

Letter of Transmittal.....	<i>i</i>
<b>Introduction- Section 1</b>	
Officials of the City of Crestwood, Missouri.....	1-1
Overview of the City of Crestwood, Missouri.....	1-2
Organizational Chart.....	1-11
Budgetary Information.....	1-17
<b>Budgets- Section 2</b>	
2011 Budget Summary- All Funds.....	2-1
General Fund.....	2-2
Revenues.....	2-9
Expenditures.....	2-11
Expenditures (detail).....	2-13
Park and Stormwater Fund.....	2-29
Revenues.....	2-32
Expenditures.....	2-34
Expenditures (detail).....	2-35
Capital Improvement Fund.....	2-41
Revenues.....	2-43
Expenditures.....	2-44
Expenditures (detail).....	2-45
Sewer Lateral Fund.....	2-51
Revenues.....	2-52
Expenditures.....	2-53
<b>Five Year Plans- Section 3</b>	
Five Year Plans- All Major Funds .....	3-1
General Fund.....	3-4
Capital Improvement Fund.....	3-8
Park and Stormwater Fund.....	3-27
<b>Appendix- Section 4</b>	
Personnel.....	4-1
Long Term Debt.....	4-6
Tax Increment Financing District.....	4-7
Variance Memoranda.....	4-8



---

TO: Mayor Roy R. Robinson  
Board of Aldermen

FROM: James A. Eckrich, P.E.  
City Administrator

DATE: October 22, 2010

RE: Proposed Operating Budget for the Fiscal Year Beginning  
January 1, 2011 – Board of Aldermen Draft

Transmitted with this document you will find the Ways and Means Approved Annual Operating Budget for the fiscal year beginning January 1, 2011 and ending December 31, 2011. As the Mayor and Board of Aldermen may recall, the 2010 Budget included total expenditures over total revenues of \$138,021. The 2011 Budget includes total expenditures over total revenues (all three funds) of \$272,764. The City can actually operate, not including debt service, with revenues over expenditures. However, in order to pay the final full Aquatic Center debt service payment (\$1,060,633) the Administration is recommending loans to the Park and Stormwater Fund from the General Fund (\$500,000) and the Capital Improvement Fund (\$300,000). These loans would be repaid over time and are further detailed below within each individual fund.

As the Mayor and Board of Aldermen likely recall, the City went through an extensive process in 2009 to reduce expenditures in all three of its major funds. This included the elimination of several positions, including three police officers (through attrition), three firefighters (through attrition), a court clerk, a public works maintenance worker, and a code enforcement officer. In conjunction with these staff reductions, departmental restructurings were also accomplished in order to allow these departments to function most effectively and economically. As of today, four of the six public safety positions to be eliminated through attrition have been eliminated. One of the remaining positions will be eliminated at the end of 2010 through retirement. The remaining police officer position is included within the 2010 Budget. While the total annual cost of this position (approximately \$70,000) has been included in the 2010 Budget, the police position to be eliminated will be administratively removed from the budget once the position becomes vacant.

As mentioned within the 2009 and 2010 Budgets, the use of cash-reserves to balance the City's budget is a short-term fix for a substantial problem. However, it remains positive that the City can operate with annual revenues in excess of annual expenditures, other than debt service. Additionally, the City of Crestwood continues to make strides in reducing its annual debt. In 2010 the Proposition S note was retired, and, as mentioned above, in 2011 the City of Crestwood will make the final full payment on the Aquatic Center debt. In 2012 the City will make the final partial payment (\$300,000) on the Aquatic Center debt, at which time the City of Crestwood will be debt free. This is a tremendous accomplishment given the City's financial condition just a few years ago.

While the elimination of debt is positive, the pattern of decreasing revenues continues to threaten the long-term financial security of the City of Crestwood. As shown within the five-year plan, the Administration continues to forecast declining sales tax revenues. Additionally, the sunset of the Proposition S property tax further decreases the City's revenues beginning in 2012. As the Mayor and Board of Aldermen may recall, the ballot language allows the City of Crestwood to collect Proposition S through 2012, but due to the early retirement of the debt the BOA has elected to retire the tax early (last assessment in 2011). Unless sales tax revenues turn around or action is taken to increase the City's annual revenues, the City of Crestwood will have to take further action to reduce expenditures in 2012.

### **General Fund**

The City's General Fund accounts for the day-to-day operations of the City. This includes Police Services, Fire Services, Public Works, and City Administration. In the City's recent past this fund has lacked adequate cash in order to fund the operation of the City, necessitating a line of credit. With the passage of Proposition S in April of 2006, a financing plan was developed to eliminate the need for a line of credit in 2007 and beyond. The City's Proposition S Note was retired in 2010.

Revenues in the General Fund are anticipated to be \$8,175,476 during 2011, with expenditures limited to \$8,090,491. However, the General Fund will also make a \$500,000 transfer to the Park and Stormwater Fund in order to allow the City to pay the 2011 debt service payment on the Aquatic Center. The result is a decrease in the General Fund cash balance of \$415,015. If revenues under-perform, or if additional or unanticipated expenditures are required, the City Staff may have to return to the Board of Aldermen later in the year to request the obligation of additional funds or to obtain direction regarding the reduction of expenditures. The City staff will continue the recent practice of presenting quarterly financial reports in order to maintain an open dialogue with the Board of Aldermen regarding the City's finances.

A significant source of revenue in the General Fund continues to be sales taxes, which comprise 38% of General Fund revenues. The City of Crestwood General Fund sales taxes include a one-cent general sales tax, a ¼ cent local option sales tax, and a ¼ cent fire protection sales tax. Beyond sales tax collections, the General Fund receives revenues from a variety of sources, including property taxes, utility taxes, intergovernmental taxes, licenses, permits, fines, and court costs. These revenues have also been projected by City Staff, and are displayed in section four of the attached budget.

The City staff has strived to maintain expenditures at 2009 levels, but in some cases costs have had to increase. Variances from the 2009 Budget will be described during budget presentations and are detailed within the Budget Appendix. You will note that the 2010 Budget contains no increase for employee salaries. While I would prefer to include such an increase, I cannot responsibly do so after analyzing the five year plan. It is my opinion that the Mayor and Board of Aldermen should continue to consider the approval of the proposed Pay Plan and discuss how and when the City will begin addressing the issue of employee compensation. Something has to be done regarding employee pay in order to improve morale within the employee workforce and prevent the migration of the City's best employees to other organizations.

If the Board of Aldermen does not agree with this proposed course of action regarding employee pay, they are, of course, authorized to pursue an alternate course of action. Please note that the Fiscal Year 2011 Budget includes no increase in personnel and no departmental

restructurings. The budget does include a fifteen percent cost increase for health insurance. General Fund expenditures are detailed within section four of the attached budget.

Any analysis of the City's General Fund would be incomplete without an analysis of the City's cash reserves. The General Fund is projected to have a January 1, 2011 cash balance of \$1,900,000. If the Budget is passed as proposed, the General Fund would then be projected to have a cash balance of \$1,484,985 on December 31, 2011. The monthly cash flow analysis of this fund indicates that the December 31 balance would be the low balance for the year.

### **Capital Improvement Fund**

The Capital Improvement Fund is primarily funded through a ½ cent Capital Improvement sales tax on all commercial sales within the City of Crestwood. The Capital Improvement sales tax was originally approved by the voters in 1994 and was extended for an additional fifteen-year period by the voters in August of 2002. The revenues are used to fund street improvements, building improvements, and to purchase capital vehicles and equipment.

In previous budgets, a portion of the salaries of Public Works employees were paid from the Capital Improvements Fund. The five-year plan approved by the Mayor and Board of Aldermen in February of 2009 recommended the discontinuation of this practice. Accordingly, the inter-fund salary transfer between the General Fund and Capital Improvement Fund was discontinued as part of the 2010 Budget and remains absent from the 2011 Budget.

The Capital Improvements sales tax is the major source of revenue for this fund, comprising 59% of the total revenues. The only revenues other than sales tax in this fund come from grants. The two major grants within the 2011 Budget are an eighty percent grant associated with the construction of the Whitecliff Park Service Bridge and an eighty percent grant associated with the design of Spellman Avenue improvements. The total revenues for the Capital Improvement Fund are budgeted at \$1,618,486, which includes \$654,300 in grants.

Expenditures for the Capital Improvement Fund are detailed within Section six of the attached budget. Please recall that prior to creating the revised comprehensive five-year plan the Department Head requests for expenditures within the Capital Improvement Fund exceeded anticipated revenues by approximately one million dollars annually. This necessitated the City's Department Heads re-prioritizing our five year capital needs in such a way that our recommended expenditures resemble our anticipated revenues. Anyone wishing to revisit the items previously cut from the Capital Improvements Five Year Plan can reference the memorandum to the Mayor and Board of Aldermen dated February 27, 2009 which detailed the specific cuts within this fund. A copy of this memo is included in the appendix.

By making the above-referenced cuts I am in no way implying that I do not think the previously recommended purchases are necessary for the long-term success of the City. It is my opinion that cutting these capital expenditures only defers items that the City will eventually need unless modifications are made to the services we provide. However, I also understand the current City finances and will not recommend a plan that does not reflect projected revenues.

Major expenditures within the 2011 Budget for the Capital Improvement Fund are briefly described as follows:

- \$80,000 placed into savings for a fire truck

- \$128,504 for police needs, including three vehicles
- \$55,000 for MIS needs
- \$600,000 for construction of Whitecliff Service Bridge (\$120,000 of City funds)
- \$172,000 for design of Spellman Avenue (\$34,400 City funds)
- \$80,000 for in-house concrete street improvements
- \$21,000 in building maintenance
- \$73,340 for public works vehicles and equipment

These items are described in more detail within the capital portion of the five-year plan.

As with the General Fund, any analysis of the Capital Improvements Fund would be incomplete without an analysis of the Capital Improvement Fund cash reserves. The Capital Improvement Fund is projected to have a January 1, 2011 cash reserve of \$300,000. If the Recommended Ways and Means Approved Budget is passed, and revenues and expenditures occur as budgeted, the City of Crestwood Capital Improvements Fund will have a December 31, 2011 cash reserve of \$392,342, with a low total of \$143,809 at the beginning of March. Please note this includes making a \$300,000 transfer from the Capital Improvement Fund to the Park and Stormwater Fund in order to make the 2011 Aquatic Center debt service payment.

### **Park and Stormwater Fund**

The Park and Stormwater Fund receives revenues from a ½ cent sales tax that was approved by the voters in 2000 with no sunset provision. The Park and Stormwater Fund also receives substantial revenues through passes and programs offered at the Whitecliff Park Community Center and Aquatic Center. These revenues are used to fund community center operations, aquatic center operations, park maintenance, the Sappington House historic facility, and the aquatic center debt service. The aquatic center debt will be retired in 2012, but a substantial part of the 2012 payment (approximately \$850k) is held in escrow. That means, essentially, that once the City of Crestwood makes the 2011 aquatic center payment we will be free from this tremendous annual debt service payment.

Prior to 2003 all Park and Recreation costs were paid from the General Fund. The Park and Stormwater Fund was originally designed to pay for a new Aquatic Center, capital park projects, and storm water projects. However, due to the financial problems of the General Fund experienced in the early 2000s, the Board of Aldermen reclassified all park maintenance, community center, aquatic center, and Sappington House expenditures to the Park and Stormwater Fund. This action, along with declining sales taxes, has affected the Park and Stormwater Fund to the point that its projected revenues cannot support its original intent. The Park and Stormwater Fund can no longer finance storm water projects, any substantial capital park projects, or even the annual aquatic center debt. Accordingly, in 2011, I have recommended the use of \$800,000 in Capital Improvement Fund and General Fund reserves to pay the major portion of the 2011 Aquatic Center payment. The problems within this fund will improve beginning in 2012 when the final debt service payment is reduced to only \$300,000. However, at that point the Park and Stormwater Fund will be in substantial debt to the other two funds and will have to begin repaying those funds in 2013.

The Park and Stormwater Fund is projected to have a January 1, 2011 cash reserve of approximately \$125,000. If the Recommended Ways and Means Approved Budget is passed, and revenues and expenditures occur as budgeted, the City of Crestwood's Park and

Stormwater Fund will have a December 31, 2011 cash reserve of \$174, 909. The monthly cash flow analysis of this fund shows a low balance of \$15,674 during the month of March 2011.

### **Conclusion**

While the City of Crestwood has made marked improvement in the management of its finances, including debt reduction, there remain questions regarding the long-term financial success of the City of Crestwood. The City will have to use a relatively small amount of cash reserves to balance the 2011 Budget. If the Board of Aldermen remains steadfast in its decision to terminate the Proposition S tax after the 2011 assessment, the resulting revenue reduction will necessitate major changes prior to the creation of the 2012 Budget. The Administration would recommend that these discussions begin in late 2010 or early 2011 in order to allow substantial time to make the changes necessary to balance the 2012 Budget.

As mentioned in previous Budgets, I remain optimistic that Centrum Properties will move forward with the development of the Crestwood Court property once economic conditions and retail commitments dictate its success. I will maintain regular contact with representatives from Centrum Properties to see that the City does everything it can to ensure a successful project that will brighten our economic future. Hopefully news of the mall redevelopment will encourage retailers to quickly fill those vacant spaces around the mall, specifically Sappington Square. The City of Crestwood will need to ensure this development is a success in order to improve our future sales tax revenues.

I hope you find the 2011 Budget to be a responsible use of available resources. Once again I would like to thank the members of the City Staff for their hard work in developing this budget document.

## **INTRODUCTION: OFFICIALS OF THE CITY OF CRESTWOOD 2011 BUDGET**

### **ELECTED OFFICIALS**

---

Mayor..... Roy R. Robinson

Board of Aldermen:

Ward One..... Mary Virginia (Mimi) Duncan  
Darryl Wallach

Ward Two..... Christopher M. Pickel  
Jeffrey C. Schlink

Ward Three..... Paul A. Duchild  
Jesus J. (Jerry) Miguel

Ward Four..... John H. Foote  
Deborah C. Beezley

### **APPOINTED OFFICIALS**

---

City Administrator..... James A. Eckrich

Finance Officer..... Vacant

Chief of Fire Services..... Karl E. Kestler

Chief of Police..... Mike L. Paillou

Director of Public Works..... Dzenana Mruckovski

Director of Parks & Recreation..... Vacant

City Clerk..... Tina M. Flowers

## **Introduction**

In September 2006, the Mayor and Board of Aldermen participated in a strategic planning exercise. During this process, the Mayor and Board of Aldermen developed a vision of Crestwood, a mission for Crestwood, and five-year goals that relate to the vision and mission.

### **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 lifestyle 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 citizens’ 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 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.

## **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 Native Americans. 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 Native American hands until France took possession of it in 1682 as part of the 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 played a large part in the naming of the City and has been certified as over 225 years old.

The present Crestwood Government Center was completed and dedicated in October 1973. The project was an addition to the original government center, with the Administration, Police and Fire Departments being newly constructed. The Board of Aldermen named the street in front of the center 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 in the 5<sup>th</sup> County Council District.

The City of Crestwood is represented by the 3<sup>rd</sup> United States Congressional District and two Missouri senators. Crestwood is located in the 1<sup>st</sup> Missouri Senate District and the 94<sup>th</sup> and 95<sup>th</sup> 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 emergency calls. The Public Works department assumes responsibility for streets in the area. Under Missouri State law, fire and EMS services continue to be provided by the Affton Fire Protection District. Properties in the annexed area are taxed on Affton Fire Protection District rates, however, and the City is required to make annual payments to the District based upon the difference in property tax rates.

### **Governmental Organization**

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 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 Alderman from two years to three 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 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 years. The terms of the two 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 to three years. Crestwood voters chose to

include term limits for the office of Mayor. A person serving in the office of Mayor is limited to three 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.

### **Reporting Entity**

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.

### **Departmental Information**

#### **Department of Administration**

The Offices of City Administrator, Finance, City Clerk, Municipal Court and Management Information Systems (MIS) make up the administrative portion of the Crestwood City Municipal Government. Although comprising the smallest portion of the City's Operating Budget, these offices provide a wide range of services such as monitoring the receipt and disbursement of taxpayers' monies, preparing the annual budget, issuing licenses and carrying out the directives of the Board of Aldermen.

##### *City Administrator*

The City Administrator's Office consists of the City Administrator, Assistant to the City Administrator and Executive Secretary. This Office is responsible for day to day general administration, economic development and human resources. The City Administrator's Office oversees all City Departments and works directly with the Mayor and Board of Aldermen.

##### *Finance*

The Finance Office, comprised of the Finance Officer, part-time Accountant and Accounting Clerk, is responsible for the accounting functions of the City. Principal operations include budget preparation, budget monitoring, financial reporting, payroll, employee benefits and cash disbursements.

##### *City Clerk*

The City Clerk's Office includes a City Clerk, Deputy City Clerk, part-time Administrative Clerk and part-time Receptionist. The City Clerk's Office maintains and distributes official records for the City, including minutes, ordinances, contracts and various other vital documents. The City Clerk's Office administers the Oath of Office to elected officials and serves as the

official election administrator. Additionally, the City Clerk's Office issues various types of City licenses, such as business, liquor and vending machines.

#### *Municipal Court*

The Municipal Court, led by the Board appointed Municipal Judge, includes a Provisional Judge, City Prosecutor and Court Administrator. Court is conducted formally on three evenings each month and court offices are open during the standard business day. As required by law, the Court maintains a separate bank account for bonds. The Municipal Court is part of the City Clerk's Office.

#### *Management Information Systems (MIS)*

The City's MIS Office is staffed by a full-time MIS Coordinator who provides computer software and hardware services to all other departments. The office contracts out certain services to REJIS and utilizes an independent contractor for website updates.

### **Police Department**

The Crestwood Police Department was created in 1952 when two Marshals were appointed to police the city. 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.

The department grew over the years and saw commissioned officer strength as high as 38 officers. Today the department consists of 28 commissioned officers and seven civilian employees. This represents a ratio of 2.3 officers per 1,000 residents.

The department provides a very high level of service to the residents and is proud of its emergency response time of less than two minutes. All officers are state certified and up-to-date with 48-hour continuing education requirements.

### **Fire Department**

The Crestwood Fire Department began with 30 resident volunteers 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 21 professional fire fighters, a Fire Chief and an Assistant Fire Chief/Fire Marshal. All 21 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 three 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 2003, voters approved a  $\frac{1}{4}$ - cent Fire Protection Sales Tax intended to help subsidize the operating budget of the Department of Fire Services.

### **Public Works**

The Public Works Department is comprised of two divisions, Maintenance and Public Works Administration. The Maintenance Division handles the maintenance of all streets, bridges, parks, and vehicles within the City of Crestwood. The Public Works Administration Division handles all zoning related issues, commercial and residential code enforcement, permitting, sewer lateral, solid waste contract, building maintenance, animal control and capital project management.

### **Parks & Recreation**

Municipal parks have been a part of Crestwood since it became a village in 1947. The City has a total of eight parks, which include 119 acres of land. The largest park is Whitecliff Park, which includes a recreational complex, an Aquatic Center, restroom facility and a lighted athletic field and tennis court.

Approximately 33 acres in Whitecliff Park 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 can be experienced in the same condition as it would have been 200 years ago.

In August 2000, the voters of Crestwood passed a  $\frac{1}{2}$ -cent sales tax increase to fund park and stormwater improvements in the City. This tax became effective in January 2001; this revenue is deposited to the Park & Stormwater Fund and is used to retire the \$8.49 million in Certificates of Participation, which were issued in 2001 to build the Crestwood Aquatic Center and fund improvements to Whitecliff Park. The remainder of the receipts support park maintenance and Parks and Recreation expenditures.

The City completed a stormwater improvement study in 2002 which identified a number of stormwater issues. The City of Crestwood is not currently funding any stormwater improvement projects due to the lack of available revenues within the Park and Stormwater Fund.

The City of Crestwood family Aquatic Center in Whitecliff Park, includes a 25-meter by 25-meter, ten lane multi-purpose/lap pool with two diving boards, a family play pool with three small slides, a cargo net climber, water squirting features, and a waterfall. In addition, there is a leisure pool with a zero-depth beach entry. A lazy river flows around the leisure pool and

features a bridge, waterfalls, and inner tubes for floating. The entire facility was landscaped to retain the forested feel of Whitecliff Park.

#### *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 Jemima, was born January 11, 1783. On October 27, 1808, Thomas married Mary Ann Kinkaid and their marriage was the first marriage recorded in the books of St. Louis County.

The Thomas Sappington House, located at 1015 South Sappington Road, was built by slave labor in 1808. It is considered a prime example of the Federal architecture of the Maryland and Virginia colonies.

The City of Crestwood owns the Thomas Sappington House and the 2.2 acre park site upon which 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. The Sappington House 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**

There are approximately 213 acres of land within the Watson Road commercial district. The predominant land use category in this area is shopping center type use, which comprises 93 acres or 44 percent 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 ensure the long-term health of the area. The City believes that the current development along the Watson Road corridor and redevelopment of the mall 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 in which taxes would be collected by the State from businesses 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 practice of distributing sales tax 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 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 one-cent 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  $\frac{1}{4}$ -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  $\frac{1}{4}$ -cent tax is shared with St. Louis County and the “pool” cities.

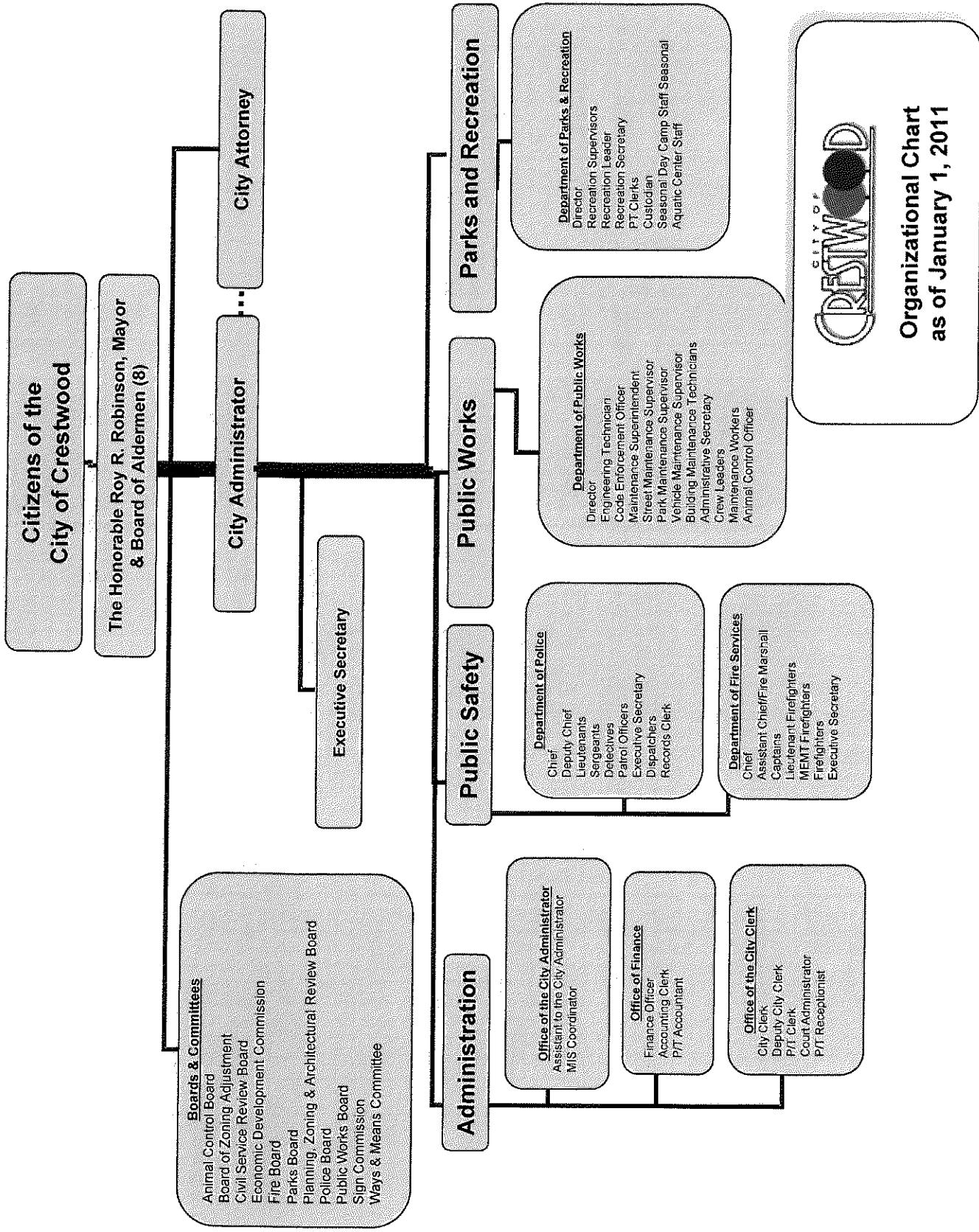
The second was a  $\frac{1}{2}$ -cent Capital Improvements sales tax. This  $\frac{1}{2}$  -cent sales tax originally had a 15-year sunset provision. Fifteen percent of the Capital Improvements sales tax is shared with St. Louis County. In August 2002, voters approved a 15-year extension of the Capital Improvements sales tax.

### **2006 Proposition “S” Property Tax Increase**

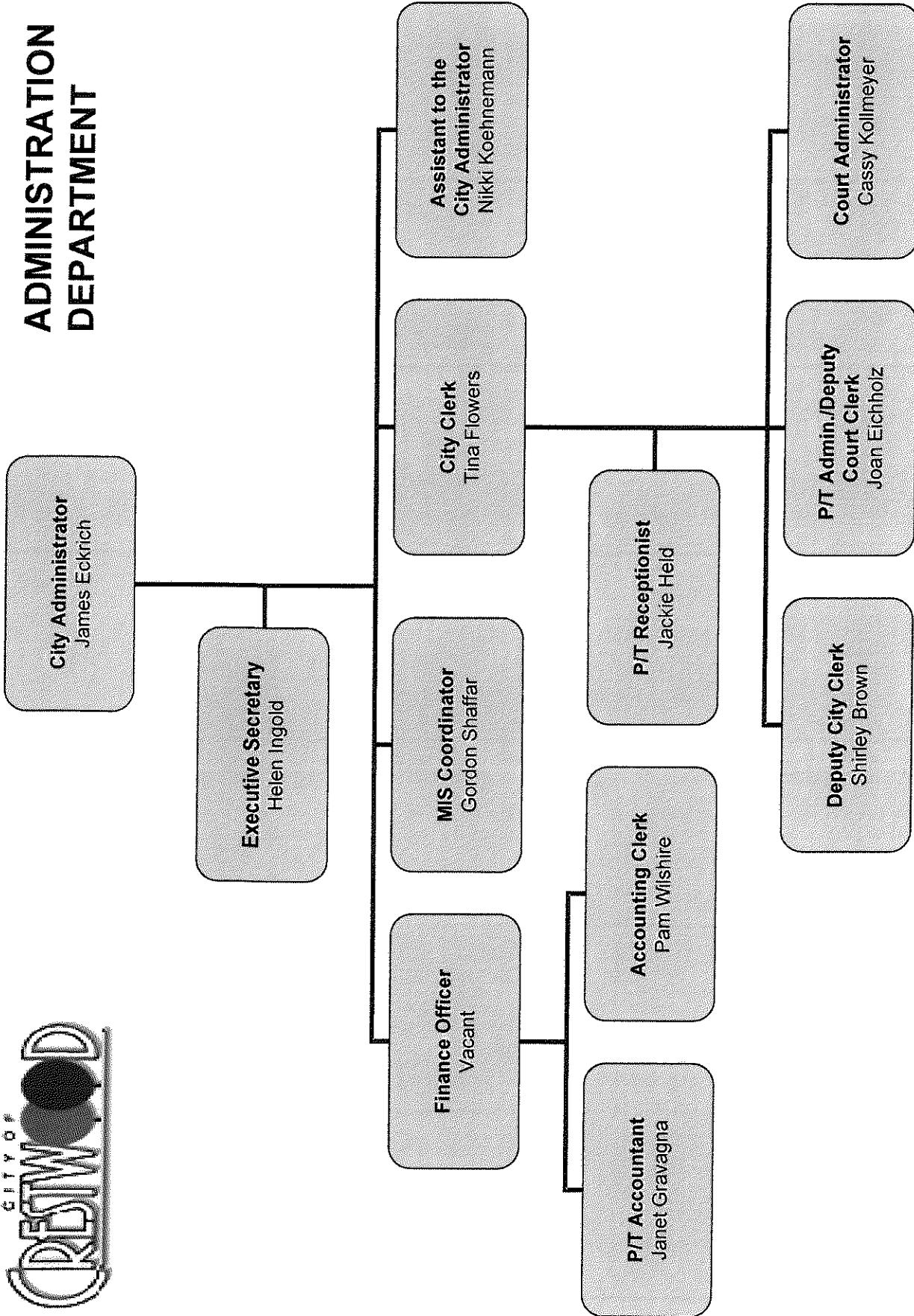
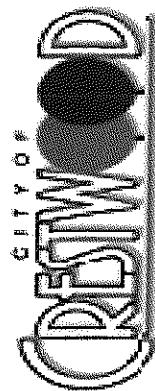
On January 17, 2006, the Board of Aldermen approved Ordinance No. 3958, which called for an election in the City of Crestwood on April 5, 2006 for an increase in property taxes. Proposition “S” asked the voters to pass a \$0.20 property tax for the purpose of paying the debt and building a cash reserve 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.

With the passage of Proposition “S”, the City was able to retire the \$2.0 million debt and the \$1.5 million Line of Credit with Southwest Bank. Proposition “S” will provide the revenues needed to the pay the debt service on a \$2,870,000 annually appropriated note held at Royal Banks of Missouri. The annually appropriated note allowed the City to establish cash reserves in order to eliminate the City’s reliance on the Line of Credit. The 2007 budget year was a landmark year as it was the first time in three years that the City was operating without a Line of Credit. The final 2006 Annual Appropriation Note (Proposition “S”) payment was made in 2010. However, the City was required to make unscheduled debt payments in order to maintain the Note’s non-taxable status. As of June 2010, total debt payments exceeded Proposition “S” tax revenues tax by approximately \$1.1 million since the inception of the tax. Therefore, the Proposition “S” tax will be assessed and is included in the 2011 budget.



# ADMINISTRATION DEPARTMENT



# PUBLIC WORKS DEPARTMENT

Director of  
Public Works  
Dzenana Mrukowsk

Admin. Secretary  
Carly Ash

Engineering Tech  
Pat Hanes

Code Enforcement  
Rosann Shannon

Building Maint.  
Tech II  
John Vonaix

Building Maint.  
Tech I  
Tim Randick

Superintendent  
of Maintenance  
Wendell Hill

Animal Control  
Officer  
Suzie Sutton

Park Maint.  
Supervisor  
Brian Hibdon

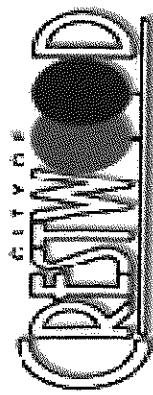
Vehicle Maint.  
Supervisor  
Larry Helton

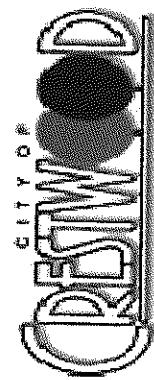
Street Maint.  
Supervisor  
Joe Evening

Maintenance Workers  
Dave Jacobs  
Howard Rhymes  
Greg Sikorski  
Matt Clements

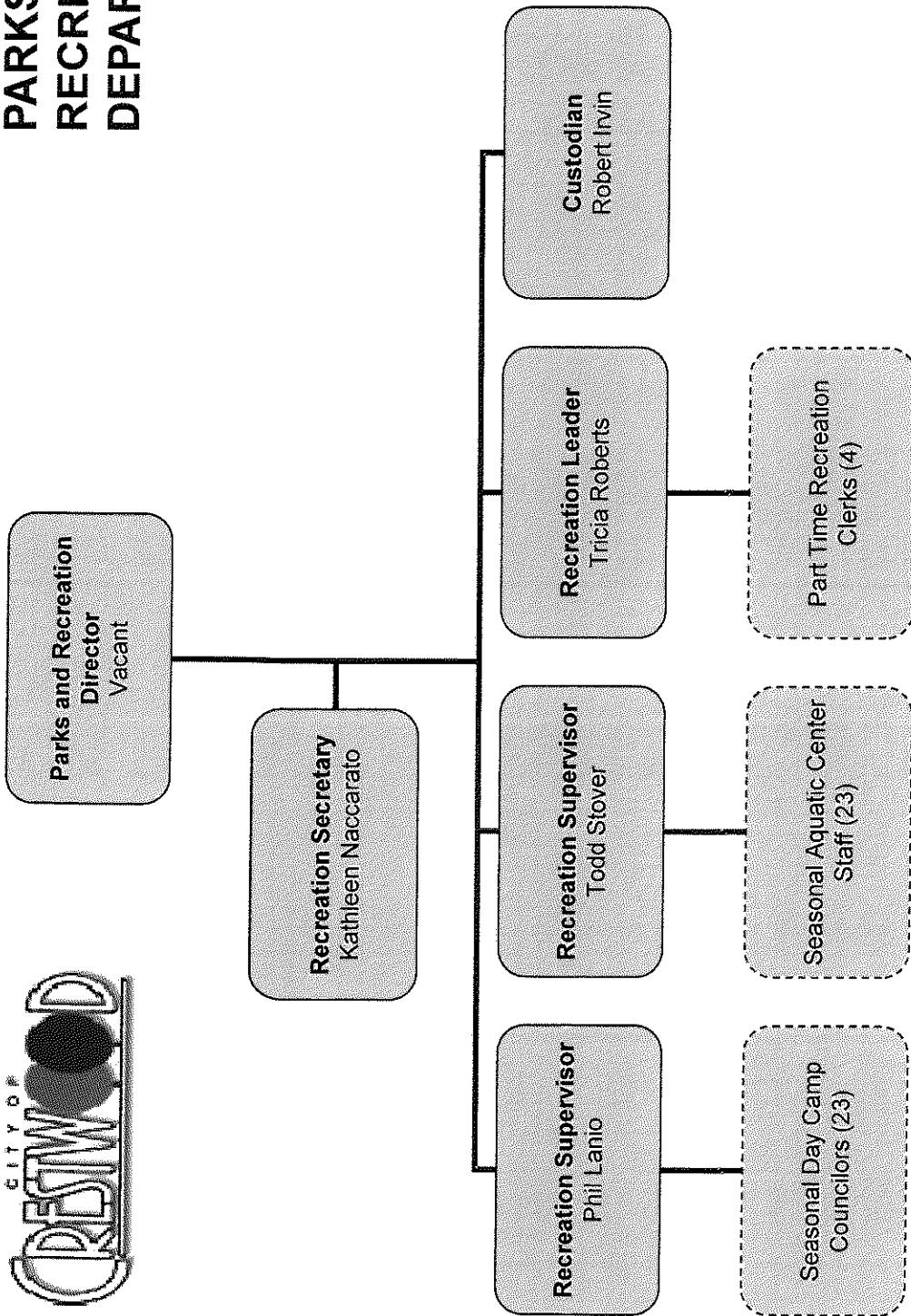
Park Crew Leader  
Matt Keightley

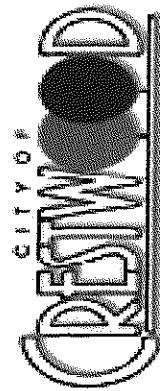
Street Crew Leader  
Doug Wilson



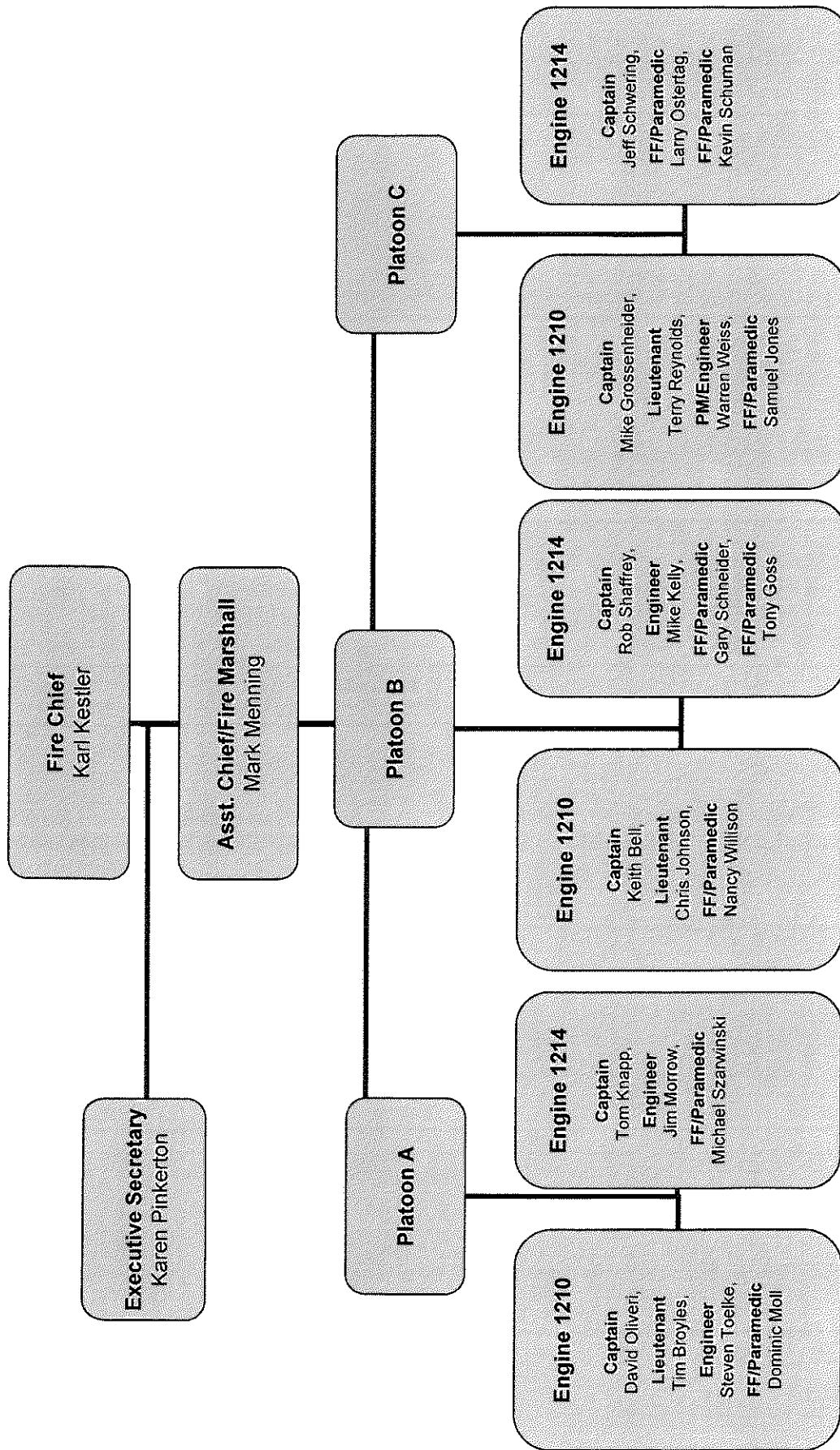


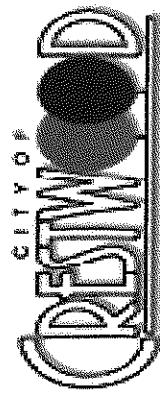
## PARKS & RECREATION DEPARTMENT



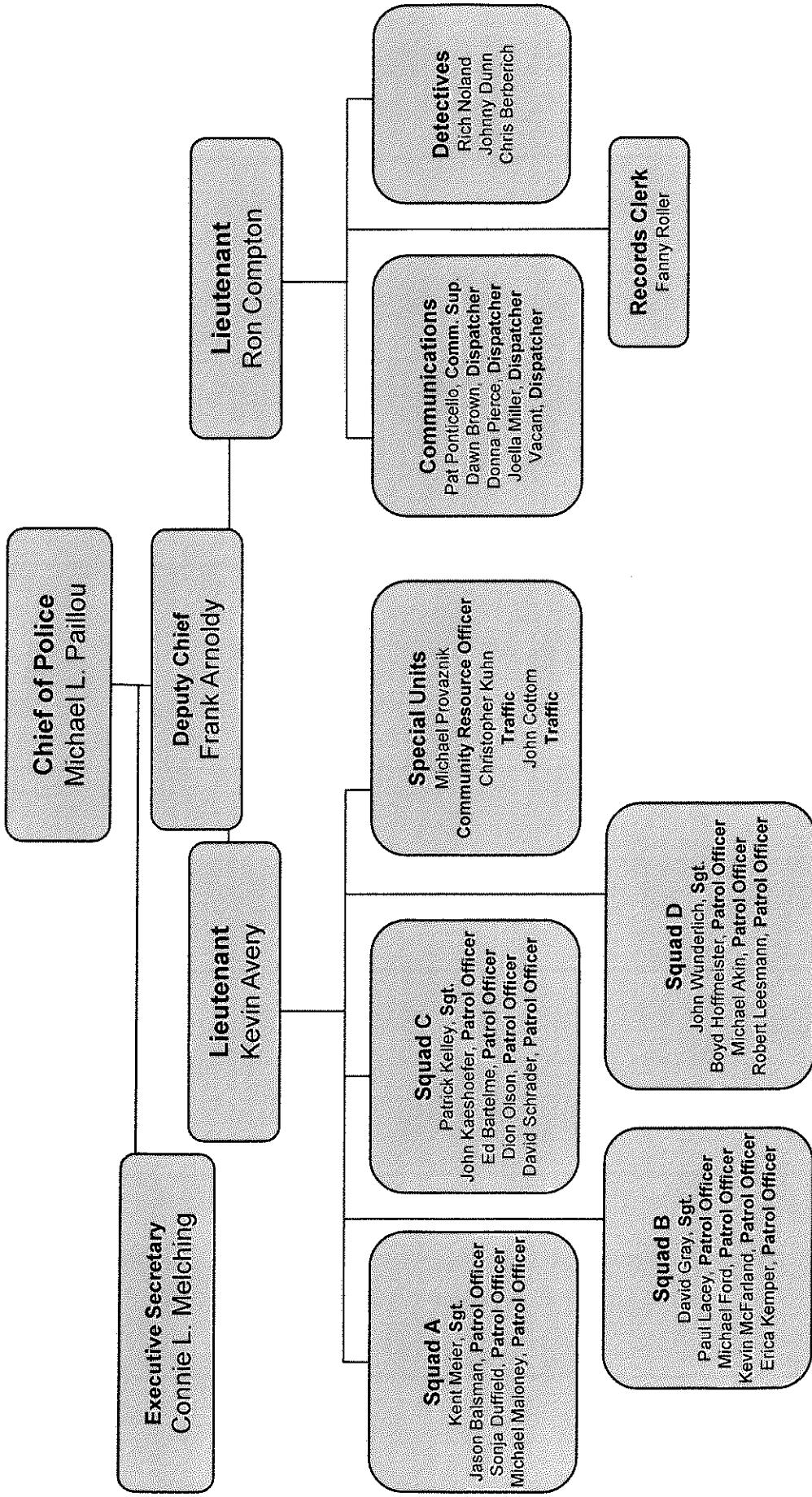


# FIRE DEPARTMENT





# POLICE DEPARTMENT



**Governmental Funds**

Finance Office personnel account for the City's financial activities in funds. A fund represents a set of self-balancing accounts comprised of assets, liabilities, fund balance, revenues and expenditures. Resources are allocated to and accounted for in funds based upon the purpose for which they are to be spent.

