAP Grant)	285,000	157,559	-	-	-	-	-	-	-
04 Coeur De Ville Drive Improvements (STP Grant)	80,000	68,496	-	-	-	-	-	-	-
05 Warson Road Improvement Project (STP Grant)	-	337,387	-	21,959	-	-	-	-	-
06 Fernview Sidewalk Concept Plan			35,000	28,642	-	-	-	-	-
07 New Ballas Median Plantings	-	-	-	-	**20,000**	-	-	-	-
08 Signal Enhancement Projects	100,000	2,200	-	98,136	**240,000**	-	-	-	-
09 Emerson Road Improvement Project (STP Grant)	34,508	44,227	**35,000**	34,752	605,000	-	-	-	-
10 Fernview Drive Resurfacing (STP Grant)	50,000	27,953	-	28,471	336,000	-	-	-	-
11 Mosley Road Improvement Project (STP Grant)	150,000	33,689	20,000	100,000	**236,907**	1,310,000	-	-	-
12 New Ballas Road Improvements - Phase 1 (STP Grant)	-	-	-	-	150,000	180,000	1,020,000	-	-
13 Lindbergh-Old Olive Intersection (State Cost-Share; STP Grant Match)	-	30,306	-	13,100	190,000	25,000	90,160	1,106,140	-
14 Olive-Lindbergh Interchange Enhancements	-	-	**70,000**	**312,500**	-	**30,000**	-	-	-
15 Pavement Condition Ratings Update	-	-	-	-	-	45,000	-	-	-
16 Craig Road Improvements (Design & Grant Match)	40,000	5,970	-	33,830	-	-	100,000	10,000	250,000
17 New Ballas Sidewalk Extension (Design & Grant Match)	-	-	-	-	-	-	**50,000**	**50,000**	-
18 New Ballas Road Improvements - Phase 2 (Design & Grant Match)	-	-		-	-	-	-	100,000	25,000
19 New Ballas Road Improvements - Phase 3 (Design & Grant Match)	-	-	-	-	-	-	-	-	**100,000**
Subtotal (Streets and Sidewalks)	**2,289,508**	**2,034,781**	**1,856,250**	**2,611,883**	**3,391,207**	**2,923,000**	**2,813,160**	**2,639,440**	**1,968,900**
% of Total Capital Fund Outlay	**70%**	**70%**	**79%**	**80%**	**82%**	**74%**	**78%**	**79%**	**79%**

9516 CAPITAL EQUIPMENT	FY2019 BUDGETED	FY2019 ACTUAL	FY2020 BUDGETED	FY2020 PROJECTED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED	FY2025 PROJECTED
01 Public Works Capital Equipment	312,372	222,252	88,948	155,884	243,700	359,600	346,300	326,000	316,100
02 Golf Course Capital Equipment	-	-	**35,000**	**31,751**	-	**20,000**	**35,000**	**20,000**	**40,000**
03 Comprehensive Hardware and Software System - Phase 2	98,000	45,859	-	-	-	-	-	-	-
04 Police Investigations Vehicle Replacement	30,000	31,253	-	-	-	-	-	-	-
05 Police Department Fitness Equipment	-	17,500	-	17,500	-	-	-	-	-
06 Phone System Replacement	-	-	-	-	-	48,500	-	-	-
07 Olive Median Street Light Stock	-	-	-	-	-	**50,000**	-	-	-
08 Public Works Facility Gasoline System Replacement	-	-	-	-	**35,000**	-	-	-	-
Subtotal (Capital Equipment)	**440,372**	**316,864**	**123,948**	**205,135**	**278,700**	**478,100**	**381,300**	**346,000**	**356,100**
% of Total Capital Fund Outlay	**13%**	**11%**	**5%**	**6%**	**7%**	**12%**	**11%**	**10%**	**14%**

ADMINISTRATION	FY2019 BUDGETED	FY2019 ACTUAL	FY2020 BUDGETED	FY2020 PROJECTED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED	FY2025 PROJECTED
Project Management	83,000	83,612	89,505	90,387	91,777	94,530	97,366	100,287	103,296
Subtotal (Administration)	**83,000**	**83,612**	**89,505**	**90,387**	**91,777**	**94,530**	**97,366**	**100,287**	**103,296**
% of Total Capital Fund Outlay	**3%**	**3%**	**4%**	**3%**	**2%**	**2%**	**3%**	**3%**	**4%**

EXHIBIT A
FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM
FY2021 - FY2025

CAPITAL FUND

TOTAL CAPITAL FUND OUTLAY	FY2019 BUDGETED	FY2019 ACTUAL	FY2020 BUDGETED	FY2020 PROJECTED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED	FY2025 PROJECTED
	3,282,380	2,887,131	2,352,953	3,244,866	4,142,184	3,970,630	3,586,826	3,355,727	2,478,796

9514 DEBT SERVICE	FY2019 BUDGETED	FY2019 ACTUAL	FY2020 BUDGETED	FY2020 PROJECTED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED	FY2025 PROJECTED
N/A	-	-	-	-	-	-	-	-	-
Subtotal	-	-		-	-	-	-	-	-
% of Total Year End Figures	0%	0%	0%	0%	0%	0%	0%	0%	0%

TOTAL YEAR END FIGURES (Capital Outlay & Debt Service) - CAPITAL FUND	FY2019 BUDGETED	FY2019 ACTUAL	FY2020 BUDGETED	FY2020 PROJECTED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED	FY2025 PROJECTED
	3,282,380	2,887,131	2,352,953	3,244,866	4,142,184	3,970,630	3,586,826	3,355,727	2,478,796

CAPITAL FUND REVENUES	FY2019 BUDGETED	FY2019 ACTUAL	FY2020 BUDGETED	FY2020 PROJECTED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED	FY2025 PROJECTED
Beginning Fund Balance (estimated Cash Basis as of July 1)	1,887,040	1,887,040	997,953	1,998,718	1,656,266	830,324	405,468	130,616	110,713
Estimated Capital Improvement Sales Tax Revenue (1/2 Cent)	2,130,456	2,167,326	2,151,761	2,003,242	2,003,242	2,023,274	2,023,274	2,023,274	2,023,274
Estimated Interest Revenue	3,800	9,203	3,000	20,000	10,000	10,000	10,000	10,000	10,000
Est. Additional Revenue (Outside agencies, grants, reimbursement & other)	328,400	422,276	983,600	479,172	893,000	852,500	868,700	892,550	20,000
Proceeds from Equipment Sales	10,000	-	-	-	10,000	10,000	10,000	10,000	10,000
General Fund Transfers In	400,000	400,000	400,000	400,000	400,000	650,000	400,000	400,000	400,000
Public Safety Transfer In	-	-	-	-	-	-	-	-	-
Total Revenues & General Fund Transfers In - Capital Fund	**2,872,656**	**2,998,805**	**3,538,361**	**2,902,414**	**3,316,242**	**3,545,774**	**3,311,974**	**3,335,824**	**2,463,274**
Total Anticipated Year End Expenditures	**3,282,380**	**2,887,131**	**2,352,953**	**3,244,866**	**4,142,184**	**3,970,630**	**3,586,826**	**3,355,727**	**2,478,796**
Ending Fund Balance (Cash Basis) - Capital Fund	**1,477,316**	**1,998,714**	**2,183,361**	**1,656,266**	**830,324**	**405,468**	**130,616**	**110,713**	**95,192**

ESTIMATED ADDITIONAL CAPITAL FUND REVENUE (FUNDING SOURCES)	FY2019 BUDGETED	FY2019 ACTUAL	FY2020 BUDGETED	FY2020 PROJECTED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED	FY2025 PROJECTED
Community Development Block Grants for ADA Improvements	20,000	23,850	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Warson Road Improvement Project (STP Grant)	-	241,246	-	-	-	-	-	-	-
Emerson Road Improvement Project (STP Grant)	-	-	444,000	-	444,000	-	-	-	-
North New Ballas Sidewalk Improvement Project (TAP Grant)	212,000	122,180	-	-	-	-	-	-	-
Fernview Drive Improvement Project (STP Grant)	-	-		-	250,000	-	-	-	-
North New Ballas Lighting and Signal Enhancements - Olive TDD	60,000	-	-	62,000	-	-	-	-	-
North New Ballas Signal Enhancements - Development Escrow	30,000	-	-	25,705	-	-	-	-	-
Ladue Court Escrow Reimbursement	-	-	-	17,226	-	-	-	-	-
Ice Arena Improvements - Municipal Park Grant	-	-	397,600	347,841	-	-	-	-	-
Mosley Road Improvements - North Phase (STP Grant)	-	-	-	-	84,000	676,000	-	-	-
Park Master Plan (Municipal Park Planning Grant)	6,400	-	-	6,400	-	-	-	-	-
Donation for Police Fitness Equipment	-	35,000	-	-	-	-	-	-	-
New Ballas Improvements - Phase 1 (STP Grant)	-	-	-	-	-	**144,000**	**816,000**		
Lindbergh-Old Olive Intersection (State Cost-Share Program)	-	-	-	-	**95,000**	**12,500**	**32,700**	**872,550**	-
Subtotal	**328,400**	**422,276**	**861,600**	**479,172**	**893,000**	**852,500**	**868,700**	**892,550**	**20,000**

New or Substantially Modified Projects are in Bold

DRAFT 4/13/2020

EXHIBIT A

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

FY2021 - FY2025

BUILDING PROJECT BOND FUND (PROP P)

BUILDING PROJECT BOND FUND REVENUES	FY2019 BUDGETED	FY2019 ACTUAL	FY2020 BUDGETED	FY2020 PROJECTED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED	FY2025 PROJECTED
Beginning Fund Balance (estimated Cash Basis as of July 1)	8,739,611	8,739,612	1,649,002	2,928,351	1,247,351	1,109,351	600,292	610,292	620,292
Estimated Bond Proceeds	-	-		-	-	-	-	-	-
Estimated Interest Revenue	33,600	130,361	200	78,000	12,000	12,000	10,000	10,000	10,000
Transfers In	-	-		-	-	-	-	-	-
Total Revenues & Transfers In	**33,600**	**130,361**	**200**	**78,000**	**12,000**	**12,000**	**10,000**	**10,000**	**10,000**

9501 BUILDING DESIGN AND CONSTRUCTION	FY2019 BUDGETED	FY2019 ACTUAL	FY2020 BUDGETED	FY2020 PROJECTED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED	FY2025 PROJECTED
01 Police Building Professional Services	200,000	369,190	25,000	250,000	-	-	-	-	-
02 Police Building Site Work and Building Construction	5,460,217	5,572,432	1,418,341	1,500,000	-	-	-	-	-
03 Government Center Assessibility & Security Improvements	-	-		-	-	521,059	-	-	-
04 Government Center Electrical Switchgear Replacement			**17,500**	**9,000**	**150,000**	-	-	-	-
Transfers Out	-	-		-	-	-	-	-	-
Total Anticipated Year End Expenditures & Transfers	**5,660,217**	**5,941,622**	**1,460,841**	**1,759,000**	**150,000**	**521,059**	-	-	-
Ending Fund Balance (Cash Basis) - Building Project Bond Fund (Prop P)	**3,112,994**	**2,928,351**	**188,361**	**1,247,351**	**1,109,351**	**600,292**	**610,292**	**620,292**	**630,292**

9514 DEBT SERVICE	FY2019 BUDGETED	FY2019 ACTUAL	FY2020 BUDGETED	FY2020 PROJECTED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED	FY2025 PROJECTED
DEBT SERVICE (PROP P) REVENUES									
Beginning Fund Balance (estimated Cash Basis as of July 1)	258,532	258,532	380,522	362,136	552,380	745,524	932,467	1,118,061	1,307,755
Estimated Property Tax Collection Revenue	832,396	815,260	901,000	901,000	901,000	901,000	901,000	901,000	901,000
Estimated Interest Revenue	1,000	-	1,000	2,500	2,500	2,500	2,500	2,500	2,500
Total Anticipated Revenues	**833,396**	**815,260**	**902,000**	**903,500**	**903,500**	**903,500**	**903,500**	**903,500**	**903,500**
DEBT SERVICE (PROP P) EXPENSES									
Estimated Expenditures	-	250	250	250	250	250	250	250	250
Estimated Interest Expenses	291,406	291,406	283,006	283,006	270,106	261,306	247,656	233,556	236,956
Estimated Principal Expenses	420,000	420,000	430,000	430,000	440,000	455,000	470,000	480,000	490,000
Total Anticipated Expenditures	**711,406**	**711,656**	**713,256**	**713,256**	**710,356**	**716,556**	**717,906**	**713,806**	**727,206**
Ending Cash Balance	**380,522**	**362,136**	**569,266**	**552,380**	**745,524**	**932,467**	**1,118,061**	**1,307,755**	**1,484,049**

CAPITAL IMPROVEMENT PROGRAM SUMMARY

TOTAL COMBINED CAPITAL PROGRAM (CAPITAL FUND & BUILDING PROJECT BOND FUND)	FY2019 BUDGETED	FY2019 ACTUAL	FY2020 BUDGETED	FY2020 PROJECTED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED	FY2025 PROJECTED
Total Combined Revenues & Transfers In	3,739,652	3,944,426	4,440,561	3,883,914	4,231,742	4,461,274	4,225,474	4,249,324	3,376,774
Total Combined Anticipated Year End Expenditures & Transfers	9,654,003	9,540,409	4,527,050	5,717,122	5,002,540	5,208,246	4,304,732	4,069,533	3,206,002
Ending Fund Balance (Cash Basis) - All Capital Funds	**4,970,832**	**5,289,202**	**2,940,988**	**3,455,997**	**2,685,198**	**1,938,227**	**1,858,969**	**2,038,760**	**2,209,533**

9501 GOVERNMENT FACILITIES - 05

COURT OFFICE RENOVATION

CAPITAL FUND

Total Project Cost	Outside Funding Source	City Share	Estimated Total Capital Costs						
			Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future
$30,000	$0	$30,000	$0	$30,000	$0	$0	$0	$0	$0

Project Description:
This project involves renovations and expansion of the existing court offices on the lower level of the Creve Coeur Government Center. Several adjacent offices that were previously used by the Police Department will be incorporated into the court office. The renovations will include new ceiling tiles, lighting, carpet, and paint in the offices and a new courtesy window.

Existing Condition:
The existing court offices are outdated with limited space for storage. Adjacent to the court offices are several offices that were used by the Police Department before the police staff moved to their new building.

Justification: *Coordination; Operating Efficiency; Condition of Existing Facility*
Renovation of the court offices will improve the ability of the court staff to serve the public and will make use of the space now available. The extra space will allow the City to consider expansion of the court function.

Operating Budget Impact:
New, energy-efficient light fixtures will decrease future electricity bills.

Comments:
The City is exploring the feasibility of creating and hosting a group of area municipal courts, similar to the West Central Dispatch Center.

Expenditure Type:		
Planning, Design & Engineering	$	
Land Acquisition	$	
Construction	$	30,000
Equipment	$	
Other	$	
Total	**$**	**30,000**

DIELMANN RECREATION COMPLEX PARKING LOT LIGHTING

CAPITAL FUND

Total Project Cost	Outside Funding Source	City Share	Estimated Total Capital Costs						
			Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future
$40,000	$0	$40,000	$10,000	$30,000	$0	$0	$0	$0	$0

Project Description:
This project will include replacing the existing light fixtures with new and additional LED light fixtures for the two parking lots at the Dielmann Recreation Complex. The purpose of the project is to provide adequate and consistent light for the parking lots to increase safety and functionality of the lots.

Existing Condition:
Currently, the parking lots are lit with light poles that were installed by and are maintained by Ameren. The front parking lot has some older and some newer light fixtures, and the back parking lot only has two light poles, but needs several more to cover the entrance and underserved sections of the lot.

Justification: *Public Safety; Operating Efficiency; Condition of Existing Facility*
The safety of the users of the Dielmann Recreation Complex is a primary concern, and the new lights will help limit the City's risk expose. The current poles provide minimal, inadequate coverage, and these light poles need frequent maintenance. The new poles will have LED fixtures that will provide better, more consistent light output.

Operating Budget Impact:
The project would not change that the City currently pays a monthly fee to Ameren for replacing bulbs that go out and for fixing damages that occur to the poles that are out of the City's control (e.g. wind or storm damage). However, the new LED lights should result in lower monthly electric bills.

Comments:
None.

Expenditure Type:		
Planning, Design & Engineering	$	5,000
Land Acquisition	$	
Construction	$	35,000
Equipment	$	
Other	$	
Total	**$**	**40,000**

MILLENNIUM PARK PLAYGROUND REPLACEMENT (GRANT MATCH) CAPITAL FUND

Total Project Cost	Outside Funding Source	City Share	Estimated Total Capital Costs						
			Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future
TBD	TBD	$30,500	$0	$30,500	$0	$0	$0	$0	$0

Project Description:
This project would remove and replace the two main playgrounds and their safety surfaces at Millennium Park. The City Share reflects the required 6% local contribution for a Municipal Park Grant. The City plans to seek $475,000 in grant funding in FY2021. The FY2021 budget will need to be adjusted to reflect the full project cost if the City is successful in obtaining a grant for the project.

Existing Condition:
The primary (northern) playground at Millennium Park was constructed in 2004, and the secondary (southern) playground was added in 2007. The City capped the safety surface for the northern playground and made repairs to the southern playground's surface in 2017. The safety surface beneath the southern playground no longer provides the cushioning that is required, so the City was forced to close this playground in early 2020. The equipment at the northern playground and the surface beneath it are wearing out and require replacement.

Justification: *Operating Efficiency; Condition of Existing Facility; Availability of Outside Funding; Safety*
The safety surface of the southern playground has failed its annual inspection will be closed until repairs can be made. The safety surface for the northern playground is older and the 2017 overlay is expected to expire soon. These surfaces must meet safety standards in order for the playgrounds to be open.

Operating Budget Impact:
The northern playground is a European design, and the age and style of the playground make it difficult to find parts for the equipment. New playground equipment and safety surfaces are expected to cost less to maintain.

Comments: A grant will be applied for in FY2021 and, if approved, construction will take place in late FY2021.

Expenditure Type:		
Planning, Design & Engineering	$	
Land Acquisition	$	
Construction	$	30,500
Equipment	$	
Other	$	
Total (Grant Match)	**$**	**30,500**

9506 PARKS AND RECREATIONAL FACILITIES – 14

ICE ARENA REFRIGERANT SWITCH-OVER (DESIGN AND GRANT MATCH) — CAPITAL FUND

Total Project Cost	Outside Funding Source	City Share	Estimated Total Capital Costs						
			Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future
$90,000	TBD	$90,000	$0	$15,000	$0	$75,000	$0	$0	$0

Project Description:
The current system that cools the ice at the Creve Coeur Ice Arena operates using R-22 (Freon), a product that is now illegal to import into or produce in the United States. This project would include transitioning the current cooling system, through retrofit or replacement of the existing equipment, to an alternative coolant such as Ammonia or CO_2. A design of the system is planned for FY2021 to determine the City's options. The total cost of this project is estimated to be $550,000. The City Share reflects the remaining $75,000 if the City is awarded a $475,000 Municipal Park Grant in FY2023. The full project cost will be programmed into the appropriate fiscal years if the City is successful in obtaining a grant for the project.

Existing Condition:
The existing equipment is currently operational, but the three compressors in this system have required frequent maintenance. Even small repairs to the system can result in a loss of coolant and, therefore, require a system "charge" or refill. Vendors who do these repairs are responsible for disposing of lost Freon, and the City often incurs service charges associated with these disposals.

Justification: *Operating Efficiency; Condition of Existing Facility; Coordination; Availability of Outside Funding; Protection & Conservation*
This project directly affects operational efficiency. Under the U.S. Clean Air Act & the Montreal Protocol on Substances that Deplete the Ozone Layer, use of R-22 refrigerant has been phased out of use because of the damage these types of substances can cause to the earth's ozone layer. Starting on January 1, 2020, the U.S. no longer produced or imported R-22. Any repair or catastrophic system failure could mean that the City will be unable to recharge the system to maintain cooling.

Operating Budget Impact:
Once the switch over occurs, the cost of maintaining the system will be included in the building's preventive maintenance contract. The real savings will be seen when the system moves away from the expensive R-22 cost, simply due to the lack of supply for R-22 coolant.

Comments: A grant will be applied for in FY2023 and, if approved, the switchover will take place in FY2023.

Expenditure Type:		
Planning, Design & Engineering	$	40,000
Land Acquisition	$	
Construction	$	
Equipment	$	50,000
Other	$	
Total (Grant Match)	**$**	**90,000**

MALCOLM TERRACE PARK TRAIL IMPROVEMENTS (CDBG GRANT)

CAPITAL FUND

Total Project Cost	Outside Funding Source	City Share	Estimated Total Capital Costs						
			Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future
$75,000	$20,000	$55,000	$0	$75,000	$0	$0	$0	$0	$0

Project Description:
The project involves updating and repairing two asphalt trails and the parking lot at Malcolm Terrace Park. The City has applied for $20,000 in Community Development Block Grant (CDBG) funding to assist with the cost of this project.

Existing Condition:
Asphalt paths are in use at Venable Memorial Park, Conway Park, Malcolm Terrace Park, and Millennium Park. Most of these trails are in good condition and need preventative maintenance to preserve their condition. The paths at Malcolm Terrace Park, Conway Park, and an access path to Venable Memorial Park, are in poor condition and require resurfacing and localized replacement.

Justification: *Public Safety; Cond. of Existing Facility; Availability of Outside Funding; Citizen Request*
The City's parks are a sense of pride for Creve Coeur, and the City is obligated to provide adequate and safe access to the parks. Grant funding to assist with maintaining this access allows the City to meet its obligations at a reduced cost.

Operating Budget Impact:
Asphalt path maintenance can be costly. Replacement of the paths at Malcolm Terrace Park will reduce maintenance costs for the near future.

Comments:
None.

Expenditure Type:		
Planning, Design & Engineering	$	
Land Acquisition	$	
Construction	$	75,000
Equipment	$	
Other	$	
Total	**$**	**75,000**

9509 STORMWATER – 02

MIDDLEBROOK DRIVE STORMWATER IMPROVEMENTS

CAPITAL FUND

Total Project Cost	Outside Funding Source	City Share	Estimated Total Capital Costs						
			Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future
$292,075	$0	$292,075	$92,075	$200,000	$0	$0	$0	$0	$0

Project Description:
This project involves replacing a failing culvert pipe beneath Middlebrook Drive and making associated repairs to the impacted area of the roadway and the stream. The project will include decorative elements, similar to those included in the Chilton Lane culvert replacement project in 2013. The easements required for the project were donated by the adjacent property owners. Trees and bushes will be included in the restoration of disturbed area to replace some of the removed vegetation.

Existing Condition:
The culvert pipe is both undersized and failing, with increasing impact to the pavement of Middlebrook Drive above. In a heavy rain event, the creek flow exceeds the culvert capacity, and the creek overtops the street. The voids around the culvert were addressed in 2014 following a partial collapse of the roadway, but this repair was never expected to last more than a few years.

Justification: *Public Safety; Condition of Existing Facility; Beautification; Coordination*
Analysis of the stream found that the existing culvert pipe does not meet current size requirements, so lining the pipe or in-kind replacement would not be permissible. The Stormwater Committee identified the replacement of this culvert as a high priority in 2016, because the failure of this culvert would limit access to or isolate several homes along Middlebrook Drive. This issue rated as one of the highest among reviewed stormwater issues with 145 points, and the project has a benefit-to-cost ratio is 0.6, according to the metrics used in the Stormwater Master Plan.

Operating Budget Impact:
City staff has repeatedly patched the roadway pavement above this culvert, with a significant repair in 2014. This project will eliminate this problem and future needs for such maintenance.

Comments:
The design for this project was completed in FY2013. This project was originally scheduled to be constructed in FY2014; however, the Metropolitan St. Louis Sewer District's (MSD) planned sanitary sewer replacement for this area began in 2016. The City's project is scheduled for construction in 2020 (FY2019-FY2020) now that MSD's project is complete and the City has obtained all of the easements needed for the project. This project uses funding originally set aside for the FY2019 and FY2020 Stormwater Master Plan projects.

Expenditure Type:		
Planning, Design & Engineering	$	10,000
Land Acquisition	$	1,000
Construction	$	250,000
Equipment	$	
Other (Design FY2013)	$	31,075
Total	**$**	**292,075**

9510 STREETS AND SIDEWALKS – 01

STREET AND SIDEWALK MAINTENANCE PROGRAM

CAPITAL FUND

Total Project Cost	Outside Funding Source	City Share	Estimated Total Capital Costs						
			Prior Year	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future
$1,313,300	$0	$1,313,300	$1,456,500	$1,313,300	$1,333,000	$1,353,000	$1,373,300	$1,393,900	TBD

Project Description:
The project includes concrete pavement replacement, asphalt pavement resurfacing, asphalt pavement maintenance, microsurfacing, roadway striping, and sidewalk replacement for the annual maintenance of the City's roadway and sidewalk networks.

Existing Condition:
While the majority of the City's pavement network is in good condition, annual and on-going evaluation of pavement and sidewalk conditions find ageing and failing pavement and sidewalks that need to be addressed.

Justification: *Public Safety; Condition of Existing Facility; Coordination; Citizen Demand*
The City's street and sidewalk network form the City's largest asset that serves all of the City's residents and visitors. Annual maintenance of streets and sidewalks is required to preserve their functionality and to limit future repair costs. The City uses a pavement management system to track pavement conditions, and the City aims to evaluate the condition of each street on a four-year rotation. The pavement condition data assists with the prioritization of pavement repairs and maintenance and helps the City preserve its existing infrastructure as efficiently as possible. Federal regulations require that sidewalks meet accessibility standards so that all users have an opportunity to travel safely. The City's sidewalk maintenance program follows the federal regulations and supports the City's Pedestrian Plan.

Operating Budget Impact:
Pavement and sidewalk maintenance programs will improve and preserve the infrastructure and will result in a reduction in the number of pothole repairs and other on-going maintenance needs.

Comments:
Approximately 10% of the annual street and sidewalk improvements are directed toward accessibility improvements to the City's sidewalk network in support of the accessibility transition plan. Larger projects, such as grant-funded improvements, are described in separate project sheets.

Expenditure Type:		
Planning, Design & Engineering	$	
Land Acquisition	$	
Construction	$	1,313,300
Equipment	$	
Other	$	
Total (FY2021)	**$**	**1,313,300**

STREET RECONSTRUCTION/REHABILITATION — CAPITAL FUND

Total Project Cost	Outside Funding Source	City Share	Estimated Total Capital Costs						
			Prior Year	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future
$300,000	$0	$300,000	$365,000	$300,000	$0	$200,000	$0	$300,000	TBD

Project Description:
The City plans to fully or substantially replace sections of failed residential roadways as part of this project. The various needs of the pavement network are evaluated each year to determine which streets will be reconstructed. The FY2018-FY2021 projects involve rehabilitation of the Ladue Estates subdivision, and Winrock Drive was included in the FY2019 project. Funding in FY2022 will be used to offset the costs for the "South Phase" improvements to Mosley Road. Projects in FY2023 and beyond will be determined after future reviews of pavement conditions.

Existing Condition:
Residential streets that are considered for reconstruction have reached the end of their useful lives and are generally in too poor of condition to gain long-term benefits from the City's typical pavement maintenance programs. Most of the streets that have been included in this program were older concrete streets that were overlaid with asphalt decades ago.

Justification: *Public Safety; Condition of Existing Facility; Citizen Demand*
All of the City's streets will eventually reach the end of their useful lives, fail at a structural level, and require reconstruction. This program provides the City with a tool to address some of its residential streets that are in poor or failing condition that typical maintenance programs can no longer improve.

Operating Budget Impact:
Streets with failing pavement typically require frequent maintenance in the form of pothole patching and emergency pavement repairs, which City staff often performs to address the issues as quickly as possible. Allocation of funds for reconstruction also allows for more of the maintenance budget to be used for maintaining and preserving streets that are in better condition. This allows for more streets and sidewalks to be addressed and will reduce the number of calls for City staff to make repairs.

