Finance Committee
Committee Meeting Agenda
April 27, 2021
4:00 PM
Online Meeting

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/84641275009

   Meeting ID: 846 4127 5009

2. **Call to Order**

3. **Roll Call**

4. **Approval of Agenda**

5. **Approval of Minutes**

   Approval of March 23, 2021 Finance Committee Meeting Minutes

6. **Reports**

   Chairperson

   Audit Committee

   Pension Board

   Council Liaison

   Staff

7. **Unfinished Business**

   Discussion of P&Z Financial Analysis

8. **New Business**

   Review Third Quarter Financial Statement

   Review Proposed FY2022 Budget

9. **Other Business**

   FY21 Meeting Schedule

10. **Public Comments**

11. **Adjourn**

Finance Committee
Committee Meeting Minutes
March 23, 2021
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/86979287056

Meeting ID: 869 7928 7056

2. Call to Order

Meeting was called to order at 4:04 PM.

3. Roll Call

Richard Kutta	Chair	
Marjorie Richter	Committee Member	
Adam Shulenburger	Committee Member	(Absent)
Ted Armstrong	Committee Member	
Betty Kagan	Committee Member	
Cynthia Jordan	Committee Member	(Absent)
Paul Gallant	Vice Chair	
Lori Obermoeller	Director of Finance	
Mark Perkins	City Administrator	
Matt Wohlberg	City Engineer	
Tracy Brothers	Finance Clerk	

4. Approval of Agenda

Motion to Approve Agenda

RESULT:	**APPROVED [UNANIMOUS]**
MOVER:	Marjorie Richter, Committee Member
SECONDER:	Ted Armstrong, Committee Member
AYES:	Kutta, Richter, Armstrong, Kagan, Gallant
ABSENT:	Shulenburger, Jordan

5. Approval of Minutes

Approval of January 26, 2021 Finance Committee Meeting Minutes

Mr. Kutta requested a change to the minutes to reflect what his intention was towards the P&Z applications. He would like the minutes to reflect the following; "Chairman Kutta discussed several rezoning petitions that have been heard by the Planning Commission and City Council. He believes financial data should be provided by staff with assistance of petitioner, so Council understands economic implications of their decision." Tabled.

Mr. Kutta made a suggestion that the City have a statement of policy in the Financial policies to have major rezoning applications to be accompanied by a financial impact statement. The committee would like to it be included for the Council's consideration when reviewing the applications. Mr. Perkins stated that he feels Planning and Zoning should focus on the zoning implications and that Council should be responsible for the financial impact. Mr. Kutta will draft a write up to put in the minutes to be approved at the next meeting.

RESULT:	**ACCEPTED AS AMENDED [UNANIMOUS]**
MOVER:	Marjorie Richter, Committee Member
SECONDER:	Betty Kagan, Committee Member
AYES:	Kutta, Richter, Armstrong, Kagan, Gallant
ABSENT:	Shulenburger, Jordan

6. Reports

Chairperson

Audit Committee

Pension Board

Council Liaison

Staff

7. Unfinished Business

City Adoption of Use Tax

Mr. Kutta discussed the Use Tax and wanting to make sure the new City Council members are updated once they are sworn into office. Mr. Perkins suggested waiting until FY2022 to make the decision to place the Use Tax on the ballet after legislation makes a decision on the Wayfair Case. He also stated that some of the proposed bills require the current Cities that already have the Use Tax, to go back to the voters for approval in order to adopt the new version of the Use Tax bill. He recommends to the Committee to keep current on the activity with the proposed legislation and make a recommendation to the Council when the time comes.

MML Presentation on Use Tax

Sales and Use Tax Rates

Wayfair Press Release

Resolution to Pass ECommerce Use Tax

Discussion of P&Z Financial Analysis

Deferred to next Finance Committee Meeting

RESULT:	**DEFERRED [UNANIMOUS]**
AYES:	Kutta, Richter, Armstrong, Kagan, Gallant
ABSENT:	Shulenburger, Jordan

8. New Business

Review of Proposed Five-Year Capital Improvement Plan

Mr. Wohlberg presented the proposed Capital Improvement Program for FY2022-FY2026. Mr. Wohlberg reviewed the significant changes to the plan since the last meeting on March 8, 2021. New projects added were for the Police department to replace a 10-year-old vehicle and the Building department to acquire new software. The cost to purchase the software will show an expense and the cost of the financial software annual maintenance for the next couple of years will be offset by the refund from return of the Tyler Technology's software for the building department.

Mr. Wohlberg reviewed the reduction in the Debt Service tax rate. The reduction in the tax rate is due to the reserves balance in the Debt Service account hitting the maximum allowed balance. This results in about a $255,000 reduction in tax revenue each year. Ms. Obermoeller stated that the City kept the rate at $0.082 to build the reserve to one year's debt service payment which is around $750,000. The City will not know the new rate until the assessment is received. The new rate is estimated to be around $0.079.

There are still some proceeds remaining from the Police Building fund, just under $1 million, that will be used for the Government Center renovations.

Mr. Wohlberg reviewed the following major projects that are in the proposed Capital Improvement Program budget (CIP).

The Conway Park path improvements could be over the original budget of $335,000 by $200,000 in order to meet ADA compliance. Staff are currently researching options and requirements may help reduce this extra expense. Staff will be presenting to City Council in April to get a good plan of action for moving forward.

The Ice Arena Refrigerant Switchover project original estimated cost was $600,000, but with the new refrigerant requirement and recommendation to replace all the equipment, the budgeted cost will now be $1.2 to $1.5 million. Staff will be working with architects and engineers to determine available options for the Ice Arena. All options will be presented to City Council in the fall of 2021. The options will include what the current cost is to operate the Ice Arena, the cost to replace the refrigerant and equipment and what types of refrigerants are available for use. The Committee discussed other uses for the facility. Mr. Perkins stated that an analysis would have to be completed to see what uses would be available. He also stated that on a cash flow basis the Ice Arena has done well over the years which has helped offset the losses from the golf course. However, every fifteen to twenty-five years there is expenses of $1 to $2 million dollars that are never recouped. Mr. Wohlberg discussed the Murphy Assessment report with the Committee and will provide a copy of the report for their review.

The last project he reviewed is the Stormwater Management Plan. The plan is to have a twenty-year guide for the stormwater program which outlines the City's priorities and the direction of the stormwater plan. Mr. Wohlberg used Ladue as an example to compare for cost and what is included in the study. Ladue spent approximately $600,000, and received a city-wide review with 1,000 different contact points of different things that were being investigated, which included resident reporting issues and staff reporting issues. Once completed they will have preliminary plans on how to improve the issues, along with where the easements are located and the cost and scope of the recommended projects. Mr. Wohlberg stated the City has two different water sheds and estimates the cost of the study to be half a million dollars.

Motion to Recommend the Proposed Five year Capital Improvement Plan to City Council

Chair will prepare a letter to City Council to recommend the CIP plan to Council.

RESULT:	**APPROVED [UNANIMOUS]**
MOVER:	Betty Kagan, Committee Member
SECONDER:	Marjorie Richter, Committee Member
AYES:	Kutta, Richter, Armstrong, Kagan, Gallant
ABSENT:	Shulenburger, Jordan

9. Other Business

FY21 Meeting Schedule

RESULT:	**DEFERRED [UNANIMOUS]**
AYES:	Kutta, Richter, Armstrong, Kagan, Gallant
ABSENT:	Shulenburger, Jordan

10. Public Comments

11. Adjourn

Motion to Adjourn Meeting

Meeting adjourned at 5:09 PM.

RESULT:	**APPROVED [4 TO 0]**
MOVER:	Marjorie Richter, Committee Member
SECONDER:	Paul Gallant, Vice Chair
AYES:	Kutta, Richter, Kagan, Gallant
ABSENT:	Shulenburger, Jordan
AWAY:	Armstrong

MEMORANDUM

DATE: April 21, 2021

TO: Mark Perkins, City Administrator

FROM: Lori Obermoeller, Director of Finance

SUBJECT: Third Quarter FY 2021 Financial Analysis

Attached is the financial report for the General Fund, the Municipal Enterprise Fund, the Capital Fund, the Sewer Lateral Fund and the Public Safety Fund for the 3rd quarter of FY 2021. Some of the fluctuations in both revenues and expenditures worth discussion are as follows:

1. **General Fund**
   a. Revenues
      Overall, revenues for FY 2021 are $769,280 more than revenues for the same time period in FY 2020. Below are some of the revenue sources that have decreased worth mentioning:
      - Sales Tax down $394,657 or about 10.8% from FY 2020 due to the COVID-19 pandemic
      - Utility Taxes are $197,334 or 4.4% less, with Electric making up $160,195 of this decrease and phone making up $25,307
      - License and Permits are $291,881 more than last year with business licenses making up $7,109, an increase in building permits of $236,885, an increase in apartment re-occupancy of $42,382 as a result of an increase in the fees, and an increase of $15,738 from escrow deductions
      - Charges for Services are down $36,226 due to COVID-19
      - Other Revenues are the biggest reason for the increase and that's because of the $1,226,393 that we received from the CARES Act Relief Program with St. Louis County

   b. Expenditures
      Expenditures for the General Fund are $512,111 less than the same time period in FY 2020. Below are some items worth mentioning:
      - Finance Department down 88,535 due to 1 less FT employee as well as a credit of $21,964 that was issued in October from Tyler as a result of terminating the Building Permit and Business License Module
      - Maintenance of Municipal Facilities down $96,274 due to the following factors: down half of a FT position, electricity for the government center is down $13,273, down $21,403 in building maintenance, and down $21,558 as a result of fewer heat pump replacements
      - Police Department down $55,456. Administration is up due to an increase of a half of a position for fleet maintenance, but the main reason for the decrease is because last year we changed how the holiday pay was paid out to police officers, which cost the City about $97K more in FY2020.

- Street Maintenance is down $130,103 because a vehicle lift, tire changer and portable truck scales were purchased in FY2020, as well as snow removal being down $19,548 and temp services being down $65,775.
- Community Development-Building Division is down $41,458 with all of this due to the City hiring a contractual inspector for Barnes Jewish Hospital in FY2020, thereby increasing expenditures for that year.

While overall revenues are up from the previous year (would have been down $457,113 without the CARES Act Funding), expenditures are down a lot from FY 2020. We did budget a decrease in revenues and expenditures for FY 2021, so with the CARES Act Funding, we are doing much better than anticipated. Most of the decrease in revenues is due to the COVID-19 pandemic. We budgeted an overall decrease for sales tax for FY 2021 of 16.2% from projected FY 2020. As of March 31, 2021, sales tax revenues are only 10.8% less than the same time period last year.

We budgeted a 5% decrease in most of the utility taxes, so being down 4.4% is slightly better than we had budgeted. Utility revenue also fluctuates due to weather.

We projected a small surplus of $62,155 in FY 2020, but ended up with a surplus of almost $380K, so that helped the overall beginning fund balance for FY 2021. We budgeted a deficit for FY 2021 of $1,424,981, but due to a budget amendment accounting for $1,226,393 in CARES Act Funds, as well as appropriating additional funds for the one-time merit bonuses of $43K and $14K for the IT server warranty, and re-budgeting funds for police vehicle equipment from FY 2020 in the amount of $37K we are now budgeting a deficit of $307,971.

Overall, the General Fund is doing much better than what we had expected for the 3rd quarter of FY 2021. While it is still too early to project the rest of the fiscal year due to the pandemic still going on, it does appear that we might come in with a surplus even without the CARES Act funds. The reason for the anticipated surplus is due to the following revenue sources coming in a lot more than what is budgeted: sales tax, building permits, apartment re-occ, interest, one-time WCDC refund and sale of surplus property. In addition to revenues coming in higher than anticipated, expenditures are expected to be over $700,000 less than budgeted. With the combination of an increase in revenues and a decrease in expenditures, we are projecting a surplus for FY 2021.

2. Municipal Enterprise Fund

a. Revenues

Overall, Revenues for the Enterprise Fund are $16,115 less than what was received in FY 2020. Golf's revenues continue to stay strong, up $85K over the previous year. Ice is down $86K due to Admissions (down $27,464), Contract Ice Rental (down $17,960), Learn to Skate (down $24,842) and Meeting Room Rentals (down $37,357). Freestyle is up approximately $9,000. Food service is also down a little over $15,000, all due to COVID-19.

b. Expenditures

Expenditures are $27,426 less than last year. See below for a detailed description of the expenditure fluctuations:

- Ice Arena - a decrease of $31,995 due to capital purchases that were made in FY 2020, almost $14,000 less in part-time salaries and overtime and $18,000 less in ice repairs.

- Food Service – a decrease of $20,405 due to the purchase of a new fridge/freezer in FY 2020, as well as a decrease in food needed for FY 2021 because of COVID-19 forcing closure of the kitchen.

We budgeted an increase in revenues and expenditures for the Enterprise Fund for FY 2021, with an ending deficit of $34,570. We have made a budget amendment for FY 2021 increasing the budgeted deficit to $40,784. We ended FY 2020 with a deficit of about $84K which was less than the anticipated deficit of $103K. We are currently at a surplus of $55,226 and we are anticipating that with the big increase in Golf revenues that we will end up with less of a deficit than budget for FY 2021.

3. Capital Fund

a. Revenues
At this time, revenues for the Capital Fund are down $175,551 from last year due to a decrease in sales tax of about $192,354 or 11.9% and a decrease of $10,113 in grants received from FY 2020. Grant amounts typically fluctuate significantly from year to year.

b. Expenditures
Expenditures are $914,910 less than last year at this time due to most of the street and sidewalk projects being cut for FY 2021 due to anticipated decreases in revenues relating to COVID-19.

We budgeted a $45,533 surplus, and we currently have a surplus of $208,047.

4. Sewer Lateral Fund

c. Revenues
Sewer Lateral Revenue is down $3,137 due to timing of the revenue coming in.

d. Expenditures
Expenditures are $9,459 less than last year.

Overall, the Sewer Lateral Fund was budgeted with a surplus of $15,742. We are at a surplus of $60,898 which is slightly more than last year at this time. However, most of the revenues have already come in for the year, where we still have a full quarter of expenditures, so we are anticipating ending the year with slightly less than the $38K surplus that we had last year.

5. Public Safety Sales Tax Fund

e. Revenues
The Public Safety Sales Tax revenues are down $70,657, or 9.2%, less than last year at this time. This is down more than General and Capital because this revenue is based on a per capita percentage of the entire County and not associated with the sales in just Creve Coeur. Interest revenue is down $16,168 due to rates dropping to basically nothing after COVID-19 hit.

f. Expenditures

Expenditures are $144,410 more than last year due to the new police station opening August of 2019 and all operating expenditures for the new building coming out of the public safety sales tax fund.

All of the operational expenditures for the new police building are now in this fund. 15% of the public safety sales tax went towards the public safety pension payment last year and it has been increased to 20% in FY 2021, which is within the confines of the policy established by the City Council. In addition, $139K is transferred annually to the General Fund to cover the ongoing costs of moving the police officers to 12-hour shifts, and $57,211 was also transferred this fiscal year to cover the police one-time merit bonus given in December 2020. The Public Safety Sales Tax Fund was budgeted with a surplus of $185,716, we are currently at a surplus of $58,088 and we anticipate ending the fiscal year with a surplus slightly less than budgeted.

Also attached is the Investment report. The 1st page and part of the 2nd page is all Pooled Fund money, which includes the General Fund, Capital Fund, Sewer Lateral and Public Safety Sales Tax Fund. The bottom half of the 2nd page is for Capital and Escrow only funds. You will also notice that with each section, it is sorted by Maturity Date with the earliest maturity being listed 1st. The last part of the 2nd page lists who we purchased the investments from, and as you can see, most of them are purchased through Multi-Bank Securities (MBS) with the investment being held at Pershing; all of the others are purchased and held at the financial institution listed.

I would be pleased to respond to any questions.

Communication: Review Third Quarter Financial Statement (New Business)

City of Creve Coeur
Statement of Revenues and Expenditures
As of March 31, 2021
FY 2021

	2021 Annual Budget	2021 Adjusted Budget	2021 3rd Qtr Actual	Actual 2021 to Adj. Budget Fav/(Unfav)	2021 Actual As % of Adjusted Budget	*2020 3rd Qtr Actual*	Actual 2021 to Actual 2020 Fav/(Unfav)	*2020 Actual As % of Budget*
General Fund Revenues:								
Property Taxes	717,692	717,692	561,045	-156,647	78.2%	581,354	-20,309	83.5%
Sales Tax	3,962,677	3,962,677	3,266,092	-696,585	82.4%	3,660,750	-394,657	72.6%
Utility Taxes	5,487,548	5,487,548	4,324,933	-1,162,615	78.8%	4,522,267	-197,334	74.5%
Intergovernmental	1,642,177	1,642,177	1,385,183	-256,994	84.4%	1,420,407	-35,224	82.6%
Licenses and Permits	1,131,012	1,131,012	1,169,361	38,349	103.4%	877,480	291,881	85.1%
Charges for Municipal Services	74,000	74,000	7,326	-66,675	9.9%	43,552	-36,227	58.9%
Municipal Court	538,800	538,800	365,818	-172,982	67.9%	400,608	-34,790	58.1%
Interest Revenue	250,000	250,000	311,826	61,826	124.7%	341,994	-30,168	171.0%
Other Revenues	219,421	1,445,814	1,541,823	96009	106.6%	315,715	1,226,107	67.8%
Total Revenues	**14,023,327**	**15,249,720**	**12,933,407**	**-2,316,313**	**84.8%**	**12,164,127**	**769,280**	**76.1%**
General Fund Expenditures:								
Legislative Services	229,529	230,746	177,947	52,799	77.1%	182,180	4,234	68.0%
Legal Services	182,261	182,261	96,546	85,715	53.0%	114,859	18,313	55.2%
Administrative Services	633,882	639,588	449,239	190,349	70.2%	446,756	-2,483	68.8%
Municipal Court	260,049	262,017	169,793	92,224	64.8%	188,950	19,157	70.7%
Finance Department	478,770	484,078	299,459	184,619	61.9%	387,994	88,535	72.7%
InterDepartmental	565,914	565,914	405,972	159,942	71.7%	408,322	2,350	78.9%
Information Systems	250,714	270,220	202,078	68,141	74.8%	196,384	-5,694	74.3%
Community Services	124,203	124,627	56,092	68,535	45.0%	80,493	24,401	64.5%
Maint. of Municipal Prop.	408,109	409,280	201,700	207,580	49.3%	297,974	96,274	75.2%
Police Department	7,195,500	7,299,868	5,180,028	2,119,841	71.0%	5,235,483	55,456	71.2%
Public Works - Admin.	536,022	540,395	391,120	149,275	72.4%	413,630	22,510	79.6%
Street Maintenance	1,503,532	1,509,863	1,019,878	489,985	67.5%	1,149,981	130,103	70.0%
Health and Environment	796,920	796,920	574,142	222,778	72.0%	571,008	-3,134	71.4%
Park Maintenance	473,446	475,310	288,759	186,551	60.8%	308,730	19,971	64.9%
Community Development-Adminis	395,183	399,553	280,080	119,473	70.1%	280,742	662	69.5%
Community Development-Building	1,153,429	1,163,416	840,166	323,250	72%	881,623	41,458	66%
Total Expenditures	**15,187,463**	**15,354,056**	**10,632,998**	**4,721,057**	**69.3%**	**11,145,109**	**512,111**	**70.7%**
Total Operating Surplus (-Deficit	**(1,164,136)**	**(104,336)**	**2,300,409**	**2,404,745**		**1,019,019**	**1,281,390**	
Transfers In From Other Funds	**139,155**	**196,366**	**196,366**	**0**		**229,802**	**-33,436**	
Transfers To Other Funds	**400,000**	**400,000**	**0**	**400,000**		**0**	**0**	
	-260,845	**-203,634**	**196,366**	**-400,000**		**229,802**	**-33,436**	
Operating Revenues Over (under) Expenditures	**(1,424,981)**	**(307,970)**	**2,496,775**	**2,004,745**		**1,248,821**	**1,247,954**	

City of Creve Coeur
Statement of Revenues and Expenditures
As of March 31, 2021
FY 2021

	2021 Annual Budget	2021 Adjusted Budget	2021 3rd Qtr Actual	Actual 2021 to Adj. Budget Fav/(Unfav)	2021 Actual As % of Adjusted Budget	*2020 3rd Qtr Actual*	Actual 2021 to Actual 2020 Fav/(Unfav)	*2020 Actual As % of Budget*
Municipal Enterprise Fund Revenues:								
Golf Course	393,840	393,840	351,103	-42,737	89.1%	266,203	84,900	73.2%
Food Service	61,200	61,200	26,619	-34,581	43.5%	41,752	-15,133	68.8%
Ice Arena	684,090	684,090	417,016	-267,074	61.0%	502,899	-85,882	78.2%
Capital Contribution	0	0	0	0	0.0%	0	0	0.0%
Total Revenue	**1,139,130**	**1,139,130**	**794,738**	**-344,392**	**69.8%**	**810,853**	**-16,115**	**76.0%**
Municipal Enterprise Fund Expenditures:								
Golf Course	558,945	561,470	396,502	164,968	70.6%	371,528	-24,974	70.2%
Food Service	46,961	46,961	17,747	29,214	37.8%	38,152	20,405	71.9%
Ice Arena	567,794	571,483	366,048	205,435	64.1%	398,042	31,995	76.7%
Depreciation	0	0	0	0	0.0%	0	0	0.0%
Total Expenditures	**1,173,700**	**1,179,914**	**780,296**	**399,618**	**66.1%**	**807,722**	**27,426**	**73.3%**
Total Operating Surplus (-Deficit	**(34,570)**	**(40,784)**	**14,442**	**55,226**		**3,131**	**11,311**	
Transfers to other Funds	**0**	**0**	**0**	**0**		**0**	**0**	
Operating Revenues Over (Under) Expenditures	**(34,570)**	**(40,784)**	**14,442**	**55,226**		**3,131**	**11,311**	

Communication: Review Third Quarter Financial Statement (New Business)

City of Creve Coeur
Statement of Revenues and Expenditures
As of March 31, 2021
FY 2021

	2021 Annual Budget	2021 Adjusted Budget	2021 3rd Qtr Actual	YTD Variance Favorable/ (Unfavorable)	2021 Actual As % of Adjusted Budget	*2020 3rd Qtr Actual*	YTD Variance Favorable/ (Unfavorable)	*2020 Actual As % of Budget*
Capital Improvement Fund Revenues:								
Intergovernmental	1,677,510	1,677,510	1,428,346	-249,164	85.1%	1,620,700	-192,354	75.3%
Interest Revenue	10,000	10,000	12,621	2,621	126.2%	22,031	-9,410	734.4%
Other Revenues	873,000	1,313,500	173,312	-1,140,188	13.2%	147,098	26,214	15.0%
Total Revenues	**2,560,510**	**3,001,010**	**1,614,278**	**-1,386,732**	**53.8%**	**1,789,829**	**-175,551**	**57.0%**
Capital Improvement Fund Expenditures:								
Personnel	91,777	92,804	67,242	25,562	72.5%	65,339	-1,903	73.0%
Building & Improvements	30,000	30,000	0	30,000	0.0%	99,811	99,811	62.6%
Park Development Projects	157,500	598,840	95,329	503,511	15.9%	34,347	-60,982	17.6%
Storm water Projects	0	287,985	286,861	1,124	99.6%	3,106	-283,755	1.2%
Street Overlay/Repair	2,357,000	2,680,332	938,366	1,741,965	35.0%	2,069,288	1,130,922	83.8%
Capital Equipment	278,700	278,700	18,433	260,267	6.6%	49,251	30,818	17.6%
Total Expenditures	**2,914,977**	**3,968,660**	**1,406,231**	**2,562,430**	**35.4%**	**2,321,141**	**914,910**	**67.4%**
Total Operating Surplus (-Deficit	**(354,467)**	**(967,650)**	**208,047**	**1,175,698**		**(531,312)**	**739,360**	
Transfers in from General Fund	**400,000**	**400,000**	**0**	**-400,000**		**0**	**0**	
Operating Revenues Over (Under) Expenditures	**45,533**	**(567,650)**	**208,047**	**775,698**		**(531,312)**	**739,360**	

City of Creve Coeur
Statement of Revenues and Expenditures
As of March 31, 2021
FY 2021

	2021 Annual Budget	2021 Adjusted Budget	2021 3rd Qtr Actual	YTD Variance Favorable/ (Unfavorable)	2021 Actual As % of Adjusted Budget	*2020 3rd Qtr Actual*	YTD Variance Favorable/ (Unfavorable)	*2020 Actual As % of Budget*
Sewer Lateral Fund								
Intergovernmental	132,000	132,000	127,759	-4,241	96.8%	130,895	-3,137	99.2%
Interest Revenue	2,000	2,000		-2,000	0.0%		0	0.0%
Total Revenues	**134,000**	**134,000**	**127,759**	**-6,241**	**95.3%**	**130,895**	**-3,137**	**99.0%**
Sewer Lateral Fund Expenditures:								
Personnel Expenditures	17,758	17,924	13,520	4,404	0.0%	0	-13,520	0.0%
Technical & Personal Services	500	500	0	500	0.0%	0	0	0.0%
Sewer Lateral Reimbursements	100,000	100,000	53,341	46,659	53.3%	76,320	22,979	75.0%
Total Expenditures	**118,258**	**118,424**	**66,861**	**51,563**	**56.5%**	**76,320**	**9,459**	**74.6%**
Total Operating Surplus (-Deficit	**15,742**	**15,576**	**60,898**	**45,322**		**54,575**	**6,323**	
Transfers in from General Fund	**0**	**0**	**0**	**0**		**0**	**0**	
Operating Revenues Over (Under) Expenditures	**15,742**	**15,576**	**60,898**	**45,322**		**54,575**	**6,323**	

	2021 Annual Budget	2021 Adjusted Budget	2021 3rd Qtr Actual	YTD Variance Favorable/ (Unfavorable)	2021 Actual As % of Adjusted Budget	*2020 3rd Qtr Actual*	YTD Variance Favorable/ (Unfavorable)	*2020 Actual As % of Budget*
Public Safety Sales Tax Fund								
Intergovernmental	806,423	806,423	696,704	-109,719	86.4%	751,193	-54,489	85.9%
Interest Revenue	20,000	20,000	1,944	-18,056	9.7%	18,112	-16,168	1811.2%
Other Revenues	0	80,000	20,000	0	25.0%	0	0	0.0%
Total Revenues	**826,423**	**906,423**	**718,648**	**-127,775**	**79.3%**	**769,305**	**-70,657**	**87.8%**
Public Safety Sales Tax Fund								
Personnel Expenditures	183,568	183,568	189,498	-5,930	103.2%	156,283	-33,215	119.1%
Operating Expenditures	260,884	319,609	253,872	65,737	79.4%	101,008	-152,864	86.1%
Capital Expenditures	57,100	72,100	20,824	51,276	28.9%	62,493	41,669	31.3%
Total Expenditures	**501,552**	**575,277**	**464,194**	**111,083**	**80.7%**	**319,784**	**-144,410**	**71.4%**
Total Operating Surplus (-Deficit	**324,871**	**331,146**	**254,454**	**(16,693)**		**449,521**	**(215,068)**	
Transfers out to General Fund	**139,155**	**196,366**	**196,366**	**0**		**229,802**	**33,436**	
Operating Revenues Over (Under) Expenditures	**185,716**	**134,780**	**58,088**	**(16,693)**		**219,719**	**(181,632)**	

Communication: Review Third Quarter Financial Statement (New Business)

Investments - March 28, 2021

POOLED FUNDS (GENERAL FUND, CAPITAL, SEWER LATERAL, PUBLIC SAFETY)

Investment	CUSIP Tracking #	Instrument	Holder	Quantity	Premium / Discount	Principal	Market Value	YTM	Purchase Date	Maturity Date	Call Date	Years	FTN Int Earned
FHLMC	FMCC4996629			~~680,000.00~~		~~680,000.00~~		0.440%	6/4/2020	6/2/2023		2.11	
FFCB	FFCD5066598	CD	MBS	395,000.00		395,000.00		0.290%	11/5/2020	11/2/2023		2.11	
		Subtotal		395,000.00	-	395,000.00							
MB FINL BK	55266C-YY-6			~~245,000.00~~		~~245,000.00~~		2.600%	3/23/2018	3/23/2021		3.0	
Bank OZK	06417NSC8			~~245,000.00~~		~~245,000.00~~		1.000%	3/20/2020	3/25/2021		1.0	
Intrust Bank	46124GAL2			~~245,000.00~~		~~245,000.00~~		0.950%	3/25/2020	3/25/2021		1.0	
Pinnacle Bank	72345SKE0			~~245,000.00~~		~~245,000.00~~		0.950%	3/27/2020	3/26/2021		0.11	
Texas CAP Bank	88224PLP2			~~245,000.00~~		~~245,000.00~~		1.000%	3/27/2020	3/26/2021		0.11	
Bristol Cnty Svgs BK	110001-AJ-3	CD	MBS	245,000.00		245,000.00		2.700%	4/18/2018	4/19/2021		3.0	
Transportation Alliance Bank	1053243A3	CD	FHN	250,000.00		249,840.38		2.200%	7/19/2019	4/12/2021		1.8	449.9
TowneBank	89214P-BL-2	CD	MBS	245,000.00		245,000.00		2.800%	4/30/2018	4/30/2021		3.0	
Horizon Bank Natl	44042WBZ9	CD	MBS	245,000.00		245,000.00		2.750%	5/4/2018	5/4/2021		3.0	
First Capital Bank		CD	MOSIP	150,000.00		150,000.00		0.800%	5/5/2020	5/5/2021		1.0	
Cibc, MI	33306	CD	MOSIP	248,000.00		248,000.00		0.600%	5/27/2020	5/27/2021		1.0	
Medallion Bank	58404DCA7	CD	MBS	245,000.00		245,000.00		2.950%	6/4/2018	6/4/2021		3.0	
Univ Iowa Cr Un	91435LBB2	CD	MBS	245,000.00		245,000.00		2.450%	6/14/2019	6/14/2021		2.0	
Mercantil Bank	58733AEX3	CD	MBS	245,000.00		245,000.00		3.000%	6/21/2018	6/21/2021		3.0	
Bar HBR Bank & trust	066851WF9	CD	MBS	245,000.00		245,000.00		3.000%	6/29/2018	6/29/2021		3.0	
Barclays Bank	06740KNF0	CD	MBS	245,000.00		245,000.00		2.000%	7/17/2019	7/19/2021		2.0	
First Nat'l Bank Paragould	32114LBM0	CD	MBS	245,000.00		245,000.00		2.000%	7/26/2019	7/26/2021		2.0	
Midwest Bankcenter	59828QBB3	CD	MBS	245,000.00		245,000.00		2.850%	9/12/2018	9/13/2021		3.0	
Bank Midwest	063615BK3	CD	MBS	245,000.00		245,000.00		2.900%	9/17/2018	9/17/2021		3.0	
US Alliance FCU	90352RAE5	CD	MBS	245,000.00		245,000.00		3.100%	9/27/2018	9/27/2021		3.0	
Synchrony Bank	87164YNU4	CD	MBS	245,000.00	-	245,000.00		1.700%	10/31/2016	10/21/2021		4.11	
Mountain Amer Fed Cr Un	62384RAH9	CD	MBS	245,000.00		245,000.00		3.200%	10/31/2018	10/29/2021		2.11	
Capital One Bank	I404206G0	CD	MBS	245,000.00		245,000.00		2.150%	11/13/2017	11/8/2021		3.11	
Michigan Legacy	59452WAA6	CD	MBS	245,000.00		245,000.00		3.200%	11/9/2018	11/9/2021		3.0	
Third Coast Bank		CD	MOSIP	248,000.00		248,000.00		0.350%	11/9/2020	11/6/2021		0.11	
International Bank of Chicago	1053795A5	CD	FHN	250,000.00		249,677.36		0.200%	11/19/2020	11/23/2021		1.0	42.3
First Bk Hamilton	319137AK1	CD	MBS	245,000.00		245,000.00		1.950%	7/24/2019	1/24/2022		2.6	
Third Fed Svgs & LN	88413QBY3	CD	MBS	245,000.00		245,000.00		2.500%	1/30/2018	1/31/2022		4.0	
Centerstate Bank	15201QCD7	CD	MBS	245,000.00		245,000.00		1.000%	3/20/2020	3/21/2022		2.0	
Lakeland Bank	511640AS3	CD	MBS	245,000.00		245,000.00		1.000%	3/27/2020	3/28/2022		2.0	
Mbank	55275FMJ4	CD	MBS	245,000.00		245,000.00		0.900%	3/27/2020	3/28/2022		2.0	
Sallie Mae	7954502M6	CD	MBS	245,000.00		245,000.00		2.550%	4/18/2019	4/25/2022		3.0	
Berkshire Bk	084601XE8	CD	MBS	245,000.00		245,000.00		1.200%	4/15/2020	4/25/2022		2.0	
Comenity Cap Bank	20033AV78	CD	MBS	245,000.00		245,000.00		2.550%	4/18/2019	4/29/2022		3.0	
New York Cmnty Bk	649447TY5	CD	MBS	245,000.00		245,000.00		0.350%	7/1/2020	7/5/2022		2.0	
TIAA FSB Jacksonville	87270lck7	CD	MBS	245,000.00		245,000.00		2.100%	7/10/2019	7/12/2022		3.0	
1st Nat'l Bank	1053358A4	CD	FHN	250,000.00		242,888.06		2.350%	7/19/2019	7/18/2022		2.11	466.1
American Nat'l Bank	02772JBC3	CD	MBS	245,000.00		245,000.00		2.000%	7/19/2019	7/19/2022		3.0	
First Bank PR Santurce	33767A3U3	CD	MBS	245,000.00	-	245,000.00		2.250%	8/3/2017	8/11/2022		5.0	
CIT BK Natl Assn	12556LBB1	CD	MBS	245,000.00		245,000.00		1.950%	8/23/2019	8/23/2022		3.0	
Financial Federal Bank	1053769A7	CD	FHN	250,000.00		249,074.88		0.025%	9/24/2020	9/26/2022		2.0	52.8
1st Natl bk Amer East	32110YNF8	CD	MBS	245,000.00		245,000.00		1.600%	10/31/2019	10/31/2022		3.0	
Connectone BK	20786ADC6	CD	MBS	245,000.00		245,000.00		0.700%	5/8/2020	11/5/2022		2.5	
RIA Fed Cr Un	749622AM8	CD	MBS	245,000.00		245,000.00		2.450%	6/24/2019	12/27/2022		3.6	
Goldman Sachs Bk	38148PWT0	CD	MBS	245,000.00	-	245,000.00		2.650%	1/24/2018	1/24/2023		5.0	
Texas Exchange Bank	88241THE3	CD	MBS	125,000.00		125,000.00		0.700%	5/15/2020	5/15/2023		3.0	
My Safra Bank	55406JBL5	CD	MBS	245,000.00		245,000.00		0.250%	11/27/2020	5/26/2023		2.5	
UBS BK USA	90348JCR9	CD	MBS	245,000.00	-	245,000.00		3.150%	5/30/2018	5/30/2023		5.0	
Simmesport State Bank	1053708A1	CD	FHN	244,145.85		245,729.81		0.800%	6/4/2020	6/8/2023		3.0	165.8
Encore Bank	29260MBX2	CD	MBS	245,000.00		245,000.00		3.500%	7/10/2020	7/10/2023		3.0	
Bankwell Bk	00654BCL3	CD	MBS	245,000.00		245,000.00		0.400%	7/28/2020	7/28/2023		3.0	
Central Bank Oklahoma	1053751A7	CD	FHN	250,000.00		247,940.77		0.350%	8/18/2020	8/17/2023		2.11	73.54
Bank of Hapoalim	06251A2C3	CD	MBS	245,000.00		245,000.00		0.300%	8/21/2020	8/21/2023		3.0	
Capital One Natl	14042RNU1	CD	MBS	245,000.00		245,000.00		1.850%	9/13/2019	9/5/2023			

Communication: Review Third Quarter Financial Statement (New Business)

Morgan Stanley	6169OUKJ8	CD	MBS	245,000.00	-	245,000.00		1.850%	9/13/2019	9/5/2023		3.11	
Allegiance Bank	1053787A5	CD	FHN	250,000.00		248,387.08		0.250%	11/5/2020	11/6/2023		3.0	52.69
Northpointe Bk	666613HR8	CD	MBS	245,000.00		245,000.00		0.250%	11/13/2020	11/13/2023		3.0	
Texas Exchange Bank	88241TJW1	CD	MBS	120,000.00		120,000.00		0.300%	1/19/2021	1/8/2024		2.11	
Morgan Stanley	61768U2E6	CD	MBS	235,000.00		230,000.00		0.300%	7/30/2020	1/27/2024		3.5	
Synovus BK	87164DSF8	CD	MBS	245,000.00		245,000.00		0.300%	3/11/2021	3/11/2024		3.0	
BMW Bk North Ameri	05580AZD9	CD	MBS	245,000.00		245,000.00		0.450%	3/26/2021	3/26/2024		3.0	
Celtic Bk	15118RUV7	CD	MBS	245,000.00	-	245,000.00		1.400%	4/17/2020	4/17/2024		4.0	
Lafayette Fed Cr Un	50625LAT0	CD	MBS	245,000.00		245,000.00		0.350%	2/12/2021	2/12/2025		4.0	
Investors Cmnty Bk	46147UUL2	CD	MBS	245,000.00		245,000.00		0.500%	3/17/2021	3/17/2025		4.0	
Luana Svgs Bank	549104WP8	CD	MBS	245,000.00		245,000.00		0.350%	2/19/2021	8/19/2025		4.6	
JPMorgan Chase Bk	48128UXU8	CD	MBS	245,000.00	-	245,000.00		0.500%	1/22/2021	1/22/2026		5.0	
BMO Harris BK	05600XBY5	CD	MBS	245,000.00		245,000.00		0.550%	2/18/2021	2/18/2026		5.0	
State Bank India Chicago	856283S49	CD	MBS	245,000.00	-	245,000.00		0.650%	2/25/2021	2/25/2026		5.0	
Live Oak Bkg Co	538036NY6	CD	MBS	245,000.00	-	245,000.00		0.750%	3/16/2021	3/16/2026		5.0	
City of Boston Cr Un	178581AD6	CD	MBS	245,000.00		245,000.00		0.450%	3/30/2021	3/30/2026		5.0	
Bankunited Natl	066519QT9	CD	MBS	245,000.00	-	245,000.00		0.950%	3/31/2021	3/31/2026		5.0	
		Subtotal		15,855,145.85	-	15,839,538.34							
Total Pooled Fund				**16,250,145.85**		**16,234,538.34**							

CAPITAL IMPROVEMENT FUND

Investment	CUSIP Tracking #	Instrument	Holder	Quantity	Premium / Discount	Principal	Market Value	YTM	Purchase Date	Maturity Date	Call Date	Years
Citibank Natl Assn	17312Q-H7-7			~~245,000.00~~		~~245,000.00~~		2.700%	3/29/2018	3/29/2021		3.0
Stifel BK & TR	86063Q-AB-1			~~245,000.00~~		~~245,000.00~~		2.700%	3/29/2018	3/29/2021		3.0
Total Capital Improvement Fund						-						

ESCROW FUND

Investment	CUSIP Tracking #	Instrument	Holder	Quantity	Premium / Discount	Principal	Market Value	YTM	Purchase Date	Maturity Date	Call Date	Years	
Luther Burbank Savins	1053668A9	CD	FHN	250,000.00		249,008.36		0.69%	4/27/2020	10/27/2021		1.6	147.0
Congressional Bk	20726ACE6	CD	MBS	245,000.00		245,000.00		0.20%	9/10/2020	9/19/2022		2.0	
Independence Bank	45340KFL8	CD	MBS	245,000.00		245,000.00		0.40%	6/8/2020	6/16/2023		3.0	
Total Escrow Fund				**740,000.00**	-	**739,008.36**							
TOTAL INVESTMENTS FOR ALL FUNDS						**16,973,546.70**							
Total Investments by Holder			**FHN**			1,982,546.70							
			MBS			14,345,000.00							
			MOSIP			646,000.00							
			TOTAL INVESTMENTS			**16,973,546.70**							
			MBS UNVEST CASH										
						16,973,546.70							

City of Creve Coeur

FY 2022

Preliminary
Operating Budget

April 19, 2021

city of CREVE COEUR

300 North New Ballas Road • Creve Coeur, Missouri 63141
(314) 432-6000 • Fax (314) 872-2539 • Relay MO 1-800-735-2966
www.creve-coeur.org

April 19, 2021

Mayor Hoffman and Members of the City Council:

I am pleased to present the Fiscal Year 2022 (FY 2022) 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. In late FY 2020 and throughout FY 2021, COVID-19 (coronavirus) pandemic has had devastating impacts on public health and created major economic challenges for all cities. The depth of the economic impact is ongoing, making it difficult to project revenues in FY 2022 and beyond. In FY 2022, the city is facing a deficit in the General Fund for 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 the Parks and Recreation Master Plan. The annual budget provides many of the resources necessary for implementing the long-range objectives as identified in city's planning documents. Costs associated with the development of a new Strategic Plan is budgeted in FY 2022 to ensure the newly elected Mayor and City Council can play an active role in setting and prioritizing goals for the next three to five years.

The city's existing Strategic Plan includes the following goals:

Strategic Goal 1: Encourage civic engagement.

One method used to ensure civic engagement is by keeping the public informed through effective and transparent communication. Temporary business closures, stay-in-place orders, and occupancy restrictions commenced late FY 2020 continued throughout FY 2021 and staff relied more heavily on the use of technology for its communication efforts. Use of virtual meeting software in FY 2021 took a leading role by providing a safe alternative for citizen engagement during a public health crisis along with the city website, social media, and the resident and the electronic business newsletters. Staff and elected and appointed officials quickly adapted and became efficient at using virtual meetings to conduct board, committee, commission and town hall meetings. Public participation has remained steady, and in some situations, has resulted in increased attendance due to its added convenience. Timely communication using a variety of means were used in FY 2021 to share important information such as small business loans for suffering businesses, proper hygiene and mask wearing, rescheduled meetings, townhall meetings, public hearings and more.

While public health precautionary measures resulted in numerous event cancellations in FY 2021, events were still held to provide opportunities to bring people together, albeit many of them virtually. Programs and events included Zoom with the Mayor, Police Department Virtual Town Hall, Sidewalk Chalk Art Contest, PPE Donation Drop Off, Virtual Creve Coeur Night Out Event, Mercy Holiday Toy Drive, Virtual Community Safety event, DEA Drug Take Back, two Document Shredding events, two Virtual Prop C Town Halls, DARE, the Farmers Market, Virtual Arbor Day and Art Contest and virtual Town Hall Meetings.

Due to ongoing restrictions, some annual events have been cancelled in FY 2022, while others may resume in person when feasible. Staff will implement virtual capabilities as long as the situation necessitates.

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

Use of outdoor spaces in Creve Coeur and across the nation witnessed a resurgence in FY 2021 due to indoor closures and capacity restrictions. As a result, the city witnessed a significant uptick in use of Creve Coeur parks required staff to work diligently to provide daily multiple cleanings of park restrooms to keep the public safe to the extent possible.

In early FY 2021, the City Council, Parks and Historic Preservation Committee and staff collaborated to plan and identify funding mechanisms in support of the city's Parks and Recreation Master Plan developed in FY 2020. In order to achieve many of the goals outlined in the 10-year plan and address many of the city's stormwater mitigation issues, City Council proposed a ballot measure – Prop C, a half-cent sales tax – to provide funding for local parks and stormwater control in Creve Coeur. Voters passed Prop C on November 3, 2020 with revenue collection commencing April 1, 2021. Approximately $1.9 million in revenue is anticipated to be generated from the tax dedicated to the Parks-Stormwater Fund in FY 2022.

In FY2021, the design phase is underway for renovations to the restroom facilities at Conway Park, Lake School Park, Malcom Terrace Park and Venable Park to allow them to be open year-round and to improve their accessibility, functionality and appearance. Park preliminary design is being developed for Millennium Park to review and evaluate the feasibility of improvements envisioned in the Parks and Recreation Master Plan.

Included in the 5-year Capital Improvement Plan (CIP) for FY 2022 are many new parks and green space improvement projects made possible by the passage of Prop C and other revenue sources. Projects include park path and trail improvements for Conway and Malcom Terrace parks, accessibility and pavement repairs to Malcom Terrace, Lake School and Venable parks, development of a park identification signage master plan, park furniture replacement in Millennium and Venable parks, and repainting and restriping Conway and Lake School tennis courts.

A citizen task force established in FY 2020 continues its work toward making recommendations for memorializing the history of the Dr. H. Phillip Venable Memorial Park. Planning and fundraising by the task force commenced in FY 2021 for a memorial project along with a formal re-dedication of the park. This work will continue in FY 2022 with a re-dedication weekend event planned for fall 2021.

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

Temporary closures and St. Louis County-mandated building capacity restrictions adversely affected restaurants and other businesses in Creve Coeur. In response, the Economic Development Committee (EDC) implemented a "Show the Love" advertising campaign using social media, print and electronic newsletters and videos in mid-FY 2021. The campaign is ongoing and encourages residents and visitors show their support of businesses and restaurants by shopping and eating locally. The EDC was able to continue the rewarding experience of hosting the City's 5th Annual Creve Coeur Business Awards by recognizing winners: Robin's Angels, Heart of the Community; Food Raconteur, Most Innovative Business; Markwort Sporting Goods, Green Business; and Anis Hyderabad House, Favorite Restaurant at an in-person event hosted by the Coeur-Olivette Chamber of Commerce. The 6th Annual Creve Coeur Business Awards ceremony is scheduled to occur in May 2021.

The 39 North Agtech District (39N) is a major ongoing opportunity for regional economic growth. The city continues to promote the advancement of the 575-acre innovation district in the northeastern corner of Creve Coeur. In FY 2021, the city renewed a 3-year contract to continue investing in a joint branding/marketing campaign with the St. Louis Economic Development Partnership, the Donald Danforth Plant Science Center and the City of Olivette.

The completion of The Edge at Bridge Park – a 4-story office building hosting Benson Hill as its primary tenant, - represents a major new addition to the 39N District. As many as 150 jobs are expected to be created by Benson Hill over the next couple of years. Benson Hill is a fast-growing agtech company which was created in Creve Coeur only nine years ago. Immediately west of the 39N District on Olive Boulevard, a 20-unit apartment complex proposed by JLA Group is expected to begin construction any day.

Well-designed and well-conditioned roads play a vital role in the infrastructure necessary to support economic development. Many road projects are underway throughout the city with significant projects in 39N. 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 is underway and expected to be complete by spring FY 2022. The City was successful in obtaining a grant for the partial reconstruction of the intersection of Lindbergh Boulevard and Old Olive Street Road to add a traffic signal that provides full access in all directions and allow for pedestrian/bicycle crossing across Lindbergh and connect the two halves of Old Olive – both of which are critical steps toward implementation of the Old Olive Great Street Plan and the 39 North Master Plan. Concept plans for this intersection were finalized in FY 2021 with construction beginning in FY 2023.

Two of Creve Coeur's largest employers – Bayer and Mercy – continue to invest heavily in Creve Coeur. Mercy began construction on a new medical office building, parking garage and proton therapy addition for the Mercy campus in FY 2021 which is expected to be completed in early 2023. Bayer will soon begin a $15 million renovation of Building K on its Creve Coeur campus. In FY 2021, Metlife relocated from its South St. Louis County campus to the HBE building at Mosley and Olive, bringing at least 300 new jobs to Creve Coeur. A site development plan was received recently for an 84,316-square-foot expansion and renovation of Spoede Elementary School by the Ladue School District with construction anticipated to be ongoing throughout in FY 2022.

Strategic Goal 4: Practice and promote sustainability.

For the second consecutive year, the Energy and Environment committee (E&E) was approved to receive a St. Louis County Department of Public Health grant in FY 2021. The grant funds 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 this program, five companies received Green Business Certification in FY 2021. The E&E anticipates re-applying for the grant in FY 2022 to continue these green initiatives should the opportunity present itself again.

In FY 2021, three new hybrid Ford Explorer Police Interceptors replaced older vehicles in the police fleet. As a result, the department is anticipating an approximate 33% decrease in gasoline usage per hybrid vehicle. Included in the FY 2022 budget are four more hybrids which will further decrease emissions. In addition, City staff is replacing older HVAC small unit with higher efficiency units in the Government Center in FY 2021, with another planned for replacement at Dielmann Recreation Complex-East Meeting Room in FY 2022.

The Horticulture, Ecology and Beautification Committee is planning on hosting the Biennial Beautification Contest in FY 2022 after the event was cancelled in FY 2021 with award categories recognizing the use of native plants in residential and commercial landscaping designs.

Strategic Goal 5: Maintain and encourage high quality development.

A Building Permit Task Force was formed in FY 2021 to identify areas of concern and opportunities for improvement within the City's building and permit inspection services to better meet the needs of the community. Focus will be on streamlining the permitting process and improving communications, thereby improving the overall customer experience. Building Permit Task Force meetings commenced in FY 2021 and will continue into FY 2022.

A keystone to maintaining and encourage high quality development is through the adoption of new Building Codes to ensure buildings are made to last, safe to inhabit, and more environmentally friendly. 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.

The city continues its commitment to support public art to help in creating a community identity. In FY 2021, the Arts Committee continued its membership with the Creative Communities Alliance and the Sculpture on the Move program. One artwork piece which had been on loan and placed at the front entrance the Police Building was purchased by the city and renamed "Eidman's Arches" in honor of the retired Police Chief Glenn Eidman after 41 years of service to the city. The city anticipates obtaining two more artworks: one replacement for the Shoppes at Westgate and another new installation at a location yet to be determined in late FY 2021/early FY 2022.

Strategic Goal 6: Maintain excellent municipal services.

The COVID pandemic presented new and unique challenges for staff to continue to provide the high level of service to its residents in FY 2021 while operating in emergency management mode. To curtail a pandemic outbreak in government facilities, directors and staff took immediate action beginning late FY 2020 and throughout FY 2021 to work cooperatively and responsively to CDC-recommended and St. Louis County-mandated social distancing and mask requirements to keep employees and the public as safe as possible. In response, staff utilized vacant office space, flexed work schedules and offered telecommuting options when possible, decreased and/or ceased use of contracted workers to minimize exposure risks, conducted daily sanitation of office areas and common spaces, limited access to building areas, conducted daily temperature checks, provided access to personal protective equipment (PPE), cleaning supplies and hand sanitation stations, and adhered to State and County quarantine, isolation and testing recommendations.

The Families First Coronavirus Response Act (FFCRA) mandated employers provide compensation benefits beginning in April 2020 for COVID-related quarantine, isolation and childcare leave. The COVID-related leave coverage period expired December 31, 2020; however, in 2021 the city voluntarily allowed employees to utilize unused leave balances to further encourage safe workplace practices until such leave is exhausted or until further notice. To date in FY 2021, employees have utilized approximately 3,124 hours of COVID-related leave valued at approximately $70,774. Most of the PPE and cleaning supplies, temperature kiosks, general expenses, and personnel costs associated with COVID-19 have been submitted to the Federal Emergency Management Association (FEMA) for grant reimbursement consideration. It is believed staff's due diligence in adhering to workplace protective measures helped keep COVID-positive cases to less than 10% of the entire city employee population was a contributing factor in staff's ability to continue delivering high level city services throughout FY 2021.

Keeping our community safe from criminal activity remains a top priority city service. Civil unrest, a growing anti-police sentiment, and acts of domestic terrorism were witnessed in other cities across the nation in FY 2021. It is becoming increasingly important to invest in the equipment and human collateral necessary to maintain Creve Coeur as a safe community and show support for our professional, CALEA-accredited Police Department. In FY 2021, the Creve Coeur Police Department (CCPD) held a two Virtual Police Department Town Halls to engage citizens and facilitate an open dialog about the CCPD use-of-force policies on how and when it is applied using best practice methods. Also in FY 2021, the CCPD purchased new body cameras and installed new in-car camaras to build better relationship between law enforcement and the community by promoting accountability, transparency and trust. Both body-cameras and in-car cameras provide more accurate records of police interactions with the public and will also assist with evidence collection for prosecuting crimes. In FY 2022, the CCPD will be going through its third CALEA re-accreditation process – now a quadrennial process – since earning this prestigious accreditation in 2012.

The city will soon be welcoming its newest member to the Police Department: Frizbi, a German Shorthair Pointer, will serve as the city's first K-9 bomb dog. Frizbi and his assigned police officer are currently in training so they can work as a proficient team at detecting bomb and explosive evidence at crime scenes, such as firearms, ammunition and shell casings along with tracking individuals who may be lost. Only a handful of local law enforcement agencies in the County currently have a bomb dog and this unique opportunity was made possible through the generous private donations of former Mayor Barry Glantz and Mr. and Mrs. Cliff Levy.

An ongoing goal of the city is to seek areas of collaboration and partnerships to streamline city services and reduce costs. In FY2021, the City of Ladue was welcomed as the fourth city to join the West Central Dispatch Center (WCDC) – a consortium that also includes Town & Country, Frontenac and Creve Coeur for police dispatch services. This collaboration has resulted in savings to Creve Coeur of more than $100,000 annually while improving service levels.

A similar partnership stalled in FY 2021 primarily due to the pandemic, but discussions are anticipated to recommence in FY 2022 with the potential consolidation of municipal court to include Creve Coeur and several neighboring cities. 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 which began in FY 2019.

Being good stewards of public monies by controlling long-term costs whenever possible is an ongoing, long-term goal. Recommendations resulting from FY 2019 Finance Task Force continued in FY 2021 with the assistance of the Finance Committee. A former Finance Task Force looked for cost-cutting measures and explored additional revenue sources while maintaining a high level of service in FY 2019. One of the recommendations was to implement a spousal surcharge on health insurance which was implemented in January 2021, whereby employees pay an additional monthly fee for any spouse who has access to health insurance coverage through their employer, but elects the city's insurance instead. The surcharge and subsequent premium savings to the city are estimated to save approximately $120,000 annually.

The City has historically provided its residents with no-cost notary services. Unique to FY 2021, this generally low-key service became a well-sought-after benefit during the November 2020 presidential election and ensured residents could safety exercise their right to vote via absentee and mail-in voting options as a result of the pandemic.

GENERAL FUND

Long-range revenue and expenditure projections for the General Fund are included in Section 2 of the proposed budget. In FY 2022, operating expenditures are projected to outpace operating revenues by $710,916. After interfund transfers, the fund balance is expected to decrease by $857,543.

The severity of the economic downturn caused by COVID-19, combined with the uncertainty and timing of a recovery, will make it difficult to accurately project revenues. The FY 2022 budget will be fluid and subject to change based on quarterly revenue results.

Long-Range Outlook

Prior to FY2021, despite a very strong local economy in Creve Coeur, the city continued to experience flat revenue growth until March 2020. Prior to March, the city's general fund revenues have increased an average of only .89% for the ten-year period through the projected budget for FY 2021. Many of the city's revenue sources have been essentially flat for several years, including sales tax, while utility tax continues to decrease each year despite a recent increase to rates.

The long-term global trend from brick and mortar to on-line shopping accelerated in FY 2021 due to pandemic. Cities across the state and nation have increasingly adopted a use tax to recover the revenue losses resulting from the trend to on-line purchases, and is a matter which the City Council and Finance Committee have discussed for future consideration in Creve Coeur.

Sales tax and utility tax together account for approximately 67% of the city's general fund revenue. While the city has done well in holding the line on expenses, increasing an average of 0.1% per year over the same ten-year period, this trend will result in future deficits which must be addressed.

As previously mentioned, 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 FY 2021 and 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 $17.6 million at the end of FY 2022 or 114% of annual operating expenditures. By FY 2026, the city's General Fund unassigned reserves are projected to be reduced to $9.1 million, or 53% 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 are proposed to partially pay for much-needed renovations to the Government Center over the next few years. Starting in FY 2022, the City will transfer $250K of this $2 million to the Capital Improvement Fund for the planning and design of such renovations, with the remaining balance of the $2 million projected to be used by FY 2024.

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 $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.

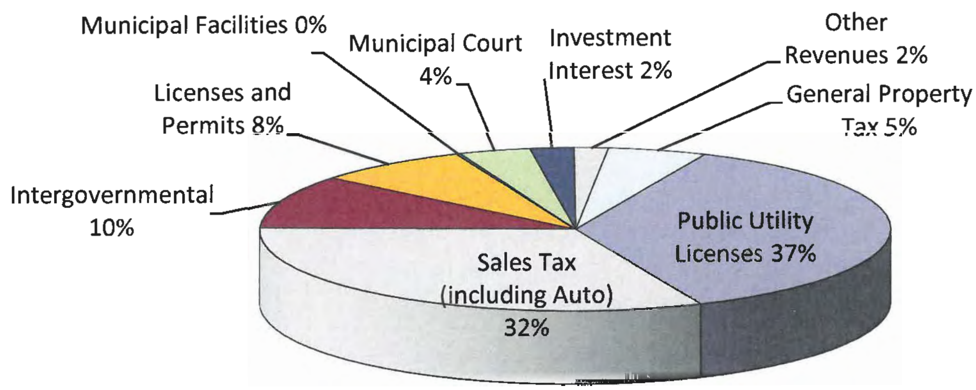
In FY 2019, the City sold Fountain Park ($749,533) and placed the proceeds in the General Fund reserves dedicated to future park improvements.

By maintaining a substantial reserve, the city has been able to respond to emergencies (such as the current COVID-19 pandemic and associated revenue shortfalls and the Ladue Road failure), pursue grant-match opportunities and maintain a triple-A credit rating. However, maintaining this reserve will be substantially more difficult in future years due to the economic crisis caused by COVID-19 and a long-term pattern of flat sales and utility tax revenues.

General Fund Revenues

The city's revenue stream continues to rely heavily on retail sales tax (30% of General Fund revenues) and utility licenses (37% of General Fund revenues). For FY 2022, operating revenues for the General Fund are projected to decrease 9.4% from projected FY 2021 revenues. This decrease is primarily due to one-time Coronavirus Aid, Relief and Economic Security (CARES) Act funds received and higher than normal building permit fees in FY 21.

General Fund Revenues by Type



A brief explanation of revenue projections for FY 2022 is provided below:

Intergovernmental Revenues, which include sales tax, gas tax, and county road and bridge tax, comprise 42% of operating revenue, are projected to decrease by 15.39% due to the City receiving $1.2 million from the CARES Act Program in FY 2021.

The city sales tax portion of Intergovernmental Revenues, based on the city's sales tax rate of 1.25% but is subject to the St. Louis County sharing formula, whereby a portion of revenues are shared with other cities and the county. The city's sales tax for FY 2021 is projected to be $4,371,186, or 14.6% lower than FY 2019, the last full year not impacted by the pandemic. For FY 2022, staff is projecting a 2% increase as a result of the economy starting to recover from the pandemic.

Public Utility Licenses, which comprise 37% of the city's operating revenue, is expected to decrease 1.65% in FY 2022 to $5,438,387. This projection is on the heels of an estimated 3% decline in FY 2021, despite recent rate increases, as COVID – related restrictions kept most offices and other businesses largely empty. 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% at that time.

The city's **Real Estate Tax** rate per $100 of assessed value is projected to decrease to $.072 for residential and $.071 for commercial property for FY 2022 based on preliminary assessed valuation numbers. This is the maximum rate allowed under the city's existing rate cap. This will generate about a total of $745,557 in real estate tax revenues for FY 2022. 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 decrease by 21.5% to $1,158,821 or 8% for FY 2022. Building permit revenues, based on a five-year average, are projected to decrease by 34.2% to $625,000 due to an exceptional year in FY 2021 with several large projects being initiated. Apartment Re-Occupancy permit revenues are projected to increase to $157,733 in FY 2022 as a result of increased rates in late FY 2020.

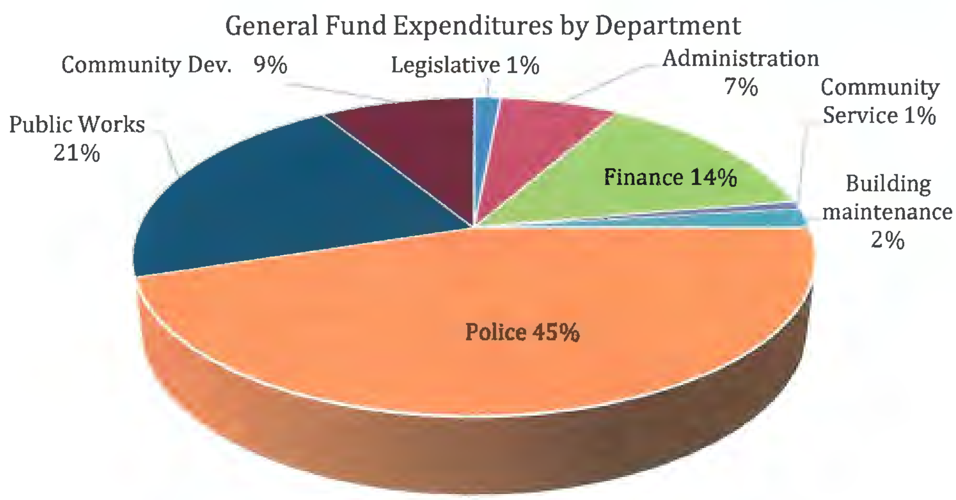
Business license revenues are projected to be flat in FY 2022, at $188,355. However, this represents an 17.2% decrease compared to FY 2019 actuals, due largely to COVID-19. The city's business license rates have not been adjusted since the early 1990s.

Municipal Court revenues are projected to increase by 7.9% in FY 2022 to $538,800 or 4%, as Municipal Court sessions was substantially curtailed in FY 2021 due to the pandemic.

Interest on Investments is expected to decrease by 7% in FY 2021 to $330,000 or 2% due to interest rates declining due to COVID-19 pandemic.

Charges for Municipal Facilities are projected to increase to 81.6% to $29,800, and can be attributed to the substantial decrease in revenue for FY 2021 due to the COVID-19 pandemic. This is down 59% from FY 2019 of $72,462.

General Fund Expenditures



Fiscal Year 2021 expenditures are projected to be .8% higher than budgeted in FY 2021, and 5.89% higher than projected expenditures for FY 2021. As the chart below demonstrates, personnel services comprise 71.7% 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 2021 Projected	FY 2022 Budget	Percentage Change
Personnel Services	$10,726,190	$11,093,512	3.4%
Operating Expenses	$3,661,486	$4,028,371	.10%
Capital Outlay	$231,418	$358,535	54.9%
TOTAL	$14,619,094	$15,480,418	5.89%

Personnel Services

The Police Department composes the majority (52%) of the General Fund personnel expenditures. The Public Works Department makes up the next largest portion of the city's personnel costs (12.7%).

Major factors affecting personnel expenditures in FY 2022 are outlined below.

- Since 2008, the city's full-time employee count has been reduced by 13 positions to 107 FTEs in FY 2022. An additional civil engineer position is proposed for FY 2022 to serve as project manager for the new capital and projects made possible with the passage of the Parks and Stormwater Tax in FY 2021. This position will be funded by the Parks and Stormwater Fund.

- A long-standing strategic goal of the city is to maintain a competitive pay and benefit package to attract and retain the best talent. FY 2021 was the first time in 10 years (FY2010) the city did not include any merit, salary range changes or market equity increases in the budget – primarily due to projected revenue deficits associated with the pandemic. Through a mid-year budget amendment, the city provided employees with a one-time merit bonus equal to 1.5% of salary in December 2021. In FY 2022, staff is proposing a 2% merit adjustment ($128,121). The minimum and maximum salary ranges are recommended to increase 1% for all non-commissioned positions, and 3% for all commissioned positions. Market adjustments are being made to a few non-commissioned positions, and all commissioned positions due to market analysis and internal compression issues. The total combined merit, market equity adjustments, and salary range changes are estimated to cost $194,917.

- 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 2022, longevity pay will total $30,528, 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 2022, rates are projected to increase 4.5% which will increase the City's premiums $48,310 to $1,121,829*; however, a surplus distribution from prior years is anticipated to offset this increase by approximately $97,154. As previously discussed, the city also implemented a spousal surcharge program effective January 1, 2021, which is expected to result in annual savings of $120,000. 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 legacy defined benefit (DB) pension plan covers employees hired on or before June 1, 2006. In previous years, the unfunded liability costs associated with the legacy plan had been dispersed and shared among all of the department operating budgets with active members in the plan; however, beginning in FY2022, these unfunded liability costs were expensed to the Finance Department-Interdepartmental budget for more accurate tracking of these expenses totaling approximately $849,951. The employee contribution to the legacy pension plan (4%) is projected to generate $89,924 to offset a portion of the city's total contribution to the pension fund, budgeted at $1,305,083*. The city's estimated contribution is $33,830 more than the contribution for FY 2021. The City Council and Pension Board adopted a 10-year amortization schedule to retire the unfunded pension liability, but due to adopting the current mortality table and reducing the earnings assumption from 7% to 6.75% in FY 2019, and then to 6% starting FY 2022, the amortization schedule has been extended to a 14-year period. Additionally, in FY 2021 the percentage of funds transferred from the Public Safety Fund to the General Fund was increased from 15% to 20% to offset a portion of the expenses associated with police officers in the legacy DB plan. This transfer will offset General Fund pension costs associated with the legacy DB plan by $176,335.

- Employees hired after June 1, 2006, are in the LT-8(65) Missouri Local Government Employees Retirement System (LAGERS) and contribute 4% of their salary to the plan. The 4% employee contribution is projected to generate $199,282*. The city's contribution to LAGERS is budgeted at $356,402*.

  **Combined General Fund, Capital, Sewer Lateral, Park & Stormwater and Enterprise Fund.*

Operating Expenses are projected to increase by 10% to $4,028,371 in FY 2022. The city's trash and recycling contract represents the city's largest non-personnel related operating cost. The city entered into a new 5-year contract with Republic Waste in FY2021 and the potential for a 4% increase is budgeted for a total of $798,720. 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 $358,535 for FY 2022. This amount represents a 55% increase over the estimated FY 2021 expenditures with most of the increase due to an increase in police vehicle replacement, as many capital expenses were deferred in FY 2021 due to the economic uncertainty caused by the pandemic.

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 2022–FY 2026) includes approximately $19.5 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 2022 – FY 2026) is eligible to be approved by City Council on April 12, 2021.

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 $1,874,443 at the end of the current fiscal year, down 13.5% from the last full pre-pandemic fiscal year (FY 2019). A slight increase in sales tax revenue is projected in year 2022 due to anticipated re-opening of businesses post-COVID-19 pandemic, but then is projected to remain stable, but flat from 2023 and through 2026.

Historically, General Fund transfers of $400,000 have been recommended and included in the Capital Improvement Plan to provide funding to maintain a robust street maintenance program and consistent with the intended use of county road and bridge revenues. In anticipation of renovations necessary to the Government Center, City Council earmarked $2 million in the General Fund for this purpose several years ago. Design is planned in FY2022 with construction in FY2023 and FY2024; therefore, transfers for FY2022-FY2024 are higher than normal, respectively $650,000, $600,000 and $1.95 million.

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 2022 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 - $335,000
- Park Development Projects - $180,000
- Stormwater Projects - $0
- Street and Sidewalk Improvements - $3,285,000 (offset approximately $839,000 by grant funding)
- Capital Equipment - $502,300
- Administration - $93,082

PARKS AND STORMWATER FUND

As previously mentioned, in November 2020, voters in Creve Coeur approved a half-cent tax increase (Prop C), that is dedicated to finance operations, maintenance, and capital improvements for the city's parks and stormwater infrastructure. A proposed policy on use and allocation of revenues generated by the parks and stormwater sales tax is included in the "Financial Policies" section of the budget.

Parks and Stormwater Revenues

The new half-cent tax went into effect on April 1, 2021 and revenues for last quarter of FY 2021 are projected to be $465,610, with FY 2022 revenues projected to be $1.9 million for a full year.

The city also projects $595,500 in funding from other agencies, including a grant from the Municipal Parks Commission and funding from the re-established Operations, Maintenance and Capital Improvement (OMCI) Deer Creek Watershed District by MSD.

Parks and Stormwater Expenses

The FY 2022 projects are outlined in detail in the CIP. Expenditures by major category in the Parks-Stormwater Fund are as follows:

- Parks and Recreational Facilities - $1,810,000
- Stormwater - $200,000
- Capital Equipment - $0
- Administration - $104,364

BUILDING PROJECT BOND FUND

In FY 2017, voters approved a $10.635 million general obligation bond measure to finance the construction of a new police building on the existing property of the Creve Coeur Government Center and make safety and security improvements to the Government Center. Construction of the police building mostly completed by FY 2020 with closeout occurring in early FY 2021.

In FY2022, $50,000 is budgeted for Government Center lower-level renovations associated with safety and accessibility upgrades, including those which may be necessary for the WCDC relocation.

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 2022 is $899,308. 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 2022 includes transfers out of the Public Safety Fund into the General Fund to cover the increase in pension contributions for the Police Department $176,335. 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 $156,434 and have been included in the FY 2022 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 $49,600 in FY 2022.

Other capital items, including building upgrades, firing range lead abatement and Digital-on Q Evidence System in this fund for FY 2022.

BUILDING PROJECT DEBT SERVICE

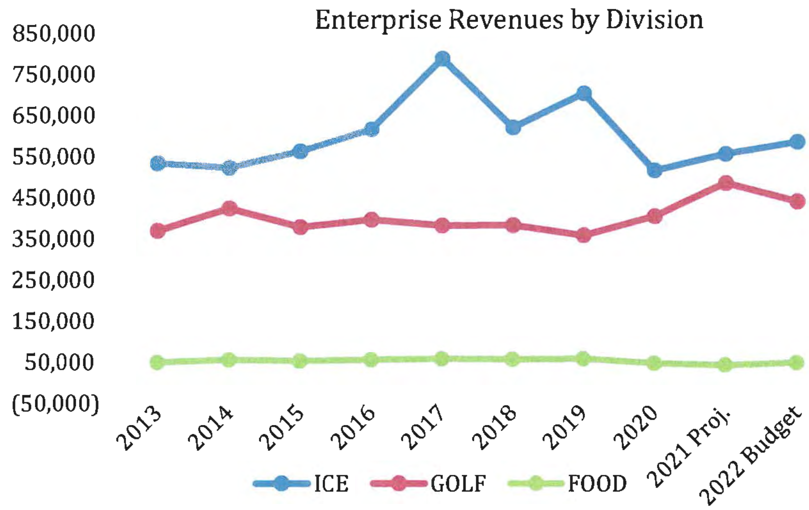
The debt associated with the Building Project Fund will be paid through real and property tax assessment of $0.075 (based on preliminary assessed valuation numbers) and will sunset after 20 years (2037).

In FY 2022, property tax revenue is estimated to be $657,232, with interest revenue of $750.

Interest expense is estimated to be $261,306, and principal expense is anticipated to be $455,000 in FY 2022.

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.



MEF Revenues are projected to be 3.1% lower in FY 2021 ($1,085,900) compared to the last full pre-pandemic year of FY 2019. The golf course has seen a substantial increase over FY 2019, up 35%, as residents and non-residents have sought outdoor activity while schools and businesses have been closed. The ice arena, however, has been negatively impacted by the pandemic with play interruptions and restrictive policies in the interest of public health. Ice revenues are projected to finish FY 2021 down 21% compared to the last pre-pandemic fiscal year of 2019.

Going forward, Operating Revenues for the Enterprise Fund are projected to decrease by .8% to $1,077,259. This is primarily due to a projected decrease in green fees for FY 2022 businesses and schools re-open and other entertainment and activity options re-emerge.

Operating Expenses for the Enterprise Fund are anticipated to increase by 5% to $1,168,487. This increase is mainly due to an increase in personnel costs since only a one-time merit increase of 1.5% was given in 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 $86,622 will be required to support MEF operations in FY 2022.

Ice Arena

Ice Arena revenues are estimated to increase by 5.27% over projected FY 2021 revenues to $585,805 in FY 2022. Estimated expenses for FY 2022 are projected to increase 4.98% to $549,532 when compared to projected expenses for FY 2021. A slight increase in expenses resulted primarily from an increase in personnel costs since only a special one-time merit increase of 1.5% was given in FY 2021 as a result of the COVID-19 pandemic and correlating loss in revenue.

Golf Course

Golf Course revenues are budgeted to decrease in FY 2022 by 9.15% to $441,955 when compared to projected revenues for FY 2021, due to lower revenues caused by COVID-19 as well as fee increases. Estimated expenses for FY 2022 are projected to increase by 4.4% to $582,752 over projected FY 2021 expenses of $558,172.

In late FY 2020 and throughout FY 2021, 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 2022 through improved marketing including on-line reservations and sponsorship opportunities. However, during the indoor capacity limitations, the Ice Arena experienced a reduction in use, while the golf course has remained open.

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 2022 to $49,500 compared to projected FY 2021 revenues of $43,000. Estimated expenses are projected to increase to $36,203 compared to projected FY 2021 expenses of $30,890.

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 2022 are budgeted at $1,305,083 including interest compared with FY 2021 employer contributions of approximately $1,271,253 plus interest. In addition to the City Council adopting a more conservative investment earnings assumption of 6% starting in FY 2022 (down from 6.75%), the most current mortality table will be implemented in FY 2022 and the 10-year amortization schedule was extended to a 14-year schedule. The FY 2022 budget includes an employee contribution of 4% of salary by participating employees with less than 30 years of service ($85,924) 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 continues to set Creve Coeur apart from other communities.

The FY 2022 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 and Assistant City Administrator Sharon Stott for their diligence in developing this budget for your consideration.

Sincerely,

Mark C. Perkins

Mark C. Perkins
City Administrator

CITY OFFICIALS

MAYOR
Robert Hoffman

CITY COUNCIL

Ward I
Mark Manlin
Heather P. Silverman

Ward II
Tim Carney
Nicole Greer

Ward III
David Z. Hoffman
[Position Currently Vacant]

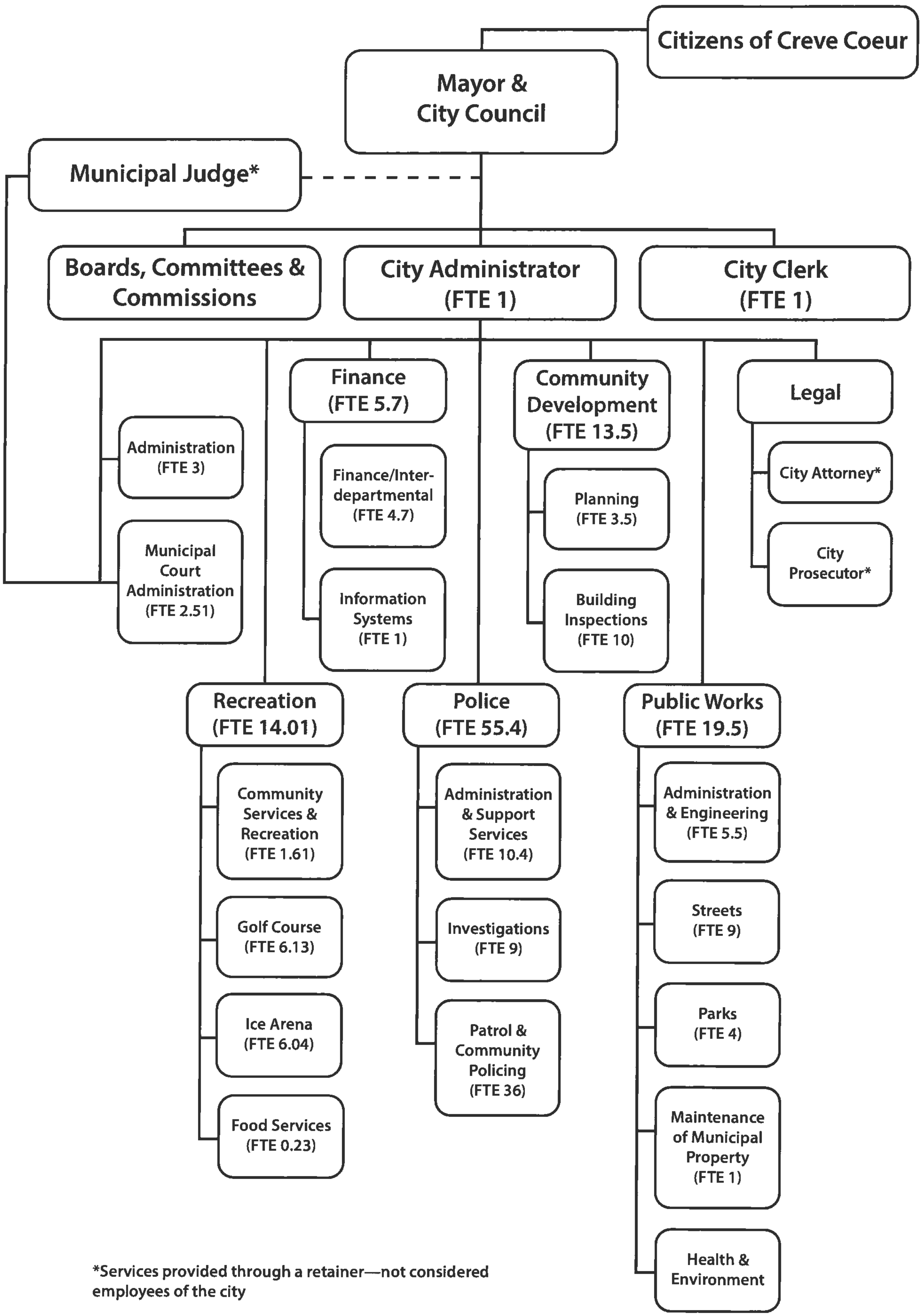
Ward IV
Joe Martinich
Dan Tierney

ADMINISTRATIVE STAFF

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

**Independent contractor.*

Organizational Chart



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

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

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City of Creve Coeur
Missouri

For the Fiscal Year Beginning

July 01, 2020

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 2022 COMMENCING JULY 1, 2021 AND APPROPRIATING FUNDS PURSUANT THERETO

WHEREAS, THE ANNUAL BUDGET FOR THE FISCAL YEAR COMMENCING ON JULY 1, 2021 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 24, 2021, 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 4, 2021, 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, 2021, 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 (FUND BALANCE POLICY) 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 2019. NONE OF THESE MONIES HAVE BEEN SPENT. IN ADDITION, $200,000 REMAINS ASSIGNED FOR STREET IMPROVEMENTS PER ORDINANCE 5479. LASTLY, THE PROCEEDS FROM THE SALE OF FOUNTAIN PARK ($749,533) REMAINS RESERVED 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 14TH DAY OF JUNE, 2021.

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XXXXXXXXXXXX
PRESIDENT OF CITY COUNCIL

APPROVED THIS 14TH DAY OF JUNE, 2021.

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ROBERT HOFFMAN
MAYOR

ATTEST:

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DEBORAH RYAN
CITY CLERK

Communication: Review Proposed FY2022 Budget (New Business)

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, which are reviewed annually and adopted by City Council through the budget adoption process, 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. Below are examples of some of the policies used to guide daily operations. A more in-depth version of the policies can be found with the Finance Department. 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 reserv in the General Operating Fund which represents 4 months of the last two years average expenditures.	• The City complies with this policy. FY 2022 Unassigned Fund Balance is 99.2%.
• Medical insurance is a shared responsibilit 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. January 2021, the City implemented a spousal surcharge to those employees who spouse could get coverage through their employer, bu chose to stay on the City's insurance.
• Overtime expenditures shall be no more than 2% of personnel costs.	• The City projects .80% overtime expenditures in FY2021 and .78% in FY 2022.
• The City shall aggressively seek regional an national financial partners to support majo capital projects. Shared services with our citizens, the business community and othe 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-Par 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 program for City owned streets. Ou fleet has been reduced in past years to a level which allows staff to provide basic services an 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 \$1.48M surplus in FY 2021 due to funding from the CARES Act program, and \$858K deficit in FY 2022 due to the continued 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 residents voted for a Parks & Stormwate Sales Tax that became effective April 1, 2021. The City is actively studying for additional revenue sources – Gross Receipts Tax, Business License Fees, Local 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 pol 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 objectiv 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 2022 Unassigned Fund Balance is 99%.
• 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.

Budget and Financial Policies (Continued)

Debt Policies (Continued)	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.