The following major and non-major funds comprise the City's general ledger:

*General Fund*- The General Fund is the City's regular operating fund. It accounts for all financial resources, except for those required to be accounted for in another fund.

*Special Revenue Funds*- Special Revenue Funds account for specific revenue sources that are legally restricted for special-purpose expenditures. The City has the following funds:

- *Capital Improvement Fund*- In November 1993, Crestwood voters approved a ½-cent capital improvement sales tax on retail sales made in the City of Crestwood for the purpose of funding capital improvements, including the operation and maintenance of capital improvements. The sales tax was effective for a period of 15 years; however, in August 2002, Crestwood voters approved a 15-year extension. The capital improvement sales tax revenues and related expenditures are accounted for in this special revenue fund.
- *Park & Stormwater Fund*- In August 2000, Crestwood voters approved a ½-cent park & stormwater sales tax on retail sales made in the City of Crestwood for the purpose of providing funds for local parks and stormwater control. The park & stormwater sales tax and Parks & Recreation department revenues as well as related expenditures are accounted for in this special revenue fund. The Certificates of Participation Series 2001 (Aquatic Center) debt payments are budgeted in this fund. However, for the purpose of financial statement presentation, the debt is shown in the Debt Service Fund.
- *Sewer Lateral Fund*- In August 1998, Crestwood voters approved a \$28 sewer lateral fee assessment in connection with residential real estate property. The assessment is collected by the St. Louis County Collector and distributed to the City of Crestwood. The purpose of the fee is to pay for certain repairs to defective sewer lateral lines. The revenues and expenditures for this program are accounted for in the sewer lateral fund.

*Other Funds*- Other funds account for auxiliary activities of the City and include the Sappington House, Municipal Court bond and Tax Increment Financing Funds.

**Basis of Accounting**

The City maintains its records on the modified-accrual basis of accounting. Revenues are recognized when measurable and available. *Measurable* means the amount of the

transaction can be determined, and *available* means the revenue can be collected within the current period or soon enough to pay current liabilities. A sixty-day availability period is used for revenue recognition for most governmental fund revenues. However, licenses, permits, fines, fees, recreation program and miscellaneous revenues are not susceptible to accrual because they are not generally measurable until cash is received. Expenditures are recorded when the related fund liability is incurred.

### **Budgetary Process**

Article VII, Section 7.2 (a-l), governs the budgetary process. The City Administrator is charged with the responsibility of providing to the Board of Aldermen a proposed final budget within 45 days prior to the beginning of the fiscal year. The budget is required to include proposed expenditures as well as the method for financing the expenditures. The proposed final budget must also include a five-year capital plan.

The Board of Aldermen must hold a public hearing on the proposed final budget prior to its adoption. A public hearing provides citizens with the opportunity to provide input during the budgetary process.

The Board of Aldermen must adopt the proposed final budget. After adoption, amendments may be made to the budget; however, at no time can the Board of Aldermen authorize expenditures greater than the total of estimated revenues plus undesignated fund balance (cash) from the previous year.

The City Administrator is responsible for alerting the Board of Aldermen if it appears probable that revenues and appropriated fund balance (as approved by the Board of Aldermen) will be insufficient to meet the amount of authorized expenditures. In this event, the Board of Aldermen shall take necessary steps to adjust the budget such as reducing authorized expenditures.

The City Administrator may initiate budget amendments within a department. These amendments will have no effect on the bottom line of the budget. The Board of Aldermen must approve budget amendments between departments.

Appropriations shall lapse at year-end to the extent they have not been spent, lawfully encumbered or authorized for pro-rata expenditure in a fiscal year for which a budget has not been adopted by the first day of the new fiscal year.

Additional detailed accounting and budgetary policies are noted in the financial statement notes of the City's annual audit as well as in the City's charter. Also, the following schedule was compiled to provide a basis for preparing, submitting and approving a proposed final budget in a timely manner, in compliance with the City's charter:

**July 9, 2010**

Finance Office personnel will close the month of June 2010 and provide the department directors with detailed expenditure reports.

**July 12, 2010 – August 13, 2010**

Department directors will budget 2011 departmental expenditures as well as any grant-related revenues. The Fire Chief, Police Chief, Director of Public Works and Director of Parks & Recreation will update the five-year plans for the Capital and Park & Stormwater Funds, as applicable. The Director of Parks & Recreation will estimate 2011 revenues relating to the Community and Aquatic Centers.

Finance Office personnel will budget 2011 revenues (aside from those mentioned above) and personnel expenditures for all departments.

**August 13, 2010**

Department directors shall submit electronic versions of budget documents to the Finance Office by 5:00 PM.

**August 16, 2010 – August 20, 2010**

The City Administrator will compare estimated revenues and expenditures and make adjustments accordingly. Department directors may make appointments with the City Administrator to discuss changes if desired.

**August 23, 2010 – September 16, 2010**

The City Administrator will complete the budget transmittal, and the Finance Officer will make the final modifications to the draft.

**September 17, 2010**

The City Administrator will provide a draft budget to the Ways & Means Committee members.

**October 4, 2010 – October 15, 2010**

Ways & Means Committee meetings will be held in the Board of Aldermen Chambers, and department directors will present respective budgets to the Committee.

**October 22, 2010**

The Ways & Means Committee budget will be finalized, and the City Administrator will submit a draft budget to the Mayor and Board of Aldermen.

**November 8, 2010**

The City Clerk will prepare and post a Notice of Public Hearing for November 23, 2010.

**November 9, 2010**

A budget work session will be held. Additional or alternate sessions may be scheduled at the direction of the Board of Aldermen.

November 23, 2010

Public hearing and first reading of the 2011 budget.

December 14, 2010

Second reading and adoption of the 2011 budget.

The purpose of this schedule is to provide a basis for preparing, submitting and approving a budget in a timely manner. It should be viewed as a working document that is subject to change.

City of Crestwood, Missouri  
2011 Budget Summary- All Funds  
Budget For the Year Ending December 31, 2011

REVENUES	Major Funds			Non-Major Fund		Total
	General		Capital Improvement	Park & Stormwater	Sewer Lateral	
Taxes:						
Sales	\$ 3,203,676	\$ 956,186		\$ 1,091,295	\$ -	\$ 5,251,157
Utilities	1,686,000	-		-	-	1,686,000
Property	1,073,000	-		-	-	1,073,000
Property- Prop "S"	534,000	-		-	-	534,000
Intergovernmental	500,500	-		-	-	500,500
Licenses and permits	791,800	-		-	-	791,800
Charges for services	-	-		533,350	140,000	673,350
Fines and forfeitures	329,300	-		-	-	329,300
Investment earnings	5,000	2,000		300	500	7,800
Grants	8,500	654,300		-	-	662,800
Other	43,700	6,000		41,600	-	91,300
Total estimated revenues	<u>\$ 8,175,476</u>	<u>\$ 1,618,486</u>		<u>\$ 1,666,545</u>	<u>\$ 140,500</u>	<u>\$ 11,601,007</u>
EXPENDITURES						
General Government	\$ 1,346,613	\$ 94,200		\$ -	\$ -	\$ 1,440,813
Public Works	1,299,080	1,026,440		342,984	140,500	2,809,004
Public Safety:						
Police	2,770,367	105,504		-	-	2,875,871
Fire	2,674,431	-		-	-	2,674,431
Parks & Recreation	-	-		989,562	-	989,562
Debt Service	-	-		1,060,633	-	1,060,633
Total estimated expenditures	<u>\$ 8,090,491</u>	<u>\$ 1,226,144</u>		<u>\$ 2,393,179</u>	<u>\$ 140,500</u>	<u>\$ 11,850,314</u>
REVENUES OVER (UNDER) EXPENDITURES	\$ 84,985	\$ 392,342		\$ (726,634)	\$ -	\$ (249,307)
Transfers:						
Transfer in	-	-		776,543	-	776,543
Transfer out	(476,543)	(300,000)		-	-	(776,543)
CHANGES IN FUND BALANCES	<u>\$ (391,558)</u>	<u>\$ 92,342</u>		<u>\$ 49,909</u>	<u>\$ -</u>	<u>\$ (249,307)</u>

**NOTE:**

The following December 31, 2011 fund balances are designated:

\$571,347 of the General Fund's balance is designated as cash reserves.

\$160,000 of the Capital Improvement fund balance is designated for the future purchase of a fire truck.

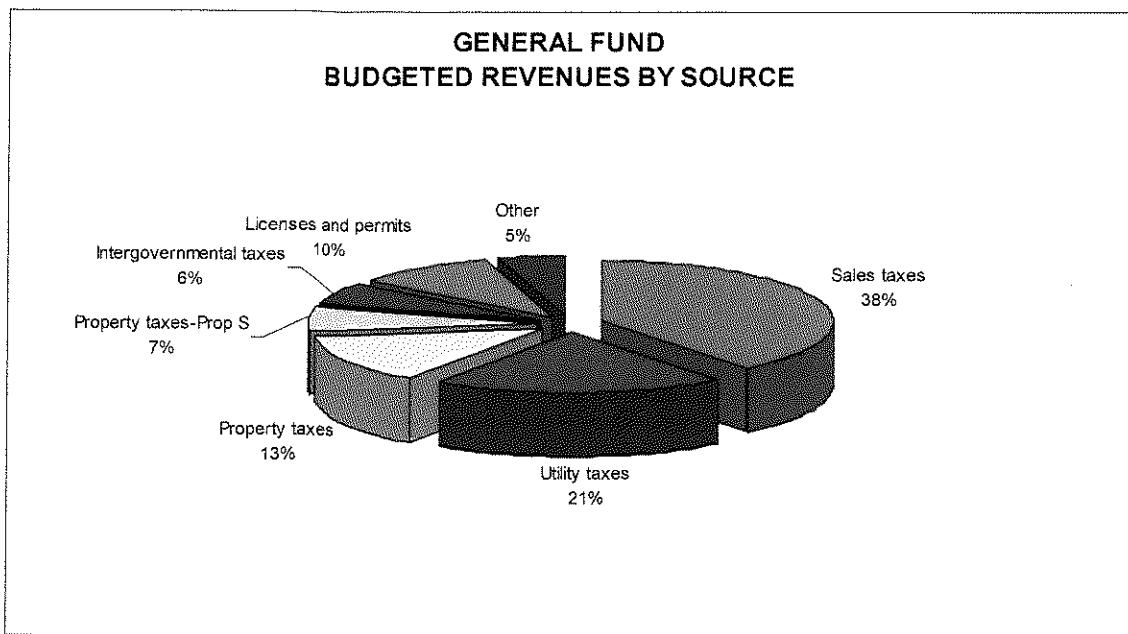
## **Overview**

The routine activities associated with the daily operation of the City are recorded in the General Fund. General Fund revenues are generally unrestricted and will be used to fund expenditures incurred by the following departments and divisions in 2011:

- Elected Officials
  - Mayor
  - Board of Aldermen
- Department of Administration
  - City Administrator
    - General services
    - Management Information Systems (MIS)
  - City Clerk
    - Municipal Court
  - Finance
- Department of Public Works
  - Public Works
    - General services
    - Administration
    - Maintenance
    - Mechanical
- Department of Public Safety
  - Police
  - Fire

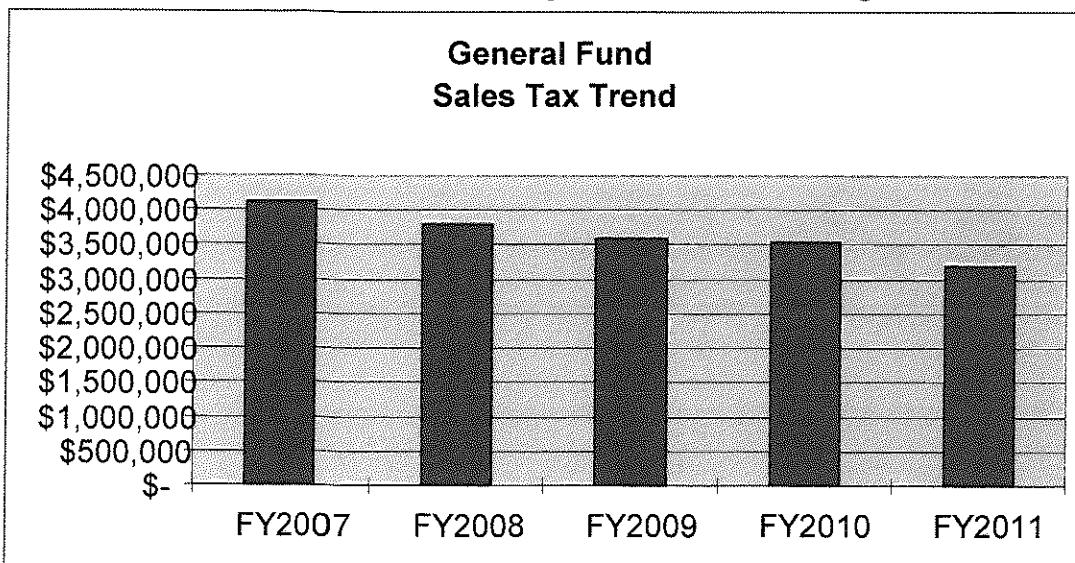
## **Analysis of Revenue Sources**

The General Fund is expected to realize revenues of \$8,175,476 during 2011. These revenues are comprised of sales, utility, property and intergovernmental taxes; licenses and permits; fines and court costs; investment earnings; grants and other revenues. The following graph depicts the breakdown of revenues by source:



***Sales taxes***

Approximately 38 percent of General Fund revenues are expected to be generated by sales taxes from businesses within the City of Crestwood. In addition to the one-cent General sales tax levied within St. Louis County municipalities, the City of Crestwood levies a  $\frac{1}{4}$ -cent Local Options and a  $\frac{1}{4}$ -cent Fire Protection sales tax. Crestwood voters approved the latter in August 2003 to provide partial funding for the operation of the City's Fire Department. The one-cent General and  $\frac{1}{4}$ -cent Local Options sales taxes, unlike the Fire Protection sales tax, are subject to the state's Sharing Plan.



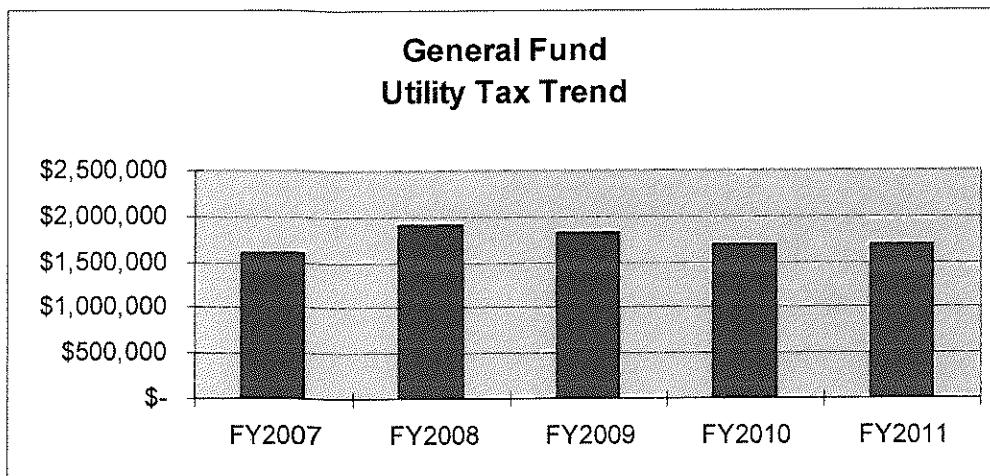
Note: Audited amounts are presented for FY2007-2009, estimated amounts are presented for FY2010 and budgeted amounts are presented for FY2011.

For nearly a decade, the City of Crestwood has realized decreases in sales tax revenues. The decline, in the most recent years, is attributable to nationwide economic conditions and losses of local businesses, specifically in the Crestwood Court (mall).

In early 2010, the Sappington Watson Tax Increment Financing (TIF) district debt was paid, and in May 2010, the Board of Aldermen dissolved the TIF district. While the City now realizes the sales tax revenues which were previously captured in this district to pay the TIF debt, the City still faces a declining trend in sales tax revenues. The 2011 Budget includes an expected \$3.2 million in General Fund sales tax revenues.

#### *Utility taxes*

Taxes are imposed on companies providing utility services to citizens within the City of Crestwood. Approximately 21 percent of General Fund revenues are expected to be generated by these taxes in 2011. The following rates are applied to companies' gross receipts: electricity- 5.7 percent for residential and 7.0 percent for commercial; natural gas- 6.0 percent for residential and 7.0 percent for commercial; telecommunications- 6.0 percent for residential and commercial; water- 6.0 percent for residential and 7.0 percent for commercial; and cable- 3.0 percent for residential and commercial.



Note: Audited amounts are presented for FY2007-2009, estimated amounts are presented for FY2010 and budgeted amounts are presented for FY2011.

Settlements from several cellular telephone companies were received in 2008, resulting in a spike in utility tax revenues as shown above. The City expects to receive about \$1.7 million in the General Fund from utility taxes in 2011.

***Property taxes***

Property tax revenues are expected to comprise approximately 20 percent of General Fund revenues in 2011. Taxes are assessed on Residential real estate, Commercial real estate and Personal Property. The City also receives Road & Bridge, Railroad & Utility and Penalty/surcharge revenues. In April 2006, Crestwood voters approved Proposition "S" which allows the City an additional tax on Residential, Commercial and Personal Property to provide funds to pay the Note and build cash reserves. The final payment of the Note was made in March 2010. However, the City was required to make unscheduled debt payments in order to maintain the Note's non-taxable status. As of June 2010, total debt payments exceeded Proposition "S" tax revenues tax by approximately \$1.1 million since the inception of the tax. Therefore, the Proposition "S" tax will be assessed and is included in the 2011 budget.

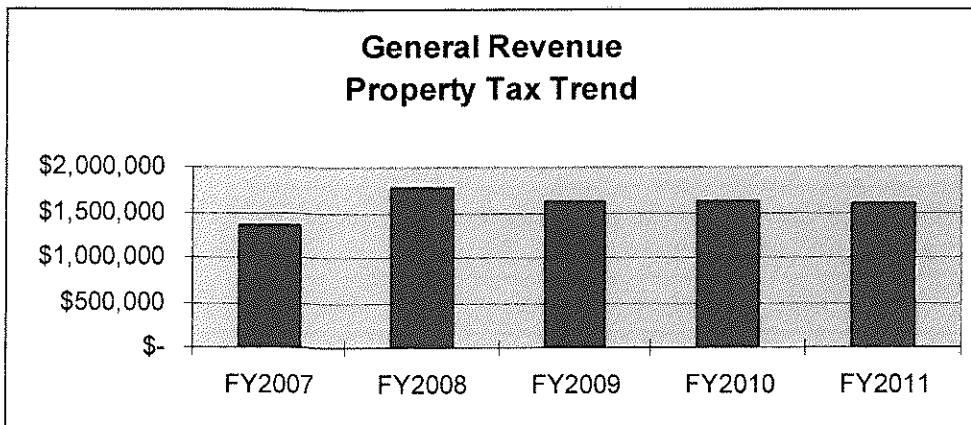
Property assessments as well as tax collections and disbursements are handled by St. Louis County. The complex process of setting property tax rates is subject to Article X, sections 18-24 of the Missouri Constitution, commonly called the Hancock Amendment.

Property taxes are due to St. Louis County by December 31<sup>st</sup> each year. Some fluctuations in property tax revenues are explained by general reassessment, which occurs in odd-numbered years. Often times, tax payers challenge assessments and pay taxes to St. Louis County under protest. Once these challenges are settled, the protested taxes are released, causing fluctuations in the subsequent years' collections.

For the tax year 2010, the City's assessed valuations (post-Board of Equalization figures) are as follows: Residential real estate- \$178,023,680; Commercial real estate- \$69,488,001; and Personal Property- \$27,532,388. Residential and commercial properties are assessed at 19 percent and 32 percent of market value, respectively. Personal property is assessed at 33-1/3 percent of actual value.

<b><u>Property Type</u></b>	<b><u>Rate<sup>A</sup></u></b>
Residential	\$0.2280
Residential- Prop "S"	\$0.2020
Commercial	\$0.4060
Commercial- Prop "S"	\$0.2000
Personal Property	\$0.2790
Personal Property- Prop "S"	\$0.2000

<sup>A</sup> Rate per \$100 of assessed valuation

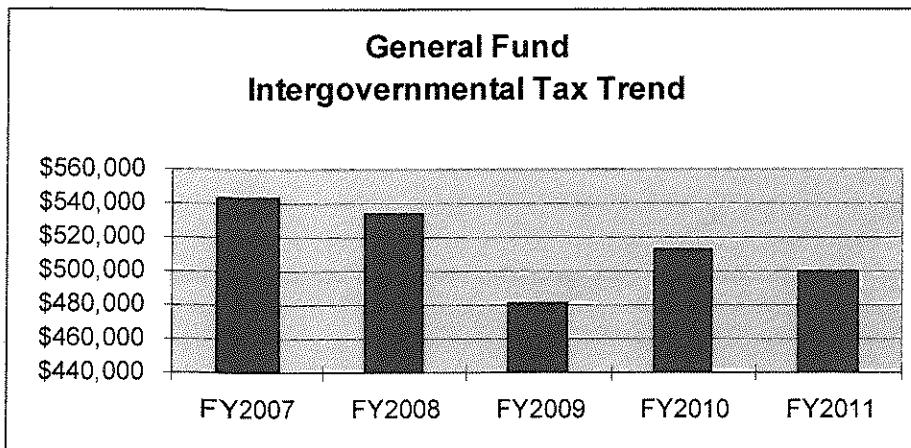


Note: Audited amounts are presented for FY2007-2009, estimated amounts are presented for FY2010 and budgeted amounts are presented for FY2011.

The City expects to receive about \$1.60 million in property tax revenues for the 2010 tax year and has budgeted \$1.60 million for 2011 tax year.

#### *Intergovernmental taxes*

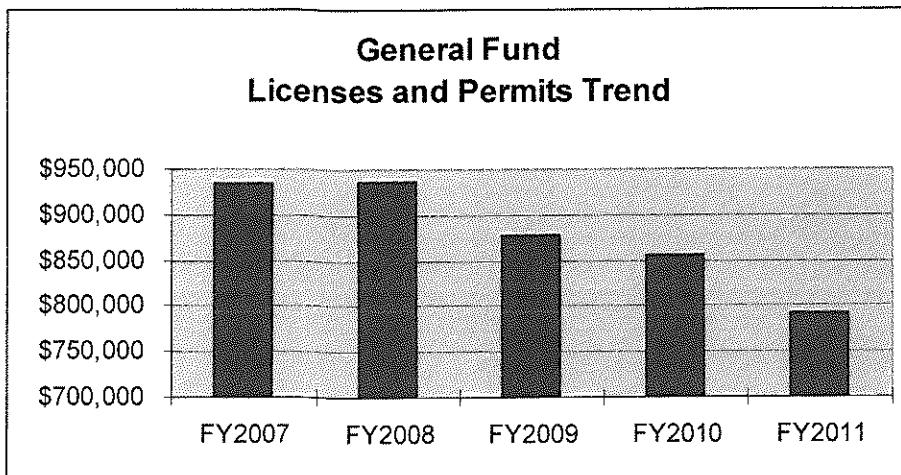
Approximately six percent of expected General Fund revenues will come from taxes levied by the State of Missouri and St. Louis County and distributed to the City of Crestwood. These include motor fuel, motor vehicle sales, motor vehicle fees, cigarette taxes and financial institution taxes. Motor fuel taxes are levied on a per gallon basis and distributed to the City based upon the proportion of Crestwood's population to the total population of all incorporated cities. Motor vehicles sales and fees are imposed on the sales of vehicles, drivers' licenses, and vehicle license plates and are also distributed based upon population. The 2011 budget includes \$500,500 in intergovernmental revenues.



Note: Audited amounts are presented for FY2007-2009, estimated amounts are presented for FY2010 and budgeted amounts are presented for FY2011.

***Licenses and permits***

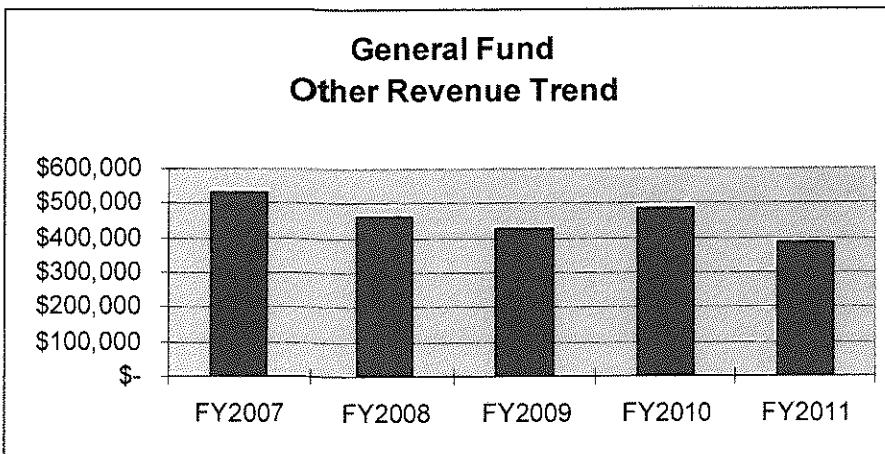
Crestwood businesses are required to obtain a merchant's license by June 30<sup>th</sup> of each year. The license fee is based upon the greater of a merchant's previous year's gross receipts (\$1.25/\$1000 gross receipts) or its square footage. In addition, the City collects revenues for liquor, vending machine, coin-operated machine, alarm service provider and home occupation licenses as well as rental property inspections. Revenues from the issuance of licenses and permits are expected to total about 10 percent of total General Fund revenues. The City expects to receive \$791,800 in licenses and permits in 2011.



Note: Audited amounts are presented for FY2007-2009, estimated amounts are presented for FY2010 and budgeted amounts are presented for FY2011.

***Other***

The remaining budgeted revenues, or approximately five percent, are derived from municipal court fines, court costs and bond forfeitures; investment earnings; grant and miscellaneous revenues.



Note: Audited amounts are presented for FY2007-2009, estimated amounts are presented for FY2010 and budgeted amounts are presented for FY2011.

The majority of these revenues are generated by the municipal court. The City expects to collect about \$329,300 in 2011 from fines, court costs and bond forfeitures. The remaining \$52,200 is budgeted for investment earnings, grants and miscellaneous revenues.

City of Crestwood, Missouri  
General Fund Revenues  
Budget for the Year Ending December 31, 2011

ACTUAL			BUDGET		GENERAL FUND REVENUES					Finance	City Adm.	Ways & Means	BOA
2007	2008	2009	Adopted	Amended <sup>A</sup>	2010					Projections	Recommended	Approved	Approved
2,609,662	2,499,922	2,389,013	2,348,200	2,348,200	405	4010	One-Cent General			2,162,765	2,162,765	2,162,765	2,162,765
694,496	617,983	571,014	567,200	567,200	405	4011	1/4-Cent Local Options			486,943	486,943	486,943	486,943
793,462	666,447	585,137	630,900	630,900	405	4014	1/4-Cent Fire Protection			553,968	553,968	553,968	553,968
23,664	14,991	52,443	-	-	405	4015	1/4-Cent TIF Fire Protection			-	-	-	-
<b>4,121,284</b>	<b>3,799,342</b>	<b>3,597,607</b>	<b>3,546,300</b>	<b>3,546,300</b>			<b>Total Sales Taxes</b>			<b>3,203,676</b>	<b>3,203,676</b>	<b>3,203,676</b>	<b>3,203,676</b>
607,587	563,099	562,895	600,000	600,000	410	4020	Electric Franchise Fee			565,000	565,000	565,000	565,000
468,576	496,801	434,273	470,000	470,000	410	4021	Natural Gas Franchise Fee			450,000	450,000	450,000	450,000
135,836	149,398	363,145	200,000	200,000	410	4023	Telephone Franchise Fee			168,000	168,000	168,000	168,000
88,557	96,684	102,796	105,500	105,500	410	4024	Water Franchise Fee			106,000	106,000	106,000	106,000
70,526	71,183	60,787	73,000	73,000	410	4025	Cable Franchise Fee			70,000	70,000	70,000	70,000
220,920	541,320	286,727	250,000	250,000	410	4026	Wireless Franchise Fee			327,000	327,000	327,000	327,000
<b>1,592,002</b>	<b>1,918,485</b>	<b>1,810,622</b>	<b>1,698,500</b>	<b>1,698,500</b>			<b>Total Gross Receipts</b>			<b>1,686,000</b>	<b>1,686,000</b>	<b>1,686,000</b>	<b>1,686,000</b>
455,330	651,208	588,792	600,000	600,000	415	4030	Real Estate Taxes			600,000	600,000	600,000	600,000
368,681	491,688	478,206	480,000	480,000	415	4036	Real Estate Taxes- Prop S			480,000	480,000	480,000	480,000
89,779	94,568	84,499	87,000	87,000	415	4031	Personal Property Taxes			76,000	76,000	76,000	76,000
71,171	64,198	60,302	62,000	62,000	415	4037	Personal Property Taxes- Prop S			54,000	54,000	54,000	54,000
266,356	332,062	288,989	270,000	270,000	415	4033	County Road Fund			280,000	280,000	280,000	280,000
90,004	111,765	89,744	89,000	89,000	415	4034	Penalty Surcharge			89,000	89,000	89,000	89,000
16,780	23,203	23,713	28,000	28,000	415	4035	Railroad/Utility Taxes			28,000	28,000	28,000	28,000
<b>1,358,301</b>	<b>1,768,692</b>	<b>1,614,246</b>	<b>1,616,000</b>	<b>1,616,000</b>			<b>Total Property Taxes</b>			<b>1,607,000</b>	<b>1,607,000</b>	<b>1,607,000</b>	<b>1,607,000</b>
346,611	362,590	327,669	350,000	350,000	420	4110	Motor Fuel Tax			340,000	340,000	340,000	340,000
93,180	71,939	63,909	65,000	65,000	420	4111	Motor Vehicle Sales Tax			70,000	70,000	70,000	70,000
61,121	55,110	52,687	55,000	55,000	420	4112	Motor Vehicle Fee Increases			53,500	53,500	53,500	53,500
39,999	38,283	35,800	36,500	36,500	420	4113	Cigarette Tax			35,000	35,000	35,000	35,000
2,539	6,299	1,402	6,000	6,000	420	4114	Financial Institution Tax			2,000	2,000	2,000	2,000
<b>543,450</b>	<b>534,221</b>	<b>481,466</b>	<b>512,500</b>	<b>512,500</b>			<b>Total Intergovernmental Taxes</b>			<b>500,500</b>	<b>500,500</b>	<b>500,500</b>	<b>500,500</b>
871,222	853,608	827,378	794,000	794,000	425	4210	Merchant Licenses			730,000	730,000	730,000	730,000
11,395	12,590	10,907	10,500	10,500	425	4211	Liquor Licenses			10,000	10,000	10,000	10,000
13,595	3,560	1,620	1,600	1,600	425	4212	Other Licenses			1,800	1,800	1,800	1,800
9,497	21,485	11,875	22,000	22,000	425	4224	Rental Inspections			22,000	22,000	22,000	22,000
27,387	42,747	23,630	28,100	28,100	425	4225	Permits & Inspections			28,000	28,000	28,000	28,000
1,840	1,947	1,937	-	-	425	4226	Sign Permits			-	-	-	-
-	50	-	-	-	425	4227	Right-of-Way & Demolition Permits			-	-	-	-
<b>934,936</b>	<b>935,987</b>	<b>877,347</b>	<b>856,200</b>	<b>856,200</b>			<b>Total Licenses and Permits</b>			<b>791,800</b>	<b>791,800</b>	<b>791,800</b>	<b>791,800</b>
313,811	281,461	272,238	300,000	300,000	430	4250	Traffic Fines			270,000	270,000	270,000	270,000
35,018	31,702	30,142	30,400	30,400	430	4251	Traffic Court Cost			30,000	30,000	30,000	30,000
6,129	5,859	5,755	5,800	5,800	430	4252	Police Training Fund			5,500	5,500	5,500	5,500
19,713	19,306	12,667	16,000	16,000	430	4253	Miscellaneous Fines			12,000	12,000	12,000	12,000
693	726	907	1,000	1,000	430	4254	Police Reports			800	800	800	800
15,345	15,206	9,950	15,300	15,300	430	4255	Bond Forfeitures			10,000	10,000	10,000	10,000
1,072	1,001	937	1,000	1,000	430	4256	Crime Victims' Compensation			1,000	1,000	1,000	1,000
<b>391,781</b>	<b>355,261</b>	<b>332,595</b>	<b>369,500</b>	<b>369,500</b>			<b>Total Fines and Court Cost</b>			<b>329,300</b>	<b>329,300</b>	<b>329,300</b>	<b>329,300</b>
51,329	44,617	7,413	15,000	15,000	465	4710	Interest			5,000	5,000	5,000	5,000
<b>51,329</b>	<b>44,617</b>	<b>7,413</b>	<b>15,000</b>	<b>15,000</b>			<b>Total Interest</b>			<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>
-	-	13,174	6,500	6,500	470	4700	Donations			3,000	3,000	3,000	3,000
-	2,911	2,383	2,500	2,500	470	4702	POST			2,400	2,400	2,400	2,400
-	-	15,619	-	-	470	4710	Economic Development Adm Reimb			-	-	-	-
23,072	11,011	26,530	16,000	16,000	470	4750	Other Revenue			18,000	18,000	18,000	18,000
8,623	8,507	10,292	8,500	8,500	470	4751	Trash Bags			10,000	10,000	10,000	10,000
123	-	-	-	-	470	4752	Rental Property Income			10,300	10,300	10,300	10,300
17,721	-	-	-	-	470	4753	Sale of Property			-	-	-	-
-	2,576	-	-	-	470	4755	Refund from Insurance Pool			-	-	-	-
-	-	-	-	-	470	4756	Sale of Property			-	-	-	-
<b>49,539</b>	<b>25,005</b>	<b>67,897</b>	<b>33,500</b>	<b>33,500</b>			<b>Total Other Revenue</b>			<b>43,700</b>	<b>43,700</b>	<b>43,700</b>	<b>43,700</b>

City of Crestwood, Missouri  
General Fund Revenues  
Budget for the Year Ending December 31, 2011

ACTUAL			BUDGET		GENERAL FUND REVENUES	Finance	City Adm.	Ways & Means	BOA
2007	2008	2009	Adopted	Amended <sup>A</sup>		Projections	Recommended	Approved	Approved
2010						2011			
1,270	1,445	-	-	-	475 4757 TDD-Big Bend Crossing	-	-	-	-
2,113	1,947	-	-	-	475 4758 TDD-Crestwood Point	-	-	-	-
2,652	2,393	-	-	-	475 4759 Glenwood Watson TDD	-	-	-	-
10,000	10,000	-	-	-	475 4760 TIF admin Fees	-	-	-	-
924	386	-	-	-	475 4761 Crestwood Point CID	-	-	-	-
119	-	-	-	-	475 4762 Crestwood Market CID	-	-	-	-
	2,690	-	-	-	475 4809 PD Training-MO	-	-	-	-
4,516	6,580	-	-	-	475 4810 Revenue Grants-PD	-	-	-	-
12,253	-	-	-	-	475 4811 60th Anniversary	-	-	-	-
	230	33	-	-	475 4812 City Store	-	-	-	-
<b>33,847</b>	<b>25,670</b>	<b>33</b>	<b>-</b>	<b>-</b>	<b>Total Economic Development Fees</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
					53,838 480 4810 PD Grant Income <del>Grant - FIRE DEPT</del>	-	-	-	-
8,172	21,444	-	2,609	9,952	480 4800 Grant- Police Department	8,500	8,500	8,500	8,500
<b>8,172</b>	<b>21,444</b>	<b>-</b>	<b>2,609</b>	<b>63,790</b>	<b>Total Grants</b>	<b>8,500</b>	<b>8,500</b>	<b>8,500</b>	<b>8,500</b>
9,076,468	9,415,453	8,810,771	8,650,109	8,711,290	<b>TOTAL REVENUES- GENERAL FUND</b>	<b>8,175,476</b>	<b>8,175,476</b>	<b>8,175,476</b>	<b>8,175,476</b>
155,805	13,707	-	-	485,337	000 8000 Transfer in	-	-	-	-
<b>9,232,073</b>	<b>9,429,160</b>	<b>8,810,771</b>	<b>8,650,109</b>	<b>8,196,627</b>	<b>TOTAL REVENUES AND TRANSFERS- GENERAL FUND</b>	<b>8,175,476</b>	<b>8,175,476</b>	<b>8,175,476</b>	<b>8,175,476</b>