Comments:
The budget projections are based upon planned roadway replacement and rehabilitation. These plans typically change due to pavement failures or coordination with utilities or other projects. The candidates listed to the right do not form an exhaustive list and are not necessarily the streets with the lowest condition ratings – some streets with lower surface condition ratings can be repaired through extensive concrete slab replacement or asphalt resurfacing.

Expenditure Type:	
Planning, Design & Engineering	$
Land Acquisition	$
Construction	$ 300,000
Equipment	$
Other	$
Total (FY2021)	**$ 300,000**

Street Reconstruction/Rehabilitation Candidate Examples *(in Alphabetical Order)*

Street Name	**Pavement Condition Index (0 – 100)**
Country Fair Lane	80
Conway Garden Court	62
Craig Road	45
Emerson Road	41
Ladue Estates Drive West	52
Ladue Meadows Drive	75
Magna Carta Drive	90
Mosley Road	50
Tureen Drive	56

NEW BALLAS MEDIAN PLANTINGS

CAPITAL FUND

Total Project Cost	Outside Funding Source	City Share	Estimated Total Capital Costs						
			Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future
$20,000	$0	$20,000	$0	$20,000	$0	$0	$0	$0	TBD

Project Description:
This project involves new trees, median end treatments, and plantings in the centerline median along North New Ballas Road near the Creve Coeur Government Center.

Existing Condition:
The existing island is generally grass with ash trees along its center and landscaping at each end.

Justification: *Coordination; Condition of Existing Facility; Beautification*
The ash trees in this median will be removed in FY2020 as part of the systematic removal of ash trees throughout the City due to the emerald ash borer infestation. This project will add low-maintenance flowers and plants to the planned replacement of the trees in the median.

Operating Budget Impact:
The proposed planting plan is not expected to add any costs to the operating budget.

Comments:
The planting plan is recommended by the City's Horticulture, Ecology, and Beautification Committee.

Expenditure Type:		
Planning, Design & Engineering	$	
Land Acquisition	$	
Construction	$	20,000
Equipment	$	
Other	$	
Total	**$**	**20,000**

9510 STREETS AND SIDEWALKS – 08

SIGNAL ENHANCEMENT PROJECTS

CAPITAL FUND

Total Project Cost	Outside Funding Source	City Share	Estimated Total Capital Costs						
			Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future
$436,128	$87,705	$348,423	$196,128	$240,000	$0	$0	$0	$0	TBD

Project Description:
These projects involve partnerships with the Missouri Department of Transportation (MoDOT), the Olive Boulevard Transportation Development District (Olive TDD), and Saint Louis County to add black powder coat and illuminated street name signs to several traffic signals along Olive Boulevard, Lindbergh Boulevard, and North New Ballas Road. The work in FY2021 will involve a partnership with MoDOT to add black powder coating and illuminated street name signs to two projects along Olive Boulevard – one involving the intersections of Olive at Spoede and at Old Olive, and the second involving eight intersections along Olive Boulevard west of New Ballas Road.

Existing Condition:
MoDOT plans to replace the old and/or outdated traffic signals at the intersections of Olive at Old Olive Street Road, Spoede Road, Tempo Drive, Ross/Questover, and Fernview Drive.

Justification: *Coordination; Condition of Existing Facility; Beautification*
Including these enhancements to new traffic signals as part of the MoDOT and County projects will be much more cost effective and will result in better products than if completed as part of one or more independent projects to add these enhancements once the traffic signals are in place.

Operating Budget Impact:
The City will be responsible to maintain the illuminated street name signs and the black powder coating on the signal equipment, and the City will be responsible to pay the electric bills for the signs. These costs are expected to be minimal.

Comments:
The outside funding sources include construction reimbursement from the Olive TDD (estimated at $62,000) for the lighting work along New Ballas Road and a development escrow (estimated at $25,705) for illuminated street name signs at the intersections of New Ballas Road at Studt Avenue and at Old Ballas Road.

Expenditure Type:		
Planning, Design & Engineering	$	50,592
Land Acquisition	$	
Construction	$	385,536
Equipment	$	
Other	$	
Total	**$**	**436,128**

9510 STREETS AND SIDEWALKS – 09

EMERSON ROAD IMPROVEMENT PROJECT (FEDERAL STP GRANT) CAPITAL FUND

Total Project Cost	Outside Funding Source	City Share	Estimated Total Capital Costs						
			Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future
$694,768	$444,000	$250,768	$89,768	$605,000	$0	$0	$0	$0	$0

Project Description:
The project includes pavement widening and resurfacing, new curb and gutter, and enclosed stormwater facilities along the City-maintained section of Emerson Road from Old Ballas Road to De Smet Jesuit High School. In FY2016, the City was awarded a federal grant that will fund up to $444,000, which is approximately 73% of the estimated construction cost for the project.

Existing Condition:
The existing roadway pavement is in marginal condition: its edges are deteriorating, a retaining wall supporting the street is failing, and the street width is insufficient. The City's portion of Emerson Road was found to have an average pavement condition index (PCI) of 41 in 2019, which indicates that the pavement is in need of significant improvements.

Justification: *Public Safety; Condition of Existing Facility; Availability of Outside Funding*
Emerson Road does not meet current standards for width and safety. The project will increase the roadway width and will improve drivers' sight lines by lowering the peak of the hill just north of De Smet Jesuit High School.

Operating Budget Impact:
Fixing the street and the failing headwall will reduce the number of maintenance calls to fix Emerson.

Comments:
The Emerson Road Improvement Project follows a concept plan that was developed for Emerson Road in FY2011. The sidewalk improvements that were part of this concept plan will be completed through the Emerson Road Sidewalk Improvement Project in FY2017, for which the City received a federal grant to assist with construction costs. The Missouri Department of Transportation owns Emerson Road south of De Smet Jesuit High School.

Expenditure Type:		
Planning, Design & Engineering	$	84,988
Land Acquisition	$	4,780
Construction	$	605,000
Equipment	$	
Other	$	
Total	**$**	**694,768**

FERNVIEW DRIVE RESURFACING (FEDERAL STP GRANT) — CAPITAL FUND

Total Project Cost	Outside Funding Source	City Share	Estimated Total Capital Costs						
			Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future
$392,423	$250,000	$142,423	$56,423	$336,0000	$0	$0	$0	$0	$0

Project Description:
This project involves asphalt pavement resurfacing along Fernview Drive from Gallagher Road to Olive Boulevard. The City was awarded a federal grant that will reimburse up to $250,000 (approximately 74%) of the construction cost for this project.

Existing Condition:
Fernview Drive consists of an asphalt street with concrete curbs and gutters between Gallagher Road and Olive Boulevard. Fernview Drive has sections that are currently in good condition, but some sections have deteriorated. Fernview has an average pavement condition index (PCI) of 59, meaning that it is in "fair" condition with the need for a resurfacing soon. This average PCI balances very good sections with PCI in the 80's with poor sections with PCI in the 40's.

Justification: *Public Safety; Availability of Outside Funding; Citizen Demand*
The roadway resurfacing is needed to maintain the pavement along Fernview Drive before more substantial rehabilitation becomes necessary. Fernview is used by about 4,300 vehicles per day, making it one of the most heavily traveled City streets in a residential area.

Operating Budget Impact:
The project will result in less need for City staff to patch Fernview Drive. Future maintenance expenses are expected to be lower due to this project.

Comments:
The Missouri Department of Transportation (MoDOT) plans to make signal and accessibility improvements at the intersection of Fernview Drive and Olive Boulevard through a project that begins in FY2021.

Expenditure Type:		
Planning, Design & Engineering	$	56,423
Land Acquisition	$	
Construction	$	336,000
Equipment	$	
Other	$	
Total	$	**392,423**

9510 STREETS AND SIDEWALKS – 11

MOSLEY ROAD IMPROVEMENT PROJECT (FEDERAL STP GRANT) CAPITAL FUND

Total Project Cost	Outside Funding Source	City Share	Estimated Total Capital Costs						
			Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future
$1,767,364	$760,000	$1,007,364	$220,457	$236,907	$1,310,000	$0	$0	$0	$0

Project Description:
Improvements to Mosley Road will involve roadway resurfacing, localized roadway reconstruction adjust the vertical alignment, and sidewalk improvements from Olive Boulevard to Ladue Road. The City was awarded a federal Surface Transportation Program (STP) grant for 80% of the anticipated costs for the right-of-way and construction phases for the improvements between Olive Boulevard and Tureen Drive. The design for the project and the improvements south of Tureen Drive will be fully funded by the City.

Existing Condition:
Mosley Road is an asphalt street that last saw major roadway work in 2000 with the addition of the existing sidewalk. The pavement is failing in areas, but the general need for the roadway is resurfacing. The roadway width is also inconsistent, with some areas less than 20 feet wide. Mosley Road was found to have an average pavement condition index (PCI) of 54 in 2016, which indicates that the pavement is a good candidate for resurfacing.

Justification: *Public Safety; Condition of Ex. Facility; Citizen Demand; Availability of Outside Funding*
Of the City's principal roadways, the condition of Mosley Road is one of the worst. Complaints are common regarding the pavement condition, poor ride quality, and stormwater drainage issues. A preliminary design completed in FY2015 for Mosley Road also found several areas where the vertical or horizontal alignments do not meet design standards.

Operating Budget Impact:
The City completes significant pavement patching along Mosley Road nearly every year. Completing this project would eliminate this need and expense.

Comments:
A conceptual design for Mosley Road was completed for $86,768 in FY2014-FY2016. FY2022 Roadway Reconstruction funds will be used to offset the cost of the improvements to Mosley south of Tureen Drive.

Expenditure Type:		
Planning, Design & Engineering	$	220,596
Land Acquisition	$	150,000
Construction	$	1,310,000
Equipment	$	
Other (Concept Plan- FY2016)	$	86,768
Total	**$**	**1,767,364**

NEW BALLAS ROAD IMPROVEMENTS – PHASE 1 (FEDERAL STP GRANT) CAPITAL FUND

Total Project Cost	Outside Funding Source	City Share	Estimated Total Capital Costs						
			Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future
$1,350,000	$960,000	$390,000	$0	$150,000	$180,000	$1,020,000	$0	$0	$0

Project Description:
The project includes the replacement of approximately 25% of the concrete pavement, joint replacement, and diamond grinding of the pavement surface along North New Ballas Road between Olive Boulevard and Craig Road. The project would also include sidewalk improvements and updates to highlight the signal at Cityplace Drive and the four-way stop at American Legion Drive.

Existing Condition:
Areas of the concrete pavement are in good condition, but many areas are in poor condition and require replacement. Joint deterioration is the primary issue along this section of North New Ballas Road, and this issue causes poor ride quality. Much of the existing sidewalk was constructed in the early 1990's and falls short of the current accessibility standards. This section of North New Ballas Road was found to have an average pavement condition index (PCI) of 75 in 2016.

Justification: *Public Safety; Condition of Existing Facility; Availability of Outside Funding; Beautification*
New Ballas Road is the City's largest street and one of two City-maintained streets classified as a minor arterial. Preservation of this street's pavement is a high priority, both for the traveling public and to control future costs. The deteriorating concrete pavement, sidewalks, curbs, and entrances require a significant investment to correct, and grant assistance for the work will make affording these improvements much more manageable. An alternative to grant funding would have been to devote approximately 10% of the City's annual concrete repairs to this section of New Ballas Road for approximately 5-10 years.

Operating Budget Impact:
This project will eliminate joint patching needs and sidewalk issues that require staff attention.

Comments:
None.

Expenditure Type:		
Planning & Design	$	150,000
Land Acquisition	$	180,000
Construction	$	1,020,000
Equipment	$	
Other	$	
Total	**$**	**1,350,000**

LINDBERGH-OLD OLIVE INTERSECTION (STATE COST-SHARE; STP GRANT MATCH) CAPITAL FUND

Total Project Cost	Outside Funding Source	City Share	Estimated Total Capital Costs						
			Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future
$1,454,706	$1,012,750	$441,956	$43,406	$190,000	$25,000	$90,160	$1,106,140	$0	$0

Project Description:
This project involves the partial reconstruction of the intersection of Lindbergh Boulevard and Old Olive Street Road in order to add a traffic signal that will provide full access in all directions. This signal will allow for a pedestrian/bicycle crossing across Lindbergh. The costs shown represent approximately 15% of what is expected to be a $2.58 million project. The City has been awarded State Cost-Share funding in for approximately 40% of the total project cost. In FY2020, staff applied for federal STP grant funding for another 45% of the project cost. If the City is awarded this funding, then the full cost and grant funding will be included in the appropriate years.

Existing Condition:
The existing intersection of Lindbergh Boulevard and Old Olive Street Road allows only right-in, right-out access for Old Olive on both sides of Lindbergh. A concrete barrier along the Lindbergh median prohibits any east-west vehicular or pedestrian crossing of this intersection.

Justification: *Availability of Outside Funding; Coordination*
The proposed improvements to this intersection are supported by the Comprehensive Plan Creve Coeur 2030, the 39 North Master Plan, and the Old Olive Street Road Great Street Plan. These improvements provide the best chance for a pedestrian or bicycle crossing of Lindbergh Boulevard in that area.

Operating Budget Impact:
The City will most likely need to take over the maintenance of Old Olive Street Road from the Missouri Department of Transportation in return for the funding for this project. The ongoing maintenance cost for Old Olive Street Road could be significant.

Comments:
Conceptual plans for this intersection were developed as part of the Old Olive Street Road great street plan, which was completed through a partnership of St. Louis County, the St. Louis Economic Development Partnership, and the City of Creve Coeur. Funding in "prior years" represents design costs in FY2019 and FY2020 to refine the project plans and estimates in preparation for the grant applications. Future improvements to Old Olive are likely to qualify for federal funding, although the classification of Old Olive may change following its removal from the state roadway system.

Expenditure Type:	
Planning, Design & Engineering	$ 337,206
Land Acquisition	$ 115,160
Construction	$ 1,002,340
Equipment	$
Other	$
Total (Cost Share & STP Grant Match)	**$ 1,454,706**

PUBLIC WORKS CAPITAL EQUIPMENT

CAPITAL FUND

FY2021 Cost	Outside Funding Source	City Share	Estimated Total Capital Costs						
			Prior Year	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future
$293,300	$0	$293,300	$155,884	$243,700	$359,600	$346,300	$326,000	$316,100	$325,000

Project Description:
The following major equipment purchases are planned for FY2021 as replacements for older equipment used by the Department of Public Works:

- Two-ton Dump Truck with Plow and Spreader .... $ 137,500
- Leaf Vacuum (25 CY capacity) .... $ 54,500
- Leaf Vacuum (14 CY capacity) .... $ 51,700

$ 243,700

Equipment replacement is based upon a scheduled rotation that helps limit the financial impact on any one year. The equipment that will be replaced ranges in age from 9-20 years old.

Existing Condition:
The current equipment has reached the end of its useful and dependable life. Significant maintenance costs can be expected if this equipment is kept in service.

Justification: *Public Safety; Condition of Existing Facility; Operating Efficiency*
Replacement of the equipment noted below is necessary to provide services to the residents and repair the City's infrastructure. Without replacement, it will not only have an effect on public safety, it will also affect the City's operating efficiency due to down time for equipment repairs.

Operating Budget Impact:
Replacement of older equipment helps reduce the overall annual maintenance costs of the Public works fleet. Holding on to older equipment will likely result in significant increases in repair bills and a reduction in efficiency and ability to provide service to the residents due to an increase in downtime cause by equipment failure.

Comments:
Capital equipment includes City equipment costing greater than $20,000 and having a useful life of at least five years. Public Works staff plans to trade-in or sell the replaced equipment at auction after the new replacement vehicle arrives. The amount of revenue from the auctioned equipment will help offset the cost to purchase new equipment.

Expenditure Type:	
Planning, Design & Engineering	$
Land Acquisition	$
Construction	$
Equipment	$ 243,700
Other	$
Total (FY2021)	**$ 243,700**

PUBLIC WORKS FACILITY GASOLINE SYSTEM REPLACEMENT

CAPITAL FUND

Total Project Cost	Outside Funding Source	City Share	Estimated Total Capital Costs						
			Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future
$35,000	$0	$35,000	$0	$35,000	$0	$0	$0	$0	$0

Project Description:
This project involves the replacement of the gasoline pumps and the software and computer system managing the fuel system at the Creve Coeur Public Works facility at 966 Rue de la Banque Drive.

Existing Condition:
The City operates a fueling station at its Public Works facility for the use of the City's vehicles, primarily the Public Works and Police Department's fleets. This fueling station includes two gasoline pumps and one diesel pump. The two gasoline pumps were installed in 1999 when the property was developed. A computer system is used to track gasoline use for each vehicle and to monitor the underground system for leaks. The software and hardware included in this computer system were installed in 2006. The City is required to have operational pumps and monitoring, and both have needed annual maintenance in order for the City to meet the minimum standards for the system.

Justification: *Public Safety; Condition of Existing Equipment; Operating Efficiency*
Annual repairs are needed to bring the pumps into compliance with state requirements prior to each year's inspection. Both the pumps and the computer system need to be re-calibrated frequently to remain a reliable monitoring system. Updates to the system are not possible, because the system is so old. Replacement is now necessary. The City could use a local gas station for fuel, but doing so would be less efficient for the frequent fueling of the Police and Public Works fleets.

Operating Budget Impact:
New pumps are expected to require less maintenance than the existing pumps. New computer software and hardware will reduce staff time needed to verify that the system is accurate.

Comments:
None.

Expenditure Type:		
Planning, Design & Engineering	$	
Land Acquisition	$	
Construction	$	
Equipment	$	35,000
Other	$	
Total	**$**	**35,000**

ADMINISTRATION

PROJECT MANAGEMENT

CAPITAL FUND

FY2021 Cost	Outside Funding Source	City Share	Estimated Total Capital Costs						
			Prior Year	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future
$91,777	N/A	$91,777	$90,387	$91,777	$94,530	$97,366	$100,287	$103,296	TBD

Description:
This item includes the costs associated with the full-time salary and benefits for a civil engineer to help oversee the design and construction of projects outlined in the Capital Improvement Program.

Existing Condition:
The project manager assists the Public Works Department-Administration Division with monitoring construction activity, preparing contract documents, performing design surveys, and developing review processes in order to ensure compliance with codes and specifications for capital improvement projects for the City of Creve Coeur.

Justification: *Operating Efficiency*
The responsible and effective administration of the City's capital improvement projects, and grant-related projects in particular, requires significant staff time. Projects often have similar schedules, and multiple projects often require immediate attention at the same time. The City's Public Works Administration staff is too small to consistently accommodate the demands of these projects while also meeting the expectations for the various other services provided by the Department of Public Works.

Operating Budget Impact:
Annual costs for this position include ongoing employee training, city equipment, cell phone, and general supplies, which are anticipated to be approximately $1,000 per year.

Comments:
Prior to FY2019, this position was fully funded through the General Fund – Public Works/Administration operating budget.

Expenditure Type:		
Planning, Design & Engineering	$	
Land Acquisition	$	
Construction	$	
Equipment	$	
Other	$	91,777
Total (FY2021)	**$**	**91,777**

9501 POLICE BUILDING CONSTRUICTION – 04

PROPOSITION P

GOVERNMENT CENTER ELECTRICAL SWITCHGEAR REPLACEMENT

BUILDING PROJECT BOND FUND

Total Project Cost	Outside Funding Source	City Share	Estimated Total Capital Costs						
			Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future
$159,000	$0	$159,000	$9,000	$150,000	$0	$0	$0	$0	$0

Project Description:
This project involves the replacement of the electrical switchgear that serves the Creve Coeur Government Center.

Existing Condition:
The electric service for the Creve Coeur Government Center includes an outdated switchgear that needs to be replaced. The switchgear is located in the lower level of the Government Center. Although it was impacted by the water service line leak several years ago, the switchgear remains functional.

Justification: *Public Safety; Condition of Existing Facility*
The switchgear must be operational for the Creve Coeur Government Center to be open for business. The existing system is too old to be repaired or updated.

Operating Budget Impact:
None.

Comments:
The residents of Creve Coeur passed Proposition P in FY2017 to provide funding for a new police station and accessibility, safety, and security improvements to the Creve Coeur Government Center.

Expenditure Type:		
Planning, Design & Engineering	$	9,000
Land Acquisition	$	
Construction	$	
Equipment	$	150,000
Other	$	
Total	**$**	**159,000**

POLICE BUILDING FUND

	Actual Revenue FY 2018	Actual Revenue FY 2019	Budgeted Revenue FY 2020	Projected Revenue FY 2020	Estimated Revenue FY 2021
OPERATING REVENUES					
4704 Interest Revenue	125,877	130,361	200	78,000	12,000
Total Operating Revenues	125,877	130,361	200	78,000	12,000
OTHER REVENUES					
4908 Bond Proceeds	-	-	-	-	-
4909 Premium from Bond Proceeds	-	-	-	-	-
Total Other Revenue	-	-	-	-	-
TRANSFERS					
4901 Transfer From Other Funds	-	-	-	-	-
Total Transfers	-	-	-	-	-
TOTAL POLICE BUILDING FUND REVENUES	125,877	130,361	200	78,000	12,000

POLICE BUILDING FUND

	Actual Expenditures FY 2018	Actual Expenditures FY 2019	Budgeted Expenditures FY 2020	Projected Expenditures FY 2020	Estimated Requirements FY 2021
OPERATING EXPENSES:					
6203 Professional Services	748,419	369,190	25,000	250,000	25,000
6299 Quality and Control Testing			-	-	-
9501 Building & Improvement Projects	1,103,280	5,572,432	304,313	1,509,000	250,000
9515 Bond Issuance Costs	-	-	-	-	-
TOTAL POLICE BUILDING FUND OPERATING EXPENDITURES	1,851,699	5,941,622	329,313	1,759,000	275,000
Total Transfers Out	-	-	-	-	-
TOTAL POLICE BUILDING FUND EXPENDITURES AND TRANSFERS OUT	1,851,699	5,941,622	329,313	1,759,000	275,000
EXCESS OF REVENUES OVER EXPENDITURES	(1,725,822)	(5,811,262)	(329,113)	(1,681,000)	(263,000)
FUND BALANCE - BEGINNING OF YEAR	10,465,433	8,739,611	1,624,902	2,928,350	1,247,350
FUND BALANCE - END OF YEAR	8,739,611	2,928,350	1,295,789	1,247,350	984,350

CAPITAL IMPROVEMENT PROJECTS
POLICE BUILDING FUND

Capital Improvement Projects	
17107 Police Building	-
2XXXX Government Center Electrical Switchgear Replacement	150,000
Total Capital Improvement Projects	150,000

PUBLIC SAFETY SALES TAX FUND

Fund Description

In April of 2017, St. Louis County voters approved a .5 cent Public Safety Sales Tax. This tax is to provide funding for improving policing in St. Louis County. Five-eighths (5/8th) of the revenues are distributed to municipalities based on population, which was passed by voters to be used for police and public safety.

The City of Creve Coeur share is estimated to generate approximately $850,000 per year.

Missouri statutes require revenues from the law enforcement sales tax to be used for police and public safety purposes.

The city policy on the use of funds will be as follows, subject to annual review by the City Council:

- Police Operating Expenditures – 45%-55%
  - Future police compensation increases as may be needed to maintain competitive salaries and benefits.
  - Training.
  - Contractual and other expenditures to maintain police service levels.
- Public Safety Capital Expenditures – 15%-25%
  - Police equipment and capital improvements, including technology and communication upgrades, enhanced in-car cameras.
  - Public safety improvements such as security enhancements at city facilities or parks; or future improvements to the new police station.
- Police Building Maintenance and Operating Expenditures - 10%-20%
- Reserve for Police Pension Liability – 15%-25%

The police department intends to enter into a lease with Utility Associates to supply body worn and in-car camera systems equipped with the latest technology capable of accurately capturing everything from routine tasks to critical moments from the officer's perspective. The body worn camera units have several built-in officer safety features such as: holster sensors, officer down alerts, officer locator maps, auto foot pursuit activation, gunshot detection, and more. The software integration allows for efficient redaction and sharing capabilities with unlimited cloud storage.

Implementation of a new body worn camera system to be worn by all patrol officers.

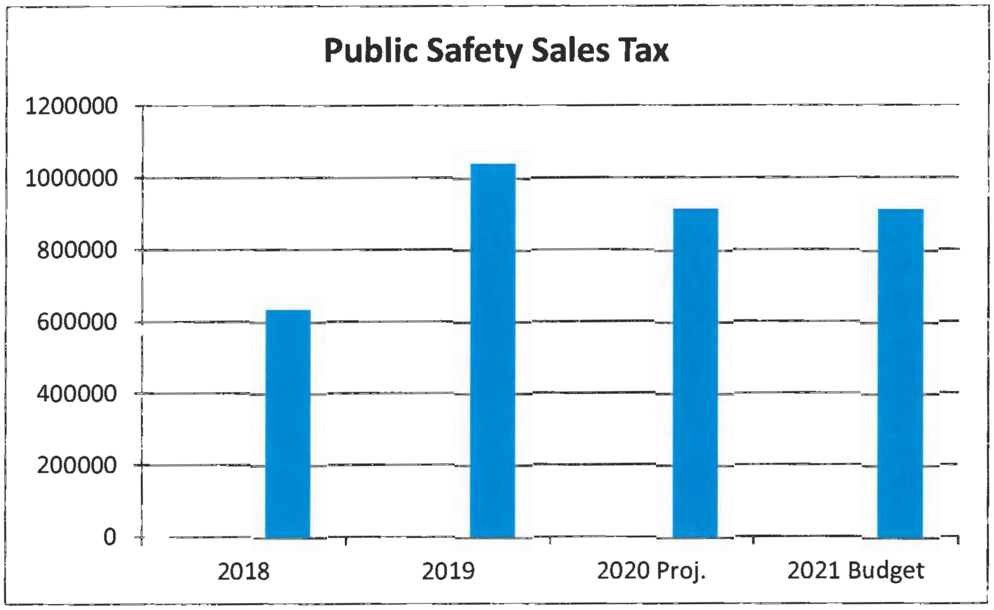
Update 17 outdated in-car video camera systems with new high-tech systems that integrate with body-worn cameras.

Budget Highlights

- Acct. 5241 – Contribution toward police pension plan ($131,250).
- Acct. 6250 – Electricity expenses anticipated for new Police Building ($54,000).
- Acct. 6252 – Natural Gas expenses anticipated for new Police Building ($1,200).
- Acct. 6254 – Water and Sewer expenses anticipated for new Police Building in FY 2021 ($12,900).
- Acct. 6261 – UAV-drone pilot training ($400).
- Acct. 6265 – Decrease due to cancellation of out-of-state conference training in FY 2021.
- Acct. 6265 – One (1) Police officer attendance at St. Louis University ME School ($3,700).

Fund: 19
Dept: 21-11

- Acct. 7313 – Practice ammunition ($10,000).
- Acct. 9503 – Bomb dog ($30,000).
- Acct. 9503 – Fixed Mobile License Plate Recognition System ($5,000).
- Acct. 9503 – Reconstruction Equipment and Software ($17,000).



In April of 2017, St. Louis County voters approved a .5 cent Public Safety Sales Tax. This tax is to provide funding for improving policing in St. Louis County. Five-eighths of the revenues are distributed to municipalities on a per capita basis to be used for police and public safety. Creve Coeur's share is estimated to be $917,838 for FY 2020, which is down from FY 2019 due to COVID-19 Pandemic. Revenue is projected to be flat at $917,838 for FY 2021.