Communication: Review Proposed FY2022 Budget (New Business)

Budget and Financial Policies (Continued)

Debt Policies (Continued)	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%

Budget and Financial Policies (Continued)

Parks and Stormwater (PSW) Sales Tax Policies	**Performance Against Policies**
• In accordance with Missouri law, the Parks and Stormwater (P&S) Sales Tax funds are to be recorded in a separate fund, not to be mixed with other general-purpose revenues. • The City will allocate P&S Sales Tax revenue based on the following guidelines using the next 5-year average: a) Capital Improvements (including design, construction, projection management and administration) – 80% of annual funds I. Project management/admin – 7% II. Parks – 50-65% III. Stormwater – 35-50% b) Maintenance/Operations (including parks maintenance, stormwater maintenance, and recreation programming) – 20% of annual funds c) Dielmann Recreation Complex (DRC) accounts will not be changed by this policy. a. DRC Capital Improvements are allocated under the Capital Fund. b. DRC Operating expenses and revenues are accounted for under the Enterprise Fund.	• The City complies with this policy as stated below: a) 97.86% I. 4.6% II. 53.7% III. 23.6% b) 20% c) n/a

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). A new strategic plan was scheduled to be developed in FY 2021, but due to the COVID-19 pandemic and anticipated turnover on the City Council, it was postponed to FY 2022.

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.

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 2017-2020 or as needed; scheduled for May 2021 following Mayoral/Council election.
Conduct triennial citizen survey.	Public Information Officer	FY18, Priority 1	• Citizen Survey completed in June 2018. • Survey postponed from FY21 to FY22 due to anticipated Council turnover in spring 2021.
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. Paid content reaches 20%-500% more individuals (approx. 500-5,000 more individuals), depending on how much is spent. • City, Recreation and Farmers Market Facebook pages spent a total $260 on ads in FY19; City Facebook spent $23 on ads in FY20; $100 in ads in FY21 to date. • City social media platforms: Facebook (2,072 followers), Twitter (1,380 followers), Instagram (235 followers), NextDoor (4,763 followers). • Police social Media platforms: Facebook (8,283 followers), Twitter (2,361 followers), Instagram (1,298 Followers), NextDoor (4,763 members), and Neighbors Social Media Apps.
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 boards were 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 in 2020. • Yard signs posted along New Ballas to promote Business Awards in 2020 and 2021.

Communication: Review Proposed FY2022 Budget (New Business)

	Implementation Lead	Schedule	Staff Notes/Updates
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	• Wayfinding signage will be part of the Government Center renovation project. • Laminated maps have been placed in the lobby to direct visitors to the court office on the lower level. • New Directional sign 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; approximately 35 trustees attended. • Event cancelled in FY21 due to COVID-19; tentatively scheduled for late summer/fall FY22.
Inform citizens on regional governance initiative and potential impact on Creve Coeur *(New Item added in 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, Creve Coeur Night Out.	Police Chief	Ongoing, Priority 1	• FY21 Outreach: virtual community safety event, Neighborhood Watch outreach meetings, community shred event, virtual CC Night Out with food bank collection, Mercy Holiday Toy Drive/Donation event.

			• FY22-fwd: Residential Security Class; Safety Around the Home; Personal Safety class; Identity theft prevention class; Creve Coeur Days; Active Shooter Presentations; Shop with Cop; DARE Class; Basic & Advanced Citizens Academy; Creve Coeur Night Out; DEA Drug Take Back; AARP Driver Safety.
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 hosts weekly musicians. • All concerts were canceled due to COVID-19 in 2020. • Possible band added to future Arbor Day Celebrations.
~~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 was held September 2019; approx. 20 residents in attendance. • Event cancelled in September 2020 due to COVID-19; tentatively scheduled for September 2021.

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	• Posting Committee openings through Facebook and Nextdoor to reach broader audience and demographics. • As previously noted, PD is using our social media platform to share schedules and events. • Implemented use of video conferencing for elected and 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 2018 and 2020; and anticipated in April 2021.
Explore ways to bring the perspective of young people into the city's decision making perhaps. Make a recommendation to the City Council.	City Clerk	FY19, Priority 2	• City Clerk contacted Ladue and Parkway North High Schools fall of 2019 to advise of City's interest in ex-officio student representation boards, committees and commissions; cancelled in FY21 due to COVID-19. Uncertain of time frame when to move forward.

Form a working group to consider consolidation of boards / commissions / committees and make recommendations to the City Council. Consider policy for creation of additional appointed bodies.	City Administrator, Mayor, City Clerk	FY20, Priority 3	• New Venable Task Force formed in FY20. • New Building Task Force formed in FY21. • Postponed review of board/commission/committee consolidation until after the new Council is established in April 2021.

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. • Recreation and Public Works staff collaborated to include a combination of deferred parks maintenance and projects from the Parks & Rec Master Plan into the five-year CIP. • Regular meetings are held to discuss park playground, restroom, pavilion, and meeting room usage during COVID restrictions.

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 have promoted courses through social media, increasing participant numbers in Junior Golf Camps, adding Footgolf and additional tournaments. • Created hole sponsorship program, 2 sold as of fall 2019. • Created golf course website. • Offered two Junior PGA events. • Additional youth camps added in FY19 and in FY20. • FootGolf held on the 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 trails/walkways in FY19. • Informational display signs for historical buildings installed 2018. • Collaborate with other committees as opportunities present themselves • PHP assisted with educational efforts regarding Prop C Parks and Stormwater Tax which was approved by voters in November 2020; additional park projects included in the 5-year CIP in 2021.
Create GIS layer for parks facilities. $	Public Works Director, Recreation Director	FY20, Priority 3	• Park property layer complete in FY18. • Changed 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 business newsletter 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. • Map promoted in April Recreation Guide annually.
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 has contacted clubs and organizations to discuss opportunities. • Relocated the market to the American Legion Post for 2019 & 2020 seasons. • 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. • Park sign plan is included in FY22 of the CIP.
Offer special rate to businesses/employers within Creve Coeur. Consider a punch card option.	Recreation Director	FY19, Priority 2	• Staff scheduled to research winter 2020; however, most of the programming was cancelled due to COVID-19.
Target 10 new businesses: request involvement and sponsorship in community events like Farmers Market and Summer Concert Series.	Recreation Director	FY19, Priority 2	• Staff have approached 5 new businesses to date, resulting in a sponsor for the Heart to Heart event ($300) and first Golf Hole Sponsor ($1,000).
Use television monitor to stream recreation program information behind counter at Dielmann Recreation Complex. $	Recreation Director	FY19, Priority 2	• TV installed in FY19 and currently 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 FY20 with priority projects incorporated into CIP with PHP recommendations and available funding; some funding

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			in PW operating budget for park equipment and infrastructure • Pursue additional funding sources to supplement replacement needs and new facilities. • Cabin/Lake School assessment completed FY20. • Recreation, Administration, and Public Works staff, along with the PHP and Stormwater Committees, worked together to develop and educate the public about Prop C. • Passage of Prop C in FY21 allowed for the 5-year CIP to include significant investment into the parks, with deferred parks maintenance and several projects from the Parks Master Plan beginning in FY22.
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 was completed in FY20; report 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 FY20; funds earmarked for additional parks and recreation improvements within three years. • Staff is continuing to explore for new land in the city that would be available to purchase for park properties.

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	• Street banners installed in the corridor in FY19. • Joint Marketing/Branding MOU entering its 4th year in FY22; stand-alone web site for 39N was launched in FY20.
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 2021. • City staff has obtained state and federal grants to fund the majority of modifications to and signalization of the intersection of Lindbergh at Old Olive (Phase 1 of Old Olive Great Streets Plan). Construction projected for 2023-24. • 39 North Greenways Plan adopted by the Planning & Zoning Commission in January 2020. • St. Louis Economic Development Partnership applied for federal EDA grant Jan 2021 for Old Olive Great Street Phase II and 39N Greenway.
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 districts along Old Olive. Staff to conduct a thorough zoning analysis review after E. Olive updates are completed.

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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 FY18, EDC met with commercial real estate brokers to review their sign code amendment recommendations. • IN FY19, EDC and staff met with commercial developers and 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. • In FY21, EDC implemented the Show the Love Campaign to encourage residents to shop local to support businesses due to COVID-19.
Explore a food-truck Friday at a City park.	Recreation Director, Arts Committee	FY18, Priority 1	• City staff investigated and researched showed events are competing against so many other 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. • Many city events cancelled in 2020 and 2021 due COVID-19.
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 March 2021 meeting and plans to present to Council soon.
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	• Originally looking at a possible 1-day event in fall 2020; cancelled due to COVID-19; possibility of revisiting it in the future.

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 set up a 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.
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. • City partnered with the Chamber on awards program 2019, 2020, and 2021. • Promotion expanded in 2020 and continues, includes paid billboard and Facebook advertising, yard signs, and cross promotion with Chamber, and solicitation of nominations process of the 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 • City is partnering with SLEDP and MoDOT to include illuminated street name signs with the City logo along Olive. • New standard (not illuminated) street name signs include City logo at Ballas and Magna Carta as a trial for the City's signalized intersections.

	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	• Created two 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 the inspection process in summer 2019, in follow up to ongoing surveys. • In FY21, EDC implemented "Show the Love Campaign" to solicit videos from local restaurants; promoted 3 submissions on City website and social media; promotion ongoing.

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 and constructed pedestrian/bike path crossing on Warson Road to connect Stacy Park to 39N. • Old Olive Great Streets Plan has been completed; construction of Phase 1 (with bike/ped crossings at Lindbergh and Old Olive) planned for 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. Residents of Bellerive Estates Subdivision were not in favor of the trail. Staff will look for other opportunities to make a connection between Mason and Bellerive Estates Dr.
Identify funding for new bicycle/pedestrian paths. $	Public Works Director, Recreation Director, City Council	FY19, Priority 1	• Recreational Trails Program grant, Municipal Parks grant, Transportation Alternatives Program grant, and Land and Water Conservation grant identified as potential funding sources for future projects • Funding for Phase II Old Olive Great Street and 39N Greenway application submitted by SLEDP Jan 2021 to federal EDA.
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 have been explored and will be discussed as part of the preliminary designs and prioritization of improvements to Millennium Park in FY2021-FY2022.

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. • Review of Dielmann Recreation Complex solar panel lease/cost-benefit to determine efficacy of ownership beyond lease expiration in FY20. • Energy code requirements will be incorporated into park restroom design in FY21. • Energy efficiency will be incorporated into the design and construction of the Government Center renovation project. • Dielmann-East Meeting Room scheduled for HVAC replacement in FY22 with higher efficiency unit.
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 were incorporated into 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 lease expiration in FY20. • Ongoing opportunities to seek energy efficiencies when building equipment is replaced. • Energy efficiency will be incorporated into the design and construction of the Government Center renovation project.
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. • Police Department added 3 Ford Explorer hybrid patrol cars in FY21 with 4 additional planned for FY22.

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 the 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 are being incorporated into qualifying improvement permits.
Continue to promote the Climate Action Plan and recognize community success.	Energy and Environment Committee, Public Information Officer	Ongoing, Priority 2	• E&E recommended the 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 FY20 and FY21 to promote recycling, waste reduction, and Green Business Certification. This position is grant funded by St. Louis County through June 2021.

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 • FY20, City Council approved acquisition (@ $0) of Dielmann Recreation Complex solar panel array with Council following the expiration of a 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; purchased at end of loan with City Council approval in FY21 and renamed "Eidman's Arches". • Little Library installed in Millennium Park 2019, additional under construction as a Boy Scout project. • With passage of Prop C Parks and Stormwater Tax in November 2020, ongoing discussions for park improvements and gathering locations underway.

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 the 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, and this additional manpower will allow for greater focus on exterior code enforcement. • Adoption of 2015 Building Codes approved by City Council in April 2020. • In FY21, City Council established a Building Task Force to identify process and customer service improvements.
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. • a 20-unit apartment project application within East Olive corridor was submitted 12/2019. P&Z review scheduled for Jan. 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. • Mural completed on retaining wall, 425 N. New Ballas, by property owner, Dec. 2019 • In FY21, City Council approved the purchase of art previously on loan at the Police Department and renamed the artwork "Eidman's Arches".
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.

			• New sculpture at BJC West County Hospital expected to be submitted for City review in FY22.
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.
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. • In 2019, EDC hosted a forum for the commercial real estate industry and developers to obtain input on East Olive redevelopment constraints and opportunities.
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.

5f. Building Permitting Process.[1]

	Implementation Lead	Priority	Staff Notes/Updates
Identify improvements to building permitting and inspection processes; to improve citizen satisfaction level and reduce inspection volume. [1]*(Item Added July 2018)*	Administration Director of Community Development Chief Building Official	FY19, Priority 1	• Required inspector call-aheads and reduction of inspections on smaller residential projects have been implemented. • Changes to the phone system and procedures have been implemented to reduce reliance on voicemail to improve customer service. • Inspection procedures for windows and door permits under review for implementation early 2020. • Additional inspector hired as part of transition coming due to 3 anticipated retirements in 2021. • In FY21, City Council established a Building Task Force to identify process and customer service improvements. • In FY22, procure permitting software.

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, Priority 1	• Pension Board / Council agreed to a more conservative interest earnings assumption (6%). • City completed a voluntary buyout for 9 of 30 non-active vested legacy plan participants. • City increased employee contributions from 3% to 4%.
Continue long-range forecasting to anticipate revenue and expenditure challenges in advance.	Finance Director	Ongoing, Priority 1	• In FY19, the Finance Task Force developed recommendations submitted to Council and incorporated into the FY 20 budget. • The Finance Committee and staff reviewed the 'Year 3' recommendations in January 2021 for any recommendations for Council consideration.

Communication: Review Proposed FY2022 Budget (New Business)

Seek grant opportunities to support municipal services.	All Departments	Ongoing	• Staff have received and continue to pursue grants for road improvements, public safety, stormwater, and parks as highlighted in CIP FY22-FY26 and the proposed FY22 budget document. • City opted to participate in MSD's property-tax-funded reimbursement program for improvements to the Deer Creek watershed beginning in FY22. • Parks-stormwater sales tax provides increased funding for the operations and maintenance of parks and stormwater facilities.

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 3 other cities; phased implementation projected beginning in 2022. • FY21, the City of Ladue Police Department joined the WCDC dispatch consortium. FY22-fwd: WCDC will continue to have discussions with neighboring cities on further 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, Priority 1	• Phase 1 - Incode 10 Finance/HR/Payroll live October, 2018, implementation substantially complete. • Phase 2 - EnerGov - Permits/Public Works – implementation was subsequently cancelled in FY20 and credited in FY21 due to software incompatibility with City processes. • Recreation Department software update completed fall 2018 to Max Galaxy which is now no longer supported so staff are currently looking for new recreation software. • In FY20, the Police Department implemented new software for

			physical evidence tracking and maintenance. FY22-fwd: PD to implement software to access criminal smartphone evidence and software to manage all digital evidence.
Develop new procedure to regularly review website and solicit updates to keep site current.	Department Heads, Public Information Officer	FY18, Priority 1	• PIO has implemented a quarterly website review procedure to ensure all pages are reviewed at least once per year - ongoing.
Explore the 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 • Ongoing, Chief Building Official continues to purge large drawings • Ongoing, surplus equipment being sold or disposed of. • Beginning in FY20-fwd, Administration has been uploading personnel records into Tyler software system. • Ongoing purging and destruction of records that have met retention requirements.(with Council approval) Shredding now on a monthly schedule instead of annually.

6c. Ensure a competitive work environment.

	Implementation Lead	Priority	Staff Notes/Updates
Conduct annual salary and benefit review.	Administration	Ongoing, Priority 1	• Transitioned from defined contribution to LAGERS defined benefit completed 8/1/2017. • Annual review of local area cities benefit/salaries; completed for FY22 in February 2021. • Min and/or maximum salary ranges increased for all and/or PD positions 2018, 2019, 2020, and recommended for FY22; market equity adjustments to some positions FY18-FY20, and proposed for FY22. • 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.
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 budget allocations. • Ongoing, Administration partners with Employee Assistance Program, PD, IT and other external companies to offer in-house training to employees. • FY19-20 training opportunities for personal and professional improvement; FY21 training significantly impacted by COVID-19 – implemented use of webinar training for employees by midyear. • FY22-fwd, PD will submit a candidate for FBI National Academy attendance.
Create standardized onboarding plan for new employees.	Department Heads, Administration	FY19, Priority 1	• Created checklist updated in FY18 to ensure orientation is consistent with all new employees. • Ongoing 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	• Improved organizational chart included in budget book in FY21 and FY22. • Due to Administration staff turnover in 2019 and COVID-19 in 2020, action item postponed to summer/fall 2021.

6d. Renovations to the Government Center to improve safety, accessibility, functionality and efficiency[2]

	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. • The CIP includes design and construction of renovations to the Government Center in lower-level and upper-level phases from FY21-FY24.

A "$" in the goal indicates there is a cost associated with that goal.
[1]New in July 2018
[2]New in January 2020

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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.
	Park and Stormwater Sales Tax Fund - This fund is used to account for use of funds collected from the .5 cent sales tax dedicated to parks and stormwater control.
	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.
	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.
Capital Projects Funds	Funds to account for financial resources to be used for the acquisition or construction of major capital facilities.
	Capital Improvement Fund – This fund is used to account for the .5 cent capital sales tax used for the acquisition, construction or improvements of major capital facilities and infrastructure (other than those financed by proprietary funds and trust funds) and equipment whose value exceeds $20,000, which is not financed by proprietary funds.
	Police Building Fund – This fund is used to account for the levy of a property tax to provide 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

The following table reflects the funds included in each Department/Division:

Fund Categories	Governmental Funds							Proprietary Fund	Fiduciary Funds	
Department	General Fund	Capital Fund	P & S Fund	Police Bldg Fund	Debt Service Fund	Public Safety Fund	Sewer Lateral 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				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		X	
Public Works Street Maintenance	X	X							X	
Public Works Health & Environment	X									
Public Works Parks Maintenance	X	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 FY2022 Budget (New 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 and Administration departments 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 can take up to 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 no later than the 1st City Council meeting in June. At that meeting a public hearing is held. The budget is then adopted by the 2nd City Council 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.

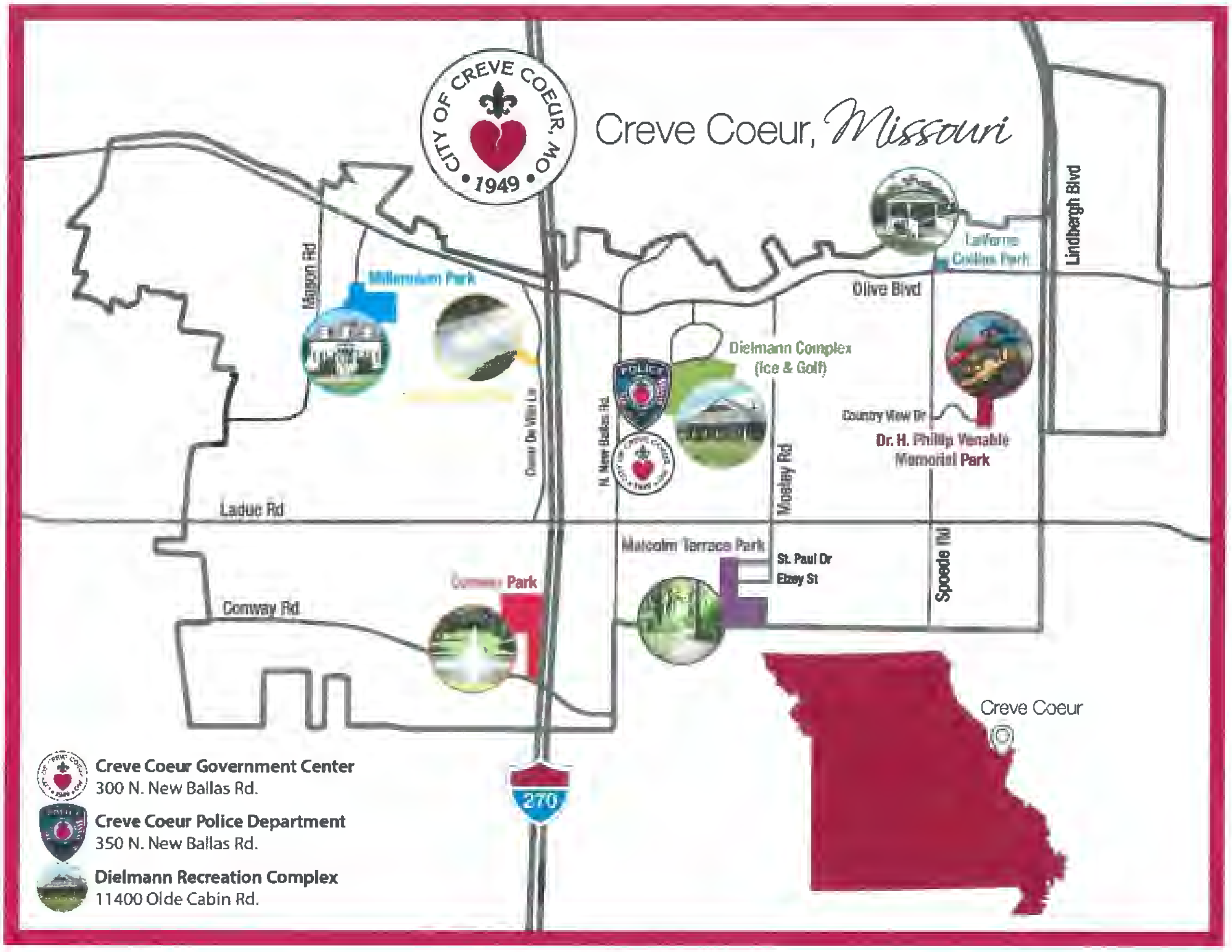
(b) *Reduction of appropriations*: If at any time during the fiscal year it appears probable to the City Administrator that the revenue and uncommitted surplus available will be insufficient to meet the amount appropriated, he or she shall report to the City Council without delay, indicating the estimated 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.

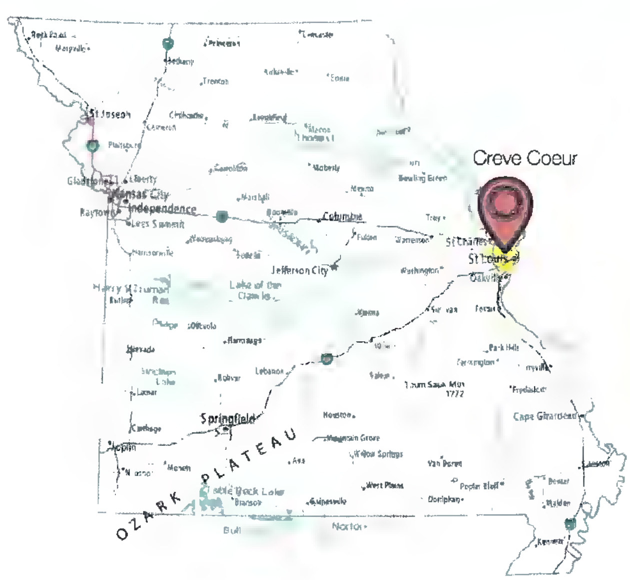
(c) *Transfer of appropriations*: At any time during the fiscal year the City Administrator may transfer part or all of any unencumbered appropriation balance, not including salaries or capital expenditures, among programs within a department, office or agency and, upon written request by the City Administrator,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

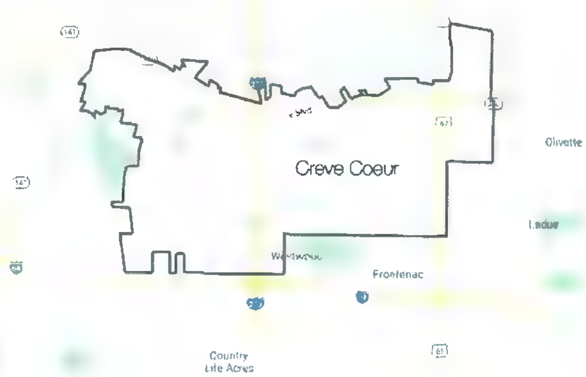
(d) *Emergency appropriations; effective date*: The supplemental appropriations and reduction or transfer of appropriations authorized by this section may be made effective immediately upon adoption and may be made by emergency ordinance in accordance with the provisions of Section 3.11(f). (Ord. No.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

City of Creve Coeur
Preliminary Operating Budget Calendar
Fiscal Year 2022

February 19, 5:00 p.m.	Complete Operating Budget Requests due to Director of Finance office.
Feb 19 to March 5	Finance review of departmental budget submissions.
March 5	Finance office submits FY 2022 preliminary revenue projections to City Administrator's Office.
March 8	Work Session with Finance Committee & City Council to discuss future budget goals and direction.
March 8 to March 12	Budget reviews and discussions between City Administrator's Office, Finance Office and Operating Departments.
March 15 to April 16	FY 2022 Preliminary Budget prepared by Finance and City Administrator's Office.
April 19	Submission of FY 2022 Preliminary Operating Budget to Council and Finance Committee.
April 27	Review of Budget by Finance Committee.
May 6	Advertise Public Hearing on Proposed FY 2022 Operating Budget.
May 10	Work Session on Preliminary Operating Budget by City Council.
May 11	2nd Review of Budget by Finance Committee.
May 11 to May 21	Staff adjustments to preliminary Operating Budget.
May 24	Second Work Session on Preliminary Operating Budget by City Council.
May 24	Public Hearing on FY 2022 Operating Budget before City Council. First Reading on Budget Ordinance.
June 14	Final Reading on Budget Ordinance.
July 1, 2021	Effective Date for adopted FY 2022 Budget.







Communication: Review Proposed FY2022 Budget (New Business)

Municipal Facilities

Government Center
300 N. New Ballas Road
Creve Coeur, MO 63141
Phone: 314-432-6000

Police Department
350 N. New Ballas Road
Creve Coeur, MO 63141
Phone: 314-432-8000

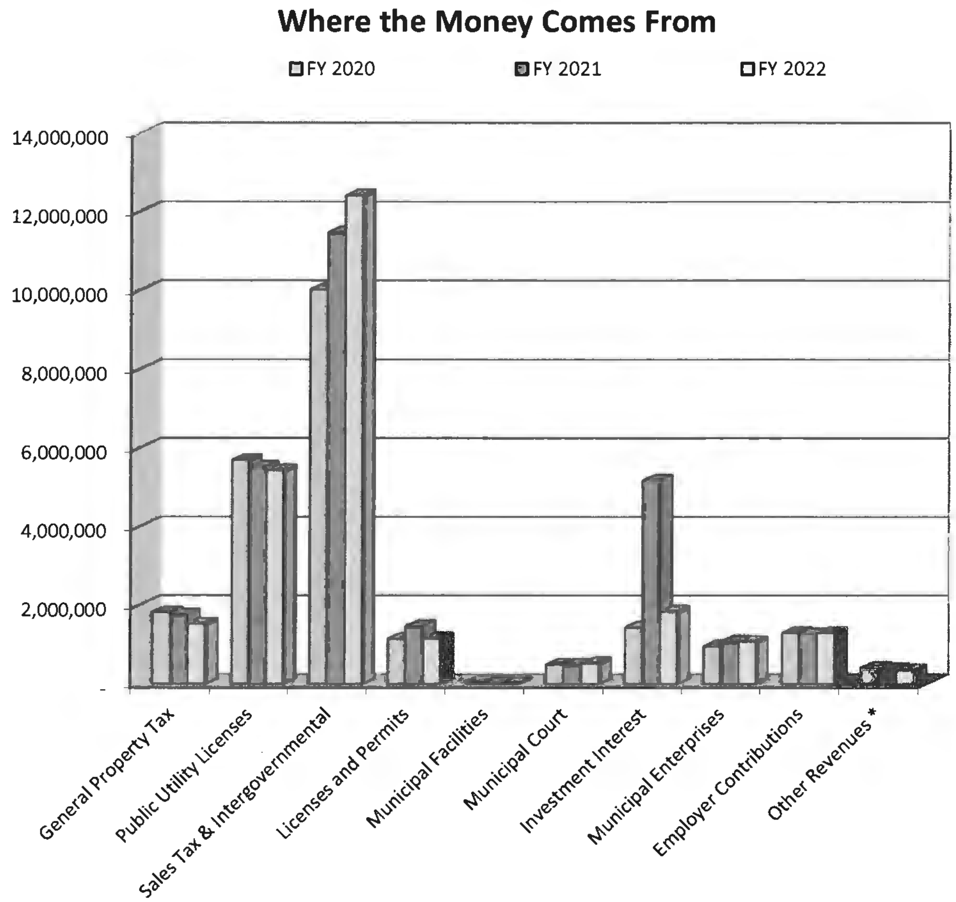
Deilmann Recreation Complex
11400 Olde Cabin Road
Creve Coeur, MO 63141
Phone: 314-432-3960

Public Works Department
996 Rue De La Banque
Creve Coeur, MO 63141
Phone: 314-872-2533

CITY OF CREVE COEUR
SUMMARY OF ESTIMATED REVENUES AND EXPENDITURES - ALL FUNDS
AND PROJECTED FUND BALANCE
FOR THE FISCAL YEAR ENDING JUNE 30, 2022

	PROJECTED JUNE 30 2021 FUND BALANCE	REVENUES	TRANSFERS FROM OTHER FUNDS	UTILIZATION OF FUND BALANCE	TOTAL REVENUE	ESTIMATED EXPENDITURES	TRANSFERS TO OTHER FUNDS	SURPLUS/ DEFICIT	PROJECTED JUNE 30 2022 FUND BALANCE
General Fund	$ 18,487,943	$ 14,769,502	$ 589,995	$ (854,312)	$ 15,359,497	$ 15,480,418	$ 733,391	($854,312)	$ 17,633,631 **(1)**
Capital Improvement Fund	2,032,080	2,764,932	650,000	(980,450)	3,414,932	4,395,382	0	(980,450)	1,051,630
Park & Stormwater Fund	459,913	2,495,600	0	0	2,495,600	2,114,364	380,000	1,236	461,149
Police Building Fund	1,129,952	2,000	0	(48,000)	2,000	50,000	0	(48,000)	1,081,952
Public Safety Fund	1,878,295	901,308	0	0	901,308	601,581	209,995	89,732	1,968,027
Sewer Lateral Fund	196,553	132,200	0	0	132,200	115,378	0	16,822	213,375
Debt service Fund	775,269	657,982	0	(58,644)	657,982	716,626	0	(58,644)	716,625
Municipal Enterprise Fund	7,836	1,077,259	83,391	(7,837)	1,160,650	1,168,487	0	(7,836)	0
City Employees Retirement Fund	30,508,318	2,891,007	0	0	2,891,007	2,257,058	0	633,949	31,142,267
TOTAL - ALL FUNDS	**$ 55,476,159**	**$ 25,691,791**	**$ 1,323,386**	**$ (1,949,243)**	**$ 27,015,177**	**$ 26,899,294**	**$ 1,323,386**	**$ (1,207,503)**	**$ 54,268,656**

"(1) Total Fund Balance includes $2,699,533 of the following: Assigned for City Facilities ($1.75M), Streets ($200K) & Park Improvements ($749,533)



All Fund Revenues
FY 2020 Actual, FY 2021 Projected & FY 2022 Estimated

	FY 2020 Actual	FY 2021 Projected	FY 2022 Estimated
General Property Tax	1,822,654	1,768,340	1,534,789
Public Utility Licenses	5,699,666	5,529,753	5,438,387
Sales Tax & Intergovernmental	10,032,559	11,476,462	12,415,028
Licenses and Permits	1,157,837	1,475,957	1,158,821
Municipal Facilities	34,997	16,409	29,800
Municipal Court	499,153	499,438	538,800
Investment Interest	1,450,937	5,180,251	1,839,150
Municipal Enterprises	967,322	1,085,800	1,077,159
Employer Contributions	1,303,058	1,271,253	1,305,083
Other Revenues *	418,897	386,780	354,774
Total Revenue Sources	$ 23,387,079	$ 28,690,442	$ 25,691,791

*Includes grants seen on the following pages.

Communication: Review Proposed FY2022 Budget (New 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 FY2021. Individual grant-related activity and reimbursements may occur over several budget years.

Missouri Department of Transportation – Highway Safety Division

- *Speed-HMV Enforcement Grant (not to exceed $5,800)*: FY2021 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)*: FY2021 for reimbursement for police officer overtime costs to conduct the Seat Belt Enforcement Program. Grant year is October 1 - September 30. Grant status: open.
- *Dedicated Impaired Driving Enforcement (not to exceed $53,570):* FY2021 for no more than 50% of the annual salary and benefits for a traffic safety officer. This officer will be primarily dedicated to the detection and enforcement of impaired drivers, while also focusing on hazardous moving violations. Grant status: open.
- *Blueprint Grant (not to exceed $5,000).* FY2021 for Occupant Protection, DWI and Hazardous Moving Violation enforcement 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. Grant status: open.

Parkway School District

- *Three-year agreement (not to exceed $225,308):* For the period beginning FY2020 through FY2022 to reimburse salary for School Resource Officer (SRO) for Parkway Northwest Middle School. Agreement status: open.

Housing and Urban Development

- *Community Development Block Grant (grant not to exceed $20,000).* Grant approved in FY2019 for construction in FY2022. The original project meant for these funds involved new curb ramps and pedestrian signal equipment at the intersection of North New Ballas Road at Magna Carta Drive. However, this work has been combined with a larger sidewalk project along the west side of New Ballas. These grant funds will be re-appropriated to fund accessibility improvements for the parking lot at Malcolm Terrace Park, as was originally anticipated for the subsequent grant (see below for additional details). The total project cost is estimated to be $50,000; City cost $30,000. Grant status: open.
- *Community Development Block Grant (grant not to exceed $20,000).* Grant approval anticipated in FY2021 for possible construction in FY2022. The schedule for this grant has been delayed due to funding and staffing issues related to the COVID pandemic. The original intent was to fund a project that involves accessibility and pavement improvements to the parking lot at Malcolm Terrace Park with this grant. Instead, the previous year's CDBG grant will be used for the Malcolm Terrace Park project. This CDBG funding may be appropriated for bus stop accessibility improvements to complement the FY2021 application. Project cost is estimated to be $20,000; City cost $0. Grant status: open.

Other Revenues (continued)

Municipal Park Grant Commission

- *Municipal Park Grant (grant not to exceed $440,500).* Grant awarded in FY2021 for improvements to the paved paths at Malcolm Terrace Park and Conway Park. Asphalt paths at both parks have worn out and require replacement. Construction will begin in FY2021 and will be completed in FY2022. Reimbursement is expected in FY2022. The total project cost is estimated to be $570,500, which would make the City's share $130,000. Grant status: open.
- *Planning Grant (grant not to exceed $6,400).* Grant awarded in FY2021 to assist with the cost to investigate the scope and cost of a project to change the refrigerant needed for the system to cool the Creve Coeur Ice Arena. The existing refrigerant is no longer produced. The total cost was $9,400, the grant funded $6,400, which made the City's share of the cost $3,000. Grant status: closed.
- *Planning Grant (grant not to exceed $6,400).* Grant awarded in FY2021 to help fund a design project to develop a concept plan and construction phasing for the implementation of the Parks and Recreation Master Plan at Millennium Park. The design will begin in late FY2021 and might be complete before FY2022. The total cost is anticipated to be $17,500, which would make the City's share of the cost $11,100. Grant status: open.

Federal Highway Administration

- *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. Construction will begin in spring 2021 and will be complete during summer 2021, so the grant reimbursement will be split between FY2021 and FY2022. 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. Construction was completed in FY2021, and the grant funded $167,212 (77%) of the $218,492 construction phase. Grant status: closed.
- *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.
- *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.
- *Surface Transportation Program (grant not to exceed $1,164,200):* Grant awarded in FY 2021 for the acquisition of easements, construction, and construction inspection for the reconfiguration and signalization of the intersection of Lindbergh Boulevard at Old Olive Street Road. Design was not included in this grant in order to begin design sooner. Design will begin in FY2021, and construction is planned for FY2023-FY2024. Grant reimbursement will be spread over FY2022-FY2024 as applicable costs are incurred. This grant is paired with the State Cost Share Program grant discussed below. Grant status: open.

Other Revenues (continued)

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-FY 2024. This grant is paired with the Surface Transportation Program grant discussed above. 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 FY2023. Grant status: open.

St. Louis Area Insurance Trust (SLAIT)

- *SLAIT Wellness Grant (not to exceed $5,300)*: Biennial grant awarded for employee health and wellness initiatives. The grant reimburses pre-approved programs and equipment purchases in FY2022. Grant status: open.

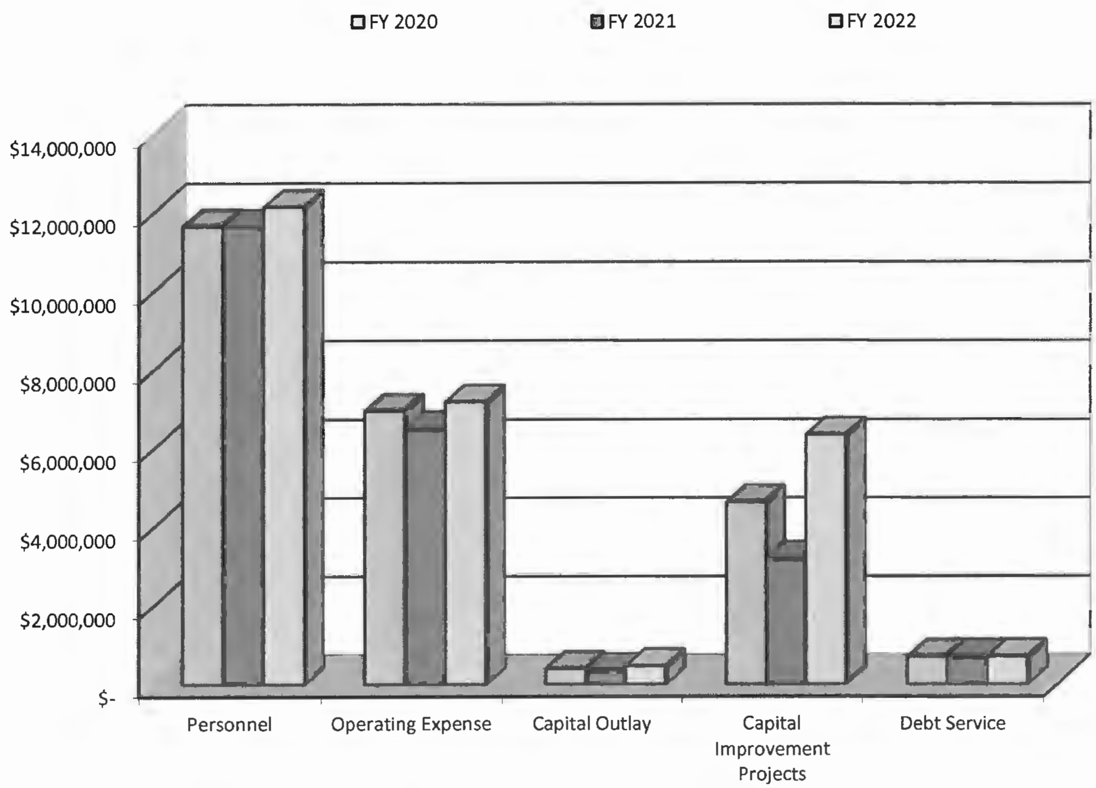
St. Louis County Department of Public Health

- *2021 Municipal Waste Reduction Grant (grant not to exceed $22,492)*: Grant awarded in FY2021 for the second consecutive year and reimburses expenses associated with a temporary part-time Business Sustainability Coordinator salary, mileage, and marketing costs. Program designed to educate, encourage and train businesses in recycling and waste reduction practices through the Creve Coeur Green Business Program. Grant ends June 20, 2021, with final reimbursement in early FY2022. Grant status: open.

St. Louis County Coronavirus Aid, Relief and Economic Security Act (the "CARES Act")

- *CARES Act ($1,226,393):* The United States Congress enacted the CARES Act providing a $2 trillion economic relief package to provide assistance for American workers, families and small businesses; to provide assistance to state and local governments; and to preserve jobs for American industry. The State of Missouri received $1.9 billion from the CARES Act, where $173.5 million of these funds were distributed to St. Louis County. St. Louis County then allocated $47 million to municipalities based on a per capita distribution. The City of Creve Coeur received $1,226,393 in FY 2021, which was used to reimburse public safety payroll expenses dedicated to mitigation or responding to the COVID-19 public health emergency from March 27, 2020 through December 30, 2020. Grant status: closed.

Where the Money Goes



All Fund Expenditures
FY 2020 Actual, FY 2021 Projected & FY 2022 Estimated

	FY 2020 Actual	FY 2021 Projected	FY 2022 Estimated
Personnel	$ 11,664,196	$ 11,645,344	$ 12,148,745
Operating Expense	6,975,406	6,523,849	7,198,916
Capital Outlay	403,934	354,870	472,707
Capital Improvement Projects	4,642,478	3,206,037	6,362,300
Debt Service	713,006	710,426	716,626
Total Expenditures	$ 24,399,020	$ 22,440,526	$ 26,899,293

Combined Statement of Budgeted Revenues and Expenditures - All Funds
For the Fiscal Year Ending June 30, 2022

	General Fund	Capital Improvement Fund	Park & Stormwater 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	745,557					132,000	657,232			1,534,789
Public Utility Licenses	5,438,387									5,438,387
Intergovernmental Revenue	6,269,287	2,750,932	2,495,500		899,308					12,415,028
Licenses and Permits	1,158,821									1,158,821
Municipal Facilities	29,800									29,800
Municipal Court	538,800									538,800
Investment Interest	330,000	-	100	2,000	2,000	200	750	100	1,500,000	1,835,150
Golf Course & Ice Arena								1,077,159		1,077,159
Bond Proceeds										-
Employer Contributions									1,305,083	1,305,083
Employee Contributions									85,924	85,924
Other Revenues	258,850	14,000	-						-	272,850
Total Revenues	14,769,502	2,764,932	2,495,600	2,000	901,308	132,200	657,982	1,077,259	2,891,007	25,691,791
Expenditures										
Personnel	11,093,512	93,082	104,364		176,335	14,878		666,574		12,148,745
Operating Expense	4,028,371				375,698	100,500		437,289	2,257,058	7,198,916
Capital Outlay	358,535				49,548			64,624		472,707
Capital Improvement Projects		4,302,300	2,010,000	50,000						6,362,300
Debt Service							716,626			716,626
Total Expenditures	15,480,418	4,395,382	2,114,364	50,000	601,581	115,378	716,626	1,168,487	2,257,058	26,899,294
Transfers In	589,995	650,000						83,391	-	1,323,386
Transfers (Out)	(733,391)		(380,000)		(209,995)					(1,323,386)
Change in Fund Balance	(854,312)	(980,450)	1,236	(48,000)	89,732	16,822	(58,644)	(7,836)	633,949	(1,207,503)
Fund Balance, July 1, 2021	18,487,943	2,032,080	459,913	1,129,952	1,878,295	196,553	775,269	7,836	30,508,318	55,476,159
Fund Balance, June 30, 2022	17,633,631	1,051,630	461,149	1,081,952	1,968,027	213,375	716,625	(0)	31,142,267	54,268,656

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, Public Safety Fund (new FY 2018) and Park & Stormwater Fund (new FY 2022).

FY 2021 projected revenues and transfers-in to the General Fund are estimated to be more than budgeted expenditures and transfers out by $1.48M. This is primarily due to $1.2M that the City received from the CARES Act Relief program due to COVID-19. Without this $1.2M, overall revenues for FY 2021 would have been almost $700K less than FY 2020 due to COVID-19, with Sales Tax being hit the hardest. Most revenues will continue to decrease for FY 2022, but will then hopefully start to increase slightly for FY 2023 through FY 2026.

FY 2022 General Fund budget anticipates a $857,543 deficit including transfers. Revenues are anticipated to decrease 2.2% in FY 2022 (excluding the $1.2M received in FY 2021) once again due to COVID-19. Expenditures for FY 2022 are expected to increase by 5.97%. The main reason for the increase is because a 2% salary increase has been budgeted for FY 2022 and some of the items that were deferred or cut from FY 2021 were included in FY 2022.

The following table shows the position of the General Fund balance over the next five years, based on estimated numbers as of June 30, 2021 and incorporates the following assumptions:

Revenue Assumptions:

- Telephone receipts continue to decrease with a 6% decrease for FY 2022 due to more people eliminating their landlines, less reliance on voice and more use of texting and data.
- Sales tax revenue is budgeted to increase 2% for FY 2022 in anticipation of an easing of the economic impact of the pandemic.
- Other Agency Funding is budgeted to decrease 98% ($1.2M) due to the City receiving $1.2M in FY 2021 from the CARES Act Program.
- Building Permits are budgeted to decrease 34% as a result of FY 2021 being an exceptional year with several large projects.
- Charges for Municipal Facilities are budgeted to increase 82% ($13K) for FY 2022, but still not at the level prior to the COVID-19 Pandemic. However, it is expected to increase 89% in FY 2023 and an average of 7% from FY 2024 through FY 2026 where it will hopefully get back to the revenues received prior to the Pandemic.
- Misc. Revenue will decrease 42% in FY 2022 because FY 2021 included a one-time reimbursement from WCDC's reserve fund balance.
- Beginning with FY 2022, the Park & Stormwater Sales Tax Fund (began April 2021) will transfer 20% of the revenue to the General Fund to offset a portion of the parks and stormwater operations and maintenance expenditures.
- The Transfer In from the Public Safety Sales Tax funds used for transitioning the Police officers to 12-hour shifts in FY 2019 (an on-going expense) and for the pay adjustments of $68,057 in FY 2022 (which will also be an on-going expense) is $196,366 for FY 2021 and $209,995 for FY2022, increasing 3% annually thereafter.

GENERAL FUND
FINANCIAL PROJECTIONS
(CONTINUED)

Expenditure & Fund Balance Assumptions:

- Overall expenditures will increase 5.97% in FY 2022 and then on an average of to 2.59% from FY 2023 through FY 2026.
- 2% salary increases are budgeted for FY 2022 and then projected with a 3% from FY 2023 through FY2026.
- Total salary & benefit expenditures will increase an average of 2.92% through FY 2026.
- Health and other insurance benefits are budgeted to increase 3% over the next 5 years.
- Pension for the LAGERS Plan is budgeted to remain the same for FY 2022, and then increase 5% each year thereafter.
- The Legacy Pension Plan's contribution for FY 2022 is projected to increase 2.7% and an average increase of .28% per year for FY 2023 through FY 2026.
- The amount of Public Safety Sales Tax Revenue used for the Police Pension increased from 15% to 20% in FY 2021 and is projected at 20% through FY 2026. The budgeted transfer for FY 2022 is $176,335, which offsets the expense from the General Fund.
- Operating expenditures will increase 1.5% for contractual services, 4% for Trash/Recycling use and 2% for commodities annually.
- $200K of the General Fund Balance is Reserved for Street Reconstruction.
- $2M set aside for Govt. Center will be included in the 5 Year Capital Improvement Program in FY 2022 ($250K), FY 2023 ($200K) & FY 2024 ($1.55M).
- $749,533 of the GF Balance is Reserved for the purchase of land or construction of improvements in city parks or other public recreational spaces or facilities per Ordinance 5380.
- Transfer out $400K each 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.
- Starting in FY 2022, $83,391 Transfer Out to the Enterprise Fund will be needed to cover the operating deficit and an average of $102K per year will be needed throughout FY 2026.

GENERAL FUND
FINANCIAL PROJECTIONS
(CONTINUED)

	FY 2021	FY 2022	FY 2023
Revenues	16,305,817	14,769,502	14,948,205
Expenditures	(14,619,094)	(15,480,418)	(15,895,367)
Revenue over (under) Expenditures	1,686,723	(710,916)	(947,162)
Operating transfers - In (Public Safety)	196,366	209,995	216,295
Operating transfers - In (Park & Stormwater)	0	380,000	380,000
Operating transfers - Out (Enterprise)	0	(83,391)	(105,347)
Operating transfers - Out (Capital)	(400,000)	(650,000)	(600,000)
Net Change in Fund Balance	1,483,089	(854,312)	(1,056,214)
Fund Balance - Beginning of year	17,004,854	18,487,943	17,633,631
FUND BALANCE - End of the Year	18,487,943	17,633,631	16,577,416
Less RESERVE GF BALANCE FOR CAPITAL CONST.	2,200,000	1,950,000	1,750,000
Less RESERVE GF BALANCE FOR PARKS	749,533	749,533	749,533
Unassigned Fund Balance	15,538,410	14,934,098	14,077,883

	FY 2024	FY 2025	FY 2026
Revenues	15,137,935	15,316,240	15,510,875
Expenditures	(16,300,837)	(16,718,408)	(17,148,465)
Revenue over (under) Expenditures	(1,162,902)	(1,402,168)	(1,637,590)
Operating transfers - In (Public Safety)	222,784	229,467	236,351
Operating transfers - In (Park & Stormwater)	458,864	468,041	477,402
Operating transfers - Out (Enterprise)	(95,949)	(108,762)	(100,132)
Operating transfers - Out (Capital)	(1,950,000)	(400,000)	(400,000)
Enforcement)	0	0	0
Net Change in Fund Balance	(2,527,204)	(1,213,422)	(1,423,969)
Fund Balance - Beginning of year	16,577,416	13,591,349	11,909,886
FUND BALANCE - End of the Year	13,591,349	11,909,886	10,008,515
Less RESERVE GF BALANCE FOR CAPITAL CONST.	200,000	200,000	200,000
Less RESERVE GF BALANCE FOR PARKS	749,533	749,533	749,533
Unassigned Fund Balance	12,641,816	10,960,353	9,058,982

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, 2021 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 - FY 2022 due to COVID-19, but then increases 2% in FY 2023 through FY 2026.
- 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 2022, 2023, & 2024, but not in FY 2025 or FY 2026 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 2021	FY 2022	FY 2023
Revenues	2,745,486	2,764,932	3,231,131
Expenditures	(3,229,283)	(4,395,382)	(4,270,200)
Revenue over (under) Expenditures	(483,797)	(1,630,450)	(1,039,069)
Operating transfers – In (General Fund)	400,000	650,000	600,000
Operating transfers - Out	0	0	0
Net Change in Fund Balance	(83,797)	(980,450)	(439,069)
Fund Balance - Beginning of year	2,115,876	2,032,080	1,051,630
FUND BALANCE-End of the Year	2,032,080	1,051,630	612,560

	FY 2024	FY 2025	FY 2026
Revenues	3,832,584	2,062,958	2,103,537
Expenditures	(5,653,800)	(2,570,900)	(2,594,000)
Revenue over (under) Expenditures	(1,821,216)	(507,942)	(490,463)
Operating transfers – In (General Fund)	1,950,000	400,000	400,000
Operating transfers - Out	0	0	0
Net Change in Fund Balance	128,784	(107,942)	(90,463)
Fund Balance - Beginning of year	612,560	741,344	633,402
FUND BALANCE-End of the Year	741,344	633,402	542,939

PARK AND STORMWATER FUND
FINANCIAL PROJECTIONS

The Park and Stormwater Fund is used to account for all activities related to park and stormwater improvements in the City. The major source of revenue for the fund is the one-half cent sales tax for park and stormwater items passed by the voters in November 2020. 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, 2021 and incorporates the following assumptions:

- FY 2021 only has 3 months of sales tax revenue and FY 2022 is estimated to be down because of the COVID-19 pandemic, but FY 2023 through FY 2026 has a 2% increase each year.
- FY2022 includes a transfer out to the General Fund ($380k) to offset a portion of the Parks & Stormwater operations and maintenance. This represents 20% of the projected revenue pursuant to the established policy.
- 80% of the revenues will be allocated for capital improvements, which includes administration for project management, park projects and stormwater projects.
- Capital Improvements will be performed in accordance with the Five-Year Capital Improvement Plan.

	FY 2021	FY 2022	FY 2023
Revenues	468,610	2,495,600	2,544,418
Expenditures	(8,697)	(2,114,364)	(1,612,500)
Revenue over (under) Expenditures	459,913	381,236	931,918
Operating transfers – In (General Fund)	0	0	0
Operating transfers - Out (General Fund)	0	(380,000)	(380,000)
Net Change in Fund Balance	459,913	1,236	551,918
Fund Balance - Beginning of year	0	459,913	461,149
FUND BALANCE-End of the Year	459,913	461,149	1,013,067

	FY 2024	FY 2025	FY 2026
Revenues	2,564,305	2,611,109	2,658,849
Expenditures	(1,814,800)	(1,740,400)	(1,896,200)
Revenue over (under) Expenditures	749,505	870,709	762,649
Operating transfers – In (General Fund)	0	0	0
Operating transfers - Out	(458,864)	(468,041)	(477,402)
Net Change in Fund Balance	290,641	402,668	285,247
Fund Balance - Beginning of year	1,013,067	1,303,708	1,706,376
FUND BALANCE-End of the Year	1,303,708	1,706,376	1,991,624

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 2021 budget revenues are estimated to be $337,634 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:

- FY 2022 includes a transfer out to the General Fund ($209,995) to cover the cost of transitioning the police department to 12-hour shifts (FY 2019) & $68,057 for Pay Adjustments in FY 2022.
  Both of these transactions will be increased and included in the budget every year.
- For specialized training.
- For the police building's maintenance and operating costs, including utilities.
- 20% of the actual prior year sales tax revenue ($176,335) will be used to offset the Police pension costs and will also be adjusted and included in the budget every year.

Some of the major public safety capital items included in FY 2022 are as follows:

- Firing Range Lead Abatement - $6,000
- Upgrades and Repairs to the Police Building - $15,000
- Digital-On Q Evidence System - $23,548
- Bomb Dog Related Equipment - $5,000

FY 2022 - 2026 includes a 3.26% increase in expenditures, even though these numbers vary greatly year to year.

	FY 2021	FY 2022	FY 2023
Revenues	903,675	901,308	919,295
Expenditures	(566,041)	(601,581)	(616,621)
Revenue over (under) Expenditures	337,634	299,727	302,674
Operating transfers - In	0	0	0
Operating transfers - out (General Fund)	(196,366)	(209,995)	(216,295)
Net Change in Fund Balance	141,268	89,732	86,379
Fund Balance - Beginning of year	1,737,026	1,878,295	1,968,027
FUND BALANCE - End of the Year	1,878,295	1,968,027	2,054,406

	FY 2024	FY 2025	FY 2026
Revenues	937,641	956,353	975,440
Expenditures	(632,036)	(647,837)	(664,033)
Revenue over (under) Expenditures	305,604	308,516	311,408
Operating transfers - In	0	0	0
Operating transfers - out (General Fund)	(222,784)	(229,467)	(236,351)
Net Change in Fund Balance	82,821	79,049	75,056
Fund Balance - Beginning of year	2,054,406	2,137,227	2,216,276
FUND BALANCE - End of the Year	2,137,227	2,216,276	2,291,332

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 2021 budgeted revenues for the Municipal Enterprise Fund are estimated to be less than expenses by $23,390. 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 2022 are not expected to increase, but then increase an average of 2.48% for FY 2023 - 2026.
- FY 2021 Revenues do not include any increases in Room Rentals, Ice Rink, Golf Merchandise or Food Service.
- FY 2024 and FY 2026 Revenues include an increase in Ice Rink and Meeting Room Fees.
- Salaries are expected to increase 2% for FY 2022 and then 3% from FY 2023 through FY 2026.
- Health and other insurance benefits are budgeted to increase 3% over the next 5 years.
- Pension for the LAGERS Plan is budgeted to remain flat in FY 2022, 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 3.04% 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 from the General Fund will be needed in FY 2022 and every year thereafter.

	FY 2021	**FY 2022**	**FY 2023**
Revenues	1,085,900	1,077,259	1,093,418
Expenditures	(1,109,290)	(1,168,487)	(1,198,765)
Revenue over (under) Expenditures	(23,390)	(91,227)	(105,347)
Operating transfers - Out	0	0	0
Operating transfers - In	0	83,391	105,347
Net Change in Fund Balance	(23,390)	(7,836)	0
Fund Balance - Beginning of year	31,226	7,836	(0)
FUND BALANCE - End of the Year	7,836	(0)	(0)

	FY 2024	**FY 2025**	**FY 2026**
Revenues	1,131,820	1,148,797	1,188,029
Expenditures	(1,227,768)	(1,257,559)	(1,288,161)
Revenue over (under) Expenditures	(95,949)	(108,762)	(100,132)
Operating transfers - Out	0	0	0
Operating transfers - In	95,949	108,762	100,132
Net Change in Fund Balance	0	(0)	(0)
Fund Balance - Beginning of year	(0)	0	0
FUND BALANCE - End of the Year	0	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 $31,805 in FY 2021 from $1,303,058 to $1,271,253. In FY 2022 it is projected to increase $33,830 to $1,305,083 with $176,335 of the contribution coming from Public Safety funds (20% of the sales tax revenue) and $1,128,748 coming from General Fund. The Employer Contribution is exptected to increase an average of .28% per year from FY 2023 - FY 2026. This is based on continued positive market performance in the future.

In FY 2021, the Pension Board reduced the interest rate assumption from 6.75% to 6%, and changed the mortality table to the most current one, which was recommended by the Actuary. The City Council added the Spousal Pop-Up option to the Plan in March 2021.

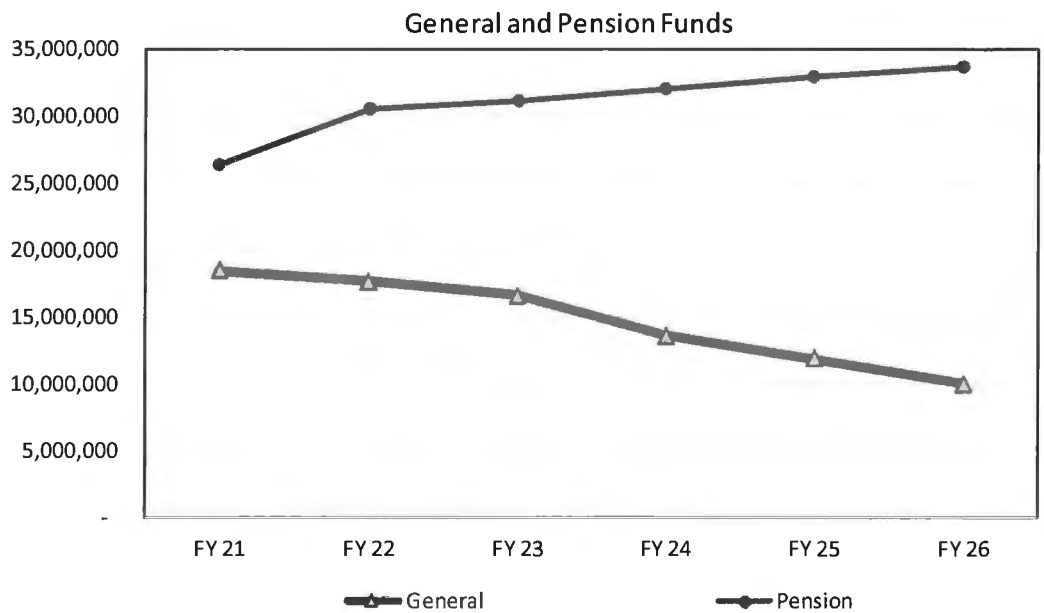
The following table shows the position of the Employees Retirement Fund over the next five years, based on estimated numbers as of June 30, 2021 and incorporates the following assumptions:

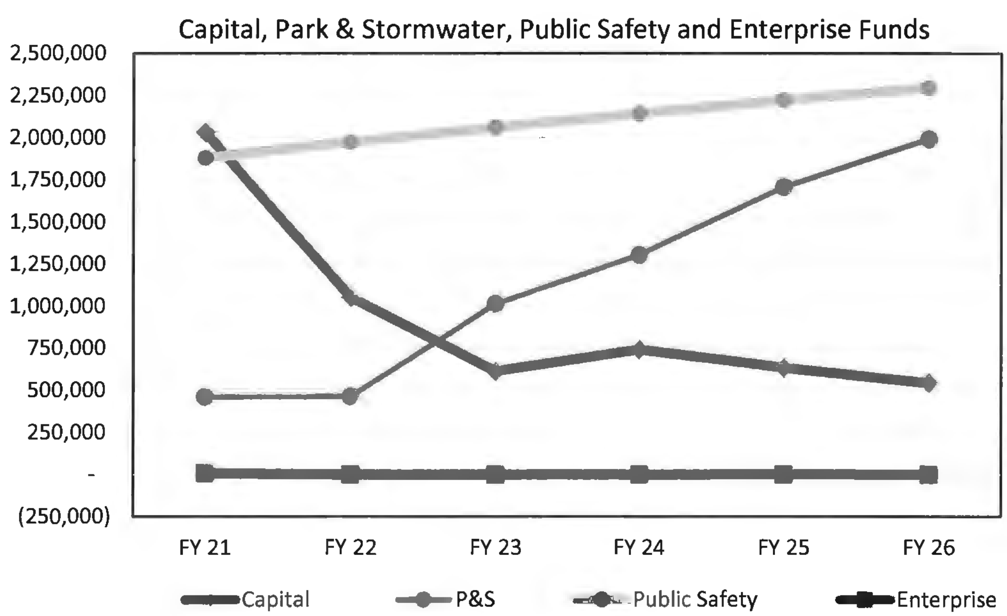
- Operating expenses are projected to increase 6.38% annually. This increase is due an increase in employees eligible to retire.
- Assumes variable annual increase in investment manager fees based on Fund balance.
- Assumes retirements based upon cash flow projections from Actuary.
- Assumes Employee Contribution of 4% starting in FY 2020, up from 3%. The projections are based upon the estimated rate of return of 6%, down from 7% prior to July 2018 and down from 6.75% prior to July 2021, and an amortization period for liability of 14 years fixed, which was increased from 10 years in FY 2021.

	FY 2021	FY 2022	FY 2023
Revenues	6,167,316	2,891,007	3,260,492
Expenditures	(2,011,715)	(2,257,058)	(2,368,105)
Revenue over (under) Expenditures	4,155,601	633,949	892,387
Transfers-In General Fund	0	0	0
Net Change in Fund Balance	4,155,601	633,949	892,387
Fund Balance - Beginning of year	26,352,717	30,508,318	31,142,267
FUND BALANCE-End of the Year	30,508,318	31,142,267	32,034,654

	FY 2024	FY 2025	FY 2026
Revenues	$ 3,315,132	$ 3,366,205	$ 3,413,149
Expenditures	(2,484,650)	(2,606,967)	(2,735,342)
Revenue over (under) Expenditures	830,482	759,238	677,807
Transfers-In General Fund	0	0	0
Net Change in Fund Balance	830,482	759,238	677,807
Fund Balance - Beginning of year	32,034,654	32,865,136	33,624,373
FUND BALANCE-End of the Year	$ 32,865,136	$ 33,624,373	$ 34,302,180

Fund Balance Projections
FY 2021 – 2026





GENERAL FUND

FUND SUMMARY

The General Fund is the general operating fund of the City of Creve Coeur. It is used to account for all financial resources except for those required to be accounted for in another fund. The General Fund accounts for revenues, personnel, operating and capital expenditures of the following departments and divisions:

OPERATING REVENUE
General Property Taxes
Public Utility Taxes
Intergovernmental Revenues
Licenses and Permits
Charges for Municipal Facilities
Other Revenue

OPERATING DEPARTMENT/DIVISIONS
Legislative Services
Administrative Services
- Administrative Division
- Muncipal Court
- Legal

Finance
- Finance
- Interdepartmental
- Information Systems

Police Department
- Administrative Division
- Investigations
- Patrol

Community Services
Public Works Department
- Administrative Division
- Street Maintenance Division
- Health and Environment Division
- Parks Maintenance Division
- Maintenance of Municipal Property

Community Development
- Planning Division
- Building Division

For budgetary purposes, the General Fund is maintained on a modified accrual method of accounting with the following exceptions:

- 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.

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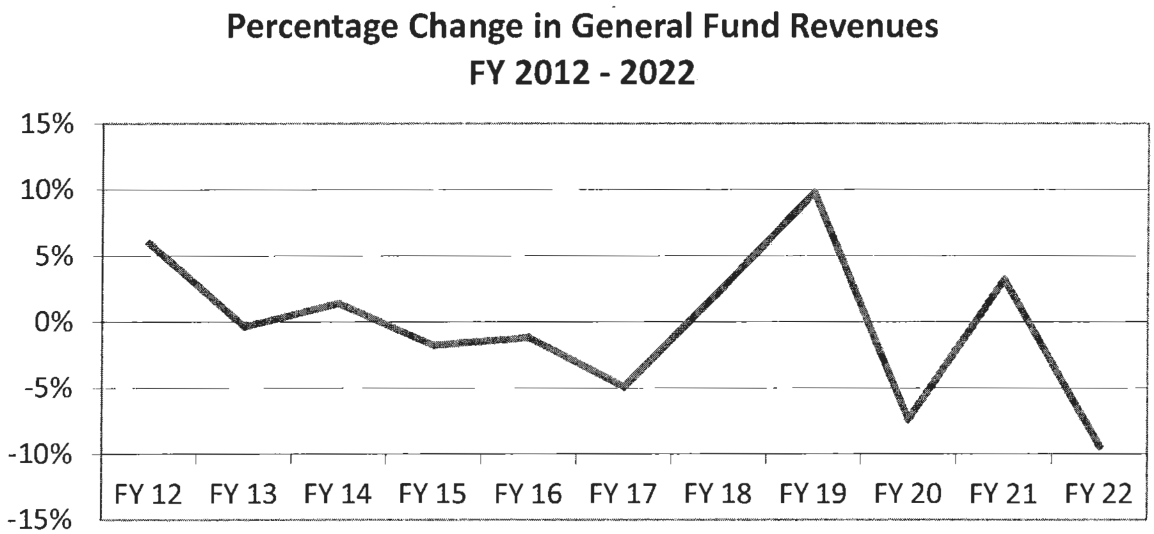
STATEMENT OF ESTIMATED REVENUE AND EXPENDITURES
FOR FISCAL YEAR ENDING JUNE 30, 2022
IN COMPARISON WITH BUDGETED AND PROJECTED TOTALS FOR FY 2021
AND ACTUAL TOTALS FOR FY 2019 & FY 2020

	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Estimated FY 2022	% Change to Estimated FY 2021
Revenues:						
General Property Taxes	710,164	750,734	717,692	738,175	745,557	1.00%
Public Utility Licenses	5,905,257	5,699,666	5,487,548	5,529,753	5,438,387	-1.65%
Intergovernmental Revenue	6,889,931	6,621,864	6,845,011	7,409,791	6,269,287	-15.39%
Licenses & Permits	1,142,843	1,157,837	1,131,012	1,475,957	1,158,821	-21.49%
Charges for Municipal Facilities	72,462	34,997	75,500	16,409	29,800	81.61%
Municipal Court Fines	628,209	499,153	538,800	499,438	538,800	7.88%
Interest on Investments	596,122	713,353	250,000	355,000	330,000	-7.04%
Other Revenues	1,115,219	322,745	204,158	281,295	258,850	-7.98%
Total Operating Revenue	17,060,207	15,800,348	15,249,720	16,305,817	14,769,502	-9.42%
Other Financing Sources:						
Transfers in from Public Safety	131,167	229,802	196,366	196,366	209,995	
Transfers in from Park & Stormwater Fund				-	380,000	
Total Other Financing Sources	131,167	229,802	196,366	196,366	589,995	
Total Operating Revenues and Other Financing Sources	17,191,374	16,030,150	15,446,086	16,502,183	15,359,497	
Expenditures:						
Legislative Services	229,225	247,530	230,746	242,818	233,084	-4.01%
Legal Services	168,678	170,381	182,261	157,157	182,261	0.00%
Administrative Services	581,901	593,774	639,588	613,671	629,821	2.63%
Information Systems	328,960	265,583	270,221	259,084	260,227	0.44%
Finance Department	506,024	503,200	484,078	413,441	463,038	12.00%
Municipal Court	259,423	249,818	262,018	246,521	236,553	-4.04%
Interdepartmental	519,313	517,950	565,914	509,097	1,432,337	181.35%
Community Services	125,660	102,448	124,627	105,389	120,863	14.68%
Maintenance of Municipal Property	351,698	389,766	409,280	316,144	307,887	-2.61%
Police Department	7,188,970	7,113,195	7,299,868	7,075,170	6,989,564	-1.21%
Public Works	3,219,697	3,259,759	3,322,488	3,194,447	3,263,986	2.18%
Community Development	1,506,330	1,527,777	1,562,969	1,486,156	1,360,797	-8.44%
Total Operating Expenditures	14,985,879	14,941,181	15,354,057	14,619,094	15,480,418	5.89%
Total Revenues and Other Financing Sources Over Expenditures	2,205,495	1,088,970	92,029	1,883,089	(120,921)	
Other Financing Uses:						
Transfer Out to Enterprise Fund	-	-	-	-	86,622	
Transfer Out to Capital Improvements	400,000	400,000	400,000	400,000	650,000	
Total Other Financing Uses	400,000	400,000	400,000	400,000	736,622	
Total Revenues and Other Financing Sources Over Expenditures and Other Financing Uses	1,805,495	688,970	(307,971)	1,483,089	(857,543)	



Fiscal Year		Total Revenue	Amount of Change	Percent Change
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		15,192,139	(782,379)	-4.9%
FY 18		15,537,425	345,286	2.3%
FY 19		17,060,207	1,522,782	9.8%
FY 20		15,800,348	(1,259,858)	-7.4%
FY 21	**Projected**	16,305,817	505,469	3.2%
FY 22	**Budgeted**	14,769,502	(1,536,315)	-9.4%

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.

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.

GENERAL FUND REVENUES (Cont.)

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 4.9% 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 2.3% 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 Revenues decreased 7.4% in FY 2020 due to COVID-19. This virus effected Sales Tax, Gasoline Tax, Utility Taxes, Interest, Permits, Court, Recreational Activities, etc.

FY 2021 FY 2021 is projected to increase 3.2%, but only because of $1.2M that the City received for the CARES Act program. If it hadn't been for these funds, the City would be seeing a decrease of over $700k more due to the pandemic still in effect. Sales Tax, Electric, Gas, County Road & Bridge Tax and Cable will continue to decrease, with Sales Tax once again being affected the most from the pandemic. The only positive through the pandemic was the buiding permits which had a record year with several large projects resulting in pemits being up 42%.

FY 2022 Even though it is still unknown how long COVID-19 will last, the City projects overall revenues to remain relatively flat (after backing out the CARES Act funding). Sales Tax is projected to increase 2%, Utilities are projected to decrease 1.65%, building permits are also projected to decrease 34%, but mainly because FY 2021 was an exceptional year with several large projects.

GENERAL FUND REVENUES

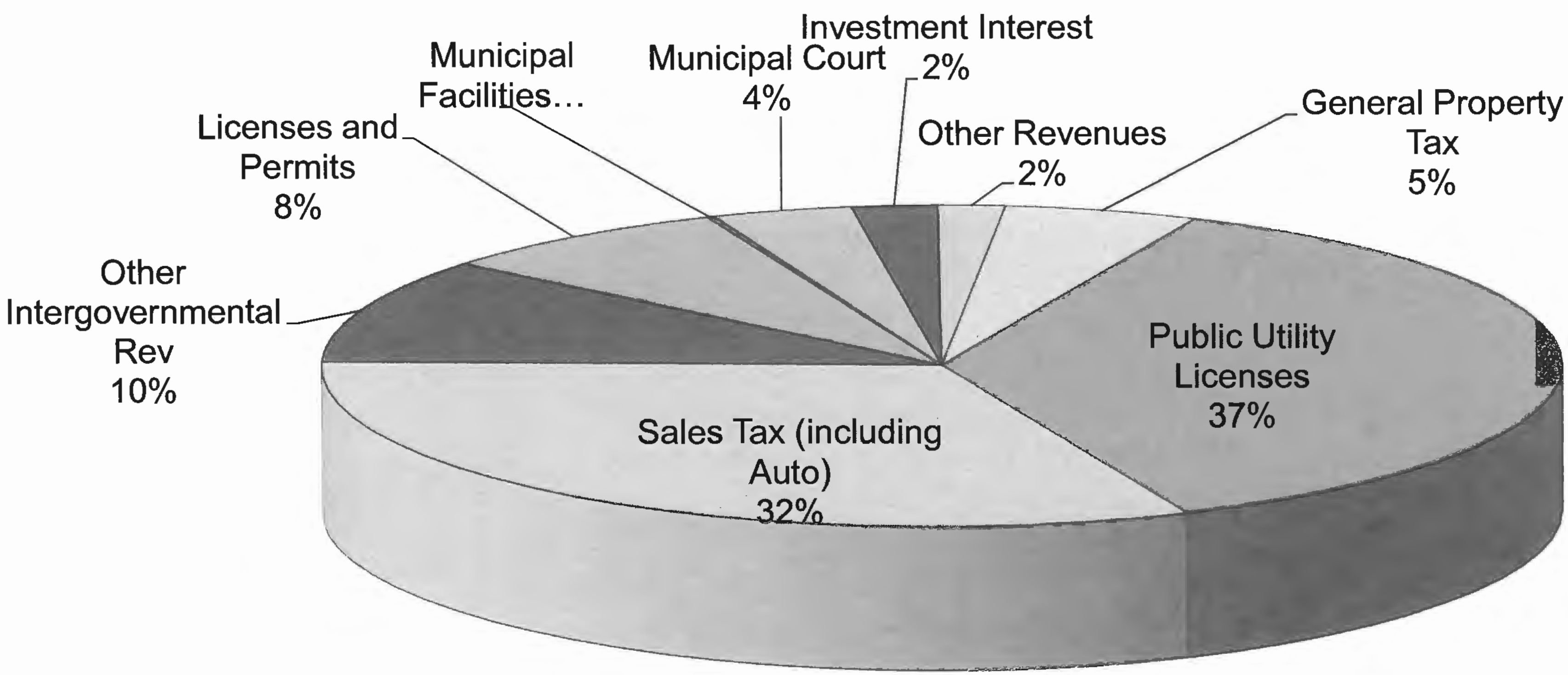
	Actual Revenue FY 2019	Actual Revenue FY 2020	Budgeted Revenue FY 2021	Projected Revenue FY 2021	Estimated Revenue FY 2022	% Change to Estimated FY 2021
GENERAL PROPERTY TAXES:						
4101 Real Property-Current	710,164	750,734	717,692	738,175	$ 745,557	1.00%
Total General Property Tax	710,164	750,734	717,692	738,175	745,557	1.00%
PUBLIC UTILITY LICENSES:						
4201 Electric	3,302,341	3,259,567	3,155,295	3,104,913	$ 3,104,913	0.00%
4202 Gas (Natural)	661,422	605,271	614,669	578,903	$ 578,903	0.00%
4203 Telephone	1,049,606	1,011,121	927,420	1,000,001	$ 940,001	-6.00%
4204 Water	500,365	472,337	446,731	512,817	$ 487,176	-5.00%
4207 Cable TV Franchise Fee	321,040	306,869	307,919	297,835	$ 291,878	-2.00%
4208 Fiber Optics Franchise Fees	70,482	44,500	35,514	35,284	$ 35,516	0.66%
Total Public Utility Licenses	5,905,257	5,699,666	5,487,548	5,529,753	5,438,387	-1.65%
INTERGOVERNMENTAL REVENUE:						
4301 City Sales Tax	5,119,738	4,868,807	3,962,677	4,371,186	$ 4,458,610	2.00%
4302 City Sales Tax-Auto	234,406	214,134	212,553	249,543	$ 249,543	0.00%
4303 Cigarette Tax	36,382	37,628	33,085	36,289	$ 36,289	0.00%
4304 Gasoline Tax	478,147	423,749	382,601	450,237	$ 450,237	0.00%
4305 County Road & Bridge Tax	1,000,539	1,052,470	1,013,938	1,038,919	$ 1,049,308	1.00%
4737 Other Agency Funding	20,719	25,076	1,240,157	1,263,617	$ 25,300	-98.00%
Total Intergovernmental Revenue	6,889,931	6,621,864	6,845,011	7,409,791	6,269,287	-15.39%
LICENSES & PERMITS:						
4402 Business License	227,555	193,195	202,461	188,355	$ 188,355	0.00%
4404 Liquor License	37,628	28,088	38,640	32,325	$ 32,325	0.00%
4405 Vending Machine License	2,600	2,630	2,630	2,670	$ 2,670	0.00%
4406 Emergency Alarm License	150	125	125	125	$ 125	0.00%
4415 Dog Park License Fees	13,201	11,090	13,150	11,525	$ 11,525	0.00%
4420 Building Permits	608,059	668,798	625,000	950,000	$ 625,000	-34.21%
4422 Apartment Re-Occupancy Fee	102,025	113,373	102,330	152,403	$ 157,733	3.50%
4424 Escrow Deductions	91,068	72,608	82,806	87,211	$ 87,211	0.00%
4426 Occupancy Permits	11,506	9,600	9,165	9,010	$ 9,010	0.00%
4427 Sign Permits	8,351	10,225	8,000	4,989	$ 2,714	-45.60%
4431 Street Excavation Fees	6,020	19,589	24,950	23,586	$ 23,586	0.00%
4444 Misc.	5,137	420	630	377	$ 377	0.00%
4450 Planning & Zoning Application Fees	9,950	9,315	9,625	8,489	$ 8,489	0.00%
4457 Site Improvement Permits	15,913	14,378	6,000	2,191	$ 6,000	0.00%
4536 Farmers Market	3,681	4,404	5,500	2,700	$ 3,700	0.00%
Total Licenses and Permits	1,142,843	1,157,837	1,131,012	1,475,957	1,158,821	-21.49%

Communication: Review Proposed FY2022 Budget (New Business)

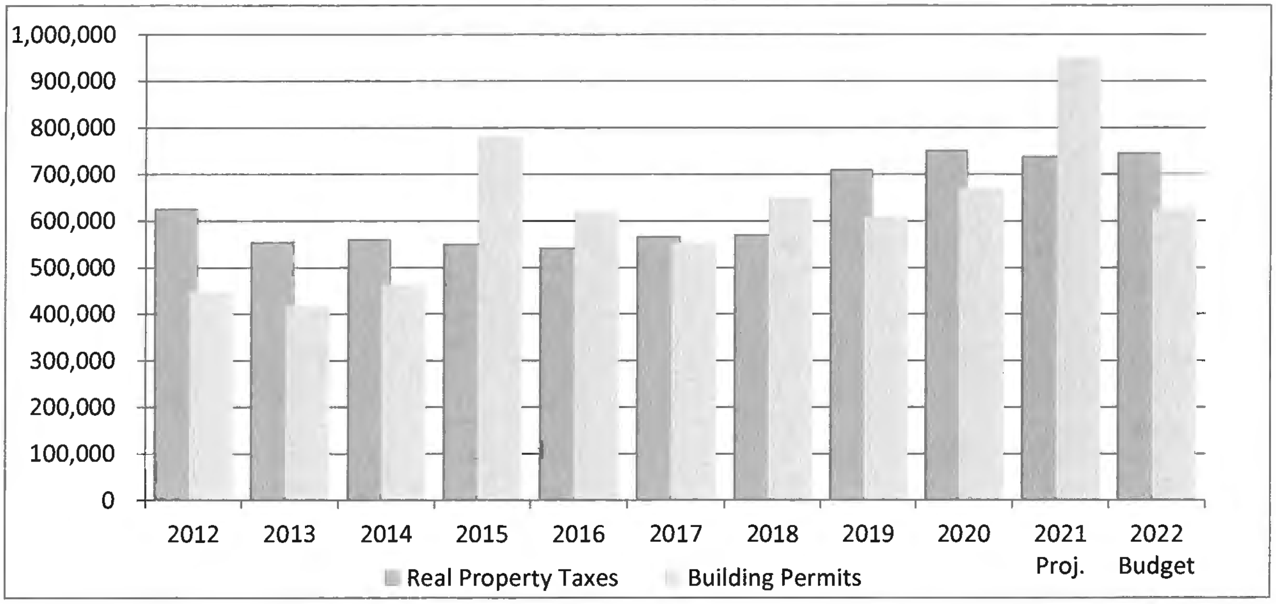
GENERAL FUND REVENUES

	Actual Revenue FY 2019	Actual Revenue FY 2020	Budgeted Revenue FY 2021	Projected Revenue FY 2021	Estimated Revenue FY 2022	% Change to Estimated FY 2021
CHARGES FOR MUNICIPAL FACILITIES (Community Services):						
4540 Multi-Purpose Rental	14,241	10,913	18,000	480	$ 6,800	1316.67%
4541 Meeting Room Rental	7,743	4,185	5,000	138	$ 2,000	1354.55%
4542 Gymnasium Rental	16,220	13,147	20,000	4,880	$ 7,500	53.69%
4544 Recreational Programs	10,891	2,893	18,000	-	$ 6,000	#DIV/0!
4545 Miscellaneous Revenue	-	-	-	-	-	26.47%
4546 Donations/Sponsorships	4,550	-	1,500	7,911	$ 1,500	26.47%
4554 Park Rentals	18,817	3,859	13,000	3,000	$ 6,000	0.00%
Total Charges For Municipal Facilities (Community Services)	72,462	34,997	75,500	16,409	29,800	81.61%
MUNICIPAL COURT:						
4601 Municipal Court Fines	45,084	35,611	38,800	30,916	$ 38,800	25.50%
4602 Traffic Violations Bureau	583,125	463,542	500,000	468,522	$ 500,000	6.72%
Total Municipal Court	628,209	499,153	538,800	499,438	538,800	7.88%
4704 Investment Income	**596,122**	**713,353**	**250,000**	**355,000**	**$ 330,000**	**-7.04%**
OTHER REVENUES:						
4425 WCDC Accounting Service Fee	3,300	3,600	3,600	3,600	$ 3,600	0.00%
4459 BJC Agreement	27,880	72,951	-	-	$ -	0.00%
4604 Police Misc. Revenue	17,043	12,802	14,000	6,712	$ 7,000	4.29%
4606 Police Service Contract	39,730	63,868	75,043	92,910	$ 78,796	-15.19%
4608 False Alarm Charges	9,355	8,850	9,530	8,725	$ 8,725	0.00%
4610 Copies of Police Reports	9,793	13,262	13,805	6,829	$ 6,829	0.00%
4710 Misc. Non Operating Revenue	-	-	-	-	-	0.00%
4723 Surplus Property	339	2,027	1,000	200	$ 500	0.00%
4725 Arvest Rewards	-	-	-	1,980	$ 10,000	0.00%
4729 Miscellaneous Revenue	789,665	49,512	16,691	72,561	$ 42,000	-42.12%
4730 Reimbursements	148,664	47,000	34,000	34,691	$ 34,000	-96.60%
4747 Police Reimbursements	570	50	1,488	-	$ 100	-53.48%
4749 Inmate Security	7,322	5,737	5,000	5,201	$ 5,000	-53.48%
4750 Law Enforcement Training (LET)	7,349	5,746	5,000	5,538	$ 5,000	-53.48%
4751 Police Officer & Standard Training	-	-	-	2,309	2,300	-53.48%
4771 Sale of Fixed Assets	54,210	37,340	25,000	40,040	$ 55,000	0.00%
Total Other Revenues	1,115,219	322,745	204,158	281,295	258,850	-7.98%
Total Current Year's Revenue	17,060,207	15,800,348	15,249,720	16,305,817	14,769,502	-9.42%
8000 Other Financing Sources	131,167	229,802	196,366	196,366	589,995	
TOTAL GENERAL FUND	**17,191,374**	**16,030,150**	**15,446,086**	**16,502,183**	**15,359,497**	-6.92%

FY 2022 GENERAL FUND REVENUES BY CLASS



Real Property Taxes and Building Permits



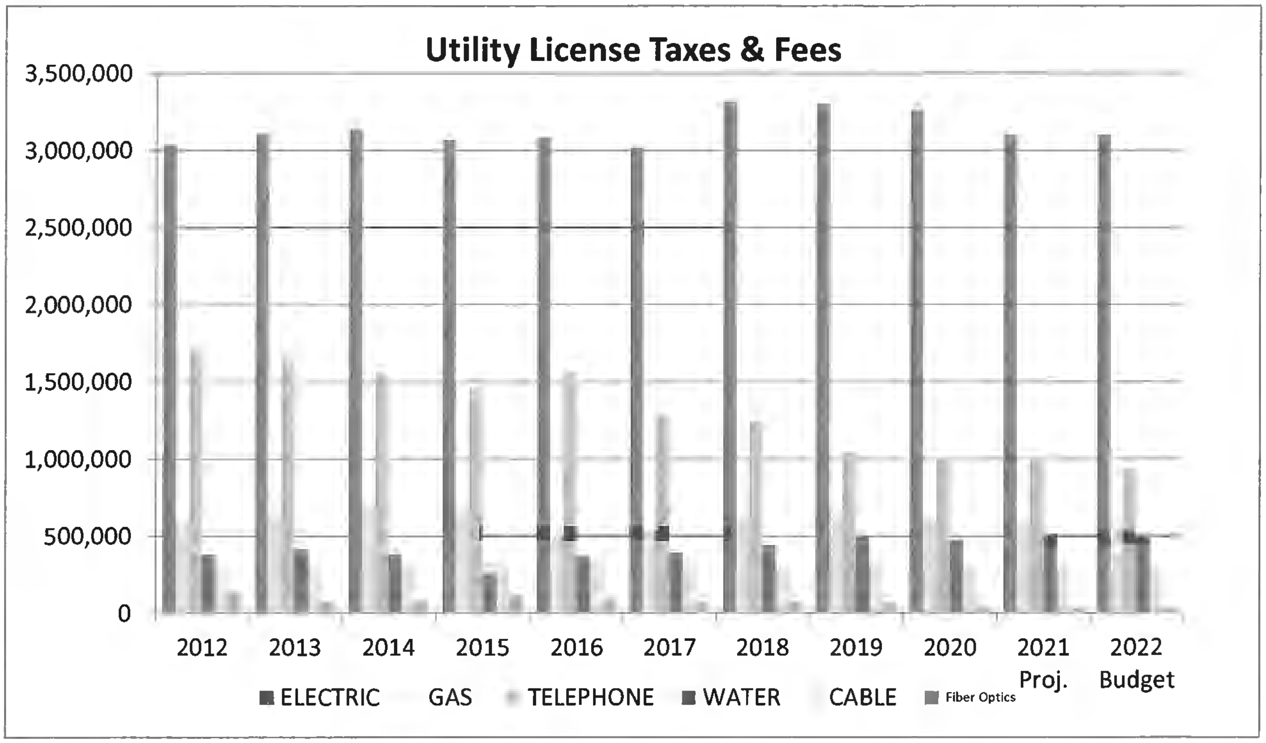
Real Property Taxes

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 .076 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 2022 revenue is estimated at $745,557. 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 2022 revenues are estimated at $625,000 based upon development projections.