NOTES:

<sup>A</sup> As of June 30, 2010

**City of Crestwood, Missouri**  
**General Fund Expenditures- Summary**  
**Budget for the Year Ending December 31, 2011**

ACTUAL			BUDGET		Department and Division	Department	City Adm.	Ways & Means	BOA	
2007	2008	2009	Adopted	Amended <sup>A</sup>		Request	Recommended	Approved	Approved	
2011										
<b>ELECTED OFFICIALS</b>										
<b>Mayor</b>										
9,200	8,797	9,068	9,073	9,073	Personnel Services	9,073	9,073	9,073	9,073	
3,086	4,711	3,695	6,970	6,970	Contractual Services	6,970	6,970	6,970	6,970	
28	120	42	300	300	Commodities	300	300	300	300	
<b>12,314</b>	<b>13,628</b>	<b>12,805</b>	<b>16,343</b>	<b>16,343</b>	Sub-Total	<b>16,343</b>	<b>16,343</b>	<b>16,343</b>	<b>16,343</b>	
<b>Board of Aldermen</b>										
36,803	34,826	39,441	42,289	42,289	Personnel Services	42,289	41,289	41,289	41,289	
10,084	8,461	1,045	1,480	1,480	Contractual Services	1,480	800	1,200	1,200	
377	257	18	300	300	Commodities	300	200	-	-	
<b>47,264</b>	<b>43,544</b>	<b>40,504</b>	<b>44,069</b>	<b>44,069</b>	Sub-Total	<b>44,069</b>	<b>42,289</b>	<b>42,489</b>	<b>42,489</b>	
<b>ADMINISTRATION</b>										
<b>City Clerk</b>										
136,788	125,318	133,027	125,833	125,833	Personnel Services	135,480	135,480	135,480	135,480	
14,587	19,508	15,543	17,520	17,520	Contractual Services	17,520	15,570	15,570	15,570	
751	522	363	1,500	1,500	Commodities	1,500	1,500	1,500	1,500	
<b>152,126</b>	<b>145,348</b>	<b>148,933</b>	<b>144,853</b>	<b>144,853</b>	Sub-Total	<b>154,500</b>	<b>152,550</b>	<b>152,550</b>	<b>152,550</b>	
<b>Municipal Court</b>										
83,247	93,094	84,825	86,550	86,550	Personnel Services	97,807	91,631	76,949	76,949	
37,461	54,465	44,413	52,300	52,300	Contractual Services	56,400	48,800	48,800	48,800	
538	560	1,068	700	700	Commodities	1,000	700	700	700	
<b>121,246</b>	<b>148,119</b>	<b>130,306</b>	<b>139,550</b>	<b>139,550</b>	Sub-Total	<b>155,207</b>	<b>141,131</b>	<b>126,449</b>	<b>126,449</b>	
<b>City Administrator</b>										
214,138	242,006	215,101	225,404	225,404	Personnel Services	234,253	234,253	234,253	234,253	
8,737	7,619	7,047	8,740	8,740	Contractual Services	8,140	8,140	8,140	8,140	
1,485	1,897	1,179	2,900	2,900	Commodities	2,200	2,200	2,200	2,200	
<b>224,360</b>	<b>251,521</b>	<b>223,326</b>	<b>237,044</b>	<b>237,044</b>	Sub-Total	<b>244,593</b>	<b>244,593</b>	<b>244,593</b>	<b>244,593</b>	
<b>General Services</b>										
47,211	42,118	58,010	134,433	134,433	Personnel Services	108,777	108,777	108,777	108,777	
1,003,018	1,645,051	431,816	374,600	374,600	Contractual Services	353,200	343,200	353,200	353,200	
27,442	18,428	14,075	19,000	19,000	Commodities	18,500	18,000	18,000	18,000	
<b>1,077,671</b>	<b>1,705,597</b>	<b>503,901</b>	<b>528,033</b>	<b>528,033</b>	Sub-Total	<b>480,477</b>	<b>469,977</b>	<b>479,977</b>	<b>479,977</b>	
<b>Management Information Systems (MIS)</b>										
70,779	71,167	85,099	85,039	85,039	Personnel Services	87,263	76,464	76,464	76,464	
33,826	25,860	16,357	25,120	25,120	Contractual Services	25,120	18,320	18,320	18,320	
9,102	11,378	10,344	11,000	11,000	Commodities	11,000	9,000	9,000	9,000	
<b>113,707</b>	<b>108,405</b>	<b>111,800</b>	<b>121,159</b>	<b>121,159</b>	Sub-Total	<b>123,383</b>	<b>103,784</b>	<b>103,784</b>	<b>103,784</b>	
<b>Economic Development</b>										
33,033	-	-	-	-	Personnel Services	-	-	-	-	
-	-	-	-	-	Contractual Services	-	-	-	-	
51,324	-	-	-	-	Commodities	-	-	-	-	
84,357	-	-	-	-	Sub-Total	-	-	-	-	
<b>Finance</b>										
208,997	202,898	169,287	171,849	171,849	Personnel Services	176,318	176,318	176,318	176,318	
13,124	9,704	1,720	4,410	4,410	Contractual Services	2,610	2,610	2,610	2,610	
2,003	2,123	1,329	2,000	2,000	Commodities	1,500	1,500	1,500	1,500	
-	-	-	500	500	Capital	-	-	-	-	
<b>224,124</b>	<b>214,726</b>	<b>172,335</b>	<b>178,759</b>	<b>178,759</b>	Sub-Total	<b>180,428</b>	<b>180,428</b>	<b>180,428</b>	<b>180,428</b>	
<b>2,057,169</b>	<b>2,630,888</b>	<b>1,343,910</b>	<b>1,409,810</b>	<b>1,409,810</b>	Total Expenditures- Elected Officials/Adm.	<b>1,399,000</b>	<b>1,351,095</b>	<b>1,346,613</b>	<b>1,346,613</b>	
<b>PUBLIC WORKS</b>										
<b>Public Works- General Services</b>										
44,975	198,840	204,314	212,430	212,430	Personnel Services	212,307	212,307	212,307	212,307	
182,103	203,640	195,650	210,495	207,995	Contractual Services	215,315	211,315	211,315	211,315	
9,804	9,526	17,064	9,500	12,000	Commodities	12,000	11,800	11,800	11,800	
<b>236,882</b>	<b>412,006</b>	<b>417,028</b>	<b>432,425</b>	<b>432,425</b>	Sub-Total	<b>439,622</b>	<b>435,422</b>	<b>435,422</b>	<b>435,422</b>	
<b>Public Works- Administration</b>										
305,651	177,090	204,099	278,688	281,750	Personnel Services	288,326	288,326	288,326	288,326	
13,137	15,967	7,871	16,610	13,548	Contractual Services	16,610	13,010	13,010	13,010	
2,879	1,852	2,933	3,000	3,000	Commodities	3,000	2,600	2,600	2,600	
<b>321,668</b>	<b>194,909</b>	<b>214,903</b>	<b>298,298</b>	<b>298,298</b>	Sub-Total	<b>307,936</b>	<b>303,936</b>	<b>303,936</b>	<b>303,936</b>	
<b>Public Works- Maintenance</b>										
309,876	203,311	201,774	296,202	296,202	Personnel Services	307,274	301,294	301,294	301,294	

**City of Crestwood, Missouri**  
**General Fund Expenditures- Summary**  
**Budget for the Year Ending December 31, 2011**

ACTUAL			BUDGET		Department and Division	Department	City Adm.	Ways & Means	BOA
2007	2008	2009	Adopted	Amended <sup>a</sup>		Request	Recommended	Approved	Approved
			2010			2011			
39,000	32,771	28,803	37,920	37,920	Contractual Services	38,620	32,720	32,720	32,720
40,473	59,099	92,464	66,400	67,400	Commodities	79,200	76,600	76,600	76,600
389,349	295,180	323,041	400,522	401,522	Sub-Total	426,094	410,614	410,614	410,614
<b>Public Works- Mechanical</b>									
62,314	62,029	53,734	57,351	58,197	Personnel Services	60,738	60,738	60,738	60,738
12,141	7,772	15,017	22,470	21,624	Contractual Services	22,470	17,470	17,470	17,470
73,401	67,560	53,996	73,550	72,550	Commodities	73,400	70,900	70,900	70,900
147,856	137,361	122,747	153,371	152,371	Sub-Total	156,608	149,108	149,108	149,108
1,095,755	1,039,456	1,077,719	1,284,616	1,284,616	Total Expenditures- Public Works	1,329,259	1,299,080	1,299,080	1,299,080
<b>PUBLIC SAFETY</b>									
<b>Police</b>									
2,479,715	2,461,816	2,463,573	2,527,639	2,527,639	Personnel Services	2,552,136	2,521,736	2,521,736	2,521,736
162,772	157,504	154,417	181,698	181,698	Contractual Services	187,731	179,031	179,031	179,031
65,796	84,882	70,949	72,050	89,262	Commodities	76,900	69,600	69,600	69,600
-	8,337	4,580	-	-	Capital Outlay	-	-	-	-
2,708,283	2,712,539	2,693,519	2,781,387	2,798,599	Sub-Total	2,816,767	2,770,367	2,770,367	2,770,367
<b>Fire</b>									
2,180,268	2,211,930	2,150,335	2,124,555	2,121,721	Personnel Services	2,183,605	2,177,486	2,182,486	2,182,486
388,273	411,097	411,728	442,536	442,536	Contractual Services	456,145	451,745	451,745	451,745
24,941	53,628	37,366	39,300	39,300	Commodities	41,700	40,200	40,200	40,200
2,593,482	2,576,655	2,599,429	2,606,391	2,603,557	Sub-Total	2,681,450	2,669,431	2,674,431	2,674,431
5,301,765	5,389,194	5,292,948	5,387,778	5,402,156	Total Expenditures- Public Safety	5,498,218	5,439,798	5,444,798	5,444,798
<b>DEBT SERVICE</b>									
-	-	1,295,575	311,306	311,306	Debt Service	-	-	-	-
-	-	1,295,575	311,306	311,306	Sub-Total	-	-	-	-
<b>SUMMARY</b>									
6,222,995	6,135,238	6,071,687	6,377,335	6,378,409	Total Personnel	6,495,646	6,435,172	6,425,490	6,425,490
1,921,349	2,604,133	1,335,122	1,402,869	1,396,461	Total Contractual	1,408,331	1,349,701	1,360,101	1,360,101
310,344	311,831	303,190	301,500	321,212	Total Commodities	322,500	305,100	304,900	304,900
-	-	4,580	500	500	Total Capital	-	-	-	-
-	-	1,295,575	311,306	311,306	Total Debt Service	-	-	-	-
8,454,689	9,051,202	9,010,154	8,393,510	8,407,888	TOTAL EXPENDITURES- GENERAL FUND	8,226,477	8,089,973	8,090,491	8,090,491
155,605	97,635	17,159	-	814,185	Transfers Out <sup>b</sup>	500,000	500,000	500,000	476,543
<b>TOTAL EXPENDITURES AND TRANSFERS</b>									
8,610,294	9,148,837	9,027,313	8,393,510	9,222,073	OUT - GENERAL FUND	8,726,477	8,589,973	8,590,491	8,567,034

NOTES:

<sup>a</sup> As of June 30, 2010

<sup>b</sup> \$476,543 transfer out- Park & Stormwater Fund

City of Crestwood, Missouri  
General Fund Expenditures  
Budget for the Year Ending December 31, 2011

ACTUAL			BUDGET		Account Description MAYOR 10-10-010-XXX-XXXX			Department Request	City Adm. Recommended	Ways & Means Approved	BOA Approved
2007	2008	2009	Adopted	Amended	2010						
8,510	8,150	8,400	8,400	8,400	505	5012	Wages, Elected Officials	8,400	8,400	8,400	8,400
29	23	26		30	510	5116	Workers' Compensation Ins.	30	30	30	30
536	505	521		521	515	5210	FICA Taxes	521	521	521	521
125	118	122		122	515	5211	Medicare Taxes	122	122	122	122
<b>9,200</b>	<b>8,797</b>	<b>9,068</b>		<b>9,073</b>			<b>Total Personnel</b>	<b>9,073</b>	<b>9,073</b>	<b>9,073</b>	<b>9,073</b>
1,636	921	1,432	2,000	2,000	605	6011	Travel & Expenses	2,000	2,000	2,000	2,000
300	45	45	300	300	605	6012	Employee Memberships	300	300	300	300
-	-	-	-	-	610	6115	Other Professional Services	-	-	-	-
-	-	420	420	420	615	6217	Mobile Phones	420	420	420	420
-	-	-	-	-	640	6610	City Memberships	-	-	-	-
-	-	-	100	100	640	6611	Periodicals & Books	100	100	100	100
1,150	3,746	1,799	4,000	4,000	645	6710	Public Relations & Promotion	4,000	4,000	4,000	4,000
-	-	-	150	150	645	6711	Printing & Binding	150	150	150	150
<b>3,086</b>	<b>4,711</b>	<b>3,695</b>	<b>6,970</b>	<b>6,970</b>			<b>Total Contractual</b>	<b>6,970</b>	<b>6,970</b>	<b>6,970</b>	<b>6,970</b>
28	120	42	200	200	710	7110	Office Supplies	200	200	200	200
-	-	-	-	-	715	7210	Household Supplies	-	-	-	-
-	-	-	100	100	740	7713	Other Supplies	100	100	100	100
<b>28</b>	<b>120</b>	<b>42</b>	<b>300</b>	<b>300</b>			<b>Total Commodities</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>
<b>12,314</b>	<b>13,628</b>	<b>12,805</b>	<b>16,343</b>	<b>16,343</b>			<b>Total Expenditures- Mayor</b>	<b>16,343</b>	<b>16,343</b>	<b>16,343</b>	<b>16,343</b>

City of Crestwood, Missouri  
General Fund Expenditures  
Budget for the Year Ending December 31, 2011

ACTUAL			BUDGET		Account Description BOARD OF ALDERMEN 10-10-011-XXX-XXXX			Department Request	City Adm. Recommended	Ways & Means Approved	BOA Approved
2007	2008	2009	Adopted	Amended	2010						
34,040	32,250	33,600	33,600	33,600	505	5012	Wages, Elected Officials	33,600	33,600	33,600	33,600
-	109	3,176	6,000	6,000	505	5015	Security Wages	6,000	5,000	5,000	5,000
116	-	95	119	119	510	5116	Workers' Compensation Insurance	119	119	119	119
2,145	2,000	2,083	2,083	2,083	515	5210	FICA Taxes	2,083	2,083	2,083	2,083
502	468	487	487	487	515	5211	Medicare Taxes	487	487	487	487
<b>36,803</b>	<b>34,826</b>	<b>39,441</b>	<b>42,289</b>	<b>42,289</b>	<b>Total Personnel</b>			<b>42,289</b>	<b>41,289</b>	<b>41,289</b>	<b>41,289</b>
613	343	714	1,200	1,200	605	6011	Travel & Expenses	1,200	800	1,200	1,200
9,298	-	-	-	-	610	6115	Other Professional Services	-	-	-	-
-	7,915	-	-	-	610	6116	BOA Meeting Security	-	-	-	-
-	-	-	30	30	640	6611	City Memberships	30	-	-	-
173	203	331	250	250	645	6711	Printing & Binding	250	-	-	-
<b>10,084</b>	<b>8,461</b>	<b>1,045</b>	<b>1,480</b>	<b>1,480</b>	<b>Total Contractual</b>			<b>1,480</b>	<b>800</b>	<b>1,200</b>	<b>1,200</b>
377	257	18	300	300	710	7110	Office Supplies	300	200	-	-
377	257	18	300	300	<b>Total Commodities</b>			<b>300</b>	<b>200</b>	<b>-</b>	<b>-</b>
<b>47,264</b>	<b>43,544</b>	<b>40,504</b>	<b>44,069</b>	<b>44,069</b>	<b>Total Expenditures- BOA</b>			<b>44,069</b>	<b>42,289</b>	<b>42,489</b>	<b>42,489</b>

City of Crestwood, Missouri  
General Fund Expenditures  
Budget for the Year Ending December 31, 2011

ACTUAL			BUDGET		Account Description					Department Request	City Adm. Recommended	Ways & Means Approved	BOA Approved
2007	2008	2009	Adopted	Amended	CITY CLERK 10-15-020-XXX-XXXX					2011			
			2010										
81,996	81,995	86,802	86,803	86,643	505	5011	Wages, Non-Exempt Employees		82,068	82,068	82,068	82,068	
27,286	20,552	22,181	13,329	13,329	505	5013	Wages, Part-time Employees <sup>A</sup>		13,329	13,329	13,329	13,329	
754			160	505	5015		Overtime Wages						
12,842	11,826	11,864	12,786	12,786	510	5110	Health Insurance		26,856	26,856	26,856	26,856	
819	932	722	739	739	510	5111	Dental Insurance		767	767	767	767	
810	726	746	819	819	510	5112	Life/AD&D/LTD Insurance		683	683	683	683	
62	62	62	53	53	510	5114	Employee Assistance Program		53	53	53	53	
3,737	1,358	2,417	3,304	3,304	510	5115	Retirement Plan		4,102	4,102	4,102	4,102	
371	334	317	340	340	510	5116	Workers' Compensation Insurance		324	324	324	324	
6,574	6,104	6,416	6,208	6,208	515	5210	FICA Taxes		5,914	5,914	5,914	5,914	
1,537	1,428	1,500	1,452	1,452	515	5211	Medicare Taxes		1,384	1,384	1,384	1,384	
<b>136,788</b>	<b>125,318</b>	<b>133,027</b>	<b>125,833</b>	<b>125,833</b>	<b>Total Personnel</b>					<b>135,480</b>	<b>135,480</b>	<b>135,480</b>	<b>135,480</b>
625	456	310	800	800	605	6010	Training & Education		800	600	600	600	
	750		800	800	605	6011	Travel & Expenses		800	600	600	600	
278	235	215	300	300	605	6012	Employee Memberships		300	250	250	250	
	420	420	420	420	615	6217	Mobile Phones		420	420	420	420	
150		100	100	100	620	6313	Maint/Repair Other Equipment		100	100	100	100	
456					630	6414	Equipment Leases						
	55	77	100	100	640	6611	Periodicals & Books		100	100	100	100	
550	482		1,000	1,000	645	6711	Printing & Binding		1,000	1,000	1,000	1,000	
1,610	3,596	4,246			645	6712	Advertising & Publication						
6,261	4,357	4,322	6,000	6,000	645	6714	Code Book Codification		6,000	4,500	4,500	4,500	
		53			650	6812	Other Services						
4,656	9,158	5,900	8,000	8,000	650	6813	Elections - General & Special		8,000	8,000	8,000	8,000	
<b>14,587</b>	<b>19,508</b>	<b>15,543</b>	<b>17,520</b>	<b>17,520</b>	<b>Total Contractual</b>					<b>17,520</b>	<b>15,570</b>	<b>15,570</b>	<b>15,570</b>
751	410	-	1,500	1,500	710	7110	Office Supplies		1,500	1,500	1,500	1,500	
					715	7210	Household Supplies						
	112	363	-	-	740	7713	Other Supplies						
<b>751</b>	<b>522</b>	<b>363</b>	<b>1,500</b>	<b>1,500</b>	<b>Total Commodities</b>					<b>1,500</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>
<b>152,126</b>	<b>145,348</b>	<b>148,933</b>	<b>144,853</b>	<b>144,853</b>	<b>Total Expenditures- City Clerk</b>					<b>154,500</b>	<b>152,550</b>	<b>152,550</b>	<b>152,550</b>

NOTES:

<sup>A</sup> One-half of the part-time clerk's salary and benefit costs are budgeted in the Municipal Court's budget, as the clerk performs City Clerk and Municipal Court duties since the elimination of the Municipal Court Clerk.

City of Crestwood, Missouri  
 Park and Stormwater Fund Expenditures- Summary  
 Budget for the Year Ending December 31, 2011

ACTUAL			BUDGET		Account Description					Department Request	City Adm. Recommended	Ways & Means Approved	BOA Approved
2007	2008	2009	Adopted	Amended	PUBLIC WORKS STREET MAINTENANCE 23-35-062-XXX-XXXX					2011			
3,184	4,460	5,230	6,000	6,000	612	6151	Street Sweeping		7,000	7,000	7,000	7,000	
-	-	-	-	-	612	6153	Curb & Gutter		-	-	-	-	
-	-	-	-	-	612	6155	Mill and Overlay		-	-	-	-	
3,184	4,460	5,230	6,000	6,000	Total Contractual					7,000	7,000	7,000	7,000
-	-	-	-	-	805	8015	Storm Water Repairs		-	-	-	-	
-	-	-	-	-	Total Capital					-	-	-	-
3,184	4,460	5,230	6,000	6,000	Total Expenditures- PW Park Mair					7,000	7,000	7,000	7,000

City of Crestwood, Missouri  
General Fund Expenditures  
Budget for the Year Ending December 31, 2011

ACTUAL			BUDGET		Account Description			Department	City Adm.	Ways & Means	BOA
2007	2008	2009	Adopted	Amended	CITY ADMINISTRATOR 10-25-040-XXX-XXXX			Request	Recommended	Approved	Approved
			2010					2011			
97,953	73,813	93,000	93,000	93,000	505	5010	Salaries, Exempt Employees	93,000	93,000	93,000	93,000
82,587	126,655	74,325	88,141	88,141	505	5011	Wages, Non-Exempt Employees	88,141	88,141	88,141	88,141
249	697	9,095	-	-	505	5014	Wages, Seasonal	-	-	-	-
-	376	-	-	-	505	5015	Overtime Wages	-	-	-	-
9,978	18,515	19,231	21,627	21,627	510	5110	Health Insurance	28,754	28,754	28,754	28,754
945	1,170	820	916	916	510	5111	Dental Insurance	916	916	916	916
1,156	1,096	1,027	1,205	1,205	510	5112	Life/AD&D/LTD Insurance	1,116	1,116	1,116	1,116
77	83	62	63	63	510	5114	Employee Assistance Program	63	63	63	63
5,706	2,107	3,429	5,978	5,978	510	5115	Retirement Plan	7,789	7,789	7,789	7,789
2,176	2,531	1,083	616	616	510	5116	Workers' Compensation Insurance	616	616	616	616
(621)	-	-	-	-	510	5118	Other taxable benefits	-	-	-	-
11,291	12,127	10,559	11,231	11,231	515	5210	FICA Taxes	11,231	11,231	11,231	11,231
2,641	2,836	2,470	2,627	2,627	515	5211	Medicare Taxes	2,627	2,627	2,627	2,627
<b>214,138</b>	<b>242,006</b>	<b>215,101</b>	<b>225,404</b>	<b>225,404</b>	<b>Total Personnel</b>			<b>234,253</b>	<b>234,253</b>	<b>234,253</b>	<b>234,253</b>
343	1,007	1,945	2,000	2,000	605	6010	Training & Education	2,000	2,000	2,000	2,000
4,343	2,912	2,268	3,500	3,200	605	6011	Travel & Expenses	3,000	3,000	3,000	3,000
1,625	1,061	1,649	1,350	1,650	605	6012	Employee Memberships	1,650	1,650	1,650	1,650
-	214	-	-	-	610	6115	Other Professional Services	-	-	-	-
1,029	1,015	805	840	840	615	6217	Mobile Phones	840	840	840	840
255	22	-	-	-	620	6310	Maint/Repair Motor Vehicles	-	-	-	-
423	234	196	300	300	640	6611	Periodicals & Books	250	250	250	250
719	1,155	184	750	750	645	6711	Printing & Binding	400	400	400	400
<b>8,737</b>	<b>7,619</b>	<b>7,047</b>	<b>8,740</b>	<b>8,740</b>	<b>Total Contractual</b>			<b>8,140</b>	<b>8,140</b>	<b>8,140</b>	<b>8,140</b>
537	1,232	66	1,200	1,200	710	7110	Office Supplies	800	800	800	800
948	317	942	1,500	1,500	720	7310	Motor Vehicle Fuel	1,200	1,200	1,200	1,200
-	348	170	200	200	740	7713	Other Supplies	200	200	200	200
<b>1,485</b>	<b>1,897</b>	<b>1,179</b>	<b>2,900</b>	<b>2,900</b>	<b>Total Commodities</b>			<b>2,200</b>	<b>2,200</b>	<b>2,200</b>	<b>2,200</b>
<b>224,360</b>	<b>251,521</b>	<b>223,326</b>	<b>237,044</b>	<b>237,044</b>	<b>Total Expenditures- City Administrator</b>			<b>244,593</b>	<b>244,593</b>	<b>244,593</b>	<b>244,593</b>

**City of Crestwood, Missouri**  
**General Fund Expenditures**  
**Budget for the Year Ending December 31, 2011**

ACTUAL			BUDGET		Account Description			Department Request	City Adm. Recommended	Ways & Means Approved	BOA Approved
2007	2008	2009	Adopted	Amended	MUNICIPAL COURT 10-20-030-XXX-XXXX						
			2010								2011
69,753	71,269	51,167	42,023	42,023	505	5011	Wages, Non-Exempt Employees	37,645	37,645	37,645	37,645
-	7,064	11,595	13,330	13,330	505	5013	Wages, Part-time Employees ^	13,329	13,329	13,329	13,329
511	269	7,540	12,920	12,920	505	5015	Overtime Wages	17,500	12,000	12,000	12,000
3,973	5,994	7,336	10,067	10,067	510	5110	Health Insurance	20,036	20,036	5,354	5,354
561	744	490	458	458	510	5111	Dental Insurance	458	458	458	458
538	578	474	483	483	510	5112	Life/AD&D/LTD Insurance	392	392	392	392
41	41	21	32	32	510	5114	Employee Assistance Program	32	32	32	32
2,279	1,034	1,461	1,827	1,827	510	5115	Retirement Plan	2,944	2,708	2,708	2,708
237	256	193	188	188	510	5116	Workers' Compensation Insurance	233	214	214	214
4,339	4,738	3,687	4,232	4,232	515	5210	FICA Taxes	4,245	3,904	3,904	3,904
1,015	1,108	862	990	990	515	5211	Medicare Taxes	993	913	913	913
<b>83,247</b>	<b>93,094</b>	<b>84,825</b>	<b>86,550</b>	<b>86,550</b>	<b>Total Personnel</b>			<b>97,807</b>	<b>91,631</b>	<b>76,949</b>	<b>76,949</b>
647	930	1,024	800	800	605	6010	Training & Education	800	800	800	800
990	1,706	635	800	800	605	6011	Travel & Expenses	800	800	800	800
160	285	285	300	300	605	6012	Employee Memberships	300	300	300	300
27,715	41,805	33,472	38,000	38,000	610	6115	Other Professional Services	40,000	38,000	38,000	38,000
-	-	900	1,200	1,200	610	6120	Municipal Court Mental Health Docket	1,200	1,000	1,000	1,000
6,630	5,844	7,020	7,000	7,000	610	6121	Prisoner Services	9,000	6,000	6,000	6,000
-	-	-	200	200	620	6313	Maint/Repair Other Equipment	200	200	200	200
-	-	-	-	-	640	6611	Periodicals & Books	100	100	100	100
371	928	536	1,000	1,000	645	6711	Printing & Binding	1,000	600	600	600
948	2,957	542	3,000	3,000	650	6815	Municipal Court Bank Fees	3,000	1,000	1,000	1,000
<b>37,461</b>	<b>54,465</b>	<b>44,413</b>	<b>52,300</b>	<b>52,300</b>	<b>Total Contractual</b>			<b>56,400</b>	<b>48,800</b>	<b>48,800</b>	<b>48,800</b>
538	560	1,068	700	700	710	7110	Office Supplies	1,000	700	700	700
538	560	1,068	700	700	<b>Total Commodities</b>			<b>1,000</b>	<b>700</b>	<b>700</b>	<b>700</b>
<b>121,246</b>	<b>148,119</b>	<b>130,306</b>	<b>139,550</b>	<b>139,550</b>	<b>Total Expenditures- Municipal Court</b>			<b>155,207</b>	<b>141,131</b>	<b>126,449</b>	<b>126,449</b>

**NOTES:**

<sup>^</sup> One-half of the part-time clerk's salary and benefit costs are budgeted in the City Clerk's budget, as the clerk performs City Clerk and Municipal Court duties since the elimination of the Municipal Court Clerk.

City of Crestwood, Missouri  
General Fund Expenditures  
Budget for the Year Ending December 31, 2011

ACTUAL			BUDGET		Account Description					Department	City Adm.	Ways & Means	BOA
2007	2008	2009	Adopted	Amended	GENERAL SERVICES 10-25-041-XXX-XXXX					Request	Recommended	Approved	Approved
			2010							2011			
19,284	19,729	20,320	20,320	20,320	505	5013	Wages, Part-Time Employees		20,320	20,320	20,320	20,320	
					505	5015	Overtime Wages						
25,881	19,116	23,148	32,469	32,469	510	5110	Health Insurance (retirees)		46,812	46,812	46,812	46,812	
(194)	41	23			510	5111	Dental Insurance						
					510	5112	Life/AD&D/LTD Insurance						
(62)	21	41	21	21	510	5114	Employee Assistance Program		21	21	21	21	
65	-	-	-	-	510	5115	Retirement Plan						
65	(716)	62	68	68	510	5116	Workers' Compensation Insurance		69	69	69	69	
685	2,366	12,861	5,000	5,000	510	5119	Employment Security Benefit Payments		5,000	5,000	5,000	5,000	
			75,000	75,000	510	5120	Deductible reimbursement		35,000	35,000	35,000	35,000	
1,205	1,223	1,260	1,260	1,260	515	5210	FICA Taxes		1,260	1,260	1,260	1,260	
282	338	295	295	295	515	5211	Medicare Taxes		.295	.295	.295	.295	
<b>47,211</b>	<b>42,118</b>	<b>58,010</b>	<b>134,433</b>	<b>134,433</b>	<b>Total Personnel</b>					<b>108,777</b>	<b>108,777</b>	<b>108,777</b>	<b>108,777</b>
109,522	91,677	77,741	110,000	110,000	610	6110	Legal Services		110,000	100,000	110,000	110,000	
56,611	25,979	27,162	35,000	35,000	610	6112	Auditing Services		25,900	25,900	25,900	25,900	
35,863	27,928	15,323	18,000	18,000	610	6115	Other Professional Services		15,000	15,000	15,000	15,000	
12,750	96,677	-	-	-	610	6116	Litigation Settlement						
28,355	117,104	78,025	-	-	610	6120	Health Reimbursement Account						
	37,023	37,562	-	-	610	6124	Accelerated TIF Payoff-Kohl's						
27,798	32,044	29,458	27,000	27,000	615	6215	Telephone		28,000	28,000	28,000	28,000	
4,969	4,789	5,185	6,000	6,000	630	6452	Other Rentals/Leases		6,000	6,000	6,000	6,000	
43,747	63,587	40,794	42,000	42,000	635	6510	Property Policy		40,000	40,000	40,000	40,000	
75,415	69,554	62,628	64,000	64,000	635	6511	General/Auto/Police Liability (SLAIT)		56,000	56,000	56,000	56,000	
14,329	20,919	13,946	14,000	14,000	635	6512	Public Officials Liability		13,000	13,000	13,000	13,000	
1,052	1,052	-	1,200	1,200	635	6513	Public Employee Blanket Bond		1,200	1,200	1,200	1,200	
	1,040	1,165	-	-	635	6514	Public Official Surety Bonds						
725	-	1,050	1,500	1,500	635	6515	Other Insurance Expense		1,500	1,500	1,500	1,500	
6,563	6,438	6,263	6,600	6,600	640	6610	City Memberships		6,300	6,300	6,300	6,300	
	99	-	-	-	640	6611	Periodicals & Books						
14,473	24,553	14,016	16,000	16,000	645	6710	Public Relations & Promotion		16,000	16,000	16,000	16,000	
5,850	1,792	2	1,800	1,800	645	6711	Printing & Binding		1,800	1,800	1,800	1,800	
	-	-	7,500	7,500	645	6712	Advertising and Publication		7,500	7,500	7,500	7,500	
9,018	14,255	12,412	15,000	15,000	650	6810	Postage		15,000	15,000	15,000	15,000	
203	6,282	9,085	9,000	9,000	650	6811	Interest Expense		10,000	10,000	10,000	10,000	
2,500	-	-	-	-	650	6818	Renewal Services-LOC						
118,275	122,279	-	-	-	650	6826	Interest Expense-Line of Credit Princ.						
435,000	880,000	-	-	-	650	6827	Line of Credit Principal Payments						
<b>1,003,018</b>	<b>1,645,051</b>	<b>431,816</b>	<b>374,600</b>	<b>374,600</b>	<b>Total Contractual</b>					<b>353,200</b>	<b>343,200</b>	<b>353,200</b>	<b>353,200</b>
5,762	5,924	4,583	6,000	6,000	710	7110	Office Supplies		6,000	5,500	5,500	5,500	
9,037	-	-	-	-	710	7111	60th Anniversary Celebration						
1,324	-	-	-	-	710	7112	City Store						
793	854	464	1,000	1,000	715	7210	Household Supplies		500	500	500	500	
26	250	188	-	-	740	7713	Other Supplies						
10,500	11,400	8,840	12,000	12,000	740	7714	Senior Trash Program		12,000	12,000	12,000	12,000	
<b>27,442</b>	<b>18,428</b>	<b>14,075</b>	<b>19,000</b>	<b>19,000</b>	<b>Total Commodities</b>					<b>18,500</b>	<b>18,000</b>	<b>18,000</b>	<b>18,000</b>
<b>1,077,671</b>	<b>1,705,597</b>	<b>503,901</b>	<b>528,033</b>	<b>528,033</b>	<b>Total Expenditures- General Services</b>					<b>480,477</b>	<b>469,977</b>	<b>479,977</b>	<b>479,977</b>

City of Crestwood, Missouri  
General Fund Expenditures  
Budget for the Year Ending December 31, 2011

ACTUAL			BUDGET		Account Description			Department	City Adm.	Ways & Means	BOA
2007	2008	2009	Adopted	Amended	MANAGEMENT INFORMATION SYSTEMS 10-25-042-XXX-XXXX			Request	Recommended	Approved	Approved
			2010								2011
59,403	60,561	61,211	61,211	61,211	505	5010	Wages, Exempt Employees	61,211	61,211	61,211	61,211
-	-	-	-	-	505	5011	Wages, Non-Exempt	-	-	-	-
-	11,354	10,000	10,000	10,000	505	5014	Wages, Seasonal	10,000	-	-	-
3,973	4,285	4,719	5,411	5,411	510	5110	Health Insurance	7,036	7,036	7,036	7,036
258	319	265	281	281	510	5111	Dental Insurance	297	297	297	297
363	351	369	405	405	510	5112	Life/AD&D/LTD Insurance	376	376	376	376
21	15	21	21	21	510	5114	Employee Assistance Program	21	21	21	21
1,970	799	1,420	2,020	2,020	510	5115	Retirement Plan	2,632	2,632	2,632	2,632
200	197	221	242	242	510	5116	Workers' Compensation Ins.	242	208	208	208
3,721	3,761	4,473	4,415	4,415	515	5210	FICA Taxes	4,415	3,795	3,795	3,795
870	880	1,046	1,033	1,033	515	5211	Medicare Taxes	1,033	888	888	888
<b>70,779</b>	<b>71,167</b>	<b>85,099</b>	<b>85,039</b>	<b>85,039</b>	<b>Total Personnel</b>			<b>87,263</b>	<b>76,464</b>	<b>76,464</b>	<b>76,464</b>
-	299	-	1,200	1,200	605	6010	Training & Education	1,200	800	800	800
-	-	-	500	500	610	6115	Other Professional Services	500	100	100	100
14,610	7,420	1,787	8,000	8,000	615	6216	Telecommunications	8,000	2,000	2,000	2,000
420	420	420	420	420	615	6217	Mobile Phones	420	420	420	420
18,798	17,721	14,150	15,000	15,000	625	6410	REJIS Services	15,000	15,000	15,000	15,000
33,826	25,860	16,357	25,120	25,120	<b>Total Contractual</b>			<b>25,120</b>	<b>18,320</b>	<b>18,320</b>	<b>18,320</b>
9,102	11,378	10,344	11,000	11,000	710	7110	Office Supplies	11,000	9,000	9,000	9,000
9,102	11,378	10,344	11,000	11,000	<b>Total Commodities</b>			<b>11,000</b>	<b>9,000</b>	<b>9,000</b>	<b>9,000</b>
<b>113,707</b>	<b>108,405</b>	<b>111,800</b>	<b>121,159</b>	<b>121,159</b>	<b>Total Expenditures- MIS</b>			<b>123,383</b>	<b>103,784</b>	<b>103,784</b>	<b>103,784</b>

City of Crestwood, Missouri  
General Fund Expenditures  
Budget for the Year Ending December 31, 2011

ACTUAL			BUDGET		Account Description					Department	City Adm.	Ways & Means	BOA	
2007	2008	2009	Adopted	Amended	2010					Request	Recommended	Approved	Approved	
					10-30-050-XXX-XXXX					2011				
59,978	51,780	62,200	62,200	62,200	505	5010	Salaries, Exempt Employees		62,200	62,200	62,200	62,200		
81,758	86,533	41,968	36,000	36,000	505	5011	Wages, Non-Exempt Employees		35,360	35,360	35,360	35,360		
30,850	33,103	35,100	35,033	35,033	505	5013	Wages, Part-time Employees		35,033	35,033	35,033	35,033		
111	-	-	-	505	5015	Overtime Wages		-	-	-	-	-		
15,808	13,984	14,053	21,627	21,627	510	5110	Health Insurance		25,604	25,604	25,604	25,604		
1,009	1,073	823	879	879	510	5111	Dental Insurance		891	891	891	891		
1,201	1,123	928	1,004	1,004	510	5112	Life/AD&D/LTD Insurance		871	871	871	871		
77	83	62	64	64	510	5114	Employee Assistance Program		63	63	63	63		
4,560	1,766	3,242	4,397	4,397	510	5115	Retirement Plan		5,701	5,701	5,701	5,701		
582	559	425	453	453	510	5116	Workers' Compensation Insurance		451	451	451	451		
10,587	10,451	8,499	8,260	8,260	515	5210	FICA Taxes		8,221	8,221	8,221	8,221		
2,476	2,444	1,988	1,932	1,932	515	5211	Medicare Taxes		1,923	1,923	1,923	1,923		
<b>208,997</b>	<b>202,898</b>	<b>169,287</b>	<b>171,849</b>	<b>171,849</b>	<b>Total Personnel</b>					<b>176,318</b>	<b>176,318</b>	<b>176,318</b>	<b>176,318</b>	
489	1,003	400	2,000	2,000	605	6010	Training & Education		1,000	1,000	1,000	1,000		
1,973	1,687	364	800	800	605	6011	Travel & Expenses		400	400	400	400		
838	420	50	500	500	605	6012	Employee Memberships		100	100	100	100		
3,276	1,539	455	490	490	610	6115	Other Professional Services		490	490	490	490		
140	350	420	420	420	615	6217	Mobile Phones		420	420	420	420		
222	-	5	-	-	620	6313	Maint/Repair Other Equipment		-	-	-	-		
494	-	-	-	-	640	6711	Printing & Binding		-	-	-	-		
273	829	26	200	200	645	6711	Printing & Binding		200	200	200	200		
5,419	3,878	-	-	-	645	6712	Advertising & Publication		-	-	-	-		
<b>13,124</b>	<b>9,704</b>	<b>1,720</b>	<b>4,410</b>	<b>4,410</b>	<b>Total Contractual</b>					<b>2,610</b>	<b>2,610</b>	<b>2,610</b>	<b>2,610</b>	
2,003	2,123	1,329	2,000	2,000	710	7110	Office Supplies		1,500	1,500	1,500	1,500		
<b>2,003</b>	<b>2,123</b>	<b>1,329</b>	<b>2,000</b>	<b>2,000</b>	<b>Total Commodities</b>					<b>1,500</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>	
-	-	-	500	500	825	8466	Furniture, Fixtures & Equipment		-	-	-	-		
-	-	-	500	500	<b>Total Capital</b>					-	-	-	-	
<b>224,124</b>	<b>214,726</b>	<b>172,335</b>	<b>178,759</b>	<b>178,759</b>	<b>Total Expenditures- Finance</b>					<b>180,428</b>	<b>180,428</b>	<b>180,428</b>	<b>180,428</b>	

