



**ANNUAL BUDGET
2007 CALENDAR YEAR
JANUARY 1, 2007-DECEMBER 31, 2007**

November 15, 2006

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Mayor Roy Robinson
Members of the Crestwood Board of Aldermen
Government Center
One Detjen Drive
Crestwood, MO 63126

Dear Mayor Robinson and Board of Aldermen:

It is my pleasure to present the City Administrator's FY 2007 proposed budget for the Mayor and Board of Aldermen's consideration. This budget document takes into account the City's recently adopted strategic planning process and specifically the City's five year goal of Crestwood becoming a financially sustainable and responsible City Government by meeting the following objectives:

- 1) Adopt a Balanced Budget
- 2) Fund a Cash Reserve Totaling 25% of the General Fund Balance
- 3) Increase Sales Tax Revenue
- 4) Have Financial Resources to Support Defined Services and Service Levels
- 5) Increase Resources and Revenues to the City through Partnerships and Grants
- 6) Increase Cost Effective Delivery of City Services.

This budget is designed to move the City toward this five year goal by providing taxpayers with a truly balanced City budget for FY 2007 and budgeting \$165,364 in General Fund surplus funds (revenues over expenditures) to begin to rebuild a City cash reserve. This budget includes \$158,000 and \$1,001,600 in grant funding for Pardee Bridge Engineering and Grant Road Construction. This budget also reflects operational changes made in FY 2006 in the Municipal Court, Finance Department and Police Department to increase the cost effectiveness of City services in these critical areas through the restructuring of staff.

In addition, this budget continues the fiscal philosophy established by the Board of Aldermen last year by developing conservative revenue projections. Further, this budget has identified specific expenditures which are to be frozen until the Administration determines that revenue performance is adequate to meet the City's budget objectives. This budgeting strategy will ensure that the City finishes FY 2007 in a stronger cash position by building its cash reserves.

Wages and Benefits: This budget includes a 2% wage increase for all City employees totaling approximately \$94,000. This salary increase is based upon two components. The first is a 1% increase on the employee's base salary. The second is a \$450 increase for all employees. Other employee related costs include a 12% mid-year increase in employee health insurance costs, a 5% mid-year increase in employee dental insurance costs and a 15% increase in workers compensation costs. It should also be noted that the



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City's pension contribution to LAGERS, which is noted in the budget sheets as the City's retirement plan, decreased due to actuarial changes (General Employees 4.4% to 3.4%, Police 11.1% to 8.6% and Fire 10.9% to 8.7%).

Staffing: This budget recommends the addition of one full time Residential Code Enforcement Officer position, one full time Administrative Intern position to be hired mid year and one summer Public Services Management Intern position. This budget further recommends the combination of two positions within the Public Services General Services Division. The Building Maintenance Technician is currently vacant and the custodian will be retiring at the end of November. In light of the City's financial strains, the Director of Public Services proposed the combination of the two positions into a Building Maintenance Technician I. In addition, two Police Officer positions were added but never filled as part of the FY 2006 budget. This budget recommends that only one of these positions be filled.

The proposed FY 2007 City Budget totals \$13,721,685 in total revenues and \$13,554,332 in expenditures. This budget is further broken down into three funds: the General Fund, the Park and Stormwater Fund and the Capital Improvement Fund. Below is a detailed description of proposed revenues and expenses for each of these funds.

General Fund

The City's General Fund accounts for the day-to-day operations of the City which include Public Safety Services, Public Works and the general administration of the City. In the past, this fund has lacked adequate cash to fund the operations of the City on a day to day basis requiring the need for a line of credit. With the passage of Proposition S, a financing plan has been developed to eliminate the need for a line of credit in 2007 and beyond. However, this will require the City to institute efficient cash management practices and improve its cash position over time.

Revenues: General Fund revenues total \$8,999,902. This is an increase of 6.7% over last year's budgeted figures. Of the total General Fund Revenues, Sales Tax revenue represents 47% of all General Fund revenues. Over the last four years this revenue source has declined an average of 3% a year. This budget reflects a continuation of the decline in sales tax revenue by budgeting this key revenue source at 6% below audited 2005 sales tax figures, or a 4% decrease from the 2006 estimates.

Property taxes make up 15.8% of all General Fund revenues. This revenue source will experience a significant increase in FY 2007 due to the passage of Proposition S. It is anticipated that this new 20 cent property tax will generate an additional \$520,000. All of the proceeds from this added property tax will be used to pay off the annual appropriation note. It should be noted that historically, General Fund property tax revenue has been consistent over the years.

Utility taxes make up 15.9% of all General Fund revenues. Historically, this revenue source experienced between 1% to 2% growth each year. In 2005, voters approved an

increase in gross receipt taxes for businesses adding approximately \$140,000 in new revenue. For FY 2007, this budget projects an increase of \$80,000 from this revenue source. This increase is primarily attributed to an overall increase in natural gas prices.

Business licenses make up 10.6% of all General Fund revenues. In 2005, the citizens of Crestwood voted to increase the merchant license fee from \$1 to \$1.25 per \$1,000 of gross receipts. For FY 2006, this revenue source is projected to collect \$959,981. For FY 2007, the Administration has budgeted this revenue source to collect \$962,000.

All other revenue sources in the General Fund remain relatively unchanged except Municipal Court revenue which is budgeted at \$365,000. This figure is an increase of \$100,000 over what was budgeted in FY 2006. This increase is based upon a philosophy of more proactive law enforcement by the new Police Chief and a more efficient court operation. This figure assumes that the court operation will average \$30,000 per month which is consistent with the performance of the court over the last several months and is expected to increase as the year progresses.

Expenditures: General Fund expenditures total \$8,860,144. This is a decrease of .3% over last year's revised budgeted figures. All departments in the General Fund will be expected to hold the line on operating costs in FY 2007. This budget also reflects the elimination of a number of positions included in the FY 2006 Budget which became vacant and were not filled.

Expenditures have stayed relatively flat from FY 2006 to FY 2007. Changes have occurred in the personnel budgets due to the reorganization of the Finance Department, Courts, Police and Public Services Department. With the reorganization of these departments, as well as a decrease in the health care costs and the amount of City contributions to the City's retirement plan (LAGERS), the personnel cost have stayed relatively constant even with the 2% increase in employees' salary.

Another item which should be noted is the decrease in the amount for legal services. In FY 2006, the City budgeted \$250,000 and in FY 2007 the City has budgeted \$140,000. The decrease is partly due to a number of items in litigation that were settled. Additionally, the salaries paid to the judge and the prosecuting attorneys are no longer expensed from the legal services. For this budget, the salaries for the judge and attorney will be paid from the Court Budget so that this budget reflects the actual expenses for the Courts.

Given the City's weak cash position, the following budgeted expenditures will be placed "on hold" until it is determined that revenue performance will support these expenditures:

- Vacant Police Officer: \$ 67,700
- Administrative Intern: \$15,500
- Public Services Intern: \$6,000
- Key Pad Locks: \$1,500

It is also necessary for the General Fund to transfer to the Park/Stormwater Fund \$130,000 in order to avoid major service cuts out of this fund. Such a transfer will likely be necessary until 2012 when the COPS 2001 Certificates for the Aquatic Center are retired. Once this debt is retired, it is recommended that this fund repay the General Fund all accumulated transfers.

Cash Reserve: For FY 2007, the General Fund also includes a \$165,364 proposed budget surplus to be used to rebuild the City's depleted cash reserves. In an effort to reach the five year goals identified during the Strategic Planning process, this surplus is an important step in achieving fiscal sustainability.

Capital Improvements Fund

The Capital Improvements Fund is primarily funded through a ½ cent Capital Improvements Sales Tax on all commercial sales within the City. The ½ cent sales tax was approved in 1994 and in August of 2002 voters approved a 15 year extension of this tax. The revenues are used to complete capital projects in the City as well as fund the purchase of capital equipment such as vehicles and heavy machinery.

Revenues: The total revenues for the Capital Improvements Fund are budgeted at \$2,536,282 which represents a 61% increase over last year. This increase is mainly due to the receipt of a \$1 million dollar grant for the reconstruction of Grant Road.

The Capital Improvement Sales Tax is the major revenue source for this fund. In the past, the sales tax has comprised approximately 90 to 99% of the Fund. However, this year the sales tax comprises only 52% of the fund due to a series of grants that the City is receiving for street projects. The City is projecting that sales tax will generate \$1,318,682 for this fund, which is a 6% decrease over the audited FY 2005 actual sales tax numbers or an 8% decrease from the 2006 estimates. The Capital Improvements Sales Tax has been declining since 2002 by an average of 6% per year.

As stated the City will be receiving a \$1 million from a federal grant for the reconstruction of Grant Road. This is a federal grant which represents 80% of the cost to reconstruct this road. To be eligible to receive this grant, the City is required to fund 20% of the cost which equates to approximately \$260,000. Additionally, the City will be receiving \$158,000 in federal grant funding for the design of Pardee Bridge. The City is required to provide a 20% match to this grant.

Expenditures: The total expenditures for this fund are budgeted at \$2,534,410, which is a 64% increase over the FY 2006 budgeted expenditures. This increase is mainly due to the cost of reconstructing Grant Road. The reconstruction of Grant Road is estimated to cost \$1,261,600; however, 80% of this cost is reimbursed by a federal grant which is accounted for in the revenues for this fund. The Public Services Department has also budgeted \$292,255 in mill and overlay projects to be completed in 2007. Additional Public Services request include a 2.5 ton dump truck as well as a skid steer.

The Police Department has requested \$95,000 for the lease/purchase of communication equipment for the department. The communication equipment will replace the outdated communication system that the Police Department currently operates. The communication equipment will be leased over a five year period at approximately \$95,000 per year. At the end of the lease, the City will own the communication equipment. Additionally, the purchase/lease of police vehicles is included in this budget at \$90,000. Staff is currently researching if leasing or purchasing the vehicles is the most beneficial option for the City.

Other departmental requests are routine including the purchase of ten computers and a server for the MIS Department. The Fire Department requested the purchase of eight-stealth air cylinders and mobile radio systems. 80% of the cost of the mobile radio systems will be funded by a federal grant.

Due to the City's fiscal position, a number of "hold" items have been identified. These items will not be approved for purchase until the City has examined the performance of the revenues. The capital items on hold include:

Skid Steer: \$23,000

Tasers: \$1,600

Five Computers: \$4,400

Since the Capital Improvement Fund should capture the time an employee spends on the street program, the City has established a Capital Improvement Internal Service Fund. An estimate of the amount of time each employee within the Department of Public Services spends on streets projects was determined. This percentage estimate is applied to each person's salary which determines how much of the salary should be captured by the Capital Improvement Funds. The amount that the Capital Improvements Fund should capture is shown as a transfer from the Capital Improvements Fund to the General Fund. The City Administration is recommending a \$155,605 transfer to the General Fund.

With the elimination of the Line of Credit and the potential need to use the Non-Expendable Trust due to the cash position for the General Fund, the Administration is recommending that the Capital Improvements Fund does not make the \$90,132 transfer into the Non-Expendable Trust in FY 2007.

Park and Stormwater Fund

The Park and Stormwater Fund is primarily funded through a half-cent sales tax which was approved by the voters in 2000 with no sunset provision. The revenues are used to fund park and stormwater operations and improvements in the City which includes park improvements, park and recreation operations and fund the debt service (COPS 2001) on the Aquatic Center which is over \$1 million each year. The COPS 2001 will be retired in 2012.

Revenues: As stated, the major revenue source for this fund is the Park and Stormwater Sales Tax. This tax is collected on all commercial sales within the City. The sales tax is projected to generate \$1,521,476 in revenues for FY 2007, which represents a 6% decrease in the amount collected in FY 2005 or a 9% decrease from 2006 estimates. Since its inception, this revenue source has seen a decline of approximately 7%.

Additional revenue sources for this fund include user fees from the Aquatic Center, the Community Center and the Recreation Programs. Since the new Aquatic Center opened, the City has seen a slight increase in the amount of revenues generated from this source. This revenue source is highly dependent upon weather conditions during the summer months. This revenue source is projected to generate \$355,850 in revenues which is a 3.5% increase over the FY 2006 budgeted numbers. The other major revenue sources for this fund are the fees for participation in Recreation Programs. The Recreation Programs are budgeted to generate \$238,475 in revenues for FY 2007, which is a 4% decrease from FY 2006.

Expenditures: The total expenditures for this fund are \$2,315,383 for FY 2007 which represents a 7% decrease from the amount budgeted in FY 2006. Even with the decrease in expenditures, the General Fund will be transferring \$130,000 to the Park Stormwater Fund to enable this Fund to balance.

The major expenditure in this fund is the Debt Service payment to the COPS 2001 for the Aquatic Center, which is budgeted at \$1,064,960 for FY 2007. Other major expenditures include the operation of the Park Maintenance, Recreation Center and the Aquatic Center. No major changes are proposed in these expenditures. Due to the constraints of this fund, the Administration has cut all stormwater projects from this fund as well as most of the capital items that were requested. The two capital items that were included in this budget are the purchase of a treadmill for the Recreation Center and \$5,000 for the capital items at the Aquatic Center. Additionally, the manager at the Historic Facility is no longer employed by the City. This has allowed the City to reduce the expenditures in this fund by \$32,000.

The Administration is recommending to place the replacement of a treadmill for \$4,800 on hold until the Administration has had the opportunity to examine the revenue performance in the Park and Stormwater Fund.

Concluding Thoughts: For nearly a decade, the City of Crestwood has faced severe financial pressures due to 1) an over reliance on sales tax revenue to fund government services, 2) increased retail competition throughout the South County Region, 3) a pattern of declining sales tax revenue, 4) a pattern of the cost of government exceeding available resources and 5) the City's use of its cash reserve to fund government operations and once these reserves were depleted relying upon short term borrowing and a growing line of credit to fund government services and handle cash flow.

Aggressive steps were taken with the development of the FY 2006 to realign government spending with available revenues through deep staffing and service cuts. In April of

2006, the City was also successful in gaining voter approval of a 20 cent property tax increase to eliminate its short term debt and its reliance on a line of credit. Throughout 2006, the City Staff has instituted quarterly financial reviews to critically evaluate revenue performance and spending and further restructure staffing to reduce operating costs.

The Proposed FY 2007 Budget builds upon these successes by recommending a very tight fistd balanced budget with no growth in operating costs. This budget also includes \$165,364 toward rebuilding the City's cash reserve. This budget has also flagged specific expenses to be held until it is demonstrated that revenues are performing at or above budget.

The Mayor and Board of Aldermen recently engaged in a three day strategic planning retreat where they developed a 15 year vision for the City, five year goals, and a 25 point action agenda. The Administration has engaged the collective talents of the entire organization to implement this aggressive action agenda through the use of the multi-departmental performance teams. This plan provides the City with a tangible roadmap toward the future and should provide added energy to the organization.

Although the City has turned the corner, there are still a number of fiscal challenges that lay ahead. The first major challenge the City faces is a decline in the sales tax revenue which funds 51% of the City's total budget. Westfield Mall, a major contributor to the City's sales tax base, remains a source of apprehension with regard to the amount of sales tax that it is able to generate. While the City has seen successes at Watson Plaza and the proposed Sappington Square Project will provide another source of sales tax revenue, the City remains concerned about the overall sales taxes generated in Crestwood. Another challenge is the reliance of the Park/Stormwater fund on the General Fund to supplement its operating needs. A third challenge is the City's depleted cash balance. Special efforts must be made over the next several years to increase this balance while, at the same time, put in place cash management procedures and policies to ensure that adequate cash is available at all times to meet the operating costs of the City.

I would like to personally thank all of the Department Directors for their resourcefulness and hard work in the development of this budget document. I would also like to thank the Finance staff for all the hard work in preparing budget sheets, calculating personnel related cost and providing other supporting documentation. Lastly, I would like to thank the Assistant City Administrator, Justina Tate, for her hard work in projecting and re-projecting revenue figures, adjusting and readjusting expenditure numbers and putting this document in final form. I would also like to thank all of our employees for their continued high level of performance during these trying times.

**OFFICIALS OF
THE CITY OF CRESTWOOD, MISSOURI**

Elected Officials:

Mayor

Roy R. Robinson

Aldermen - Ward One

Richard S. Bland

Richard P. Breeding

Aldermen - Ward Two

Christopher M. Pickel

James F. Kelleher

Aldermen - Ward Three

Gregg A. Roby

Jesus J. (Jerry) Miguel

Aldermen - Ward Four

Patricia W. Duwe

Steve A. Nieder

Appointed Officials:

City Administrator

Frank L. Myers

Assistant City Administrator

Justina K. Tate

Chief of Fire Services

Karl E. Kestler

Chief of Police

Mike L. Paillou

Director of Public Services

James A. Eckrich

**Community and Economic
Development Manager**

Ellen C. Dailey

City Clerk

Kimberly D. Cottle

OVERVIEW OF THE CITY OF CRESTWOOD, MISSOURI

Introduction:

During FY 2006, the Board of Aldermen engaged in an intensive strategic planning process at the end of September. Participating in this process, the Board of Aldermen developed a vision of Crestwood, five year goals that relate to the vision and twenty five one year action items that work toward meeting the five year goals of the City. Staff will be updating the Board on a monthly basis on the progress of each action item and how it relates to the vision, mission, and goals.

The Vision 2021:

"Crestwood 2021 is a 'Community for a Lifetime'. Crestwood 2021 is the hometown for families-safe, beautiful, great schools, and livable neighborhoods, with quality homes. Our residents enjoy outstanding parks, opportunities for an active life style and convenient living. Historic Route 66 is the heart of Crestwood. Everyone takes pride in Crestwood."

The Mission:

"The City Government's Mission is to be a financially sustainable City that provides superior municipal services, maintains high quality City facilities and infrastructure, leads the City to the future and engages citizens and community, resulting in added value to citizen's lives."

Five-Year Goals:

- 1) Financially Sustainable and Responsible City Government
- 2) Upgraded City Infrastructure and Facilities
- 3) Livable Neighborhoods with Quality Homes
- 4) Development of "Historic Route 66" as the Heart of Crestwood
- 5) Crestwood: The Community of Choice to Live

The Vision, Mission and Five-year goals will drive the development of all future budgets in order to ensure that the City develops into the vision that the Board of Aldermen established in 2006. As the City enters into the FY 2007 budget, there are twenty-five action teams that are working toward accomplishing the five year goals of the City.

GENERAL INFORMATION

The land making up the area today known as the City of Crestwood was originally occupied by the Dakotas, Osage, Shawnee and Missouri Indians. The Crestwood area was considered a good place to farm since there are at least three known active fresh water springs in the area. This territory remained in the hands of the Indians until France took possession of it in 1682 as part of the French territory of Louisiana. In 1803, the United States bought all the territory from the Mississippi River to the Rocky Mountains. Missouri applied for statehood in 1818 and became a state in 1821.

Crestwood became a Village in 1947 and was incorporated as a fourth-class City on July 3, 1949. The City is located in southwest St. Louis County, approximately 12 miles southwest of the downtown St. Louis area. There are 3.6 square miles of land included in the City's corporate boundaries.

The name of Crestwood was decided upon by area residents because of a tree standing at the crest of a hill on a street named Crestwood. This white oak that played a large part in the naming of the City has been certified as over 225 years old.

The present Government Center was completed and dedicated in October 1973. The project was an addition to the original government center, with the General Administration, Police and Fire Departments being newly constructed. The Board of Aldermen named the street in front of City Hall in honor of the first City Attorney, C. Wheeler Detjen.

The City of Crestwood is one of 91 incorporated municipal governments that make up the incorporated areas of St. Louis County. The county government provides specialized services (maintenance of county roads, real estate and personal property assessments and collections, election services, etc.) to the 91 municipalities, as well as full basic services to the unincorporated area. Residents of St. Louis County elect a County Executive and seven County Council Members, elected from County districts, govern the County. The City of Crestwood is within the 5th County Council District.

Crestwood is represented by the 3rd United States Congressional District and two Missouri senators. The City of Crestwood is located within the 1st Missouri Senate District and the 94th and 95th Missouri House Districts.

In August 1997, the residents of Crestwood by a margin of nearly 9 to 1 and residents of the Watson-Grant Road annexation area by a margin of 2 to 1 voted for an eastern boundary expansion of the City. On February 5, 1998, the City of Crestwood was joined by 699 households and 1,601 new residents. Crestwood police now patrol the area and respond to 911 calls.

The Public Works department has assumed responsibility for streets in the area. Under Missouri State law, fire and EMS services continue to be provided by the Affton Fire Protection District. However, residents pay the City's property tax rather than the Affton Fire Protection District's tax. The City, from taxes collected in the annexed area, pays the Affton Fire Protection District what it would have otherwise collected in property taxes. For fiscal year 2006, the City will pay \$296,248 to the Affton Fire Protection District.

ORGANIZATION OF THE GOVERNMENT

On November 8, 1994, the citizens of Crestwood voted to create a Charter Commission to draft a Home Rule Charter designed specifically for Crestwood. The Charter vests the powers of government in the City residents instead of the State Legislature.

Crestwood's voters approved the Charter on November 7, 1995. The Charter retained the Mayor-Board of Aldermen-City Administrator form of government. All legislative power and policy-making authority for the City rest with the Board of Aldermen.

The Board of Aldermen is comprised of two duly elected aldermen from each of the City's four wards. The Charter changed the length of the term of the office of aldermen from two (2) years to three (3) years. Crestwood's voters also chose to include term limits for the office of Alderman. A person serving in the office of Alderman is limited to three (3) successive, full three-year terms, not including service to complete an unexpired term. That person is prohibited from serving again as an Alderman in that ward for three (3) years. The terms of the two (2) aldermen representing each ward is staggered.

The Mayor continues to be elected by Crestwood's voters at large. The Charter changed the length of the term of the office of Mayor from two (2) years to three (3) years. Crestwood's voters chose to include term limits for the office of Mayor. A person serving in the office of Mayor is limited to three (3) successive, full three-year terms, not including service to complete an unexpired term. That person is then prohibited from serving again as Mayor for three years.

THE REPORTING ENTITY AND ITS SERVICES

The City of Crestwood follows Governmental Accounting Standards Board (GASB) provisions for defining the financial reporting entity and identifying entities to be included in its general-purpose financial statements. GASB requirements for inclusion are based upon financial accountability, as compared with previous standards based upon oversight responsibility. Based on these requirements, the general purposes financial statements include all funds, account groups, agencies, boards, commissions, and authorities for which the City is financially accountable.

PUBLIC SAFETY SERVICES

Police Department

On November 10, 1952, two full-time marshals were appointed to police the city, and one of the marshal's homes was used as their headquarters and jail. In 1954, the City purchased the first police car and a Police Department office was opened. Today, the Chief of Police directs a department that consists of 30 officers and seven civilians. This provides a ratio of 2.9 police officers per 1,000 population.

Crestwood provides a patrol strength ranging from not less than four patrol officers during periods of historically low service demand to as many as six patrol officers during periods of historically high service demand. All officers are state certified. Response time for emergency calls is consistently calculated at two minutes and non-emergency calls at 3.5 minutes.

In 1997, the Police Department instituted a Directed Bike Patrol Program. The new patrol program provides quiet mobile responses, conducts vacation checks, patrols closed or under construction streets, directs activities inside parks, and is more accessible to business and residents. The police mountain bikes are clearly marked and the uniformed officers carry the same equipment as the patrol cars – including tickets.

Department of Fire Services

The Crestwood Fire Department began with 30 volunteer residents in 1954. The need for a full-time Fire Department was realized in 1957 when businesses began opening in the city and subdivisions were being built. In the early 1960s, the department became fully staffed by paid qualified personnel. By 1974, the need for medical service was identified and the City's emergency medical service was introduced.

Today, the City staffs 24 professional fire fighters, a Fire Chief, and an Assistant Fire Chief/Fire Marshal. All 24 firefighters are certified by the state through the St. Louis County Fire Academy. The paramedics have completed 900 hours of training and are state certified.

The department stresses fire prevention, as well as suppression. The department is also responsible for inspecting local businesses and industries. These inspections are designed to educate the owners and prevent fires from occurring. Annually, Crestwood's per capita fire loss is lower than the national average. The department maintains an average response time of less than 2.5 minutes.

The department has developed an award-winning citizen's awareness program to educate homeowners regarding the importance of installing house numbers that are visible and can be read from a moving emergency vehicle.

In August of 2003, voters approved a one-quarter cent Fire Protection Sales Tax intended to help offset the \$2.6 million operating budget of the Department of Fire Services. The tax became effective January 1, 2004 with proceeds beginning in March 2004. This revenue source is designed to assist the General Operating Fund of the City, which bears the cost of municipal fire services.

Municipal Court

The Municipal Court, led by the Board appointed Municipal Judge, includes a City Prosecutor, Court Administrator and Deputy Court Clerk. Court is conducted formally on three evenings each month and court offices are open during the standard business day. The Court maintains separate bank accounts for bonds and fines collected. The Municipal Court was reorganized in 2006 due to the retirement of a part-time employee. The Municipal Court is now part of the City Clerk's Office and is now staffed by a full time Court Administrator and a Court Clerk.

RECREATION AND PARK FACILITIES

Municipal parks have been a part of Crestwood since it became a village. The city has a total of eight parks, which include 119 acres of land, the largest being Whitecliff Park, which includes a recreational complex, an Aquatic Center, and a lighted athletic field and tennis court.

Approximately 33 acres in Whitecliff Park around an old limestone quarry have been left in a natural state for those who enjoy hiking in the woods and taking in the scenic beauty. This ground has never been developed and is often experienced in the same condition as it would have been 200 years ago.

In August 2000, the voters of Crestwood passed a one-half cent sales tax increase to fund park and storm water improvements in the city. This tax became effective in January 2001 with proceeds to the City beginning in March 2001. A portion of the proceeds from this tax are used to retire the \$8.495 million Certificates of Participation, issued in 2001, which were used to build the Crestwood Aquatic Center and improvements to Whitecliff Park. The remainder of the receipts fund park improvements and maintenance, storm water projects, and capital improvements for Parks and Recreation. Revenue from this tax for fiscal year 2005 was \$1,580,294.

A storm water improvement study identified a logical strategy for solving storm water problems in Crestwood. Funds will be used to restore creek banks, solve storm water problems, and match funds with the Metropolitan Sewer District as necessary for storm water projects in Crestwood. Funding is also used for storm water related improvements in the city's street improvement program.

In Whitecliff Park, a family aquatic center was built that includes a 25-yard by 25-meter, ten lane multi-purpose/lap pool with two diving boards, a child play pool with three small slides, a cargo net climber, water squirting features, and a waterfall. In addition, there is a family play pool with a zero-depth beach entry. A lazy river, which flows around the family play pool, features a bridge, waterfalls, and inner tubes for floating. The entire facility was landscaped to retain the forested feel of Whitecliff Park.

Park maintenance and enhancements consist of playground improvements, including rubberized safety surfacing, tennis court renovations, sports field improvements, and new picnic shelters with electric service, improved paths and new curbing.

HISTORICAL FACILITY

One of the earliest known landowners and settlers in the Crestwood area was John Sappington. Thomas Sappington, the second oldest son of John and his wife, Jemima, was born January 11, 1783. On October 27, 1808, Thomas married Mary Ann Kinkaid, and their marriage is the first recorded marriage in the books of St. Louis County.

The Thomas Sappington House at 1015 South Sappington Road was built by slave labor around 1809. Architects consider it a prime example of the Federal architecture of

the Maryland and Virginia colonies and most unusual in Missouri at the time it was built.

The City of Crestwood owns the Thomas Sappington House and the 2.2-acre park site where it is located. The City purchased the house in 1961 and with the help of St. Louis County and the Sappington House Restoration Committee, the house was restored. It was opened to the public in July 1966. On June 28, 1974, the house was placed on the National Register of Historic Places.

DEMOGRAPHICS

Information from the 2000 U.S. Census follows:

- Crestwood's population is 11,863.
- Population by gender: 5,580 (47.0%) male and 6,283 female (53.0%).
- Median age is 44.9 years.
- Population over 65 is 2,947 (24.8%).
- Population under 19 is 2,586 (21.8%).
- Population enrolled in elementary or high school is 1,163 (9.8%).
- Population enrolled in college is 567 (4.78%).
- Average household size is 2.3 persons per unit.
- The number of housing units is 5,207 with rental units comprising approximately 7% of the total.
- The number of non-mortgaged household units is 2,007 (44.7%).
- Median value of an owner-occupied single family housing in Crestwood is \$130,000.
- 1,999 (39.0%) of the householders living in owner-occupied, single family units moved into Crestwood prior to 1979.
- Median family income is \$64,240.

WATSON ROAD COMMERCIAL DISTRICT

The biggest boon to the City of Crestwood came in 1957 with the development of one of the first shopping malls in the St. Louis County area. The Plaza, including a covered parking garage, covers fifty-five acres with 1.1 million square feet of gross commercial area, one hundred and fifty specialty stores and parking for over 4,400 cars.

Within the Watson Road commercial district, there are approximately 213 acres of land. The predominant land use category in this area is shopping center type use, which comprises 93 acres or 44% of the total land. Since 1958 when Crestwood Plaza opened as a major regional shopping center serving a large part of the metropolitan area, newer commercial development has been oriented toward the traffic generated by Crestwood Plaza and toward the convenience needs of residents of Crestwood and the South County area.

In addition to the shopping center-type use, retail and services comprise 22 acres or 10% of the total land within the district. Motor vehicle oriented business, automotive goods and services, public/semi-public, and vacant buildings account for another 32 acres or 15% of total land use. Office and residential use comprise 42 acres or 20% of the land.

The City is concerned about the long-term future of the Watson Road commercial district and believes that too much of any one kind of commercial development may affect the ability of businesses to survive over the long term.

It is, therefore, the primary goal of the City through its development plan to foster a diversity of the land uses and to maintain an aesthetic and economic atmosphere in the district which will do the utmost to insure the long-term health of the area; and, therefore, economic conditions. The City believes that the current development along the Watson Road corridor will compliment the existing commercial developments.

Sales Taxes

In 1969, the City Sales Tax Act was passed in the State of Missouri, allowing cities with population over 500 to levy, with voter approval a half-cent to one-cent sales tax. This "point of sale" taxing system was a local option, where taxes would be collected by the State from business within a municipality's boundaries and distributed back to that municipality on a monthly basis. On June 23, 1970, the City of Crestwood adopted a one-cent sales tax thereby becoming a "point-of-sale" city.

The "A" and "B" method of distribution of sales tax became effective in St. Louis County in February 1978. The legislation provided that cities that had enacted a local sales tax would remain point of sale, or "A" cities, while other cities and the unincorporated areas of St. Louis County would become part of a "pool", or "B" cities. Thus the municipal share of the county wide one percent sales tax would be distributed to "B" cities on the basis of population and to "A" cities on the basis of sales within their municipality. This legislation also stipulated that any city that is an "A" city might become a "B" city beginning in 1980 and then every tenth year thereafter. Any city that was an "A" city and became a "B" city may return to "A" status at any time, but may only do so once. When this system went into effect, there were 36 "A" cities and 54 "B" cities.

For two decades, the sales tax distribution with its division between the point of sale and pool cities was a continuing source of controversy. At the heart of the matter was the average per capita receipt for point of sale cities versus the pool cities. In calendar year 1999, point of sale cities averaged on a per capita \$194 while pool cities averaged \$115.

In December 1992, St. Louis County Executive George "Buzz" Westfall presented his "Revenue Reform Proposal". This complex plan proposed addressing the municipal sales tax disparity by: (1) freezing the "high sales tax cities at current levels of sales tax revenue; (2) limiting very high sales tax cities to twice the county average and to redistribute "excess" revenue to the county wide sales; (3) redistributing the "A" cities

local use tax (two-thirds to the pool cities and one-third to the County); (4) authorizing a one-eighth or one-quarter local option municipal sales tax.

"Cities for Growth" was formed by "A" cities in January 1993, to promote long-term solutions to taxation within St. Louis County without damaging the revenue base of the cities and to oppose the countywide sales tax referendum proposed by Mr. Westfall. Since the City of Crestwood's major source of revenue is the 1% citywide sales tax, the City of Crestwood became an active member of "Cities for Growth, Inc."

As a result, St. Louis County and the Cities for Growth agreed upon a compromise plan. The major provisions of this compromise were as follows:

- point of sale cities would share existing one-cent sales tax on the basis of a progressive sliding scale;
- the sharing of the one-cent would be phased in over a three year period (1994, 1995, 1996);
- all areas of the county would retain current status as pool or point of sale;
- the optional one-eighth or one-quarter sales tax available to all cities would be shared with all jurisdictions on a similar sliding scale;
- distribution of the use tax would be one-third to the County, and two-thirds to all cities (pool and point of sale) with sales and use tax receipts below the county-wide average and
- the county would retain a portion of sales tax lost due to future annexations and incorporation. The Missouri Legislature passed this compromise plan in May 1993.

Crestwood's voters approved two sales tax increases in November 1993. The first was a quarter cent sales tax increase that was intended to assist the city's operating fund for sales tax revenue lost under the "Westfall compromise". Approximately 14 percent of this quarter-cent tax is shared with St. Louis County and the "pool" cities.

The second was a half-cent Capital Improvements sales tax with 75% earmarked for street improvements and the remaining 25% to fund capital improvements. This half-cent originally had a 15-year sunset provision. Fifteen percent of the Capital Improvements Sales Tax is shared with St. Louis County.

In the fall of 1993, the Public Works Department completed an 18-month study and survey of street conditions throughout the City and that report documented that over \$10,000,000 was needed to bring the streets of Crestwood to an acceptable standard.

In August 2002, voters approved a 15 year extension of the Capital Improvements Sales tax for the primary purpose of constructing a replacement police facility and continuing the streets improvement program begun in 1996.

2006 BALLOT PROPOSITIONS

Property Tax Increase

On January 17, 2006 the Board of Aldermen approved Ordinance No. 3958, which called for an election in the City of Crestwood on April 5, 2006 for an increase in Property Taxes. Proposition S asked the voters to pass a \$.20 property tax for the purpose of paying the debt and building a cash reserve for the City.

Since this was a general increase in the property tax, the tax increase needed only a majority to pass. The residents of Crestwood voted to approve the property tax by a vote of 2,099 in favor of the proposition to 1,340 against the proposition. The money generated from this property tax will be placed in a separate account and will only be used to pay the two million dollar debt the City has acquired and establish cash reserves for the City.

With the passage of Proposition, the City was able to retire the \$2 million debt and the \$1.5 million Line of Credit with Southwest Bank. Proposition S will provide the revenues needed to pay the Debt Service on a \$2,870,000 annually appropriated held at Royal Banks of Missouri. The \$2,870,000 annually appropriated note retired the balance on the Line of Credit and the remaining principal amount for the \$2 million debt. Additionally, the annually appropriated note allowed the City to establish cash reserves in order to eliminate the City's reliance on the Line of Credit. This budget year will be the first time in three years that the City is operating without a Line of Credit.

Citizens of the City of Crestwood

The Honorable Roy R. Robinson, Mayor
& Board of Aldermen (8)

City Administrator

City Attorney

Executive Secretary

Boards & Committees

Animal Control Board
Board of Zoning Adjustment
Economic Development Committee
Fire Board
Parks Board
Planning, Zoning & Architectural Review Board
Police Board
Public Works Board
Sign Commission
Tax Increment Financing Commission
Ways & Means Committee

Administration

Office of the City Administrator
Economic Development Specialist
Intern
P/T Receptionist

Office of Finance & Personnel
Assistant City Administrator
Assistant Finance Officer
Accounts Payable Administrator
P/T Accountant I/Payroll Clerk

Office of the City Clerk
City Clerk
Deputy City Clerk
P/T Clerk
Court Administrator
Deputy Clerk

Management Information Systems (MIS)
MIS Coordinator

Public Safety

Department of Police
Chief
Commander
Lieutenant
Sergeant
Senior Detective
Patrol Officers
Executive Secretary
Dispatcher
Records Clerk

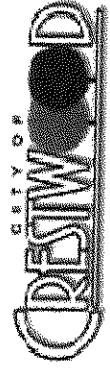
Department of Fire Services
Chief
Assistant Chief/Fire Marshall
Captain
Lieutenant Firefighter
Firefighter
MENT Firefighter
Administrative Secretary

Public Services

Director of Public Services

Department of Public Works
Director
Assistant Director
Maintenance Superintendent
Street Maintenance Supervisor
Park Maintenance Supervisor
Vehicle Maintenance Supervisor
Building Maintenance Technician
Code Enforcement Officer
Crew Leader
Administrative Secretary
Maintenance Worker
Animal Control Officer

Department of Parks & Recreation
Recreation Manager
Recreation Supervisors
Recreation Secretary
Clerk (6)
Custodian
Seasonal Day Camp Staff (27)
Seasonal Aquatic Center (20)



Organizational Chart
as of January 1, 2007

Governmental Funds and Basis of Accounting

Governmental Funds

The accounts of the City are organized on the basis of funds, each of which is considered a separate accounting entity. Governmental resources are allocated to and accounted for in individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled. Each fund is considered a separate accounting entity with self-balancing accounts that comprise its assets, liabilities, equity, revenues and expenditures. The various funds are grouped in the basic financial statements as follows:

General Fund – The General Fund is 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 Fund – The Special Revenue Fund is used to account for the proceeds of specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditures for specified purposes. The City's Special Revenue Fund consists of amounts collected for sewer lateral repairs.

Capital Improvements Fund – The Capital Improvements Fund is used to account for financial resources to be used for the acquisition or construction of major capital items.

Park and Stormwater Improvement Fund – The Park and Stormwater Improvement Fund is used to account for financial resources to be used for the acquisition or construction of major capital items related to parks and stormwater projects. Additionally, the financial resources from the Parks and Recreation Department are accounted for in this Fund.

Debt Service Funds – Debt Service Funds are used to account for the accumulation of resources for, and the payment of, general long-term debt, principal, interest and related costs for the Series 2001 Certificates of Participation.

Non-Expendable Trust Account – The Non-Expendable Trust Fund was established by the Board of Aldermen on April 27, 2004 by Ordinance Number 3826 in order for the City to accumulate cash reserves to be used to meet normal obligation of the General Fund throughout the fiscal year due to cash flow shortages. The Trust Account will be funded by annual appropriation approved by the Board of Aldermen during the budget process for each fiscal year.

Nonmajor Funds-Nonmajor funds consist of funds established to account for the transactions of auxiliary activities of the City. Included in these funds are the activities

of the Sappington House, Park and Police Donations, Friends of Animals, and other incidental activities.

Basis of Accounting

Basis of accounting refers to when revenues and expenditures or expenses are recognized in the accounts and reported in the basic financial statements. Basis of accounting relates to the timing of the measurements made, regardless of the measurement focus applied.

The accounting and reporting policies of the City are prepared in accordance with accounting principles generally accepted in the United States of America (GAAP). The City's reporting entity applies all relevant Governmental Accounting Standards Board (GASB) pronouncements and applicable Financial Accounting Standards Board (FASB) pronouncements, Accounting Principles Board (APB) opinions and Accounting Research Bulletins (ARBs) of the Committee on Accounting Procedures issued after November 30, 1989, unless they conflict with GASB pronouncements.

The City maintains its records, presents and establishes the budget on the modified accrual basis of accounting. Revenues are recognized when they become both measurable and available. "Measurable" means the amount of the transaction can be determined and "available" means collectible within the current period or soon enough thereafter to pay current liabilities. Sales tax becomes measurable and available two months after collection. Gross Receipts become measurable and available one month after collection. The City considers property taxes as available if they are collected within sixty days after year-end. A sixty-day availability period is used for revenue recognition for all other governmental fund revenues. Expenditures are recorded when the related fund liability is incurred. However, debt service expenditures, as well as expenditures related to compensated absences, are recorded only when payment is due. Licenses, permits, fines, fees, recreation programs and miscellaneous revenues are not susceptible to accrual because generally they are not measurable until received in cash.

Charges for services in the governmental funds are exchange transactions, and are recognized as revenues when received in cash because they are generally not measurable until actually received.

When both restricted and unrestricted resources are available for use, it is the City's policy to use unrestricted resources first, then restricted resources as needed.

Encumbrance accounting, under which purchase orders, contracts and other commitments for the expenditure of funds are recorded to reserve that portion of the applicable appropriation, is employed in the governmental fund types. Encumbrances outstanding at year-end are reported as reservations of fund balances since they do not constitute expenditures or liabilities and the expense is recognized in the year of the appropriation.

Budget and Fiscal Policies

The significant budgeting and fiscal policies applied by the City of Crestwood, Missouri (the "City") in the preparation of the accompanying budget are summarized below.

Budget Submission

The City Administrator must submit to the Board of Aldermen a proposed final budget and accompanying written narrative at least forty-five days prior to the beginning of each fiscal year. The budget shall provide a complete financial plan of all city funds and activities for the ensuing fiscal year and, except as required by law or by this Charter, shall be in such form as the City Administrator deems desirable or the Board of Aldermen may require (City Charter 7.2 (a)).

Balanced Budget

The budget and revised budget that are presented to the Board of Aldermen must conform to the statutory requirements which states that total proposed expenditures can not exceed estimated revenues to be received including debt issuances, transfers from other funds, and advances from other funds and any unencumbered balance or less any deficit established for the beginning of the budget year.

Budgeted Items Appropriated

Adoption of the Budget shall constitute an appropriation of the amounts specified therein as expenditures (City Charter 7.2 (f)).

Supplemental Appropriations

During the course of the fiscal year, the Board of Aldermen may by ordinance make supplemental appropriations if the City Administrator certifies that fund will be available for such expenditures (City Charter 7.2 (g)).

Revenue Policy

It is the goal of the City to maintain a diversified revenue system to protect the City from fluctuations in any one-revenue source. When the City establishes rates, fees and other charges, the City considers direct and indirect cost, and the amount charged by similar municipalities.

Insufficient Revenues

If at any time during the fiscal year it appears probable to the City Administrator that the revenues available will be insufficient to meet the amount appropriated, it shall be

reported to the Mayor and Board of Aldermen without delay. The City Administrator shall indicate the estimated amount of the deficit and any remedial action taken, and recommend further steps to be implemented. The Board of Aldermen shall then take such further action as it deems necessary to prevent any deficit, and for that purpose it may by ordinance reduce appropriations (City Charter 7.2 (h)).

Transfers and Transfers after Adoption

The City Administrator may transfer all or any part of any unencumbered appropriation balance among accounts within a department. The Board of Aldermen may by motion of the Board transfer part or all of an unencumbered appropriation balance from one department to another. Monies held in reserve, contingency or undesignated funds shall be transferred or encumbered by motion of the Board of Aldermen (City Charter 7.2 (i)).

The General Fund will receive Internal Service Fund transfers from the Capital Improvement Fund and Park and Stormwater Fund to offset the cost of staff time dedicated to the street and park programs.

Appropriations Lapse

All appropriations shall lapse at the end of the fiscal year to the extent that they shall not have been spent, lawfully encumbered or authorized for prorata expenditure in a fiscal year for which a budget has not been adopted (City Charter 7.2 (j)).

Prohibited Payments and Obligations

No payment shall be made or obligation incurred against any appropriation except in accordance with appropriations duly made. Any authorization of payment or incurring of obligation in violation of the provisions shall be void and any payment so made shall be illegal. Except where prohibited by law, nothing shall be construed to prevent the making or authorizing of payments or making of contracts for capital improvements to be financed wholly or partly by the issuance of bonds or to prevent the making of any contract or lease providing for payments beyond the end of the fiscal year, provided that such action is made or approved by ordinance (City Charter 7.2 (k)).

Investments

State statutes and City policy authorize the investment in obligations of the U.S. Treasury, agencies and instrumentalities, time deposit certificates and repurchase agreements. The City's investments are all categorized as uninsured and unregistered for which the securities are held by the counter party's trust department or agent in the City's name. The City will only invest in those instruments authorized by the State of Missouri.

Investments and cash management will be the responsibility of the Finance Director. The following factors will be considered before the investment is issued: (1) the safety of the investment, (2) the liquidity of the investment, (3) the yield of the investment. It is the goal of the City to obtain the highest investment return with maximum security while meeting daily cash flow needs and conforming to the Federal and State statutes governing investment of public Funds.

The City will attempt to keep all idle cash fully invested in those investments which are determined based upon the stated factors above.

Before investing in new investment opportunities, the City will thoroughly investigate any new investment vehicle prior to committing City Funds.

Restricted Cash and Investments

Restricted cash and investments are comprised of cash deposits with banks and money market mutual funds. The funds are restricted for use to construct certain capital assets and for escrow reserve (as required by the certificates of participation offering circular).

Capital Program

The City Administrator shall submit to the Board of Aldermen a capital and personnel needs program for at least a five year period, including a list of all proposed capital improvements, replacement and personnel needs with appropriate supporting information, cost estimates, methods of financing, time schedules, and the estimated annual cost of operating and maintaining the proposed facilities. The program shall be reviewed and extended each year (City Charter 7.2 (b)).

Capital Assets and Depreciation

The City's property, plant, equipment, and infrastructure with useful lives of more than one year are stated at original or estimated original cost and comprehensively reported. Donated assets are stated at fair value on the date donated. The City generally capitalizes assets with cost of \$5,000 or more as purchase and construction outlays occur. The costs of normal maintenance and repairs that do not add to the asset value or materially extend useful lives are not capitalized. Capital assets are depreciated using the straight-line method. When capital assets are disposed, the cost and applicable accumulated depreciation are removed from the respective accounts, and the resulting gain or loss is recorded in operations. Estimated useful lives for depreciable assets are as follows:

Building and structures	40 years
Improvements other than buildings	3-15 years
Furniture, fixtures, and equipment	3-15 years
Infrastructure	20-40 years

General infrastructure assets acquired after July 1, 2002, were recorded as capital assets and consist of the road network assets that were acquired or that received substantial improvements and are reported at historical cost. The costs of normal maintenance and repairs that do not add value to the asset or materially extend the assets lives are not capitalized.

Compensated Absences

Under terms of the City's personnel policy, vacations accrue immediately after employment and employees are eligible for vacation time after six months employment with the City. Upon termination, the employee is entitled to payment for accrued vacation benefits. Sick leave is accumulated based upon length of service and is available only to provide compensation during periods of illness. No portion of sick leave is payable to the employee upon termination.