Fiscal Year	Real Property Taxes	Building Permits
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	750,734	668,798
2021 Proj.	738,175	950,000
2022 Budget	745,557	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 2022 revenues are estimated to be $5,438,387.

TAXES & LICENSE FEES

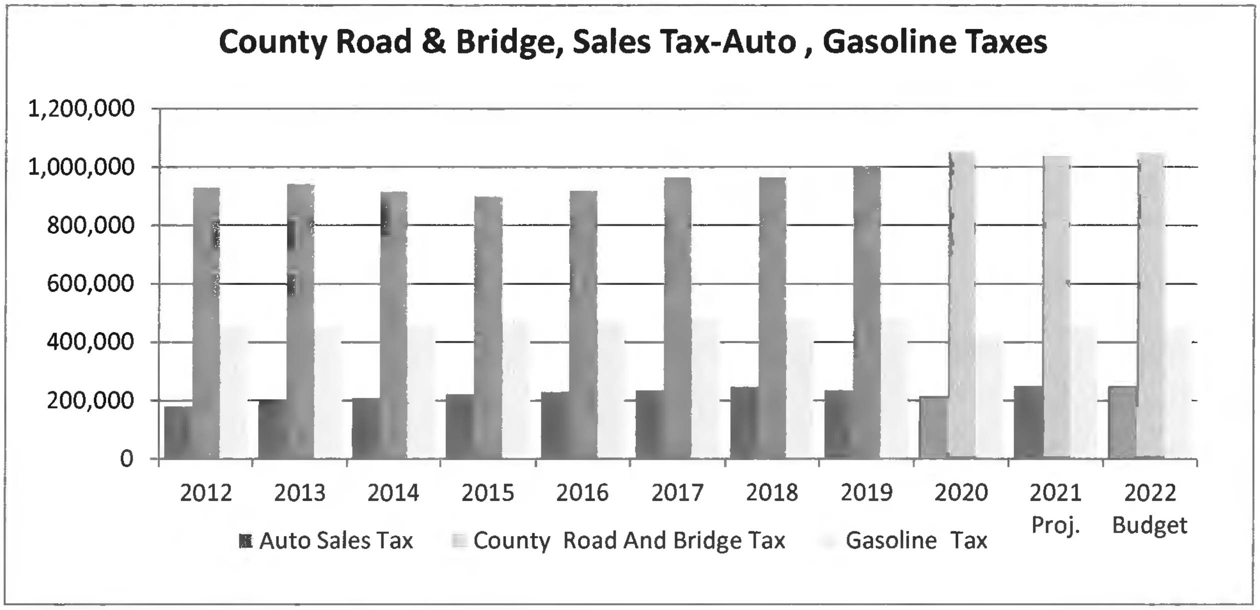
Fiscal Year	ELECTRIC	GAS	TELEPHONE	WATER	CABLE	Fiber Optics
2012	3,037,555	577,893	1,722,470	381,047	289,211	139,302
2013	3,110,606	635,295	1,656,356	420,182	304,133	78,413
2014	3,137,959	694,032	1,562,401	380,642	311,338	85,033
2015	3,069,232	673,046	1,457,574	261,093	338,596	125,583
2016	3,085,154	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	3,259,567	605,271	1,011,121	472,337	306,869	44,500
2021 Proj.	3,104,913	578,903	1,000,001	512,817	297,835	35,284
2022 Budget	3,104,913	578,903	940,001	487,176	291,878	35,516

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 2022 $.0125 point of sale revenue is estimated at $4,400,170 less $816,096 for sharing with "B" pooled cities. The "B" pooled areas of the City are expected to produce revenue of $874,536 for FY 2022. Therefore, total FY 2022 revenue is estimated at $4,458,610. The projections are based on a 10.22% decrease in FY 2021 and a 2% increase in FY 2022.

Fiscal Year	City Sales Tax
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	4,868,807
2021 Proj.	4,371,186
2022 Budget	4,458,610

Communication: Review Proposed FY2022 Budget (New Business)



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 2021 revenue estimated at $1,038,919. The revenue estimates for 2022 are projected to increase slightly to $1,049,308. 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.

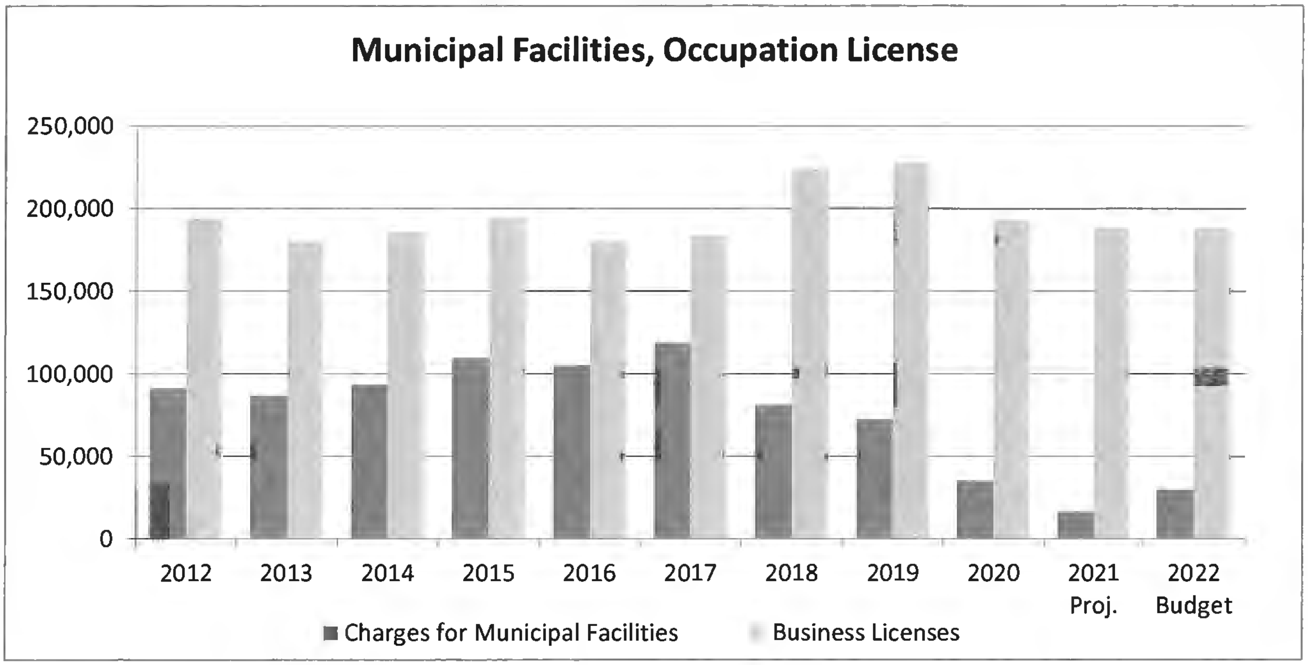
City Sales Tax - Auto

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 2021 revenue is estimated at $249,543. The projected FY 2022 revenues are estimated at $249,543. The FY 2022 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 2021 revenue is estimated at $450,237. The FY 2022 estimated revenues of $450,237 is projected to remain flat.

Fiscal Year	Auto Sales Tax	County Road And Bridge Tax	Gasoline Tax
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	214,134	1,052,470	423,749
2021 Proj.	249,543	1,038,919	450,237
2022 Budget	249,543	1,049,308	450,237



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 FY 2021 revenues were down due to COVID-19, but FY 2022 is projected to start recovering from the pandemic.

Business Licenses

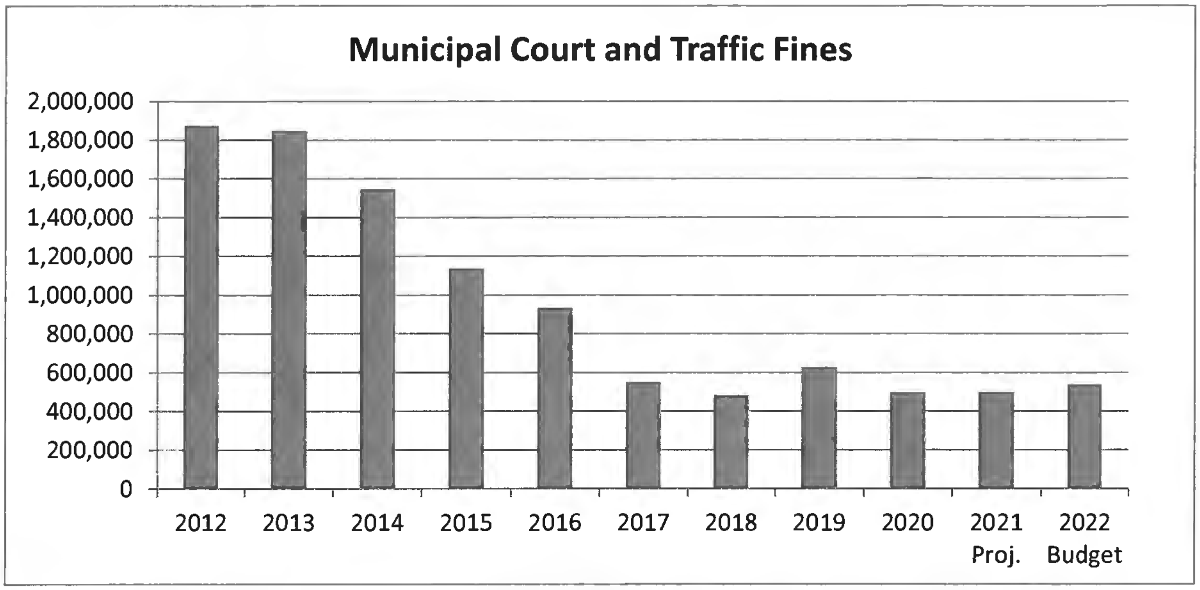
In accordance with Chapter 605 of City Code of Ordinances a fee is charged all for-profit businesses operating in the City. The business license fee is based on the following:

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 2022 revenue is estimated to be down to $188,355. Some businesses closed in FY 2021 due to COVID-19.

Fiscal Year	Charges for Municipal Facilities	Business Licenses
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	34,997	193,195
2021 Proj.	16,409	188,355
2022 Budget	29,800	188,355

Communication: Review Proposed FY2022 Budget (New Business)

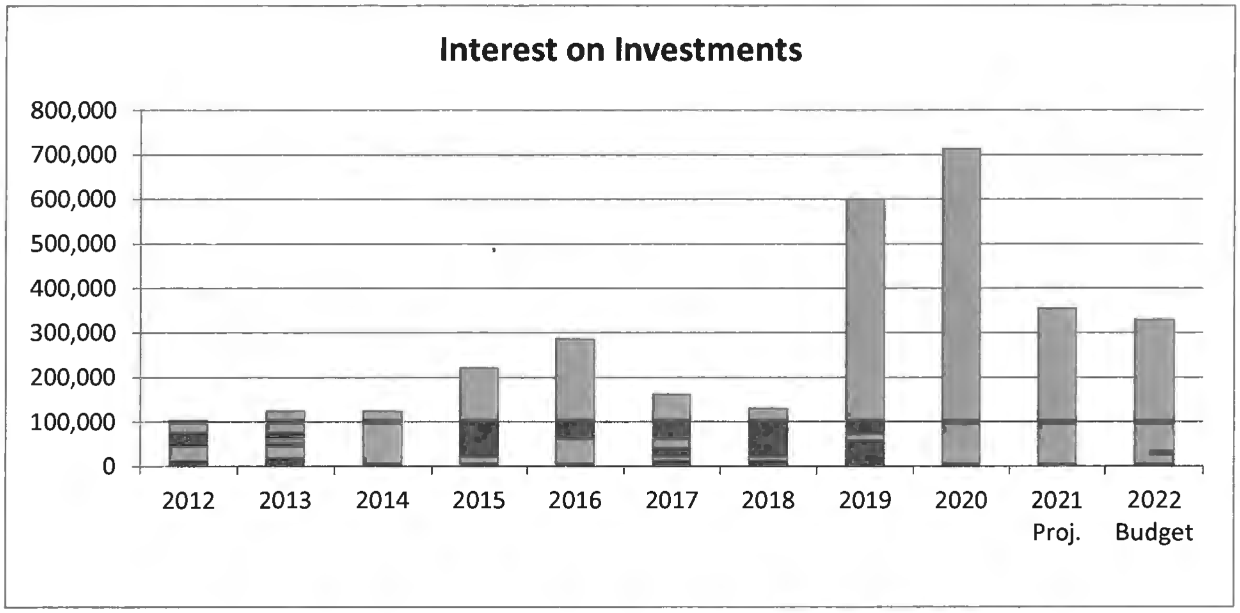


Municipal Court and Traffic Fines

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 for FY 2021 are estimated to be $499,438. Total FY 2022 revenue has an estimated 7.9% increase to $538,800.

Fiscal Year	Municipal Court and Traffic Fines
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	499,153
2021 Proj.	499,438
2022 Budget	538,800

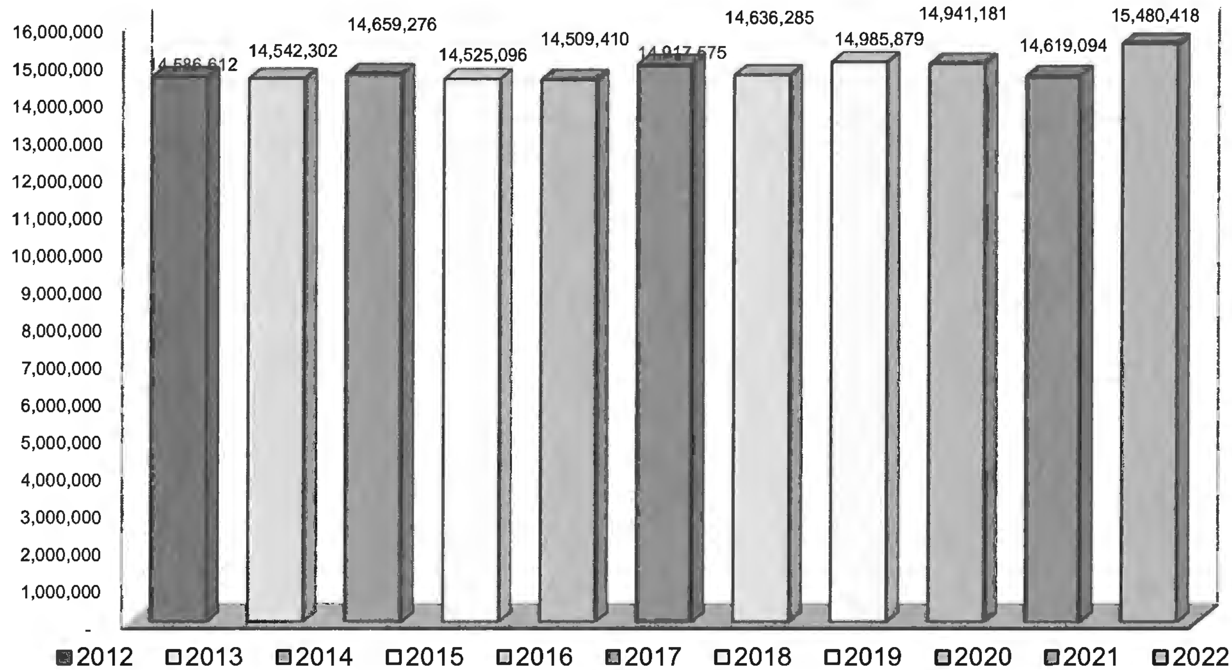


Interest on Investments

In accordance with Administrative policy, interest is earned on excess monies invested in Treasuries and/or agencies. Total FY 2022 revenue is estimated at $330,000, which is a decrease from FY 2021 due to interest rates continously dropping since March 2020 as a result of the COVID-19 pandemic.

Fiscal Year	Interest on Investments
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	713,353
2021 Proj.	355,000
2022 Budget	330,000

GENERAL FUND - TOTAL EXPENDITURES



Fiscal Year		Total Expenditures	Amount of Change	Percent Change
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		14,985,879	349,594	2.4%
2020		14,941,181	(44,698)	-0.3%
2021	**Projected**	14,619,094	(322,087)	-2.2%
2022	**Budgeted**	15,480,418	861,324	5.89%

Major causes of change:

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.

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%.

GENERAL FUND EXPENDITURES (continued)

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 FY 2017.

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. One (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 As a result of the pandemic starting in the last quarter of FY 2020, departments were told to minimize expenditures as much as possible, which lead to the overall decrease of .3% in expenses.

FY 2021 Expenditures are expected to decrease 2.2%. Due to the COVID-19 virus, no salary increases were budgeted for the year and a lot of expenditures were cut to reduce the deficit as much as possible. However, the City received $1.2M from the CARES Act Program, so the City gave employees a 1.5% one-time merit bonus in mid-year.

FY 2022 Expenditures are budgeted to increase 5.89%. Personnel costs include a 2% salary increase, as well as a 3% increase for benefit expenditures. Operational expenditures are expected to increase 10%, where capital expenditures include a 54.9% increase.

GENERAL FUND
SUMMARY OF DEPARTMENTAL APPROPRIATIONS
BY MAJOR EXPENDITURE CATEGORY
FOR FISCAL YEAR ENDING JUNE 30, 2022

DEPARTMENT/DIVISION	Personnel Services	Operating Expense	Capital Outlay	Total
Legislative Services	159,461	73,623	-	233,084
Legal Services	-	181,961	300	182,261
Administrative Services	518,777	110,794	250	629,821
Information Systems	107,968	152,259	-	260,227
Finance Department	400,214	62,824	-	463,038
Municipal Court	195,731	40,322	500	236,553
Insurance, Benefits, Non-Depart.	1,071,951	360,386	-	1,432,337
Community Services	94,384	25,879	600	120,863
Municipal Property	120,927	177,960	9,000	307,887
Police Department - Administration	1,031,693	676,299	3,750	1,711,742
Police Department - Investigations	939,579	42,050	740	982,369
Police Department - Patrol	3,772,783	201,950	320,720	4,295,453
Public Works Administration	424,001	71,620	-	495,621
Street Maintenance	725,725	748,530	13,500	1,487,755
Health & Welfare	-	802,120	-	802,120
Parks Maintenance	255,374	214,366	8,750	478,490
Planning Department	367,690	42,945	75	410,710
Building Department	907,254	42,483	350	950,087
Totals	11,093,512	4,028,371	358,535	15,480,418
Transfers To Other Funds	-	-	-	-
TOTAL GENERAL FUND	**11,093,512**	**4,028,371**	**358,535**	**15,480,418**

CITY OF CREVE COEUR
ALL DEPARTMENTS FOR GENERAL FUND-FY22

ACCOUNT NUMBER AND DESCRIPTION	2021 Budget	2021 Projected	2022 Request	% Change From Budget	% Change From Projected
5101 Salaries, Permanent Empl.	6,916,829	6,814,600	6,785,701	-1.90%	-0.42%
5102 Salaries, Temporary Empl.	86,285	99,130	171,263	98.49%	72.77%
5103 Overtime	135,025	116,565	120,050	-11.09%	2.99%
5104 Vacation Pay	17,633	15,904	15,713	-10.89%	-1.20%
5105 Longevity Pay	40,608	38,636	31,469	-22.51%	-18.55%
5106 Holiday Pay	124,150	124,150	124,150	0.00%	0.00%
5107 Uniform Allowance	15,300	13,026	13,560	-11.37%	4.10%
5109 Provision for Salary Adj.	101,689	93,974	198,619	95.32%	0.00%
5110 Auto Allowance	16,320	16,320	16,320	0.00%	0.00%
5111 Cell Phone Allowance	2,520	2,350	300	-88.10%	-87.23%
5230 Hospital & Medical Insurance	1,153,395	1,057,383	1,144,665	-0.76%	8.25%
5231 Self Insured Medical Benefits	11,400	10,800	11,400	0.00%	5.56%
5233 Dental Insurance	45,603	44,286	46,219	1.35%	4.36%
5234 Group Life Insurance	23,078	22,135	23,123	0.19%	4.46%
5235 Accidental Death & Dismem.	2,444	2,321	2,433	-0.45%	4.83%
5236 Disability Insurance	19,263	17,628	19,165	-0.51%	8.72%
5240 Social Security Contribution	562,798	540,238	550,792	-2.13%	1.95%
5241 Pension Contribution	1,517,425	1,425,414	1,512,692	-0.31%	6.12%
5242 Deferred Retirement Comp.	19,165	18,383	19,285	0.63%	4.91%
5243 Worker's Compensation Ins.	238,593	210,947	238,593	0.00%	13.11%
5244 Unemployment Comp.	15,000	9,000	13,000	-13.33%	44.44%
5246 Insurance Deductible	35,000	33,000	35,000	0.00%	6.06%
6201 Legal Services	201,221	176,116	201,220	0.00%	14.25%
6202 Technical & Personal Services	727,240	676,304	693,485	-4.64%	2.54%
6203 Professional Services	96,720	100,723	154,537	59.78%	53.43%
6204 Planning & Design Services	10,000	0	10,000	0.00%	0.00%
6207 Temporary Personnel Services	158,550	95,000	141,960	-10.46%	49.43%
6209 Accounting Services	27,000	27,060	27,600	2.22%	2.00%
6210 Vehicle Maintenance	92,831	96,302	92,575	-0.28%	-3.87%
6211 Equipment Maintenance	109,400	116,917	113,250	3.52%	-3.14%
6212 Building & Ground Maint.	291,612	304,512	319,194	9.46%	4.82%
6213 Office Equipment Maint.	136,711	91,023	125,162	-8.45%	37.51%
6214 Refuse Collections	793,520	768,000	798,720	0.66%	4.00%
6215 Weed Cutting/Tree Removal	3,000	5,300	3,000	0.00%	-43.40%
6216 Larviciding	3,400	3,400	3,400	0.00%	0.00%
6220 Liability Insurance	92,636	75,731	87,200	-5.87%	15.14%
6222 Pub. Officials Liab.Ins.	38,347	34,390	39,800	3.79%	15.73%
6223 Tappemeyer House.	8,500	11,515	12,246	44.07%	6.35%
6225 Surety Bonds	1,865	1,620	1,785	-4.29%	10.19%
6226 Property & Auto Insurance	66,661	63,696	70,066	5.11%	10.00%
6230 Farmers Market	2,700	1,125	2,700	0.00%	140.00%
6247 Dog Park Expenses	0	1,175	1,175	0.00%	0.00%
6250 Electricity	98,000	84,000	92,000	-6.12%	9.52%
6251 Street Lighting	118,000	118,000	118,000	0.00%	0.00%
6252 Natural Gas	15,200	14,700	14,700	-3.29%	0.00%
6253 Telephone	73,359	73,379	70,138	-4.39%	-4.42%
6254 Water & Sewer	93,000	83,000	91,000	-2.15%	9.64%
6255 Cable TV	7,900	8,044	8,200	3.80%	1.94%
6260 Advertising	7,325	6,308	6,925	-5.46%	9.77%

Communication: Review Proposed FY2022 Budget (New Business)

CITY OF CREVE COEUR
ALL DEPARTMENTS FOR GENERAL FUND-FY22

ACCOUNT NUMBER AND DESCRIPTION	2021 Budget	2021 Projected	2022 Request	% Change From Budget	% Change From Projected
6261 Education & Training	39,050	25,975	40,425	3.52%	55.63%
6262 Dues, Memberships & Subsc.	34,524	34,243	34,983	1.33%	2.16%
6263 Election Expense	9,000	32,000	10,000	11.11%	-68.75%
6264 In Town Meetings	16,018	5,979	14,791	-7.66%	147.38%
6265 Travel & Conferences	34,390	11,977	49,858	44.98%	316.29%
6266 Equipment Rental	6,820	5,190	6,070	-11.00%	16.96%
6269 Postage	32,000	33,150	33,300	4.06%	0.45%
6271 Medical	15,157	14,182	21,221	40.01%	49.64%
6272 Employee Relations	9,550	9,645	10,258	7.41%	6.36%
6281 5K Run Expenses	6,850	6	6,850	0.00%	114066.67%
7301 Chemicals & Cleaning	4,800	4,300	4,650	-3.13%	8.14%
7302 Small Tools	11,175	10,425	11,220	0.40%	7.63%
7303 Horticultural Supplies	35,000	35,000	35,000	0.00%	0.00%
7304 General Supplies	35,915	32,286	38,715	7.80%	19.91%
7305 Street and Sidewalk Maintenance	30,000	30,000	30,000	0.00%	0.00%
7306 Memorials & Plaques	1,400	1,100	1,850	32.14%	68.18%
7307 Gasoline & Mileage	123,455	90,125	109,321	-11.45%	21.30%
7308 Wearing Apparel & Linen	55,481	55,106	71,186	28.31%	29.18%
7310 Snow Removal Supplies	92,000	80,000	74,500	-19.02%	-6.88%
7311 Street Signs	16,000	16,000	16,000	0.00%	0.00%
7312 Office Supplies	30,000	31,000	31,000	3.33%	0.00%
7313 Range Supplies	13,225	12,682	13,775	4.16%	8.62%
7314 Crime Prevention	3,700	3,693	3,700	0.00%	0.18%
7315 Special Events	13,500	700	13,500	0.00%	1828.57%
7317 SLAIT Wellness	0	0	5,300	0.00%	0.00%
7318 Small Storm Water Projects	5,000	5,000	5,000	0.00%	0.00%
7331 Computer Hardware	38,045	38,045	27,100	-28.77%	-28.77%
7332 Computer Software	12,456	6,338	8,760	-29.67%	38.21%
9501 Buildings & Improvements	17,500	250	250	0.00%	0.00%
9502 Vehicles	75,040	79,432	197,500	163.19%	148.64%
9503 Equipment	158,211	147,765	153,310	-3.10%	3.75%
9504 Office Equipment	4,575	3,971	7,475	63.39%	88.24%
	15,354,057	14,619,094	15,480,418	0.82%	5.89%

Communication: Review Proposed FY2022 Budget (New Business)

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 ($24,500) received in FY21 which included funding for a part-time Temporary Business Sustainability Coordinator position.
- Acct. 6263 – Decrease in election expenses due to addition of Prop P on November ballot in FY21 ($22,000).
- Acct. 6264 – Increase in food due to meeting and event cancellations due to COVID-19 in FY21 ($6,000).
- Acct. 6265 – Increase in out-of-town conference travel due to recommencement of attendance for travel and conferences in FY22 ($4,000).
- Acct. 7315 – Increase for City's Holiday Appreciation event for appointed officials due to cancellation of event due to COVID-19 in FY21 ($8,000).
- Acct. 7315 – Increase for City's Golf Invitational event for appointed officials due to cancellation of vent due to COVID-19 in FY21 ($1,000).

Fund: 01
Dept: 11-12

LEGISLATIVE SERVICES

	Actual Expenditures FY 2019	Actual Expenditures FY 2020	Budgeted Expenditures FY 2021	Projected Expenditures FY 2021	Estimated Requirements FY 2022
PERSONNEL SERVICES:					
5101 Salaries, Permanent Empl.	126,189	127,577	126,785	126,785	126,785
5102 Salaries, Temporary Empl.	8,800	22,775	-	13,266	-
5103 Overtime	-	-	-	-	-
5104 Vacation Pay	917	-	-	-	-
5105 Longevity Pay	-	-	-	-	-
5109 Provision for Salary Adj.	-	-	1,217	1,217	1,632
5110 Auto Allowance	1,200	1,200	1,200	1,200	1,200
5111 Cell Phone Allowance	600	600	600	550	300
5230 Hospital & Medical Insurance	5,744	5,859	6,035	5,976	6,156
5231 Self Insured Medical Benefits	600	600	600	600	600
5233 Dental Insurance	837	760	779	760	779
5234 Group Life Insurance	781	752	736	726	732
5235 Accidental Death & Dismem.	57	44	30	29	30
5236 Disability Insurance	260	236	234	227	232
5240 Social Security Contribution	10,333	11,434	9,837	10,714	9,730
5241 Pension Contribution	6,480	6,359	6,650	6,325	6,515
5243 Worker's Compensation Ins.	4,386	4,148	4,770	4,218	4,770
Total Personnel Services	167,184	182,343	159,473	172,593	159,461
OPERATING EXPENSES:					
6201 Legal Services	-	-	-	-	-
6202 Technical & Personal Services	925	2,409	3,200	1,800	3,500
6203 Professional Services	6,655	5,447	6,500	6,500	6,500
6213 Office Equipment Maint.	12,294	12,294	11,355	11,355	11,355
6253 Telephone	-	612	480	480	480
6260 Advertising	916	1,108	1,525	1,175	1,525
6261 Education & Training	268	105	100	100	100
6262 Dues, Memberships & Subsc.	8,957	10,457	9,825	9,825	10,825
6263 Election Expense	6,522	11,427	9,000	32,000	10,000
6264 In Town Meetings	7,871	6,125	8,288	3,390	8,288
6265 Travel & Conferences	3,850	2,184	5,700	2,200	5,750
7304 General Supplies	101	2,580	700	100	700
7306 Memorials & Plaques	353	215	600	600	600
7307 Gasoline & Mileage	-	332	500	-	500
7315 Special Events	12,824	9,892	13,500	700	13,500
Total Operating Expenses	61,535	65,187	71,273	70,225	73,623
CAPITAL OUTLAY:					
9504 Office Equipment	506	-	-	-	-
Total Capital Outlay	506	-	-	-	-
TOTAL LEGISLATIVE SERVICES	**229,225**	**247,530**	**230,746**	**242,818**	**233,084**

Communication: Review Proposed FY2022 Budget (New Business)

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 ($175,100).
- 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 2019	Actual Expenditures FY 2020	Budgeted Expenditures FY 2021	Projected Expenditures FY 2021	Estimated Requirements FY 2022
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	168,083	175,100	149,996	175,100
6202 Technical and Personal	-	23	-	-	-
6262 Dues, Memberships & Subsc.	-	2,151	5,961	5,961	5,961
6265 Travel & Conferences	-	124	900	900	900
Total Operating Expenses	167,195	170,381	181,961	156,857	181,961
CAPITAL OUTLAY:					
9504 Office Equipment	-	-	300	300	300
Total Capital Outlay	-	-	300	300	300
TOTAL LEGISLATIVE SERVICES	**168,678**	**170,381**	**182,261**	**157,157**	**182,261**

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 Generalist. The Administrative Services Department has one additional division: Municipal Court.

Performance and Workload Measures

	FY 2019	FY 2020	Projected FY 2021	Estimated FY 2022
PERSONNEL				
Average Years of Service, All Full-Time Employees	10.8	11.3	11	11.3
Percentage of Full-Time Turnover, All[1]	5.7%	3.8%	3.0%	2.8%
Percentage of Full-Time Turnover, Sworn Only[1]	4.1%	6.1%	4.1%	2%
Number of New Employee Orientations, All	30	30	19	25
Number of Employee Candidate Interviews Conducted, Non-Sworn Only	37	37	30	40
Number of Employee Training & Wellness Events Provided	19	14[2]	10	13
COMMUNICATIONS				
External Survey, Percentage of Residents Rating Overall Satisfaction with Resident Newsletter as Very Satisfied and Satisfied[3]	N/A	N/A	N/A	88%
Website Visits, External	215,835	238,673	232,000	232,000
Press Releases, All	21	25	20	20
Facebook Posts[4]	213	191	215	215
Twitter Posts[4]	210	180	200	200
Videos Posted to Website/YouTube	3	2	10	5
Business Newsletter Open Rate	34.63%	34.3%	31%	31%
Business Newsletter Click-Through Rate	13.78%	14.9%	10%	10%

[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 cancellations in FY20 & FY21.
[3]Triennial Resident Survey last conducted in FY 2018; rescheduled from FY21 to FY22.
[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 City Council meeting agenda packets are provided Thursday prior to Council meetings.

Fund: 01
Dept: 12-11

Communication: Review Proposed FY2022 Budget (New Business)

- 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.
- 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.
- Maintain up-to-date information on city website at all times.

Objectives

- 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.
- Provide high employee benefits while balancing employee/city costs.
- Improve the overall quality of informational publications offered by the city.

Budget Highlights

- Acct. 5241 – Decrease due to transfer of excess costs associated with Legacy Retirement Plan to Finance-Interdepartmental Department (1315).
- 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. 6203 – Increase due to consultant fees for strategic planning process ($20,000).
- Acct. 6203 – Increase due to triennial resident survey postponed from FY21 and rescheduled for FY22 ($20,000).
- Acct. 6203 – Increase to newsletter printing and handling by 3% in anticipation of cost increase with these services with the three-year bid process in FY22.
- Acct. 6261 – Increase due to anticipated recommencement of education and training in FY22 that was cancelled due to COVID-19 in FY21 ($1,300).
- Acct. 6264 – Increase due to anticipated recommencement of in-town meetings in FY22 which were cancelled due to COVID-19 in FY21 ($1,800).
- 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); postponed from FY21 and rescheduled for FY22 ($705).
- Acct. 6265 – Increase due to recommencement of conferences in FY22 which were cancelled due to COVID-19 in FY21 ($6,380).

Fund: 01
Dept: 12-11

ADMINISTRATIVE SERVICES

	Actual Expenditures FY 2019	Actual Expenditures FY 2020	Budgeted Expenditures FY 2021	Projected Expenditures FY 2021	Estimated Requirements FY 2022
PERSONNEL SERVICES:					
5101 Salaries, Permanent Empl.	354,122	377,634	387,400	387,400	390,625
5102 Salaries, Temporary Empl.	1,600	-	-	-	-
5105 Longevity Pay	1,056	1,056	1,056	1,056	1,056
5109 Provision for Salary Adj.	-	-	5,706	5,706	15,076
5110 Auto Allowance	6,600	6,600	6,600	6,600	6,600
5230 Hospital & Medical Insurance	9,573	5,859	6,035	5,976	6,156
5231 Self Insured Medical Benefits	1,650	1,450	1,800	1,800	1,800
5233 Dental Insurance	588	534	548	534	548
5234 Group Life Insurance	1,108	1,120	1,112	1,086	1,108
5235 Accidental Death & Dismem.	183	174	120	116	119
5236 Disability Insurance	711	753	925	891	909
5240 Social Security Contribution	25,078	26,238	30,222	26,050	26,868
5241 Pension Contribution	86,370	90,266	98,125	84,130	36,347
5242 Deferred Retirement Comp.	17,780	18,306	19,165	18,383	19,285
5243 Worker's Compensation Ins.	11,293	10,678	12,280	10,857	12,280
Total Personnel Services	517,713	540,667	571,094	550,585	518,777
OPERATING EXPENSES:					
6202 Technical & Personal Services	593	541	648	730	589
6203 Professional Services	45,462	36,472	47,545	47,545	88,412
6253 Telephone	1,162	1,279	1,320	930	300
6260 Advertising	1,407	730	1,400	2,432	1,500
6261 Education & Training	1,269	845	1,800	550	1,300
6262 Dues, Memberships & Subsc.	6,165	3,678	6,682	5,731	6,088
6264 In Town Meetings	1,279	633	2,119	439	1,800
6265 Travel & Conferences	3,785	5,406	3,230	450	6,830
6271 Medical	2,767	2,974	3,100	3,828	3,575
7304 General Supplies	176	25	300	100	300
7307 Gasoline & Mileage	124	-	100	100	100
Total Operating Expenses	64,188	52,582	68,244	62,836	110,794
CAPITAL OUTLAYS:					
9504 Office Equipment	-	525	250	250	250
Total Capital Outlay	-	525	250	250	250
TOTAL ADMINISTRATIVE SERVICES	**581,901**	**593,774**	**639,588**	**613,671**	**629,821**

Communication: Review Proposed FY2022 Budget (New Business)

ADMINISTRATIVE SERVICES
CAPITAL OUTLAY

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 Clerk 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: 12-14

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. 5102 – Increase in part-time salaries due to Court Clerk vacancy for several months in FY21.
- Acct. 5241 – Decrease due to transfer of excess costs associated with Legacy Retirement Plan to Finance-Interdepartmental Department (1315).
- Acct. 6202 – Decrease in REJIS user fees due to the continued phase out of the IMDSPlus court software system.
- Acct 6265 – Increase due to recommencement of conference attendance that cancelled due to COVID-19 in FY21.
- Acct. 6262 – Increase due to new electronic signature software for court documents ($300).
- Acct. 6264 – Decrease in number of in-town meetings due to increased participation in virtual programming.

Communication: Review Proposed FY2022 Budget (New Business)

Fund: 01
Dept: 12-14

MUNICIPAL COURT

	Actual Expenditures FY 2019	Actual Expenditures FY 2020	Budgeted Expenditures FY 2021	Projected Expenditures FY 2021	Estimated Requirements FY 2022
PERSONNEL SERVICES:					
5101 Salaries, Permanent Empl.	129,521	132,689	131,321	131,321	131,321
5102 Salaries, Temporary Empl.	14,509	13,550	14,614	11,313	16,523
5103 Overtime	9,859	6,306	9,725	6,474	3,000
5104 Vacation Pay	-	1,129	1,129	1,151	1,129
5105 Longevity Pay	2,304	2,304	2,304	2,304	2,304
5109 Provision for Salary Adj.	-	-	1,968	1,968	3,822
5230 Hospital & Medical Insurance	6,273	5,969	6,035	5,976	6,156
5231 Self Insured Medical Benefits	600	600	600	600	600
5233 Dental Insurance	322	272	274	265	274
5234 Group Life Insurance	471	464	465	448	457
5235 Accidental Death & Dismem.	94	72	50	48	49
5236 Disability Insurance	396	389	385	374	381
5240 Social Security Contribution	11,851	11,897	12,171	11,791	12,063
5241 Pension Contribution	31,037	32,098	35,000	28,441	12,945
5243 Worker's Compensation Ins.	4,328	4,093	4,707	4,162	4,707
Total Personnel Services	211,566	211,831	220,748	206,636	195,731
OPERATING EXPENSES:					
6201 Legal Services	24,713	22,236	26,121	26,120	26,120
6202 Technical & Personal Services	15,127	10,555	5,089	4,900	4,900
6213 Office Equipment Maint.	3,787	2,494	3,240	3,240	3,240
6261 Education & Training	180	-	200	-	200
6262 Dues, Memberships & Subsc.	435	435	435	435	435
6264 In Town Meetings	85	25	195	-	119
6265 Travel & Conferences	973	-	3,100	2,300	2,918
7304 General Supplies	1,607	1,519	2,390	2,390	2,390
7307 Gasoline & Mileage	-	-	-	-	-
Total Operating Expenses	46,906	37,263	40,770	39,385	40,322
CAPITAL OUTLAY:					
9503 Equipment	950	725	500	500	500
Total Capital Outlay	950	725	500	500	500
TOTAL MUNICIPAL COURT	**259,423**	**249,818**	**262,018**	**246,521**	**236,553**

Communication: Review Proposed FY2022 Budget (New Business)

MUNICIPAL COURT
CAPITAL OUTLAY

Capital Outlay Detail	Annual
9503 Equipment	
Misc.	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 Senior Accounting Associate, 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 2019	FY 2020	Projected FY 2021	Estimated FY 2022
Workers Compensation (WC) Claims	12	7	25	20
WC Claims per 100 FTEs	11.32	6.67	23.58[1]	19.05
WC Days Lost to Injury per 100 FTEs	4.72	112.96	141.33[1]	100
Vehicle Liability Claims	4	4	1	2

[1]WC claims and days lost in FY21 and FY22 increased due to COVID-19 pandemic.

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

- Accts. 5101-5243 – Decrease in full-time salaries and benefits due to reclassification of the Finance Manager/Accountant position (Grade 12) to Senior Accounting Associate (Grade 10).
- Acct. 5102 – Increase in part-time salaries to add a 12-week intern to perform a business license audit function in FY22.
- Acct. 6213 – Increase due to a credit ($11,631) received in FY21 following elimination of Phase II of the Tyler-Energov building permit software implementation.
- Acct. 6261 – Increase due to staff interest in utilizing tuition reimbursement benefit ($4,050).
- Acct. 6265 – Increase due to recommencement of conference attendance which were cancelled due to COVID-19 pandemic in FY21.
- Acct. 9504 – Decrease due to no capital needs in FY22.

Fund: 01
Dept: 13-11

FINANCE DEPARTMENT

	Actual Expenditures FY 2019	Actual Expenditures FY 2020	Budgeted Expenditures FY 2021	Projected Expenditures FY 2021	Estimated Requirements FY 2022
PERSONNEL SERVICES:					
5101 Salaries, Permanent Empl.	292,149	322,875	287,560	273,921	269,921
5102 Salaries, Temporary Empl.	38,893	18,182	25,170	23,361	33,842
5103 Overtime	12,230	1,709	2,500	700	900
5104 Vacation Pay	889	1,506	1,055	1,076	1,055
5105 Longevity Pay	-	-	-	-	-
5109 Provision for Salary Adj.	-	-	4,308	3,197	5,905
5230 Hospital & Medical Insurance	35,964	41,049	34,932	31,016	33,230
5231 Self Insured Medical Benefits	1,200	1,550	1,200	600	1,200
5233 Dental Insurance	1,626	1,770	1,600	1,561	1,600
5234 Group Life Insurance	965	1,194	995	882	979
5235 Accidental Death & Dismem.	210	226	108	95	106
5236 Disability Insurance	840	713	830	735	820
5240 Social Security Contribution	25,792	25,730	24,196	22,578	23,241
5241 Pension Contribution	24,186	19,671	20,500	19,859	16,546
5243 Worker's Compensation Ins.	9,995	9,451	10,869	9,610	10,869
Total Personnel Services	444,940	445,625	415,823	389,191	400,214
OPERATING EXPENSES:					
6202 Technical & Personal Services	1,640	1,446	1,770	1,795	1,795
6209 Accounting Services	26,210	27,095	27,000	27,060	27,600
6213 Office Equipment Maint.	24,629	21,779	25,523	(11,382)	14,777
6253 Telephone	527	639	648	465	300
6261 Education & Training	517	20	4,250	1,900	7,550
6262 Dues, Memberships & Subsc.	373	619	619	623	677
6264 In Town Meetings	195	336	670	44	650
6265 Travel & Conferences	3,837	1,907	3,225	-	6,625
7304 General Supplies	2,556	3,541	3,150	2,449	2,625
7307 Gasoline & Mileage	10	13	25	25	25
7308 Wearing Apparel & Linen	-	-	200	200	200
7332 Computer Software	-	-	-	-	-
Total Operating Expenses	60,493	57,396	67,080	23,179	62,824
CAPITAL OUTLAYS:					
9504 Office Equipment	590	178	1,175	1,071	-
Total Capital Outlay	590	178	1,175	1,071	-
TOTAL FINANCE DEPARTMENT	**506,024**	**503,200**	**484,078**	**413,441**	**463,038**

Communication: Review Proposed FY2022 Budget (New Business)

FINANCE DEPARTMENT
CAPITAL OUTLAY DETAIL

Capital Outlay Detail

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

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, self-insured deductible expenses for employee health insurance and excess expenditures associated with the Legacy Pension Plan. 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, telephone and postage, and the Legacy Pension Plan.

Budget Highlights

- Acct. 5230 – Increase in health insurance costs due to anticipated retirements of eligible full-time employees.
- Acct. 5241 – Increase due to transfer of excess expenses associated with the Legacy Pension Plan in FY22; previously these were expensed among those departments with active employees in the plan ($849,951).
- Acct. 5244 – Increase due to anticipated increase in claims.
- Acct. 6203 – Increase in employee investment and financial advisory services due to increase in fund balances; city shares expense of 15 basis points with participants ($20,000).
- Acct. 6220 – General, police & auto liability, cyber liability, liquor liability and deductibles include a 15% increase for FY22.
- Acct. 6222 – Increase (15%) for public official liability insurance.
- Acct. 6226 – Increase for property and auto insurance fees (10%).
- Acct. 6247 – Increase due to transfer of Dog Park supplies from Public Works – Parks (3141) to Finance Interdepartmental (1315) for improved revenue/expense tracking ($1,175).
- Acct. 6272 – Increase due to recommencement of Breakfast with the City Administrator for employees successfully completing first probationary period which were cancelled due to COVID-19 in FY21 ($400).
- Acct. 7317 – Increase in SLAIT Wellness expenses in FY22; 100% of reimbursed through biennial grant ($5,300).

Fund: 01
Dept: 13-15

INTERDEPARTMENTAL

	Actual Expenditures FY 2019	Actual Expenditures FY 2020	Budgeted Expenditures FY 2021	Projected Expenditures FY 2021	Estimated Requirements FY 2022
PERSONNEL SERVICES:					
5230 Hospital & Medical Insurance	162,758	157,798	174,000	141,000	174,000
5241 Pension Contribution	-	-	-	-	849,951
5244 Unemployment Comp.	10,359	13,847	15,000	9,000	13,000
5246 Insurance Deductible	33,537	32,435	35,000	33,000	35,000
5297 Misc. Payroll Expense	3,461	-	-	-	-
Total Personnel Services	210,115	204,081	224,000	183,000	1,071,951
OPERATING EXPENSES:					
6202 Technical & Personal Services	1,150	1,486	708	900	2,100
6203 Professional Services	17,789	17,714	18,775	20,575	21,275
6211 Equipment Maintenance	-	-	300	200	300
6213 Office Equipment Maint.	4,821	4,052	4,180	3,816	3,576
6220 Liability Insurance	87,602	80,722	92,636	75,731	87,200
6222 Pub. Officials Liab.Ins.	32,731	33,376	38,347	34,390	39,800
6225 Surety Bonds	1,699	1,679	1,865	1,620	1,785
6226 Property & Auto Insurance	49,831	57,966	66,661	63,696	70,066
6253 Telephone	32,609	33,695	33,392	39,632	41,312
6255 Cable TV	8,396	7,912	7,900	8,044	8,200
6262 Dues, Memberships & Subsc.	1,275	1,282	1,340	1,365	1,404
6265 Travel & Conferences	-	-	800	123	800
6266 Equipment Rental	1,620	1,620	1,560	810	810
6269 Postage	30,366	29,446	32,000	33,150	33,300
6272 Employee Relations	7,387	5,212	9,550	9,645	10,258
7304 General Supplies	1,627	1,412	1,900	1,400	1,900
7312 Office Supplies	29,813	31,050	30,000	31,000	31,000
7317 SLAIT Wellness	483	5,246	-	-	5,300
Total Operating Expense	309,198	313,869	341,914	326,097	360,386
CAPITAL OUTLAY:					
9504 Office Equipment	-	-	-	-	-
Total Capital Outlay	-	-	-	-	-
TOTAL INTERDEPARTMENTAL	**519,313**	**517,950**	**565,914**	**509,097**	**1,432,337**

Communication: Review Proposed FY2022 Budget (New Business)

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 2022 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.
- Backups of servers and databases every 24 hours, five – seven 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 ($52,815).
- Acct. 6213 – CivicPlus website hosting ($12,741).
- Acct. 6213 – Annual Google Workspace subscription for email, email archiving and file storage ($19,656).
- Acct. 7331 – Three (3) replacement desktops: one (1) in PD; one (1) in Building; one (1) in Public Works ($5,100).
- Acct. 7331 – Two (2) laptops: (1) in PW and (1) in IT ($4,800).
- Acct. 7331 – One (1) fileserver replacement ($9,000).
- Acct. 7332 – Antivirus renewal ($3,000).

FUND: 01
DEPT: 13-51

Communication: Review Proposed FY2022 Budget (New Business)

INFORMATION SYSTEMS

	Actual Expenditures FY 2019	Actual Expenditures FY 2020	Budgeted Expenditures FY 2021	Projected Expenditures FY 2021	Estimated Requirements FY 2022
PERSONNEL SERVICES:					
5101 Salaries, Permanent Empl.	68,285	73,157	73,157	73,157	73,157
5103 Overtime	706	-	-	-	-
5104 Vacation Pay	2,622	1,405	1,405	1,433	1,405
5109 Provision for Salary Adj.	-	-	1,096	1,096	1,464
5230 Hospital & Medical Insurance	16,017	16,337	16,827	16,664	17,164
5233 Dental Insurance	837	760	779	760	779
5234 Group Life Insurance	246	254	254	245	250
5235 Accidental Death & Dismem.	67	39	28	26	27
5236 Disability Insurance	189	213	215	204	209
5240 Social Security Contribution	5,164	5,380	5,704	5,465	5,489
5241 Pension Contribution	5,651	5,633	5,850	5,637	5,807
5243 Worker's Compensation Ins.	2,039	1,928	2,217	1,960	2,217
Total Personnel Services	101,823	105,106	107,532	106,647	107,968
OPERATING EXPENSES:					
6202 Technical & Personal Services	45,612	47,893	50,300	50,300	52,815
6213 Office Equipment Maint.	48,709	60,430	60,530	56,608	62,634
6253 Telephone	650	932	758	546	300
6261 Education & Training	-	-	600	600	600
7308 Wearing Apparel & Linen	-	-	-	-	50
7331 Computer Hardware	18,875	38,192	38,045	38,045	27,100
7332 Computer Software	113,292	13,032	12,456	6,338	8,760
Total Operating Expenses	227,137	160,477	162,689	152,437	152,259
CAPITAL OUTLAYS:					
9504 Office Equipment	-	-	-	-	-
Total Capital Outlay	-	-	-	-	-
TOTAL INFORMATION SYSTEMS	**328,960**	**265,583**	**270,221**	**259,084**	**260,227**

INFORMATION SYSTEMS CAPITAL OUTLAY

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

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 2019	FY 2020	Projected FY 2021[2]	Estimated FY 2022[2]
Programs Offered[1]	11	15	1	5
Participants in Program/Classes	335	300	50	200
Participants in Heart to Heart Run	267	325	0	350
Participants in Farmers Market	5,500	5,500	3,000	3,000
Participants in Summer Concert Series	325	450	0	400

[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 were reduced in FY 2021 and FY 2022; projected and estimated are pandemic-related 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.
- Give residents early access to reserve pavilions and fields rentals beginning in January prior to opening reservation 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

Fund: 01
Dept: 14-11

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 due to filling a previously authorized full-time Recreation Supervisor position which had been postponed due to revenue shortfalls and reduced programming due to COVID-19 pandemic in FY21.
- Acct. 5102 – Decrease in part-time salaries due to extended leave associated with a full-time position covered by part-time employees in FY21.
- Acct. 6202 – Decrease in services associated with cancelled programming due to COVID-19.
- Acct. 9503 – Decrease due to new one-time purchase of backpack disinfectant sprayer to sanitize Dielmann Complex in FY21 ($1,500).

Fund: 01
Dept: 14-11

COMMUNITY SERVICES/RECREATION

	Actual Expenditures FY 2019	Actual Expenditures FY 2020	Budgeted Expenditures FY 2021	Projected Expenditures FY 2021	Estimated Requirements FY 2022
PERSONNEL SERVICES:					
5101 Salaries, Permanent Empl.	36,420	37,416	57,399	58,449	58,503
5102 Salaries, Temporary Empl.	33,819	26,491	9,469	13,870	9,400
5103 Overtime	20	256	300	-	150
5104 Vacation Pay	-	346	346	353	346
5109 Provision for Salary Adj.	-	-	424	424	1,326
5110 Auto Allowance	720	720	720	720	720
5230 Hospital & Medical Insurance	10,122	9,993	13,661	9,644	13,011
5233 Dental Insurance	587	516	600	556	625
5234 Group Life Insurance	131	134	161	129	132
5235 Accidental Death & Dismem.	24	21	17	14	14
5236 Disability Insurance	112	112	123	108	110
5240 Social Security Contribution	5,102	4,657	5,220	5,270	5,030
5241 Pension Contribution	2,927	2,929	3,500	2,667	2,759
5243 Worker's Compensation Ins.	2,076	1,963	2,258	1,996	2,258
Total Personnel Services	92,060	85,553	94,198	94,200	94,384
OPERATING EXPENSES:					
6202 Technical & Personal Services	8,080	8,769	9,510	2,470	6,140
6203 Professional Services	559	-	800	400	400
6213 Office Equipment Maint.	3,025	3,193	2,670	2,814	2,790
6230 Farmers Market	6,417	2,710	2,700	1,125	2,700
6260 Advertising	2,837	892	2,000	501	1,300
6261 Education & Training	-	40	700	200	700
6262 Dues, Memberships & Subsc.	275	175	745	745	745
6264 In Town Meetings	-	20	44	44	44
6265 Travel & Conferences	1,185	543	750	1	1,750
6266 Equipment Rental	1,510	-	1,760	880	1,760
6281 5K Run Expenses	7,329	260	6,850	6	6,850
7304 General Supplies	2,384	(57)	1,300	353	700
7307 Gasoline & Mileage	-	-	-	-	-
Total Operating Expense	33,599	16,545	29,829	9,539	25,879
CAPITAL OUTLAY:					
9503 Equipment	-	350	600	1,650	600
Total Capital Outlay	-	350	600	1,650	600
TOTAL COMMUNITY SERVICES	**125,660**	**102,448**	**124,627**	**105,389**	**120,863**

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. 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 2019	FY 2020	Projected FY 2021	Estimated FY 2022
Estimated Number of Hours Meeting Rooms, Gym, and Multipurpose Room Requiring Room Set-up by Staff	3,404	1047[1]	250[1, 2]	1,500[2]
HVAC Failures/Repairs	21	24	18	19
Roof Repairs/Patches	5	8	3	4

[1]*Reduced rentals due to COVID-19 restrictions.*
[2]*Reduced rentals due to construction and renovation of the lower level.*

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.).

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.

Fund: 01
Dept: 16-11

- Repair plumbing, drywall, paint, electrical repairs, troubleshoot HVAC, and perform preventative maintenance on all mechanical equipment in the building.

Budget Highlights

- Accts. 5101-5243 – Decrease due to transfer and reclassification of a previously 50%-50% split position of Parks and Building Maintenance Worker (3143/1611) to a Maintenance Worker I in Public Works-Parks (3143).
- Acct. 5241 – Decrease due to transfer of excess costs associated with Legacy Retirement Plan to Finance-Interdepartmental Department (1315).
- Acct. 6211 – Emergency Repairs to glycol loop piping in Government Center ($10,000).
- Acct. 6212 – Government Center share of contract cleaning services ($25,000).
- Acct. 9503 – Replacement of one (1) small heat pump at the Government Center ($9,000).

MAINTENANCE OF MUNICIPAL PROPERTY

	Actual Expenditures FY 2019	Actual Expenditures FY 2020	Budgeted Expenditures FY 2021	Projected Expenditures FY 2021	Estimated Requirements FY 2022
PERSONNEL SERVICES:					
5101 Salaries, Permanent Empl.	76,393	110,968	119,997	78,165	78,165
5103 Overtime	1,770	1,448	2,000	750	1,000
5104 Vacation Pay	2,092	1,081	1,081	1,103	1,081
5105 Longevity Pay	2,023	1,344	1,344	1,344	1,344
5109 Provision for Salary Adj.	-	-	1,171	1,171	1,566
5230 Hospital & Medical Insurance	14,500	24,931	26,448	18,945	19,549
5231 Self Insured Medical Benefits	-	300	300	300	300
5233 Dental Insurance	701	1,157	1,224	860	881
5234 Group Life Insurance	267	366	403	267	272
5235 Accidental Death & Dismem.	53	56	45	29	29
5236 Disability Insurance	224	194	350	222	227
5240 Social Security Contribution	6,067	8,387	9,518	6,025	6,070
5241 Pension Contribution	35,909	27,202	32,200	22,822	7,569
5243 Worker's Compensation Ins.	2,643	2,499	2,874	2,541	2,874
Total Personnel Services	142,643	179,932	198,955	134,544	120,927
OPERATING EXPENSES:					
6202 Technical & Personal Services	-	1,500	-	-	-
6211 Equipment Maintenance	34,590	25,917	24,000	24,000	24,000
6212 Building & Ground Maint.	65,569	63,674	57,174	57,174	59,174
6250 Electricity	71,039	68,328	71,000	60,000	65,000
6252 Natural Gas	7,871	7,793	7,200	7,200	7,200
6253 Telephone	328	790	840	840	360
6254 Water & Sewer	21,658	11,931	16,000	16,000	16,000
6261 Education & Training	-	-	300	300	300
6271 Medical	-	39	100	100	100
7301 Chemicals & Cleaning	3,194	492	1,200	500	750
7302 Small Tools	51	134	300	300	300
7304 General Supplies	3,992	6,219	4,200	5,000	4,200
7307 Gasoline & Mileage	-	-	550	-	-
7308 Wearing Apparel & Linen	313	509	761	486	576
Total Operating Expense	208,605	187,326	183,625	171,900	177,960
CAPITAL OUTLAY:					
9501 Buildings & Improvements	-	-	17,000	-	-
9503 Equipment	450	22,508	9,700	9,700	9,000
Total Capital Outlay	450	22,508	26,700	9,700	9,000
TOTAL MAINTENANCE OF MUNICIPAL PROPERTY	**351,698**	**389,766**	**409,280**	**316,144**	**307,887**

Communication: Review Proposed FY2022 Budget (New Business)

MAINTENANCE OF MUNICIPAL PROPERTY
CAPITAL OUTLAY DETAIL

Capital Outlay Detail	Annual
9501 Building Improvements	
(Nothing Budgeted)	-
Total Account 9501	-
9503 Equipment	
Small Heat Pump HVAC Units	9,000
Total Account 9503	9,000
TOTAL CAPITAL OUTLAY	**9,000**

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 Police Captains, an Accreditation Lieutenant, two (2) Records Associates, a Support Services/Fleet Maintenance Assistant, an Executive Assistant to the Chief of Police, a Building Maintenance Worker, a part-time Evidence Custodian and a part-time CALEA Accreditation Assistant.

Department Description
Professional standards is supervised by a Captain who reports directly to the Chief of Police. This person assists the Police Chief in professional reviews, planning, organizing and provides assistance/support in the direction of the Operations and Investigative Divisions. Additional duties include:

- Investigate all department complaints, internal and external
- Implement corrective training and discipline from complaints
- Oversee hiring process for commissioned and reserve Police Officers
- Provide assistance/support to the Commanders of Police Operations and Investigations
- Review and revise policies and procedures for best practices
- Coordinate with the Accreditation Lieutenant/Manager for policies and proofs
- Provide support and assistance to Accreditation Lieutenant with special projects
- Review high-risk, high-liability incidents; including implementing corrective/disciplinary actions
- Issue licensing and permits: liquor licenses, massage licenses, solicitor and garage sale permits
- Review false alarm calls with follow-up
- Oversee License Plate Recognition (LPR) program
- Ensure department Public Information Officer provides professional-level and effective police communication

Administrative and Support Services is supervised by a Captain who reports to the Chief of Police. The Captain oversees and supervises the Records Room & Records Associates, Support Services/Fleet Maintenance Assistant. The Captain and the Administrative and Support Services employees are responsible for:

- Fleet purchasing, maintenance and surplus vehicle disposal
- Records management & purging
- Driving While Intoxicated Tracking System (DWITS)
- Fingerprinting services
- Department 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 management/preparedness; including policies, practices and procedures
- Management of officer and department equipment

Fund: 01
Dept: 21-11

- Building maintenance and security, including surveillance cameras and in-house phone recording
- Sunshine law and discovery requests

The CALEA (Commission on Accreditation for Law Enforcement Agencies) Accreditation Lieutenant is responsible for updating Standard Operating Procedures, while working towards the four-year international re-accreditation process. The policies and procedures manual reflects 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. The Accreditation Lieutenant works cooperatively with the Patrol Division to maintain records and successfully complete the on-going CALEA re-certification process. Duties include:

- Supervise the evidence function: including the operations of the evidence room, to include evidence and property submission, proper storage, packaging, laboratory examinations & transfers and disposal through court ordered destruction.
- Supervise the Evidence Custodian (part-time position)
- Monitor evidence tracking program, hardware and software, and ensure ongoing associated training
- Process and maintain crime scene and evidence photograph files
- Ensure milestones are met for CALEA accreditation process (ongoing)
- Manage/coordinate annual accreditation remote evaluation
- Manage/coordinate of quadrennial CALEA onsite accreditation comprehensive evaluation
- Submit policy and procedure updates in compliance with accreditation requirements
- Submit annual reports required for accreditation
- Coordinate and implement special projects as assigned by the Chief of Police

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.
- Enter timely and accurate 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 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.
- Provide fingerprinting services to residents and business personnel five (5) days a week for a minimal fee.

Fund: 01
Dept: 21-11

- Maintain partnership with the West Central Dispatch Center (WCDC) that remotely monitors prisoners, reports prisoner emergences immediately, and ensures prisoner feeding is in accordance with established timelines.
- Respond to citizen complaints within 24 hours, with the goal of resolving most internal investigations within 90 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 the 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 records services five days a week.
- 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.

Fund: 01
Dept: 21-11

Budget Highlights

- Accts. 5101-5243 – Increase in salary and benefits due to transfer of one (1) Lieutenant from Patrol (2122) to Police-Administration (2111).
- Accts. 5101-5243 – Increase in salary and benefits due to transfer of one (1) Building Maintenance Worker from Building Maintenance (1611) to Police-Administration (2111).
- Acct. 5102 – Increase for a new part-time position of CALEA Accreditation Assistant to assist the CALEA Accreditation Lieutenant in preparation of the accreditation assessment (November 2021).
- Acct. 6202 – Decrease due to IMDS Workstation maintenance that is now obsolete ($110).
- Acct. 6202 – Mules Connection fee added for information services ($840).
- Acct. 6202 – Temperature Check software subscription added for employee health screenings ($120).
- Acct. 6202 – Expenses associated with continued participation in WCDC ($529,200).
- Acct. 6202 – Decrease in CALEA certification annual fee ($4,600).
- Acct. 6203 – Increase due to CALEA on-site assessment ($1,000).
- Acct. 6213 – Costs associated with REJIS Global Software ($14,174).
- Acct. 7304 – Increase in Emergency Management Supplies ($5,000).
- Acct. 9503 – Inventory Tracking System for Police Department equipment ($3,000).
- Acct. 9504 – Replacement printer for Chief of Police office ($250).

Fund: 01
Dept: 21-11

POLICE - ALL DIVISIONS

	Actual Expenditures FY 2019	Actual Expenditures FY 2020	Budgeted Expenditures FY 2021	Projected Expenditures FY 2021	Estimated Requirements FY 2022
PERSONNEL SERVICES:					
5101 Salaries, Permanent Empl.	3,780,030	3,755,311	3,905,234	3,852,693	3,848,515
5102 Salaries, Temporary Empl.	44,853	40,343	29,382	11,040	68,904
5103 Overtime	69,378	82,244	74,000	72,406	70,000
5104 Vacation Pay	14,936	6,210	6,662	6,756	4,742
5105 Longevity Pay	24,133	23,080	22,560	21,279	17,472
5106 Holiday Pay	123,702	215,317	124,150	124,150	124,150
5107 Uniform Allowance	52,889	12,924	15,300	13,026	13,560
5109 Provision for Salary Adj.	2,160	2,160	57,211	53,524	124,801
5111 Cell Phone Allowance	-	-	1,920	1,800	-
5230 Hospital & Medical Insurance	501,092	530,617	564,295	539,770	567,923
5231 Self Insured Medical Benefits	5,900	4,900	4,200	4,200	4,200
5233 Dental Insurance	25,731	24,183	25,971	25,755	26,963
5234 Group Life Insurance	13,585	13,071	13,171	12,605	13,261
5235 Accidental Death & Dismem.	2,683	2,031	1,390	1,349	1,424
5236 Disability Insurance	10,160	10,317	10,910	9,966	11,039
5240 Social Security Contribution	304,156	306,271	319,709	307,952	316,661
5241 Pension Contribution	982,994	871,730	838,316	851,079	394,461
5243 Worker's Compensation Ins.	125,056	118,242	135,979	120,223	135,979
Total Personnel Services	6,083,438	6,018,950	6,150,360	6,029,573	5,744,055
OPERATING EXPENSES:					
6202 Technical & Personal Services	574,199	605,785	637,865	593,858	601,796
6203 Professional Services	7,678	7,480	9,000	10,303	18,850
6210 Vehicle Maintenance	52,861	37,097	60,331	58,802	55,075
6211 Equipment Maintenance	12,612	16,724	13,100	6,717	4,950
6213 Office Equipment Maint.	16,807	16,986	22,413	19,072	21,290
6253 Telephone	16,668	18,421	20,667	16,650	15,696
6260 Advertising	273	612	1,000	1,000	1,200
6261 Education & Training	23,259	15,102	23,220	15,875	20,775
6262 Dues, Memberships & Subsc.	1,939	2,785	5,317	5,775	4,980
6264 In Town Meetings	2,120	1,861	3,602	2,062	2,950
6265 Travel & Conferences	9,851	7,862	8,285	5,193	11,485
6266 Equipment Rental	822	-	-	-	-
6271 Medical	5,296	8,595	11,357	9,654	16,746
7301 Chemicals & Cleaning	748	12	900	1,100	1,200
7302 Small Tools	2,928	3,054	3,875	3,225	3,820
7304 General Supplies	6,580	7,631	7,825	5,744	11,750
7306 Memorials & Plaques	489	657	800	500	1,250
7307 Gasoline & Mileage	69,426	63,048	65,780	43,900	55,596
7308 Wearing Apparel & Linen	5,429	37,432	38,045	37,945	53,415
7309 Food For Prisoners	347	314	-	-	-
7313 Range Supplies	15,035	12,042	13,225	12,682	13,775
7314 Crime Prevention	3,820	3,572	3,700	3,693	3,700
Total Operating Expense	829,187	867,074	950,307	853,750	920,299

POLICE - ALL DIVISIONS

	Actual Expenditures FY 2019	Actual Expenditures FY 2020	Budgeted Expenditures FY 2021	Projected Expenditures FY 2021	Estimated Requirements FY 2022
CAPITAL OUTLAY:					
9501 Buildings & Improvements	-	-	500	250	250
9502 Vehicles	152,008	169,949	75,040	79,432	197,500
9503 Equipment	117,409	54,568	122,161	110,665	120,960
9504 Office Equipment	6,928	704	1,500	1,500	6,500
9505 Office Machines	-	1,950	-	-	-
Total Capital Outlay	276,345	227,171	199,201	191,847	325,210
TOTAL POLICE DEPARTMENT	**7,188,970**	**7,113,195**	**7,299,868**	**7,075,170**	**6,989,564**

POLICE - ADMINISTRATION

	Actual Expenditures FY 2019	Actual Expenditures FY 2020	Budgeted Expenditures FY 2021	Projected Expenditures FY 2021	Estimated Requirements FY 2022
PERSONNEL SERVICES:					
5101 Salaries, Permanent Empl.	495,019	533,376	570,535	593,290	693,118
5102 Salaries, Temporary Empl.	44,853	40,343	29,382	11,040	68,904
5103 Overtime	4,739	5,043	6,000	612	1,000
5104 Vacation Pay	3,764	451	902	920	902
5105 Longevity Pay	9,408	8,748	8,352	7,071	5,472
5107 Uniform Allowance	3,985	3,600	4,100	3,066	4,800
5109 Provision for Salary Adj.	-	-	9,176	9,176	11,412
5230 Hospital & Medical Insurance	60,121	64,562	79,734	79,231	104,028
5231 Self Insured Medical Benefits	1,000	600	600	600	600
5233 Dental Insurance	3,407	3,239	3,936	4,079	5,023
5234 Group Life Insurance	1,763	1,792	1,873	1,859	2,066
5235 Accidental Death & Dismem.	323	276	190	199	223
5236 Disability Insurance	1,477	1,440	1,600	1,541	1,715
5240 Social Security Contribution	41,478	43,761	47,374	46,263	58,135
5241 Pension Contribution	194,199	176,489	187,973	196,185	55,815
5243 Worker's Compensation	16,995	16,069	18,480	16,339	18,480
Total Personnel Services	882,532	899,788	970,207	971,471	1,031,693
OPERATING EXPENSES:					
6202 Technical & Personal Services	564,042	594,195	626,198	583,403	590,771
6203 Professional Services	4,678	4,480	5,000	4,500	6,500
6210 Vehicle Maintenance	2,596	412	3,600	2,005	2,000
6211 Equipment Maintenance	289	417	1,050	-	900
6213 Office Equipment Maint.	16,307	15,658	18,773	15,777	17,090
6253 Telephone	11,326	11,748	13,227	11,382	12,066
6260 Advertising	273	612	1,000	1,000	1,200
6261 Education & Training	10,539	11,093	9,500	7,125	8,500
6262 Dues, Memberships & Subsc.	1,450	1,710	2,332	2,500	2,790
6264 In Town Meetings	1,691	1,431	3,152	1,962	2,500
6265 Travel & Conferences	4,517	5,502	2,975	1,475	7,275
6266 Equipment Rental	822	-	-	-	-
6271 Medical	3,871	5,936	8,521	6,818	5,991
7302 Small Tools	625	1,075	1,200	750	1,000
7304 General Supplies	3,297	3,745	3,350	2,117	7,575
7306 Memorials & Plaques	489	657	800	500	1,250
7307 Gasoline & Mileage	2,945	2,576	2,480	1,400	2,496
7308 Wearing Apparel & Linen	2,131	2,495	2,000	1,900	6,395
7309 Food For Prisoners	347	314	-	-	-
Total Operating Expense	632,233	664,056	705,158	644,614	676,299

POLICE - ADMINISTRATION

	Actual Expenditures FY 2019	Actual Expenditures FY 2020	Budgeted Expenditures FY 2021	Projected Expenditures FY 2021	Estimated Requirements FY 2022
CAPITAL OUTLAY:					
9501 Buildings & Improvements	-	-	500	250	250
9502 Vehicles	-	-	-		-
9503 Equipment	-	-	-	3,370	3,000
9504 Office Equipment	6,284	-	500	500	500
9505 Office Machines	-	1,950	-		-
Total Capital Outlay	6,284	1,950	1,000	4,120	3,750
TOTAL POLICE ADMINISTRATIVE DIVISION	**1,521,049**	**1,565,794**	**1,676,365**	**1,620,205**	**1,711,742**

POLICE - ADMINISTRATION
CAPITAL OUTLAY DETAIL

Capital Outlay Detail	Annual
9501 Buildings and Improvements	
Parking and Building Signs	250
Total Account 9501	250
9503 Equipment	
Inventory Tracking System	3,000
Total Account 9502	3,000
9504 Office Equipment	
2 Replacement Chairs	500
Total Account 9505	500
9505 Office Machines	
(Nothing Budgeted)	0
	0
Total Account 9505	0
TOTAL CAPITAL OUTLAYS	**3,750**

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 Division 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 Division consists of a Lieutenant, five (5) Detectives, a School Resource Officer, and two (2) Crime Prevention Officers. In addition to a daily criminal investigation caseload, the Investigations Division has the responsibility of investigating backgrounds on new applicants. All five (5) Detectives are certified Major Case Squad Investigators. The Investigations Division is supervised by a Lieutenant who reports to the Chief of Police. The Division is responsible for surveillance cameras in the City Parks and conducting follow-up investigations on incidents that occur on City property.

Investigators utilize three (3) 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 one (1) Detective serving as the certified operator. The Division also has the ability to conduct covert surveillance operations.

The Crime Prevention Officers are responsible for these areas of operation:

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

Performance and Workload Measures

	FY 2019	FY 2020	Projected FY 2021	Estimated FY 2022
Total Case Assignments	417	384	400	380
Percentage of Clearance Rate for Cases Assigned	51%	50%	45%	47%
Percentage of Part I Clearance Rate (violent crimes)	85%	56%	65%	70%
Total Arrests	69	38	45	70
Property Value Recovery	$543,570	$843,066	$625,000	$500,000
Percentage of Property Value Recovery	53%	57%	50%	55%

During FY21, Detectives were assigned to assist with Major Case Squad homicide investigations in the North County Cooperative twice and a homicide in the City of Creve Coeur. Detectives also investigated and solved several burglaries, robberies and assaults during the past year within the City of Creve Coeur.

Fund: 01
Dept: 21-21

Service Standards
- Assign all completed crime reports to a Detective/Investigator within 48 hours.
- 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 investigations within two (2) weeks of receiving documentation and fees.
- Complete pre-employment background investigations within three weeks of being assigned to an Investigator.

Crime Prevention Activities
- 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.
- Educate general public in crime prevention methods to limit exposure to becoming a victim.
- Provide timely alerts about criminal activity occurring in the local area.
- 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.

Goals/Objectives
- Maintain a 40% or greater clearance rate for Part I crimes.
- Ensure completion and certification in Medic-logical Death training for one Detective 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.
- 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.
- Plan for succession by assigning new officers to assist Detectives on investigations for familiarization and development of investigative skills when timing and staffing allows.
- 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 in salaries and benefits due to transfer of two (2) Crime Prevention Officers from Patrol (2122) to Investigations (2121).
- Acct. 5111 – Decrease in cell phone allowance due to issuance of city phones for Detectives ($1,800).
- Acct. 6203 – Cell Hawk software subscription ($4,000).
- Acct. 6203 – Major Case Squad Investigations expenses ($2,500).

Fund: 01
Dept: 21-21

- Acct. 6253 – Increase in cell phone expenses due to issuance of aforementioned city phones for Detectives in late FY21 ($590).
- Acct. 6265 – Increase due to recommencement of conferences in FY22 which were cancelled due to COVID-19 in FY21 ($2,360).
- Acct. 7314 – Increase in crime prevention supplies due to transfer of aforementioned positions ($3,700).