City of Crestwood, Missouri  
General Fund Expenditures  
Budget for the Year Ending December 31, 2011

ACTUAL			BUDGET		Account Description PUBLIC WORKS GENERAL SERVICES 10-35-060-XXX-XXXX					Department Request	City Adm. Recommended	Ways & Means Approved	BOA Approved	
2007	2008	2009	Adopted	Amended	2010									
41,178	151,992	154,433	154,083	154,083	505	5011	Wages, Non-Exempt Employees			154,083	154,083	154,083	154,083	
763	-	-	-	-	505	5014	Wages, Seasonal			-	-	-	-	
5,227	7,902	7,517	10,000	10,000	505	5015	Overtime Wages			10,000	10,000	10,000	10,000	
4,291	17,124	18,861	21,627	21,627	510	5110	Health Insurance			20,295	20,295	20,295	20,295	
225	997	829	879	879	510	5111	Dental Insurance			903	903	903	903	
(7,990)	1,074	1,132	1,240	1,240	510	5112	Life/AD&D/LTD Insurance			1,047	1,047	1,047	1,047	
83	83	83	85	85	510	5114	Employee Assistance Program			84	84	84	84	
750	2,109	3,755	5,415	5,415	510	5115	Retirement Plan			7,056	7,056	7,056	7,056	
(1,986)	5,763	5,983	6,549	6,549	510	5116	Workers' Compensation Insurance			6,288	6,288	6,288	6,288	
1,974	9,562	9,499	10,173	10,173	515	5210	FICA Taxes			10,172	10,172	10,172	10,172	
461	2,236	2,222	2,379	2,379	515	5211	Medicare Taxes			2,379	2,379	2,379	2,379	
<b>44,975</b>	<b>198,840</b>	<b>204,314</b>	<b>212,430</b>	<b>212,430</b>	<b>Total Personnel</b>					<b>212,307</b>	<b>212,307</b>	<b>212,307</b>	<b>212,307</b>	
340	70	80	800	800	605	6010	Training and Education			800	800	800	800	
3,331	2,807	2,309	3,000	3,000	610	6115	Other Professional Services			3,000	3,000	3,000	3,000	
19,290	8,068	20,650	20,650	20,650	610	6117	Rental Inspections			20,650	20,650	20,650	20,650	
32,335	30,997	33,631	33,000	33,000	615	6210	Electric			33,000	33,000	33,000	33,000	
12,106	12,740	11,276	12,000	12,000	615	6211	Natural Gas			12,000	12,000	12,000	12,000	
1,424	2,092	2,602	3,200	3,200	615	6212	Sewer			3,200	3,200	3,200	3,200	
1,005	997	1,037	1,100	1,100	615	6213	Water			1,100	1,100	1,100	1,100	
101,424	102,362	108,995	102,400	102,400	615	6214	Street Lighting			102,400	102,400	102,400	102,400	
840	840	1,085	1,260	1,260	615	6217	Mobile Phones			1,260	1,260	1,260	1,260	
38	75	-	85	85	615	6218	Pagers			85	85	85	85	
216	1,819	240	500	500	620	6311	Maint/Repair Communication Equipment			5,320	5,320	5,320	5,320	
25,353	25,219	22,011	25,000	23,500	620	6312	Maint/Repair Buildings / Facilities			25,000	23,500	23,500	23,500	
453	1,267	-	3,000	2,000	620	6313	Maint/Repair Other Equipment			3,000	2,000	2,000	2,000	
3,240	3,066	4,318	4,500	4,500	630	6452	Other Rentals/Leases			4,500	3,000	3,000	3,000	
<b>182,103</b>	<b>203,640</b>	<b>195,650</b>	<b>210,495</b>	<b>207,995</b>	<b>Total Contractual</b>					<b>215,315</b>	<b>211,315</b>	<b>211,315</b>	<b>211,315</b>	
4,964	4,795	4,577	4,600	4,600	715	7211	Janitorial Supplies			4,600	4,600	4,600	4,600	
3,854	3,896	9,461	4,000	6,500	715	7212	Building Maint. Supplies			6,500	6,500	6,500	6,500	
502	408	2,838	500	500	725	7411	Small Tools & Equipment			500	500	500	500	
484	426	189	400	400	740	7713	Other Supplies			400	200	200	200	
<b>1,804</b>	<b>9,526</b>	<b>17,064</b>	<b>9,500</b>	<b>12,000</b>	<b>Total Commodities</b>					<b>12,000</b>	<b>11,800</b>	<b>11,800</b>	<b>11,800</b>	
<b>236,882</b>	<b>412,006</b>	<b>417,028</b>	<b>432,425</b>	<b>432,425</b>	<b>Total Expenditures- PW General Services</b>					<b>439,622</b>	<b>435,422</b>	<b>435,422</b>	<b>435,422</b>	

City of Crestwood, Missouri  
General Fund Expenditures  
Budget for the Year Ending December 31, 2011

ACTUAL			BUDGET		Account Description					Department	City Adm.	Ways & Means	BOA			
2007	2008	2009	Adopted	Amended	PUBLIC WORKS ADMINISTRATION 10-35-061-XXX-XXXX					Request	Recommended	Approved	Approved			
			2010							2011						
85,068	66,062	62,998	72,300	72,300	505	5010	Salaries, Exempt Employees			72,300	72,300	72,300	72,300			
150,493	80,242	98,410	138,093	138,093	505	5011	Wages, Non-Exempt Employees			138,093	138,093	138,093	138,093			
4,438	-	-	-	-	505	5014	Wages, Seasonal			-	-	-	-			
5,227	126	4,708	4,000	7,062	505	5015	Overtime Wages			6,000	6,000	6,000	6,000			
25,559	13,585	16,643	24,365	24,365	510	5110	Health Insurance			31,089	31,089	31,089	31,089			
1,083	920	809	1,123	1,123	510	5111	Dental Insurance			1,188	1,188	1,188	1,188			
1,464	756	1,013	1,477	1,477	510	5112	Life/AD&D/LTD Insurance			1,331	1,331	1,331	1,331			
88	83	83	84	84	510	5114	Employee Assistance Program			84	84	84	84			
7,007	1,710	3,584	7,075	7,075	510	5115	Retirement Plan			9,305	9,305	9,305	9,305			
7,118	2,824	3,495	13,770	13,770	510	5116	Workers' Compensation Insurance			12,382	12,382	12,382	12,382			
14,674	8,738	10,015	13,292	13,292	515	5210	FICA Taxes			13,416	13,416	13,416	13,416			
3,432	2043.59	2,343	3,109	3,109	515	5211	Medicare Taxes			3,138	3,138	3,138	3,138			
<b>305,651</b>	<b>177,090</b>	<b>204,099</b>	<b>278,688</b>	<b>281,750</b>	<b>Total Personnel</b>					<b>288,326</b>	<b>288,326</b>	<b>288,326</b>	<b>288,326</b>			
1,294	1,598	75	1,800	1,800	605	6010	Training & Education			1,800	1,500	1,500	1,500			
2,026	1,307	43	1,500	1,500	605	6011	Travel & Expenses			1,500	1,200	1,200	1,200			
710	790	215	950	950	605	6012	Employee Memberships			950	950	950	950			
6,489	8,722	4,368	8,000	5,138	610	6115	Other Professional Services			8,000	5,500	5,500	5,500			
1,155	1,260	1,120	1,260	1,260	615	6217	Mobile Phones			1,260	1,260	1,260	1,260			
-	-	-	200	200	620	6313	Maint/Repair Other Equipment			200	200	200	200			
308	223	31	500	500	640	6611	Periodicals & Books			500	200	200	200			
-	-	-	400	-	640	6711	Advertising and Publications			400	200	200	200			
1,155	2,068	2,020	1,800	2,000	645	6711	Printing & Binding			1,800	1,800	1,800	1,800			
-	-	-	200	200	650	6810	Postage			200	200	200	200			
<b>13,137</b>	<b>15,957</b>	<b>7,871</b>	<b>16,610</b>	<b>13,548</b>	<b>Total Contractual</b>					<b>16,610</b>	<b>13,010</b>	<b>13,010</b>	<b>13,010</b>			
2,255	1,227	2,218	2,100	2,100	710	7110	Office Supplies			2,100	1,800	1,800	1,800			
542	473	716	600	600	715	7210	Household Supplies			600	500	500	500			
82	153	-	200	200	725	7411	Small Tools & Equipment			200	200	200	200			
-	-	-	100	100	740	7713	Other Supplies			100	100	100	100			
<b>2,879</b>	<b>1,852</b>	<b>2,933</b>	<b>3,000</b>	<b>3,000</b>	<b>Total Commodities</b>					<b>3,000</b>	<b>2,600</b>	<b>2,600</b>	<b>2,600</b>			
<b>321,668</b>	<b>194,909</b>	<b>214,903</b>	<b>298,298</b>	<b>298,298</b>	<b>Total Expenditures- PW Administration</b>					<b>307,936</b>	<b>303,936</b>	<b>303,936</b>	<b>303,936</b>			

**City of Crestwood, Missouri**  
**General Fund Expenditures**  
**Budget for the Year Ending December 31, 2011**

ACTUAL			BUDGET		Account Description					Department	City Adm.	Ways & Means	BOA	
2007	2008	2009	Adopted	Amended	PUBLIC WORKS MAINTENANCE 10-35-062-XXX-XXXX					Request	Recommended	Approved	Approved	
			2010							2011				
214,795	148,502	146,188	196,183	196,183	505	5011	Wages, Non-Exempt Employees		196,183	196,183	196,183	196,183		
22,965	13,258	10,622	20,000	20,000	505	5015	Overtime Wages		25,000	20,000	20,000	20,000		
23,309	18,198	20,878	35,169	35,169	510	5110	Health Insurance		39,807	39,807	39,807	39,807		
1,381	1,057	1,065	1,514	1,514	510	5111	Dental Insurance		1,522	1,522	1,522	1,522		
1,604	1,036	1,058	1,565	1,565	510	5112	Life/AD&D/LTD Insurance		1,327	1,327	1,327	1,327		
103	103	124	105	105	510	5114	Employee Assistance Program		105	105	105	105		
7,879	2,123	3,080	7,134	7,134	510	5115	Retirement Plan		9,511	9,296	9,296	9,296		
19,869	7,014	7,529	17,994	17,994	510	5116	Workers' Compensation Insurance		16,898	16,516	16,516	16,516		
14,566	9,741	9,100	13,403	13,403	515	5210	FICA Taxes		13,714	13,403	13,403	13,403		
3,406	2,278	2,129	3,135	3,135	515	5211	Medicare Taxes		3,207	3,135	3,135	3,135		
<b>309,876</b>	<b>203,311</b>	<b>201,774</b>	<b>296,202</b>	<b>296,202</b>	<b>Total Personnel</b>					<b>307,274</b>	<b>301,294</b>	<b>301,294</b>	<b>301,294</b>	
225	150	-	600	600	605	6010	Training & Education		600	400	400	400		
172	620	224	700	700	605	6011	Travel & Expenses		700	500	500	500		
168	155	-	200	200	605	6012	Employee Memberships		200	200	200	200		
329	573	304	1,200	1,200	610	6111	Medical Services		1,400	1,200	1,200	1,200		
2,245	4,600	1,902	4,500	4,500	610	6115	Other Professional Services		4,500	2,500	2,500	2,500		
4,008	4,018	4,196	4,200	4,200	615	6210	Electric		4,200	4,200	4,200	4,200		
4,692	5,289	5,864	5,600	5,600	615	6211	Natural Gas		5,600	5,600	5,600	5,600		
750	2,530	2,259	2,400	2,400	615	6212	Sewer		2,400	2,400	2,400	2,400		
668	894	643	1,100	1,100	615	6213	Water		1,100	1,100	1,100	1,100		
420	420	420	420	420	615	6217	Mobile Phones		420	420	420	420		
559	534	607	600	600	615	6218	Pagers		600	600	600	600		
6,366	2,049	1,504	3,200	3,200	620	6312	Maint/Repair Building/Facilities		3,200	2,500	2,500	2,500		
9,448	2,334	3,252	2,000	2,000	620	6315	Solid Waste Disposal		2,000	2,000	2,000	2,000		
1,134	1,025	1,218	3,000	3,000	630	6450	Equipment Rental		3,000	1,500	1,500	1,500		
7,736	7,500	6,316	8,000	8,000	630	6452	Other Rentals/Leases		8,500	7,500	7,500	7,500		
80	80	93	200	200	640	6611	Periodicals & Books		200	100	100	100		
<b>39,000</b>	<b>32,771</b>	<b>26,803</b>	<b>37,920</b>	<b>37,920</b>	<b>Total Contractual</b>					<b>38,620</b>	<b>32,720</b>	<b>32,720</b>	<b>32,720</b>	
1,070	995	1,084	1,000	1,000	705	7010	Uniform/Clothing		1,000	1,000	1,000	1,000		
607	597	453	700	700	715	7210	Household Supplies		1,000	800	800	800		
322	474	369	500	500	715	7211	Janitorial Supplies		700	400	400	400		
185	199	183	500	500	715	7212	Building Maint. Supplies		500	400	400	400		
1,457	2,904	1,752	1,800	1,800	715	7213	General Maint. Supplies		1,800	1,800	1,800	1,800		
318	455	173	500	1,500	725	7411	Small Tools & Equipment		800	800	800	800		
5,190	18,933	15,107	15,000	15,000	730	7511	Asphalt		16,000	16,000	16,000	16,000		
15,136	24,986	59,250	30,000	30,000	730	7513	Salt		40,000	40,000	40,000	40,000		
4,049	3,661	7,692	9,000	9,000	730	7514	Crack Sealant		9,000	8,000	8,000	8,000		
3,722	4,315	4,469	5,000	5,000	730	7516	Signs		6,000	5,500	5,500	5,500		
539	417	78	400	400	735	7611	Medical Supplies		400	300	300	300		
1,218	708	1,578	1,500	1,500	735	7612	Safety Equipment & Supplies		1,500	1,200	1,200	1,200		
6,659	456	276	500	500	740	7713	Other Supplies		500	400	400	400		
<b>40,473</b>	<b>59,099</b>	<b>92,464</b>	<b>66,400</b>	<b>67,400</b>	<b>Total Commodities</b>					<b>79,200</b>	<b>76,600</b>	<b>76,600</b>	<b>76,600</b>	
<b>389,349</b>	<b>295,180</b>	<b>323,041</b>	<b>400,522</b>	<b>401,522</b>	<b>Total Expenditures- PW Maintenance</b>					<b>425,094</b>	<b>410,614</b>	<b>410,614</b>	<b>410,614</b>	

City of Crestwood, Missouri  
General Fund Expenditures  
Budget for the Year Ending December 31, 2011

ACTUAL			BUDGET		Account Description PUBLIC WORKS MECHANICAL 10-35-063-XXX-XXXX					Department Request	City Adm. Recommended	Ways & Means Approved	BOA Approved	
2007	2008	2009	Adopted	Amended	2010									
46,070	45,806	40,758	41,588	41,588	505	5011	Wages, Non-Exempt Employees			41,588	41,588	41,588	41,588	
1,981	2,781	1,771	3,500	4,346	505	5015	Overtime Wages			4,500	4,500	4,500	4,500	
6,825	7,363	5,322	5,411	5,411	510	5110	Health Insurance			7,036	7,036	7,036	7,036	
304	421	238	281	281	510	5111	Dental Insurance			297	297	297	297	
311	299	258	323	323	510	5112	Life/AD&D/LTD Insurance			277	277	277	277	
15	21	21	21	21	510	5114	Employee Assistance Program			21	21	21	21	
1,570	588	922	1,373	1,373	510	5115	Retirement Plan			1,982	1,982	1,982	1,982	
1,531	1,144	1,330	1,405	1,405	510	5116	Workers' Compensation Insurance			1,511	1,511	1,511	1,511	
3,004	2,924	2,524	2,795	2,795	515	5210	FICA Taxes			2,858	2,858	2,858	2,858	
703	684	590	654	654	515	5211	Medicare Taxes			668	668	668	668	
<b>62,314</b>	<b>62,029</b>	<b>53,734</b>	<b>57,351</b>	<b>58,197</b>	<b>Total Personnel</b>					<b>60,738</b>	<b>60,738</b>	<b>60,738</b>	<b>60,738</b>	
			250	250	605	6010	Training & Education			250	250	250	250	
118	118	134	120	120	615	6218	Pager			120	120	120	120	
11,271	5,636	10,124	17,000	16,154	620	6310	Maintenance/Repair Motor Vehicles			17,000	12,000	12,000	12,000	
647	2,018	4,759	5,000	5,000	620	6313	Maintenance/Repair Other Equipment			5,000	5,000	5,000	5,000	
105	-	-	100	100	640	6611	Periodicals & Books			100	100	100	100	
<b>12,141</b>	<b>7,772</b>	<b>15,017</b>	<b>22,470</b>	<b>21,624</b>	<b>Total Contractual</b>					<b>22,470</b>	<b>17,470</b>	<b>17,470</b>	<b>17,470</b>	
28,799	35,152	19,024	35,000	35,000	720	7310	Motor Vehicle Fuel			35,000	35,000	35,000	35,000	
4,822	3,107	3,622	3,500	3,500	720	7311	Motor Vehicle Fluids			3,500	3,000	3,000	3,000	
21,088	17,434	18,096	18,000	17,000	720	7312	Motor Vehicle Parts			18,000	18,000	18,000	18,000	
2,519	413	1,920	5,000	5,000	720	7313	Motor Vehicle Tools			5,000	3,000	3,000	3,000	
5,904	6,289	5,707	6,000	6,000	720	7314	Motor Vehicle Tires			6,000	6,000	6,000	6,000	
813	434	520	500	500	725	7410	Welding Supplies			500	500	500	500	
239	-	117	500	500	725	7411	Small Tools & Equipment			400	400	400	400	
8,625	4,031	4,480	4,500	4,500	725	7412	Equipment Parts			4,500	4,500	4,500	4,500	
245	237	86	200	200	735	7612	Safety Equipment & Supplies			200	200	200	200	
346	463	424	350	350	740	7713	Other Supplies			300	300	300	300	
<b>73,401</b>	<b>67,560</b>	<b>53,996</b>	<b>73,550</b>	<b>72,550</b>	<b>Total Commodities</b>					<b>73,400</b>	<b>70,900</b>	<b>70,900</b>	<b>70,900</b>	
<b>147,856</b>	<b>137,361</b>	<b>122,747</b>	<b>153,371</b>	<b>152,371</b>	<b>Total Expenditures- PW Mechanical</b>					<b>156,608</b>	<b>149,108</b>	<b>149,108</b>	<b>149,108</b>	

ver. BOA Final

**City of Crestwood, Missouri**  
**General Fund Expenditures**  
**Budget for the Year Ending December 31, 2011**

ACTUAL			BUDGET		Account Description		Department Request	City Adm. Recommended	Ways & Means Approved	BOA Approved
2007	2008	2009	Adopted	Amended	10-40-070-XXX-XXXX	2010				
78,962	80,767	81,299	81,300	81,300	505 5010 Salaries, Exempt Employees		81,300	81,300	81,300	81,300
1,832,836	1,726,597	1,761,926	1,749,530	1,749,530	505 5011 Wages, Non-Exempt Employees		1,696,488	1,696,488	1,696,488	1,696,488
3,111					505 5013 Wages, Part-Time Employees					
9,098	4,284	6,387			505 5014 Wages, Seasonal					
56,352	56,427	47,019	55,000	55,000	505 5015 Overtime Wages		55,000	50,000	50,000	50,000
155,204	204,812	209,067	247,048	247,048	510 5110 Health Insurance		307,986	295,640	295,640	295,640
9,328	11,245	9,692	10,299	10,299	510 5111 Dental Insurance		10,334	9,727	9,727	9,727
11,960	11,014	11,613	12,878	12,878	510 5112 Life/AD&D/LTD Insurance		11,597	11,262	11,262	11,262
764	769	743	736	736	510 5114 Employee Assistance Program		735	714	714	714
151,177	127,534	128,912	147,781	147,781	510 5115 Retirement Plan		166,640	161,068	161,068	161,068
27,987	94,813	50,251	59,721	59,721	510 5116 Workers' Compensation Ins.		58,710	56,631	56,631	56,631
			18,738	19,080	510 5117 Uniform/Clothing Allowance		19,080	19,080	19,080	19,080
115,844	116,343	111,784	116,921	116,921	515 5210 FICA Taxes		116,921	113,323	113,323	113,323
27,092	27,210	26,143	27,345	27,345	515 5211 Medicare Taxes		27,345	26,503	26,503	26,503
<b>2,479,715</b>	<b>2,461,816</b>	<b>2,463,573</b>	<b>2,527,639</b>	<b>2,527,639</b>	<b>Total Personnel</b>		<b>2,552,136</b>	<b>2,521,736</b>	<b>2,521,736</b>	<b>2,521,736</b>
5,075	5,443	7,531	9,000	9,000	605 6010 Training & Education		9,000	8,000	8,000	8,000
1,076	1,405	2,027	2,500	2,500	605 6011 Travel & Expenses		3,500	2,500	2,500	2,500
1,600	1,685	1,721	1,450	1,450	605 6012 Employee Memberships		1,600	1,600	1,600	1,600
28					605 6013 Auto Allowance					
372	687		500	500	610 6111 Medical Services		500	300	300	300
1,000	4,104	186	6,600	6,600	610 6115 Other Professional Services		6,600	6,600	6,600	6,600
					610 xxx Other Prof. Srv- The Alternative		5,300	5,300	5,300	5,300
		123	800	800	610 6121 Prisoner Services		800	400	400	400
2,945	2,832	3,037	3,500	3,500	615 6217 Mobile Phones		3,500	3,200	3,200	3,200
2,640	2,363	(80)			620 6310 Maint/Repair Motor Vehicles					
7,139	4,750	4,043	10,107	10,107	620 6311 Maint/Repair Communications Eq.		10,307	10,307	10,307	10,307
(41)	180	480	1,000	1,000	620 6312 Maint/Repair Buildings / Facilities		1,000	700	700	700
99	738	473	500	500	620 6313 Maint/Repair Other Equipment		500	400	400	400
18,230	17,039	22,664	25,882	25,882	620 6316 Maintenance Agreements		19,603	19,603	19,603	19,603
		1,226	2,500	2,500	620 6318 Maint/Repair Emerg. Equipment		4,750	2,500	2,500	2,500
52,352	49,991	51,671	59,056	59,056	625 6410 Rejis Services		62,391	62,391	62,391	62,391
51,628	50,838	49,823	42,903	42,903	625 6411 Rejis Global Software Lease		42,903	42,903	42,903	42,903
9,101	10,044	4,279	4,100	4,100	630 6414 Equipment Leases		4,219	4,219	4,219	4,219
1,854	230		1,950	1,950	630 6452 Other Rentals/Leases		1,908	1,908	1,908	1,908
100	630	660	1,250	1,250	640 6611 Periodicals & Books		1,250	700	700	700
1,366	1,371	1,421	2,500	2,500	645 6710 Public Relations & Promotion		2,500	2,000	2,000	2,000
6,208	3,064	3,134	5,600	5,600	645 6711 Printing & Binding		5,600	3,500	3,500	3,500
		111			650 6811 Interest Expense/Penalty/Fees					
<b>162,772</b>	<b>157,504</b>	<b>154,417</b>	<b>181,698</b>	<b>181,698</b>	<b>Total Contractual</b>		<b>187,731</b>	<b>179,031</b>	<b>179,031</b>	<b>179,031</b>
5,479	17,532	(147)	2,500	2,500	705 7010 Uniform/Clothing		2,500	2,500	2,500	2,500
2,098	2,059	2,585	3,200	3,200	710 7110 Office Supplies		2,000	2,000	2,000	2,000
870	238	548	800	800	710 7112 Photographic Supplies		800	500	500	500
			400	400	710 7114 Data Processing Supplies		400	200	200	200
1,053	1,280	1,095	1,500	1,500	715 7210 Household Supplies		1,500	1,200	1,200	1,200
42,601	50,187	34,890	41,250	41,250	720 7310 Motor Vehicle Fuel		45,000	40,000	40,000	40,000
3,807	5,069	5,513	7,000	7,000	735 7610 Ammunition		7,000	5,500	5,500	5,500
		2,575	2,100	2,100	735 7613 Bullet Proof Vest Program		2,100	2,100	2,100	2,100
7,654	5,051	12,182	9,800	27,012	740 7713 Other Supplies		9,800	9,800	9,800	9,800
					740 xxxx Other Supplies- The Alternative		2,800	2,800	2,800	2,800
2,234	3,466	2,082	3,500	3,500	740 7714 Prisoner Supplies		3,000	3,000	3,000	3,000
		9,626			750 7500 Donation Expenditures					
<b>65,796</b>	<b>84,882</b>	<b>70,949</b>	<b>72,050</b>	<b>89,262</b>	<b>Total Commodities</b>		<b>76,900</b>	<b>69,600</b>	<b>69,600</b>	<b>69,600</b>
		4,580			825 8466 Furniture, Fixtures & Equipment					
		8,337			899 8211 Grant Equipment & Machinery					
		8,337	4,580		<b>Total Capital</b>					
<b>2,708,283</b>	<b>2,712,539</b>	<b>2,693,519</b>	<b>2,781,387</b>	<b>2,798,599</b>	<b>Total Expenditures- Police</b>		<b>2,816,767</b>	<b>2,770,367</b>	<b>2,770,367</b>	<b>2,770,367</b>

City of Crestwood, Missouri  
General Fund Expenditures  
Budget for the Year Ending December 31, 2011

ACTUAL			BUDGET		Account Description					Department	City Adm.	Ways & Means	BOA
2007	2008	2009	Adopted	Amended	FIRE 10-45-080-XXX-XXXX					Request	Recommended	Approved	Approved
			2010			2011							
80,472	82,324	82,831	82,831	79,997	505	5010	Salaries, Exempt Employees		82,831	82,831	82,831	82,831	
1,407,464	1,469,469	1,407,063	1,339,548	1,339,548	505	5011	Wages, Non-Exempt Employees		1,324,124	1,324,124	1,324,124	1,324,124	
38,953	80,095	60,448	58,778	58,778	505	5014	Wages, Holiday pay		53,504	53,504	53,504	53,504	
94,485	53,365	74,256	70,000	70,000	505	5015	Overtime Wages		80,000	75,000	80,000	80,000	
12,693	8,513	14,812	18,000	18,000	505	5017	FLSA Overtime Wages		18,000	18,000	18,000	18,000	
162,271	168,471	178,205	192,272	192,272	510	5110	Health Insurance		250,839	250,839	250,839	250,839	
6,908	8,559	6,698	6,727	6,727	510	5111	Dental Insurance		6,694	6,694	6,694	6,694	
9,484	9,246	9,094	9,532	9,532	510	5112	Life/AD&D/LTD Insurance		8,717	8,717	8,717	8,717	
578	578	557	503	503	510	5114	Employee Assistance Program		504	504	504	504	
143,375	129,192	102,383	113,184	113,184	510	5115	Retirement Plan		127,811	127,396	127,396	127,396	
101,263	77,486	80,957	99,339	99,339	510	5116	Workers' Compensation Insurance		97,559	97,238	97,238	97,238	
-	-	14,550	13,800	13,800	510	5117	Uniform/Clothing Allowance		13,800	13,800	13,800	13,800	
99,137	101,008	96,025	97,288	97,288	515	5210	FICA Taxes		96,624	96,314	96,314	96,314	
23,185	23,623	22,458	22,753	22,753	515	5211	Medicare Taxes		22,598	22,525	22,525	22,525	
<b>2,180,268</b>	<b>2,211,930</b>	<b>2,150,335</b>	<b>2,124,555</b>	<b>2,121,721</b>	<b>Total Personnel</b>					<b>2,183,605</b>	<b>2,177,486</b>	<b>2,182,486</b>	<b>2,182,486</b>
3,645	6,430	3,672	7,000	7,000	605	6010	Training & Education		7,000	5,000	5,000	5,000	
415	653	431	1,500	1,500	605	6011	Travel & Expenses		1,500	1,000	1,000	1,000	
1,115	1,330	1,194	1,500	1,500	605	6012	Employee Memberships		1,500	1,300	1,300	1,300	
1,312	99	-	3,500	3,500	610	6111	Medical Services		4,000	3,500	3,500	3,500	
1,069	1,943	993	4,500	4,500	610	6115	Other Professional Services		4,500	4,500	4,500	4,500	
309,856	314,672	327,309	335,000	335,000	610	6116	Contracted Fire Protection		345,000	345,000	345,000	345,000	
1,371	1,290	1,222	1,500	1,500	615	6217	Mobile Phones		1,500	1,400	1,400	1,400	
2,479	11,057	8,471	11,000	11,000	620	6310	Maint/Repair Motor Vehicles		10,000	10,000	10,000	10,000	
-	1,508	808	1,000	1,000	620	6311	Maint/Repair Communications Eq.		1,786	1,786	1,786	1,786	
2,074	1,956	785	2,150	2,150	620	6313	Maint/Repair Other Equipment		2,150	2,150	2,150	2,150	
1,152	1,665	1,175	1,200	1,200	620	6314	Software Maintenance		1,200	1,200	1,200	1,200	
-	2,700	2,475	5,636	5,636	620	6316	Maintenance Agreement		5,959	5,959	5,959	5,959	
61,772	63,988	62,273	64,000	64,000	625	6413	South County Dispatch		67,000	67,000	67,000	67,000	
250	285	250	300	300	640	6610	City Memberships		300	300	300	300	
148	139	143	150	150	640	6611	Periodicals & Books		150	150	150	150	
1,084	917	435	2,000	2,000	645	6710	Public Relations & Promotion		2,000	1,000	1,000	1,000	
530	467	93	600	600	645	6711	Printing & Binding		600	500	500	500	
<b>388,273</b>	<b>411,097</b>	<b>411,728</b>	<b>442,536</b>	<b>442,536</b>	<b>Total Contractual</b>					<b>456,145</b>	<b>451,745</b>	<b>451,745</b>	<b>451,745</b>
(418)	11,546	(187)	-	-	705	7010	Uniform/Clothing		-	-	-	-	
318	172	493	500	500	710	7110	Office Supplies		500	500	500	500	
-	-	-	100	100	710	7112	Photographic Supplies		100	100	100	100	
1,440	1,302	1,559	1,400	1,400	715	7210	Household Supplies		1,400	1,400	1,400	1,400	
227	220	87	300	300	715	7211	Janitorial Supplies		500	400	400	400	
12,854	15,739	9,655	15,000	15,000	720	7310	Motor Vehicle Fuel		15,000	15,000	15,000	15,000	
3,133	7,803	13,857	7,000	7,000	720	7312	Motor Vehicle Parts		9,000	9,000	9,000	9,000	
1,242	3,178	2,157	3,000	3,000	720	7314	Motor Vehicle Tires		4,000	3,500	3,500	3,500	
442	583	996	1,000	1,000	725	7411	Small Tools & Equipment		1,000	800	800	800	
3,725	3,768	3,987	4,000	4,000	735	7611	Medical Supplies		4,200	4,000	4,000	4,000	
323	351	437	1,500	1,500	740	7712	Chemical Supplies		2,000	1,500	1,500	1,500	
1,655	2,415	1,979	2,000	2,000	740	7713	Other Supplies		2,000	2,000	2,000	2,000	
-	2,000	490	3,500	3,500	740	7715	Appliances		1,000	1,000	1,000	1,000	
-	25	1,856	-	-	750	7500	Donation Exp		1,000	1,000	1,000	1,000	
-	-	-	-	-	799	7713	Other Supplies-Grant		-	-	-	-	
<b>24,941</b>	<b>53,628</b>	<b>37,366</b>	<b>39,300</b>	<b>39,300</b>	<b>Total Commodities</b>					<b>41,700</b>	<b>40,200</b>	<b>40,200</b>	<b>40,200</b>
-	-	-	56,672	899	8211	Grant Equipment & Machinery			-	-	-	-	
-	-	-	56,672	899	8211	Total Capital			-	-	-	-	
<b>2,593,482</b>	<b>2,676,655</b>	<b>2,599,429</b>	<b>2,606,391</b>	<b>2,660,229</b>	<b>Total Expenditures- Fire</b>					<b>2,681,450</b>	<b>2,669,431</b>	<b>2,674,431</b>	<b>2,674,431</b>

City of Crestwood, Missouri  
General Fund Expenditures  
Budget for the Year Ending December 31, 2011

ACTUAL			BUDGET		Account Description DEBT SERVICE 10-99-999-XXX-XXXX			Department Request	City Adm. Recommended	Ways & Means Approved	BOA Approved
2007	2008	2009	Adopted	Amended	2010						
-	-	1,240,000	303,018	303,018	999	9000	Principal	-	-	-	-
-	-	55,575	8,288	8,288	999	9001	Interest	-	-	-	-
-	-	<u>1,295,575</u>	<u>311,306</u>	<u>311,306</u>			Total Debt Service	-	-	-	-
-	-	<u>1,295,575</u>	<u>311,306</u>	<u>311,306</u>			Total Expenditures- Debt Service	-	-	-	-

City of Crestwood, Missouri  
General Fund Expenditures  
Budget for the Year Ending December 31, 2011

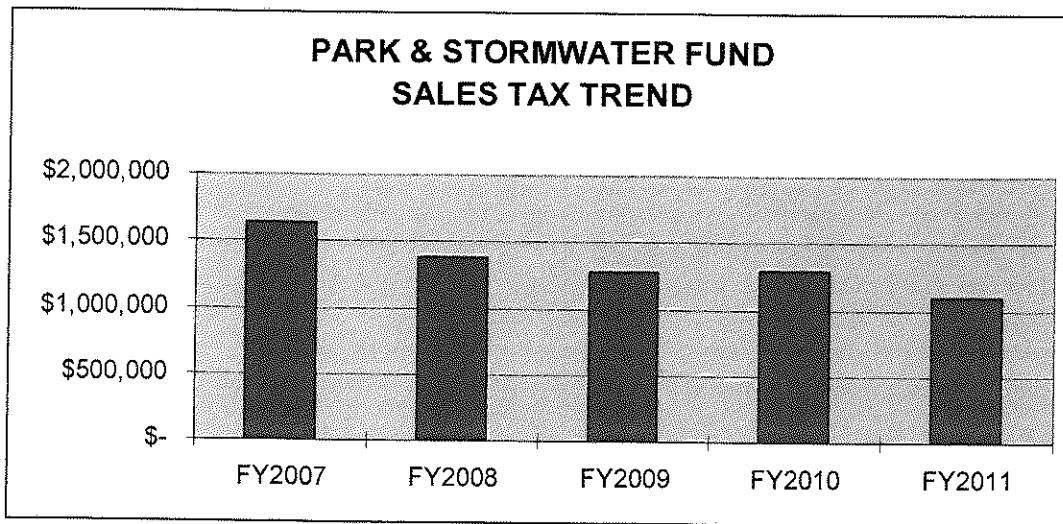
ACTUAL			BUDGET		Account Description TRANSFER OUT 10-00-000-000-8000	Department	City Adm.	Ways & Means	BOA
2007	2008	2009	Adopted	Amended		Request	Recommended	Approved	Approved
2010						2011			
155,605	97,635	17,159	-	814,185	000 8000 Transfer Out <sup>A</sup>	500,000	500,000	500,000	476,543
155,605	97,635	17,159	-	814,185	Total Other Financing Uses	500,000	500,000	500,000	476,543

NOTES:

<sup>A</sup> \$500,000 transfer out- Park & Stormwater Fund

*Sales taxes*

Approximately 65 percent of Park & Stormwater Fund revenues are expected to be generated by a ½-cent Park & Stormwater sales tax.

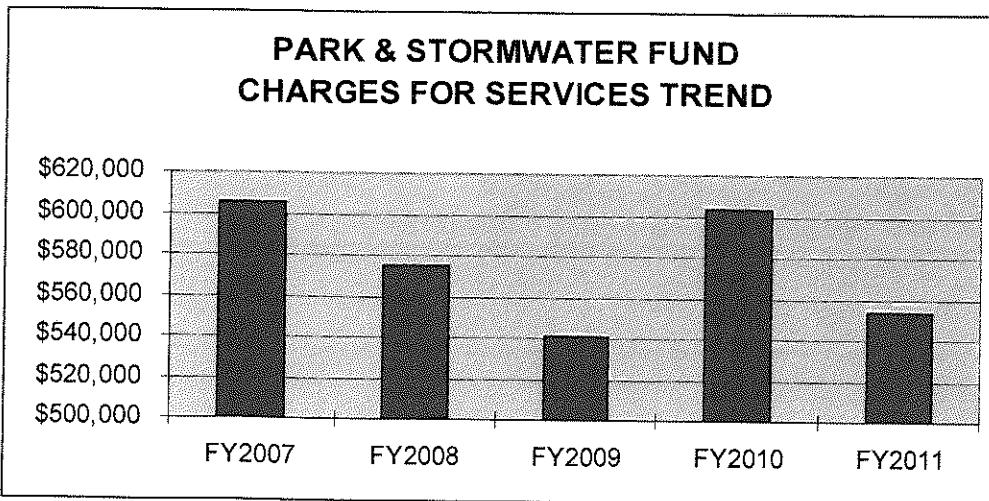


Note: Audited amounts are presented for FY2007-2009, estimated amounts are presented for FY2010 and budgeted amounts are presented for FY2011.

For nearly a decade, the City of Crestwood has realized decreases in sales tax revenues. The decline, in the most recent years, is attributable to nationwide economic conditions and losses of local businesses, specifically in the Crestwood Court (mall). The City expects to receive approximately \$1.1 million in sales tax revenues for this fund in 2011.

*Charges for services*

Thirty-two percent of Park & Stormwater Fund revenues are expected to be generated from charges for services.



Note: Audited amounts are presented for FY2007-2009, estimated amounts are presented for FY2010 and budgeted amounts are presented for FY2011.

Of the total amount budgeted for charges for services, the Aquatic Center will generate 53 percent, the Community Center will produce 10 percent and Recreation Programs will bring in the remaining 37 percent.