Budget Document Process and Schedule

Work begins on the budget in late July and early August when budget guidelines are established and budget procedures are discussed with Department Heads. At this time budget request worksheets are given to each Department Head along with the six-month expenditure report for the department. The budget request worksheets are given to the departments in both paper format and electronic format in effort to increase efficiency in the budget process. The Department Heads are asked to complete the budget request along with the estimate for Fiscal Year 2006 ending December 31. All Department Heads were asked to complete departmental narratives which include accomplishments from the previous year and goals for the up coming years. The Department Heads have approximately two to three weeks to complete their budget request and narratives for the upcoming year.

Department Heads are also asked to complete the Capital Request Forms for any capital items that are anticipated in the next five years.

At the end of August when the budget and capital request are returned, the requests are transferred into the master documents so that the request may be reviewed by the Budget Team consisting of the City Administrator, Assistant City Administrator and the Assistant Finance Officer. At this time, the revenue projections and personnel budget are due. The staff within the Finance Department completes the personnel budgets.

Once the Budget Team has reviewed the department budget request, they meet with each individual Department Head to review the Department's budget. At this time, budget request can be further explained and budget adjustments are made as a result of the meeting. Further adjustments may take place as needed.

Once City staff has finalized the budget, a draft of the budget document is sent to each Board of Aldermen member as well as the Ways and Means Committee, which is comprised of two Board Members and the Mayor. Staff then conducts work sessions with the Ways and Means Committee. In mid-October, staff meets with the Ways and Means Committee to review the projected revenues for the General, Capital Improvements, and Park and Stormwater Fund. The budget work session allows staff to present the revenues to the Committee and it also gives an opportunity for the Committee to ask questions, and provide input. A second work session is held with the committee to review the expenditures in the General, Capital Improvements, and Park and Stormwater Fund. This work session allows staff to present individual budgets to the Committee and it gives an opportunity for the Committee to ask questions, provide input and decide upon further policy goals and objectives relating to the budget.

Following the work session with the Committee, the budget is adjusted to reflect the committee's policy directives. All other narratives and supplemental

documents are added to the budget. The Final Budget is then distributed to the Board of Aldermen in early November. It is required by City Charter that the budget be delivered to the Board of Aldermen no later than forty-five (45) days prior to the beginning of the next fiscal year. This constitutes a November 15th deadline date.

Once the budget has been distributed to the Board, staff presents the entire budget to the Board of Aldermen during a budget work session. This allows Department Heads to present and explain their department's budget. This also allows the Board to provide their input and ask questions of Department Heads as well as stating any financial or non-financial policies, goals or objectives they wish to include in the budget document. Following this work session, the budget is adjusted once more to reflect the Board of Aldermen's policy directives.

In early December, the City conducts its public hearing and the budget is considered by the Board of Aldermen for adoption by ordinance.

City of Crestwood, Missouri

2007 Budget Schedule

June 12 to 17

Meet with Department Heads to distribute budget orientation packet and discuss budget process for FY 2007

July 10 to 14

Distribute six month expenditure reports and expenditure request forms to the Department Heads

July 10 to 28

Administration to review and complete revenue projections and personnel budgets

July 17 to August 18

Department Heads prepare budget request for submission to Administration and submit budget request to Administration

August 21 to September 1

Administration compares projected revenues with Department Head request and determines the budget gap

September 6 to 15

Administration meets with Department Heads to review budget request

September 18 to 29

Review budget and adjust expenses to balance budget

October 2 to 12

Finalize City Administrator's draft budget

October 13

Presentation of Draft Budget to Ways and Means Committee

October 16 to November 1

Meet with Ways and Means Committee to review budgets of the three major funds and incorporate Ways and Means Committee changes and request to the budget (Attached is a detailed tentative schedule)

November 2 to 10

Administration prepares final Budget for Board of Aldermen

November 15

Present budget to the Board of Aldermen

November 16 to 27

Administration Review the Final Budget with the Board of Aldermen and change Budget according to Aldermen's direction (Attached is a detailed schedule)

November 28

November 28 First Reading of budget

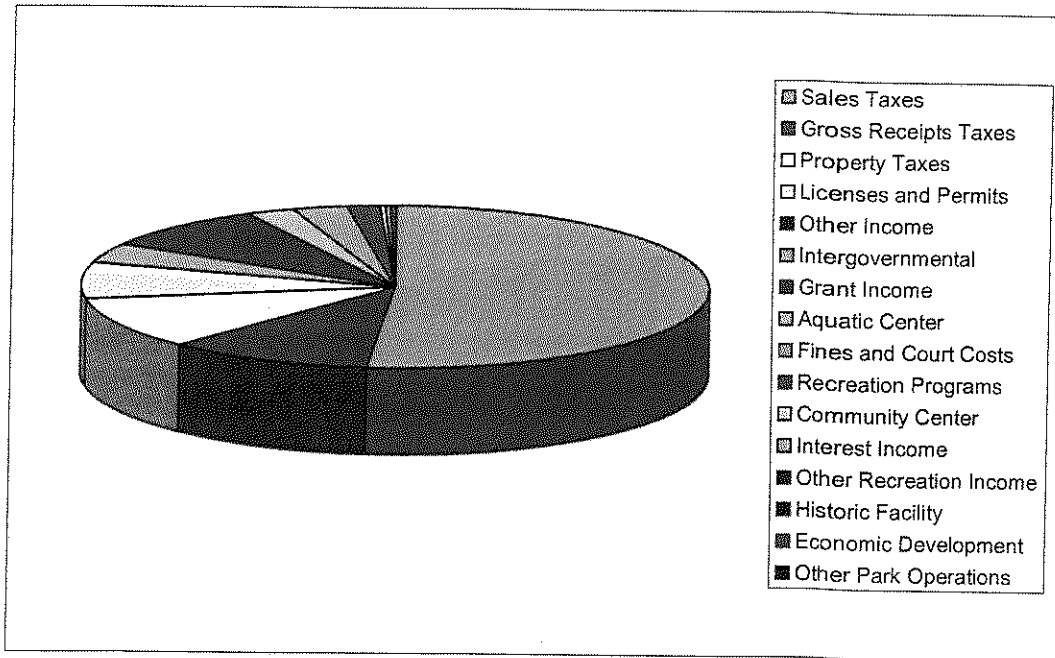
December 12

Public Hearing and Adoption of Budget

City of Crestwood
2007 Budget Summary
Revenues and Expenditures
General Fund, Capital Improvements Fund, Park and Stormwater Fund

	General Fund		Capital Improvements Fund		Park and Stormwater Fund		Total
	2007 Budget		2007 Budget		2007 Budget		2007 Budget
Revenues							
Sales Tax	4,207,892				1,521,476		7,048,050
Gross Receipts	1,444,600		1,318,682		-		1,444,600
Property Tax	1,429,614		-		-		1,429,614
Intergovernmental	509,995		-		-		509,995
Licenses and Permits	962,500		-		-		962,500
Fines and Court Cost	365,000		-		-		365,000
Aquatic Center	-		-		355,850		355,850
Community Center	-		-		53,400		53,400
Recreation Programs	-		-		238,475		238,475
Historic Facility	-		-		1,900		1,900
Other Recreation	-		-		8,500		8,500
Other Park Operations	-		-		2,900		2,900
Interest Income	20,000		3,000		3,000		26,000
Other Income	33,000		-		-		33,000
Economic Development Fees	27,301		-		-		27,301
Grant Revenues	-		1,214,600		-		1,214,600
Total Revenues	8,999,902		2,536,282		2,185,501		13,721,685
Expenditures							
Administration	2,165,030		104,150		-		2,269,180
Public Works	1,292,254		1,980,855		270,566		3,543,675
Public Safety	5,402,859		293,800		-		5,696,659
Recreation	-		-		979,857		979,857
Debt Services	-		-		1,064,960		1,064,960
Total Expenditures	8,860,144		2,378,805		2,315,383		13,554,332
Transfers In (Out)							
Capital Improvements	155,605		(155,605)		-		-
Park Stormwater	(130,000)		-		130,000		-
Total Transfers	25,605		(155,605)		130,000		13,554,332
Revenues Over/(Under) Expenditures	165,364		1,872		118		167,353

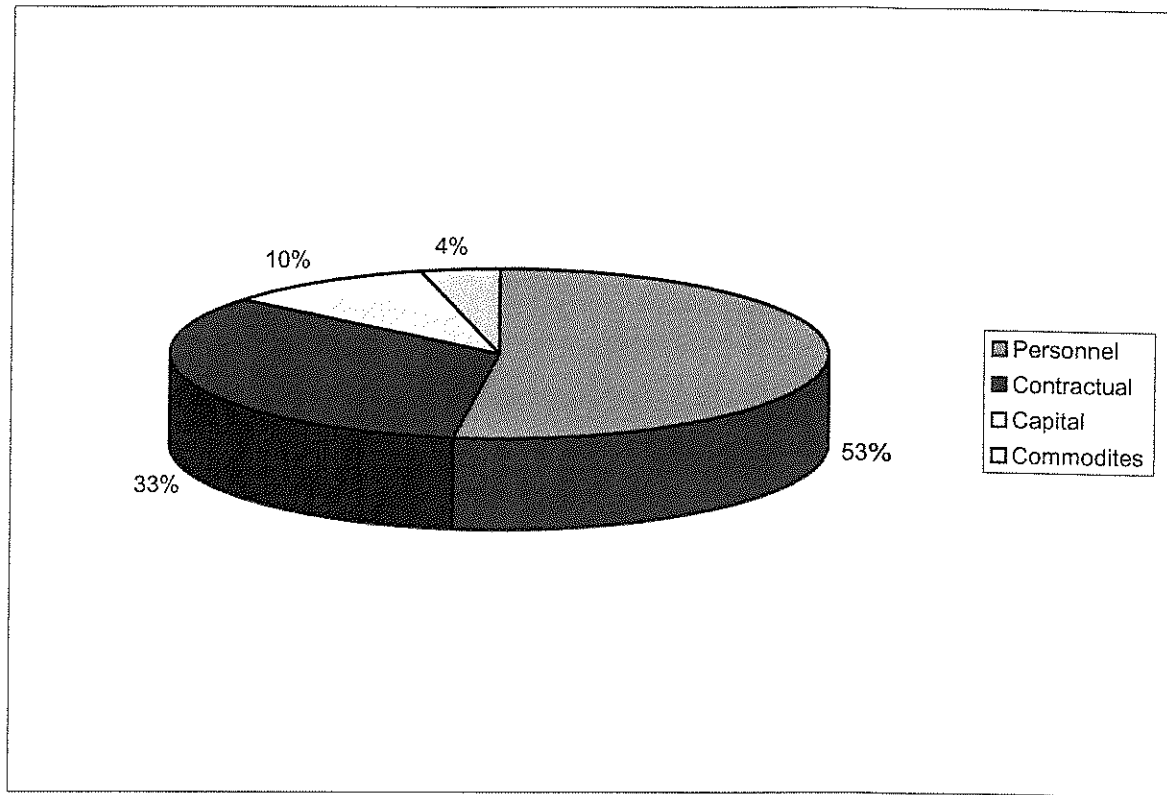
General Fund, Capital Improvements Fund, Park Stormwater Fund Revenues CY 2007



Summary of Revenues

Revenue Source	Amount	Percent of Total
Sales Taxes	7,048,050	51.36%
Gross Receipts Taxes	1,444,600	10.53%
Property Taxes	1,429,614	10.42%
Licenses and Permits	962,500	7.01%
Other Income	33,000	0.24%
Intergovernmental	509,995	3.72%
Grant Income	1,214,600	8.85%
Aquatic Center	355,850	2.59%
Fines and Court Costs	365,000	2.66%
Recreation Programs	238,475	1.74%
Community Center	53,400	0.39%
Interest Income	26,000	0.19%
Other Recreation Income	8,500	0.06%
Historic Facility	1,900	0.01%
Economic Development	27,301	0.20%
Other Park Operations	2,900	0.02%
Total Revenues	13,721,685	100%

General Fund, Capital Improvements Fund, Park and Stormwater Fund Expenditures CY 2007



Summary of Expenditures

Category	Amount	Percent of Total
Personnel	7,092,794	52.33%
Contractual	4,532,711	33.44%
Capital	1,411,877	10.42%
Commodities	516,950	3.81%
Total Expenditures	13,554,332	100%

**City of Crestwood
2007 Budget Summary
Variances**

General Fund						
	2006 Budget	2006 Estimate	2006 Variance	Percent Variance	2007 Budget	2007 to 2006 Variance Percent Variance
Revenues						
Sales Tax	4,283,833	4,390,756	106,923	102%	4,207,892	(182,864) 96%
Gross Receipts	1,364,587	1,441,144	76,557	106%	1,444,600	3,456 100%
Property Tax	962,995	1,160,603	197,608	121%	1,429,614	269,011 123%
Intergovernmental	518,460	526,643	8,183	102%	509,995	(16,648) 97%
Licenses and Permits	950,082	928,630	(21,452)	98%	962,500	33,870 104%
Fines and Court Cost	265,892	251,950	(13,942)	95%	365,000	113,050 145%
Aquatic Center	-	-	-	-	-	-
Community Center	-	-	-	-	-	-
Recreation Programs	-	-	-	-	-	-
Historic Facility	-	-	-	-	-	-
Other Recreation	-	-	-	-	-	-
Other Park Operations	-	-	-	-	-	-
Interest Income	7,372	19,136	11,764	260%	20,000	864 105%
Other Income	68,025	107,760	39,735	158%	33,000	(74,760) 31%
Economic Development Fees	2,000	16,549	14,549	827%	27,301	10,752 165%
Grant Revenues	-	-	-	-	-	-
Total Revenues	8,423,246	8,843,171	419,925	105%	8,999,902	156,731 102%
Expenditures						
Administration	2,106,834	2,000,774	(106,060)	95%	2,165,030	164,256 108%
Public Works	1,119,501	1,077,865	(41,636)	96%	1,292,254	214,390 120%
Public Safety	5,662,302	5,626,530	(35,772)	99%	5,402,859	(223,672) 96%
Recreation	-	-	-	-	-	-
Debt Services	-	-	-	-	-	-
Total Expenditures	8,888,637	8,705,169	(183,468)	98%	8,860,144	154,975 102%

**City of Crestwood
2007 Budget Summary
Variances**

	Capital Improvements Fund					
	2006 Budget	2006 Estimate	2006 Variance	Percent Variance	2007 Budget	2007 to 2006 Variance
Revenues						
Sales Tax	1,446,185	1,438,218	(7,967)	99%	1,318,682	(119,536)
Gross Receipts	-	-	-	-	-	-
Property Tax	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-
Licenses and Permits	-	-	-	-	-	-
Fines and Court Cost	-	-	-	-	-	-
Aquatic Center	-	-	-	-	-	-
Community Center	-	-	-	-	-	-
Recreation Programs	-	-	-	-	-	-
Historic Facility	-	-	-	-	-	-
Other Recreation	-	-	-	-	-	-
Other Park Operations	-	-	-	-	-	-
Interest Income	1,377	17,000	15,623	1235%	3,000	(14,000)
Other Income	-	-	-	-	-	-
Economic Development Fees	-	-	-	-	-	-
Grant Revenues	152,000	120,000	(32,000)	-	1,214,600	1,094,600
Total Revenues	1,599,562	1,575,218	(24,344)	98%	2,536,282	961,064
Expenditures						
Administration	101,500	123,000	21,500	121%	104,150	(18,850)
Public Works	419,468	379,600	(39,868)	90%	1,980,855	1,601,255
Public Safety	728,419	-	(728,419)	0%	293,800	293,800
Recreation	-	-	-	-	-	-
Debt Services	-	-	-	-	-	-
Total Expenditures	1,249,387	502,600	(746,787)	40%	2,378,805	1,876,205
						473%

**City of Crestwood
2007 Budget Summary
Variances**

	Park and Stormwater Fund					
	2006 Budget	2006 Estimate	2006 Variance	Percent Variance	2007 Budget	2007 to 2006 Variance
Revenues						
Sales Tax	1,674,037	1,671,511	(2,526)	100%	1,521,476	(150,035)
Gross Receipts	-	-	-	-	-	-
Property Tax	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-
Licenses and Permits	-	-	-	-	-	-
Fines and Court Cost	-	-	-	-	-	-
Aquatic Center	343,646	362,445	18,799	105%	355,850	(6,595)
Community Center	55,360	44,151	(11,209)	80%	53,400	9,249
Recreation Programs	248,758	226,224	(22,534)	91%	238,475	12,251
Historic Facility	2,903	1,200	(1,703)	41%	1,900	700
Other Recreation	8,155	8,609	454	106%	8,500	(109)
Other Park Operations	1,577	2,664	1,087	169%	2,900	236
Interest Income	1,032	7,000	5,968	678%	3,000	(4,000)
Other Income	500	-	(500)	0%	-	-
Economic Development Fees	-	-	-	-	-	-
Grant Revenues	219,000	215,073	(3,927)	98%	-	(215,073)
Total Revenues	2,554,968	2,538,877	(16,091)	99%	2,185,501	(353,376)
Expenditures						
Administration	-	-	-	0%	-	-
Public Works	297,076	272,854	(24,222)	92%	270,566	(2,288)
Public Safety	-	-	-	-	-	-
Recreation	1,128,011	1,086,980	(41,031)	96%	979,857	(107,123)
Debt Services	1,068,413	1,046,265	(22,148)	98%	1,064,960	18,695
Total Expenditures	2,493,500	2,406,099	(87,401)	96%	2,315,383	(90,716)

City of Crestwood, Missouri
Projected Major Fund Balances at December 31, 2007
General, Capital Improvements, Park and Stormwater Funds

	General Fund	Capital Improvements Fund	Park and Stormwater Fund	Total Major Funds
Fund Balance at December 31, 2005 (FY 2005 Audit)	(1,466,952)	491,625	(445,809)	(1,421,136)
Budget for the Fiscal Year Ending Ending December 31, 2006:				
Projected Revenues	8,843,569	1,455,218	2,323,804	12,622,591
Grants Receivable	-	120,000	215,073	335,073
Total Projected Revenues	8,843,569	1,575,218	2,538,877	12,957,664
Projected Expenditures	(8,705,169)	(502,600)	(1,359,834)	(10,567,603)
Debt Service	-	-	(1,046,265)	(1,046,265)
Total Projected Expenditures	(8,705,169)	(502,600)	(2,406,099)	(11,613,868)
Revenues Over/(Under) Expenditures	138,400	1,072,618	132,778	1,343,796
Projected Transfers In/(Out):				
Internal Service Fund - Capital Improvements Fund	239,432	(239,432)	-	-
Internal Service Fund - Park and Stormwater Fund	-	-	-	-
Long Term Repayment to General Fund	90,132	(90,132)	-	-
Total Transfers	329,564	(329,564)	-	-
Projected Change in Fund Balance	467,964	743,054	132,778	1,343,796
Projected Fund Balance at December 31, 2006	(998,988)	1,234,679	(313,031)	(77,340)
Budget for the Fiscal Year Ending Ending December 31, 2007:				
Projected Revenues	8,999,902	1,321,682	2,185,501	12,507,085
Grants Receivable	-	1,214,600	-	1,214,600
Total Projected Revenues	8,999,902	2,536,282	2,185,501	13,721,683
Projected Expenditures	(8,306,436)	(2,378,805)	(1,250,423)	(11,935,664)
Debt Service	(553,708)	-	(1,064,960)	(1,618,668)
Total Projected Expenditures	(8,860,144)	(2,378,805)	(2,315,383)	(13,554,332)
Revenues Over/(Under) Expenditures	139,758	157,477	(129,882)	167,353
Projected Transfers In/(Out):				
Internal Service Fund - Capital Improvements Fund	155,605	(155,605)	-	-
Internal Service Fund - Park and Stormwater Fund	(130,000)	-	130,000	-
Total Transfers	25,605	(155,605)	130,000	-
Projected Change in Fund Balance	165,363	1,872	118	167,353
Projected Fund Balance at December 31, 2007	(833,625)	1,236,551	(312,913)	90,012



Analysis of Major Revenue Sources

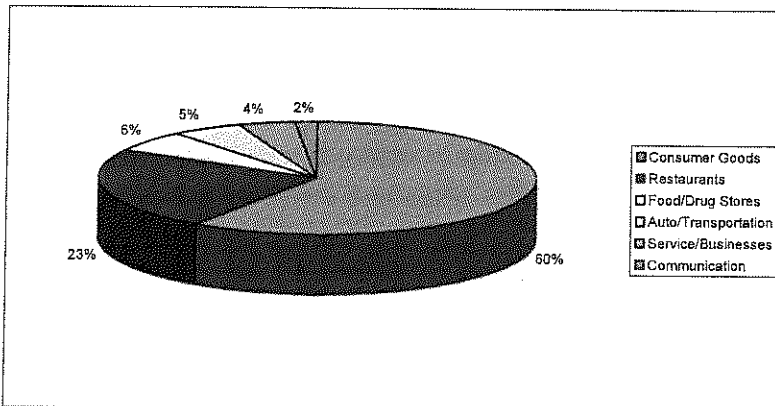
General Fund

General Fund Revenues are typically non-restricted resources, and are therefore used to fund the general operational expenditures of the City. Services such as: Public Safety (police and fire services), general governance, administration and some public works benefit from the categories within the General Fund. The 2007 budget is based upon the receipt of taxes, licenses and permits, intergovernmental revenue, fines and court costs, and miscellaneous revenue. Total General Fund revenue through December 31, 2007 is anticipated to reach \$8,999,902.

Sales Taxes

Approximately 47% of General Fund revenues are generated by sales tax. The City is highly dependent upon sales taxes for its daily operations. The city has approximately 690 businesses that generate sales taxes in the following categories:

Sales Tax Allocation for the 12 month period ended June 30, 2004



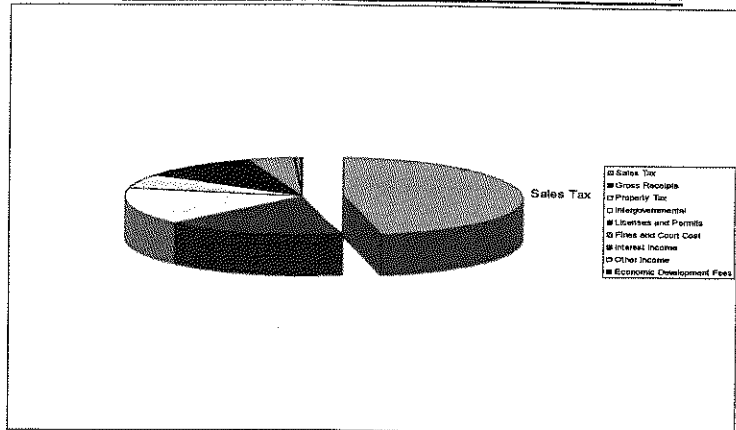
Business Group	Retail Sales Amount	Percentage
Consumer Goods	5,089,964	59%
Restaurants	2,014,593	23%
Food/Drug Stores	528,046	6%
Auto/Transportation	442,710	5%
Service/Businesses	357,890	4%
Communication	151,176	2%
Fuel/Service Stations	78,412	1%
	<u>8,662,792</u> *	

* Some businesses were unable to be classified in these groups therefore, this total does not equal total sales tax revenue.

Taxes

General Operating Sales Tax – One-Cent and Local Option/Quarter Cent Sales Tax

The City levies a one-cent tax on all commercial (retail, food/restaurant, special services) sales within the city. This tax is projected to generate \$2,711,043 for the General Fund in 2007. This represents approximately 30% of the total General Fund revenue.



Prior to 1994, the City retained all proceeds from this sales tax. In 1994, a significant change in sales tax distribution occurred. A revenue reform consensus plan, known as the Westfall compromise, forced all point-of-sale cities in the St. Louis County to share portions of its sales tax receipts with other municipalities (pool) in St. Louis County. The plan phased in the sharing at one-third in 1994, 1995, and 1996. The amount of sales tax receipts shared by a municipality is a graduated rate based upon the City's relationship to the countywide average for the preceding year. Sharing begins at 7% when the City reaches the countywide average and then increases to 12.5% as we reach twice the countywide average. The countywide per capita average for the sales tax distribution was \$150.42 for 2006.

	Countywide Average Per Capita
1997	133.92
1998	138.63
1999	141.82
2000	148.89
2001	146.73
2002	144.57
2003	142.47
2004	139.92
2005	142.05
2006	150.42

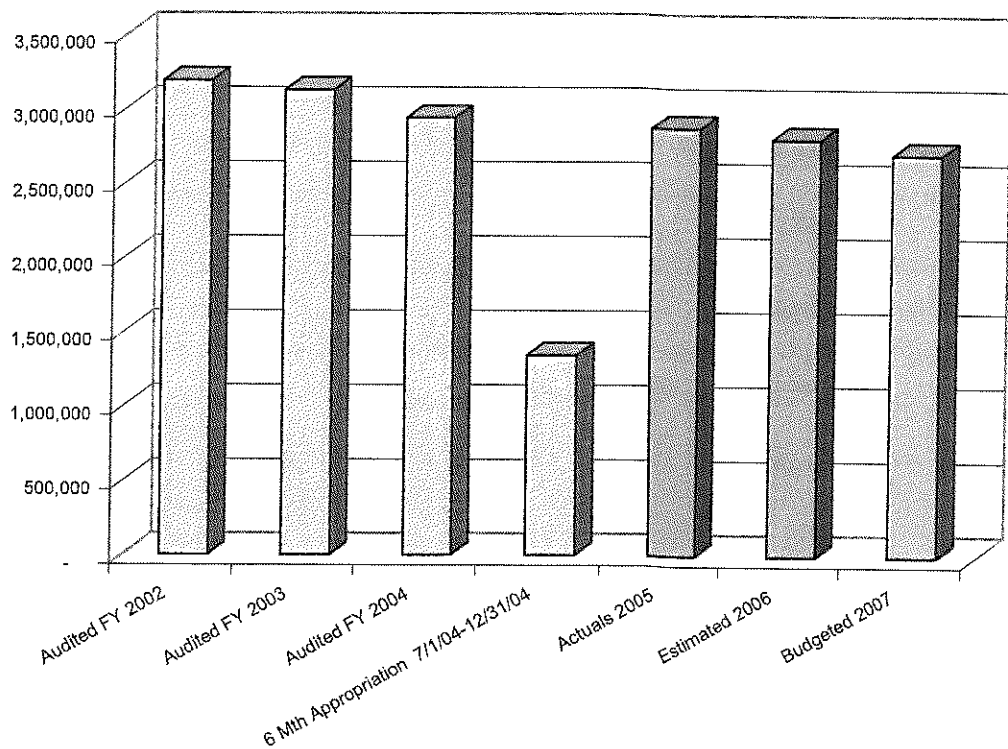
When the Sharing Plan was implemented, the State Legislature authorized the Local Option sales tax. The tax was intended to aid cities in replacing the revenues lost to the sharing plan. The tax (1/4 cent) required voter approval before it could be collected by the City. In November of 1993, the citizens of Crestwood voted to pass this tax with a 71% majority. Twelve and half (12.5%) percent of this tax is also contributed (shared) to pool cities.

In addition to the sharing, sales tax revenues are linked to the strength of the economy. While the City experienced a substantial rise in sales tax revenue during the 1990's, the sales tax revenue has continued to decline since 2002.

One-Cent Sales Tax History

Fiscal Year (FY) ends June 30 / Calendar Year (CY) ends December 31	Amount	Percentage of General Fund Revenue	Increase/ - Decrease From Prior Year
Audited FY 2002	3,191,478	38.68%	0.32%
Audited FY 2003	3,128,896	37.04%	-1.96%
Audited FY 2004	2,939,532	33.56%	-6.05%
6 Mth Appropriation 7/1/04-12/31/04	1,344,239	32.05%	N/A
Actuals 2005	2,879,833	34.69%	-2.03%
Estimated 2006	2,807,837	32.04%	-2.50%
Budgeted 2007	2,711,043	29.97%	-3.45%

Revenue History: One-Cent Sales Tax



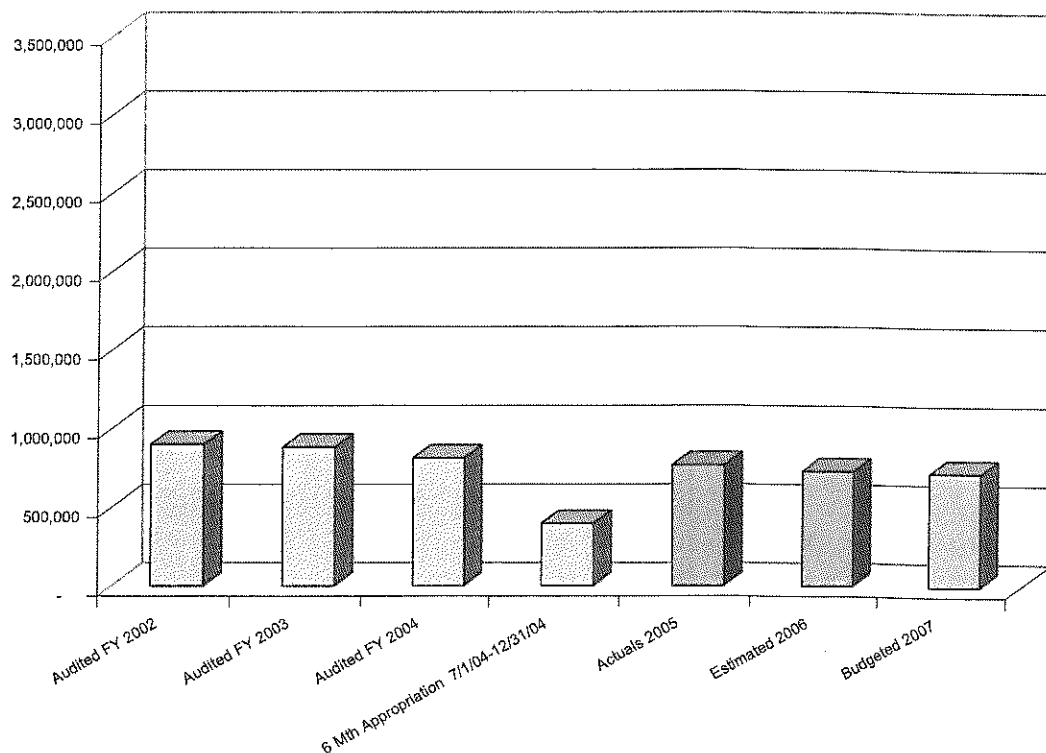
It is projected that the quarter-cent local option tax on retail sales generated within the City's boundaries will generate \$721,833 in 2007.

1/4-Cent Sales Tax History

Fiscal Year (FY) ends June 30 / Calendar Year (CY) ends December 31	Amount	Percentage of General Fund Revenue	Increase/ - Decrease From Prior Year
Audited FY 2002	900,160	10.91%	0.32%
Audited FY 2003	882,509	10.45%	-1.96%
Audited FY 2004	812,306	9.27%	-7.95%
6 Mth Appropriation 7/1/04-12/31/04	397,234	9.47%	N/A
Actuals 2005	767,375	9.24%	-5.53%
Estimated 2006	745,366	8.51%	-2.87%
Budgeted 2007	721,833	7.98%	-3.16%

The graph below illustrates the five-year history of the City's quarter-cent local option sales tax revenue:

Revenue History: 1/4 Cent Sales Tax



Fire Protection Sales Tax

Crestwood voters approved a quarter cent Fire Protection Tax in August 2003 and the City began collecting this tax on January 1, 2004. The rationale for the Fire Protection Tax is to provide funding for a portion of the \$2.6 million annual expenses

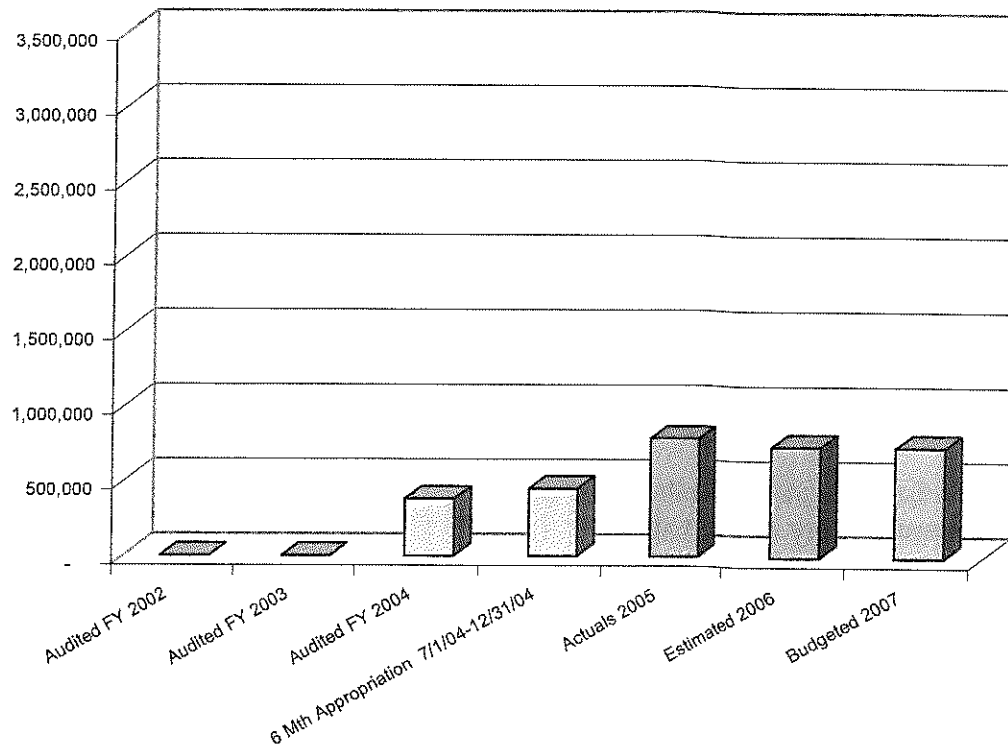
for Fire Services. It is anticipated that the City will receive \$740,500 in revenues from this tax. This represents 8% of the total estimated General Fund revenues in 2007. The Fire Tax is estimated to recover approximately 32% of the Fire Department's expenditures for CY 2007. This tax is not subject to the countywide sales tax sharing.

1/4-Cent Fire Protection Sales Tax History

Fiscal Year (FY) ends June 30 / Calendar Year (CY) ends December 31	Amount	Percentage of General Fund Revenue	Increase/ - Decrease From Prior Year
Audited FY 2002	-	0.00%	N/A
Audited FY 2003	-	0.00%	N/A
Audited FY 2004	380,797	4.35%	N/A
6 Mth Appropriation 7/1/04-12/31/04	452,074	10.78%	N/A
Actuals 2005	789,859	9.52%	107.42%
Estimated 2006	803,642	9.17%	1.74%
Budgeted 2007	740,500	8.19%	-7.86%

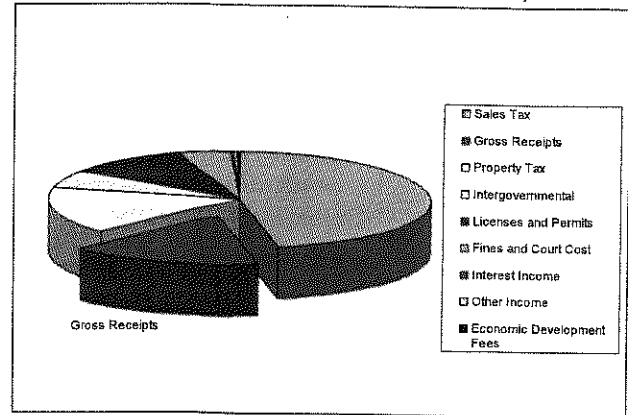
The graph below illustrates the five-year history of the City's quarter-cent fire protection sales tax revenue:

Revenue History: 1/4 Fire Protection Sales Tax



Gross Receipts Tax

The City taxes those companies providing electrical power, water service, natural gas, telephone, and cable services. These taxes are collected on the gross receipts of the utility company providing service within Crestwood. Comprising 16% of total General Fund revenue, the gross receipts tax on utilities is anticipated to generate \$1,444,600 in CY 2007. On November 8th, 2005 the citizens of Crestwood voted to increase the business gross receipts tax on water, cable, electric, and natural gas. This reflects an increase from 6% to 7% for water and natural gas, an increase from 5.7% to 7% for electric, and an increase from 3% to 5 % for cable.

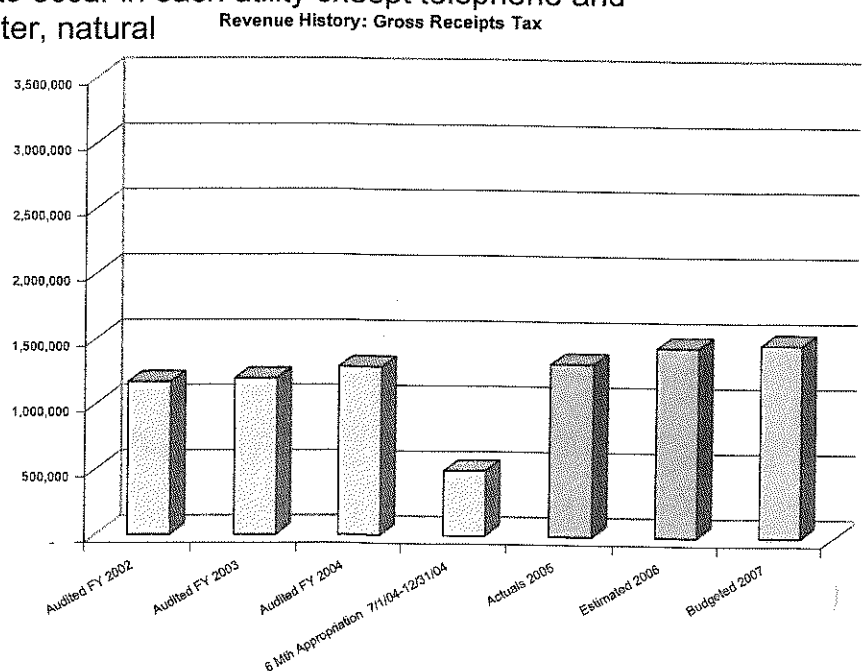


Gross Receipts Tax History

Fiscal Year (FY) ends June 30 / Calendar Year (CY) ends December 31	Amount	Percentage of General Fund Revenue	Increase/ - Decrease From Prior Year
Audited FY 2002	1,166,763	14.14%	-9.84%
Audited FY 2003	1,194,675	14.14%	2.39%
Audited FY 2004	1,283,753	14.66%	7.46%
6 Mth Appropriation 7/1/04-12/31/04	497,082	11.85%	N/A
Actuals 2005	1,319,761	15.90%	2.73%
Estimated 2006	1,441,144	16.45%	9.20%
Budgeted 2007	1,444,600	15.97%	0.24%

Climate sensitive fluctuations tend to occur in each utility except telephone and cable. In the instance of a mild winter, natural gas receipts decrease. A cool summer with above average precipitation can cause electric and water receipts to decrease.

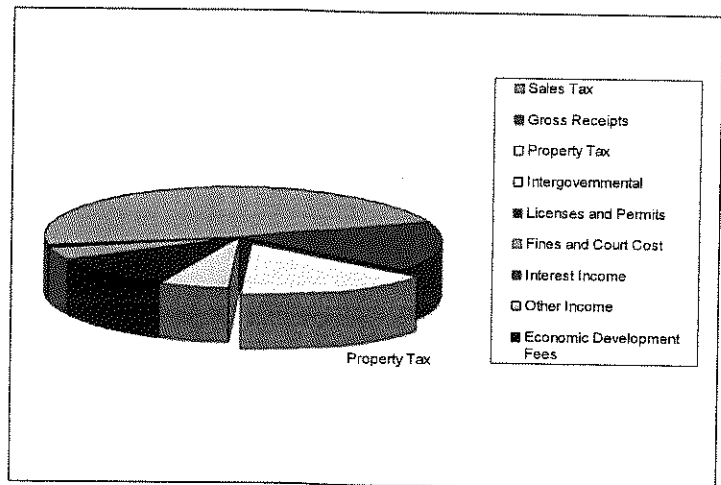
The adjacent graph illustrates the five-year history of the City's gross receipts on utilities:



Property Tax

Revenues received from the property taxes consist of Real Estate Taxes, Personal Property Taxes, and Railroad and Utility Taxes. The City will levy a property tax rate of \$.44 per \$100 of assessed valuation for residential property. This includes the revenues generated from the additional \$.20 which voters approved in April 2006. The additional \$.20 is dedicated to pay

the debt service on the \$2 million debt and build a cash reserve for the City. Additionally, a \$.45 per \$100 will be collected on personal property and the City will collect \$.463 per \$100 of assessed valuation on commercial property.



Revenues from property taxes are projected to generate \$1,429,614 in 2007, or 15% of total General Fund revenues. St. Louis County assesses all property and collects the property tax by contract with the City. General re-assessment occurs every odd numbered year. These taxes are assessed in October and must be paid by December 31. Due to these reassessments, fluctuations will occur in even numbered years. The 2006 current assessed valuation of the real estate in the City is \$273,374,403. Commercial property is assessed at 32% of the estimated market value, residential at the rate of 19%, and personal property at 33-1/3% of actual value. Of the total assessed valuation for real estate, commercial property in the City accounts for 35%, and residential property accounts for the remaining 65%.

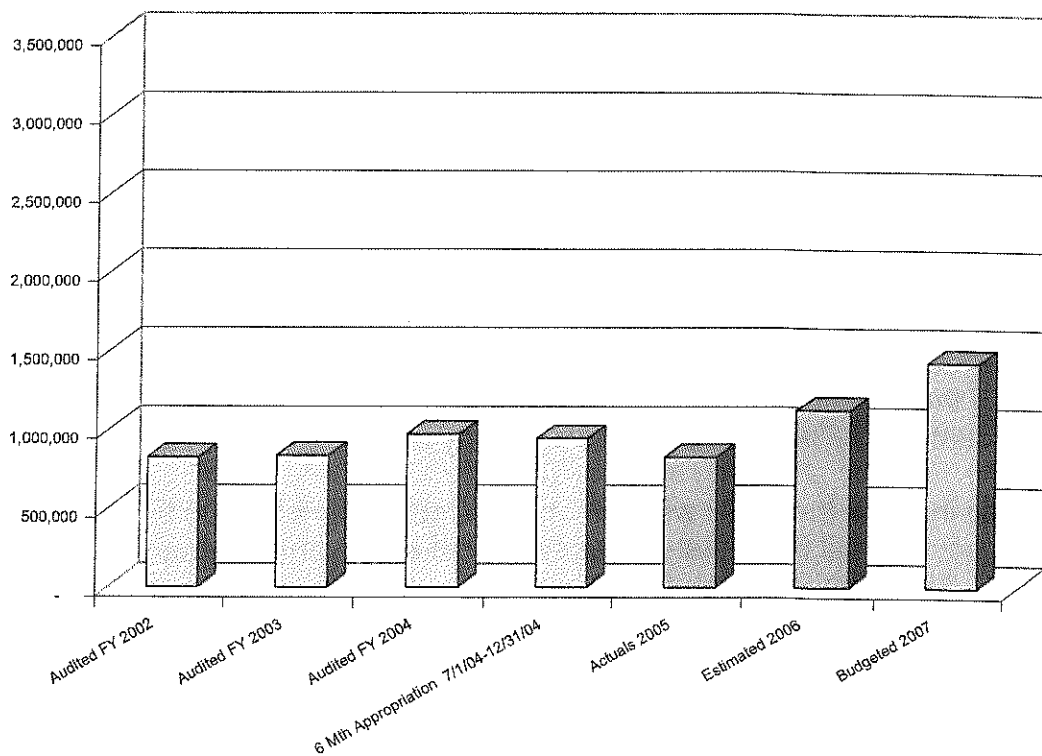
Beginning in 2003, the cities within St. Louis County were able to levy separate tax rates for commercial real estate, residential real estate and personal property. However, due to the Hancock Amendment, the city cannot levy more than the established tax ceiling. The following charts outline the historical amounts collected from property tax.

Property Tax History

Fiscal Year (FY) ends June 30 / Calendar Year (CY) ends December 31	Amount	Percentage of General Fund Revenue	Increase/ - Decrease From Prior Year
Audited FY 2002	821,417	9.96%	7.73%
Audited FY 2003	834,522	9.88%	1.60%
Audited FY 2004	970,159	11.08%	16.25%
6 Mth Appropriation 7/1/04-12/31/04	942,793	22.48%	N/A
Actuals 2005	823,816	9.92%	-15.08%
Estimated 2006	1,160,603	13.24%	40.88%
Budgeted 2007	1,429,614	15.81%	23.18%

The table and chart below illustrates the City's property tax rate history and receipts:

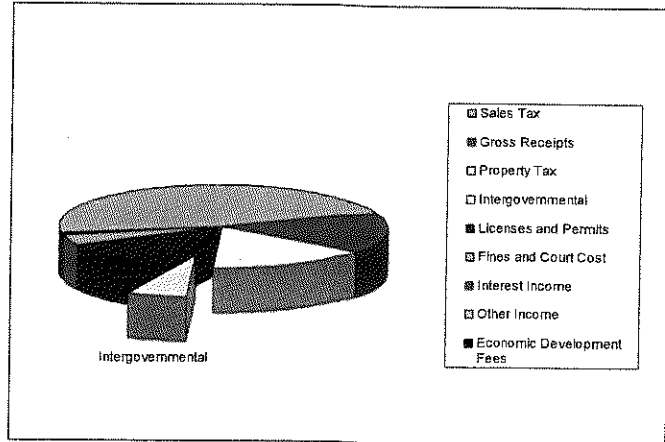
Revenue History: Property Tax



Intergovernmental

Comprising about 6% of total revenue or a projected \$509,995 in 2007 are the taxes levied by the State of Missouri and St. Louis County who, upon receipt, distribute these revenues to the City.

The State of Missouri collects certain taxes for the purpose of maintaining roads and bridges. These taxes are distributed to the City based upon the population indicated at the most current decennial census. The Motor Fuel Tax is levied on a per gallon basis and distributed to the City based upon the City of Crestwood's population compared to all incorporated cities in the state of Missouri.