Fiscal Year	Public Safety Sales Tax
2018	634,959
2019	1,041,890
2020 Proj.	917,838
2021 Budget	917,838

PUBLIC SAFETY SALES TAX FUND - REVENUES

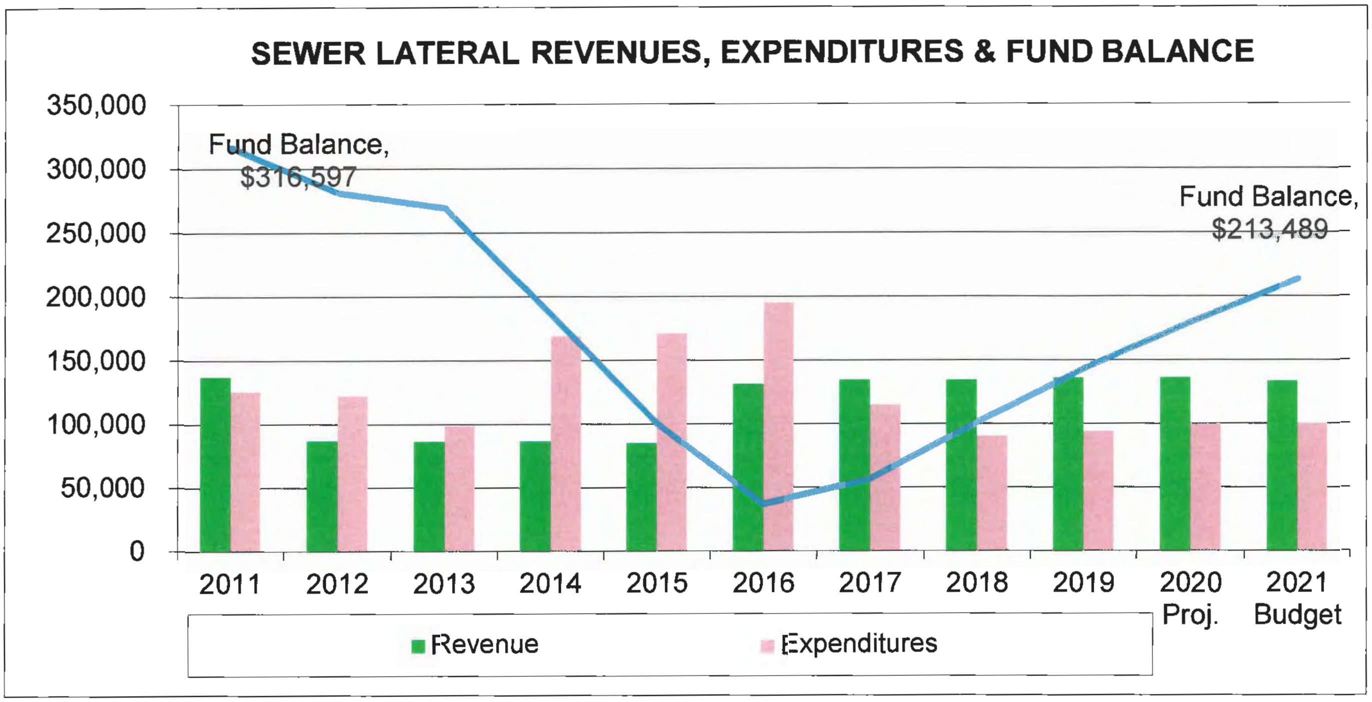
	Actual Revenue FY 2018	Actual Revenue FY 2019	Budgeted Revenue FY 2020	Projected Revenue FY 2020	Estimated Revenue FY 2021
OPERATING REVENUES					
4301 Public Safety Sales Tax	634,959	1,041,890	875,000	917,838	917,838
4704 Interest	-	-	1,000	20,000	20,000
Total Operating Revenues	634,959	1,041,890	876,000	937,838	937,838
TRANSFERS					
4901 Transfer In From Other Funds	-	-	-	-	-
Total Transfers	-	-	-	-	-
TOTAL PUBLIC SAFETY SALES TAX REVENUES	634,959	1,041,890	876,000	937,838	937,838

PUBLIC SAFETY SALES TAX FUND - EXPENDITURES

	Actual Expenditures FY 2018	Actual Expenditures FY 2019	Budgeted Expenditures FY 2020	Projected Expenditures FY 2020	Estimated Requirements FY 2021
PERSONNEL SERVICES:					
5241 Pension Contribution	-	-	131,250	156,283	183,568
Total Personnel Services	-	-	131,250	156,283	183,568
OPERATING EXPENSES:					
6210 Vehicle Maintenance	-	-	-	-	800
6211 Equipment Maintenance	-	-	2,500	2,500	10,050
6212 Building and Grounds Main.	-	-	7,500	14,733	26,735
6226 Property Insurance	-	-	-	16,108	23,000
6250 Electricity	-	-	12,000	50,400	54,000
6252 Natural Gas	-	-	12,000	1,200	1,200
6253 Telephone	2,300	-	-	2,159	2,160
6254 Water and Sewer	-	-	3,625	3,625	12,900
6255 Cable TV and Internet	-	-	-	1,794	3,000
6260 Advertising	-	-	800	800	800
6261 Education & Training	-	19,242	27,000	27,000	29,400
6262 Dues, Memberships & Subsc.	-	-		-	125
6264 In Town Meetings	-	(390)		-	800
6265 Travel & Conferences	-	1,456	7,925	1,000	12,250
6266 Equipment Rental	-	-		64,964	64,964
7302 Small Tools	-	-		1,500	1,200
7304 General Supplies	-	-	1,000	1,000	2,000
7307 Gasoline & Mileage	-	-	-	-	2,500
7313 Range Supplies	-	-	10,000	10,000	10,000
7331 Computer Hardware	-	4,525	5,000	11,493	3,000
Total Operating Expense	2,300	24,833	89,350	210,276	260,884
CAPITAL OUTLAY:					
9501 Buildings & Improvements	-	47,576	-	1,000	-
9502 Vehicles	-	-	56,000	56,000	-
9503 Equipment	-	26,833	78,610	62,504	57,100
Total Capital Outlay	-	74,409	134,610	119,504	57,100
Other Financing Uses:					
Transfer Out to General Fund	-	131,167	135,102	229,802	139,155
Transfer Out to Capital Improvements	-	-	-	-	-
Total Other Financing Uses	-	131,167	135,102	229,802	139,155
TOTAL PUBLIC SAFETY EXPENDITURES	2,300	230,409	490,312	715,865	640,707
REVENUES OVER (UNDER) EXPENDITURES	632,659	811,482	385,688	221,973	297,131
FUND BALANCE - BEGINNING OF YEAR	-	632,659	1,256,550	1,444,140	1,666,113
FUND BALANCE - END OF YEAR	632,659	1,444,140	1,642,238	1,666,113	1,963,245

CAPITAL IMPROVEMENT PROJECTS
PUBLIC SAFETY SALES TAX FUND

Capital Outlay Detail	Annual
9501 Buildings & Improvements	
Firing Range Lead Abatement	-
Total Account 9501	-
9502 Vehicles	
2020 Dodge Charger Vehicle-Admin	-
Harley Davidson Motorcycle Replacement	-
Total Account 9502	-
9503 Equipment	
Bomb Dod	30,000
Fixed Mobile License Plate Recognition System	5,000
Reconstruction Equipment and Software	17,100
Vehicle Equipment for New Patrol Vehicles	-
WCCTVS Rapic Deployment Pole Camera	5,000
Total Account 9503	57,100
Total Capital Outlay	57,100



SEWER LATERAL REVENUES, EXPENDITURES AND FUND BALANCE

Fiscal Year	Fee	Revenue	Expenditures	Surplus/Deficit	Fund Balance	Reimbursement % Up to $7,500
2011	$28	137,267	125,500	11,767	$316,597	80%
2012	$18	86,810	122,252	(35,442)	$281,155	80%
2013	$18	86,320	98,365	(12,045)	$269,110	80%
2014	$18	86,574	169,184	(82,610)	$186,500	80%
2015	$18	85,162	170,980	(85,818)	$100,682	80%
2016	$28	131,711	195,268	(63,557)	$37,125	80%
2017	$28	134,821	115,030	19,791	$56,916	50%
2018	$28	134,540	90,339	44,201	$101,117	50%
2019	$28	136,425	94,202	42,223	$143,339	50%
2020 Proj.	$28	136,650	100,000	36,650	$179,989	50%
2021 Budget	$28	134,000	100,500	33,500	$213,489	50%

Communication: Review Proposed FY21 Budget (Unfinished Business)

SEWER LATERAL FUND
SUMMARY OF REVENUE BY ACTIVITY
FOR FISCAL YEAR ENDING JUNE 30, 2021

	Actual FY 2018	Actual FY 2019	Budgeted FY 2020	Projected FY 2020	Estimated FY 2021
DISTRICT OPERATING REVENUE:					
4101 Real Property, Current	134,540	136,425	132,000	134,000	132,000
Total Property Taxes	134,540	136,425	132,000	134,000	132,000
OPERATING REVENUES					
4704 Interest Revenue	-	-	200	2,650	2,000
Total Operating Revenues	-	-	200	2,650	2,000
TOTAL SEWER LATERAL FUND	**134,540**	**136,425**	**132,200**	**136,650**	**134,000**

Communication: Review Proposed FY21 Budget (Unfinished Business)

SEWER LATERAL FUND
SUMMARY OF OPERATING EXPENSES BY ACTIVITY
FOR FISCAL YEAR ENDING JUNE 30, 2021

	Actual FY 2018	Actual FY 2019	Budgeted FY 2020	Projected FY 2020	Estimated FY 2021
OPERATING EXPENSES:					
6202 Technical & Personal Services	-	-	500	-	500
7307 Gasoline and Propane	-	-	-	-	-
7370 Sewer Lateral refunds	-	-	-	-	-
9315 Sewer Lateral reimbursements	90,339	94,202	100,000	100,000	100,000
Total Operating Expenses	90,339	94,202	100,500	100,000	100,500
TOTAL SEWER LATERAL EXPENDITURES	**90,339**	**94,202**	**100,500**	**100,000**	**100,500**
EXCESS OF REVENUES OVER EXPENDITURES	44,201	42,223	31,700	36,650	33,500
FUND BALANCE - BEGINNING OF YEAR	56,916	101,116	148,816	143,339	179,989
FUND BALANCE - END OF YEAR	101,116	143,339	180,516	179,989	213,489

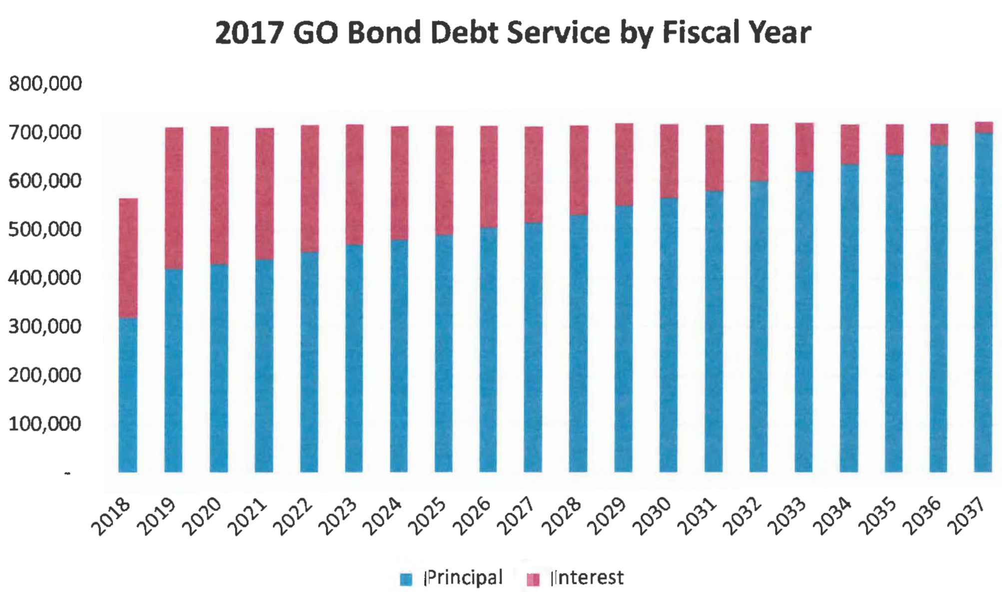
DEBT SERVICE FUND

	Actual Revenue FY 2018	Actual Revenue FY 2019	Budgeted Revenue FY 2020	Projected Revenue FY 2020	Estimated Revenue FY 2021
OPERATING REVENUES					
4101 Property Taxes	713,195	693,754	781,000	779,536	779,536
4104 Personal Property Taxes	110,959	121,506	119,000	121,464	121,464
4704 Interest Revenue	-	-	1,000	2,500	2,500
Total Operating Revenues	824,154	815,260	901,000	903,500	903,500
OTHER REVENUES					
	-	-	-	-	-
Total Other Revenues	-	-	-	-	-
TOTAL OPERATING FUND REVENUES	824,154	815,260	901,000	903,500	903,500

Communication: Review Proposed FY21 Budget (Unfinished Business)

DEBT SERVICE FUND

	Actual Expenditures FY 2018	Actual Expenditures FY 2019	Budgeted Expenditures FY 2020	Projected Expenditures FY 2020	Estimated Requirements FY 2021
OPERATING EXPENSES:					
6202 Technical & Personal Services	636	250	-	250	250
8410 Interest Expenditures	244,986	291,406	283,006	283,006	270,106
9514 Principal Expenditures	320,000	420,000	430,000	430,000	440,000
Total Operating Expenses	565,622	711,656	713,006	713,256	710,356
TOTAL DEBT SERVICE FUND EXPENDITURES	565,622	711,656	713,006	713,256	710,356
EXCESS OF DEBT SERVICE REVENUES OVER EXPENDITURES	258,532	103,604	187,994	190,244	193,144
FUND BALANCE - BEGINNING OF YEAR	-	258,532	378,126	362,136	552,380
FUND BALANCE - END OF YEAR	258,532	362,136	566,120	552,380	745,524



DIELMANN COMPLEX
CASH BASIS
ANNUAL SURPLUS/DEFICIT BY DEPARTMENT
2012-2021

YEAR	2012			2013			2014*			2015*		
DEPT	OPERATING REVENUES	OPERATING EXPENSES	SURPLUS/ (DEFICIT)	OPERATING REVENUES	OPERATING EXPENSES	SURPLUS/ (DEFICIT)	OPERATING REVENUES	OPERATING EXPENSES	SURPLUS/ (DEFICIT)	OPERATING REVENUES	OPERATING EXPENSES	SURPLUS/ (DEFICIT)
ICE	525,561	454,477	**71,084**	533,718	465,131	**68,587**	522,415	517,501	**4,914**	562,286	449,047	**113,238**
GOLF	430,814	449,227	**(18,413)**	370,245	468,753	**(98,508)**	424,687	437,457	**(12,770)**	378,840	418,922	**(40,082)**
FOOD	57,871	38,353	**19,518**	49,446	35,832	**13,614**	55,473	38,629	**16,844**	52,497	40,597	**11,900**
Total	1,014,246	942,057	72,189	953,409	969,716	(16,307)	1,002,575	993,587	8,988	993,622	908,567	85,056
	8.01%	-5.12%		-6.00%	2.94%		5.16%	2.46%		-0.89%	-8.56%	

YEAR	2016*			2017*			2018*			2019 *		
DEPT	OPERATING REVENUES	OPERATING EXPENSES	SURPLUS/ (DEFICIT)	OPERATING REVENUES	OPERATING EXPENSES	SURPLUS/ (DEFICIT)	OPERATING REVENUES	OPERATING EXPENSES	SURPLUS/ (DEFICIT)	OPERATING REVENUES	OPERATING EXPENSES	SURPLUS/ (DEFICIT)
**ICE	615,392	518,700	**96,692**	787,584	562,035	**225,550**	620,484	497,863	**122,621**	703,384	530,670	**172,714**
GOLF	397,348	473,966	**(76,618)**	383,155	487,583	**(104,428)**	383,923	514,336	**(130,414)**	359,463	512,278	**(152,815)**
FOOD	55,854	49,922	**5,932**	58,080	48,201	**9,879**	56,759	54,843	**1,916**	58,353	52,445	**5,908**
Total	1,068,593	1,042,587	26,006	1,228,819	1,097,818	131,001	1,061,166	1,067,043	(5,877)	1,121,200	1,095,394	25,806
	7.55%	14.75%		14.99%	5.30%		-13.64%	-2.80%		5.66%	2.66%	

YEAR	2020 Projected*			2021 Budget*			10 Year Average (2012-2021)			5 Year Average (2017-2021)		
DEPT	OPERATING REVENUES	OPERATING EXPENSES	SURPLUS/ (DEFICIT)	OPERATING REVENUES	OPERATING EXPENSES	SURPLUS/ (DEFICIT)	OPERATING REVENUES	OPERATING EXPENSES	SURPLUS/ (DEFICIT)	OPERATING REVENUES	OPERATING EXPENSES	SURPLUS/ (DEFICIT)
ICE	590,585	522,775	**67,810**	684,090	567,794	**116,296**	614,550	508,599	**105,951**	677,226	536,227	**140,998**
GOLF	337,935	548,048	**(210,113)**	393,840	558,945	**(165,105)**	386,025	486,952	**(100,927)**	371,663	524,238	**(152,575)**
FOOD	51,200	53,265	**(2,065)**	61,200	46,961	**14,239**	55,673	45,905	**9,768**	57,118	51,143	**5,975**
Total	979,720	1,124,089	(144,369)	1,139,130	1,173,700	(34,570)	1,056,248	1,041,456	14,792	1,106,007	1,111,609	(5,602)
	-12.62%	2.62%		16.27%	4.41%		2.45%	1.87%				

*** Operating expenses for both Golf and Ice do not include interest payments on interfund debt in these years. These payments were discontinued in FY 2014**

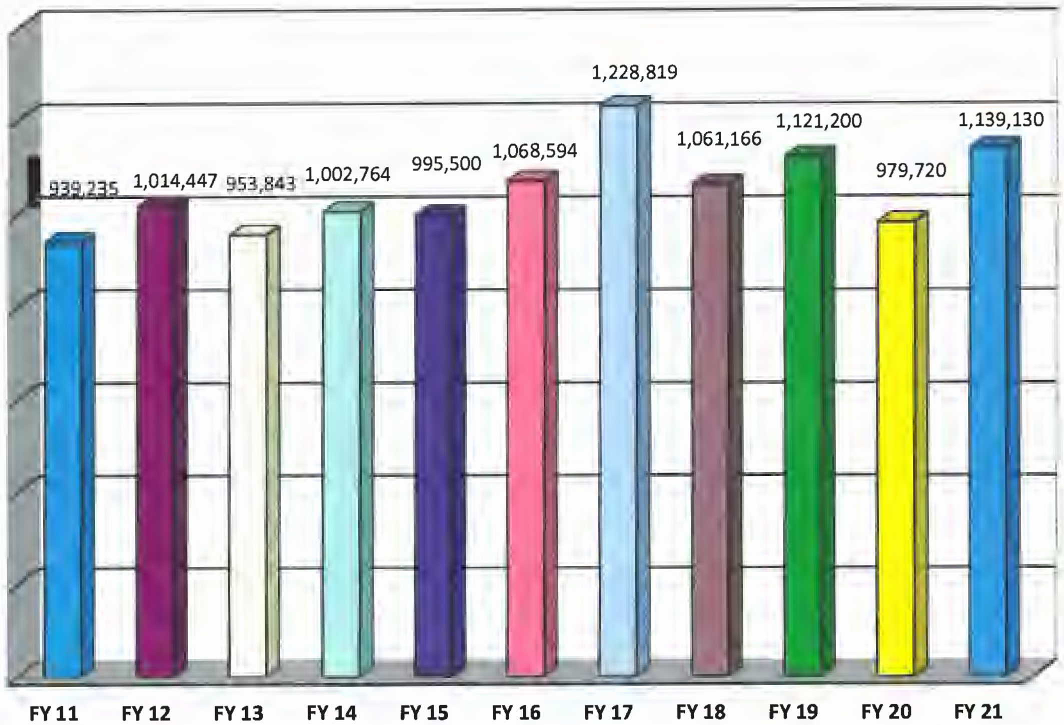
**** $275,862 depreciation expense from Ice Area is excluded**

MUNICIPAL ENTERPRISE FUND
STATEMENT OF ESTIMATED REVENUE AND EXPENSES
FOR FISCAL YEAR ENDING JUNE 30, 2021
IN COMPARISON WITH BUDGETED AND PROJECTED TOTALS
AND ACTUAL TOTALS FOR FY 2018 & FY 2019

	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Estimated FY 2021	% Change to Projected FY 2020
Revenues:						
Ice Arena	620,484	703,384	643,185	590,585	684,090	15.83%
Golf Course	383,923	359,463	363,535	337,935	393,840	16.54%
Food Service	56,759	58,353	60,700	51,200	61,200	19.53%
Total Operating Revenues	1,061,166	1,121,200	1,067,420	979,720	1,139,130	16.27%
Utilization of Retained Earnings	-	-	-	-	-	-
Transfer from General Fund	-	-	-	-	34,320	
Total Revenues	1,061,166	1,121,200	1,067,420	979,720	1,173,450	19.77%
Expenses:						
Ice Arena	497,863	530,670	519,152	522,775	567,794	8.61%
Golf Course	514,336	512,278	529,151	548,048	558,945	1.99%
Food Service	54,843	52,445	53,066	53,265	46,961	-11.83%
Total Operating Expenses	1,067,043	1,095,394	1,101,369	1,124,089	1,173,700	4.41%
Total Expenses	1,067,043	1,095,394	1,101,369	1,124,089	1,173,700	4.41%
TOTAL REVENUES OVER EXPENSES	**(5,877)**	**25,806**	**(33,949)**	**(144,369)**	**(250)**	

Communication: Review Proposed FY21 Budget (Unfinished Business)

MUNICIPAL ENTERPRISE FUND - TOTAL REVENUES



Fiscal Year		Total revenues	Amount of Change	Percent Change
FY 11		939,235	(49,802)	-5.0%
FY 12		1,014,447	75,212	8.0%
FY 13		953,843	(60,604)	-6.0%
FY 14		1,002,764	48,921	5.1%
FY 15		995,500	(7,264)	-0.7%
FY 16		1,068,594	73,094	7.3%
FY 17		1,228,819	160,225	15.0%
FY 18		1,061,166	(167,653)	-13.6%
FY 19		1,121,200	60,034	5.7%
FY 20	**Projected**	979,720	(141,480)	-12.6%
FY 21	**Budgeted**	1,139,130	159,410	16.3%

Factors impacting variances:

FY 2011 Revenues decreased 5.0% in FY 2011. This is primarily to decrease in golf Course and Snack Bar revenues. Ice Arena revenues were slightly higher that budgeted. The decrease in golf revenues is an alarming trend which is continuing over a number of years.

FY 2012 Revenues increased by 8.0% in FY 2012. This is primarily due to an increase in golf related revenues which rebounded to closer to FY 2010 numbers. Ice revenues were up slightly.

MUNICIPAL ENTERPRISE FUND
REVENUES (CONT'D)

FY 2013 A decrease of 6.0% is occurred in FY 2013. revenues decreased in golf related activities primarily due to weather related conditions. Ice Arena revenues were up.

FY 2014 An increase of 5.1% occurred primarily as a result of a one-time write off of credit accounts to Golf revenues and increase in Golf play. This increase offset a decrease in Ice Revenues due to a 2- week.

FY 2015 A decrease of .7% in Revenues occurred in FY 2015. Revenues at the Golf Course and Snack Bar were down , primarily due to decreased usage and a one-time accounting adjustment in FY 2014 for Skating lessons and Figure Skating Contracts.

FY 2016 An increase of 7.3% in revenues as a result of increase in Revenues at the Ice Arena, especially in Hockey. The increase was partially offset by decreases at the Golf Course and in Food Service.

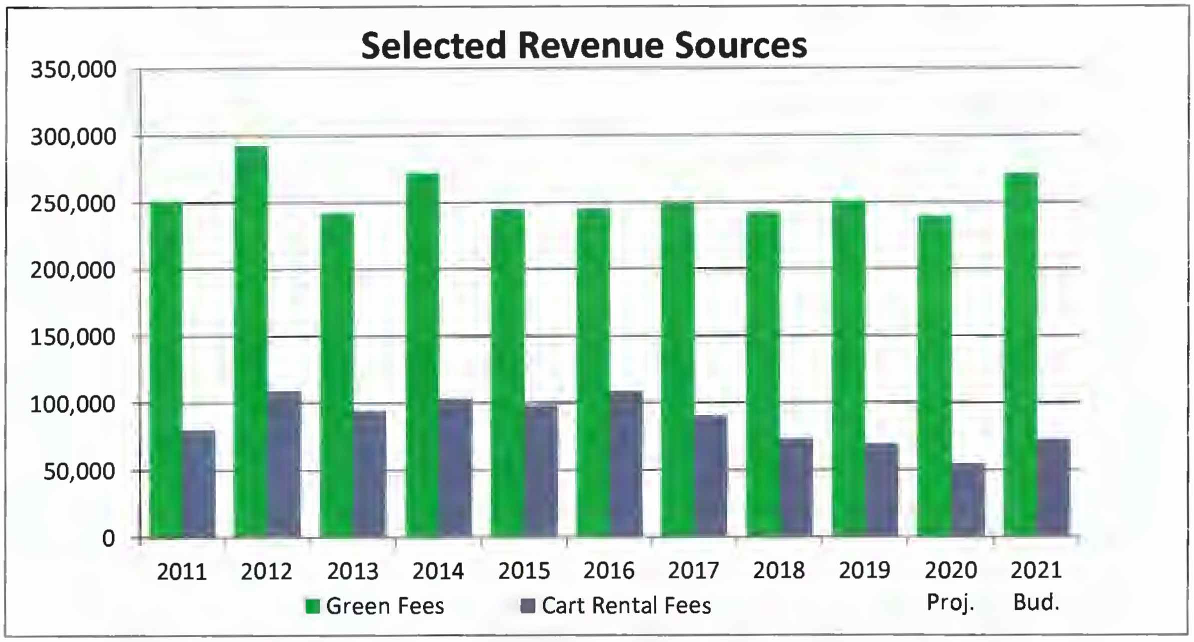
FY 2017 An increase of 15% in revenues primarily resulting from a large upfront one-time tower lease renewal payment which was credited to the Ice Arena. Otherwise Revenues only increased 3.8% from FY 2016.

FY 2018 A decrease of 13.6% in revenues primarily resulting from a large upfront one-time tower lease renewal payment which was credited to the Ice Arena in FY 2017.

FY 2019 An increase of 5.7% in revenues as a result of increase in Revenues at the Ice Arena, especially in Hockey and Ice Rental.

FY 2020 A slight decrease of .4% is expected in revenues as a result of a decrease in Ice Rental. Overall, a significant decrease of 12.6% in revenues due to pandemic(COVID-19) issue.

FY 2021 A slight increase of 1.1% is projected in revenue as a result of an increase in green fees. However, an increase of 16.3% in revenue is budgeted due to an increase in fees and recovering from COVID-19.