Fund: 01
Dept: 21-21

POLICE - INVESTIGATIONS

	Actual Expenditures FY 2019	Actual Expenditures FY 2020	Budgeted Expenditures FY 2021	Projected Expenditures FY 2021	Estimated Requirements FY 2022
PERSONNEL SERVICES:					
5101 Salaries, Permanent Empl.	331,711	392,101	540,143	536,067	667,503
5103 Overtime	14,407	13,980	15,000	18,794	16,000
5104 Vacation Pay	-	1,920	1,920	1,920	-
5105 Longevity Pay	1,440	2,560	2,784	2,784	2,784
5106 Holiday Pay	15,370	21,816	15,850	15,850	15,850
5107 Uniform Allowance	5,635	6,300	8,800	7,560	7,560
5109 Provision for Salary Adj.	-	-	8,031	8,031	16,221
5111 Cell Phone Allowance	2,160	2,160	1,920	1,800	-
5230 Hospital & Medical Insurance	40,714	38,911	40,045	72,984	75,173
5231 Self Insured Medical Benefits	1,200	1,800	1,800	1,800	1,800
5233 Dental Insurance	2,544	2,159	2,212	3,678	3,770
5234 Group Life Insurance	1,161	1,335	1,337	1,808	1,844
5235 Accidental Death & Dismem.	232	205	150	194	198
5236 Disability Insurance	976	1,118	1,150	1,506	1,536
5240 Social Security Contribution	27,666	33,089	44,861	44,520	54,516
5241 Pension Contribution	84,897	78,186	126,871	127,264	60,018
5243 Worker's Compensation	13,617	12,875	14,806	13,090	14,806
Total Personnel Services	543,730	610,514	827,680	859,650	939,579
OPERATING EXPENSES:					
6202 Technical & Personal Services	3,500	3,617	4,162	3,800	3,930
6203 Professional Services	3,000	3,000	4,000	5,803	10,600
6210 Vehicle Maintenance	3,237	1,593	4,000	2,000	2,750
6211 Equipment Maintenance	-	-	150	-	150
6213 Office Equipment Maint.	500	1,328	3,640	3,295	3,200
6253 Telephone	565	46	590	80	290
6261 Education & Training	3,463	3,230	6,020	1,050	4,775
6262 Dues, Memberships & Subsc.	265	975	1,105	1,395	1,370
6264 In Town Meetings	333	350	350	-	350
6265 Travel & Conferences	816	-	1,500	1,500	2,360
7301 Chemicals & Cleaning	135	-	300	100	200
7302 Small Tools	223	225	300	300	300
7304 General Supplies	1,931	2,170	2,475	1,627	1,975
7307 Gasoline & Mileage	2,351	2,141	2,300	1,500	2,400
7308 Wearing Apparel & Linen	-	198	500	500	2,900
7313 Range Supplies	-	-	500	491	800
7314 Crime Prevention Supplies	-	-	-	-	3,700
Total Operating Expense	20,319	18,874	31,892	23,441	42,050
CAPITAL OUTLAY:					
9501 Buildings and Improvements	-	-	-	-	-
9502 Vehicles	-	-	-	-	-
9503 Equipment	2,693	120	11,840	11,040	240
9504 Office Equipment	328	614	500	500	500
Total Capital Outlay	3,021	734	12,340	11,540	740
TOTAL POLICE INVESTIGATIONS DIVISION	**567,071**	**630,122**	**871,912**	**894,631**	**982,369**

Communication: Review Proposed FY2022 Budget (New Business)

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
Total Account 9503	240
9504 Office Equipment	
Office Chairs (Replacement) - 2	500
Total Account 9504	500
TOTAL CAPITAL OUTLAY	**740**

Communication: Review Proposed FY2022 Budget (New Business)

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 one full-time Lieutenant who serves as the division commander; eight (8) Sergeants; four (4) Traffic Safety Officers; one (1) K9 Officer and twenty-two (22) Patrol Officers. The Lieutenant is responsible for overall supervision of police operations and traffic safety, which includes traffic management surveys and studies. This entails the daily operations of the Patrol Division to include purchases, maintaining the continuity of police operations and professional services. In addition, the Lieutenant oversees the coaching and performance of Patrol Division personnel which includes the officers and supervisors. The Patrol Commander also oversees the daily scheduling, purchasing, payroll and any significant operations, such as critical incidents. The Police Patrol Division transitioned from 8-hour shifts to 12-hour shifts in FY 2019.

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 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

Service Standards

	FY 2019	FY 2020	Projected FY 2021	Estimated FY 2022
External Survey, Percentage of Residents Surveyed Rating Overall Satisfaction of Local Police Protection as Very Satisfied and Satisfied[1]	N/A	N/A	N/A	90%
Average Response Time (Priority I)	4 min.	5:15 min.	5 min.	5 min.
Average Response Time (Priority II)	4 min.	5:15 min.	5 min.	5 min.
Crime Rate[2]	19.8	19.6	30.3[5]	30.3
Total Maintenance and Preventative Expenditures per Vehicle	$1,100	$810	$825	$850
Total Vehicle Maintenance Expenditures per Mile Driven	$0.05	$0.03	$0.04	$0.04
Arrests	889	790	500	700
Total Arrests per Police Officer[3]	18.1	18.4	11.6	16.3
Total DWI Arrests	89	84	81	84

Fund: 01
Dept: 21-22

Total Driving While Intoxicated (DWI) Arrests per 1,000 population	4.9	4.7	4.5	4.7
Total DWI Arrests per Police Officer[3]	1.8	2.0	1.9	2.0
Citizen Police Academy Sessions[4]	2	1	0	0

[1]The Triennial Resident Survey last conducted in FY 2018; postponed from FY 2021 to FY 2022.
[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).
[4]Cancelled due to COVID-19 pandemic.
[5]A nationwide switch to FBI-NIBRS (national incident-based reporting system) resulted in a change in how crime statistics are reported/measured, resulting in an increase in the calculation of the crime rate. Crimes that were previously reported together (example: breaking a window on a car and stealing property from inside of it) are now calculated separately.

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 five (5) 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.
- 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.
- 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.

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.

Fund: 01
Dept: 21-22

- 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.
- Provide emergency court orders for victims of domestic violence.

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.
- 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 a practical exercise each year and to 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.
- Maintain fitness standards 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.

Budget Highlights

- Accts. 5101-5243 – Decrease in salaries and benefits due to transfer of two (2) Crime Prevention Officers from Patrol Division (2122) to Investigations Division (2121).
- Acct. 6202 – K9 tracking annual software services ($120).
- Acct. 6203 – K9 veterinary and kenneling services ($1,750).

Fund: 01
Dept: 21-22

- Acct. 6253 – Decrease due to cost-saving switch in cellular carrier ($4,500).
- Acct. 6271 – Replacement of expired Narcan ($3,000) and expired chest wound quick clot ($3,280).
- Acct. 7304 – K9 food and related supplies ($700).
- Acct. 7308 – Mobile Response Team (MRT) uniforms ($1,500).
- Acct. 7314 – Decrease in crime prevention supplies due to transfer of aforementioned positions ($3,700).
- Acct. 9502 – Replacement older fleet vehicles with (5) Hybrid Ford Interceptor Utility ($197,500). Cost will be partially offset by estimated trade-in value of retired vehicles ($40,000) and a reduction in gasoline usage.
- Acct. 9503 – Morpho-ID Fingerprint scanner for field identification of individuals ($2,000).
- Acct. 9503 – Traffic Counters for data gathering ($3,000).
- Acct. 9503 – UAV Remote ID; FAA required ($1,500).
- Acct. 9503 – Four (4) AEDs ($6,000).
- Acct. 9503 – Copier/Fax/Scanner for Patrol Division ($5,000).
- Acct. 9503 – Ballistic Body Armor for five (5) replacements and five (5) new officers ($8,250).
- Acct. 9503 – One (1) ballistic shield ($3,500).
- Acct. 9503 – Two (2) radar units ($6,900); cost reimbursed with grant.
- Acct. 9503 – Five (5) emergency light bars for new vehicles ($9,000).
- Acct. 9503 – Five (5) emergency trim lights for new vehicles ($8,000).
- Acct. 9503 – Five (5) vehicle prisoner partitions for new vehicles ($11,000).
- Acct. 9503 – Twelve (12) replacement Tasers ($14,400).
- Acct. 9504 – Replacement copier for report writing room ($5,000).

POLICE - PATROL

	Actual Expenditures FY 2019	Actual Expenditures FY 2020	Budgeted Expenditures FY 2021	Projected Expenditures FY 2021	Estimated Requirements FY 2022
PERSONNEL SERVICES:					
5101 Salaries, Permanent Empl.	2,953,301	2,829,834	2,794,556	2,723,336	2,487,894
5102 Salaries, Temporary Empl.	-	-	-	-	-
5103 Overtime	50,232	63,221	53,000	53,000	53,000
5104 Vacation Pay	11,172	3,840	3,840	3,916	3,840
5105 Longevity Pay	13,285	11,772	11,424	11,424	9,216
5106 Holiday Pay	108,332	193,501	108,300	108,300	108,300
5107 Uniform Allowance	43,268	3,024	2,400	2,400	1,200
5109 Provision for Salary Adj.	-	-	40,004	36,317	97,168
5230 Hospital & Medical Insurance	400,258	427,144	444,516	387,555	388,722
5231 Self Insured Medical Benefits	3,700	2,500	1,800	1,800	1,800
5233 Dental Insurance	19,780	18,785	19,823	17,998	18,170
5234 Group Life Insurance	10,660	9,944	9,961	8,938	9,351
5235 Accidental Death & Dismem.	2,127	1,549	1,050	956	1,003
5236 Disability Insurance	7,707	7,759	8,160	6,919	7,788
5240 Social Security Contribution	235,012	229,422	227,474	217,169	204,010
5241 Pension Contribution	703,899	617,055	523,472	527,630	278,628
5243 Worker's Compensation	94,444	89,298	102,693	90,794	102,693
Total Personnel Services	4,657,176	4,508,648	4,352,473	4,198,452	3,772,783
OPERATING EXPENSES:					
6202 Technical and Personal Services	6,657	7,974	7,505	6,655	7,095
6203 Professional Services	-	-	-	-	1,750
6210 Vehicle Maintenance	47,028	35,091	52,731	54,797	50,325
6211 Equipment Maintenance	12,324	16,307	11,900	6,717	3,900
6213 Office Equipment Maintenance	-	-	-	-	1,000
6253 Telephone	4,777	6,627	6,850	5,188	3,340
6261 Education & Training	9,257	779	7,700	7,700	7,500
6262 Dues, Memberships & Subsc.	224	100	1,880	1,880	820
6264 In Town Meetings	96	80	100	100	100
6265 Travel & Conferences	4,518	2,360	3,810	2,218	1,850
6271 Medical	1,425	2,659	2,836	2,836	10,755
7301 Chemicals & Cleaning	613	12	600	1,000	1,000
7302 Small Tools	2,080	1,755	2,375	2,175	2,520
7304 General Supplies	1,352	1,716	2,000	2,000	2,200
7307 Gasoline & Mileage	64,130	58,331	61,000	41,000	50,700
7308 Wearing Apparel & Linen	3,298	34,740	35,545	35,545	44,120
7313 Range Supplies	15,035	12,042	12,725	12,191	12,975
7314 Crime Prevention	3,820	3,572	3,700	3,693	-
Total Operating Expense	176,635	184,145	213,257	185,695	201,950
CAPITAL OUTLAY:					
9501 Buildings & Improvements	-	-	-	-	-
9502 Vehicles	152,008	169,949	75,040	79,432	197,500
9503 Equipment	114,716	54,448	110,321	96,255	117,720
9504 Office Equipment	316	90	500	500	5,500
Total Capital Outlay	267,040	224,487	185,861	176,187	320,720
TOTAL PATROL DIVISION	**5,100,850**	**4,917,280**	**4,751,591**	**4,560,334**	**4,295,453**

POLICE - PATROL
CAPITAL OUTLAY DETAIL

Capital Outlay Detail	Annual
9502 Vehicles	
2021 Hybrid Ford Interceptor Utility Patrol Vehicle (5)	197,500
Vehicle Changeover Equipment	
Total Account 9502	197,500
9503 Equipment	
4 AEDs	6,000
Center Console and Center Radio Consoles for 5 New Patrol Vehicles	5,125
Emergency Lightbars for 5 New Patrol Vehicles	9,000
Emergency Trim Lighting	8,000
Equipment Boxes for 5 New Patrol Vehicles	625
Equipment Trays for 5 New Patrol Vehicles	3,000
Equipment/Ballistic Shields	3,500
Male and Female Ballistic Vests	8,250
Morpho-ID Fingerprint Scanner	2,000
Motorola APX6000 Walkie Talkie	6,400
Personal Gun Safe for Home Use	300
Pistol Magazines	200
Portable Breath Test Unit (Reimburse by Blue Print Grant)	400
Prisoner Partitions for 5 New Patrol Vehicles	11,000
Push Bumpers for 3 New Patrol Vehicles	1,200
Radar Units(Reimbursed by Grant)	6,900
Replacement Duty Holsters	1,200
Rumbler Sirens for 2 New Patrol Vehicles	1,020
Siren Boxes for 5 New Patrol Vehicles	8,000
Siren Speakers for 5 New Patrol Vehicles	2,500
Tasers	14,400
Tasers Four Year Extended Warranties	4,200
Traffic Cones (ANSI Compliant Cones)	1,400
Traffic Counter	3,700
UAV Equipment (Batteries/Props)	900
UAV Remote Identification (FAA Required)	1,500
Underbody Emergency Side Lights	3,000
Zebra Mobile Ticket Printers Cradles and Installation	4,000
Total Account 9503	117,720
9504 Office Equipment	
Replacement Copier for Report Writing Room'	5,000
Office Chairs (Replacement) - 2	500
Total Account 9504	5,500
TOTAL CAPITAL OUTLAY	**320,720**

Communication: Review Proposed FY2022 Budget (New Business)

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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, two (2) Civil Engineers,[1] a Project Manager[2] and a shared Administrative Supervisor (Public Works-Administration 50%/Community Development-Planning 50%).

[1]One (1) Civil Engineer position is expensed (100%) to the Capital Improvement Fund and one (1) Civil Engineer is expensed to Parks & Stormwater Fund to manage fund-specific projects.
[2]The Project Manager position is partially expensed (20%) to the Sewer Lateral Fund account to manage fund-specific 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 the City's rights-of-way (ROWs).
- Manage Site Development Reviews/Permits/Inspections on private developments.

Performance and Workload Measures

	FY 2019	FY 2020	Projected FY 2021	Estimated FY 2022
Number of Open Engineering and Construction Projects (includes all capital, Parks-Stormwater Tax Fund)	42	51	38	57
Dollar Amount of Grants Awarded[1]	$1,177,600	$2,560,350	$1,794,620	$980,000
Average Hours of Training per Employee, All Department Divisions	50	32[2]	20[2]	40
Total Number of Workman's Compensation Claims, All Department Divisions	2	0	19[3]	2

Fund: 01
Dept: 31-11

	FY 2019	FY 2020	Projected FY 2021	Estimated FY 2022
Total Days of Missed Work Due to On-The-Job Injuries, All Department Divisions	5	0	175[3]	0
Dollar Amount of Spending Through Cooperative Purchasing, All Divisions (i.e., vehicles, salt, micro-surfacing)	$377,412	$442,988	$475,101	$578,300

[1]Grant funding approved for project application during Fiscal Year specified.
[2]Training time reduced due to meeting and gathering size restrictions with COVID-19 pandemic.
[3]Includes claims related to COVID; some are eligible for reimbursement through the Federal government.

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 the 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.
- Oversee 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)

Fund: 01
Dept: 31-11

Budget Highlights

- 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 in funding for traffic signal locates to better reflect actual costs ($25,000).
- Acct. 6211 – Traffic signal maintenance ($25,000).
- Acct. 6213 – Decrease in copier lease and maintenance fees with new contract ($2,700).
- Acct. 6253 – Decrease due to cancellation of mobile hotspots due to use of smartphones ($200).
- Acct. 6265 – APWA National Conference for several employees to attend due to the St. Louis event location in FY 2022 ($2,500).

Fund: 01
Dept: 31-11

PUBLIC WORKS - ALL DIVISIONS

	Actual Expenditures FY 2019	Actual Expenditures FY 2020	Budgeted Expenditures FY 2021	Projected Expenditures FY 2021	Estimated Requirements FY 2022
PERSONNEL SERVICES:					
5101 Salaries, Permanent Empl.	918,515	896,888	911,416	916,035	916,035
5103 Overtime	38,008	38,113	38,500	33,235	34,000
5104 Vacation Pay	6,401	4,212	4,212	4,032	4,212
5105 Longevity Pay	6,779	5,184	5,184	5,069	5,069
5109 Provision for Salary Adj.	-	-	14,731	11,935	25,399
5110 Auto Allowance	4,200	4,200	4,200	4,200	4,200
5111 Cell Phone Allowance	222	-	-	-	-
5230 Hospital & Medical Insurance	167,008	164,608	167,705	151,681	165,991
5231 Self Insured Medical Benefits	2,300	1,775	2,100	2,100	2,100
5233 Dental Insurance	8,643	7,260	7,790	6,963	7,342
5234 Group Life Insurance	3,387	3,138	3,086	3,000	3,130
5235 Accidental Death & Dismem.	660	447	356	321	335
5236 Disability Insurance	2,475	2,196	2,621	2,316	2,601
5240 Social Security Contribution	71,333	70,222	73,874	73,515	75,787
5241 Pension Contribution	241,239	193,151	202,484	175,572	90,737
5243 Worker's Compensation Ins.	30,549	28,884	33,218	29,368	33,218
Total Personnel Services	1,501,719	1,420,276	1,471,477	1,438,062	1,405,100
OPERATING EXPENSES:					
6202 Technical & Personal Services	18,920	10,715	15,350	15,350	15,350
6203 Professional Services	7,720	1,624	4,100	3,000	4,100
6207 Temporary Personnel Services	140,384	137,605	158,550	95,000	141,960
6210 Vehicle Maintenance	32,397	42,413	32,500	37,500	37,500
6211 Equipment Maintenance	30,174	55,089	72,000	86,000	84,000
6212 Building & Ground Maint.	206,533	247,772	234,438	247,338	260,020
6213 Office Equipment Maint.	4,989	4,947	4,800	3,500	3,500
6214 Refuse Collections	762,233	755,183	793,520	768,000	798,720
6215 Weed Cutting/Tree Removal	2,760	720	-	-	-
6216 Larviciding	2,749	3,472	3,400	3,400	3,400
6223 Tappemeyer House.	19,883	12,038	8,500	11,515	12,246
6247 Dog Park Expenses	1,125	1,175	-	1,175	1,175
6250 Electricity	26,611	28,358	27,000	24,000	27,000
6251 Street Lighting	142,300	136,235	118,000	118,000	118,000
6252 Natural Gas	8,406	5,417	8,000	7,500	7,500
6253 Telephone	7,526	7,997	7,418	6,072	4,370
6254 Water & Sewer	82,598	70,136	77,000	67,000	75,000
6260 Advertising	-	-	200	200	200
6261 Education & Training	2,524	1,249	4,250	4,250	4,250
6262 Dues, Memberships & Subsc.	1,130	618	1,110	1,110	1,110
6264 In Town Meetings	220	71	200	-	40
6265 Travel & Conferences	1,155	4,810	2,400	-	4,000
6266 Equipment Rental	2,585	3,772	3,500	3,500	3,500
6271 Medical	349	637	600	600	800
7301 Chemicals & Cleaning	1,883	3,315	2,700	2,700	2,700
7302 Small Tools	4,845	5,727	6,200	6,100	6,200
7303 Horticultural Supplies	24,823	14,300	35,000	35,000	35,000
7304 General Supplies	2,540	3,313	2,900	3,200	2,900

Communication: Review Proposed FY2022 Budget (New Business)

PUBLIC WORKS - ALL DIVISIONS

	Actual Expenditures FY 2019	Actual Expenditures FY 2020	Budgeted Expenditures FY 2021	Projected Expenditures FY 2021	Estimated Requirements FY 2022
OPERATING EXPENSES (CONT'D):					
7305 Street and Sidewalk Maintenance	13,046	42,201	30,000	30,000	30,000
7307 Gasoline & Mileage	42,157	41,888	44,000	34,000	41,000
7308 Wearing Apparel & Linen	13,652	14,680	15,125	15,125	15,595
7310 Snow Removal Supplies	55,678	86,925	92,000	80,000	74,500
7311 Street Signs	18,831	14,698	16,000	16,000	16,000
7318 Small Storm Water Projects	519	17,970	5,000	5,000	5,000
Total Operating Expense	1,683,244	1,777,070	1,825,761	1,731,135	1,836,636
CAPITAL OUTLAY:					
9501 Buildings & Improvements	-	-	-	-	-
9502 Vehicles	-	214	-	-	-
9503 Equipment	34,639	61,745	25,250	25,250	22,250
9504 Office Equipment	95	453	-	-	-
Total Capital Outlay	34,734	62,413	25,250	25,250	22,250
TOTAL PUBLIC WORKS	**3,219,697**	**3,259,759**	**3,322,488**	**3,194,447**	**3,263,986**

PUBLIC WORKS ADMINISTRATION

	Actual Expenditures FY 2019	Actual Expenditures FY 2020	Budgeted Expenditures FY 2021	Projected Expenditures FY 2021	Estimated Requirements FY 2022
PERSONNEL SERVICES:					
5101 Salaries, Permanent Empl.	313,263	308,272	294,155	296,983	296,983
5103 Overtime	1,961	4,191	1,500	789	1,000
5104 Vacation Pay	6,401	4,212	4,212	4,032	4,212
5105 Longevity Pay	2,701	2,496	2,496	2,381	2,381
5109 Provision for Salary Adj.	-	-	4,373	4,373	9,527
5110 Auto allowance	4,200	4,200	4,200	4,200	4,200
5230 Hospital & Medical Insurance	34,478	33,812	37,524	35,257	36,951
5231 Self-insured Medical Benefits	600	875	600	600	600
5233 Dental Insurance	1,913	1,778	2,286	1,787	1,831
5234 Group Life Insurance	1,217	1,025	1,016	984	1,004
5235 Accidental Death & Dismem.	226	119	121	105	108
5236 Disability Insurance	810	812	831	806	822
5240 Social Security Contribution	24,332	23,856	23,452	23,082	23,491
5241 Pension Contribution	104,073	88,155	90,759	74,392	29,951
5243 Worker's Compensation	10,061	9,513	10,940	9,672	10,940
Total Personnel Services	506,235	483,316	478,465	459,443	424,001
OPERATING EXPENSES:					
6202 Technical & Personal Services	106	5,605	6,000	6,000	6,000
6203 Professional Services	7,720	1,624	4,100	3,000	4,100
6210 Vehicle Maintenance	5	-	-	-	-
6211 Equipment Maintenance	-	28,835	40,000	50,000	50,000
6213 Office Equipment Maint.	4,989	4,947	4,800	3,500	3,500
6253 Telephone	3,432	3,518	3,120	2,424	1,250
6260 Advertising	-	-	200	200	200
6261 Education & Training	713	90	1,000	1,000	1,000
6262 Dues, Memberships & Subsc.	1,130	618	1,110	1,110	1,110
6264 In Town Meetings	220	71	200	-	40
6265 Travel & Conferences	1,155	4,810	-	-	2,550
7302 Small Tools	155	111	200	100	200
7304 General Supplies	462	193	200	500	200
7307 Gasoline & Mileage	539	184	500	500	500
7308 Wearing Apparel & Linen	481	400	500	500	970
7332 Computer Software	-	-	-	-	-
Total Operating Expense	21,106	51,005	61,930	68,834	71,620
CAPITAL OUTLAY:					
9504 Office Equipment	95	453			-
Total Capital Outlay	95	453	-	-	-
TOTAL PUBLIC WORKS ADMINISTRATION	**527,436**	**534,775**	**540,395**	**528,277**	**495,621**

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 four (4) Maintenance I Workers which are shared with the Parks Division as needed to complete projects. In addition, two (2) seasonal Maintenance Workers assist with leaf pick up and snow removal during peak service months. 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.
- Assist in maintaining 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 2019	FY 2020	Projected FY 2021	Estimated FY 2022
FLEET				
Average Age, Heavy-Duty Vehicles (>19,500 GVW)	9	9.5	9.58	10
Average Miles Driven, Heavy-Duty Vehicles	4,325	3,000	3,584	4,000
Average Age, Medium-Duty Vehicles (10,000-19,500 GVW)	8.5	7	6	7
Average Miles Driven, Medium-Duty Vehicles	3,761	3,200	3,145	3,200
Average Age, Light Vehicles (<10,000 GVW)	8	8.5	5.57	6
Average Miles Driven, Light-Duty Vehicles	7859	6,750	9,060	10,000
Total Fleet Maintenance Expenditures, In-House (Parts and Supplies only)	$25,107	$32,500	$40,000	50,000
Total Fleet Maintenance Expenditures, (Contracted)	$3,000	$2,500	0	0
Percentage of Contracted-Out Fleet Maintenance	10.7%	7.1%	0	0
Number of Dead Animal Pick-Ups (In-House)	28	30	25	30
Number of Signs Replaced, Fixed or Repaired	178	180	93	100
STREETS/SIDEWALKS				
Expenditures (In-House), Road Rehabilitation, Per Lane Mile	$128	$290	$167	$222
Expenditures, Road Rehabilitation (Contracted)	$1,422,000	$1,795,000	$1,331,000	$2,430,000
Expenditures, Sidewalk Rehabilitation (Contracted)	$335,000	$170,000	$108,000	$425,000
Expenditures, (Contracted) Road Rehabilitation, Per Lane Mile	$7,900	$9,972	$7,394	$13,917
Paved Lane Miles Assessed as Being Satisfactory or Better	132	133	133	135
Percentage of Streets with Pavement Index of Rating 65 or Higher (By Square Yard Area)	73%	73%	73%	74%

Fund: 01
Dept: 31-41

	FY 2019	FY 2020	Projected FY 2021	Estimated FY 2022
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	1950	2,500	2,000
LEAF & LIMB PICK-UP				
Number of Verified Leaf Misses	3	2	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

- Seek ways to improve proficiency using pavement management software to determine the most efficient and cost-effective method to maintain city streets. Maintain average Pavement Condition Index (PCI) of sixty-five (65) or above.
- 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.
- Manage maintenance of Olive Boulevard and I-270 Interchange and west Olive landscaping.
- Enter all daily activity electronically.

Fund: 01
Dept: 31-41

- 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. 5102 – Increase in part-time salaries due to replacement of some contracted labor with seasonal maintenance workers to offset labor shortages and provide drivers during peak service months ($34,944).
- Acct. 6207 – Increase in costs associated with temporary workers due to limited use during FY21 due to COVID-19; expenses are shared with Parks to provide additional labor force and leaf and limb services ($105,000).
- Acct. 6210 – Vehicle maintenance repair costs are shared between Streets (75%) and Parks (25%) for improved expense reporting ($30,000).
- 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 ($40,000).
- 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 – Street lighting ($118,000).
- Acct. 6253 – Smartphone cell phone service for Operation Superintendent and two (2) Foreman ($1,080).
- Acct. 6254 – Water and sewer costs associated with irrigation ($55,000).
- Acct. 6261 – Training courses for employees, safety and operations ($2,500).
- Acct. 6265 – APWA state conference travel ($1,450).
- Acct. 7303 – Replacement plants for medians and landscaped areas in the city ROW ($6,000).
- Acct. 7303 – Misc. plantings and decorative rocks in the city ROW ($6,000).
- Acct. 7303 – Mulch for city ROW landscape areas ($10,000).
- Acct. 7303 – Plants for median infill design ($6,000).
- 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 ($35,000).
- Acct. 7310 – One-thousand (1,000) tons of de-icing salt through salt co-operative purchase ($52,500).
- 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 – Cones, barrels, barricades, signs, etc. ($5,000).
- Acct. 9503 – Increase due to replacement of worn mold boards for snow plows ($7,000).

STREET MAINTENANCE

	Actual Expenditures FY 2019	Actual Expenditures FY 2020	Budgeted Expenditures FY 2021	Projected Expenditures FY 2021	Estimated Requirements FY 2022
PERSONNEL SERVICES:					
5101 Salaries, Permanent Empl.	467,202	459,639	453,507	452,845	452,845
5102 Salaries, Temporary Empl.	-	-	-	18,720	34,944
5103 Overtime	23,793	24,982	25,000	25,000	25,000
5105 Longevity Pay	2,880	1,824	1,824	1,824	1,824
5109 Provision for Salary Adj.	-	-	8,494	5,698	11,798
5111 Cell Phone Allowance	222	-	-	-	-
5230 Hospital & Medical Insurance	103,468	108,007	103,733	92,028	91,965
5231 Self Insured Medical Benefits	1,100	600	600	600	600
5233 Dental Insurance	5,256	4,336	4,007	3,551	3,777
5234 Group Life Insurance	1,684	1,696	1,518	1,491	1,555
5235 Accidental Death & Dismem.	337	266	170	160	166
5236 Disability Insurance	1,257	1,066	1,310	1,160	1,294
5240 Social Security Contribution	35,903	36,189	36,911	37,504	39,165
5241 Pension Contribution	106,762	75,133	79,125	72,673	43,896
5243 Worker's Compensation	15,538	14,691	16,896	14,938	16,896
Total Personnel Services	765,401	728,429	733,095	728,192	725,725
OPERATING EXPENSES:					
6202 Technical & Personal Services	15,881	1,260	5,500	5,500	5,500
6207Temporary Personnel Services	103,109	102,700	121,590	70,000	105,000
6210 Vehicle Maintenance	25,108	32,652	25,000	30,000	30,000
6211 Equipment Maintenance	24,502	20,140	26,000	30,000	28,000
6212 Buildings & Grounds Maint.	166,504	168,546	172,318	172,318	185,000
6213 Office Equipment Maint.	-	-	-	-	-
6250 Electricity	14,105	13,695	14,000	12,000	12,000
6251 Street Lighting	142,300	136,235	118,000	118,000	118,000
6252 Natural Gas	4,564	3,678	5,000	4,500	4,500
6253 Telephone	2,862	4,080	3,660	3,168	2,580
6254 Water and Sewer	57,574	47,981	50,000	55,000	50,000
6261 Education & Training	1,618	302	2,500	2,500	2,500
6265 Travel & Conferences	-	-	2,400	-	1,450
6266 Equipment Rental	1,292	1,786	2,000	2,000	2,000
6271 Medical	270	637	400	400	600
7301 Chemicals & Cleaning	1,052	1,064	1,200	1,200	1,200
7302 Small Tools	3,067	5,084	4,500	4,500	4,500
7303 Horticulture Supplies	10,709	5,160	22,000	22,000	22,000
7304 General Supplies	2,024	2,641	2,200	2,200	2,200
7305 Street & Sidewalk Maint.	13,046	42,201	30,000	30,000	30,000
7307 Gasoline & Mileage	35,658	35,565	38,000	28,000	35,000
7308 Wearing Apparel & Linen	10,007	10,872	11,000	11,000	11,000
7310 Snow Removal Supplies	55,678	86,925	92,000	80,000	74,500
7311 Street Signs	18,831	14,698	16,000	16,000	16,000
7318 Small Storm Water Projects	519	17,970	5,000	5,000	5,000
Total Operating Expenses	710,280	755,874	770,268	705,286	748,530

Communication: Review Proposed FY2022 Budget (New Business)

STREET MAINTENANCE

	Actual Expenditures FY 2019	Actual Expenditures FY 2020	Budgeted Expenditures FY 2021	Projected Expenditures FY 2021	Estimated Requirements FY 2022
CAPITAL OUTLAY:					
9501 Building and Improvements	-	-	-	-	-
9503 Equipment	19,926	24,906	6,500	6,500	13,500
9505 Office Machines	-	214	-		-
Total Capital Outlay	19,926	25,120	6,500	6,500	13,500
TOTAL STREET MAINTENANCE	**1,495,607**	**1,509,424**	**1,509,863**	**1,439,978**	**1,487,755**

STREET MAINTENANCE
CAPITAL OUTLAY DETAIL

9503 Equipment	
Office Equipment Replacement - Desk, Printer, Copier	1,500
Mold Boards for Snow Plows	7,000
Traffic Control Devices	5,000
Total Account 9503	13,500
9505 Office Equipment	
(Nothing Budgeted)	-
Total Account 9505	-
TOTAL CAPITAL OUTLAY	**13,500**

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 2019	FY 2020	Projected FY 2021	Estimated FY 2022
External Survey, Percentage of Residents Rating Overall Satisfaction with Refuse Collection as Very Satisfied and Satisfied[1]	N/A	N/A	N/A	88%
All Recycling (tons)	1,576	1,595	1,625	1,650
All Trash (tons)	3,301	3,808	3,500	3,475
All Yard Waste (cubic yards), contracted	2,751	2,463	2,500	2,550
Percentage of Complaints per Total Pick-Ups, All Refuse Services	.04%	.05%	.03%	.02%
Dollar Value of Recycle Rebate	$15,764	$15,945	$16,250	$16,500
Percentage of Residents Enrolled in Rear-Yard Trash Collection	12.2%	12.0%	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.

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 ($798,720). The City entered into a new 5-year contract effective FY 2021.

Fund: 01
Dept: 31-42

HEALTH AND ENVIRONMENT

	Actual Expenditures FY 2019	Actual Expenditures FY 2020	Budgeted Expenditures FY 2021	Projected Expenditures FY 2021	Estimated Requirements FY 2022
OPERATING EXPENSES:					
6214 Refuse Collections	762,233	755,183	793,520	768,000	798,720
6215 Weed Cutting/Tree Removal	2,760	720	-	-	-
6216 Larviciding	2,749	3,472	3,400	3,400	3,400
6253 Telephone	361	-	-		-
7302 Small Tools	126	-	-		-
Total Operating Expenses	768,230	759,375	796,920	771,400	802,120
CAPITAL OUTLAY:					
9502 Vehicles			-	-	-
9503 Equipment	-	-	-	-	-
Total Capital Outlay	-	-	-	-	-
TOTAL HEALTH & WELFARE	**768,230**	**759,375**	**796,920**	**771,400**	**802,120**

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, four (4) Maintenance I Workers which are shared with the Streets Division. 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 2019	FY 2020	Projected FY 2021	Estimated FY 2022
Number of Trees Planted/Removed (in-house)[1]	100	225	250	225
Number of Trees Planted/Removed (contracted)[1]	130	150	100	125
Total Percent of Trees and Shrubs Planted/Removed (in-house)[1]	44%	60%	60%	70%
Number of City Trees in Inventory (includes parks, right-of-ways, streets)[1]	7,694	7,650	7,659	7,519
Percentage of Public Land Maintained (in-house)	18%	18%	18%	15%
Cost to Maintain Parks (per acre)	$4,558	$ 4553	$5,040	$5,500

[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.
- 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.

Fund: 01
Dept: 31-43

- 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 ($2,500).
- Acct. 6207 – Increase in costs associated with temporary workers due to reduction in use during FY21 due to COVID-19; expenses are shared between Streets (25%) and Parks (25%) to provide 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 ($8,000).
- 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 ($3,000).
- Acct. 6212 – Mowing contract services for city parks ($38,900).
- Acct. 6224 – Maintenance expenses for the Tappmeyer House in Millennium Park ($8,500).
- Acct. 6250 – Increase in electricity in anticipation of additional costs associated with winterizing two (2) park bathrooms in FY22 ($15,000).
- Acct. 6254 – Increase in water and sewer costs due to closure of spray pad in Millennium Park in FY21 due to COVID-19 ($25,000).
- Acct. 7301 – Chemicals and cleaning supplies for park restrooms and shop ($1,500).
- Acct. 7303 – Replace damaged plantings ($1,150).
- Acct. 7307 – Gasoline and propane expenses are shared expenses between Streets (75%) and Parks (25%) budgets ($5,500).
- Acct. 9503 – Replacement of old playground equipment ($6,000).

Fund: 01
Dept: 31-43

PARKS MAINTENANCE

	Actual Expenditures FY 2019	Actual Expenditures FY 2020	Budgeted Expenditures FY 2021	Projected Expenditures FY 2021	Estimated Requirements FY 2022
PERSONNEL SERVICES:					
5101 Salaries, Permanent Empl.	138,050	128,977	163,754	166,207	166,207
5103 Overtime	12,255	8,939	12,000	7,446	8,000
5104 Vacation Pay	-	-	-	-	-
5105 Longevity Pay	1,198	864	864	864	864
5109 Provision for Salary Adj.	-	-	1,864	1,864	4,074
5230 Hospital & Medical Insurance	29,062	22,788	26,448	24,396	37,075
5231 Self Insured Medical Benefits	600	300	900	900	900
5233 Dental Insurance	1,475	1,147	1,497	1,625	1,734
5234 Group Life Insurance	486	416	552	525	571
5235 Accidental Death & Dismem.	97	62	65	56	61
5236 Disability Insurance	408	318	480	350	485
5240 Social Security Contribution	11,099	10,178	13,511	12,929	13,131
5241 Pension Contribution	30,404	29,863	32,600	28,507	16,890
5243 Worker's Compensation	4,950	4,680	5,382	4,758	5,382
Total Personnel Services	230,083	208,530	259,917	250,427	255,374
OPERATING EXPENSES:					
6202 Technical & Personal Services	2,933	3,850	3,850	3,850	3,850
6207 Temporary Personnel Services	37,275	34,905	36,960	25,000	36,960
6210 Vehicle Maintenance	7,284	9,761	7,500	7,500	7,500
6211 Equipment Maintenance	5,673	6,115	6,000	6,000	6,000
6212 Building & Ground Maint.	40,030	79,226	62,120	75,020	75,020
6224 Tappemeyer House Maint.	19,883	12,038	8,500	11,515	12,246
6247 Dog Park Expenses	1,125	1,175	-	1,175	1,175
6250 Electricity	12,506	14,663	13,000	12,000	15,000
6252 Natural Gas	3,842	1,739	3,000	3,000	3,000
6253 Telephone	871	399	638	480	540
6254 Water & Sewer	25,024	22,155	27,000	12,000	25,000
6261 Education and Training	192	857	750	750	750
6265 Travel & Conferences	-	-	-	-	-
6266 Equipment Rental	1,292	1,985	1,500	1,500	1,500
6271 Medical	80	-	200	200	200
7301 Chemicals & Cleaning	831	2,251	1,500	1,500	1,500
7302 Small Tools	1,497	532	1,500	1,500	1,500
7303 Horticultural Supplies	14,113	9,140	13,000	13,000	13,000
7304 General Supplies	53	480	500	500	500
7307 Gasoline & Mileage	5,961	6,138	5,500	5,500	5,500
7308 Wearing Apparel & Linen	3,163	3,407	3,625	3,625	3,625
Total Operating Expense	183,628	210,816	196,643	185,615	214,366
CAPITAL OUTLAY:					
9503 Equipment	14,713	36,839	18,750	18,750	8,750
Total Capital Outlay	14,713	36,839	18,750	18,750	8,750
TOTAL PARK MAINTENANCE	**428,424**	**456,185**	**475,310**	**454,792**	**478,490**

PARKS MAINTENANCE
CAPITAL OUTLAY DETAIL

	Annual
9503 Equipment	
Drinking Fountain Replacements	-
Irrigation Controllers	750
Replace Old Playground Equipment	6,000
Salt Spreader	2,000
Total Account 9503	8,750
TOTAL CAPITAL OUTLAY	8,750

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.
- Ensure 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 2019	FY 2020	Projected FY 2021	Estimated FY 2022*
Site Development Plan Applications Reviewed	33	33	25	30
Site Improvement Plan Reviewed*	73	13	15	15
Percentage of Site Improvement Plan Applications Reviewed within Five Business Days*	100%	100%	100%	100%
Sign Permit Applications Reviewed	133	106	80	100
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.*

Fund: 01
Dept: 32-11

Communication: Review Proposed FY2022 Budget (New Business)

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.
- 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 39N area plans.
- Identify 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.
- 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 researching and implementing a new permit tracking system to integrate all development applications including site development plans, site improvement plans, and building permitting.
- Provide 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

- Acct. 6203 – Web-based GIS service hosting and support fees ($5,000).
- Acct. 6203 – Web-based GIS service for special mapping projects ($3,000).
- 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).
- Accts. 6265 – Increase due to recommencement of conferences in FY22 which were cancelled due to COVID-19 in FY21 ($5,000).

Fund: 01
Dept: 32-11

COMMUNITY DEVELOPMENT-ALL DIVISIONS

	Actual Expenditures FY 2019	Actual Expenditures FY 2020	Budgeted Expenditures FY 2021	Projected Expenditures FY 2021	Estimated Requirements FY 2022
PERSONNEL SERVICES:					
5101 Salaries, Permanent Empl.	889,609	907,705	916,560	916,674	892,674
5102 Salaries, Temporary Empl.	6,300	6,435	7,650	7,560	7,650
5103 Overtime	18,193	8,716	8,000	3,000	11,000
5104 Vacation Pay	6,474	1,743	1,743	-	1,743
5105 Longevity Pay	8,160	8,160	8,160	7,584	4,224
5109 Provision for Salary Adj.	-	-	13,857	13,736	17,628
5110 Auto Allowance	3,600	3,600	3,600	3,600	3,600
5230 Hospital & Medical Insurance	120,445	122,632	137,422	130,735	135,329
5231 Self Insured Medical Benefits	1,200	875	600	600	600
5233 Dental Insurance	6,513	5,867	6,038	6,272	6,428
5234 Group Life Insurance	3,046	2,792	2,695	2,747	2,802
5235 Accidental Death & Dismem.	576	430	300	294	300
5236 Disability Insurance	2,710	2,478	2,670	2,585	2,637
5240 Social Security Contribution	69,292	69,709	72,347	70,878	69,853
5241 Pension Contribution	245,333	254,609	274,800	228,882	89,055
5243 Worker's Compensation Ins.	27,057	25,583	29,421	26,012	29,421
Total Personnel Services	1,408,509	1,421,333	1,485,863	1,421,159	1,274,944
OPERATING EXPENSES:					
6202 Technical & Personal Services	2,675	3,544	2,800	4,200	4,500
6203 Professional Services	42,696	56,034	10,000	12,400	15,000
6204 Planning & Design Services	-	-	10,000	-	10,000
6213 Office Equipment Maint.	2,788	2,836	2,000	2,000	2,000
6215 Weed Cutting/Tree Removal	-	2,805	3,000	5,300	3,000
6253 Telephone	7,926	7,863	7,836	7,764	7,020
6260 Advertising	1,097	611	1,200	1,000	1,200
6261 Education & Training	1,259	630	3,630	2,200	4,650
6262 Dues, Memberships & Subsc.	2,142	2,243	2,490	2,673	2,758
6264 In Town Meetings	200	160	900	-	900
6265 Travel & Conferences	8,886	3,669	6,000	810	8,800
7302 Small Tools	529	1,005	800	800	900
7304 General Supplies	12,546	12,379	11,250	11,550	11,250
7307 Gasoline & Mileage	13,383	11,478	12,500	12,100	12,100
7308 Wearing Apparel & Linen	1,080	957	1,350	1,350	1,350
Total Operating Expense	97,205	106,214	75,756	64,147	85,428
CAPITAL OUTLAY:					
9504 Office Equipment	616	230	1,350	850	425
Total Capital Outlay	616	230	1,350	850	425
TOTAL COMMUNITY DEVELOPMENT	**1,506,330**	**1,527,777**	**1,562,969**	**1,486,156**	**1,360,797**

Communication: Review Proposed FY2022 Budget (New Business)

COMMUNITY DEVELOPMENT - PLANNING DIVISION

	Actual Expenditures FY 2019	Actual Expenditures FY 2020	Budgeted Expenditures FY 2021	Projected Expenditures FY 2021	Estimated Requirements FY 2022
PERSONNEL SERVICES:					
5101 Salaries, Permanent Empl.	287,929	270,699	258,276	258,276	258,276
5102 Salaries, Temporary Empl.	6,300	6,435	7,650	7,560	7,650
5103 Overtime	1,010	716	1,000	1,000	1,000
5109 Provision for Salary Adj.	-	-	3,870	3,870	5,760
5110 Auto Allowance	3,600	3,600	3,600	3,600	3,600
5230 Hospital & Medical Insurance	32,709	33,054	36,743	35,187	36,878
5231 Self-insured Medical Benefits	600	275	-	-	-
5233 Dental Insurance	2,048	1,849	1,632	1,973	2,022
5234 Group Life Insurance	1,038	831	775	866	884
5235 Accidental Death & Dismem.	208	127	85	93	95
5236 Disability Insurance	870	684	750	722	736
5240 Social Security Contribution	22,109	20,666	20,695	20,107	20,252
5241 Pension Contribution	23,000	20,292	20,800	20,185	20,791
5243 Worker's Compensation Ins.	8,963	8,474	9,746	8,617	9,746
Total Personnel Services	390,385	367,702	365,622	362,056	367,690
OPERATING EXPENSES:					
6202 Technical & Personal Services	2,675	3,544	2,800	4,200	4,500
6203 Professional Services	14,816	10,963	10,000	12,400	15,000
6204 Planning & Design Services	-	-	10,000	-	10,000
6213 Office Equipment Maint.	48	-	-	-	-
6253 Telephone	1,068	659	636	480	300
6260 Advertising	1,097	611	1,200	1,000	1,200
6261 Education & Training	602	400	1,930	500	2,950
6262 Dues, Memberships & Subsc.	1,117	1,158	1,165	1,348	1,295
6264 In Town Meetings	200	160	500	-	500
6265 Travel & Conferences	5,902	30	2,200	810	5,000
7302 Small Tools	-	-	-	-	100
7304 General Supplies	750	1,962	2,000	2,300	2,000
7307 Gasoline & Mileage	1,279	4	500	100	100
7308 Wearing Apparel and Linen	202	-	-	-	-
Total Operating Expense	29,757	19,491	32,931	23,138	42,945
CAPITAL OUTLAY:					
9504 Office Equipment	312	230	1,000	500	75
Total Capital Outlay	312	230	1,000	500	75
TOTAL PLANNING DEPARTMENT	**420,454**	**387,423**	**399,553**	**385,694**	**410,710**

Communication: Review Proposed FY2022 Budget (New Business)

COMMUNITY DEVELOPMENT - PLANNING DIVISION
CAPITAL OUTLAY DETAIL

Capital Outlay Detail	Annual
9504 Office Equipment	
Ergo Foot Stool (Admin. Asst)	75
Total Account 9504	75
TOTAL CAPITAL OUTLAY	**75**

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.
- Ensuring that the energy conservation code is complied with 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 2019	FY 2020	Projected FY 2021	Estimated FY 2022
External Survey, Percentage of Residents Rating Overall Satisfaction with Permit Services as Very Satisfied or Satisfied[1]	N/A	N/A	N/A	50%
Percentage of Residential Building Plans Reviewed within Five (5) Days[2]	74%	80%	80%	80%
Percentage of Commercial Building Plans Reviewed within 10 Days[2]	78%	84%	85%	85%
Building Permits Issued	1,351	1,322	1,350	1,300
Apartment Re-Occupancy Permits Issued	890	841	875	875
Other Permits Issued	376	312	325	325
Permits Issued per Full-Time Building Staff[3]	262	248	255	250
Building Inspections Completed	7,556	5,741	6,000	6,000
Other Inspections Completed	826	738	800	800
Apartment Re-Occupancy Inspections Completed	1,546	1,413	1,500	1,500

Fund: 01
Dept: 32-61

Value of Residential Building Permits Issued	$32,267,578	$30,871,734	$30,000,000	$30,000,000
Value of Commercial Building Permits Issued	$64,714,397	$73,282,262	$70,000,000	$70,000,000

[1]Last Triennial Resident Survey conducted in FY 2018; postponed in FY21 and rescheduled for FY22.

[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 ten (10) full-time employees.

Percentage (%) of Recovered Building Code Enforcement Costs

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	5 FY AVG.	Projected FY 2021	Estimated FY 2022
Total Revenue Collected[1]	$709,073	$651,221	$741,332	$718,894	$761,230	$716,350	$750,000	$750,000
Total Expenditures[2]	$870,391	$925,009	$971,349	$1,040,877	$1,094,354	$980,396	$1,100,000	$1,120,000
(Loss)/Gain	($161,318)	($273,788)	($230,017)	($321,983)	($333,124)	($264,046)	($350,000)	($370,000)
% of Recovered Costs[3]	82%	71%	76%	69%	70%	73%	68%	67%

[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 (approximately $114,000 for FY2020). 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 (approximately $60,000). It does not include any operating costs for the Apartment Re-Occupancy Program (approximately $106,000 for FY20). 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 per Ord. No. 5166 which was approved in 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.
- 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.
- Process building permit escrows and payment within 30 days (per state statutes) of the final inspection approval and issuance of the final certificate of occupancy.
- Authorize staff overtime upon request by general contractors to assist them with meeting their construction deadlines whenever feasible.
- Update the Building Division pages on the city website with relevant building code and building permit information on a monthly basis.
- Ensure staff attend necessary professional training seminars on a consistent basis in preparation of triennial renewals of International Code Council inspection and plan review certifications.

Fund: 01
Dept: 32-61

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.
- Enforce the city property maintenance, apartment re-occupancy, zoning, and nuisance codes effectively and efficiently.
- Communicate effectively with customers regarding city policies and procedures on building plan review, inspections, and permit issuance procedures. Host an annual forum 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.
- 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 2019, it was given a rating of Class 3 (81.97) for residential property and a rating of Class 2 (86.48) for commercial property. The next ISO rating period will be in 2024-2025.
- Become more familiar with 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 were the codes adopted by the city on May 1, 2020.

Budget Highlights

- Building permit fees were raised on March 1, 2020 (per Ordinance No. 5679) to recover up to 80% of 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 73% of its building code enforcement costs.
- Accts. 5101-5243 – Decrease in salary and benefits in anticipation of upcoming retirements of tenured employees in late FY21 and FY22.
- Acct. 5241 – Decrease in pension contributions due to aforementioned retirements and transfer of excess expenses related to the Legacy Pension Plan in FY22 to Finance-Interdepartmental (1315) which should not be attributed to departments; previously these expenses were shared among departments with active employees in the plan.
- Acct. 6265 – Increase due to recommencement of conferences in FY22 which were cancelled due to COVID-19 in FY21 ($5,300).

Fund: 01
Dept: 32-61

COMMUNITY DEVELOPMENT - BUILDING DIVISION

	Actual Expenditures FY 2019	Actual Expenditures FY 2020	Budgeted Expenditures FY 2021	Projected Expenditures FY 2021	Estimated Requirements FY 2022
PERSONNEL SERVICES:					
5101 Salaries, Permanent Empl.	601,680	637,005	658,284	658,398	634,398
5102 Salaries, Temporary Empl.	-	-	-	-	-
5103 Overtime	17,182	8,000	7,000	2,000	10,000
5104 Vacation Pay	6,474	1,743	1,743	-	1,743
5105 Longevity Pay	8,160	8,160	8,160	7,584	4,224
5109 Provision for Salary Adj.	-	-	9,987	9,866	11,868
5230 Hospital & Medical Insurance	87,736	89,578	100,679	95,548	98,451
5231 Self-insured Medical Benefits	600	600	600	600	600
5233 Dental Insurance	4,465	4,018	4,406	4,299	4,406
5234 Group Life Insurance	2,008	1,961	1,920	1,881	1,918
5235 Accidental Death & Dismem.	369	303	215	201	205
5236 Disability Insurance	1,840	1,794	1,920	1,863	1,901
5240 Social Security Contribution	47,183	49,043	51,652	50,771	49,601
5241 Pension Contribution	222,333	234,317	254,000	208,697	68,264
5243 Worker's Compensation	18,094	17,108	19,675	17,395	19,675
Total Personnel Services	1,018,124	1,053,631	1,120,241	1,059,103	907,254
OPERATING EXPENSES:					
6203 Professional Services	27,880	45,071	-	-	-
6213 Office Equipment Maint.	2,740	2,836	2,000	2,000	2,000
6215 Weed Cutting and Tree Removal	-	2,805	3,000	5,300	3,000
6253 Telephone	6,858	7,204	7,200	7,284	6,720
6261 Education & Training	657	230	1,700	1,700	1,700
6262 Dues, Memberships & Subsc.	1,025	1,085	1,325	1,325	1,463
6264 In Town Meetings	-	-	400	-	400
6265 Travel & Conferences	2,984	3,639	3,800	-	3,800
7302 Small Tools	529	1,005	800	800	800
7304 General Supplies	11,795	10,416	9,250	9,250	9,250
7307 Gasoline & Mileage	12,103	11,474	12,000	12,000	12,000
7308 Wearing Apparel & Linen	878	957	1,350	1,350	1,350
Total Operating Expense	67,448	86,723	42,825	41,009	42,483
CAPITAL OUTLAY:					
9504 Office Equipment	304	-	350	350	350
Total Capital Outlay	304	-	350	350	350
TOTAL BUILDING DEPARTMENT	**1,085,877**	**1,140,354**	**1,163,416**	**1,100,462**	**950,087**

Communication: Review Proposed FY2022 Budget (New Business)

COMMUNITY DEVELOPMENT-BUILDING DIVISION
CAPITAL OUTLAY DETAIL

Capital Outlay Detail	Annual
9504 Office Equipment	
Chair	350
TOTAL ACCOUNT 9504	350
TOTAL CAPITAL OUTLAY	**350**

CAPITAL IMPROVEMENTS FUND

FUND SUMMARY

In accordance with Section 9.4 and 9.6 of the Creve Coeur City Charter, a Capital Improvements Program and Financial Overview is prepared. The Capital Improvement Program adoption process involves a careful and cautious analysis of community priorities, funding sources, cost-benefit ratios and relationship to overall community goals for all major capital projects.

The annual budget contains funding for those projects identified in the Capital Improvements Program for the current fiscal year. Estimates are made by the City staff as to the percent of completion anticipated during the fiscal year. In addition, other projects are included in the budget as authorized by the City Council.

Pursuant to the provisions of Section 94.890 RSMo., the CIP sales tax was adopted by the voters on November 4, 1997 and took effect on April 1, 1998. The tax revenue is earmarked specifically for capital improvements by state law. The sales tax, combined with CIP fund balances, transfers from the General Fund, federal and state grants, and other sources or revenue is utilitzed to finance the capital budget.

The availability of the sales tax allows the City Council to address the inventory of capital needs, effectively plan for future expenditures, provide for continuing maintenance and upgrading of the city's existing infrastructure from a dedicated revenue source and provide for long term fiscal stability of the City's operating funds. The Capital Improvements Fund separates the funding and accounting for Capital Improvement projects from the remainder of the municipal operations of the City, thereby clearly delineating a difference between regular City operations within the General Fund and major capital projects.

For budgetary purposes, the Capital Improvements Fund is maintained on a modified accrual method of accounting with the following exceptions:

- 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.

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Capital Budget Policies

1. The City will develop a Capital Improvement Program (CIP), which shall provide the City's five-year plan for capital improvements, and all capital improvement shall be made in accordance with this plan. The CIP shall be updated on an annual basis, but the City Council may determine that circumstances warrant revisions to the CIP more frequently than the annual update.

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 pursue grant funding and will utilize cooperative agreements to extend the effectiveness of the capital improvement budget.

4. 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.

5. Capital improvements using revenue generated from the parks and stormwater sales tax shall be managed through the CIP with the following approximate allocation over the five-year CIP:

Park improvements	50% - 65%
Stormwater improvements	35% - 50%
Project management	7%

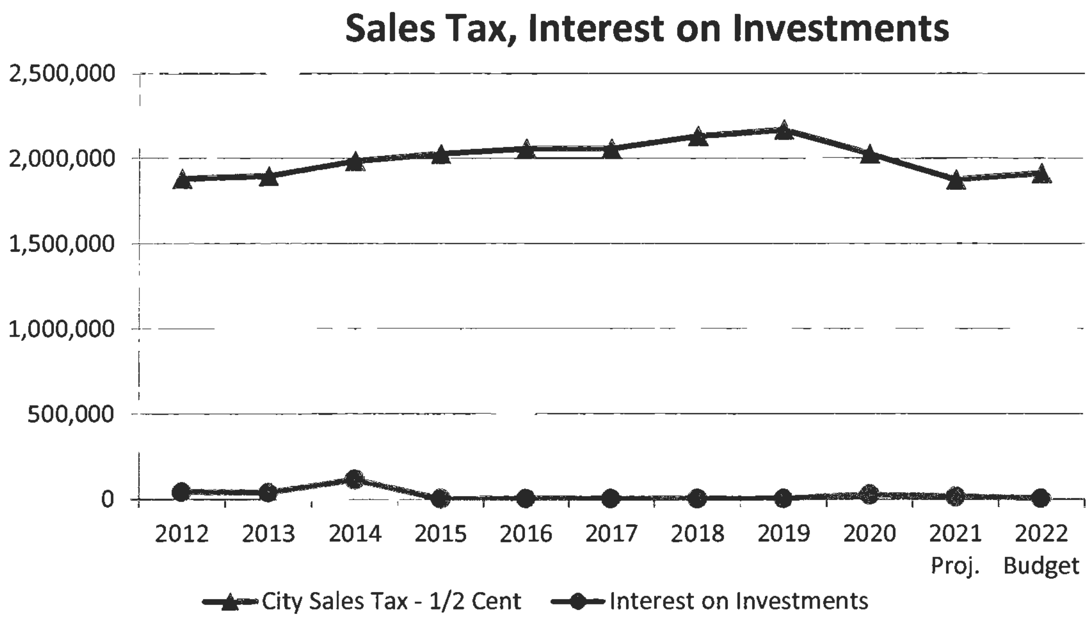
This allocation will be reviewed annually along with the CIP and the relative needs of the City's parks and stormwater infrastructure.

CAPITAL IMPROVEMENT FUND
STATEMENT OF ESTIMATED REVENUES AND EXPENDITURES
FOR FISCAL YEAR ENDING JUNE 30, 2022
IN COMPARISON WITH BUDGETED AND PROJECTED TOTALS FOR FY 2021
AND ACTUAL TOTALS FOR FY 2019 & FY 2020

	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Estimated FY 2022	% Change to Projected FY 2021
Revenues:						
Intergovernmental Revenue	2,530,752	2,463,205	2,981,010	2,716,386	2,750,932	1.27%
Other Revenues	44,203	29,161	20,000	29,100	14,000	-51.89%
Total Operating Revenues	2,574,955	2,492,366	3,001,010	2,745,486	2,764,932	-7.87%
Other Financing Sources:						
Transfers From General Fund	400,000	400,000	400,000	400,000	650,000	62.50%
Total Other Financing Sources	400,000	400,000	400,000	400,000	650,000	
Total Operating Revenues and Other Financing Sources	2,974,955	2,892,366	3,401,010	3,145,486	3,414,932	8.57%
Expenditures:						
Personnel	83,612	90,283	92,804	91,942	93,082	0.00%
Building & Improvements	324,254	148,224	30,000	30,000	335,000	1016.67%
Park Development Projects	100,596	45,974	598,840	228,462	180,000	-21.21%
Storm water Projects	3,174	11,587	287,985	285,658	-	-100.00%
Street Overlay/Repair	2,034,781	2,268,246	2,680,332	2,331,088	3,285,000	40.92%
Capital Equipment	316,865	210,895	278,700	262,133	502,300	91.62%
Total Expenditures	2,863,279	2,775,208	3,968,659	3,229,283	4,395,382	36.11%
Other Financing Uses:						
Transfer Out to General Fund	-	-	-	-	-	
Total Other Financing Uses	-	-	-	-	-	
REVENUES AND OTHER FINANCING USES OVER (UNDER) EXPENDITURES	**111,676**	**117,158**	**(567,649)**	**(83,797)**	**(980,450)**	
FUND BALANCE - BEGINNING OF YEAR	1,887,042	1,998,718	1,191,479	2,115,876	2,032,080	
FUND BALANCE - END OF YEAR	1,998,718	2,115,876	623,830	2,032,080	1,051,630	

CAPITAL IMPROVEMENTS FUND
COMPARISON OF FISCAL YEAR 2022 ESTIMATED REVENUE WITH 2021 BUDGETED AND PROJECTED AND ACTUAL REVENUES FOR FISCAL YEARS 2019 AND 2020

	Actual Revenues FY 2019	Actual Revenues FY 2020	Budgeted Revenues FY 2021	Projected Revenues FY 2021	Estimated Revenues FY 2022
INTERGOVERNMENTAL REVENUE:					
4301 City Sales Tax - 1/2 Cent	2,167,326	2,025,908	1,677,510	1,874,443	1,911,932
4737 Other Agency Funding	363,426	437,297	1,303,500	841,943	839,000
Total Intergovernmental Revenue	2,530,752	2,463,205	2,981,010	2,716,386	2,750,932
OTHER REVENUES:					
4703 Gain (loss) on investments	7,499	5,184	-	-	-
4704 Interest on Investments	1,704	23,977	10,000	13,000	4,000
4730 Reimbursements	-	-	-	-	-
4755 Other revenues	35,000	-	-	-	-
4771 Proceeds-Sales of Fixed Asset	-	-	10,000	16,100	10,000
Total Other Revenues	44,203	29,161	20,000	29,100	14,000
Total Current Year's Revenue	2,574,955	2,492,366	3,001,010	2,745,486	2,764,932
4901 Transfers From Other Funds	400,000	400,000	400,000	400,000	650,000
Total Intergovernmental Funding	400,000	400,000	400,000	400,000	650,000
TOTAL REVENUES	**2,974,955**	**2,892,366**	**3,401,010**	**3,145,486**	**3,414,932**



City Sales Tax - 1/2 Cent

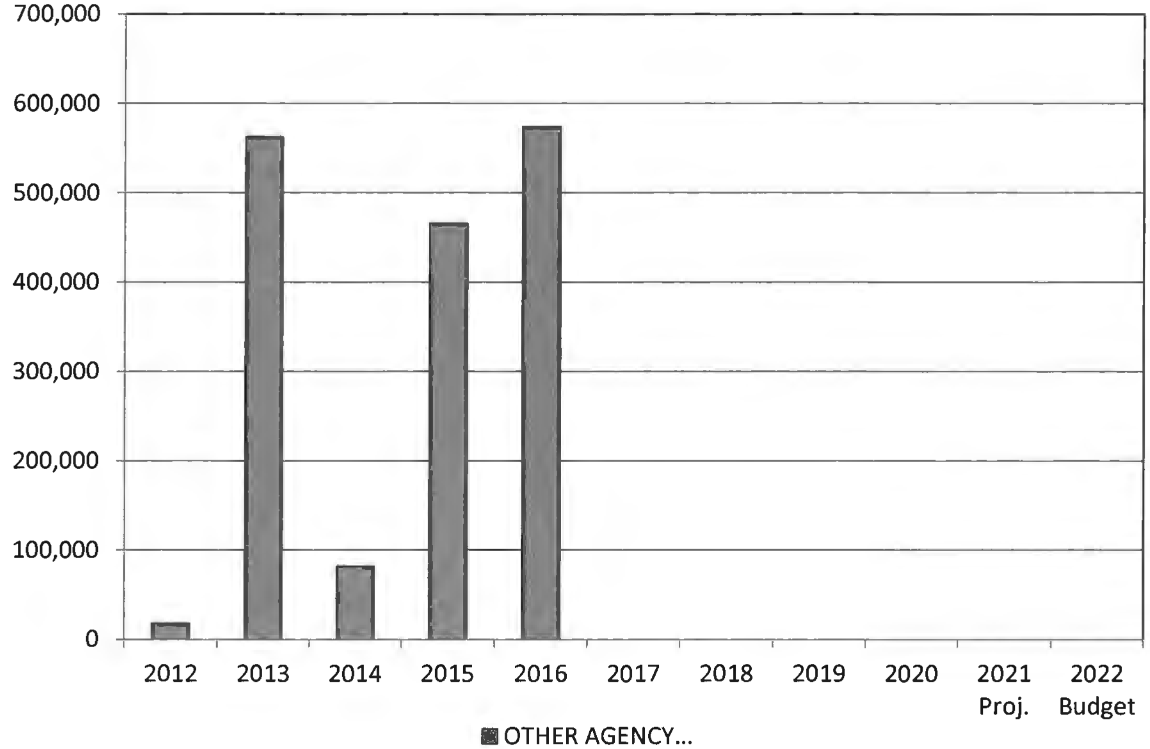
In accordance with City Ordinances a Capital Improvement Sales Tax referendum was presented to and approved by City voters on November 4, 1997. The Capital Improvement Sales Tax is used to support infrastructure investments within the City of Creve Coeur. The FY 2021 budget reflects a 7.48% decrease over FY 2020 due to COVID-19. FY 2022 budget reflects a 2% increase over FY 2021.

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 2021 revenue is estimated at $13,000. FY 2022 revenue is estimated to be $4,000.

Fiscal Year	City Sales Tax - 1/2 Cent	Interest on Investments
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	2,025,908	23,977
2021 Proj.	1,874,443	13,000
2022 Budget	1,911,932	4,000

Other Agency Funding

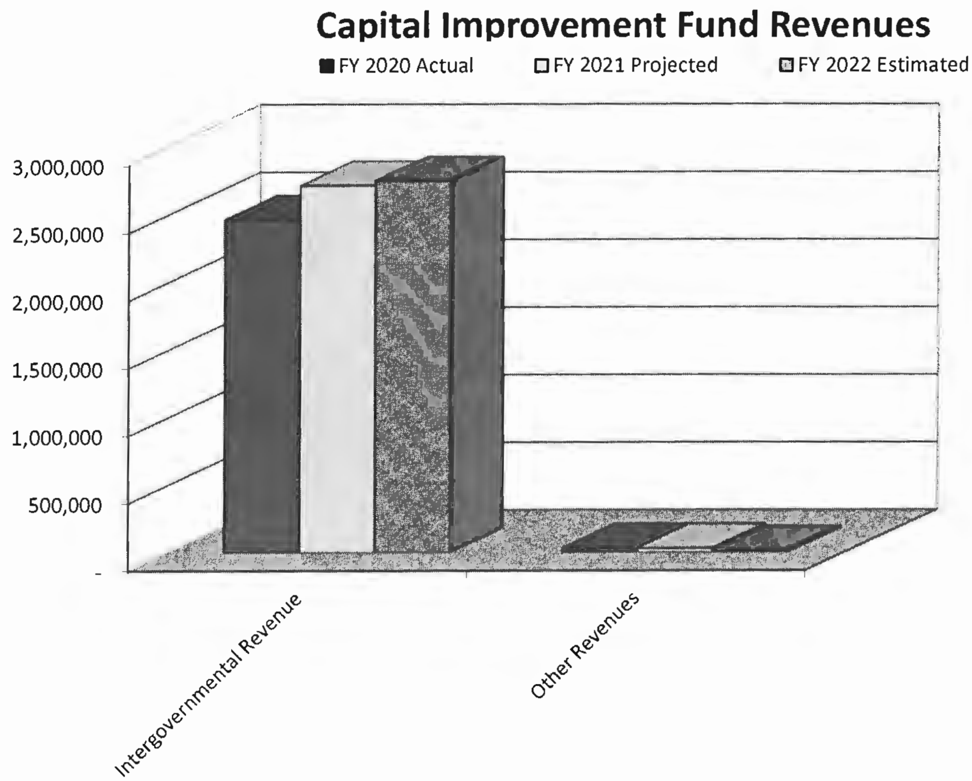


Other Agency Reimbursement

As per Administrative policy, the City shares with other agencies or third parties the costs associated with completion of projects. FY 2022 revenue is estimated at $839,000 and involves the following projects and other participating agencies:

New Ballas Improvements-$144,000
New Ballas Sidewalk-$4,000
Mosley Road Improvement Project-$676,000
Lindbergh-Old Olive Intersection Improvements-$15,000

Fiscal Year	Other Agency Reimbursement
2012	17,845
2013	562,325
2014	81,361
2015	465,735
2016	573,672
2017	0
2018	0
2019	0
2020	0
2021 Proj.	0
2022 Budget	0

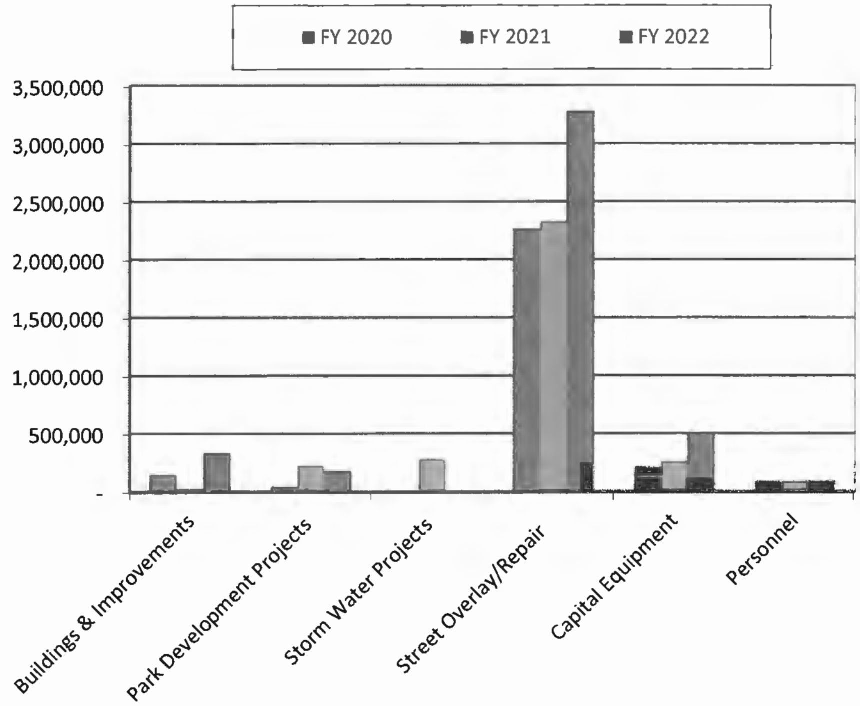


FY 2020 Actual, FY 2021 Projected & FY 2022 Estimated

	FY 2020 Actual	FY 2021 Projected	FY 2022 Estimated
Intergovernmental Revenue	2,463,205	2,716,386	2,750,932
Other Revenues	29,161	29,100	14,000
Total Revenue Sources	$ 2,492,366	$ 2,745,486	$ 2,764,932

Communication: Review Proposed FY2022 Budget (New Business)

Capital Improvement Fund Expenditures



FY 2020 Actual, FY 2021 Projected & FY 2022 Estimated

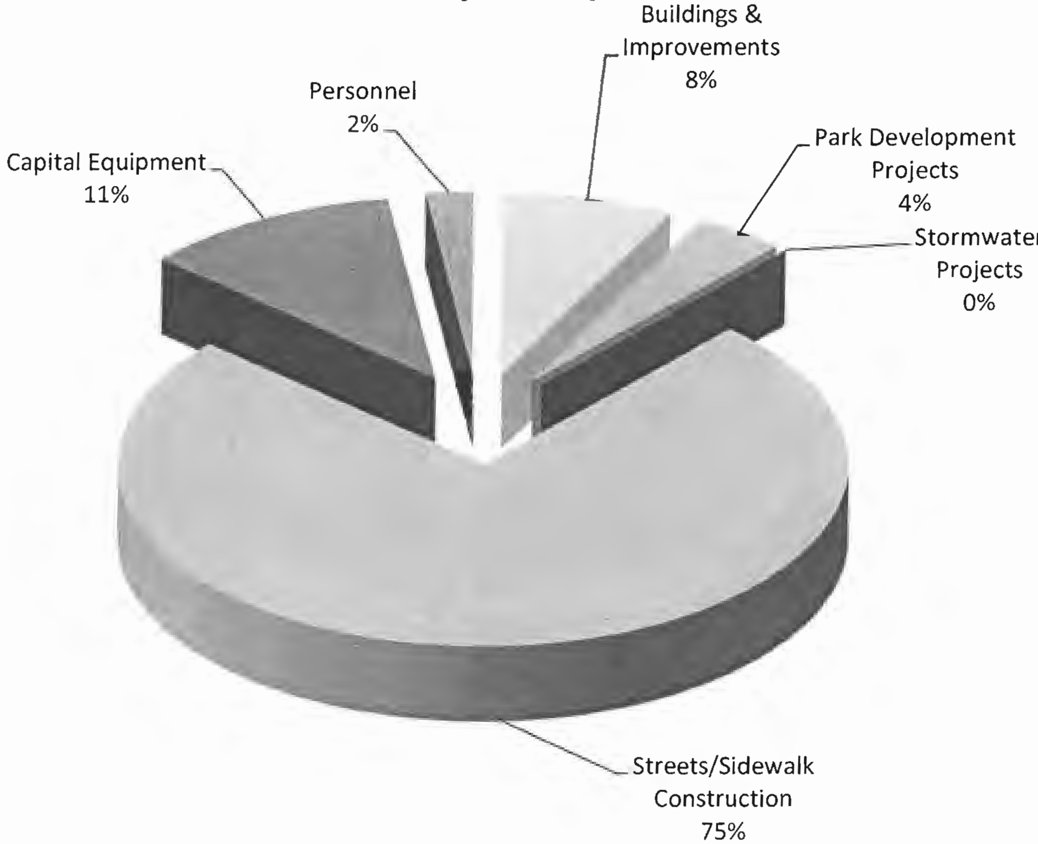
	FY 2020 Actual	FY 2021 Projected	FY 2022 Estimated
Buildings & Improvements	148,224	30,000	335,000
Park Development Projects	45,974	228,462	180,000
Storm Water Projects	11,587	285,658	-
Street Overlay/Repair	2,268,246	2,331,088	3,285,000
Capital Equipment	210,895	262,133	502,300
Personnel	90,283	91,942	93,082
Total Expenditures	$ 2,775,210	$ 3,229,283	$ 4,395,382

Communication: Review Proposed FY2022 Budget (New Business)

CAPITAL IMPROVEMENT FUND
SUMMARY OF APPROPRIATIONS FOR FISCAL YEAR 2022

Category	Capital Expenditures
Buildings & Improvements	335,000
Park Development Projects	180,000
Stormwater Projects	-
Streets/Sidewalk Construction	3,285,000
Capital Equipment	502,300
Personnel	93,082
Total	4,395,382

Summary of Expenditures



CAPITAL IMPROVEMENTS FUND
SUMMARY OF CAPITAL OUTLAYS BY ACTIVITY

	Actual Expenditures FY 2019	Actual Expenditures FY 2020	Budgeted Expenditures FY 2021	Projected Expenditures FY 2021	Estimated Requirements FY 2022	% of total CIP
CAPITAL OUTLAY:						
5101 Salaries, Permanent Empl.	63,613	68,573	68,575	68,575	68,575	1.56%
5103 Overtime	148	-	300	300	100	0.00%
5109 Provision for Salary Adj.	-	-	1,027	1,027	1,380	0.03%
5110 Auto Allowance	-	-	-	-	-	0.00%
5230 Hospital & Medical Insurance	5,744	5,859	6,035	5,976	6,156	0.14%
5233 Dental Insurance	294	267	274	267	274	0.01%
5234 Group Life Insurance	208	240	240	230	235	0.01%
5235 Accidental Death & Dismem.	42	37	25	25	25	0.00%
5236 Disability Insurance	48	201	200	192	195	0.00%
5240 Social Security Contribution	4,800	5,166	5,269	5,264	5,275	0.12%
5241 Pension Contribution	3,788	5,280	5,500	5,348	5,508	0.13%
5243 Worker's Compensation	4,928	4,660	5,359	4,738	5,359	0.12%
9501 Government Facilities	324,254	148,224	30,000	30,000	335,000	7.62%
9506 Parks and Recreational Facilities	100,596	45,974	598,840	228,462	180,000	4.10%
9509 Stormwater Projects	3,174	11,587	287,985	285,658	-	0.00%
9510 Streets and Sidewalks	2,034,781	2,268,246	2,680,332	2,331,088	3,285,000	74.74%
9516 Capital Equipment	316,865	210,895	278,700	262,133	502,300	11.43%
TOTAL CAPITAL OUTLAYS	**2,863,281**	**2,775,210**	**3,968,660**	**3,229,283**	**4,395,382**	**100%**

CAPITAL IMPROVEMENTS FUND
PROJECTED FY 2022 PROJECTS

9501 Buildings & Improvements	
Government Center Renovations (Upper Level)	50,000
Government Center Renovations (Lower Level)	200,000
Salt Dome Roof Repairs	60,000
Government Center Parking Lot Repairs	25,000
Total Account 9501	335,000
9506 Park Development Projects	
Dielmann Recreation Complex Roof	50,000
Dielmann Recreation Complex HVAC Replacement - Phase 2	110,000
Ice Arena Refrigerant Switch Over (Design & Grant Match)	20,000
Total Account 9506	180,000
9509 Storm Water Projects	
Nothing Budgeted	0
Total Account 9509	0
9510 Street & Sidewalk Improvements	
Streets & Sidewalks Maintenance Program	1,375,000
Olive-Lindbergh Interchange Enhancements	30,000
Pavement Condition Ratings Update	45,000
Olive Median Enhancement Stock	75,000
Mosley Road Improvement Project (STP Grant)	1,340,000
New Ballas Road Improvements - Phase 1 (STP Grant)	180,000
Lindbergh-Old Olive Intersection (State Cost-Share; STP Grant Match)	25,000
Fernview Sidewalk Concept Plan (Design and Grant Match)	35,000
Signal Enhancement Projects	180,000
Total Account 9510	3,285,000
9516 Capital Equipment	
1 - Two-Ton Dump Truck with Plow	124,800
1 - One-Ton Dump Truck	69,500
Golf Course Heavy Duty Turf Vehicle	25,000
Crackseal Machine	48,800
Limb Chipper	70,200
Phone System Replacement	52,000
Investigations Vehicle (SUV)	42,000
Building Department Software	70,000
Total Account 9516	502,300
Administration	
Project Manager	93,082
Total Account 9516	93,082
TOTAL CAPITAL IMPROVEMENTS FUND	**$ 4,395,382**

Communication: Review Proposed FY2022 Budget (New Business)

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CAPITAL IMPROVEMENT PROGRAM

FISCAL YEARS 2022-2026

CAPITAL FUND

PARKS-STORMWATER TAX FUND

BUILDING PROJECT BOND FUND

Adopted by the City Council of the City of Creve Coeur through Resolution 1531 on April 12, 2021.

EXECUTIVE SUMMARY

The Capital Improvement Program (CIP) is the City's long-range plan for improvements to infrastructure, parks, and other community facilities. The CIP is a tool to assess the long-term capital needs, values, and desires of the City and to establish funding of high-priority projects in a timely and cost-effective manner. This plan is a living document and is subject to amendment by the City Council.

The CIP is intended to ensure that policy makers are responsible to the citizens of Creve Coeur with respect to the expenditure of City funds for capital improvements.

CIP Goals

The following are goals of the CIP:

- Provide a planned replacement of deteriorating infrastructure
- Repair deteriorated infrastructure
- Improve operational or functional aspects of existing infrastructure
- Add new facilities and improve the community's infrastructure to enhance the quality of life in Creve Coeur
- Provide for planned replacement of major equipment required for City operations

CIP Criteria

To be considered a capital improvement, projects or equipment must have a useful life of at least five years and have a minimum cost of $20,000.

A special set of criteria has been identified to assist in assessing and prioritizing CIP projects. Proposed projects reflect the goals of the Comprehensive Plan through their demonstration of these criteria:

- *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.

Relationship between the CIP and the Creve Coeur 2030 Comprehensive Plan

According to the Creve Coeur 2030 Comprehensive Plan:

> *Within the Creve Coeur 2030 Comprehensive Plan Update, many projects are identified or implied, as specific projects or as conceptual ideas. These projects and others, resulting from recommendations of the Comprehensive Plan, should be developed and incorporated in the City's annual CIP review process. Further detail and refinement of identified and conceptual projects, facilities, or infrastructure improvement needs will be required as the implementation of the Comprehensive Plan occurs.*

Development and Adoption of the CIP

According to the City Charter, a draft of the five-year CIP shall be proposed by the City Administrator to the City Council no later than the second regular meeting in February of each year. Prior to the submittal of the draft CIP to the City Council, public input is obtained through the City newsletter, website, and the City's boards, committees, and commissions.

Prior to the City Council's adoption of the CIP, and as required by City Charter, the CIP is submitted to the Finance Committee for recommendations and comments. The Planning & Zoning Commission also reviews the plan emphasizing the location, extent, and character of the proposed projects prior to City Council review, approval, and adoption. A public hearing is held by the City Council to review the final draft of the CIP in March or April, prior to adoption.

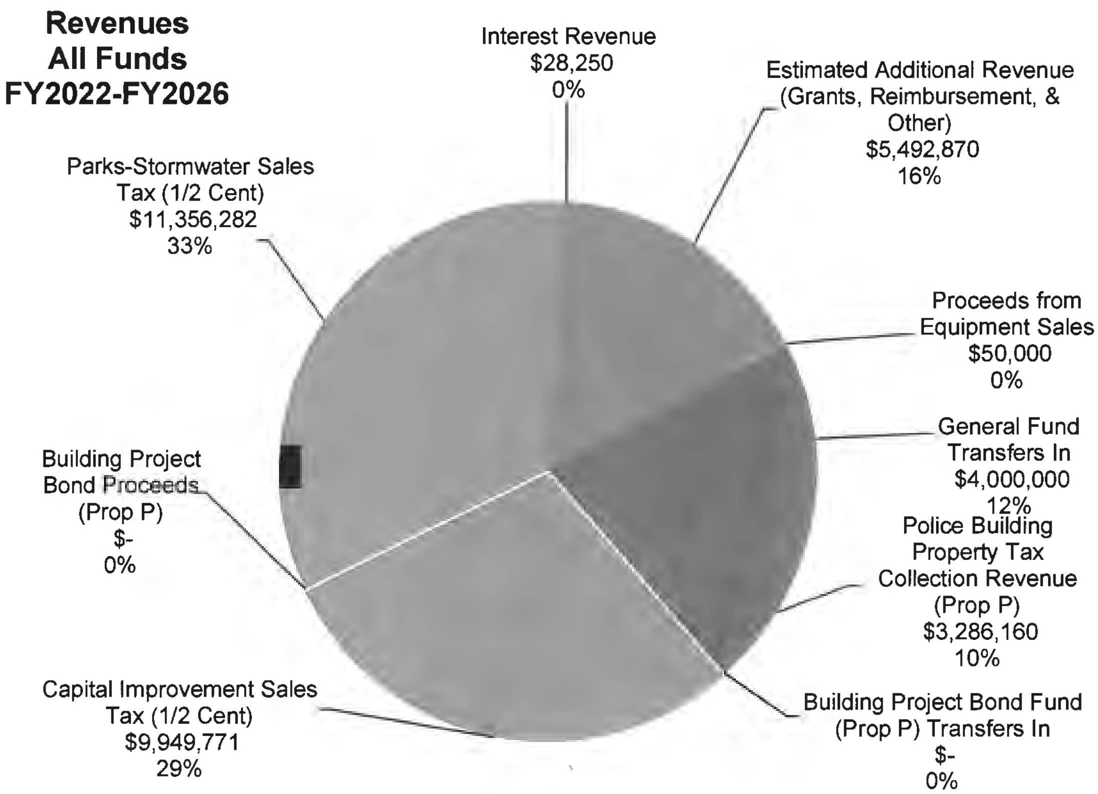
The CIP includes a description of each proposed project and equipment with details regarding justification, cost estimate, operating and maintenance budget impact, and funding sources.