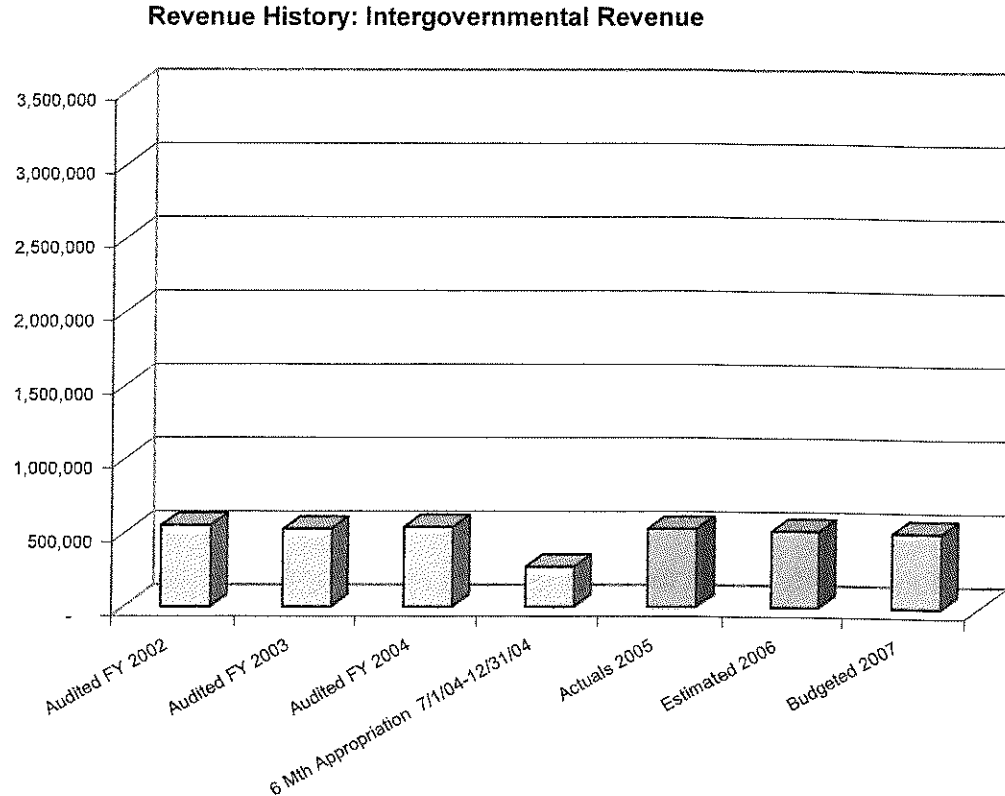
Motor Vehicle Fees and Vehicle Sales Tax are imposed fees for operator drivers' licenses, vehicle license plates, and sales tax on motor vehicles. The fees are also collected by the state, and distributed based on Crestwood's population. The Motor Fuel tax represents approximately 66% of all intergovernmental revenue.

St. Louis County levies and distributes a road and bridge property tax of ten and one-half cents (\$0.105) per \$100 of assessed valuation on real and personal property for the purpose of maintaining City streets. Additionally, the County levies a tax on cigarette sales within its boundaries. The City receives a share of this levy based upon the population recorded at the most current decennial census.

Intergovernmental Revenue History

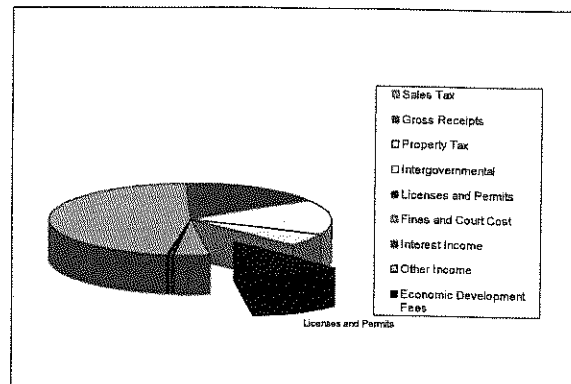
Fiscal Year (FY) ends June 30 / Calendar Year (CY) ends December 31	Amount	Percentage of General Fund Revenue	Increase/ - Decrease From Prior Year
Audited FY 2002	551,743	6.69%	-6.77%
Audited FY 2003	525,842	6.23%	-4.69%
Audited FY 2004	539,749	6.16%	2.64%
6 Mth Appropriation 7/1/04-12/31/04	272,295	6.49%	N/A
Actuals 2005	530,014	6.39%	-1.84%
Estimated 2006	526,643	6.01%	-0.64%
Budgeted 2007	509,995	5.64%	-3.16%

The graph below illustrates the five-year history of intergovernmental revenue:



Licenses and Permits

The City requires all businesses to obtain a license to operate within the City of Crestwood. The merchant license fees are based upon a business's gross receipts for the previous year or based upon the square footage of the business, whichever is higher. Other business license fees are collected for liquor licenses, vending machines and service occupations. Fees for service occupations are based upon personal property and the number of employees. Comprising 11% of the total projected General Fund revenue for CY 2007, licenses and permits are projected to generate \$962,500. On November 8, 2005, the citizens of Crestwood voted to increase merchant license fees from \$1/\$1000 of gross receipts to \$1.25/\$1000 of gross receipts. The City renews all licenses between the months of May and June.



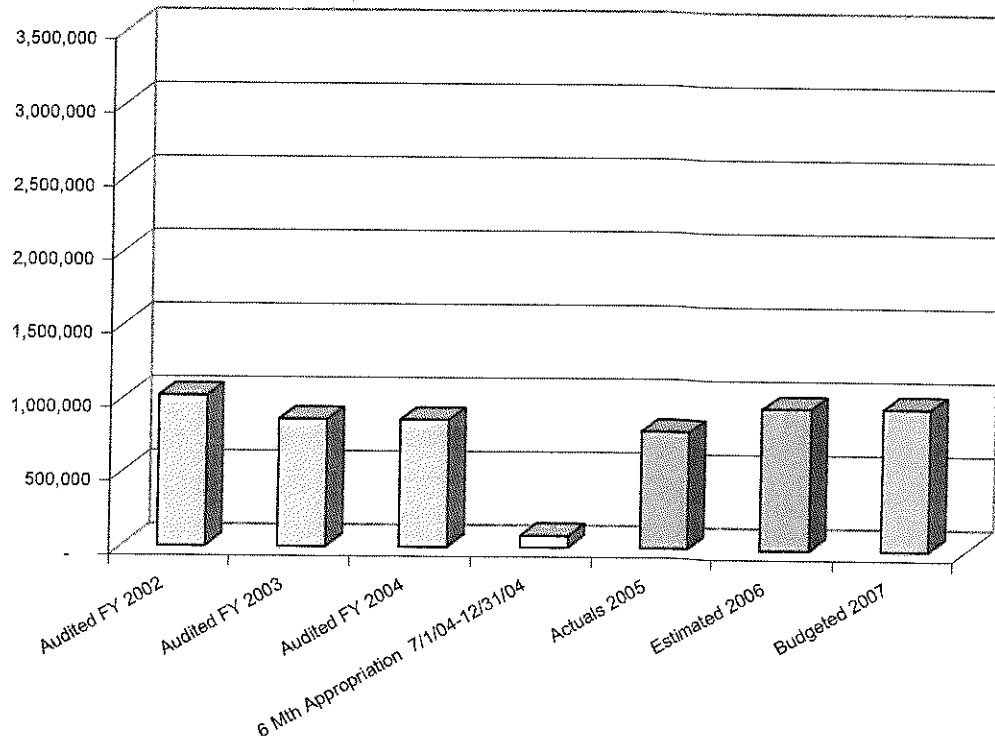
A fee is charged for any construction work, both residential and commercial, that is done within the City of Crestwood. This includes additions, alterations or remodeling. A fee is also charged for sign permits as well as building inspections. The total amount generated by these permits is \$32,000.

Licenses and Permits History

Fiscal Year (FY) ends June 30 / Calendar Year (CY) ends December 31	Amount	Percentage of General Fund Revenue	Increase/ - Decrease From Prior Year
Audited FY 2002	1,019,714	12.36%	16.49%
Audited FY 2003	862,510	10.21%	-15.42%
Audited FY 2004	861,352	9.83%	-0.13%
6 Mth Appropriation 7/1/04-12/31/04	77,820	1.86%	N/A
Actuals 2005	792,722	9.55%	-8.66%
Estimated 2006	928,630	10.60%	17.14%
Budgeted 2007	962,500	10.64%	3.65%

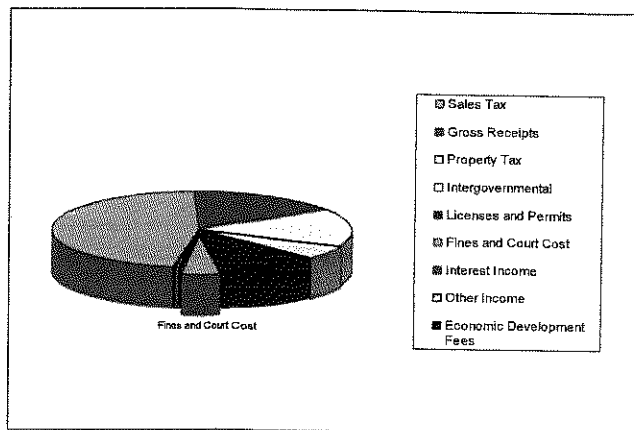
The graph below illustrates the five-year history of the License and Permit revenues:

Revenue History: Licenses and Permits



Fines and Court Costs

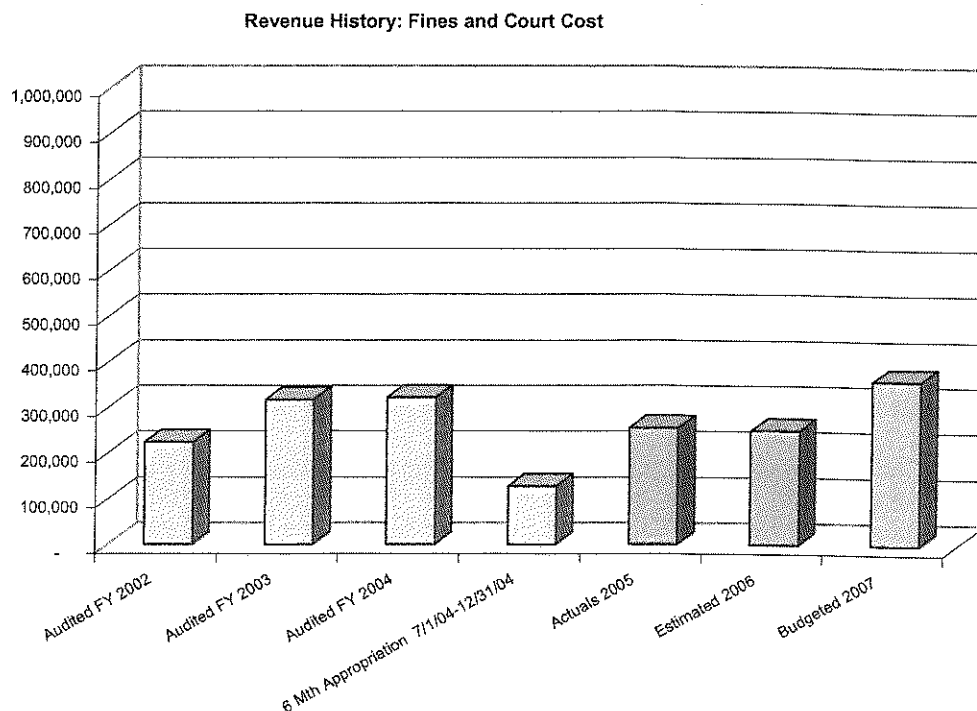
Fines and Court Costs revenue comes from parking and traffic violations, court costs, bond forfeitures and false alarms. In CY 2007, it is estimated that fines and court costs will generate \$365,000 in total revenue or approximately 4% of the total City's projected revenue for CY 2007. Due to a more proactive Police Department and a more efficient court, the City expects to collect \$30,000 per month in court fees.



Fines and Court Costs History

Fiscal Year (FY) ends June 30 / Calendar Year (CY) ends December 31	Amount	Percentage of General Fund Revenue	Increase/ - Decrease From Prior Year
Audited FY 2002	224,088	2.72%	0.48%
Audited FY 2003	316,806	3.75%	41.38%
Audited FY 2004	321,346	3.67%	1.43%
6 Mth Appropriation 7/1/04-12/31/04	127,101	3.03%	N/A
Actuals 2005	255,252	3.08%	-25.89%
Estimated 2006	251,950	2.88%	-1.29%
Budgeted 2007	365,000	4.04%	44.87%

The graph below illustrates the five-year history of the Fines and Court Costs revenue:



City of Crestwood, Missouri
General Fund Revenues
Budget for the Calendar Year Ending December 31, 2007

FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Actual	FY 2006 Budget	FY 2006 Estimates	Ele 3	Obj 4	Account Description	FY 2007 Recommended	City Admin Approved CY 2007	BOA Adjusted	Budgeted Revenues
3,191,478	3,128,896	2,939,532	1,344,239	2,879,833	2,773,112	405	4010	One-Cent Sales Tax	2,707,043	2,711,043	-	2,711,043
900,160	382,509	812,306	387,234	767,375	745,366	405	4011	1/4-Cent Sales Tax	721,333	721,833	-	721,833
-	-	380,797	452,074	789,859	815,425	405	4014	1/4-Cent Fire Protection Sales Tax	740,000	740,500	-	740,500
4,091,638	4,011,405	4,140,292	2,201,375	4,459,402	4,283,833	405	4015	1/4-Cent TIF Fire Protection Sales Tax	34,516	34,516	-	34,516
								Total Sales Tax 405 (a)	4,202,892	4,207,892	-	4,207,892
569,906	538,689	539,956	292,798	539,034	591,018	410	4020	(a) Electric Franchise Fee	592,000	592,000	-	592,000
268,420	326,859	390,892	59,987	431,925	531,044	410	4021	(b) Natural Gas Franchise Fee	540,000	510,000	-	510,000
197,801	179,983	182,244	90,894	162,429	123,608	410	4023	Telephone Franchise Fee	137,000	137,000	-	137,000
83,486	86,139	96,545	18,596	96,410	104,081	410	4024	(c) Water Franchise Fee	109,800	109,800	-	109,800
47,150	63,004	74,316	31,151	62,902	69,035	410	4025	(d) Cable Franchise Fee	66,000	66,000	-	66,000
1,166,763	1,194,675	1,283,753	3,656	27,061	17,000	410	4026	Wireless Franchise Fee	30,000	30,000	-	30,000
								Total Gross Receipts 410	1,474,800	1,444,600	-	1,444,600
483,061	490,821	515,115	432,724	513,498	520,000	415	4030	Real Estate Taxes	540,000	540,000	-	540,000
86,711	88,361	88,249	75,240	87,305	87,000	415	4031	Real Estate Taxes PropS	455,000	455,000	-	455,000
239,486	243,818	254,529	245,571	226,239	30,550	415	4033	Personal Property Taxes	80,000	80,000	-	80,000
12,159	11,522	99,305	106,733	60,777	70,000	415	4034	County Road Refund	65,000	65,000	-	65,000
821,417	834,522	970,159	942,793	823,816	16,314	415	4035	Penalty Surcharge	221,714	221,714	-	221,714
								Railroad/Utility Taxes	53,900	53,900	-	53,900
								Total Property Tax 415	14,000	14,000	-	14,000
341,388	330,902	342,758	176,298	343,333	333,354	420	4110	Motor Fuel Tax	327,488	335,000	-	335,000
158,992	143,670	89,035	43,598	82,051	66,509	420	4111	Motor Vehicle Sales Tax	58,746	63,746	-	63,746
49,347	45,275	44,628	30,316	62,470	84,062	420	4112	Motor Vehicle Fee Increases	70,000	70,000	-	70,000
2,016	5,994	3,234	22,083	42,161	42,384	420	4113	Cigarette Tax	40,249	40,249	-	40,249
551,743	525,842	539,749	272,295	530,014	4,143	420	4114	Financial Institution Tax	1,000	1,000	-	1,000
								Total Intergovernmental 420	497,483	509,995	-	509,995
961,125	792,187	800,434	51,838	730,644	875,113	425	4210	(e) Merchant Licenses	906,000	906,000	-	906,000
9,798	11,841	13,590	6,075	12,688	12,650	425	4211	Liquor Licenses	12,000	12,500	-	12,500
12,444	15,648	13,175	285	13,695	11,693	425	4212	Other Licenses	12,000	12,000	-	12,000
34,117	35,974	33,338	19,105	30,985	27,622	425	4224	Rental Inspections	-	-	-	-
1,555	1,460	815	1,005	1,005	800	425	4225	Permits & Inspections	28,736	30,000	-	30,000
875	5,400	-	26	1,050	1,552	425	4226	Sign Permits	1,000	1,000	-	1,000
1,019,714	862,510	861,352	77,820	792,722	950,082	425	4227	Right-of-Way & Demolition Permits	1,000	1,000	-	1,000
								Total Licenses and Permits 425	960,736	962,500	-	962,500
163,865	242,516	249,531	97,306	196,177	212,101	430	4250	Traffic Fines	304,850	304,850	-	304,850
25,982	37,709	34,384	12,323	24,163	22,735	430	4251	Traffic Court Cost	30,100	30,100	-	30,100
7,638	5,978	5,676	1,987	6,115	3,400	430	4252	Police Training Fund	6,220	6,220	-	6,220
1,747	4,056	11,389	5,222	10,964	9,553	430	4253	Miscellaneous Fines	11,830	11,830	-	11,830
-	-	1,099	571	1,071	887	430	4254	Police Reports	1,000	1,000	-	1,000
-	-	18,125	9,495	16,000	12,910	430	4255	Bond Forfeitures	10,000	10,000	-	10,000
24,857	26,548	1,142	198	762	726	430	4256	Crime Victims' Compensation	1,000	1,000	-	1,000
224,088	316,806	321,346	127,101	255,252	265,892	430	4253	Miscellaneous Court	365,000	365,000	-	365,000
								Total Fines and Court Cost 430	365,000	365,000	-	365,000

City of Crestwood, Missouri
General Fund Revenues
Budget for the Calendar Year Ending December 31, 2007

FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	Approp. Ord. Actuals July 1-Dec 31, 2004	FY 2005 Actuals	FY 2006 Budget	FY 2006 Estimates	Ele 3	Obj 4	Account Description	FY 2007 Recommended	City Admin Approved CY 2007	BOA Adjusted	Budgeted Revenues
2,408	45,319	102,254	-	-	-	-	435	4310	Aquatic Center Pass	-	-	-	-
7,207	109,089	19,129	-	-	-	-	435	4311	Aquatic/Community Center Pass	-	-	-	-
16,804	84,357	77,363	-	-	-	-	435	4312	Aquatic Center Daily Admissions	-	-	-	-
12,827	34,852	64,078	-	-	-	-	435	4313	Aquatic Center Concessions	-	-	-	-
50	820	2,815	-	-	-	-	435	4314	Aquatic Center Rental	-	-	-	-
-	-	180	-	-	-	-	435	4315	Aquatic Center Locker Rental	-	-	-	-
606	743	518	-	-	-	-	435	4316	Aquatic Center I.D. Cards	-	-	-	-
39,900	275,179	266,337	-	-	-	-			Total Aquatic 435	-	-	-	-
12,812	21,673	25,607	-	-	-	-	440	4410	Community Center Recreation Pass	-	-	-	-
2,281	1,531	1,541	-	-	-	-	440	4411	Community Center Concessions	-	-	-	-
9,350	8,609	7,443	-	-	-	-	440	4412	Racquetball Courts	-	-	-	-
-	-	2,136	-	-	-	-	440	4413	League/Court Fees	-	-	-	-
12,140	11,285	12,686	-	-	-	-	440	4414	Community Center Room Rentals	-	-	-	-
268	226	23	-	-	-	-	440	4415	Community Center Locker Rentals	-	-	-	-
-	-	-	-	-	-	-	440	4416	Community Center I.D. Cards	-	-	-	-
-	-	8,735	-	-	-	-	440	4417	Community Center Guest Fees	-	-	-	-
-	-	238	-	-	-	-	440	4418	Tennis/Racquetball Court Pass	-	-	-	-
152	8,238	-	-	-	-	-	440	4419	Instructions for Net	-	-	-	-
-	2,104	-	-	-	-	-	440	4420	Miscellaneous Community Center	-	-	-	-
37,002	53,666	58,389	-	-	-	-			Total Community Center 440	-	-	-	-
23,835	26,205	25,284	-	-	-	-	445	4510	Fitness-Residents	-	-	-	-
11,946	16,391	15,254	-	-	-	-	445	4511	Fitness-Non Resident	-	-	-	-
8,768	7,737	6,709	-	-	-	-	445	4514	Performing Arts/Dance-Resident	-	-	-	-
13,616	14,308	15,474	-	-	-	-	445	4515	Performing Arts/Dance-Non Resident	-	-	-	-
3,558	2,923	3,133	-	-	-	-	445	4518	Arts-Resident	-	-	-	-
3,299	2,987	2,268	-	-	-	-	445	4519	Arts-Non Residents	-	-	-	-
12,466	13,839	13,087	-	-	-	-	445	4522	Gen Sports & Leagues-Resident	-	-	-	-
37,054	43,502	40,355	-	-	-	-	445	4523	Gen Sports & Leagues-Non Resident	-	-	-	-
307	561	344	-	-	-	-	445	4526	Clubs-Resident	-	-	-	-
3,924	3,361	3,657	-	-	-	-	445	4527	Clubs-Non Resident	-	-	-	-
-	-	39,025	-	-	-	-	445	4530	Day Camp- Resident	-	-	-	-
-	-	10,582	-	-	-	-	445	4531	Day Camp- Non Resident	-	-	-	-
-	-	7,936	-	500	-	-	445	4534	Swim Programs-Resident	-	-	-	-
-	-	5,836	-	950	-	-	445	4535	Swim Programs-Non Resident	-	-	-	-
49,667	54,190	10,542	-	-	-	-	445	4538	Special Events	-	-	-	-
4,779	14,032	5,422	-	-	-	-	445	4539	Consignment Sales	-	-	-	-
956	1,197	796	-	-	-	-	445	4542	Day Trips-Resident	-	-	-	-
412	648	3,470	-	-	-	-	445	4543	Day Trips-Non Resident	-	-	-	-
3,370	2,945	2,340	-	-	-	-	445	4546	YTP/WSP-Resident	-	-	-	-
19,450	15,896	18,634	-	-	-	-	445	4547	YTP/WSP-Non Resident	-	-	-	-
197,405	220,722	230,148	-	1,450	-	-			Total Recreation Programs 445	-	-	-	-
2,034	1,283	1,322	-	1,382	-	-	450	4610	Sappington House Admissions	-	-	-	-
2,079	2,161	-	-	-	-	-	450	4611	Sappington House Barn Rental	-	-	-	-
-	-	135	-	-	-	-	450	4615	Sappington Barn Gross Sales	-	-	-	-
10	200	-	-	2,020	-	-	450	4612	Sappington House History Books	-	-	-	-
4,123	3,644	1,457	-	3,401	-	398			Total Historic Facility 450	-	-	-	-

City of Crestwood, Missouri
General Fund Revenues
Budget for the Calendar Year Ending December 31, 2007

FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2004 Actual July 1-Dec 31, 2004	FY 2005 Actuals	FY 2006 Budget	FY 2006 Estimates	Ele 3	Obj 4	Account Description	FY 2007 Recommended	City Admin Approved CY 2007	BOA Adjusted	Budgeted Revenues
4,475	2,054	2,320	-	-	-	-	455	4650	Soft Ball/Volleyball Fields	-	-	-	-
4,510	5,290	6,535	-	-	-	-	455	4651	Picnic Reservations	-	-	-	-
-	-	-	-	-	-	-	455	4652	Park Facilities	-	-	-	-
8,985	7,344	8,855	-	-	-	-			Total Other Recreation Income 455	-	-	-	-
753	1,312	1,286	-	-	-	-	460	4675	Animal Impoundment	-	-	-	-
1,216	1,228	1,254	-	-	-	-	460	4676	Pet Tags	-	-	-	-
1,969	2,540	2,540	-	-	-	-			Total Other Park Operations 460	-	-	-	-
28,009	13,167	5,904	2,550	10,212	7,372	19,136	465	4710	Interest Income	20,000	20,000	-	20,000
28,009	13,167	5,904	2,550	10,212	7,372	19,136			Total Interest Income 465	20,000	20,000	-	20,000
10,028	115,909	13,431	6,250	24,737	15,000	66,000	470	4750	Other Income	15,000	16,000	-	16,000
1,260	1,200	930	660	773	900	11,166	470	4751	Trash Bags	11,000	11,000	-	11,000
1,200	1,240	123	-	23	-	128	470	4752	Rental Property Income	-	-	-	-
-	-	-	-	2,678	-	-	470	4753	Sale of Property	-	-	-	-
45,364	-	53,473	64,636	69,784	52,125	30,466	470	4755	(f) Refund from Insurance Pool	50,000	6,000	-	6,000
-	6,500	-	1,113	40	-	-	470	4756	Sale of Property	-	-	-	-
-	-	-	-	-	-	-	470	4777	Repayment of Defeasance of COPS 2002	-	-	-	-
57,872	124,849	67,957	72,659	98,034	68,025	107,760			Total Other Income 470	76,000	33,000	-	33,000
-	-	421	-	1,402	2,000	1,902	475	4757	TDD-Big Bend Crossing	2,640	2,640	-	2,640
-	-	731	-	5,000	-	3,937			TDD-Crestwood Point	6,758	6,758	-	6,758
-	-	-	-	-	-	72			Crestwood Point CID	3,258	3,258	-	3,258
-	-	-	-	-	-	-			Crestwood Market CID	2,160	2,160	-	2,160
-	-	-	-	-	-	638	475	4813	Revenue Grants-FD	-	-	-	-
-	-	-	-	-	-	-			Glenwood Watson TDD	7,484	7,484	-	7,484
-	-	-	-	-	-	10,000			Crestwood Point TIF	5,000	5,001	-	5,001
-	-	1,152	-	6,402	2,000	16,549			Total Economic Development Fees	27,300	27,301	-	27,301
-	-	-	-	-	-	-	480	4801	Income from Capital Improvements Fund	-	-	-	-
-	-	-	-	-	-	-			Total Income from Other Funds 480	-	-	-	-
8,250,628	8,446,870	8,759,390	4,193,674	8,300,466	8,423,246	8,843,569			Total General Fund Revenue	9,053,625	8,999,902	-	8,999,902

General Fund

The General Fund accounts for the day-to-day operations of the City which include Public Safety Services, Public Works and general administration of the City. The following Divisions are funded through the General Fund:

- Administration
 - Mayor
 - Board of Aldermen
 - City Clerk
 - City Administrator
 - General Supportive Services
 - MIS
 - Economic Development
- Finance Department
- Public Works Department
 - General Services
 - Administration
 - Maintenance
 - Mechanical
- Police Department
- Court
- Fire Department

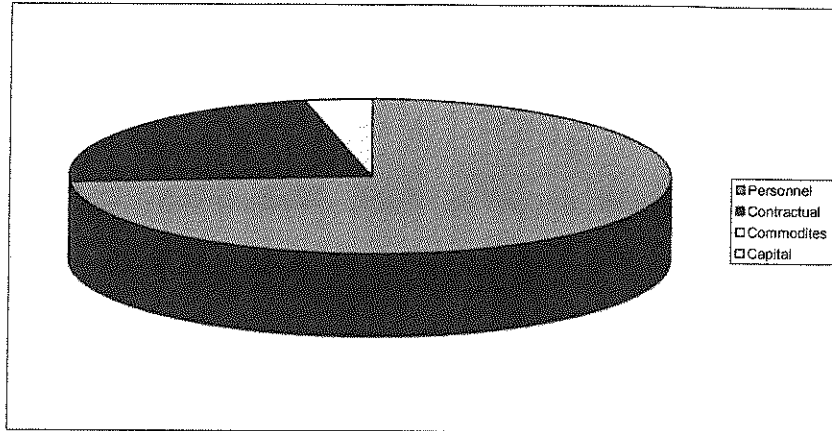
Beginning July 1, 2004, the Board of Aldermen reclassified all Parks and Recreation expenditures to the Park and Stormwater Fund.

The primary support for these services comes from sales taxes, property taxes, utility franchise fees and merchant licenses. These major funding sources combined account for 94% of the total revenues projected for CY 2007.

It is projected that the revenues for CY 2007 will equal \$8,994,902, and General Fund Expenditures will be \$8,860,144. The administration has been able to hold expenses at a very slight growth over the past four years while maintaining the same high level of service to the community.

General Fund Projected Expenditures CY 2007

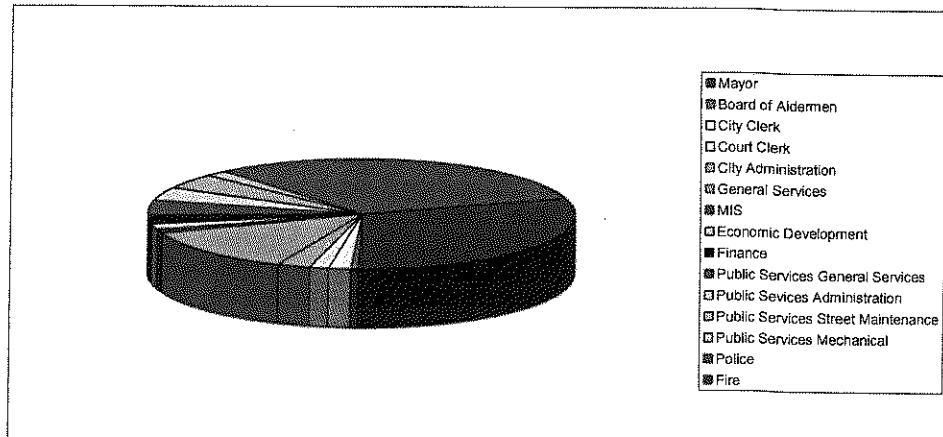
General Fund-Projected Expenditures by Category



Summary of Expenditures

Category	Amount	Percent of Total
Personnel	6,526,000	73.66%
Contractual	2,022,676	22.83%
Commodities	310,300	3.50%
Capital	1,167	0.01%
Total Expenditures	8,860,144	100%

General Fund- Summary of Projected Expenditures by Department



Summary of Expenditures

Department	Amount	Percent of Total
Mayor	17,412	0%
Board of Aldermen	47,270	1%
City Clerk	164,309	2%
Court Clerk	115,313	1%
City Administration	231,705	3%
General Services	1,114,692	13%
MIS	111,297	1%
Economic Development	131,528	1%
Finance	230,304	3%
Public Services General Services	407,837	5%
Public Services Administration	323,550	4%
Public Services Street Maintenance	408,118	5%
Public Services Mechanical	152,749	2%
Police	2,772,059	31%
Fire	2,632,000	30%
Total Expenditures	8,860,144	100%

General Fund Operating Expenditures

FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	Appropriations Ordinance Actuals	FY 2005 Actual	FY 2006 Budget	FY 2006 Estimate	Department and Division	DH Request CY 2007	City Admin Initial Review CY 2007	Ways & Means Committee Review and Effect	City Admin Recommended CY 2007	BOA Adjusted CY 2007	BOA Approved CY 2007
Administration													
Mayor's Office													
5,500	9,519	9,661	4,535	9,072	9,073	9,072	Personnel Services	9,072	9,072	-	9,072	-	9,072
2,166	1,128	9,253	355	3,531	6,050	4,150	Contractual Services	7,640	7,640	-	7,640	-	7,640
1,022	133	-	-	461	720	500	Commodities	700	700	-	700	-	700
8,688	10,779	16,214	4,871	13,064	15,843	13,722	Sub-Total	17,412	17,412	-	17,412	-	17,412
Board of Aldermen													
38,875	38,923	34,485	18,325	36,324	36,283	36,284	Personnel Services	38,260	38,260	-	38,260	-	38,260
865	687	879	523	364	1,280	9,025	Contractual Services	1,480	10,480	(9,000)	10,480	-	10,480
1,273	18	-	-	-	500	500	Commodities	500	500	-	500	-	500
41,034	40,628	35,364	18,849	36,718	38,069	45,809	Sub-Total	38,270	47,270	(9,000)	47,270	-	47,270
City Clerk													
155,222	135,063	157,766	80,085	146,914	137,793	138,599	Personnel Services	141,893	140,359	-	140,359	-	140,359
21,683	21,884	35,950	9,822	26,650	30,350	27,511	Contractual Services	31,000	22,150	-	22,150	-	22,150
2,274	7,277	1,228	740	2,285	1,950	1,500	Commodities	1,900	800	-	1,800	-	1,800
178,479	164,254	184,944	90,638	178,049	176,093	167,610	Sub-Total	175,209	164,309	-	164,309	-	164,309
Municipal Court													
58,870	58,334	84,647	41,262	75,713	74,679	72,370	Personnel Services	83,083	83,083	-	83,083	-	83,083
2,653	2,470	1,955	1,972	7,212	14,800	19,378	Contractual Services	35,400	31,900	-	31,900	-	31,900
677	426	36	171	369	250	715	Commodities	350	350	-	350	-	350
62,501	104,230	86,638	43,405	83,294	89,739	84,034	Sub-Total	118,813	115,313	-	115,313	-	115,313
City Administrator													
219,464	234,584	167,708	98,525	65,604	214,620	199,748	Personnel Services	218,835	216,835	-	216,835	-	216,835
1,766	9,684	7,298	2,184	3,015	7,100	9,877	Contractual Services	9,220	8,970	-	8,970	-	8,970
1,523	2,851	5,951	442	538	3,800	2,357	Commodities	4,000	3,900	-	3,900	-	3,900
225,753	246,705	181,955	71,151	99,245	225,520	212,072	Sub-Total	232,055	231,705	-	231,705	-	231,705
General Supportive Services													
18,613	12,305	28,160	7,772	42,502	73,879	64,634	Personnel Services	65,433	68,433	-	68,433	-	68,433
272,168	309,554	741,955	409,480	721,115	1,015,914	942,722	Contractual Services	1,011,950	993,350	-	1,027,058	-	1,027,058
9,821	9,745	7,307	5,123	9,538	8,450	16,157	Commodities	19,200	18,200	-	18,200	-	18,200
300,603	331,604	777,452	421,375	773,155	1,098,243	1,025,513	Sub-Total	1,116,583	1,089,983	-	1,114,692	-	1,114,692
MIS													
-	60,229	132,123	74,974	146,016	70,523	71,355	Personnel Services	70,497	70,497	-	70,497	-	70,497
74,771	84,487	54,587	32,148	50,041	38,100	41,800	Contractual Services	39,000	28,300	-	28,300	-	28,300
474	234	32	(64,482)	18,421	1,000	12,000	Commodities	17,600	12,500	-	12,500	-	12,500
75,246	144,951	186,743	12,659	215,677	109,823	125,155	Sub-Total	126,997	111,297	-	111,297	-	111,297
Economic Development													
-	-	49,878	14,296	74,011	72,982	72,301	Personnel Services	78,493	78,493	-	78,493	-	78,493
-	-	-	12,819	56,237	36,045	39,900	Contractual Services	53,056	53,056	-	53,056	-	53,056
-	-	-	27,515	110,248	111,627	112,201	Commodities	131,688	131,528	-	131,528	-	131,528
-	-	-	-	-	-	-	Sub-Total	-	-	-	-	-	-
Finance Department													
170,440	200,015	192,582	102,876	221,950	223,747	207,593	Personnel Services	215,204	212,204	-	212,204	-	212,204
15,476	69,864	40,358	9,020	23,240	14,300	13,000	Contractual Services	21,600	15,100	-	15,100	-	15,100
6,790	7,693	3,159	1,912	1,771	4,000	2,670	Commodities	3,000	3,000	-	3,000	-	3,000
-	-	-	-	69	-	-	Capital	-	-	-	-	-	-
193,665	285,571	237,474	113,808	246,942	242,047	223,263	Sub-Total	239,804	230,304	-	230,304	-	230,304
1,089,999	1,325,722	1,765,291	804,589	1,756,391	2,106,834	2,009,317	Total General Services	2,196,732	2,130,122	(9,000)	2,163,830	-	2,163,830

General Fund Operating Expenditures

FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	Appropriations Ordinance Actuals	CY 2005 Actual	CY 2006 Budget	CY 2006 Estimates	Department and Division	DH Request CY 2007	City Admin Initial Review CY 2007	Ways & Means Committee Review and Effect	City Admin Recommended CY 2007	BOA Adjusted CY 2007	BOA Approved CY 2007
General Services													
47,194	54,408	104,648	50,476	104,590	104,760	101,992	Personnel Services	252,884	205,847	-	205,847	-	205,847
212,759	237,554	170,743	95,803	197,351	194,550	202,660	Contractual Services	107,210	182,480	-	182,480	-	182,480
79,253	15,093	10,722	4,268	10,722	9,500	10,517	Commodities	9,500	9,500	-	9,500	-	9,500
272,749	321,796	281,935	150,547	312,662	308,800	315,369	Sub-Total	459,474	407,837	-	407,837	-	407,837
Administration													
393,427	400,085	379,029	165,093	323,845	294,484	283,311	Personnel Services	304,640	301,640	-	301,640	-	301,640
32,951	19,745	24,354	10,368	13,815	19,700	19,385	Contractual Services	21,210	18,010	-	18,010	-	18,010
7,177	6,150	4,920	2,564	3,390	4,400	3,750	Commodities	4,100	3,900	-	3,900	-	3,900
433,136	425,980	408,002	178,025	341,060	318,584	306,444	Sub-Total	329,950	323,550	-	323,550	-	323,550
Maintenance													
591,027	506,985	269,033	142,051	201,930	318,951	304,656	Personnel Services	328,298	321,208	-	321,208	-	321,208
80,561	62,745	50,100	18,601	48,171	19,690	41,169	Contractual Services	42,520	33,020	-	33,020	-	33,020
111,157	107,045	101,310	53,420	110,795	55,630	48,159	Commodities	64,000	53,900	-	53,900	-	53,900
783,844	676,775	421,043	244,092	451,196	423,261	393,881	Sub-Total	434,818	408,118	-	408,118	-	408,118
Mechanical													
-	-	151,924	53,925	92,383	64,616	60,131	Personnel Services	64,029	63,029	-	63,029	-	63,029
-	-	441	171	201	940	370	Contractual Services	28,820	28,570	-	28,570	-	28,570
19,132	18,438	22,246	329	3,436	3,000	1,650	Commodities	86,160	61,150	-	61,150	-	61,150
19,132	18,438	174,511	64,424	96,021	68,556	62,151	Sub-Total	158,989	152,749	-	152,749	-	152,749
1,508,861	1,442,990	1,295,641	627,078	1,200,929	1,119,501	1,077,865	Total Public Works	1,383,241	1,292,254	-	1,292,254	-	1,292,254
Police Department													
2,615,428	2,841,080	2,851,256	1,486,463	2,786,676	2,763,064	2,688,416	Personnel Services	2,522,114	2,522,114	-	2,522,114	-	2,522,114
204,706	147,604	158,038	88,244	187,842	181,430	197,483	Contractual Services	175,830	151,078	-	151,078	-	151,078
152,654	89,042	68,422	30,936	54,781	73,900	65,300	Commodities	104,300	97,700	-	97,700	-	97,700
2,973,791	3,077,735	3,175,718	1,603,643	3,079,309	3,018,394	2,971,199	Sub-Total	2,802,244	2,772,059	-	2,772,059	-	2,772,059
Fire Services Department													
2,108,025	2,184,349	2,314,480	1,205,098	2,262,686	2,206,925	2,219,510	Personnel Services	2,186,825	2,183,825	-	2,183,825	-	2,183,825
316,076	362,245	365,452	305,077	375,537	395,735	385,289	Contractual Services	406,175	394,875	-	394,875	-	394,875
40,198	31,079	32,095	8,718	29,038	41,548	50,132	Commodities	48,700	43,300	-	43,300	-	43,300
2,465,299	2,577,674	2,712,028	1,538,921	2,667,260	2,644,208	2,655,331	Sub-Total	2,683,700	2,632,000	-	2,632,000	-	2,632,000
5,439,000	5,855,409	5,887,745	3,142,484	5,746,869	5,662,302	5,626,530	Total Public Safety	5,455,944	5,404,059	-	5,404,059	-	5,404,059

General Fund Operating Expenditures

FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	Appropriations Ordinance Actuals	CY 2005 Actual	CY 2006 Budget	CY 2006 Estimate	Department and Division	DH Request CY 2007	City Admin Initial Review CY 2007	Ways & Means Committees Review and Effect	City Admin Recommended CY 2007	BOA Adjusted CY 2007	BOA Approved CY 2007
Recreation Services*													
448,138	515,544	657,168	-	-	-	-	Personnel Services	-	-	-	-	-	-
167,415	184,133	181,093	1,500	-	-	-	Contractual Services	-	-	-	-	-	-
65,922	64,157	8,990	8,990	199	-	-	Commodities	-	-	-	-	-	-
684,474	763,834	885,441	10,390	-	-	-	Sub-Total	-	-	-	-	-	-
Aquatic Center*													
-	5,348	-	-	-	-	-	Personnel Services	-	-	-	-	-	-
-	-	-	-	-	-	-	Contractual Services	-	-	-	-	-	-
6,771	25,161	-	-	-	-	-	Commodities	-	-	-	-	-	-
6,771	30,507	-	-	-	-	-	Sub-Total	-	-	-	-	-	-
Historical Facilities*													
32,371	36,560	33,086	-	-	-	-	Personnel Services	-	-	-	-	-	-
25,753	21,061	19,849	-	(3,093)	-	-	Contractual Services	-	-	-	-	-	-
214	83	956	-	-	-	-	Commodities	-	-	-	-	-	-
58,338	57,684	53,901	-	(3,692.56)	-	-	Sub-Total	-	-	-	-	-	-
Park Maintenance*													
487,884	74,678	222,566	-	-	-	-	Personnel Services	-	-	-	-	-	-
46,002	65	-	-	-	-	-	Contractual Services	-	-	-	-	-	-
36,928	-	-	-	-	-	-	Commodities	-	-	-	-	-	-
579,874	75,041	222,566	-	-	-	-	Sub-Total	-	-	-	-	-	-
1,329,457	927,066	1,182,008	10,390	(3,692.56)	-	-	Total Parks and Recreation	-	-	-	-	-	-
Transfer from Capital Improvements													
7,403,380	7,418,322	7,890,230	3,516,386	6,712,887	6,665,975	6,530,177	Personnel Services	6,606,317	6,526,000	-	6,526,000	-	6,526,000
1,484,030	1,533,517	1,909,781	1,015,068	1,702,058	2,013,994	1,945,598	Contractual Services	2,084,550	1,988,968	(9,000)	2,022,676	-	2,022,676
479,707	399,347	309,299	53,067	245,751	208,668	237,936	Commodities	345,050	310,300	-	310,300	-	310,300
-	-	1,375	-	40,000	-	-	Capital Outlay	-	1,167	-	1,167	-	1,167
9,367,117	9,351,186	10,110,686	4,584,521	8,700,497	8,888,637	8,713,712	Total General Fund Expenses	9,035,917	8,826,435	(9,000)	8,860,144	-	8,860,144
Transfer from Park and Stormwater Fund													
-	-	(287,325)	(156,437)	(205,070)	(239,432)	(239,432)	Transfer from Capital Improvements	(155,605)	(155,605)	-	(155,605)	-	(155,605)
-	-	(90,132)	(46,086)	(90,132)	(90,132)	(90,132)	Long Term Repayment from CIF for ISF	-	-	-	-	-	-
-	-	(553,439)	(83,136)	(90,777)	-	-	Transfer to Park and Stormwater Fund	130,000	130,000	-	130,000	-	130,000
9,367,117	9,351,186	9,179,789	4,299,882	8,314,518	8,559,073	8,384,148	Net General Fund Expenses	9,010,312	8,800,830	(9,000)	8,834,539	-	8,834,539



Department of Administration

Description of Department

The Administration is responsible for ensuring that the city's needs are met in an efficient and effective manner in accordance with the policies established by the Board of Aldermen. The following offices are considered part of the Department of Administration: Office of the Mayor and Board of Aldermen and Office of the City Administrator. The City Administration oversees the Office of the City Clerk (which includes the Municipal Court Division), General Services, Economic Development and Finance.

Division of The City Clerk: City Clerk

Description of Division

The City Clerk's Office maintains the official records of the City; provides information to residents and other members of the public; oversees and coordinates the City's elections; organizes, assembles and distributes the Board of Aldermen agendas; creates minutes for Board of Aldermen meetings; authenticates records by signature; witnesses the Mayor's signature on contracts and agreements of the City; collects fees and issues municipal licenses and permits, administers oaths of office to officials and volunteers; assists in the placement of and claims against municipal insurance and worker's compensation policies; and other various duties as required.

Goals of Division

The City Clerk's Office aims to provide a high level of service to the residents of Crestwood and the general public. The goals of this Office include making public information easily accessible and finding avenues to communicate helpful information to the public. The overriding goal of the City Clerk's Office is to serve the public in a friendly, professional, efficient and timely manner and represent the City.

Objectives of Division

In 2007, the City Clerk's Office has the following objectives:

1. Document the stored records of the City and purge records as necessary in compliance with the adopted Records Retention Manual.

2. Develop a program to secure back-ups of historical documents off-site (i.e. digital or microfilm copies).
3. Develop documents and a web page that will assist residents with frequently asked questions and other helpful information regarding the City and services offered by the City Clerk's Office.
4. Make the Municipal Code available through the City's website.

Personnel

Positions	Current Number of Employees in Position	Requested Positions for FY 2007
City Clerk	1	1
Administrative Secretary*	1	0
Deputy City Clerk*	0	1
Administrative Clerk - P/T	1	1
Total	3	3

Division of the City Clerk: Municipal Court

Description of Division:

The Municipal Court division prepares, maintains and safeguards all records, reports and documents relating to Court activities in the required manner and within the time frames established by law. The Municipal Court holds sessions three times a month, with the municipal judge, the prosecuting attorney, the court administrator, and the deputy court clerk. The court is responsible for processing all city ordinance violations and traffic code violations, recording dispositions, and collecting fines and court costs as well as the operation of the REJIS computer data system. In addition, the court reports traffic convictions to the Missouri Department of Revenue as required by law.