Green Fees

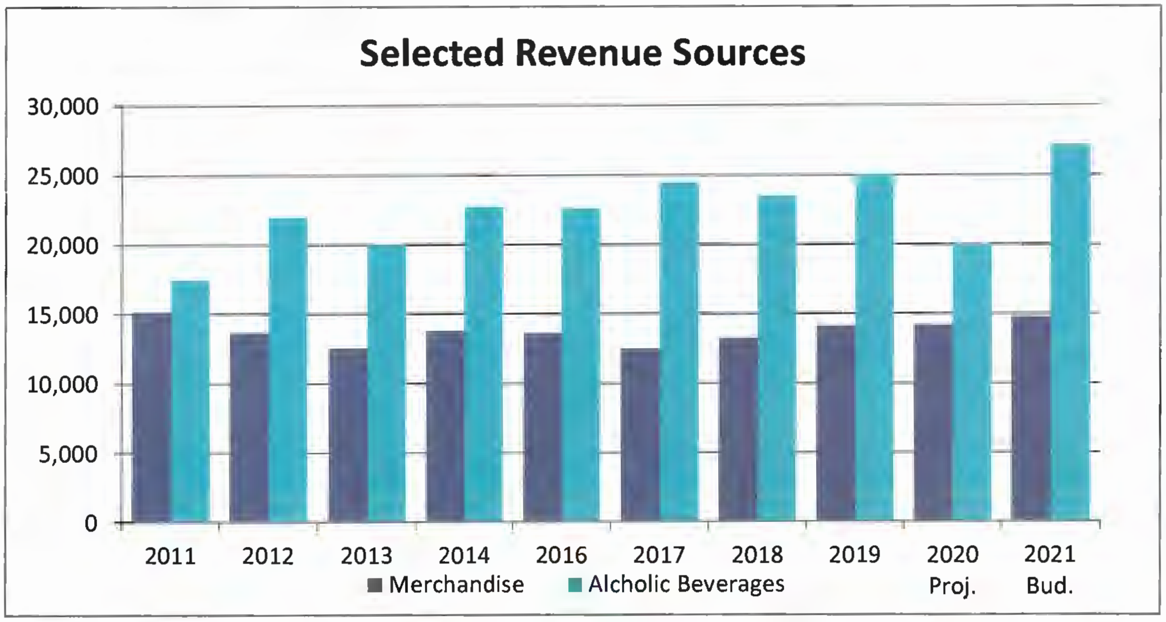
In accordance with City Ordinance, a fee is charged for all users of the Golf Course. The FY 2020 revenue is estimated at $248,000. The greens fees revenues are based upon projected usage of the course during the peak season. The following fees are currently in effect:

	Resident	Non-Resident
Weekdays	9.99 - 14.99	12.00 - 16.99
Weekdays, Senior or Junior	9.99 - 11.99	12.00 - 14.99
Weekdays, Add'l 9 Holes	12.50	12.50
Weekdays, Add'l 9 Holes, Senior or Junior	12.50	12.50
Weekend	9.99 - 16.99	16.00-23.99
Weekend, Additional 9 Holes	12.50	12.50

Cart Rental Fees

In accordance with City Ordinance, a rental fee is charged for use of golf carts. The current rental fee is $8 per player per round. FY 2020 revenue is estimated at $55,000. The FY 2021 revenue is based on projected usage during FY 2020 with 33% increase in usage.

Fiscal Year	Green Fees	Cart Rental Fees
2011	250,823	80,411
2012	292,349	109,290
2013	242,090	94,440
2014	272,152	103,358
2015	244,658	98,116
2016	245,123	109,110
2017	249,279	90,590
2018	242,498	73,352
2019	251,064	69,646
2020 Proj.	240,000	55,000
2021 Bud.	272,000	73,000



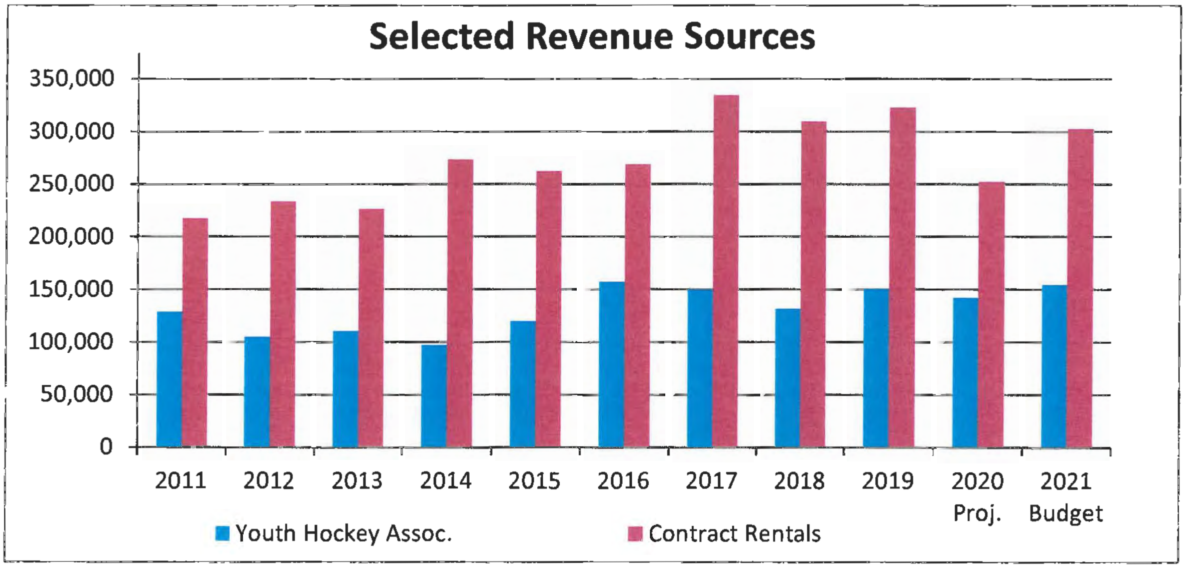
Merchandise

In accordance with City Ordinance No. 1280 and Administrative Policy, golf merchandise is made available to patrons of the Golf Course. Various items available for sale are golf clubs, golf balls, hats, gloves and golfing apparel. The FY 2021 revenue is estimated at $14,800. This represents a slight increase over the previous fiscal year.

Alcoholic Beverages

In accordance with Administrative Policy, sales of alcoholic beverages (beer & wine only) are made available to patrons of the Golf Course. The FY 2021 revenue is estimated at $27,200.

Fiscal Year	Merchandise	Alcoholic Beverages
2011	15,170	17,475
2012	13,683	21,955
2013	12,547	19,985
2014	13,816	22,733
2016	13,632	22,640
2017	12,491	24,486
2018	13,267	23,496
2019	14,140	25,053
2020 Proj.	14,200	20,000
2021 Bud.	14,800	27,200



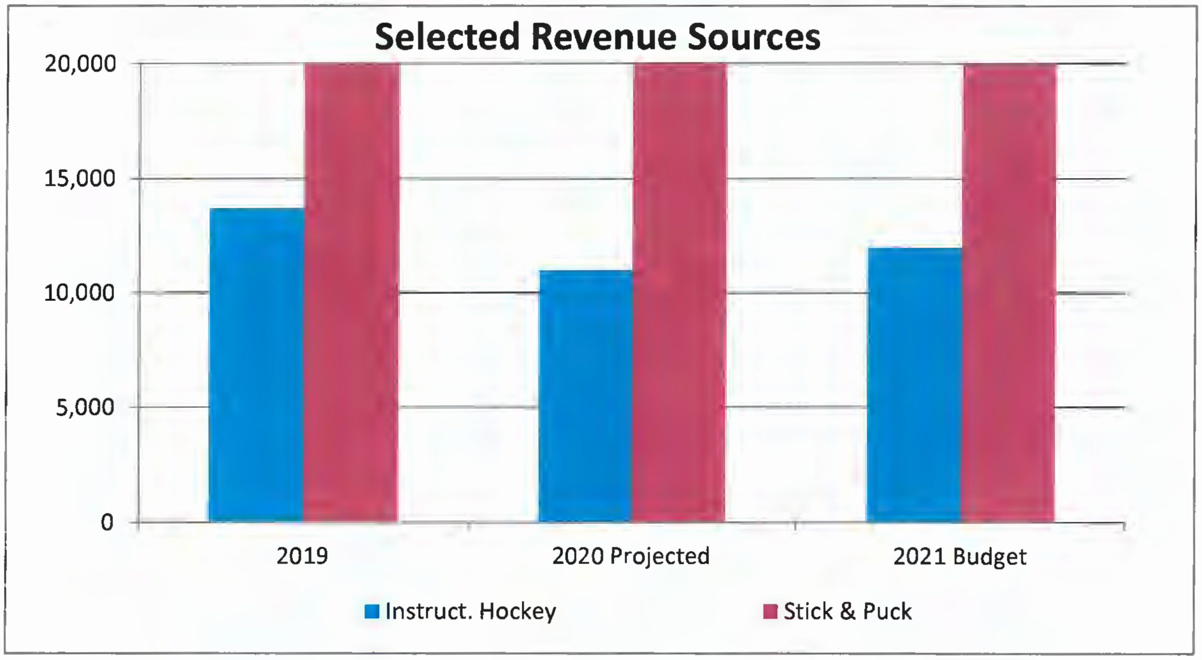
Youth Hockey Association

The Hockey Association pays a user fee for rental of ice time. FY 2020 Ice rental for the Hockey Association is based upon a rental of 664 hours at an average rate of $215 per hour. FY 2021 revenue is estimated at $155,000. Instructional Hockey was included in here, but was moved out in FY 2019.

Hockey Contract Rentals

In accordance with City Ordinance, a user fee is charged for rental of ice time. The hourly charge for ice rental increased to an average of $220 per hour in FY 2019. FY 2020 revenue is estimated at $252,700. FY 2021 revenue is based on 1377 hours of ice time or estimated at $303,000. Stick & Puck was included in here, but was split out in FY 2019.

Fiscal Year	Youth Hockey Assoc.	Contract Rentals
2011	128,529	217,276
2012	105,070	233,542
2013	110,264	226,148
2014	97,302	273,437
2015	119,854	262,474
2016	157,361	268,877
2017	150,046	334,391
2018	131,987	309,711
2019	150,654	322,746
2020 Proj.	142,700	252,700
2021 Budget	155,000	303,000



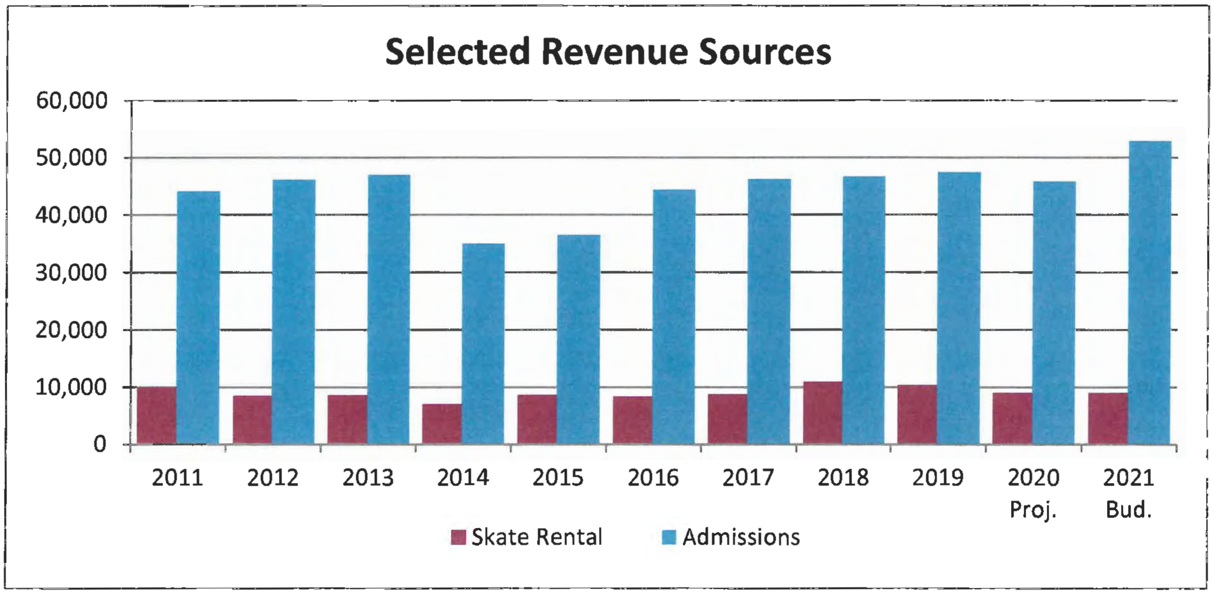
Instructional Hockey

Fees for instructional hockey are $8 per person. FY 2021 revenue is estimated at $12,000.

Stick & Puck

FY 2021 Revenue for Stick & Puck is estimated at $30,000.

Fiscal Year	Instruct. Hockey	Stick & Puck
2019	13,680	29,474
2020 Projected	11,000	24,000
2021 Budget	12,000	30,000



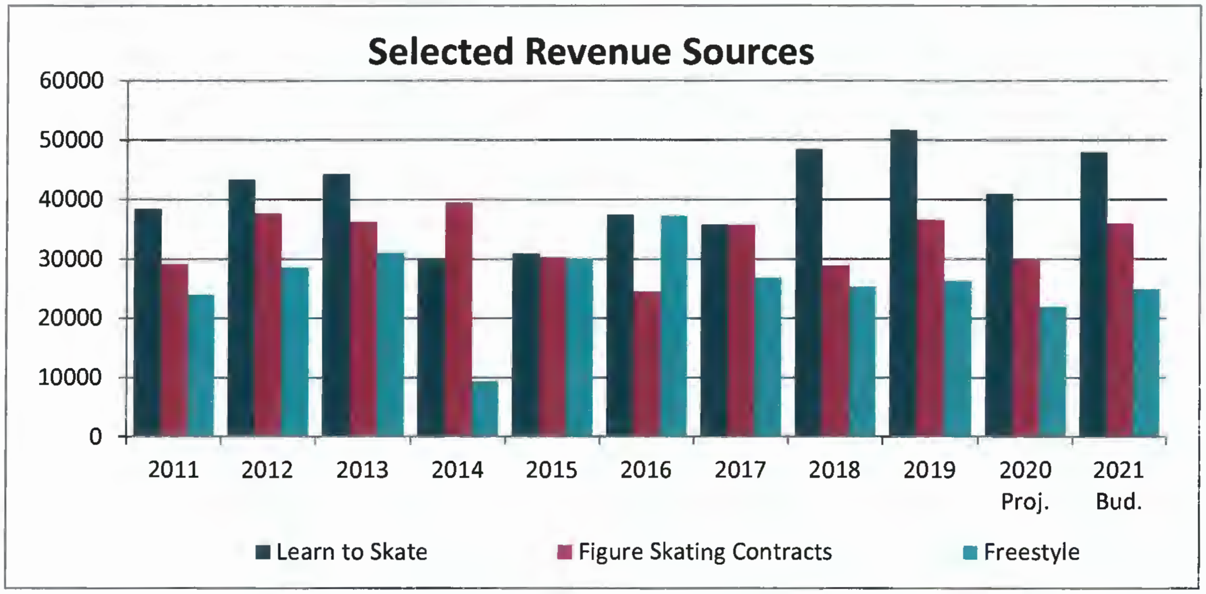
Admissions

In accordance with City Ordinance, a user fee is charged for admission to the Ice Arena to skate. Estimated FY 2020 is projected at $46,000. The FY 2021 admission revenues are estimated to decrease to $53,000.

Skate Rental

In accordance with City Ordinance, a fee is charged for rental of skates. Rental fee is $2.00 per pair. FY 2020 revenue is estimated at $9,000. The projected skate rental revenues for FY 2021 are $9,000.

Fiscal Year	Admissions	Skate Rental
2011	44,290	9,976
2012	46,265	8,441
2013	47,095	8,546
2014	35,151	6,979
2015	36,624	8,623
2016	44,557	8,344
2017	46,372	8,727
2018	46,837	10,902
2019	47,553	10,377
2020 Proj.	46,000	9,000
2021 Bud.	53,000	9,000



Learn to Skate

In accordance with administrative policy, fees are charged for group skating lessons through the City's Learn-to-Skate program. Group lessons are $75 for a 6 week session per person.
FY 2020 revenue is estimated at $41,000. The FY 2021 revenues are estimated to be $48,000.

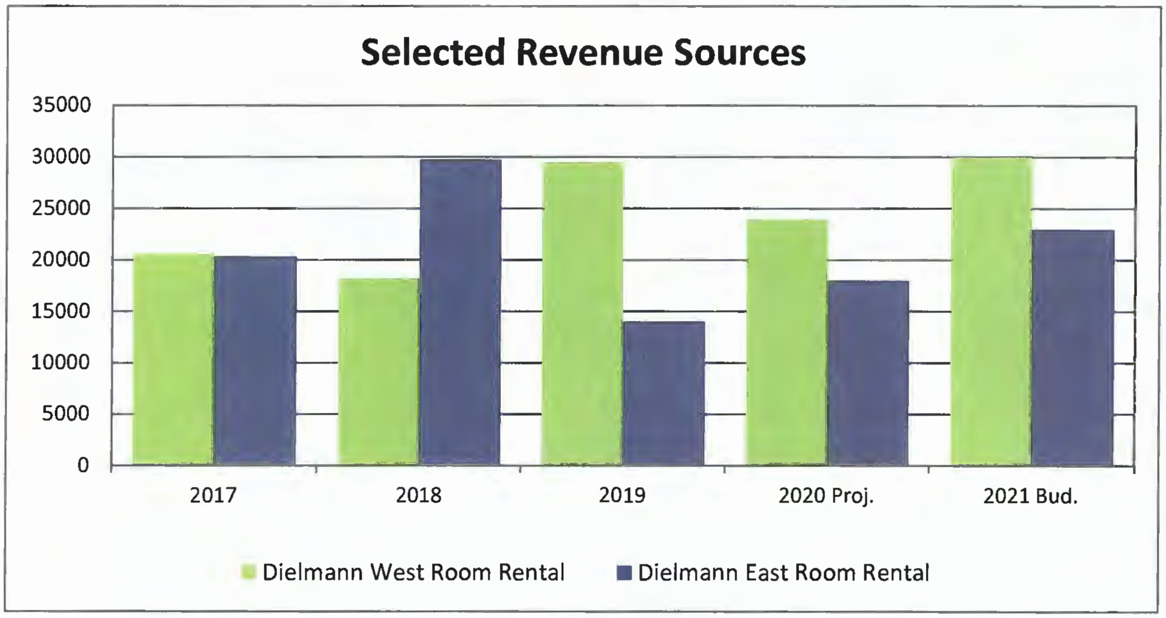
Figure Skating Contracts

In accordance with City Ordinance, a user fee is charged to the Creve Coeur Figure Skating Club. The user fee is an average $215 per hour. FY 2021 revenue is estimated at $36,000.

Freestyle

In accordance with City Ordinance, a $5 per half hour fee is charged for ice skating.

Fiscal Year	Learn to Skate	Figure Skating Contracts	Freestyle
2011	38,449	29,180	24,053
2012	43,356	37,585	28,572
2013	44,326	36,214	31,106
2014	29,972	39,431	9,433
2015	30,954	30,274	30,145
2016	37,433	24,505	37,327
2017	35,783	35,691	26,849
2018	48,476	28,893	25,370
2019	51,696	36,616	26,360
2020 Proj.	41,000	30,000	22,000
2021 Bud.	48,000	36,000	25,000



Dielmann West Room Rental

FY 2020 revenue is estimated at $24,000. The FY 2021 revenues are estimated to be $30,000.

Dielmann East Room Rental

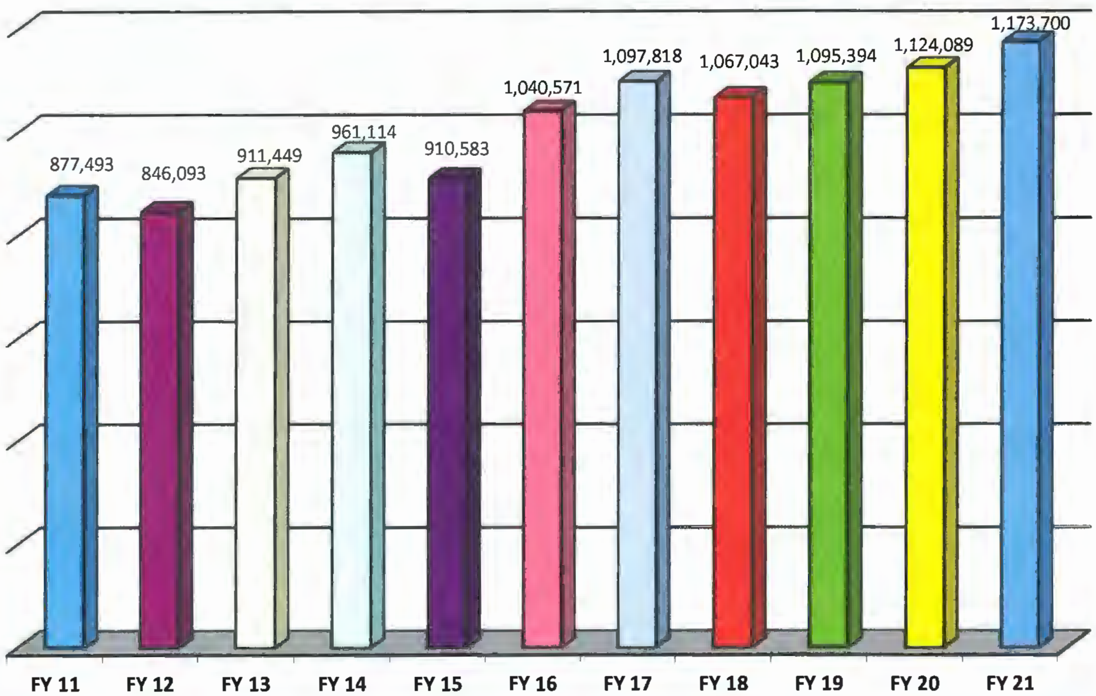
FY 2020 revenue is estimated at $18,000. The FY 2021 revenues are estimated to be $23,000.

Fiscal Year	Dielmann West Room Rental	Dielmann East Room Rental
2017	20,516	20,321
2018	18,220	29,726
2019	29,474	14,013
2020 Proj.	24,000	18,000
2021 Bud.	30,000	23,000

MUNICIPAL ENTERPRISE FUND
COMPARISON OF FISCAL YEAR 2021 ESTIMATED REVENUE WITH 2020 PROJECTED
AND ACTUAL REVENUES FOR FISCAL YEAR 2018 AND 2019

	Actual Revenue FY 2018	Actual Revenue FY 2019	Budgeted Revenue FY 2020	Projected Revenue FY 2020	Estimated Revenue FY 2021	% Change to Projected FY 2020
CHARGES FOR MUNICIPAL FACILITIES:						
Ice Arena:						
4519 Hockey Merchandise	461	102	250	250	250	0.00%
4520 Admissions	46,837	47,553	41,000	46,000	53,000	15.22%
4521 Youth Hockey Association	131,987	150,654	140,000	142,700	155,000	8.62%
4522 Hockey Contract Rentals	309,711	322,746	303,200	252,700	303,000	19.91%
4523 Skate Rental	10,902	10,377	9,000	9,000	9,000	0.00%
4524 Skate Sharpening	636	792	500	500	500	0.00%
4525 Learn to Skate	48,476	51,696	35,000	41,000	48,000	17.07%
4526 Locker Rental		620		200	200	0.00%
4527 Figure Skating Contracts	28,893	36,616	34,000	30,000	36,000	20.00%
4528 Miscellaneous Revenue	18,220	9,884	-	-	-	#DIV/0!
4529 Birthday Parties	480	-	-	-	-	0.00%
4530 Freestyle	25,370	26,360	25,000	22,000	25,000	13.64%
4532 Dielmann Tower Lease Payments	-	-	10,185	10,185	10,490	0.00%
4533 Instructional Hockey	-	2,832	4,000	1,000	1,600	60.00%
4534 Stick & Puck	-	13,680	14,000	11,000	12,000	9.09%
4540 Dielmann West Meeting Room Rental	(1,508)	29,474	27,000	24,000	30,000	25.00%
4704 Interest on Investments	19	-	50	50	50	0.00%
4730 Reimbursements	-	-	-	-	-	0.00%
Total Ice Arena	620,484	703,384	643,185	590,585	684,090	15.83%
Golf Course:						
4500 Green Fees	242,498	251,064	248,000	240,000	272,000	13.33%
4501 Cart Rental	73,352	69,646	72,000	55,000	73,000	32.73%
4502 Equipment Rental	568	464	500	500	500	0.00%
4506 Misc. Golf Course Revenue	24,492	10,135	10,185	10,185	10,490	2.99%
4509 Merchandise Revenue	13,267	14,140	15,200	14,200	14,800	4.23%
4541 Dielmann East Meeting Room Rental	29,726	14,013	17,600	18,000	23,000	27.78%
4704 Interest on Investments	19	-	50	50	50	0.00%
Total Golf Course	383,923	359,463	363,535	337,935	393,840	16.54%
Food Service:						
4504 Alcoholic Beverages	23,496	25,053	27,200	20,000	27,200	36.00%
4505 Sandwiches & Hotdogs	6,349	8,402	7,500	7,200	8,000	11.11%
4507 Coffee, Tea, Soft drinks	18,824	17,337	18,000	16,000	18,000	12.50%
4508 Snacks	8,091	7,561	8,000	8,000	8,000	0.00%
Total Food Service	56,759	58,353	60,700	51,200	61,200	19.53%
Total Municipal Facilities	1,061,166	1,121,200	1,067,420	979,720	1,139,130	16.27%
TOTAL MUNICIPAL ENTERPRISE FUND	**1,061,166**	**1,121,200**	**1,067,420**	**979,720**	**1,139,130**	

MUNICIPAL ENTERPRISE FUND - TOTAL EXPENDITURES



Fiscal Year		Total Expenditures	Amount of Change	Percent Change
FY 11		877,493	(38,219)	-4.2%
FY 12		846,093	(31,400)	-3.6%
FY 13		911,449	65,356	7.7%
FY 14		961,114	49,665	5.4%
FY 15		910,583	(50,531)	-5.3%
FY 16		1,040,571	129,988	14.3%
FY 17		1,097,818	57,247	5.5%
FY 18		1,067,043	(30,776)	-2.8%
FY 19		1,095,394	28,351	2.7%
FY 20	**Projected**	1,124,089	28,695	2.6%
FY 21	**Budgeted**	1,173,700	49,611	4.4%

Factors impacting variances:

FY 2011 Expenditures decreased by 4.2% in FY 2011. Most of the reduction in expenditures was due to reductions in operating costs at the Golf Course.

FY 2012 A decrease in expenditures of 3.6% occurred in 2012. Normal increase in salary and benefits is budgeted for FY 2012 but are offset by a full year of savings from the staff reduction. Capital costs for FY 2012 were less than in FY 2011.

MUNICIPAL ENTERPRISE FUND
EXPENDITURES (CONT.)

FY 2013	A increase in expenditures of 7.7% occurred in FY 2013. Normal increase in salary and benefits took place in FY 2013. Also increases in equipment maintenance, electricity and water and sewer were higher than anticipated.
FY 2014	An increase in expenditures of 5.4% occurred in FY 2014. Normal increases in salary and benefits occurred in 2014. In addition a large one time repair occurred in December of FY 2014 These additional expenses were offset by savings in such areas as debt service in excess of $43,000 and capital.
FY 2015	A decrease of 5.3% occurred in FY 2015. This is primarily due to the large one time repair expenditure that occurred at the Ice Arena in FY 2014. This decrease offset an increase in cost due to increased staffing at the Golf Course. Capital costs at the Golf Course were also decreased.
FY 2016	A increase of 14.3% occurred in FY 2016. This is primarily due to increases in all divisions of the Recreation complex, Ice, Golf and Food. These increases are primarily due to normal personnel cost increases and other costs such as Maintenance, Temp Employees, Electricity and Ice Repairs. In addition Golf Maintenance Capital increase in FY 2016. Also Walters Golf Management was hired.
FY 2017	An increase of 5.5% occurred in FY 2017. Overall operating costs increased due primarily to increases in operating costs at the Ice Arena and increased management and contractual costs at the Golf Course.
FY 2018	A decrease of 2.8% occurred in FY 2018 due to a decrease in ice repairs
FY 2019	An increase of 2.7% occurred in FY 2019. This increase is due to normal increases in personnel costs, including a new part-time recreation supervisor, as well as a slight increase in capital equipment.
FY 2020	An increase of 2.6% is projected for FY 2020. This increase is due to normal increases in personnel costs, as well as an increase in utility costs and a slight increase in capital equipment.
FY 2021	An increase of 4.4% is projected for FY 2021. No salary increases are budgeted. This increase is mainly due to an increase in cleaning and painting of the Ice Rink, purchase of some equipment, and an increase in normal operating expenditures.