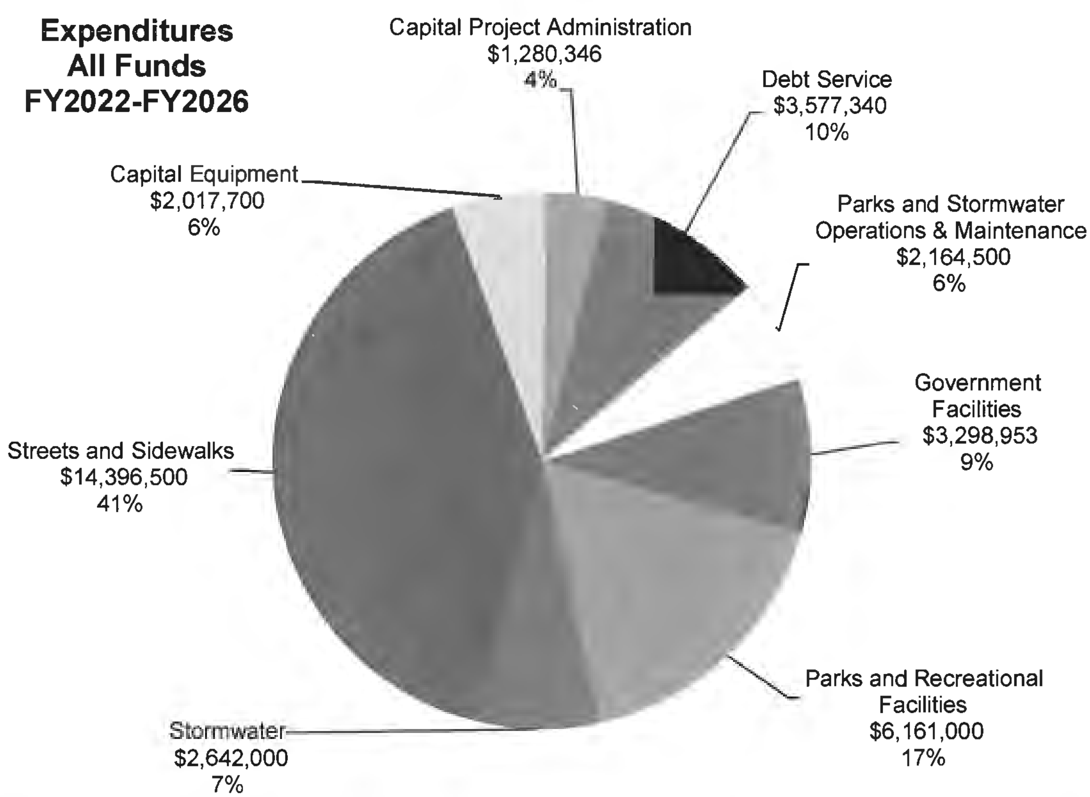
Funds in the CIP

There will be three funds that contribute to the FY2022-FY2026 CIP. These funds are:

1. Capital Fund. This fund is financed by a half-cent capital improvement sales tax, which is supplemented by annual transfers from the General Fund and project-specific grants.
    - Total Capital Fund revenues: $18.0 million
    - Total Capital Fund expenses: $19.5 million
2. Parks-Stormwater Tax Fund. In November 2020, voters in Creve Coeur approved a half-cent sales tax that is dedicated to finance operations, maintenance, and capital improvements for the City's parks and stormwater infrastructure. This new revenue source necessitated the creation of the Parks-Stormwater Tax Fund, which will be supplemented by grants and other outside funding related to parks and stormwater.
    - Total Parks-Stormwater Tax Fund revenues: $12.9 million
    - Total Parks-Stormwater Tax Fund expenses: $11.3 million
3. Building Project Bond Fund. In November 2016, voters in Creve Coeur approved a bond measure to build a new police station and to make security and accessibility improvements to the Creve Coeur Government Center. The police station was completed in 2020, so the majority of this fund's project-related expenses are complete. However, investments into the Government Center and the fund's debt service will be active in the FY2022-FY2026 CIP.
    - Total Building Project Bond Fund revenues: $3.3 million
    - Total Building Project Bond Fund expenses: $4.7 million

Combined, these three funds have a projected revenue of $34.2 million and projected expenses of $35.5 million for the FY2022-FY2026 CIP. The charts below break down these revenues and expenses into the general categories that are found in the CIP.





More detail is provided for each of the three funds in the sections that follow. Each fund is briefly described, and the revenues and expenses for each fund are summarized for the duration of the FY2022-FY2026 CIP. Project-specific summaries and financial projections are included for each line item that appears in the five-year CIP. Projects that are expected to be completed in FY2021 are not included in this report.

Appendix

This report is one of several documents that forms the CIP. Appendices to this report include:

- Appendix A: FY2022-FY2026 CIP Spreadsheets

The latest version of these documents can be found on the City's website at:

http://www.creve-coeur.org/95/Capital-Improvement-Program

Questions and Comments

If you have any questions or comments about the CIP, please contact Matt Wohlberg, City Engineer, at mwohlberg@crevecoeurmo.gov or (314) 442-2084.

CAPITAL FUND

The City's Capital Fund has served as the primary mechanism for funding capital projects in the CIP for many years. The Capital Fund finances investments into the City's government facilities, parks and recreational facilities, stormwater infrastructure, streets and sidewalks, capital equipment, and project administration.

Capital Fund Revenues

The City's Capital Fund has three main funding sources: a half-cent capital improvement sales tax, grants and other outside funding, and transfers from the General Fund. Together, these funding sources are projected to generate $18.0 million over the FY2022-FY2026 CIP.

Half-Cent Capital Improvement Sales Tax. Projected sales tax revenues are approximately $9.95 million for the FY2022-FY2026 CIP, which averages out to approximately $1.99 million per year in the plan.

Sales tax revenue projections were reduced significantly in 2020 due to the uncertainty and economic downturn associated with the COVID-19 pandemic. Sales tax revenue has been lower than normal, but it has also been greater than planned. Sales tax projections in the FY2022-FY2026 CIP include an estimated 2% increase each year, which will return the sales tax revenues to the FY2020 level by FY2025.

Grants and Outside Funding. Federal grants for roadway projects and accessibility improvements will provide approximately $3.98 million over the FY2022-FY2026 CIP.

Staff will seek additional grant funding during for this period, but applications for that funding are either in the evaluation process or not yet available. For projects that anticipate grant funding that has not yet been awarded, the City's matching funds are shown as the project costs in the fiscal years when the phases of the project are planned to occur. The full cost of the project and the associated grant funding will be programmed into the CIP upon notification of award of the grant.

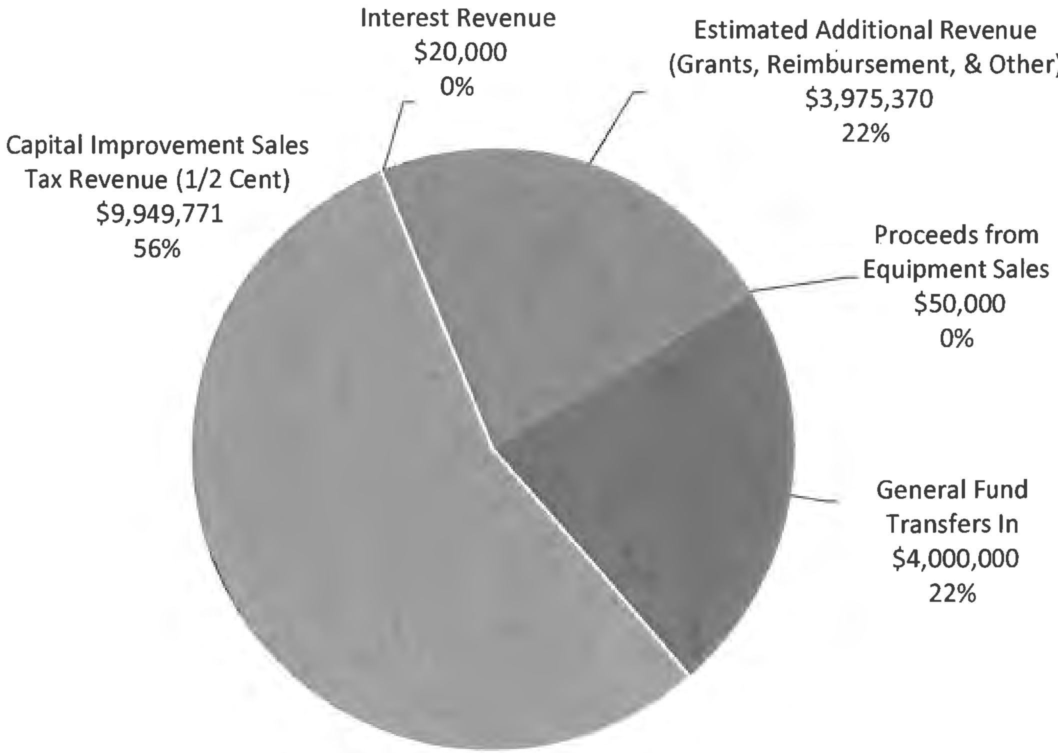
Transfers from the General Fund. The total transfer from the General Fund to the Capital Fund over the proposed FY2022-FY2026 CIP is $4.0 million.

A transfer from the General Fund to the Capital Fund is proposed for each fiscal year in the proposed CIP. General Fund transfers to the Capital Fund of $400,000 are made in most years and are appropriate based on the transportation-oriented revenue sources of the General Fund which include the County road and bridge tax revenues.

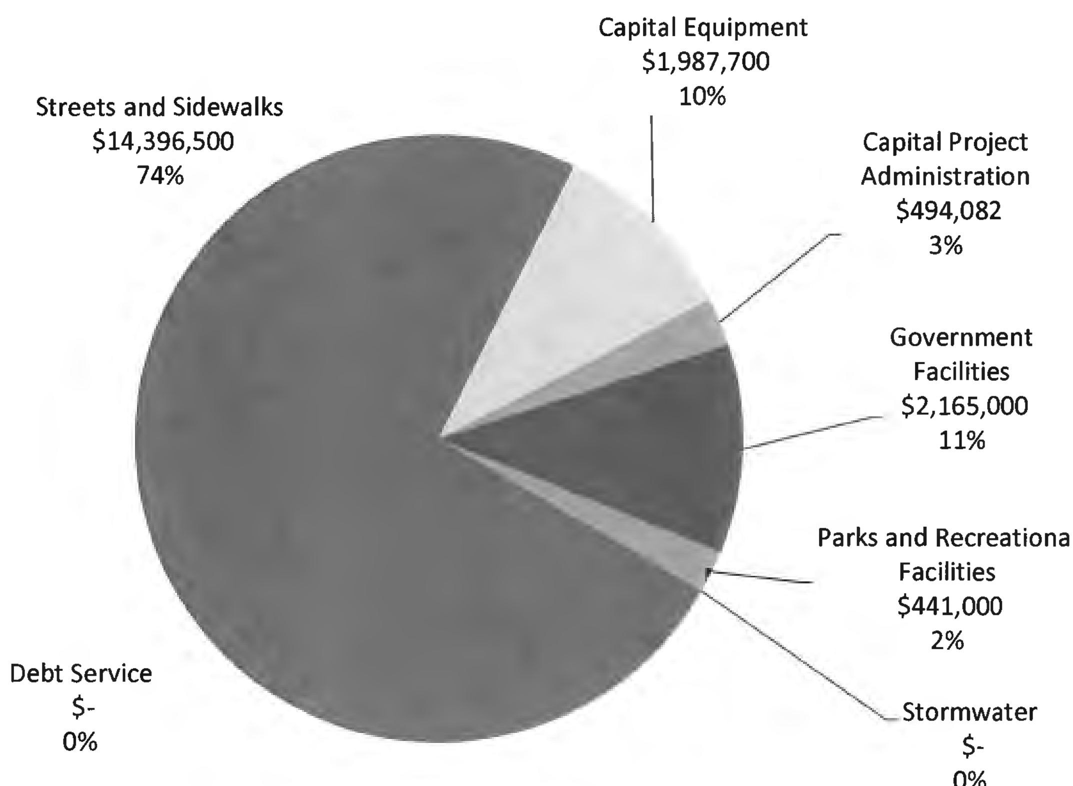
The City has set aside $2.0 million in the General Fund for renovations to the Creve Coeur Government Center. Design and construction of those improvements is programmed into the proposed CIP, as are corresponding transfers from the General Fund to the Capital Fund.

Capital Fund Expenses

Capital expenditures from the Capital Fund are projected to be approximately $19.73 million over the proposed FY2022-FY2026 CIP, with a maximum annual expense of $5.85 million in FY2024. Details about these expenses can be found in the project summary sheets that follow.



FY2022-FY2026 CAPITAL FUND REVENUES



FY2022-FY2026 CAPITAL FUND EXPENDITURES

9501 GOVERNMENT FACILITIES - 01 CAPITAL FUND

ACCESSIBILITY IMPROVEMENTS (CDBG)

Estimated Annual Costs						
Prior Years	**FY2022**	**FY2023**	**FY2024**	**FY2025**	**FY2026**	**Future**
$0	$0	$20,000	$20,000	$20,000	$20,000	$20,000

Project Description:
In FY2022, $20,000 of Community Development Block Grant (CDBG) funds have been committed to providing accessibility improvements to the parking lot at Malcolm Terrace Park. That project and its costs will be managed through the Parks and Stormwater Tax Fund. Funding in FY2023 has been designated for accessibility improvements to several bus stops along New Ballas Road. Projects in FY2024-FY2026 will focus on accessibility improvements for public facilities elsewhere in the City.

Existing Conditions:
Projects are designed to improve facilities that are out of compliance with the current Americans with Disabilities Act (ADA) regulations.

Justification: *Public Safety; Coordination; Availability of Outside Funding*
Each project seeks to improve ADA compliance through accessibility improvements to government facilities and along public pedestrian routes. The focus of these projects is to provide public safety as well as to upgrade existing facilities.

Operating Budget Impact:
None. Projects that are undertaken as part of this program are relatively small in scope, and the City typically receives 100% reimbursement for the project costs through the CDBG federal grant.

Comments
The City is designating this funding with the anticipation of receiving grant funding in the amount of $20,000 from the CDBG Commission. This is an annual grant available to municipalities to address accessibility projects. Scheduling of this project is subject to a successful grant application and availability of grant funding.

Expenditure Type	**Amount**	
Planning, Design, and Engineering	$	0
Land Acquisition	$	0
Construction	$	20,000
Equipment	$	0
Other	$	0
Total Annual Cost	**$**	**20,000**

Total Annual Cost	$	20,000
Community Development Block Grant (CDBG)	$	20,000
City Share	$	0

Communication: Review Proposed FY2022 Budget (New Business)

9501 GOVERNMENT FACILITIES - 03 **CAPITAL FUND**

GOVERNMENT CENTER RENOVATIONS (LOWER LEVEL)

Estimated Annual Costs						
Prior Years	**FY2022**	**FY2023**	**FY2024**	**FY2025**	**FY2026**	**Future**
$30,000	$200,000**	$0	$0	$0	$0	$0

** Construction costs in FY2022 will be shared with the Building Project Bond Fund.

Project Description:
This project involves renovations and expansion of the existing court offices and dispatch area 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 and dispatch center, the nearby restrooms will be renovated to become fully accessible, and portions of the heating and cooling system will be upgraded.

Existing Conditions:
The existing court offices are outdated with limited space for storage, and the dispatch area is not large enough to host the West Central Dispatch Center (WCDC). Adjacent to the court offices and dispatch area are several vacant offices that were used by the Police Department before the police staff moved to their new building. The adjacent restrooms are in poor condition and are deficient in several aspects with regard to accessibility. The heating and cooling system relies upon a network of pipes in the ceiling, and these pipes are wearing out, sometimes causing destructive and costly coolant leaks into the work space.

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. Likewise, renovation of the dispatch area allows the City to host the WCDC.

Operating Budget Impact:
No significant costs are anticipated. New, energy-efficient light fixtures will decrease future electricity bills.

Comments
The City is exploring the feasibility of hosting the West Central Dispatch Center (WCDC) and is exploring creating and hosting a group of area municipal courts, similar to the WCDC. The City has set aside $2.0 million in its General Fund for use for renovations to the Government Center. The construction cost associated with this project will be offset by General Fund transfers into the Capital Fund.

Expenditure Type	**Amount**	
Planning, Design, and Engineering	$	30,000
Land Acquisition	$	0
Construction	$	200,000
Equipment	$	0
Other	$	0
Total (Capital Fund Portion)	**$**	**230,000**

Total Cost (Capital Fund Portion)	$	230,000
Outside Funding Source: (N/A)	$	0
City Share	$	230,000

Communication: Review Proposed FY2022 Budget (New Business)

9501 GOVERNMENT FACILITIES - 04 — CAPITAL FUND

GOVERNMENT CENTER RENOVATIONS (UPPER LEVEL)

Estimated Annual Costs						
Prior Years	**FY2022**	**FY2023**	**FY2024**	**FY2025**	**FY2026**	**Future**
$0	$50,000	$200,000	$1,550,000**	$0	$0	$0

** Construction costs in FY2024 will be shared with the Building Project Bond Fund.

Project Description:
This project involves reviewing the existing concept-level renovation plans for the upper level of the Creve Coeur Government Center in FY2022, updating these plans and developing construction drawings for the renovation project in FY2023, and proceeding with construction in FY2024. The design is expected to include modifications to the City Council chamber, employee work spaces, and building equipment.

Existing Conditions:
The Creve Coeur Government Center has inadequate space for staff, meetings, archives, and storage. The former Police Department and the rest of the Government Center will require extensive renovations to move departments to more accessible locations and to make the Government Center more accommodating, helpful, and useful for both residents and staff.

Justification: *Operating Efficiency; Condition of Existing Facility*
Renovation of the Government Center will require careful design in order to create a building layout that promotes efficient and effective service to the City's residents.

Operating Budget Impact:
The renovated Government Center will be more energy efficient and will replace aging systems that need frequent and costly maintenance.

Comments
The City has set aside $2.0 million in its General Fund for use for renovations to the Government Center. The cost of this project will be offset by General Fund transfers into the Capital Fund. The cost of construction will also be shared with the Building Project Bond Fund, which has funding reserved for accessibility and security improvements at the Government Center.

Expenditure Type	**Amount**	
Planning, Design, and Engineering	$	250,000
Land Acquisition	$	0
Construction	$	1,550,000
Equipment	$	0
Other	$	0
Total (Capital Fund Portion)	**$**	**1,800,000**

Total Cost (Capital Fund Portion)	$	1,800,000
Outside Funding Source: (N/A)	$	0
City Share	$	1,800,000

Communication: Review Proposed FY2022 Budget (New Business)

9501 Government Facilities - 04

Government Center Parking Lot Repairs

Capital Fund

Estimated Annual Costs						
Prior Years	**FY2022**	**FY2023**	**FY2024**	**FY2025**	**FY2026**	**Future**
$0	$25,000	$0	$0	$0	$0	$0

Project Description:
This project involves minor asphalt repairs and crack sealing of the Creve Coeur Government Center parking lots prior to a new seal coat and new parking line striping.

Existing Conditions:
The parking lots at the Government Center were last sealed and painted approximately ten years ago. Open cracks, broken curbing, and failing sections of asphalt can be found throughout the lots. The asphalt and pavement striping have faded to the point where some parking spots are difficult to distinguish.

Justification: *Operating Efficiency; Condition of Existing Facility*
Crack sealing, asphalt repairs, and parking lot sealing will help to preserve the asphalt pavement. Pavement preservation is important to postpone more costly work to repave the lots. The sealing and repainting of the lines will make the lots easier to use, but will also help to make the Government Center more presentable.

Operating Budget Impact:
None.

Comments
This project is planned to be combined with similar parking lot improvements in the City's parks. The parks parking lot improvements will be funded through the Parks and Stormwater Tax Fund.

Expenditure Type	**Amount**	
Planning, Design, and Engineering	$	0
Land Acquisition	$	0
Construction	$	25,000
Equipment	$	0
Other	$	0
Total	**$**	**25,000**

Total Cost	$	25,000
Outside Funding Source: (N/A)	$	0
City Share	$	25,000

9501 GOVERNMENT FACILITIES - 06 — CAPITAL FUND

SALT DOME ROOF REPAIRS

Estimated Annual Costs						
Prior Years	**FY2022**	**FY2023**	**FY2024**	**FY2025**	**FY2026**	**Future**
$0	$60,000	$0	$0	$0	$0	$0

Project Description:
This project involves repairs and new shingles for the roof at the City's salt dome, where the majority of the City's winter de-icing salt is stored.

Existing Conditions:
The salt dome roof is 15 years old and has developed a leak. The leak, if not repaired, could begin to impact the City's de-icing salt supply.

Justification: *Condition of Existing Facility; Public Safety*
While a repair could be made without replacing all of the shingles on the roof, the shingles are coming due for replacement, and the size and slope of the roof will make it more cost-effective to combine the repair and shingles than if completed in two separate projects.

Operating Budget Impact:
None.

Comments
None.

Expenditure Type	**Amount**
Planning, Design, and Engineering	$ 0
Land Acquisition	$ 0
Construction	$ 60,000
Equipment	$ 0
Other	$ 0
Total	**$ 60,000**

Total Cost	$ 60,000
Outside Funding Source: (N/A)	$ 0
City Share	$ 60,000

9506 PARKS AND RECREATIONAL FACILITIES - 01 CAPITAL FUND

PARK OR DIELMANN COMPLEX IMPROVEMENTS (GRANT MATCH)

Estimated Annual Costs						
Prior Years	**FY2022**	**FY2023**	**FY2024**	**FY2025**	**FY2026**	**Future**
$0	$0	$30,500	$0	$30,500	$0	$30,500

Project Description:
Funds listed in this account represent the City's anticipated matching funds for projects funded through Municipal Park Grants. The City needs to limit its applications for Municipal Park Grants to every other year in order to remain competitive. The grant applications in FY2023 and FY2025 are currently envisioned to be for two-phase implementation of the Ice Arena Refrigerant Switchover project. This approach and the scope of the project will be investigated further in FY2022 (see the project sheet for more information).

Existing Conditions:
Numerous aspects of the City's parks, ice arena, and golf course (including tennis courts, playgrounds, walking paths, pavilions, and other amenities) require maintenance, improvements, or replacement.

Justification: *Availability of Outside Funding; Condition of Ex. Facility; others depend upon the project*
By budgeting for the local match, a grant application can be completed without searching for available funds or making amendments to the program. Available grants may help to address any number of CIP criteria including, but not limited to, improving condition of existing facilities, operating efficiency, beautification, and protection and conservation of the park system or historical landmarks. These projects are supported by the needs assessments of the Dielmann Recreation Complex (FY2014) and Golf Course (FY2016) and the Parks and Recreation Master Plan (FY2019-FY2020).

Operating Budget Impact:
The improvements brought by these projects typically replace old or failing systems that require significant maintenance. These improvements should reduce operating costs.

Comments
The current maximum amount of funding that the City is eligible for through the Municipal Park Grant program is currently $475,000 for a given project. These grants are competitive, and the City's contribution to the project affects the project application score and likelihood of a funding award. The City plans to provide a 6% grant match for its projects in order to maximize the number of points related to the City's contribution, which would make the grant match about $30,500 for a project that receives the maximum grant funding.

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

Total Cost	$	TBD
Municipal Park Grant	$	TBD
City Share	**$**	**30,500**

Communication: Review Proposed FY2022 Budget (New Business)

9506 PARKS AND RECREATIONAL FACILITIES - 14 CAPITAL FUND

ICE ARENA REFRIGERANT SWITCHOVER (DESIGN; PARK PLANNING GRANT)

Estimated Annual Costs						
Prior Years	**FY2022**	**FY2023**	**FY2024**	**FY2025**	**FY2026**	**Future**
$9,400	$20,000	$0	$0	$0	$0	$1.2M to $1.5M

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. The equipment in the system was evaluated in FY2021, and further design is proposed in FY2022 to better determine the City's options and potential costs. Estimates for the cost of this project is range from $1.2 to $1.5 million. If possible, the project would be divided into phases and partially funded through Municipal Park Grants in FY2023 and FY2025.

Existing Conditions:
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 allowed the production or import of R-22 refrigerant. 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 project will take place in FY2023. The City received a planning grant from the Municipal Park Grant Commission to assist with the preliminary design cost.

Expenditure Type		**Amount**
Planning, Design, and Engineering	$	29,400
Land Acquisition	$	0
Construction	$	TBD
Equipment	$	TBD
Other	$	0
Total (Design & Grant Match)	**$**	**29,400**

Total (Design & Grant Match)	$	29,400
Municipal Park Planning Grant	$	6,400
Municipal Park Grant(s)	$	TBD
City Share	$	23,000

Communication: Review Proposed FY2022 Budget (New Business)

9506 PARKS AND RECREATIONAL FACILITIES - 16 CAPITAL FUND

DIELMANN RECREATION COMPLEX HVAC REPLACEMENT – PHASE 2

Estimated Annual Costs						
Prior Years	**FY2022**	**FY2023**	**FY2024**	**FY2025**	**FY2026**	**Future**
$0	$110,000	$0	$0	$0	$0	$0

Project Description:
This project involves the removal and replacement of the remaining air handler and condensing unit that serve the Dielmann Recreation Complex. The replacement of this equipment will complement and complete the air handler, condenser, and boiler units that were replaced in FY2018.

Existing Conditions:
The Dielmann Recreation Complex uses two air handlers and two condensing units for its heating and air conditioning. The two units that are proposed to be replaced are beyond their useful lives.

Justification: *Operating Efficiency; Condition of Existing Facility*
New units will be more reliable and more efficient than the existing units, and the new units are expected to require little or no maintenance for several years.

Operating Budget Impact:
Increased efficiency and limited maintenance should result in lower operating costs.

Comments
None.

Expenditure Type	Amount	
Planning, Design, and Engineering	$	0
Land Acquisition	$	0
Construction	$	0
Equipment	$	110,000
Other	$	0
Total	**$**	**110,000**

Total Cost	$	110,000
Outside Funding Source: N/A	$	0
City Share	$	110,000

Communication: Review Proposed FY2022 Budget (New Business)

9506 PARKS AND RECREATIONAL FACILITIES - 17 — CAPITAL FUND

DIELMANN RECREATION COMPLEX ROOF DRAINAGE

Estimated Annual Costs						
Prior Years	**FY2022**	**FY2023**	**FY2024**	**FY2025**	**FY2026**	**Future**
$0	$50,000	$0	$0	$0	$0	$0

Project Description:
This project involves the design and construction of improved drainage systems to capture stormwater from a portion of the Dielmann Recreation Complex roof and carry it away from the building.

Existing Conditions:
Much of the roof above the ice arena and warming room at the Dielmann Recreation Complex drains toward the roof above the administrative offices. The gutters in this location are not capable of handling the amount of water that often comes to them, and the result is that the stormwater spills down the side of the building and onto the ground outside of the offices. The ground in this location is slightly sloped toward the building, and the offices have had several leaks over the past year during moderate and heavy storms.

Justification: *Condition of Existing Facility*
Controlling the roof drainage and surface drainage near the offices will help prevent future leaks into the building.

Operating Budget Impact:
None.

Comments
None.

Expenditure Type	**Amount**	
Planning, Design, and Engineering	$	20,000
Land Acquisition	$	0
Construction	$	30,000
Equipment	$	0
Other	$	0
Total	**$**	**50,000**

Total Cost	$	50,000
Outside Funding Source: N/A	$	0
City Share	$	50,000

9506 PARKS AND RECREATIONAL FACILITIES - 18 CAPITAL FUND

ICE ARENA FLOORING REPLACEMENT

Estimated Annual Costs						
Prior Years	**FY2022**	**FY2023**	**FY2024**	**FY2025**	**FY2026**	**Future**
$0	$0	$200,000	$0	$0	$0	$0

Project Description:
This project involves replacing the rubberized flooring that is around the ice rink, in the player's locker rooms, and in the referee's changing room.

Existing Conditions:
A majority of the flooring is the original floor from the major renovation project in 2003 and is near the end of its useful life. Some smaller areas have been replaced due to high traffic areas, including the areas beneath the player's benches and near the public entrance gate area that leads onto the ice rink.

Justification: *Public Safety; Condition of Existing Facility*
The project will focus on preserving and protecting the general public from harm when using the ice rink for public skating, special events, or ice rentals and will reduce the City's risk exposure. The project will update the aging flooring and provide an aesthetic look to match the rest of the facility.

Operating Budget Impact:
The rink's ice will need to be taken out to allow the concrete floor temperature to rise to the manufacturer's recommendation to warranty the installation. This will cause a shutdown of the ice for approximately three weeks, two for the floor project and one for the removal and installation of new ice. The Ice Arena will schedule the replacement of the flooring to coincide with a shutdown of the ice in order to limit the construction impact on ice users and possible revenue losses. Once the floor is installed, there will be minimal upkeep involved.

Comments:
None.

Expenditure Type	**Amount**	
Planning, Design, and Engineering	$	0
Land Acquisition	$	0
Construction	$	200,000
Equipment	$	0
Other	$	0
Total	**$**	**200,000**

Total Cost	$	200,000
Outside Funding Source: N/A	$	0
City Share	$	200,000

9506 PARKS AND RECREATIONAL FACILITIES - 19 CAPITAL FUND

PARK RESTROOM RENOVATIONS (DESIGN)

Estimated Annual Costs						
Prior Years	**FY2022**	**FY2023**	**FY2024**	**FY2025**	**FY2026**	**Future**
$10,000	$0**	$0**	$0	$0	$0	$0

*** Construction of the restroom renovations will be funded through the Parks-Stormwater Tax Fund.*

Project Description:
This project involves renovations to the restroom facilities at Conway Park, Lake School Park, Malcolm Terrace Park, and Venable Park to allow them to be open throughout the year and to improve their accessibility, function, and appearance. The design phase will determine if renovations are feasible, the scope of the renovations, and the estimated construction cost.

Existing Conditions:
The restroom facilities at Conway Park, Lake School Park, Malcolm Terrace Park, and Venable Park were constructed about 20 years ago and are substantially similar buildings based upon a common design. That design includes cinder block walls and an open-air roof meant for summertime operation. The buildings do not have temperature controls, insulation, or buried water service lines.

Justification: *Citizen Demand; Coordination*
One of the primary citizen requests in the Parks and Recreation Master Plan was to offer year-round restroom facilities in the parks.

Operating Budget Impact:
The main impact to the operating budget will be the need to staff the daily cleaning of the restrooms between the months of October and April when the restrooms are currently closed. The City will need to evaluate whether the restrooms can be cleaned effectively with the current staffing levels during labor-intensive operations, such as fall leaf collection and winter snow removal.

Comments:
Design of the renovations will be funded through the Capital Fund, but construction of the renovations will be financed through the Parks-Stormwater Tax Fund.

Expenditure Type	**Amount**
Planning, Design, and Engineering	$ 10,000
Land Acquisition	$ 0
Construction	$ 0
Equipment	$ 0
Other	$ 0
Total (Design Phase)	**$ 10,000**

Total Cost (Design Phase)	$ 10,000
Outside Funding Source: N/A	$ 0
City Share	$ 10,000

Communication: Review Proposed FY2022 Budget (New Business)

9506 PARKS AND RECREATIONAL FACILITIES - 20 CAPITAL FUND

PARK PRELIMINARY DESIGNS – MILLENNIUM PARK

Estimated Annual Costs						
Prior Years	**FY2022**	**FY2023**	**FY2024**	**FY2025**	**FY2026**	**Future**
$18,000	$0 **	$0 **	$0	$0	$0	$0

*** Park preliminary designs in FY2022 and FY2023 will be funded through the Parks-Stormwater Tax Fund.*

Project Description:
This project will review and evaluate the feasibility of the improvements to Millennium Park that are envisioned by the Parks and Recreation Master Plan. The result will be a preliminary design that considers aspects like stormwater management and accessibility and will guide future stages of construction at Millennium Park.

Existing Conditions:
The Parks and Recreation Master Plan provided a list of possible improvements for Millennium Park. Several aspects of the park, including the walking paths, playgrounds, and ball fields, are in need of maintenance.

Justification: *Availability of Outside Funding; Condition of Existing Facility; Coordination; Citizen Demand*
The preliminary design will advance the vision of the Parks and Recreation Master Plan into actionable phases of improvements that complement each other. Without such a design, the City runs the risk of limiting its future options with the initial phases of improvements.

Operating Budget Impact:
The preliminary designs will not directly impact operating expenses.

Comments:
The City received a planning grant from the Municipal Park Grant Commission to assist with the cost of this preliminary design.

Expenditure Type	Amount	
Planning, Design, and Engineering	$	18,000
Land Acquisition	$	0
Construction	$	0
Equipment	$	0
Other	$	0
Total	**$**	**18,000**

Total Cost	$	18,000
Municipal Park Planning Grant	$	6,400
City Share	$	11,600

9510 STREETS AND SIDEWALKS - 01 CAPITAL FUND

STREET AND SIDEWALK MAINTENANCE PROGRAM

Estimated Annual Costs						
Prior Year	**FY2022**	**FY2023**	**FY2024**	**FY2025**	**FY2026**	**Future**
$640,000	$1,375,000	$1,353,000	$1,373,300	$1,393,900	$1,414,800	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 Conditions:
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 is typically 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 stand-alone projects that are described in separate project sheets.

Expenditure Type	Amount
Planning, Design, and Engineering	$ 30,000
Land Acquisition	$ 0
Construction	$ 1,345,000
Equipment	$ 0
Other	$ 0
Total (FY2022)	**$ 1,375,000**

Total Cost (FY2022)	$ 1,375,000
Outside Funding Source: N/A	$ 0
City Share	$ 1,373,000

9510 STREETS AND SIDEWALKS - 02

CAPITAL FUND

STREET RECONSTRUCTION / REHABILITATION

Estimated Annual Costs						
Prior Year	**FY2022**	**FY2023**	**FY2024**	**FY2025**	**FY2026**	**Future**
$0	$0	$300,000	$0	$200,000	$300,000	TBD

Project Description:
The City plans to fully or substantially replace sections of failed residential roadways through this project. The various needs of the pavement network are evaluated each year to determine which streets need to be reconstructed. Funding in FY2022 is shown to be $0, because these funds have been allocated to help offset the cost of improvements to Mosley Road between Ladue Road and Tureen Drive and are included in the total for that project. The City plans to complete the pavement work in the Ladue Estates subdivision in FY2023, but later projects will be determined by future reviews of pavement conditions.

Existing Conditions:
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 City has invested over $2 million into street reconstruction projects over the past ten years.

Expenditure Type	**Amount**	
Planning, Design, and Engineering	$	30,000
Land Acquisition	$	0
Construction	$	770,000
Equipment	$	0
Other	$	0
Total (FY2022-FY2026)	**$**	**800,000**

Total Cost (FY2022-FY2026)	$	800,000
Outside Funding Source: N/A	$	0
City Share	$	800,000

9510 STREETS AND SIDEWALKS - 05 — CAPITAL FUND

FERNVIEW SIDEWALK (DESIGN AND GRANT MATCH)

Estimated Annual Costs						
Prior Year	**FY2022**	**FY2023**	**FY2024**	**FY2025**	**FY2026**	**Future**
$26,653	$35,000	$0	$111,000	$80,000	$0	$0

Project Description:
The City developed a concept plan to add a sidewalk along Fernview Drive between Olive Boulevard and Gallagher Road. This project will involve expanding that sidewalk concept plan in FY2022 along the residential streets with sidewalks that connect to Fernview Drive, including Gallagher Road, Ferntop Drive, Ferntrails Drive, and Fernway Drive. Funding in FY2024 and FY2025 represents the City's anticipated matching funding for a federal Transportation Alternatives Program (TAP) grant in FY2023.

Existing Conditions:
Fernview Drive is a collector roadway that serves a significant number of the residential subdivisions in Ward 4. Sidewalks were constructed throughout several of the subdivisions to the east and west of Fernview, but not along or adjacent to Fernview itself. The result is a series of sidewalks without connections to each other or to Olive Boulevard.

Justification: *Citizen Demand; Public Safety; Availability of Outside Funding*
Increasing the walkability of Creve Coeur is a common request from residents and a goal outlined in the City's Strategic Plan. Creating a sidewalk along Fernview that connects to the adjacent existing sidewalks will make progress toward this goal.

Operating Budget Impact:
None.

Comments:
The City's anticipated portion of a grant-funded project are included in FY2024 and FY2025. The actual cost and schedule for the project will be incorporated into future capital improvement program plans if the City successfully obtains a federal grant for the project.

Expenditure Type		**Amount**
Planning, Design, and Engineering	$	136,653
Land Acquisition	$	36,000
Construction	$	80,000
Equipment	$	0
Other	$	0
Total (Design and Grant Match)	**$**	**252,653**

Total Cost (Design & Grant Match)	$	252,653
Federal Transportation Alternatives Program Grant	$	TBD
City Share	$	252,653

Communication: Review Proposed FY2022 Budget (New Business)

9510 STREETS AND SIDEWALKS - 07 **CAPITAL FUND**

SIGNAL ENHANCEMENT PROJECTS

Estimated Annual Costs						
Prior Years	**FY2022**	**FY2023**	**FY2024**	**FY2025**	**FY2026**	**Future**
$243,011	$180,000	$0	$0	$0	$0	TBD

Project Description:
These projects involve partnerships with the Missouri Department of Transportation (MoDOT) and the Olive Boulevard Transportation Development District (Olive TDD) to add black powder coating and illuminated street name signs to several traffic signals along Olive Boulevard, Lindbergh Boulevard, and North New Ballas Road. The work in FY2022 will involve a partnership with MoDOT to add black powder coating and illuminated street name signs along Olive Boulevard, from Interstate 270 to Fernview Drive.

Existing Conditions:
MoDOT owns and maintains the traffic signals along Olive Boulevard. In FY2022, MoDOT plans to replace the old and/or outdated traffic signals at the intersections of Olive at 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 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 for the lighting work along Olive Boulevard and 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	**Amount**	
Planning, Design, and Engineering	$	44,292
Land Acquisition	$	0
Construction	$	378,719
Equipment	$	0
Other	$	0
Total	**$**	**423,011**

Total Cost	$	423,011
Olive TDD Reimbursement	$	72,575
Development Escrow	$	25,705
MoDOT Reimbursement	$	8,515
City Share	$	316,216

Communication: Review Proposed FY2022 Budget (New Business)

9510 STREETS AND SIDEWALKS - 10 CAPITAL FUND

MOSLEY ROAD IMPROVEMENT PROJECT (FEDERAL STP GRANT)

Estimated Annual Costs						
Prior Years	**FY2022**	**FY2023**	**FY2024**	**FY2025**	**FY2026**	**Future**
$379,315	$1,340,000	$0	$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 (up to a maximum reimbursement of $760,000). The design for the project and the improvements south of Tureen Drive will be fully funded by the City.

Existing Conditions:
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 42 in 2020, which indicates that the pavement is a good candidate for resurfacing now, but also that it may soon deteriorate to the point where resurfacing is no longer an option.

Justification: *Public Safety; Condition of Ex. Facility; Citizen Demand; Availability of Outside Funding*
The pavement conditions of Mosley Road are among the worst of the City's collector and arterial streets. Complaints are common regarding the pavement condition, poor ride quality, and stormwater drainage issues. A preliminary design completed in FY2016 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	**Amount**	
Planning, Design, and Engineering	$	185,947
Land Acquisition	$	106,600
Construction	$	1,310,000
Equipment	$	30,000
Other (Concept Plan – FY2016)	$	86,768
Total	**$**	**1,719,315**

Total Cost	$	1,719,315
Federal Surface Transportation Program Grant	$	760,000
City Share	$	959,315

Communication: Review Proposed FY2022 Budget (New Business)

9510 STREETS AND SIDEWALKS - 11 CAPITAL FUND

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

Estimated Annual Costs						
Prior Years	**FY2022**	**FY2023**	**FY2024**	**FY2025**	**FY2026**	**Future**
$155,411	$180,000	$1,020,000	$0	$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 will also include sidewalk improvements and updates to highlight the signal at Cityplace Drive and the four-way stop at American Legion Drive. The City has been awarded a federal Surface Transportation Program (STP) grant that will fund 80% (up to $960,000) of the costs related to right-of-way acquisition and construction.

Existing Conditions:
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 61 in 2020.

Justification: *Public Safety; Condition of Ex. 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	**Amount**	
Planning, Design, and Engineering	$	155,411
Land Acquisition	$	180,000
Construction	$	1,020,000
Equipment	$	0
Other (Concept Plan – FY2016)	$	0
Total	**$**	**1,355,411**

Total Cost	$	1,355,411
Federal Surface Transportation Program Grant	$	960,000
City Share	$	395,411

Communication: Review Proposed FY2022 Budget (New Business)

9510 STREETS AND SIDEWALKS - 12 — CAPITAL FUND

LINDBERGH-OLD OLIVE INTERSECTION (STATE COST-SHARE/STP GRANT)

Estimated Annual Costs						
Prior Years	**FY2022**	**FY2023**	**FY2024**	**FY2025**	**FY2026**	**Future**
$231,143	$25,000	$325,000	$2,045,500	$0	$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 and will connect the two halves of Old Olive, both of which are critical steps toward implementation of the Old Olive Great Street plan and the 39 North Master Plan. The City will use federal Surface Transportation Program (STP) grant funding and State Cost-Share Program funding to finance approximately 83% of the project.

Existing Conditions:
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: *Public Safety; Availability of Outside Funding; Coordination; Beautification*
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" includes concept development and design costs in FY2019-FY2021 to prepare for the grant applications and to design the project.

Expenditure Type	**Amount**	
Planning, Design, and Engineering	$	231,143
Land Acquisition	$	350,000
Construction	$	1,870,500
Equipment	$	0
Construction Inspection	$	175,000
Total	**$**	**2,626,643**

Total Cost	$	2,626,643
State Cost-Share Program Grant	$	1,020,250
Federal Surface Transportation Program Grant	$	1,164,200
City Share	$	442,193

Communication: Review Proposed FY2022 Budget (New Business)

9510 STREETS AND SIDEWALKS - 13 **CAPITAL FUND**

OLIVE-LINDBERGH INTERCHANGE ENHANCEMENTS

Estimated Annual Costs						
Prior Years	**FY2022**	**FY2023**	**FY2024**	**FY2025**	**FY2026**	**Future**
$216,386	$30,000	$0	$0	$0	$0	TBD

Project Description:
The City has partnered with the St. Louis Economic Development Partnership (SLEDP) and the Missouri Department of Transportation (MoDOT) to add decorative elements to the planned reconfiguration of the interchange of Olive Boulevard at Lindbergh Boulevard. The enhancements include black powder coat and illuminated street name signs to two new traffic signals on Olive and decorative median, pedestrian-scale lighting, and bridge treatments along Olive over Lindbergh. The project will be managed by SLEDP and is expected to be complete by spring 2022.

The funding identified in FY2022 is for the design of landscaping for the Olive-Lindbergh interchange.

Existing Conditions:
The existing cloverleaf interchange is outdated and will be reconfigured to a more compact and more pedestrian-friendly design.

Justification: *Coordination; Condition of Existing Facility; Beautification*
The Olive-Lindbergh interchange serves as one of the main entry points to the City and is located in the middle of the emerging 39 North District. Visual improvements in this area promote the City and encourage growth. Including these enhancements as part of the SLEDP project 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 and bridge improvements are in place.

Operating Budget Impact:
The City will be responsible to maintain the signal and bridge enhancements, but these costs are expected to be minimal for the foreseeable future.

Comments:
The cost to construct the landscaping at this interchange will not be known until the design is complete.

Expenditure Type	**Amount**	
Planning, Design, and Engineering	$	85,000
Land Acquisition	$	0
Construction	$	161,386
Equipment	$	0
Other	$	0
Total	**$**	**246,386**

Total Cost	$	286,386
Outside Funding Source: (N/A)	$	0
City Share	$	286,386

Communication: Review Proposed FY2022 Budget (New Business)

9510 STREETS AND SIDEWALKS - 14

CAPITAL FUND

PAVEMENT CONDITION RATINGS UPDATE

Estimated Annual Costs						
Prior Years	**FY2022**	**FY2023**	**FY2024**	**FY2025**	**FY2026**	**Future**
$0	$45,000	$0	$0	$0	$0	$0

Project Description:
The project involves engineering consulting services to provide an independent assessment of the City's pavement conditions and ride quality. These pavement conditions are used as a tool to guide the recommendations of City staff for the annual pavement improvement programs, and the data needs to be up-to-date to remain relevant and useful.

Existing Conditions:
The last time that the pavement conditions were independently evaluated was in FY2016. Since then, City staff have updated the condition ratings of about one quarter of the City's streets each year. The City does not have the equipment to efficiently or effectively measure ride quality.

Justification: *Condition of Existing Facility; Operating Efficiency*
Pavement condition ratings need to be up to date in order for them to be reliable tools for planning pavement repairs and for judging the performance of the pavement management program.

Operating Budget Impact:
None.

Comments:
None.

Expenditure Type	**Amount**	
Planning, Design, and Engineering	$	45,000
Land Acquisition	$	0
Construction	$	0
Equipment	$	0
Other	$	0
Total	**$**	**45,000**

Total Cost	$	45,000
Outside Funding Source: (N/A)	$	0
City Share	$	45,000

Communication: Review Proposed FY2022 Budget (New Business)

9510 STREETS AND SIDEWALKS - 15 CAPITAL FUND

NEW BALLAS SIDEWALK EXTENSION (FEDERAL TAP GRANT)

Estimated Annual Costs						
Prior Years	**FY2022**	**FY2023**	**FY2024**	**FY2025**	**FY2026**	**Future**
$65,057	$0	$210,000	$0	$0	$0	$0

Project Description:
This project involves relocating a retaining wall and underground utilities to accommodate a new sidewalk along the west side of North New Ballas Road between Magna Carta Drive and Rocky Drive. Constructing this sidewalk will connect two sections of sidewalk to create a continuous pedestrian path along the west side of New Ballas from Conway Road to Old Ballas Road. The City has applied for federal funding for this project through the Transportation Alternatives Program. The grant would include 80% of the cost for right-of-way acquisition and construction costs.

Existing Conditions:
No sidewalk currently exists at this site, but pedestrians commonly use the small grass strip nonetheless. The property's retaining wall has been a barrier to constructing a sidewalk here.

Justification: *Public Safety; Condition of Existing Facility; Availability of Outside Funding; Citizen Request*
Completion of this sidewalk will provide a more suitable pedestrian route for those wishing to walk north along the west side of New Ballas Road.

Operating Budget Impact:
No significant maintenance is anticipated in the near future. The new retaining wall will be located outside of the right of way and will be maintained by the property owner.

Comments:
This project would complete the sidewalk improvements envisioned in a sidewalk concept study from 2008. The conceptual plans from that study provided the basis of the design for a portion of the Ladue Road Sidewalk Project in 2013 and for the New Ballas Sidewalk Improvements between Ladue Road and De Smet Jesuit High School in 2019.

Funding shown for "prior years" includes a preliminary design and preparation of easement documents that were completed in FY2019 and FY2020 and funded through the Street and Sidewalk Maintenance Program.

Expenditure Type	**Amount**	
Planning, Design, and Engineering	$	57,372
Land Acquisition	$	7,685
Construction	$	210,000
Equipment	$	0
Other	$	0
Total	**$**	**275,057**

Total Cost	$	275,057
Federal Transportation Alternatives Program (TAP) Grant	$	169,920
City Share	$	105,137

Communication: Review Proposed FY2022 Budget (New Business)

9510 STREETS AND SIDEWALKS - 16 CAPITAL FUND

CRAIG ROAD IMPROVEMENTS (DESIGN AND GRANT MATCH)

Estimated Annual Costs						
Prior Years	**FY2022**	**FY2023**	**FY2024**	**FY2025**	**FY2026**	**Future**
$39,800	$0	$150,000	$20,000	$220,000	$0	$0

Project Description:
The project involves improvements to the intersection layout, pavement, and sidewalks of Craig Road and Olde Cabin Road between Old Ballas Road and Olive Boulevard. The City applied for federal STP grant funding in February 2021 to assist with the costs of this project, but whether or not the City will be awarded federal funding will not be known until later in 2021. The costs shown are for the full design cost and for an estimated 20% of the right-of-way acquisition and construction costs. The full cost of the project will be included upon award of a grant.

Existing Conditions:
The pavement of Craig Road is currently in fair condition, but sections of the pavement have failed. The traffic flow along Craig is hampered by non-standard intersections with Olde Cabin Road and Office Parkway, and the sidewalks along Craig Road are generally inadequate and have poor accessibility at the intersections.

Justification: *Public Safety; Condition of Existing Facility; Availability of Outside Funding; Citizen Request*
Portions of Craig Road are in poor condition, and the City has provided increasing attention to pavement repairs and pothole patching. Improvements to the intersections along Craig Road are recommended to improve the flow and safety of this traffic and to provide better sidewalk crossings at these intersections.

Operating Budget Impact:
The pavement and sidewalks of Craig Road are in increasing need of maintenance. Roadway resurfacing and sidewalk reconstruction would reduce future maintenance costs.

Comments:
City staff recommends including Craig Road in the FY2022 microsurfacing program if a grant is awarded, so that the pavement life can be extended until construction in FY2025.

Expenditure Type	**Amount**	
Planning, Design, and Engineering	$	189,800
Land Acquisition	$	20,000
Construction	$	220,000
Equipment	$	0
Other	$	0
Total (Design and Grant Match)	**$**	**429,800**

Total (Design and Grant Match)	$	429,800
Federal Surface Transportation Program (STP) Grant	$	TBD
City Share	$	429,800

Communication: Review Proposed FY2022 Budget (New Business)

9510 STREETS AND SIDEWALKS - 17 — CAPITAL FUND

NEW BALLAS IMPROVEMENTS – PHASE 2 (DESIGN AND GRANT MATCH)

Estimated Annual Costs						
Prior Years	**FY2022**	**FY2023**	**FY2024**	**FY2025**	**FY2026**	**Future**
$0	$0	$0	$100,000	$25,000	$250,000	$0

Project Description:
The project includes pavement resurfacing, concrete curb and sidewalk replacement, and accessibility improvements along New Ballas Road from Conway Road to Ladue Road. The project will also include extending the existing planted median toward Conway Road, a pedestrian connection to the bus stop near Mercy Hospital along the east side of New Ballas, and a review of the traffic operations at New Ballas and Ladue Road. Staff plans to apply for a federal grant for this project in FY2022. The grant match for Phase 2 includes 100% of the design costs and 20% of the estimated land acquisition and construction costs. The full project cost will be included in the appropriate fiscal years if the City is successful in obtaining a grant.

Existing Conditions:
The asphalt pavement is generally in good condition, but many of the concrete sidewalks, curbs, and entrances are in poor condition. Although much of the sidewalk and curbing was replaced in FY2019, areas still fall short of the current accessibility standards. South New Ballas Road was found to have an average pavement condition index (PCI) of 70 in 2020, which indicates that the pavement is generally in "very good" condition and that is currently an appropriate candidate for pavement preservation. The pavement will be 20 years old at the time of the anticipated construction for this project, the pavement joints are cracking, and the overall pavement condition is expected to continue to decline such that repairs and resurfacing is necessary.

Justification: *Public Safety; Condition of Existing Facility; Availability of Outside Funding*
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 sidewalks, curbs, and entrances require a significant investment to correct, and grant assistance for the work will make affording these improvements much more manageable.

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

Comments:
This project is the second of what is expected to be four phases of work along New Ballas Road.

Expenditure Type	**Amount**	
Planning, Design, and Engineering	$	100,000
Land Acquisition	$	25,000
Construction	$	250,000
Equipment	$	0
Other	$	0
Total (Design and Grant Match)	**$**	**375,000**

Total (Design and Grant Match)	$	375,000
Federal Surface Transportation Program (STP) Grant	$	TBD
City Share	$	375,000

Communication: Review Proposed FY2022 Budget (New Business)

NEW BALLAS IMPROVEMENTS – PHASE 3 (DESIGN AND GRANT MATCH)

Estimated Annual Costs						
Prior Years	**FY2022**	**FY2023**	**FY2024**	**FY2025**	**FY2026**	**Future**
$0	$0	$0	$0	$100,000	$20,000	$250,000

Project Description:
The project includes pavement resurfacing, concrete curb replacement, illuminated street name signs, and accessibility improvements along New Ballas Road from Ladue Road to Magna Carta Drive. Staff plans to apply for federal grant assistance for this project in FY2023. The grant match for this phase includes 100% of the design and 80% of the land acquisition and construction costs. The full project cost will be included in the appropriate fiscal years if the City successfully obtains a grant for this work.

Existing Conditions:
The asphalt pavement along New Ballas Road is generally in good condition, but many of the concrete sidewalks, curbs, and entrances are in poor condition. Much of the existing sidewalk falls short of the current accessibility standards. North New Ballas Road was found to have an average pavement condition index (PCI) of 70 in 2020, indicating the pavement was generally in "very good" condition at that time. New Ballas Road was last resurfaced in 2008, meaning that it will be over 20 years old and will need to be resurfaced by the time this project moves to construction.

Justification: *Public Safety; Condition of Existing Facility; Availability of Outside Funding*
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 sidewalks, curbs, and entrances require a significant investment to correct, and grant assistance for the work will make affording these improvements much more manageable.

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

Comments:
This project is the third of what are expected to be four phases of work along New Ballas Road.

Expenditure Type	Amount	
Planning, Design, and Engineering	$	100,000
Land Acquisition	$	25,000
Construction (FY2027)	$	250,000
Equipment	$	0
Other	$	0
Total (Design and Grant Match)	**$**	**375,000**

Total (Design and Grant Match)	$	375,000
Federal Surface Transportation Program (STP) Grant	$	TBD
City Share	$	375,000

9510 STREETS AND SIDEWALKS - 19 CAPITAL FUND

NEW BALLAS IMPROVEMENTS – PHASE 4 (DESIGN AND GRANT MATCH)

Estimated Annual Costs						
Prior Years	**FY2022**	**FY2023**	**FY2024**	**FY2025**	**FY2026**	**Future**
$0	$0	$0	$0	$0	$100,000	$300,000

Project Description:
The project includes pavement resurfacing, concrete curb and sidewalk replacement, and accessibility improvements along New Ballas Road from Magna Carta Drive to Olive Boulevard. . Staff plans to apply for federal grant assistance for this project in FY2024. The grant match for Phase 4 includes 100% of the design costs and 20% of the estimated land acquisition and construction costs. The full project cost will be included in the appropriate fiscal years if the City is successful in obtaining a grant for the work.

Existing Conditions:
The asphalt pavement is generally in good condition, but many of the concrete sidewalks, curbs, and entrances are in poor condition. The City has improved the accessibility features at the signalized intersections, but improvements remain. This portion of North New Ballas Road was found to have an average pavement condition index (PCI) of 72 in 2020, which indicates that the pavement is generally in "very good" condition and that is currently an appropriate candidate for pavement preservation. The pavement will be over 20 years old at the time of the anticipated construction for this project. While the pavement is currently in good condition, the age of the pavement and its heavy use are expected to continue to contribute to the pavement's rapid deterioration over the next 5-7 years.

Justification: *Public Safety; Condition of Existing Facility; Availability of Outside Funding*
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 sidewalks, curbs, and entrances require a significant investment to correct, and grant assistance for the work will make affording these improvements much more manageable.

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

Comments:
This project is the last of what is expected to be four phases of work along New Ballas Road.

Expenditure Type	Amount	
Planning, Design, and Engineering	$	100,000
Land Acquisition (FY2027)	$	25,000
Construction (FY2028)	$	275,000
Equipment	$	0
Other	$	0
Total (Design and Grant Match)	**$**	**400,000**

Total (Design and Grant Match)	$	400,000
Federal Surface Transportation Program (STP) Grant	$	TBD
City Share	$	400,000

9510 STREETS AND SIDEWALKS - 20 **CAPITAL FUND**

OLIVE MEDIAN ENHANCEMENT STOCK

Estimated Annual Costs						
Prior Years	**FY2022**	**FY2023**	**FY2024**	**FY2025**	**FY2026**	**Future**
$0	$75,000	$0	$0	$0	$0	$0

Project Description:
The City has installed decorative street lights and planter boxes along much of the median of Olive Boulevard. Unfortunately, several of the lights and planter boxes have been damaged or destroyed through vehicular accidents. While each driver's insurance typically pays for the replacement of the damaged items, the process of ordering and installing the new lights or planters can take months, and there is no light or planter in place during that time. The City plans to order several decorative street lights and planter boxes to establish a stock of materials that can be used to more rapidly replace damaged lights. The City would then use applicable insurance proceeds from accidents to replenish the stock of equipment.

Existing Conditions:
The City maintains approximately 50 decorative street lights and 51 planter boxes in the medians along nearly two miles of the Olive Boulevard. These lights and planter boxes help illuminate Olive at night, beautify Olive during the day, and provide a sense of place in Creve Coeur.

Justification: *Public Safety; Operating Efficiency; Beautification*
The process of ordering and installing a new light can take months to complete. The City will be able to more rapidly replace damaged items if replacements are in stock.

Operating Budget Impact:
None.

Comments:
The stock of lights will be stored at one of the City's Public Works facilities, where the equipment will be protected from the weather and from possible damage from on-site operations.

Expenditure Type	**Amount**	
Planning, Design, and Engineering	$	0
Land Acquisition	$	0
Construction	$	0
Equipment	$	75,000
Other	$	0
Total Cost	**$**	**75,000**

Total Cost	$	75,000
Outside Funding Source (N/A)	$	0
City Share	$	75,000

Communication: Review Proposed FY2022 Budget (New Business)

9516 CAPITAL EQUIPMENT - 01 **CAPITAL FUND**

PUBLIC WORKS CAPITAL EQUIPMENT

Estimated Annual Costs						
Prior Year	**FY2022**	**FY2023**	**FY2024**	**FY2025**	**FY2026**	**Future**
$243,700	$313,300	$365,900	$300,300	$359,800	$384,400	TBD

Project Description:
The following major equipment purchases are planned for FY2022 as replacements for older equipment used by the Department of Public Works:

- Two-ton Dump Truck with Plow .... $ 124,800
- One-ton Dump Truck .... $ 69,500
- Crackseal Machine .... $ 48,800
- Limb Chipper .... $ 70,200

$ 313,300

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 9-21 years old.

Existing Conditions:
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; Operating Efficiency; Condition of Existing Facility*
Replacement of the equipment noted above 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. Using older equipment can result in significant increases in repair bills and increased equipment downtime, which reduce staff's ability to operate efficiently to provide services to the residents.

Comments:
Capital equipment includes equipment costing more than $20,000 and having a useful life of at least five years. Public Works staff plans to sell the replaced equipment at auction after the new replacement vehicle arrives. The amount of revenue from the auctioned equipment helps to offset the cost of new equipment.

Expenditure Type	Amount	
Planning, Design, and Engineering	$	0
Land Acquisition	$	0
Construction	$	0
Equipment	$	313,000
Other	$	0
Total Cost (FY2022)	**$**	**313,000**

Total Cost (FY2022)	$	313,000
Outside Funding Source (N/A)	$	0
City Share	$	313,000

9516 CAPITAL EQUIPMENT - 02 | CAPITAL FUND

GOLF COURSE CAPITAL EQUIPMENT

Estimated Annual Costs						
Prior Year	**FY2022**	**FY2023**	**FY2024**	**FY2025**	**FY2026**	**Future**
$0	$25,000	$0	$35,000	$40,000	$0	TBD

Project Description:
The following major equipment purchases are planned at the Creve Coeur Golf Course as replacements for older equipment:

- FY2022 – Heavy-Duty Turf Vehicle .... $ 25,000
- FY2024 – Greensmower .... $ 35,000
- FY2025 – Rough Mower... $ 40,000

$ 100,000

These vehicles are used to maintain the fairways, rough, and greens at the golf course. The equipment that will be replaced will range in age from 24 to 29 years old at the time of replacement.

Existing Conditions:
The golf course staff uses a small fleet of equipment to maintain the golf course. Some of the existing equipment has begun to wear out with age, resulting in limited use, declining performance, and/or increased repair costs. Certain equipment, like the turf vehicles, are used for a variety of tasks. Other equipment, like the rough mower, has no back-up for its function.

Justification: *Condition of Existing Equipment; Operating Efficiency; Coordination*
Properly functioning and reliable equipment is needed for the effective maintenance of the golf course. The 2015 *Analysis of Golf Course Existing Conditions for Needs Assessment* report found that all of the equipment that is proposed for replacement has exceeded its useful life. The report recommended that all of this equipment be replaced by 2019.

Operating Budget Impact:
New equipment will be expected to require less maintenance than the current equipment, which should result in lower operating costs.

Comments:
None.

Expenditure Type	**Amount**	
Planning, Design, and Engineering	$	0
Land Acquisition	$	0
Construction	$	0
Equipment	$	100,000
Other	$	0
Total Cost (FY2022-FY2026)	**$**	**100,000**

Total Cost (FY2022-F2026)	$	100,000
Outside Funding Source (N/A)	$	0
City Share	$	100,000

Communication: Review Proposed FY2022 Budget (New Business)

9516 CAPITAL EQUIPMENT - 03 CAPITAL FUND

POLICE DEPARTMENT CAPITAL EQUIPMENT

Estimated Annual Costs						
Prior Year	**FY2022**	**FY2023**	**FY2024**	**FY2025**	**FY2026**	**Future**
$0	$42,000	$0	$0	$0	$0	$0

Project Description:
The Police Department plans to purchase a new investigations vehicle in FY2022.

Existing Conditions:
The new vehicle will be an SUV and will replace a ten-year-old Chevrolet Impala.

Justification: *Condition of Existing Equipment; Operating Efficiency*
The Police Department typically keeps its investigations vehicles in service for 6-8 years before maintenance costs and general wear begin to add up. The vehicle that the proposed investigations vehicle will replace is beyond the average life span in the investigations fleet.

Operating Budget Impact:
A new vehicle should have fewer maintenance needs than a ten-year-old vehicle, so a slight reduction in operating costs will be expected.

Comments:
A hybrid vehicle is often a consideration for new police vehicles, but a hybrid would not be a cost-effective option for an investigation vehicle, due to the limited amount of idling time expected for this vehicle.

Expenditure Type	**Amount**	
Planning, Design, and Engineering	$	0
Land Acquisition	$	0
Construction	$	0
Equipment	$	42,000
Other	$	0
Total Cost	**$**	**42,000**

Total Cost	$	42,000
Outside Funding Source (N/A)	$	0
City Share	$	42,000

Communication: Review Proposed FY2022 Budget (New Business)

9516 CAPITAL EQUIPMENT - 05 | CAPITAL FUND

PHONE SYSTEM REPLACEMENT

Estimated Annual Costs						
Prior Year	**FY2022**	**FY2023**	**FY2024**	**FY2025**	**FY2026**	**Future**
$0	$52,000	$0	$0	$0	$0	$0

Project Description:
This project involves the replacement of the phone system used by the City's staff. The existing system will no longer be under warranty or supported after 2021.

Existing Conditions:
While the existing system is in fair condition, it seems likely that it will soon need a software or server upgrade.

Justification: *Condition of Existing Equipment; Operating Efficiency*
Technical support for the phone system is essential to keeping it functional, and the manufacturer will no longer offer technical support for the City's phone system beginning in 2021. The City's staff cannot fully perform their jobs without a functional phone system.

Operating Budget Impact:
A monthly licensing fee would be added to the operating budget of approximately $25,800/year. This fee would be slightly offset by eliminating current PRI for phone ($10,092/year) and phone maintenance ($2,000/year).

Comments:
Due to Toshiba eliminating its telecommunications division, the current phone system will be unsupported after 2021, requiring the need to move to a new system that is up to date and supported.

Expenditure Type	**Amount**	
Planning, Design, and Engineering	$	0
Land Acquisition	$	0
Construction	$	0
Equipment	$	52,000
Other	$	0
Total Cost	**$**	**52,000**

Total Cost	$	52,000
Outside Funding Source (N/A)	$	0
City Share	$	52,000

Communication: Review Proposed FY2022 Budget (New Business)

9516 CAPITAL EQUIPMENT - 07 **CAPITAL FUND**

BUILDING DEPARTMENT SOFTWARE

Estimated Annual Costs						
Prior Year	**FY2022**	**FY2023**	**FY2024**	**FY2025**	**FY2026**	**Future**
$0	$70,000	$0	$0	$0	$0	$0

Project Description:
This project involves the procurement and implementation of new computer software to help manage the City's permitting and inspections.

Existing Conditions:
The City's Building Division completes thousands of inspections each year, and all of these inspections are filed and tracked using computer software. The existing software was developed for desktop computer use and is only marginally capable of use with current cell phone or tablet technology.

Justification: *Condition of Existing Equipment; Operating Efficiency*
More capable and efficient software will allow the Building Division to be more effective with its inspections, permit tracking, and archives.

Operating Budget Impact:
A monthly or annual licensing fee is expected for the software, but the software has not yet been selected, so the fees are not yet known.

Comments:
The Building Division considered using an extension of the City's current financial software, but that software did not offer a significant advantage over the existing software that is in use.

Expenditure Type	**Amount**	
Planning, Design, and Engineering	$	0
Land Acquisition	$	0
Construction	$	0
Equipment	$	70,000
Other	$	0
Total Cost	**$**	**70,000**

Total Cost	$	70,000
Outside Funding Source (N/A)	$	0
City Share	$	70,000

Communication: Review Proposed FY2022 Budget (New Business)

CAPITAL PROJECT ADMINISTRATION — CAPITAL FUND

PROJECT MANAGEMENT

Estimated Annual Costs						
Prior Year	**FY2022**	**FY2023**	**FY2024**	**FY2025**	**FY2026**	**Future**
$91,942	$93,082	$95,800	$98,700	$101,700	$104,800	TBD

Project 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 Conditions:
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	**Amount**	
Planning, Design, and Engineering	$	0
Land Acquisition	$	0
Construction	$	0
Equipment	$	0
Other	$	93,082
Total Cost (FY2022)	**$**	**93,082**

Total Cost (FY2022)	$	93,082
Outside Funding Source (N/A)	$	0
City Share	$	93,082

PARKS-STORMWATER TAX FUND

In November 2020, Creve Coeur voters approved a new half-cent sales tax, the revenue from which will be dedicated to operations, maintenance, and improvements to the City's parks, recreation, and stormwater infrastructure. Most of the City's projected investments into parks and stormwater are proposed to be financed through this fund.

Parks-Stormwater Tax Fund Revenues

The City's Parks-Stormwater Tax Fund has two main funding sources: a half-cent parks and stormwater sales tax and reimbursement from grants and other outside funding. Together, these funding sources are projected to generate approximately $12.87 million over the FY2022-FY2026 CIP.

Half-Cent Parks and Stormwater Sales Tax. The projected sales tax revenues are approximately $11.36 million for the FY2022-FY2026 CIP, which averages out to approximately $2.27 million per year in the plan.

Grants and Outside Funding. There are two primary outside funding sources for parks and stormwater improvements: the Municipal Park Grant and MSD OMCI reimbursement program.

- *Municipal Park Grant.* The City can seek Municipal Park Grant to supplement up to $475,000 for parks improvements about every other year. This funding source will be shared with the Capital Fund and will be identified in the proper fund as projects are identified.
- *MSD OMCI Reimbursement.* The Metropolitan St. Louis Sewer District (MSD) offers a reimbursement program for stormwater-related operations, maintenance, and construction improvements (OMCI) expenses in the Deer Creek watershed, which is generally the area in Creve Coeur east of Interstate 270 and south of Olive Boulevard. The City plans to seek approximately $1 million in reimbursement from this program over the five-year CIP.

Parks-Stormwater Tax Fund Expenses

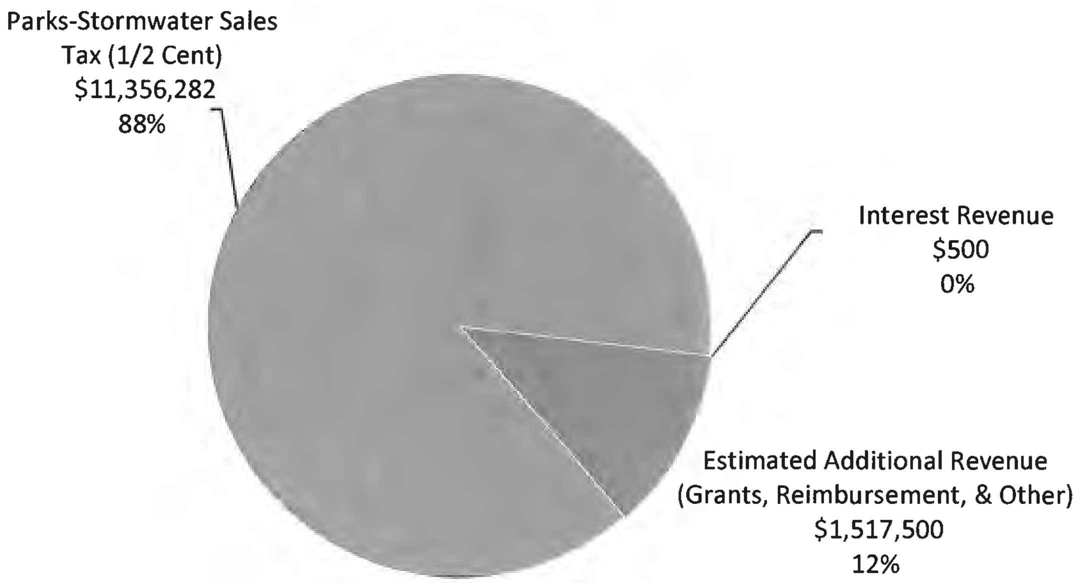
This sales tax revenue does not have a designated division of how it will be spent, but the City Council can decide to set the allocation amounts or to evaluate the division of funds through each CIP process. The proposed five-year CIP includes the following allocation of the sales tax revenue:

- Parks Projects.. 52%
- Stormwater Projects 21%
- Capital Project Administration.. 7%
- Parks and Stormwater Operations & Maintenance................. 20%

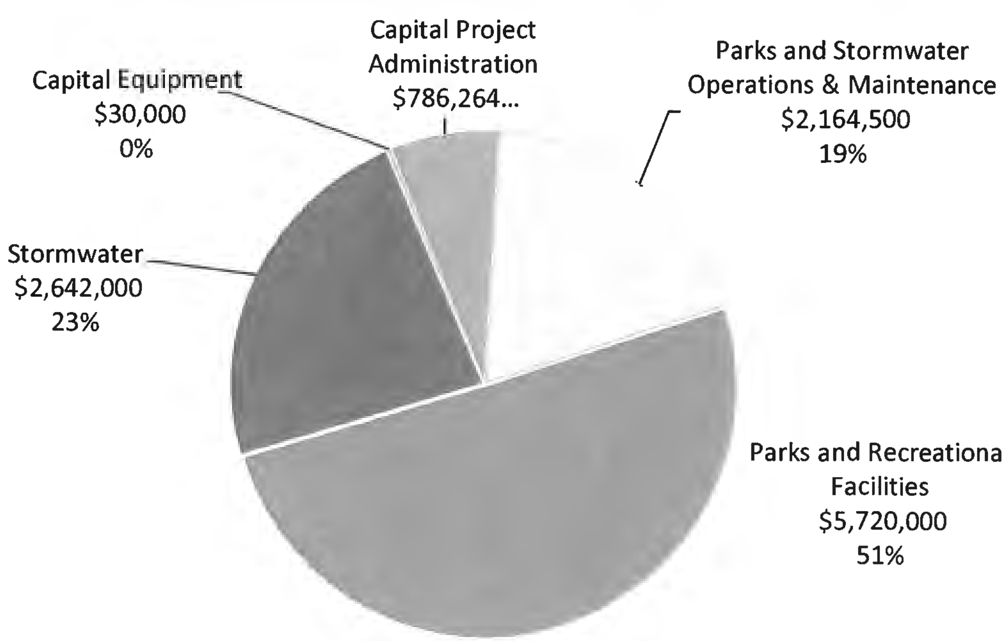
Funding for parks is proposed to be the greatest portion due a backlog of deferred parks maintenance, the improvements envisioned through the Parks and Recreation Master Plan, and the initial stormwater focus on developing a Stormwater Management Study.

At this time, the proposed CIP does not include investment into the Dielmann Recreation Complex or the Creve Coeur Golf Course though the Parks-Stormwater Tax Fund. Projects involving this property are included in the Capital Fund.

Summaries of the projected revenues and expenses for the Parks-Stormwater Tax Fund are included below, and details about the projects and other expenses that are proposed to be financed through this fund can be found in the project summary sheets that follow.



FY2022-FY2026 PARKS-STORMWATER TAX FUND REVENUES



FY2022-FY2026 PARKS-STORMWATER TAX FUND EXPENSES

9506 PARKS AND RECREATIONAL FACILITIES - 01 PARKS-STORMWATER TAX FUND

PARK PRELIMINARY DESIGNS

Estimated Annual Costs						
Prior Years	**FY2022**	**FY2023**	**FY2024**	**FY2025**	**FY2026**	**Future**
$0 **	$50,000	$50,000	$0	$0	$0	$0

*** Park preliminary design for Millennium Park in FY2021 will be funded through the Capital Fund.*

Project Description:
This project will review and evaluate the feasibility of the improvements envisioned by the Parks and Recreation Master Plan for each park. A preliminary design will be prepared for Millennium Park in FY2021 through a similar project financed through the Capital Fund. In FY2022, it is recommended that the City focus on Venable Park and Lake School Park, and then prepare preliminary designs for Conway Park, Malcolm Terrace Park, and Laverne Collins Park in FY2023. The result will be a preliminary design for each park that considers aspects like stormwater management and accessibility and will guide future stages of construction.

Existing Conditions:
The Parks and Recreation Master Plan provided a list of possible improvements and additions to the City's parks. Several aspects of the park, including the walking paths, playgrounds, and tennis courts, are in need of maintenance.

Justification: *Coordination; Condition of Existing Facility; Citizen Demand*
The preliminary design will advance the vision of the Parks and Recreation Master Plan into defined, actionable phases of improvements that are understood and that complement each other. Without such a design, the City runs the risk of limiting its future options with the initial phases of improvements.

Operating Budget Impact:
The preliminary designs will not directly impact operating expenses.

Comments:
None.

Expenditure Type	Amount	
Planning, Design, and Engineering	$	100,000
Land Acquisition	$	0
Construction	$	0
Equipment	$	0
Other	$	0
Total	**$**	**100,000**

Total Cost	$	100,000
Outside Funding Source: N/A	$	0
City Share	$	100,000

Communication: Review Proposed FY2022 Budget (New Business)

9506 PARKS AND RECREATIONAL FACILITIES - 02 PARKS-STORMWATER TAX FUND

IMPLEMENTATION OF PARK MASTER PLAN

Estimated Annual Costs						
Prior Years	**FY2022**	**FY2023**	**FY2024**	**FY2025**	**FY2026**	**Future**
$0	$500,000	$800,000	$800,000	$800,000	$800,000	TBD

Project Description:
The completion of the preliminary design for each park will identify the priorities and phases of improvements for each park so that the vision of the Parks and Recreation Master Plan can be implemented and maintained. Significant funding is identified in each fiscal year for these improvements, which might include such projects as creating new parks amenities, repaving park trails, and the replacement of aging tennis courts, playgrounds, and other features. Improvements in FY2022 are envisioned for the spring of 2022.

Existing Conditions:
The Parks and Recreation Master Plan lists many improvements for the City's parks. Some improvements will become priorities due to the conditions of the existing facilities that will be replaced, but some improvements will be a priority due to the new facilities that they will offer for parks users.

Justification: *Condition of Existing Facility; Coordination; Citizen Demand*
The Parks and Recreation Master Plan was adopted by the City Council in 2019 and serves as part of the foundation for the parks and stormwater sales tax that the residents of Creve Coeur approved in 2020. Implementing this plan and preserving the parks are necessary to meet the demands of the residents of Creve Coeur.

Operating Budget Impact:
Improvements to the parks will have varying impacts to the costs to operate and maintain the parks.

Comments:
As the individual projects are identified and scheduled, these projects will be broken out as separate line items in future Capital Improvement Program plans.

Expenditure Type	**Amount**	
Planning, Design, and Engineering	$	TBD
Land Acquisition	$	0
Construction	$	TBD
Equipment	$	0
Other	$	0
Total (FY2022-FY2026)	**$**	**3,700,000**

Total Cost (FY2022-FY2026)	$	3,700,000
Outside Funding Source: N/A	$	0
City Share	$	3,700,000

Communication: Review Proposed FY2022 Budget (New Business)

9506 PARKS AND RECREATIONAL FACILITIES - 03 PARKS-STORMWATER TAX FUND

HISTORIC BUILDING REHABILITATION AND PRESERVATION

Estimated Annual Costs						
Prior Years	**FY2022**	**FY2023**	**FY2024**	**FY2025**	**FY2026**	**Future**
$0**	$25,000	$25,000	$25,000	$25,000	$25,000	TBD

** Financed through the Capital Fund prior to FY2022.

Project Description:
This project sets aside annual funding for repairs and improvements to the Lake School House at Lake School Park and to the Tappmeyer House at Millennium Park. In FY2022, the focus will be on repairing the front porch at Lake School, and FY2023 will focus on stabilizing the support for Lake School and cleaning up the Lake School basement. Funds in future years may be combined to allow for a larger project or may be designated for preparations for the sale of the cabins at Conway Park.

Existing Conditions:
The front porch of the Lake School House needs to be stabilized to correct its sagging roof, some of the wood on the front of the building needs to be replaced, and a support column in the school's basement needs to be upgraded and/or replaced. The accessible lift and other aspects of the Tappmeyer House need regular maintenance and will eventually require replacement.

Justification: *Condition of Existing Facility; Protection and Conservation*
Like any of the City's buildings and facilities, the Lake School House and Tappmeyer House will need regular routine maintenance and improvements to remain structurally sound and attractive

Operating Budget Impact:
Improvements to the locally historic buildings will help reduce the maintenance needs and costs for these buildings.

Comments:
None.

Expenditure Type	**Amount**	
Planning, Design, and Engineering	$	0
Land Acquisition	$	0
Construction	$	125,000
Equipment	$	0
Other	$	0
Total (FY2022-FY2026)	**$**	**125,000**

Total Cost (FY2022-FY2026)	$	125,000
Outside Funding Source: N/A	$	0
City Share	$	125,000

Communication: Review Proposed FY2022 Budget (New Business)

9506 PARKS AND RECREATIONAL FACILITIES - 04 | PARKS-STORMWATER TAX FUND

PARK RESTROOM RENOVATIONS

Estimated Annual Costs						
Prior Years	**FY2022**	**FY2023**	**FY2024**	**FY2025**	**FY2026**	**Future**
$0**	$110,000	$130,000	$0	$0	$0	$0

*** Design for the restroom renovations was financed through the Capital Fund in FY2021.*

Project Description:
This project involves renovations to the restroom facilities at Conway Park, Lake School Park, Malcolm Terrace Park, and Venable Park to allow them to be open throughout the year and to improve their accessibility, function, and appearance. The FY2021 design phase will determine if renovations are feasible and advisable.

Existing Conditions:
The restroom facilities at Conway Park, Lake School Park, Malcolm Terrace Park, and Venable Park were constructed about 20 years ago and are substantially similar buildings based upon a common design. That design includes cinder block walls and an open-air roof meant for summertime operation. The buildings do not have temperature controls, insulation, or buried water service lines.

Justification: *Citizen Demand; Coordination*
One of the primary citizen requests in the Parks and Recreation Master Plan was to offer year-round restroom facilities in the parks.