Goals of the Division:

The goals of the Municipal Court are to handle all violations and reporting as required; to find ways to make the division more efficient and helpful; to streamline processes and continue to implement items recommended in the last court audit; and increase the revenues of the department and City.

Division Objectives:

In 2007, the Municipal Court has the following objectives:

1. Ensure the integrity of court records and follow the record retention procedures in accordance with state law and City guidelines.
2. Improve the efficiency of caseload management by streamlining existing forms and functions for effective operations.
3. Continue professional development of court personnel by active participation in professional association and training activities.

Personnel

Positions	Current Number of Employees in Position	Requested Positions for FY 2007
Court Administrator	1	1
Court Clerk	1	1
Total	2	2

Division of City Administrator:

In 1972 the Crestwood Board of Aldermen voted to appoint a full-time professional City Administrator and adopted an ordinance establishing the position of City Administrator. In 1995 the voters of the City adopted a Charter that contains provisions for a City Administrator and defines the position's power and duties.

The City Administrator is hired contractually by the Board of Aldermen to oversee the day-to-day operations of the City organization. The City Administrator is charged with the responsibility of supervision, coordination, and administration of the City. The Administrator exercises administrative control over all Departments within the City of Crestwood.

During FY 2006, the City Administrator made several personnel changes. These changes are fully implemented in FY 2007. Due to these changes in staff, the Office of the City Administrator consists of the City Administrator, Executive Secretary, Code Enforcement Officer and an intern who will be hired mid year in 2007. Among many other responsibilities, the staff is responsible for:

- Providing support for Mayor, Board of Aldermen and other City Commissions
- Serve as the Boards policy advisor;
- Direct day to day operations of the City and enforcing policies set by the Board of Aldermen;
- Preparing the City's Operating and Capital Improvements Budgets;
- Gathering data, researching and preparing reports for the Board of Aldermen regarding future issues, decisions, or items of interest; and

- Being accessible to public inquiries;

All of the Administration and Department Heads will be engaged in a strategic planning process during September and October. During this time, the Board of Aldermen will determine the direction and goals of the City. When the Board adopts the strategic plan, the Administration will have clear goals to attain as we move forward in the current budget development and future budget development.

Goals for the City Administration:

- Preparing a balance budget for FY 2007 and end the year in positive revenue to expenditure position.
- Keep operating expenditures in FY 2007 at current level in order to provide City employees a 2% Cost of Living adjustment in their salaries.
- The capital items within the City of Crestwood have not been funded on a regular basis in the recent past, therefore Administration is planning to hold operation cost and begin to address the capital items which need to be purchased as well as one time expenditures. Due to the defeasance of the Certificates of Participation Series 2002, the City has the ability to begin to address some of the capital items which have been neglected in the recent past years.
- Re-energize the entire organization by implementing the strategic plan action agenda through the use of multi-departmental performance teams.
- Continue to examine the services the City provides and find ways to increase efficiencies and decrease costs.

Personnel

Positions	Current Number of Employees in Position	Requested Positions for FY 2007
City Administrator	1	1
Executive Secretary	1	1
Administrative Intern	0	1
Code Enforcement Officer	0	1
Total	2	4

Division of Economic Development

The Office of Economic Development coordinates the City's economic development activities including economic and community development planning, communicating with businesses through the Business First! Program and assisting existing and potential businesses that are engaged in the City's development review/approval process. The Office of Economic Development also manages the city's various redevelopment efforts and redevelopment areas, which include two TIF areas, three Transportation Development Districts (TDDs)

and two Community Improvement Districts (CIDs). The City receives reimbursement for its administration of these areas, including 1% of TDD sales tax receipts. The City invoices each TIF annually for reimbursement based on actual costs incurred by the City for administration. Starting in 2007, the City will take over administration of the TDDs and CIDs located within Crestwood in order to reduce costs and improve the City's control over administrative costs and the day to day administration of these Districts. The City will also be pursuing reimbursement from each TDD and CID to support FY07 budgeted marketing efforts.

Goals for Economic Development

Facilitate new opportunities and continued economic growth and vitality for Crestwood's business community and residential neighborhoods.

The following three goals guide the city's economic development program:

1. Foster outreach efforts to retain existing Crestwood businesses.
2. Promote Crestwood's positive image in the region to attract and retain residents, businesses and workforce.
3. Ensure the government/regulatory climate fosters positive interactions with businesses and residents.

Division Objectives

1. Improve communication with the local business community.
2. Coordinate and compile city's economic data.
3. Encourage and support redevelopment of Westfield Crestwood Plaza.
4. Expand Crestwood's residential base by promoting the development of a diverse mix of new housing that meets the needs of existing and potential residents.
5. Improve vehicular and pedestrian access along Watson Road.
6. Encourage and support projects and new developments that provide "quality of life" amenities for residents and businesses.
7. Strengthen Crestwood's residential base.
8. Encourage and support efforts to attract tourism and entertainment related uses.
9. Prepare a comprehensive marketing plan for Crestwood.
10. Identify opportunities to improve the City's development/redevelopment policies and procedures.

Personnel

Positions	Current Number of Employees in Position	Requested Positions for FY 2007
Economic Development		
Specialist	1	1
P/T Receptionist*	1	1
Total	2	2

*Salary paid from General Services Budget

Division of Finance

The Finance Department is part of the Administration Department with oversight provided by the City Administrator. In FY 2006 the City Administrator reorganized the Department. As part of the reorganization, the Assistant City Administrator provides day-to day oversight over the following divisions, the Finance Division, Human Resource Division and the Management Information Systems.

Within the Division of Finance, there are three staff members including the Assistant Finance Officer, Accountant I/Payroll Clerk and an Accounts Payable Clerk. The Finance Division is responsible for all financial and accounting functions of the City. Principal operations include budget preparation and monitoring, maintenance of revenue and expenditure accounts, cash management, payroll, employee accruals, cash disbursements, maintenance of fixed asset records and preparation of all financial reports including audits and quarter financial reports for the Board of Aldermen. The Department is also responsible for the adherence to laws of the Federal Government, State of Missouri, and the City Charter, to ensure compliance with proper accounting regulations and policies.

In addition the following financial activities are within the scope of the Finance Department:

- Accounts Payable
- Audits
- General Ledger Maintenance
- Timely Financial Reporting
- Fixed Assets
- Budget
- Debt Administration
- Monitoring the revenues and expenses of the City

As the City staff works with the Board of Aldermen during the Strategic Planning, the Finance Division will adopt and implement the goals identified by the Board of Aldermen. City staff has identified the following goals for the FY 2007 Budget:

- Submit the FY 2006 Comprehensive Financial Report and FY 2007 Budget to GFOA for financial recognition
- Upload all fixed assets into the financial software, maintaining this list and depreciation schedules internally.
- Issue an Annual Finance report to the public at year end of FY 2007
- Continue to provide and present quarterly revenue and expenditure reports at a public presentation during the Board of Aldermen meeting.
- Process accounts payable within the accepted vendor terms
- Continue implementing strong accounting practices
- Destroy the certain financial records which have met the standards set by the state records retention laws. This will eliminate the need for off-site storage.

Human Resource:

With the reorganization of the Finance Department, the City Administrator centralized the Human Resource function under the Finance Department. The Assistant City Administrator acts as the Personnel Manager and oversees all personnel functions of the City, which includes the advertisement of new positions, hiring process, hiring and orientation. Within the scope of the department, the Personnel Manager is also responsible for maintaining and updating as needed the City's Personnel Manual and the Pay Plan.

The Personnel Manager acts as the liaison between the insurance benefit providers and the employees and serves as a trustee for the employee's LAGERS Retirement System, as well as the ICMA 457 Deferred Compensation Plan; and as group administrator for employee health, dental, life, long-term disability plans and employee assistance programs.

Goals:

- Continue to centralize the Human Resource Function under the Finance Division;
- Create a Pay Plan which can be implemented in the City of Crestwood;
- Adopt revised pay plan;
- Implement a Employee Committee during the health insurance renewal which allows employees to review insurance benefits in order to provide employees with an opportunity to determine the level of benefits for employees;
- Adopt a revised version of the Personnel Manual;
- Begin implementing a formal process for the New Employee Orientation and Exit Interviews.

MIS

The Assistant City Administrator directly oversees the MIS Department. MIS is responsible for the City's entire network of computers; which includes the maintenance of 11 servers as part of the city's computer network system. The network also includes approximately 90 personal computers and laptops. The City maintains the following software: Microsoft Office, Fundware and REGIS. Staff is expected to stay abreast of current technological trends and apply them to the City network when possible.

Personnel

Positions	Current Number of Employees in Position	Requested Positions for FY 2007
Assistant City Administrator	1	1
Assistant Finance Officer	1	1
Accountant 1/Payroll Clerk	1	1
Accounts Payable	1	1
MIS Director	1	1
Total	5	5

General Services:

General Services encompasses City-wide expenditures, including City insurance, payment for the Annually Appropriated Note, legal and auditing fees, newsletter and supplies.

The salary for the part-time receptionist is budgeted in this category. The salary for this position is budgeted in this category because the position is the City-wide receptionist; in most cases, the citizens and public make the first contact with the City through this position. In FY 2006, the position was restructured, in order to provide support to the Economic Development Specialist; however, this position is still the first contact person for citizens and the public.

Additionally, the Health Insurance costs for the retirees are budgeted in this category. It is city policy to provide employee health insurance to those retirees that have reached retirement age and have worked for the City for fifteen years. The expense was consolidated to this division in CY 2005.

10-10-010 Mayor

FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	Appropriations Ordinance Actuals	CY 2005 Actuals	CY 2006 Budget	CY 2006 Estimates	Ele 3 XXX	Obj 4 XXX	Account Description	DH Request CY 2007	City Admin Initial Review CY 2007	Ways & Means Committee Review and Effect	City Admin Recommended CY 2007	BOA Adjusted CY 2007	BOA Approved CY 2007
5,000	8,400	8,400	4,200	8,410	8,400	8,400	505	5012	Wages, Elected Officials	8,400	8,400	-	8,400	-	8,400
11	476	25	14	19	30	30	510	5116	Workers' Compensation Insurance	30	30	-	30	-	30
490	501	434	260	521	521	520	515	5210	FICA Taxes	521	521	-	521	-	521
-	141	102	61	122	122	122	515	5211	Medicare Taxes	122	122	-	122	-	122
5,500	9,519	8,961	4,535	9,072	9,073	9,072	Total Mayor Personnel			9,072	9,072	-	9,072	-	9,072
2,104	604	278	20	965	300	1,400	605	6011	Travel & Expenses	1,990	1,990	-	1,990	-	1,990
-	-	-	-	10	400	100	605	6012	Employee Memberships	250	250	-	250	-	250
62	30	69	-	196	1,000	500	610	6115	Other Professional Services	250	250	-	250	-	250
In fund 040	In fund 040	In fund 040	57	354	-	-	615	6217	Mobile Phones	-	-	-	-	-	-
-	250	250	30	-	500	100	640	6610	City Memberships	250	250	-	250	-	250
-	-	-	-	-	100	50	640	6611	Periodicals & Books	100	100	-	100	-	100
-	-	4,770	83	1,836	2,500	1,500	645	6710	Public Relations & Promotion	3,600	3,600	-	3,600	-	3,600
-	244	886	146	169	1,250	500	645	6711	Printing & Binding	1,200	1,200	-	1,200	-	1,200
2,166	1,128	6,253	336	3,531	6,050	4,150	Total Mayor Contractual			7,640	7,640	-	7,640	-	7,640
522	130	-	-	461	400	350	710	7110	Office Supplies	400	400	-	400	-	400
500	3	-	-	-	120	-	715	7210	Household Supplies	100	100	-	100	-	100
-	-	-	-	-	200	150	740	7713	Other Supplies	200	200	-	200	-	200
1,022	133	-	-	461	720	500	Total Mayor Commodities			700	700	-	700	-	700
8,688	10,779	15,214	4,871	13,064	15,843	13,722	Total Mayor			17,412	17,412	-	17,412	-	17,412

10-10-011 Board of Aldermen

FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Actual	FY 2006 Budget	FY 2006 Estimates	Ele 3 XXX	Obj 4 XXXX	Account Description	DH Request CY 2007	City Admin Initial Review CY 2007	Ways & Means Committee Review and Effect	City Admin Recommended CY 2007	BOA Adjusted CY 2007	BOA Approved CY 2007
35,000	33,600	31,850	33,639	33,600	33,600	505	5012	Wages, Elected Officials	33,600	33,600	-	33,600	-	33,600
58	3,752	91	111	119	112	510	5116	Workers' Compensation Insurance	119	119	-	119	-	119
3,817	2,005	2,062	2,086	2,084	2,084	515	5210	FICA Taxes	2,083	2,083	-	2,083	-	2,083
-	565	482	488	487	488	515	5211	Medicare Taxes	487	487	-	487	-	487
38,875	39,923	34,485	36,324	36,289	36,284			Total BOA Personnel	36,290	36,290	-	36,290	-	36,290
886	312	879	269	500	675	605	6011	Travel & Expenses	1,000	1,000	-	1,000	-	1,000
-	123	-	-	500	8,000	610	6115	Other Professional Services	200	9,200	(9,000)	9,200	-	9,200
-	253	-	-	30	-	640	6611	City Memberships	30	30	-	30	-	30
-	-	-	125	250	350	645	6711	Printing & Binding	250	250	-	250	-	250
886	687	879	394	1,280	9,025			Total BOA Contractual	1,480	10,480	(9,000)	10,480	-	10,480
1,273	18	-	-	500	500	710	7110	Office Supplies	500	500	-	500	-	500
1,273	18	-	-	500	500			Total BOA Commodities	500	500	-	500	-	500
41,034	40,628	35,364	36,718	38,069	45,809			Total Board of Aldermen	38,270	47,270	(9,000)	47,270	-	47,270

10-15-020 City Clerk

FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	Appropriations Ordinance Actuals	FY 2005 Actuals	FY 2006 Budget	FY 2006 Estimates	Ele 3 Obj 4 XXX XXXX	Account Description	DH Request CY 2007	City Admin Initial Review CY 2007	Ways & Means Committee Review and Effect	City Admin Recommended CY 2007	BOA Adjusted CY 2007	BOA Approved CY 2007
62,396	61,310	94,818	53,148	90,869	82,991	83,116	505	Wages, Non-Exempt Employees	84,848	84,848	-	84,848	-	84,848
59,799	36,932	26,879	12,725	27,523	24,253	26,228	505	Wages, Part-Time Employees	25,700	25,700	-	25,700	-	25,700
15,581	19,649	20,709	5,599	3,501	3,000	2,526	505	Overtime Wages	3,000	1,500	-	1,500	-	1,500
731	809	845	385	11,276	11,987	11,208	510	Health Insurance	14,053	14,053	-	14,053	-	14,053
739	37	1,403	783	1,320	1,274	817	510	Dental Insurance	740	740	-	740	-	740
6,321	4,806	3,282	-	42	90	1,037	510	Life/AD&D/LTD Insurance	821	821	-	821	-	821
225	1,625	392	1,724	4,050	4,719	4,922	510	Employee Assistance Program	90	90	-	90	-	90
9,440	7,738	7,580	219	402	380	370	510	Retirement Plan	3,759	3,759	-	3,759	-	3,759
-	2,182	1,772	4,070	7,325	6,649	6,716	515	Workers' Compensation Insurance	392	392	-	392	-	392
155,222	135,093	157,766	952	1,713	1,555	1,570	515	FICA Taxes	6,854	6,854	-	6,854	-	6,854
								Medicare Taxes	1,603	1,603	-	1,603	-	1,603
								Total City Clerk Personnel	141,859	140,359	-	140,359	-	140,359
1,095	-	-	-	345	700	500	605	Training & Education	700	700	-	700	-	700
1,913	15	18	107	384	400	530	605	Travel & Expenses	550	550	-	550	-	550
160	160	130	100	230	200	200	605	Employee Memberships	250	250	-	250	-	250
296	301	459	118	105	200	260	620	Maint/Repair Other Equipment	250	250	-	250	-	250
895	-	-	-	-	-	-	630	Equipment Rental	-	-	-	-	-	-
-	-	456	456	456	500	456	630	Equipment Leases	500	500	-	500	-	500
-	-	35	-	-	50	50	640	Periodicals & Books	50	50	-	50	-	50
1,413	1,644	1,570	751	1,413	2,200	500	645	Printing & Binding	2,000	750	-	750	-	750
12,928	11,812	22,949	3,882	8,698	6,000	6,000	645	Advertising & Publication	8,000	6,000	-	6,000	-	6,000
144	90	9	-	4,071	6,000	6,000	645	Code Book Codification	7,500	7,500	-	7,500	-	7,500
3,139	7,862	10,324	-	-	100	-	650	Other Services	100	100	-	100	-	100
			4,408	11,147	20,000	13,015	650	Electrons - General & Special	10,000	5,000	-	5,000	-	5,000
								Records Retention/Disposition	1,000	500	-	500	-	500
								Total City Clerk Contractual	31,400	22,150	-	22,150	-	22,150
21,983	21,884	35,950	9,822	26,850	36,350	27,511								
966	1,220	1,193	540	2,016	1,500	1,200	710	Office Supplies	1,500	1,400	-	1,400	-	1,400
-	3	35	-	-	50	-	715	Household Supplies	50	-	-	-	-	-
1,308	6,054	-	200	267	400	300	740	Other Supplies	400	400	-	400	-	400
2,274	7,277	1,228	740	2,285	1,950	1,500		Total City Clerk Commodities	1,950	1,800	-	1,800	-	1,800
179,479	164,254	194,944	90,658	178,049	176,093	167,610		Total City Clerk	175,209	164,309	-	164,309	-	164,309

10-20-030 Court

FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	Appropriations Ordinance Actuals	CY 2005 Actuals	CY 2006 Budget	CY 2006 Estimates	Ele 3 XXX	Obj 4 XXXX	Account Description	DH Request CY 2007	City Admin Initial Review CY 2007	Ways & Means Committee Review and Effect	City Admin Recommended CY 2007	BOA Adjusted CY 2007	BOA Approved CY 2007
31,287	36,787	29,221	15,010	28,432	29,269	44,458	505	5011	Wages, Non-Exempt Employees	69,421	69,421	-	69,421	-	69,421
15,959	48,907	33,956	14,853	27,566	25,281	11,967	505	5013	Wages, Part-Time Employees	-	-	-	-	-	-
2,544	545	-	-	80	-	1,300	505	5015	Overtime Wages	500	500	-	500	-	500
3,689	4,439	14,088	7,731	12,294	11,967	6,803	510	5110	Health Insurance	4,099	4,099	-	4,099	-	4,099
244	282	550	286	593	607	537	510	5111	Dental Insurance	553	553	-	553	-	553
268	-	706	395	728	728	572	510	5112	Life/AD&D/LTD Insurance	513	513	-	513	-	513
-	-	57	-	28	60	60	510	5114	Employee Assistance Program	60	60	-	60	-	60
1,744	1,477	1,323	815	1,883	2,400	2,604	510	5115	Retirement Plan	2,360	2,360	-	2,360	-	2,360
69	2,391	50	83	185	194	174	510	5116	Workers' Compensation Insurance	246	246	-	246	-	246
3,066	2,735	3,804	1,684	3,331	3,382	3,166	515	5210	FICA Taxes	4,304	4,304	-	4,304	-	4,304
-	771	892	396	779	791	740	515	5211	Medicare Taxes	1,007	1,007	-	1,007	-	1,007
58,870	98,334	84,647	41,262	75,898	74,679	72,379	Total Municipal Court Personnel			83,063	83,063	-	83,063	-	83,063
1,166	-	170	-	350	500	300	605	6010	Training & Education	600	600	-	600	-	600
416	1,699	180	46	594	1,300	500	605	6011	Travel & Expenses	900	900	-	900	-	900
65	65	35	-	70	150	150	605	6012	Employee Memberships	160	160	-	160	-	160
-	-	481	866	4,292	9,800	6,500	610	6115	Other Professional Services	28,100	24,600	-	24,600	-	24,600
170	55	115	-	40	500	400	610	6121	Prisoner Services	3,500	3,500	-	3,500	-	3,500
135	69	88	159	80	90	90	620	6313	Maint/Repair Other Equipment	200	200	-	200	-	200
1,002	583	516	628	988	1,500	2,000	640	6611	Periodicals & Books	90	90	-	90	-	90
-	-	370	272	799	1,000	1,000	645	6711	Printing & Binding	1,000	1,000	-	1,000	-	1,000
2,953	2,470	1,955	1,972	7,212	14,840	10,940	650	6815	Municipal Court Bank Fees	850	850	-	850	-	850
677	426	36	171	369	250	715	Total Municipal Court Contractual			31,900	31,900	-	31,900	-	31,900
677	426	36	171	369	250	715	710	7110	Office Supplies	350	350	-	350	-	350
62,501	101,230	86,638	43,405	83,479	89,769	84,034	Total Municipal Court Commodities			350	350	-	350	-	350
							Total Municipal Court			115,313	115,313	-	115,313	-	115,313

10-25-040 City Administrator

FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	Appropriations Ordinance Actuals	CY 2005 Actuals	CY 2006 Budget	CY 2006 Estimates	Ele 3 XXX	Obj 4 XXXX	Account Description	DH Request CY 2007	City Admin Initial Review CY 2007	Ways & Means Committee Review and Effect	City Admin Recommended CY 2007	BOA Adjusted CY 2007	BOA Approved CY 2007
179,508	-	26,188	658	(2,602)	90,000	78,885	505	5010	Salaries, Exempt Employees	90,000	90,000	-	90,000	-	90,000
16,028	183,012	111,688	55,124	81,739	84,050	88,800	505	5011	Wages, Non-Exempt Employees	92,317	92,317	-	92,317	-	92,317
735	-	415	811	-	-	-	505	5015	Overtime Wages	-	-	-	-	-	-
1,143	19,409	11,484	5,496	6,703	16,218	11,303	510	5110	Health Insurance	12,296	12,296	-	12,296	-	12,296
-	602	641	261	553	915	828	510	5111	Dental Insurance	1,046	1,046	-	1,046	-	1,046
-	74	1,435	552	885	1,755	1,232	510	5112	Life/AD&D/LTD Insurance	1,229	1,229	-	1,229	-	1,229
9,403	-	85	31	31	90	90	510	5114	Employee Assistance Program	120	120	-	120	-	120
298	14,919	4,805	1,093	2,208	7,658	5,937	510	5115	Retirement Plan	5,689	5,689	-	5,689	-	5,689
12,377	11,047	8,562	193	261	619	600	510	5116	Workers' Compensation Insurance	2,191	2,191	-	2,191	-	2,191
-	3,116	2,003	3,516	4,786	10,791	9,786	515	5210	FICA Taxes	11,304	11,304	-	11,304	-	11,304
-	-	-	822	1,122	2,524	2,288	515	5211	Medicare Taxes	2,644	2,644	-	2,644	-	2,644
219,494	234,564	167,708	68,525	95,694	214,620	199,748	Total City Administrator Personnel			218,835	218,835	-	218,835	-	218,835
5,449	-	-	245	-	1,200	747	605	6010	Training & Education	1,400	1,400	-	1,400	-	1,400
1,471	4,195	3,550	393	314	2,100	4,700	605	6011	Travel & Expenses	3,100	3,100	-	3,100	-	3,100
286	2,534	1,500	758	918	1,500	1,000	605	6012	Employee Memberships	1,000	1,000	-	1,000	-	1,000
(764)	739	84	35	-	-	-	610	6115	Other Professional Services	-	-	-	-	-	-
-	-	887	753	1,639	600	800	615	6217	Mobile Phones	420	420	-	420	-	420
-	-	-	-	-	-	2,000	620	6310	Maint/Repair Motor Vehicles	2,000	2,000	-	2,000	-	2,000
100	433	47	-	-	-	-	620	6313	Maint/Repair Other Equipment	100	100	-	100	-	100
825	-	300	-	-	500	-	640	6610	City Memberships	-	-	-	-	-	-
400	650	271	-	-	200	130	640	6611	Periodicals & Books	200	200	-	200	-	200
-	739	657	-	143	1,000	500	645	6711	Printing & Binding	1,000	750	-	750	-	750
7,766	9,289	7,296	2,184	3,015	7,100	9,877	Total City Administrator Contractual			9,220	8,970	-	8,970	-	8,970
624	1,881	4,522	409	224	2,000	1,000	710	7110	Office Supplies	2,000	2,000	-	2,000	-	2,000
258	642	371	(5)	-	600	887	720	7310	Motor Vehicle Fuel	1,200	1,100	-	1,100	-	1,100
-	600	1,900	37	312	1,200	500	740	7713	Other Supplies	800	800	-	800	-	800
1,525	2,851	6,581	442	536	3,800	2,387	Total City Administrator Commodities			4,000	3,900	-	3,900	-	3,900
228,785	246,705	181,585	71,151	99,245	225,520	212,012	Total City Administrator			232,055	231,705	-	231,705	-	231,705

10-25-041 General Services

FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	Appropriations Ordinance Actuals	CY 2005 Actuals	CY 2006 Budget	CY 2006 Estimates	Ele 3 XXX	Obj 4 XXX XXXX	Account Description	DH Request CY 2007	City Admin Initial Review CY 2007	Ways & Means Committee Review and Effect	City Admin Recommended CY 2007	BOA Adjusted CY 2007	BOA Approved CY 2007
-	-	-	-	19,341	18,967	17,108	505	5013	Wages, Part-Time Employees	19,318	19,318	-	19,318	-	19,318
8,518	(41,742)	-	-	-	26,453	34,930	505	5015	Overtime Wages	-	-	-	-	-	-
9,588	48,681	-	-	588	607	1,202	510	5110	Health Insurance	36,889	36,889	-	36,889	-	36,889
-	-	-	-	-	304	-	510	5111	Dental Insurance	1,444	1,444	-	1,444	-	1,444
-	-	-	-	13	30	-	510	5112	Life/AD&D/LTD Insurance	206	206	-	206	-	206
-	-	-	-	-	-	-	510	5114	Employee Assistance Program	30	30	-	30	-	30
-	-	-	-	-	67	-	510	5115	Retirement Plan	-	-	-	-	-	-
-	-	-	-	64	67	-	510	5116	Workers' Compensation Insurance	69	69	-	69	-	69
-	-	-	-	1,199	1,176	1,060	515	5210	FICA Taxes	1,198	1,198	-	1,198	-	1,198
507	5,366	28,160	-	280	275	248	515	5211	Medicare Taxes	280	280	-	280	-	280
-	-	-	7,772	989	26,000	10,000	510	5119	Employment Security Benefit Payments	26,000	10,000	-	10,000	-	10,000
18,613	12,305	28,160	7,772	42,502	73,879	64,634	Total General Services Personnel			85,433	69,433	-	69,433	-	69,433
122,569	117,938	395,576	169,023	372,787	250,000	220,000	610	6110	Legal Services	140,000	140,000	-	140,000	-	140,000
10,950	12,075	18,200	21,150	5,000	35,750	45,750	610	6112	Auditing Services	26,000	26,000	-	26,000	-	26,000
27,224	41,908	8,687	737	25,662	18,000	27,779	610	6115	Other Professional Services	45,000	41,400	-	41,400	-	41,400
-	-	-	-	-	-	-	610	6116	Litigation Settlement	12,500	12,500	-	12,500	-	12,500
-	-	38,990	-	-	-	-	610	6122	Other Auditing Services	-	-	-	-	-	-
-	-	-	1,470	10,444	-	-	610	6123	State Petition Audit	-	-	-	-	-	-
-	-	36,967	20,364	34,186	36,000	26,000	615	6215	Telephone	30,000	30,000	-	30,000	-	30,000
305	456	66	420	420	56,000	44,018	635	6452	Other Rentals/Leases	13,600	13,600	-	13,600	-	13,600
37,734	13,019	50,167	42,393	113,414	90,000	85,000	635	6510	Property Policy	45,000	45,000	-	45,000	-	45,000
-	13,019	93,594	85,874	17,681	18,000	14,711	635	6511	General/Auto/Police Liability (SLAIT)	88,000	88,000	-	88,000	-	88,000
-	13,019	15,018	14,801	817	1,000	1,000	635	6512	Public Officials Liability	16,000	16,000	-	16,000	-	16,000
-	13,019	817	817	300	325	550	635	6513	Public Employee Blanket Bond	1,000	1,000	-	1,000	-	1,000
-	13,019	500	500	2,100	750	700	635	6514	Public Official Surety Bonds	500	500	-	500	-	500
-	-	12,283	7,810	7,436	8,000	6,000	635	6515	Other Insurance Expense	750	750	-	750	-	750
9,034	2,021	-	-	6,847	8,500	7,000	640	6610	Earthquake Insurance	7,500	7,500	-	7,500	-	7,500
-	21	-	-	35	100	-	640	6811	City Memberships	100	100	-	100	-	100
37,282	37,833	29,340	16,496	20,807	18,000	21,000	645	6710	Periodicals & Books	18,000	18,000	-	18,000	-	18,000
5,709	9,807	5,615	96	(820)	4,000	3,000	645	6711	Public Relations & Promotion	2,000	2,000	-	2,000	-	2,000
19,573	19,744	20,403	8,221	16,009	20,000	19,500	650	6810	Printing & Binding	25,000	22,000	-	22,000	-	22,000
-	-	3,599	1,963	1,669	5,000	5,000	650	6811	Postage	5,000	2,000	-	2,000	-	2,000
-	-	-	-	21,097	-	-	650	6811	Interest Expense	-	-	-	-	-	-
1,788	2,666	11,877	15,538	51,912	60,000	30,000	650	6818	Renewal Services-LOC	-	-	-	-	-	-
-	-	-	-	13,313	100,600	100,000	650	6825	Interest Expense-Line of Credit	-	-	-	-	-	-
-	-	-	-	-	285,714	285,714	650	6826	Interest Expense-Line of Credit Principal	520,000	520,000	-	553,708	-	553,708
-	-	-	952	-	-	-	650	6827	Line of Credit Principal Payments	-	-	-	-	-	-
-	-	-	-	-	-	-	650	6850	Unclaimed Property Turnover	-	-	-	-	-	-
-	-	-	-	-	-	-	675	6840	Cost to Defeas (1)	-	-	-	-	-	-
272,168	309,554	741,985	408,480	721,115	1,015,914	942,722	Total General Services Contractual			1,011,950	993,350	-	1,027,058	-	1,027,058
5,840	7,531	5,766	4,646	8,631	7,500	4,857	710	7110	Office Supplies	6,000	5,000	-	5,000	-	5,000
2,661	2,036	1,108	305	746	750	1,000	715	7210	Household Supplies	1,000	1,000	-	1,000	-	1,000
1,321	178	433	172	161	200	300	740	7713	Other Supplies	200	200	-	200	-	200
-	-	-	-	-	8,450	12,000	Senior Trash Program			12,000	12,000	-	12,000	-	12,000
9,821	9,745	7,307	5,123	9,538	-	18,157	Total General Services Commodities			19,200	18,200	-	18,200	-	18,200
300,603	331,604	777,452	421,375	773,155	1,098,243	1,025,513	Total General Services			1,116,583	1,080,983	-	1,114,692	-	1,114,692

10-25-042 MIS

FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	Appropriations Ordinance Actuals	CY 2005 Actuals	CY 2006 Budget	CY 2006 Estimates	Ele XXX	Obj XXXX	Account Description	DH Request CY 2007	City Admin Initial Review CY 2007	Ways & Means Committee Review and Effect	City Admin Recommended CY 2007	BOA Adjusted CY 2007	BOA Approved CY 2007
-	50,400	108,024	55,759	104,365	58,000	53,538	505	5010	Wages, Exempt Employees	59,030	59,030	-	59,030	-	59,030
-	-	1,732	7,366	17,352	-	4,399	505	5011	Wages, Non-Exempt	-	-	-	-	-	-
-	3,692	8,864	4,054	2,371	-	1,072	505	5015	Overtime Wages	-	-	-	-	-	-
-	247	583	278	7,265	4,409	-	505	5099	FLSA Payout	-	-	-	-	-	-
-	-	1,111	613	512	304	4,130	510	5110	Health Insurance	4,099	4,099	-	4,099	-	4,099
-	-	57	-	1,003	585	273	510	5111	Dental Insurance	247	247	-	247	-	247
-	-	2,898	-	17	30	472	510	5112	Life/AD&D/LTD Insurance	359	359	-	359	-	359
-	1,035	3,844	1,801	3,844	2,552	30	510	5114	Employee Assistance Program	30	30	-	30	-	30
-	1,013	237	208	405	206	2,640	510	5115	Retirement Plan	2,007	2,007	-	2,007	-	2,007
-	2,997	6,983	3,979	7,884	3,596	200	510	5116	Workers' Compensation Insurance	209	209	-	209	-	209
-	845	1,634	915	1,797	841	3,730	515	5210	FICA Taxes	3,660	3,660	-	3,660	-	3,660
-	-	-	-	-	-	872	515	5211	Medicare Taxes	856	856	-	856	-	856
-	60,229	132,123	74,974	146,616	70,523	71,355			Total MIS Personnel	70,497	70,497	-	70,497	-	70,497
-	2,525	499	-	-	500	-	605	6010	Training & Education	2,000	1,800	-	1,800	-	1,800
454	304	963	98	668	2,000	1,000	610	6115	Other Professional Services	1,500	1,000	-	1,000	-	1,000
11,278	50,243	26,817	17,742	21,565	25,000	23,000	615	6216	Telecommunications	20,000	10,000	-	10,000	-	10,000
In fund 076	-	770	468	816	600	800	615	6217	Mobile Phones	500	500	-	500	-	500
63,039	31,416	25,538	13,841	27,591	10,000	17,000	625	6410	REJIS Services	15,000	15,000	-	15,000	-	15,000
74,771	84,487	54,587	32,148	50,641	38,100	41,800			Total MIS Contractual	39,000	28,300	-	28,300	-	28,300
474	234	32	(94,462)	18,421	1,000	12,000	710	7110	Office Supplies	17,500	12,500	-	12,500	-	12,500
474	234	32	(94,462)	18,421	1,000	12,000			Total MIS Commodities	17,500	12,500	-	12,500	-	12,500
75,246	144,951	186,743	12,659	215,677	109,623	125,155			Total MIS	126,997	111,297	-	111,297	-	111,297

10-25-043 Economic Development

FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	Appropriations Ordinance Actuals	CY 2005 Actuals	CY 2006 Budget	CY 2006 Estimates	Ele 3 XXX	Obj 4 XXXX	Account Description	DH Request CY 2007	City Admin Initial Review CY 2007	Ways & Means Committee Review and Effect	City Admin Recommended CY 2007	BOA Adjusted CY 2007	BOA Approved CY 2007
-	-	-	12,590	60,445	58,222	58,222	505	5010	Salaries, Exempt Employees	64,254	64,254	-	64,254	-	64,254
-	-	-	-	-	-	-	505	5015	Overtime Wages	-	-	-	-	-	-
-	-	-	1,246	6,426	6,613	6,217	510	5110	Health Insurance	6,195	6,195	-	6,195	-	6,195
-	-	-	58	305	307	304	510	5111	Dental Insurance	306	306	-	306	-	306
-	-	-	133	666	587	498	510	5112	Life/AD&D/LTD Insurance	380	380	-	380	-	380
-	-	-	-	14	30	30	510	5114	Employee Assistance Program	30	30	-	30	-	30
-	-	-	-	1,514	2,562	2,562	510	5115	Retirement Plan	2,185	2,185	-	2,185	-	2,185
-	-	-	42	200	207	192	510	5116	Workers' Compensation Insurance	228	228	-	228	-	228
-	-	-	752	3,599	3,610	3,466	515	5210	FICA Taxes	3,984	3,984	-	3,984	-	3,984
-	-	-	176	842	844	810	515	5211	Medicare Taxes	932	932	-	932	-	932
-	-	-	14,996	74,011	72,982	72,301	Total ED Personnel			78,493	78,493	-	78,493	-	78,493
-	-	-	465	65	850	200	605	6010	Training & Education	600	600	-	600	-	600
-	-	-	16	575	600	3,700	605	6011	Travel & Expenses	2,555	2,555	-	2,555	-	2,555
-	-	-	315	1,103	315	700	605	6012	Employee Memberships	745	430	-	430	-	430
-	-	13,064	3,000	-	-	-	610	6115	Other Professional Services	1,500	1,500	-	1,500	-	1,500
-	-	36,814	8,654	33,735	30,000	34,000	610	6120	Accelerated TIF Payoff-Kohli's (1)	35,000	35,000	-	35,000	-	35,000
-	-	-	100	650	600	600	615	6217	Mobile Phones	600	600	-	600	-	600
-	-	-	124	77	280	200	640	6611	Periodicals & Books	200	200	-	200	-	200
-	-	-	144	20	-	-	640	6012	Employee Memberships	-	-	-	-	-	-
-	-	-	-	13	3,600	-	645	6711	Printing and Binding	150	150	-	150	-	150
-	-	-	-	-	2,400	500	645	6712	Advertising & Publications	12,000	12,000	-	12,000	-	12,000
-	-	49,878	12,819	36,237	38,645	39,960	645	6713	Marketing	53,035	53,035	-	53,035	-	53,035
-	-	-	-	-	-	-	Total ED Contractual			131,588	131,528	-	131,528	-	131,528
-	-	49,878	27,815	110,248	111,627	112,201	Total Economic Development			131,588	131,528	-	131,528	-	131,528

As a means to accelerate the retirement of any outstanding TIF obligations, the City has pledged, subject to annual appropriation, certain additional funds received as a result of the development of the Kohli's redevelopment area. These additional funds include approximately 50% of the incremental sales taxes the City collects. These funds do not include the sales tax generated by 1% Crestwood Point Transportation Development District sales tax, which is collected by the District.

10-30-050 Finance

FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	Appropriations Ordinance Actuals	FY 2005 Actuals	CY 2006 Budget	CY 2006 Estimates	Ele 3 Obj 4 XXX XXXX	Account Description	DH Request CY 2007	City Admin Initial Review CY 2007	Ways & Means Committee Review and Effect	City Admin Recommended CY 2007	BOA Adjusted CY 2007	BOA Approved CY 2007
138,118	167,922	69,869	32,532	70,489	70,431	52,281	505	Salaries, Exempt Employees	59,030	59,030	-	59,030	-	59,030
-	-	76,415	39,442	78,739	78,999	93,944	505	Wages, Non-Exempt Employees	81,240	81,240	-	81,240	-	81,240
-	1,092	7,524	11,681	23,174	24,710	16,000	505	Wages, Part-time Employees	30,702	30,702	-	30,702	-	30,702
12,844	17,806	4,673	2,172	1,455	3,000	700	505	Overtime Wages	3,000	-	-	-	-	-
735	898	16,361	6,588	19,764	22,044	19,972	510	Health Insurance	19,323	19,323	-	19,323	-	19,323
960	730	730	420	871	918	898	510	Dental Insurance	1,106	1,106	-	1,106	-	1,106
42	1,531	1,531	1,034	(683)	1,923	1,369	510	Life/AD&D/LTD Insurance	1,185	1,185	-	1,185	-	1,185
7,136	6,044	3,220	2,194	10,268	7,662	6,976	510	Employee Assistance Program	120	120	-	120	-	120
239	2,150	376	294	5,163	618	662	510	Retirement Plan	5,813	5,813	-	5,813	-	5,813
10,366	10,191	9,561	5,276	10,258	10,797	11,893	510	Workers' Compensation Insurance	607	607	-	607	-	607
-	2,874	2,237	1,234	2,399	2,525	2,780	515	FICA Taxes	10,600	10,600	-	10,600	-	10,600
-	-	-	-	-	-	-	515	Medicare Taxes	2,479	2,479	-	2,479	-	2,479
170,440	209,015	192,582	102,876	221,930	223,747	207,593		Total Finance Personnel	215,204	212,204	-	212,204	-	212,204
-	-	535	-	-	600	920	605	Training & Education	1,700	1,700	-	1,700	-	1,700
2,489	863	1,586	157	321	1,200	1,000	605	Travel & Expenses	1,700	1,700	-	1,700	-	1,700
190	195	499	305	270	500	534	605	Employee Memberships	800	800	-	800	-	800
9,945	67,030	36,238	7,419	21,893	10,000	10,500	610	Other Professional Services	10,500	8,000	-	8,000	-	8,000
-	-	629	739	638	600	46	615	Mobile Phones	-	-	-	-	-	-
2,214	50	-	-	-	300	-	620	Maint/Repair Other Equipment	200	200	-	200	-	200
295	-	-	42	119	200	-	640	Periodicals & Books	200	200	-	200	-	200
1,341	725	832	25	-	800	-	640	Printing & Binding	500	500	-	500	-	500
-	-	-	-	-	100	-	645	Advertising & Publication	6,000	2,000	-	2,000	-	2,000
-	-	-	301	-	-	-	645	Printing & Binding	-	-	-	-	-	-
-	-	39	32	93	-	-	650	Interest Expense	-	-	-	-	-	-
16,475	68,864	40,358	9,020	23,240	14,300	13,000		Total Finance Contractual	21,800	15,100	-	15,100	-	15,100
6,750	7,693	3,159	1,912	1,771	4,000	2,670	710	Office Supplies	3,000	3,000	-	3,000	-	3,000
6,750	7,693	3,159	1,912	1,771	4,000	2,670		Total Finance Commodities	3,000	3,000	-	3,000	-	3,000
-	-	1,375	-	69	-	-	825	Furniture, Fixtures & Equipment	-	-	-	-	-	-
-	-	1,375	-	69	-	-		Total Finance Capital	-	-	-	-	-	-
193,665	285,571	237,474	113,808	247,011	242,047	223,263		Total Finance	239,804	230,304	-	230,304	-	230,304



Department of Public Services

The City of Crestwood's Department of Public Services provides a wide variety of services to the Crestwood community. These services are contained within three divisions, the Recreation Division, the Maintenance Division, and the Public Works Division. Below is a description of each division along with the Public Service Department goals for 2007.

Description of Public Works Division

The Public Works Division of the Public Services Department handles administration, permitting, zoning, solid waste, sewer lateral, commercial code enforcement, animal control, floodplain development, utility coordination, building maintenance, storm water, and capital improvement planning, administration, and inspection. Since taking over this department in 2003, the Director of Public Services has made it a priority to increase service and response to the residents. While tasks such as assisting residents with utility problems, working with residents to correct a private storm water problem, or contacting the solid waste provider regarding a missed trash pickup consume a large amount of staff time, the Director of Public Services feels that these are important services to our residents and reflect positively on the City staff.

Goals of Division

The Public Works Division has several goals for the calendar year 2007. It has recently been decided that the administration of residential code enforcement will return to the Department of Public Services. We will begin working diligently on creating a job description for this important task and making modifications within the Public Works division to ensure adequate resources are dedicated toward this function. Other goals for 2007 are as follows:

- Investigate the feasibility of transferring a portion of the salaries used to administer the sanitary sewer lateral program into the sewer lateral fund. This would provide a savings to the City's general fund.
- Present to the Planning and Zoning Commission and Board of Aldermen modifications to the Zoning Matrix. Staff may attempt to address this issue through a cooperative agreement with a local university.
- Present to the Animal Control Board and Board of Aldermen modifications to the Animal Control Ordinance.
- Finalize right-of-way acquisition, bid and begin construction on the Grant Road reconstruction project from Watson Road to Pardee Road.
- Begin design of the Pardee Road bridge reconstruction project.
- Obtain a grant to reconstruct the pedestrian bridge in Whitecliff Park for construction in 2009.
- Apply for a grant to reconstruct the concrete box culvert under Fournier Drive and reconstruct this culvert if funding is available.
- Implement the City's recently created five-year building maintenance plan and firm up the details of future year maintenance activities and costs.
- Reduce the number of delinquent solid waste accounts and forward all collections to the Municipal Court.

- Finalize zoning approval and oversee construction of the Spectrum Independent Living Facility and the Sappington Square Development.
- Revise/formalize job descriptions for the Residential Code Enforcement Officer and Commercial Code Enforcement Officer to ensure that all code enforcement, permitting, sewer lateral, and solid waste responsibilities are adequately addressed with proper resources dedicated.
- Reconfigure the administrative area of the Public Services Department in order to accommodate an office for the residential code enforcement officer.

Name of Division: Maintenance Division

The Maintenance Division of the Department of Public Services is responsible for all street maintenance, park maintenance, and vehicle/equipment maintenance within the City of Crestwood. These tasks have been made much more difficult in recent years due to reductions in personnel, reductions in spending, the continued aging of our equipment and infrastructure, and increased costs associated with inflation and rising fuel/material prices. Public Services staff hopes that the recent defeasance of bonds within the Capital Improvements Fund will allow the City to spend additional funds on streets and vehicles.

Goals of Division:

The main goal of the Maintenance Division will be to continue to maintain the City's streets, sidewalks, rights-of-way, and parks in a satisfactory manner. The Maintenance Division plans to do that by completing the following goals:

- Remove snow and ice from the streets and city owned parking lots in a timely manner during winter storms.
- Replace concrete slabs on Buxton Drive, Vauk Lane, and Crestwood Manor Drive.
- Continue the City's crack sealing program during the winter and early spring.
- Oversee the work of all utility companies with City owned right-of-way and make sure restorations are performed satisfactorily.
- Implement the City's five-year vehicle and equipment replacement plan and continue to designate as surplus all items which can be removed from the City's asset inventory.
- Utilize seasonal employees to perform weekend trash runs and complete work which has been neglected in the parks over the past two years due to the elimination of seasonal employees. If such employees are removed from budget, continue to prioritize work and complete all necessary maintenance within the parks.
- Assess the need and condition of all equipment and recommend the sale of any maintenance equipment no longer needed within the City.
- Work with Assistant Director of Public Works to assess the City's PAVER program and determine whether a different pavement assessment technique should be used within the City.