CITY OF CREVE COEUR
ALL DEPARTMENTS FOR ENTERPRISE FUND-FY21

ACCOUNT NUMBER AND DESCRIPTION	2020 Budget	2020 Projected	2021 Request	% Change From Budget	% Change From Projected
5101 Salaries, Permanent Empl.	322,573	339,275	358,556	11.15%	5.68%
5102 Salaries, Temporary Empl.	134,059	125,357	140,626	4.90%	12.18%
5103 Overtime	2,500	6,284	2,500	0.00%	-60.22%
5104 Vacation Pay	1,252	2,628	2,628	109.92%	0.00%
5109 Provision for Salary Adj.	9,814	0	0	-100.00%	0.00%
5110 Auto Allowance	2,880	2,880	2,880	0.00%	0.00%
5230 Hospital & Medical Insurance	53,202	70,090	77,221	45.15%	10.17%
5231 Self-Insured Medical Benefit	600	550	0	-100.00%	-100.00%
5233 Dental Insurance	2,580	2,758	3,138	21.63%	13.78%
5234 Group Life Insurance	1,215	1,180	1,264	4.03%	7.12%
5235 Accidental Death & Dismem.	244	186	140	-42.62%	-24.73%
5236 Disability Insurance	1,022	990	1,028	0.59%	3.84%
5240 Social Security Contribution	36,954	36,446	38,800	5.00%	6.46%
5241 Pension Contribution	26,296	27,114	27,900	6.10%	2.90%
5243 Worker's Compensation Ins.	10,947	9,857	11,336	3.55%	15.00%
6202 Technical & Personal Services	22,595	24,095	23,445	3.76%	-2.70%
6203 Professional Services	1,000	2,500	2,500	150.00%	0.00%
6210 Vehicle Maintenance	2,800	2,800	3,000	7.14%	7.14%
6211 Equipment Maintenance	40,132	30,800	31,852	-20.63%	3.42%
6212 Building & Ground Maint.	22,048	23,100	26,598	20.64%	15.14%
6213 Office Equipment Maint.	4,950	4,650	2,960	-40.20%	-36.34%
6220 Liability and Property Insurance	12,500	12,500	14,374	14.99%	14.99%
6226 Property Insurance	12,500	12,500	14,376	15.01%	15.01%
6250 Electricity	108,644	101,944	104,944	-3.41%	2.94%
6252 Natural Gas	27,000	38,500	37,500	38.89%	-2.60%
6253 Telephone	1,884	1,260	1,260	-33.12%	0.00%
6254 Water & Sewer	49,300	47,100	47,000	-4.67%	-0.21%
6255 Cable TV	3,298	3,478	3,478	5.46%	0.00%
6260 Advertising	4,030	4,420	4,480	11.17%	1.36%
6261 Education and Training	1,860	710	1,710	-8.06%	140.85%
6262 Dues, Memberships & Subsc.	3,260	3,111	3,111	-4.57%	0.00%
6264 In Town Meetings	125	50	50	-60.00%	0.00%
6265 Travel & Conferences	410	0	250	-39.02%	0.00%
6266 Equipment Rental	600	1,020	600	0.00%	-41.18%
6268 Ice Repairs	20,000	25,000	25,000	25.00%	0.00%
6271 Medical	400	400	400	0.00%	0.00%
7301 Chemicals & Cleaning	7,058	7,058	7,058	0.00%	0.00%
7302 Small Tools	1,225	1,236	1,225	0.00%	-0.89%
7303 Horticultural Supplies	21,600	21,600	21,600	0.00%	0.00%
7304 General Supplies	7,080	6,480	6,480	-8.47%	0.00%
7307 Gasoline & Mileage	12,500	11,500	12,000	-4.00%	4.35%
7308 Wearing Apparel & Linen	1,818	2,390	2,618	44.00%	9.54%
8310 Food For Resale	32,000	34,300	34,300	7.19%	0.00%
8320 Merchandise	8,160	10,360	9,660	18.38%	-6.76%
8321 Miscellaneous Supplies	1,300	1,300	1,300	0.00%	0.00%
9501 Buildings & Improvements	13,350	12,350	25,250	89.14%	104.45%
9502 Vehicles	5,500	5,677	0	-100.00%	-100.00%
9503 Equipment	44,104	44,104	35,104	-20.41%	-20.41%
9504 Office Equipment	200	200	200	0.00%	0.00%
	1,101,369	1,124,089	1,173,700	6.57%	4.41%

Communication: Review Proposed FY21 Budget (Unfinished Business)

MUNICIPAL ENTERPRISE FUND
SUMMARY OF DEPARTMENTAL APPROPRIATIONS
BY MAJOR EXPENDITURE CATEGORY

Department/Division	Personnel Services	Operating Expenses	Capital Outlay	Capital Improvement	Total
Ice Arena	313,428	233,536	20,830	-	567,794
Golf Course Maintenance	221,583	79,282	8,000	-	308,865
Golf Course	124,598	94,258	31,224	-	250,080
Food Service	8,408	38,053	500	-	46,961
Total Operations	668,017	445,129	60,554	-	1,173,700
TOTAL OPERATING EXPENSES MUNICIPAL ENTERPRISE FUND	**668,017**	**445,129**	**60,554**	**-**	**1,173,700**

RECREATION DEPARTMENT - ICE ARENA

Mission Statement
To provide safe, friendly, family oriented service for patrons of all ages and abilities.

Description
The city manages a year-round indoor Ice Arena providing ice time from approximately 6:00 a.m. to midnight daily during the primary season. A limited schedule is offered during the summer months. The Learn-to-Skate program operates under the recreation director and a professional skating staff. The program provides instruction to children and adults of all abilities and from the beginner to the competitive skater. Birthday parties are also offered at the Ice Arena. The arena is home to the St. Louis Rockets, an amateur hockey club, the Creve Coeur Figure Skating Club and the St. Louis Curling Club. In addition, several high schools and men's groups utilize the Ice Arena for hockey practice and competitive play. National and local skating organizations also use the arena for special events. The "I Skate" program, which operates under the "St. Louis Society" umbrella, provides special needs skating opportunities. Staff is requesting the current shared (Community Services 50%/Ice Arena 50%) part-time Recreation Supervisor position be moved to a full-time status.

Performance and Workload Measures

	FY 2018	FY 2019	Projected FY 2020	Estimated FY 2021
Ice Arena Operating Revenues Per Operating Expenditures (i.e. Revenues Per Dollar Spent)*	$1.21	$1.35	$1.29	$1.30
Participants in Public Skating Sessions	9,200	10,000	9,000	9,000
Participants in Figure Skating, Stick & Puck, and Instructional Hockey*	9,000	8,500	8,000	8,000
Participants in Learn to Skate Program*	534	525	550	550

**Ice rink was shut down for 2.5 weeks for the roof beam system to be reinforced in FY 2020 shortly after a 5-week emergency repair to one of the ceiling beams in FY 2019. As a result, program participation and revenue was lower than anticipated. No increase is estimated for FY 2021 due to the opening of two (2) new ice rink facilities opening in FY 2020 and the subsequent impact on revenues is yet to be determined.*

Service Standards
- Provide the maximum use possible of the Ice Arena while focusing on efficiency, profitability and best ice surface with minimal down time.
- Observe and operate all details of cash control with checks, balances and records consistent with city policies and procedures.
- Uphold resurface schedule to ensure quality ice and safety of all customers.
- Continuity of information and knowledge regarding the entire recreation complex through cross training of employees.

Objectives
- Continue to use guest satisfaction surveys for rentals and programs, designed to record

Fund: 06
Dept: 14-31

guest response to Dielmann Complex facilities, activities and services to insure excellent satisfaction levels.

- Continual updating of all points of contact to provide quality guest service.
- Comply with safety program, first aid training and objectives for all workers at the ice arena to control loss and prevent accidents.
- Review and update maintenance standards and records to improve building maintenance, cleanliness and to reduce operating expenditures and maximize revenues.
- Commit time and space to customer awareness of the ice arena through in-house literature, phone messaging, and customer service.

Budget Highlights

- Acct. 5101 – Increase of proposed full-time Recreation Supervisor from part-time status.
- Acct. 5102 – Decrease due to proposed part-time staff member to full-time status.
- Acct. 5102 – Adjustments due to increase in minimum wage.
- Acct. 6213 – Increase due to purchase of new copier to replace leased machine ($2,333).
- Acct. 6265 – Decrease due to cancellation of out-of-state conference travel in FY 2021.
- Acct. 6268 – Increase due to chill tower fin replacement ($10,000).
- Acct. 9501 – Increase due to cleaning/sealing the wood overhang of the ice rink ($10,000).
- Acct. 9501 – Increase due to various projects of an aging facility ($7,050).
- Acct. 9503 – Decrease due to completed projects in FY 2020.

Fund: 06
Dept: 14-31

ICE ARENA

	Actual Expenditures FY 2018	Actual Expenditures FY 2019	Budgeted Expenditures FY 2020	Projected Expenditures FY 2020	Estimated Requirements FY 2021
PERSONNEL SERVICES:					
5101 Salaries, Permanent Empl.	127,631	132,956	132,800	140,400	159,164
5102 Salaries, Temporary Empl.	62,517	89,266	79,999	74,122	82,279
5103 Overtime	2,730	1,381	2,000	5,400	2,000
5104 Vacation Pay	-	-	-	1,383	1,383
5109 Provision for Salary Adj.	-	-	3,993	-	-
5110 Auto Allowance	2,880	2,880	2,880	2,880	2,880
5230 Hospital & Medical Insurance	17,895	17,606	18,351	21,905	27,591
5231 Self-Insured Medical Benefit	-	600	-	500	-
5233 Dental Insurance	1,353	1,143	1,041	1,219	1,560
5234 Group Life Insurance	415	477	498	488	595
5235 Accidental Death & Dismem.	91	95	100	76	65
5236 Disability Insurance	300	354	419	410	450
5240 Social Security Contribution	14,459	16,791	17,461	17,150	18,950
5241 Pension Contribution	8,773	10,826	10,828	11,200	11,500
5243 Worker's Compensation Ins.	8,005	4,608	4,838	4,357	5,011
Total Personnel Services	247,048	278,982	275,208	281,490	313,428
OPERATING EXPENSES:					
6202 Technical & Personal Services	5,609	6,708	5,900	7,400	7,000
6203 Professional Services	597	5,078	1,000	2,500	2,500
6211 Equipment Maintenance	15,205	16,466	32,980	25,000	25,000
6212 Building & Ground Maint.	20,630	10,713	13,298	14,000	13,298
6213 Office Equipment Maint.	2,680	3,522	3,950	3,950	2,720
6220 Liability and Property Insurance	12,500	6,250	6,250	6,250	7,187
6226 Property Insurance	-	6,250	6,250	6,250	7,188
6250 Electricity	87,216	88,730	83,700	77,000	80,000
6252 Natural Gas	23,111	28,683	19,000	27,000	26,000
6253 Telephone	1,263	771	1,248	624	624
6254 Water & Sewer	21,139	16,320	15,000	13,500	13,500
6255 Cable TV	2,428	2,518	2,400	2,580	2,580
6260 Advertising	310	1,201	530	920	980
6261 Education and Training	2,246	1,011	1,400	400	1,400
6262 Dues, Memberships & Subsc.	1,417	1,584	1,670	1,521	1,521
6266 Equipment Rental	395	-	-	420	-
6268 Ice Repairs	31,412	21,920	20,000	25,000	25,000
6271 Medical	615	-	300	300	300
7301 Chemicals & Cleaning	5,328	7,803	6,000	6,000	6,000
7302 Small Tools	431	437	500	500	500
7304 General Supplies	1,348	1,123	1,330	730	730
7307 Gasoline & Mileage	9,368	8,146	8,500	7,500	8,000
7308 Wearing Apparel & Linen	1,024	1,120	1,008	1,210	1,508
Total Operating Expenses	246,270	236,356	232,214	230,555	233,536
CAPITAL OUTLAY:					
9501 Buildings & Improvements	3,895	4,029	5,950	4,950	17,050
9503 Equipment	650	11,303	5,780	5,780	3,780
Total Capital Outlay	4,545	15,332	11,730	10,730	20,830
TOTAL ICE ARENA	**497,863**	**530,670**	**519,152**	**522,775**	**567,794**

ICE ARENA
CAPITAL OUTLAY DETAIL

Capital Outlay Detail	Annual
9501 Building and Improvements	
Cleaning & Staining Ice Rink Overhang	10,000
DRC Landscape Supplies	500
Locker Room Door Hardware	800
Painting Ice Rink Walls	5,000
Piano Hindges for Meeting Room Doors	750
Total Account 9501	17,050
9503 Equipment	
Hockey Goals	1,200
Rental Skates	1,780
Trash Cans for Restrooms	800
Total Account 9503	3,780
Total Capital Outlay	**20,830**

RECREATION DEPARTMENT – GOLF COURSE MAINTENANCE

Mission Statement
To properly maintain the Creve Coeur municipal golf course to a standard that makes it a safe and enjoyable place to play.

Description
The 55-acre golf course is maintained year-round by a Golf Course Maintenance Superintendent, a Maintenance Worker II, a Maintenance Worker, and part-time seasonal Greenskeepers. Maintenance includes attention to the tees, fairways, greens, roughs, irrigation system, creeks, lakes, landscapes, hardscapes, parking lots and vegetation. During peak season, a variety of cultural and chemical practices are utilized to maintain turf and other landscape areas on a regular basis. Construction activities are undertaken during the off season to improve the condition of the course. Pruning, planting, and fertilizing are important to maintaining the overall health of the vegetation on the course.

Service Standards
- Provide proactive and efficient maintenance of the course year round to ensure a safe, enjoyable customer experience.
- Integrate environmentally responsible practices such as organic fertilization with traditional course maintenance procedures, maintain course at the highest level possible with the use of daily mowing schedules, cultural practices, fertilization, irrigation, pest control, and other activities designed to ensure healthy turf grass.
- Maintain an accident free work environment through proper equipment and materials handling and storage procedures.

Objectives
- Maintain all equipment in proper working condition to ensure worker safety and equipment availability and to maximize the life of the equipment.
- Continue to enhance the overall appearance of the course through landscaping and turf quality. New and replacement trees will be added along with landscaped areas containing perennial and annual plantings. Turf quality will continue to improve with our cultural, chemical, and over-seeding programs.
- Expand and nurture natural habitats throughout the golf course utilizing native vegetation.
- Routinely perform course inspections to ensure the safety of patrons.
- Install drain pipe in fairways for better playability during inclement weather.
- Continue to complete projects in the spirit of Audubon Certification for the course.

Budget Highlights
- Acct. 5102 – Increase due to Missouri minimum wage increase and increased cost of employee retention ($17,400).
- Acct. 6202 – Decrease due to biennial soil tests ($240) and Goose roundup ($535) in FY 2020.
- Acct. 6254 – Decrease in water and sewer expenses ($27,000).
- Acct. 9501 – Decrease due to one-time landscaping costs at the clubhouse ($3,000).
- Acct. 9501 – Increase for one time installation cost of material pad ($8,000).
- Acct. 9502 – Decrease due to purchase of golf utility cart in FY 2020 ($5,500).

Fund: 06
Depth: 14-32

GOLF COURSE - MAINTENANCE

	Actual Expenditures FY 2018	Actual Expenditures FY 2019	Budgeted Expenditures FY 2020	Projected Expenditures FY 2020	Estimated Requirements FY 2021
PERSONNEL SERVICES:					
5101 Salaries, Permanent Empl.	122,860	125,674	126,636	133,995	134,515
5102 Salaries, Temporary Empl.	13,786	11,662	14,504	14,993	18,221
5103 Overtime	1,747	41	500	884	500
5104 Vacation Pay	2,588	-	-	-	-
5109 Provision for Salary Adj.	-	-	3,925	-	-
5230 Hospital & Medical Insurance	18,143	27,887	23,816	37,362	38,483
5231 Self-Insured Medical Benefit	-	600	600	50	-
5233 Dental Insurance	1,040	1,036	973	973	998
5234 Group Life Insurance	481	456	479	467	451
5235 Accidental Death & Dismem.	88	84	96	75	50
5236 Disability Insurance	353	390	403	391	390
5240 Social Security Contribution	10,418	10,231	11,327	11,465	11,723
5241 Pension Contribution	9,867	10,104	10,454	10,900	11,200
5243 Worker's Compensation Ins.	2,252	4,647	4,879	4,393	5,052
Total Personnel Services	183,622	192,812	198,592	215,948	221,583
OPERATING EXPENSES:					
6202 Technical & Personal Services	2,406	6,065	1,000	1,000	250
6210 Vehicle Maintenance	1,470	1,052	1,500	1,500	1,500
6211 Equipment Maintenance	5,992	4,667	6,052	5,000	6,052
6212 Building & Ground Maint.	8,645	12,730	8,450	9,000	13,200
6250 Electricity	1,737	1,726	1,944	1,944	1,944
6253 Telephone	629	580	636	636	636
6254 Water & Sewer	38,219	18,619	29,000	27,000	27,000
6261 Education and Training	-	305	210	210	210
6262 Dues, Memberships & Subsc.	980	875	980	980	980
6266 Equipment Rental	-	-	100	100	100
6271 Medical	-	-	100	100	100
7301 Chemicals & Cleaning	170	397	400	400	400
7302 Small Tools	530	605	600	600	600
7303 Horticultural Supplies	21,481	22,431	21,600	21,600	21,600
7304 General Supplies	27	-	-	-	-
7307 Gasoline & Mileage	4,878	4,406	4,000	4,000	4,000
7308 Wearing Apparel & Linen	580	441	710	710	710
Total Operating Expense	87,743	74,898	77,282	74,780	79,282
CAPITAL OUTLAY:					
9501 Buildings & Improvements	5,034	4,847	7,200	7,200	8,000
9502 Vehicles		-	5,500	5,677	-
9503 Equipment	424	-	-	-	-
Total Capital Outlay	5,458	4,847	12,700	12,877	8,000
TOTAL GOLF COURSE	**276,824**	**272,557**	**288,574**	**303,605**	**308,865**

CAPITAL OUTLAY DETAIL

Capital Outlay Detail	Annual
9501 Building and Improvements	
Material Bin	8,000
Total Account 9501	8,000
9502 Vehicles	
(Nothing Budgeted)	-
Total Account 9502	-
Total Capital Outlay	8,000

RECREATION DEPARTMENT – GOLF COURSE PRO SHOP

Mission Statement

To provide a pleasurable experience for our golfers by increasing customer service to higher levels.

Description

The city operates a 9-hole, par 35, golf course on 55 rolling acres. The slope rating for the course is 111. The course record is 29. The course offers individual play, league opportunities, and golf clinics/lessons provided by contracted professional. The check in desk also provides general merchandise from gloves to golf clubs. Special events may be arranged for groups of all sizes including tournaments and "Glow Golf" events. The course also is home to a 9-hole foot golf course available during specific times, as well as tournaments, birthday parties, and special events. Food service is available to complement group outings.

Service, Performance and Workload Levels

	FY 2018	FY 2019	Projected FY 2020	Estimated FY 2021
Operating Rev Per Operating Exp (Revenues per Dollar Spent)*	$0.69	$.68	$.72	$.71
Rounds Played	22,138	19,978	21,500	22,320
Total Revenues per Round Played	16.05	$16.24	$16.45	$16.60
Total Expenditures per Round Played	$23.23	$25.64	$24.98	$24.03
Estimated Number Resident Rounds	5,783	5,519	6,350	6,400
Program Participants (Camps, Leagues)	174	186	193	200
Group Outings Held (Corporate/Private)	36	36	37	38
Website Visits (Sessions)**	26,349	27,150	27,500	28,000
Website Bookings**	3,908	4,369	4,400	4,500
Website Visits to Bookings, Conversion**	6.74%	6.21%	6.25%	6.22%
Overall Customer Ratings (1-5)**	4.00	4.20	4.20	4.2
Revenue Per Available Tee Time	$4.03	$4.03	$4.15	$4.18
Weather, Days 90+ degrees**	82	73	80	78
Total Number of playable days**	222	202	210	212
Total Precipitation (inches)**	35.05	49.57	50.5	45.00

**Includes all expenditures for Golf Pro Shop and Golf Maintenance.*
*** Information provided by GolfNow.*

Fund: 06
Dept: 14-33

Service Standards

- Provide outstanding personal service to our customers including ongoing training in guest service, point of sales, effective golf cart management, merchandising, leagues, and corporate and private golf outings:
  - Guest service training involves commitment to ensure golfers a pleasant experience whether they call in or are at the golf course. Guests are serviced promptly.
  - Well-maintained golf cart fleet to ensure a pleasant playing experience for customers. Carts are available for rent at all times.
  - Effective merchandising programs include providing an appropriate variety of merchandise to choose from which is fairly priced and properly displayed.
  - Effective instructional programs designed to meet and exceed customer expectations, including the opportunity to participate in leagues, junior camps, tournaments, and special events. New, innovative programs are constantly encouraged to continue to promote the game of golf to future generations.

- Tee times are scheduled up to one week in advance. Creve Coeur residents receive one extra day as a resident preference when scheduling tee times.
- Continue reciprocal agreements with Ballwin and University City golf courses, and Maryland Heights during the summer.
- Continue to market for group outings of 16 or more to play 9 holes for meetings, events, etc.
- Standard of play is an average 2 hours and 15 minutes per 9-hole round, which is a comfortable time for a 9-hole round of golf.
- Two water coolers on the golf course in operation from mid-April until mid-October.
- Coordinate calendar so that leagues, public, group outings and high school golf teams, soccer teams and families all have an opportunity to play golf at Creve Coeur Golf Course.

Objectives

- Continue to implement new database, marketing tools, and promotions.
- Continue to work with Finance to ensure that Pro Shop inventory records are accurate and up-to-date.
- Start the brand new World Handicap System through the USGA for a more efficient and usable handicap tool for all of our league players as well as our daily users.
- Will book at least two Junior PGA events to showcase our course to up and coming players and their families.
- Continue to market group outings and events with new catering options to improve the tournament margin and increase player experience.
- Continue to monitor and analyze monthly reports and other information to determine how to streamline operations for more profitability and/or to create improved service opportunities.
- Add additional local vendors to an already growing list of caterers for events and tournaments
- Continue contract with GolfNow, which includes tee sheet, website, tiered pricing and database in exchange for two (2) trade times per day.

Fund: 06
Dept: 14-33

Budget Highlights

- Revenues are anticipated to increase due to a $1.00 fee increase for weekday resident/non-resident, Jr/Sr. weekday resident/non-resident and weekend resident, plus a $2.00 fee increase for Jr/Sr. weekday non-resident.
- Acct. 8324 – Increase in golf ball merchandise expenses due to increase in sales
- Acct. 9503 – Enter second season of three-year lease for golf cart fleet ($30,144).

Communication: Review Proposed FY21 Budget (Unfinished Business)

Fund: 06
Dept: 14-33

GOLF COURSE-PRO SHOP

	Actual Expenditures FY 2018	Actual Expenditures FY 2019	Budgeted Expenditures FY 2020	Projected Expenditures FY 2020	Estimated Requirements FY 2021
PERSONNEL SERVICES:					
5101 Salaries, Permanent Empl.	60,630	64,767	63,137	64,880	64,877
5102 Salaries, Temporary Empl.	28,909	27,223	31,006	29,322	32,564
5103 Overtime	89	-	-	-	-
5104 Vacation Pay	3,059	1,697	1,252	1,245	1,245
5109 Provision for Salary Adj.	-	-	1,896	-	-
5230 Hospital & Medical Insurance	10,402	10,610	11,035	10,823	11,147
5233 Dental Insurance	681	623	566	566	580
5234 Group Life Insurance	223	227	238	225	218
5235 Accidental Death & Dismem.	45	45	48	35	25
5236 Disability Insurance	176	190	200	189	188
5240 Social Security Contribution	6,960	6,843	7,512	7,302	7,549
5241 Pension Contribution	5,029	5,117	5,014	5,014	5,200
5243 Worker's Compensation Ins.	204	924	971	874	1,005
Total Personnel Services	116,406	118,267	122,875	120,475	124,598
OPERATING EXPENSES:					
6202 Technical & Personal Services	15,765	16,013	15,000	15,000	15,500
6210 Vehicle Maintenance	2,570	565	1,300	1,300	1,500
6211 Equipment Maintenance	973	241	500	200	200
6212 Building & Ground Maint.	598	53	-	-	-
6213 Office Equipment Maint.	834	585	1,000	700	240
6220 Liability and Property Insurance	12,500	6,250	6,250	6,250	7,187
6226 Property Insurance	-	6,250	6,250	6,250	7,188
6250 Electricity	23,614	22,829	23,000	23,000	23,000
6252 Natural Gas	9,284	12,293	8,000	11,500	11,500
6254 Water & Sewer	3,899	2,868	5,300	6,600	6,500
6255 Cable TV	809	859	898	898	898
6260 Advertising	3,099	3,202	3,500	3,500	3,500
6262 Dues, Memberships & Subsc.	510	550	610	610	610
6264 In Town Meetings	-	-	125	50	50
6265 Travel & Conferences	-	-	410	-	250
6266 Equipment Rental	820	425	500	500	500
7301 Chemicals & Cleaning	236	136	150	150	150
7302 Small Tools	100	30	75	86	75
7304 General Supplies	5,322	4,684	5,450	5,450	5,450
7308 Wearing Apparel & Linen	361	243	-	340	300
8320 Merchandise	10,746	8,912	8,160	10,360	9,660
Total Operating Expense	92,039	86,987	86,478	92,744	94,258
CAPITAL OUTLAY:					
9501 Buildings & Improvements	-	-	200	200	200
9503 Equipment	29,068	34,467	30,824	30,824	30,824
9504 Office Equipment	-	-	200	200	200
Total Capital Outlay	29,068	34,467	31,224	31,224	31,224
TOTAL GOLF COURSE	**237,513**	**239,721**	**240,577**	**244,443**	**250,080**

GOLF COURSE - PRO SHOP
CAPITAL OUTLAY DETAIL

Capital Outlay Detail	Annual
9501 Buildings & Improvements	
Misc. Renovation Projects	200
Total Account 9501	200
9503 Equipment	
Foot Golf Equipment	200
Golf Cart Lease	30,144
Misc. Items for Golf Shed	200
Pull Carts	280
Total Account 9503	30,824
9504 Office Equipment	
Misc.	200
Total Account 9504	200
Total Capital Outlay	31,224

RECREATION DEPARTMENT – FOOD SERVICES

Mission Statement

To provide quality menu options and customer service for patrons of the Creve Coeur Golf Course and Ice Arena.

Description

The division provides food service for patrons of the Golf Course and Ice Arena with lunch specials throughout the golf season and concession services for Ice Arena events as well as catering for special events.

Performance and Workload Measures

	FY 2018	FY 2019	Projected FY 2020	Estimated FY 2021
Operating Revenues Per Operating Expenditures (Revenue per Dollar Spent)	$1.30	$1.29	$1.09	$1.30

Service Standards

- Day-to-day operations include preparing and serving customers quality food and drink, maintaining a clean concession stand, and reporting accurate daily receipts.
- Maintain food service, quality, cleanliness, and customer satisfaction at the highest levels possible.
- Continue to seek vendors for highest quality products at competitive pricing.
- Train food service personnel in proper food storage, food preparation, kitchen maintenance, cleanliness, courtesy, safety, opening and closing procedures, stocking and waste reduction.
- Maintain efficient operation of all records, licenses, and inspections.
- Institute and follow sound inventory control by use of expiration and attention to shelf life.
- Increase revenues by reducing waste, bulk purchasing and increased marketing efforts.

Objectives

- Establish and maintain sound inventory control and purchasing policies, provide for rotation of stock to ensure high quality food service, scheduling of trained personnel to ensure quality customer service, and routine maintenance of equipment.
- Continue to provide "Grade A" inspection by scheduling quarterly staff meetings to review Missouri Restaurant Association guidelines and to ensure that all personnel comply with these standards. Train staff and provide proper supervision to ensure sanitation procedures are followed.
- Train staff on proper guidelines for sale of alcoholic beverages.
- Make staff knowledgeable on the SMART food/beverage program.