Operating Budget Impact:
The main impact to the operating budget will be the need to staff the daily cleaning of the restrooms between the months of October and April when the restrooms are currently closed. The City will need to evaluate whether the restrooms can be cleaned effectively with the current staffing levels during labor-intensive operations, such as fall leaf collection and winter snow removal.

Comments:
Design of the renovations will be funded through the Capital Fund, but construction of the renovations will be financed through the Parks-Stormwater Tax Fund.

Expenditure Type		**Amount**
Planning, Design, and Engineering	$	10,0000
Land Acquisition	$	0
Construction	$	230,000
Equipment	$	0
Other	$	0
Total	**$**	**240,000**

Total Cost	$	240,000
Outside Funding Source: N/A	$	0
City Share	$	240,000

9506 PARKS AND RECREATIONAL FACILITIES - 05 — PARKS-STORMWATER TAX FUND

PARK PATH IMPROVEMENTS (MUNICIPAL PARK GRANT)

Estimated Annual Costs						
Prior Years	**FY2022**	**FY2023**	**FY2024**	**FY2025**	**FY2026**	**Future**
$0**	$680,000	$0	$0	$0	$0	$0

** Financed through the Capital Fund prior to FY2022.

Project Description:
This project extends from the FY2021 Capital Fund project that will replace the paved paths at Conway Park and Malcolm Terrace Park and will be substantially funded by a Municipal Park Grant. The path improvements at Conway Park offer an opportunity to replace two failing drainage swales as part of the path project with only one round of disturbance and restoration for Conway Park. This portion of the project includes the path and drainage swale replacement at Conway Park.

Existing Conditions:
The asphalt paths at Conway Park are old and broken, their width is less than the recommended minimum of 8 feet, and these paths do not meet current accessibility standards. In addition, two concrete drainage swales carry stormwater between the path and the pond at Conway Park. These swales have become undermined, and now stormwater runs both on the concrete (as intended) and below the concrete (not intended).

Justification: *Condition of Existing Facility; Coordination, Beautification; Operating Efficiency*
The replacement of the paths is necessary to provide the park experience and accessibility to park features, like the dog park. Replacement of the drainage swales offers an opportunity to modify the path project to include an underground drainage system instead of surface culverts and swales. The enclosed, underground system will be effective and should require little or no maintenance. Further, removal of the concrete swales will allow for that portion of Conway Park to be returned to grass, which will make that area feel more like a park.

Operating Budget Impact:
Removal of the concrete swales will eliminate the need for staff to maintain or try to repair or replace the paved swales.

Comments:
The replacement of the Malcolm Terrace Park path and the design for the Conway Park improvements was completed through the Capital Fund in FY2021 for a total of approximately $116,000.

Expenditure Type	Amount	
Planning, Design, and Engineering	$	0
Land Acquisition	$	0
Construction	$	680,000
Equipment	$	0
Other	$	0
Total	**$**	**680,000**

Total Cost	$	680,000
Municipal Park Grant	$	440,500
City Share	$	239,500

9506 PARKS AND RECREATIONAL FACILITIES - 06 — PARKS-STORMWATER TAX FUND

MALCOLM TERRACE PARKING LOT IMPROVEMENTS (CDBG)

Estimated Annual Costs						
Prior Years	**FY2022**	**FY2023**	**FY2024**	**FY2025**	**FY2026**	**Future**
$0	$50,000	$0	$0	$0	$0	$0

Project Description:
The project involves accessibility and pavement improvements to 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 Conditions:
The parking lot at Malcolm Terrace Park is an asphalt lot that has accessible parking spaces marked, but these spaces and the paths leading to them do not meet accessibility guidelines. The entrance to the park's restrooms is located adjacent to the parking lot, and the pavement at and near this entrance requires modifications to be considered accessible.

Justification: *Public Safety; Condition of Existing Facility; Availability of Outside Funding*
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:
New asphalt pavement and parking lot striping should require less maintenance than the existing lot, and this should reduce repairs that would be completed through the operating budget for the foreseeable future.

Comments:
This project was moved from FY2021 to FY2022 to better align with the funding schedule through the Community Development Block Grant program.

Expenditure Type	Amount	
Planning, Design, and Engineering	$	0
Land Acquisition	$	0
Construction	$	50,000
Equipment	$	0
Other	$	0
Total	**$**	**50,000**

Total Cost	$	50,000
Community Development Block Grant (CDBG)	$	20,000
City Share	$	30,000

Communication: Review Proposed FY2022 Budget (New Business)

9506 PARKS AND RECREATIONAL FACILITIES – 07 | PARKS-STORMWATER TAX FUND

PARK IDENTIFICATION SIGNAGE MASTER PLAN

Estimated Annual Costs						
Prior Years	**FY2022**	**FY2023**	**FY2024**	**FY2025**	**FY2026**	**Future**
$0	$20,000	$0	$0	$0	$0	$0

Project Description:
This project includes the City contracting with a consultant to review and assess the effectiveness of the signs that identify and lead visitors to the City's parks and recreational facilities. The consultant would then provide recommendations for improved or new signs.

Existing Conditions:
The signs that identify City parks and facilities are of varying styles and are aging, and some are damaged and in need of replacement.

Justification: *Condition of Existing Facility; Coordination; Beautification*
Development of a Sign Master Plan for the City's parks and recreational facilities was included as an action item in the FY2018-2021 Strategic Plan and is supported by the Park and Historical Preservation Committee.

Operating Budget Impact:
This is a design and cost estimate for the purchase and construction new signage. While this design is not expected to have an effect on the operating budget, the eventual replacement of the signs could reduce maintenance costs.

Comments:
The goal is to create a signage theme so that there are similarities with all City signs, thus creating sign branding unique to Creve Coeur.

Expenditure Type	**Amount**	
Planning, Design, and Engineering	$	20,000
Land Acquisition	$	0
Construction	$	0
Equipment	$	0
Other	$	0
Total	**$**	**20,000**

Total Cost	$	20,000
Outside Funding Source: N/A	$	0
City Share	$	20,000

Communication: Review Proposed FY2022 Budget (New Business)

9506 PARKS AND RECREATIONAL FACILITIES - 08 PARKS-STORMWATER TAX FUND

PARK PARKING LOT IMPROVEMENTS/PRESERVATION

Estimated Annual Costs						
Prior Years	**FY2022**	**FY2023**	**FY2024**	**FY2025**	**FY2026**	**Future**
$0	$50,000	$0	$0	$0	$0	$0

Project Description:
This project involves pavement repairs, crack sealing, seal coat, and restriping lines and arrows for the parking lots at Lake School Park, Millennium Park, and Venable Park. The pavement of these lots is generally in good condition, but the minor repairs and sealing will help preserve and extend the life of the lot pavement.

Existing Conditions:
Most of the asphalt pavement in the parking lots at Lake School Park, Millennium Park, and Venable Park is in good condition, but the asphalt is beginning to deteriorate, and the parking lot lines have faded.

Justification: *Condition of Existing Facility; Beautification*
Repairs, crack sealing, and a seal coat for the asphalt pavement combine to provide good preventive maintenance for asphalt pavement, and such preventive maintenance will delay more intense and more costly repairs. Newly painted lines will clarify the parking spaces and will make the lots easier to use. In addition, the parking lot is one of the first things that most parks visitors see, and the sealing and repainting will have an element of park beautification to help make that first impression a good one.

Operating Budget Impact:
Preventive maintenance will help reduce the need for City staff to make repairs to the parking lots.

Comments:
Improvements to the lots at Conway Park and Malcolm Terrace Park are not included in this project, because those lots are planned to be incorporated into other projects.

Expenditure Type	Amount	
Planning, Design, and Engineering	$	0
Land Acquisition	$	0
Construction	$	50,000
Equipment	$	0
Other	$	0
Total	**$**	**50,000**

Total Cost	$	50,000
Outside Funding Source: N/A	$	0
City Share	$	50,000

9506 PARKS AND RECREATIONAL FACILITIES – 09 PARKS-STORMWATER TAX FUND

PARK FURNITURE REPLACEMENT

Estimated Annual Costs						
Prior Years	**FY2022**	**FY2023**	**FY2024**	**FY2025**	**FY2026**	**Future**
$0	$80,000	$0	$30,000	$0	$0	$0

Project Description:
This project involves the replacement of benches, trash receptacles, picnic tables, and barbecue pits in its parks. This effort will focus on Millennium Park and Venable Park in FY2022 and then will focus on Malcolm Terrace Park, Conway Park, and Lake School Park in FY2024.

Existing Conditions:
The City offers dozens of benches, trash receptacles, and picnic tables and approximately ten barbecue pits for parks visitors to use and enjoy. Much of this furniture is original to each park, and many pieces have deteriorated with time. Some of the furniture has broken and needs to be removed or replaced. The style of the furniture is inconsistent among the parks and sometimes inconsistent within a particular park.

Justification: *Condition of Existing Facility; Beautification; Operating Efficiency*
Replacement of the park furniture will provide new facilities for parks visitors to use and will provide a visual improvement over the existing faded and broken furniture. The new furniture will be installed with accessibility as a primary consideration.

Operating Budget Impact:
New furniture will be expected to be virtually maintenance-free for the next 5-10 years.

Comments:
None.

Expenditure Type		**Amount**
Planning, Design, and Engineering	$	0
Land Acquisition	$	0
Construction	$	10,000
Equipment	$	100,000
Other	$	0
Total	**$**	**110,000**

Total Cost	$	110,000
Outside Funding Source: N/A	$	0
City Share	$	110,000

Communication: Review Proposed FY2022 Budget (New Business)

9506 Parks and Recreational Facilities - 10 | Parks-Stormwater Tax Fund

Malcolm Terrace Park Trail Improvements

Estimated Annual Costs						
Prior Years	**FY2022**	**FY2023**	**FY2024**	**FY2025**	**FY2026**	**Future**
$0	$150,000	$0	$0	$0	$50,000	$0

Project Description:
This project involves the widening, re-establishment, and marking of the wooded trails at the south end of Malcolm Terrace Park in FY2022. Maintenance of the trails, including new wood chips, is planned for FY2026.

Existing Conditions:
Over a mile of nature trails weave through the woods of Malcolm Terrace Park, but some of the trails have become overgrown and are difficult to distinguish. Most of the wood chips that once covered the trails is now gone. Also, few maps of the trails and no wayfinding within the trail network exist to guide trail users.

Justification: *Citizen Demand; Condition of Existing Facility; Coordination, Operating Efficiency*
One of the goals set out in the City's Strategic Plan was to establish a more options for pedestrians. The Parks and Recreation Master Plan also called for the expansion of the parks trail network.

Operating Budget Impact:
Once re-established, the trails will require routine maintenance to keep the trails clear from the surrounding brush and to monitor the trail conditions.

Comments:
None.

Expenditure Type	**Amount**	
Planning, Design, and Engineering	$	0
Land Acquisition	$	0
Construction	$	200,000
Equipment	$	0
Other	$	0
Total	**$**	**200,000**

Total Cost	$	200,000
Outside Funding Source: N/A	$	0
City Share	$	200,000

Communication: Review Proposed FY2022 Budget (New Business)

9506 PARKS AND RECREATIONAL FACILITIES - 11 PARKS-STORMWATER TAX FUND

REPAINT AND RESTRIPE CONWAY & LAKE SCHOOL TENNIS COURTS

Estimated Annual Costs						
Prior Years	**FY2022**	**FY2023**	**FY2024**	**FY2025**	**FY2026**	**Future**
$0	$75,000	$0	$0	$0	$0	$0

Project Description:
This project involves sealing and smoothing cracks and making surface repairs before the entire tennis courts at Conway Park and Lake School Park repainted. The goal of the project will be to improve the playing experience for court users and to extend the life of the courts until the parks preliminary plans can be completed. Lines for pickleball will be incorporated into the newly painted courts.

Existing Conditions:
The tennis courts at Lake School Park were last resurfaced and painted in 2009. The paint for the Conway Park courts is older, and it has lost most of its color over time. Moderate cracking can be found at the courts.

Justification: *Citizen Demand; Condition of Existing Facility; Beautification*
Tennis and pickleball are popular sports in Creve Coeur. Repairing and repainting the surface of the courts at Lake School Park and Conway Park will offer a better playing experience for court users, and adding pickleball striping at each court will offer more options for players.

Operating Budget Impact:
None expected.

Comments:
None.

Expenditure Type	Amount	
Planning, Design, and Engineering	$	0
Land Acquisition	$	0
Construction	$	75,000
Equipment	$	0
Other	$	0
Total	**$**	**75,000**

Total Cost	$	75,000
Outside Funding Source: N/A	$	0
City Share	$	75,000

Communication: Review Proposed FY2022 Budget (New Business)

9506 PARKS AND RECREATIONAL FACILITIES - 12 PARKS-STORMWATER TAX FUND

REMOVE SMALL PLAYGROUND AT MILLENNIUM PARK

Estimated Annual Costs						
Prior Years	**FY2022**	**FY2023**	**FY2024**	**FY2025**	**FY2026**	**Future**
$0	$20,000	$0	$0	$0	$0	$0

Project Description:
This project involves the removal of the small playground and by the athletic fields at Millennium Park. After the playground is removed, its safety surface will be removed and replaced with concrete.

Existing Conditions:
The safety surface that serves this playground was found to be too small in late 2019, so the playground was shut down to public use. In order to meet safety standards, the playground's safety surface would need to be extended outward.

Justification: *Condition of Existing Facility; Operating Efficiency; Public Safety*
Removal of the playground is unfortunate, but extending the safety surface involves removal of a portion of the surrounding concrete walkways, which is not recommended. The City is also considering its options for the site through the preliminary design plans for Millennium Park, and a different amenity might be installed in this location.

Operating Budget Impact:
Removal of the playground will eliminate the need for staff to regularly check on the playground and the fencing installed around it to keep children from playing on it.

Comments:
None.

Expenditure Type	**Amount**	
Planning, Design, and Engineering	$	0
Land Acquisition	$	0
Construction	$	20,000
Equipment	$	0
Other	$	0
Total	**$**	**20,000**

Total Cost	$	20,000
Outside Funding Source: N/A	$	0
City Share	$	20,000

9506 PARKS AND RECREATIONAL FACILITIES - 13 PARKS-STORMWATER TAX FUND

PLAYGROUND SAFETY SURFACE REPLACEMENT

Estimated Annual Costs						
Prior Years	**FY2022**	**FY2023**	**FY2024**	**FY2025**	**FY2026**	**Future**
$0**	$0	$100,000	$0	$100,000	$0	TBD

*** Similar projects prior to FY2022 were funded through the Capital Fund.*

Project Description:
This project involves the replacement of damaged areas and rejuvenation or replacement of the rubberized safety surface beneath the City's playgrounds at Conway Park, Millennium Park, and Venable Memorial Park. The safety surface beneath the primary playground at Millennium Park is scheduled for replacement in FY2023, and the safety surface for the playground at Venable Park is scheduled for replacement in FY2025.

Existing Conditions:
The rubberized surfaces beneath the City's playgrounds provide the required protection for children and other users against injury from a fall off of the playground or swing set. Following the repair to the safety surface for the southern playground at Millennium Park, all of the City's playground surfaces met the minimum requirements for fall protection in 2020. These surfaces lose their flexibility over time, and generally need to be rehabilitated or replaced within 12-15 years. Staff will continue to evaluate the surfaces at Conway Park, Millennium Park, and Venable Park and will recommend repairs or replacement to these surfaces accordingly.

Justification: *Condition of Existing Facility; Coordination, Beautification; Operating Efficiency*
Keeping the safety surface of the City's playgrounds in good condition is required for the continuing use of the playgrounds and the safety of the playgrounds' users.

Operating Budget Impact:
None.

Comments:
This work would qualify for grant funding through the Municipal Parks Grant program, but the next several grant opportunities will be directed toward other needs.

Expenditure Type	**Amount**	
Planning, Design, and Engineering	$	0
Land Acquisition	$	0
Construction	$	200,000
Equipment	$	0
Other	$	0
Total	**$**	**200,000**

Total Cost	$	200,000
Outside Funding Source: N/A	$	0
City Share	$	200,000

VENABLE PARK IMPROVEMENTS (GRANT MATCH)

Estimated Annual Costs						
Prior Years	**FY2022**	**FY2023**	**FY2024**	**FY2025**	**FY2026**	**Future**
$0	$0	$0	$150,000	$0	$0	$0

Project Description:
In FY2023, the City plans to apply for a Land and Water Conservation Fund (LWCF) grant to make improvements to Dr. H. Phillip Venable Memorial Park. The project will depend on the outcome of the park preliminary design and could involve such improvements to the park as a new pavilion, new tennis courts, improved walking paths, or parking lot improvements. The maximum grant amount through the LWCF program is $150,000, and it will require 50% participation from the City. The amount shown in FY2024 is the City's planned 50% grant match for a LWCF grant that could be for a stand-alone $300,000 project or could be a supplement to a larger project.

Existing Conditions:
Several of the facilities at Venable Memorial Park are aging and require updates or replacement. The asphalt tennis courts have been overlaid multiple times and can no longer be reliably repaired, and facilities like the pavilion, asphalt paths, and playground safety surface have not been updated in the past ten years.

Justification: *Availability of Outside Funding; Citizen Demand; Condition of Existing Facility; Coordination*
The LWCF grant will allow the City to maximize the effect of the funding available for improvements to Venable Memorial Park. The project will coordinate with the recommendations of the Park Master Plan and the preliminary design plans for Venable Park.

Operating Budget Impact:
New facilities are expected to require less annual maintenance and fewer funds than the existing equipment.

Comments:
None.

Expenditure Type	**Amount**	
Planning, Design, and Engineering	$	0
Land Acquisition	$	0
Construction	$	150,000
Equipment	$	0
Other	$	0
Total (Grant Match)	**$**	**150,000**

Total Cost	$	TBD
Land and Water Conservation Fund (LWCF) Grant	$	150,000
City Share	$	TBD

9509 STORMWATER - 01 PARKS-STORMWATER TAX FUND

STORMWATER MANAGEMENT STUDY

Estimated Annual Costs						
Prior Years	**FY2022**	**FY2023**	**FY2024**	**FY2025**	**FY2026**	**Future**
$0	$15,000	$0	$0	$0	$0	TBD

Project Description:
This project involves an in-depth study of stormwater behavior and needs throughout Creve Coeur in order to provide a sound, clear, and prioritized basis for the City's stormwater management program. This process will include the review of existing studies and citizen complaints and an investigation of the creeks and infrastructure in Creve Coeur in order to create a prioritized and coordinated list of improvements. The scoping phase for this study is identified in FY2022.

Existing Conditions:
The last City-wide study was completed in the 1990's and was updated with additional project reviews in 2012. The study is outdated and does not provide a comprehensive list of issues and improvements to guide a stormwater program.

Justification: *Citizen Demand; Condition of Existing Facility; Coordination; Operating Efficiency*
In previous years, the City's capital improvement budget allowed for a small stormwater program that could respond to emergencies. With the residents' approval of the parks and stormwater sales tax, the City is now poised to have a planned and proactive stormwater program. Creating a comprehensive stormwater management study will help guide the stormwater program to operate in a logical and efficient manner.

Operating Budget Impact:
Development of the stormwater management study will not impact the operations and maintenance budget.

Comments:
Completion of the scoping phase is anticipated in FY2022. Upon completion of this phase, staff and the Stormwater Committee plan to provide a recommendation to the City Council regarding an appropriate scope and budget for the study, and possibly a request to amend the budget to begin the study in FY2022.

Expenditure Type	**Amount**	
Planning, Design, and Engineering	$	15,000
Land Acquisition	$	0
Construction	$	0
Equipment	$	0
Other	$	0
Total	**$**	**TBD**

Total Cost	$	TBD
Outside Funding Source: N/A	$	0
City Share	$	TBD

Communication: Review Proposed FY2022 Budget (New Business)

9509 STORMWATER - 02 PARKS-STORMWATER TAX FUND

STORMWATER IMPROVEMENTS PER MANAGEMENT STUDY

Estimated Annual Costs						
Prior Years	**FY2022**	**FY2023**	**FY2024**	**FY2025**	**FY2026**	**Future**
$0	$0	$0	$400,000	$400,000	$600,000	TBD

Project Description:
This line item represents stormwater projects that will begin to be designed and constructed following the completion of the Stormwater Management Study. The locations and types of the projects are not yet known, but it is expected that FY2024 and FY2025 will concentrate on design, and that construction of projects will begin as early as FY2026. The actual schedule will depend on the complexity of the highest-priority projects. The projects and their associated costs will become specific line items in the CIP as they are defined, and this line item may not be necessary in future versions of the CIP.

Existing Conditions:
The creeks that run through Creve Coeur have locations where erosion exists along their banks, and some streets are served by outdated or deteriorating stormwater infrastructure.

Justification: *Citizen Demand; Condition of Existing Facility; Coordination; Operating Efficiency*
The residents of Creve Coeur approved the parks and stormwater sales tax in late 2020, which gives the City the ability to create a planned and proactive stormwater program.

Operating Budget Impact:
Calls for staff to investigate stormwater concerns are expected to decrease as capital projects address stormwater issues.

Comments:
None.

Expenditure Type	**Amount**	
Planning, Design, and Engineering	$	TBD
Land Acquisition	$	TBD
Construction	$	TBD
Equipment	$	0
Other	$	0
Total (FY2022-FY2026)	**$**	**1,400,000**

Total Cost (FY2022-FY2026)	$	1,400,000
Outside Funding Source: N/A	$	0
City Share	$	1,400,000

Communication: Review Proposed FY2022 Budget (New Business)

9509 STORMWATER - 03 PARKS-STORMWATER TAX FUND

STORMWATER IMPROVEMENTS (DEER CREEK – DEER CREEK OMCI)

Estimated Annual Costs						
Prior Years	**FY2022**	**FY2023**	**FY2024**	**FY2025**	**FY2026**	**Future**
$0	$0	$0	$224,000	$224,000	$224,000	TBD

Project Description:
This line item is similar to the Stormwater Improvements per Management Study line item, in that it represents planned investment into the City's public stormwater infrastructure following the anticipated completion of the Stormwater Management Study. The distinction of this line item is that it involves investments into the Deer Creek watershed that will be at least partially funded through MSD's Operations, Maintenance, and Construction Improvement (OMCI) reimbursement program that applies only to the Deer Creek watershed. The actual type and schedule of projects in FY2024 and beyond will depend on the findings of the Stormwater Management Study and the scale and complexity of the highest-priority projects. The projects and their associated costs will become specific line items in the CIP as they are defined, and this line item may not be necessary in future versions of the CIP.

Existing Conditions:
The Deer Creek watershed generally includes the portion of Creve Coeur that is east of Interstate 270 and south of Olive Boulevard. Stormwater-related improvements within this area are eligible for reimbursement through MSD's OMCI program, which is funded through property taxes in the Deer Creek watershed.

Justification: *Condition of Existing Facility; Coordination; Availability of Outside Funding*
MSD offered to allow the City to seek reimbursement for the City's stormwater priorities within the Deer Creek watershed so that taxes paid in Creve Coeur will help make improvements in Creve Coeur. Improvements will follow the priorities set by the Stormwater Management Study.

Operating Budget Impact:
Capital improvements to the City's stormwater infrastructure are expected to reduce operating expenses for site reviews, maintenance, construction of repairs, and stabilization efforts.

Comments:
None.

Expenditure Type	Amount	
Planning, Design, and Engineering	$	TBD
Land Acquisition	$	TBD
Construction	$	TBD
Equipment	$	0
Other	$	0
Total (FY2022-FY2026)	**$**	**672,000**

Total Cost (FY2022-FY2026)	$	672,000
Deer Creek Operations Maintenance and Construction Improvement (OMCI) Reimbursement	$	672,000
City Share	$	0

Communication: Review Proposed FY2022 Budget (New Business)

9509 STORMWATER - 04 PARKS-STORMWATER TAX FUND

HIBLER ROADSIDE DRAINAGE

Estimated Annual Costs						
Prior Years	**FY2022**	**FY2023**	**FY2024**	**FY2025**	**FY2026**	**Future**
$0	$50,000	$100,000	$0	$0	$0	$0

Project Description:
This project will involve the re-establishment and improvement of roadside drainage along Hibler Road at several locations between Mason Road and Hibler Oaks Drive. Improvements will include new and improved roadside drainage swales and may incorporate some new curbing. Design is planned for FY2022, and construction is planned for FY2023.

Existing Conditions:
Portions of Hibler Road do not have curbing and use roadside swales and the adjacent grades to carry stormwater runoff. City staff have received complaints that this approach does not always work, and investigation into the complaints has found that improvements are recommended.

Justification: *Citizen Demand; Condition of Existing Facility; Operating Efficiency*
This project aims to address the concerns raised by several area residents and to improve the stormwater performance along Hibler Road.

Operating Budget Impact:
Addressing this concern through capital improvements will eliminate the need for City staff to attempt to address the situation through maintenance operations.

Comments:
None.

Expenditure Type	**Amount**	
Planning, Design, and Engineering	$	50,000
Land Acquisition	$	0
Construction	$	100,000
Equipment	$	0
Other	$	0
Total	**$**	**150,000**

Total Cost	$	150,000
Outside Funding Source (N/A)	$	0
City Share	$	150,000

9509 STORMWATER - 05 | PARKS-STORMWATER TAX FUND

ALDEN LANE DRAIN REPLACEMENT (DEER CREEK OMCI)

Estimated Annual Costs						
Prior Years	**FY2022**	**FY2023**	**FY2024**	**FY2025**	**FY2026**	**Future**
$0	$35,000	$0	$0	$0	$0	$0

Project Description:
This project involves the design and construction needed to replace a small storm drain system that serves a section of Alden Lane. Design and construction are anticipated in FY2022.

Existing Conditions:
The drain system includes two small inlets – one on each side of Alden Lane – that carry stormwater from the street and the north side of Alden Lane to a small creek on the south side of the street. The drains are not standard drains and clog easily with mulch or leaf debris, and the clogged drains cause roadway flooding. In addition, an apparent failure of the drainage pipe has caused a large hole to form near the side of Alden Lane. This hole was found to be a potential hazard and has been filled with rock as a temporary measure.

Justification: *Citizen Demand; Condition of Existing Facility; Operating Efficiency*
Replacement of the existing inlets and pipes will improve the capacity and performance of this small stormwater system and will eliminate the hole that has formed. The new drains will have larger openings that will make them much less likely to clog.

Operating Budget Impact:
Replacement of the non-standard drains will eliminate the need for staff to monitor the inlets for clogs during typical rain storms, and replacing the pipes will eliminate the need for staff to monitor the area to see if the hole has formed again.

Comments:
This project is located within the Deer Creek watershed, meaning that the City will be eligible for reimbursement of design and construction costs through MSD's Operations, Maintenance, and Construction Improvements (OMCI) reimbursement program.

Expenditure Type	Amount	
Planning, Design, and Engineering	$	20,000
Land Acquisition	$	0
Construction	$	15,000
Equipment	$	0
Other	$	0
Total	**$**	**35,000**

Total Cost	$	35,000
Deer Creek Operations Maintenance and Construction Improvement (OMCI) Reimbursement	$	35,000
City Share	$	0

Communication: Review Proposed FY2022 Budget (New Business)

9509 STORMWATER - 06 PARKS-STORMWATER TAX FUND

BALLAS CULVERT EROSION REHABILITATION (DEER CREEK OMCI)

Estimated Annual Costs						
Prior Years	**FY2022**	**FY2023**	**FY2024**	**FY2025**	**FY2026**	**Future**
$0	$75,000	$250,000	$0	$0	$0	$0

Project Description:
This project involves the design and construction needed to address creek erosion for a short section of creek starting at the east side of South New Ballas Road and extending east behind the homes on Tarrytown Drive to the City line. Design is planned for FY2022, and construction is planned for FY2023. Easements may be necessary. If so, the type and size of these easements will be determined early in the design process, and these could impact the extent and schedule of this project.

Existing Conditions:
A stormwater culvert runs beneath South New Ballas Road just south of Tarrytown Drive, and water flows from west to east through this culvert. Significant erosion has been observed at the downstream (east) end of the culvert. City staff have also received complaints regarding erosion, poor drainage, and flooding along this creek downstream of New Ballas Road.

Justification: *Citizen Demand; Condition of Existing Facility; Operating Efficiency*
Improvements to address the erosion at the downstream end of the culvert will help prevent the situation from deteriorating to the point that it will impact South New Ballas Road, the most heavily traveled section of road that the City maintains. Addressing the creek downstream as part of this project should be less expensive and less intrusive to the neighboring properties than if the two projects were completed independently.

Operating Budget Impact:
None.

Comments:
This project is located within the Deer Creek watershed, meaning that the City will be eligible for reimbursement of design and construction costs through MSD's Operations, Maintenance, and Construction Improvements (OMCI) reimbursement program.

Expenditure Type	**Amount**	
Planning, Design, and Engineering	$	75,000
Land Acquisition	$	0
Construction	$	250,000
Equipment	$	0
Other	$	0
Total	**$**	**325,000**

Total Cost	$	325,000
Deer Creek Operations Maintenance and Construction Improvement (OMCI) Reimbursement	$	325,000
City Share	$	0

9509 STORMWATER - 07 PARKS-STORMWATER TAX FUND

GOLF COURSE POND AERATION (DEER CREEK OMCI)

Estimated Annual Costs						
Prior Years	**FY2022**	**FY2023**	**FY2024**	**FY2025**	**FY2026**	**Future**
$0	$25,000	$0	$0	$0	$0	$0

Project Description:
This project involves the addition of an aeration system for the south pond at the Creve Coeur Golf Course. The aerator was originally intended to be part of the dam stabilization project in 2017, but the need to upgrade the electrical power feed for the aerator forced the aerator to be eliminated from the dam project.

Existing Conditions:
A small electrical supply is located on the west side of the pond, slightly north of the #5 green. This electric supply currently powers the fountain in the pond, but it will need to be upgraded to be able to handle an aerator as well. The 2017 dam project removed the built-up silt from the pond, which made the pond deeper. An aerator will help circulate the water and promote a clear and algae-free pond.

Justification: *Condition of Existing Facility; Beautification; Availability of Outside Funding*
From a practical point of view, the aerator will help the City extend its investment into the pond. From an aesthetic point of view, the clarity of the pond that the aerator will promote will look better to golfers than an algae-covered pond would.

Operating Budget Impact:
The cost for the electricity for the aerator is expected to be negligible compared to the overall electricity needs of the Golf Course.

Comments:
This project is located within the Deer Creek watershed, meaning that the City will be eligible for reimbursement of design and construction costs through MSD's Operations, Maintenance, and Construction Improvements (OMCI) reimbursement program.

Expenditure Type	Amount	
Planning, Design, and Engineering	$	5,000
Land Acquisition	$	0
Construction	$	20,000
Equipment	$	0
Other	$	0
Total	**$**	**25,000**

Total Cost	$	25,000
Deer Creek Operations Maintenance and Construction Improvement (OMCI) Reimbursement	$	25,000
City Share	$	0

Communication: Review Proposed FY2022 Budget (New Business)

9509 STORMWATER - 08 PARKS-STORMWATER TAX FUND

HIBLER WOODS DRAIN REPLACEMENT

Estimated Annual Costs						
Prior Years	**FY2022**	**FY2023**	**FY2024**	**FY2025**	**FY2026**	**Future**
$0	$0	$20,000	$0	$0	$0	$0

Project Description:
This project involves the replacement of a broken trench drain that extends across Hibler Woods Drive.

Existing Conditions:
A resident in the Mason Forest Subdivision reported that one of the grates of this trench drain was broken in 2020, and City staff welded a repair for this grate as a temporary measure. As has been the case with several other trench drains in Creve Coeur, these drains are considered part of the street and are not maintained by MSD.

Justification: *Condition of Existing Facility*
The trench drain will need to be replaced in order to provide a sound structure for vehicle and pedestrian traffic.

Operating Budget Impact:
Replacement of the drain should eliminate the need for additional repairs to the drain for at least the next ten years.

Comments:
None.

Expenditure Type	Amount
Planning, Design, and Engineering	$ 0
Land Acquisition	$ 0
Construction	$ 20,000
Equipment	$ 0
Other	$ 0
Total	**$ 20,000**

Total Cost	$ 20,000
Outside Funding Source (N/A)	$ 0
City Share	$ 20,000

9516 CAPITAL EQUIPMENT - 01 **PARKS-STORMWATER TAX FUND**

PARKS CAPITAL EQUIPMENT

Estimated Annual Costs						
Prior Year	**FY2022**	**FY2023**	**FY2024**	**FY2025**	**FY2026**	**Future**
$0	$0	$30,000	$0	$0	$0	$0

Project Description:
The Department of Public Works proposes to purchase a used tractor that will have the power and capability to perform proper maintenance at the parks, including such work as mowing the prairie areas of Conway Park, aerating the parks fields, and trimming brush along the perimeter and paths.

Existing Conditions:
The current tractor is aging and lacks the power to pull the equipment needed to best care for the City's parks. The Department of Public Works has needed to borrow equipment from the golf course to service the parks, because the current tractor was not able to do the job.

Justification: *Condition of Existing Equipment; Operating Efficiency*
The City prides itself on the appearance of its parks, and the athletic fields and green spaces of the parks are significant passive amenities. New equipment is needed to adequately and efficiently service these areas. .

Operating Budget Impact:
Although used, the proposed tractor will have fewer service hours and will likely require less maintenance than the existing equipment.

Comments:
None.

Expenditure Type	**Amount**	
Planning, Design, and Engineering	$	0
Land Acquisition	$	0
Construction	$	0
Equipment	$	30,000
Other	$	0
Total Cost	**$**	**30,000**

Total Cost	$	30,000
Outside Funding Source (N/A)	$	0
City Share	$	30,000

Communication: Review Proposed FY2022 Budget (New Business)

CAPITAL PROJECT ADMINISTRATION

PARKS-STORMWATER TAX FUND

PROJECT MANAGEMENT

Estimated Annual Costs						
Prior Years	**FY2022**	**FY2023**	**FY2024**	**FY2025**	**FY2026**	**Future**
$8,698	$104,364	$107,500	$185,800	$194,400	$197,200	TBD

Project 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 parks and stormwater projects outlined in the Capital Improvement Program beginning in FY2022. This item also envisions the addition of a second project manager or engineer upon the completion of the Stormwater Management Study to help manage the new stormwater program.

Existing Conditions:
The City's Department of Public Works manages the implementation of most of the Capital Improvement Program, but this staff consists of one project manager and two engineers. The Public Works staff can manage the projects outlined in the Capital Fund and Building Project Bond Fund, but staff does not have the capacity to responsibly manage the additional projects and programs made possible by the parks and stormwater sales tax.

Justification: *Operating Efficiency*
The responsible and effective administration of the City's capital improvement projects requires significant staff time. Projects often have similar schedules, and multiple projects often require immediate attention at the same time. Additional project management staff will be critical for the parks and stormwater projects to be able to be completed successfully and on time.

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

Comments:
None.

Expenditure Type	**Amount**	
Planning, Design, and Engineering	$	0
Land Acquisition	$	0
Construction	$	0
Equipment	$	0
Other	$	104,364
Total Cost (FY2022)	**$**	**104,364**

Total Cost (FY2022)	$	104,364
Outside Funding Source (N/A)	$	0
City Share	$	104,364

Communication: Review Proposed FY2022 Budget (New Business)

BUILDING PROJECT BOND FUND

In November 2016, Creve Coeur voters approved a ballot measure that authorized the issuance of general obligation bonds of $10.69 million for the purpose of constructing, furnishing, and equipping a new police station on the existing Government Center property and making safety, security, and accessibility renovations to the existing Government Center.

Building Project Bond Fund Expenses

The expenses for the police building project began in FY2018 and continued through FY2020. This project was completed slightly below budget.

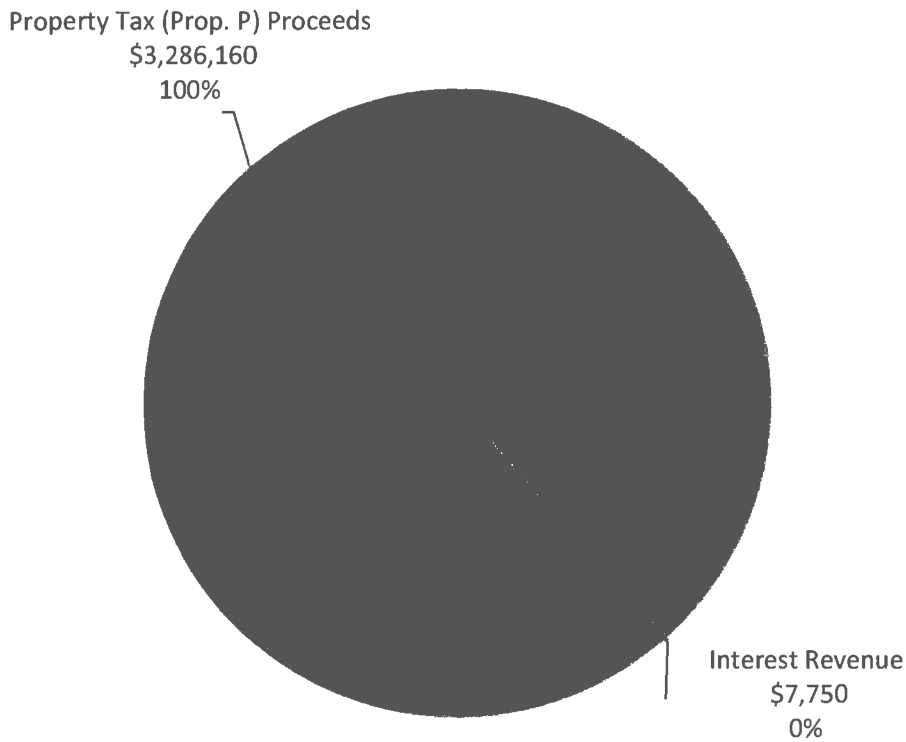
Now that the police building project is complete, the remaining balance of this fund will be allocated to safety, security, and accessibility improvements to the Creve Coeur Government Center. Renovations to the lower level and upper level of the Government Center are identified as projects in both the Capital Fund and the Building Project Bond Fund to designate the contribution of each fund toward those renovations. These renovations are tentatively planned for FY2022-FY2024.

Debt Service

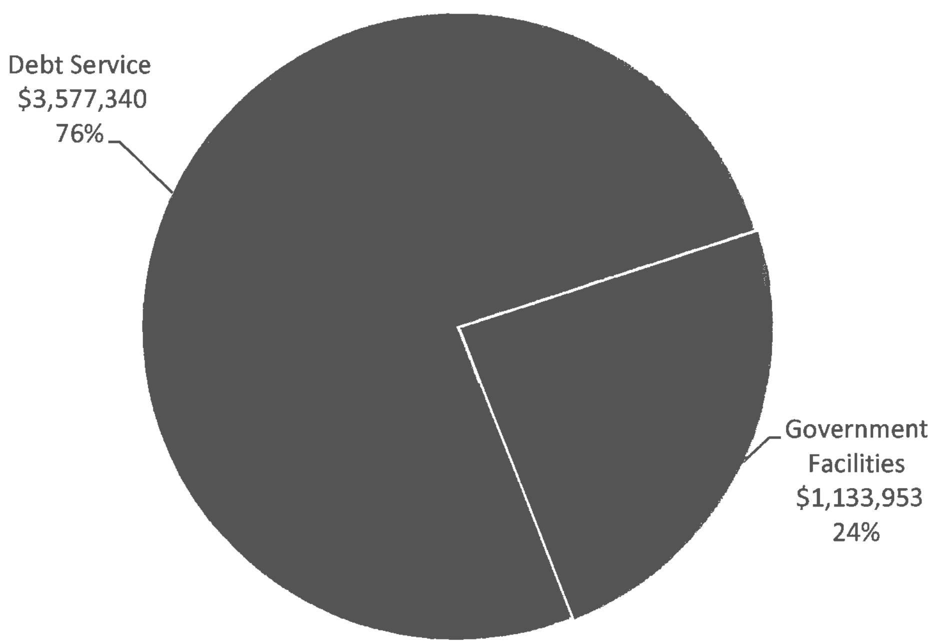
Most of the remaining revenues and expenses involve the debt service for the bonds. The debt service for the Building Project Bond Fund will be paid through a 20-year real estate and personal property tax levy, which is anticipated to sunset in 2037.

The property tax that funds the debt service is planned to be reduced beginning in FY2022. This will result in a reduction in the annual revenue by approximately $277,000.

Summaries of the projected revenues and expenses for the Building Project Bond Fund are included on the next page, and details about the two projects that are proposed to be financed through this fund can be found in the project summary sheets that follow.



FY2022-FY2026 BUILDING PROJECT BOND FUND REVENUES



FY2022-FY2026 BUILDING PROJECT BOND FUND EXPENSES

9501 BUILDING DESIGN AND CONSTRUCTION - 03 **BUILDING PROJECT BOND FUND**

GOVERNMENT CENTER ACCESSIBILITY & SECURITY IMPROVEMENTS

Estimated Annual Costs						
Prior Year	**FY2022**	**FY2023**	**FY2024**	**FY2025**	**FY2026**	**Future**
$0	$0**	$0**	$1,083,953**	$0	$0	$0

*** Design and a portion of the construction cost for this project will be financed through the Capital Fund.*

Project Description:
This project involves the assessment of and improvements to various aspects of the Creve Coeur Government Center building in order to bring the building into better compliance with current accessibility and security standards and expectations. These improvements will be incorporated into the Government Center Renovations (Upper Level) project that is identified in the Capital Fund. That project will begin design in FY2022 with construction anticipated in FY2024.

Existing Conditions:
The Creve Coeur Government Center is a renovated elementary school. Several aspects of the layout and features of the building do not meet the current standards for accessibility or security.

Justification: *Citizen Demand, Public Safety; Coordination*
Security and accessibility improvements to the Government Center were specifically outlined in the bond referendum. As a public building, the Creve Coeur Government Center is expected to be accessible and secure, both for visitors and City staff.

Operating Budget Impact:
Accessibility and security renovations are expected to have minimal impact on the operating budget. These renovations may replace aging equipment or facilities, which should decrease the maintenance costs associated with them.

Comments:
The amount shown in FY2024 represents the fund balance for the Building Project Bond Fund. The investment into the Government Center will be greater than the $521,059 originally envisioned due to favorable prices and cost savings associated with the Police building project.

Expenditure Type	**Amount**
Planning, Design, and Engineering	$ 0
Land Acquisition	$ 0
Construction	$ 1,083,953
Equipment	$ 0
Other	$ 0
Total (Building Project Bond Fund Portion)	**$ 1,083,953**

Total (Building Project Bond Fund Portion)	$ 1,083,953
Outside Funding Source (N/A)	$ 0
City Share	$ 1,083,953

9501 BUILDING DESIGN AND CONSTRUCTION - 05 **BUILDING PROJECT BOND FUND**

GOVERNMENT CENTER RENOVATIONS (LOWER LEVEL)

Estimated Annual Costs						
Prior Year	**FY2022**	**FY2023**	**FY2024**	**FY2025**	**FY2026**	**Future**
$0**	$50,000**	$0	$0	$0	$0	$0

*** Design costs and a majority of the construction costs will be financed through the Capital Fund.*

Project Description:
This project involves renovations and expansion of the existing court offices and dispatch area 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 and dispatch center, the nearby restrooms will be renovated to become fully accessible, and portions of the heating and cooling system will be upgraded. The Building Project Bond fund will assist with the construction of the accessibility and security improvements.

Existing Conditions:
The existing court offices are outdated with limited space for storage, and the dispatch area is not large enough to host the West Central Dispatch Center (WCDC). Adjacent to the court offices and dispatch area are several vacant offices that were used by the Police Department before the police staff moved to their new building. The adjacent restrooms are in poor condition and are deficient in several aspects with regard to accessibility. The heating and cooling system relies upon a network of pipes in the ceiling, and these pipes are wearing out, sometimes causing destructive and costly coolant leaks into the work space.

Justification: *Coordination; Operating Efficiency; Condition of Existing Facility*
Security and accessibility improvements to the Government Center were specifically outlined in the bond referendum. As a public building, the Creve Coeur Government Center is expected to be accessible and secure, both for visitors and City staff.

Operating Budget Impact:
The planned improvements will install new and more energy-efficient facilities and systems that are likely to decrease the need for maintenance and decrease future electricity bills.

Comments:
None.

Expenditure Type	Amount
Planning, Design, and Engineering	$ 0
Land Acquisition	$ 0
Construction	$ 50,000
Equipment	$ 0
Other	$ 0
Total (Building Project Bond Fund Portion)	**$ 50,000**

Total (Building Project Bond Fund Portion)	$ 50,000
Outside Funding Source (N/A)	$ 0
City Share	$ 50,000

Communication: Review Proposed FY2022 Budget (New Business)

Impact of Capital Improvements on FY2022 Operating Expenditures

FY2022 Capital Fund Projects

Government Center Renovations (Lower Level)
FY2022 Capital Expenses: $200,000 Operating Budget Impact: Small to Moderate Decrease

This project will renovate the existing court offices, dispatch area, restrooms, and several former police offices to create more functional spaces for the court staff and possibly for the West Central Dispatch Center (WCDC). The renovations include updating the heating and cooling system that runs through the ceiling and is prone to periodic and costly failures. In addition, the new lighting in the renovated offices will be more energy efficient, which will result in slightly lower energy costs. This project will be funded through a transfer from the General Fund and will be supplemented with $50,000 from the Building Project Bond Fund.

Government Center Renovations (Upper Level)
FY2022 Capital Expenses: $50,000 Operating Budget Impact: None

The City will start the design process for the upper level renovations of the public and staff areas of the Government Center with a concept-level design in FY2022. This effort will help to determine the City's options and goals before moving into design. This phase of the work will not have an impact on the operating budget.

Government Center Parking Lot Repairs
FY2022 Capital Expenses: $25,000 Operating Budget Impact: None

The parking lot at the Creve Coeur Government Center will be repaired before the parking lot is sealed and restriped. This work will not impact the operating budget.

Salt Dome Roof Repairs
FY2022 Capital Expenses: $60,000 Operating Budget Impact: None

A small leak has been found in the roof of the City's building where its de-icing salt is stored. The roof repair will be coupled with new shingles for the entire roof. While this repair will likely not have an impact on the operating budget, leaving the leak unchecked could create a situation where the roof is leaking into the salt pile, which would dissolve a portion of the salt or make that salt unable to be used.

Ice Arena Refrigerant Switchover (Design)
FY2022 Capital Expenses: $20,000 Operating Budget Impact: None

The FY2022 phase of this project involves a review of the mechanical system report that was completed in FY2021 and a review of the existing building to determine the City's options and likely costs to introduce a different coolant for the ice arena. Freon, the currently used coolant, is no longer manufactured and is becoming more difficult and more expensive to obtain. While this design will not impact operating costs, the new or retrofitted system is expected to offer considerable savings in operating efficiency and with the anticipated increase in prices for freon.

Dielmann Recreation Complex HVAC Replacement – Phase 2
FY2022 Capital Expenses: $110,000 Operating Budget Impact: Decrease

The new air handler and condensing unit are expected to be more efficient and require less annual maintenance than the existing units.

Impact of Capital Improvements on FY2022 Operating Expenditures

FY2022 Capital Fund Projects (Continued)

Dielmann Recreation Complex Roof Drainage

FY2022 Capital Expenses: $50,000 — Operating Budget Impact: None

This project involves the design and construction of improvements to the gutter and drainage system to capture stormwater from the roof of the Dielmann Recreation Complex and to carry it away from the building. This work will have no impact on the operating budget.

Street and Sidewalk Maintenance Program

FY2022 Capital Expenses: $1,375,000 — Operating Budget Impact: None

The annual pavement and sidewalk maintenance programs improve and preserve the City's infrastructure, and that helps to eliminate the need for the City's staff to patch potholes or otherwise maintain certain areas. However, the cost to repair all of the deficiencies in the City's streets and sidewalks exceeds the capital and operating budgets set aside for these improvements, so the need for maintenance through the operating budget is never fully eliminated.

Fernview Sidewalk Concept Plan (Design)

FY2022 Capital Expenses: $35,000 — Operating Budget Impact: None

This stage of the project will expand upon an existing concept plan to determine the impacts of adding a sidewalk along Fernview Drive and how that sidewalk could be connected to the existing sidewalks in the area. This design will not have an impact on the operating budget.

Signal Enhancement Projects

FY2022 Capital Expenses: $180,000 — Operating Budget Impact: Decrease

In FY2022, 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 through a MoDOT project along Olive Boulevard between Cross Creek and Fernview. The existing signs are wearing 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.

Mosley Road Improvement Project

FY2022 Capital Expenses: $1,340,000 — Operating Budget Impact: Decrease

The FY2022 phase of the Mosley Road project involves the completion of the roadway design, easement acquisition, and construction of the roadway and sidewalk improvements. This project will be expected to eliminate the need for annual pavement repairs along Mosley Road for several years. The City has been awarded a federal grant to reimburse the City up to $760,000 for costs associated with easement acquisition and construction for this project.

New Ballas Road Improvements – Phase 1

FY2021 Capital Expenses: $180,000 — Operating Budget Impact: None

The design and easement acquisition for this project will be underway in FY2022. While neither of these aspects of the project will impact the operating budget, 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.

Communication: Review Proposed FY2022 Budget (New Business)

Impact of Capital Improvements on FY2022 Operating Expenditures

FY2022 Capital Fund Projects (Continued)

Lindbergh-Old Olive Intersection Reconstruction

FY2021 Capital Expenses: $25,000 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 City has secured federal grants that will fund up to 84% of the costs for this project. The FY2022 phase continues the development of construction plans and begins easement acquisition for the project. While these aspects of the project will not impact the City's operating costs, the project will require that the City assume maintenance responsibility for Old Olive (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.

Olive-Lindbergh Interchange Enhancements

FY2022 Capital Expenses: $30,000 Operating Budget Impact: None

This project involves designing landscaping at the interchange of Olive Boulevard at Lindbergh Boulevard that will help provide an attractive entrance to the City and to the 39 North District. This design will not impact the City's operating budget, but the eventual maintenance and irrigation of the landscaping is expected to have an impact. The design will consider low-maintenance native plants to help limit future costs.

Pavement Condition Ratings Update

FY2022 Capital Expenses: $45,000 Operating Budget Impact: None

The City will hire a consultant to review the pavement conditions of all City-maintained roadways. This review will not have a direct impact on the City's operating budget, but proper planning and funding for roadways will limit the number of repairs that are needed.

Olive Median Enhancement Stock

FY2022 Capital Expenses: $75,000 Operating Budget Impact: None

The City maintains several dozen decorative street lights and planter boxes along the median of Olive Boulevard. Vehicular accidents periodically destroy a light or planter box, and it can take months or order a replacement. The City will order several lights and planter boxes to have in stock so that future replacements can be made with less delay. This will not impact the City's operating budget.

Public Works Capital Equipment

FY2022 Capital Expenses: $313,300 Operating Budget Impact: Decrease

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 FY2022, the plan is to replace a 2009 two-ton dump truck, a 2012 one-ton dump truck, a 2000 crack seal machine, and a 2007 limb chipper 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.

Impact of Capital Improvements on FY2022 Operating Expenditures

FY2022 Capital Fund Projects (Continued)

Golf Course Capital Equipment
FY2022 Capital Expenses: $25,000 Operating Budget Impact: Decrease

The City plans to replace two medium-duty turf vehicles with one heavy-duty turf vehicle. The two vehicles that will be replaced are 20 and 28 years old, and both are beyond their useful lives and require frequent maintenance. The new vehicle will be expected to require minimal maintenance for at least the first few years of use.

Police Department Capital Equipment
FY2022 Capital Expenses: $42,000 Operating Budget Impact: Decrease

The Police Department plans to purchase a new investigations vehicle in FY2022 to replace a ten-year-old sedan. The new vehicle will be expected to require minimal maintenance for at least the first few years of use.

Phone System Replacement
FY2022 Capital Expenses: $52,000 Operating Budget Impact: Unknown

The existing staff phone system will no longer be under warranty and will not be eligible for technical support after 2021. The new system has not yet been identified, and its operating cost could be similar, more than, or less than the operating cost of the existing system.

Building Department Software
FY2022 Capital Expenses: $70,000 Operating Budget Impact: Increase

The City seeks new software to assist with the management of permitting and inspections for private development. The software that is in use does not require a licensing or maintenance fee, but the new software is expected to carry such a fee, and that will increase operating expenses.

Capital Project Administration - Project Manager
FY2022 Capital Expenses: $93,082 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 FY2021.

Impact of Capital Improvements on FY2022 Operating Expenditures

Parks-Stormwater Tax Fund Projects

Park Preliminary Designs
FY2022 Capital Expenses: $50,000 — Operating Budget Impact: None

This project involves the advancement of the Parks Master Plan into preliminary design plans for Lake School Park and Venable Park. This design effort will not impact the operating budget.

Implementation of Park Master Plan
FY2022 Capital Expenses: $500,000 — Operating Budget Impact: Unknown

This line item in the budget envisions the first phase of improvements to Millennium Park following the completion of the preliminary design for that park. The impact to the operating budget (if any) depends upon what this project involves.

Historic Building Rehabilitation and Preservation
FY2022 Capital Expenses: $25,000 — Operating Budget Impact: None

This project involves repairs to the front of the Lake School house at Lake School Park. This work will not impact the operating budget.

Park Restroom Renovations
FY2022 Capital Expenses: $110,000 — Operating Budget Impact: Increase

The FY2022 phase of the project involves both the design of renovations to the Millennium Park restrooms and possibly the construction of renovations to two park restrooms to allow these facilities to remain open during the winter months. Full-year operation for two restrooms will increase operating costs for cleaning, supplies, and utilities.

Park Path Improvements (Municipal Park Grant)
FY2022 Capital Expenses: $680,000 — Operating Budget Impact: Decrease

The FY2022 phase of this project includes replacement of the asphalt path, new furniture, and trail signage at Conway Park. The new path and new furniture will decrease maintenance costs that are typically funded through the operating budget. The cost of these improvements will be offset by a $440,500 Municipal Park Grant.

Malcolm Terrace Parking Lot Improvements (CDBG Grant)
FY2022 Capital Expenses: $50,000 — Operating Budget Impact: None

The parking lot at Malcolm Terrace Park will be renovated to include accessible parking spaces and an accessible path to the restrooms and playgrounds. This work will not have an impact on the operating budget, and it is supplemented by a $20,000 Community Development Block Grant.

Park Identification Signage Master Plan
FY2022 Capital Expenses: $20,000 — Operating Budget Impact: None

The current parks signs will be reviewed for improvements through this study, which will not impact the operating budget.

Park Parking Lot Improvements/Preservation
FY2022 Capital Expenses: $50,000 — Operating Budget Impact: None

The parking lots at Lake School Park, Millennium Park, and Venable Park will be repaired before the parking lots are sealed and restriped. This work will not impact the operating budget.

Impact of Capital Improvements on FY2022 Operating Expenditures

Parks-Stormwater Tax Fund Projects (Continued)

Malcolm Terrace Park Trail Improvements
FY2022 Capital Expenses: $150,000 Operating Budget Impact: None

The wooded trails at Malcolm Terrace Park will be widened, mulched, and mapped through this project. This work will not impact the City's operating budget.

Repaint and Restripe Conway Park and Lake School Park Tennis Courts
FY2022 Capital Expenses: $75,000 Operating Budget Impact: None

The tennis courts at Conway Park and Lake School Park will get minor repairs before the courts are repainted and restriped. This work will not impact the operating budget.

Remove Small Playground at Millennium Park
FY2022 Capital Expenses: $20,000 Operating Budget Impact: Small Decrease

The small playground near the Millennium Park athletic fields is deteriorating and the safety surface beneath it no longer meets regulations. This playground will be removed in FY2022 and will result in slightly lower operating costs for playground inspections and repairs.

Stormwater Management Study
FY2022 Capital Expenses: $15,000 Operating Budget Impact: None

The residents' approval of a parks and stormwater sales tax will provide the City with the funding needed to develop a more robust stormwater management program. The City will review the necessary scope and goals for a City-wide stormwater management study to help serve as a guide for the City's stormwater program. This study will not impact the operating budget.

Hibler Roadside Drainage
FY2022 Capital Expenses: $50,000 Operating Budget Impact: None

This project will include the review of several areas along Hibler Road where the roadside drainage is reportedly insufficient, and the project will involve designs for improvements for construction in FY2023. This project will not impact the City's operating budget.

Alden Lane Drain Replacement
FY2022 Capital Expenses: $35,000 Operating Budget Impact: None

An old storm drain that serves a section of Alden Lane has collapsed and needs to be replaced. Most or all of the cost of this project is eligible for reimbursement through MSD's Operations, Maintenance, and Construction Improvement (OMCI) program for the Deer Creek watershed. This project will not impact the City's operating budget.

Ballas Culvert Erosion Rehabilitation
FY2022 Capital Expenses: $75,000 Operating Budget Impact: None

In FY2022, the City will begin design for ways to mitigate erosion along a short section of creek on the east side of New Ballas Road just south of Tarrytown Drive. Construction is anticipated for FY2023. Most or all of the cost of this project is eligible for reimbursement through MSD's Operations, Maintenance, and Construction Improvement (OMCI) program for the Deer Creek watershed. This project will not impact the City's operating budget.

Impact of Capital Improvements on FY2022 Operating Expenditures

Parks-Stormwater Tax Fund Projects (Continued)

Golf Course Pond Aeration

FY2022 Capital Expenses: $25,000 Operating Budget Impact: None

This project will involve the addition of a new aeration system that was recommended as part of the FY2017 dam stabilization project. Most or all of the cost of this project is eligible for reimbursement through MSD's Operations, Maintenance, and Construction Improvement (OMCI) program for the Deer Creek watershed. This project will not impact the City's operating budget.

Capital Project Administration – Project Manager

FY2022 Capital Expenses: $104,364 Operating Budget Impact: Small Increase

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 additional parks and stormwater projects made possible by the parks and stormwater sales tax. Aspects of this position, including employee training, cell phone, and general supplies, are estimated to total about $1,000 in the annual operating budget.

Building Project Bond Fund Projects

Government Center Renovations (Lower Level)

FY2022 Capital Expenses: $50,000 Operating Budget Impact: Small to Moderate Decrease

This contribution from the Building Project Bond Fund supplements the Capital Fund to renovate the existing court offices, dispatch area, restrooms, and several former police offices to create more functional spaces for the court staff and possibly for the West Central Dispatch Center (WCDC). The renovations include updating the heating and cooling system that runs through the ceiling and is prone to periodic and costly failures. In addition, the new lighting in the renovated offices will be more energy efficient, which will result in slightly lower energy costs.

CAPITAL FUND

REVENUE AND EXPENSE DETAIL

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FY2022-FY2026 CAPITAL IMPROVEMENT PROGRAM

9501 GOVERNMENT FACILITIES	FY2020 BUDGETED	FY2020 ACTUAL	FY2021 BUDGETED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED	FY2025 PROJECTED	FY2026 PROJECTED
01 Accessibility Improvements (CDBG Grant)	20,000	23,395	-	-	-	20,000	20,000	20,000	20,0
02 Government Center Gym HVAC Replacement	-	**36,030**	-	-	-	-	-	-	
03 Government Center Renovations (Lower Level)		-	**30,000**	**30,000**	**200,000**	-	-	-	
04 Government Center Renovations (Upper Level)	-	-	-	-	**50,000**	**200,000**	**1,550,000**	-	
05 Government Center Parking Lot Repairs		-	-	-	**25,000**	-	-	-	
06 Salt Dome Roof Repairs		-	-	-	**60,000**	-	-	-	
		-	-	-	-	-	-	-	
Subtotal (Government Facilities)	**20,000**	**59,425**	**30,000**	**30,000**	**335,000**	**220,000**	**1,570,000**	**20,000**	**20,0**
% of Total Capital Fund Outlay	1%	2%	1%	1%	8%	5%	28%	1%	1%

9506 PARKS AND RECREATIONAL FACILITIES	FY2020 BUDGETED	FY2020 ACTUAL	FY2021 BUDGETED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED	FY2025 PROJECTED	FY2026 PROJECTED
01 Park or Dielmann Complex Improvements (Grant Match)		-	-	-	-	**30,500**	-	30,500	
03 Parks Master Plan	-	2,000	-	-	-	-	-	-	
04 Ice Arena Improvements (Municipal Park Grant)	-	112,194	-	-	-	-	-	-	
05 Creve-Coeur-Frontenac Missouri Pacific Trail Study	30,000	-	-	-	-	-	-	-	
06 Tennis Court Repairs	35,000	-	-	-	-	-	-	-	
07 Millennium Park Trail Study	20,000	8,288	-	-	-	-	-	-	
08 Golf Course Pond Fountain	25,000	673	-	-	-	-	-	-	
09 Ice Arena Compressor Replacement	30,000	24,059	-	-	-	-	-	-	
10 Historic Building Rehabilitation and Preservation	35,000	8,855	-	-	-	-	-	-	
11 Playground Safety Surface Replacement	-	-	30,000	31,988	-	-	-	-	
12 Dielmann Recreation Complex Parking Lot Lighting	20,000	2,100	37,000	43,074	-	-	-	-	
13 Park Path Improvements (Municipal Park Grant)	-	-	**471,000**	**116,000**	-	-	-	-	
14 Ice Arena Refrigerant Switchover (Design - Park Planning Grant)	-	-	15,000	9,400	20,000	-	-	-	
15 Malcolm Terrace Parking Lot Improvements (CDBG Grant)	-	-	45,000	-	-	-	-	-	
16 Dielmann Recreation Complex HVAC Replacement - Phase 2	-	-	-	-	110,000	-	-	-	
17 Dielmann Recreation Complex Roof Drainage	-	-	-	-	**50,000**	-	-	-	
18 Ice Arena Flooring Replacement	-	-	-	-	-	200,000	-	-	
19 Park Restroom Renovations (Design)	-	-	-	**10,000**	-	-	-	-	
20 Park Preliminary Design - Millennium Park (Park Planning Grant)	-	-	-	**18,000**	-	-	-	-	
Subtotal (Parks and Recreational Facilities)	**195,000**	**158,169**	**598,000**	**228,462**	**180,000**	**230,500**	-	**30,500**	
% of Total Capital Fund Outlay	8%	6%	18%	7%	4%	5%	0%	1%	0%

9509 STORMWATER	FY2020 BUDGETED	FY2020 ACTUAL	FY2021 BUDGETED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED	FY2025 PROJECTED	FY2026 PROJECTED
01 Stormwater Improvements Per Master Plan	-	-	-	-	-	-	-	-	
02 Middlebrook Drive Culvert Rehabilitation	250,000	3,610	-	285,658	-	-	-	-	
03 Balcon Estates Culvert Improvements	18,250	7,977	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	
Subtotal (Stormwater)	**268,250**	**11,587**	-	**285,658**	-	-	-	-	
% of Total Capital Fund Outlay	11%	0%	0%	9%	0%	0%	0%	0%	0%

Adopted by the City Council through Resolution 1531 on April 12, 2021.

New or Substantially Modified Projects are in Bold

CAPITAL FUND

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FY2022-FY2026 CAPITAL IMPROVEMENT PROGRAM

9510 STREETS AND SIDEWALKS	FY2020 BUDGETED	FY2020 ACTUAL	FY2021 BUDGETED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED	FY2025 PROJECTED	FY2026 PROJECTED
01 Street and Sidewalk Maintenance Program	1,331,250	1,398,761	600,000	640,000	1,375,000	1,353,000	1,373,300	1,393,900	1,414,8
02 Street Reconstruction/Rehabilitation	365,000	484,009	-	-	-	300,000	-	200,000	300,0
03 North New Ballas Sidewalk Phase 2A (TAP Grant)	-	5,683	-	600	-	-	-	-	
04 Warson Road Improvement Project (STP Grant)	-	29,254	-	-	-	-	-	-	
05 Fernview Sidewalk Concept Plan (Design & Grant Match)	35,000	20,689	-	5,964	**35,000**	-	**111,000**	**80,000**	
06 New Ballas Median Plantings	-	-	20,000	20,000	-	-	-	-	
07 Signal Enhancement Projects	-	88,136	240,000	56,883	**180,000**	-	-	-	
08 Emerson Road Improvement Project (STP Grant)	35,000	27,941	605,000	613,450	-	-	-	-	
09 Fernview Drive Resurfacing (STP Grant)	-	28,773	275,000	226,342	-	-	-	-	
10 Mosley Road Improvement Project (STP Grant)	20,000	79,306	277,000	179,552	1,340,000	-	-	-	
11 New Ballas Road Improvements - Phase 1 (STP Grant)	-	-	150,000	155,411	180,000	1,020,000	-	-	
12 Lindbergh-Old Olive Intersection (State Cost-Share; STP Grant)	-	10,837	190,000	215,000	**25,000**	**325,000**	**2,045,500**	-	
13 Olive-Lindbergh Interchange Enhancements	70,000	55,000	-	161,386	30,000	-	-	-	
14 Pavement Condition Ratings Update	-	-	-	-	45,000	-	-	-	
15 New Ballas Sidewalk Extension (TAP Grant)	-	**6,027**	-	**56,500**	-	**210,000**	-	-	
16 Craig Road Improvements (Design & Grant Match)	-	33,830	-	-	-	150,000	20,000	220,000	
17 New Ballas Road Improvements - Phase 2 (Design & Grant Match)		-	-	-	-	-	100,000	25,000	250,0
18 New Ballas Road Improvements - Phase 3 (Design & Grant Match)	-	-	-	-	-	-	-	100,000	20,0
19 New Ballas Road Improvements - Phase 4 (Design & Grant Match)	-	-	-	-	-	-	-	-	**100,0**
20 Olive Median Enhancement Stock	-	-	-	-	**75,000**	-	-	-	
Subtotal (Streets and Sidewalks)	**1,856,250**	**2,268,246**	**2,357,000**	**2,331,088**	**3,285,000**	**3,358,000**	**3,649,800**	**2,018,900**	**2,084,8**
% of Total Capital Fund Outlay	73%	81%	70%	72%	75%	79%	65%	79%	80%

9515 CAPITAL EQUIPMENT	FY2020 BUDGETED	FY2020 ACTUAL	FY2021 BUDGETED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED	FY2025 PROJECTED	FY2026 PROJECTED
01 Public Works Capital Equipment	88,948	161,644	243,700	243,700	313,300	365,900	300,300	359,800	384,4
02 Golf Course Capital Equipment	35,000	31,751	-	-	25,000	-	35,000	40,000	
03 Police Department Capital Equipment	-	-	-	-	42,000	-	-	-	
04 Police Department Fitness Equipment	-	17,500	-	-	-	-	-	-	
05 Phone System Replacement	-	-	-	-	52,000	-	-	-	
06 Public Works Facility Gasoline System Replacement	-	-	35,000	18,433	-	-	-	-	
07 Building Department Software	-	-	-	-	70,000	-	-	-	
Subtotal (Capital Equipment)	**123,948**	**210,895**	**278,700**	**262,133**	**502,300**	**365,900**	**335,300**	**399,800**	**384,4**
% of Total Capital Fund Outlay	5%	8%	8%	8%	11%	9%	6%	16%	15%

CAPITAL PROJECT ADMINISTRATION	FY2020 BUDGETED	FY2020 ACTUAL	FY2021 BUDGETED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED	FY2025 PROJECTED	FY2026 PROJECTED
Project Management	89,505	90,283	92,804	91,942	93,082	95,800	98,700	101,700	104,8
Subtotal (Administration)	**89,505**	**90,283**	**92,804**	**91,942**	**93,082**	**95,800**	**98,700**	**101,700**	**104,8**
% of Total Capital Fund Outlay	4%	3%	3%	3%	2%	2%	2%	4%	

Adopted by the City Council through Resolution 1531 on April 12, 2021.

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CAPITAL FUND
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TOTAL CAPITAL FUND OUTLAY	FY2020 BUDGETED	FY2020 ACTUAL	FY2021 BUDGETED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED	FY2025 PROJECTED	FY2026 PROJECTED
	2,552,953	2,798,605	3,356,504	3,229,283	4,395,382	4,270,200	5,653,800	2,570,900	2,594,0

9514 DEBT SERVICE	FY2020 BUDGETED	FY2020 ACTUAL	FY2021 BUDGETED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED	FY2025 PROJECTED	FY2026 PROJECTED
N/A	-	-	-	-	-	-	-	-	
Subtotal		-	-	-	-	-	-	-	
% of Total Year End Figures	0%	0%	0%	0%	0%	0%	0%	0%	

TOTAL YEAR END FIGURES (Capital Outlay & Debt Service)	FY2020 BUDGETED	FY2020 ACTUAL	FY2021 BUDGETED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED	FY2025 PROJECTED	FY2026 PROJECTED
	2,552,953	2,798,605	3,356,504	3,229,283	4,395,382	4,270,200	5,653,800	2,570,900	2,594,0

CAPITAL FUND REVENUES	FY2020 BUDGETED	FY2020 ACTUAL	FY2021 BUDGETED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED	FY2025 PROJECTED	FY2026 PROJECTED
Beginning Fund Balance (estimated Cash Basis as of July 1)	997,953	1,998,718	1,548,626	2,115,874	2,032,077	1,051,627	612,558	741,342	633,3
Estimated Capital Improvement Sales Tax Revenue (Half-Cent Sales Tax)	2,151,761	2,025,908	1,677,510	1,874,443	1,911,932	1,950,171	1,989,174	2,028,957	2,069,5
Estimated Interest Revenue	3,000	29,161	10,000	13,000	4,000	4,000	4,000	4,000	4,0
Estimated Additional Revenue (Grants, Reimbursement, and Other)	983,600	460,692	1,316,300	841,943	839,000	1,266,960	1,829,410	20,000	20,0
Proceeds from Equipment Sales	-	-	10,000	16,100	10,000	10,000	10,000	10,000	10,0
General Fund Transfers In	400,000	400,000	400,000	400,000	650,000	600,000	1,950,000	400,000	400,0
Public Safety Transfer In	-	-	-	-	-	-	-	-	
Total Revenues & General Fund Transfers In - Capital Fund	**3,538,361**	**2,915,761**	**3,413,810**	**3,145,486**	**3,414,932**	**3,831,131**	**5,782,584**	**2,462,957**	**2,503,5**
Total Anticipated Year End Expenditures	**2,552,953**	**2,798,605**	**3,356,504**	**3,229,283**	**4,395,382**	**4,270,200**	**5,653,800**	**2,570,900**	**2,594,0**
Ending Fund Balance (Cash Basis) - Capital Fund	**1,983,361**	**2,115,874**	**1,605,932**	**2,032,077**	**1,051,627**	**612,558**	**741,342**	**633,399**	**542,9**

ESTIMATED ADDITIONAL REVENUE (FUNDING SOURCES)	FY2020 BUDGETED	FY2020 ACTUAL	FY2021 BUDGETED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED	FY2025 PROJECTED	FY2026 PROJECTED
ADA Improvements (Community Development Block Grant)	20,000	23,395	20,000	20,000	-	20,000	20,000	20,000	20,0
Emerson Road Improvement Project (STP Grant)	444,000	-	444,000	444,000	-	-	-	-	
Fernview Drive Improvement Project (STP Grant)		-	220,000	167,212	-	-	-	-	
North New Ballas Lighting and Signal Enhancements - Olive TDD	-	72,575	-	-	-	-	-	-	
North New Ballas Signal Enhancements - Development Escrow	-	-	-	25,705	-	-	-	-	
Ladue Court Escrow Reimbursement	-	-	-	17,226	-	-	-	-	
Ice Arena Improvements (Municipal Park Grant)	397,600	349,804	-	-	-	-	-	-	
Mosley Road Improvements - North Phase (STP Grant)	-	-	84,000	60,000	676,000	-	-	-	
Park Master Plan (Municipal Park Planning Grant)	-	6,400	-	-	-	-	-	-	
New Ballas Improvements - Phase 1 (STP Grant)	-	-	-	-	144,000	816,000			
Park Path Improvements (Municipal Park Grant)	-	-	440,500	-	-	-	-	-	
Lindbergh-Old Olive Intersection (State Cost-Share Program)	-	-	95,000	95,000	15,000	35,200	875,050	-	
Lindbergh-Old Olive Intersection (STP Grant)	-	-	-	-	-	229,840	934,360	-	
New Ballas Sidewalk - Phase 3 (TAP Grant)	-	-	-	-	4,000	165,920	-	-	
Signal Enhancement Reimbursement (MoDOT)	-	8,518	-	-	-	-	-	-	
Ice Arena Refrigerant Switchover (Municipal Park Planning Grant)	-	-	6,400	6,400	-	-	-	-	
Millennium Park Preliminary Design (Municipal Park Planning Grant)	-	-	6,400	6,400	-	-	-	-	
Subtotal	**861,600**	**460,692**	**1,316,300**	**841,943**	**839,000**	**1,266,960**	**1,829,410**	**20,000**	**20,0**

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New or Substantially Modified Projects are in Bold

PARKS-STORMWATER TAX FUND
REVENUE AND EXPENSE DETAIL

APPENDIX A
FY2022-FY2026 CAPITAL IMPROVEMENT PROGRAM

9506 PARKS AND RECREATIONAL FACILITIES	FY2020 BUDGETED	FY2020 ACTUAL	FY2021 BUDGETED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED	FY2025 PROJECTED	FY2026 PROJECTED
01 Park Preliminary Designs	-	-	-	-	50,000	50,000	-	-	
02 Implementation of Park Master Plan	-	-	-	-	500,000	800,000	800,000	800,000	800,0
03 Historic Building Rehabilitation and Preservation	-	-	-	-	25,000	25,000	25,000	25,000	25,0
04 Park Restroom Renovations	-	-	-	-	110,000	130,000	-	-	
05 Park Path Improvements (Municipal Park Grant)	-	-	-	-	680,000	-	-	-	
06 Malcolm Terrace Parking Lot Improvements (CDBG Grant)	-	-	-	-	50,000	-	-	-	
07 Park Identification Signage Master Plan	-	-	-	-	20,000	-	-	-	
08 Park Parking Lot Improvements/Preservation	-	-	-	-	50,000	-	-	-	
09 Park Furniture Replacement	-	-	-	-	80,000	-	30,000	-	
10 Malcolm Terrace Park Trail Improvements	-	-	-	-	150,000	-	-	-	50,0
11 Repaint & Restripe Conway Park and Lake School Park Tennis Courts	-	-	-	-	75,000	-	-	-	
12 Remove Small Playground at Millennium Park	-	-	-	-	20,000	-	-	-	
13 Playground Safety Surface Replacement	-	-	-	-	-	100,000	-	100,000	
14 Venable Park Improvements (Grant Match)	-	-	-	-	-	-	150,000	-	
Subtotal (Parks and Recreational Facilities)	-	-	-	-	1,810,000	1,105,000	1,005,000	925,000	875,0
% of Total Parks-Stormwater Tax Fund Outlay	N/A	N/A	N/A	N/A	86%	69%	55%	53%	46%

9509 STORMWATER	FY2020 BUDGETED	FY2020 ACTUAL	FY2021 BUDGETED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED	FY2025 PROJECTED	FY2026 PROJECTED
01 Stormwater Management Study		-	-	-	15,000	-	-	-	
02 Stormwater Improvements per Management Study	-	-	-	-	-	-	400,000	400,000	600,0
03 Stormwater Improvements (Deer Creek - Deer Creek OMCI)	-	-	-	-	-	-	224,000	224,000	224,0
04 Hibler Roadside Drainage	-	-	-	-	50,000	100,000	-	-	
05 Alden Lane Drain Replacement (Deer Creek OMCI)	-	-	-	-	35,000	-	-	-	
06 Ballas Culvert Erosion Rehabilitation (Deer Creek OMCI)	-	-	-	-	75,000	250,000	-	-	
07 Golf Course Pond Aeration (Deer Creek OMCI)	-	-	-	-	25,000	-	-	-	
08 Hibler Woods Drain Replacement	-	-	-	-	-	20,000	-	-	
Subtotal (Stormwater)	-	-	-	-	200,000	370,000	624,000	624,000	824,0
% Total Parks-Stormwater Tax Fund Outlay	N/A	N/A	N/A	N/A	9%	23%	34%	36%	43%

9516 CAPITAL EQUIPMENT	FY2020 BUDGETED	FY2020 ACTUAL	FY2021 BUDGETED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED	FY2025 PROJECTED	FY2026 PROJECTED
01 Parks Capital Equipment	-	-	-	-	-	30,000	-	-	
	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	
Subtotal (Capital Equipment)	-	-	-	-	-	30,000	-	-	
% Total Parks-Stormwater Tax Fund Outlay	N/A	N/A	N/A	N/A	0%	2%	0%	0%	0%

CAPITAL PROJECT ADMINISTRATION	FY2020 BUDGETED	FY2020 ACTUAL	FY2021 BUDGETED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED	FY2025 PROJECTED	FY2026 PROJECTED
01 Project Management	-	-	-	8,698	104,364	107,500	185,800	191,400	197,
Subtotal (Administration)	-	-	-	8,698	104,364	107,500	185,800	191,400	197,
% Total Parks-Stormwater Tax Fund Outlay	N/A	N/A	N/A	N/A	5%	7%	10%	11%	10%

Adopted by the City Council through Resolution 1531 on April 12, 2021.

New or Substantially Modified Projects are in Bold

Communication: Review Proposed FY2022 Budget (New Business)

APPENDIX A
FY2022-FY2026 CAPITAL IMPROVEMENT PROGRAM

PARKS-STORMWATER TAX FUND
REVENUE AND EXPENSE DETAIL

CAPITAL OUTLAY SUMMARY	FY2020 BUDGETED	FY2020 ACTUAL	FY2021 BUDGETED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED	FY2025 PROJECTED	FY2026 PROJECTED
Total Parks-Stormwater Tax Fund Outlay	-	-	-	8,698	2,114,364	1,612,500	1,814,800	1,740,400	1,896,2
% of Total Annual Expenses	N/A	N/A	N/A	N/A	85%	81%	80%	79%	80%

OPERATIONS AND MAINTENANCE	FY2020 BUDGETED	FY2020 ACTUAL	FY2021 BUDGETED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED	FY2025 PROJECTED	FY2026 PROJECTED
Transfer Out - General Fund (Parks and Stormwater Operations and Maintenance)	-	-	-	-	380,000	380,000	458,900	468,100	477,5
Subtotal	-	-	-	-	380,000	380,000	458,900	468,100	477,5
% of Total Annual Expenses	N/A	N/A	N/A	N/A	15%	19%	20%	21%	20%

9514 DEBT SERVICE	FY2020 BUDGETED	FY2020 ACTUAL	FY2021 BUDGETED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED	FY2025 PROJECTED	FY2026 PROJECTED
N/A	-	-	-	-	-	-	-	-	
Subtotal	-	-	-	-	-	-	-	-	
% of Total Annual Expenses	N/A	N/A	N/A	N/A	0%	0%	0%	0%	0%

TOTAL ANNUAL EXPENSES (Capital Outlay, Transfers Out, and Debt Service)	FY2020 BUDGETED	FY2020 ACTUAL	FY2021 BUDGETED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED	FY2025 PROJECTED	FY2026 PROJECTED
	-	-	-	8,698	2,494,364	1,992,500	2,273,700	2,208,500	2,373,7

PARKS-STORMWATER TAX FUND REVENUES	FY2020 BUDGETED	FY2020 ACTUAL	FY2021 BUDGETED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED	FY2025 PROJECTED	FY2026 PROJECTED
Beginning Fund Balance (estimated Cash Basis as of July 1)	-	-	-	-	459,912	461,148	1,013,067	1,303,672	1,706,2
Estimated Parks-Stormwater Tax Revenue (Half-Cent Sales Tax)	-	-	-	468,610	1,900,000	2,294,319	2,340,205	2,387,009	2,434,7
Estimated Interest Revenue	-	-	-	-	100	100	100	100	1
Estimated Additional Revenue (Grants, Reimbursement, and Other)	-	-	-	-	595,500	250,000	224,000	224,000	224,0
Capital Fund Transfers In	-	-	-	-	-	-	-	-	
General Fund Transfers In	-	-	-	-	-	-	-	-	
Proceeds from Equipment Sales	-	-	-	-	-	-	-	-	
Total Revenues & Transfers In - Parks-Stormwater Tax Fund	-	-	-	468,610	2,495,600	2,544,419	2,564,305	2,611,109	2,658,8
Total Anticipated Year End Expenditures	-	-	-	8,698	2,494,364	1,992,500	2,273,700	2,208,500	2,373,7
Ending Fund Balance (Cash Basis) - Parks-Stormwater Tax Fund	-	-	-	459,912	461,148	1,013,067	1,303,672	1,706,281	1,991,4

ESTIMATED ADDITIONAL REVENUE (FUNDING SOURCES)	FY2020 BUDGETED	FY2020 ACTUAL	FY2021 BUDGETED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED	FY2025 PROJECTED	FY2026 PROJECTED
ADA Improvements (Community Development Block Grant)	-	-	-	-	20,000	-	-	-	
Stormwater Improvements (Deer Creek OMCI)	-	-	-	-	-	-	224,000	224,000	224,0
Alden Lane Drain Replacement (Deer Creek OMCI)	-	-	-	-	35,000	-	-	-	
Ballas Culvert Erosion Rehabilitation (Deer Creek OMCI)	-	-	-	-	75,000	250,000	-	-	
Golf Course Pond Aeration (Deer Creek OMCI)					25,000				
Park Path Improvements (Municipal Park Grant)	-	-	-	-	440,500	-	-	-	
Annual Total	-	-	-	-	595,500	250,000	224,000	224,000	224,0

Adopted by the City Council through Resolution 1531 on April 12, 2021.