Personnel

Positions	Current Number of Employees in Position	Requested Positions for FY 2007
General Services		
Animal Control Officer	1	1
Code Enforcement Officer	1	1
Building Maintenance Technician	2	2
Custodian	1	0
Administration		
Director of Public Services	1	1
Administrative Secretary	1	1
Assistant Director of Public Works	1	1
Superintendent of Maintenance	1	1
Summer Intern	0	1 (Seasonal)
Street Maintenance		
Street Maintenance Supervisor	1	1
Street Crew Leader	1	1
Maintenance Workers	4	4
Vehicle Maintenance		
Vehicle Maintenance Supervisor	1	1

10-35-060 Public Services General Services

FY Actual	FY 2003 Actual	FY 2004 Actual	Appropriations Ordinance Actuals	FY 2005 Actuals	FY 2006 Budget	FY 2006 Estimates	Ele 3 XXX	Obj 4 XXX	Account Description	DH Request CY 2007	City Admin Initial Review CY 2007	Ways & Means Committee Review and Effect	City Admin Recommended CY 2007	BOA Adjusted CY 2007	BOA Approved CY 2007
31,593	35,153	72,074	37,427	76,746	73,283	73,282	505	5011	Wages, Non-Exempt Employees	183,368	149,368	-	149,368	-	149,368
-	-	-	-	-	-	-	505	5013	Wages, Part-Time Employees	-	-	-	-	-	-
3,426	5,246	2,976	(960)	-	-	-	505	5014	Wages, Seasonal	-	-	-	-	-	-
6,404	7,930	4,903	1,907	3,183	5,400	3,500	505	5015	Overtime Wages	10,500	7,500	-	7,500	-	7,500
246	279	12,787	6,035	12,062	13,069	12,330	510	5110	Health Insurance	28,166	24,068	-	24,068	-	24,068
250	-	583	281	603	611	600	510	5111	Dental Insurance	1,353	1,106	-	1,106	-	1,106
-	-	863	475	902	862	800	510	5112	Life/AD&DLTD Insurance	1,364	1,102	-	1,102	-	1,102
1,913	1,554	85	28	60	60	60	510	5114	Employee Assistance Program	150	120	-	120	-	120
909	1,504	2,128	969	2,659	3,224	3,354	510	5115	Retirement Plan	6,234	5,078	-	5,078	-	5,078
2,422	2,139	2,446	1,323	2,677	2,634	2,582	510	5116	Workers' Compensation Insurance	7,502	6,080	-	6,080	-	6,080
-	603	4,710	2,447	4,645	4,544	4,380	515	5210	FICA Taxes	11,369	9,261	-	9,261	-	9,261
-	-	1,093	572	1,086	1,063	1,024	515	5211	Medicare Taxes	2,659	2,166	-	2,166	-	2,166
47,164	54,408	104,648	50,476	104,590	104,750	101,892	Total PS General Services Personnel			252,664	205,847	-	205,847	-	205,847
-	-	-	-	910	1,200	300	605	6010	Training and Education	1,900	1,200	-	1,200	-	1,200
10,941	13,832	1,021	3,510	3,314	3,600	3,200	605	6012	Employee Memberships	-	-	-	-	-	-
-	21,196	34,115	19,036	32,663	36,000	34,000	610	6115	Other Professional Services	3,600	3,500	-	3,500	-	3,500
41,301	21,196	9,496	3,319	10,662	12,000	11,000	615	6210	Electric	35,000	35,000	-	35,000	-	35,000
-	1,041	1,022	700	1,423	1,350	1,300	615	6211	Natural Gas	12,000	12,000	-	12,000	-	12,000
1,673	1,041	1,047	493	990	1,100	980	615	6212	Sewer	1,350	1,350	-	1,350	-	1,350
81,307	120,170	102,564	58,409	113,716	100,000	100,210	615	6213	Water	1,050	1,050	-	1,050	-	1,050
60,501	19,126	212	91	186	300	590	615	6214	Street Lighting	100,210	100,210	-	100,210	-	100,210
-	-	220	72	41	300	-	615	6217	Mobile Phones	840	420	-	420	-	420
-	2,046	-	72	-	-	-	615	6218	Pagers	360	360	-	360	-	360
6,592	11,543	-	7,976	23,485	-	42,000	620	6311	Maint/Repair Communication Equipment	4,000	4,000	-	4,000	-	4,000
8,245	24,675	15,812	395	5,500	30,000	4,200	620	6312	Maint/Repair Buildings / Facilities	29,500	26,000	-	26,000	-	26,000
2,197	1,690	2,183	1,801	5,381	3,600	5,200	630	6313	Maint/Repair Other Equipment	3,000	3,000	-	3,000	-	3,000
-	-	3,051	-	-	5,400	-	630	6452	Other Rentals/Leases	4,400	4,400	-	4,400	-	4,400
212,766	237,554	170,743	95,803	197,351	194,550	202,980	Total PS General Services Contractual			197,210	192,490	-	192,490	-	192,490
-	10,077	-	-	-	-	-	710	7110	Office Supplies	-	-	-	-	-	-
4,238	5,359	9,867	2,927	4,642	4,500	4,500	715	7211	Janitorial Supplies	4,600	4,600	-	4,600	-	4,600
6,796	10,153	6,321	1,102	5,642	4,000	5,100	715	7212	Building Maint. Supplies	4,000	4,000	-	4,000	-	4,000
282	104	32	153	269	400	417	725	7411	Small Tools & Equipment	500	500	-	500	-	500
1,186	2,571	41	17	8	200	-	725	7412	Equipment Parts	-	-	-	-	-	-
325	1,570	334	70	162	400	500	740	7713	Other Supplies	500	400	-	400	-	400
12,828	29,833	16,595	4,268	10,722	9,500	10,517	Total PS General Services Commodities			9,600	9,500	-	9,500	-	9,500
272,749	321,796	291,985	150,547	312,662	308,800	315,389	Total PS General Services			459,474	407,837	-	407,837	-	407,837

10-35-061 Public Services Administration

FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	Appropriations Ordinance Actuals	CY 2005 Actuals	CY 2006 Budget	CY 2006 Estimates	Ele 3	Obj 4	Account Description	DH Request CY 2007	City Admin Initial Review CY 2007	Ways & Means Committee Review and Effect	City Admin Recommended CY 2007	BOA Adjusted CY 2007	BOA Approved CY 2007
-	13,365	107,989	38,840	83,296	83,251	83,251	505	5010	Salaries, Exempt Employees	84,534	84,534	-	84,534	-	84,534
322,543	298,393	198,125	89,636	173,999	147,447	142,000	505	5011	Wages, Non-Exempt Employees	150,272	150,272	-	150,272	-	150,272
4,642	5,280	3,267	3,744	-	-	-	505	5014	Wages, Seasonal	6,000	6,000	-	6,000	-	6,000
1,484	455	82	-	2,405	2,000	-	505	5015	Wages, Part-Time Employees	-	3,000	-	3,000	-	3,000
30,374	38,178	26,598	14,552	27,186	25,036	22,801	510	5110	Overtime Wages	23,159	23,159	-	23,159	-	23,159
1,724	1,719	1,540	696	1,344	1,222	1,127	510	5111	Health Insurance	1,106	1,106	-	1,106	-	1,106
2,082	76	2,979	1,433	2,611	2,331	1,850	510	5112	Dental Insurance	1,432	1,432	-	1,432	-	1,432
-	-	142	-	64	120	120	510	5114	Life/AD&D/LTD Insurance	120	120	-	120	-	120
16,072	12,548	8,561	3,450	8,571	10,151	9,790	510	5115	Employee Assistance Program	7,983	7,983	-	7,983	-	7,983
1,635	5,947	5,410	2,554	5,157	5,278	4,914	510	5116	Retirement Plan	6,072	6,072	-	6,072	-	6,072
12,860	18,816	19,900	7,915	15,570	14,303	13,338	515	5210	Workers' Compensation Insurance	14,558	14,558	-	14,558	-	14,558
-	5,307	4,434	1,852	3,641	3,345	3,120	515	5211	FICA Taxes	3,405	3,405	-	3,405	-	3,405
-	-	-	-	-	-	-	-	-	Medicare Taxes	-	-	-	-	-	-
393,427	400,085	379,028	165,093	323,845	294,484	283,311	Total PW Administration Personnel								301,640
5,367	1,806	1,870	730	1,268	2,000	1,800	605	6010	Training & Education	2,000	2,000	-	2,000	-	2,000
1,968	2,384	2,848	167	459	2,000	2,000	605	6011	Travel & Expenses	2,000	2,000	-	2,000	-	2,000
707	965	1,237	100	918	1,000	918	605	6012	Employee Memberships	950	950	-	950	-	950
2,183	4,239	-	-	-	100	-	610	6111	Medical Services	-	-	-	-	-	-
18,225	6,336	-	7,860	5,783	10,000	9,000	610	6115	Other Professional Services	10,000	7,000	-	7,000	-	7,000
-	-	1,100	-	-	-	-	610	6118	Appraisals	-	-	-	-	-	-
-	-	2,096	836	1,419	1,200	1,000	615	6217	Mobile Phones	1,260	1,260	-	1,260	-	1,260
702	439	465	-	-	400	-	620	6313	Maint/Repair Other Equipment	400	400	-	400	-	400
408	757	511	301	670	600	560	640	6611	Periodicals & Books	500	500	-	500	-	500
-	194	-	-	-	200	600	640	6711	Advertising and Publications	600	600	-	600	-	600
2,704	2,608	2,150	320	3,297	2,000	2,000	645	6711	Printing & Binding	2,000	1,800	-	1,800	-	1,800
268	18	140	54	-	200	1,500	650	6810	Postage	1,500	1,500	-	1,500	-	1,500
-	-	-	-	1	-	5	650	6811	Interest Expense/Penalty/Fees	-	-	-	-	-	-
32,531	19,745	24,354	10,368	13,815	19,700	19,383	Total PW Administration Contractual								18,010
3,137	2,643	3,632	1,699	2,589	3,000	3,000	710	7110	Office Supplies	3,000	3,000	-	3,000	-	3,000
61	250	154	-	85	200	-	710	7111	Duplicating Supplies	-	-	-	-	-	-
236	389	298	-	122	100	-	710	7113	Drafting Supplies	-	-	-	-	-	-
-	182	4	385	563	500	600	715	7210	Household Supplies	600	600	-	600	-	600
3,743	2,686	532	140	-	200	50	725	7411	Small Tools & Equipment	200	200	-	200	-	200
-	-	-	340	32	400	100	740	7713	Other Supplies	100	100	-	100	-	100
7,177	6,150	4,620	2,564	3,390	4,400	3,750	Total PW Administration Commodities								3,900
433,136	425,980	408,002	178,025	341,050	318,584	306,444	Total PW Administration								323,550
-	-	-	-	-	-	-	Total PW Administration Personnel								301,640
-	-	-	-	-	-	-	Total PW Administration Contractual								18,010
-	-	-	-	-	-	-	Total PW Administration Commodities								3,900
-	-	-	-	-	-	-	Total PW Administration								323,550

10-35-062 Public Service Maintenance

FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	Appropriations Ordinance Actuals	CY 2005 Actuals	CY 2006 Budget	CY 2006 Estimates	Ele 3 XXX	Obj 4 XXXX	Account Description	DH Request CY 2007	City Admin Initial Review CY 2007	Ways & Means Committee Review and Effect	City Admin Recommended CY 2007	BOA Adjusted CY 2007	BOA Approved CY 2007
516,788	359,463	194,724	104,569	205,162	222,946	220,726	505	5011	Wages, Non-Exempt Employees	228,479	228,479	-	228,479	-	228,479
665	735	348	-	-	-	-	505	5013	Wages, Part-Time Employees	-	-	-	-	-	-
12,621	30,526	5,323	5,315	12,073	20,000	11,000	505	5014	Wages, Seasonal	-	-	-	-	-	-
21,225	45,102	29,201	11,169	25,175	28,499	28,656	505	5015	Overtime Wages	25,000	18,000	-	18,000	-	18,000
1,408	2,817	1,548	700	1,450	1,525	1,424	510	5110	Health Insurance	26,426	26,426	-	26,426	-	26,426
1,808	196	2,162	1,322	1,347	1,525	2,149	510	5111	Dental Insurance	1,353	1,353	-	1,353	-	1,353
-	-	256	120	73	180	180	510	5112	Life/AD&D/LTD Insurance	1,670	1,670	-	1,670	-	1,670
9,089	15,046	5,245	3,171	9,814	10,056	10,056	510	5114	Employee Assistance Program	180	180	-	180	-	180
12,536	22,536	14,650	7,435	19,373	18,225	15,474	510	5115	Retirement Plan	7,768	7,768	-	7,768	-	7,768
15,367	23,840	12,962	6,693	14,362	13,823	13,688	510	5116	Workers' Compensation Insurance	19,944	19,944	-	19,944	-	19,944
-	6,724	3,034	1,565	3,102	3,233	3,202	515	5210	FICA Taxes	14,166	14,166	-	14,166	-	14,166
-	-	-	-	-	-	-	515	5211	Medicare Taxes	3,313	3,313	-	3,313	-	3,313
591,927	506,985	269,633	142,061	291,930	318,851	304,555	Total PS Maintenance Personnel			328,298	321,298	-	321,298	-	321,298
1,981	3,498	476	150	370	1,200	200	605	6010	Training & Education	1,500	500	-	500	-	500
851	2,496	-	-	663	800	-	605	6011	Travel & Expenses	1,000	500	-	500	-	500
701	898	-	60	101	200	150	605	6012	Employee Memberships	200	200	-	200	-	200
2,148	797	2,678	1,360	632	1,100	700	610	6111	Medical Services	900	900	-	900	-	900
24,625	10,910	8,504	360	2,844	4,500	4,500	610	6115	Other Professional Services	4,500	4,500	-	4,500	-	4,500
-	-	1,925	-	-	-	-	612	6159	Street Trees	-	-	-	-	-	-
7,568	4,216	4,185	2,146	3,963	4,000	4,000	615	6210	Electric	4,000	4,000	-	4,000	-	4,000
-	4,216	4,015	1,695	5,619	4,400	5,000	615	6211	Natural Gas	5,000	5,000	-	5,000	-	5,000
-	507	1,850	283	355	600	1,238	615	6212	Sewer	400	400	-	400	-	400
1,090	507	734	268	2,579	900	-	615	6213	Water	700	700	-	700	-	700
-	-	599	595	1,059	960	950	615	6217	Mobile Phones	420	420	-	420	-	420
-	-	319	151	491	600	650	615	6218	Pagers	700	700	-	700	-	700
9,113	7,661	5,078	3,083	3,651	6,200	3,000	620	6310	Maint/Repair Motor Vehicles	-	-	-	-	-	-
444	-	785	53	322	800	500	620	6311	Maint/Repair Communications Equip.	2,000	2,500	-	2,500	-	2,500
10,894	12,163	3,366	1,238	5,434	3,000	2,000	620	6312	Maint/Repair Building/Facilities	2,500	-	-	-	-	-
630	-	44	440	4,706	4,600	2,660	620	6313	Maint/Repair Other Equipment	-	-	-	-	-	-
6,897	2,115	4,616	245	1,990	2,000	6,000	620	6315	Solid Waste Disposal	8,000	2,000	-	2,000	-	2,000
12,553	11,553	10,568	964	2,286	3,500	2,460	630	6450	Equipment Rental	2,500	2,500	-	2,500	-	2,500
806	77	48	5,464	11,162	9,500	7,000	630	6452	Other Rentals/Leases	8,000	8,000	-	8,000	-	8,000
260	1,131	227	47	244	200	160	640	6611	Periodicals & Books	200	200	-	200	-	200
-	-	-	-	-	-	-	645	6711	Printing & Binding	-	-	-	-	-	-
80,561	62,745	50,100	18,601	48,471	49,060	41,168	Total PS Maintenance Contractual			42,520	33,020	-	33,020	-	33,020

10-35-062 Public Service Maintenance

FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	Appropriations Ordinance Actuals	CY 2005 Actuals	CY 2006 Budget	CY 2006 Estimates	Ele 3 XXX	Obj 4 XXXX	Account Description	DH Request CY 2007	City Admin Initial Review CY 2007	Ways & Means Committee Review and Effect	City Admin Recommended CY 2007	BOA Adjusted CY 2007	BOA Approved CY 2007
500	1,908	1,488	267	853	1,400	800	705	7010	Uniform/Clothing	1,200	1,000	-	1,000	-	1,000
9,750	3,540	320	-	-	-	-	710	7110	Office Supplies	-	-	-	-	-	-
1,360	1,186	644	246	451	700	700	715	7210	Household Supplies	700	700	-	700	-	700
1,346	949	900	541	553	650	480	715	7211	Janitorial Supplies	500	500	-	500	-	500
9,388	1,026	702	422	199	600	200	715	7212	Building Maint. Supplies	500	500	-	500	-	500
9,798	4,250	1,081	188	1,633	1,500	2,000	715	7213	General Maint. Supplies	1,600	1,600	-	1,600	-	1,600
16,886	17,651	13,616	10,000	20,535	20,000	18,000	720	7310	Motor Vehicle Fuel	-	-	-	-	-	-
5,137	3,050	1,166	970	3,580	3,200	2,600	720	7311	Motor Vehicle Fluids	-	-	-	-	-	-
-	22	403	10,307	15,736	16,500	14,000	720	7312	Motor Vehicle Parts	-	-	-	-	-	-
3,146	1,355	831	-	72	-	-	720	7313	Motor Vehicle Tools	-	-	-	-	-	-
6,206	4,189	1,759	1,048	2,843	3,200	2,800	720	7314	Motor Vehicle Tires	-	-	-	-	-	-
839	1,223	65	72	350	-	54	725	7410	Welding Supplies	-	-	-	-	-	-
1,709	726	490	8	548	600	600	725	7411	Small Tools & Equipment	600	600	-	600	-	600
19,987	20,485	2,359	2,795	3,831	3,800	3,800	725	7412	Equipment Parts	-	-	-	-	-	-
-	6,119	5,293	1,993	5,958	-	-	730	7510	Concrete	-	-	-	-	-	-
-	6,119	21,442	2,171	6,009	-	-	730	7511	Asphalt	15,000	15,000	-	15,000	-	15,000
-	6,119	3,155	1,053	842	-	-	730	7512	Rock	-	-	-	-	-	-
-	6,119	4,846	9,000	28,925	-	-	730	7513	Salt	25,000	15,000	-	15,000	-	15,000
-	-	346	4	11,911	-	-	730	7514	Crack Sealant	12,000	12,000	-	12,000	-	12,000
5,909	6,119	3,675	1,373	2,056	-	24	730	7515	Sidewalk Maint. Supplies	-	-	-	-	-	-
370	228	264	297	308	400	400	735	7516	Signs	4,500	4,500	-	4,500	-	4,500
1,739	3,088	2,233	1,412	1,464	2,100	1,200	735	7611	Medical Supplies	400	400	-	400	-	400
5,583	2,354	1,874	1,155	1,503	-	-	740	7612	Safety Equipment & Supplies	1,500	1,500	-	1,500	-	1,500
11,464	3,095	1,091	10	637	1,000	500	740	7711	Agricultural Supplies	-	-	-	-	-	-
-	-	-	-	-	-	-	740	7713	Other Supplies	500	500	-	500	-	500
111,157	107,045	101,310	83,420	110,795	55,650	48,158	Total PS Maintenance Commodities			64,000	53,800	-	53,800	-	53,800
783,644	676,775	421,043	244,082	451,196	423,561	393,881	Total PS Maintenance Commodities			434,818	408,118	-	408,118	-	408,118

10-35-063 Public Service Mechanical

FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	Appropriations Ordinance Actuals	FY 2005 Actuals	FY 2006 Budget	FY 2006 Estimates	Ele 3 XXX	Obj 4 XXXX	Account Description	DH Request CY 2007	City Admin Initial Review CY 2007	Ways & Means Committee Review and Effect	City Admin Recommended CY 2007	BOA Adjusted CY 2007	BOA Approved CY 2007
-	-	115,056	40,635	68,598	44,872	44,526	505	5011	Wages, Non-Exempt Employees	45,771	45,771	-	45,771	-	45,771
-	-	-	122	1,199	4,500	1,000	505	5015	Overtime Wages	4,000	3,000	-	3,000	-	3,000
-	-	20,216	7,023	11,787	7,558	7,078	510	5110	Health Insurance	7,026	7,026	-	7,026	-	7,026
-	-	747	281	363	307	304	510	5111	Dental Insurance	306	306	-	306	-	306
-	-	1,220	499	945	490	401	510	5112	Life/AD&D/LTD Insurance	308	308	-	308	-	308
-	-	85	-	28	30	30	510	5114	Employee Assistance Program	30	30	-	30	-	30
-	-	3,051	1,182	2,229	1,974	1,980	510	5115	Retirement Plan	1,556	1,556	-	1,556	-	1,556
-	-	3,689	1,227	2,101	1,452	1,354	510	5116	Workers' Compensation Insurance	1,530	1,530	-	1,530	-	1,530
-	-	6,367	2,396	4,160	2,782	2,802	515	5210	FICA Taxes	2,838	2,838	-	2,838	-	2,838
-	-	1,493	560	973	651	656	515	5211	Medicare Taxes	664	664	-	664	-	664
-	-	151,924	53,925	92,383	64,616	60,131	Total PW Mechanical Personnel			64,029	63,029	-	63,029	-	63,029
-	-	-	-	-	500	-	605	6010	Training & Education	500	250	-	250	-	250
-	-	441	171	170	240	120	615	6218	Pagers	120	120	-	120	-	120
-	-	-	-	-	-	250	620	6310	Maintenance/Repair Motor Vehicles	22,000	22,000	-	22,000	-	22,000
-	-	-	-	31	200	-	620	6313	Maintenance/Repair Other Equipment	6,000	6,000	-	6,000	-	6,000
-	-	-	-	-	-	-	640	6611	Periodicals & Books	200	200	-	200	-	200
-	-	441	171	201	940	370	Total PW Mechanical Contractual			28,820	28,570	-	28,570	-	28,570
-	-	-	-	-	-	-	705	7010	Uniform/Clothing	-	-	-	-	-	-
-	-	-	-	-	-	-	710	7110	Office Supplies	-	-	-	-	-	-
-	-	-	-	-	-	-	715	7210	Household Supplies	-	-	-	-	-	-
-	-	1,229	-	-	-	-	720	7310	Motor Vehicle Fuel	30,000	28,000	-	28,000	-	28,000
10,740	18,439	16,714	-	-	-	-	720	7311	Motor Vehicle Fluids	3,800	3,800	-	3,800	-	3,800
8,392	-	-	-	-	-	-	720	7312	Motor Vehicle Parts	16,000	16,000	-	16,000	-	16,000
-	-	468	-	-	-	-	720	7312	Motor Vehicle Parts	-	-	-	-	-	-
-	-	-	106	710	1,800	1,200	720	7313	Motor Vehicle Tools	1,500	1,500	-	1,500	-	1,500
-	-	602	222	230	500	250	720	7314	Motor Vehicle Tires	8,500	7,000	-	7,000	-	7,000
-	-	-	-	16	200	-	725	7410	Welding Supplies	400	400	-	400	-	400
-	-	3,063	-	2,232	-	-	725	7411	Small Tools & Equipment	200	200	-	200	-	200
-	-	170	-	-	-	100	725	7412	Equipment Parts	5,300	3,800	-	3,800	-	3,800
-	-	-	-	-	200	100	735	7612	Safety Equipment & Supplies	200	200	-	200	-	200
-	-	-	-	247	300	100	740	7713	Other Supplies	250	250	-	250	-	250
19,132	18,439	22,246	329	3,436	3,000	1,650	Total Mechanical Commodities			66,150	61,150	-	61,150	-	61,150
19,132	18,439	174,611	54,424	96,021	68,556	62,151	Total PW Mechanical			158,999	152,749	-	152,749	-	152,749



Department of Police

Description of Department

The City of Crestwood Police Department provides this community with a very wide and complex variety of public safety services. From traditional activities within the law enforcement arena to public relations and traditional service related tasks.

The Police Department has gone through many changes during budget year 2006 and significant changes are expected during 2007.

The Department began 2006 with 39 employees and two vacancies at the patrol officer level. This was broken down into three divisions, Operations, Detective Bureau and Administration. As part of the reorganization proposed to the City Administrator and the Board of Aldermen, the Department will request 37 full time employees for FY 2007. These employees will be divided into three divisions, Operations, Support Service and Administration.

A significant component of this reorganization is to structure the Police Department and our activities towards traditional police missions. In past reorganizations, the responsibility of the Residential Code Enforcement and the coordination of kiosk personnel were moved to the Police Department. In the proposed reorganization, the positions have been transferred to City Administration and Economic Development, where it is felt that these positions will better serve the citizens of Crestwood.

The Department's involvement in the administration of the municipal court has also been transferred to the Office of the City Clerk. These transfers resulted in employee cost savings and budgeted funds being transferred to the appropriate departments. These transfers of responsibilities and funding will result in a more efficient organization across the City's government.

Goals for FY 2007

The Police Department has set several goals for budget year 2007. The majority of these goals will relate to capital expenses to solve long-term problems for the Police Department, personnel and other city departments.

Communications: The main objective from a financial perspective is to replace the city-wide communication system. This system is obsolete and needs to be replaced, as there are no longer parts available to repair it. The Department is investigating a lease purchase at this time.

Weapons: In 2007, the projected service life of the Department's Smith and Wesson handguns will end. Members of the firearms training staff and officers of the Department have been evaluating the Glock Models 22 and 23 as replacement weapons. With increased maintenance requirements, reliability concerns and decreasing value of the Smith and Wessons, the Department can get maximum trade in value this year resulting in a long-term fix in this area at a reasonable cost.

Security: The physical safety and security of the holdover facility is one of the Department's top priorities. Department personnel have submitted ideas and concerns in this area.

Fleet: A replacement plan for the aging police vehicles is proposed in the FY 2007 budget. The Department has requested \$90,000 for the replacement of the police vehicles. We are currently looking at police vehicle lease options through Dave Sinclair Ford and Lou Fuze Auto Network. This research will be on-going through the budget process and may change our initial request if a more affordable package is located.

Members of the Police Department have been working with members of the Public Services Department in an attempt to solve the critical storage situation, which effects the entire organization. A second objective of this process is to eliminate the need for off site storage and the costs associated with these rental agreements.

Department Organization:

Bureau of Field Operations: The Bureau of Field Operations within the Police Department will consist of 24 commissioned officers. These officers will include one commander, four uniformed patrol squads consisting of a Sergeant and four patrolmen each. Two traffic officers and one officer assigned to the Westfield Plaza Beat.

Support Services: The Department has transferred line authority of the detective bureau to the support services commander. The detective bureau consists of one Detective Sergeant and three detectives. The Support Services Commander is also responsible for the communications division, which is staffed by a communications supervisor and four dispatchers. Additionally, the Support Services Commander is responsible for the Department's record room, which is currently staffed by one full time records clerk.

The transfer of the detective bureau to the Support Service Commander decreases the span of control, which has been placed on the Commander of Field Operations. It is felt by leveling out this span of control the Department will operate more efficiently and provide more accountability.

Administration: The Administration Division of the Police Department will consist of the Chief of Police and his Administrative Assistant.

Programs

Alternative: This program is designed for teenagers between the ages of 11 and 16. It provides the teenagers a safe place to meet friends on a Friday night. The program is supervised by the Crestwood Police and Parks Department. During the summer of 2006, the Alternative expected to serve a total of 1,500 youths.

Goals:

- 1) A safe place for teens.
- 2) Provide an alternative to other teenagers behaviors.
- 3) Expose young people to members of the law enforcement community in an attempt to establish a positive relationship at a young age.

The Crestwood Police Department is striving to continue this program and see it reach its maximum potential.

Car Seat Installation: The Crestwood Police Department Precious Cargo Safety Seat Program was started in 2001 as a way of insuring child restraint seats were properly installed in motor vehicles. Officers were sent to extensive training on the installation of all types of child restraints. After having officers trained as certified technicians, the Department was placed on a national list to assist the general public when searching for the closest installers. On average, the current two technicians install about 15 seats per month.

Goals:

- 1) To assure that child restraint seats are properly and safely installed in motor vehicles.
- 2) Educate parents on safety seats and the proper installation.

Objectives:

- 1) Provide safety checkpoints which are set up in highly visible locations and are available for anyone to have the car seat checked for safety and proper installation.
- 2) Provide new seats at a low cost or provide seats for free as needed. The seats are provided by Safe Kids St. Louis. If it is necessary to provide a seat at no cost, the cost is covered by donations from local businesses.

Safe Kids Summer Program: The Crestwood Police Department Safe Kids Summer Program was started in 2000 as a way of increasing officer presence in the residential area of the City. Officers make personal contact with kids who are acting in a safe manner. When Crestwood officers discover kids acting safely, officer present the kids with a raffle ticket and the tickets are returned to the police department, the kids can win several prizes. The prizes are donated by local businesses, and at the end of the summer, names are drawn for larger prizes. In the first year of the program, 72 kids were rewarded and 153 kids have been rewarded since the beginning of the program.

Goals:

- 1) Praise and reward children for acting in a safe manner.
- 2) Increase the contact of police officers with citizens, parents and children,
- 3) Create lasting relationships between residents of Crestwood and the Crestwood Police Department.

Objectives:

The goals can be met by officers actively seeking out children in the residential areas of Crestwood that are engaged in good and safe activities. When an officer notices a child behaving in a safe manner, the officer praises the child. After the Officer and child introduce themselves, the officer explains the program and presents a raffle ticket to the child with an explanation of what to do with the ticket. The child presents the ticket to his parents to have it filled out and returned to the Police Department. When the ticket is returned, the officer presents the child with a number of prizes donated by local businesses. At the end of the summer, names are drawn for the larger prizes.

Personnel

Positions	Current Number of Employees in Position	Requested Positions for FY 2007
Chief	1	1
Captains	2	2
Sergeants	4	4
Det. Sergeant	1	1
Detectives	3	3
Police Officers	18	19
Dispatchers	5	5
Records Clerk	1	1
Records Clerk PT	0	0
Police Secretary	0	1
Total	35	37

10-40-070 Police

FY	FY	FY	FY	FY	FY	FY	FY	FY	FY	Obj	Account Description	DH	City Admin	Ways & Means Committee	City Admin	BOA	BOA
2002	2003	2004	2005	2006	2006	2006	2006	2006	2006	Ele		Request	Initial Review	Review and Effect	Recommended	Adjusted	Approved
Actual	Actual	Actual	Actuals	Budget	Estimates	Estimates	Estimates	Estimates	Estimates	3		CY 2007	CY 2007		CY 2007	CY 2007	CY 2007
1,913,855	2,056,195	2,052,348	94,843	94,792	107,693	1,839,000	1,839,000	1,839,000	1,839,000	505	Salaries, Exempt Employees	78,726	78,726	-	78,726	-	78,726
29,679	44,705	50,350	1,948,360	1,899,236	1,839,000	1,839,000	1,839,000	1,839,000	1,839,000	505	Wages, Non-Exempt Employees	1,819,412	1,819,412	-	1,819,412	-	1,819,412
54,026	45,581	16,433	28,993	31,101	31,000	31,000	31,000	31,000	31,000	505	Wages, Part-Time Employees	-	-	-	-	-	-
-	-	-	4,660	-	7,000	7,000	7,000	7,000	7,000	505	Wages, Seasonal	5,000	5,000	-	5,000	-	5,000
-	-	-	36,041	40,000	45,000	45,000	45,000	45,000	45,000	505	Overtime Wages	40,000	40,000	-	40,000	-	40,000
205,661	246,206	272,234	105	238,158	192,550	192,550	192,550	192,550	192,550	510	Health Insurance	192,714	192,714	-	192,714	-	192,714
10,620	11,774	12,034	214,948	11,737	10,221	10,221	10,221	10,221	10,221	510	Dental Insurance	9,755	9,755	-	9,755	-	9,755
14,834	566	21,693	11,032	17,277	16,343	16,343	16,343	16,343	16,343	510	Life/AD&D/LD Insurance	12,188	12,188	-	12,188	-	12,188
-	1,223	-	539	1,230	1,230	1,230	1,230	1,230	1,230	510	Employee Assistance Program	1,080	1,080	-	1,080	-	1,080
199,644	201,476	183,271	198,479	207,792	210,000	210,000	210,000	210,000	210,000	510	Retirement Plan	149,686	149,686	-	149,686	-	149,686
40,964	69,665	72,621	78,334	72,121	68,380	68,380	68,380	68,380	68,380	510	Workers' Compensation Insurance	68,344	68,344	-	68,344	-	68,344
147,146	128,639	135,176	67,203	126,266	130,000	130,000	130,000	130,000	130,000	515	FICA Taxes	117,685	117,685	-	117,685	-	117,685
-	36,283	31,631	15,800	29,282	30,000	30,000	30,000	30,000	30,000	515	Medicare Taxes	27,523	27,523	-	27,523	-	27,523
2,616,429	2,841,089	2,951,256	2,786,676	2,763,064	2,688,416	2,688,416	2,688,416	2,688,416	2,688,416		Total Police Personnel	2,522,114	2,522,114	-	2,522,114	-	2,522,114
21,819	5,461	9,267	5,866	6,000	8,500	8,500	8,500	8,500	8,500	605	Training & Education	7,100	7,100	-	7,100	-	7,100
5,794	2,045	2,493	2,967	2,400	2,110	2,110	2,110	2,110	2,110	605	Travel & Expenses	2,500	2,500	-	2,500	-	2,500
1,128	1,640	1,905	900	2,350	1,600	1,600	1,600	1,600	1,600	605	Employee Memberships	1,600	1,600	-	1,600	-	1,600
3,701	53	8,300	4,980	4,980	4,980	4,980	4,980	4,980	4,980	605	Auto Allowance	-	-	-	-	-	-
8,428	11,896	9,430	221	500	400	400	400	400	400	610	Medical Services	1,500	1,500	-	1,500	-	1,500
19,170	15,980	6,368	1,232	2,500	2,500	2,500	2,500	2,500	2,500	610	Other Professional Services	4,100	4,100	-	4,100	-	4,100
6,756	18,139	16,299	1,816	2,500	2,500	2,500	2,500	2,500	2,500	610	Prisoner Services	1,200	1,200	-	1,200	-	1,200
8,670	10,635	6,262	3,078	4,000	5,447	5,447	5,447	5,447	5,447	615	Mobile Phones	3,780	3,780	-	3,780	-	3,780
1,710	1,073	162	44	100	38	38	38	38	38	615	Pagers	-	-	-	-	-	-
222	123	1,154	12,062	16,000	16,000	16,000	16,000	16,000	16,000	620	Maint/Repair Motor Vehicles	-	-	-	-	-	-
4,545	5,116	1,154	3,770	7,200	9,493	9,493	9,493	9,493	9,493	620	Maint/Repair Communications Equip.	8,500	8,500	-	8,500	-	8,500
130,045	43,451	20,611	199	500	500	500	500	500	500	620	Maint/Repair Buildings / Facilities	500	500	-	500	-	500
17,704	1,650	50,863	2,043	1,500	1,559	1,559	1,559	1,559	1,559	620	Maint/Repair Other Equipment	2,000	2,000	-	2,000	-	2,000
(36,934)	14,257	15,278	9,932	9,200	13,800	13,800	13,800	13,800	13,800	620	Maintenance Agreements	23,000	23,000	-	23,000	-	23,000
2,808	2,481	2,481	45,888	46,400	48,400	48,400	48,400	48,400	48,400	625	Relje Services	55,908	55,908	-	55,908	-	55,908
2,049	743	743	57,874	49,200	48,937	48,937	48,937	48,937	48,937	625	Reljs Global Software Lease	43,942	43,942	-	43,942	-	43,942
1,142	1,735	677	8,620	4,800	7,400	7,400	7,400	7,400	7,400	630	Equipment Leases	10,000	10,000	-	10,000	-	10,000
5,949	12,835	5,122	16,703	16,200	20,000	20,000	20,000	20,000	20,000	630	Other Rentals/Leases	3,000	3,000	-	3,000	-	3,000
-	-	-	651	500	523	523	523	523	523	640	Periodicals & Books	500	500	-	500	-	500
-	-	-	678	1,000	1,000	1,000	1,000	1,000	1,000	645	Public Relations & Promotion	2,000	2,000	-	2,000	-	2,000
-	-	-	4,013	3,600	3,700	3,700	3,700	3,700	3,700	645	Printing & Binding	4,500	4,500	-	4,500	-	4,500
-	-	-	280	-	96	96	96	96	96	650	Interest Expense/Penalty/Fees	200	200	-	200	-	200
204,708	147,604	158,039	197,842	181,430	197,483	197,483	197,483	197,483	197,483		Total Police Contractual	175,830	151,078	-	151,078	-	151,078
18,356	26,873	22,063	3,278	27,000	27,000	27,000	27,000	27,000	27,000	705	Uniform/Clothing	35,000	35,000	-	35,000	-	35,000
11,271	7,258	3,967	2,010	2,500	2,300	2,300	2,300	2,300	2,300	710	Office Supplies	2,500	2,500	-	2,500	-	2,500
1,344	1,076	908	294	800	600	600	600	600	600	710	Photographic Supplies	1,800	1,800	-	1,800	-	1,800
480	-	-	364	1,000	1,000	1,000	1,000	1,000	1,000	710	Date Processing Supplies	1,000	1,000	-	1,000	-	1,000
5,750	5,061	2,622	1,049	1,500	1,800	1,800	1,800	1,800	1,800	715	Household Supplies	1,900	1,900	-	1,900	-	1,900
28,117	27,626	28,000	37,935	32,000	36,000	36,000	36,000	36,000	36,000	720	Motor Vehicle Fuel	39,000	39,000	-	39,000	-	39,000
2,600	2,709	640	1,174	3,600	3,600	3,600	3,600	3,600	3,600	720	Motor Vehicle Tires	-	-	-	-	-	-
2,033	1,774	900	1,559	1,500	1,400	1,400	1,400	1,400	1,400	7314	Motor Vehicle Tires	-	-	-	-	-	-
-	-	-	6,717	2,000	-	-	-	-	-	735	Ammunition	5,000	5,000	-	5,000	-	5,000
82,613	16,665	4,719	3,503	2,000	8,000	8,000	8,000	8,000	8,000	735	Bullet Proof Vest Program	2,100	2,100	-	2,100	-	2,100
-	2,603	-	3,203	2,000	3,600	3,600	3,600	3,600	3,600	740	Other Supplies	8,500	8,500	-	8,500	-	8,500
-	-	-	1,176	-	-	-	-	-	-	740	Prisoner Supplies	4,500	4,500	-	4,500	-	4,500
152,564	89,042	66,422	54,791	73,900	85,300	85,300	85,300	85,300	85,300		Total Police Commodities	104,300	97,700	-	97,700	-	97,700
-	-	-	-	-	-	-	-	-	-	825	Furniture, Fixtures & Equipment	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-		Total Capital	-	1,167	-	1,167	-	1,167
2,973,701	3,077,735	3,175,718	3,039,309	3,018,394	2,971,199	2,971,199	2,971,199	2,971,199	2,971,199		Total Police	2,802,244	2,772,059	-	2,772,059	-	2,772,059



Fire Department

Description of Department

The Department of Fire Services is charged with the mission of providing those persons and properties within our jurisdiction with quality and fiscally responsible fire services. Those services include Fire Safety and Prevention, Fire Suppression, Emergency Medical Services and Hazardous Response.

Goals for Department

In order to accomplish this mission the Department has established the following goals for 2007: provide for routine and enhanced training in the services the department provides; enhance community out reach programs in Medical and Fire Safety & Prevention and Disaster preparedness; and assess equipment needs to maintain essential services.

Objectives 2007

- 1) Review the current Fire and EMS training programs for employee participation and cost effectiveness. Complete the review by March 2007 and implement recommended changes.
- 2) Determine equipment replacement needs for 2007 and apply for Federal Grant funds for equipment in April.
- 3) Review current programs offered to the community and seek new outreach programs to implement in 2007.

Personnel

Positions	Current Number of Employees in Position	Requested Positions for FY 2007
Fire Chief	1	1
A Chief/Fire Marshal	1	1
Captain	6	6
Lieutenant	3	3
FireFighter/ Paramedic	8	8
FireFighter/Equip.	7	7
Administrative Sec.	1	1
Total	27	27

10-45-080 Fire

FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	Appropriations Ordinance Actuals	CY 2005 Actuals	CY 2006 Budget	CY 2006 Estimates	Ele 3 XXX	Obj 4 XXXX	Account Description	DH Request CY 2007	City Admin Initial Review CY 2007	Ways & Means Committee Review and Effect	City Admin Recommended CY 2007	BOA Adjusted CY 2007	BOA Approved CY 2007
1,414,805	1,478,150	1,803,053	49,140	79,028	79,986	79,986	505	5010	Salaries, Exempt Employees	80,226	80,226	-	80,226	-	80,226
147,371	-	1,803,053	814,653	1,535,977	1,441,921	1,421,582	505	5011	Wages, Non-Exempt Employees	1,467,888	1,467,888	-	1,467,888	-	1,467,888
148,093	138,309	11,304	18,363	26,521	20,000	40,000	505	5015	Wages, Holiday pay	59,000	59,000	-	59,000	-	59,000
7,950	21,632	21,632	12,860	18,829	25,000	21,000	505	5017	Overtime Wages	27,000	27,000	-	27,000	-	27,000
7,951	181,949	205,139	66,708	169,570	173,988	167,140	505	5017	FLSA Overtime Wages	25,000	24,000	-	24,000	-	24,000
7,951	7,560	7,560	3,658	7,438	7,644	7,309	510	5110	Health Insurance	168,505	168,505	-	168,505	-	168,505
7,951	7,775	15,943	8,755	14,462	15,470	12,526	510	5111	Dental Insurance	7,119	7,119	-	7,119	-	7,119
200,407	180,679	159,360	87,715	169,317	810	810	510	5112	Life/AD&D/LTD Insurance	9,524	9,524	-	9,524	-	9,524
65,127	70,798	88,710	57,197	116,308	163,440	179,686	510	5114	Employee Assistance Program	810	810	-	810	-	810
116,179	98,379	98,526	1,285	-	109,098	109,098	510	5115	Retirement Plan	132,736	132,736	-	132,736	-	132,736
-	27,749	23,136	52,417	99,878	94,296	98,806	510	5116	Workers' Compensation Insurance	98,585	98,585	-	98,585	-	98,585
-	-	-	12,259	22,973	22,053	22,968	515	5210	Uniform/Clothing Allowance	95,983	95,983	-	95,983	-	95,983
-	-	-	-	-	-	-	515	5211	FICA Taxes	22,448	22,448	-	22,448	-	22,448
2,109,025	2,184,349	2,314,480	1,205,009	2,262,686	2,206,625	2,219,910			Total Fire Personnel	2,195,825	2,193,825	-	2,193,825	-	2,193,825
5,252	4,853	4,444	284	3,098	5,000	5,000	605	6010	Training & Education	6,000	5,000	-	5,000	-	5,000
4,418	1,312	190	-	-	1,000	500	605	6011	Travel & Expenses	1,000	1,000	-	1,000	-	1,000
950	785	1,145	380	1,315	1,400	1,375	605	6012	Employee Memberships	1,400	1,400	-	1,400	-	1,400
2,005	2,109	1,899	2,227	2,112	2,300	2,300	610	6111	Medical Services	2,300	2,300	-	2,300	-	2,300
456	52	904	134	666	800	800	610	6115	Other Professional Services	800	500	-	500	-	500
230,171	275,945	286,419	286,875	286,248	305,000	297,074	610	6116	Contracted Fire Protection	316,000	305,000	-	305,000	-	305,000
3,621	3,254	1,176	979	1,608	1,700	1,520	615	6217	Mobile Phones	1,500	1,500	-	1,500	-	1,500
7,152	8,566	2,629	1,139	3,878	5,000	8,000	620	6310	Main/Repair Motor Vehicles	6,000	6,000	-	6,000	-	6,000
2,747	1,352	1,310	124	2,249	2,000	1,000	620	6311	Main/Repair Communications Equip.	2,000	1,000	-	1,000	-	1,000
1,171	3,085	1,422	610	1,136	2,150	1,800	620	6313	Main/Repair Other Equipment	2,150	2,150	-	2,150	-	2,150
56,388	58,988	60,832	31,427	60,652	65,900	63,000	620	6314	Software Maintenance	1,300	1,300	-	1,300	-	1,300
204	235	235	235	235	235	250	640	6413	South County Dispatch	65,000	65,000	-	65,000	-	65,000
299	172	114	139	139	150	150	640	6610	City Memberships	275	275	-	275	-	275
658	934	1,044	605	1,033	1,200	1,100	645	6710	Periodicals & Books	150	150	-	150	-	150
584	826	569	121	349	600	300	645	6711	Public Relations & Promotion	1,200	1,200	-	1,200	-	1,200
-	-	-	-	-	-	-	660	6801	Printing & Binding	600	600	-	600	-	600
-	-	-	-	-	-	-	-	-	Certification Fees	500	500	-	500	-	500
316,076	362,245	365,452	325,077	375,837	395,735	385,289			Total Fire Contractual	408,175	394,875	-	394,875	-	394,875
9,554	9,362	12,054	(1,584)	595	10,000	10,000	705	7010	Uniform/Clothing	15,600	15,600	-	15,600	-	15,600
984	1,168	832	282	300	600	300	710	7110	Office Supplies	500	500	-	500	-	500
1,826	1,470	1,184	15	-	100	100	710	7112	Photographic Supplies	100	100	-	100	-	100
365	568	1,184	696	1,060	1,400	1,332	715	7210	Household Supplies	1,500	1,400	-	1,400	-	1,400
5,788	5,655	6,489	4,587	9,725	10,000	12,000	715	7211	Janitorial Supplies	400	400	-	400	-	400
1,476	3,986	3,041	1,103	3,936	3,000	3,000	720	7310	Motor Vehicle Fuel	11,000	11,000	-	11,000	-	11,000
1,952	1,221	1,979	1,365	2,147	3,000	1,000	720	7312	Motor Vehicle Parts	3,500	3,500	-	3,500	-	3,500
349	372	1,075	190	725	1,000	720	725	7411	Motor Vehicle Tires	3,000	3,000	-	3,000	-	3,000
3,560	3,452	2,289	1,478	3,012	3,500	3,500	735	7611	Small Tools & Equipment	1,000	1,000	-	1,000	-	1,000
1,340	1,367	541	133	672	700	700	740	7712	Medical Supplies	4,000	4,000	-	4,000	-	4,000
12,994	2,437	1,759	363	2,012	2,500	5,200	740	7713	Chemical Supplies	800	800	-	800	-	800
-	-	650	-	4,569	5,348	3,000	740	7715	Other Supplies	2,000	2,000	-	2,000	-	2,000
-	-	-	-	-	-	-	799	7713	Appliances	700	-	-	-	-	-
-	-	-	-	-	-	-	-	-	Other Supplies-Grant	5,000	-	-	-	-	-
40,198	31,079	32,095	8,736	29,038	41,548	50,132			Total Fire Commodities	49,700	43,300	-	43,300	-	43,300
2,465,299	2,577,674	2,712,028	1,538,821	2,667,560	2,643,908	2,655,331			Total Fire	2,653,700	2,632,000	-	2,632,000	-	2,632,000

Park and Stormwater Fund

The Park and Stormwater Fund's major revenue source is a half-cent sales tax approved by the voters in 2000, with no sunset provision. The tax is designated for Park and Stormwater operations and improvements within the City; this includes the funding of the aquatic center and various recreation services expenses throughout the City. In CY 2007 it is projected that the tax will generate \$1,485,476 in revenues for the Park and Stormwater Fund.