Budget Highlights

- 9503 - New Hot dog Roller to be added ($500).

Fund: 06
Dept: 14-34

FOOD SERVICES

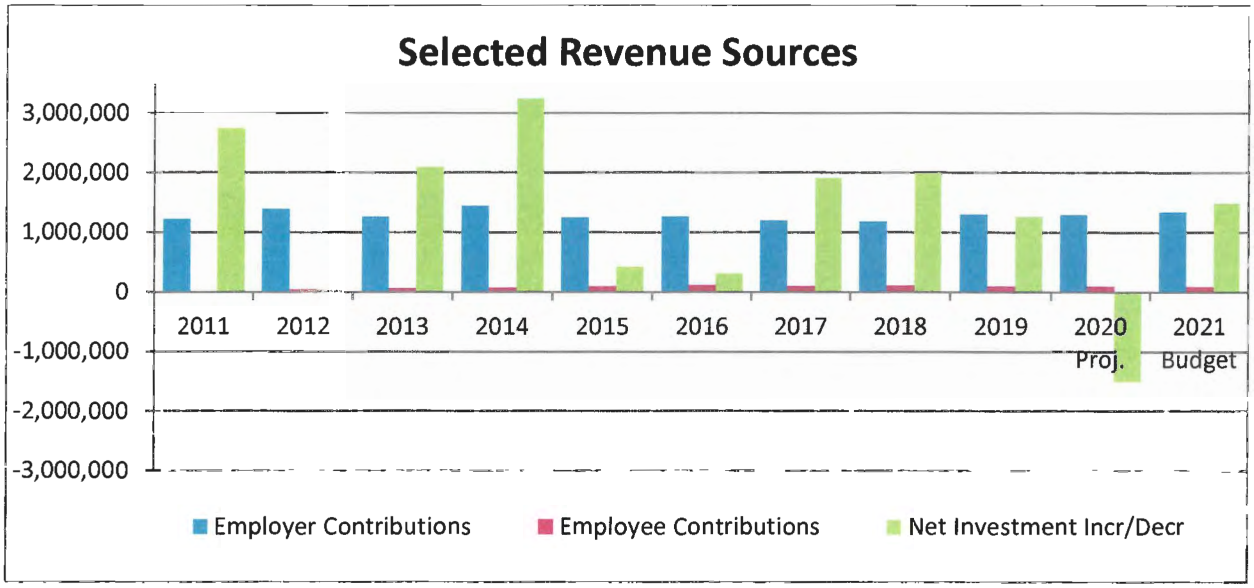
	Actual Expenditures FY 2018	Actual Expenditures FY 2019	Budgeted Expenditures FY 2020	Projected Expenditures FY 2020	Estimated Requirements FY 2021
PERSONNEL SERVICES:					
5101 Salaries, Permanent Empl.	54	-	-	-	-
5102 Salaries, Temporary Empl.	8,687	8,651	8,550	6,920	7,562
5240 Social Security Contribution	669	662	654	529	578
5243 Worker's Compensation Ins.	17	246	259	233	268
Total Personnel Services	9,427	9,559	9,463	7,682	8,408
OPERATING EXPENSES:					
6202 Technical & Personal Services	845	214	695	695	695
6211 Equipment Maintenance	937	1,430	600	600	600
6212 Building & Ground Maint.	145	-	300	100	100
6261 Education and Training	-	-	250	100	100
7301 Chemicals & Cleaning	544	300	508	508	508
7302 Small Tools	22	4	50	50	50
7304 General Supplies	923	188	300	300	300
7308 Wearing Apparel & Linen	114	84	100	130	100
8310 Food For Resale	39,624	36,190	32,000	34,300	34,300
8321 Miscellaneous Supplies	2,063	1,286	1,300	1,300	1,300
Total Operating Expense	45,216	39,696	36,103	38,083	38,053
CAPITAL OUTLAY:					
9503 Equipment	200	3,190	7,500	7,500	500
Total Capital Outlay	200	3,190	7,500	7,500	500
TOTAL FOOD SERVICES	**54,843**	**52,445**	**53,066**	**53,265**	**46,961**

FOOD SERVICE
CAPITAL OUTLAY DETAIL

Capital Outlay Detail	Annual
9503 Equipment	
Hot Dog Roller	500
Total Account 9503	500
Total Capital Outlay	500

CITY EMPLOYEES RETIREMENT FUND
STATEMENT OF ESTIMATED REVENUES AND EXPENDITURES
FOR FISCAL YEAR ENDING JUNE 30, 2021
IN COMPARISON WITH BUDGETED AND PROJECTED TOTALS FOR FY 2020
AND ACTUAL TOTALS FOR FY 2018 & FY 2019

	Actual FY 2018	Actual FY 2019	Budget FY 2020	Projected FY 2020	Estimated FY 2021
Revenues:					
Employer Contributions-Public Safety Sales Tax Fun	-	-	131,250	156,283	183,568
Employer Contributions-General Fund	1,188,826	1,307,755	1,242,815	1,146,775	1,163,497
Employee Contributions	99,041	86,614	119,676	98,100	94,100
Other Revenues	1,913,863	1,484,647	1,500,000	(1,000,000)	1,500,000
Total Operating Revenues	3,201,730	2,879,015	2,993,741	401,158	2,941,165
Operating Transfer	-	-	-	-	-
Total Revenues	3,201,730	2,879,015	2,993,741	401,158	2,941,165
Expenditures:					
Professional Services	21,102	28,271	30,000	19,780	24,790
Investment Manager Fees	43,056	43,995	45,320	47,000	50,000
Employee Benefits Expense	1,657,855	1,817,650	2,000,000	2,339,700	2,000,000
Total Expenditures	1,722,012	1,889,916	2,075,320	2,406,480	2,074,790
TOTAL REVENUES OVER (UNDER) EXPENDITURES	**1,479,718**	**989,099**	**918,421**	**(2,005,322)**	**866,375**



Employer Contributions

In accordance with the City's legacy Defined Benefit Retirement Plan Document, the City contributes to the Employee's Retirement Fund for the benefit of participating employees as determined by the City's Actuary. It is estimated that the FY 2021 Employer Contribution will be $1,347,065. However, $183,568 of this amount will be paid from the Public Safety Sales Tax Fund. This will be the 6th year using the reduced amortization period (10 year-fixed). The interest rate earnings assumptions was lowered to 6.75% in June 2018.

Employee Contributions

Employee contributions began in FY 2012 at 1% on base pay plus longevity, and have increased gradually to 3%. FY 2020 the contribution rate increased to 4%. The estimated contribution for FY 2021 is $94,100.

Net Investment Incr/Decr

In accordance with Section 140.060 of the Cities Codified Ordinances, the City receives earnings from various investment instruments. In addition, funds invested with Commerce Bank and Fiduciary advisors incur earnings, realized and unrealized. The estimated increased value of the Pension Fund in FY 2021 is $1,500,000.

Fiscal Year	Employer Contributions	Employee Contributions	Net Investment Incr/Decr
2011	1,225,000		2,740,299
2012	1,389,538	40,580	37,260
2013	1,261,350	58,698	2,093,063
2014	1,444,717	74,173	3,245,641
2015	1,254,457	93,100	426,117
2016	1,270,402	112,251	319,990
2017	1,200,992	99,041	1,913,863
2018	1,188,826	107,272	1,998,901
2019	1,307,755	99,041	1,271,693
2020 Proj.	1,303,058	98,100	-1,500,000
2021 Budget	1,347,065	94,100	1,500,000

CITY EMPLOYEES RETIREMENT FUND
COMPARISON OF FISCAL YEAR 2021 ESTIMATED REVENUES WITH 2020 PROJECTED
AND ACTUAL REVENUES FOR FISCAL YEAR 2018 AND 2019

	Actual Revenue FY 2018	Actual Revenue FY 2019	Budgeted Revenue FY 2020	Projected Revenue FY 2020	Estimated Revenue FY 2021	
INTERGOVERNMENTAL REVENUES:						
4307 Employer Contributions-Public Safety Sales Ta	-	-	131,250	156,283	183,568	1
4308 Employer Contributions-General Fund	1,188,826	1,307,755	1,242,815	1,146,775	1,163,497	1
	1,188,826	1,307,755	1,374,065	1,303,058	1,347,065	
Total Intergovernmental Revenue	1,188,826	1,307,755	1,374,065	1,303,058	1,347,065	
OTHER REVENUES:						
4309 Employee Contributions	99,041	86,614	119,676	98,100	94,100	
4704 Investment Income-Other	642,170	505,876	500,000	500,000	500,000	2
4709 Unrealized Gains	1,271,693	978,771	1,000,000	(1,500,000)	1,000,000	2
Total Other Revenues	2,012,904	1,571,260	1,619,676	(901,900)	1,594,100	
Operating Transfers In	-	-	-	-	-	
Total Current Year's Total Current Year's Revenues	3,201,730	2,879,015	2,993,741	401,158	2,941,165	
TOTAL CITY EMPLOYEES RETIREMENT FUND	**3,201,730**	**2,879,015**	**2,993,741**	**401,158**	**2,941,165**	

1 - Employer contributions are determined through a discussion with the Actuary based upon investment performance as of 3/31/18. As with any estimate, the actual contribution will fluctuate. The actual contribution will be based upon the annual actuarial valuation to be completed in the fall.

2 - Investments earnings are estimated using actuarial assumptions. Actual earnings will fluctuate.

CITY EMPLOYEES RETIREMENT FUND
BENEFITS AND OPERATING EXPENDITURES

	Actual Expenditures FY 2018	Actual Expenditures FY 2019	Budgeted Expenditures FY 2020	Projected Expenditures FY 2020	Estimated Requirements FY 2021
6203 Professional Services	21,102	28,271	30,000	19,780	24,790
6205 Investment Manager Fees	43,056	43,995	45,320	47,000	50,000
6206 Employee Benefits Expense	1,657,855	1,817,650	2,000,000	2,339,700	2,000,000
TOTAL BENEFITS AND OPERATING EXPENDITURES	**1,722,012**	**1,889,916**	**2,075,320**	**2,406,480**	**2,074,790**
EXCESS OF REVENUES OVER EXPENDITURES	1,479,718	989,099	918,421	(2,005,322)	866,375
FUND BALANCE - BEGINNING OF YEAR	24,250,102	25,729,820	25,729,820	26,718,921	24,713,599
FUND BALANCE - END OF YEAR	25,729,820	26,718,921	26,648,241	24,713,599	25,579,974

City of Creve Coeur, Missouri
General Information and Statistical Data

Form of Government

The city is located in St. Louis County approximately 15 miles west of downtown St. Louis. It is the home of the world-renowned Monsanto Corporation, Missouri Baptist University, and two of the areas largest medical centers. Initially a farming community, the city has developed into a thriving community in central St. Louis County with beautiful homes, acres of parkland, hundreds of businesses, and a number of high-tech office parks. The city was one of many unincorporated communities that grew along Olive Street Road. Its name, which means broken heart in French, comes from nearby Creve Coeur Lake. Legend has it that an Indian princess fell in love with a French fur trapper, but the love was not returned. According to the story, she then leapt from a ledge overlooking Creve Coeur Lake, the lake then formed itself into a broken heart. When the city was incorporated in December 1949, less than one square mile housed a population of 1,900 citizens. Today, the population of the city is 17,833 spanning 10.27 square miles with approximately 8,400 housing units.

The city was incorporated in December 1949 as a Fourth Class City under state law. On February 10, 1976, the citizens of Creve Coeur adopted a Home Rule Charter and the Council-Administrator form of government. Comprised of four wards, citizens are represented by eight Council Members, two per ward, and a Mayor elected at large. The Creve Coeur Government Center houses the Police Department as well as Department of Administrative Services, Finance, Municipal Court, Public Works, Community Development and the Community Center. In last month of FY 2019, the Police Department hopes to move into the new building.

Regular City Council meetings are generally held on the second and fourth Monday of each month at 7:00 p.m. Planning and Zoning Commission meetings are generally held on the first and third Monday of each month at 7:00 p.m. Municipal Court sessions are held on Wednesday evenings.

Area:

Square Miles	10.27
Acres	6,573
Housing Units[1]	8,433
Persons Per Square Mile[1]	1,564
Persons Per Acre	2.70

Population Growth

1945 (Upon Incorporation)	1,878
1960	5,122
1970	8,967
1980	11,757
1990	12,304
2000	16,759
2010	17,833

General Information and Statistical Data (Cont'd)

Median Household Income[2]	100,735
Median Age (years)[3]	47.9

Age of Residents[3]

Birth - 9	10.0%	55 - 64	14.5%
10 - 19	11.3%	65 - 84	18.2%
20 - 34	15.9%	Over 85	5.9%
35 - 54	24.2%		

Education[2]

Percentage-High School Graduate or higher	96.9%
Percentage-Bachelors Degree or higher	69.8%

Occupation[4]

Management and Professional	65.7%
Sales and Office	19.9%
Service	6.4%
Production & Transportation	4.8%
Construction & Maintenance	2.5%
Other	0.7%

Ethnicity[2]

Caucasian	76.0%
African-American	8.0%
Asian	11.0%
Other	5.0%

Housing[2]

Owner Occupied	68.7%
Renter Occupied	31.3%

Centerline Miles of Streets:

Public	76.7
Private	17.9
State Highway	12.3
County Arterials	5.6
Total Miles of Streets	112.5

General Information and Statistical Data (Cont'd)

Police Protection

Number of employees	
Commissioned	49
Noncommissioned	3

General Information and Statistical Data (Cont'd)

Parks and Recreation:

Number of Parks	6
Acres of Parks	94
Number of Tennis Courts	8
Indoor Ice Arena (Year-round operations; includes private rentals & programs)	1
9-Hole Golf Course	1

Land Use[5]

Residential	57%
Commercial	16%
Light Industrial	3%
Institutional	16%
Parks	8%

Largest Employers (number of employees)[6]

Mercy Hospital St. Louis	6,213
Monsanto	4,170
Daugherty Systems, Inc.	542
Barnes West County Hospital	482
SSM Health Care Corporation	450
Centene Corporation	400
Reuters Information Technology, Inc.	366
The Climate Corporation	261
Midwest Series of Lockton Companies LLC	254
Busey Bank	250

Number of City of Creve Coeur Authorized Full-Time Employees 103

[1] *Per U.S. Census Bureau, Census, 2010*

[2] *Per U.S. Census Bureau, Census, 2014-2018*

[3] *Per censusreporter.org, 2014-2018*

[4] *Per datausa.io, 2017*

[5] *Per Creve Coeur Planning Department, 2020*

[6] *Per 2019 CAFR (Creve Coeur Finance Department 2019 Business Licenses)*

CITY OF CREVE COEUR, MISSOURI
COMPUTATION OF LEGAL DEBT MARGIN
June 30, 2019

Net Assessed Value: as of January 1, 2019		$ 1,032,990,250
Debt Limit: 10% of Assessed Value		103,299,025
Total Bonded Debt	10,080,616	
Less: Assets in Debt Service Fund	(362,136.00)	
Total Amount of General Obligation Debt Applicable to Debt Limit		9,718,480
Legal Debt Margin		$ 93,580,545

Note: Bonded indebtedness is limited by Section 95.115 and 95.120 of the Missouri Revised Statutes to 10% of the assessed value of taxable tangible property.

The calculation above demonstrates the City's capacity to issue debt if needed. It has been the City's policy to operate on a "pay as you go" basis and avoid debt if possible.

In April 2017, the City issued $10,635,000 in General Obligation Bonds, the proceeds of which are to be used for the construction of a new police building and for certain renovations to the existing government center. The General Obligation Bonds are to be repaid from property tax levies. The outstanding bonds bear interest at rates ranging from 2.0 - 3.125% and mature in 2037.

The annual principal and interest requirements to maturity of the General Obligation Bonds as of June 30, 2019 are as follows:

Years Ending June 30,	Principal	Interest
2019	430,000	283,006
2020	440,000	270,106
2021	455,000	261,306
2022	470,000	247,656
2023	480,000	233,556
2024	490,000	223,956
2025	505,000	209,256
2026	515,000	197,894
2027	530,000	185,018
2028	550,000	169,118
2029	565,000	152,618
2030	580,000	135,668
2031	600,000	118,268
2032	620,000	100,268
2033	635,000	81,668
2034	655,000	62,618
2035	675,000	42,968
2036	700,000	21,876
2037	0	0
	9,895,000	2,996,824

Source: 2019 CAFR

CITY OF CREVE COEUR, MISSOURI
DIRECT AND OVERLAPPING GOVERNMENTAL ACTIVITIES DEBT
JUNE 30, 2019

Name of Governmental Unit	Debt Outstanding	Percentage Applicable To City of Creve Coeur	Amount Applicable To City Of Creve Coeur
St. Louis County	87,375,000	4.24%	3,704,700
Parkway School District	245,760,000	13.94%	34,258,944
Ladue School District	154,790,000	19.18%	29,688,722
Pattonville School District	89,460,000	3.40%	3,041,640
Monarch Fire District	-	4.35%	-
West Overland Fire District	2,365,000	9.67%	228,696
Creve Coeur Fire	11,505,000	63.23%	7,274,612
Sub-total	591,255,000		78,197,313
City of Creve Coeur	10,080,616	100.00%	10,080,616
Total Direct and Overlapping Debt	601,335,616		88,277,929

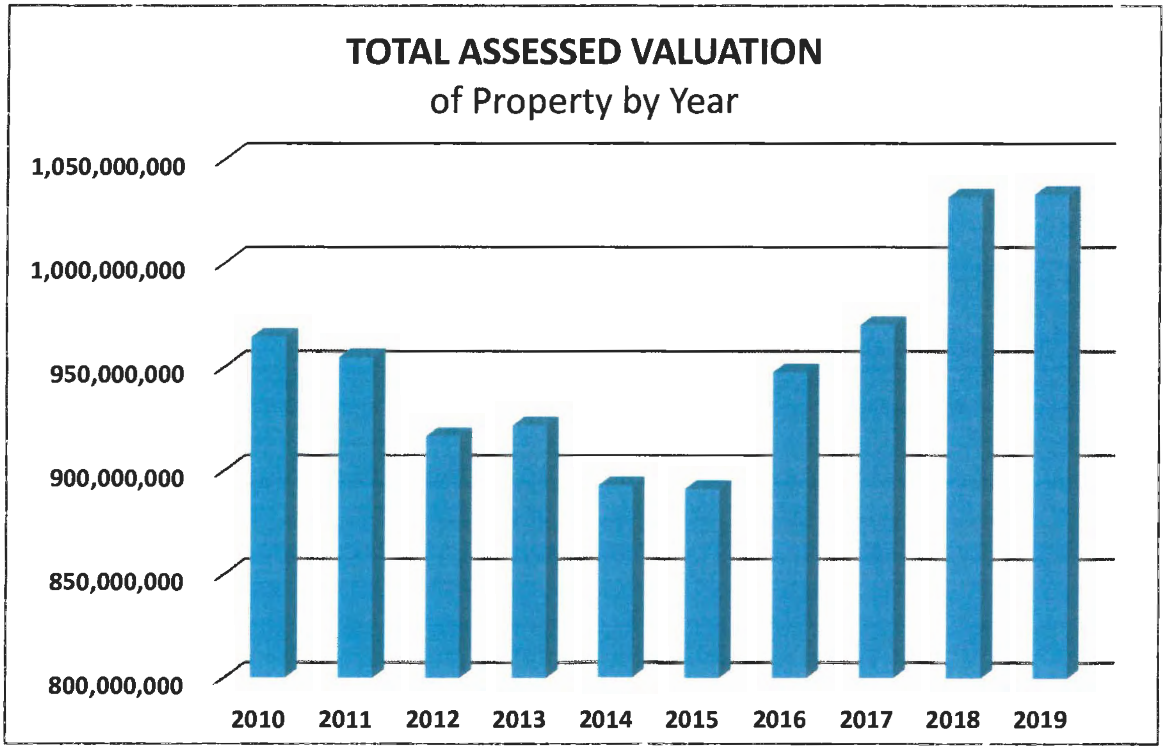
Source: 2019 CAFR
The percentage applicable to the City of Creve Coeur is based on the jurisdiction's assessed value within the boundaries of Creve Coeur.

CITY OF CREVE COEUR
PRINCIPAL REAL ESTATE TAXPAYERS (1)
JUNE 30, 2019

Taxpayer	Type of Business	2017 Assessed Valuation	Percent of Total (2)
Bayer	Regional Headquarters	78,054,520	7.53 %
RNSI City Place Owner LLC	Developers	37,538,350	3.62
Emerson Rd LLC (formerly I & G Direct Real Estate 18, LP)	Developers	22,413,360	2.16
Waterfront Creve Coeur MO LLC (Formerly Cross Creek Multifamily Apartments LP)	Rental Apartments	9,913,890	0.96
MRES CP6 Holdings LP	Real Estate	9,206,400	0.89
Asbury Automotive St. Louis, LLC	Retail auto sales	8,383,750	0.81
Cove West Creve Coeur MO LLC	Rental Apartments	5,887,720	0.57
Joe H. Scott Sr./Scott Properties	Rental Apartments	5,706,940	0.55
AVBH VICINO LLC	Real Estate	6,496,810	0.63
St. Josephs Convent of Mercy	Education	5,814,560	0.56
		$ 189,416,300	18.26 %

(1) Source - 2019 CAFR

(2) Total assessed value of the City was $1,037,245,125 as of January 1, 2019.



Fiscal Year	Real Property	Personal	Railroad & Utilities	Total
2010	816,204,740	139,612,080	8,489,480	964,306,300
2011	815,184,540	131,034,600	8,380,539	954,599,679
2012	789,377,830	118,568,180	8,651,648	916,597,658
2013	787,933,000	125,405,530	8,522,313	921,860,843
2014	759,807,910	124,352,250	8,768,479	892,928,639
2015	760,034,050	122,154,990	9,028,873	891,217,913
2016	813,636,250	124,026,720	9,870,668	947,533,638
2017	822,297,210	138,314,730	9,469,166	970,081,106
2018	881,952,780	139,885,830	9,750,787	1,031,589,397
2019	874,487,810	150,073,580	8,428,855	1,032,990,245

Note: Assessed values are based on the following valuations: Residential 19%, Agriculture 12%, Commercial and Industrial 32%, Personal Property 33 1/3% and Railroad & Utilities 32%.

Demographic Statistics
Last Ten Fiscal years

Fiscal Year	Population (1)	Median Age (1)	Median Household Income (1)	Total Personal Income (1)	Per Capita Income (1)	Unemployment Rate (2)
2010	16,500	43.1	75,032	790,432,500	47,905	9.3
2011	17,833	44.3	91,642	1,044,585,808	58,576	8.9
2012	17,833	44.3	94,852	1,060,992,168	59,496	6.9
2013	17,833	44.3	94,852	1,106,644,648	59,496	7.0
2014	17,833	44.3	94,852	1,055,624,435	59,496	6.9
2015	17,868	44.3	92,033	1,055,624,435	59,009	7.0
2016	17,833	44.3	88,350	1,055,624,435	59,195	5.1
2017	17,833	44.3	88,350	1,055,624,435	59,195	3.7
2018	17,833	44.3	88,350	1,055,624,435	59,195	3.1
2019	17,833	44.3	88,350	1,055,624,435	59,195	3.4

(1) Source - 2019 CAFR (2010 & 2000 U.S. Bureau of Census)

(2) Source - 2019 CAFR (Missouri Department of Economic Development)

Property Value and Construction
Last Ten Fiscal Years

Fiscal Year	Total Estimated Actual Value (1)	New Construction (2) — Commercial — Number Of Permits	New Construction (2) — Commercial — Estimated Cost Of Construction	New Construction (2) — Residential — Number Of Permits	New Construction (2) — Residential — Estimated Cost Of Construction	Alterations and Additions — Number Of Permits	Alterations and Additions — Estimated Cost Of Construction	Building Demolitions — Number Of Permits
2010	3,986,706,707	6	12,107,508	5	2,441,000	566	35,345,655	12
2011	3,959,734,130	7	38,597,941	10	4,227,269	724	35,604,238	15
2012	3,799,272,970	1	130,000	7	3,758,881	750	45,549,635	13
2013	3,815,929,320	3	13,277,459	9	6,925,444	930	57,907,117	11
2014	3,713,371,407	2	18,389,042	14	6,381,607	1042	48,245,467	26
2015	3,695,388,826	5	52,602,986	55	27,205,217	1060	56,975,739	26
2016	3,912,975,119	7	30,974,548	48	22,179,779	1102	48,216,828	23
2017	4,045,195,714	1	5,366,000	32	16,073,170	1191	68,495,046	29
2018	4,315,659,767	6	31,341,876	18	8,763,246	1350	73,837,539	23
2019	4,343,736,577	4	10,697,000	19	12,839,490	1333	71,746,160	44

(1) Source - 2019 CAFR (St. Louis County Assessor)

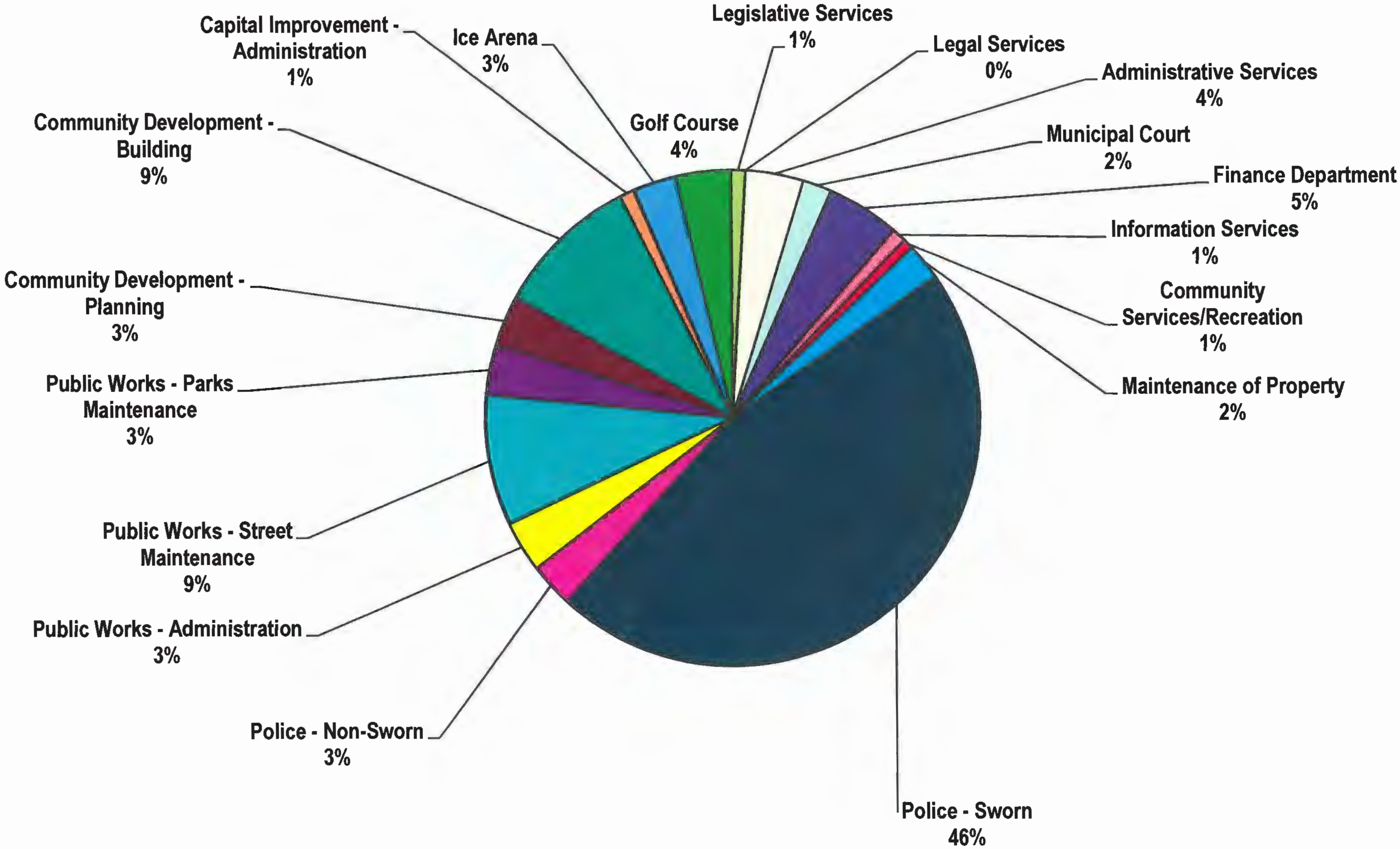
(2) Source - 2018 CAFR (City of Creve Coeur Building Department)