New or Substantially Modified Projects are in Bold

BUILDING PROJECT BOND FUND

REVENUE AND EXPENSE DETAIL

APPENDIX A

FY2022-FY2026 CAPITAL IMPROVEMENT PROGRAM

BUILDING PROJECT BOND FUND REVENUES	FY2020 BUDGETED	FY2020 ACTUAL	FY2021 BUDGETED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED	FY2025 PROJECTED	FY2026 PROJECTED
Beginning Fund Balance (estimated Cash Basis as of July 1)	2,928,351	2,928,351	1,196,296	1,196,296	1,129,953	1,081,953	1,083,953	-	
Estimated Bond Proceeds		-	-	-	-	-	-	-	
Estimated Interest Revenue	200	31,673	12,000	2,353	2,000	2,000	-	-	
Reimbursement from Smoke Evacuation System Settlement		193,826	-	-	-	-	-	-	
Transfers In		-	-	-	-	-	-	-	
Total Revenues & Transfers In	**200**	**225,499**	**12,000**	**2,353**	**2,000**	**2,000**	**-**	**-**	

9501 BUILDING DESIGN AND CONSTRUCTION	FY2020 BUDGETED	FY2020 ACTUAL	FY2021 BUDGETED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED	FY2025 PROJECTED	FY2026 PROJECTED
01 Police Building Professional Services	25,000	247,672	-	-	-	-	-	-	
02 Police Building Site Work and Building Construction	1,418,341	1,701,882	-	3,696	-	-	-	-	
03 Government Center Accessibility & Security Improvements		-	-	-	-	-	1,083,953	-	
04 Government Center Electrical Switchgear Replacement	17,500	8,000	150,000	65,000	-	-	-	-	
05 Government Center Renovations (Lower Level)		-	-	-	50,000	-	-	-	
Transfers Out		-	-	-	-	-	-	-	
Total Anticipated Year End Expenditures & Transfers	**1,460,841**	**1,957,554**	**150,000**	**68,696**	**50,000**	**-**	**1,083,953**	**-**	
Ending Fund Balance (Cash Basis) - Building Project Bond Fund	**1,467,710**	**1,196,296**	**1,058,296**	**1,129,953**	**1,081,953**	**1,083,953**	**-**	**-**	

9514 DEBT SERVICE	FY2020 BUDGETED	FY2020 ACTUAL	FY2021 BUDGETED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED	FY2025 PROJECTED	FY2026 PROJECTED
DEBT SERVICE (PROP P) REVENUES									
Beginning Fund Balance (estimated Cash Basis as of July 1)	380,522	362,136	569,266	586,711	775,270	716,626	656,632	656,632	600,[illegible]
Estimated Property Tax Collection Revenue	901,000	934,040	901,000	898,165	657,232	657,232	657,232	657,232	657,[illegible]
Estimated Interest Revenue	1,000	3,541	2,500	820	750	750	750	750	[illegible]
Total Anticipated Revenues	**902,000**	**937,581**	**903,500**	**898,985**	**657,982**	**657,982**	**657,982**	**657,982**	**657,[illegible]**
DEBT SERVICE (PROP P) EXPENSES									
Estimated Expenditures	250	-	250	320	320	320	320	320	[illegible]
Estimated Interest Expenses	283,006	283,006	270,106	270,106	261,306	247,656	233,566	223,956	209,[illegible]
Estimated Principal Expenses	430,000	430,000	440,000	440,000	455,000	470,000	480,000	490,000	505,[illegible]
Total Anticipated Expenditures	**713,256**	**713,006**	**710,356**	**710,426**	**716,626**	**717,976**	**713,886**	**714,276**	**714,[illegible]**
Ending Cash Balance - Debt Service	**569,266**	**586,711**	**762,410**	**775,270**	**716,626**	**656,632**	**600,728**	**600,338**	**544,[illegible]**

Adopted by the City Council through Resolution 1531 on April 12, 2021.

New or Substantially Modified Projects are in Bold

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FY2022-FY2026 CAPITAL IMPROVEMENT PROGRAM

9501 GOVERNMENT FACILITIES ACCOUNT SUMMARY

CAPITAL FUND	FY2020 BUDGETED	FY2020 ACTUAL	FY2021 BUDGETED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED	FY2025 PROJECTED	FY2026 PROJECTED
01 Accessibility Improvements (CDBG Grant)	20,000	23,395	-	-	-	20,000	20,000	20,000	20,(
02 Government Center Gym HVAC Replacement	-	36,030	-	-	-	-	-	-	
03 Government Center Renovations (Lower Level)		-	30,000	30,000	200,000	-	-	-	
04 Government Center Renovations (Upper Level)	-	-	-	-	**50,000**	**200,000**	**1,550,000**	-	
05 Government Center Parking Lot Repairs		-	-	-	**25,000**	-	-	-	
06 Salt Dome Roof Repairs		-	-	-	**60,000**	-	-	-	
		-	-	-	-	-	-	-	
Subtotal - Government Facilities Expenses - Capital Fund	20,000	59,425	30,000	30,000	335,000	220,000	1,570,000	20,000	20,(

PARKS-STORMWATER TAX FUND	FY2020 BUDGETED	FY2020 ACTUAL	FY2021 BUDGETED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED	FY2025 PROJECTED	FY2026 PROJECTED
Subtotal - Government Facilities Expenses - Parks-Stormwater Tax Fund	-	-	-	-	-	-	-	-	

BUILDING PROJECT BOND FUND	FY2020 BUDGETED	FY2020 ACTUAL	FY2021 BUDGETED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED	FY2025 PROJECTED	FY2026 PROJECTED
01 Police Building Professional Services	25,000	247,672	-	-	-	-	-	-	
02 Police Building Site Work and Building Construction	1,418,341	1,701,882	-	3,696	-	-	-	-	
03 Government Center Accessibility & Security Improvements		-	-	-	-	-	**1,083,953**	-	
04 Government Center Electrical Switchgear Replacement	17,500	8,000	150,000	65,000	-	-	-	-	
05 Government Center Renovations (Lower Level)		-	-	-	**50,000**	-	-	-	
Subtotal - Government Facilities Expenses - Building Project Bond Fund	1,460,841	1,957,554	150,000	68,696	50,000	-	1,083,953	-	

TOTAL CAPITAL EXPENSES (ALL FUNDS) GOVERNMENT FACILITIES	FY2020 BUDGETED	FY2020 ACTUAL	FY2021 BUDGETED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED	FY2025 PROJECTED	FY2026 PROJECTED
Total Capital Expenses - Government Facilities	$ 1,480,841	$ 2,016,979	$ 180,000	$ 98,696	$ 385,000	$ 220,000	$ 2,653,953	$ 20,000	$ 20,(

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APPENDIX A

FY2022-FY2026 CAPITAL IMPROVEMENT PROGRAM

9506 PARKS AND RECREATIONAL FACILITIES ACCOUNT SUMMARY

CAPITAL FUND	FY2020 BUDGETED	FY2020 ACTUAL	FY2021 BUDGETED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED	FY2025 PROJECTED	FY2026 PROJECTED
01 Park or Dielmann Complex Improvements (Grant Match)	-	-	-	-	-	30,500	-	30,500	
03 Parks Master Plan	-	2,000	-	-	-	-	-	-	
04 Ice Arena Improvements (Municipal Park Grant)	-	112,194	-	-	-	-	-	-	
05 Creve-Coeur-Frontenac Missouri Pacific Trail Study	30,000	-	-	-	-	-	-	-	
06 Tennis Court Repairs	35,000	-	-	-	-	-	-	-	
07 Millennium Park Trail Study	20,000	8,288	-	-	-	-	-	-	
08 Golf Course Pond Fountain	25,000	673	-	-	-	-	-	-	
09 Ice Arena Compressor Replacement	30,000	24,059	-	-	-	-	-	-	
10 Historic Building Rehabilitation and Preservation	35,000	8,855	-	-	-	-	-	-	
11 Playground Safety Surface Replacement	-	-	30,000	31,988	-	-	-	-	
12 Dielmann Recreation Complex Parking Lot Lighting	20,000	2,100	37,000	43,074	-	-	-	-	
13 Park Path Improvements (Municipal Park Grant)	-	-	471,000	116,000	-	-	-	-	
14 Ice Arena Refrigerant Switchover (Design - Park Planning Grant)	-	-	15,000	9,400	20,000	-	-	-	
15 Malcolm Terrace Parking Lot Improvements (CDBG Grant)	-	-	45,000	-	-	-	-	-	
16 Dielmann Recreation Complex HVAC Replacement - Phase 2	-	-	-	-	110,000	-	-	-	
17 Dielmann Recreation Complex Roof Drainage	-	-	-	-	50,000	-	-	-	
18 Ice Arena Flooring Replacement	-	-	-	-	-	200,000	-	-	
19 Park Restroom Renovations (Design)	-	-	-	10,000	-	-	-	-	
20 Park Preliminary Design - Millennium Park (Park Planning Grant)	-	-	-	18,000	-	-	-	-	
Subtotal - Parks and Recreational Facilities Expenses - Capital Fund	**195,000**	**158,169**	**598,000**	**228,462**	**180,000**	**230,500**	**-**	**30,500**	

PARKS-STORMWATER TAX FUND	FY2020 BUDGETED	FY2020 ACTUAL	FY2021 BUDGETED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED	FY2025 PROJECTED	FY2026 PROJECTED
01 Park Preliminary Designs	-	-	-	-	**50,000**	**50,000**	-	-	
02 Implementation of Park Master Plan	-	-	-	-	**500,000**	**800,000**	**800,000**	**800,000**	**800,**
03 Historic Building Rehabilitation and Preservation	-	-	-	-	25,000	**25,000**	**25,000**	**25,000**	**25,**
04 Park Restroom Renovations	-	-	-	-	**110,000**	**130,000**	-	-	
05 Park Path Improvements (Municipal Park Grant)	-	-	-	-	**680,000**	-	-	-	
06 Malcolm Terrace Parking Lot Improvements (CDBG Grant)	-	-	-	-	50,000	-	-	-	
07 Park Identification Signage Master Plan	-	-	-	-	20,000	-	-	-	
08 Park Parking Lot Improvements/Preservation	-	-	-	-	**50,000**	-	-	-	
09 Park Furniture Replacement	-	-	-	-	**80,000**	-	**30,000**	-	
10 Malcolm Terrace Park Trail Improvements	-	-	-	-	**150,000**	-	-	-	**50,**
11 Repaint & Restripe Conway Park and Lake School Park Tennis Courts	-	-	-	-	**75,000**	-	-	-	
12 Remove Small Playground at Millennium Park	-	-	-	-	**20,000**	-	-	-	
13 Playground Safety Surface Replacement	-	-	-	-	-	**100,000**	-	**100,000**	
14 Venable Park Improvements (Grant Match)	-	-	-	-	-	-	150,000	-	
Subtotal - Parks and Rec. Facilities Expenses - Parks-Stormwater Tax Fund	**-**	**-**	**-**	**-**	**1,810,000**	**1,105,000**	**1,005,000**	**925,000**	**875,**

BUILDING PROJECT BOND FUND	FY2020 BUDGETED	FY2020 ACTUAL	FY2021 BUDGETED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED	FY2025 PROJECTED	FY2026 PROJECTED
	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	
Subtotal - Parks and Rec. Facilities Expenses - Building Project Bond Fund	-	-	-	-	-	-	-	-	

TOTAL CAPITAL EXPENSES (ALL FUNDS) PARKS AND RECREATIONAL FACILITIES	FY2020 BUDGETED	FY2020 ACTUAL	FY2021 BUDGETED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED	FY2025 PROJECTED	FY2026 PROJECTED
Total Capital Expenses - Parks and Recreational Facilities	$ 195,000	$ 158,169	$ 598,000	$ 228,462	$ 1,990,000	$ 1,335,500	$ 1,005,000	$ 955,500	$ 875,

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New or Substantially Modified Projects are in Bold

Communication: Review Proposed FY2022 Budget (New Business)

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FY2022-FY2026 CAPITAL IMPROVEMENT PROGRAM

9509 STORMWATER ACCOUNT SUMMARY

CAPITAL FUND	FY2020 BUDGETED	FY2020 ACTUAL	FY2021 BUDGETED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED	FY2025 PROJECTED	FY2026 PROJECTED
01 Stormwater Improvements Per Master Plan	-	-	-	-	-	-	-	-	
02 Middlebrook Drive Culvert Rehabilitation	250,000	3,610	-	285,658	-	-	-	-	
03 Balcon Estates Culvert Improvements	18,250	7,977	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	
Subtotal - Stormwater Expenses - Capital Fund	268,250	11,587	-	285,658	-	-	-	-	

PARKS-STORMWATER TAX FUND	FY2020 BUDGETED	FY2020 ACTUAL	FY2021 BUDGETED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED	FY2025 PROJECTED	FY2026 PROJECTED
01 Stormwater Management Study		-	-	-	**15,000**	-	-	-	
02 Stormwater Improvements per Management Study	-	-	-	-	-	-	**400,000**	**400,000**	**600,0**
03 Stormwater Improvements (Deer Creek - Deer Creek OMCI)	-	-	-	-	-	-	**224,000**	**224,000**	**224,0**
04 Hibler Roadside Drainage	-	-	-	-	**50,000**	**100,000**	-	-	
05 Alden Lane Drain Replacement (Deer Creek OMCI)	-	-	-	-	**35,000**	-	-	-	
06 Ballas Culvert Erosion Rehabilitation (Deer Creek OMCI)	-	-	-	-	**75,000**	**250,000**	-	-	
07 Golf Course Pond Aeration (Deer Creek OMCI)	-	-	-	-	**25,000**	-	-	-	
08 Hibler Woods Drain Replacement	-	-	-	-	-	**20,000**	-	-	
Subtotal - Stormwater Expenses - Parks-Stormwater Tax Fund	-	-	-	-	**200,000**	**350,000**	**624,000**	**624,000**	**824,0**

BUILDING PROJECT BOND FUND	FY2020 BUDGETED	FY2020 ACTUAL	FY2021 BUDGETED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED	FY2025 PROJECTED	FY2026 PROJECTED
	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	
Subtotal - Stormwater Expenses - Building Project Bond Fund	-	-	-	-	-	-	-	-	

TOTAL CAPITAL EXPENSES (ALL FUNDS) STORMWATER	FY2020 BUDGETED	FY2020 ACTUAL	FY2021 BUDGETED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED	FY2025 PROJECTED	FY2026 PROJECTED
Total Capital Expenses - Stormwater	$ 268,250	$ 11,587	$ -	$ 285,658	$ 200,000	$ 350,000	$ 624,000	$ 624,000	$ 824,(

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New or Substantially Modified Projects are in Bold

Communication: Review Proposed FY2022 Budget (New Business)

APPENDIX A

FY2022-FY2026 CAPITAL IMPROVEMENT PROGRAM

9510 STREETS AND SIDEWALKS ACCOUNT SUMMARY

CAPITAL FUND	FY2020 BUDGETED	FY2020 ACTUAL	FY2021 BUDGETED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED	FY2025 PROJECTED	FY2026 PROJECTED
01 Street and Sidewalk Maintenance Program	1,331,250	1,398,761	600,000	640,000	1,375,000	1,353,000	1,373,300	1,393,900	1,414,8
02 Street Reconstruction/Rehabilitation	365,000	484,009	-	-	-	300,000	-	200,000	300,0
03 North New Ballas Sidewalk Phase 2A (TAP Grant)	-	5,683	-	600	-	-	-	-	
04 Warson Road Improvement Project (STP Grant)	-	29,254	-	-	-	-	-	-	
05 Fernview Sidewalk Concept Plan (Design & Grant Match)	**35,000**	**20,689**	**-**	**5,964**	**35,000**	-	**111,000**	**80,000**	
06 New Ballas Median Plantings	-	-	20,000	20,000	-	-	-	-	
07 Signal Enhancement Projects	-	88,136	240,000	56,883	180,000	-	-	-	
08 Emerson Road Improvement Project (STP Grant)	35,000	27,941	605,000	613,450	-	-	-	-	
09 Fernview Drive Resurfacing (STP Grant)	-	28,773	275,000	226,342	-	-	-	-	
10 Mosley Road Improvement Project (STP Grant)	20,000	79,306	277,000	179,552	1,340,000	-	-	-	
11 New Ballas Road Improvements - Phase 1 (STP Grant)	-	-	150,000	155,411	180,000	1,020,000	-	-	
12 Lindbergh-Old Olive Intersection (State Cost-Share; STP Grant)	-	**10,837**	**190,000**	**215,000**	**25,000**	**325,000**	**2,045,500**	**-**	
13 Olive-Lindbergh Interchange Enhancements	70,000	55,000	-	161,386	30,000	-	-	-	
14 Pavement Condition Ratings Update	-	-	-	-	45,000	-	-	-	
15 New Ballas Sidewalk Extension (TAP Grant)	**-**	**6,027**	-	**56,500**	**-**	**210,000**	**-**	-	
16 Craig Road Improvements (Design & Grant Match)	-	33,830	-	-	-	150,000	20,000	220,000	
17 New Ballas Road Improvements - Phase 2 (Design & Grant Match)		-	-	-	-	-	100,000	25,000	250,0
18 New Ballas Road Improvements - Phase 3 (Design & Grant Match)	-	-	-	-	-	-	-	100,000	20,0
19 New Ballas Road Improvements - Phase 4 (Design & Grant Match)	-	-	-	-	-	-	-	-	100,0
20 Olive Median Enhancement Stock	-	-	-	-	**75,000**	-	-	-	
Subtotal - Streets and Sidewalks - Capital Fund	**1,856,250**	**2,268,246**	**2,357,000**	**2,331,088**	**3,285,000**	**3,358,000**	**3,649,800**	**2,018,900**	**2,084,**

PARKS-STORMWATER TAX FUND	FY2020 BUDGETED	FY2020 ACTUAL	FY2021 BUDGETED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED	FY2025 PROJECTED	FY2026 PROJECTED
		-	-	-	-	-	-	-	
		-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	
Subtotal - Streets and Sidewalks - Parks-Stormwater Tax Fund	-	-	-	-	-	-	-	-	

BUILDING PROJECT BOND FUND	FY2020 BUDGETED	FY2020 ACTUAL	FY2021 BUDGETED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED	FY2025 PROJECTED	FY2026 PROJECTED
	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	
Subtotal - Streets and Sidewalks - Building Project Bond Fund	-	-	-	-	-	-	-	-	

TOTAL CAPITAL EXPENSES (ALL FUNDS) STREETS AND SIDEWALKS	FY2020 BUDGETED	FY2020 ACTUAL	FY2021 BUDGETED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED	FY2025 PROJECTED	FY2026 PROJECTED
Total Capital Expenses - Streets and Sidewalks	**$ 1,856,250**	**$ 2,268,246**	**$ 2,357,000**	**$ 2,331,088**	**$ 3,285,000**	**$ 3,358,000**	**$ 3,649,800**	**$ 2,018,900**	**$ 2,084,**

Adopted by the City Council through Resolution 1531 on April 12, 2021.

New or Substantially Modified Projects are in Bold

Communication: Review Proposed FY2022 Budget (New Business)

APPENDIX A
FY2022-FY2026 CAPITAL IMPROVEMENT PROGRAM

9516 CAPITAL EQUIPMENT ACCOUNT SUMMARY

CAPITAL FUND	FY2020 BUDGETED	FY2020 ACTUAL	FY2021 BUDGETED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED	FY2025 PROJECTED	FY2026 PROJECTED
01 Public Works Capital Equipment	88,948	161,644	243,700	243,700	313,300	365,900	300,300	359,800	384,4
02 Golf Course Capital Equipment	35,000	31,751	-	-	25,000	-	35,000	40,000	
03 Police Department Capital Equipment	-	-	-	-	42,000	-	-	-	
04 Police Department Fitness Equipment	-	17,500	-	-	-	-	-	-	
05 Phone System Replacement	-	-	-	-	52,000	-	-	-	
06 Public Works Facility Gasoline System Replacement	-	-	35,000	18,433	-	-	-	-	
07 Building Department Software	-	-	-	-	70,000	-	-	-	
Subtotal - Capital Equipment - Capital Fund	**123,948**	**210,895**	**278,700**	**262,133**	**502,300**	**365,900**	**335,300**	**399,800**	**384,4**

PARKS-STORMWATER TAX FUND	FY2020 BUDGETED	FY2020 ACTUAL	FY2021 BUDGETED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED	FY2025 PROJECTED	FY2026 PROJECTED
01 Parks Capital Equipment	-	-	-	-	-	30,000	-	-	
	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	
Subtotal - Capital Equipment - Parks-Stormwater Tax Fund	**-**	**-**	**-**	**-**	**-**	**30,000**	**-**	**-**	

BUILDING PROJECT BOND FUND	FY2020 BUDGETED	FY2020 ACTUAL	FY2021 BUDGETED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED	FY2025 PROJECTED	FY2026 PROJECTED
	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	
Subtotal - Capital Equipment - Building Project Bond Fund	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	

TOTAL CAPITAL EXPENSES (ALL FUNDS) CAPITAL EQUIPMENT	FY2020 BUDGETED	FY2020 ACTUAL	FY2021 BUDGETED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED	FY2025 PROJECTED	FY2026 PROJECTED
Total Capital Expenses - Capital Equipment	$ 123,948	$ 210,895	$ 278,700	$ 262,133	$ 502,300	$ 395,900	$ 335,300	$ 399,800	$ 384,4

Adopted by the City Council through Resolution 1531 on April 12, 2021.

New or Substantially Modified Projects are in Bold

APPENDIX A

FY2022-FY2026 CAPITAL IMPROVEMENT PROGRAM

CAPITAL PROJECT ADMINISTRATION ACCOUNT SUMMARY

CAPITAL FUND	FY2020 BUDGETED	FY2020 ACTUAL	FY2021 BUDGETED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED	FY2025 PROJECTED	FY2026 PROJECTED
Project Management	89,505	90,283	92,804	91,942	93,082	95,800	98,700	101,700	104,8
Subtotal - Capital Project Administration - Capital Fund	**89,505**	**90,283**	**92,804**	**91,942**	**93,082**	**95,800**	**98,700**	**101,700**	**104,8**

PARKS-STORMWATER TAX FUND	FY2020 BUDGETED	FY2020 ACTUAL	FY2021 BUDGETED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED	FY2025 PROJECTED	FY2026 PROJECTED
01 Project Management	-	-	-	8,698	104,364	107,500	185,800	191,400	197,2
Subtotal - Capital Project Administration - Parks-Stormwater Tax Fund	**-**	**-**	**-**	**8,698**	**104,364**	**107,500**	**185,800**	**191,400**	**197,2**

BUILDING PROJECT BOND FUND	FY2020 BUDGETED	FY2020 ACTUAL	FY2021 BUDGETED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED	FY2025 PROJECTED	FY2026 PROJECTED
	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	
Subtotal - Capital Project Administration - Building Project Bond Fund	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	

TOTAL CAPITAL EXPENSES (ALL FUNDS) CAPITAL PROJECT ADMINISTRATION	FY2020 BUDGETED	FY2020 ACTUAL	FY2021 BUDGETED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED	FY2025 PROJECTED	FY2026 PROJECTED
Total Capital Expenses - Capital Project Administration	**$ 89,505**	**$ 90,283**	**$ 92,804**	**$ 100,640**	**$ 197,446**	**$ 203,300**	**$ 284,500**	**$ 293,100**	**$ 302,**

Adopted by the City Council through Resolution 1531 on April 12, 2021.

New or Substantially Modified Projects are in Bold

Communication: Review Proposed FY2022 Budget (New Business)

APPENDIX A
FY2022-FY2026 CAPITAL IMPROVEMENT PROGRAM

CAPITAL IMPROVEMENT PROGRAM SUMMARY

CAPITAL FUND	FY2020 BUDGETED	FY2020 ACTUAL	FY2021 BUDGETED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED	FY2025 PROJECTED	FY2026 PROJECTED
Beginning Fund Balance (Estimated Cash Basis as of July 1)	997,953	1,998,718	1,548,626	2,115,874	2,032,077	1,051,627	612,558	741,342	633,
Total Anticipated Annual Revenues	3,538,361	2,915,761	3,413,810	3,145,486	3,414,932	3,831,131	5,782,584	2,462,957	2,503,
Total Anticipated Annual Expenses	(2,552,953)	(2,798,605)	(3,356,504)	(3,229,283)	(4,395,382)	(4,270,200)	(5,653,800)	(2,570,900)	(2,594,
Total Anticipated Debt Service Revenues	-	-	-	-	-	-	-	-	
Total Anticipated Debt Service Expenses	-	-	-	-	-	-	-	-	
Ending Cash Balance - Capital Fund	**1,983,361**	**2,115,874**	**1,605,932**	**2,032,077**	**1,051,627**	**612,558**	**741,342**	**633,399**	**542,**

PARKS-STORMWATER TAX FUND	FY2020 BUDGETED	FY2020 ACTUAL	FY2021 BUDGETED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED	FY2025 PROJECTED	FY2026 PROJECTED
Beginning Fund Balance (Estimated Cash Basis as of July 1)	-	-	-	-	459,912	461,148	1,013,067	1,303,672	1,706,
Total Anticipated Annual Revenues	-	-	-	468,610	2,495,600	2,544,419	2,564,305	2,611,109	2,658,
Total Anticipated Annual Expenses	-	-	-	(8,698)	(2,494,364)	(1,992,500)	(2,273,700)	(2,208,500)	(2,373,
Total Anticipated Debt Service Revenues	-	-	-	-	-	-	-	-	
Total Anticipated Debt Service Expenses	-	-	-	-	-	-	-	-	
Ending Cash Balance - Parks-Stormwater Tax Fund	**-**	**-**	**-**	**459,912**	**461,148**	**1,013,067**	**1,303,672**	**1,706,281**	**1,991,**

BUILDING PROJECT BOND FUND	FY2020 BUDGETED	FY2020 ACTUAL	FY2021 BUDGETED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED	FY2025 PROJECTED	FY2026 PROJECTED
Beginning Fund Balance (estimated Cash Basis as of July 1)	3,308,873	3,290,487	1,765,562	1,783,007	1,905,223	1,798,579	1,740,585	656,632	600,
Total Anticipated Annual Revenues	200	225,499	12,000	2,353	2,000	2,000	-	-	
Total Anticipated Annual Expenses	(1,460,841)	(1,957,554)	(150,000)	(68,696)	(50,000)	-	(1,083,953)	-	
Total Anticipated Debt Service (Prop P) Revenues	902,000	937,581	903,500	898,985	657,982	657,982	657,982	657,982	657,
Total Anticipated Debt Service (Prop P) Expenses	(713,256)	(713,006)	(710,356)	(710,426)	(716,626)	(717,976)	(713,886)	(714,276)	(714,
Ending Cash Balance - Building Project Bond Fund	**2,036,976**	**1,783,007**	**1,820,706**	**1,905,223**	**1,798,579**	**1,740,585**	**600,728**	**600,338**	**544,**

TOTAL COMBINED CAPITAL IMPROVEMENT PROGRAM (CAPITAL, PARKS-STORMWATER, AND BUILDING PROJECT BOND FUNDS)	FY2020 BUDGETED	FY2020 ACTUAL	FY2021 BUDGETED	FY2021 PROJECTED	FY2022 PROJECTED	FY2023 PROJECTED	FY2024 PROJECTED	FY2025 PROJECTED	FY2026 PROJECTED
Total Combined Beginning Fund Balance	4,306,826	5,289,205	3,314,188	3,898,881	4,397,212	3,311,354	3,366,210	2,701,646	2,940,
Total Combined Revenues & Transfers In	4,440,561	4,078,841	4,329,310	4,515,434	6,570,514	7,035,532	9,004,871	5,732,048	5,820,
Total Combined Anticipated Year End Expenditures & Transfers	(4,727,050)	(5,469,165)	(4,216,860)	(4,017,103)	(7,656,372)	(6,980,676)	(9,725,339)	(5,493,676)	(5,682,
Ending Fund Balance (Cash Basis) - All Capital Funds	**4,020,337**	**3,898,881**	**3,426,637**	**4,397,212**	**3,311,354**	**3,366,210**	**2,645,742**	**2,940,018**	**3,078,**

Adopted by the City Council through Resolution 1531 on April 12, 2021.

New or Substantially Modified Projects are in Bold

Communication: Review Proposed FY2022 Budget (New Business)

PARK & STORMWATER SALES TAX FUND

FUND SUMMARY

On November 3, 2020, the City of Creve Coeur voters approved a new one-half cent Park and Stormwater Sales Tax. This tax is dedicated to only parks and stormwater control. The funds will be used for capital improvements per the City's park master plan and stormwater plan, and maintenance of our parks and stormwater facilities.

For budgetary purposes, the Park and Stormwater Sales Tax Fund is maintained on a modified accrual basis of accounting with the following exceptions:

- 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.

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PARKS & STORMWATER SALES TAX FUND
STATEMENT OF ESTIMATED REVENUES AND EXPENDITURES

	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Estimated FY 2022	% Change to Projected FY 2021
Revenues:						
Intergovernmental Revenue	-	-	-	468,610	2,495,500	432.53%
Other Revenues	-	-	-	-	100	#DIV/0!
Total Operating Revenues	-	-	-	468,610	2,495,600	#DIV/0!
Transfers From General Fund	-	-	-	-	-	#DIV/0!
Total Revenues	-	-	-	468,610	2,495,600	432.55%
Expenditures:						
Personnel	-	-	-	8,697	104,364	0.00%
Park Development Projects	-	-	-	-	1,810,000	#DIV/0!
Storm water Projects	-	-	-	-	200,000	#DIV/0!
Capital Equipment	-	-	-	-	-	#DIV/0!
Total Expenditures	-	-	-	8,697	2,114,364	24211.39%
Other Financing Uses:						
Transfer Out for P&S Operations and Maint.	-	-	-	-	380,000	
Total Other Financing Uses	-	-	-	-	380,000	
REVENUES OVER (UNDER) EXPENDITURES AND OTHER FINANCING USES	-	-	-	459,913	1,236	
FUND BALANCE - BEGINNING OF YEAR	-	-	-	-	459,913	
FUND BALANCE - END OF YEAR	-	-	-	459,913	461,149	

Communication: Review Proposed FY2022 Budget (New Business)

PARKS & STORMWATER SALES TAX FUND
COMPARISON OF FISCAL YEAR 2022 ESTIMATED REVENUE WITH 2021 BUDGETED AND PROJECTED AND ACTUAL REVENUES FOR FISCAL YEARS 2019 AND 2020

	Actual Revenues FY 2019	Actual Revenues FY 2020	Budgeted Revenues FY 2021	Projected Revenues FY 2021	Estimated Revenues FY 2022
INTERGOVERNMENTAL REVENUE:					
4301 City Sales Tax - 1/2 Cent	-	-	-	468,610	1,900,000
4737 Other Agency Funding	-	-	-	-	595,500
Total Intergovernmental Revenue	-	-	-	468,610	2,495,500
OTHER REVENUES:					
4703 Gain (loss) on investments	-	-	-	-	-
4704 Interest on Investments	-	-	-	-	100
4730 Reimbursements	-	-	-	-	-
4755 Other revenues	-	-	-	-	-
4771 Proceeds-Sales of Fixed Asset	-	-	-	-	-
Total Other Revenues	-	-	-	-	100
Total Current Year's Revenue	-	-	-	468,610	2,495,600
4901 Transfers From Other Funds	-	-	-	-	-
Total Intergovernmental Funding	-	-	-	-	-
TOTAL REVENUES	**-**	**-**	**-**	**468,610**	**2,495,600**

PARKS & STORMWATER SALES TAX FUND
SUMMARY OF CAPITAL OUTLAYS BY ACTIVITY

	Actual Expenditures FY 2019	Actual Expenditures FY 2020	Budgeted Expenditures FY 2021	Projected Expenditures FY 2021	Estimated Requirements FY 2022	% of total CIP
CAPITAL OUTLAY:						
5101 Salaries, Permanent Empl.	-	-	-	5,852	70,224	1.60%
5103 Overtime	-	-	-	-	-	0.00%
5109 Provision for Salary Adj.	-	-	-	-	-	0.00%
5110 Auto Allowance	-	-	-	-	-	0.00%
5230 Hospital & Medical Insurance	-	-	-	1,389	16,665	0.38%
5233 Dental Insurance	-	-	-	64	768	0.02%
5234 Group Life Insurance	-	-	-	20	240	0.01%
5235 Accidental Death & Dismem.	-	-	-	2	25	0.00%
5236 Disability Insurance	-	-	-	17	200	0.00%
5240 Social Security Contribution	-	-	-	448	5,372	0.12%
5241 Pension Contribution	-	-	-	459	5,510	0.13%
5243 Worker's Compensation	-	-	-	447	5,360	0.12%
9506 Parks and Recreational Facilities	-	-	-	-	1,810,000	41.18%
9509 Stormwater Projects	-	-	-	-	200,000	4.55%
9516 Capital Equipment	-	-	-	-	-	0.00%
TOTAL CAPITAL OUTLAYS	**-**	**-**	**-**	**8,697**	**1,734,364**	**39%**

Communication: Review Proposed FY2022 Budget (New Business)

PARKS & STORMWATER SALES TAX FUND
PROJECTED FY 2022 PROJECTS

9506 Park Development Projects	
Park Preliminary Designs	50,000
Implementation of Park Master Plan	500,000
Historical Building Rehabilitation and Preservation	25,000
Park Restroom Renovations	110,000
Park Path Improvements (Municipal Park Grant)	680,000
Malcolm Terrace Parking Lot Improvements (CDBG Grant)	50,000
Park Identification Signage Master Plan	20,000
Park Parking Lot Improvements/Preservation	50,000
Park Furniture Replacement	80,000
Malcolm Terrace Park Trail Improvements	150,000
Repaint & Restripe Conway Park and Lake School Park Tennis Courts	75,000
Remove Small Playground at Millennium Park	20,000
Playground Safety Surface Replacement	0
Venable Park Improvements (Grant Match)	0
Total Account 9506	1,810,000
9509 Storm Water Projects	
Stormwater Management Plan	15,000
Stormwater Improvements per Master Plan	0
Stormwater Impovements (Deer Creek - Deer Creek OMCI)	0
Hibler Roadside Drainage	50,000
Alden Lane Drain Replacement (Deer Creek OMCI)	35,000
Ballas Culvert Erosion Rehabilitation (Deer Creek OMCI)	75,000
Golf Course Pond Aeration (Deer Creek OMCI)	25,000
Hibler Woods Drain Replacement	0
Total Account 9509	200,000
9516 Capital Equipment	
(Nothing Budgeted)	0
Total Account 9516	0
Administration	
Project Manager	104,364
Total Account 9516	104,364
TOTAL CAPITAL IMPROVEMENTS FUND	**$ 2,114,364**

Communication: Review Proposed FY2022 Budget (New Business)

POLICE BUILDING FUND

FUND SUMMARY

In 2016 the citizens of Creve Coeur approved Proposition P which authorized the levying of a property tax to provide funding for the construction of a new facility for the Police Department and associated improvements at the current government center.

This fund will be responsible for accounting for all revenues and expenditures associated with the construction of the police facility and related improvements of the government center. This project was completed in FY 2020.

For budgetary purposes, the Police Building Fund is maintained on modified accrual method of accounting with the following exceptions:

- 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.

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POLICE BUILDING FUND

	Actual Revenue FY 2019	Actual Revenue FY 2020	Budgeted Revenue FY 2021	Projected Revenue FY 2021	Estimated Revenue FY 2022
OPERATING REVENUES					
4704 Interest Revenue	130,361	31,673	12,000	2,353	2,000
4730 Reimbursements	-	193,826	-	-	-
Total Operating Revenues	130,361	225,499	12,000	2,353	2,000
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	130,361	225,499	12,000	2,353	2,000

Communication: Review Proposed FY2022 Budget (New Business)

POLICE BUILDING FUND

	Actual Expenditures FY 2019	Actual Expenditures FY 2020	Budgeted Expenditures FY 2021	Projected Expenditures FY 2021	Estimated Requirements FY 2022
OPERATING EXPENSES:					
6203 Professional Services	369,190	247,697	-	3,696	-
6299 Quality and Control Testing			-	-	-
9501 Building & Improvement Projects	5,572,432	1,709,857	150,000	65,000	50,000
9515 Bond Issuance Costs	-	-	-	-	-
TOTAL POLICE BUILDING FUND OPERATING EXPENDITURES	5,941,622	1,957,553	150,000	68,696	50,000
Total Transfers Out	-	-	-	-	-
TOTAL POLICE BUILDING FUND EXPENDITURES AND TRANSFERS OUT	5,941,622	1,957,553	150,000	68,696	50,000
EXCESS OF REVENUES OVER EXPENDITURES	(5,811,262)	(1,732,055)	(138,000)	(66,343)	(48,000)
FUND BALANCE - BEGINNING OF YEAR	8,739,611	2,928,350	1,624,902	1,196,295	1,129,952
FUND BALANCE - END OF YEAR	2,928,350	1,196,295	1,486,902	1,129,952	1,081,952

CAPITAL IMPROVEMENT PROJECTS
POLICE BUILDING FUND

Capital Improvement Projects	
Police Building	-
Government Center Electrical Switchgear Replacement	
Total Capital Improvement Projects	-

DEBT SERVICE

FUND SUMMARY

In 2016 the citizens of Creve Coeur approved Proposition P which authorized the levying of a property tax to provide funding for the construction of a new facility for the police department and associated improvements at the current government center.

This project was funded through the issuance of General Obligation Bonds in April 2017 for $10,635,000. These bonds will be repaid with interest over a twenty-year period with funding provided by an annual levy of Real and Personal Property tax. The outstanding bonds bear interest at rates ranging from 2% - 3.125%. This fund will account for all revenues and expenditures (interest and principal) related to repayment of the city's outstanding debt.

For budgetary purposes, the Debt Service Fund is maintained on a modified accrual of accounting with the following exceptions:

- 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.

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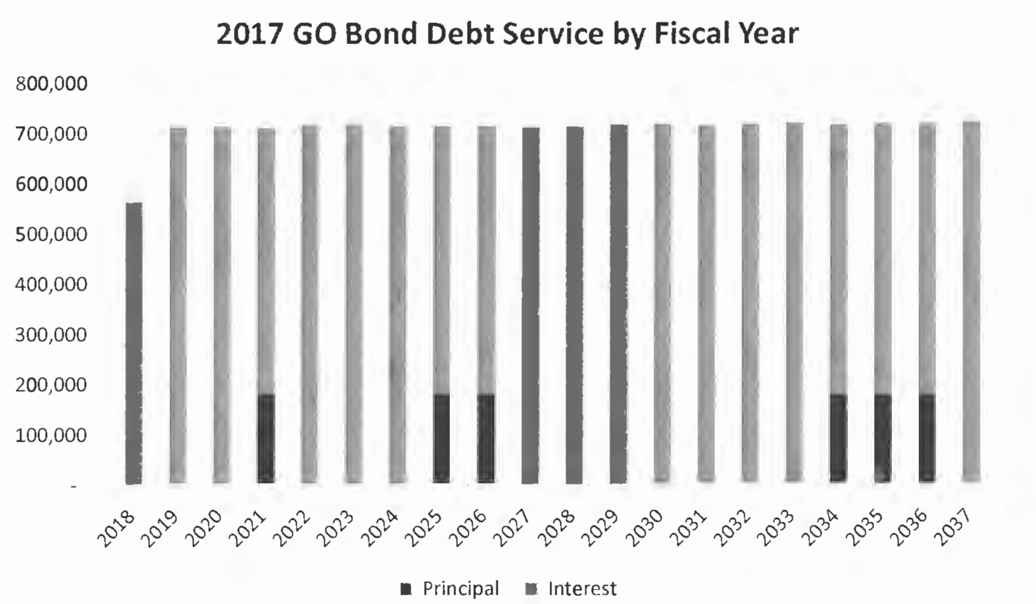
DEBT SERVICE FUND

	Actual Revenue FY 2019	Actual Revenue FY 2020	Budgeted Revenue FY 2021	Projected Revenue FY 2021	Estimated Revenue FY 2022
OPERATING REVENUES					
4101 Property Taxes	693,754	811,778	779,536	782,665	569,154
4104 Personal Property Taxes	121,506	122,262	121,464	115,500	88,078
4704 Interest Revenue	-	3,541	2,500	820	750
Total Operating Revenues	815,260	937,581	903,500	898,985	657,982
OTHER REVENUES					
	-	-	-	-	-
Total Other Revenues	-	-	-	-	-
TOTAL OPERATING FUND REVENUES	815,260	937,581	903,500	898,985	657,982

Communication: Review Proposed FY2022 Budget (New Business)

DEBT SERVICE FUND

	Actual Expenditures FY 2019	Actual Expenditures FY 2020	Budgeted Expenditures FY 2021	Projected Expenditures FY 2021	Estimated Requirements FY 2022
OPERATING EXPENSES:					
6202 Technical & Personal Services	250	-	250	320	320
8410 Interest Expenditures	291,406	283,006	270,106	270,106	261,306
9514 Principal Expenditures	420,000	430,000	440,000	440,000	455,000
Total Operating Expenses	711,656	713,006	710,356	710,426	716,626
TOTAL DEBT SERVICE FUND EXPENDITURES	711,656	713,006	710,356	710,426	716,626
EXCESS OF DEBT SERVICE REVENUES OVER EXPENDITURES	103,604	224,574	193,144	188,559	(58,644)
FUND BALANCE - BEGINNING OF YEAR	258,532	362,136	378,126	586,710	775,269
FUND BALANCE - END OF YEAR	362,136	586,710	571,270	775,269	716,625



PUBLIC SAFETY SALES TAX FUND

FUND SUMMARY

In April of 2017, St. Louis County voters approved a .5 cent Public Safety Sales Tax. This tax is to provide funding for public safety expenditures. Five-eights of the revenues are distributed to municipalities on a per capita basis to be used for public safety.

For budgetary purposes, the Public Safety Sales Tax Fund is maintained on a modified accrual basis of accounting with the following exceptions:

- 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.

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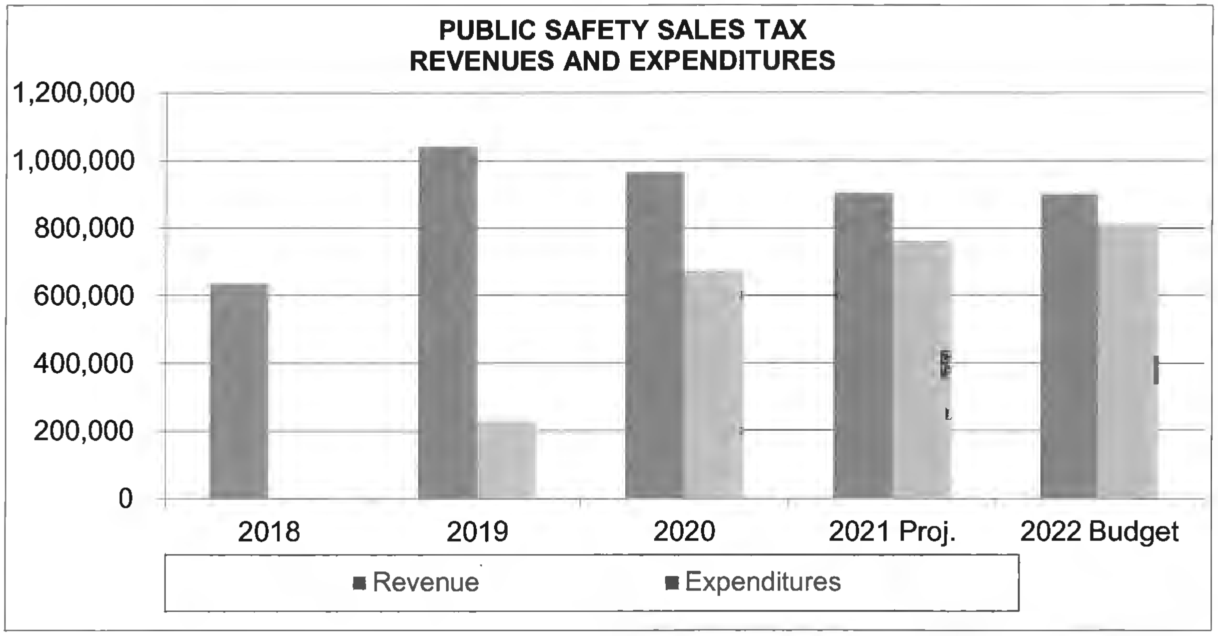

PUBLIC SAFETY SALES TAX REVENUES, EXPENDITURES AND FUND BALANCE

Fiscal Year	Revenue	Expenditures	Surplus/Deficit	Fund Balance
2018	634,959	2,300	632,659	$632,659
2019	1,041,890	230,409	811,482	$1,444,140
2020	966,285	673,398	292,886	$1,737,026
2021 Proj.	903,675	762,407	141,268	$1,878,295
2022 Budget	901,308	811,576	89,732	$1,968,027

PUBLIC SAFETY SALES TAX FUND - REVENUES

	Actual Revenue FY 2019	Actual Revenue FY 2020	Budgeted Revenue FY 2021	Projected Revenue FY 2021	Estimated Revenue FY 2022
OPERATING REVENUES					
4301 Public Safety Sales Tax	1,041,890	947,491	806,423	881,675	899,308
4546 Donations	-	-	-	20,000	-
4704 Interest	-	18,794	20,000	2,000	2,000
4737 Other Agency Funding	-	-	80,000	-	-
Total Operating Revenues	1,041,890	966,285	906,423	903,675	901,308
TRANSFERS					
4901 Transfer In From Other Funds	-	-	-	-	-
Total Transfers	-	-	-	-	-
TOTAL PUBLIC SAFETY SALES TAX REVENUES	1,041,890	966,285	906,423	903,675	901,308

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 provides funding for public safety expenditures. 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.

Missouri statutes require revenues from the public safety sales tax to be used for public safety purposes. The City policy on fund usage can be found under Budget and Financial Policies as outlined earlier in the budget book.

Budget Highlights

- Acct. 9401 – Market equity salary increases for all commissioned officers in FY22 ($68,057).
- Acct. 5241 – Pension contributions ($176,335).
- Acct. 6211 – LPR (license plate recognition) system maintenance and upgrades ($2,500).
- Acct. 6211 – Police Building HVAC maintenance service contract ($14,555).
- Acct. 6212 – Police Building cleaning contract ($20,220).
- Acct. 6226 – Police Building property insurance ($25,000).
- Acct. 6250 – Police Building electricity ($54,000).
- Acct. 6254 – Police Building water and sewer (12,960).
- Acct. 6261 – Legal updates ($9,000).
- Acct. 6261 – Additional police training for all divisions ($20,000).
- Acct. 6261 – Virtual Academy POST online training ($2,000).
- Acct. 6265 – CALEA conference attendance ($3,600).
- Acct. 6265 – Travel and conference expenses for accident reconstruction training ($5,500).
- Acct. 6265 – Travel and conference expenses for FBI Supervisor/Leadership training ($1,500).
- Acct. 6265 – Travel and conference expenses for Crisis Intervention Training ($1,050).
- Acct. 6266 – Body camera and in-car video system lease ($64,964).
- Acct. 7303 – Horticultural supplies for building grounds ($1,500).
- Acct. 7304 – Emergency Operations Center supplies ($5,000).
- Acct. 7331 – Replacement of thirteen (13) in-car Panasonic Toughbook computers ($75,400).
- Acct. 9501 – Decrease in firing range lead abatement fee ($6,000).
- Acct. 9501 – Police Building miscellaneous repairs and upgrades ($15,000).
- Acct. 9503 – Digital-on-Q software program for digital evidence ($23,548).
- Acct. 9503 – K9 bomb dog equipment ($5,000).

Fund: 19
Dept: 21-23

PUBLIC SAFETY SALES TAX FUND - EXPENDITURES

	Actual Expenditures FY 2019	Actual Expenditures FY 2020	Budgeted Expenditures FY 2021	Projected Expenditures FY 2021	Estimated Requirements FY 2022
PERSONNEL SERVICES:					
5241 Pension Contribution	-	156,283	183,568	189,498	176,335
Total Personnel Services	-	156,283	183,568	189,498	176,335
OPERATING EXPENSES:					
6202 Technical & Personal Services	-	-	-	4,116	-
6203 Professional Services	-	-	-	-	-
6210 Vehicle Maintenance	-	-	3,800	3,800	800
6211 Equipment Maintenance	-	6,905	25,205	23,066	25,689
6212 Building and Grounds Main.	-	19,388	26,735	30,469	29,505
6213 Office Equipment Maint.	-	-	-	1,984	2,000
6226 Property Insurance	-	16,108	23,000	23,178	25,000
6250 Electricity	-	43,326	54,000	54,000	54,000
6252 Natural Gas	-	1,069	1,200	2,000	2,000
6253 Telephone	-	2,159	2,160	2,879	2,880
6254 Water and Sewer	-	9,798	12,900	12,924	12,960
6255 Cable TV and Internet	-	2,171	3,000	2,378	2,400
6260 Advertising	-	495	800	800	800
6261 Education & Training	19,242	27,958	29,400	24,000	31,500
6262 Dues, Memberships & Subsc.	-	-	125	-	-
6264 In Town Meetings	(390)	-	800	-	500
6265 Travel & Conferences	1,456	2,949	12,250	2,209	17,600
6266 Equipment Rental	-	64,964	89,964	89,964	64,964
7302 Small Tools	-	2,053	1,200	1,200	1,200
7303 Horticultural Supplies	-	-	-	-	1,500
7304 General Supplies	-	1,295	2,000	4,000	5,500
7306 Memorials & Plaques	-	313	-	-	-
7307 Gasoline & Mileage	-	1,375	2,500	2,500	2,500
7313 Range Supplies	-	4,414	10,000	10,000	10,000
7331 Computer Hardware	4,525	14,672	18,570	34,404	80,400
7332 Computer Software	-	-	-	-	2,000
Total Operating Expense	24,833	221,412	319,609	329,872	375,698
CAPITAL OUTLAY:					
9501 Buildings & Improvements	47,576	754	-	-	21,000
9502 Vehicles	-	29,476	-	-	-
9503 Equipment	26,833	35,672	72,100	46,671	28,548
Total Capital Outlay	74,409	65,902	72,100	46,671	49,548
Other Financing Uses:					
Transfer Out to General Fund	131,167	229,802	$ 196,366	196,366	$ 209,995
Transfer Out to Capital Improvements	-	-	-	-	-
Total Other Financing Uses	131,167	229,802	196,366	196,366	209,995
TOTAL PUBLIC SAFETY EXPENDITURES	230,409	673,398	771,643	762,407	811,576
REVENUES OVER (UNDER) EXPENDITURES AND OTHER FINANCING USES	811,482	292,886	134,780	141,268	89,732
FUND BALANCE - BEGINNING OF YEAR	632,659	1,444,140	1,256,550	1,737,026	1,878,295
FUND BALANCE - END OF YEAR	1,444,140	1,737,026	1,391,330	1,878,295	1,968,027

CAPITAL IMPROVEMENT PROJECTS
PUBLIC SAFETY SALES TAX FUND

Capital Outlay Detail	Annual
9501 Buildings & Improvements	
Building Upgrades and Repairs	15,000
Firing Range Lead Abatement	6,000
Total Account 9501	21,000
9502 Vehicles	
(Nothing Budgeted)	-
Total Account 9502	-
9503 Equipment	
Digital-On Q Evidence System	23,548
Bomb Dog Related Equipment	5,000
Total Account 9503	28,548
Total Capital Outlay	49,548

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SEWER LATERAL FUND

FUND SUMMARY

In 1999, residents of the City of Creve Coeur approved Proposition S establishing the Sanitary Sewer Lateral Repair Program. Effective FY 1999, a $28 property tax charge was assessed on all residential properties. Effective FY 2012, the assessment was decreased from $28 to $18 due to a significant increase in the fund balance. Effective FY 2016, the assessment was increased back to the $28 due to the fund balance decreasing.

Effective FY 1999, this program provided reimbursement of 80% or up to $7,500 for costs associated with collapsed or broken residential sewer lateral service lines. Effective January 1, 2017, the reimbursement percentage was lowered from 80% to 50% due to a significant increase in the number of reimbursements. The expenditures budgeted for this program include the video inspection and the construction costs for the sewer lateral line repair.

While the reduction of the reimbursable percentage has provided relief to the fund, other alternatives, such as increasing the sewer lateral fee to an annual charge of $50 may need to be addressed in the future. Increasing the annual charge will require voter approval.

For budgetary purposes, the Sewer Lateral Fund is maintained on a modified accrual basis of accounting with the following exceptions:

- 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.
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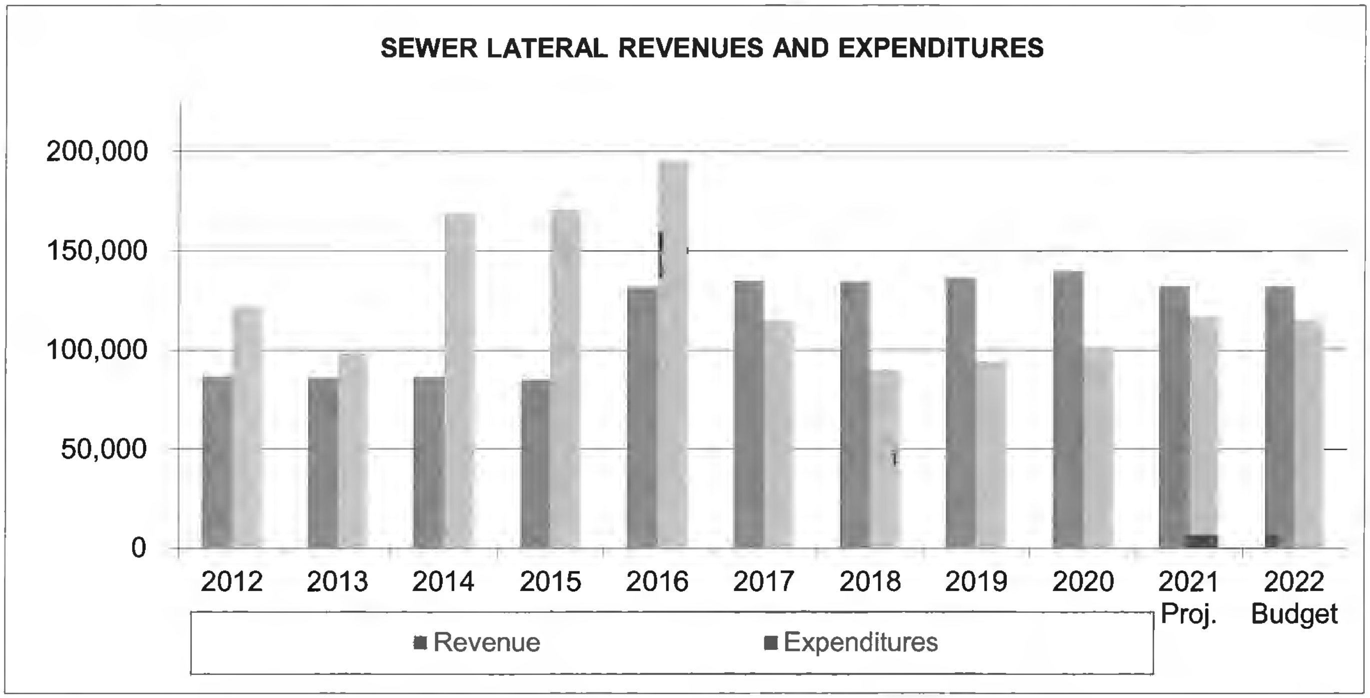

SEWER LATERAL REVENUES, EXPENDITURES AND FUND BALANCE

Fiscal Year	Fee	Revenue	Expenditures		Surplus/Deficit	Fund Balance	Reimbursement % Up to $7,500
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	$28	139,942	101,743	*	38,198	$181,538	50%
2021 Proj.	$28	132,300	117,284	*	15,016	$196,554	50%
2022 Budget	$28	132,200	115,378		16,822	$213,376	50%

* 2017 - 2020 do not include 20% of Project Manager's Salary and Benefits

SUMMARY OF REVENUE BY ACTIVITY
FOR FISCAL YEAR ENDING JUNE 30, 2022

	Actual FY 2019	Actual FY 2020	Budgeted FY 2021	Projected FY 2021	Estimated FY 2022
DISTRICT OPERATING REVENUE:					
4101 Real Property, Current	136,425	137,879	132,000	132,000	132,000
Total Property Taxes	136,425	137,879	132,000	132,000	132,000
OPERATING REVENUES					
4704 Interest Revenue	-	2,063	2,000	300	200
Total Operating Revenues	-	2,063	2,000	300	200
TOTAL SEWER LATERAL FUND	**136,425**	**139,942**	**134,000**	**132,300**	**132,200**

Communication: Review Proposed FY2022 Budget (New Business)

SEWER LATERAL FUND
SUMMARY OF OPERATING EXPENSES BY ACTIVITY
FOR FISCAL YEAR ENDING JUNE 30, 2022

	Actual FY 2019	Actual FY 2020	Budgeted FY 2021	Projected FY 2021	Estimated FY 2022
PERSONNEL SERVICES:					
5101 Salaries, Permanent Empl.	-	-	11,172	11,112	11,112
5102 Salaries, Temporary Empl.			-	-	-
5103 Overtime			-	197	-
5104 Vacation Pay			-	-	-
5105 Longevity Pay			-	115	115
5109 Provision for Salary Adj.	-	-	166	166	1,351
5230 Hospital & Medical Insurance	-	-	-	-	-
5233 Dental Insurance	-	-	53	53	55
5234 Group Life Insurance	-	-	100	38	38
5235 Accidental Death & Dismem.	-	-	4	4	4
5236 Disability Insurance	-	-	31	31	32
5240 Social Security Contribution	-	-	857	887	963
5241 Pension Contribution	-	-	5,541	4,181	1,208
5242 Deferred Retirement Comp.	-	-	-	-	-
5243 Worker's Compensation Ins.	-	-		-	-
Total Personnel Services*	-	-	17,925	16,784	14,878

* 20% of PW's Project Manager's Salary & Benefits now allocated to Sewer Lateral

	Actual FY 2019	Actual FY 2020	Budgeted FY 2021	Projected FY 2021	Estimated FY 2022
OPERATING EXPENSES:					
6202 Technical & Personal Services	-	-	500	500	500
7307 Gasoline and Propane	-	-	-	-	-
7370 Sewer Lateral refunds	-	-	-	-	-
9315 Sewer Lateral reimbursements	94,202	101,743	100,000	100,000	100,000
Total Operating Expenses	94,202	101,743	100,500	100,500	100,500
TOTAL SEWER LATERAL EXPENDITURES	**94,202**	**101,743**	**118,425**	**117,284**	**115,378**
EXCESS OF REVENUES OVER EXPENDITURES	42,223	38,198	15,575	15,016	16,822
FUND BALANCE - BEGINNING OF YEAR	101,116	143,339	148,816	181,537	196,553
FUND BALANCE - END OF YEAR	143,339	181,537	164,391	196,553	213,375

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MUNICIPAL ENTERPRISE FUND

FUND SUMMARY

This budget accounts for the revenues, personnel and operating costs and capital expenditures of the City's Ice Arena and Golf Course, collectively the Dielmann Recreation Complex. The purpose of this independent, self-balancing fund is to provide for separate accounting for these Enterprise activities and to meet national governmental accounting standards for municipal accounting practices. In addition, the organization of these separate funds with the City budget follows recommendations by the City's auditing firm and will comply with the format utilized by the city's auditors.

For budgetary purposes, the Municipal Enterprise Fund is maintained on an accrual method 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.

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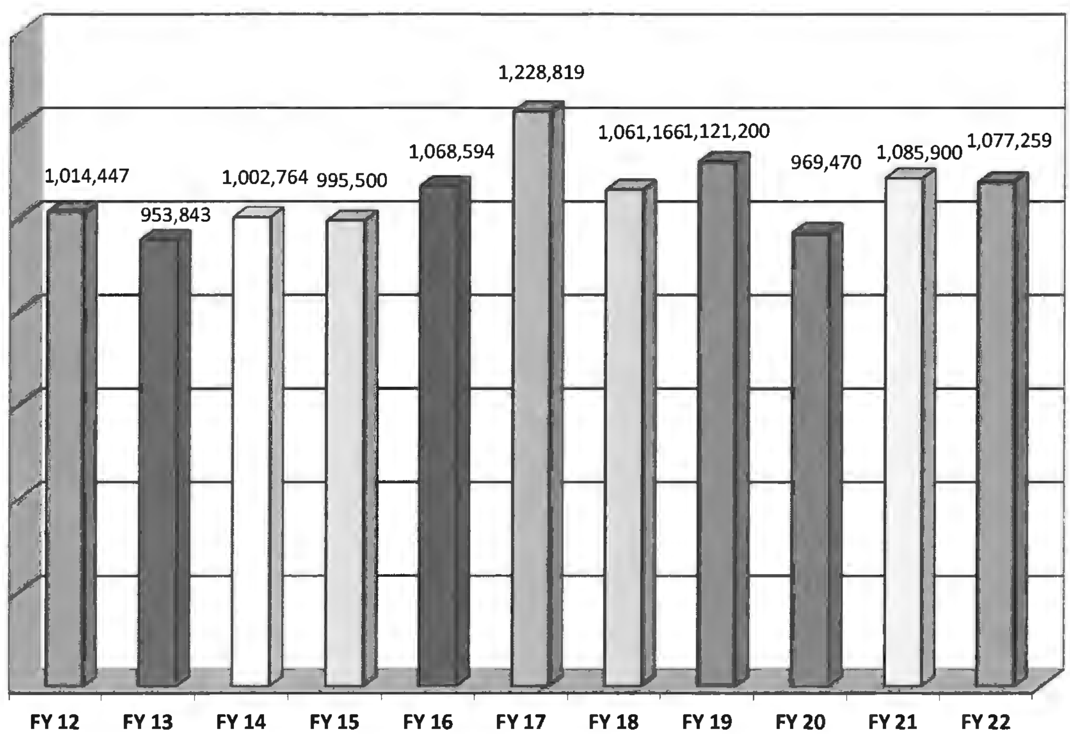
MUNICIPAL ENTERPRISE FUND
STATEMENT OF ESTIMATED REVENUE AND EXPENSES
FOR FISCAL YEAR ENDING JUNE 30, 2022
IN COMPARISON WITH BUDGETED AND PROJECTED TOTALS FOR FY 2021
AND ACTUAL TOTALS FOR FY 2019 & FY 2020

	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Estimated FY 2022	% Change to Projected FY 2021
Revenues:						
Ice Arena	703,384	516,501	684,090	556,460	585,805	5.27%
Golf Course	359,463	405,928	393,840	486,440	441,955	-9.15%
Food Service	58,353	47,041	61,200	43,000	49,500	15.12%
Total Operating Revenues	1,121,200	969,470	1,139,130	1,085,900	1,077,259	-0.80%
Utilization of Retained Earnings	-	-	-	-	-	-
Transfer from General Fund	-	-	-	-	83,391	
Total Revenues	1,121,200	969,470	1,139,130	1,085,900	1,160,650	6.88%
Expenses:						
Ice Arena	530,670	508,741	571,483	523,459	549,532	4.98%
Golf Course	512,278	496,116	561,470	554,941	582,752	5.01%
Food Service	52,445	46,255	46,961	30,890	36,203	17.20%
Total Operating Expenses	1,095,394	1,051,113	1,179,914	1,109,290	1,168,487	5.34%
Total Expenses	1,095,394	1,051,113	1,179,914	1,109,290	1,168,487	5.34%
TOTAL REVENUES OVER EXPENSES	**25,806**	**(81,642)**	**(40,784)**	**(23,390)**	**(7,837)**	

MUNICIPAL ENTERPRISE FUND - TOTAL REVENUES



Fiscal Year		Total revenues	Amount of Change	Percent Change
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		969,470	(151,730)	-13.5%
FY 21	**Projected**	1,085,900	116,430	12.0%
FY 22	**Budgeted**	1,077,259	(8,641)	-0.8%

Factors impacting variances:

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.

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.

MUNICIPAL ENTERPRISE FUND
REVENUES (CONT'D)

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 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.

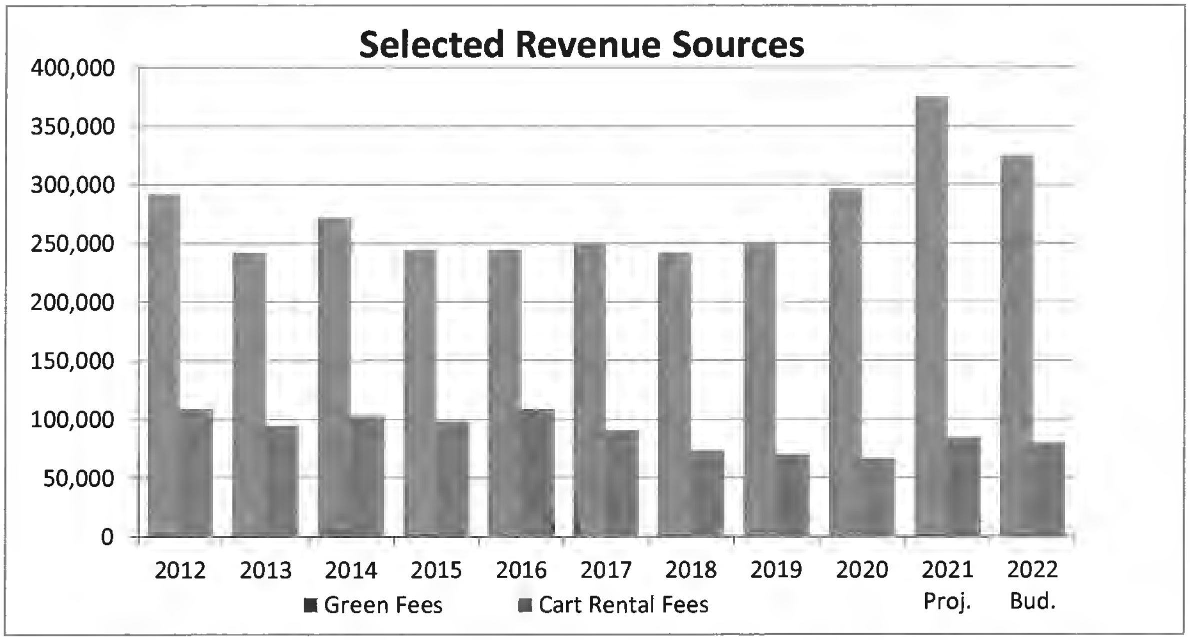
FY 2018 A decrease of 13.6% in revenues primarily resulting from a large upfront one-time tower lease renewal payment which was credited to the Ice Arena in FY 2017.

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 significant decrease of 13.5% in revenues due to pandemic (COVID-19) crisis.

FY 2021 An increase of 12% is projected due to an increase in fees and anticipated COVID-19 recovery. Golf Revenues are the huge contributor for FY 2021 since Golf was one of the many activities that people could do during COVID-19. Golf had a record year.

FY 2022 An decrease of .8% in revenues is budgeted due to the pandemic still going on and anticipation of Golf revenues not coming in as strong as FY 2021 (FY 2021 was an exceptional year).



Green Fees

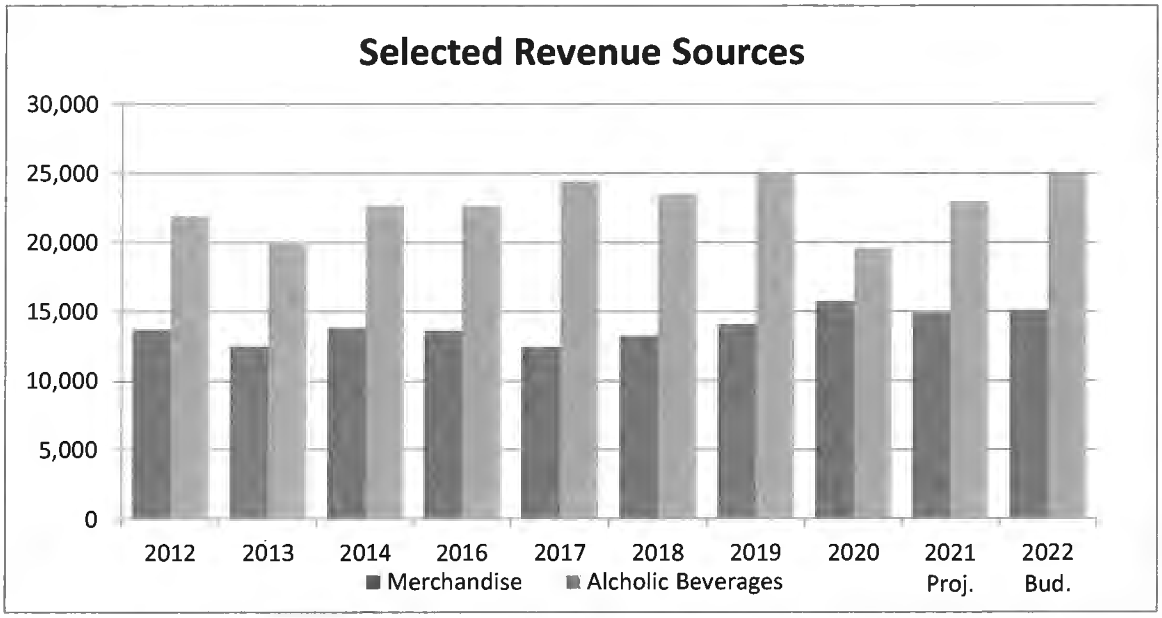
In accordance with City Ordinance, a fee is charged for all users of the Golf Course. The FY 2021 revenue is estimated at $375,000. The greens fees revenues are based upon projected usage of the course during the peak season. The following fees are currently in effect:

	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 2021 revenue is estimated at $85,000. The FY 2022 revenue is projected to decrease to $80,000 during FY 2021 as the result of COVID-19 going away and people having less time to play golf.

Fiscal Year	Green Fees	Cart Rental Fees
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	296,562	66,628
2021 Proj.	375,000	85,000
2022 Bud.	325,000	80,000



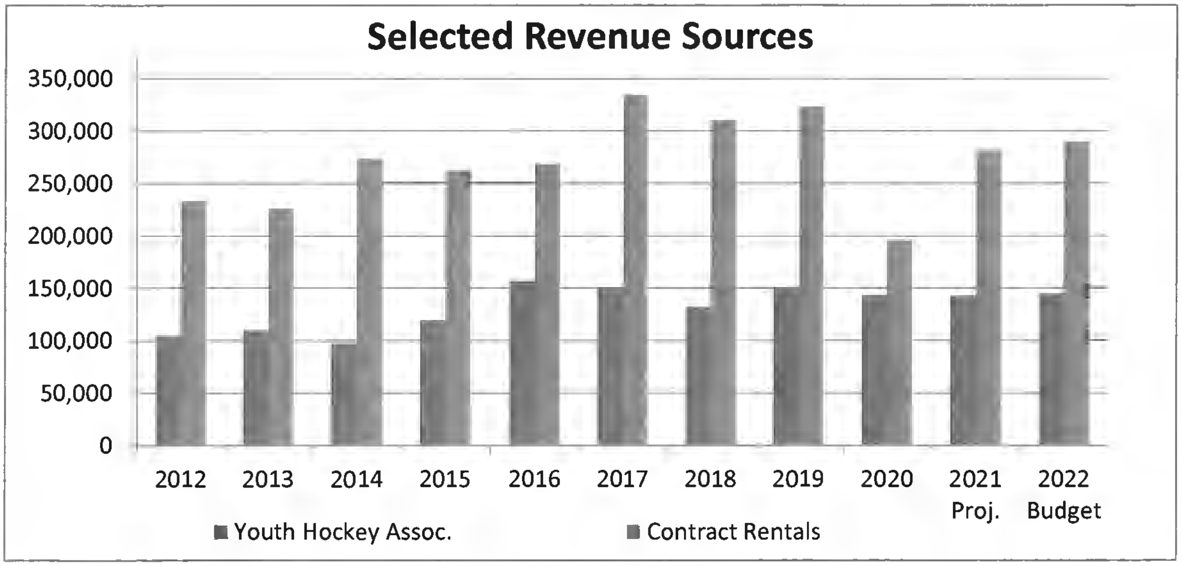
Merchandise

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 2022 revenue is estimated at $15,100. 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 2022 revenue is estimated at $25,000.

Fiscal Year	Merchandise	Alcoholic Beverages
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	15,808	19,624
2021 Proj.	14,900	23,000
2022 Bud.	15,100	25,000



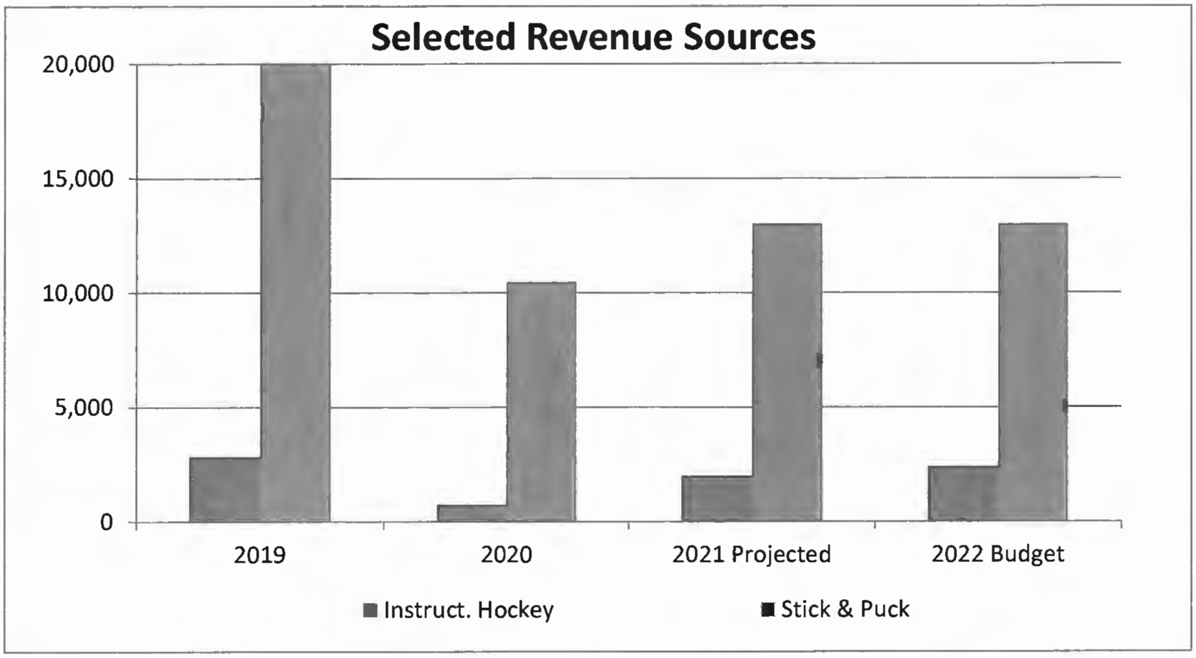
Youth Hockey Association

The Hockey Association pays a user fee for rental of ice time. FY 2021 Ice rental for the Hockey Association is based upon a rental of 665 hours at an average rate of $215 per hour. FY 2022 revenue is estimated at $145,000. Instructional Hockey was included in here, but was moved out to its own line item 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 2021 revenue is estimated at $282,000. FY 2022 revenue is based on 1318 hours of ice time or estimated at $290,000. Stick & Puck was included in here, but was split out in FY 2019.

Fiscal Year	Youth Hockey Assoc.	Contract Rentals
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	143,925	195,615
2021 Proj.	143,000	282,000
2022 Budget	145,000	290,000



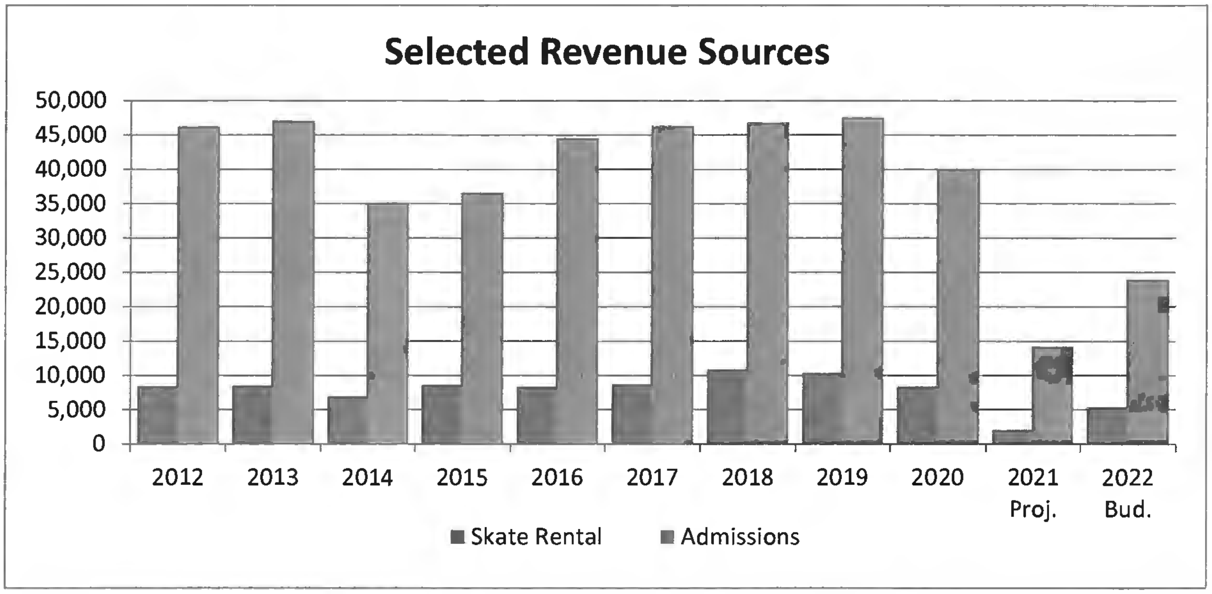
Instructional Hockey

Fees for instructional hockey are $8 per person. FY 2022 revenue is estimated at $2,400.

Stick & Puck

FY 2022 Revenue for Stick & Puck is estimated at $13,000. There was no revenue for FY 2021 due to COVID-19.

Fiscal Year	Instruct. Hockey	Stick & Puck
2019	2,832	29,474
2020	728	10,478
2021 Projected	2,000	13,000
2022 Budget	2,400	13,000



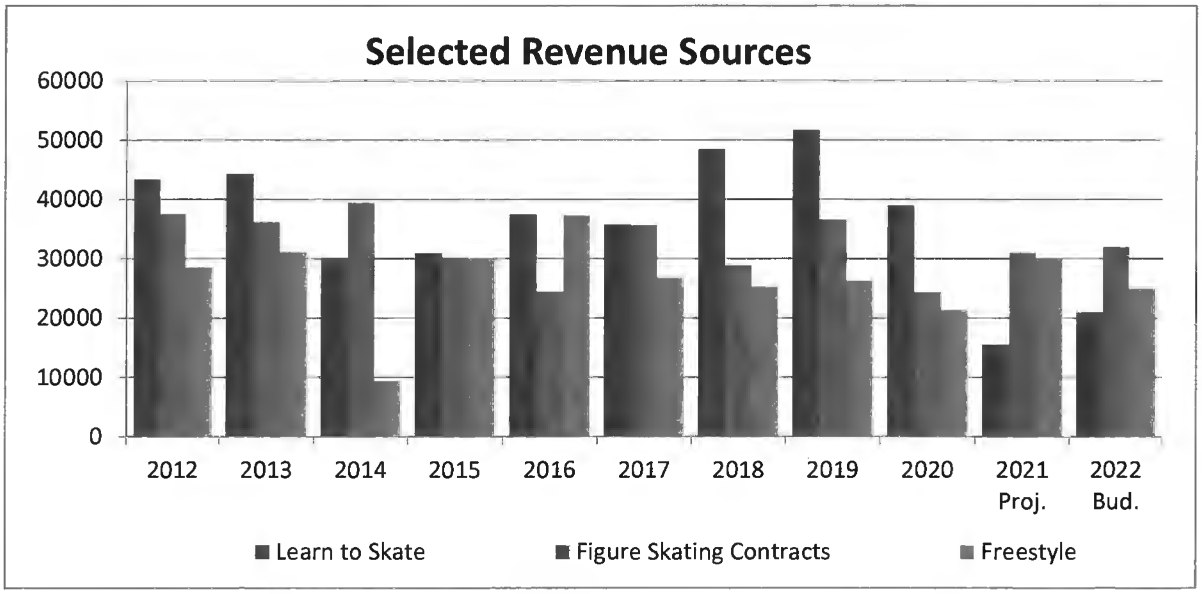
Admissions

In accordance with City Ordinance, a user fee is charged for admission to the Ice Arena to skate. Estimated FY 2021 is projected at $14,200 down due to COVID-19. The FY 2022 admission revenues are estimated to increase to $24,000.