The Aquatic Center generates revenues from sales of passes, admission fees, concession sales and rentals. The Whitecliff Park Community Center offers recreational passes, concessions and rentals. Revenues are also generated from resident and non-resident fitness, performing arts, sports, camp and swimming programs.

***Other***

The remaining three percent of Park & Stormwater Fund revenues consists of investment earnings and miscellaneous revenues.

**City of Crestwood, Missouri**  
**Park and Stormwater Fund Revenues**  
**Budget for the Year Ending December 31, 2011**

ACTUAL			BUDGET		PARK AND STORMWATER FUND REVENUES						Department Projections	City Adm. Recommended	Ways & Means Approved	BOA Approved
2007	2008	2009	Adopted	Amended <sup>A</sup>	2010						2011			
1,587,448	1,332,861	1,170,387	1,290,400	1,290,400	405	4013	Half-Cent Sales Tax				1,091,295	1,091,295	1,091,295	1,091,295
47,328	49,649	104,886			405	4016	Half-Cent TIF Sales Tax							
<b>1,634,776</b>	<b>1,382,510</b>	<b>1,275,273</b>	<b>1,290,400</b>	<b>1,290,400</b>			<b>Total Sales Tax</b>				<b>1,091,295</b>	<b>1,091,295</b>	<b>1,091,295</b>	<b>1,091,295</b>
136,094	139,815	136,559	141,000	141,000	435	4310	Aquatic Center Pass				124,000	124,000	124,000	124,000
15,423	9,516	14,527	14,000	14,000	435	4311	Aquatic/Community Center Pass				13,000	13,000	13,000	13,000
93,435	84,041	68,921	90,800	90,800	435	4312	Aquatic Center Daily Admissions				70,000	70,000	70,000	70,000
61,897	62,341	49,119	61,000	61,000	435	4313	Aquatic Center Concessions				50,000	50,000	50,000	50,000
3,640	3,496	5,355	2,000	2,000	435	4314	Aquatic Center Rental				5,000	5,000	5,000	5,000
209	554	(54)	200	200	435	4315	Aquatic Center Locker Rental				150	150	150	150
9,837	7,835	3,877	11,000	11,000	435	4316	Aquatic Center I.D. Cards				6,500	5,500	5,500	5,500
<b>322,534</b>	<b>307,598</b>	<b>278,304</b>	<b>320,000</b>	<b>320,000</b>			<b>Total Aquatic Center</b>				<b>267,650</b>	<b>267,650</b>	<b>267,650</b>	<b>267,650</b>
20,276	23,139	20,094	22,000	22,000	440	4410	Community Center Recreation Pass				20,000	20,000	20,000	20,000
885	826	693	1,000	1,000	440	4411	Community Center Concessions				1,000	1,000	1,000	1,000
5,615	9,081	10,907	6,700	6,700	440	4412	Racquetball Courts				7,000	7,000	7,000	7,000
2,607	2,106	2,567	2,500	2,500	440	4413	League/Court Fees				2,500	2,500	2,500	2,500
11,821	10,168	11,083	20,000	20,000	440	4414	Community Center Room Rentals				20,000	20,000	20,000	20,000
1	4	12	-	-	440	4415	Community Center Locker Rentals				-	-	-	-
5,211	6,144	8,194	5,300	5,300	440	4417	Community Center Guest Fees				5,300	5,300	5,300	5,300
417	2,662	3,522	2,500	2,500	440	4418	Tennis/Racquetball Court Pass				2,500	2,500	2,500	2,500
-	-	-	-	-	440	4419	Instructions for Net				-	-	-	-
<b>46,833</b>	<b>54,129</b>	<b>57,071</b>	<b>60,000</b>	<b>60,000</b>			<b>Total Community Center</b>				<b>58,300</b>	<b>58,300</b>	<b>58,300</b>	<b>58,300</b>
28,741	33,146	34,687	29,000	29,000	445	4510	Fitness-Residents				29,000	29,000	29,000	29,000
19,270	21,302	21,123	18,500	18,500	445	4511	Fitness-Non Resident				18,000	18,000	18,000	18,000
7,329	5,819	6,463	7,000	7,000	445	4514	Performing Arts/Dance-Resident				7,000	7,000	7,000	7,000
12,578	8,118	9,017	10,000	10,000	445	4515	Performing Arts/Dance-Non Resident				10,000	10,000	10,000	10,000
2,427	1,208	770	1,000	1,000	445	4518	Arts-Resident				1,000	1,000	1,000	1,000
750	1,396	1,077	500	500	445	4519	Arts-Non Residents				500	500	500	500
14,276	13,812	14,967	20,000	20,000	445	4522	Gen Sports & Leagues-Resident				20,000	20,000	20,000	20,000
30,295	28,418	21,819	32,000	32,000	445	4523	Gen Sports & Leagues-Non Resident				32,000	32,000	32,000	32,000
903	229	232	200	200	445	4526	Clubs-Resident				200	200	200	200
1,559	1,443	1,884	1,200	1,200	445	4527	Clubs-Non Resident				1,200	1,200	1,200	1,200
54,037	40,489	42,242	30,000	30,000	445	4530	Day Camp- Resident				27,000	27,000	27,000	27,000
12,361	17,215	12,582	20,000	20,000	445	4531	Day Camp-Non Resident				10,000	10,000	10,000	10,000
5,349	5,629	6,897	5,500	5,500	445	4534	Swim Programs-Resident				5,500	5,500	5,500	5,500
4,347	3,965	4,235	4,500	4,500	445	4535	Swim Programs-Non Resident				4,500	4,500	4,500	4,500
5,710	10,301	10,873	10,000	10,000	445	4538	Special Events				10,000	10,000	10,000	10,000
10,687	1,091	4,329	8,900	8,900	445	4539	Consignment Sales				6,000	6,000	6,000	6,000
2,133	1,245	886	3,000	3,000	445	4542	Day Trips-Resident				3,000	3,000	3,000	3,000
1,035	265	249	2,000	2,000	445	4543	Day Trips-Non Resident				2,000	2,000	2,000	2,000
8,545	5,911	3,792	8,300	8,300	445	4546	YTP/WSP-Resident				8,500	8,500	8,500	8,500
13,816	12,254	7,073	12,300	12,300	445	4547	YTP/WSP-Non Resident				12,000	12,000	12,000	12,000
<b>236,148</b>	<b>213,254</b>	<b>205,197</b>	<b>223,900</b>	<b>223,900</b>			<b>Total Recreation Programs</b>				<b>207,400</b>	<b>207,400</b>	<b>207,400</b>	<b>207,400</b>
1,219	1,584	1,496	1,000	1,000	450	4610	Sappington House Admissions				500	500	500	500
-	-	-	5,000	5,000	450	4611	Sappington House Barn Rental				9,500	9,500	9,500	9,500
901	952	-	1,000	1,000	450	4615	Sappington Barn Gross Sales				1,000	1,000	1,000	1,000
<b>2,120</b>	<b>2,536</b>	<b>1,496</b>	<b>7,000</b>	<b>7,000</b>			<b>Total Historic Facility</b>				<b>11,000</b>	<b>11,000</b>	<b>11,000</b>	<b>11,000</b>
954	1,762	2,446	2,000	2,000	455	4650	Soft Ball/Volleyball Fields				3,000	3,000	3,000	3,000
6,700	6,390	6,010	6,000	6,000	455	4651	Picnic Reservations				6,000	6,000	6,000	6,000
485	55	346	100	100	455	4652	Park Facilities				100	100	100	100
<b>8,139</b>	<b>8,207</b>	<b>8,802</b>	<b>8,100</b>	<b>8,100</b>			<b>Total Other Recreation Income</b>				<b>9,100</b>	<b>9,100</b>	<b>9,100</b>	<b>9,100</b>
1,526	2,351	2,848	2,000	2,000	460	4675	Animal Impoundment				2,000	2,000	2,000	2,000
1,524	5,949	3,878	5,000	5,000	460	4676	Pet Tags				5,000	5,000	5,000	5,000
-	-	-	-	-	460	4679	Free Summer Concert				-	-	-	-
<b>3,050</b>	<b>8,300</b>	<b>6,726</b>	<b>7,000</b>	<b>7,000</b>			<b>Total Other Park Operations</b>				<b>7,000</b>	<b>7,000</b>	<b>7,000</b>	<b>7,000</b>
4,283	2,812	565	500	500	465	4710	Interest				300	300	300	300
18,617	9,133	-	-	-	465	4713	Interest				-	-	-	-
<b>22,900</b>	<b>11,945</b>	<b>565</b>	<b>500</b>	<b>500</b>			<b>Total Interest</b>				<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>

**City of Crestwood, Missouri**  
**Park and Stormwater Fund Revenues**  
**Budget for the Year Ending December 31, 2011**

ACTUAL			BUDGET		PARK AND STORMWATER FUND REVENUES				Department Projections	City Adm. Recommended	Ways & Means Approved	BOA Approved
2007	2008	2009	Adopted	Amended <sup>A</sup>	2010				2011			
-	7,435	6,015	5,000	5,000	470	4700	Friends of Animals	5,000	5,000	5,000	5,000	5,000
28,043	7,328	295	500	500	470	4750	Other Income	500	500	500	500	500
-	10,701	7,787	9,000	9,000	470	4754	Swim and Dive	9,000	9,000	9,000	9,000	9,000
<b>28,043</b>	<b>25,464</b>	<b>14,097</b>	<b>14,500</b>	<b>14,500</b>	<b>Total Other Revenue</b>				<b>14,500</b>	<b>14,500</b>	<b>14,500</b>	<b>14,500</b>
-	-	-	-	-	475	4812	Grant Revenue	-	-	-	-	-
	31	29	-	-	475	4813	City Store	-	-	-	-	-
1,457	-	-	-	-	475	4811	60th Anniversary	-	-	-	-	-
<b>1,457</b>	<b>31</b>	<b>29</b>	<b>-</b>	<b>-</b>	<b>Total Grants</b>				<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>2,306,001</b>	<b>2,013,974</b>	<b>1,847,560</b>	<b>1,931,400</b>	<b>1,931,400</b>	<b>TOTAL REVENUES- PARK AND STORMWATER FUND</b>				<b>1,666,545</b>	<b>1,666,545</b>	<b>1,666,545</b>	<b>1,666,545</b>
<b>148,186</b>	<b>106,532</b>	<b>-</b>	<b>600,000</b>	<b>600,000</b>	<b>000</b>	<b>8000</b>	<b>Transfer In<sup>B</sup></b>	<b>800,000</b>	<b>800,000</b>	<b>800,000</b>	<b>776,543</b>	
<b>2,454,187</b>	<b>2,120,506</b>	<b>1,847,560</b>	<b>2,531,400</b>	<b>2,531,400</b>	<b>TOTAL REVENUES AND TRANSFERS IN- PARK AND STORMWATER FUND</b>				<b>2,466,545</b>	<b>2,466,545</b>	<b>2,466,545</b>	<b>2,443,088</b>

NOTES:

<sup>A</sup> As of June 30, 2010

<sup>B</sup> \$476,543 transfer in- General Fund; \$300,000 transfer in- Capital Improvement Fund

City of Crestwood, Missouri  
Park and Stormwater Fund Expenditures- Summary  
Budget for the Year Ending December 31, 2011

ACTUAL			BUDGET		Department and Division	Department Request	City Adm. Recommended	Ways & Means Approved	BOA Approved
2007	2008	2009	Adopted	Amended <sup>A</sup>		2011			
				2010					
<b>PUBLIC WORKS</b>									
3,184	4,460	5,230	6,000	6,000	Contractual Services	7,000	7,000	7,000	7,000
-	-	-	-	-	Capital	-	-	-	-
3,184	4,460	5,230	6,000	6,000	Sub-Total	7,000	7,000	7,000	7,000
<b>Public Works- Street Maintenance</b>									
175,406	195,709	187,697	197,978	199,774	Personnel Services	208,614	208,614	208,614	208,614
88,288	93,792	88,846	103,270	101,474	Contractual Services	106,920	102,820	102,820	102,820
6,947	11,649	11,715	17,150	17,150	Commodities	21,800	19,550	19,550	19,550
-	-	-	-	-	Capital	5,000	5,000	5,000	5,000
270,641	301,150	288,258	318,398	318,398	Sub-Total	342,334	335,984	335,984	335,984
273,825	305,610	293,488	324,398	324,398	Total Expenditures- Public Works	349,334	342,984	342,984	342,984
<b>PARKS AND RECREATION</b>									
<b>Parks &amp; Recreation- Recreation Programs</b>									
359,986	373,636	378,528	412,512	412,512	Personnel Services	404,280	404,280	404,280	380,823
171,083	196,888	194,811	195,120	195,120	Contractual Services	201,770	188,970	188,970	188,970
37,099	35,376	33,548	52,650	52,650	Commodities	47,400	45,700	45,700	45,700
3,557	5,006	-	24,000	24,000	Capital	-	-	-	-
571,724	610,905	606,887	684,282	684,282	Sub-Total	653,450	638,950	638,950	615,493
<b>Parks &amp; Recreation- Aquatic Center</b>									
26,417	31,151	31,633	28,008	28,008	Personnel Services	29,019	29,019	29,019	29,019
227,970	249,753	258,643	275,700	275,700	Contractual Services	273,400	273,200	273,200	273,200
31,736	34,236	28,507	42,000	42,000	Commodities	42,200	42,200	42,200	42,200
-	6,842	8,244	9,500	9,500	Capital	8,200	8,200	8,200	8,200
286,123	321,982	327,027	355,208	355,208	Sub-Total	352,819	352,619	352,619	352,619
<b>Parks &amp; Recreation- Historic Facility</b>									
26,166	32,328	17,638	22,450	22,450	Personnel Services	21,200	20,300	20,300	20,300
256	256	188	750	750	Contractual Services	750	1,150	1,150	1,150
26,422	32,584	17,826	23,200	23,200	Commodities	21,950	21,450	21,450	21,450
884,268	965,471	951,740	1,062,690	1,062,690	Sub-Total	1,028,219	1,013,019	1,013,019	989,562
<b>DEBT SERVICE</b>									
1,046,265	1,016,844	1,035,221	1,062,326	1,062,326	Debt Service	1,060,633	1,060,633	1,060,633	1,060,633
1,046,265	1,016,844	1,035,221	1,062,326	1,062,326	Sub-Total	1,060,633	1,060,633	1,060,633	1,060,633
<b>SUMMARY</b>									
561,809	600,496	597,859	638,498	640,294	Personnel Services	641,913	641,913	641,913	618,456
516,691	577,220	565,168	602,540	600,744	Contractual Services	610,290	592,290	592,290	592,290
76,037	81,517	73,957	112,550	112,550	Commodities	112,150	108,600	108,600	108,600
3,557	11,848	8,244	33,500	33,500	Capital	13,200	13,200	13,200	13,200
1,046,265	1,016,844	1,035,221	1,062,326	1,062,326	Debt Service <sup>B</sup>	1,060,633	1,060,633	1,060,633	1,060,633
<b>TOTAL EXPENDITURES- PARK AND STORMWATER FUND</b>									
2,204,359	2,287,925	2,280,449	2,449,414	2,449,414		2,438,186	2,416,636	2,416,636	2,393,179
<b>Transfers Out</b>									
<b>TOTAL EXPENDITURES AND TRANSFERS OUT- PARK AND STORMWATER FUND</b>									
2,204,359	2,287,925	2,280,449	2,449,414	2,449,414		2,438,186	2,416,636	2,416,636	2,393,179

NOTES:

<sup>A</sup> As of June 30, 2010

<sup>B</sup> Debt Service expenditures are budgeted in this fund but transferred out at year-end to the Debt Service Fund for financial statement presentation

**City of Crestwood, Missouri**  
**Park and Stormwater Expenditures**  
**Budget for the Year Ending December 31, 2011**

ACTUAL			BUDGET		Account Description					Department Request	City Adm. Recommended	Ways & Means Approved	BOA Approved
2007	2008	2009	Adopted	Amended	PUBLIC WORKS PARK MAINTENANCE 23-35-064-XXX-XXXX							2011	
			2010										
125,388	127,910	129,103	130,650	130,650	505	5011	Wages, Non-Exempt Employees		130,650	130,650	130,650	130,650	
-	20,564	5,856	10,000	10,000	505	5014	Wages, Seasonal		8,000	8,000	8,000	8,000	
9,262	7,894	8,777	9,000	10,796	505	5015	Overtime Wages		12,000	12,000	12,000	12,000	
17,330	19,791	21,095	24,346	24,346	510	5110	Health Insurance		32,513	32,513	32,513	32,513	
812	1,075	823	879	879	510	5111	Dental Insurance		903	903	903	903	
887	862	901	994	994	510	5112	Life/AD&D/LTD Insurance		861	861	861	861	
83	83	62	63	63	510	5114	Employee Assistance Program		63	63	63	63	
5,304	1,783	3,211	4,311	4,311	510	5115	Retirement Plan		6,134	6,134	6,134	6,134	
6,460	4,324	7,576	6,287	6,287	510	5116	Workers' Compensation Ins		5,966	5,966	5,966	5,966	
8,008	9,258	8,341	9,278	9,278	515	5210	FICA Taxes		9,340	9,340	9,340	9,340	
1,873	2,165	1,951	2,170	2,170	515	5211	Medicare Taxes		2,184	2,184	2,184	2,184	
<b>175,406</b>	<b>195,709</b>	<b>187,697</b>	<b>197,978</b>	<b>199,774</b>			<b>Total Personnel</b>		<b>208,614</b>	<b>208,614</b>	<b>208,614</b>	<b>208,614</b>	
-	588	395	700	700	605	6010	Training & Education		650	600	600	600	
225	39	75	100	100	605	6011	Travel & Expenses		300	200	200	200	
15	15	15	100	100	605	6012	Employee Memberships		100	100	100	100	
449	-	304	450	450	610	6111	Medical Services		450	350	350	350	
-	578		750	750	610	6115	Other Professional Services		750	600	600	600	
44,354	45,449	48,450	53,000	51,555	612	6150	Contract Mowing		54,000	54,000	54,000	54,000	
14,057	11,567	9,995	12,000	12,000	612	6160	Contractual Tree Service		13,500	12,000	12,000	12,000	
5,701	6,129	6,319	6,000	6,000	615	6210	Electric		6,000	6,000	6,000	6,000	
1,207	3,983	4,008	5,900	5,900	615	6212	Sewer		5,900	5,900	5,900	5,900	
751	887	317	1,400	1,400	615	6213	Water		1,400	900	900	900	
5,813	5,387	5,737	5,800	5,800	615	6214	Street Lighting		5,800	5,800	5,800	5,800	
420	420	420	420	420	615	6217	Mobile Phones		420	420	420	420	
126	126	252	150	150	615	6218	Pagers		150	150	150	150	
19	133	63	200	200	620	6311	Maint/Repair Communications Equip		200	200	200	200	
6,292	11,157	5,394	5,500	5,149	620	6312	Maint/Repair Buildings/Facilities		6,500	6,000	6,000	6,000	
3,876	1,033	1,037	2,500	2,500	620	6315	Solid Waste Disposal		2,500	2,000	2,000	2,000	
3,890	5,051	4,470	7,100	7,100	620	6317	Maint/Repair Grounds		7,100	6,500	6,500	6,500	
1,014	1,044	1,395	1,000	1,000	630	6452	Other Rentals/Leases		1,000	1,000	1,000	1,000	
79	206	200	200	200	640	6611	Periodical & Books		200	100	100	100	
<b>88,288</b>	<b>93,792</b>	<b>88,846</b>	<b>103,270</b>	<b>101,474</b>			<b>Total Contractual</b>		<b>106,920</b>	<b>102,820</b>	<b>102,820</b>	<b>102,820</b>	
347	100	199	400	400	705	7010	Uniform/Clothing		400	400	400	400	
2,352	2,111	1,259	2,400	2,400	715	7211	Janitorial Supplies		2,400	2,200	2,200	2,200	
1,445	720	2,891	2,600	2,600	715	7212	Building Maint. Supplies		3,550	3,000	3,000	3,000	
315	555	402	650	650	725	7411	Small Tools & Equipment		1,150	650	650	650	
-	-	107	300	300	735	7611	Medical Supplies		300	300	300	300	
1,612	3,169	3,752	4,500	4,500	740	7711	Agricultural Supplies		6,500	5,700	5,700	5,700	
220	908	835	1,000	1,000	740	7712	Chemical Supplies		1,000	900	900	900	
60	-	140	300	300	740	7713	Other Supplies		300	200	200	200	
596	4,087	2,129	5,000	5,000	745	7905	Recreation Supplies		6,200	6,200	6,200	6,200	
<b>6,947</b>	<b>11,649</b>	<b>11,715</b>	<b>17,150</b>	<b>17,150</b>			<b>Total Commodities</b>		<b>21,800</b>	<b>19,550</b>	<b>19,550</b>	<b>19,550</b>	
-	-	-	-	-	805	8015	Park Improvements		5,000	5,000	5,000	5,000	
-	-	-	-	-			<b>Total Capital</b>		<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	
<b>270,641</b>	<b>301,150</b>	<b>288,258</b>	<b>318,398</b>	<b>318,398</b>			<b>Total Expenditures- PW Park Main</b>		<b>342,334</b>	<b>335,984</b>	<b>335,984</b>	<b>335,984</b>	

**City of Crestwood, Missouri**  
**Park and Stormwater Expenditures**  
**Budget for the Year Ending December 31, 2011**

ACTUAL			BUDGET		Account Description					Department	City Adm.	Ways & Means	BOA
2007	2008	2009	Adopted	Amended	PARKS AND RECREATION 23-50-090-XXX-XXXX					Request	Recommended	Approved	Approved
													2011
-	1,250	65,000	65,000	65,000	505	5010	Salaries, Exempt Employees		65,000	65,000	65,000	-	-
228,642	236,850	182,628	183,210	183,210	505	5011	Wages, Non-Exempt Employees		183,210	183,210	183,210	224,763	
13,186	16,207	8,609	20,000	20,000	505	5013	Wages, Part-Time Employees		20,000	20,000	20,000	20,000	
3,768	4,432	2,792	4,900	4,900	505	5014	Wages, Seasonal		5,000	5,000	5,000	5,000	
5,265	4,553	4,879	5,000	5,000	505	5015	Overtime Wages		5,000	5,000	5,000	5,000	
38,084	38,944	34,727	40,000	40,000	505	5016	Wages, Day Camp Employees		25,000	25,000	25,000	25,000	
29,419	32,459	40,094	45,974	45,974	510	5110	Health Insurance		61,267	61,267	61,267	61,267	
1,371	1,780	1,709	1,813	1,813	510	5111	Dental Insurance		1,819	1,819	1,819	1,819	
1,687	1,640	1,757	1,936	1,936	510	5112	Life/AD&DLTD Insurance		1,657	1,657	1,657	1,657	
134	124	124	125	125	510	5114	Employee Assistance Program		126	126	126	126	
7,605	3,157	5,545	8,224	8,224	510	5115	Retirement Plan		10,888	10,888	10,888	10,888	
9,664	10,157	9,597	11,994	11,994	510	5116	Workers' Compensation Ins		2,117	2,117	2,117	2,117	
17,150	17,898	17,025	19,723	19,723	515	5210	FICA Taxes		18,799	18,799	18,799	18,799	
4,011	4,186	4,045	4,613	4,613	515	5211	Medicare Taxes		4,397	4,397	4,397	4,397	
359,986	373,636	378,528	412,512	412,512	Total Personnel					404,280	404,280	404,280	380,823
685	456	710	700	700	605	6010	Training & Education		1,000	700	700	700	
534	956	420	500	500	605	6011	Travel & Expenses		500	500	500	500	
670	1,155	1,391	1,350	1,350	605	6012	Employee Memberships		1,600	1,400	1,400	1,400	
97	104	143	150	150	610	6111	Medical Services		150	150	150	150	
7,522	7,889	7,905	8,200	8,200	610	6115	Other Professional Services		8,300	8,300	8,300	8,300	
	1,905	2,182	2,500	2,500	610	6125	Other Prof. Friends/Animals.		2,500	2,200	2,200	2,200	
34,268	35,244	37,028	35,500	35,500	615	6210	Electric		35,500	35,500	35,500	35,500	
82	9,931	13,914	7,200	7,200	615	6212	Sewer		7,200	7,200	7,200	7,200	
383	6,964	6,782	6,200	6,200	615	6213	Water		6,200	6,200	6,200	6,200	
420	420	420	420	420	615	6217	Mobile Phones		420	420	420	420	
38	-	-	-	-	615	6218	Pagers		-	-	-	-	
11,128	23,182	21,152	15,500	15,500	620	6312	Main/Repair Buildings / Facilities		20,000	20,000	20,000	20,000	
8,929	4226.72	2,341	3,500	3,500	620	6313	Main/Repair Other Equipment		5,000	5,000	5,000	5,000	
	20	300	300	300	640	6710	Public Relations & Promotions		-	-	-	-	
4,261	4,198	4,119	4,200	4,200	645	6711	Printing & Binding		4,200	4,200	4,200	4,200	
4,430	2,777	2,760	3,200	3,200	650	6810	Postage		3,500	3,500	3,500	3,500	
186	-	3,913	4,500	4,500	650	6811	Interest Expense/Penalty/Fees		4,500	4,500	4,500	4,500	
74	-	69	200	200	650	6817	Cash Over/ Short		200	200	200	200	
26,586	35,186	33,715	32,000	32,000	655	6910	Fitness Contractual Services		32,000	27,000	27,000	27,000	
14,507	12,084	10,580	14,000	14,000	655	6914	Performing Arts/Dance Cont Svc		15,000	12,000	12,000	12,000	
1,376	1,421	-	1,000	1,000	655	6918	Arts Instructors		500	500	500	500	
33,547	26,809	23,754	30,000	30,000	655	6922	Gen Sports & Leagues Cont Svc		30,000	27,000	27,000	27,000	
4,802	4,840	5,728	5,500	5,500	655	6934	Swim Program Contractual Svc		5,000	5,000	5,000	5,000	
2,670	5,210	4,200	5,500	5,500	655	6938	Special Event Contractual Svc		5,500	5,000	5,000	5,000	
2,448	-	35	1,000	1,000	655	6942	Day Trip Contractual Services		1,000	500	500	500	
11,421	11,952	11,530	12,000	12,000	655	6946	YTP/WSP Contractual Services		12,000	12,000	12,000	12,000	
171,083	196,888	194,811	195,120	195,120	Total Contractual					201,770	188,970	188,970	188,970
68	134	13	500	500	705	7010	Uniform/Clothing		250	250	250	250	
1,093	1,038	1,187	1,200	1,200	710	7110	Office Supplies		1,200	1,200	1,200	1,200	
719	-	950	950	950	710	7112	Photographic Supplies		950	950	950	950	
219	558	364	450	450	715	7210	Household Supplies		450	450	450	450	
3,649	3,750	4,573	4,200	4,200	715	7211	Janitorial Supplies		4,200	4,200	4,200	4,200	
2,589	1,676	717	5,000	5,000	715	7213	General Maint. Supplies		5,000	5,000	5,000	5,000	
-	75	-	-	-	720	7311	Motor Vehicle Fluids		-	-	-	-	
	-	27	200	200	725	7411	Small Tools & Equipment		200	200	200	200	
211	156	107	200	200	735	7611	Medical Supplies		200	200	200	200	
111	619	1,140	2,000	2,000	740	7713	Other Supplies		2,000	1,200	1,200	1,200	
10,380	175	4,169	8,900	8,900	740	7717	Consignment Expense		6,000	6,000	6,000	6,000	
	2,235	2,091	2,500	2,500	740	7719	Other supplies - Friends/Animals		2,500	2,500	2,500	2,500	
194	-	444	300	300	745	7905	Recreation Supplies		300	300	300	300	
186	1,052	421	800	800	745	7910	Fitness Supplies		800	500	500	500	
273	275	245	500	500	745	7914	Performing Arts/Dance Supplies		500	400	400	400	
32	68	117	200	200	745	7918	Arts Supplies		200	200	200	200	
1,228	5,158	2,824	5,000	5,000	745	7922	Gen. Sports & League Supplies		5,000	5,000	5,000	5,000	
15	40	7	100	100	745	7926	Club Supplies		50	50	50	50	
5,763	5,845	6,173	6,000	6,000	745	7930	Day Camp Supplies		5,000	5,000	5,000	5,000	
-	100	43	150	150	745	7934	Swim Program Supplies		100	100	100	100	
2,667	6,320	5,045	5,500	5,500	745	7938	Special Event Supplies		4,500	4,000	4,000	4,000	
2,057	1,087	547	2,000	2,000	745	7942	Day Trip Supplies		2,000	2,000	2,000	2,000	
5,645	4,927	3,292	6,000	6,000	745	7946	YTP/WSP Supplies		6,000	6,000	6,000	6,000	
-	87	-	-	-	745	7950	Summer Concert		-	-	-	-	
37,099	36,376	33,548	52,650	52,650	Total Commodities					47,400	45,700	45,700	45,700
-	-	-	805	805	805	8016	Architectural Svcs-Whitecliff		-	-	-	-	
-	-	257	19,500	19,500	825	8020	Park Improvements		-	-	-	-	
3,557	4,749	-	4,500	4,500	825	8410	Furniture		-	-	-	-	
3,557	5,006	-	24,000	24,000	825	8460	Fitness Equipment		-	-	-	-	
Total Expenditures- Parks & Rec.													
571,724	610,905	606,887	684,282	684,282	Recreation					653,450	638,950	638,950	615,493

City of Crestwood, Missouri  
Park and Stormwater Expenditures  
Budget for the Year Ending December 31, 2011

ACTUAL			BUDGET		Account Description AQUATIC CENTER 23-50-091-XXX-XXXX		Department Request	City Adm. Recommended	Ways & Means Approved	BOA Approved
2007	2008	2009	Adopted	Amended						
2010					2011					
-	28,679	-	28,240	25,000	25,000	505	5011	Wages, Non-Exempt Employees	-	26,000
23,507	-	-	-	505	5014	Wages, Seasonal Employees	26,000	26,000	26,000	26,000
1,112	286	1,228	1,095	1,095	510	5116	Workers' Compensation Insurance	1,030	1,030	1,030
1,457	1,771	1,755	1,550	1,550	515	5210	FICA Taxes	1,612	1,612	1,612
341	414	410	363	363	515	5211	Medicare Taxes	377	377	377
<b>26,417</b>	<b>31,151</b>	<b>31,633</b>	<b>28,008</b>	<b>28,008</b>			<b>Total Personnel</b>	<b>29,019</b>	<b>29,019</b>	<b>29,019</b>
172,798	173,778	186,378	188,000	188,000	610	6115	Other Professional Services	193,100	193,100	193,100
22,430	24,983	25,100	26,000	26,000	615	6211	Electric	26,000	26,000	26,000
2,965	11,167	13,307	6,000	6,000	615	6212	Sewer	6,000	6,000	6,000
1,768	13,928	13,564	12,000	12,000	615	6213	Water	12,000	12,000	12,000
1,041	-	-	-	-	615	6217	Telephone	-	-	-
12,669	20,309	13,781	36,500	36,500	620	6312	Maint/Repair Buildings / Facilities	28,900	28,900	28,900
12,569	-	-	-	-	620	6313	Maint/Repair Other Equipment	-	-	-
-	96	813	1,500	1,300	620	6317	Maint/Repair Grounds	1,200	1,200	1,200
930	700	980	900	900	630	6452	Other Rentals/Leases	1,000	1,000	1,000
800	759	859	800	800	645	6711	Printing & Binding	800	800	800
-	-	-	-	-	650	6817	Cash Over/Short	200	200	200
-	4,034	3,860	4,000	4,000	655	6995	Swim & Dive Officials	4,200	4,000	4,000
<b>227,970</b>	<b>249,753</b>	<b>258,643</b>	<b>275,700</b>	<b>275,700</b>			<b>Total Contractual</b>	<b>273,400</b>	<b>273,200</b>	<b>273,200</b>
268	266	450	400	400	705	7010	Uniform/Clothing	400	400	400
251	243	294	200	200	710	7110	Office Supplies	200	200	200
1,510	652	-	900	900	710	7112	Photographic Supplies	900	900	900
563	-	-	-	-	715	7212	Building Maint. Supplies	-	-	-
147	80	-	5,000	5,000	715	7213	General Maint. Supplies	6,500	6,500	6,500
145	-	-	-	-	725	7412	Equipment Parts	-	-	-
719	1,273	19	2,500	2,500	740	7713	Other Supplies	1,200	1,200	1,200
6,528	4,062	-	5,000	5,000	745	7718	Swim & Dive Supplies	5,000	5,000	5,000
28,134	25,194	23,682	28,000	28,000	745	7950	Concession Supplies	28,000	28,000	28,000
31,736	34,236	28,507	42,000	42,000			<b>Total Commodities</b>	<b>42,200</b>	<b>42,200</b>	<b>42,200</b>
-	6,842	8,244	9,500	9,500	825	8470	Pool Equipment	8,200	8,200	8,200
-	6,842	8,244	9,500	9,500			<b>Total Capital</b>	<b>8,200</b>	<b>8,200</b>	<b>8,200</b>
<b>286,123</b>	<b>321,982</b>	<b>327,027</b>	<b>355,208</b>	<b>355,208</b>			<b>Total Expenditures- Aquatic Center</b>	<b>352,819</b>	<b>352,619</b>	<b>352,619</b>

City of Crestwood, Missouri  
Park and Stormwater Expenditures  
Budget for the Year Ending December 31, 2011

ACTUAL			BUDGET		Account Description HISTORIC FACILITY 23-50-092-XXX-XXXX			Department Request	City Adm. Recommended	Ways & Means Approved	BOA Approved
2007	2008	2009	Adopted	Amended	2010						
-	-	-	-	-	510	5110	Health Insurance	-	-	-	-
-	-	-	-	-	510	5111	Dental Insurance	-	-	-	-
-	-	-	-	-			Total Personnel	-	-	-	-
(736)	3,076	1,200	2,400	2,400	610	6115	Other Professional Services	1,200	1,200	1,200	1,200
6,146	5,749	5,087	5,500	5,500	615	6210	Electric	5,500	5,500	5,500	5,500
2,030	1,726	1,889	2,000	2,000	615	6211	Natural Gas	2,200	2,000	2,000	2,000
2,449	2,941	2,229	2,200	2,200	615	6212	Sewer	2,000	2,200	2,200	2,200
2,143	1,933	1,454	2,000	2,000	615	6213	Water	2,000	1,500	1,500	1,500
1,782	1,972	1,894	1,400	1,400	615	6215	Telephone	1,400	1,400	1,400	1,400
9,800	11,634	3,627	4,000	4,000	620	6312	Maint/Repair Buildings / Facilities	4,000	3,600	3,600	3,600
2,211	2,968	250	2,450	2,450	620	6313	Maint/Repair Other Equipment	2,400	2,400	2,400	2,400
340	328	8	500	500	620	6317	Maint/Repair Grounds	500	500	500	500
<b>26,166</b>	<b>32,328</b>	<b>17,638</b>	<b>22,450</b>	<b>22,450</b>			Total Contractual	<b>21,200</b>	<b>20,300</b>	<b>20,300</b>	<b>20,300</b>
-	-	-	150	150	715	7211	Janitorial Supplies	150	150	150	150
256	256	188	600	600	715	7212	Building Maint. Supplies	600	1,000	1,000	1,000
256	256	188	750	750			Total Commodities	750	1,150	1,150	1,150
<b>26,422</b>	<b>32,584</b>	<b>17,826</b>	<b>23,200</b>	<b>23,200</b>			Total Expenditures- Historic Fac.	<b>21,950</b>	<b>21,450</b>	<b>21,450</b>	<b>21,450</b>

City of Crestwood, Missouri  
 Park and Stormwater Expenditures  
 Budget for the Year Ending December 31, 2011

ACTUAL			BUDGET			Account Description				Department	City Adm.	Ways & Means	BOA
2007	2008	2009	Amended	Amended	2010	DEBT SERVICE ^ 23-99-999-XXX-XXXX				Request	Recommended	Approved	Approved
1,046,265	810,285	869,313	940,000	940,000	999	9000	Principal			985,000	985,000	985,000	985,000
-	206,559	165,908	122,326	122,326	999	9001	Interest			75,633	75,633	75,633	75,633
<b>1,046,265</b>	<b>1,016,844</b>	<b>1,035,221</b>	<b>1,062,326</b>	<b>1,062,326</b>			<b>Total Debt Service</b>			<b>1,060,633</b>	<b>1,060,633</b>	<b>1,060,633</b>	<b>1,060,633</b>
<b>1,046,265</b>	<b>1,016,844</b>	<b>1,035,221</b>	<b>1,062,326</b>	<b>1,062,326</b>			<b>Total Expenditures- Debt Service</b>			<b>1,060,633</b>	<b>1,060,633</b>	<b>1,060,633</b>	<b>1,060,633</b>

NOTES:

<sup>A</sup> Debt Service expenditures are budgeted in this fund but transferred out at year-end to the Debt Service Fund for financial statement presentation

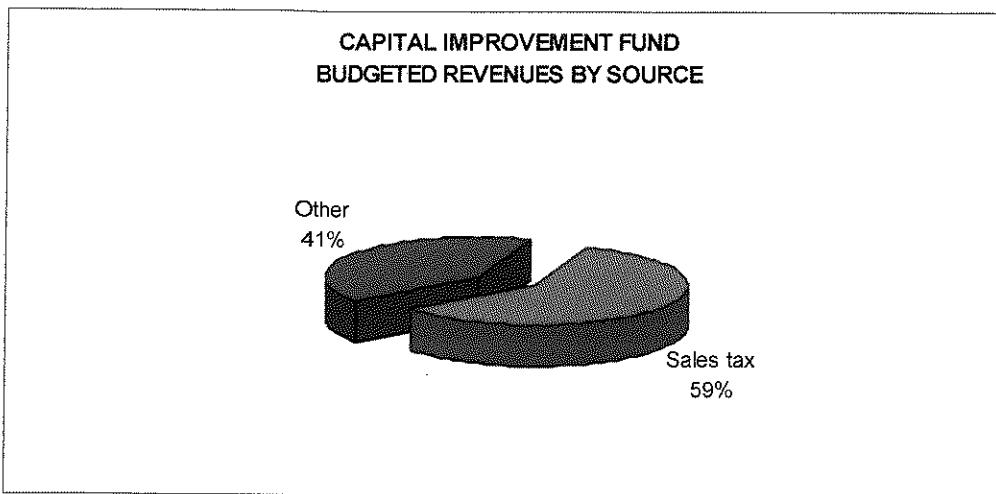
## Overview

The activities associated with the acquisition and maintenance of capital improvements are recorded in the Capital Improvement Fund. Capital Improvement Fund revenues are generated largely by sales tax and grants and will be used to fund expenditures incurred by the following departments and divisions in 2011:

- Department of Administration
  - City Administrator
    - General services
    - Management Information Systems (MIS)
- Department of Public Works
  - Public Works
    - Maintenance
- Department of Public Safety
  - Police

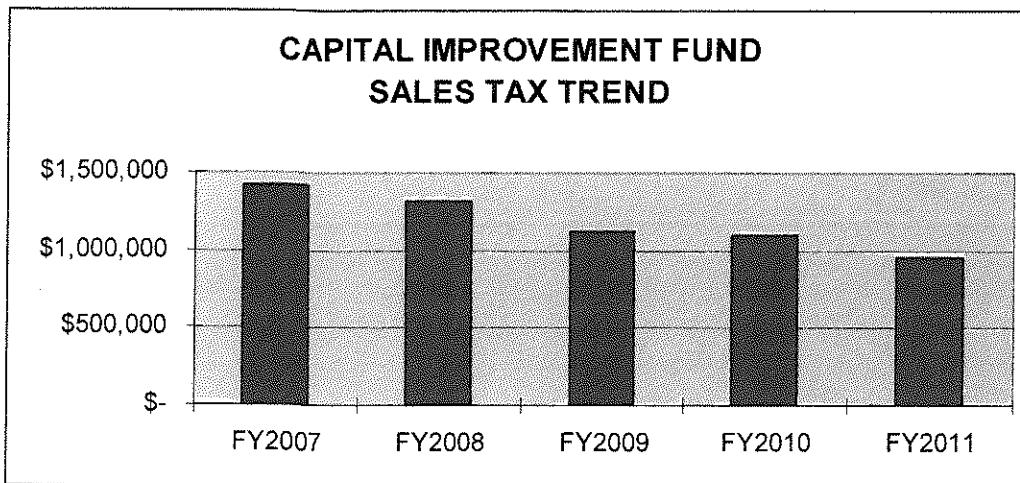
## Analysis of Revenue Sources

The Capital Improvement Fund is expected to realize revenues of \$1,618,486 during 2011. These revenues are comprised of sales tax, investment earnings and grants. The following graph depicts the breakdown of revenues by source:



***Sales taxes***

Approximately 59 percent of Capital Improvement Fund revenues are expected to be generated by the ½-cent Capital Improvement sales tax. Crestwood voters approved a 15-year extension of this tax in August 2002.