ALL FUNDS
SUMMARY OF FULL-TIME AUTHORIZED PERSONNEL
BY DEPARTMENT

DEPARTMENT/DIVISION	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
GENERAL FUND:					
Legislative Services	1	1.7	1	1	1
Legal Services	0	0	1	0	0
Administrative Services	4	4	4	4	4
Municipal Court	3	2	2	2	2
Finance Department	5	5	4	5	4
Information Services	1	1	1	1	1
Community Services/Recreation	0.70	0.70	0.70	0.70	1.20
Maintenance of Property	1.67	1.67	1.67	2.50	2.50
Police - Sworn	50	50	50	49	49
Police - Non-Sworn	4	4.3	3	3	4
Public Works - Administration	5	5	4	3.5	3.5
Public Works - Street Maintenance	11	11	10	9	9
Public Works - Parks Maintenance	3.33	3.33	3.33	3.5	3.5
Community Development - Planning	4	4	4	3.5	3.5
Community Development - Building	9	9	9	10	10
Subtotal*	102.70	102.70	98.70	97.70	98.20
CAPITAL IMPROVEMENT FUND:					
Capital Improvement - Administration	0	0	1	1	1
Subtotal**	0	0	1	1	1
MUNICIPAL ENTERPRISE FUND:					
Ice Arena	2.50	2.50	2.50	2.50	3.00
Golf Course	3.80	3.80	3.80	3.80	3.80
Subtotal*	6.30	6.30	6.30	6.30	6.80
TOTAL AUTHORIZED FULL-TIME EMPLOYEES:	**109.00**	**109.00**	**106.00**	**105.00**	**106.00**

** Decimals are due to sharing of some full-time positions among more than one department. See section on "Authorized Positions" for additional detail.*

Summary of Personnel by Department - FY 2021



CITY OF CREVE COEUR
FISCAL YEAR 2021
FULL-TIME SALARIES BY GRADE

	ANNUAL SALARY			MONTHLY SALARY		
Grade	Min	Mid	Max	Min	Mid	Max
1	26,748	32,088	37,428	2,229	2,674	3,119
2	28,608	34,314	40,020	2,384	2,860	3,335
3	30,588	36,678	42,768	2,549	3,057	3,564
4	32,868	39,432	45,996	2,739	3,286	3,833
5	34,752	41,676	48,600	2,896	3,473	4,050
6	36,816	44,160	51,504	3,068	3,680	4,292
7	39,264	47,100	54,936	3,272	3,925	4,578
8	41,952	50,322	58,692	3,496	4,194	4,891
9	45,768	54,900	64,032	3,814	4,575	5,336
10	51,744	62,076	72,408	4,312	5,173	6,034
10a	59,688	68,616	77,544	4,974	5,718	6,462
11	57,936	69,504	81,072	4,828	5,792	6,756
12	64,764	77,700	90,636	5,397	6,475	7,553
12a	75,348	85,254	95,160	6,279	7,105	7,930
13	71,352	85,590	99,828	5,946	7,133	8,319
13a	78,096	88,962	99,828	6,508	7,414	8,319
14	76,584	91,854	107,124	6,382	7,655	8,927
14a	84,084	95,604	107,124	7,007	7,967	8,927
15	82,392	98,850	115,308	6,866	8,238	9,609
16	88,596	106,296	123,996	7,383	8,858	10,333
17	95,436	114,486	133,536	7,953	9,541	11,128
18	103,248	123,864	144,480	8,604	10,322	12,040

CITY OF CREVE COEUR
FISCAL YEAR 2021
FULL-TIME EMPLOYEE CLASSIFICATION PLAN AND PAY RANGES

GRADE	POSITION TITLE	DEPARTMENT/DIVISION	MONTHLY PAY RANGE Min	Max
5	Currently Vacant		2,896	4,050
6	Maintenance Worker	Building Maintenance, Golf Course, Ice Arena, Public Works – Parks, Streets	3,068	4,292
7	Accounting Associate	Finance	3,272	4,578
	Administrative Assistant	Building, Community Development, Finance, Planning, Recreation		
	Building Maintenance Technician	Community Services, Ice Arena		
	Maintenance Worker I	Building Maintenance, Golf Course, Public Works – Parks, Streets		
	Records Associate	Police – Administration		
	Recreation Supervisor	Community Services, Ice Arena		
	Support Services Associate	Police – Administration		
8	Administrative Supervisor	Public Works – Administration, Community Development – Planning	3,496	4,891
	Apartment Re-Occupancy Inspector/Code Enforcement Officer	Community Development – Building		
	Court Clerk I	Municipal Court		
	Executive Assistant - Chief of Police	Police – Administration		
	Maintenance Worker II	Streets, Golf Course, Parks, Building Maintenance		
	Maintenance Worker II/Mechanic	Public Works – Streets		
	Payroll Associate	Finance		
9	Court Clerk II		3,814	5,336
	Human Resources Generalist	Administrative Services		
	Public Works Foreman I	Public Works – Parks, Streets		
	Police Academy Recruit	Police – Patrol		
	Residential Building Inspector	Community Development – Building		
10	Assistant Recreation Director	Golf Course	4,312	6,034
	Commercial Building Inspector	Community Development – Building		
	Court Administrator	Municipal Court		
	Golf Maintenance Superintendent	Golf Course		
	Plans Examiner/Building Inspector	Community Development – Building		
	Project Manager-Engineering	Public Works – Administration		
	Public Information Officer &	Administrative Services		
	Public Works Foreman II	Public Works – Streets, Parks		

CITY OF CREVE COEUR
FISCAL YEAR 2021
FULL-TIME EMPLOYEE CLASSIFICATION PLAN AND PAY RANGES

GRADE	POSITION TITLE	DEPARTMENT/DIVISION	MONTHLY PAY RANGE Min	Max
10a	Police Officer	Police – Patrol	4,974	6,462
	Police Officer – Special Assignment	Police – Patrol		
	Police Officer – Detective	Police – Investigations		
11	City Clerk	Legislative Department	4,828	6,756
	City Planner	Community Development – Building		
	Civil Engineer	Public Works – Administration		
	Information Systems Coordinator	Administration – Information Systems		
	Senior Plans Examiner	Community Development – Building		
12	Finance Manager/Accountant	Finance	5,397	7,553
	Chief Building Official	Community Development – Building		
	Operations Superintendent	Public Works – Parks, Streets		
12a	Sergeant – Administrative	Police – Administration	6,279	7,930
	Sergeant – CALEA	Police – Administration		
	Sergeant	Police – Patrol, Investigations		
13	Assistant City Administrator	Administrative Services	5,946	8,319
	City Engineer	Public Works – Administration		
	Director of Recreation	Ice Arena, Community Services		
13a	Lieutenant	Police – Administration, Patrol	6,508	8,319
	Lieutenant – CALEA	Police – Administration		
14	Currently Vacant		6,382	8,927
14a	Captain	Police – Administration, Investigations, Patrol	7,007	8,927
15	Community Development Director	Community Development – Planning	6,866	9,609
16	Public Works Director	Public Works – Administration	7,383	10,333
	Finance Director	Finance		
17	Currently Vacant		7,953	11,128
18	Chief of Police	Police – Administration	8,604	12,040

** Note: Grades 10a, 12a, 13a, and 14a denote commissioned officer higher minimum salaries than grades 10, 12, 13, and 14 based on market pay.*

CITY OF CREVE COEUR
FISCAL YEAR 2021
MERIT-BASED PAY:
MERIT PAY ALLOCATIONS BY DEPARTMENT

"The purpose of merit-based pay is to recognize outstanding performers, provide incentives to do a better job – collectively as a city organization – to cost-effectively meet the needs of our citizens."

Merit-Based Pay recognizes outstanding performers and provides incentives for employees to do a better job serving the needs of our citizens. Employee compensation is based on a review of individual employee performance. The Merit-Based Pay System is set up to give higher compensation to employees who perform at a level superior to their peers or who exceed established job performance criteria and achieve developmental goals for the year.

Through the Merit-Based Pay System, each department is allocated a percentage of its payroll. This percentage is uniform among departments unless it is determined that a specific department (or a group of jobs within a department) should receive a different percentage based on market factors. The allocated percentage is based on a survey of average salary increases among comparator cities in the region.

Each department distributes its merit allocation among its employees based on individual employee performance. All non-probationary employees are evaluated and rated during the month of May for their performance during the previous 12 months (May 1 through April 30). Each department then calibrates its employee performance ratings and determines the distribution of its merit allocation among employees. Superior-performers receive a higher-than-average percentage increase while fair-performers receive a lower-than-average increase. For example, if the department's allocation were 2% of payroll, a superior-performing employee might receive a 3% salary increase while a fair-performing employee might receive a 1.5% increase. The department may not exceed its budgeted allocation of 2% of payroll.

FY 2021 Department Allocation
During budget deliberations each year, the Council considers a management recommendation for the adoption of the merit pay allocation that reflects labor market conditions and fiscal realities. The City Council adopts the merit pay allocation with the annual budget.

The COVID-19 pandemic crisis began significantly impacting US citizens and the economy in March 2020 while staff was still in the process of developing the FY 2021 budget. As a result of a significant reduction in revenues anticipated in FY 2021, no merit increases were budgeted.

The merit salary allocation for FY 2021 is budgeted at 0% of payroll excluding employees who are not eligible for a salary increase as a result of having reached the top of their pay grades.

Employees who reach the top of their pay grade would normally be eligible for a lump-sum merit bonus. However, the merit bonus allocation for FY 2021 is also budgeted at 0% of salaries of employees who have reached the top of their pay grades. The merit-bonus allocation is normally distributed among employees in the same manner as the merit-salary allocation (i.e. employees are evaluated; evaluations are calibrated, and the department distributes its allocation among employees based on individual merit).

When employees initially reach the top of their pay grades, they do not receive the full merit increase amount that they would receive otherwise. For example, if an employee is 1% under the ceiling and receives a performance score that would normally result in a 2% merit pay increase, the employee can only receive a 1% increase as a result of reaching the top of the grade.

Under the merit bonus system, employees are eligible for a bonus in addition to the increase in base salary. The merit bonus allocation is half of the merit salary allocation; therefore, employees are eligible to receive in bonus pay half of the amount of the merit salary increase that would increase salary above the top of the grade. For example, if an employee receives a performance score that would normally equate to a 2% pay increase (but is 1% under the top of the grade), the employee receives a 1% increase to base salary plus a .5% one-time bonus (half of the remaining 1%).

Rating Levels*
Employee performance is evaluated using four rating levels:

- Superior (4 score)
- Good (3 score)
- Fair (2 score)
- Unsatisfactory (1 score)

Supervisors rate each job category or essential job function in an employee's evaluation using a whole number, 1, 2, 3, or 4. The scores for each essential job function are weighted with the final evaluation score being the sum of weighted scores. The total of the weighted scores is categorized into one of four (4) overall rating levels:

Performance Rating Score*	Final Evaluation Score
4 – Superior	3.50 – 4.00
3 – Good	2.80 – 3.49
2 – Fair	2.00 – 2.79
1 – Unsatisfactory	1.00 – 1.99

**Rating score does not apply to patrol officers in the Police Department.*

"Superior" performance is defined as performance that exceeds that of most other peers and/or exceeds the standards set forth in the job description.

"Good" performance is defined as a performance that consistently meets the standards set forth in the job description and/or performs at a level comparable to most peers.

"Fair" performance is defined as performance below that of most peers and/or performance that fails to meet the standards set forth in the job description.

"Unsatisfactory" performance represents a significant failure to perform. Disciplinary action may include rating performance as "unsatisfactory".

Police Department Patrol Officer Rating Levels
Patrol officers are rated using three rating levels:

Performance Rating Score	Final Evaluation Score
3 – Meets Expectations	3
2 – Marginally Meets Expectations	2
1 – Below Expectations	1

The Police Department reviewed and improved its Performance Management System in response to statutory revisions in recent years. The Performance Management System includes opportunities for patrol officers to fulfill the Police Department mission, increase workplace efficiency, improve work quality and establish a level of accountability. The three foundations of Constitutional Policing are: 1) good, clear and tested policy development; 2) training to ensure employees know the policies and procedures; and 3) effective supervision.

The Police Department strives to maintain a high level of competency and trust from the community. This is accomplished by following best practices, the CALEA (Commission on Accreditation for Law Enforcement Agencies) accreditation process, a level of accountability based on a Code of Conduct and the essential job functions performed on a daily basis.

The Police Department's Performance Management System for patrol officers are based on four performance factors: 1) competence/safety; 2) relationships/attitudes; 3) reports; and 4) use of work time.

"Meets Expectations" is defined as performance that consistently meets the standards set forth in the job description and/or performs at a level comparable to most peers.

"Marginally Meets Expectations" is defined as performance that sometimes meets expectations, but not consistently, or occasionally fails to meet expectations.

"Below Expectations" is defined as performance that represents a significant failure to perform.

PREMIUM PAY FY 2021

Police Field Training Pay

Police Officers are occasionally requested to assume the additional assignment of training a new officer in the field. This requires specialized training and represents additional effort and responsibility beyond the normal scope of the Police Officer job description, and as such warrants a marginal pay increase. A Police Officer shall receive an additional $2.00 per hour for each day when assigned as a field trainer. Such assignments and pay shall be subject to the approval of the Chief of Police. See Section 8.8 (2) of the Personnel Policy and Procedures Manual.

Police On-Call Pay

Detectives shall be assigned to be the on-call detective in rotation and when assigned should make a reasonable effort to be response ready to report for duty for any major crimes, crime scene processing, prisoner interviews and interrogations. Other detectives should remain aware that they might be called in either because more personnel are required or because the assigned on-call detective cannot respond. When assigned to be the on-call detective, the employee shall receive one (1) hour of pay for the day. It shall not be grounds for discipline if the assigned detective cannot respond, but the responding detective shall receive the extra pay for that day instead of the assigned detective. If a detective expressly or effectively refuses to serve in rotation as the on-call detective, it shall be considered during performance review.

When receiving a subpoena for Municipal Court, officers shall remain in communication with the prosecutor and generally be prepared to report for duty should their testimony be needed for Court (or advise the prosecutor that they should seek a new court date). When assigned or receiving a subpoena or told by the Court to be prepared for appearance in court at a time that is outside their shift, they shall receive one (1) hour of pay for that time period of waiting.

Police Supervisor Premium Pay

Regular full-time commissioned non-supervisory personnel requested by the Chief of Police to serve in a temporary supervisory capacity shall receive a premium in the amount of $16 per work shift. Serving in a supervisory capacity shall mean that the employee is placed in effective charge of non-supervisory personnel and required to perform all normal supervisory functions for that work group during the assigned work shift. See Section 8.8 (1) of the Personnel Policy and Procedures Manual.

Police Academy Recruit Pay

The Police Department will occasionally sponsor an applicant through the St. Louis County and Municipal Police Academy. The Police Academy is a six-month commitment of education, physical fitness, defensive tactics, as well as an acclimation of all state laws and procedures. The recruit is an employee of the City of Creve Coeur while attending the academy. The pay range for a Police Recruit is a Grade 9. The City provides medical, dental, life and accidental death and dismemberment insurance for a recruit while attending the academy at the same premium rates paid by other City employees. The recruit is eligible to enroll in other ancillary insurance benefits and deferred compensation offered to other City employees. The recruit is not eligible to accumulate vacation time, compensatory time and sick time until graduation from the Police Academy as well as becoming Peace Officer Standards and Training (POST) certified. Once graduating from the Academy, the recruit is reclassified to a Police Officer Grade 10(a).

CITY SELF-INSURED PORTION OF HEALTH INSURANCE DEDUCTIBLE FY 2021

The City reimburses (self-insures) up to $1,100 of the $1,500 individual deductible and up to $2,200 of the $3,000 family/dependent deductible to employees enrolled in the City's health insurance plan. The employee is responsible for paying the first $400 of the individual deductible and the first $800 of the family/dependent plan deductible. Reimbursement claims are submitted in accordance with procedures established by the Office of the City Administrator. Employees hired before July 1, 2001 who have retired and are receiving the benefit of City payment of a percentage of premium of the City health insurance plan are also eligible to participate in the City' self-insurance of the deductible on the same terms and conditions as an active employee. The City Council may amend these provisions by resolution at any time in its discretion.

CITY OF CREVE COEUR
FY 2021 PAY SCHEDULE

SALARIES OF ELECTED AND APPOINTED OFFICIALS

POSITION TITLE		
Mayor	600.00	Per Month
City Council	400.00	Per Month
Planning & Zoning Commission Chairperson	150.00	Per Month
Planning & Zoning Commission Member	45.00	Per Session
Board of Adjustment Member	45.00	Per Session
Municipal Court Judge*	20,000.00	Per Year
Provisional Judge*	300.00	Per Session
Prosecuting Attorney*	2,500.00	Per Month
Alternate Prosecuting Attorney*	400.00	Per Session

HOURLY PAY RANGES FOR PART TIME AND SEASONAL EMPLOYEES

	PER HOUR
GENERAL	
Clerk	11.00 - 15.00
Intern	11.00 - 15.00
FINANCE	
Accountant	20.00 - 25.00
Accounting Clerk	17.00 - 25.00
COMMUNITY DEVELOPMENT	
Planner	20.00 - 25.00
PUBLIC WORKS	
Seasonal Snow Plow Driver	20.00 - 32.00
GOLF COURSE	
Greenskeeper	11.00 - 15.00
Concession Attendant	9.45 - 12.00
Recreation Aide-Golf	9.45 - 12.00

**Independent contractor*

CITY OF CREVE COEUR
FY 2021 PAY SCHEDULE

HOURLY POSITIONS *(CONT.)*	PER HOUR
ICE ARENA	
Learn to Skate Instructor	15.00 - 26.00
Front Desk Supervisor-Ice	12.00 - 16.00
Building Supervisor-Ice	12.00 - 15.00
Custodian-Ice	11.00 - 15.00
Learn to Skate Coordinator	9.45 - 15.00
Receptionist	10.00 - 15.00
Intern	11.00 - 15.00
Recreation Aide-Ice	9.45 - 12.00
COMMUNITY SERVICES	
Market Manager	12.00 - 16.00
Receptionist	10.00 - 15.00
Community Center Recreation Monitor	12.00 - 15.00
Recreation Aide-Community Services	9.45 - 12.00
Intern	11.00 - 15.00
POLICE	
Administrative Assistant	18.00 - 25.00
Evidence Custodian	18.00 - 25.00
Support Services Associate	18.00 - 25.00

GENERAL FUND
DETAIL OF AUTHORIZED FULL-TIME EQUIVALENTS (FTEs)
BY DEPARTMENT FY 2021

DEPARTMENT	POSITION TITLE	FY 2020 AUTHORIZED FTEs		FY 2021 AUTHORIZED FTEs	
FULL-TIME POSITIONS					
LEGISLATIVE SERVICES					
	City Clerk	1		1	
		1.00		1.00	
PART-TIME POSITIONS					
LEGISLATIVE SERVICES			**HRS**		**HR**
	Intern - Archiving	0.23	480	0.00	0
		0.23	480	0.00	0
FULL-TIME POSITIONS					
ADMINISTRATIVE SERVICES					
	City Administrator	1		1	
	Assistant City Administrator	1		1	
	Public Information Officer & Management Analyst	1		1	
	Human Resources Generalist	1		1	
		4		4	
FULL-TIME POSITIONS					
ADMINISTRATIVE SERVICES - MUNICIPAL COURT					
	Court Administrator	1		1	
	Court Clerk	1		1	
		2		2	
PART-TIME POSITIONS					
ADMINISTRATIVE SERVICES - MUNICIPAL COURT			**HRS**		**HR**
	Clerk	0.50	1040	0.50	104
		0.50	1040	0.50	104
FULL-TIME POSITIONS					
FINANCE - ADMINISTRATION					
	Director of Finance	1		1	
	Finance Manager/Accountant	1		1	
	Payroll Associate	1		1	
	Accounting Associate	2		1	
		5		4	
PART-TIME POSITIONS					
FINANCE - ADMINISTRATION			**HRS**		**HR**
	Accounting Clerk	0	0	0.70	145
		0	0	0.70	145

GENERAL FUND
DETAIL OF AUTHORIZED FULL-TIME EQUIVALENTS (FTEs)
BY DEPARTMENT FY 2021

DEPARTMENT	POSITION TITLE	FY 2020 AUTHORIZED FTEs		FY 2021 AUTHORIZED FTEs	
FULL-TIME POSITIONS					
FINANCE - MIS OPERATIONS					
	Information Systems Coordinator	1		1	
		1		1	
FULL-TIME POSITIONS					
COMMUNITY SERVICES - ADMINISTRATION					
	(1) Recreation Director	0.20		0.20	
	(1) Administrative Assistant	0.50		0.50	
	(1) Recreation Supervisor	0.00		0.50	
		0.70		1.20	
PART-TIME POSITIONS					
COMMUNITY SERVICES - ADMINISTRATION			**HRS**		**HR**
	Community Center Monitor	0.02	50	0.02	50
	Market Manager	0.40	825	0.00	0
	(1) Recreation Supervisor	0.31	650	0.00	0
	(1) Receptionist - Comm. Serv./Ice	0.29	600	0.38	80
		1.02	2125	0.41	85
FULL-TIME POSITIONS					
MAINTENANCE OF MUNICIPAL FACILITIES					
	(2) Parks and Building Maintenance Worker	0.5		0.5	
	Building Maintenance Worker II	1		1	
	Building Maintenance Worker	1		1	
		2.5		2.5	
FULL-TIME POSITIONS					
POLICE - ADMINISTRATION		FY2020		FY2021	
	Chief of Police	1		1	
	Police Captain-Administrative	1		1	
	Police Captain-Professional Services	0		1	
	Police Lieutenant	1		0	
	Records Associate	2		2	
	Executive Assistant to Police Chief	1		1	
	Support Services/Fleet Maintenance Associate	0		1	
		6		7	
PART-TIME POSITIONS					
POLICE - ADMINISTRATION			**HRS**		**HR**
	Support Services/Fleet Maintenance Asst.	0.60	1248	0.00	0
	Evidence Custodian	0.40	832	0.70	145
	Administrative Assistant	0.60	1248	0.00	0
		1.60	3328	0.70	145

GENERAL FUND
DETAIL OF AUTHORIZED FULL-TIME EQUIVALENTS (FTEs)
BY DEPARTMENT FY 2021

DEPARTMENT	POSITION TITLE	FY 2020 AUTHORIZED FTEs	FY 2021 AUTHORIZED FTEs
FULL-TIME POSITIONS			
POLICE - INVESTIGATIONS			
	Police Lieutenant	1	1
	Police Sergeant	1	0
	Police Detective	5	5
	Police Officer SRO	0	1
		7	7
FULL-TIME POSITIONS			
POLICE - PATROL			
	Police Captain	1	0
	Police Lieutenant	1	2
	Police Sergeant	6	8
	Police Officer	25	23
	Police Lieutenant - COPPS	1	0
	Police Officer - TSO	2	4
	Police Officer - SRO	1	0
	Police Officer - CPO	2	2
		39	39
FULL-TIME POSITIONS			
PUBLIC WORKS - ADMINISTRATION			
	Director of Public Works	1	1
	City Engineer	1	1
	Project Manager-Engineering	1	1
	(3) Administrative Supervisor	0.5	0.5
		3.5	3.5
FULL-TIME POSITIONS			
PUBLIC WORKS - STREET MAINTENANCE			
	Operations Superintendent	1	1
	Foreman I - Streets	2	2
	Maintenance Worker II	3	3
	Maintenance Worker II/Mechanic	1	1
	Maintenance Worker I	2	2
		9	9
FULL-TIME POSITIONS			
PUBLIC WORKS - PARKS MAINTENANCE			
	Foreman I - Parks/Arborist	1	1
	Maintenance Worker II	1	1
	Maintenance Worker I	1	1
	(2) Parks and Building Maintenance Worker	0.5	0.5
		3.5	3.5

GENERAL FUND
DETAIL OF AUTHORIZED FULL-TIME EQUIVALENTS (FTEs)
BY DEPARTMENT FY 2021

DEPARTMENT	POSITION TITLE	FY 2020 AUTHORIZED FTEs	FY 2021 AUTHORIZED FTEs
FULL-TIME POSITIONS			
PLANNING DEPARTMENT			
	Community Development Director	1	1
	City Planner	1	1
	(3) Administrative Supervisor	0.5	0.5
	Administrative Assistant	1	1
		3.5	3.5
FULL-TIME POSITIONS			
BUILDING DEPARTMENT			
	Chief Building Official	1	1
	Senior Plans Examiner	1	1
	Plans Examiner/Building Inspector	1	1
	Commercial Building Inspector	2	2
	Residential Building Inspector	2	2
	Apartment Re-Occupancy Inspector/Code Enforcement Officer	1	1
	Administrative Assistant	2	2
		10	10
GENERAL FUND TOTAL FULL-TIME (FTEs)		**97.70** *	**98.20** *
GENERAL FUND TOTAL PART-TIME (FTEs)		**3.35**	**2.31**

CAPITAL IMPROVEMENT FUND
DETAIL OF AUTHORIZED FULL-TIME EQUIVALENTS (FTEs)
BY DEPARTMENT FY 2021

DEPARTMENT	POSITION TITLE	FY 2020 AUTHORIZED FTEs	FY 2021 AUTHORIZED FTEs
FULL-TIME POSITIONS			
ADMINISTRATION			
	Civil Engineer	1	1
		1	1
CAPITAL FUND FULL-TIME FTEs		1.00	1.00
CAPITAL FUND PART-TIME FTEs		0.00	0.00

MUNICIPAL ENTERPRISE FUND
DETAIL OF AUTHORIZED FULL-TIME EQUIVALENTS (FTEs)
BY DEPARTMENT FY 2021

DEPARTMENT	POSITION TITLE	FY 2020 AUTHORIZED FTEs		FY 2021 AUTHORIZED FTEs	
FULL-TIME POSITIONS					
ICE ARENA					
	[1] Recreation Director	0.8		0.8	
	[1] Administrative Assistant	0.5		0.5	
	[1] Recreation Supervisor	0		0.5	
	Building Maintenance Technician	1		1	
	[4] Maintenance Worker	0.2		0.2	
		2.5		3	
PART-TIME POSITIONS					
ICE ARENA			**HRS**		**HRS**
	[1] Recreation Supervisor	0.31	650	0.00	0
	[1] Receptionist-Comm. Serv./Ice	0.29	600	0.38	800
	Building Supervisor - Ice	1.59	3300	1.39	2900
	Custodian - Ice	0.30	624	0.38	780
	Recreation Aide - Ice	0.70	1456	0.70	1456
	Learn to Skate Coordinator	0.12	240	0.12	240
	Learn to Skate Instructor	0.23	480	0.23	480
		3.53	7350	3.20	6656
FULL-TIME POSITIONS					
GOLF COURSE - MAINTENANCE					
	Golf Maintenance Superintendent	1		1	
	Maintenance Worker II	1		1	
	[4] Maintenance Worker	0.8		0.8	
		2.80		2.80	
PART-TIME POSITIONS					
GOLF COURSE - MAINTENANCE			**HRS**		**HRS**
	Greenskeeper I	0.43	900	0.08	176
	Greenskeeper II	0.29	603	0.65	1360
		0.72	1503	0.74	1536
FULL-TIME POSITIONS					
GOLF COURSE - PRO SHOP					
	Asst. Recreation Director	1		1	
		1		1	
PART-TIME POSITIONS					
GOLF COURSE - PRO SHOP			**HRS**		**HRS**
	Recreation Aide - Golf	1.61	3352	1.61	3352
		1.61	3352	1.61	3352
PART-TIME POSITIONS					
GOLF COURSE - FOOD SERVICES			**HRS**		**HRS**
	Concession Attendant	0.46	950	0.46	950
		0.46	950	0.46	950
ENTERPRISE FUND TOTAL FULL-TIME (FTEs)		**6.30**		**6.80**	
ENTERPRISE FUND TOTAL PART-TIME (FTEs)		**6.32**		**6.01**	

MUNICIPAL ENTERPRISE FUND
DETAIL OF AUTHORIZED FULL-TIME EQUIVALENTS (FTEs)
BY DEPARTMENT FY 2021

DEPARTMENT	POSITION TITLE	FY 2020 AUTHORIZED FTEs	FY 2021 AUTHORIZED FTEs
TOTAL FULL-TIME FTEs (ALL FUNDS)		105.00	106.00
TOTAL PART-TIME FTEs (ALL FUNDS)		9.68	8.32

Notes: (1) Shared between Community Services and Ice Arena
(2) Shared between Building Maintenance and Public Works-Parks
(3) Shared between Public Works-Administration and Community Development-Planning
(4) Shared between Golf Maintenance and Ice Arena

CITY OF CREVE COEUR
CHART OF ACCOUNTS

PERSONNEL SERVICES

5101 SALARIES - PERMANENT EMPLOYEES
Includes base salary of permanent employees and officials.
5102 SALARIES - TEMPORARY EMPLOYEES
Includes all wages paid to part-time, seasonal and temporary employees including paid commission members.
5103 OVERTIME
Includes all overtime for all personnel, plus special meeting allowances.
5104 VACATION PAY
Includes wages paid in lieu of vacation.
5105 LONGEVITY PAY
5106 HOLIDAY PAY
5107 UNIFORM ALLOWANCE
5109 PROVISION FOR SALARY ADJUSTMENT
Includes all provisions for salary adjustments of permanent employees and officials.
5110 AUTOMOBILE ALLOWANCE
5111 CELL PHONE ALLOWANCE
5230 HOSPITAL AND MEDICAL INSURANCE
5231 SELF-INSURED MEDICAL BENEFITS
5233 DENTAL INSURANCE
5234 GROUP LIFE INSURANCE
5235 ACCIDENTAL DEATH AND DISMEMBERMENT
5236 DISABILITY INSURANCE
5240 SOCIAL SECURITY CONTRIBUTION
5241 PENSION CONTRIBUTION
5242 DEFERRED RETIREMENT COMPENSATION
5243 WORKERS' COMPENSATION
5244 UNEMPLOYMENT COMPENSATION
5245 EMPLOYEE INCENTIVE
5246 HEALTH INSURANCE DEDUCTIBLE REIMBURSEMENT

OPERATING EXPENSES

6201 LEGAL SERVICES
Includes city attorney fees, special counsel.
6202 TECHNICAL AND PERSONAL SERVICES
Includes towel service and dry cleaning, towing and storage, recording and filing fees, docket fees and car titles, burglar alarm service, professional photography, court reporter services for public hearings and court proceedings, blueprint service, plumbing inspections, REJIS user fees and other technical services.
6203 PROFESSIONAL SERVICES
Includes data processing service, real estate abstracts from County Department of Revenue, codification of ordinances, title search, consulting services, psychological services, land surveys, architectural service, newsletter printing and mailing.
6204 PLANNING AND DESIGN SERVICES
Professional park and master plan development, site planning, landscape planning or engineering service.
6205 INVESTMENT MANAGER FEES
6206 RETIRED EMPLOYEES BENEFITS
6207 TEMPORARY PERSONNEL SERVICES
Includes salaries and fees for temporary or seasonal labor contracted through an independent employment agency.
6208 ADMINISTRATIVE COSTS
6209 ACCOUNTING SERVICES
6210 VEHICLE MAINTENANCE
Includes lubricating oils, grease, anti-freeze, parts and minor accessories, tires, and garage repairs on autos, trucks and golf carts.