Skate Rental

In accordance with City Ordinance, a fee is charged for rental of skates. Rental fee is $2.00 per pair. FY 2021 revenue is estimated at $2,100. The projected skate rental revenues for FY 2022 are $5,400.

Fiscal Year	Admissions	Skate Rental
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	40,164	8,361
2021 Proj.	14,200	2,100
2022 Bud.	24,000	5,400



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 2021 revenue is estimated at $15,500 down due to COVID-19. The FY 2022 revenues are estimated to be $21,000.

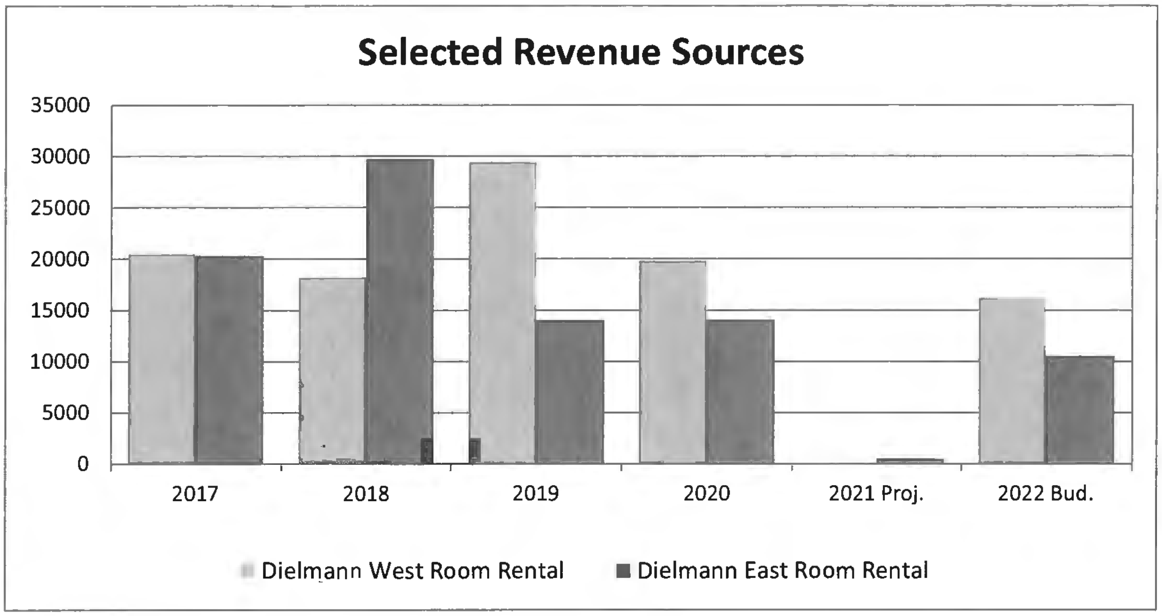
Figure Skating Contracts

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 2022 revenue is estimated at $32,000.

Freestyle

In accordance with City Ordinance, a $5 per half hour fee is charged for ice skating. FY 2022 is estimated to be $25,000.

Fiscal Year	Learn to Skate	Figure Skating Contracts	Freestyle
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	38,990	24,393	21,495
2021 Proj.	15,500	31,000	30,000
2022 Bud.	21,000	32,000	25,000



Dielmann West Room Rental

FY 2021 revenue is estimated at $0 due to COVID-19. The FY 2022 revenues are estimated to be $16,200.

Dielmann East Room Rental

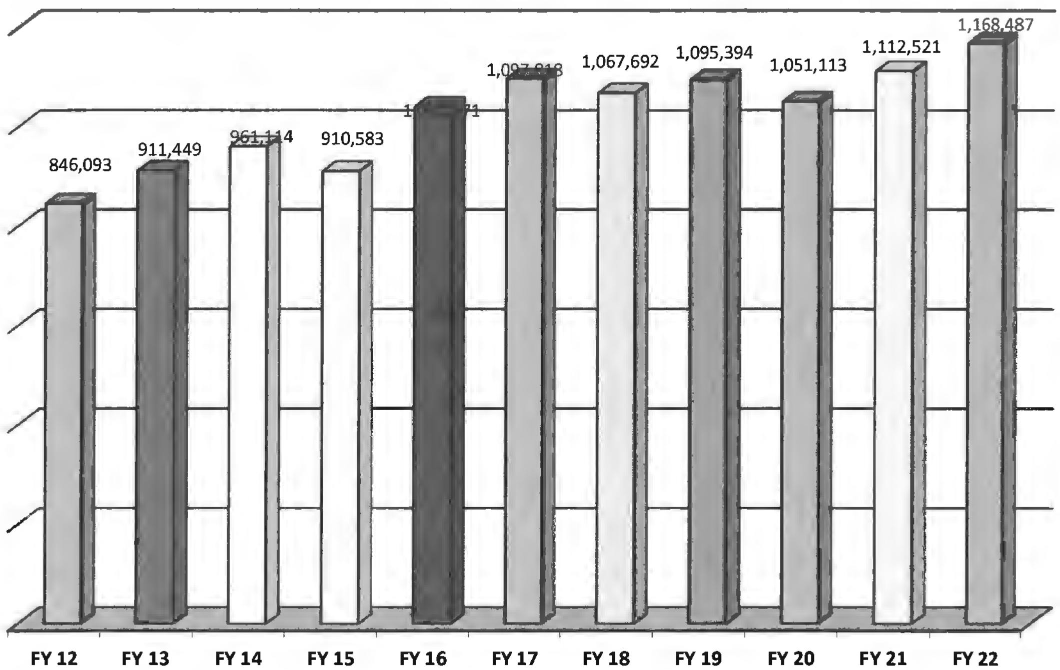
FY 2021 revenue is estimated to be down at $500 due to COVID-19. The FY 2022 revenues are estimated to be $10,500.

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	19,763	14,041
2021 Proj.	0	500
2022 Bud.	16,200	10,500

MUNICIPAL ENTERPRISE FUND
COMPARISON OF FISCAL YEAR 2022 ESTIMATED REVENUE WITH 2021 BUDGETED AND PROJECTED AND ACTUAL REVENUES FOR FISCAL YEARS 2019 AND 2020

	Actual Revenue FY 2019	Actual Revenue FY 2020	Budgeted Revenue FY 2021	Projected Revenue FY 2021	Estimated Revenue FY 2022	% Change to Projected FY 2021
CHARGES FOR MUNICIPAL FACILITIES:						
Ice Arena:						
4519 Hockey Merchandise	102	150	250	-	250	0.00%
4520 Admissions	47,553	40,164	53,000	14,200	24,000	69.01%
4521 Youth Hockey Association	150,654	143,925	155,000	143,000	145,000	1.40%
4522 Hockey Contract Rentals	322,746	195,615	303,000	282,000	290,000	2.84%
4523 Skate Rental	10,377	8,361	9,000	2,100	5,400	157.14%
4524 Skate Sharpening	792	558	500	228	500	119.30%
4525 Learn to Skate	51,696	38,990	48,000	15,500	21,000	35.48%
4526 Locker Rental	620	673	200	50	200	0.00%
4527 Figure Skating Contracts	36,616	24,393	36,000	31,000	32,000	3.23%
4528 Miscellaneous Revenue	9,884	(51)	-	-	-	#DIV/0!
4529 Birthday Parties	-	-	-	-	-	0.00%
4530 Freestyle	26,360	21,495	25,000	30,000	25,000	-16.67%
4532 Dielmann Tower Lease Payments	-	10,185	10,490	10,490	10,805	0.00%
4533 Instructional Hockey	2,832	728	1,600	2,000	2,400	20.00%
4534 Stick & Puck	13,680	10,478	12,000	13,000	13,000	0.00%
4540 Dielmann West Meeting Room Rental	29,474	19,763	30,000	-	16,200	#DIV/0!
4704 Interest on Investments	-	1,074	50	50	50	0.00%
4730 Reimbursements	-	-	-	12,842	-	0.00%
Total Ice Arena	703,384	516,501	684,090	556,460	585,805	5.27%
Golf Course:						
4500 Green Fees	251,064	296,562	272,000	375,000	325,000	-13.33%
4501 Cart Rental	69,646	66,628	73,000	85,000	80,000	-5.88%
4502 Equipment Rental	464	280	500	500	500	0.00%
4506 Misc. Golf Course Revenue	10,135	11,534	10,490	10,490	10,805	3.00%
4509 Merchandise Revenue	14,140	15,808	14,800	14,900	15,100	1.34%
4541 Dielmann East Meeting Room Rental	14,013	14,041	23,000	500	10,500	2000.00%
4704 Interest on Investments	-	1,074	50	50	50	0.00%
Total Golf Course	359,463	405,928	393,840	486,440	441,955	-9.15%
Food Service:						
4504 Alcoholic Beverages	25,053	19,624	27,200	23,000	25,000	8.70%
4505 Sandwiches & Hotdogs	8,402	5,973	8,000	4,500	5,500	22.22%
4507 Coffee, Tea, Soft drinks	17,337	15,445	18,000	12,000	15,000	25.00%
4508 Snacks	7,561	5,999	8,000	3,500	4,000	14.29%
Total Food Service	58,353	47,041	61,200	43,000	49,500	15.12%
Total Municipal Facilities	1,121,200	969,470	1,139,130	1,085,900	1,077,259	-0.80%
TOTAL MUNICIPAL ENTERPRISE FUND	**1,121,200**	**969,470**	**1,139,130**	**1,085,900**	**1,077,259**	

MUNICIPAL ENTERPRISE FUND - TOTAL EXPENDITURES



Fiscal Year		Total Expenditures	Amount of Change	Percent Change
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		1,067,692	(30,126)	-2.7%
FY 19		1,095,394	27,702	2.6%
FY 20		1,051,113	(44,281)	-4.0%
FY 21	**Projected**	1,112,521	61,408	5.8%
FY 22	**Budgeted**	1,168,487	55,966	5.0%

Factors impacting variances:

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.

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.

MUNICIPAL ENTERPRISE FUND
EXPENDITURES (CONT.)

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 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 was originally projected, but due to COVID-19, a 4% decrease occurred. The Ice Arena was closed several months, and as a result, part-time staff were furloughed.

FY 2021 An increase of 5.8% is projected for FY 2021. No salary increases were budgeted, but a one-time merit bonus was done at mid-year. Most of the increase was due to water and sewer being up as a result of a hot and dry summer, which meant an increase in watering of the golf course. Also, as a result of the pandemic, credit card transactions increased, which increased the City's expenditures since the City pays for this expense instead of passing it on to the customer.

FY 2022 An increase of 5% is projected for FY 2022. Personnel costs include a 2% salary increase, as well as a 3% increase for benefit expenditures, but most of the increase is due to a new position (Building Supervisor). Operational expenditures, including capital, includes just under a 1% increase.

CITY OF CREVE COEUR
ALL DEPARTMENTS FOR ENTERPRISE FUND-FY22

ACCOUNT NUMBER AND DESCRIPTION	2021 Budget	2021 Projected	2022 Request	% Change From Budget	% Change From Projected
5101 Salaries, Permanent Empl.	358,556	344,108	358,084	-0.13%	4.06%
5102 Salaries, Temporary Empl.	140,626	115,378	135,792	-3.44%	17.69%
5103 Overtime	2,500	900	1,000	-60.00%	11.11%
5104 Vacation Pay	2,628	2,681	2,628	-0.01%	-1.98%
5109 Provision for Salary Adj.	4,359	4,359	10,460	139.96%	0.00%
5110 Auto Allowance	2,880	2,880	2,880	0.00%	0.00%
5230 Hospital & Medical Insurance	77,221	70,273	74,946	-2.95%	6.65%
5231 Self-Insured Medical Benefit	0	0	0	0.00%	0.00%
5233 Dental Insurance	3,138	2,872	3,162	0.76%	10.10%
5234 Group Life Insurance	1,264	1,114	1,157	-8.47%	3.86%
5235 Accidental Death & Dismem.	140	119	124	-11.43%	4.20%
5236 Disability Insurance	1,028	842	962	-6.42%	14.25%
5240 Social Security Contribution	38,800	35,110	37,039	-4.54%	5.49%
5241 Pension Contribution	27,900	24,805	27,004	-3.21%	8.87%
5243 Worker's Compensation Ins.	11,336	10,023	11,336	0.00%	13.10%
6202 Technical & Personal Services	23,445	30,376	33,347	42.24%	9.78%
6203 Professional Services	2,500	2,500	2,500	0.00%	0.00%
6210 Vehicle Maintenance	3,000	3,900	4,000	33.33%	2.56%
6211 Equipment Maintenance	31,852	31,852	31,852	0.00%	0.00%
6212 Building & Ground Maint.	26,598	25,300	25,598	-3.76%	1.18%
6213 Office Equipment Maint.	2,960	3,248	3,220	8.78%	-0.86%
6220 Liability and Property Insurance	15,052	14,375	14,375	-4.50%	0.00%
6226 Property Insurance	15,053	15,730	15,730	4.50%	0.00%
6250 Electricity	104,944	93,944	103,280	-1.59%	9.94%
6252 Natural Gas	37,500	28,800	34,700	-7.47%	20.49%
6253 Telephone	1,260	936	600	-52.38%	-35.90%
6254 Water & Sewer	47,000	55,000	48,000	2.13%	-12.73%
6255 Cable TV	3,478	3,478	3,478	0.00%	0.00%
6260 Advertising	4,480	3,550	3,900	-12.95%	9.86%
6261 Education and Training	1,710	459	1,710	0.00%	272.55%
6262 Dues, Memberships & Subsc.	3,111	2,885	2,888	-7.17%	0.10%
6264 In Town Meetings	50	50	50	0.00%	0.00%
6265 Travel & Conferences	250	250	250	0.00%	0.00%
6266 Equipment Rental	600	600	600	0.00%	0.00%
6268 Ice Repairs	25,000	20,000	20,000	-20.00%	0.00%
6271 Medical	400	200	400	0.00%	100.00%
7301 Chemicals & Cleaning	7,058	6,208	6,208	-12.04%	0.00%
7302 Small Tools	1,225	975	1,225	0.00%	25.64%
7303 Horticultural Supplies	21,600	21,600	21,600	0.00%	0.00%
7304 General Supplies	6,480	5,690	6,000	-7.41%	5.45%
7307 Gasoline & Mileage	12,000	11,500	12,000	0.00%	4.35%
7308 Wearing Apparel & Linen	2,618	2,110	2,618	0.00%	24.08%
8310 Food For Resale	34,300	24,100	26,500	-22.74%	9.96%
8320 Merchandise	9,660	9,660	9,660	0.00%	0.00%
8321 Miscellaneous Supplies	1,300	1,000	1,000	-23.08%	0.00%
9501 Buildings & Improvements	25,250	42,592	24,500	-2.97%	-42.48%
9502 Vehicles	0	0	0	0.00%	0.00%
9503 Equipment	35,104	33,324	39,924	13.73%	19.81%
9504 Office Equipment	700	865	200	-71.43%	-76.88%
	1,179,914	1,112,521	1,168,487	-0.97%	5.03%

Communication: Review Proposed FY2022 Budget (New 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	310,918	224,014	14,600	-	549,532
Golf Course Maintenance	222,172	81,902	18,300	-	322,374
Golf Course	127,734	101,420	31,224	-	260,378
Food Service	5,750	29,953	500	-	36,203
Total Operations	666,574	437,289	64,624	-	1,168,487
TOTAL OPERATING EXPENSES MUNICIPAL ENTERPRISE FUND	**666,574**	**437,289**	**64,624**	**-**	**1,168,487**

Communication: Review Proposed FY2022 Budget (New Business)

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 11:00 p.m. 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.

Performance and Workload Measures

	FY 2019	FY 2020	Projected FY 2021[1]	Estimated FY 2022[1]
Ice Arena Operating Revenues Per Operating Expenditures (i.e. Revenues Per Dollar Spent)[1]	$1.35	$1.29	$.99	$.94
Participants in Public Skating Sessions	10,000	9,000	2,700	6,500
Participants in Figure Skating, Stick & Puck, and Instructional Hockey[1]	8,500	8,000	9,000	8,000
Participants in Learn to Skate Program[1]	525	550	300	400

[1]*Due to the COVID-19 Pandemic, programs and events offered by the City and subsequent participation may be reduced in FY 2021 and FY 2022; however, extent to which is yet to be determined at this writing; therefore projected and estimated are pandemic estimates*

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 guest response to Dielmann Complex facilities, activities and services to insure excellent satisfaction levels.
- Seek continual improvements of all customer points of contact to provide excellent guest services.
- 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.
- Increase customer awareness of the ice arena through in-house literature, phone messaging, and customer service.

Fund: 06
Dept: 14-31

Budget Highlights

- Accts. 5101-5243 – Increase due to postponement of hiring a full-time Recreation Supervisor position in FY21 due to projected revenue shortfalls and recreation program cancellations due to COVID-19 pandemic.
- Acct. 5102 – Increase in part-time salaries due to temporary closure followed by occupancy limits in FY21 due to COVID-19 in FY21.
- Acct. 6202 – Decrease due to lower credit card fees as a result of offering fewer programs during the pandemic.
- Acct. 6261 – Increase due to recommencement of training in FY22 which were cancelled due to COVID-19 in FY21 ($1,400).
- Acct. 9501 – Decrease due to emergency roof repairs in FY21; cost reimbursed by insurance company (-$13,842).
- Acct. 9501 – Ice rink wall painting ($5,000).
- Acct. 9503 – Increase due to one-time purchase of floor scrubber ($8,000).

Fund: 06
Dept: 14-31

	Actual Expenditures FY 2019	Actual Expenditures FY 2020	Budgeted Expenditures FY 2021	Projected Expenditures FY 2021	Estimated Requirements FY 2022
PERSONNEL SERVICES:					
5101 Salaries, Permanent Empl.	132,956	140,653	159,164	146,000	159,976
5102 Salaries, Temporary Empl.	89,266	63,017	82,279	69,949	78,086
5103 Overtime	1,381	4,172	2,000	400	500
5104 Vacation Pay	-	1,383	1,383	1,411	1,383
5109 Provision for Salary Adj.	-	-	1,834	1,834	5,066
5110 Auto Allowance	2,880	2,880	2,880	2,880	2,880
5230 Hospital & Medical Insurance	17,606	22,510	27,591	22,543	25,989
5231 Self-Insured Medical Benefit	600	500	-		
5233 Dental Insurance	1,143	1,247	1,560	1,332	1,584
5234 Group Life Insurance	477	488	595	466	479
5235 Accidental Death & Dismem.	95	76	65	50	51
5236 Disability Insurance	354	408	450	371	399
5240 Social Security Contribution	16,791	15,696	18,950	17,493	18,344
5241 Pension Contribution	10,826	11,477	11,500	10,381	11,170
5243 Worker's Compensation Ins.	4,608	4,357	5,011	4,430	5,011
Total Personnel Services	278,982	268,863	315,262	279,540	310,918
OPERATING EXPENSES:					
6202 Technical & Personal Services	6,708	7,297	7,000	4,500	5,800
6203 Professional Services	5,078	3,362	2,500	2,500	2,500
6211 Equipment Maintenance	16,466	22,224	25,000	25,000	25,000
6212 Building & Ground Maint.	10,713	15,496	13,298	12,000	12,298
6213 Office Equipment Maint.	3,522	4,077	2,720	2,720	2,720
6220 Liability and Property Insurance	6,250	6,250	7,865	7,865	7,865
6226 Property Insurance	6,250	6,250	7,865	7,865	7,865
6250 Electricity	88,730	80,846	80,000	75,000	80,000
6252 Natural Gas	28,683	25,241	26,000	20,800	24,700
6253 Telephone	771	642	624	468	300
6254 Water & Sewer	16,320	12,470	13,500	13,500	13,500
6255 Cable TV	2,518	2,301	2,580	2,580	2,580
6260 Advertising	1,201	691	980	50	400
6261 Education and Training	1,011	75	1,400	149	1,400
6262 Dues, Memberships & Subsc.	1,584	1,213	1,521	1,275	1,278
6265 Travel & Conferences	-	153	-	-	-
6266 Equipment Rental	-	420	-	-	-
6268 Ice Repairs	21,920	30,052	25,000	20,000	20,000
6271 Medical	-	99	300	100	300
7301 Chemicals & Cleaning	7,803	4,645	6,000	5,000	5,000
7302 Small Tools	437	290	500	250	500
7304 General Supplies	1,123	587	730	240	500
7307 Gasoline & Mileage	8,146	5,627	8,000	7,500	8,000
7308 Wearing Apparel & Linen	1,120	1,401	1,508	1,000	1,508
Total Operating Expenses	236,356	231,708	234,891	210,362	224,014
CAPITAL OUTLAY:					
9501 Buildings & Improvements	4,029	2,715	17,050	30,892	6,000
9503 Equipment	11,303	5,455	3,780	2,000	8,600
9504 Office Equipment	-	-	500	665	-
Total Capital Outlay	15,332	8,170	21,330	33,557	14,600
TOTAL ICE ARENA	**530,670**	**508,741**	**571,483**	**523,459**	**549,532**

CAPITAL OUTLAY DETAIL

Capital Outlay Detail	Annual
9501 Building and Improvements	
Door Closer	500
DRC Landscape Supplies	500
Painting Ice Rink Walls	5,000
Total Account 9501	6,000
9503 Equipment	
Hockey Goals	600
Auto Scrubber	8,000
Total Account 9503	8,600
Total Capital Outlay	**14,600**

Communication: Review Proposed FY2022 Budget (New Business)

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 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. 6202 – Increase due to periodic International Sports Turf Research Center (ISTRC) soil testing for greens ($1,600).
- Acct. 9501 – Increase for one-time installation cost of a fan for #3 green ($12,500).
- Acct. 9501 – One-time purchase of vertical cutting unit adapters for 2500E mowers ($3,300).
- Acct. 9501 – Replacement of an air compressor for the maintenance facility ($2,500).

Fund: 06
Depth: 14-32

Communication: Review Proposed FY2022 Budget (New Business)

GOLF COURSE - MAINTENANCE

	Actual Expenditures FY 2019	Actual Expenditures FY 2020	Budgeted Expenditures FY 2021	Projected Expenditures FY 2021	Estimated Requirements FY 2022
PERSONNEL SERVICES:					
5101 Salaries, Permanent Empl.	125,674	131,367	134,515	130,000	133,231
5102 Salaries, Temporary Empl.	11,662	12,898	18,221	9,159	18,216
5103 Overtime	41	1,064	500	500	500
5104 Vacation Pay	-	-	-	-	-
5109 Provision for Salary Adj.	-	-	1,553	1,553	4,098
5230 Hospital & Medical Insurance	27,887	31,421	38,483	36,691	37,587
5231 Self-Insured Medical Benefit	600	50	-	-	-
5233 Dental Insurance	1,036	697	998	974	998
5234 Group Life Insurance	456	463	451	430	456
5235 Accidental Death & Dismem.	84	75	50	46	49
5236 Disability Insurance	390	391	390	290	378
5240 Social Security Contribution	10,231	9,713	11,723	10,111	10,923
5241 Pension Contribution	10,104	9,309	11,200	9,424	10,684
5243 Worker's Compensation Ins.	4,647	4,393	5,052	4,467	5,052
Total Personnel Services	192,812	201,844	223,136	203,645	222,172
OPERATING EXPENSES:					
6202 Technical & Personal Services	6,065	336	250	250	1,850
6210 Vehicle Maintenance	1,052	1,442	1,500	1,000	1,500
6211 Equipment Maintenance	4,667	4,430	6,052	6,052	6,052
6212 Building & Ground Maint.	12,730	8,868	13,200	13,200	13,200
6250 Electricity	1,726	1,755	1,944	1,944	2,280
6253 Telephone	580	639	636	468	300
6254 Water & Sewer	18,619	27,157	27,000	34,000	28,000
6261 Education and Training	305	65	210	210	210
6262 Dues, Memberships & Subsc.	875	875	980	1,000	1,000
6266 Equipment Rental	-	-	100	100	100
6271 Medical	-	40	100	100	100
7301 Chemicals & Cleaning	397	249	400	400	400
7302 Small Tools	605	619	600	600	600
7303 Horticultural Supplies	22,431	21,360	21,600	21,600	21,600
7304 General Supplies	-	-	-	-	-
7307 Gasoline & Mileage	4,406	3,972	4,000	4,000	4,000
7308 Wearing Apparel & Linen	441	679	710	710	710
Total Operating Expense	74,898	72,488	79,282	85,634	81,902
CAPITAL OUTLAY:					
9501 Buildings & Improvements	4,847	5,536	8,000	11,500	18,300
9502 Vehicles	-	5,677	-	-	-
9503 Equipment	-	(31,751)	-	-	-
Total Capital Outlay	4,847	(20,539)	8,000	11,500	18,300
TOTAL GOLF COURSE	**272,557**	**253,793**	**310,418**	**300,779**	**322,374**

CAPITAL OUTLAY DETAIL

Capital Outlay Detail	Annual
9501 Building and Improvements	
Air Compressor for Maintenance Shed	2,500
Fan for #3 Green	12,500
Verticut Unit Adapters	3,300
Total Account 9501	18,300
9502 Vehicles	
(Nothing Budgeted)	-
Total Account 9502	-
Total Capital Outlay	18,300

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 with social distancing and contactless procedures in effect.

Service, Performance and Workload Levels

	FY 2019	FY 2020	Projected FY 2021	Estimated FY 2022
Operating Rev Per Operating Exp (Revenues per Dollar Spent)[1]	$.68	$.72	$.83	$.81
Rounds Played	19,978	21,500	22,900	23,346
Number Resident Rounds	5,519	6,350	6,400	5,600
Program Participants (Camps, Leagues)	186	193	156	160
Group Outings Held (Corporate/Private)	36	37	10	15
Website Visits (Sessions)[2]	27,150	27,500	32,000	32,500
Website Bookings**	4,369	4,400	4,780	5,000
Website Visits to Bookings, Conversion[2]	6.21%	6.25%	6.69%	6.75%
Overall Customer Ratings (1-5)[2]	4.20	4.20	4.3	4.4
Revenue Per Available Tee Time	$4.03	$4.15	$4.18	$4.28
Weather, Days 90+ degrees[2]	73	80	78	75
Total Number of playable days[2]	202	210	244	235
Total Precipitation (inches)[2]	49.57	50.5	40.34	42.00

[1]*Includes all expenditures for Golf Pro Shop and Golf Maintenance.*
[2]*Information provided by GolfNow.*

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

Fund: 06
Dept: 14-33

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. USGA standard time for the course with little traffic is 1 hour and 57 minutes.
- Beverages currently only available by cart and sale in pro shop due to pandemic.
- 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.
- Continue 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. The new system worked well during the last golf season.
- Will be booking at least two more 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
- Start a new contract with GolfNow, which includes tee sheet, website, tiered pricing and database in exchange for two (2) trade times per day. The new contract will include the implementation of the new G1 teesheet and point of sale system.

Budget Highlights
- Revenues higher than normal due to increased demand for golf rounds during the COVID-19 pandemic in FY21, as well as increasing online play options.
- Acct. 9503 – Third season of three-year lease for golf cart fleet ($30,144).

Fund: 06
Dept: 14-33

GOLF COURSE-PRO SHOP

	Actual Expenditures FY 2019	Actual Expenditures FY 2020	Budgeted Expenditures FY 2021	Projected Expenditures FY 2021	Estimated Requirements FY 2022
PERSONNEL SERVICES:					
5101 Salaries, Permanent Empl.	64,767	67,543	64,877	64,877	64,877
5102 Salaries, Temporary Empl.	27,223	32,111	32,564	33,855	34,398
5103 Overtime	-	-	-	-	-
5104 Vacation Pay	1,697	1,245	1,245	1,270	1,245
5109 Provision for Salary Adj.	-	-	972	972	1,296
5230 Hospital & Medical Insurance	10,610	10,823	11,147	11,039	11,370
5233 Dental Insurance	623	566	580	566	580
5234 Group Life Insurance	227	229	218	218	222
5235 Accidental Death & Dismem.	45	32	25	23	24
5236 Disability Insurance	190	189	188	181	185
5240 Social Security Contribution	6,843	7,311	7,549	7,321	7,382
5241 Pension Contribution	5,117	4,995	5,200	5,000	5,150
5243 Worker's Compensation Ins.	924	874	1,005	889	1,005
Total Personnel Services	118,267	125,918	125,570	126,211	127,734
OPERATING EXPENSES:					
6202 Technical & Personal Services	16,013	15,701	15,500	24,931	25,002
6210 Vehicle Maintenance	565	1,174	1,500	2,900	2,500
6211 Equipment Maintenance	241	83	200	200	200
6212 Building & Ground Maint.	53	-	-	-	-
6213 Office Equipment Maint.	585	763	240	528	500
6220 Liability and Property Insurance	6,250	6,250	7,187	6,510	6,510
6226 Property Insurance	6,250	6,250	7,188	7,865	7,865
6250 Electricity	22,829	17,331	23,000	17,000	21,000
6252 Natural Gas	12,293	10,492	11,500	8,000	10,000
6254 Water & Sewer	2,868	5,223	6,500	7,500	6,500
6255 Cable TV	859	818	898	898	898
6260 Advertising	3,202	3,091	3,500	3,500	3,500
6262 Dues, Memberships & Subsc.	550	300	610	610	610
6264 In Town Meetings	-	-	50	50	50
6265 Travel & Conferences	-	-	250	250	250
6266 Equipment Rental	425	1,025	500	500	500
7301 Chemicals & Cleaning	136	-	150	300	300
7302 Small Tools	30	86	75	75	75
7304 General Supplies	4,684	5,270	5,450	5,150	5,200
7308 Wearing Apparel & Linen	243	337	300	300	300
8320 Merchandise	8,912	11,694	9,660	9,660	9,660
Total Operating Expense	86,987	85,887	94,258	96,727	101,420
CAPITAL OUTLAY:					
9501 Buildings & Improvements	-	-	200	200	200
9503 Equipment	34,467	30,518	30,824	30,824	30,824
9504 Office Equipment	-	-	200	200	200
Total Capital Outlay	34,467	30,518	31,224	31,224	31,224
TOTAL GOLF COURSE	**239,721**	**242,323**	**251,052**	**254,162**	**260,378**

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 2019	FY 2020	Projected FY 2021	Estimated FY 2022
Operating Revenues Per Operating Expenditures (Revenue per Dollar Spent)	$1.29	$1.09	$1.27	1.28

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.
- Increase cleaning procedures to help safety during the pandemic.
- 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.
- Institute new procedures for food and drink, ensuring safety during the pandemic.

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 - Addition of new hot dog roller machine ($500).

Fund: 06
Dept: 14-34

FOOD SERVICES

	Actual Expenditures FY 2019	Actual Expenditures FY 2020	Budgeted Expenditures FY 2021	Projected Expenditures FY 2021	Estimated Requirements FY 2022
PERSONNEL SERVICES:					
5101 Salaries, Permanent Empl.	-	-	-	-	-
5102 Salaries, Temporary Empl.	8,651	4,714	7,562	2,415	5,092
5240 Social Security Contribution	662	361	578	185	390
5243 Worker's Compensation Ins.	246	233	268	237	268
Total Personnel Services	9,559	5,308	8,408	2,837	5,750
OPERATING EXPENSES:					
6202 Technical & Personal Services	214	676	695	695	695
6211 Equipment Maintenance	1,430	254	600	600	600
6212 Building & Ground Maint.	-	-	100	100	100
6261 Education and Training	-	-	100	100	100
7301 Chemicals & Cleaning	300	452	508	508	508
7302 Small Tools	4	18	50	50	50
7304 General Supplies	188	427	300	300	300
7308 Wearing Apparel & Linen	84	130	100	100	100
8310 Food For Resale	36,190	32,356	34,300	24,100	26,500
8321 Miscellaneous Supplies	1,286	851	1,300	1,000	1,000
Total Operating Expense	39,696	35,164	38,053	27,553	29,953
CAPITAL OUTLAY:					
9503 Equipment	3,190	5,784	500	500	500
Total Capital Outlay	3,190	5,784	500	500	500
TOTAL FOOD SERVICES	**52,445**	**46,255**	**46,961**	**30,890**	**36,203**

FOOD SERVICE
CAPITAL OUTLAY DETAIL

Capital Outlay Detail	Annual
9503 Equipment	
Misc.	500
Total Account 9503	500
Total Capital Outlay	500

DIELMANN COMPLEX
CASH BASIS
ANNUAL SURPLUS/DEFICIT BY DEPARTMENT
2013-2022

YEAR	2013			2014*			2015*			2016*		
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	533,718	465,131	**68,587**	522,415	517,501	**4,914**	562,286	449,047	**113,238**	615,392	518,700	**96,692**
**GOLF	370,245	468,753	**(98,508)**	424,687	437,457	**(12,770)**	378,840	418,922	**(40,082)**	397,348	473,966	**(76,618)**
FOOD	49,446	35,832	**13,614**	55,473	38,629	**16,844**	52,497	40,597	**11,900**	55,854	49,922	**5,932**
Total	953,409	969,716	(16,307)	1,002,575	993,587	8,988	993,622	908,567	85,056	1,068,593	1,042,587	26,006
	1.53%	-2.33%		5.16%	2.46%		-0.89%	-8.56%		7.55%	14.75%	

YEAR	2017*			2018*			2019 *			2020 *		
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	787,584	562,035	**225,550**	620,484	497,863	**122,621**	703,384	530,670	**172,714**	516,501	508,741	**7,760**
**GOLF	383,155	487,583	**(104,428)**	383,923	514,336	**(130,414)**	359,463	512,278	**(152,815)**	405,928	496,116	**(90,188)**
FOOD	58,080	48,201	**9,879**	56,759	54,843	**1,916**	58,353	52,445	**5,908**	47,041	46,255	**785**
Total	1,228,819	1,097,818	131,001	1,061,166	1,067,043	(5,877)	1,121,200	1,095,394	25,806	969,470	1,051,113	(81,642)
	14.99%	5.30%		-13.64%	-2.80%		5.66%	2.66%		-13.53%	-4.04%	

YEAR	2021 Projected*			2022 Budget*			10 Year Average (2013-2022)			5 Year Average (2018-2022)		
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	556,460	523,459	**33,001**	585,805	549,532	**36,273**	600,403	512,268	**88,135**	596,527	522,053	**74,474**
**GOLF	486,440	554,941	**(68,501)**	441,955	582,752	**(140,797)**	403,198	494,710	**(91,512)**	415,542	532,085	**(116,543)**
FOOD	43,000	30,890	**12,110**	49,500	36,203	**13,297**	52,600	43,382	**9,219**	50,931	44,127	**6,803**
Total	1,085,900	1,109,290	(23,390)	1,077,259	1,168,487	(91,227)	1,056,202	1,050,360	5,841	1,062,999	1,098,265	(35,266)
	12.01%	5.53%		-0.80%	5.34%		1.80%	1.83%				

*** 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**

**** Depreciation expense is excluded**

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CITY EMPLOYEES RETIREMENT FUND

FUND SUMMARY

The City has a legacy defined benefit pension plan covering full-time employees hired before June 1, 2006. Employees hired after June 1, 2006 are covered by Missouri Local Government Employees Retirement System (LAGERS) and are recorded in the General Fund. The City makes annual contributions to the plan equal to the amounts accrued for pension costs, including amortization of past service cost over ten years. The budget funds management and professional consulting expenses for the Retirement Fund directly from fund assets rather than through the General Fund of the City.

Operations of the fund are governed by the Pension Board of Trustees. The Board of Trustees was reconstituted in 1991 to include Creve Coeur citizens, employees and council members as members.

The City contribution is based on the recommended contribution of the actuarial study conducted annually. This contribution is made to keep the pension fund on track financially to provide the benefits to retired city employees as mandated in the city code.

The Employee Pension Board of Trustees approved two changes in methodology for calculating the recommended annual city contribution to the pension plan for the year beginning with the FY 2016 Plan year. These are:

1. The assumed rate of return from investments was reduced from 7.5% to 7.0%.
2. The amortization of the unfunded liability determined by an actuarial contribution calculation in October 2015 was changed from a rolling 15-year period to a fixed 10-year period. Any changes to the unfunded liability after the July 2015 calculation are amortized on a rolling 15-year basis.

The Employee Pension Board of Trustees approved the following change in methodology for calculating the recommended annual city contribution to the pension plan for the year beginning with the FY 2019 Plan year. These are:

1. The assumed rate of return from investments was reduced from 7.0% to 6.75%.

The Employee Pension Board of Trustees approved three changes in methodology for calculating the recommended annual city contribution to the pension plan for the year beginning with the FY 2022 Plan year. These are:

1. A new more current mortality table
2. The assumed rate of return from investments was reduced from 6.75% to 6.0%.
3. The fixed 10-year amortization was changed to a fixed 14-year amortization, due to #1 and #2 above increasing the plan costs. This “balance” was done to keep the Actuarial Determined Contribution to roughly the same as previous years due to the uncertainty of the financial impact of #1 and #2 above.

For budgetary purposes, the City Employees Retirement Fund is maintained on an accrual method of accounting.

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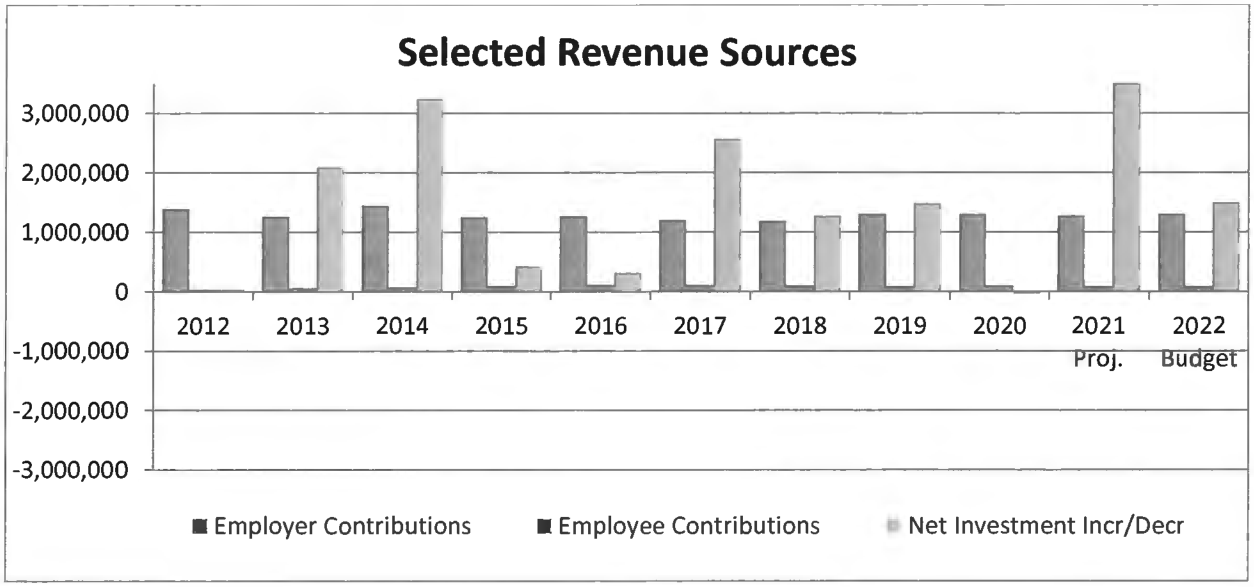
CITY EMPLOYEES RETIREMENT FUND
STATEMENT OF ESTIMATED REVENUES AND EXPENDITURES
FOR FISCAL YEAR ENDING JUNE 30, 2022
IN COMPARISON WITH BUDGETED AND PROJECTED TOTALS FOR FY 2021
AND ACTUAL TOTALS FOR FY 2019 & FY 2020

	Actual FY 2019	Actual FY 2020	Budget FY 2021	Projected FY 2021	Estimated FY 2022
Revenues:					
Employer Contributions-Public Safety Sales Tax	-	156,283	183,568	189,498	176,335
Employer Contributions-General Fund	1,307,755	1,146,775	1,163,497	1,081,755	1,128,748
Employee Contributions	86,614	96,152	94,100	89,385	85,924
Other Revenues	1,484,647	650,204	1,500,000	4,806,678	1,500,000
Total Operating Revenues	2,879,015	2,049,414	2,941,165	6,167,316	2,891,007
Operating Transfer	-	-	-	-	-
Total Revenues	2,879,015	2,049,414	2,941,165	6,167,316	2,891,007
Expenditures:					
Professional Services	28,271	26,811	24,790	18,030	22,690
Investment Manager Fees	43,995	45,028	50,000	63,385	67,600
Employee Benefits Expense	1,817,650	2,343,781	2,000,000	1,930,300	2,166,768
Total Expenditures	1,889,916	2,415,620	2,074,790	2,011,715	2,257,058
TOTAL REVENUES OVER (UNDER) EXPENDITURES	**989,099**	**(366,206)**	**866,375**	**4,155,601**	**633,949**



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 2022 Employer Contribution will be $1,305,083. However, $176,335 of this amount will be paid from the Public Safety Sales Tax Fund. This will be the 7th year using the reduced amortization period (10 year-fixed). However, the amortization period was extended from 10 years to 14 years starting July 2021. The interest rate earnings assumptions was lowered from 6.75% to 6% in July 2021.

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 2022 is $85,924. Since this is a closed Plan, the employee contribution will continue to decrease as more employees retire.

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 2022 is $1,500,000.

Fiscal Year	Employer Contributions	Employee Contributions	Net Investment Incr/Decr
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	107,272	2,565,367
2018	1,188,826	99,041	1,271,693
2019	1,307,755	86,614	1,484,647
2020	1,303,058	96,152	-41,331
2021 Proj.	1,271,253	89,385	4,156,678
2022 Budget	1,305,083	85,924	1,500,000

CITY EMPLOYEES RETIREMENT FUND
COMPARISON OF FISCAL YEAR 2022 ESTIMATED REVENUE WITH 2021 BUDGETED AND PROJECTED AND ACTUAL REVENUES FOR FISCAL YEARS 2019 AND 2020

	Actual Revenue FY 2019	Actual Revenue FY 2020	Budgeted Revenue FY 2021	Projected Revenue FY 2021	Estimated Revenue FY 2022	
INTERGOVERNMENTAL REVENUES:						
4307 Employer Contributions-Public Safety Sales Tax	-	156,283	183,568	189,498	176,335	1
4308 Employer Contributions-General Fund	1,307,755	1,146,775	1,163,497	1,081,755	1,128,748	1
	1,307,755	1,303,058	1,347,065	1,271,253	1,305,083	
Total Intergovernmental Revenue	1,307,755	1,303,058	1,347,065	1,271,253	1,305,083	
OTHER REVENUES:						
4309 Employee Contributions	86,614	96,152	94,100	89,385	85,924	
4704 Investment Income-Other	505,876	691,534	500,000	650,000	500,000	2
4709 Unrealized Gains	978,771	(41,331)	1,000,000	4,156,678	1,000,000	2
Total Other Revenues	1,571,260	746,356	1,594,100	4,896,063	1,585,924	
Operating Transfers In	-	-	-	-	-	
Total Current Year's						
Total Current Year's Revenues	2,879,015	2,049,414	2,941,165	6,167,316	2,891,007	
TOTAL CITY EMPLOYEES RETIREMENT FUND	**2,879,015**	**2,049,414**	**2,941,165**	**6,167,316**	**2,891,007**	

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 2019	Actual Expenditures FY 2020	Budgeted Expenditures FY 2021	Projected Expenditures FY 2021	Estimated Requirements FY 2022
6203 Professional Services	28,271	26,811	24,790	18,030	22,690
6205 Investment Manager Fees	43,995	45,028	50,000	63,385	67,600
6206 Employee Benefits Expense	1,817,650	2,343,781	2,000,000	1,930,300	2,166,768
TOTAL BENEFITS AND OPERATING EXPENDITURES	**1,889,916**	**2,415,620**	**2,074,790**	**2,011,715**	**2,257,058**
EXCESS OF REVENUES OVER EXPENDITURES	989,099	(366,206)	866,375	4,155,601	633,949
FUND BALANCE - BEGINNING OF YEAR	25,729,820	26,718,921	25,729,820	26,352,717	30,508,318
FUND BALANCE - END OF YEAR	26,718,921	26,352,717	26,596,195	30,508,318	31,142,267

City of Creve Coeur, Missouri
General Information, Map 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 18,538 spanning 10.27 square miles with approximately 8,756 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 Department of Administrative Services, Finance, Municipal Court, Public Works, Community Development and the Community Center. The Police Department moved into the new building on the government center property in FY 20219.

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]	8,756
Persons Per Square Mile[1]	1,804
Persons Per Acre	2.83

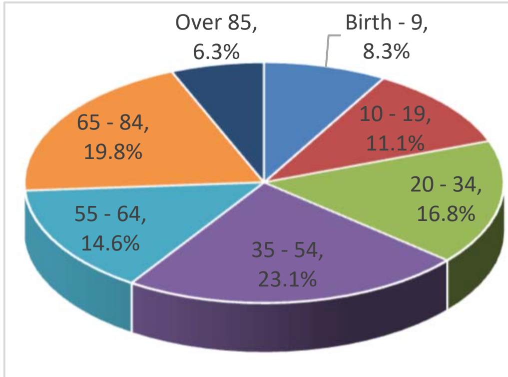
Population Growth

1945 (Upon Incorporation)	1,878
1960	5,122
1970	8,967
1980	11,757
1990	12,304
2000	16,759
2010	17,833

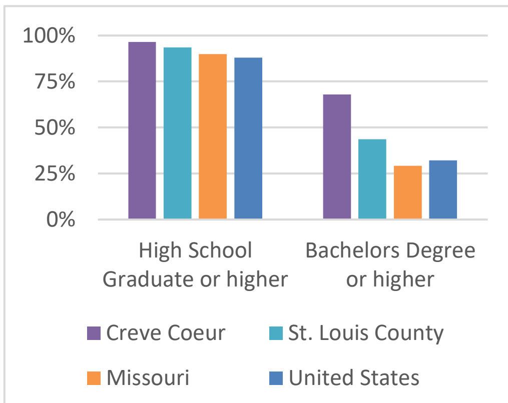
General Information and Statistical Data (Cont'd)

Median Household Income[1]	96,319
Median Age (years)[1]	48.8

Age of Residents[1]



Education[1]



Occupation[2]

Management and Professional	59.7%
Sales and Office	21.1%
Service	10.7%
Production & Transportation	4.9%
Construction & Maintenance	3.6%
Other	0.0%

Ethnicity[1]

Caucasian	76.3%
African-American	8.6%
American Indian and Alaskan Native	0.8%
Asian	10.9%
Other	7.9%
Other	4.2%

Housing[1]

Owner Occupied	69.4%
Renter Occupied	30.6%

General Information and Statistical Data (Cont'd)

Centerline Miles of Streets:

Public	78.9
Private	17.3
State Highway	14.8
County Arterials	5.6
Total Miles of Streets	116.6

Police Protection

Commissioned	49
Noncommissioned	4

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[2]

Residential	57%
Commercial	16%
Light Industrial	3%
Institutional	16%

Largest Employers (number of employees)[3]

Mercy Hospital St. Louis	5,905
Bayer	4,170
Clearent LLC	803
Daugherty Systems, Inc.	639
Refinitiv US LLC	524
SSM Health Care Corporation	467
G45 Secure Solutions USA Inc	417
Centene Corporation	400
Plaza Motor Company	348

Number of City of Creve Coeur Authorized Full-Time Employees	106

[1] *Per U.S. Census Bureau, Census, 2015-2019*

[2] *Per Creve Coeur Planning Department, 2020*

[3] *Per 2020 Comprehensive Annual Financial Report (Creve Coeur Finance Department 2020 Business Licenses)*

CITY OF CREVE COEUR, MISSOURI
COMPUTATION OF LEGAL DEBT MARGIN
June 30, 2020

Net Assessed Value: as of January 1, 2020		$ 1,146,780,060
Debt Limit: 10% of Assessed Value		114,678,006
Total Bonded Debt	9,640,109	
Less: Assets in Debt Service Fund	(586,711.00)	
Total Amount of General Obligation Debt Applicable to Debt Limit		9,053,398
Legal Debt Margin		$ 105,624,608

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, 2020 are as follows:

Years Ending June 30,	Principal	Interest	Total
2020	440,000	270,106	710,106
2021	455,000	261,306	716,306
2022	470,000	247,656	717,656
2023	480,000	233,556	713,556
2024	490,000	223,956	713,956
2025	505,000	209,256	714,256
2026	515,000	197,894	712,894
2027	530,000	185,018	715,018
2028	550,000	169,118	719,118
2029	565,000	152,618	717,618
2030	580,000	135,668	715,668
2031	600,000	118,268	718,268
2032	620,000	100,268	720,268
2033	635,000	81,668	716,668
2034	655,000	62,618	717,618
2035	675,000	42,968	717,968
2036	700,000	21,876	721,876
2037	0	0	0
	9,465,000	2,713,818	12,178,818

Source: 2020 Comprehensive Annual Financial Report

CITY OF CREVE COEUR, MISSOURI
DIRECT AND OVERLAPPING GOVERNMENTAL ACTIVITIES DEBT
JUNE 30, 2020

Name of Governmental Unit	Debt Outstanding	Percentage Applicable To City of Creve Coeur	Amount Applicable To City Of Creve Coeur
St. Louis County	82,330,000	4.24%	3,490,792
Parkway School District	203,435,000	13.94%	28,358,839
Ladue School District	124,395,667	19.18%	23,859,089
Pattonville School District	101,485,000	3.40%	3,450,490
Monarch Fire District	-	4.35%	-
West Overland Fire District	1,925,000	9.67%	186,148
Creve Coeur Fire	16,875,000	63.23%	10,670,063
Sub-total	530,445,667		70,015,420
City of Creve Coeur	9,640,109	100.00%	9,640,109
Total Direct and Overlapping Debt	540,085,776		79,655,529

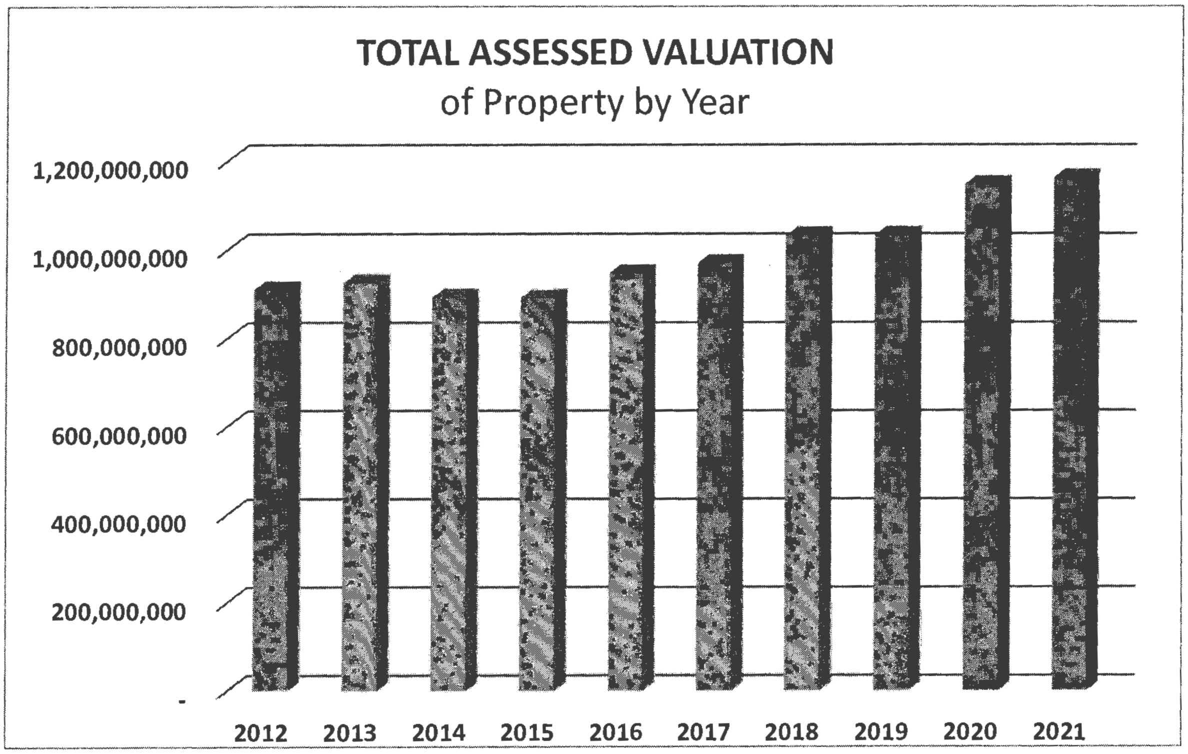
Source: 2020 Comprehensive Annual Financial Report
The percentage applicable to the City of Creve Coeur is based
on the jurisdiction's assessed value within the boundaries of Creve Coeur.

CITY OF CREVE COEUR
PRINCIPAL REAL ESTATE TAXPAYERS (1)
JUNE 30, 2020

Taxpayer	Type of Business	2020 Assessed Valuation	Percent of Total (2)
Bayer Corporation	Regional Headquarters	89,898,320	8.67 %
RNSI City Place Owner LLC	Developers	38,615,220	3.72
Emerson Rd LLC (formerly I & G Direct Real Estate 18, LP)	Developers	23,511,170	2.27
MRES CP6 Holdings LP	Real Estate	11,306,020	1.09
Waterfront Creve Coeur MO LLC (Formerly Cross Creek Multifamily Apartments LP)	Rental Apartments	10,166,360	0.98
Asbury Automotive St. Louis, LLC	Retail auto sales	8,557,020	0.82
Missouri American Water/St. Louis Co Water	Rental Apartments	7,259,550	0.70
AVBH VICINO LLC	Real Estate	6,795,120	0.66
Cove West Creve Coeur MO LLC	Rental Apartments	6,238,450	0.60
St. Josephs Convent of Mercy	Education	6,113,150	0.59
		$ 208,460,380	20.10 %

(1) Source - 2020 Comprehensive Annual Financial Report

(2) Total assessed value of the City was $1,037,245,125 as of January 1, 2020.



Fiscal Year	Real Property	Personal	Railroad & Utilities	Total
2012	783,796,630	118,530,770	8,651,648	910,979,048
2013	787,780,570	128,951,800	8,522,313	925,254,683
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
2020	984,836,820	152,195,430	9,747,807	1,146,780,057
2021	1,000,155,916	150,277,114	10,432,432	1,160,865,462

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% as of December 31.

Property Value and Construction
Last Ten Fiscal Years

		New Construction (2)				Alterations and Additions		Building Demolitions
		Commercial		Residential				
Fiscal Year	Total Estimated Actual Value (1)	Number Of Permits	Estimated Cost Of Construction	Number Of Permits	Estimated Cost Of Construction	Number Of Permits	Estimated Cost Of Construction	Number Of Permits
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	18	12,389,490	1329	71,746,160	44
2020	4,841,257,311	3	20,935,295	17	11,641,106	1302	104,153,996	27

(1) Source - 2020 Comprehensive Annual Financial Report (St. Louis County Assessor)

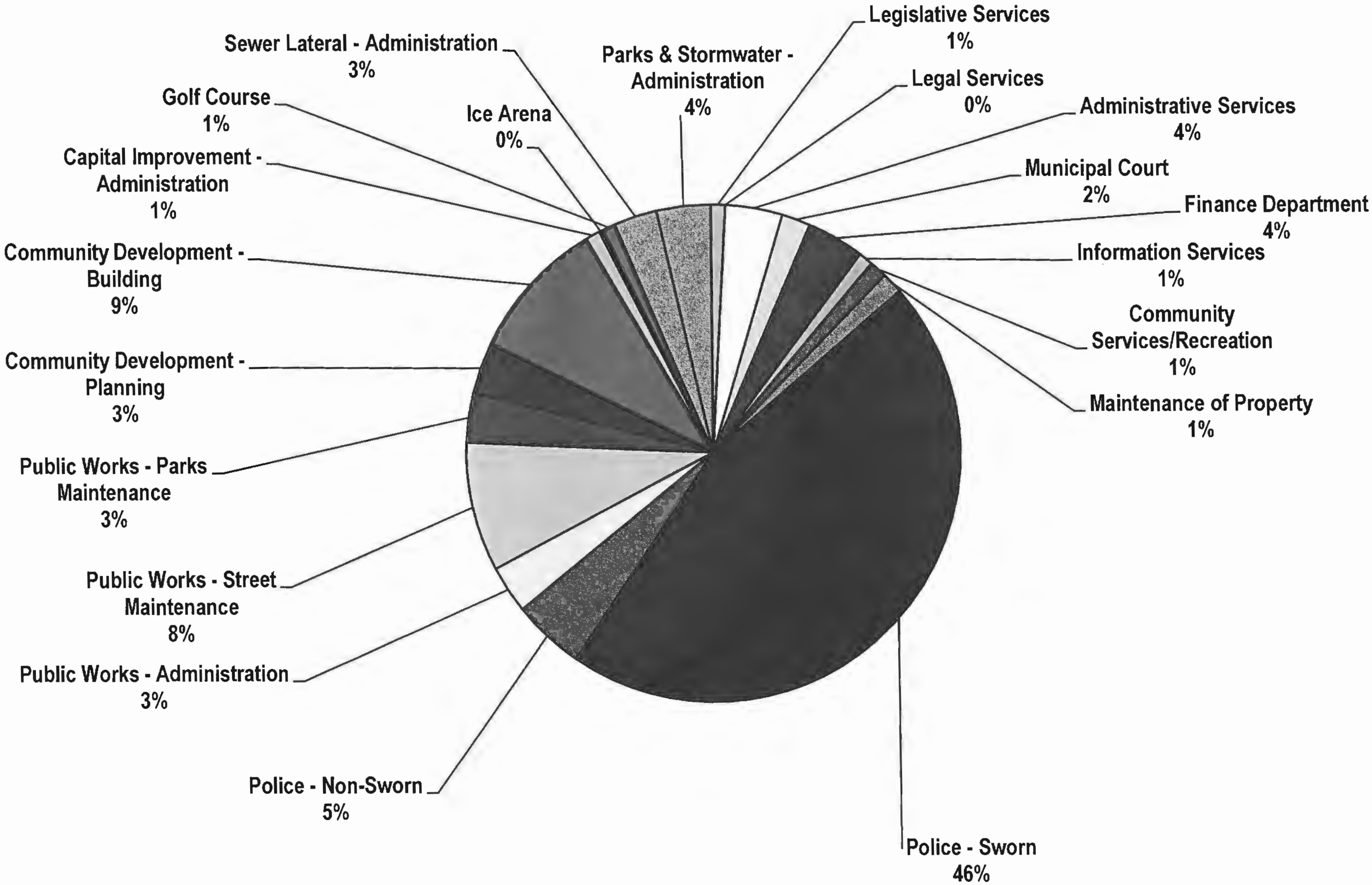
(2) Source - 2020 Comprehensive Annual Financial Report (City of Creve Coeur Building Department)

ALL FUNDS
SUMMARY OF FULL-TIME AUTHORIZED PERSONNEL
BY DEPARTMENT/FUND

DEPARTMENT/DIVISION	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
GENERAL FUND:					
Legislative Services	1.7	1	1	1	1
Legal Services	0	1	0	0	0
Administrative Services	4	4	4	4	4
Municipal Court	2	2	2	2	2
Finance Department	5	4	5	4	4
Information Services	1	1	1	1	1
Community Services/Recreation	0.70	0.70	0.70	1.20	1.20
Maintenance of Property	1.67	1.67	2.50	2.50	1.00
Police - Sworn	50	50	49	49	49
Police - Non-Sworn	4.3	3	3	4	5
Public Works - Administration	5	4	3.5	3.3	3.3
Public Works - Street Maintenance	11	10	9	9	9
Public Works - Parks Maintenance	3.33	3.33	3.5	3.5	4
Community Development - Planning	4	4	3.5	3.5	3.5
Community Development - Building	9	9	10	10	10
Subtotal*	102.70	98.70	97.70	98.00	98.00
CAPITAL IMPROVEMENT FUND:					
Capital Improvement - Administration	0	1	1	1	1
Subtotal*	0	1	1	1	1
SEWER LATERAL FUND:					
Sewer Lateral - Administration	0	0	0	0.2	0.2
Subtotal*	0	0	0	0.2	0.2
PARKS & STORMWATER FUND:					
Parks & Stormwater - Administration	0	0	0	0	1
Subtotal*	0	0	0	0	1
MUNICIPAL ENTERPRISE FUND:					
Ice Arena	2.50	2.50	2.50	3.00	3.00
Golf Course	3.80	3.80	3.80	3.80	3.80
Subtotal*	6.30	6.30	6.30	6.80	6.80
TOTAL AUTHORIZED FULL-TIME EMPLOYEES:	**109.00**	**106.00**	**105.00**	**106.00**	**107.00**

** 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/Fund - FY 2022



CITY OF CREVE COEUR
FISCAL YEAR 2022
FULL-TIME SALARIES BY GRADE

	ANNUAL SALARY			MONTHLY SALARY		
Grade	**Min**	**Mid**	**Max**	**Min**	**Mid**	**Max**
1	27,024	32,418	37,812	2,252	2,702	3,151
2	28,896	34,662	40,428	2,408	2,889	3,369
3	30,900	37,050	43,200	2,575	3,088	3,600
4	33,204	39,834	46,464	2,767	3,320	3,872
5	35,100	42,096	49,092	2,925	3,508	4,091
6	37,188	44,604	52,020	3,099	3,717	4,335
7	39,660	47,574	55,488	3,305	3,965	4,624
8	42,372	50,826	59,280	3,531	4,236	4,940
9	46,236	55,458	64,680	3,853	4,622	5,390
10	52,272	62,706	73,140	4,356	5,226	6,095
10a	61,488	70,680	79,872	5,124	5,890	6,656
11	58,524	70,206	81,888	4,877	5,851	6,824
12	65,412	78,480	91,548	5,451	6,540	7,629
12a	77,616	87,816	98,016	6,468	7,318	8,168
13	72,072	86,454	100,836	6,006	7,205	8,403
13a	80,448	91,638	102,828	6,704	7,637	8,569
14	77,352	92,778	108,204	6,446	7,732	9,017
14a	86,616	99,036	111,456	7,218	8,253	9,288
15	83,220	99,846	116,472	6,935	8,321	9,706
16	89,484	107,364	125,244	7,457	8,947	10,437
17	96,396	115,638	134,880	8,033	9,637	11,240
18	104,292	125,112	145,932	8,691	10,426	12,161

CITY OF CREVE COEUR
FISCAL YEAR 2022
FULL-TIME EMPLOYEE CLASSIFICATION PLAN AND PAY RANGES

GRADE	POSITION TITLE	DEPARTMENT/DIVISION	MONTHLY PAY RANGE Min	Max
5	Currently Vacant		2,925	4,091
6	Maintenance Worker	Golf Course, Ice Arena, Public Works – Streets	3,099	4,335
7	Accounting Associate	Finance	3,305	4,624
	Administrative Assistant	Community Development - Building and Planning, Finance, Recreation		
	Building Maintenance Technician	Community Services, Ice Arena		
	Maintenance Worker I	Building Maintenance, Golf Course, Public Works – Parks and Streets		
	Records Associate	Police – Administration		
	Recreation Supervisor	Community Services, Ice Arena		
	Support Services Associate	Police – Administration		
8	Apartment Re-Occupancy Inspector/Code Enforcement Officer	Community Development – Building	3,531	4,940
	Court Clerk I	Administrative Services – Municipal Court		
	Executive Assistant to 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	Administrative Supervisor	Public Works – Administration, Community Development - Building and Planning	3,853	5,390
	Court Clerk II	Administrative Services – Municipal Court		
	Human Resources Generalist	Administrative Services		
	Police Academy Recruit	Police – Patrol		
	Foreman I	Public Works – Parks, Streets		
	Residential Building Inspector	Community Development – Building		
10	Assistant Recreation Director	Golf Course	4,356	6,095
	Commercial Building Inspector	Community Development – Building		
	Foreman II	Public Works – Streets, Parks		
	Golf Maintenance Superintendent	Golf Course		
	Plans Examiner/Building Inspector	Community Development – Building		
	Project Manager-Engineering	Public Works – Administration		
	Public Information Officer & Management Analyst	Administrative Services		
	Senior Accounting Associate	Finance		

CITY OF CREVE COEUR
FISCAL YEAR 2022
FULL-TIME EMPLOYEE CLASSIFICATION PLAN AND PAY RANGES

GRADE	POSITION TITLE	DEPARTMENT/DIVISION	MONTHLY PAY RANGE Min	Max
10a	Police Officer	Police – Patrol	5,124	6,656
	Police Officer – Special Assignment	Police – Patrol		
	Police Officer – Detective	Police – Investigations		
11	City Planner	Community Development – Building	4,877	6,824
	Civil Engineer	Public Works – Administration		
	Court Administrator	Administrative Services – Municipal Court		
	Information Systems Coordinator	Finance – Information Systems		
	Senior Plans Examiner	Community Development – Building		
12	City Clerk	Legislative	5,451	7,629
	Operations Superintendent	Public Works – Parks, Streets		
12a	Sergeant – Administrative	Police – Administration	6,468	8,168
	Sergeant – CALEA	Police – Administration		
	Sergeant	Police – Patrol, Investigations		
13	Chief Building Official	Community Development – Building	6,006	8,403
13a	Lieutenant	Police – Administration, Patrol	6,704	8,569
	Lieutenant – CALEA	Police – Administration		
14	Assistant City Administrator	Administrative Services	6,446	9,017
	Assistant Public Works Director/City Engineer	Public Works – Administration		
	Recreation Director	Ice Arena, Community Services		
14a	Captain	Police – Administration, Investigations, Patrol	7,218	9,288
15	Community Development Director	Community Development – Planning	6,935	9,706
16	Finance Director	Finance	7,457	10,437
	Public Works Director	Public Works – Administration		
17	Currently Vacant		8,033	11,240
18	Chief of Police	Police – Administration	8,691	12,161

** 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 2022
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 2022 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 merit salary allocation for FY 2022 is budgeted at 2% 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. The merit bonus allocation for FY 2022 is budgeted at 1% 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 2022

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 2022

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 SPOUSAL HEALTH INSURANCE SURCHARGE FY 2022

On and after January 1, 2021, in an effort to keep costs down for all employees, the City of Creve Coeur requires all employees and retirees who cover their spouses under the City-employee cost-sharing health insurance benefit to be assessed a monthly surcharge if the spouse is eligible for a major medical/prescription insurance plan through their employer which meets minimum value standards on all employee health insurance benefits. This provision does not apply to employee spouses who are covered under Medicare and also under the age of 65, Tricare, or COBRA.

The monthly spousal health insurance surcharge shall be set forth and approved by City Council as part of the annual fiscal budget process. The City Council may amend these provisions by resolution at any time in its discretion.

The monthly spousal health insurance surcharge for FY 2022 will be $200 per month.

CITY OF CREVE COEUR
FY 2022 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 Maintenance Worker	16.80 - 25.00
GOLF COURSE	
Greenskeeper	12.00 - 15.00
Concession Attendant	10.30 - 12.00
Recreation Aide-Golf	10.30 - 12.00

Independent contractor

Communication: Review Proposed FY2022 Budget (New Business)

CITY OF CREVE COEUR
FY 2022 PAY SCHEDULE

HOURLY POSITIONS *(CONT.)*	PER HOUR
ICE ARENA	
Building Supervisor-Ice	12.00 - 15.00
Learn to Skate Instructor	15.00 - 26.00
Front Desk Supervisor-Ice	12.00 - 16.00
Custodian-Ice	11.00 - 15.00
Learn to Skate Coordinator	11.00 - 15.00
Receptionist	11.00 - 15.00
Intern	11.00 - 15.00
Recreation Aide-Ice	10.30 - 12.00
COMMUNITY SERVICES	
Market Manager	12.00 - 16.00
Receptionist	11.00 - 15.00
Community Center Recreation Monitor	12.00 - 15.00
Recreation Aide-Community Services	10.30 - 12.00
Intern	11.00 - 15.00
POLICE	
Administrative Assistant	18.00 - 25.00
CALEA Accreditation Assistant	25.00 - 30.00
Evidence Custodian	18.00 - 25.00

GENERAL FUND
DETAIL OF AUTHORIZED FULL-TIME EQUIVALENTS (FTEs)
BY DEPARTMENT FY 2022

DEPARTMENT	POSITION TITLE	FY 2021 AUTHORIZED FTEs		FY 2022 AUTHORIZED FTEs	
FULL-TIME POSITIONS					
LEGISLATIVE SERVICES					
	City Clerk	1		1	
		1		1	
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**		**HI**
	Clerk	0.50	1040	0.51	10
		0.50	1040	0.51	10
FULL-TIME POSITIONS					
FINANCE - ADMINISTRATION					
	Director of Finance	1		1	
	Finance Manager/Accountant	1		0	
	Senior Accounting Associate	0		1	
	Payroll Associate	1		1	
	Accounting Associate	1		1	
		4		4	
PART-TIME POSITIONS					
FINANCE - ADMINISTRATION			**HRS**		**HI**
	Intern	0.00	0	0.23	48
	Accounting Clerk	0.70	1456	0.70	14
		0.70	1456	1	19

GENERAL FUND
DETAIL OF AUTHORIZED FULL-TIME EQUIVALENTS (FTEs)
BY DEPARTMENT FY 2022

DEPARTMENT	POSITION TITLE	FY 2021 AUTHORIZED FTEs FY 2021		FY 2022 AUTHORIZED FTEs FY 2022	
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	0.50		0.50	
		1.20		1.20	
PART-TIME POSITIONS					
COMMUNITY SERVICES - ADMINISTRATION			**HRS**		**HI**
	Community Center Monitor	0.02	50	0.02	5
	(1) Receptionist - Comm. Serv./Ice	0.38	800	0.38	8(
		0.41	850	0.41	8!
FULL-TIME POSITIONS					
MAINTENANCE OF MUNICIPAL FACILITIES					
	(2) Parks and Building Maintenance Worker	0.5		0	
	Building Maintenance Worker II	1		1	
	Building Maintenance Worker	1		0	
		2.5		1	
FULL-TIME POSITIONS					
POLICE - ADMINISTRATION					
	Chief of Police	1		1	
	Police Captain-Administrative Services	1		1	
	Police Captain-Professional Standards	1		1	
	Police Lieutenant-Accreditation & Spec. Projects	0		1	
	Executive Assistant to Police Chief	1		1	
	Records Associate	2		2	
	Support Services/Fleet Maintenance Associate	1		1	
	Building Maintenance Worker	0		1	
		7		9	
PART-TIME POSITIONS					
POLICE - ADMINISTRATION			**HRS**		**HI**
	CALEA Accreditation Assistant	0.0	0	0.7	14
	Evidence Custodian	0.7	1456	0.7	14
		0.7	1456	1.4	29

Communication: Review Proposed FY2022 Budget (New Business)

GENERAL FUND
DETAIL OF AUTHORIZED FULL-TIME EQUIVALENTS (FTEs)
BY DEPARTMENT FY 2022

DEPARTMENT	POSITION TITLE	FY 2021 AUTHORIZED FTEs		FY 2022 AUTHORIZED FTEs	
FULL-TIME POSITIONS					
POLICE - INVESTIGATIONS		**FY 2021**		**FY 2022**	
	Police Lieutenant	1		1	
	Police Detective	5		5	
	Police Officer-SRO	1		1	
	Police Office-CPO	0		2	
		7		9	
FULL-TIME POSITIONS					
POLICE - PATROL					
	Police Lieutenant	2		1	
	Police Sergeant	8		8	
	Police Officer	23		22	
	Police Officer-TSO	4		4	
	Police Officer-K9	0		1	
	Police Officer-CPO	2		0	
		39		36	
FULL-TIME POSITIONS					
PUBLIC WORKS - ADMINISTRATION					
	Director of Public Works	1		1	
	Assistant Public Works Director/City Engineer	0		1	
	City Engineer	1		0	
	(3) Project Manager-Engineering	0.8		0.8	
	(4) Administrative Supervisor	0.5		0.5	
		3.3		3.3	
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	
PART-TIME POSITIONS					
PUBLIC WORKS - STREETS			**HRS**		**HI**
	Seasonal Maintenance Worker	0.0	0	1.0	20.
		0.0	0	1.0	20.

GENERAL FUND
DETAIL OF AUTHORIZED FULL-TIME EQUIVALENTS (FTEs)
BY DEPARTMENT FY 2022

DEPARTMENT	POSITION TITLE	FY 2021 AUTHORIZED FTEs	FY 2022 AUTHORIZED FTEs
FULL-TIME POSITIONS		**FY 2021**	**FY 2022**
PUBLIC WORKS - PARKS MAINTENANCE			
	Foreman I - Parks/Arborist	1	1
	Maintenance Worker II	1	1
	Maintenance Worker I	1	2
	(2) Parks and Building Maintenance Worker	0.5	0
		3.5	4
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)		**98.00** *	**98.00** *
GENERAL FUND TOTAL PART-TIME (FTEs)		**2.31**	**4.25**

Communication: Review Proposed FY2022 Budget (New Business)

CAPITAL IMPROVEMENT FUND
DETAIL OF AUTHORIZED FULL-TIME EQUIVALENTS (FTEs)
BY DEPARTMENT FY 2022

DEPARTMENT	POSITION TITLE	FY 2021 AUTHORIZED FTEs	FY 2022 AUTHORIZED FTEs
FULL-TIME POSITIONS			
ADMINISTRATION			
	Civil Engineer	1	1
		1	1
CAPITAL FUND FULL-TIME FTEs		**1**	**1**
CAPITAL FUND PART-TIME FTEs		**0**	**0**

SEWER LATERAL FUND
DETAIL OF AUTHORIZED FULL-TIME EQUIVALENTS (FTEs)
BY DEPARTMENT FY 2022

DEPARTMENT	POSITION TITLE	FY 2021 AUTHORIZED FTEs	FY 2022 AUTHORIZED FTEs
FULL-TIME POSITIONS			
ADMINISTRATION			
	(3) Project Manager-Engineering	0.2	0.2
		0.2	0.2
SEWER LATERAL FUND FULL-TIME FTEs		**0.2**	**0.2**
SEWER LATERAL FUND PART-TIME FTEs		**0**	**0**

PARKS AND STORMWATER FUND
DETAIL OF AUTHORIZED FULL-TIME EQUIVALENTS (FTEs)
BY DEPARTMENT FY 2022

DEPARTMENT	POSITION TITLE	FY 2021 AUTHORIZED FTEs	FY 2022 AUTHORIZED FTEs
FULL-TIME POSITIONS			
ADMINISTRATION			
	Civil Engineer	0	1
		0	1
PARKS AND STORMWATER FUND FULL-TIME FTEs		**0**	**1**
PARKS AND STORMWATER FUND PART-TIME FTEs		**0**	**0**

MUNICIPAL ENTERPRISE FUND
DETAIL OF AUTHORIZED FULL-TIME EQUIVALENTS (FTEs)
BY DEPARTMENT FY 2022

DEPARTMENT	POSITION TITLE	FY 2021 AUTHORIZED FTEs		FY 2022 AUTHORIZED FTEs	
FULL-TIME POSITIONS					
ICE ARENA					
	(1) Recreation Director	0.8		0.8	
	(1) Administrative Assistant	0.5		0.5	
	(1) Recreation Supervisor	0.5		0.5	
	Building Maintenance Technician	1		1	
	(5) Maintenance Worker	0.2		0.2	
		3		3	
PART-TIME POSITIONS					
ICE ARENA			HRS		HRS
	(1) Receptionist-Comm. Serv./Ice	0.38	800	0.38	800
	Building Supervisor - Ice	1.39	2900	1.33	2756
	Custodian - Ice	0.38	780	0.38	780
	Recreation Aide - Ice	0.70	1456	0.68	1404
	Learn to Skate Coordinator	0.12	240	0.12	240
	Learn to Skate Instructor	0.23	480	0.17	350
		3.20	6656	3.04	6330
FULL-TIME POSITIONS					
GOLF COURSE - MAINTENANCE					
	Golf Maintenance Superintendent	1		1	
	Maintenance Worker II	1		1	
	(5) Maintenance Worker	0.8		0.8	
		2.80		2.80	
PART-TIME POSITIONS					
GOLF COURSE - MAINTENANCE			HRS		HRS
	Greenskeeper	0.74	1536	0.80	1656
		0.74	1536	0.80	1656
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	1.53	3185
		1.61	3352	1.53	3185
PART-TIME POSITIONS					
GOLF COURSE - FOOD SERVICES			HRS		HRS
	Concession Attendant	0.46	950	0.23	471
		0.46	950	0.23	471
ENTERPRISE FUND TOTAL FULL-TIME (FTEs)		**6.80**		**6.80**	
ENTERPRISE FUND TOTAL PART-TIME (FTEs)		**6.01**		**5.60**	

Communication: Review Proposed FY2022 Budget (New Business)

MUNICIPAL ENTERPRISE FUND
DETAIL OF AUTHORIZED FULL-TIME EQUIVALENTS (FTEs)
BY DEPARTMENT FY 2022

DEPARTMENT	POSITION TITLE	FY 2021 AUTHORIZED FTEs	FY 2022 AUTHORIZED FTEs
TOTAL FULL-TIME FTEs (ALL FUNDS)		**106.00**	**107.00**
TOTAL PART-TIME FTEs (ALL FUNDS)		**8.32**	**9.85**

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 Sewer Lateral Fund
(4) Shared between Public Works-Administration and Community Development-Planning
(5) Shared between Golf Maintenance and Ice Arena

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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

CITY OF CREVE COEUR
CHART OF ACCOUNTS

OPERATING EXPENSES (Cont'd)

6210 VEHICLE MAINTENANCE
Includes lubricating oils, grease, anti-freeze, parts and minor accessories, tires, and garage repairs on autos, trucks and golf carts.

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.

CITY OF CREVE COEUR
CHART OF ACCOUNTS

OPERATING EXPENSES (Cont'd)

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.

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.

CITY OF CREVE COEUR
CHART OF ACCOUNTS

OPERATING EXPENSES (Cont'd)

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
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.

CITY OF CREVE COEUR
CHART OF ACCOUNTS

CAPITAL OUTLAY AND CAPITAL IMPROVEMENTS (Cont'd)

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

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

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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.

BRDG: Bio Research & Development Growth (BRDG) Park at the Danforth Center.

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.

GLOSSARY OF BUDGET-RELATED TERMS
FOR THE CITY OF CREVE COEUR

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.

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.

GLOSSARY OF BUDGET-RELATED TERMS FOR THE CITY OF CREVE COEUR

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.

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.

GLOSSARY OF BUDGET-RELATED TERMS
FOR THE CITY OF CREVE COEUR

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.

LAGERS: Local Government Employees Retirement System.

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.

GLOSSARY OF BUDGET-RELATED TERMS
FOR THE CITY OF CREVE COEUR

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.

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.

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City of Creve Coeur
Finance Committee
FY21 Meeting Schedule
Meeting Time 4:00 PM to 5:30 PM

DATE	TOPIC
August 25, 2020	Nominate Chair & Committee Liaisons 4th Quarter Financials and Year-End Further Discussion of Revenue Options
October 27, 2020	Review of 1st Quarter Financials, Further Discussion of Revenue Options
January 26, 2021	Review of 2nd Quarter Financials, Review of Financial Policies
March 8, 2021	Joint Work Session with City Council to Review of Proposed 5-Year Capital Plan
March 23, 2021	Review Proposed 5-Year Capital Plan
April 27, 2021	Review Proposed Budget Preview Review 3rd Quarter Financials
May 11, 2021	Review of Proposed Budget
June 22, 2021	Olive/Graeser TDD Audit (every 3 years) Update/Further Review of Budget Review of Budget/PAFR Publications

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.