Beginning July 1, 2004, the Board approved the reclassification of all expenses for the Parks and Recreation Department to be paid from the Park and Stormwater Fund. In addition, expenses associated with Park Maintenance are paid from this fund.

Due to the reclassification of expenditures, the Board of Aldermen felt that it was appropriate in the CY 2005 Budget to reclassify all Park and Recreation Department Revenue from the General Fund to the Park and Stormwater Fund. During the period from July 1, 2004 through December 31, 2004, the revenues from the Park and Recreation Department were captured by the General Fund. However, since the Parks and Recreation expenditures were captured by the Parks and Stormwater Fund, the Board discussed the retroactive reclassification of the Park and Recreation revenues received during this period from the General Fund to the Park and Stormwater Fund. On October 25, 2005 the Board of Aldermen approved Ordinance No. 3941 which approved the reclassification of the Park and Recreation revenue from the General Fund to the Park and Stormwater fund for the appropriation period of July 1, 2004 through December 31, 2004.

The reclassification of revenues will help offset some of the Parks and Recreation Department expenditures, which are captured by the Park and Stormwater Fund. All revenues and expenditures generated by the Park and Recreation Department are captured by this Fund.

Through an annual appropriation by the Board of Aldermen the Park Stormwater Fund transfers revenues to the Series 2001 Certificates of Participation Fund. Two transfers occur each year to service the principal and interest payments toward the long-term debt.



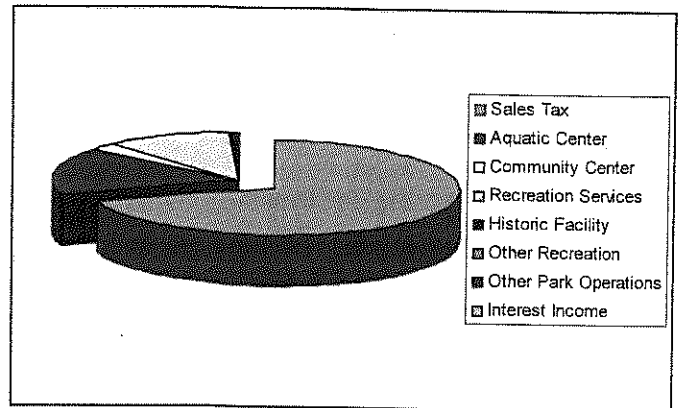
Analysis of Major Revenue Sources

Park and Stormwater Fund

½ Cent Park and Stormwater Sales Tax

The City levies a ½ cent Park and Stormwater Sales tax on all commercial sales within the City. The voters approved this tax in 2000 and it is the primary funding source for the Park and Stormwater Fund. This tax is used for Park and Stormwater Improvements. In addition, beginning July 1, 2004 the Board reclassified all Parks and Recreation Department expenditures from the General Fund into the Park and Stormwater Fund, therefore this tax is used to offset some Parks and Recreation

expenditures. With the reclassification of these expenses, the Board of Aldermen felt that it was appropriate to reclassify all the revenues generated by the Parks and Recreation Department from the General Fund to the Park and Stormwater Fund for CY 2005. Additionally, the Board of Aldermen approved Ordinance No. 3941 which reclassified the Parks and Recreation revenues from the General Fund to the Parks and Stormwater Fund for the period from July 1, 2004 to December 31, 2004. The Parks and Recreation Department collect revenues from the Aquatic Center, the Community Center, and Recreation Services. All revenues from the Parks and Recreation Department are described in the following sections.



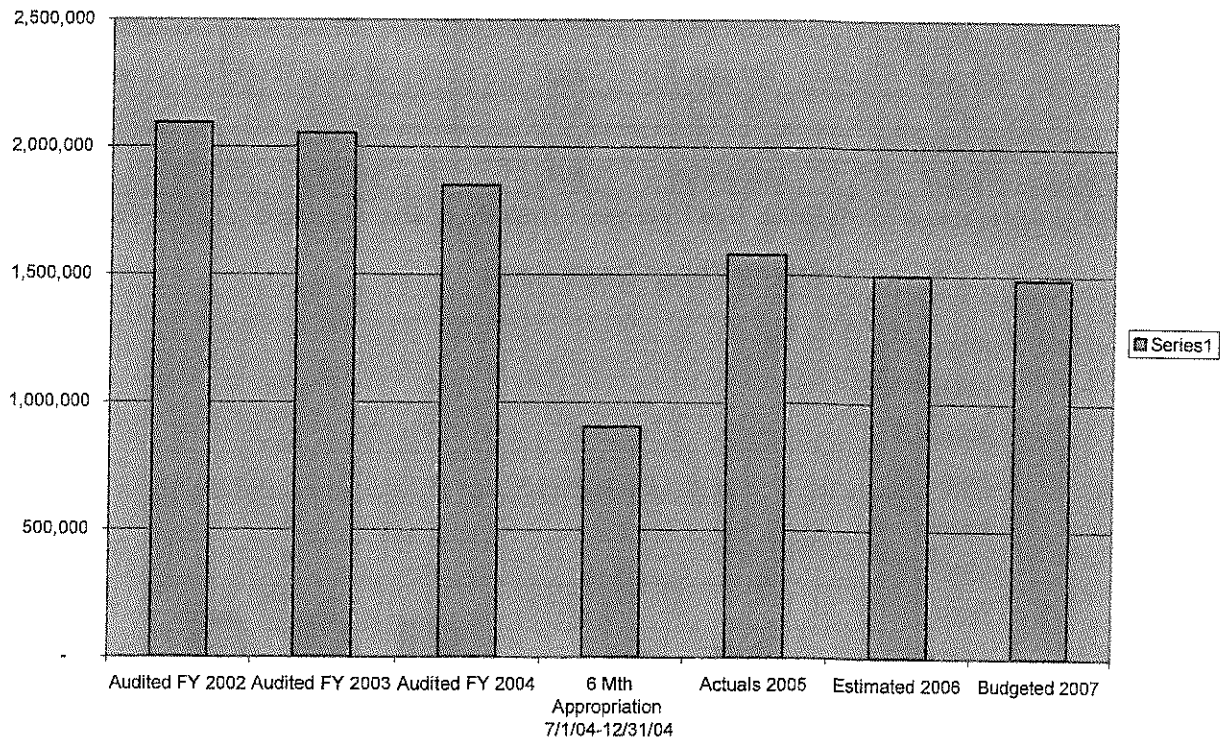
Due to the reclassification of the Parks and Recreation revenues, the percentage amount that the Park and Stormwater tax contributes to the Park and Stormwater Fund has decreased by approximately 26% as evident in the chart.

Park Stormwater Tax History

Fiscal Year (FY) ends June 30 / Calendar Year (CY) ends December 31	Amount	Percentage of Park and Stormwater Fund Revenue	Increase/ - Decrease From Prior Year
Audited FY 2002	2,094,215	99.93%	170.68%
Audited FY 2003	2,053,560	99.90%	-1.94%
Audited FY 2004	1,850,641	93.02%	-9.88%
6 Mth Appropriation 7/1/04-12/31/04	904,560	79.92%	N/A
Actuals 2005	1,580,294	68.82%	-17.11%
Estimated 2006	1,612,783	67.97%	2.06%
Budgeted 2007	1,485,476	67.97%	-7.89%

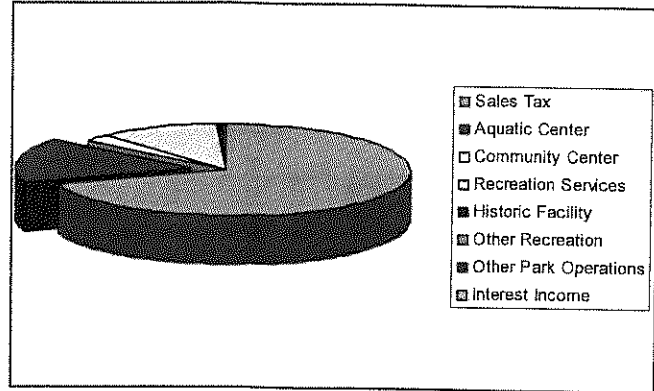
The graph below illustrates the History of the Park and Stormwater Sales Tax.

History of Park Stormwater Sales Tax



Aquatic Center

Before 2002, the City of Crestwood operated a smaller pool, which generated some income for the City. The Aquatic Center at Whitecliff was built in 2001 and began generating revenues for the summer season of 2002. The Aquatic Center generates revenues from pass sales, admission fees, concessions and rentals. The projected revenue generated by the Aquatic Center in CY 2007 is \$355,850; this represents 16% of the total revenues generated for the Park and Stormwater Fund.

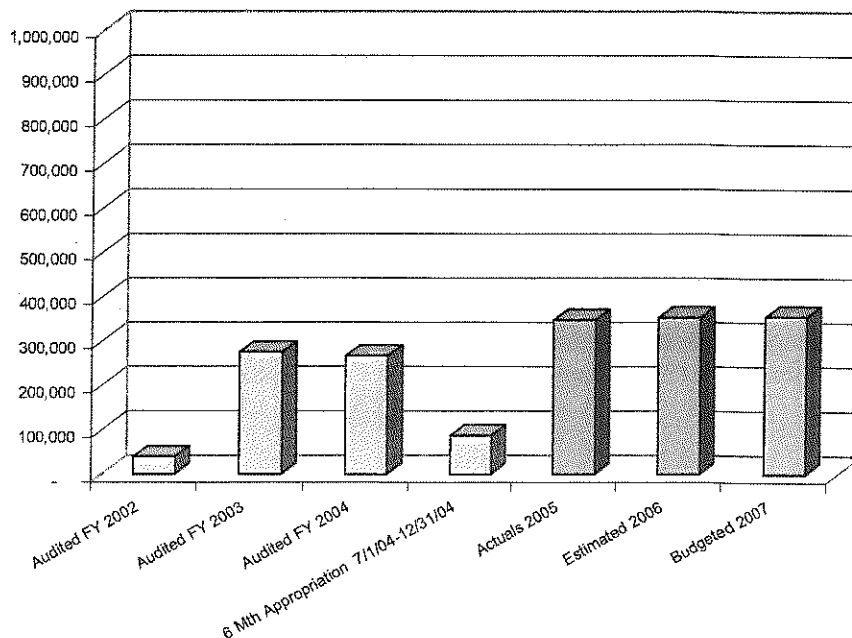


Aquatic Center Revenue History

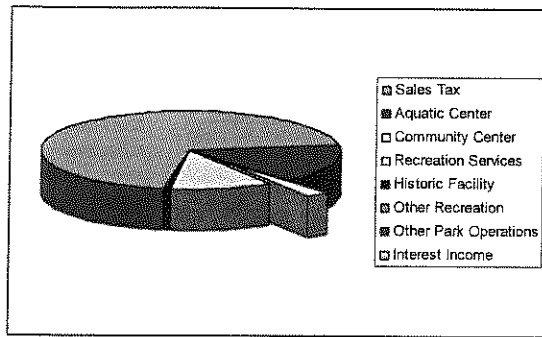
Fiscal Year (FY) ends June 30 / Calendar Year (CY) ends December 31	Amount	Percentage of General Fund Revenue	Percentage of Park and Stormwater Fund Revenue	Increase/ - Decrease From Prior Year
Audited FY 2002	39,900	0.48%	N/A	-64.66%
Audited FY 2003	275,179	3.26%	N/A	589.67%
Audited FY 2004	266,337	3.04%	N/A	-3.21%
6 Mth Appropriation 7/1/04-12/31/04	87,295	N/A	7.71%	N/A
Actuals 2005	347,572	N/A	15.14%	23.37%
Estimated 2006	362,445	N/A	15.27%	4.28%
Budgeted 2007	355,850	N/A	16.28%	-1.82%

The graph below illustrates the five-year history of the Aquatic Center Revenue:

Revenue History: Aquatic Center



Community Center



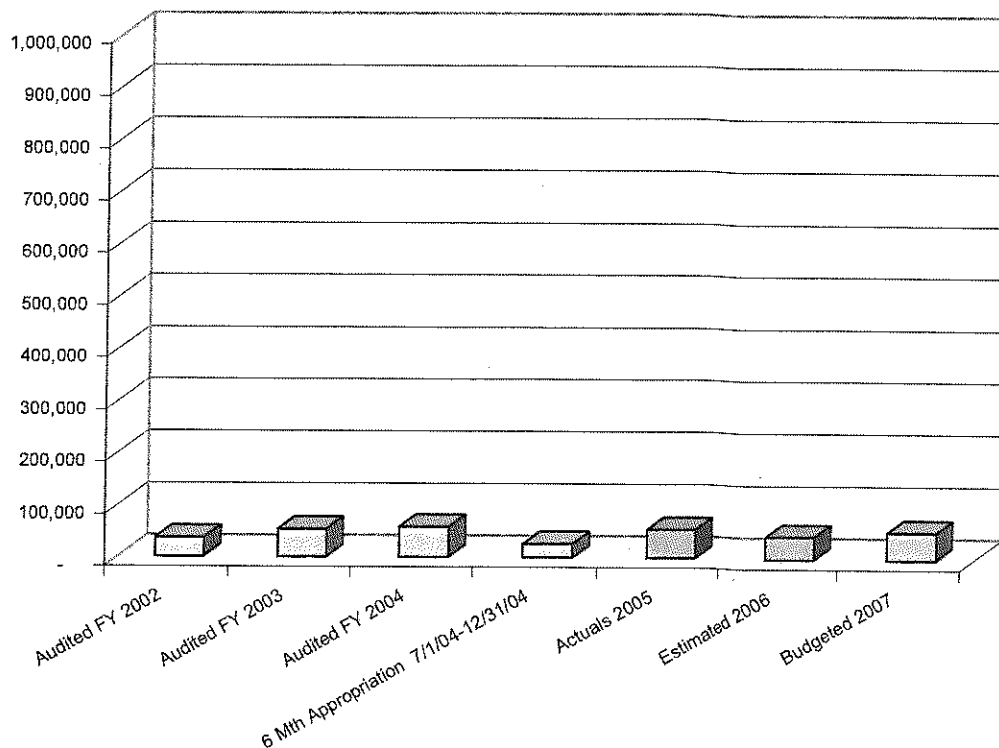
Crestwood's Community Center, which is located in Whitecliff Park, generates revenues for the City in the form of user fees, rentals, and pass sales. These revenues account for approximately 2% of the total projected Park Stormwater Fund revenues for CY 2007 of \$53,400.

Community Center Revenue History

Fiscal Year (FY) ends June 30 / Calendar Year (CY) ends December 31	Amount	Percentage of General Fund Revenue	Percentage of Park and Stormwater Fund Revenue	Increase/ - Decrease From Prior Year
Audited FY 2002	37,002	0.45%	N/A	-12.25%
Audited FY 2003	53,666	0.64%	N/A	45.04%
Audited FY 2004	58,389	0.67%	N/A	8.80%
6 Mth Appropriation 7/1/04-12/31/04	26,587	N/A	2.35%	N/A
Actuals 2005	54,879	N/A	2.39%	-6.40%
Estimated 2006	44,151	N/A	1.86%	-19.55%
Budgeted 2007	53,400	N/A	2.44%	20.95%

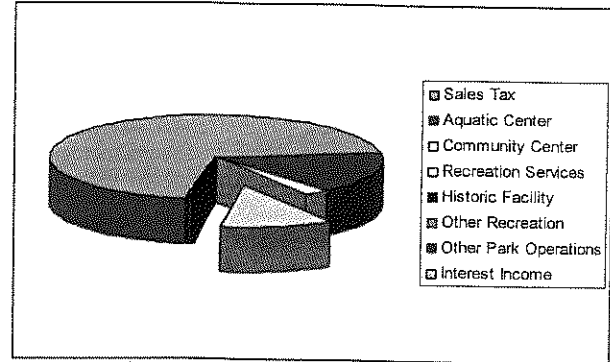
The graph below illustrates the five-year history of the Community Center Revenues.

Revenue History: Community Center



Recreation Services

Recreation Services, which includes all the programs conducted throughout the year by the Parks and Recreation Department, generate approximately 11% of the total Park and Stormwater Fund revenues for the City in CY 2007. In CY 2007 it is projected that Recreation Services will generate \$238,475. The programs which are very popular among residents and non-residents include camps, dance classes, and fitness programs.

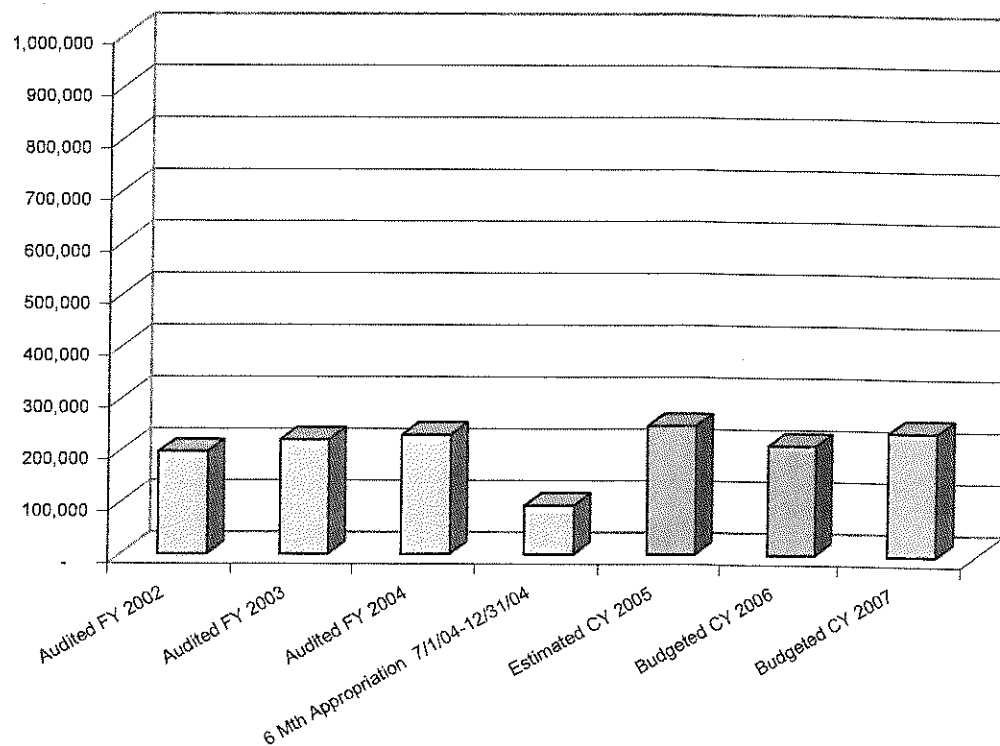


Recreation Services Revenue History

Fiscal Year (FY) ends June 30 / Calendar Year (CY) ends December 31	Amount	Percentage of General Fund Revenue	Percentage of Park and Stormwater Fund Revenue	Increase/ - Decrease From Prior Year
Audited FY 2002	197,405	2.39%	N/A	-13.48%
Audited FY 2003	220,722	2.61%	N/A	11.81%
Audited FY 2004	230,148	2.63%	N/A	4.27%
6 Mth Appropriation 7/1/04-12/31/04	94,518	N/A	8.35%	N/A
Actuals 2005	247,567	N/A	10.78%	7.04%
Estimated 2006	226,224	N/A	9.53%	-8.62%
Budgeted 2007	238,475	N/A	10.91%	5.42%

The graph below illustrates the five-year history of the Recreation Services Revenues:

Revenue History: Recreation Services



Historic Facilities

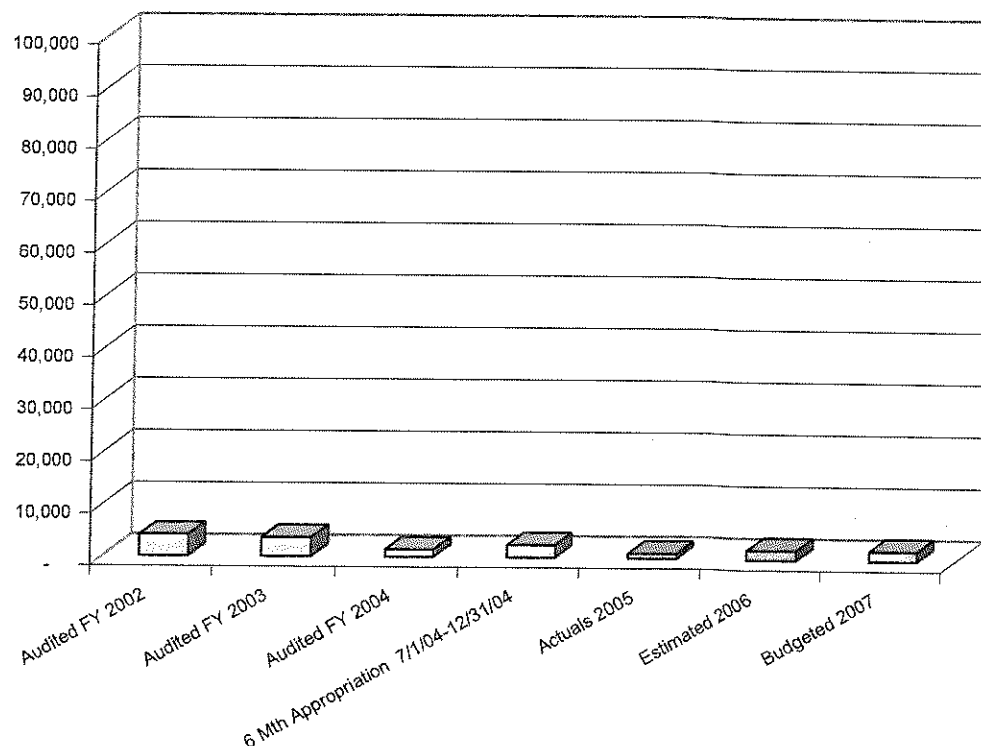
The Sappington House is considered a Historic Landmark and it is a unique facility to the City of Crestwood. Thomas Sappington built the home in 1808. The home remains on the original site and is an example of Federal architecture (1780-1830), which was popular in the eastern United States. This type of architecture is very rare in the state of Missouri. Restoration on the home began in 1963 and the home opened for public tours in 1966. The City and the Sappington House Foundation maintain the home. Admissions into the house for guided tours of the complex comprise most of the revenues generated by the Sappington House. In total, it is projected that the Sappington House will generate \$1,900 in revenues for CY 2007.

Historic Facility Revenue History

Fiscal Year (FY) ends June 30 / Calendar Year (CY) ends December 31	Amount	Percentage of General Fund Revenue	Percentage of Park and Stormwater Fund Revenue	Increase/ - Decrease From Prior Year
Audited FY 2002	4,123	0.05%	N/A	63.73%
Audited FY 2003	3,644	0.04%	N/A	-11.61%
Audited FY 2004	1,457	0.02%	N/A	-60.02%
6 Mth Appropriation 7/1/04-12/31/04	2,425	N/A	0.21%	N/A
Actuals 2005	945	N/A	0.04%	-54.22%
Estimated 2006	1,200	N/A	0.05%	27%
Budgeted 2007	1,900	N/A	0.09%	58%

The graph below illustrates the five-year history of the Historic Facility Revenues:

Revenue History: Historic Facility



Other Recreation

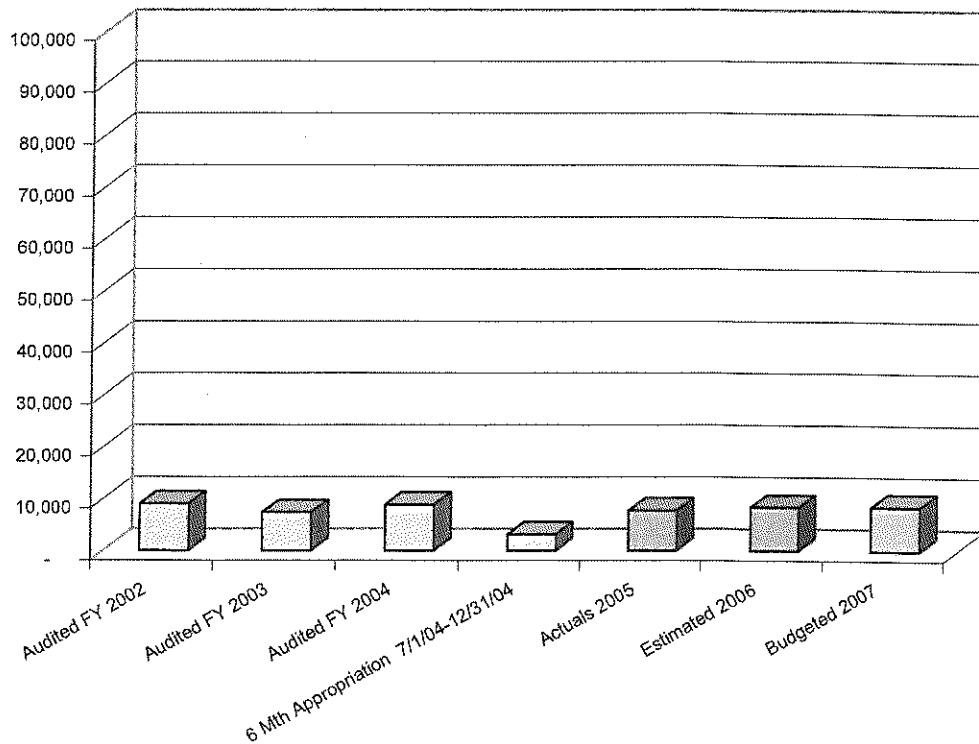
Other Recreation revenue consists of the revenues generated by renting park facilities, and softball or volleyball fields to the public. It is projected that Other Recreation will generate \$8,500 in revenues for the Park and Stormwater Fund in CY 2007.

Other Recreation Revenue History

Fiscal Year (FY) ends June 30 / Calendar Year (CY) ends December 31	Amount	Percentage of General Fund Revenue	Percentage of Park and Stormwater Fund Revenue	Increase/ - Decrease From Prior Year
Audited FY 2001	8,069	0.09%	N/A	N/A
Audited FY 2002	8,985	0.11%	N/A	11.36%
Audited FY 2003	7,344	0.09%	N/A	-18.26%
Audited FY 2004	8,855	0.10%	N/A	20.57%
6 Mth Appropriation 7/1/04-12/31/04	3,152	N/A	0.28%	N/A
Actuals 2005	7,728	N/A	0.34%	-14.59%
Estimated 2006	8,609	N/A	0.36%	11%
Budgeted 2007	8,500	N/A	0.39%	-1%

The graph below illustrates the five-year history of the Other Recreation Revenues:

Revenue History: Other Recreation Revenue



Other Park Operations

Revenues for Other Park Operations include pet tags and animal impoundment. All residents who are pet owners must buy pet tags from the City for each animal owned by the resident. Pet tags revenues are estimated to be \$1,200 in CY 2007. Animal impoundment is also part of Other Park Operations. If an animal is impounded at the City's animal shelter, the owner of the impounded animal must pay a fee when retrieving the animal. Animal impoundment is estimated to generate \$1,700 for CY 2007.

Other Park Operations Revenue History

Fiscal Year (FY) ends June 30 / Calendar Year (CY) ends December 31	Amount	Percentage of General Fund Revenue	Percentage of Park and Stormwater Fund Revenue	Increase/ - Decrease From Prior Year
Audited FY 2002	1,969	0.02%	N/A	-19.88%
Audited FY 2003	2,540	0.03%	N/A	28.98%
Audited FY 2004	2,540	0.03%	N/A	0.02%
6 Mth Appropriation 7/1/04-12/31/04	1,305	N/A	0.12%	N/A
Actuals 2005	1,739	N/A	0.08%	-46.10%
Estimated 2006	2,664	N/A	0.11%	35%
Budgeted 2007	2,900	N/A	0.13%	9%

Park and Stormwater Fund Revenues 23-00-000

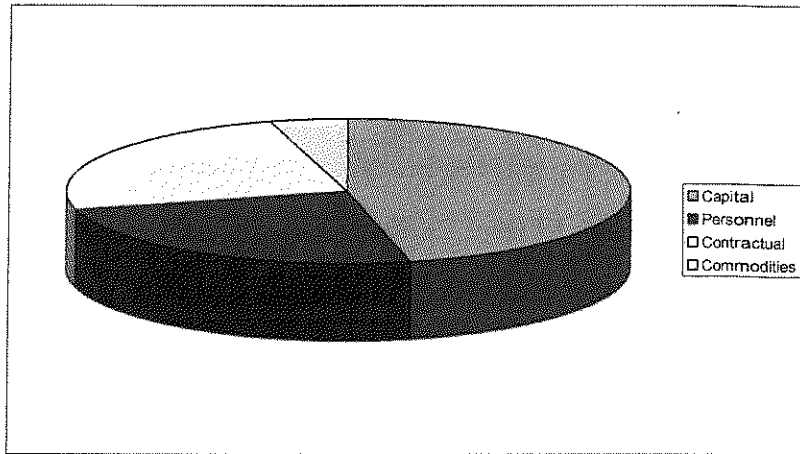
FY	FY	FY	FY	Approp Ord	FY	FY	FY	FY	Obj	Account Description	Director of Finance	City Admin	BOA	BOA
2002	2003	2004	2005	Actuals	2006	2007	2008	2009	XXX	XXXX	Projections	Approved	Adjusted	Approved
Actual	Actual	Actual	Estimates	July 1-Dec 31, 2004	Budget	Actuals	Estimates	Estimates			CY 2007	CY 2007		
2,094,215	2,053,560	1,850,641	1,612,793	904,560	1,638,006	1,580,294	1,612,793	1,612,793	405	Half-Cent Sales Tax	1,485,476	1,485,476	-	1,485,476
2,094,215	2,053,560	1,881,449	1,629,078	916,078	1,674,037	1,629,078	1,674,037	1,674,037	405	Half-Cent TIF Park & Stormwater Sales Tax	36,000	36,000	-	36,000
									405	Total Sales Tax 405	1,521,476	1,521,476	-	1,521,476
2,466	45,319	102,854	188,248	3,470	148,000	147,908	188,248	188,248	435	Aquatic Center Pass	160,000	167,000	-	167,000
7,207	109,089	16,129	18,446	3,586	18,636	19,976	18,446	18,446	435	Aquatic/Community Center Pass	18,000	18,000	-	18,000
16,804	84,357	77,363	96,667	42,052	100,000	100,882	96,667	96,667	435	Aquatic Center Daily Admissions	86,000	94,000	-	94,000
12,827	34,852	64,078	67,621	36,849	71,986	71,986	67,621	67,621	435	Aquatic Center Concessions	64,800	64,800	-	64,800
50	820	2,815	1,060	1,240	1,629	2,587	1,060	1,060	435	Aquatic Center Rental	2,000	2,000	-	2,000
		180	110	95	181	195	110	110	435	Aquatic Center Locker Rental	50	50	-	50
606	743	518	10,293	4	4,200	4,239	10,293	10,293	435	Aquatic Center I.D. Cards	10,000	10,000	-	10,000
39,900	215,179	266,337	362,445	87,295	343,646	347,572	362,445	362,445	435	Total Aquatic 435	340,850	355,850	-	355,850
12,512	21,673	25,607	20,988	12,481	23,499	23,921	20,988	20,988	440	Community Center Recreation Pass	23,000	23,000	-	23,000
2,281	1,531	1,543	898	283	1,059	1,684	898	898	440	Community Center Concessions	1,500	1,500	-	1,500
9,350	8,609	7,443	5,012	3,208	7,043	6,519	5,012	5,012	440	Recreationball Courts	6,000	6,000	-	6,000
		2,136	3,001	26	2,209	2,446	3,001	3,001	440	League/Court Fees	2,500	3,000	-	3,000
12,140	11,295	12,666	9,130	8,749	12,779	12,779	9,130	9,130	440	Community Center Room Rentals	12,900	12,900	-	12,900
268	226	23	15	1	243	272	15	15	440	Community Center Locker Rentals	100	100	-	100
		8,735	4,659	3,600	7,777	7,777	4,659	4,659	440	Community Center Guest Fees	6,800	6,800	-	6,800
		236	468	172	34	80	468	468	440	Tennis/Racquetball Court Pass	100	100	-	100
152	8,239	-	-	-	-	-	-	-	440	Instructions for Net	-	-	-	-
	2,104	-	-	68	-	-	-	-	440	Miscellaneous Community Center	-	-	-	-
37,802	53,656	59,389	44,151	26,587	55,360	54,879	44,151	44,151	440	Total Community Center 440	52,900	53,400	-	53,400
23,835	26,295	25,284	29,389	12,494	26,701	29,158	29,389	29,389	445	Fitness-Residents	29,000	29,000	-	29,000
11,946	16,391	15,254	20,889	9,875	17,108	19,103	20,889	20,889	445	Fitness-Non Resident	20,000	20,000	-	20,000
8,768	7,737	6,709	7,594	7,313	7,183	7,547	7,594	7,594	445	Performing Arts/Dance-Resident	7,500	7,500	-	7,500
13,616	14,308	15,474	14,322	12,579	14,752	12,595	14,322	14,322	445	Performing Arts/Dance-Non Resident	10,000	12,600	-	12,600
3,553	2,923	3,133	664	2,982	2,574	1,316	664	664	445	Arts-Resident	1,000	1,000	-	1,000
3,299	2,987	2,268	439	706	1,740	925	439	439	445	Arts-Non Residents	500	500	-	500
12,466	13,639	13,087	14,788	6,013	13,927	13,878	14,788	14,788	445	Gen Sports & Leagues-Resident	13,500	13,500	-	13,500
37,054	43,502	40,555	34,120	17,015	40,939	37,624	34,120	34,120	445	Gen Sports & Leagues-Non Resident	37,000	37,000	-	37,000
307	581	344	223	343	292	250	223	223	445	Clubs-Resident	250	250	-	250
3,924	3,361	3,657	2,217	2,489	3,596	2,897	2,217	2,217	445	Clubs-Non Resident	2,700	2,700	-	2,700
		39,925	40,247	760	44,017	45,096	40,247	40,247	445	Day Camp-Resident	40,000	42,000	-	42,000
		10,892	8,254	(106)	8,904	9,224	8,254	8,254	445	Day Camp-Non Resident	8,500	8,925	-	8,925
		2,836	5,876	834	7,992	7,992	5,876	5,876	445	Swim Programs-Resident	7,000	7,000	-	7,000
49,667	54,190	53,396	4,589	8,412	12,345	6,409	4,589	4,589	445	Swim Programs-Non Resident	4,700	4,700	-	4,700
4,779	14,032	10,542	8,750	2,270	16,506	17,281	8,750	8,750	445	Special Events	10,000	10,000	-	10,000
956	1,197	796	16,000	1,504	1,318	2,023	16,000	16,000	445	Consignment Sales	16,506	17,000	-	17,000
412	648	3,470	2,484	733	2,041	1,193	2,484	2,484	445	Day Trips-Resident	2,200	2,900	-	2,900
3,370	2,945	2,450	735	1,020	2,192	2,571	735	735	445	Day Trips-Non Resident	1,500	1,900	-	1,900
19,450	15,085	16,634	7,144	6,443	17,128	18,587	7,144	7,144	445	YTP/WSP-Resident	3,000	3,000	-	3,000
197,405	220,722	230,145	7,500	94,518	248,158	247,567	7,500	7,500	445	YTP/WSP-Non Resident	17,000	17,000	-	17,000
			220,356	238,475	238,475	238,475	220,356	220,356	445	Total Recreation Programs 445	220,356	238,475	-	238,475

Park and Stormwater Fund Revenues
23-00-000

FY	FY	FY	FY	FY	Approp. Ord.	Ele	Obj	Account Description	Director of Finance	City Admin	BOA	BOA
2002	2003	2004	2005	2006	Actuals	3	4		Projections	Approved	Adjusted	Approved
Actual	Actual	Actual	Actuals	Budget	July 1-Dec 31, 2004	XXX	XXXX		CY 2007	CY 2007		
2,034	1,283	1,322	945	1,503	1,332	450	4610	Sappington House Admissions	1,000	1,500	-	1,500
2,079	2,161	135	-	-	-	450	4611	Sappington House Barn Rental	-	-	-	-
-	-	-	-	1,400	-	450	4615	Sappington Barn Gross Sales	400	400	-	400
4,123	3,844	1,457	945	2,903	2,425	450	4612	Sappington House History Books	-	-	-	-
								Total Historic Facility 459	1,400	1,900	-	1,900
4,475	2,054	2,320	528	1,400	1,142	455	4650	Soft Ball/Volleyball Fields	1,500	1,800	-	1,800
4,510	5,280	6,535	7,105	6,705	2,030	455	4651	Picnic Reservations	6,300	6,300	-	6,300
8,965	7,344	8,865	95	50	(20)	455	4652	Park Facilities	100	400	-	400
			7,728	8,155	3,152			Total Other Recreation Income 455	7,900	8,500	-	8,500
753	1,312	1,268	704	400	704	460	4675	Animal Impoundment	500	1,700	-	1,700
1,216	1,228	1,254	444	1,177	444	460	4676	Pet Tags	1,180	1,200	-	1,200
1,983	2,540	2,540	157	-	157	460	4679	Free Summer Concert	-	-	-	-
			1,305	1,577	1,305			Total Other Park Operations 460	1,680	2,900	-	2,900
1,373	2,152	622	543	1,032	543	465	4710	Interest Income	3,000	3,000	-	3,000
1,373	2,152	622	543	1,032	543	465	4712	Interest Income	3,000	3,000	-	3,000
			3,188	500	-	470	4750	Other Income	3,000	3,000	-	3,000
			-	-	-	470	4777	Repayment of Defeasance of COPS 2002	-	-	-	-
			-	500	-			Total Other Income 465	-	-	-	-
-	-	107,500	-	219,000	-	475	4812	Grant Revenue	-	-	-	-
-	-	107,500	-	219,000	-			Total Grant Revenue 475	-	-	-	-
2,095,588	2,055,712	1,989,571	1,131,902	2,554,968	1,131,902			Total Park and Stormwater Fund Revenue	2,149,562	2,185,501	-	2,185,501

Park and Stormwater Fund Expenditures by Category and Fund- CY 2007

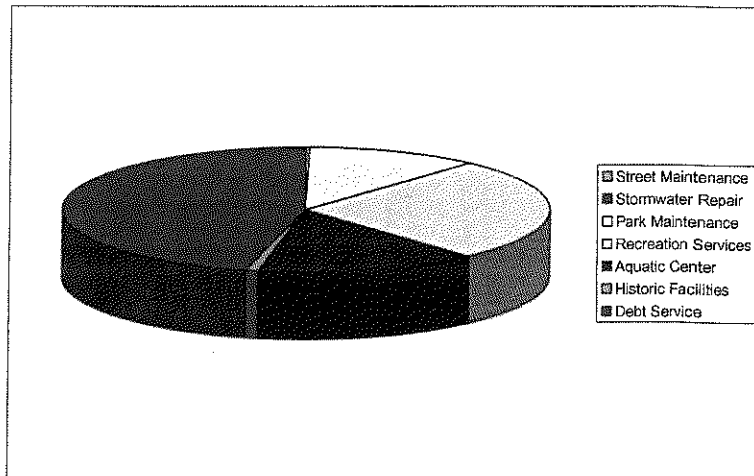
Park and Stormwater Fund-Expenditure by Category



Park and Stormwater Fund Summary of Expenditures by Category

Category	Amount	Percent
Capital	1,074,760	46.4%
Personnel	566,793	24.5%
Contractual	571,680	24.7%
Commodities	102,150	4.4%
Total Expenditures	2,315,383	100%

Projected Expenditures for Parks and Stormwater Fund by Department/Division



Parks and Stormwater Fund Expenditure Summary

Department	Amount	Percent
Public Works		
Street Maintenance	4,000	0.2%
Stormwater Repair	-	0.0%
Park Maintenance	266,566	11.5%
Parks and Recreation		
Recreation Services	615,247	26.6%
Aquatic Center	341,410	14.7%
Historic Facilities	23,200	1.0%
Debt Service	1,064,960	46.0%
Total Expenditures	2,315,383	100.0%

Parks and Stormwater Fund

FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	Appropriations Ordinance Actuals	CY 2005 Actuals	CY 2006 Budget	CY 2006 Estimates	Department and Division	DH Request CY 2007	City Admin Initial Review CY 2007	Ways & Means Committee Review and Effect	City Admin Recommended CY 2007	BOA Adjusted	BOA Approved CY 2007
Administration													
General Services													
-	-	-	-	-	-	-	Contractual Services	-	-	-	-	-	-
-	-	-	-	-	-	-	Sub-Total	-	-	-	-	-	-
Public Works Department													
Public Works Street Maintenance													
-	-	-	-	-	-	-	Contractual Services	12,500	4,000	-	4,000	-	4,000
-	-	-	-	-	-	-	Capital Service	282,000	-	-	-	-	-
-	-	-	-	-	-	-	Sub-Total	294,500	4,000	-	4,000	-	4,000
Parks Maintenance													
38,528	546,315	19,403	108,607	168,265	161,228	182,104	Personnel Services	213,066	171,596	-	171,596	-	171,596
137,129	169,332	80,854	39,393	71,626	88,600	78,365	Contractual Services	85,820	81,620	-	81,620	-	81,620
53,221	37,337	22,952	12,992	21,872	27,850	23,365	Commodities	15,300	13,350	-	13,350	-	13,350
221,890	14,208	21,923	44,869	39,906	27,576	263,854	Capital Improvements	60,000	-	-	-	-	-
216,961	782,985	126,053	164,052	298,762	277,576	263,854	Sub-Total	374,216	286,566	-	286,566	-	286,566
216,961	782,985	187,865	176,053	313,080	287,076	272,554	Total Public Works	648,716	270,566	-	270,566	-	270,566
Parks and Recreation Department													
Recreation Services													
35,850	-	-	335,143	597,171	501,676	488,320	Personnel Services	371,837	386,637	-	386,637	-	386,637
137,129	-	29	93,078	187,395	220,250	198,130	Contractual Services	211,610	187,760	-	187,760	-	187,760
75,913	464	-	23,600	87,351	59,025	55,330	Commodities	60,100	59,050	-	59,050	-	59,050
221,890	14,208	21,923	44,869	178,114	-	-	Capital Outlay	4,800	4,800	-	4,800	-	4,800
489,852	14,670	21,852	487,189	1,020,941	760,951	741,780	Sub-Total	688,147	615,247	-	615,247	-	615,247
Aquatic Center													
1,849	-	28,188	20,016	25,489	28,550	27,150	Personnel Services	28,560	28,560	-	28,560	-	28,560
552,400	746,269	278,064	146,000	228,026	258,800	260,700	Contractual Services	295,100	276,100	-	276,100	-	276,100
73,596	35,951	28,559	10,549	28,172	30,350	30,850	Commodities	32,650	31,750	-	31,750	-	31,750
-	-	-	4,055	4,177	-	-	Capital	5,000	5,000	-	5,000	-	5,000
627,846	782,259	335,749	180,620	285,874	317,710	318,700	Sub-Total	362,710	341,410	-	341,410	-	341,410
1,097,696	798,929	357,600	706,174	1,362,833	1,128,011	1,088,980	Total Parks and Recreation	1,085,357	979,857	-	979,857	-	979,857
Debt Service - CORPS 2001 / Aquatic Center													
Debt Service - CORPS 2001 Aquatic Center													
354,101	1,086,293	2,865	1,068,428	1,068,413	1,068,413	1,048,285	Contractual Services	1,084,980	1,084,980	-	1,084,980	-	1,084,980
354,101	1,086,293	1,086,930	164,628	1,068,413	1,068,413	1,048,285	Capital Outlay	1,084,980	1,084,980	-	1,084,980	-	1,084,980
1,451,798	1,983,221	1,444,530	870,603	2,431,246	2,196,424	2,133,245	Total Expenses Parks and Recreation	2,160,317	2,044,817	-	2,044,817	-	2,044,817
Debt Service - CORPS 2001 / Stormwater Fund Expenses													
74,225	546,315	47,569	479,370	821,813	691,462	677,574	Personnel Services	613,293	566,793	-	566,793	-	566,793
816,743	915,600	370,217	295,515	517,762	603,400	571,695	Contractual Services	639,530	571,680	-	571,680	-	571,680
201,829	73,792	64,364	47,308	107,401	110,225	110,665	Commodities	108,950	102,150	-	102,150	-	102,150
575,962	1,100,498	1,660,226	224,962	1,256,954	1,078,413	1,048,285	Capital	1,437,280	1,074,780	-	1,074,780	-	1,074,780
1,668,759	2,636,206	1,632,395	1,046,856	2,704,330	2,493,590	2,406,099	Net Park and Stormwater Expenses	2,799,033	2,315,383	-	2,315,383	-	2,315,383
-	-	184,637	-	-	-	-	Transfer from General Fund	(130,000)	(130,000)	-	(130,000)	-	(130,000)
-	-	95,821	44,869	50,515	50,515	-	ISF Transfer to GF PW Admin (Div. 061)	-	-	-	-	-	-
-	-	28,514	28,514	22,206	22,206	-	ISF Transfer to GF PW Maintenance (Div. 062)	-	-	-	-	-	-
-	-	55,609	9,753	-	-	-	ISF Transfer to GF PW Mechanical (Div. 063)	-	-	-	-	-	-
-	-	148,148	-	18,055	18,055	-	ISF Transfer to GF PW Maintenance (Div. 064)	-	-	-	-	-	-
1,668,759	2,636,206	2,185,834	1,129,982	2,795,107	2,584,277	2,406,099	Total Park and Stormwater Expenses	2,669,033	2,185,383	-	2,185,383	-	2,185,383

23-25-041-600 General Services

FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	Appropriations Ordinance Actuals	CY 2005 Actuals	CY 2006 Budget	CY 2006 Estimates	Ele 3 XXX	Obj 4 XXXX	Account Description	DH Request CY 2007	City Admin Initial Review CY 2007	Ways & Means Committee Review and Effect	City Admin Recommended CY 2007	BOA Adjusted	BOA Approved CY 2007
-	-	-	-	24.75	-	-	850	6811	Interest/Fee/Penalties	-	-	-	-	-	-
-	-	-	-	-	-	-	675	6840	Cost to Defeas	-	-	-	-	-	-
-	-	-	-	-	-	-	Total General Services			-	-	-	-	-	-



Department of Public Services

Name of Division: Maintenance Division

The Maintenance Division of the Department of Public Services is responsible for all street maintenance, park maintenance, and vehicle/equipment maintenance within the City of Crestwood. These tasks have been made much more difficult in recent years due to reductions in personnel, reductions in spending, the continued aging of our equipment and infrastructure, and increased costs associated with inflation and rising fuel/material prices. Public Services staff hopes that the recent defeasance of bonds within the Capital Improvements Fund will allow the City to spend additional funds on streets and vehicles.