Note: Audited amounts are presented for FY2007-2009, estimated amounts are presented for FY2010 and budgeted amounts are presented for FY2011.

For nearly a decade, the City of Crestwood has realized decreases in sales tax revenues. The decline, in the most recent years, is attributable to nationwide economic conditions and losses of local businesses, specifically in the Crestwood Court (mall). Sales tax revenues have been budgeted just under \$1 million for 2011.

***Other***

The remaining 41 percent of 2011 Capital Improvement Fund revenues, approximately, 662,300, represents investment earnings, sale of property and grant revenues.

City of Crestwood, Missouri  
 Capital Improvement Fund Revenues  
 Budget for the Year Ending December 31, 2011

ACTUAL			BUDGET		CAPITAL IMPROVEMENT FUND REVENUES						Finance Projections	City Adm. Recommended	Ways & Means Approved	BOA Approved
2007	2008	2009	Adopted	Amended <sup>A</sup>	2010						2011			
1,424,203	1,318,682	1,121,895			1,098,400	1,098,400	405	4012	Half-Cent Sales Tax		956,186	956,186	956,186	956,186
1,424,203	1,318,682	1,121,895			1,098,400	1,098,400			Total Sales Tax		956,186	956,186	956,186	956,186
47,016	46,800	3,999			4,000	4,000	465	4710	Interest Income		2,000	2,000	2,000	2,000
47,016	46,800	3,999			4,000	4,000			Total Interest		2,000	2,000	2,000	2,000
15,000	-	240			-	-	470	4750	Miscellaneous Revenue		-	-	-	-
51,742	-	-			-	-	470	4751	MODOT		-	-	-	-
-	-	29,225			-	-	470	4756	Sale of Property		6,000	6,000	6,000	6,000
66,742	-	29,465			-	-			Total Miscellaneous Revenue		6,000	6,000	6,000	6,000
8,602	127,702	621,985			95,080	95,080	480	4812	Grant Revenue- Street Recon.		617,600	617,600	654,300	654,300
771	-	-			-	-	480	---	Police Communications		-	-	-	-
8,602	-	-			-	-	480	4810	Fire Grant		-	-	-	-
-	-	-			332,717	427,797	480	4815	Grant Revenue - Parks		-	-	-	-
17,975	127,702	621,985			95,080	427,797			Total Grants		617,600	617,600	654,300	654,300
<b>1,555,936</b>	<b>1,493,184</b>	<b>1,777,343</b>			<b>1,197,480</b>	<b>1,530,197</b>			<b>TOTAL REVENUES- CAPITAL IMPROVEMENT FUND</b>		<b>1,581,786</b>	<b>1,581,786</b>	<b>1,618,486</b>	<b>1,618,486</b>

NOTES:

<sup>A</sup> As of June 30, 2010

City of Crestwood, Missouri  
Capital Improvement Fund Expenditures- Summary  
Budget for the Year Ending December 31, 2011

ACTUAL			BUDGET		Department and Division	Department Request	City Adm. Recommended	Ways & Means Approved	BOA Approved					
2007	2008	2009	Adopted	Amended <sup>A</sup>										
ADMINISTRATION														
-	2,101	-	-	-	City Clerk	-	-	-	-					
-	2,101	-	-	-	- Capital	-	-	-	-					
-	-	-	-	-	- Sub-Total	-	-	-	-					
859	-	-	-	-	Municipal Court	-	-	-	-					
859	-	-	-	-	- Capital	-	-	-	-					
-	-	-	-	-	- Sub-Total	-	-	-	-					
35,000	36,757	54,991	38,750	38,750	General Services	39,200	39,200	39,200	39,200					
-	5,319	-	-	-	- Contractual Services	-	-	-	-					
35,000	42,077	54,991	38,750	38,750	- Capital	39,200	39,200	39,200	39,200					
-	-	-	-	-	- Sub-Total	-	-	-	-					
51,319	68,537	107,556	68,750	110,921	Management Information Systems (MIS)	65,000	55,000	55,000	55,000					
51,319	68,537	107,556	68,750	110,921	- Capital	65,000	55,000	55,000	55,000					
-	-	-	-	-	- Sub-Total	-	-	-	-					
13,071	17,367	-	-	-	Economic Development	-	-	-	-					
13,071	17,367	-	-	-	- Contractual Services	-	-	-	-					
-	-	-	-	-	- Sub-Total	-	-	-	-					
100,249	130,081	162,548	105,500	149,671	Total Expenditures- Administration	104,200	94,200	94,200	94,200					
PUBLIC WORKS														
45,862	42,187	-	-	-	Public Works- Administration	-	-	-	-					
45,862	42,187	-	-	-	- Personnel Services	-	-	-	-					
-	-	-	-	-	- Sub-Total	-	-	-	-					
113,588	102,792	90,419	-	-	Public Works- Maintenance	-	-	-	-					
361,975	1,791,702	1,200,579	754,250	769,202	- Personnel Services	1,161,400	804,400	872,100	872,100					
85,244	64,557	6,912	28,500	13,548	- Contractual Services	80,000	80,000	80,000	80,000					
89,058	279,615	29,133	120,000	120,000	- Commodities	74,340	74,340	74,340	74,340					
829,865	2,238,666	1,327,043	902,750	902,750	- Capital	1,315,740	958,740	1,026,440	1,026,440					
-	-	-	-	-	- Sub-Total	-	-	-	-					
6,346	5,689	-	-	-	Public Works- Mechanical	-	-	-	-					
6,346	5,689	-	-	-	- Personnel Services	-	-	-	-					
-	-	-	-	-	- Sub-Total	-	-	-	-					
682,073	2,288,542	1,327,043	902,750	902,750	Total Expenditures- Public Works	1,315,740	958,740	1,026,440	1,026,440					
PUBLIC SAFETY														
-	327,896	-	5,700	5,700	Police	-	-	-	-					
-	75,858	78,499	42,136	42,136	- Contractual Services	128,504	128,504	105,504	105,504					
-	403,753	78,499	47,836	47,836	- Capital	128,504	128,504	105,504	105,504					
-	-	-	-	-	- Sub-Total	-	-	-	-					
-	154,715	-	10,000	10,000	Fire	-	-	-	-					
-	111,576	17,604	8,000	8,000	- Contractual Services	-	-	-	-					
-	266,291	17,604	18,000	18,000	- Capital <sup>B</sup>	-	-	-	-					
-	-	-	-	-	- Sub-Total	-	-	-	-					
-	670,044	98,103	65,836	65,836	Total Expenditures- Public Safety	128,504	128,504	105,504	105,504					
DEBT SERVICE														
-	-	-	-	-	Debt Service	-	-	-	-					
-	-	-	-	-	- Sub-Total	-	-	-	-					
SUMMARY														
165,796	150,668	90,419	-	-	Total Personnel	-	-	-	-					
396,975	2,328,436	1,255,571	808,700	823,652	Total Contractual	1,200,600	843,600	911,300	911,300					
85,244	64,557	6,912	28,500	13,548	Total Commodities	80,000	80,000	80,000	80,000					
121,236	543,006	232,792	236,886	281,057	Total Capital	267,844	257,844	234,844	234,844					
-	-	-	-	-	- Total Debt Service	-	-	-	-					
TOTAL EXPENDITURES- CAPITAL														
769,251	3,086,667	1,585,694	1,074,086	1,118,257	IMPROVEMENT FUND	1,548,444	1,181,444	1,226,144	1,226,144					
-	-	-	-	600,000	Transfers Out <sup>B</sup>	300,000	300,000	300,000	300,000					
TOTAL EXPENDITURES AND TRANSFERS OUT- CAPITAL IMPROVEMENT FUND														
769,251	3,086,667	1,585,694	1,074,086	1,718,257		1,848,444	1,481,444	1,526,144	1,226,144					
-	-	-	-	-	-	-	-	1,526,144	1,526,144					

NOTES:

<sup>A</sup> As of June 30, 2010

<sup>B</sup> \$300,000 transfer out- Park & Stormwater Fund

City of Crestwood, Missouri  
 Capital Improvements Fund Expenditures  
 Budget for the Year Ending December 31, 2011

ACTUAL			BUDGET		Account Description GENERAL SERVICES 21-25-041-XXX-XXXX			Department Request	City Adm. Recommended	Ways & Means Approved	BOA Approved
2007	2008	2009	Adopted	Amended	2010	2011					
-	-	2,192	-	-	650	6811	Interest Expense/Penalty/Fees	450	450	450	450
35,000	38,750	38,750	38,750	38,750	610	6116	Litigation Settlement	38,750	38,750	38,750	38,750
(1,993)	14,049	-	-	-	610	6120	Accelerated TIF Payment- T1	-	-	-	-
35,000	36,757	54,991	38,750	38,750	Total Contractual			39,200	39,200	39,200	39,200
-	5,319	-	-	-	820	8315	Carpet Replacement	-	-	-	-
-	-	-	-	-	820	8314	Financial Software	-	-	-	-
-	5,319	-	-	-	Total Capital			-	-	-	-
35,000	42,077	54,991	38,750	38,750	Total Expenditures - General Services			39,200	39,200	39,200	39,200

City of Crestwood, Missouri  
 Capital Improvements Fund Expenditures  
 Budget for the Year Ending December 31, 2011

ACTUAL			BUDGET		Account Description				Department	City Adm.	Ways & Means	BOA
2007	2008	2009	Adopted	Amended	MANAGEMENT INFORMATION SYSTEMS (MIS) 21-25-042-XXX-XXXX				Request	Recommended	Approved	Approved
			2010						2011			
21,701	33,348	26,473	22,000	22,000	820	8310	Computer Parts & Equip	22,000	18,000	18,000	18,000	
14,258	7,644	6,477	7,750	14,750	820	8312	Network Maintenance	15,000	12,000	12,000	12,000	
15,360	27,545	30,435	37,000	30,000	820	8313	Software Licensing	28,000	25,000	25,000	25,000	
-	-	44,171	-	44,171	820	8314	Telephone System	-	-	-	-	
<b>51,319</b>	<b>68,537</b>	<b>107,556</b>	<b>66,760</b>	<b>110,921</b>	<b>Total Expenditures - MIS</b>				<b>65,000</b>	<b>55,000</b>	<b>55,000</b>	<b>55,000</b>

**City of Crestwood, Missouri**  
**Capital Improvements Fund Expenditures**  
**Budget for the Year Ending December 31, 2011**

ACTUAL			BUDGET		Account Description PUBLIC WORKS MAINTENANCE 21-35-062-XXX-XXXX		Department Request	City Adm. Recommended	Ways & Means Approved	BOA Approved
2007	2008	2009	Adopted	Amended						
2010										
113,588	72,391	66,123	-	-	- 505 5011 Wages, Non-Exempt Employees	-	-	-	-	-
-	-	774	-	-	- 505 5015 Overtime Wages	-	-	-	-	-
-	7,647	9,996	-	-	- 510 5110 Health Insurance	-	-	-	-	-
-	8,072	513	-	-	- 510 5111 Dental Insurance	-	-	-	-	-
-	442	519	-	-	- 510 5112 Life/AD&D/LTD Insurance	-	-	-	-	-
-	522	-	-	-	- 510 5114 Employee Assistance Program	-	-	-	-	-
-	1,035	1,449	-	-	- 510 5115 Retirement Plan	-	-	-	-	-
-	6,723	5,787	-	-	- 510 5116 Workers' Compensation Insurance	-	-	-	-	-
-	4,828	4,262	-	-	- 515 5210 FICA Taxes	-	-	-	-	-
-	1,129	996	-	-	- 515 5211 Medicare Taxes	-	-	-	-	-
<b>113,588</b>	<b>102,792</b>	<b>90,419</b>	<b>-</b>	<b>-</b>	<b>Total Personnel</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
102,106	119,664	15,726	130,250	118,850	610 6115 Other Professional Services	183,400	183,400	183,400	183,400	-
3,331	1,096,707	778,570	-	-	612 6152 Street Reconstruction	600,000	600,000	600,000	600,000	-
254,422	562,186	-	-	-	612 6154 Contracted Slab Replacement	-	-	-	-	-
-	-	377,823	518,000	518,000	612 6155 Mill & Overlay	357,000	-	-	-	-
-	-	-	-	-	612 6156 Microsurfacing	-	-	-	-	-
-	-	-	80,000	53,785	612 6157 Pavement Preservation	-	-	-	-	-
-	-	-	-	-	612 6170 Sidewalk Construction	-	-	-	-	-
-	-	-	-	-	615 6214 Street Lighting	-	-	-	-	-
-	11,657	26,461	26,000	78,567	620 6312 Maint/Repair Buildings	21,000	21,000	88,700	88,700	-
2,116	1,488	-	-	-	620 6315 Solid Waste Disposal	-	-	-	-	-
<b>361,975</b>	<b>1,791,702</b>	<b>1,200,579</b>	<b>754,250</b>	<b>769,202</b>	<b>Total Contractual</b>	<b>1,161,400</b>	<b>804,400</b>	<b>872,100</b>	<b>872,100</b>	<b>-</b>
61,613	47,434	3,039	15,000	4,000	730 7510 Concrete	60,000	60,000	60,000	60,000	-
(2,240)	-	-	-	1,048	730 7511 Asphalt	-	-	-	-	-
17,685	9,221	1,401	5,000	-	730 7512 Rock	12,000	12,000	12,000	12,000	-
-	-	-	-	-	730 7513 Salt	-	-	-	-	-
-	-	-	-	-	730 7514 Crack Sealant	-	-	-	-	-
-	(217)	-	-	-	730 7516 Signs	-	-	-	-	-
4,275	5,903	320	4,500	4,500	730 7518 Street Supplies	5,000	5,000	5,000	5,000	-
3,911	2,216	2,151	4,000	4,000	740 7711 Agricultural Supplies (Sod & Dirt)	3,000	3,000	3,000	3,000	-
<b>1,244</b>	<b>64,557</b>	<b>6,912</b>	<b>28,500</b>	<b>13,548</b>	<b>Total Commodities</b>	<b>80,000</b>	<b>80,000</b>	<b>80,000</b>	<b>80,000</b>	<b>-</b>
22,332	-	9,995	-	-	805 8011 Building and Improvements	-	-	-	-	-
17,190	279,615	19,138	120,000	120,000	810 8110 Motor Vehicles	74,340	74,340	74,340	74,340	-
29,536	-	-	-	-	815 8211 Heavy Equipment	-	-	-	-	-
<b>69,058</b>	<b>279,615</b>	<b>29,133</b>	<b>120,000</b>	<b>120,000</b>	<b>Total Capital</b>	<b>74,340</b>	<b>74,340</b>	<b>74,340</b>	<b>74,340</b>	<b>-</b>
<b>629,865</b>	<b>2,238,666</b>	<b>1,327,043</b>	<b>902,750</b>	<b>902,750</b>	<b>Total Expenditures - PW Maint</b>	<b>1,315,740</b>	<b>958,740</b>	<b>1,026,440</b>	<b>1,026,440</b>	<b>-</b>

City of Crestwood, Missouri  
 Capital Improvements Fund Expenditures  
 Budget for the Year Ending December 31, 2011

ACTUAL			BUDGET		Account Description POLICE 21-40-070-XXX-XXXX		Department Request	City Adm. Recommended	Ways & Means Approved	BOA Approved
2007	2008	2009	Adopted	Amended						
2010										
-	-	-	5,700	5,700	610	6115 Other Professional Services	-	-	-	-
-	-	-	-	-	620	6312 Maint/Repair Buildings	-	-	-	-
-	327,896	-	-	-	630	6414 Radio Equipment Lease/Purchase	-	-	-	-
-	-	-	-	-	650	6811 Interest Expense	-	-	-	-
-	327,896	-	5,700	5,700	Total Contractual		-	-	-	-
-	75,858	-	-	-	805	8020 Improvements	18,000	18,000	18,000	18,000
-	-	78,499	42,136	42,136	810	8111 Motor Vehicles	69,000	69,000	46,000	46,000
-	75,858	78,499	42,136	42,136	830	8211 Other Equipment and Machinery	41,504	41,504	41,504	41,504
-	403,753	78,499	47,836	47,836	Total Capital		128,504	128,504	105,504	105,504
-	-	-	-	-	Total Expenditures - Police		128,504	128,504	105,504	105,504

City of Crestwood, Missouri  
 Capital Improvements Fund Expenditures  
 Budget for the Year Ending December 31, 2011

ACTUAL			BUDGET		Account Description FIRE 21-45-080-XXX-XXXX			Department Request	City Adm. Recommended	Ways & Means Approved	BOA Approved
2007	2008	2009	Adopted	Amended	2010						
-	-	-	10,000	10,000	610	6115	Other Professional Services	-	-	-	-
-	-	-			620	6312	Maint/Repair Buildings	-	-	-	-
-	154,715	-			630	6414	Radio Equipment Lease/Purchase	-	-	-	-
-	-	-			650	6811	Interest Expense	-	-	-	-
-	154,715	-	10,000	10,000	Total Contractual			-	-	-	-
-	111,576				810	8111	Motor Vehicles	-	-	-	-
-	-				810	8120	Capital Outlay Expense	-	-	-	-
-	-	17,604	8,000	8,000	830	8211	Other Equipment and Machinery	-	-	-	-
-	111,576	17,604	8,000	8,000	Total Capital			-	-	-	-
-	266,291	17,604	18,000	18,000	Total Expenditures- Fire			-	-	-	-

City of Crestwood, Missouri  
 Capital Improvements Fund Expenditures  
 Budget for the Year Ending December 31, 2011

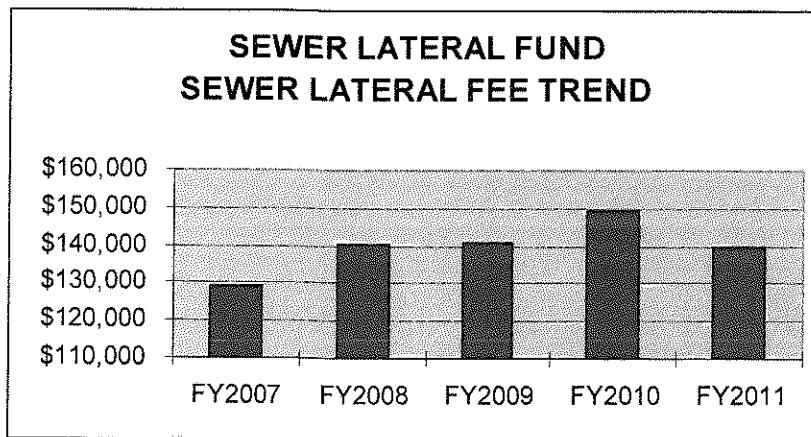
ACTUAL			BUDGET		Account Description TRANSFER 21-00-000-000-8000		Department Request	City Adm. Recommended	Ways & Means Approved	BOA Approved
2007	2008	2009	Adopted	Amended	2010					
-	-	-	600,000	600,000	000	8000 Transfer Out- Park & Stormwater Fund	300,000	300,000	300,000	300,000
			<u>600,000</u>	<u>600,000</u>		<u>Total Other Financing Uses</u>	<u>300,000</u>	<u>300,000</u>	<u>300,000</u>	<u>300,000</u>

**Overview**

The activities associated with certain repairs to defective sewer lateral lines are recorded in the Sewer Lateral Fund. Crestwood voters adopted a maximum annual fee of \$28 to pay for certain repairs to defective sewer lateral lines. This fee is levied in connection with property taxes collected by St. Louis County. Sewer Lateral fees and investment earnings make up 100 percent of this fund's revenues.

The sewer lateral policy, which was amended by the Board of Aldermen in 2005 and 2007, states that the owner of a single family home, a duplex, or an apartment complex 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 a sewer lateral is causing a sinkhole, if a property owner has had to have his/her sewer lateral line cabled twice or more in a calendar year, or if a sewer lateral line is blocked and cannot be opened by a plumber hired by the property owner, then the City will hire its contractor to cable and televise the sewer lateral line. If it is determined that a break has occurred, the portion of the line damaged will be repaired using the sewer lateral fund. The corrective work is limited to excavation, repair or replacement of the defective portion of the line, installation of clean-out, backfilling, and site restoration.



Note: Audited amounts are presented for FY2007-2009, estimated amounts are presented for FY2010 and budgeted amounts are presented for FY2011.

City of Crestwood, Missouri  
Sewer Lateral Fund Revenues  
Budget for the Year Ending December 31, 2011

ACTUAL			BUDGET		SEWER LATERAL FUND REVENUES		Finance	City Adm.	Ways & Means	BOA
2007	2008	2009	Adopted	Amended <sup>A</sup>			Projections	Recommended	Approved	Approved
129,114	140,347	140,707	149,200	149,200	415	4032 Sewer Lateral Fees	140,000	140,000	140,000	140,000
129,114	140,347	140,707	149,200	149,200			140,000	140,000	140,000	140,000
12,639	4,093	753	800	800	465	4711 Interest Income	500	500	500	500
12,639	4,093	753	800	800		Total Interest	500	500	500	500
141,753	144,440	141,459	150,000	150,000	TOTAL REVENUES- SEWER LATERAL FUND		140,500	140,500	140,500	140,500

NOTES:

<sup>A</sup> As of June 30, 2010

City of Crestwood, Missouri  
Sewer Lateral Fund Expenditures  
Budget for the Year Ending December 31, 2011

ACTUAL			BUDGET		Account Description				Department Request	City Adm. Recommended	Ways & Means Approved	BOA Approved
2007	2008	2009	Adopted	Amended	SEWER LATERAL 30-35-065-XXX-XXXX				2011			
			2010									
167,957	172,953	159,354	150,000	150,000	610	6115	Other Professional Services		140,500	140,500	140,500	140,500
167,957	172,953	159,354	150,000	150,000			Total Expenditures		140,500	140,500	140,500	140,500

This section of the budget shows the projected revenues and expenditures for all three major funds over the next five years. Please note that the figures below are estimates only, and that actual revenues and expenditures in future years may vary substantially. Revenues have been projected utilizing trends from previous years. Expenditures have been projected using a two percent annual increase. The exception is capital items which have been projected by Department Heads as shown in the attached capital plans.

**General Fund** – Estimated fund balance of \$1,900,000 as of January 1, 2011

	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
<b>Expenditures</b>	\$8,089,973	\$8,256,505	\$8,421,635	\$8,632,823	\$8,937,107
<b>Revenues</b>	\$8,175,476	\$7,503,000	\$7,453,000	\$7,403,000	\$7,353,000
<b>Difference</b>	\$85,503	(\$753,505)	(\$968,635)	(\$1,229,823)	(\$1,584,107)
<b>Aquatic Ctr. Payment</b>	\$500,000				
<b>December 31 fund balance</b>	\$1,485,503	\$731,998	(\$236,637)	(\$1,466,460)	(\$3,050,467)

As you can see, the City of Crestwood maintains General Fund revenues over expenditures in 2011, with the exception of the transfer in order to pay the remaining full aquatic center debt payment. Due to declining sales taxes and the termination of the Proposition S property tax, annual expenditures begin exceeding revenues in the General Fund in 2012. Even the continued assessment of the Proposition S property tax would not fully rectify this problem. The City of Crestwood will have to take corrective action in 2011 to avoid depleting its cash reserves beginning in 2012. If corrective action is not taken, the General Fund will run out of cash sometime in 2013.

**Capital Improvements Fund** – Estimated fund balance of \$300,000 on January 1, 2011

	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
<b>Expenditures</b>	\$1,181,444	\$994,170	\$2,183,142	\$1,715,329	\$926,162
<b>Revenues</b>	\$1,581,786	\$1,024,000	\$2,195,600	\$1,616,000	\$822,000
<b>Difference</b>	\$400,342	\$29,830	\$12,458	(\$99,329)	(\$104,162)
<b>Aquatic Ctr. Payment</b>	\$300,000				
<b>December 31 fund balance</b>	\$400,342	\$430,172	\$442,630	\$343,301	\$239,139

As you can see, from 2011 through 2013 the annual capital improvement revenues meet or exceed the annual capital improvement expenditures. Beginning in 2014 the capital improvement fund expenditures exceed revenues by approximately \$100,000, so adjustments will need to be made at that time.

This Capital Improvement Plan was created by the Fire Chief, Police Chief, MIS Director, and Public Works Director working together to create a reasonable five-year Capital Improvement Plan based upon available revenues. The items which were cut from the Capital Improvement Plan, which were detailed in a memorandum to the Board of Aldermen dated February 27, 2009, will result in the City of Crestwood not maintaining or replacing our buildings, equipment, vehicles, and streets in the manner previously planned and recommended by our Department Heads. The current five year Capital Improvement Plan is attached, along with supporting documents from the City's Department Heads.

**Park and Stormwater Fund** – Estimated fund balance of \$125,000 on January 1, 2011

	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
<b>Expenditures</b>	\$2,416,636	\$1,661,981	\$1,580,720	\$1,536,375	\$1,536,528
<b>Revenues</b>	\$2,466,545	\$1,636,300	\$1,586,300	\$1,536,300	\$1,536,300
<b>Difference</b>	\$49,909	(\$25,681)	\$5,580	(\$75)	(\$228)
<b>December 31 fund balance</b>	\$174,909	\$149,228	\$154,808	\$154,733	\$154,505

The Aquatic Center debt will be fully retired in 2012. Beginning in 2013 the Park and Stormwater Fund will begin repaying the General Fund and the Capital Improvement Fund for the money in borrowed in order to make the 2010 and 2011 payments. Unfortunately due to declining sales tax revenues the amount that can be repaid in 2013-2015 is relatively minimal. On the positive side, this fund is projecting revenues at or near the estimated expenditures throughout the next five years. The current Park and Stormwater Capital Plan is attached. Please be advised that no capital park purchases are planned until 2013 and no stormwater projects are included in this plan.

### Conclusion

The five year plans detailed above result in the following total cash for the City of Crestwood:

	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
<b>December 31 fund balance ALL 3 Funds</b>	\$2,060,754	\$1,311,398	\$360,801	(\$968,426)	(\$2,656,823)

As you can see, the City's total cash position declines each year, primarily due to the Aquatic Center payment (2011) and the General Fund (2012-1015). As mentioned above, the City will have to take corrective action in 2011 in order to avoid beginning the depletion of the City's cash reserves in 2012.

City of Crestwood, Missouri  
General Fund Revenues  
FIVE YEAR PLAN

GENERAL FUND REVENUES		CY 2011 Estimate	CY 2012 Estimate	CY 2013 Estimate	CY 2014 Estimate	CY 2015 Estimate
405 4010	One-Cent General	2,162,765				
405 4011	1/4-Cent Local Options	486,943				-
405 4014	1/4-Cent Fire Protection	553,968				-
405 4015	1/4-Cent TIF Fire Protection					-
Total Sales Taxes		3,203,676	3,100,000	3,050,000	3,000,000	2,950,000
410 4020	Electric Franchise Fee	565,000				-
410 4021	Natural Gas Franchise Fee	450,000				-
410 4023	Telephone Franchise Fee	168,000				-
410 4024	Water Franchise Fee	106,000				-
410 4025	Cable Franchise Fee	70,000				-
410 4026	Wireless Franchise Fee	327,000				-
Total Gross Receipts		1,686,000	1,680,000	1,680,000	1,680,000	1,680,000
415 4030	Real Estate Taxes	600,000				-
415 4036	Real Estate Taxes- Prop S	480,000				-
415 4031	Personal Property Taxes	76,000				-
415 4037	Personal Property Taxes- Prop S	54,000				-
415 4033	County Road Fund	280,000				-
415 4034	Penalty Surcharge	89,000				-
415 4035	Railroad/Utility Taxes	28,000				-
Total Property Taxes		1,607,000	1,073,000	1,073,000	1,073,000	1,073,000
420 4110	Motor Fuel Tax	340,000				-
420 4111	Motor Vehicle Sales Tax	70,000				-
420 4112	Motor Vehicle Fee Increases	53,500				-
420 4113	Cigarette Tax	35,000				-
420 4114	Financial Institution Tax	2,000				-
Total Intergovernmental Taxes		500,500	500,000	500,000	500,000	500,000
425 4210	Merchant Licenses	730,000				-
425 4211	Liquor Licenses	10,000				-
425 4212	Other Licenses	1,800				-
425 4224	Rental Inspections	22,000				-
425 4225	Permits & Inspections	28,000				-
425 4226	Sign Permits	-				-
425 4227	Right-of- Way & Demolition Permits	-				-
Total Licenses and Permits		791,800	780,000	780,000	780,000	780,000
430 4250	Traffic Fines	270,000				-
430 4251	Traffic Court Cost	30,000				-
430 4252	Police Training Fund	5,500				-
430 4253	Miscellaneous Fines	12,000				-
430 4254	Police Reports	800				-
430 4255	Bond Forfeitures	10,000				-
430 4256	Crime Victims' Compensation	1,000				-
Total Fines and Court Cost		329,300	325,000	325,000	325,000	325,000
465 4710	Interest	5,000				-
Total Interest		5,000	5,000	5,000	5,000	5,000
470 4700	Donations	3,000				-
470 4702	POST	2,400				-
470 4710	Economic Development Adm Reimb	-				-
470 4750	Other Revenue	18,000				-
470 xxxx	Program revenue- The Alternative	10,000				-
470 4751	Trash Bags	10,300				-
470 4752	Rental Property Income	-				-
470 4753	Sale of Property	-				-
470 4755	Refund from Insurance Pool	-				-
470 4756	Sale of Property	-				-
Total Other Revenue		43,700	40,000	40,000	40,000	40,000

City of Crestwood, Missouri  
General Fund Revenues  
FIVE YEAR PLAN

GENERAL FUND REVENUES	CY 2011 Estimate	CY 2012 Estimate	CY 2013 Estimate	CY 2014 Estimate	CY 2015 Estimate
475 4757 TDD-Big Bend Crossing	-	-	-	-	-
475 4758 TDD-Crestwood Point	-	-	-	-	-
475 4759 Glenwood Watson TDD	-	-	-	-	-
475 4760 TIF admin Fees	-	-	-	-	-
475 4761 Crestwood Point CID	-	-	-	-	-
475 4762 Crestwood Market CID	-	-	-	-	-
475 4809 PD Training-MO	-	-	-	-	-
475 4810 Revenue Grants-PD	-	-	-	-	-
475 4811 60th Anniversary	-	-	-	-	-
475 4812 City Store	-	-	-	-	-
<b>Total Economic Development Fees</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
480 4810 PD Grant Income	-	-	-	-	-
480 4800 Grant- Police Department	8,500	-	-	-	-
<b>Total Grants</b>	<b>8,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL REVENUES- GENERAL FUND</b>	<b>8,175,476</b>	<b>7,503,000</b>	<b>7,453,000</b>	<b>7,403,000</b>	<b>7,353,000</b>
000 8000 Transfer in	-	-	-	-	-
<b>TOTAL REVENUES AND TRANSFERS- GENERAL FUND</b>	<b>8,175,476</b>	<b>7,503,000</b>	<b>7,453,000</b>	<b>7,403,000</b>	<b>7,353,000</b>

**City of Crestwood, Missouri**  
**General Fund Expenditures- Summary**  
**Budget for the Year Ending December 31, 2011**

Department and Division	CY 2011 Estimate	CY 2012 Estimate	CY 2013 Estimate	CY 2014 Estimate	CY 2015 Estimate	CY 2016 Estimate
-------------------------	------------------	------------------	------------------	------------------	------------------	------------------

**ELECTED OFFICIALS**

Mayor						
Personnel Services	9,073	9,254	9,440	9,628	9,821	10,017
Contractual Services	6,970	7,109	7,252	7,397	7,545	7,695
Commodities	300	306	312	318	325	331
Sub-Total	16,343	16,670	17,003	17,343	17,690	18,044
Board of Aldermen						
Personnel Services	41,289	42,115	42,957	43,816	44,693	45,586
Contractual Services	800	816	832	849	866	883
Commodities	200	204	208	212	216	221
Sub-Total	42,289	43,135	43,997	44,877	45,775	46,690

**ADMINISTRATION**

City Clerk						
Personnel Services	135,480	138,190	140,953	143,772	146,648	149,581
Contractual Services	15,570	15,881	16,199	16,523	16,853	17,191
Commodities	1,500	1,530	1,561	1,592	1,624	1,656
Sub-Total	152,550	155,601	158,713	161,887	165,125	168,428
Municipal Court						
Personnel Services	91,631	93,464	95,333	97,240	99,184	101,168
Contractual Services	48,800	49,776	50,772	51,787	52,823	53,879
Commodities	700	714	728	743	758	773
Sub-Total	141,131	143,954	146,833	149,769	152,765	155,820
City Administrator						
Personnel Services	234,253	238,938	243,717	248,591	253,563	258,634
Contractual Services	8,140	8,303	8,469	8,638	8,811	8,987
Commodities	2,200	2,244	2,289	2,335	2,381	2,429
Sub-Total	244,593	249,485	254,475	259,564	264,755	270,050
General Services						
Personnel Services	108,777	110,953	113,172	115,435	117,744	120,099
Contractual Services	343,200	350,064	357,065	364,207	371,491	378,921
Commodities	18,000	18,360	18,727	19,102	19,484	19,873
Sub-Total	469,977	479,377	488,964	498,743	508,718	518,893
Management Information Systems (MIS)						
Personnel Services	76,464	77,993	79,553	81,144	82,767	84,422
Contractual Services	18,320	18,686	19,060	19,441	19,830	20,227
Commodities	9,000	9,180	9,364	9,551	9,742	9,937
Sub-Total	103,784	105,860	107,977	110,136	112,339	114,586
Economic Development						
Personnel Services	-	-	-	-	-	-
Contractual Services	-	-	-	-	-	-
Commodities	-	-	-	-	-	-
Sub-Total	-	-	-	-	-	-
Finance						
Personnel Services	176,318	179,844	183,441	187,110	190,852	194,669
Contractual Services	2,610	2,662	2,715	2,770	2,825	2,882
Commodities	1,500	1,530	1,561	1,592	1,624	1,656
Capital	-	-	-	-	-	-
Sub-Total	180,428	184,037	187,717	191,472	195,301	199,207
Total Expenditures- Elected Officials/Adm.	1,351,095	1,378,117	1,405,679	1,433,793	1,462,469	1,491,718

**PUBLIC WORKS**

Public Works- General Services						
Personnel Services	212,307	216,553	220,884	225,302	229,808	234,404
Contractual Services	211,315	215,541	219,852	224,249	228,734	233,309
Commodities	11,800	12,036	12,277	12,522	12,773	13,028
Sub-Total	435,422	444,130	453,013	462,073	471,315	480,741

Public Works- Administration

City of Crestwood, Missouri  
 General Fund Expenditures- Summary  
 Budget for the Year Ending December 31, 2011

Department and Division	CY 2011 Estimate	CY 2012 Estimate	CY 2013 Estimate	CY 2014 Estimate	CY 2015 Estimate	CY 2016 Estimate
Personnel Services	288,326	294,093	299,974	305,974	312,093	318,335
Contractual Services	13,010	13,270	13,536	13,806	14,082	14,364
Commodities	2,600	2,652	2,705	2,759	2,814	2,871
Sub-Total	303,936	310,015	316,215	322,539	328,990	335,570
 Public Works- Maintenance						
Personnel Services	301,294	307,320	313,466	319,736	326,130	332,653
Contractual Services	32,720	33,374	34,042	34,723	35,417	36,126
Commodities	76,600	78,132	79,695	81,289	82,914	84,573
Sub-Total	410,614	418,826	427,203	435,747	444,462	453,351
 Public Works- Mechanical						
Personnel Services	60,738	61,953	63,192	64,455	65,745	67,059
Contractual Services	17,470	17,819	18,176	18,539	18,910	19,288
Commodities	70,900	72,318	73,764	75,240	76,744	78,279
Sub-Total	149,108	152,090	155,132	158,234	161,399	164,627
Total Expenditures- Public Works	1,299,080	1,325,061	1,351,563	1,378,594	1,406,166	1,434,289
 PUBLIC SAFETY						
 Police						
Personnel Services	2,521,736	2,495,671	2,545,584	2,596,496	2,648,426	2,701,394
Contractual Services	179,031	182,612	186,264	189,989	193,789	197,665
Commodities	69,600	70,992	72,412	73,860	75,337	76,844
Capital Outlay	-	-	-	-	-	-
Sub-Total	2,770,367	2,749,274	2,804,260	2,860,345	2,917,552	2,975,903
 Fire						
Personnel Services	2,177,486	2,221,036	2,265,456	2,310,766	2,356,981	2,404,120
Contractual Services	451,745	460,780	469,995	479,395	488,983	498,763
Commodities	40,200	41,004	41,824	42,661	43,514	44,384
Sub-Total	2,669,431	2,722,820	2,777,276	2,832,822	2,889,478	2,947,268
Total Expenditures- Public Safety	5,439,798	5,472,094	5,581,536	5,693,167	5,807,030	5,923,170
 DEBT SERVICE						
Debt Service	-	-	-	-	-	-
Sub-Total	-	-	-	-	-	-
 SUMMARY						
 Total Personnel	6,435,172	6,487,375	6,617,123	6,749,465	6,884,454	7,022,144
Total Contractual	1,349,701	1,376,695	1,404,229	1,432,313	1,460,960	1,490,179
Total Commodities	305,100	311,202	317,426	323,775	330,250	336,855
Total Capital	-	-	-	-	-	-
Total Debt Service	-	-	-	-	-	-
 TOTAL EXPENDITURES- GENERAL FUND	8,089,973	8,175,272	8,338,778	8,505,553	8,675,664	8,849,178
Transfers Out <sup>B</sup>	400,000					
 TOTAL EXPENDITURES AND TRANSFERS OUT - GENERAL FUND	8,489,973	8,175,272	8,338,778	8,549,369	8,675,664	8,849,178