OPERATING EXPENSES (Cont'd)

6211 EQUIPMENT MAINTENANCE
Includes parts, petroleum products, service contracts and contracted repair costs on radios, video systems, tape recording systems, self-powered equipment other than trucks, cars, or golf carts.

6212 BUILDING AND GROUNDS MAINTENANCE
Includes all contracts for building maintenance or grounds maintenance including carpet cleaning, pruning services, pest control, preventative maintenance on non-mechanical building fixtures, landscaping, parking lot maintenance, plumbing and electrical systems.

6213 OFFICE EQUIPMENT MAINTENANCE
Includes service contracts and parts directly related to maintenance of typewriters, copiers, calculators, tape recorders, projectors, computer hardware, computer software, etc.

6214 REFUSE COLLECTIONS
Cost of refuse collection contract.

6215 WEED CUTTING AND TREE REMOVAL
Cost of contracted weed cutting and tree removal.

6216 LARVICIDING
Contract with St. Louis County for spraying creeks for insects.

6217 RECYCLING
Cost of recycling contract.

6219 OLIVE BOULEVARD LANDSCAPING

6220 LIABILITY INSURANCE

6221 EXCESS LIABILITY INSURANCE

6222 PUBLIC OFFICIALS LIABILITY INSURANCE

6223 FIRE AND EXTENDED COVERAGES

6224 BOILER INSURANCE

6225 SURETY BONDS

6226 PROPERTY INSURANCE (PROP/AUTO)

6227 WEST COUNTY DISPATCH CENTER

6230 FARMER'S MARKET

6249 PRISONER HOUSING EXPENSE

6250 ELECTRICITY
Includes all city facilities, park lighting and city-owned parking lots.

6251 STREET LIGHTING
Does not include parking lot or street lighting in parks.

6252 NATURAL GAS
All natural gas expenditures.

6253 TELEPHONE

6254 WATER & SEWER

6255 CABLE TV

6260 ADVERTISING
Includes all legal and other public notices published in newspapers and on other advertising media.

6261 EDUCATION AND TRAINING
Includes lodging per diem, travel, registration or tuition, books for educational seminars, classes or training.

6262 DUES, MEMBERSHIPS, AND SUBSCRIPTIONS

6263 ELECTION EXPENSE
Includes pay for election assistance and voting machines.

6264 INTOWN MEETINGS
In town meeting expense including business meetings during meal periods in St. Louis metro area.

6265 TRAVEL AND CONFERENCES
Includes travel to state or national conferences or meetings not properly defined as seminars (which includes mileage or travel cost, per diem, lodging and conference registration), out-of-town investigation of felonies and transporting prisoners.

OPERATING EXPENSES (Cont'd)

6266 EQUIPMENT RENTAL
Includes rental of copiers, postage meter, self-powered and other equipment such as backhoes and computers.

6268 ICE REPAIRS

6269 POSTAGE

6271 MEDICAL
Includes medical care for prisoners, physical examinations, drug screens, psychological evaluations, medicines, prescriptions, oxygen, bandages and first aid kits.

6272 EMPLOYEE RELATIONS
Includes employee recognition lunch, service awards, and wellness committee expenses.

6281 5K RUN EXPENSES

6283 SILVER SCREEN FILM SERIES

7301 CHEMICALS AND CLEANING
Includes paints, mixes, thinners, chlorine, commercial chemicals, pesticides, fire extinguisher recharge, intoximeter supplies, fingerprint powder, soaps, hand cleaners, janitorial and cleaning supplies, floor oils, floor waxes, toilet paper and hand towels.

7302 SMALL TOOLS
Includes small tools and instruments under $250 cost including utensils and items subject to loss and rapid depreciation such as drafting instruments, flashlights, wrenches, hammers, axes, shovels, dishes and glassware, staplers, hoses, sprinklers, fire extinguishers, screwdrivers, etc.

7303 HORTICULTURAL SUPPLIES
Includes seeds, plants, flowers, shrubs, trees, flower pots, boxes, fertilizer, plant foods, etc.

7304 GENERAL SUPPLIES
Includes books, pamphlets and manuals used for instruction, information, or general purposes, such as printed reports, maps, blue line, recreational activity supplies and materials, microfilm, slides, training film, cassette tapes, CDs, preprinted forms, soda for city hall soda machines, and printing devices.

7305 STREET AND SIDEWALK MAINTENANCE
Includes concrete, asphalt, tar, rock, caulking or other materials for repair of cracks, potholes, or minor repairs. Does NOT include widening, reconstruction, overlay, or new paving of streets or sidewalks.

7306 MEMORIALS AND PLAQUES
Includes flowers, wreaths, and various mementos to deceased or retiring city officials or member of immediate families, as set by city policy.

7307 GASOLINE, PROPANE, MILEAGE
Includes mileage expenses.

7308 WEARING APPAREL AND LINENS
Includes special occupational accessories, boots and shoes, safety glasses, gloves, helmets, sheets, blankets and prisoner uniforms.

7309 FOOD FOR PRISONERS
Includes all costs associated with the feeding of prisoners.

7310 SNOW REMOVAL SUPPLIES
Includes all costs associated with supplies and acquisition of salt for snow removal activities.

7311 STREET SIGNS
Includes blank signs, printed signs, brackets, and poles.

7312 OFFICE SUPPLIES
Includes office stationery and supplies, printer, copier, fax paper and toner and items of office equipment or furniture costing less than $250 per item.

7313 RANGE SUPPLIES
Includes ammunition, targets and other expendable target range supplies.

7314 CRIME PREVENTION
Includes all supplies and information required for Neighborhood Watch and D.A.R.E. programs.

7315 SPECIAL EVENTS
Includes invitation golf tournament, appreciation dinner, Creve Coeur Days Banquet, etc.

7318 SMALL STORMWATER PROJECTS

OPERATING EXPENSES (Cont'd)

7320	DEPRECIATION EXPENSE
7331	COMPUTER HARDWARE
7332	COMPUTER SOFTWARE
8000	OTHER FINANCING SOURCES
8315	SANDWICHES AND HOT DOGS
8316	BEER
8317	COFFEE, TEA AND SOFT DRINKS
8319	SNACKS
8321	MISCELLANEOUS FOOD SUPPLIES
8323	GOLF CLUB MERCHANDISE
8324	GOLF BALL MERCHANDISE
8325	GOLF APPAREL MERCHANDISE
8326	GOLF BAG MERCHANDISE
8327	MISCELLANEOUS GOLF MERCHANDISE
8328	LADIES APPAREL MERCHANDISE
8401	TIF I LOAN PAYABLE
8402	TIF II LOAN PAYABLE
8403	OBLIGATIONS PAYABLE

CAPITAL OUTLAY AND CAPITAL IMPROVEMENTS

8410	DEBT INTEREST PAYMENT Includes interest paid on inter-fund loan debt between the General Fund and the Enterprise Fund.
9501	BUILDINGS AND IMPROVEMENTS Includes all expenditures for materials or contracts covering new acquisitions or construction, or additions to or major repairs of existing facilities.
9502	VEHICLES Includes automobiles, trucks, tractors and attachments including radios.
9503	EQUIPMENT Includes machinery, instruments, apparatus, mowers, boats, etc. which cost $250 or more and have a life expectancy of 1 year or more.
9504	OFFICE EQUIPMENT Includes desks, lamps, tables, cabinets, etc., which may cost more than $250.
9505	OFFICE MACHINES Includes adding machines, calculators, typewriters, computers and software, etc., any item which may cost more than $250.
9506	PARK DEVELOPMENT PROJECTS Includes landscaping, seeding, grading, sprinkling, and construction of athletic facilities, playgrounds, or park buildings. Also includes cost of related engineering, architecture or planning.
9507	TECHNOLOGY IMPROVEMENTS
9508	BEAUTIFICATION PROJECTS Includes forestry or beautification projects NOT related to a park.
9509	STORM WATER PROJECTS This includes matching funds for joint MSD - City drainage improvements, equipment and materials directly used for drainage projects performed by force account. Also includes related cost for engineering studies.
9510	STREET OVERLAY/REPAIR Includes overlay or slurry seal of streets; also major repairs on a concrete street, also paving or repaving of sidewalks. Also includes related cost for engineering and right-of-way acquisition.
9511	SIGNALIZATION PROJECTS

CAPITAL OUTLAY AND CAPITAL IMPROVEMENTS (Cont'd)

9512 STREETS/SIDEWALK CONSTRUCTION
Includes reconstruction, construction or widening of streets. Also includes related cost such as engineering and right-of-way acquisition.

9513 REPORTS AND FEASIBILITY STUDIES

9514 DEBT SERVICE

9515 BOND ISSUANCE COSTS

9516 CAPITAL EQUIPMENT

9521 LAND/R.O.W. ACQUISITION

9522 CONSTRUCTION COSTS

GLOSSARY OF BUDGET-RELATED TERMS
FOR THE CITY OF CREVE COEUR

Actual Revenue and Expenditures: The actual revenue and expenditures incurred in previous fiscal years.

Accrual Basis: Indicates revenues as recorded when they are earned (whether or not cash is received at the time and expenditures are recorded when goods and services are received, whether cash disbursements are made at the time or not.

ADA: American Disabilities Act of 1990.

Adopted Budget: Refers to the budget amounts as originally approved by the City Council at the beginning of the year and also to the budget document which consolidates all beginning-of-the-year operating appropriations and new capital project appropriations.

Appropriation: The legal authorization made by the City Council to the department, offices, and agencies of the City which approves their budgets and allows them to make expenditures and incur obligations for specific purposes within the amounts approved.

Assessed Valuations: A valuation set upon real estate and certain personal property by the County Assessor as a basis for levying property taxes.

Assets: Property owned by the City which has monetary value.

Balanced Budget: Budget in which budgeted revenues are equal to or exceed budgeted appropriations.

Budget: A plan of financial operation embodying an estimate or proposed revenue and expenditures for a given year. It is the primary means by which most of the expenditure and service delivery activities of the City are controlled.

Budget Appropriation: The immediate previous fiscal year budget appropriation.

Budget Calendar: The schedule of key dates or milestones which the City departments follow in the preparation, adoption and administration of the budget.

Budget Message: The opening section for the budget which provides the City Council and the public with a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and the views and recommendations of the City Administrator.

Budgeted Revenue: The immediate previous fiscal year budgeted revenue.

Capital: An asset item with a value of $250 or more.

Capital Improvement Fund: A fund created for the purpose of setting forth major capital projects identified for funding within the new fiscal year.

Capital Improvements: Expenditures which result in the acquisition of land, construction costs for streets, sidewalks or curbs, or improvements to land or buildings.

Capital Improvement Program: A long-range plan for providing capital improvements to the City's infrastructure.

Capital Outlays: Expenditures for equipment, vehicles or machinery that results in the acquisition or addition to fixed assets. Normally has a value of $250 or more.

Cash Basis: Indicates transactions are recognized only when cash is increased or decreased.

Cash Management: The management of cash necessary to pay for government services while investing temporary cash excesses in order to earn interest revenue. Cash management refers to the activities of forecasting the inflows and outflows of cash, mobilizing cash to improve its availability for investment, establishing and maintaining banking relationships, and investing funds in order to achieve the highest interest and return available for temporary cash balances.

CDBG: Community Development Block Grant.

Chart of Accounts: A listing of all City revenue and expenditure accounts with account descriptions.

GLOSSARY OF BUDGET-RELATED TERMS
FOR THE CITY OF CREVE COEUR

C.I.P.: Capital Improvement Program.

Consolidated Omnibus Budget Reconciliation Act (COBRA): Federal legislation requiring group health plans to offer covered employees and dependents the opportunity to purchase continued group health coverage under certain circumstances.

D.A.R.E.: Drug Abuse Resistance Education (DARE) is a drug awareness program that is taught to grade school students in six Creve Coeur schools, by a specially trained Creve Coeur Police Officer. The principle behind this program is that when a child is educated about the dangers of drug use, they will make intelligent decisions to avoid drug use.

Debt Service Payment: The payment required for repayment of a general obligation debt owed by a public entity which consists of interest and principal.

Depreciation: (1) Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence. (2) As an expense during a particular period. Governmental accounting shows depreciation only in the Proprietary Funds.

Economic Activity Taxes (EATS): Taxes which are generated from an economic activity such as, sales tax or utility gross receipt taxes.

Employee's Retirement Fund: A fund created for the purpose of accounting for all employee pension transactions, clearly delineating these transactions from General Fund activities.

Employee Benefits: These include social security, retirement, group health, dental and life insurance, worker's compensation, and disability insurance.

Employee Pension Fund Board of Trustees: A committee consisting of five members and two ex-officio members charged with review of the City's Employee Pension Fund investment policy, investment managers, annual actuarial audit, and pension fund enhancement recommendations.

Encumbrance: An amount of money committed and set aside, but not yet expended, for the purpose of acquiring specific goods or services.

Estimated Requirements: The estimated budget appropriation for the new fiscal year.

Estimated Revenue: The estimated budgeted revenue for the new fiscal year.

Expenditures: An actual payment made by City warrant (check) or by inter-fund transfer for internal City bills.

Fair Labor Standards Act (FLSA): Federal legislation regulating minimum wage, overtime, record keeping, child labor standards and prohibiting sexual discrimination in pay. 1985 amendments applied FLSA to state and local governments.

Fees: A general term used for any charge levied by government associated with providing a service, permitting an activity or imposing a fine or penalty. Major types of fees include business and non-business licenses, fines, and user charges.

Finance Committee: A committee consisting of seven members and one City Council liaison, as required by City Charter, section 9.4 and 9.6, charged with review of the City's Annual Budget, Audit and Capital Improvement Program and other matters so directed by the City Council.

Fiscal Year: The period used for the accounting year. The City of Creve Coeur has a fiscal year of July 1 through the following June 30.

Fund Balance: The amount left over after the expenditures are subtracted from revenues. Each fund begins and ends each fiscal year with a positive or negative fund balance.

General Fund: A fund created to account for all financial resources for the general operating revenue and expenditures of the City.

GLOSSARY OF BUDGET-RELATED TERMS
FOR THE CITY OF CREVE COEUR

General Obligation Debt: Debt owed by a public entity which is secured unconditionally by the full faith, credit and taxing powers of the public entity.

GFOA: Government Finance Officers Association.

Intergovernmental Revenues: Revenue collected and reimbursed by other governments, primarily the State and County governments.

I-9: Employment eligibility verification form required by the Immigration and Naturalization Service under the Federal Immigration Reform and Control Act of 1986 of all newly hired or rehired employees.

ISTEA: Intermodal Surface Transportation Efficiency Act of 1991.

Missouri Neighborhood Improvements District Act: Sections 67.453 through 67.475 RSMo. Authorize the establishment of general obligation debt for the purpose of performing identified improvements in a given subdivision or neighborhood within the City limits when petitioned by the affected property owners requesting such an action be taken on their behalf.

Modified Accrual: The method under which revenues and other financial resource increments are recognized when they become susceptible to accrual, which is when they become both "measurable" and "available" to finance expenditures of the current period. "Available" means collection in the current period or soon enough thereafter to be used to pay the liabilities of the current period.

MSD: Metropolitan St. Louis Sewer District.

Neighborhood Watch: The Neighborhood Watch Program is another part of the Community Oriented Policing Program. Established in 1989, it assists and educates residents and business people of the community in the principles and concerns of pro-active crime prevention.

Object Classification: Indicates the type of expenditure being made, i.e. personnel services, operating expense and capital outlays.

Objective (departmental): For departments under the City Administrator, departmental objectives for the upcoming year are prepared and submitted along with the department's budget request. The proposed objectives are reviewed by the City Administrator and are considered in budget negotiations.

Operating Budget: The annual budget and process which provides a financial plan for the operation of government and the provision of services for the year.

Operating Expenses: Expenditures for services of outside vendors pertaining to the general operation of the City where a service may be purchased in conjunction with a supply for operational purposes. Included in this classification are non-departmental expenditures for general insurance.

Operation Gateway: Operation Gateway is a metropolitan traffic enforcement program that involves state, county and municipal law enforcement agencies from Missouri and Illinois. These agencies conduct high visibility traffic enforcement on designated dates, sponsor traffic safety programs, and support traffic legislation through the Missouri Division of Highway Safety.

Personnel Services: Compensation to City employees in the form of salaries, wages, overtime, health insurance, pension and other benefits.

PILOTS: Payments in lieu of taxes.

Projected Expenditures and Revenues: The projected expenditures and revenues that are anticipated by the close of the current budget year.

Property Tax: An annual tax on the values of certain types of personal or business wealth, represented by real or personal property.

Proposed Budget: The recommended City budget submitted by the City Administrator to the City Council in June of each year.

REJIS: Regional Justice Information System.

GLOSSARY OF BUDGET-RELATED TERMS
FOR THE CITY OF CREVE COEUR

Revised Budget: Budget figures which include budget amendments made, by City Council resolution, in the following fiscal period.

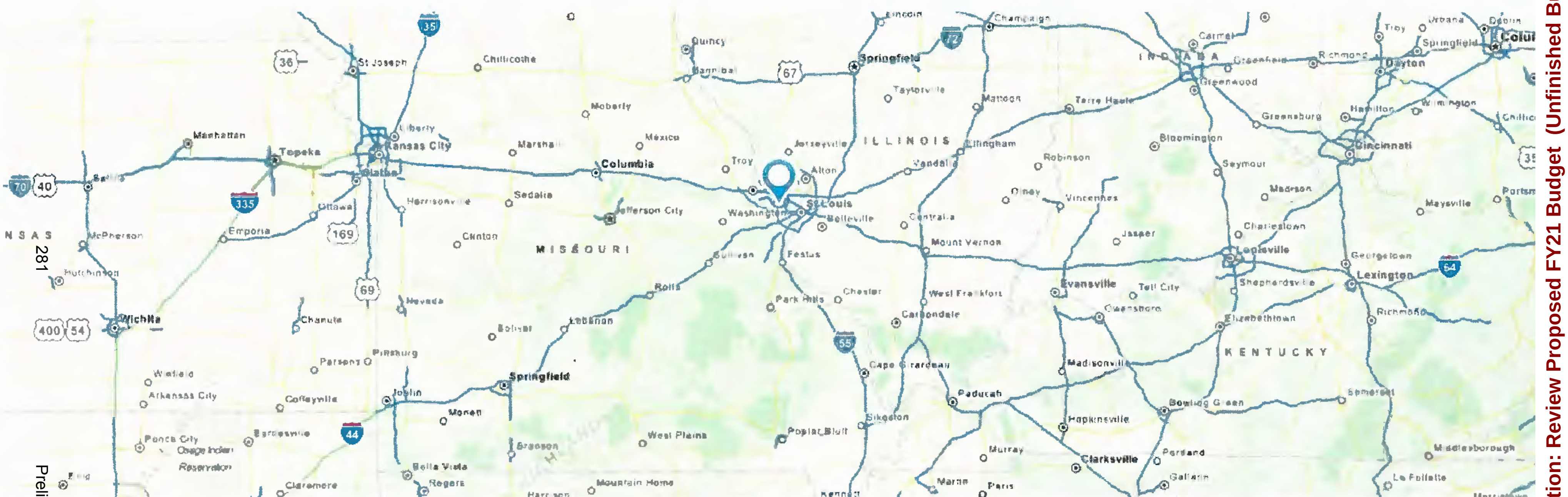
School Resource Officer (SRO): This is a program, under the department's Community Oriented Policing Program, which places a Police Officer in schools to deal with law enforcement issues that arise on a day to day basis and teach citizenship as it relates to law enforcement issues.

Special Purpose Funds: These funds are used to account for the proceeds of specific revenue sources (other than major capital projects) that are legally restricted to expenditures for specific purposes.

Tappmeyer Homestead Foundation: This is a not-for-profit corporation whose purpose is to promote and support the preservation, maintenance and renovation of the Tappmeyer family residence as a municipal resource of the City and for the benefit of the community at large. The Tappmeyer Homestead Foundation is promoted through efforts focused on public relations and education, and through fundraising activities which provide financial support.

Tax Increment Financing (TIF) District Fund: A fund created for the purpose of increasing real property values through the physical improvement of a specific redevelopment area as authorized by Missouri Statute RSMo. 99,800 - 99.865.

Trust and Agency Funds: Funds used to account for assets held by the City in a trustee capacity or as an agent for individuals, private organizations and other governmental units. The City's fiduciary funds include the City's Pension Trust Fund, Escrow and Court Bond funds and the Employee Deferred Compensation Fund. Agency funds are custodial in nature (assets equal liabilities) and do not involve measurement of results of operations.



St Joseph
Chillicothe
Quincy
Hannibal
Springfield
Champaign
Carmel
INDIANA
Richmond
Dayton
Manhattan
Topeka
Kansas City
Liberty
Moberly
Mexico
Marshall
Columbia
Troy
Alton
Jerseyville
ILLINOIS
Effingham
Taylorville
Mattoon
Terre Haute
Greenwood
Greensburg
Hamilton
Cincinnati
Bloomington
Seymour
Robinson
Vandalia
Olney
Vincennes
Sedalia
Harrisonville
Ottawa
Emporia
McPherson
Hutchinson
Jefferson City
Washington
St Louis
Belleville
Centralia
Mount Vernon
Jasper
Madison
Charlestown
Louisville
Maysville
Clinton
MISSOURI
Sullivan
Festus
Georgetown
Lexington
Rolla
Park Hills
Chester
West Frankfort
Evansville
Tell City
Shepherdsville
Nevada
Chanute
Wichita
Bolivar
Lebanon
Carbondale
Owensboro
Elizabethtown
Pittsburg
Parsons
Winfield
Arkansas City
Coffeyville
Joplin
Monett
Cape Girardeau
Madisonville
KENTUCKY
Paducah
Bowling Green
Somerset
Hopkinsville
Sikeston
Poplar Bluff
West Plains
Branson
Bartlesville
Ponca City
Osage Indian Reservation
Murray
Clarksville
Portland
Middlesborough
Bella Vista
Rogers
Claremore
Mountain Home
Harrison
Gallatin
La Follette
Morristown
Paris
Kennett
35
36
67
72
70
40
335
169
69
400
54
55
44
64

City of Creve Coeur
Finance Committee
FY20 Meeting Schedule
Meeting Time 4:00 PM to 5:30 PM

DATE	TOPIC
August 27, 2019	Nominate Chair & Committee Liaisons Review Employee & Retired Benefits Review Fraud Risk Assessment Review 4th Quarter Financials and Year-End Adoption of Old Olive Street Road Further Discussion of Revenue Options
September 10, 2109	Discuss Approach Reviewing Employee Benefits
October 22, 2019	Review of 1st Quarter Financials, Further Discussion of Revenue Options
November 5, 2019	Discuss Employee Benefits
January 7, 2020	Discuss Employee Benefits Update on Finance Task Force
February 4, 2020	Review of 2nd Quarter Financials, Review of Financial Policies
February 24, 2020 - Canceled	Joint Work Session with the City Council to Preview the FY21 Budget
March 9, 2020	Joint Work Session with City Council to Review of Proposed 5-Year Capital Plan
March 17, 2020	Review Proposed 5-Year Capital Plan
April 21, 2020	Review Proposed Budget Preview
May 5, 2020	Review of Proposed Budget, Review 3rd Quarter Financials
June 2, 2020	Olive/Graeser TDD Audit (every 3 years) Nominate Chair

FINANCE COMMITTEE PRIORITIES

- As part of the budget review process, evaluate economic justification and risks of proposed single-project capital and operational expenditures in excess of $100,000 or a combination of multiple similar projects or the aggregate value of multi-year projects over $1 million.
- Review proposed financing, bond indebtedness, taxation and leases greater than $10,000 prior to council action.
- Review project closeout reports for scope, schedule and cost variation.
- Periodically review and comment on the surplus funds investment policy and financial performance.
- Review opportunities for cooperative purchasing or contracting ventures with other municipalities.