Goals of Division:

The main goal of the Maintenance Division will be to continue to maintain the City's streets, sidewalks, rights-of-way, and parks in a satisfactory manner. The Maintenance Division plans to do that by completing the following goals:

- Remove snow and ice from the streets and city owned parking lots in a timely manner during winter storms.
- Replace concrete slabs on Buxton Drive, Vauk Lane, and Crestwood Manor Drive.
- Continue the City's crack sealing program during the winter and early spring.
- Oversee the work of all utility companies with City owned right-of-way and make sure restorations are performed satisfactorily.
- Implement the City's five-year vehicle and equipment replacement plan and continue to designate as surplus all items which can be removed from the City's asset inventory.
- Utilize seasonal employees to perform weekend trash runs and complete work which has been neglected in the parks over the past two years due to the elimination of seasonal employees. If such employees are removed from budget, continue to prioritize work and complete all necessary maintenance within the parks.
- Assess the need and condition of all equipment and recommend the sale of any maintenance equipment no longer needed within the City.
- Work with Assistant Director of Public Works to assess the City's PAVER program and determine whether a different pavement assessment technique should be used within the City.

Personnel

Positions	Current Number of Employees in Position	Requested Positions for FY 2007
Park Maintenance Supervisor	1	1
Park Crew Leader	1	1
Maintenance Workers	1	1
Seasonal Park Maintenance Worker	0	0



Department of Public Services

Name of Division: Recreation Division

On January 1, 2006 the Departments of Public Works and Parks and Recreation were combined into the Department of Public Services. The Recreation Division of the Department of Public Services has assumed the majority of the duties formerly performed by the Parks and Recreation Department. This includes the operation of the Community Center, the administration of all recreation programs, the operation of the Aquatic Center, and the Sappington House. Expenses within the Recreation Division were dramatically reduced from those previously allocated to the Parks and Recreation Department, and this division has worked extremely hard to continue to provide a high level of service to the residents.

Goals of Division

Public Services staff is working continuously to fine tune the details of this significant merger, and we hope to make continued improvements in the future. The 2007 goals for the Recreation Division are as follows:

- Perform a detailed analysis of the operations of the Community Center and Aquatic Center, including services, costs, and hours of operation. Make recommendations and implement changes as appropriate.
- Reconfigure staffing of part-time clerks to allow for additional staffing during the busy summer months.
- Research programs offered by the City and determine whether costs are appropriate and if modifications should be made in the advertising of these programs. The purpose of this research will be to increase participation and revenue associated with programs.
- Implement the five-year maintenance plan for the Community Center and Aquatic Center in order to address deficiencies at these facilities.
- Significant changes have occurred at the Community Center and the Director of Public Services will be investigating ways to improve morale at the Community Center.
- Make modifications to the operation of the Sappington House associated with the elimination of the paid Resident Manager position.
- Investigate the feasibility of obtaining a grant to construct new lighting and fencing at the softball field and replace the storage facility in that area.
- Create a park master plan for Rayburn, Sanders, and Spellman Parks to determine these parks should be changed as future park improvements in these areas are financed.

The primary goal of 2007 will be to continue to provide a high level of service to all Crestwood residents while minimizing expenditures and closely monitoring the 2007 budget.

Personnel

Positions	Current Number of Employees in Position	Requested Positions for FY 2007
Manager of Recreation Services	1	1
Recreation Secretary	1	1
Recreation Supervisor	2	2
Part-Time Recreation Clerks	7	7
Custodian	1	1

23-35-062-600 Public Works Street Maintenance Contract

FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	Appropriations Ordinance Actuals	CY 2005 Actuals	CY 2006 Budget	CY 2006 Estimates	Ele 3	Obj 4	Account Description	DH Request CY 2007	City Admin Initial Review CY 2007	Ways & Means Committee Review and Effect	City Admin Recommended CY 2007	BOA Adjusted	BOA Approved CY 2007
-	-	-	-	-	-	-	610	6115	Other Prof. Serv.	-	-	-	-	-	-
-	7,385	-	3,961	8,068	9,500	9,000	612	6151	Street Sweeping	12,500	4,000	-	4,000	-	-
-	-	-	-	-	-	-	612	6153	Curb & Gutter	-	-	-	-	-	4,000
-	-	-	-	-	-	-	612	6155	Mill and Overlay	-	-	-	-	-	-
-	54,428	-	8,040	5,250	10,000	-	805	8015	Storm Water Repairs	262,000	-	-	-	-	-
-	-	61,812	12,001	13,318	19,500	9,000	Total Public Works Contractual			274,500	4,000	-	4,000	-	4,000

23-35-064 Public Services Park Maintenance

FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	Appropriations Ordinance Actuals	CY 2005 Actuals	CY 2006 Budget	CY 2006 Estimates	Ele 3 4 XXX XXXX	Obj XXX	Account Description	DH Request CY 2007	City Admin Initial Review CY 2007	Ways & Means Committee Review and Effect	City Admin Recommended CY 2007	BOA Adjusted	BOA Approved CY 2007
21,384	378,781	18,309	76,957	124,393	107,084	117,994	505	5011	Wages, Non-Exempt Employees	125,150	125,150	-	125,150	-	125,150
-	45,626	-	-	-	-	-	505	5013	Wages, Part-Time Employees	-	-	-	-	-	-
-	-	-	6,024	-	-	-	505	5014	Wages, Seasonal	-	-	-	-	-	-
-	8,958	-	1,679	2,992	13,000	8,000	505	5015	Overtime Wages	35,000	-	-	-	-	-
4,997	47,885	-	10,066	17,287	20,627	13,864	510	5110	Health Insurance	16,500	10,000	-	10,000	-	10,000
484	3,046	-	557	942	918	848	510	5111	Dental Insurance	14,392	14,392	-	14,392	-	14,392
5,327	110	-	963	1,393	1,273	1,276	510	5112	Life/AD&D/LTD Insurance	800	800	-	800	-	800
-	-	-	-	45	90	90	510	5114	Employee Assistance Program	877	877	-	877	-	877
1,690	16,781	-	2,274	4,006	4,712	5,336	510	5115	Retirement Plan	90	90	-	90	-	90
1,008	12,075	562	3,919	5,889	5,330	5,622	510	5116	Workers' Compensation Insurance	4,255	4,255	-	4,255	-	4,255
1,636	33,054	431	5,072	7,551	6,639	7,354	515	5210	FICA Taxes	6,458	6,458	-	6,458	-	6,458
-	-	101	1,186	1,768	1,553	1,720	515	5211	Medicare Taxes	7,759	7,759	-	7,759	-	7,759
-	-	-	-	-	-	-	-	-	-	1,815	1,815	-	1,815	-	1,815
36,526	546,315	19,403	108,697	166,265	161,226	162,104	Total PS Park Maintenance Personnel			213,096	171,596	-	171,596	-	171,596
-	601	456	-	402	500	400	605	6010	Training & Education	-	400	-	400	-	400
-	1,880	314	-	302	200	100	605	6011	Travel & Expenses	-	100	-	100	-	100
-	745	125	115	200	200	20	605	6012	Employee Memberships	-	200	-	200	-	200
-	315	-	-	159	300	-	610	6111	Medical Services	-	300	-	300	-	300
-	105,353	25,219	3,376	5,008	3,000	500	610	6115	Other Professional Services	-	750	-	750	-	750
-	-	19,917	10,955	24,925	40,000	41,000	612	6150	Contract Mowing	45,000	45,000	-	45,000	-	45,000
-	-	3,625	11,215	11,481	10,000	10,000	612	6160	Contractual Tree Service	12,000	10,000	-	10,000	-	10,000
-	10,910	3,393	3,326	6,388	7,000	6,000	615	6210	Electric	6,500	6,500	-	6,500	-	6,500
-	5,883	931	224	1,052	1,300	800	615	6212	Sewer	800	800	-	800	-	800
-	-	591	123	374	500	400	615	6213	Water	400	400	-	400	-	400
-	5,230	5,288	2,622	5,302	4,800	5,280	615	6214	Street Lighting	5,300	5,300	-	5,300	-	5,300
-	2,023	774	92	293	300	440	615	6217	Mobile Phones	420	420	-	420	-	420
-	-	233	106	288	250	150	615	6218	Pagers	200	200	-	200	-	200
-	4,765	1,456	-	-	2,000	500	620	6310	Maint/Repair Motor Vehicles	-	-	-	-	-	-
-	1,821	286	-	195	350	300	620	6311	Maint/Repair Communications Equip.	-	350	-	350	-	350
-	5,746	338	3,542	5,446	4,500	5,100	620	6312	Maint/Repair Buildings/Facilities	5,500	4,500	-	4,500	-	4,500
-	10,683	5,800	68	419	4,800	1,000	620	6313	Maint/Repair Other Equipment	-	-	-	-	-	-
-	739	4,292	2,914	7,005	3,200	2,000	620	6315	Solid Waste Disposal	1,500	1,500	-	1,500	-	1,500
-	8,366	6,722	716	2,256	3,600	3,600	620	6317	Maint/Repair Grounds	4,000	3,600	-	3,600	-	3,600
-	110	-	-	-	-	-	630	6413	Equipment Rental	-	-	-	-	-	-
-	-	-	-	-	1,500	700	630	6450	Equipment Rental	-	-	-	-	-	-
-	4,161	1,018	-	97	200	75	630	6452	Other Rentals/Leases	1,100	1,100	-	1,100	-	1,100
-	-	-	-	-	200	-	640	6611	Periodical & Books	300	200	-	200	-	200
-	-	76	-	37	-	-	645	6711	Printing & Binding	-	-	-	-	-	-
127,215	169,332	80,854	39,393	71,629	88,500	78,365	Total PS Park Maintenance Contractual			85,820	81,620	-	81,620	-	81,620
-	-	-	-	-	-	-	Total PS Park Maintenance Personnel			-	-	-	-	-	-
-	-	-	-	-	-	-	Total PS Park Maintenance			-	-	-	-	-	-

23-35-064 Public Services Park Maintenance

FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	Appropriations Ordinance Actuals	CY 2005 Actuals	CY 2006 Budget	CY 2006 Estimates	Ele 3 XXX	Obj 4 XXXX	Account Description	DH Request CY 2007	City Admin Initial Review CY 2007	Ways & Means Committee Review and Effect	City Admin Recommended CY 2007	BOA Adjusted	BOA Approved CY 2007
-	2,168	1,206	419	388	700	600	705	7010	Uniform/Clothing	600	600	-	600	-	600
26	260	111	12	-	-	-	710	7110	Office Supplies	-	-	-	-	-	-
-	97	51	-	32	-	-	715	7210	Household Supplies	-	-	-	-	-	-
-	1,368	934	487	1,103	1,500	2,535	715	7211	Janitorial Supplies	3,000	2,000	-	2,000	-	2,000
-	3,109	1,694	689	3,124	1,800	2,500	715	7212	Building Maint. Supplies	1,800	1,800	-	1,800	-	1,800
-	7,978	4,690	4,802	3,745	4,800	4,800	720	7310	Motor Vehicle Fuel	-	-	-	-	-	-
-	-	-	-	322	400	200	720	7311	Motor Vehicle Fluids	-	-	-	-	-	-
52,967	770	4,983	1,368	2,196	3,500	2,000	720	7312	Motor Vehicle Parts	-	-	-	-	-	-
-	1,599	1,464	236	1,940	2,000	1,000	720	7314	Motor Vehicle Tires	-	-	-	-	-	-
-	-	-	240	983	2,000	1,500	720	7412	Equipment Parts	-	-	-	-	-	-
-	6,493	783	406	537	500	150	725	7411	Small Tools & Equipment	500	250	-	250	-	250
-	-	-	-	254	-	-	725	7412	Equipment Parts	-	-	-	-	-	-
-	-	1,478	-	-	500	-	730	7511	Asphalt	-	-	-	-	-	-
-	-	-	1,344	16	1,000	100	730	7512	Rock	-	-	-	-	-	-
-	236	381	145	321	400	400	735	7611	Medical Supplies	-	400	-	400	-	400
-	6,073	4,953	1,186	4,234	4,800	4,800	740	7711	Agricultural Supplies	5,200	4,800	-	4,800	-	4,800
-	2,090	1,158	902	622	1,200	500	740	7712	Chemical Supplies	1,200	1,000	-	1,000	-	1,000
228	1,274	443	-	149	350	200	740	7713	Other Supplies	400	300	-	300	-	300
-	3,821	1,467	758	1,907	2,400	2,000	745	7905	Recreation Supplies	2,200	2,200	-	2,200	-	2,200
53,221	37,337	25,795	12,992	21,872	27,850	23,385	Total PS Park Maint Commodities			15,300	13,350	-	13,350	-	13,350
-	-	-	2,970	39,996	-	-	805	8015	Park Improvements	60,000	-	-	-	-	-
-	-	-	2,970	39,996	-	-	Total Park Maintenance Capital			60,000	-	-	-	-	-
216,961	752,985	125,053	164,052	299,762	277,576	263,854	Total Park Maintenance			374,216	266,566	-	266,566	-	266,566

23-50-090-500 Parks and Recreation

FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	Appropriations Ordinance Actuals	FY 2005 Actuals	FY 2006 Budget	FY 2006 Estimates	Ele 3	Obj 4	Account Description	DH Request CY 2007	City Admin Initial Review CY 2007	Ways & Means Committee Review and Effect	City Admin Recommended CY 2007	BOA Adjusted	BOA Approved CY 2007
35,850	-	64,044	34,975	69,849	-	-	505	5010	Salaries, Exempt Employees	-	-	-	-	-	-
-	-	308,841	173,753	334,031	304,174	296,850	505	5011	Wages, Non-Exempt Employees	204,829	204,829	-	204,829	-	204,829
-	-	77,269	40,810	31,112	50,000	45,000	505	5013	Wages, Part-Time Employees	55,000	50,000	-	50,000	-	50,000
-	-	5,566	659	2,141	-	5,000	505	5014	Wages, Seasonal	4,900	4,900	-	4,900	-	4,900
-	-	2,770	862	284	5,000	7,000	505	5015	Overtime Wages	3,000	3,000	-	3,000	-	3,000
-	-	37,332	25,015	34,079	37,500	37,000	505	5016	Wages, Day Camp Employees	38,000	38,000	-	38,000	-	38,000
-	-	76,571	27,233	51,729	48,181	44,760	510	5110	Health Insurance	30,262	30,262	-	30,262	-	30,262
-	-	3,657	1,485	2,948	2,440	2,344	510	5111	Dental Insurance	1,353	1,353	-	1,353	-	1,353
-	-	5,148	2,891	6,082	3,863	3,538	510	5112	Life/AD&DLTD Insurance	1,690	1,690	-	1,690	-	1,690
-	-	512	-	165	270	270	510	5114	Employee Assistance Program	180	180	-	180	-	180
-	-	17,377	6,823	13,653	14,401	10,406	510	5115	Retirement Plan	7,950	7,950	-	7,950	-	7,950
-	-	12,928	317	13,612	10,809	10,022	510	5116	Workers' Compensation Insurance	6,586	6,586	-	6,586	-	6,586
-	-	36,482	16,488	30,382	20,292	21,178	515	5210	FICA Taxes	14,497	14,497	-	14,497	-	14,497
-	-	8,672	3,851	7,105	4,746	4,952	515	5211	Medicare Taxes	3,390	3,390	-	3,390	-	3,390
35,850	-	657,169	335,143	597,171	501,676	488,320			Total Parks & Recreation Personnel	371,637	366,637	-	366,637	-	366,637
-	-	910	224	640	750	770	605	6010	Training & Education	1,200	1,000	-	1,000	-	1,000
-	-	449	5	592	500	100	605	6011	Travel & Expenses	1,100	1,000	-	1,000	-	1,000
-	-	830	405	1,120	950	950	605	6012	Employee Memberships	950	950	-	950	-	950
-	-	228	140	105	100	100	610	6111	Medical Services	300	300	-	300	-	300
132,258	-	7,412	3,640	7,075	7,500	7,950	610	6115	Other Professional Services	8,000	8,000	-	8,000	-	8,000
-	-	39,987	18,830	36,393	40,000	37,000	615	6210	Electric	37,000	37,000	-	37,000	-	37,000
-	-	3,203	6,327	2,964	9,000	2,800	615	6212	Sewer	3,000	2,500	-	3,000	-	2,500
-	-	5,413	5,735	2,869	8,000	1,700	615	6213	Water	5,500	3,000	-	3,000	-	3,000
-	-	202	227	622	600	900	615	6217	Mobile Phones	420	420	-	420	-	420
-	-	597	534	655	500	460	615	6218	Pagers	240	240	-	240	-	240
-	-	4,808	168	273	1,000	620	620	6310	Maint/Repair Vehicles	-	-	-	-	-	-
-	-	4,830	3,425	4,535	14,250	16,000	620	6312	Maint/Repair Buildings / Facilities	14,000	11,000	-	11,000	-	11,000
4,871	-	-	1,368	3,540	4,000	5,000	620	6313	Maint/Repair Other Equipment	4,000	3,500	-	3,500	-	3,500
-	-	-	-	-	-	-	630	6452	Other Rental & Leases	-	-	-	-	-	-
-	-	-	-	-	-	-	635	6511	Comprehensive Insurance	-	-	-	-	-	-
-	-	-	-	-	100	100	640	6611	Periodicals & Books	100	50	-	50	-	50
-	-	-	-	-	400	200	640	6710	Public Relations & Promotions	400	200	-	200	-	200
-	-	2,774	1,212	3,325	6,500	5,000	645	6711	Printing & Binding	6,500	4,000	-	4,000	-	4,000
-	-	-	-	-	-	-	645	6712	Advertising & Publication	-	-	-	-	-	-
-	-	3,108	1,684	3,472	3,400	3,800	650	6810	Postage	3,600	3,600	-	3,600	-	3,600
-	-	40	-	27	8,000	8,000	650	6811	Interest Expense/Penalty/Fees	8,000	-	-	-	-	-
-	-	27,811	13,712	34,961	100	200	650	6817	Cash Over/Short	200	200	-	200	-	200
-	-	11,525	6,710	17,511	30,500	30,500	655	6910	Fitness Contractual Services	30,500	30,500	-	30,500	-	30,500
-	-	4,120	840	1,160	16,200	16,200	655	6914	Performing Arts/Dance Cont Svc	18,200	18,200	-	18,200	-	18,200
-	-	34,005	18,954	34,993	4,000	1,000	655	6918	Arts Instructors	4,000	1,200	-	1,200	-	1,200
-	-	400	-	-	35,000	33,000	655	6922	Gen Sports & Leagues Cont Svc	33,000	33,000	-	33,000	-	33,000
-	-	9,621	4,746	6,813	400	400	655	6926	Club Contractual Services	400	400	-	400	-	400
-	-	6,490	-	6,460	7,000	7,000	655	6934	Swim Program Contractual Svc	7,500	7,500	-	7,500	-	7,500
-	-	2,207	500	1,666	8,500	6,000	655	6938	Special Event Contractual Svc	8,500	8,500	-	8,500	-	8,500
-	-	8,350	3,600	10,473	2,000	2,000	655	6942	Day Trip Contractual Services	2,000	2,000	-	2,000	-	2,000
-	-	2,042	694	-	9,500	9,500	655	6946	YTP/WSP Contractual Services	9,500	9,500	-	9,500	-	9,500
137,129	-	181,662	93,678	187,305	220,250	196,139	655	6950	Free Summer Concert Cont Svc	3,500	-	-	-	-	-
									Total Parks & Recreation Contractual	211,610	187,760	-	187,760	-	187,760

23-50-090-500 Parks and Recreation

FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	Appropriations Ordinance Actuals	CY 2005 Actuals	CY 2006 Budget	CY 2006 Estimates	Ele 3 XXX	Obj 4 XXXX	Account Description	DH Request CY 2007	City Admin Initial Review CY 2007	Ways & Means Committee Review and Effect	City Admin Recommended CY 2007	BOA Adjusted	BOA Approved CY 2007
-	-	79	448	561	1,000	600	705	7010	Uniform/Clothing	600	450	-	450	-	450
-	-	2,144	1,088	1,038	1,200	1,200	710	7110	Office Supplies	1,200	1,200	-	1,200	-	1,200
-	-	447	27	131	500	800	710	7112	Photographic Supplies	900	900	-	900	-	900
-	-	398	316	563	500	450	715	7210	Household Supplies	500	500	-	500	-	500
-	-	4,981	1,654	4,651	4,000	4,000	715	7211	Janitorial Supplies	4,200	4,200	-	4,200	-	4,200
-	-	2,037	882	1,638	2,000	3,360	715	7213	General Maint. Supplies	2,500	1,500	-	1,500	-	1,500
-	-	2,693	1,701	3,696	-	-	720	7310	Motor Vehicle Fuel	-	-	-	-	-	-
-	-	573	788	980	-	-	720	7311	Motor Vehicle Fluids	-	-	-	-	-	-
-	-	183	133	133	-	-	720	7314	Tires	-	-	-	-	-	-
-	-	306	85	140	200	200	725	7411	Small Tools & Equipment	200	200	-	200	-	200
-	-	153	49	72	200	150	735	7611	Medical Supplies	200	200	-	200	-	200
75,013	464	713	520	533	200	400	740	7713	Other Supplies	500	200	-	200	-	200
-	-	89	-	17,383	17,000	17,000	740	7717	Consignment Expense	17,000	17,000	-	17,000	-	17,000
-	-	285	129	339	300	300	745	7905	Recreation Supplies	300	300	-	300	-	300
-	-	2,847	150	255	300	200	745	7910	Fitness Supplies	1,350	350	-	350	-	350
-	-	250	179	263	350	100	745	7914	Performing Arts/Dance Supplies	500	500	-	500	-	500
-	-	5,161	2,626	5,001	5,500	5,000	745	7918	Arts Supplies	300	300	-	300	-	300
-	-	37	181	153	275	200	745	7922	Gen. Sports & League Supplies	6,300	6,300	-	6,300	-	6,300
-	-	8,097	3,269	6,308	6,000	7,500	745	7926	Club Supplies	250	250	-	250	-	250
-	-	342	-	164	200	200	745	7934	Day Camp Supplies	6,000	5,000	-	5,000	-	5,000
-	-	6,182	4,479	3,927	7,500	7,000	745	7938	Swim Program Supplies	200	200	-	200	-	200
-	-	408	1,444	1,392	2,800	2,000	745	7938	Special Event Supplies	7,500	7,500	-	7,500	-	7,500
-	-	8,499	3,171	8,031	8,500	4,000	745	7942	Day Trip Supplies	2,000	2,000	-	2,000	-	2,000
-	-	-	-	-	100	120	745	7946	YTP/WSP Supplies	7,000	7,000	-	7,000	-	7,000
-	-	-	-	-	-	-	745	7950	Summer Concert	100	-	-	-	-	-
75,013	464	46,709	23,500	57,351	59,025	55,330			Total Parks & Recreation Commodities	60,100	56,050	-	56,050	-	56,050
221,860	14,206	15,962	40,424	-	-	-	805	8014	Capital Outlay -Park Design Fees	-	-	-	-	-	-
-	-	-	-	-	-	-	805	8014	Capital Outlay -Park Master Plan	35,000	-	-	-	-	-
-	-	-	-	-	-	-	805	8016	Capital Outlay -Park Facility Demolition	-	-	-	-	-	-
-	-	-	-	23,468	-	-	805	8016	Architectural Svcs-Whitcliff	-	-	-	-	-	-
-	-	-	-	155,645	-	-	805	8020	Park Improvements	-	-	-	-	-	-
-	-	-	-	-	-	-	820	8313	Software Licensing	-	-	-	-	-	-
-	-	-	-	-	-	-	825	8410	Furniture	-	-	-	-	-	-
-	-	5,861	4,445	-	-	-	825	8460	Fitness Equipment	9,800	4,800	-	4,800	-	4,800
221,860	14,206	21,823	44,869	179,114	-	-			Total Parks Rec Pgm Capital	44,800	4,800	-	4,800	-	4,800
469,862	14,670	907,363	497,189	1,020,941	780,951	741,780			Total Park and Recreation	688,147	615,247	-	615,247	-	615,247

23-50-091 Aquatic Center

FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	Appropriations Ordinance Actuals	CY 2005 Actuals	CY 2006 Budget	CY 2006 Estimates	Obj XXX	Account Description	DH Request CY 2007	City Admin Initial Review CY 2007	Ways & Means Committee Review and Effect	City Admin Recommended CY 2007	BOA Adjusted	BOA Approved CY 2007
-	-	-	-	-	-	-	505	Wages, Non-Exempt Employees	-	-	-	-	-	-
1,660	-	330	1,365	27	-	-	505	Wages, Part-Time	-	-	-	-	-	-
-	-	23,375	16,514	22,638	25,000	24,000	505	Wages, Seasonal Employees	25,000	25,000	-	25,000	-	25,000
-	-	-	-	-	-	-	505	Overtime Wages	-	-	-	-	-	-
-	-	-	-	22	-	-	505	Health Insurance	-	-	-	-	-	-
-	-	-	-	-	-	-	510	Dental Insurance	-	-	-	-	-	-
-	-	-	-	-	-	-	510	Life/AD&D/LTD Insurance	-	-	-	-	-	-
-	-	-	-	-	-	-	510	Employee Assistance Program	-	-	-	-	-	-
-	-	-	-	-	-	-	510	Retirement Plan	-	-	-	-	-	-
63	-	1,903	764	1,060	1,500	1,300	510	Workers' Compensation Insurance	1,500	1,500	-	1,500	-	1,500
127	-	2,089	1,112	1,420	1,700	1,500	515	FICA Taxes	1,700	1,700	-	1,700	-	1,700
-	-	489	260	332	360	360	515	Medicare Taxes	360	360	-	360	-	360
1,849	-	28,186	20,016	25,499	28,560	27,150		Total Aquatic Center Personnel	28,560	28,560	-	28,560	-	28,560
212,254	199,057	235,498	116,618	173,893	188,000	191,800	610	Other Professional Services	198,000	198,000	-	198,000	-	198,000
6,812	46,885	16,533	18,199	25,912	26,000	26,000	615	Electric	26,000	26,000	-	26,000	-	26,000
5,206	-	6,406	3,693	5,928	8,200	10,000	615	Sewer	7,000	7,000	-	7,000	-	7,000
836	761	10,193	5,190	5,104	9,500	7,500	615	Water	7,500	7,500	-	7,500	-	7,500
-	4,358	1,313	266	6,287	12,000	12,000	615	Telephone	54,500	34,500	-	34,500	-	34,500
472	1,454	4,258	547	7,457	11,000	11,000	620	Maint/Repair Buildings / Facilities	-	-	-	-	-	-
-	-	2,257	25	1,916	2,500	1,000	620	Maint/Repair Other Equipment	1,500	1,500	-	1,500	-	1,500
1,610	1,013	980	560	840	800	800	630	Maint/Repair Grounds	800	800	-	800	-	800
325,209	478,225	1,556	902	698	800	800	645	Other Rentals/Leases	800	800	-	800	-	800
552,400	746,269	278,994	146,000	228,026	258,800	260,700	645	Printing & Binding	-	-	-	-	-	-
-	-	-	-	-	-	-	650	Interest Expense	-	-	-	-	-	-
-	-	-	-	-	-	-		Total Aquatic Center Contractual	296,100	276,100	-	276,100	-	276,100
71,527	832	94	-	243	350	300	705	Uniform/Clothing	350	300	-	300	-	300
-	3,218	2,238	212	1,660	1,200	1,300	710	Office Supplies	200	200	-	200	-	200
-	97	-	-	278	250	250	715	Photographic Supplies	1,500	1,500	-	1,500	-	1,500
-	-	-	-	94	500	500	715	Building Maint. Supplies	-	-	-	-	-	-
23	81	315	(18)	161	300	300	715	General Maint. Supplies	1,000	750	-	750	-	750
2,046	31,764	289	30	330	1,550	1,000	725	Equipment Parts	-	-	-	-	-	-
-	-	25,513	10,284	25,252	26,000	27,000	740	Other Supplies	1,500	1,500	-	1,500	-	1,500
73,596	35,991	28,569	10,549	28,172	30,350	30,850	745	Concession Supplies	28,000	27,500	-	27,500	-	27,500
-	-	-	-	-	-	-		Total Aquatic Center Commodities	32,550	31,750	-	31,750	-	31,750
-	-	-	-	-	-	-	820	Capital Outlay-Software Licensing	-	-	-	-	-	-
-	-	-	4,055	4,177	-	-	825	Pool Equipment - Pool Vacuum	5,500	5,000	-	5,000	-	5,000
-	-	-	-	4,177	-	-		Total Aquatic Center Capital	5,500	5,000	-	5,000	-	5,000
627,845	782,259	335,749	180,620	285,874	317,710	318,700		Total Aquatic Center	362,710	341,410	-	341,410	-	341,410

23-50-092 Historic Facilities

FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	Appropriations Ordinance Actuals	CY 2005 Actuals	CY 2006 Budget	CY 2006 Estimates	Ele 3 XXX	Obj 4 XXX	Account Description	DH Request CY 2007	City Admin Initial Review CY 2007	Ways & Means Committee Review and Effect	City Admin Recommended CY 2007	BOA Adjusted	BOA Approved CY 2007	
-	-	25,348	12,045	25,689	-	-	505	5011	Wages, Non-Exempt Employees	-	-	-	-	-	-	
-	-	-	-	-	-	-	505	5013	Wages, Part-Time Employees	-	-	-	-	-	-	
-	-	4,384	1,861	3,881	-	-	510	5110	Health Insurance	-	-	-	-	-	-	
-	-	273	128	274	-	-	510	5111	Dental Insurance	-	-	-	-	-	-	
-	-	357	180	305	-	-	510	5112	Life/AD&D/LTD Insurance	-	-	-	-	-	-	
-	-	28	14	14	-	-	510	5114	Employee Assistance Program	-	-	-	-	-	-	
-	-	696	349	673	-	-	510	5115	Retirement Plan	-	-	-	-	-	-	
-	-	-	40	85	-	-	510	5116	Workers' Compensation Insurance	-	-	-	-	-	-	
-	-	1,619	740	1,578	-	-	515	5210	FICA Taxes	-	-	-	-	-	-	
-	-	390	173	369	-	-	515	5211	Medicare Taxes	-	-	-	-	-	-	
-	-	33,095	15,515	32,877	-	-	Total Historic Facilities Personnel								-	-
-	-	-	72	-	-	-	605	6010	Training & Education	-	-	-	-	-	-	
-	-	730	334	1,075	6,000	5,000	610	6115	Other Professional Services	5,100	1,500	-	1,500	-	1,500	
-	-	6,278	3,309	7,422	6,900	6,000	615	6210	Electric	6,500	6,000	-	6,000	-	6,000	
-	-	1,473	772	2,508	2,300	2,000	615	6211	Natural Gas	2,500	2,300	-	2,300	-	2,300	
-	-	1,621	1,514	2,824	2,200	2,200	615	6212	Sewer	2,200	2,200	-	2,200	-	2,200	
-	-	1,753	1,534	2,263	2,000	2,000	615	6213	Water	2,000	2,000	-	2,000	-	2,000	
-	-	1,902	1,124	2,445	1,700	1,400	615	6215	Telephone	2,000	1,500	-	1,500	-	1,500	
-	-	3,799	3,250	2,955	3,500	3,900	620	6312	Maint/Repair Buildings / Facilities	8,500	3,500	-	3,500	-	3,500	
-	-	1,229	969	1,012	2,750	2,500	620	6313	Maint/Repair Other Equipment	4,500	2,500	-	2,500	-	2,500	
-	-	1,063	704	222	1,000	500	620	6317	Maint/Repair Grounds	700	700	-	700	-	700	
-	-	-	-	8	-	-	650	6317	Interest Expense/penalty/Fees	-	-	-	-	-	-	
-	-	19,848	12,583	22,734	28,350	25,500	Total Historic Facilities Contractual								22,200	22,200
-	-	-	-	-	-	-	Total Historic Facilities								-	-
-	-	5	-	-	100	100	715	7211	Janitorial Supplies	100	100	-	100	-	100	
-	-	952	268	406	600	600	715	7212	Building Maint. Supplies	600	600	-	600	-	600	
-	-	-	-	-	200	200	740	7711	Agricultural Supplies	200	200	-	200	-	200	
-	-	-	-	-	100	100	740	7712	Chemical Supplies	100	100	-	100	-	100	
-	-	-	-	-	-	-	Total Historic Facilities Commodities								-	-
-	-	957	268	406	1,000	1,000	Total Historic Facilities								1,000	1,000
-	-	53,900	28,366	56,018	29,350	26,500	Total Historic Facilities								23,200	23,200
-	-	-	-	-	-	-	Total Historic Facilities								-	-

Note: The Board of Aldermen reclassified all expenses for Parks and Recreation to be paid from the Park and Stormwater Fund rather than the General Fund effective July 1, 2004. For comparison purposes, the City Administration recommendation, Department Head request, Actual 7/1/2003-12/31/03, FY 2004, Estimate and Budget have been illustrated in this worksheet, but are included within General Fund expense history.

Capital Improvements Fund

The Capital Improvements Fund is funded through a half-cent sales tax which was approved by the voters in 1994. In August of 2002, citizens voted to extend the sunset by 15 years. The Fund is used to account for financial resources to be used for the acquisition or construction of major capital items. Major capital items to be constructed or acquired include the construction of various street repairs, vehicles, and machinery.

The Directors of the Public Services and MIS have developed five year capital plans for the streets, vehicle replacement, building maintenance and technology. The five-year plans details the capital items that need to be replaced and in what year replacement is planned. Additionally, the street plan indicates what street will be completed for mill and overlay and reconstruction and which year this will be performed. The five-year plans are subject to annual appropriation; therefore, the requests for capital improvements in the five-year plans are subject to change based upon the amount of funds that are appropriated for each item. The five year plans are included in this budget in the Capital Improvements Plan.



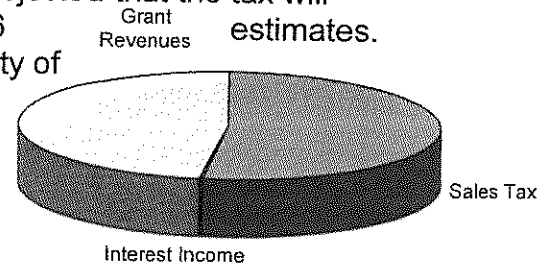
Analysis of Major Revenue Sources

Capital Improvements Fund

½ Cent Capital Improvements Sales Tax

The City levies a ½ cent Capital Improvements Sales tax on all commercial sales within the City. The voters approved this tax in 1994 and in August of 2002 voters extended the tax by 15 years to 2023. The tax is used to fund capital projects that need to be completed by the City. It is projected that the tax will decrease by 2% in CY 2007 compared to the CY 2006. This fund is used to complete capital projects in the City of Crestwood including street reconstruction.

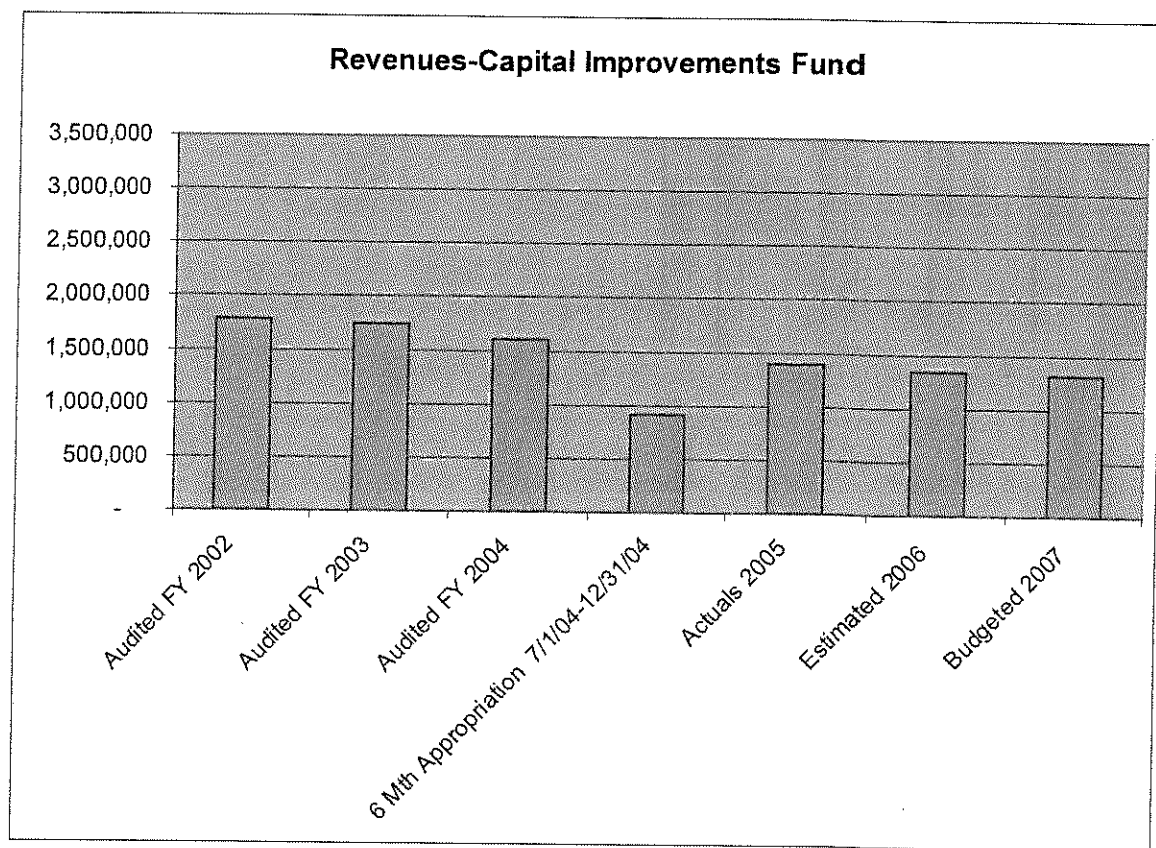
Additionally, capital equipment items such as vehicles and heavy machinery are purchased with monies from this fund. The tax is the primary funding for the Capital Improvements Fund.



Capital Improvements Tax History

Fiscal Year (FY) ends June 30 / Calendar Year (CY) ends December 31	Amount	Percentage of Capital Improvements Fund Revenue	Increase/ - Decrease From Prior Year
Audited FY 2002	1,780,667	99.93%	1.09%
Audited FY 2003	1,746,567	97.88%	-1.92%
Audited FY 2004	1,606,579	95.21%	-8.02%
6 Mth Appropriation 7/1/04-12/31/04	906,544	99.95%	N/A
Actuals 2005	1,402,853	89.47%	-14.52%
Estimated 2006	1,438,218	97.92%	2.52%
Budgeted 2007	1,318,682	51.99%	-8.31%

The graph below illustrates the ten-year history of the Capital Improvements Sales Tax.