**City of Crestwood, Missouri**  
**Capital Improvement Fund Revenues**  
**FIVE YEAR PLAN**

...J7 Actuals	CY 2008 Actuals	CY 2009 Actuals	CY 2010 Estimates	CAPITAL IMPROVEMENT FUND REVENUES				City Admin CY 2011 Estimate	City Admin CY 2012 Estimate	City Admin CY 2013 Estimate	City Admin CY 2014 Estimate	City Admin CY 2015 Estimate
1,424,203	1,318,682	1,121,895	1,098,400	405	4012	Half-Cent Sales Tax		956,186				
1,424,203	1,318,682	1,121,895	1,098,400			Total Sales Tax		956,186	900,000	850,000	800,000	800,000
47,016	46,800	3,999	4,000	465	4710	Interest Income		2,000				
47,016	46,800	3,999	4,000			Total Interest		2,000	2,000	2,000	2,000	2,000
15,000	-	240	-	470	4750	Miscellaneous Revenue		-				
51,742	-	-	-	470	4751	MODOT		-				
-	-	29,225	-	470	4756	Sale of Property		6,000				
66,742	-	29,465	-			Total Miscellaneous Revenue		6,000	6,000	6,000	6,000	20,000
8,602	127,702	621,985	95,080	475	4812	Grant Revenue		617,600	116,000	1,337,600	808,000	-
771	-	-	-	480	xxxx	Police Communications						
-	-	-	332,717	480	4815	Grant Revenue- Parks						
8,602	-	-	-	480	4810	Fire Grant						
17,975	127,702	621,985	427,797			Total Grants		617,600	116,000	1,337,600	808,000	-
<b>1,555,936</b>	<b>1,493,184</b>	<b>1,777,344</b>	<b>1,530,197</b>			<b>Total Revenues- Capital Improvement</b>		<b>1,581,786</b>	<b>1,024,000</b>	<b>2,196,600</b>	<b>1,616,000</b>	<b>822,000</b>

City of Crestwood, Missouri  
 Capital Improvements Fund Expenditures  
 Budget for the Calendar Year Ending December 31, 2011

Department and Division	DH Request CY 2011	DH Request CY 2012	DH Request CY 2013	DH Request CY 2014	DH Request CY 2015
City Clerk	-	-	-	-	-
Capital	-	-	-	-	-
Sub-Total	-	-	-	-	-
Municipal Court	-	-	-	-	-
Capital	-	-	-	-	-
Sub-Total	-	-	-	-	-
General Services	-	-	-	-	-
Contractual Services	-	-	-	-	-
Capital	-	-	-	-	-
Sub-Total	-	-	-	-	-
Management Information Systems (MIS)	-	-	-	-	-
Capital	63,179	56,500	61,900	62,629	54,250
Sub-Total	63,179	56,500	61,900	62,629	54,250
Economic Development	-	-	-	-	-
Contractual Services	-	-	-	-	-
Sub-Total	-	-	-	-	-
Total Expenditures- Administration	63,179	56,500	61,900	62,629	54,250
Public Works Administration	-	-	-	-	-
Personnel Services	-	-	-	-	-
Sub-Total	-	-	-	-	-
Public Works Street Maintenance	-	-	-	-	-
Personnel Services	-	-	-	-	-
Contractual Services	1,161,400	672,000	1,672,000	1,346,000	566,000
Commodities	80,000	-	-	-	-
Capital	74,340	115,670	121,242	106,450	119,500
Sub-Total	1,315,740	787,670	1,793,242	1,452,450	685,500
Public Works Mechanical	-	-	-	-	-
Personnel Services	-	-	-	-	-
Sub-Total	-	-	-	-	-
Total Expenditures- Public Works	1,315,740	787,670	1,793,242	1,452,450	685,500
Police	-	-	-	-	-
Contractual Services	-	-	-	-	-
Capital	128,504	70,000	68,000	70,250	86,412
Sub-Total	128,504	70,000	68,000	70,250	86,412
Fire	-	-	-	-	-
Capital	80,000	80,000	260,000	130,000	100,000
Sub-Total	80,000	80,000	260,000	130,000	100,000
Total Expenditures- Public Safety	208,504	150,000	328,000	200,250	186,412
Debt Service	-	-	-	-	-
Debt Service	-	-	-	-	-
Sub-Total	-	-	-	-	-
Summary	-	-	-	-	-
Total Personnel	-	-	-	-	-
Total Contractual	1,161,400	672,000	1,672,000	1,346,000	566,000
Total Commodities	80,000	-	-	-	-
Total Capital	346,023	322,170	511,142	369,329	360,162
Total Debt Service	-	-	-	-	-
Total Expenditures- Capital Improvement Fund	1,587,423	994,170	2,183,142	1,715,329	926,162

Proposed Capital Improvements 5-Year Plan  
 Includes Police, Fire, MIS, Public Works  
 Compiled August 2010

2011		2012	
<b>Police Department</b>		<b>Police Department</b>	
Police Body Armor Replacement (over 3 years)	\$2,500	Police Vehicles (2)	\$48,500
Police Vehicles (3)	\$69,000	Equipment Replacement	\$15,000
Equipment Replacement	\$10,000	Traffic Counter/Speed Measuring Device	\$4,500
Replace LiveScan Equipment	\$24,804	Begin Shotgun Replacement Program	\$2,000
Vehicle Mounted Radar Units x 3 (\$1,300 each)	\$4,200		
Replace CCTV - Jail	\$18,000		
		<b>Fire Department</b>	\$70,000
		Fire Truck Savings	\$80,000
<b>Fire Department</b>			
Fire Truck Savings	\$128,504		
<b>MIS</b>		<b>MIS</b>	
	\$80,000	Server replacement 1 server	\$5,000
Server replacement 1 server	\$80,000	Misc. Computer Parts	\$8,000
PC replacement 10 pcs	\$5,000	PC replacement 10 pcs	\$9,000
Misc. Computer parts	\$9,000	3 Laser printers	\$3,000
Software	\$8,000	Software	\$25,000
UPS replacements	\$33,879	UPS Replacements	\$4,500
UPS replacements	\$2,000	Intrusion detection device maintenance	\$2,000
Replace Network Fiber	\$3,500		
Intrusion detection device maintenance	\$1,800	Building Maintenance	\$56,500
		Roof Repair (PW)	
			\$20,000
<b>Building Maintenance</b>		<b>Street Maintenance</b>	
Paint Slide Stair Support Structure (AC)	\$8,000	Mill and Overlay (TBD)	\$507,000
Replace PD Shower in PD Locker Room (GC)	\$4,000	ROW Spellman Phase I (City Share)	\$4,800
Paint Light Posts (WP)	\$5,000	ROW Spellman Phase I (Federal Aid)	\$19,200
FD Painting/Flooring (SC)	\$2,000	Engineering Spellman Phase II (City Share)	\$24,200
Replace Ballfield Water Fountain (WP)	\$2,000	Engineering Spellman Phase II (Federal Aid)	\$96,800
			\$652,000
<b>Street Maintenance</b>		<b>PW Vehicles and Equipment</b>	
Mill and Overlay (TBD)	\$357,000	Animal Control Officer Vehicle (trade in 1998 SUV #17)	\$17,170
In-House Selective Slab Replacement	\$80,000	Chipper (replaces 1985 chipper)	\$30,000
Spellman Phase II Application Fee	\$11,400	2.5 ton dump truck with plow (trade in 1998 #211)	\$63,100
Construction Whitecliff Park Service Bridge (City Share)	\$120,000	Paint Stripper	\$5,400
Construction Whitecliff Park Service Bridge (Federal Share)	\$480,000		
Engineering Spellman Phase I (City Share)	\$34,400		
Engineering Spellman Phase I (Federal Aid)	\$37,600		
		<b>Total</b>	<b>\$994,170</b>
<b>PW Vehicles and Equipment</b>			
Stump Grinder	\$18,000		
One ton dump truck (trade in 1997 truck #13)	\$45,000		
Air Compressor (replaces 1997 Air Compressor)	\$11,340		
		<b>Total</b>	<b>\$1,587,423</b>

Proposed Capital Improvements 5-Year Plan  
 Includes Police, Fire, MIS, Public Works  
 Compiled August 2010

	2013	2014
<b>Police Department</b>		
Police Vehicles (2)	\$51,000	Police Vehicles (2)
Equipment Replacement	\$15,000	Equipment Replacement
Shotgun Replacement Program	\$2,000	Shotgun Replacement Program
	\$68,000	\$70,250.00
<b>Fire Department</b>		
Fire Truck Purchase (1995)	\$260,000	Fire Department
		Replace Fire Chief's Vehicle
		Replace Monitor/Defibrillators
		Replacement of 2000 Pierce Engine Savings
		\$130,000.00
<b>MIS</b>		
Server replacement 1 server	\$5,000	MIS
Misc. Computer Parts	\$8,000	Server replacement 1 server
3 Laser color printers	\$5,200	PC replacement 10 pcs
PC replacement 10 pcs	\$9,000	Misc. Computer Parts
Software	\$30,000	3 Laser printers
UPS replacements	\$2,500	Software
Intuition detection device maintenance	\$2,200	UPS replacements
	\$81,900	Intuition detection device maintenance
<b>Building Maintenance</b>		
None	\$0	
		\$62,629
<b>Street Maintenance</b>		
Construction Spellman Phase I (City Share)	\$0	Building Maintenance
Construction Spellman Phase I (Federal Aid)	\$329,600	HVAC Units Replacement (GC)
Construction Spellman Phase II (City Share)	\$1,318,400	Replace Furnace Units in FD Engine Room (GC)
ROW Spellman Phase II (City Share)	\$4,800	
ROW Spellman Phase II (Federal Aid)	\$19,200	Street Maintenance
		Mill and Overlay (TBD)
		Construction Spellman Phase II (City Share)
		Construction Spellman Phase II (Federal Aid)
		\$1,246,000
<b>PW Vehicles and Equipment</b>		
Rubber tire front loader (replaces 1996)	\$99,572	PW Vehicles and Equipment
3/4 ton Cargo Van (replicates 1997 #13)	\$21,670	2.5 ton dump truck with plow (trade in 1998 #219)
	\$121,242	New skid steer loader (trade in 1997 skid steer)
		Air Compressor (replaces 2000 Air Compressor)
		\$106,450
		<i>Total</i>
		\$1,715,329

Proposed Capital Improvements 5-Year Plan  
*Includes Police, Fire, MIS, Public Works*  
 Compiled August 2010

<b>2015</b>	
<b>Police Department</b>	
Police Vehicles (2)	\$55,912.00
Equipment Replacement	\$20,000.00
Body Armor Replacement Program	\$3,500.00
Handgun Replacement Program Begins	\$5,000.00
Shotgun Replacement Program	\$2,000.00
	<b>\$86,412.00</b>
<b>Fire Department</b>	
Replacement of 2000 Pierce Engine Savings	\$100,000
	<b>\$100,000</b>
<b>MIS</b>	
Server replacement 1 server	\$5,000
PC replacement 10 pcs	\$9,000
Misc. Computer Parts	\$8,000
Software	\$28,000
UPS Replacements	\$1,760
Intrusion detection device maintenance	\$2,500
	<b>\$54,250</b>
<b>Building Maintenance</b>	
Replace Community Center HVAC Units (CC)	\$45,000
Replace Community Center Water Heaters (CC)	\$10,000
	<b>\$55,000</b>
<b>Street Maintenance</b>	
Mill and Overlay (TBD)	\$511,000
	<b>\$511,000</b>
<b>PW Vehicles and Equipment</b>	
One ton 4x4 dump truck with plow & spreader (trade in 2002 #207)	\$66,500
One ton 4x4 dump truck with plow (trade in 1998 #206)	\$53,000
	<b>\$119,500</b>
<b>Total</b>	<b>\$926,162</b>

# Police 5 Year Capital Plan

FINAL  
2011 to 2015

9/2/2010

		Amount:
2011		
Police Emergency Vehicle Replacement Plan		\$69,000.00
Police Body Armor Replacement		\$2,500.00
Equipment Replacement		\$10,000.00
Replace LiveScan Equipment		\$24,804.00
Vehicle Mounted Radar Units X 2 \$2100		\$4,200.00
Replace CCTV System--Jail Renovations \$18,000.00		\$18,000.00
	<b>Total</b>	<b>\$128,504.00</b>
2012		
Police Emergency Vehicle Replacement Plan		\$48,500.00
Equipment Replacement		\$15,000.00
Traffic Counter / Speed Measuring Device		\$4,500.00
Begin Shotgun Replacement Program		\$2,000.00
	<b>Total</b>	<b>\$70,000.00</b>
2013		
Police Emergency Vehicle Replacement Plan		\$51,000.00
Equipment Replacement		\$15,000.00
Shotgun Replacement Program		\$2,000.00
	<b>Total</b>	<b>\$68,000.00</b>
2014		
Vehicle Replacement		\$53,250.00
Equipment Replacement		\$15,000.00
Shotgun Replacement Program		\$2,000.00
	<b>Total</b>	<b>\$70,250.00</b>
2015		
Police Emergency Vehicle Replacement Plan		\$55,912.00
Equipment Replacement		\$20,000.00
Body Armor Replacement Program		\$3,500.00
Handgun Replacement Program Begins		\$5,000.00
Shotgun Replacement Program		\$2,000.00
	<b>Total</b>	<b>\$86,412.00</b>
<b>Unfunded Projects:</b>		
All Building Projects were moved to Public Works		
Budget for funding.		

### Fire Five Year Capital Plan

2011		
Fire Truck Savings		\$80,000
<hr/>		
2012		
Fire Truck Savings		\$80,000
<hr/>		
2013		
Fire Truck Purchase (1995)		\$260,000
<hr/>		
2014		
Replace Fire Chief's Vehicle		\$30,000
Replace Monitors Defibrillators		\$50,000
Fire Truck Savings (2000)		\$50,000
<hr/>		
2015		
Fire Truck Savings		\$100,000
<hr/>		

## MIS 5 Year Capital Plan

### 2011

Server replacement 1 server	\$5,000
PC replacement 10 pcs	\$9,000
Misc. Computer parts	\$8,000
Software	\$33,000
UPS replacements	\$2,000
Replace Network Fiber	\$3,500
Intrusion detection device maintenance	\$1,800
	<b>\$62,300</b>

### 2012

Server replacement 1 server	\$5,000
Misc. Computer Parts	\$8,000
PC replacement 10 pcs	\$9,000
3 Laser printers	\$3,000
Software	\$25,000
UPS replacements	\$4,500
Intrusion detection device maintenance	\$2,000
	<b>\$56,500</b>

### 2013

Server replacement 1 server	\$5,000
Misc. Computer Parts	\$8,000
3 Laser color printers	\$5,200
PC replacement 10 pcs	\$9,000
Software	\$30,000
UPS replacements	\$2,500
Intrusion detection device maintenance	\$2,200
	<b>\$61,900</b>

### 2014

Server replacement 1 server	\$5,000
PC replacement 10 pcs	\$9,000
Misc. Computer Parts	\$8,000
3 Laser printers	\$2,500
Software	\$33,879
UPS replacements	\$1,750
Intrusion detection device maintenance	\$2,500
	<b>\$62,629</b>

### 2015

Server replacement 1 server	\$5,000
PC replacement 10 pcs	\$9,000
Misc. Computer Parts	\$8,000
Software	\$28,000
UPS replacements	\$1,750
Intrusion detection device maintenance	\$2,500
	<b>\$54,250</b>

		Project	2011
Public Works - General Services			
10-35-060-620-6311	Maintenance and Repair Communications Equipment		\$500.00
10-35-060-620-6312	Maintenance and Repair / Buildings and Facilities		\$25,000.00
10-35-060-620-6313	Maintenance and Repair Other Equipment		\$3,000.00
10-35-060-630-6452	Other Rentals and Leases		\$4,500.00
10-35-060-715-7211	Janitorial Supplies		\$4,600.00
10-35-060-715-7212	Building Maintenance Supplies		\$6,500.00
10-35-060-725-7411	Small Tools and Equipment		\$500.00
10-35-060-740-7713	Other Supplies		\$400.00
Parks and Recreation			
23-50-090-620-6312	Maintenance and Repair / Buildings and Facilities		\$20,000.00
	Paint Racquetball Courts Walls	\$2,000.00	
	MPR, Dance Gym, Racquetball Courts Floor Re-Coating	\$5,500.00	
23-50-090-715-7211	General Maintenance	\$12,500.00	
23-50-090-715-7213			\$4,200.00
			\$5,000.00
Public Works - Park Maintenance			
23-35-064-620-6312	Maintenance and Repair / Buildings and Facilities		\$6,500.00
23-35-064-620-6313	Maintenance and Repair Other Equipment		\$0.00
23-35-064-715-7211	Janitorial Supplies		\$2,400.00
23-35-060-715-7213	General Maintenance Supplies		\$3,550.00
23-35-064-740-7713	Other Supplies		\$300.00
Aquatic Center			
23-50-091-620-6312	Maintenance and Repair / Buildings and Facilities		\$20,000.00
	Sandblasting/Painting of Slide Pool	\$15,000.00	
23-50-091-715-7213	Annual Valve and Pump Repairs	\$5,000.00	
			\$6,500.00
Historic Facilities			
23-50-092-620-6312	Maintenance and Repair / Buildings and Facilities		\$4,000.00
23-50-092-620-6317	Maintenance Grounds		\$500.00
23-50-092-715-7213	General Maintenance Supplies		\$600.00
23-50-092-720-7711	Agricultural Supplies		\$200.00
23-50-092-720-7712	Chemical Supplies		\$100.00
General Maintenance Subtotal			\$118,850.00
Capital Improvements (21)			
	Maintenance and Repair / Buildings and Facilities		\$21,000.00
	Aquatic Center Paint Slide Stair Support Structure (AC)	\$8,000.00	
	Government Center FD Painting/Flooring (GC)	\$2,000.00	
	Replace PD Shower in PD Locker Room (GC)	\$4,000.00	
	Whitecliff Park Paint Light Posts (WP)	\$5,000.00	
	Replace Ballfield Water Fountain (WP)	\$2,000.00	
			\$139,850.00

		Project	2012
Public Works - General Services			
10-35-060-620-6311	Maintenance and Repair Communications Equipment		\$2,000.00
10-35-060-620-6312	Maintenance and Repair / Buildings and Facilities		\$30,000.00
10-35-060-620-6313	Maintenance and Repair Other Equipment		\$3,000.00
10-35-060-630-6452	Other Rentals and Leases		\$4,400.00
10-35-060-715-7211	Janitorial Supplies		\$4,800.00
10-35-060-715-7212	Building Maintenance Supplies		\$4,000.00
10-35-060-725-7411	Small Tools and Equipment		\$500.00
10-35-060-740-7713	Other Supplies		\$400.00
Parks and Recreation			
23-50-090-620-6312	Maintenance and Repair / Buildings and Facilities		\$17,500.00
23-50-090-715-7211	Janitorial Supplies	MPR, Dance Gym, Racquetball Courts Floor Re-Coating	\$5,500.00
23-50-090-715-7213	General Maintenance Supplies	General Maintenance	\$12,000.00
Public Works - Park Maintenance			
23-35-064-620-6312	Maintenance and Repair / Buildings and Facilities		\$5,500.00
23-35-064-715-7211	Janitorial Supplies	General Maintenance	\$5,500.00
23-35-060-715-7212	Building Maintenance Supplies		\$2,400.00
23-35-064-740-7713	Other Supplies		\$2,800.00
Aquatic Center			
23-50-091-620-6312	Maintenance and Repair / Buildings and Facilities		\$33,000.00
23-50-091-715-7213	General Maintenance Supplies	Sandblasting/Painting of Competition Pool Annual Valve and Pump Repairs	\$28,000.00 \$5,000.00
Historic Facilities			
23-50-092-620-6312	Maintenance and Repair / Buildings and Facilities		\$4,000.00
23-50-092-620-6317	Maintenance Grounds		\$500.00
23-50-092-715-7213	General Maintenance Supplies		\$600.00
23-50-092-720-7711	Agricultural Supplies		\$200.00
23-50-092-720-7712	Chemical Supplies		\$100.00
General Maintenance Subtotal			\$131,300.00
Capital Improvements (21)			
	Maintenance and Repair / Buildings and Facilities		\$20,000.00
	Public Works Facility Roof Repair (PW)		\$20,000.00
			\$151,300.00

Public Works - General Services			
10-35-060-620-6311	Maintenance and Repair Communications Equipment	\$2,000.00	
10-35-060-620-6312	Maintenance and Repair / Buildings and Facilities	\$44,000.00	
10-35-060-620-6313	General Maintenance	\$44,000.00	
10-35-060-630-6452	Maintenance and Repair Other Equipment	\$3,000.00	
10-35-060-715-7211	Other Rentals and Leases	\$4,400.00	
10-35-060-715-7212	Janitorial Supplies	\$4,600.00	
10-35-060-725-7411	Building Maintenance Supplies	\$4,000.00	
10-35-060-740-7713	Small Tools and Equipment	\$500.00	
	Other Supplies	\$400.00	
Parks and Recreation			
23-50-090-620-6312	Maintenance and Repair / Buildings and Facilities	\$37,000.00	
23-50-090-715-7211	General Maintenance	\$25,000.00	
23-50-090-715-7212	MPR, Dance Gym, Racquetball Courts Floor Re-Finishing	\$12,000.00	
	Janitorial Supplies	\$4,200.00	
	Building Maintenance Supplies	\$5,000.00	
Public Works - Park Maintenance			
23-35-064-620-6312	Maintenance and Repair / Buildings and Facilities	\$5,500.00	
23-35-064-620-6313	General Maintenance	\$5,500.00	
23-35-064-715-7211	Maintenance and Repair Other Equipment	\$0.00	
23-35-060-715-7212	Janitorial Supplies	\$2,400.00	
23-35-064-740-7713	Building Maintenance Supplies	\$2,600.00	
	Other Supplies	\$300.00	
Aquatic Center			
23-50-091-620-6312	Maintenance and Repair / Buildings and Facilities	\$20,000.00	
23-50-091-715-7213	Sandblasting/Painting Kiddy Pool	\$15,000.00	
	Annual Valve and Pump Repairs	\$5,000.00	
	General Maintenance Supplies	\$6,500.00	
Historic Facilities			
23-50-092-620-6312	Maintenance and Repair / Buildings and Facilities	\$4,000.00	
23-50-092-620-6317	Maintenance Grounds	\$500.00	
23-50-092-715-7213	General Maintenance Supplies	\$600.00	
23-50-092-720-7711	Agricultural Supplies	\$200.00	
23-50-092-720-7712	Chemical Supplies	\$100.00	
General Maintenance Subtotal			\$151,800.00
Capital Improvements (21)			
	Maintenance and Repair / Buildings and Facilities	\$0.00	
	None		
		\$151,800.00	

Public Works - General Services			
10-35-060-620-6311	Maintenance and Repair Communications Equipment	\$2,000.00	
10-35-060-620-6312	Maintenance and Repair / Buildings and Facilities	\$30,000.00	
10-35-060-620-6313	Maintenance and Repair Other Equipment	\$3,000.00	
10-35-060-630-6452	Other Rentals and Leases	\$4,400.00	
10-35-060-715-7211	Janitorial Supplies	\$4,600.00	
10-35-060-715-7212	Building Maintenance Supplies	\$4,000.00	
10-35-060-725-7411	Small Tools and Equipment	\$500.00	
10-35-060-740-7713	Other Supplies	\$400.00	
Parks and Recreation			
23-50-090-620-6312	Maintenance and Repair / Buildings and Facilities	\$20,500.00	
23-50-090-715-7211	Janitorial Supplies	\$5,500.00	
23-50-090-715-7213	General Maintenance Supplies	\$15,000.00	
23-50-090-715-7213		\$4,200.00	
23-50-090-715-7213		\$5,000.00	
Public Works - Park Maintenance			
23-35-064-620-6312	Maintenance and Repair / Buildings and Facilities	\$5,500.00	
23-35-064-715-7211	Janitorial Supplies	\$2,400.00	
23-35-064-715-7212	Building Maintenance Supplies	\$2,800.00	
23-35-064-740-7713	Other Supplies	\$300.00	
Aquatic Center			
23-50-091-620-6312	Maintenance and Repair / Buildings and Facilities	\$20,000.00	
23-50-091-715-7213	General Maintenance Supplies	\$15,000.00	
23-50-091-715-7213		\$5,000.00	
23-50-091-715-7213		\$6,500.00	
Historic Facilities			
23-50-092-620-6312	Maintenance and Repair / Buildings and Facilities	\$4,000.00	
23-50-092-620-6317	Maintenance Grounds	\$500.00	
23-50-092-715-7213	General Maintenance Supplies	\$600.00	
23-50-092-720-7711	Agricultural Supplies	\$200.00	
23-50-092-720-7712	Chemical Supplies	\$100.00	
General Maintenance Subtotal			\$121,300.00
Capital Improvements (21)			
	Maintenance and Repair / Buildings and Facilities	\$100,000.00	
	Government Center HVAC Unit Replacement (GC)	\$90,000.00	
	Replace Furnace Units in FD Engine Room (GC)	\$10,000.00	
			\$221,300.00

## Public Works - General Services

10-35-060-620-6311	Maintenance and Repair Communications Equipment		\$2,000.00
10-35-060-620-6312	Maintenance and Repair / Buildings and Facilities		\$30,000.00
10-35-060-620-6313	Maintenance and Repair Other Equipment	General Maintenance	\$30,000.00
10-35-060-630-6452	Other Rentals and Leases		\$3,000.00
10-35-060-715-7211	Janitorial Supplies		\$4,400.00
10-35-060-715-7212	Building Maintenance Supplies		\$4,600.00
10-35-060-725-7411	Small Tools and Equipment		\$4,000.00
10-35-060-740-7713	Other Supplies		\$500.00
			\$400.00

## Parks and Recreation

23-50-090-620-6312	Maintenance and Repair / Buildings and Facilities		\$20,500.00
23-50-090-715-7211	Janitorial Supplies	MPR, Dance Gym, Racquetball Courts Floor Re-Coating	\$5,500.00
23-50-090-715-7213	General Maintenance Supplies	General Maintenance	\$15,000.00

## Public Works - Park Maintenance

23-35-064-620-6312	Maintenance and Repair / Buildings and Facilities		\$5,500.00
23-35-064-715-7211	Janitorial Supplies	General Maintenance	\$5,500.00
23-35-064-715-7212	Building Maintenance Supplies		\$2,400.00
23-35-064-740-7713	Other Supplies		\$2,600.00

## Aquatic Center

23-50-091-620-6312	Maintenance and Repair / Buildings and Facilities		\$20,000.00
23-50-091-715-7213	General Maintenance Supplies	Sandblasting/Painting of Slide Pool Annual Valve and Pump Repairs	\$15,000.00 \$5,000.00

## Historic Facilities

23-50-092-620-6312	Maintenance and Repair / Buildings and Facilities		\$4,000.00
23-50-092-620-6317	Maintenance Grounds		\$500.00
23-50-092-715-7213	General Maintenance Supplies		\$600.00
23-50-092-720-7711	Agricultural Supplies		\$200.00
23-50-092-720-7712	Chemical Supplies		\$100.00

General Maintenance Subtotal			\$121,300.00
------------------------------	--	--	--------------

## Capital Improvements (21)

23-50-092-620-6312	Maintenance and Repair / Buildings and Facilities		\$55,000.00
23-50-092-620-6317	Community Center Replace HVAC Units (CC)		\$45,000.00
23-50-092-715-7213	Replace Water Heaters (CC)		\$10,000.00

\$176,300.00

Street Maintenance Five-Year Plan

2011

Cost Estimate

	Total SY	SY TBR	% TBR	Cost Estimate
In-House Selective Slab				
Bardmont (Beth to Eddie & Park)	1080			
Lurline	2260			
Vicary	1440			
Madeira	1833			
<i>Subtotal</i>	<u>6613</u>	4000	60%	\$80,000.00
Engineering				
Spellman Phase I (City Share)				\$34,400.00
Spellman Phase I (Federal Aid)				<u>\$137,600.00</u>
<i>Subtotal</i>				<u>\$172,000.00</u>
Construction				
Whitecliff Park Service Bridge (City Share)				\$120,000.00
Whitecliff Park Service Bridge (Federal Aid)				<u>\$480,000.00</u>
<i>Subtotal</i>				<u>\$600,000.00</u>
Mill and Overlay (actual TBD)				
Burntoak	3200			
Beth	1873			
Clover	2853			
Conover	2508			
Crain	1442			
Crestmoor	2887			
Eudora	1442			
Friendly	838			
Gallop Ln.	555			
Marsan	1014			
Oakwyck Dr.	1000			
Sanders	7335			
Villa Crest	4830			
<i>Subtotal</i>	<u>31777</u>			\$365,435.50
<i>2011 Total (City Share)</i>				\$599,835.50
<i>2011 Total (Federal Aid)</i>				<u>\$617,600.00</u>
<i>2011 Total</i>				<u>\$1,217,435.50</u>

Street Mainenance Five-Year Plan

	2012	Cost Estimate
Engineering		
Spellman Phase II (City Share)		\$24,200.00
Spellman Phase II (Federal Aid)		\$96,800.00
Subtotal		<u>\$121,000.00</u>
Right of Way		
Spellman Phase I (City Share)		\$4,800.00
Spellman Phase I (Federal Aid)		\$19,200.00
Subtotal		<u>\$24,000.00</u>
Mill and Overlay (actual TBD)		
Briarton Dr.	2935	
Capt. Conn Dr.	1936	
Drew Terrace	1095	
Elvado	1329	
Etherton	4060	
Fern Glen	2917	
Fox Park (E. Watson to Crestwood)	2586	
Gayle	2586	
Grovena Dr.	2830	
Kathy Ct.	2657	
Leawood Dr.	3625	
Lindenhurst	2010	
Maebern Terrace	2720	
Norcross	2129	
Sturdy Dr. (Crestwood Dr to E. Watson)	3294	
Sturdy Dr. (Crestwood Dr to Watson)	1927	
Townhill Dr.	2586	
Woodbine Dr.	1072	
Subtotal	44294	\$509,381.00
2012 Total (City Share)		\$538,381.00
2012 Total (Federal Aid)		\$116,000.00
2012 Total		<u>\$654,381.00</u>

## Street Maintenance Five-Year Plan

2013	Cost Estimate
Right of Way	
Spellman Phase II (City Share)	\$4,800.00
Spellman Phase II (Federal Aid)	\$19,200.00
<i>Subtotal</i>	<hr/> \$24,000.00
Construction	
Spellman Phase I (City Share)	\$329,600.00
Spellman Phase I (Federal Aid)	\$1,318,400.00
<i>Subtotal</i>	<hr/> \$1,648,000.00
Mill and Overlay (actual streets TBD)	PCI
	<hr/> 0
	\$0.00
2013 Total (City Share)	\$334,400.00
2013 Total (Federal Aid)	\$1,337,600.00
2013 Total	<hr/> \$1,672,000.00

Street Maintenance Five-Year Plan

2014	Cost Estimate
Construction	
Spellman Phase II (City Share)	\$202,000.00
Spellman Phase II (Federal Aid)	\$808,000.00
Subtotal	<u>\$1,010,000.00</u>
Mill and Overlay (actual streets TBD)	
Apex Dr. (Honeywood to Spellaman)	1113
Apex Dr. (Spellman to Tahiti)	3409
Arrowwood Dr.	1083
Aspen Dr.	1145
Clydesdale	4010
Deves Dr	2825
Fernleaf Dr.	1141
Honeywood Dr.	1135
Joshua Dr.	1132
Robert Deves	2921
Subtotal	<u>19914</u>
	\$229,011.00
2014 Total (City Share)	\$431,011.00
2014 Total (Federal Aid)	\$808,000.00
2014 Total	<u>\$1,239,011.00</u>

## Public Works Five-Year Vehicle and Equipment Replacement Plan

2011	
Stump Grinder	\$18,000.00
One ton dump truck (trade in 1997 truck #13)	\$45,000.00
Air Compressor (replaces 1997 air compressors)	\$11,340.00
<b>TOTAL</b>	<b>\$74,340.00</b>
2012	
Animal Control Officer Vehicle (trade in 1998 SUV #17)	\$17,170.00
2.5 ton dump truck with plow (trade in 1998 #211)	\$63,100.00
Chipper (replaces 1995 chipper)	\$30,000.00
Paint Striper (dual head)	\$5,400.00
<b>TOTAL</b>	<b>\$115,670.00</b>
2013	
Rubber tire front loader (replaces 1996 front loader)	\$99,572.00
3/4 ton Cargo Van (replaces 1997 #13)	\$21,670.00
<b>TOTAL</b>	<b>\$121,242.00</b>
2014	
2.5 ton dump truck with plow (trade in 1998 #219)	\$69,410.00
New skid steer loader (trade in 1997 skid steer)	\$24,000.00
Air Compressor (replaces 2000 air compressor)	\$13,040.00
<b>TOTAL</b>	<b>\$106,450.00</b>
2015	
One ton 4x4 dump truck with plow & spreader (trade in 2002 truck #207)	\$66,500.00
One ton 4 x 4 dump truck with plow (trade in 1998 truck #206)	\$53,000.00
<b>TOTAL</b>	<b>\$119,500.00</b>

\* Note - Trade in could be trade, or GovDeal

City of Crestwood, Missouri  
Park and Stormwater Fund Revenues  
FIVE YEAR PLAN

PARK AND STORMWATER FUND REVENUES	CY 2011 Estimate	CY 2012 Estimate	CY 2013 Estimate	CY 2014 Estimate	CY 2015 Estimate
405 4013 Half-Cent Sales Tax	-	-	-	-	-
405 4016 Half-Cent TIF Sales Tax	-	-	-	-	-
Total Sales Tax	1,091,295	1,050,000	1,000,000	950,000	950,000
435 4310 Aquatic Center Pass	-	-	-	-	-
435 4311 Aquatic/Community Center Pass	-	-	-	-	-
435 4312 Aquatic Center Daily Admissions	-	-	-	-	-
435 4313 Aquatic Center Concessions	-	-	-	-	-
435 4314 Aquatic Center Rental	-	-	-	-	-
435 4315 Aquatic Center Locker Rental	-	-	-	-	-
435 4316 Aquatic Center I.D. Cards	-	-	-	-	-
Total Aquatic Center	294,200	290,000	290,000	290,000	290,000
440 4410 Community Center Recreation Pass	-	-	-	-	-
440 4411 Community Center Concessions	-	-	-	-	-
440 4412 Racquetball Courts	-	-	-	-	-
440 4413 League/Court Fees	-	-	-	-	-
440 4414 Community Center Room Rentals	-	-	-	-	-
440 4415 Community Center Locker Rentals	-	-	-	-	-
440 4417 Community Center Guest Fees	-	-	-	-	-
440 4418 Tennis/Racquetball Court Pass	-	-	-	-	-
440 4419 Instructions for Net	-	-	-	-	-
440 4420 Miscellaneous Community Center	-	-	-	-	-
Total Community Center	58,300	55,000	55,000	55,000	55,000
445 4510 Fitness-Residents	-	-	-	-	-
445 4511 Fitness-Non Resident	-	-	-	-	-
445 4514 Performing Arts/Dance-Resident	-	-	-	-	-
445 4515 Performing Arts/Dance-Non Resident	-	-	-	-	-
445 4518 Arts-Resident	-	-	-	-	-
445 4519 Arts-Non Residents	-	-	-	-	-
445 4522 Gen Sports & Leagues-Resident	-	-	-	-	-
445 4523 Gen Sports & Leagues-Non Resident	-	-	-	-	-
445 4526 Clubs-Resident	-	-	-	-	-
445 4527 Clubs-Non Resident	-	-	-	-	-
445 4530 Day Camp- Resident	-	-	-	-	-
445 4531 Day Camp-Non Resident	-	-	-	-	-
445 4534 Swim Programs-Resident	-	-	-	-	-
445 4535 Swim Programs-Non Resident	-	-	-	-	-
445 4538 Special Events	-	-	-	-	-
445 4539 Consignment Sales	-	-	-	-	-
445 4542 Day Trips-Resident	-	-	-	-	-
445 4543 Day Trips-Non Resident	-	-	-	-	-
445 4546 YTP/WSP-Resident	-	-	-	-	-
445 4547 YTP/WSP-Non Resident	-	-	-	-	-
Total Recreation Programs	207,400	200,000	200,000	200,000	200,000
450 4610 Sappington House Admissions	-	-	-	-	-
450 4611 Sappington House Barn Rental	-	-	-	-	-
450 4615 Sappington Barn Gross Sales	-	-	-	-	-
450 4612 Sappington House History Books	-	-	-	-	-
Total Historic Facility	11,000	11,000	11,000	11,000	11,000
455 4650 Soft Ball/Volleyball Fields	-	-	-	-	-
455 4651 Picnic Reservations	-	-	-	-	-
455 4652 Park Facilities	-	-	-	-	-
Total Other Recreation Income	9,100	9,000	9,000	9,000	9,000
460 4675 Animal Impoundment	-	-	-	-	-
460 4676 Pet Tags	-	-	-	-	-
460 4679 Free Summer Concert	-	-	-	-	-
Total Other Park Operations	7,000	7,000	7,000	7,000	7,000
465 4710 Interest	-	-	-	-	-
465 4713 Interest	-	-	-	-	-
Total Interest	300	300	300	300	300
470 4700 Friends of Animals	-	-	-	-	-
470 4750 Other Income	-	-	-	-	-
470 4754 Swim and Dive	-	-	-	-	-

City of Crestwood, Missouri  
 Park and Stormwater Fund Revenues  
 FIVE YEAR PLAN

PARK AND STORMWATER FUND REVENUES	CY 2011 Estimate	CY 2012 Estimate	CY 2013 Estimate	CY 2014 Estimate	CY 2015 Estimate
Total Other Revenue	14,500	14,000	14,000	14,000	14,000
475 4812 Grant Revenue	-	-	-	-	-
475 4813 City Store	-	-	-	-	-
475 4811 60th Anniversary	-	-	-	-	-
Total Grants	-	-	-	-	-
<b>TOTAL REVENUES- PARK AND STORMWATER FUND</b>	<b>1,693,095</b>	<b>1,636,300</b>	<b>1,586,300</b>	<b>1,536,300</b>	<b>1,536,300</b>
000 8000 Transfer In <sup>B</sup>	800,000				
<b>TOTAL REVENUES AND TRANSFERS IN- PARK AND STORMWATER FUND</b>	<b>2,493,095</b>	<b>1,636,300</b>	<b>1,586,300</b>	<b>1,536,300</b>	<b>1,536,300</b>

**City of Crestwood, Missouri**  
**Park and Stormwater Fund Expenditures- FIVE YEAR PLAN**

Department and Division	CY 2011 Estimate	CY 2012 Estimate	CY 2013 Estimate	CY 2014 Estimate	CY 2015 Estimate
-------------------------	------------------	------------------	------------------	------------------	------------------

**PUBLIC WORKS**

**Public Works- Street Maintenance**

Contractual Services					
Capital					
Sub-Total	7,000	7,140	7,283	7,428	7,729

**Public Work- Park Maintenance**

Personnel Services					
Contractual Services					
Commodities					
Capital					
Sub-Total	318,756	325,131	331,634	338,266	351,932

**Total Expenditures- Public Works**

325,756	332,271	338,917	345,695	359,661
---------	---------	---------	---------	---------

**PARKS AND RECREATION**

**Parks & Recreation- Recreation Programs**

Personnel Services					
Contractual Services					
Commodities					
Capital			31,500	135,700	101,000
Sub-Total	638,950	651,729	696,264	787,429	752,729

**Parks & Recreation- Aquatic Center**

Personnel Services					
Contractual Services					
Commodities					
Capital					
Sub-Total	349,119	356,101	363,223	370,488	385,456

**Parks & Recreation- Historic Facility**

Personnel Services					
Contractual Services					
Commodities					
Capital					
Sub-Total	21,450	21,879	22,317	22,763	23,683

**Total Expenditures- Parks and Recreation**

1,009,519	1,029,709	1,081,804	1,180,680	1,161,867
-----------	-----------	-----------	-----------	-----------

**DEBT SERVICE**

Debt Service					
Sub-Total	1,062,690	300,000	160,000	10,000	15,000

**TOTAL EXPENDITURES- PARK AND STORMWATER FUND**

2,397,965	1,661,981	1,580,720	1,536,375	1,536,528
-----------	-----------	-----------	-----------	-----------

**Transfers Out**

-	-	-	-	-
---	---	---	---	---

**TOTAL EXPENDITURES AND TRANSFERS OUT- PARK AND STORMWATER FUND**

2,397,965	1,661,981	1,580,720	1,536,375	1,536,528
-----------	-----------	-----------	-----------	-----------

debt service payments in 2013-2015 are repayments to the General Fund and Capital Improvement Funds

## Five-Year PSW Capital Improvement Plan

### 2011

Total	\$	-
-------	----	---

### 2012

Total	\$	-
-------	----	---

### 2013

Stack Chairs (300)	\$	20,000.00
8' Folding Tables (20)	\$	6,500.00
Elliptical	\$	5,000.00
<b>Total</b>	<b>\$</b>	<b>31,500.00</b>

### 2014

Repair/Replacement Rm 106/107 Partition (CC)	\$	56,000.00
Replace Electrical Equipment	\$	60,000.00
Exercise Bike	\$	2,400.00
Treadmill	\$	4,800.00
WebTrac Software	\$	10,000.00
Family Play Pool Water Features	\$	2,500.00
<b>Total</b>	<b>\$</b>	<b>135,700.00</b>

### 2015

Replace Ice Machine (CC)	\$	3,000.00
Roof Repair (CC)	\$	80,000.00
Paint Lounge Ceiling	\$	7,000.00
6' Folding Tables (10)	\$	2,600.00
4' Folding Tables (10)	\$	2,400.00
Electric Basketball Goal Winch	\$	6,000.00
<b>Total</b>	<b>\$</b>	<b>101,000.00</b>

### Future Items (all items deferred from 2009-2013)

Replace Rm 107 Refrigerator (CC)	\$	1,000.00
Replace Kitchen Appliances (CC)	\$	5,000.00
Lounge Carpet Replacement (CC)	\$	8,000.00
Replace Lounge Furniture (CC)	\$	5,000.00
Replace Rear Exit Doors	\$	2,500.00
Paint Exterior Surfaces	\$	6,000.00
Rayburn Park Renovation	\$	115,000.00
Spellman Park Masterplan	\$	15,000.00
Replace MP Room Light Fixtures (CC)	\$	14,000.00
Replace Dance Gym Light Fixtures (CC)	\$	10,000.00
Covered Slide (AC)	\$	100,000.00
<b>Total</b>	<b>\$</b>	<b>281,500.00</b>

## Personnel Overview

The City of Crestwood is a service-oriented organization. Accordingly, the City strives to provide the best possible services to the citizens of Crestwood. Because of this, a significant amount of the General Fund and the Park and Stormwater Fund monies are spent on salaries and benefits to employees who, in turn, provide services to the citizens and to the City of Crestwood. In FY 2011, it is estimated that the Personnel budgets for all departments within the General Fund will comprise 75 percent of total expenditures from the General Fund.