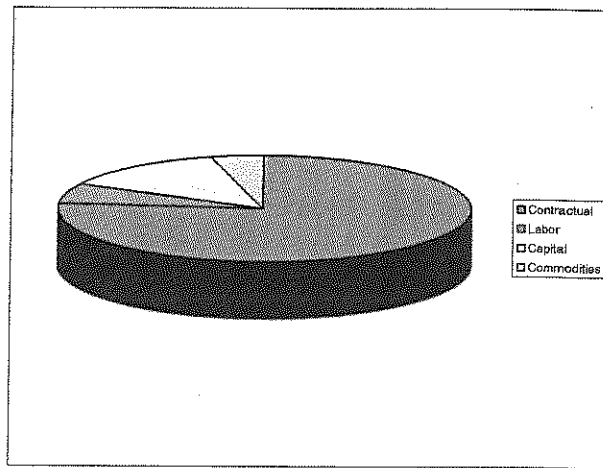


Capital Improvements Fund Revenues

FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Actuals	FY 2006 Budget	FY 2006 Estimates	Ele 3	Obj 4	Account Description	Director of Finance Projections CY 2007	City Admin Approved CY 2007	BOA Adjusted	Budgeted Revenues
1,780,667	1,746,567	1,606,579	1,402,853	1,446,185	1,438,218	405	4010	Half-Cent Sales Tax	1,318,682	1,318,682	-	1,318,682
1,780,667	1,746,567	1,606,579	1,402,853	1,446,185	1,438,218			Total Sales Tax 405 (a)	1,318,682	1,318,682	-	1,318,682
1,172	37,883	532	471	1,377	17,000	465	4710	Interest Income	3,000	3,000	-	3,000
1,172	37,883	532	471	1,377	17,000	465	4712	Interest Income	3,000	3,000	-	3,000
								Total Interest Income 465	3,000	3,000	-	3,000
-	-	-	4,500	-	-	470	4750	Miscellaneous Income	-	-	-	-
-	-	-	26,961	-	-	470	4756	(a) Sale of Property	-	-	-	-
-	-	-	26,961	-	-			Total Miscellaneous Income 470	-	-	-	-
80,360	-	135,068	120,000	120,000	120,000	475	4812	Grant Revenue (Pardee)	158,000	158,000	-	158,000
-	-	-	-	-	-			Grant Road	1,001,600	1,001,600	-	1,001,600
-	-	-	32,000	-	-			Fire Grant	55,000	55,000	-	55,000
-	-	80,360	135,068	152,000	120,000			Total Grant Revenue 475	1,214,600	1,214,600	-	1,214,600
1,781,839	1,784,450	1,687,471	1,568,030	1,599,562	1,575,218			Total Capital Improvements Fund Revenue	2,536,282	2,536,282	-	2,536,282

Capital Improvements Fund Expenditures by Category and Department-CY 2007

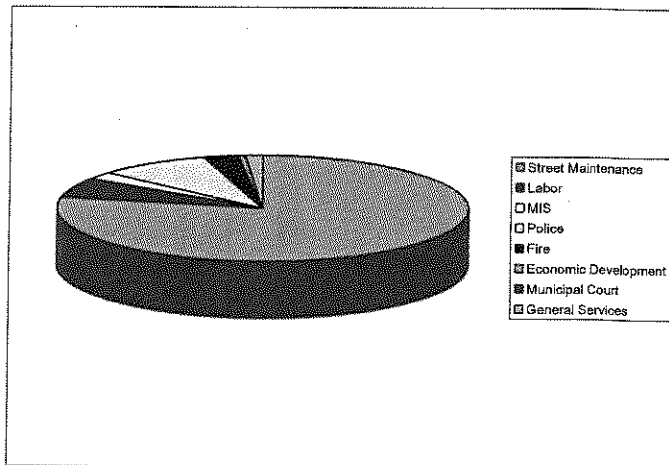
Capital Improvements Fund-Expenditures by Category



Capital Improvements Summary of Expenditures by Category

Category	Amount	Percent
Contractual	1,938,355	76.5%
Labor	155,605	6.1%
Capital	335,950	13.3%
Commodities	104,500	4.1%
Total Expenditures	2,534,410	100%

Projected Expenditures for the Capital Improvements Fund-by Department



Capital Improvements Fund Expenditure Summary

Department	Amount	Percent
Street Maintenance	1,980,855	78%
Labor	155,605	6%
MIS	54,750	2%
Police	226,200	9%
Fire	67,600	3%
Economic Development	13,000	1%
Municipal Court	1,400	0%
General Services	35,000	1%
Total	2,534,410	100%

Capital Improvements Fund Operating Expenditures

FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	Appropriations Ordinance Actuals	CY 2005 Actuals	CY 2006 Budget	CY 2006 Estimates	Department and Division	DH Request CY 2006	City Admin Initial Review CY 2006	Ways & Means Committee Review and Effect	City Admin Recommended CY 2006	BOA Adjusted	BOA Approved CY 2006
City Administrator													
-	-	-	-	-	-	-	Municipal Court	1,400	1,400	-	1,400	-	1,400
-	-	-	-	-	-	-	Capital	1,400	1,400	-	1,400	-	1,400
-	-	-	-	-	-	-	Sub-Total	-	-	-	-	-	-
-	-	33	-	-	-	35,000	General Services	35,000	35,000	-	35,000	-	35,000
-	-	33	-	-	-	35,000	Contractual Services	35,000	35,000	-	35,000	-	35,000
-	-	-	-	-	-	-	Sub-Total	-	-	-	-	-	-
169,959	320,511	110,883	30,202	52,855	94,080	75,000	MIS	120,900	54,750	-	54,750	-	54,750
169,959	320,511	110,883	30,202	52,855	94,080	75,000	Capital	120,900	54,750	-	54,750	-	54,750
-	-	-	-	-	-	-	Sub-Total	-	-	-	-	-	-
-	-	7,581	6,578	12,979	7,500	13,000	Economic Development	13,000	13,000	-	13,000	-	13,000
-	-	7,581	6,578	12,979	7,500	13,000	Contractual	13,000	13,000	-	13,000	-	13,000
-	-	-	-	-	-	-	Sub-Total	-	-	-	-	-	-
Public Works Department													
954,274	305,178	134,686	248,493	580,654	208,000	185,000	Public Works Street Maintenance	1,084,000	1,759,355	-	1,759,355	-	1,759,355
201,167	82,935	37,972	69,546	94,940	134,800	138,000	Contractual Services	104,500	104,500	-	104,500	-	104,500
195,240	2,724	-	-	-	-	50,000	Commodities	205,000	117,000	-	117,000	-	117,000
1,353,681	390,844	172,639	343,438	685,594	419,488	379,600	Capital	1,383,500	1,980,855	-	1,980,855	-	1,980,855
-	-	-	-	-	-	-	Sub-Total	-	-	-	-	-	-
22,716	341,737	3,113	-	-	-	-	Police Department	134,353	131,000	-	131,000	-	131,000
22,716	341,737	3,113	-	-	-	-	Contractual Services	113,702	95,200	-	95,200	-	95,200
-	-	-	-	-	-	-	Capital	-	-	-	-	-	-
45,432	425,400	734,393	554,915	732,086	728,419	-	Debt Service - COPS 2002 Police Complex	-	-	-	-	-	-
-	-	-	-	-	-	-	Cost of Defeasance of COPS	-	-	-	-	-	-
-	-	-	-	-	-	-	Sub-Total	248,055	226,208	-	226,208	-	226,208
-	-	-	-	-	-	-	Fire Services Department	-	-	-	-	-	-
-	-	-	-	-	-	-	Fire Services Department	-	-	-	-	-	-
-	-	-	-	-	-	-	Capital - Fire Truck	67,600	67,600	-	67,600	-	67,600
-	-	-	-	-	-	-	Sub-Total	67,600	67,600	-	67,600	-	67,600
-	-	-	-	-	-	-	Land Capital	-	-	-	-	-	-
-	-	-	-	-	-	-	Capital	-	-	-	-	-	-
-	-	-	-	-	-	-	Sub-Total	-	-	-	-	-	-
Total Capital Improvements Fund													
976,980	646,913	145,393	253,071	630,483	215,500	233,000	Contractual	1,266,353	1,938,355	-	1,938,355	-	1,938,355
201,167	82,935	37,972	96,946	94,940	134,800	138,000	Commodities	104,500	104,500	-	104,500	-	104,500
507,565	490,687	1,009,611	584,217	784,941	359,687	131,600	Capital	506,602	335,950	-	335,950	-	335,950
-	-	-	-	-	-	-	Cost of Defeasance	-	-	-	-	-	-
1,685,721	1,220,534	1,252,977	934,233	1,510,364	1,249,387	502,600	Net Capital Improvements Fund Expenses	1,879,455	2,378,805	-	2,378,805	-	2,378,805
-	-	-	-	-	-	-	ISF Transfer to GF PW Administration (Div. 061)	84,616	64,616	64,616	64,616	64,616	64,616
-	-	-	-	-	-	-	ISF Transfer to GF PW Maintenance (Div. 062)	90,989	90,989	90,989	90,989	90,989	90,989
-	-	-	-	-	-	-	ISF Transfer to GF PW Mechanical (Div. 063)	-	-	-	-	-	-
-	-	-	-	-	-	-	ISF Transfer to GF PW Park Maintenance (Div. 064)	-	-	-	-	-	-
-	-	-	-	-	-	-	Long Term Repayment to GF for ISF	-	-	-	-	-	-
-	-	-	-	-	-	-	Transfer to General Fund	-	-	-	-	-	-
1,685,721	1,220,534	1,630,435	1,135,736	1,805,566	1,544,589	797,802	Total Capital Improvements Fund Expenses	2,035,080	2,534,410	155,605	2,534,410	155,605	2,534,410



21-18-030-800 Municipal Court

FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Actuals	FY 2005 Budget	FY 2005 Estimates	Ele 3	Obj 4	Account Description	DH Request CY 2007	City Admin Initial Review CY 2007	Ways & Means Committee Review and Effect	City Admin Recommended CY 2007	BOA Adjusted	BOA Approved CY 2007
-	-	-	-	-	-	805	8011	Building and Improvements	1,400	1,400	-	1,400	-	1,400
-	-	-	-	-	-			Municipal Court	1,400	1,400	-	1,400	-	1,400

Building and Improvements: 1) Seven filing cabinets for the Municipal Court

21-25-041 General Services

FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY Appropriations Ordinance Actuals	CY 2005 Actuals	CY 2005 Budget	CY 2006 Estimates	Ele 3 XXX XXX	Obj 4 XXX XXX	Account Description	DH Request CY 2007	City Admin Initial Review CY 2007	Ways & Means Committee Review and Effect	City Admin Recommended CY 2007	BOA Adjusted	BOA Approved CY 2007
-	-	33	-	20.02	-	35,000	650	6811	Interest Expense/Penalty/Fees	-	35,000	-	-	-	-
-	-	-	-	26,830	-	-	820	8314	Litigation Settlement Financial Software	35,000	-	-	35,000	-	35,000
-	-	33	-	26,850	-	35,000	Total General Services			35,000	35,000	-	35,000	-	35,000

21-25-041-610-6116 Litigation Settlement

21-25-042-800 MIS Capital

FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	Appropriations Ordinance Actuals	CY 2005 Actuals	CY 2006 Budget	CY 2006 Estimates	Ele 3 XXX	Obj 4 XXXX	Account Description	DH Request CY 2007	City Admin Initial Review CY 2007	Ways & Means Committee Review and Effect	City Admin Recommended CY 2007	BOA Adjusted	BOA Approved CY 2007
166,959	320,511	20,231	17,809	32,927	45,000	40,000	820	8310	Computer Parts & Equip	45,000	22,200	-	22,200	-	22,200
-	-	76,026	9,487	3,926	25,000	20,000	820	8312	Network Maintenance	20,000	9,700	-	9,700	-	9,700
-	-	14,426	2,905	16,001	24,000	15,000	820	8313	Software Licensing	27,500	22,850	-	22,850	-	22,850
									Telephone System	20,000	-	-	-	-	-
									Copier	8,400	-	-	-	-	-
166,959	320,511	110,683	30,202	52,855	94,000	75,000			Total MIS	120,900	54,750	-	54,750	-	54,750

Computer Parts and Equipment:

- 1) 10 Personal Computers at \$880
- 2) 1 Server for \$5,000
- 3) 5 LCD at \$250 per monitor

21-25-043-600 Economic Development Contractual

FY	FY	FY	FY	Appropriations	CY	CY	CY	Ele	Obj	Account Description	DH	City Admin	Ways & Means Committee	City Admin	BOA	BOA
2002	2003	2004	2005	Ordinance	2006	2006	2006	3	4		Request	Initial Review	Review and Effect	Recommended	Adjusted	Approved
Actual	Actual	Actual	Actuals	Actuals	Budget	Estimates	XXX	XXX	XXX		CY 2007	CY 2007		CY 2007		CY 2007
-	-	7,581	12,979	6,578	7,500	13,000	610	6120	TIF Excess Net Revenue		13,000	13,000	-	13,000	-	13,000
-	-	7,581	12,979	6,578	7,500	13,000	Total Contractual Services				13,000	13,000	-	13,000	-	13,000

21-35-061-500 Public Works Administration Personnel

FY	FY 2003 Actual	FY 2004 Actual	Appropriations Ordinance Actuals	CY 2005 Actuals	CY 2006 Budget	CY 2006 Estimates	Ele 3 XXX	Obj 4 XXXX	Account Description	DH Request CY 2007	City Admin Initial Review CY 2007	Ways & Means Committee Review and Effect	City Admin Recommended CY 2007	BOA Adjusted	BOA Approved CY 2007
-	-	-	-	-	-	-	510	5115	Retirement Plan	-	-	-	-	-	-
-	-	-	-	-	-	-	515	5210	FICA Taxes	-	-	-	-	-	-
-	-	-	-	-	-	-	515	5211	Medicare Taxes	-	-	-	-	-	-
-	-	145	-	-	-	-	Total PW Administration Personnel			-	-	-	-	-	-

21-35-062 Public Works Street Maintenance

FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	Appropriations Ordinance Actuals	CY 2005 Actuals	CY 2006 Budget	CY 2006 Estimates	Ele 3 Obj 4 XXX XXXX	Account Description	DH Request CY 2007	City Admin Initial Review CY 2007	Ways & Means Committee Review and Effect	City Admin Recommended CY 2007	BOA Adjusted	BOA Approved CY 2007
276,773	157,698	-	-	111,708	63,000	35,000	610	Other Professional Services	199,500	199,500	-	199,500	-	199,500
363,291	6,585	175	-	65,362	-	-	612	Street Reconstruction	260,000	1,261,600	-	1,261,600	-	1,261,600
121,686	1,324	107,982	-	405,983	-	-	612	Contracted Slab Replacement	-	-	-	-	-	-
183,954	136,829	-	151,546	7,600	145,000	150,000	612	Mill & Overlay	445,000	292,255	-	292,255	-	292,255
-	-	-	94,947	-	-	-	612	Microsurfacing	-	-	-	-	-	-
108	-	26,510	-	-	-	-	612	Sidewalk Construction	-	-	-	-	-	-
750	2,739	-	-	-	-	-	615	Street Lighting	-	-	-	-	-	-
7,712	-	-	-	-	-	-	620	Maint/Repair Buildings	179,500	-	-	-	-	-
954,274	305,176	134,666	-	-	-	-	620	Solid Waste Disposal	-	6,000	-	6,000	-	6,000
-	-	-	-	-	-	-	645	Printing & Binding	-	-	-	-	-	-
-	-	-	-	-	-	-	645	Advertising & Publication	-	-	-	-	-	-
-	-	-	246,493	590,654	208,000	185,000		Total Contractual	1,084,000	1,759,355	-	1,759,355	-	1,759,355
3,550	2,550	-	-	-	-	-	710	Office Supplies	-	-	-	-	-	-
5,850	930	-	-	-	-	-	720	Other Supplies	-	-	-	-	-	-
-	-	20,153	79,211	80,701	77,000	77,000	730	Concrete	77,000	77,000	-	77,000	-	77,000
-	-	3,206	13,791	9,326	15,000	15,000	730	Asphalt	-	-	-	-	-	-
-	-	-	-	-	15,500	15,500	730	Rock	17,500	17,500	-	17,500	-	17,500
-	-	-	-	-	20,000	8,000	730	Salt	-	-	-	-	-	-
-	-	-	-	-	14,500	10,000	730	Crack Sealant	-	-	-	-	-	-
191,767	79,455	14,614	-	2,594	3,800	4,000	730	Signs	-	-	-	-	-	-
-	-	-	2,903	2,320	4,000	4,000	730	Street Supplies	5,000	5,000	-	5,000	-	5,000
201,167	82,935	37,972	1,041	94,940	5,000	5,000	740	Agricultural Supplies (Sod & Dirt)	5,000	5,000	-	5,000	-	5,000
-	-	-	96,946	-	154,800	138,000		Total Commodities	104,500	104,500	-	104,500	-	104,500
45,436	2,734	-	-	-	-	-	805	Building and Improvements	-	-	-	-	-	-
117,254	-	-	-	-	6,645	6,600	810	Motor Vehicles	182,000	94,000	-	94,000	-	94,000
35,550	-	-	-	-	50,023	50,000	815	Heavy Equipment	23,000	23,000	-	23,000	-	23,000
198,240	2,734	-	-	-	56,668	56,600		Total Capital	205,000	117,000	-	117,000	-	117,000
1,353,681	390,844	172,639	343,438	685,594	419,468	379,600		Total Public Works	1,393,500	1,980,855	-	1,980,855	-	1,980,855

1) 610.6115 Other Professional Services:

Design fees for Pardee Bridge (\$197,500) and fee for 2008 grant application. 80% of the Pardee Road design is reimbursible.

2) 612. 6152 Street Reconstruction:

Cost of reconstructing Grant Road. 80% of this is reimbursed by Federal Grants which is reflected in the Capital Improvements Revenues

3) 805.801 Motor Vehicles Includes:

2.5 ton Dump Truck \$93,878

4) 810.821 Heavy Equipment Includes:

Skid Steer at \$22,746

21-40-070 Police

FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Actuals	FY 2006 Budget	FY 2006 Estimates	Ele 3 XXX	Obj 4 XXXX	Account Description	DH Request CY 2007	City Admin Initial Review CY 2007	Ways & Means Committee Review and Effect	City Admin Recommended CY 2007	BOA Adjusted	BOA Approved CY 2007
(1)	11,809	-	-	-	-	610	6115	Other Professional Services	54,353	36,000	-	36,000	-	36,000
-	246,266	-	-	-	-	620	6312	Maint/Repair Buildings	80,000	95,000	-	95,000	-	95,000
(1)	258,075	-	-	-	-	630	6414	Radio Equipment Lease/Purchase	134,353	131,000	-	131,000	-	131,000
						650	6811	Interest Expense						
								Total Contractual						
22,716	83,663	-	2,235	-	-	810	8111	Motor Vehicles	90,800	90,000	-	90,000	-	90,000
22,716	83,663	-	2,235	32,000	-	830	8211	Other Equipment and Machinery	22,902	5,200	-	5,200	-	5,200
				32,000	-			Total Capital	113,702	95,200	-	95,200	-	95,200
22,716	341,737	-	2,235	32,000	-			Total Police Contractual	248,055	226,200	-	226,200	-	226,200

Maintenance and Repair Includes:

- 1) \$28,000 for the renovation of the firing range into a storage unit
- 2) \$8,000 for a partial renovation of the booking room

Other Equipment and Machinery Include:

- 1) \$1,600 for two Tasers
- 2) \$3,600 for Radar Units

21-40-070-600 COPS 2002 Debt Service

FY	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	Appropriations Ordinance Actuals	CY 2005 Actuals	CY 2006 Budget	CY 2006 Estimates	Ele 3	Obj 4	Account Description	DH Request CY 2007	City Admin Initial Review CY 2007	Ways & Means Committee Review and Effect	City Admin Recommended CY 2007	BOA Adjusted	BOA Approved CY 2007
	-	-	3,113	-	-	-	-	610	6115	Professional Services	-	-	-	-	-	-
	-	-	3,113	-	-	-	-	Total COPS 2002 Debt Service								-

21-40-070-800 COPS 2002 Debt Service

FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	Appropriations Ordinance Actuals	CY 2005 Actuals	CY 2006 Budget	CY 2006 Estimates	Ele 3 XXX	Obj 4 XXXX	Account Description	DH Request CY 2007	City Admin Initial Review CY 2007	Ways & Means Committee Review and Effect	City Admin Recommended CY 2007	BOA Adjusted	BOA Approved CY 2007
-	-	386,480	551,780	357,085	176,419	-	850	6811	Interest Expense	-	-	-	-	-	-
-	-	385,000	-	375,001	-	-			Principal	-	-	-	-	-	-
-	-	-	-	-	520,000	-			Cost to Defeas	-	-	-	-	-	-
-	-	731,480	551,780	732,086	696,419	-			Total COPS 2002 Debt Service	-	-	-	-	-	-

1) On September 13, 2005 the Board of Aldermen voted to defease the Certificates of Participation Series 2002 (COPS 2002). To defease the COPS 2002, it required the city to provide \$1,100,711 for an escrow fund. In order to fund the escrow account, the Capital Improvements fund borrowed \$380,711 from the General Fund and \$200,000 from the Park and Stormwater Fund. The amount paid to the escrow account by the Capital Improvements Fund is included in the CY 2005 estimates. Additionally, the repayment of the amounts owed to the General Fund and Capital Improvements Fund are shown as a line item expense in 2006.

21-45-080-800 Fire Capital

FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Actuals	FY 2006 Budget	FY 2006 Estimates	Ele 3 XXX	Obj 4 XXXX	Account Description	DH Request CY 2007	City Admin Initial Review CY 2007	Ways & Means Committee Review and Effect	City Admin Recommended CY 2007	BOA Adjusted	BOA Approved CY 2007
-	29,319	220,000	-	-	-	810	8111	Motor Vehicles	-	-	-	-	-	-
-	54,460	7,448	-	-	-	810	8120	Capital Outlay Expense	-	-	-	-	-	-
-	-	-	-	-	-	830	8211	Other Equipment and Machinery	67,600	67,600	-	67,600	-	67,600
-	83,779	227,448	-	-	-	Total Fire Capital			67,600	67,600	-	67,600	-	67,600

Other Equipment and Machinery Includes:

- 1) Eight-Stealth air cylinders for self contained breathing apparatus: 7,600
- 2) Mobile and Portable Radio Systems and an Electronic Accountability System: \$60,000 (80% funded by Federal Grant)

21-00-000-800 Capital

FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	Appropriations Ordinance Actuals	CY 2005 Actuals	CY 2006 Budget	CY 2006 Estimates	Ele 3 XXX	Obj 4 XXXX	Account Description	DH Request CY 2007	City Admin Initial Review CY 2007	Ways & Means Committee Review and Effect	City Admin Recommended CY 2007	BOA Adjusted	BOA Approved CY 2007
91,666	-	-	-	-	-	-	805	8010	Land-Interest & Principal	-	-	-	-	-	-
-	-	-	-	-	-	-	815	8211	Other Equipment & Machinery	-	-	-	-	-	-
27,983	-	-	-	-	-	-	830	8311	Land-Capital Outlay	-	-	-	-	-	-
119,649	-	-	-	-	-	-	Total Capital			-	-	-	-	-	-

Capital Improvement Plan

The Capital Improvement Plan is a five-year plan which provides the administration with a guide to the capital improvements that are requested in the up-coming five years. A five-year plan aids administration in the planning, scheduling, and financing of capital cost to ensure cost effectiveness.

The Capital Improvement plan is comprised of capital replacement projects, which will enhance, repair, or replace existing infrastructure, facilities or equipment. This plan includes all construction projects and equipment purchases costing in excess of 1,000 dollars or extending the life of a structure. Any capital purchases or projects, which are less than 1,000, are included in the operating budget. The budget will dictate what capital improvement request are funded based upon the available resources in the budget. Therefore, not all items requested by the Departments are budgeted in the Capital Improvements Fund in FY 2007.

City of Crestwood, Missouri

Capital Request for Fund-21 Capital Improvements Fund

Department and Division	DH Request CY 2007	DH Projected CY 2008	DH Projected CY 2009	DH Projected CY 2010	DH Projected CY 2011
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Capital Improvement Fund

MIS					
Capital Equipment	76,500	93,000	78,000	75,000	75,000
Sub-Total	76,500	93,000	78,000	75,000	75,000

Police Department					
Radio Equipment	95,000	82,000	82,000	82,000	82,000
Police Vehicles	90,000	90,000	90,000	90,000	90,000
Sub-Total	185,000	172,000	172,000	172,000	172,000

Public Services Department

Vehicle Replacement					
Vehicles	204,386	222,266	158,123	174,270	177,434
Sub-Total	204,386	222,266	158,123	174,270	177,434

Facility Maintenance					
Government Center	87,500	140,000	58,500	20,000	85,000
All Facilities	30,000	-	-	-	-
Sub-Total	117,500	140,000	58,500	20,000	85,000

Streets Maintenance					
Selective Slab Replacement	82,000	82,000	78,000	80,000	80,000
Construction	1,252,000	418,005	1,781,500	400,000	-
Engineering	197,500	100,000	-	-	-
Right of Way	-	1,500	-	-	100,000
Mill and Overlay	444,970	274,420	331,590	651,980	764,940
Sub-Total	1,976,470	875,925	2,191,090	1,131,980	944,940

Total Public Works	<u>2,298,356</u>	<u>1,238,191</u>	<u>2,407,713</u>	<u>1,326,250</u>	<u>1,207,374</u>
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Total Capital Improvements

Total Capital Improvements Capital Request	<u>2,559,856</u>	<u>1,503,191</u>	<u>2,657,713</u>	<u>1,573,250</u>	<u>1,454,374</u>
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City of Crestwood, Missouri
Capital Request for Fund-23 Park and Stormwater Fund

Department and Division	DH Request CY 2007	DH Projected CY 2008	DH Projected CY 2009	DH Projected CY 2010	DH Projected CY 2011
Parks and Stormwater Fund					
Public Services Department					
Facility Maintenance					
Aquatic Center	35,000	41,500	15,000	15,000	30,000
Community Center	11,500	40,000	16,000	80,000	60,000
Parks	120,000	90,400	172,000	175,000	19,000
Sappington House	8,000	24,000	-	-	56,000
Sub-Total	174,500	195,900	203,000	270,000	165,000
Equipment Replacement					
Recreation Equipment	9,600	-	7,200	9,300	-
Parks	35,000	-	20,000	125,000	-
Community Center Equipment	-	70,500	56,000	6,200	13,900
Aquatic Center	-	-	1,200	-	101,200
Sub-Total	44,600	70,500	84,400	140,500	115,100
Stormwater Plan					
Stormwater Projects	262,000	200,000	220,000	220,000	220,000
Sub-Total	262,000	200,000	220,000	220,000	220,000
Total Public Services	481,100	466,400	507,400	630,500	500,100
Total Parks and Stormwater Fund					
Total Capital Improvements Capital Request	481,100	466,400	507,400	630,500	500,100

MIS 5 Year Capital Plan

2007

Phone system lease	\$20,000.00
Copier lease	\$10,000.00
Server replacement 2 servers	\$10,000.00
PC replacement 20 pcs	\$18,000.00
Software	\$15,000.00
UPS replacements	\$3,500.00

Total **\$76,500.00**

2008

Phone system lease	\$20,000.00
Copier lease	\$10,000.00
2 Server Replacements	\$10,000.00
20 Personal Computers	\$18,000.00
Software	\$15,000.00
UPS replacements	\$3,500.00
Tape Backup for offsite storage	\$8,000.00
Intrusion detection device	\$8,500.00

Total **\$93,000.00**

2009

Phone system lease	\$20,000.00
Copier lease	\$10,000.00
Server replacement 2 servers	\$10,000.00
PC replacement 20 pcs	\$18,000.00
Software	\$15,000.00
UPS replacements	\$3,500.00
intrusion detection device maintenance	\$1,500.00

Total **\$78,000.00**

2010

Phone system lease	\$20,000.00
Copier lease	\$10,000.00
Server replacement 2 servers	\$10,000.00
PC replacement 20 pcs	\$18,000.00
Software	\$12,000.00
UPS replacements	\$3,500.00
intrusion detection device maintenance	\$1,500.00

Total **\$75,000.00**

2011

Phone system lease	\$20,000.00
Copier lease	\$10,000.00
Server replacement 2 servers	\$10,000.00
PC replacement 20 pcs	\$18,000.00
Software	\$12,000.00
UPS replacements	\$3,500.00
intrusion detection device maintenance	\$1,500.00

Total **\$75,000.00**

Five-Year Maintenance Plan

2007

Aquatic Center

Blasting and painting of the lazy river	\$	30,000.00
Replace Padding in Kiddie Pool	\$	5,000.00

All Facilities

Clean ventilation ducts	\$	5,000.00
Re-key all facilities onto a master-lock system	\$	25,000.00

Community Center

Painting of raquetball court	\$	3,000.00
Replace kitchen appliances	\$	6,000.00
Replace exit doors	\$	2,500.00

Crestwood Park

Replacement of the pavilion roofs	\$	10,000.00
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Government Center

Firing range conversion to storage	\$	30,000.00
Painting of exterior of building	\$	22,000.00
Replace keypad locks at the Police Department	\$	1,500.00
Replace toilet fixtures in cells	\$	12,000.00
Replace exterior doors	\$	10,000.00
Tuckpointing	\$	12,000.00

Whitecliff Park

Repair roof, repair siding, and paint park operations facility	\$	50,000.00
Softball field improvements (lights and fence)	\$	60,000.00

Sappington House

Upgrade Electric Service Panel (Barn)	\$	3,000.00
HVAC Repairs (Barn)	\$	5,000.00

Total	\$	292,000.00
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Five-Year Maintenance Plan

2008

Aquatic Center

Replacement of 16 shade structure tops	\$	8,500.00
Blasting and painting of competition pool	\$	30,000.00
Replace post padding on lily pads	\$	3,000.00

Community Center

Replacement of two water heaters	\$	9,000.00
Resurface the gym room floor	\$	7,000.00
Resurface the multi-purpose room floor	\$	15,000.00
Paint the building exterior	\$	6,000.00
Replace ice machine	\$	3,000.00

Government Center

Upgrades to BOA chamber (audio/visual/lighting)	\$	125,000.00
Installation of a building security system	\$	5,000.00
Replacement of two water heaters	\$	10,000.00

Spellman Park

Tennis court repairs (surface and fencing)	\$	30,000.00
Sealing of parking lot, multipurpose court, and walking path	\$	3,000.00
Replace backstop	\$	2,700.00

Sanders Park

Tennis Court Repairs (surface and fencing)	\$	42,000.00
Sealing of asphalt path and multipurpose court	\$	1,500.00
Replace drinking fountain	\$	2,000.00

Sappington House

Fire suppression system upgrade	\$	3,000.00
Seal exposed aggregate walkway	\$	1,000.00
Improvements to brick walkways	\$	20,000.00

Whitecliff Park

Replace drinking fountain	\$	2,200.00
Replace fence at the animal control facility	\$	7,000.00

Total	\$	335,900.00
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Five-Year Maintenance Plan

2009

Aquatic Center

Blasting and painting of slide pool	\$	15,000.00
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Community Center

Multipurpose room light fixture	\$	14,000.00
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Paint raquetball court	\$	2,000.00
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Whitecliff Park

Resurface parking lot	\$	160,000.00
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Repairs to the multipurpose court	\$	6,000.00
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Replace hand cranks on basketball goals	\$	6,000.00
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Government Center

Improvements to central services/copy room	\$	5,000.00
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Reconfigure administration hallway	\$	25,000.00
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Floor coverings (carpet/tile for admin, clerks, PD, PW, BOA chamber)	\$	28,500.00
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Total	\$	261,500.00
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Five-Year Maintenance Plan

2010

Aquatic Center

Blasting and painting of kiddie pool	\$	15,000.00
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Community Center

Roof Repairs	\$	80,000.00
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Crestwood Park

Tennis court repairs (surface and fencing)	\$	42,000.00
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Replace fence along lower creek	\$	8,000.00
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Government Center

Painting of interior surfaces	\$	20,000.00
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Whitecliff Park

Remove and Replace Storage Building	\$	125,000.00
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Total	\$	290,000.00
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Five-Year Maintenance Plan

2011

Aquatic Center

Blasting and painting of lazy river	\$	30,000.00
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Community Center

Replacement of HVAC units	\$	30,000.00
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Replace carpet	\$	8,000.00
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Paint lounge ceiling, multipurpose room, and raquetball courts	\$	17,000.00
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Replace lounge furniture	\$	5,000.00
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Government Center

Replacement of HVAC units	\$	45,000.00
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Replace windows in fire department bunk rooms	\$	10,000.00
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Resurface fire department truck bay floors	\$	20,000.00
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Rewire interior lights	\$	10,000.00
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Sappington House

Replace kitchen equipment	\$	15,000.00
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Replace roof	\$	25,000.00
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Replace windows	\$	15,000.00
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Replace split rail fence	\$	1,000.00
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Whitecliff Park

Deck and Pavilion Repairs	\$	5,000.00
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Paint light posts	\$	4,000.00
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Crestwood Park

Repair restroom floors	\$	10,000.00
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Total	\$	250,000.00
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Vehicle Replacement Plan

2007

Sedan for City Administrator (1996 Lumina to code enforcement)	\$16,434.00
Sedan for Public Services Director (trade in 1996 Explorer)	\$16,434.00
3/4 ton pickup truck (trade in 1995 truck)	\$20,384.00
Skid steer (trade in 1995 skid steer)	\$22,746.00
Pickup truck for Maint. Superintendent (move 1997 Lesabre to code enforcement)	\$17,255.00
Pickup truck for ADPW (move 1996 pickup to Bldg Maint, trade in 1993 Taurus)	\$17,255.00
2.5 ton dump truck with spreader and plow (trade in 1995 truck)	\$93,878.00
TOTAL	\$204,386.00

2008

Pickup truck for street maintenance (trade in 1996 pickup truck)	\$17,255.00
Pickup truck for park maintenance (trade in 1995 Jeep)	\$17,255.00
Two 2.5 ton dump trucks with spreader and plow (trade in two 1996 trucks)	\$187,756.00
TOTAL	\$222,266.00

2009

3/4 ton van for Bldg Maint. Tech (trade in 1994 Ford Van)	\$25,384.00
Pickup truck for Bldg Maint. Tech (trade in 1996 pickup truck)	\$17,255.00
Asphalt paver (trade in 1988 asphalt paver)	\$48,011.00
One ton dump truck (trade in 1997 truck)	\$42,418.00
New SUV for the Animal Control Officer (trade in 1998 SUV)	\$25,055.00
TOTAL	\$158,123.00

2010

2.5 ton dump truck with spreader and plow (trade in 1998 truck)	\$93,878.00
New Backhoe (trade in 1985 Case backhoe and 1996 JCB backhoe)	\$80,392.00
TOTAL	\$174,270.00

2011

Sedan for City Administrator (2007 sedan to Community Center, trade in 1996 Lumina)	\$16,434.00
Sedan for Pub. Serv. Dir. (2007 sedan to code enforcement, trade in 1997 Lesabre)	\$16,434.00
One ton dump truck with spreader and plow (trade in 1994 truck)	\$59,688.00
2.5 ton dump truck with spreader and plow (trade in 1998 truck)	\$93,878.00
TOTAL	\$177,434.00

5 Year Street Plan 2007

Cost Estimate

In-House Selective Slab	Total SY	SY TBR	% TBR	
Crestwood Manor Drive	3,063			
Buxton Dr. (Lawndale to Garber)	3,335			
Vauk Lane	5,300			
<i>Subtotal</i>	11,698	4,100	35%	\$82,000.00
Construction				
Grant Road (City Share)				\$250,400.00
Grant Road (Federal Aid)				\$1,001,600.00
<i>Subtotal</i>				\$1,252,000.00
Engineering				
Pardee Road Bridge (City Share)				\$39,500.00
Pardee Road Bridge(Federal Aid)				\$158,000.00
<i>Subtotal</i>				\$197,500.00
Mill and Overlay				
Apex Dr.	3,409			
Arrowwood Dr.	1,083			
Aspen Dr.	1,145			
Ayres Dr.	1,395			
Bali Ct.	2,522			
Banbury Ct.	1,297			
Clover Dr.	2,850			
Conover Ln.	2,508			
Crompton Dr.	2,175			
Curwood Dr.	3,028			
Dallwood Ct.	3,490			
Denton Ct.	1,514			
Fernleaf Dr.	1,141			
Friendly Dr.	838			
Hawkins Ct.	1,962			
High St.	1,344			
Honeywood Dr.	1,135			
Joshua Dr.	1,132			
Marsan Dr.	1,014			
Paddock Ct.	1,580			
Sanders Dr.	7,335			
Yolanda Ct.	600			
<i>Subtotal</i>	44,497			\$444,970.00
2007 Total (City Share)				\$816,870.00
2007 Total (Federal Aid)				\$1,159,600.00
2007 Total				\$1,976,470.00

5 Year Street Plan 2008

Cost Estimate

In-House Selective Slab

	Total SY	SY TBR	% TBR
Carrimae Court	2,757		
Lurline Drive	2,260		
Ulysses Court	1,437		
Grantway Court	1,337		
<i>Subtotal</i>	7,791	4100	53%

\$82,000.00

Contract Slab

Grant Park Drive	3,669		
Missy Court	6,480		
Conser Court	1,794		
<i>Subtotal</i>	11,943	11943	100.0%

\$418,005.00

Right of Way

Pardee Road Bridge (City Share)	\$300.00
Pardee Road Bridge (Federal Aid)	\$1,200.00
<i>Subtotal</i>	\$1,500.00

Engineering

Whitecliff Park Service Bridge (City Share)	\$20,000.00
Whitecliff Park Service Bridge (Federal Aid)	\$80,000.00
<i>Subtotal</i>	\$100,000.00

Mill and Overlay

Acorn Dr.	2,571	
Banyon Dr.	1,199	
Burntoak Dr.	3,200	
Dublin Dr.	2,217	
Fox Creek Ct.	1,962	
Fox Creek Dr.	2,200	
Larson Ln.	2,200	
Lodge Dr.	3,583	
Oakwyck Dr.	1,000	
Pinellas Dr.	2,817	
Sessions Dr.	1,343	
Starling Dr.	3,150	
<i>Subtotal</i>	27,442	\$274,420.00

2008 Total (City Share)	\$794,725.00
2008 Total (Federal Aid)	\$81,200.00
2008 Total	\$875,925.00

5 Year Street Plan 2009

Cost Estimate

In-House Selective Slab

	Total SY	SY TBR	% TBR	
Arban Drive	2667			
Chasebury Terrace	2149			
Madeira Drive	1833			
Pardee Spur	3067			
<i>Subtotal</i>	9716	3900	40%	\$78,000.00

Construction

Pardee Road Bridge (City Share)	\$276,300.00
Pardee Road Bridge (Federal Aid)	\$1,105,200.00

Construction

Whitecliff Park Service Bridge (City Share)	\$80,000.00
Whitecliff Park Service Bridge (Federal Aid)	\$320,000.00

Mill and Overlay

Briarton Dr.	2935	
Beth Dr.	1873	
Crestmoor Dr.	2887	
Cherrybrook Ln.	3610	
Coffey Dr.	2421	
Ferndale Dr.	2219	
Grovena Dr.	1372	
Leawood Dr.	3625	
Lindhurst Dr.	2010	
Gallop Ln.	555	
Gallop Lane (Old Sapp. to Sapp.)	1892	
Pardee Spur	2530	
Volz Dr.	2534	
Woodbine Dr.	1072	
Woodhue Dr.	1624	
<i>Subtotal</i>	33159	\$331,590.00

2009 Total (City Share)	\$765,890.00
2009 Total (Federal Aid)	\$1,425,200.00
2009 Total	\$2,191,090.00

5 Year Street Plan 2010

Cost Estimate

In-House Selective Slab

	Total SY	SY TBR	% TBR	
Greensprings Dr.	1,750			
Silvercrest Dr.	2,500			
Sunray Ct.	846			
Vicary Dr.	1,440			
<i>Subtotal</i>	6,536	4000	61%	\$80,000.00

Engineering

Spellman Phase I & II (City Share)	\$80,000.00
Spellman Phase I & II (Federal Aid)	\$320,000.00
<i>Subtotal</i>	\$400,000.00

Mill and Overlay (actual streets to be determined at a later date)

Anaconda Dr.	877	
Crestwood Dr.	3,724	
Drew Terr.	1,095	
Fern Glen Dr.	2,917	
Fox Park Dr.	4,827	
Glenfield Terrace Dr.	3,200	
Glenrose Dr.	3,770	
Greencrest Ct.	462	
Kathy Ct.	2,243	
Lowill Ln.	1,473	
Maebern Terr.	2,717	
Manda Ln.	7,263	
Redoak Dr.	8,480	
Robyn Ct.	413	
Rusdon Dr.	6,520	
Sturdy Dr.	5,220	
Villacrest Dr.	4,830	
Watson Woods Ct.	5,167	
<i>Subtotal</i>	65,198	\$651,980.00
2010 Total (City Share)		\$811,980.00
2010 Total (Federal Aid)		\$320,000.00
2010 Total		\$1,131,980.00

5 Year Street Plan 2011

Cost Estimate

In-House Selective Slab	Total SY	SY TBR	% TBR	
Attucks St.	310			
Barberton Dr.	1000			
Colonel Dent Dr.	1675			
Medallion Court	2233			
Stylecrest Court	1087			
Rosaire Dr.	1280			
<i>Subtotal</i>	7585	4000	53%	\$80,000.00
Right of Way				
Spellman Phase I (City Share)				\$20,000.00
Spellman Phase I (Federal Aid)				\$80,000.00
<i>Subtotal</i>				\$100,000.00
Mill and Overlay (actual streets to be determined at a later date)				
Anchorage Ln.	3464			
Arban Dr.	7942			
Blackthorn Dr.	5821			
Dianne Ln.	925			
Diversey Dr.	6526			
Elmont Dr.	3790			
Elvado Dr.	1329			
Etherton Dr.	4059			
Flamingo Dr.	6570			
Greenvview Dr.	4665			
Heather Dr.	5099			
Lantana Dr.	1329			
Lodgepole Dr.	3200			
Pinewood Dr.	1921			
Trelane Dr.	10950			
Twincrest Dr.	3848			
Westglen Dr.	5056			
<i>Subtotal</i>	76494			\$764,940.00
2011 Total (City Share)				\$864,940.00
2011 Total (Federal Aid)				\$80,000.00
2011 Total				\$944,940.00

5 Year Stormwater Plan

Year and Project	Cost Estimate
Year 1	
Fournier Drive Box Culvert (GC-13)	\$262,000.00
2006 Total	
Year 2	
Engineering of Nine Storm Water Projects	\$120,000.00
8900 Block Lindenhurst Drive (MC-7)	
9409 Sappington Greens Lane (MC-19)	
10069 to 10075 Barberton Drive (MC-14)	
8701-8715 Gayle Avenue (MC-17)	
9501-9503 Crain Court (MC-16)	
8718-8722 Villa Crest Drive (MC-18)	
8854-8866 Rusdon Lane (MC-13)	
9724-9700 Greenview Drive (KC-1)	
9000-9012 Cordoba Lane (GC-4)	
Construction of Misc. Storm Water Repairs	\$80,000.00
2006 Total	\$200,000.00
Year 3	
Construction of Three Storm Water Projects	\$220,000.00
8900 Block Lindenhurst Drive (MC-7)	
10069 to 10075 Barberton Drive (MC-14)	
8701-8715 Gayle Avenue (MC-17)	
Year 4	
Construction of Three Storm Water Projects	\$220,000.00
9501-9503 Crain Court (MC-16)	
8718-8722 Villa Crest Drive (MC-18)	
8854-8866 Rusdon Lane (MC-13)	
Year 5	
Construction of Three Storm Water Projects	\$220,000.00
9724-9700 Greenview Drive (KC-1)	
9000-9012 Cordoba Lane (GC-4)	
9509 Sappington Greens Lane (MC-19)	

Five-Year Recreation Plan

2007

Exercise Bike	\$	2,400.00
Treadmill	\$	4,800.00
Overhead Press (fitness equipment)	\$	2,400.00
Creation of Rayburn, Sanders and Spellman Park master plan	\$	35,000.00
Total	\$	44,600.00

2008

RecTrac Software and Related Hardware	\$	42,500.00
Community Center Stack Chairs (300)	\$	19,500.00
Portable Stage (15 pieces/2 stairs)	\$	8,500.00
Total	\$	70,500.00

2009

Exercise Bike	\$	2,400.00
Treadmill	\$	4,800.00
Replacement of the partition for rooms 106 & 107	\$	56,000.00
Lifeguard Rescue Tubes (20)	\$	1,200.00
Rayburn Park Renovation - Design Fees	\$	20,000.00
Total	\$	84,400.00

2010

Treadmill	\$	4,800.00
Elliptical	\$	4,500.00
Community Center 8' Folding Tables (20)	\$	6,200.00
Rayburn Park Construction	\$	125,000.00
Total	\$	140,500.00

2011

Community Center 6' Folding Tables (10)	\$	2,500.00
Community Center 4' Folding Tables (10)	\$	2,400.00
WebTrac Software	\$	9,000.00
Family Play Pool Water Features	\$	1,200.00
Covered Slide at the Aquatic Center	\$	100,000.00
Total	\$	115,100.00

Sewer Lateral Fund

Effective January 1, 1999, City of Crestwood voters adopted a maximum annual fee of \$28 to pay for certain repairs to damaged sewer lateral lines. This tax is levied with the Real Estate taxes collected by St. Louis County. The Sewer Lateral Program is funded through a tax collected from residents for the purpose of repairing residential sewer lateral lines. The current policy was amended in 2005, and states that the owner of a single family home, a duplex or an apartment development containing not more than six dwelling units may recover one hundred percent of the authorized cost in repairing defective sewer lateral lines serving the property.

If an owner is experiencing problems with the sewer lateral service line and a plumbing company cannot open the line, the City's contractor will cable and investigate the sewer lateral line. If it is determined that a break has occurred, the portion of the line damaged will be repaired using the funds from this tax. The corrective work is limited to excavation, repair or replacement of the defective portion of the line, installation of clean-out, backfilling, and seeding and placement of straw mulch on the disturbed portion of the site.

The money that is collected for this Fund will be invested by the City until needed. Any interest earned is added to the Fund. The money in the fund is used only for sewer lateral repairs.

**City of Crestwood, Missouri
Sewer Lateral Fund Balance**

Fiscal Year Ended June 30, 2001	
Revenues	139,404
Expenditures	154,210
Revenues Over/(Under) Expenditures	(14,806)
Change to Fund Balance	(14,806)
Fund Balance June 30, 2001	(23,882)
Fiscal Year Ended June 30, 2002	
Revenues	138,312
Expenditures	83,723
Revenues Over/(Under) Expenditures	54,589
Change to Fund Balance	54,589
Fund Balance June 30, 2002	30,707
Fiscal Year Ended June 30, 2003	
Revenues	139,711
Expenditures	71,888
Revenues Over/(Under) Expenditures	67,823
Change to Fund Balance	67,823
Fund Balance June 30, 2003	98,530
Fiscal Year Ended June 30, 2004	
Revenues	141,491
Expenditures	86,965
Revenues Over/(Under) Expenditures	54,526
Change to Fund Balance	54,526
Fund Balance June 30, 2004	153,056
Appropriations Ordinance Year Ending December 31, 2004	
Projected Revenues	136,994
Projected Expenditures	22,956
Projected Revenues Over/(Under) Expenditures	114,038
Change to Fund Balance	114,038
Fund Balance December 31, 2004	267,094
Proposed Budget for the Calendar Year Ending December 31, 2005	
Projected Revenues	140,394
Projected Expenditures	118,730
Projected Revenues Over/(Under) Expenditures	21,664
Change to Fund Balance	21,664
Fund Balance December 31, 2005	288,758
Proposed Budget for the Calendar Year Ending December 31, 2006	
Projected Revenues	140,000
Projected Expenditures	84,000
Projected Revenues Over/(Under) Expenditures	56,000
Change to Fund Balance	56,000
Fund Balance December 31, 2006	344,758
Proposed Budget for the Calendar Year Ending December 31, 2007	
Projected Revenues	140,000
Projected Expenditures	100,000
Projected Revenues Over/(Under) Expenditures	40,000
Change to Fund Balance	40,000
Fund Balance December 31, 2006	384,758

Debt Service Funds

Certificates of Participation 2001

The Certificates of Participation (COPS) were established in 2001 to provide funds to pay or reimburse the City for the costs of constructing, equipping, operating and maintaining a new Aquatic Center. The Aquatic Center was built in Whitecliff Park and was open for operation in the summer season of 2002.

The COPS 2001 series are repaid from the Park/Stormwater Fund, which is funded by a half cent dedicated sales tax for Park and Stormwater improvements. This tax was passed by the voters in August of 2001.

CITY OF CRESTWOOD, MISSOURI
 CERTIFICATES OF PARTICIPATION SERIES 2001
 ISSUED MAY 1, 2001 FOR \$8,495,000
 AQUATIC CENTER

PRINCIPAL AND INTEREST FUNDING SOURCE: 1/2% PARK AND STORMWATER SALES TAX

DEBT SERVICE PAYMENT SCHEDULE

Budget Year	Check Number	Date Due	Date Paid	Interest Rate	Actual		Projected		Annual Debt Service		Outstanding Principal
					Principal	Interest	Principal	Interest	Paid To-Date	Projected	
FY 2002	27179	10/1/2001	10/20/2001		-	155,517.80	-	160,955.21	155,517.80	160,955.21	
	27398	4/1/2002	3/19/2002		-	167,601.29	-	193,146.25	167,601.29	193,146.25	8,495,000
FY 2003	71632	10/1/2002	9/12/2002		-	171,908.05	-	193,146.25	171,908.05	193,146.25	
	73498	4/1/2003	3/25/2003	3.90%	681,349.40	193,050.71	700,000.00	193,146.25	874,400.11	893,146.25	7,795,000
FY 2004	wire	10/1/2003	10/1/2003		-	179,496.25	-	179,496.25	179,496.25	179,496.25	
	77394	4/1/2004	3/24/2004	4.10%	710,201.88	179,479.08	725,000.00	179,496.25	889,680.96	904,496.25	7,070,000
FY 2004	79420	10/1/2004	9/27/2004		-	164,628.44	-	164,633.75	164,628.44	164,633.75	
CY 2005	1008	4/1/2005	3/29/2004	4.20%	726,261.88	164,618.62	755,000.00	164,633.75	890,880.50	919,633.75	6,315,000
	83320	10/1/2005	9/14/2005		-	148,759.71	-	148,778.75	148,759.71	148,778.75	
CY 2006		4/1/2006		4.35%	785,000.00	129,629.44	785,000.00	148,778.75	914,629.44	933,778.75	5,530,000
		10/1/2006			-	131,635.82	-	131,705.00	131,635.82	131,705.00	
CY 2007		4/1/2007		4.50%	-	-	820,000.00	131,705.00	-	951,705.00	4,710,000
		10/1/2007			-	-	-	113,255.00	-	113,255.00	
CY 2008		4/1/2008		4.60%	-	-	860,000.00	113,255.00	-	973,255.00	3,850,000
		10/1/2008			-	-	-	93,475.00	-	93,475.00	
CY 2009		4/1/2009		4.70%	-	-	895,000.00	93,475.00	-	988,475.00	2,955,000
		10/1/2009			-	-	-	72,442.50	-	72,442.50	
CY 2010		4/1/2010		4.80%	-	-	940,000.00	72,442.50	-	1,012,442.50	2,015,000
		10/1/2010			-	-	-	49,882.50	-	49,882.50	
CY 2011		4/1/2011		4.90%	-	-	985,000.00	49,882.50	-	1,034,882.50	1,030,000
		10/1/2011			-	-	-	25,750.00	-	25,750.00	
CY 2012		4/1/2012		5.00%	-	-	1,030,000.00	25,750.00	-	1,055,750.00	-
Totals					2,902,813.16	1,786,325.21	8,495,000.00	2,699,231.46	4,689,138.37	11,194,231.46	