In FY 2011 the Park and Stormwater Fund will again capture all personnel costs associated with the Parks and Recreation Department and Park Maintenance. These personnel budgets account for 31 percent of the total Park and Stormwater Expenditures.

### Staffing Comparison by Department (Full-Time Equivalents)

Department	FY 2003 Adopted	FY 2006 Adopted	FY 2010 Adopted	FY 2011 Proposed
Administration	12.00	13.75	11.25	11.00
Public Works	21.00	16.00	17.00	17.00
Parks and Recreation	22.50	9.75	6.75	6.75
Police	45.00	40.75	35.00	34.00
Fire	30.00	27.00	24.00	24.00
<b>Total Full-Time Equivalent Positions</b>	<b>130.50</b>	<b>107.25</b>	<b>94.00</b>	<b>92.75</b>

Since FY 2003 there has been a significant decline in personnel numbers. This has resulted in cost reductions, which have aided in the stabilization of expenditures in the General Fund. Comparing the full-time positions in FY 2003 and the proposed number of positions in FY 2011, the number of personnel has declined by approximately 29 percent.

As stated within the Budget narrative, no salary increases are included as part of the budget. However, this may be re-addressed if the City adopts a revised pay plan.

### Personnel Expenditures by Department

Department	FY 2011 Projected	Percent
Police	\$2,521,736	36%
Fire	\$2,177,486	30%
Public Works	\$1,062,351	15%
Administration	\$822,923	12%
Parks and Recreation	\$433,299	6%
Elected Officials	\$50,362	1%
<b>Total Personnel Expenditures</b>	<b>\$7,068,157</b>	<b>100%</b>

## Benefits Summary

A full-time employee receives health, dental and life insurance benefits as well as pension (LAGERS). The percentages the City pays for health and dental insurance are identified in the chart below:

\$100 Deductible Coverage Level	City's Cost- Health	City's Cost- Dental
Employee only	75%	100%
Employee and child(ren)	64%	38%
Employee and spouse	65%	38%
Family	55%	38%

\$1,000 Deductible Coverage Level	City's Cost- Health	City's Cost- Dental
Employee only	85%	100%
Employee and child(ren)	75%	38%
Employee and spouse	74%	38%
Family	64%	38%

Additionally, the City reimburses employees up to 93 percent of out-of-pocket health insurance expenses paid towards deductibles.

Benefits are not provided to part-time employees whose job description requires the employee to work less than 30 hours per week.

Since health insurance will be renewed on July 1, 2011, which is the middle of the City's fiscal year, the health costs were calculated based on an estimated increase in the middle of the year. To estimate the cost of insurance, staff used a 15 percent estimated increase for the renewal of health insurance.

**Summary of Full-Time Equivalents for all Departments**

<b>ADMINISTRATION</b>					
	Adopted Positions FY 2003	Adopted Positions FY 2006	Adopted Positions FY 2009	Adopted Positions FY 2010	Proposed Positions FY 2011
<b>City Administrator</b>					
<b>FULL-TIME</b>					
City Administrator	1	1	1	1	1
Assistant City Administrator	1	-	-	-	-
Assistant to the City Administrator	-	-	-	1	1
Executive Secretary	1	1	1	1	1
MIS Coordinator	1	1	1	1	1
MIS Intern	-	-	0.25	0.25	
Econ. Dev. Specialist	-	1	-	-	-
Residential Code Enforcement	-	1	1	-	-
Administrative Intern	-	1	0.5	-	-
<b>Total City Administrator</b>	4.00	6.00	4.75	4.25	4.00
<b>City Clerk Division</b>					
<b>FULL-TIME</b>					
City Clerk	1	1	1	1	1
Deputy City Clerk	1	1	1	1	1
Admin Clerk	1.5	0.75	0.75	0.75	0.75
Court Administrator	1	1	1	1	1
Court Clerk	0.5	0.75	1	0	0
Receptionist	-	0.5	0.5	0.5	0.5
<b>Total City Clerk</b>	5	5	5.25	4.25	4.25
<b>Finance</b>					
<b>FULL-TIME</b>					
Director of Finance/Personnel	-	1	-	-	-
Finance Officer	1	-	1	1	1
Accountant	-	1	-	0.75	0.75
Accounting Clerk	-	-	-	-	1
Accounts Payable Clerk	1	1	1	1	
Payroll Clerk	1	0.75	0.75	-	-
<b>Total Finance</b>	3.00	3.75	2.75	2.75	2.75
<b>TOTAL ADMINISTRATION</b>	12.00	14.75	12.75	11.25	11.00

## Summary of Full-Time Equivalents for all Departments

<b>PUBLIC WORKS/PARKS &amp; REC (KNOWN AS PUBLIC SERVICES IN 2006)</b>					
	Adopted Positions FY 2003	Adopted Positions FY 2006	Adopted Positions FY 2009	Adopted Positions FY 2010	Proposed Positions FY 2011
Public Works					
Public Works Administration & General					
<b>FULL-TIME</b>					
Director of Public Services	-	1	-	-	-
Director of Public Works	1	-	1	1	1
Asst. Director of Public Works	1	1	-	-	-
CAD Designer	1	-	-	-	-
Civil Engineer	1	-	-	-	-
Maintenance Superintendent	-	1	1	1	1
Admin Secretary	1	1	1	1	1
Health Inspector	1	-	-	-	-
Engineering Tech	-	-	1	1	1
Code Enforcement Officer	1	1	1	1	1
Building Maintenance Technician	1	1	2	2	2
Animal Control	-	-	1	1	1
<b>Total Public Works Administration &amp; General</b>	8.00	6.00	8.00	8.00	8.00
Maintenance, Street/Vehicle/Park					
<b>FULL-TIME</b>					
Street Maintenance Supervisor	-	1	1	1	1
Street Maintenance Foreman	1	-	-	-	-
Public Works Supervisor	1	-	-	-	-
Crew Leader	1	1	2	2	2
Street Maintenance Worker	8	4	4	3	3
Vehicle Maintenance Supervisor	1	1	1	1	1
Maintenance Mechanic	1	-	-	-	-
Park Maintenance Supervisor	-	1	1	1	1
Park Maintenance Worker	-	2	1	1	1
<b>Total PW Maintenance</b>	13.00	10.00	10.00	9.00	9.00
<b>TOTAL PUBLIC WORKS</b>	<b>21.00</b>	<b>16.00</b>	<b>18.00</b>	<b>17.00</b>	<b>17.00</b>
Parks & Recreation					
Community Center					
<b>FULL-TIME</b>					
Director of Parks and Recreation	1	-	1	1	1
Building Maintenance Technician	-	1	-	-	-
Recreation Superintendent	1	-	-	-	-
Recreation Manager	-	1	-	-	-
Recreation Supervisor	2	2	2	2	2
Recreation Leader	-	-	1	1	1
Custodian	2.75	2	1	1.25	1.25
Park Ranger	2	-	-	-	-
Animal Control	1	1	-	-	-
Clerk	0.75	1	0.5	0.5	0.5
Recreation Secretary	1	1	1	1	1
Admin. Secretary	1	0.75	-	-	-
<b>Total Community Center</b>	<b>12.50</b>	<b>9.75</b>	<b>6.50</b>	<b>6.75</b>	<b>6.75</b>
Park Maintenance & Other					
<b>FULL-TIME</b>					
Park Operations Superintendent	1	-	-	-	-
Leaderman Operator	1	-	-	-	-
Maintenance & repair Worker	1	-	-	-	-
Horticulture Foreman	1	-	-	-	-
Forestry Maintenance Worker	1	-	-	-	-
Park Worker	1	-	-	-	-
Park Maintenance Worker	3	-	-	-	-
Sappington House Director	1	-	-	-	-
<b>Total Park Historical &amp; Park Maint.</b>	<b>10.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL PARKS &amp; RECREATION</b>	<b>22.50</b>	<b>9.75</b>	<b>6.50</b>	<b>6.75</b>	<b>6.75</b>

## Summary of Full-Time Equivalents for all Departments

<b>POLICE &amp; FIRE</b>		Adopted Positions FY 2003	Adopted Positions FY 2006	Adopted Positions FY 2009	Adopted Positions FY 2010	Proposed Positions FY 2011
<b>POLICE</b>						
<b>FULL-TIME</b>						
Chief of Police		1	1	1	1	1
Deputy Chief/Commander		1	2	1	1	1
Lieutenant		3	2	2	2	2
Sergeant		6	6	4	4	4
MPO/Senior Detective		2	3	3	3	3
Police Officer		23	20	18	17	16
Police Dispatcher		6	5	5	5	5
Police Records		1	1	1	1	1
Support Services Coordinator		1	-	-	-	-
Admin. Secretary		1	0.75	1	1	1
<b>TOTAL POLICE</b>		<b>45.00</b>	<b>40.75</b>	<b>36.00</b>	<b>35.00</b>	<b>34.00</b>
<b>FIRE</b>						
<b>FULL-TIME</b>						
Fire Chief		1	1	1	1	1
Assistant Fire Chief/Fire Marshall		1	1	1	1	1
Fire Supervisor		6	-	-	-	-
Fire Captain		-	6	6	6	6
Lieutenant		-	3	3	3	3
Firefighter/Paramedic & Senior Firefighter		12	8	8	7	7
Firefighter/Equipment Specialist		-	6	7	5	5
Firefighter		9	1	-	-	-
Administrative Secretary		1	1	1	1	1
<b>TOTAL FIRE</b>		<b>30.00</b>	<b>27.00</b>	<b>27.00</b>	<b>24.00</b>	<b>24.00</b>

### Summary Totals of Full-Time Equivalent for all Departments

Budget Year Adopted/Proposed:	2003	2006	2009	2010	2011
<b>TOTAL ADMINISTRATION</b>	12.00	14.75	12.75	11.25	11.00
<b>TOTAL PUBLIC WORKS</b>	21.00	16.00	18.00	17.00	17.00
<b>TOTAL PARKS &amp; RECREATION</b>	22.50	9.75	6.50	6.75	6.75
<b>TOTAL POLICE</b>	45.00	40.75	36.00	35.00	34.00
<b>TOTAL FIRE</b>	30.00	27.00	27.00	24.00	24.00
<b>TOTAL FULL TIME POSITIONS</b>	<b>130.50</b>	<b>108.25</b>	<b>100.25</b>	<b>94.00</b>	<b>92.75</b>

The City has the following outstanding long-term debt:

**Certificates of Participation Series 2001- Park & Stormwater Fund**

Certificates of Participation of \$8,495,000 were issued to construct the City's Aquatic Center. The debt's amortization schedule calls for a principal and interest payment on April 1<sup>st</sup> and a second interest payment on October 1<sup>st</sup> each year as follows:

<b><u>Date</u></b>	<b><u>Principal</u></b>	<b><u>Interest</u></b>	<b><u>Total</u></b>
04/01/11	\$985,000.00	\$49,882.50	\$1,034,882.50
10/01/11	--	\$25,750.00	\$25,750.00
04/01/12	\$1,030,000.00	\$25,750.00	\$1,055,750.00

Park & Stormwater Fund revenues are not sufficient to make the 2010 debt payment. This budget includes a \$500,000 transfer from the General Fund and a \$300,000 transfer from the Capital Improvement Fund to subsidize the scheduled payments.

Approximately \$850,000 cash is held in a trustee reserve account to be applied to the final payment in April 2012.

**Inter-fund Transfers**

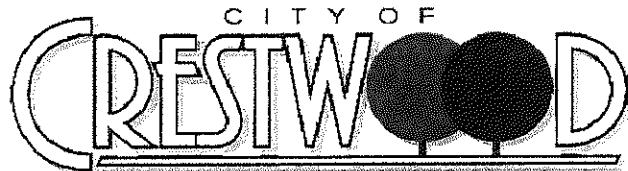
In March 2010, \$600,000 was transferred from the Capital Improvement Fund to the Park & Stormwater Fund to subsidize the Aquatic Center debt service payment. In addition, \$150,000 was transferred from the General Fund to the Park & Stormwater Fund in September 2010 to help with cash flow. The Board of Aldermen approved these transfers with the intent of repayment. Once the final Aquatic Center debt payment is made in 2012, a repayment plan will be developed and included in the Park & Stormwater Fund budget.

*Watson Plaza Tax Increment Financing (TIF) District*

The City records Economic Activity Taxes (EATs) and Payments in Lieu of Taxes (PILOTs) for the Watson Plaza TIF District in a special allocation fund called the TIF Fund.

In accordance with the Redevelopment Agreement for the Watson Plaza Redevelopment Area, the Board of Aldermen, upon adoption of this budget document, appropriates all of the EATs, received by the City and deposited in the TIF Fund, for application to the payment of the principal amount, premium, if any, and interest of the TIF Notes. The Redevelopment Agreement indicates the PILOTs shall be declared "surplus" and distributed to the affected taxing districts.

The following memoranda are intended to provide additional support for certain budget line items or categories.



---

TO: Mayor Roy R. Robinson  
Board of Aldermen

FROM: James A. Eckrich, P.E.  
City Administrator

DATE: February 27, 2009

RE: Five Year Plan – All Three Funds  
Summary of Cuts

At the February 24, 2009 Board of Aldermen meeting, several members of the Board of Aldermen requested a summary of the items that have been cut as part of the revised five year plan. The summary of 2009 cuts was provided to the Board of Aldermen as part of the 2009 budget submittal in a memo from the Administrative Intern. I can provide an additional copy of that memo should anyone need a copy. The summary of cuts, by year, for years 2010 through 2013 is provided below.

Please be advised that the current five year plan, presented at the February 24 BOA meeting, was assembled quickly and was intended to display the types of cuts the City of Crestwood needs to make over the next five years in order to match projected revenues. The individual items within the plan from 2010 to 2013 should NOT be considered final, and additional analyses on these expenditures will be required as part of each annual budgetary process.

#### **Capital Improvements Fund**

##### **2010**

Police administration vehicle	\$21,000
Police emergency vehicle lease – deferred for one year	\$83,443
Rifles	\$2,000
Police equipment – reduced from \$25,000 to \$15,000	\$10,000
Fire Chief vehicle	\$30,000
Fire Truck – purchase deferred until 2013	\$500,000
Fire Department thermal imager	\$17,500
Miscellaneous MIS / Computer cuts	\$57,750
Reconfiguration of Fire Department Bunkrooms	\$20,000
Sun shades on skylights in Government Center atrium	\$8,000
Police Department carpet	\$5,000
Public Works carpet	\$3,000
Fire Department window treatments	\$3,000
City Clerk carpet	\$5,000
Police Department keypad locks	\$2,000
Police Department exterior doors	\$1,500

Public Works exterior doors	\$1,500
Community Center carpet	\$8,000
Community Center ice machine	\$3,000
Community Center Room 107 refrigerator	\$1,000
Community Center multi-purpose room light fixtures	\$14,000
Community Center kitchen appliances	\$5,000
Community Center lounge furniture	\$5,000
Community Center rear exit doors	\$2,500
Paint exterior of Community Center	\$6,000
Paint lounge ceiling at Community Center	\$7,000
One ton dump truck – deferred until 2012	\$45,000
Animal Control SUV	\$20,000
In-house concrete slab replacement	\$80,000
Engineering for Whitecliff Park bridge (City portion of grant)	\$24,000
Asphalt Mill and overlay – reduced from \$673,440 to \$552,408	\$121,032
<b>TOTAL</b>	<b>\$1,112,225</b>

### 2011

Police equipment – reduced from \$25,000 to \$15,000	\$10,000
Rifles	\$2,000
Fire Department monitor / defibrillators	\$50,000
Fire Department thermal Imager	\$17,500
Computers for Fire Department vehicles	\$32,000
Miscellaneous MIS / Computer cuts	\$29,000
Replace the exterior doors at the main entrance of the Govt Center	\$4,000
Improvements to the City Clerk's Office / Copy Room	\$5,000
Resurface fire department truck bay floors	\$15,000
Paint the exterior of the Government Center	\$25,000
Paint the interior of the Government Center	\$20,000
Deck and pavilion repairs at Whitecliff Park	\$5,000
Replace dance gym light fixtures	\$10,000
Replace hand cranks on basketball goals	\$5,000
Pickup truck for Building Maintenance Tech	\$15,000
Rubber tire front loader	\$100,000
Sedan for Community Center	\$17,000
¾ ton pickup truck – deferred until 2012	\$18,000
One ton dump truck – deferred until 2012	\$45,000
Air compressor – deferred until 2012	\$13,000
Whitecliff Park Bridge construction (City portion of grant)	\$120,000
Asphalt mill and overlay – reduced from \$423,600 to \$336,360	\$87,240
<b>TOTAL</b>	<b>\$644,740</b>

### 2012

Police administration car	\$21,000
Police equipment – reduced from \$25,000 to \$15,000	\$10,000
Rifles	\$2,000
Assistant Fire Chief vehicle	\$30,000
Miscellaneous MIS / Computer cuts	\$30,000
Gator utility vehicle	\$13,000
2.5 ton dump truck with plow and spreader	\$132,000

Five Year Plan – Summary of Cuts

February 27, 2009

Page 3

Asphalt paver – deferred until 2013	\$48,011
125 gallon crack sealer – deferred until 2013	\$33,000
Re-key all City facilities onto master system	\$40,000
In house concrete slab replacement	\$80,000
Asphalt mill and overlay – reduced from \$538,308 to \$350,160	\$188,148
<b>TOTAL</b>	<b>\$627,159</b>

**2013**

Police equipment – reduced from \$25,000 to \$15,000	\$10,000
Rifles	\$2,000
Miscellaneous fire equipment	\$50,000
Miscellaneous MIS / Computer cuts	\$27,000
Replace all exterior windows at Government Center	\$100,000
HVAC unit replacement at Government Center	\$45,000
Reconfigure Administration Hallway	\$25,000
Replace furniture in FD engine rooms	\$10,000
Paint cell bunks and bars	\$3,000
Update lighting in booking and cell blocks	\$7,500
Modify storage area adjacent to fire department	\$5,000
New kitchen equipment at Sappington House	\$15,000
Replace roofs on Sappington House restaurant, library, and residence	\$25,000
HVAC Replacement at Sappington House residence and museum	\$7,000
2.5 ton truck with plow and spreader	\$142,000
Chipper	\$30,000
Public Works equipment	\$30,000
Asphalt mill and overlay – reduced from \$475,764 to \$190,856	\$284,908
<b>TOTAL</b>	<b>\$818,408</b>

**Park and Stormwater Fund**

**2010**

Overhead Press	\$2,500
Eight foot folding tables (30)	\$9,500
Convection oven	\$10,000
Copier	\$9,000
Aquatic Center robotic vacuum	\$2,100
Portion of Aquatic Center debt service payment (Paid by CI Fund)	\$700,000
<b>TOTAL</b>	<b>\$733,100</b>

**2011**

Six foot folding tables (10)	\$2,500
Four foot folding tables (10)	\$2,400
Treadmill	\$27,800
WebTrac software	\$9,000
Family play pool water features	\$1,200
Portion of Aquatic Center debt service payment (Paid by Gen Fund)	\$700,000
<b>TOTAL</b>	<b>\$742,900</b>

**2012**

Treadmill	\$5,000
Covered Slide at the Aquatic Center	\$100,000
Rayburn Park Renovation – design fees	\$25,000
Spellman Park master plan	\$10,000
Replace fence at Animal Control in Whitecliff Park (WP)	\$7,000
Softball field lighting improvements in WP	\$40,000
Repair siding, roof, and paint park operations facility in WP	\$35,000
Repair siding, roof, and paint Annex facility in WP	\$30,000
Replace exterior doors at park operations facility in WP	\$2,500
Paint light posts in Whitecliff Park	\$4,000
Restroom floor repair in Crestwood Park	\$10,000
Tennis court repair in Crestwood Park	\$42,000
Replace fence near lower creek in Crestwood Park	\$8,000
Roof repairs at Community Center	\$80,000
<b>TOTAL</b>	<b>\$398,500</b>

**2013**

Elliptical	\$5,000
Spellman Park Renovation – Design Fees	\$30,000
Rayburn Park Renovation – Construction	\$125,000
Repair / Replacement of room 106/107 partition at Community Center	\$56,000
HVAC unit replacement at Community Center	\$30,000
Replace electrical equipment at Community Center	\$60,000
<b>TOTAL</b>	<b>\$306,000</b>

**General Fund**

The General Fund expenditure reductions were obtained by retiring Proposition S in 2010 and restructuring and reducing personnel. These restructurings and reductions were fully explained in a memorandum from me to the Mayor and Board of Aldermen dated February 6, 2009. The modifications to the General Fund include the following:

- Eliminating through attrition two fire positions in addition to the position already cut in early 2009. Fire crews will be reduced from eight to seven personnel. The annual cost reduction (over the 2009 budget) associated with the elimination of these positions is estimated to be \$222,000.
- Eliminating through attrition two police positions in addition to the position already cut in early 2009. This will result in four four-person squads. The annual cost reduction (over the 2009 budget) associated with the elimination of these positions is estimated to be \$190,650.
- The City should stop allocating a portion of salaries to the Capital Improvements Fund. The annual cost increase to the General Fund associated with this action is \$138,293. There is, of course, an offsetting decrease in cost to the Capital Improvement Fund, which is reflected in the expenditures above.
- Personnel cuts and restructurings which result in an annual cost reduction of \$162,725. The BOA will be asked to approve these cuts in Closed Session, following which the affected employees will be notified.

The annual net cost reduction of these actions is estimated to be \$437,082. Additional cost reductions over the expenditures shown in the 2009 five-year plan are associated with the early payoff of the Proposition S note.

### **Items from the February 24, 2009 BOA Meeting**

The following items were discussed by the Mayor and Board of Aldermen at the February 24, 2009 Board of Aldermen meeting. Below are my responses:

- *Reducing Health Insurance Costs:* Please be aware that the Board of Aldermen will consider the annual health insurance contract for employees during May of 2009. It is my opinion that it would be prudent to withhold discussions regarding health insurance costs until that time.
- *Reducing Legal Fees:* Please be advised that between 2005 and 2008 the City's legal fees were reduced by approximately seventy percent.
- *Eliminating Expenditures Related to the Sappington House:* My stance is that the City owns the Sappington House property and we will continue to maintain it, as we do all of our properties, until the Board of Aldermen instructs to me to do otherwise. I will once again state that I have previously met with the Sappington House Foundation, and the Foundation is not willing to accept the City's expenses associated with the maintenance of the Sappington House. The City's agreement with St. Louis County requires Crestwood to maintain the Sappington House complex.
- *Lease of Police Vehicles:* You will note that no additional police vehicle lease is scheduled until 2011. Prior to the creation of the 2010 budget, the City will complete a comprehensive vehicle replacement plan which details how these emergency vehicles will be utilized throughout the life of the vehicle. The Board of Aldermen will be able to use this information to determine whether it is prudent to continue leasing these vehicles or to proceed in a different manner.
- *Advertisement of Cuts in Newsletter:* Should the Board of Aldermen wish to advertise the cuts in the newsletter, they should instruct the City Administrator to do so via motion and voice vote. I would recommend that instead of listing the cuts (as shown above), that the cuts be summarized.

### **Action Recommended**

At this time I am requesting that the Mayor and Board of Aldermen authorize the City Administrator to take the required action in order to proceed with the revised Capital Improvements and Park and Stormwater five-year plans. Please be advised that by doing such, the Board of Aldermen is not committed to the items in the five-year plan. The Board of Aldermen will have the opportunity to debate these purchases as part of the 2010, 2011, 2012, and 2013 budget process. Additionally, please be advised that prior to forfeiting any grants, such as the Whitecliff Park Service Bridge, the City Staff will present these grants to the Mayor and Board of Aldermen for direction.

Regarding the General Fund, I am requesting that the Mayor and Board of Aldermen direct the City Administrator to proceed with the restructuring of the Fire Department and Police Department. As described above, the cuts within these departments will be made through attrition so long as the attrition occurs within a reasonable time. If the attrition does not occur within a reasonable period of time, this matter may have to be re-addressed by the Mayor and Board of Aldermen.



## ***Internal Memorandum***

---

### **Department of Public Works**

TO: James A. Eckrich, P.E.  
City Administrator

FROM: Dzenana Mruckovski  
Director of Public Works

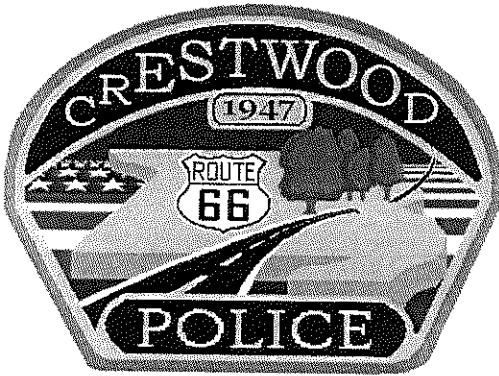
DATE: August 10, 2010

RE: Budget 2011 Variance

As you requested, below is my explanation regarding the budget 2011 variance. Please let me know if you have questions or need additional information.

<u>Account</u>	<u>Summary</u>
10-35-060-620-6311	Maintenance/Repair Communications Equipment; Request to increase the budget line item to for radio annual maintenance contract in amount of \$720.00 and \$4,600 for the purchase of two additional portable radios for two new trucks (#311 - 3/4 ton pick up and #214 – 2 1/2 ton truck).
10-35-060-715-7212	Building Maintenance Supplies. Request to increase the building maintenance supplies since more in-house repair and maintenance work is being performed.
10-35-062-730-7513	Deicing Salt. Request to increase this budget line item to \$40,000. Currently, the City has 1,100 tons of salt in storage. We are expecting to purchase 400 tons later this year which would bring our total to 1,500 tons before 2010/2011 winter season starts. We would like to purchase 200 tons of salt in January 2011 (approximately \$10,000) and still be able to purchase more later in 2011 to replenish before 2011/2012 winter season.
23-35-064-615-6160	Increase of \$1,500. 00 to address a backlog of stump removals in the City's right-of-way and parks. If a stump grinder purchase is approved, this increase can be eliminated.
23-35-064-620-6312	Increase of \$1,000.00 to accommodate for flooring and roofing repairs in Crestwood Park.
23-35-064-620-6317	Maintenance/Repair Grounds. This line item is being increased to accommodate for the irrigation system installation at the Whitecliff Park main entrance.

23-35-064-715-7212	Increase of \$950.00 to replace two double sided BBQ pits @ Crestwood Park (pavilion #1).
23-35-064-725-7411	Increase of \$500.00 for purchase of cordless impact wrench for working on signs, fences, benches in City parks and to purchase a backpack herbicide sprayer.
23-35-064-740-7711	Agricultural Supplies. Request to increase the line item by \$1,200.00 to purchase the engineered wood chips (ADA requirement) for Spellman Park swing area.
23-35-064-745-7905	Recreation Supplies. Request to purchase the remainder of wind screens for Whitecliff Park tennis courts (courts #3 and #4).
21-35-062-610-6115	Other Professional Services. This is the cost for the Spellman Road Reconstruction Phase II TIP grant application fee (\$6,600), consultant fee for preparation of the TIP application (\$4,800) and construction services for the Whitecliff Park Service Bridge (\$600,000). 80% of the construction services cost will be reimbursed to the City by MODOT.
21-35-062-730-7510	Concrete. Request to increase the budget line item. In-House concrete slab replacement project is scheduled for this year.
21-35-062-730-7512	Rock. Request to increase the budget line item due to in-house concrete slab replacement project.
21-35-062-815-8211	Motor Vehicles. This line item is for the purchase of a stump grinder, air compressor (replaces 1997 air compressor) and one ton dump truck (trade in 1997 truck #13).



---

**Internal Memo**

Date: 09-02-2010

To: Chief Michael Paillou

From: Deputy Chief Frank Arnoldy

Subject: 2010 Capital Improvement Fund / Five Year Capital Plan Narrative

The following is the narrative for the 2010 Capital Improvement Fund Plan.

**In Year 2011:**

**Police Emergency Vehicle Replacement Plan \$46,000.00**

This would replace two vehicles. After discussion with the City's mechanic, Vehicles 696 and 498 are slated for replacement.

**Police Body Armor Replacement \$2,500.00**

This would be the second year of the match to the Federal Grant to replace the Officer's Body Armor; the first year was 2010. These two years should replace all the body armor that the Officers wear every day.

**Equipment Replacement: \$10,000.00**

This amount is to replace equipment that fails unexpectedly or is damaged beyond repair. Historically, the Police Department requests \$15,000 to fund these replacements.

**Replace LiveScan Equipment \$24,804.00**

Replace the LiveScan equipment with newer technologies. The reduced maintenance contract expense and warranty, in the first year, pays for the replacement in three years. See the LiveScan Replacement memo for more detail.

**Vehicle Mounted Radar Units \$4,200**

Purchase two more mounted radar units for the police vehicles. Mounted radar units require less maintenance due to their fixed nature and add the ability for moving speed detection. Twenty-five summonses written for ten miles over the speed limit produce court fines equal to the expense of one of these units.

**Replace CCTV System –Jail Renovations** \$18,000.00  
The jail's closed circuit television system is in need of upgrading by replacing the cameras and wiring between the cells and the radio room. The lighting in the cells is also in need to an upgrade and the cells need to have the bars and bunks painted. This is phase two of a project that has been delayed since 2008.

**Total:** \$105,504.00

**Year 2012:**

In 2012, two replacement vehicles are being requested. The Police Department asks for equipment replacement, for that equipment that fails unexpectedly or is damaged beyond repair, the purchase of a traffic counter / speed measuring device and to begin a shotgun replacement program with the purchase of two shotguns.

\$69,000.00

**Year 2013:**

In 2013, the third year of the vehicle replacement plan continues and equipment replacement is also requested, for that equipment that fails unexpectedly or is damaged beyond repair. The shotgun replacement program continues with the purchase of two shotguns.

\$67,000.00

**Year 2014:**

Two replacement vehicles are being requested and equipment replacement continues, for that equipment that fails unexpectedly or is damaged beyond repair.

\$68,250.00

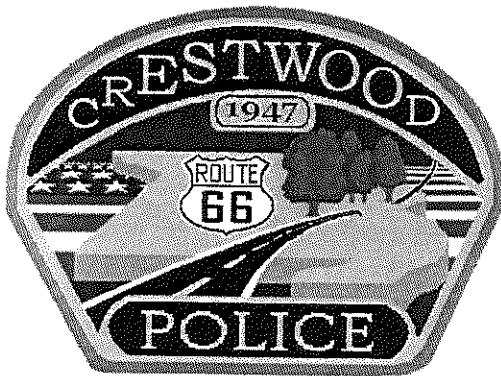
**Year 2015:**

Two vehicles are being requested for replacement. The equipment replacement request may fund the equipment needed for the new vehicles and for that equipment that fails unexpectedly or is damaged beyond repair. The body armor replacement program begins again, hopefully with a Federal grant match. A handgun replacement program begins to replace the handguns over a three year period.

\$84,412.00

**Disclaimer to 2010 Capital Improvement Fund / Five Year Capital Plan Narrative:**

This Five Year Plan does not include a comprehensive fleet plan that would best suit the needs of the Police Department. The Police Department would prefer to have a multiple year fleet plan that best manages the police fleet, provides the Officers with the safest possible vehicles and releases vehicles from service while they still have considerable value in the used vehicle market. It is felt that purchasing vehicles under this five year plan could end up costing more than a managed fleet plan, as presented by the Police Department.



---

Internal Memo

Date: 08-12-2010

To: Chief Michael Paillou

From: Deputy Chief Frank Arnoldy

Subject: 2011 General Fund Budget Narrative:

Attached is a narrative summary of the 2011 General Fund Budget, mainly reflecting any major changes in the accounts.

605-6011	Travel and Expenses:	\$3500.00
Account increased by <b>\$1000.00</b> to cover the expense of travel for an Officer to attend the FBI Academy in Quantico, Va. There may be an opening for an Officer to attend the Academy in 2011.		
605-6012	Employee Memberships	\$1600.00
This account was increased by <b>\$150.00</b> to cover additional memberships in necessary organizations.		
620-6311	Maintenance & Repair Communications Equipment	\$10,307.00
This account was increased by <b>\$200.00</b> to cover non-covered maintenance issues, such as battery replacements. The maintenance contract amount remained the same.		
620-6316	Maintenance Agreements	\$19,603.00
With the installation of the new communications recorder, the maintenance agreements went down by <b>\$6279.00</b> , even with adding the maintenance for the ID machine.		
620-6318	Maintenance & Repair Emergency Equipment	\$4750.00
This account was increased by the amount that it will take to changeover three police vehicles in 2011. This account was increased by <b>\$2250.00</b> .		
625-6410	REJIS Services	\$62,559.00
The method that AT&T gets our REJIS traffic from Crestwood to REJIS has changed and the new method is more expensive but is faster. AT&T was no longer going to support the former frame relay method in 2011 and the increase is <b>\$3503.00</b>		

630-6414 Equipment Leases \$4219.00  
The amount for the copier has gone up by **\$119.00**. The M.I.S. Director is working on a City-wide solution to our copier needs and that should reduce the amount spent for the copier.

630-6452 Other Rentals / Leases \$1908.00  
The amount for this account has reduced by **\$42.00**.

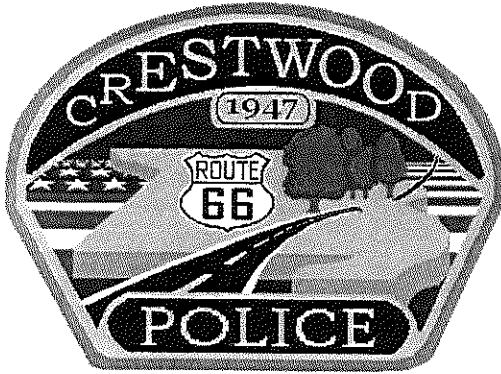
**Total Contractual:** 2011 **\$182,599.00**

710-7110 Office Supplies \$2000.00  
This account has been reduced by **\$1200.00**. This reduction is due to the M.I.S. Department taking over the purchase of the toner cartridges so the City received quantity discounts and the Police Department's Secretary negotiating with a single vendor.

720-7310 Motor Vehicle Fuel \$45,000.00  
This account was increased by **\$3750.00** due to the volatility of the crude oil and gasoline market.

740-7714 Prisoner Supplies \$3000.00  
This is a **\$500.00** reduction in this account due to the reduced number of persons held in the holdover cells.

**Total Commodities** 2011 **\$74,110.00**



---

**Internal Memo**

Date: 08-06-20100

To: Chief Michael Paillou

From: Deputy Chief Frank Arnoldy

Subject: LiveScan Replacement Proposal for 2011 Capital Budget

MorphoTrak, the vendor for LiveScan, has sent a proposal for the replacement of the current LiveScan equipment. The criteria that they used were the age of the equipment, the continued cost of maintenance and the equipment's ability to stay current with the MSHP LiveScan software.

The new equipment will cost less to maintain and MorphoTrak has advised that the reduced maintenance amount will pay for the equipment in three years. See the attached table:

	Current Maintenance	New Maintenance	Difference	Total
2011	\$11,573	Under Warranty	\$11,573	\$11,573
2012	\$12,152	\$4,968	\$7,184	\$18,757
2013	\$12,759	\$5,216	\$7,543	\$26,299

The cost of the upgrade is \$24,804.00 and includes a new PC, capture block, cabinet and printer. Based on this amount, we could save the cost of the upgrade in three years.



Office of the Fire Chief

September 28, 2010

To: Jim Eckrich  
City Administrator

Fr: Karl Kestler  
Fire Chief

Re: 2011 Budget Memo

In the 2011 budget, I have made requests for an increase in the following accounts.

10-45-080-505-5015 Overtime Wages - \$5000 increase

This increase was requested due to the past history of this account. This was the second year for our staffing level of 7 personnel. In 2009, we spent approximately \$75,000 in this account. In 2010, we are already beyond that figure.

10-45-080-625-6413 South County Dispatch - \$3000 increase

This was requested because of increase in South County Dispatch fee. This is the first major increase we have had with SCFA in recent years.

10-45-080-720-7312 Motor Vehicle Parts - \$2000 increase

Increase requested due to pending maintenance for Engine 1214



## ***Internal Memorandum***

---

### **Department of Parks and Recreation**

TO: James A. Eckrich, P.E.  
City Administrator

FROM: Todd Stover  
Recreation Supervisor

DATE: September 23, 2010

RE: 2011 Parks and Recreation Department Budget Variance

As you requested, below is my explanation regarding the 2011 budget variance. Please let me know if you have questions or need additional information.

<u>Account</u>	<u>Summary</u>
23-50-091-610-6115	Other Professional Services: Request to increase the budget line item to reflect the increase in the Lifeguards Unlimited Management Contract for the 2011 pool season from \$187,449 to \$193,056.
23-50-091-715-7213	General Maintenance Supplies: Request to increase the general maintenance supplies from \$5,000 to \$6,500 due to more in-house repair and maintenance work being performed.
23-50-090-620-6312	Maintenance/Repair Buildings / Facilities: Request an increase from \$15,500 to \$20,000 to cover the increasing cost of maintaining aging facilities in safe and useable condition.